

## ECONOMIC/EMPLOYMENT PROFILE

Economic data are collected in order to understand local changes in economic activity and employment needs and opportunities within Victoria. In this section, employment by industry, household income statistics, and commuter analyses were reviewed for Victoria.

**TABLE 5.1: HOUSEHOLD INCOME 2010**

| Household Income Ranges | 2010            |                |                  |                |
|-------------------------|-----------------|----------------|------------------|----------------|
|                         | Victoria        | % of Total     | State of Kansas  | % of Total     |
| <= \$14,999             | 67              | 12.8%          | 133,972          | 12.0%          |
| \$15,000 to \$24,999    | 67              | 12.8%          | 121,973          | 11.0%          |
| \$25,000 to \$34,999    | 82              | 15.7%          | 126,266          | 11.2%          |
| \$35,000 to \$49,999    | 73              | 14.0%          | 173,003          | 15.6%          |
| \$50,000 to \$74,999    | 109             | 20.9%          | 227,646          | 20.5%          |
| \$75,000 to \$99,999    | 77              | 14.8%          | 136,423          | 12.3%          |
| \$100,000 to \$149,999  | 39              | 7.5%           | 126,558          | 11.4%          |
| >= \$150,000            | 8               | 1.5%           | 66,270           | 6.0%           |
| <b>Total</b>            | <b>522</b>      | <b>100.00%</b> | <b>1,112,112</b> | <b>100.00%</b> |
| <b>Median HH Income</b> | <b>\$46,125</b> |                | <b>\$50,079</b>  |                |
| <b>Number of HHs</b>    | <b>522</b>      |                | <b>1,112,112</b> |                |

Source: U.S. Census Bureau, ACS 2006-2010

## Income Statistics

Income statistics for households are important in determining the earning power of households. The data within show household income levels for

Victoria in comparison to the state. These data were reviewed to determine whether households experienced income increases at a rate comparable to the state of Kansas and the Consumer Price Index (CPI).

Table 5.1 indicates the number of households in each income range for Victoria for 2010. In 2010, the household income range most commonly reported was \$50,000 to \$74,999, which accounted for 20.9% of all households. This income range was followed by the \$25,000 to \$34,999 income range. The \$75,000 to \$99,999 income group accounted for 14.8% of the households. Finally, Those earning less than \$15,000 accounted for 12.8% of the households which account for the poorest of the poor in the community.

The median household income for Victoria was \$46,125 in 2010. The median household income in Victoria was 92.1% of the state of Kansas. In 2010, residents of Victoria were earning similarly to the state as whole.



## Industry Employment

Analyzing employment by industry assists a community in determining the key components of their labor force. This section indicates the type of industries making up the local economy, as well as identifying particular occupations employing residents. Table 5.2 indicates employment size by industry for Victoria for 2010 (these data indicate the types of jobs residents have, not the number of jobs locally).

The employment sector with the most employees in 2000 was Educational, health, and social services. This sector employed 174 people or 28.2% of the total employed residents in 2010. This sector was followed by Retail Trade with 51 people or 8.2% of the employment base; these people were likely employed in Hays, Russell or Great Bend.

**TABLE 5.2: EMPLOYMENT BY INDUSTRY 2010**

| Industry Categories                                                                 | Victoria   |                |
|-------------------------------------------------------------------------------------|------------|----------------|
|                                                                                     | 2010       | % of Total     |
| Agriculture, forestry, fishing and hunting, and mining                              | 38         | 6.1%           |
| Construction                                                                        | 43         | 7.0%           |
| Manufacturing                                                                       | 45         | 7.3%           |
| Wholesale trade                                                                     | 34         | 5.5%           |
| Retail trade                                                                        | 51         | 8.2%           |
| Transportation and warehousing, and utilities                                       | 37         | 6.0%           |
| Information                                                                         | 34         | 5.5%           |
| Finance, insurance, real estate, and rental and leasing                             | 34         | 5.5%           |
| Professional, scientific, management, administrative, and waste management services | 32         | 5.2%           |
| Educational, health and social services                                             | 174        | 28.2%          |
| Arts, entertainment, recreation, accommodation and food services                    | 23         | 3.7%           |
| Other services (except public administration)                                       | 39         | 6.3%           |
| Public administration                                                               | 34         | 5.5%           |
| <b>Total</b>                                                                        | <b>618</b> | <b>100.00%</b> |

