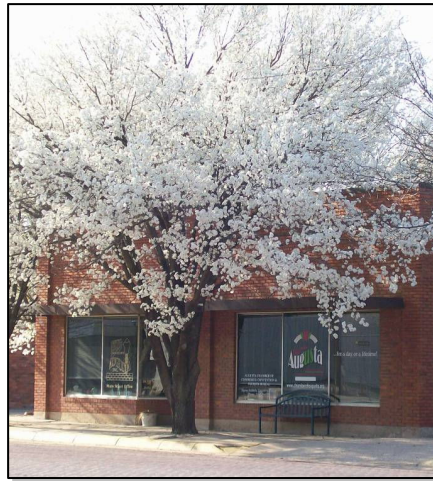


A COMMUNITY VISION

for the City of Augusta, Kansas

2008

*Vision***AUGUSTA**



*Augusta - Where the
metro's edge meets the
prairie's serenity
offering the perfect
blend of opportunity and
proximity for living,
commerce and culture.*



May 13, 2008

To the Citizens of Augusta:

Vision Augusta was created to put our dreams to paper and then to life. Whatever Augusta faces, whatever Augusta chooses to be, whatever path we plan – all are recognized and represented within this bold and comprehensive collaborative community vision. *Vision Augusta* incorporates the ideas and thoughtful conversation of several hundred Augustans – your neighbors, colleagues, and friends. Those volunteers participated in six community meetings, several surveys, focus groups, vision task forces and one steering committee over a period of one year -- representing every facet of our community. This vision is us – who we are, what we believe, and where we want to be.

Vision Augusta is a testimony to our core belief that we have a great community that can be made even better. With this in mind, we sought contributions from every citizen to help craft a dynamic vision that would outline and direct us to achieve some very ambitious, but attainable goals by 2020.

Vision Augusta would not be possible without the many people who participated in the process through attending meetings, providing support, encouragement, and contributions along the way. We thank everyone who has participated in this process and encourage all to read and review *Vision Augusta*. The final plan will be officially submitted for adoption from each sponsoring organization: the City of Augusta, the Augusta Chamber of Commerce, Augusta Progress Inc., USD 402, and the Downtown Augusta, Inc. With a shared and comprehensive vision – Augusta has the liberty to boldly move forward in a unified manner.

The crucial component to *Vision Augusta* will be the implementation process. We encourage you and each organization, club, society, church, school, and businesses to identify what areas of the vision speak to you and your mission in our community. Each vision strategy requires a vision partner to bring the dream to life. So with that, we formally invite you to become a *Vision Augusta* partner by adopting the final vision as your own and assuming responsibility for accomplishing one or more of the vision implementation strategies described in this document. Collectively, we can successfully implement this strategic plan and achieve the vision for our community by 2020.

Success will be neither easy nor quiet and implementation will take years of commitment, persistence and dedication to improve our community. We can't promise the way will be easy, but we can promise that it will be worth the effort! Please join us on the journey. This journey should not be traveled alone, but yet as one!

Sincerely,

The Steering Committee

Kristey Williams
Bill Keefer
JJ Allen
Sharon Sudduth

Trent Schell
Willis Wilson
Lisa Brookover
Becky Wolfe

Kent Bush
Eric Christinat
Barbara Ehret
Kelley Gorman

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**Augusta - Where the metro's edge meets
the prairie's serenity offering the perfect
blend of opportunity and proximity for
living, commerce and culture.**

DETERMINING PRIORITIES

After conducting a LAND (Liabilities, Assets, Needs & Dreams) Analysis for the community, four broad foundations/categories were identified that could serve as the basis of a strategic plan. These foundations are:

