



Lindsborg, Kansas COMPREHENSIVE PLAN

Moving forward together



LINDSBORG

COMPREHENSIVE PLAN

Moving forward together

Prepared for the City of Lindsborg, Kansas
by
Shockey Consulting
with
CFS Engineers &
Robert M. Lewis, FAICP, CEcD
April 2021



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Letter FROM THE MAYOR

Dear Friends, Neighbors, and Future Residents of Lindsborg:

We did not anticipate beginning our Comprehensive Plan efforts during a pandemic. This past year has undoubtedly been a challenge and filled with uncertainty and great change. But it has also provided a period of reflection as we look toward the future.

Lindsborg is a community of choice for those fortunate enough to call it home. Our residents make Lindsborg a great place to live, and we are lucky to enjoy a very high quality of life. Our visitors enrich our community while experiencing the many wonderful things Lindsborg offers – our history and heritage, local businesses, parks and trails, schools, cultural festivals and events, and overall community spirit.

We embarked on this journey to develop an updated Comprehensive Plan to guide Lindsborg over the next twenty years to ensure resilience, excellence, and prosperity as we continue to grow and develop.

This Comprehensive Plan has been a collaborative effort from the start. While we've not been able to meet in person for much of the process, our Lindsborg community has remained involved, interested, and committed to this significant initiative for our City. We are beyond appreciative of everyone's participation. It truly is a plan for us all and reflects the many wonderful ideas brought forth during the community engagement process.

In a way, this time has allowed us the opportunity for our community to evaluate what we hold so dear about Lindsborg and learn how we can move forward together to make Lindsborg a place that everyone wants to call home in 2040.

Sincerely,

A handwritten signature in black ink that reads "Mayor Becky Anderson". The signature is fluid and cursive.

MAYOR BECKY ANDERSON



ACKNOWLEDGMENTS

Mayor

Becky Anderson

City Council

Ed Radatz, Ward 1

Rebecca Van Der Wege, Ward 1

Kirsten Bruce, Ward 2

Mark Friesen, Ward 2

Blaine Heble, Ward 3

Rick Martin, Ward 3

Jodi Duncan, Ward 4

Emile Gallant, Ward 4

Planning Commission

Marv Anderson

Jan Cambridge Lewis

Molly Johnson

Jeff Kurtz

John Mattox

Ed Pogue

Dale Whetstone

Ron Wilson

City Staff

Greg DuMars, City Administrator

Lucas Neece, Assistant City Administrator

Gary Shogren, Community Development Director

Mike Davis, Police Chief & Director of Public Safety

Beth Ferguson, Recreation Director

Chris Lindholm, Public Works Director

Larry Lindgren, Finance Director (Retired)

Holly Lofton, Convention & Visitors Bureau Director

Roxie Sjogren, City Clerk

Steering Committee

Cindy Bahkta

Chandra Cooper

Mike Dreier

Chock Hefner

Molly Johnson

Derek Lee

John Mattox

Matt Pfannenstiel

Mary Pywell

Elyse Ramsey

Juan Redmon

Tim Stewart

Steve Swenson

Anna Waugh

Photo Credits

City of Lindsborg

John Roever

Tim Stewart

Jim Turner



INTRODUCTION

Geographic Location

The City of Lindsborg sits in the Smoky Hill River valley of McPherson County in the State of Kansas's central region. Lindsborg is approximately 15 miles south of Salina, Kansas, and 12 miles north of McPherson, Kansas. Highway K-4, the longest designated Kansas state highway, connects Lindsborg east-west from Topeka to Scott City. Lindsborg sits within four miles of Interstate I-135, which connects Salina, McPherson, and Wichita.

Purpose

The Lindsborg Comprehensive Plan: Moving Forward Together is an update to the last Community Comprehensive Plan adopted in 2005. This Comprehensive Plan serves as a guide for how Lindsborg, Kansas should develop and redevelop into 2040. This document outlines the goals, objectives, strategies, local actions, and policies that aim to achieve the overall vision, as established throughout the planning process, over the next 20 years.

Strategic Plan

A Strategic Plan developed simultaneously with the Comprehensive Plan to address the community's short-term needs in response to the COVID-19 pandemic and fast-paced demographic, economic, social, and industry shifts. The Strategic Plan guides Lindsborg's City Council by focusing on action items prioritized for completion within a three-year

timeframe. The Strategic Plan aligns with the long-term, resilient framework of the Comprehensive Plan.

Alignment

The Lindsborg Comprehensive Plan: Moving Forward Together incorporates an understanding of and recommendations from existing City of Lindsborg plans and policies to serve as an overarching framework that supports the many initiatives already underway in the community. The referenced documents include:

- Capital Improvement Plan, 2021
- Childcare Plan, 2019
- City Budget, 2021
- City Council Strategic Plan, 2018-2020
- Community Comprehensive Plan, 2005
- Downtown Tree Policy, 2002
- Economic Development Incentives Policy, 2006
- General Infrastructure Improvement Policy
- Long Term Obligation Financing Policy, 2009
- Neighborhood Revitalization Plan, 2008
- Policy for Grants of Local Public Funds, 2006
- Parks and Recreation Master Plan, 2007
- Standard Engineering Design Criteria
- Stormwater Management Utility Policies and Procedures Manual
- Subdivision Regulations, 2003
- Välkommen Trail System Plan, 2006

COMMUNITY of *Choice...*

AT A GLANCE

- * The Lindsborg Comprehensive Plan: Moving Forward Together is an update to the last Community Comprehensive Plan adopted in 2005.
- * This document outlines the goals, objectives, strategies, local actions, and policies that aim to achieve the overall vision.
- * This Comprehensive Plan serves as a guide for how Lindsborg, Kansas should develop into 2040.

Other studies and reference materials reviewed as part of the planning process include:

Cow Creek Drainage Study, 2006
Harrison Street Extension and K-4 Grade Separation Removal, 2020
Housing Needs Analysis, 2019
Legislative Priorities, 2013
Lindsborg Recreation Center Feasibility Report, 2019
McPherson County Old Mill Museum Report, 2019
National Citizen Livability Report, 2017
National Citizen Survey, 2017
NW Drainage Study, 2015
One Stop Shop Business Development Guide
Sales Tax Initiative, 2010
Water Consumer Confidence Report, 2018
Water Report, 2015

Growth Strategy

Lindsborg, Kansas is a community of choice.

This sentiment emerged time and time again from various stakeholders throughout the planning process and serves as the Comprehensive Plan's foundational theme. From the early Swedish settlers to today's residents, people continue to choose Lindsborg as their home even if they work remotely or in neighboring communities.

Lindsborg offers a wealth of opportunity and high quality of life for residents and businesses alike. The Comprehensive Plan's goal is to strengthen Lindsborg as a community of choice within the

region and the State of Kansas and encourage growth and development into 2040 and beyond. Attracting new residents and economic activity is paramount to ensure Lindsborg has a thriving and vibrant future, especially in times of anticipated population decline in non-urban communities over the next few decades.

Elected Officials, City Staff, and the greater Lindsborg community stand ready to meet the challenge. This Comprehensive Plan encourages a proactive approach to achieve growth and guides implementation through a variety of strategic themes, including:

- * Promoting and continuing to strengthen Lindsborg's high quality of life and community offerings;
- * Championing childcare as an economic development strategy to attract families and increase the available workforce;
- * Strengthening regional partnerships for economic and workforce development; and
- * Planning for expansion toward Interstate I-135 to take advantage of the anticipated new interchange with new commercial, industrial, and residential opportunities.

Proactive efforts taken today to further Lindsborg as a community of choice will ensure prosperity and resiliency for future generations into 2040 and beyond.



Planning PROCESS

Community Engagement

The planning process aimed to actively engage stakeholders from all segments of the community. The Steering Committee selection process and community engagement efforts strived to include a wide range of participants across generations, gender, ethnic groups, and occupations. This approach to authentic participation is essential to ensure that the Comprehensive Plan accurately reflects community values and addresses community priorities and needs. Additionally, it builds public understanding and ownership of the adopted plan, leading to more effective implementation and community support.

The COVID-19 pandemic presented a unique opportunity to pivot from the anticipated in-person events typical of community engagement methods and efforts to a fully immersive, online engagement platform. This digital approach to community engagement and virtual meetings kept stakeholders safe and followed CDC guidelines related to social distancing while still ensuring an inclusive, meaningful, multifaceted, innovative, and creative process.

The physical presence of Dala yard signs throughout Lindsborg promoted the Comprehensive Plan and encouraged residents, business owners, and visitors to participate in a variety of online tools, including:

- * Quick Polls,
- * Topical Surveys,
- * Ideation Tools, and
- * Mapping Activities.

The digital engagement platform resulted in greater and more diverse participation than might otherwise be captured through traditional public meetings.

72% of respondents said that in 2040

“Our community is a place where people feel welcome and want to live, work, and play. Our gathering places and unique points of interest draw both locals and visitors.”

Conditions & Trends

During the Comprehensive Plan process, discussions referenced an established baseline of facts – an evidence-based description and analysis of current conditions and best possible projection of future trends related to changes in retail, climate, workforce needs, technology, automated transportation, and demographics.

Current Snapshot

A Current Snapshot graphically represented current data related to Lindsborg: demographics, tourism, cultural and recreational amenities, health, public safety, education, housing, economy, transportation, infrastructure and facilities, environmental and natural resources, and land use. These data sets provided the necessary facts to help inform stakeholder discussions throughout the planning process.

Strategic Foresight

Combining data, forecasting, and regional and national trends helped stakeholders understand and anticipate forces that may assist or impede the community from achieving its vision. Strategic foresight creates a proactive Comprehensive Plan that is both adaptable and resilient to future conditions.

Storytelling

A series of generation and workforce profiles, developed from Lindsborg-specific data, portrayed representative stories as a way for participants to expand their perspectives on current topics and issues. This storytelling technique provided a unique and creative way for stakeholders to evaluate the needs of all generations and potential residents in the future.

(See Appendix for complete Generation and Workforce Profiles)

Market Analysis

A high-level market analysis identified local and regional market opportunities and provided the necessary foundation for a more in-depth analysis of different business and real estate sectors. Readily available data and conversations with regional economic development organizations shaped population, housing, and economic sector projections into 2040, allowing the City Council and Planning Commission the opportunity to evaluate growth strategies and future land use needs.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Elected Officials, City Staff, and Steering Committee members participated in a SWOT analysis at the beginning of the planning process to identify significant issues facing the community internally (strengths and weaknesses) and externally

(opportunities and threats). The SWOT analysis and assessment of trends informed stakeholder engagement and subsequent discussions to evaluate planning implications and the community's appropriate responses.

Framework

Elected Officials, City Staff, and the Steering Committee developed the Comprehensive and Strategic Plans' overall framework based on community input and feedback gathered throughout the engagement process. These elements carry throughout the six chapters of the Comprehensive Plan: Community Identity, Safe & Healthy Community, Built Environment, Natural Environment, Resilient Economy, and Land Use & Community Design.

Vision

The Comprehensive Plan's vision statement is an image of the community's desired future in 2040 in terms of its physical, social, and economic conditions. The vision statement intends to inspire and energize the community while defining what the plan seeks to achieve.

Goals

Goals are statements of community aspirations for achieving the vision.

Objectives

Objectives are measurable targets to be met through community action in carrying out the goals.

Policies

Policies are the specification of principles guiding public and private actions to achieve the goals and objectives presented in the Comprehensive Plan.

Local Actions

Local Actions defined throughout the Comprehensive Plan elements identify commitments to carry out the plan during implementation.



ENGAGEMENT

FUTURE LINDSBORG SITE STATISTICS



SITE VISITS

1,648



REGISTERED PARTICIPANTS

82



ENGAGED VISITORS
(Contributed to activities and tools)

384



INFORMED VISITORS
(Participant has clicked around on one or more pages)

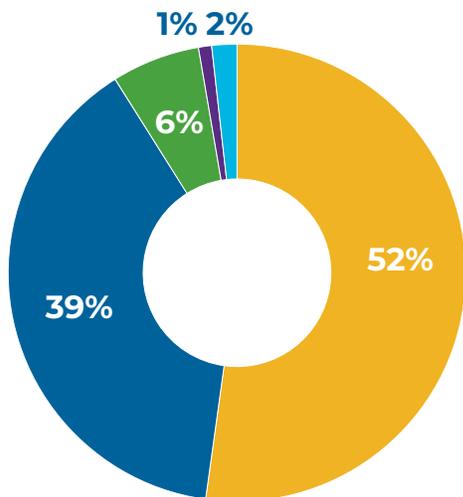
472



AWARE VISITORS
(Participant has only viewed the page)

883

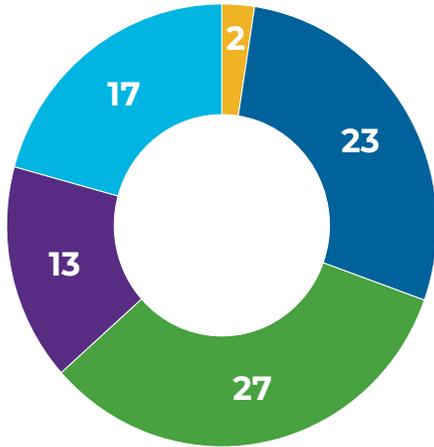
SITE TRAFFIC



- Facebook
- Direct (Includes QR codes scanned by iPhone)
- Email
- Android (QR codes scanned by Android)
- Referral

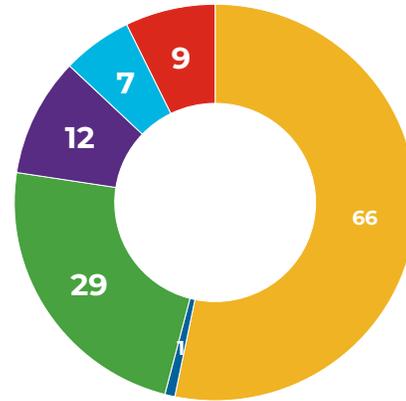


WHAT IS YOUR AGE?



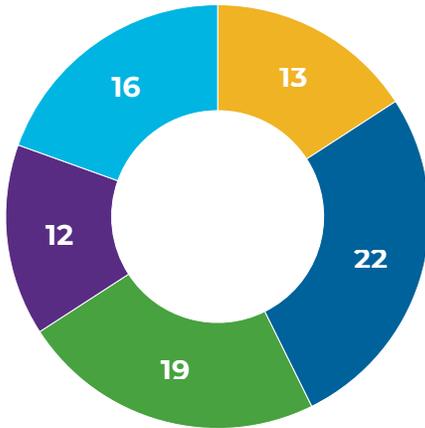
- 19 years old or younger
- 20 to 34 years old
- 35 to 54 years old
- 55 to 64 years old
- 65 to 84 years old
- 85 years old or older

WHAT IS YOUR CONNECTION TO LINDSBORG?



- I live here
- I work here
- I visit here
- I am a student here
- I own a business here
- Other

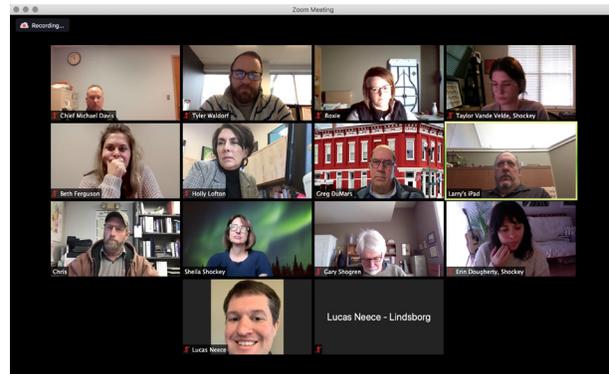
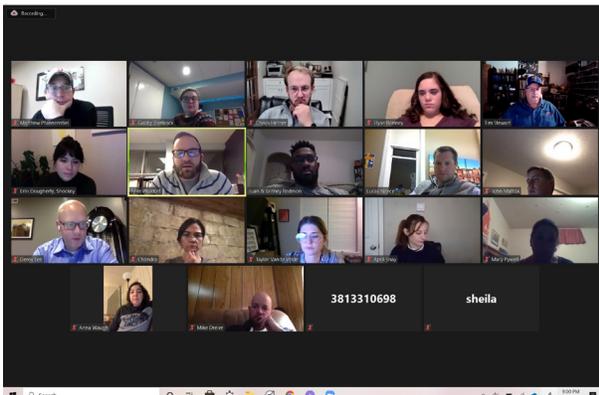
WHICH WARD DO YOU LIVE IN?



- Ward 1
- Ward 2
- Ward 3
- Ward 4
- I don't live in Lindsborg



Facebook Campaign 20 POSTS





IMPLEMENTATION

City Council & Planning Commission

The Comprehensive Plan guides the Lindsborg City Council and Planning Commission in the decision-making processes related to community growth and development to achieve the overall vision and goals outlined in the document. The policies and local actions serve as the implementation tools.

Community Engagement

It is important for an effective planning process to continue to engage stakeholders during the implementation, updating, and amending of the Comprehensive Plan so that the public remains involved with ongoing proposals and decisions.

Annual Evaluation

The Comprehensive Plan is a living document. An annual evaluation by the Planning Commission provides the City of Lindsborg with the opportunity to make necessary adjustments to the goals, strategies, priorities, and future land use map. This evaluation allows the community to meet changing conditions, targets, and demands over the next 20 years. The Planning Commission must approve any amendments, extensions, or additions made to the Comprehensive Plan.

The Planning Commission should report the annual evaluation to the Elected Officials and the greater Lindsborg community. This regular reporting ensures accountability and provides a means to keep the residents, businesses, and development community informed about the Comprehensive Plan implementation progress. The evaluation

addresses accomplishments from the previous year and identifies priorities and next steps for the upcoming year.

Alignment

The Strategic Plan, Capital Improvement Plan (CIP), and the City's Budget serve as implementation tools supporting the overall Comprehensive Plan framework. Alignment between these existing City planning efforts and processes helps ensure progress in achieving the community vision. Goals and strategies for investment established in the Comprehensive Plan often set the priorities for investment in facilities and infrastructure over the next several years.

Funding Identification

City Staff should research financial resources, as necessary, for implementation. These resources may include City funds, external grants, or private dollars. Identification of funding sources helps influence the annual budget planning process and Capital Improvement Plan.

Interagency & Organizational Cooperation

The Comprehensive Plan intends to enhance coordination, support, and encouragement between the City and external agencies and organizations' activities and schedules. Encouraging these external partners to reference and utilize the City's Comprehensive Plan will increase implementation effectiveness and leverage resources for achieving local and regional planning goals.

Vision

In 2040...

People choose Lindsborg, Little Sweden USA, a welcoming, diverse, and sustainable community with a high quality of life where we embrace the arts, innovation, and lifelong learning so everyone can flourish.

Lindsborg is home.



CHAPTER

01

Community IDENTITY



History & Heritage

GOAL 1

Celebrate our unique community identity.

What is our identity (rural, Swedish, artist, all)?

How do we maintain our identity as a unique and heritage-rich community while growing and providing a higher quality of life?

Objective 1: Preserve our history and heritage.

Context:

Community identity is essential to creating pride, self-respect, unity, a sense of belonging, and the social responsibility of people, groups, and organizations.

Indigenous North American Indians inhabited most of Kansas prior to European settlement. Tribes included the Kanzas (Kaw), Pawnee, Osage, Wichita, Arapaho, Cheyenne, Comanche, and Kiowa. The Wichita tribe inhabited most of the land in south-central Kansas including what is present day McPherson County.

Federal land bills, including a treaty with the Kaw Indians in 1825, opened most regions of land that had long been home to these indigenous people to homesteading by immigrants from many different nations. The Swedish Agricultural Colony initially settled the current City of Lindsborg in 1868. Shortly after, 80 families from Värmland, Sweden arrived in 1869. In 1879, Lindsborg officially incorporated as a third-class city.

Insight:

Known today as “Little Sweden USA,” Lindsborg takes great pride in its Swedish history and heritage. The Swedish culture and traditions are celebrated and highlighted in a variety of ways throughout the community:

- * Swedish-centric festivals like Svensk Hyllningsfest and Midsummer’s Festival,
- * Swedish Dalas that march down the streets of Downtown,
- * Swedish motifs in the architecture and décor,
- * elements of the Swedish language embedded in City communications and marketing,
- * traditional Swedish dance taught to the Lindsborg youth,
- * the culture of Fikas, and
- * family traditions honored within the homes of many residents.

Dala Horse

The Dala, or Dalecarlian Horse, is traditionally a wood-carved, painted children's toy. Today it is a symbol that represents Sweden and serves as an icon for Lindsborg through incorporation in the City's official logo. The cherished symbol appears throughout the community in various forms, including a painting on the City's water tower and as unique artistic sculptures along Downtown's Main Street in front of local shops and businesses – a visual reminder of the community's founding heritage.

Swedish Festivals & Events

Lindsborg highlights Swedish heritage during community events.

The biennial **Svensk Hyllningsfest**, started in 1941, is a fall celebration to honor the Swedish immigrants to the Smoky Valley through Swedish arts, crafts, special foods, ethnic music, folk dancing, parade, smörgåsbord, and other forms of special entertainment.



Midsummer's Festival, the Swedish holiday to mark the beginning of summer, is one of the most popular Swedish celebrations and serves as another opportunity to highlight Swedish food, music, dancing, and art. Most notable to this festival is the raising of the Midsummer Pole, Midsommarstång, in Heritage Square.

The third Swedish-centric festival is **Våffeldagen** (Waffle Day) in March, a celebration to welcome spring.

There is great celebration in Lindsborg during the Christmas holiday season with several events and festivals honoring the community's strong faith-based traditions and Swedish heritage. The historic Bethany Lutheran Church is host to the St. Lucia Festival, Julotta, and Annandag Jul.

Residents and those close to Lindsborg are not the only ones who enjoy the Swedish traditions and heritage. The unique history and heritage serve as a draw for tourists, putting Lindsborg on the map as a Central Kansas regional destination for many visitors

each year. Many of Lindsborg's local businesses, like Hemslöjd, offer a variety of Swedish goods, crafts, and gifts, further distinguishing Lindsborg for its unique culture.

Faith

Faith and religion also shape Lindsborg's community identity, stemming largely from the early Swedish settlers' Lutheran backgrounds. Today, 11 churches of varied denomination support the religious practices of the community. The Associated Churches of Lindsborg (T.A.C.O.L) organization is made up of the many community church groups and provides services to the community.

Trends and Foresight:

Tourists desire authentic experiences, often found in communities with unique history and culture. Like Lindsborg, these communities are increasing regional tourism, attracting people within shorter travel distance.

Preserve America is a federal program that encourages and supports community efforts to preserve and enjoy their cultural and natural heritage. The program's goals include:

- * greater shared knowledge about the nation's past,
- * strengthened regional identities and local pride,
- * increased local participation in preserving heritage assets, and
- * community economic vitality support.

Benefits of being a designated community include regional and national promotion through Preserve America, providing greater visibility to the community. Additionally, the Preserve America program includes eligibility for grants to support communities in preserving their heritage. Lawrence, Leavenworth, Riley County, and Wichita are the only four designated communities within Kansas. Designation as a Preserve America community would greatly benefit Lindsborg and the desire to continue serving as a regional destination.

61% of respondents ranked Svensk Hyllningsfest as their favorite festival or event.

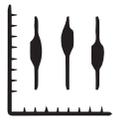
Strategy: Preserve the traditions of Lindsborg's Swedish heritage as a foundation of our community's identity.

Local Actions:



Education & Outreach

- ✓ Encourage community leadership involvement in the training of cultural event and festival committees to maintain traditions and improve planning efforts. ▲
- ✓ Continue to strengthen efforts to promote the City as a tourist destination and encourage businesses offering goods and services to the traveling public. (2005 Comprehensive Plan)



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Encourage City leadership to engage in neighborhood and community-wide events. **SP**
- ✓ Continue efforts of the Sister City Committee to strengthen community ties with Munkfors, Sweden.



Facilities or Infrastructure Improvements

- ✓ Evaluate the impact and revenue benefits of a Visitors' Center that highlights Lindsborg's Swedish heritage and engages the community in sharing that story.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan



Objective 2: Preserve our cultural legacy of the arts, innovation, and creativity.

Context:

Culture, the arts, and creativity have become increasingly crucial to the vitality of communities and how they grow and innovate. A notable figure and contributor to Lindsborg's artist culture is Birger Sandzén, a Swedish immigrant and talented painter and printmaker who taught at Bethany College from 1894-1946. Sandzén's work captured the beautiful landscapes of Kansas and the nation.

Insight:

In addition to its Swedish heritage, Lindsborg has strong roots in the arts and a culture for creativity and innovation. From the traditions of Swedish craft to the exhibition of fine art and the performance of musicians and dancers, the City takes great pride in all forms of the arts. Lindsborg continues to be a welcoming place for artists of all kinds. Their presence and contributions greatly enrich the community. More than 60 artists call Lindsborg home, with several art galleries and museums, artist organizations, and various festivals and events established to celebrate, promote, and support the excellent talent found in the community.

Lindsborg's Swedish festivals and events incorporate music, dance, and art to highlight the traditions, craft, and culture of the community's Swedish history and heritage. There are additional community festivals throughout the year that focus specifically on performing and fine arts.



Music & Dance

The most notable of these is the Messiah Festival of the Arts, a celebration of art, theater, and music during Holy Week. This festival, started in 1882 by Bethany College founders Carl and Alma Swensson, hosts the longest-running annual performance of Handel's Messiah and draws people from all over.

Music also takes center stage during the Lindsborg Landmark Concert Series, which sponsors free music events throughout the year including the popular Jazz Walk event in Downtown Lindsborg. Residents come together to enjoy band entertainment and dance in the downtown streets during the Lindsborg Street Dance.

Art

Lindsborg celebrates local artists throughout the year. Makers Street is Lindsborg's monthly art walk on Main Street featuring makers – artists and crafters – of all kinds. Local artists also participate in the Artists' Studio Open House in December, where residents and visitors can see artists at work in their studios.

There are many galleries and museums in the community that display and sell the work of local artists. The Birger Sandzén Memorial Gallery, built in 1957 on the Bethany College campus, preserves and promotes Sandzén's art and enhances Kansas's cultural life. Lindsborg is also home to the Red Barn Studio Museum, the restored studio of local artist and craftsman Lester Raymer. The studio has been in operation as a museum since 1997 and features Raymer's wide range of work: painting, ceramics, metalwork, stitchery, woodcarving, furniture, and jewelry. The Red Barn Studio Museum offers an Artist-in-Residency program that supports artists of all kinds and encourages residents to display and sell their work in the museum. Additional local galleries represent and further support many in the local artist community.

The community's culture and appreciation for the arts stem largely from Bethany College, well-known for its tradition and commitment to art, music, and emphasis on Scandinavian heritage. The Mingenback Art Center is one of the most

functional instructional centers for visual art in the region. The institution's presence in Lindsborg and its ongoing commitment to arts education serves as an anchor for the community's creative heritage.

Art Organizations

The Lindsborg Arts Council acts as a coordinating educational and service organization to promote, encourage, and increase the knowledge, appreciation, and practice of the arts in the community. The Lindsborg Arts Council awards annual scholarships to graduating seniors interested in pursuing the arts, in addition to funding and hosting many art-focused events and festivals. The Raymer Society, associated with the Red Barn Studio Museum, sponsors their Artist-in-Residency program, which provides living and studio space to rotating artists. The Society also supports the preservation and sharing of Lester Raymer's work, the organization's namesake.

Innovation

Beyond the visual, music, performance, and fine arts, Lindsborg has a long history of innovators. Most notably, the Kansas Historical Society

chronicles the innovation of three Lindsborg inventors – John Erickson, Charles J. Erickson, and Frank A. Lundquist – and their contributions to the invention and development of the modern-day dial, or 'automatic,' telephone.

Trends and Foresight:

Despite advances in and increased use of technology and automation, creativity, the arts, and culture remain inherently human and crucial to maintaining happy and thriving communities. In the past decade, cities across the nation have focused on revitalization, using the arts to fuel economic development and neighborhood transformation.

65% of respondents ranked "arts, history, and culture" as Lindsborg's greatest strength.



Strategy: Support and enhance the artistic, innovative, and creative culture.

Local Actions:



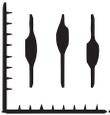
Practice Improvements

- ✓ Encourage the Smoky Valley School District to continue incorporating arts programming into the local schools. ▲
- ✓ Encourage the Lindsborg Arts Council to explore opportunities to increase and promote funding for the arts.



Plan Development

- ✓ Develop a Public Arts Maintenance Plan.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Strengthen partnership with the Lindsborg Arts Council for continued support, funding, and promotion of local artists and art.
- ✓ Investigate additional public/private partnerships to provide support to local artists.
- ✓ Encourage community partners to increase arts programming for all ages.



Programs or Services

- ✓ Encourage local organizations to offer donation and art material swaps to support artists and art education needs in the community.
- ✓ Encourage community partners in their efforts to create a Christmas Village during the holiday to supplement existing holiday events, offering opportunities to promote local artists, Swedish holiday traditions, and provide a range of holiday-related foods and activities. ▲ SP



Facilities or Infrastructure Improvements

- ✓ Consider a centralized makers' space and arts education facility to further encourage innovation and creativity.
- ✓ Utilize the Swedish Pavilion to provide studio and display space for local artists for increased interaction with the community, especially during events.



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

History & Heritage

GOAL 2

Welcome, include, and embrace all residents and visitors.

Are people afraid to move here for lack of Swedish connection?

Objective: Increase people's sense of belonging in the community.

Context:

A community's deep-rooted heritage and culture appeal to many residents and visitors, while others perceive those strong ties as unwelcoming and a deterrent to feeling included. The latter impacts population growth if people become less inclined to move to communities for fear of not fitting in or connecting to the heritage. It is vital to maintain a thriving, growing community to sustain a high quality of life and level of service to residents. A welcoming and inclusive spirit will help attract people from different backgrounds, which ultimately complement and enhance a community's identity.



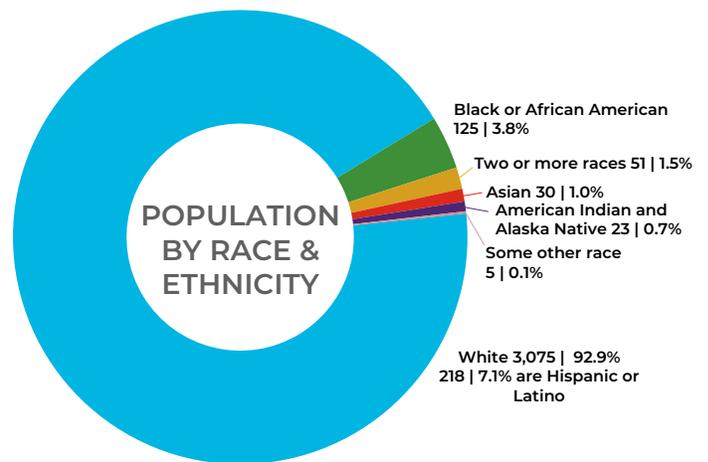
Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.

– Jane Jacobs

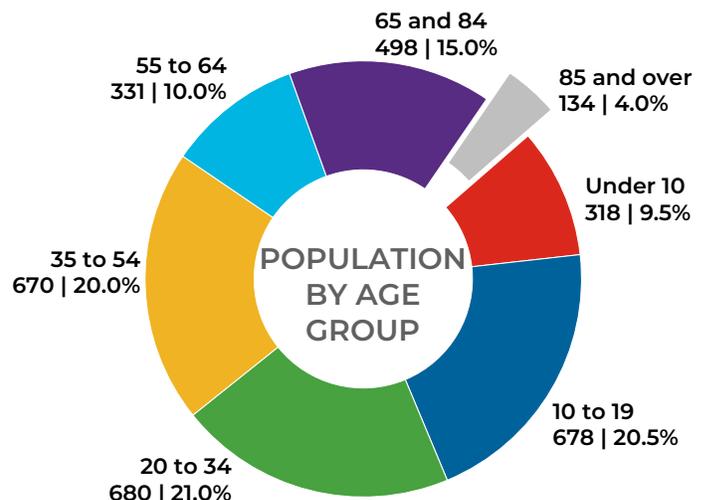
Insight:

Demographics

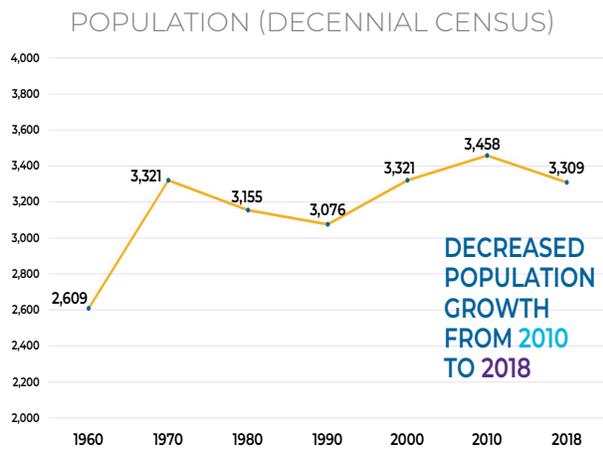
Lindsborg is a predominantly white community (92.9%). The median age of 34.4 is younger than both the State of Kansas (37.1) and McPherson County (41.1), though Lindsborg rates lower than the national average for age diversity, with an index of 0.87.



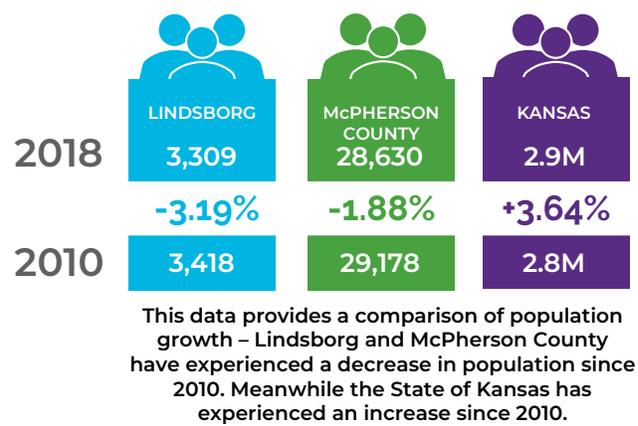
Source: ACS, 2018



Source: ACS, 2018



Source: ACS, 2018



Source: ACS, 2010 and 2018

Lindsborg	34.4
McPherson County	41.1
Kansas	37.1

Source: ACS, 2018

0.87	Lindsborg
1.00	National

Lindsborg is less age diverse than the nation as a whole

Source: AARP, 2018



Source: ACS, 2018

From 2010 to 2018, the state’s population increased by 3.64 percent. Lindsborg’s population declined during that same timeframe, comparable to population decrease trends for McPherson County.

Ninety-four percent of Lindsborg’s residents rate the quality of life as excellent or good, according to the 2017 National Citizen Survey. The town’s size, excellent school system, quality of City services, and accessible amenities contribute to the high satisfaction as a desirable place to live and attract new residents.

Bethany College, one of Lindsborg’s community anchors, also serves as an attractor for the community - drawing faculty, staff, and students of diverse cultures and backgrounds.

With a population of 3,309 (according to the 2018 American Community Survey), fewer and fewer Lindsborg residents have Swedish lineage or direct connection to the community’s strong sense of history and heritage. According to the 2017 National Citizen Survey, Lindsborg residents report a strong desire for greater inclusion as the presence of people of different culture and backgrounds increases.

Fika (“A social cup of coffee”)

Fikas, though Swedish in tradition and name, encourage socialization and bring people together

over a cup of coffee. Fikas serve as an opportunity to welcome others, learn and grow as individuals, and ultimately create a strong sense of place and community identity.

When asked, “What do you want to be able to say about Lindsborg in 2040?” the overwhelming top response from survey respondents was, “Our community is a place where people feel welcome and want to live, work, and play.”

Trends and Foresight:

Each generation is more culturally and ethnically diverse. Over the coming decades, the United States will see a majority-minority population, making the inclusion of all more and more important as our communities grow and attract new residents and visitors.

As cities grow and change, trends indicate that people most value a sense of place and belonging. As globalization and immigration in parts of the world increase, many communities struggle to maintain their sense of identity and preserve their culture. To maintain community identity, it is critical to create a sustainable place that meets the needs and desires of current residents and future generations.

Strategy: Expand beyond our Swedish beginnings to include and celebrate the heritage and culture of all, attracting new residents and ensuring the highest quality of life for the entire community.

Local Actions:



Education & Outreach

- ✓ Provide outreach to all educational institutions to ensure engagement of all age groups in community-wide events, organizations, and opportunities. ▲
- ✓ Engage in a community conversation with concrete outcomes to retire the sentiment that if you weren't born in Lindsborg, you're not really from here. ▲



Practice Improvements

- ✓ Ensure that all City-wide efforts have a multigenerational focus. ▲
- ✓ Encourage festival committees to expand programming to include more people and cultures in existing community events – anyone who wants to participate in our community life is welcome and we declare them a Lindsborgian from day one. **SP**



Partnerships & Collaboration

- ✓ Connect high school and college students to leadership opportunities with the City, Downtown, businesses, and community organizations.
- ✓ Support greater presence of the Bethany College host family program throughout the community.
- ✓ Explore opportunities with Bethany College and other community and faith organizations to create a multicultural festival or event, like "World Culture Days."



Programs or Services

- ✓ Create a Welcome Wagon to improve community cohesion, especially for new residents.
- ✓ Develop a welcome page on the City's website to provide resources and links to community organizations and events.
- ✓ Leverage the Lindsborg Art Walk to encourage more significant community interaction for all residents. **SP**
- ✓ Increase recreation opportunities to bring more residents together. ▲
- ✓ Encourage neighborhoods to host block parties to create greater community and resident cohesion. **SP**

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Cultural & Historic Resources

GOAL

Preserve our historic and cultural resources.

What historic and cultural resources should be preserved?

What will historic preservation mean for future generations?

Objective: Strengthen the preservation efforts of our most valued historic buildings and sites for future generations.

Context:

Historic and cultural resources provide excellent value to a community, impacting both quality of life and tourism. Preservation of these assets helps to attract and retain a growing population that desires authentic experiences, affordable housing, and a strong sense of community identity.

In 1966, the federal government passed the Historic Preservation Act (NHPA) to protect historic and cultural resources from demolition, especially federally funded infrastructure and urban renewal projects built after World War I. The NHPA also established the National Register of Historic Places giving states and local governments greater authority over historic preservation through the creation of State Historic Preservation Offices and Certified Local Governments. Certified Local Governments in Kansas receive technical advice and support related to historic preservation efforts from the Kansas Historical Society and the National Park Service in addition to resources from their partnerships with the National Alliance of Preservation Commissions, Preserve America, the National Trust for Historic Preservation, and the National Main Street Center.

Historic preservation status of individual properties, neighborhoods or districts, and cultural sites can be designated at the federal level as part of the National Historic Register or locally. Designation on

the National Register of Historic Places determines that the historic asset has national significance and qualifies the for federal tax credits to maintain the property. National designation status also triggers automatic review when development is proposed that may impact the site's historical integrity. Local designation is conducted by adopting local ordinance and often provides a higher level of protection than those on the National Register. Locally designated properties do not qualify for federal tax credit incentives.

To be eligible for historic designation, properties must generally be 50 years of age or older. Buildings younger than 50 years old may receive rare designation if they are of exceptional importance. Structures built before 1970 are now potentially eligible for historic preservation designation. Other eligibility considerations include association with significant historical events, association with significant persons, embodying a particular architectural or cultural style, type, or method of construction, and yielding information important to history or prehistory.

Cultural resources are not historically designated on the national or local levels but still contribute significantly to a community's cultural heritage. Local cultural resources are more broadly defined and often include more places that could be potentially eligible for historic designation.

Insight:

Having recently celebrated their 150th anniversary in 2019, Lindsborg is rich in historic and cultural resources.

Historic Landmarks

Lindsborg has 13 properties on the National Register of Historic Places, including:

- * Farmers State Bank building (now Lindsborg City Hall),
- * Smoky Valley Roller Mill (now known as the McPherson County Old Mill Museum),
- * U.S. Post Office–Lindsborg,
- * Swedish Pavilion,
- * a number of commercial buildings along Main Street in Downtown Lindsborg,
- * the Johnson House,
- * the Teichgraeber-Runbeck House, and
- * two archeological sites round out the registry listings.

HISTORIC DESIGNATIONS

LOCAL HISTORIC LANDMARKS	NATIONAL REGISTER
9 PROPERTIES	13 PROPERTIES
0 DISTRICTS	0 DISTRICTS

Source: *Lindsborg, 2020*

There are nine local historic landmarks.

The Swedish Pavilion is one of the most widely recognized historic sites in Lindsborg.

The pavilion was built in 1904 by Swedish architect Ferdinand Boberg for the St. Louis World's Fair. It was moved to Lindsborg after the fair and given to Bethany College, where it was used for classroom, library, museum, and department facilities for the art department. In 1969 the pavilion moved to the Heritage Square on the McPherson County Old Mill Museum campus, where it stands today, hosting many cultural events. The Swedish Pavilion was placed on the National Register of Historic Places in 1973.

Also located in Heritage Square are seven historic buildings, Santa Fe locomotive #735, a wooden windmill, and the Heritage Center which contains business exhibits, a livery stable, and farm machinery. This site helps preserve much of the history of early

McPherson County settlers and serves as the heart of several festivals and events.

Across from Heritage Square, on the Smoky Hill River, is the McPherson County Old Mill Museum, originally known as the Smoky Valley Roller Mill. The mill is no longer in production and serves as a county-owned museum dedicated to preserving the early heritage of McPherson County, the early history of Kansas, and regional genealogy. The mill is maintained to be fully operational and comes alive once a year during Millfest. There is desire within the community to preserve and enhance the entire Old Mill campus.



It is an absolute jewel in Lindsborg's crown!