Source: U.S. Census Bureau, ACS 2005-2009

In 2010, the overall top five industries in Victoria were as follows:

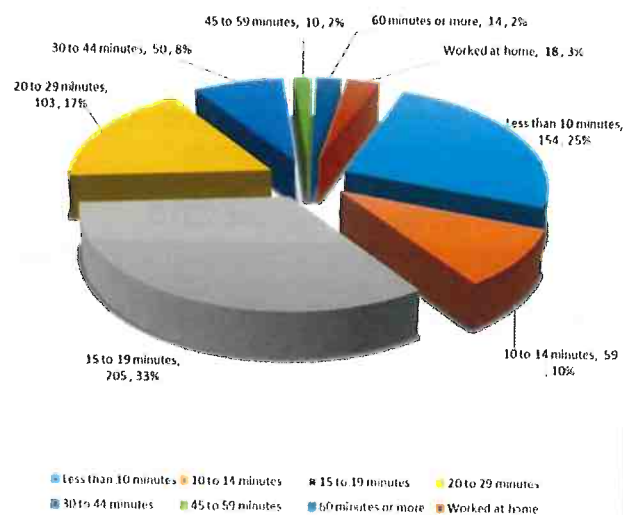
- Educational, health and social services 28.2%
- Retail 8.2%
- Manufacturing 7.3%
- Construction 7.0%
- Other services 6.3%

## COMMUTER TRENDS

Figure 5.1 shows the commuter characteristics for Victoria in 2010. Travel time to work is another factor used to gauge where Victoria's workforce is employed. Figure 5.1 shows how many residents of Victoria travel to work in each of several time categories.

Figure 5.1 indicates, in 2010, a majority (68%) of the commuters were traveling 19 minutes or less to work. In addition, 18 people reported working from home.

**FIGURE 5.1: TRAVEL TIME TO WORK 2010**



Source: American Community Survey 2010

The large number of commuters speaks to the population size of Victoria and the available jobs locally. In 2010, there was approximately 29% of the residents driving 20 minutes or more for employment; however, these commuting patterns may also signify a population enjoying where they live and are willing to sacrifice between one hour or more a day to commute.



## ECONOMIC DEVELOPMENT

The economy plays a key role in sustaining quality of life within a community. The benefits of a healthy economy reach far beyond the business sector. Local capital investment and job creation leads to quality schools, infrastructure, fire and police protection, parks and the support of countless additional community facilities and services.

This section focuses primarily on entrepreneurialism, business retention and expansion, tools and strategies, labor and workforce training, infill and redevelopment, and infrastructure and land supply. The goals and objectives stated within this chapter are to be considered a community-directed guide for future economic development activities.

### ECONOMIC DEVELOPMENT IN VICTORIA

The primary local advocate of economic development in Victoria is the City Council. However, there can be assistance as needed from Kansas Department of Commerce (state agency). The City needs to continue to find additional partners in order to maximize future needs and economic development efforts.

Economic development activity does not require a constant attempt to lure the "one big", defined as a manufacturing company with many jobs to fill. In Victoria, economic development becomes about survival in both the short- and long-term. The community has plenty of ground to lure a big manufacturing company to town but there is typically a limited workforce available to supply the necessary labor pool.

The future of Victoria and its economic viability rely on a few key elements. These elements include:

- The retention of youth within the community
- The retention of the school system locally.
- A strong agricultural economy
- Entrepreneurship by locals
- Supplying basic goods and services locally
- Quality infrastructure
- Quality housing stock

### RETENTION OF YOUTH

The survival of any community is dependent upon maintaining its population base. As Victoria goes through this planning period, the population base of the community may be greatly challenged. As the residents from the "Greatest Generation" and the "Baby Boomers" age and begin to move into nursing facilities and pass on, the need for a replacement population will be critical. There are fewer people in the remaining population groups such as the "Gen X", "Gen Y", and "Gen Z" to replace those in the prior groups.

The retention of the youth and/or the attraction of younger couples with children will be critical to the future of Victoria. This will require the community to be perceived and provide the quality of life desired by these groups. The best way to start is to ask the youth in the community what is and will be important to them in the future. What will it take to get them to move back to Victoria? The younger population are the future leaders of the community, they need to provide the insight necessary to make Victoria a population survivor.

### Retention of the local school system

A critical component to the previous paragraphs is the continuation of Victoria Schools USD 432. The local school system is a critical component to the quality of life in the community. In today's economic and political climates it is extremely difficult for small districts such as Victoria to provide all of the necessities needed and demanded.

