

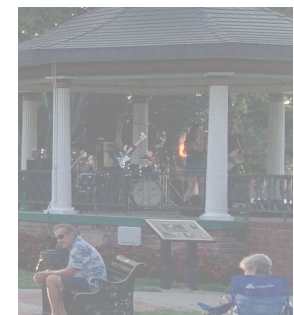
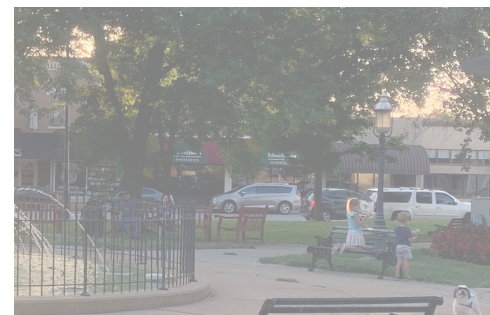


PLANNING PAOLA



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Introduction



Comprehensive plans provide a robust understanding of current existing conditions in a community, identify future goals and aspirations, and lays out the strategy for implementing these policies and action items.

Discussed in this section:

- › Legal basis for planning + zoning
- › Planning process and schedule
- › Planning Paola 2050 Comprehensive Plan outline
- › Guiding Principles
- › Vision Statement

Legal Basis for Planning + Zoning

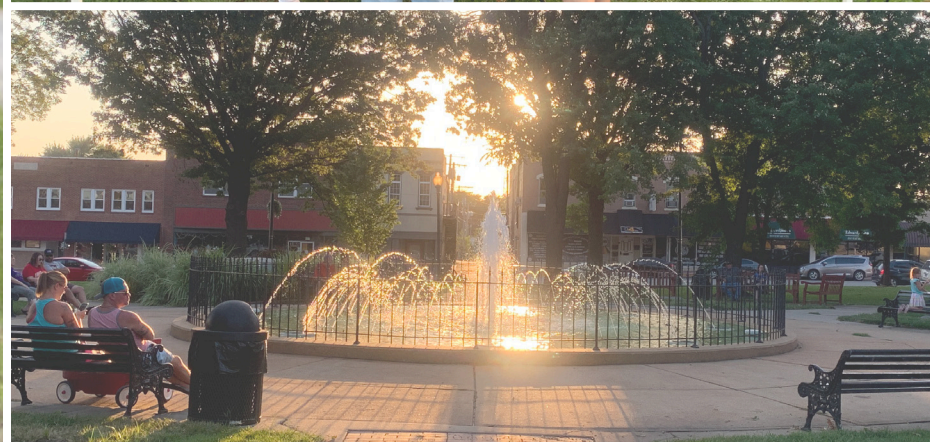
The Planning Paola 2050 Comprehensive Plan was prepared and adopted pursuant to the authority granted by the State of Kansas under the Kansas Statutes, Chapter 12– Cities and Municipalities, Article 7.–Planning and Zoning (K.S.A. 12–741 through 12–775). As authorized by Kansas Statutes, preparation of the plan includes comprehensive surveys and studies of past and present conditions and trends relating to land use, population and building intensity, public facilities, transportation and transportation facilities, economic conditions, natural resources and other elements deemed necessary within Paola's city limits.

Request to rezone or otherwise modify the zoning of a property should be reviewed for conformity with the adopted comprehensive plan. Per K.S.A. 12–757, rezoning, if in accordance with the land use plan or the land use element of the comprehensive plan, shall be presumed to be reasonable.

Pursuant to Kansas Statutes, at least once each year, the Planning Commission shall review or reconsider the plan.

Why we need to plan for our communities

“The comprehensive plan, also known as a general plan, master plan or land use plan; is a document designed to guide the future actions of a community. It presents a vision of the future; with long-range goals and objectives for all activities that affects the local government.”



Plan Process

The Planning Paola 2050 Comprehensive Plan was completed in four phases. These phases are detailed to the right.



Phase 1: Project Kick-Off, Research & Analysis

The Kick-Off, research & analysis phase involved an initial kick-off meeting with the plan's steering committee to discuss the roles and responsibilities of the group and discuss initial goals and priorities for Paola. Data collection and the initial analysis of existing conditions within Paola was also completed during this phase.



Phase 2: Vision, Input & Direction

Vision, Input & Direction covered most of the public engagement of the plan. During this phase, there was a virtual public workshop, community survey, stakeholder interviews, a Steering Committee meeting, and two special event booths at the Paola Farmer's Market. The results of the public engagement gathered in phase 2 were instrumental in crafting the recommendations and identifying priorities for the final report.



Phase 3: Draft Plan & Evaluation

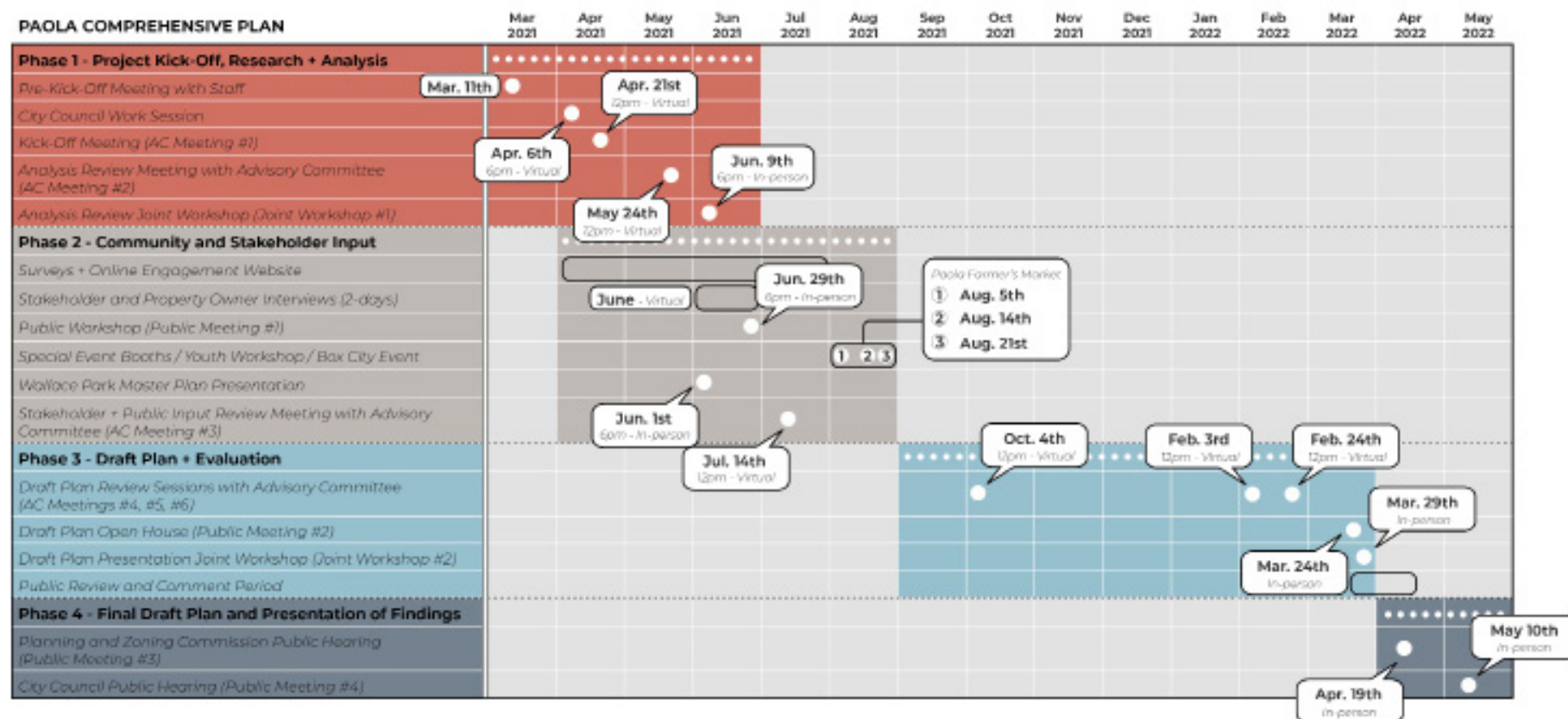
Phase 3 included the actual writing of the full draft plan. This was the longest phase of the planning process and also includes a meeting with the steering committee to discuss the progress made and to receive feedback on the plan chapters.



Phase 4: Final Draft Plan & Adoption

The Final Draft Plan phase included the finalizing of the draft plan and the public approval process. The public adoption took place through the Planning Commission vote to recommend approval, followed by actual approval by the Paola City Council.

Plan Schedule



Plan Outline

Main Plan Outline

Main Plan Outline

The Planning Paola 2050 Comprehensive Plan is composed of an introduction, a future land use map, seven main chapters, and an implementation strategy.

Introduction

This section discusses the purpose of the plan, introduces the vision statement, guiding principles, and goals. The guiding principles detailed here are the themes for the following seven main chapters.

Future Land Use Plan

The intent of the future land use plan is to guide the type and location of development as Paola continues to grow. The plan is discussed in further detail in the Growth + Development chapter.

Main Chapters

The seven chapter themes include:

- › Housing + Neighborhoods
- › Economic Development
- › Parks + Recreation
- › Natural Resources + Conservation

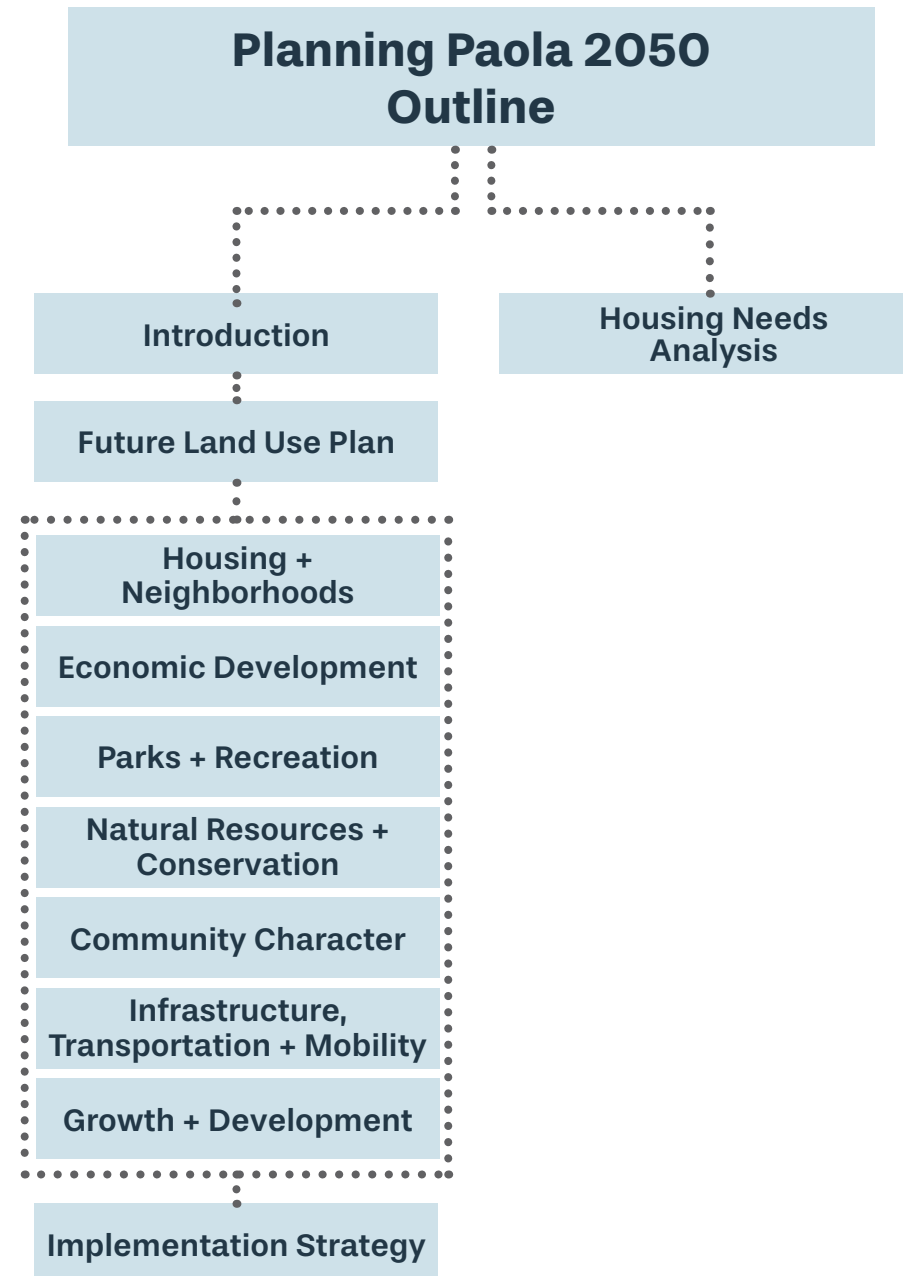
- › Community Character
- › Infrastructure, Transportation + Mobility
- › Growth + Development

Implementation Strategy

The Implementation Strategy helps the City prioritize timelines, budget allocations, and needed resources as they work to carry out the policies and action items recommended throughout this plan.

Supplemental Reports

At the onset of the Comprehensive Plan's drafting process, it was determined that in order to truly address any housing obstacles and opportunities, it would require additional State financial support. In order to be eligible for these housing funds, the community must conduct a Housing Needs Analysis. The Comprehensive Plan includes an abridged version of the Housing Needs Analysis within it, with the true Housing Needs Analysis acting as a stand-alone, supplemental report to help the City qualify for housing funds.

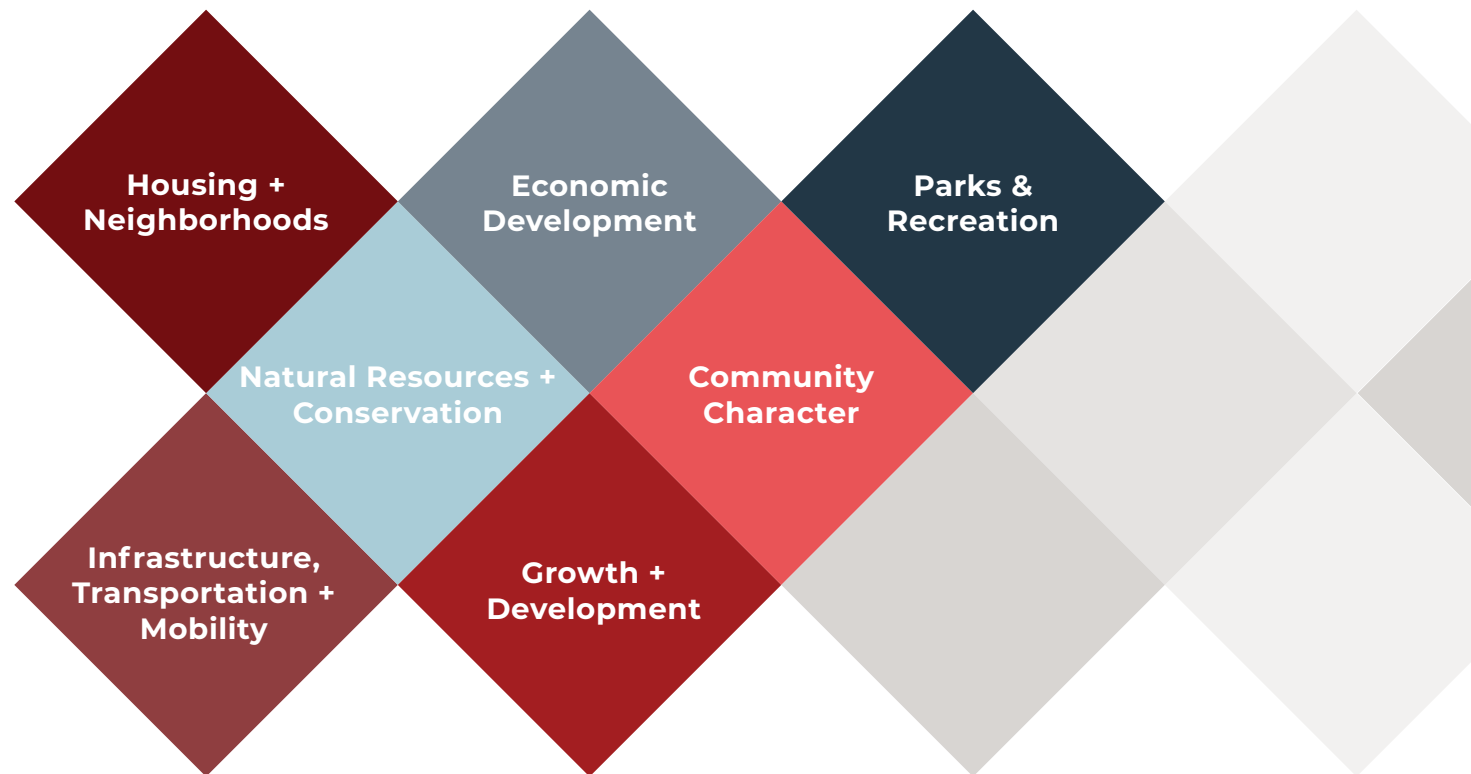


Guiding Principles

Planning Paola 2050 Guiding Principles

Early in the planning process, the Advisory Committee and consultants developed a set of guiding principles for the Planning Paola 2050 Comprehensive Plan. The process began with a review of the existing 2006 Comprehensive Plan. The goals listed within the 2006 plan included: Housing and Neighborhoods, Economic Development, Recreation and Natural + Historical Resources, and Infrastructure and Transportation. After a brainstorming discussion of the past goals and what the community would like to see as it grows, the following guiding principles were identified:

- › Housing and Neighborhoods
- › Economic Development
- › Parks + Recreation
- › Natural Resources + Conservation
- › Community Character
- › Infrastructure, Transportation + Mobility
- › Growth + Development



Guiding Principles

Housing + Neighborhoods

Paola not only offers a diverse set of housing options, but a home for residents of today and tomorrow. The housing stock in Paola is comprised of options to suit all ages, incomes, and lifestyles. Paola invests in its older neighborhoods while actively seeking opportunity areas for new residential growth including in the downtown. Paola has strong neighborhoods that are walkable, attractive, and safe. New residential development will build upon Paola's charm.

Economic Development

Paola celebrates the industries, trades, and small businesses that make up its employment base while seeking new ventures to expand opportunities for residents of today and tomorrow. Paola expands its commercial and industrial tax base by taking advantage of access to Highways 169 and 68. The downtown square supports economic development by being a destination offering an experience that is quaint, inviting, and beautiful.

Parks & Recreation

Paola makes it easy to be active and healthy through all stages of life through its strategic investments in parks, trails, and recreation. Lake Miola and other streams in the area provide a tranquil environment and opportunities for outdoor recreation. The trail system connects people to the places and amenities that make Paola inviting for residents and visitors.

Natural Resources + Conservation

Paola has a variety of natural features that provide a tranquil environment and opportunities for recreation. Paola is a place where you can see the stars at night but still access city amenities with an easy drive. As Paola continues to grow, natural resource conservation and preservation will help inform land use decisions and growth areas.

Community Character

Paola is a hometown – it is a place people want to come back to and raise a family or start a new life. Paola takes advantage of opportunities to improve its quality of life through investments in housing, parks and recreation, and access to amenities. Downtown Paola is the heart of the community with historical significance and charm. Paola is a place you can feel safe. People from all backgrounds can feel at home in Paola.

Infrastructure, Transportation + Mobility

Paola invests in the future needs of residents and business owners through its infrastructure maintenance and expansion. Paola addresses the need for advanced technological expansion head on to ensure access to technology opens doors instead of closing them. Paola plans its infrastructure expansion in proposed growth areas along with the maintenance of existing systems. Paola invests in multi-modal transportation and mobility that enhances connectivity and safety for all user types.

Growth + Development

Paola is growing at a steady pace while also maintaining its hometown feel. The community character will not be lost as the community grows because growth will be thoughtful and planned. Paola stands out against its neighbors as a place that does not just provide a house but a home. Paola is a community on the move, but it does not forget where it came from.

A Vision for Paola

Vision Statement

In addition to developing the guiding principles, a vision statement was crafted to shape the overall direction and implementation of the comprehensive plan. The 2006 Comprehensive Plan did not contain a vision statement, but it was felt this time around that it was an important element to include.

Vision statements are intended to identify the overriding aspirations of a community in a way that distinguishes it from any other community. Vision statements should be distinctive, written in the present tense, specific, and be used as a criterion for decision-making and other frameworks. Based upon this baseline

understanding, an updated vision statement was created. The vision statement is displayed to the right and embodies the guiding principles for the Planning Paola 2050 Comprehensive Plan. This statement should be viewed as a narrative that remains constant for the next 20 years.

Planning Paola 2050 Comprehensive Plan Vision Statement

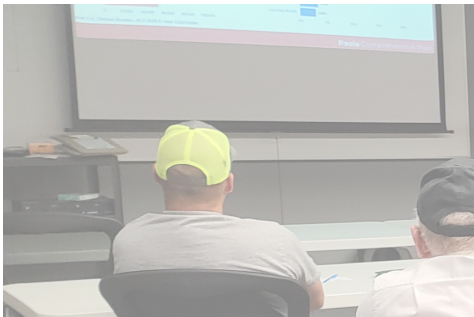
“**Paola has a real sense of community– it is a place people want to come back to and raise a family or start a new life. Paola is a place where you can see the stars at night but still access city amenities with an easy drive.**

Paola takes advantage of opportunities to improve its quality of life through investments in housing, parks and recreation, and access to amenities. Paola stands out against its neighbors as a place that does not just provide a house but a home.

In short, Paola is a place where people and business thrive.”

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Public Engagement Overview



This section outlines the complete summary of the public engagement received during this planning process.

Discussed in this section:

- › Public engagement overview
- › Process + schedule
- › Key stakeholder interviews
- › Special event booths
- › Public meetings review
- › Joint workshop review
- › Interactive website summary

The Voice of the Community

The importance of public engagement

Community planning cannot happen without robust and meaningful public engagement. This process provides valuable insight and information about the opportunities and challenges that residents, business owners and city leaders see in their community. Plans like this will guide growth and development for decades to come and having community support and buy-in are fundamental to ensure that the shared vision and goals of this plan, developed by the community, come to fruition and positively impact all that call Paola home.



Public Engagement Overview

The Planning Paola plan is designed to guide growth and development in Paola for the next 30 years. With this long horizon in mind, gathering public input is a pivotal part of any comprehensive planning process.

Comprehensive Plan Advisory Committee

The Planning Paola Comprehensive Plan utilized a Comprehensive Plan Advisory Committee (CPAC) to assist and guide the plan's development. This committee was composed of key members of the community, appointed officials and city staff. Members of the CPAC are listed below:

- › Matt Meek
- › Janet McRae
- › Leigh House
- › Ken Smith
- › Beth Waddle
- › Steve Cowman
- › John Scott
- › Kenneth Cook
- › Matthew Fineout
- › Terry Atwell

Branding

During the beginning phase of the planning process, a communication strategy was developed between the CPAC and the planning team. The communication plan identified appropriate and necessary meeting types and dates, key stakeholders for the consultant team to meet with, and helped identify possible themes and questions for the community survey. The comprehensive plan also was given a logo and title, Planning Paola. This helps the plan and process become identifiable to community members. The logo can be seen below.



Public Engagement Schedule

Process + Schedule

The Planning Paola Comprehensive Plan was completed over four phases:



Phase 1: Project Kick-Off, Research & Analysis



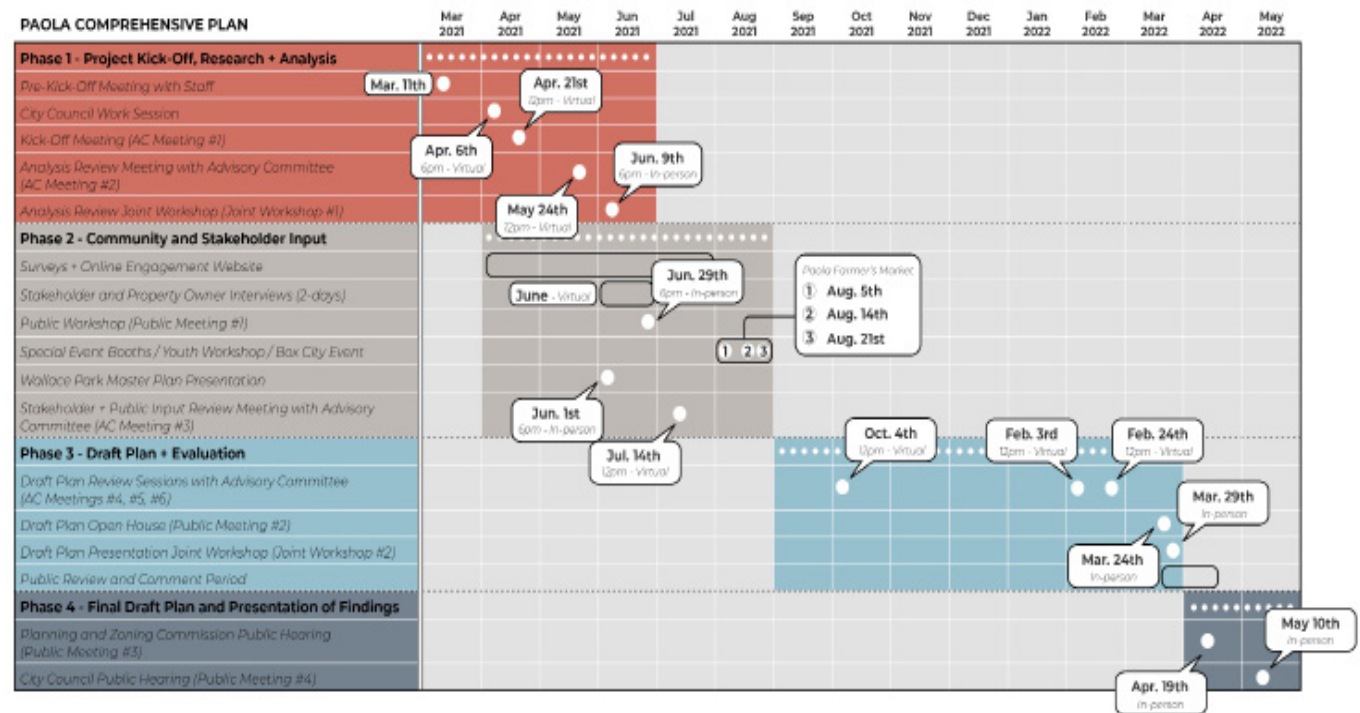
Phase 2: Vision, Input + Direction



Phase 3: Draft Plan & Evaluation



Phase 4: Final Plan + Adoption



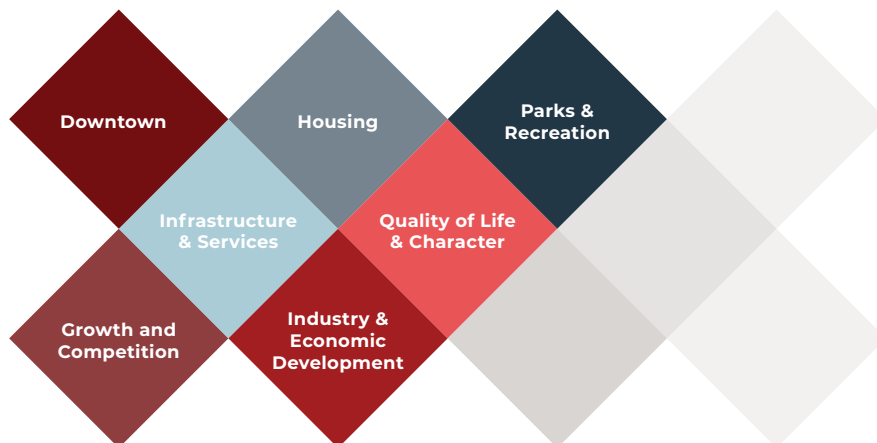
Public Engagement

Key Stakeholder Interviews

Talking to the community

Key stakeholder interviews are a critically important component of the public engagement process and in the development of this plan was the completion of key stakeholder interviews. Members of the planning team met virtually with several different members of the Paola community that represented a wide cross section of residents, business owners, school officials and city leaders. The one-on-one conversations helped provide a safe, open and candid environment for people to speak freely about any strengths, weaknesses, opportunities and challenges facing Paola both currently in the future. The feedback gained through these interviews helped the planning team's understanding of the Paola community.

The major themes that were developed based on those conversations can be found in the graphics to the right. Below and on the following pages, specific comments related to these themes are listed.



Downtown

Challenges

- › Need more retail more than offices.
- › Downtown is declining.
- › Property maintenance is important.
- › City may need to incentivize retail users to compete with stability of office uses.
- › Upper story apartments underutilized because of renovation costs – sprinkler requirements.
- › Downtown buildings are too expensive for businesses to purchase.
- › Need downtown streetscape plan – uniform benches, planters, trash cans, etc.
- › Need a very limited building facade standard to maintain curb appeal.
- › Need more restaurants and activities.

Opportunities

- › Need to focus on tourism and entertainment-based retail to bring in outside dollars.
- › Consider expanding downtown footprint on lower-value single-family homes.
- › Need a downtown hotel, Airbnbs and lofts.
- › Make downtown a destination (weekend vacation) – similar to Fredericksburg, TX
- › Downtown should consider shared marketing efforts and have a Main Street director that can help coordinate marketing and special events.
- › No parking issues downtown – keep it all public.

Parks & Recreation

Challenges

- › Recreation fields and services are limited.
- › Don't rebuild the ballfields in the floodplain.

Opportunities

- › Recreation services are important and should be prioritized.
- › Need a recreation department or recreation commission.
- › Improving recreation will help grow the community.

Housing

Challenges

- › People want to move to / back to Paola but not enough housing options.
- › Not enough housing so can't attract new businesses – very little rental units available.
- › Can get more home for the dollar in Paola.
- › Hard to find a new single family lot – need a new subdivision with lots available.

Opportunities

- › Middle value housing is missing.
- › Need apartments / condos for professionals and single-family houses for families.
- › Need more home associations (townhomes and single-family residential detached)
- › 'Barndominiums' (barn-houses) and 'shouses' (shop-houses) are a desired housing option for rural areas.

Infrastructure & Services

Challenges

- › Poor internet service and aging infrastructure is a concern.
- › Water rates are too high.
- › Concern with property taxes.
- › The poor reliability of electricity in the area is an issue.
- › Water pressure is too low to fully support required fire flow.

Opportunities

- › Need to extend infrastructure north to support growth.
- › Make it easier to build in town.
- › Recommend city invest in water main improvements.

Quality of Life & Character

Challenges

- › Poor internet service and aging infrastructure is a concern.
- › Water rates are too high.
- › Concern with property taxes.
- › The poor reliability of electricity in the area is an issue.
- › Water pressure is too low to fully support required fire flow.

Opportunities

- › Maintain small-town feel by limiting leapfrog development and limiting the city's footprint.
- › Everyone helps each other.
- › Need more family-friendly and child-oriented entertainment.
- › The Roots Festival needs to be continued and supported.

Growth and Competition

Challenges

- › Getting harder to compete with neighbors to the north.
- › Be careful not to create a second city within Paola.
- › Paola is not geared for young families – there is no Uber, grocery delivery, transit services, limited activities, and limited number of restaurants.

Opportunities

- › Focus on adding rooftops to support retail and business growth.
- › Consider subsidizing housing but not retail that will compete with existing retail.
- › To compete and grow, Paola needs to compete with other KC metro communities (amenities, schools, housing, infrastructure).

Industry & Economic Development

Challenges

- › Make it easier to open a new business.
- › Downtown building codes are hard to meet (too costly) and the process is hard.
- › Projecting building wall signage standards are hard to meet.
- › There is a lot of vacant retail space.
- › Paola needs trade workers – losing workers to KC metro.
- › Employees want to move here but missing amenities.
- › Need more skilled labor and more assistance from tech schools for training.
- › Need to invest in quality-of-life issues.

Opportunities

- › Paola has a loyal workforce/employee base with many long-term employees with little turnover.
- › Ag business / manufacturing are well-suited industries.
- › Develop the Hwy 68/169 area as an industrial park to take advantage of highway access.
- › Paola would benefit from shared office space.
- › Good location for light industrial / manufacturing.
- › Good truck routes are becoming more important than rail.
- › Need buffers around industrial land uses.

Public Engagement

Special Event Booths

Evenings at the Market

During the public engagement process, members of the planning team visited two Paola Farmers Market events to obtain valuable feedback from community members and visitors. Attending these events allowed the planning team to be where the people are and have one-on-one conversations with a wide variety of community members.

The team set up a temporary booth for visitors to stop by and respond to visual preferencing exercises and give input on general issues, opportunities or concerns within the community related to conditions today as well as future possibilities. The input gathered at these events has been incorporated into the findings of this report.

The two dates the planning team attended the Paola Farmers Market were:

- › Saturday August 14th, 2021
- › Saturday August 21st, 2021

Yard signs

The planning team deployed several yard signs throughout the community in public spaces such as parks, city hall and the fire department to advertise public events related to the comprehensive plan process. The photos to the right show one of those yard signs. With the increased use of public spaces during the COVID-19 pandemic, the yard signs were a good opportunity to increase the awareness of specific meetings as well as the entire comprehensive planning process.



Public Engagement

Public Meetings

Meeting the public

On several occasions, the consultant team presented information related to the comprehensive plan's development. Information included the data collected, public input received, analysis of data, and policies and action items recommended for the future. These meetings included:

- › Public Meeting #1 – Jun. 29th, 2021
- › Rotary Club Meeting – Aug. 5th, 2021
- › Public Meeting #2 – Oct. 26th, 2021
- › Public Meeting #3 – Dec. 21st, 2021

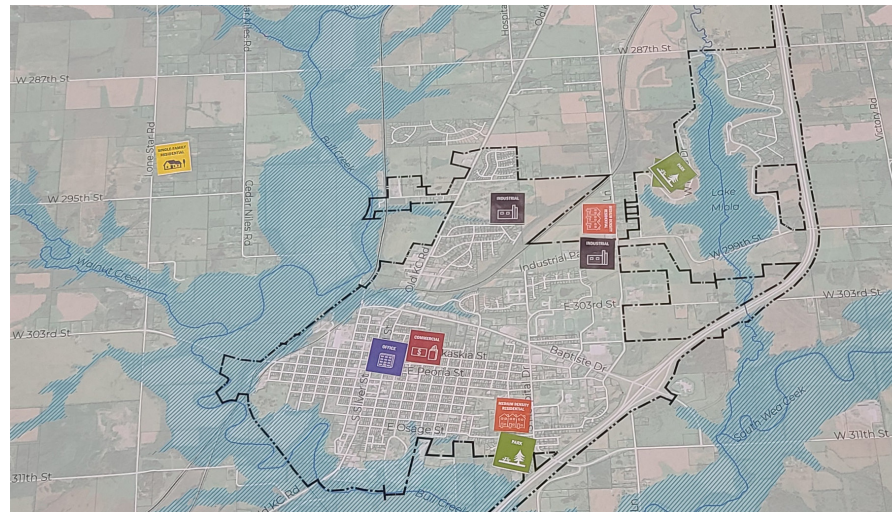
Puzzle mapping exercise

One of the activities at the public workshop was an interactive puzzle. Eight different land uses were identified on small square pieces of paper and meeting attendees were encouraged to place the pieces in the area of Paola they felt was appropriate for that specific land use. The land use categories were the following:



The results of this activity are as follows:

- › Single-family residential development was suggested near Lone Star and 295th Street.
- › Medium-density residential was proposed in the open space by Osage Street and Hospital Road and near the existing industrial park.
- › Commercial development was encouraged to grow north of the existing downtown district on Kaskaskia Street.
- › Industrial developments suggested near Paola Golf Club and the existing industrial park.
- › Office development was suggested near Kaskaskia Street.
- › Park spaces were suggested near Bull Creek and Lake Miola.



Public Engagement

Joint Workshop

On July 14th, 2021, a Joint Workshop was held with the Paola Planning Commission and City Council to discuss all of the public input received up until that point. The Joint Workshop format is beneficial in the planning process because it gets many of the decision makers in one place to hear all the input at once and flesh out ideas or concerns about what they hear. This creates an environment where everyone is on the same page and there are no surprises later on in the process.

In addition to presenting the public input received, the planning team also presented input received from the project's steering committee. During the initial kick-off meeting, the steering committee was asked the following questions:

- › What do you think is Paola's **biggest advantage**?
- › What will be the **most challenging** aspect of updating this plan?

- › What are some **housing** issues and opportunities in Paola?
- › What are some **transportation** issues and opportunities in Paola?
- › What are some **economic development** issues and opportunities in Paola?

The responses from these visioning questions can be viewed to the right. Overall, the steering committee had many things to say about Paola's advantages but also shared some serious challenges the community will face. It should be noted that 'quality high speed internet' is underlined due to the frequency in which this issue was brought up.

What do you think is Paola's **biggest advantage**?

- › Hospital
- › Safe place to live
- › Access to Hwy 169 and KC Metro
- › Downtown activities
- › School district
- › Retail mix / services
- › Small-town feel but with big town services
- › Attractive / clean town
- › Safe
- › Good public employees Nice public buildings
- › Unique businesses
- › Strong mental health services
- › Welcoming community
- › Sit down restaurants
- › Nice golf course

What will be the **most challenging** aspect of updating this plan?

- › Quality high speed internet
- › Housing availability
- › Missing out on school age kids
- › Aging infrastructure
- › Need community college for trade skills development
- › Not bike friendly streets

What are some **transportation** issues and opportunities in Paola?

- › Lack of transit services
- › Not bike friendly
- › No park and ride facility
- › Missing sidewalks
- › Pedestrian crosswalks / ADA accessibility
- › Sidewalk maintenance
- › New developments should require sidewalks
- › Streets are too narrow for bikes and cars

What are some **housing** issues and opportunities in Paola?

- › Lack of diverse housing
- › Need townhomes (demand)
- › Made good gains in senior housing
- › Cost to build new housing
- › Existing home improvement
- › Type and location of apartments is important
- › Downtown upper story units

What are some **economic development** issues and opportunities in Paola?

- › Lack of post-secondary training
- › 68 Hwy improvements needed
- › Small business growth
- › Downtown building rents are too high
- › Business level internet services needed

Public Engagement

Interactive Website

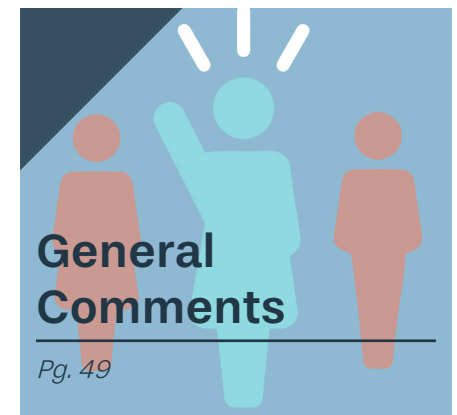
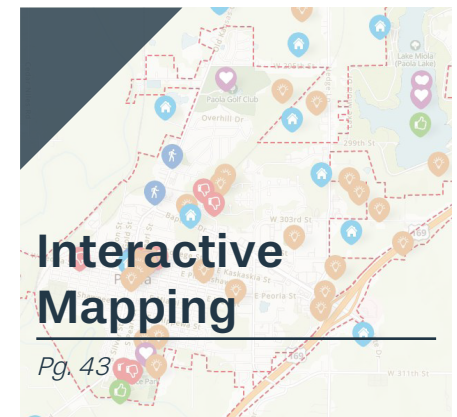
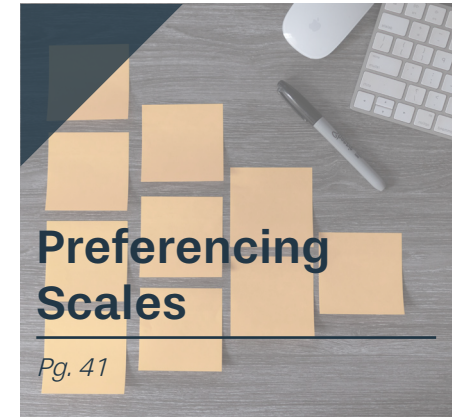
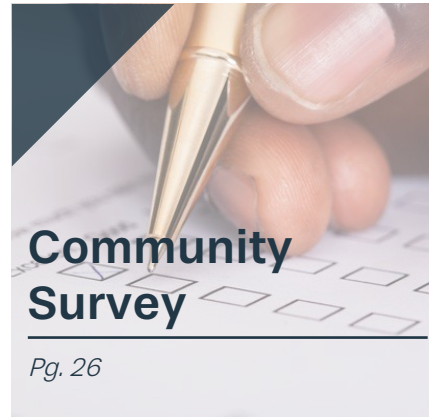
Virtual public engagement

One of the most important tools the planning team used to gather as much input as possible was the interactive engagement website. This online platform gives every resident of the community the opportunity to provide feedback from the comfort and convenience of their own home. The activities on this website are the same as any traditional in-person meeting and all the results from both the online platform and in-person meetings have been tabulated together for the development of this plan.

Activities on the website included:

- › A community survey
- › An interactive mapping activity
- › Image preferencing
- › Priority ranking
- › Visioning postcards
- › A portal for general comments

The following pages will describe all the results received through the website. Additionally, the image preferencing results indicate the responses received online and in-person.



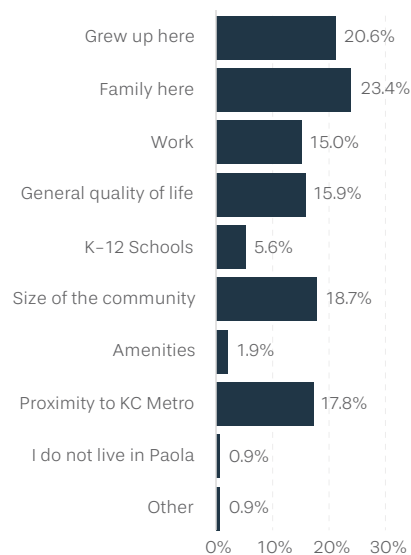
Interactive Website

Community Survey

The community survey found on the project's interactive website was comprised of 20 questions. The responses received are summarized on the next several pages.

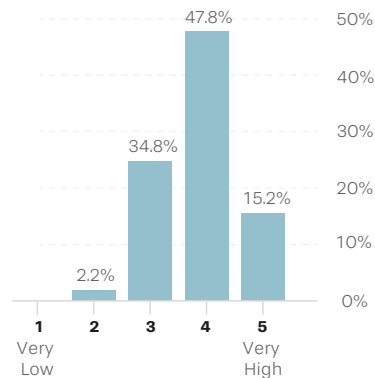
Question 1: What are the three most important reasons you choose to live in Paola?

The number one reason folks live in Paola is because they have family here. This speaks to the close-knit aspect of the community that so many find desirable. The other top reasons were because they grew up in Paola, they like the size of the community and for Paola's proximity to the Kansas City metro.



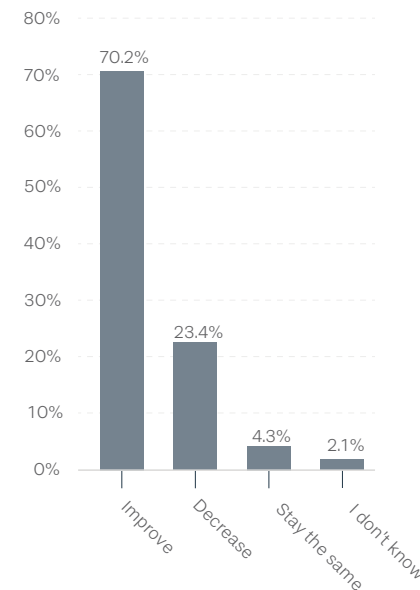
Question 2: How would you rate the quality of life in Paola on a scale from 1 (very low) to 5 (very high)?

The vast majority of respondents indicated a high quality of life in Paola with fully 97% indicating a positive answer for quality of life. The most common response was a four out of five, with nearly half (47.8%) selecting this as their response.



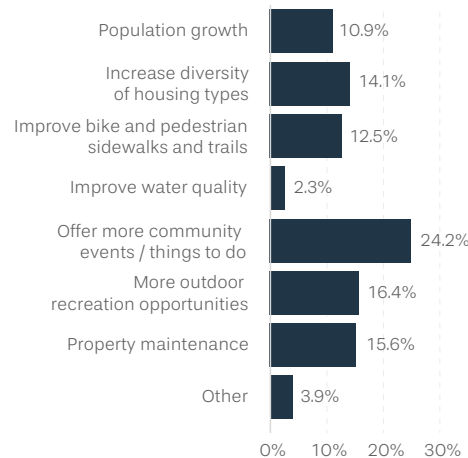
Question 3: Over time, you expect the quality of life in Paola to:

Over 70% of respondents think that the quality of life will improve in Paola over time. A much smaller amount (23.4%) thinks the quality of life will decrease and even smaller amounts said it will stay the same or they weren't sure. This positivity within the community is an excellent quality and it provides a strong foundation to build off of moving forward.



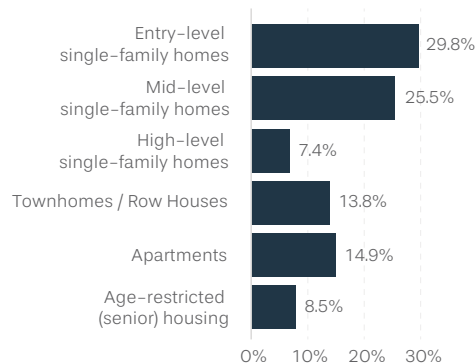
Question 4: Please indicate the changes you think would improve the quality of life in Paola (select up to 3).

Digging deeper into what changes will positively affect the quality of life, many respondents (24.2%) believe offering more community events and things to do will have the biggest positive outcome. Other top responses were offering more outdoor recreation opportunities (16.4%), ensuring properties within the city are well maintained (15.6%) and improvements to bike and pedestrian sidewalks and trails (12.5%).



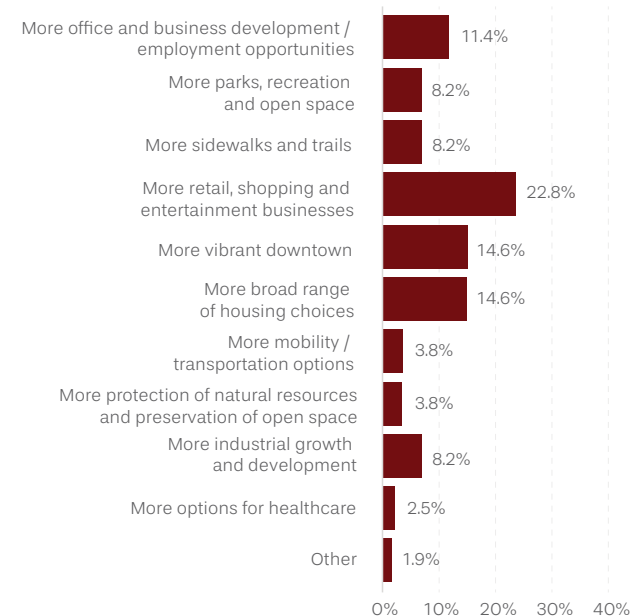
Question 5: What type of housing is most needed in Paola?

When questioned about what types of housing is needed, the response that received the most responses was entry-level single-family homes (29.9%). This was followed by mid-level single-family homes (25.5%) and apartments.



Question 6: The City needs more of the following:

Respondents were given many options to choose from when considering what things Paola needs to bring added vibrancy and economic activity to the city. More retail, shopping and entertainment businesses received the most respondents (22.8%) with a more vibrant downtown and a broader range of housing choices both received just over 14% of responses.

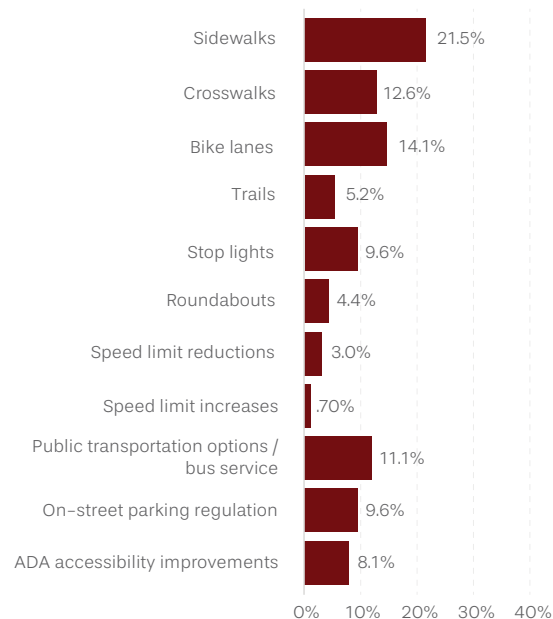


Interactive Website

Community Survey

Question 7: In the next 10–15 years, Paola will need more of the following (select all that apply).

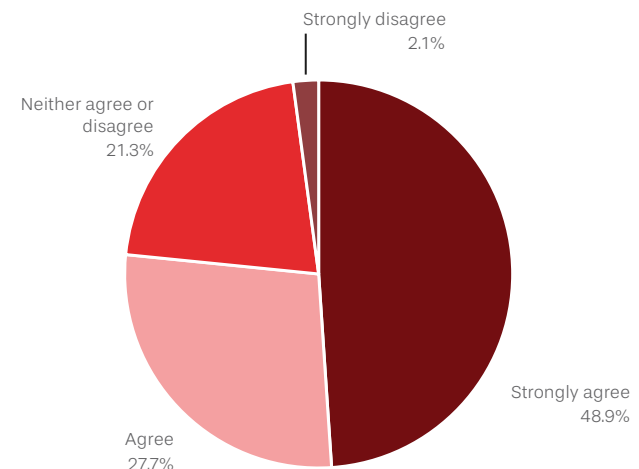
When thinking about infrastructural needs of the community in the next 10–15 years, folks were given a list of pedestrian, bicycle and vehicular elements to choose from. 21.5% feel that sidewalks are the most needed with bike lanes and crosswalks rounding out the top three. Public transportation also received more than 10% of the responses which is supported by comments and input received from the steering committee and others.



Question 8: For the following statement, please indicate your level of agreement.

"The city should prioritize the enhancement of intersections, sidewalks, and corridors to promote safe pedestrian and bicycle connectivity throughout the community."

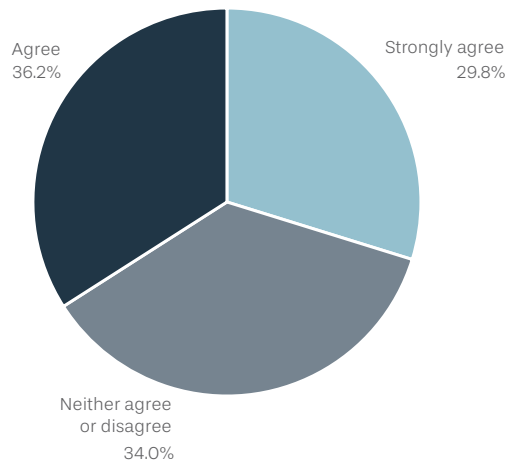
When asked about prioritizing enhancements of intersections, sidewalks and corridors, nearly half (48.9%) support this effort to promote safe pedestrian and bicycle connectivity. A full 27% also agree with this and a much smaller group (2.1%) disagree with this statement.



Question 9: For the following statement, please indicate your level of agreement.

"Environmentally sensitive land such as floodplain or areas with significant tree cover should be protected and preserved."

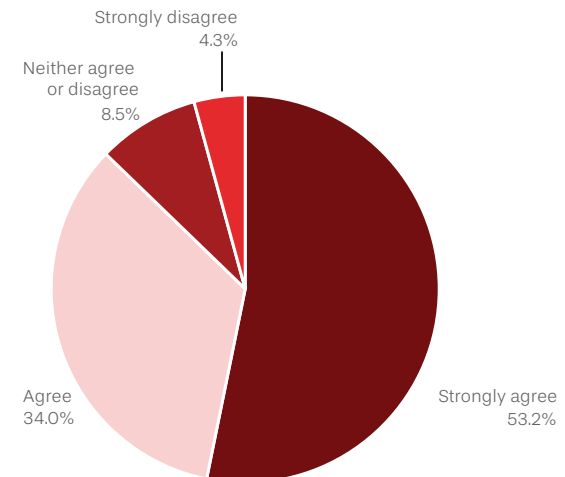
When it comes to protecting environmentally sensitive land such as floodplain or significant tree coverage areas, no one disagreed with this statement and a fully 29% strongly agreed to this idea.



Question 10: For the following statement, please indicate your level of agreement.

"The city of Paola should continue to plan and invest in future growth and development to expand the size, population and economy of the community."

Most respondents either strongly agree (53.2%) or agree (34.0%) with Paola continuing to invest in future growth and development in order to expand the size, population and economy of the community. This idea should be balanced with keeping the small-town feel which is a beloved characteristic of the city.



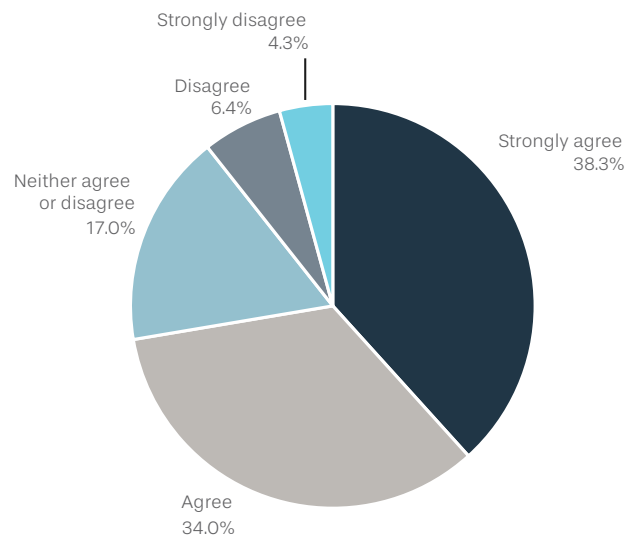
Interactive Website

Community Survey

Question 11: For the following statement, please indicate your level of agreement.

"The City of Paola should annex more land into the city to better manage growth and development in nearby rural areas."

Overall, respondents indicated a positive view on future land annexation in order to better manage growth and development in nearby rural areas. 38.3% agree with this concept and another 34% indicate they agree. A smaller group indicated they disagree with this notion.



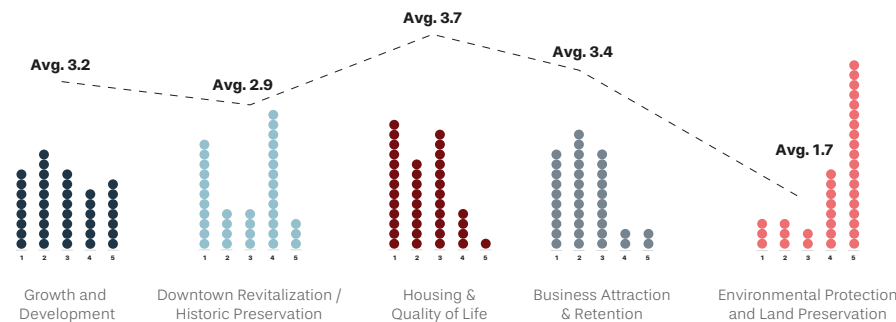
Question 12: What retail / commercial options does Paola need most?

When asked what type of retail and commercial options is needed most in Paola, clothing stores and restaurants were the top responses. The word cloud to the right shows all of the responses. The larger the word, the more common that response was. Other popular answers included local / boutique retailers and entertainment retailers.



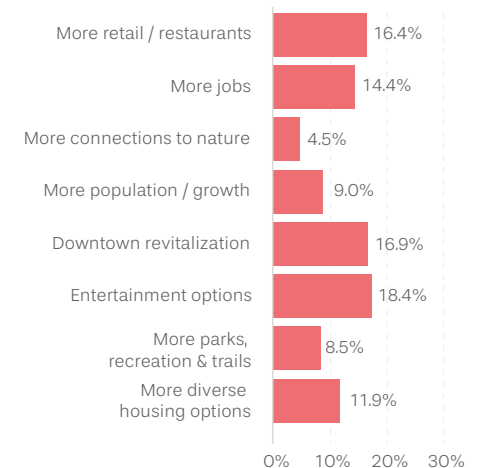
Question 13: Please rank the following priorities in terms of how important they should be to the City of Paola (1 = Highest priority, 10 = Lowest priority)

Survey takers were given five different themes that they were tasked with ranking (1 through 5) in terms of which should be a priority for the City of Paola. Housing and Quality of Life had the highest average answer of 3.7 with Business Attraction and Retention coming in second with 3.4. Growth and Development was also ranked highly (3.2) with downtown revitalization and environmental protection coming in as lower priorities.



Question 14: In 10–20 years, what sort of new amenities do you want to see in Paola (select all that apply).

Survey takers were asked which type of amenities they would like to see in Paola in the future. There was no runaway winner for this question but entertainment options, downtown revitalization and more retail/restaurants received the most responses. More jobs and more diverse housing options also received higher than 10% of the vote.

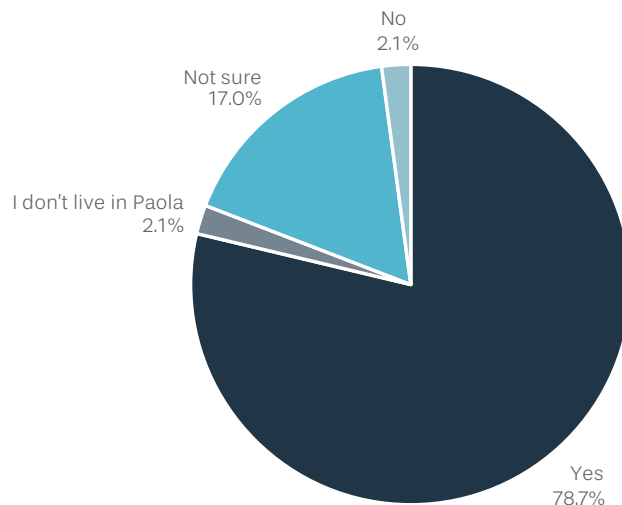


Interactive Website

Community Survey

Question 15: Five years from now, do you still plan on living in Paola?

The overwhelming majority (79.7%) of survey takers indicate that they plan on living in Paola five years from now. This confirms the notion that Paola has a high quality of life and overall, residents are pleased with the state of the community and wish to remain here for years to come.



Question 16: Based on your response to the previous question, what might change your answer?

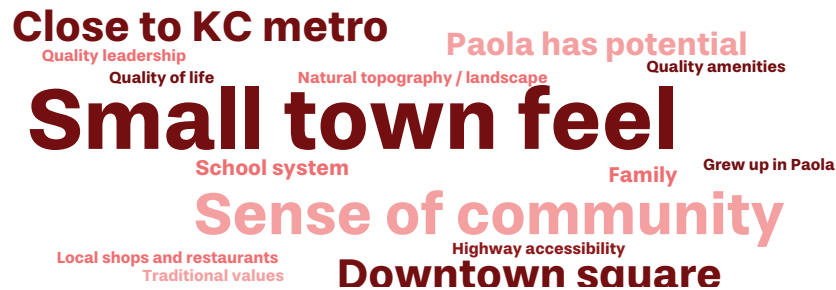
Question 16 is a follow-up to question 15 and asks if there is anything that would change their response about living in Paola in the future. Like before, the larger word the more popular the response. Of the most common answers, a change in job / employment would be the reason they would change where they intend to live. This answer makes sense as steady employment is a key driver in where someone decides to live.

Other common answers included the concern over rising taxes and cost of living and both if Paola grows too much and if it doesn't grow enough to attract desired amenities.

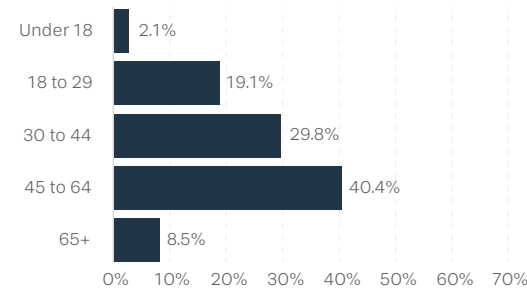


Question 17: What is your favorite thing about Paola?

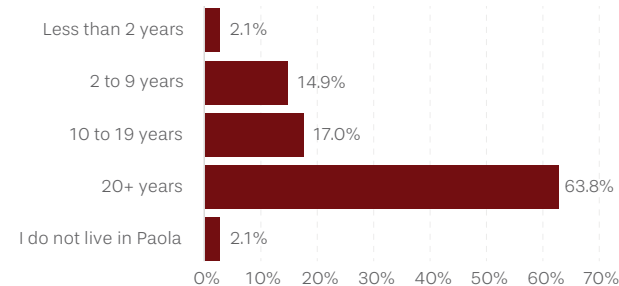
Once again, we see that the small town feel of Paola is a cherished characteristic of the city and a main reason people call Paola home. Other sentiments include a sense of community, proximity to the KC metro and the downtown square as their favorite thing about Paola.



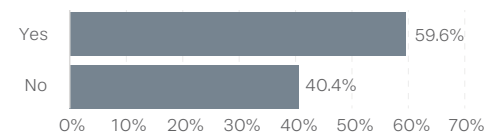
Question 18: What is your age range?



Question 19: How long have you lived in Paola?



Question 20: Do you have people under the age of 18 living in your household?



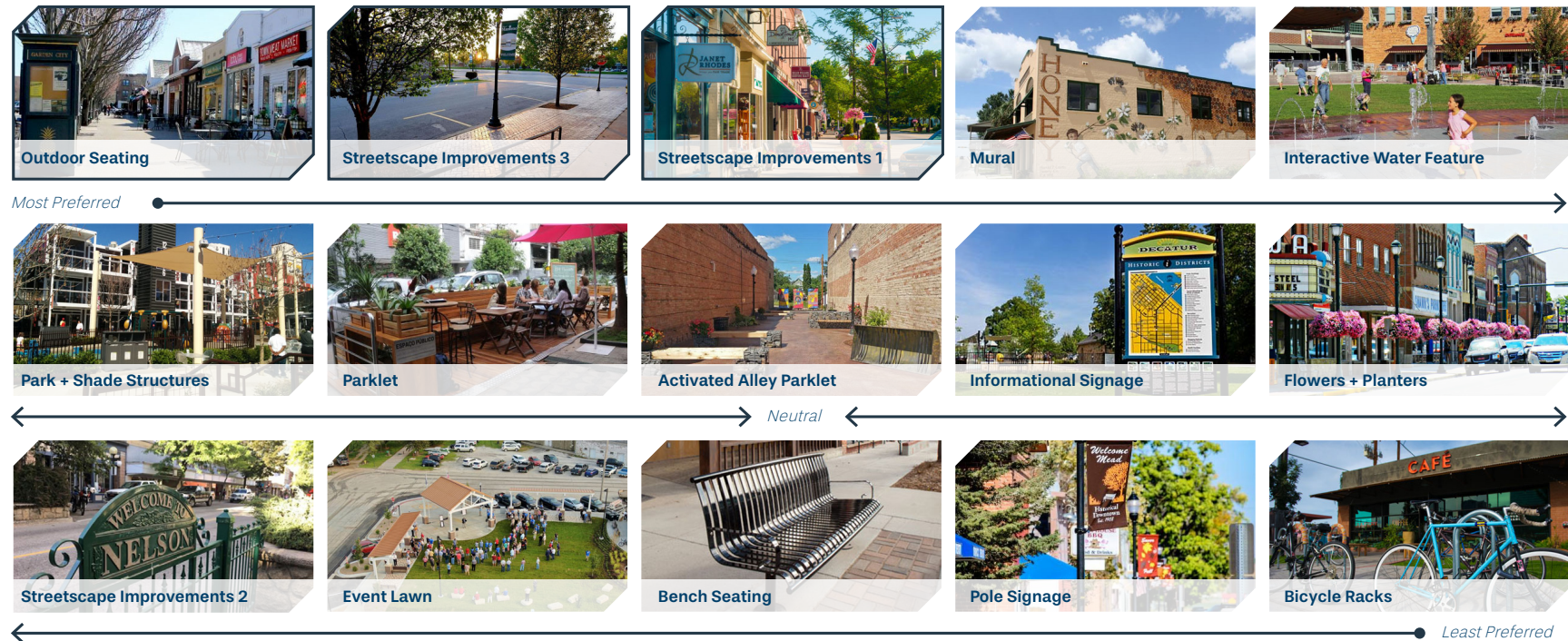
Interactive Website

Visual Preferecing

Visual Preferencing

Downtown Paola and Streetscapes contribute greatly to the character of a community. The results from the visual preferencing exercises on the public engagement website can be found below.

Downtown Paola



Outdoor seating and various streetscape improvements such as street trees and pedestrian-oriented building treatments (awnings, signage, window displays, etc.) were the most preferred amenities for downtown enhancements. These elements are tried and true features of a pleasant, walkable urban environment.

Streetscapes



The most preferred streetscape elements, enhanced alleys, food truck areas and outdoor seating + signage, all seek to activate streets by encouraging gatherings and catering to the pedestrian experience. Other top elements include street trees and plantings and small parks and plazas.

Interactive Website

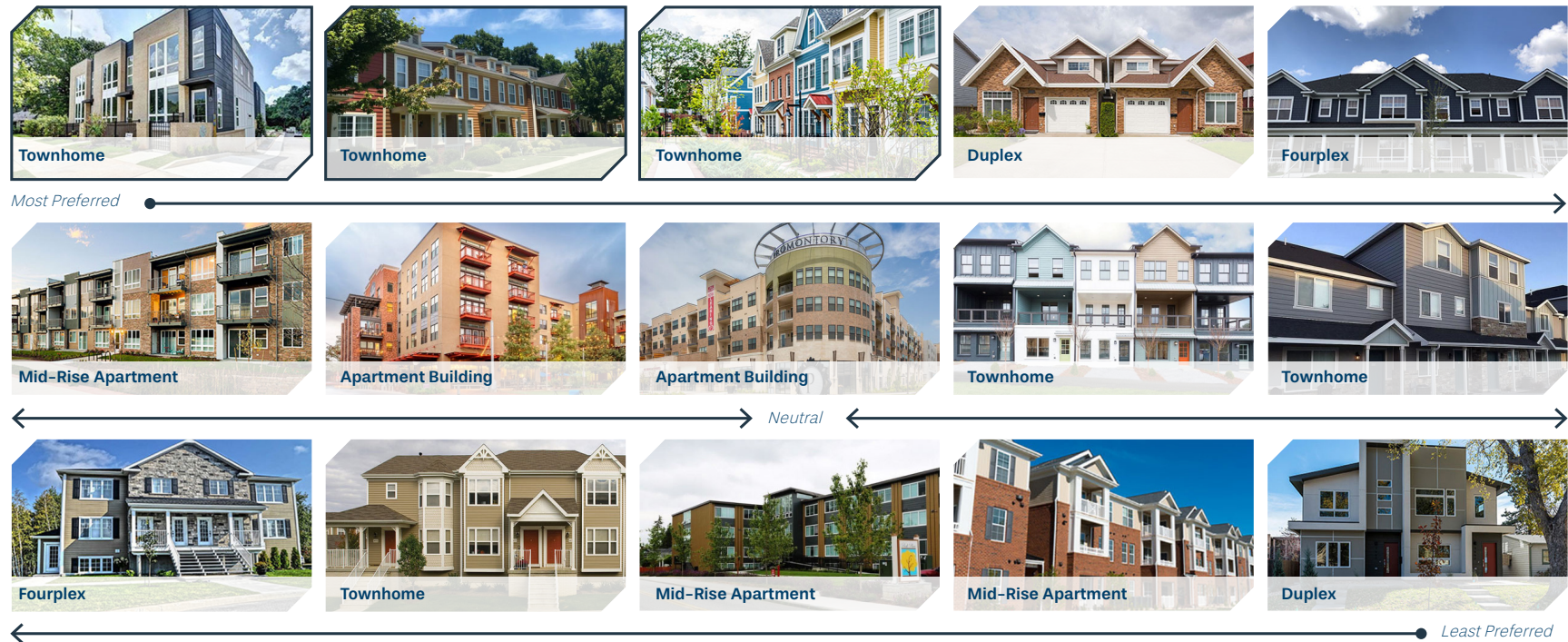
Visual Preferencing

Low-Density Residential



The low-density residential images that garnered the most votes were the single-family home, mid-size single-family home and small single-family home. These responses are consistent with much of the existing character of Paola and indicate that this is the type of character that should be retained and added moving forward. In general, the denser single-family homes were less preferred.

Multi-Family Residential

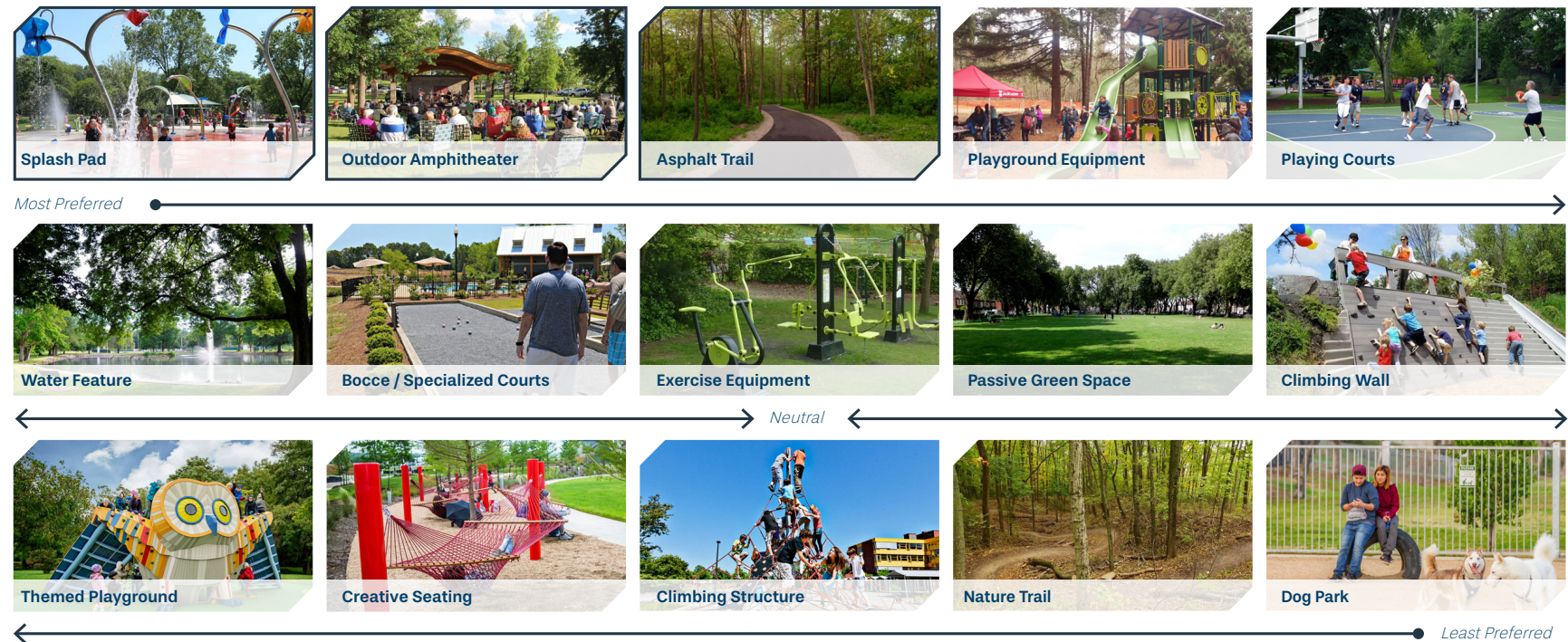


The top three most preferred multi-family residential images all portrayed townhomes, indicating the desire for this type of medium-density residential within Paola. Also ranking high were duplexes and fourplexes that displayed a slightly more traditional architectural character. Larger, multi-story buildings were found more in the middle of the grouping, indicating a neutral attitude towards those types of housing opportunities.

Interactive Website

Visual Preferencing

Parks and Recreation



Splash pad, outdoor amphitheater and asphalt trails were the top three preferred options for parks and recreation amenities. These three indicate a balance of both active and passive uses that are appropriate for users of all ages and add the quality of life of residents. Playground equipment and playing courts were also higher preferred amenities.

Streets



When thinking about streets, the top responses indicate practical and aesthetically pleasing elements. Planted medians add to the visual appeal of streets and can also include stormwater harvesting abilities while multi-use paths are an economically strategic option to increase connectivity and recreational opportunities throughout Paola.

Interactive Website

Postcard Exercises

At several meetings and public events, participants were given Paola postcards which said the following phrase:

"Dear Friend/Family,

It is the year 2050 and you should visit me here in Paola because..."

Participants were asked to finish the prompt with what they think of as Paola's most promising attributes, both today and in the future. This exercise identified the community's most cherished assets, values and potential tourist attractions.

Various postcard responses can be found to the right.



Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...we are a **vibrant** community with a **quaint** and **bustling** town square full of apartments over many small businesses serving the residents within the square and the overall community."



PLACE
STAMP
HERE

Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...we have amazing **downtown shopping** and **great family-friendly restaurants**."



PLACE
STAMP
HERE

Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...the town square is as **beautiful** today as it was 50 years ago! And there are no vacant businesses!"



PLACE
STAMP
HERE

Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...you can **live, work, play**, make and live in your life—long town. Don't 'Johnson—up' my town"



PLACE
STAMP
HERE

Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...of the **family entertainment** options – miniature golf course and a movie theater!"



PLACE
STAMP
HERE

Planning Paola 2050

Dear Friend/Family,
It's 2050 and you should visit me here in Paola because...

"...of the **fantastic outdoor family venues**."



PLACE
STAMP
HERE

Interactive Website Preference Scale

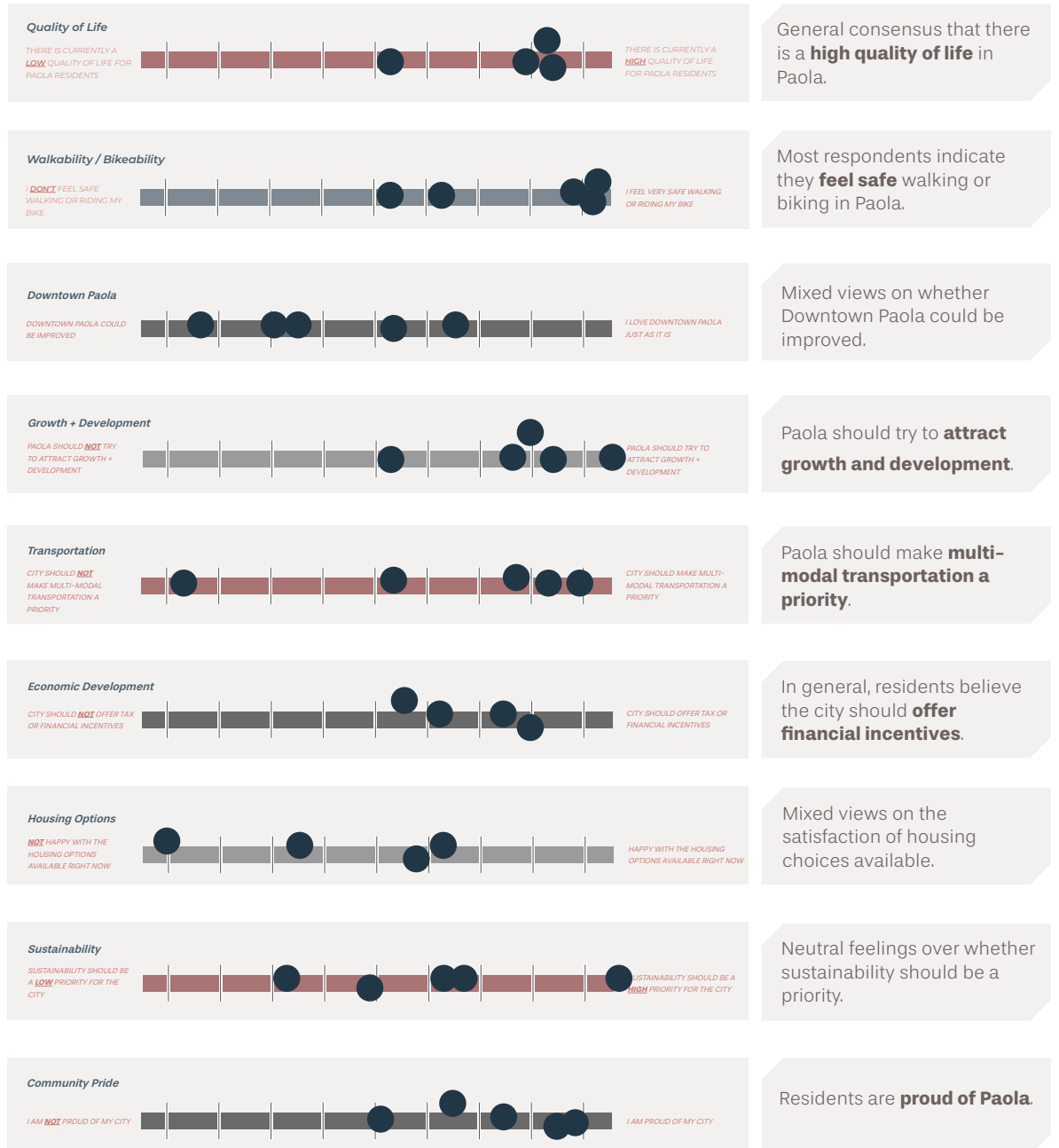
Defining Paola

Visitors to the special event booths at the Paola Farmers Market and attendees of Public Workshop #1 were asked to define Paola through a range of themes. The themes included:

- › Quality of Life
- › Walkability / Bikeability
- › Downtown Paola
- › Growth + Development
- › Transportation
- › Economic Development
- › Housing Options
- › Sustainability
- › Community Pride

This activity touches on many of the same themes discussed in the interactive website survey. Participants were asked to consider these themes along a sliding scale and indicate their opinion accordingly.

The results can be seen to the right and the main takeaways can be seen below.



Interactive Website

Preference Scale

Defining Paola

Another preferencing activity encouraged visitors and participants to select and prioritize amenities by selecting one per category. The categories included:

- › Housing
- › Parks & Trails
- › Multi-modal Transportation
- › Downtown
- › Streetscapes
- › Services

Respondents were also able to write in an amenity if they thought of an amenity not listed. The results of this activity can be viewed to the right. For housing, apartments and condos were viewed as what needs to be most prioritized with mid-level single-family homes a close second.

In terms of Parks & Trails, there was no clear indication on what should be prioritized but more trails, a botanical garden, a splash pad and a mini park all received one vote out of those listed. For multi-modal transportation, an expanded sidewalk network should be prioritized with bike share programs and micro (on-demand transit services) also viewed as a higher priority.

For Downtown Paola, there was an equal feeling that sidewalk improvements, infill residential developments and more events and festivals should all be prioritized by the city.

Street trees, public art and enhanced crosswalks all received one vote for streetscape priorities.

For city services, senior assistance was viewed as a top priority with health and wellness programs and community events also being recognized as high priorities.



Interactive Website

Interactive Mapping

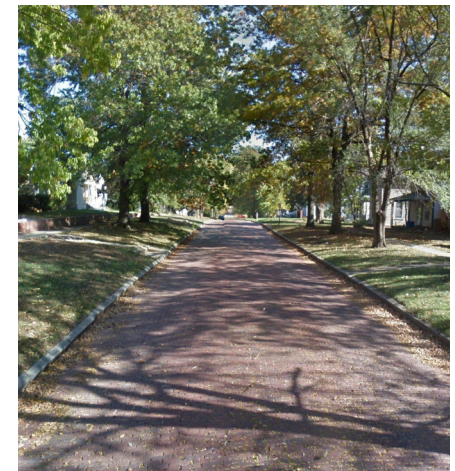
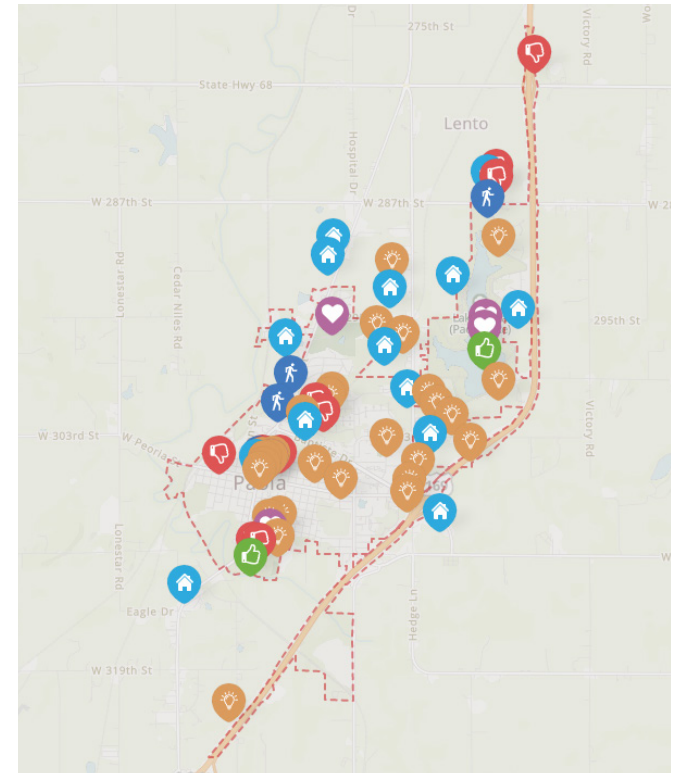
Existing Conditions

Visitors to the public engagement website were able to provide a variety of comments on an interactive map of the community. Users of the website were able to indicate their favorite place within the community,

An idea they have about a certain property or area of the city, any opportunities they see for housing, things they like and would like to see more of things that they don't like as much and would like to see changed, and areas of the city that demonstrate an issue in terms of pedestrian safety and comfort.