D. Stephen Elliot conducted an assessment in 2019 as part of the ongoing discussions related to future ownership and purpose of the Old Mill Museum, confirming the property as an asset to Lindsborg.

The J.O. Sundstrom Building, originally a department store in Downtown Lindsborg, was once listed on the historic registry. The City of Lindsborg purchased the building in 2003 after it fell into disrepair, and in 2011 made plans to reconstruct the building into a conference and convention space – today known as the J.O. Sundstrom Conference Center. Reconstruction of the J.O. Sundstrom Building removed its national designation status, illustrating the complexity of balancing historic preservation and meeting future needs.

Historic Preservation

Historically, private endeavors and partnerships spearhead historic preservation efforts in Lindsborg. The City is not currently a Certified Local Government and hasn't had historic preservation as a priority, primarily due to the amount of funding often required for successful preservation efforts. One exception is the historic preservation of the Farmers State Bank building at the southeast corner of Lincoln and Main Streets, which today functions as City Hall. The City secured historic tax credits for its renovation, making this an economically viable historic preservation project for the local government.

The Smoky Valley Historical Association is the primary preservation organization in Lindsborg.

They serve as stewards of Lindsborg's history by preserving and beautifying places of historical interest and promoting the study of the community's settlement and cultural growth. They also collect and preserve historic artifacts important to Lindsborg's history.

Cultural Resources

Beyond those properties listed on the National Register of Historic Places, Lindsborg is home to additional cultural resources that represent the community's history and heritage.

* **Bethany Lutheran Church** was originally founded in 1869 just outside of Lindsborg. The congregation moved the church to Lindsborg in 1874 and built the structure that still stands and operates today. Today, a monument marks the original sod and stone structure. The present-day building resembles traditional Swedish churches, built from North Dakota limestone and a smooth exterior layer of concrete to give it a white finish.

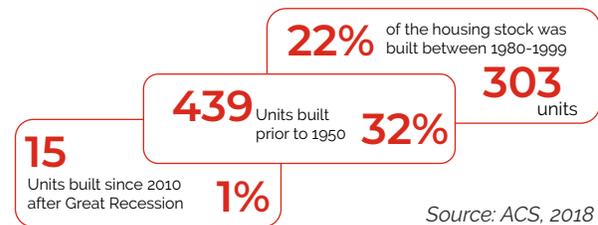
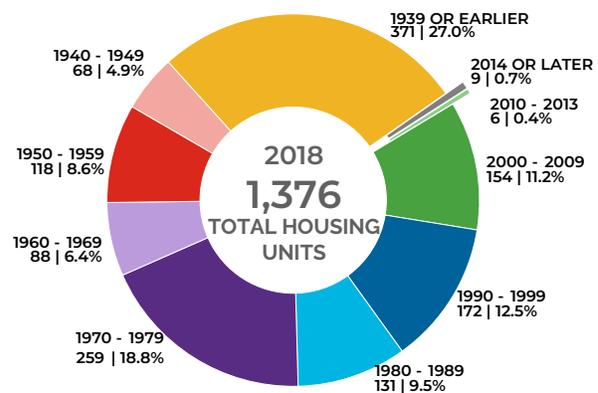
* **Höglund Dugout** is one of the last remaining examples of early Swedish settlement in Smoky Valley. Gustaf and Maria Höglund built this dugout shelter just outside the Lindsborg city limits while they constructed their homestead. The dugout is maintained today by the Smoky Valley Historical Association.

* **Coronado Heights** is historically significant to both Lindsborg and the State of Kansas. It is the southern-most bluff in a series of seven in the region, known as the Smoky Hills. It is said that Francisco Vasquez de Coronado, Spanish conquistador and explorer, arrived to Coronado Heights during his expedition from Mexico to Kansas. The Works Progress Administration built a castle on the site in 1936.

* **Presser Hall**, built in 1929 on the campus of Bethany College, is "one of the finest music buildings in America." The stage can hold a chorus of 500 plus a full orchestra and is where Handel's Messiah is performed annually as part of the Messiah Festival of Arts.

The Smoky Valley Historical Association also offers a self-guided tour to visitors of the many historic homes located throughout Lindsborg. Almost half of Lindsborg's homes were built before 1970, with over 25% constructed before World War II.

AGE OF HOUSING (BY YEAR BUILT)



Trends and Foresight:

Historic and cultural assets enhance a community's identity as a desirable place to live and work. Preservation of these assets helps give meaning to a building or area of town by providing a sense of place and historic reference to all residents and visitors. Passing down our history to the generations of tomorrow will help ensure continuity in community identity, resulting in community pride and high quality of life.

Younger generations are more interested in historic preservation than before and are joining older generations in those efforts. The 2017 National Trust for Historic Preservation Survey cites that "one in two millennials views historic preservation as important through the lens of engaging in authentic experiences, preserving a sense of community, and creatively reusing structures."

Strategy: Preserve, restore, and reuse historic resources such as buildings, sites, landmarks, or districts with exceptional value, quality, or that illustrate the cultural heritage of Lindsborg.

Local Actions:



Plan Development

- ✓ Encourage partners as they build upon the 2019 D. Stephen Elliott McPherson County Old Mill Museum Report to enhance the complex and ensure this asset continues to attract new and repeat visitors. ▲



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Work with McPherson County to identify the best course of action to revitalize the McPherson County Old Mill Museum and property. **SP**



Inventory, Assessment, or Survey

- ✓ Explore historic survey and assessment opportunities for existing facilities and districts.



Facilities or Infrastructure Improvements

- ✓ Assess improvement needs for Heritage Square and the Swedish Pavilion, the Baptist Church, and the McPherson County Old Mill Museum to evaluate opportunities for expanded community use. ▲



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

Unique Attractions

GOAL

Promote Lindsborg as a unique community offering a wide range of opportunities for residents and visitors of all ages and abilities.

What makes our community unique?

How do we create a community that celebrates, welcomes, and supports cultural, arts, and recreational amenities?

What events should we offer or expand?

What amenities, spaces, and facilities are needed?

Objective 1: Increase the number of visitors and the City's tax base through unique attractions and community events.

Context:

A strong sense of community promotes character, image, and pride. Cultural, arts, and recreational amenities strengthen one's sense of community and increase a community's attractiveness as a place to live, work, and play. Cultural amenities create a strong sense of place for residents. They attract a skilled workforce and visitors, who play a significant role in improving a community's growth and economic prosperity.

Ultimately, community identity is about placemaking - strengthening the connection between people and the places they share. The Project for Public Spaces says that "to be successful, cities need destinations. They need destinations that give their communities identity and image and help attract new residents, businesses, and investments. But they also need strong community destinations that attract people." They also recommend that cities of all sizes need at least ten destinations that offer a range of activities for people of all ages, interests, and abilities in order to be successful and draw residents and visitors.

Great spaces offer sociability, various uses and

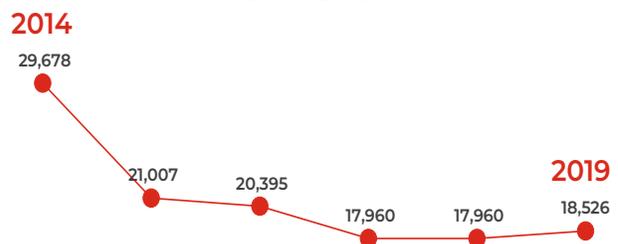
activities, comfort, accessibility, and connection. It is essential for growing communities to evaluate amenities, spaces, and facilities to ensure there are enough to address the needs of visitors and residents of all generations.

Insight:

Tourism

Lindsborg stands out for its unique Swedish heritage, festivals, historical sites, art museums, and other attractions. The community continues to be a destination for tourists and visitors, who contribute to Lindsborg's economic vitality. In 2019, Lindsborg had over 18,000 visitors, capturing a portion of the approximate \$7.1 billion spent on tourism within the

ESTIMATED VISITORS TO LINDSBORG
2014-2019



Source: Convention & Visitors Bureau



Source: Convention & Visitors Bureau

State of Kansas each year. This count is down, however, by over 10,000 since 2014. Three local hotels welcome visitors for an extended stay in the community.



Unique Attractions

Lindsborg’s many historic and cultural assets, the artist community, and major festivals and events are prime attractions for visitors. Bethany College also attracts visitors to Lindsborg in the form of prospective students or family and friends visiting students. There are many other local and regional assets that draw new and repeat visitors to Lindsborg.

- * The **Lindsborg Golf Course**, a 64-acre, 9-hole municipal course southeast of town, welcomes members and guests for daily golf games and annual tournaments, which have a greater regional draw.
- * The **Prairie Trail Scenic Byway**, which cuts through Lindsborg, is a regional tourist amenity for North Central Kansas. It is a 56-mile route that follows the steps of American Indians, explorers, and pioneers.
- * **Coronado Heights** received a Kansas ArrivaLIST award in the category of most visited Zoos, Parks, and Natural Attractions in Kansas in 2019. Its proximity to Lindsborg serves as a natural draw for these tourists to restaurants, services, and goods offered in the community.
- * The **Anatoly Karpov International School of Chess** in Downtown Lindsborg was founded after Karpov, a seven-time World Chess Champion, visited Lindsborg in 2002. This school puts Lindsborg on the map for many chess enthusiasts. It is here that a U.S. record was set by Grandmaster Timur Gareev for playing 40 chess students simultaneously while blindfolded.
- * The **J.O. Sundstrom Conference Center** offers a variety of spaces and turnkey service for receptions, celebrations, and corporate events year-round.

Additional Events

The City and its community partners host a number of year-round festivals and events for residents and visitors. Beyond those previously mentioned, there are many additional events enjoyed throughout the year:

- * A Chocolate Lover’s Affair (February)
- * Lindsborg in Bloom (April)
- * Millfest (May)
- * Smoky Valley Classic Car Show (August)
- * Bethany College Alumni and Friends Golf Tournament (September)
- * Coronado Heights Run (October)
- * Falun Classic 32-Mile Bicycle Ride (October)
- * Small Business Saturday (November)
- * Snowflake Parade (December)
- * Old Fashioned Christmas (December)

The Lindsborg Convention & Visitors Bureau and its CVB Advisory Board work to promote Lindsborg and the many attractions and opportunities offered in the community.

LINDSBORG ATTRACTIONS	
Art Galleries & Museums	Historic Sites
Birger Sandzén Memorial Gallery	Bethany Church
Hemslöjd	Blacksmith Coffeeshop & Roastery
McPherson County Old Mill	Smoky Valley Roller Mills
Museum and Heritage Square	The Swedish Pavilion
Photo Art Gallery	Presser Hall
Red Barn Studio Gallery	The Höglund Dugout
Wild Dala Horses	

Source: Convention & Visitors Bureau

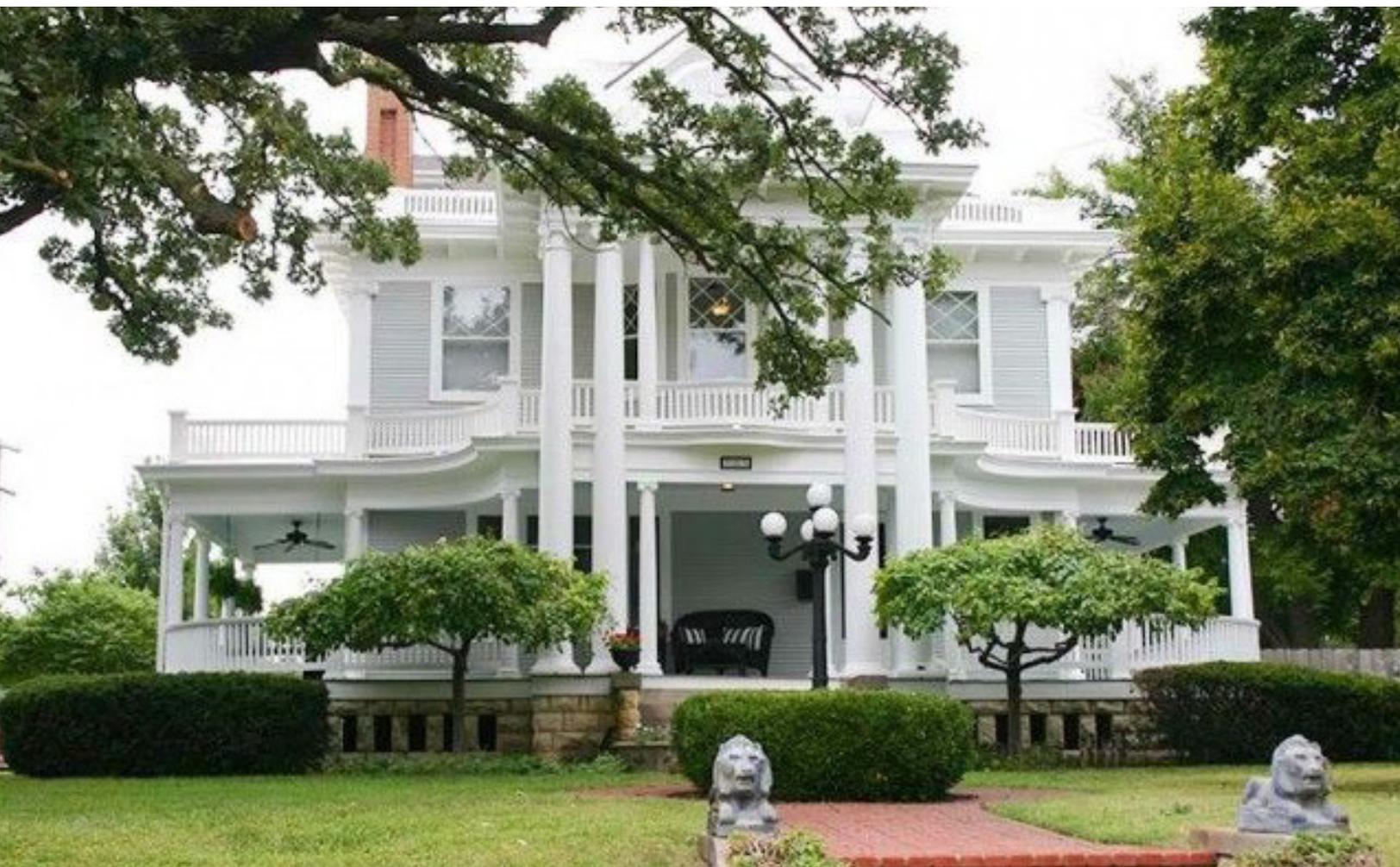


Trends and Foresight:

Generation Y (Millennials) and Generation Z enjoy traveling and spending money on experiences rather than things. They desire experiences that are locally curated and unique. Attractions that include activities and experiences will continue to grow in demand and popularity. This trend leads to opportunities within the tourism and hospitality market to match those desires. Creating spaces and places unique to specific locations and communities, like Lindsborg, will be critical to the future of tourism.

The COVID-19 pandemic devastated the tourism industry worldwide as travel and large gatherings were restricted and, at times, prohibited. As communities improve resiliency, the tourism industry may sustain less shock against potential future pandemics. There may also be an increase in regional tourism, as more domestic and local travel with shorter trips become more popular.

The pandemic has increased peoples' desires to spend more time outdoors and with fewer people. Additionally, technology provides the opportunity for people to enjoy luxury experiences and provides access to goods and services from the comfort of their own homes. People want more frequent and micro-events, some of which can be accessed virtually via webinars, live video broadcasts, and social media. Museums and other attractions employed creative uses of technology, such as virtual museum tours and historic walks, to continue providing experiences for guests and keep doors open to stay afloat in times of economic uncertainty. The tools also provide access to a larger audience than what is captured from traditional tourist travel. Even as the severity of the pandemic subsides, these trends will continue to have long-lasting impacts on attractions and experiences.



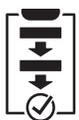
Strategy: Expand our unique events, cultural amenities, and attractions to draw new and repeat visitors to our community.

Local Actions:



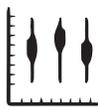
Education & Outreach

- ✓ Increase promotion of the Lindsborg Golf Course to draw more regional visitors.
- ✓ Continue to promote facilities and activities which will attract outside visitors on a continuing basis, particularly with respect to the interim periods between significant festival dates. (2005 Comprehensive Plan)
- ✓ Strengthen promotion of Lindsborg's reputation as an artist community to attract visitors to the many museums, galleries, and artist studios.
- ✓ Utilize social media platforms to have a broad promotional reach to all generations bringing greater awareness to Lindsborg.
- ✓ Promote the educational aspects and benefits of many of the cultural festivals to the schools and families.



Practice Improvements

- ✓ Enhance the City's website to promote Things To Do in Lindsborg beyond historic and cultural attractions.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Partner with the Kansas Department of Transportation to increase the planting of species in the right-of-way that attract pollinators and butterflies to increase environmental and ecological tourism.
- ✓ Work with the Kansas Department of Transportation to improve wayfinding and marketing signage for Lindsborg at both existing I-135 interchanges. ▲
- ✓ Develop an attractions revitalization task force to collaborate with the Convention & Visitors Bureau and Advisory Board to identify improvements and funding needs for local attractions.



Inventory, Assessment, or Survey

- ✓ Identify gaps in community events and festivals and expand opportunities to highlight other community strengths and resident interests, talents, and cultural backgrounds.
- ✓ Encourage Bethany College to use Presser Hall for community performing arts needs.



Programs or Services

- ✓ Evaluate regulations to allow for increased opportunities for unique vacation rentals.



Facilities or Infrastructure Improvements

- ✓ Enhance Heritage Square and the McPherson County Old Mill Museum campus to better provide excellent experiences to draw new and repeat visitors. (2019 D. Stephen Elliott McPherson County Old Mill Museum Report) ▲

▲ Denotes priority by the Steering Committee

Objective 2: Increase resident and tourist visits to Downtown Lindsborg.

Context:

Downtowns are the heart of many communities, serving as the center of activity. They play a large role in crafting a community's character and identity. Successful Downtowns are walkable, provide a range of spaces and activities, and establish a unique sense of place through design.

Insight:

Downtown Lindsborg's central location literally makes it the heart of the community. Downtown Lindsborg stretches for just over two city blocks on Main Street, a wide, brick-lined, north-south thoroughfare. The center of downtown is where Main Street intersects with Lincoln Street, the primary east-west street that brings people into downtown from the highway (14th Avenue). A metal gateway serves to draw passersby into downtown.

Wide sidewalks and angled parking along Main Street provide access to the many storefronts for pedestrians and vehicles. Commercial businesses continue east-west along Lincoln Street, extending downtown by a few additional blocks. Many of the buildings are historic and much of the architecture expresses Swedish colors, detailing, and motifs. Downtown is characterized by small, local businesses: gift shops, restaurants, coffee shops, galleries, a hotel, and an array of additional shopping and service businesses. City Hall, the J.O. Sundstrom Conference Center, the Lindsborg Senior Center, and the Lindsborg Community Library also sit along Main Street and offer a range of community services and spaces.

The coffee shops are popular destinations for residents and visitors and provide an excellent gathering spot for casual conversations, community interaction, and fikas. There is strong desire in the community for additional restaurants to enhance downtown's vitality and list of offerings. Several local businesses closed due to the COVID-19 pandemic.

There are a number of street trees and a pocket park on the south side of City Hall. The planting of additional street trees would add to the charm of downtown and provide more shade for those walking and shopping. Street furniture, such as benches and trash bins, offer amenities to downtown guests and help to maintain a clean and welcoming environment. The Herd of Wild Dala Horses line the sidewalks, each uniquely painted by local artists and positioned in front of individual storefronts. These works of art add beauty to downtown and represent the community's Swedish heritage.

In the 2017 National Citizen Survey, 9 out of 10 residents positively ranked the safety of downtown, and 7 out of 10 agreed that the downtown is vibrant. Both rankings exceed the national average benchmark of the hundreds of communities in nearly every U.S. state that conduct the National Citizen Survey.

Trends and Foresight:

Online shopping is continuing to grow as the technology increases in accessibility and ease of use. Many small, local businesses aren't able to maintain the online presence needed to fully compete with larger companies. The loss of these local businesses is detrimental to downtowns across the nation, especially those in smaller communities. Experiential shopping and dining are therefore becoming crucial to many local economies as consumers seek out distinctive dining and shopping in unique places for unique goods.

Many downtowns are also increasingly embracing mixed-use buildings to allow additional residential and other uses perhaps not currently present. This trend significantly improves vibrancy through increased activity and varied spaces to support living, working, and playing.

Strategy: Enhance attractions and opportunities in Downtown Lindsborg.

Local Actions:



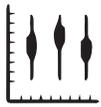
Practice Improvements

- ✓ Increase and improve wayfinding to draw more visitors into Downtown Lindsborg.



Plan Development

- ✓ Evaluate the need for a plan to guide continued investment and redevelopment of Downtown and the Central Business District to encourage diversified goods and services while protecting the vitality and historic integrity. (combined from 2005 Comprehensive Plan) ▲



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Encourage the creation of a partnership of Downtown businesses to establish and promote community events and support local businesses.



Enforcement & Incentives

- ✓ Strive to infill vacant storefronts to increase the vibrancy and activity Downtown. ▲



Programs or Services

- ✓ Provide opportunities to increase local goods and art with the creation of centrally located makers spaces.
- ✓ Encourage activity-based businesses to increase the number of new and repeat visitors. ▲



Facilities or Infrastructure Improvements

- ✓ Continue to improve pedestrian-friendly environments and facilities to promote walkability to and within Downtown.
- ✓ Invest in creating effective public gathering spaces.
- ✓ Increase the number of street trees and amount of street furniture to enhance the pedestrian experience Downtown while maintaining ADA standards and accessibility for all.
- ✓ Consider opportunities for added green space to provide a variety of spaces to support and supplement the retail and commercial businesses and activity.



Denotes priority by the Steering Committee

Community Appearance

GOAL

Enhance our community's visual appearance.

How can we make our community more attractive?

How do we improve the Harrison-Cole commercial corridor?

Objective 1: Improve the visual appearance of neighborhoods, major commercial corridors, historic sites, and community gateways.

Context:

The physical attractiveness of a city adds to the quality of life for residents and draws more visitors. Attractive communities tend to have lively streets, pedestrian-scaled spaces, and strong character unique to the area.

Insight:

The primary entry points into Lindsborg are on 14th Avenue, also known as Old Highway 81 or the Harrison-Cole corridor. From the north, residents and visitors arrive on Kansas Highway 4 (K-4), most likely coming from I-135. People arriving in Lindsborg from the south, either from McPherson or I-135 via Smoky Valley Road, enter the opposite end of 14th Avenue. Others enter on K-4 from the west if coming from Marquette or southwestern Kansas.

The Harrison-Cole corridor is one of Lindsborg's primary commercial corridors and is characterized by a wide range of building types and uses:

- * large-lot businesses like the grocery store,
- * smaller-lot businesses and restaurants,
- * motels,



- * various automotive-focused businesses, including gas stations, auto supply, body shops, car wash, and an R.V. park, and
- * residences.

While many of these businesses cater to automotive traffic on the highway, there is very little along this corridor that suggests aesthetic cohesion or overall representation of the Lindsborg community identity. There are painted Dala signs at both ends of 14th Avenue that serve as limited signage to welcome visitors to Lindsborg and welcome residents back home. An additional gateway structure sits just west of the highway above Lincoln Street, announcing the entry to downtown. Visitors traveling to downtown from Harrison-Cole Street pass through an area of industrial land and the prominent Mid Kansas Cooperative.

Both Downtown Lindsborg and the Harrison-Cole Corridor are included in the City's 2008 Neighborhood Revitalization Plan. The plan recognizes these two areas encompass many buildings that are significant by reason of age, history, or architecture and should be restored to

productive use. The rehabilitation, conservation, and redevelopment of these areas is necessary to protect the health, safety, and welfare of the residents of Lindsborg. The Neighborhood Revitalization Plan also establishes a Neighborhood Revitalization Fund to aid in the finance of redevelopment and revitalization of these areas through a rebate of property tax increments.

Bethany College provides a visual gateway and welcomes people arriving from the north. From the south, visitors pass over the Smoky Hill River before entering city limits. The entrance from the west is predominantly residential.

Neighborhoods filled with brick streets, charming homes, architectural detail, and tree-lined streets characterize the central portion of Lindsborg. These add both beauty and character to the community.

Lindsborg has been recognized as a Tree City USA for 35 years, which speaks to the City's dedication to maintaining tree-lined streets and overall tree coverage throughout the community.



Trends and Foresight:

Many communities implement design standards and beautification measures to ensure that community appearance reflects resident needs and community identity. Even improving the ability to walk and bike along major corridors has proven successful in communities looking

to enhance corridors to better achieve greater positive perception of the community, especially by passersby. Simple beautification through signage and gateways also goes a long way in improving community appearance and inviting people to stay and explore the community.



Strategy: Beautify all areas of our community to provide a high quality of life for all residents and provide a welcoming environment for visitors.

Local Actions:



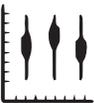
Practice Improvements

- ✓ Continue to maintain and enhance the Central Business District.
- ✓ Continue to encourage the application of common aesthetics for all commercial districts.
- ✓ Continue to strengthen and enhance the City's high-quality living environment.



Plan Development

- ✓ Maintain an ongoing strategy for marketing the City as a high-quality living environment as a facet of the economic development program. (2005 Comprehensive Plan) **SP**
- ✓ Evaluate and update the 2008 Neighborhood Revitalization Plan.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Work with the Kansas Department of Transportation to improve wayfinding and marketing signage for Lindsborg at both existing I-135 interchanges.



Enforcement & Incentives

- ✓ Provide greater proactive property maintenance code enforcement.



Programs or Services

- ✓ Continue to remain active in the Tree City USA program.



Facilities or Infrastructure Improvements

- ✓ Improve physical connections throughout the community to strengthen the sense of place, reduce the need for shopping elsewhere, and stimulate the local economy. ▲
- ✓ Evaluate the need to increase gateways, signage, and wayfinding markers and ensure they are welcoming, prominent, attractive, informative, and represent Lindsborg's community identity. **SP**
- ✓ Make maintenance and aesthetic improvements to existing City facilities so they are more welcoming.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Objective 2: Increase the presence of public art throughout the community.

Context:

Public art instills a greater sense of community identity and understanding of where one lives, works, and visits. It also creates memorable experiences. It humanizes the built environment and provides an intersection of the past, present, and future.

Public art often interprets the history of the place, its people, and perhaps addresses a social or environmental issue. Public art can include murals, sculptures, memorials, integrated architectural or landscape work, community art, digital new media, and even performances and festivals.

Public art can positively impact communities by supporting economic growth and sustainability, attachment and cultural identity, artists as contributors, social cohesion, cultural understanding, and public health and belonging.

Insight:

The artistic culture of Lindsborg is visible throughout the community, honoring and celebrating the creative heritage and local artists.

The Lindsborg Convention & Visitors Bureau maintains a list of all public art visible throughout the community and offers a self-guided tour of almost 40 unique installations.

Trends and Foresight:

In the past decade, cities across the nation have been focusing on revitalization, with the arts catalyzing economic development and neighborhood transformation.



Strategy: Support efforts to enhance Lindsborg's beauty through public art installations.

Local Actions:



Practice Improvements

- ✓ Develop a policy that requires a percent of public projects to be reserved for public art.
- ✓ Encourage the painting of murals on buildings in commercial corridors to serve as points of interest for visitors to Lindsborg.



Plan Development

- ✓ Develop a Public Arts Maintenance Plan.



Partnerships & Collaboration

- ✓ Establish public-private partnerships to fund public art.



Programs or Services

- ✓ Create a Percent for Art program to dedicate funding for public art.



Facilities or Infrastructure Improvements

- ✓ Enhance community trails through public art and storytelling.
- ✓ Incorporate public art into public projects. ▲

▲ Denotes priority by the Steering Committee

CHAPTER
02

Safe & Healthy COMMUNITY



Public Health & Well-Being

GOAL

Enhance the physical and mental health and well-being of all generations in our community.

How can we support community health?

How do we improve access to physical and mental healthcare services?

Objective 1: Increase access to quality, integrated, and supportive healthcare resources for all community members.

Context:

Community health encompasses physical and mental health as well as factors in the overall quality of life and healthy living habits of residents. The health of residents is often an indicator of a thriving community.

Access to healthcare services is a crucial component to ensuring the overall health of a community. There are many barriers to accessing adequate care, including:

- * lack of, or insufficient insurance,
- * shortage of service providers,
- * long waits,
- * low awareness of available resources,
- * limited options for transportation to providers, and
- * the social stigma that often accompanies treatment of mental health issues.

People without access to medical facilities and services are less likely to receive preventative healthcare, which begins with routine medical visits and helps to reduce the risks of developing severe health issues and chronic illnesses.

The stigma of mental health is slowly declining nationwide as more and more people become aware of acute needs and as resources are more readily available. Mental health treatment is multi-faceted and often requires partnerships, especially in suburban and rural communities, to share the funding and resources available to provide adequate services.

In addition to access, the quality of care is critical to ensuring a healthy community. When people know they will receive quality care and are satisfied with their healthcare services, they are more likely to seek those services and care in the future.

Insight:

Healthcare Providers

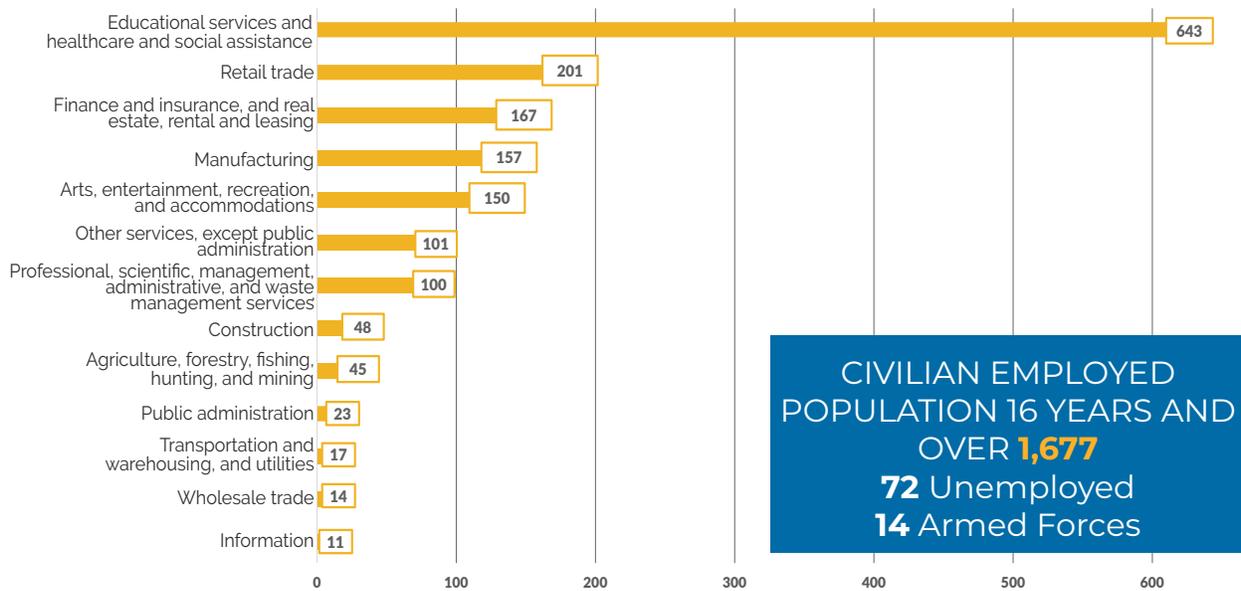
Paired with educational services, healthcare and social assistance services make up the top employment sector for Lindsborg residents. Bethany Village and the Lindsborg Community Hospital account for two of the top four major employers in Lindsborg.

The Lindsborg Community Hospital is part of the Salina Regional Health Center and is the primary healthcare facility in Lindsborg. It offers a range of local services, including:

- * cardiac rehabilitation,
- * a family health clinic,
- * radiology,
- * urgent care, and
- * limited outpatient and surgery services.

There are no birthing suites at Lindsborg Community Hospital and there are limitations on specialty services it can provide, but specialists from the regional system are available on a rotating basis. Patients must travel to Salina or other regional medical facilities to receive care that Lindsborg Community Hospital cannot provide.

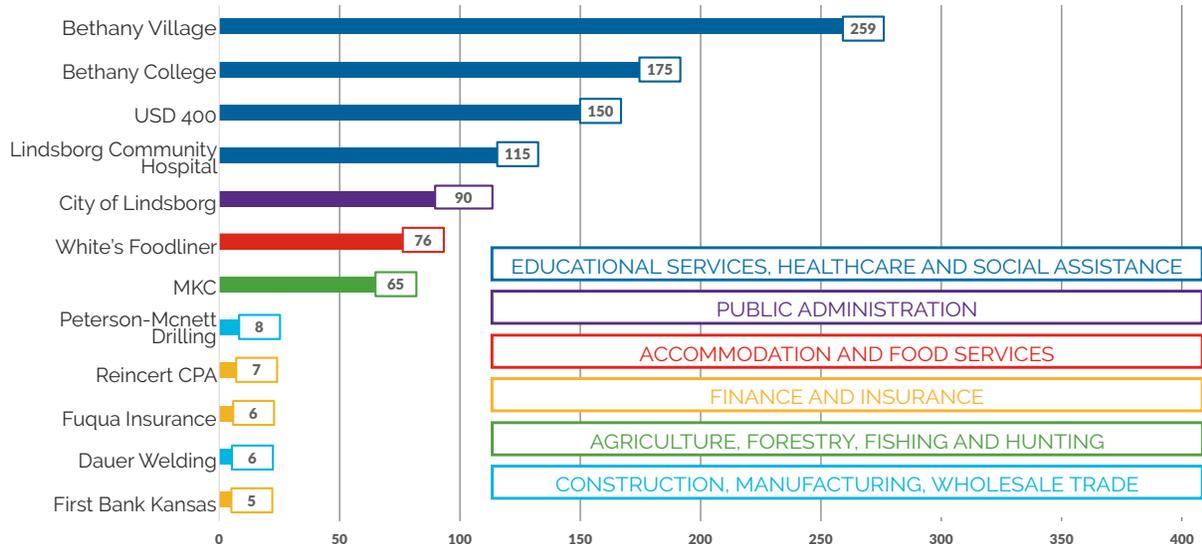
MAJOR EMPLOYERS IN LINDSBORG



CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER **1,677**
72 Unemployed
14 Armed Forces

Source: ACS, 2018

EMPLOYMENT SECTORS OF LINDSBORG RESIDENTS



Source: Lindsborg, 2020

Counseling services for families and individuals are also limited in Lindsborg and McPherson County. A more extensive network of mental health service providers is available in Salina and Saline County, which requires travel and transportation to access.

Seniors & Disabilities

According to the 2018 American Community Survey, Lindsborg's population includes 311 people with a disability. A much greater number of people in the county - nearly 9,500 - live with a disability. Of those in Lindsborg living with a disability, more than half are age 65 or older. While this age group accounts for 19 percent of Lindsborg's population, residents with a disability account for more than 60 percent of this cohort's population. Hearing difficulty is the number one type of disability in Lindsborg, followed closely by ambulatory challenges. Others struggle with cognitive or vision issues, with some experiencing difficulty with independent living or self-care. These disabilities and additional needs of



Source: ACS, 2018

HEALTH CARE FACILITIES

- 2** REGIONAL FACILITIES AND HOSPITALS
Lindsborg Community Hospital
Family Health Care Clinic
Wellness Center
Bethany Village
- 0** CRISIS INTERVENTION SERVICES
- 2** NON PROFIT ORGANIZATIONS
Bethany Village
Lindsborg Senior Citizens Inc.

the growing senior population often require special services and care.

Bethany Village, formerly the Bethany Home Association, provides a range of healthcare services and living options for Lindsborg seniors and those from surrounding communities. Services include independent living, long-term care, and skilled nursing and rehabilitation. Bethany Village operates two facilities.

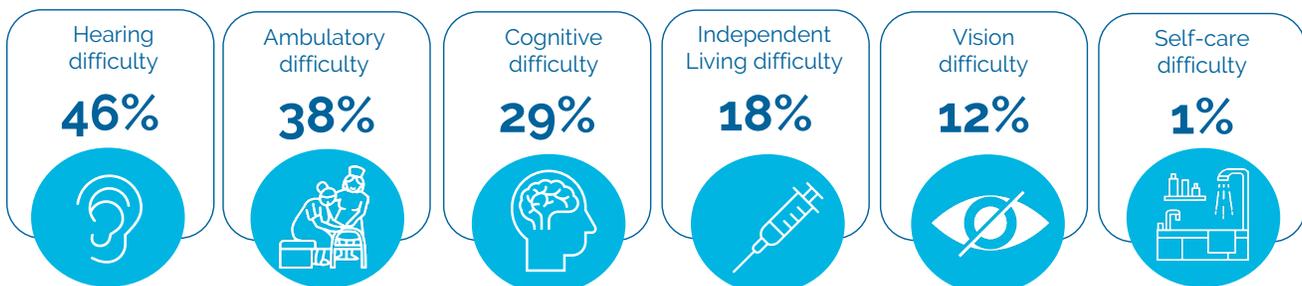
The Lindsborg Senior Center in Downtown Lindsborg offers additional senior programming and healthcare services.

PEOPLE WITH DISABILITIES



Source: ACS, 2018

TYPE OF DISABILITIES OF PEOPLE LIVING IN LINDSBORG



Source: ACS, 2018

Health Insurance

The vast majority (93.8%) of Lindsborg residents have health insurance coverage. While this is higher than the rate of coverage for the entire State of Kansas (91%), the number of Lindsborg's uninsured population under the age of 19 is slightly higher than statewide figures for this group. Lindsborg reports a higher-than-average rate (53.2%) for preventable hospitalization, which means the healthcare system effectively treats patients through outpatient care. The national median for U.S. neighborhoods is 48.5 percent.



PREVENTABLE
HOSPITALIZATION
RATE

53.2%
Effectively treated through
outpatient care per 1,000 patients

Median US
Neighborhood
48.5%

Source: ACS, 2018

HEALTH CARE COVERAGE

	Population With Health Insurance	Population With No Health Insurance	Population < 19 Years of Age Without Health Insurance
Lindsborg	93.8%	6.2%	5.9%
Kansas	91.0%	9.0%	5.2%

Source: ACS, 2018



Trends and Foresight:

Advancements and improved access to technology will change the way we access healthcare. COVID-19 exposed shortfalls and disparity in the global healthcare system and has significantly impacted the future of care. The coronavirus pandemic's impact on vulnerable populations, such as the elderly and minorities has been devastating. Inequalities in the healthcare system, including access and insurance coverage, have only made the situation significantly worse.

As a result of COVID-19, and consumers demanding more choice and participation in their healthcare, providers are changing business models to increase convenience, decrease cost, and more effectively

engage consumers. Technology has allowed providers to bring health care to consumers and patients via telehealth visits rather than expecting consumers to travel, especially during periods of stay-at-home orders.

The COVID-19 pandemic has also impacted mental health. Loss of employment, economic uncertainty, isolation related to stay-at-home orders, and fear about the disease have been overwhelming and increase anxiety for many. Communities must work to reduce barriers to accessing mental health services to ensure people receive needed care, especially during this unprecedented time.

Strategy: Encourage equitable access to health care services – available to all people, regardless of social or economic backgrounds.

Local Actions:



Education & Outreach

- ✓ Leverage the City newsletter to provide community-wide education and communication to make residents aware of available healthcare services in Lindsborg.
- ✓ Promote the Dala Bus Transportation Program as a way for people in need to access healthcare services.



Partnerships & Collaboration

- ✓ Plan for improved health and safety for at-risk populations (e.g., based on race or ethnicity, socioeconomic status, geography, gender, age, behavior, or disability status).
- ✓ Encourage improved communication and collaboration among healthcare organizations and providers.



Inventory, Assessment, or Survey

- ✓ Create a consolidated database of physical and mental healthcare resources and make it easily accessible to all community members.



Programs or Services

- ✓ Encourage ride-hailing programs and other transportation options to provide greater access to healthcare services and providers for all.
- ✓ Encourage the Smoky Valley School District to expand their counseling program in the schools to assist with mental health issues, intervention, and preventative care. ▲



Facilities or Infrastructure Improvements

- ✓ Leverage public facilities as locations to promote healthcare services and information.
- ✓ Explore opportunities to upgrade community-wide digital communications technology for increased access to healthcare providers and services via telehealth appointments.

▲ Denotes priority by the Steering Committee

Objective 2: Increase opportunities for healthy lifestyle choices.

Context:

Many health concerns can be addressed and prevented through healthy lifestyle choices and behaviors. A healthy lifestyle includes fitness, nutrition, and mental well-being. Education and access to resources play a crucial role in creating opportunities for healthy decisions.

Mental illnesses are increasingly prevalent, especially in young adults, and can be a factor in unhealthy behaviors such as inactivity, substance abuse, and eating disorders – all of which lead to physical health challenges. Good mental health for residents contributes to developing a resilient, sustainable city. According to the World Health Organization, one-in-four people experiences mental health problems and they project that a failure to treat depression alone costs the world \$1 trillion each year.

Dashboards such as County Health Rankings and Kansas Health Matters provide data, evidence, guidance, and examples to build awareness of the multiple factors that influence health and support leaders working to improve community health and increase health equity. These rankings are unique in their ability to measure nearly every county's health in all 50 states.

