



# Rogers Sector Reports



## Anchor Industry

Nearly 100 companies in Rogers and Lowell make up the anchor industries (predominantly manufacturing companies with at least fifty employees) of the two communities, representing nearly 25,000 employees.

The majority of these anchor industries have been firmly-established in Rogers and Lowell for more than twenty years, while several represent decades in the community (Arkansas Mill Supply – 1905, The Morning News – 1874, Moser Corporation – 1950, Nabholz Industrial Services – 1949, Harris Baking Company – 1926, Pel-Freez – 1911 and Shofner’s – 1929). In addition to providing thousands of local jobs, these companies have contributed millions of dollars in sales and investment to our communities.

Major issues confronting the sector are predominantly related to workforce – in particular, difficulty with skilled labor and trade positions. Participants agreed that the attraction of new industries to the community is not a detriment; rather it is a boon to the local workforce in that employers would prefer to lose one or two positions to a new employer in exchange for a broader overall pool of employees attracted to the community as an employment hub.

### *Goals:*

- **Strong need for high school guidance counselors to promote the trades and technical schools as viable options for students** with desirable, high salary jobs all but guaranteed. Participants expressed extreme concern over the continued tendency for counselors and educators to consider technical schools as alternative schools for kids who can’t make the cut for college. Industries are suffering, and trade and technical schools are unable to attract a critical mass of students to provide programming.
- Engineers, electricians and similar skilled and technical positions are virtually impossible to fill. All employers agreed that at any one time they could hire 2-15 positions per company in these technical positions. **Local industry needs continued support for the promotion of the community and individual employers and the attraction of these positions.**
- The vast majority of line workers for most anchor industries speak English as a second language, and **desire for the workforce readiness certificate program in Spanish** was expressed. While workers may possess a verbal command of the English language, it is virtually impossible to take workforce skill tests in a non-native language and accurately portray skill sets.
- **There is strong demand for childcare and after-school programs** for anchor industry employees. The community is under-served in these areas.
- Rising gas prices and cost of living are affecting anchor industries. Employees are being forced to choose between necessities such as healthcare, insurance, prescriptions and food due to rising costs. **Public and mass transportation solutions are critical to local anchor industries.**

## Downtown Rogers

The Vision 2025 process for downtown Rogers began in earnest with an Intercity Visit to Chattanooga, Tenn. in late 2007 when approximately two dozen attendees observed first-hand the revitalization of a community known just thirty years earlier as one of the most undesirable in the nation. Intercity Visit participants learned that Chattanooga’s resurgence was spurred by a unified effort of community leaders focused on thinking big, and using parks and green space to help spur and attract growth of major employers, high-density housing, retail, amenities and schools, all while respecting historic preservation and the occasional wrecking ball and clean-slate approach.

In Rogers, separate Vision 2025 committees for merchants and residents eventually combined with an understanding that one goes hand-in-hand with the other, and this joint report represents consensus on priorities for the rejuvenation of downtown Rogers. This report also acknowledges that Main Street Rogers represents a clearly-defined historic district made up of just a handful of blocks and buildings and is responsible for a four-point approach (design, promotion, organization and business improvement) governed by the Main Street program of the National Trust for Historic Preservation.

The most critical point to a plan to improve the economic health and future vitality of downtown Rogers is the clear definition of a downtown “Central Business District,” stretching from Hudson Road (north) to New Hope Road (south) and from Arkansas Street (east) to Eighth Street/Highway 71B (west) with additional focus on the Walnut Street corridor leading from 13th Street into downtown. Particular attention must be paid to all key entry points to and through downtown Rogers, including access points to and from Eureka Springs/Pea Ridge, Prairie Creek/Beaver Lake, Monte Ne and throughout Rogers.

Downtown Rogers is primed for economic development and rejuvenation, and this report is intended to identify and focus key steps for such development. It is essential that short-term action items to provide immediate relief to struggling businesses as well as long-term, major quality-of-life issues be addressed in the plan for downtown Rogers. Of particular importance to potential employers and businesses considering locations in downtown Rogers are the following 2008 estimates compiled by the Chamber related to the expanded definition of downtown Rogers:

Total Downtown Rogers Households:	2,275
Estimated Downtown Rogers Population:	5,938
Total Downtown Rogers Businesses:	375
Total Downtown Rogers Employees:	5,753
Additional Employees within 1 - 3 miles:	3,000

*Sources: U.S. Postal Service (Rogers), U.S. Census Bureau (2008), Rogers-Lowell Area Chamber of Commerce physical counts, inquiries and estimates*

With this definition of a more expansive downtown district in place, the downtown committees have identified the following key priorities:

- **The most critical component for progress in downtown Rogers is a dedicated individual who “wakes up every day thinking about downtown Rogers.”** Initially, this person will focus on marketing, promotion, recruitment of employers and proactive economic development and would operate separately but in concert with Main Street Rogers. Ultimately, this position could develop into the creation of a downtown development company modeled after the River City Company in Chattanooga.
  - Short-term: Rogers-Lowell Area Chamber of Commerce staff person.
  - Short-term: Marketing materials to communicate plan, spur development.
  - Long-term: Dedicated funding for marketing/proactive downtown promotion.
  
- **Substantial improvement to the community’s appearance** is viewed as the second most critical factor to downtown rejuvenation, with particular focus needed for public spaces, right of ways, maintenance of pocket parks and beautification of entry ways. A well-groomed appearance for downtown Rogers and the overall community is essential and currently lacking in many areas.
  - Short-term: Upkeep of pocket parks, sidewalks, entry points, public spaces.
  - Short-term: Clarification of zoning code to prohibit outdoor display of any goods or inventory for sale outside C4 (predominantly car lot) zoning.
  - Short-term: Coordination with Master Gardeners for downtown projects.
  - Long-term: Dedicated city effort for public spaces, medians, parks etc.
  
- **Improve safety and quality of life for downtown Rogers through improved lighting and consideration of a downtown police substation and medical presence.**
  
- **Access to and through downtown corridors and clear, attractive identification of gateways and access points to downtown Rogers.**
  - Long-term: Wayfaring signage beneficial to downtown but consistent and coordinated with northwest Arkansas region.
  - Long-term: Ensure flow for traffic, bikes, trails, pedestrians.

Additionally, the following specific goals and action items were identified:

- **Upgrade Lake Atalanta with a clean slate and focus upon safety, access, trails and green space (short-term) and an attraction to encourage public use (long-term).**
  - Short-term: Support inclusion on bond issue to eliminate existing structures and address traffic, access, safety and community gatherings.
  - Long-term: Actively recruit a destination element for Lake Atalanta.
  
- The following two goals are based on the critical need for **a commitment to provide amenities which will facilitate more jobs, more rooftops and higher-density for downtown Rogers and the entire community.**
  - Revitalize and grow the Farmers’ Market as an attraction for downtown Rogers.

- Short-term: Coordination with existing groups to grow and promote market.
  - Short-term: Experiment with relocation or temporary year-round location.
  - Short-term: Recruitment of additional regional vendors and existing retailers.
  - Long-term: Identify a designated space and management structure to model a year-round, European-style market after the St. Louis Souldard market to include seasonal offerings, baked goods, artisan crafts, existing regional products (House of Webster, War Eagle Mill etc.).
- **Support funding for the expansion of the Rogers Historical Museum and Daisy Airgun Museum and encourage the location of complementary future facilities.**
- **Support funding, public use and awareness of the Rogers Little Theater,** particularly given its recent ownership and salvation through the city of Rogers.
- **Focus upon targeted recruitment of employers to downtown Rogers to support and attract retail, dining, service and residential development.**
  - Short-term: Leverage Vision 2025 plan with available space, affordability, location, existing employee base, restaurants and amenities and increased public desire to live near workplaces.
  - Long-term: Proactive recruitment of targeted businesses for specific sites.
- **Support cooperative public and private funding for the repair, replacement and long-term maintenance of brick streets throughout historic downtown Rogers.**
- **Pursue and support downtown and community-wide transportation solutions,** including but not limited to park-and-ride and carpool programs, shuttle programs and ultimately trolley or light-rail systems.
- **Support the connection of Highway 265 all the way to east Rogers to improve access and traffic flow to and through downtown Rogers.**
- **Create incentives for, promote, and support redevelopment, renovation and “in fill” for undeveloped or under developed residential areas surrounding the defined central business district.**

This report represents a cohesive and unified voice for downtown merchants, residents and stakeholders, understanding that consensus is the first and most critical step toward progress for downtown Rogers as an attractive place to live, work and play.

## Emerging Leaders

The Emerging Leaders sector convened three times, and participants contributed a substantial amount of time and research outside these meetings to build a strong report complete with an action plan for 2009 and beyond. There was consensus within the group that an effort to glean the expertise and guidance of current community leaders, and to engage and develop emerging and future leaders is one of the most critical needs for our community as we plan for 2025 and beyond.

Members of the group noted the trend that one in five young professionals (ages 25 to 40 for the purposes of this report), will heed a call to action and attend/become engaged, even when asked directly. Of those who do respond to the call, there is a stated desire to ensure high quality of life and community integrity, and to create a brand for the community that will attract new, young professionals and their families and inspire those born and raised or educated here to remain in the community to share their talents.

The group agreed unanimously that current leadership programs, while effective in laying groundwork and providing information, fall very short and leave work undone. Across the board, participants leave the program better networked but not engaged, and with the sense that they are uncertain where and how to best have impact. Vehicles for leadership training are critical, but more important are vehicles for leadership engagement and transition to ensure that current leaders share their legacy and invest in future leaders to ensure that the community “stays the course.”