The comments provided were insightful and offered a glimpse into how residents feel about the physical aspects of Paola. Comments related to an array of elements in Paola with most relating to:

- › Parks and recreation
- › Growth and development
- › Housing opportunities
- › Transportation and corridors
- › Downtown Paola



Interactive Website

Interactive Mapping



Favorite Place

There were a total of 5 'Favorite Place' comments scattered throughout the city.

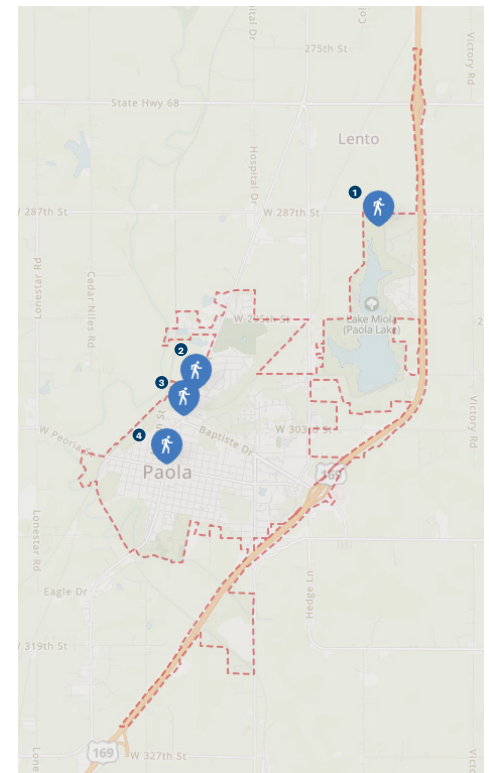
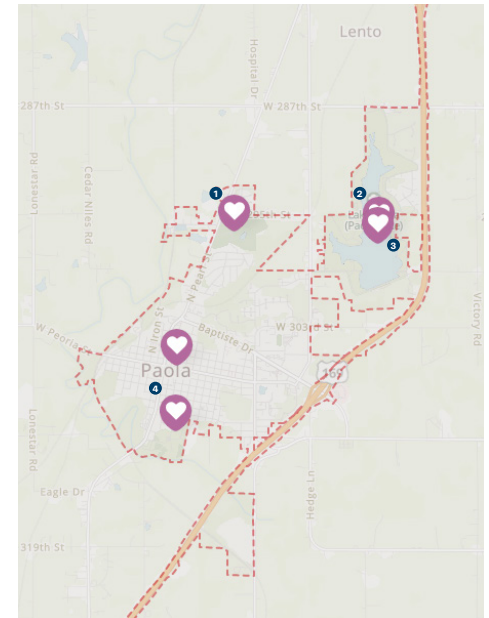
- 1 Paola Golf Club is a great recreational resource.
- 2 Protect Lake Miola.
- 3 Lake Miola is my favorite place to be, but I feel we should have more outdoor events like concerts here, and add a disc golf course, along with more trail space.
- 4 I love Wallace Park!



Pedestrian Issue Area

There were a total of 4 'Pedestrian Issue Area' comments in various locations.

- 1 The memorial on 287th Street is a danger as people stand on the bridge. Items left on bridge, signs and lighting at night are a distraction and a safety issue.
- 2 N Pearl Street from Baptiste to Country Club is not very inviting or pedestrian friendly. There's also no way to go from the Country Club to Sundance / Redbud at Baptiste. This all feels disjointed and separated but it could be very walkable.
- 3 Intersection of Baptiste / Pearl / Silver Street needs major redesign that promotes pedestrian safety and traffic control. Also, a good opportunity for streetscaping.
- 4 Raised and textured intersection with crosswalks needed all around the downtown square for speed control and pedestrian safety – opportunity for nice streetscape elements.

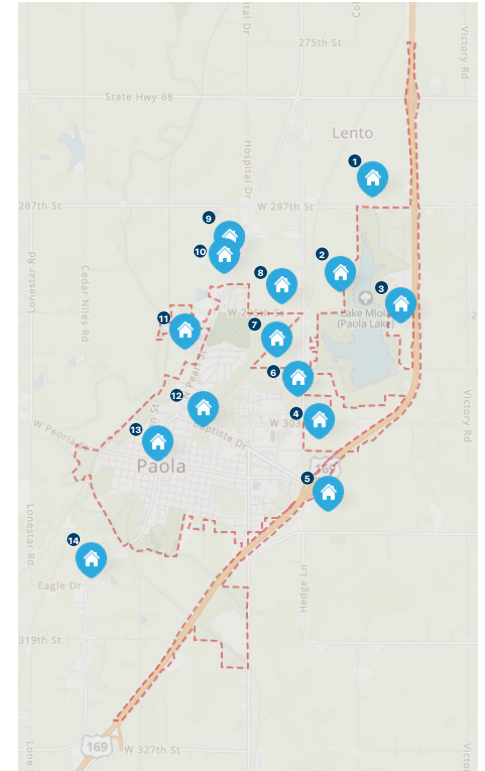




Housing Opportunity

There were a total of 14 'Housing Opportunity' comments located both within and outside of Paola's current city boundary.

- 1 Don't let this area create more problems. Bring into city and promote proper use.
- 2 If someone would be willing to spend the money (the city) to get utilities to this side of the Railroad tracks, we could develop this into more campgrounds, housing, parks, etc.
- 3 Need additional housing.
- 4 Housing or recreation area.
- 5 This needs to be annexed into the city and give tax break to a builder to come in and build a new subdivision with affordable homes for young people with families (homes here not apartments).
- 6 Housing subdivision here.
- 7 Besides expanding city limits, it seems like both bounded areas (non-city areas that fall almost completely within the existing city limits) as well as infill areas (privately owned but undeveloped property within city limits) can provide housing opportunities, if the city can figure out appropriate incentives.
- 8 Need more housing.
- 9 Develop land north of city limits to spur community growth / population.
- 10 Housing development area has already been plotted.
- 11 Homes here? (N Pearl Street / Crestview Dr.)
- 12 Multi-family apartment housing here. (Baptiste Dr. east of Walnut)
- 13 Is the city in need of medium-density affordable housing? Make it economically feasible (and dare we say economically compelling through incentives?) for all of the vacant 2nd floor spaces in buildings around the square to be developed into attractive, well-equipped, and dignified affordable housing.
- 14 This area already feels like the city... seems like a reasonable place to incorporate in and promote development.



Interactive Website

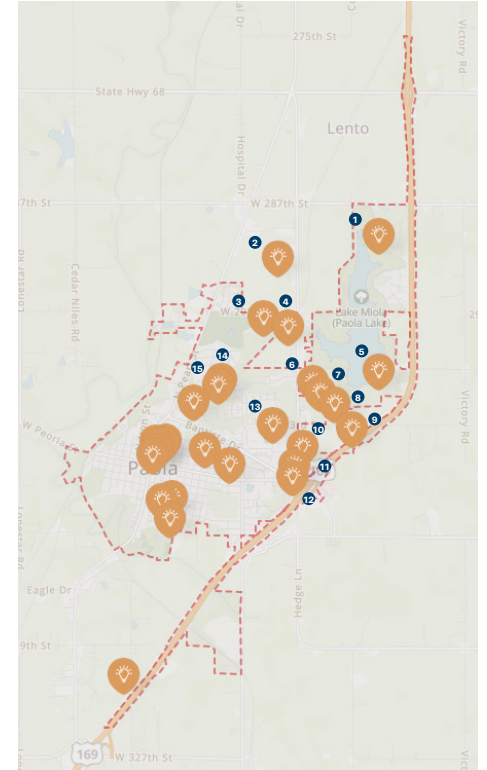
Interactive Mapping



Idea

There were a total of 15 'Idea' comments located mostly within the current city boundaries with a few placed outside of Paola.

- 1 Let the natural prairie grow – enjoy the native plants and let them attract birds (and birders). A healthy prairie will also reduce water runoff and protect the water quality of Lake Miola.
- 2 Could put your ballfields out here.
- 3 Expand the golf course to 18 holes.
- 4 Could be area for ballfields.
- 5 Dam side of lake could be turned into recreation area. (Trails, ball fields, rock wall, sport courts)
- 6 Maybe use these fields rather than spending millions on fields that will have zero use after one bad flood.
- 7 Expand current USD368 4 sports turf field complex and have city of Paola build 4 more turf fields here rather than at Wallace Park. Expand parking and concession and bathrooms it would be an eight-plex that teams from around the Midwest would come to town to play tournaments here.
- 8 Recreation or housing. (South side of 303rd St.)
- 9 There is no reason that the city could not use these areas for passive revenue by billboards.
- 10 Create an area people could go on weekend nights, comparable to the plaza S. of KC.
- 11 Entertainment venue, a 3-tier usage building, 1 side – 8 lane bowling alley; 1 side – arcade/games, and in the back 2 movie theatre screens, in the middle will be a concession stand for all 3 venues to use.
- 12 Another hotel here for out-of-town visitors (ball tournaments and visiting families) not very many options in Paola with only 1 hotel.
- 13 Connect these streets. (Main Street and Angela Street)
- 14 Get this approved to connect these streets. This would improve traffic during the school year. (Redbud Cr. and Industrial Park Dr.)
- 15 Connect these two roads. (Redbud Cr. and Hidden Meadows Dr.)

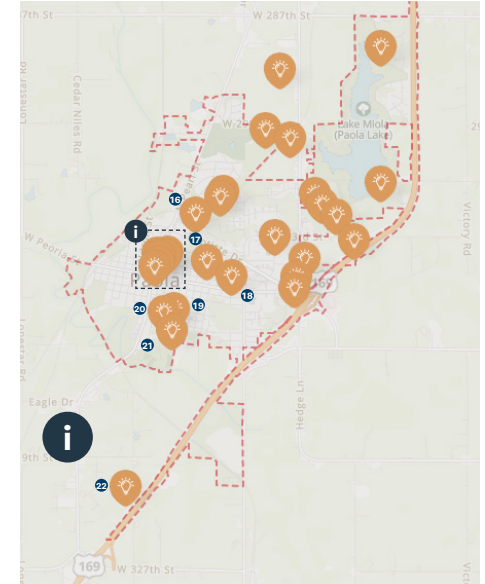




Idea (Cont.)

The 13 comments below are primarily located within the downtown core of Paola. A zoomed-in map can be found in the lower right-hand corner.

- 16 This area is underdeveloped. How about encouraging commercial development? Improve Baptiste traffic flow for safety with pedestrian & bike access. Parking (in tiers?) on the south side of Baptiste and a foot-traffic friendly shopping center on the north.
- 17 Streetscaping, bike lanes, and parking might all be improved with a one-way (westbound probably) on Peoria and a one-way (eastbound) on Wea. While Pearl along the Square doesn't seem to have much traffic, not sure that southbound only on Silver (making the Square a one-way-around) would be feasible.
- 18 Protected bike lanes for kids headed to the park/pool.
- 19 Rebuild an overhang on the unused concrete pad that will bring more people to the park.
- 20 Basketball courts would be nice. Or adding a goal on the tennis courts for multi-use opportunities.
- 21 Would like to see bocce ball and regulation-sized pickle ball courts installed in Wallace Park.
- 22 These areas that back up against the highway could be good places for industrial development. Allows for obvious/visible economic development (and visual marketing for the industries) close to town without having them bump up against quiet residential areas.
- 23 Allow for outdoor patio space on the streets on the square. For more info on what I mean look at Mass St. in Lawrence.
- 24 Work with building owners to allow for living areas on 2nd floors. Help with incentives.
- 25 Add Electric Vehicle charging stations in city parking lots.
- 26 I believe that it would bring lots of attention to the area if we could get a nature trail connection to the Flint Hills Trail and get a trailhead.
- 27 Allow for more street closures for events and festivals. Particularly on Pearl downtown for just a block or two. The whole square traffic doesn't have to be blocked. It doesn't have to be massively disruptive.
- 28 It could be a traffic calming measure to make the Square a one-way around, redirecting northbound traffic to Pearl along the south of the Courthouse, and maybe back to Silver on Piankishaw to the north.



Interactive Website

Interactive Mapping



More of This

There were 2 'More of This' comments located within the City of Paola

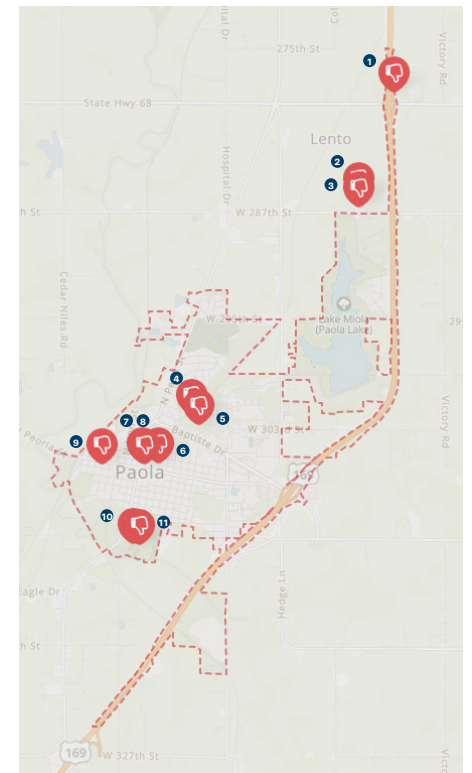
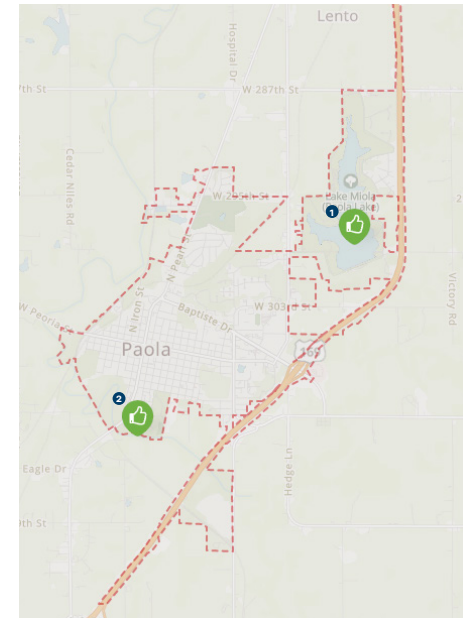
- 1 Expand recreational opportunities in and around Lake Miola.
- 2 The existing trails just need to be maintained both in Wallace Park and at Lake Miola.



Less of This

There were 10 'Less of This' comments located within the City of Paola

- 1 This seems to just be to issue tickets when city limit extends beyond the city proper.
- 2 The runoff from this large livestock area is affecting the city as runoff is coming into Miola Lake etc.
- 3 City should work with KDHE, State of Kansas, and Miami County to protect the lake from livestock waste runoff from the large feed lot operation on 287th Street.
- 4 Unnecessary stop sign. (Redbud Cr. and Sundance Dr.)
- 5 Pointless stop sign. (Redbud Cr. and Sundance Dr.)
- 6 Less zoning restrictions. Can zoning districts be opened up to allow more varied/mixed. Currently zoning is restrictive and fails to allow for more creative and better use of the nucleus of the city. Ordinances seem to be adopted from boilerplate without the flexibility our little city needs for its own natural development.
- 7 The angle-in parking around the square needs to go away and with wider sidewalks installed.
- 8 Is there any way the city can work harder to incentivize property owners to get their properties filled?
- 9 Continually vacant properties become derelict properties and eventually nuisance properties, which then the city has to deal with (at taxpayer expense). And all the while our community is stuck looking blighted.
- 10 Remove blighted homes.
- 11 Focus on something that we already have and on preserving this space. Use the new fields at USD368.
- 12 Recreational area emphasis for future should be around Lake Miola where the majority of citizens go to for recreational activities.



Interactive Website

General Comments

Visitors to the interactive engagement website were able to leave general comments and feedback through a portal on the main page. The comments provided can be found below.

Would the city be able to invest in the **FTE needed to manage outreach and engagement and solution-building** among the city, the council, and residents and business owners? No doubt many city officials do this as part of their jobs, but what I often hear is the city "isn't helping" or even "is the problem." I'm generally skeptical it's true--or intentional anyway--but **more active engagement and problem solving** can help. I'd like to feel like there's a resident/business-owner advocate on staff.

Need more **recreational opportunities** for all age groups including seniors. A **pickleball complex, bocce courts, horseshoe courts** and **sidewalks** would be a good addition for the senior populations. All of the **ballfields need to be upgraded** as does the swimming pool. The downtown area needs major updating with an emphasis on creating an environment that attracts small specialty businesses. The city needs to put some resources into **neighborhood revitalization and property maintenance**.

Paola desperately needs some **commercial/industrial jobs to help offset the tax base** expense of all local government including expenses. Schools, City govt. Police and fire.

Wallace park needs to be completely redone. The ball parks, the swimming pool, and the park itself. Need more police presence in this area as well. I wish there was a decent area in Paola for children. **Need more activities for children**. Let's clean up our town!

Paola has an honest to goodness town square! It's a chill but fun place with shops, bistros, and bars. People are out and about. If you walk or bike into the neighborhood, streets are calm and shady, sidewalks/bike lanes are intact, and the houses are charming and varied. There are interesting things to see on with every block: **parks, boutiques, churches, museums**. Outside downtown there's shopping and services. It seems like there's **a lot of activity, but it is pleasant, easy-going, and friendly**.

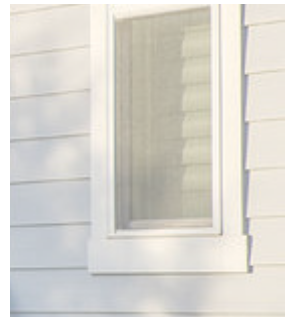
There is a **great mix of urban and natural spaces**. People can enjoy public parks with natural areas and native plant species that are host to birds, mammals and insects. The wildflowers attract many kinds of butterflies and birds – and I can see them when I **walk around the lake or on the square** when I go to the eye doctor. Shopping and nature therapy all at once! Not just boring fescue and flat grass – but a healthy landscape as God intended!

Our city has become a **hub of activity**. The leaders some 25 years ago invested in a new recreation facility that is connected to the Paola School system and it draws people from several states for regional sporting events with year-round activities. We benefited from the investment in new sewer and water lines that has allowed our family to build our new home, close to the schools and rec programs. It was a great decision for Paola to re-invest in its **downtown business district**.

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Section 1:

Housing + Neighborhoods



Housing and neighborhoods contribute to the quality of life and character in a community. Ensuring that all residents have access to decent and safe housing is crucial to building a healthy and happy community. This section examines current housing conditions and influential data points to produce recommendations on how to preserve and provide a well-rounded housing stock for current and future residents of Paola.

Discussed in this section:

- › Peer city comparisons
- › National, state, and local level housing data
- › Neighborhood level housing data
- › Windshield survey analysis
- › Goals and corresponding policies and action items

A Place to Call Home

Paola's history and community-centric values are on full display as you drive throughout its neighborhoods. The single-family homes in the heart of Paola are rich with architectural features and character; no one home is the same.

The guiding principle presented to the right paints a clear picture of where Paola wants its housing stock to be. Providing housing options for all ages, incomes, and lifestyles will improve the quality of life for all residents and produce a well-rounded housing stock. Retaining the rich history and character of existing single-family homes will allow Paola to maintain its charm. Lastly, Paola strives to supply a housing stock that is walkable, attractive, and safe.

A guiding principle for Housing + Neighborhoods

“Paola not only offers a diverse set of housing options, but a home for residents of today and tomorrow. The housing stock in Paola is comprised of options to suit all ages, incomes, and lifestyles. Paola invests in its older neighborhoods while actively seeking opportunity areas for new residential growth including the downtown. Paola has strong neighborhoods that are walkable, attractive, and safe. New residential development will build upon Paola's charm.”



Housing + Neighborhoods:

Strategic Opportunities

The Housing Strategic Opportunities Map, displayed in Figure 1.1, identifies opportunities for specific recommendations related to Paola's housing stock. The strategic opportunities include:

Priority infill areas

The neighborhoods that fall within the green boundary are proposed as priority locations for infill redevelopment. Infill redevelopment identifies vacant or dilapidated parcels, leverages existing infrastructure for redevelopment, and provides new housing that the community is in need of. The area within this boundary already has pockets of vacant parcels ready for infill redevelopment. As other homes fall into disrepair or become dilapidated, it adds to the opportunities for additional infill housing.

Hot-spot rehabilitation nodes

Later in this chapter, a hot-spot analysis map identifies vulnerable residences in Paola. Additionally, there was a correlation in the location of deteriorating and dilapidated parcels and the location of the more intense hot spots. These areas will require careful attention moving forward in order to uplift and secure a high quality of life for the residents in these neighborhoods.

Expand housing options with medium-to-high density housing

The public input and data analysis phases in the comprehensive planning process revealed a strong need for varied housing typologies and more homes in general. By adding a variety of typologies and price points, residents will be able to move around the community to a home that best fits their household and income. These developments should include townhomes or rowhouses, cottage style developments, quadplexes, and apartments.

Accessory Dwelling Units (ADUs) and best practices

Accessory Dwelling Units (ADUs) are smaller, independent residential dwelling units located on the same lot as a stand-alone single-family home. The map identifies ideal areas for these to be located within the purple ovals. These areas were identified for their larger parcel sizes and would allow for more conventional, stand-alone ADUs; however, the neighborhoods not detailed on the map should also be considered for ADUs when they meet lot size requirements or propose a non-conventional ADU (such as a garage or basement conversion).

Increase single-family subdivisions

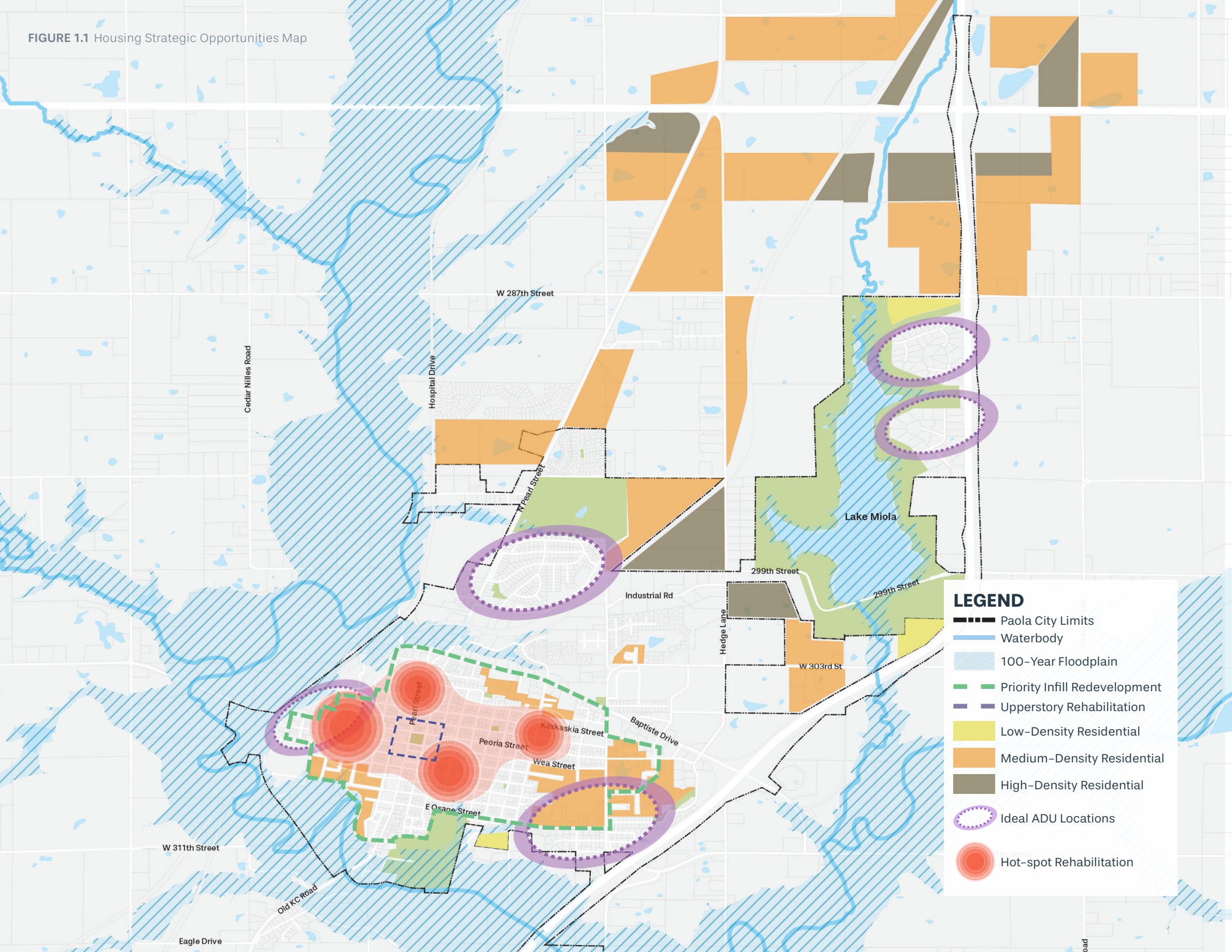
Public input revealed a strong desire for additional single-family subdivisions at entry- and mid-level status. The addition of these developments grant residents looking to buy their first home the opportunity to find one within their price range and allow another

household to subsequently move-up into a new home. The areas highlighted in yellow on the map identify proposed single-family residential areas located within the current city limits per the Proposed Future Land Use Map.

Upperstory Rehabilitation

Surrounding iconic Park Square, the downtown businesses have an opportunity to provide a unique downtown living experience by rehabilitating the upperstory units into new residences. The blue dash line along the one-block radius of Park Square identifies the structures most suitable for this type of rehabilitation

FIGURE 1.1 Housing Strategic Opportunities Map



Housing + Neighborhoods:

Public input summary

Public Engagement Opportunities

Planning Paola 2050 is a four-phase comprehensive planning process to guide the growth and development for the next thirty years. An individual report of the Public Engagement process is included as an appendix to the entire report with greater detail to all feedback received.

Throughout this process, a variety of engagement opportunities were available to the public to shape the plan and recommendations. These opportunities include:

- › Comprehensive Planning Advisory Committee (CPAC)
- › Key Stakeholder Interviews
- › Farmers Markets
- › Yard Signs
- › Public Meetings
- › Social Pinpoint Interactive Website

In the following pages and graphics, the feedback received from these groups and events are provided to give more insight into the challenges and opportunities influencing housing in Paola.

FIGURE 1.2 Key Stakeholder Interview Major Themes

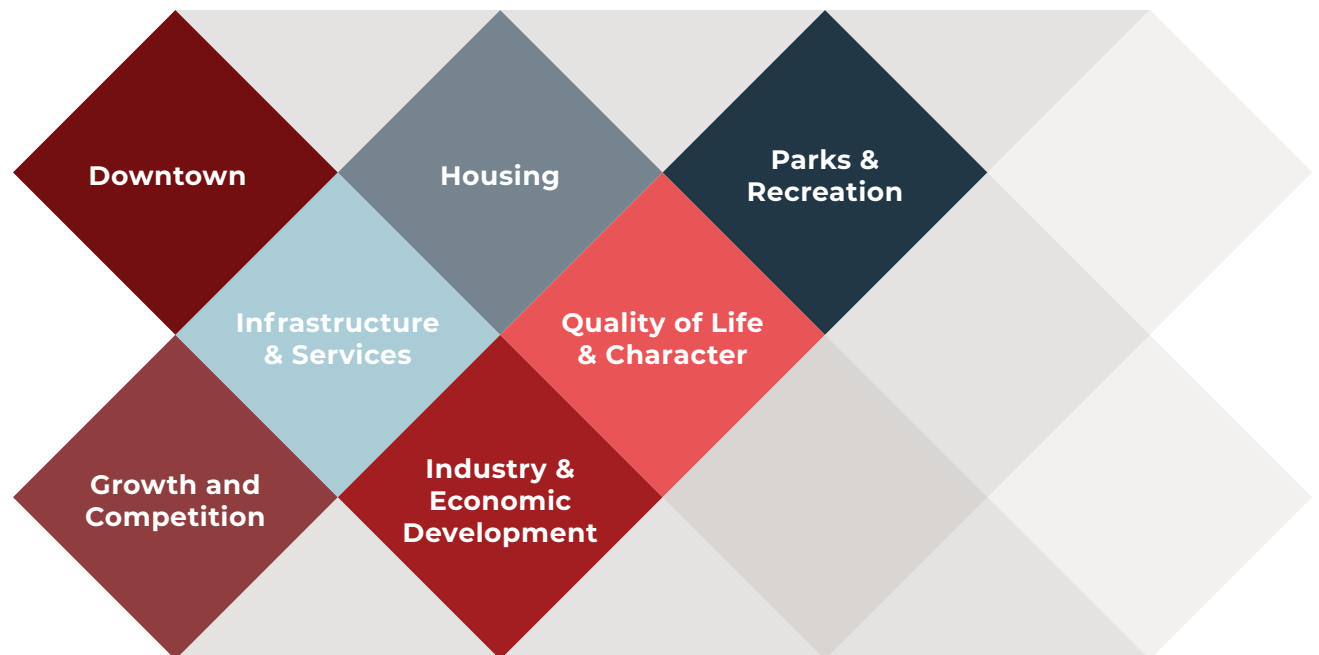
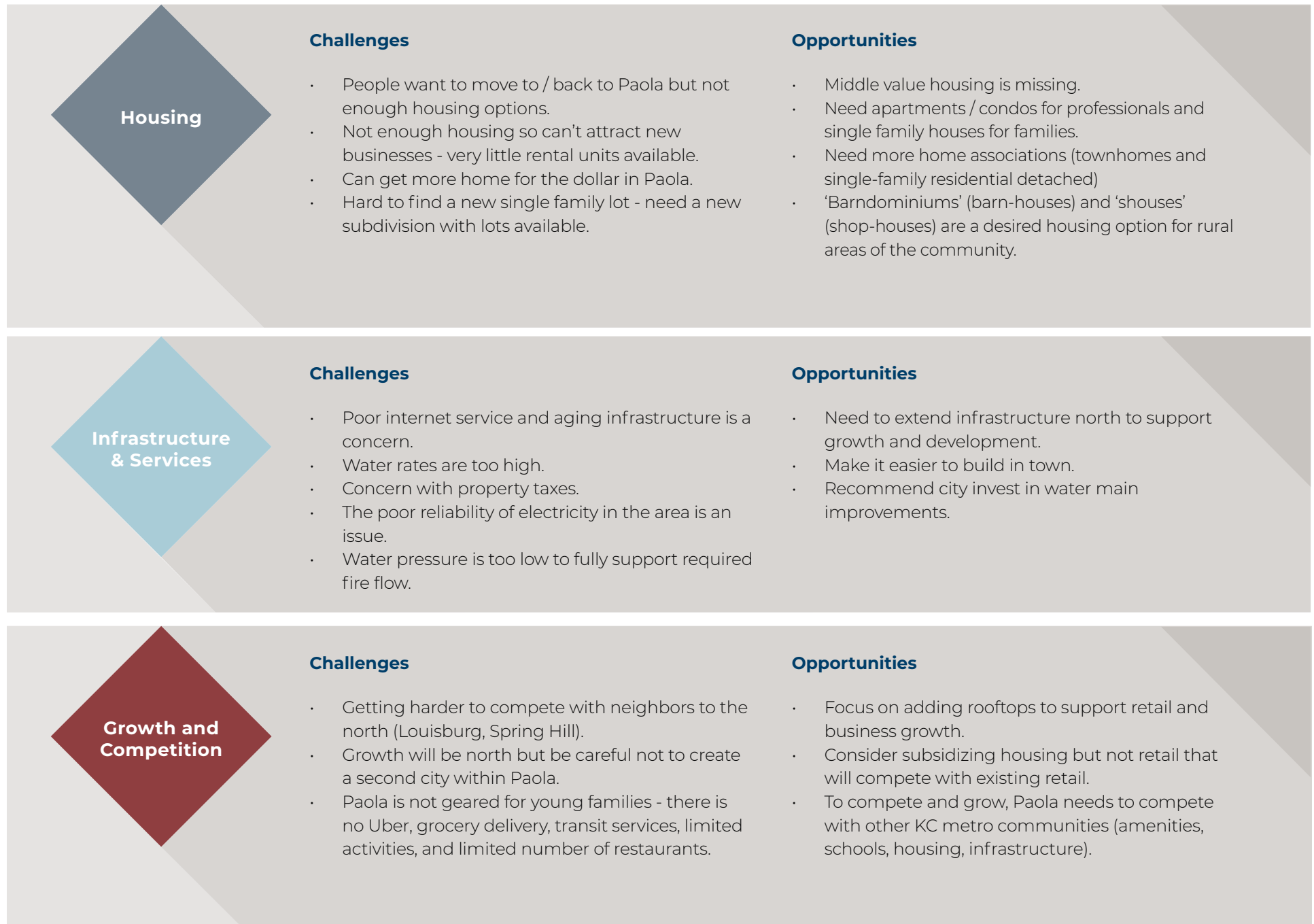


FIGURE 1.3 Key Stakeholder Interview Housing-Related Feedback



Housing + Neighborhoods:

Public input summary

Farmers Market



Yard Signs



Public Meetings



FIGURE 1.4 Farmers Markets Housing Feedback

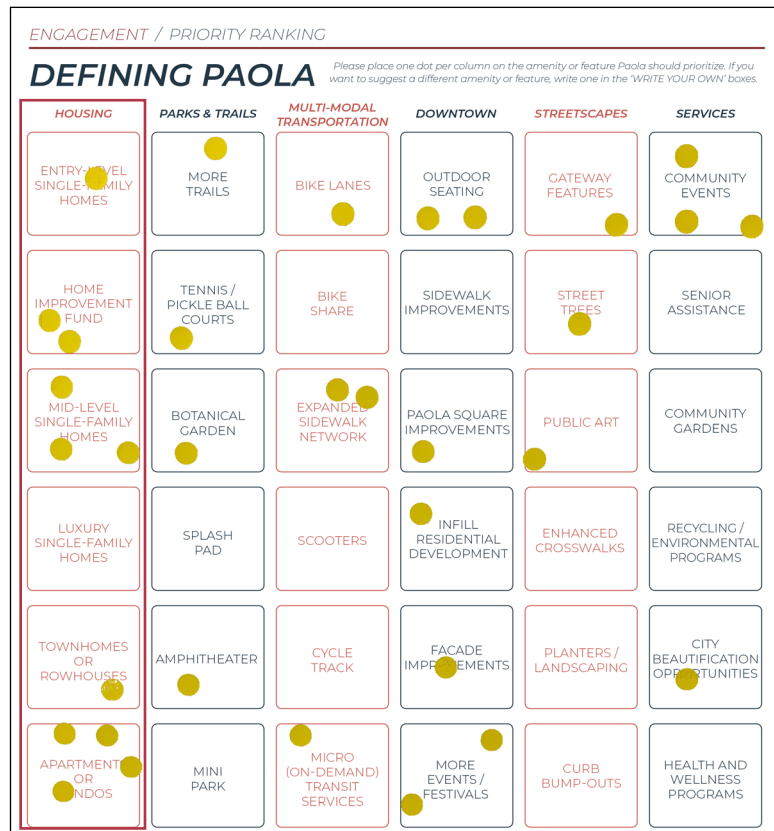
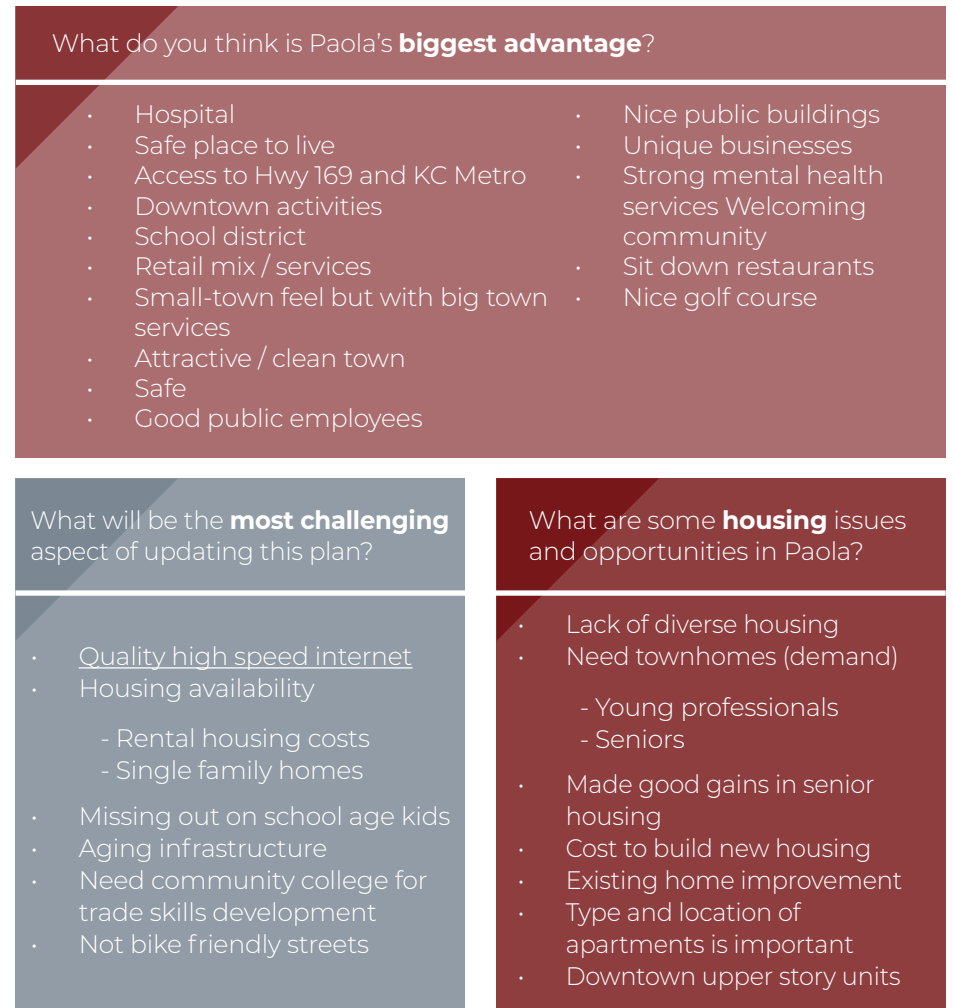


FIGURE 1.5 Public Workshop Housing-Related Feedback



Housing + Neighborhoods:

Public input summary

Social Pinpoint Interactive Website Feedback

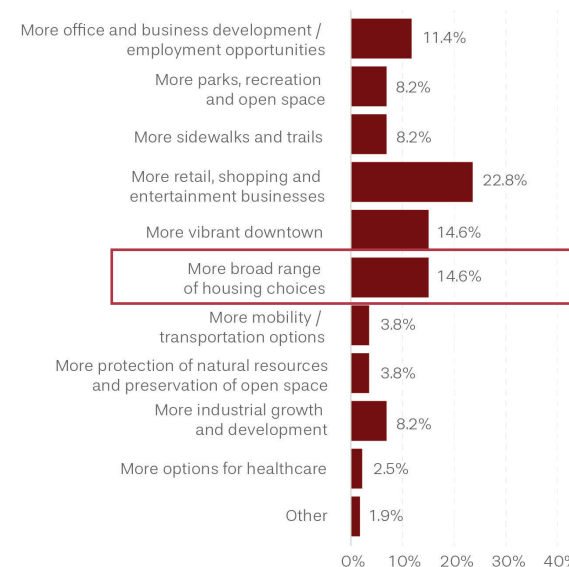
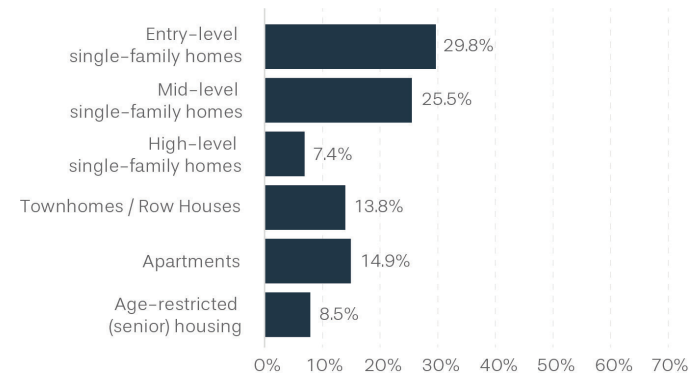
In order to reach as many residents as possible, the consultant team deployed an interactive engagement website. The website included a variety of activities, including:

- › A Community Survey
- › Interactive Mapping
- › Preferencing Scales
- › Image Preferencing
- › Visioning Postcards
- › General Comments

These activities were replicated from the in-person events and all the results, from both the online platform and in-person meetings, have been tabulated together for the development of this plan.

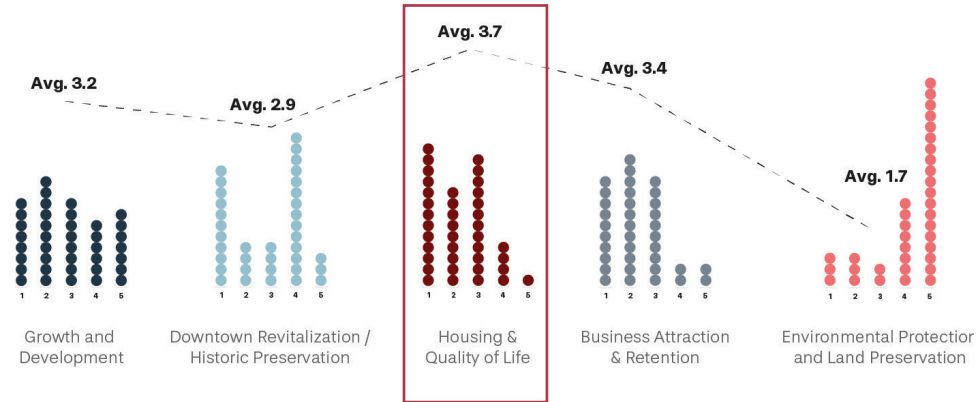
Question 5: What type of housing is most needed in Paola?
When questioned about what types of housing is needed, the response that received the most responses was entry-level single-family homes (29.9%). This was followed by mid-level single-family homes (25.5%) and apartments.

Question 6: The City needs more of the following:
Respondents were given many options to choose from when considering what things Paola needs to bring added vibrancy and economic activity to the city. More retail, shopping and entertainment businesses received the most respondents (22.8%) with a more vibrant downtown and a more broad range of housing choices both received just over 14% of responses.



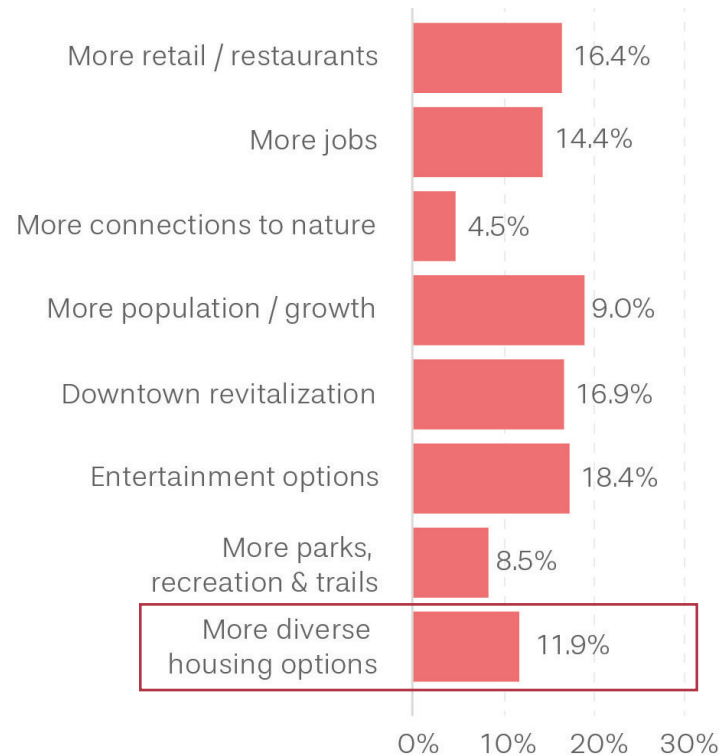
Question 13: Please rank the following priorities in terms of how important they should be to the City of Paola (1 = Highest priority, 10 = Lowest priority)

Survey takers were given five different themes that they were tasked with ranking (1 through 5) in terms of which should be a priority for the City of Paola. Housing and Quality of Life had the highest average answer of 3.7.



Question 14: in 10–20 years, what sort of new amenities do you want to see in Paola (select all that apply).

Survey takers were asked which type of amenities would they like to see in Paola in the future. There was no runaway winner for this question but entertainment options, downtown revitalization and more retail/restaurants received the most responses. More jobs and more diverse housing options also received higher than 10% of the vote.



Housing + Neighborhoods:

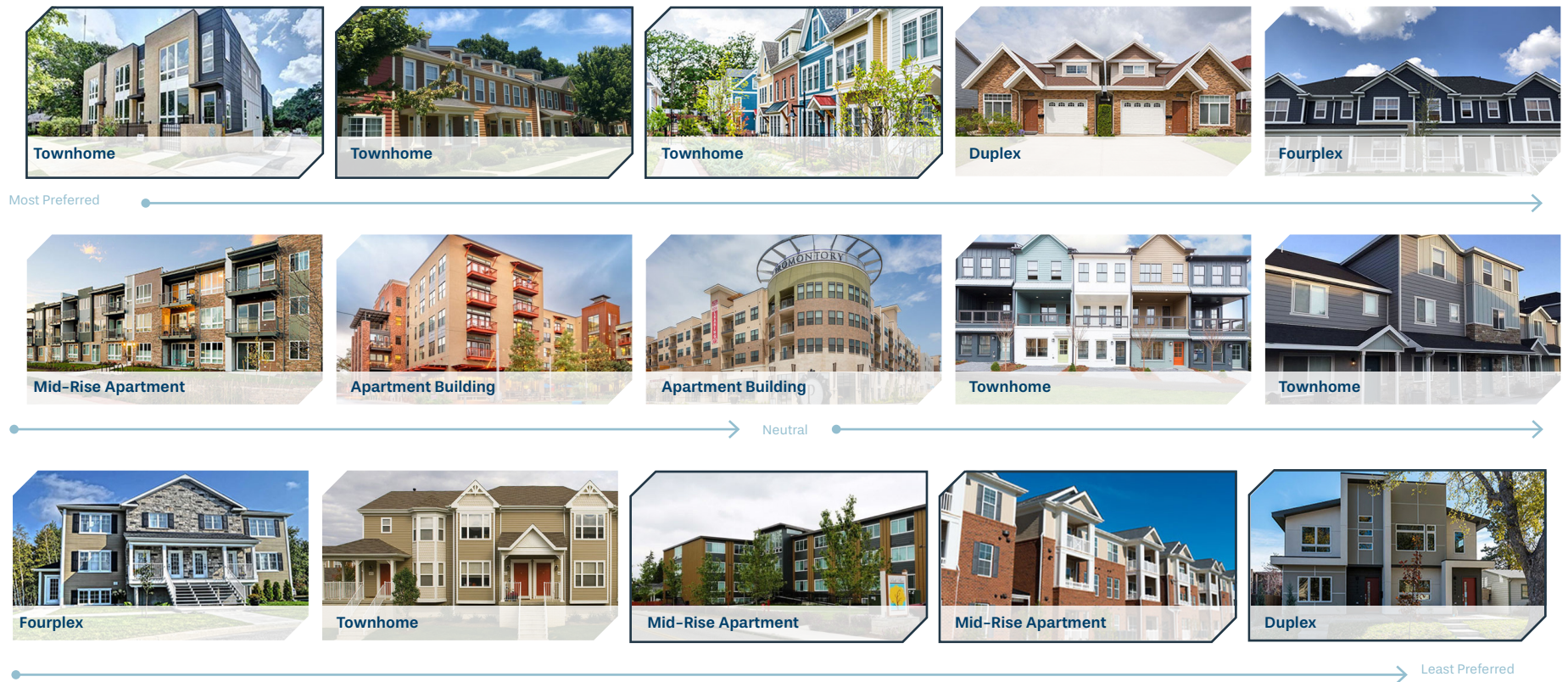
Public input summary

Low-Density Residential



The low-density residential images that garnered the most votes were the single-family home, mid-size single-family home and small single-family home. These responses are consistent with much of the existing character of Paola and indicate that this is the type of character that should be retained and added moving forward. In general, the more dense single-family homes were less preferred.

Multi-Family Residential



The top three most preferred multi-family residential images all portrayed townhomes, indicating the desire for this type of medium-density residential within Paola. Also ranking high were duplexes and fourplexes that displayed a slightly more traditional architectural character. Larger, multi-story buildings were found more in the middle of the grouping, indicating a neutral attitude towards those types of housing opportunities.

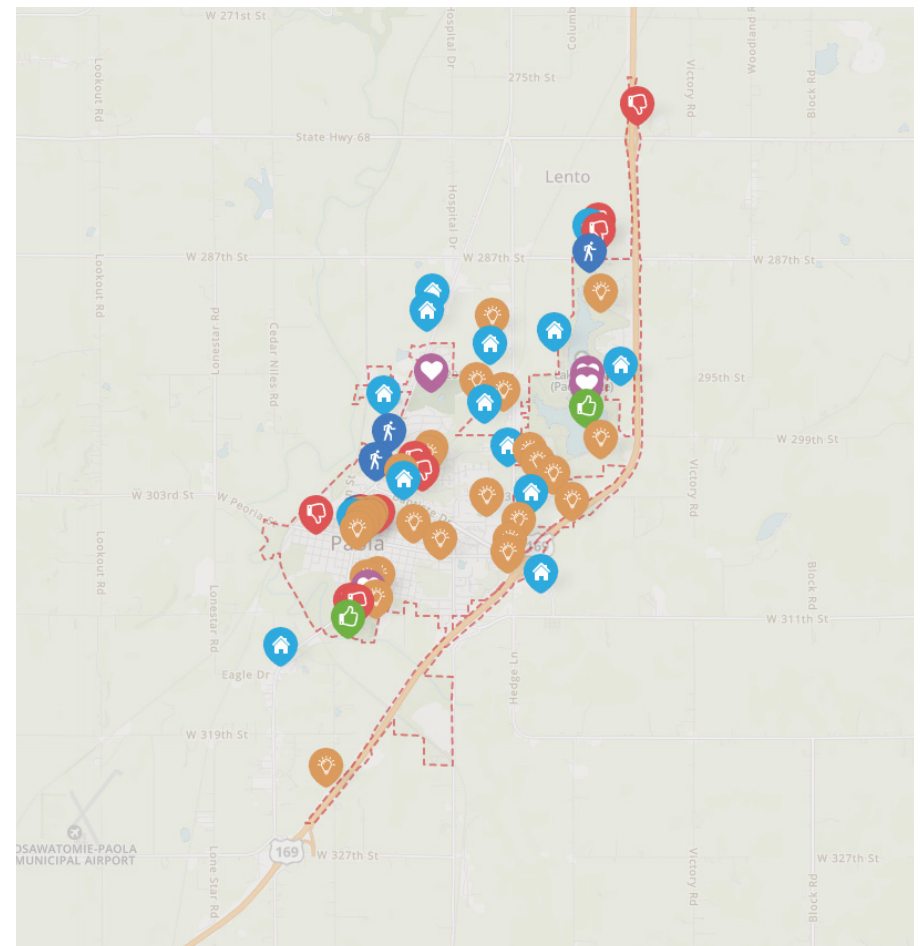
Housing + Neighborhoods: Public input summary

Interactive Mapping

Visitors to the public engagement website were able to provide a variety of comments on an interactive map of the community. Users of the website were able to indicate their favorite place within the community, an idea they have about a certain property or area of the city, any opportunities they see for housing, things they like and would like to see more of, things that they don't like as much and would like to see changed, and areas of the city that demonstrate an issue in terms of pedestrian safety and comfort.



FIGURE 1.6 Interactive Map Comments

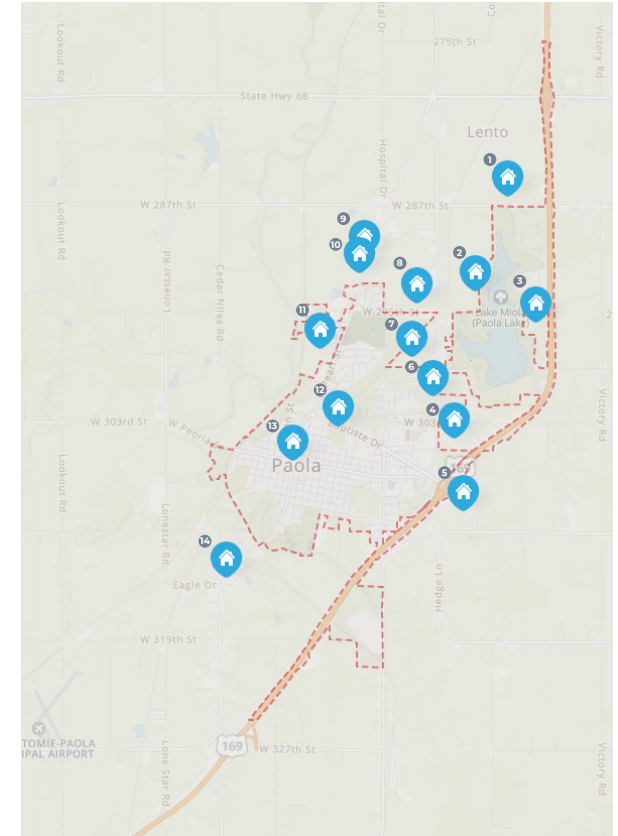




Housing Opportunity

There were a total of 14 'Housing Opportunity' comments located both within and outside of Paola's current city boundary.

- 1 "Don't let this are create more problems. bring into city and promote proper use."
- 2 "If someone would be willing to spend the money (the city) to get utilities to this side of the Railroad tracks, we could develop this into more campgrounds, housing, parks, etc."
- 3 "Need additional housing."
- 4 "Housing or recreation area."
- 5 "This needs to be annexed into the city and give tax break to a builder to come in and build a new subdivision with affordable homes for young people with families (homes here not apartments)."
- 6 "Housing subdivision here."
- 7 Besides expanding city limits, it seems like both bounded areas (non-city areas that fall almost completely within the existing city limits) as well as infill areas (privately owned but undeveloped property within city limits) can provide housing opportunities, if the city can figure out appropriate incentives."
- 8 "Need more housing."
- 9 "Develop land north of city limits to spur community growth / population."
- 10 "Housing development area has already been plotted."
- 11 "Homes here?" (N Pearl Street / Crestview Dr.)
- 12 "Multi-family apartment housing here." (Baptiste Dr. east of Walnut)
- 13 "Is the city in need of medium-density affordable housing? Make it economically feasible (and dare we say economically compelling through incentives?) for all of the vacant 2nd floor spaces in buildings around the square to be developed into attractive, well-equipped, and dignified affordable housing."
- 14 This area already "feels like" the city... seems like a reasonable place to incorporate in and promote development."



Community-level Data

Community snapshot

General Demographics

Paola's population has steadily increased since its first Census in 1870. In Figure 1.7, Paola had 1,811 residents, whereas in 2020, they have approximately 5,768 residents. In Figure 1.8, a more detailed look over the last decade reveals an increase of 245 residents. Throughout the comprehensive planning process, population projections for Paola were presented to provide insight into the potential growth over the next 20 years. The average estimated population for 2050 is 8,125. There are also extreme increase and decrease scenarios presented in Figure 1.9. The majority of Paola's population is White alone (90.8 percent), with Black or African American alone is the next highest (2.3 percent).

In Figures 1.10–1.12, age breakdowns for Paola and Miami County provide insight into a variety of factors contributing to growth, housing, and the local

economy. From this age pyramid, it is evident that Paola exceeds Miami County in males ages 5–24 and female ages 5–19 years old and generally has more males than Miami County. When examining the age cohort change from 2010 to 2019, there are four main phenomenon's that can be pulled from the data:

- › There are major gains in ages 0–9
- › There is a decrease in people in their 20s, likely due to college
- › Gain people in their adulthood but lose some in early retirement years
- › Gain many people in later retirement years; ages 60–85+

FIGURE 1.7 1870–2019 Population (2019)

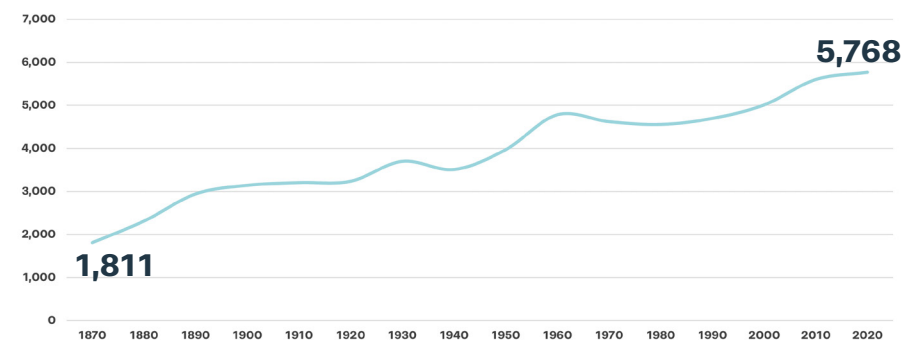
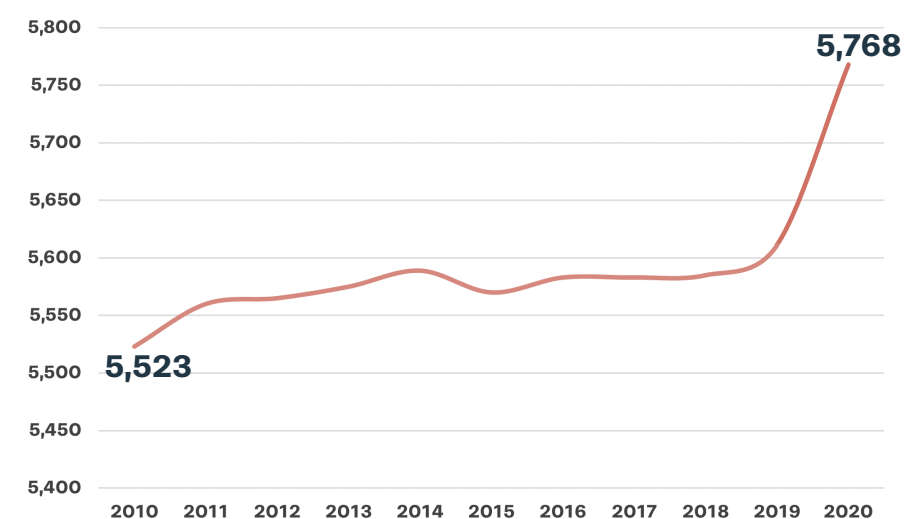


FIGURE 1.8 2010–2019 Population (2019)



Section 1: Housing + Neighborhoods

FIGURE 1.9 Population Projections for Paola through 2050

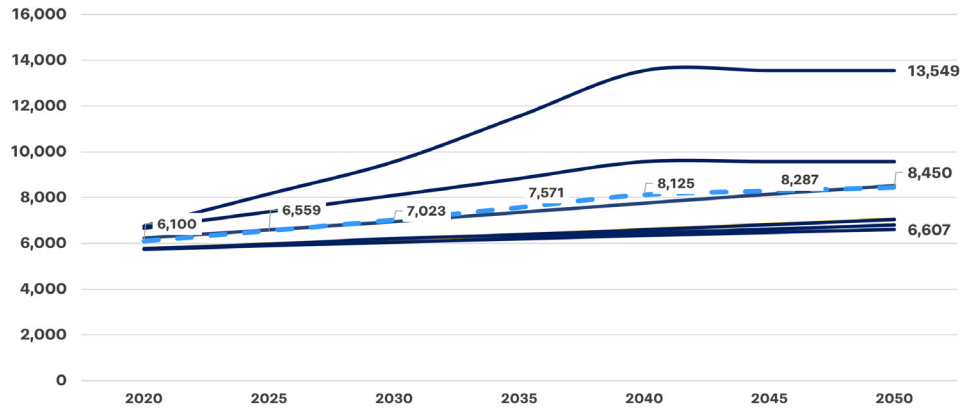


FIGURE 1.11 Age Comparison 2010–2019 (2019)

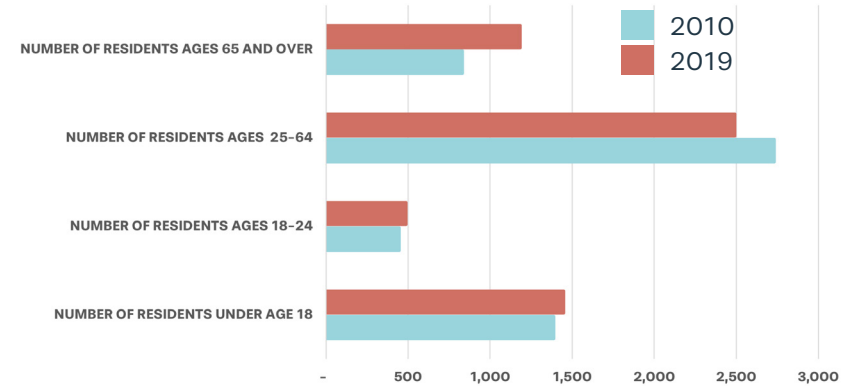


FIGURE 1.12 Age Breakdown in Paola (2019)

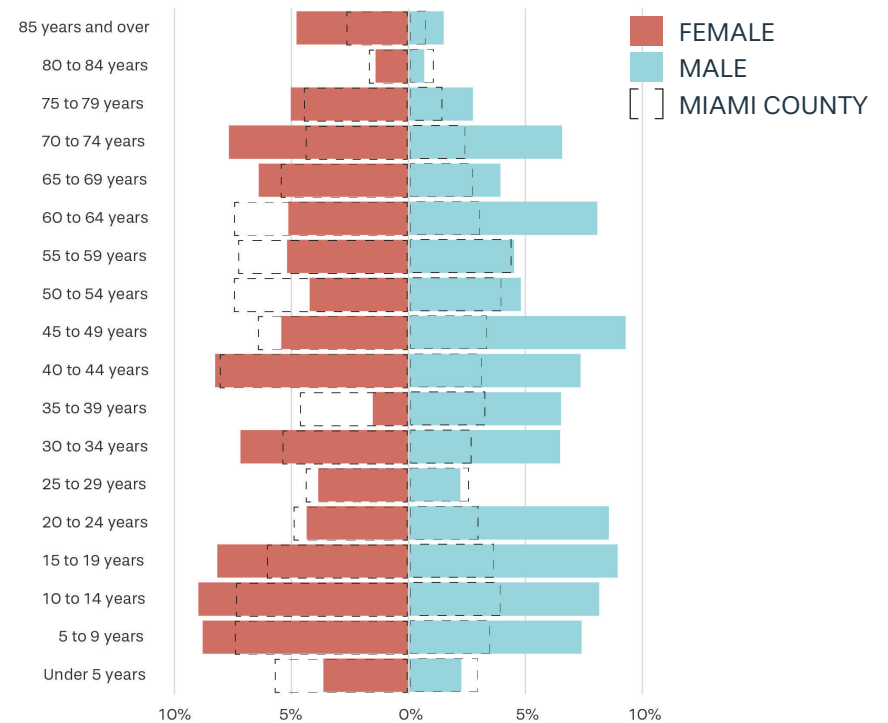


FIGURE 1.10 Age Cohort Analysis 2010–2019 (2019)

AGE	2010	2019	Net Change	Cohort Change
Under 5 years	429	171	-258	171
5 to 9 years	478	460	-18	460
10 to 14 years	435	484	49	55
15 to 19 years	379	477	98	-1
20 to 24 years	317	345	28	-90
25 to 29 years	366	177	-189	-202
30 to 34 years	364	386	22	69
35 to 39 years	347	205	-142	-161
40 to 44 years	355	442	87	78
45 to 49 years	411	397	-14	50
50 to 54 years	356	251	-105	-104
55 to 59 years	285	275	-10	-136
60 to 64 years	248	358	110	2
65 to 69 years	209	300	91	15
70 to 74 years	143	404	261	156
75 to 79 years	163	228	65	19
80 to 84 years	167	61	-106	-82
85 years and over	150	190	40	27



median age **41.1**

Community-level Data

Household data

Household Data

Household data assists in identifying general household makeups throughout the community, predominate income ranges are in the community, and how these datasets compare regionally.

Illustrated in Figure 1.13, the average household size for Paola is 2.45 persons. Compared to the State and National averages, Paola's household size is mildly lower than average. The household sizes are further broken down into owner-occupied and renter occupied.

Median household income in Paola is \$51,324. Compared to the region, this is lower than that of Miami and Johnson County, the KC Metro, and the US. Breakdowns for Paola's income ranges are found in Figure 1.16, illustrates a heavy presence in the \$25,000 to \$34,999 range and \$50,000 to \$99,999. As of 2019, the Per Capita Income is \$26,583.

FIGURE 1.13 Average Household Size (2019)

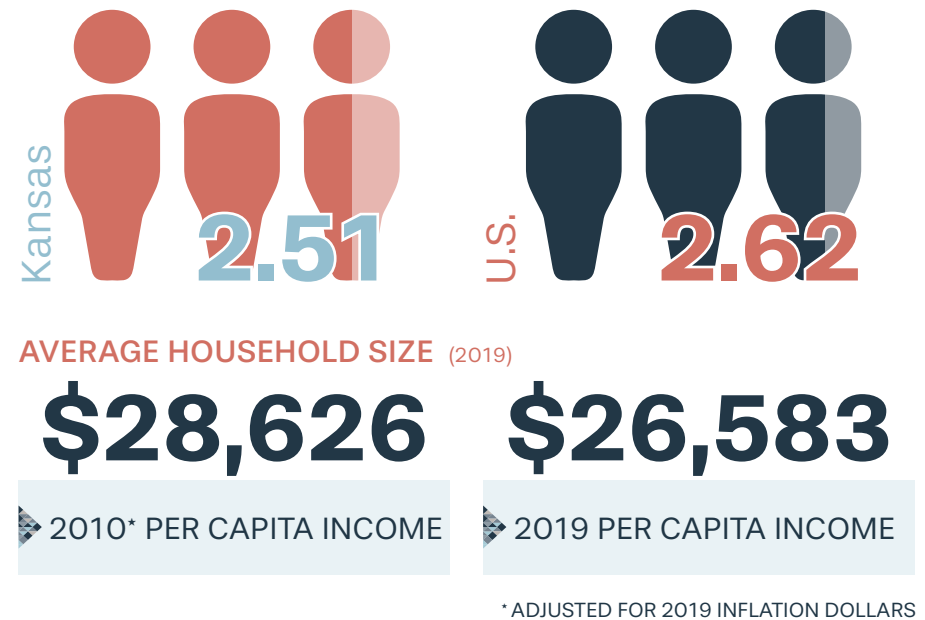


FIGURE 1.15 Paola Income Ranges (2019)

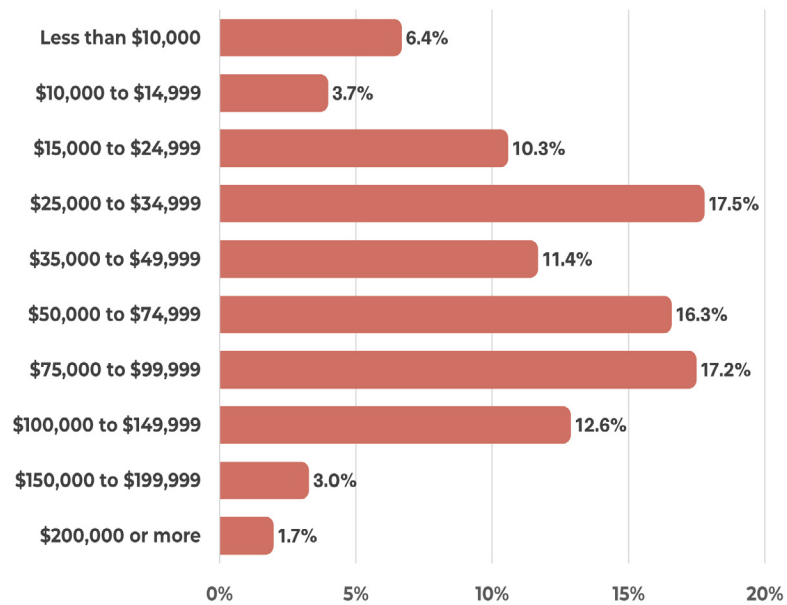
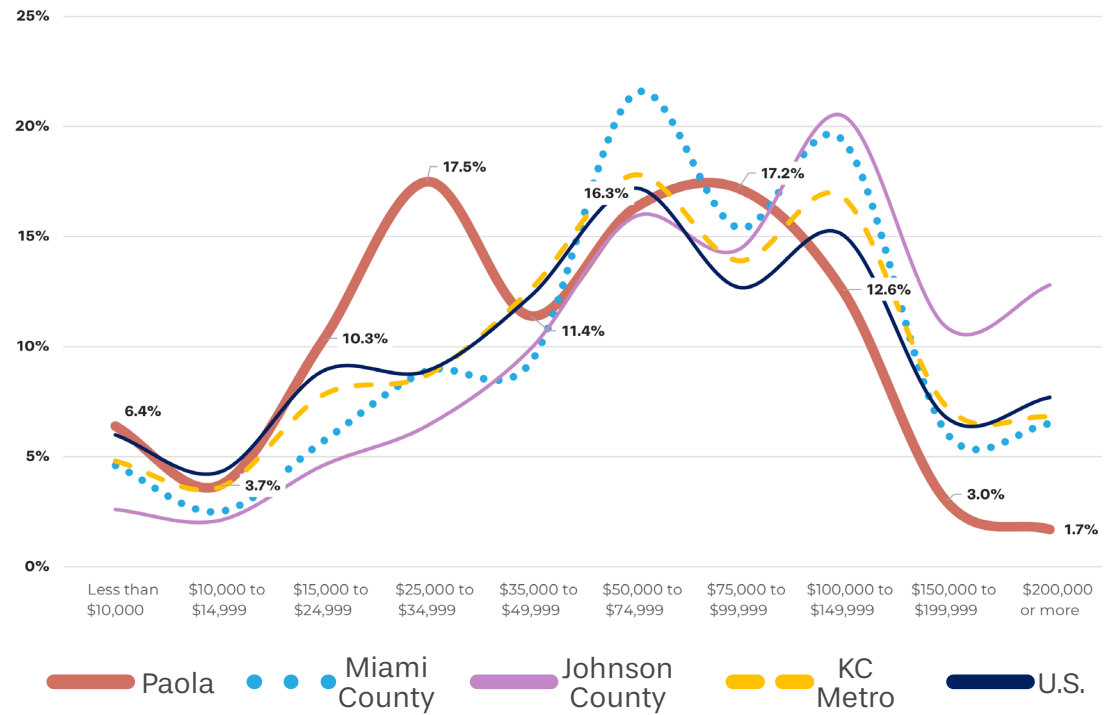


FIGURE 1.16 Regional Income Comparison (2019)



Community-level Data

Jobs + economy

COVID-19 County Impacts

In July 2019, the estimated total number of Miami County-based jobs was 17,498. In April 2020, the County saw a dramatic decrease in jobs to 15,186, due to the COVID-19 pandemic. By July 2020, the County had recovered 1,843 jobs, amounting to a total of 17,029 jobs. As of March 2021, there are 17,482 jobs in Miami County.

Jobs + Economy

Data presented from OnTheMap, an online data source from the U.S. Census Bureau that utilizes LEHD datasets, splits job analyses into "work" and "home" categories. Work categories are defined as being jobs available within the study area, while home categories are defined as jobs held by residents. 2019 LEHD estimates identify the top three industries for both work and home categories to be Healthcare and Social Assistance, Educational Services, and Retail Trade respectively. These breakdowns

by industry can be found in Figure 1.17. Between 2010–2018, Paola industries experienced growth and decline. Shown in Figure 1.18, Accommodations + Food Services, Public Administration, Transportation and Warehousing, and Health Care + Social Assistance experienced the most

net growth. Wholesale Trade saw a decline of 120 jobs. Figure 1.19 illustrates jobs by earnings in Paola. The chart identifies the majority of both work and home category jobs earn \$1,251 to \$3,333 per month.

FIGURE 1.17 Top Job Industries in Paola



FIGURE 1.18 Industry Change in Paola from 2010–2018

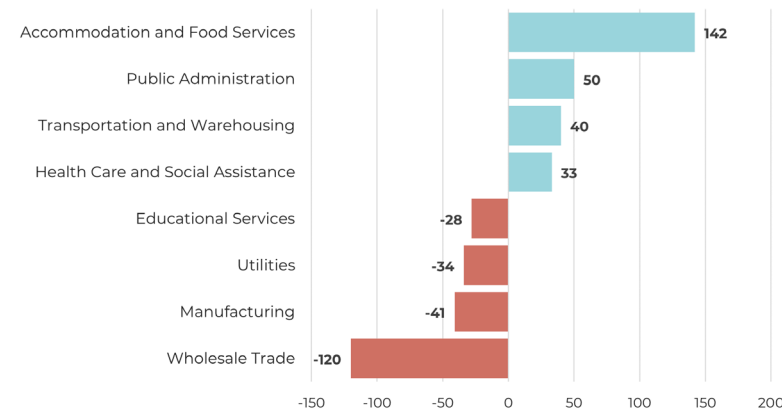
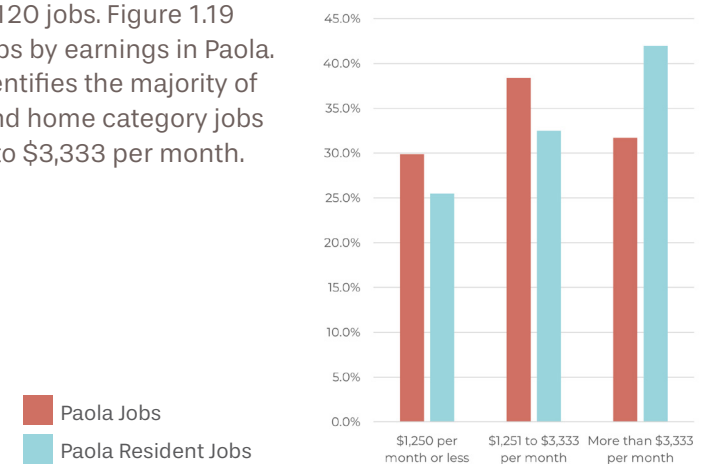


FIGURE 1.19 Jobs by Earnings



Community-level Data

Assisted living + homelessness

Assisted Living in Paola

Lakemary Center

Lakemary Center is a nonprofit organization that was originally founded in Paola in 1969 and has grown to provide services across the country. The organization provides education, mental and behavioral health, and social services to children and adults with intellectual or developmental disabilities. Lakemary offers services such as K-12 accredited school, outpatient therapy, employment and volunteer opportunities, residential living assistance, and much more. The residential assistance program offered by Lakemary is important to take note of for this housing study. Residents of Lakemary have the opportunity to rent a home outside of the facility, providing them freedom in where they can live, but also reducing the number of available rentals in Paola. This is not to say that the housing provided to the residents of Lakemary is not necessary or crucial to their quality of life, it simply conveys higher demand for affordable, decent and safe rental opportunities throughout all of Paola.

Senior Assisted Living Opportunities

There are five senior assisted living or retirement home opportunities available in Paola. Senior-specific facilities are necessary in order to provide adequate care and safe housing for aging populations. With Paola's position as the County seat, they attract many additional residents to the area due to this amenity; therefore, increasing the demand for senior assisted facilities. An obstacle many seniors face when looking to transition into assisted housing is the income restrictions some facilities have in place. This greatly reduces the opportunities for those seniors that earn above the income limitation on their fixed monthly income. It is imperative to ensure that future senior developments consider this as Paola grows and seniors continue to turn to them for housing.

Homelessness in Paola

My Father's House is a nonprofit organization located in Paola that offers Transitional Housing to residents in need. The organization was established in 2006 and has maintained a presence in the community for sixteen years. My Father's Housing is funded through HUD, allowing guests to stay at the transitional housing facility for up to two years. They offer housing to individual women 18 years and older, younger emancipated women and families experiencing homelessness.



Community-level Data

Housing

Housing

The Housing QuickFacts, presented to the right, provides a concise glance at key figures in Paola. The median home value is \$134,800 as of 2019. Residents have a median household income of \$51,324. As mentioned earlier in the Peer City Comparison, this is lower than Paola's neighboring communities and can be attributed to its high number of seniors and low-income households. Median gross rent is \$728. Combining all of this information and looking at it through a lens of affordability, the data tells us that 40 percent of renter households are housing cost-burdened, while 22.8 percent of owner-occupied households are housing cost-burdened. These factors build upon the data to come to form into goals and actions items to assist Paola in creating a more sound and affordable housing stock.

Housing QuickFacts

Median Home Value **\$134,800**

Median Household Income **\$51,324**

Median Gross Rent **\$728**

Renter % Housing Cost-Burdened **40.0%**

Owner % Housing Cost-Burdened **22.8%**

Source: ACS 2019 5-Yr Estimates

OF TOTAL UNITS

2000	1,912
2010	2,277
2019	2,438

HOUSING TYPOLOGY

	2010	2019
1-UNIT <small>detached</small>	71.8%	78.2%
1-UNIT <small>attached</small>	1.6%	2.0%
2-UNITS	7.9%	6.0%
3 or 4 UNITS	11.0%	4.0%
5 TO 9 UNITS	0.9%	6.1%
10 OR MORE	6.0%	3.2%
MOBILE HOMES	0.7%	0.6%

OWNER VS. RENTER

2000	66.6%	33.4%
2010	73.4%	26.6%
2019	75.5%	24.5%

CHARACTERISTICS

How do residents **heat** their homes in Paola?

60.8% use utility gas to heat their home
39.2% use electricity or alternative heating sources

What amenities are households **missing**?

1% lack complete plumbing facilities
2.2% lack complete kitchen facilities
1.2% have no telephone services available

Source: ACS 2019 5-Yr Estimates, 2010 5-Yr Estimates, and 2000 Census Data

Community-level Data

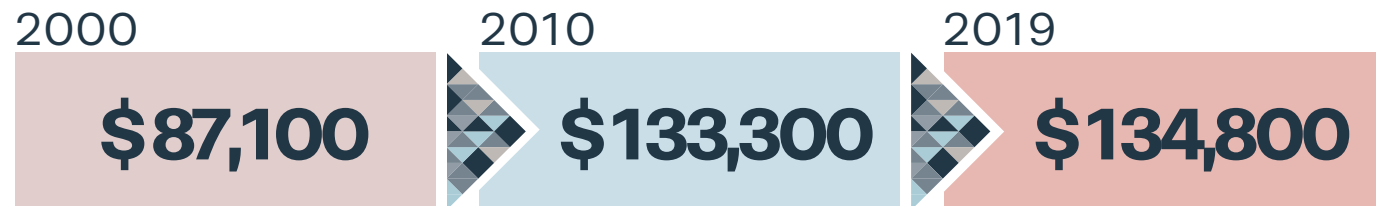
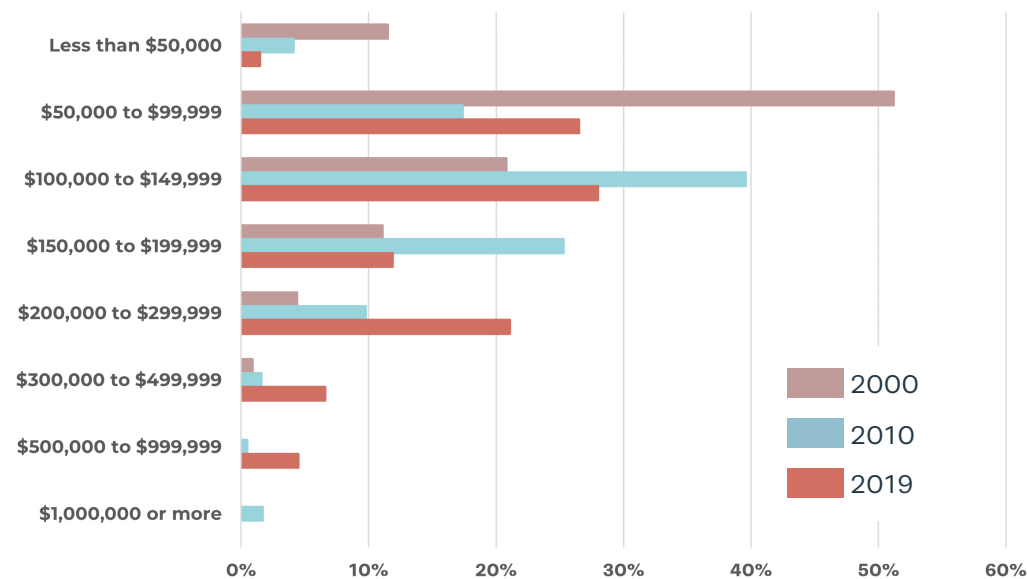
Housing

Owner-Occupied Home Value

Purchasing a home is a primary way many American households generate wealth. A home's value can provide a snapshot of real estate trends, cost of living, and estimate property tax for residents. Figure 1.20 details home values from 2000–2019 in Paola. This data reveals some key findings:

- › In 2000, Paola homes were valued predominately in the \$50,000–\$99,999 (51.2%) range. Few homes were valued higher than \$150,000 (5%).
- › In 2010, as the population and economy grew, so did home values. 64 percent of homes were estimated to be valued between \$100,000–\$199,999, with outlier values in the higher value ranges.
- › In 2019, homes were estimated to have a strong, steady presence in the \$50,000–\$149,999 (54%) and \$200,000–\$299,999 (21%) ranges.

