

BIG CHANGES IN A SMALL COUNTY: A CASE STUDY OF ECONOMIC
DEVELOPMENT IN WYANDOTTE COUNTY, KANSAS

By

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To my family and friends

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As recently as the early 1990s, Wyandotte County was an area in distress. Characterized by racial issues, a population characterized by low income, and an inept local government, the future of the county looked grim. However, after a series of significant political and economic developments over the last fifteen years, Wyandotte County is now one of the top tourist destinations in Kansas.

This thesis explores the effects of Wyandotte County's economic development efforts from 1995 to the present. A case study is used to review and analyze data from a variety of sources. Among the data studied are: demographic information, employment figures, business data, location quotients, aerial maps, and traffic counts. The study also looks at the net economic effects on the county's residents and the potential for replication of the economic efforts in other locations.

During the course of the study, Wyandotte County experienced the consolidation of its government with Kansas City, Kansas, the creation of Sales Tax Revenue Bonds, the construction of the Kansas Speedway, and the development of Village West, a major retail and entertainment district. These changes led to significant changes in the

number of new businesses in the county. However, they failed to create many new jobs; instead, they redistributed jobs from one industry to another.

The results of the study indicate that the economic development efforts of Wyandotte County failed to create a significant economic impact on the citizens of the county. Despite the changes, the county lags behind the State of Kansas and the nation in median household income, the poverty rate, and education. In addition, many of the potential economic benefits from the Kansas Speedway and Village West are tied up in the repayment of the Sales Tax Revenue Bonds, and therefore not contributing towards the county's financial situation.

CHAPTER 1 INTRODUCTION

Local governments constantly strive to strengthen their tax base, add jobs to their economy, entice both big and small businesses to their community, and improve the quality of life for their citizens. Economic development is one tool by which governments and other related organizations seek to accomplish these tasks. Economic development comes in a multitude of forms. Incentives, new construction, renovations, financing programs, rebates, and partnerships are just a few ways that cities, states, chambers of commerce, independent organizations, and other entities look to expand the economic activity in their area and spur growth. Economic development is a complex, dynamic, and expansive field. It is often difficult to assess the effectiveness of any economic development efforts until years after the program, policy, or development has been established. In an economic development agency's quest for the next big project or incentive, they often look at what their neighbors, and ultimately competitors, are doing to entice business growth and the workforce that comes with it.

One area that claims to have had tremendous economic success in a relatively short time period is Wyandotte County, Kansas. Once an afterthought for tourism, Wyandotte County now boasts over 10 million visitors annually and a public-private investment of over one billion dollars (Taylor, 2010). Since 1995, the county has seen the consolidation of its city-county government, a state-wide innovative tax financing program, the construction of a NASCAR racetrack, and the creation of a 400 acre entertainment district. While many studies have been published looking at the effects of these types of economic events individually, very few places have experienced so many political and economically-driven changes so quickly. Therefore, few studies look at how

these events may work in tandem and what benefits or detriments, if any, may develop as a result of each event relating to another.

This thesis is a longitudinal case study of Wyandotte County, Kansas. The study will examine at the economic development efforts of the county and then assess the effectiveness of those efforts. Due to the fact that there are an immeasurable amount of factors that play into an area's economy at any given time, this work will focus on the county's largest and most straightforward economic development efforts, particularly the passage of a sales tax revenue bond, the construction of a racetrack, and the development of an entertainment district.

Research Question and Objectives

In order to evaluate Wyandotte County's economic development efforts and determine the potential for replication in other areas, this work will address the following question:

- What were the total and net effects of the economic development efforts taken by the Unified Government of Wyandotte County, Kansas from 1995 to the present?

The primary focus this study is seeking to achieve is to inform other economic development agencies of potential policies and projects for economic development by studying what actions had the greatest economic impact on Wyandotte County.

Organization

This thesis is written in seven chapters. Chapter 2 analyzes previous literature written about the causes and effects of economic development, particularly as they relate to taxation, government, and sports, and then provides a set of ideas and theories that will be analyzed in relation to the results of this study. Chapter 3 explains the methodology used in this case study. Chapter 4 provides a background of Wyandotte

County and discusses the major developments that occurred in the county during the period of this study. Chapter 5 details the results and findings obtained from the case study. Chapter 6 discusses those results and relates them back to the theoretical framework of this thesis. Chapter 7 presents a conclusion of this work, describes its limitations, and provides suggestions for future research.

CHAPTER 2 THEORETICAL FRAMEWORK

Economic development is a broad, well-documented topic. Numerous studies, theories, and editorials have been published on economic development and its many facets. However, due to the number and variety of publications, there are often conflicting views on how to create economic development and the effectiveness of programs geared towards generating development. In order to gain a stronger understanding of the catalysts of economic development and the role they play, this chapter will focus on key points of economic development as they relate to Wyandotte County. Due to the overwhelming volume of literature on economic development, it is not possible to identify every trend, study, and model; instead, a few studies will be looked at more comprehensively. First, literature regarding local economic development will be reviewed and analyzed. Next, the role of taxes and tax incentives in economic development will be reviewed. Then, this chapter will focus on the effect sports play as an economic development tool. Following, studies on the economics of NASCAR will be analyzed separately from the other sports studies, as NASCAR is particularly pertinent to the study area. Finally, the literature will be evaluated on what it means to this study and how it relates specifically to Wyandotte County, Kansas.

Economic Development at the Local Level

Defining exactly what economic development is difficult and varies greatly between states, cities, and other such entities. The concept of economic growth and economic development are often used interchangeably, but Wolman & Spitzley (1996) believe the concepts are much different. They define economic development as “an

increase in the economic well-being of area residents, usually manifested by positive changes in the level and distribution of the area employment and per capita income” (Wolman & Spitzley, 1996, p.116). As such, economic development can be defined in a very narrow or very broad sense. Land development, urban renewal, and real estate are several of the many areas it can extend into. Economic development theory and practice also spans across disciplines. It can be found in theories and discussions in disciplines of political science, sociology, economics, real estate, engineering, and urban planning. This mix of focuses and disciplines lends towards economic development being a broad and wide field. States often have offices that oversee economic development programs and legislation. However, it is on the local level that most of the work is done and whose entities often play the largest role in economic development on a day-to-day basis.

In their work, Wolman & Spitzley (1996) reviewed a wide range of literature on local economic development to determine the forces behind local economic development activity. They surmised the reason local governments engage in economic development activity is due to the “economic and fiscal problems posed by the mobility of capital across fixed geographic boundaries within a highly fragmented system of local governments” (Wolman & Spitzley, 1996, p 117). In order to improve their economic situation, cities must improve their attractiveness by engaging in economic development activities. By improving their attractiveness, they can entice businesses and a labor force to locate within their boundaries, thereby improving their market position (Peterson, 1981). Economic development efforts similar to those in the United States can be witnessed in much of the Western World, where local governments are less

fragmented. Despite the difference in local government structure the policies adopted by local governments are similar. Wolman and Spitzley contribute this similarity to the “urban growth machine, which pursues development through intensified land use that increases land values and thus land rents to members of the growth machine” (Wolman & Spitzley, pg 118). Local governments push for economic development because, in part, they profit from the increase in land value and land development. While the primary goals of economic development, as laid out by Wolman & Spitzley, are increasing employment, income, or both; they are quick to comment that those goals are not mutually consistent. It is possible to increase employment by lowering income or attracting residents from outside the local boundaries (Wolman & Spitzley, 1996).

Economic development comes in many forms, including policies, tools, and activities. Policies may be either supply-side or demand-side. Certain economic development activities aim to attract economic development through supply-side factors and other activities look to the demand-side factors such as expanding or creating new markets for goods and services and promotion businesses creation and expansion from within. Eisinger (1988) identifies supply-side economic development activities as traditional and demand-side activities as entrepreneurial (Eisinger, 1988). Examples of traditional economic development include: tax incentives, infrastructure investment, policy, enterprise zones, and land development. Entrepreneurial economic development programs include business incubators, venture capital financing, small business support, and job training programs. Where traditional approaches look to public intervention to attract economic activity, entrepreneurial approaches look to the use of government to shape market structure and opportunity (Wolman & Spitzley, 1996). A

study by Reese (1993) identified 55 different tools that were used in economic development. Reese then grouped the tools into four general categories: marketing factors (brochures, visits to potential businesses), financial factors (incentives), land- and property-management factors (land acquisition, transfer of development rights), and governance/infrastructure factors (historic preservation, public safety) (Reese, 1993). Fleischmann, Green, and Kwong (1992) also developed a classification of economic development tools. They identified nine different categories: loan incentives, financial incentives, regulatory reform, historic preservation, developmental land management, aesthetic improvement, revitalization activities, activities to attract and/or retain business, and management of city facilities (Fleischmann, Green, Kwong, 1992).

Public infrastructure projects have routinely been noted as a way to create economic activity through the development of new jobs. Infrastructure projects create spillover effects that enhance the region's amenities, thereby making the area more attractive to potential businesses and households (Eberts, 1990). A study conducted by Randall Eberts in 1990, titled *Public Infrastructure and Regional Economic Development*, analyzed the economic effects of infrastructure improvements on various cities throughout the United States. Eberts concluded that public investment in infrastructure projects had the greatest economic activity on distressed cities and Sunbelt cities. Sunbelt cities often have less stock in public infrastructure when compared with their northern counterparts. Eberts concluded the study demonstrated the importance of cities to ensure their current infrastructure was constantly being maintained, improved, and expanded in order to support future infrastructure growth (Eberts, 1990).

If local governments have similar goals of increasing employment and income, why is there variation in the types of economic development activities that these governments engage in? Wolman & Spitzley hypothesize this is due to the fiscal needs, economic growth, and deindustrialization of each locality. Other factors play into this variation as well. The needs of the citizens, competition from other local governments, the structure of the government, and the size of the population all help to fracture the amount and types of economic development that governments engage in. Some forms of economic development might be better suited to a small rural area, whereas other forms might be better suited to a large city (Wolman & Spitzley, 1996).

The Role of Taxes in Economic Development

Government economic development entities routinely use tax credits and exemptions as a way to incentivize businesses to locate or expand within their region. Often these tax incentives come with a stipulation requiring a certain amount of job creation, average wage, or capital improvement. Despite the widespread use of these types of incentives, many believe they are ultimately ineffective and view it as a form of corporate welfare. They argue that businesses would likely make the same decisions and take the same actions, regardless of incentives, if it is ultimately good for the business; therefore, the need to subsidize these corporate decisions with government incentives is purely moot (Buss, 2001).

History of Tax Incentives

The idea of offering tax incentives to businesses is an old one. In the late 1700s New Jersey offered Alexander Hamilton tax incentives to place a factory in their state. This practice spread to other cities and states and soon became common place. By the mid-20th century, almost half of the United States had some form of tax incentives in

place (Buss, 2001). As cities and states created new tax incentives to try to differentiate themselves from one another, their neighbors were quick to create the same incentive in order to remain competitive. By 1995, 25 states used each of the 15 most common forms of tax incentives and 12 of the most common tax incentives were used by two-thirds of the states (Buss, 2001). As more and more tax incentives were created, the need to justify their use became a larger issue. Generally, government entities do not consider these incentives to be a detriment to the public since the incentives are usually considered as free money. They represent the revenue foregone, rather than an expense on the government. Additionally, without the incentive, it is often assumed that the businesses would resort to moving elsewhere, so with or without the incentive, there is still same end result. It is also generally believed that the long-term benefits of the jobs created and improvement to the quality of life will far outweigh the costs of losing out on tax revenue (Buss, 2001). Tax incentives are favored by politicians since they can credit themselves when the incentives go well and blame the economy when they go bad. Also, since a majority of tax incentives do not require approval from a public board, nor are they part of the budgeting process, the public remains relatively unaware of businesses that are receiving incentives or the potential amount of those incentives (Buss, 2001).

Economic Impact of Tax Incentives

Most literature focuses on whether tax incentives are either effective or ineffective. Due to the amount of studies, and in part the amount of opinions, it is easy to choose a study that reinforces either side of the argument. The results of tax incentive literature vary widely between studies. This variation is attributable to numerous factors including the locations studied, the methods used, and the time periods during which the study

occurred. The variety of results observed makes it difficult to accurately assess the economic impact and effectiveness of tax incentives.

A study on the economic effects of North Carolina's tax incentives by Michael Luger and Suho Bae found that 3.6% of all new jobs reported were induced through incentives. By that reasoning, the cost per induced job was approximately \$147,463 on average in 1999. This shows that the employment effect of tax incentives is quite low. However, the researchers acknowledge that there are benefits to these incentives beyond employment, such as increased productivity, which are not accounted for (Luger & Bae, 2005).

A look at Georgia's "BEST" incentive program by two professors from Florida State University and Georgia State University concluded that 3 in 10 jobs created in the state were attributable to the tax credit. They also credited the program with providing the state with additional revenue and less additional expenditures as a result of the increased economic activity from the jobs created. Their study concluded that the state stood to gain a net fiscal benefit between \$359 and \$5,936 per job created under the program depending on whether the jobs went to new residents or current residents. They also noted the incentive provided an improved business climate in the state (Ihlanfeldt & Sjoquist, 2001).

Terry Buss is quick to dismiss these studies in his study, *The Effect of State Tax Incentives on Economic Growth and Firm Location Decisions: An Overview of the Literature*. He claims it is not possible to determine how, when, and where taxes should matter to states. Although tax incentives might be necessary for firms to increase their viability in particular locations, it is not possible to determine which businesses or where

(Buss, 2001). Instead of evaluating the effectiveness of current incentives, he lies out a set of policy provisions that tax incentive programs should conform to in order to best serve their intended purpose. Buss claims that policy makers should require cost-benefit studies prior to awarding tax incentives to firms, periodic evaluations of all tax incentive programs, sunset provisions for all economic development legislation in order to terminate poorly performing programs, truth and disclosure in financing provisions, legally binding performance contracts, as well as embed incentive programs in strategic plans, eliminate entitlements to incentives, award incentives only if they do not put other business in less competitive positions, avoid redistributing wealth through incentives, concentrate on diverse sectors, and encourage public participation. Buss concludes his study with the claim that this set of criteria leads to better tax incentive programs and therefore better economic development activities and results (Buss, 2001).

Literature shows that tax incentives have been a large part of economic development for centuries. However, they still remain a contested a topic. Due to the number of variables that play into the success or failure of an economy it is difficult to isolate the effects of one particular subsidy or program. The conducted studies give wildly different results and provide no census for determining the effectiveness of tax incentives on the well-being of a business or on a community.

Sports as an Economic Development Tool

Numerous studies have been conducted examining the effectiveness of sports as an economic development tool. This portion of the theoretical framework will review and analyze previous works that discuss the effects that sports and stadiums have on an area and the effectiveness of sports as an economic development tool. The use of sports for economic development is widely debated and as such, these works often

have contradicting viewpoints and results; therefore, this section is broken into studies that claim sports have zero or negative economic effects and studies that claim sports have positive economic effects.

Studies with Zero or Negative Economic Effects

A study conducted by John Siegfried and Andrew Zimbalist found that the average cost of facility construction rose from \$3.8 million in the 1950s to \$200 million in the late 1990s. As sport leagues expanded, cities began intense competition promising more attractive facilities and lease deals than the others. The study reasoned that cities were willing to construct facilities for new teams rather than offer cash subsidies for six reasons. First, the construction may help secure political support for the expenditure from contractors, property owners, and labor unions. Second, a team is usually leased to the stadium for 20 or 30 years, tying that team to the city. Third, the stadium provides an ongoing incentive for the team to perform well, which in turn will keep attendance high. Fourth, the 1986 Tax Reform Act has indirectly caused taxpayers throughout the nation to subsidize local sports facilities. Fifth, by demonstrating that the only subsidies they will provide are in the form of a facility, other potential subsidy recipients may be deterred from asking. Finally, cash subsidies are viewed politically unhealthy for politicians (Siegfried & Zimbalist, 2000).

The study finds professional sports teams do not promote economic development for three reasons: the substitution effect, extensive leakages, and the negative effect on local government budgets. It is argued that without a sports franchise in town, the potential ticket holder would spend their money on a different form of entertainment in the same city. Additionally, fifty-five to sixty percent of the major team revenues go to player compensation, with the remaining percent going to owners for other expenses.

The money passed to players rarely is spent on the local economy, since they spend a majority of their time traveling. Also, if the city agrees to finance the project through public debt, budgetary gaps are likely, requiring the city to terminate services or increase taxes. The study concludes that “public subsidies for new stadiums and arenas are commonly justified on the basis of economic benefits they will confer on the local economy rather than on public consumption externalities or on the value of an enhanced community image” (Siegfried & Zimbalist, 2000).

A study conducted by Robert A. Baade (1994) developed a test for the statistical significance of professional sports’ economic impacts. The study selected 36 cities that hosted a professional team in baseball, football, basketball, or hockey, or a new professional sports stadium or arena ten years old or less. The test adjusted for economic activity that would mimic national, regional, and state trends and looked for economic activity that was inspired by a factor unique to the city in the form of per capita personal income growth. The results of the model found that in 30 of the 32 MSAs had a change in the number of sports teams, no significant relationship between presence of a professional team and per capita personal income growth. One city had a statistically positive relationship and one city had a statistically negative relationship. Of the 30 MSAs where there was a change in the number of stadiums, 27 had no significant relationship between the presence of a stadium and per capita personal income growth. All three cases that did have a significant relationship were significantly negative.

Baade also looked at the impact that sports teams and stadiums have on per capita personal income growth on a regional level. The 32 MSAs were divided into 8 regions blanketing the United States. The model showed that no team’s presence had a

statistically significant impact on the region. However, the presence of a new stadium had a statistically significant presence in 4 of the 8 regions. In the Rocky Mountain region and in the Southwest region, the relationship was positive between stadiums and per capital personal income growth. In the Far West region and the New England region, that relationship was negative. Since no teams had a statistically significant relationship to a region, Baade concludes that the economic effects of a sports team do not extend throughout an entire region. In the discussion and conclusion of the study, Baade states the types of jobs induced by stadiums are usually low-paying, low-skilled, and seasonal. Additionally, he concludes sports do not expand spending, but only realign spending. Therefore, he believes public funding in professional sports and stadiums are not a sound economic investment (Baade, 1994).

Studies with Positive Economic Effects

Timothy Chapin, an assistant professor in Urban and Regional Planning at Florida State University, created a study analyzing the effects of Baltimore's Camden Yards and Cleveland's Gateway on downtown redevelopment. Those stadiums were chosen due to common perceptions that those were among the most successful downtown-sited sports facilities. Both parks are located in the downtown and connected visually and physically with their surroundings and both feature a mix of uses on site, such as restaurants, office space, and retail. Chapin analyzed these stadiums to determine if they met the three central objectives of a "special activity generator" as outlined by Robertson in his 1995 work, *Downtown Redevelopment Strategies in the United States: An End-of-the-Century Assessment*. The first of these objectives was to generate spillover spending benefits for the surrounding district, meaning underutilized or vacant buildings surrounding the project should have some form of conversion to a higher use.

Next, Robertson claimed an activity generator must generate new construction in the district. Finally, the generator must rejuvenate a blighted area (Robertson, 1995).

Chapin evaluated these two stadiums against the three objectives set by Robertson to ascertain the effectiveness of the stadiums as redevelopment catalysts.

Chapin determined that Baltimore's Camden Yards did not directly contribute to the redevelopment of downtown Baltimore, but instead incorporated an area of the City that was industrial into a tourist destination. He believed that the redevelopment of downtown was attributable to Baltimore's Inner Harbor, as the area was already experiencing strong redevelopment prior to the construction of Camden Yards. Additionally, much of the land available for redevelopment surrounding Camden Yards has been transformed into parking, thereby pushing potential redevelopment sites away from the stadium. Chapin suggests that Camden Yards is responsible for some of the larger tenants that located in renovated areas downtown, particularly ESPNZone, who would have bypassed opening in Baltimore altogether had it not been for the success of Camden Yards (Chapin, 2004).

In contrast to Camden Yards, Gateway did provide ample redevelopment opportunities in downtown Cleveland. The downtown area has seen a significant number of new projects since the opening of Gateway. Vacant housing in the area has since been renovated and now serves as market rate housing for the middle-upper class. From 1994-2004 over seven residential projects with over 800 total combined units have opened near the stadium. Those residential properties led to an inflow of people that, along with an improvement in the area's infrastructure, led to the development of retail, restaurants, and commercial property. However, Chapin points

out that all this redevelopment came at a cost. Many of the businesses in existence prior to the construction of Gateway were quickly shut down as the neighborhood gentrified. Additionally, the development of the area came at the expense of development in downtown Cleveland. Money that might have been spent on activities and development downtown shifted to the Gateway area as a result of the stadium. The Flats, Cleveland's first downtown entertainment district, has seen a massive exodus as businesses left for the newer and more successful Gateway. This supports the idea that a city only has a limited potential for entertainment districts and the growth and success of one district may ultimately disrupt the growth and success of another (Chapin, 2004).

Charles Tu (2005) published a study looking at the relationship between housing values and FedEx Field in Washington D.C. Tu employed a hedonic-pricing model on the properties surrounding the stadium. He compared the price between single-family homes located in close proximity to the stadium versus the price of single-family housing with similar attributes located a distance from the stadium. The model showed that properties close to the stadium sold at a discount, but further analysis revealed the price differential between housing close to the stadium and housing further away existed well before the stadium was built. However, the price gap started to narrow once the announcement of the stadium site was made. The price gap shrunk even more once the stadium was complete. Houses within 2.5 miles of the stadium saw the largest increase in price improvement. The study estimates the aggregate increase in property value after construction of FedEx Field was \$42 million. Tu identifies several factors that might have led to the price improvement by creating external benefits to local residents. The government funded nearly \$70 million in road improvements around the stadium

site. The stadium also created employment opportunities for an area that was primarily a low-income, minority community. The stadium also provided a recreational outlet for the neighborhood and surrounding community. Ultimately, the study concluded that FedEx Field went against the majority of thought, that believes stadiums adversely affect housing values, and actually helped to increase the housing value around the stadium. Tu concludes “given a properly selected location, the positive economic impact of a stadium outweighs the effects of negative externalities on the community” (Tu, 2005).

Economic Impacts of NASCAR

NASCAR events are different from other sporting events due the infrequency of the races and size of the venues. The largest National Football League stadium is MetLife Stadium, home to the New York Giants and the New York Jets, with a capacity of 82,500 (MetLife Stadium, 2012). By comparison, the Indianapolis Motor Speedway is over three times as large, with a permanent seat capacity of 257,325. This figure does not include other non-permanent seating, such as the track lawn. Although there is no formal number, some estimates project a crowd of nearly 500,000 on race day (Cavin, 2004). NASCAR tracks are more scarce than other sporting venues, which make them more of a regional draw.

A study using the IMPLAN Economic Model determined the economic impact the Darlington Raceway had on the Pee Dee region in South Carolina. The Pee Dee region is in the northeastern corner of the state and serves as a tourist area with beaches, amusement parks, and golf. The Darlington Raceway holds two weekend races a year, the Southern 500 and Darlington 200, and has a yearly direct economic impact of \$29,672,352, while also creating an indirect and induced impact of \$16,547,705, for a

total economic impact of \$46,220,057. Taxes on the event brought the local, county, state, and federal government \$2,693,611. The economic activity produced 908 direct or indirect jobs throughout the Pee Dee region in South Carolina. The study estimated that over 156,075 non-regional race fans visited the area during the races (Bernthal & Regan, 2004). This data in this study provides data that is a compelling incentive for governments to invest in attracting similar events.

A separate study, *NASCAR as a Public Good*, looked at the effects of a NASCAR race on residential rents in the surrounding area. The researchers created a hedonic model of the rental price of housing to determine if the addition of a race track added any local economic value. The model tested for different track variables based on the type of race held at the track (Cup, Grand National, or Truck) and interactions based on the track and the surrounding area. Through the model, it was demonstrated that NASCAR variables are different on central city and non-central city housing. No track variable proved to be significant to central city housing. However, the track itself did have a statistically significant positive effect on central city housing. In non-central city housing, the model reported a decrease in rent by 9.2% and 7.2% for Cup and Truck Series races, but an increase in rent by 19.8% for Grand National Series races. Authors contribute this large disparity in the effects on rent to a limited sample set. The study concluded that the presence of a track alone had a positive influence on the rental price of housing, particularly in central-city housing; however, specific individual races had little or negative economic effect and were primarily not statistically significant. This indicates that the real economic benefit from a NASCAR track comes from non-race related activities. The authors conclude that there is not enough evidence to indicate

specific races are encouraging economic development in the area (Coates & Gearhart, 2007).

These studies provide somewhat conflicting views and evidence in the economic impact on NASCAR tracks. Although they looked at different variables, it is logical to imply the effects seen by one study should somehow flow into the other. If rents are increasing, it can be construed that the location is becoming more desirable and demand is increasing, which in turn would lead to a larger economic impact. Similarly, if an area is seeing a large direct and indirect economic impact, it could be argued that rents in the area would go for a higher premium. While the IMPLAN study showed a very large impact on the immediate and surrounding areas, the hedonic model study demonstrated that the effects of NASCAR-related events on rents was marginal at best.