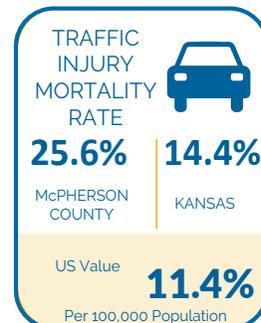
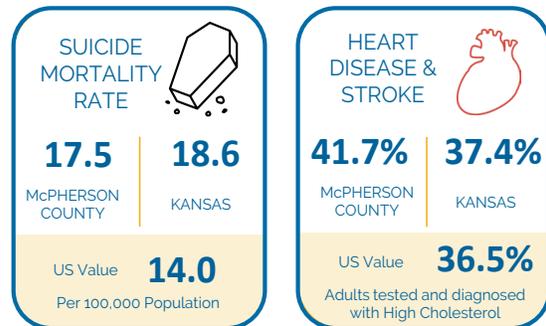
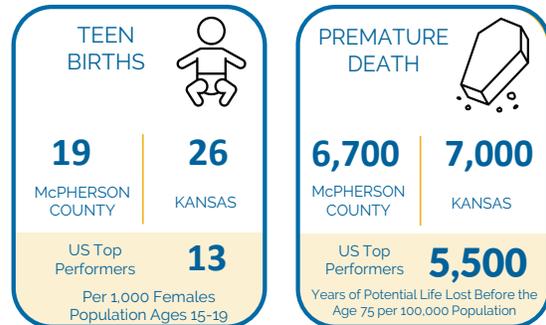
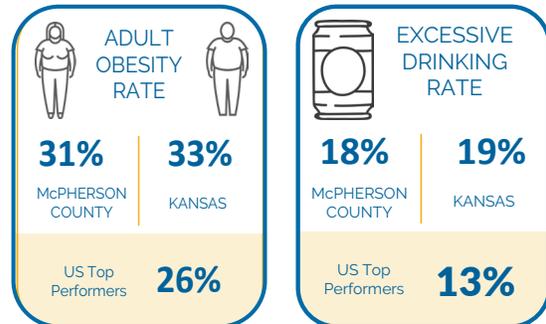
Local governments can influence reduced occurrences and negative outcomes of chronic illnesses. They can use land use planning

- * to ensure that facilities, services, and commercial corridors or centers are well-distributed throughout the community,
- * build infrastructure needed to connect neighborhoods with those locations, and
- * provide recreation opportunities that support healthy lifestyles.

Convenient access to parks, gyms, and farmers' markets or neighborhood grocery stores increases daily physical activity and promotes mental wellness by increasing a sense of community and belonging.

Insight:

Lindsborg's community health statistics are measured at the McPherson County level, with a significant portion of county funding and resources focused on rural health services.





FREQUENT MENTAL DISTRESS

3.3 | **3.7**
McPHERSON COUNTY | KANSAS

US Top Performers **3.4**
Average of days reported in the past 30 days

County Rankings

McPherson County ranks higher than the national averages for adult obesity, excessive drinking, teen births, premature death, suicide mortality, heart disease and stroke, and traffic injury mortality.

The county ranks slightly lower than the national average for frequent mental distress days per month, where the State of Kansas ranks higher than average. McPherson is equal to the national average for poor physical health days and lower than the state average.

POOR PHYSICAL HEALTH DAYS

3.1 | **3.6**
McPHERSON COUNTY | KANSAS

US Top Performers **3.1**
Average of days reported in the past 30 days



Access

In McPherson County, 63.3 percent of residents live within three miles of exercise opportunities, which is much lower than the national average of 90.7 percent. A positive indicator for Lindsborg is that 89 percent of residents live within a 10-minute walk of a community park or the Vålkommen Trail.



ACCESS TO EXERCISE OPPORTUNITIES

63.3%
3 miles from recreational activities

Median US Neighborhood **90.7%**

Source: ACS, 2018

89% of Lindsborg residents live within a 10 minute walk of a park.



Source: The Trust for Public Land, 10-minute walk

Organizations & Opportunities

Several organizations in Lindsborg promote wellness and healthy lifestyles. The Lindsborg Community Hospital's Wellness Center offers free access to exercise equipment to help maintain health and fitness. The Lindsborg Senior Center provides programming and activities to keep seniors active and socializing with others.

Access to healthy food options is also an essential component to maintaining a healthy lifestyle.

Lindsborg's Saturday community farmers' market opens in May and offers fresh, healthy foods. Additionally, the hospital hosts a Meals on Wheels program to provide hot, nutritious meals to the homebound, elderly, and disabled. The Lindsborg Senior Center also provides weekly hot and nutritious lunches to seniors in the community.

Trends and Foresight:

Across generations, people are integrating wellness and recreation into their lifestyle and focusing more on health as a part of everyday living. Technology makes healthy lifestyle choices more accessible and promotes greater awareness through platforms such as social media. Healthy lifestyles are becoming more holistic to include all facets of one's health – physical fitness, mental well-being, and healthy eating.

Multigenerational programs and facilities are increasing in demand as active grandparents want to walk, bike, and play with their grandchildren. The desire for experiences over goods across generations will spill over into healthy lifestyle behavior to include fitness and nutrition, expanding creative opportunities for enjoying exercise and cuisine.

People who use parks and open spaces are three times more likely to achieve recommended physical activity levels than those who do not. Increased walking, biking, and other physical activities also improve health outcomes for communities. These community amenities and facilities that support these activities help reduce obesity and other adverse health conditions and combat the negative effects of sedentary time spent traveling in cars. A community's overall health benefits the most when the least active person becomes slightly more active.



Strategy: Promote healthy living as part of daily life and activity.

Local Actions:



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Encourage local healthcare providers and social assistance organizations to educate the community about the importance of daily exercise, healthy eating, and mental health.
- ✓ Encourage McPherson County to provide supportive physical and mental health resources.



Enforcement & Incentives

- ✓ Incentivize development that promotes walkable and bikeable neighborhoods. ▲



Programs or Services

- ✓ Encourage expansion of the community farmers' market to offer a greater variety.
- ✓ Partner with local organizations and the Smoky Valley School District to encourage increased physical activity for Lindsborg's youth. ▲
- ✓ Expand programming and activity opportunities for all ages, especially the elderly. ▲



Facilities or Infrastructure Improvements

- ✓ Continue to maintain and develop City sidewalks and trails to make walking and biking convenient, accessible, and safe in every part of the community.

▲ Denotes priority by the Steering Committee

Public Safety

GOAL

Provide public safety services for all that maintain standards of excellence.

How do we improve public safety?

How do we provide equitable City services to ensure safety for all?

Objective: Improve public safety response times to provide the highest level of service for Lindsborg residents, even as the community grows.

Context:

Public safety is an essential component of a community's overall quality of life. Safe cities attract new residents, new development, and give businesses the confidence to invest in the community. Community safety is not just about injury and crime prevention. It also includes increasing the personal well-being of residents and building healthy, cohesive, vibrant, and participatory communities.

Perception of safety is also important to the success of a community. People who don't feel safe in their community are less likely to get involved or participate in physical and social activities, impacting the community's overall health and well-being.

Insight:

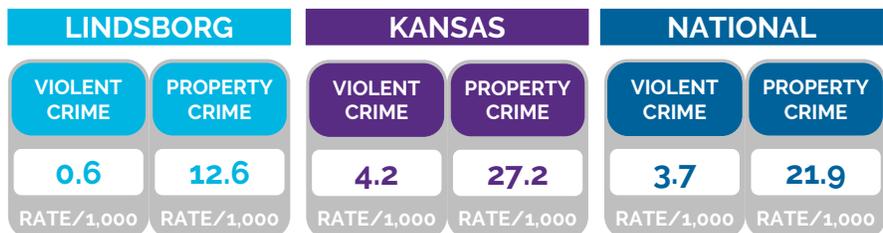
Lindsborg is a safe community. The 2017 National Citizen Survey reports that 95 percent of respondents feel the community is safe overall, with a 99 percent rating for feeling safe in their neighborhood and Downtown. Between 2003 and 2018, the number of violent and property crimes both decreased by almost half. Crime rates in the community are well below the state and national averages per 1,000 residents.



Source: Kansas Bureau of Investigation and FBI.gov

Violent Crime are offenses against people where the force or the threat of force is used against victims

Property Crime includes the offenses of burglary, larceny-theft, motor vehicle theft, and arson. Property crime are offenses where money or property are taken, but there is no force or threat of force against the victims



Source: Kansas Bureau of Investigation and FBI.gov



Source: Kansas Bureau of Investigation and FBI.gov

Public Safety Facilities

All City of Lindsborg public safety divisions operate out of one centrally located facility, the Lindsborg Safety Center.

Public Safety Services

The City's Police Department employs eight full-time officers, including the Chief of Police, who also serves as the Director of Public Safety. The department provides 24-hour coverage. Any emergency and service calls received after the Safety Center closes are handled by a centralized dispatch to ensure immediate response.



Source: City of Lindsborg, KS 2020

The Lindsborg Fire Department is entirely volunteer-based, with 22 volunteer firefighters providing on-call service for McPherson County Fire District 8. This area includes all of Lindsborg and a large portion of the adjacent surrounding rural county land.



Source: City of Lindsborg, KS 2020

The Lindsborg Emergency Medical Service (EMS) is also a volunteer department with 16 volunteer Emergency Medical Technicians (EMTs) and the

EMS Director. EMS provides coverage to all of Lindsborg and surrounding rural County land, an area much larger than that of the Fire Department. There are also areas of overlap in EMS coverage with the communities of Canton and McPherson.

Bethany College's Department of Safety and Security is dedicated to maintaining a safe campus environment for its faculty, staff, students, and visitors. The City of Lindsborg provides emergency services to the college when called through the 911 system.

ISO Rating

The Fire Department maintains an ISO rating of 5, which is the median and most common rating for fire departments, especially for non-urban communities. ISO ratings fall on a scale of 1-10, with one being the best and ten being the worst. Strong ISO ratings help ensure lower homeowners insurance rates as they equate good ISO ratings to lower risk for severe fire damage to property.



Staffing

The greatest challenge for Lindsborg's public safety departments is staffing. Recruiting and retaining officers, firefighters, and EMTs is a challenge due to a general lack of available workforce and the ability to offer wages competitive with larger communities. These staffing issues have more significant implications for long-term sustainability and maintaining desired response times and levels of service.

The limited size of the police department means that officers in the field are also required to do investigative work. Expanding the police force would reduce conflicts in time and resources. It would also allow officers to have a more significant presence in the community during the day. Police response times average two-minutes and forty-three seconds, which includes proactive contact and likely reduces the overall response time.

The volunteer nature of both the fire and EMS departments also presents challenges. Fire department volunteers do not have set schedules, resulting in less predictable coverage, especially during the day. Despite this, the fire department always responds to fire emergencies. The majority of fire service calls are for the rural areas outside of the city limits. Fire department response times average 11 minutes and 20 seconds.

The EMS Department keeps a set schedule for its volunteers, which makes it easier to predict when there could be gaps in coverage. It is expected that as the population ages, EMS demands will increase. The City is exploring opportunities for private or county-wide EMS to ensure sustainable practices and level of service to meet demands. Transitioning EMS to full-time service without private or public partnerships would result in a significant tax increase for Lindsborg residents. Current EMS response times average just under ten minutes per service call.

Training

The police department often answers service calls related to mental health issues and officers are not well-equipped or well-trained to handle many of these needs. Fire department volunteers receive training twice each month to keep staff up to date on practices and equipment. They are also required to maintain certification through the State of Kansas. EMTs, AEMTs, and paramedics must also be state and nationally certified to serve.

Trends and Foresight:

Recent racial justice issues involving public safety professionals and practices spurred the development of strong national movements to change police tactics, implement community policing programs, and demilitarize police services.

These changes will continue to drive the evolution of public safety departments, resulting in additional and continuous training. Improving and supporting strong relationships between first responders and residents is extremely critical now.

Another critical public safety issue is that emergency service providers are responding to more mental health calls than ever. As a result, some public safety departments and first responders receive extensive cross-training to provide better service when responding to these calls. This training is not always possible due to the size of a department or available funding. Some cities are partnering with mental health agencies and counties to meet the demand for providing these services.

A study published in the Journal of the NPS Center for Homeland Security and Defense in 2017 cited generational differences as contributing to the problem of recruitment and retention efforts for public safety departments. Many fire departments have not been successful in attracting talent from Generation Y/Millennials. According to the study, outdated marketing, hiring, and testing practices are partially to blame.

Public safety departments are introducing new technologies such as artificial intelligence and data analytics to improve the level of service, which may also raise future privacy concerns.



Strategy: Enhance public safety services and programs.

Local Actions:



Education & Outreach

- ✓ Increase police department outreach to make residents more familiar with public safety services and officers.
- ✓ Keep the community informed about all public safety services and policies, especially as the community grows and services change. ▲ SP
- ✓ Conduct a marketing campaign to remind Lindsborg residents of the importance of reporting crimes and suspicious activity to maintain a safe environment for all



Practice Improvements

- ✓ Explore opportunities for private or county-wide EMS. (2020 City Budget) SP
- ✓ Continue to provide up-to-date training practices for all public safety officers and providers.
- ✓ Explore minimum physical health requirements for servicemembers.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Explore opportunities to expand services to address issues of mental health on 911 service calls (e.g., co-responders, de-escalation training, cross-training staff). ▲
- ✓ Continue to work with Bethany College to familiarize students with public safety services.
- ✓ Continue to work with the school district to improve safety through work with School Resource Officers.



Enforcement & Incentives

- ✓ Increase drug and DUI enforcement to improve public safety.



Programs or Services

- ✓ Expand public safety services to meet demand as the City grows. ▲



Facilities or Infrastructure Improvements

- ✓ Expand, upgrade, and modernize public safety facilities as required to maintain a desired level of service. ▲

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Recreation & Leisure

GOAL

Support a healthy and happy community by improving recreation opportunities for all.

How do we continue to develop recreation opportunities?

Which recreational events should we offer or expand?

Objective: Increase indoor and outdoor recreation opportunities.

Context:

Parks have been a part of planning in the American landscape since 1634 when Boston Common was completed in Boston. Municipalities continue to place great value on these natural spaces, building parks of all sizes and shapes with various facilities and amenities. Parks serve as a great opportunity for recreation and leisure to occur and provide a range of purposes: health and environmental benefits, economic value, and enhanced cultural identity. In today's planning goals for healthy and thriving communities, the national standard is to provide neighborhood parks within a half-mile, the equivalent of a 10-minute walk, to 85 percent of the population.

Rapidly growing cities find it challenging to keep up with needs for adequate parks and facilities because they often rely on a one-size-fits-all approach. Communities that fare better are those that develop policies and facilities to meet their own unique needs. This local-level approach and focus create greater flexibility to adapt to emerging trends, changing resources, and community preferences.

69% of respondents ranked "availability of fitness & recreation opportunities" as the top health concern for Lindsborg.

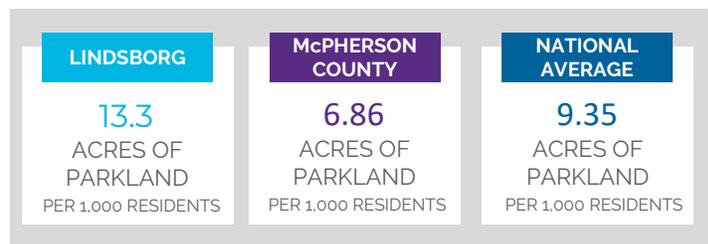
Insight:

Parks & Trails

The City of Lindsborg's Parks Department oversees five parks, totaling 44 acres, and one community trail extending 4.5 miles throughout the community. Each of the parks varies in size and amenities and they are distributed throughout Lindsborg. Compared to McPherson County and the national average, the Lindsborg community enjoys a high ratio of available parkland at 13.3 acres per 1,000 residents. This provides for 89 percent of residents to live within a 10-minute walk of a park, which exceeds best practice recommendations and the national average.



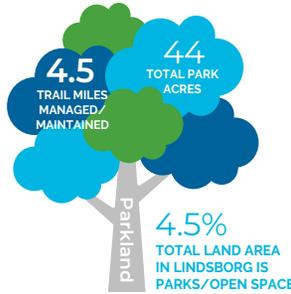
Source: The Trust for Public Land, 10-minute walk



Source: Urban Footprint, 2020

* **Carlson Memorial Park** hosts a variety of landscape and vegetation to attract wildlife.

* **Lucia Garden Park** is the smallest of the City's parks and is located next to City Hall in Downtown Lindsborg. This park is intended to attract shoppers and walkers in Downtown and offers a relaxing ambiance amongst flowers, trees, lanterns, and public art by local artist Eldon B. Swensson. It also provides a public restroom.



Source: Lindsborg GIS, 2020

* **Riverside Park**, also known by locals as South Park, offers a range of amenities, including park shelters, playground equipment, tennis and basketball courts, horseshoe pits, Memorial Garden, and public restrooms. Riverside Park sits across the street from the McPherson County Old Mill Museum, between Heritage Square and the Lindsborg Swimming Pool.

* The **Swede Sk8 Skate Park** offers amenities for skateboarders, skaters, and BMX bicyclists.

* **Swensson Park**, also known as North Park, is a popular place for many community festivals and events. It offers a bandshell built in 1935 for concerts and performances, a park shelter, the Viking Valley Playground, tennis and basketball courts, and public restrooms.

* The **Välkommen Trail** serves as a popular recreation amenity for residents and visitors to Lindsborg. The trail cuts through town from north to south on the converted abandoned Missouri-Pacific and Union Pacific rail beds. Starting at the north trailhead on the Bethany College campus and traveling south to Riverside Park and the Old Mill Campground, it connects with the adjacent skate park along the way.

Recreation Facilities & Amenities

The Recreation Department uses available resources to provide programming for all ages. In 2019, recreation programming involved 844 youth and 110 adult participants. Adult programming includes tennis tournaments, suspension strap classes, yoga, and water aerobics. Youth programming is more robust, offering opportunities for basketball, soccer, baseball/softball, tennis, volleyball, flag football, and the Daddy Daughter Dance.

Youth programming generated \$22,800 in revenue in 2019. The Recreation Department partners with the Smoky Valley School District to share facility space when not occupied by school sports and activities.



The Recreation Department oversees both the Lindsborg Golf Course and the Lindsborg Swimming Pool. The golf course is a recreation amenity that has a regional draw. The swimming pool, easily accessible from the Välkommen Trail, has a more



Source: Lindsborg, 2019

FACILITY REVENUE

Swimming Pool

2016	\$47,862
2017	\$51,179
2018	\$53,640
2019	\$56,819

Lindsborg Golf Course

2016	\$165,415
2017	\$170,397
2018	\$146,179
2019	\$129,826

Source: Lindsborg, 2016-2019

local appeal offering a slide, kiddie pool, and sand volleyball courts. During the four years 2016-19, swimming pool revenues steadily increased, bringing in nearly \$57,000 to the Recreation Department each year. The golf course saw an overall decrease in generated revenue over the same period. Maintenance costs for all facilities continue to increase as they age and require updates, yet revenues don't keep pace.

Residents rate the availability of fitness and recreation opportunities as the top health concern for the community. They also rate expansion of recreation and fitness opportunities as the best way for the City to support community health. This expansion is not a new desire for community



Source: Lindsborg Parks & Recreation, 2020



residents, with strong advocacy and proposals to develop a community recreation center. To date, those efforts have not come to fruition as a result of wish list amenities and proposed spaces creating a multi-million-dollar facility.

Funding is not available to support the expense of such a facility. The challenge is to find a balance between the cost of a facility and meeting the community's fitness and wellness needs.

Regional Facilities

The Välkommen Trail and future completion of planned phases allow Lindsborg to be well-connected to regional trail networks such as the Meadowlark Trail that connects to McPherson. This trail system provides a great regional amenity that draws avid and recreational cyclists.

The Välkommen Trail connects to the Old Mill Campground, part of the McPherson County Old Mill Museum complex. The campground sits along the Smoky Hill River with 24 electrical hook-up sites, a large open area for tent camping, and a shelter with a picnic table and grill amenities. City water is made available to campers at the museum office.

The Smoky Hill River presents the potential for additional recreation opportunities along its bank.

Trends and Foresight:

Trends for future parks and recreation programming and facilities are focused on equity, inclusion, health, and the environment.

The demand for increased access to parks and trails continues to grow nationwide, especially in the wake of the COVID-19 pandemic. Park and trail users prefer to access these facilities by walking instead of driving to these locations and needing to park.

Trends in how residents want to use parks and recreation facilities are frequently changing. Recent enthusiasm for drones, gaming in green infrastructure, pickleball, and axe throwing are several examples of popular trends in recent years. New technology drives innovation and improves access to such programming as online fitness class instruction and virtual reality activities.

Despite technological advances and integration, people continue to seek ways to connect with others through in-person interaction. Communities are looking for ways to increase intergenerational socializing through a variety of parks and recreation programming.



Strategy: Plan for equitable access to parks, recreation, arts, cultural, and leisure programs and facilities – reachable by all persons regardless of social or economic backgrounds.

Local Actions:



Education & Outreach

- ✓ Explore youth arts, cultural, and recreation after-school opportunities.
- ✓ Facilitate community dialogue and focus on decision making for a new community-owned recreation and wellness activity center. (2018-2020 City Council Strategic Plan) **SP**



Practice Improvements

- ✓ Seek out grant program opportunities to provide funding for future recreation programs. ▲
- ✓ Promote conservation and improvement of existing outdoor recreation space in the community. (2005 Comprehensive Plan)



Plan Development

- ✓ Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.
- ✓ Develop a Master Plan and implementation schedule for the jointly owned property with USD 400.
- ✓ Continue to implement the Välkommen Trail plan and expand future phases to fill gaps and increase connectivity throughout the community to the schools and recreation facilities on the north and east, utilizing floodplain areas and existing infrastructure. ▲
- ✓ Develop land acquisitions, funding sources, and tools to execute the Parks and Recreation Master Plan. (2007 Parks and Recreation Master Plan)



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Partner with Bethany College to explore opportunities to share arts, cultural, and recreation facilities.
- ✓ Enhance partnerships with the Smoky Valley School District to improve recreation opportunities for all youth.
- ✓ Partner with the Lindsborg Arts Council to better integrate community-wide programming.
- ✓ Work with McPherson County to explore opportunities to enhance the Old Mill Campground.



Inventory, Assessment, or Survey

- ✓ Assess current recreation needs and recommend project prioritization for the near-, mid-, and long-term.



Programs or Services

- ✓ Utilize technology and software to generate a City database to improve efficiency and effectiveness in recreation program development.
- ✓ Create more adult recreation opportunities. ▲
- ✓ Encourage the creation of more leisure activities like painting classes.



Facilities or Infrastructure Improvements

- ✓ Develop additional indoor and year-round recreation spaces and facilities.
- ✓ Continue to maintain all existing park and recreation facilities to continue to provide quality service to Lindsborg residents.
- ✓ Increase amenities at the Lindsborg Swimming Pool complex.
- ✓ Provide maintenance updates to the Lindsborg Swimming Pool complex to be more attractive to residents and guests.
- ✓ Encourage the development of the Scandinavian spa culture as a leisure activity and unique attraction for the community.
- ✓ Explore enhanced recreational amenities along the Smoky Hill River.
- ✓ Consider converting some tennis facilities into pickleball courts. **SP**



▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan



CHAPTER
03

Built
ENVIRONMENT



Neighborhoods & Housing

GOAL

1

Create quality neighborhoods that provide our residents with the highest quality of life.

How do we revitalize neighborhoods?

How do we revitalize or encourage the replacement of dilapidated existing housing stock?

Objective: Improve the appearance and condition of neighborhoods.

Context:

Charming, inclusive, and community-minded neighborhoods offer various housing choices, price points, and architectural styles. Infrastructure, such as sidewalks, trails, and open space, support vibrant communities that are walkable and connect people to daily services and amenities.

Older housing stock and long-established neighborhoods form the foundation for a strong and unique community identity. Market pressures often overlook the importance of older buildings and neighborhoods in order to meet demands for newer, more energy-efficient homes with contemporary floor plans. Older homes provide great value. They typically offer high structural integrity and architectural styles that reflect the community's identity and history. Most costs associated with older homes relate to upgrades and repairs. These homes' original investment has long been "paid for" and absorbed into the local economy. These costs toward maintenance and improvement are, generally speaking, less than costs associated with constructing new housing.

The loss of older housing stock diminishes the integrity of established neighborhoods and unique identity. It reduces the opportunity to preserve these structures as crucial affordable housing stock. Low vacancy rates for owner-occupied housing units also help maintain healthy neighborhoods.

Insight:

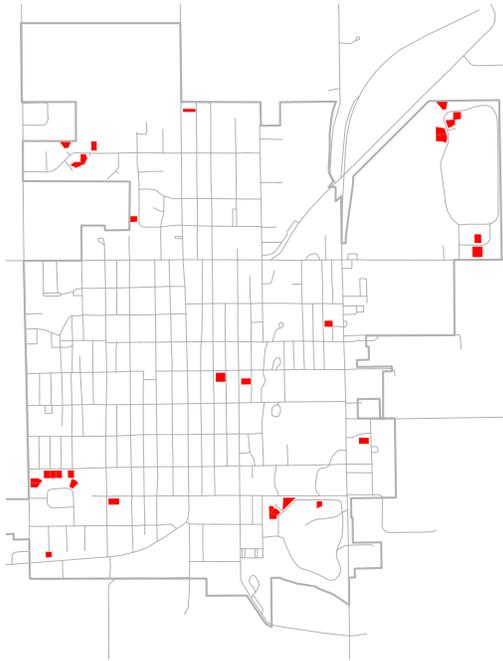
Subdivision Development

Lindsborg grew significantly between 1973 and 1996, with nine modern subdivision developments providing 308 parcels for new housing units. As of the 2019 Housing Needs Analysis, 17 lots remain undeveloped. These subdivisions developed at each of the four corners of Lindsborg's city limits.

Plans currently exist for a new subdivision, Stockholm Estates, located southeast of Harrison Street and Swensson Avenue. Stockholm Estates promises sidewalks that connect to the Välkommen Trail and LED lighting along new streets.

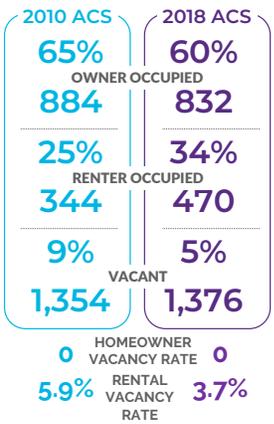
The Lindsborg Planning Commission evaluates, approves, and guides the development of

VACANT PROPERTIES



before 1970. This older housing stock introduces challenges for many homeowners related to maintenance and potential abandonment of properties transferred to deceased owners' relatives. Despite these challenges, Lindsborg's established neighborhoods remain strong due in part to the community's homeowner vacancy rate of zero percent.

HOUSING UNITS



Source: ACS, 2010-2018

Housing Improvements

Beginning in 2022, the City of Lindsborg plans to budget \$30,000 within the Capital Improvement Program (CIP) to create a grant to help residents improve the exterior of their home.

Trends and Foresight:

new subdivisions under the 2003 Subdivision Regulations.

Infill Development

Beyond the available lots in the subdivisions mentioned above, very few vacant lots exist within the community's core. This lack of vacant lots suggests that infill redevelopment and concerns related to maintaining the character and integrity of established neighborhoods are not issues in Lindsborg.

Housing Stock

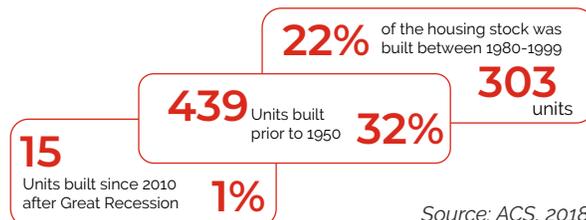
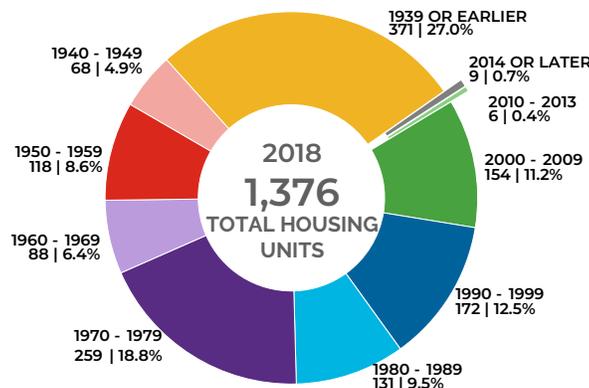
Much of Lindsborg's charm and community identity originates from the authentic and historic housing. The 2018 American Community Survey reports that only one percent of Lindsborg's housing stock, approximately 15 units, is new as of the Great Recession. Over one quarter (27%) of the housing stock was built before 1940, with almost half (46.9%) built

The preservation of existing neighborhoods can be a challenge with the development of new subdivisions. Residents in older homes may choose to relocate to new housing that better meets their needs. New residents may also choose new housing stock over older homes they would be required to upgrade and maintain. These trends increase the demand for new housing and pose a potential threat of deterioration to established neighborhoods.

Infrastructure investment and improvements to connectivity help keep existing neighborhoods desirable and attractive.

Preserving older housing stock through investment in upgrades and repairs and maintaining the integrity of existing neighborhoods helps to re-establish them as viable homeownership options for many more decades with lower overall costs. This strategy provides affordable options for younger families and low-income households.

AGE OF HOUSING (BY YEAR BUILT)



Source: ACS, 2018

Strategy 1: Enhance neighborhood infrastructure and connectivity.

Local Actions:



Education & Outreach

- ✓ Encourage residents in established neighborhoods to engage in the beautification and improvement of their neighborhoods.



Plan Development

- ✓ Evaluate and update the 2003 Subdivision Regulations.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Inventory, Assessment, or Survey

- ✓ Conduct a windshield survey to assess the overall condition of neighborhoods and their infrastructure.



Enforcement & Incentives

- ✓ Continue the Rural Housing Incentive District program to update potential tracts of developable land.



Facilities or Infrastructure Improvements

- ✓ Improve sidewalk conditions and fill gaps to strengthen connections and improve walkability. ▲
- ✓ Improve street lighting in neighborhoods to ensure safety while minimizing the impact of light pollution on residents.

▲ Denotes priority by the Steering Committee

Strategy 2: Rehabilitate older housing stock.

Local Actions:



Education & Outreach

- ✓ Educate homeowners and rental property owners on resources available and the importance of proactive maintenance.



Partnerships & Collaboration

- ✓ Encourage firms and tradespeople to provide rehabilitation services for the older and historic housing stock. ▲



Inventory, Assessment, or Survey

- ✓ Conduct a windshield survey to assess the housing condition of individual structures.



Enforcement & Incentives

- ✓ Enhance proactive code enforcement of residential properties.



Programs or Services

- ✓ Implement the rehabilitation grant as part of the Capital Improvement Program to provide housing improvements to residents in need.

▲ Denotes priority by the Steering Committee

Neighborhoods & Housing

GOAL 2

Support a range of housing types and prices to meet the market demand and resident needs.

What are the housing needs, and what new housing is needed?

Should we consider alternate housing types (e.g., accessory dwelling units, tiny homes, etc.)?

Objective 1: Expand the variety of housing types to support residents of all ages and abilities.

Context:

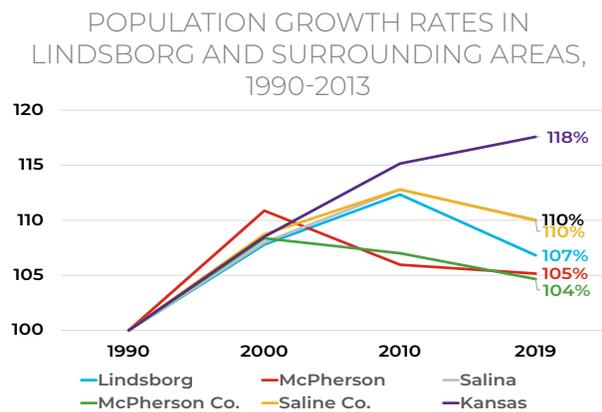
Communities that offer a range of housing types succeed in attracting new residents. The variety of options helps meet their vast and ever-changing needs, including family size, lifestyle, income, and physical ability.

Market Analysis - Population

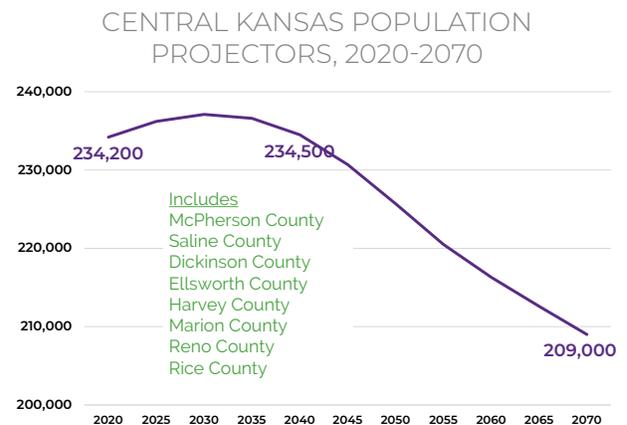
The following population figures represent status quo projections based on available data and do not account for any proactive efforts by the City and region to counteract these anticipated trends. Status quo projections range from recent declining population trends to capturing a share of the slight population increase anticipated in parts of the region. Proactive measures and strategic planning

implementation put in place by Lindsborg and other regional partners can positively impact the population growth into the future.

The State of Kansas will grow in population by 12.3 percent between 2020 and 2040 and by 23.9 percent between 2020 and 2070, according to estimates from Wichita State University's Center for Economic Development and Business Research. Conversely, their projections estimate a decline



Source: Wichita State University



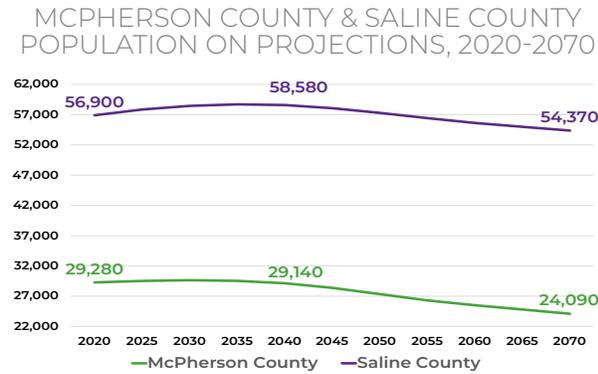
Source: Wichita State University

in population over that same timeframe (2020 to 2070) for all eight counties in Central Kansas, including McPherson and Saline.

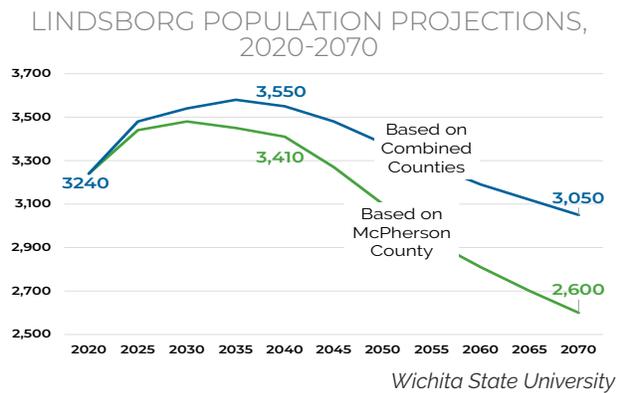
Saline County expects growth in the population of 2.9 percent, approximately 1,680 residents, by 2040. Projections then show a decline from 2040 to 2070 of 4,210 people, for an overall decrease

in Saline County population of 4.4 percent, approximately 2,530 people, from 2020 population figures. McPherson County expects a decline in the population of 0.5 percent, around 140 people, by 2040. Projections show a continued decline by 5,050 residents from 2040 to 2070, for an overall loss in population from today of 17.7 percent.

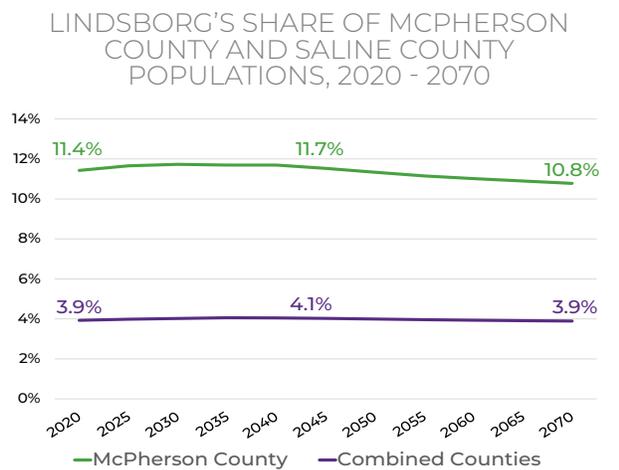
These county population trends identified by WSU provide the foundation for projecting future population statistics and housing needs for Lindsborg. WSU does not give projections at the city level. Forecasts for Lindsborg's population



Wichita State University

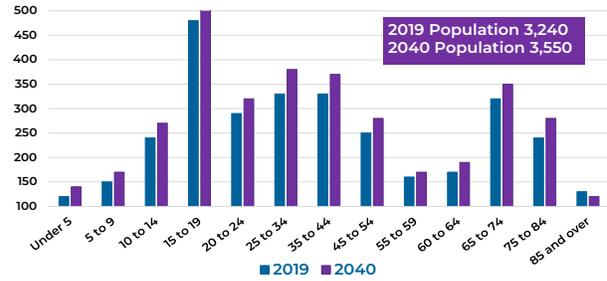


Wichita State University



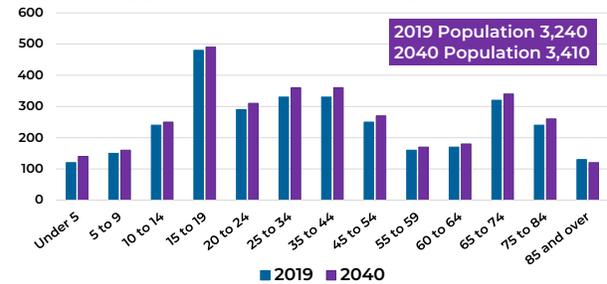
Source: St. Louis University & Wichita State University

LINDSBORG POPULATION BY AGE GROUP HIGH GROWTH PROJECTION



Source: St. Louis University & Wichita State University

LINDSBORG POPULATION BY AGE GROUP LOW GROWTH PROJECTION

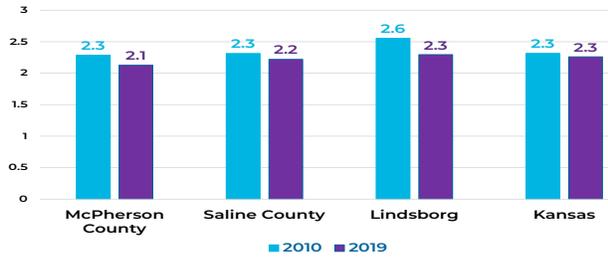


Source: St. Louis University & Wichita State University

result from the assumptions made related to Lindsborg's share of future county population figures and extrapolation of their population trends. Two projection methods result – one solely based on McPherson County's population and the other based on the combined population statistics for both McPherson and Saline counties. The resulting Lindsborg population projections range from an additional 170 to 310 residents by 2040. Without any local efforts to intervene, growth projections show Lindsborg will decline in population after 2040, in line with the surrounding Central Kansas counties and communities.

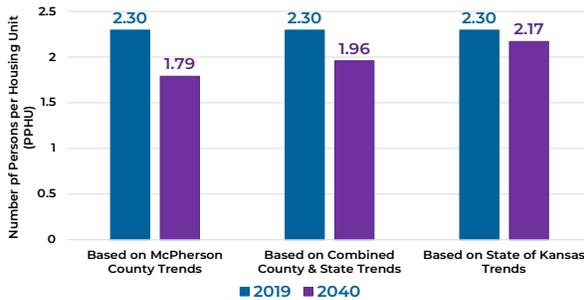
In contrast, population projections for the greater Wichita Metropolitan Area – including Harvey County just south of McPherson County – trend upward. The Wichita Metropolitan Area is one of six metro areas within Kansas expected to see growth. Harvey County anticipates a population increase of 6.8 percent by 2040. Trends still show a decline in population for Harvey County after 2040, but anticipate a total of a 5.8 percent increase in population from today's figures. McPherson County's adjacency to Harvey County provides opportunity for regional efforts to capture the anticipated growth of the Wichita Metropolitan Area.

POPULATION PER HOUSING UNIT, 2010 & 2019

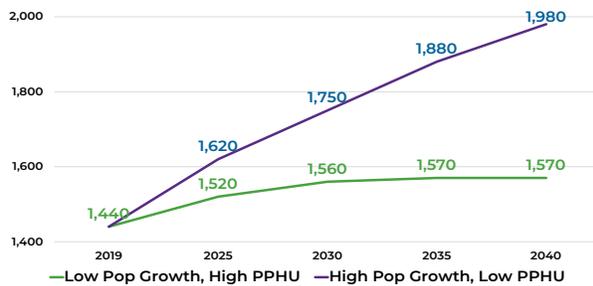


Source: US Census Bureau

LINDSBORG POPULATION PER HOUSING UNIT SCENARIOS, 2019-2040

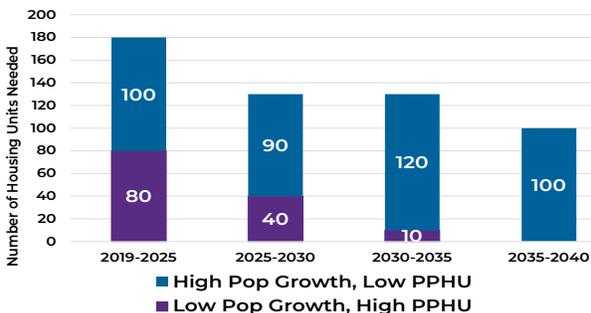


LINDSBORG HOUSING UNIT GROWTH PROJECTIONS, 2019-2040



Source: St. Louis University

LINDSBORG PROJECTED NET CHANGE IN HOUSING UNITS, 2019-2040



Source: St. Louis University

Market Analysis – Housing Units

Housing demand projections consider overall population projections and trends in persons per housing unit (PPHU) figures – the total population divided by the total number of housing units – for Lindsborg, McPherson County, and the State of Kansas. The PPHU values decreased at the local, county, and state levels between 2010 and 2019, and trends indicate this will continue into 2040. Extrapolations suggest that Lindsborg will have a range in PPHU of 1.79, based on McPherson County figures, to the state estimate of 2.17.