### A STRONG AGRICULTURAL ECONOMY

Unfortunately, a lot of Victoria's fortunes and misfortunes ride a lot on the agricultural economy; this is not uncommon in rural areas of Kansas and the Great Plains. Through an economic development process, the City needs to find other areas of economic stability even if they are smaller in nature.

### ENTREPRENEURSHIP BY LOCALS

One of the best and safest means to grow a community's economy is through the entrepreneurial spirit. Most communities are looking for the next big business or industry to relocate to their community. In today's economy these type of economic development wins are



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fewer and fewer apart.

Local entrepreneurs can be the biggest windfall a community can see. These people are typically loyal to the local area and likely will give back to the community. However, the biggest mistake occurring with local entrepreneurs is the locals do not support the business for some reason or another. Locals either:

- Don't want a local to succeed due to jealousy
- Can find what their selling cheaper in the town 20 to 30 miles down the road
- Don't like the individual for one reason or another.

Local entrepreneurs are more likely to:

- Give back and support the community as opposed to the out of town operation
- Pay local taxes
- Support the local school activities in physical and monetary support

It is ironic when communities similar to Victoria were founded, the entire commercial aspects of the community were likely entrepreneurs. Again, in the 21st Century, the future of these communities may rely on locally grown and nurtured individuals.

Finally, there is one additional factor weighing heavily on the success of the entrepreneur, financial backing. New business start-ups have difficulty finding the proper financial support to be successful. One of the most critical can come from local investment clubs and individuals believing in the entrepreneur and the entrepreneurial process.

### **SUPPLYING BASIC GOODS AND SERVICES LOCALLY**

The more the local economy can support itself through key goods and services such as grocery, fuel, pharmacies, hardware, restaurants/bars, etc. the more it has to offer its residents. One key factor to this issue is the critical mass required to support businesses. When examining successful communities, one major item stands out, the ability for a local business to supply more than one specialty; for example a pharmacy not only contains over the counter drugs and other toiletries but also has some clothing, gifts, etc. the business is not dependent on only one item.

### **QUALITY INFRASTRUCTURE**

Quality infrastructure is critical to attracting and keeping residents. Quality water systems and waste systems need to be in place and maintained in order to make the community attractive as a place to live.

Communities such as Victoria will be faced with additional improvements as the older water mains and sanitary collection system continue to age. Staying on top of these improvements will allow the community to stay attractive to new and existing residents.

Maintaining the infrastructure, most of which is underground and unseen, is critical to a healthy community image.

### **QUALITY HOUSING STOCK**

Victoria is currently a "bedroom community" to several area communities including Hays, Great Bend, and even Russell. Bedroom communities, like Victoria, have a great role to play in rural Kansas, they offer a different quality of life. The key quality of life components include:

- A quieter place to live without the "white noise" found in more urban areas
- Cleaner, prouder residents
- A safe environment with minimal levels of crime
- An environment where people look out for their neighbors and friends

## **ECONOMIC DEVELOPMENT GOALS AND POLICIES**

### **TOOLS AND STRATEGIES**

Business retention, expansion and recruitment efforts work toward maintaining a stable economy. Business retention and expansion programs address the issues affecting decisions by established businesses and industries to remain or expand. Such issues might include availability of public services and facilities, permitting procedures, property taxes and training programs. Recruitment programs largely focus on attracting industrial/primary users as a major economic development strategy. Retaining, expanding and attracting industrial businesses is important because these companies generally provide higher-paying jobs and do not sell



directly to the end-user, creating an economic multiplier effect throughout the local economy.

## **Economic Development Goal 1**

Create a healthy and stable local economy by retention, expansion and recruitment of businesses.

### **Policies**

- ED-1.1 Encourage continued cooperation between Victoria's governmental and civic organizations for identification and support of bolstering local economic development.
- ED-1.2 Encourage public/private partnerships for creative financing of local economic development and affiliated projects.
- ED-1.3 Investigate the development of a local loan fund for the support of entrepreneurialism.
- ED-1.4 Work cooperatively with local businesses to develop business transition plans so retirements do not also mean a loss of a business in the community.

### **ENVIRONMENT**

Victoria's citizens recognize economic development should not come at the expense of environmental quality, which itself is recognized as an important component of a community. A balanced approach to environmental sustainability advocates a balance between utilization of area resources and economic growth. Economic growth should not exceed the ability of the natural or built environment to sustain growth over the long term.

