



City of Leavenworth
100 N. 5th Street
Leavenworth, Kansas 66048

CITY COMMISSION STUDY SESSION
COMMISSION CHAMBERS
TUESDAY, DECEMBER 1, 2020 7:00 P.M.

Welcome to your City Commission Study Session – Please turn off or silence all cell phones during the meeting

Meetings are televised everyday on Channel 2 at 7 p.m. and midnight and available for viewing on YouTube and Facebook Live

In accordance with Kansas Open Meetings Act (KOMA), the meeting can be viewed on Channel 2 and via Facebook Live. The public is encouraged to view the meeting using one of those options. The Leavenworth City Commission meeting is open to the public with limited seating capacity. To mitigate the spread of COVID-19 face coverings and social distancing is **REQUIRED to attend the meeting. To attend the meeting in person, email cwilliamson@firstcity.org no later than 4:00 pm on December 1 to reserve a seat. Seats are available on a first come first serve basis. If you are not attending the meeting but would like to submit questions on an agenda item to be read during discussion on that topic, email your comments or questions to cwilliamson@firstcity.org no later than 6:00 pm on December 1.**

Study Session:

1. Quarterly Update – USD 453 (pg. 2)
2. City Commission/City Planning Commission Joint Session (Comprehensive Plan) (pg. 3)

**STUDY SESSION POLICY REPORT
PRESENTATION BY
LEAVENWORTH UNIFIED SCHOOL DISTRICT NO. 453**

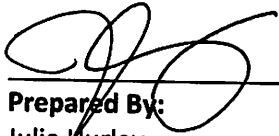
December 1, 2020

ISSUE:

Superintendent Mike Roth with Leavenworth Unified School District No. 453 will provide a quarterly update to the City Commission.

POLICY REPORT
City Commission/Planning Commission
Joint Session
Comprehensive Plan

DECEMBER 1, 2020



Prepared By:
Julie Hurley
Director of Planning and
Community Development



Reviewed By:
Paul Kramer
City Manager

DISCUSSION:

In December, 2019, the City entered into a contract with Shockey Consulting to provide services for a Comprehensive Plan update. As of this date, Shockey has completed all sessions with the Stakeholder Focus Group, as well as two prior joint sessions with the City Commission and Planning Commission. The public outreach component of the planning process is underway.

This joint session will be lead by the consultant team, and will focus on refining goals and objectives previously identified for inclusion in the plan. Following this joint session, a survey will be provided to Commissioners to prioritize implementation strategies.

**LEAVENWORTH 2030 COMPREHENSIVE PLAN
CITY COMMISSION / PLANNING COMMISSION WORKSHOP**

Tuesday December 1, 2020
7:10 p.m. – 9:00 p.m.
City Council Chambers/Go To Meeting

MEETING PURPOSE:

Provide an update on community engagement, review draft goal statements and identify priorities, and review next steps.

Time	Agenda Item	Discussion Lead
7:10	Welcome & Introductions	Shelby Ferguson, Shockey Consulting
7:15	Engagement and Project Update	Shelby Ferguson
7:25	Review Draft Goal Statements and Identify Strategies	Shelby Ferguson and Sheila Shockey
8:55	Next Steps & Questions	Shelby Ferguson and Sheila Shockey
9:00	Adjourn	



LEAVENWORTH, KS 2030 COMPREHENSIVE PLAN
FIRST CITY, FUTURE FORWARD
Goal Framework Activity Summary
Focus Group & Joint Commission

Focus Group Meeting

Date: September 16, 2020

Time: 9:00 am - 11:00 am

Location: Riverfront Community Center

Focus Group Meeting

Date: October 6, 2020

Time: 6:00 pm - 8:00 pm

Location: Riverfront Community Center

Meeting Purpose:

Refine the vision statement and draft desired outcomes/goals that guide the Comprehensive Plan over the next 10 years. Discuss the current context and impacts of regional and local trends on Leavenworth.

Draft Vision Statement: *(words with strike-throughs and underlines are edits based on Joint Commission input.)*

People LIVE, WORK, and STAY in Leavenworth because of...

- Diverse employment opportunities and economic growth
- Affordable housing and vibrant neighborhoods
- Connectivity within our city and to the region
- Quality education, training, and lifelong learning
- Accessible quality healthcare
- Natural spaces and facilities for active living
- Outstanding public safety

Locals Residents and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

We are UNIFIED, WELCOMING AND COMMITTED to making Leavenworth the BEST PLACE CITY in the Midwest.

Summary of Discussion:

The following summary is separated by chapter and topic areas. Each meeting attendees participated in small group discussions based on the current context, insight and foresight for each topic. Each discussion led to the desired outcomes for Leavenworth based on the information provided.

Chapter 1: Community Identity

Preserving Historic & Cultural Resources:

- Promote and preserve
- Create a destination
- Generate economic activity
- Create cool places to gather
- Keep our history intact
- Use historic resources to live in and gather
- Historic places can be used as learning opportunities
- Embrace unique characteristics
- Short-term building rental space, office
- Repurpose buildings with preservation in mind
- Maintain history and purpose with expansions

Sense of Community:

- Activate the downtown - outdoor spaces
- Connections might be virtual or high tech for young people
- Create places to gather
- Quality of life
- Entrepreneur network and mentoring new people
- Walkable downtown
- Good schools and activities for youth
- Church groups and social support
- Intergenerational families
- Riverfront park destination
- Establish annual events - Camp Leavenworth
- Strong and supportive community - community outreach events
- Strengthen/establish trust between organizations
- Community pride
- Community of Faith
- Progressive

Potential goals/strategies:

1. Create an inclusive and welcoming community.

Unique Attractions:

- Market attractions and tourism
- Utilize technology
- 28-block downtown - multiple nodes
- Scooters/bikes downtown
- Host sport events/tournaments - develop a sports complex

- Family related gaming
- Outside lifestyle and connection to communities
- Historical attractions - regional tourism
- Connection from St. Mary's to downtown
- Establish a community foundation
- Strengthen/establish public private partnerships
- Walkable and connected trails and attractions

Chapter 2: Livable Built Environment

Neighborhoods & Housing:

- Consider aging in place:
 - Increase single-family and multi-family -single level housing stock
 - Enhance retirement facilities
- Condition of homes and structures Is an Issue
- Distance to medical services deters people living In Leavenworth
- Enhance trail connections
- Develop housing that attract young people
- Attractive
- Affordable
- Attractive
- Competitive

Mobility:

- Promote proximity to Kansas City International (KCI) Airport
- Connection to K-7 - have less intersections and traffic signals
- Proximity to the river
- Decrease sidewalk gaps
- Improve sidewalk conditions
- Improve streets to be bike friendly
- Need ADA accessibility
- Reroute truck traffic - too many large trucks on 4th street
- Improve street/pavement condition
- Speed enforcement downtown
- Alternate routes to connect bus transportation
- Improve flood damaged areas and creek bank stabilization
- Strengthen/establish partnerships with the County
- Focus on transportation funds and network

Infrastructure & Utilities:

- Smart City
 - Internet throughout the city
 - Recycling
 - Synchronize traffic signals
- Upgrade street lights to LED
- Improve sidewalk conditions and gaps
- Improve pavement conditions
- Technology park - attract businesses
- Old septic system
- Move truck route going through downtown

Public Facilities:

- Find ways to integrate the newer more flexible work culture
- Library facility - retrofit to include grocery, meeting spaces, digital connections, etc.
- Parks are well used and well maintained
- Accessible
- Indoor/outdoor event spaces
- Competitive with surrounding communities
- Modernize - trends/activities
- Maintain/preserve
- Be sustainable - developing or repurposing

Community Appearance:

- Enhance gateways
- Increase street trees and vegetation
- Provide trails and vegetation to connect surrounding neighborhoods
- Enforce codes and ordinances (e.g. noise)
- Improve Centennial Bridge (appearance and safety)
- Embrace community needs
- Be diverse and cultural

Chapter 3: Harmony with Nature



Natural Resources:

- Brownfields
- Rivers & Creeks
- Open spaces and green spaces
- More trees and greenspaces in Downtown - attracts people/stay a while
- Treelined path from 4th Street to Downtown
- Connect 3 Mile Creek and Downtown, and Riverfront to Downtown

Sustainability:

- Plan for electric cars - city parking lots with charging stations
- Devise Incentives for residents for renewable energy sources
- Consider property tax rebates on solar panels
- Invest In green technologies to save water and power costs
- Use rooftops for solar and wind energy savings
- Consider solid waste costs

Potential goals/strategies:

1. Examine incentives for residents & businesses and use renewable sources of energy.
2. Study other cities in the state and their economic successes in combatting climate change. Establish a pilot program(s).