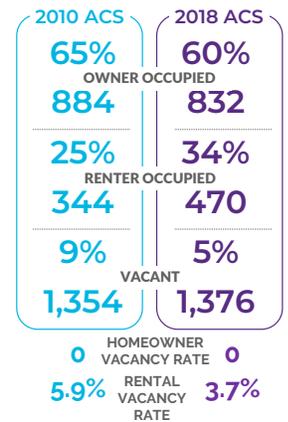
The result estimates future demand, which suggests that Lindsborg will require anywhere from 130 to 540 new housing units between 2020 and 2040. These figures are in addition to any need to replace current housing that might be demolished or otherwise converted to non-housing uses. They also do not account for any new housing units currently being planned. Projections also show the anticipated development of these new housing units by each half-decade into 2040.

Insight:

Housing Units

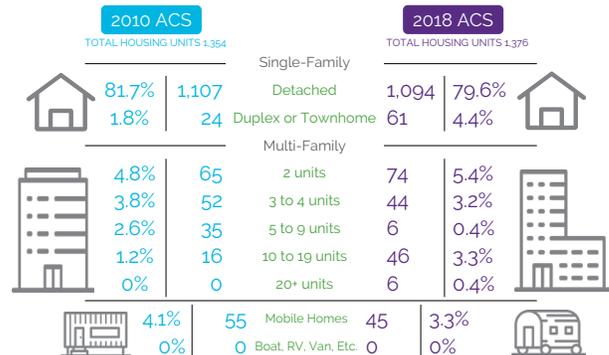
The number of housing units in Lindsborg increased only slightly from 2010 to 2018. Single-family detached and attached housing accounts for 84 percent of Lindsborg's housing stock, according to the 2018 American Community Survey. Multifamily housing makes up 12.7 percent of the housing stock, and mobile homes account for 3.3 percent.

HOUSING UNITS



Source: ACS, 2010-2018

HOUSING UNITS BY STRUCTURE



Source: ACS, 2010-2018



	2010 ACS		2018 ACS	
Average Family Size	2.8		2.83	
Average Household Size	2.2		2.15	
Family Households	810	66.0%	760	58.4%
Nonfamily Households	418	34.0%	542	41.6%
Total Households	1,228	100%	1,302	100%

Source: ACS, 2010 and 2018

Occupancy

Occupancy also increased between 2010 and 2018 by approximately four percent. Owner-occupied housing accounts for 60 percent of Lindsborg's housing units, a slight decrease since 2010. Renter-occupied housing accounts for 34 percent, an increase of nine percent since 2010. This increase in rental occupation reduced the rental vacancy rate to 3.7 percent.

Senior Living Facilities

Bethany Village offers a variety of senior housing options to Lindsborg and surrounding community residents. Between their two facilities, seniors have access to independent living cottages and duplexes, assisted living apartments, and long-term care in their skilled nursing home. The independent living units are maintenance-free and located a few short blocks from Downtown Lindsborg, offering walkable access to many community services, shops, and activities.

The Sunflower Terrace assisted living apartments still give seniors independent living while providing meals, transportation, maintenance, medication management, and an on-site nurse.

The Sunflower Terrace assisted living apartments still give seniors independent living while providing meals, transportation, maintenance, medication management, and an on-site nurse.

Multifamily

There are two sizeable multifamily housing properties in the community – the Main Street Apartments and Villa Ro Apartments. The Villa Ro Apartments operate as a low-income Housing Authority option for Lindsborg residents with 70 apartment units. It is an appealing choice, especially for retirement living, as it offers a safe, affordable, and well-maintained community with green space, playgrounds, and a community room.



Residential Developments

The City's 2015 Residential Development Plan identifies 13 areas for potential future residential development. Zoning and determined densities for these areas provide planning for single-family, two-family, multifamily, and large-lot residential development based on topography and related infrastructure needs and current availability. The Stockholm Estates development, one of the locations identified in this plan, provides approximately 150 new units over three phases, with the first phase platted for 50 housing units. This new subdivision offers three lot sizes – traditional, expanded, and estate – to provide a range of home and yard sizes.

Future Needs

There is a strong desire to identify alternative housing options that increase density in specific areas of Lindsborg, especially near downtown. There is also a need to provide housing options for sectors of the population, including artists and seniors. Community engagement also identifies the need for increased quality rental and senior independent living options.

Trends and Foresight:

Aging Population

As populations age, the Baby Boomer generation will be the largest senior-aged cohort in world history. This increase presents challenges related to where the elderly will live and how they will receive care. Alternative housing types will allow many to reside closer to their children and grandchildren and relieve them of many homeowner responsibilities. The growing aging population, paired with the fact that many younger generations are waiting to have families, results in trends in reduction in person per housing unit figures.

Bethany Village
100-bed
 Skilled Nursing Facility Offering:
 Rehabilitation Therapy
 Short and Long-Term Stays
20 Assisted Living Apartments
49 Independent Living Units

Source: senioradvice.com

ADUs & Tiny Homes

Alternative forms of housing implemented throughout communities in the U.S. include accessory dwelling units (ADUs) and tiny homes. These provide housing typology options to accommodate populations with lower income levels and those looking to downsize while maintaining independent living.

ADUs, also known as granny flats, are secondary structures permitted on existing residential property. They also include dwelling units built above garages.

Tiny homes are typically single units less than 400 square feet. They can be developed in clusters to create a sense of community for residents. Communities use tiny home developments to

- * shelter the homeless,
- * provide housing options for veterans and other groups like artists, and
- * create senior citizen villages, reducing maintenance responsibilities while increasing safety and companionship with nearby peers.

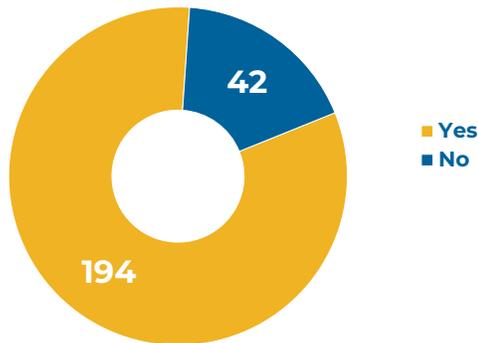
Alternative housing types increase density, which reduces City pressures related to infrastructure expansion and costs per capita. They also aid in improving the quality and vibrancy of neighborhoods.

Other communities adopt policies and programs related to universal design standards for residential development to expand opportunities for people to remain in their homes and age in place.

TINY HOMES SURVEY

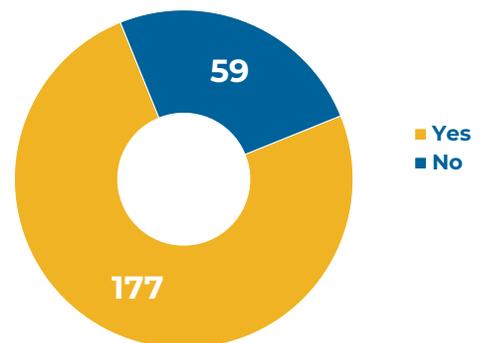
Do you support tiny homes in Lindsborg?

 236 Contributors  372 Visitors

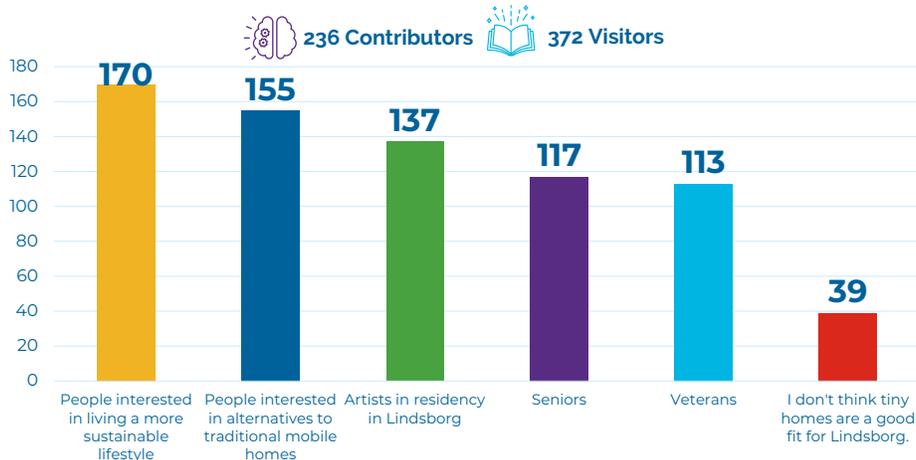


Should tiny homes be used to provide affordable housing options?

 236 Contributors  372 Visitors



I think tiny homes would best support...select all that apply.



Strategy: Provide a range of housing types – size, configuration, tenure, age, and ownership structure – to accommodate changing demands.

Local Actions:



Practice Improvements

- ✓ Ensure the number of available housing units aligns with workforce growth in the community.



Plan Development

- ✓ Update the 2015 Residential Development Plan to align with current market analysis demand projections.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Inventory, Assessment, or Survey

- ✓ Update the 2003 housing inventory of existing dwelling units to identify current number, type, location, structural condition, and occupancy characteristics. (2005 Comprehensive Plan)



Enforcement & Incentives

- ✓ Incentivize residential developments that provide varied housing types, connections to existing infrastructure, and subdivision amenities. ▲

▲ Denotes priority by the Steering Committee

What are the gaps in price points?

What are the needs for quality, affordable housing?

Objective 2: Increase options that provide a range of housing prices.

Context:

Housing affordability impacts communities throughout the nation. Generally speaking, wages are not keeping pace with increasing rents and homeownership costs. Almost 18 million households in the country pay half, or more than half, of their income on household costs. These statistics show that many Americans are cost-burdened, spending more than 30 percent of their household income for housing expenses, which include rent, mortgage, and utilities. Households that pay 50 percent or greater are severely cost-burdened.

Apartments, townhomes, and small-lot single-family residential homes often provide more affordable housing options for renters and owner-occupants. Density also improves affordability, especially in suburban communities, because land and utility costs are less per unit.

Construction costs continue to increase across the nation as labor and material expenses soar. In addition to rising land costs, these expenses impact housing affordability as many developers and home builders cannot build new homes for less than \$300,000.

Affordability is not just about low-income housing options. Communities must encourage housing options in all price ranges to ensure that housing is attainable for the workforce and residents of all income levels.

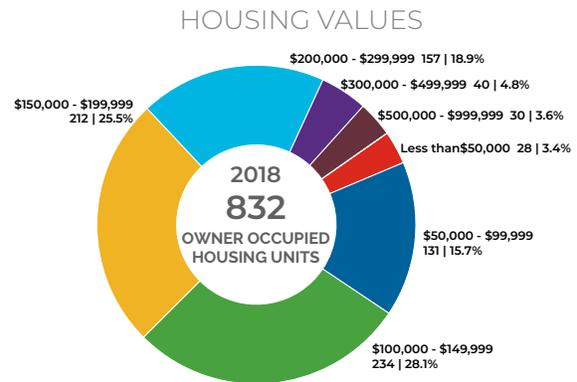
Insight:

Cost of Living

Lindsborg residents enjoy a low overall cost of living, which ranks at 82.2 compared to the U.S. average cost of living of 100. Housing and transportation rank significantly lower than national averages. Higher rankings for factors like health (99.9), groceries (96.1), utilities (109.7)*, and miscellaneous expenses (101.3), which include clothing, restaurants, repair, and entertainment, and other services, contribute to increasing the overall cost of living.

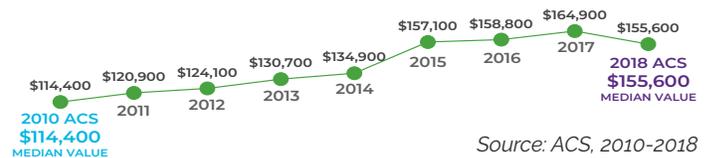
Median Home Value

The median home value in Lindsborg increased by 44 percent between 2010 and 2017, dropping



Source: ACS, 2018

MEDIAN HOME VALUE IN LINDSBORG 2010-2018



Source: ACS, 2018 and ZILLOW

* Utilities considers the average cost of heating or cooling a typical residents for this area including electricity, natural gas, and other fuels – updated as of September 2019.

slightly by 2018. Conversely, the median household income for Lindsborg residents only increased by 1.7 percent during the same timeframe. Between 2010 and 2018, the number of owner-occupied units valued at under \$150,000 decreased by 39 percent. Those units valued at over \$150,000 increased by 84 percent. The number of homes ranging in price

2010 ACS		Housing Values		2018 ACS	
# of Units	% of Units		% Change by Category	# of Units	% of Units
87	9.8%	Less than \$50,000	-67.8%	28	3.4%
257	29.1%	\$50,000 to \$99,999	-49.0%	131	15.7%
302	34.2%	\$100,000 to \$149,999	-22.5%	234	28.1%
149	16.9%	\$150,000 to \$199,999	42.3%	212	25.5%
65	7.4%	\$200,000 to \$299,999	141.5%	157	18.9%
14	1.6%	\$300,000 to \$499,999	185.7%	40	4.8%
0	0.0%	\$500,000 to \$999,999	100%	30	3.6%
10	1.1%	\$1,000,000 or more	-100%	0	0.0%
884	100%	Total Owner Occupied Units	-5.9%	832	100%

Source: ACS, 2010 and 2018



LINDSBORG	McPHERSON COUNTY	SALINA, KS METRO AREA	KANSAS
\$220,000	\$169,000	\$174,100	\$180,000
\$155,600	\$161,311	\$116,400	\$153,853

Source: ACS, 2018 and ZILLOW

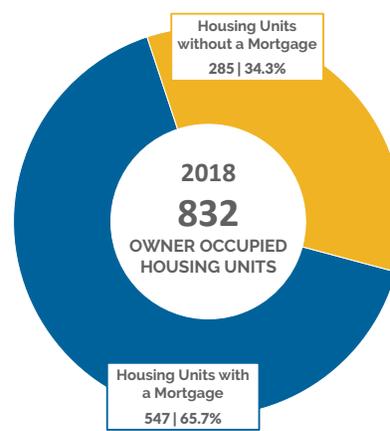
from \$300,000 to \$499,000 increased significantly by 185.7 percent.

Owner-Occupied vs. Renter-Occupied

Lindsborg also experienced a notable shift in the ratio between owner-occupied and renter-occupied housing units from 2010 and 2018. Owner-occupied housing decreased from 65.3 percent in 2010 to 60.5 percent by 2018, while rental occupancy increased from 25 percent to 34 percent during that same period.

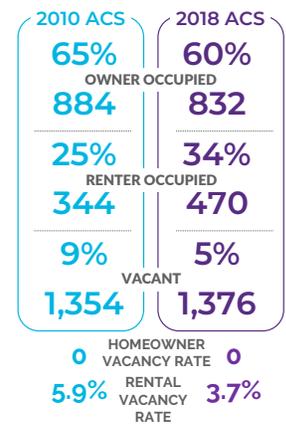
Between 2010 and 2018, the median housing value increased by 36 percent. Monthly rents only increased by two percent. The former trend might suggest a greater demand among higher-income households. In comparison, the latter might mean more demand from lower-income families, but with

MORTGAGE STATUS



Source: ACS, 2018

HOUSING UNITS



Source: ACS, 2010-2018

incomes insufficient to increase rents. These trends also suggest a widening income gap distribution for Lindsborg residents resulting in housing quality concerns for lower-income households. A two percent increase in rents doesn't afford landlords sufficient income to make necessary improvements to the housing stock.

Cost Burden

Currently, 22 percent of Lindsborg residents are cost-burdened, which is equal to McPherson County's rate as a whole. This rate primarily reflects the predominance of owner-occupied single-family housing and the number of those housing units with a mortgage. The Lindsborg Housing Authority Villa Ro Apartments currently serves as a well-maintained option for low-income affordable housing.

Cost-burdened is described as spending 30% or more of monthly income on housing.

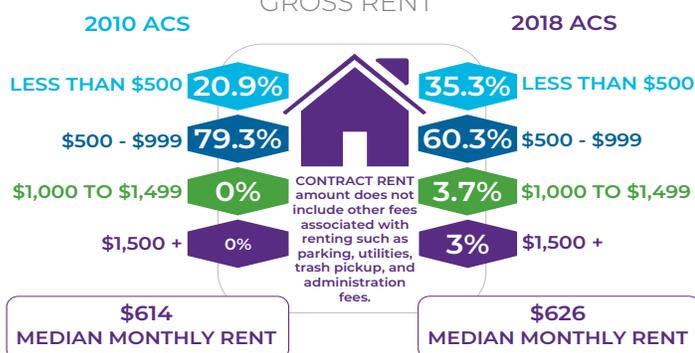


Source: Center for Neighborhood Technology, 2018

Trends and Foresight:

The shifts in housing price and availability indicate that Lindsborg needs more affordable housing options. Lindsborg needs a more extensive stock of attainable owner-occupied housing in addition to an increase in available quality rental housing options. Greater demand for rental housing units often results in rapidly rising rent levels. It is essential to ensure that this trend does not occur in Lindsborg to keep rental housing units affordable and attainable.

GROSS RENT



Strategy: Fill gaps in the range of available housing price points to ensure attainable and affordable housing options for all.

Local Actions:



Practice Improvements

- ✓ Encourage an increase in the number of available quality, market-rate rental housing units. ▲
- ✓ Evaluate opportunities to encourage workforce housing that enables the recruitment and retention of workforce including healthcare, education, and public safety employees.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Partner with the Lindsborg Housing Authority and other quality non-market rate rental housing providers to increase available housing units.
- ✓ Encourage the formation of a non-profit housing corporation to increase the quantity and quality of rental housing.



Inventory, Assessment, or Survey

- ✓ Conduct a needs study to evaluate the number of affordable units currently available in Lindsborg and the alignment with future demands.

▲ Denotes priority by the Steering Committee



Future neighborhoods in Lindsborg should be affordable and have a choice at various pricing levels.

– Engagement Respondent

Mobility & Transportation

GOAL

Support a multimodal transportation network that is complete, equitable, and accessible for all ages and abilities.

How do we provide an equitable transportation network for all travel modes?

Objective 1: Accommodate a variety of transportation choices, modes, and users.

Context:

Transportation networks encompass roadways, bridge crossings, sidewalks, on-street parking, off-road recreational trails, and public transit. Multimodal options and transportation choices improve the quality and resiliency of communities.

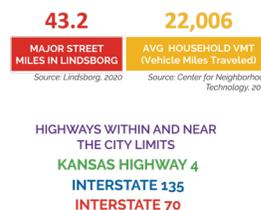
Safe and convenient access to transportation varies based on income and physical abilities. Communities experience increased economic and individual health when all residents have more transportation choices.

Personal vehicles are the primary mode of transportation for most Americans. The 1950s auto industry boom added car ownership to the American Dream. Almost 93 percent of U.S. households own at least one vehicle. The national average is two vehicles per household. Those that can't afford a car must rely on walking, biking, micro-mobility options, and public transit.

Insight:

Personal Vehicles

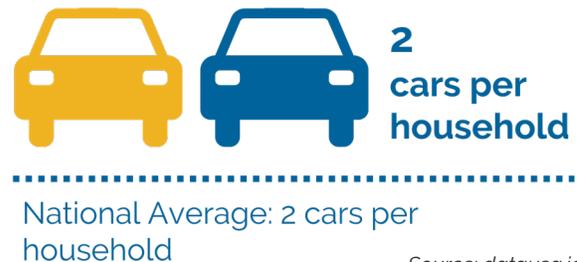
Like most communities, Lindsborg is predominantly car-focused. There are 43.2 major street miles within city limits. Lindsborg households average over 22,000 vehicle miles and spend \$13,288



Source: City of Lindsborg, KS 2020



Source: Center for Neighborhood Technology, 2018



Source: datausa.io

on transportation each year. Most Lindsborg households own two vehicles.

Workforce Commute

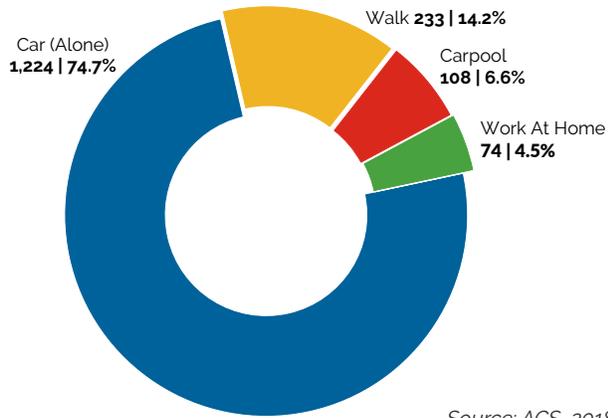
Lindsborg residents enjoy an average commute time to work of 15.2 minutes, significantly lower than the national average commute of 26.6 minutes. Just over 500 of Lindsborg's residents live and work in town. Almost 75 percent of Lindsborg's workforce

Mean Travel Time



Source: ACS, 2018

HOW RESIDENTS COMMUTE TO WORK



Source: ACS, 2018

WHERE THE LINDSBORG WORKFORCE LIVES

	# of Workforce	% of Workforce
Lindsborg, Ks	518	42.4%
Salina, Ks	111	9.1%
McPherson, Ks	48	3.9%
Wichita, Ks	28	2.3%
Manhattan, Ks	21	1.7%
Marquette, Ks	20	1.6%
Hutchinson, Ks	18	1.5%
Galva City, Ks	12	1.0%
Great Bend, Ks	9	0.7%
Canton, Ks	7	0.6%
All Other Locations	429	35.1%
Total All Workforce	1,221	100%

WHERE LINDSBORG RESIDENTS WORK

	# of Workforce	% of Workforce
Lindsborg, Ks	518	30.7%
Salina, Ks	355	21.0%
McPherson, Ks	171	10.4%
Wichita, Ks	93	5.5%
Hutchinson, Ks	47	2.8%
Newton, Ks	14	0.8%
Topeka, Ks	14	0.8%
Dodge City, Ks	11	0.7%
Great Bend, Ks	10	0.6%
Ellsworth, Ks	9	0.5%
All Other Locations	443	26.2%
Total All Workforce	1,689	100%

Source: U.S. Census Bureau, 2017, OnTheMap

commutes to work by car, with an additional 6.6 percent carpooling. Nearly 15 percent of those that live in town also walk to work. The top three places that Lindsborg's workforce travels to for work are:

- * Salina, approximately 22 miles from Lindsborg;
- * McPherson, approximately 15 miles away; and
- * Wichita, over 70 miles away.

Streets & Parking

Wide streets characterize Lindsborg neighborhoods and commercial areas. The width of these streets, especially in residential neighborhoods, promotes shared use for parking and biking. Sidewalks line most roads in Lindsborg, allowing for safe walking throughout the community. Downtown Lindsborg provides angled, on-street parking options for store patrons. Surface lots accommodate needed parking for the Harrison-Cole commercial corridor businesses.

Välkommen Trail

The Välkommen Trail offers both recreational and transportation opportunities and creates a robust north-south connection through Lindsborg. Residents use the trail to walk, bike, and run. There is little demand for increased bike facilities within the community aside from this and other regional trails. Currently, no on-street bike facilities exist in Lindsborg.

Dala Bus

The Lindsborg Senior Center, located downtown, operates the Dala Bus Public Transportation Program. The Dala Bus provides transportation services to the community's senior population. The program also encourages Lindsborg's youth to buy a summer pass to provide transportation to the pool, library, free meal program, or other public places throughout the community. The program's grant requires this transportation option to be available to anyone in the community.

**“Be walkable” and
“Be bikeable”**

ranked top two answers for what Lindsborg's neighborhoods should be in the future.

Trends and Foresight:

Car-Free Lifestyle

Many communities experience trends toward the car-free lifestyle for many residents. People are giving up their cars for a variety of reasons, including:

- * the cost burden of owning and maintaining a vehicle,
- * a desire to improve mental and emotional health by reducing stress associated with commuting and the loss of hours of personal productivity,
- * the need to improve physical fitness through increased walking and biking, and
- * the high demand for transportation modes that decrease environmental impact.

New Modes

There is also an emergence of new transportation modes:

- * autonomous vehicles,
- * ride-hailing services, especially in college towns and areas where short trips are in high demand, and
- * micro-mobility options, which include e-scooters, golf carts, e-bikes, etc.

These offer residents greater mode choice to get around locally and help close the last-mile gaps in communities with more extensive multimodal transportation networks.

Work from Home

The COVID-19 pandemic forced many Americans to start working from home. This trend is likely to continue post-pandemic. Working from home increases the day-time population and the number of people needing to access local services and amenities. Expanding multimodal transportation options will help meet the growing demand.



Strategy: Plan for a multimodal transportation system that allows people to use various transportation modes, including walking, biking, and other mobility devices.

Local Actions:



Education & Outreach

- ✓ Increase awareness of the Dala Bus Program as a public transportation service for the community.



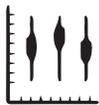
Practice Improvements

- ✓ Promote the development of alternative transportation modes to reduce auto use and conserve fossil fuel. (2005 Comprehensive Plan)



Plan Development

- ✓ Plan for expansion of the Välkommen Trail system to increase opportunities for walking and biking throughout Lindsborg. **SP**
- ✓ Complete the Lindsborg Transportation Plan and implement it to ensure a robust multimodal transportation network.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Partner with Bethany College and ride-hailing companies to help make service more available, especially for the college student population.
- ✓ Continue to partner with state, regional, and local agencies to increase accessibility and investments in the trail network. ▲



Enforcement & Incentives

- ✓ Incentivize development that provides the infrastructure to support multimodal transportation.



Facilities or Infrastructure Improvements

- ✓ Incorporate safe, convenient, accessible, and attractive design features that beautify the community and promote walking and biking (e.g., sidewalks, bike street furniture, bicycle facilities, street trees, gateway monuments, and wayfinding signage).



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

Objective 2: Enhance connections between where people live and where they work and play.

Context:

A well-connected transportation network:

- * reduces the distances traveled to reach destinations,
- * increases the options for routes of travel, and
- * can facilitate walking and bicycling.

Seamless bicycle and pedestrian infrastructure, direct routes, and minimal physical barriers characterize interconnected multimodal networks. Increased levels of transportation connectivity are also associated with higher levels of healthy physical activity.

Transportation choices should provide flexibility in trip planning. They should not overcomplicate nor lengthen the trip. A well-connected community offers a range of safe mobility options, with a synergy between the physical environment and the transportation system.

Insight:

City Size

Lindsborg's size is a strength when it comes to connectivity. The city limits stretch about a mile and a half north-to-south and east-to-west at their most extreme extents.

Despite its size, Lindsborg lacks connectivity in localized areas. There are only two roads that connect Lindsborg east-to-west - Lincoln Street and Union Street - with no east-west thoroughfare serving the northern half of town.

Sidewalk Gaps

Additionally, there are sidewalk gaps throughout the community. These gaps present physical barriers to people needing to access community services and amenities from their homes. These

connectivity issues are especially prevalent in the residential neighborhoods west of Main Street, resulting in limited access to parks for the majority of these residents.

Sidewalk gaps also reduce pedestrian connectivity to the Smoky Valley public schools. The City of Lindsborg is the recipient of a Safe Routes to School Grant to enhance resident connectivity to the local schools. The City is committed to using this grant money to improve sidewalk infrastructure around the schools. The Smoky Valley School District prefers to use the grant for drop-off lanes.

LINDSBORG SIDEWALKS



Community Growth

Lindsborg is experiencing residential development growth east of Harrison Street along Swensson Avenue. Maintaining connectivity is critical to ensure residents in these subdivisions have equitable access to downtown and City services.

Trends and Foresight:

People of all generations desire walkable neighborhoods connected to nearby vibrant commercial areas that fulfill everyday needs. Traditionally, people moved to new locations for jobs. Trends suggest that jobs will now move to where people want to live.

Strategy: Fill gaps in the transportation network.

Local Actions:



Practice Improvements

- ✓ Ensure that connective infrastructure like trails and sidewalks are accessible to people of all abilities.



Plan Development

- ✓ Plan for expanding the Välkommen Trail system to better connect all neighborhoods to schools, services, and amenities. ▲ SP



Partnerships & Collaboration

- ✓ Partner with the Smoky Valley School District to improve walkability between residential neighborhoods to schools, filling gaps within ¼ mile of schools.
- ✓ Identify alternate funding sources to fill gaps in the sidewalk network.



Inventory, Assessment, or Survey

- ✓ Conduct a sidewalk study and develop a plan to enhance sidewalks and provide safe walking throughout the community. SP
- ✓ Assess needs and opportunities to increase options for new east-west thoroughfares to connect the community better.



Facilities or Infrastructure Improvements

- ✓ Fill gaps in the sidewalk network to remove barriers and better connect destinations in Lindsborg. ▲
- ✓ Continue to evaluate road design for new and redeveloped roads to meet changing transportation demands, modes, services, and improved connectivity.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Mobility & Transportation

GOAL 2

Enhance the movement of people and goods through efficient and sustainable infrastructure.

How do we prepare for new transportation technologies?

Objective: Improve convenience, flexibility, and safety of the transportation system.

Context:

Planning

Planning a complete transportation network involves multiple agencies. Successful implementation and construction depend on schedules, funding, organizational capacities, and political processes. Ultimately, the planning process drives assurances that the transportation network maximizes convenience, ensures flexibility for changing futures, and improves safety for all users. These factors, combined with local policies that guide transportation and infrastructure management, result in an efficient and sustainable system.

Proactive transportation network planning provides higher speed corridors to remove vehicular traffic from speeding through neighborhood side streets by reserving adequate land for expanded arterial and collector streets.

Maintenance

Improvements to transportation infrastructure is typically a challenge for many communities since surfaces inevitably wear over time and prolonged use. Yearly maintenance programs extend the lifespan of roads and sidewalks, reducing the need for a complete restoration, which is costly.

Pavement condition issues compound over time if not addressed, decreasing overall safety and level of service.

The typical service lifespan of maintained asphalt pavement is seven years. While concrete pavement construction is more costly, it has a lifespan of 20 years if properly maintained. Heavy vehicles and the freeze/thaw cycle of changing seasons impact pavement health most acutely.

Insight:

Location

Lindsborg sits along Kansas Highway 4, approximately four miles from Interstate I-135 and 24 miles from Interstate I-70, both part of the Kansas Department of Transportation (KDOT) regional transportation network.

Proposals show a potential new interchange on I-135 at Wells Fargo Road. The actualization of this interchange would provide a shorter (only 1.5 miles) and more direct route into Lindsborg than the existing two interchange routes.

Lindsborg's connection to the regional transportation network is critical to the community's growth and vitality, both physically and economically.

Network & Maintenance

The local road network is economically vital to the Lindsborg community. Lindsborg receives significant traffic through town along Kansas Highway 4, which caters to travelers offering food, gas, and other automotive services. Maintenance of this major thoroughfare is critical to ensuring safe and efficient travel for passersby and residents accessing services along 14th Avenue.

As residential development continues east of Harrison Street along Swensson Avenue, improved facilities and infrastructure at that intersection will be critical to maintaining safety and an efficient traffic flow.

Recent studies propose plans to remove the existing Kansas Highway 4 railroad overpass at the north end of town. This proposal includes extending Garfield Street to 14th Avenue and realigning Bethany Drive from the highway to Bethany College. These modifications to the transportation network would not only open up land for development in the northeast part of the community, but they would also improve connectivity, traffic flow, and safety.

The City tries to keep oversized commercial vehicles off of local roads and out of downtown. However, many large spray rigs travel down Lincoln Street to access the Mid Kansas Co-Op located west of 14th Avenue. These rigs are heavy and often vibrate the streets. Excessive use of Lincoln Street by these large vehicles poses maintenance and safety concerns. There are currently several sections of Union Street that remain unimproved.

Charging Stations

The City of Lindsborg operates one Level 2 electric vehicle charging station as a pilot project. This amenity serves as a draw for visitors traveling within the region who need to charge their vehicle. The Level 2 station does not charge as quickly as a Level 3 station and the City is not able to charge a fee for the electricity. Still, the charging station's proximity to Downtown Lindsborg provides access to shopping, dining, and other community amenities and experiences.

Trends and Foresight:

Network Improvements

Roadways help attract new businesses and residents.

Many Kansas jurisdictions plan for reinvestment in neighborhood roadways and streetscapes to turn mundane transportation infrastructure into transformative community features. These reinvestment and maintenance programs positively impact neighborhood aesthetics, housing values, and overall safety.

Complete Street strategies support the safe use and increased mobility for users, regardless of the transportation mode. There is growing interest in reimagining how streets designed for cars can adapt for greater access to all of the community. A transportation network that accommodates multiple modes and abilities increases safety and efficiency.

The construction of new roadways, or even major reconstruction of existing streets, is expensive. Partnerships help in successfully submitting roadway project grants, making the economics for City's more achievable. There is hope that Congress will pass a national transportation bill to increase available dollars for such projects.

Work from Home

Since the COVID-19 pandemic, more people work from home than ever before. Fewer people commuting to work reduces congestion and risk for traffic crashes. The reduction in car trips also means less gas purchased, resulting in declining gas sales tax revenue. Without dedicated funding for road maintenance, these reduced revenues may present challenges to maintaining existing transportation infrastructure.

Autonomous & Electric Vehicles

The Blueprint for Autonomous Urbanism states that cities should focus on the near-term policies and decisions to adopt autonomous technologies for improved transportation outcomes. Autonomous trucks, including on-road trucking and delivery vehicles, will be commonplace in the next five to ten years. Communities near highway trucking routes should plan for these changes in trucking traffic.

As autonomous vehicles become commonplace at the local scale, parking is likely to be reduced since vehicles will provide curbside drop-off and pick-up. Autonomous vehicles will also offer the most likely form of transit for communities like Lindsborg. Personal Rapid Transit (PRT) serves communities

with on-demand service to one to four passengers and the potential to connect to more extensive regional transit options.

As electric vehicles increase in popularity, communities are installing electric charging stations to meet the local community's needs and capture travelers needing to stop and charge their cars.

Technology

The next ten years will see widespread use of adaptive traffic signals and Intelligent Transportation Systems (ITS). These technologies provide signal

prioritization intended to improve traffic flow and reduce conditions that cause collisions at high-volume intersections.

Technology, such as pay-by-apps and real-time travel displays, also changes how people pay for and find information about transportation options. These technologies influence how people select their travel routes based on ease of access, comfort, and perception of safety. Awareness of these technologies and their impact on human decision-making can influence how communities plan for road improvements, services, and amenities to attract more visitors.

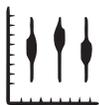
Strategy 1: Improve regional transportation.

Local Actions:



Plan Development

- ✓ Continue planning for the proposed interchange at I-135 and Wells Fargo Road to provide a more direct route into Lindsborg for residents and visitors. (2005 Comprehensive Plan) ▲ SP
- ✓ Align land use planning with regional transportation investments.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Coordinate regional transportation investments with job clusters to improve transportation efficiency and economic development.
- ✓ Explore USDOT and KDOT grant opportunities to expand and improve the transportation network. ▲



Facilities or Infrastructure Improvements

- ✓ Implement the recommendations for the 2020 Harrison Street Extension & K-4 Grade Separation Removal Study. SP



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

Strategy 2: Increase safety by managing congestion and improving maintenance.

Local Actions:



Plan Development

- ✓ Reduce the impact of large farm equipment on public infrastructure while improving safety to vehicles, pedestrians, and bicyclists.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Continue to work with KDOT to make improvements to Kansas Highway 4.



Inventory, Assessment, or Survey

- ✓ Conduct targeted traffic assessments to identify opportunities to reduce congestion and improve safety. ▲
- ✓ Complete corridor studies for Swensson Avenue/Wells Fargo Road and Harrison-Cole to maintain service level as the community grows.
- ✓ Evaluate the need to implement access management solutions in select areas.
 - ✓ Address intersection and driveway issues to reduce crash frequency.
 - ✓ Install turn lanes at intersections as necessary to reduce risk of rear-end collisions.
 - ✓ Ensure drivers and pedestrians have full visibility around landscaping, signage, and parked vehicles.
- ✓ Evaluate the need to implement traffic calming solutions including pedestrian refuge islands, raised crosswalks, raised intersections, and on-street parking with curb extensions.
- ✓ Evaluate congestion and the need for improved traffic flow near Soderstrom Elementary School.



Facilities or Infrastructure Improvements

- ✓ Explore pedestrian crossing facilities for improved safety at the Harrison Street and Swensson Avenue intersection.
- ✓ Implement pedestrian crossing facilities plan on Harrison-Cole at State Street. ▲ **SP**



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

Strategy 3: Incorporate new technology to ensure a flexible and resilient transportation network.

Local Actions:



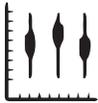
Education & Outreach

- ✓ Promote the use of new technologies to inform residents of upgrade benefits.



Plan Development

- ✓ Create a phased plan for updating pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility retroreflective pavement markings and signs, and activated warning lights.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Inventory, Assessment, or Survey

- ✓ Assess which locations would benefit from Intelligent Transportation System (ITS) implementation, including traffic observation CCTV cameras, Dynamic Message Signs, or Variable Speed Limit Signs.



Enforcement & Incentives

- ✓ Encourage developments to include adaptive and emerging technology such as electric charging stations and smart parking technology.



Facilities or Infrastructure Improvements

- ✓ Evaluate electric utility ownership of Level 3 electric vehicle charging. **SP**
- ✓ Attract branded Level 3 electric vehicle charging.

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Infrastructure & Utilities

GOAL

Provide infrastructure and utilities that are flexible, efficient, and support a high quality of life for future generations.

What upgrades are needed for City infrastructure and utilities?

What infrastructure investments should be made in the next 20 years?

How will technology enhance infrastructure performance and sustainability?

Objective: Provide and maintain infrastructure at a sustainable cost.

Context:

Infrastructure and utilities are fundamental community elements. Their impact on the success of a community depends on strategic maintenance, modernization, and expansion, all of which rely on stable and available funding sources. Regular maintenance and sustainable practices are critical to the longevity and performance of infrastructure.

Insight:

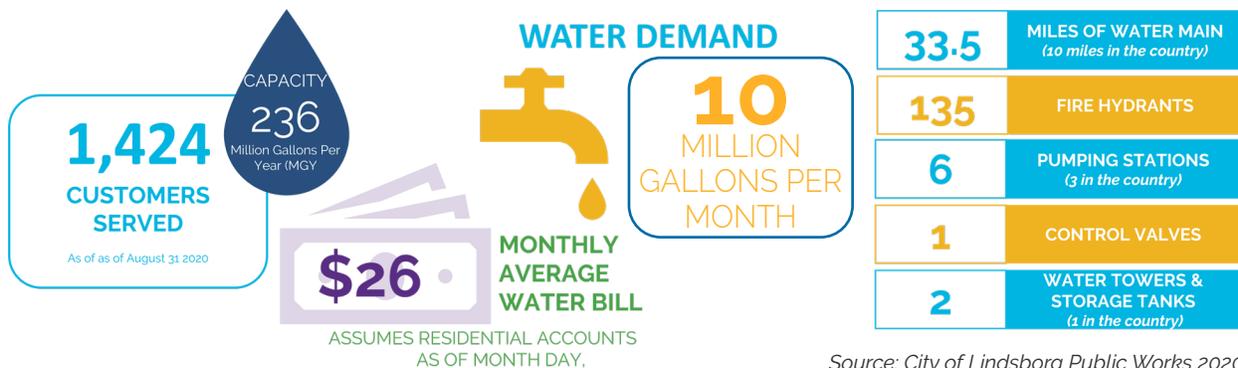
Water

Lindsborg has quality drinking water from a stable source, the Equus Beds aquifer. This aquifer also serves McPherson and Wichita to the south. Lindsborg sits on the north side of an underground rock formation peak, which divides the aquifer and protects the community's water source.

Communities that source their water from the south side of the aquifer experience issues with water table levels.

Lindsborg's water utility serves 1,424 customer accounts, with average monthly residential bills of \$26. The water demand averages ten million gallons per day. Two water storage facilities – a 250,000-gallon water tower in town and a 100,000-gallon standpipe in the country – supply the community. With three new wells added in the mid-1990s, Lindsborg has excellent drinking water quality and pressure. On average, the City provides water pressure to residents at 50 to 55 pounds per square inch (PSI), which is the ideal range for supply.

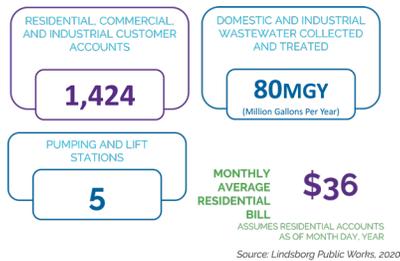
With new residential development on the east side of town, the City runs many dead-end lines without loop systems back into town. The lack of loop systems decreases redundancy in the water supply to residents.



Source: City of Lindsborg Public Works 2020

Wastewater

The sanitary sewer system also serves 1,424 residential, commercial, and industrial customer accounts. The average monthly residential wastewater utility bill is \$36. Older clay tile pipes convey the majority of the wastewater to the



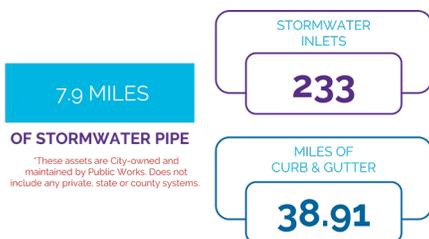
Source: City of Lindsborg Public Works 2020

18 inches closer to the wastewater treatment plant. Newer PVC pipe serves the subdivisions of Emerald Lake and Stockholm Estates. The system has five pump and lift stations to enhance wastewater conveyance.

The wastewater treatment plant, located in the southeast corner of Lindsborg, was upgraded in 2010. The City invested five million dollars toward system improvements and increases in treatment facility capacity to accommodate future development demands. Current demand only uses approximately 220 million of the 418-million-gallon capacity.