Economic Development

Education

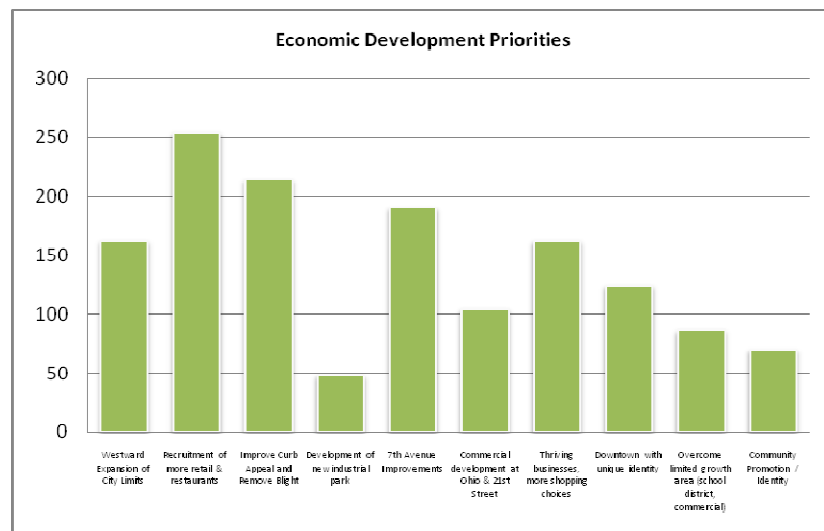
Quality of Life

Infrastructure

Within each foundation, participants identified a number of items that are “needs” or “dreams” for the community in the future. Through the survey, we have asked individuals to prioritize those items. The following graphs show how people have responded to date.

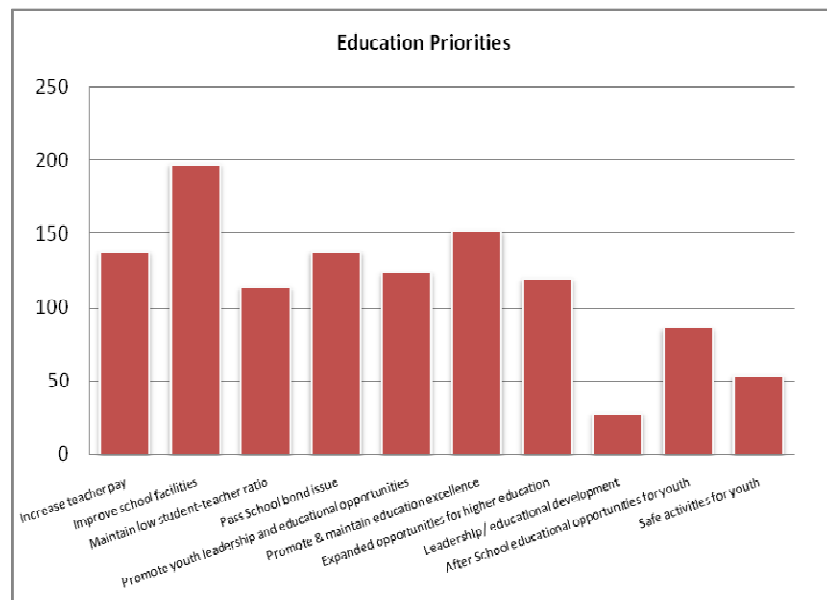
ECONOMIC DEVELOPMENT FOUNDATION

Within this foundation, you'll see a variety of issues that affect growth of the community, growth of business, and the attractiveness of community to potential business, both commercial and industrial.



EDUCATION FOUNDATION

Within this foundation, you'll see a variety of educational issues that community members feel strongly about. Expanded opportunities for higher education, improved facilities and teacher salaries, and maintaining educational excellence and low student to teacher ratio are just a few of the factors that have resonated with survey participants.