Summary

This chapter examines several studies and papers across several different aspects of economic development. The practice of local economic development has been identified and rationalized. These represent only a small fraction of the available literature on the various topics within economic development. It is important to understand how these studies correlate to the theories and practices of economic development and how that can translate to the Wyandotte County area. The literature has laid a ground work for why governments partake in economic development and the various ways they do so. One particular way governments aim to attract businesses is through the use of tax incentives. There are several different types of tax incentives, ranging from rebates to exemptions to tax increment financing. The effectiveness of these incentives is difficult to access and unfortunately most of the literature available is inconclusive as to which incentives will effectively work and which will not. One

incentive that is not heavily discussed in literature is Sales Tax Revenue Bonds (STAR Bonds), an incentive that was used in the development of the Kansas Speedway and neighboring Village West project. This incentive will be reviewed more thoroughly later in this work.

A popular, and controversial, form of economic development is the use of using sports and stadiums to spur development. Sports are a particularly contentious issue when determining their effectiveness on economic development, with strong opinions in favor and against its use. As witnessed through the studies, it seems universally agreed upon that externalities play a large part in the positive and negative economic impacts of stadiums. The type of sport and location of the venue also play an important role in the economic impact of the area. Many the studies provide conflicting reports on whether the impacts provided by sports and venues are positive, negative, or zero. Additionally, several of the studies that do exhibit economic development from sports-related activities fail to demonstrate whether the changes are truly the creation of new development, or the redistribution of development from other areas or potential projects. Sports, combined with the tax incentives and other economic development tools associated with them, are often analyzed to better understand their effects and the legitimacy of using sports as a driver of economic development, only to find that there is no clear consensus or easy universal answer.

CHAPTER 3 METHODOLOGY

This thesis seeks to determine if Wyandotte County, Kansas experienced economic development and growth from 1995 to the present. This work looks to identify the major causes of any economic development witnessed. By understanding what catalyzed development, it is the author's intent to determine the potential for replicating those catalysts in other communities as a way to foster economic development in other parts of the country. Wyandotte County was selected as the study area for this thesis due to the amount of large changes that have occurred within the county in a short period of time. Since 1995, the county quickly saw its tourism numbers increase drastically and is now one of the most visited areas in the State of Kansas (Fact Sheet, 2012). This chapter will lay the foundation for the process in which this study was conducted.

Study Approach

This thesis is a longitudinal case study of Wyandotte County, Kansas. Various sources of data will be reviewed and analyzed to determine if any economic development activity occurred from 1995 to the present, what caused that economic development activity, and if it is possible to replicate that economic activity in another location. This study originally developed as a quantitative analysis of the economic impact of the Kansas Speedway on the surrounding area. However, after further researching the history and background of Wyandotte County, it became apparent that the Kansas Speedway was only one major development in a series of major events for Wyandotte County. Additionally, as discussed in the theoretical framework, there is a large volume of studies on the economic effects of sports and stadiums on a

community. While careful not to discredit any of the previous data and studies conducted, the results often contradict one another, leading to ambiguity as to the true quantitative effects of sports on economic development and the best way in which to measure its effects. Given those circumstances, this thesis evolved to study the county as a whole, looking for economic trends and spikes from 1995 to the present and then tying those trends to the activities occurring in the county, to determine what caused the observed changes.

A case study was chosen as the method for this study due to the fact that case studies provide the flexibility to organize volumes of information about a case and then examine the information in order to seek patterns and themes (Kumar, 2005). The study conducted in this work is investigating the occurrence of economic development in Wyandotte County within real-life context, by incorporating numerous constantly changing variables. Additionally, the study relies on multiple sources of evidence and attempts to triangulate the data into the occurrence of one or more economic development generating events (Yin, 2009).

Data

This study will rely on both qualitative and quantitative data from a variety of sources in order to answer the question set forth in the beginning of this work. In order to determine whether any economic development occurred, data regarding demographics, employment, construction, traffic counts, location quotients, aerial maps, and business-related data will be analyzed. Once the data has been studied and analyzed it will be linked to events happening in Wyandotte County at that point in time, in order to isolate what event, or events, was causing the changes seen in the data.

Once the changes in data are correlated with economic producing events, the potential for replicating for those effects in other economies will be theorized.

The data analyzed in this study consists of primarily secondary data from government agencies including: the U.S. Bureau of Economic Analysis, the U.S. Bureau of Labor Statistics, the U.S. Census Bureau, and various departments of the Unified Government of Wyandotte County and Kansas City, Kansas, as outlined in Table 3-1. Due to differences in the time periods and methods these departments use to collect and report data, not all sources are available for the entire time span of this study. To account for this, each source will be analyzed independently of the data available. Once a change or trend is identified within that source, it will then be compared to other sources for further analysis.

The analysis will be performed with the aid of tables, charts, and maps, developed from data pertaining to Wyandotte County. The data will be analyzed and compared to the data for the State of Kansas and the U.S., when necessary, to identify any special variations or trends that would indicate changes, growth, or decay of economic activity.

Criticisms of Case Studies

Critics of case studies view the method as a less desirable form of inquiry than other research methods, as they tend to be less rigorous than other methods. Robert Yin identifies four common criticisms of case studies in his book *Case Study Research*. First, case studies are open to biases from the author that can influence the direction of the findings, as well as the conclusion of the study. It is possible to deliberately alter the evidence, by omitting data or overemphasizing the importance of a piece of data, in order to more effectively demonstrate a particular point. Second, case studies are objected to because they do not provide a large opportunity for scientific generalization.

The goal of a case study is to expand and generalize theories, not to compute statistical data. As such, single case studies have the goal of creating a generalized analysis rather than a particular analysis. The third criticism of case studies is that they take too long to perform and often result in lengthy narratives. Finally, a case study is a type of non-experimental method; therefore, they are not designed to provide direct analysis of causal relationships, but instead they aim to explain “how” or “why” something occurred in a particular way. Yin is quick to comment that case studies are difficult to perform because the skills for performing a good case study has not been defined (Yin, 2009). While several of these criticisms cannot be directly addressed, efforts will be taken to minimize bias by reviewing and evaluating each source of data equally.

Summary

This thesis will analyze sets of qualitative and quantitative data through a case study design. A case study was selected due to the fact this study will cope with a large set of variables and multiple sources of evidence. The evidence will be cross examined with other data, in order to identify irregularities in the data. Once patterns and irregularities in the data are identified, they will be matched with major events occurring in Wyandotte County, Kansas at that time in order to determine what was causing the fluctuations in the data. Once all the data has been studied, the potential for the replication of the results in other areas will be contemplated and theorized.

Table 3-1. Data and sources for economic analysis

Data	Source
Quarterly Workforce Indicators	U.S. Census Bureau
Regional Economic Profiles	U.S. Bureau of Economic Analysis
Demographic Data	U.S. Census Bureau
Location Quotients	U.S. Bureau of Labor Statistics
Wyandotte County Employment	Unified Government of Wyandotte County and Kansas City, Kansas
Traffic Count Maps	Kansas Department of Transportation
Aerial Images	Google Earth
Business License Data	Unified Government of Wyandotte County and Kansas City, Kansas
Building Permit Report	Unified Government of Wyandotte County and Kansas City, Kansas

CHAPTER 4 HISTORY OF WYANDOTTE COUNTY, KANSAS

It is important to understand the context in which Wyandotte County, Kansas fits into the surrounding areas of Kansas and neighboring Missouri. As of 1995, the county was considered an inner-ring suburb of the Kansas City metropolitan area. It was an area in political turmoil and faced social issues focused on income and race (Brinson, 2006). Kansas City, Kansas, was denounced as a city that “passed the point of no return” (Pacione, 2001). Then, in the mid-1990s, Wyandotte County and Kansas City, Kansas underwent a series of events that changed the area from a once forgotten and condemned area to one of the most notable and popular commercial districts (Brinson, 2006).

Wyandotte County, Kansas Overview

Wyandotte County is located in northeast Kansas. It is the smallest county in Kansas, by land size. The county is located primarily between the Kansas and Missouri Rivers. The county seat and most populous city is Kansas City, Kansas, with a population of 145,786 (U.S. Census Bureau, 2010a). A map of Wyandotte County and its location within the State of Kansas is portrayed in Figure 4-1.

Demographics

According to the 2010 U.S. Census, the population of Wyandotte County is 157,505. The county’s median age is 32.8, younger than the State of Kansas, with nearly 30% of the population under the age of 18. The county is more racially diverse than the State with a racial composition of approximately 57% White, 27% Black, and 26% Hispanic of any race (U.S. Census Bureau, 2010a). The median household income is \$37,293, compared to the State median income of \$48,257. The mean household

income of Wyandotte County is \$47,212, less than the State's average of \$63,094. The per capita income for Wyandotte County is \$17,750. The county has a high poverty rate with 24.3% of citizens living below the poverty level (U.S. Census Bureau, 2010b). The county also has a lower educational attainment than the rest of the State with 14.5% of Wyandotte County possessing a bachelor's degree or higher, compared to 29.8% for the State of Kansas (U.S. Census Bureau, 2010c). The unemployment rate in 2010 was 10.4%, higher than the state unemployment rate of 7.0% (Bureau of Labor Statistics, 2012). The cost of living index for the Kansas City Metropolitan Area is 99.4 according to ACCRA's (American Chamber of Commerce Researcher Association) Cost of Living Index for 2011, implying the cost of living for the area is very close to the average cost of living for the United States (ACCRA, 2012).

Consolidating the Government

The biggest governmental change the county experienced in recent times came in 1997 when residents voted to consolidate Wyandotte County and Kansas City, Kansas into one political unit, the Unified Government of Wyandotte County and Kansas City, Kansas. The process of consolidation was a long one, with the idea being first presented in the early 1990s. Facing rising costs for services and an ever-eroding tax base, the local governments agreed to consolidate several city services including trash pickup, police and jails, and snow plowing services in 1991. Although the idea of consolidation was popular with the general public, it drew ire from several local city politicians who saw the move shift power away from the city and towards the county. However, as time progressed the idea of consolidating other government services started to gain momentum. A task force was created to study the effects of consolidation and what, if any, potential savings the consolidation would bring to the

area. After assessing the potential effects, the task force recommended consolidation by a vote of seven to two. The Kansas City City Council approved the task force's recommendation to consolidate in 1995. The Kansas Legislature reviewed the study and approved a public vote for consolidation. Then in 1997, a public vote was held to determine if the city and county would consolidate. The voters approved consolidation by a vote of three to two and the Unified Government of Wyandotte County and Kansas City, Kansas was formed (Brinson, 2006).

STAR Bonds

An important development factor that had profound impacts on Wyandotte County, during the study period, was the development and utilization of STAR bonds, sales tax revenue bonds used to finance major economic development projects. The State of Kansas was the first to pass STAR bonds as a form of economic incentive. The incentive was initially created to help finance a Wizard of Oz theme park, which was never developed. The Kansas Speedway became the first project to receive the incentive. STAR bonds were also used to finance the Village West project. To date, over \$520 million in STAR bonds have been issued in Kansas (Duggan, 2012).

In STAR bonds, sales tax revenues generated by the development are used to pay off the bond. STAR bonds are issued generally by city governments and have a 20-year repayment period. However, an exception was made for the Kansas Speedway, which has a 30-year repayment period (Kansas Legislator, 2012). Despite being issued by the government, the bonds are ultimately purchased by investors. Therefore, if a project fails to generate enough revenue to repay the bond, the State maintains zero liability and the obligation rests with the investors who purchased the bonds (About Kansas City, 2012).

In order to qualify for a STAR Bond, a project must “be characterized as a statewide and regional destination, and include a high quality innovative entertainment and tourism attraction, containing unique features which will increase tourism, generate significant positive and diverse economic and fiscal impacts and be capable of sustainable development over time” (Guidance to STAR Bond Applicants, 2012). The project must have at least a \$50 million capital investment and \$50 million in projected gross annual sales revenue. Projects involving gambling are excluded from the use of STAR Bonds (Kansas Legislator, 2012). Additionally, public benefits must exceed the public costs for the project to be eligible. The financing through STAR bonds should be less than fifty percent of the total projects costs (Guidance to STAR Bond Applicants, 2012).

The Kansas Speedway

One of the largest development projects in Wyandotte County’s history was the construction of the Kansas Speedway. In 1996, the ISC announced that it was considering expanding to the Kansas City area by building a speedway designed to hold several types of races. Upon the initial announcement, several counties in the area started to develop proposals for the track. Johnson County, Kansas and Platte and Clay Counties, Missouri all made bids for the racetrack. After reviewing the sites the counties nominated for the track, the ISC first eliminated Clay County, citing too many infrastructure issues. After a visit to the Daytona Speedway in Florida, Johnson County removed itself from contention, deciding that a racetrack would ruin the small town feel of their selected site. The proposal also faced criticism from residents who felt the track was too close to residential areas. That left only Platte County, which had a small budget and was unable to offer the incentives that the ISC was seeking, and Wyandotte

County. Though initially declining to place a bid, Wyandotte County reversed its position, hoping to keep Kansas in the picture. The Kansas Legislature allowed Wyandotte County to grant tax incentives for the speedway. In addition, Johnson County, Wyandotte County's immediate neighbor to the south, agreed to contribute sales-tax revenues due to the economic benefits they would receive from the nearby speedway. After reviewing the bid from Wyandotte County, the ISC announced they would negotiate exclusively with the county, thereby eliminating Platte County's bid from consideration (Brinson, 2006).

Government officials and ISC representatives agreed to locate the track near the intersection of Interstate 435 and Interstate 70. The location of the racetrack is indicated in Figure 4-2. This site's accessibility was a major attractor. However, it was occupied by 136 residences and four businesses. Through the use of eminent domain, the county acquired the property for the speedway's construction. The use of eminent domain for the acquisition of property led to major litigation from the property holders. They argue that the speedway represented a private entity and therefore eminent domain could not be used. However, the Kansas Supreme Court upheld the use of eminent domain to take private property for economic development purposes. The Court held that the Kansas Speedway was a valid project for public purposes and therefore ruled that eminent domain authority could be exercised. Years after the case, the Legislature added "a city that exercises eminent domain to acquire property must compensate the property owner with at least 200 percent of the appraised valuation" to the State's eminent domain statute (Briefing book, 2011).

The ISC decided to build the track in two phases. Phase One was the 75,000 seat track, costing \$198 million, and Phase Two added double the initial capacity from Phase One, costing an additional \$54 million. As part of the incentives offered, the ISC was granted a 30 year abatement on property taxes, received money from revenue bonds, generated from tax-increment financing and sales taxes, and also revenue to repay the bonds. ISC was granted a total of \$107 million from the revenue funds, \$67 million came from thirty year tax increment bonds and \$40 million from state issued STAR bonds (Brinson, 2006).

Construction began on the speedway's 1.5 mile oval track and 75,000 seat stadium in May 1999. In May of 2000, NASCAR and Indy Racing League announced they would hold races at the speedway starting in 2001. The project was completed in early 2001 and held its first event in June 2001, the NASCAR Winston West Series Kansas 150 (Kansas Speedway, 2012). Since its construction, the speedway has hosted several different racing circuits including: the Indy Racing League, NASCAR Busch Series, NASCAR Winston Series, NASCAR Truck Series, and the NASCAR Sprint Cup Series. Currently, the speedway hosts four major races a year (Kansas Speedway, 2012). In 2012, the Kansas Speedway opened the Hollywood Casino, a \$441 million, 95,000 square foot casino that overlooks turn two of the speedway. The casino has created 1,000 jobs and is projected to host 4 million people a year, giving the area an estimated \$220 million economic boost (FoxNews, 2012).

Village West

Following construction of the Kansas Speedway, the Unified Government announced they planned to build a 400-acre tourism district adjacent to the speedway. The development would cost \$236.6 million dollars, an attractor to the area on a year-

round basis, not just on race day. Officials originally estimated the project would generate \$10 million in property taxes in its first four years, \$5 million annually after that, and create 3,350 permanent jobs (Brinson, 2006). Village West quickly became the State of Kansas's largest tourism attraction (ThinkKC, 2012).

Today, Village West is home to a diverse range of shopping, dining, hotel, and entertainment attractions. Some of the attractions in the area include: The Legends at Village West (an outdoor mall with 1.2 million square feet of gross leasable area), Legends Theatre (an 86,916 square foot, 14 screen movie theater), four hotels combining for over 350 rooms, Community America Ballpark (multipurpose stadium), the Great Wolf Lodge (Indoor waterpark and resort), and a Major League Soccer stadium, LIVESTRONG Sporting Park (Village West, 2012). In addition to developments within the immediate Village West development, the surrounding area has also seen an increase in economic activity. Schlitterbahn Vacation Village, a 370 acre, \$750 million development that includes a waterpark, hotel, and 750,000 square feet of retail space, opened in 2009 next to Village West (Schlitterbahn, 2012).

Summary

Wyandotte County underwent a series of major changes that saw the consolidation of city-county government; the passage of a unique economic development financing tool; the construction of a NASCAR series raceway; and the development of a multi-million dollar, 400 acre entertainment district. For the purposes of this study, it is assumed that these changes would have created some economic changes within the county. In Chapter 5, various sources of data will be evaluated in order to determine what, if any, economic development occurred in the county. Once that development is identified, the data will be cross referenced with the history of the

county in order to determine what events had an economic change on Wyandotte County, Kansas. Finally, those results will be analyzed in order to determine the potential for the replication of the economic development witnessed in Wyandotte County in other areas.

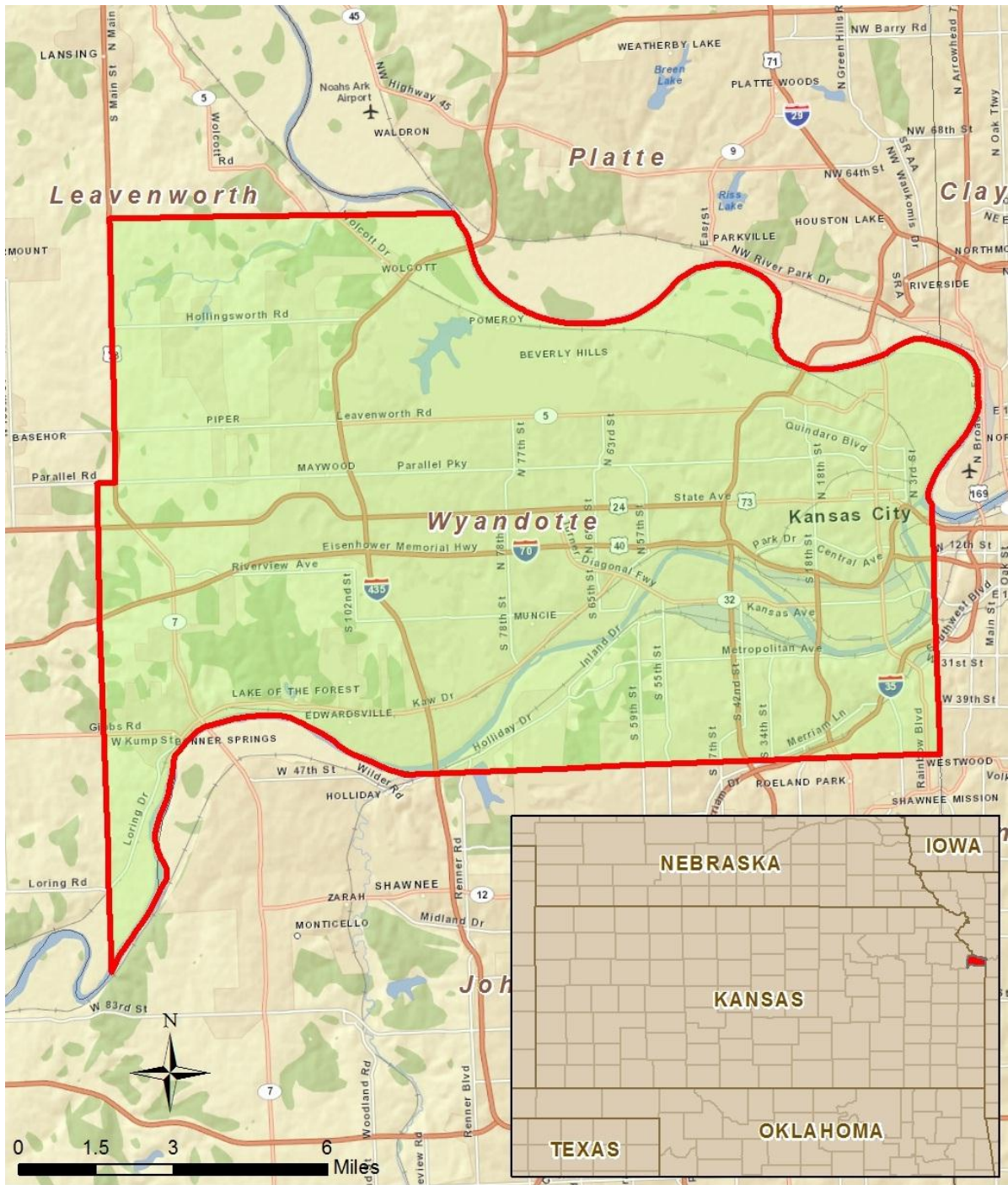


Figure 4-1. Map of Wyandotte County



Figure 4-2. Kansas Speedway location

CHAPTER 5 RESULTS

This chapter details the results of the case study analysis using the sources of data defined in Table 3-1. In order to determine if any economic development activity occurred in Wyandotte County, each of the sources of data will be reviewed and analyzed, looking for any trends or deviations that may indicate a change by an outside force. These sources will first be studied individually to determine if any changes took place. After analyzing the individual components, they will be combined together to see if there are any trends in the data. This will ultimately be used to identify if economic development took place in Wyandotte County. Since the data is provided through several different sources, not all data will be available for the entire time period of the study. Additionally, due to the differences in collecting and reporting data, certain information may be inconsistent across the different sources.

Demographic Data

In order to evaluate any fundamental changes in the composition of the population of Wyandotte County, data from the 2000 Census, 2010 Census, and 2010 American Community Survey was reviewed and analyzed. The data reviewed includes population, age, housing, race, education, and income. This data can be found in Appendix A.

Between 2000 and 2010, the population of Wyandotte County remained fairly constant, shrinking by 0.24% from 157,882 in 2000 to 157,505 in 2010. In contrast, all the counties surrounding Wyandotte County saw an increase in population. Figure 5-1 shows the percent change in population from 2000 to 2010 by county. The median age of Wyandotte County also remained fairly constant, increasing just slightly to 32.8 from 32.5 in 2000. The housing market showed a shift towards renter-occupied housing from

2000-2010, as the number of renter-occupied housing increased by 4.49% and the number of owner-occupied housing decreased by 6.12% in that time period. By comparison, the number of renter-occupied housing increased by 12.3% and the number of owner-occupied housing increased by 4.84% in the State of Kansas. This indicates that the State saw a similar shift towards renter-occupied housing as it increased at a faster rate; however, unlike Wyandotte County, the State did not see a decrease in owner-occupied housing. The population of Wyandotte County also saw a racial shift, as the number of Hispanic residents (of any race) increased by 64.84%. The State saw a similar increase, as the number of Hispanic residents (of any race) grew by 59.38% during the period of the study. Hispanic residents represented 16% of Wyandotte County's population in 2000 and 26.4% of the population in 2010. Of all the races, African Americans saw the biggest decline in population, shrinking by 11.14%. This was very dissimilar than the State which saw an 8.86% increase in the African American population. Wyandotte County saw an impressive increase in the educational attainment of the population, with increases in nearly every category of attainment. The county saw a 23.76% increase in the number of residents with a bachelor's degree and a 19.19% increase in the number of residents with a graduate or professional degree. However, despite the observed increases, Wyandotte County still lags behind the State of Kansas and the United States in educational attainment. Figure 5-2 shows the growth in the percent of population with a high school education and the percent of population with a bachelor's degree or higher in comparison with the State of Kansas and the United States. Finally, Wyandotte County saw an increase in both the median and mean household income by 10.39% and 11.07%, respectively. Most notably, the County

witnessed a 144% increase in the number of residents earning over \$150,000 a year. The median household income for Wyandotte County was \$37,293 in 2010, well below the state and national average. Just over 21% of Wyandotte County is living below the poverty level, approximately 9% higher than the state average. Although Wyandotte County experienced growth in the median household income, it did not equal the growth seen on the state and national level, as witnessed in Figure 5-3 (U.S. Census Bureau, 2010a; 2010b; 2010c, 2010d).

The results from the demographic analysis indicate that Wyandotte County did undergo significant changes racially, educationally, and economically. Wyandotte County saw definite increases in educational attainment and median household income. However, even with these increases the gap between Wyandotte County, the State of Kansas, and the United States continued to grow in regards to median household income. While none of this data necessarily indicates economic development, it does identify changes in the county's demographic makeup, which may provide some insight and background to changes witnessed in other data sets.

Business Data

The Uniform Government of Wyandotte County and Kansas City, Kansas provided the author with data on the number of business licenses issued from 1995-2010. This data will be reviewed and analyzed to determine new business growth by year. The data will also be plotted by Census tract to identify which areas experienced the most development from 1995 to 2010. The data used in this part of the analysis is located in Appendix B.

The Uniform Government of Wyandotte County and Kansas City, Kansas, issued 3,330 business licenses between 1995 and 2010. 2009 saw the highest amount of new

business licenses issued at 399 and 1998 saw the lowest amount at 67. The greatest increase in licenses issued occurred between 2003 and 2004, when there was a 63% increase in issued licenses. Overall, there was a steady increase in the number of licenses issued from 1995-2010. The average number of new business license issued increased by 13% annually over the study period. The county saw at least 250 new licenses issued annually from 2004-2010 (Business license data, 2011). Figure 5-4 charts the number of businesses licenses issued by year.