Stormwater

The stormwater system is designed for normal rain events and performs well during those times. Even in abnormal rain events, the system performs at a high level to drain stormwater out of the community despite some storm sewer back-ups and street flooding during these heavier rains.



Source: City of Lindsborg Public Works 2020

There are almost 40 miles of curb and gutter throughout the Lindsborg community. The City estimates that about half of the stormwater runs to the Smoky Hill River and Cow Creek via the curb and gutter

and stormwater pipes. The remaining stormwater typically drains directly to Cow Creek, especially in the western areas of Lindsborg. Maintaining curb and gutter can be expensive and challenging. Newer subdivision developments have underground infrastructure to carry stormwater out of the community.

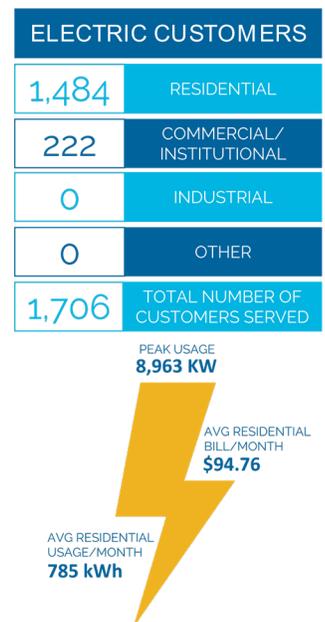
Wastewater treatment is not applied to stormwater pollutants as the stormwater systems connect directly to streams. Any motor vehicle residuals, trash, illegally disposed liquids, or lawn chemical runoff that enter storm inlets directly impact the community's stream habitats.

Lindsborg is flat and at the bottom of a river valley. The goal is to convey stormwater away from the community as quickly as possible. Green stormwater solutions produce good results for many communities. Because of Lindsborg's location at the bottom of a river valley, resulting in saturated ground during seasons of heavy rain, solutions that depend on infiltration will not be successful.

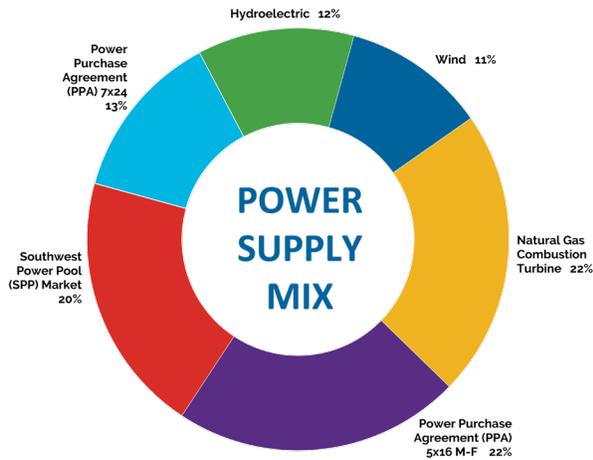
Electric Utility

The City of Lindsborg owns and operates the electric utility, supplying power to 1,484 residential and 222 commercial or institutional customers. The average household uses 785-kilowatt hours of energy each month for an average bill of \$94.76.

The City manages a diverse power supply mix portfolio based on balancing long-term commitments to ensuring a stable supply and the market prices at the time of consumer use. The portfolio includes supply from six primary sources: two Power Purchase Agreements, the Southwest Power Pool Market, natural gas combustion turbines, hydroelectric, and wind. Lindsborg recognizes the importance of renewable energy and ensures that a significant portion of the energy supply derives from renewable sources. In November 2020, 27 percent of the community's



Source: City of Lindsborg Public Works 2020



power consumption was from renewable sources. The City is evaluating opportunities for utility-scale solar and battery storage to diversify the power supply portfolio further.

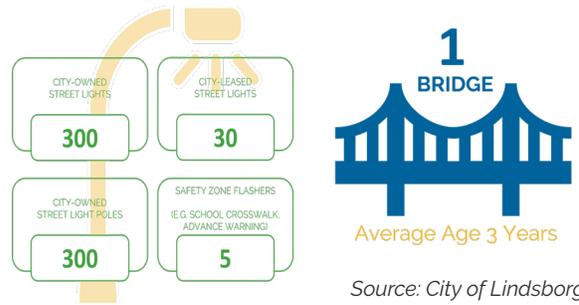
Solid Waste

The City of Lindsborg provides residential trash collection and curbside recycling services. The average monthly bill per household for these services is \$19.31. In addition, the Lindsborg Recycling Center offers both recycling and composting services to residents. Lindsborg has hosted the Recycling and Composting Works! Conference eight times since the Kansas Department of Health and Environment introduced the award-winning program in 1991.



Streets

The Public Works Department maintains 43.2 lane miles of road within the City of Lindsborg. Roads outside of the City's jurisdiction, owned and operated privately or by the State of Kansas or McPherson County, are not included in the lane mile count. Approximately eight percent of the City's roads are brick and located in high visual impact areas in and around downtown. The department also oversees the 39.3 miles of sidewalks and shared-use side paths throughout the community. Sidewalk



Source: City of Lindsborg Public Works 2020

maintenance is the responsibility of property owners. Maintenance of street infrastructure includes the streetlights and safety zone flashers.

Trends and Foresight:

Consumption & Technology

Understanding peak capacity demand is critical for planning future supply contracts and sources. Many communities implement smart meters or other data systems to monitor cycles and changes to gather information needed to identify demand and capacity concerns. Others implement asset management technology to improve service to customers.

Changing Weather Impacts

Storm sewer system sizing derives from historic rainfall and weather pattern data. As weather patterns change, communities need to evaluate design criteria for demand, capacity, and storage, all of which have significant infrastructure impact.

Renewable Energy

Petroleum and natural gas remain the primary sources of U.S. energy. However, renewable energy production has tripled in the past 20 years. The U.S. Energy Information Administration reports that biomass, geothermal, hydropower, and solar energy sources account for 11 percent of the country's power. The market for renewable energy production continues to increase in Kansas. The State is now a leader in wind farming and turbine manufacturing.

Broadband

High-quality broadband allows people to work remotely and choose where they live based on the quality of life rather than the location of employment. With more people working from home due to the COVID-19 pandemic, it is critical to ensure Lindsborg supports access to the highest quality broadband available.

Strategy 1: Maintain quality existing infrastructure and invest in new infrastructure that supports growth.

Local Actions:



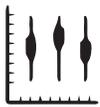
Practice Improvements

- ✓ Size infrastructure to adequately serve existing and future development based on demand and changes in weather patterns. ▲
- ✓ Improve redundancy in the water supply using loop systems and reduce the number of dead-end lines.
- ✓ Consider Design-Build practice for small infrastructure projects such as neighborhood street replacement.



Plan Development

- ✓ Continue to update the Water Master Plan to evaluate source and capacity. ▲
- ✓ Identify funding within the Capital Improvement Plan for annual repair and resurfacing of the existing City roads. ▲
- ✓ Maintain and update the Sanitary Sewer Master Plan.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Inventory, Assessment, or Survey

- ✓ Evaluate the need for a third water storage facility to provide reserve capacity for developments on the east side of town.
- ✓ Conduct regular pavement condition assessments to prioritize maintenance and reconstruction projects.
- ✓ Survey water and wastewater infrastructure to evaluate improvement needs.



Enforcement & Incentives

- ✓ Prioritize infill redevelopment of underutilized parcels of land served by existing infrastructure and services. **SP**



Programs or Services

- ✓ Create a line loss reduction program for the water system.



Facilities or Infrastructure Improvements

- ✓ Upgrade and maintain existing infrastructure and facilities to meet future generation needs and demands.
- ✓ Work with developers to expand sanitary sewer and other infrastructure to support future development to the north and east of town.
- ✓ Replace clay tile sanitary sewer pipes to align with system upgrades.
- ✓ Evaluate needs to repair and replace brick street infrastructure as necessary to maintain appearance and safety.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Strategy 2: Implement technology to improve infrastructure performance and expand telecommunication utilities.

Local Actions:



Practice Improvements

- ✓ Encourage competitive cellular and broadband service providers to offer residents, businesses, and visitors a range of choices and the highest level of service.
- ✓ Use technology monitoring systems for utilities to track performance and notify public works of issues.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Work with internet providers to increase access, reliability, speed, and internet user experience at a reasonable cost. ▲

▲ Denotes priority by the Steering Committee

Strategy 3: Enhance the efficiency and reliability of energy through renewable sources.

Local Actions:



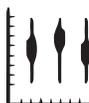
Education & Outreach

- ✓ Promote the City's diversified power supply portfolio and provide educational materials to the community regarding renewable energy benefits. **SP**



Practice Improvements

- ✓ Continue to manage the electric utility for reliability and economic efficiency as renewable energy generation becomes more available.
- ✓ Continue to evaluate renewable energy opportunities to expand the power supply mix, ensure stable supply, and improve electric utility efficiency.
- ✓ Explore solar and battery storage opportunities to continue to diversify the City's power supply portfolio further. ▲



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Programs or Services

- ✓ Evaluate the benefit of an outage management system.
- ✓ Implement an automated metering infrastructure system. **SP**
- ✓ Evaluate residential Level 2 electric vehicle charging. **SP**

▲ Denotes priority by the Steering Committee
SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Public Facilities

GOAL

Provide public facilities and City services for all that meet standards of excellence.

Where should public facilities be located to support a high quality of life?

How do we continue to sustain and enhance City services to protect a high quality of life?

How should City services evolve to continue citizen satisfaction considering growth, future trends, and disruptive technologies?

Are there opportunities to improve or expand City services through new technologies or partnerships with other communities, agencies, or organizations?

Objective: Maintain best practice levels for City services as we grow and develop.

Context:

Public facilities are buildings, property, services, and technologies that benefit the public. Public facilities owned and operated by community partners such as school districts, public higher education, a library district, and counties are not the City’s responsibility.

Public facilities and City services play a significant role in resident satisfaction. Facilities should be accessible, comfortable, and convenient to the public. Quality facilities are critical for employee recruitment, retention, and efficient service delivery. Thriving communities efficiently and effectively operate and maintain existing facilities and plan for new facilities to meet the community’s changing needs.

Communication and joint planning will ensure public facilities support community quality of life as Lindsborg grows and develops over the next 20 years.

Insight:

City Services

Lindsborg has a Mayor-Council-City Administrator form of government. This system works to set City policy and adopt the City budget to provide quality City services to the entire community.

The City of Lindsborg offers a full range of services for residents and businesses. City Hall houses City Administration, City Clerk, Community Development, Finance, Parks, and Recreation

departments. Both Public Works and Public Safety operate out of separate facilities.

The City provides communication through their E-Services portal and The Lindsborg City View Newsletter, released quarterly. The City's E-Services include:

- * a community calendar,
- * links to the City's social media,
- * answers to frequently asked questions related to City services,
- * opinion poll opportunities for community input,
- * links to other local, state, and national information, and
- * a staff directory.

The City of Lindsborg also offers online utility bill payments.

Public Facilities

The majority of Lindsborg's public facilities provide equitable access to all residents due to their central location. As the community grows to the north and east, maintaining access to these centralized facilities is critical.

Library

Renovations are currently underway at the Lindsborg Community Library. Renovations include physical upgrades to accommodate additional programming to provide increased services to more residents. Operational changes also include implementing a computer cataloging system to serve residents better and providing regular benefits to employees to improve recruitment and staff retention.

Recreation Facilities

Only 11 percent of Lindsborg's population lives more than a 10-minute walk from existing community parks. As the community grows, the City needs to evaluate new locations for park facilities to maintain, if not improve, accessibility to these amenities.

The City does not currently operate an indoor recreation facility. Partnership with the Smoky Valley School District provides shared access to district facilities to accommodate community

recreation activities. This shared-use does present some scheduling challenges, as the Recreation Department must schedule programming around district use of the facilities.

There is strong demand in the community to build an indoor recreation facility, but early proposals were cost-prohibitive.

Public Safety Facilities

In 2018, the City opened the new Emergency Medical Services (EMS) facility at the Public Safety Center. This 3,400 square foot building provides upgraded amenities and living quarters for Emergency Medical Technicians (EMTs) and adequate space for the department's two ambulances. EMS previously shared facility space with the City of Lindsborg Fire Department.

The fire and police departments remain in the original Public Safety Center facility. Population increases and city boundary expansions trigger the demand for additional public safety facilities to maintain standards of coverage and response times. As Lindsborg's population expands, the City will need to evaluate the addition of a second fire station to maintain a high level of service for all.

Trends and Foresight:

Accessibility

People expect accessible, healthy, and safe City facilities. The Americans with Disabilities Act requires accessible public facilities. As our population ages, the need for fully accessible public facilities grows.

Public demand for safety features and designs that promote and protect public health will continue long after the COVID-19 pandemic. Healthy buildings have a high rate of replacing inside air with air from the outside through windows or other mechanical systems. Filtration systems also remove potentially dangerous particles from indoor environments. Touchless technologies will replace processes or actions that traditionally required physical contact. These trends will require future modifications to existing facilities and design standards for future facilities.

Joint Use Facilities

Many communities explore opportunities for joint-use facilities with other local agencies or community partners. These joint-use facilities take advantage of underutilized spaces in community buildings to maintain levels of service and meet resident needs while working within lean budgets. Innovative facilities designed or retrofitted with shared spaces address the community's social, education, recreation, and civic needs. Some cities also incorporate community gathering spaces and amenities near municipal buildings to increase the benefit of city-owned facilities.

Life-Cycle Costs

Using a life-cycle cost model for building evaluation encourages cities and developers to make higher initial capital investments in sustainable materials, place a higher value on environmental building practices, and innovate to reduce long-term

operations and maintenance costs. Evaluating projects from a whole-life perspective, historically a 50-year life cycle, helps cities anticipate ongoing facility operations, maintenance, and decommissioning costs.

Technology

Advances in technology make it possible for cities to change the way they conduct business to better meet the needs of residents and businesses. Prosperous cities often employ smart technologies to improve delivery, operation, and evaluation of City services while reducing long-term costs. As online operations increase, cities must make data system protection a high priority.

COVID-19 increased demand for remote access to City services. Technology allows cities to transition municipal services from in-person to online access, where appropriate.



Strategy: Distribute public facilities throughout the community to support equitable City services.

Local Actions:



Education & Outreach

- ✓ Promote equitable availability of all services to all existing and future areas of the community. (2005 Comprehensive Plan)



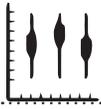
Practice Improvements

- ✓ Serve public facilities and spaces by different transportation modes to make them more accessible to people with mobility impairments.



Plan Development

- ✓ Continue to plan for new parks and facilities to provide adequate recreational opportunities for all residents today and into the future. (2005 Comprehensive Plan)



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Strengthen partnerships with the Smoky Valley School District and Bethany College to expand shared access to parks, recreation, and cultural facilities.
- ✓ Create new partnerships and avenues for the efficient and effective delivery of municipal services. (2018-2020 City Council Strategic Plan)



Inventory, Assessment, or Survey

- ✓ Evaluate ADA accessibility of facilities and develop a phasing plan for improvements where needed. ▲
- ✓ Assess relocation of the elementary school closer to the high school and middle school facilities to improve access.



Programs or Services

- ✓ Explore funding options to make necessary accessibility improvements to public facilities.
- ✓ Continue to provide efficient collection and disposal services with a reduction in solid waste volumes. (Community Vision, Transportation and Development)
- ✓ Maintain the Recycling Center as a community asset. (2005 Comprehensive Plan)



Facilities or Infrastructure Improvements

- ✓ Maintain City Hall to ensure the highest level of service.
- ✓ Consolidate Public Works facilities to continue to attract a skilled workforce and improve efficiencies. ▲ SP
- ✓ Rehabilitate parks to enhance accessibility to people with disabilities.
- ✓ Ensure public safety facility amenities are expanded and maintained to better recruit and retain a quality workforce into the future. (2005 Comprehensive Plan)
- ✓ Ensure public facilities, especially schools, maintain highest air quality standards post-pandemic.



▲ Denotes priority by the Steering Committee

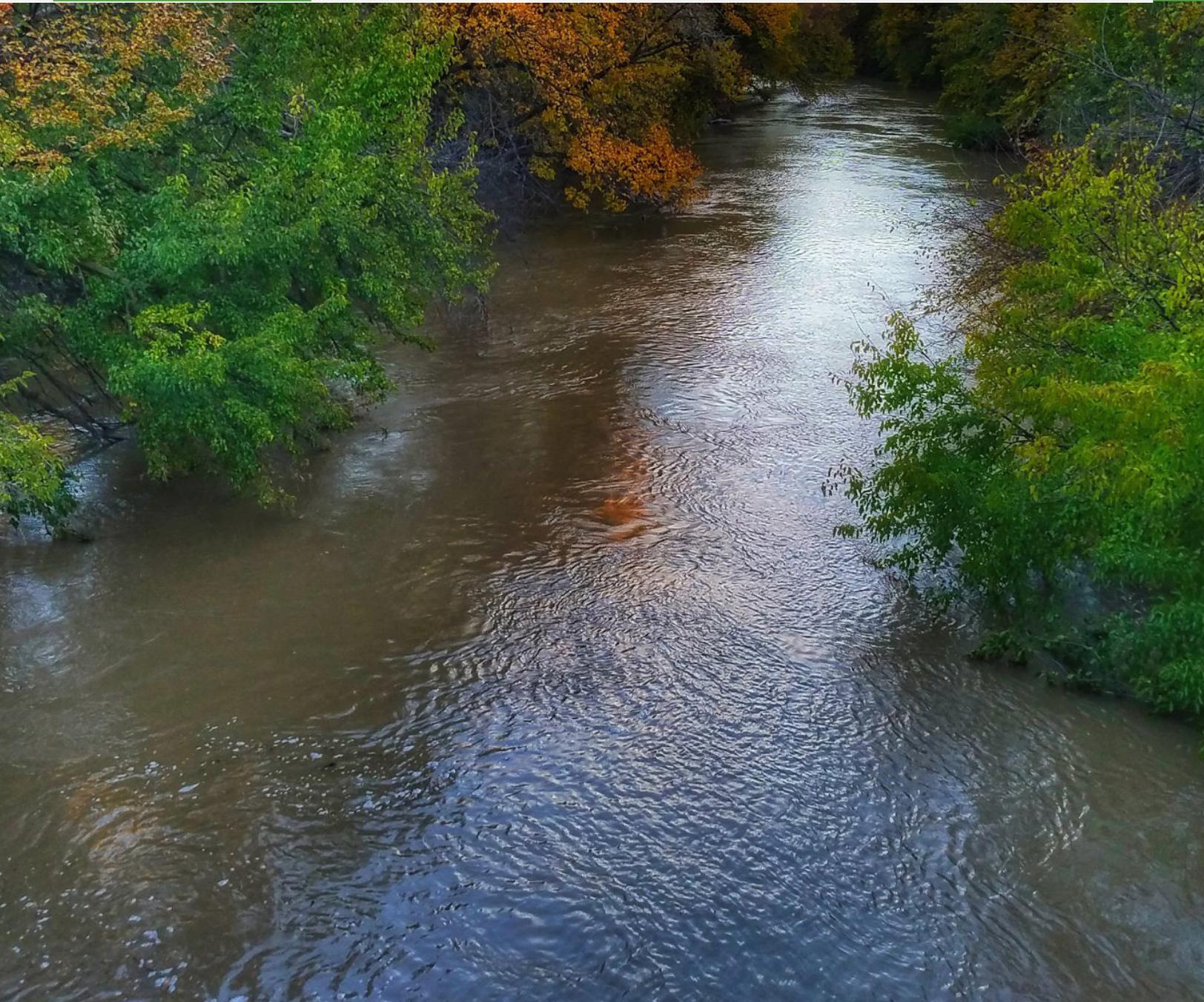
SP Denotes inclusion in the 2021 - 2024 Strategic Plan



CHAPTER

04

Natural ENVIRONMENT



Natural Resources

GOAL

Preserve natural resources and protect our environment.

How can the City strategically use natural resources to its advantage?

How can we manage the use of land to minimize environmental impacts on human health and priority waterways?

How do we continue to provide reliable, sustainable wastewater and stormwater systems that protect water quality, public health, and property from damage?

Objective: Meet environmental regulations for air, water, and land.

Context:

Natural & Wildlife Resources

A community's environmental, social, and economic well-being largely derives from preserving and managing natural resources. New development often threatens and reduces areas of natural resources if not well-managed.

Biodiversity in plant and animal life measures healthy habitats and ecosystems. Kansas sits in the Midwest flyway for migratory songbirds and monarch butterflies. Streams, lakes, and riparian corridors support woodlands, wetlands, and other habitats needed for these species to thrive.

Water Quality

Protecting water quality is essential to maintaining good drinking water, commercial and recreational

use of water resources, economic stability and growth, and quality of life. The Clean Water Act establishes criteria for regulating and measuring water quality. Criteria include chemical, physical, and biological properties necessary to protect a water body's beneficial uses.

Increased development decreases water infiltration back into the natural system, impacting stormwater demand and capacity. Stormwater run-off can push harmful byproducts from vehicle traffic or agriculture processes into rivers and streams, affecting aquatic life and streambank health. Poorly managed wastewater and stormwater results in erosion, flooding, property damage, pollution, and public health concerns.

Air Quality

Managing air quality is vital to the health of residents, the economy, and the environment.

Federal and State regulatory agencies set allowable air pollutant levels, characterized by the type of pollutant and their impact on human health and the environment.

Air pollutants - particulate matter, carbon monoxide, ground-level ozone, sulfur oxides, nitrogen dioxides, and lead - harm human health, animal health, and the environment. Natural air pollution sources include windblown dust or wildfire smoke. Human-made sources include emissions from automobiles, factories, power plants, construction equipment, and open burning.

Greenhouse gases contribute to increased temperatures and climate impacts. The most common of these gases include water vapor, carbon dioxide, and methane. The U.S. Environmental Protection Agency (EPA) recently initiated the Clean Air Act to regulate greenhouse gas emissions and reduce their climate impact.

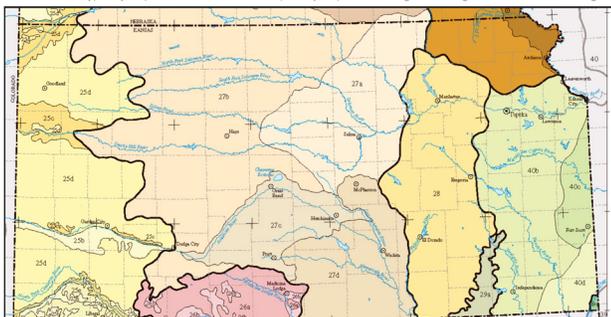
Insight:

Natural Resources

Lindsborg sits in the Central Great Plains, Smoky Hills Ecoregion. The region transitions from tallgrass prairie in the east to the mixed-grass prairie in the west. Floodplain forests locate along riparian areas, the interface between land and rivers or streams. Agriculture characterizes the vast majority of the region's land use and ground cover, specifically winter wheat.

LINDSBORG IS LOCATED IN THE CENTRAL GREAT PLAINS, SMOKY HILLS ECOREGION

Transitional from tallgrass prairie in the east to mixedgrass prairie in the west. Some floodplain forests along riparian areas. Land use and cover is typically cropland with winter wheat as primary crop (more corn grown in irrigated areas) and areas of grassland.

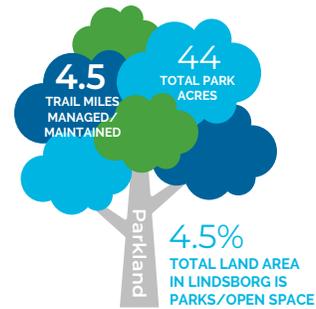


Source: KansasPlantSociety.org

Trees cover 326.4 acres of the nearly 1,200 total acres in Lindsborg. Parks and open spaces comprise just over five percent of the total land area. Lindsborg remains dedicated to maintaining tree coverage throughout the community and has been



Source: i-Tree Canopy, 2020



Source: Lindsborg GIS, 2020

recognized as a Tree City USA for the past 35 years for those efforts.

Wildlife Resources

McPherson County lists several animal and bird species as threatened or endangered, including:

- * Eastern Spotted Skunk,
- * Least Tern,
- * Piping Plover,
- * Snowing Plover, and
- * Whooping Crane.

Healthy habitats and ecosystems throughout Central Kansas, including those in Lindsborg and greater McPherson County, support the nearby Cheyenne Bottoms. These 41,000 acres of wetlands serve as a critical stopping point on the Central Flyway for millions of birds that migrate through the region annually.

THREATENED AND ENDANGERED SPECIES IN McPHERSON COUNTY

EASTERN SPOTTED SKUNK

LEAST TERN, PIPING PLOVER, SNOWY PLOVER, WHOOPING CRANE

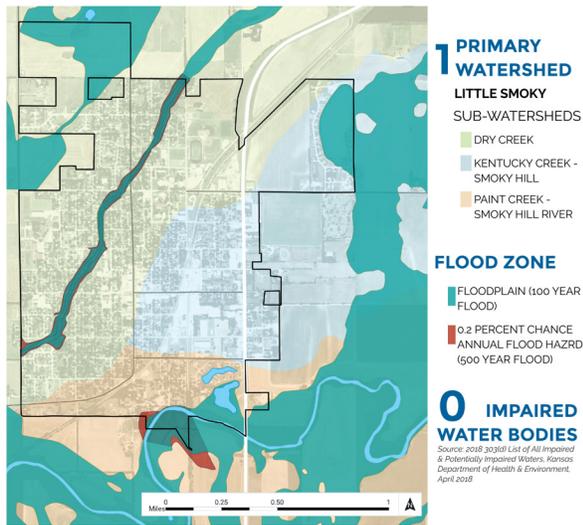
Source: Wildlife, Parks, & Tourism Kansas

Water Resources

The primary waterways in and immediately adjacent to Lindsborg include the Smoky Hill River and Cow Creek. The Smoky Hill River runs along the southern and eastern portions of Lindsborg. Cow Creek cuts diagonally through the western areas of

town. The Kansas Department of Health & Environment reports zero impaired water bodies in Lindsborg.

WATER RESOURCES



Source: Lindsborg GIS, 2020

Lindsborg sources its drinking water from the Equus Beds aquifer. Historic use patterns show abundant groundwater supplies in the immediate Smoky Hill River Valley. Quantity declines in areas of the valley where elevation increases. Water from local sources is typically highly mineralized and very hard.

Air Quality

The Environmental Protection Agency's Air Quality Index (AQI) shows that Lindsborg enjoys high-quality air, with very few days of moderate air quality. Lindsborg does not experience any days of unhealthy or hazardous air quality.

AIR QUALITY INDEX TOTALS BY CATEGORY

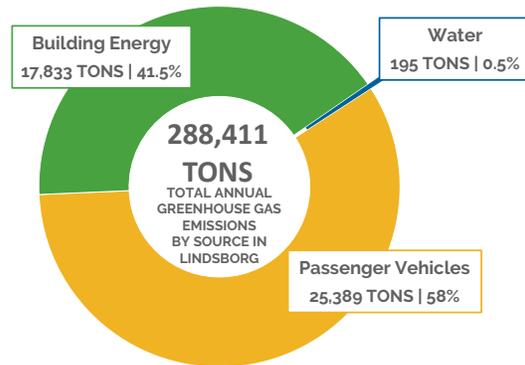


POLLUTION TYPES



Source: Environmental Protection Agency (EPA), 2019 AQI - Sedgwick County, KS

Over half of greenhouse gas emissions in Lindsborg derive primarily from passenger vehicle sources. Contextually speaking, Lindsborg has very few days where pollutant levels exceed EPA standards.



Source: Urban Footprint, 2020

Trends and Foresight:

Natural Resources

It is critical to preserve and protect the natural environment, especially as populations increase and communities continue to grow, expand, and develop. Many cities increase density to allow for more open space and protect natural resources for future generations. Others incorporate natural landscapes alongside development to support and enhance the natural environment and local ecosystems. Planting trees and native vegetation promotes healthy air quality by reducing temperatures, air pollutants, and emissions into the atmosphere. This natural vegetation also promotes biodiversity in flora and fauna species.

Water Quality

Many communities implement best management practice stormwater controls to reduce the impacts of stormwater run-off quantities and pollutants to improve water quality. Cities also engage in increased regional efforts to oversee water quality management as many waterways overlap multiple jurisdictions.

Air Quality

Changing weather patterns will bring hotter weather in the region, increasing the challenge to meet air quality standards in summer months. Communities reduce local greenhouse gas emissions resulting from driving and mowing by encouraging alternate transportation modes and increasing natural landscapes that don't require much mowing.

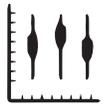
Strategy 1: Improve water quality and protect the natural habitats along our streams and rivers.

Local Actions:



Practice Improvements

- ✓ Promote conservation and improvement of existing outdoor recreation space in the community. (2005 Comprehensive Plan)
- ✓ Encourage incorporating native plantings in public spaces and new developments.
- ✓ Plan for providing and protecting a network of green spaces, including parks, greenways, and protected lands for wildlife habitat, stormwater management, and recreational opportunities. ▲



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Work with adjacent jurisdictions to reduce agriculture run-off into Smoky Hill River. ▲
- ✓ Strengthen collaboration with Friends of the River Smoky Hill River renewal project.



Inventory, Assessment, or Survey

- ✓ Regularly assess tree canopy health.



Enforcement & Incentives

- ✓ Enforce open space requirements for developers to ensure the preservation of natural resources.



Programs or Services

- ✓ Seek ways to promote pollinators and protect their habitats through enhancing trails.
- ✓ Enhance riparian corridors to reduce erosion along streams and rivers.
- ✓ Consider participation in Bee City USA.
- ✓ Maintain participation in Tree City USA.



Facilities or Infrastructure Improvements

- ✓ Explore the use of the riverbanks to allow for increased recreational opportunities.

▲ Denotes priority by the Steering Committee

Strategy 2: Protect the quality and availability of our drinking water.

Local Actions:



Education & Outreach

- ✓ Educate residents on the benefits of conserving water.



Practice Improvements

- ✓ Reduce water use for buildings and landscapes through water conservation and planning for a lasting water supply.

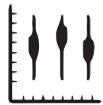


Partnerships & Collaboration

- ✓ Support the responsible management of the Equus Bed Aquifer to preserve and protect the City's water supply.

Strategy 3: Protect and maintain our air quality.

Local Actions:



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Sustainability

GOAL

Protect our community from the impacts of natural and human-made events.

As we adapt to changes in regulations and global impacts on the climate, how do we restore and preserve the environment and safeguard public health?

How do we ensure our outdoor spaces remain beautiful and resilient?

How can our community find a balance for economic, social, cultural, and environmental assets while meeting needs now and in the future?

How do we mitigate and plan for the impacts of climate change?

Objective 1: Reduce flood risk and damage to properties.

Context:

Changing Weather Patterns

Climate change refers to the long-term shift in global or regional weather patterns resulting from increased greenhouse gas levels in the atmosphere. Greenhouse gases primarily result from human activities like burning fossil fuels, natural gas, oil, and coal. Changes in the climate and weather patterns cause an increase in global temperatures and sea levels, melting glaciers, and severe weather.

Increased frequency of extreme weather events threatens infrastructure, human safety, biodiversity, water supply, and economic viability. Flooding is one of the most widespread natural hazards experienced by communities throughout the nation. Mitigating changing weather patterns ensures a safe and sustainable community.

Regional Outlook

The Mid-America Regional Council's Climate Outlook reports that the Midwest Region will experience more than 20 additional days with temperatures over 95 degrees by mid-century. Additionally, the region expects an increase in

Midwest Temperature Change



By mid-century

20+ more days

Over **95** degrees

Concentrated rainfall events

Increased length of consecutive dry days in summer

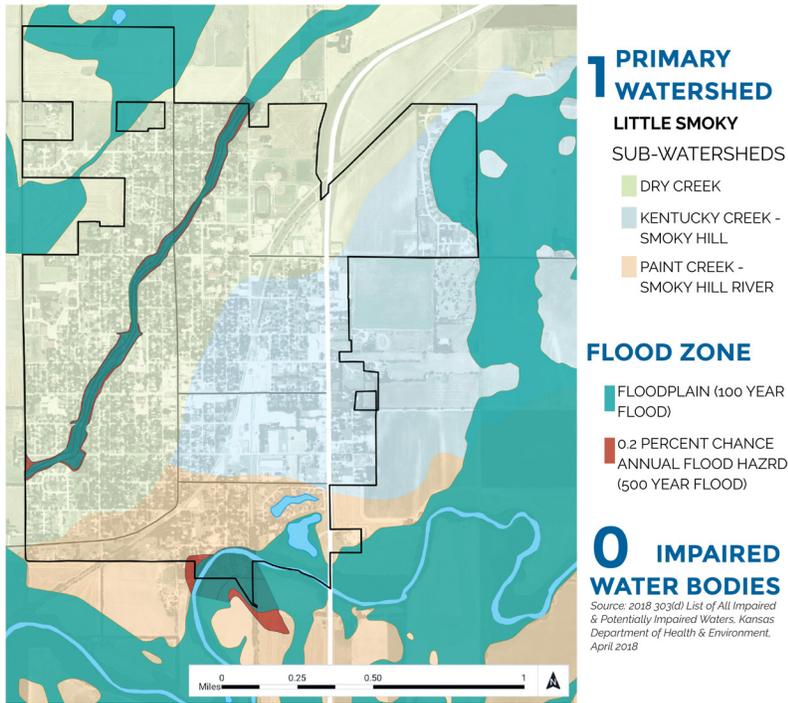
Source: Mid-America Regional Council Climate Outlook

concentrated rainfall events that are further apart in frequency, resulting in extended periods of consecutive dry days in summer months.

According to the Weather Channel's Climate Distribution Index, the Kansas City region ranks fifth in the list of the top 25 U.S. cities expected to be most impacted by climate change in the future. While Lindsborg is some three hours away from Kansas City, impacts may potentially be widespread.

Weather Channel report ranks Kansas City Region 5th in the Top 25 list of U.S. cities to be most impacted by climate change

Source: The Weather Channel Climate Distribution Index



Source: Lindsborg GIS, 2020

Insight:

Floodplain

Lindsborg sits within the Little Smoky watershed. Stormwater drains to three sub-watersheds:

- * Dry Creek,
- * Kentucky Creek – Smoky Hill, and
- * Paint Creek – Smoky Hill River.

The majority of the 100-year floodplain* identified by the Federal Emergency Management Agency (FEMA) sits south and east of Lindsborg, following the Smoky Hill River. Additionally, Cow Creek generates 100-year flood potential through the western portion of town. Limited land exists within the 500-year floodplain** and includes areas immediately adjacent to Cow Creek and the area just south of the Old Mill Complex.

Lindsborg is predominantly flat and sits at the bottom of the Smoky Hill River valley. It is crucial to convey stormwater quickly from the community

to reduce over-saturation and minimize flooding. Lindsborg's flooding results from heavy or closely spaced rainfall events. Flooding causes temporary street closures and property damage due to basement flooding.

Two flood control projects plan to mitigate future flooding issues for much of Lindsborg and adjacent land:

- * The Cow Creek mitigation project aims to reduce silt sedimentation. The result will increase capacity and improve the flow of stormwater away from Lindsborg.
- * A large diversion project seeks to mitigate run-off from 345 acres of nearby land that runs into Lindsborg. The diversion will remap much of the floodplain west and north of town.

The City works to remove structures from the floodplain, eliminating 50 within the 100-year floodplain to date.

Trends and Foresight:

As weather patterns change, increasing heavy rainfall events, flooding issues will persist. New development and increased amounts of impervious surfaces will further impact flooding unless adequately designed. Implementing actions to reduce future flood risk and potential damages is essential.

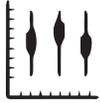
82% of respondents said the City should emphasize environmental sustainability in decision-making.

* FEMA-designated land with a 1% chance of flooding in any given year.

** FEMA-designated land with a 0.2% chance of flooding in any given year.

Strategy: Reduce community vulnerability and minimize adverse effects of flooding on the environment, economy, and public health.

Local Actions:



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Partner with the Kansas Department of Health and Environment to evaluate regional stormwater detention locations outside of Lindsborg.



Enforcement & Incentives

- ✓ Enforce the City's floodplain and stormwater management regulations. ▲



Programs or Services

- ✓ Remove buildings from the floodplain that repetitively experience flood damage, where practical.



Facilities or Infrastructure Improvements

- ✓ Maintain stormwater infrastructure to ensure adequate capacity and condition to convey stormwater out of Lindsborg, thus reducing flooding. ▲

▲ Denotes priority by the Steering Committee

Objective 2: Encourage resilient practices to protect the future of our community.

Context:

Resilient practices position communities to mitigate the impacts of disasters and provide a sustainable environment for future generations.

Natural Disasters

In addition to flooding, tornadoes, severe thunderstorms, heat and drought, and severe winter weather impact much of the Midwest. These natural hazards pose risks to communities in terms of economic, social, and environmental impacts. Natural disasters damage and destroy buildings and infrastructure, cause injuries and fatalities, and interrupt business due to school and office closures.

Extreme temperatures and infectious diseases impact public health through consequences like heatstroke, hypothermia, and potential loss of life. Severe winter weather increases vehicular crashes and possible incidents of burst pipes due to freezing. As seen recently with the COVID-19 pandemic, infectious diseases overwhelm local healthcare

systems and negatively impact the economy. Natural disasters typically disproportionately affect vulnerable populations, including the elderly, very young, minority communities, and economically distressed individuals.

Earthquakes, though rare for Kansas's central region, also pose a threat to communities. These seismic activities have the potential to impact the structural integrity of infrastructure and buildings. McPherson County has a very low earthquake risk, though Wichita reported a 3.7 magnitude earthquake as recent as December 2020.

Man-made Disasters

Human-made disasters include hazardous material incidents, mass transportation accidents, public mass shooting events, civil disorder, cyber-attacks, and terrorism.

Hazardous material incidents and mass transportation accidents likely occur along major transportation routes. Other human-made disasters like mass shootings, terrorism, and civic order can



impact larger events and festivals or even target locations like public safety facilities and schools. Like natural disasters, human-made disasters also result in environmental, social, and economic losses.

Insight:

Sustainable Practices

The City of Lindsborg embeds sustainable practices in many of its services, providing long-term benefits to the environment. These practices include:

- * recycling and composting services to reduce waste disposal and greenhouse gas emissions;
- * providing a Level 2 electric vehicle charging station to support alternative transportation modes; and
- * including renewable energy sources in the City's energy utility portfolio mix which reduces the use of fossil fuels while providing reliable, affordable energy.

Emergency Management

The City of Lindsborg does not have storm shelter requirements for new developments or public facilities. The community lacks a designated public shelter. However, the Covenant Church's basement provides refuge to those able to reach the facility in an emergency. Many homes in established parts of town have basements or storm shelters, while many newer residential developments do not. Building safety codes adhere to the 2012 International Building Code.

Trends and Foresight:

The recent COVID-19 pandemic demonstrates the significant impact that a natural or human-made disaster can have on communities of all scales. These impacts will influence cities and their planning efforts for years to come. The pandemic will not only affect infectious disease mitigation planning, but it will also expand efforts to safeguard communities from disasters of all forms.

Strategy 1: Prepare for disasters and post-disaster economic recovery.

Local Actions:



Practice Improvements

- ✓ Promote environmental justice – the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in developing, implementing, and enforcement of environmental laws, regulations, and policies.
- ✓ Implement systems that improve economic activity following damage or destruction by a natural or human-made disaster.



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.

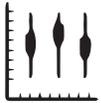
Strategy 2: Prioritize resource efficiency, waste reduction, pollution prevention, and building occupant health and productivity.

Local Actions:



Practice Improvements

- ✓ Reduce water use for buildings and landscapes through water conservation and planning for a lasting water supply.
- ✓ Increase tree coverage throughout the community.
- ✓ Promote the development of alternative transportation systems to reduce automobile use and conserve fossil fuels. (2005 Comprehensive Plan)
- ✓ Promote a safe, sanitary, and pleasing community environment with regard to the surrounding natural setting. (2005 Comprehensive Plan)



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Seek additional opportunities to invest in solar energy partnerships to expand renewable energy sources. ▲



Programs or Services

- ✓ Participate in a lead paint abatement program to protect the health of children living in older homes.
- ✓ Provide alternate options for waste disposal, including recycling and composting. ▲
- ✓ Enhance the environment through tree planting programs and landscaping of all parks and public buildings, and encourage good landscaping on private property. (2005 Comprehensive Plan)



Facilities or Infrastructure Improvements

- ✓ Increase the number of electric vehicle charging stations in town, including a Level 3 station downtown.
- ✓ Protect and enhance the natural environment and develop parks, trails, and outdoor recreation facilities in an environmentally sensitive manner. (2007 Parks and Recreation Master Plan)

▲ Denotes priority by the Steering Committee



CHAPTER
05

Resilient ECONOMY



Childcare

GOAL

Support childcare opportunities to meet the needs of all.

What are the implications of a large population of children?

What is the City's role in improving childcare?

What additional facilities and services are needed?

Objective: Increase the availability of high-quality childcare.

Context:

Role of Childcare

Childcare involves more than merely monitoring children while their parents or caretakers are at work. Childcare plays a significant role in early education and child development. Research shows that children learn early academics and other life skills in many childcare environments. The first three years of a child's life uniquely set the stage for everything that follows. Engaging and caring for children properly requires experienced staff with extensive training and certifications.

Investing in the future of our children at an early age is critical. Efforts to ensure the children of today reach their full potential in the future increase the probability of their success and positive contributions to the community as adults. Studies show that every \$1 invested in early childhood services yields \$7 in long-term benefits to society.

Quality childcare is critical to community growth. Many relocating families view childcare as at least as important to attainable housing, quality public schools, affordable healthcare options, and available broadband internet services.