FIGURE 1.20 Home Value in Paola 2000–2019



Median home values jumped from \$87,100 in 2000 to \$133,300 in 2010 and remained steady in 2019 at \$134,800

Median Gross Rent

The U.S. Census Bureau recognizes median gross rent as the contracted rent plus the estimated average monthly cost of utilities. This monthly estimate provides a well-rounded picture of how much renters are spending on average in any given community. Specific to Paola, 72.7 percent of renters are spending between \$500 to \$999 in rent.

Figure 1.22 provides insight as to where Paola stands in comparison to peer cities and median gross rents. The median rent for Paola renters is estimated to be \$728. When compared to peer cities, this is the lowest median gross rent, with Osawatomie the next closest at \$778. The two more populous cities, Gardner and Olathe, have the highest median gross rents.

FIGURE 1.21 Median Gross Rent (2019)

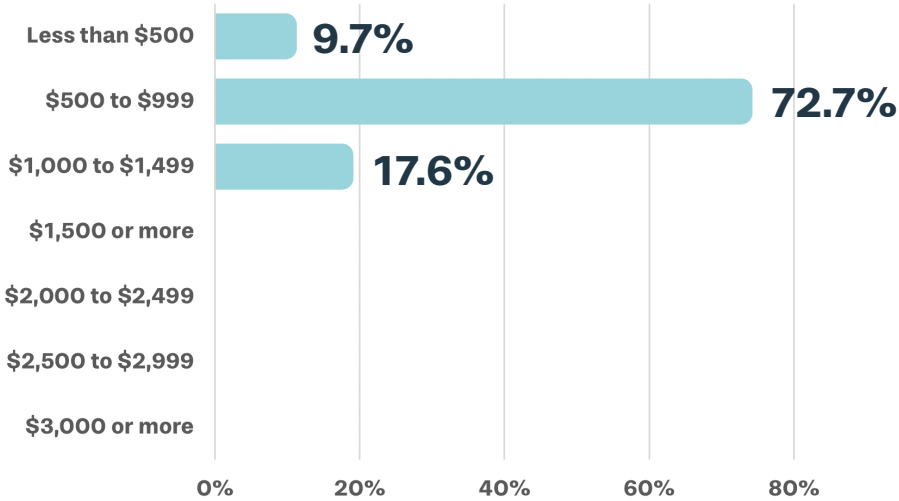
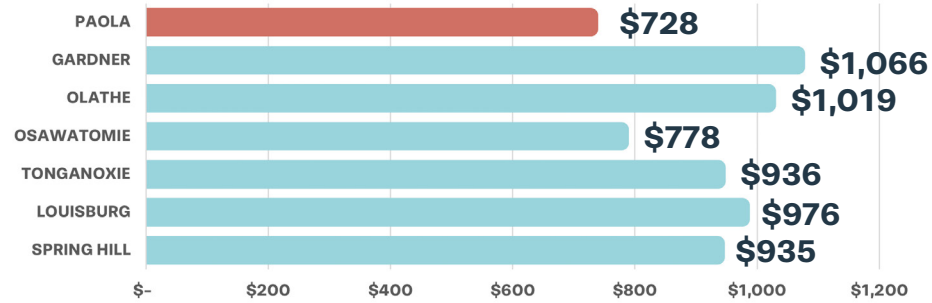


FIGURE 1.22 Peer City Median Gross Rent Comparison



Neighborhood-level Data

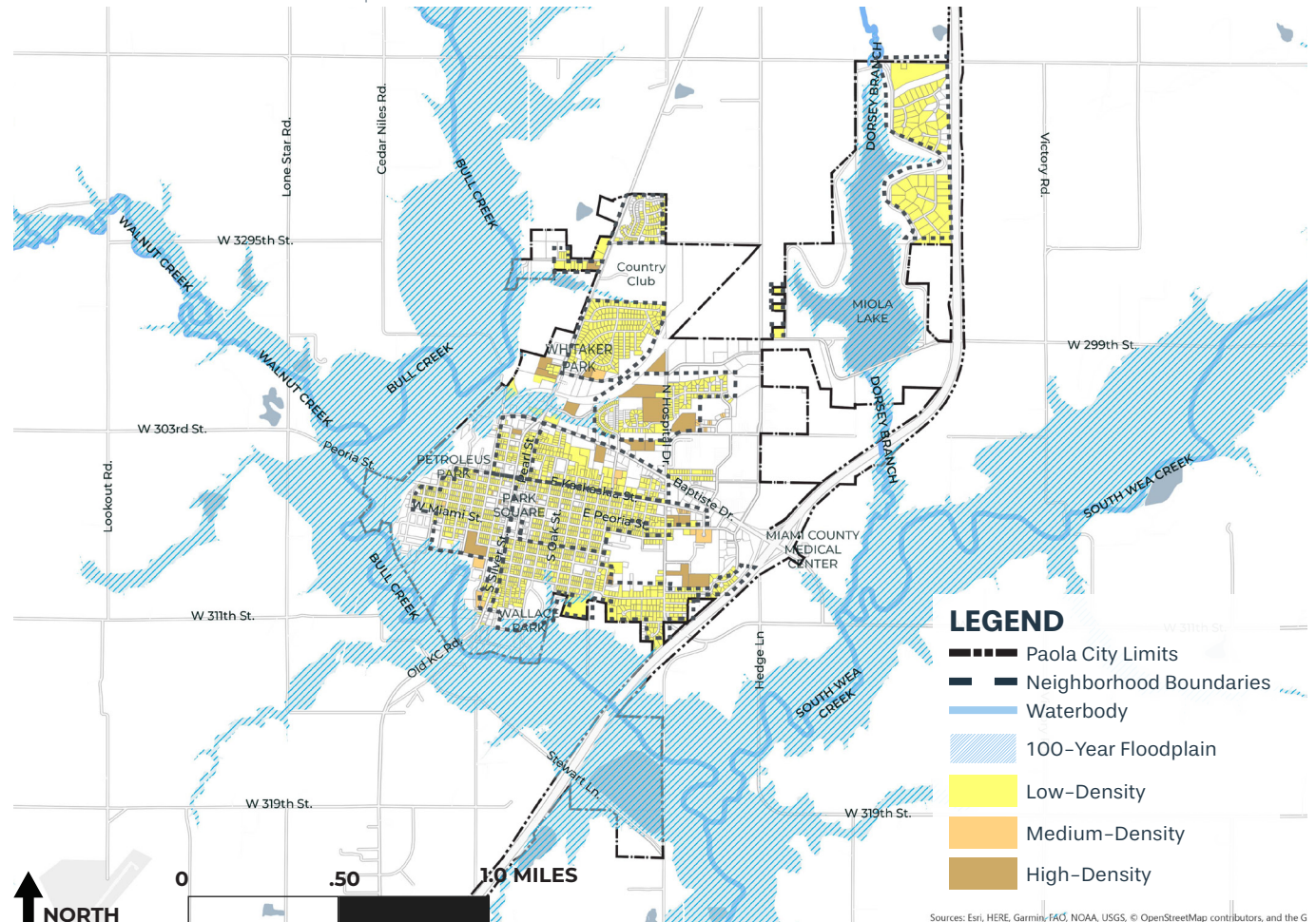
Residential neighborhoods

Residential Breakdowns

In Paola, there are 1,870 residential parcels. Of these, 1,792 (96%) are Low-Density Residential, 56 (3%) Medium-Density Residential, and 22 (1%) High-Density Residential.

The Medium-Density and High-Density Residential developments are not concentrated in one specific neighborhood but rather located primarily along major corridors in Paola.

FIGURE 1.23 Residential Land Use Map



Neighborhood-level Data

Multi-Family homes in Paola

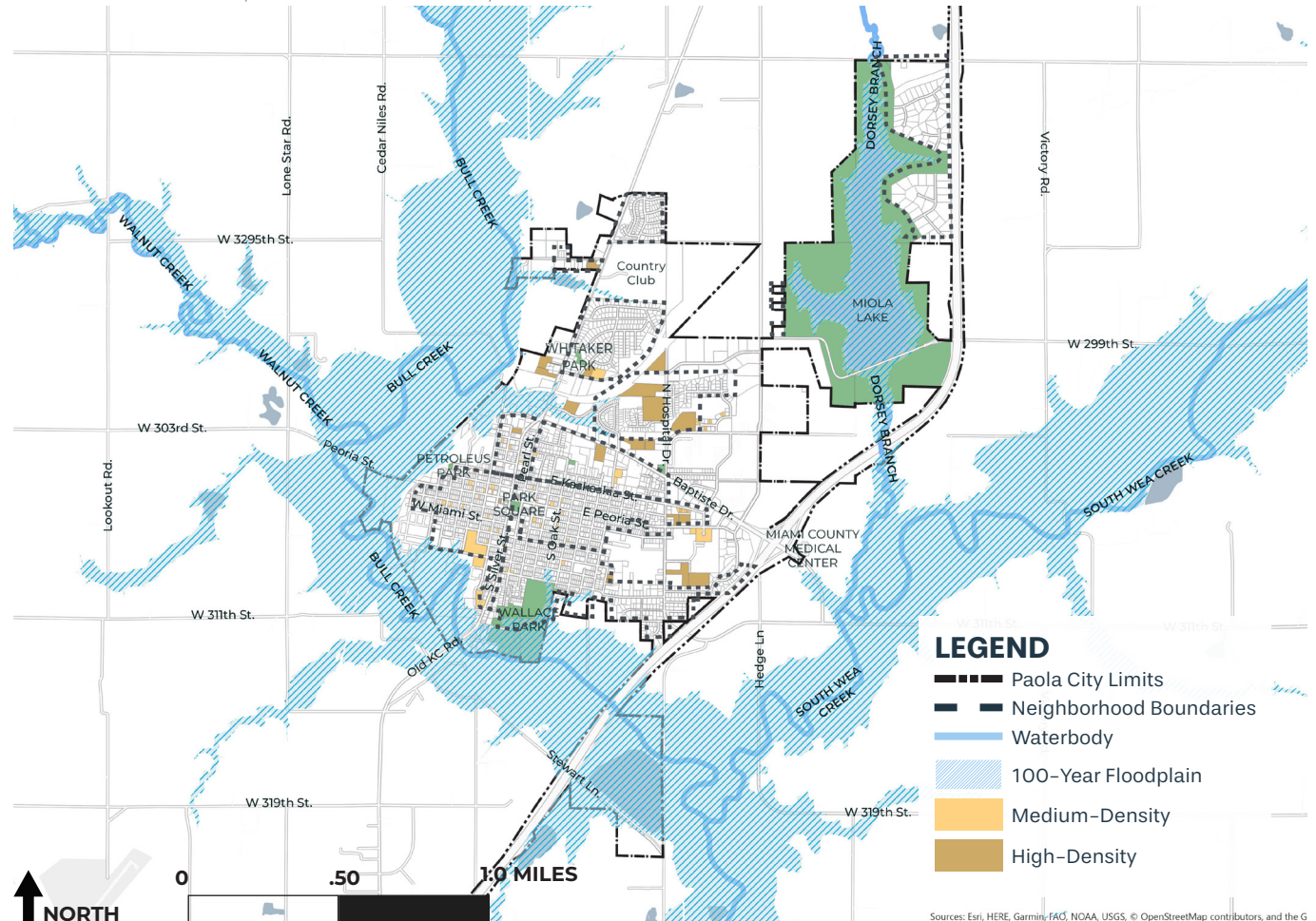
Medium-Density Homes

Medium-density homes in Paola are identified as the attached dwellings, group homes, and duplexes spread throughout the community. Today, there are 56 parcels that fit this description. The medium-density parcels are generally located along the periphery of residential neighborhoods.

High-Density Homes

High-density housing includes apartments, senior living and assisted living residential uses. There are 22 parcels that fit this criteria in Paola. These developments are generally located along major roadways and commercial areas.

FIGURE 1.24 Multi-Family Residential Land Use Map



Neighborhood-level Data

Year built

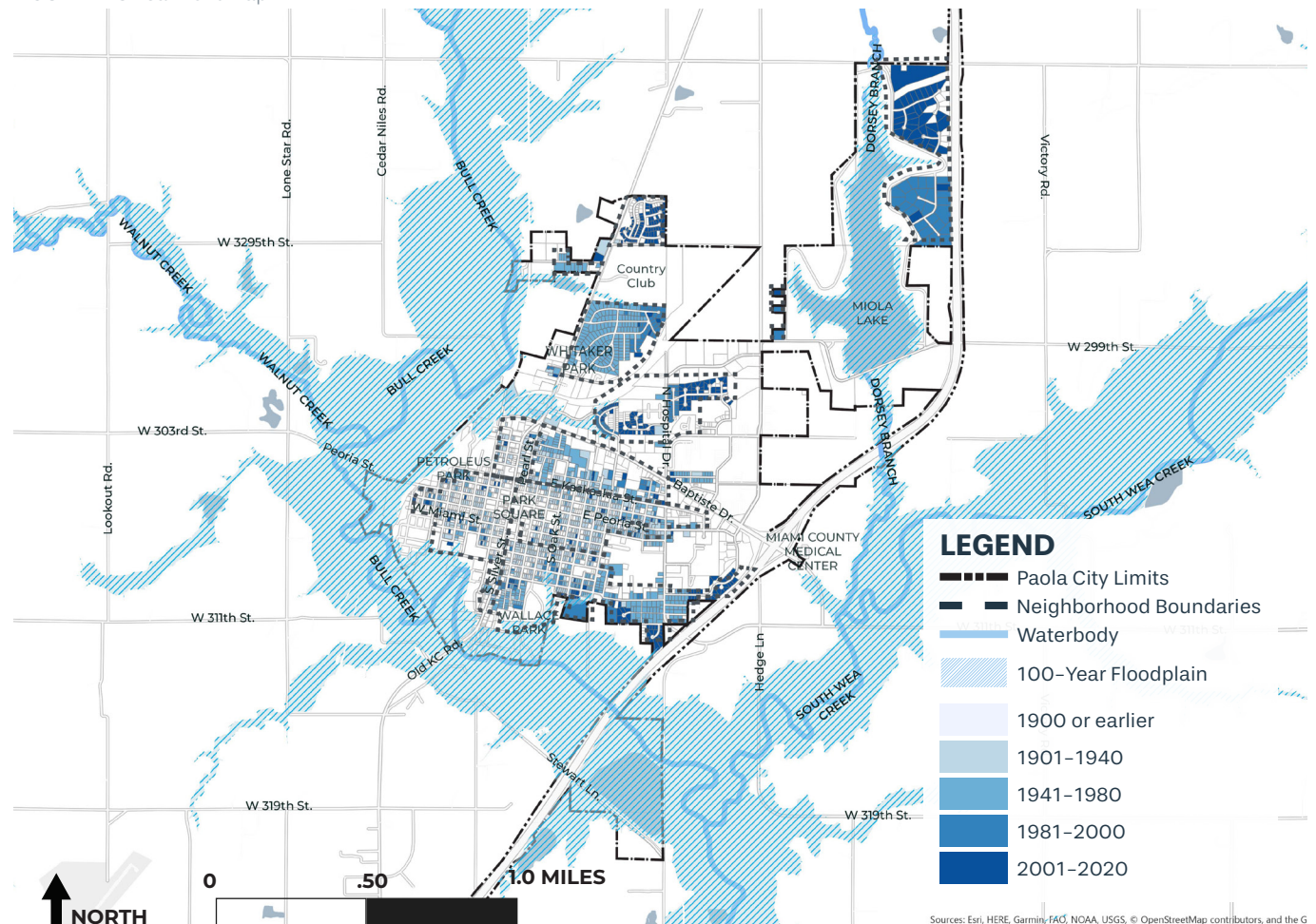
Year Built Housing Characteristics

Since its establishment in 1855, Paola has been building single-family homes to cater to their growing population. The busiest years for residential construction were between 1901–1940 and 1941–1980. In this eighty-year span, Paola accumulated approximately 61 percent of its existing housing stock. Further breakdowns of year built data for single-family homes is provided in Table 1.1.

TABLE 1.1 Year Built Totals and Shares

Year Built	Total	Share
1900 or earlier	210	11.7%
1901–1940	539	30.1%
1941–1980	553	30.9%
1981–2000	170	9.5%
2001–2020	320	17.9%
TOTAL	1,792	100.0%

FIGURE 1.25 Year Built Map



Neighborhood-level Data

Home style

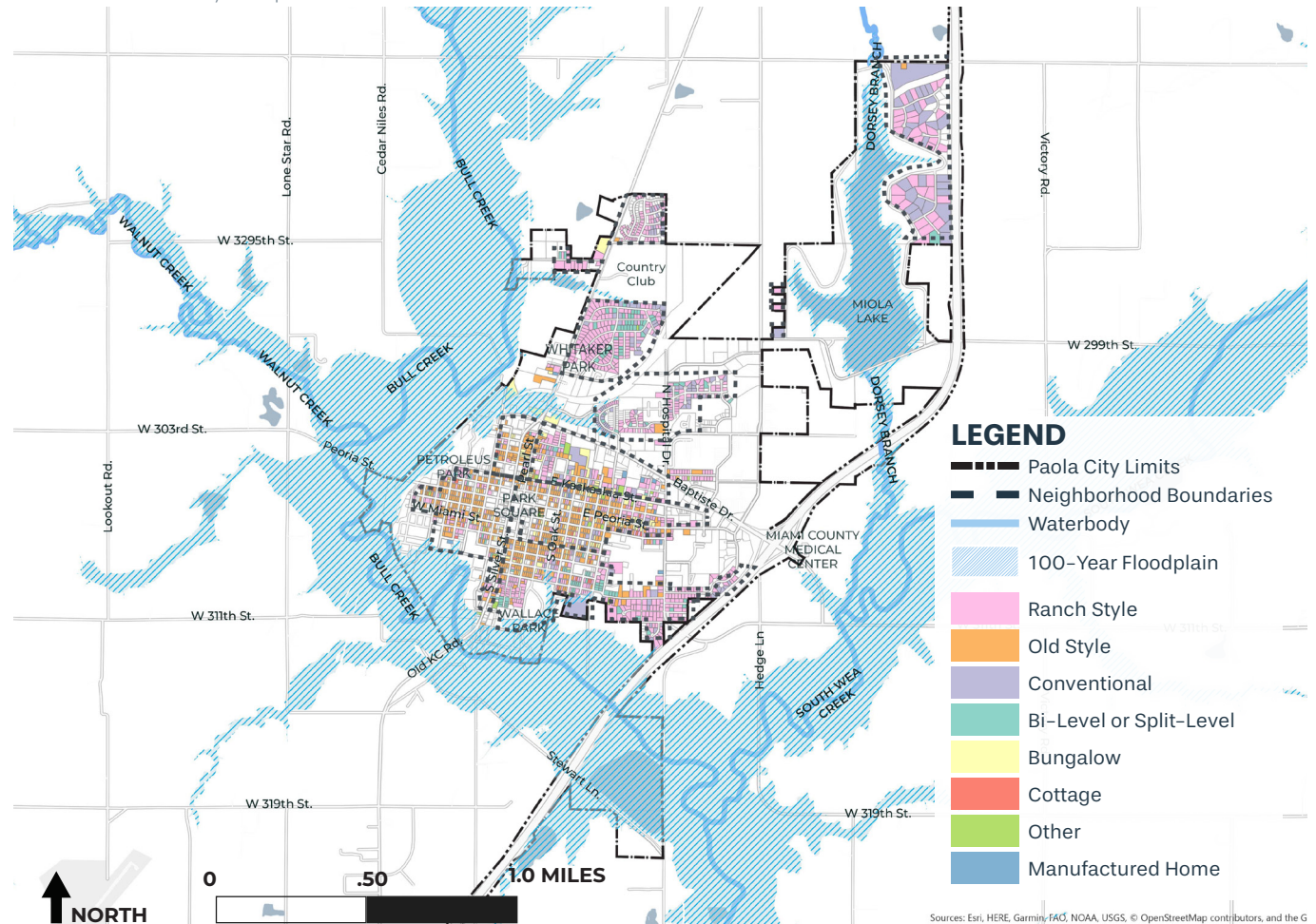
Home Style

Home style is indicative of the era in which construction took place. In Paola, the majority of homes are either built in Ranch Style or Old Style eras. Breakdowns of these home styles are below in Table 1.2.

TABLE 1.2 Home Style Totals and Shares

Home Style	Total	Share
Ranch Style	754	42.1%
Old Style	562	31.4%
Conventional	192	10.7%
Bi-Level or Split-Level	117	6.5%
Bungalow	104	5.8%
Cottage	31	1.7%
Other	19	1.1%
Manufactured Home	13	0.7%
TOTAL	1,792	100.0%

FIGURE 1.26 Home Style Map



Neighborhood-level Data

Home value

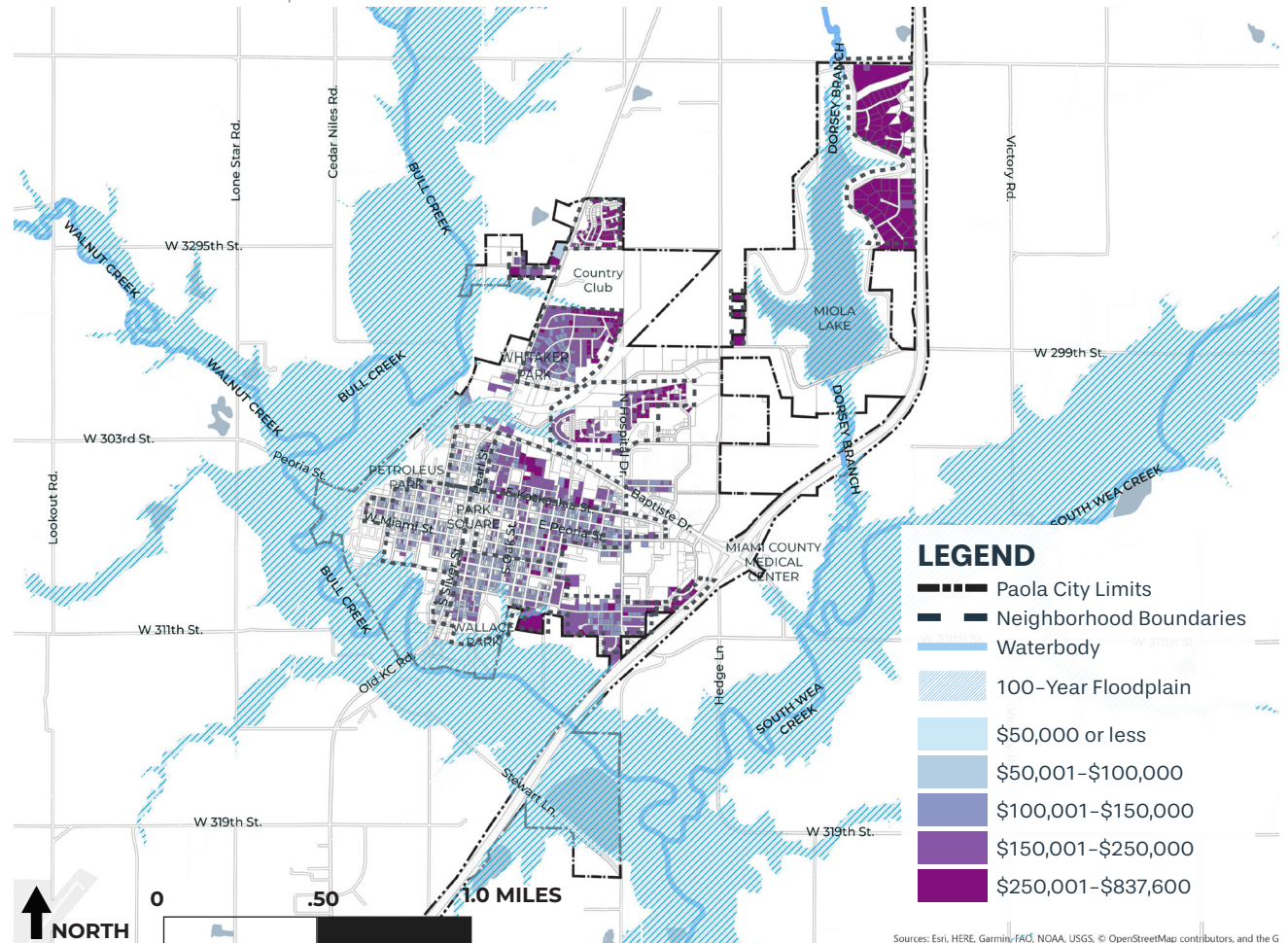
Home Value

Home value is closely tied to location, style, year built, and quality of the structure. When comparing these factors to this map, a trend is evident of higher-valued homes being located in places with more recent build dates, near Lake Miola and the Country club, and lower-valued homes being located in areas that use Old Style design techniques and are near Park Square. Base on the breakdowns presented below in Table 1.3, more homes are valued in the \$150,001–\$250,000 range.

TABLE 1.3 Home Value Totals and Shares

Home Value	Total	Share
\$50,000 or less	64	3.6%
\$50,001–\$100,000	371	20.7%
\$100,001–\$150,000	481	26.8%
\$150,001–\$250,000	607	33.9%
\$250,001–\$837,600	269	15.0%
TOTAL	1,792	100.0%

FIGURE 1.27 Home Value Map



Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the G

Neighborhood-level Data

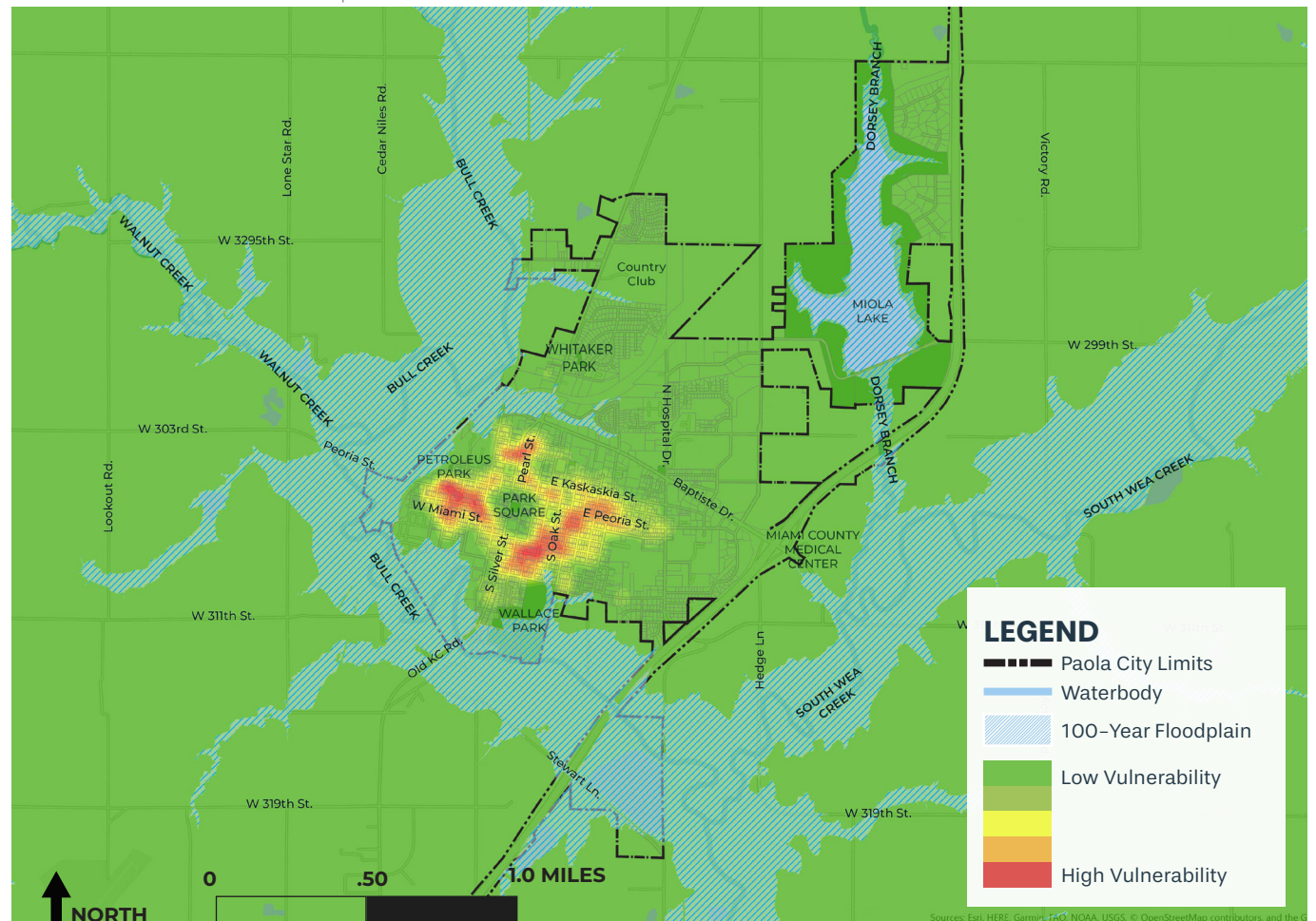
Vulnerable homes

Vulnerable Homes

For this vulnerable homes analysis, factors such as homes built before 1940, "Old Style" construction styles, and homes with values \$50,000 or less were placed into a hot-spot analysis. The results are displayed in Figure 1.28. Areas where high concentrations of these three factors appear are in red, less concentrations in orange and yellow, and no appearances in green.

The areas surrounding Park Square have higher concentrations of vulnerable homes. This follows the data presented in the three previous maps.

FIGURE 1.28 Vulnerable Homes Map



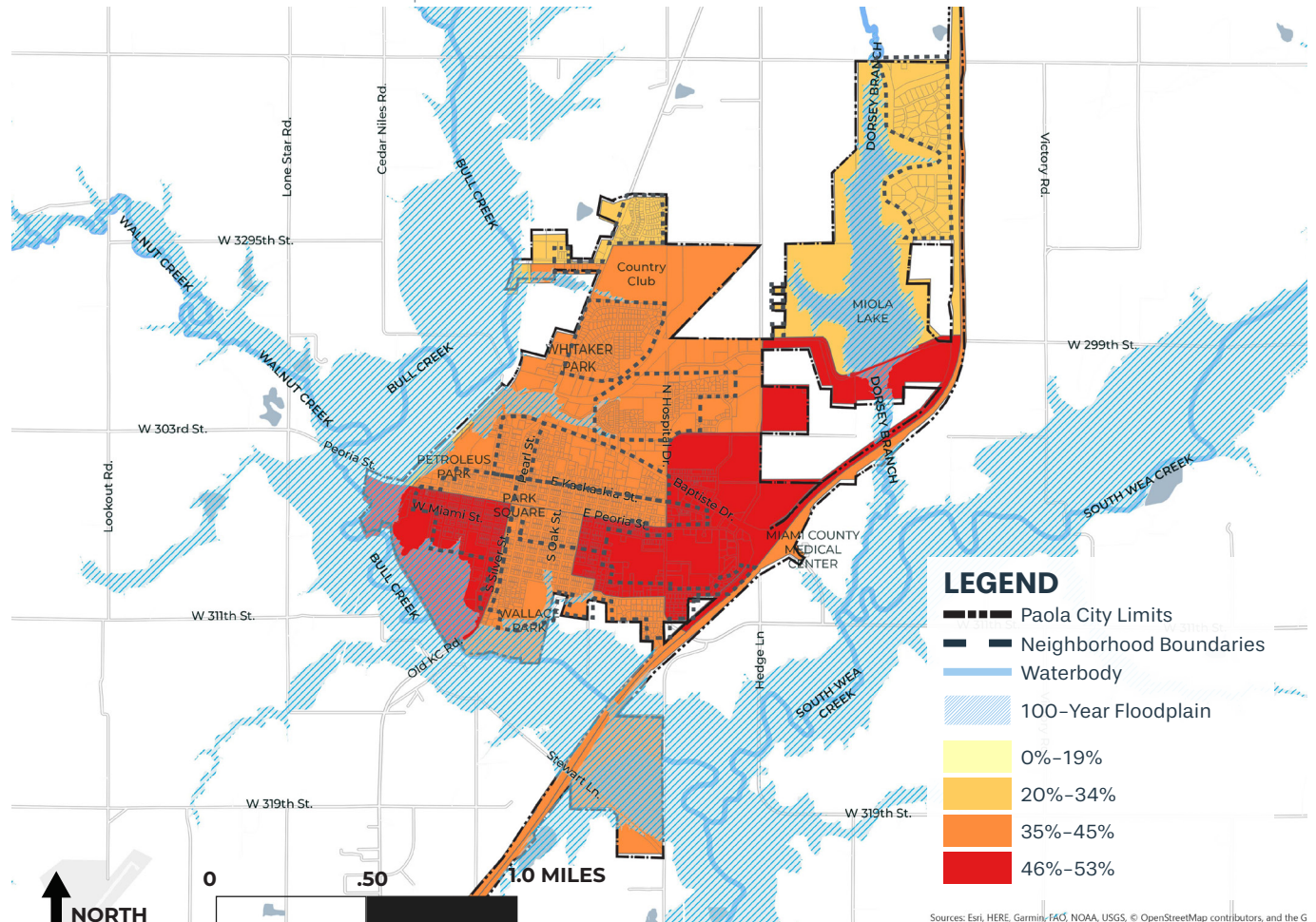
Neighborhood-level Data

Low-to-moderate income

Low-to-Moderate Income (LMI)

Low-to-Moderate Income (LMI) is a dataset assessed by HUD to identify low-income cohorts in cities. The data presented in Figure 1.29 represents the block groups in which 51 percent or more of the householders earn less than 80 percent AMI. The 80 percent AMI standard is significant because this is the income range that is the benchmark for low-income designations and results in eligibility for housing assistance. AMI's at 50 percent and 30 percent are considered very low-income and extremely low-income, respectively. In Paola, concentrations of these LMI cohorts are located in the North, West, Central, South, and portion of Northwest neighborhoods. This is consistent with the locations of homes operated by the Housing Authority as well.

FIGURE 1.29 Low-to-Moderate Income Map



Neighborhood-level Data

Affordability

Cost-Burdened Households

As mentioned earlier, households that are housing cost-burdened are spending 30 percent or more of their income on housing costs, including rent and utilities. There are approximately 20 percent of owner-occupied households that are housing cost-burdened in Paola today. When examining renter-occupied households, there are approximately 40 percent of households that are deemed housing cost-burdened with 23.3 percent of those households spending 35 percent or more on housing, moving those households into consideration for being severely housing cost-burdened.

Figure 1.30 Owner-Occupied Cost-Burdened (2019)

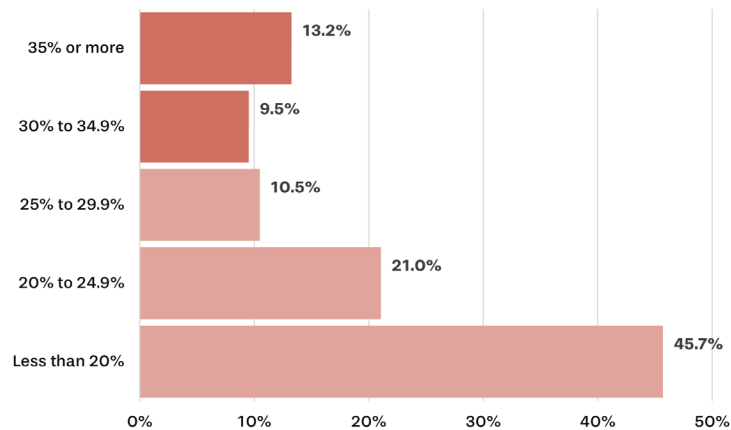
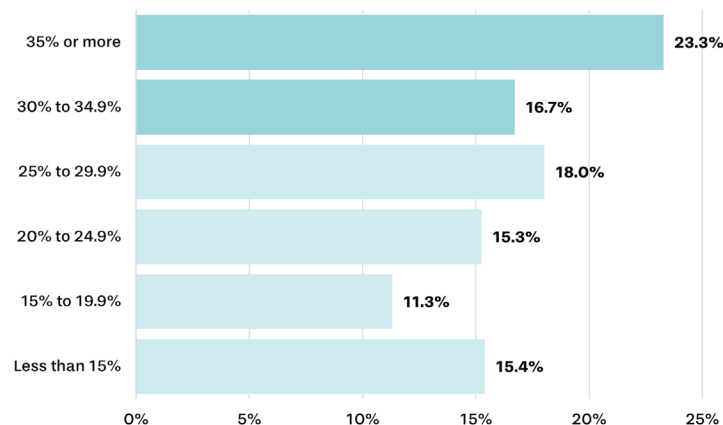


FIGURE 1.31 Renter-Occupied Cost-Burdened (2019)



Neighborhood-level Data

Housing attainability

Housing Attainability

A housing attainability analysis highlights the current gaps and surpluses in housing based on household income and what is affordable within those price ranges. This data presents opportunities in identifying where the housing stock is stable and where it is vulnerable. These vulnerable ranges produce insight into where homeowners and renters are going to obtain housing and the pressures the housing stock is facing. This analysis will serve as a guide for some of the recommendations and goals to come.

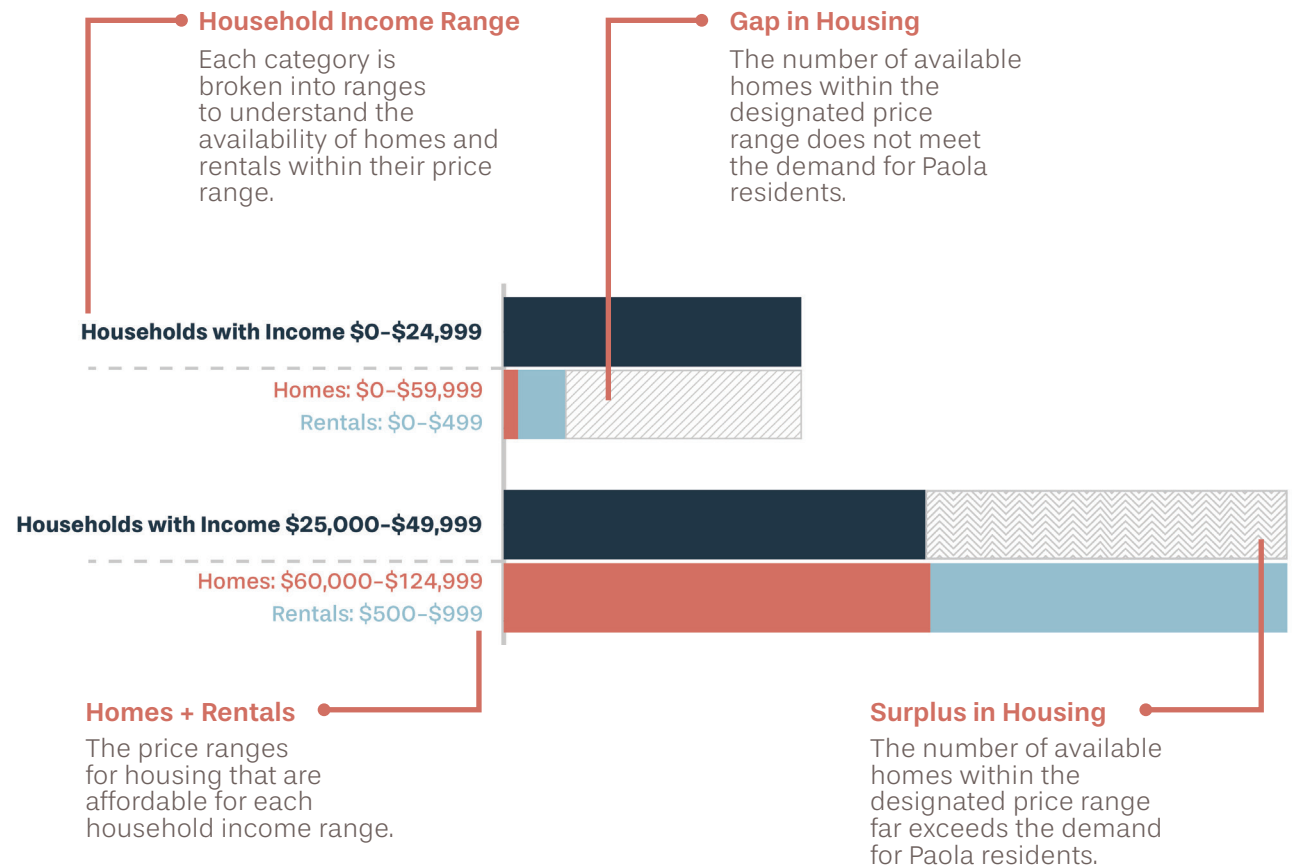
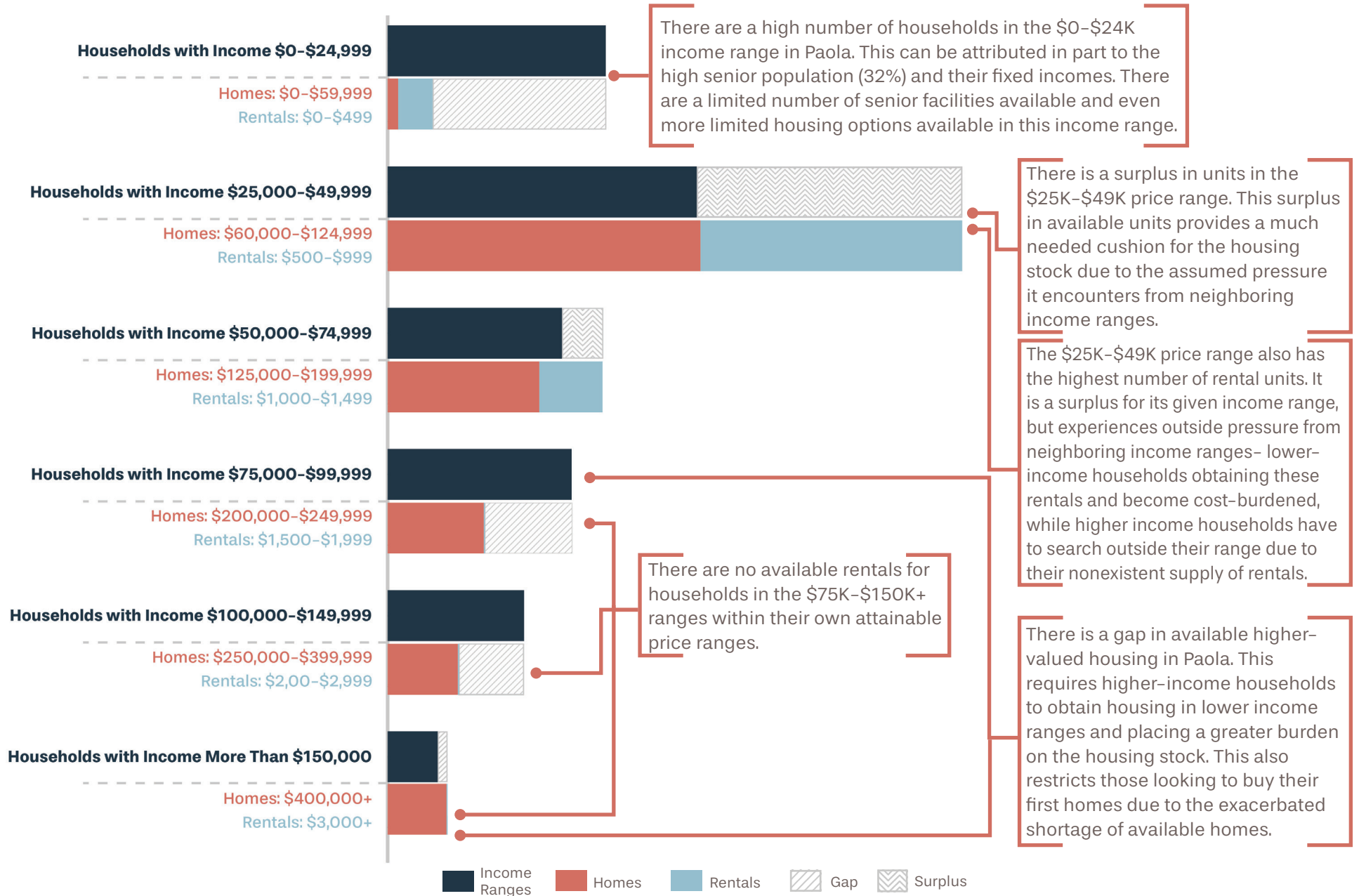


Figure 1.32 Housing Attainability Graph



Neighborhood-level Data

Construction trends

Construction Trends

From 2010 to 2020, there have been a total of 68 permits issued for residential developments in Paola. In some instances, in 2010 and 2011, there were homes permitted within the City's Growth Area, but are now considered to be located in Miami County. The

values of these homes range from a low of \$87,000 in 2012 to a high of \$450,000 in 2014. As the years progress, and development occurs in areas north of town near the Country Club and Lake Miola, the home values steadily increase to approximately \$270,000.

	Number of Permits	Average Value	Housing Typology
2010	4*	\$190,400	Single-family residential
2011	3*	\$105,000	Single-family residential
2012	1	\$87,000	Single-family residential
2013	1	\$435,000	Single-family residential
2014	3	\$450,000	Single-family residential
2015	11	\$179,204	Single-family residential
2016	9	\$185,222	Single-family residential
2017	15	\$251,600	Single-family residential
2018	9	\$226,949	Single-family residential
2019	1	\$233,280	Single-family residential
2020	11	\$268,367	Single-family residential

*Denotes permit(s) in this year is now considered to be located in Miami County

Neighborhood-level Data

Market trends

Median Price Per Square Foot

Figure 1.33 illustrates median price per square foot in Miami County, Osawatomie, Paola, Spring Hill, and Tonganoxie. Paola, highlighted by the thick navy line, has experienced a steady increase in median price per square foot with an even more drastic increase in the last two years. When compared to neighboring communities, Paola stands middle of the pack; Spring Hill and Tonganoxie have higher median prices per square foot, while Osawatomie has the lowest median price per square foot.

Hill and Tonganoxie recorded higher median sale prices, while Osawatomie has lower median sale prices overall.

Legend

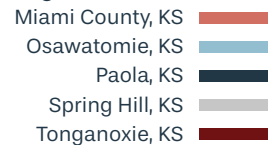
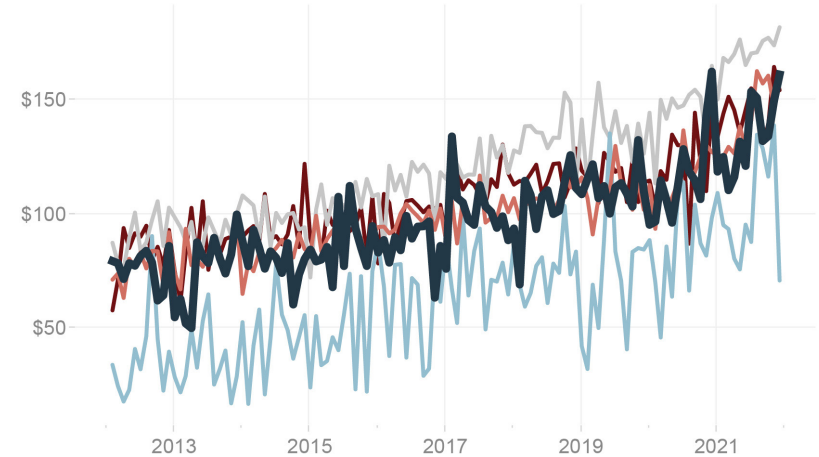


Figure 1.33 Median Price Per Square Foot



Median Sale Price

When examining median sale prices, the trends mentioned in the median price per square foot figure are repeated. Figure 1.34 shows that Paola has experienced more fluctuations in their median sale prices, but nevertheless, have steadily increased over the last eight years. Spring

Legend

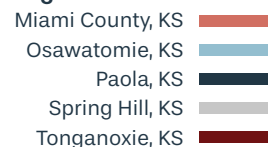
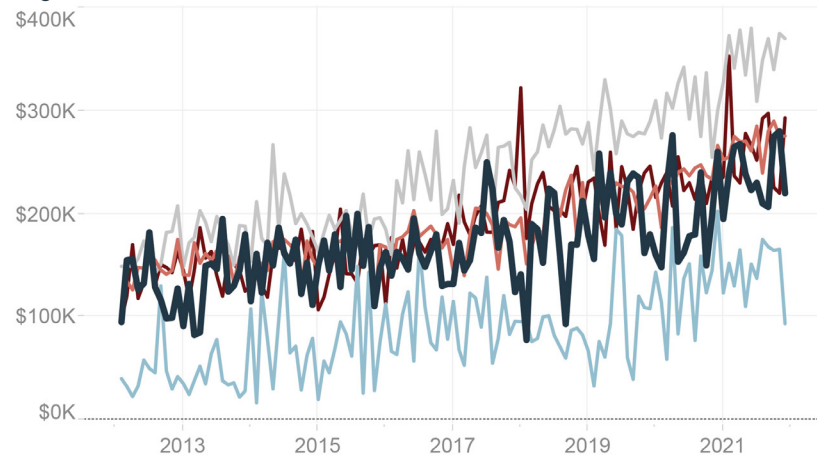


Figure 1.34 Median Sale Price



Source: Redfin, 2021

Goal 1.1

Preserve Paola's existing housing stock

By preserving Paola's existing housing stock, we are not only ensuring that the community's character remains intact, but also that residents will have access to quality and safe housing. To achieve this, housing programs must be leveraged to rehabilitate homes. The current housing programs in Paola are commendable, but also leave room for expansion and improvement. This goal details the policies and action items to help residents improve their quality of life and enhance the character of residential neighborhoods.

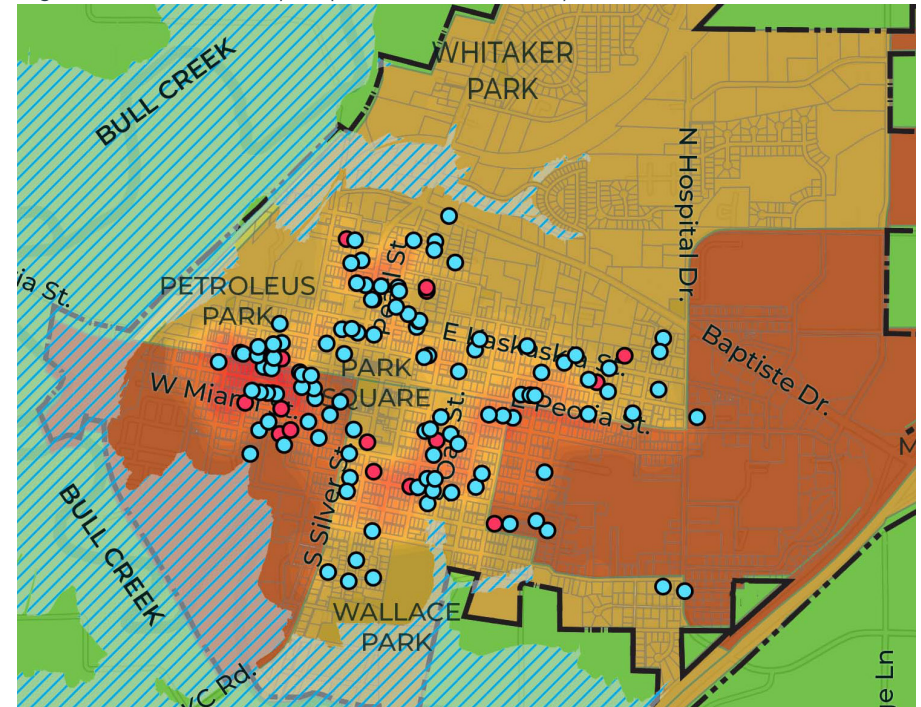
Prioritize housing rehabilitation in the identified "hot spot" areas

The areas highlighted by pink and blue dots in Figure 1.35 illustrate the deteriorating and dilapidated parcels in Paola in correlation to the LMI and vulnerable homes datasets. These three factors identify areas that are severely burdened and require special care and attention with any actions regarding rehabilitation or redevelopment. To ensure that their needs are being met, it is imperative to have candid conversations about how to best assist these residents and steer rehabilitations efforts toward these neighborhoods.

Policies + Action Items

- **Host neighborhood meetings** with residents in these neighborhoods to update them on available rehabilitation programs
- **Discuss concerns and future needs** for housing rehabilitation programs and actively adjust them to better suit residents

Figure 1.35 Vulnerability Map+ Windshield Survey Zoomed Results



Improve existing housing programs

In 2016, the City adopted a Neighborhood Revitalization Plan (NRP) to assist in revitalizing portions of the city through rehabilitation, conservation, or redevelopment. The map in Figure 1.36 details the existing boundaries of the NRP today. The program has been lightly utilized since its inception, due to its challenging nature, and it would benefit the residents if the program was adapted to better suit their

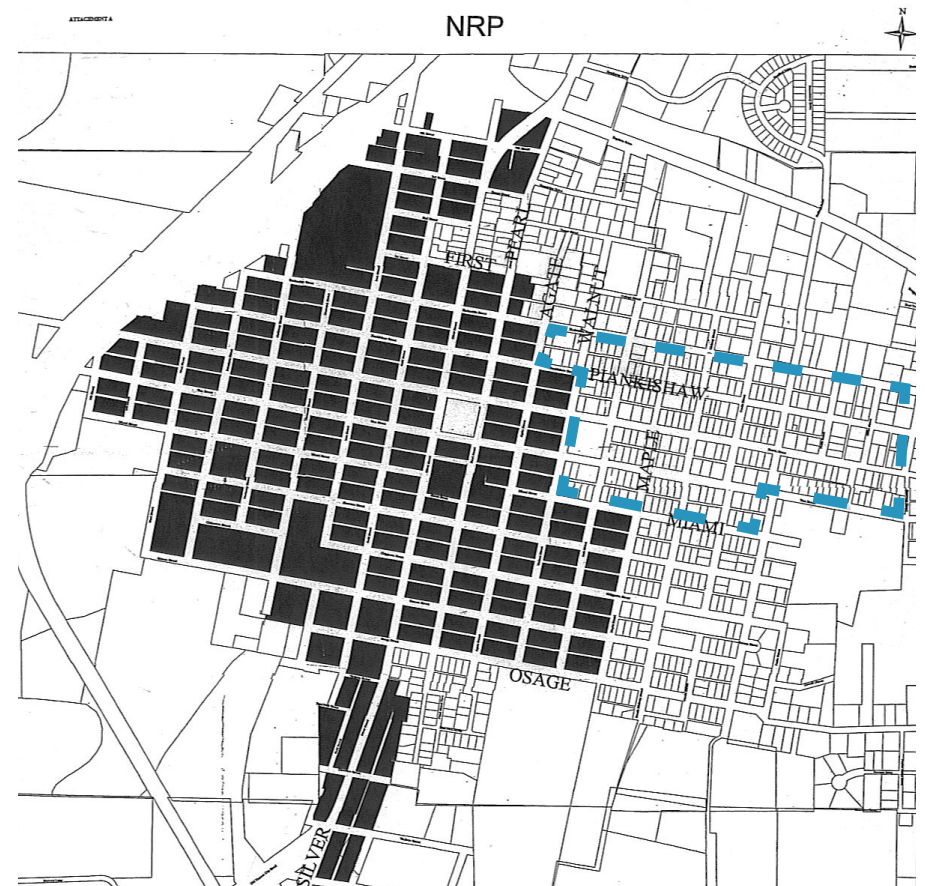
needs. One way it could be amended is by expanding the boundaries of the eligibility map to include the Central neighborhood. This would allow more of the deteriorating parcels to be eligible for financial assistance.

The other program offered by the City, the New Housing Construction Incentive Program (NHCIP), may also be considered to expand the eligible housing typologies to single-family attached, townhomes and rowhouses to reach a broader audience.

Policies + Action Items

- **Refine the Neighborhood Revitalization Plan (NRP)** to make it more accessible and user-friendly
- **Expand the NRP map boundaries to include homes in the Central Neighborhood**, per the Windshield Survey Map
- At its next review, **consider expanding the New Housing Construction Incentive Program to include typologies** such as single-family attached, townhomes and rowhouses

Figure 1.36 Existing Neighborhood Revitalization Program Boundary Map



Goal 1.1

Preserve Paola's existing housing stock



Expand program opportunities in Paola

The available housing rehabilitation programs in Paola are limited to one— providing a lot of room to expand and explore more options to better meet the needs of the community. The Rural Housing Incentive District Program (RHID) is a state-operated program to aid in rural residential development by assisting in financing public improvements. This program would benefit the community by providing much needed housing and financial support for the costly infrastructure. Another potential program would be an Acquisition, Rehab, Resale Program to rehabilitate homes and return them to active ownership. A nonprofit acquires the existing houses, rehabilitates them to a decent and safe standard, and then resells them to new home buyers. An example of this program is operated in Columbus, NE entitled

Policies + Action Items

- › **Take the necessary steps to integrate the Rural Housing Incentive District (RHID) Program** offered by the State of Kansas Department of Commerce and actively apply it throughout Paola
- › **Consider replacing the NRP with a Housing Repair Loan Service**
- › Implement an **Acquisition, Rehab, Resale Program** to rehabilitate the existing housing stock and expand housing options for residents in Paola

Neighborworks of Northeast Nebraska.

Lastly, it may be beneficial to entirely replace the existing NRP program with a Housing Repair Loan Service. This program would make additional funds available to severely deteriorating or dilapidated homes and residents would be eligible based on the area median income (AMI) of the specified neighborhoods. The loans could be structured as a deferred-payment, low-interest or non-interest bearing loan.



Advertise and educate residents on available housing rehabilitation programs

The housing rehabilitation and construction programs are essential in continuing to spur residential growth in Paola. However, without these programs getting out to the public, they are not efficiently contributing. To correct this, the City must establish a clear plan as to how to market and advertise available programs to residents and speak with local civic organizations to spread the word. Making this information easily accessible and approachable will encourage more use of the programs.

Understanding the ins and outs of housing rehabilitation programs can be daunting to a resident. It would be in the City's best interest to consider staffing needs to adequately serve residents and their housing needs. The role may be a liaison or staff member that is

a specialist on the inner-workings of the housing programs and can answer questions for residents as they come.

Policies + Action Items

- Create a **marketing plan** to **advertise existing programs**
- **Speak to local civic organizations** to promote these programs and explain their intent
- **Have a program specialist on staff** to be a go-to resource for residents as they turn to the City with questions regarding the programs



Goal 1.2

Expand housing options for current and future residents

The current housing stock is not fully serving the residents of Paola to its fullest ability. To ensure that all current and future residents have a place to call home, the housing development in Paola must broaden its horizons in regard to typologies and price points.

Diversify future residential development

In order to provide a diverse mix of housing that serves as many residents as possible, housing developments must include a broad range of typologies. Suggested developments include townhomes or rowhouses, entry-level and mid-level single-family residential, missing middle, and apartment home styles. Additionally, redevelopment tactics, such as infill redevelopment, may also assist in forcing different typologies to enter a neighborhood.

Leveraging the proposed Future Land Use Plan to guide the locations of these developments, the City can steer developers toward ideal locations for these developments. To incentivize developers to meet these demands, expedited approval processes may be offered.

Policies + Action Items

- **Promote a variety of residential typologies**, including townhomes or rowhouses, entry-level single-family and mid-level single-family, missing middle, and apartment style homes
- **Utilize the Future Land Use plan** to identify **ideal** locations for **residential development**
- **Offer expedited approval for residential developments** that meet desired typologies
- **Allow and encourage infill redevelopment** to capitalize on existing infrastructure and revitalize neighborhoods
- Continue to work with developers to **identify areas that are prime for single-family subdivisions and help plan for necessary infrastructure extensions**



Expand renter opportunities

Rental units in Paola are limited in availability and price ranges. The Housing Attainability Matrix on page 51 highlights the concentration of rentals in the \$500–\$999 price range. Having the majority of rentals in one price range places immense pressure on the rental market and brings about heavy competition from other income brackets. The City should support and encourage rental developments with lower and higher price points to alleviate this competition on the \$500–\$999 price range.

Renter safety is an additional concern when considering how to improve quality of life. A Rental Housing Inspection Program to ensure that properties are meeting adequate standards, providing decent and safe habitation. This program could be operated in tandem with Code Enforcement

Park Square poses a unique opportunity in producing some additional rental units for residents in Paola. This action item would rehabilitate the upperstories of the structures surrounding Park Square in a one-block radius would open up opportunities to more renters in the community.

As people move to Paola, there is a need to sustain a supply of available rentals to serve as temporary housing while waiting to purchase a new home.

Policies + Action Items

- › **Support additional rental units** in the <\$499 and \$1,000–\$1,499 price ranges to alleviate competition in the \$500–\$999 price range
- › Explore a **Rental Housing Inspection Program** to ensure that rental properties are meeting adequate standards for decent and safe habitation
- › Rehabilitate the **upperstory units of the structures surrounding Park Square** to create new residential units
- › **Sustain a supply of available rentals** for new residents seeking temporary housing while waiting to purchase a home



Goal 1.3

Improve accessibility and affordability of housing

Access to housing is a key contributing factor in measuring quality of life. Residents of Paola, both current and future, should have access to decent and safe. Additionally, ensuring that residents are able to afford their home is crucial. Residents should be able to spend less than 30 percent of their gross income on housing costs, including rent and utilities. This goal strives to identify policies and action items that support these intentions.

Support developments that expand housing opportunities for low-income, senior, and workforce residents

Seniors, low-income and workforce residents do not fit into one-size unit typologies. It is important to consider this as new developments come to the City and access and affordability are concerns. Making sure that low-income and workforce residents have access to housing that fits their family sizes and needs, as well as remains within that 30 percent threshold for housing costs, will ensure that residents are being provided with adequate housing options.

The City can support such developments by communicated to developers the needed price ranges of homes and then providing or connecting them with the necessary funding and assistance programs. One option where the City could supplement these funds is by providing gap

Policies + Action Items

- › **Communicate** with developers the **price range of homes needed and connect them with necessary funding and assistance**
- › **Consider** implementing a **gap financing program** for Low Income Housing Tax Credit (LIHTC) funded projects
- › **Reexamine zoning regulations to allow Accessory Dwelling Units** (ADUs) on single-family lots to provide additional options for small, affordable units

financing for Low-Income Housing Tax Credit (LIHTC) funded projects. The value of LIHTC dollars have decreased in recent years and developers are left with gaps in their funding sources to fulfill needed housing projects, this would benefit the developer and City by supporting the development, completing financing for the project, and bringing much needed housing to the area.

A supplemental typology that

increases the availability of housing options for residents are ADUs. However, ADUs are not always permitted due to zoning laws. The City should reexamine existing zoning laws to allow for ADUs on single-family lots in Paola.

Initiate City-led projects to improve availability of affordable housing

City-led housing projects require a lot of coordination and effort. Partnering with local nonprofits and organizations, such as Miami County Economic Development, Paola Housing Authority, Lakemary, and others, would allow the City and its partners to be active members of the project without having to take on such high risk alone.

Identifying vacant or developable land prepares the City to be in a position to negotiate with developers as they propose additional developments. Knowing the preferred locations for residential developments, especially affordable housing developments, will allow the City to communicate its needs and expectations with the developer and work toward providing more affordable housing in Paola.

Often times, affordable housing developments are tied to incentives for the developer to encourage the inclusion of the affordable housing. These incentives can take shape as density bonuses or tax rebates. Developers would qualify for these incentives if a minimum of 15% of the development is affordable housing.

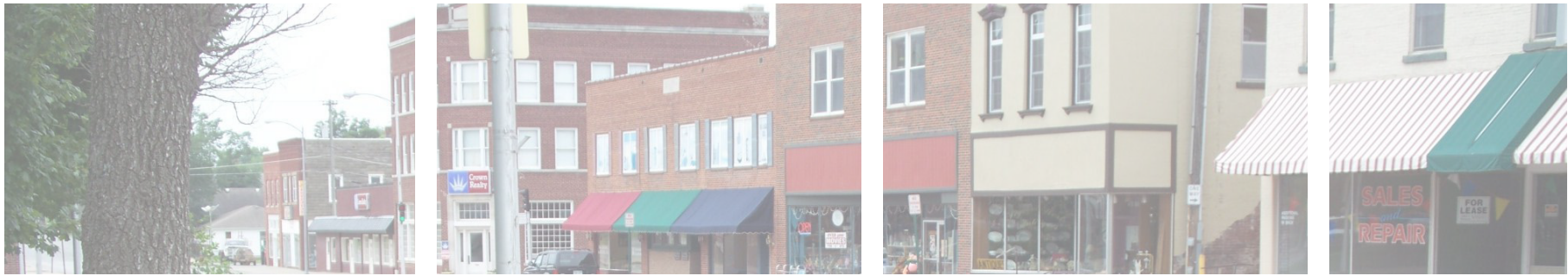
Policies + Action Items

- **Partner with local nonprofits and organizations** to reduce the City's risk on residential developments
- **Identify vacant or developable land for affordable housing**
- **Consider offering incentives**, such as density bonuses or tax rebates, to developers if a minimum of 15% of the development is affordable housing



Section 2:

Economic Development



The economic development chapter focuses on identifying strategies, policies, and action items to improve the economic health of the community. Paola offers existing and potential businesses a strong quality of life, sense of community, and convenient location. Challenges facing the community include the need to stay competitive on workforce development, housing availability, and infrastructure expansion. This chapter will explore the current state of the economy in Paola as well as identifying strategies to attraction and maintain business growth.

Discussed in this section:

- › Public Input
- › Existing Conditions
- › Target Industries
- › Wirelessly Connected
- › Connecting to the Future
- › Housing Paola's Workforce
- › Strategic Opportunities

A Healthy Economy

Economic development in Paola will be centered around two separate but interrelated themes: business attraction and business retention. Paola must strive for each to maintain a successful and resilient economy. Business attraction is concerned mainly with creating an environment that fosters economic growth. This can mainly be accomplished through proper workforce development, sufficient facilities, a business-friendly environment, a strong quality of life and through fair but competitive cost of doing business. Paola has opportunities and challenges for all of these factors. While growth attraction will be important, it is paramount to not lose the industries and small businesses that already call Paola home and have previously invested in the community.

Business retention recommendations will be focused on partnerships, relationships, a strong downtown, and continued investment in the core of the community.

A guiding principle for Economic Development

“Paola celebrates the industries, trades, and small businesses that make up its employment base while seeking new ventures to expand opportunities for residents of today and tomorrow. Paola expands its commercial and industrial tax base by taking advantage of access to Highways 169 and 68. The downtown square supports economic development by being a destination offering an experience that is quaint, inviting, and beautiful.”



Economic Development:

Public Input Summary

Key Stakeholder Interviews

The input received from the key stakeholder interviews related to the theme of economic development can be found below.

Challenges

- Need more retail more than offices.
- Downtown is declining.
- Property maintenance is important.
- City may need to incentivize retail users to compete with stability of office uses.
- Upper story apartments underutilized because of renovation costs – sprinkler requirements.
- Downtown buildings are too expensive for businesses to purchase.
- Need downtown streetscape plan – uniform benches, planters, trash cans, etc.
- Need a very limited building facade standard to maintain curb appeal.
- Need more restaurants and activities.

Opportunities

- Need to focus on tourism and entertainment-based retail to bring in outside dollars.
- Consider expanding downtown footprint on lower-value single-family homes.
- Need a downtown hotel, Airbnbs and lofts.
- Make downtown a destination (weekend vacation) – similar to Fredericksburg, TX
- Downtown should consider shared marketing efforts and have a Main Street director that can help coordinate marketing and special events.
- No parking issues downtown – keep it all public.

Downtown

Challenges

- Getting harder to compete with neighbors to the north (Louisburg, Spring Hill).
- Growth will be north but be careful not to create a second city within Paola.
- Paola is not geared for young families – there is no Uber, grocery delivery, transit services, limited activities, and limited number of restaurants.

Opportunities

- Focus on adding rooftops to support retail and business growth.
- Consider subsidizing housing but not retail that will compete with existing retail.
- To compete and grow, Paola needs to compete with other KC metro communities (amenities, schools, housing, infrastructure).

Growth and Competition

Economic Development:

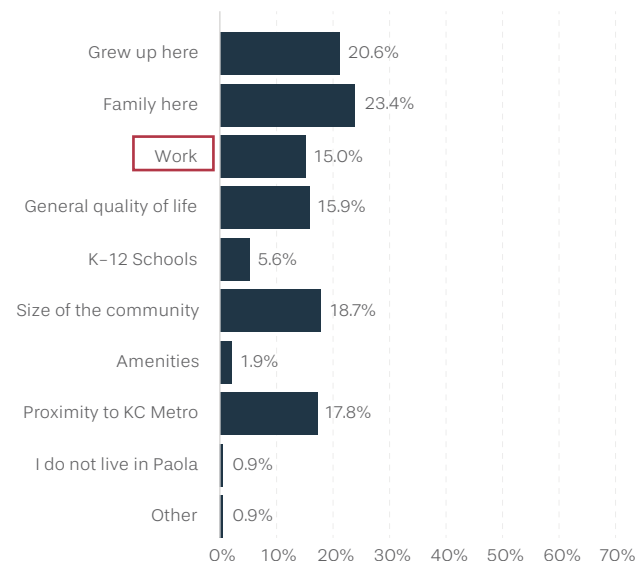
Public Input Summary

Public engagement website feedback

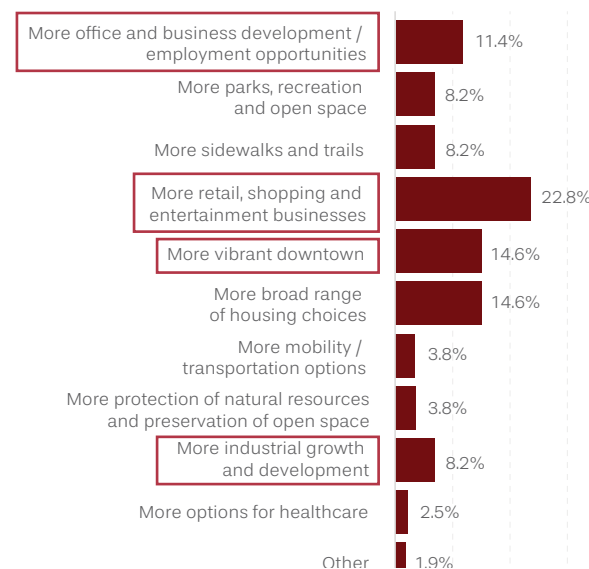
A survey was administered via the public engagement website and many questions related to the theme of economic development. Those questions and their responses can be found in the following figures.

Question 1: What are the three most important reasons you choose to live in Paola?

The number one reason folks live in Paola is because they have family here. This speaks to the close-knit aspect of the community that so many find desirable. The other top reasons were because they grew up in Paola, they like the size of the community and for Paola's proximity to the Kansas City metro.



Respondents were given many options to choose from when considering what things Paola needs to bring added vibrancy and economic activity to the city. More retail, shopping and entertainment businesses received the most respondents (22.8%) with a more vibrant downtown and a broader range of housing choices both received just over 14% of responses.



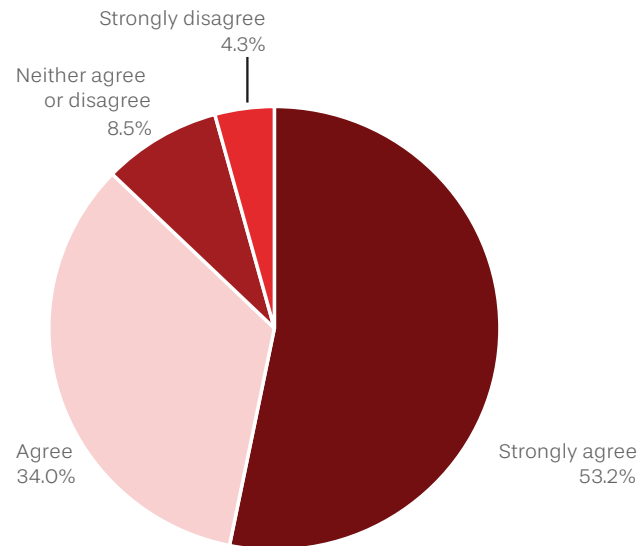
Economic Development:

Public Input Summary

Question 10: For the following statement, please indicate your level of agreement...

"The city of Paola should continue to plan and invest in future growth and development to expand the size, population and economy of the community."

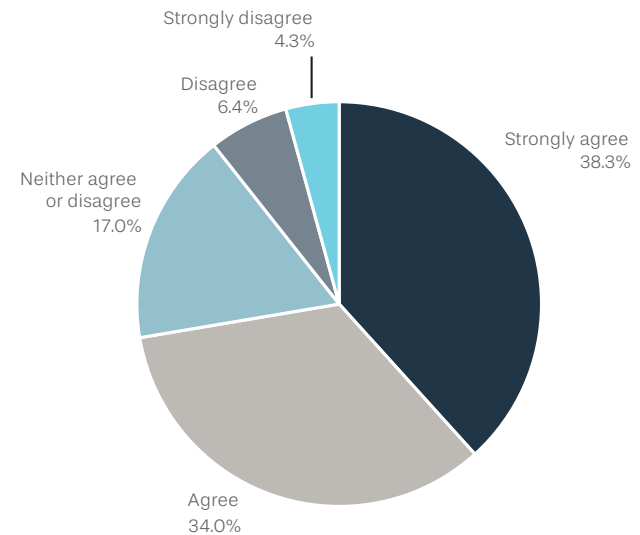
Most respondents either strongly agree (53.2%) or agree (34.0%) with Paola continuing to invest in future growth and development in order to expand the size, population and economy of the community. This idea should be balanced with keeping the small-town feel which is a beloved characteristic of the city.



Question 11: For the following statement, please indicate your level of agreement.

"The City of Paola should annex more land into the city to better manage growth and development in nearby rural areas."

Overall, respondents indicated a positive view on future land annexation in order to better manage growth and development in nearby rural areas. 38.3% agree with this concept and another 34% indicate they agree. A smaller group indicated they disagree with this notion.



Economic Development:

Public Input Summary

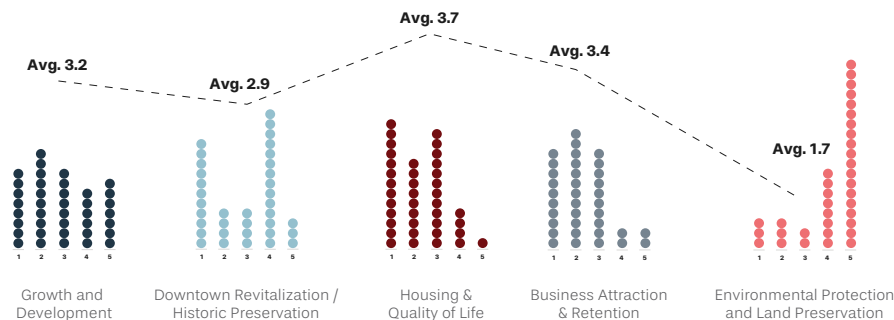
Question 12: What retail / commercial options does Paola need most?

When asked what type of retail and commercial options is needed most in Paola, clothing stores and restaurants were the top responses. The word cloud to the right shows all of the responses. The larger the word, the more common that response was. Other popular answers included local / boutique retailers and entertainment retailers.



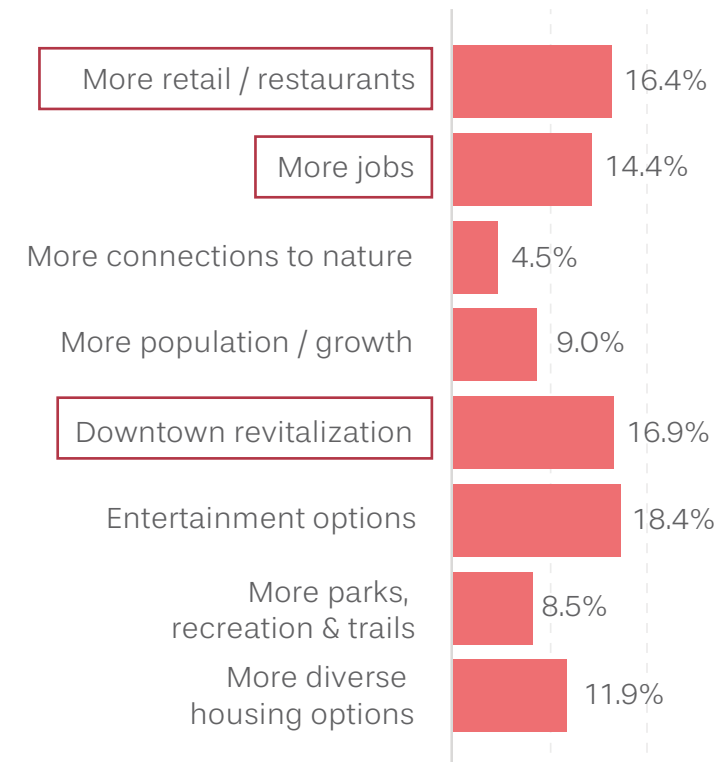
Question 13: Please rank the following priorities in terms of how important they should be to the City of Paola (1 = Highest priority, 10 = Lowest priority)

Survey takers were given five different themes that they were tasked with ranking (1 through 5) in terms of which should be a priority for the City of Paola. Housing and Quality of Life had the highest average answer of 3.7 with Business Attraction and Retention coming in second with 3.4. Growth and Development was also ranked highly (3.2) with downtown revitalization and environmental protection coming in as lower priorities.



Question 14: In 10–20 years, what sort of new amenities do you want to see in Paola (select all that apply).

Survey takers were asked which type of amenities they would like to see in Paola in the future. There was no runaway winner for this question but entertainment options, downtown revitalization and more retail/ restaurants received the most responses. More jobs and more diverse housing options also received higher than 10% of the vote.



Economic Development:

Public Input Summary

Question 14: Based on your response to the previous question, what might change your answer?

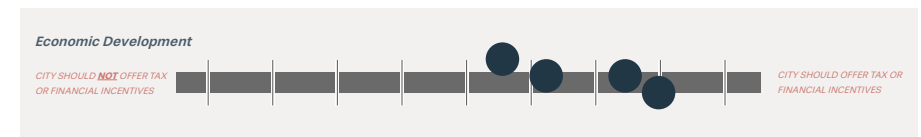
Question 16 asks if there is anything that would change their response about living in Paola in the future. Like before, the larger word the more popular the response. Of the most common answers, a change in job / employment would be the reason they would change where they intend to live. This answer makes sense as steady employment is a key driver in where someone decides to live.

Other common answers included the concern over rising taxes and cost of living and both if Paola grows too much and if it doesn't grow enough to attract desired amenities.



Defining Paola

Visitors to the special event booths at the Paola Farmers Market and attendees of Public Workshop #1 were asked to define Paola through a range of themes. One of the themes included Economic Development. Participants were asked to consider incentives along a sliding scale and indicate their opinion accordingly. The result of this question can be seen below.



In general, residents believe that the city should continue to offer financial incentives to attract further economic development.

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Economic Development:

Existing Conditions

COVID-19 County Impacts

In July 2019, the estimated total number of Miami County-based jobs was 17,498. In April 2020, the County saw a dramatic decrease in jobs to 15,186, due to the COVID-19 pandemic. By July 2020, the County had recovered 1,843 jobs, amounting to a total of 17,029 jobs. As of March 2021, there are 17,482 jobs in Miami County.

Jobs + Economy

Data presented from OnTheMap, an online data source from the U.S.

Census Bureau that utilizes LEHD datasets, splits job analyses into "work" and "home" categories. Work categories are defined as being jobs available within the study area, while home categories are defined as jobs held by residents. 2019 LEHD estimates identify the top three industries for both work and home categories to be Healthcare and Social Assistance, Educational Services, and Retail Trade respectively. Figure 2.1 illustrates jobs by earnings in Paola. The chart identifies the majority of

both work and home category jobs earn \$1,251 to \$3,333 per month. Educational attainment for work and home categories indicates that the majority of the workforce has at least a high school diploma or equivalent with no college. Some college or Associates degree is the next highest category for both work and home categories.

