

City of
Huntsville
Arkansas

2025

**Strategic
Community Plan**

City of Huntsville, AR 2025 Strategic Community Plan

November 2024

Prepared by the
Arkansas Economic Development Institute

YourAEDI.com

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CONTENTS

Letter from Huntsville Mayor	1
About	2
Purpose	2
Data Summary	4
Survey Results	8
Demographics	8
Economic	8
Public Services	9
Education	9
Quality of Life	9
SWOT Analysis	10
Action Plan	12
The Process	12
Focus Areas	12
Workforce Development	12
New Business Development	13
Housing Development and Planning	13
Infrastructure and Public Safety	13
Acknowledgements	27
Appendix	28
Survey	29
Sources	37



Dear Fellow Huntsville Residents,

I am excited to share that we as a community have taken a significant step forward in shaping the future of our beloved city. Through a collaborative and inclusive process, we have developed a comprehensive Huntsville, Arkansas Community Strategic Plan.

This plan represents the collective vision and aspirations of our community.

Countless hours of dedication from residents, business owners, and community leaders have gone into creating this roadmap for Huntsville's growth. Together, we have identified key areas from improvement to meet the challenge: infrastructure, new business attraction, housing, and workforce development. To address these vital areas, we have set ambitious goals and outlined strategies to achieve them. This plan encompasses a broad range of initiatives that will enhance our quality of life, strengthen our economy, and preserve our unique small-town character and appeal.

I want to express my sincere gratitude to everyone who participated in this process. Your input was invaluable and has helped us create a plan that truly reflects the heart and soul of Huntsville.

As we embark on this exciting journey, I encourage you to review the plan and share your feedback. This is a living document, and we welcome your continued involvement as we work to implement its recommendations.

Together, we can build a brighter future for Huntsville.

Sincerely,

A. Travis Dotson

Mayor, City of Huntsville



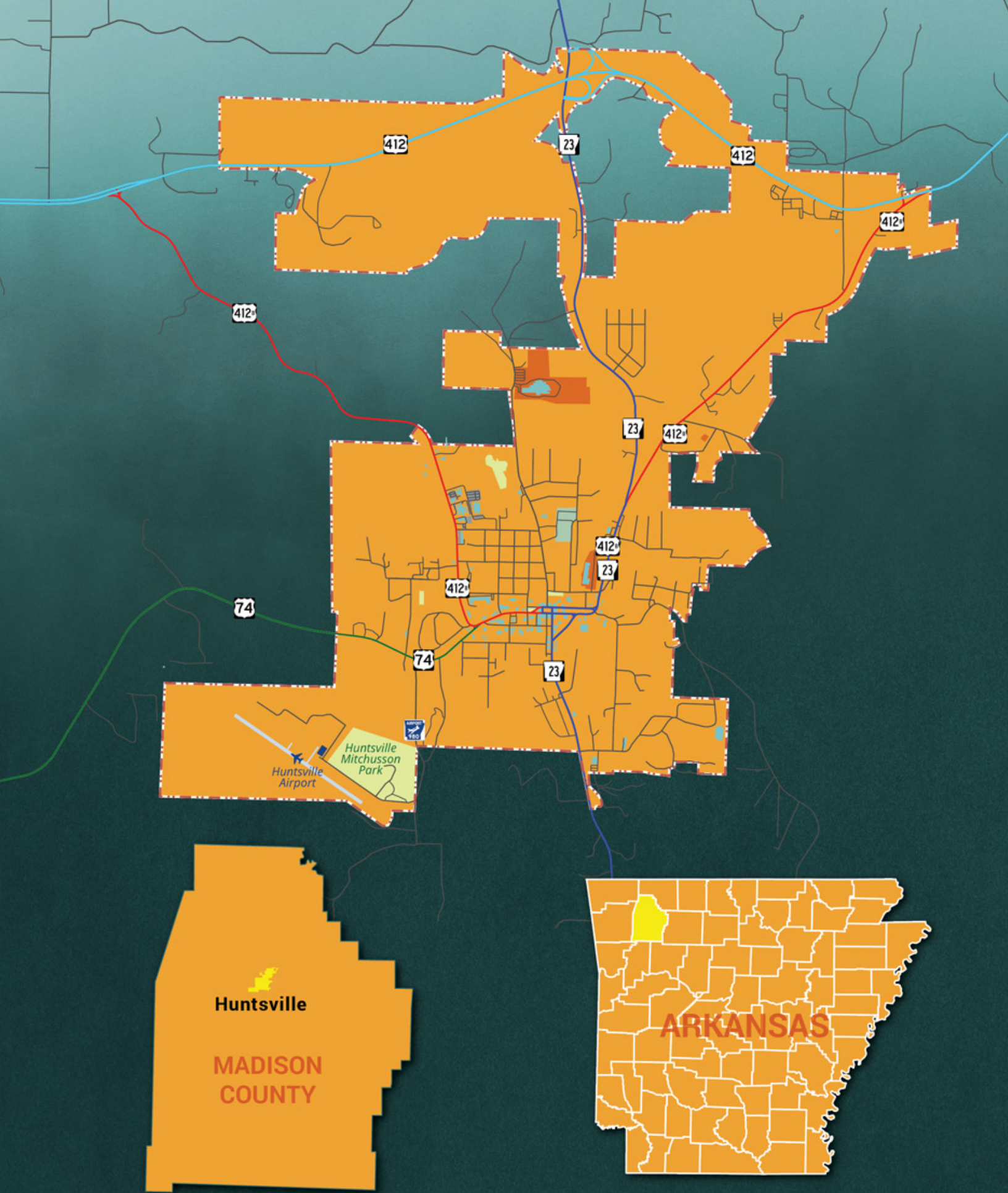
City of Huntsville Arkansas

ABOUT

The City of Huntsville, Arkansas is the seat of Madison County, set just north of the county's center point. 28 miles east of Springdale, 47 miles west of Harrison, and surrounded by the Arkansas Ozark Mountains, Huntsville is a great stopping point for Arkansans on their way to any of the 12 nearby state parks, hiking trails, or float rivers, the perfect place to resupply for a hunting, fishing, or camping trip, and a perfect place raise a family close to outdoors while still being a short drive away from the larger cities nearby. Founded in 1877 first as a town, then incorporated as a city in 1925, Huntsville has grown to approximately 2,879 people according to the 2020 census.

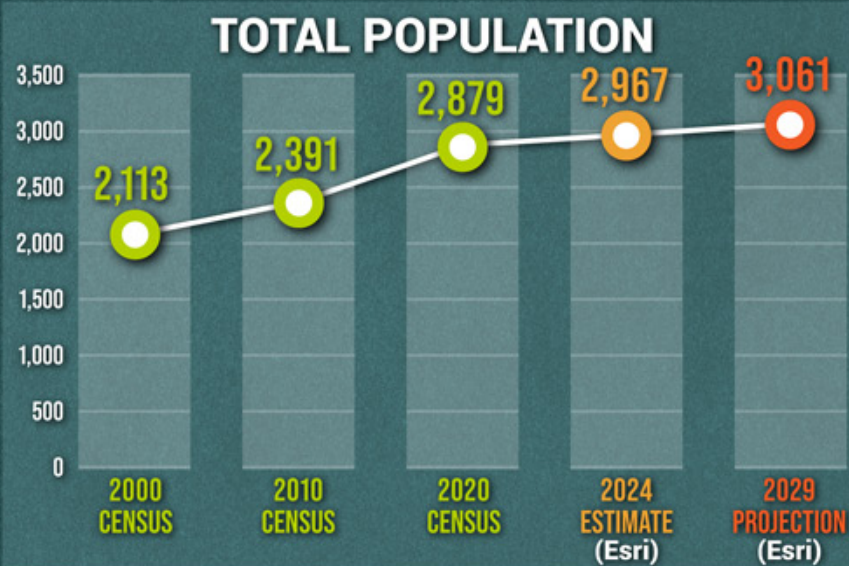
PURPOSE

The Huntsville, Arkansas Strategic Community Plan acts as a blueprint and gradebook for addressing the most pressing issues in the City of Huntsville by setting a list of recommended action steps toward the goals of improving quality of life for residents (current and future) and elevating the community's economic viability. Over the course of 8 months, the Arkansas Economic Development Institute (AEDI) team worked alongside community members, city officials, and stakeholders from the Huntsville community and the area of unincorporated Madison County surrounding it to create a comprehensive list of wants, needs, and overall goals, establish 4 primary areas of focus for, and form a plan working within the framework of those wants, needs, and goals. Adopting this plan and implementing the recommended strategies within will address many of the greatest challenges facing the city and energize its citizens and leadership toward future community and economic growth.