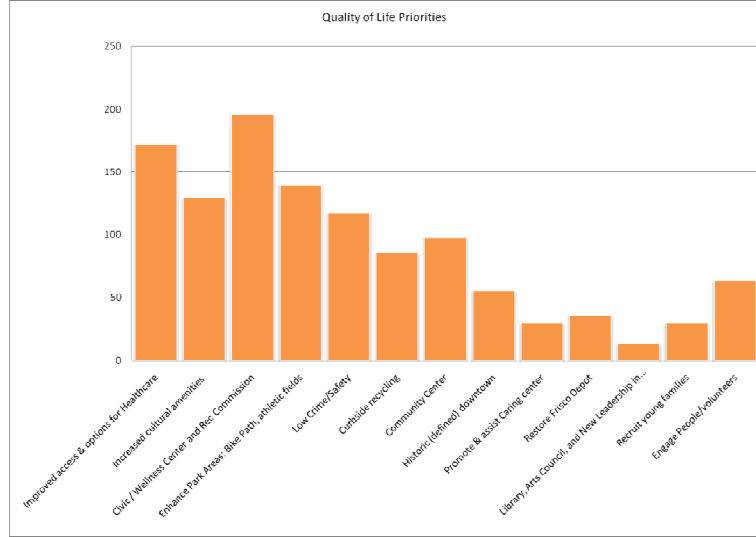


QUALITY OF LIFE FOUNDATION

This foundation takes into account not only the material standard of living, but also other more intangible aspects such as leisure, safety, social life, cultural resources, physical and mental health, and environmental quality issues.

Recent studies show that

- Two-thirds of college-educated 25 to 34 year-olds will make the decision of where they live first, then look for a job within that area.
- Married people and parents gravitate toward the suburbs, but prefer to be near a city.
- Many college-educated young people stay within their geographic comfort zone – living now in the same area where they grew up.
- Personal experiences, the experiences of family and friends and local Web sites are top influencers.



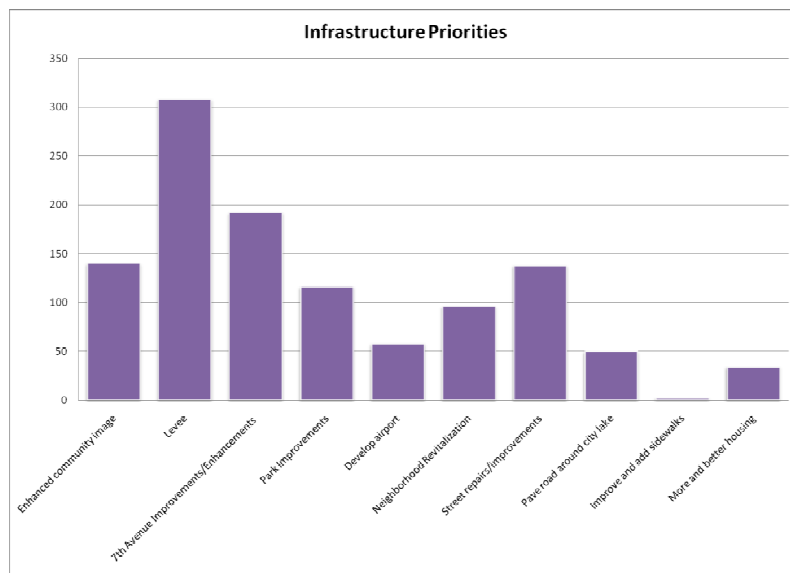
ATTRACTING YOUNG FAMILIES & COLLEGE-EDUCATED TO COMMUNITIES

Basic Quality of Life Issues Must Be Met: "A clean and attractive, safe and green place to live the life I want to lead."

Show Room for Growth: "I want a place that will allow me to grow professionally and personally, and raise a family."

Connections and Lifestyle: "I want an interesting and diverse place to live that has space for social interactions and is close to family."

(Information from a study by The Segmentation Company a division of Yankelovich © Yankelovich 2006)



INFRASTRUCTURE FOUNDATION

A community's infrastructure is generally those structural elements that provide the framework that support the entire community. The issues that were presented in this category refer to streets, levee, housing, utilities, sidewalks, parks and the airport.