Top Industries in Paola Today



Health Care +
Social Assistance
(839)



Educational Services
(573)



Retail Trade
(532)

FIGURE 2.1 Jobs by Earnings

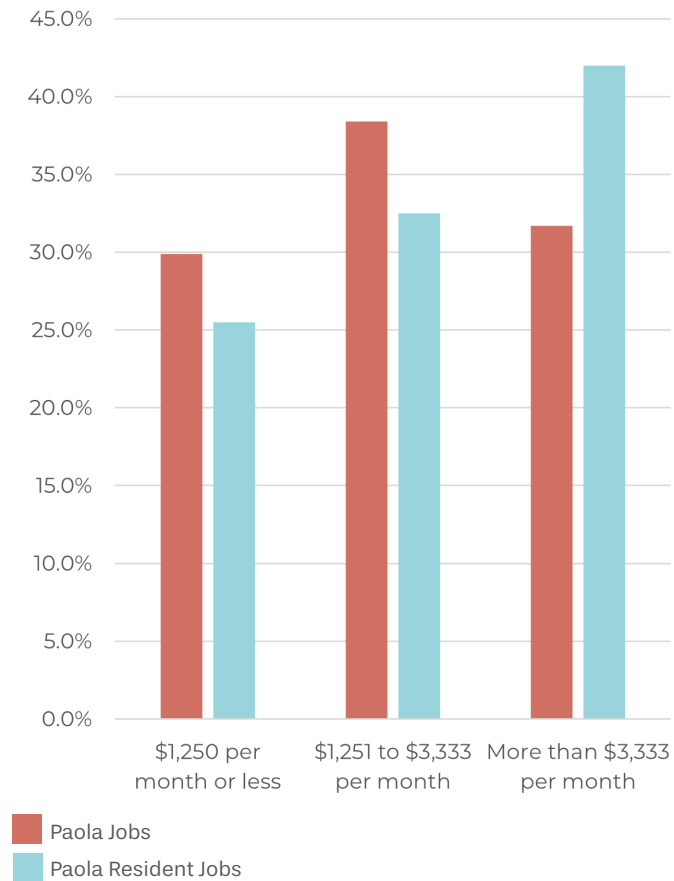
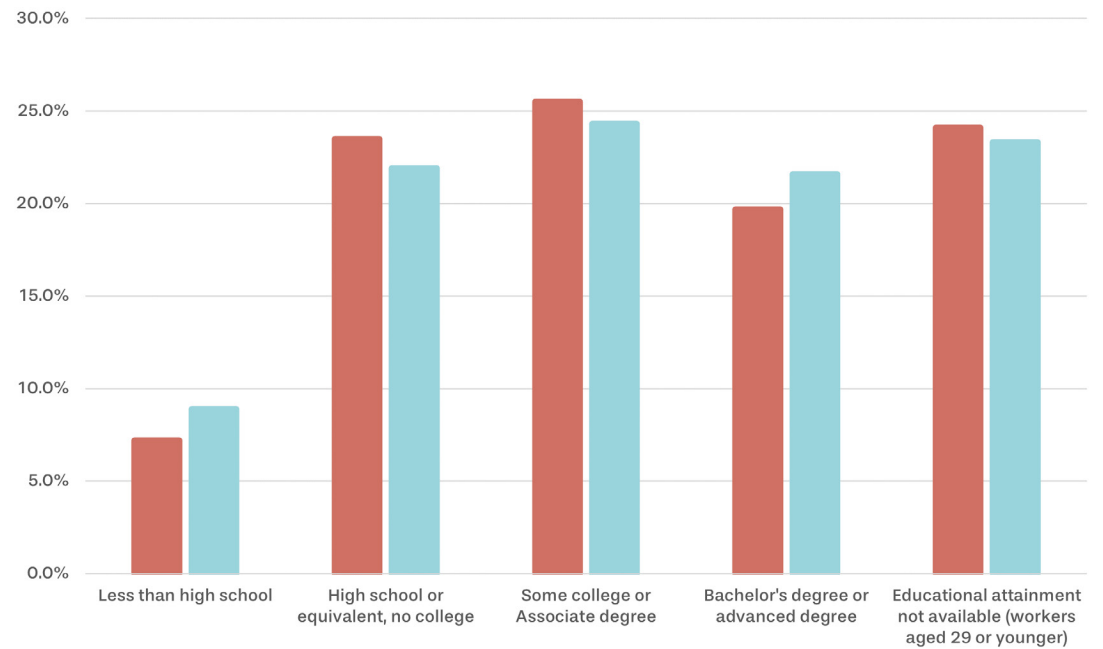


FIGURE 2.2 Educational Attainment



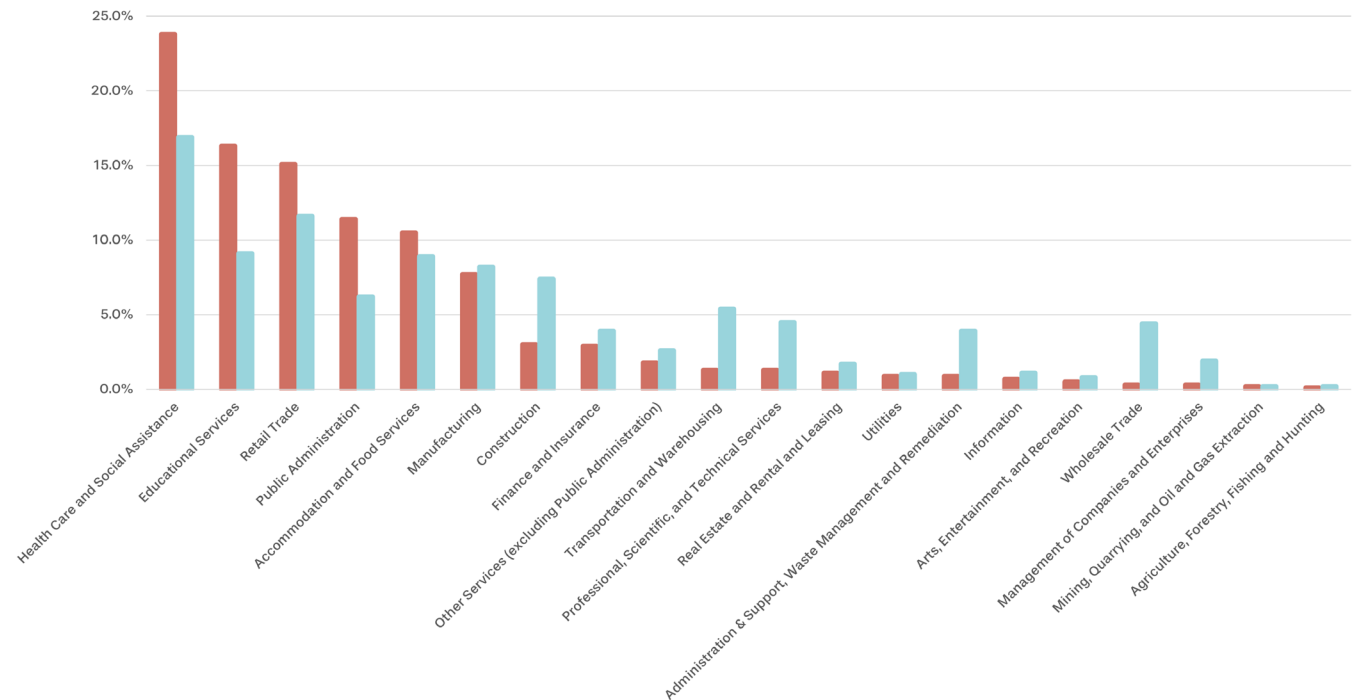
Economic Development:

Existing Conditions

Existing Industry

The City of Paola has a variety of industries present in the community. The red bars represent jobs in Paola and the blue bar represents jobs held by Paola residents. The three largest industries in Paola by total number of jobs are Health Care and Social Assistance (23.8%), Educational Services (16.3%), and Retail Trade (15.1%). The largest industries for Paola residents are similar but with different percentages: Health Care and Social Assistance (16.9%), Retail Trade (11.6%), and Educational Services (9.1%). Industries with substantial differences indicate industries that are filled by non-residents.

FIGURE 2.3 Industry Change in Paola from 2010–2018



Change in Industry

Breakdowns by industry can be found in Figure 2.3. Between 2010–2018, Paola industries experienced growth and decline. Shown in Figure 2.4, Accommodations + Food Services, Public Administration, Transportation and Warehousing, and Health Care + Social Assistance experienced the most net growth. Wholesale Trade saw a decline of 120 jobs.

FIGURE 2.4 Industry Change in Paola from 2010–2018

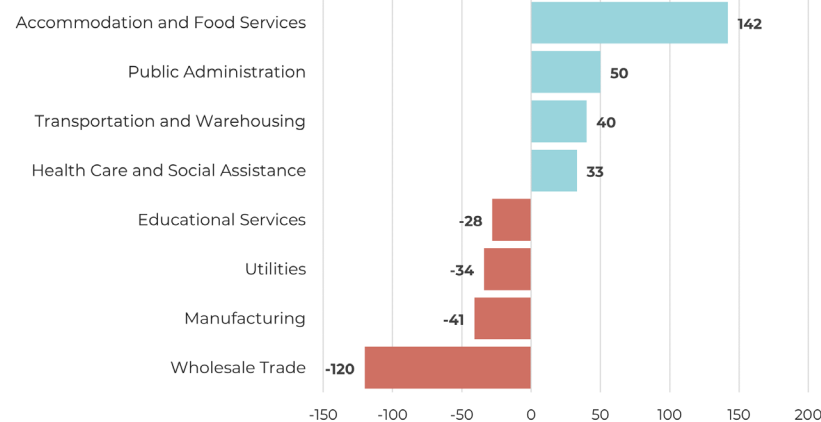
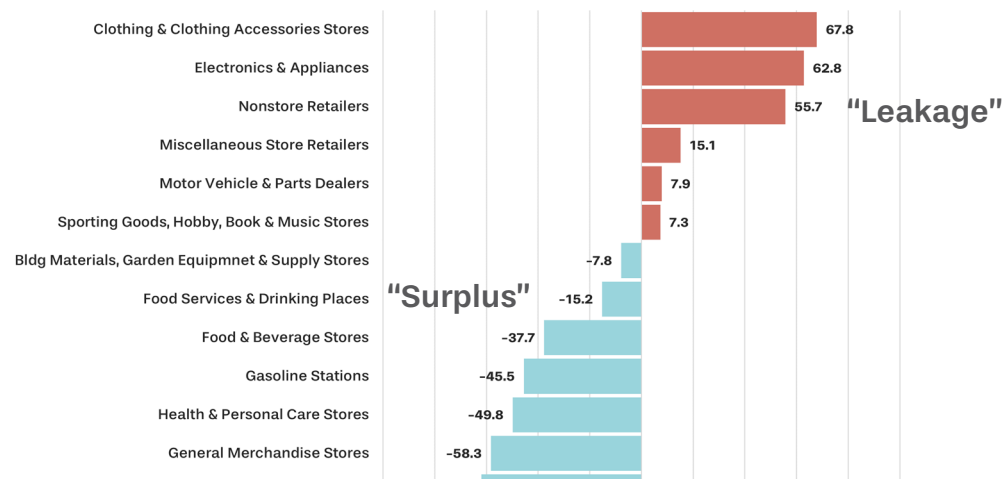


Figure 2.5 illustrates a gap analysis of retail in Paola has identified "leakage" and "surplus" retail sectors. Surplus retail sectors are those stores that attract people from outside Paola based on estimated sales versus local demand estimates. Leakage retail sectors are stores that lose sales to stores outside of Paola. Clothing and Clothing Accessories Stores have the largest leakage while Furniture and Home Furnishings Stores have the largest surplus.

FIGURE 2.5 Retail Gap Analysis



Economic Development:

Available Incentives

A multitude of state, county and local incentives are available to a variety of property and business owners looking to invest in Paola. The following is a comprehensive list of those incentive options. This information was obtained from the Miami County Strategic Plan. This and other important information can be found at the Miami County website.

State of Kansas Incentives: Kansas Department of Commerce

Kansas Certified Development Companies (CDC)

Helps businesses access the numerous loan programs available from a variety of sources. These loan packages match the business' financial need with the source of funds, providing small business customers the best combination of rates and terms possible.

High Performance Incentive Program (HPIP)

The High Performance Incentive Program provides tax incentives to employers that pay above-average wages and have a strong commitment to skills development for their workers. This program recognizes the need for Kansas companies to remain competitive and encourages capital investment in facilities, technology and continued employee training and education. A substantial investment tax credit for new capital investment in Kansas and a related sales tax exemption are the primary benefits of this program.

Kansas Industrial Retraining (KIR)

The Kansas Industrial Retraining program is a job retention tool that helps employees of restructuring companies who are likely to be displaced because of obsolete or inadequate job skills and knowledge. Eligible industries include basic enterprises that are restructuring operations through incorporation of new technology, diversification of production or the development and implementation of new production activities. At least one current employee must be trained to qualify for assistance.

Registered Apprenticeship

The Registered Apprenticeship program is designed to provide employers with a skilled workforce while training existing workers in the latest technologies without loss of production time.

Kansas Industrial Training (KIT)

The KIT program may be used to assist firms involved in job creation. Training can include pre-employment, classroom and on-the-training by in-house instructors or vendors. Pre-employment training may be used to allow the company and prospective employees an opportunity to evaluate one another before making employment commitments. Prospective employees are given the knowledge and specific skills necessary for job entry. Trainees may receive instruction on the company's own production equipment on the plant floor or on similar machinery in a classroom setting.

Promoting Employment Across Kansas (PEAK) Program

PEAK is intended to encourage economic development in Kansas by inviting companies to relocate, locate or expand business operations and jobs in Kansas. The Secretary of Commerce has discretion to approve applications of qualified companies and determine the PEAK benefit. During the benefit term, participating PEAK companies may receive 95 percent (95%) of the Kansas withholding tax of PEAK-Eligible employees/jobs that are paid at or above the county median wage where the PEAK business facility is located. Depending on the number of PEAK jobs/employees to be hired over a five-year period and their wage levels, the Secretary can approve a PEAK benefit for up to 10 years. PEAK requires the qualified company to commit to creating five new jobs in non-metropolitan counties or ten (10) new jobs in the metropolitan counties of Shawnee, Douglas, Wyandotte, Johnson, Leavenworth and Sedgwick within a two-year period. The qualified

company must also pay wages to the PEAK jobs/employees, that when aggregated, meet or exceed the county median wage or North American Industry Classification System (NAICS) average wage for their industry.

Sales Tax Revenue (STAR) Bonds

Sales Tax Revenue (STAR) Bonds provide Kansas municipalities the opportunity to issue bonds to finance the development of major commercial, entertainment and tourism areas and use the sales tax revenue generated by the development to pay off the bonds.

Kansas Capital Multiplier Venture Fund:

Under the Kansas Capital Multiplier Venture Fund, businesses can apply for matching equity up to 9% of the private equity invested. Private equity invested includes funds invested by private equity firms and angel investors. Businesses eligible include technology and biosciences companies working with a state entrepreneurial center, University Center of Excellence, and/or the Kansas Bioscience Authority (KBA). Rural businesses or businesses in distressed areas of urban communities that meet critical community needs; are growth businesses with local angel investors; or are larger businesses with less than 500 employees that have local angel investors and significant private equity investment may also qualify. The minimum equity investment contribution from the Kansas Capital Multiplier Venture Fund is \$25,000, with a maximum equity investment contribution of \$250,000.

Kansas Capital Multiplier Loan Fund:

Under the Kansas Capital Multiplier Loan Fund, businesses can apply for matching loans up to 9% of the private capital invested. Private capital invested includes the amount of the loans provided by financial institutions, certified development companies and other sources of private lending. Private capital also includes the entrepreneurs' investment and funds provided by angel investors and angel investor groups. The minimum loan from the Kansas Capital Multiplier Loan Fund is \$25,000, with a maximum loan of \$500,000.

Economic Development:

Available Incentives

State of Kansas Incentives: Economic Development Partners

AltCap

AltCap exists to increase the flow of capital to communities and businesses not adequately served by mainstream financial institutions. Whether it is through the New Markets Tax Credit (NMTC) Program, small business and microloans, or other alternative capital, AltCap is committed to delivering financing to support job-creating small business investments and catalytic, community-focused real estate development projects.

Women's Business Center

The mission of the Women's Business Center is to develop, counsel and mentor women in all stages of business development and growth. We do this through classes, seminars, peer roundtables, one-on-one consultation, networking and referrals. We also

educate women entrepreneurs on sources of funding to include micro-loans and angel funding through the Women's Capital Connection.

Kansas Manufacturing Solutions

Formerly MAMTC, KMS is a non-profit 501(c)(3) organization, that provides highly affordable consulting services of all kinds to small and medium-sized manufacturers in Kansas. They are owned by the Kansas Department of Commerce. The National Institute of Standards and Technology (NIST) started the program because US manufacturers were facing growing global competition.

Kansas Partnership Funds for Infrastructure Improvements

The Partnership Fund program provides loans to Kansas cities or counties for infrastructure improvements directly related to specific business projects creating new jobs and capital investment.

NetWork Kansas

NetWork Kansas has resources to help at all stages of the business lifecycle, from startup to succession management, and everything in between – including funding. The organization offers an array of gap financing assistance to provide the last amount of capital a business needs to start and grow.

Small Business Development Center

Small business owners and aspiring entrepreneurs can go to their local SBDCs for free face-to-face business consulting and at-cost training, on topics including business planning, accessing capital, marketing, regulatory compliance, technology development, international trade and much more.

Public Activity Bonds

Qualified Private Activity Bonds (PABs) are federally tax-exempt bonds.

Network Kansas E-Community Network

Network Kansas E-Community makes a commitment to cultivate an entrepreneurial environment by identifying and developing resources to help local entrepreneurs start or grow businesses. Selected communities partner with Network Kansas to establish funding, connection to resources, initiate activities to generate entrepreneurial development, and participate in the statewide partnership with other E-Communities.

Property Tax Abatement Assistance

Assistance is provided to businesses and governmental entities applying for property tax abatement. Division staff liaisons with the Board of Tax Appeals (BOTA) provide technical assistance on the application process and run a complimentary cost benefit analysis to ensure a BOTA response within 30 days.

Miami County Incentives

Tax Abatements

Miami County has adopted a formal policy regarding tax abatements granted within the county for projects outside of a city. Abatements may exempt a project from all, or a portion, of ad valorem taxes due on buildings, land, and improvements. To qualify, companies must be involved in manufacturing, conducting research and development, or storing goods or commodities which are sold or traded in interstate commerce. Additions to, or expansions of, existing businesses qualify for the property tax exemption if new jobs are created as a result of such activity. Factors to be considered in awarding an abatement are:

- › Amount of capital investment
- › Number of employees
- › Amount of wage

Industrial Revenue Bonds (IRBs)

Up to 100% of a business' land, buildings, and equipment can be financed with IRBs provided the cost of bond insurance is covered by the project. IRBs may be issued for manufacturing facilities, facilities owned by 501(c) corporations, and low-income multifamily housing projects. They are securities issued by the county to provide the funds for credit-worthy companies to purchase land, pay the cost of constructing and equipping new facilities or purchase, remodel, or expand existing facilities. A limited amount of other developmental and financing activities, such as engineering, architectural, legal, and bond underwriting may also be financed from bond proceeds. When industrial revenue bonds are issued as financing for a particular facility or for personal property, the county holds legal title to the facility or personal property while the bonds are outstanding and the facility is exempt from property taxation for that period, up to 10

years. In lieu of tax, payments are often required during this time period by the county.

MicroLoan Fund

Miami County has created a Microloan Fund. These loans are available for real or personal property purchase, renovation projects and inventory expansion. Start-up businesses and expanding businesses are eligible.

Greater Miami County Economic Development Corporation

The Miami County Commissioners have created a separate economic development corporation. This group manages the Miami County, Kansas, E-Community. As a partnership NetWork Kansas, the group will facilitate a locally controlled revolving loan fund to supply new and second stage entrepreneurs with capital. They also provided educational resources and mini grants for businesses searching technical support. E-Community loans can be used for startup costs, expansion of an existing business, working capital, inventory and more. The loans are paired with an investment from a local lender along with a personal investment from the business. Applicants must be a for-profit business with matching funds from another lender.

Economic Development:

Available Incentives

Paola Incentives

Tax Abatement

The City of Paola is committed to the high quality and balanced growth and development of the community, to working continually to improve the quality of life for its citizens, and to maintaining a highly skilled, globally competitive work force. Insofar as these objectives are generally served by the expansion of the tax base and enhancement of the local economy, the city will, on a case-by-case basis, give consideration to providing tax abatement as a stimulant under Kansas Law, for the economic development of the community.

Tax Increment Financing

The City of Paola recognizes that it is essential to stimulate economic growth and development of new commercial enterprise in order to provide services, employment and tax revenues for the benefit of the community. To meet these economic development goals, the City recognizes the need to encourage the redevelopment of property located in the City by creating redevelopment districts and financing for qualified redevelopment projects, as provided by the Kansas Tax Increment Financing (TIF) statutes. Approved TIF financed projects should be those that would not be viable without TIF assistance because of conditions of blight, unusual circumstances existing on the redevelopment site that hinder development, or other factors that make development more difficult.

Utility Connection Fees

The City of Paola charges fees for new water and sanitary sewer connections. The Paola City Council may consider waiving or modifying these connection fees for constitutionally tax exempt business categories or for locating a business in the city that fills a gap.

New Housing Construction Program

Under the New Housing Construction Incentive Program, fees associated with new home construction will be reduced as follows: Homes with construction value of \$100,000 — \$210,000 OR properties in special assessment districts that expire after 2016 will receive 65% reduction of building permit fee, 65% reduction of plan review fee, 50% reduction of sewer connection fee, 50% reduction of water connection fee. Homes with construction value of \$210,001 – \$299,999 receive 55% reduction of building permit fee, 55% reduction of plan review fee, 45% reduction of sewer connection fee, 45% of water connect fee. Homes with construction value of \$300,000 and greater will receive 45% reduction of building permit fee, 45% reduction of plan review fee, 40% reduction of sewer connection fee, 40% reduction of water connection fee.

Enterprise Zones

The City of Paola has eight identified Enterprise Zones. These zones have been identified as areas that may qualify for special development incentives such as State provided income tax credits, sales tax abatement, and worker training incentives.

Industrial Revenue Bonds

The Paola City Council may approve issuing IRBs when, in the opinion of the Council, the project being financed is reasonably expected to promote, stimulate, and develop the general economic welfare of the city. This can be accomplished through the promotion and advancement of physical and mental health, industrial, commercial, agricultural, natural resources, and recreational development in the city, and is deemed to be in the best interest of the city. IRBs should also be used to encourage and assist in the location of new business and industry to the city, and the expansion, relocation or retention of existing business, industry, and health development, and to promote the economic stability of the city.

Infrastructure Investment / Zoning

The City of Paola strives to maintain capacity in streets, water and sanitary sewers in locations suitable for commercial development. To assist developers, the city has adopted a Development Policy for the Financing of Public Improvements. The City of Paola also provides flexible land use regulations with adequate areas of property zoned for commercial purposes.

Paola Industrial Park

The City of Paola offers land for development in the Paola Industrial Park.

- › City Council qualifies buyers.
- › Deed restrictions exclude heavy industry.
- › Sewers and water available; streets, gas, electric available but cost of extension borne by owner.
- › Sites available for free or nominal fee.

Economic Development:

Target Industries

In 2019, the Miami County Department of Economic Development developed an Economic Development Strategic Plan to guide the future growth and development of industry and economy in the county. The plan includes market research, an economic base analysis, target industry analysis, and an analysis of primary data. These data points and analyses helped produce a thorough plan that identifies a variety of strengths, obstacles, and opportunities throughout Miami County.

Target Industries

The target industry analysis resulted in the identification of four main target industries with corresponding subsectors of focus. These four main target industries included:

- › Agribusiness
- › Industrial Manufacturing
- › Transportation and Warehousing
- › Professional Services

Agribusiness

There is a strong existing presence of agriculture and food processing industry in Miami County today. There is opportunity to build on these existing strengths and build upon the building agritourism sector that is beginning to flourish here. Subsectors of focus for this industry include:

- › Crop and Animal Production
- › Food and Beverage Processing and Manufacturing
- › Select Chemical Manufacturing
- › Farm Machinery and Equipment Manufacturing
- › Food Product Machinery Manufacturing
- › Refrigerated Warehousing and Storage
- › Farm Product Warehousing and Storage
- › Veterinary Services

Industrial Manufacturing

There is a high projected growth rate for the subsectors within this industry. Due to the general commonality of this industry, it will be crucial for Miami County and its communities to identify those key business to support a broader agribusiness industry to help stand apart from other counties. Subsectors of focus include:

- › Primary Metal Manufacturing
- › Select Machinery Manufacturing
- › Select Computer, Electronic and Appliance Manufacturing

Transportation and Warehousing

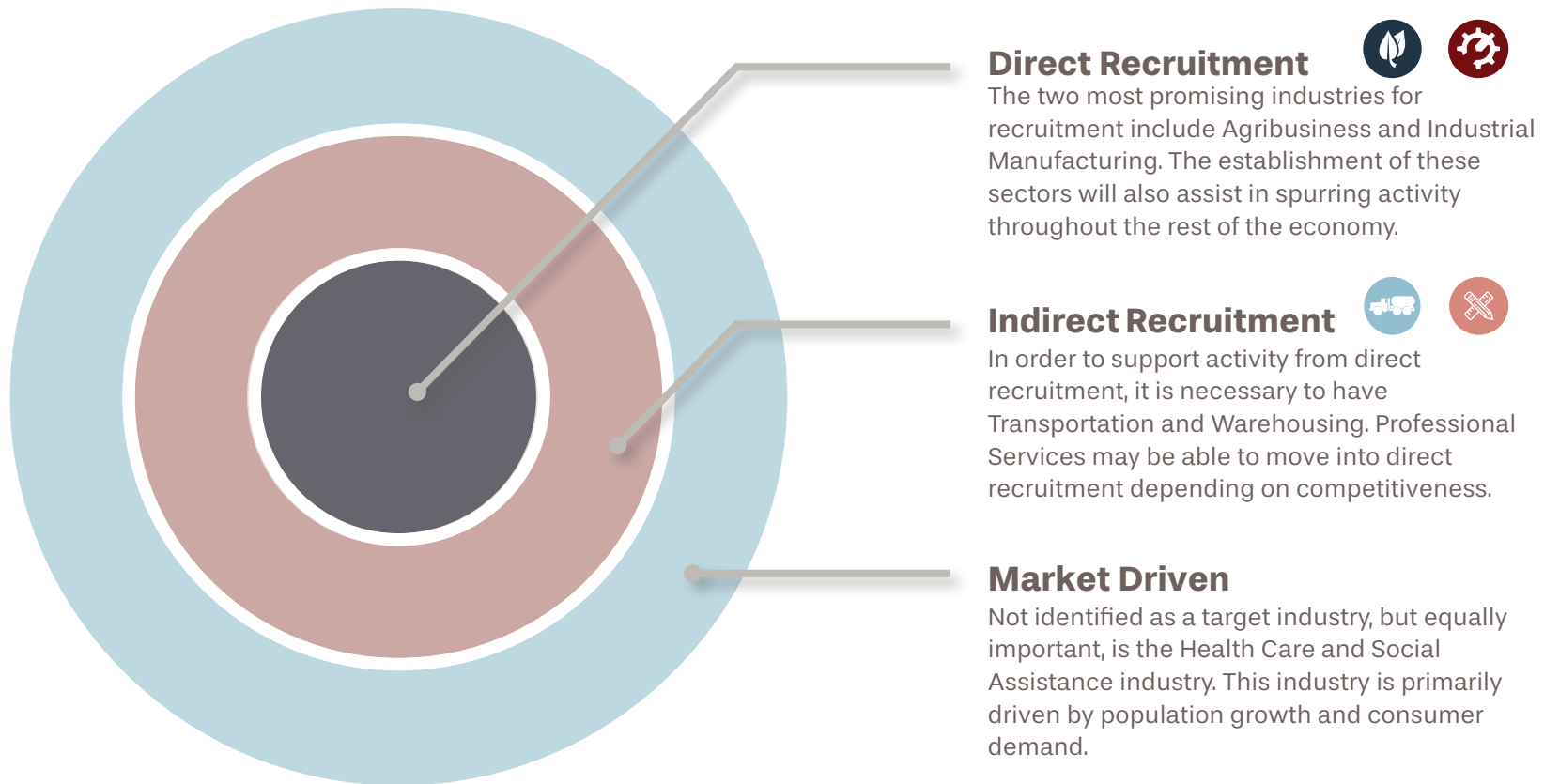
The significant roadways and location of the county offers vast opportunities to build upon this industry. Subsectors of focus include:

- › Transportation
- › Transportation Support Activities and Warehousing

Professional Services

The surrounding universities and colleges produce a robust talent pool to boost the presence of this industry. Competition from Kansas City may result in a bulk of companies locating there; however, the wage cost structure allows Miami County to remain a competitive neighbor. Subsectors of focus include:

- › Architectural, Engineering and Design Services
- › Computer, Administrative and Research Services



Economic Development:

Wirelessly Connected

In an age where an internet connection is needed to accomplish even the simplest of tasks, it is imperative to ensure Paola's internet infrastructure can sustain its residents, businesses, and schools. Internet services, whether broadband or fiber, should be offered in all areas of the community with more than one provider option.

Internet in Paola Today

Broadband Now provides a thorough summary of existing internet providers in Paola today. The data identifies 19 total providers, 15 of which provide residential services and 10 provide business services. When compared to other Kansas communities, Paola ranks 20th, ahead of Louisburg, Spring Hill, Osawatomie. However, 43 percent of residents (approximately 2,400 residents) only have access to 1 or fewer providers in their neighborhoods. Figure 2.6 details these providers and their statistics.

Broadband



Broadband internet simply the method in which you connect to the internet. This can be via a DSL, fiber, satellite or mobile connection. The varied connections utilize allow for wide bandwidth data transmission.

vs.

Fiber



Fiber-optic, commonly known as fiber, is a broadband connection that utilized fiber-optic cables to produce high-speed internet, low lag time, and withstand weathering much better than traditional cables. Fiber can be quite costly to setup and integrate into systems.

Paola's Connections

68% have a broadband internet subscription

25% do not have a broadband internet subscription

7% have no computer



Average download speed in Paola: 63.39 Mbps

56% slower than the Kansas average

79% slower than the National average

Figure 2.6 Internet Providers and Details (Broadband Now, 2022)

Provider	Speed	Type	Time to Download 1 GB	Availability
Google Fiber	2,000 Mbps	Fiber	4 s	1.7%
Peoples Telecommunications	1,000 Mbps	Fiber + DSL	8 s	1.9%
Peoples Services	1,000 Mbps	Fiber	8 s	1.9%
Suddenlink Communications	940 Mbps	Cable	8 s	56.5%
Viasat Internet	100 Mbps	Satellite	1 m 21 s	100.0%
AT&T Internet	100 Mbps	IPBB + Fixed Wireless	1 m 21 s	55.4%
T-Mobile Home Internet	115 Mbps	Fixed Wireless	1 m 11 s	52.8%
Ultra Home Internet	100 Mbps	Fixed Wireless	1 m 21 s	52.8%
MoKan Dial	100 Mbps	Fiber + DSL	1 m 21 s	10.7%
CenturyLink	100 Mbps	DSL	1 m 21 s	10.2%
Consolidated Communications	50 Mbps	DSL	2 m 43 s	3.2%
HughesNet	25 Mbps	Satellite	5 m 27 s	100.0%

Economic Development:

Connecting to the Future

Infrastructure and technology are ever changing and developing new ways to be more efficient. It is important to have systems and amenities that support this as the community continues to grow and seek opportunity in Paola.

The Cost of Updating Infrastructure

Infrastructure expansion and maintenance are often the most costly ticket items on a capital improvement plan; however, they are necessary to keep the city functioning properly and to support growth. As infrastructure financing assistance continues to dwindle, it places the burden further on the city and its residents to foot the bill for these expenses. The EPA produced framework on smart growth for economic development and they recognize infrastructure improvements, such as updating utilities, fixing crumbling sidewalks, and repaving streets riddled with potholes, as necessary investments to bring businesses and residents back to an area. They also identify the following bullets as policy and action items to address infrastructure needs:

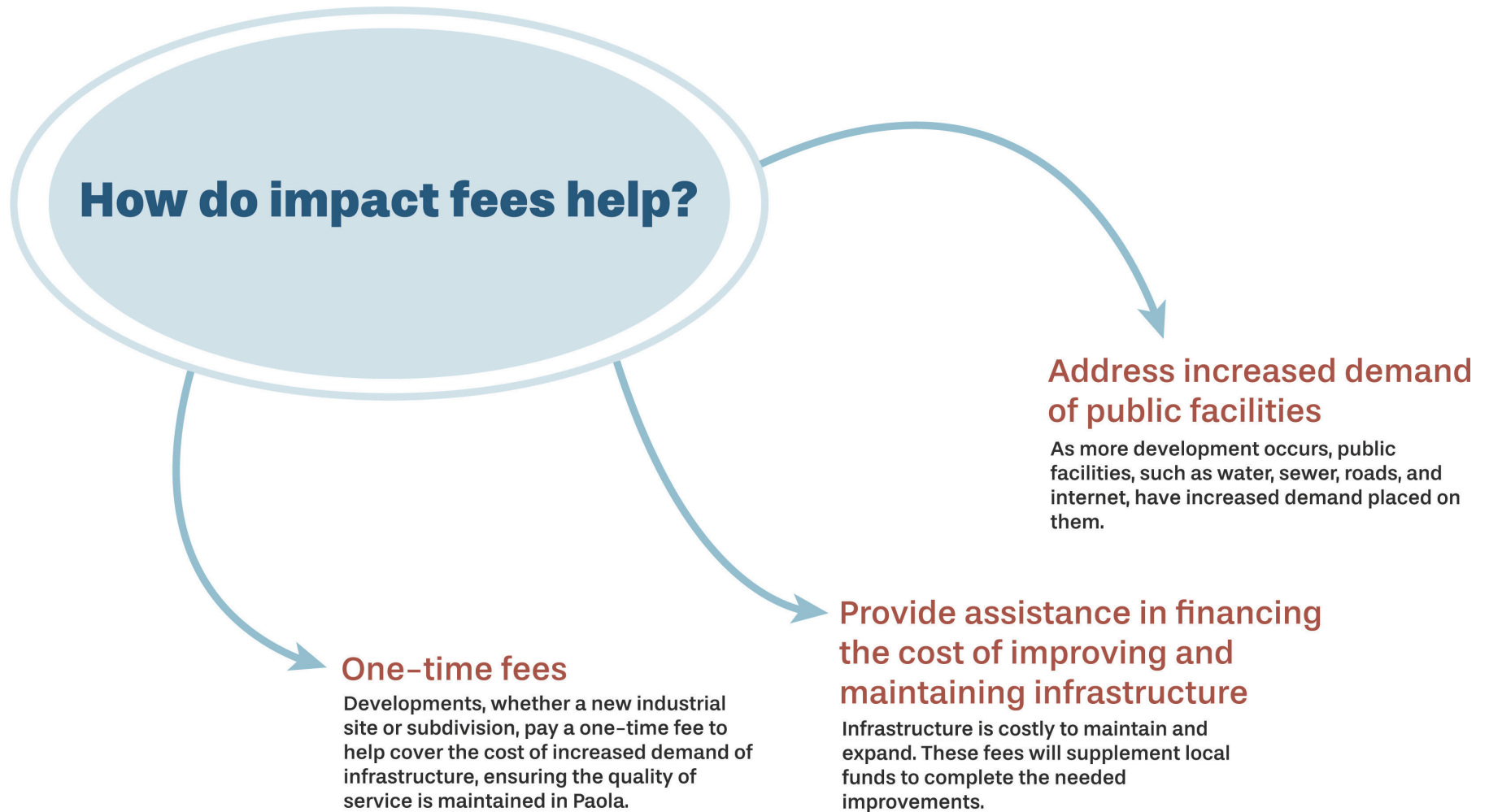
- › Coordinate infrastructure investments
- › Developer impact fees

Coordinate Infrastructure Investments

In order to make sure time and money are being efficiently utilized, it is encouraged that the City and County would coordinate efforts as updates and expansions occur. This would include meeting with local and county departments to take inventory of planned improvements, identify areas of overlap, and prioritize projects and funding sources based on these infrastructure requirements.

Developer Impact Fees

Impact fees are payments required by local governments of any new development with the intention of providing new or expanded public capital facilities required to serve that development. These fees are usually on a pay-as-you-go system and cover one-time capital improvement rather than ongoing operations and maintenance (EPA, 2016). Improvements can include green infrastructure, streetscapes, bike lanes, streets, and broadband/internet services.



Economic Development:

Housing Paola's Workforce

The Housing Chapter and Housing Needs Analysis thoroughly detail the existing conditions and future needs of housing in Paola. As it relates to Paola's economy, housing will need to keep pace with industry growth to house current and future employees and families. Findings from the housing chapter indicate strong demand for increasing affordability, diversifying housing typologies, and producing more housing for Paola's workforce population.

Affordability

Paola's **owner** and **renter** population face affordability obstacles with **23 percent** and **40 percent** of households spending more than 30 percent of their income on housing costs (this includes rent and utilities). This high percentage of spending places these households under a housing cost-burdened designation. The higher the percentage, the more need there is to create more affordable units in the community.

Diversify Housing Typologies

Today, Paola's housing stock is predominately comprised of single-family residential dwellings. The lack of diverse housing options places a strain on residents and employers as they try to attract new employees to the community. Diversifying housing typologies will allow the community and employers to provide opportunities to obtain housing that is within the resident's price range and fits their needs.

Workforce Housing

Income ranges in Paola illustrate a higher presence of those in the \$25,000–\$34,999 and \$50,000–\$99,999 ranges. These incomes reflect a need for low-to-middle income housing options. This can be achieved by producing missing middle housing typologies and targeting specific price points for developments.

Figure 2.7 Owner-Occupied Cost-Burdened (2019)

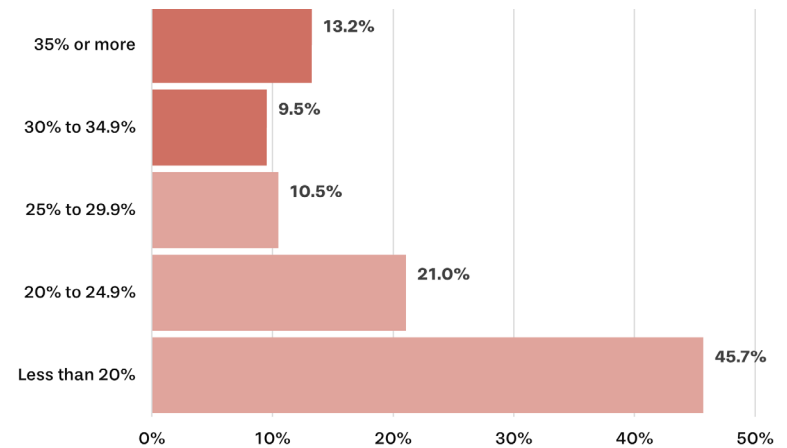


FIGURE 2.8 Renter-Occupied Cost-Burdened (2019)

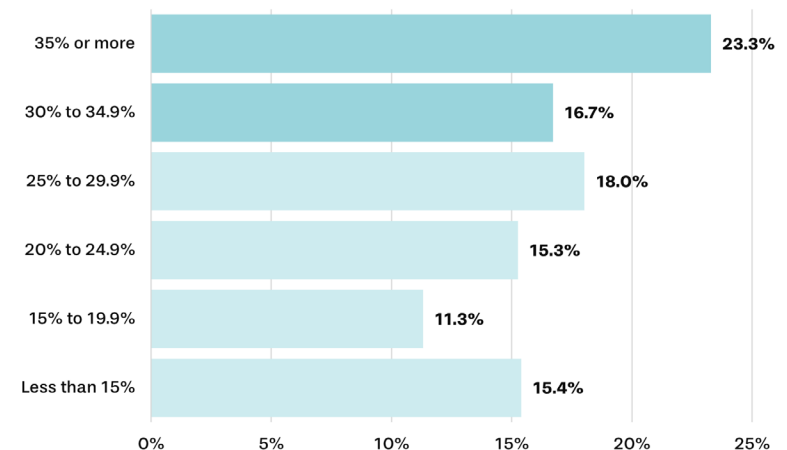
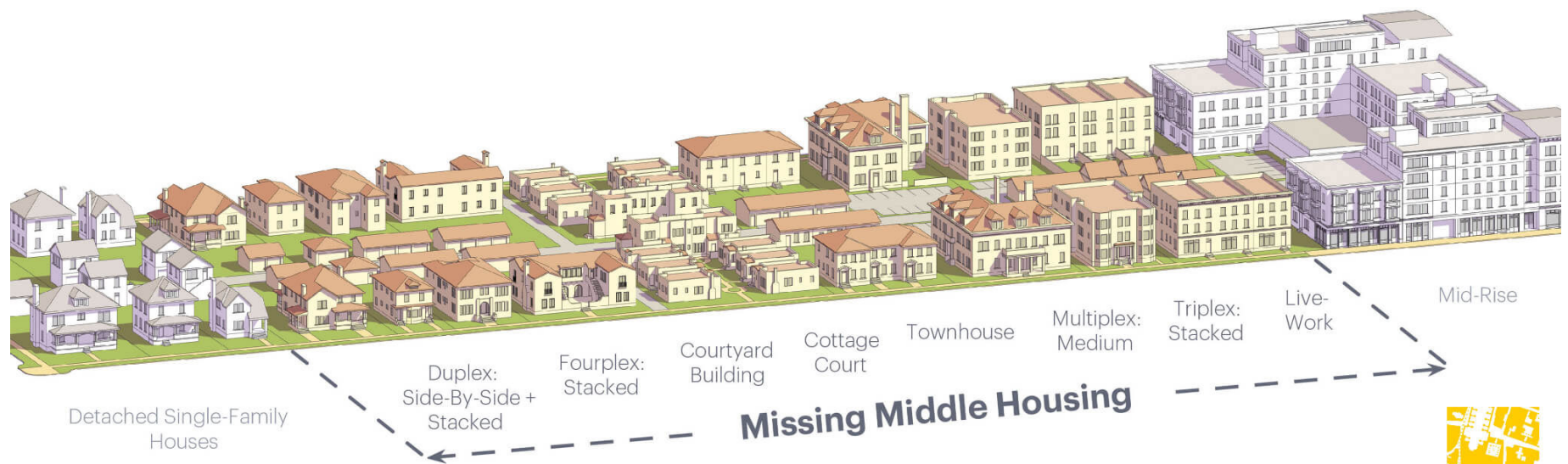


FIGURE 2.9 Missing Middle Housing Typologies



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Economic Development: Strategic Opportunities

The Economic Development Strategic Opportunities Map, displayed in Figure 2.10, identifies opportunities for specific recommendations related to supporting growth and development in Paola. The strategic opportunities include:

Retention corridors

Baptiste Drive and Pearl Street are the two main corridors that house Paola's commercial and business amenities, outside of Park Square. As growth continues to occur, it will be important to ensure that the businesses along these corridors are supported and retained to serve the community.

Streetscapes

Building on the discussion of a community-wide streetscape plan from the Community Character section, this strategic opportunity identifies the primary streets where streetscapes could influence the sense of place and space. These streetscapes offer spaces for people to safely move about the community, whether by foot or car; from business to business. Proactively designing the streets will assist in providing defined amenity spaces for residents and business owners as Paola continues to grow.

Support Downtown

This broad opportunity leaves the door wide open for what could be achieved. Developing upperstory units for additional residential dwellings, designing streetscapes around Park Square, meeting with local businesses to identify ways to assist them flourish, and providing WiFi for residents that may not have access otherwise are a few ways to support Downtown Paola.

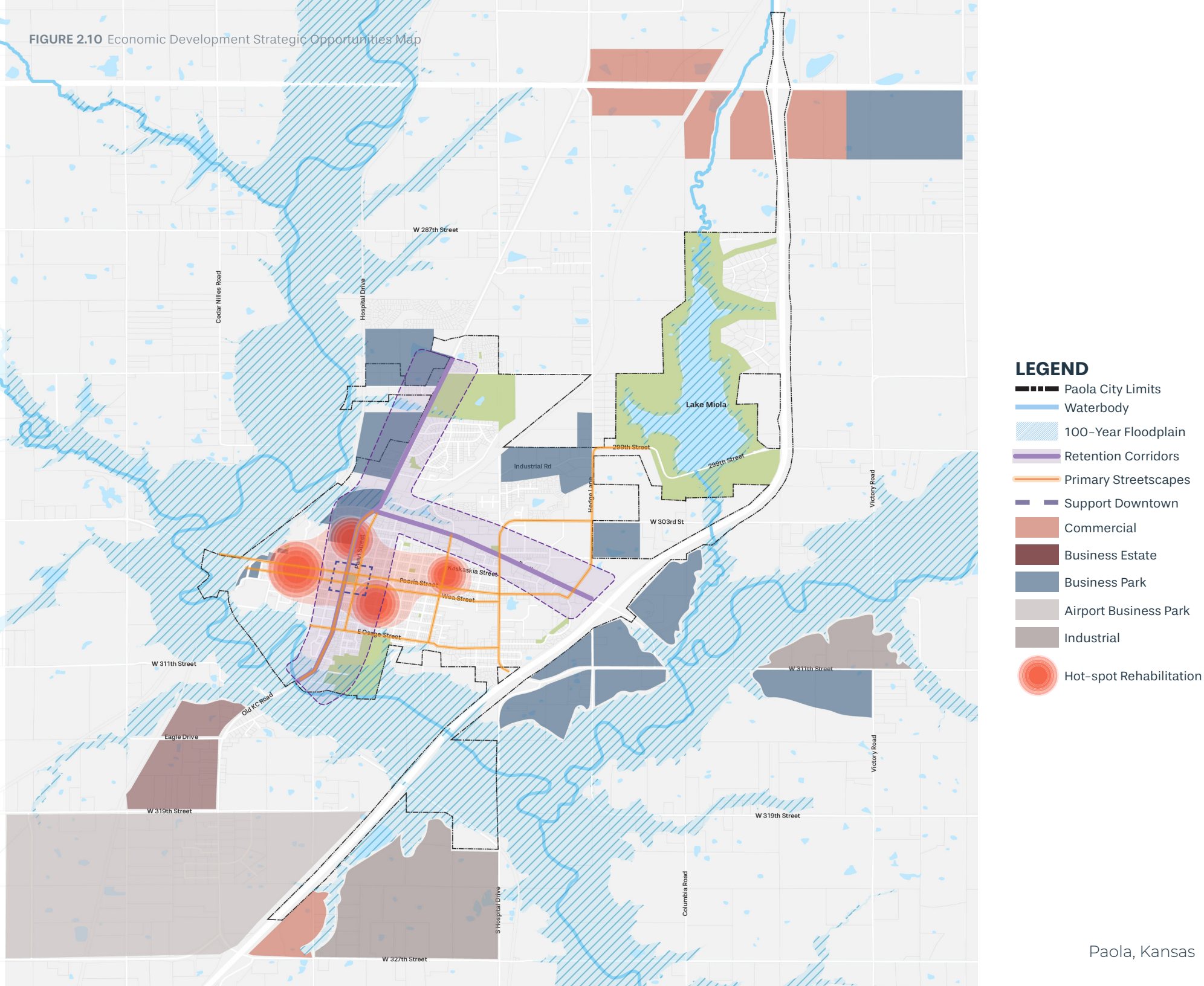
Employment opportunities

The Future Land Use map proposes locations for new commercial, business estate, business park, airport business park and industrial sites. These proposed sites build upon existing developments and businesses to produce rational and intentional locations of amenities in Paola. The development of these sites also offer employment and population growth to Paola. Ensuring the readiness of housing and infrastructure will be equally important in the growth of these businesses.

Hot-Spot Rehabilitation

As discussed in the Housing + Neighborhoods section, the hot-spot locations produced in the analysis phase of this Comprehensive Plan identify residential areas that require additional attention, specifically for housing rehabilitation.

FIGURE 2.10 Economic Development Strategic Opportunities Map



Goal 2.1

Attract economic growth in Paola

Today, Paola offers a variety of amenities and services to the community. As it continues to grow, the City will need to leverage the Future Land Use Plan to identify where it wants to grow and actively seek those businesses perfect for those sites. It will be important to make sure that the sites and City's infrastructure are prepared to accommodate the increased demand of services. These goals, policies and action items strive to set a clear path for Paola to follow in order to achieve these needs and continue to provide a variety of trades, small businesses, and industry.

Promote coordination and partnerships for economic development in Paola and Miami County

The Strategic Plan from the Miami County Economic Development Department identified four core target industries the county and its communities should attract and pursue. These included agribusiness, industrial manufacturing, transportation and warehousing and professional services. These industries were identified for the ways they compliment existing businesses and the skills of the current population. It is recommended that the City of Paola follows these recommendations as they attract economic development to the area.

It is also recommended that Paola sends representatives to attend state and regional conferences to

Policies + Action Items

- Work to attract development in the **target industries** identified in the Miami County Economic Development Strategic Plan
- **Attend state and regional conferences and meetings** to advocate for businesses to choose Paola
- Continue to **coordinate economic development strategies** and resources **between Paola and Miami County** by highlighting the strengths of the area

meet with prospective businesses and advocate for them to choose Paola. By doing this, businesses are able to put a face to the community and Paola is able to present its unique identity and variety of opportunities to the business.

The Strategic Plan also identified the need to market the community to remain competitive to its neighbors in the KC Metro. This can be accomplished in conjunction with Miami County Department of Economic Development by identifying the strengths and

resources of both Paola and Miami County and marketing these to potential businesses.



Help support workforce development efforts in Paola

The target industries presented in the previous strategy predominately require trade skills. Paola has the opportunity to coordinate with the school district to identify ways to help current students obtain these skills and educations to acquire jobs in the available industries in Paola. To achieve this, the City and school district must partner together to provide these partnerships. Paola's continued support to local higher education facilities will assist in establishing the City's importance on continued education and the value it brings to the community.



Policies + Action Items

- › **Coordinate with the school district** to identify strategies to help **transition high school students to trade and other skilled labor positions** available within Paola industries
- › **Continue to work with local universities, job training programs and community colleges** to place qualified employees in jobs located in Paola
- › Continue to **support local higher educational facilities** in and near Paola



Goal 2.1

Attract economic growth in Paola



Ensure Paola facilities are prepared for additional economic growth

The State of Kansas recognizes shortcomings in providing adequate and efficient services to rural communities and strives to address this via their Office of Rural Prosperity (v). The ORP helps communities throughout the state address issues in rural housing, childcare early education, broadband infrastructure, healthcare and wellness, workforce, and community development. They recognize many of the obstacles rural Kansan communities, such as Paola, face on a daily basis and connect them to the proper resources to reduce barriers.

Knowing where development and growth can occur will set Paola up for success. These shovel-ready sites are attractive to developers

for their readiness to build and prepared infrastructure.

It is equally important in ensuring that the infrastructure, whether it is internet, water lines, or roadways, will be able to support the increased demand on these sites as growth occurs. As stated in previous sections, the internet availability in Paola today is limited and does not provide many options for businesses or residents. It is suggested to increase the broadband infrastructure in Paola, while actively seeking opportunities to implement more efficient technology as it comes to fruition in order to offer the best quality internet services for businesses and residents.

Due to the trade and transportation-focused industries in Paola, it is important to make sure the roads and connections meet demand. Identifying

where there could be improved connections as Paola grows will assist in limiting congestion and impact on existing roadways.

Identifying how and who will pay for these additional infrastructure pieces will require a strategy and clear communication. Following the Future Land Use Plan, noting where commercial, business park, airport business park and industrial land uses are proposed, and establishing a plan to incrementally expand infrastructure to those sites will help streamline development as inquiries come in. As discussed in the "Connecting to the Future" section of this chapter, Development Impact Fees may be an ideal methodology in having assistance in expanding the infrastructure system to meet new demand.



Policies + Action Items

- › **Utilize the Kansas Office of Rural Prosperity to aid improvements** such as broadband infrastructure, community development and housing
- › Identify and market **shovel-ready and certified sites** in Paola
- › Actively seek adequate **broadband internet services** to support existing businesses and residents while **pursuing opportunities to identify upcoming trends and developments** for wireless connections
- › **Expand roadways and improve connectivity** in and around Paola to support growth
- › **Create a plan to provide infrastructure** where new industrial, business park and commercial nodes are proposed in the Future Land Use Plan
- › Explore the implementation of a **Development Impact Fee**



Goal 2.1

Attract economic growth in Paola



Foster a friendly business climate in Paola

Paola offers a variety of services and incentives to current and interested businesses in the area. In order to continue to attract and retain businesses and industries, it will be crucial to present a unified regional economic message and know the community's strengths. This understanding sets clear expectations for both the City and business.

The resources housed on both Paola and Miami County's website provide thorough information on what incentives are available in the community. The City and County should continue to market these via their websites and continue to update them as needed. It is also recommended that these two entities also conduct performance reviews of each of the incentive programs to identify areas for improvement or expansion.

Policies + Action Items

- › Promote a **unified regional economic message and promote strengths** of Paola for business and industry recruitment and retention
- › **Study peer city technical assistance programs** to learn best practices from fellow Kansas communities in applying for grant and development programs
- › **Continue to market resources, incentives, and sites** throughout Paola via Paola and Miami County websites
- › **Perform a review of the effectiveness and utilization of the community's various incentive programs** to identify areas for improvement and opportunities for new ventures

Understanding eligibility and how to obtain grant money or developing programs can be quite daunting. Paola should utilize the knowledge of its peer communities to seek out opportunities to obtain this funding sources. The peer cities and their lessons learned can provide helpful insight into what made for a successful grant process and how Paola can mimic that.

Ensure the cost of doing business in Paola is fair but competitive

Paola is continually competing with other nearby communities for economic development. The same can be said about Miami County competing for economic investments with our counties both on the Kansas and Missouri side of the state line. Paola must annually review the cost of doing business within the community to ensure that it remains competitive regionally and nationally.

Updating the zoning code to streamline and simplify development review processes is also a tool Paola can utilize to attract investment. Having a straightforward development review process signals to potential investors in the community, that Paola is open for business and will facilitate an easy and transparent process to get their business up and running.



Policies + Action Items

- **Annually review cost of doing business in Paola** (tax rate, fees, utility rates) to ensure it is neither the most nor the least expensive option in the region to remain competitive.
- Identify ways to **streamline and simplify the development review** process to help attract new development.

Goal 2.1

Attract economic growth in Paola



Support quality of life improvements in Paola

Quality of life is influenced by many factors. These can include the ability to walk throughout the town without a car, a beautiful park to spend time at, a local shop with your favorite trinkets, recreational activities for adults and children, or a place to call home. It is important that these factors are maintained and improved as Paola continues to grow to keep the existing high quality of life intact.

These opportunities should plan for everyone from 8 to 80. Providing the necessary amenities and services to both demographics, and those in between, to allow them to age-in-place and thrive in the community.





Policies + Action Items

- › **Expand amenities**, such as parks and recreation, walkability and bikeability
- › **Continue to invest** in public safety and a high-quality school district
- › **Increase housing affordability and housing choice** through targeting a wide range of prices and housing typologies
- › Work with state partners to designate areas of Paola as a **Community Revitalization Strategy Area** to use Community Development Block Grants (CDBG) for housing and economic development
- › **Provide a robust infrastructure system**, including improving connectivity, health care services, and senior-oriented amenities, **to support aging-in-place in Paola**



Goal 2.2

Retain Paola's existing businesses

Paola currently has a wide variety of commercial enterprises ranging from small local businesses to large industrial companies that employ thousands within the community and regionally. Paola's employers greatly contribute to the overall quality of life and provide crucial tax revenues for the city. It is essential that Paola actively work to retain the existing businesses within the community by focusing on their current and future needs to grow and prosper.

Support existing industrial sectors, small businesses and commercial corridors in Paola

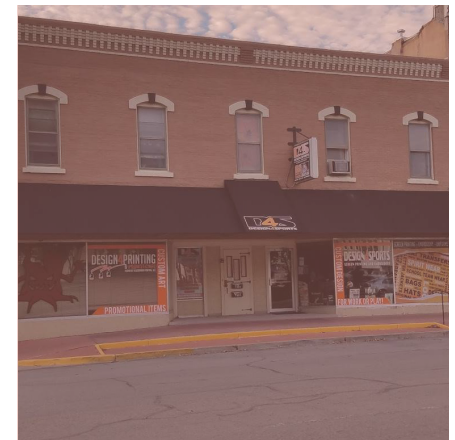
The City of Paola should remain an active partner in the businesses that call the community home. Each business is unique in their scale, product output and needs so one way for the city to keep a pulse on the issues they may be facing is by offering regular interviews with business owners to understand what challenges they may be experiencing. By conducting these interviews, the city can provide valuable input and suggestions to what resources are available to assist in addressing their need. These one-on-one conversations will signal to the business owners the willingness of the city to listen and assist if able.

A request the city is likely to hear is in regard to financial incentives available to business owners. Paola provides several incentive options for new business enterprises but options for existing businesses who are looking to expand, renovate or upgrade facilities and/or equipment

are more limited. Paola can either provide incentives of their own or direct businesses owners to the incentives offered through Miami County, which do apply for these types of investment.

In the Community Character Chapter, the idea of a community economic development competition was discussed as an innovative way to assist a needed business owner to invest in the community.

Another initiative the city can implement is a landlord education program to assist property owners in learning about the best practices in property management. This program could help owners understand code compliance, lease agreements and property maintenance standards. In the long term, this program could benefit the city by encouraging better property maintenance, a more stable tenant base and lower overall city costs for code enforcement. Other cities have conducted similar programs with beneficial results.



Paola's existing commercial corridors provide the community with important retail and services that contribute to the overall quality of life for residents of the city and the county. Anecdotally, the planning team heard how valuable the presence of a grocery store is for a community the size of Paola. The businesses along corridors such as Baptiste Drive, Silver Street and Pearl Street are highly valuable and needed. As Paola continues to grow, other commercial nodes are likely to develop (refer to the Future Land Use Plan on page 288 to see where planning for commercial properties is envisioned) to fit the needs of a burgeoning city.

The city should perform a series of corridor studies for existing commercial corridors such as those mentioned above to identify ways to keep these areas competitive and thriving in the face of future economic growth elsewhere in the community. The corridor plan could focus on streetscape improvements, enhanced transit amenities, efficient and safe access

for vehicles as well as pedestrians and bicyclists into and out of commercial businesses, and future strategies for denser / street-oriented infill development.

The Mid-American Regional Council (MARC) offers funding for corridor studies on a yearly basis and is an excellent resource for communities who are actively planning for the future. Similar studies have recently been completed in Gardner, KS and Grandview, Missouri, just to name two.

Policies + Action Items

- Perform annual or bi-annual **interviews with local business owners** to understand any challenges they may be experiencing and what the city can do to support their long-term success.
- Explore feasibility of offering **focused financial incentives** such as low-interest loans for existing businesses in Paola as a City or through a **joint partnership with Miami County**.
- Explore **landlord education program** to help property owners learn best practices in property management / ownership.
- Consider performing a series of **corridor studies** for Baptiste Drive, Silver Street and Pearl Street as the community grows to identify ways to keep these areas competitive and thriving.

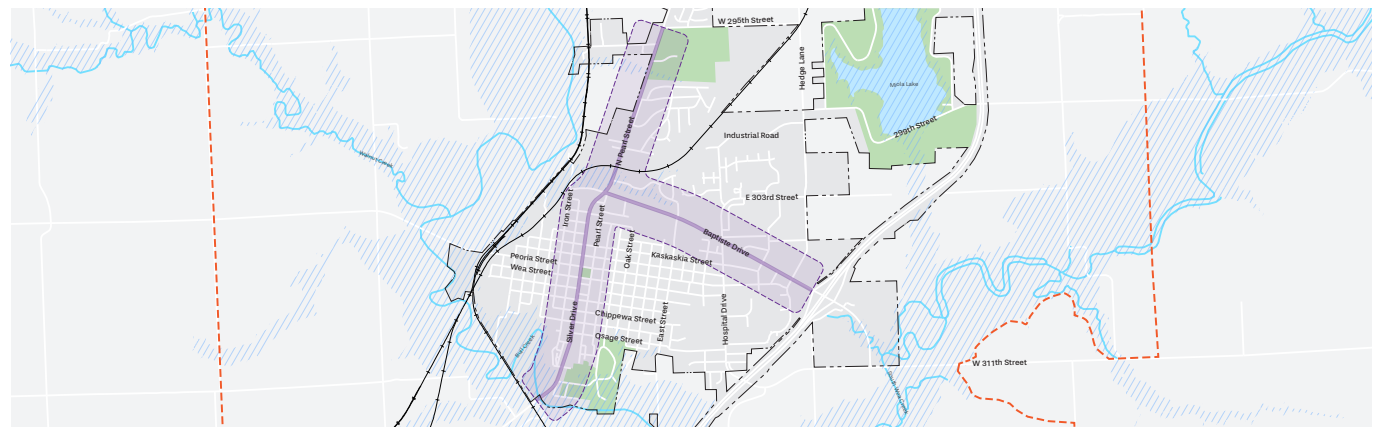


FIGURE 2.11 Proposed trails along stream corridors

Goal 2.2

Retain Paola's existing businesses

Enhance downtown Paola as an engaging location for residents and visitors

Downtown Paola is a vitally important district within the community that provides hundreds of jobs, generates beneficial economic revenue and provides the community with a distinct identity (as discussed in the Community Character chapter). Therefore, city staff should actively strategize ways to enhance downtown Paola from an economic development perspective to encourage small businesses, add vibrancy and sustain the character of the district for years to come.

One of the biggest hurdles for small business entrepreneurs is navigating a community's zoning ordinances, codes and requirements. These requirements can be confusing and stressful, especially for new business owners who don't have any prior experience. Paola should develop a quick reference zoning guide to ease this process. This will ultimately streamline the process

and expedite the time it takes for businesses to establish themselves.

Businesses that seek to improve their properties within the downtown district can apply for the Kansas Downtown Redevelopment Tax Rebate program. Areas designated by the Secretary of Commerce can receive a rebate of property tax collected on properties that have undergone approved improvements. The city of Paola must request and be approved by Commerce before businesses can take advantage of the rebate. This resource could be a great tool for the city and property owners to continually improve the downtown district and ultimately help retain existing businesses in downtown Paola.

In addition to individual buildings and properties, the public realm of streets and spaces should also be regularly invested in. The Community Character chapter discusses the recommendation of a downtown streetscapes plan that would assist in enhancing

downtown's primary corridors throughout the downtown core. This type of planning can help ensure that all types of mobility, not just vehicular, are accounted for safely and comfortably. Additionally, a streetscapes plan could address access issues, amenities such as seating, lighting and landscape and unique placemaking elements such as art, light pole banners and wayfinding signage. This effort will bolster the entire downtown environment, by increasing pedestrian activity, adding vibrancy and encouraging unique small businesses to invest in the district.



Paola should explore the creation of a Business Improvement District (BID) for the downtown district. Funded by a district tax, fee, or levy, a BID helps maintain, develop and market the overall district. In the exploration of whether to establish a BID, Paola should conduct a series of roundtable discussions and open forums with business owners to discuss the potential costs versus benefits of creating such a district.

Salina, Kansas has had a business improvement district since 1983 and according to the Salina downtown website, the BID funds go towards:

- › Facade improvement programs
- › Entertainment funding grants
- › Street decor (holiday lights)
- › General maintenance
- › Events
- › Building and maintaining relationships between city, county and regional leaders
- › Advocating for small businesses
- › District promotion

A final item that Paola should consider is establishing publicly accessible WiFi throughout downtown. In today's wired and connected economy, offering public WiFi allows workers to utilize downtown businesses and spaces for their personal and professional use. This pattern increases activity and vibrancy throughout downtown and makes it a space that is accessible to all. Publicly accessible WiFi also is a smart city strategy that more and more communities are adopting to adapt to increased capabilities of modern technology. WiFi routers can be incorporated into streetlights, bollard lighting, seating or shade structures. Investment in public WiFi will benefit business owners and patrons and equip the historic downtown square with modern technological capabilities.

Refer to Chapter 5, Community Character, for more information on initiatives regarding downtown improvement.

Policies + Action Items

- › Create **quick reference zoning guide** to ease burdens of those looking to invest in downtown Paola and help them understand codes and requirements for their individual projects.
- › Explore **Kansas Downtown Redevelopment Tax Rebate program** to encourage improvement to downtown properties.
- › Develop a **downtown streetscapes plan** to enhance the pedestrian experience and promote walkability and bikeability.
- › Explore establishing a **Business Improvement District (BID)** to encourage ongoing maintenance and investment in downtown buildings, businesses, and public spaces.
- › Establish **publicly available WiFi** Downtown.

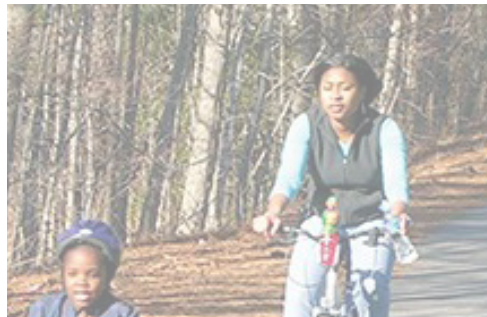
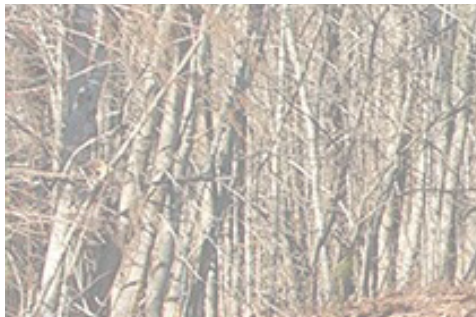


FIGURE 2.12 WiFi technology incorporated into street furnishings

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Section 3:

Parks + Recreation



Parks & recreation contribute greatly to the overall quality of life in a community. These important amenities should serve people from all ages, background, and abilities. This section will evaluate the existing parks & recreation system and identify strategies to expand and enhance the system to meet Paola's future needs and growth.

Discussed in this section:

- › Existing parks, recreation and trail systems
- › Park LOS demand estimates + service areas
- › Future trails map
- › Future park considerations

Parks and playing

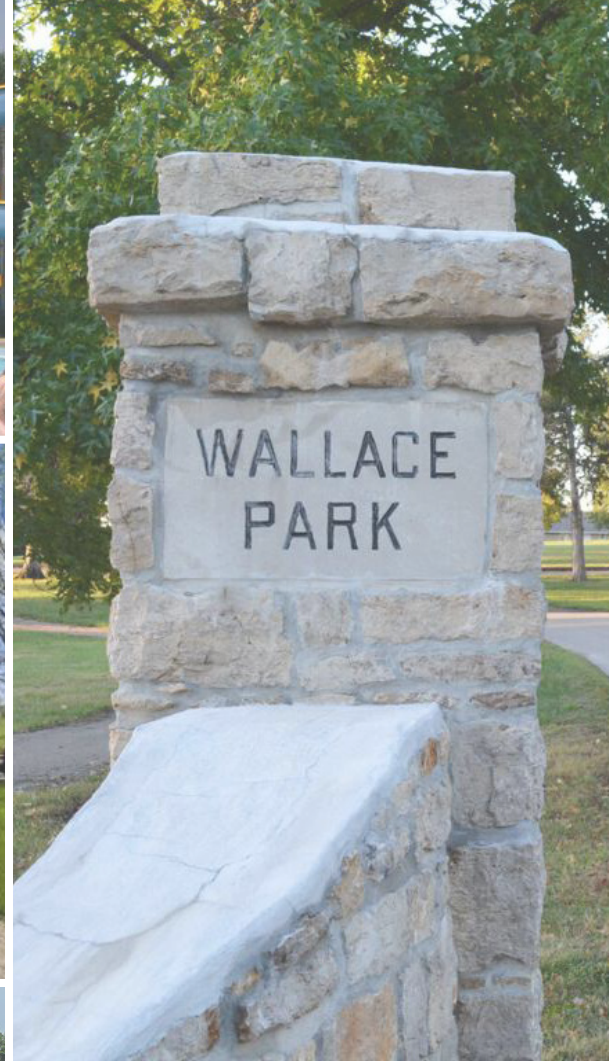
A parks and recreation system helps to define the community character of the area. Parks are places where memories are made. Residents young and old should benefit from a robust parks and recreation system. This chapter provides a high-level evaluation of the existing parks and recreation facilities followed by a series of recommended future park demand estimates, future service areas, proposed trails and key considerations for the future of the parks and recreation system.

Natural features considered in this chapter include:

- › Existing parks and future park service areas
- › Existing and proposed trails
- › Recreation programs
- › Park demand estimates
- › Future park considerations

A guiding principle for Parks + Recreation

“Paola makes it easy to be active and healthy through all stages of life through its strategic investments in parks, trails, and recreation. Lake Miola and other streams in the area provide a tranquil environment and opportunities for outdoor recreation. The trail system connects people to the places and amenities that make Paola inviting for residents and visitors.”



Parks + Recreation:

Public input overview

For a full summary of the public input received during this process, refer to the Public Engagement Summary Report. The relevant public input related to growth and development is summarized below.

Stakeholder Interviews

The graphic to the right shows the main takeaways relating to Parks & Recreation from the one-on-one stakeholder interviews held in Phase 2 of the planning process. Notable challenges include a hesitancy to rebuild the ballfields in land that is within the floodplain and that

recreation fields and services are limited. There was widespread agreement that recreation services are important and should be prioritized in Paola. Stakeholders mentioned the long-term need for a dedicated parks department and/or recreation commission to help oversee the system. There was also a belief that a strong parks and recreation system will help enable growth of the community.

Challenges

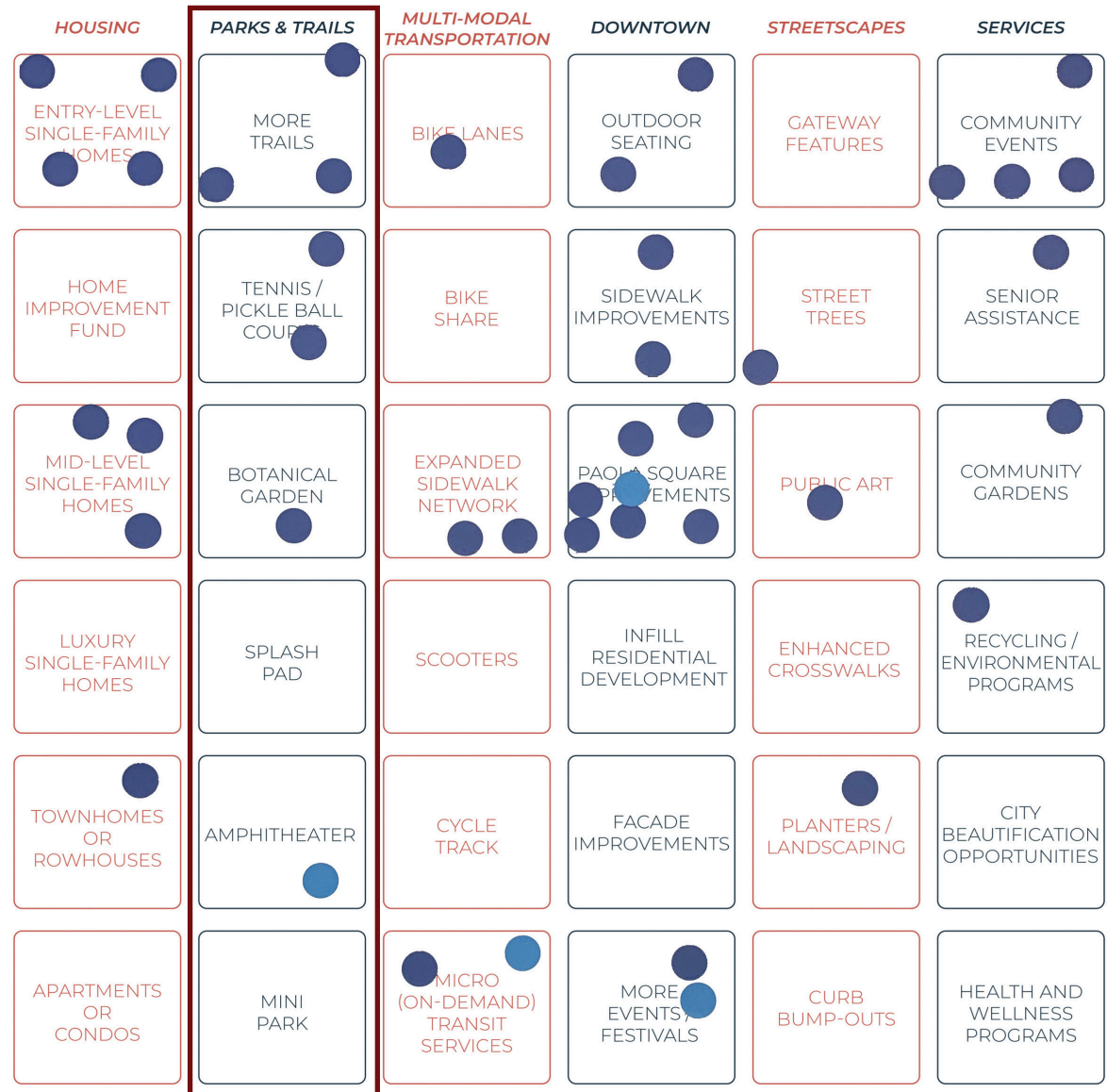
- Don't rebuild the ballfields in the floodplain.
- Recreation fields and services are limited.

Opportunities

- Recreation services are important and should be prioritized.
- Need a recreation department or recreation commission.
- Improving the recreational opportunities will help grow the community.

Parks +
Recreation

FIGURE 3.1 Public Workshop Priority Ranking Exercise Results



Public Workshop

An in-person public workshop was held on June 29, 2021. After listening to a comprehensive plan 101 presentation as well as some high-level analysis and visioning exercises, participants were asked to provide input on several interactive boards.

Figure 3.1 shows the priority ranking exercise results from the public workshop. Participants were asked to place a blue dog on the highest priority item per column topic area.

For parks and recreation, the topics that received ranking votes include:

- › More trails (3)
- › Tennis / pickleball courts (2)
- › Botanical garden (1)
- › Amphitheater (1)

Parks + Recreation:

Public input overview

Public Workshop

Another interactive engagement activity at the public workshop was a series of image voting exercises. Participants were asked to place a green dot sticker on the images they most preferred for Paola and red stickers on the images they least prefer.

Most preferred images included:

- › Courts / active recreation
- › Open green space / passive recreation
- › Bocce court
- › Nature trail
- › Water Feature

The least preferred images were:

- › Hammock seating
- › Outdoor exercise equipment

FIGURE 3.2 Public Workshop Parks & Recreation Image Voting Exercise Results

PARKS & RECREATION



Online Survey

Figure 3.3 shows the responses to the online survey asking residents to identify "what would improve quality of life in Paola?"

More outdoor recreation opportunities were 16.4% of the votes, only behind offering more community events / things to do.

Figure 3.5 shows the answers residents provided to the question, "what does Paola need more of?"

In this case, more parks, recreation, and open space received only 8.2% of the votes and more protection of natural resources and preservation of open space received 3.8%.

The results indicate that while parks and recreation are definitely identified priorities for residents, they do fall below other more immediate needs such as things to do, retail / shopping, and housing, for example.

FIGURE 3.3 Survey Responses "Please indicate the changes you think would improve the quality of life in Paola (select up to 3)."

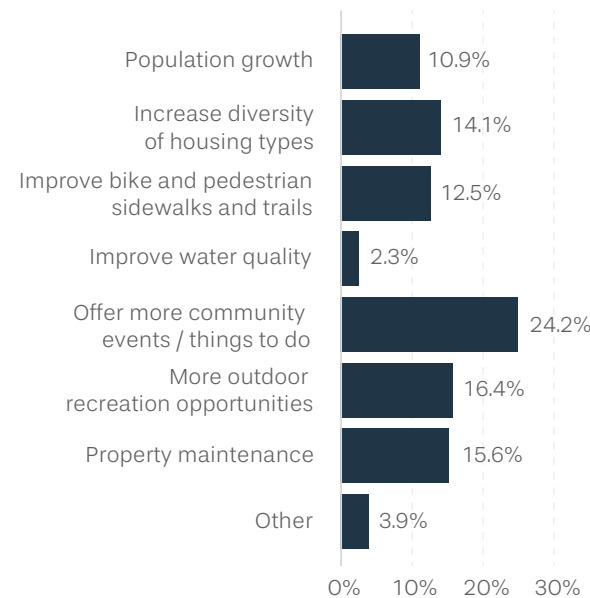
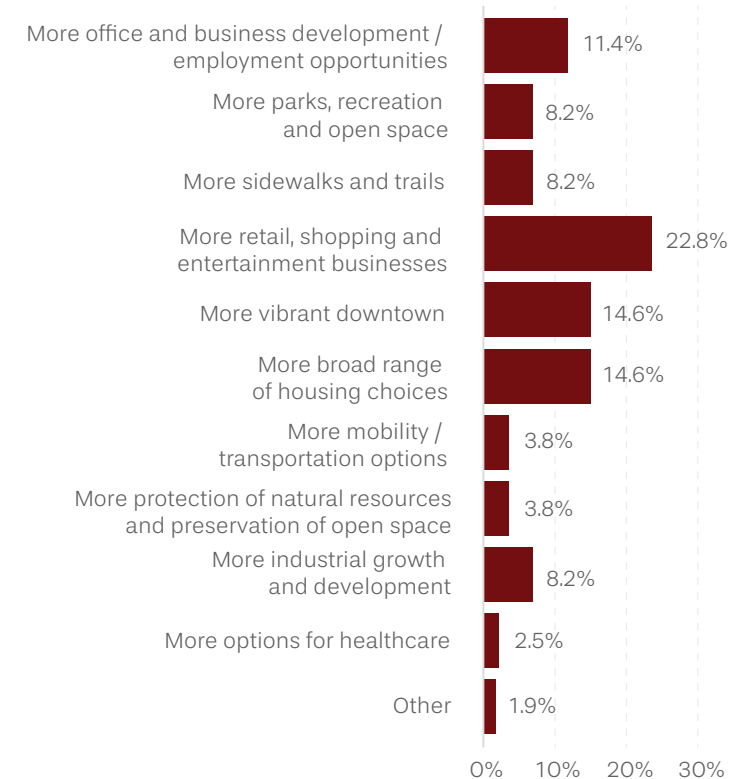


FIGURE 3.4 Survey Responses "The City needs more of the following:"



Parks + Recreation:

Strategic opportunities

Figure 3.5 shows the parks and recreation strategic opportunities present in Paola.

Floodplain Management

Floodplain within the growth area of Paola should also remain undeveloped with minimal impervious surfaces such as concrete or structures. Park and conservation land are often suitable uses for floodplain.

Trail Connections

Stream buffers make excellent locations for trail expansion. By expanding low-impact trails along the stream buffers, a dual benefit of conservation and recreation is created. This improves the quality of life in a community as well. Other options for trail expansion will be along certain future street typologies.

Sidewalk Expansion

Paola should actively expand sidewalk coverage in the community for existing and new

growth areas. All parks, existing and future, should be connected via sidewalk or designated trails.

Green Infrastructure

Paola should seek to integrate green infrastructure solutions to stormwater management throughout the parks in Paola, both existing and future. Pilot projects could be created in high visibility areas such as Wallace Park or Lake Miola to help gain excitement and momentum for these beneficial amenities.