POPULATION

HUNTSVILLE, AR



2020–2024
COMPOUND
ANNUAL
GROWTH RATE **0.71%**
(Esri)

2024–2029
COMPOUND
ANNUAL
GROWTH RATE **0.63%**
(Esri)

2024
POPULATION
DENSITY **549.2**
(per sq mi) (Esri)

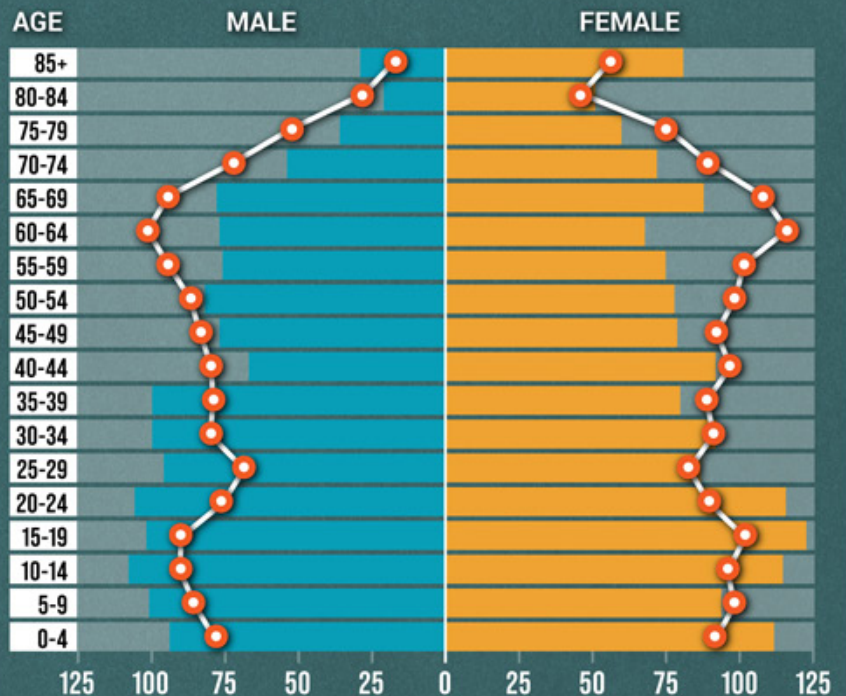
2024 POPULATION BY RACE (Esri)

White Alone	75.8%
Black Alone	0.4%
American Indian Alone	1.6%
Asian Alone	0.4%
Pacific Islander Alone	6.4%
Other Race Alone	7.4%
Two or More Races	8.1%

2024 POPULATION BY SEX (Esri)

MALE **47.3%** FEMALE **52.7%**

2024 POPULATION BY AGE AND SEX (Esri)



• Dots show comparison to Madison County

THE SMALLEST GROUP
2024 Males Age 80–84

THE LARGEST GROUP
2024 Females Age 15–19

2024
HISPANIC
POPULATION **13.3%**
(Esri)

2024
DIVERSITY
INDEX **54.6**
(Esri)

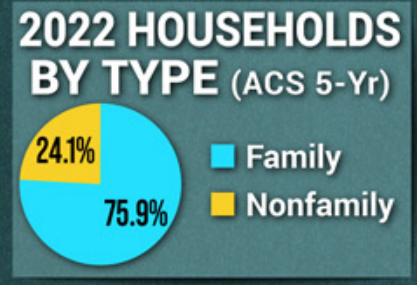
2024
MEDIAN
AGE **36.0**
(Esri)

HOUSING

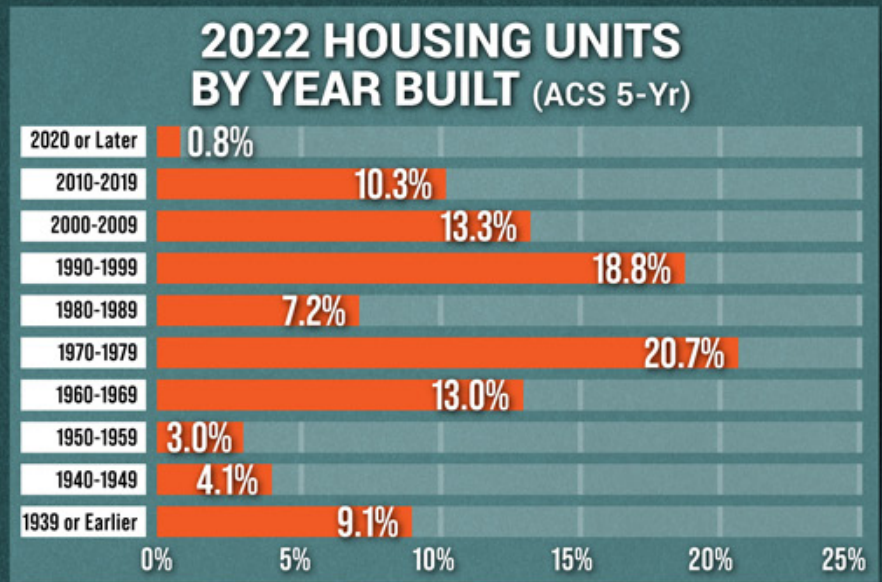
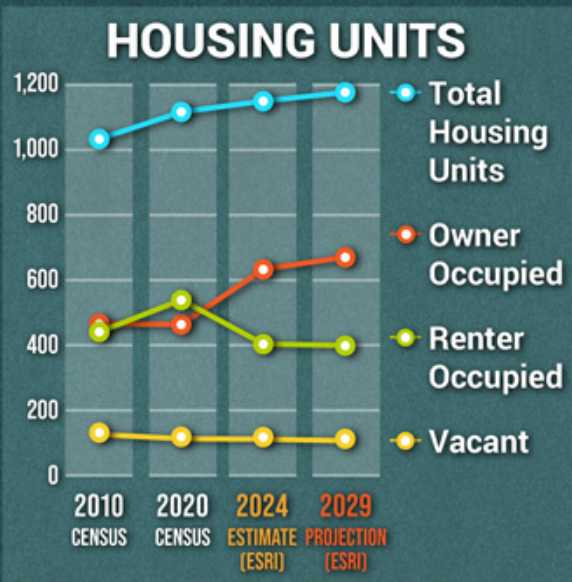
HUNTSVILLE, AR

976
2024 TOTAL HOUSEHOLDS
(Esri)

2.72
2024 AVERAGE HOUSEHOLD SIZE
(Esri)



3.49
2024 AVERAGE FAMILY SIZE
(Esri)