A strong desire was expressed to promote civic-mindedness among young people and to implement tools for the recruitment and retention of good people for our communities. Additionally, a mechanism to proactively approach 16-22 year olds and tap them for the future good of the community is needed. It is critical to seek and engage young leaders, and to work with those who are poised to lead, providing them with mentoring and shadowing opportunities and encouraging protégé relationships.

### *Goals:*

- **Strong desire of young professionals to see northwest Arkansas mayors work cohesively and meet regularly** (supporting one another’s bond issues and economic development announcements, promoting what’s good for one being good for all of northwest Arkansas and therefore Arkansas).
- **Establish an emerging leaders program through the Chamber** with clearly-stated goals and expectations and a defined mission statement which will link participants to local and state leadership opportunities and create a path or springboard for future leaders.
  - Draft mission: Northwest Arkansas Emerging Leaders is a group of substance for natives and newcomers alike, aiming to infuse a sense of pride in and commitment to northwest Arkansas and to recruit and retain rising stars to develop future leaders for our community).

- Group is to be more than a task force or social network, but a group of substance and clear expectations. Goals for the program include:
  - Create a legacy component to the Emerging Leaders program which would encourage current leaders to consider succession planning and the long-term good of the community through a concerted effort to recruit successors and cultivate community servants.
  - Establish a steering committee that will meet twice monthly for the duration of 2008 and monthly beginning in January 2009. Job sharing (co-chairs) for each sub-committee (i.e. leadership opportunity listings, quarterly programming, mentoring and junior programs) will ensure balance.
  - Establish an advisory board of current community leaders (40+) and young leaders (18-22) to provide counsel and guidance. While the group is hesitant to create generational boundaries, these ages seem the most common mechanism for reaching each segment of the target population. Buy-in from community leaders as well as legitimacy provided by the support of such respected organizations as the NWA Chambers, Northwest Council and Arkansas World Trade Center will be critical for program success. In particular, senior leadership of organizations must buy into and encourage the involvement of their key young professionals as an essential community endeavor.
  - A clearly-defined mechanism for recruitment and admittance into the program without creating an elitist or overly-large group. Participants would likely be defined as those seeking substance and desiring community impact versus those in first jobs seeking more social networking or “career ladder” opportunities.
  - Quarterly programming or events to include guest speakers, personal goal setting opportunities, information on candidate development institute etc.
  - An eventual mentoring component to the program is desired to link current emerging leaders (25-40) with current community leaders through a semi-formal program with clear expectations for both. This program would recruit existing leaders, provide form and substance through an agenda and provide a pairing system.
  - Following the successful implementation of the mentoring program, a junior program is desired (anticipated to be approximately six months in length) for emerging leaders to influence and recruit the retention of local 18-22 year olds.

- **The creation of a website (using a dedicated page on the Chamber’s website in addition to a standalone URL such as LeadNWA.com) is recommended for leadership connections and opportunities, and to communicate with emerging leaders using the appropriate means.** This site will remain free from advertising and is envisioned to include:
  - List of available and willing individuals (including all leadership program graduates who do not opt-out) interested in community service opportunities, and providing contact information and a LinkedIn profile).
  - List of available local and statewide service opportunities (bank boards, commissions, civic opportunities etc.) to be updated by a team/subcommittee of the Emerging Leaders program.
  - To satisfy a volunteerism component (and to prevent the site from being dominated by volunteer versus leadership opportunities when a resource already exists), a link would be included to the United Way of NWA site as clearinghouse for local volunteer opportunities as well as to voter registration and information, local event facilities and local political party websites.

The group was extremely passionate about issues which are also being addressed by other Vision 2025 sectors, and rather than waste time duplicating effort, the Emerging Leaders sector wishes to include statements of support for the following issues within the sector report and channel energy into unaddressed issues related to leadership development.

*Statements of Support:*

- The Emerging Leaders sector believes that preservation, advancement and redevelopment of historic downtown Rogers is absolutely essential, and wishes to support the Vision 2025 plan of the combined Downtown Rogers sectors.
- Increased and improved parks, trails (bike and walking) and green space are top tier amenities for young professionals and their families, and the Emerging Leaders group supports aggressive Vision 2025 plans dedicated to these issues.
- Beautification of Eighth Street in particular, and efforts to improve community appearance and maintenance overall, were of much importance to the group.

## Environment & Beautification

The passage of the Clean Water Act, the Clean Air Act, and the creation of the Environmental Protection Agency in the early 1970s thrust concern for our natural resources into the public consciousness. Since that time, the subject has been mostly the purview of federal and state regulators and environmental activist organizations. Only now has business and industry realized that it is not only the right thing to do, but that “sustainability” and “green infrastructure” are sound economic practices. Arkansas is known as “The Natural State,” and northwest Arkansas has developed the reputation of being “The Green Valley” and it is obviously on the minds of our citizens as environmental and beautification issues were one of the leading responses in the “Vision 2025” citizen survey.

Achievable, pragmatic guidelines for maintaining and preserving the community’s natural and cultural assets as Rogers grows are the primary considerations in the vision of the environment and beautification in 2025. Efforts to improve the appearance of the community and preserve its beauty will have a positive economic impact.

Key areas of development and improvement include alternate transportation, beautification and community aesthetics, landscaping, the development of a Natural Heritage Commission, public education and awareness, and the creation of the position of urban forester for the city.

### *Goals:*

- **The city of Rogers will come to be known as a community for walkers and bicyclists.** The community will support the construction of sidewalks, recreational trails and designated bike lanes and routes to connect public areas and commercial destinations.

According to the U.S. Department of Transportation, 46 percent of driving-age adults (16 years and older) have access to a bicycle, and 54 percent with access used it the month immediately preceding the survey. Bicyclists riding in areas without bike paths or lanes are nearly twice as likely to feel endangered (mostly by motorists) than bicyclists with paths or lanes, and more than four times as likely to be dissatisfied with how their community is designed for making biking safe. Besides being pleasant places to go bicycling, studies show that bike trails and other greenways improve air quality and health, reduce crime, mitigate summer heat, improve property values, spur tourism revenue, prompt economic growth, and increase worker productivity and job satisfaction.

### *Short-term Goal:*

- Identify highly-traveled areas and give priority to connecting public areas along these specific areas with commercial destinations. Design and construct walking trails and/or bicycle routes when feasible and as construction is necessary.

### *Long-term Goal:*

- Develop a network of walking/bicycling trails/routes that completely connect parks, greenways, commercial destinations and adjacent communities to provide extra-curricular activities, exercise, and modes of transportation.

### *Benefits of Recreational Trails:*

- Landscaped paths improve air quality. Plants are the ultimate means of filtering smoke, dust and other pollutants from the air. Just one tree can remove 26 pounds per year of carbon dioxide from the atmosphere, offsetting 11,000 miles of car emissions. One study showed an acre of trees removed 13 tons per year of particles and gases. Additionally, paths will potentially provide an alternative means of transportation thereby reducing the number of cars on the road, which not only reduces pollution but extends the life of existing roads and slows the need for additional infrastructure.
- Paths and trails promote health. People are more likely to exercise regularly when a fitness facility like a bike trail is nearby. According to a National Park Service study, claims against medical insurance by people who exercise regularly are 14 percent lower than those that do not exercise. Hospital stays of people that are not fit are also 30 percent longer. These facts should translate to lower health insurance premiums and provide leverage for companies negotiating rates. Lower health insurance premiums will be another enticing factor for new business to locate in Rogers, and to keep existing businesses from relocating.
- Trails/paths reduce crime. University of Illinois researchers found that inner city areas with flowers, low-growing shrubs and widely spaced, high-canopy trees have half the crime of similar areas devoid of greenery. Their research showed that landscaping/greenery drew people outdoors and improved self esteem while also reducing fatigue, irritability, aggression and impulsive behavior such as vandalism. Since trails also bring residents outdoors, criminal behavior is even harder to conceal. According to the Benton County Sheriff's Department, the cost to house an inmate is \$32.50 per day.
- Trails and paths mitigate/lower summer heat. According to the Environmental Protection Agency, urban forests (such as bike trails landscaped with trees and shrubs) significantly reduce urban air temperatures through evaporative cooling (greenery exhales water vapor) and by shading buildings, concrete and other heat absorbing materials. Lower temperatures help to reduce the peak demand on energy companies and extend the useful life of energy producing equipment.
- Trails and paths improve property values. According to studies conducted in Boulder, Colo., the average value of property adjacent to the greenbelt was 32 percent higher than those 3,200 feet away. Higher property values equal more tax dollars. In addition, psychologist Rachel Kaplan found landscaped places for walking and biking to be among the most important factors considered when

individuals chose a place to live. Higher property values multiplied by more roof tops equals even more tax dollars.