Park Expansion

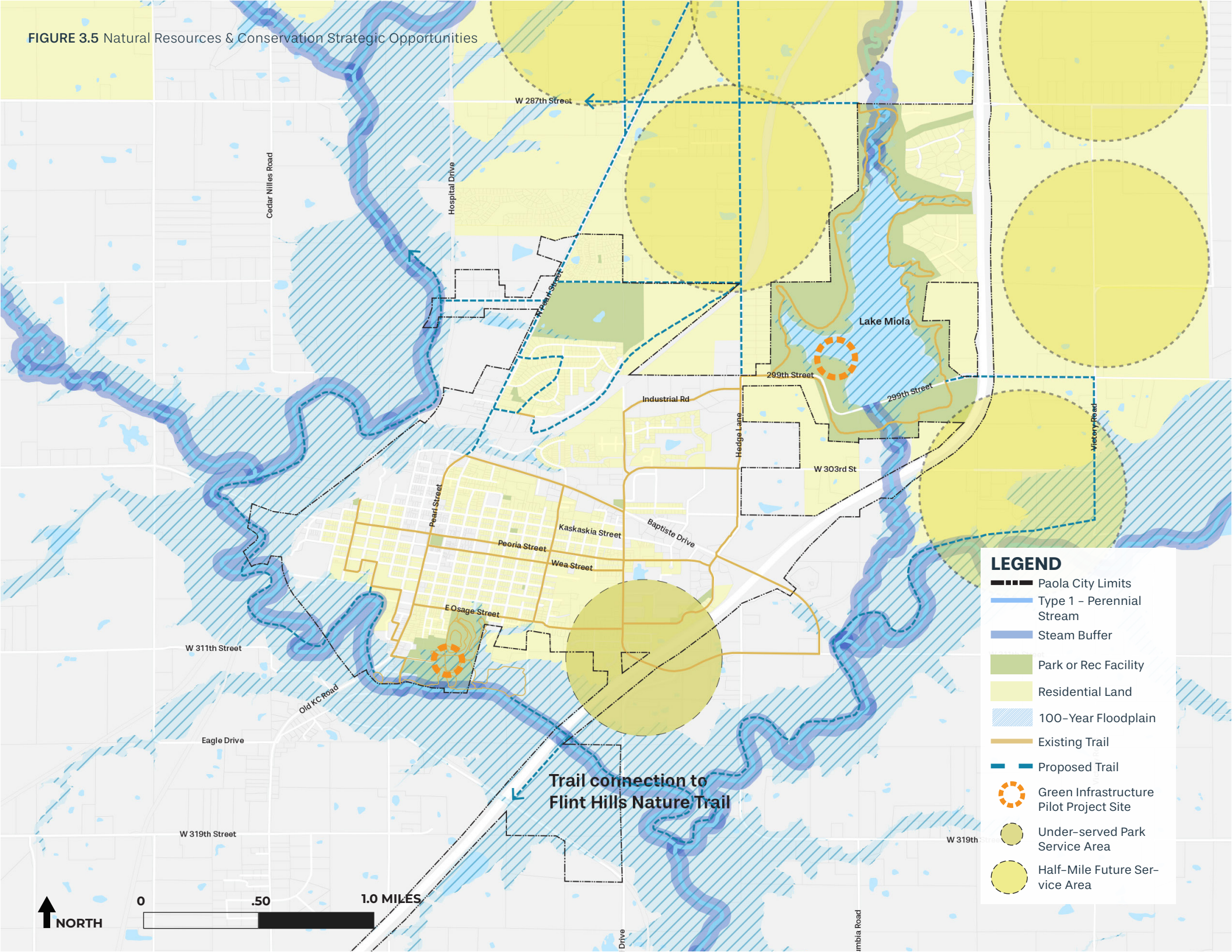
As Paola grows, so too should neighborhood park expansion. A half-mile service area for proposed residential areas in the growth boundary are shown.

Under-Served Areas

The walk-time analysis for Paola's park system revealed some areas that are under-served for parks within the existing community boundaries. This area, particularly in the west side of Paola has been highlighted.



FIGURE 3.5 Natural Resources & Conservation Strategic Opportunities



LEGEND

- Paola City Limits
- Type 1 – Perennial Stream
- Steam Buffer
- Park or Rec Facility
- Residential Land
- 100-Year Floodplain
- Existing Trail
- Proposed Trail
- Green Infrastructure Pilot Project Site
- Under-served Park Service Area
- Half-Mile Future Service Area

Parks + Recreation:

Existing park system

City Park Facilities

Wallace Park

Wallace Park is a large community park located at Osage Street and Wallace Park Drive and offers a variety of recreational activities including a playground, bike path, tennis courts, basketball courts, baseball and softball diamonds. There are also picnic shelters available. The Paola Family Swimming Pool is also located at Wallace Park. The latest addition to the park is a skate board park, which contains a number of challenging ramps, half pipes, and other features.

Park Square

The Park Square is a special use park located in the heart of downtown Paola. The park contains the landmark fountain and Victorian Gazebo, the latter which has become a symbol of the community.

Petroleum Park

Petroleum Park is a small neighborhood park located at the corner of Petroleum and Kaskaskia Streets, offering picnic areas, a swing set, and a small basketball court for residents.

Tower Park

Tower Park is a small park located at the corner of Tower St. and N. Oak St. in the shadow of the City's water tower. Amenities include a single tennis court that is also marked as a pickleball court.

Whitaker Park

Whitaker Park is a small park located at 1 Brookside Drive. The park offers picnic areas, swing sets, and a walking trail.

Veterans Memorial Park

Veterans Memorial Park is a special use park located at the intersection of Baptiste Dr & N Hospital Dr.

Lake Miola Park

Lake Miola Park is an approximately 560 acre park located at the north edge of Paola at 299th Street and Hedge Lane. The park which offers a variety of water sports, including boating, skiing, swimming, and fishing on its 200 acre namesake lake. Camping and picnic areas, a playground and hiking trails are also available.

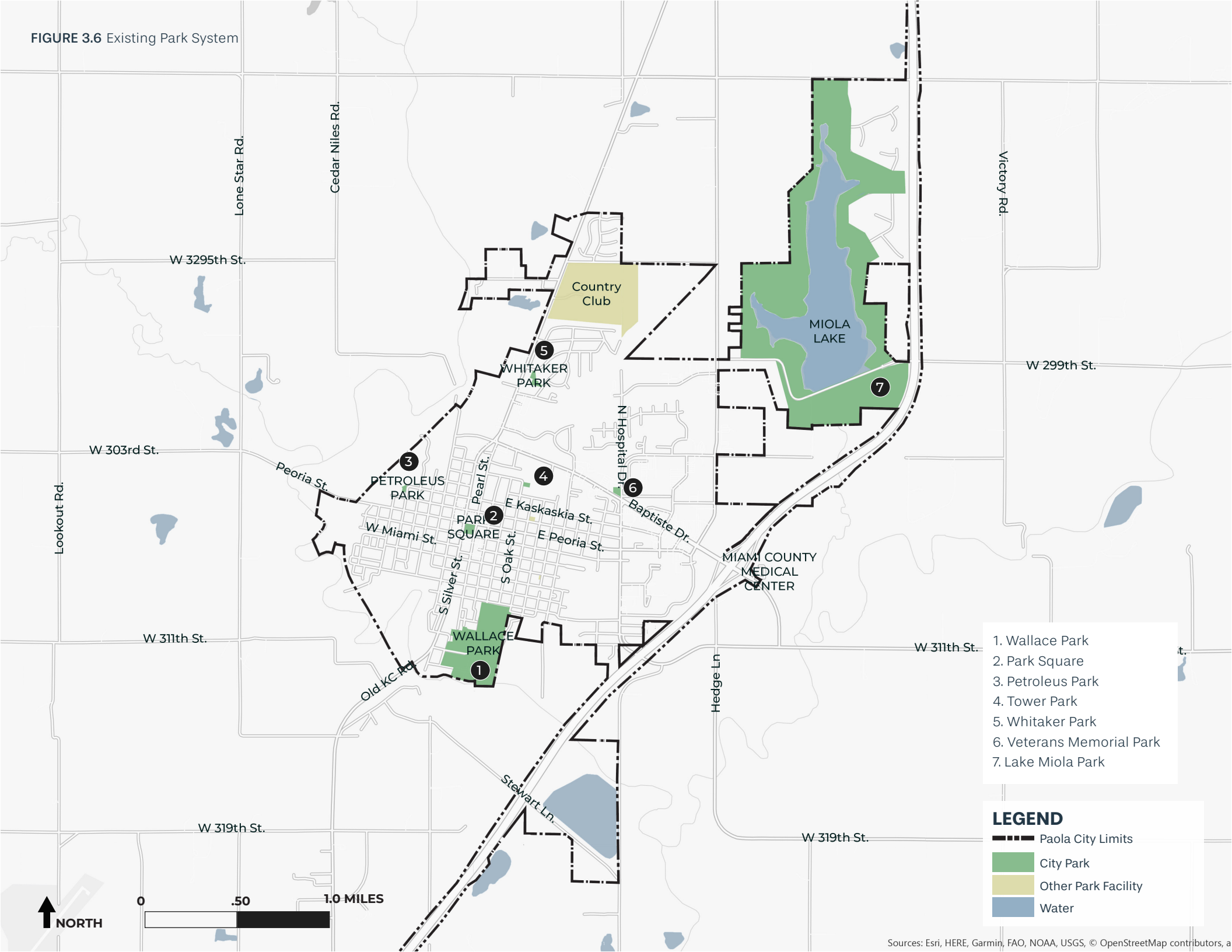
Key Takeaways

Paola has a pleasant mix of neighborhood, special-use, and community parks. Lake Miola, given its size, is more of a regional park. All combined, Paola residents have nearly 640 acres of parkland within the city limits.

TABLE 3.1 Existing Land Use by Total Acres

Existing Land Use	Acres	Category
Wallace Park	74.0	Community
Park Square	1.75	Special Use
Petroleum Park	0.32	Neighborhood
Whitaker Park	1.60	Neighborhood
Tower Park	0.52	Neighborhood
Veterans Memorial Park	1.0	Special use
Lake Miola Park	560.0	Regional
Total Acres	639.2	-

FIGURE 3.6 Existing Park System



Parks + Recreation:

Other park and recreation facilities

Other Park Facilities

In addition to City-owned park and recreation facilities, Paola residents have convenient access to several other local and regional recreational amenities, most notably Hillsdale State Park, the Paola Country Club, and Paola school recreation facilities such as the Baseball and Softball Complex



Hillsdale State Park

Hillsdale State Park is a 12,000 acre park and wildlife area located between Spring Hill and Paola, about 3 miles east of US-169/K-7 and 255th St interchange. The park offers 51 miles of shoreline and provides ample tree cover and other fish habitat. There are roughly 7,000 acres open to hunting at Hillsdale within the wildlife area and state park.

The Saddle Ridge equestrian area on the east side of the reservoir has about 32 miles of marked trails



Paola School Facilities

School facilities can often serve a supplemental role in providing outdoor and indoor recreation facilities. Paola's school facilities are used by school teams as well as Paola Youth Recreation programs.



Paola Country Club

The only golf course in Paola is part of the Paola Country Club, which is located in the north side of town along Old KC Road. This private 9-hole golf course also has a swimming pool, club house, and dining room.

Parks + Recreation:

Recreation programs

Paola has a variety of volunteer-led youth recreation program for the following activities:

- › Baseball – baseball is offered in the spring for ages 5 – 15.
- › Basketball – basketball is offered in the winter for youth grades K–6.
- › Softball – softball is offered in the spring for ages 5 – 15
- › Soccer – is offered in the spring and fall for youth ages 4–18
- › Volleyball – volleyball is offered in the fall for youth grades 3–6
- › Football – football is offered in the fall for youth grades K–6

Practices and games are held at a variety of locations throughout Paola as well as nearby communities. Locations include schools, private facilities, and city parks, notably Wallace Park.



Parks + Recreation:

Wallace Park expansion

As part of the Planning Paola Comprehensive Plan, the Consultant Team created a possible master plan for how to reconfigure Wallace Park's recreational fields. Figure 3.8 shows the final result

Since then, Paola has selected a design-build firm to begin construction on renovation of the recreation facilities. These improvements will help support recreation programs in Paola now and in the future.

FIGURE 3.7 Existing Wallace Park Layout and Trail System

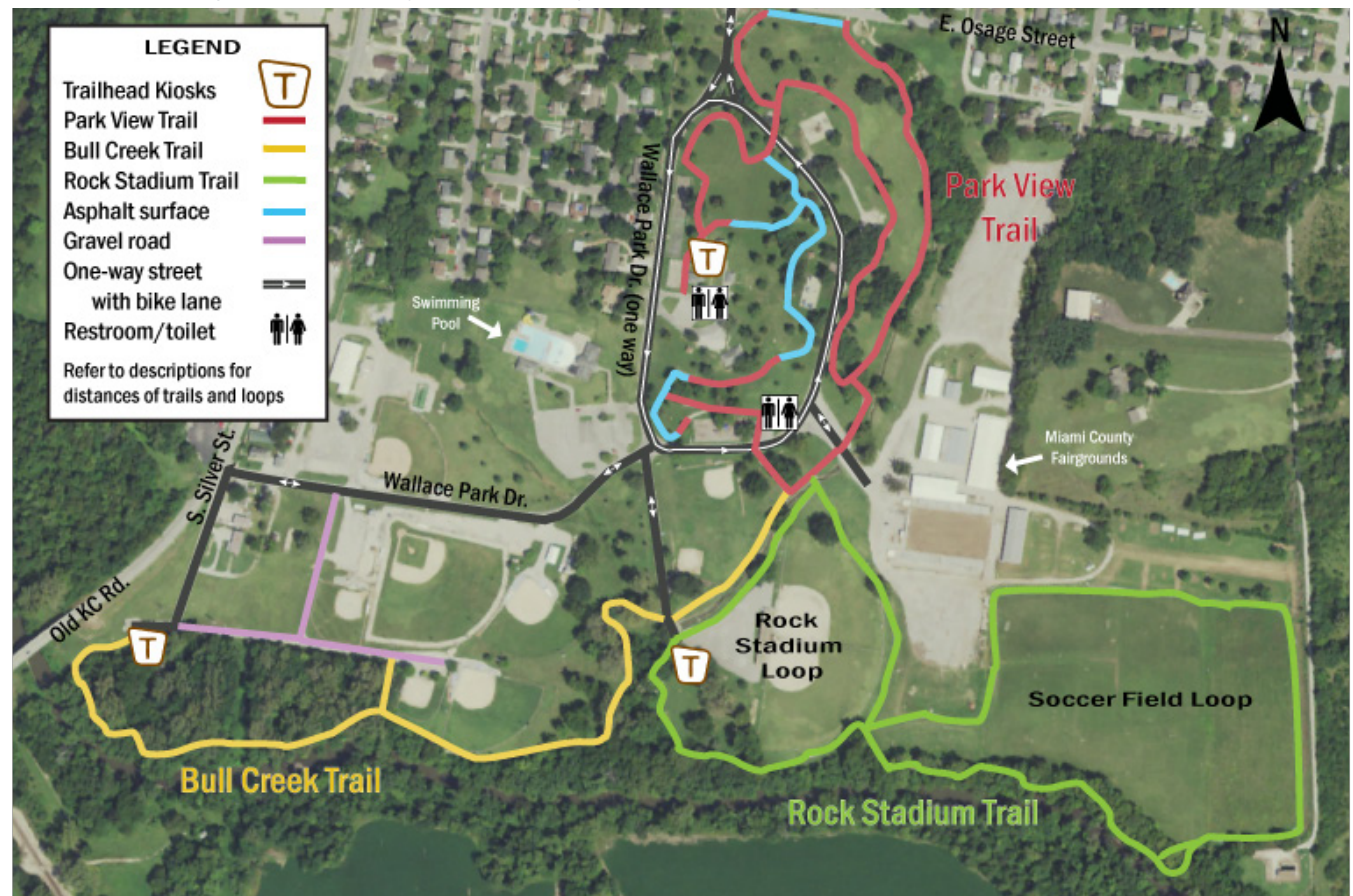
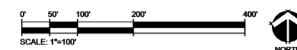


FIGURE 3.8 Wallace Park Master Plan



PAOLA COMP PLAN

Paola, Kansas



CONFLUENCE
May 26, 2021 | 20496

Parks + Recreation:

Park walk time analysis

Figure 3.9 shows the estimated walk time analysis for parks in Paola. A walk-time of between 5 or 15 minutes is considered a reasonable distance of which Paola should aim to serve all residents. Each walk-time was then analyzed to estimate what percentage of residential parcels have their center within the walk-time service areas.

5-Minute Walk Time

The darkest red color in Figure 3.9 shows the 5-minute walk time service area. Just over half of residential parcels in Paola fall within this service area.

10-Minute Walk Time

The middle red color in Figure 3.9 shows the 10-minute walk time service area for Paola parks. This additional five minutes allows around 72% of residential parcels to reach a park within the timeframe.

15-Minute Walk Time

Within a 15-minute walk time, shown in the lightest red/pink color in Figure 3.9, only a few more residential parcels become part of the service area.

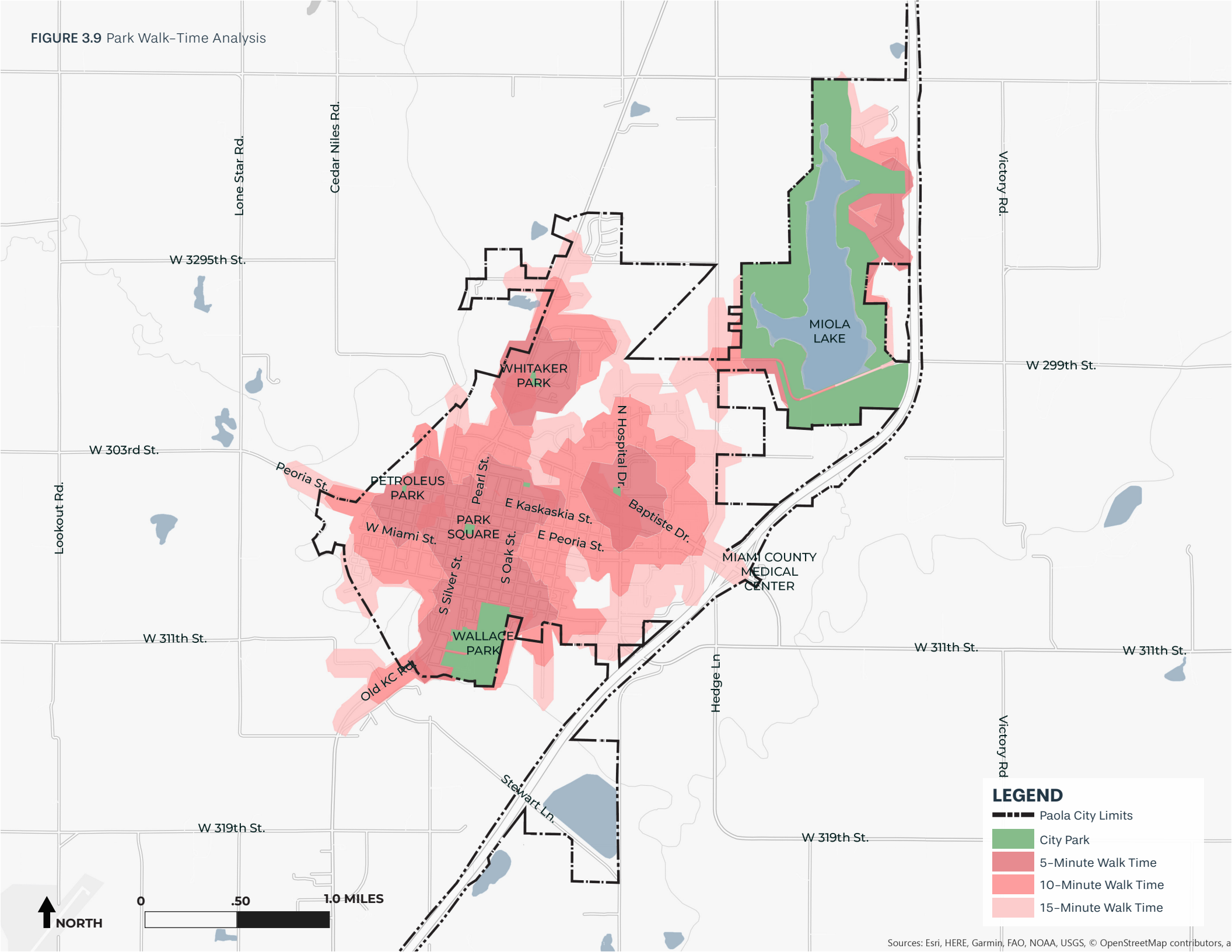
Key Takeaway

Overall, a majority of residential parcels within Paola live within a reasonable walk-time of a park. However, over one-quarter of residential parcels fell outside these service areas. Paola should aim to expand the park system to complete this service area coverage. Additionally, this walk-time service area should be taken into consideration when planning new parks in any future growth areas.

TABLE 3.2 Park Walk-Time Analysis Results

Walk-Time	Residential Parcels	Share (%)
5-Minute Walk Time	1,261	51.1%
10-Minute Walk Time	1,780	72.2%
15-Minute Walk Time	1,787	72.5%
Total Residential Parcels	2,466	100%

FIGURE 3.9 Park Walk-Time Analysis



LEGEND

- Paola City Limits
- City Park
- 5-Minute Walk Time
- 10-Minute Walk Time
- 15-Minute Walk Time

Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, a

Parks + Recreation:

Existing trails system

Figure 3.11 shows the existing trail system in Paola. Also shown are the existing park facilities to provide context. Paola has made great strides in expanding its trail presence in the community.

Paola Pathways

Paola Pathways is the name of the multi-use trails system in Paola. The pathways were developed through the help of a task force and donations from individuals and businesses in Paola. The system, managed by the City of Paola, provides safe connectivity to several key locations throughout the community such as parks, schools, and recreational facilities. There are a variety of surface types and distances that will serve a mix of walkers, runners, and bicyclists.

Wallace Park Trails

The Wallace Park Trails consist of approximately 3.5 miles of trails and lanes in and near Wallace Park. A portion of trail also runs along Miami County Fairground property. The Wallace Park trails are composed of three separate trail segments:

- › Bull Creek Trail
- › Rock Stadium Trail
- › Park View Trail

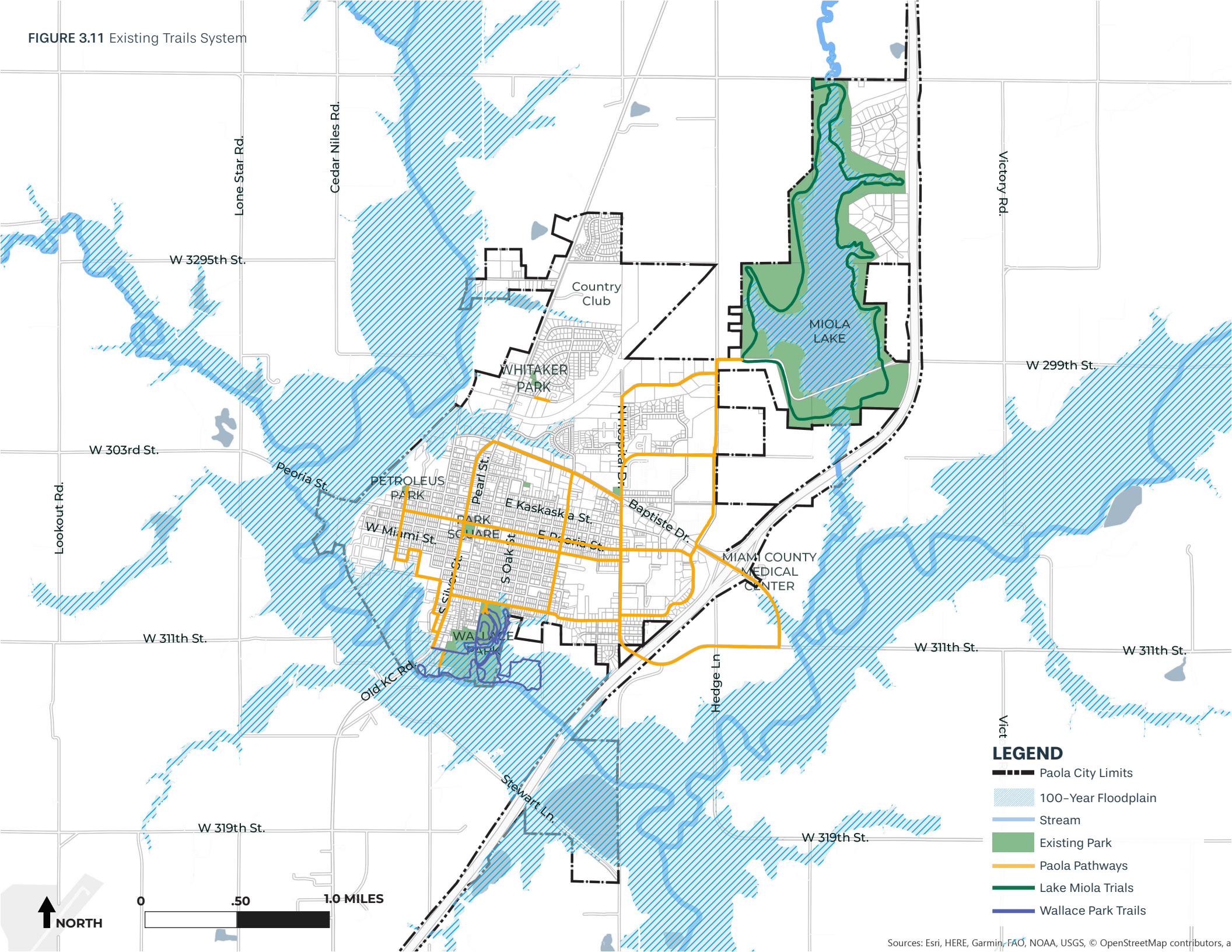
Lake Miola Trail

The Lake Miola Trail offers a seven-mile trail around the lake, which offers breathtaking views of sunrises and sunsets, shaded sections through the timber, and areas that provide users with cool lake breezes. Six trailheads denote the businesses, organizations, or individuals who have donated "a mile's worth of trail." Figure 3.10 shows the location of these trailheads along with other amenities such as bathrooms.

FIGURE 3.10 Existing Trailheads and Amenities Around Lake Miola



FIGURE 3.11 Existing Trails System



- LEGEND**
- Paola City Limits
 - 100-Year Floodplain
 - Stream
 - Existing Park
 - Paola Pathways
 - Lake Miola Trails
 - Wallace Park Trails

Parks + Recreation:

Park demand estimates

Table 3.3 shows 2050 population projection scenarios for low, medium, and high growth. The average population projection for 2050 was 8,450 with an overall range of between 6,607 – 13,549.

As Paola's population grows, so too should Paola's park system. Table 3.4 shows the park demand estimates for total, neighborhood and community parks in Paola through 2050. These numbers should be used as benchmarks as the community grows.

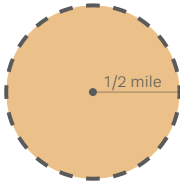
While the exact location of parks will be determined based on the development patterns and subdivisions, a map has been created showing half-mile park service areas along proposed residential growth areas in Paola. While service areas will vary based on the size and function of a park, a half-mile buffer is generally considered a standard service area for neighborhood parks.

TABLE 3.3 2050 Growth Scenarios

Scenario	2020 Population	Low Growth 2050	Medium Growth 2050	High Growth 2050
Population Estimate	6,100	6,607	8,450	13,549

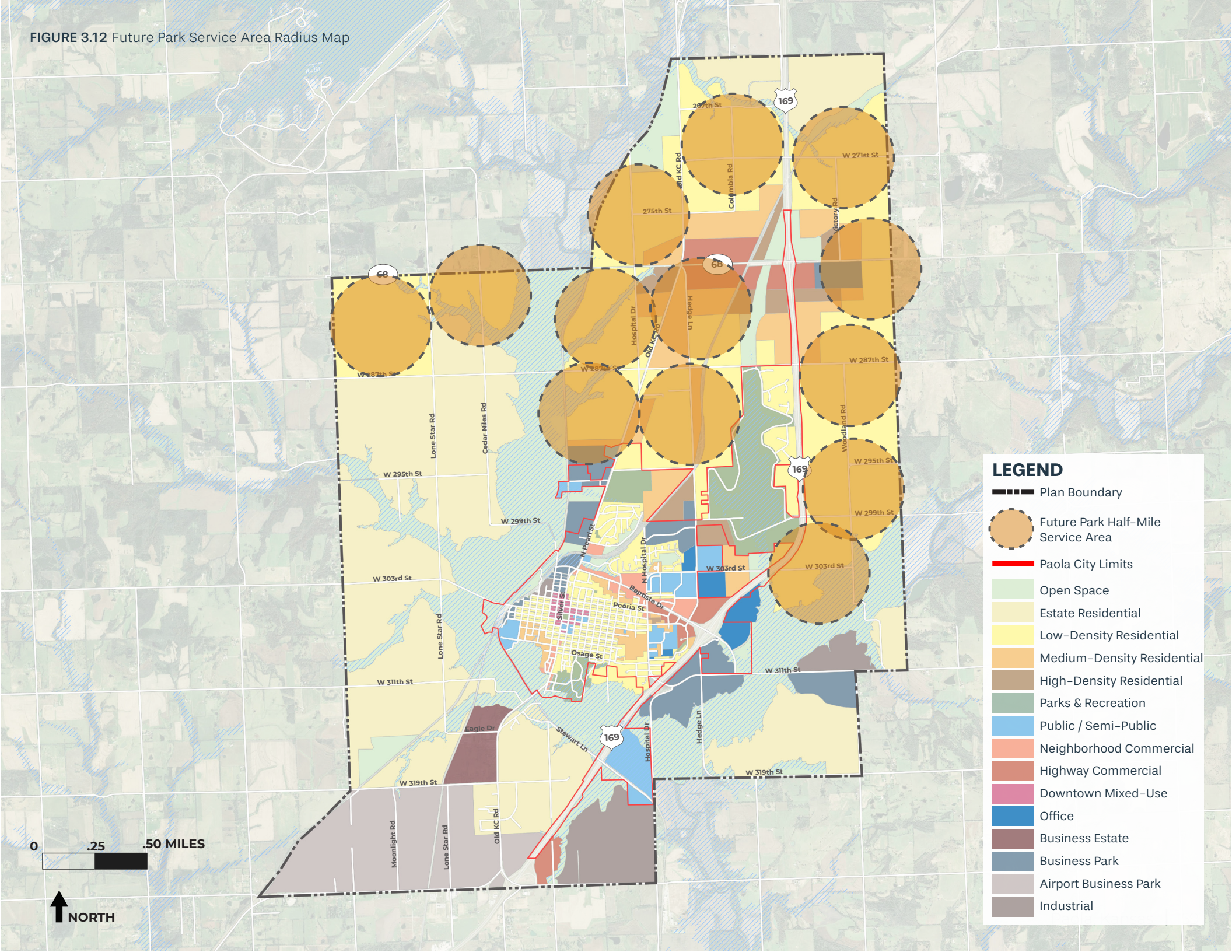
TABLE 3.4 Future Park Demand Estimates

Park Type	Existing Acres	Actual LOS*	Rec'd LOS	Low	Medium	High
				2050 Acres	2050 Acres	2050 Acres
Neighborhood Park			.50	3.3	4.2	6.8
Community Park			5.5	36.3	46.4	74.5
Special Use Park			–	–	–	–
Total Park Acres			10.5	69.4	88.7	142.3



A half-mile buffer is typically standard for neighborhood park service areas – Paola should keep this in mind for future park planning purposes

FIGURE 3.12 Future Park Service Area Radius Map



Parks + Recreation:

Future trails map

Figure 3.15 shows the location of the existing and proposed future trails in Paola. Future trails have been tentatively identified based on the ability to provide enhanced connectivity while also taking advantage of the area's natural resources and unique opportunities for expansion, such as along stream banks and in abandoned railroad right-of-way.

In addition to the rail ROW and stream buffer trails, new routes have been shown along major streets in Paola to represent neighborhood connectivity in Paola as it grows. New parks and public amenities should be accessible via a trail or dedicated sidewalk. This will promote pedestrian safety as well as help to preserve Paola's small-town feel as it grows.

Stream Buffers

Trails adjacent to streams are a positive way to promote natural resource conservation along with expanding recreational opportunities. The location of streams around Paola creates a unique opportunity to provide a looped trail system that protects floodplain while also taking advantage of the natural beauty of these areas. As stream buffers are acquired, trail planning should be considered to create a full loop system.

Railroad ROW

Abandoned railroad ROW is a popular location for trail expansion. Often, railroad ROW provides cut-through connections in a community that is separated from most competing modes such as cars, which reduces conflict points. The ROW often already has a flat surface upon which to construct a path. Paola should actively seek to expand into nearby abandoned railroad ROW in the community.

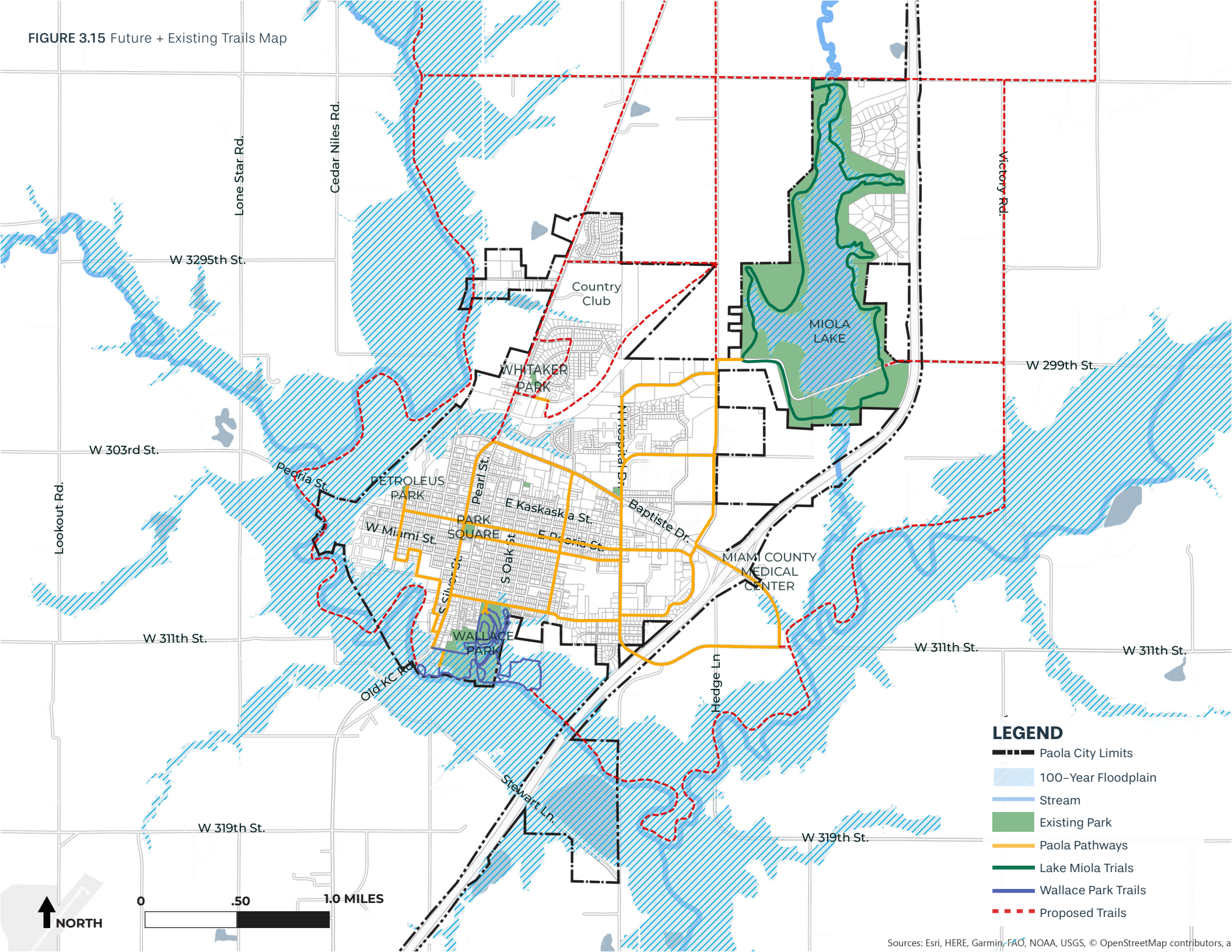
FIGURE 3.13 Trail alongside a stream



FIGURE 3.14 Rails to trails pathway



FIGURE 3.15 Future + Existing Trails Map

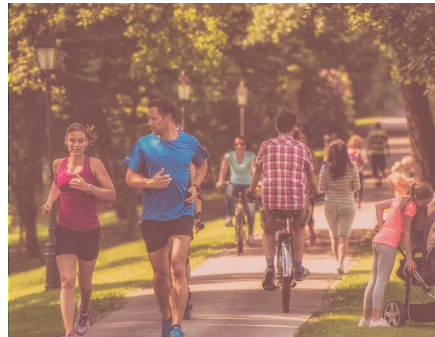


Parks + Recreation:

Future park considerations

There are several trends that will likely impact parks and recreation planning in the years ahead. Paola should keep the following issues in mind when making parks related decisions:

- › Impacts of COVID-19
- › Operations and Budget Issues
- › Health & Social Services
- › Technology Integration
- › Changing Weather Patterns
- › Inclusivity



Impact of COVID-19

One positive side effect of social distancing due to COVID-19 was a dramatic increase in the use of parks and public outdoor spaces. Many experts expect this trend to continue in the coming decades, making a robust parks and recreation system even more important.



Operations and Budget Issues

A negative impact of COVID-19 on parks, is the likely lingering impact on tax revenues due to decreased activity and spending during the pandemic. This could trickle down into parks and recreation budgets. Paola will need to wrestle with this issue and prepare for strategies to combat this challenge, perhaps with creative funding strategies.



Health and Social Services

During the pandemic, many park departments took on additional social service-like roles in their communities. The National Recreation and Park Association (NRPA) Parks Snapshots surveys show that around 60% of park departments are helping with food distribution, COVID-19 testing, and other services. Paola will need to evaluate how their parks and recreation system can fit into these new roles should they persist.

Parks + Recreation:

Future park considerations



Technology Integration

Technology has become intertwined with more and more aspects of our daily lives. In park departments, we've seen the change of online scheduling park facility rentals and youth sports. Other technology integrations to be aware of in the future include the rise of digital play (such as virtual game tournaments) or playgrounds equipped with technology such as Yalp interactive, which specializes in playgrounds that integrate technology into their actual equipment with interactive sounds and lighting for structured play.



Changing Weather Patterns

A side effect of climate change is a disruption to typical weather patterns across the globe. This is frequently observed as more severe periods of drought and above average precipitation levels. Both extremes impact the quality of a park system. Through the integration of on-site functional landscapes, such as green infrastructure, to handle high water events and droughts, a park system can become more resilient to these changes.



Inclusivity

There is a growing demand for parks and recreation facilities that are inclusive to users of all ages and ability levels. The rise of ADA accessible playgrounds and Miracle Fields has been seen across the country. Paola has already seen expressed interest in this type of facility with the Lions Club at a playground in Lake Miola. It is likely that calls for this type of facility will continue to grow in the coming years. There are grant opportunities available to help fund these type of facilities as they do typically require special planning and design.

Parks + Recreation:

Green infrastructure in parks

Green infrastructure refers to the use of landscape design to treat stormwater on-site by mimicking the function of the natural water cycle such as infiltration. Examples of green infrastructure solutions include permeable pavement, rain gardens, bio-retention cells, green roofs, or green parking lots. Integrating green infrastructure into parks is an excellent way to enhance the look and feel of a park while improving its functionality and adding an amenity. Benefits of this are described below.

Enhances Recreation Value

Green infrastructure provides wildlife habitat and viewing areas, which also provide opportunities for outdoor recreation.

Creates Attractive Park Feature

Green infrastructure can be aesthetic highlights of a park that feature diverse native plantings. Pathways and benches can be designed around the facilities to enhance the public enjoyment.

Enhances Social and Environmental Equity

Green infrastructure provides an opportunity to enhance the well-being of parks in lower-income or under-served parts of the community. This can be through just park enhancements or through the benefits derived from on-site stormwater management to reduce local flooding.

Reduces Maintenance

Green infrastructure improves drainage and reduces erosion and standing water in parks, all of which can reduce the long-term maintenance of parks. Mowing and weeding may also be reduced.

Provides Economic Benefits

Captured water can be used for irrigation and money can be saved through reduced maintenance cost of gray stormwater infrastructure.

Improves Drainage

Permeable surfaces used in green infrastructure helps to promote

proper on-site drainage and reduce stormwater run-off.

Helps to Educate the Public

Educational signage for green infrastructure projects helps educate the public about the benefits and can also highlight how easily transferable the measures can be to other private or public property.

Improves Water Quality

Green infrastructure works to treat as much stormwater on-site as possible, therefore reducing the amount of run-off entering other waterbodies, which often carry pollutants.

Benefits the Overall Environment

A net positive impact on the environment occurs by reducing urban heat island, adding vegetation to capture carbon, and provides habitat for local flora and fauna.

FIGURE 3.16 Process for Implementing Green infrastructure Diagram

1. Identify & Engage Partners

2. Build Relationships

3. Leverage Funding Opportunities

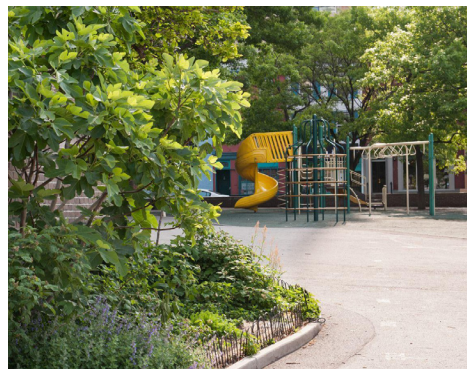
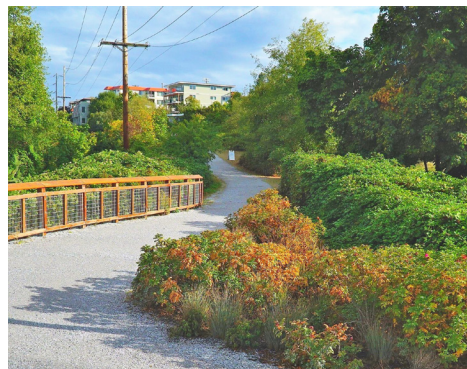
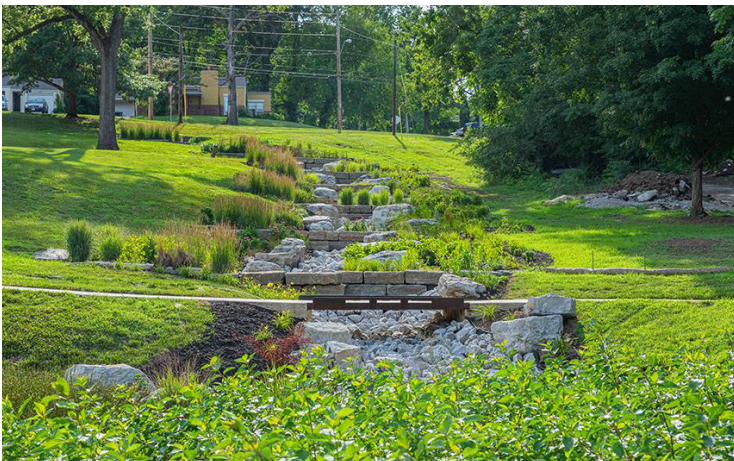
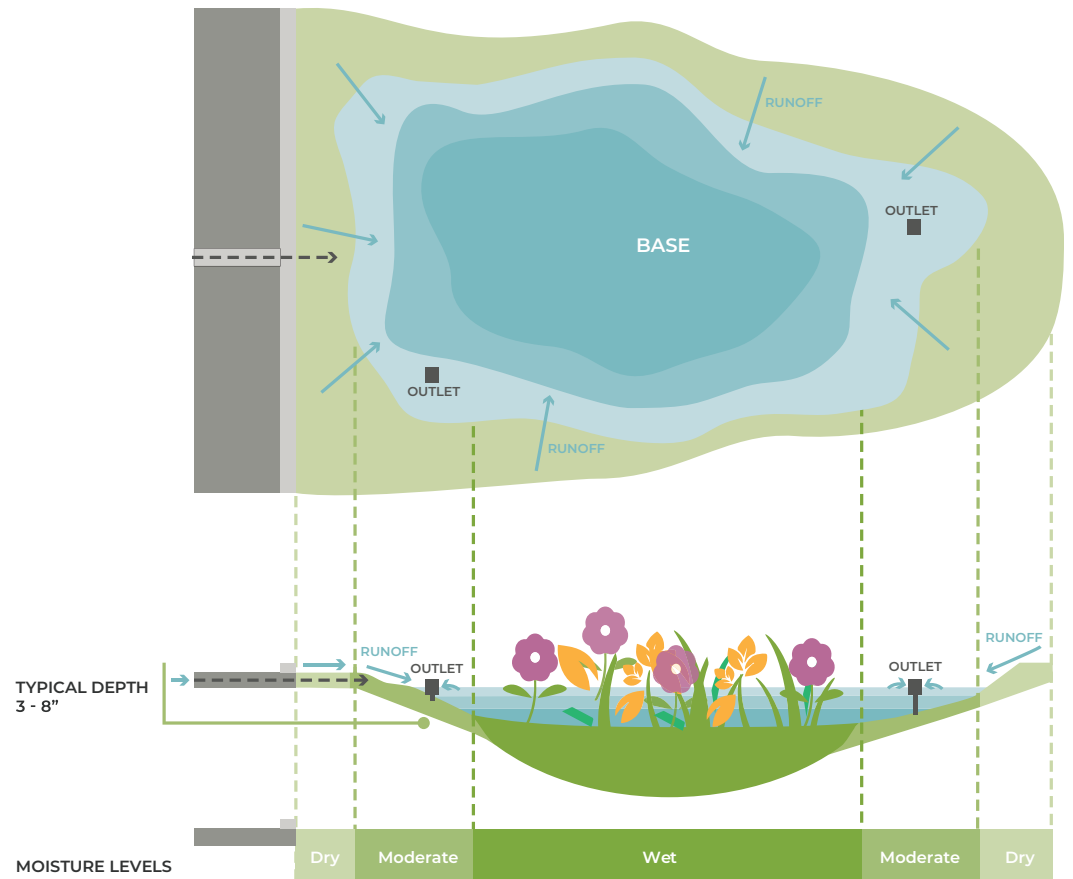
4. Identify Green Infrastructure Opportunities

5. Plan for Maintenance

6. Undertake High-Visibility Pilot Project

Source: EPA

FIGURE 3.17 Bio-Retention Cell Diagram



Goal 3.1

Enhance existing parks and recreation facilities in Paola

Paola's parks and recreation system supports their residents today and provides areas to gather for social events, walk the trail around Lake Miola, or participate in local sports. Ensuring that these spaces continue to provide high quality services is important in maintaining the viability of the entire parks and recreation system in Paola.

Provide a high level of service for parks in Paola

Paola needs to maintain and enhance its existing park and recreation facilities and system through maintenance and upgrades, especially to equipment and signage. Areas that are currently under-served should be targeted for additional parkland acquisition. Paola should take advantage of opportunities to expand its park and recreational offerings in creative ways.

Policies + Action Items

- › Provide routine maintenance of existing parkland in Paola
- › Develop a strategy to update the park signage in Paola parks
- › Consider adding a new park space in the under-served walk-time areas of Paola
- › Move forward with recreation field expansion and updates proposed for Wallace Park
- › Pursue additional recreational field development in other areas of the community including continued partnerships with the Paola School District and the Recreation Commission
- › Work closely with the owner of any major redevelopment of the Ursuline Convent include a public park or open space component
- › Acquire additional land around the Paola Community Center to expand open space opportunities and/or parking



Build upon Paola's trail system

Paola has already made great strides in the expansion of their trail system and should build off this momentum in the years ahead. Trail and sidewalk expansion should be prioritized as a community goal. Paola should also take advantage of its natural resources through stream buffers and an accompanying stream loop trail system. A trail north to Hillsdale State Park should also be sought to attract users and provide a unique recreational opportunity.



Policies + Action Items

- Continue to move forward with planned trail expansion and sidewalk construction
- Expand sidewalks and/or trails to ensure safe pedestrian and bicycle passage between all existing parks in accordance with Chapter X – Transportation & Mobility
- Adopt an expanded stream buffer ordinance to acquire buffer land around type 1 and 2 streams
- Develop a new low-impact trail loop along acquired stream buffer area
- Create a safe trail connection to Hillsdale State Park



Goal 3.1

Enhance existing parks and recreation facilities in Paola



Improve recreation programs in Paola

Paola has a strong youth sports and recreation program that should continue to be supported through investment in time, resources, and partnerships. The newly created Recreation Commission is a positive step forward for the management of recreation in the community. Opportunities for economic development through the parks and recreation system should be explored. Adult recreation program offerings should also be supported.

Policies + Action Items

- Continue to support youth recreation in Paola through partnerships with the school district and other organizations
- Support the new Recreation Commission and its efforts to oversee recreation facilities and programming in Paola
- Utilize recreation and parks as an economic development tool through local / regional tournaments
- Create and maintain active adult recreation leagues



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Goal 3.2

Expand upon Paola's parks system as it grows

Identifying opportunities to enhance the existing parks system will provide additional support to population growth. Goal 3.2 provides guidance on policies and action items to maintain a high level of service and capture greater connectivity throughout the parks system.

Maintain a high-level of service for parks as Paola grows

Paola needs a strategy to expand park access as the community grows in population. New neighborhood parks should be created in accordance with a half-mile or walk-time service area. New parkland should be a requirement of new residential development. New multi-family developments should be encouraged or incentivized to have a public or semi-public park component. Neighborhood parks should be reflective of the community they are located within, which can be accomplished through early engagement in the planning and design.

Policies + Action Items

- Expand Paola's neighborhood park system as the community grows aiming for a half-mile service area or reasonable walk-time for all residential areas
- Identify a timeline for creation of a formal parks and recreation department in Paola
- Require new residential development to dedicate land or assist with the acquisition of land for new neighborhood parks
- Encourage any new multi-family residential or mixed-use development to include a public or semi-public open space element
- Work with neighborhood residents when designing and planning for a new neighborhood park to identify any desired theme, facilities, and amenities



Ensure connectivity in the park system as Paola grows

Pedestrian and bicycle safety emerged as an important goal for which the community should strive. New opportunities for safe connectivity should be a part of neighborhood and park planning including dedicated trail or

sidewalk connections between all new and existing parks. Paola should also seek a connection to the regional Flint Hills Nature Trail in Osawatomie. Overall, multi-modal efforts in the community should be heavily supported.

Policies + Action Items

- Connect new parks to the existing park system with a dedicated trail or sidewalks
- Create a regional trail connection to link up with the Flint Hills Nature Trail in Osawatomie
- Support multi-modal efforts in the community to expand pedestrian and bicycle safety



Goal 3.3

Integrate best practices into Paola's parks and recreation system

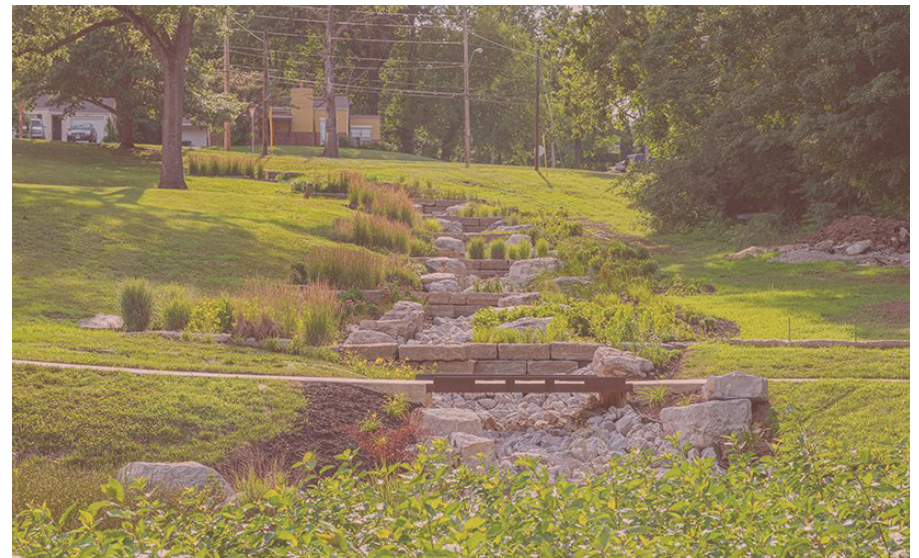
The quality of the parks and recreation system must be supported by integrating best practices. These practices work to make improvements more efficient, produce high-quality outcomes, and set the pace for future parks and recreation-related initiatives. Goal 3.3 outlines initiatives to establish resilient park facilities and maintain such a system.

Aim for resilient park facilities

A resilient park system is one that can weather storms as well as changing conditions. Environmental resilience in the park system can stem from the incorporation of green infrastructure into the park facilities. This can start with one or two pilot projects to gain excitement, experience, and momentum. These features offer protection as well as opportunities for education. Other new trends should be continually considered to ensure the park system stays relevant.

Policies + Action Items

- Create one or two high-visibility green infrastructure pilot projects in Paola parks to raise awareness and interest in the benefits of functional landscapes
- Integrate green infrastructure into Paola's routine parks maintenance and planning
- Add educational signage around green infrastructure projects to explain the benefits
- Give consideration to new and upcoming park trends when planning new facilities



Maintain an innovative and efficient park system

Paola should ensure its park system remains innovative and efficient. Marketing the park directly and through the use of parks for community events will help to attract users and interest in the park as well as possible funding

opportunities. Paola should also routinely evaluate the quality and relevance of its various facilities and programs to ensure the park facilities still adequately serve the interests of the public. This process can be aided through the use of community surveying on park preferences.

Policies + Action Items

- Actively market Paola's parks and recreation amenities to residents and visitors
- Continue to support the holding of community events in a variety of park facilities
- Regularly perform life cycle analyses of park facilities and programs to ensure the offerings remain relevant and efficient
- Routinely survey residents about park opportunities and concerns



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Section 4:

Natural Resources + Conservation



The natural environment plays a significant role in the location of development, the quality of life and the recreational offerings of a community. As a more rural community, Paola is surrounded by nature, which plays a role in its sense of place and community character. Through preservation of the natural environment, Paola can similarly preserve a part of its identity.

Discussed in this section:

- › Purpose of a Future Land Use Plan + Basis for Zoning
- › Existing Land Use in Paola
- › Growth Demand Estimates
- › Future Land Use Categories
- › Future Land Use Plan
- › Annexation Priority Plan

Surrounded by Nature

Paola is fortunate to be surrounded by a variety of natural features that help create a tranquil environment for residents and visitors. Despite its close proximity to the urban amenities of Kansas City, the natural environment in Paola feels more rural and open.

Natural features considered in this chapter include:

- › Floodplain
- › Streams
- › Wetlands
- › Slope
- › Watersheds

This chapter will discuss the ways in which Paola can preserve and take full advantage of its many natural features as it grows.

A guiding principle for Natural Resources and Conservation

“Paola has a variety of natural features that provide a tranquil environment and opportunities for recreation. Paola is a place where you can see the stars at night but still access city amenities with an easy drive. As Paola continues to grow, natural resource conservation and preservation will help inform land use decisions and growth areas.”



Natural Resources + Conservation:

Public Input Summary

For a full summary of the public input received during this process, refer to Public Engagement Summary Report. The relevant public input related to natural resources and conservation is summarized below.

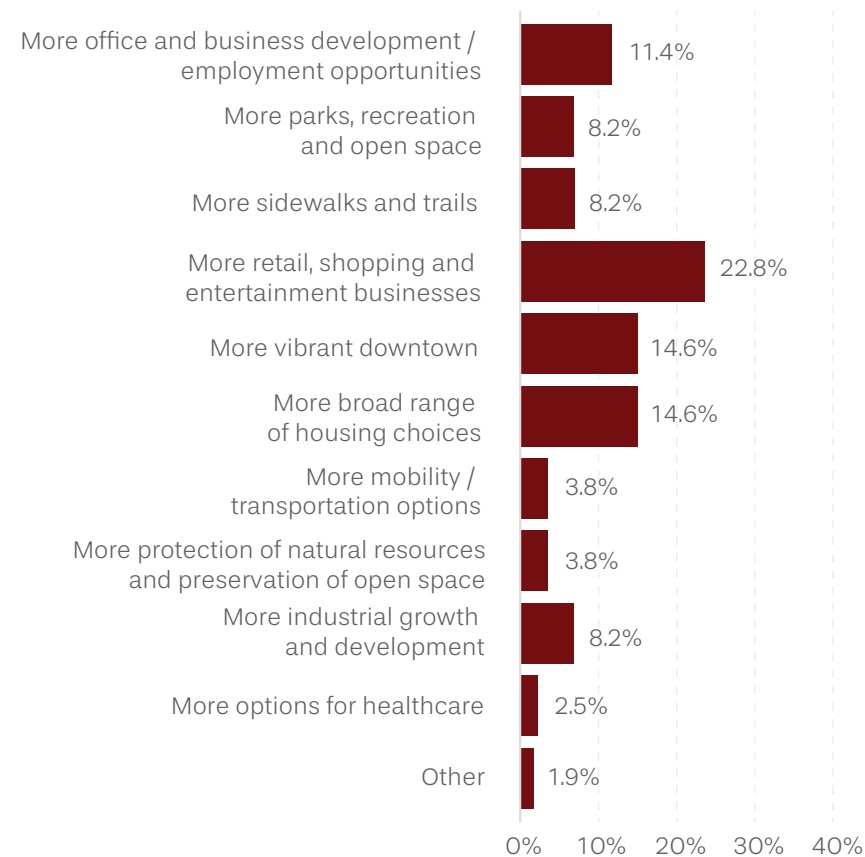
Online Survey

Figure 4.1 shows the responses to the online survey asking residents to identify "The City needs more of the following."

The most common response was more community events / things to do. More parks, recreation and open space received 6.2% of responses. More protection of natural resources and preservation of open space received 3.8% of responses.

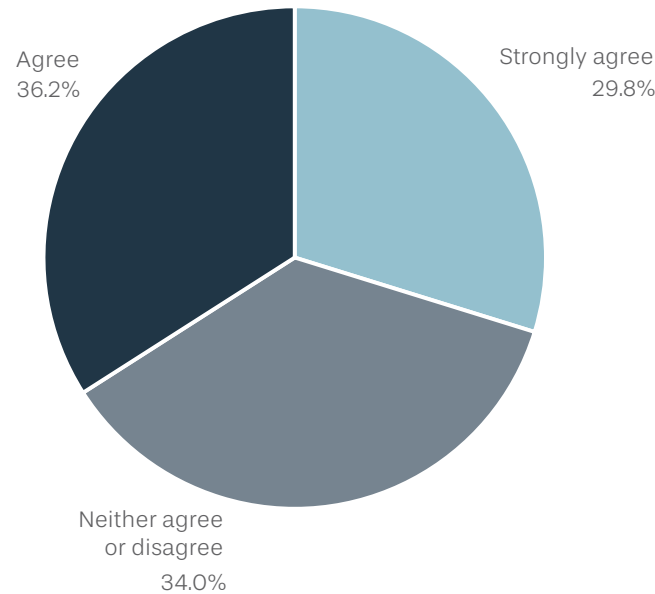
While these are not high percentages, it may also indicate that there is already plenty of conservation going on in the community from their perspective.

FIGURE 4.1 Survey Responses "The City needs more of the following:"



Section 4: Natural Resources + Conservation

FIGURE 4.2 Survey Responses on Level of Agreement for the statement, "Environmentally sensitive land such as floodplain or areas with significant tree cover should be protected and preserved."



Online Survey

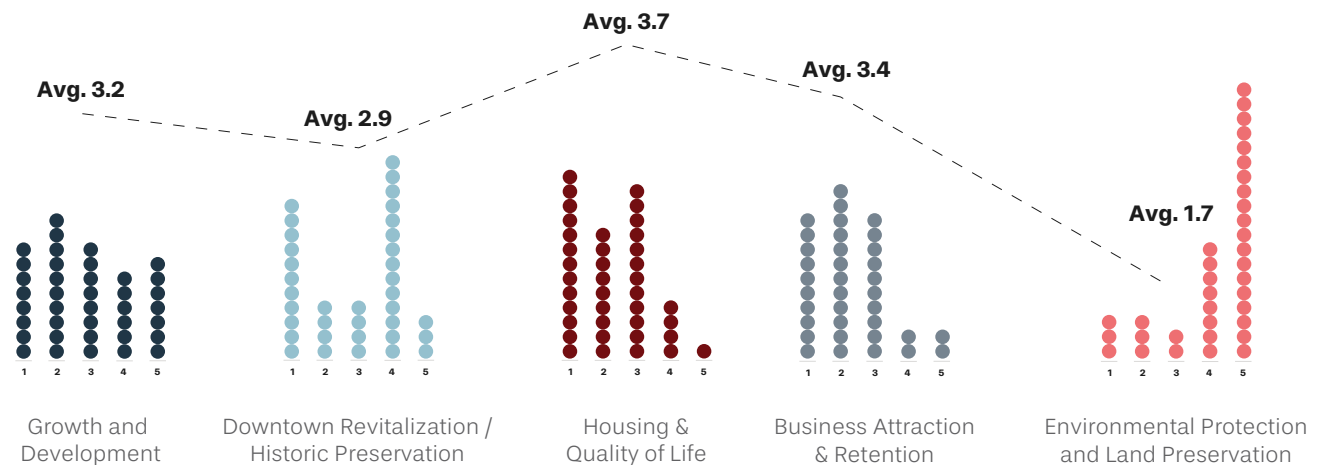
Figure 4.2 shows the level of agreement to the following statement, "Environmentally sensitive land such as floodplain or areas with significant tree cover should be protected and preserved."

The majority of respondents indicated either agreement (36.2%) or strong agreement (29.8%). While there were zero people who actively disagreed with the statement, 34% did indicate they neither agree nor disagree.

Figure 4.3 shows the answers residents provided when asked to rank a set of competing priorities in Paola. Environmental Protection and Land Preservation received the lowest overall priority score of 1.7.

While there appears to be support for environmental protection among residents, there are higher priorities. One way to gain additional support may be to connect conservation with recreation to provide dual benefits.

FIGURE 4.3 Survey Responses "Please rank the following priorities in terms of how important they should be to the City of Paola. (1-5, 5 being the highest priority)."



Natural Resources + Conservation:

Floodplain

Paola is surrounded on three sides by floodplain due to its proximity to several creeks. Floodplain is low-lying areas near streams or other waterbodies that will occasionally flood during rainfall or snowmelt. Floodplain should ideally not be developed upon to keep the area around the stream or waterbodies natural to help encourage filtration of water back underground. Undeveloped, permeable floodplain allows for natural processes to reduce the severity and duration of flooding.

100-Year Floodplain

The 100-year floodplain refers to land that has an estimated 1% chance of flooding in any given year. The U.S. Geological Survey further illustrates flood risk for a home in the floodplain, which over the course of a 30-year mortgage will have a 26% chance of being flooded at least once. Paola's 100-year floodplain was updated in 2014 and is shown in Figure 4.4 in blue hatch.

500-Year Floodplain

The 500-year floodplain are areas with a moderate flood risk, meaning the area has a 0.2% chance of flooding in a given year. The 500-year floodplain is shown in Figure 4.4 in yellow.

In 2008, Paola adopted floodplain management regulations that were approved by the Chief Engineer of the Division of Water Resources of the Kansas Department of Agriculture. These regulations set strict rules and standards regarding development and land uses allowable within the flood hazard area. These regulations should continue to be followed and any existing development within the floodplain should, long-term, be phased out.

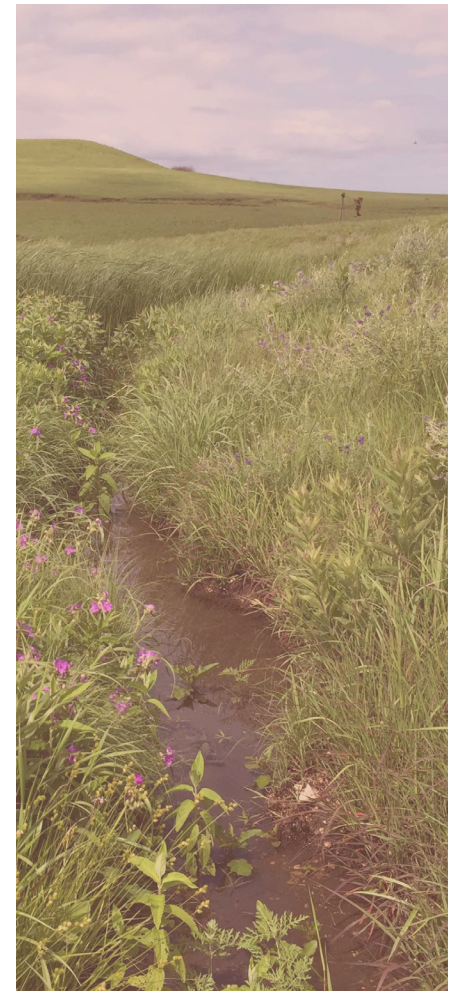
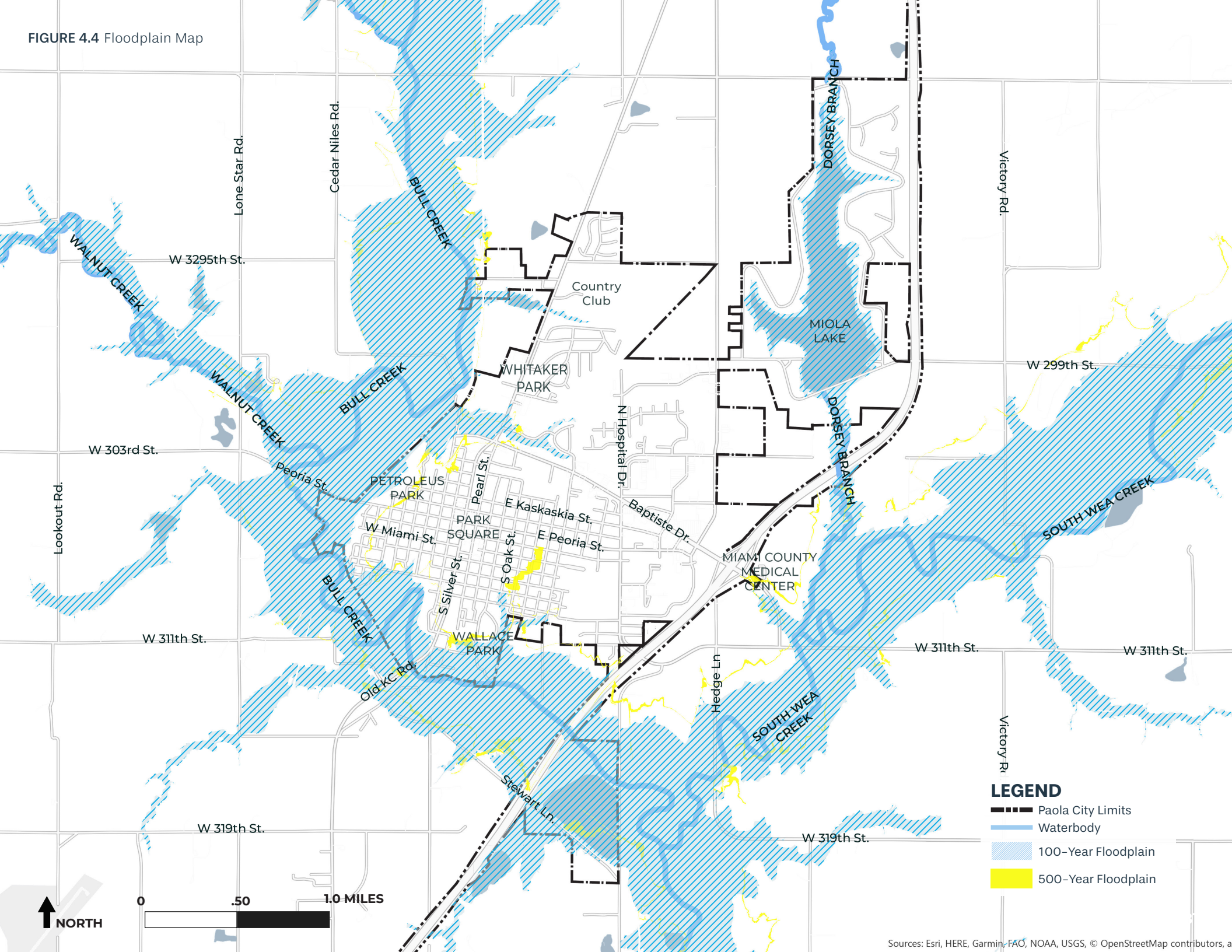


FIGURE 4.4 Floodplain Map



Natural Resources + Conservation:

Watersheds

Watersheds represent the area of land in which all water flows to a common waterbody. Watersheds can be broken into different categories depending on size. The USGS categorizes watersheds in the United States.

Paola is part of the major Missouri Region drainage basin, which covers many states including parts of Colorado, Iowa, Idaho, Kansas, Minnesota, Missouri, Montana, North Dakota, Nebraska, South Dakota, and Wyoming as well as parts of Canada. All the water in this region ultimately flows into the Missouri River.

Paola's watershed is Hillsdale Lake–Bull Creek, which covers approximately 229,041 acres including Paola and the Hillsdale Lake area. The main subwatersheds are Walnut Creek–Bull Creek and Miola Lake–South

Wea Creek as shown in Figure 4.6. Other nearby subwatersheds include Rock Creek–Hillsdale Lake, Ten Mile Creek, North Wea Creek, and South Wea Creek, also shown in Figure 4.5.

Watershed management includes land use and water management strategies and practices used to improve water quality across the entire watershed. Best practices for watershed management include:

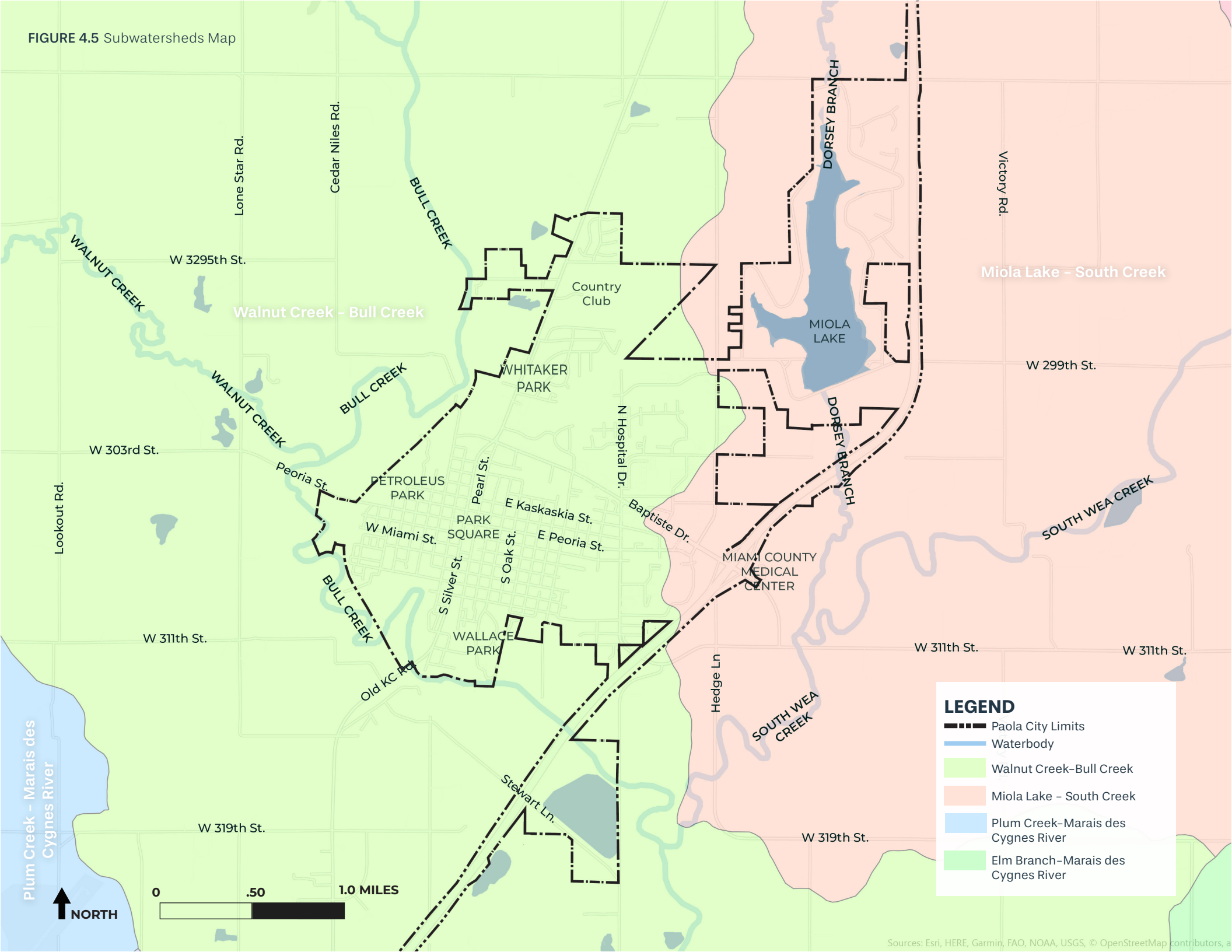
- › Minimizing pollution from entering waterbodies
- › Discouraging certain land uses near waterbodies
- › Providing adequate stormwater infrastructure
- › Land conservation along waterbodies
- › Building local partnerships to increase awareness
- › Minimizing paved surfaces, especially near water

HILLSDALE WATERSHED COALITION

Paola is a major contributor to the Hillsdale Watershed Coalition, which created the Hillsdale Watershed Restoration and Protection Strategy (WRAPS) to help clean-up Hillsdale Lake, which is impaired because of sedimentation, nitrogen, and phosphorous. Hillsdale Lake helps provide 56,000 people with drinking water.



FIGURE 4.5 Subwatersheds Map



LEGEND

- Paola City Limits
- Waterbody
- Walnut Creek-Bull Creek
- Miola Lake - South Creek
- Plum Creek-Marais des Cygnes River
- Elm Branch-Marais des Cygnes River

Natural Resources + Conservation:

Sloped areas

Not only do hilly areas help to enhance the aesthetics of a community, they are also important and natural environmental features. Sloped areas are vulnerable because of the risk of erosion if improperly managed or maintained.

When areas of steep slope lose their vegetation, it can worsen erosion. Erosion, especially near waterbodies, can lead to water quality issues due to the increased sediment levels. Erosion can also lead to a loss of topsoil and the destruction of habitat for local flora and fauna. Drainage patterns can also be impacted, which could lead to the intensification of flooding in certain areas.

Figure 4.6 shows the approximate slope for Paola based on digital elevation model (DEM) data. The areas in red and orange have higher slopes whereas the light

green and darker green are flatter areas. The areas in Figure 4.6 with large swaths of dark green are typically low-lying floodplain near waterbodies. Areas with slope can be developed upon, but development should follow strict slope preservation best practices and should avoid areas with the steepest slopes to protect these natural features.

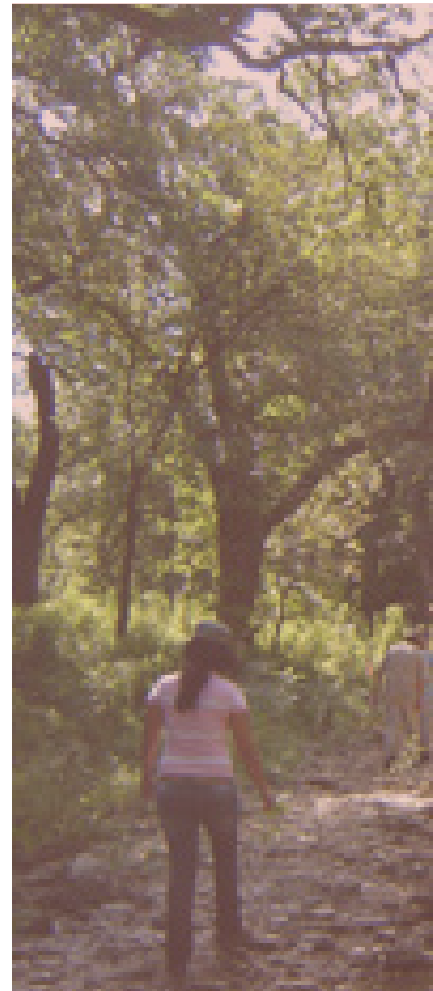
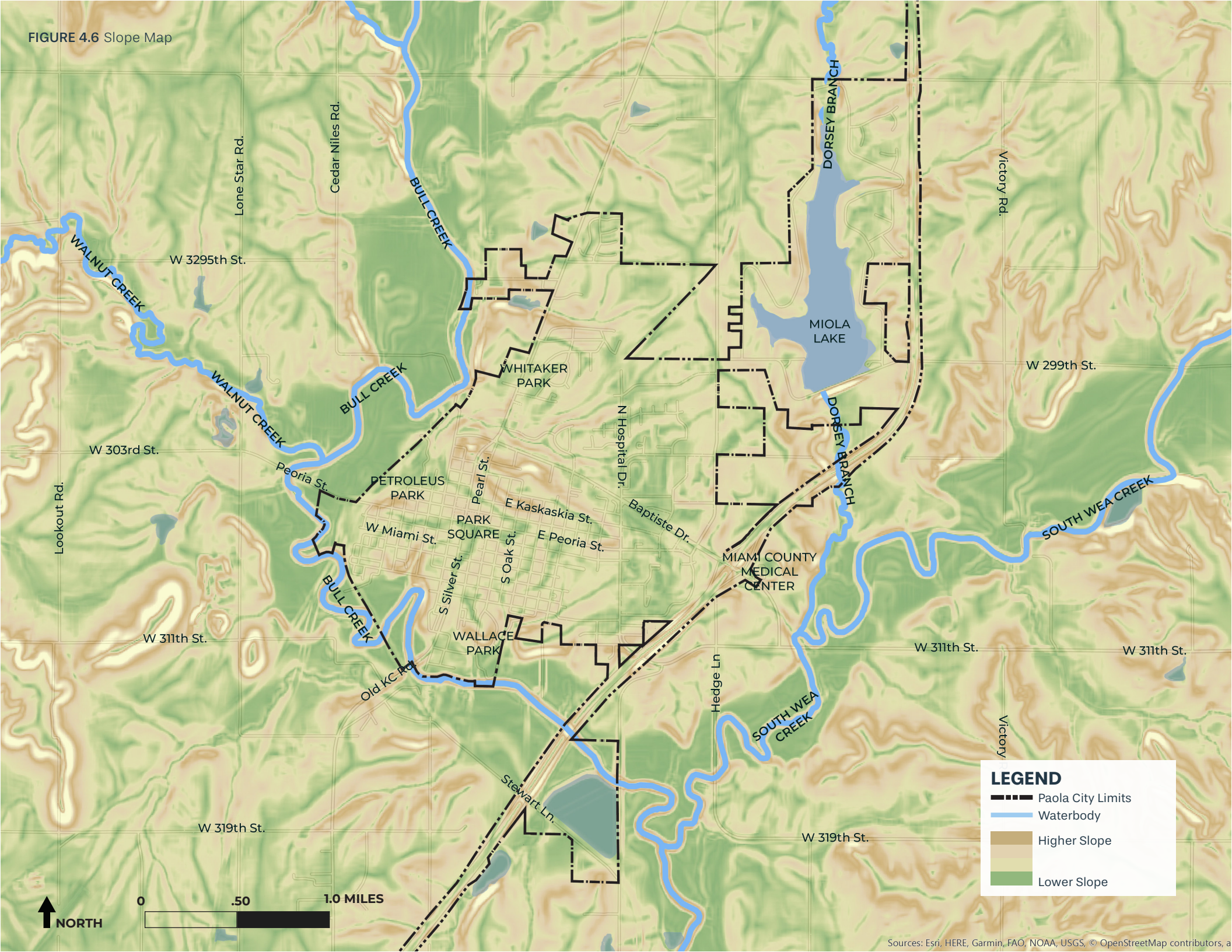


FIGURE 4.6 Slope Map



LEGEND

- Paola City Limits
- Waterbody
- Higher Slope
- Lower Slope

Natural Resources + Conservation:

Streams + wetlands

The major streams in the Paola area include Bull Creek, Walnut Creek, South Wea Creek, and Dorsey Branch Creek.

Collectively, these streams represent most of the Type 1 – Perennial Streams in the area. Perennial Streams are streams that are present throughout the year-round except for during severe drought. Figure 4.7 shows three streams in blue.

Type 2 – Intermittent Streams are shown in the same figure in green. Intermittent Streams are those that flow during certain times of the year, typically during rain events or spring snowmelt.