The data was also plotted by census tract to determine which areas of the county saw the largest increase in new businesses over the course of the study. Figure 5-5 portrays this data. The area including the Kansas Speedway and Village West saw the greatest increase in new businesses, with 222 business licenses issued for the area between 1995 and 2010. The area north of Kansas Speedway and Village West saw an average of 56 new businesses during the study period. The area between U.S. 24 and Parallel Parkway also saw a sizeable increase in the number of new businesses. Downtown saw a mix of results, with the highest downtown tract issuing 90 business licenses and the lowest downtown tract issuing 8 business licenses. The southeast area of the county along Interstate-35 and the Kansas River also saw a large amount of new businesses, indicating there may be a separate catalyst in that area or potential spillover effects from the surrounding counties. The southwest region of the county only saw 1 new business per tract. Overall, the map shows the number of new businesses was fairly spread across the county; however, the Kansas Speedway area, the U.S. 24 area, and the southeast section of the county saw the greatest amount of new businesses (Business license data, 2011).

The analysis from this part of the results shows that there was a considerable amount of new business development located around the Kansas Speedway and Village West, U.S. 24, and the Interstate-25/Riverfront area in Southeast Wyandotte County. A majority of the new business activity occurred after 2003, when the county experienced a 63% increase in business permits in a single year. The analysis reveals that the county has seen a steady increase in new business activity, indicating that a kind of catalyst was at work, driving up the number of new business for Wyandotte County, which saw a 389% increase in new business in 2010, when compared to the number of new businesses in 1995 (Business license data, 2011).

Building Permit Reports

This section will analyze and review the annual building permits reports for Unified Government of Wyandotte County and Kansas City, Kansas. Due to availability of data, the number non-residential building permits will be reviewed from 1998-2010; however, the value of non-residential new construction will only be reviewed from 2003-2010 as those are the only years the value of construction is documented. This analysis will look for trends in new development or in the value of new development. Additionally, the locations of new development will be analyzed for 2003-2010. The data used in this section can be found in Appendix C.

Between 1998 and 2010, Wyandotte County issued 392 new non-residential building permits. The most permits issued in any year was 47 in 2005, the least was 19 in 2010. Figure 5-6 illustrates this data. The data does not seem to fit any particular trend, randomly increasing and decreasing by year. When looking at the value of those permits from 2003-2010, there was \$507 million in new construction. In 2010, there was just over \$200 million in new non-residential construction. A new soccer stadium,

constructed in Village West, accounted for nearly \$125 million of the \$200 million in construction in 2010. Similar to the number of permits, the value of construction shows no general patterns or trends over the period of the study (Building Permit Summary Reports, 2010). Figure 5-7 contains a chart of the value of new construction by year.

In reviewing the largest projects, as defined by value, a majority of the new construction was located in the Village West area. Schlitterbahn Kansas City, LIVESTRONG Sporting Park, and several major retail stores (WalMart, Kohls, Best Buy, Target, and JC Pennys) provided the largest economic impact, in terms of value of construction created between 2003 and 2010. Nearly all of these projects were located in and around Village West. Although Village West did not have a majority of the number of new non-residential construction projects, it did have a majority of the value of new non-residential construction projects (Building Permit Summary Reports, 2010).

Employment Data

Several sources of economic data will be analyzed including Quarterly Workforce Indicators (QWI) from the U.S. Census Bureau, Economic Profiles from the U.S. Bureau of Economic Analysis, and annual employment data from the Unified Government of Wyandotte County and Kansas City, Kansas. The analysis of this data will indicate any major changes in employment during the study period. Additionally, it will identify any shifts or trends in the type of industry in regards to employment. Due to the difference in reporting for each source, there may be some inconsistency across sources. The data used in this analysis is located in Appendix D.

Quarterly Workforce Indicators

Analyzing the QWI data indicates that the total employment for Wyandotte County remained fairly consistent during the course of the study. Applying a linear trend line to

the data indicates a total overall growth of 12 jobs per year in Wyandotte County. The highest quarter of total employment was in the third quarter of 1998. The lowest quarter of total employment was in the third quarter of 2003. Figure 5-8 shows a graph of the quarterly total employment for Wyandotte County. By comparison, the State of Kansas saw a higher, and more consistent, total overall employment growth than Wyandotte County. A chart of this data is demonstrated in Figure 5-9.

Wyandotte County experienced a spike in job creation in the third quarter of 1997, the second quarter of 1998, the third quarter of 1999, and the second quarter of 2001. In those quarters 8,259, 9,211, 12,812, and 7,630 jobs were created, respectively. These quarters represented the outliers for the time period. It is possible that the spikes in job creation in those quarters were a result of the construction and opening of the Kansas Speedway and Village West. The jobs created for the other quarters primarily varied between 2,000 and 4,000 jobs (Quarterly workforce indicators, 2012). Figure 5-10 illustrates the jobs created during this time period.

The net job flows for Wyandotte County indicates the number of jobs created versus the number of jobs lost. The greatest increase in net jobs was during the third quarter of 1999, where 9,998 net jobs were created. The greatest decline in net jobs occurred in the same year during the first quarter when 4,368 jobs were lost (Quarterly workforce indicators, 2012). Figure 5-11 shows the net job flows for Wyandotte County during the study period.

The last data set to be analyzed from the QWI data is the average monthly earnings. Wyandotte County experienced a steady increase in average monthly earning over the time period of the study. Applying a linear trend line to the data indicates the

average monthly earnings increased by an average of \$21.30 a quarter. When compared with the State of Kansas, the average monthly earnings for Wyandotte County were higher for the length of the study and increased a greater rate (Quarterly workforce indicators, 2012). Figures 5-12 and 5-13 illustrate this data for Wyandotte County and the State of Kansas, respectively.

Economic Profiles

Using the CA30 Regional Economic Profiles data from the Bureau of Economic Analysis, this section examines total full-time and part-time employment, average earnings per job, and per capita personal income for Wyandotte County and the State of Kansas. The data will be reviewed and analyzed for any trends or significant changes that occurred during the time period. Due to the availability of data, this study will only analyze activity between 1995 and 2009.

Wyandotte County experienced a fairly consistent number of jobs from 1995-2009, fluctuating between 91,000 and 98,000 jobs during the time period. The area saw a peak of activity in 2001, followed by two years of decline before beginning to increase again. This trend mirrors the trend for the State of Kansas, which saw a steady increase until 2001, followed by two years of decline before starting to increase again. Both Wyandotte County and the State of Kansas witnessed a decline in jobs between 2008 and 2009 of around 2%. Overall, Wyandotte County saw a 4.2% increase in the total number of jobs between 1999 and 2009, while the State saw a 13.8% increase in the total number of jobs (Regional economic profiles, 2012). Figures 5-14 and 5-15 illustrate the total full-time and part-time employment for Wyandotte County and the State of Kansas, respectively.

The average earnings per job steadily increased in Kansas and Wyandotte County from 1995-2009. The county's average was higher than the State for the length of the study. During the study period, the average earnings per job rose by 48.8% in Wyandotte County and 67.6% in the State of Kansas. Despite the larger increase, the State average still trailed the average earnings per job of Wyandotte County by \$7,042 in 2009 (Regional economic profiles, 2012). A chart of this data is located in Figure 5-16.

Although Wyandotte County experienced higher average earnings per job, the State of Kansas had a higher per capita personal income during the study period. Wyandotte County's per capita personal income grew by 73%, going from \$16,640 in 1995 to \$28,779 in 2009. The State of Kansas had a slightly larger increase of 79.1%, growing from \$21,870 in 1995 to \$39,173 in 2009. Since this data does not account for inflation, it cannot be used to determine any form of economic growth, but as a comparison against the Wyandotte County and State of Kansas set of data, it can be determined that the State experienced a higher and slightly faster increasing per capita personal income (Regional economic profiles, 2012).

Unified Government of Wyandotte County and Kansas City, Kansas Employment Data

The Unified Government provided a list of employment by North American Industry Classification System (NAICS) sector from 2001-2010. The data will be reviewed and analyzed in order to determine if any shifts in employment have occurred. The number of employees by NAICS can be found in Table 5-1. The percent change in employees by NAICS for each year can be found in Table 5-2.

In 2001, the two largest industries for employment were government and manufacturing, with 17,216 and 13,907 employees respectively. By 2010, the two largest industries were government and health care and social assistance, with 15,408 and 12,751 employees respectively. Despite growth in the health care sector, none of the major projects and developments in Wyandotte County directly relate to that particular industry. The biggest growth by a NAICS sector was accommodation and food services, which grew 191% from 2001 to 2010. The growth in the accommodation sector may be directly related to the construction of the Kansas Speedway and Village West. Other big growers over the time period were health care and social assistance, education services, administrative and support services, and retail trade. Several sectors saw a drop in employees, the largest drop was in the professional, scientific, and technical services sector. Construction and transportation and warehousing both experienced a drop of over 25% in employment during the time frame. Although accommodation and food services saw the biggest overall growth, the sector began to lose employment after 2006, creating a bell shaped employment trend (Employee data, 2012).

The data studied indicates that there was a shift in the types of employment from 2001 to 2010. The job base of Wyandotte County shifted away from manufacturing and industrial based jobs and towards service based jobs. There was also a decrease in real estate and construction jobs indicating that development might have slowed over the course of the study. A majority of the construction jobs lost occurred after 2008, indicating the national economic downturn at that time may be responsible for the large decrease observed in that sector (Employee data, 2012).

Location Quotients

Location quotients are a measure by which industrial activity of a selected area can be compared to the industrial activity of a base region. The location quotients provide a ratio that indicates whether a particular industry has a higher concentration or lower concentration of employment compared to the base area. For the purpose of this study, Wyandotte County will be compared to the United States, in order to determine if any trends occurred that may signify the growth or decline of any NAICS sector industries when compared against the United States as a whole. The location quotients of Wyandotte County will also be compared to the location quotients of the State of Kansas. If the location quotient of an industry is greater than 1, then Wyandotte has a higher concentration of employment in that industry compared to the rest of the Country, or State, respectively. Similarly, if the location quotient is less than 1, then Wyandotte County has a lower concentration of employment compared to the Country/State. Both the location quotient data for Wyandotte County and the State of Kansas will use the United States as the base. Due to the availability of this data, only the Years 2001 through 2010 will be analyzed. Additionally, in order to preserve the confidentiality of certain businesses, the U.S. Bureau of Labor Statistics will not disclose location quotients for specific NAICS sectors during select years. The data used in determining the location quotients for Wyandotte County and the State of Kansas is available in Appendix E.

Transportation and warehousing had the highest location quotient for Wyandotte County; however, this category has steadily declined from 2001-2010, moving from 4.0 in 2001 to 2.9 in 2010. Despite the decrease, Wyandotte County remained very concentrated in this sector when compared with the United States. Two sectors saw a

large increase in concentration during the study period: health care & social assistance and administrative & support services. Each increased their location quotients from less than one to over one between 2001 and 2010, indicating a potential shift in the industries of employment within the county. Manufacturing also had a location quotient above one for the length of the study period, indicating a high concentration of manufacturing jobs in Wyandotte County. Only one sector fell from above one to below one during study, other services, which is comprised of several types of employment, including repair and maintenance; personal and laundry services; and religious, civic, professional, and other such similar organizations. Educational services had the lowest location quotient at 0.18, indicating a very sparse number of employees in the industry compared to the U.S. average (Location Quotients, 2012).

When compared to the State of Kansas, Wyandotte County has a much greater concentration of employees in transportation and warehousing. As mentioned above, the sector had a location quotient of 2.9 for Wyandotte County in 2010, which is high when compared to the State's location quotient of 0.98. Additionally, the employee concentration for the information sector and finance and insurance sector is much lower in Wyandotte County than the State of Kansas (Location Quotients, 2012). The location quotients for Wyandotte County are located in Table 5-3. The State of Kansas' location quotients are found in Table 5-4.

The location quotient information is useful in indicating which industries are more prevalent in a particular area. The results of this study indicate that there was a shift in employment for particular industries. When compared to the location quotients of the State, it is clear that the transportation and warehousing sector is very heavily

concentrated in the county. However, as the location quotients show the sector is gradually becoming less concentrated, while health care and social assistance and administrative and support services are becoming more concentrated.

Aerial Maps

Aerial maps from 1995, 2002, 2003, 2006, 2008, 2010, and 2012 will be reviewed in order to view any new, large developments in Wyandotte County. This data will provide insight into the areas that saw new large-scale development and construction during the time period. The current and historic images for this section were obtained through Google Earth. The images used in this section of the study are located in Appendix F.

Between 1995 and 2002, three primary developments can be observed. The first is the Kansas Speedway, the second is the accompanying Village West project, and finally there is an expansion of businesses along the riverfront. In 2003, the Village West project continues to evolve and expand, but no other developments are plainly observable. Between 2003 and 2006, there is a noticeable increase in the density of development along the waterfront. Additionally, there is an observed increase in developments on U.S. 24 and Parallel Parkway between Kansas City, Kansas and Village West. From 2006 to 2008, there are no noticeable changes or development in Wyandotte County. Between 2008 and 2010, the most significant change is the further expansion of the Village West area. Land to the north and east of Village West appear to be under continuous development. Finally, between 2010 and 2012 the Village West area undergoes noticeable growth and development, noticeably in the lands to the north of Village West. There also appears to be pockets of residential development in the area north of Interstate-70 and west of Interstate-435 (Google Earth, 2012).

While these maps cannot clearly identify that economic development occurred, they do support other data, demonstrating that construction and development occurred in Wyandotte County over the study period. This analysis can only account for new construction; it cannot identify where economic development in the form of rehabilitation or occupying an existing building occurred. According to the aerials, the area that saw the most new development between 1995 and 2012 was the west half of Wyandotte County. When comparing the 1995 Aerial Image with the 2012 Aerial Image, it is apparent that there was a substantial increase in residential and commercial activity north of Interstate-70 and west of Interstate-435. The area along the river also saw an increase in the density of structures during the study period, as did U.S. 24 and Parallel Parkway. However, there were no substantial changes in development noticeable in the downtown Kansas City, Kansas area from 1995-2012 (Google Earth, 2012). Several areas in Wyandotte County experienced noticeable new construction within the study period, including those near the Kansas Speedway and Village West, two major attractors in the county today.

Traffic Counts

Traffic counts are way one to determine if activity in area has changed in some fundamental way. They can signal if there are any significant changes to the road network and its use. While this data alone is a poor indicator to determine if any economic development occurred, and it is possible to observe changes in traffic counts brought on by non-development related issues, such as a road closure or new available route in and out of an area, this adds another layer to consider when analyzing changes in an area. Due to the inconclusive nature of this data, the traffic count data used in this section will not be used to conclude whether economic activity occurred, but will be

used to indicate possible areas within Wyandotte County where development may have occurred. Based on availability of data, the traffic maps from 2004, 2008, and 2011 will be analyzed. These maps are provided in Appendix G.

In 2004, the most heavily traveled road was Interstate-35 along the southeast edge of Wyandotte County, with 118,000 vehicles a day. Interstate-35 primarily serves as route connecting Kansas City, Missouri, to the east of Wyandotte County, and Johnson County, to the south of Wyandotte County. As the Interstate enters the State of Missouri and Johnson County, the traffic count remains primarily the same, potentially indicating that a majority of traffic users are traveling through Wyandotte County, rather than stopping in it. The traffic count for that stretch remained fairly constant in the 2008 and 2011 traffic count maps. While this does not rule out the possibility of economic development in the area, the lack of an increase in traffic and the high percentage of likely pass-through traffic may indicate a lack of any large scale economic development projects in that area (Traffic Count Map, 2004; 2008; 2011).

Many of the major roads throughout downtown Kansas City, Kansas saw a decrease in traffic from 2004-2011. The roads with the biggest drops in traffic were U.S. 69 and U.S. 24, seeing a decrease of 30% and 20% in traffic respectively. While many of the minor roads in downtown Kansas City saw slight decreases from 2004-2008, the two major interstates between Kansas City, Kansas and Kansas City, Missouri saw sizable increases. Interstate-70 recorded a 28% increase in traffic during that time period. Since these traffic counts do not report the flow of traffic, it is not possible to determine if the increase in traffic was directed towards Kansas City, Kansas or Kansas

City, Missouri. Both major interstates between the cities saw a decrease in traffic from 2008-2011 (Traffic Count Map, 2004; 2008; 2011).

West of the City, Interstate-70 saw an increase in traffic from the split with State Road 32 to the county boundary. The largest increase in traffic occurred at the intersection of Interstate-70 and Interstate-435, which is the location of the Kansas Speedway and Village West. Parallel Parkway, which runs from downtown Kansas City, Kansas to the county's west boundary, saw the largest increase in the area. Between 2004 and 2011, Parallel Parkway saw a 61.4% increase in traffic near the Village West development. Nearly all the local roads north of Interstate-70 and west of Interstate-435 also observed an increase in traffic, with the biggest gains occurring around the Village West development area. This widespread constant increase in traffic in both state highways and city streets is a strong indicator of that development of some kind happened in that area.

The data from the traffic counts indicates that some form of economic development occurred in the western half of Wyandotte County, near the Kansas Speedway and Village West. While the traffic in western Wyandotte County increased, the overall traffic in and around Kansas City, Kansas, decreased during the study period. The traffic counts on county's busiest road, Interstate-35, remained relatively constant; however, it appears that a majority of the traffic only passed through Wyandotte County between Kansas City, Missouri and Johnson County, Kansas. The traffic counts discussed in this section provide insight into potential changes in flows and number of travelers in the Wyandotte County region before, during, and after several of the major developments in the area occurred. This could provide further

support for the other data presented in this chapter, presenting a more comprehensive look at the changes that occurring in the county over the time period being studied.

Summary

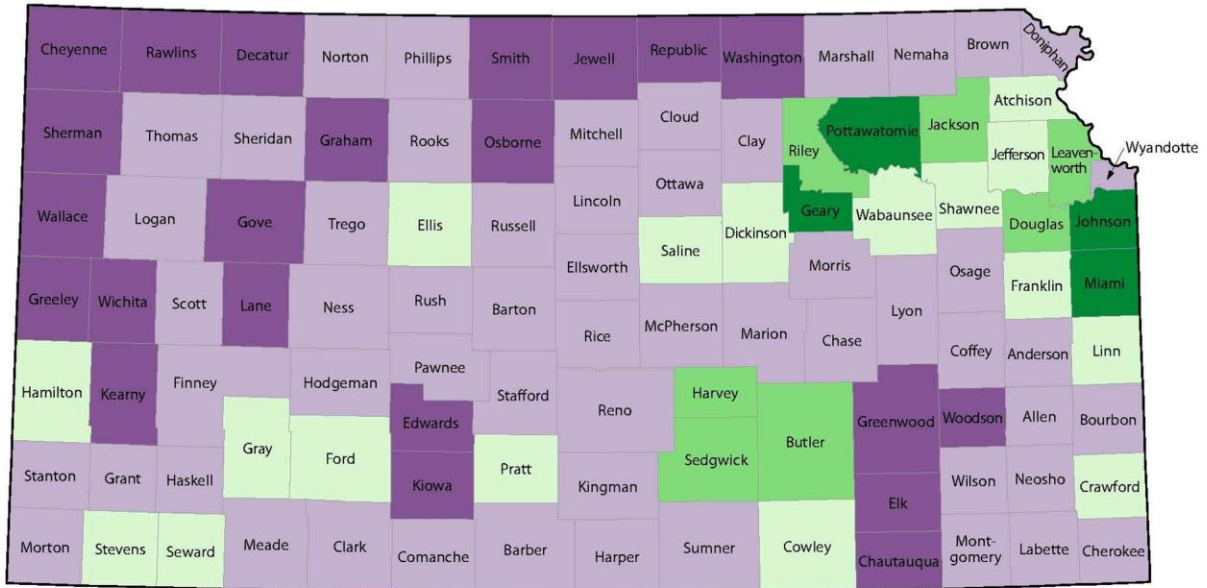
Several types of data have been presented, reviewed, and analyzed to better understand their relationship to the time period in which Wyandotte County underwent several changes, as discussed in Chapter 4. Numerous sources of economic related data have been provided to present the most complete picture possible of how the economic profile of the county may have changed. Overall, there are several key points from each data set that, when combined, helps to better understand the changes that may or may not have taken place, and how those compare to state and national trends.

Demographic, business development, building, employment, industry sector, visual, and transportation data have all been studied. The demographic data indicated that Wyandotte County experienced changes in the population, become more racially diverse and more educated. However, Wyandotte County still lags behind the state and national averages in terms of educational attainment and median income. The businesses data indicates that the county experienced a steady increase in the number of new business permits issued annually. It also indicated that a substantial amount of the business permits were issued for the Village West area, the U.S. 24 and Parallel Parkway area, and the southeast area of the county. The building reports corroborated the business permit data and pointed toward the Village West as the primary area for large scale new development in terms of the overall value of the project. The employment data showed several different trends over the study period. The first trend was a strong increase in employment from 1999-2001, followed by a period where net job flows remained fairly consistent between gains and losses in employment between

2002 and 2010. The second trend was a shift in employment away from the transportation and construction sectors and towards health care and professional services. These trends were repeated in the location quotient study. The aerial maps and traffic studies confirmed the data from the business data and building reports, identifying the Village West area as the primary region for development during the study period. Individually, these sources do not provide concrete evidence that economic development occurred. Chapter 6 will further analyze these results in the context of the history and background of Wyandotte County in order to answer the research question and objective identified in the beginning of this work and review the results as a whole to determine whether or not economic development occurred in Wyandotte County.