- Multi-use trails spur tourism revenue. Trails are an attraction for tourism and recreation. The Great Allegheny Passage Rail-Trail attracts 500,000 tourists annually, generating \$15 million in direct benefits per year to adjacent communities. A National Park Service study estimated the average economic activity associated with three multi-purpose trails in Florida, California and Iowa at \$1.5 million per year.
  - Trails and paths prompt economic growth, improve job satisfaction and increase worker productivity. A long corridor of greenery such as a bike trail can benefit hundreds of businesses along its path. Besides making business steadier for cafes, stores and bike shops situated nearby, trails attract businesses and jobs. Studies have shown that workers feel better about their work and are more productive, healthier and more relaxed when they can see greenery outside or can use a trail on their lunch break or before/after work. Happier and more productive employees result in lower turnover rates for employers.
  - Trails and paths boost community pride and appeal. Corridors of green space (such as tree-lined bike trails, streets and parks) are second only to education in the perceived value of municipal services. Greenery also improves the perception of an area and has been effective at drawing customers and residents back to living and doing business nearby.
- **Compliment the natural beauty of the area by encouraging property owners to meet and exceed standards of community aesthetics.** Change public attitudes regarding littering and recycling to encourage a shared interest in the appearance of the community. Advocate for high-quality design standards to provide beautiful entry points to the community and boulevard-style streetscapes as the model, creating a community of distinction. Provide incentives to encourage private property owners and developers to exceed requirements in design, use of space and use of existing trees. Encourage a greater emphasis on maintenance of public and private spaces to improve the general appearance of the community.
  - **Encourage residential and commercial property owners to use native species and existing mature trees in landscaping, offering models and design ideals that incorporate best practices.** The use of native species is not only important to maintain the natural heritage of the Ozarks, but such species are more cost-effective as they are adapted to our soils, temperatures, rainfall, and are more drought- and disease-resistant than imported species. Design incentive and credit programs that encourage property owners to keep, move or add trees to the landscape.
  - **Increase public awareness of environmental and beautification issues, benefits and resources through education of the public, community leaders, property developers and design professionals.** To offer information, to educate and to promote Rogers as community that values the natural environment and promotes

sustainability, a comprehensive website should be developed and maintained to provide the following information:

- Public and private community recycling opportunities.
  - Natural landscaping methods and plant sources.
  - Suggested sustainability practices and opportunities.
  - Location of bicycle and walking trails.
  - Location of significant natural and cultural resources.
- **In order to keep the natural and cultural treasures of Rogers for the use and enjoyment of present and future citizens, we must first identify those treasures.** Then the city needs to plan for their long-term protection. This may best be accomplished by planning the future of Rogers in terms of its “green infrastructure.”

Webster defines infrastructure as, “an underlying base or foundations, esp. for an organization.” Infrastructure is normally thought of as the bricks and mortar part of a community. However, the base of the community goes beyond bricks and mortar. There are three different components to infrastructure: gray infrastructure consisting of roads, sewers and utility lines; social infrastructure such as hospitals, schools, libraries, agencies; and green infrastructure, the interconnected network of green space that conserves natural ecosystem values and functions and provides associated benefits to human populations. These three components actually are the legs of a three-legged stool. If any one of the three fails, the whole community collapses.

Green infrastructure provides a host of ecological, social and cultural benefits to the community including: enriched habitat and biodiversity; improved health of its citizens; maintenance of natural landscape processes; connection to nature; cleaner air; cleaner water; sense of place; and recreational opportunities.

Green infrastructure also provides significant economic benefits such as property value increase of up to 20 percent, increased tax revenue, higher rental rates, and increased customer spending. Indirect benefits include energy savings through reduction of the urban heat island effect and improved health.

A green infrastructure plan for the city will provide the framework for future development that emphasizes quality of life and economic progress. To realize the multiple benefits inherent to green infrastructure, Rogers needs to:

- Inventory its green infrastructure resources including water resources, parks and other open lands, sensitive environmental features such as sinkholes and wetlands, urban forests, native prairies, and significant historic or cultural features with associated green space.
- Make the data generated above available to the public in a map or other graphical media.
- Develop incentive-based programs and public awareness to encourage preservation of critical areas.

- Endeavor to work cooperatively with willing landowners to develop conservation easements to help assure long-term protection for high priority areas.
- Incorporate green infrastructure considerations in updates to the land use plan.

To implement the green infrastructure plan, an organization should be created with the mission of preservation of the natural and cultural heritage of Rogers. This organization could be a city commission, but a 501(C) 3 nonprofit corporation would have greater autonomy and potentially be more effective at securing protection of these resources.

Green infrastructure planning is a current priority of the Southeast Region of the U.S. Forest Service. Grant funding for the planning is potentially available through the Arkansas Forestry Commission Urban Forestry Program. The Nature Conservancy is available to help with inventory and mapping expertise, and local resource scientists stand ready to help with the inventory process and with prioritizing natural and cultural values of specific sites.

- **Advocate for the hiring of an urban forester for the city.** The urban forester will work with all city departments and the public as a resource for education and information. The urban forester will serve as a role model of conservation and preservation, providing information on the community's preferred landscaping aesthetic. The city staff member will also work to protect trees of significance, and promote the use of trees in development, while encouraging the use of native species in residential and commercial landscaping. Resources to support the work of the urban forester, such as a tree farm and greenhouse should be developed to supply materials for landscaping public areas.
- **Protect and preserve the Lake Atalanta watershed and the Diamond Spring recharge area as a key to restoring the principal city park.**
- For decades, attributes that make up a livable community have been announced, discussed, featured in magazines, on television and on electronic communications. A relatively new attribute now at the forefront of those news features is sustainability and living a sustainable lifestyle.

**As the Rogers-Lowell communities strive to visualize our communities in the next 20-25 years, we would be remiss if some effort was not invested in individual impacts on our environment, and a livable community.** It is possible to take actions that are specific and achievable within the constraints of our busy schedules. If enough people participate, then collectively, a major impact can be made. Below are some individual actions that when combined with others taking the same actions, can make a difference.

- *Skip a car trip each week.* Choose one trip you make on a weekly basis, and then decide how to get that task done without your car, whether it is biking, walking, taking public transportation, carpooling, telecommuting or simply eliminating an expendable trip. Skipping a weekly 20-mile trip represents less than a 10 percent

decrease in the average American's driving, and can reduce your weekly carbon dioxide emissions by more than 10 pounds.

- *Eat one vegetarian meal as a main entrée each week.*
- *Declare your independence from junk mail.* The world's forests are feeling the strain of unsustainable demand for wood and paper. By weight, paper products also comprise nearly one-third of all waste going into American landfills. Bulk mail, a substantial chunk of our paper waste, is especially troubling because it is often unsolicited and thus leaves residents to dispose of materials they did not choose to consume in the first place. You can request that your name be removed from all marketing items.
- *Replace 4 standard light bulbs with energy-efficient compact florescent lights.* Electricity production is the largest source of greenhouse gas emissions in the U.S., and lighting accounts for about 25 percent of American electricity consumption. If only 1,000 individuals replace four standard bulbs with CFLs, we can prevent the emission of five million pounds of carbon dioxide and reduce our electricity bills by more than \$100,000 over the life of those bulbs.
- *Move the thermostat three degrees.* Heating and cooling represents the biggest chunk of our home energy consumption. Consider replacing your old furnace or air conditioner with a much more efficient new model. If this isn't possible, do the obvious: turn the thermostat down three degrees in winter and up three degrees in summer. You can save an average of 7.7 million BTUs of energy and prevent the emission of nearly 1,100 pounds of carbon dioxide annually.
- *Reconsider the use of lawn and garden pesticides.* Thoughtful consideration of your lawn and garden pesticide needs will reduce pollution of our water resources. If only 1,000 of us stop using pesticides on our gardens and lawns, we'll protect the environment from 950 pounds of toxins each year.
- *Install an efficient showerhead and low flow faucet aerators.* We are fortunate to live in an area of the U.S. with an abundance of water. If 1,000 individuals install faucet aerators and efficient showerheads, we can save nearly 8 million gallons of water and prevent over 450,000 pounds of carbon dioxide emissions each year.
- *Reduce petroleum use by eating local foods, in season, and reduce or avoid pre-cooked, processed food.*
- *Challenge ourselves as a community to reduce trash in our daily life.* Recycle everything our community accepts in the recycling centers, buy packaging-free products whenever possible, buy in bulk, and reuse packaging when possible.
- *Look for "fair trade" goods.* Fair-trade goods are slowly coming into the American marketplace and are considered sustainable options. Purchase fair-trade goods that are readily available such as coffees, teas and sugar.

- **While all of these stated goals directly and positively impact the quality of life of our community, it will be essential for city leadership to commit to a concerted effort to improve community appearance and beautification in the coming years.** Our entryways, medians, public spaces, parks and landscaping are critical to our community's image, and their appearance must be consistent throughout the city. We must convey that Rogers, Arkansas is an attractive place to do business, live, work, play and raise a family. For our community to truly remain a leader in the state and region and retain its reputation as one of the most desirable places in the nation to live in and visit, our appearance must match our world-class amenities, people, retail and companies.

## Financial Services

The Financial Services Sector will continue to be an integral part of the economic vitality of our communities as we make our long range plans for the future. In order for our communities to continue to grow it will be imperative for us to provide an environment conducive to business. If this is done, the Financial Services Sector will provide the leadership, education and capital critical for an orderly and positive environment, one that offers opportunities found in few communities around the country.

This sector is a diverse group comprised of banks, savings and loans, insurance agencies, investment firms, specialty finance firms (mortgage lending companies) and credit unions. In addition to these specific industry groups, there are many additional entities that are available to our communities that can provide the support and resources needed to make opportunities more attainable. These entities include: World Trade Center, Rogers Industrial Development Corporation (RIDC), Small Business Administration (SBA), Arkansas Economic Development Corporation (AEDC), Arkansas Finance Development Authority (ADFA), Arkansas Capital Corporation, venture capitalists and private investors. Few communities offer the collective resources mentioned, and in combination with our citizens and potential citizens, the Rogers-Lowell area has limitless opportunities at its disposal.

Those businesses that make up the Financial Services Sector should collectively continue to possess the following characteristics and traits:

- **They should be diverse in their makeup, including locally-owned and managed firms as well as regional and national-scope firms.** They should represent a healthy mix in asset size and scope of services.
- **They should be financially strong and solid, which implies an ability to earn and retain profits; maintain strong and talented management; and to be responsive and adaptable to changing technology and delivery systems for their customers.**
- **In an increasingly global economy, it will be critical that international financial services and capabilities be provided by members of the Financial Services Sector to serve present and future businesses in these communities who increasingly make importing and exporting of goods and services a core part of their businesses.**
- **It is critical that the Financial Services Sector maintain a community focus for their operations and be supportive of general business and community needs.** This implies a willingness to devote both financial and human resources to community efforts designed to enhance overall economic development and quality of life.