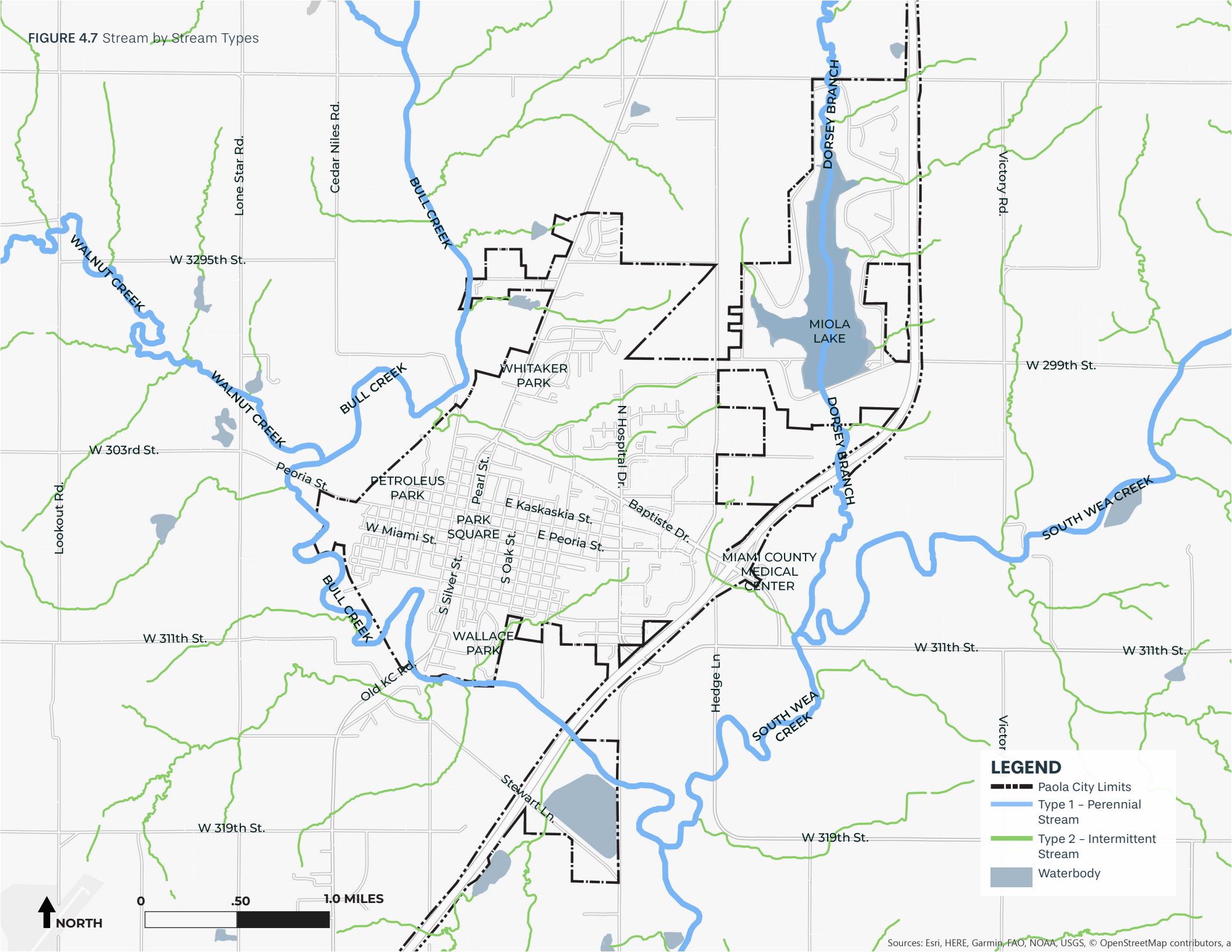
The largest non-riverine wetland in the Paola area is Lake Miola. Lake Miola is a roughly 200-acre lake located within the Paola city limits. The lake offers recreational opportunities for residents

and visitors including boating, swimming, or fishing. Like many lakes in the region, Lake Miola has a Zebra Mussel alert in place as of 2016. To combat additional spread of this invasive species, boaters are encouraged to clean, drain, or dry boats when going in or from another water body.

Located just under 10 miles from Paola to the north is the Hillsdale Reservoir and State Park. The Hillsdale Reservoir is approximately 4,500 acres with 51 miles of shoreline. Watershed clean-up is taking place to help mitigate the impact of sedimentation, phosphorous, and nitrogen in the water.



FIGURE 4.7 Stream by Stream Types



Natural Resources & Conservation:

Strategic Opportunities

The natural resources that surround Paola should be protected and enhanced to increase the overall quality of life in the community. A healthy natural environment protects water quality and drinking supply, reduces the severity of flooding, protects life and property, and provides recreational opportunities for residents of all ages. Figure 4.8 shows the natural resource strategic opportunities present in Paola.

Stream Buffers

Paola has many streams running near and within the growth area of the community. To protect water quality as well as human safety and property damage, the community should ensure adequate buffering exists along the banks of type 1 and 2 streams.

Floodplain Management

Floodplain within the growth area of Paola should also remain undeveloped with minimal impervious surfaces such as concrete or structures.

Trail Connections

Stream buffers make excellent locations for trail expansion. By expanding low-impact trails along the stream buffers, a dual benefit of conservation and recreation is created. This improves the quality of life in a community as well.

Green Infrastructure

Paola should seek to integrate green infrastructure solutions to stormwater management throughout the public areas of Paola. Similarly, the community should encourage and incentivize the incorporation of green infrastructure on private property in Paola.

Wetland Preservation

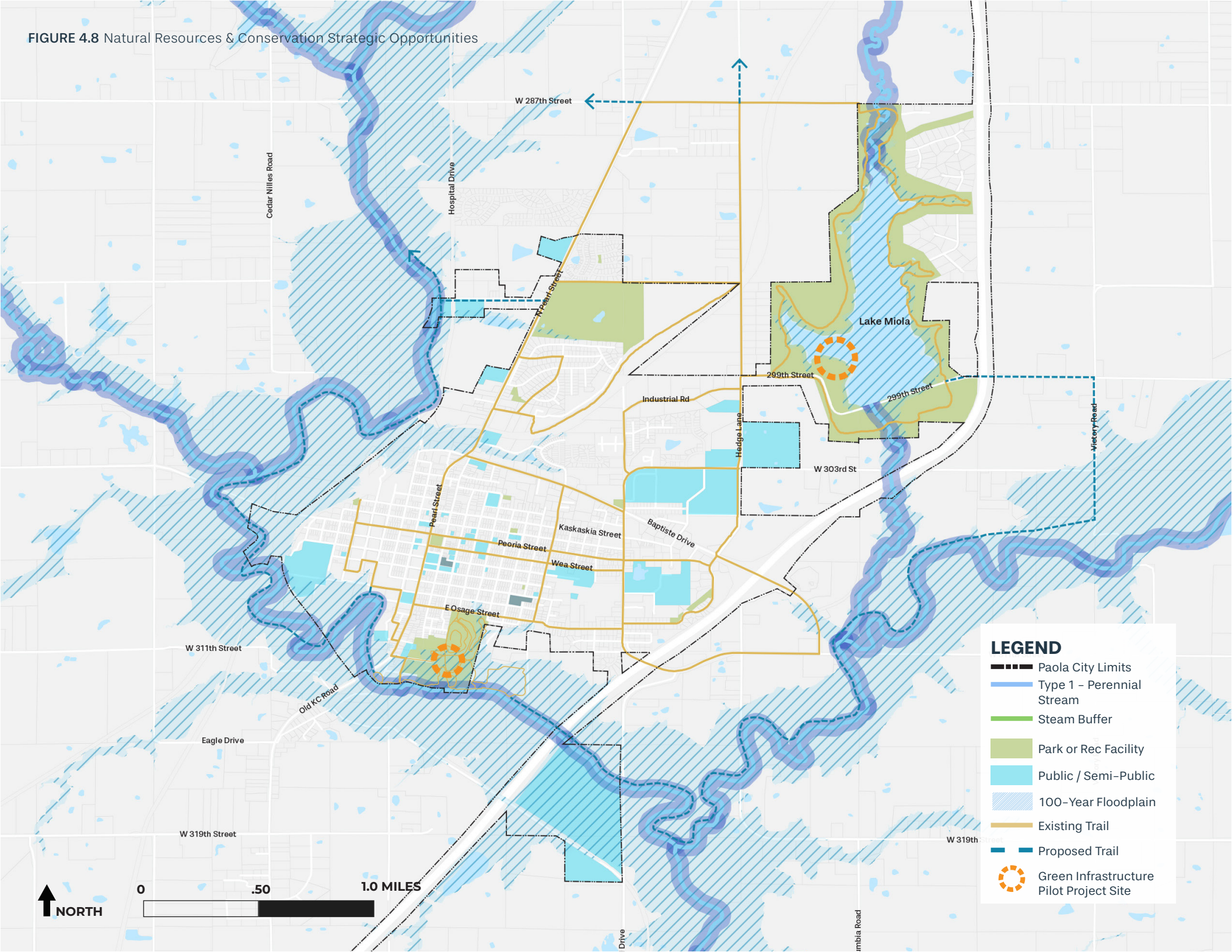
Wetlands play an important role in the water system locally and beyond. As federally protected landforms, wetlands should continue to be preserved and enhanced to protect water quality, provide recreation, and provide an important habitat for local flora and fauna.

Tree Cover Preservation

Areas with significant tree cover should be preserved as Paola grows. Trees provide numerous environmental, societal, and economic benefits. While there are minimal places with naturally occurring plentiful tree cover within Paola's planning boundary, areas where tree cover remain should be preserved wherever feasible.



FIGURE 4.8 Natural Resources & Conservation Strategic Opportunities



Goal 4.1

Preserve Paola's watershed and protect water quality

Protecting and preserving Paola's water quality requires a variety of efforts. Goal 4.1 outlines ways to join efforts, leverage natural resources for public use, and ensure development supports watershed protection moving forward.

Actively participate in regional and state watershed initiatives

The interrelatedness of watershed issues demands a regional approach to watershed management. Paola currently contributes to the Hillsdale Watershed Coalition in their efforts to improve the local watershed health. Paola should continue to actively participate in regional and state initiatives while also doing its part individually through the use and promotion of best practices.

Policies + Action Items

- › Continue to invest in the Hillsdale Watershed Coalition
- › Identify and evaluate additional watershed management agencies or organizations to join
- › Locally use and promote watershed management best practices such as minimizing pollution, proper land use regulation, stormwater management, expanding conservation, or minimizing paved surfaces



Maintain, expand, and enhance stream buffers in Paola

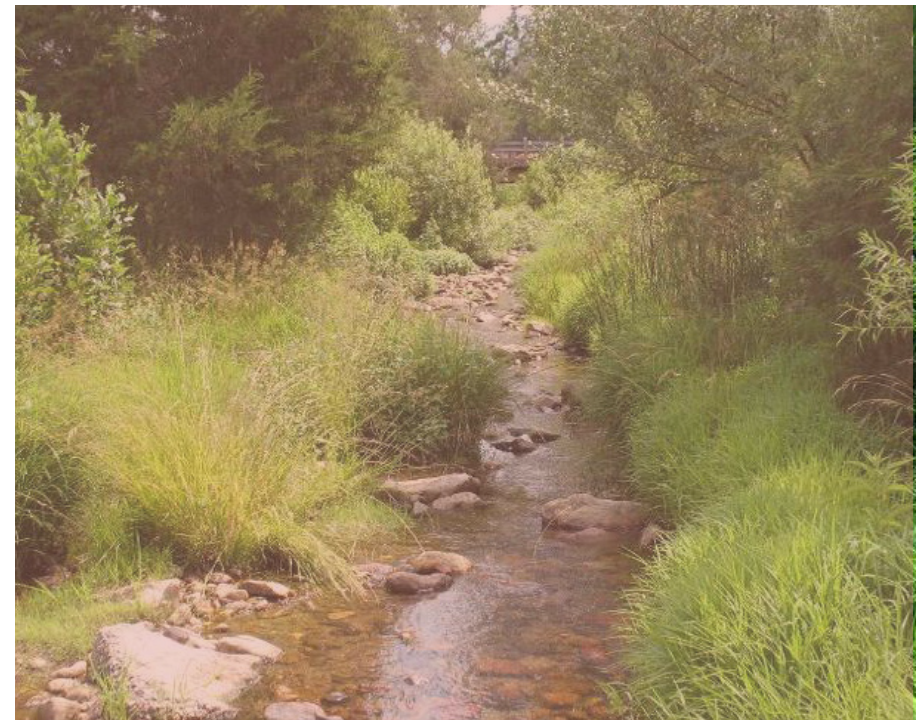
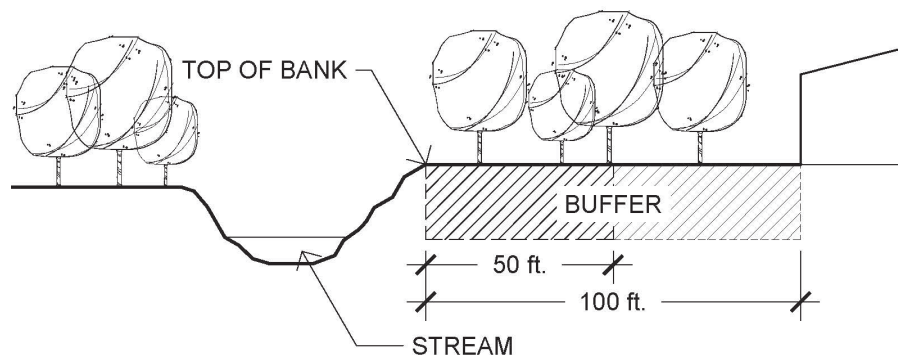
The Environmental Protection Agency recommends a model stream buffer ordinance for stream management. The model ordinance calls for at least 100 feet on both sides of all type 1 streams and 50 feet on both sides of type 2 streams. Paola currently exceeds this buffer requirement for Lake Miola and upstream streams,

however, this should be expanded to include all streams. Stream buffers protect water quality, reduce severity of flooding, and preserve stream bank slopes all while providing an opportunity for recreation through the addition of a stream-side trail system.

Policies + Action Items

- Expand the stream buffer requirements in the zoning code to include a 100 ft buffer on either side of all type 1 streams and 50 ft buffer on either side of type 2 streams.
- Promote the use of vegetated buffers

FIGURE 4.9 Stream Buffer Diagram



Goal 4.1

Preserve Paola's watershed and protect water quality



Prevent rural and urban water pollution

As an urbanized area surrounded by rural and agricultural land uses, Paola water pollution prevention strategies needs to address both urban and rural pollution types. Urban pollution most often comes from things such as polluted stormwater runoff that has picked up heavy metals or other pollutants. It may also come from improperly managed household items or pet feces. Rural pollutants typically step from livestock and nitrogen and phosphorous from manure and fertilizers.

Policies + Action Items

- Educate residents and businessowners about point and non-point source pollution prevention in Paola
- Support efforts to educate nearby agricultural users about pollution control measures such as encouraging farmers to rotate crops, planting of cover crops, support reducing or eliminating tillage, and promote the use of agricultural buffers



Keep gray infrastructure up to date and encourage green infrastructure

Stormwater runoff is a major contributor to water pollution and can be best managed through a combination of gray and green infrastructure solutions. Paola should properly plan for and maintain its gray infrastructure system while also expanding its use of green infrastructure solutions to stormwater management.



Policies + Action Items

- Continue to manage and update existing gray stormwater infrastructure to prevent overflow events
- Expand the use of green infrastructure on public land – especially in parks and open space



Goal 4.2

Conserve important natural landforms in Paola

Significant landforms and steep slopes should be preserved to prevent land degradation as development occurs.

Additionally, limiting the use of hard surfaces near floodplains and wetlands will reduce the potential for negative impacts.

Discourage development on steep slopes

Slopes are important environmental landforms that should be preserved to prevent loss of topsoil or habitat for local flora and fauna, a disruption of the drainage patterns, and a reduction in water quality. A slope preservation ordinance can prevent development within certain percent slope areas.

Policies + Action Items

- Encourage development that respects natural topography to prevent the alteration of drainage patterns, slope erosion and loss of topsoil
- Continue work to stabilize streambanks to prevent increases in sediment load in Paola streams
- Prohibit development in areas with very steep slopes



Enhance the community's tree canopy

Tree cover provides numerous environmental, economic, and societal benefits to communities. By protecting these important natural resources, Paola is making an investment its quality of life and natural environment. Trees enhance property values, help to clean the air, decrease the severity of flooding, act as a natural air conditioning, and help to create a sense of place or character.



Policies + Action Items

- Adopt a tree preservation program and policy
- Preserve areas with significant tree cover and adopt a tree replacement ordinance



Goal 4.2

Conserve important natural landforms in Paola

Preserve floodplain and wetlands to protect natural ecological systems

Floodplains and wetlands play an important role in the water cycle. When properly maintained and undeveloped, floodplain can reduce the severity and frequency of flooding events. Wetlands help to improve water quality, reduce the severity of flooding, provide an important habitat for flora and fauna as well as recreation for humans.

Policies + Action Items

- Encourage the minimal use of pavement in site design to reduce severity of flooding and reduce amount of stormwater runoff
- Preserve high-quality wetlands to be integrated into site design whenever possible



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Goal 4.3

Seek to create a system-level approach to natural resource preservation

Paola residents should have access to a high-quality parks system. The City should explore expanding and enhancing existing amenities as the community continues to grow to support a high level of service. Additionally, to support the City's infrastructure, a system of green infrastructure should be considered for implementation.

Expand and enhance a connected parks and conservation system as Paola grows

As Paola expands, the community needs to ensure the park system expands as well. A connected system of greenspace can enhance the natural benefits to the environment as well as providing continuous habitat for wildlife and improved recreational opportunities for residents.

Policies + Action Items

- Preserve additional park and greenway space as Paola grows, with particular emphasis on acquiring the sensitive land around natural features for conservation and recreational opportunities
- Expand trail system within the stream buffer corridors to provide dual benefit of environmental protection and recreation



Seek to create a system of green infrastructure in Paola

Green infrastructure is designed to treat stormwater on site or close to the site by mimicking naturally occurring functions such as capture and filtration. Green infrastructure solutions

work best when they are part of a longer connected system of green infrastructure because the benefits can be multiplied. Paola should seek to create a system of green infrastructure throughout the community but can start by focusing on their publicly owned land and parks space.



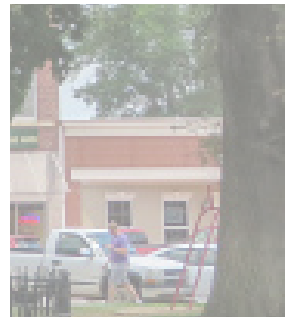
Policies + Action Items

- Integrate green infrastructure solutions such as rain gardens, bioswales, or permeable pavement on publicly owned land in Paola
- Identify and allocate funding to incentivize green infrastructure solutions on private property in Paola through programs such as full or partial grants or subsidies.



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Section 5: **Community Character**



Community character defines a place. It incorporates all the physical and social elements that make a place special and is often a major source of pride for one's community. This section will identify those character defining elements for Paola and recommend ways to preserve and enhance them for years to come.

Discussed in this section:

- › Downtown preservation and development
- › Community gateway opportunities
- › Trail enhancements and additional connections
- › Single-family residence enhancement strategies
- › Streetscape design strategies
- › And more!

Distinctly Paola

Perhaps the most defining feature of Paola is the historic park square in the center of the city. This classic example of traditional midwestern city development is the physical and social heart of the city. Mature oak trees, an iconic water feature and gazebo populate the central green space which anchors the larger downtown commercial district with well-preserved historic buildings flanking the central square and streets.

The historic square and downtown commercial district in many ways is symbolic of the traditional close-knit character of Paola as a whole. It is from this location, that tree lined streets, historic single-family homes, and community parks radiate over undulating topography to complete the overall impression and aesthetic of the community.

Of course, there is a lot more that Paola offers too. As the seat of Miami County, Paola represents an important center of services and civic-oriented activities, vital to residents of all ages and abilities throughout the region. A good school system, extensive public recreational facilities and convenient access from Highway 169 are also defining features of the community.

This plan will recommend actions the city of Paola can take to help preserve and enhance all these elements that define what makes the community so special in the eyes of both residents and visitors while also addressing current issues and challenges.

A guiding principle for Community Character

“Paola is a hometown – it is a place people want to come back to and raise a family or start a new life. Paola takes advantage of opportunities to improve its quality of life through investments in housing, parks and recreation, and access to amenities. Paola serves an important regional role in Miami County, providing crucial amenities and services to sustain the quality of life for many in the greater area. People from all backgrounds can find a home in Paola.”



Community Character:

Strategic Opportunities

The Community Character Strategic Opportunities Map displayed in Figure 5.1, graphically conveys the physical recommendations related to the enhancement of Paola's character. Some of the strategic opportunities include:

Support preservation efforts of downtown buildings and public spaces

The character of downtown Paola is one of the things that makes the community so special and loved. It is imperative that the character of buildings and spaces in the downtown square be preserved and enhanced.

Community-wide streetscape plan

The design of streets should not be an afterthought but rather be viewed as another important public space within the community. Developing a community-wide streetscape plan will give the city the tools necessary to develop a hierarchy of streetscape design that relates to corridors of varying sizes, scales and capacities. This should include special attention for a downtown square streetscape plan that will enhance the historic square streetscapes to bring added vitality and needed amenity space for the city and business owners.

Downtown neighborhood preservation district

One tool for preservation of the downtown neighborhood is through the creation of a preservation district. An analysis of existing building stock and contributing features will be necessary in this effort.

Utilize stream corridors for additional community trails

Paola is surrounded by stream corridors that add to the natural beauty of the community. These corridors should be preserved and utilized for trail usage.

Establish gateway markers at strategic entry points

Enhanced gateways should be established at all major and minor entrances into the city of Paola. These markers have the potential to be iconic for the community and leave a lasting impression for residents and visitors alike.

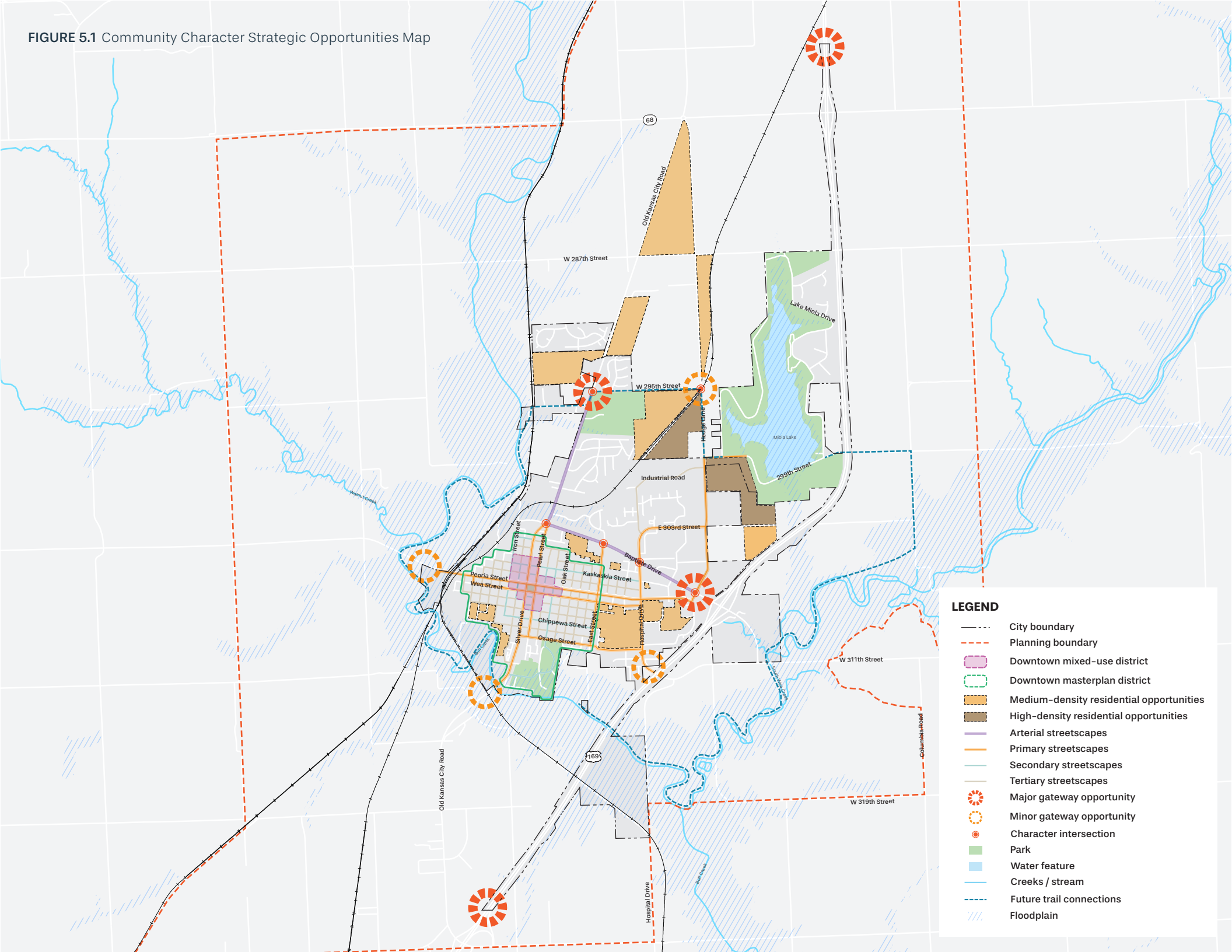
Develop design guidelines

Design guidelines are a useful tool to preserve the character of a community. These can be applied to residential and commercial districts for renovations and new construction.

Increase downtown residences

Adding residential units downtown is a strategic way to adaptively reuse historic structures while also increasing density and increasing activity to the streets.

FIGURE 5.1 Community Character Strategic Opportunities Map



LEGEND

- City boundary
- Planning boundary
- Downtown mixed-use district
- Downtown masterplan district
- Medium-density residential opportunities
- High-density residential opportunities
- Arterial streetscapes
- Primary streetscapes
- Secondary streetscapes
- Tertiary streetscapes
- Major gateway opportunity
- Minor gateway opportunity
- Character intersection
- Park
- Water feature
- Creeks / stream
- Future trail connections
- Floodplain

Community Character:

Public input summary

Key Stakeholder Interviews

The input received from the key stakeholder interviews related to the theme of community character can be found below.

Challenges

- Need more retail more than offices.
- Downtown is declining.
- Property maintenance is important.
- City may need to incentivize retail users to compete with stability of office uses.
- Upper story apartments underutilized because of renovation costs – sprinkler requirements.
- Downtown buildings are too expensive for businesses to purchase.
- Need downtown streetscape plan – uniform benches, planters, trash cans, etc.
- Need a very limited building facade standard to maintain curb appeal.
- Need more restaurants and activities.

Opportunities

- Need to focus on tourism and entertainment-based retail to bring in outside dollars.
- Consider expanding downtown footprint on lower-value single-family homes.
- Need a downtown hotel, Airbnbs and lofts.
- Make downtown a destination (weekend vacation) – similar to Fredericksburg, TX
- Downtown should consider shared marketing efforts and have a Main Street director that can help coordinate marketing and special events.
- No parking issues downtown – keep it all public.

Downtown

Challenges

- People want to move to / back to Paola but not enough housing options.
- Not enough housing so can't attract new businesses – very little rental units available.
- Can get more home for the dollar in Paola.
- Hard to find a new single family lot – need a new subdivision with lots available.

Opportunities

- Middle value housing is missing.
- Need apartments / condos for professionals and single-family houses for families.
- Need more home associations (townhomes and single-family residential detached)
- 'Barndominiums' (barn-houses) and 'shouses' (shop-houses) are a desired housing option for rural areas of the community.

Housing

Challenges

- New development should be designed to maintain small-town feel.
- Need to protect the small-town feel and keep the rural lifestyle.
- Good small school district but decreasing enrollment is an issue.
- Need to maintain the quality of the school district.

Opportunities

- Maintain small-town feel by limiting leapfrog development and limiting the city's footprint.
- Everyone helps each other.
- Need more family-friendly, child-oriented entertainment and activities (childcare centers).
- The Roots Festival attracts visitors and new residents – needs to be continued and supported.

**Quality of Life
& Character**

Challenges

- Getting harder to compete with neighbors to the north (Louisburg, Spring Hill).
- Growth will be north but be careful not to create a second city within Paola.
- Paola is not geared for young families – there is no Uber, grocery delivery, transit services, limited activities, and limited number of restaurants.

Opportunities

- Focus on adding rooftops to support retail and business growth.
- Consider subsidizing housing but not retail that will compete with existing retail.
- To compete and grow, Paola needs to compete with other KC metro communities (amenities, schools, housing, infrastructure).

**Growth and
Competition**

Community Character:

Public input summary

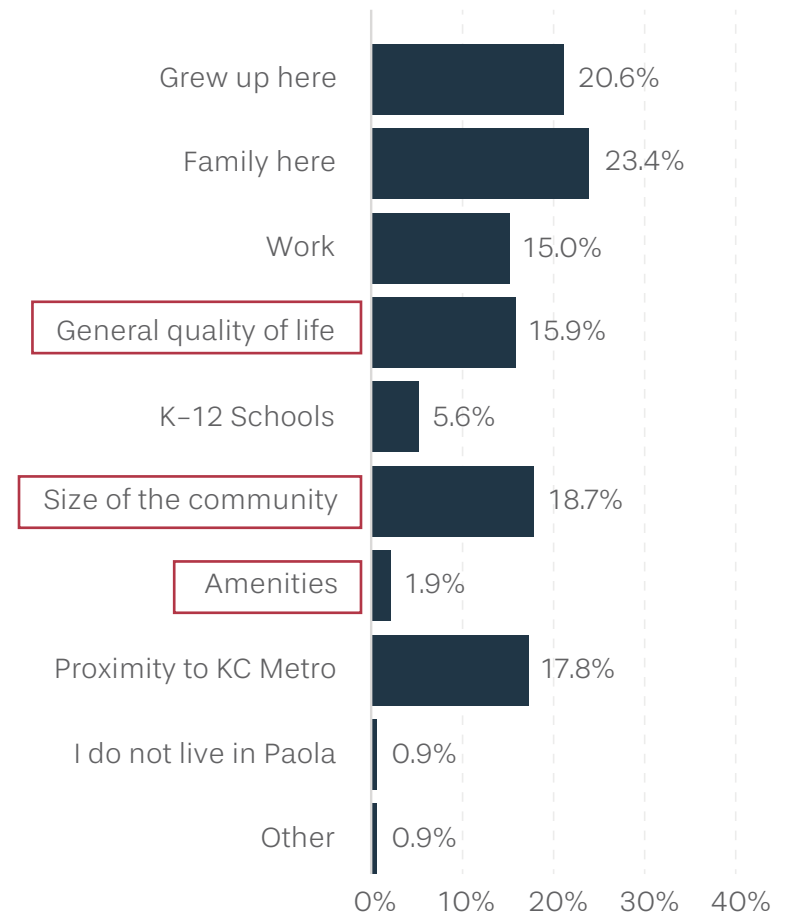
Public engagement website feedback

A survey was administered via the public engagement website and many questions related to the theme of community character. Those questions and their responses can be found in the following figures.

Question 1: What are the three most important reasons you choose to live in Paola?

The number one reason folks live in Paola is because they have family here. This speaks to the close-knit aspect of the community that so many find desirable. The other top reasons were because they grew up in Paola, they like the size of the community and for Paola's proximity to the Kansas City metro.

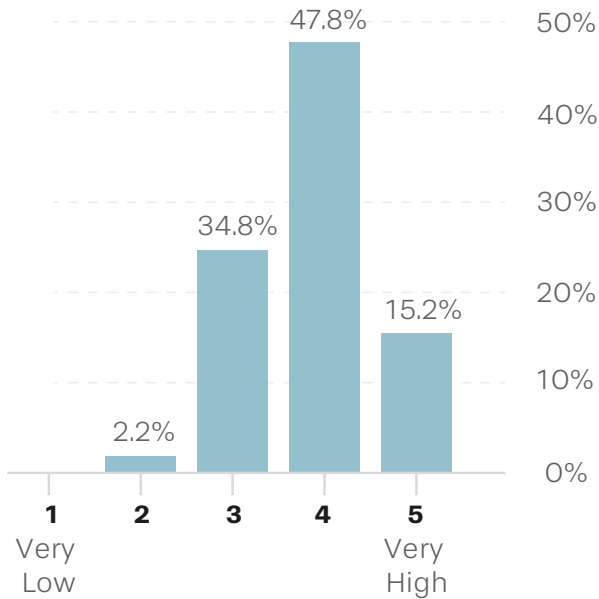
FIGURE 5.2 Why residents choose to live in Paola



Question 2: How would you rate the quality of life in Paola on a scale from 1 (very low) to 5 (very high)?

The vast majority of respondents indicated a high quality of life in Paola with fully 97% indicating a positive answer for quality of life. The most common response was a four out of five, with nearly half (47.8%) selecting this as their response.

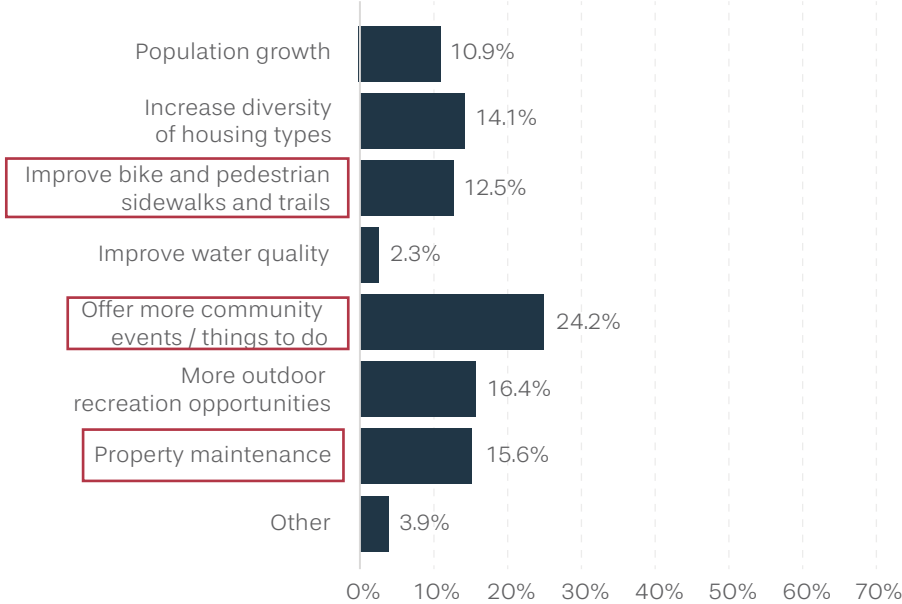
FIGURE 5.3 Quality of life rating in Paola



Question 4: Please indicate the changes you think would improve the quality of life in Paola (select up to 3).

Digging deeper into what changes will positively affect the quality of life, many respondents (24.2%) believe offering more community events and things to do will have the biggest positive outcome. Other top responses were offering more outdoor recreation opportunities (16.4%), ensuring properties within the city are well maintained (15.6%) and improvements to bike and pedestrian sidewalks and trails (12.5%).

FIGURE 5.4 Changes that would improve quality of life



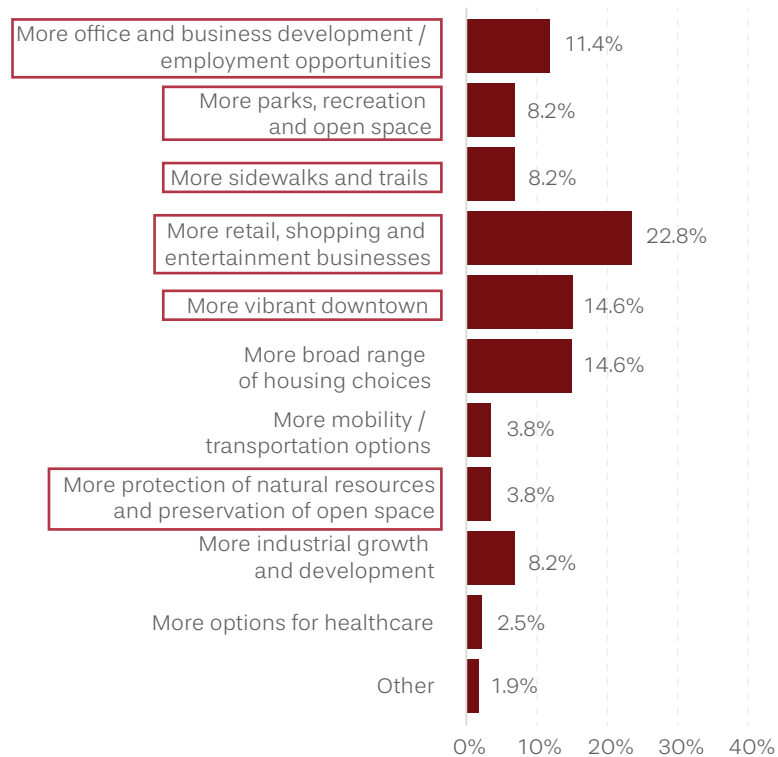
Community Character:

Public input summary

Question 6: The City needs more of the following:

Respondents were given many options to choose from when considering what things Paola needs to bring added vibrancy and economic activity to the city. More retail, shopping and entertainment businesses received the most respondents (22.8%) with a more vibrant downtown and a broader range of housing choices both received just over 14% of responses.

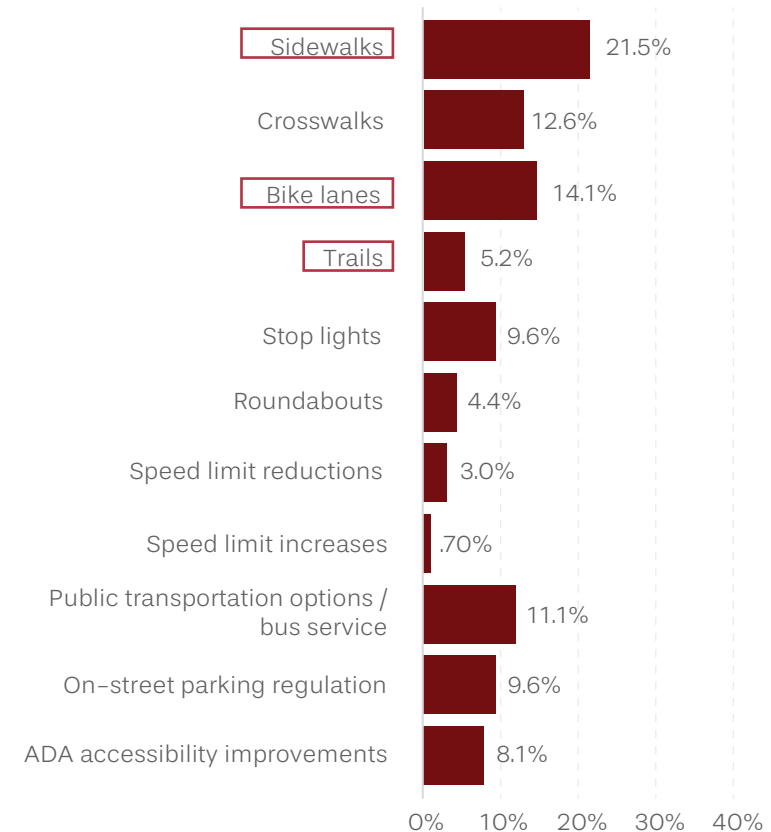
FIGURE 5.5 Things Paola needs more of



Question 7: In the next 10–15 years, Paola will need more of the following (select all that apply).

When thinking about infrastructural needs of the community in the next 10–15 years, folks were given a list of pedestrian, bicycle and vehicular elements to choose from. 21.5% feel that sidewalks are the most needed with bike lanes and crosswalks rounding out the top three. Public transportation also received more than 10% of the responses which is supported by comments and input received from the steering committee and others.

FIGURE 5.6 Things Paola will need more of in the next 10–15 years

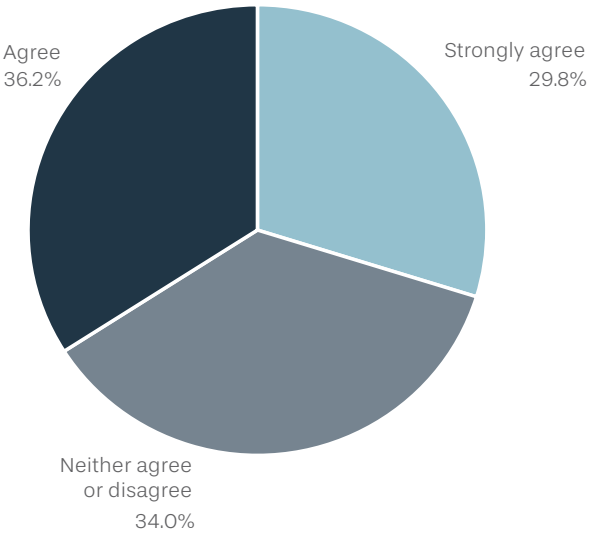


Question 9: For the following statement, please indicate your level of agreement.

"Environmentally sensitive land such as floodplain or areas with significant tree cover should be protected and preserved."

When it comes to protecting environmentally sensitive land such as floodplain or significant tree coverage areas, no one disagreed with this statement and a fully 29% strongly agreed to this idea.

FIGURE 5.7 Feelings on protecting environmentally sensitive land

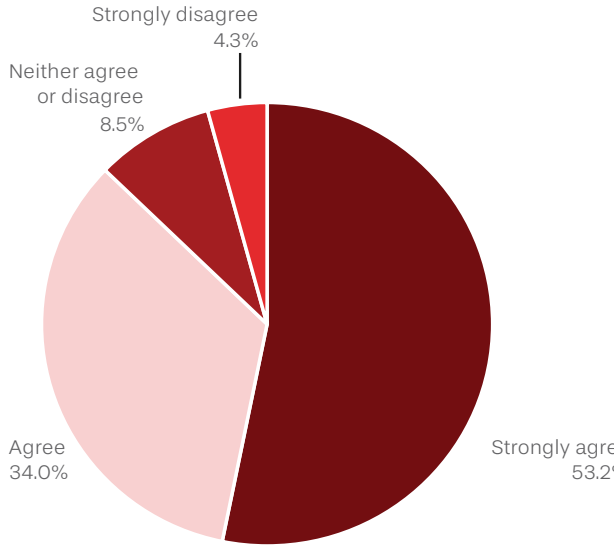


Question 10: For the following statement, please indicate your level of agreement...

"The city of Paola should continue to plan and invest in future growth and development to expand the size, population and economy of the community."

Most respondents either strongly agree (53.2%) or agree (34.0%) with Paola continuing to invest in future growth and development in order to expand the size, population and economy of the community. This idea should be balanced with keeping the small-town feel which is a beloved characteristic of the city.

FIGURE 5.8 Feelings on future investment in growth and development



Community Character:

Public input summary

Question 12: What retail / commercial options does Paola need most?

When asked what type of retail and commercial options is needed most in Paola, clothing stores and restaurants were the top responses. The word cloud to the right shows all of the responses. The larger the word, the more common that response was. Other popular answers included local / boutique retailers and entertainment retailers.

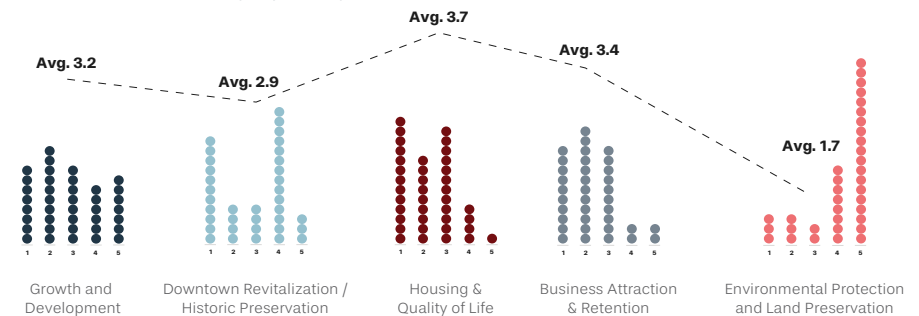
FIGURE 5.9 Retail / commercial options needed most in Paola



Question 13: Please rank the following priorities in terms of how important they should be to the City of Paola (1 = Highest priority, 10 = Lowest priority)

Survey takers were given five different themes that they were tasked with ranking (1 through 5) in terms of which should be a priority for the City of Paola. Housing and Quality of Life had the highest average answer of 3.7 with Business Attraction and Retention coming in second with 3.4. Growth and Development was also ranked highly (3.2) with downtown revitalization and environmental protection coming in as lower priorities.

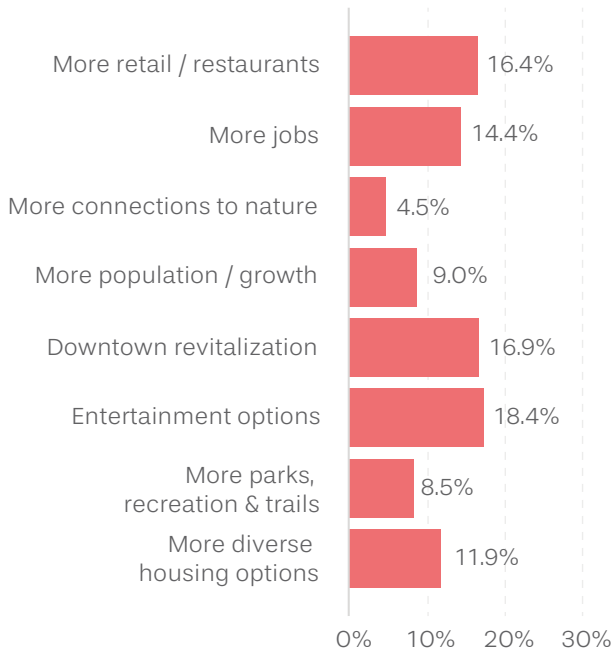
FIGURE 5.10 The city's priority should be...



Question 14: In 10–20 years, what sort of new amenities do you want to see in Paola (select all that apply).

Survey takers were asked which type of amenities they would like to see in Paola in the future. There was no runaway winner for this question but entertainment options, downtown revitalization and more retail/ restaurants received the most responses. More jobs and more diverse housing options also received higher than 10% of the vote.

FIGURE 5.11 Amenities desired in Paola



Question 17: What is your favorite thing about Paola?

Once again, we see that the small town feel of Paola is a cherished characteristic of the city and a main reason people call Paola home. Other sentiments include a sense of community, proximity to the KC metro and the downtown square as their favorite thing about Paola.

FIGURE 5.12 Favorite thing about Paola



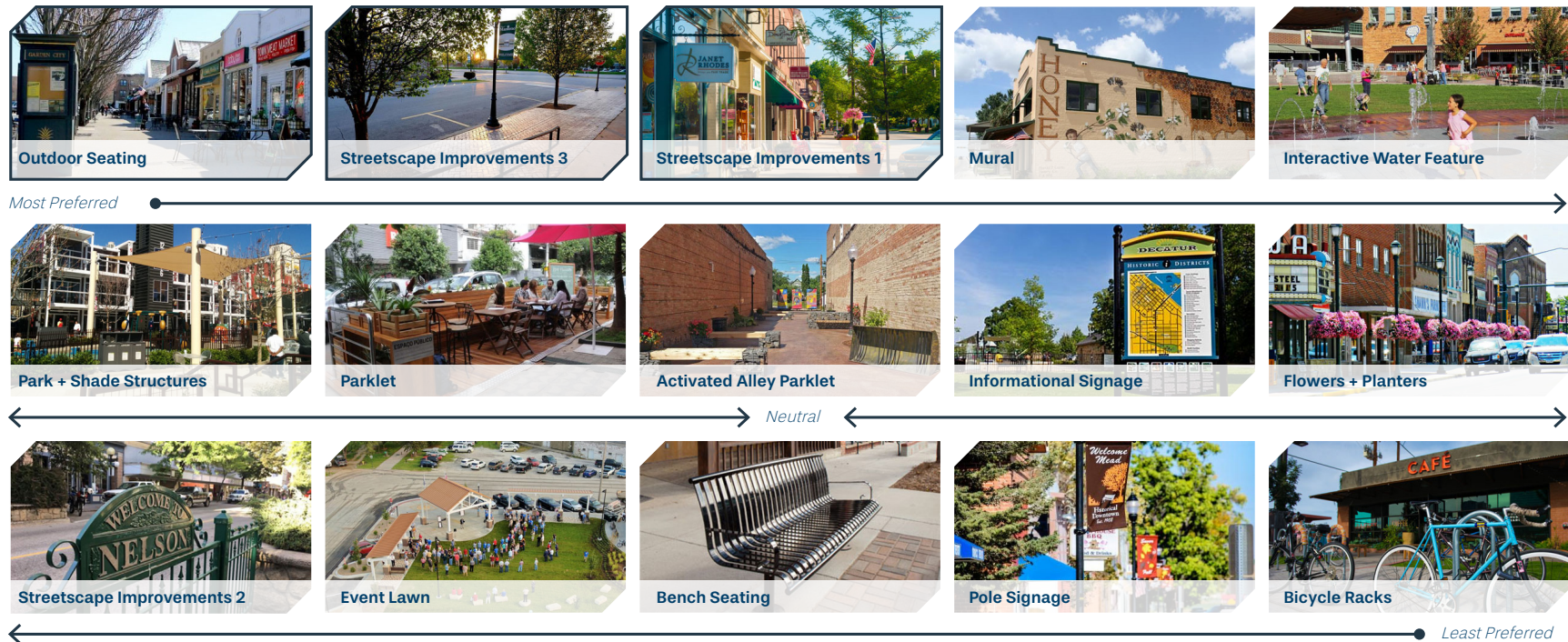
Community Character:

Public input summary

Visual Preferencing

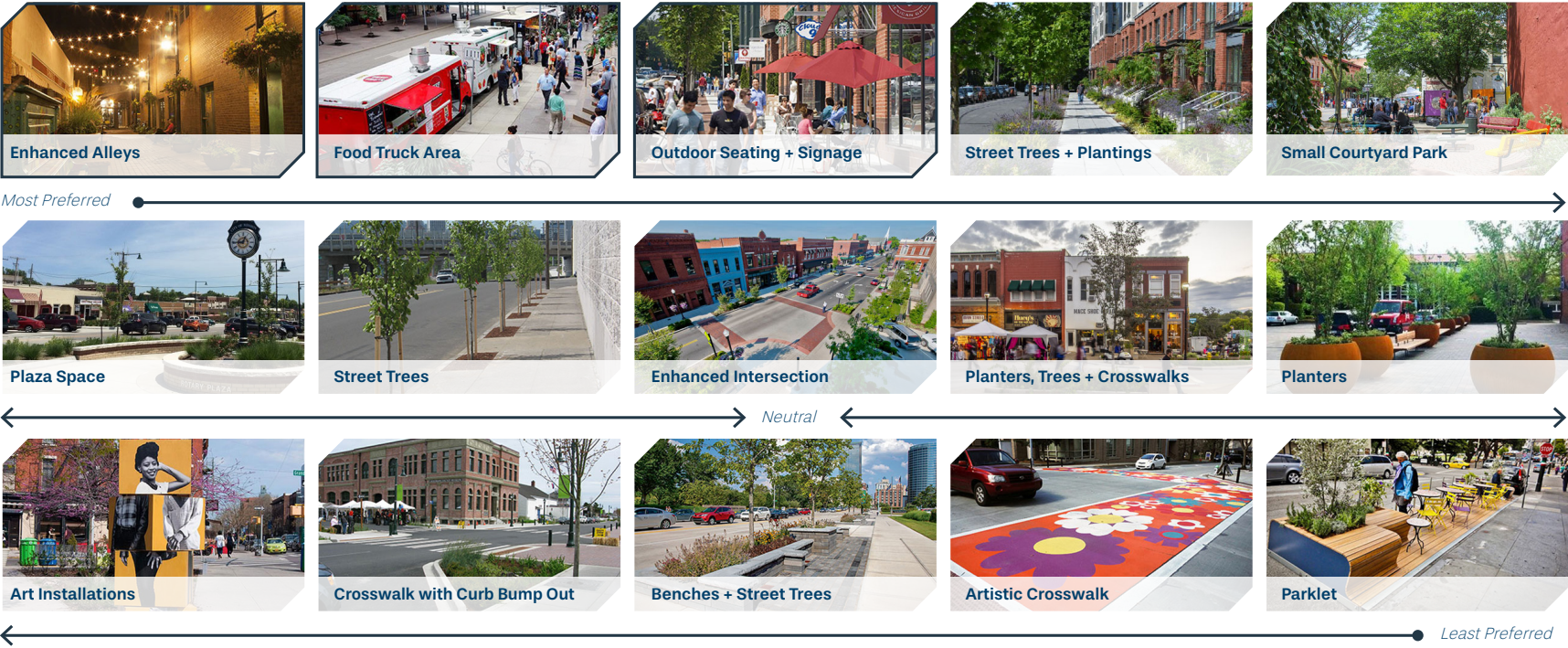
Downtown Paola and Streetscapes contribute greatly to the character of a community. The results from the visual preferencing exercises on the public engagement website can be found below.

Downtown Paola



Outdoor seating and various streetscape improvements such as street trees and pedestrian-oriented building treatments (awnings, signage, window displays, etc.) were the most preferred amenities for downtown enhancements. These elements are tried and true features of a pleasant, walkable urban environment.

Streetscapes



The most preferred streetscape elements, enhanced alleys, food truck areas and outdoor seating + signage, all seek to activate streets by encouraging gatherings and catering to the pedestrian experience. Other top elements include street trees and plantings and small parks and plazas.

Community Character:

Public input summary

Preferencing Scale

As part of the public engagement process, participants were able to indicate their priorities for different themes including housing, downtown improvements and streetscapes. Additionally, participants were able to indicate their opinion regarding themes including quality of life and transportation. The results of these activities can be found below.



Quality of Life

THERE IS CURRENTLY A **LOW** QUALITY OF LIFE FOR PAOLA RESIDENTS



THERE IS CURRENTLY A **HIGH** QUALITY OF LIFE FOR PAOLA RESIDENTS

Walkability / Bikeability

I **DON'T** FEEL SAFE WALKING OR RIDING MY BIKE



I FEEL VERY SAFE WALKING OR RIDING MY BIKE

Downtown Paola

DOWNTOWN PAOLA COULD BE IMPROVED



I LOVE DOWNTOWN PAOLA JUST AS IT IS

Growth + Development

PAOLA SHOULD **NOT** TRY TO ATTRACT GROWTH + DEVELOPMENT



PAOLA SHOULD TRY TO ATTRACT GROWTH + DEVELOPMENT

Transportation

CITY SHOULD **NOT** MAKE MULTI-MODAL TRANSPORTATION A PRIORITY



CITY SHOULD MAKE MULTI-MODAL TRANSPORTATION A PRIORITY

Economic Development

CITY SHOULD **NOT** OFFER TAX OR FINANCIAL INCENTIVES



CITY SHOULD OFFER TAX OR FINANCIAL INCENTIVES

Housing Options

NOT HAPPY WITH THE HOUSING OPTIONS AVAILABLE RIGHT NOW



HAPPY WITH THE HOUSING OPTIONS AVAILABLE RIGHT NOW

Sustainability

SUSTAINABILITY SHOULD BE A **LOW** PRIORITY FOR THE CITY



SUSTAINABILITY SHOULD BE A **HIGH** PRIORITY FOR THE CITY

Community Pride

I AM **NOT** PROUD OF MY CITY



I AM PROUD OF MY CITY

Postcard exercises

At several meetings and public events, participants were given Paola postcards which said the following phrase:

"Dear Friend/Family, it is the year 2050 and you should visit me in Paola because..."

Participants were asked to finish the prompt with what they think of as Paola's most promising attributes, both today and in the future. This exercise identified the community's most cherished assets, values and potential tourist attractions. Many of these responses also relate to community character. Some of the responses received are shown to the right.

PLANNING
PAOLA


PLACE
STAMP
HERE

*"...we are a **vibrant** community
with a **quaint** and **bustling** town
square full of apartments over
many small businesses serving the
residents within the square and
the overall community."*

PLANNING
PAOLA


PLACE
STAMP
HERE

*"...we have amazing **downtown
shopping** and **great family-
friendly restaurants**."*

PLANNING
PAOLA

PLACE
STAMP
HERE

*"...the town square is as **beautiful**
today as it was 50 years ago! And
there are no vacant businesses!"*

PLANNING
PAOLA


PLACE
STAMP
HERE

*"...you can **live, work, play, make**
and live in your life-long town.
Don't 'Johnson-up' my town"*

PLANNING
PAOLA

PLACE
STAMP
HERE

*"...of the **family entertainment**
options - **miniature golf course**
and a movie theater!"*

PLANNING
PAOLA

PLACE
STAMP
HERE

*"...of the **fantastic outdoor family
venues**."*

Goal 5.1

Foster a vibrant and diverse downtown

Downtown Paola's historic building stock provides the community with great bones for a quaint and vibrant mixed-use district. The area is set up for first floor retail and upper story residential but currently, there are some hurdles to ensuring the viability of this type and combination of development.

Historic buildings provide undeniable charm but also can present challenges for redevelopment. The action items under Goal 1 will list steps the city should take to enhance downtown Paola's existing conditions and recommend policies that can break down barriers for redevelopment.

Work with property owners and building officials to identify requirements for compliance with applicable codes in downtown building renovations

A frequent comment heard during the public engagement process was the challenges associated with renovating upper stories for residential / commercial use in the downtown district in regard to the sprinkler requirements prescribed by the city's existing building codes. Upper story conversions represent an opportunity for downtown Paola to attract residents and help sustain and add economic activity. That being said, building fire codes are absolutely necessary to physically protect the historic integrity of the buildings in downtown Paola as well as the occupants and owners of the buildings. This plan recommends actions that will continue to provide needed fire protection systems while also facilitating a shared understanding of options for installment and potential financial assistance.

Policies + Action Items

- ***Adopt the most recent version (2021) of the International Existing Building Code (IEBC).**
- **Initiate a review process of all building codes and update as needed** to help building owners and the city come to a shared understanding on what fire protection and life-safety systems are required and the anticipated cost for improvements.
- Conduct a **downtown building roundtable discussion** with building and Fire Department representatives, to review existing building codes, explain what is required and why, as well as options for life-safety and fire protection systems.
- **Consider incentives** to facilitate the continued renovation and adaptive reuse of downtown Paola's building stock, such as a city-supported fire sprinkler improvement program.
- **Regularly conduct downtown building roundtable discussions** in association with future code updates to keep building owners informed on changing requirements and means of compliance.

★ **The International Existing Building Code (IEBC) encourages the use and reuse of existing buildings. The code covers repair, alteration, addition and change of occupancy for existing buildings and historic buildings, while achieving appropriate levels of safety without requiring full compliance with the new construction requirements contained in other I-Codes.**

Offer financial incentives for small business owners looking to establish businesses in downtown Paola

What makes a downtown district brimming with activity and vibrancy is a diverse set of businesses that attract residents and visitors from across the region. Weston, MO, Overland Park, KS and Bentonville, AR, are all great examples of historic downtowns with an abundance of destination-type shops that provide those respective communities with a positive reputation and sustained economic activity.

However, establishing a small business takes a great deal of capital and sweat equity to get off the ground. Add the complexity and cost historic buildings often ensure and the hurdles to opening a small business quickly escalate. One way to alleviate these challenges is by offering financial assistance to small business owners as a strategic way to increase the

diversity of businesses and assist in their long-term viability.

A program that has been utilized in other parts of the country sponsors a contest that seeks to select the most qualified and needed small business within a specified area. A network of public and private partners then offers up a predetermined location for a period of free rent. This is just one innovative way Paola could consider aiding to those looking to make the downtown square the home for their business venture.



Policies + Action Items

- **Implement financial incentives** / small business grant program to support new and entrepreneurial small business owners.
- Explore **economic development competition** by seeking local partners who could sponsor / support efforts to help establish small businesses in the downtown core.

Consider creating a **property tax rebate program** for building owners who provide reduced rents or make building improvements that support new retail tenants.

Case Study

'Make it on Main' in Buffalo, NY that helps entrepreneurs to compete for the opportunity to open a new food-service establishment and receive a start-up package and one year of free rent on Main Street in the heart of the city.

The competition advertises that it is looking for "creative, start-up oriented and experienced" proposals.

For more information, visit:
characterpropco.com/contest/

Goal 5.1

Foster a vibrant and diverse downtown



Support preservation efforts of downtown buildings and public spaces

As has been discussed, the historic downtown square and the adjacent building stock is one of Paola's greatest assets. The community is proud of the quality and quantity of historic buildings found in the downtown district. Volunteer groups such as Discover Historic Paola, make it their mission to not only advertise the charm of Paola, but to actively work to preserve it for future generations.

Historic preservation is costly and time consuming but the value and character of these structures and spaces cannot be overstated. It is the very identity of downtown Paola and should be preserved in every way possible.

Policies + Action Items

- **Support ongoing preservation efforts** by offering financial assistance to the Discover Historic Paola organization and to individual property owners when embarking on renovation or rehabilitation projects, specifically in the downtown square district. Incentives to be considered include tax incentives, financial assistance (rehabilitation grants or loans), regulatory relief (from building code or parking requirements).
- **Explore historic tax credits and grants** offered by federal and state governments and help raise awareness to business / building owners of these assistance programs.

This effort will once again signal to current and prospective property owners that the City of Paola is a willing partner in helping them establish and sustain their business enterprise and preserve the community's history in the process.



Develop design guidelines for downtown buildings and public spaces to preserve the historic integrity of the district

While preservation efforts have generally been successful in Paola, some modern alterations have taken place. These alterations tend to negatively impact the historic integrity of some structures. Design guidelines can assist in the long-term preservation and economic viability of downtown buildings and spaces as well as parameters for infill development.

Historic preservation guidelines should include but not limited to:

- › Building materials and color palette
- › Window treatments
- › Accessories such as canopies and awnings
- › Lighting

Guidelines for infill development in the historic square should include but not limited to:

- › Setbacks
- › Height
- › Scale
- › Proportion
- › Organization



Policies + Action Items

- › Develop **historic preservation design guidelines** to assist in the long-term economic viability of downtown buildings and spaces.
- › Develop **design guidelines for infill development** that reflects a contemporary architectural style as to not mimic historic architecture but also compliments the historic buildings.
- › **Tie design guidelines with financial incentives** to ensure that the quality of work and attention to detail is being accomplished.



Goal 5.1

Foster a vibrant and diverse downtown



Develop downtown streetscape plan to enhance the public realm

Just as important as the buildings and open spaces in downtown Paola is the streetscape environment. Currently, the central square streetscape lacks amenities that make it a comfortable walking environment. Some of the retail businesses have planters, patio seating and signage but the majority of the streetscape is comprised of nothing more than colored concrete.

It is important to foster a comfortable, safe and aesthetically pleasing streetscape environment to encourage the type of sustained economic activity that comes from a walkable urban condition.

The streetscapes in downtown Paola should consist of pedestrian lighting, wayfinding signage, seating, trash receptacles, landscaping, bicycle amenities, decorative banners, accessibility improvements, decorative pavers, landscaped curb bump outs and raised crosswalks.

Policies + Action Items

- **Develop a downtown streetscape plan** that applies a cohesive look to a hierarchy of corridors throughout the district, enhances the aesthetic quality of the historic core and adds to the overall sense of place.
- **Identify standards for sidewalk dining and displays** that can further increase the use and enjoyment of downtown.



Provide long-term solution to parking in the downtown core to ensure ample supply and convenient location

Current parking levels in downtown Paola generally meet the current demand, though some downtown events may experience some pressures for available and convenient parking. However, as more retail businesses, residential units and infill developments come online, parking pressures will likely increase. It is important for the city to plan now for this future condition.

Shared parking is a land use / development strategy that optimizes parking capacity by allowing complementary land uses to share spaces, rather than producing separate spaces for separate uses. For example, office parking is generally empty on weekends and in the evenings while residential parking is generally maximized in the evening hours. Therefore, a shared parking policy would make

spaces publicly accessible rather than specifically reserved for office or residential tenants.

Shared parking allows for increased density in developments, reduces the burden on developers to include more parking in their projects and helps support transit services within the community. According to the Institute for Transportation & Development Policy, there are 5 steps to overcoming barriers to shared parking policies:

1. Understand the parking demand in a neighborhood.
2. Eliminate minimum parking standards.
3. Change zoning laws and encourage shared parking arrangements.
4. Educated owners and tenants on bundled parking and the associated costs.
5. Promote public transport and walkability through coordinated investment.

Policies + Action Items

- **Implement shared public parking policy** to preserve future public parking access throughout the downtown core.
- **Preserve and continue to utilize on-street parking** whenever possible to maximize parking efficiency.

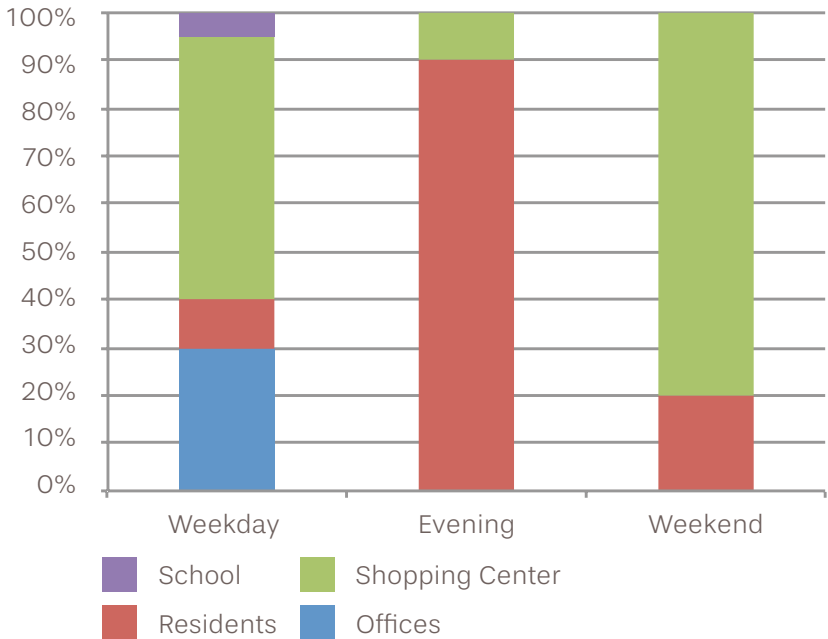


FIGURE 5.13 Shared parking usage in mixed-use district
Source: Institute for Transportation & Development Policy

Goal 5.1

Foster a vibrant and diverse downtown



Encourage infill development

There are few “missing teeth” of building frontage in the historic downtown square of Paola. Only one property, at the northeast corner of Peoria Street and Silver Street, does not have building frontage at this time. However, one block away from the downtown square, there are several underutilized or vacant parcels. These properties represent strategic opportunities for infill development within the downtown core.

There should be a transition of development scale and type as you extend away from the downtown square. Mixed-use buildings are appropriate and encouraged one block out from the main square. Any development beyond should be more residential-oriented as to provide a nice transition from the downtown business district and the surrounding residential neighborhoods.

Section 1 discusses housing strategies for Paola and specifically addresses the need for missing middle housing. Please refer to Section 1 for a description of this term.

The transition zone between downtown Paola should incorporate missing middle housing. This area represents a strategic location for this type of housing because:

- › Several blocks and parcels are currently vacant or underutilized and prime for redevelopment
- › Medium-density housing, a common type of missing middle housing, can offer the appropriate transition from commercial to single-family housing and is a need housing type in the community
- › Location is in a compact and walkable neighborhood

The land use indicated on the Future Land Use map for this area is designated as Downtown Mixed-Use which will accommodate this type of development.

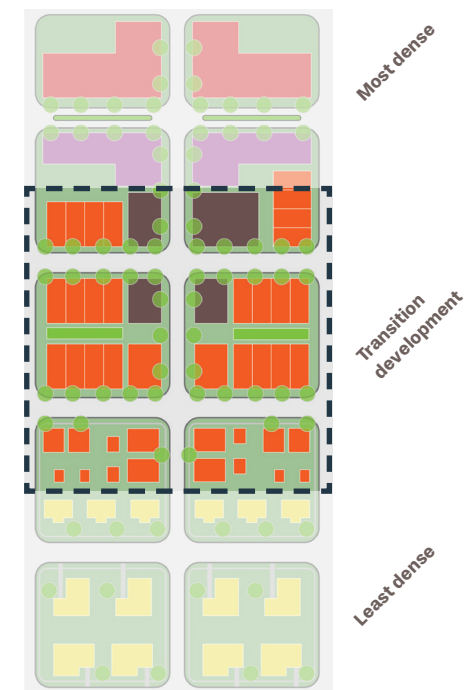


FIGURE 5.15 Transitional development

Policies + Action Items

- **Review zoning regulations** to reduce barriers for infill development.
- **Develop strategy for transitional development** between the downtown core and surrounding residential neighborhoods.
- **Support efforts to bring missing-middle housing** to Paola in strategic locations around the downtown core.
- **Leverage data from windshield survey** to identify dilapidated / vacant parcels for infill development.

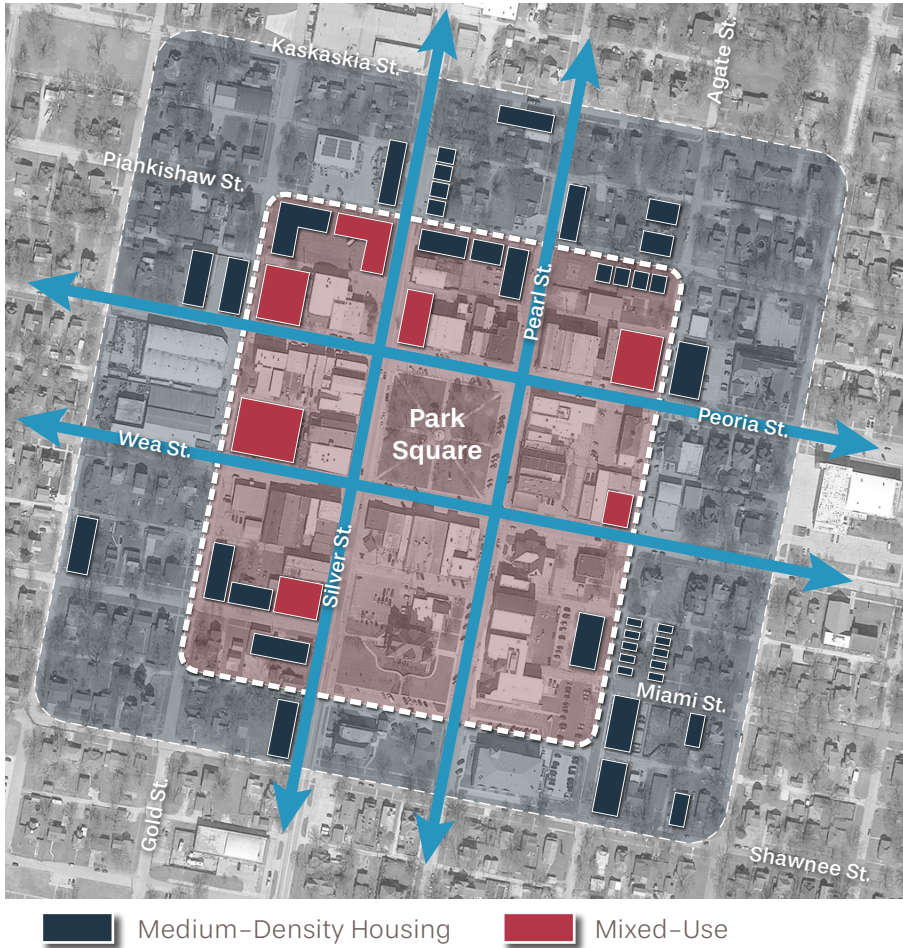


FIGURE 5.14 Infill development opportunities near the downtown square

Goal 5.1

Foster a vibrant and diverse downtown



Market and promote Paola

In addition to diverse small businesses, events and activities also contribute greatly to the overall economic success of a place. Paola already has a multitude of events that take place throughout the year such as the Paola Farmers Market, the Roots Festival, Food Truck Friday and car shows. These types of events should continue to be supported as they bring people from far and wide to downtown Paola.

The Paola Chamber of Commerce already promotes community activities but another way to further support events such as those listed above is through a downtown marketing campaign. This effort could be a budgetary item and be scheduled throughout the year, with particular attention to the more active seasons.

The marketing campaign could include mailers, social media posts, signage and/or event banners. With

materials related to specific events, messaging about downtown Paola should be included to enforce the district's identity.



This effort will likely require a designated position that is devoted to coordinating business and property owners, organizations, events and people all under the cause of bringing vibrancy and sustained economic activity to downtown Paola.

Beyond coordinating events, the downtown marketing position can also assist with other efforts such as:

- › Organize interested stakeholders to develop and execute plans
 - › Develop and promote a strong and recognizable brand for the downtown district
 - › Foster strong partnerships
- › between business owners, the city and other community groups
 - › Coordinate efforts for facade upkeep and preservation
 - › Schedule regular stakeholder interest groups to discuss opportunities and challenges facing downtown
 - › Promote downtown beautification efforts such as trash clean up and annual flower planting events
 - › Advocate for infrastructural improvements

Policies + Action Items

- › **Promote community pride** with new and continued events.
- › **Implement downtown Paola marketing campaign** to manage efforts to enhance the district and bring people for events.
- › **Hire downtown coordinator** to manage events, be a point of contact for residents and businesses owners and to promote downtown Paola.



Goal 5.2

Balance Paola's small town character with innovation and progress to remain competitive and attract new residents

One of the most cherished characteristics of Paola is its small-town feel and character. However, some in the community expressed their concern over how this reputation may be discouraging to new residents looking for certain attributes and amenities and ultimately restrict necessary growth.

Goal 5.2 strives to keep the character of Paola intact while also acknowledging the need for growth and innovation to serve the current and future needs of residents today and of resident's tomorrow.

Preserve Paola's historic residential neighborhoods

Paola's historic neighborhoods provide the community with high-quality and unique housing that also contributes greatly to the quaint feeling that so many love about the city. However, having an older housing stock, while abundant in character, is often costly to maintain.

As Paola experiences growth over the next couple of decades, the city will need balance the desire to preserve the neighborhoods that give the community character with the cost of preserving, enhancing and modernizing them so they continue to positively contribute to ongoing housing needs and the city's image and reputation.

One way cities can achieve neighborhood preservation is by offering a revolving loan fund or incentive program for home improvement and modernization

of older homes. This type of program is necessary in order to compete with newer homes and neighborhoods constructed on the outskirts of Paola or in separate communities. This effort will help in maintaining consistent ownership of older homes in the historic core of Paola by aiding in their ongoing

upkeep. Healthy and maintained neighborhoods are critical in the overall health and quality of life of a community and financial assistance will go a long way in that effort.



Neighborhood streets are also vitally important in their contribution to the overall appearance and health of the community. The city has direct control over the maintenance and enhancement of streets so it is incumbent on Paola to initiate the necessary improvements.

Paola's neighborhood streets are generally defined as two-lane corridors with on-street parking and sidewalks that are generously setback from the streets. Many homes have driveway access from rear alleyway corridors, making the primary streets extremely walkable.

The sidewalk network and streetlight coverage is inconsistent from street to street and block to block. Other challenges include ADA accessibility and deteriorating curb and gutter conditions.

A neighborhood streets plan can prioritize improvements that focuses the pedestrian experience, accessibility and traffic calming. Possible recommendations in a neighborhood streets plan could include:

- › Sidewalk replacement and infill so there is consistent sidewalk coverage, on each side of the street
- › Strategy for implementing consistent pedestrian lighting along neighborhood streets
- › Street tree plantings
- › ADA ramp and crossing improvements at all corners of all intersections
- › Preservation and repair of historic brick streets
- › Replacement of curb and gutters in conjunction with road resurfacing
- › Minor gateway features at peripheral street corner entrances to neighborhood streets

Policies + Action Items

- › **Support preservation of existing neighborhoods** through financial incentives and/or grants such as a revolving loan fund.
- › Promote and advertise available **city and state funding sources.**
- › **Develop a neighborhood streets plan** that focuses on the enhancement and preservation of street corridors and focuses on traffic calming and the pedestrian experience.



Goal 5.2

Balance Paola's small town character with innovation and progress to remain competitive and attract new residents



Discourage leapfrog development of new residential neighborhoods

Growth will occur in Paola in the next couple of decades; therefore, it is important for the city to guide where that development can take place in order to keep the close-knit character of the community intact. An opportunity discussed during the public engagement input process was the idea of limiting leapfrog development and by default limiting the sprawl of Paola.

This approach will also benefit the city financially as expansion of the city's infrastructure can take place in an efficient and systematic approach.

One way this action item can be achieved is encouraging medium-density housing within already built-up parts of the city. Paola should refer to the Future Land Use Plan (Page 288) to see where these types of developments would be appropriate. This densification approach will add residents to walkable neighborhoods, meet the need for this type of housing

Policies + Action Items

- **Encourage medium-density residential** in established areas of Paola to add density and a needed housing type in the community.
- **Encourage single-family housing** within close proximity to existing city limits to reduce added infrastructure costs.

in the community and keep residents in close proximity to important services and commercial areas of the city. This will also allow the city to utilize existing infrastructure, with some upgrades needed, to serve new residences.

Beyond medium-density development, the future land use plan also indicates opportunities for single-family homes, also needed in the community, north of the current boundaries of the city limits. With future annexation possible, these areas represent the next logical location for this type of development and should be constructed strategically outward from the city center.



Develop residential design guidelines for infill housing

It is important that any new infill housing, whether single-family or medium-density, is compatible with the existing housing stock of Paola's neighborhoods. The scale, setback, height and architectural details such as windows and wall facade treatments, are all important features of a new home. Whether the architectural style of an infill home is modern or traditional, the fundamental form of the home should be relative and sensitive to its surrounding context.

Residential design guidelines can assist in the preservation of a neighborhood's character. Other small communities in the Kansas City metro such as Roeland Park and Prairie Village have developed such guidelines in an attempt to allow for continued growth and new residences while maintaining the cherished character of the community.

The residential guidelines should also include language that prevents multiple lots from being purchased simultaneously with the intent of constructing much larger home. Other communities have faced this same phenomenon and while Paola still has room to grow in terms of new residential opportunities, this could still take place over the lifespan of this plan so it is important to develop a strategy.

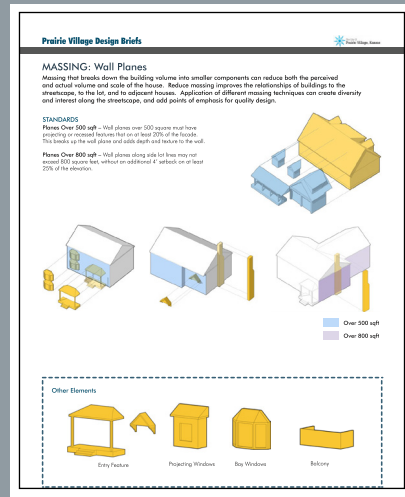
An example of a residential design guideline can be seen to the right from the Prairie Village Neighborhood Design Briefs.

Policies + Action Items

- **Develop residential infill guidelines** that focuses on maintaining the overall character and scale of Paola's existing neighborhoods.

Case Study

The 'Neighborhood Design Briefs' for Prairie Village, Kansas summarizes the primary requirements of the neighborhood design standards and presents ideas and options for the patterns and design techniques that will meet the standards. This graphic-heavy document helps new property owners navigate the approval process for building new homes in existing neighborhoods.



For more information, visit:

www.pvkansas.com - Departments > Community Development > Permits & Inspections

Goal 5.2

Balance Paola's small town character with innovation and progress to remain competitive and attract new residents



Enhance Paola's character through city-wide streetscape improvements and gateway opportunities

This section previously mentioned the need for a streetscape plan for the older, historic streets in and around downtown Paola. This same approach should be considered for the major arterials that connect Paola with nearby highways. Streets such as Baptiste Drive, South Hospital Drive, North Pearl Street, Hedge Lane and Old Kansas City Road and West Peoria Street are all major entry points into Paola. Because of this, streetscape design interventions should be applied to enhance the arrival experience for residents and visitors to Paola and give the community added identity within the region and beyond.

The streets listed above represent a range of vehicular carrying capacities, speeds and scale; therefore, streetscape treatments should not be applied evenly amongst them. For example,

Baptiste Drive is designed with multiple travel lanes and higher speeds due to its direct access to Highway-169 and the presence of car-oriented businesses. While basic pedestrian amenities should be included, the intensity of streetscape elements can be less so that more features can be included on other streetscapes such as North Silver Street.

Primary downtown streetscapes

Roadways in the historic downtown used by vehicles and pedestrians heavily. Ample and consistent streetscape elements focusing on vehicles, pedestrians and bicyclists.

Refer to the Community Character Strategic Opportunities Map for designated streetscape corridors.

Primary streetscapes

Roadways outside of the historic downtown used by vehicles and pedestrians heavily. Ample and consistent streetscape elements focusing on vehicles, pedestrians and bicyclists.

Secondary streetscapes

Smaller roadways that carry less traffic but still circulate traffic and pedestrians meaningfully throughout the city. Strategically located and consistent streetscape elements.

Tertiary streetscapes

Smallest and least used roadway. Could include dead-end streets or cul-de-sacs. Should receive some but few streetscape amenities.

The primary corridors mentioned on the previous page all bring residents and visitors alike into the heart of Paola. One way cities can bolster their identity and image is by implementing gateway signage to demarcate arrival into their community. The images on this page provide examples of different types and scales of gateway markers.

Much like the streetscape treatments, gateway markers should vary in size and scale depending upon which type of corridor they are on. Larger, faster roadways would require gateway markers of a larger scale so they can be easily seen at higher rates of speed. These types of roadways also represent the most traveled and therefore the signage should be substantial enough to leave an impression with the high-volume of traffic.

Smaller corridors such as West Peoria Street and North Silver Drive may have a slightly smaller scale gateway marker due to less traffic

volumes and shorter sight lines.

Refer to the strategic opportunities map on page 205 for recommended locations for gateway markers.



Policies + Action Items

- **Establish city-wide streetscapes plan** that establishes a hierarchy of enhancements that seek to add safety and added aesthetics throughout the city.
- Refer to strategic opportunities map for **strategic gateway locations** around the community and establish a hierarchy based on different roadway classifications.