Chapter 4: Resilient Economy

Economic Activity:

- Professional and technical sectors are growing in KC
- Healthcare and education growing nationally
- Retain workforce
- Implement high speed internet city-wide
- Affordable housing
- Provide education and training opportunities
- Opportunities In transportation
 - Multimodal, last mile

Potential goal/strategies

1. Encourage people to spend more in the retail sector (sales tax) - auto, grocery, restaurants, etc.

Jobs & Workforce:

- Tech jobs - engineering, manufacturing, aerospace is the future
- Be aware of coast migration

Chapter 5: Healthy Community

Public Health & Well-Being:

- Increase activities for kids
- Mental health care funding
- Mental health co-responder program

Potential goal/strategies

1. Continue/maintain Investment In park systems
2. Pursue the 6 mental health Recommendation ETF Recommendations for Crisis Stabilization.

Public Safety:

- Keep fire standards and technology to state of the art to meet disaster particular to this area
- Change job description for police and fire - reduce responsibility for service calls (social services, wellness check, etc.)
- Mental health co-responder program

Potential goal/strategies

1. Establish crisis stabilization center
2. Ramp up public education programs relating to securing valuables (vehicles, bikes, property, etc.)
3. Study the key factors creating drug/flop houses In the City and devise a strategy for reducing them.

Recreation & Leisure:

- Create places to gather
- Connect trails to downtown
- Enhance Riverfront Park destination
- Parks are well used and maintained
- Indoor/outdoor spaces
- Modernize parks and activities based on trends

Education:

- Retain students to live in the City after graduation
- Provide connections to downtown from St. Mary's
- Continue to have a strong educational system

LEAVENWORTH 2030

First City, Future Forward

A stylized blue wave graphic that flows from the left side of the page, under the word 'LEAVENWORTH', and continues under the tagline 'First City, Future Forward'.

Workshop #2
Tuesday, October 6, 2020

Leavenworth 2030 Vision

During the Comprehensive Plan Process, the Leavenworth City Commission and Planning Commission established a future vision:

People LIVE, WORK and STAY in Leavenworth because of...

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- Accessible, quality healthcare
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Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

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Leavenworth the BEST Place in the Midwest**

Instructions:

1. Get in your roles! Take a minute to read your assigned profile.
2. Discuss each topic's context, insight and foresight.
3. **Thinking as your character...What is desired outcome for each issue? Now put your hat on - What do you think the desired outcome should be? How do we know if we have reached our goals?**

VISION: Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***What historic and cultural assets should be preserved?***
- ***Which resources and assets are a priority?***

Historic and Cultural Resources

Context

- The National Historic Preservation Act (NHPA) of 1966 protects historic and cultural resources from demolition related to federally funded infrastructure and urban renewal projects.
- Leavenworth is a Certified Local Government (CLG) in 1999.
- Being a CLG allows the city to compete for a different pool of grant funds available to the state each year.

Insight

- Leavenworth has a healthy supply of historic structures and landmarks.
- The Downtown Historic District contains 65 contributing properties.
- Leavenworth Main Street Program, Inc a 501c3 non-profit (est. 1995) combines revitalization, economic activity and preservation concepts at the local level.

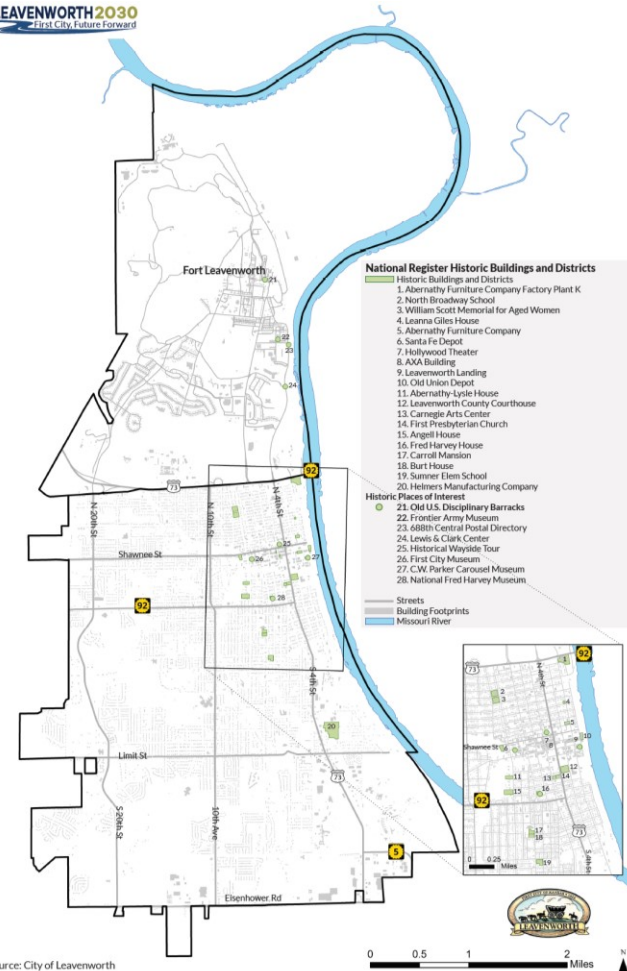


Source: Kansas Historical Society database

Foresight

- Modern historic preservation movement focuses on people-centered preservation efforts rather than places.
- The idea of “historic” is changing – this is buildings that are 50 years old or more.
- The renewed interest in preserving and modernizing structures form the 1950’s, 60’s and 70’s.

LEAVENWORTH2030
First City. Future Forward



VISION: Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***What makes our community unique?***
- ***How do we create a community that celebrates, welcomes and supports cultural amenities and resources?***

LEAVENWORTH

28-Block Historic Downtown
C.W. Parker Carousel Museum
Richard Allen Cultural Center
Carroll Mansion
Leavenworth County Courthouse
National Fred Harvey Museum
First City Museum
Leavenworth National Cemetery
Historical Wayside Tour
Kansas Scenic Byways
River City Community Players
Murals (7) / Statues (4)

FORT LEAVENWORTH

688TH Central Postal Directory Battalion
Buffalo Soldier Monument
Berlin Wall
Fort Leavenworth National Cemetery
Frontier Army Museum
The 12th Brick Grille
Lewis and Clark Center
Old United States Disciplinary Barracks

Sense of Community

Context

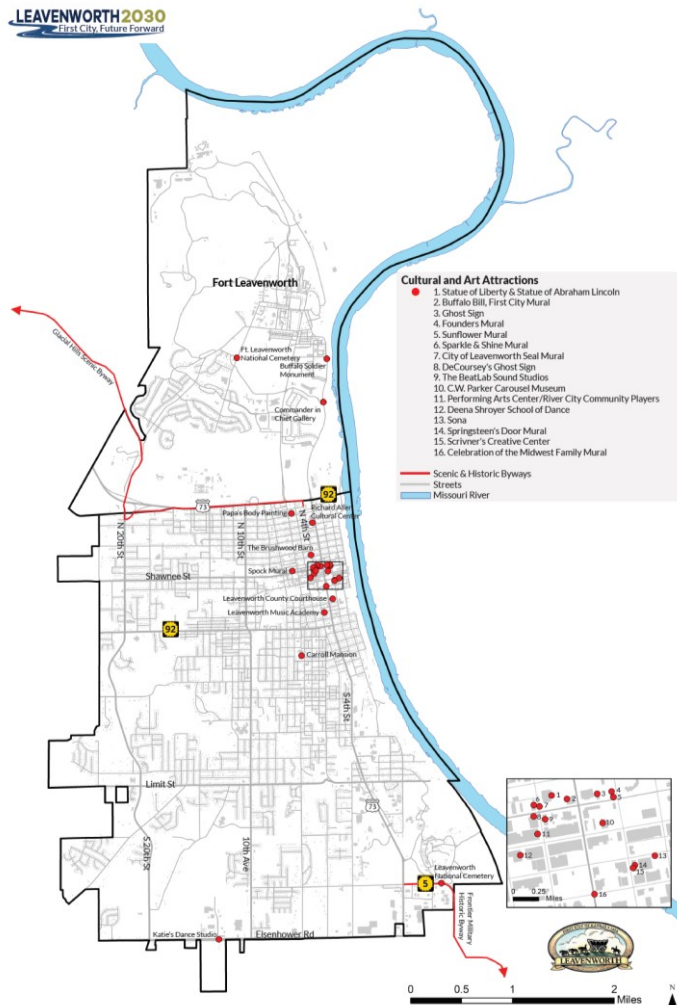
- Sense of community is influenced by a city's physical environment as well as its social fabric.
- People identify with unique architecture, tree lined streets, historic downtowns, cultural events and festivals
- People are attracted to places where they feel connected and accepted.

Insight

- Leavenworth is an historic city with a small-town atmosphere.
- As the first established city in the state of Kansas, Leavenworth enjoys an abundance of history and heritage.
- Remaining structures from the early 1800s and 1900s are representative of the city's past. (e.g. large vintage homes, buildings in historic downtown)
- Located about 30 minutes from Kansas City, Leavenworth is close to amenities offered by the Kansas City region
 - but can also draw visitors from the region with its own historic and cultural attractions.

Foresight

- Societies that enable citizens to play a full and useful role in the social, economic, and cultural life of their society will be healthier than those where people face insecurity, exclusion, and deprivation."
- Equity, inclusion and equality will be more important to younger generations.