The recent slowdown in the national economy has certainly affected northwest Arkansas and has had a material impact on our local economy and Financial Services Sector. Decreased profitability and regulatory pressures could affect the ability of the local banks to contribute monetarily throughout the community, as they have in the past, and also may restrict the level of

human capital that is available to serve our community. With these difficulties continuing, it is anticipated that there will be mergers and consolidations of institutions and companies that currently operate in our market. Of primary concern is that any new players, especially regional or national banking entities entering the market, will be willing to continue to support the local community as banks historically have.

The Financial Services Sector has been a major factor in the growth of Rogers and Lowell. As has been mentioned, this sector has provided both monetary capital as well as human capital to promote and support the growth. As this report is being written, these are challenging times for banks and savings and loans in northwest Arkansas. These challenging times will in all likelihood be a catalyst for change in the structure of parts of the Financial Services Sector.

However, it is the common belief that at the end of this period, and as we move toward the year 2025, this sector will continue to be in a position to provide the financial leadership, both in terms of support and capital, as well as personal leadership, to promote the continued growth of the Rogers-Lowell communities.

## Housing & Real Estate

Realtors and developers often represent the first line of communication with newcomers to our community. Additionally, the challenges encountered by the industry can have a significant overall effect on our community.

The success of the world-class companies (Wal-Mart, Tyson, J.B. Hunt, Clorox, The Coleman Company, H.J. Heinz, Coca-Cola, Dr. Pepper/Snapple Group, Unilever and thousands of other consumer-product companies and third-party suppliers) in northwest Arkansas depends upon their ability to attract and retain high-caliber individuals to fill local jobs and advance their companies. Likewise, real estate professionals and developers must have easy access to the information, resources, connections and materials that are critical for them to sell land, buildings, homes and our community.

### *Goals:*

- **Schools** – The quality of our schools has a direct relationship with a great number of new families moving to northwest Arkansas. It is important that the chamber continue its excellent support of our schools.
- **Zoning requirements** – It is important that our community, in coordination with neighboring communities, maintains solid zoning requirements that will create nice-looking subdivisions.
- **The “Green Issue”** – It is very clear in the minds of local residents and especially incoming residents that “green spaces” are important in our community. Trails and trees will enhance the look of any subdivision and community, and will ultimately increase the value of each.
- **Downtown Rogers** – It is the heartbeat of the community, and in so many ways defines Rogers. To complement the new shopping centers and developments in Rogers, it is time to direct the community’s attention and resources to the downtown area, to improve commercial, business and residential areas.

## Human Services

Agencies, organizations and programs working to improve lives in Rogers envision a future in which people in need of assistance can easily locate and conveniently access services. Simply connecting people in need to the appropriate agency or program, and offering support through case management is important to serving the community.

As the community grows, faith-based organizations, human service agencies and workforce development programs see the necessity of providing more services designed to move people out of poverty in order to ensure all residents enjoy a good life in Rogers.

Addressing barriers to assistance is important to meeting the needs. Transportation, both to access services and to maintain employment, is a concern in the region.

Organizations working cooperatively with other agencies to address issues of concern, including poverty, hunger, homelessness, senior citizen needs, youth services, and prevention services, will together be able to help improve the quality of life for Rogers residents.

### *Goals:*

- **Build a coalition of service providers working in Rogers and the area.** Organizations working together can stretch limited budgets, collaborate to provide the best care, avoid duplication of services, improve communication, and share best practices. Assist nonprofit organizations and employees in building a network of colleagues in the community through networking events for individuals working in human services, faith-based organizations and workforce development.
- **Create a method of offering case management to those needing assistance in the community.** Trained individuals aware of the variety of resources available can assist those seeking help in locating and accessing services. Partner with faith-based organizations, human services agencies and workforce development programs.
- **Encourage a culture of volunteerism in the community.** Start with youth, who can learn practical skills such as painting and mowing, while learning to value volunteerism.
- **Provide educational and recreational programs for children after school and in the summer.** Programs that promote healthy lifestyles should be coordinated between schools and private organizations to take advantage of resources and to avoid duplication of services. Support transportation options that allow all children to participate.
- **Increase city government support for human services to improve the quality of life for all residents.** Improve communication and awareness of resources to residents, especially those new to the community.

- **Encourage inclusiveness of all minorities into the community.** Remove the language barrier to accessing services, and resolve documentation issues to provide services to children. Assist illegal residents in becoming legal so they can move from needing assistance to being able to help themselves.

## Land Use & Planning

Land use and planning are critical to the quality and controlled growth of the city of Rogers and the northwest Arkansas region, as well as the economic impact to the city and region. The citizens stated that land use and planning is the most important aspect of the identity of the community. We realize that most aspects of land use and planning are considered quality-of-life issues. Our committee feels that the city needs to work harder to promote quality-of-life issues in Rogers, and to market the city to potential residents and visitors.

For Rogers to develop a sense of self and continue to stay at the front of the region in quality development, the committee has analyzed the current planning practices within the city and offers the following recommendations.

- **Planning goals.** The city of Rogers should continue to be forward thinking and work to stay current in land-use and planning trends. It is important to maintain a balance between governmental control and developer flexibility. We should keep our Comprehensive Growth Map current, and always look to the future when making decisions about land use and planning. We should review current regulations to ensure they are still adequate and guiding the city's growth in a positive manner while recognizing the changes in consumer desires that drive development decisions. We must continue to encourage development in new areas while also encouraging infill development and reinvestment into established neighborhoods.
- **Defining the city of Rogers.** We feel that Rogers should have a distinct look when a person enters the city limits. Therefore this committee suggests that the city of Rogers invest in the beautification of the each entryway with landscaping and decorative entrance signs. The city should also coordinate with the Arkansas Highway and Transportation Department on maintenance of state highways that go through the city. Following are the locations this committee feels are of enough importance that the city of Rogers should control the appearance of these gateways:
  1. I-540 and New Hope Road
  2. I-540 and Promenade Boulevard
  3. All overpasses on I-540 through the city of Rogers to have decorative treatment
  4. Public art at the round-a-bout at Pauline Whitaker Parkway
  5. I-540 and Pleasant Grove Road
  6. I-540 and Walnut Street
  7. Hwy. 62 (Hudson Road) East and West
  8. Eight Street and Walnut Street intersection
  9. S. Eighth Street and Pleasant Grove Road intersection
  10. Hwy. 12 (E. Locust Street)
  11. Hwy. 94 (N. Second Street )

A gateway master plan could be developed to maintain continuity in features provided at each of these gateways.

- **Encourage standardized theme throughout the city.** The committee believes that the city of Rogers should encourage and require a standardized street light and traffic light design throughout the city. As the city scrambles to continue to build streets, they should also include streetlights in the projects to improve safety and security within the city. We also believe that the city should adopt a streetlight standard to be used by the city and developers on collector and arterial streets so that the city has a common look or theme without taking away individual opportunities to create a special atmosphere within each neighborhood. We encourage the city to look at ways to take advantage of the area's natural beauty and also add to that beauty with public art and green space. Every opportunity should be used to add green space on city projects. Boulevard-type streets make the city more attractive, and should be considered wherever feasible when planning for new roadways or street improvements.
- **Invest in quality of life to define the city.** Land use and planning will continue to be a vital link to the continued growth of our community. It will characterize our community to visitors and residents alike. We feel that the city of Rogers must continue to stay ahead of the curve by insuring we have the most up-to-date codes and regulations that will determine how we look and grow. We also must work with the development community to promote a positive relationship with the people that invest in the growth of our community. We have been, and will continue to be known as a community that is forward-thinking and always striving to provide an excellent quality of life to our residents. In the past, we have worked hard on building infrastructure to help the city develop. Our committee feels we should continue this focus on infrastructure, but we must also start investing in the quality of life issues that will help to define the city of Rogers as a destination.

## Municipal Services & Facilities

City department leaders routinely plan for the future of their facilities and services, utilizing the latest information and statistics available in their fields to project the needs of the community.

Several challenges that will impact the entire community were identified by the committee. Improved and increased public transportation will be needed in the future to provide access to city services and facilities by a growing segment of the community.

The desire to connect newcomers to the community and encourage their involvement in the city will continue to be a challenge into the future. Improving communication and building a sense of home will be key aspects to their inclusion.

Plans for individual departments are further outlined below, with each anticipating growth in the city's population, as well as in the need for services and facilities to adequately serve the population at a high level of quality.

### Rogers Police Department

- Public safety needs will change as the city continues to grow, and neighborhoods change with the growth. **In order to provide security and easy access to the east side of the city, the Rogers Police Department will establish a police substation in downtown Rogers.**
- **An expansion to the police department headquarters building, and the potential for a substation on the west side of Rogers will be determined by growth.** Expansion and improvements at the police department headquarters include the need to provide storage facilities, security enhancements, and space for new or expanded departments.
- **The department intends to enhance and expand services provided by the Crime Scene Processing Division, School Resource Officers, the 287g program, computer forensics, a motorcycle unit within the traffic division, and the Internal Affairs Division.**
- **Projections for personnel indicate the need to fill approved positions and add four to six officers per year. The addition of an assistant chief will also be necessary.**
- **In order to provide higher-quality service in emergency dispatch, the communication center facilities will need to be separated between police and fire dispatch.** Due to the additional difficulty of fire dispatch, it will be more efficient for personnel to focus on fire calls or police calls as the call volume increases.