Workforce Recruitment

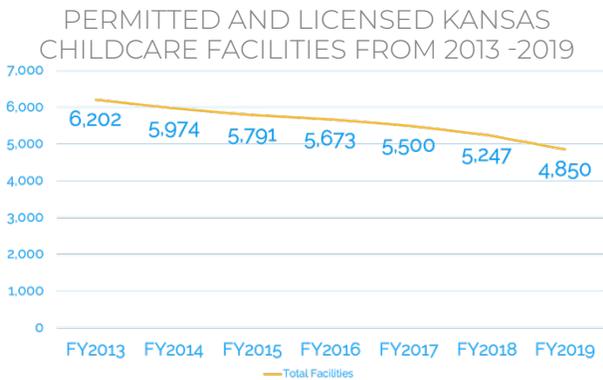
Childcare is an essential factor in economic development. Good childcare helps increase workforce numbers by offering childcare services to families and individuals that might otherwise stay home to care for children. High-quality childcare options also help grow the overall population of a community. These facilities signal to new residents that the community has the capacity and desire to support families and growth into the future.

Childcare Needs

National data shows that 25 percent of children younger than 15 who live in married-couple families have a stay-at-home mother. Only one percent

have a stay-at-home father. Most households are likely to have working adults, whether a two-parent or single-parent household. Many working families do not have access to extended relatives or other support networks for childcare.

Accessible and affordable childcare is especially critical to families experiencing poverty. These



Program Type	FY 2018	FY 2019	% Change
Licensed Day Care Home	2,686	2,330	-13.3%
Group Day Care Home	1,322	1,279	-3.3%
Preschool	157	141	-10.2%
Child Care Center	609	627	3.0%
Head Start Center	51	48	-5.9%
School Age Programs for Children and Youth	368	364	-1.1%
Drop In Program for School Age Children and Youth	46	53	15.2%
Child Care Resource and Referral Agency	8	8	0.0%
Total Licensed Child Care Facilities	5,247	4,850	-7.6%

services allow the parents of these families the ability to contribute to the local workforce. Additionally, childcare services and programming help counteract the potentially damaging impacts of poverty on the development of young children.

The net number of licensed childcare facilities decreased in the State of Kansas between 2013 and 2019. While most childcare programs saw a decline, childcare centers and drop-in programs for school-age children and youth increased by 3.0 and 15.2 percent, respectively, between 2018 and 2019.

Regulation

The Kansas Department of Health and Environment (KDHE) regulates childcare facilities throughout the state. Childcare regulations, at their core, “reduce the risk of predictable harm to children while in out-of-home settings.” The KDHE also provides licensing to childcare providers, signifying a safe facility offering childcare services that meet or exceed state regulations.

Local governments serve to safeguard the community and purposefully plan for future growth to meet all generations’ needs. Incorporating

childcare into local planning efforts demonstrates an understanding of our youngest generation’s importance to the community’s future success.

Insight:

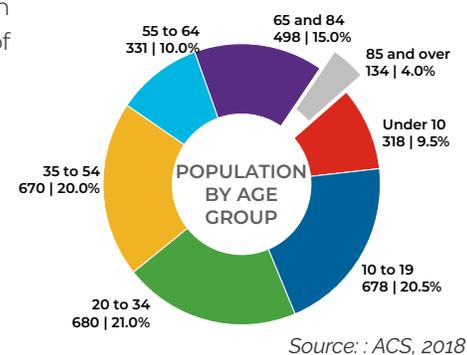
Childcare Needs

Lindsborg views high-quality childcare as an economic development strategy. The region has available jobs that need to be filled. Providing quality childcare services within the community not only meets existing childcare needs, but also allows parents to re-enter the workforce to fill those available jobs. These services add to Lindsborg’s already high quality of life and attract new families to the community. This proactive and innovative economic development strategy positions Lindsborg for growth within the region and is already receiving great attention and recognition.

Lindsborg Demographics

Childcare aged youth make up 17.7 percent of Lindsborg’s population:

- ✦ 5.1 percent under the age of 5
- ✦ 4.5 percent between the ages of 5 to 9, and
- ✦ 8.1 percent between the ages of 10 and 14.



LINDSBORG	
	9.6%
Under 18	9.1%
18 – 64 years	10.10%
65+ years	9.1%

Of Lindsborg’s total households, single-parent families (mother only) comprise 10.5 percent. Additionally, 3.3 percent of Lindsborg’s households experiencing poverty have children under the age of 18.

The average cost of full-time childcare in Lindsborg is \$1,226 per month.
Source: CareLuLu.com

Sources indicate that the current average cost for full-time childcare in Lindsborg is \$1,226 each month.

Existing Childcare Services

Lindsborg offers both a licensed daycare center and a few home-based programs for the community.

However, demand for services continues to increase. The Strategic Alliance identifies childcare as the primary obstacle for future growth and development. The alliance includes representatives from the City, Bethany College, Smoky Valley School District, Lindsborg Community Hospital, and Bethany Village.

Sprout House Learning Center, a primary provider of childcare services in Lindsborg, offers preschool, infant and toddler care, and afterschool/summer programming for a total of 58 children. Four facilities house Sprout House's services – a converted 1910 home and a nearby building, and joint-use space in the Messiah Lutheran Church and Soderstrom Elementary School.

Lindsborg families needing childcare often face limited capacity with few openings in the community's existing childcare facilities. These capacity issues require families to make difficult decisions about the care of their young children, including:

- * seeking childcare in private homes;
- * seeking childcare in communities outside of Lindsborg, which requires added time, travel, and expense; or
- * choosing to stay home rather than work for lack of better options.

Childcare Aware, a statewide advocacy group, identified that Lindsborg needs an additional 75 spots to meet the growing demand and support the community's families and workforce. This added capacity requires six rooms to meet KDHE standards.

Future Childcare Services

Sprout House plans for a new 10,000 square foot facility to accommodate 67 children – 9 infants, ten toddlers, 20 preschool-aged children, and 28 grade-school-aged children. The City of Lindsborg provided 4.7 acres of land for the new facility at the cost of \$1 for a 99-year lease. No tax monies will support the facility.

Sprout House is working to raise funds to construct the new facility and support staff needs. To date, the project has \$1,475,000 in pledged donor gifts and grant money. Sprout House plans to raise another \$692,000.



Let's ensure Lindsborg's future prosperity by transforming childcare today.

– Sprout House Project Future

Plans for facility amenities include plenty of indoor and outdoor play areas, an adequate number of child-sized toilets, and a large drop-off and pick-up area for parents. The building's construction provides an energy-efficient and low maintenance facility that will last for an anticipated 50 years. The configuration, and mere consolidation of facility space, allows for maximization of staff-to-children ratios – something that is not achievable in the existing facilities.

The combined efforts toward this new facility and expanded childcare service aim to:

- * construct a new building to expand and improve childcare programming,
- * raise salaries to attract and retain highly qualified staff,
- * improve programming to help each child develop into their very best self,
- * achieve and maintain National Association for the Education of Young Children (NAEYC) certification to meet national standards and provide unparalleled service in the region, and
- * set the Childcare Center onto a financially sustainable path.

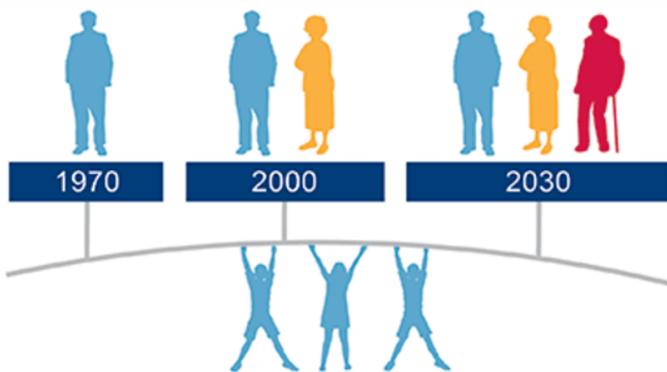


Trends and Foresight:

Children Are the Future

Investing in our children is critical to the future success of communities across the nation. Supporting their development at an early age helps ensure their prosperity and contributions to society as adults. The health and well-being of children are more important now than ever.

According to the Children's Hospital Association, the same number of children will have to support three times as many adults and seniors in 2030 as they did in 1970. The Baby Boomer generation continues to have lasting effects on age distributions in the United States. Younger generations marry later and typically have fewer children than previous generations. A shortage of healthy and well-developed children will impact the future of contributing adults and the tax-paying workforce sooner than expected.



Children Are the Future

The same number of children will have to support 3x as many adults and seniors in 2030 as they did in 1970.

Source: Children's Hospital Association

Early Childhood Success

The Institute for Youth, Education, and Families suggests several ways to promote early childhood success:

- * Assess community needs to better understand how young children and their families meet their childcare needs.
- * Prepare locally appropriate strategies to help more children enter school ready to learn.
- * Make early childhood a priority in the community and throughout municipal government.

- * Strengthen families to ensure that parents have access to the information, tools, and support they need to get their children off to a good start in life.
- * Promote child health and safety through public outreach and education campaigns.
- * Enhance early learning opportunities to ensure that more childcare settings provide high-quality developmental programs.
- * Expand access to high-quality and affordable childcare.



Strategy: Ensure the community has quality service providers and facilities.

Local Actions:



Education & Outreach

- ✓ Continue to promote childcare as a fundamental economic development strategy for Lindsborg to attract new families and support the local workforce. ▲



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Collaborate with the Smoky Valley School District and the Parks and Recreation Departments to increase childcare opportunities before and after school. ▲
- ✓ Encourage the State of Kansas to increase agency staff participation and allocation of public funds to support childcare efforts in Lindsborg and the region.



Facilities or Infrastructure Improvements

- ✓ Support the completion of the new Sprout House Project Future childcare facility and plan. ▲ SP

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Education

GOAL

Enhance education opportunities for all ages and abilities.

How can we strengthen our education opportunities to grow our population and prosperity?

How can the City support the continued growth and success of Bethany College?

Objective 1: Strengthen education opportunities to grow our population and increase our prosperity.

Context:

Education plays a significant role in the quality of life and vitality of a community. Individuals with strong educational foundations earn higher incomes and experience greater opportunities, generally speaking. Communities with high rates of education completion and achievement among residents see lower crime rates and they experience higher civic involvement levels. Quality education is a driver of workforce attraction and increases in assessed valuation – in many parts of the country, people aren't buying a house so much as they are buying access to high quality schools.

City roles in education are historically limited to providing the infrastructure for students to access educational facilities. Cities now play more active roles, understanding that collaboration between local government and academic partners drives economic development and attracts new people to the community.

Schools also rely on Cities to bridge gaps they cannot fill alone. Cities seek meaningful and functional partnerships with key education institutions, industry professionals, and community organizations. These cooperative efforts increase student outcomes and support local workforce needs.

School districts across the nation implement various programs to achieve improved outcomes, including: dual immersion elementary school programs; International Baccalaureate (IB) programs; Advanced Placement (AP) and dual enrollment programs for college credit; Science, Technology, Engineering, Math (S.T.E.M.) education; specialty magnet programs; internship guidance; professional roundtables to connect students to different career paths with opportunities in the community; and exchange programs with Sister City communities.

Insight:

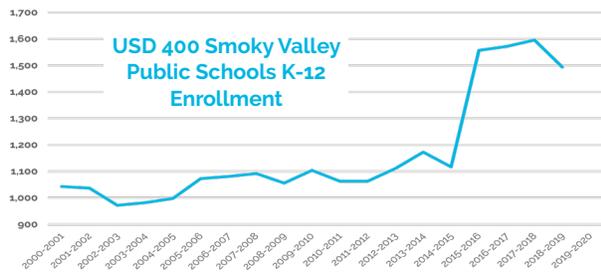
Smoky Valley School District

The Smoky Valley School District, Unified School District (USD) 400, encompasses 400 square miles. This area includes Lindsborg and the surrounding communities of Marquette, Roxbury, and Falun, among others. The public school system has one elementary school, one middle school, one high school, and a virtual charter school.

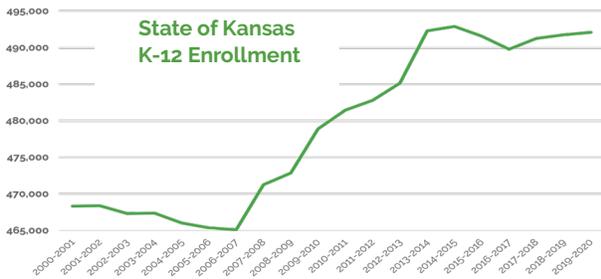
The school district's enrollment increased gradually between 2000 to 2014. Enrollment numbers spiked in 2014 in part due to the start of the virtual charter school, rising by over

USD 400 Smoky Valley	
ELEMENTARY SCHOOLS	1
MIDDLE SCHOOLS	1
HIGH SCHOOLS	1
ALTERNATIVE SCHOOLS	1

Source: USD 400 website



Source: Kansas State Department of Education, 2019



Source: Kansas State Department of Education, 2019

400 students to a total of just under 1,600 students. Enrollment started to decline over the last two academic years. The State of Kansas enrollment has increased consistently since 2007.

The creation of the Smoky Valley Virtual Charter School provides opportunities for students who need an alternative to a traditional school setting to succeed fully. The virtual charter program continues to grow and contracts with private schools to offer classes not available elsewhere. The program includes youth who may otherwise struggle to gain education due to a variety of circumstances, including:

- * homelessness,
- * full-time employment,
- * rural living, or
- * difficulty learning in a traditional classroom environment.

The charter school serves as an excellent resource for Lindsborg and the school district, especially as in-person enrollment declines.

The Smoky Valley School District's strength continues to attract new families to Lindsborg.

Bethany College

Bethany College serves as one of the primary community anchors in Lindsborg. Founded in 1881 as a private liberal arts institution, Bethany College offers 42 undergraduate degrees, many of which continue the early fine arts traditions of the founders – Carl and Alma Swensson – and the Lindsborg community. Top majors include Biology, Business, Support Services, Physical Education, Teaching, and Coaching. Bethany College enrolled 781 undergraduate students for the 2018-2019 academic year. Bethany College reports full-time tuition of \$29,200 for the 2021-2022 academic year.

Higher Education

BETHANY COLLEGE DEGREE TYPES:

42 Undergraduate Degrees
Top Majors: Biology, Business, Support Services, Physical Education, Teaching, and Coaching
Full-Time Tuition: \$28,620

Source: bethanylb.edu

Educational Attainment

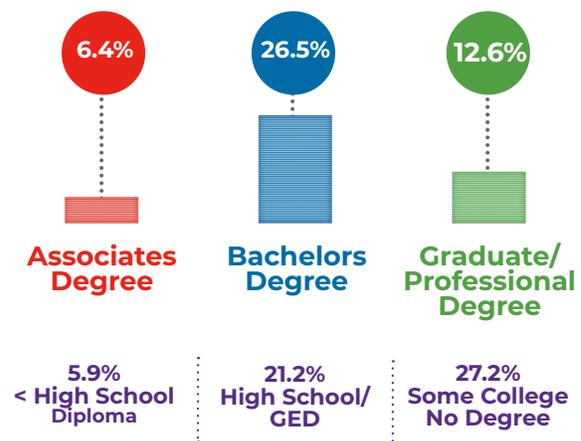
According to the Kansas State Department of Education, the Smoky Valley School District graduates 86.5 percent of its students. This 2019 graduation rate is slightly lower than that of the State of Kansas (87.5%).

2019 GRADUATION RATE

1 Public School District	
USD 400 LINDSBORG	86.5%
KANSAS	87.5%

Source: Kansas State Department of Education, 2019

2018 EDUCATIONAL ATTAINMENT



Source: ACS, 2018



We believe the school district is one of the best. [We] love the administration, teachers, and staff. [We] also enjoy using their facilities for work and entertainment.

– Community Engagement
“Places You Love” Participant

The 2018 American Community Survey reports that Lindsborg residents have a range of educational attainment levels.

- * 12.6 percent earned a Graduate or Professional degree.
- * 26.5 percent earned a Bachelor's degree.
- * 6.4 percent earned an Associate's degree.

Almost half of Lindsborg residents' highest educational attainment level is a high school diploma or GED equivalent. Nearly six percent did not complete high school.

Trends and Foresight:

Education Models

As K-12 education pivots to provide virtual, online learning during the COVID-19 pandemic, more students will continue to use remote education platforms in the future. Future generations may not pursue traditional college educations due to increasing costs or desires for entrepreneurial learning pursuits. Online degree and certification programs will become more credible as their use becomes more prevalent. Such programs earned

greater acceptance during the COVID-19 pandemic.

Individualized learning technology is leading to new curricula built around a student's specific interests and needs. Skills are assessed based on performance, and students will learn with tools that adapt to their capabilities. Maintaining and improving access to educational opportunities is needed to ensure that education systems address inequalities.

Higher Education

Communities continue to strengthen their relationships with local higher education institutions. Leveraging these relationships generates mutual benefit and prosperity. Communities recognize their role in helping higher education institutions by providing quality, affordable housing options and cultural amenities that supplement their educational experience. These attributes help attract more students who provide immeasurable benefit to the community, including:

- * increased diversity,
- * brain gain, and
- * population growth.



Strategy: Ensure the success and growth of the City, USD 400, and Bethany College into the future.

Local Actions:



Education & Outreach

- ✓ Continue to promote the Smoky Valley School District as a well-respected public school system to attract new families to Lindsborg. **SP**



Practice Improvements

- ✓ Encourage continued enrollment growth for the Smoky Valley School District. **SP**



Partnerships & Collaboration

- ✓ Expand partnerships and identify opportunities to connect people to local community college and statewide resources for up-skilling and degree completion. ▲
- ✓ Connect Bethany College and Smoky Valley School District students with Lindsborg business owners to increase job opportunity awareness.
- ✓ Work with Smoky Valley School District to improve graduation rates. **SP**
- ✓ Support the Smoky Valley School District in efforts to provide the kinds of learning experiences offered in the most highly rated school districts in Kansas. ▲ **SP**
- ✓ Support the Smoky Valley School District as they continue to champion for all students and their: **SP**
 - ✓ social and emotional well-being,
 - ✓ resiliency,
 - ✓ academic excellence,
 - ✓ love of the arts,
 - ✓ technological savvy,
 - ✓ civic engagement, and
 - ✓ physical fitness.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Objective 2: Increase opportunities for lifelong learning.

Context:

Lifelong learning - the pursuit of knowledge through ongoing, voluntary, and self-motivated means for personal development or career advancement - benefits communities through enhanced social inclusion, active citizenship, and increased resident prosperity. Lifelong learning also increases competitiveness and employability, expanding the number of skilled and employable people in the workforce.

Increasingly, employers and industries in many sectors require education beyond a high school diploma. Post-high school education includes pathways aside from a traditional four-year university degree, such as:

- * Community College programs,
- * apprenticeships,
- * trade school,
- * certificates, or
- * online skills training.

These alternative learning paths increase the knowledge and skillsets of the workforce while minimizing student debt.

Organizations, programs, and facilities outside of formal education institutions support opportunities for lifelong learning.

Insight:

Lindsborg Community Library

Libraries provide communities with a strong foundation of lifelong learning opportunities. The Lindsborg Community Library serves residents of all ages by offering community events and programming, internet access, and a collection of over 30,000 books and electronic resources.

LINDSBORG PUBLIC LIBRARY

Collection Size
30,000 pieces
includes books &
electronic items

Source: Lindsborg, KS, 2020

These assets provide an unlimited opportunity for community members to learn and develop from early childhood reading programs to writing and humanities activities for adults. The library also offers free access to online college courses.

Bethany College

As the future of higher education continues to change, Bethany College could consider expanding its offerings beyond the traditional undergraduate college model. These opportunities could include in-person and online courses to individuals interested in ongoing education without being a full-time enrolled student.

Trends and Foresight:

The need for education, learning, and development will not diminish even as educational models and service delivery continue to change. All generations seek opportunities for lifelong learning.

Many communities use creative strategies – centered around access and collaboration – to meet resident lifelong learning needs. Opportunities increase as libraries transform into technology hubs and activity centers, facilitating innovative lifelong learning models and community cohesion. Cities, school districts, and higher education institutions pursue joint-use, facility-sharing agreements. These agreements maximize the efficient use of physical resources and bring together services and amenities to meet community needs.

Strategy: Expand lifelong learning programs.

Local Actions:



Partnerships & Collaboration

- ✓ Encourage collaboration between the Lindsborg Community Library, Bethany College, Smoky Valley School District, and the City's Recreation Department to evaluate programming and facilities to support lifelong learning. ▲
- ✓ Encourage maker spaces and apprenticeships to increase learning opportunities that support and continue the creative heritage of Lindsborg.



Programs or Services

- ✓ Encourage community partners to develop new programs that provide opportunities for lifelong learning for all Lindsborg residents. ▲

▲ Denotes priority by the Steering Committee



Jobs & Workforce

GOAL

Prepare Lindsborg's workforce for the jobs of the future.

How do we attract a highly skilled and diverse workforce that serves the needs of all segments of the community?

What types of jobs are needed?

How do we continue to attract employers with good-paying jobs?

What is the City's role in regional workforce efforts?

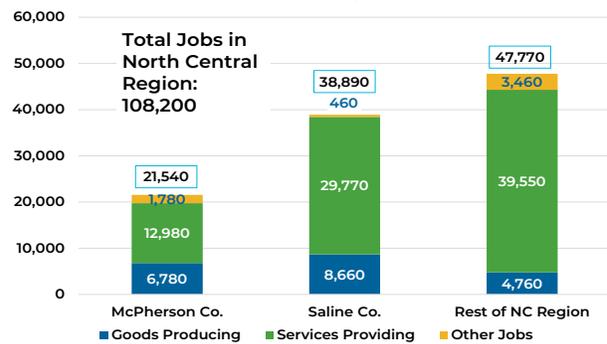
Objective: Attract a highly skilled and diverse workforce to fill available jobs.

Context:

Market Analysis – Regional Employment Growth

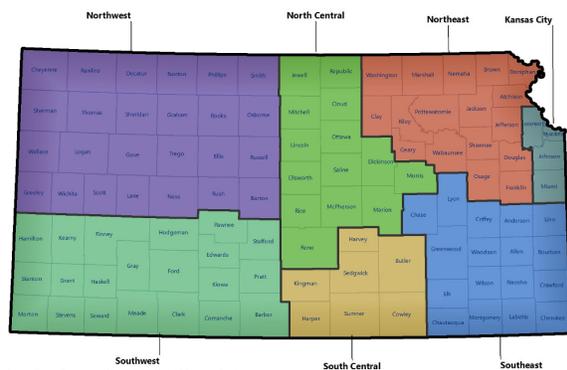
The U.S. Department of Labor projects the nation's economy will add jobs at a rate of 0.4 percent per year between 2019 and 2029. The Kansas Department of Labor projects a slightly slower pace (0.3% per year) comparatively between 2018 and 2028. North Central Kansas counties expect an even slower growth rate for jobs at only 0.1 percent per year from 2016 to 2026.

JOBS IN NORTH CENTRAL REGION OF KANSAS, 2016



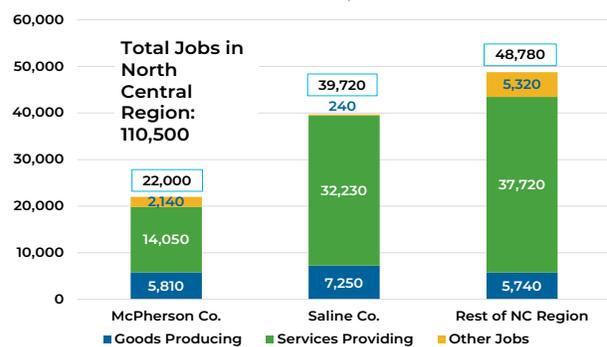
Source: Kansas Department of Labor

KANSAS PROJECTION REGIONS



Source: Kansas Department of Labor, Labor Market Information Services

JOBS IN NORTH CENTRAL REGION OF KANSAS, 2040



Source: Kansas Department of Labor

Available employment projections for the 14 North Central Kansas counties start with 2016 as the base year. In 2016, there were 108,200 jobs in the North Central region, accounting for 5.6 percent of all Kansas jobs. Of those total jobs, McPherson and Saline Counties captured a share of 55.9 percent for a total of 60,430 jobs.

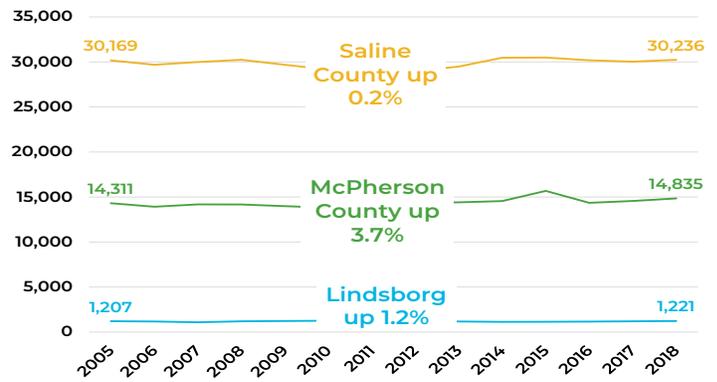
Simply by the numbers, trends show that the North Central region will have 109,650 jobs in 2026. Further extrapolation projects 110,500 jobs by 2040, factoring the region's share of employment figures and the expected population growth. Assuming McPherson and Saline Counties continue to capture their share of regional jobs, they will conservatively* see total job growth of 2.1 percent (61,720 jobs) by 2040.

Regional economic and workforce development agencies – including Go McPherson, McPherson Industrial Development Company, and Salina Area Chamber of Commerce – actively work to expand the regional workforce despite these sluggish, or even declining, growth trends. These agencies work to help existing businesses expand and to identify new business leads for the region, often partnering with the State of Kansas. Their efforts continue to result in new job creation. Despite the pandemic the region still experienced job growth as businesses expanded. Three new projects expect to bring over 2,000 new jobs to the region. The collective efforts for workforce development paired with the region's commutability benefits the region at large, and makes Lindsborg an attractive place for regional workforce to call home.

Market Analysis – Local Employment Growth

Lindsborg's location serves the workforces of both McPherson and Saline Counties. The U.S. Census Bureau reports an increase in jobs in Lindsborg of 1.2 percent between 2005 and 2018. In comparison, the national job growth increased by 16.5 percent, and the state's increased by 9.9 percent during the same period. The combined rate for job growth in McPherson and Saline was only 1.3 percent**.

JOBS IN LINDSBORG, MCPHERSON COUNTY, AND SALINE COUNTY, 2005-2018



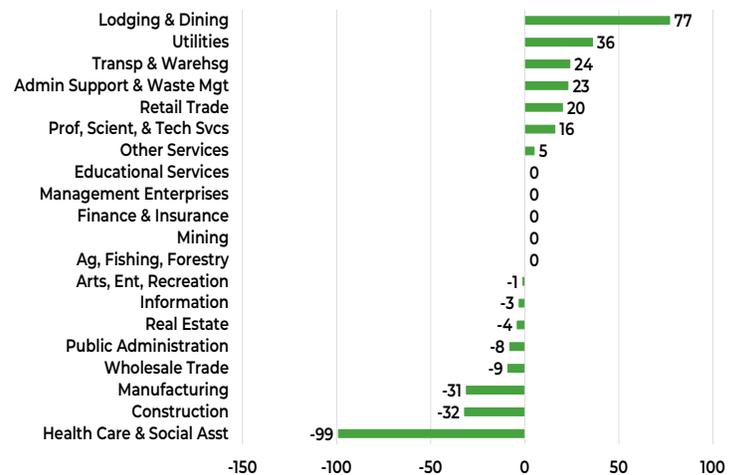
Source: U.S. Census Bureau

Between 2005 and 2018, Lindsborg maintained its 2.7 percent share of the counties' combined economy.

Market Analysis – Sector Growth

Lindsborg saw a net increase of 14 jobs between 2005 and 2018. The lodging and dining, utilities, transportation and warehousing, administrative support and waste management, and retail trade sectors experienced vigorous growth. The lodging and dining sector grew by over 200 percent.

CHANGE IN JOB COUNTS IN LINDSBORG BY ECONOMIC SECTOR, 2005-2018



Source: U.S. Census Bureau LEHD On-the-Map

*Conservatively - assumes the two counties will retain their historical share of the North Central Kansas region. However, it can be expected that these counties will increase their share given the relative job counts in the region and proximity to the larger Wichita metropolitan area.

**These data come from the U.S. Census Bureau's "LEHD On-the-Map" series, which does not capture all jobs by jurisdiction. It primarily captures wage and salary jobs. A more extensive database on jobs at the county level (cities excluded) is from the U.S. Bureau of Economic Analysis. This database shows the combined counties' job growth from 2005 to 2018 was slightly higher (1.9%). But the LEHD data enable comparisons with sub-county jurisdictions like Lindsborg.

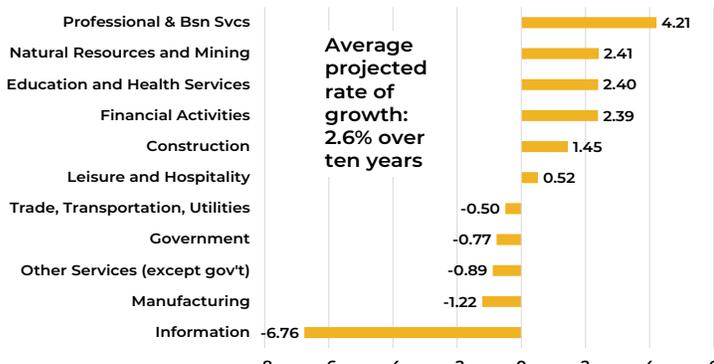
However, the healthcare and social assistance sector in Lindsborg lost nearly 100 jobs during that same period, a decline of over 30 percent. Saline and McPherson Counties experienced a combined increase in healthcare and social assistance jobs of 34 percent. Saline County alone grew in this sector by nearly 2,300 jobs.

Employment growth projections for the North Central Region of Kansas show several shifts in regional employment sectors. Based on trends in automation, goods-producing jobs expect to decline by 15 percent between 2016 and 2040. Trends in automation and productivity in manufacturing, mining, and construction contribute to this expected decline. Conversely, service-providing jobs will increase by 8.3 percent. Other job sectors, which typically include sole proprietors, will increase by 6.3 percent.

Projections show growth in the nation's educational services sector at three times the average combined job growth rate. Healthcare and social assistance sectors expect to see job growth at 3.5 times the average rate. In Kansas, these combined sectors will grow at 2.4 times the rate of all jobs. The 14 counties of North Central Kansas expect to see employment sector growth and decline over the next ten years as follows:

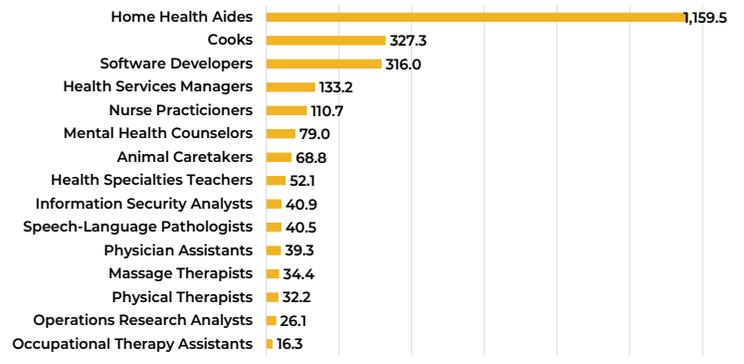
- * Professional and business services – 12% growth
- * Education and healthcare services – 8% growth
- * Leisure and hospitality – 6% growth
- * Manufacturing – 8% decline
- * Information – 18% decline
- * Government – 5% decline

JOB GROWTH BY SECTOR IN KANSAS AS MULTIPLES OF AVERAGE GROWTH RATE, 2018-2028



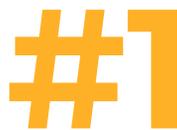
Source: Kansas Department of Labor

U.S. OCCUPATIONAL PROJECTIONS BY NUMBER NEEDED, 2019 - 2029



Source: U.S. Bureau of Labor Statistics

Childcare was ranked



or the most important community asset to attract a skilled workforce.

1,763 PEOPLE IN LINDSBORG WORKFORCE

66.2% OF RESIDENTS OVER THE AGE OF 16 PARTICIPATE IN THE WORKFORCE

6.1% OF THE McPHERSON MICROPOLITAIN AREA WORKFORCE ARE LINDSBORG RESIDENTS



Source: U.S. Census Bureau, OnTheMap, 2018

Insight:

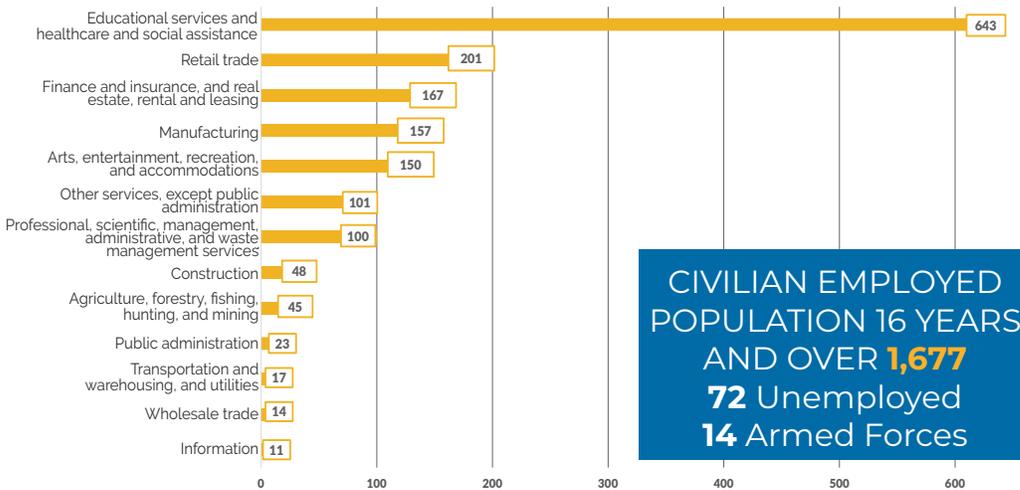
Workforce

Lindsborg's workforce totals over 1,700 residents and includes the 1,677 civilian employed residents 16 years and older, 72 unemployed residents, and 14 employed in the armed forces. Over 60 percent of residents 16 years of age and older participate in the workforce. Lindsborg residents account for just over six percent of the McPherson Micropolitan Area workforce.

The U.S. Census Bureau's OnTheMap tracks employment inflow and outflow. According to their data, Lindsborg experiences a workforce outflow of 49 percent, meaning half of Lindsborg's employed population works outside the community. People

who live outside of Lindsborg and commute into town account for 29 percent. Twenty-two percent of Lindsborg's employed residents also work within the community. OnTheMap also tracks this data geographically to represent where the Lindsborg workforce lives and where the outflow leaves for work, if not in Lindsborg.

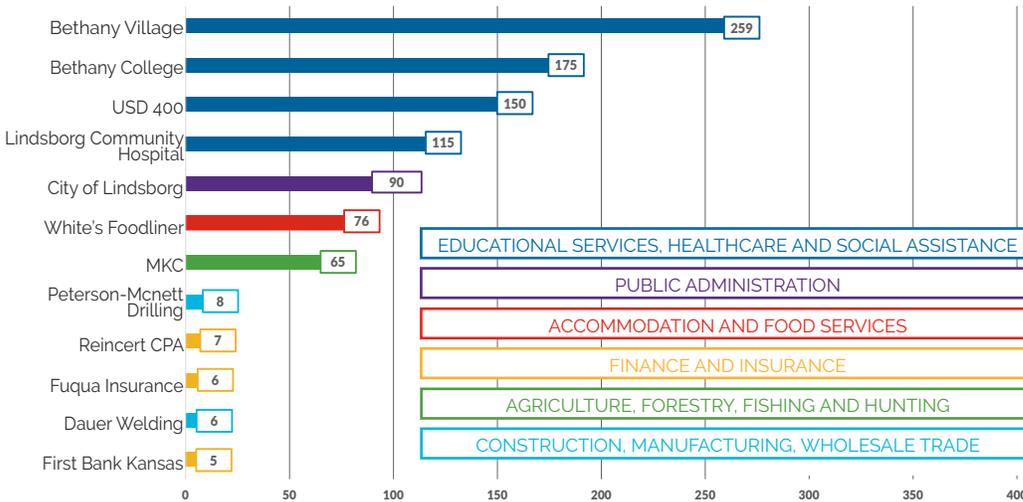
EMPLOYMENT SECTORS OF LINDSBORG RESIDENTS



CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER 1,677
72 Unemployed
14 Armed Forces

Source: ACS, 2018

MAJOR EMPLOYERS IN LINDSBORG



Source: Lindsborg, 2020

Job Sectors & Major Employers

As of the 2018 American Community Survey, Lindsborg has 1,211 total jobs. Educational services and healthcare and social assistance combine as the largest employment sector at nearly 650 jobs in the community. The top employers – Bethany Village, Bethany College, USD 400 (Smoky Valley School District), and Lindsborg Community Hospital – reflect these leading sector figures.

UNEMPLOYMENT RATE		PER CAPITA INCOME		MEDIAN HOUSEHOLD INCOME		MEDIAN FAMILY INCOME	
LINDSBORG	2.8%	LINDSBORG	\$24,916	LINDSBORG	\$54,091	LINDSBORG	\$71,071
McPHERSON COUNTY	5.2%	McPHERSON COUNTY	\$30,234	McPHERSON COUNTY	\$57,765	McPHERSON COUNTY	\$70,329
KANSAS	7.5%	KANSAS	\$30,757	KANSAS	\$57,422	KANSAS	\$73,222
		<i>McPherson County ranks 12th out of 105 Kansas counties</i>		<i>McPherson County ranks 14th out of 105 Kansas counties</i>		<i>McPherson County ranks 22nd out of 105 Kansas counties</i>	
Source: U.S. Bureau of Labor Statistics, 2020 * August 2019		Source: ACS, 2018		Source: ACS, 2018		Source: ACS, 2018	

Income Levels

McPherson County ranks within the top 15 out of the 105 counties in Kansas in per capita income and median household income. Lindsborg ranks higher than McPherson County for median family income with an average of \$71,071 compared to \$70,329, according to the 2018 American Community Survey. McPherson County also boasts higher median wages, in large part due to the strong industrial base, than the surrounding counties of Saline, Harvey, Marion, Rice, and Reno.

Employed Lindsborg residents earn good wages, generally speaking. Nearly 40 percent (39.7%) of residents employed outside of Lindsborg earn more than \$40,000 (the highest wage range in the available data) each year. Nearly 30 percent (28.4%) of Lindsborg residents who also work in Lindsborg earn more than \$40,000 annually, almost twice the percent of those making the same wage but who commute in from other communities to work in Lindsborg.

Unemployment figures remain low in Lindsborg – the U.S. Bureau of Labor Statistics reports pre-COVID-19 unemployment figures for Lindsborg of 2.8 percent, significantly lower than both McPherson County and the State of Kansas. Low unemployment numbers in Lindsborg make it challenging to fill open employment opportunities. Living wages measure the minimum income necessary for a worker to meet his or her basic needs. The majority of these available jobs are in high skilled manufacturing companies in McPherson.

LINDSBORG	McPHERSON COUNTY	KANSAS
9.6%	9.9%	12.4%
Under 18 9.1%	Under 18 11.0%	Under 18 15.6%
18 – 64 years 10.10%	18 – 64 years 9.4%	18 – 64 years 12.3%
65+ years 9.1%	65+ years 10.3%	65+ years 7.6%

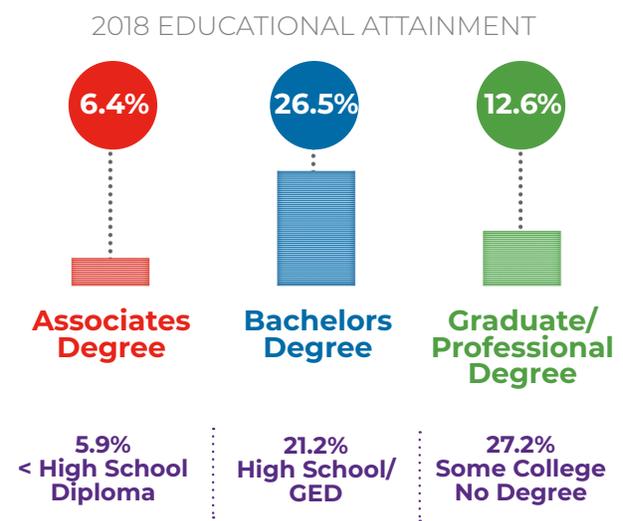
Source: ACS, 2018

While many in Lindsborg earn comfortable incomes, 9.6 percent of the community experiences poverty. This figure compares to the poverty rate for McPherson County of 9.9 percent and 12.4 percent for the State of Kansas. The federal government defines the current poverty threshold for a family of four as an annual income of \$26,500. It is essential to maintain a low poverty rate as a high rate is both a cause and result of poor economic conditions. Increases in poverty also suggest local employment opportunities are not sufficient to support residents.

The Associated Churches of Lindsborg (T.A.C.O.L.) assists Lindsborg families in need. STEP MC, a regional organization, also works to end poverty in McPherson County.

Attainment

Over 25 percent of Lindsborg adults achieved an education level of “some college, no diploma,” and over 20 percent received a high school diploma or GED. Nearly six percent did not receive a high school diploma. These figures total to over half of Lindsborg’s adult population. Increased access to



Source: ACS, 2018

education and training opportunities improves workforce skill levels. A highly-skilled workforce attracts new employers and serves to fill available jobs.