VISION: Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

GOAL: ACTION VERB | ACTIVITY | PURPOSE

LEAVENWORTH
28-Block Historic Downtown
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- ***What makes our community unique?***
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Unique Attractions

Goal 1.C:

Objective 1.C.1:

ACTION VERB | ACTIVITY | PURPOSE

What amenities, space and facilities are needed?

How do we entice people to our unique attractions and Downtown?

Context

Unique attractions contribute to a community's identity and cultural heritage. Preserving unique attractions can create spaces to experience music, art, culture and film that celebrate cultures that may not always be represented every day in the community.

Insight

According to the Leavenworth Convention and Visitors Bureau, there is something for all ages to enjoy in the city. People of all ages can experience the arts, agritourism, history, shopping, recreation activities and nightlife for adults! Unique attractions will help attract people to Leavenworth and help people see Leavenworth as a diverse, cultural, and historic community. Festivals also take place in public places such as streets, parks and more. This gives underrepresented populations a way to express themselves in public spaces.

VISION: Locals and visitors value Leavenworth's **UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.**

Estimated Visitors to Leavenworth
2013-2018



Source: Leavenworth Visitors Bureau Report, 2018

Foresight

During this time when large gatherings are prohibited or social distancing requirements make them impossible, Leavenworth can plan for future events and determine what amenities, spaces and facilities are needed. It may take a few years, but people will once again attend events, go to museums and feel comfortable in groups. Attractions and events will once again be a draw for regional residents.

VISION: Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.



GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***What amenities, space and facilities are needed?***
- ***How do we entice people to our unique attractions and Downtown?***

Unique Attractions

ACTION VERB | ACTIVITY | PURPOSE

Context

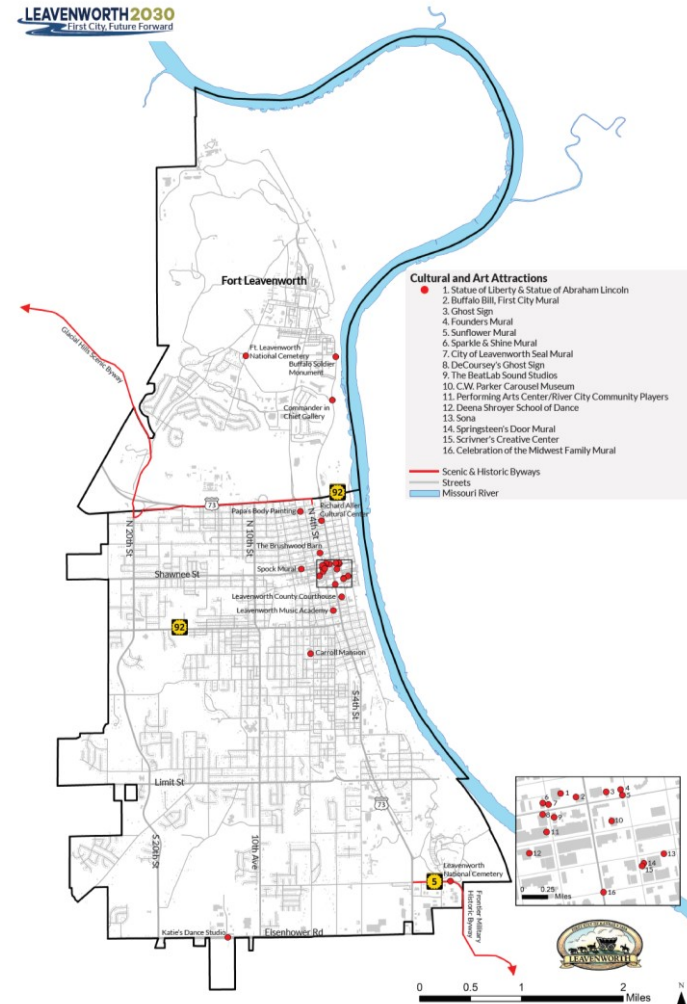
- Unique attractions contribute to a community's identity and cultural heritage.
- Preserving unique attractions can create spaces celebrate cultures that may not always be represented every day in the community.

Insight

- According to the Leavenworth Convention and Visitors Bureau, there is something for all ages to enjoy in the city. (e.g. farmer's market, Camp Leavenworth, music in the park, touch-a-truck, Mayors Christmas Tree Lighting, etc.)

Foresight

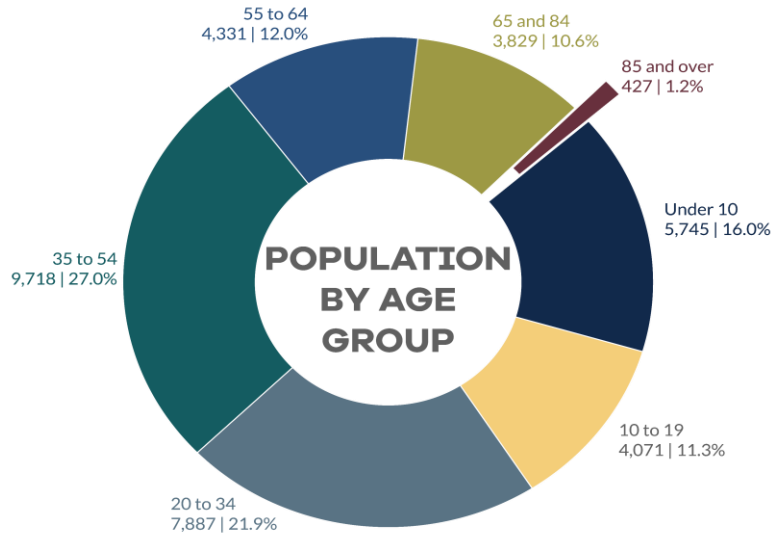
- During this time when large gatherings are prohibited or social distancing requirements make them impossible, Leavenworth can plan for future events and determine what amenities, spaces and facilities are needed.
- Attractions and events will once again be a draw for regional residents.



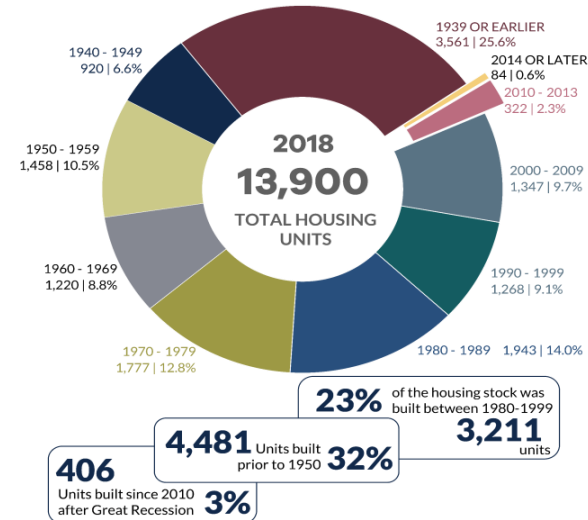
VISION: Affordable housing and vibrant neighborhoods

GOAL: ACTION VERB | ACTIVITY | PURPOSE

• *How do we support aging in place?*



Age of Housing (year built)



Neighborhoods & Housing

Context


The Centers for Disease Control and Prevention define “aging in place” as “the ability to live in one’s home and community safely, independently and comfortably, regardless of age, income or ability.”

Insight

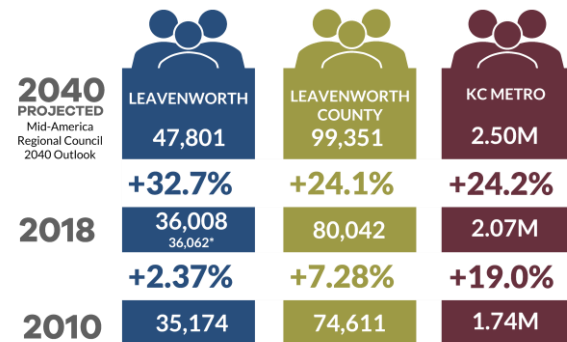
- Population projections by Wichita State University indicate a **39% rate of growth** for Leavenworth County (cities are not part of the report) between 2019 and 2064.
- Leavenworth County’s population over **age 65 will increase** from about 15% in 2019 to 23% in 20 years.
- **Seniors would almost double** in the county, from 12,700 in 2019 to 23,200 in 2039.

Foresight

- Some of the housing needs in the city, therefore, should address the ability of older residents to age in place.
- Leavenworth County would add **22% more residents** during the next 20 years. Thus, by 2039, WSU says that Leavenworth County would have a population of 101,960.
- This could mean a city **population of about 45,200**, or growth of almost 9,100 residents.
- Mid-America Regional Council projects that the **population per household** in the city will **decline** from about **2.90 in 2018 to 2.66 by 2040**



	2010 ACS		2018 ACS	
Average Family Size	3.21		3.21	
Average Household Size	2.54		2.61	
Family Households	7,844	64.0%	8,292	67.0%
Nonfamily Households	4,386	36.0%	4,148	33.0%
Total Households	12,230	100%	12,440	100%



This data provides a comparison of population growth – each of the three geographies have experienced an increase in population since 2010.