KANSAS - 2010 Census Results

Percent Change in Population by County: 2000 to 2010



Percent Change

- 15.0 to 23.0
- 5.0 to 14.9
- 0.0 to 4.9
- 10.0 to -0.1
- 22.1 to -10.1

Percent Change for State: 6.1%

Source: U.S. Census Bureau, Census 2000 and 2010 Census Redistricting Data Summary File
For more information visit www.census.gov



Figure 5-1. Percent change in population (Source: U.S. Census Bureau, 2010d)

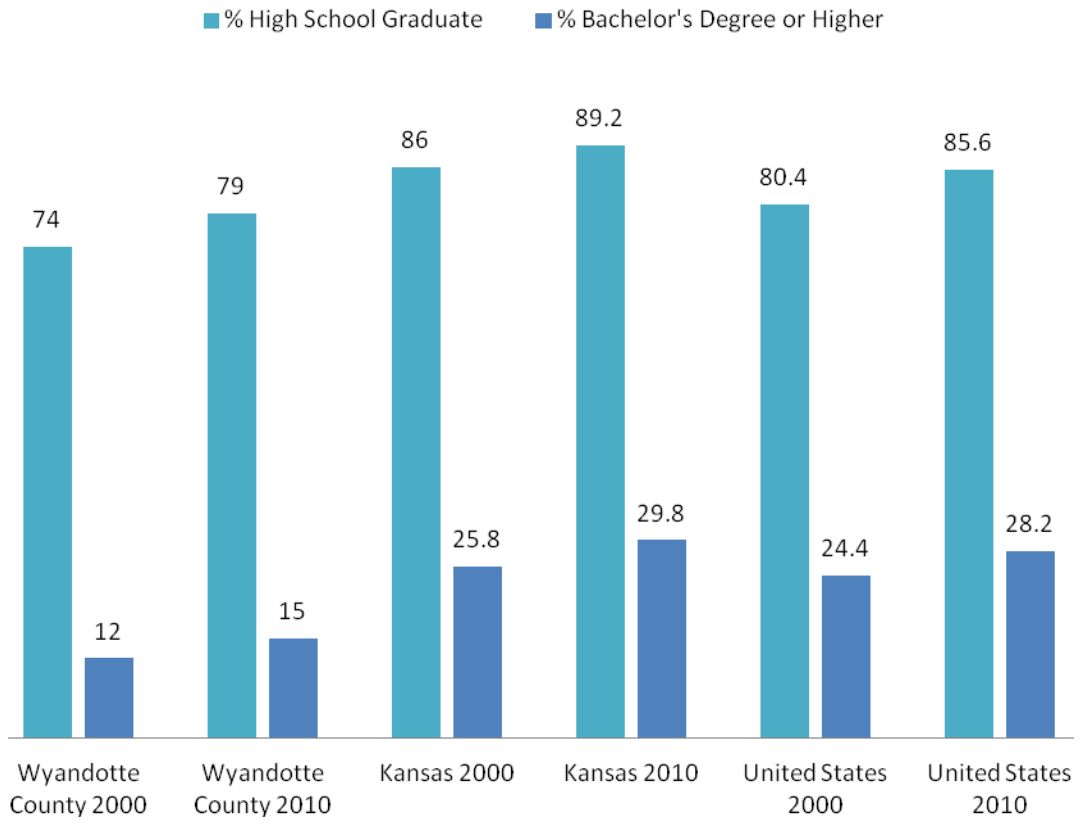


Figure 5-2. Educational attainment

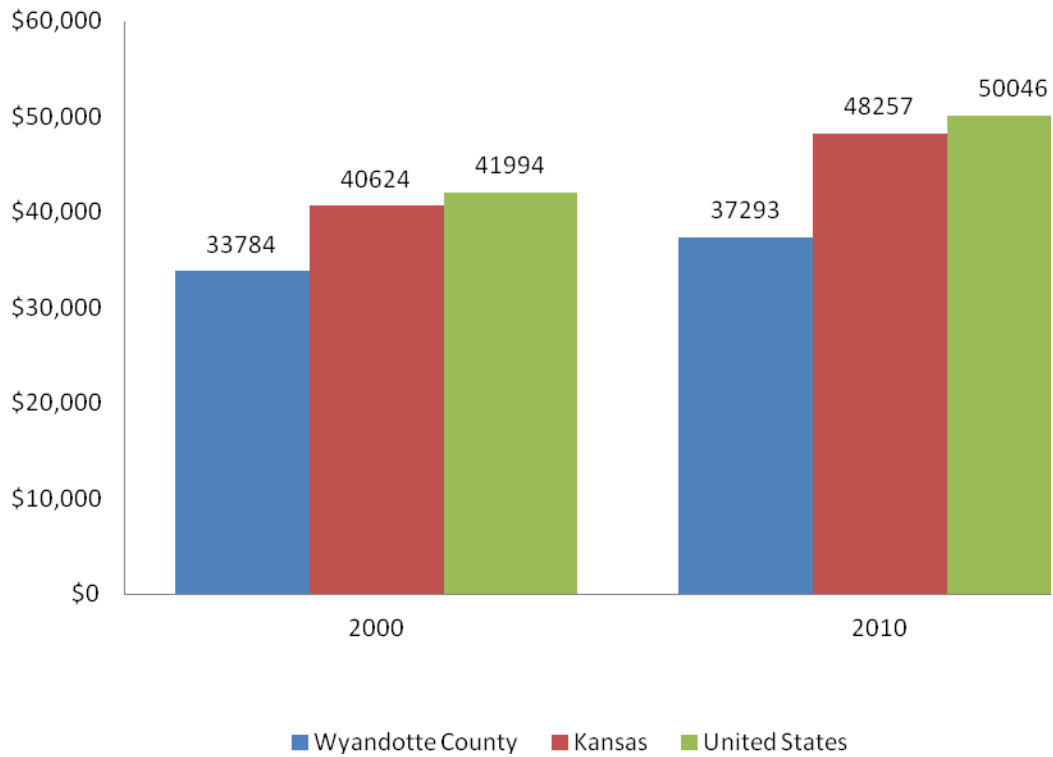


Figure 5-3. Median household income

New Business Permits Issued by Year

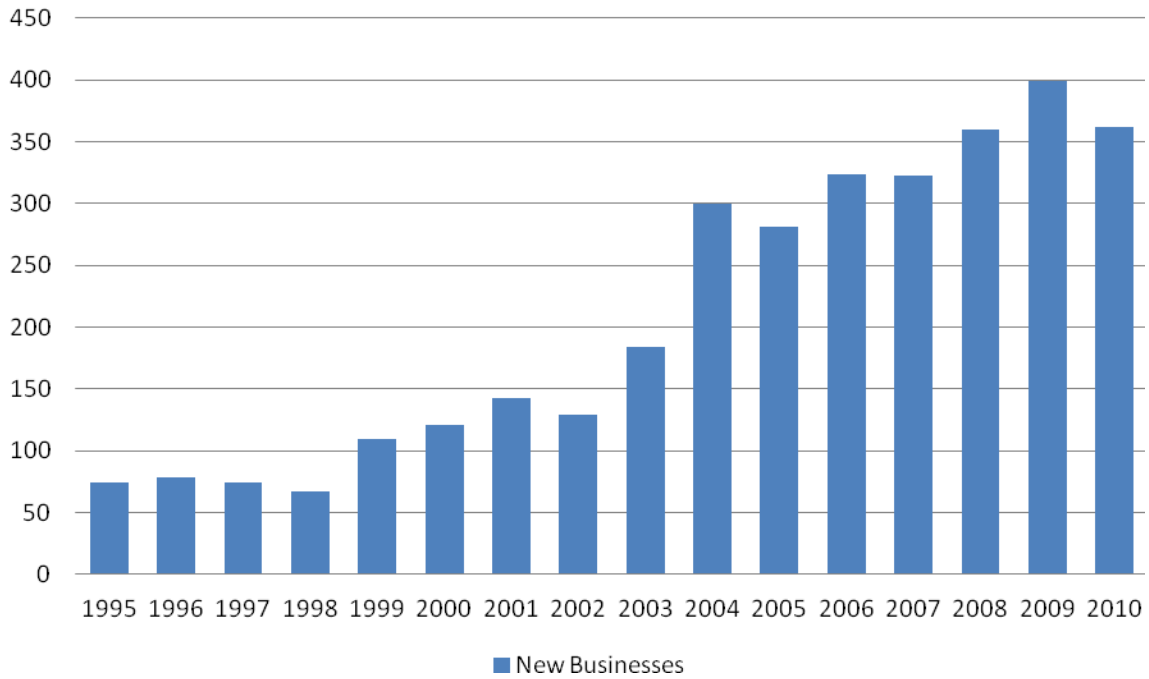


Figure 5-4. New business permits by year

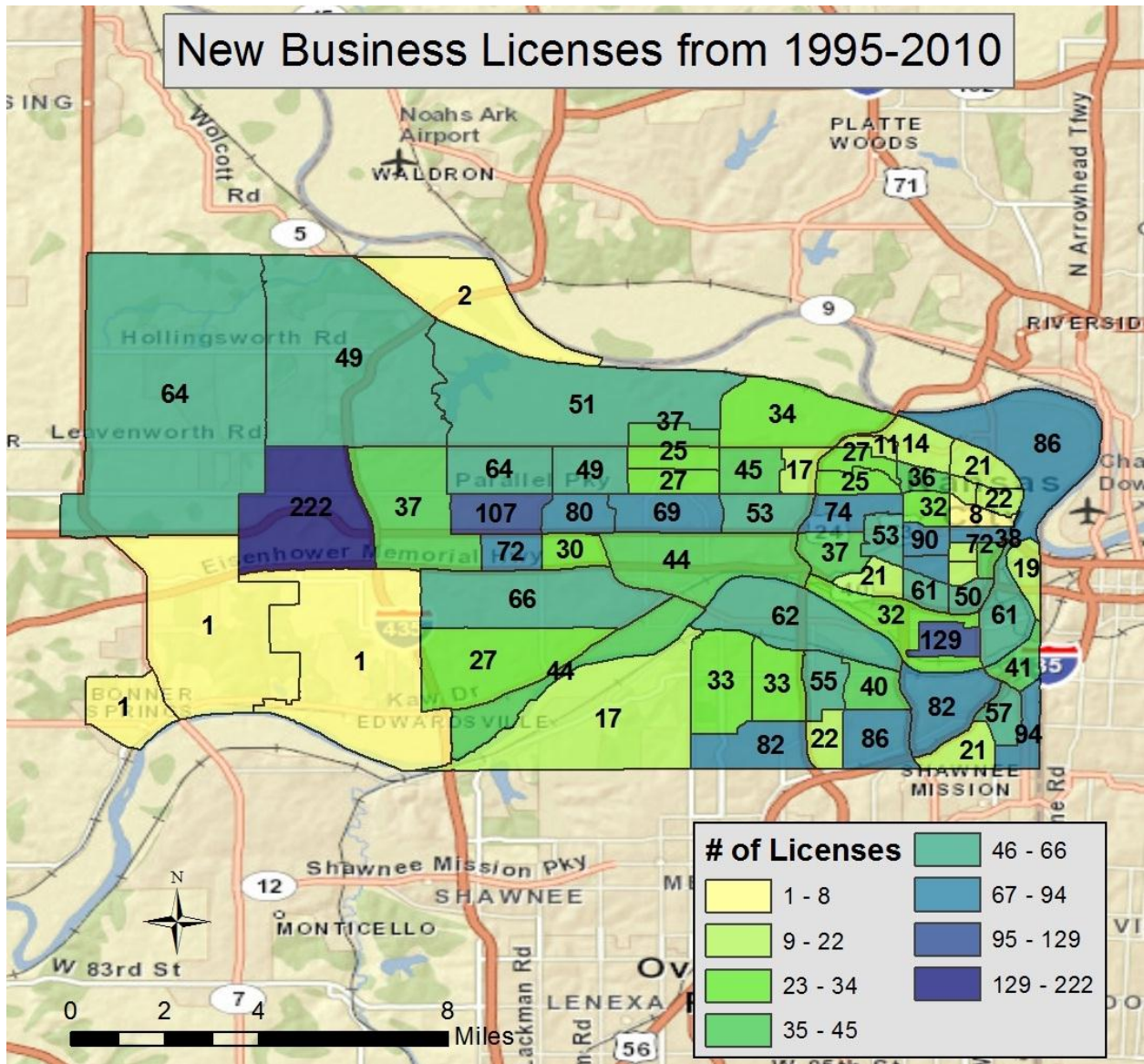


Figure 5-5. New business permit map

Non-residential Permits Issued by Year

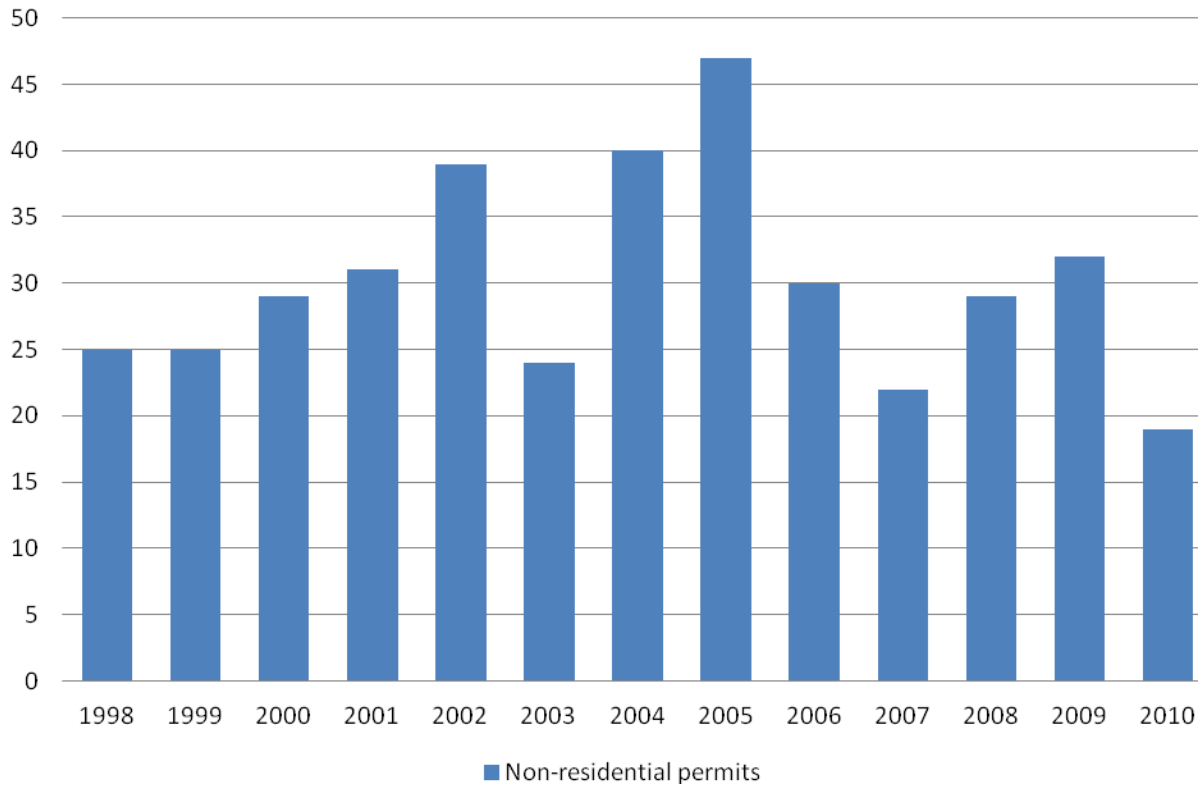


Figure 5-6. Non-residential permits issued by year

Value of New Construction

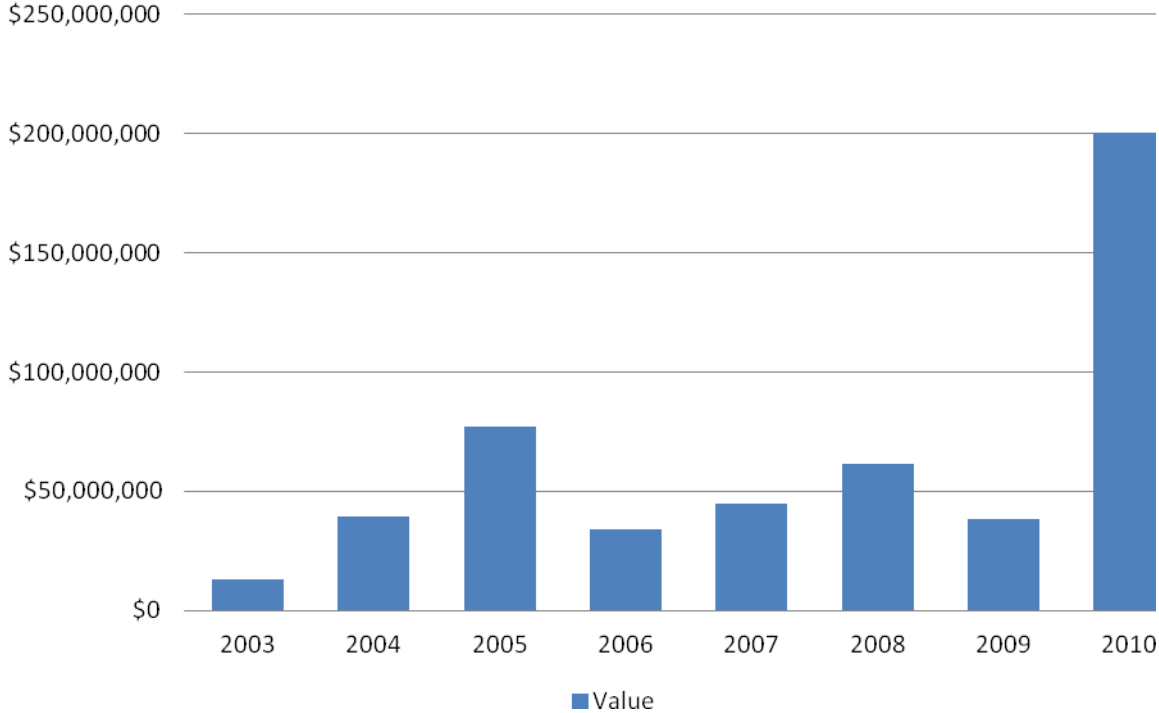


Figure 5-7. Value of new construction

Total Employment for Wyandotte County

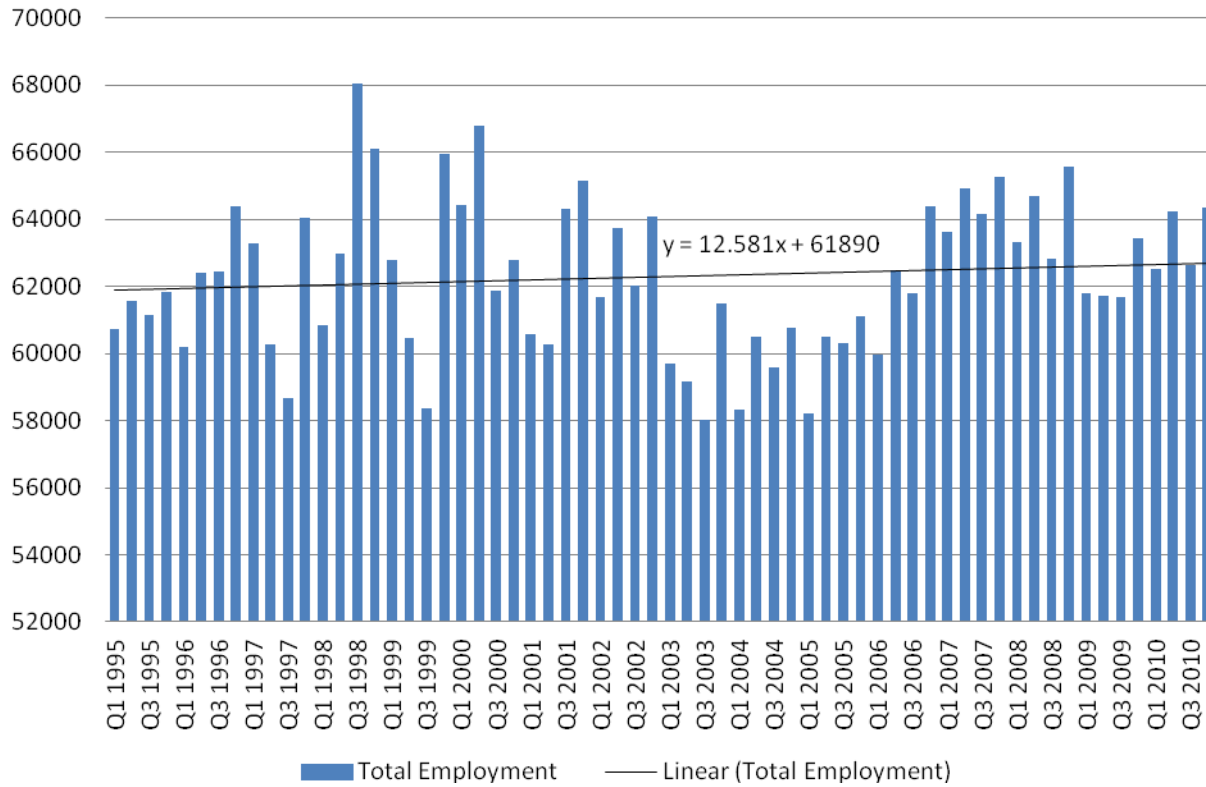


Figure 5-8. Total employment for Wyandotte County

Total Employment for Kansas

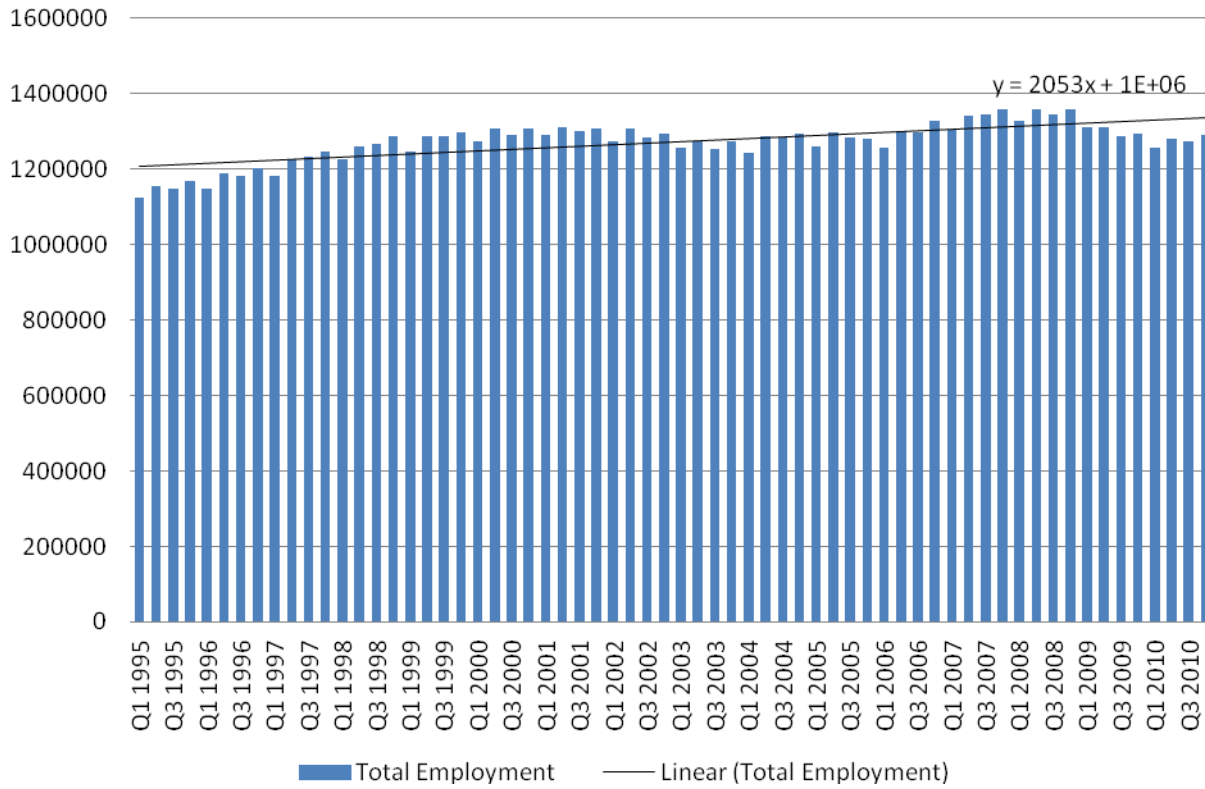


Figure 5-9. Total employment for Kansas

Jobs Created in Wyandotte County

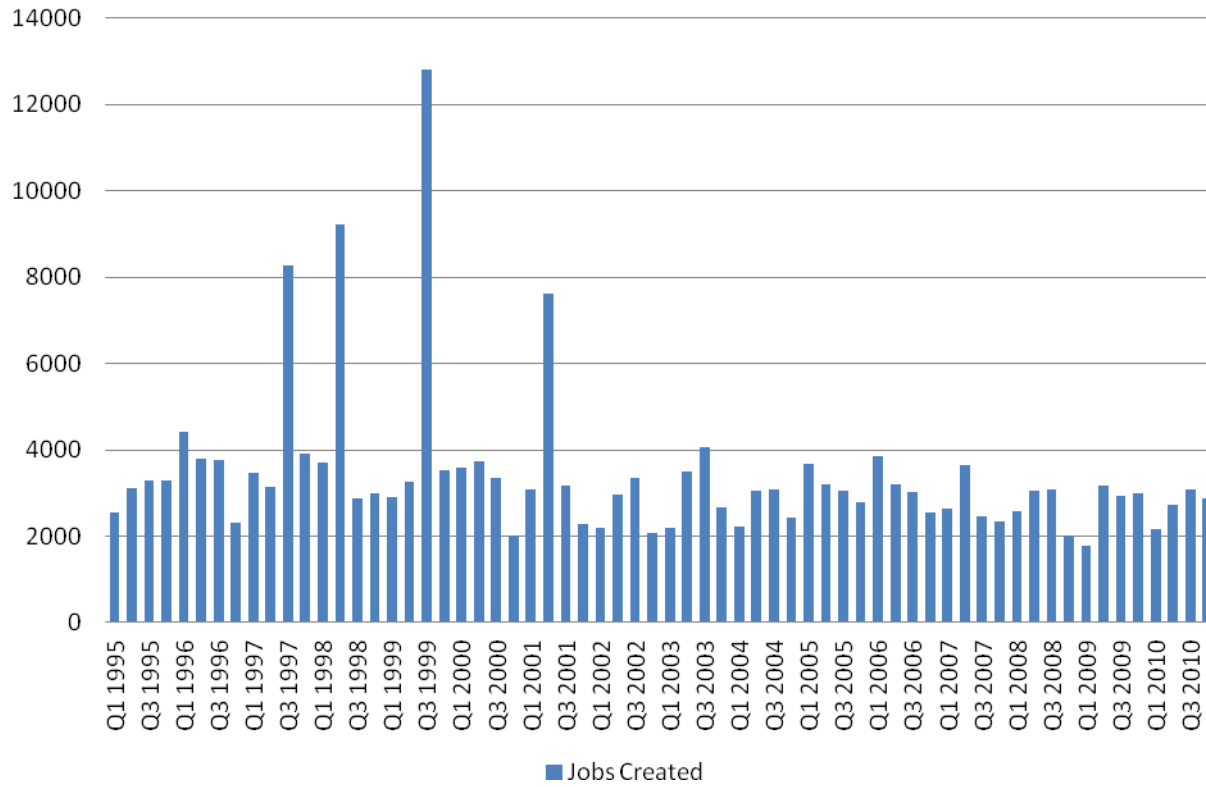


Figure 5-10. Jobs created in Wyandotte County

Net Job Flows for Wyandotte County

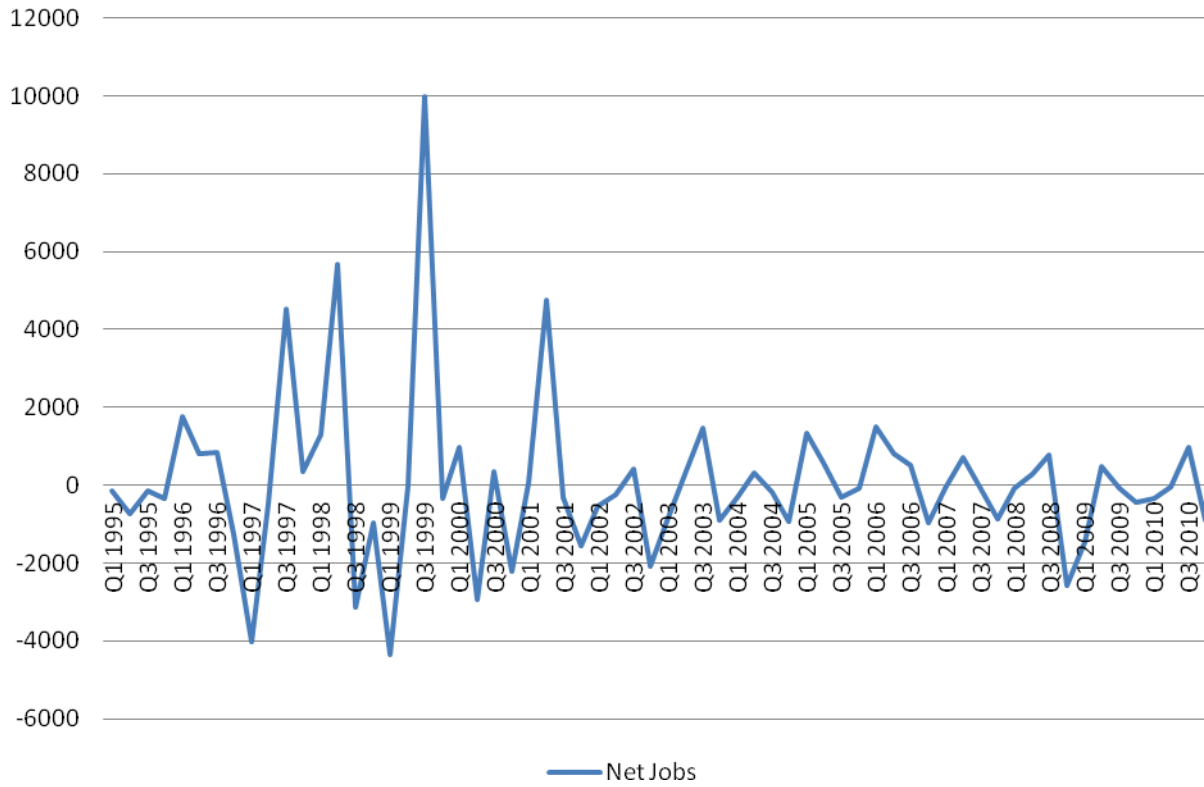


Figure 5-11. Net job flows in Wyandotte County

Average Monthly Earnings for Wyandotte County

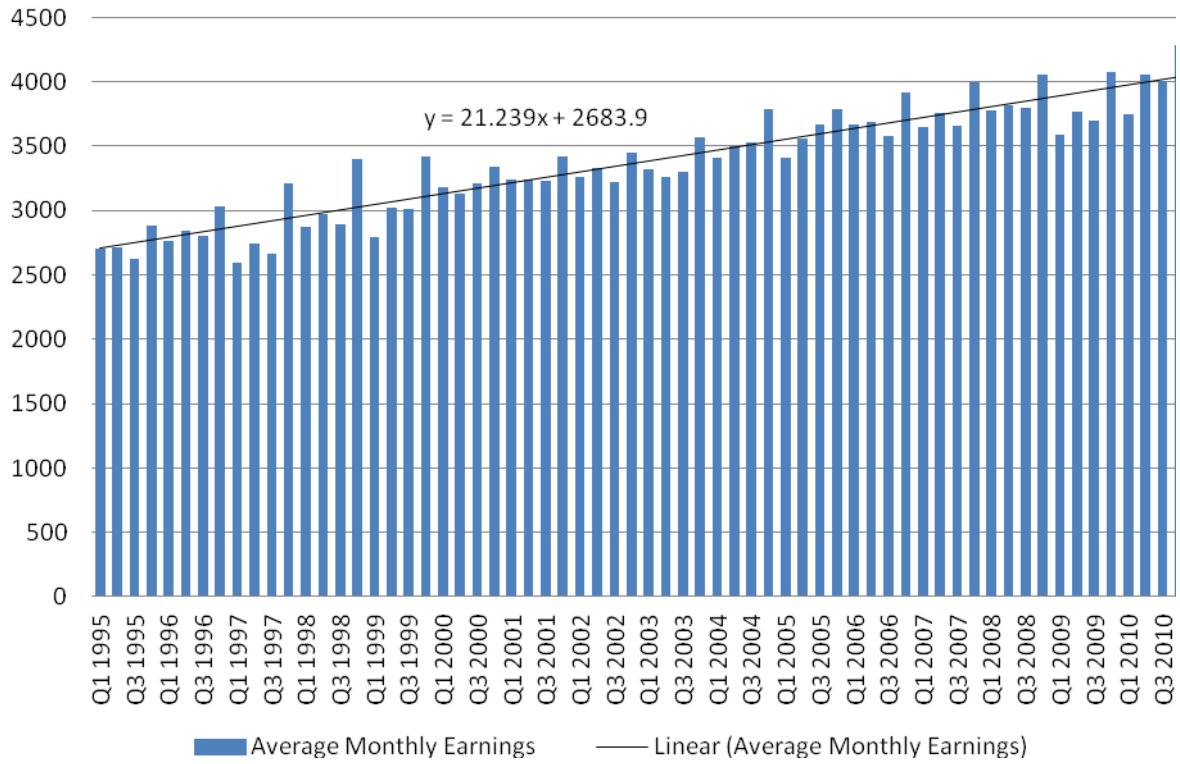


Figure 5-12. Average monthly earnings for Wyandotte County

Average Monthly Earnings for Kansas

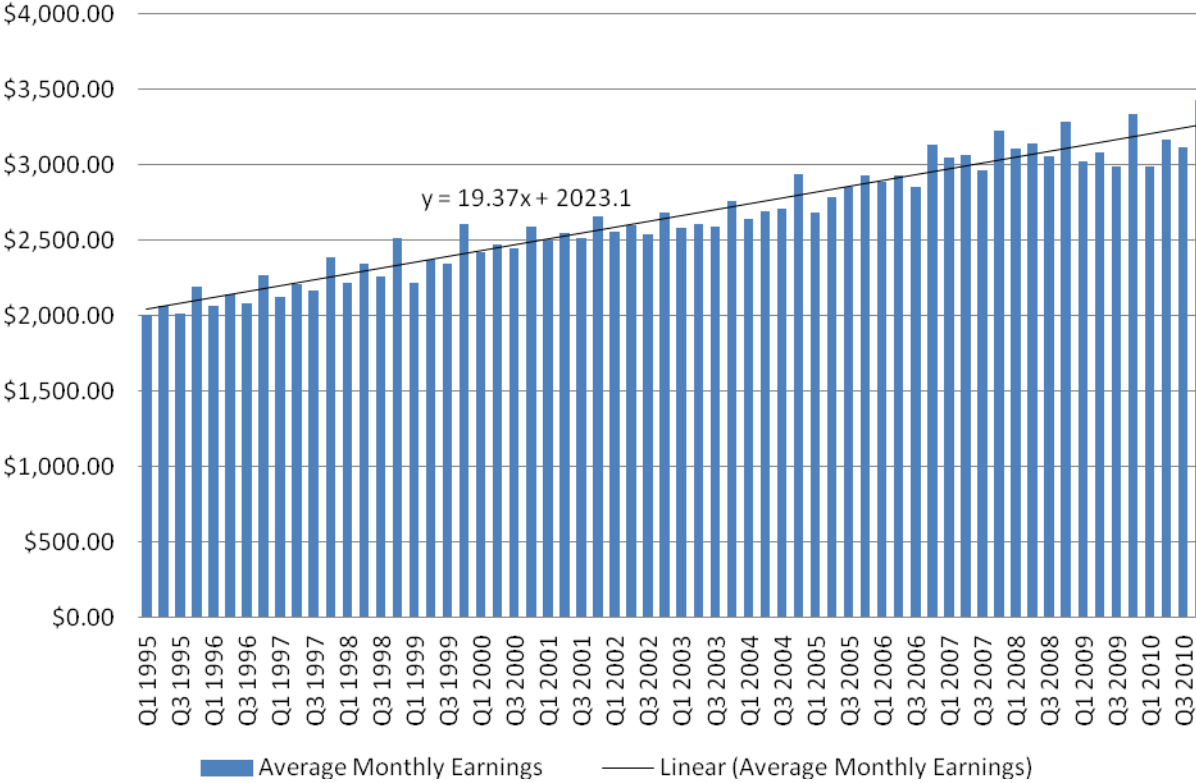


Figure 5-13. Average monthly earning for Kansas

Total Full-Time & Part-Time Employment in Wyandotte County

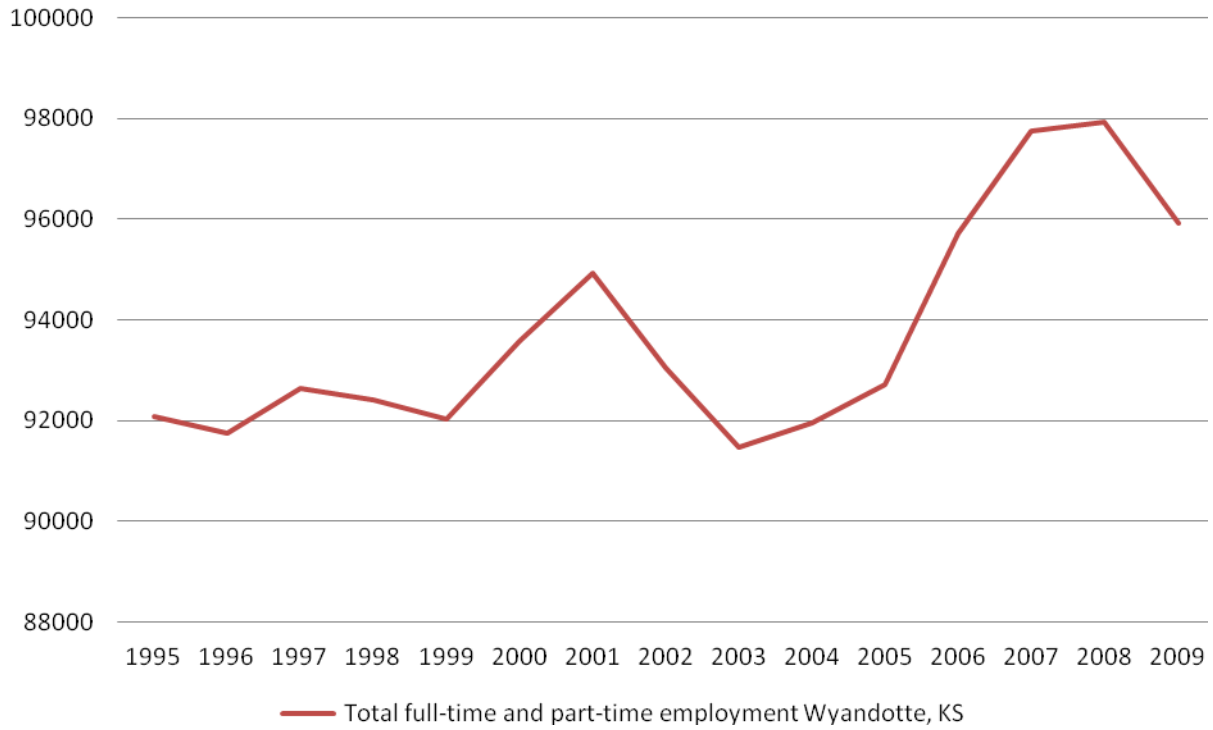


Figure 5-14. Total full-time & part-time employment in Wyandotte County

Total Full-Time & Part-Time Employment in Kansas

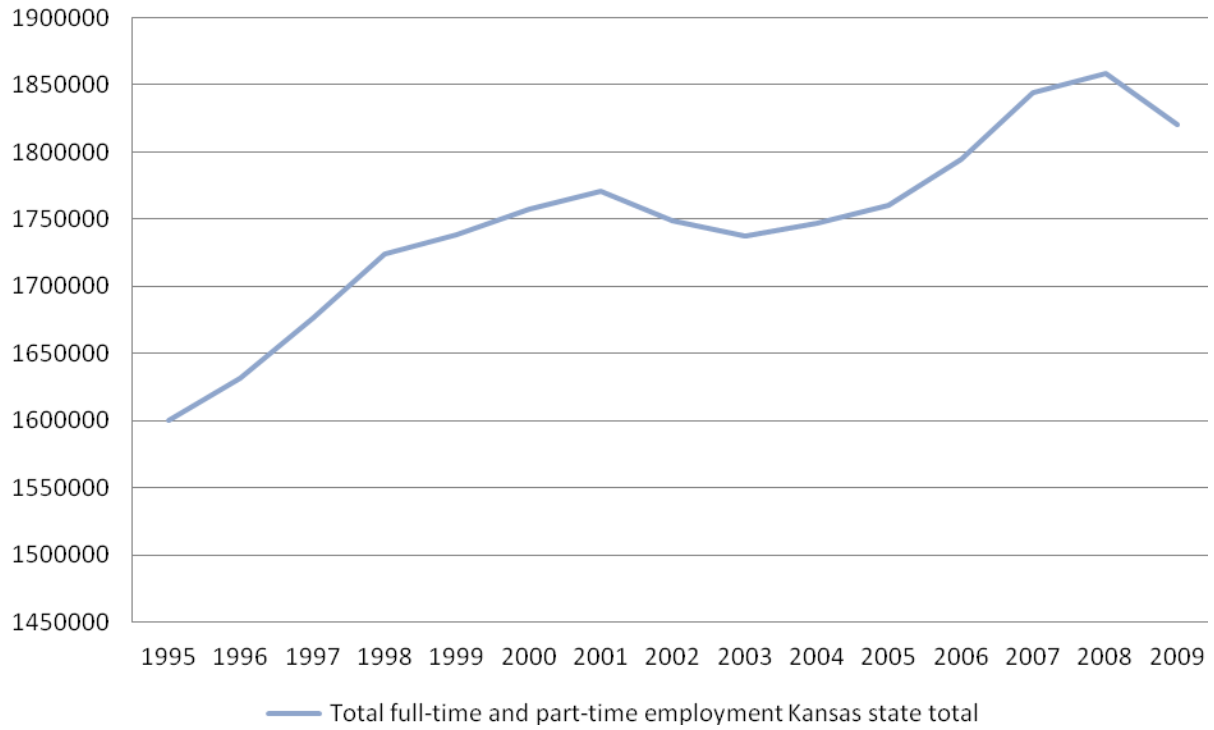


Figure 5-15. Total full-time & part-time employment in Kansas

Average Earnings per Job

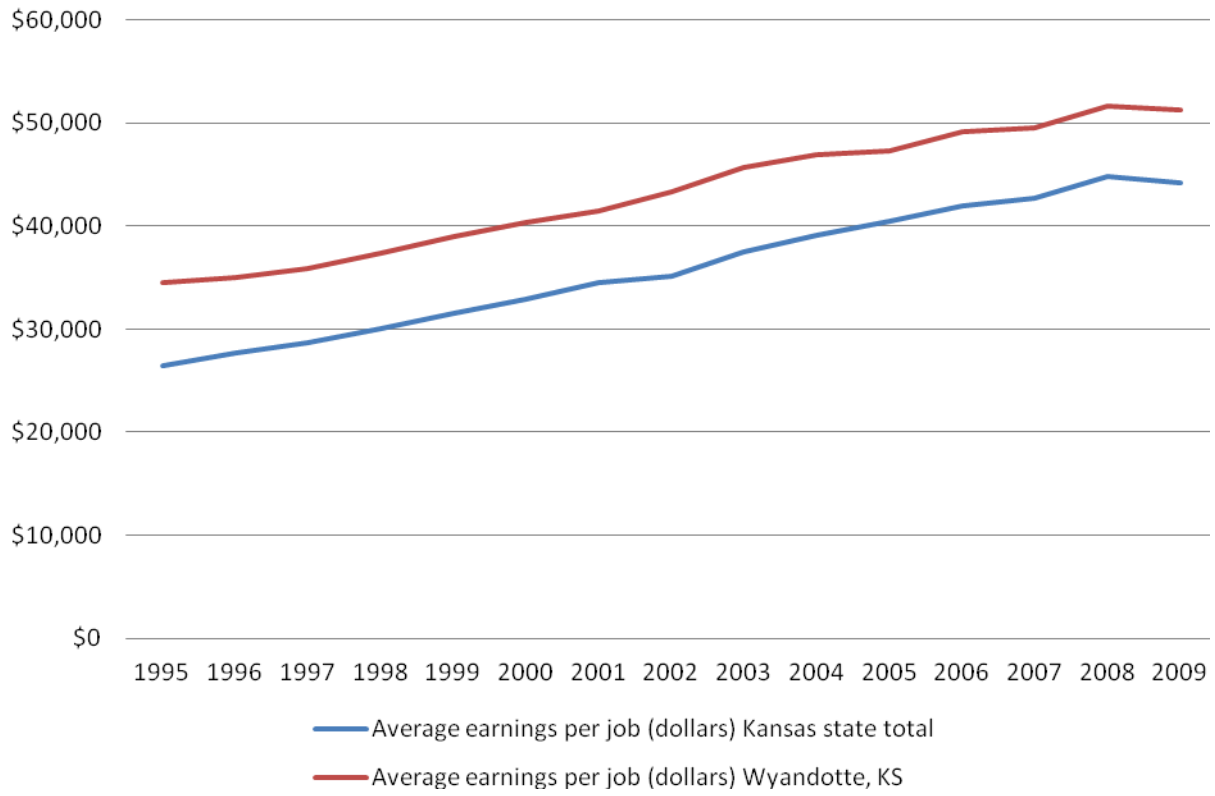


Figure 5-16. Average earnings per job

Table 5-1. Wyandotte County employment, 2001-2010

	2008	2007	2006	2005	2004	2003	2002	2001		
Ag., Mining, Util.	88	87	80	67	75	74	76	73	75	71
Construction	3,335	3,735	4,240	4,463	4,611	4,342	4,077	4,201	4,625	4,593
Manufacturing	11,431	10,866	11,548	11,952	12,486	12,414	12,402	12,316	12,857	13,907
Wholesale Trade	4,536	4,742	5,348	5,013	4,977	4,886	5,205	5,212	6,028	5,738
Retail Trade	7,101	6,938	7,078	6,911	6,593	6,286	6,306	5,625	4,902	4,786
Trans/Warehousing	7,036	7,313	8,205	8,478	7,809	7,644	8,323	8,765	9,113	9,481
Information	399	400	471	523	460	302	342	346	291	362
Finance & Insurance	1,214	1,290	1,313	1,317	1,375	1,263	1,267	1,358	1,250	1,396
Real Estate	688	824	813	756	689	764	832	842	937	910
Profess./ Tech Services	1,419	1,439	1,507	1,362	1,308	1,258	1,196	1,375	1,948	2,378
Mgmt. of Companies	879	871	852	850	883	737	556	561	679	850
Admin. & Waste Services	6,105	4,950	4,361	3,867	3,586	3,770	3,458	3,182	3,243	3,484
Educ. Services	273	240	245	242	230	211	234	199	214	168
Health Care /Social Asst.	12,751	12,278	11,822	11,292	10,761	10,429	9,975	9,777	7,175	6,954
Arts, Entertainment, Rec.	634	575	609	742	942	808	1,191	1,194	813	831
Accommodation	510	485	578	551	605	561	250	228	147	175
Food	3,932	4,373	4,404	4,972	5,077	4,319	3,770	3,646	3,546	3,533
Other Services	1,937	1,921	2,025	2,115	1,889	1,872	1,812	1,918	2,329	2,522
Govt.	15,408	15,373	15,524	15,217	14,959	14,722	14,602	14,310	17,177	17,216
Total	79,674	78,700	81,022	80,689	79,313	76,660	75,874	75,128	77,349	79,355

Table 5-2. Wyandotte County employment, 2001-2010, percent change

	2010	2009	2008	2007	2006	2005	2004	2003	2002	Change from 2001-2010
Ag., Mining, Util.	0.57%	8.72%	19.33%	-9.73%	0.34%	-2.30%	4.11%	-2.67%	5.63%	23.59%
Construction	-10.72%	-11.90%	-5.00%	-3.20%	6.18%	6.51%	-2.95%	-9.17%	0.70%	-27.39%
Manufacturing	5.20%	-5.90%	-3.38%	-4.28%	0.58%	0.10%	0.70%	-4.21%	-7.55%	-17.80%
Wholesale Trade	-4.34%	-11.33%	6.68%	0.72%	1.86%	-6.13%	-0.13%	-13.54%	5.05%	-20.95%
Retail Trade	2.35%	-1.98%	2.43%	4.82%	4.89%	-0.33%	12.11%	14.75%	2.42%	48.36%
Trans/Warehouse ing	-3.79%	-10.87%	-3.23%	8.57%	2.16%	-8.16%	-5.04%	-3.82%	-3.88%	-25.79%
Information	-0.25%	-15.17%	-9.85%	13.58%	52.27%	-11.62%	-1.16%	18.90%	-19.61%	10.15%
Finance & Insurance	-5.87%	-1.71%	-0.32%	-4.25%	8.93%	-0.36%	-6.70%	8.64%	-10.46%	-13.02%
Real Estate	-16.53%	1.38%	7.50%	9.80%	-9.82%	-8.20%	-1.19%	-10.14%	2.97%	-24.40%
Profess./ Tech Services	-1.42%	-4.48%	10.65%	4.07%	3.97%	5.20%	-13.02%	-29.41%	-18.08%	-40.35%
Mgmt. of Companies	0.89%	2.23%	0.18%	-3.74%	19.84%	32.55%	-0.89%	-17.38%	-20.12%	3.35%
Admin. & Waste Services	23.32%	13.52%	12.78%	7.82%	-4.86%	9.01%	8.67%	-1.88%	-6.92%	75.22%
Educ. Services	13.85%	-1.84%	1.03%	5.45%	8.77%	-9.83%	17.59%	-7.01%	27.38%	62.65%
Health Care /Social Asst.	3.85%	3.85%	4.69%	4.94%	3.18%	4.55%	2.03%	36.26%	3.18%	83.36%
Arts, Entertainment, Rec.	10.40%	-5.67%	-17.92%	-21.25%	16.69%	-32.20%	-0.25%	46.86%	-2.17%	-23.68%