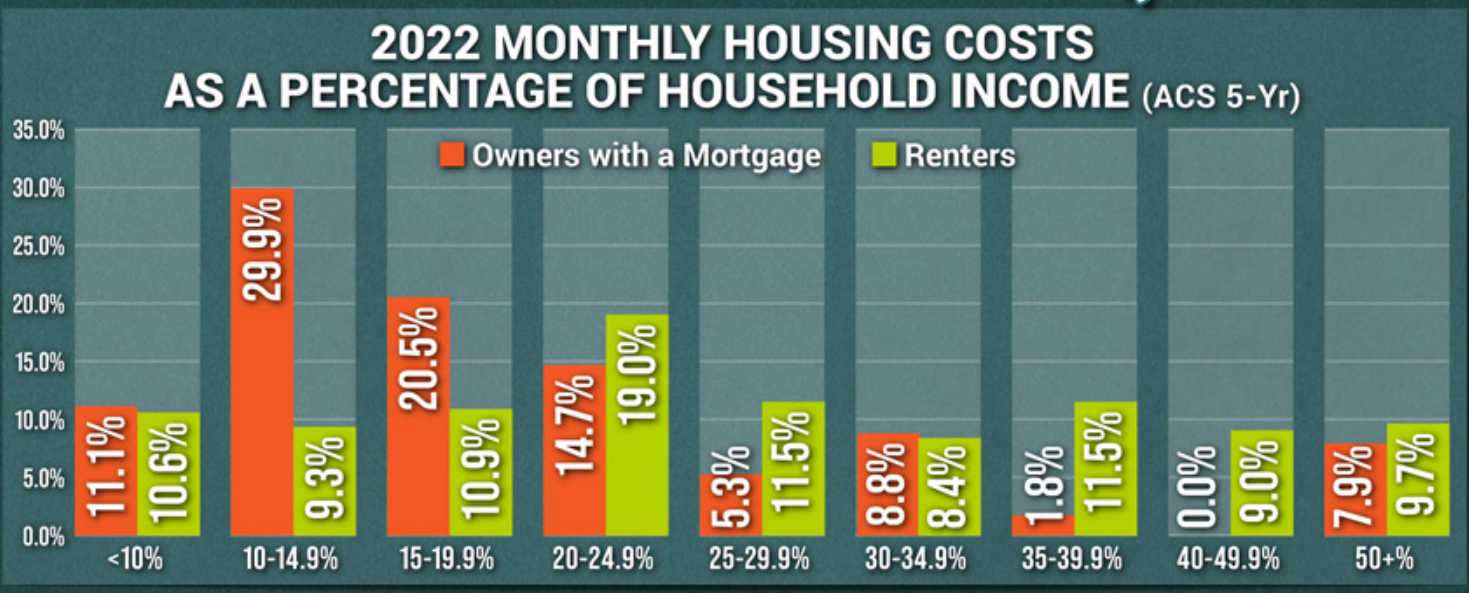
\$149,306
2022 Median Home Value
(ACS 5-Yr)

\$628
2022 Median Gross Rent
(ACS 5-Yr)

0.0%
2022 Housing Structures with 50 or More Units
(ACS 5-Yr)

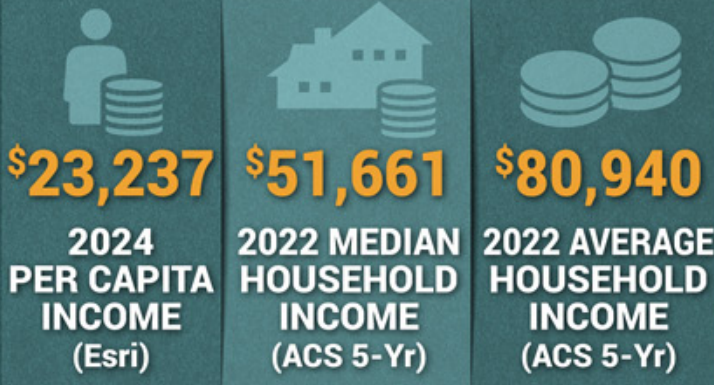
88.5%
2022 Households with an Internet Subscription
(ACS 5-Yr)

60.4%
2022 Households with a Broadband Subscription
(ACS 5-Yr)



ECONOMIC

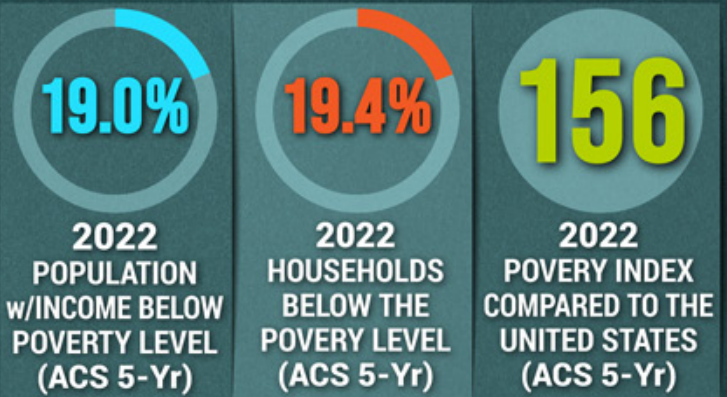
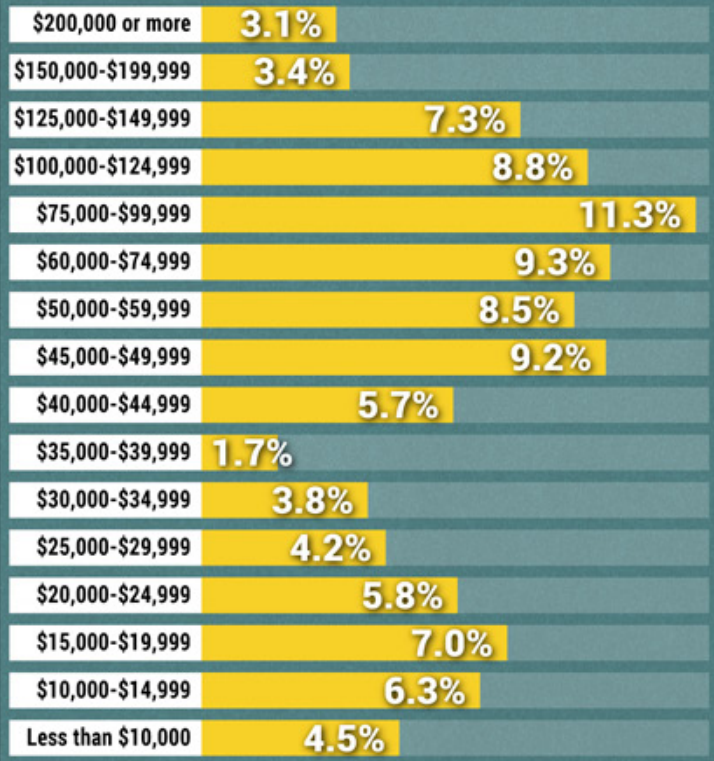
HUNTSVILLE, AR



2024 NUMBER OF BUSINESSES BY INDUSTRY (Esri)

Public Administration	31
Other Services (excl Pub Admin)	35
Accommodation/Food Services	16
Arts/Entertainment/Recreation	1
Health Care/Social Assistance	15
Educational Services	10
Admin/Support/Waste Management	1
Mgmt of Companies/Enterprises	0
Professional/Scientific/Tech Services	11
Real Estate/Rent/Leasing	10
Finance/Insurance	19
Information	3
Transportation/Warehousing	4
Retail Trade	35
Wholesale Trade	5
Manufacturing	3
Construction	6
Utilities	2
Mining/Quarrying/Oil&Gas Extraction	0
Agriculture/Forestry/Fishing/Hunting	2