Enhance and add public open space to improve the quality of life and health of the community

Protect Paola's floodplains

While the City of Paola currently only has jurisdiction over a relatively small percentage of these floodplains, as the city expands through strategic annexation in the years and decades to come, it is likely that a greater percentage of the 100-year floodplain will be within the city's limits. Until that time, the City of Paola and Miami County should work together to ensure the floodplains remain free from development.

- **Continue to prohibit new development within the floodplain** except for low-impact parks and recreation-based uses.
- Encourage development in close proximity to floodplain to include **green stormwater infrastructure** and buffer zone.

[illegible]

Utilize floodplain corridors for tourism and recreational amenities

Creek corridors provide a beautiful and strategic route for recreational amenities. Trails can relatively easily be incorporated into the floodplains which in turn have the potential to become an attraction for residents and visitors alike.

Paola already has a great example of this with the trails in Wallace Park along Bull Creek. These established trails get users up and close with nature and Bull Creek itself while also extending up into Wallace Park. The trail around Miola Lake is also a beloved amenity within the community.

This strategy also helps in the effort to preserve creek corridors because if loved and used enough, the community will likely champion their preservation for continual recreational uses.

Trails have the ability to become regional destinations and therefore bring visitors and outside resources into Paola. The city should explore options for different types of trails including:

- › Walking trails
- › Running trails
- › Leisure biking trails
- › Mountain biking trails

Paola should also explore connecting the trails existing in Wallace Park with the trail around Miola Lake primarily via the floodplain system. This connection will require coordination with Miami County, private property owners and the railroad companies to implement and would likely require bridge structures at various locations to cross over the creeks when necessary. This linkage could provide important connection opportunities to Paola residents and create an extensive trail system that would put Paola on the map.

Policies + Action Items

- › **Expand stream buffer ordinance** to include all type 1 streams, not just those upstream of Lake Miola.
- › **Expand Paola's trail system** along streams as identified on the strategic opportunities map.



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Section 6:

Infrastructure, Transportation + Mobility



Infrastructure, transportation and mobility are fundamental to the quality of life in Paola. These elements provide services, connect residents to each other and to opportunities both near and far. It is imperative for the infrastructure of Paola to be maintained and enhanced to serve the current and future needs of the community.

Discussed in this section:

- › Public input overview
- › Infrastructure maintenance strategies
- › Transit opportunities
- › Trail expansion considerations
- › Downtown investment strategies

Connecting Paola

Infrastructure, transportation and mobility connect a community and people with other people. These elements constantly deliver the goods and services we use and rely on everyday. From internet to water and from roadways to sewers, Paola's infrastructure is critical to the overall longterm success of the community.

When infrastructure fails or deteriorates, the routine and way of life of residents is disrupted. When there are regular challenges or delays in the efficiency and expectation of what the infrastructure is delivering or offering, the quality of life of residents is hindered. And when this occurs, city officials often receive the brunt of those frustrations in the form of contentious public meetings or hearings.

With the importance of infrastructural, transportation and mobility services in all the ways that affects the daily life of Paola's residents, the city must insure to maintain and update these services regularly. This section will outline a strategy for how to do that.

A guiding principle for Infrastructure, Transportation + Mobility

“Paola invests in the future needs of residents and businessowners through its infrastructure maintenance and expansion. Paola addresses the need for advanced technological expansion head on to ensure access to technology opens doors instead of closing them. Paola plans its infrastructure expansion in proposed growth areas along with the maintenance of existing systems. Paola invests in multi-modal transportation and mobility that enhances connectivity and safety for all user types.”



Infrastructure, Transportation + Mobility

Public input summary

The project team held public meetings, conducted stakeholder interviews, and used an online survey to gather feedback about key issues and opportunities in Paola. According to participants, key Transportation issues were:

- › Lack of transit services
- › Not bike friendly
- › No park-and-ride facility
- › Missing sidewalks
- › Pedestrian crosswalks / ADA accessibility
- › Sidewalk maintenance
- › New developments should require sidewalks
- › Streets are too narrow for both bikes and cars

The survey also asked for participants' top priorities over the 10–15 years. The top priorities were:

1. Sidewalks
2. Bike Lanes
3. Crosswalks
4. Public Transportation Options
5. On-Street Parking Regulation

Survey respondents were also asked to indicate their level of support for prioritizing safe pedestrian and bicycle connections throughout the City. 76.6% of respondents agreed or strongly agreed with the statement. Only 2.1% of respondents disagreed or strongly disagreed with the statement.

"The city should prioritize the enhancement of intersections, sidewalks, and corridors to promote safe pedestrian and bicycle connectivity throughout the community."

When asked about prioritizing enhancements of intersections, sidewalks and corridors, nearly half (48.9%) support this effort to promote safe pedestrian and bicycle connectivity. A full 27% also agree with this and a much smaller group (2.1%) disagree with this statement.

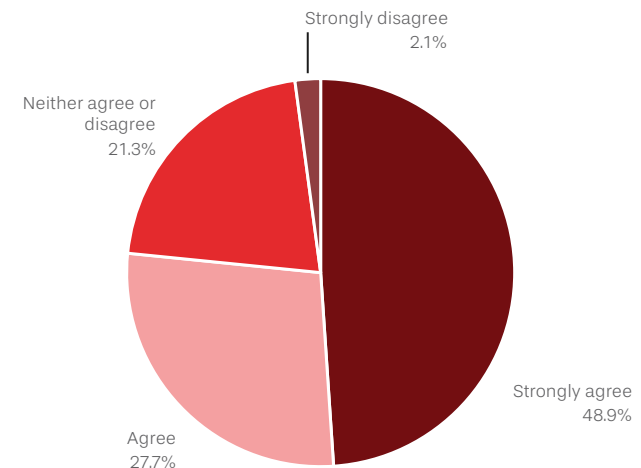
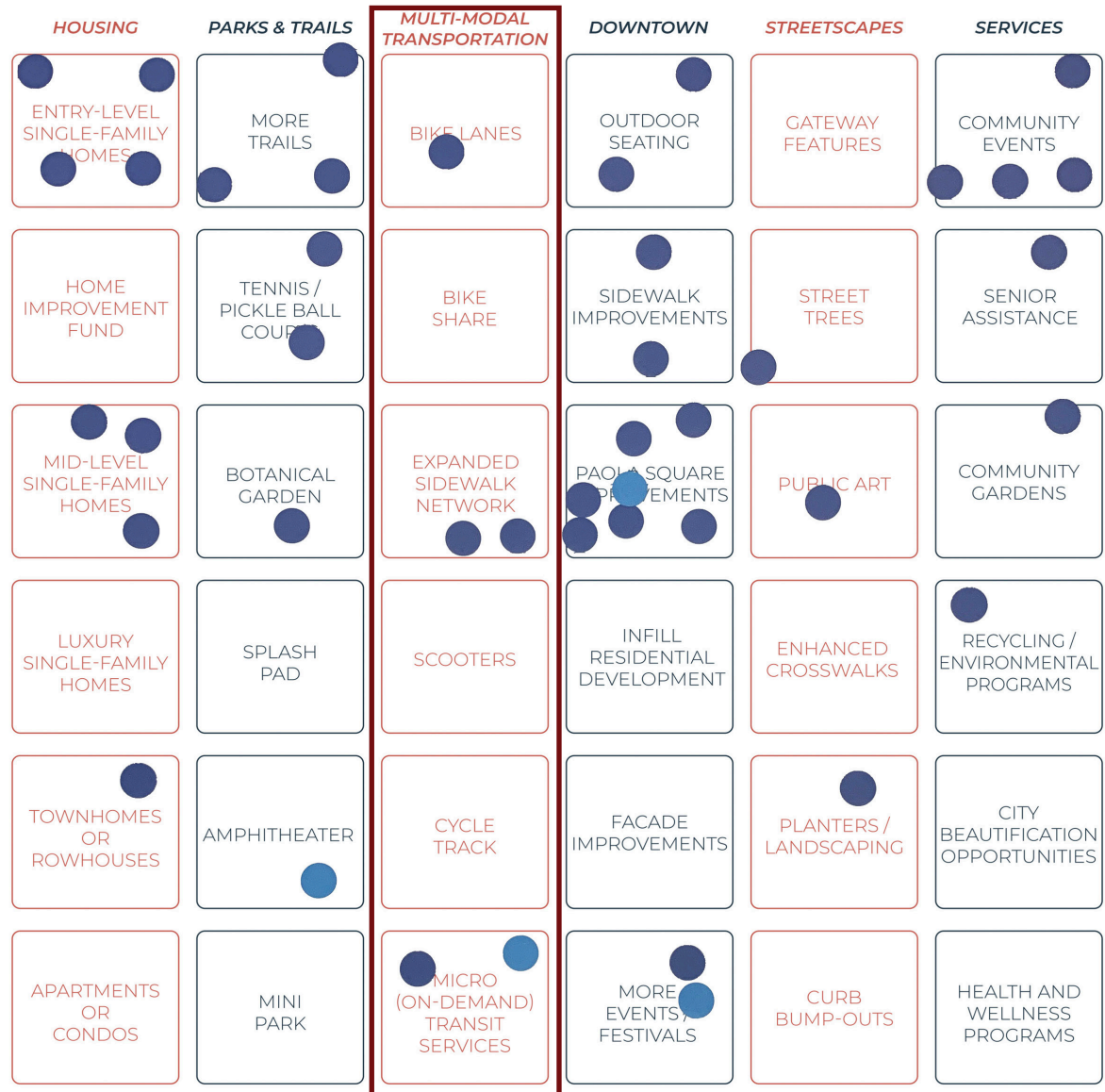


FIGURE 6.1 Public Workshop Priority Ranking Exercise Results



Ranking exercise

At the in-person public workshop, participants were asked to provide input on several interactive boards.

Figure 6.1 shows the priority ranking exercise results from the public workshop. Participants were asked to place a blue dog on the highest priority item per column topic area.

For multi-modal transportation, the topics that received ranking votes include:

- › Expanded sidewalk network (2)
- › Micro (On-demand) transit (2)
- › Bike lanes (1)

In terms of most preferred pedestrian and cyclist safety enhancements, participants indicated that multi-use paths and well-marked pedestrian crossings were a priority.

Infrastructure, Transportation + Mobility

Existing Conditions

Baptiste Drive, Silver Street, and Peoria Street serve as Minor Arterial streets connecting to US-169. A traditional grid of local streets radiates from the center of town at Silver and Peoria Street. Baptiste Drive and Silver Street, two minor arterials, have the highest daily traffic volumes. Most streets have less than 1,000 vehicles per day. Baptiste, Silver, and Peoria all have 30mph speed limits.

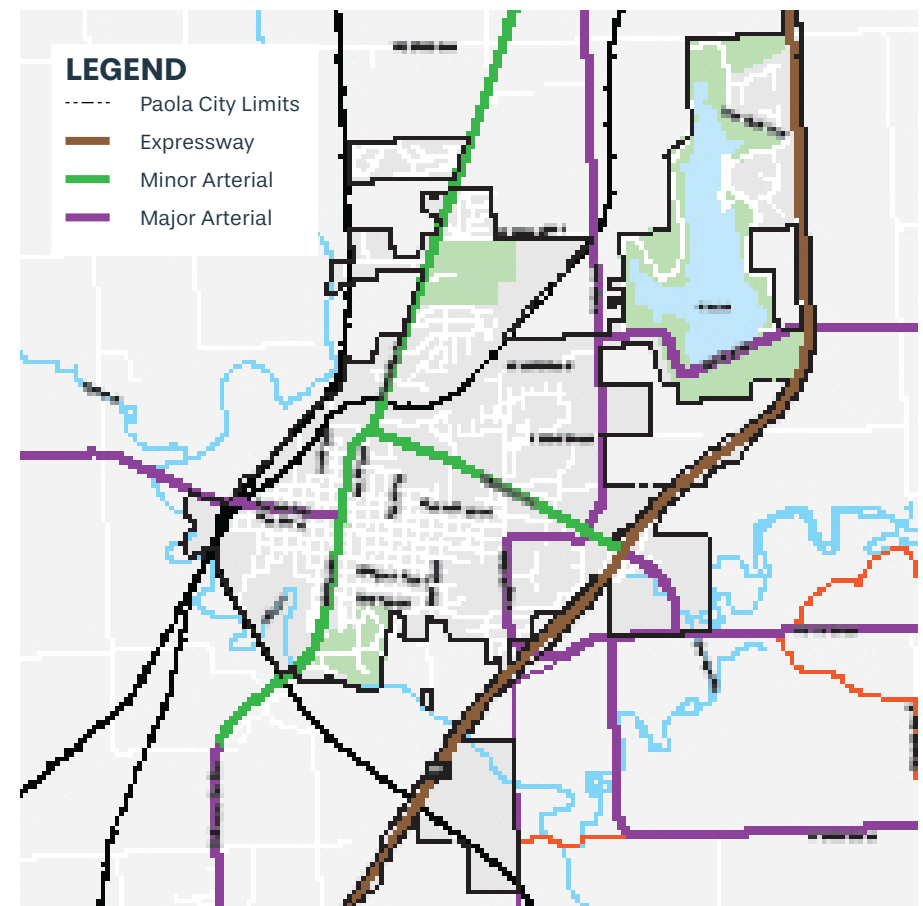


FIGURE 6.2 Functional Class Map

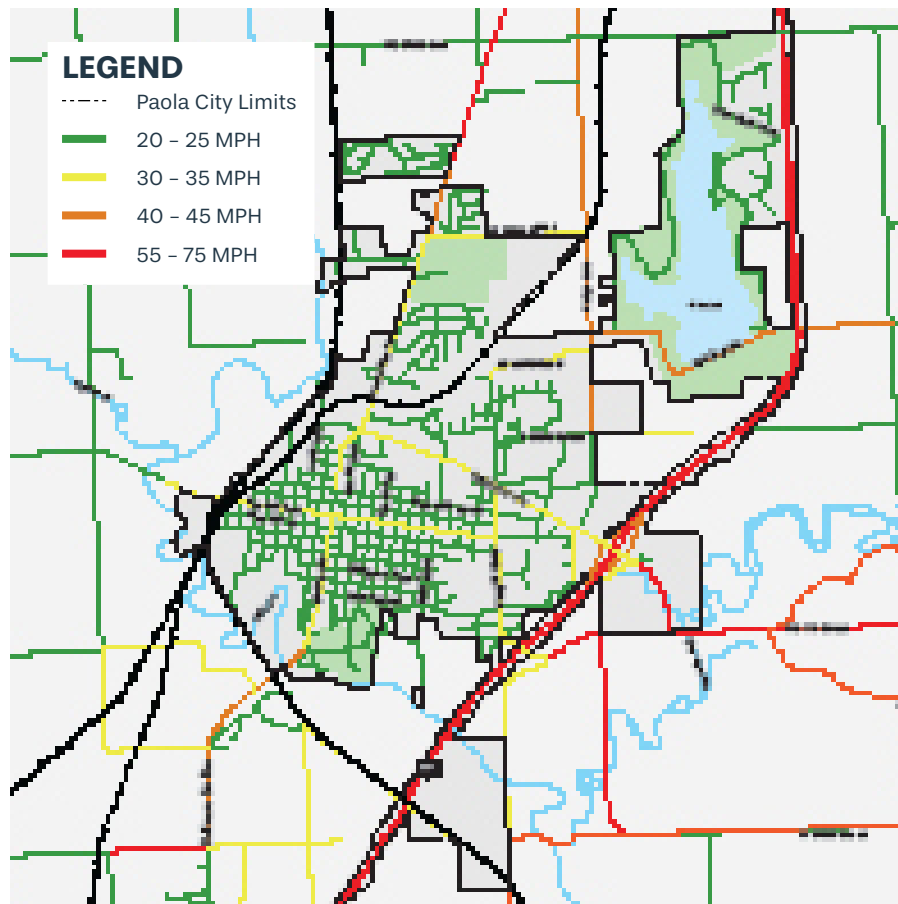


FIGURE 6.3 Speed Limits

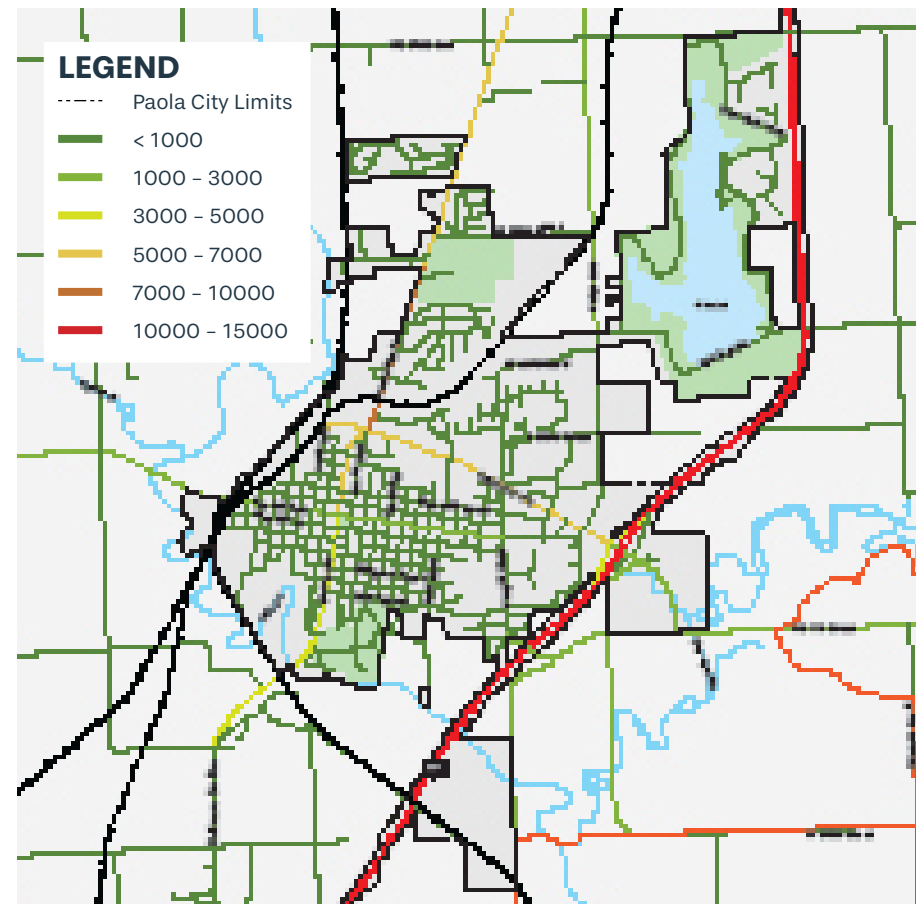


FIGURE 6.4 Estimated Traffic Volumes

Infrastructure, Transportation + Mobility

Existing Conditions

Mode share

Mode share refers to the proportion of people traveling somewhere by different means of transportation, or modes. Typically, this measure is reported only for commute trips to and from work, since this is reported nationwide for the American Community Survey (ACS).

While Paola doesn't have any workers commuting on public transit, it has a higher share of carpool commuters and people working from home, when compared to the KC Metro and the United States. As a result, Paola has a lower-than-average proportion of "Single Occupancy Vehicle" commuters than the region and the U.S. (American Community Survey 2015–2019 and Travel Survey, 2017). It's also

TABLE 6.1 Mode share – Paola, KS

Mode	Workers
Drive alone	1954
Carpool	280
Work from home	245
Walk	98
Bicycle	14
Motorcycle	0
Taxi	0
Public transit	0
Other transit	0

FIGURE 6.5 Commute mode share in Paola, KC Metro and the United States

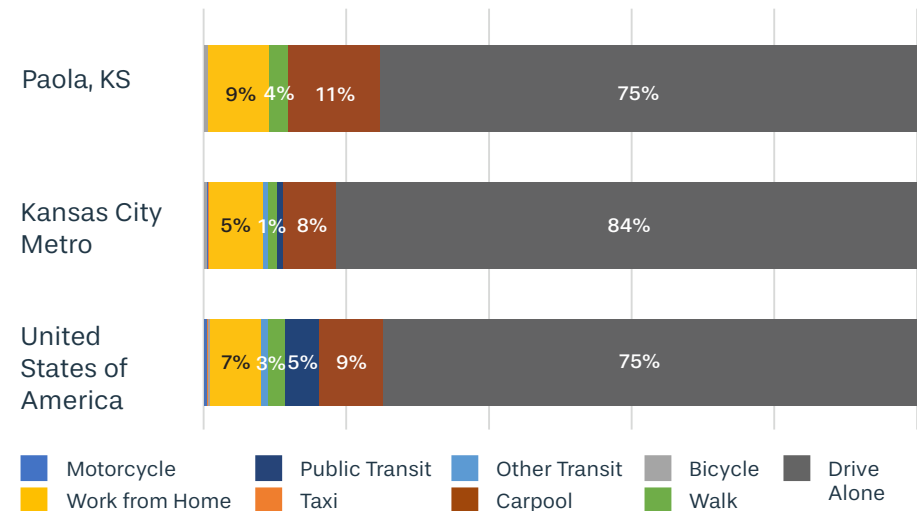
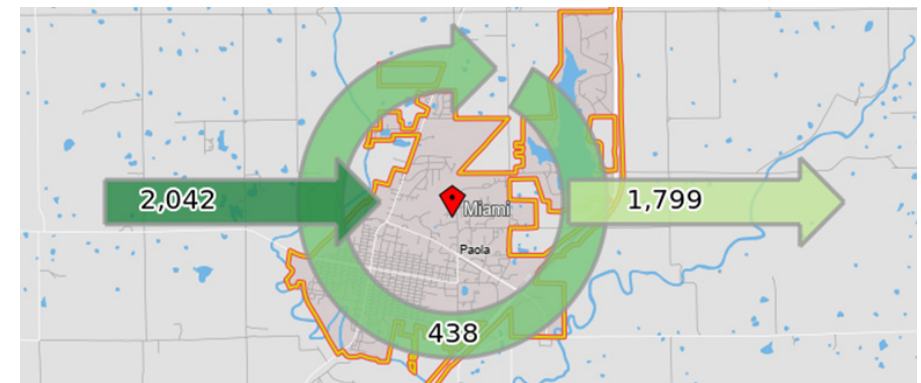


FIGURE 6.6 Commute patterns



Commute patterns

About 2,042 people commute in from outside of Paola for work, and about 1,799 leave Paola for work, according to the U.S. Census. Only around 438 people both live and work within the City Limits of Paola. The top cities Paola residents commute to are Overland Park, Olathe, and Lenexa. Workers that don't already live in Paola are commuting from Osawatomie, Olathe, and Topeka.

Beyond commute trips

Commute trips have the most widely available data. Access to employment is also a critical function of our transportation system. For both reasons, commute trips have an outsized impact on transportation planning efforts. However, even before the COVID-19 pandemic, only about 1 in 5 trips were going to or coming from work (National Household Travel Survey, 2017). It's also

important to think of trips for other purposes, such as shopping, dining, education, healthcare, worship, social visits, and recreational trip purposes. Focusing only on work trips also excludes people who aren't commuting: like people who are unemployed or who have left the labor force, retirees, caretakers, and children.

As the pandemic has shown, remote work has become increasingly feasible and popular for many workers. Paola already enjoys a higher-than-average share of people working from home. As workers have more flexibility in their workplaces, Paola could see an increase in remote workers relocating to their community.

Table 6.2 Top commuter origins and destinations

Commute Destination	Number	Share	Commute Origin	Number	Share
Paola, KS	438	20%	Paola, KS	438	18%
Overland Park, KS	258	12%	Osawatomie, KS	178	7%
Olathe, KS	256	11%	Olathe, KS	149	6%
Lenexa, KS	110	5%	Topeka, KS	85	3%
Kansas City, MO	100	5%	Overland Park, KS	76	3%
Topeka, KS	99	4%	Lawrence, KS	63	3%
Kansas City, KS	83	4%	Louisburg, KS	49	2%
Shawnee, KS	70	3%	Kansas City, KS	43	2%
Spring Hill, KS	60	3%	Kansas City, MO	41	2%
Lawrence, KS	47	2%	Ottawa, KS	38	2%
All other locations	716	32%	All other locations	1320	53%

Source: U.S. Census 2019, Longitudinal Employer-Household Dynamics

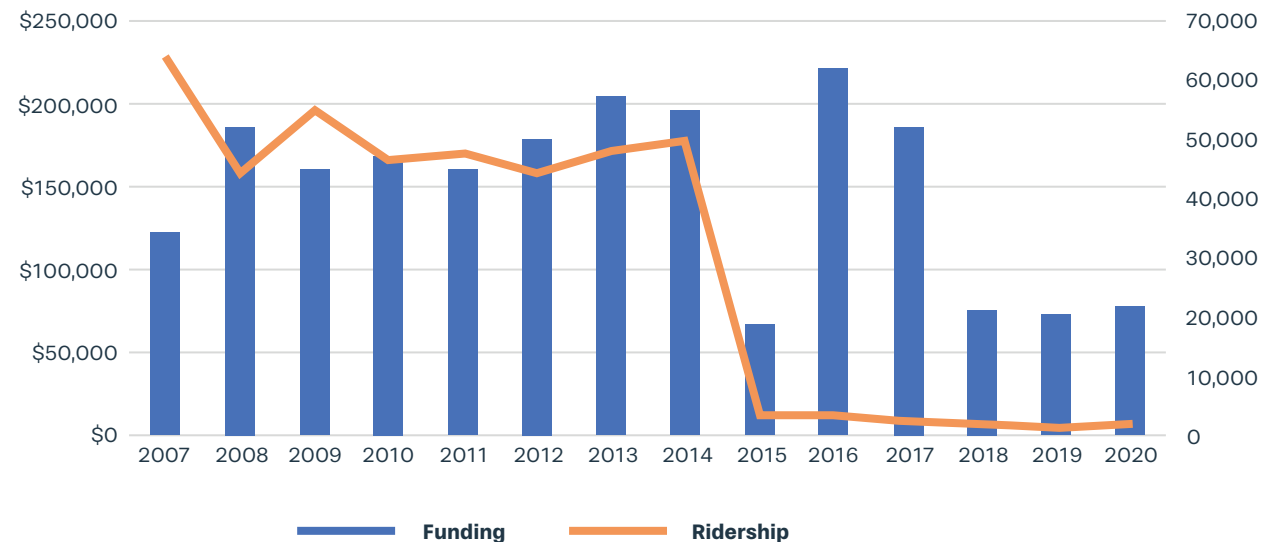
Infrastructure, Transportation + Mobility

Existing Conditions

Transit

The only public transit service in Paola are on-demand services or appointment-based services, which include the Lakemary Center Transit and Paola Taxi. The Lakemary Center provides appointments for transport that must be booked 24 hours in advance over the phone (Weekdays from 7–4:30). The service offers \$10 round trip services within Paola, \$20 round trip services within Miami County, and \$25 round trip services to Johnson County. The Paola Taxi service also operates from 6 am–5 pm Monday–Saturday. Ridership fell steeply in 2015 following funding cuts, and ridership has not recovered since that time.

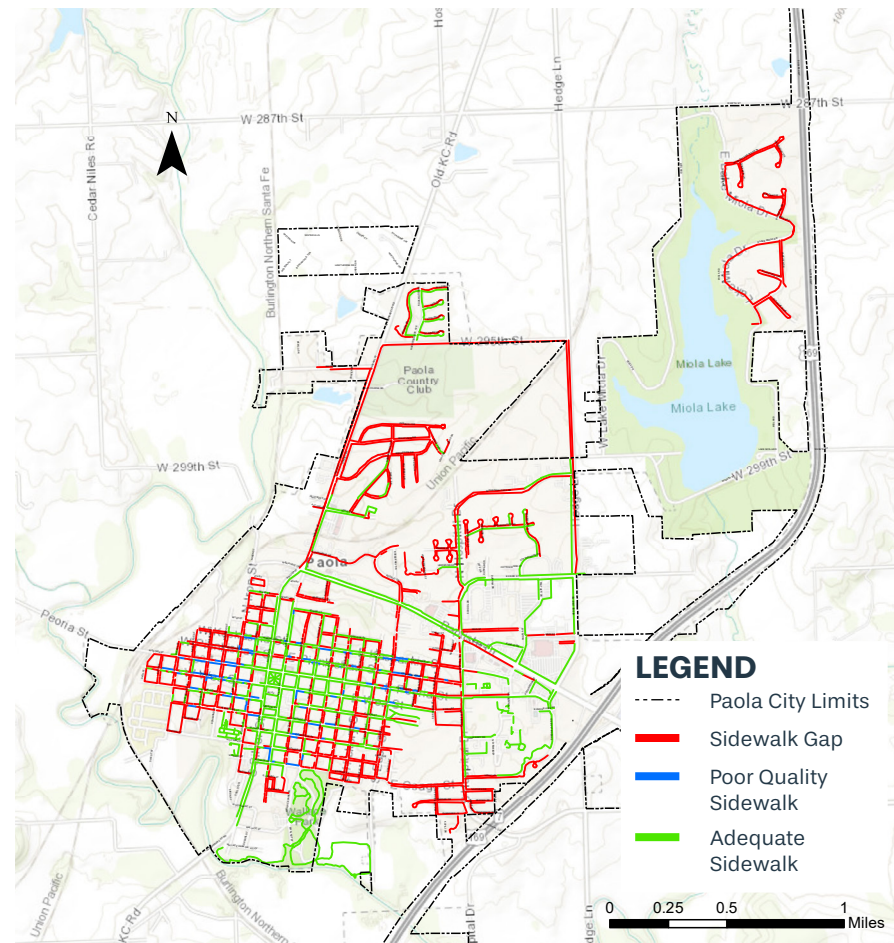
Figure 6.7 Lakemary Center Annual Ridership and Funding



Sidewalks and trails

Paola currently lacks a comprehensive sidewalk network along its streets. Private property owners are largely responsible for repairing and maintaining sidewalks, leading to several gaps within the network. There are two large and obvious holes in the current network mostly around the lower-income areas in the southeast as well as the west side of Paola. These areas either have low-quality sidewalks or lack them entirely. This disconnect makes it difficult for those with impaired mobility to easily walk around their community and draws potential customers away from the downtown retail areas. Additionally, sidewalk gaps force pedestrians onto roads and increase the odds of pedestrian-vehicle crashes.

Figure 6.8 City of Paola Sidewalk Quality



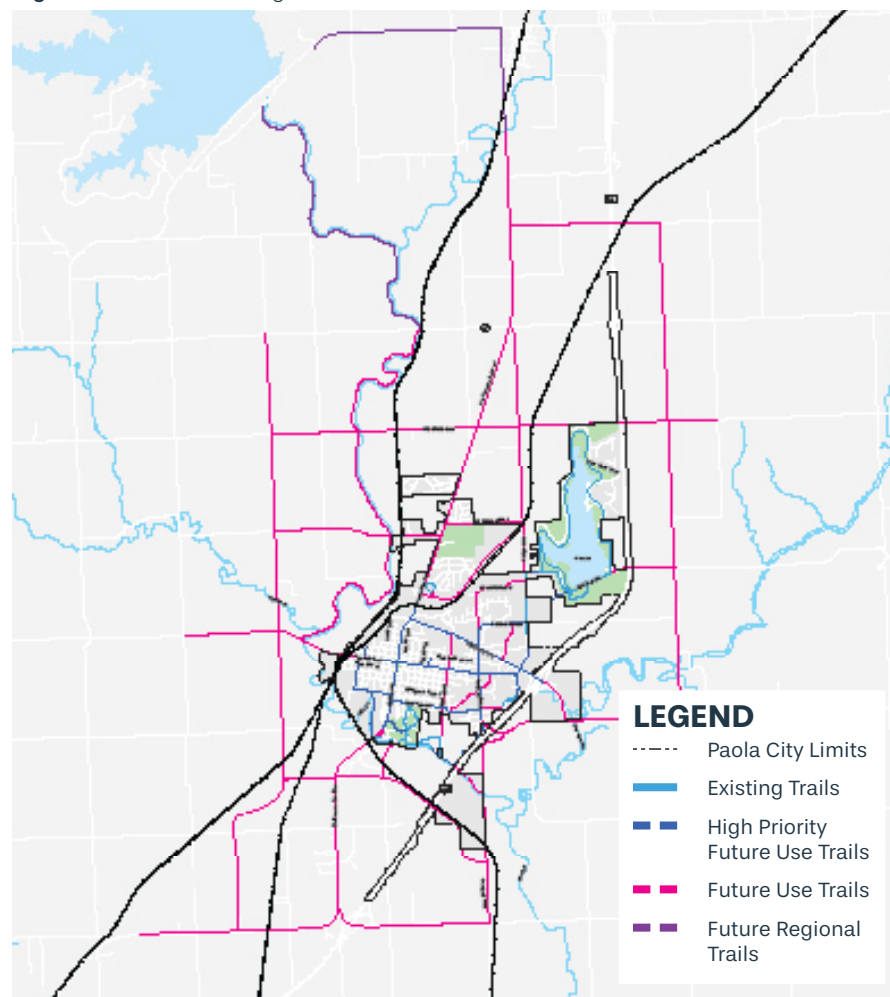
Sources: ESRI, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors and the GIS User Community

Infrastructure, Transportation + Mobility

Existing Conditions

Paola also has no comprehensive trails system. Instead, it has several smaller fragmented trails. Trails play important roles in shaping the community and character of a town. Today, most trails are located around Wallace Park and Lake Miola. While these parks are staples of the community, they are not easily accessible on foot from most of Paola. However, Paola has amenable geography which would allow for a trail network that can better connect the recreational areas and parks of Paola to the local community. Paola's many stream corridors also would allow for connections to larger regional trails, which would bring in visitors and integrate Paola into the wider region. Maps of the existing and planned future trails are seen below.

Figure 6.9 Paola Existing and Future Trails Network



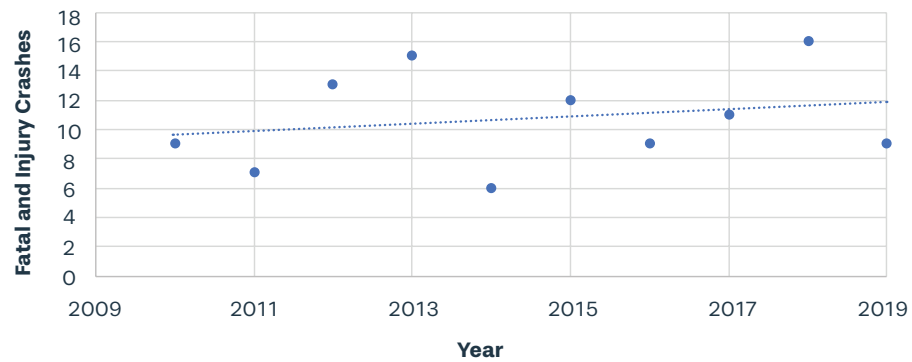
Safety

Current crash trends in Paola show an increase in the number of fatal and injury crashes. In a 10-year period, 2 people have died and 105 people have been injured. These crashes represent an economic cost to society of \$54 million over the same period. These costs account for a range of tangible (property damage, medical bills, lost economic output, and productivity) and intangible consequences (physical and emotional pain and suffering, quality of life impacts) that are considered by the United States Department of Transportation (FHWA Crash Costs for Highway Safety Analysis, 2018).

The most common crash types over this 10-year period were fixed object, bike/pedestrian, angle impact, and rear-end crashes.

The most common roadway attributes for fatal and serious injury crashes on local roads throughout Kansas have the following attributes:

FIGURE 6.11 Fatal and Injury Crash Trends



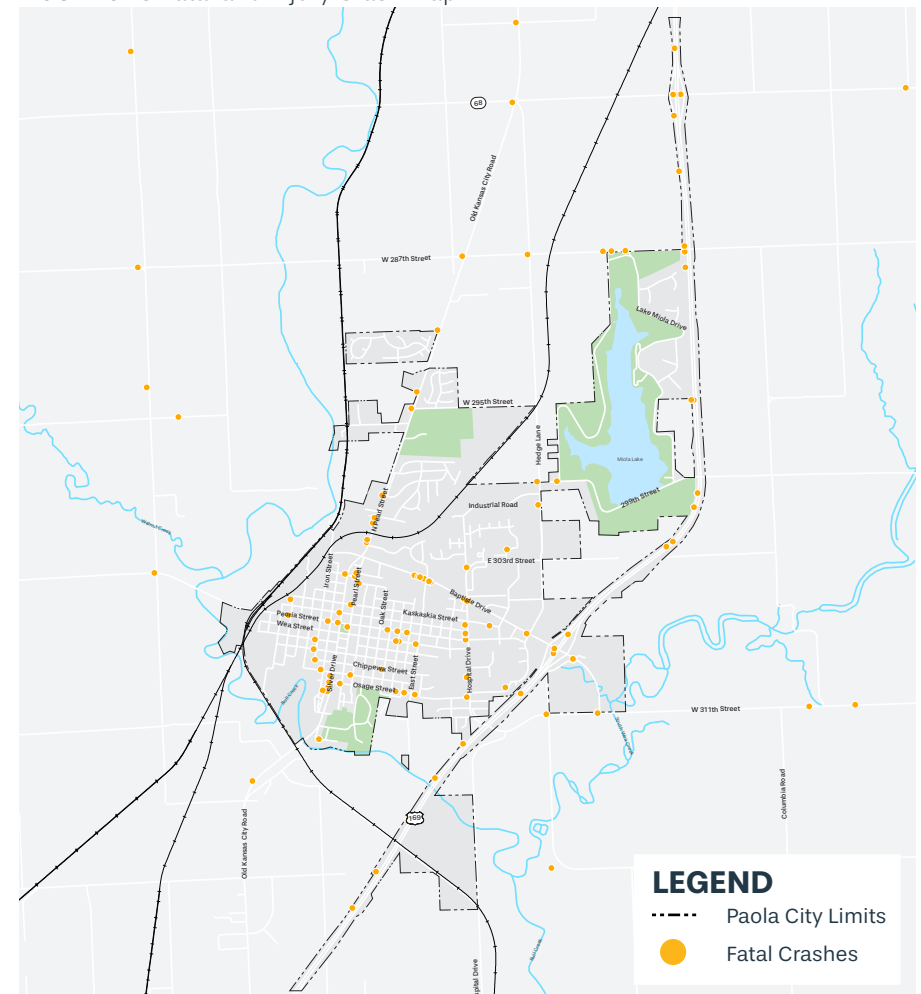
- › 4-lane roadways
- › Undivided roadways
- › 5,000+ vehicles per day
- › 25-35 miles per hour

The streets with these characteristics include Silver Street, Baptiste Drive, Osage Street, and Hospital Street.

TABLE 6.3 Mode share – Paola, KS

Crash Types	Cost to Society
Fixed Object	\$17.7 M
Bike / Ped	\$14.3 M
Angle Impact	\$6.8 M
Rear End	\$4.5 M

FIGURE 6.10 Fatal and Injury Crash Map



Infrastructure, Transportation + Mobility:

Strategic Opportunities

The Infrastructure, Transportation and Mobility Strategic Opportunities Map displayed in Figure 6.12, graphically conveys the physical recommendations related to the enhancement of Paola's transportation network and related infrastructure. Some of the strategic opportunities include:

Identify traffic safety priority streets

Select corridors in Paola experience the greatest safety challenges to residents and visitors alike. Identifying corridors to implement strategic safety improvements should be prioritized.

Narrow travel lanes on strategic streets to increase safety

Excessively-wide travel lanes encourage higher speeds and make streets and corridors less safe for all other users, especially pedestrians and bicyclists. Narrowing travel lanes is an effective way to slow down speeds while also continuing to move traffic efficiently.

Implement road diets

Some roadways and corridors in Paola are oversized for the current and projected levels of traffic. Roadways can be "right-sized" and can accommodate bicycles and pedestrians more efficiently.

Update parking policies

Parking is an essential component to consider for downtown Paola's businesses and their patrons. Parking policies could be updated to be more flexible.

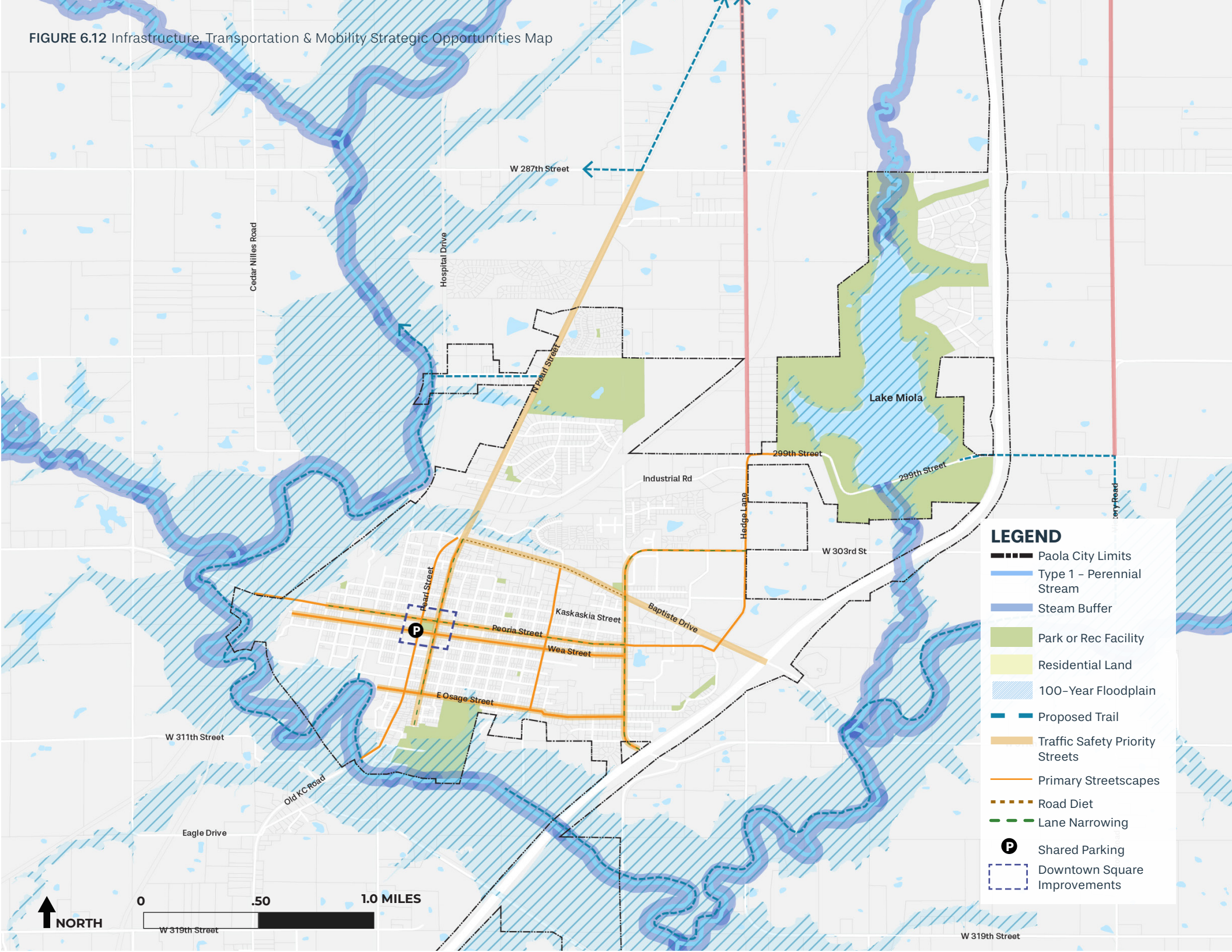
Support downtown with infrastructure improvements

Infrastructure improvements can be a catalyst for other development to take place in close proximity. Infrastructure improvements should be made throughout the downtown and be viewed as opportunities for further development and growth.

Complete bike and pedestrian network

Similar to other sections of this plan, it is vitally important for Paola to have a cohesive bike and pedestrian network. Filling in the gaps and connecting important community assets should be prioritized as a result of this plan.

FIGURE 6.12 Infrastructure, Transportation & Mobility Strategic Opportunities Map



Goal 6.1

Create a safe and convenient multi-modal transportation network

Creating a multi-modal network for transportation means keeping all users in mind. Providing the infrastructure and support services for multiple modes for the public will improve the health and quality of life of residents and make Paola an attractive and inclusive place for prospective residents. To achieve this goal, Paola should focus on infrastructure improvements that support walking and biking, as well as funds for transit operations. These investments will provide environmental, health, and congestion mitigation benefits for the whole community.

Eliminate traffic injuries

The overall goal and guiding principle of creating a safe and convenient traffic network will be to eliminate traffic injuries.

A detailed analysis should be conducted on important roads with higher traffic volumes and crash rates. This analysis can then be leveraged to determine the best traffic calming measures and how best to implement potential bike and pedestrian facilities to create a more multi-modal network.

While investments in analysis and engineering can be an expensive up-front cost for small communities, KDOT's TEAP funding can provide communities with technical assistance to plan and design safety improvements.

For most State and Federal funding sources, local funds are typically required as a match. A higher-than-required local match can make a grant application much more

competitive.

Safety measures such as a road diet can be a cheap safety solution that has little impact on traffic

overall. Most road diets can be feasibly implemented on roads with fewer than 25,000 vehicles per day. All local roads in Paola have fewer than 25,000 vehicles.

Policies + Action Items

- Conduct analysis of high crash intersections and corridors along Silver Street, Baptiste Drive, Osage Street, Hospital Street, Peoria Street, and Wea Street.
- Explore state funding opportunities such as the Traffic Engineering Assistance Program to support analysis.
- Dedicate local funding to traffic safety improvements and leverage cost share funding from State and Federal sources.
- Implement safety improvements such as road narrowing, road diets, and traffic calming to slow traffic speeds and increase safety.



Complete pedestrian and bicycle transportation network

The current pedestrian and bicycle network in Paola has multiple gaps that should be filled to create safe, multi-modal connections across the City. Infilling existing gaps will be a strong step towards ensuring the city of Paola has the sort of comprehensive sidewalk network that allows for a walkable city and downtown. This will also make the city more accessible to people with disabilities that rely on mobility aids.

Areas of the city with a high concentration of low-quality sidewalks should be prioritized, along with gaps and low-quality sidewalks along important arterial and collector streets, which likely have greater foot traffic.

Requiring individual property owners to maintain sidewalks results in a patchwork system and doesn't support walkability. The development of a dedicated

funding source, making use of existing revenues, a small sales tax or special assessment, or grant funding would enable the City to bring more sidewalks up to a state of good repair.

Ensuring Paola's public spaces are connected is an important consideration for the city. Public spaces play important roles in shaping the community and character of a town. Wallace Park and Lake Miola are both great community assets. Connecting these two major destinations by a trail or shared use path through Downtown would amplify their benefit.

Creating a standardized system for pedestrian crosswalks based on the street classification, the number of lanes, traffic speeds, and volumes will allow the City to target specific needs in the community and make a bigger overall impact.



Goal 6.1

Create a safe and convenient multi-modal transportation network



The City's existing subdivision regulations require sidewalks to be constructed on both sides of arterial, collector, and commercial streets, but only one side of residential streets. These standards should be updated to require sidewalks on both sides of the street for all streets. A stricter standard for deviation or waiver of sidewalk standards should also be applied to eliminate or reduce gaps on new streets. The City should evaluate an easement requirement or trail construction requirement for properties within planned trail networks. This requirement should be drafted to pass rational nexus and rough proportionality tests required of exactions.

Providing bike parking in parks and in downtown is a low-cost way to improve the experience of those who choose active transportation. The City could also explore amending its parking requirements to require a certain amount of temporary and long-term bicycle storage for office, industrial, and multifamily use.

Policies + Action Items

- Fill sidewalk gaps where no sidewalk exist and improve sidewalks and handicapped accessible curb ramps that are aging.
- Begin sidewalk reconstruction in sidewalk construction priority areas and along arterial and collector streets.
- Dedicate funding for sidewalk improvements that do not require a property owner to pay a portion of the construction cost. Construct citywide trail network connecting existing trails around Lake Miola and in Wallace Park to residents and Downtown.
- Develop standards for pedestrian crosswalks based on street classification, number of lanes, speed, and volume, and construct crosswalks at all locations where trails and high priority sidewalks cross streets.
- Require new streets be built with sidewalks and trails according to street classification system.
- Provide bicycle parking at all parks, city owned buildings, and Downtown. Require bicycle parking be installed with new developments and work with existing developments to supplement existing bicycle parking

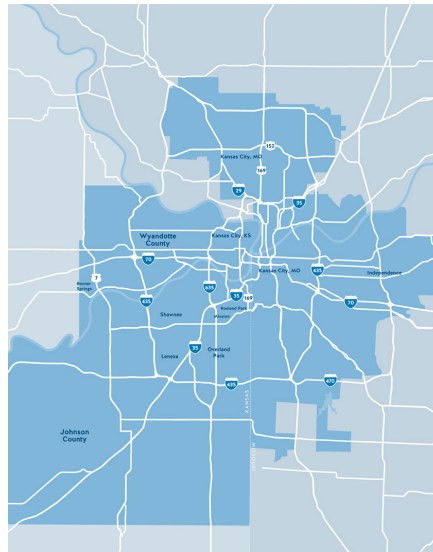


Establish a flexible, on-demand transit service

Even a relatively small community like Paola could benefit from increased transit service. The growth of existing on-demand services isn't just a safety net for people without the ability or means to drive – it's also a way to enhance the quality of life and attractiveness of the City of Paola.

The relatively strong transit ridership from 2008–2014 shows that micro transit could be successful in Paola. Pursuing a grant for a pilot program could help demonstrate the potential of micro transit and strengthen connections to the rest of the metro area.

There is currently no fixed route service between Paola and other communities. A regional service between Paola and places like Olathe or Overland Park would support existing commuter patterns and more effectively use the existing highway capacity.



Policies + Action Items

- Explore integrating a micro transit system between Johnson and Miami County.
- Determine micro transit program costs and opportunities for pilot program funding.
- Work to establish commuter transit service to Kansas City Metro area with park and ride facility near Baptist Drive interchange with Highway US-169



Goal 6.1

Create a safe and convenient multi-modal transportation network



Define street classification system

Establishing a street classification system allows for better standardization of zoning as well as the future development of policies such as on-street parking, rather than the current ad-hoc system in place. The below sections are illustrative of the type of typical sections that could be established for policy guidance. Variations allowing for on-street parking or bicycle facilities could also be introduced.

A standardized classification system should be incorporated into the City's subdivision and development regulations to promote consistency in greenfield development areas.

Prioritizing maintenance activities on Major and Minor Arterials and Collector streets will help manage the costs of operating and maintaining roadways while providing the most public benefit.

Policies + Action Items

- Establish standard typical sections for streets based on functional classification
Use classification system to guide future roadway network
- construction
Link street classification system to asset management and operations &
- maintenance activities such as snow removal and street sweeping

FIGURE 6.13 Collector typical section (60' ROW)

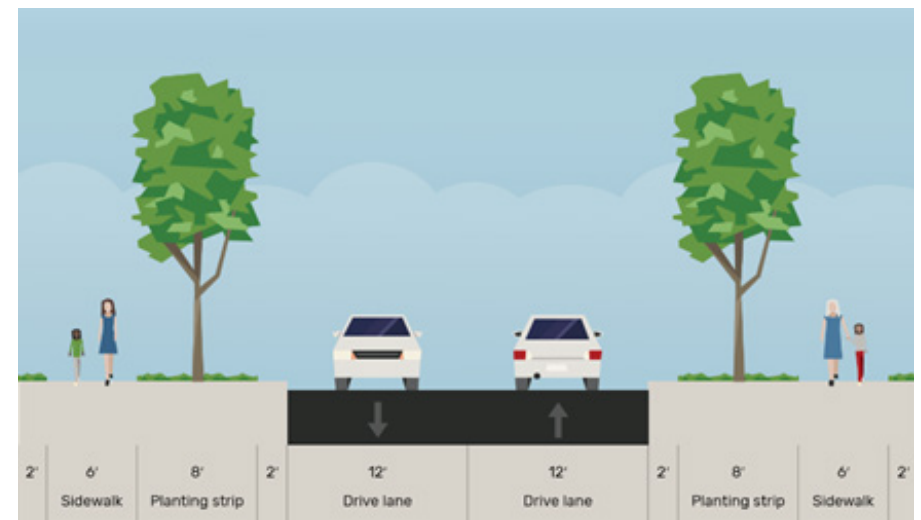


FIGURE 6.14 Minor arterial typical section (80' ROW)

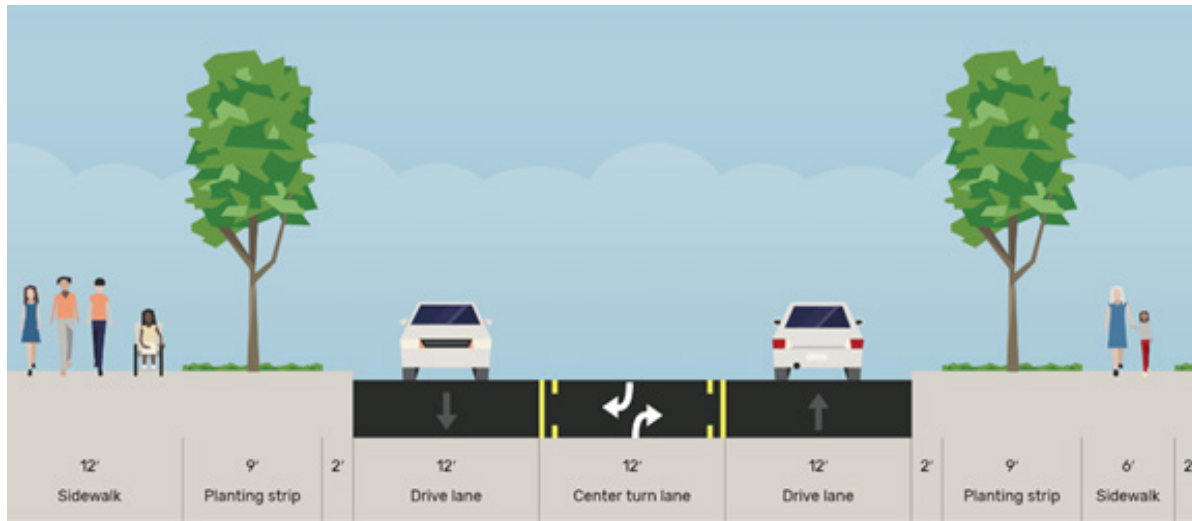
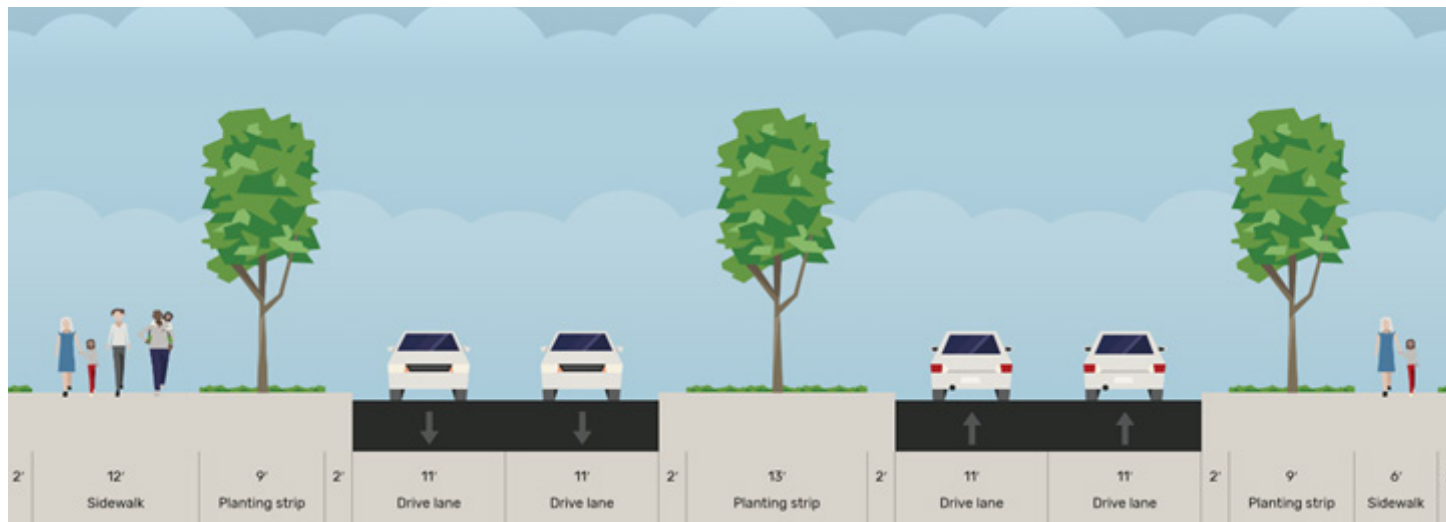


FIGURE 6.15 Major arterial typical section (105' ROW)



Goal 6.2

Encourage economic development and growth with smart infrastructure investments

Infrastructure can be a powerful catalyst to support both infill and greenfield development. The benefits and costs of these development strategies should be carefully evaluated so that the benefits of new development can support the full costs of supportive infrastructure over their entire lifetime.

Support downtown with infrastructure investments

Investments in sidewalks, streetscape and traffic calming in downtown will help promote the success of local businesses. Improving the experience on foot or on bike will encourage more people to stop and patronize local businesses. Slower-moving traffic and on-street parking can also support these goals. Traffic calming measures and beautification efforts can also improve the appeal of downtown.

Additionally, the city should identify water mains and sewers that may need upgrades, in order to proactively alleviate and react to future development needs.

Policies + Action Items

- Reconstruct sidewalks, crosswalks and streets around the downtown to provide high-quality pedestrian and bicycle access, sufficient parking and streetscape enhancements.
- Identify water distribution mains, storm sewers, and sanitary sewers that may need upgrades to support increased density.



Incentivize development through future road network construction

Constructing and improving roads on the future roadway network will help encourage quality development by showing that the community has committed to the future of an area.

Improving streets along typical city standards allow for better asset management and safety while showing the community that the city itself is invested in its future.



Future overpasses on Hedge Lane and Peoria Street over the railroads should be pursued to alleviate conflicts and congestions that occur at these two locations. A concept for a Peoria Street overpass can be seen in the bottom right image. This endeavor will incur significant costs so the city of Paola should partner with Miami County and explore opportunities for state and federal funding sources.



Policies + Action Items

- Construct or improve roads on the future roadway network as land is annexed to incentivize development in the newly annexed areas.
- Improve streets according to typical city street standards with curb and gutter, enclosed storm sewer, sidewalks/trails, and landscaped right of way.
- Pursue construction of railroad overpasses on Hedge Lane and Peoria Street in partnership with Miami County. Explore cost share opportunities with State and Federal funding sources.



Goal 6.2

Encourage economic development and growth with smart infrastructure investments

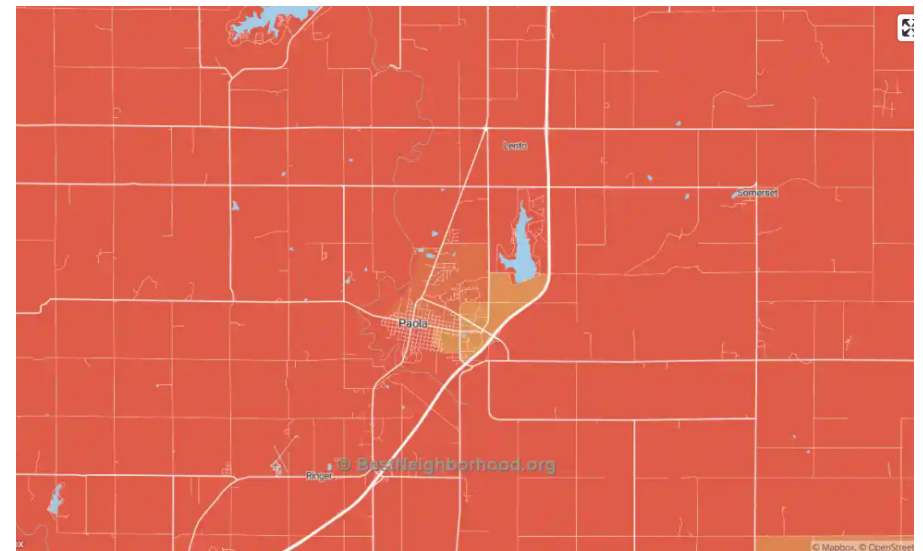


Expand broadband access

Challenges with slow internet and access speeds were expressed regularly by the project's steering committee and by city staff. In today's hyper-connected world, broadband access should be considered as a necessity and broadband infrastructure should be highly prioritized both from a implementation and maintenance standpoint. Access to high-speed internet today is a matter of equity and ensuring that all members of the Paola community have the same opportunities to access information and to satisfy employment needs will improve the overall quality of life, make Paola more economically competitive and support future development and growth.

Policies + Action Items

- Work with local ISPs to leverage Bipartisan Infrastructure Funding to expand broadband access
- Explore possibility of developing a city-owned 4G/5G wireless home internet network as a city owned and operated utility.



Fiber Internet Availability Key



Update parking policies

Standardizing on-street parking will allow the city to make its zoning policy more consistent while also implementing a relatively easy and low-cost traffic calming measure.

Developing a parking policy to remove inoperable vehicles will speed traffic and remove eyesores that are currently permanent fixtures.

Developing a public-private partnership will answer the needs of the public for downtown parking during major events and festivals. This will also help bring more people into the downtown area. The mixture of uses and business types creates a complementary demand profile that allows parking to be efficiently shared.

Daytime limited parking will promote greater access to the downtown, especially for those visiting Paola, by encouraging more parking turnover.

An off-street parking lot with adequate screening and landscaping could help the Community Center maintain and expand its programming.

The development code requires a minimum number of off-street parking spaces for private development. These requirements add to the cost of development, make infill development challenging, and gradually increase the amount of driving in Paola. Efforts to reduce or remove the minimum off-street parking requirements, or allow for alternative compliance measures such as shared parking or valet parking, could provide more flexibility and encourage more walking and biking.

Policies + Action Items

- Standardize on-street parking regulations based on street width, land use, and access to off-street parking.
- Develop parking policies related to removing inoperable vehicles that are permanently or semi-permanently parked on city streets
- Develop a downtown public/private partnership parking program for off-street parking lots.
- Implement daytime time-limited parking in downtown to improve access of customers to retail shops, dining, and services.
- Construct a parking lot for the Community Center.
- Remove or reduce parking minimum requirements.



Goal 6.3

Maximize impact of infrastructure investment

Public investments in infrastructure can have an outsized impact on the growth of a community. The fiscal outlook of a community, and the wellbeing of its residents and stakeholders. By aligning projects with the community's vision for the future and by prioritizing investments that make the most positive impact, the City can make the best use of limited resources.

Asset management and investment planning

Collecting and creating a citywide asset index of infrastructure will allow for the city to get a more comprehensive and detailed perspective of the assets under its control and make it possible to prioritize its spending.

An asset management plan will allow for a fair and balanced distribution of funds while also allowing for greater transparency.

The development of a sewer master plan will help future growth and developers see that the city is committed to more detailed aspects of increased development.

Developing capital improvement plans will allow for better long-term strategic planning and flexibility to tackle new problems as they arise as well as to better commit to specific visions of the future.

Local sources of revenue for capital spending allow the City to leverage State and Federal dollars.

Creating an online resource for residents will create greater transparency and public involvement.

Creating an online resource for residents will create greater transparency and public involvement.

Policies + Action Items

- Collect data on existing infrastructure assets and create citywide asset condition index. Start with transportation assets and then expand to water and sewer assets and city owned properties.
- Develop Asset Management Plan that prioritizes infrastructure spending based on condition and prioritization metrics (such as equity, safety, and connectivity)
- Continue development of sewer master plan update and undertake development of water distribution master plan update. Incorporate results of plans into Asset Management Plan
- Develop rolling five-year Capital Improvement Plan to be updated yearly with committed funding for years one and two of the plan and uncommitted funding for years three to five
- Continue support for citywide sales tax dedicated to infrastructure spending.
- Develop online resources for residents and businesses to see where infrastructure funding is used and planned for use

Smart infrastructure investments

Constructing a minimum number of travel lanes on new roads will help manage traffic demand, reduce the amount of pavement to maintain, and reduce speeding resulting from excess road capacity.

Traffic signals with too little traffic to be justified use up precious city resources. In these locations, it is more effective to use 4-way stops.

Silver Street, Hospital Street, and Peoria Street are excessively wide. By narrowing collector streets and minor arterials, the City can calm traffic, reduce maintenance costs, reduce stormwater runoff, and improve pedestrian accessibility.

Stub streets should be spaced at a maximum 1/4 mile interval, forming an approximate grid for collector streets. Such stub streets will encourage connectivity as future areas are platted and developed.

Balancing the public investment in infrastructure with private commitments is key to protecting the City's financial interests while encouraging growth. The full lifecycle costs of infrastructure, including maintenance, operations, and capital repairs, should be considered in all such partnerships.



Policies + Action Items

- Construct minimum number of travel lanes possible on new roads for vehicle capacity and expand capacity as development occurs and traffic impacts necessitate additional traffic capacity. Reserve right of way for future roadway expansions when road is initially constructed/improved.
- Convert unwarranted traffic signals to four-way stops to minimize ongoing maintenance and electricity costs. Investigate conversion on Silver Street at Peoria Street and Wea Street.
- Narrow collector and arterial streets where parking is restricted and travel lanes are wider than 12 feet, particularly Silver Street, Hospital Street, and Peoria Street, to reduce maintenance obligations and stormwater runoff.
- Require "stub streets" to be included in all residential subdivisions construction that extend to the subdivision boundary to connect to adjacent future subdivisions. Stub streets should be spaced at a maximum 1/4 mile interval and roughly form a street grid network within the collector street network.
- Continue public/private cost-share program for infrastructure investments related to new development.

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Section 7:

Growth & Development



Paola is on track to continue growing and it is important to know where the next growth areas are throughout the community. The Growth and Development Section includes discussions on current and future land uses to identify these ideal locations for future growth.

Discussed in this section:

- › Related Public Input
- › Planning Boundary Map
- › Existing Land Uses
- › Future Land Use Definitions
- › Future Land Use Plan
- › Annexation Priority Plan

Opportunities for Growth

Future Land Use Plan Purpose

The intent of the Growth & Development Chapter is to provide a guide for land uses within Paola. Decisions over the future land use of Paola should take into consideration factors relating to the existing land use composition of a community, the location of natural features, the ability to provide adequate water and sanitary services to an area, the proposed alignment of future streets, and the desired character of the community.

The Future Land Use Plan in this chapter presents a future vision for Paola through the year 2050 and beyond. Land uses have been proposed for more area than is needed to create numerous options and provide flexibility for the city and development community. Land uses have been laid out to avoid conflict and promote a harmonious layout in the community.

The purpose of the Future Land Use Plan is to

- › Serve as a guide to future development
- › Basis for determining appropriate zoning for property being developed or redeveloped
- › Should be consulted when reviewing rezoning requests or development proposals

A guiding principle for Growth + Development

“Paola is growing at a steady pace while also maintaining its hometown feel. The community character will not be lost as the community grows because growth will be thoughtful and planned. Paola stands out against its neighbors as a place that does not just provide a house but a home. Paola is a community on the move, but it does not forget where it came from.”



Growth + Development:

Public Input Overview

For a full summary of the public input received during this process, refer to Public Engagement Summary Report. The relevant public input related to growth and development is summarized below.

Stakeholder Interviews

The graphic to the right shows the main takeaways relating to Growth & Development from the one-on-one stakeholder interviews held in Phase 2 of the planning process. Notable challenges include difficulty competing with neighbors, the need to grow but not become two separate communities, and the need for services to cater to young families. Opportunities include the need for new housing options which will bring much needed retail and amenities to Paola.

Challenges

- Getting harder to compete with neighbors to the north (Louisburg, Spring Hill)
- Growth will be north but be careful not to create a second city within Paola
- Paola is not geared for young families – there is no Uber, no Instacart grocery delivery service, transit services, limited activities, and a limited number of restaurants.

Opportunities

- Focus on adding rooftops to support retail and business growth.
- Consider subsidizing housing but not retail that will compete with existing retail.
- To compete and grow, Paola needs to compete with other KC metro communities (amenities, schools, housing, infrastructure)

Growth +
Development

Online Survey

Figure 7.1 shows the responses to the online survey asking residents to identify "what would improve quality of life in Paola?"

The most common response was more community events / things to do. Nearly 11% of respondents selected population growth.

Figure 7.2 shows the answers residents provided to the question, "The City needs more of."

The most common response was more retail, shopping, and entertainment businesses (22.8%). Other common responses were a more vibrant downtown (14.6%) and a broader range of housing choices (14.6%).

While pro-growth sentiment was not high among these two survey questions, the benefits associated with growth (amenities, things to do, retail, housing) all require some level of growth to realistically occur.

FIGURE 7.1 Survey Responses "Please indicate the changes you think would improve the quality of life in Paola (select up to 3)."

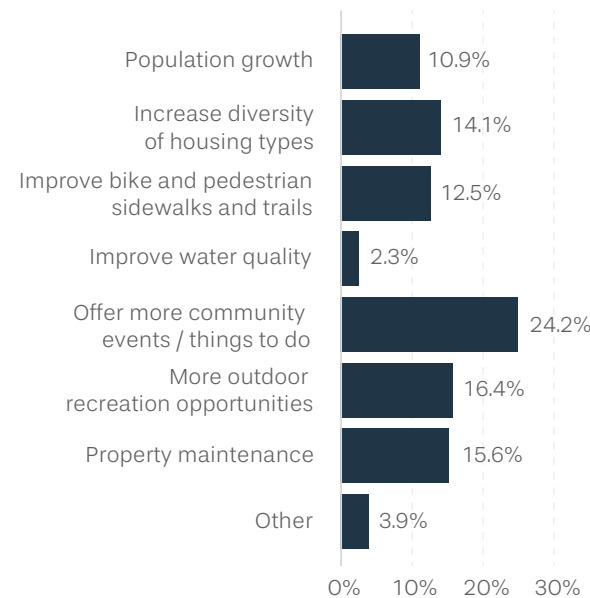
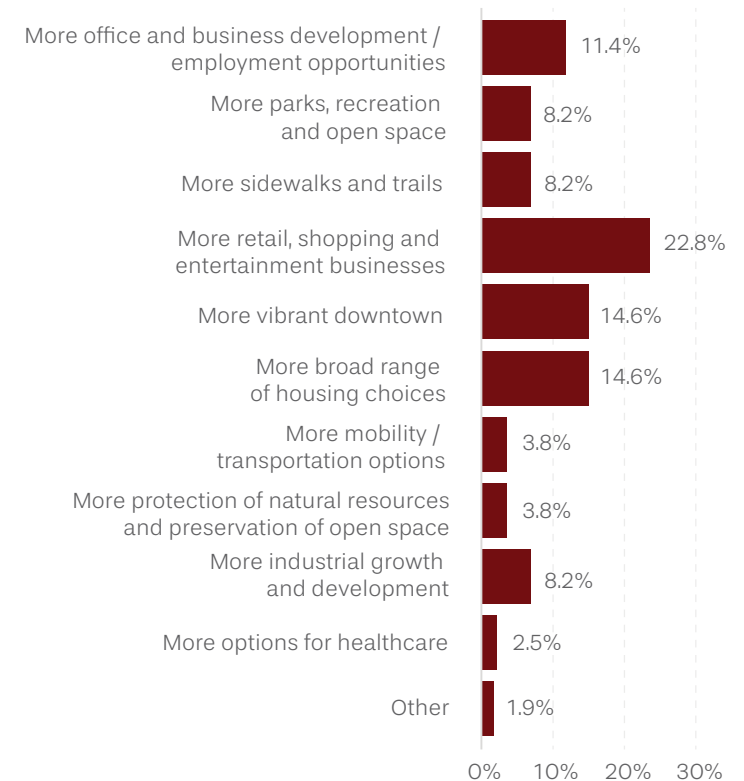


FIGURE 7.2 Survey Responses "The City needs more of the following:"



Growth + Development:

Public Input Overview

Online Survey

Figure 7.3 shows level of agreement among survey respondents to a statement that the City should plan and invest in future growth to expand the size, population and economy.

A strong majority either strongly agreed or agreed. Only a small percentage disagreed (4.3%).

Figure 7.4 shows level of agreement among survey respondents to a statement that the City annex more land near the City to manage growth in rural areas.

Similar to Figure 7.3, a large majority agreed. There were more neither agree nor disagree, which may stem from the general population's unfamiliarity with the annexation process. Slightly more people disagreed (10.7%).

These responses indicate people want Paola to be proactively planning for growth and development.

FIGURE 7.3 Survey Responses on Level of Agreement for the statement, "The City of Paola should continue to plan and invest in future growth and development to expand the size, population and economy of the community."

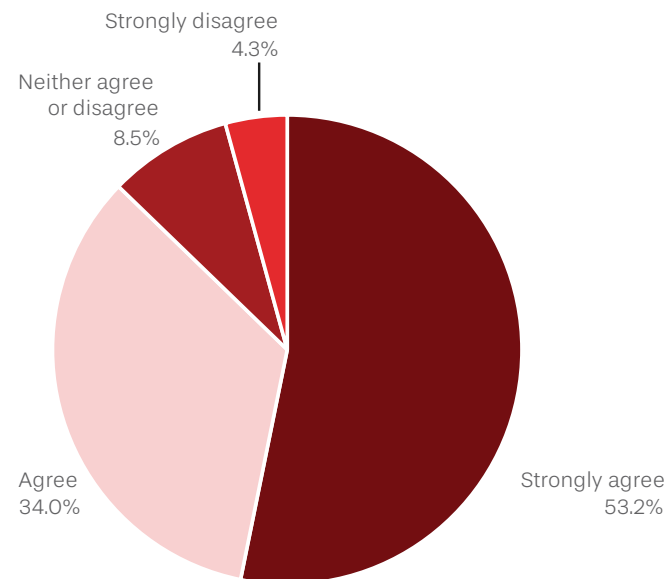


FIGURE 7.4 Survey Responses on Level of Agreement for the statement, "The City of Paola should annex more land into the City to better manage growth and development in nearby rural areas."

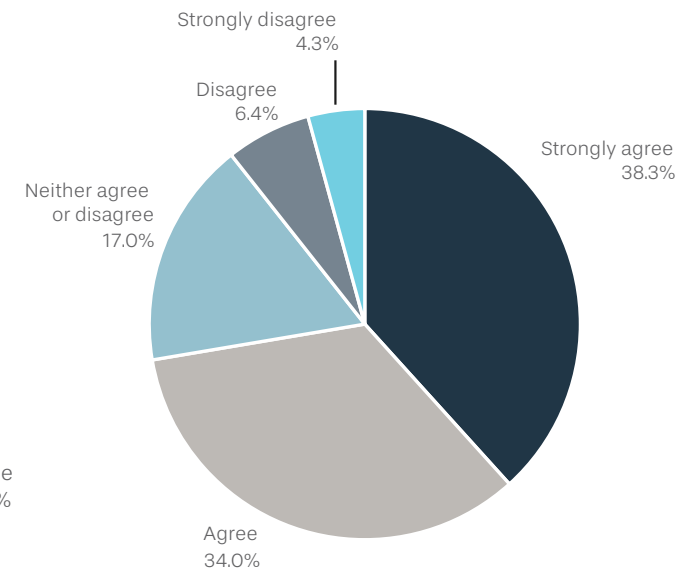
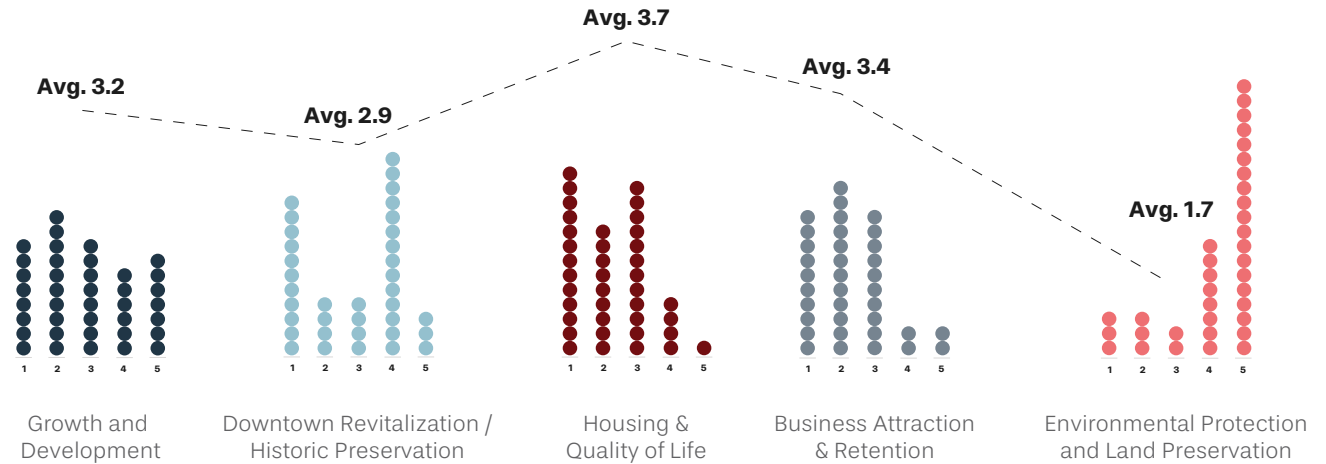


FIGURE 7.5 Survey Responses "Please rank the following priorities in terms of how important they should be to the City of Paola. (1–5, 5 being the highest priority)."



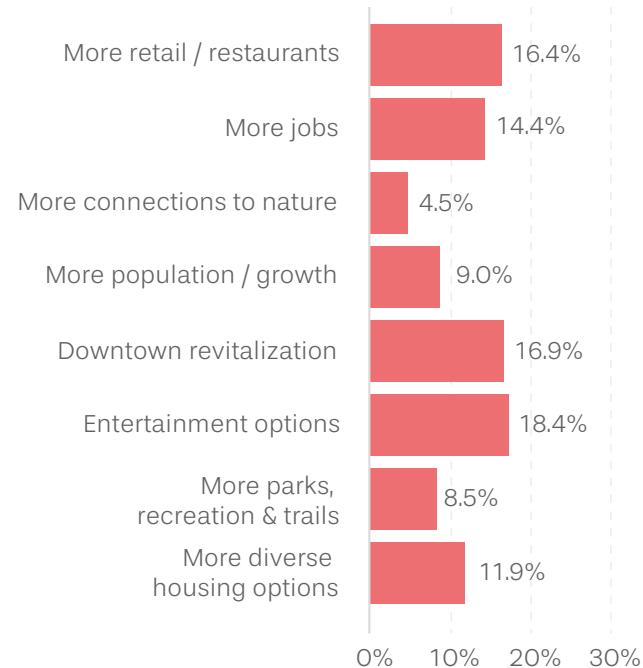
Online Survey

Figure 7.5 shows the relative priority ranking among different sets of issues facing Paola. While Housing & Quality of Life was rated as the highest priority (average ranking 3.7), Business Attraction & Retention as well as Growth & Development were close behind with an average ranking of 3.4 and 3.2, respectively.

Figure 7.6 shows what amenities are most needed in Paola. There was a real mix of responses to this question. The most common responses were downtown revitalization (16.9%), more retail / restaurants (16.4%), entertainment options (18.4%), more jobs (14.4%) and more diverse housing options (11.9%).

These two survey questions indicate more of a preference for population growth and the benefits derived from said growth.

FIGURE 7.6 Survey Responses "In 10–20 years, what sort of new amenities do you want to see in Paola (select all that apply)."



Future Land Use Planning

Purpose of the Future Land Use Map

Basis for Zoning

The Comprehensive Plan was prepared and adopted pursuant to the authority granted by the State of Kansas under Kansas Statutes, Chapter 12. – Cities and Municipalities, Article 7. – Planning and Zoning (K.S.A. 12-741 through 12-775).

This plan includes comprehensive surveys and studies of past and present conditions and trends relating to land use, population, public facilities, transportation and transportation facilities, economic conditions, natural resources and other elements deemed necessary.

Requests to rezone or modify the zoning of a property should be reviewed for conformity with the adopted comprehensive plan.

Per K.S.A. 12-757, rezonings, if in accordance with the land use plan or the land use element of the comprehensive plan, shall be presumed to be reasonable.

Pursuant to Kansas Statutes, at least once each year, the Planning Commission shall review or reconsider the plan.

Plan Amendment

While the Future Land Use Plan represents Paola's preferred long-term future land use layout, the land use plan does not need to remain stagnant or unchanging. If circumstances or opportunities arise that conflict with the proposed future land and is what is best for the community, the Future Land Use Plan should be amended to reflect the updated conditions of the community.

Should the City believe it is appropriate to rezone a property in a manner that is not consistent with this plan, the Future Land Use Map (and any impacted policies) should be amended as a part of the rezoning action to ensure consistency with the Comprehensive Plan. Care should be taken to carefully document the justifications for an amendment to this plan and findings adopted as part of the official record.

Growth + Development:

Existing Land Use in Paola

Figure 7.8 shows the existing land use map for Paola, Kansas. The land use map was created using a combination of parcel information and aerial / street view imagery analysis. Table 7.1 shows the breakdown by total acres of land use types.