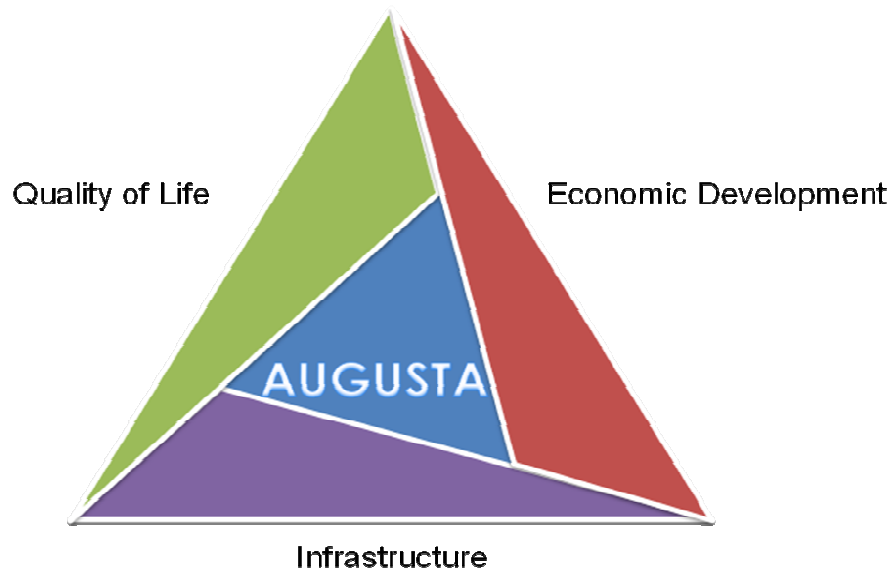
IDENTIFYING OUR CORE VALUES

During the 3rd Community Vision Workshop, the participants identified Augusta's underlying core values that served to guide the process of developing the vision statement. The vision statement reflects the core values of the community. The core values include:

- Education
- Sense of Community
- Family & Youth
- Faith-based values
- Forward-thinking
- History & Identity
- Economic Health
- Safety & Security
- Positive Image
- Creative Spirit
- Community Involvement
- City Services

FOUNDATIONS TO BUILD UPON

Three foundations form the building blocks that support our long-term vision. Infrastructure supports the growth and health of our quality of life and economic development. Each foundation depends on the other – none stands alone. One foundation cannot grow and prosper if another is neglected. Conversely, when one foundation is enhanced and strengthened – it positively impacts the other foundations.



QUALITY OF LIFE

Foundation Goal: To create a safe, “front porch” community in which excellent educational opportunities abound and residents can lead healthy lifestyles and enjoy a vibrant mix of arts and culture.

Strategies

Recreation & Arts

1. Develop a Civic/Wellness Center that is easily accessible and provides a variety of recreational and civic services.
2. Review the City's Park Master Plan and develop a list of priorities to schedule and implement.
3. Develop downtown's (Red Brick District) art and historical amenities:
 - a. Art Gallery restoration and expansion of programs and events.
 - b. Augusta Historical Museum development of exhibits, grounds and events.
 - c. Kansas Museum of Military History development of exhibits and events.
 - d. Frisco Depot restoration and historical designation.
 - e. Sculpture Walk and Bike Path along Frisco Rail corridor.
 - f. Expand streetscape enhancements that support our arts and heritage. Supportive enhancements may include hanging flower baskets, seasonal flags, historic signs, fountain, defining entrance, statuary, monuments, etc. All enhancements have the intent to provide an inviting backdrop for the continued promotion of culture within our community.
4. Create opportunities for youth to invest in and demonstrate care for Augusta by encouraging groups to plan, fundraise, and seek support for establishment of a skate park or updated playground equipment.

Education

Continue to provide excellent education, resources and support that encourages and promotes learning from preschool through adulthood by:

1. Maintaining school facilities to meet the changing educational and technological needs of the Augusta students.
2. Providing competitive teacher salaries to attract and to retain the best teachers.
3. Providing access to quality pre-K programs to all Augusta children.
4. Encouraging business/education partnerships to create internship/mentoring programs.
 - a. Establish programs for teachers to visit/intern with local businesses regarding the content they teach.
 - b. Match students with meaningful projects within the community.