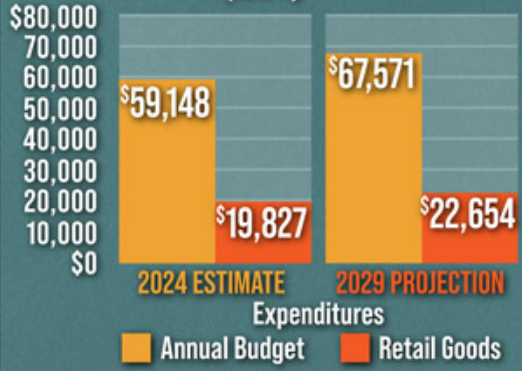
2022 HOUSEHOLDS BY INCOME (ACS 5-Yr)



2024 AVERAGE ANNUAL HOUSEHOLD SPENDING (Esri)



CONSUMER SPENDING (Esri)



WORKFORCE

HUNTSVILLE, AR

1,429

2024 CIVILIAN POP. AGE 16+ IN LABOR FORCE (Esri)

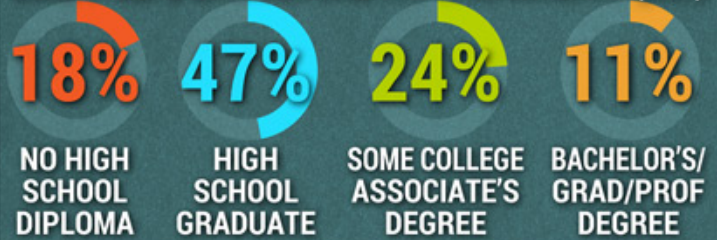
1,374

2024 EMPLOYED CIVILIAN POP. AGE 16+ (Esri)

3.8%

2024 UNEMPLOYMENT RATE (Esri)

2024 EDUCATIONAL ATTAINMENT (Esri)



2024 UNEMPLOYMENT RATE BY AGE (Esri)



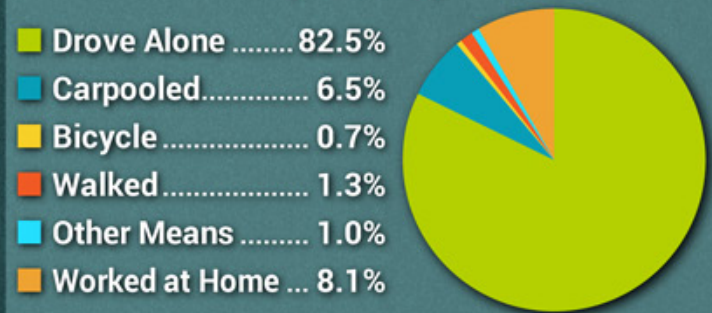
2024 EMPLOYMENT BY INDUSTRY (Esri)

Public Administration	5%
Other Services (excl Pub Admin)	4%
Accommodation/Food Services	9%
Arts/Entertainment/Recreation	2%
Health Care/Social Assistance	11%
Educational Services	6%
Admin/Support/Waste Management	5%
Mgmt of Companies/Enterprises	0%
Professional/Scientific/Tech Services	3%
Real Estate/Rent/Leasing	2%
Finance/Insurance	4%
Information	1%
Transportation/Warehousing	6%
Retail Trade	12%
Wholesale Trade	2%
Manufacturing	21%
Construction	5%
Utilities	0%
Mining/Quarrying/Oil&Gas Extraction	0%
Agriculture/Forestry/Fishing/Hunting	2%

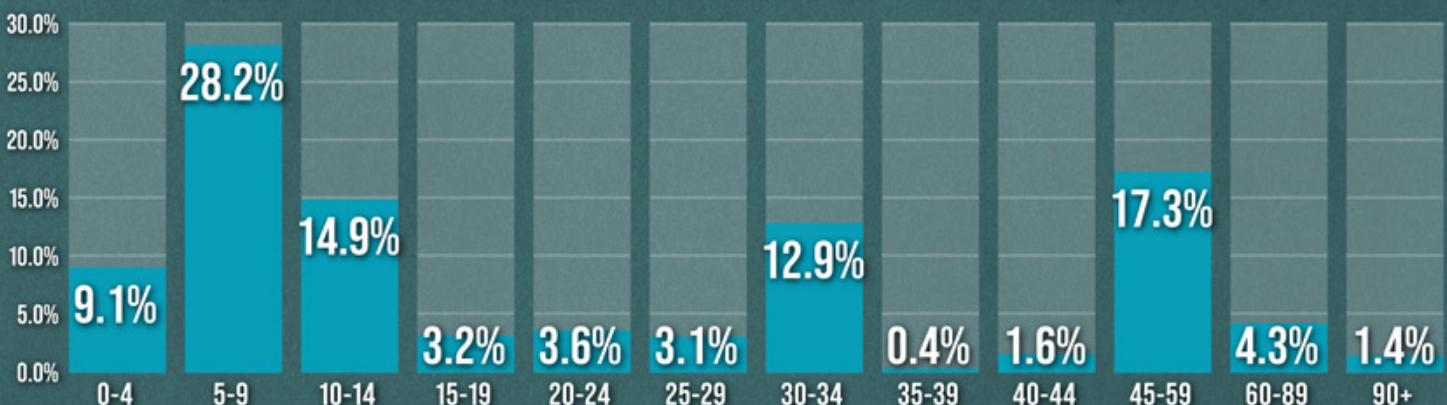
2,656
2024 DAYTIME POPULATION: WORKERS (Esri)

20.8
2022 AVERAGE COMMUTE TIME IN MINUTES (ACS 5-Yr)

2022 MEANS OF TRANSPORTATION TO WORK (ACS 5-Yr)



2022 TRAVEL TIME TO WORK IN MINUTES (ACS 5-Yr)



City of Huntsville Arkansas



SURVEY RESULTS

As part of the community strategic planning process, an online survey was distributed to community members, community leaders, local high school students, and college students who live or lived in Huntsville. This key part of the project allowed residents to share their perception of the community. Below are some highlights of that survey.

Demographics

- 1,430 surveys were completed ranging from community members, community leaders, high school students and college students.
- 69% were 50 years of age or younger.
- 42% of community members did not have children in the home and 39% had children that were 12 or younger in the home.
- 66% of survey respondents lived in Huntsville.

Economic

- 67% of respondents were employed.
- 67% of survey respondents did not work in Huntsville due to little to no job opportunities in Huntsville, better pay and opportunities elsewhere and remote work to name a few reasons.
- Most were neither satisfied nor dissatisfied with the economic and housing conditions within Huntsville.