Source: 2010 and 2018 ACS

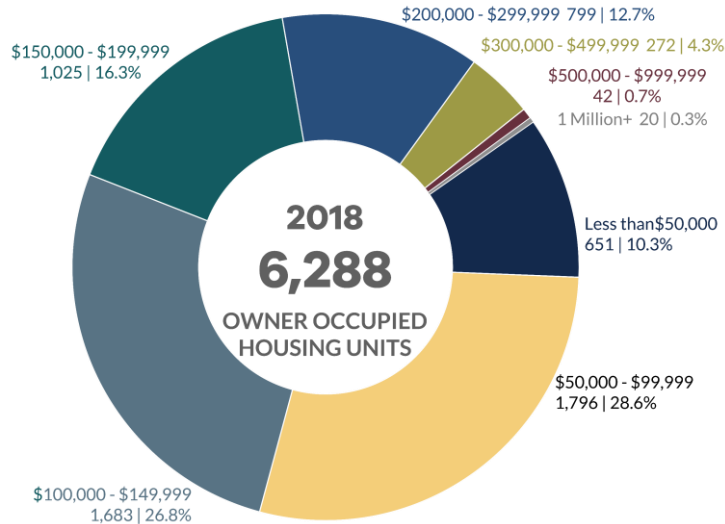
*2018 Leavenworth population based on City’s year end estimate

VISION: Affordable housing and vibrant neighborhoods

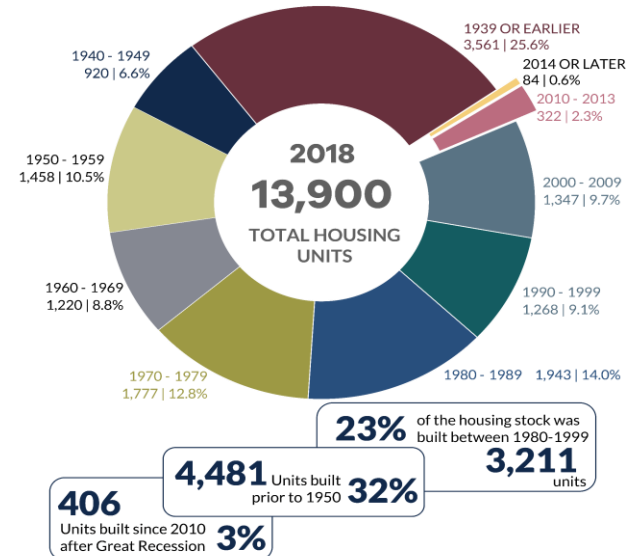
- **What are the housing needs? Gaps in price points?**
- **What new housing is needed?**

GOAL: ACTION VERB | ACTIVITY | PURPOSE

Housing Values



Age of Housing (year built)



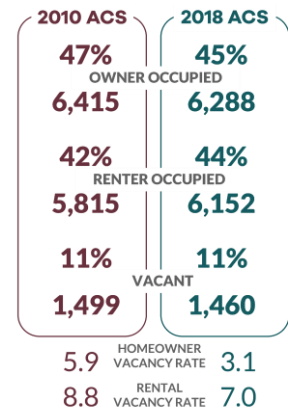
Neighborhoods & Housing

Cost-burdened is described as spending 30% or more of monthly income on housing.



Source: Center for Neighborhood Technology, 2018

Housing Units



Context

- A household is considered cost-burdened when 30 percent or more of its monthly gross income is dedicated to housing.
- People whose housing costs exceed this threshold of affordability are likely to struggle to pay for other basic needs.

Insight

- The national rate for **cost-burdened renters** in 2018 was 47% compared to 42% in the KC area and 37% in Leavenworth.
- **Cost-burdened homeowners** nationally was 23% whereas the KC area was 32.5% and 27.1% in Leavenworth

Foresight

- It is important that Leavenworth evaluate where housing deterioration is occurring and to intervene with appropriate programs to reverse the slide.
- The influence of intervention can often be measured as far as a quarter mile away, not just next door or across the street.
- Implementation of public financing programs and/or code enforcement to assist cost-burdened homes and encourage others to invest in their homes.

Cost of Living



	LEAVENWORTH	LEAVENWORTH COUNTY	KANSAS CITY, MO-KS METRO AREA	KANSAS
MEDIAN LIST PRICE	\$226,000	\$225,725	\$265,000	\$180,000
MEDIAN VALUE	\$159,214	\$219,907	\$205,552	\$153,853

AVERAGE SALE PRICE OF NEW HOME IN LEAVENWORTH
\$328,108

AVERAGE SALE PRICE IN LEAVENWORTH
\$149,655

VISION: Connectivity within our city and to the region

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we enhance mobility, both locally and regionally?*
- *What new funding sources or mechanisms are needed to enhance the multimodal transportation network?*



Mobility

ACTION VERB | ACTIVITY | PURPOSE

Context

A substantial transportation program is required to strengthen partnerships with other agencies and obtain federal grants to advance the goal of a unified community transportation network and combat the projected deterioration of community assets.

Insight

- The previous Comprehensive Plan outlines a goal:
 - to ensure the long-term livability of the community centers on **improving the transportation network** and **advancing mobility options**.

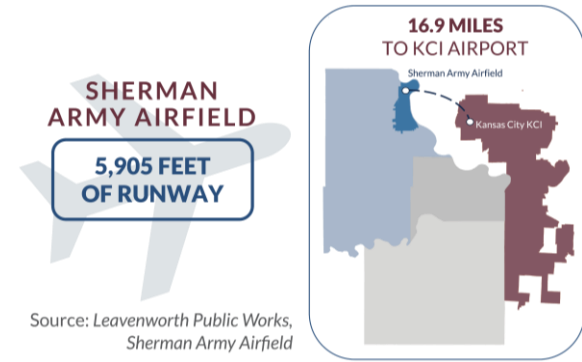
Leavenworth's location provides **strength to the area** for creating a well-connected transportation network through:

- Close-proximity to Kansas City International Airport** and other features of the KC Metro
- primed for infill of the **technology park** and additional **greenway connectivity** along Three Mile Creek and Five Mile Creek
- Major attractions** bring people to the area including historic downtown, Riverfront Community Center and park, Fort Leavenworth, University of St. Mary and so many more!

Foresight

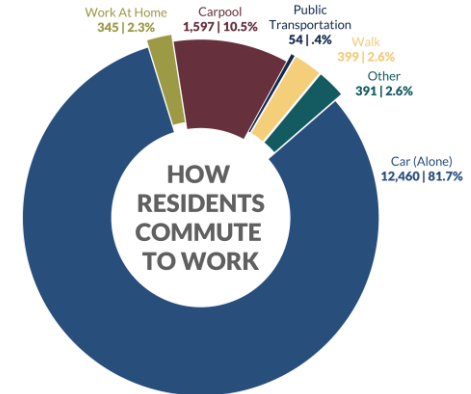
Opportunities to maintain and advance the baseline goals of a modern transportation network including:

- connectivity projects,
- safety solutions,
- public transportation,
- technology and
- vehicle evolution



LEAVENWORTH MEAN TRAVEL TIME TO WORK
17.3 MINS

NATIONAL AVERAGE OF
26.6 MINS
Source: ACS, 2018



VISION: Connectivity within our city and to the region

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***What are the infrastructure needs?***
- ***Are there opportunities to improve or expand City services through new infrastructure technologies?***

Infrastructure & Utilities

ACTION VERB | ACTIVITY | PURPOSE

Context

- Infrastructure incorporates all structures and the utility connections that establish a city's physical function of resource supply.
- Key goals and objectives from the 2011 Comprehensive Plan include:
- Modernize infrastructure to attract technology-based companies
 - Prioritize existing utilities over utility expansion
 - Provide quality utilities to the benefit of public and environmental health.

Insight

- The City's greatest strengths are the stormwater management program, two waterworks plants and wastewater treatment plant.
 - The City is working on two major infrastructure projects:
 - *Replacement of the Centennial Bridge over the Missouri River and*
 - *The Stormwater Management Program.*
 - The City has ongoing roadway and sidewalk repair/replacement projects
- the need to establish a fund for Wastewater Treatment Plant emergencies, improvements to internet service and the desire for renewable energy resources.

Foresight

Leavenworth has opportunities to:

- establish a fund for wastewater treatment emergencies
- provide improvements to internet service
- fill in bicycle and pedestrian infrastructure gaps

Public Facilities

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***How will new building techniques enhance quality, performance and sustainability?***

Community Appearance

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- **How do we enhance our community's design and appearance?**
- **How do we enhance the gateways to the community and Downtown?**

Community Appearance

ACTION VERB | ACTIVITY | PURPOSE

Context

- Community appearance can simply be described as the aesthetics of a place (e.g. quality of life, built environment, pedestrian and auto-oriented spaces, sense of place, etc.)
- Community identity is important because the type of identity a community has or wants to have, impacts how residents engage with it.