5. Maintaining small class sizes and neighborhood schools where parents can be involved and easily engage in their child's education.
6. Preparing a highly educated and motivated workforce.
7. Creating a center for academic and technical education in a niche area such as wind energy or aviation.
8. Building a stronger partnership with Butler Community College to increase its presence in Augusta.
9. Creating strategies to differentiate the learning experiences provided in our community through such measures as the increased and earlier introduction of foreign languages.
10. Providing citizens with informational, educational and resources through our public library to promote lifelong learning.

Health, Safety & Environment

1. Increase accessibility to critical/urgent care by exploring possibilities for the development of a minor emergency center in the community.
2. Provide after school and summer programs and/or activities for children and identify and implement ways to promote youth leadership and involvement in the community.
3. Develop and implement a curb-side recycling program.
4. Initiate and extend programs that create clean, safe, well-planned neighborhoods by:
 - a. Reviewing and enforcing ordinances that address vehicles and upkeep and cleanliness of lawns, homes and businesses.
 - b. Expanding and promoting Neighborhood Watch programs.
 - c. Developing and fostering neighborhood partnerships with Public Safety Department.
 - d. Developing and implementing an annual week-long program that utilizes community volunteers and funds to assist low income individuals and the elderly with low cost home improvements.
 - e. Reviewing the City's growth area to ensure all zoning regulations protect property owners, but also facilitate positive and consistent economic growth in a planned, thoughtful manner.
5. Build sense of community among all ages, from preschoolers to seniors, by encouraging participation in local events, organizations and other volunteer opportunities.

ECONOMIC DEVELOPMENT

Foundation Goal: To establish a superior business climate by creating strategies which encourage entrepreneurship, collaboration, promotion, sustainability, and development for new and existing businesses.

Strategies

1. Create inviting commercial corridors that aesthetically and economically enhance our City image and promote pride, commerce, and progress.
 - a. Develop Seventh Avenue Corridor Enhancement plan. Plan will include beautification through banners, sidewalks and landscaping; the creation or revision and enforcement of ordinances, and the establishment as a revitalization district to encourage property upgrades.
 - b. Encourage development of Office Park, restaurants and other retail establishment along North Ohio Corridor and/or 70th Street.
 - c. Continue economic incentives in revitalization neighborhoods such as Red Brick District.
 - d. Develop and enhance the south Hwy 77 entrance to our City by working diligently and aggressively to encourage cleanup and redevelopment of refinery property and other properties that align this corridor.
2. Attract, recruit, retain, and create new business opportunities
 - a. Create and implement marketing strategy to promote the City of Augusta.
 - b. Develop and support entrepreneurs by providing incentives and resources through grant applications and the Hometown Competitiveness Program.
 - c. Apply to become an E-Community through Network Kansas and create a team that actively pursues business development, support, and recruitment.
 - d. Conduct study to evaluate Augustan's purchasing habits and identify areas of leakage to recruit new businesses that fulfill community needs.
3. Pursue Westward Expansion along US Hwy 54/400
 - a. Conduct a feasibility study to determine costs and economic impact.
 - b. Acquire land for commercial/industrial park development.
 - c. Create plan for developing and marketing commercial and residential growth in expansion corridor.

INFRASTRUCTURE

Foundation Goal: To maintain, expand, and plan for infrastructure that supports and encourages improved quality of life and economic development potential.

Strategies

1. Develop and implement a comprehensive capital improvement plan through the City.
 - a. Plan to examine improvement and expansion of all infrastructure – utilities, parks, streets, buildings, airport, plants (electric, water & wastewater), including growth to the west.
 - b. Plan to list priorities, funding possibilities and target completion dates
2. Complete Levee Enhancement Project to raise our current 100-year levee to 500-year levee status through cooperative efforts with the US Army Corp of Engineers.
3. Complete the City Lake Dam and Spillway Project to ensure the structure's stability and to be in compliance with State mandates.
4. Enhance and beautify community.
 - a. Complete Downtown Streetscape project.
 - b. Continue efforts to enhance historic preservation of buildings and homes.
 - c. Encourage building new or restoring existing homes through Neighborhood Revitalization program and expand the program to include West 7th Avenue.
 - d. Create and promote incentives for replacement of sidewalks.
 - e. Implement financing strategies to create beautification of greenspace, both public and private through planting of trees and landscaping.
 - f. Maintain and enforce strong, but reasonable, ordinances that promote City pride, prosperity, and beautification.
 - g. Promote and encourage the development of infrastructure that facilitates healthy habits among seniors such as easily-accessible sidewalks, handrails, benches, and clear signage where needed.