Accommodation	5.00%	-16.08%	5.04%	-9.01%	7.84%	124.40%	9.89%	55.03%	-16.14%	191.14%
Food	-10.09%	-0.70%	-11.42%	-2.06%	17.55%	14.55%	3.40%	2.82%	0.37%	11.29%
Other Services	0.79%	-5.14%	-4.25%	11.98%	0.91%	3.31%	-5.53%	-17.65%	-7.65%	-23.22%
Govt.	0.23%	-0.98%	2.02%	1.73%	1.61%	0.82%	2.04%	-16.69%	-0.23%	-10.50%
Total	1.24%	-2.87%	0.41%	1.73%	3.46%	1.04%	0.99%	-2.87%	-2.53%	0.40%

Table 5-3. Location quotient, Wyandotte County

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Base Industry: Total, all industries	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
NAICS 11 Agriculture, forestry, fishing and hunting	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
NAICS 21 Mining, quarrying, and oil and gas extraction	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
NAICS 22 Utilities	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
NAICS 23 Construction	1.20	1.24	1.11	1.04	1.07	1.05	1.02	1.03	1.06	1.00
NAICS 31-33 Manufacturing	1.49	1.52	1.51	1.54	1.56	1.55	1.51	1.49	1.55	1.65
NAICS 42 Wholesale trade	1.76	1.92	No data	No data	No data	No data	No data	No data	No data	No data
NAICS 44-45 Retail trade	No data	No data	0.67	0.74	0.73	0.75	0.75	0.80	0.81	0.81
NAICS 54 Professional and technical services	0.61	0.53	0.37	0.31	0.32	0.31	0.31	0.34	0.32	0.31
NAICS 55 Management of companies and enterprises	0.87	0.72	0.60	0.58	0.76	0.86	0.80	0.78	0.79	0.78
NAICS 56 Administrative and waste services	0.79	0.76	0.74	0.79	0.83	0.76	0.83	0.94	1.17	1.36

Table 5-3. Continued

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
NAICS 61 Educational services	0.16	0.20	0.17	0.20	0.15	0.18	0.18	0.18	0.17	0.18
NAICS 62 Health care and social assistance	0.94	0.96	1.26	1.26	1.30	1.29	1.30	1.31	1.31	1.30
NAICS 48-49 Transportation and warehousing	4.02	4.10	3.93	3.68	3.35	3.26	3.45	3.33	3.10	2.97
NAICS 51 Information	0.18	0.16	0.19	0.20	0.18	0.28	0.30	0.27	0.24	0.24
NAICS 52 Finance and insurance	0.43	0.40	0.42	0.39	0.38	0.40	0.38	0.39	0.39	0.37
NAICS 53 Real estate and rental and leasing	0.77	0.83	0.73	0.71	0.63	0.56	0.62	0.67	0.71	0.59
NAICS 71 Arts, entertainment, and recreation	0.82	0.81	1.17	1.14	0.77	0.81	0.66	0.53	0.50	0.55
NAICS 72 Accommodation and food services	0.65	0.63	0.62	0.67	0.80	0.89	0.85	0.75	0.74	0.66
NAICS 81 Other services, except public administration	1.06	0.96	0.80	0.75	0.77	0.76	0.83	0.78	0.74	0.74
NAICS 99 Unclassified	No data	No data	No data	No data	No data	No data	No data	No data	0.03	No data

Table 5-4. Location quotient, Kansas

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Base Industry: Total, all industries	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
NAICS 11 Agriculture, forestry, fishing and hunting	0.75	0.78	0.79	0.80	0.86	0.85	0.84	0.83	0.86	0.88
NAICS 21 Mining, quarrying, and oil and gas extraction	1.30	1.30	1.33	1.39	1.40	1.47	1.44	1.40	1.28	1.30
NAICS 22 Utilities	1.26	1.19	1.26	1.31	1.37	1.38	1.37	1.37	1.38	1.44
NAICS 23 Construction	0.96	0.95	0.96	0.93	0.90	0.89	0.89	0.93	0.98	1.00
NAICS 31-33 Manufacturing	1.20	1.20	1.21	1.27	1.32	1.34	1.38	1.42	1.42	1.41
NAICS 42 Wholesale trade	1.08	1.09	1.07	1.09	1.07	1.06	1.05	1.07	1.10	1.11
NAICS 44-45 Retail trade	1.04	1.04	1.03	1.03	1.01	1.00	0.99	0.97	0.98	0.99
NAICS 54 Professional and technical services	0.78	0.77	0.80	0.83	0.80	0.81	0.80	0.80	0.82	0.82
NAICS 55 Management of companies and enterprises	0.73	0.68	0.64	0.56	0.57	0.58	0.63	0.73	0.73	0.83
NAICS 56 Administrative and waste services	0.84	0.85	0.84	0.84	0.88	0.90	0.93	0.95	0.96	0.96

Table 5-4. Continued

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
NAICS 61 Educational services	0.50	0.50	0.49	0.49	0.55	0.50	0.51	0.52	0.52	0.54
NAICS 62 Health care and social assistance	1.06	1.06	1.07	1.07	1.07	1.06	1.05	1.03	1.02	1.01
NAICS 48-49 Transportation and warehousing	0.98	1.00	1.02	1.01	1.00	0.99	1.00	0.98	0.98	0.99
NAICS 51 Information	1.46	1.52	1.51	1.38	1.34	1.34	1.39	1.32	1.24	1.10
NAICS 52 Finance and insurance	0.93	0.96	0.97	0.96	0.96	0.98	0.99	0.99	1.00	1.01
NAICS 53 Real estate and rental and leasing	0.76	0.74	0.75	0.75	0.75	0.74	0.73	0.72	0.74	0.76
NAICS 71 Arts, entertainment, and recreation	0.79	0.78	0.76	0.76	0.69	0.75	0.72	0.68	0.69	0.70
NAICS 72 Accommodation and food services	0.96	0.95	0.95	0.94	0.95	0.95	0.93	0.91	0.91	0.91
NAICS 81 Other services, except public administration	0.91	0.91	0.92	0.91	0.90	0.87	0.87	0.85	0.84	0.84
NAICS 99 Unclassified	No data	No data	No data	0.00	No data	0.01	0.01	0.04	0.01	0.00

CHAPTER 6 DISCUSSION

This chapter brings together the work from previous chapters to ultimately decide if the question driving this study can be answered. It cross references the results from the data sets presented in Chapter 5 with each other in order to identify if the observed results occur across multiple sources. These results will be also analyzed in light of the major events discussed in Chapter 4, if applicable, in order to determine what event, or events, caused the observed changes. Together, this will determine if economic development did occur, how, and if it is the possible to replicating the economic development witnessed in Wyandotte County elsewhere.