Insight

- The east side of Leavenworth, abundance of significant historic sites that draw visitors to the community.
- The northern gateway is located at 4th and Hwy 92 with Fort Leavenworth located to the north with nearby residential neighborhoods and downtown Leavenworth located a few miles south on 4th street

Foresight

- Create a dynamic and engaging community in Leavenworth - where community design meets resident needs
- Implement elements such as entertainment districts and art districts in the downtown area and north close to Fort Leavenworth to create a bridge between the two areas.
- Implementing beautification and design standards

Street Classification

LEAVENWORTH 2030
First City, Future Forward



Natural Resources

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- **What level of open space should be preserved?**
- **What are the highest priority natural resources?**

Natural Resources

Context

The preservation and management of natural resources is closely tied to all aspects of a community's environmental, social and economic well-being.

- Natural resources are materials or substances that have formed naturally with the earth. They can be renewable or non-renewable.
 - Renewable resources include things like water, wind, plants and animals.
 - Non-renewable resources usually take thousands of years to form and include things like coal, natural gas, crude oil.

Insight

- The Kansas Department of Health and Environment (KDHE) deal with air, water, environmental remediation, waste management and laboratory testing in 6 districts
 - Leavenworth is in the Northeast district.
- Kansas City and Leavenworth contain coal fossil fuels, but not oil or natural gas.
- Leavenworth County has several active industrial minerals like limestone, sand and gravel.

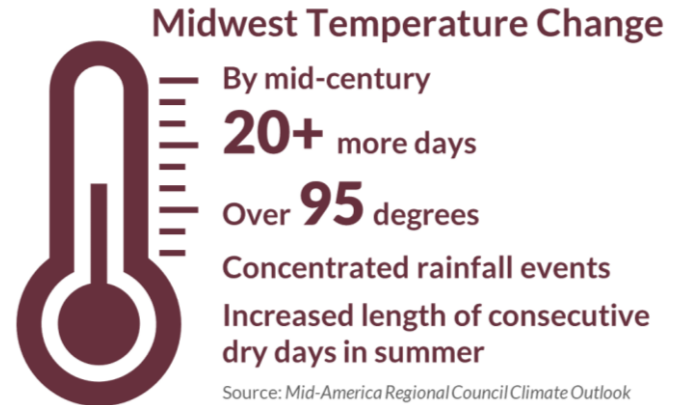
Foresight

To create a dynamic and engaging community in Leavenworth, where community design meets resident needs, the city can implement design standards and increase beautification measures protecting natural resources. Open space and natural resources will become more scarce in the future without intervention.

Sustainability

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we plan for the impacts of climate change?*
- *How do we increase energy efficiency?*



Sustainability

Context

- Climate change refers to the long-term shift in global or regional climate patterns.
- Climate change is occurring due to human activities that are increasing the level of gases in the atmosphere such as:
 - burning fossil fuels, natural gas, oil and coal.
- Impacts include increase in global temperatures, sea levels, glaciers melting, and severe weather.

Insight

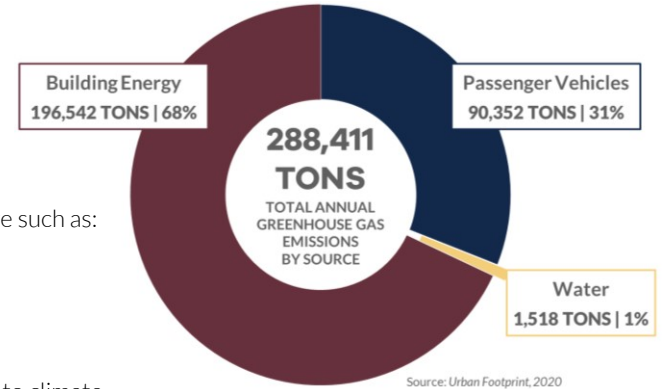
- **Kansas City metro** area is ranked **5th in a list of 25 cities** that will face the **most significant challenges** related to climate change.
- The Kansas City **region will experience disruptions** (e.g. hotter temperatures, extreme drought and increased rainfall).
- The state of Kansas has **not developed a state-wide climate change adaption plan**.
- Within the Kansas City region, a coalition of local and regional leaders have developed
 - the KC Climate Action Playbook (2019) and
 - the KC Metro Climate Action Plan (2020).

Foresight

- Work with Climate Action KC or creating a climate action plan
- Cities are moving toward green energy, decreasing energy consumption, improving training and enforcement of energy codes.
- Cities are also adopting solar-friendly codes to prepare for solar-ready roofs.

Climate-conscious cities focus on

- green fuels and clean cars
- Walkability and
- prioritize infill development



Economic Activity

VISION: Diverse employment opportunities and economic growth

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- **How do we take advantage of unique opportunities for economic growth?**

Economic Activity

Context

Leavenworth has become more of a choice for commuters working outside the city. But also remains a crucial job center, driven by military needs which, in turn, generate ripple effects that support other businesses and jobs in the city.

Insight

- Leavenworth had 11,340 jobs in 2002, or 72% of all the jobs in the county.
- In 2017 the job count declined to 10,880 while the rest of Leavenworth County added about 2,400
- Two-thirds of Leavenworth residents who have jobs commuted to other places in 2017 a 30% increase from 2002.
- The other third stayed in Leavenworth for their jobs, a decline of 27%.

Leavenworth is also a significant job center.

- Two-thirds of people holding jobs in the city commuted from elsewhere in 2017, an increase of 15% from 2002.

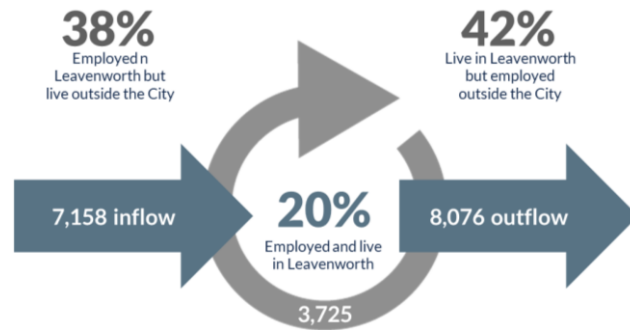
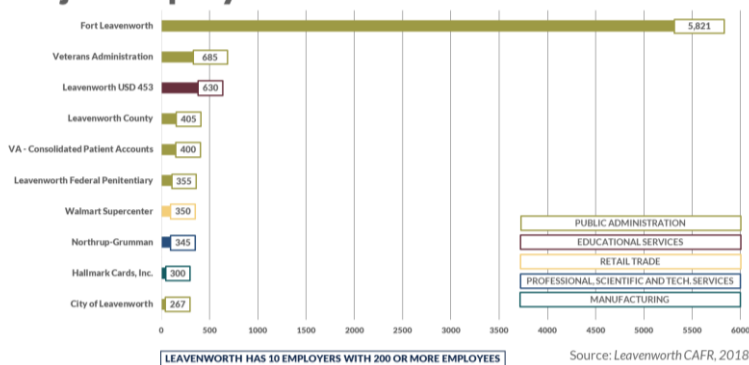
Commuters into Leavenworth generally earn more than those living in Leavenworth.

- Of workers living elsewhere - 44% earned more than \$40,000 per year.
- Only 31% of those living in Leavenworth and working elsewhere earned more than \$40,000
- 28% of those living and working in Leavenworth made more than \$40,000.

Foresight

- The economy continues to favor education and medicine.
- Higher skills and education apply even in manufacturing and related industrial sectors where automation and robotics perform a wide range of functions.

Major Employers in Leavenworth



Economic Activity

VISION: Diverse employment opportunities and economic growth

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- **How do we take advantage of unique opportunities for economic growth by sector?**

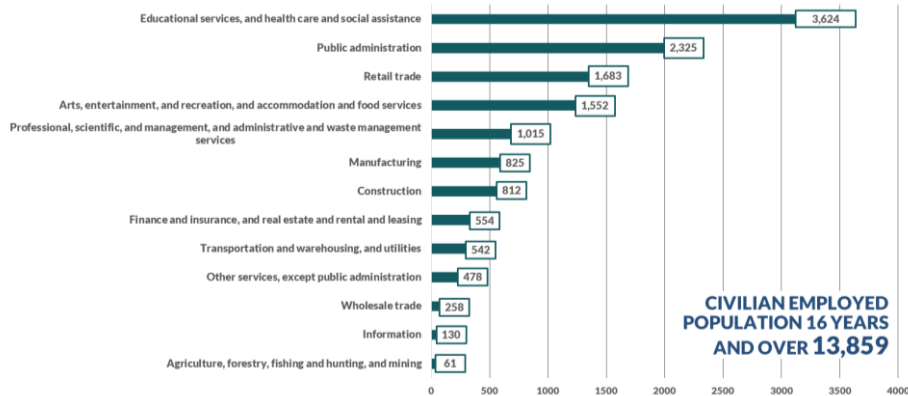
Jobs & Workforce

Context

The fastest projected national growth over the coming decade (2028) will be:

1. *Health care and social assistance sector* at 17% more jobs
2. *Educational services* are second at 13% more jobs
3. *Professional, scientific, and technical services*, 12% more jobs

Employment Sectors of Leavenworth Residents



**CIVILIAN EMPLOYED
POPULATION 16 YEARS
AND OVER 13,859**

Source: 2018 ACS

Insight

The fastest growing sector in the Kansas City metro area will be professional, scientific and technical series at 26% - which is already a strong sector in Leavenworth.