Regional Efforts

Go McPherson is an organization that promotes McPherson County as the ideal place where employment opportunities meet communities with a high quality of life. Their efforts and mission serve as a tool to recruit new workforce and employers to the region. Go McPherson offers a variety of resources to provide prospective new residents a complete package for living in McPherson County:

* Career Resources

- » Job search services
- » Employer directory
- » Financial support for entrepreneurial start-ups and expanding small businesses
- » Employment alignment for veterans and careers that fit skill sets and lifestyles following military service

* Housing Resources

- » Information on buying, renting, or building a home in the eight McPherson County communities
- » Information on financial incentives that some communities provide for new residents

* Lifestyle Resources

- » Promotion of the strong commitment to family life in McPherson County
- » Information on local attractions and community events
- » Information about the local school districts
- » Information about ways to get involved (e.g., Young Professionals)

Trends and Foresight:

Quality of Life & Placemaking

Virtually gone are the days when jobs, or the need for them, attracted workers to communities. With automation, higher education, and expectations of a better quality of life, most Americans tend to choose locations and then find jobs in those



Instead of differentiating communities primarily by transportation access, low costs, proximity to natural resources, or other traditional competitive advantages, communities today are attracting multi-generational talent by becoming desirable places to live.

– IEDC, Place Matters

communities. Wanting to live in Lindsborg is more important than merely having jobs available to attract a skilled and diverse workforce.

The International Economic Development Council (IEDC) notes that knowledge sector jobs will grow faster and are more lucrative than professions with more routine functions. Trends show that routine procedures will likely be replaced by automation in the near future.

Stay-at-home mandates during the COVID-19 pandemic exponentially increased the percentage of people working from home. This trend will likely continue, further emphasizing that employees will prioritize where they live and will choose to work remotely.

Employment Sectors

Central Kansas remains very important in the American manufacturing sectors. While manufacturing jobs declined in the U.S. during the first two decades of this century, manufacturing jobs in Kansas declined at a rate 1/5th that of the nation as a whole. The manufacturing sector maintains its share in the national gross domestic product, just with fewer workers. The jobs that remain in the manufacturing sector require greater skill, demanding increased training to adapt and meet the industry's changing demands.

The fastest-growing occupational groups' projections suggest high demand for science, technology, engineering, and mathematics (S.T.E.M.) based education and skill development. Job opportunities also indicate the need for more vocational and non-collegiate post-secondary training to fill available, high paying trade jobs.

Strategy: Increase the available workforce and ensure they are trained to meet job demands.

Local Actions:



Education & Outreach

- ✓ Market Lindsborg, and its high quality of life, to a regional, national, and international audience to attract a larger workforce. ▲ SP
- ✓ Leverage the relationship with Go McPherson to increase the promotion of Lindsborg as a desirable community in McPherson County to live.



Practice Improvements

- ✓ Plan for workforce diversity – employing a wide range of people in terms of age, cultural background, physical ability, race and ethnicity, and religion.
- ✓ Promote attraction and retention of new industries to strengthen local employment and payroll levels. (2005 Comprehensive Plan)
- ✓ Target and solicit businesses and industries which will maximize use of available local resources. (2005 Comprehensive Plan)



Partnerships & Collaboration

- ✓ Collaborate with regional partners to recruit new workers into the region. SP
- ✓ Connect our workforce to training and education opportunities to meet workforce demands of the future, focusing on educational attainment, career advancement, and lifelong learning programs.
- ✓ Support local businesses in their marketing strategy and implementation.
- ✓ Partner with Bethany College and Smoky Valley School District to promote local employment opportunities.
- ✓ Encourage local businesses and organizations to develop mentorship and succession planning programs to keep local talent in the Lindsborg job market.



Programs or Services

- ✓ Focus efforts to develop jobs that match existing skills within the Lindsborg workforce.
- ✓ Maintain an aggressive recruitment program for businesses in growing job sectors within the region.



Inventory, Assessment, or Survey

- ✓ Improve broadband and telecommunications utilities to provide the highest quality of service and attract workforce that works remotely.
- ✓ Improve childcare to help locals who might choose to stay in the workforce and to invite people to relocate to Central Kansas. ▲ SP

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Economic Activity

GOAL

Ensure Lindsborg's economy is sustainable and resilient to future impacts.

How do we take advantage of our regional proximity to fill good-paying jobs in our region?

How do we create mutually beneficial partnerships with neighboring communities?

How do we attract new businesses to Lindsborg, and what business sectors should we focus on recruiting?

Objective 1: Increase collaboration with regional economic development partners.

Context:

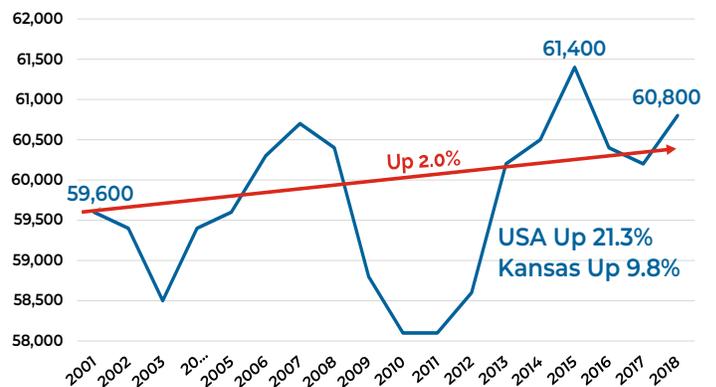
Economic Development

The field of economic development has evolved over the last 40 years. Strong economic development programs integrate city planning, public works and infrastructure, education and training, fiscal sustainability, and additional city management responsibilities. A community's quality of life is paramount to attracting and retaining a skilled workforce. Thus, many economic development efforts involve departments like parks and recreation due to their direct link to a high quality of life.

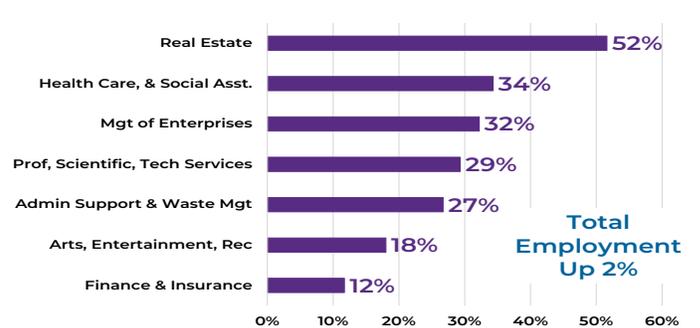
Market Analysis – Regional Sector Growth

McPherson and Saline Counties saw combined job growth of just two percent between 2001 and 2018. However, seven employment sectors saw a significant increase. Real estate was the largest growing sector, with over 50 percent more jobs added during that time frame. The healthcare and social assistance sector saw the second-largest growth, followed closely by management of enterprises, and the professional, scientific, and tech services sector. Manufacturing jobs declined

TOTAL EMPLOYMENT IN MCPHERSON COUNTY & SALINE COUNTY 2001 - 2018



FASTEST JOB GROWTH SECTORS IN MCPHERSON COUNTY & SALINE COUNTY 2001 - 2018



Source: US Bureau of Economic Analysis

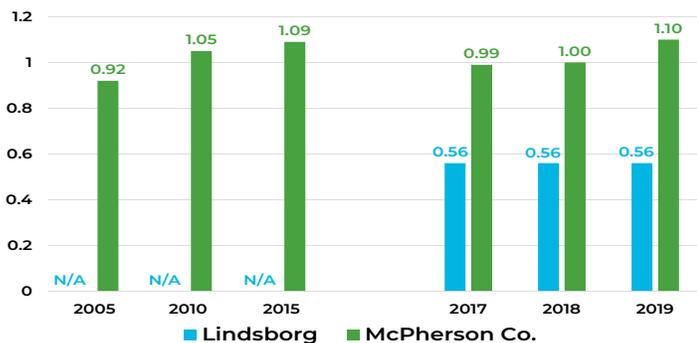
by four percent, a much slower decline than the 20 percent loss across the nation.

Pull Factor

The Kansas Department of Revenue tracks retail pull factors for various jurisdictions within the state. These jurisdictions historically included counties and large cities until 2017, when data tracking became available for smaller communities like Lindsborg. Pull factors express the difference between local income and actual sales as represented by sales tax collections. A pull factor of 1.0 indicates local sales are equivalent to local buying power. Communities strive to maintain or exceed a pull factor of 1.0, suggesting they capture a portion of the region's buying power.

McPherson County's pull factor remains around 1.0, fluctuating only slightly over the last few years. Lindsborg's pull factor remains consistent at 0.56 since 2017, indicating that Lindsborg merchants are drawing only 56 percent of resident and regional demand for retail goods and services.

RETAIL PULL FACTORS IN MCPHERSON COUNTY AND LINDSBORG, 2005 - 2019



Source: Kansas Department of Revenue

Insight:

Economic Development

Lindsborg does not have a separate economic development agency. Instead, economic development is handled internally by the City Council and City Administration.

However, Lindsborg is part of the Regional Economic Area Partnership (R.E.A.P.) of South Central Kansas. This partnership comprises 28 city and county governments in the nine South Central Kansas counties. The organization helps guide state and national actions that impact

economic development in the region and adopt joint measures among member governments to enhance the regional economy. R.E.A.P. of South Central Kansas strives to:

- * provide a strong voice for the region at the state and national levels,
- * advance greater economic prosperity through regional cooperation, and
- * address issues that cross governmental boundaries.

Additional regional partners include:

- * Salina Community Economic Development Organization,
- * McPherson Chamber of Commerce, and
- * Go McPherson

Trends & Foresight:

Growing Employment Sectors

Manufacturing

According to the U.S. Bureau of Labor Statistics, projections indicate that manufacturing jobs in the U.S. will decline by about 3.5 percent between 2019 and 2029. However, opportunities exist for net manufacturing growth, especially in animal food manufacturing, other food manufacturing, chemical manufacturing, and pharmaceuticals. Animal food manufacturing stands out as a strength for the Midwest.

Healthcare & Social Assistance

Three of the top four fastest-growing employment sectors, and five of the top seven, are in the health care and social assistance industries. These include:

- * Individual & Family Services
- * Home Healthcare Services
- * Outpatient Care Services
- * Other Personal Services
- * Healthcare Offices

Strategy: Leverage regional relationships to enhance economic development.

Local Actions:



Education & Outreach

- ✓ Promote Lindsborg among regional partners as a community for workforce to call home. ▲ SP



Practice Improvements

- ✓ Encourage continued cooperation between the private and public sectors in all aspects of finance, real estate, taxation, planning, and provision of public and private services, particularly with regard to promotion of economic expansion and business diversification. (2005 Comprehensive Plan) ▲



Plan Development

- ✓ Collaborate with the Salina Community Economic Development Organization and the McPherson Chamber of Commerce to develop mutually beneficial economic development plans to ensure regional prosperity.



Partnerships & Collaboration

- ✓ Partner with Go McPherson to provide resources and financial support to entrepreneurs and small businesses to encourage new and expanding local businesses.
- ✓ Maintain active participation in the Regional Economic Area Partnership of South Central Kansas.



Inventory, Assessment, or Survey

- ✓ Identify viable local businesses that match regional workforce skillsets.



Denotes priority by the Steering Committee



Denotes inclusion in the 2021 - 2024 Strategic Plan

What is our economic growth and diversification strategy to adapt to future trends, especially in retail?

Are there trade-offs to be made between maintaining our identity and pursuing economic growth?

How can we help our existing businesses grow?

Objective 2: Diversify the economic base.

Context:

Resilience

Economic resilience relates to a community's ability to foresee, adapt to, and advantageously leverage changing conditions. Economies are resilient when they demonstrate the ability to:

- * recover quickly from a disruptor,
- * withstand a disruptor, and
- * avoid the disruptor altogether.

Disruptors may include:

- * downturns in the national or global economy that impact demand for local goods and services;
- * downturns in economic sectors critical to maintain and sustain local economic activities; and
- * external impacts such as a natural or man-made disaster, closures of a major employer, changing climate, and other uncontrollable factors.

It is more important than ever to focus on resilient economic strategies. The Great Recession of 2008 and the most recent COVID-19 pandemic exposed vulnerabilities in many economic plans, challenging communities nationwide. Economic resilience positions communities to withstand potential future disruptors.

Fiscal Sustainability

Fiscal sustainability is a government agency's ability to maintain current spending, tax, and other policies

into the future without compromising assets, defaulting on liabilities, or curtailing promised expenditures. Diversification of revenue sources enhances a community's ability to maintain fiscal sustainability.

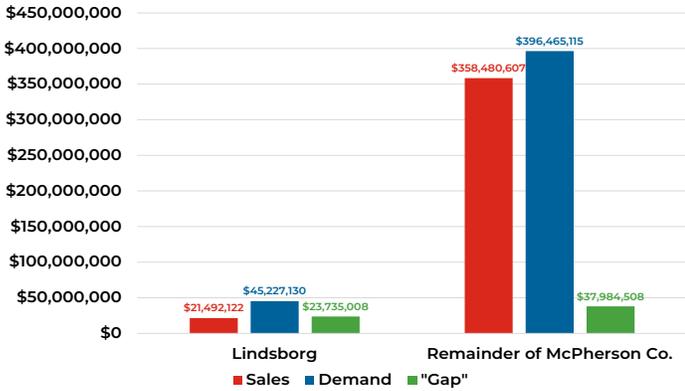
Market Analysis – Buying Power

The Environmental Systems Research Institute's (Esri) Retail Marketplace Profiles quantify and compare local annual purchasing power for retail goods and for dining out. It also compares local annual sales from merchants in these categories. Economies characterized by an excess in purchasing power (demand) over sales (supply) indicate an opportunity to attract additional merchants and sales. Conversely, when sales exceed demand, the market presents little justification to attract more merchants unless to replace existing ones.

Esri reports that Lindsborg's population has an annual buying power of \$45.2 million for retail and dining purposes. However, more than half of purchases made, or retail demand, by Lindsborg residents are outside the community. Lindsborg businesses only capture \$21.5 million in sales each year of the community's total buying power. Sales figures include purchases made in Lindsborg by visitors and tourists, suggesting that the amount of resident buying power leaving the city (leakage) is much higher than half.

Demand also exceeds sales in McPherson County, though the gap is significantly lower than in Lindsborg. Lindsborg's gap accounts for 62 percent of the entire gap of McPherson County. The market analysis suggests that Lindsborg's economy can absorb additional retailers to meet the present demand.

RETAIL & DINING SALES VS. POTENTIAL SALES, LINDSBORG AND REMAINDER OF MCPHERSON COUNTY, 2020

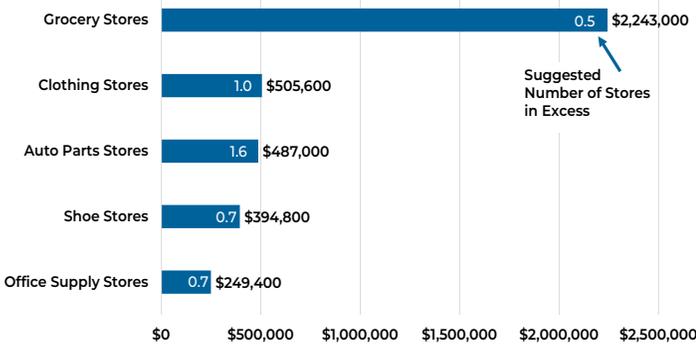


Source: Esri Business Analysis

Market Analysis – Retail Sector Demand

Five of Lindsborg’s retail sectors exhibit sales that exceed residents’ buying power. Sales at auto part stores exceed resident demand by nearly a half-million dollars each year. These non-resident sale figures represent local businesses’ success in attracting sales from passersby traveling on nearby regional highways. Grocery, clothing, shoe, and office supply stores’ sales also exceed resident demand. The information does express the capability of local retailers to gain sales from outside of the city.

LINDSBORG RETAIL SECTORS WITH SALES EXCEEDING LOCAL RETAIL DEMAND



Source: Esri Business Analysis

Insight:

Finances

Sales and property taxes constitute almost 65 percent of the City of Lindsborg’s General Fund revenues. The General Fund provides expenditures for many of the City’s services and departments to maintain Lindsborg’s quality of life. Protecting and even expanding these revenue sources remains critical to ensure fiscal sustainability into the future.

Tax revenue per capita is \$391 per year.

Lindsborg’s total sales tax rate is 9.5 percent, of which the City collects 1.5 percent. The County also collects 1.5 percent, and the remaining 6.5 percent goes to the State of Kansas.

As of the 2020 Lindsborg Budget, the City has a mill rate of 37.5 with a total property valuation that exceeds \$25 million.

Lindsborg	1.5%
McPherson	1.5%
Kansas	6.5%
Total	9.5%

Source: State of Kansas Dept. of Revenue Local Sales Tax, July 2020

MILL RATE

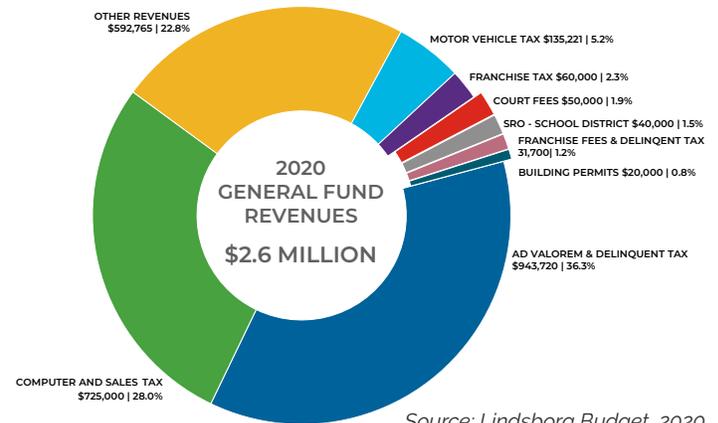
37.5
30.9
25.0

2019
2010
1990

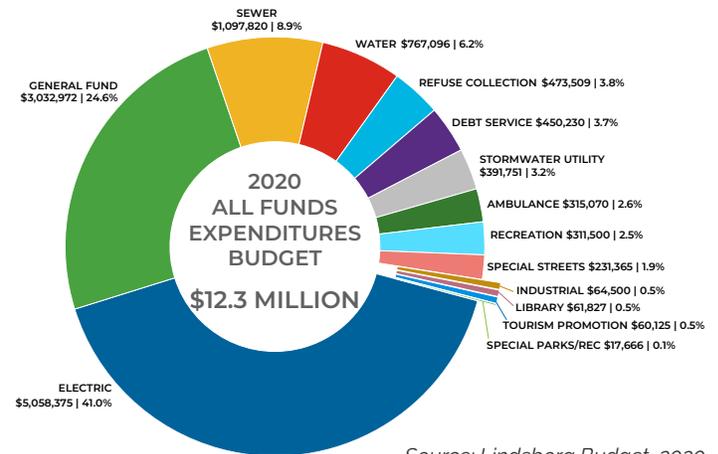
VALUATION



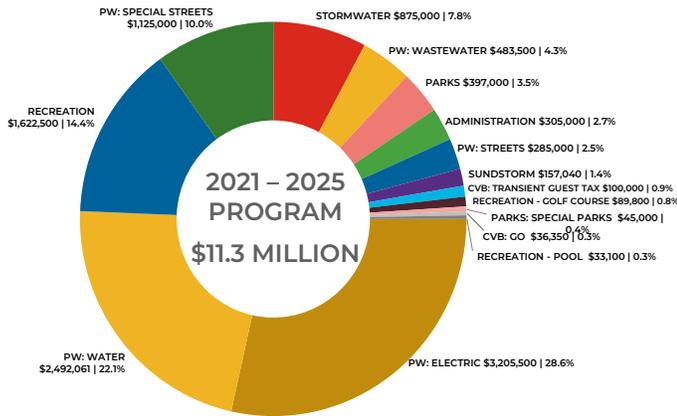
Source: Lindsborg Budget, 2020



Source: Lindsborg Budget, 2020



Source: Lindsborg Budget, 2020



Source: Capital Improvement Plan, 2021-2025

FINANCING ON A PAY-AS-YOU-GO BASIS
FINANCING BY BORROWING
LEASE PURCHASE
FINANCE BY AUTHORITIES

Source: Capital Improvement Plan, 2021-2025

BOND RATING

A3

HIGHEST RATING FOR THE MUNICIPALITY SIZE

Source: Lindsborg Budget, 2020

CITY'S DIRECT DEBT

\$7,199,770

\$391
TAX REVENUE PER CAPITA

\$2,177
DEBT PER CAPITA

Per Capita Calculation Based on 2018 ACS Population Estimate

Source: Lindsborg CAFR, 2018

sales still provide benefit to Lindsborg and other communities of similar size. These advantages include:

- * capturing sales tax for online purchases at the local level that previously may have leaked to other, and perhaps, larger communities;
- * providing a wider range of goods and services to Lindsborg residents that previously were not available to residents in rural Kansas.

Trends and Foresight:

Changing Retail

Changes in the retail markets significantly influence sales tax growth. The U.S. has approximately five times the retail space per capita compared to Europe. These figures indicate a surplus resulting from over-building if population numbers, spending trends, and retail demands don't align to support the amount of available space.

Changes in consumer spending and shopping preferences greatly impact local, regional, and national retail trends. Malls and strip commercial development have fallen out of favor, replaced by retail that offers experiential shopping and dining in environments with strong character, like downtowns.

E-Commerce

Another rapidly growing retail trend is e-commerce, or online shopping. National e-commerce sales increased steadily over the last two decades. Online sales accounted for only one percent of retail sales in 2000. The peak for online sales hit 16.1 percent of all retail sales in April 2020. This spike reflects the reactions and stay-at-home mandates that accompanied the COVID-19 pandemic. The pandemic certainly accelerated e-commerce sales. Without the pandemic, projections anticipated online sales capturing 10.5 percent of all retail sales nationwide by 2020. Even as the nation's economy finds balance as precautions take hold and consumers return to brick-and-mortar shops, e-commerce remains an important retail sales component.

Restaurants & Dining

The number of available rooftops, or households, in a community usually dictates viability for restaurant

Capital Improvement Plan (CIP) expenditures nearly doubled from fiscal years 2016-2020 to the current CIP for fiscal years 2021-2025. CIP revenue sources include:

- * financing on a pay-as-you-go basis,
- * financing by borrowing,
- * lease purchase, and
- * finance by authorities.

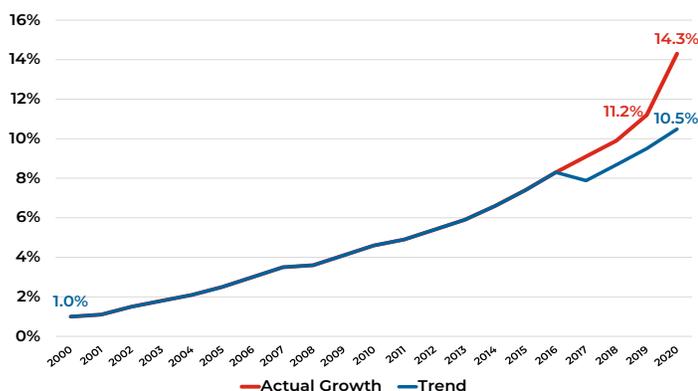
The City of Lindsborg has an A3 bond rating, the highest for a municipality of its size, reflecting the City's credit worthiness.

E-Commerce

A portion of Lindsborg's sales leakage results from online retail sales. While local retailers don't capture this demand and community buying power, online

and dining opportunities. Larger, fast-food chains rely on these figures to determine appropriate locations for new establishments. Additionally,

E-COMMERCE SALES AS PERCENT OF ALL U.S. RETAIL SALES, MID-YEAR 2000 - 2020



Source: <https://fred.stlouisfed.org>

these establishments typically locate along major thoroughfares or interstate highways to attract sales from the traveling public. As an example, McPherson has one McDonald's, Salina has four, Hutchinson has three, and Emporia has three. Based on those communities' population figures, the average McDonald's serves 8,200 to 13,500 residents,

the minimum of which is over double Lindsborg's entire population. Another commonality of these communities is their proximity to the interstate. Lindsborg sits about three miles off the interstate system, a distance typically too far to draw the traveling public.

While attracting a fast-food establishment is not a likely strategy for Lindsborg, there is buying power and market demand for smaller, more local restaurants to serve residents and frequent tourists.

Annexation

A great deal of economic development in America depends on adjacency to the interstate highway system. Communities not immediately adjacent to interstates annex land along thoroughfares to achieve an interstate presence. This presence often gains economic activity and increases the tax base by attracting businesses and industries typically drawn to such interchange environments.

This trend requires a balancing act for smaller communities. It involves balancing the anticipated economic benefit against maintaining the community's character, added infrastructure and operation expenditures, and careful planning for development along the annexation corridor.



Strategy 1: Encourage community-based economic development and revitalization.

Local Actions:



Education & Outreach

- ✓ Promote the economic impact and benefit to a commercial presence's tax base with a proposed interchange at I-135 and Wells Fargo Road. ▲



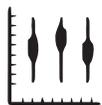
Practice Improvements

- ✓ Encourage using local resources in ways that enhance economic opportunities while improving social conditions and supporting locally owned and produced goods and services.
- ✓ Maintain efforts to attract businesses and industries that will utilize locally available raw materials and merchandise on a regional and national basis. (2005 Comprehensive Plan)
- ✓ Encourage diversified retail merchandising of goods and services within appropriately planned areas, while protecting the vitality and historical integrity of the central core area. (2005 Comprehensive Plan) ▲
- ✓ Support an atmosphere that allows business and industry to grow and prosper, encouraging enterprises that will provide needed goods and services to the local and regional community and improving resident livelihood. (2005 Comprehensive Plan)



Plan Development

- ✓ Promote continuing development of the Harrison-Cole commercial district for tourist travel-oriented businesses. (2005 Comprehensive Plan)
- ✓ Plan for continued growth of commerce and industry based on sound land development practices that comply with the land use policies outlined in the Comprehensive Plan. (2005 Comprehensive Plan) **SP**
- ✓ Provide ample space for industrial and commercial development with convenient access to major transportation systems. (2005 Comprehensive Plan) **SP**



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Inventory, Assessment, or Survey

- ✓ Evaluate the need for a commercial business park.



Programs or Services

- ✓ Increase investment in and revitalization of downtown, commercial areas, neighborhoods, and other place-based community resources.

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Strategy 2: Encourage and support local and small businesses.

Local Actions:



Education & Outreach

- ✓ Continue to promote Lindsborg's restaurants, lodging, and retailers to the region through the Convention & Visitors Bureau. ▲



Practice Improvements

- ✓ Promote and support businesses that serve local needs and are compatible with the community's vision, character, and cultural values. ▲



Plan Development

- ✓ Maintain Downtown Lindsborg as a vibrant and thriving environment to attract repeat visits to local businesses. ▲
- ✓ Maintain an economic improvement strategy oriented toward strengthening the market position of the commercial district businesses. (2005 Comprehensive Plan)



Facilities or Infrastructure Improvements

- ✓ Advocate for technology opportunities that enhance small businesses. ▲

▲ Denotes priority by the Steering Committee

Strategy 3: Increase tourism.

Local Actions:



Education & Outreach

- ✓ Strengthen efforts to promote the City as a tourist destination and encourage businesses offering goods and services to the traveling public. (2005 Comprehensive Plan)



Policy & Code Adjustment

- ✓ Refer to Chapter 6; Land Use Policies.



Partnerships & Collaboration

- ✓ Encourage the development of attractions, including the Old Mill Complex, and expanded artist-in-residence programming. **SP**
- ✓ Pursue a downtown hotel that supports tourism and conference center activities. **SP**



Inventory, Assessment, or Survey

- ✓ Evaluate suitable businesses that would maximize capturing tourist dollars at the proposed interchange of I-135 and Wells Fargo Road.

SP Denotes inclusion in the 2021 - 2024 Strategic Plan



CHAPTER
06

Land Use & COMMUNITY DESIGN



Land Use & Community Design

GOAL

Promote growth and development that is sustainable, responsible, and meets the needs of future generations.

How will we revitalize residential and commercial developments into quality, highest, and best land uses for tomorrow?

How do we plan for the necessary amount of land and structures appropriately built, sized, and located to support existing and future economic sector and residential development demand?

Objective: Develop in a sustainable manner so that resources are available for future generations.

Context:

Land Use

Land use refers to the activity and function of a parcel of land. Activities and functions range from residential to commercial to industrial to parks and open space. Land use designation takes into consideration physical environment analysis that encompasses both natural and human-made features. Examples of natural environment features include floodplains, watersheds, topography, water features, soil suitability, and environmentally sensitive areas. Human-made elements may consist of brownfields, water and sewer infrastructure, transportation infrastructure, and mines or quarries.

Compatibility

Land use designation considers compatibility

where the proposed use is the same or complementary to surrounding uses in scale, traffic impact, and operational impact. Issues may arise when incompatible land uses are adjacent to one another. Incompatible land uses are those that deviate significantly in density, intensity, scale, form, or activity.

Responsible Growth

Responsible growth is essential to a community's economic and environmental sustainability. Responsible development considers infrastructure cost burdens to a community, equitable and accessible facilities and services, and preservation of natural resources. It is prudent to take the maintenance of existing facilities and infrastructure into consideration when planning to expand beyond the City's bounds.

Future Land Use

Per the State of Kansas statutes, the Future Land Use Map guides future growth and development. The Future Land Use incorporates modifications to the Current Land Use to achieve the goals and objectives outlined within the Comprehensive Plan.

Insight:

Development & Redevelopment Opportunities

The City of Lindsborg encompasses approximately 1.85 square miles within its current boundary. Of that land, 83.7% is developed with nearly 158 acres currently undeveloped. The majority of the undeveloped land, especially in the northwest and areas east of Harrison-Cole, is primed for new residential development.



Source: Lindsborg GIS 2020

Between 2018 and 2019, the City of Lindsborg saw a decrease in residential permits for improvements and new construction. The net change in valuation decreased by approximately \$180,000. While



Source: Lindsborg Community Development, 2018 and 2019

NON-RESIDENTIAL PERMITS

2018		2019	
2 PERMITS	COMMERCIAL \$62,200 value	3 PERMITS	COMMERCIAL \$150,000 value
2 PERMITS	INSTITUTIONAL \$50,000 value	2 PERMITS	INSTITUTIONAL \$435,000 value
1 PERMITS	INDUSTRIAL \$4,700,000 value	0 PERMITS	INDUSTRIAL --
0 PERMITS	RETAIL --	0 PERMITS	RETAIL --

↓ 2019 SPENT **\$585,000**
COMPARED TO
\$4,812,000 FROM 2018

Source: Lindsborg Community Development, 2018 and 2019

net non-residential permits remained the same between 2018 and 2019, the valuation significantly decreased due to a lack of industrial permits in 2019.

The proposal for a new interchange at I-135 and Wells Fargo Road presents a significant opportunity for growth and impact to Lindsborg's economic activity. A new interchange provides more direct access into Lindsborg for residents and visitors and an expanded tax base with potential commercial and industrial development anticipated near the interchange. Realization of the interchange paired with the City's proactive efforts to attract economic and workforce development drive the aspirational Future Land Use Map.

Annexation

The realization of the new interchange would present an opportunity for the annexation of land. The City of Lindsborg should consider annexation when:

- * The extraterritorial area promotes the continued growth and prosperity of Lindsborg.
- * Surrounding areas provide land for public service facility planning to ensure water and sewer systems, transportation infrastructure, and parks maintain service levels.
- * Extraterritorial land is subject to protective and/or health and sanitary regulations and receives City services.

Land Use Categories

This Comprehensive Plan defines the following land use categories, which include minor modification and simplification of uses from the last adopted land use map.

Residential

This Comprehensive Plan simplifies residential uses into one land use category. This simplification allows for consideration of varying residential types throughout the community to meet future market demands. Zoning ordinances further regulate residential uses. Residential uses include conventional single-family, two-family, and multi-family dwelling units. This category also includes existing manufactured housing and allows for potential accessory dwelling units (ADUs) in existing and new neighborhoods, small-lot residential developments, and tiny homes, where appropriate.

Commercial

The commercial land use category remains unchanged and includes retail and service businesses. The predominant concentration of commercial activity locates along the Harrison-Cole corridor and Downtown. The Future Land Use shows potential added land with commercial land use designation in anticipation of the proposed interchange at Interstate I-135 and Wells Fargo Road.

Industrial

Industrial land use remains unchanged within the current City of Lindsborg boundaries. However, like commercial land use, the Future Land Use shows potential added industrial land east of present-day Lindsborg in support of the proposed interchange.

Public / Semi-Public

Public and semi-public land use includes City, County, or State-owned and operated facilities, education facilities, and faith-based institutions. As Lindsborg grows, ensuring equitable access to existing facilities and the addition of new facilities to maintain levels of service will be critical to community success.

Parks / Trails / Open Space

This land use category encompasses areas of natural resources within Lindsborg and the surrounding land, especially in the floodplain

and along the Smoky Hill River, which should be preserved as open space and restricted from development. Additionally, parks should be planned in new residential development to ensure that all residents are within a 10-minute walk of recreation facilities. The Future Land Use also emphasizes the importance of trail connectivity throughout the community, even with the potential expansion.

Utility

Utility land use will be designated, as necessary, as Lindsborg grows and develops to accommodate required infrastructure and service.

Undeveloped / Vacant

Undeveloped and vacant land are only designated in the Current Land Use and portray existing opportunities for immediate or near-future development.

“Sustainably managed growth and development”

was ranked top sustainability issue for Lindsborg.

“Adopt and enforce a land dedication ordinance for new development to ensure adequate parks and open space for future generations”

was ranked the most important way to manage responsible land use as Lindsborg grows and develops.

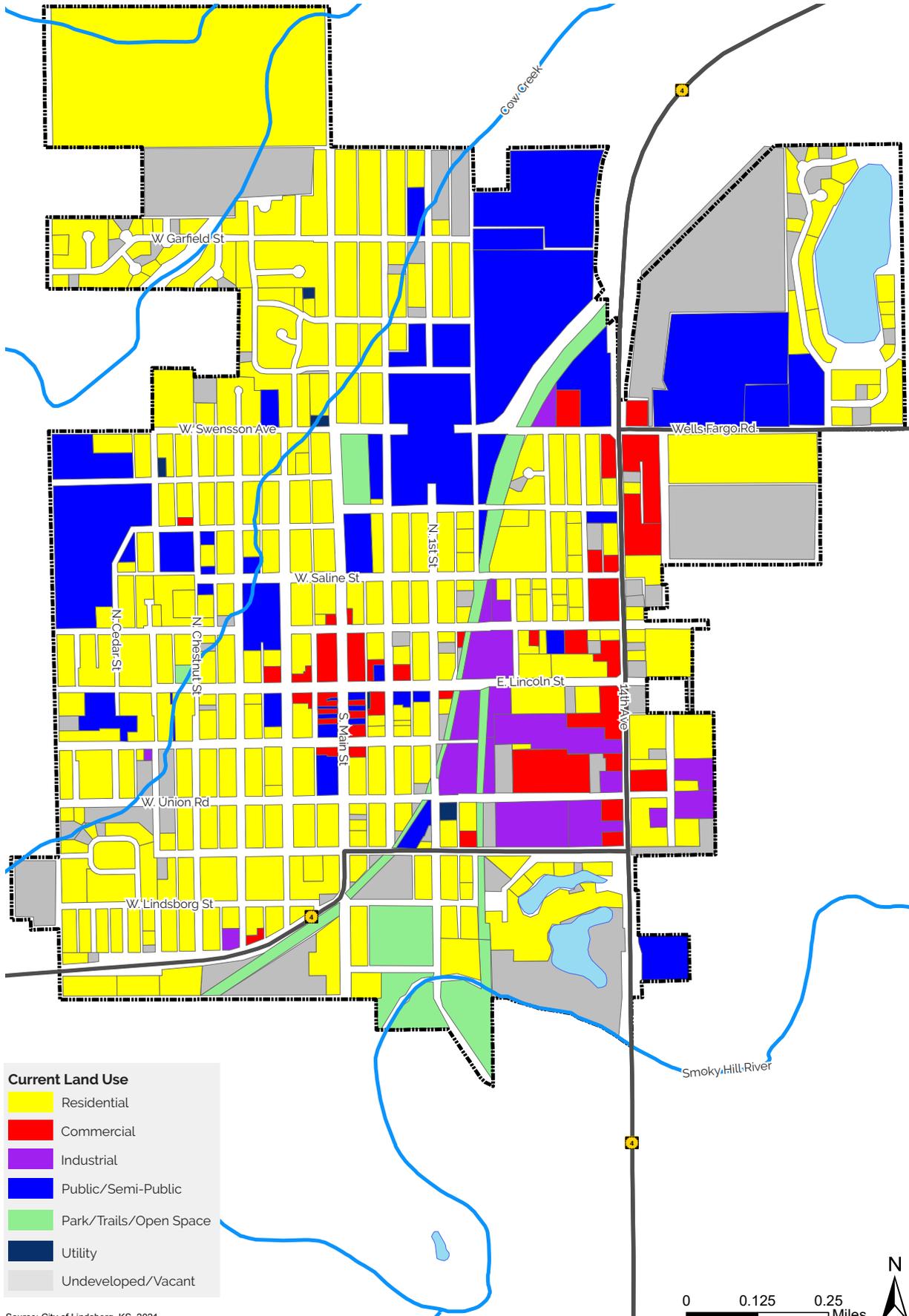
“Conserve and reuse historic resources” and

“Maintain the small town feel”

were ranked as the top ways to maintain and enhance community design as Lindsborg grows.