## **Economic Development Goal 2**

Recognize the importance of environmental quality and acknowledge protection of the environment will contribute to economic vitality.

### **Policies**

- ED-2.1 Recognize environmental quality and economic development are objectives.
- ED-2.2 Encourage recruitment of lower-impact, environmentally friendly businesses.
- ED-2.3 Encourage programs promoting sustainable business practices such as recycling, pollution control and low-energy consumption.

- ED-2.4 Adopt zoning regulations to ensure the environmental stability and protection of all uses, including primary uses.

### **Regulation**

Victoria encourages an environment offering flexibility, consistency, predictability and clear direction to advance economic opportunities.

## **Economic Development Goal 3**

Provide consistent, fair and timely regulations that are flexible, responsive and effective in promoting local economic development.

### **Policies**

- ED-3.1 Encourage the streamlining of the permitting processes to ensure timeliness in processing of permitting and zoning application to create a competitive advantage in the attraction of new or expansion of existing businesses.
- ED-3.2 Perform development review to ensure proposed developments are consistent with community vision and Victoria's zoning code.

### **QUALIFIED LABOR FORCE**

Qualified labor is essential to recruit and retain business locally. The basic cornerstone in the development of a qualified labor force is educational opportunity. Victoria citizens should encourage the constant evaluation, growth and responsiveness of K-12 education. Partnerships between business and the educational community should be nurtured to further the process of aligning community business needs with trained workforce.

## **Economic Development Goal 4**

Promote a qualified labor force globally competitive and responds to the changing needs of the workplace.

### **Policies**

- ED-4.1 Support the cooperation between Victoria and Kansas Extension regarding labor and workforce training opportunities with a continued focus on entrepreneurship.
- ED-4.2 Continue support of K-12 education to include skills-based training and creative



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- partnerships with businesses.
- ED-4.3 Advocate for greater partnership between community, community colleges and local school district for enhanced workforce training.
- ED-4.4 Conduct research through demographic and economic analysis as well as business retention and expansion visits to determine assets in deficiencies in the skill sets found within the local labor pool.
- ED-4.5 Work with local Community Colleges to develop customized training programs to meet business needs.
- ED-4.6 Encourage the region's community colleges to continue offering courses that position students to be prepared for employment opportunities found in the modern, technology and information age.
- ED-4.7 Advocate for legislative change to provide a funding mechanism for technical skills training in the local high schools.
- ED-4.8 Prioritize the development of quality housing stock as a means of attracting and maintaining a qualified local labor base.

### INFILL AND REDEVELOPMENT

Encourage infill and redevelopment as an economic development tool to revitalize under-utilized areas. Infill development is the process of developing or redeveloping vacant land or under used parcels of land within the community that are already provided with urban infrastructure services. Infill development policies help utilize existing utilities and services before considering costly service extensions. The policies relating to infill and redevelopment encourage infill development in areas that are already provided with services.

### Economic Development Goal 5

Facilitate infill and redevelopment through the use of incentives and special development strategies.

#### Policies

- ED-5.1 Identify and designate specific areas for infill and redevelopment.
- ED-5.2 Allow for focused public investment to address the difficulties of development on

- small and/or nonconforming lots.
- ED-5.3 Prioritize demolition of vacant, delinquent and/or unsafe facilities.
- ED-5.4 Investigate cost-effective measures for demolition of vacant, delinquent and/or unsafe facilities.

### ADEQUATE INFRASTRUCTURE AND LAND SUPPLY

Infrastructure availability is one of the most critical factors in economic development. Sewer, water, transportation, electric, natural gas, and communications facilities must be available or easily obtained. For attracting industrial/primary uses, an adequate supply of usable industrial land unencumbered by conflicting land uses and/or environmental constraints is important.

### Economic Development Goal 6

Ensure adequate amounts of usable industrial and commercially viable land in which new businesses may locate.

#### Policies

- ED-6.1 Encourage the identification of sites suitable for new primary/industrial development.
- ED-6.2 Ensure potential industrial and commercial land has the characteristics necessary to support commerce and industry.
- ED-6.3 Maintain an inventory of identified, usable industrial and commercial land that is sufficient to meet the projected demand and encourage marketability of the region.
- ED-6.4 Create and grow partnerships between government, the educational community, civic organizations and businesses to deal with economic issues at all levels and particularly those that impact permitting and expediency of development.