- **A shared facility with the Benton County Sheriff's Office should be considered to improve service on the east side of Rogers.** Sharing space should reduce expenses and facilitate communication between the departments.
- **Support for the development of a regional training facility in cooperation with area departments will efficiently increase competency, lower risk, avoid duplication of specialized programs, and improve relationships with other departments.**

## **Rogers Historical Museum**

**The Rogers Historical Museum has developed a plan to expand the existing museum. Funding and constructing the new facility will accommodate a growing, changing population with increasing expectations for exhibits.** The expansion will also accommodate a growing collection, along with new expectations for museum programming from growing and changing school districts. An increased potential for tourism to the museum and downtown Rogers are an additional benefit of the expansion. The expansion will be constructed with consideration for potential future expansions.

The museum, through the planned expansion and renovation, will engage all ages through enhanced exhibits, additional programming and extended hours.

## **Rogers Public Library**

Based on recommended standards for a population of 52,000, a stand-alone library should have approximately 45,000 square feet. The city's current facility has approximately 38,000 square feet of space. These figures are based on a recommendation of 3.08 book volumes per capita or 160,160 volumes. Even with the 2005 expansion, the library is well below ideal standards. The library has a total collection of approximately 133,000 items of which approximately 100,000 are books.

Changing technology and new material formats are a constant challenge while predicting needs for the future. Automation will play an ever increasing role in facilities and services. Public libraries are expected to offer word processing and internet services. Downloadable audio and visual materials appear to be the trend to provide audio books, music and movies. **To support these collections and services, the library will need more computers capable of allowing downloads and the necessary bandwidth to accommodate the service.**

Based on usage and needs over the last 10-15 years, and the assumption that the community will continue to grow, **the Rogers Public Library will need to provide for branch libraries located on the southwest side of Rogers, and in the downtown area.** A facility in the southwest region of the city could share space with other city departments or facilities, or in a storefront center. A more traditional space for programming will be needed on the east side of Rogers. Both branches should include community meeting room space with current technology.

With more than 13,000 students currently in the Rogers School District, library facilities will need to meet student needs, including space for programming and for children's services. Additionally, the aging of the population will require additional services to seniors. An increasing need for materials and assistance in several languages will also impact the type and size of collections and services.

### **Rogers Fire Department**

- **The fire department has projected the need for additional stations to provide a high-level of public safety for the city.** The addition of four fire stations in the next six to ten years should be completed. Coverage for the city will be maximized at a 1.5-mile radius with the completion of stations 8, 9, 10, and 11. The department intends to continue building neighborhood stations to provide community-based services.
- **To adequately staff the additional stations with 9 employees at each station (three per shift), the department will need to hire an additional 33 employees.** After the completion of Station 8, the department will be better managed using a structure of districts, with one chief supervising two district chiefs who supervise shift captains.
- **Projected plans for fire trucks, ambulances, officer vehicles and other equipment are in place for the future stations.**
- **The fire department supports sharing facilities with other city departments.** The model of fire stations sharing space with neighborhood parks is well established in Rogers, and it improves safety at the park.
- **The city should develop a comprehensive strategic emergency management plan.**

## **Parks & Recreation**

Bringing the city's parks and recreation options to a higher level of quality is one of the most important challenges facing the community of Rogers. Ranked as the number one topic in the "Vision 2025" survey, parks and recreation is viewed as a vital component in the quality of life in the community. Corridors of green space (such as tree-lined bike trails, streets and parks) are second only to education in the perceived value of municipal services.

A separate community survey conducted by the Rogers Parks and Recreation Department showed the highest priorities within the park system to be walking/biking trails and an aquatics facility. Efforts to address the needs of the park system are underway, with plans for substantial funding from a bond issue in 2010. Specific projects proposed for funding by the bond issue include an aquatics facility, the major renovation of Lake Atalanta, and a ball field complex. These items not only address the desires of residents as expressed in the survey, but will be an asset to the city by serving residents and attracting newcomers, and by serving as a regional attraction that will impact the tax base.

Improvement and development of the community's park system and recreational trail network offer more benefits than simply serving as a pleasant place to play. Studies have shown bonafide economic benefits from the creation, improvement and maintenance of green space. Higher property values have been documented in Boulder, Colo., for property adjacent to a greenbelt. Landscaped places for walking and biking have been found to be among the most important factors considered when individuals chose a place to live. The Great Allegheny Passage Rail-Trail attracts 500,000 tourists annually, generating \$15 million in direct benefits per year to adjacent communities. Studies have shown that workers feel better about their work and are more productive, healthier and more relaxed when they can see greenery outside or can use a trail on their lunch break or before/after work. Greenery also improves the perception of an area and has been effective at drawing customers and residents back to living and doing business nearby. These effects draw businesses and residents to a community, add to the tax base and improve the quality of life for all residents.

The goals identified below look beyond the projects proposed for the 2010 bond issue. This committee foresees significant accomplishments that will make the city of Rogers a regional leader in parks and recreation in the future. By 2025, the city should have completed 50 miles of recreational trail and should be preparing for renovations to the park system's larger facilities, including Northwest, Forester and Veteran's parks. By 2025, the assets of Beaver Lake should be fully exploited as a complement and extension of Rogers' parks system. By 2025, phases 2 and 3 of the renovation of Lake Atlanta should be completed. By starting on the goals identified in the 2010 bond issue, and those listed below, the community can achieve that vision.

### **Parks**

- **Prioritize the development, maintenance and continued improvement of parks, green spaces, trails and recreation in the city.**

- **Develop a master plan for the creation of new parks to incorporate a variety of park sizes and amenities, from pocket parks to neighborhood parks to regional parks, and acquire land for future parks in areas of growth.** Effectively communicate the master plan to the public.
- **Raise awareness of the city's parks and their amenities with improved signage and easily accessed information on the city's parks.**
- **Accentuate the city's connection to Beaver Lake parks and facilities, and enhance the natural corridor from Lake Atalanta to Prairie Creek, War Eagle and Hobbs State Park.**

#### Revenue

- **Commit to increasing the budget for the city's Department of Parks and Recreation.** Seek alternative revenue sources to fund renovations and improvements at existing parks, as well as the acquisition and development of new parks. Consider revenue streams that flow from activities in the parks, such as ball tournaments.

#### Maintenance & Beautification

- **Rogers residents expect a high level of quality and visual appeal in city parks. Improve maintenance of existing parks facilities and equipment to ensure Rogers parks are viewed as an inviting amenity for residents and visitors.** Prepare for the future maintenance of new and improved parks at a high level of quality.
- **Hire professional staff skilled in horticulture to work with the parks maintenance department and other city departments in improving the landscaping and green spaces of the community.** Create a city greenhouse to offer an affordable source of plants for use in public spaces.

#### Development and Renovation of Parks

- **Identify areas of the city in need of park spaces, particularly in southwest and southeast portions of Rogers. Plan, acquire land and construct parks in those areas to accommodate growing areas of the community.** Determine the best type and size of park to fit the needs of the neighborhood and community, such as ball fields, green space or a themed neighborhood park.
- **Develop a regional park, visible and accessible from Interstate 540, to incorporate a wide variety of amenities to serve a larger population of Rogers residents and visitors.**
- **Incorporate green space or professional parks in commercial areas to offer amenities for workers and to improve the appearance of those spaces.**
- **Construct additional neighborhood parks featuring a pavilion, playground equipment and seating areas. Update and replace existing playground equipment in all city parks.** When planning new parks or renovating existing parks, consider safety

issues, a variety of activities and themes to encourage a wide variety of residents to use the parks.

- **Construct an indoor/outdoor aquatics park for the community that is affordable, offers a variety of activities for all ages, and offers space for additional facilities and amenities in the future.**
- **Consider the benefits of creating new parks and recreation venues**, such as community gardens, an arboretum, an indoor sports arena, a zoo, an aquarium or a planetarium.
- **Utilize the unlimited potential offered by Lake Atalanta, an existing regional park.** Lake Atalanta should feature landmark facilities that attract visitors from throughout the region on a year-round basis. Be prepared to expand the park as neighboring property becomes available in order to offer additional amenities such as an expanded trail system, recreational opportunities, restaurants and shops, educational facilities, and a variety of regular programming.

## **Recreation**

- **Increase awareness and improve communication about available recreational programming and activities using traditional and nontraditional methods to reach all segments of the community.**
- **Create community recreation centers located in neighborhoods to accommodate a wide variety of uses for all ages.** Children, adults and senior citizens will benefit from easy access to the facilities, resulting in increased usage of programs and activities.
- **Offer recreational programs that meet the needs of children of all ages, including sports, exercise, and after-school and summer activities. Provide adult programs that offer traditional and nontraditional sports that appeal to a wide range of people.**

## **Recreational Trails & Bicycle Routes/Lanes**

- **Complete the original recreational trail master plan which creates a 50-mile loop around the city.** The greenway trail system focuses on building connectivity between major commercial areas with schools, parks, and neighborhoods, with accessible trailheads, informational signage and connections to bike routes and bike lanes. Ensure connectivity with the trail systems of neighboring communities. Besides being pleasant places to go bicycling, studies show that bike trails and other greenways boost community pride and appeal, increase property values, spur tourism revenue, prompt economic growth, increase worker productivity and job satisfaction, reduce crime, improve air quality and health, and mitigate summer heat.