Economic growth projections for the Kansas City metropolitan area favor businesses in the following sectors:

- *Professional and technical services* (11,800 more jobs, 26% growth)
- *Specialty trade contractors* (3,000 more jobs, 17% growth)
- *Ambulatory health care services* (3,200 more jobs, 15% growth)

Foresight

Possibilities for job and workforce:

1. Growth of the new business and technology park
2. Training and education upgrades to qualify Leavenworth workforce for existing and incoming employers
3. Attraction for headquarter type of facilities
4. Housing and neighborhood growth and investment to attract commuter population to become residents.

Public Health & Well-Being

VISION: Natural spaces and facilities for active living

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How can we support community health?*
- *How do we improve opportunities for making healthy lifestyle choices?*



Source: The Trust for Public Land, 10-minute walk

Public Health & Well-Being

Context

People who use parks and open spaces are three times more likely to achieve recommended physical activity levels than nonusers. Increasing walking and other physical activity is shown to improve health outcomes. **The most significant health benefits occur when the least active people become even slightly more active.**

Insight

- Leavenworth has abundant parks and open space, with nearly **12 acres of parkland for every 1,000** residents.
- About **47%** of Leavenworth **residents live within a 10-minute walk to a park.**
- Recreation opportunities are available through the Riverfront Community Center, Wollman Aquatic Center and the City of Leavenworth Parks and Recreation Department.

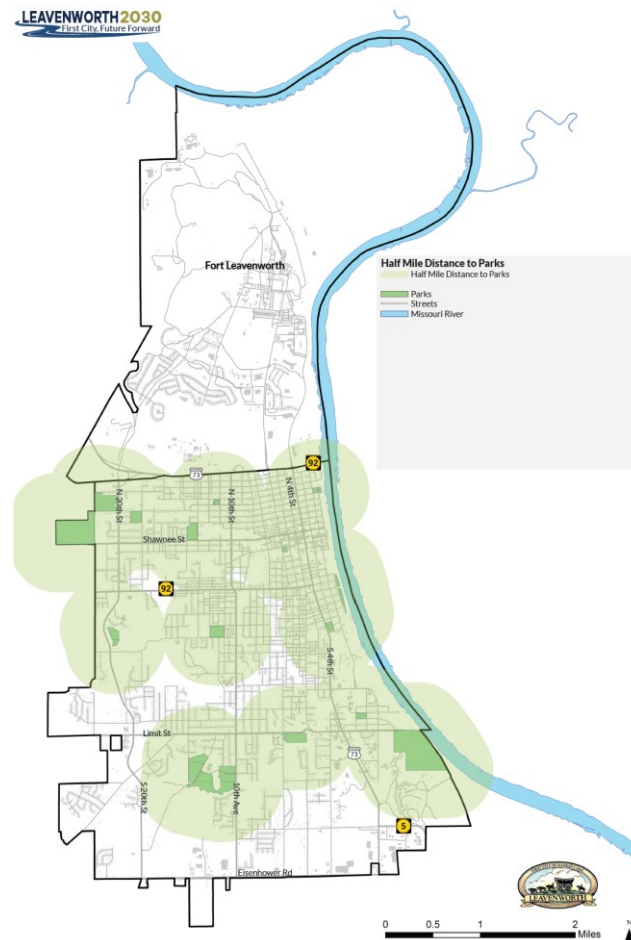
Foresight

Communities support the physical and mental health of their residents when they provide healthy lifestyle options and amenities.

- Parks, open space and recreation opportunities are examples of amenities that help creating a healthy community.
- Farmers markets serve a similar function by providing access to healthy food options that are often more affordable than brick and mortar grocery stores.

Park Access

LEAVENWORTH 2030
First City, Future Forward



Public Health & Well-Being

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- ***How can we support community health?***
- ***How do we improve opportunities for making healthy lifestyle choices?***

Public Health & Well-Being

Context

- Good mental health is essential for the overall well-being of an individual.
- Communities whose residents and workforce are mentally and physically healthy are more resilient and sustainable.
- Globally, 1 in 4 people will experience mental health difficulties.

Insight

- Mental health services are overstretched in Leavenworth – not meeting the communities needs.
- The Guidance Center (TGC) is Leavenworth's community mental health center.
- TGC offers outpatient and inpatient behavioral health services
- In 2018, TGC provided services to 2,825 Leavenworth residents.

Foresight

A November 2016 study published in the American Journal of Preventative Medicine estimated that 20% to 50% of fatal encounters with law enforcement involved an individual with a mental illness.

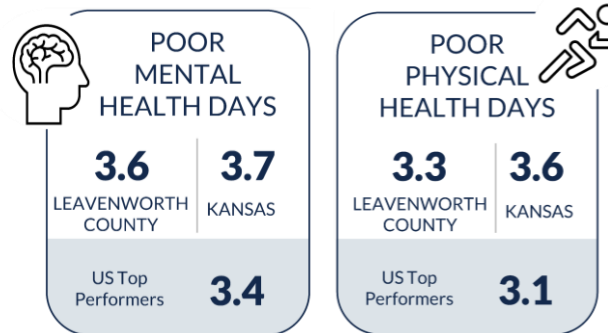
- To address this trend, an increasing number of cities are adopting a mental health co-responder program.
- In the co-response program, a therapist, mental health counselor, social worker, or treatment professional works alongside law enforcement.

1 PERSON dies by suicide every **16 HOURS** in the state of Kansas

SUICIDE is the second leading cause of death for those ages **10-44**

and the fourth leading cause of death for those ages **45-54**

and the 9th leading cause of death in Kansas



Public Safety

VISION: Outstanding public safety

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we improve public safety?*

Public Safety

VISION: Outstanding public safety

Context

Public safety is an essential component of a community's overall quality of life. Both police and fire departments have difficulty filling job vacancies. Faced with challenges of recruiting, particularly during the COVID-19 pandemic, emergency response departments are revising their application process to be more flexible and open a wider range of potential candidates.

Insight

- Leavenworth Fire Department has revised its recruitment process and application to be consistent with best practices being employed across the country.

Foresight

A study published in the Journal of the NPS Center for Homeland Security and Defense in 2017 sited cities generational differences as contributing to the perceived problem of recruitment and retention issues.

- Many fire departments have not been successful in attracting millennial talent.
- According to the study outdated marketing, hiring and testing practices are partially at fault.

Public Safety

VISION: Outstanding public safety

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we improve public safety?*

Public Safety

Context

Safe cities attract new development and give businesses confidence to invest in the community.

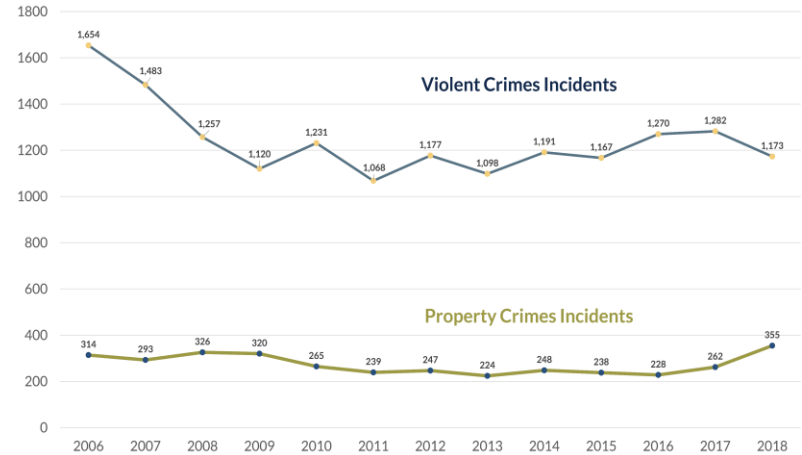
Insight

- The crime rate in Leavenworth has declined in recent years, it remains higher than the state of Kansas and national crime rates.
- Over the past several years, the greatest areas of increased crime in Leavenworth are assault and theft.

Foresight

Cities have started looking to build trust between communities and police a movement toward community policing.

- This is a policy and strategy aimed at achieving
 - more effective and efficient crime control,
 - reduced fear of crime,
 - improve quality of life,
 - improved police services and police legitimacy,
 through a proactive reliance on community resources that seeks to change crime causing conditions.