Public Services

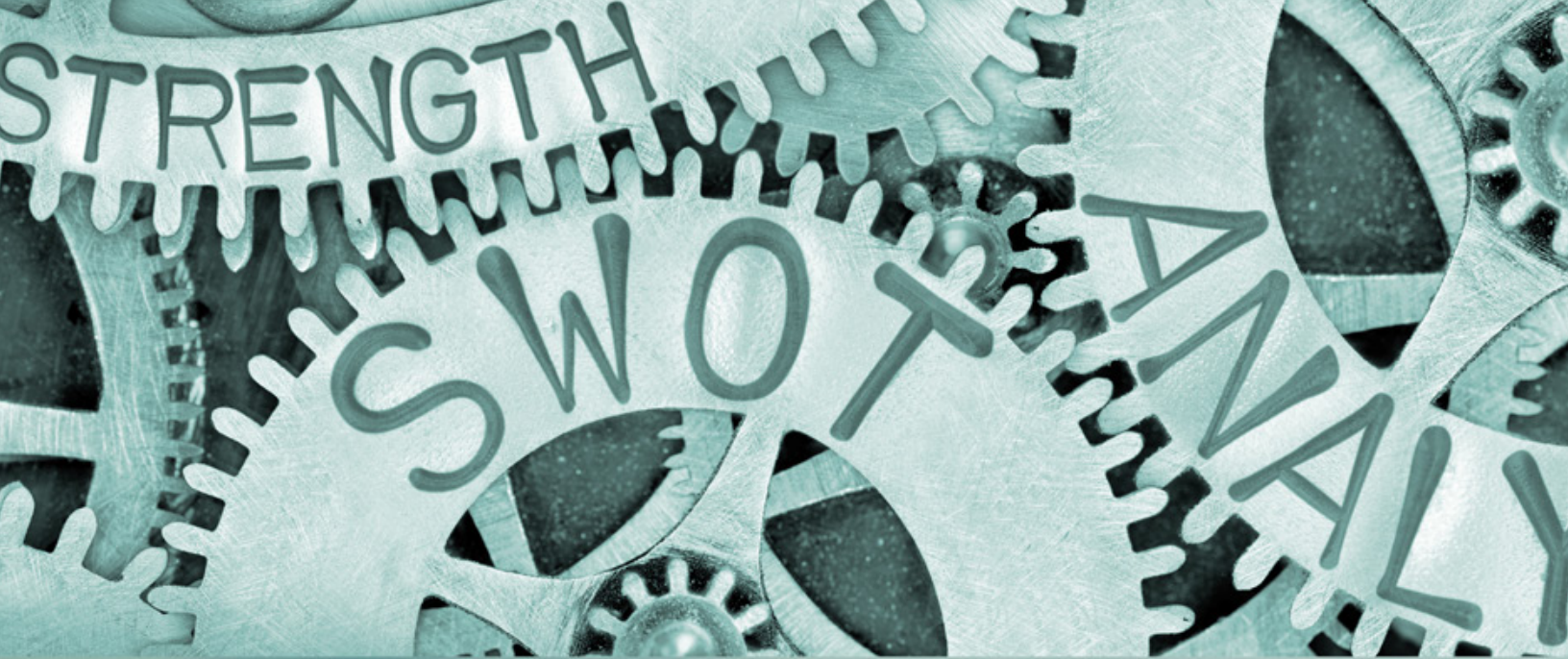
- Most survey respondents were extremely dissatisfied with the access and quality of urgent care in the community.
- Most were somewhat satisfied with the level of safety in the community and the quality of fire protection and quality of police force.
- Most were neither satisfied nor dissatisfied with the quality of Emergency Medical Services (EMS).
- Most were neither satisfied nor dissatisfied with the taxation and services within Huntsville, although a greater number expressed they were extremely dissatisfied with the access and quality of public transportation.

Education

- Approximately 37% of community members have a high school degree only and approximately 40% of community members have an Associate's degree or higher.
- Most were neither satisfied nor dissatisfied with the education opportunities around Huntsville.

Quality of Life

- 88% of survey respondents shopped in Huntsville even though there are opportunities to attract more retail.
- Most thought Huntsville was average on appeal and recreation, however, the majority thought Huntsville was far below average regarding art/cultural facilities (theaters, museums, galleries, etc.).



SWOT ANALYSIS

An assessment of Huntsville’s strengths and weaknesses as well as its opportunities and threats (SWOT) are key components to the plan’s strategies and action items. The SWOT summarized below is based on stakeholder input from in-person meetings and online surveys. The SWOT is a snapshot in time, but highlights the community’s focus on increased economic competitiveness and quality of life.

Strengths

- Small town charm
- Natural beauty
- Outdoor recreation opportunities
- Safe place to raise a family
- Library and activities offered

Weaknesses

- Not many places to shop
- Not enough variety in local stores
- Lack of entertainment options
- Vacant and rundown buildings in the downtown area
- Healthcare services are unavailable outside of work hours or on weekends
- Access and quality of urgent care
- EMS, fire protection, and law enforcement are under-resourced and under-staffed
- Lots of abandoned dilapidated homes
- Increased crime, drugs, and homelessness
- Lots of litter everywhere



Opportunities

- Redevelop downtown
- Maximize available land and properties within the city limits
- Better code enforcement
- Attract and develop entertainment options such as movie theaters, bowling alleys, roller skating, arcade, sporting facilities, etc.
- Activity center for the general public
- Expand arts/cultural offerings and multipurpose event space
- Offer incentives for businesses to locate in the city
- Capitalize on biking events and events in nearby cities to bring in tourists
- Expand biking trails
- Better publicity about local events and activities
- Creating or bringing more jobs
- For the Chamber of Commerce to be more active
- Need more affordable housing and multifamily housing
- Need for general infrastructure improvements and maintenance
- Need for more sidewalks and better road conditions

Threats

- Taxes are too high
- Little to no job opportunities
- Not enough county deputies to police areas outside of Huntsville



ACTION PLAN

The Process

This plan was generated as the product of two surveys of Huntsville residents, shoppers, workers, and community leaders, a community forum where residents were allowed to discuss more on their survey feedback, thorough data collection and analysis, and a series of subcommittee meetings held throughout Huntsville. This plan represents, as closely as possible, wants and needs of the City of Huntsville community and is intended to mitigate the communities most pressing issues and provide actionable recommendations for the better of Huntsville's future.

The strategy recommendations discovered by this process have been organized into four categories: workforce development, new business development, housing development and planning, and infrastructure and public safety.

FOCUS AREAS

Workforce Development¹

Both the community surveys and the public meetings addressed the concern of a lack of job opportunities, available transportation to the workplace, and childcare availability for workers in Huntsville. The workforce development

- subcommittee was created with the goal of
- forming strategies and action steps to help
- improve the connections between workers and
- jobs for both students and adults and to improve
- access and quality of childcare opportunities.

¹ Workforce Development strategies were generated with the input and partnership of former school leadership. The City of Huntsville plans to engage with new leadership and school district to help facilitate workforce development planning and implementation in the community.



New Business Development

Community residents expressed the desire to build and attract more businesses to Huntsville to create a thriving economy so residents can work locally and enjoy a higher quality of life. The new business development subcommittee was formed with the goal to cultivate strong

- businesses that generate a sustainable supply of
- well-paying jobs and opportunities for economic
- mobility and success. This section describes the
- improvements needed to enhance Huntsville's
- business ecosystem.
-
-

Housing Development and Planning

A major concern raised in both the community surveys and the public meetings were the need for more housing options in and around Huntsville. The housing development and planning subcommittee was created with the goal

- of forming strategies and action steps to rezone
- Huntsville for more varied housing options, annex
- key areas to enable more housing development,
- and encourage more development through tax
- and zoning incentives.
-
-

Infrastructure and Public Safety

Another area of concern identified in the community survey and public meeting was infrastructure and public safety. Several safety concerns were discussed regarding pedestrians having to use state highways without sidewalks, ingress and egress from neighborhoods and commercial areas, and the need for additional

- equipment and staff for public safety agencies.
- This committee focused on a forward-looking
- approach, consolidating these issues into several
- different committees to develop plans and
- solutions for immediate issues and anticipate
- future needs.
-
-

FOCUS AREA:

Workforce Development

Strategy

Pursue additional childcare options

Benefit to the Community:

Increased availability and quality of local childcare for the workforce especially due to the 4-day school week.

Action Steps:

- Review zoning for childcare and what is currently allowed
- Inventory local daycare and childcare options, their capacity, and hours of operation
- Survey residents to explore appetite for childcare hours
- Explore local churches expanding or starting childcare programs
- Explore expanding the Child Development Associate program and church volunteer options
- Host a business development workshop for individuals interested in starting a daycare business

Responsible Parties:

- City of Huntsville
- Madison County
- Childcare centers
- Arkansas Department of Human Services (DHS)
- Huntsville School District
- Planning Commission
- Churches
- Chamber of Commerce

Resources Needed:

- Survey instrument
- Tax incentives and initiatives
- Staff time

Estimated Completion Date:

- Medium Term (3 – 5 years)

FOCUS AREA:

Workforce Development

Strategy

Grow the internship program at the school

Benefit to the Community:

Students will have more opportunities to get hands-on work experience during high school.