- **Expand the master trail plan to add trail segments and connections as needed by growth in the community.** Incorporate designated bike routes, marked bike lanes on city streets, natural-surface trails and mountain bike trails to round out the recreational and transportation trail offerings in Rogers. A long corridor of greenery such as a bike trail can benefit hundreds of businesses along its path, and attract businesses and jobs. Trails are also an attraction for tourism and recreation. A National Park Service study estimated the average economic activity associated with three multi-purpose trails in Florida, California and Iowa at \$1.5 million per year.
- **Encourage the bicycle riding in the community as alternative transportation and recreation. Create a network of defined bike routes and designated bicycle lanes on city streets, raise public awareness and acceptance of bicycles, and encourage businesses to accommodate bicycle riders.** According to the U.S. Department of Transportation, 46 percent of driving-age adults (16 years and older) have access to a bicycle, and 54 percent with access used it the month immediately preceding the survey. Bicyclists riding in areas without bike paths or lanes are nearly twice as likely to feel endangered (mostly by motorists) than bicyclists with paths or lanes, and more than four times as likely to be dissatisfied with how their community is designed for making biking safe.

## Public Safety

In planning for the safety of the entire community, and expecting continued significant growth in the population, this committee considered a comprehensive view incorporating police, fire, emergency medical services, communications, district court and regional needs.

Leaders in the city's public safety agencies are aware of and planning for challenges in the community's neighborhoods as they grow and change over time. Housing developments featuring a range of homes at higher and lower prices require fewer calls. Including public safety officials in the planning and approval process ensures subdivisions plans increase response times and offer multiple access routes. Developing a park next to a fire station makes the park safer.

Both the Rogers Police Department and the Rogers Fire Department are planning for expansion within the five years. Details of their various needs and goals are outlined below, along with goals for the communication center, the city and the region.

### Rogers Police Department

- **Locate a substation in downtown Rogers to provide security and easy access to the east side of the city.** An additional substation in the southwest area of the city may be needed depending on growth.
- **Expand the police department headquarters building** to provide storage facilities for both records and vehicles, security enhancements including fencing with access gates, and space for new or expanded departments.
- **Projected plans for hardware, software and other equipment are in place.**
- **Enhance and expand services provided by several divisions and units:**
  - Crime Scene Processing Division needs to include a crime scene truck, additional personnel and training.
  - Add School Resource Officers to meet growth in the district, and assist the school district in researching the use of private or contract security for various duties.
  - Continue the 287g program, and assign additional full-time personnel as needed to insure the best possible allocation of resources to the program.
  - Fund a computer forensics program, a motorcycle unit within the traffic division, and the police fleet replacement program.
  - Focus efforts on the newly-formed Professional Standards and Internal Affairs Division.
- **Projections for personnel indicate the need to fill approved positions and add four to six officers per year. The addition of an assistant chief will also be necessary.**

## **Rogers Fire Department**

- **The fire department has projected the need for additional stations to provide a high-level of public safety for the city.** The addition of four fire stations in the next six to ten years should be completed. Coverage for the city will be maximized at a 1.5-mile radius with the completion of stations 8, 9, 10, and 11. The department intends to continue building neighborhood stations to provide community-based services.
- **To adequately staff the additional stations with 9 employees at each station (three per shift), the department will need to hire an additional 33 employees.**
  - Station 8 will require 6 additional employees in 2008.
  - Station 9 will require 9 additional employees in two-three years.
  - Stations 10 and 11 will require 9 additional employees each, outlined in a six-year plan.
- **After the completion of Station 8, the department will be better managed using a structure of districts, with one chief supervising two district chiefs who supervise shift captains.**
- **Projected plans for fire trucks, ambulances, officer vehicles and other equipment are in place for the future stations.**

## **Communications Center**

- **In order to provide higher-quality service in emergency dispatch, the communication center facilities will need to be separated between police and fire dispatch.** Due to the additional difficulty of fire dispatch, it will be more efficient for personnel to focus on fire calls or police calls as the call volume increases.
- **The existing communication center needs additional staffing. More space is needed, along with additional phone lines. A back-up server at City Hall is needed, along with a generator to support the citywide network.**

## **Other city goals**

- **The city should develop a comprehensive strategic emergency management plan.**
- **Additional security measures and personnel are needed for the District Court.**
- **Conduct a resource allocation study for public safety.**

## Regional goals

- **Expand the Benton County Jail to increase capacity.** A minimum-security pod, additional personnel and field offices are needed to accommodate growth in the county.
- **Encourage a regional approach to specific programs to efficiently increase competency, lower risk, avoid duplication of specialized programs, and to enhance the region's ability to offer expensive programs that are not needed on a regular basis within each community.** Additionally, increasing joint operations of individual teams can provide benefits such as building relationships with other departments, opening dialogue and sharing information on cases that cross city boundaries. The regional Haz-Mat Team is an example of a program that works well. Other programs to consider for a regional approach include disaster preparedness, SWAT, major crimes task force, regional CID and air patrol.
- **Develop an indoor firearms training center for regional use.** Such a facility could be funded by grants, private investors, or through regional funds.

## Religion

In 2008, there are approximately 120 Christian churches in Rogers with Christianity being the dominant religion. By 2025, we expect that there will be a growing diversity of religions including Hinduism, Judaism, Buddhism, Islam, and B'hai.

Today, most faith communities are tied to specific buildings or locations. By 2025 changes in culture, technology and economics will challenge congregations to be less anchored to property and more anchored to small groups, serving people, and meeting community needs.

With the wide diversity that we expect within our community by the year 2025, we see the need for these various faith communities to work together in two ways, namely: to serve as a positive influence for people as a preventative for societal ills, and as a means of rescue by providing for the practical needs of people who are in distress.

### *Goals:*

- **We believe that it is important to keep religion as the moral compass within the community.** This is done by encouraging leaders within the business, government and school communities to use faith communities as a resource for information and input into their decision-making processes. We also believe that the Rogers-Lowell Area Chamber of Commerce plays a key role in this by including religious information and religious directories as they provide materials to prospective new businesses, people who are relocating to northwest Arkansas, and visitors.
- **We see the need to develop a network of faith communities to maximize the usage of resources in helping people who are in need, in responding quickly in the case of disaster, and in enhancing communication between various faith communities for the common good of our society.** As a short-term goal, we see the need for a task force to be set up to organize and coordinate this network.
- **We believe it is important for the religious community to foster a healthy respect for all those in authority including the government, police, fire, military, and educational communities.** We further encourage faith communities to take the lead in developing methods or events that regularly honor and support these authorities.
- **We encourage our governmental and business leaders to continue supporting and expanding various chaplaincy programs for police, fire, hospital, industry, business and other environments.**
- We are thankful for opportunities such as the Mayor's Prayer Breakfast, See You at the Pole, and Community Worship Services. **We encourage continued support for these types of activities as a means of religious expression in our community.**

## Retail Development

The single most critical factor for continued success and appropriate retail development in Rogers is ongoing infrastructure development and maintenance. The most recent data reflects a continued population influx and demand for services and amenities of metropolitan caliber, and specific niches have potential for growth.

Streetsmart Services in September 2008 projected annual household growth at 6,151 for the Metropolitan Statistical Area, with net population growth at 1,237 people per month. Occupied retail space in northwest Arkansas versus retail space “in play” or available was estimated at more than 75 percent, and many venues are much higher (Pinnacle Hills Promenade is approximately 95 percent leased).

With these factors in mind, the Rogers Retail Development sector identified the following key priorities in planning for 2025 and beyond:

- **Continued citywide commitment to infrastructure planning and execution, particularly for streets, water and sewer needs.**
- **Pursuit of retail niche markets to compliment nearby businesses, services and neighborhoods with a healthy mix of national and local retailers.**
- **A consistent and uniform approach to all permitting, planning processes, inspections and code enforcement** with neutral procedures is desirable as an ongoing objective for community development.
- **The community’s appearance is a critical marketing tool, and participants envisioned the entire community appearing as a shopping mecca – ready for business and with attractive entrances, medians and public spaces at every turn.**
- **All participants expressed strong opposition to impact fees as detriments to the attraction and execution of retail development.**

## Retirement and Senior Services

A greater emphasis on providing senior services will be important as the senior population grows in Rogers. As Baby Boomers begin to retire, the number of residents in that age group will double, while the number of residents in the over-85 age group will increase four to five times in the future. Additionally, an increasing number of people who enjoy living in the community will choose to stay in Rogers after retirement. Those that stay may not have family nearby, adding to the need for additional caregivers. All these factors will contribute to the need to increase services offered to seniors by 2025.

### *Goals:*

- **Build a community environment for healthy aging.** Focus on prevention, keeping people independent as long as possible. Construct trails and sidewalks that make it easy to fit exercise into the daily routine. Encourage volunteering to allow seniors to make meaningful contributions to the community. Support intergenerational activities that utilize the valuable skills and knowledge of seniors, such as mentoring, tutoring, and consulting. Improve coordination of aging services, raise awareness, and make services more elder-friendly. Increase services to meet a growing need for food or meals, adult day care and caregiver training. Strengthen home health services as more seniors will want to stay at home. Encourage hospital systems to put more resources into serving elders and their families.
- **Develop a transportation system that is easy to use and meets the needs of senior citizens.** Many seniors don't know about the availability of public transportation, cannot access bus stops, or are unable to fit their travel into the schedule. The system should be well-publicized, easy to use, accessible and available.
- **Encourage investments in the development of senior housing.** Additional senior housing should be developed to follow a progressive plan, from apartments to assisted living to nursing-home care in one location. The Green House model should be promoted as an alternative to traditional nursing home care as it has been shown to provide equal or better care than in traditional nursing homes. Whereas traditional nursing homes use a medical model of care, with facilities built around the nursing station, Green Houses use a social model of design, with facilities built around the kitchen. This is to encourage socializing among residents and staff and make the house look more like a home than a medical facility.