GLOSSARY OF VISION TERMS

Vision: Defines a vivid idealized description of what we want Augusta to become that inspires, energizes and helps create a mental picture of our target.

Core Values: These are the practices we use every day in everything we do that guides decision-making and articulate who we are and what we stand for.

Foundations: Three interdependent areas: Infrastructure, Quality of Life and Economic Development, form the fundamental basis on which the overall community vision is established and developed.

Goal: The final purpose or aim; the end to which the Vision aims to reach or attain.

Strategies: The series of methods or plans for obtaining a specific goal or result. There are several strategies within each foundation that provide a detailed description of how we plan to meet each Foundation Goal.

Action Steps: What the Task Force/Vision Partners are going to do to accomplish or implement the strategy. This may be a series of projects or events that are developed to meet the benchmark for that strategy.

Primary Benchmarks: The standard by which the strategies can be measured or judged. These benchmarks will be reviewed annually and provide accountability for the process.

Vision Partner: Any group, organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to implement the Vision and its strategic plan. Vision Partners take on responsibility for making individual strategies a reality.

VISION AUGUSTA TIMELINE

Nov. 29, 2007

Introductory Meeting: review of Augusta's past, dreams for future, and become acquainted with the visioning process. Components: Historical Timeline of Augusta, Postcard from the Future Activity. From list of postcard 'dreams,' four categories were identified: quality of life, education, infrastructure, and economic development. Location: Public Library

Jan. 10, 2008

Conduct LAND Survey (liabilities, assets, needs, dreams). Components: LAND Survey in teams (Liabilities, assets, needs, dreams) and provided LAND Survey to organizations and individuals. Location: Public Library

Jan. 29, 2008

Form foundation areas, discuss core values and pen ideas for vision statement. Components: Provided LAND Survey results, identified core values, & worked on Vision Statements in teams. Location: AHS Library

Feb. 12, 2008

Identify priorities for three core foundations and continue with vision statement. Components: Voted for favorite Vision Statement (out of 4) both on-line & in meeting, Utilized LAND survey results to identify priorities for each foundation. Location: AHS Library

Feb. 13- March 11, 2008

On-line Survey to determine vision priorities & core vision statement

March 27, 2008

Develop priorities/strategies for each foundation. Components: Unveiled final

vision statement; Triangle of foundations: Economic Development, Quality of Life, and Infrastructure; Analysis of data collected from priorities by foundation; Teams listed strategies for each foundation. Location: AHS Library

May 13, 2008

Review and adopt foundation goals and strategies. Identify role of each task force. Components: Summarize Vision Statement; Review 3 foundations with updated goals & strategies; Define elements of Vision: vision, foundation goal, and strategy; Evaluate foundation goal and strategies; Explain task force and its role; Recruit chairperson for each foundation; Summarize process and where we go from here - Timeline. Location: AHS Library

Summer 2008

- Individual task force recruitment and promotion of vision (foundation goals and strategies)
- Task Force meeting scheduled & conducted

September 22, 2008

Steering Team and Task Force Chairs meet

Fall 2008

Task Force Meeting to further develop strategies

Fall 2008

Present City Council *Vision Augusta* document

Ongoing

Implementation and assessment of Vision strategies



VISION PARTNER INVITATION

Thank you for taking the time to consider our invitation to become a supporter of the VisionAugusta process and to joining the growing list of organizations throughout Augusta that are working together to create a bright future.

What is a Vision Partner?

Any organization that supports *Vision Augusta* and any of the strategies, etc. found in the vision document.

Ways to participate include (but are not limited to):

- Attend task force Adopt and implement strategies found in the visionAugusta document
- Encourage other organizations to become vision partners and promote visionAugusta

Yes, please include as a **VisionAugusta** partner!