Action Steps:

- Engage with businesses to see what the barriers to entry are (age, education, etc.)
- Explore what businesses in Huntsville need help
- Increase awareness within the business community of the internship program and what is required of the businesses that participate
- Explore Jobs for American Graduates (JAG) to see if the school may be able to get some funding through this program
- Engage with Northwest Arkansas Economic Development District (NWAEDD) Workforce Development and Northwest Arkansas Council Workforce Development to see what all they are doing

Responsible Parties:

- Huntsville School District
- Local businesses
- Chamber of Commerce
- City of Huntsville
- Local civic clubs

Resources Needed:

- Educators
- Staff time
- Advertising
- Workforce Innovation and Opportunity Act (WIOA) funds
- Private scholarship providers

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Workforce Development

Strategy

Improve school district communication of what they offer to connect students to college/careers

Benefit to the Community:

The community will be better informed about the events and programs that are happening in the Huntsville School District.

Action Steps:

- Increase social media presence and sharing within all of the different school accounts
- Host an education booth at the fair with a flier including statistics about the school's programs
- Create a calendar/newsletter with monthly events that are going on at the school
- Utilize the school automated texts to advertise events

Responsible Parties:

- Huntsville School District
- Local colleges
- City/community organizations
- Local civic clubs

Resources Needed:

- Staff time
- Website
- Marketing

Estimated Completion Date:

- Immediate (<1 year)

FOCUS AREA:

Workforce Development

Strategy

Provide bus/van service for workers if several employees need to travel to a specific location

Benefit to the Community:

Connect workers in the community with better jobs by providing transportation assistance.

Action Steps:

- Conduct a survey of workers to determine transportation needs and to help figure out where a transportation hub could potentially be located
- Survey businesses to see what their transportation needs are
- Engage with private transportation services in the region to see if they would be interested in putting buses in Huntsville
- Explore options with Ozark Regional Transit
- Explore subsidies to support/supplement public transportation

Responsible Parties:

- Chamber of Commerce
- ARDOT
- City of Huntsville
- Madison County

Resources Needed:

- Funding
- Survey instrument
- Research staff time

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Workforce Development

Strategy

Engage more businesses in high school career fairs and expand workforce training opportunities in Huntsville

Benefit to the Community:

Increased awareness of future careers for students and increased educational attainment for residents without having to leave the community.

Action Steps:

- Assign someone to facilitate career fairs for students and adults
- Explore opportunities for North Arkansas College and NorthWest Arkansas Community College to conduct training in Huntsville
- Create rotating programs around job and career readiness (Ex: resume writing, how to prepare for college, etc.)
- Host a signing day with the high school career and technical education (CTE) award ceremony
- Leverage the CTE building to host workforce training
- Connect job seekers with available resources
- Re-engage the formerly incarcerated population

Responsible Parties:

- Huntsville School District
- Homeschooling groups
- Chamber of Commerce
- Business leaders
- Arkansas Division of Workforce Services

Resources Needed:

- Staff time
- Funding
- Returning Home – for help with formerly incarcerated population

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

New Business Development

Strategy

Explore possibilities to expand and/or add new healthcare, medical, and mental health businesses/services to the city.

Benefit to Community:

Increase residents' access to quality local healthcare creating a healthier community.

Action Steps:

- Develop an assessment to explore gaps in the healthcare options available locally.
- Analyze EMS call distribution data.
- Partner with local medical clinics and agencies to offer additional services, hours or transport options.
- Partner with medical clinics to develop marketing strategies to inform residents of services.
- Partner with Madison County to address areas for improvement in emergency response.

Responsible Parties:

- Medical clinics - Boston Mountain Rural Health, AR Care, Madison County Medical Group, Arisa Health
- Madison County Government Offices
- Madison County Sheriff's Department
- Madison County EMS
- Fire Chief Association
- Mayor's Office
- Madison County Office of Emergency Management

Resources Needed:

- Funding
- Staff Time
- Website Administrator
- Medical Professionals
- Interlocal Agreements between City and County

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

New Business Development

Strategy

Pursue recreational and entertainment amenities in the city.

Benefit to Community:

Residents and visitors will have local recreational and entertainment options that will help create economic growth and improve quality of life.

Action Steps:

- Survey community to explore their entertainment interests.
- Explore possible options for developing a sports and recreation complex to host sports tournaments.
- Inventory entertainment venues, partner with owners, and develop relationships with promoters to bring entertainment to the city.
- Develop a “gravel” bike hub in Huntsville.
- Form a committee to revisit the development of a community center.

Responsible Parties:

- City of Huntsville
- Huntsville School District
- Local Businesses and Churches
- Rodeo Board/Fair Board - Sky High Arena
- Withrow Springs State Park
- Madison County Officials

Resources Needed:

- Staff Time
- Business and Church Support
- Private Landowners
- Ozark Outdoor Foundation
- Arkansas Arts Council
- Possible Tax Initiative

Estimated Completion Date:

- Medium Term (3 – 5 years)

FOCUS AREA:

New Business Development

Strategy

Leverage the city website and social media to engage existing residents in civic activity and to attract new residents, developers, investors, and businesses.

Benefit to Community:

A digital presence with relevant and timely information to help residents, visitors, businesses stay informed and connected to the community.

Action Steps:

- Pursue efforts to increase traffic to the city website as “*go to location*” for community events and information.
- Find/create funds to develop a marketing campaign directed to target audiences of potential residents and investors implemented across media channels.
- Develop a video and photo bank to use for marketing the city year round across multiple media channels.
- Partner with Huntsville Chamber of Commerce to market the city.
- Partner with Huntsville School District students to create media to market city/school events.
- Work with local real estate agencies to market available property for development.

Responsible Parties:

- City of Huntsville
- Huntsville School District
- Huntsville Chamber of Commerce Board
- Local Media
- Local Real Estate Agencies
- Local Businesses
- Northwest Arkansas Tourism Association (NATA)
- Arkansas Department of Parks, Heritage and Tourism

Resources Needed:

- Marketing Agency
- Web Design Services
- Staff Time
- Website Maintenance Calendar
- Social Media Calendar
- Content Creators

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

New Business Development

Strategy

Identify land and properties for new business growth

Benefit to Community:

Effective land use planning will ensure the city grows in a strategic way.

Action Steps:

- Identify developable land and infrastructure already in place
- Identify land for future development and infrastructure placement
- Build relationships with landowners and utility companies
- Conduct a zoning review of available land

Responsible Parties:

- City of Huntsville
- County
- Huntsville Planning Commission
- Chamber of Commerce
- Local utilities
- Landowners
- Arkansas Economic Development Commission

Resources Needed:

- Funding
- Real estate agents

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

New Business Development

Strategy

Create plans for downtown expansion and Polk Square development

Benefit to Community:

A revitalized downtown area will strengthen existing businesses and attract new investment and businesses to become a destination for residents and tourists.

Action Steps:

- Review and study the establishment of an entertainment district
- Pursue grant funding to preserve historic buildings
- Regularly convene downtown business and property owners to discuss the benefits of using historic district tax credits to enhance storefronts, etc.
- Develop greenspace for community gatherings
- Develop a downtown plan focusing on square expansion, streets, parking, walkability, etc.