## Small Business

Small business owners, employees and entrepreneurs are primarily concerned with attracting people to the community in the future. They view newcomers both as customers and employees. Offering desirable amenities, an attractive community, and an improved quality of life are keys to bringing people to Rogers.

### *Goals:*

- **Build an identity that encourages people to come to Rogers.** Embrace the small-town feeling that the community enjoys, offer recreational opportunities through improvements to Lake Atalanta and the city's other parks, and encourage cultural activities by hosting more frequent events, including music and food.
- **Revitalize the appearance of the community to encourage business investment in areas of opportunity such as downtown, Walnut Street, South Eighth Street, and Frisco Station Mall.** Become proactive in improving the community's appearance, particularly in commercial areas, by creating sign ordinances, adding streetlights, reducing curb cuts, fixing sidewalks, and caring for vacant lots and buildings.
- Downtown Rogers has the potential to become more vibrant, serving as a commercial district anchor for the community. **Create tax incentives and grants to encourage businesses to locate retail stores and offices downtown, and offer incentives to encourage young adults to live downtown.**
- **Attract skilled sales and manufacturing employees to Rogers, and offer training programs through the public school system and community college for students interested in technical fields or trades.**
- **Implement business assistance resources that meet the needs of entrepreneurs and small businesses.** For example, create incubator spaces to support start-up businesses, offer shared office spaces and meeting rooms, and recruit successful small business people to serve as mentors for entrepreneurs.
- **Position Rogers to become a transportation hub for the I-540 corridor as mass transit supporting major area employers is implemented.** Link the city's retail areas with a transportation loop that alleviates congestion and improves convenience.
- **Address legislative issues to assist businesses.** The streamlined sales tax should be removed as it is complicated, and costs the city taxes that were previously paid by local businesses. Property tax appraisals should be conducted and enacted more quickly to reduce the lag time between the appraisal and the assessment.

## Tourism

### *Short-term Goals:*

- **Continue to wisely invest and promote Rogers using the city of Rogers Advertising and Promotion tax collections.** Secure support and receive approval to collect a two-percent tax on Rogers' restaurants per state statute #26-75 that will allow the A&P to effectively compete with the other northwest Arkansas cities (Bentonville and Fayetteville) that currently collect the tax. One half of the tax would be allocated to the Rogers Parks and Recreation Department for further parks development and expansion.
- **Realizing that the hospitality industry has the potential for major economic impact on the city and region, the Chamber would embrace the mission of the Rogers A&P Commission which is to positively impact the Rogers economy through the promotion of the area as a business, retail and convention destination.**
- **The Chamber of Commerce would support expanding tourism and hospitality programs at the high school and community college levels to include curriculum and a career path.**
- **Support the efforts of the Northwest Arkansas Regional Mobility Authority as their efforts and programs will have a lasting impact on the region's tourism industry.**
- **Continue to work and partner where appropriate with the region's chambers, hospitality organizations and educational institutions in the development and promotion of tourism as a major economic development engine for NWA.**
- **The Chamber of Commerce would support Northwest Arkansas Regional Airport in their efforts to maintain and expand air travel into NWA.**
- **The Chamber of Commerce would always support legislation and policies that encourage tourism as an important part of the state's and region's economic development efforts.**

### *Long-term Goals:*

- **Support the efforts of XNA to attract a low-fare carrier.**
- **Support a uniform branding concept for NWA that positions the region as a unified brand while allowing the individual cities the opportunity to promote themselves when needed.**

- **Develop a cultural tourism program that incorporates the major museums of the state and region and promote to targeted potential visitors.**
- **Support a way-finding signage program that will assist visitors and residents in identifying and locating the region's many tourist attractions.**
- **Support any efforts to develop new entertainment or sporting facilities that would enhance Rogers and the region's tourism industry.**

# Transportation & Infrastructure

Efficient transportation systems and other infrastructure are critical to the growth and further economic development of the city of Rogers and the northwest Arkansas region. The citizens of Rogers have supported past transportation and infrastructure improvements through bond issue elections and those improvements have enabled much of the economic growth enjoyed by Rogers' citizens. In addition, the city has allocated budget funds annually for minor transportation upgrades and continuing maintenance of the existing transportation system. However, much work remains to be done to improve the existing transportation infrastructure system to allow further growth and improve the quality of life in Rogers and northwest Arkansas.

This committee has analyzed the existing transportation infrastructure in the city and offers the following recommendations:

## 1. Highway Goals

### 1.1 Immediate Highway Goals

- 1.1.1 Improvement of Arkansas Highway 12, including an adjacent bike trail, from US 62B (2<sup>nd</sup> Street) east to the city limits.
- 1.1.2 Extension of Arkansas Highway 265 (Old Wire Road) north from Springdale to the intersection of S. 1<sup>st</sup> Street / Pleasant Grove Road
- 1.1.3 Widen US 71B (W. Walnut St.) to five lanes from Dixieland Road to 8<sup>th</sup> Street.
- 1.1.4 Improvements to Arkansas Highway 94 (New Hope Road) from US 71B (8<sup>th</sup> Street) to Old Wire Road
- 1.1.5 US 62 (Hudson Rd) / Arkansas Highway 94 (N. 2<sup>nd</sup> Street) intersection improvements.

## **1.2 Short-Term Highway Goals**

- 1.2.1 Widen US 62 from Avoca to Gateway.
- 1.2.2 Streetscape improvements to US 62B (W. Walnut St.) from 8<sup>th</sup> Street to 2<sup>nd</sup> Street.
- 1.2.3 Improvements to Arkansas Highway 94 (New Hope Road) from Old Wire Road to east city limits.
- 1.2.4 Improvements to Arkansas Highway 94 (N. 2<sup>nd</sup> Street) north from Hudson Road to city limits.
- 1.2.5 Streetscape/boulevard improvements to US 62B (N. 2<sup>nd</sup> Street) from Arkansas Highway 12 north to US 62 (Hudson Road)
- 1.2.6 Various I-540 interchange improvements

## **1.3 Long-Term Highway Goals**

- 1.3.1 Improvements to Arkansas Highway 112 from south city limits to north city limits.
- 1.3.2 I-540 improvements, including additional lanes and interchange improvements.

## **2. Arterial Street, Collector Street & Other Infrastructure Goals**

### **2.1 Immediate Street & Infrastructure Goals**

The City of Rogers staff has planned for several street improvement projects to be accomplished by passage of a bond issue election in 2010. This committee fully supports this effort.

#### 2.1.1 2010 Bond Issue projects, Phase I:

- 2.1.1.1 Fir Street Overpass
- 2.1.1.2 Bellview Road from I-540 to Pleasant Grove Road
- 2.1.1.3 Bellview Road from Pleasant Grove Road south to city limits
- 2.1.1.4 Price Lane from US 71B to Dixieland Road
- 2.1.1.5 21<sup>st</sup> Street from Perry Road to New Hope Road
- 2.1.1.6 Blossom Way drainage improvements from Bellview Road to Pauline Whitaker Parkway
- 2.1.1.7 Various street overlays in older, existing areas of city
- 2.1.1.8 Various sidewalk improvements in older, existing areas of city

#### 2.1.2 2010 Bond Issue projects, Phase II:

- 2.1.2.1 Pleasant Grove Road from Bellview Road to approximately 2000 feet west of Champions Dr.
- 2.1.2.2 Southgate Road from Rainbow Road to new bridge

- 2.1.2.3 Olrich Street from 1<sup>st</sup> Street to US 71B (8<sup>th</sup> Street)
- 2.1.2.4 Perry Road from Bellview Road to 21<sup>st</sup> Street
- 2.1.2.5 Dodson Road from north city limits south to Stoney Brook Road
- 2.1.2.6 Various street overlays in older, existing areas of city
- 2.1.2.7 Various sidewalk improvements in older, existing areas of city

2.1.3 2010 Bond Issue projects, Phase III:

- 2.1.3.1 Rainbow Road from Northgate Road to Southgate Road
- 2.1.3.2 Rainbow Road from Northgate Road to Stoney Brook Road
- 2.1.3.3 Rainbow Road from Southgate Road to city limits
- 2.1.3.4 Rainbow Road from Northgate Road north to Bentonville
- 2.1.3.5 Various street overlays in older, existing areas of city
- 2.1.3.6 Various sidewalk improvements in older, existing areas of city

**2.2 Short-Term Street & Infrastructure Goals**

- 2.2.1 Improvements to Laurel Road from 26<sup>th</sup> Street to US 71B.
- 2.2.2 Improvements to Stoney Brook Road from Rainbow Road to 52<sup>nd</sup> Street.
- 2.2.3 Improvements to Garrett Road east/west portion from 45<sup>th</sup> Street east to city limits.
- 2.2.4 Construct 34<sup>th</sup> Street from Walnut Street to Dogwood Street on new location.
- 2.2.5 Improvements to Osage Road from New Hope Road to new 34<sup>th</sup> Street.
- 2.2.6 Improvements to 1<sup>st</sup> Street/Arkansas Street from Olrich Street north to Arkansas Highway 12.
- 2.2.7 Drainage Improvements south of Chelsea Point.
- 2.2.8 Extend 47<sup>th</sup> Street from Olive Street north to city limits.
- 2.2.9 Improvements to Cloverdale Road from US 62 east to city limits.
- 2.2.10 Improvements to 13<sup>th</sup> Street from Poplar Street to Oak Street.
- 2.2.11 Improvements to Dogwood Street from 28<sup>th</sup> Street to Osage Road

**2.3 Long-Term Street & Infrastructure Goals**

- 2.3.1 Complete Geographic Information System (GIS) mapping of city storm sewer system.