Occurrence and Effects of Economic Development

The research objective in this work was to determine the total and net effects of the economic development efforts taken by Wyandotte County, Kansas. This was done by studying demographic, business license, building permit, employment, industry, physical, and transportation data. After reviewing and analyzing these data sets developed by several sources, it is apparent that some level of development did occur in Wyandotte County during the course of the study; however, the economic impact on the area is more unclear.

Economic data indicates an increase in the number of businesses and a several major development projects, demonstrating economic development in the form of businesses growth. Employment-related data does not support or contradict the occurrence of economic development; however the results raise concerns about the economic impact the projects had within the county and their overall effectiveness. The county failed to generate many new jobs; however, there was an above-average

increase in the average earnings per job. Additionally, the data shows there was a shift in the primary industries in the county during the study period, leading to the possibility of economic development in some specific industries and not in others. The industry sectors that experienced increases include those that can be linked to the major developments in the county, which would, in part, account for an increase in services and a decrease in space available or ease of transportation and warehousing.

Wyandotte County experienced several major development projects over the course of the study, the largest in size and cost being the Kansas Speedway. Shortly after the construction of the Kansas Speedway, Village West was built on adjacent property, further adding to the economic development potential of the area. This is supported by the valuation of building permits and increase in business licenses in the area. In addition, the aerial maps show that the section of Wyandotte County around the Speedway and Village West saw an explosion of growth over the course of the study. Traffic increases in the area also indicate that more cars traveled in and around this area. Together, the business permit data, the value of new construction, the physical changes in the land, and the increased volumes of traffic all indicate and support that economic development did indeed occur in this area of Wyandotte County. The recent addition of new large projects, such as Schlitterbahn Kansas City and LIVESTRONG Sporting Park, indicate the region is still experiencing strong development and could potentially continue to support this theory in future studies.

The area directly around the Speedway and Village West was not the only one to experience increased development during the course of the study. U.S. 24 and Parallel Parkway also saw a large increase in new development between the Village West area

and downtown Kansas City, Kansas, supported by the increase in traffic counts, aerial map analysis, and business data which all indicate an increase in economic activity. This supports the conclusion that there is a convergence of business-related data that supports the theory that development occurred in Wyandotte County from 1995 to the present.

The employment-related data does not present a case to confirm or deny the existence of economic development. While the county did experience some fluctuations in employment over the period of the study, multiple sources indicate total number of employment was relatively consistent. These results demonstrate that the county did not experience economic development in terms of job creation. However, as witnessed in the Quarterly Workforce Indicators and the Economic Profiles, the jobs in the county tend to pay higher than the State average. Additionally, the increase in wages for Wyandotte County grew at a faster rate than the average increase in wages for the State of Kansas. The employment data from the Unified Government of Wyandotte County and Kansas City, Kansas and the location quotients indicate there was a shift in the major industries of the employment. The health care and administrative services sectors saw strong gains in employment, while the construction and transportation sectors witnessed declines in employment. This data does not, on its own, present a strong case for employment changes as a direct result of the Speedway and other major developments in the area. The gains in the health care and administrative services are completely unrelated to any of the major developments during the course of the study. This raises the issue that many of the observed business related trends and developments may be unrelated to the economic development efforts taken by the

Unified Government of Wyandotte County and Kansas City, Kansas. The results of the employment data inject doubt into the economic development impact of the county's largest developments. In addition, the lack of overall job growth indicates that the major projects did little to create jobs, but rather redistributed jobs away from one industry and moved them towards a different industry. When the results of the demographic data are included in the analysis, it can be concluded that a majority of the jobs created were likely low wage jobs. Therefore, the employment-related data indicates that the projects had little, if any, positive economic effects on the residents of Wyandotte County in terms of jobs creation and employment.

While it is not possible to either confirm or deny the existence of economic development, as it relates to employment, the results of this study do support the creation of economic development as related to new businesses and business growth. Overall, it appears the Village West area was responsible for the majority economic development in the county. However, it is unknown if this could have occurred without the Speedway project, something that will be explored later in this chapter.

Net Economic Effects on Wyandotte County

While the results of the study show that development occurred through the creation of new businesses and projects, the effects of these projects are unclear. The Kansas Speedway and Village West areas cost over one billion dollars to construct, yet few net jobs were created and the county still lags behind Kansas and the nation in terms of household income, poverty rate, and education. This section will look at the net economic effects of the projects and attempt to deduce their overall effectiveness.

As demonstrated in the business data, aerial data, and traffic count data, there has been a strong increase in development in Wyandotte County. A large portion of that

development is concentrated in and around Village West. However, since many of the major tenants of Village West were funded by STAR bonds, the sales tax revenue generated by those tenants has gone to repay the bond rather than being invested into the community. Additionally, nearly all the developments in Village West are retail or accommodation oriented, which are historically lower paying jobs, which may explain why the county lags behind Kansas in median household income.

When combining the employment and business data, it becomes even more apparent that the projects have not created large economic benefits for the local residents. According to the QWI data, 3,629 net jobs were created over the period of the study. Assuming an investment of one billion dollars, as reported by the Unified Government of Wyandotte County and Kansas City, Kansas, each job cost \$275,558 dollars to create, nearly 8 times the median household income for the county. Also, as previously mentioned, one of the largest employment sectors in Wyandotte County, health care, is unrelated to the economic development efforts taken by the county.

There are potential effects that cannot be fully captured in this study including the effect of tourism on the area and the spillover effects of the developments on the surrounding counties. It is impossible to determine whether Wyandotte County would have done better, the same, or worse without the actions taken by the county to build the Kansas Speedway and Village West. However, when reviewing the net effects of the county's efforts it does appear that the residents of the county have not directly benefited economically from the Kansas Speedway and Village West.

Catalysts of Economic Development

From 1995 to the present, two main projects stand out in the history of development in Wyandotte County: the Kansas Speedway and Village West. A study of

the history of these projects, how they developed, and their effects, combined with supporting business data, indicates a snowball effect of new development throughout the area. The area now boasts dozens of large department and specialty stores, several major hotels, a theater, two sporting stadiums, an indoor water park and a major outdoor water park, and a major casino. While it is not possible to determine whether any of these projects would have occurred without the presence of the Kansas Speedway and Village West, it seems highly likely that a clustering effect took place in the region, with the construction of one sporting venue and an entertainment district leading to the attraction of other sporting venues and entertainment-related developments.

Underlying the more obvious roles of the Kansas Speedway and Village West as catalysts for the economic development in the region is the role of STAR Bonds. The bonds were a major incentive for both projects and a unique tool for Kansas, as the only state with such an incentive at the time. The use of STAR bonds, along with other economic incentives helped to originally sway the ISC to invest in Wyandotte County and select it as the site for the Kansas Speedway. In addition, the bonds were responsible for attracting many of Village West's first tenants.

The theoretical framework examined several studies involving sports. While the results of those studies were often conflicting, they agreed that sports and stadiums create a series of externalities on the surrounding area. This study indicates that the Kansas Speedway affected a number of positive externalities on the region. The increase in visitors to the region led to the development of Village West, which added additional externalities, eventually leading to the addition of a Major League Soccer

team and a \$175 million stadium to house them, a \$441 million dollar casino, and other substantial construction projects. The spillover from the Kansas Speedway and Village West has led to over one billion dollars of investment in the region and transformed the area into the largest tourism district in the State of Kansas (Taylor, 2010).

Replication Potential of Economic Development Activity

This study provides evidence of economic development activity in Wyandotte County and indicated the primary catalysts for the observed activity in the STAR Bonds, Kansas Speedway, and Village West. A potential implication of these results is the possibility of replication. Would the economic development efforts taken by Wyandotte County be possible in another area and is it reasonable to expect similar results? The history of Wyandotte County suggests that there are several factors that present potential issues when seeking to replicate the activities driving this instance of economic development. First is the availability of STAR bonds. As discussed previously, STAR bonds are a vital piece in the incentives issued to both the Kansas Speedway and Village West. At that time, the State of Kansas was the only state that employed sales tax revenue bonds as an incentive for new businesses. Since then, several other states have developed similar programs, changing the dynamic of their use and effectiveness (Duggan, 2012). However, this research indicates that having a sales tax revenue bond program or similar incentive would be highly likely, or even necessary, in order to replicate these results elsewhere.

NASCAR racetracks are scarce, which presents another complication in determining if these tools could be replicated. The Kansas Speedway was a catalyst for the economic development seen in Wyandotte County. Currently, there are 21 tracks as part of the Sprint Cup Series. The most recent additions to the list of host tracks were

the Chicagoland Speedway and the Kansas Speedway in 2001 (Tracks, 2012). As observed in the theoretical framework, previous research indicates NASCAR tracks provide a different set of economic effects than other stadiums; the addition of another type of stadium is not truly a viable substitute for a NASCAR track.

While this study provides no indication that the economic development results seen in Wyandotte County cannot be replicated in other areas, the history of the county does indicate that the area experienced several changes almost simultaneously. These changes together led to the economic transformation of the area. In order to perfectly replicate the economic development of Wyandotte County, several factors would need to align perfectly, making it highly unlikely that the economic effects of the county would be able to be replicated identically.

In analyzing the data and results of that data, there are no obvious indicators that signaled whether this set of economic development policies and tools would be able to be replicated. There are too many factors that could contribute, including the economic climate, land available for development, and willing clientele to frequent the establishments. Therefore, on data alone, there is insufficient evidence to indicate whether the economic development that occurred in Wyandotte County would be able to be replicated.

CHAPTER 7 CONCLUSION

As recently as the early 1990s, Wyandotte County was an area in distress. Characterized by racial issues, a population characterized by low incomes, and inept government, the future of the county looked grim. However, after a series of significant political and economic developments in the last fifteen years, Wyandotte County underwent a series of development and now boasts 10 million annual visitors. Since the construction of the Kansas Speedway, the area has experienced more than one billion dollars in combined public and private investment (Taylor, 2010).

This study reviewed the major changes in Wyandotte County from 1995 to the present. It reviewed and analyzed the effects of Wyandotte County's economic development efforts. In doing so, the net economic effects of the developments on the county's residents were also examined. Additionally, the possibility for replication of those efforts in other areas was assessed.

Conclusions

There are two major areas that were studied to determine economic development: business and employment data. The results of this study indicate that Wyandotte County did experience economic development in the form of new businesses, particularly in the Village West area. However, the results of economic development in terms of employment were inconclusive. Despite heavy investment in the Kansas Speedway and Village West, the county saw only minor gains in employment. Additionally, the county underwent a shift in the types of employment, as the health care sector and administrative sector saw substantial growth, while the county's historic employment sectors, like transportation, saw a decline. Despite the strong increase in

new development, the county still lags behind Kansas and the nation in several economic related demographics including median household income, poverty rate, and education. Additionally, this study is unable to determine whether Wyandotte County would have found itself in a better, equal, or worse position had it not been for the economic development efforts taken by the county.

An analysis of the net economic effects of the developments shows that the projects have not contributed a major economic benefit to the residents of Wyandotte County. The number of jobs created over the course of the study was minimal, with many of the jobs being low wage. Also, the sales tax revenues generated by the new projects are tied up in the repayment of STAR bonds, meaning that the county has yet to benefit from any potential income brought into the area through tourism.

The Kansas Speedway and Village West are identified as the primary drivers of economic development in the county through the use of business data, aerial maps, and traffic counts. The Kansas Speedway and Village West had positive spillover effects and led to the addition of two more sport venues, numerous hotels, a mega-mall, a casino, several major retailers, and a 370 acre water park. The major catalyst for these developments was STAR bonds, which were instrumental in the development of the Kansas Speedway and Village West.

The ability to replicate the economic development of Wyandotte County in other regions is inconclusive. While there is nothing that would prevent the replication of results, numerous factors would need to occur. The economic development experienced in Wyandotte County is a result of numerous simultaneous developments. A large portion of the county's economic development came as a result of the Kansas

Speedway; however, the scarcity and lack of recent expansion of NASCAR tracks makes it unlikely that an area will be in a similar position as Wyandotte County in order to replicate the results.

Limitations of this Study

This study was limited by time and availability of data. Efforts to obtain data on tourism information, planning efforts, income data, and tax reports were unsuccessful. This data might have further confirmed or rejected the results of this study. Additionally, much of the data gathered for this study was unavailable for the entire length of this study. With more time and detailed information, a more intensive case study could have been executed, providing further conclusions to the research question and objectives.

Recommendations for Further Research

The economic development effects of sports and taxing incentives is an area in need of further research. Despite the volumes of studies conducted on the causes and effects of economic development, very few attempt to look at how multiple activities are interrelated in an effort to generate economic development. While several studies have examined the economic impacts of NASCAR tracks, there are other events at play during the same time period that also play a role in the success of the track's development and impacts, as witnessed in Wyandotte County. Economic development does not occur alone; it is influenced by several factors simultaneously. Future studies can examine how these factors are intertwined. In addition, it would be interesting to study the other counties surrounding Wyandotte County to see if the economic development of Wyandotte County has created any spillover effects in nearby areas, as suspected by those who developed the Kansas Speedway incentives.

APPENDIX A
DEMOGRAPHIC DATA

	2010 Census		2000 Census		% Change
Total population	157,505	100.0	157,882	100.0	-0.24%
Under 5 years	13,712	8.7%	12,759	8.1%	7.47%
5 to 9 years	12,424	7.9%	12,698	8.0%	-2.16%
10 to 14 years	11,401	7.2%	12,252	7.8%	-6.95%
15 to 19 years	11,153	7.1%	12,099	7.7%	-7.82%
20 to 24 years	10,859	6.9%	11,617	7.4%	-6.52%
25 to 29 years	23,849	15.1%	22,939	14.5%	3.97%
35 to 44 years	19,762	12.5%	23,628	15.0%	-16.36%
45 to 54 years	21,180	13.4%	19,152	12.1%	10.59%
55 to 59 years	9,063	5.8%	6,729	4.3%	34.69%
60 to 64 years	7,297	4.6%	5,489	3.5%	32.94%
65 to 74 years	8,974	5.7%	9,736	6.2%	-7.83%
75 to 84 years	5,521	3.5%	6,558	4.2%	-15.81%
85 years and over	2,310	1.5%	2,226	1.4%	3.77%
Median age (years)	32.8	(X)	32.5	(X)	0.92%
Male population	77,702	49.3	77,071	48.8	0.82%
Female population	79,803	50.7	80,811	51.2	-1.25%
Occupied housing units	58,399	100.0	59,700	100.0	-2.18%
Owner-occupied housing units	35,231	60.3	37,527	62.9	-6.12%
Renter-occupied housing units	23,168	39.7	22,173	37.1	4.49%
Average household size of owner-occupied units	2.71	(X)	2.69	(X)	0.74%
Average household size of renter-occupied units	2.62	(X)	2.50	(X)	4.80%
White	86,056	54.6	91,856	58.2	-6.31%
Black or African American	39,742	25.2	44,724	28.3	-11.14%
American Indian and Alaska Native	1,297	0.8	1,175	0.7	10.38%
Asian	3,958	2.5	2,568	1.6	54.13%
Hispanic or Latino (of any race)	41,633	26.4	25,257	16.0	64.84%

	2010 American Community Survey	2000 Census			% Change
Educational Attainment					
Population 25 years and over	97,674	100.0	96,608	100.0	1.10%
Less than 9th grade	10,365	10.6%	8,567	8.9%	20.99%
9th to 12th grade, no diploma	9,831	10.1%	16,554	17.1%	-40.61%
High school graduate (includes equivalency)	34,504	35.3%	33,098	34.3%	4.25%
Some college, no degree	22,418	23.0%	21,238	22.0%	5.56%
Associate's degree	6,348	6.5%	5,515	5.7%	15.10%
Bachelor's degree	9,183	9.4%	7,420	7.7%	23.76%
Graduate or professional degree	5,025	5.1%	4,216	4.4%	19.19%
Percent high school graduate or higher	79	(X)	74.0	(X)	7.16%
Percent bachelor's degree or higher	15	(X)	12.0	(X)	20.83%
Total household income (dollars)					
Total households	54,411	100.0	59,710	100.0	-8.87%
Less than \$10,000	7,328	13.5%	7,607	12.7%	-3.67%
\$10,000 to \$14,999	3,543	6.5%	4,571	7.7%	-22.49%
\$15,000 to \$24,999	7,083	13.0%	9,304	15.6%	-23.87%
\$25,000 to \$34,999	7,421	13.6%	9,243	15.5%	-19.71%
\$35,000 to \$49,999	8,755	16.1%	10,833	18.1%	-19.18%
\$50,000 to \$74,999	10,090	18.5%	10,580	17.7%	-4.63%
\$75,000 to \$99,999	5,264	9.7%	4,738	7.9%	11.10%
\$100,000 to \$149,999	3,370	6.2%	2,197	3.7%	53.39%
\$150,000 to \$199,999	962	1.8%	304	0.5%	216.45%
\$200,000 or more	595	1.1%	333	0.6%	78.68%
Median household income (dollars)	37,293	(X)	33,784	(X)	10.39%
Mean household income (dollars)	47,212	(X)	42,507	(X)	11.07%

APPENDIX B
BUSINESS LICENSES BY CENSUS TRACT

Row Labels = Census Tract Number

0	4	43804	62
40001	86	43901	6
40002	19	43902	13
40200	14	43903	53
40300	11	43904	69
40400	27	43905	44
40500	17	44001	66
40600	25	44002	1
40700	36	44003	27
40800	15	44004	44
40900	21	44101	30
40902	2	44102	72
41000	22	44103	107
41100	8	44104	80
41101	1	44201	64
41102	3	44202	49
41200	32	44301	37
41201	7	44302	25
41202	4	44303	27
41300	74	44400	45
41500	37	44500	34
41600	53	44601	51
41700	90	44602	2
41800	72	44702	1
41900	38	44703	222
42001	14	44704	37
42002	17	44801	2
42100	70	44803	64
42200	21	44804	49
42300	61	44806	1
42400	50	44900	1
42501	61	45000	82
42502	32	45100	57
42600	129	45200	94
42700	55	(blank)	109
42800	40		
43000	41		
43301	21		
43400	86		
43500	22		
43600	82		
43700	33		
43802	17		
43803	33		

APPENDIX C
BUILDING PERMIT REPORT DATA

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Permits (#)	25	25	29	31	39	24	40	47	30	22	29	32	19
Value (\$)						127758 30	391184 77	771021 92	338696 21	4451733 2	6126959 0	3823382 0	2003007 31

APPENDIX D
EMPLOYMENT RAW DATA

Wyandotte County, Monthly Earnings

Q1 1995	2557	Q1 2003	2205
Q2 1995	3126	Q2 2003	3482
Q3 1995	3289	Q3 2003	4067
Q4 1995	3289	Q4 2003	2663
Q1 1996	4406	Q1 2004	2226
Q2 1996	3800	Q2 2004	3059
Q3 1996	3769	Q3 2004	3085
Q4 1996	2302	Q4 2004	2440
Q1 1997	3476	Q1 2005	3660
Q2 1997	3130	Q2 2005	3201
Q3 1997	8259	Q3 2005	3060
Q4 1997	3912	Q4 2005	2780
Q1 1998	3702	Q1 2006	3844
Q2 1998	9211	Q2 2006	3202
Q3 1998	2863	Q3 2006	3032
Q4 1998	2991	Q4 2006	2543
Q1 1999	2899	Q1 2007	2635
Q2 1999	3247	Q2 2007	3641
Q3 1999	12812	Q3 2007	2455
Q4 1999	3535	Q4 2007	2350
Q1 2000	3592	Q1 2008	2572
Q2 2000	3725	Q2 2008	3040
Q3 2000	3352	Q3 2008	3089
Q4 2000	2010	Q4 2008	2024
Q1 2001	3076	Q1 2009	1789
Q2 2001	7630	Q2 2009	3159
Q3 2001	3165	Q3 2009	2926
Q4 2001	2276	Q4 2009	2980
Q1 2002	2203	Q1 2010	2150
Q2 2002	2974	Q2 2010	2739
Q3 2002	3353	Q3 2010	3072
Q4 2002	2076	Q4 2010	2871

Wyandotte County, Job Creation

Q1 1995	2557	Q1 2003	2205
Q2 1995	3126	Q2 2003	3482
Q3 1995	3289	Q3 2003	4067
Q4 1995	3289	Q4 2003	2663
Q1 1996	4406	Q1 2004	2226
Q2 1996	3800	Q2 2004	3059
Q3 1996	3769	Q3 2004	3085
Q4 1996	2302	Q4 2004	2440
Q1 1997	3476	Q1 2005	3660
Q2 1997	3130	Q2 2005	3201
Q3 1997	8259	Q3 2005	3060
Q4 1997	3912	Q4 2005	2780
Q1 1998	3702	Q1 2006	3844
Q2 1998	9211	Q2 2006	3202
Q3 1998	2863	Q3 2006	3032
Q4 1998	2991	Q4 2006	2543
Q1 1999	2899	Q1 2007	2635
Q2 1999	3247	Q2 2007	3641
Q3 1999	12812	Q3 2007	2455
Q4 1999	3535	Q4 2007	2350
Q1 2000	3592	Q1 2008	2572
Q2 2000	3725	Q2 2008	3040
Q3 2000	3352	Q3 2008	3089
Q4 2000	2010	Q4 2008	2024
Q1 2001	3076	Q1 2009	1789
Q2 2001	7630	Q2 2009	3159
Q3 2001	3165	Q3 2009	2926
Q4 2001	2276	Q4 2009	2980
Q1 2002	2203	Q1 2010	2150
Q2 2002	2974	Q2 2010	2739
Q3 2002	3353	Q3 2010	3072
Q4 2002	2076	Q4 2010	2871