Organization Name:

Representative:

Address:

_____ Zip Code: _____

Telephone: _____ Fax: _____

Email: _____

Primary are of Interest:

Quality of Life (includes Education) Infrastructure

Economic Development

Please return completed form to:

Augusta Chamber of Commerce, 112 E. 6th Avenue – Augusta, KS 67010

Phone: (316) 775-6339 Fax: (316) 775-1307 E-mail: augustacoc@sbcglobal.net



Vision Partner Strategy Adoption Form

Organization: _____

Contact: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

As a Vision Partner, our organization/business supports VisionAugusta and the future it describes for our community.

Step #1: Select a specific strategy or strategies from the VisionAugusta plan and, if appropriate, list the other organization(s) you believe you could work with in an effort to accomplish the strategies. *(attach additional sheets if necessary)*

FOUNDATION (Quality of Life, Infrastructure & Economic Development)	STRATEGY	OTHER PARTNERS (Organization, Contact & Phone #)

Step #2: Identify a benchmark to measure your annual progress and develop Action Steps for implementation of each strategy adopted. Submit your benchmarks and action steps to the Augusta Chamber of Commerce Office. At the end of each year, we as community citizens, will review our outcomes and celebrate our successes and progress.

Augusta Chamber of Commerce Attn: Sharon Sudduth
 112 E. 6th Avenue • Augusta, KS 67010
 Phone 316.775.6339 • Fax 316.775.1307 • e-mail: augustacoc@sbcglobal.net

HOW TO DEVELOP A BENCHMARK AND ACTION STEPS

1. Discuss within your organization which strategies you want to adopt.
2. Identify the opportunities or challenges presented by the strategy. (Don't alter or rewrite the strategy.)
3. Establish a measurable benchmark and then think about the steps that would have to occur in order for your organization to be successful in meeting the benchmark. Keep in mind that we want to annually measure our progress and if successful, celebrate, and if not, determine how can we review, revise and refocus our efforts in order to accomplish our goals.

Developing a measurable benchmark that aligns with our overall vision:

- a. A benchmark is an annual measurement for a particular strategy that aligns with our Goals and Vision.

EXAMPLE: A **Primary Benchmark** for Quality of Life in our vision is "Maintain State Standard of Excellence on state assessments across the district." This means that 100% of our schools will receive Standard of Excellence in reading and math every year by 2015.

A **Strategy** within our vision in the Quality of Life Foundation that will help our schools meet this goal if we can secure 200 community citizen's active involvement in mentoring our young people.

Your organization/business could adopt that Education strategy and decide to set **your annual benchmark** as: Provide three (3) staff to volunteer as mentors on a weekly basis in a neighborhood school.

Action Steps:

- a. Identify possible staff, assess their interest in mentoring and gain their commitment to mentor.
- b. Contact neighborhood school to understand their mentoring needs and how to get involved.
- c. Attend orientation/training session for mentor volunteers.
- d. Start mentoring!

Implementation:

- a. Implement your organization's mentoring program.
- b. Analyze the progress on a regular basis and make any necessary changes.
- c. Be persistent, don't quit; stick with the process until you have success.
4. Once you have identified your benchmark and action steps please forward this form to the Chamber office at 112 E. 6th Avenue.
5. The Chamber office will contact you at the end of the year for an annual progress update on your adopted strategies.



Vision Participants & Steering Committee (in bold)