LEAVENWORTH		KANSAS		NATIONAL	
VIOLENT CRIME	PROPERTY CRIME	VIOLENT CRIME	PROPERTY CRIME	VIOLENT CRIME	PROPERTY CRIME
9.8	32.3	4.2	27.2	3.7	21.9
RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000

Public Safety

VISION: Outstanding public safety

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we improve public safety?*

Public Safety

Context

Building trust with the community is fundamental to effective policing. Sounds conduct by police improves community interactions, enhances communication, and promotes shared responsibility for addressing crime and disorder.

Insight

The Leavenworth Police Department actively seeks ways to improve its relationship with the community.

- Initiatives include:
 - Supporting social services, community policing and engaging the community in a variety of ways.
 - Continuing to focus on community engagement is a department goal stated in the FY2020 budget.
 - Robust community engagement program that includes a Summer Camp, Trust Talk and Coffee with a Cop.All are intended to cultivate positive interactions between police and the community

Foresight

Cities have started looking to build trust between communities and police a movement toward community policing.

- This is a policy and strategy aimed at achieving
 - more effective and efficient crime control,
 - reduced fear of crime,
 - improve quality of life,
 - improved police services and police legitimacy,through a proactive reliance on community resources that seeks to change crime causing conditions.

Public Safety

VISION: Outstanding public safety

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we improve public safety?*

Public Safety

ACTION VERB | ACTIVITY | PURPOSE

Context

Community safety is a concept that is concerned with achieving a positive state of well-being among people within social and physical environments. Not only reducing and preventing injury and crime, it is about building strong cohesive, vibrant participatory communities.

Insight

The Leavenworth Fire Department:

- conducts approximately 700 building inspections annually and
- responds to 2,750 alarm calls, 49 fire, and 1,075 EMS calls for service.
- offers various programs and services

The Police Department 2019 Annual report noted that mental health related calls are the most difficult and dangerous the Department handles.

Nationally, it is estimated that between 7 and 10 percent of police-citizen encounters involve a citizen with mental health conditions.

Foresight

- A pilot program where behavioral health clinicians ride with police officers during 9-1-1 responses and routine patrols has been incredibly successful and is being expanded from three police departments to twelve.

Fire Programs and Services

PUBLIC EDUCATION
SMOKE DETECTOR INSTALL PROGRAM
HANDS ONLY CPR CLASSES
PREVENTION TRAINING
SEARCH AND RESCUE OPERATIONS
MEDICAL SERVICES
INSPECTIONS
ENVIRONMENTAL EMERGENCY RESPONSE

Police Programs and Services

SWAT TEAM
INVESTIGATIVE UNIT
small evidence processing lab
ANIMAL CONTROL FACILITY
8,800 sq.ft.

3 FIRE STATIONS 2,750 ALARM CALLS

38% MEDICAL TRANSPORTS AS % OF TOTAL CALLS
4,501



Approximately
700
annual building
fire inspections



SUPPRESSION STAFF
49

5

Pumper Trucks

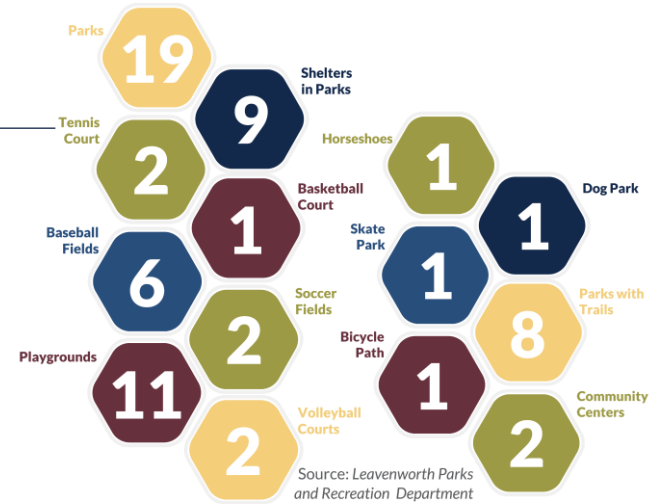
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Aerial Trucks

Recreation & Leisure

GOAL: ACTION VERB | ACTIVITY | PURPOSE

- *How do we improve recreation and leisure opportunities for all?*



47% of Leavenworth residents live within a 10 minute walk of a park.



Source: The Trust for Public Land, 10-minute walk

Preserving Historic & Cultural Resources

GOAL STATEMENT: Preserve our welcoming and inclusive community that celebrates its past and provides opportunities for all people.

OBJECTIVE 1: Promote historic resources and the values of historic preservation.

- 1.1.A. Improve social media presence of historic resources
- 1.1.B. Emphasize the important of documenting specific cultural groups such as African Americans, American Indians and Hispanic.
- 1.1.C. Develop newsletter to spread awareness and keep recipients informed of historic and cultural news and events.
- 1.1.D. Collaborate with education institutions and school district to integrate historic preservation into the classroom.
- 1.1.E. Expand signage, historical markers, and preservation awards to raise awareness.

OBJECTIVE 2: Preserve our historic resources and assets creating places people want to live in, work in, gather in and visit to learn more about our community's history.

- 1.2.A. Coordinate public outreach opportunities to include historic preservation
- 1.2.B. Maintain open communication with Historic Planning Commission of plans, impending actions, or engagement opportunities that might affect historic preservation.
- 1.2.C. Consider the skills of historian, architectural historian, or archeologist when appointing members to the Planning & Zoning Commission.
- 1.2.D. Prepare and adopt a Historic Preservation Master Plan to guide local decision makers.
- 1.2.E. Continue to use tools and resources from the Kansas State Historic Preservation Office, Kansas Preservation Alliance and Kansas Historical Society.
Promote regular maintenance, develop minimum maintenance, and ensure permits are reviewed under the Kansas
- 1.2.F. Preservation Law.

OBJECTIVE 3: Incentivize historic preservation.

- 1.3.A. Expand funding mechanisms to include tax abatement, conservation districts and crowdsourcing.
- 1.3.B. Assist school districts and educational institutions with associated projects to help fundraise for local historic preservation efforts.
- 1.3.C. Work with local lending institutions to establish low-interest loans and other incentives to encourage property maintenance.
- 1.3.D. Hold an annual historic preservation workshop to answer questions, assist with paperwork and documentation.

Sense of Community

GOAL STATEMENT: Preserve our welcoming and inclusive community that celebrates its past and provides opportunities for all people.

OBJECTIVE 1: Encourage all residents to participate fully in social, cultural and economic life of the community.

- 1.1.A. Activate outdoor spaces in Downtown Leavenworth to bring people of all backgrounds and generations together.
- 1.1.B. Encourage volunteerism and mentorship among receiving community members to help build resources, capacity and knowledge of services.
- 1.1.C. Implement citizen and leadership academies that help people more successfully participate in and influence decision-making in the community.
- 1.1.D. Convene cross-sector collaborations to build and strengthen networks that promote inclusion, find common ground and set the stage for a more inclusive, intergenerational community.
- 1.1.E. Develop Riverfront Park as a destination and major attraction and gathering place.
- 1.1.F. Create places throughout the community and neighborhoods where people can gather.

OBJECTIVE 2: Embrace and celebrate the community's diversity and respect differences in race, ethnicity, gender, sexual orientation, age, abilities and beliefs.

- 1.2.A. Offer annual events that celebrates Leavenworth's people, history and culture.
- 1.2.B. Support community dialogues to help all community members voice their concerns, find common ground and set the state for a more inclusive community.

- 1.2.C. Improve access to city information and services for people of all disabilities, cultural backgrounds and for those who are not English speakers.
- 1.2.D. Build the cultural competency of government employees and community providers so that they have the skills to provide services to people from diverse backgrounds.
- 1.2.E. Implement practices that ensure local boards, commissions and civic organizations have leadership that is representative of local demographics and work with these groups to create a welcoming culture.

Unique Attractions

GOAL STATEMENT: Preserve our welcoming and inclusive community that celebrates its past and provides opportunities for all people.

OBJECTIVE 1: Expand unique attractions and amenities in Leavenworth to draw residents downtown and promote tourism.

- 1.1.A. Include diverse voices in the planning of events and creation of attractions to ensure they meet the expectations of all people.
- 1.1.B. Create a social media presence that encourages people to attend events and visit attractions.
- 1.1.C. Create a yearly calendar of events so people know what is happening and have time to plan on attending.
- 1.1.D. Adjust local policy to make it easier for people to host diverse events and attract people to the city.
- 1.1.E. Collaborate with well-established regional festivals and events to bring unique experiences to the city.
Create programming and events for all people, conduct a survey to gain an understanding of what people are interested in seeing in the city.
- 1.1.F. interested in seeing in the city.
- 1.1.G. Create a designated festival and event space that is accessible for all, no matter their ability or background.

Neighborhood & Housing

GOAL STATEMENT: Leavenworth will be a place that attracts and supports a wide range of population groups in diverse neighborhoods that are well-maintained, clean, safe, and efficiently functioning.

OBJECTIVE 1: Maintain current share of the county's population within Leavenworth. As the county grows, so does the city.