Wyandotte County, Net Job Flows

Q1 1995	-139	Q1 2003	-845
Q2 1995	-748	Q2 2003	299
Q3 1995	-146	Q3 2003	1454
Q4 1995	-332	Q4 2003	-887
Q1 1996	1771	Q1 2004	-294
Q2 1996	797	Q2 2004	324
Q3 1996	839	Q3 2004	-186
Q4 1996	-1274	Q4 2004	-947
Q1 1997	-4015	Q1 2005	1347
Q2 1997	-456	Q2 2005	584
Q3 1997	4525	Q3 2005	-322
Q4 1997	346	Q4 2005	-72
Q1 1998	1302	Q1 2006	1495
Q2 1998	5664	Q2 2006	824
Q3 1998	-3140	Q3 2006	517
Q4 1998	-966	Q4 2006	-964
Q1 1999	-4368	Q1 2007	-83
Q2 1999	-16	Q2 2007	722
Q3 1999	9998	Q3 2007	-61
Q4 1999	-334	Q4 2007	-879
Q1 2000	974	Q1 2008	-68
Q2 2000	-2945	Q2 2008	274
Q3 2000	342	Q3 2008	772
Q4 2000	-2208	Q4 2008	-2571
Q1 2001	51	Q1 2009	-1471
Q2 2001	4769	Q2 2009	470
Q3 2001	-300	Q3 2009	-79
Q4 2001	-1554	Q4 2009	-425
Q1 2002	-531	Q1 2010	-343
Q2 2002	-232	Q2 2010	-38
Q3 2002	423	Q3 2010	983
Q4 2002	-2073	Q4 2010	-894

Wyandotte County, Total Employment

Q1 1995	60724	Q1 2003	59688
Q2 1995	61554	Q2 2003	59173
Q3 1995	61149	Q3 2003	58012
Q4 1995	61844	Q4 2003	61483
Q1 1996	60199	Q1 2004	58328
Q2 1996	62414	Q2 2004	60506
Q3 1996	62429	Q3 2004	59585
Q4 1996	64368	Q4 2004	60757
Q1 1997	63281	Q1 2005	58207
Q2 1997	60275	Q2 2005	60500
Q3 1997	58659	Q3 2005	60316
Q4 1997	64042	Q4 2005	61105
Q1 1998	60859	Q1 2006	59979
Q2 1998	62959	Q2 2006	62485
Q3 1998	68031	Q3 2006	61793
Q4 1998	66098	Q4 2006	64367
Q1 1999	62766	Q1 2007	63617
Q2 1999	60464	Q2 2007	64929
Q3 1999	58354	Q3 2007	64142
Q4 1999	65949	Q4 2007	65245
Q1 2000	64440	Q1 2008	63325
Q2 2000	66793	Q2 2008	64687
Q3 2000	61882	Q3 2008	62821
Q4 2000	62803	Q4 2008	65556
Q1 2001	60562	Q1 2009	61800
Q2 2001	60257	Q2 2009	61722
Q3 2001	64291	Q3 2009	61683
Q4 2001	65146	Q4 2009	63438
Q1 2002	61668	Q1 2010	62529
Q2 2002	63743	Q2 2010	64231
Q3 2002	62029	Q3 2010	62623
Q4 2002	64090	Q4 2010	64353

State of Kansas, Average Monthly Employment

Q1 1995	\$2,006.00	Q1 2003	\$2,581.40
Q2 1995	\$2,066.40	Q2 2003	\$2,608.80
Q3 1995	\$2,014.80	Q3 2003	\$2,593.40
Q4 1995	\$2,197.40	Q4 2003	\$2,758.80
Q1 1996	\$2,067.20	Q1 2004	\$2,645.80
Q2 1996	\$2,144.60	Q2 2004	\$2,692.60
Q3 1996	\$2,082.60	Q3 2004	\$2,709.20
Q4 1996	\$2,272.60	Q4 2004	\$2,936.00
Q1 1997	\$2,129.20	Q1 2005	\$2,684.60
Q2 1997	\$2,211.00	Q2 2005	\$2,787.60
Q3 1997	\$2,167.00	Q3 2005	\$2,849.60
Q4 1997	\$2,391.60	Q4 2005	\$2,928.40
Q1 1998	\$2,218.80	Q1 2006	\$2,886.80
Q2 1998	\$2,343.60	Q2 2006	\$2,926.60
Q3 1998	\$2,259.40	Q3 2006	\$2,853.40
Q4 1998	\$2,517.40	Q4 2006	\$3,131.20
Q1 1999	\$2,216.20	Q1 2007	\$3,047.00
Q2 1999	\$2,371.80	Q2 2007	\$3,069.60
Q3 1999	\$2,343.80	Q3 2007	\$2,965.80
Q4 1999	\$2,604.00	Q4 2007	\$3,229.60
Q1 2000	\$2,421.40	Q1 2008	\$3,104.80
Q2 2000	\$2,472.40	Q2 2008	\$3,139.80
Q3 2000	\$2,445.80	Q3 2008	\$3,060.80
Q4 2000	\$2,593.00	Q4 2008	\$3,288.60
Q1 2001	\$2,498.20	Q1 2009	\$3,021.80
Q2 2001	\$2,551.60	Q2 2009	\$3,083.40
Q3 2001	\$2,512.60	Q3 2009	\$2,989.80
Q4 2001	\$2,658.80	Q4 2009	\$3,333.60
Q1 2002	\$2,555.00	Q1 2010	\$2,989.60
Q2 2002	\$2,596.40	Q2 2010	\$3,169.40
Q3 2002	\$2,540.00	Q3 2010	\$3,113.00
Q4 2002	\$2,680.60	Q4 2010	\$3,433.20

State of Kansas, Total Employment

Q1 1995	1123188	Q1 2003	1256757
Q2 1995	1153190	Q2 2003	1274551
Q3 1995	1146073	Q3 2003	1254456
Q4 1995	1166941	Q4 2003	1273706
Q1 1996	1149272	Q1 2004	1243408
Q2 1996	1187548	Q2 2004	1285941
Q3 1996	1181202	Q3 2004	1282289
Q4 1996	1203104	Q4 2004	1294781
Q1 1997	1180551	Q1 2005	1258226
Q2 1997	1226672	Q2 2005	1295928
Q3 1997	1231973	Q3 2005	1283556
Q4 1997	1246125	Q4 2005	1280780
Q1 1998	1224362	Q1 2006	1256752
Q2 1998	1259827	Q2 2006	1300102
Q3 1998	1268106	Q3 2006	1297714
Q4 1998	1286073	Q4 2006	1327334
Q1 1999	1247182	Q1 2007	1304760
Q2 1999	1286885	Q2 2007	1339958
Q3 1999	1285458	Q3 2007	1345970
Q4 1999	1297294	Q4 2007	1356346
Q1 2000	1273274	Q1 2008	1328357
Q2 2000	1306468	Q2 2008	1356492
Q3 2000	1289316	Q3 2008	1344938
Q4 2000	1305882	Q4 2008	1358354
Q1 2001	1290051	Q1 2009	1311106
Q2 2001	1309911	Q2 2009	1308919
Q3 2001	1298939	Q3 2009	1286050
Q4 2001	1308183	Q4 2009	1293949
Q1 2002	1272351	Q1 2010	1255597
Q2 2002	1306394	Q2 2010	1280486
Q3 2002	1281840	Q3 2010	1274111
Q4 2002	1292665	Q4 2010	1291349

Regional Economic Profiles (Bureau of Economic Analysis)

State of Kansas

Total full-time and part-time employment:

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
160006	163216	167680	172388	173888	175787	177070	174843	173712	174654	176074	179432	184408	185875	182035
3	1	6	3	6	5	8	8	8	0	7	9	3	5	0

Average earnings per job:

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
26396	27678	28711	30054	31490	32961	34459	35165	37517	39083	40448	41939	42762	44768	44248

Wyandotte County

Total full-time and part-time employment:

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
92073	91750	92644	92425	92035	93590	94930	93052	91481	91959	92726	95720	97742	97915	95923

Average earnings per job:

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
34461	35012	35819	37403	38961	40316	41410	43336	45667	46895	47340	49177	49552	51673	51290

APPENDIX E
LOCATION QUOTIENT RAW DATA

2001

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	109,304,802	62,106	1,083,162
NAICS 11 Agriculture, forestry, fishing and hunting	1,170,570	ND	8,661
NAICS 21 Mining, quarrying, and oil and gas extraction	535,189	ND	6,878
NAICS 22 Utilities	599,899	ND	7,468
NAICS 23 Construction	6,773,512	4,604	64,325
NAICS 31-33 Manufacturing	16,386,001	13,907	194,628
NAICS 42 Wholesale trade	5,730,294	5,738	61,393
NAICS 44-45 Retail trade	15,179,753	ND	156,811
NAICS 54 Professional and technical services	6,871,441	2,377	52,798
NAICS 55 Management of companies and enterprises	1,716,130	846	12,361
NAICS 56 Administrative and waste services	7,737,320	3,480	64,186
NAICS 61 Educational services	1,883,564	168	9,373
NAICS 62 Health care and social assistance	12,966,103	6,954	136,563
NAICS 48-49 Transportation and warehousing	4,138,146	9,445	40,162
NAICS 51 Information	3,591,995	362	51,952
NAICS 52 Finance and insurance	5,642,689	1,390	52,190
NAICS 53 Real estate and rental and leasing	2,036,285	896	15,404
NAICS 71 Arts, entertainment, and recreation	1,784,330	831	14,013

NAICS 72 Accommodation and food services	10,100,636	3,726	95,957
NAICS 81 Other services, except public administration	4,206,345	2,531	38,039
NAICS 99 Unclassified	254,603	NC	NC

2002

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	107,577,281	59,955	1,064,161
NAICS 11 Agriculture, forestry, fishing and hunting	1,155,890	ND	8,874
NAICS 21 Mining, quarrying, and oil and gas extraction	505,979	ND	6,505
NAICS 22 Utilities	592,152	ND	6,997
NAICS 23 Construction	6,683,553	4,605	62,955
NAICS 31-33 Manufacturing	15,209,192	12,842	181,079
NAICS 42 Wholesale trade	5,617,456	6,018	60,776
NAICS 44-45 Retail trade	15,018,588	ND	153,957
NAICS 54 Professional and technical services	6,654,743	1,949	50,891
NAICS 55 Management of companies and enterprises	1,695,554	680	11,477
NAICS 56 Administrative and waste services	7,589,300	3,225	63,984
NAICS 61 Educational services	1,951,003	216	9,637
NAICS 62 Health care and social assistance	13,395,715	7,173	140,293
NAICS 48-49 Transportation and warehousing	3,989,116	9,107	39,368
NAICS 51 Information	3,364,485	291	50,745

NAICS 52 Finance and insurance	5,678,156	1,250	53,891
NAICS 53 Real estate and rental and leasing	2,028,109	942	14,897
NAICS 71 Arts, entertainment, and recreation	1,798,621	813	13,866
NAICS 72 Accommodation and food services	10,197,329	3,596	95,868
NAICS 81 Other services, except public administration	4,246,011	2,276	38,104
NAICS 99 Unclassified	206,330	NC	NC

2003

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	107,065,553	60,575	1,048,871
NAICS 11 Agriculture, forestry, fishing and hunting	1,156,242	ND	8,935
NAICS 21 Mining, quarrying, and oil and gas extraction	500,103	ND	6,513
NAICS 22 Utilities	575,877	ND	7,119
NAICS 23 Construction	6,672,360	4,203	62,707
NAICS 31-33 Manufacturing	14,459,712	12,315	171,664
NAICS 42 Wholesale trade	5,589,032	ND	58,809
NAICS 44-45 Retail trade	14,930,765	5,622	151,214
NAICS 54 Professional and technical services	6,638,679	1,371	51,837
NAICS 55 Management of companies and enterprises	1,660,137	561	10,480
NAICS 56 Administrative and waste services	7,559,641	3,179	61,929
NAICS 61 Educational services	2,016,163	199	9,771

NAICS 62 Health care and social assistance	13,721,850	9,774	143,766
NAICS 48-49 Transportation and warehousing	3,946,170	8,768	39,566
NAICS 51 Information	3,180,752	346	46,932
NAICS 52 Finance and insurance	5,782,062	1,358	54,763
NAICS 53 Real estate and rental and leasing	2,044,868	840	14,975
NAICS 71 Arts, entertainment, and recreation	1,816,902	1,198	13,471
NAICS 72 Accommodation and food services	10,345,336	3,638	95,837
NAICS 81 Other services, except public administration	4,261,165	1,919	38,582
NAICS 99 Unclassified	207,738	NC	NC

2004

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	108,490,066	61,268	1,058,858
NAICS 11 Agriculture, forestry, fishing and hunting	1,155,106	ND	8,994
NAICS 21 Mining, quarrying, and oil and gas extraction	519,931	ND	7,039
NAICS 22 Utilities	563,931	ND	7,206
NAICS 23 Construction	6,916,398	4,074	63,000
NAICS 31-33 Manufacturing	14,257,380	12,402	176,504
NAICS 42 Wholesale trade	5,642,537	ND	59,840
NAICS 44-45 Retail trade	15,060,686	6,296	151,056
NAICS 54 Professional and technical services	6,768,868	1,196	54,661

NAICS 55 Management of companies and enterprises	1,696,537	556	9,288
NAICS 56 Administrative and waste services	7,829,371	3,474	64,310
NAICS 61 Educational services	2,079,232	234	10,029
NAICS 62 Health care and social assistance	14,005,731	9,975	146,633
NAICS 48-49 Transportation and warehousing	4,009,165	8,321	39,562
NAICS 51 Information	3,099,633	342	41,663
NAICS 52 Finance and insurance	5,813,299	1,267	54,731
NAICS 53 Real estate and rental and leasing	2,077,487	828	15,219
NAICS 71 Arts, entertainment, and recreation	1,852,920	1,191	13,722
NAICS 72 Accommodation and food services	10,614,677	4,019	97,311
NAICS 81 Other services, except public administration	4,287,999	1,811	38,088
NAICS 99 Unclassified	239,179	NC	3

2005

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	110,611,016	61,917	1,067,241
NAICS 11 Agriculture, forestry, fishing and hunting	1,163,629	ND	9,635
NAICS 21 Mining, quarrying, and oil and gas extraction	560,416	ND	7,580
NAICS 22 Utilities	550,593	ND	7,273
NAICS 23 Construction	7,269,317	4,344	62,902
NAICS 31-33 Manufacturing	14,190,394	12,415	180,240

NAICS 42 Wholesale trade	5,752,802	ND	59,590
NAICS 44-45 Retail trade	15,256,340	6,271	148,756
NAICS 54 Professional and technical services	7,055,427	1,257	54,537
NAICS 55 Management of companies and enterprises	1,743,214	737	9,621
NAICS 56 Administrative and waste services	8,071,211	3,772	68,395
NAICS 61 Educational services	2,144,340	181	11,476
NAICS 62 Health care and social assistance	14,335,141	10,453	148,581
NAICS 48-49 Transportation and warehousing	4,098,553	7,678	39,477
NAICS 51 Information	3,056,431	303	39,559
NAICS 52 Finance and insurance	5,912,592	1,261	54,996
NAICS 53 Real estate and rental and leasing	2,125,259	755	15,415
NAICS 71 Arts, entertainment, and recreation	1,867,996	808	12,513
NAICS 72 Accommodation and food services	10,871,471	4,866	99,307
NAICS 81 Other services, except public administration	4,324,015	1,873	37,387
NAICS 99 Unclassified	261,876	NC	NC

2006

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	112,718,858	64,268	1,085,952
NAICS 11 Agriculture, forestry, fishing and hunting	1,160,179	ND	9,528
NAICS 21 Mining, quarrying, and oil and gas extraction	616,598	ND	8,731
NAICS 22 Utilities	546,521	ND	7,283

NAICS 23 Construction	7,602,148	4,555	64,867
NAICS 31-33 Manufacturing	14,110,663	12,449	182,714
NAICS 42 Wholesale trade	5,885,194	ND	60,073
NAICS 44-45 Retail trade	15,370,040	6,584	148,481
NAICS 54 Professional and technical services	7,392,850	1,312	57,934
NAICS 55 Management of companies and enterprises	1,785,257	871	10,061
NAICS 56 Administrative and waste services	8,291,573	3,584	71,666
NAICS 61 Educational services	2,207,199	230	10,700
NAICS 62 Health care and social assistance	14,709,028	10,822	150,484
NAICS 48-49 Transportation and warehousing	4,204,514	7,804	40,220
NAICS 51 Information	3,040,577	486	39,382
NAICS 52 Finance and insurance	6,007,468	1,363	56,441
NAICS 53 Real estate and rental and leasing	2,154,595	687	15,385
NAICS 71 Arts, entertainment, and recreation	1,901,194	877	13,699
NAICS 72 Accommodation and food services	11,123,421	5,630	101,579
NAICS 81 Other services, except public administration	4,364,889	1,891	36,704
NAICS 99 Unclassified	244,951	NC	21

2007

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	114,012,221	65,690	1,111,791
NAICS 11 Agriculture, forestry, fishing and hunting	1,166,333	ND	9,523
NAICS 21 Mining, quarrying, and oil and gas extraction	660,276	ND	9,259

NAICS 22 Utilities	549,539	ND	7,334
NAICS 23 Construction	7,562,732	4,456	65,818
NAICS 31-33 Manufacturing	13,833,022	12,031	185,755
NAICS 42 Wholesale trade	5,987,206	ND	61,559
NAICS 44-45 Retail trade	15,509,017	6,743	148,973
NAICS 54 Professional and technical services	7,635,062	1,375	59,551
NAICS 55 Management of companies and enterprises	1,839,616	850	11,371
NAICS 56 Administrative and waste services	8,385,118	4,003	75,938
NAICS 61 Educational services	2,284,556	242	11,262
NAICS 62 Health care and social assistance	15,148,606	11,327	154,800
NAICS 48-49 Transportation and warehousing	4,292,445	8,539	41,738
NAICS 51 Information	3,029,789	523	41,014
NAICS 52 Finance and insurance	5,992,373	1,317	57,941
NAICS 53 Real estate and rental and leasing	2,153,608	770	15,412
NAICS 71 Arts, entertainment, and recreation	1,953,899	742	13,766
NAICS 72 Accommodation and food services	11,373,660	5,565	103,020
NAICS 81 Other services, except public administration	4,438,439	2,115	37,730
NAICS 99 Unclassified	216,926	NC	28

2008

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	113,188,643	65,406	1,117,851
NAICS 11 Agriculture, forestry, fishing and hunting	1,169,029	ND	9,618
NAICS 21 Mining, quarrying, and oil and gas extraction	713,398	ND	9,846
NAICS 22 Utilities	557,983	ND	7,567
NAICS 23 Construction	7,124,886	4,232	65,211
NAICS 31-33 Manufacturing	13,382,697	11,520	187,151
NAICS 42 Wholesale trade	5,954,915	ND	63,009
NAICS 44-45 Retail trade	15,307,933	7,052	147,258
NAICS 54 Professional and technical services	7,816,999	1,517	61,971
NAICS 55 Management of companies and enterprises	1,895,417	852	13,734
NAICS 56 Administrative and waste services	7,992,864	4,343	74,754
NAICS 61 Educational services	2,366,800	244	12,198
NAICS 62 Health care and social assistance	15,587,303	11,822	159,117
NAICS 48-49 Transportation and warehousing	4,271,969	8,212	41,306
NAICS 51 Information	2,989,161	471	38,890
NAICS 52 Finance and insurance	5,857,197	1,316	57,405
NAICS 53 Real estate and rental and leasing	2,111,179	813	15,053
NAICS 71 Arts, entertainment, and recreation	1,978,461	604	13,376

NAICS 72 Accommodation and food services	11,417,016	4,971	102,692
NAICS 81 Other services, except public administration	4,484,907	2,023	37,603
NAICS 99 Unclassified	208,532	NC	91

2009

Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	106,947,104	63,383	1,066,664
NAICS 11 Agriculture, forestry, fishing and hunting	1,142,192	ND	9,743
NAICS 21 Mining, quarrying, and oil and gas extraction	641,366	ND	8,167
NAICS 22 Utilities	560,713	ND	7,725
NAICS 23 Construction	5,948,837	3,720	58,104
NAICS 31-33 Manufacturing	11,810,371	10,862	167,057
NAICS 42 Wholesale trade	5,561,787	ND	60,895
NAICS 44-45 Retail trade	14,544,111	6,939	142,256
NAICS 54 Professional and technical services	7,479,760	1,439	60,876
NAICS 55 Management of companies and enterprises	1,855,139	871	13,536
NAICS 56 Administrative and waste services	7,153,937	4,955	68,666
NAICS 61 Educational services	2,419,382	240	12,611
NAICS 62 Health care and social assistance	15,902,253	12,316	161,917
NAICS 48-49 Transportation and warehousing	3,985,037	7,313	39,066
NAICS 51 Information	2,807,721	400	34,764

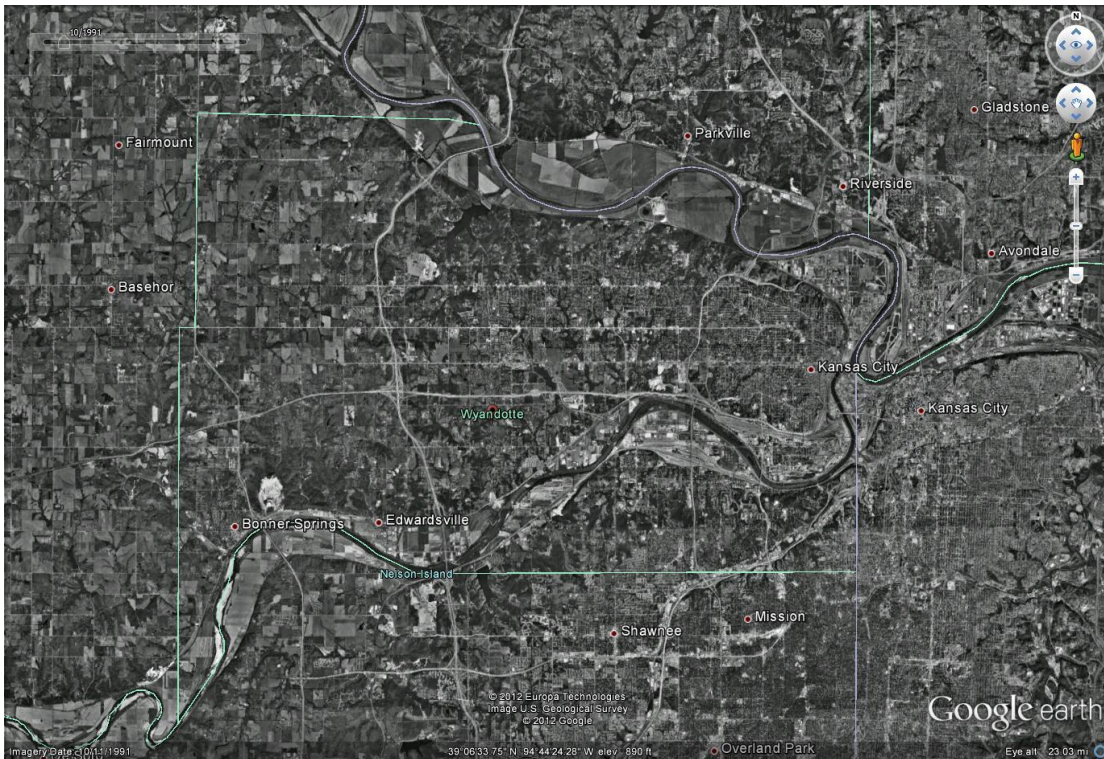
NAICS 52 Finance and insurance	5,618,477	1,292	55,860
NAICS 53 Real estate and rental and leasing	1,971,344	824	14,490
NAICS 71 Arts, entertainment, and recreation	1,921,653	575	13,168
NAICS 72 Accommodation and food services	11,079,375	4,875	101,010
NAICS 81 Other services, except public administration	4,369,780	1,923	36,730
NAICS 99 Unclassified	173,872	3	23