CURRENT LAND USE

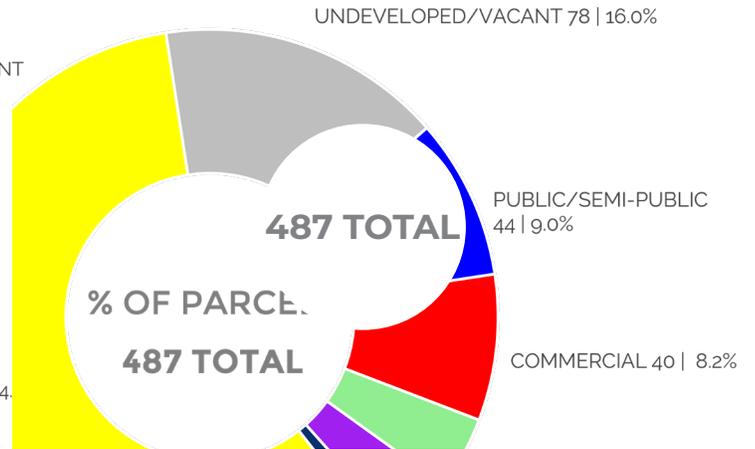
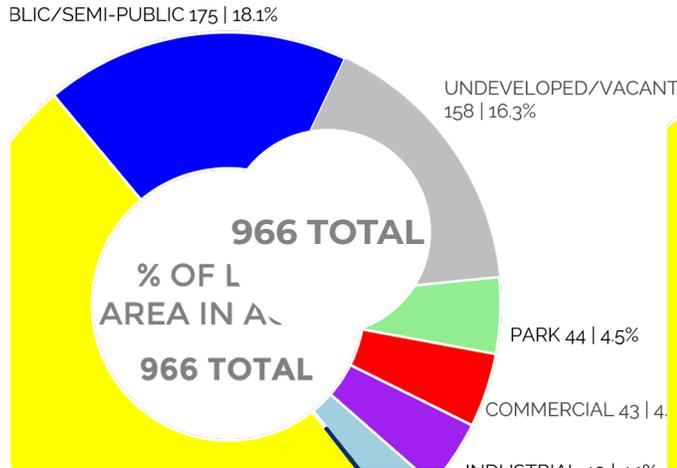


Source: City of Lindsborg, KS, 2021

CURRENT

% OF LAND AREA IN ACRES
966 TOTAL

% OF PARCELS
487 TOTAL

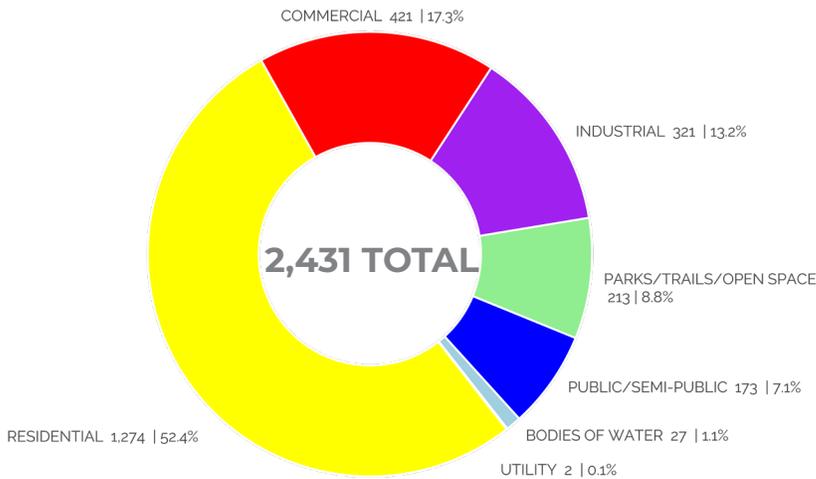


Source: Lindsborg GIS, 2020

Source: Lindsborg GIS, 2020

FUTURE

% OF LAND AREA IN ACRES
2,431 TOTAL



Source: Lindsborg GIS, 2020

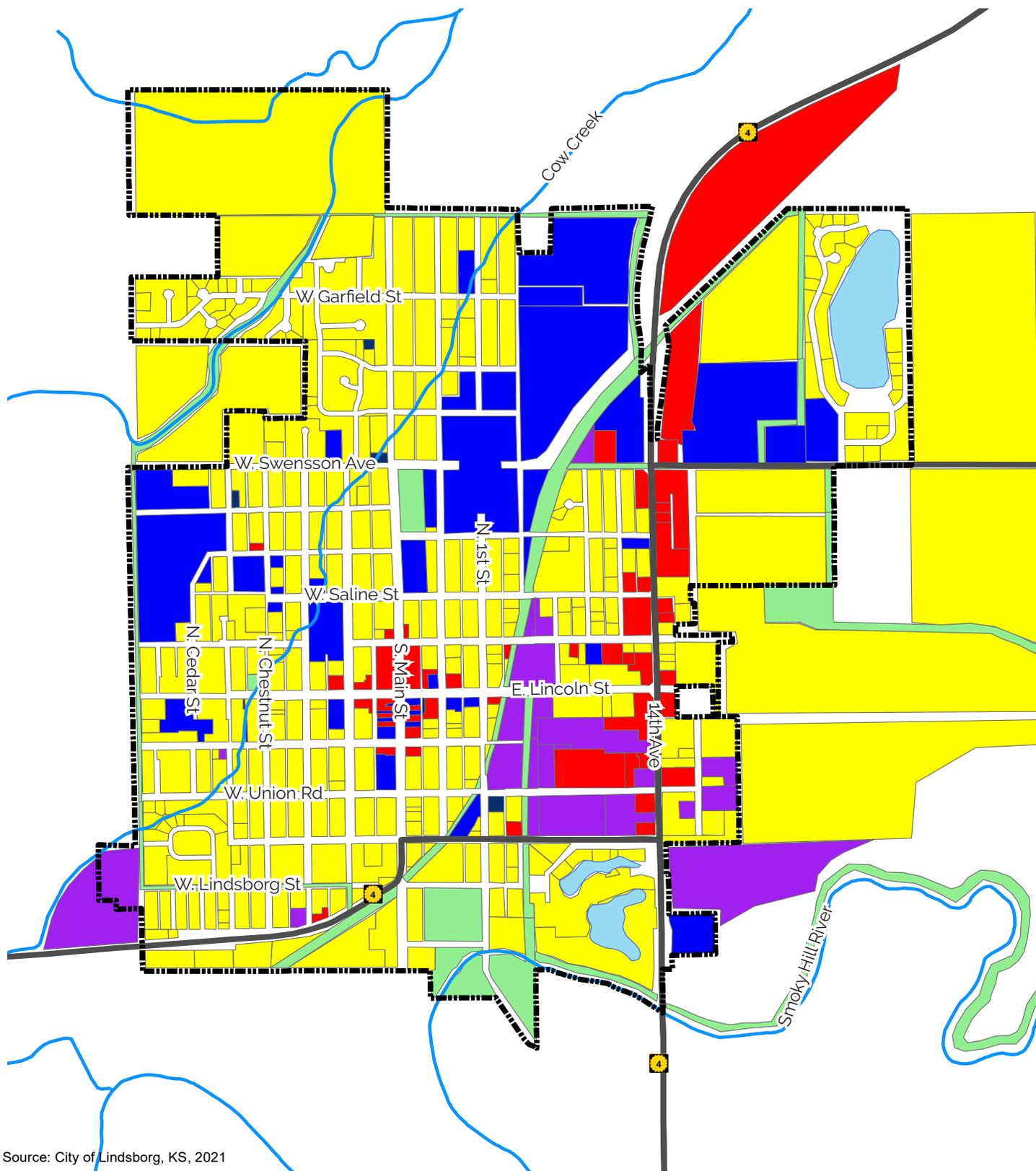
If annexation occurs, the following potential acreage would be added to the City's jurisdiction based on the Future Land Use Map:

Residential:	651 acres
Commercial:	365 acres
Industrial:	272 acres
Parks/Trails/Open Space:	142 acres
TOTAL:	1,430 ACRES



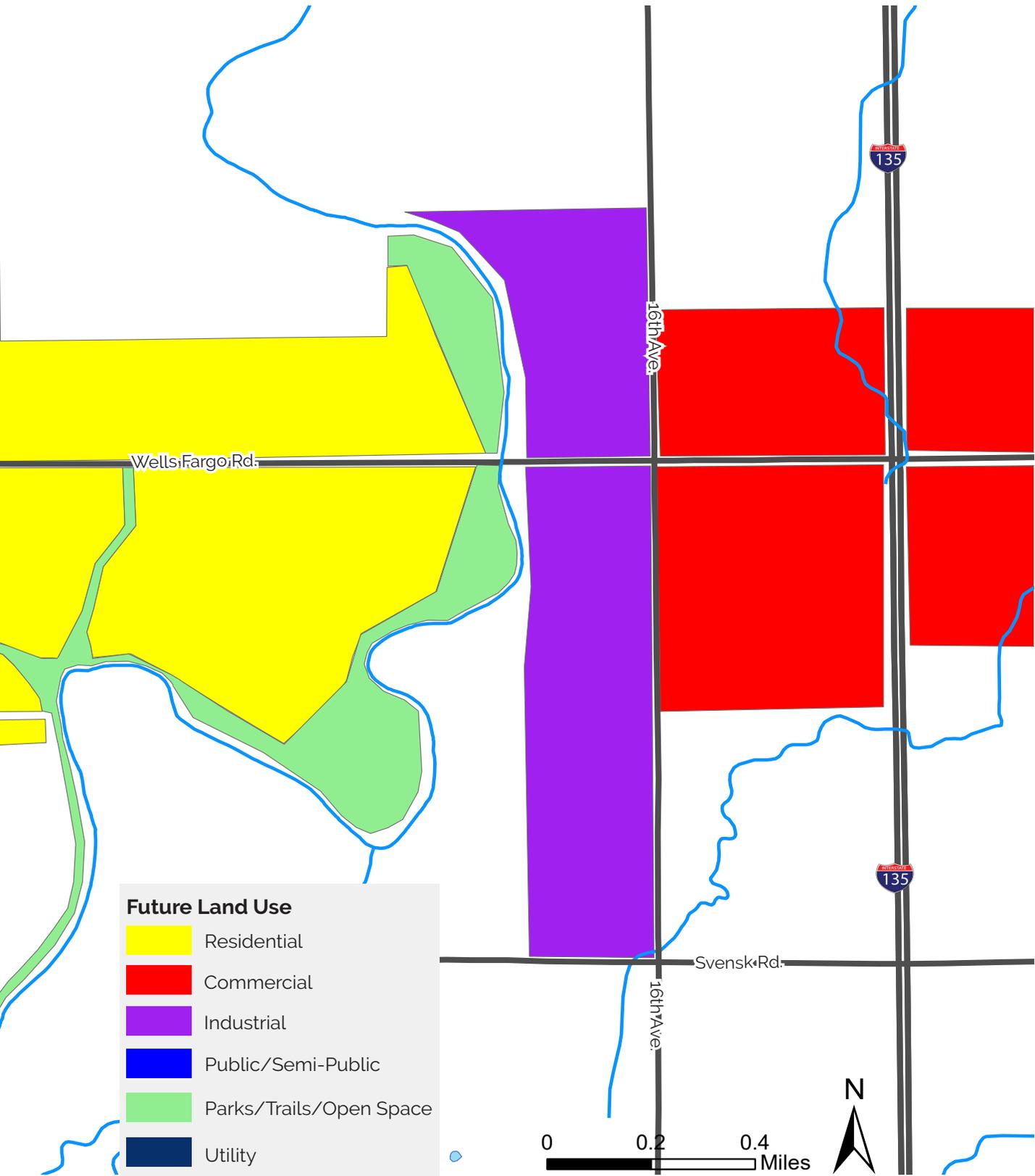
LINDSBORG

COMPREHENSIVE PLAN
Moving forward together



Source: City of Lindsborg, KS, 2021

FUTURE LAND USE



Land Use Policies & Code Adjustment Local Actions

History & Heritage:

- * Evaluate the City's alcohol regulations related to enhancing events and festivals.
- * Explore opportunities for small-lot residential and alternative housing types as options for local artists and artists-in-residency. ▲
- * Evaluate live-work opportunities in areas like Downtown and the Old Mill Complex.

Cultural & Historic Resources:

- * Consider adopting a policy aimed at the restoration and preservation of districts and structures that have local historic significance.

Unique Attractions:

- * Evaluate regulations to allow for increased opportunities for unique vacation rentals.
- * Seek opportunities to renovate or adapt older buildings to flex space for greater community use. ▲
- * Consider a policy to allow live-work spaces and mixed-use facilities to increase critical mass and vitality of Downtown.

Community Appearance:

- * Adopt codes and policies, and encourage design standards when appropriate, that align with the community context of Lindsborg.
- * Create a subdivision tree ordinance that requires a minimum number of trees to be planted per lot.
- * Implement a commercial development landscape requirement.
- * Practice Complete Street ideas and policies when constructing new or maintaining existing infrastructure to encourage a mix of vehicle, pedestrian, and bicycle activity.
- * Enhance the environment through tree planting and encourage good landscaping on all private property. (2005 Comprehensive Plan)
- * Consider adopting an open space and land dedication requirement for new development.

▲ Denotes priority by the Steering Committee

Public Health & Well-Being:

- * Plan for green and open space to ensure that all residents live within a 10-minute walk to recreational amenities.

Public Safety:

- * Plan for increased public safety and reduced crime and injuries by implementing Crime Prevention Through Environmental Design (CPTED) principles (e.g., placement of landscaping, lighting, and encouragement of pedestrians and bicyclists in streets to slow traffic).

Recreation & Leisure:

- * Adopt green space and park requirements for new development to continue to exceed the national standard to have parks within a 10-minute walk to parks or open space as the community grows.
- * Monitor, assess, and adjust existing City ordinances, tools, goals, policies, and implementation strategies to meet changing or unforeseen conditions and needs in Lindsborg. (2007 Parks and Recreation Master Plan)

Neighborhoods & Housing:

- * Encourage improvement of housing conditions for owner-occupied and rental properties.
- * Encourage the development of planned neighborhood expansions. (2005 Comprehensive Plan)
- * Maintain harmonious and environmentally safe neighborhoods. (2005 Comprehensive Plan)
- * Create policies that advance community vitality and long-term growth. (2018 City Council Strategic Plan)
- * Evaluate parking requirements for new residential developments.
- * Consider adoption of policies to allow for Accessory Dwelling Units (ADUs) in existing residential neighborhoods. ▲ SP
- * Evaluate the accommodation of tiny homes and smaller lot sizes. ▲
- * Explore code modifications to encourage Universal Design for new residential development.
- * Encourage additional residential units in Downtown Lindsborg, as allowed.
- * Adopt policies and codes that allow for a wide range of housing types in neighborhoods throughout the community to ensure a range of housing prices.

Mobility & Transportation:

- * Ensure that parking in commercial areas provides a high level of service but does not detract from the community's appearance or impede promoting other transportation modes.
- * Consider policies that allow for autonomous vehicles and micro-mobility transportation modes.
- * Require adequate setback, access control, and parking design. (2005 Comprehensive Plan)
- * Continue to monitor policies related to autonomous vehicles to improve and evaluate local adoption to enhance convenience and levels of service.
- * Update street design guidelines to minimize conflict areas between motor vehicles, bicycles, and pedestrians.
- * Ensure the codes and policies allow for charging stations for electric vehicles in new commercial development.

Infrastructure & Utilities:

- * Consider policies that reduce utility maintenance issues and reduce waste and pollution. ▲
- * Evaluate policy recommendations to increase the availability of high-speed internet service in new developments.
- * Monitor and update residential renewable energy and distributed generation policies.

Public Facilities:

- * Develop public services guidelines for schools, libraries, fire, police, and utilities. (2005 Comprehensive Plan)

▲ Denotes priority by the Steering Committee

SP Denotes inclusion in the 2021 - 2024 Strategic Plan

Natural Resources:

- * Restore, connect, and protect natural habitats, sensitive lands, and floodplains. ▲
- * Mitigate the impacts of construction on natural resources, including soils, vegetation, and water systems.
- * Strengthen floodplain development restrictions.
- * Evaluate need to set carbon emission standards.

Sustainability:

- * Update floodplain maps and development regulations to accommodate more intense and frequent rainfall events. ▲
- * Take natural topography into account in planning for private development and public infrastructure to reduce construction costs and minimize natural hazard risks from flooding or landslides.
- * Investigate options for sustainable upgrades to older buildings
- * Ensure accessibility to tornado shelters for the whole community.
- * Consider developing a tornado shelter requirement for developers.
- * Adopt policies and implementation tools to direct recovery after a disaster event has occurred.
- * Evaluate construction standards to mitigate damage from seismic events.
- * Evaluate existing environmental policies and update as needed.
- * Encourage further use of renewable energy derived directly or indirectly from solar and wind power sources. ▲

▲ Denotes priority by the Steering Committee

Childcare:

- * Evaluate local zoning ordinances that might present obstacles to the provision of regulated group and family childcare in all zoning districts that are appropriate and safe for children.

Economic Activity:

- * Maintain and enhance the present Central Business District. (2005 Comprehensive Plan) ▲
- * Evaluate and update the 2006 Economic Development Incentives Policy to meet the future needs of business attraction.
- * Evaluate the need for improving the Business Development Guide.
- * Promote continuing development of the Harrison-Cole commercial district for tourist travel-oriented businesses. (2005 Comprehensive Plan)

▲ Denotes priority by the Steering Committee



LINDSBORG, KANSAS

Strategic Plan

2021 - 2024



Vision

In 2040...

People choose Lindsborg, Little Sweden USA, a welcoming, diverse, and sustainable community with a high quality of life where we embrace the arts, innovation, and lifelong learning so everyone can flourish.

Lindsborg is home.

Goals & Objectives

COMMUNITY IDENTITY

HISTORY & HERITAGE

Goal: Celebrate our unique community identity.

Objective 1: Preserve our history and heritage.

Objective 2: Preserve our cultural legacy of the arts, innovation, and creativity.

Goal: Welcome, include, and embrace all residents and visitors.

Objective: Increase people's sense of belonging in the community.

CULTURAL & HISTORIC RESOURCES

Goal: Preserve our historic and cultural resources.

Objective: Strengthen the preservation efforts of our most valued historic buildings and sites for future generations.

COMMUNITY APPEARANCE

Goal: Enhance our community's visual appearance.

Objective: Improve the visual appearance of neighborhoods, major commercial corridors, historic sites, and community gateways.

RESILIENT ECONOMY

CHILDCARE

Goal: Support childcare opportunities to meet the needs of all.

Objective: Increase the availability of high-quality childcare

EDUCATION

Goal: Enhance education opportunities for all ages and abilities.

Objective: Strengthen education opportunities to grow our population and increase our prosperity.

JOBS & WORKFORCE

Goal: Prepare Lindsborg's workforce for the jobs of the future.

Objective: Attract a highly skilled and diverse workforce to fill available jobs.

ECONOMIC ACTIVITY

Goal: Ensure Lindsborg's economy is sustainable and resilient to future impacts

Objective 1: Increase collaboration with regional economic development partners.

Objective 2: Diversify the economic base.

SAFE & HEALTHY COMMUNITY

PUBLIC SAFETY

Goal: Provide public safety services for all that maintain standards of excellence

Objective: Improve public safety response times to provide the highest level of service for Lindsborg residents, even as the community grows.

RECREATION & LEISURE

Goal: Support a healthy and happy community by improving recreation opportunities for all.

Objective: Increase indoor and outdoor recreation opportunities.

BUILT ENVIRONMENT

NEIGHBORHOODS & HOUSING

Goal: Support a range of housing types and prices to meet the market demand and resident needs.

Objective: Expand the variety of housing types to support residents of all ages and abilities.

MOBILITY & TRANSPORTATION

Goal: Support a multimodal transportation network that is complete, equitable, and accessible for all ages and abilities.

Objective: Enhance connections between where people live and where they work and play.

Goal: Enhance the movement of people and goods through efficient and sustainable infrastructure.

Objective: Improve convenience, flexibility, and safety of the transportation system.

INFRASTRUCTURE & UTILITIES

Goal: Provide infrastructure and utilities that are flexible, efficient, and support a high quality of life for future generations.

Objective: Provide and maintain infrastructure at a sustainable cost.

PUBLIC FACILITIES

Goal: Provide public facilities and City services for all that meet standards of excellence.

Objective: Maintain best practice levels for City services as we grow and develop.

Community IDENTITY

GOALS

Celebrate our unique community identity.

Welcome, include, and embrace all residents and visitors.

Preserve our historic and cultural resources.

Enhance our community's visual appearance.

HISTORY & HERITAGE

STRATEGY: Preserve the traditions of Lindsborg's Swedish heritage as a foundation of our community's identity.

LOCAL ACTIONS

Partnerships & Collaboration

- ✓ Encourage City leadership to engage in neighborhood and community-wide events.

STRATEGY: Support and enhance the artistic, innovative, and creative culture.

LOCAL ACTIONS:

Programs or Services

- ✓ Encourage community partners in their efforts to create a Christmas Village during the holiday to supplement existing holiday events, offering opportunities to promote local artists, Swedish holiday traditions, and provide a range of holiday-related foods and activities. ▲

STRATEGY: Expand beyond our Swedish beginnings to include and celebrate the heritage and culture of all, attracting new residents and ensuring the highest quality of life for the entire community.

LOCAL ACTIONS:

Practice Improvements

- ✓ Encourage festival committees to expand programming to include more people and cultures in existing community events – anyone who wants to participate in our community life is welcome and we declare them a Lindsborgian from day one.

Programs or Services

- ✓ Leverage the Lindsborg Art Walk to encourage more significant community interaction for all residents.
- ✓ Encourage neighborhoods to host block parties to create greater community and resident cohesion.

CULTURAL & HISTORIC RESOURCES

STRATEGY: Preserve, restore, and reuse historic resources such as buildings, sites, landmarks, or districts with exceptional value, quality, or that illustrate the cultural heritage of Lindsborg.

LOCAL ACTIONS

Partnerships & Collaboration

- ✓ Work with McPherson County to identify the best course of action to revitalize the McPherson County Old Mill Museum and property.

COMMUNITY APPEARANCE

STRATEGY: Beautify all areas of our community to provide a high quality of life for all residents and provide a welcoming environment for visitors.

LOCAL ACTIONS

Plan Development

- ✓ Maintain an ongoing strategy for marketing the City as a high-quality living environment as a facet of the economic development program. (2005 Comprehensive Plan)

Facilities or Infrastructure Improvements

- ✓ Evaluate the need to increase gateways, signage, and wayfinding markers and ensure they are welcoming, prominent, attractive, informative, and represent Lindsborg's community identity.

Safe & Healthy COMMUNITY

GOALS

Provide public safety services for all that maintain standards of excellence.

Support a healthy and happy community by improving recreation opportunities for all.

PUBLIC SAFETY

STRATEGY: Enhance public safety services and programs.

LOCAL ACTIONS

Education & Outreach

- ✓ Keep the community informed about all public safety services and policies, especially as the community grows and services change. ▲

Practice Improvements

- ✓ Explore opportunities for private or county-wide EMS. (2020 City Budget)

RECREATION & LEISURE

STRATEGY: Plan for equitable access to parks, recreation, arts, cultural, and leisure programs and facilities – reachable by all persons regardless of social or economic backgrounds.

LOCAL ACTIONS

Education & Outreach

- ✓ Facilitate community dialogue and focus on decision making for a new community-owned recreation and wellness activity center. (2018-2020 City Council Strategic Plan)

Facilities or Infrastructure Improvements

- ✓ Consider converting some tennis facilities into pickleball courts.

Built ENVIRONMENT

GOALS

Support a range of housing types and prices to meet the market demand and resident needs.

Support a multimodal transportation network that is complete, equitable, and accessible for all ages and abilities.

Enhance the movement of people and goods through efficient and sustainable infrastructure.

Provide infrastructure and utilities that are flexible, efficient, and support a high quality of life for future generations.

Provide public facilities and City services for all that meet standards of excellence.

NEIGHBORHOODS & HOUSING

STRATEGY: Provide a range of housing types – size, configuration, tenure, age, and ownership structure – to accommodate changing demands.

LOCAL ACTIONS

Policy & Code Adjustment

- ✓ Consider adoption of policies to allow for Accessory Dwelling Units (ADUs) in existing residential neighborhoods. ▲

INFRASTRUCTURE & UTILITIES

STRATEGY: Maintain quality existing infrastructure and invest in new infrastructure that supports growth.

LOCAL ACTIONS

Enforcement & Incentives

- ✓ Prioritize infill redevelopment of underutilized parcels of land served by existing infrastructure and services.

STRATEGY: Enhance the efficiency and reliability of energy through renewable sources.

LOCAL ACTIONS

Education & Outreach

- ✓ Promote the City's diversified power supply portfolio and provide educational materials to the community regarding renewable energy benefits.

Programs or Services

- ✓ Implement an automated metering infrastructure system.
- ✓ Evaluate residential Level 2 electric vehicle charging.

PUBLIC FACILITIES

STRATEGY: Distribute public facilities throughout the community to support equitable City services.

LOCAL ACTIONS

Facilities or Infrastructure Improvements

- ✓ Consolidate Public Works facilities to continue to attract a skilled workforce and improve efficiencies. ▲

MOBILITY & TRANSPORTATION

STRATEGY: Fill gaps in the transportation network.

LOCAL ACTIONS

Plan Development

- ✓ Plan for expanding the Välkommen Trail system to better connect all neighborhoods to schools, services, and amenities. ▲

Inventory, Assessment, or Survey

- ✓ Conduct a sidewalk study and develop a plan to enhance sidewalks and provide safe walking throughout the community.

STRATEGY: Improve regional transportation.

LOCAL ACTIONS

Plan Development

- ✓ Continue planning for the proposed interchange at I-135 and Wells Fargo Road to provide a more direct route into Lindsborg for residents and visitors. (2005 Comprehensive Plan) ▲

Facilities or Infrastructure Improvements

- ✓ Implement the recommendations for the 2020 Harrison Street Extension & K-4 Grade Separation Removal Study.

STRATEGY: Increase safety by managing congestion and improving maintenance.

LOCAL ACTIONS

Facilities or Infrastructure Improvements

- ✓ Implement pedestrian crossing facilities plan on Harrison-Cole at State Street. ▲

STRATEGY: Incorporate new technology to ensure a flexible and resilient transportation network.

LOCAL ACTIONS

Facilities or Infrastructure Improvements

- ✓ Evaluate electric utility ownership of Level 3 electric vehicle charging.

Resilient ECONOMY

GOALS

Support childcare opportunities to meet the needs of all.

Enhance education opportunities for all ages and abilities.

Prepare Lindsborg's workforce for the jobs of the future.

Ensure Lindsborg's economy is sustainable and resilient to future impacts.

CHILDCARE

STRATEGY: Ensure the community has quality service providers and facilities.

LOCAL ACTIONS

Facilities or Infrastructure Improvements

- ✔ Support the completion of the new Sprout House Project Future childcare facility and plan.

EDUCATION

STRATEGY: Ensure the success and growth of the City, USD 400, and Bethany College into the future.

LOCAL ACTIONS

Education & Outreach

- ✔ Continue to promote the Smoky Valley School District as a well-respected public school system to attract new families to Lindsborg.

Practice Improvements

- ✔ Encourage continued enrollment growth for the Smoky Valley School District.

Partnerships & Collaboration

- ✔ Work with Smoky Valley School District to improve graduation rates.
- ✔ Support the Smoky Valley School District in efforts to provide the kinds of learning experiences offered in the most highly rated school districts in Kansas. ▲
- ✔ Support the Smoky Valley School District as they continue to champion for all students and their:
 - social and emotional well-being,
 - resiliency,
 - academic excellence,
 - love of the arts,
 - technological savvy,
 - civic engagement, and
 - physical fitness.

JOBS & WORKFORCE

STRATEGY: Increase the available workforce and ensure they are trained to meet job demands.

LOCAL ACTIONS

Education & Outreach

- ✔ Market Lindsborg, and its high quality of life, to a regional, national, and international audience to attract a larger workforce. ▲

Partnerships & Collaboration

- ✔ Collaborate with regional partners to recruit new workers into the region.

Facilities or Infrastructure Improvements

- ✔ Improve childcare to help locals who might choose to stay in the workforce and to invite people to relocate to Central Kansas. ▲

ECONOMIC ACTIVITY

STRATEGY: Leverage regional relationships to enhance economic development.

LOCAL ACTIONS

Education & Outreach

- ✔ Promote Lindsborg among regional partners as a community for workforce to call home.

STRATEGY: Encourage community-based economic development and revitalization.

LOCAL ACTIONS

Plan Development

- ✔ Plan for continued growth of commerce and industry based on sound land development practices that comply with the land use policies outlined in the Comprehensive Plan. (2005 Comprehensive Plan)
- ✔ Provide ample space for industrial and commercial development with convenient access to major transportation systems. (2005 Comprehensive Plan)

STRATEGY: Increase tourism.

LOCAL ACTIONS

Partnerships & Collaboration

- ✔ Encourage the development of attractions, including the Old Mill Complex, and expanded artist-in-residence programming.
- ✔ Pursue a downtown hotel that supports tourism and conference center activities.





THE FUTURE
STARTS
HERE

STRATEGIC FORESIGHT

As our world changes, **STRATEGIC FORESIGHT** is the key to identifying the right path. We use data, forecasting, and **local and national trends** to help your community anticipate forces that may assist or impede it from achieving its vision. With strategic foresight, you can create a proactive Plan that is adaptable to future conditions.

WHY NOW?

We live in a changing world. Bring your community together by focusing on tomorrow, creating a common understanding of how to put your vision into action.

VISION

VISION creates a vivid mental picture of the community's desire. A **VISION STATEMENT** inspires & energizes.

Example:
To be the healthiest community in America.

"Vision without execution is hallucination."
- Thomas Edison

GOALS & OBJECTIVES

GOALS & OBJECTIVES are our long-term desired outcomes and move the community toward achieving the vision.

Goals answer the question: What do we want?

Example: *Increase health and wellness of all residents.*



COMPREHENSIVE PLAN UPDATE ROADMAP

WHAT IS STRATEGIC VISIONING & COMPREHENSIVE PLANNING?

A vision describes the desired future in idealistic and aspirational terms. **STRATEGIC VISIONING** goes a step further and designs the path we will take to realize that vision. Strategic visioning takes a vision and puts it into action. Strategic visioning provides the framework for Comprehensive Plans.

"Cities have the capacity of providing something for everybody, only because, and only when, they are created by everybody."

- Jane Jacobs



Community Dashboard is how stakeholders hold each other accountable; a dashboard shares results with the community, charting progress by goal.

STRATEGIES

STRATEGIES provide direction toward goals and move the community toward the strategic vision.

Example: Provide recreational and educational opportunities that promote a healthy lifestyle.



"The only thing that is constant is change."
- Heraclitus

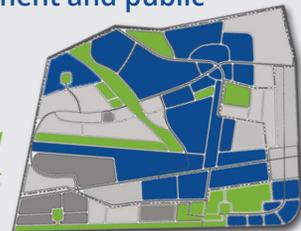
VÄLKOMMEN
Lindsborg
LITTLE SWEDEN USA



POLICIES

POLICIES are statements that guide development and public investment.

Future land use maps depict policies.



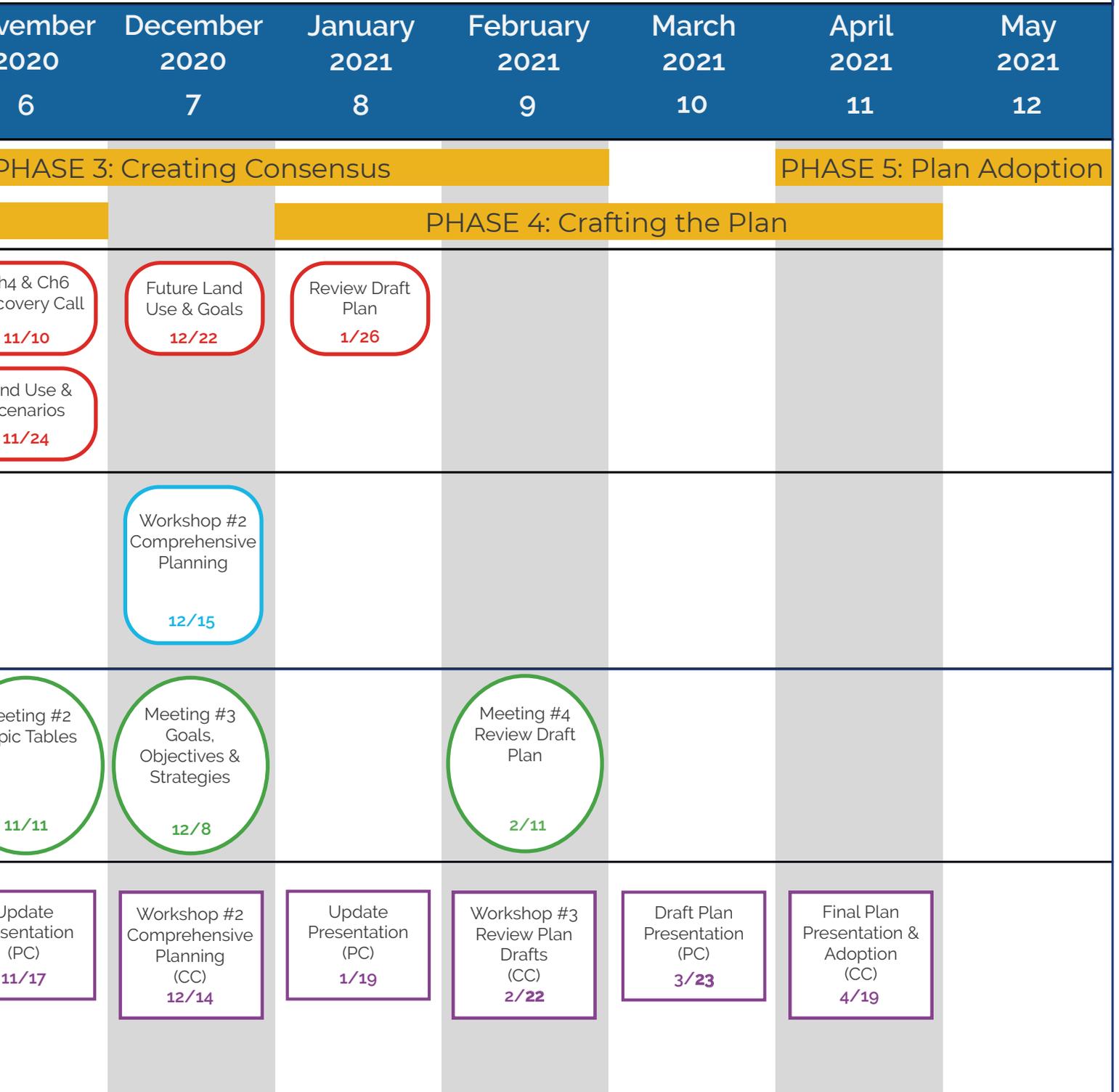


LINDSBORG
 COMPREHENSIVE PLAN
Moving forward together

SCHEDULE	June 2020 1	July 2020 2	August 2020 3	September 2020 4	October 2020 5	November 2020 6
PHASES	PHASE 1: Launch			PHASE 2: Discovery		
PROJECT MANAGEMENT TEAM Tuesdays 10am-12pm	Project Kick-Off Meeting 6/25			Ch3 & Ch5 Discovery Call 9/15	Workplan, Snapshot, Process 10/13 Ch1 & Ch2 Discovery Call 10/27	Ch1 & Ch2 Discovery Call 10/27
CITY MANAGEMENT TEAM Tuesdays 9am-12pm				Workshop #1 Strategic Planning: Trends & Issues 9/29		
VIRTUAL STEERING COMMITTEE 7pm-9pm					Meeting #1 Introduction, Vision, Trends & SWOT 10/29	Meeting #1 Introduction, Vision, Trends & SWOT 10/29
ELECTED OFFICIALS WORKSHOPS (CC) Mondays 6:30pm-8:30pm (PC) Tuesdays 6:30pm-8:30pm				Workshop #1 Strategic Planning: Trends & Issues (CC) 9/28		Workshop #1 Strategic Planning: Trends & Issues (CC) 9/28

LINDSBORG, KS COMPREHENSIVE PLAN

Process Diagram





SCHEDULE		June 2020	July 2020	August 2020	September 2020	Oct. 1-21 2020	Oct. 21- Nov. 1 2020	N
		0	1	2	3	4	4	
PHASES		PHASE 1: Launch			PHASE 2: Discovery			
THEMES		PLANNING & PREPARATION				RECRUITMENT & VISIONING		CO IDEN & CO
PREP	PUBLIC ENGAGEMENT				Public Launch ★			
	PROJECT BRANDING							
	COMMUNICATION PLAN							
ONE-WAY COMMUNICATION	DALA YARD SIGNS							
	SOCIAL MEDIA							
	CITY NEWSLETTER							
	PRESS RELEASES							
	CITY WEBSITE PROMOTION							
TWO-WAY COMMUNICATION	DIGITAL ENGAGEMENT PLATFORM							
	CONVERSATION KITS							
	STEERING COMMITTEE							

Builders



A.K.A:
The Silent
Generation

Lindsborg, KS
Population:
316

Name:
Barbara

Age:
82

Barbara, age 82 and of Swedish descent, has lived in Lindsborg her entire life. She married her high school sweetheart, Howard, with whom she had four children. Howard passed away 10 years ago. Three out of her four children now live outside of the Midwest and one son lives in nearby Wichita. Barbara still resides in the home that she raised her family in, but it has seen better days. Barbara, living alone at her age and on a fixed income, has a difficult time keeping up with the responsibilities of owning a 2,300 square foot two-story home. She still drives a car, but her eyesight is declining. She wants to remain independent and continue to stay active both physically and socially.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during post-war happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker: World War II (1939-1945)
- marketing: print (traditional)

Baby Boomers



Lindsborg, KS
Population:
647*

Name:
Richard

Age:
66

Richard, age 66, moved with his wife, Sherry, from the West Coast to Lindsborg five years ago to be closer to their daughter's family and newly born grandbaby in Salina. They were attracted to Lindsborg because of the high quality of life. It is certainly an adjustment from the West Coast, but they are enjoying the tight-knit community feel that Lindsborg has to offer. Richard and Sherry purchased a smaller home within walking distance of downtown where they walk to for coffee and shopping. They would ideally like a maintenance-free home so they can travel and spend more time with their nearby family, but options for that type of housing are lacking in Lindsborg.

- grew up during dramatic social change
- biggest spenders (70%) of consumer goods & services
- pushing up rental costs
- desire age-in-place options
- enjoy walkable, urban areas
- spend more time providing for their families
- amount may strain Medicare
- social marker: moon landing (1969)
- marketing: broadcast (mass)

Generation X



A.K.A:
Latchkey
Generation

Lindsborg, KS
Population:
530*

Name:
Lisa

Age:
45

Lisa, age 45, started her own business, an interior lighting shop in McPherson, after graduating from college in 1998. She is losing sales to online stores in recent years making it difficult to keep the business afloat. Lisa's parents have health issues and struggle to live on their own, so they have recently moved in with Lisa and her husband. Their daughter graduated college but with the pandemic has had to move home as well. Lisa has cut back her hours to take care of everyone and struggles to find employees to work her shop. Lisa wishes they had an option to build an additional structure on their lot to house her parents.

- founders of 55% of start-ups
- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker: stock market crash (1987)
- marketing: direct (targeted)

Condensing the population of Lindsborg, KS into six profiles requires significant generalizing and does not include many experiences common to every resident. This is not meant to picture of every resident in Lindsborg or even a statistically representative sample. It is meant to show a representative story from each generation to guide discussion about future

Generation Profiles

Generation Y



A.K.A:
Millennials

Lindsborg, KS
Population:
461*

Name:
Emily

Age:
30

Emily, age 30, lives at home with her parents. Her teacher's salary is barely enough to pay for housing expenses given her large student debt and car payments, so for now she is saving money until she can afford her own place. Ideally, she would like to rent an apartment or home near downtown to be close to shops, restaurants and have access to trails so she can go running with her dog. To help make extra cash, she sells essential oils on social media, plays piano for local events, and makes and sells jewelry on Etsy.

- high student debt, difficulty building wealth
- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date (Gen X predominantly white)
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes/condos with proximity to amenities & services
- spreading urban lifestyles to the suburbs
- social marker: September 11 (2001)
- marketing: online (linked, hyper-connectivity)

Generation Z



A.K.A:
New Silent
Generation

Lindsborg, KS
Population:
1,037*

Name:
Jake

Age:
21

Jake, age 21, struggles with the financial and time pressures of going to college and working part-time. Not having a clear career direction and stressing about the high cost of college negatively impacts his mental health. He suffers from anxiety and moved back home during the pandemic. Rather than taking classes for college credit, he is learning graphic design on his own by taking online non-credit training courses. He works retail at a nearby Salina shopping center, but sales are declining. He will need to get a full-time job but doesn't have any job training or education beyond the high school level. Jake is thinking of starting his own business doing graphic design, TikTok videos, and managing social media for businesses.

- largest generation, will be 40% of U.S. consumers, dominant trend influencers
- never been without internet
- will be most educated, alternate education means
- more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security
- socially & ethically conscious
- social marker: global financial crisis (2008)
- marketing: digital (social)

Generation Alpha



Lindsborg, KS
Population:

318

Name:
Xavier

Age:
7

Xavier, age 7, is a first generation American. His parents, sister, brother, uncle and grandma all moved to Central Kansas ten years ago from Venezuela. They settled in Lindsborg because of the proximity to employment opportunities in nearby communities. His mother is a physician in Salina, his uncle works in McPherson for a manufacturer, and his father is an aerospace engineer who commutes to Wichita. To Xavier, technology is not a tool but an integrated part of life. He commands Alexa in multiple languages to tell him jokes, to play music, and even order items online for his family. When asked what he wants to be when he grows up, Xavier answers a soccer star or a marketing mogul. He watches kids his age making millions of dollars reviewing toys and other products on YouTube and wonders why he can't be a star too.

- technology fully-integrated
- will be the wealthiest & most formally educated generation
- 11% of workforce in 2030
- will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life
- social marker: COVID-19 (2020)
- marketing: in situ (real-time)

Meet Cynthia:

Cynthia has lived in Lindsborg her entire life. She and her husband enjoy the many community amenities that are offered in Lindsborg, which she is looking forward to enjoying more of with grandchildren once she retires. She has been selling real estate in Salina since her children graduated from high school.



Gender: Female
Age: 57
Race / Ethnicity: White
Residence: Lindsborg, KS
Education Attainment: Bachelor's Degree
Occupation: Realtor
Employment Sector: Real Estate
Employer: RE/MAX Advantage Realtors
Location: Salina, KS
Employment Status: Full-Time
Annual Wage: \$78,377
Commute: 20 miles (20-25 minutes), one-way by car

Meet Tim:

Tim recently moved to Lindsborg with his wife and two daughters when relocating for his manufacturing job. While his job is in McPherson, they chose to purchase a home in Lindsborg because of the quality of schools, Swedish heritage and community events. His wife is an artist and enjoys the creative and artistic community Lindsborg offers.



Meet Miguel:

Miguel is a junior at Smoky Valley High School. He recently started working part-time as a cashier to start saving money for college. He is considering attending Hutchinson Community College after graduating, which will allow him to stay close to his large family that lives in the Lindsborg area.



Gender: Male
Age: 16
Race / Ethnicity: Hispanic/Latino
Residence: Lindsborg, KS
Education Attainment: In High School
Occupation: Cashier
Employment Sector: Retail
Employer: Dollar General
Location: Lindsborg, KS
Employment Status: Part-Time
Hourly Wage: \$8.00
Commute: 7 minute walk, 2 minutes by car

Meet Beverly:

Beverly grew up in Salina, where she returned to after completing her Graduate Degree in Education to be near her family. She was fortunate to get a job at Bethany College where she is an Associate Professor in the Social Work Program. The COVID-19 pandemic has presented challenges to teaching but she is appreciative classes are still in person.



Condensing the Lindsborg, KS workforce into six profiles requires significant generalizing and does not include many experiences common to every working individual. This is not a picture of every working individual or even a statistically representative sample. It is meant to show a representative story of several employment sectors to guide discussion about

Gender: Male
 Age: 41
 Race / Ethnicity: White
 Residence: Lindsborg, KS
 Education Attainment: Associates Degree
 Occupation: Process Technician
 Employment Sector: Manufacturing
 Employer: Viega
 Location: McPherson, KS
 Employment Status: Full-Time
 Annual Wage: \$52,500
 Commute: 14 miles (15-20 minutes), one-way by car

Meet Jennifer:

Jennifer has lived in Central Kansas since she graduated with a Bachelor's Degree in Fine Arts from the University of Kansas. She now lives in McPherson with her husband, but commutes to Lindsborg to work at the Birger Sandzén Memorial Art Gallery. She enjoys welcoming tourists to the museum and sharing her passion for art.



Gender: Female
 Age: 65
 Race / Ethnicity: White
 Residence: McPherson, KS
 Education Attainment: Bachelor's Degree
 Occupation: Museum Curator
 Employment Sector: Arts
 Employer: Birger Sandzén Museum
 Location: Lindsborg, KS
 Employment Status: Full-Time
 Annual Wage: \$48,106
 Commute: 14 miles (15-20 minutes), one-way by car

Gender: Female
 Age: 31
 Race / Ethnicity: Black/ African American
 Residence: Salina, KS
 Education Attainment: Graduate Degree
 Occupation: Associate Professor
 Employment Sector: Education Services
 Employer: Bethany College
 Location: Lindsborg, KS
 Employment Status: Full-Time
 Annual Wage: \$38,786
 Commute: 20 miles (20-25 minutes), one-way by car

Meet Myles:

Myles moved back to Lindsborg after graduating from college and is living with his parents and two younger siblings. His high student loan debt has made it a challenge for him to live on his own. He works in McPherson at a pharmacy and hopes to be able to afford an apartment, but wishes there were more options in Lindsborg.



Gender: Male
 Age: 24
 Race / Ethnicity: White
 Residence: Lindsborg, KS
 Education Attainment: Bachelor's Degree
 Occupation: Pharmacist Assistant
 Employment Sector: Healthcare
 Employer: Hart Pharmacy
 Location: McPherson, KS
 Employment Status: Full-Time
 Annual Wage: \$37,538
 Commute: 14 miles (15-20 minutes), one-way by car



LINDSBORG
COMPREHENSIVE PLAN
Moving forward together