- 2.3.2 Support Rogers Water Utilities (RWU) development of a master plan for water and sanitary sewer infrastructure.
- 2.3.3 Support city implementation of Intelligent Transportation System (ITS) technologies.
- 2.3.4 Implement traffic signal synchronization on major city thoroughfares.
- 2.3.5 Widen Dixieland Road to five lanes from US 71B (Walnut Street) to Olive Street

### **3. Additional Goals:**

- 3.1 Encourage community use of mass transit. Define the city's role in supporting the Ozark Regional Transit Authority.
- 3.2 Support funding for construction of bike and hiking trails along street rights-of-way and in greenways.
- 3.3 Periodically update the street master plan to coincide with new developments, new schools and newly annexed areas.
- 3.4 Construct improved streets and sidewalks to new schools as those facilities are constructed.
- 3.5 The city should review existing utility franchise agreements to enhance the planning and efficient relocation of existing utilities as street improvements are undertaken.
- 3.6 Support projects of regional significance, including the Springdale Northern Bypass, Bella Vista Bypass, I-540 Improvements, Western Beltway, US 412 improvements and others. Support the advancement of the Regional Mobility Authority to raise the needed revenue to support these projects.
- 3.7 Support alternative transportation systems (light rail, etc.).

### **4. Conclusion**

The Transportation & Infrastructure Committee recommends that the Chamber, citizens and area businesses fully support passage of the proposed City of Rogers 2010 Bond Issue and support the development of the Northwest Arkansas Regional Mobility Authority as means to achieving the critical transportation infrastructure improvements outlined in this section.

## Wal-Mart, Sam's Club & Suppliers

The Wal-Mart, Sam's Club and supplier (consumer packaged goods) sector represented a vast array of new information for the Vision 2025 process. The most striking observation of sector participants after an initial meeting identifying wish list items for the Rogers and Bentonville communities was not that the communities are lacking such amenities, rather that there is a lack of strong communication or a central source of information to familiarize new residents with existing amenities.

The sector's mission was to make Benton County a better place to work, live and play. With this in mind, the sector expressed strong support for a number of other sectors, including:

- Development of festivals and family-oriented opportunities to celebrate diversity and advance community issues.
- Bike trails as a critical addition to all new and existing street development.
- Consideration of community clustering by functional area (arts, sports etc.)
- Revitalization of historic downtown Rogers.
- Planning for future utility growth and needs.
- Increased recreational facilities (gyms, pools, parks, green space, YMCA).
- Development of access to Beaver Lake and promotion of this resource.

The group expressed strong support for the initiatives developed by the cultural arts, regional planning, transportation, parks and recreation, and municipal services and facilities sectors.

Related to overall short- and long-term goals for this sector, the following were identified:

- Of highest importance is extreme **improvement to communication with newcomers to the Benton County area**, particularly Wal-Mart, Sam's Club and supplier/CPG employees. A general lack of awareness regarding amenities was the most significant take-away for all participants. Suggested solutions included a regional website as well as regular orientations for new hires of these companies, all critical to the economic engine of northwest Arkansas, as a means of providing access to information sources (perhaps jointly hosted by the Chambers). Better "welcome wagon" type communication to new residents (by mail) was also identified.
- **Improvements to physical communication in the communities were desired**, including general and street signage identifying libraries, hospitals and orientation. Support for the NWA regional signage effort was expressed. A community map identifying cultural, sport, historic and other areas was desired.

- Desire of the group to see **improved communication and collaboration between the northwest Chambers**, particularly Bentonville and Rogers, to eliminate boundaries and sense of possessiveness.
- **Demand for increased meeting space**, ranging from 10-50 person team meetings to 150-200 person events, as well as major (2,000-5,000+) caliber events.
- **Desire for increased collaboration by media** – a community information insert across all vehicles/newspapers was a suggestion.
- **A lack of information and opportunities for team members (versus the elite team leaders and executive level employees) was expressed, including desire for family activities and better community engagement and orientation.**
- **Childcare and after-school programming presents a challenge for the sector.** The lack of quality child care and private, independent providers such as Montessori and La Petite was noted, as well as a lack of awareness of youth activity opportunities such as sports teams, day camps and activities for youth.
- **Group concurred on lack of cultural opportunities and requests concerted effort to recruit metropolitan-caliber resources to northwest Arkansas.**
- **Transportation, particularly related to lack of taxis and car services, lacking in northwest Arkansas.**
- **Desire for coordinated communication by and through media outlets, particularly websites and newspaper outlets.** Regular community information inserts in all papers suggested for increased communication.

The Wal-Mart, Sam's Club and supplier sector would like to remain a standing committee to provide open lines of communication between newcomers and the Benton County chambers of commerce as information sources.

## Youth

The Youth Sector is focused on ages 12-18, or middle-school to high-school students. The committee included a number of members in that age group, who provided input and suggestions on both educational topics as well as recreation and entertainment needs.

The ideas could be added to services already offered by organizations such as Rogers Public Schools, the Rogers Activity Center and the Boys & Girls Club, or they could be new programs and business opportunities. We believe that offering incentives, such as tax incentives, may encourage businesses to focus on teens.

We also believe that the cooperation and integration of youth programs among various community organizations will increase their impact in the community while avoiding unnecessary duplication. For example, if communication with Latino parents is a goal, there should be a specific message shared by the schools, the Rogers Activity Center and the Boys & Girls Club to ensure the message is received clearly and successfully.

Several general ideas were agreed on by the committee. We were interested in determining what will keep graduates in Rogers, or bring them back after high school. At the high-school level, we would like to keep the student population diverse ethnically and socio-economically. We feel “multicultural” should include everyone in the community, and that we should raise awareness of diversity in the community. Communication about activities and opportunities for families needs to be improved.

## Education

### *Short-term Goals:*

- **Teach Spanish in elementary school, and also offer instruction on other foreign languages.**
- **Rogers should be a leader in technology education.** Seek funding to provide additional equipment and software for classrooms. Emphasize teachers’ use of technology in instruction, and to train students in its use. Encourage the use of technology by students in the schools, such as allowing the use of laptops for note-taking during class.
- **Include local business and industry in planning, and provide educational opportunities for students.** Offer a job fair for teens, business internships, mentoring by successful business people, and job shadowing.
- **Create experiential learning programs to provide students with a variety of educational opportunities in economics, safety and community challenges.** Examples include “Exchange City,” “Safety City,” “Kids City,” and “Junior Police Academy.”

- **Offer prevention and assistance programs related to alcohol, drugs, sex and gang issues focused on prevention, intervention and rehabilitation.** Raise awareness in among parents and in the community of the issues and solutions available.
- **Offer inexpensive continuing education classes for the community** including things like pottery, small engine repair, cooking, CPR, first aid and babysitting courses. Offer daytime summer courses, and include childcare for students with younger siblings so they can also participate.
- **Create a magnet school for elementary to middle-school students.**
- **High school goals:**
  - Focus on teaching life skills in high school to produce graduates who are ready to enter adulthood. Specific skills to incorporate include finances, healthy lifestyles, a work ethic, organizational skills and interview skills.
  - Incorporate environmental education to improve green awareness and impact.
  - Offer childcare for high-school students with children.
  - Expand the gifted and talented programs by including eighth-grade students, and increase the participation of non-English speaking students.
  - Offer additional college-preparatory classes in high school, and allow freshmen to take Advanced Placement courses as the next step after the gifted and talented program.
  - Offer additional leadership opportunities for students, place greater emphasis on statewide leadership programs, and increase the level of student-involvement in leadership programs. Additional programs to incorporate: a combined Student Council with representatives from both Rogers High and Heritage High; Model United Nations program; a new “public relations agency” program to improve and organize communications to high school students.
  - Improve communication with parents of high-school age Latino students by devising a plan of action, and through encouraging them to become involved in school-related parent organizations such as the PTA and Booster Club.
  - Focus on teaching specific skills such as science, math, vocational and technical skills for those not planning to attend college.

*Long-term Goals:*

- **Build a magnet high school focused on specific skills such as science, math, technical skills, or vocational education for those not planning to attend college.**

## **Entertainment**

*Goals:*

- **Major entertainment venues should be created in the region:** amusement park, water park, IMAX theater, museums (art, history, natural history, with hands-on activities for children and teens), aquarium, zoo.

- **Small businesses should offer more local entertainment options at more affordable prices:** mini golf, bumper boats, whirly ball, smash ball, barn swinging, ropes course, rock climbing center, bungee jumping, riflery, archery, creative art lab, paintball park, movies (dollar movies, special showings, lower price on Sundays).
- **Offer additional festivals in the downtown area including music festivals, art fairs, and food festivals.**
- **Create a place for teens to hang out after 10 p.m. on weekends such as a dance club for teens or a wifi café.**
- **Develop parks and recreational activities** to include the following: large park, tennis courts, room for concerts, Frisbee golf, movies in the park, sports complex, with green space and walking trails, dog park, mountain bike trails, horseback riding, indoor skate park with wooden ramps.
- **Build an indoor recreation or wellness center on the west side of Rogers,** with activities designed for younger children, and also including basketball, Play Station, and trampoline basketball.
- **Construct an aquatic center with a pool and slides.**
- **Create additional events around Beaver Lake** such as the BLT Wakeboard Competition, develop restaurants at the lake for boaters, and offer canoe and jet ski rentals, and activities such as a nylon slide into the lake, and Blobs (like a pillow in the water).
- **Develop passenger train service through downtown Rogers connecting to the University of Arkansas, NWACC and different towns.**