2010

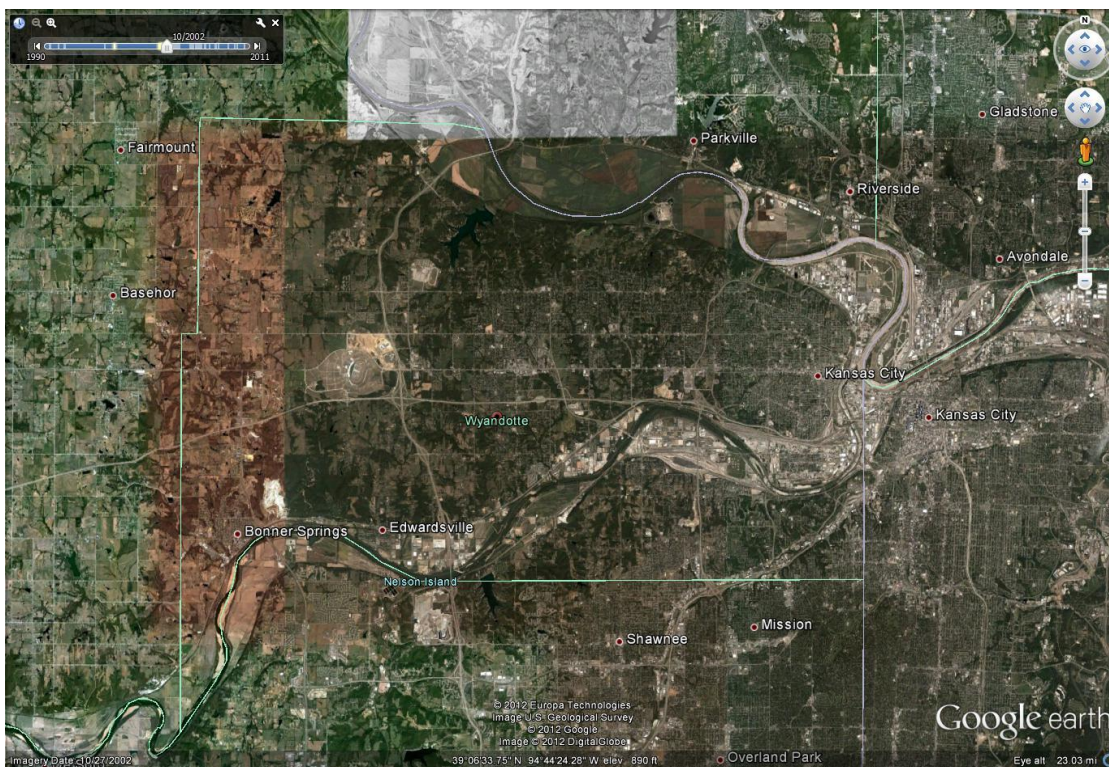
Industry	U.S. TOTAL	Wyandotte County, Kansas	Kansas -- Statewide
Base Industry: Total, all industries	106,201,232	64,235	1,047,456
NAICS 11 Agriculture, forestry, fishing and hunting	1,146,962	ND	9,948
NAICS 21 Mining, quarrying, and oil and gas extraction	651,631	ND	8,352
NAICS 22 Utilities	551,287	ND	7,810
NAICS 23 Construction	5,489,499	3,328	54,344
NAICS 31-33 Manufacturing	11,487,496	11,439	159,771
NAICS 42 Wholesale trade	5,466,463	ND	59,710
NAICS 44-45 Retail trade	14,481,324	7,073	140,838
NAICS 54 Professional and technical services	7,457,913	1,413	60,486
NAICS 55 Management of companies and enterprises	1,854,778	879	15,262
NAICS 56 Administrative and waste services	7,399,320	6,082	69,997
NAICS 61 Educational services	2,460,150	273	13,075
NAICS 62 Health care and social assistance	16,196,009	12,754	161,574

NAICS 48-49 Transportation and warehousing	3,943,659	7,075	38,436
NAICS 51 Information	2,703,886	399	29,425
NAICS 52 Finance and insurance	5,486,241	1,214	54,801
NAICS 53 Real estate and rental and leasing	1,915,571	688	14,338
NAICS 71 Arts, entertainment, and recreation	1,903,739	634	13,096
NAICS 72 Accommodation and food services	11,103,075	4,432	100,084
NAICS 81 Other services, except public administration	4,349,563	1,937	36,104
NAICS 99 Unclassified	152,667	NC	7

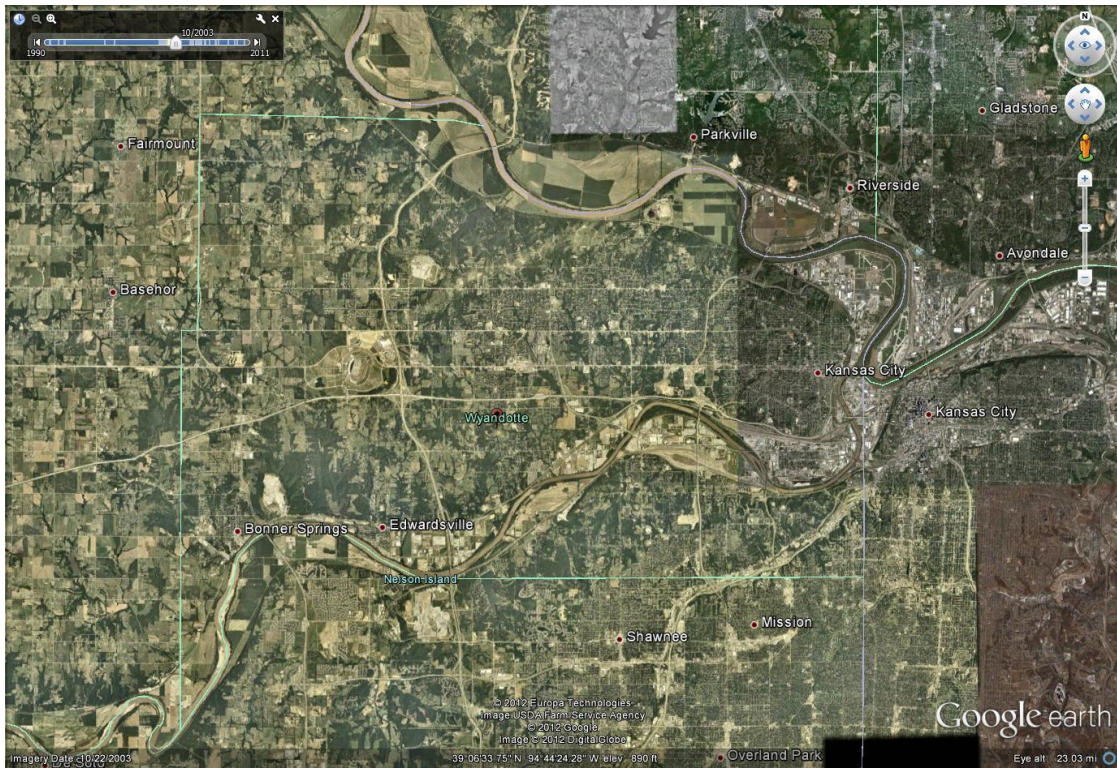
APPENDIX F AERIAL MAPS



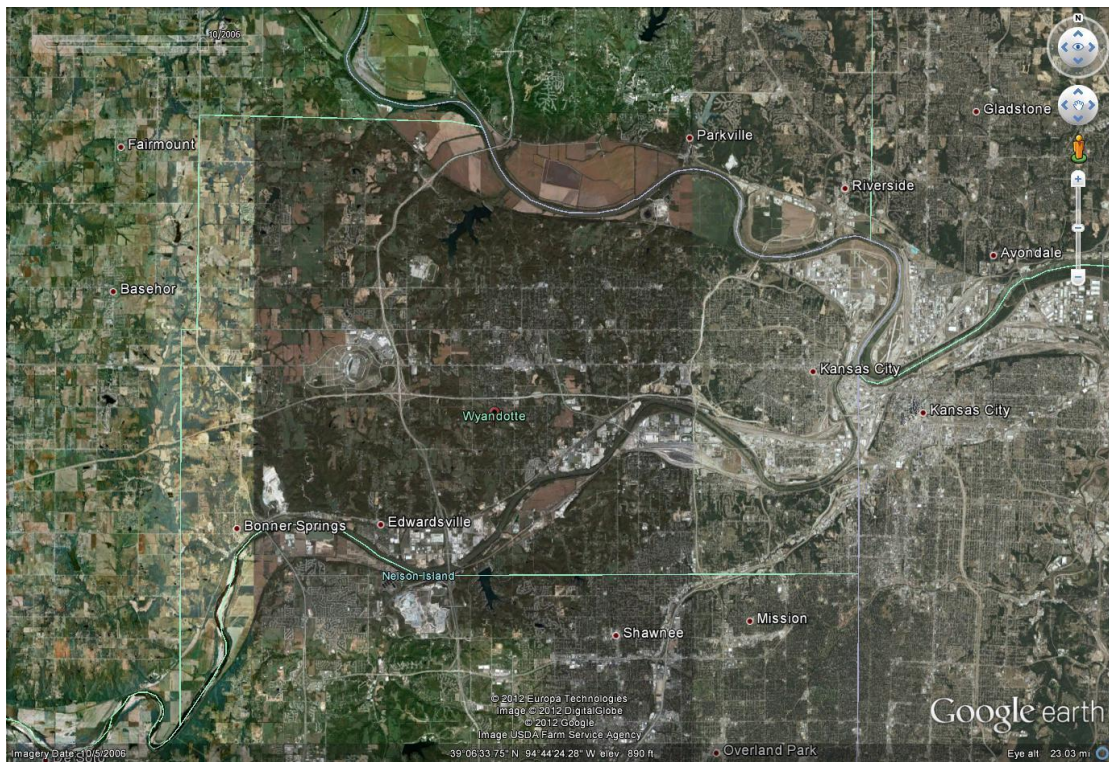
1995



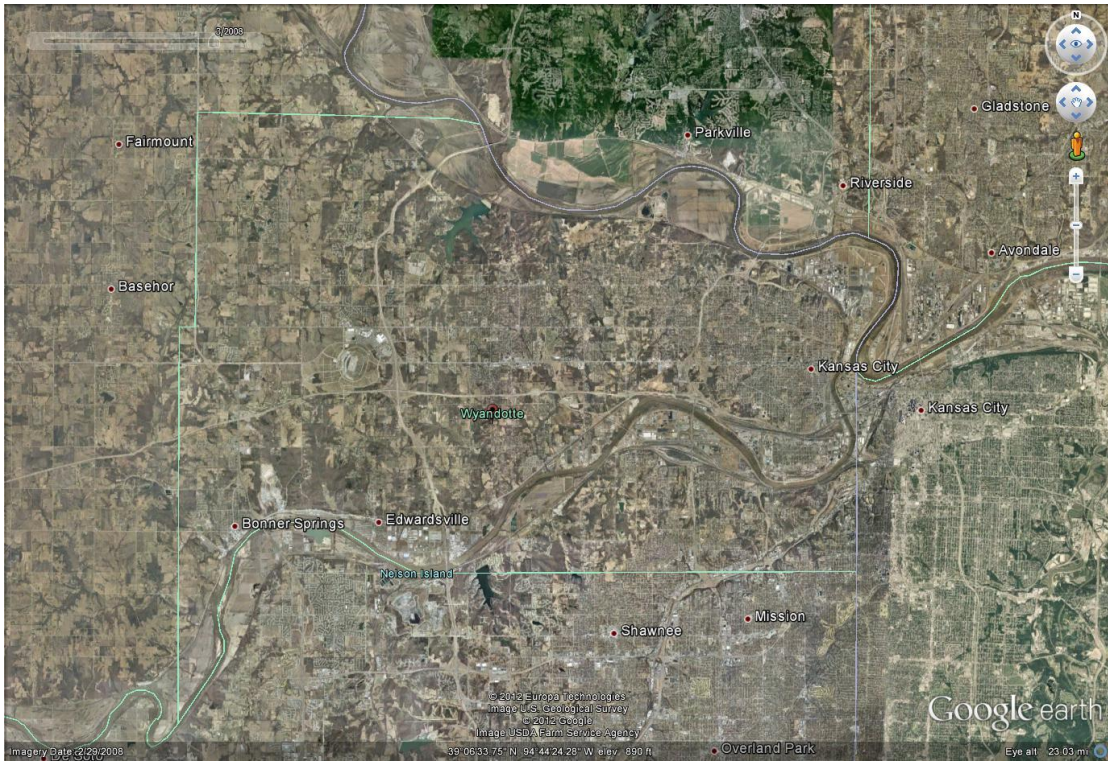
2002



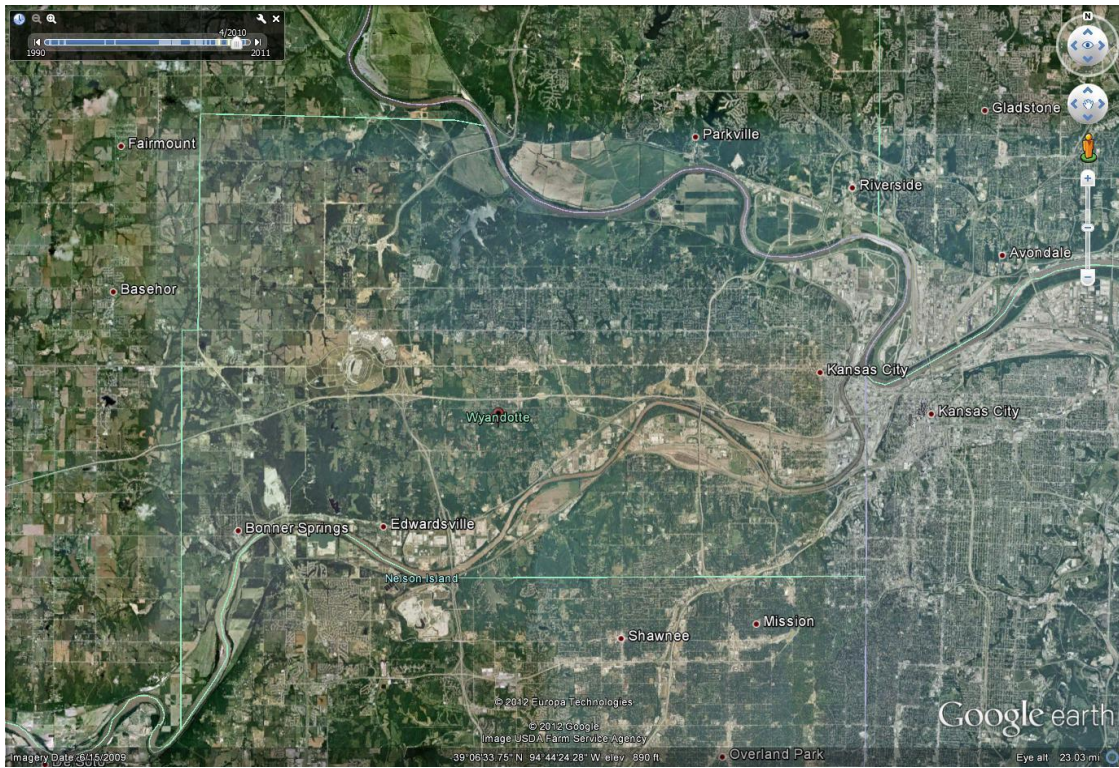
2003



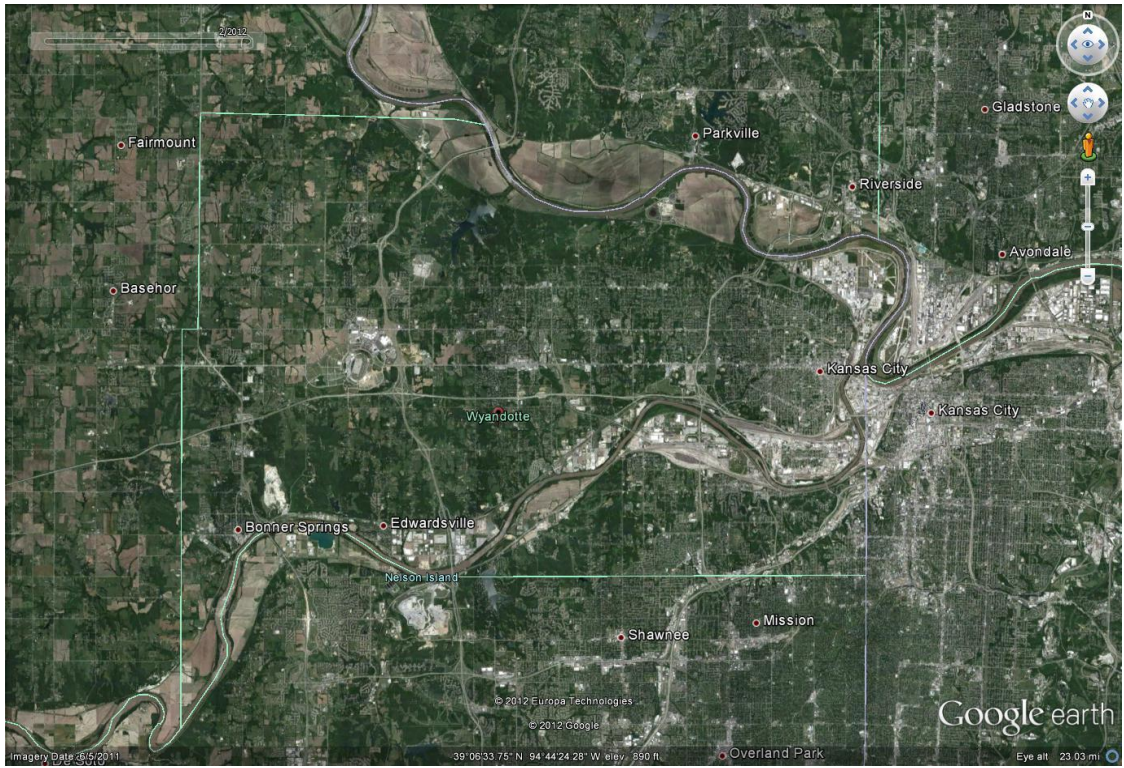
2006



2008

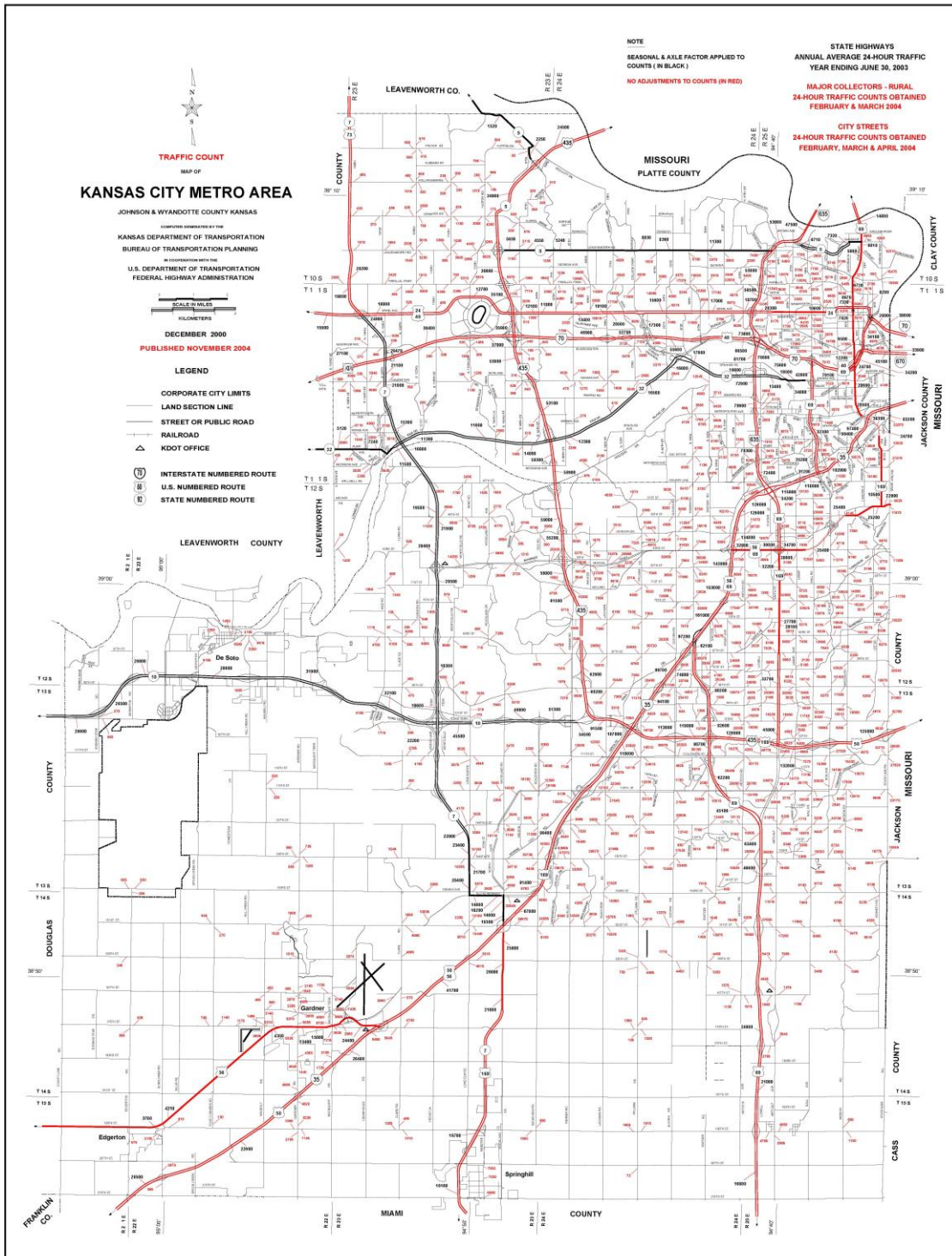


2010



2012

APPENDIX G TRAFFIC MAPS



TRAFFIC COUNT
MAP OF
KANSAS CITY METRO AREA

JOHNSON & WYANDOTTE COUNTY KANSAS

COMPUTER GENERATED BY THE
KANSAS DEPARTMENT OF TRANSPORTATION
BUREAU OF TRANSPORTATION PLANNING
IN COOPERATION WITH THE
U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION



JANUARY 2006

PUBLISHED MAY 2011

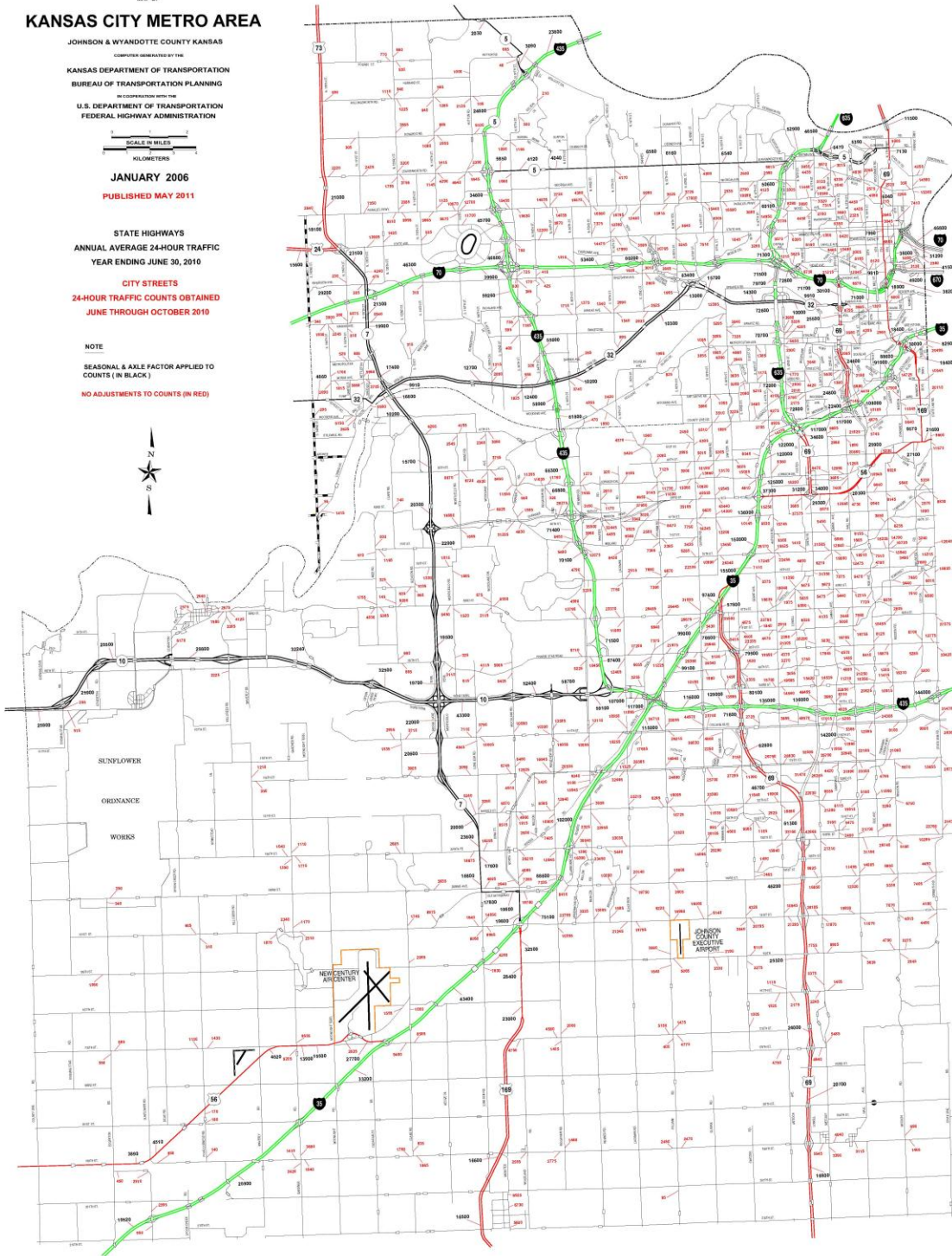
STATE HIGHWAYS
ANNUAL AVERAGE 24-HOUR TRAFFIC
YEAR ENDING JUNE 30, 2010

CITY STREETS
24-HOUR TRAFFIC COUNTS OBTAINED
JUNE THROUGH OCTOBER 2010

NOTE

SEASONAL & AXLE FACTOR APPLIED TO
COUNTS (IN BLACK)

NO ADJUSTMENTS TO COUNTS (IN RED)



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BIOGRAPHICAL SKETCH

Brian Caper graduated with a Master of Arts in Urban and Regional Planning from the University of Florida in May of 2012. He received his bachelor's degree in business administration from the University of Florida in 2009, majoring in finance and minoring in urban and regional planning and leadership. During his graduate and undergraduate studies, Brian completed several internships, including serving as an Economic Development Intern for the City of Gainesville, Florida and an Economic Development Intern for Hillsborough County, Florida. Brian was born in Kankakee, Illinois and grew up in a suburb of Chicago, Illinois. He moved to Tampa, Florida as a freshman in high school. Currently, Brian lives in St. Petersburg, Florida where he works as an Economic Development Analyst for the City of St. Petersburg.