Residential Land

A majority of Paola's existing land uses are residential. This includes low-density (single-family detached), medium-density (townhomes and duplexes), and higher density residential (apartments or condominiums). Collectively, these land uses account for 26.3% of land uses within the community. The lower the density the milder the tax benefit to the community. Typically, low-density residential consumes more in services than it provides in tax generation. However, medium and higher-density residential typically are tax positives with some exceptions.

Commercial, Office + Industrial Land

Commercial, office, and industrial land, shown in red, dark blue, and gray, mostly can be found along Baptiste Drive, Pearl Street and Silver Street. Collectively, this land makes up the bulk of employment land within Paola. These types of land uses are typically a tax positive for the community as well as a provider of jobs.

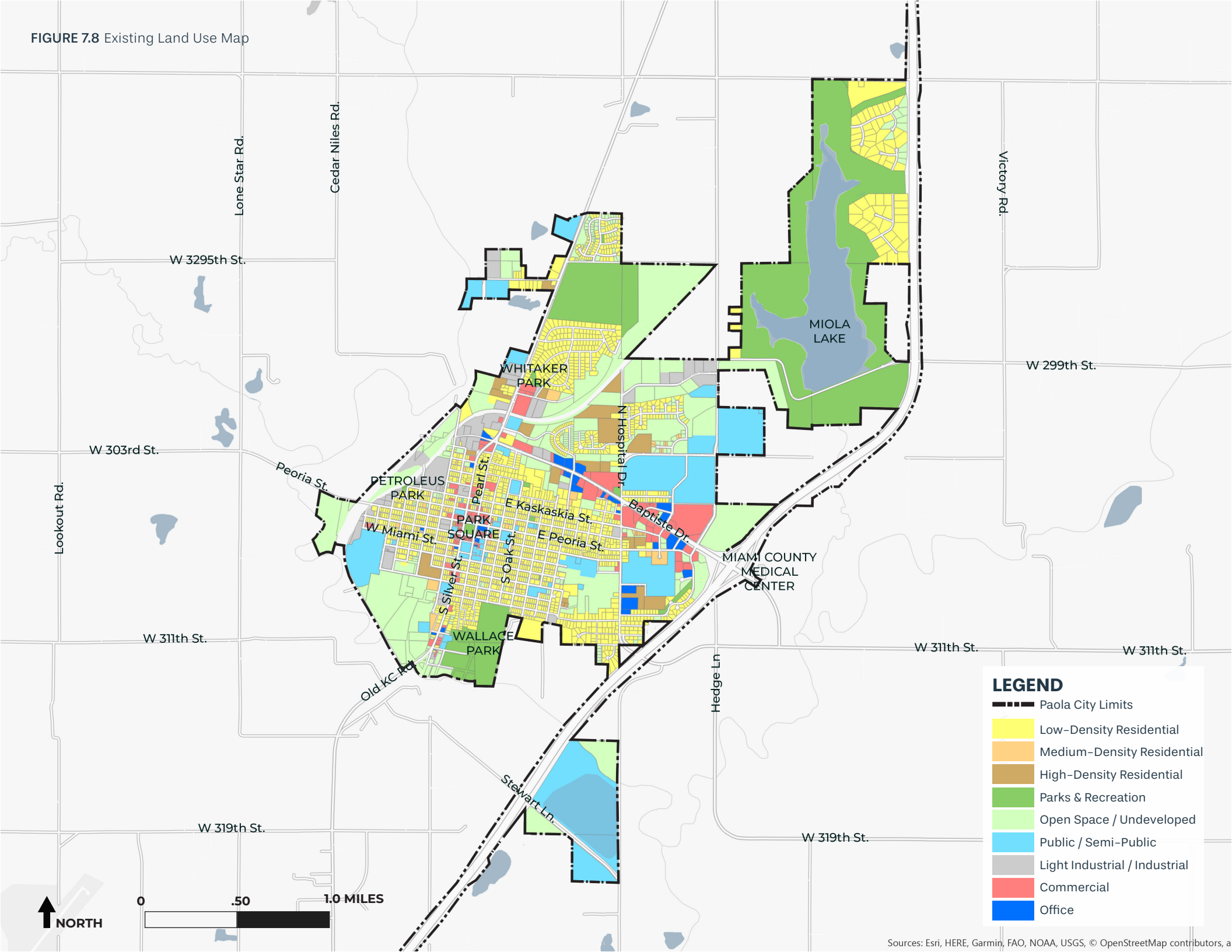
Public, Open Space + Park Land

Public, open space, and park land, shown in light blue, light green, and dark green, are scattered throughout Paola. As a county seat, Paola has more public or semi-public land than other similarly sized communities. While typically not a tax positive for communities, these land uses contribute to the overall sense of place and quality of life.

TABLE 7.1 Existing Land Use by Total Acres

Existing Land Use	Acres	Share (%)
Open Space / Undeveloped	564.3	22.2%
Low-Density Residential	579.3	22.8%
Medium-Density Residential	20.5	0.8%
High-Density Residential	67.6	2.7%
Parks & Recreation	522.9	20.6%
Public / Semi-Public	367.5	14.5%
Commercial	89.8	3.5%
Office	28.1	1.1%
Light Industrial / Industrial	101.3	4.0%
Water	199.7	7.9%
Total Acres	2,540.9	100%

FIGURE 7.8 Existing Land Use Map



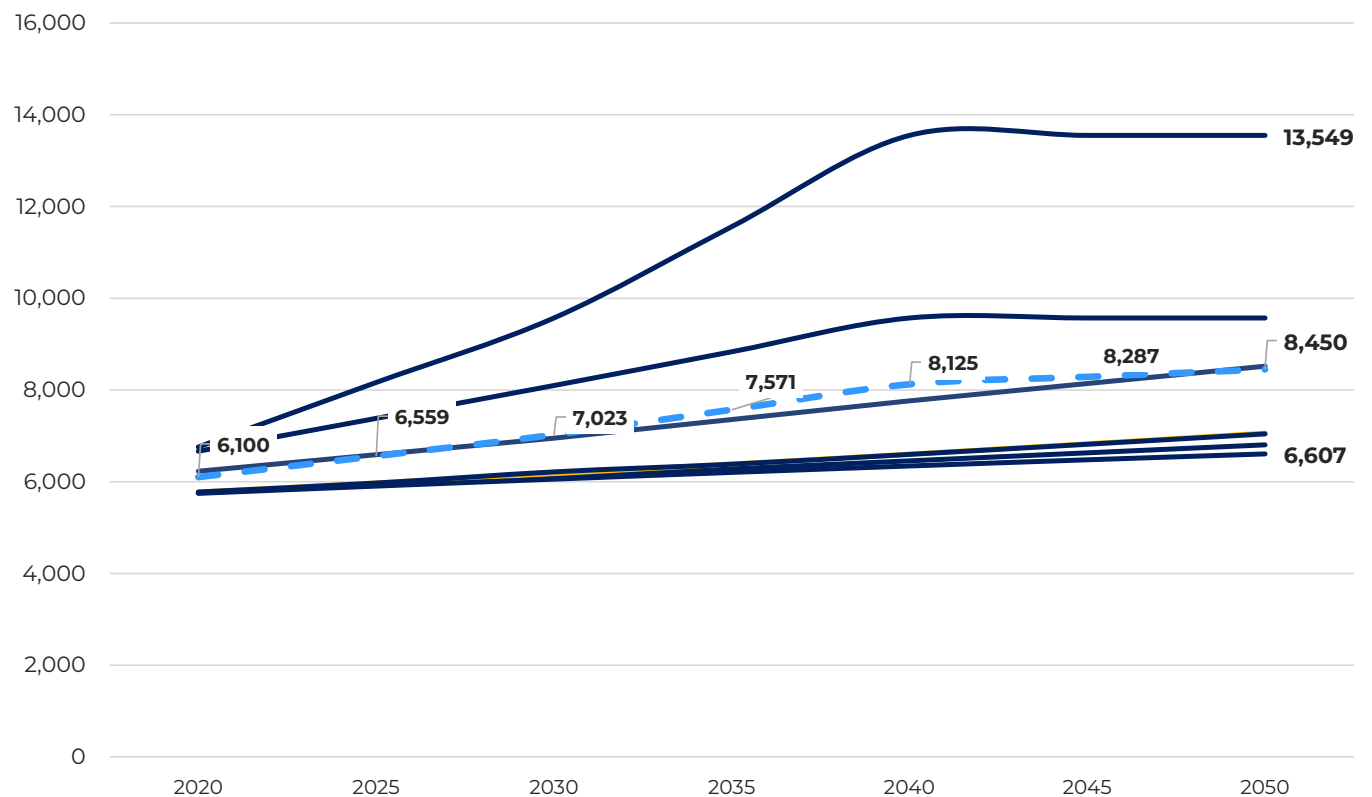
Growth + Development:

Land Use Demand Estimates

Figure 7.9 shows the population projections created for the Planning Paola Comprehensive Plan. The average population projection for 2050 was 8,450, which would require an added population of around 2,839 based on 2019 population estimates. The overall range of population projections range from a high of 13,549 to a low of 6,607.

While these are just estimates and the actual population growth will likely be somewhere in-between, Paola needs to plan for ways to accommodate any projected growth in population.

FIGURE 7.9 Paola 2020–2050 Population Projection Scenarios



Growth + Development:

Residential Demand Estimates

The total demand for housing units was calculated using the housing tenure breakdown as well as average household size for renter and owner-occupied units.

The total average household size in Paola in 2019 was 2.27 persons.

Therefore, the average population growth scenario would require at a minimum 3,723 additional households

In 2019, 65.5% of households were owner-occupied and 34.5% renter-occupied. If this pattern holds, there would be demand for 2,439 new owner-occupied housing units and 1,283 renter-occupied units.

Based on these calculations, the Future Land Use Plan should provide, at minimum, enough residential land to accommodate for the range of growth scenarios.

TABLE 7.2 Residential Demand Estimates Paola 2050

	Total Population	Added Population	Total Households	Owner- Occupied Units	Renter- Occupied Units
Population (Existing)					
2050 Projection High	13,549	+7,938	3,497 new units	2,291 units	1,206 units
2050 Projection Average	8,450	+2,839	1,251 new units	819 units	432 units
2050 Projection Low	6,607	+996	439 new units	288 units	151 units
Assuming 60% low-density residential					
		2 du / acre	Between 132 and 1,050 acres minimum		
25% medium-density residential		8 du / acre	Between 14 110 acres minimum		
15% high-density residential		15 du / acre	Between 5 and 35 acres minimum		

BY 2050,
PAOLA MAY NEED...

+3,723 units



Growth + Development:

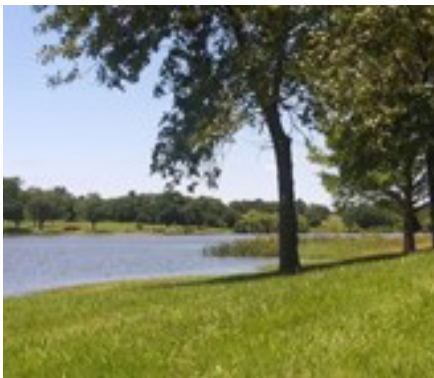
Future Land Use Categories

A set of future land use categories have been defined to help complete the Future Land Use Plan. These categories define the various land uses and degrees of intensity of the proposed development type and style. Definitions and precedent imagery are shown on the following pages.

Open Space

Agricultural land, undeveloped land, floodplain, areas with significant tree cover

The Open Space land use category is set aside for agricultural land, undeveloped land, floodplain, and significant tree cover. Paola has an extensive 100-year floodplain that benefits farming practices in the area and hinders safe development. It is expected that this land will remain in this category as the rest of the city continues to grow to ensure safe and sustainable development. Some of the land in this category, outside of the floodplain, may be suitable for future development and the Future Land Use plan should be amended to accurately reflect these changes.



Estate Residential

Large lot, single-family residential. Minimum lot size of 1 acre

The Estate Residential land use category includes low density, large lot residential developments. The typical density level of this land use category is no more than 1 dwelling unit per acre. These developments may be located in areas with steep slopes or significant tree cover that could be an obstacle to other residential developments.



Single-Family Residential

Typically minimum 60-foot-wide lot, 6,500 square feet

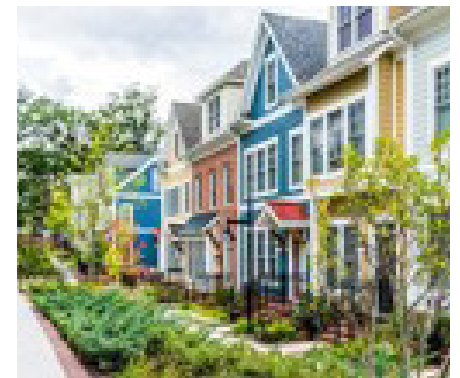
The single-Family Residential land use category is designed for areas with traditional low-density single-family with lot sizes ranging from 1 to 5 dwelling units per acre. This land use will be predominantly single-family detached homes with some duplexes and single-family homes with accessory dwelling units. Developments within this category may also include religious, educational, institutional uses, manufactured housing developments, child daycare centers, and public and private recreational areas.



Medium-Density Residential

Townhomes, rowhouses, or cottage home developments

The Medium-Density Residential land use category includes townhomes, rowhouses, and cottage home developments. Occasionally, single-family homes with accessory dwelling units will be included in this land use category. Medium-Density Residential experiences a variety of densities from 5 to 12 dwelling units per acre. Development within this category may also include religious, educational, institutional uses, manufactured housing developments, child daycare centers, and public and private recreational areas. This land use can serve as a transitional land use from low-density residential to more intense uses such as commercial or industrial.



Growth + Development:

Future Land Use Categories

High-Density Residential

Apartments or condominiums

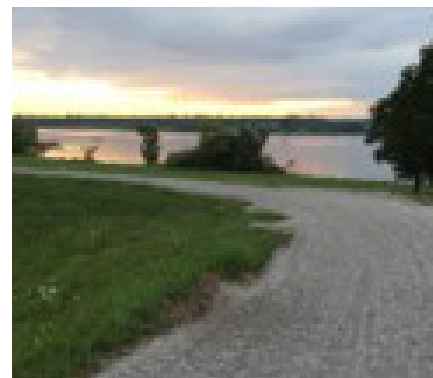
The High-Density Residential land use category is set aside for areas with densities of 12 or more dwelling units per acre. The category will likely see apartments and condominiums as the primary development, with some townhomes or rowhouses where appropriate. This housing type provides alternatives to residents of all ages and life stages. Development within the category may also include religious, educational, institutional uses, manufactured housing developments, child daycare centers, and public and private recreational areas.



Parks and Recreation

City and County-Owned parks

The Parks and Recreation land use category is set aside for public, private and semi-private recreational land such as parks, trails, golf courses, greenways, and recreational fields.



Public, Semi-Public and Institutional

City, County, and school-owned properties

The Public, Semi-Public and Institutional land use category includes land owned or operated by a public or semi-public entity or institution. This could include city-owned properties such as city hall, the police department, library, or public works storage. It also includes similarly held land from the county. This land use category also covers any land owned by the school district. Lastly, the Institutional land uses include airports, colleges/universities, schools, libraries, landfills, communication and utility facilities, transit centers, water/sanitary sewer plants, police and fire facilities, cemeteries, post offices, hospitals, government offices and civic centers.



Downtown Mixed-Use

Park square, mixed-use development and redevelopment

The Downtown Mixed-Use land use category is set aside for mixed-use uses in and around Park Square. The uses should consist of multi-story buildings and be exclusively first-floor retail or restaurant with limited amount of other commercial or office uses to encourage all-day activity. The upper floors of these buildings should be reserved for residential, or office uses.



Growth + Development:

Future Land Use Categories

Neighborhood Commercial

Small retail and office

The Neighborhood Commercial land use category includes small retail and office spaces for readily accessible services to residents and the traveling public. This category is located at major nodes throughout the planning boundary. Typical land uses include daycares, assisted living facilities, small office, convenience stores and other neighborhood-serving uses. Building Design Standards should be included to ensure this type of development does not interfere with the adjacent neighborhood, is built at a suitable scale, and does not unnecessarily increase noise, light, or vehicular pollution. Sites are generally 1 to 10 acres and should accommodate pedestrian and bicycle circulation.



Highway Commercial

Commercial services and products along major highways

The Highway Commercial land use category is designed for commercial activity that occurs along and near major highways to provide commercial services to local residents and the traveling public. Highway commercial is often placed along highways and arterials, especially near intersections and interchanges. Typical uses include gas stations, car washes, car dealerships, fast food and sit-down restaurants, convenience stores, hotels, banks, and auto repairs stores.



Office

Office campuses

The Office land use category is set aside for areas suitable for small or large-scale office developments and is designed to promote additional employment opportunities in Paola. The land use category can include a combination of professional office and medical uses as well as corporate campuses consisting of single or multi-tenant buildings that are 1 or more stories tall. A limited set of support retail such as coffee shops or dry cleaners may also be included within the land use category.



Business Estate

Large residential lots that include commercial business

The Business Estate land use category is set aside for areas of large residential lots that include a more intensive home-based business, such as a contractor's office, agricultural produce sales, ag-related entertainment, specialty repair, and similar small businesses.



Growth + Development:

Future Land Use Categories

Business Park

Office complexes and light industrial

The Business Park land use category is set aside to include business park office complexes and very light industrial uses. Business Park uses include larger office complexes and corporate campuses. Light industrial uses include warehouse and distribution facilities and activities such as testing, fabrication, manufacturing, assembly or processing of materials that in refined form and do not require transformation that creates smoke, odor, dust vibrations, soot or other noxious elements. All activities are contained within the buildings with no outdoor storage. Limited support retail or commercial activities would be allowed including gas stations, convenience stores, or coffee shops.



Airport Business Park

Airport growth and protection

The Airport Business Park land use category is designed for the Miami County Airport and the immediately surrounding area. This category protects the airport and airspace from incompatible land uses. Aircraft noise and other safety and environmental impacts make many land uses such as residential, schools, and churches incompatible. Uses that are more compatible to airport activity include industrial, business parks, and some commercial activity. Consideration should be made for any future expansion of the airport.



Industrial

Heavy and light industrial users

The Industrial land use category is set aside for more intense heavy industrial users such as the large-scale assembly of goods and material processing. These uses may include outdoor storage as well as all uses allowed in the Light Industrial / Business Park category. Generally, industrial uses should be located away from residential areas.



Growth + Development:

Key Considerations



Residential Growth

The need for new areas for residential growth helped to define part of the Future Land Use Plan. New residential growth areas were identified north and northeast of existing city limits. Residential growth areas will help Paola to attract new commercial as well as new industries that need additional housing for added workforce.



Natural Features

Paola is surrounded on nearly all sides by various natural features that will impact the long-term growth pattern and opportunities in the community. Floodplain and stream buffers act as natural growth barriers and buffers as well as opportunity areas for additional conservation, park, or trail land.



Connectivity

The new Future Land Use Plan encourages multi-modal connectivity through the expansion of major arterials and collectors alongside the addition of new sidewalk and trail routes. This will ensure safety and sense of place for current and future residents.



Accessibility

Paola's easy access to the Kansas City metro region help drive decision-making within the Future Land Use Plan. Much of the growth was pushed north to take advantage of being even closer to the job centers in the metro. Enhancing the accessibility has been integrated into the Future Land Use Map.



Downtown Paola

The Future Land Use Plan works to protect and enhance downtown Paola through expanding the boundary of the downtown and providing complementary land uses within the downtown area.



Infill Neighborhoods

While new growth areas will need to be explored, an emphasis was also placed on the importance of infill within existing neighborhoods. Continued investment in the older parts of Paola will help to prevent us versus them mentality between new areas and old.

Growth + Development:

Future Land Use Plan

Figure 7.10 shows the Future Land Use Plan created for the Planning Paola Comprehensive Plan Update. The Future Land Use Plan lays out a long-term vision of the preferred layout of the Paola area. Far more land than will realistically develop in twenty years is included to allow for flexibility in where different uses may go. This allows Paola to better protect its borders as development within their 3-mile extra territorial review come up for city review. This plan should be referenced to ensure key areas are set aside or preserved for different uses.

Table 7.3 shows the breakdown of total acres by future land use category. The most dominant future land use is low-density residential, which accounts for just over 29% of the planning boundary. Estate residential accounts for another 23% of the planning boundary.

Parks & Recreation make up a larger portion of the land use plan as well with around 3.3%. Open space, which is mainly floodplain, accounts for just over 20% of the map.

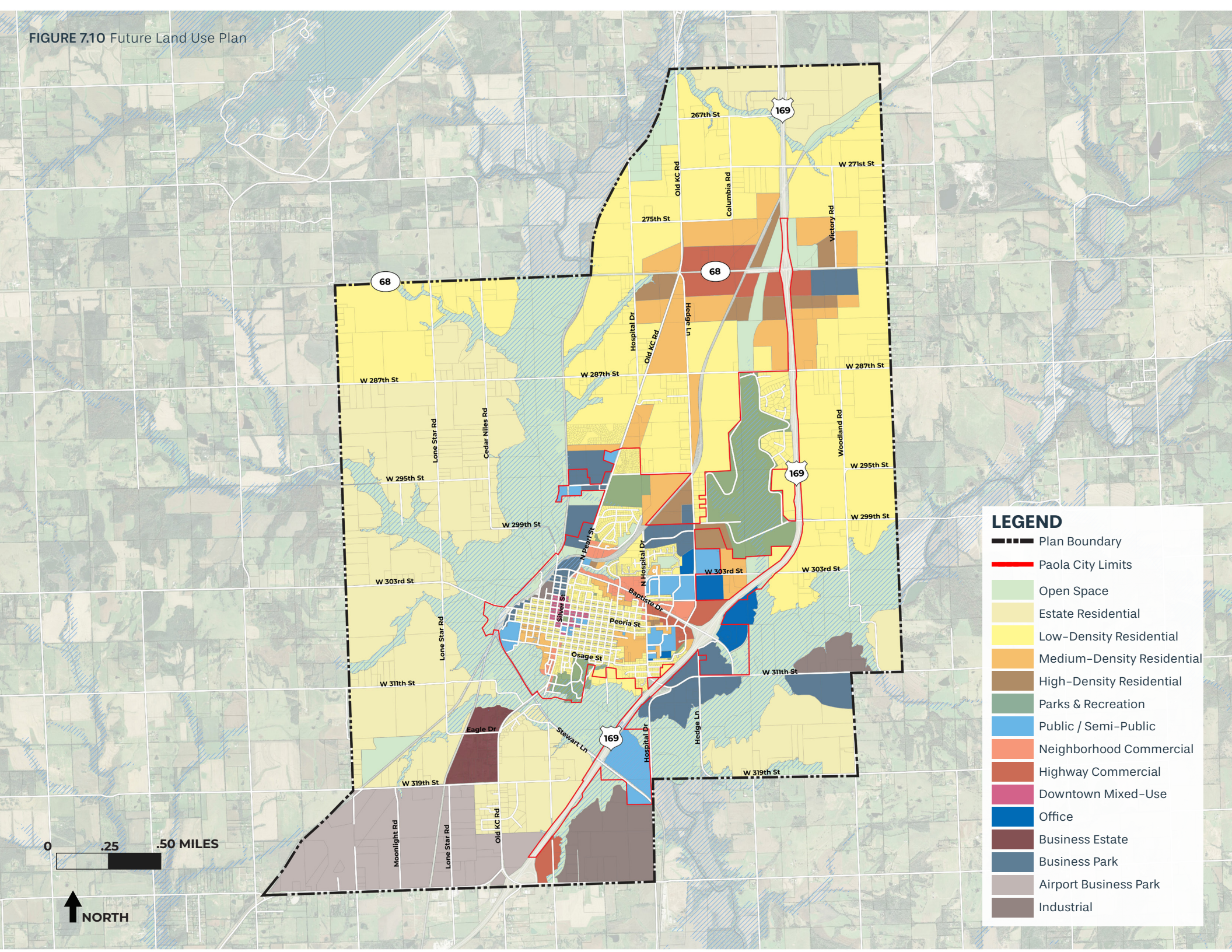
Collectively, commercial uses account for around 2.5% while airport business park, business park, and industrial account for a combined 11.7%.

There are far more acres of land for each land use category than will be needed for Paola to capture its expected growth. However, this provides built-in flexibility as well as a long-term vision for the greater area.

TABLE 7.3 Future Land Use by Total Acres

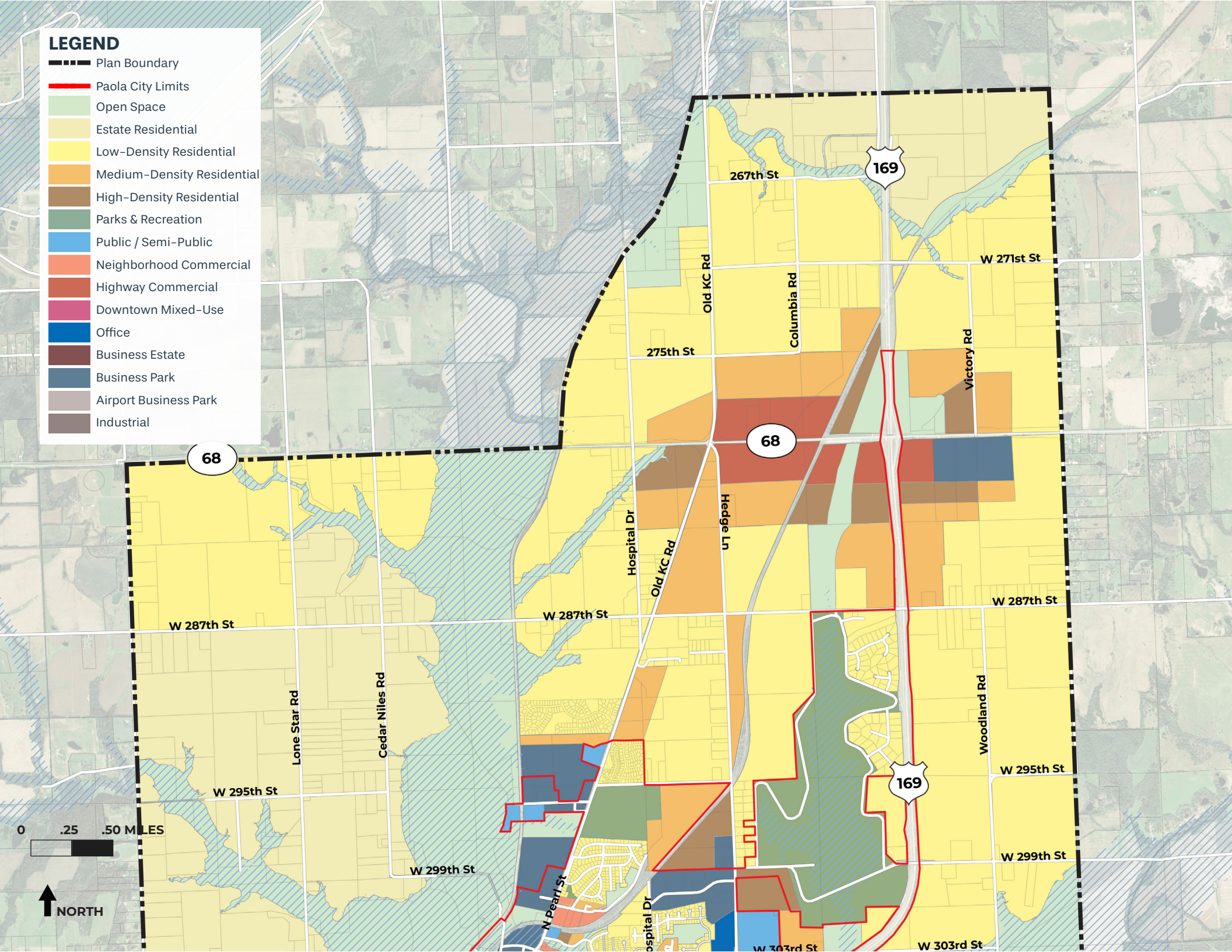
Future Land Use	Acres	Share (%)
Open Space	4,366.2	20.8%
Estate Residential	4,822.1	23.0%
Low-Density Residential	6,108.5	29.2%
Medium-Density Residential	1,109.7	5.3%
High-Density Residential	321.0	1.5%
Parks & Recreation	682.5	3.3%
Public / Semi-Public	196.2	0.9%
Neighborhood Commercial	113.5	0.5%
Highway Commercial	389.3	1.9%
Downtown Mixed-Use	27.0	0.1%
Office	157.8	0.8%
Business Estate	187.4	0.9%
Business Park	722.2	3.4%
Airport Business Park	1,176.8	5.6%
Industrial	562.8	2.7%
Total Acres	20,943	100%

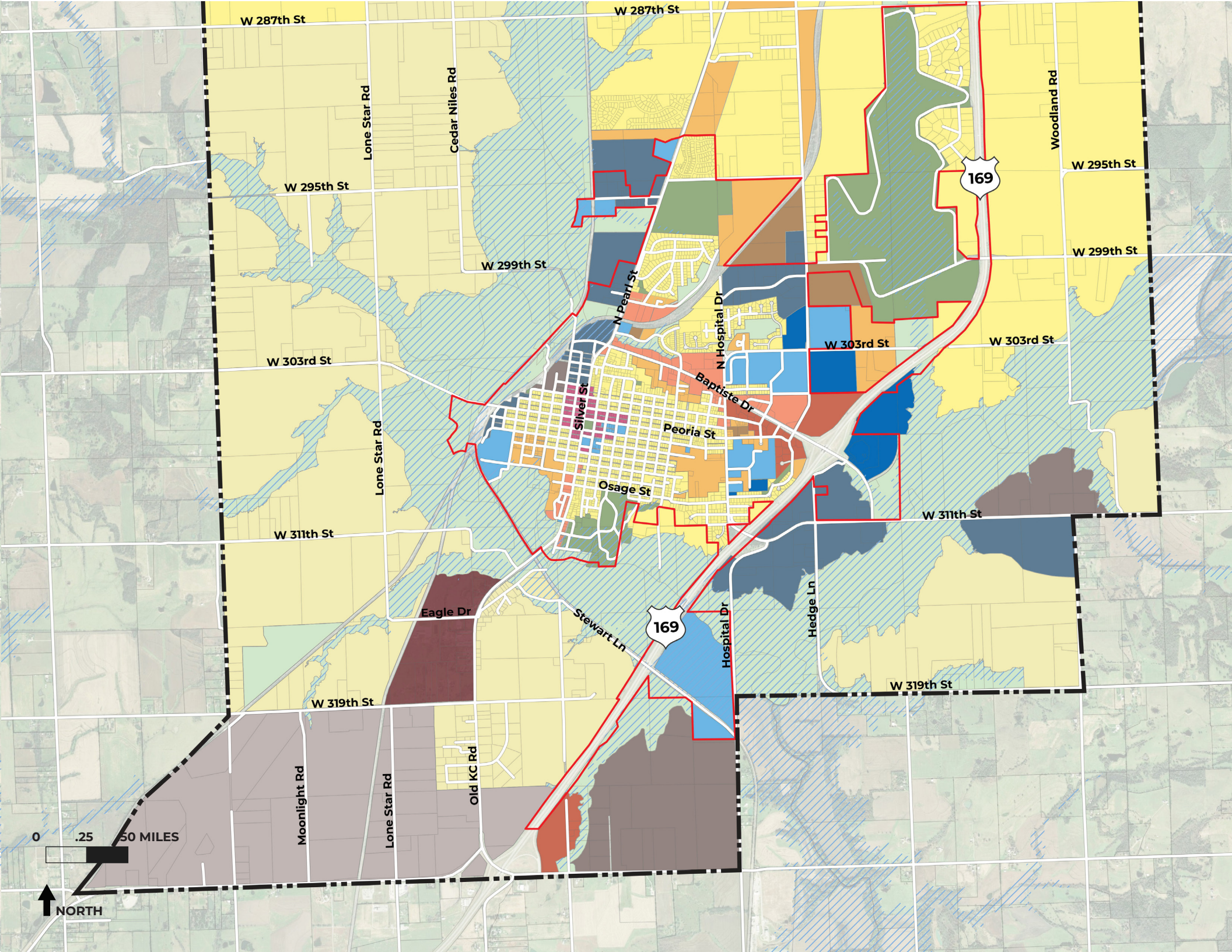
FIGURE 7.10 Future Land Use Plan



LEGEND

- Plan Boundary
- Paola City Limits
- Open Space
- Estate Residential
- Low-Density Residential
- Medium-Density Residential
- High-Density Residential
- Parks & Recreation
- Public / Semi-Public
- Neighborhood Commercial
- Highway Commercial
- Downtown Mixed-Use
- Office
- Business Estate
- Business Park
- Airport Business Park
- Industrial





Growth + Development:

Annexation Priority Areas

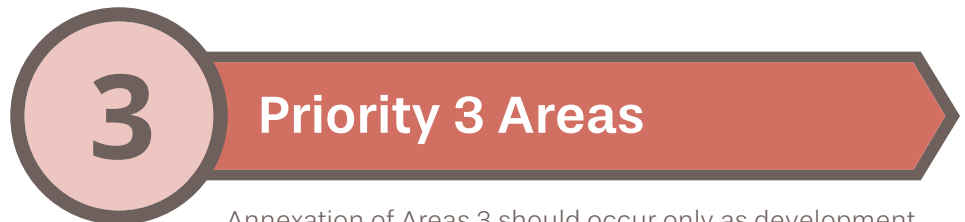
Figure 7.11 identifies the annexation priorities for the City of Paola in order to ensure a ready supply of land for orderly growth and development.



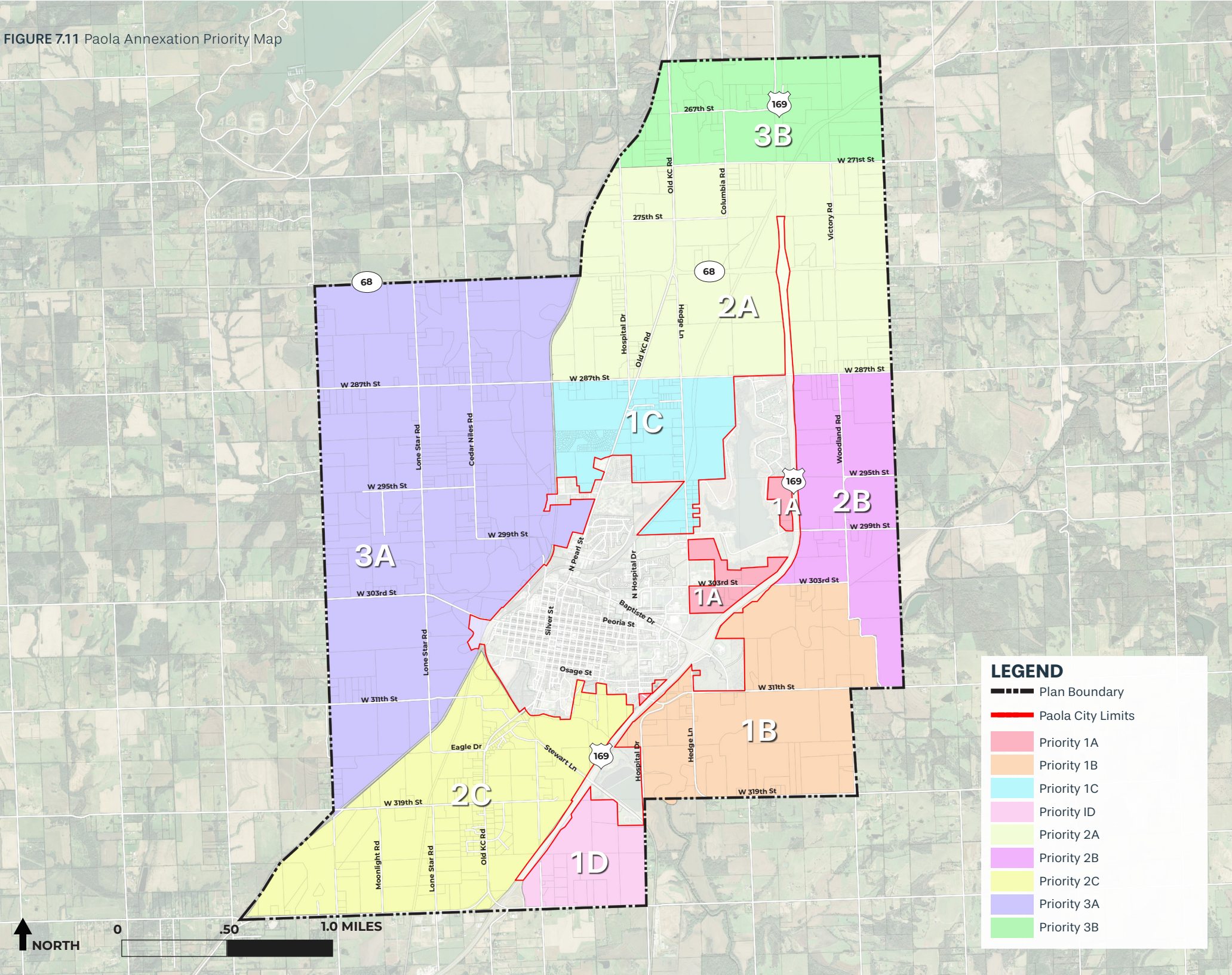
Growth Areas 1 should be high priority for annexation into the City and infrastructure investment necessary to support development.



Annexation within Areas 2 are secondary priorities ideal for future growth as Areas 1 become built-out.



Annexation of Areas 3 should occur only as development demand warrants and infrastructure extensions are completed. Due to the challenges of extending utilities and provide municipal services, the areas not identified on this map should be low priority for annexation.

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Goal 7.1

Ensure financially sustainable growth that maintains and improves quality of life

A diverse mix of land uses supports a healthy economy and quality of life. It is imperative to ensure that this variety is maintained and expanded as Paola brings in new development. Finding those ideal locations for new developments will allow the City to get ahead of the process and be proactive in their efforts—as opposed to reactive.

Allow for a wide mix of land uses in strategic locations

A sustainable land use plan does not overly rely on one housing type. While there may still be a dominant housing type in a small town, likely low-density residential, a community can increase its resiliency by providing opportunity and locations for more diverse housing types such as mid to high-density residential, commercial, and industrial uses. The Future Land Use Plan identifies strategic locations for each land use type to allow each to flourish based on location, context and surroundings.

Policies + Action Items

- Provide areas for new low-density residential growth
- Allow medium and high-density residential development in key areas throughout the community as identified on the future land use plan
- Promote commercial redevelopment and expansion along key corridors and intersections
- Attract industrial users to areas identified on the Future Land Use Plan



Encourage infill development and growth that feels connected to preserve small-town feel

One way to preserve the small-town feel and charm present in Paola as it grows is to emphasize the importance of infill and growth that feels connected to the existing city core.

Policies + Action Items

- Discourage leapfrog development whenever possible to keep growth connected
- Prioritize growth in areas adjacent to or near existing city limits
- Promote infill and housing rehabilitation of existing properties and vacant lots
- Review zoning code that may be discouraging new development and redevelopment / infill projects

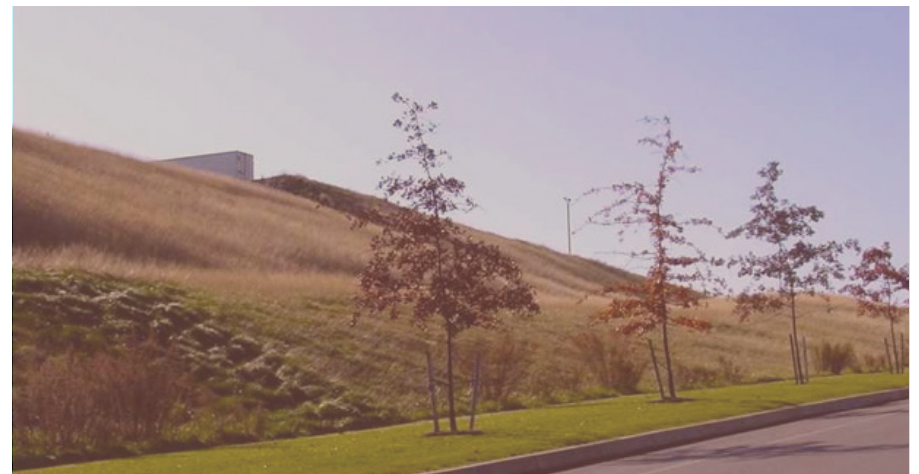


Ensure financially sustainable growth that maintains and improves quality of life

Ensure financially sustainable growth that maintains and improves quality of life

Balanced and harmonious land uses respect natural resources to prevent the likelihood of flooding or other environmental issues. Additionally, it requires the use of appropriate buffering to prevent unnecessary clashes between low and higher intensity uses such as housing and industry. Buffers provide physical distance and can be enhanced through vegetation and topography such as trees and berms to provide additional protection. Lastly, it allows for transitional uses that can further buffer and gradually increase or decrease intensity of uses to avoid conflict.

- Discourage development near sensitive environmental areas such as streams or floodplains
- Require buffers between incompatible land uses such as industrial and residential
- Use transitional land uses between uses of different intensities such as medium-density residential between commercial / industrial and residential uses



Goal 7.2

Promote the use of best practices for zoning and subdivision regulations

Connectivity of the entire community helps thread the various land uses together. Ensuring that there is a strong sidewalk and street network begins with updating existing networks, requiring developers to construct sidewalks and trails in their new developments, and limiting the use of cul-de-sacs. By taking these steps, the mobility and connectivity of the community will support the high quality of life Paola already offers to residents.

Create walkable and interconnected neighborhoods to maintain the small-town feel

The benefits of living in a community like Paola should be the safety one feels allowing their children to walk to a local park or school. Walkable and connected communities promote a small-town feel by encouraging people to explore their community and meet their neighbors.

Policies + Action Items

- Connect new and existing areas of the community through streets and pedestrian connections to encourage a cohesive community character
- Update subdivision regulations to require new development construct sidewalks and trails and connect these trails and sidewalks to existing and future adjoining developments
- Limit the use of cul-de-sacs and dead-end streets and require collector streets connect through proposed developments to provide multiple streets in which to circulate traffic



Promote the use of best practices for zoning and subdivision regulations

The Future Land Use Plan for Paola extends far beyond the existing city limits and likely growth area for the next twenty years. This is done, in part, to protect Paola's borders and ensure proposed growth within the 3-mile extra-territorial review area aligns with the long-term vision of the planning area.

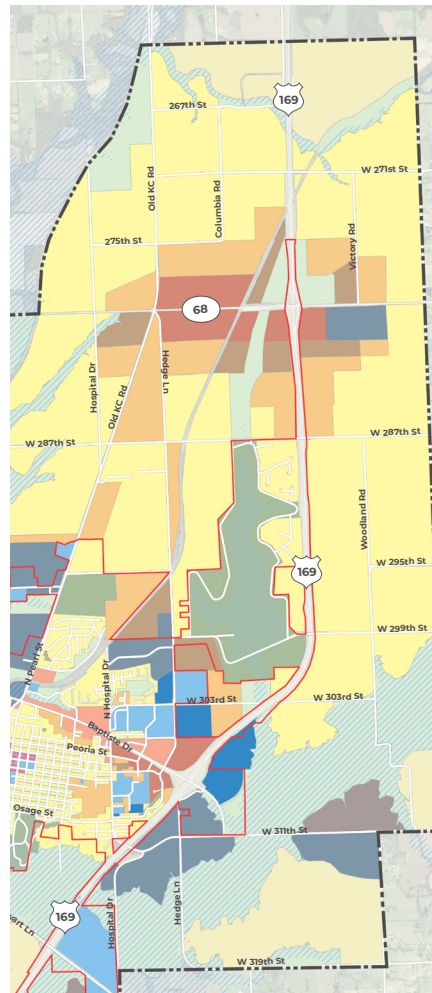
An overall review of Paola's zoning districts will help simplify this review process as well as city development review processes.

- Update the Land Development Ordinance to follow a more conventional and easier to use format, specifically related to zoning districts
- Consult the Comprehensive Plan when reviewing rezoning requests and development proposals (including subdivisions within the City's 3-mile extra-territorial review area) to determine if they are consistent with the Comprehensive Plan's Future Land Use Plan and related goals and strategies
- Update the zoning and subdivision regulations to support the Future Land Use Plan and any goals, policies or action items included in the plan
- Preserve right-of-way and easement corridors for future streets and utilities
- Require rural development and subdivisions to have streets built to City design standards and have at least one access point to a paved street network



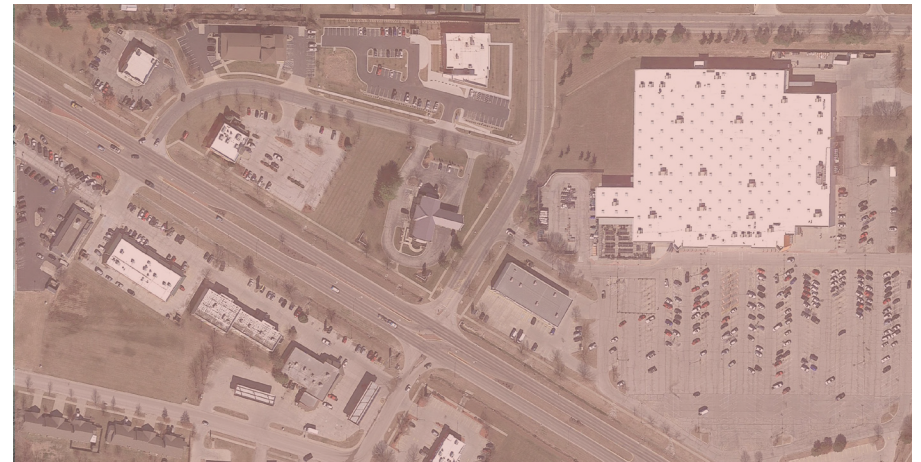
Ensure adequate infrastructure and utilities for future growth areas

As Paola faces continued growth pressure, having adequate infrastructure in place or planned will help to ensure a smoother development process. Growth outside of city limits should either be required to annex and connect to city services or to provide dry sewer mains, easements, plans or agreements to connect at some point in the future. This will allow more consistent design, quality, and standards for the Paola growth area.



Policies + Action Items

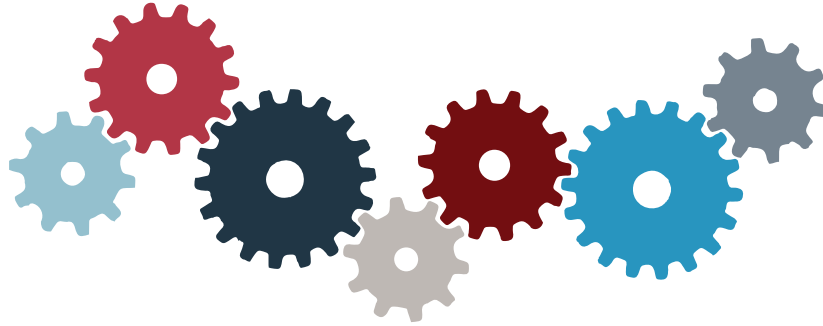
- Ensure new development in Paola and its 3-mile extraterritorial review area is served by adequate public infrastructure and does not exceed the capacity of existing infrastructure
- Require new development to fully be served by adequate public infrastructure including paved streets, sidewalks, trails and municipal water and sewer service
- Encourage rural development annex into the city and connect to city water and sanitary sewer service
- Require any proposed development that cannot connect to City sewer and/or water provide dry sewer mains, easements, plans, and agreements to connect at some point in the future when service is available





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Section 8: **Implementation**



The Implementation Section lays out the goal, policies and action items for each chapter of the Comprehensive Plan. Within each chapter, the priority levels and timeframes for action items are identified to provide guidance as Paola continues to grow and flourish.

Discussed in this section:

- › Goals
- › Policies
- › Action Items
- › Priority Level
- › Timeframe



A Vision Brought to Life

The Implementation Section threads each chapter together from the Comprehensive Plan. The tables provided in the following pages identify the goals, policies, and action items for each chapter. Each action item has associated priority levels and timeframes suggested for implementation, to better guide the City in directing funds and efforts as Paola continues to grow.

Getting the job done

“This plan is brimming with innovative and forward-thinking strategies to improve the lives of Paola residents through the year 2050 and beyond. The implementation strategy outlined in this section provides the framework for how to get the shovels in the ground, policies in place and the great ideas brought to fruition.”





Implementation

Purpose + Layout

The implementation section provides a summary of all the Comprehensive Plan policies and action items and identifies the priority levels and timeframes for each and action item. The descriptions and visual elements attached to the three categories are provided below.

Goals

Goals are objectives or aims which may be broad or specific

Strategies

Strategies identify the topic area and intent for the following policies and action items attached to the goal itself.

Policies

Policies represent on-going principles by which the City should adhere to when approving new developments or planning future investments.

Action Items

Action items are specific steps the City should take.

Priority Level

Each action item has been assigned a priority level of either low, moderate or high. Low priority action items are still important but represent less time sensitive issues or ones that will take place over a longer period of time.

Timeframe

Each action item has been assigned a timeframe of either Short-Term (0–4 years), Mid-Term (5–9 years) or Long-Term (10+ years). Many of the Long-Term action items may represent long-term, ongoing action items the City will need to keep up with on an ongoing basis.

Timeframe

Timeframes for each action item identify the length of time anticipated to implement or maintain them. Below are their attached symbols.



Short-Term
(0–4 years)



Mid-Term
(5–9 years)



Long-Term
(10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal X: Goals are objectives or aims which may be broad or specific		
S1	Strategy X: Strategies identify the topic area and intent for the following policies and action items attached to the goal itself.		
A1	Action items are specific steps the City should take.	<div></div>	<div></div>

Priority Level

Each action item is assigned a priority level for implementation. These are identified on a scale from low to high with the symbols below.



Low
Priority



Moderate
Priority



High
Priority



No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Preserve Paola's existing housing stock		
S1	Strategy 1: Prioritize housing rehabilitation in the identified "hot spot" areas		
A1	Host neighborhood meetings with residents in these neighborhoods to update them on available rehabilitation programs		
A2	Discuss concerns and future needs for housing rehabilitation programs and actively adjust them to better suit residents		
S2	Strategy 2: Improve existing housing programs		
A1	Refine the Neighborhood Revitalization Plan (NRP) to make it more accessible and user-friendly		
A2	Expand the NRP map boundaries to include homes in the Central Neighborhood, per the Windshield Survey Map		
A3	At its next review, consider expanding the New Housing Construction Incentive Program to include typologies such as single-family attached, townhomes and rowhouses		
S3	Strategy 3: Expand program opportunities in Paola		
A1	Take the necessary steps to integrate the Rural Housing Incentive District (RHID) Program offered by the State of Kansas Department of Commerce and actively apply it throughout Paola		
A2	Consider replacing the NRP with a Housing Repair Loan Service		
A3	Implement an Acquisition, Rehab, Resale Program to rehabilitate the existing housing stock and expand housing options for residents in Paola		
S4	Strategy 4: Advertise and educate residents on available housing rehabilitation programs		
A1	Create a marketing plan to advertise existing programs		

Section 8: Implementation











Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A2	Speak to local civic organizations to promote these programs and explain their intent		
A3	Have a program specialist on staff to be a go-to resource for residents as they turn to the City with questions regarding the programs		
G2	Goal 2: Expand housing options for current and future residents		
S1	Strategy 1: Diversify future residential development		
P1	Promote a variety of residential typologies, including townhomes or rowhouses, entry-level single-family and mid-level single-family, missing middle, and apartment style homes		
P2	Utilize the Future Land Use plan to identify ideal locations for residential development		
P3	Offer expedited approval for residential developments that meet desired typologies		
P4	Allow and encourage infill redevelopment to capitalize on existing infrastructure and revitalize neighborhoods		
P5	Continue to work with developers to identify areas that are prime for single-family subdivisions and help plan for necessary infrastructure extensions		
S2	Strategy 2: Expand renter opportunities		
P1	Support additional rental units in the <\$499 and \$1,000–\$1,499 price ranges to alleviate competition in the \$500–\$999 price range		
P2	Sustain a supply of available rentals for new residents seeking temporary housing while waiting to purchase a home		
A1	Explore a Rental Housing Inspection Program to ensure that rental properties are meeting adequate standards for decent and safe habitation		
A2	Rehabilitate the upperstory units of the structures surrounding Park Square to create new residential units		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G3	Goal 3: Improve accessibility and affordability of housing		
S1	Strategy 1: Support developments that expand housing opportunities for low-income, senior, and workforce residents		
A1	Communicate with developers the price range of homes needed and connect them with necessary funding and assistance		
A2	Consider implementing a gap financing program for Low Income Housing Tax Credit (LIHTC) funded projects		
A3	Reexamine zoning regulations to allow Accessory Dwelling Units (ADUs) on single-family lots to provide additional options for small, affordable units		
S2	Strategy 2: Initiate City-led projects to improve availability of affordable housing		
P1	Partner with local nonprofits and organizations to reduce the City's risk on residential developments		
A1	Identify vacant or developable land for affordable housing		
A2	Consider offering incentives, such as density bonuses or tax rebates, to developers if a minimum of 15% of the development is affordable housing		



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Attract economic growth in Paola		
S1	Strategy 1: Promote coordination and partnerships for economic development in Paola and Miami County		
P1	Work to attract development in the target industries identified in the Miami County Economic Development Strategic Plan		
P2	Attend state and regional conferences and meetings to advocate for businesses to choose Paola		
P3	Continue to coordinate economic development strategies and resources between Paola and Miami County by highlighting the strengths of the area		
S2	Strategy 2: Help support workforce development efforts in Paola		
P1	Continue to support local higher educational facilities in and near Paola		
A1	Coordinate with the school district to identify strategies to help transition high school students to trade and other skilled labor positions available within Paola industries		
A2	Continue to work with local universities, job training programs and community colleges to place qualified employees in jobs located in Paola		
S3	Strategy 3: Ensure Paola facilities are prepared for additional economic growth		
P1	Actively seek adequate broadband internet services to support existing businesses and residents while pursuing opportunities to identify upcoming trends and developments for wireless connections		
P2	Expand roadways and improve connectivity in and around Paola to support growth		
A1	Utilize the Kansas Office of Rural Prosperity to aid improvements such as broadband infrastructure, community development and housing		



Short-Term (0–4 years)



Mid-Term (5–9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A2	Identify and market shovel-ready and certified sites in Paola		
A3	Create a plan to provide infrastructure where new industrial, business park and commercial nodes are proposed in the Future Land Use Plan		
A4	Explore the implementation of a Development Impact Fee		
S4	Strategy 4: Foster a friendly business climate in Paola		
A1	Promote a unified regional economic message and promote strengths of Paola for business and industry recruitment and retention		
A2	Study peer city technical assistance programs to learn best practices from fellow Kansas communities in applying for grant and development programs		
A3	Continue to market resources, incentives, and sites throughout Paola via Paola and Miami County websites		
A4	Perform a review of the effectiveness and utilization of the community's various incentive programs to identify areas for improvement and opportunities for new ventures		
S5	Strategy 5: Ensure the cost of doing business in Paola is fair but competitive		
A1	Annually review cost of doing business in Paola (tax rate, fees, utility rates) to ensure it is neither the most nor the least expensive option in the region to remain competitive.		
A2	Identify ways to streamline and simplify the development review process to help attract new development.		
S6	Strategy 6: Support quality of life improvements in Paola		
A1	Expand amenities, such as parks and recreation, walkability and bikeability		

Section 8: Implementation



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
P1	Continue to invest in public safety and a high-quality school district		
P2	Increase housing affordability and housing choice through targeting a wide range of prices and housing typologies		
P3	Work with state partners to designate areas of Paola as a Community Revitalization Strategy Area to use Community Development Block Grants (CDBG) for housing and economic development		
P4	Provide a robust infrastructure system, including improving connectivity, health care services, and senior-oriented amenities, to support aging-in-place in Paola		
G2	Goal 2: Retain Paola's existing businesses		
S1	Strategy 1: Support existing industrial sectors, small businesses and commercial corridors in Paola		
A1	Perform annual or bi-annual interviews with local business owners to understand any challenges they may be experiencing and what the city can do to support their long-term success.		
A2	Explore feasibility of offering focused financial incentives such as low-interest loans for existing businesses in Paola as a City or through a joint partnership with Miami County.		
A3	Explore landlord education program to help property owners learn best practices in property management / ownership.		
A4	Consider performing a series of corridor studies for Baptiste Drive, Silver Street and Pearl Street as the community grows to identify ways to keep these areas competitive and thriving.		
S2	Strategy 2: Enhance downtown Paola as an engaging location for residents and visitors		
A1	Create quick reference zoning guide to ease burdens of those looking to invest in downtown Paola and help them understand codes and requirements for their individual projects.		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A1	Explore Kansas Downtown Redevelopment Tax Rebate program to encourage improvement to downtown properties.		
A2	Develop a downtown streetscapes plan to enhance the pedestrian experience and promote walkability and bikeability.		
A3	Explore establishing a Business Improvement District (BID) to encourage ongoing maintenance and investment in downtown buildings, businesses, and public spaces.		
A4	Establish publicly available WiFi Downtown.		













Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Enhance existing parks and recreation facilities in Paola		
S1	Strategy 1: Provide a high level of service for parks in Paola		
P1	Provide routine maintenance of existing parkland in Paola		
P2	Consider adding a new park space in the under-served walk-time areas of Paola		
P3	Pursue additional recreational field development in other areas of the community including continued partnerships with the Paola School District and the Recreation Commission		
A1	Develop a strategy to update the park signage in Paola parks		
A2	Move forward with recreation field expansion and updates proposed for Wallace Park		
A3	Work closely with the owner of any major redevelopment of the Ursuline Convent include a public park or open space component		
A4	Acquire additional land around the Paola Community Center to expand open space opportunities and/or parking		
S2	Strategy 2: Build upon Paola's trail system		
P1	Continue to move forward with planned trail expansion and sidewalk construction		
P2	Expand sidewalks and/or trails to ensure safe pedestrian and bicycle passage between all existing parks in accordance with Chapter X – Transportation & Mobility		
A1	Adopt an expanded stream buffer ordinance to acquire buffer land around type 1 and 2 streams		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A2	Develop a new low-impact trail loop along acquired stream buffer area		
A3	Create a safe trail connection to Hillsdale State Park		
S3	Strategy 3: Improve recreation programs in Paola		
P1	Continue to support youth recreation in Paola through partnerships with the school district and other organizations		
P2	Support the new Recreation Commission and its efforts to oversee recreation facilities and programming in Paola		
P3	Utilize recreation and parks as an economic development tool through local / regional tournaments		
A1	Create and maintain active adult recreation leagues		
G2	Goal 2: Expand upon Paola's parks system as it grows		
S1	Strategy 1: Maintain a high-level of service for parks as Paola grows		
P1	Expand Paola's neighborhood park system as the community grows aiming for a half-mile service area or reasonable walk-time for all residential areas		
P2	Require new residential development to dedicate land or assist with the acquisition of land for new neighborhood parks		
P3	Encourage any new multi-family residential or mixed-use development to include a public or semi-public open space element		
P4	Work with neighborhood residents when designing and planning for a new neighborhood park to identify any desired theme, facilities, and amenities		
A1	Identify a timeline for creation of a formal parks and recreation department in Paola		



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
S2	Strategy 2: Ensure connectivity in the park system as Paola grows		
P1	Connect new parks to the existing park system with a dedicated trail or sidewalks		
P2	Support multi-modal efforts in the community to expand pedestrian and bicycle safety		
A1	Create a regional trail connection to link up with the Flint Hills Nature Trail in Osawatomie		
G3	Goal 3: Integrate best practices into Paola's parks and recreation system		
S1	Strategy 1: Aim for resilient park facilities		
P1	Integrate green infrastructure into Paola's routine parks maintenance and planning		
P2	Give consideration to new and upcoming park trends when planning new facilities		
A1	Create one or two high-visibility green infrastructure pilot projects in Paola parks to raise awareness and interest in the benefits of functional landscapes		
A2	Add educational signage around green infrastructure projects to explain the benefits		
S2	Strategy 2: Maintain an innovative and efficient park system		
P1	Continue to support the holding of community events in a variety of park facilities		
P2	Regularly perform life cycle analyses of park facilities and programs to ensure the offerings remain relevant and efficient		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A1	Actively market Paola's parks and recreation amenities to residents and visitors		
A2	Routinely survey residents about park opportunities and concerns		



Implementation: Natural Resources + Conservation

Section 8: Implementation



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Preserve Paola's watershed and protect water quality		
S1	Strategy 1: Actively participate in regional and state watershed initiatives		
P1	Continue to invest in the Hillsdale Watershed Coalition		
P2	Locally use and promote watershed management best practices such as minimizing pollution, proper land use regulation, stormwater management, expanding conservation, or minimizing paved surfaces		
A1	Identify and evaluate additional watershed management agencies or organizations to join		
S2	Strategy 2: Maintain, expand, and enhance stream buffers in Paola		
P1	Promote the use of vegetated buffers		
A1	Expand the stream buffer requirements in the zoning code to include a 100 ft buffer on either side of all type 1 streams and 50 ft buffer on either side of type 2 streams.		
S3	Strategy 3: Prevent rural and urban water pollution		
P1	Support efforts to educate nearby agricultural users about pollution control measures such as encouraging farmers to rotate crops, planting of cover crops, support reducing or eliminating tillage, and promote the use of agricultural buffers		
A1	Educate residents and businessowners about point and non-point source pollution prevention in Paola		
S4	Strategy 4: Keep gray infrastructure up to date and encourage green infrastructure		
P1	Continue to manage and update existing gray stormwater infrastructure to prevent overflow events		





Short-Term (0–4 years)



Mid-Term (5–9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
P2	Expand the use of green infrastructure on public land – especially in parks and open space		
G2	Goal 2: Conserve important natural landforms in Paola		
S1	Strategy 1: Discourage development on steep slopes		
P1	Encourage development that respects natural topography to prevent the alteration of drainage patterns, slope erosion and loss of topsoil		
P2	Continue work to stabilize streambanks to prevent increases in sediment load in Paola streams		
P3	Prohibit development in areas with very steep slopes		
S2	Strategy 2: Enhance the community's tree canopy		
P1	Preserve areas with significant tree cover and adopt a tree replacement ordinance		
A1	Adopt a tree preservation program and policy		
S3	Strategy 3: Preserve floodplain and wetlands to protect natural ecological systems		
P1	Encourage the minimal use of pavement in site design to reduce severity of flooding and reduce amount of stormwater runoff		
P2	Preserve high-quality wetlands to be integrated into site design whenever possible		
G3	Goal 3: Seek to create a system-level approach to natural resource preservation		
S1	Strategy 1: Expand and enhance a connected parks and conservation system as Paola grows		
P1	Preserve additional park and greenway space as Paola grows, with particular emphasis on acquiring the sensitive land around natural features for conservation and recreational opportunities		

Section 8: Implementation



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
P2	Expand trail system within the stream buffer corridors to provide dual benefit of environmental protection and recreation		
S2	Strategy 2: Seek to create a system of green infrastructure in Paola		
P1	Integrate green infrastructure solutions such as rain gardens, bioswales, or permeable pavement on publicly owned land in Paola		
A1	Identify and allocate funding to incentivize green infrastructure solutions on private property in Paola through programs such as full or partial grants or subsidies.		



Community Character



Short-Term (0–4 years)



Mid-Term (5–9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Foster a vibrant and diverse downtown		
S1	Strategy 1: Work with property owners and building officials to identify requirements for compliance with applicable codes in downtown building renovations		
A1	Adopt the most recent version (2021) of the International Existing Building Code (IEBC).		
A2	Initiate a review process of all building codes and update as needed to help building owners and the city come to a shared understanding on what fire protection and life-safety systems are required and the anticipated cost for improvements.		
A3	Conduct a downtown building roundtable discussion with building and Fire Department representatives, to review existing building codes, explain what is required and why, as well as options for life-safety and fire protection systems.		
A4	Consider incentives to facilitate the continued renovation and adaptive reuse of downtown Paola's building stock, such as a city-supported fire sprinkler improvement program.		
A5	Regularly conduct downtown building roundtable discussions in association with future code updates to keep building owners informed on changing requirements and means of compliance.		
S2	Strategy 2: Offer financial incentives for small business owners looking to establish businesses in downtown Paola		
A1	Implement financial incentives / small business grant program to support new and entrepreneurial small business owners.		
A2	Explore economic development competition by seeking local partners who could sponsor / support efforts to help establish small businesses in the downtown core.		
A3	Consider creating a property tax rebate program for building owners who provide reduced rents or make building improvements that support new retail tenants.		



No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
S3	Strategy 3: Support preservation efforts of downtown buildings and public spaces		
A1	Support ongoing preservation efforts by offering financial assistance to the Discover Historic Paola organization and to individual property owners when embarking on renovation or rehabilitation projects, specifically in the downtown square district. Incentives to be considered include tax incentives, financial assistance (rehabilitation grants or loans), regulatory relief (from building code or parking requirements).		
A2	Explore historic tax credits and grants offered by federal and state governments and help raise awareness to business / building owners of these assistance programs.		
S4	Strategy 4: Develop design guidelines for downtown buildings and public spaces to preserve the historic integrity of the district		
P1	Tie design guidelines with financial incentives to ensure that the quality of work and attention to detail is being accomplished.		
A1	Develop historic preservation design guidelines to assist in the long-term economic viability of downtown buildings and spaces.		
A2	Develop design guidelines for infill development that reflects a contemporary architectural style as to not mimic historic architecture but also compliments the historic buildings.		
S5	Strategy 5: Develop downtown streetscape plan to enhance the public realm		
A1	Develop a downtown streetscape plan that applies a cohesive look to a hierarchy of corridors throughout the district, enhances the aesthetic quality of the historic core and adds to the overall sense of place.		
A2	Identify standards for sidewalk dining and displays that can further increase the use and enjoyment of downtown.		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
S6	Strategy 6: Provide long-term solution to parking in the downtown core to ensure ample supply and convenient location		
P1	Preserve and continue to utilize on-street parking whenever possible to maximize parking efficiency.		
A1	Implement shared public parking policy to preserve future public parking access throughout the downtown core.		
S7	Strategy 7: Encourage infill development		
P1	Support efforts to bring missing-middle housing to Paola in strategic locations around the downtown core.		
A1	Review zoning regulations to reduce barriers for infill development.		
A2	Develop strategy for transitional development between the downtown core and surrounding residential neighborhoods.		
A3	Leverage data from windshield survey to identify dilapidated / vacant parcels for infill development.		
S8	Strategy 8: Market and promote Paola		
P1	Promote community pride with new and continued events.		
A2	Implement downtown Paola marketing campaign to manage efforts to enhance the district and bring people for events.		
A3	Hire downtown coordinator to manage events, be a point of contact for residents and businesses owners and to promote downtown Paola.		



No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G2	Goal 2: Balance Paola's small town character with innovation and progress to remain competitive and attract new residents		
S1	Strategy 1: Preserve Paola's historic residential neighborhoods		
P1	Support preservation of existing neighborhoods through financial incentives and/or grants such as a revolving loan fund.		
A1	Promote and advertise available city and state funding sources.		
A2	Develop a neighborhood streets plan that focuses on the enhancement and preservation of street corridors and focuses on traffic calming and the pedestrian experience.		
S2	Strategy 2: Discourage leapfrog development of new residential neighborhoods		
P1	Encourage medium-density residential in established areas of Paola to add density and a needed housing type in the community.		
P2	Encourage single-family housing within close proximity to existing city limits to reduce added infrastructure costs.		
S3	Strategy 3: Develop residential design guidelines for infill housing		
A1	Develop residential infill guidelines that focuses on maintaining the overall character and scale of Paola's existing neighborhoods.		
S4	Strategy 4: Enhance Paola's character through city-wide streetscape improvements and gateway opportunities		
P1	Refer to strategic opportunities map for strategic gateway locations around the community and establish a hierarchy based on different roadway classifications.		
A1	Establish city-wide streetscapes plan that establishes a hierarchy of enhancements that seek to add safety and added aesthetics throughout the city.		







Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G3	Goal 3: Enhance and add public open space to improve the quality of life and health of the community		
S1	Strategy 1: Protect Paola's floodplains		
P1	Continue to prohibit new development within the floodplain except for low-impact parks and recreation-based uses.		
P2	Encourage development in close proximity to floodplain to include green stormwater infrastructure and buffer zone.		
S2	Strategy 2: Utilize floodplain corridors for tourism and recreational amenities		
A2	Expand stream buffer ordinance to include all type 1 streams, not just those upstream of Lake Miola.		
A3	Expand Paola's trail system along streams as identified on the strategic opportunities map.		



Implementation: Infrastructure, Transportation + Mobility

Section 8: Implementation



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Create a safe and convenient multi-modal transportation network		
S1	Strategy 1: Eliminate traffic injuries		
P1	Dedicate local funding to traffic safety improvements and leverage cost share funding from State and Federal sources.		
A1	Conduct analysis of high crash intersections and corridors along Silver Street, Baptiste Drive, Osage Street, Hospital Street, Peoria Street, and Wea Street.		
A2	Explore state funding opportunities such as the Traffic Engineering Assistance Program to support analysis.		
A3	Implement safety improvements such as road narrowing, road diets, and traffic calming to slow traffic speeds and increase safety.		
S2	Strategy 2: Complete pedestrian and bicycle transportation network		
P1	Require new streets be built with sidewalks and trails according to street classification system.		
P2	Provide bicycle parking at all parks, city owned buildings, and Downtown. Require bicycle parking be installed with new developments and work with existing developments to supplement existing bicycle parking		
A1	Fill sidewalk gaps where no sidewalk exist and improve sidewalks and handicapped accessible curb ramps that are aging.		
A2	Begin sidewalk reconstruction in sidewalk construction priority areas and along arterial and collector streets.		
A3	Dedicate funding for sidewalk improvements that do not require a property owner to pay a portion of the construction cost. Construct citywide trail network connecting existing trails around Lake Miola and in Wallace Park to residents and Downtown.		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A4	Develop standards for pedestrian crosswalks based on street classification, number of lanes, speed, and volume, and construct crosswalks at all locations where trails and high priority sidewalks cross streets.		
S3	Strategy 3: Establish a flexible, on-demand transit service		
A1	Explore integrating a micro transit system between Johnson and Miami County.		
A2	Determine micro transit program costs and opportunities for pilot program funding.		
A3	Work to establish commuter transit service to Kansas City Metro area with park and ride facility near Baptiste Drive interchange with Highway US-169		
S4	Strategy 4: Define street classification system		
P1	Use classification system to guide future roadway network construction		
P2	Link street classification system to asset management and operations & maintenance activities such as snow removal and street sweeping		
A1	Establish standard typical sections for streets based on functional classification		
G2	Goal 2: Encourage economic development and growth with smart infrastructure investments		
S1	Strategy 1: Support downtown with infrastructure investments		
A1	Reconstruct sidewalks, crosswalks and streets around the downtown to provide high-quality pedestrian and bicycle access, sufficient parking and streetscape enhancements.		

Section 8: Implementation



















Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A2	Identify water distribution mains, storm sewers, and sanitary sewers that may need upgrades to support increased density.		
S2	Strategy 2: Incentivize development through future road network construction		
P1	Construct or improve roads on the future roadway network as land is annexed to incentivize development in the newly annexed areas.		
A1	Improve streets according to typical city street standards with curb and gutter, enclosed storm sewer, sidewalks/trails, and landscaped right of way.		
A2	Pursue construction of railroad overpasses on Hedge Lane and Peoria Street in partnership with Miami County. Explore cost share opportunities with State and Federal funding sources.		
S3	Strategy 3: Expand broadband access		
A1	Work with local ISPs to leverage Bipartisan Infrastructure Funding to expand broadband access		
A2	Explore possibility of developing a city-owned 4G/5G wireless home internet network as a city owned and operated utility.		
S4	Strategy 4: Update parking policies		
P1	Standardize on-street parking regulations based on street width, land use, and access to off-street parking.		
A1	Develop parking policies related to removing inoperable vehicles that are permanently or semi-permanently parked on city streets		
A2	Develop a downtown public/private partnership parking program for off-street parking lots.		
A3	Implement daytime time-limited parking in downtown to improve access of customers to retail shops, dining, and services.		



Short-Term (0-4 years)



Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A3	Construct a parking lot for the Community Center.		
A4	Remove or reduce parking minimum requirements.		
G3	Goal 3: Maximize impact of infrastructure investment		
S1	Strategy 1: Asset management and investment planning		
P1	Continue support for citywide sales tax dedicated to infrastructure spending.		
A1	Collect data on existing infrastructure assets and create citywide asset condition index. Start with transportation assets and then expand to water and sewer assets and city owned properties.		
A2	Develop Asset Management Plan that prioritizes infrastructure spending based on condition and prioritization metrics (such as equity, safety, and connectivity)		
A3	Continue development of sewer master plan update and undertake development of water distribution master plan update. Incorporate results of plans into Asset Management Plan		
A4	Develop rolling five-year Capital Improvement Plan to be updated yearly with committed funding for years one and two of the plan and uncommitted funding for years three to five		
A5	Develop online resources for residents and businesses to see where infrastructure funding is used and planned for use		
S2	Strategy 2: Smart infrastructure investments		
P1	Construct minimum number of travel lanes possible on new roads for vehicle capacity and expand capacity as development occurs and traffic impacts necessitate additional traffic capacity. Reserve right of way for future roadway expansions when road is initially constructed/improved.		

Section 8: Implementation



Low Priority



Moderate Priority



High Priority

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
P2	Require "stub streets" to be included in all residential subdivisions construction that extend to the subdivision boundary to connect to adjacent future subdivisions. Stub streets should be spaced at a maximum 1/4 mile interval and roughly form a street grid network within the collector street network.		
P3	Continue public/private cost-share program for infrastructure investments related to new development.		
A1	Convert unwarranted traffic signals to four-way stops to minimize ongoing maintenance and electricity costs. Investigate conversion on Silver Street at Peoria Street and Wea Street.		
A2	Narrow collector and arterial streets where parking is restricted and travel lanes are wider than 12 feet, particularly Silver Street, Hospital Street, and Peoria Street, to reduce maintenance obligations and stormwater runoff.		



Growth + Development







Short-Term (0–4 years)



Mid-Term (5–9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
G1	Goal 1: Ensure financially sustainable growth that maintains and improves quality of life		
S1	Strategy 1: Allow for a wide mix of land uses in strategic locations		
P1	Provide areas for new low-density residential growth		
P2	Allow medium and high-density residential development in key areas throughout the community as identified on the future land use plan		
P3	Promote commercial redevelopment and expansion along key corridors and intersections		
A1	Attract industrial users to areas identified on the Future Land Use Plan		
S2	Strategy 2: Encourage infill development and growth that feels connected to preserve small-town feel		
P1	Discourage leapfrog development whenever possible to keep growth connected		
P2	Prioritize growth in areas adjacent to or near existing city limits		
P3	Promote infill and housing rehabilitation of existing properties and vacant lots		
A1	Review zoning code that may be discouraging new development and redevelopment / infill projects		
S3	Strategy 3: Strive for balanced and harmonious land uses		
P1	Discourage development near sensitive environmental areas such as streams or floodplains		



No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
P2	Require buffers between incompatible land uses such as industrial and residential		
P3	Use transitional land uses between uses of different intensities such as medium-density residential between commercial / industrial and residential uses		
G2	Goal 2: Promote the use of best practices for zoning and subdivision regulations		
S1	Strategy 1: Create walkable and interconnected neighborhoods to maintain the small-town feel		
P1	Connect new and existing areas of the community through streets and pedestrian connections to encourage a cohesive community character		
P2	Limit the use of cul-de-sacs and dead-end streets and require collector streets connect through proposed developments to provide multiple streets in which to circulate traffic		
A1	Update subdivision regulations to require new development construct sidewalks and trails and connect these trails and sidewalks to existing and future adjoining developments		
S2	Strategy 2: Protect Paola's and its borders from uses not in accordance with the Future Land Use Plan		
P1	Consult the Comprehensive Plan when reviewing rezoning requests and development proposals (including subdivisions within the City's 3-mile extra-territorial review area) to determine if they are consistent with the Comprehensive Plan's Future Land Use Plan and related goals and strategies		
P2	Preserve right-of-way and easement corridors for future streets and utilities		
P3	Require rural development and subdivisions to have streets built to City design standards and have at least one access point to a paved street network		



Low Priority



Moderate Priority



High Priority



Short-Term (0-4 years)



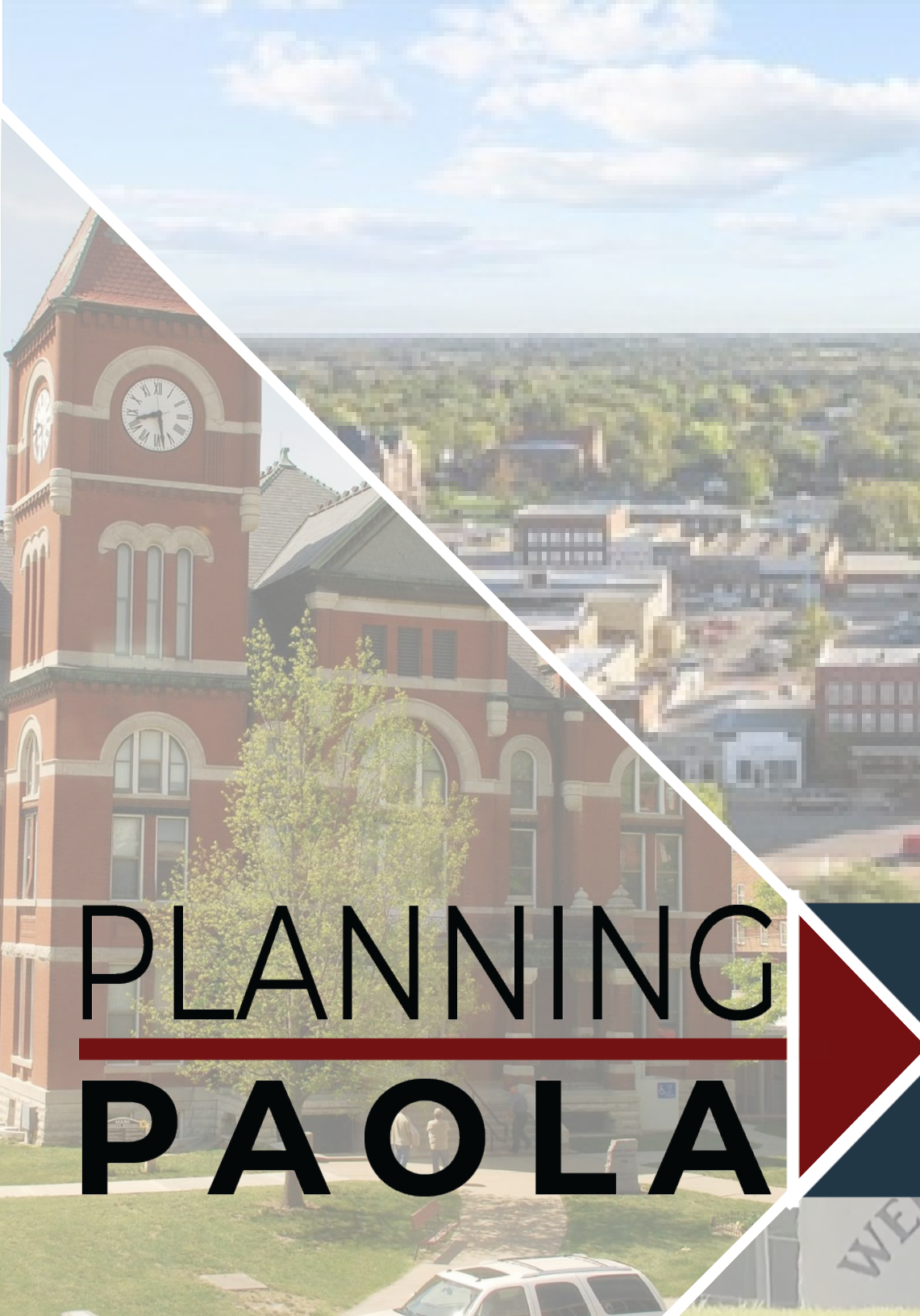
Mid-Term (5-9 years)



Long-Term (10+ years)

No.	Goal/Strategy/Policy/Action Item	Priority Level	Timeframe
A1	Update the Land Development Ordinance to follow a more conventional and easier to use format, specifically related to zoning districts		
A2	Update the zoning and subdivision regulations to support the Future Land Use Plan and any goals, policies or action items included in the plan		
S3	Strategy 3: Ensure adequate infrastructure and utilities for future growth areas		
P1	Ensure new development in Paola and its 3-mile extraterritorial review area is served by adequate public infrastructure and does not exceed the capacity of existing infrastructure		
P2	Require new development to fully be served by adequate public infrastructure including paved streets, sidewalks, trails and municipal water and sewer service		
P3	Encourage rural development annex into the city and connect to city water and sanitary sewer service		
P4	Require any proposed development that cannot connect to City sewer and/or water provide dry sewer mains, easements, plans, and agreements to connect at some point in the future when service is available		

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PLANNING PAOLA