Responsible Parties:

- City of Huntsville
- Business owners
- Chamber of Commerce
- Property owners
- Arkansas Department of Transportation

Resources Needed:

- Arkansas Department of Parks, Heritage, and Tourism
- Potential City Tax Initiatives
- UA Community Design Center
- Walton Family Foundation
- Funding

Estimated Completion Date:

- Long Term (6 – 10 years)

FOCUS AREA:

Housing Development and Planning

Strategy

Create a data sheet displaying the current housing conditions, wants, and needs of the Huntsville Community.

Benefit to the Community:

Informed and engaged developers are more likely to make and maintain investment into a community. By informing and encouraging developers to invest in Huntsville housing, the community will gain access to more, greater quality, and better maintained housing options.

Action Steps:

- Open Communications between Chamber of Commerce representatives and local developers to create a better understanding of developer wants and needs for zoning and infrastructure.
- Survey the workforces of major employers in and around Huntsville to create a better understanding of their wants and needs in regards to housing size, densities, types, and price points.
- Survey graduating high school students, local college students, and young adults in Huntsville and the surrounding area on what their wants and needs are regarding housing and community resources.
- Complete a housing study of Huntsville and the surrounding area to create an inventory of existing residential structures and determine the level of vacancy, dilapidation, and repair needs of the community.
- Collect and advertise these surveys and studies to local developers and host them on the city website.

Responsible Parties:

- City of Huntsville
- Huntsville Planning Commission
- Huntsville Chamber of Commerce
- Huntsville School District
- Regional new organizations
- Local housing authority
- Local developers and realtors

Resources Needed:

- Advertisements and networking
- Demographic Information/Analytic Software
- Funding
- Staff time
- Housing inventory
- Survey tools

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Housing Development and Planning

Strategy

Increase housing affordability and availability through increasing density allowances.

Benefit to the Community:

Increasing density allowances, expanding and updating infrastructure, and allowing for mixed use zoning in the downtown core of Huntsville incentivize and encourages housing developers to invest in creating more housing units and more affordable housing developments by allowing them to benefit from economies of scale.

Action Steps:

- Identify key areas for increased density based on infrastructure capacity, community housing needs, workforce needs, and developers needs.
- Create a water/sewer capacity map for planning and potential development.
- Rezone lots in key areas to allow for higher density and more variable housing types (allow for multi family units, townhouses, larger apartments, and small single family lots)
- Create mixed use zones along main streets in the downtown area.
- Work alongside investors and developers to understand their wants and needs and to encourage new development.
- Upgrade and update water and sewer lines to facilitate denser development and growth.

Responsible Parties:

- Local Planning and Zoning
- Local Utilities
- Local Roads
- Chamber of Commerce
- Economic Development
- Property Owners

Resources Needed:

- Housing Survey Data
- Investors/Developers
- Property incentives
- Funding
- ARDOT
- Environmental study

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Housing Development and Planning

Strategy

Address dilapidated structures within the city to create and maintain a safe housing and business environment through programs with both property owners and renters.

Benefit to the Community:

Educating property owners and tenants about their rights and responsibilities will empower both parties to make better, mutually beneficial housing decisions, create a more stable community, and ensure a safe housing market in Huntsville.

Action Steps:

- Create an information sheet/rubric regarding the basic requirements of safe and clean housing.
- Advertise and host information sheet/rubric on city website for easy accessibility.
- Create education programs for renters to know what to look for in a safe unit and to inform them of their rights and responsibilities as a tenant.
- Create education programs for landlords to know what they need to prioritize in maintaining a safe and clean housing unit.
- Create ordinances incentivizing landlord participation.

Responsible Parties:

- City of Huntsville
- Code Enforcement
- Property Owners

Resources Needed:

- Local Utility Companies
- Library (host and teach classes)
- Local law office, city prosecutor
- Case studies from other locations

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Housing Development and Planning

Strategy

Create a committee to examine the viability of and oversee the process of annexing key areas surrounding Huntsville.

Benefit to the Community:

Annexation of key areas surrounding Huntsville allows for the expansion of key city services and enables new housing developments.

Action Steps:

- Establish a committee to identify and examine areas of interest on Huntsville's borders for their viability in annexation.
- Create a cost analysis rubric for the addition of city services in various areas.
- Conduct a zoning review of city land.
- Adopt a new Planning Area Map, a Master Street Plan and review and adopt updated Subdivision Codes.
- Open communication with landowners in affected areas.
- Create education programs for landowners in affected areas on their rights and responsibilities and on the benefits they may gain from annexation into Huntsville.

Responsible Parties:

- City of Huntsville
- Planning Commission
- Land owners
- Madison County
- Madison County Rural Water

Resources Needed:

- Assessor's Office
- Staff time from Planning Commission
- Arkansas Geographic Information Office (AGIO) (State GIS office)
- NWAEDD

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Infrastructure and Public Safety

Strategy

Identify city, county, and Arkansas Department of Transportation (ARDOT) stakeholders to form a committee to receive and discuss concerns and complaints submitted through the city website about road use, flooding concerns, maintenance, and safety concerns. Establish strategic plans for future infrastructure development to meet the needs, ensure safety, and mitigate hazards of a growing and changing population.

Benefit to the Community:

The establishment of this committee will bring together stakeholders in a whole community approach, communicating and receiving information with and from the community to resolve issues and enable a comprehensive view of road and drainage infrastructure as the city grows. This collaboration will lead to the development of strategic plans aligned with the community's evolving needs. Additionally, by planning for future infrastructure development, the committee will help mitigate potential hazards and ensure the community remains safe and resilient as it grows.

Action Steps:

- Identify stakeholders including ARDOT representatives for committee membership.
- Establishment of the committee:
 - ◆ Develop and implement information systems needed to receive concerns and complaints through the city's website.
 - ◆ Identify problem areas and anticipate future issues.
 - ◆ In partnership with ARDOT, or potentially a private firm, conduct a traffic study throughout the city. An emphasis should be placed on the roads around the school, an area with identified safety concerns.
 - ◆ Identify areas of opportunity, growth, or concerns and create a strategic plan.

Responsible Parties:

- City Public Works
- ARDOT
- School District Representative
- Business Representative
- Community Volunteers
- Information Systems Specialist
- Traffic Engineer
- Representative from Public Safety (Police, Fire, EMS, Emergency Management)

Resources Needed:

- Funding for the development of an information system
- Funding for traffic study
- Participants
- Marketing, public engagement, information sharing mechanism

Estimated Completion Date:

- Short Term (1 – 2 years)

FOCUS AREA:

Infrastructure and Public Safety

Strategy

Develop a committee to increase situational awareness, strategic planning, and cooperation between public safety agencies across the county to help ensure resources remained effectively tasked to ensure effective response using an all-hazards approach.

Benefit to the Community:

Enhancing coordination between agencies, situational awareness, and strategic planning across various public safety agencies. Fostering collaboration between agencies to ensure that resources are effectively allocated and responses are timely and meeting everyone's needs.

Action Steps:

- Identify stakeholders representing all critical services during a disaster. (Police, Fire, EMS, Emergency Management, Healthcare, Public Works, Utility providers, Communication.)
- Create a stakeholder committee meeting quarterly to review changes to state and federal requirements for emergency response and develop plans to address requirements.
- Conduct a SWOT analysis for preparedness, prevention, response, and recovery to establish needs and understand the resilience of communities within the county.
- Identify partnerships in neighboring counties and communities for mutual aid agreements.
- Investigate the potential for outsourcing EMS dispatch to Central EMS to allow for Basic Life Support (BLS) emergency response in the county. Increasing the capabilities of EMS to respond to more concurrent calls and interfacility transports.
- Identify equipment and staffing priorities for grant applications leveraging equipment for regional response efforts to increase grant awarding likelihood.