Gary Agard

Norma Agard

Dave Alfaro

JJ Allen

Mark Armfield

Cami Baker

Jack Bannon

Susan Bannon

Paul Belt

John Black

Greg Boucher

Lisa Brookover

Kent Bush

Steve Cannaby

J'Nene Chandler

Eric Christinat

Kim Christner

Lucy Clifton

Mike Clifton

John Cox

Rod Davis

Karen Deaver

Debi Devor

Eileen Dreiling

Bill Eberhardt

Jennifer Eberhardt

Anita Elliott

Barbara Ehret

Linda Foltz

Kelley Gorman

Eric Grooms

Holly Harper

Charley Havice

Shannon

Hettenbach

Zach Hettenbach

Lynne Holloway

Trudy C. Jacobson

Erica Jones

Brett Kappellmann

Bill Keefer

Candace Kunkel

Paul Larkin

Tom Leffler

Jane Mathias

Karen Maxwell

Michael McDermott

Roger Megli

Sandi Megli

Bill Morris

Galen Nelson

Barbara Patterson

Dalton Patterson

Kristy Randall

Julie Roller

Harold Scheaffer

Karen Scheaffer

Trent Schell

Kelli Scott

Lewis Simmons

JoAnn Simmons

Kim Smith

Lynn R. Smith

Sharon Sudduth

Elaine Thomas

Connie Thurman

DeAnn Triboulet

Valecia Vogts-
Scribner

Mike Wallace

Mitch Wallace

Joe Williams

Kristey Williams

Willis Wilson

Larry Winter

Becky Wolfe

Susan Worrell

Steve Worrell

Martin Yeager

Jeremiah Zweifel

and many others...

VISION AUGUSTA! FAQ'S

About Augusta's Visioning Process

Q: What is community "visioning"?

A: Visioning is a planning process that can help a community create a shared vision for its future.

Q: What is a vision?

A: Think of a vision as a community's preferred "destination" - where it would like to be in the long-term future.

Q: Why should Augusta undertake a visioning process?

A: Visioning allows citizens to come together to discuss significant trends and issues affecting our community in a collaborative, proactive way. By focusing on the future, community members can often find common ground for shared goals. Working "backward" from these goals, Augusta community members can develop new ideas and approaches for addressing challenges and solving problems. Visioning does not replace traditional forms of planning and decision-making, but it can make these activities better informed, more strategic and effective.

Q: What is an action plan? How does it differ from a vision?

A: If a vision is Augusta's preferred destination, think of a vision action plan as its "road map" - how it plans to get there. An action plan is a strategic guide to achieving Augusta's vision in the near term (e.g., 1-5 years). Visioning and action planning are usually undertaken as part of the same process.

Q: How are a vision and accompanying action plan used?

A: To foster a shared sense of direction for the Augusta area; to better manage community growth and change; to guide local government planning and decision-making; to inspire and motivate community involvement and action. And more.

Q: Does visioning really make a difference? Does anything result from visioning?

A: There are many examples of successful community visioning projects. The most successful visioning projects can foster major changes in a community; other projects may make a number of smaller but very meaningful differences. Often, the process of visioning -

how Augusta community members come together to create its vision - can be as valuable as the vision itself.

Q: What makes a visioning process succeed?

A: There are several key factors that will help ensure the success of a visioning project: (1) sponsorship by major community institutions; (2) support from local leaders; (3) clearly defined objectives and outcomes; (4) a design that addresses community needs and resources; (5) strong community awareness and participation; and (6) follow-through.

Q: Is a vision created by consensus or voting - or both?

A: Creating a shared vision is usually accomplished by working through a variety of means to promote community consensus. Voting can be a helpful tool in visioning - to get a sense of priorities, for example, but consensus plays a more central role. It's possible that a local government might end up voting on the adoption of the community's vision. Still, if Augusta's vision has been developed through an open, participatory process, such a vote will often affirm what the community has "decided" through consensus.

Q: Can Augusta look at a number of possible futures before creating its vision?

A: Yes. In creating a vision, citizens may examine "alternative scenarios" to weigh and consider the potential impact of alternative futures on the community. This may be useful in communities facing overriding choices and trade-offs. Most communities use a more simplified version of scenarios in visioning, and every community ultimately converges on a "preferred scenario" - Augusta's vision for the future.

Q: How will Augusta ensure that its vision is actually implemented?

A: There are many possible responses to this question, but there is one simple answer: persistent, dedicated, committed action. The biggest criticism of visioning is that it does not lead to results. When visioning fails, it is often because a community did not plan to implement its vision once it was created. Follow-through is critical in achieving a vision over time.