- Discuss developments in public safety in the state and what best practices can be adapted from other jurisdictions and applied in Huntsville and Madison County. i.e., Partnerships with Heber Springs Fire Department and Survival Flight, Conway Fire Department and Pafford EMS, Consolidation of Fire Districts in Conway Co., and Tiered EMS response MEMS/Central EMS

Responsible Parties:

- Representatives from Police, Fire, EMS, OEM (County and ADEM), Healthcare, Public Works, Utilities, and any other resource critical during disaster response and recovery.
- Elected officials
- Stakeholders from mutual-aid agencies
- Huntsville School District

Resources Needed:

- Time to meet and Coordination
- Funding for grant application assistance, grant matching funds
- Possible City Tax Initiative

Estimated Completion Date:

- Immediate (<1 year)

FOCUS AREA:

Infrastructure and Public Safety

Strategy

Create a public safety committee to conduct a needs assessment, plan and guide priorities for City Police and Fire Department staffing and equipment requirements.

Benefit to the Community:

As populations and development continue inside Madison County and the City of Huntsville the demands placed on public safety will continue to increase, requiring additional resources for public safety agencies. Police department staffing needs are outlined by the International City/County Management Association as a needed average of 2.5 Officers per 1,000 residents. Fire department staffing and equipment needs have variability depending on water supply and quantity and size of residential, commercial, and industrial facilities. Information on standards for staffing and equipment deployment can be found in National Fire Protection Association (NFPA) 1710. Proactive planning and efforts to meet standards based on anticipated needs will ensure a safe resilient population well into the future of Huntsville.

Action Steps:

- Establish a committee of City and Public Safety officials
- Examine standards and conduct an assessment of current conditions to develop a gap analysis
- Seek grants or other funding sources for equipment and staff to close the gap.
- Annually review the need for a gap analysis and set a schedule to conduct as needed.
- Review current ISO status, proposed housing and business development, brunette facilities to maintain or improve the city's ISO rating on an annual basis and recommend updates to city code as needed.

Responsible Parties:

- Huntsville city staff
- Police Representative
- Fire Representative
- NWAEDD
- Economic Development Commission
- Public Safety Committee

Resources Needed:

- Committee participants
- Gap analysis
- Funding from grants or other sources

Estimated Completion Date:

- Short Term (1 – 2 years)

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- **Leslie Evans**
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Huntsville Fire Department
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Huntsville Court Clerk
- **Michael Harris**
Community Volunteer
- **Chrystal Lacey**
Huntsville City Council
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Community Volunteer
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Community Volunteer
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- **Mayor Travis Dotson** - City of Huntsville
- **Housing: Matt Smith** - Arvest Community President
- **Workforce Development: Stetson Ledbetter** - Huntsville High School Career Coach
- **Infrastructure: Sean Davis** - Huntsville Water Utilities Executive Director
- **New Business: Brandi Holt** - Huntsville Economic Development & Tourism Director

Appendix

SURVEY

The following survey was distributed to the Huntsville community to better understand the wants and needs of Huntsville's residents and visitors from surrounding areas.

1. What is your age?

- a. 17 or younger
- b. 18 – 30
- c. 31 – 50
- d. 51 – 64
- e. 65 or older

2. Is English your first language?

(This question is intended to help Huntsville understand the communication needs of its residents for the purpose of creating a more accessible community to all.)

- a. Yes
- b. No (if not, what is?)

3. Are you currently a student?

- a. No
- b. Yes, I am enrolled in High School
- c. Yes, I am enrolled in College

4. What is your highest level of education?

- a. No High School Diploma
- c. Trade Certificate
- e. Bachelor's Degree
- b. High School Diploma
- d. Associates Degree
- f. Master's Degree or Higher

5. Do you have children who live with you? If so, what age category are they in?

(List all that apply)

- a. Do not have children in the home
- b. 12 or younger
- c. 13 – 16
- d. 17 – 20
- e. 21 or older

6. Do you live in Huntsville?

- a. Yes
- b. No (if not, why?) _____

7. Do you shop in Huntsville?

- a. Yes
- b. No (if not, why?) _____

8. Do you work in Huntsville?

- a. Yes
- b. No (if not, why?) _____

9. What is your current employment status?

- a. Employed
(If so, what is your occupation?) _____
- b. Disabled, not able to work
- c. Retired
- d. Underemployed. You have a job, but it does not provide enough money or have enough benefits.
(If so, what is your occupation?) _____
- e. Unemployed, looking for work
- f. Unemployed, NOT looking for work

10. How satisfied are you with health and safety within Huntsville?

	Extremely Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Extremely Satisfied
a. Level of safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Access and quality of healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Access and quality of urgent care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Quality of fire protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Quality of EMS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Quality of police force	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How satisfied are you with translation services?

	Extremely Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Extremely Satisfied
a. Access and quality of translation service for healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Access and quality of translation service for urgent care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Access and quality of translation service for fire protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Access and quality of translation service for police	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Access and quality of translation service for the government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Access and quality of translation service for local news and information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Do you understand how to acquire and use health insurance to access medical care?

- a. I completely understand how to acquire and use health insurance to access medical care.
- b. I understand how to acquire health insurance but do not know how to use it.
- c. I do not understand health insurance at all.

13. Comments on health and safety.

14. How satisfied are you with the economic conditions within Huntsville?

- a. Income security
- b. Job security
- c. Job improvement opportunities
(workforce training, education, availability of raises and/or promotions)

15. Comments on the economic conditions.

16. How satisfied are you with the housing conditions within Huntsville?

- a. Availability of housing
- b. Cost of housing
- c. Availability of affordable housing
- d. Quality of affordable housing

17. Comments on the housing conditions.

18. How satisfied are you with education opportunities around Huntsville?

- a. Access and quality of childcare
- b. Access and quality of Pre-K
- c. Access and quality of K-12 education
- d. Access and quality of higher education

19. Comments on the accessibility and quality of education opportunities around Huntsville.

20. How satisfied are you with the various services within Huntsville?

	Extremely Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Extremely Satisfied
a. Level of taxation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Pricing of utilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Quality of roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Quality of sidewalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Access and quality of public transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Access and quality of water and sewer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Access and quality of waste disposal service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Access and quality of internet access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Access and quality of electrical service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Comments on taxation and the accessibility, pricing, and quality of various services.

22. Rate Huntsville regarding the following.

	Far Below Average	Somewhat Below Average	Average	Somewhat Above Average	Far Above Average
a. Beauty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Public recreation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Commercial recreation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Public meeting spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Art/cultural facilities (theaters, museums, galleries, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Community events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Outdoor recreation opportunities (fishing, hunting, kayaking, gravel cycling, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Opportunities to start and continue business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Opportunities to start and raise a family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Comments on Huntsville’s attractiveness as a community.

The following questions were only shown to survey takers who indicated they were a student in question 3.

24. How likely are you to do the following after graduation?

	Extremely Unlikely	Somewhat Unlikely	Not Sure	Somewhat Likely	Extremely Likely
a. Live in Huntsville	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Work in Huntsville	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Pursue further education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. If you believe there are any barriers to pursuing your goals within Huntsville, briefly describe them.

26. What are Huntsville’s strengths in your opinion?

27. What are Huntsville's biggest challenges in your opinion?

28. Does the success/growth of a community rely on change? Please explain.

29. What should be Huntsville's focus(es) for future community and economic development projects?

SOURCES

Arkansas Economic Development Institute

Esri Geoenrichment Service

U.S. Census Bureau, 2000 Census, 2010 Census, 2020 Census

U.S. Census Bureau, 2018–2022 American Community Survey 5-Year Estimates



City of
Huntsville
Arkansas

huntsvillearkansas.org