- 1.1.A. Create an "external marketing plan" to inform the metropolitan area of housing opportunities existing and future development in Leavenworth.
- 1.1.B. Convene annual housing developer symposia (e.g. breakfast, presentations, and bus tours) to expose housing developers to the opportunities and advantages of creating and improving housing in Leavenworth.
- 1.1.C. Engage citizens of Leavenworth in periodic town hall meetings to discuss challenges in neighborhood revitalization and the ability of residents to maintain housing

OBJECTIVE 2: Increase the variety of housing types, sizes, and price points available to meet changing needs of emerging markets in the region.

2A2.1: Provide housing types to attract people with professional, scientific, technological jobs capturing a larger percentage of this regional growth sector.

2A2.2: Retain more retired military personnel with more housing options.

2A2.3: Increase the number of quality housing units available for Leavenworth's workforce to own or rent.

- 1.2.A. Identify, inventory, and map the city's housing assets - types, sizes, price/rent ranges - upon which future housing construction and renovation policies can be based.
- 1.2.B. Create an "internal marketing plan" to inform local leaders about housing assets and liabilities so they become ambassadors for housing growth and diversity in Leavenworth.

- 1.2.C. Capitalize on Leavenworth’s military importance by creating housing opportunities specifically for veterans who could choose Leavenworth for post-service residency. Special attention should be given to the needs of struggling veterans who are homeless (e.g., tiny home villages) or are needing other assistance in affording good quality housing in a nurturing environment.
- 1.2.D. Allow for alternative housing types (e.g. patio homes, tiny homes, co-housing, and multi-generational housing) to serve a variety of needs.
- 1.2.E. Encourage development of infill sites that fits with the areas character by providing incentives to home builders.

OBJECTIVE 3: Improve the condition of deteriorating housing, making the neighborhood safer and more desirable.

- 1.3.A. Create an annual report and/or on-line dashboard of housing investments and opportunities in the city. Keep everyone well-informed about housing conditions, specific development proposals, and programs to encourage occupancy and maintenance.
- 1.3.B. Engage citizens of Leavenworth in periodic town hall meetings to discuss challenges in neighborhood revitalization and the ability of residents to maintain housing
- 1.3.C. Strengthen property owner maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where City service requests are greatest. Define minimum requirements to ensure Code Official inspections consistently meet City standards.
- 1.3.D. Provide incentives and information about available assistance programs to encourage property owners to rehabilitate homes.
- 1.3.E. Develop and implement an education program focused on property maintenance rules and ordinances.

OBJECTIVE 4: Increase the occupancy rate of existing housing.

- 1.4.A. Create an "external marketing plan" to inform the metropolitan area of housing opportunities existing and future development in Leavenworth.
- 1.4.B. Study and document the conditions of currently vacant housing to determine necessary expenses and policies to find occupants toward increasing the occupancy rate in Leavenworth.
- 1.4.C. Provide incentives and information about available assistance programs to encourage property owners to rehabilitate homes.

Mobility

GOAL STATEMENT: Better connect people within our city and the region with a complete transportation system offering a variety of different transportation modes.

OBJECTIVE 1: Provide a modern transportation system that is connected, safe and efficient. Measures: baseline function and satisfactory levels of capacity.

- 1.1.A. Take an inventory of which major roadways and which neighborhood roadways have an obvious issue with pavement maintenance requiring major construction.
- 1.1.B. Take inventory of which roadways or neighborhoods are underserved or blighted.
- 1.1.C. Strengthen current partnerships with other agencies to advance the goal of a unified community transportation network and combat the deterioration of community assets.
- 1.1.D. Incorporate downtown partnerships with a procedural streetscape maintenance plan that highlights store frontage and encourages pedestrians to visit multiple businesses per trip.
Partner with the Convention & Visitors Bureau to assess streetscapes along regional attractions in the community and collaborate for a sidewalk make-over to boost tourist perception.
- 1.1.E. *a. Historic Downtown Leavenworth, Leavenworth Landing Park and Riverfront Community Center, the CW Parker Carousel Museum, Fort Leavenworth and Sherman Army Airfield (AAF), Leavenworth Unified School District and University of Saint Mary, the U.S. Penitentiary, and Veterans Administration Center and Park are opportunity zones.*
- 1.1.F. Partner with Kansas Department of Transportation, Mid-America Regional Council, Leavenworth County and Platte County, Missouri to reconstruct the Centennial Bridge while widening it to 4-lanes
- 1.1.G. Grow the \$2 million annual program to repair or reconstruct commercial and neighborhood roadways.
Implement a maintainable transportation improvement fund consisting of community reinvestment and government grants to reconstruct critical infrastructure.
- 1.1.H. Continue to utilize Kansas Department of Transportation's City Connecting Link Improvement Program (CCLIP) to restore pavement along KDOT routes through the City.
- 1.1.I. Develop a plan for sustainable roadway extensions to direct development as it occurs.

OBJECTIVE 2: Invest in sustainable roadways, wide sidewalks along thoroughfares and recreational trails along streamways to encourage walking and biking

- 1.2.A. Take inventory of which roadways area a priority for adding street lights to improve traffic and pedestrian safety.
- 1.2.B. Take inventory of dedicated bicycle lanes, bicycle share -the-road 'sharrows' and off-road recreational trails.
- 1.2.C. Partner with Mid-America Regional Council to expand the City's recreational trails and sidewalk system.
- 1.2.D. Develop a plan for a combination trail expansion/utility connection corridors to position Leavenworth as a bicycle hub and position utilities for future growth.
- 1.2.E. Consider pairing improvements for pedestrian crossings with traffic calming options.
Pedestrian Refuge Islands, Raised Crosswalks, Raised Intersections, On-Street Parking with Curb Extension and Street Trees between the curb and sidewalk are common options for traffic calming.
Construct a linked network of wide sidewalks between community attractions to advance community magnetism.
- 1.2.F. During these projects, also address any issues with stormwater management, street trees, sight restrictions and pavement failures.
- 1.2.G. Connect community spaces and neighborhoods with a recreational trail system parallel to natural streamways.
- 1.2.H. Update pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility retroreflective pavement markings and signs and activated warning lights.
- 1.2.I. Implement roadside bioswales to recharge underground waterways, eliminate blight in roadside ditches and reduce contaminant runoff into habitats.
Improve street vibrancy with walk-up business enhancements, outdoor seating, a cooling shade from trees, and
- 1.2.J. water bottle filling stations. Capitalize on existing localized shopping plazas through installation of innovative outdoor seating, turf play areas, fountains, rest areas, trail connectivity and a new exterior face-lift.
- 1.2.K. Express the character of the community through art and other gateway features during Centennial Bridge reconstruction.

GOAL STATEMENT: Improve the transportation system to increase access to employment opportunities, particularly among populations that may not have personal vehicles.

OBJECTIVE 1: Reduce the number of sidewalk segments were gaps mean a disconnected system for walking. Focus connecting neighborhoods to schools.

- 1.1.A. Take inventory of sidewalk gaps and areas of priority.
- 1.1.B. Continue applying for local, state, and federal grants to supplement City funding to fill gaps and expand sidewalk segments.

- 1.1.C. Upgrade existing and construct new sidewalks in compliance with the Americans with Disabilities Act (ADA) specification.
- 1.1.D. Develop design standards to require developers to build infrastructure to promote walkability, especially pedestrian connections to commercial districts, recreation and community services.

OBJECTIVE 2: Evolve the transportation system to take advantage of new technologies.

- 1.2.A. Take inventory of which locations would benefit from Intelligent Transportation System (ITS) deployment including traffic observations CCTV cameras, Dynamic Message Signs, or Variable Speed Limit Signs.
- 1.2.B. Take inventory of locations that would benefit from charging stations for electric vehicles.
- 1.2.C. Consider deployment of traffic signal technology that adapts the green time to maximize coordination. Create new policy language to adapt best practices for smart work zones, traffic signal connectivity, highway
- 1.2.D. observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), emergency signal preemption, incident management response and vehicle-infrastructure intercommunication. Steer deployment and integration of an innovative transit service, automated transit systems and fully-autonomous vehicles. Identify an optimal location for a single BRT stop with a detailed plan to reduce delay between other communities and the major activity centers. Track community demand for Bus Rapid Transit (BRT) which will
- 1.2.E. require infrastructure and vehicle investment, bus station improvements, a modern fare collection system, vehicle to vehicle communications and advance congestion avoidance to be successful. As demand for BRT rises, a partnership between the City of Leavenworth, Leavenworth County and existing micro transit services will be needed to promote multimodal connectivity and transit system interoperability.

OBJECTIVE 3: Ensure that areas with high job density are accessible to employees via one or more travel modes (automobile, transit, bicycling, walking).

- 1.3.A. Construct a linked network of wide sidewalks between employment centers and neighborhoods to advance community growth.
- 1.3.C. Continue applying for local, state, and federal grants to supplement City funding and to accommodate multiple modes of transportation (e.g. sidewalks, bike lanes, roads).

Infrastructure & Utilities

GOAL STATEMENT:

OBJECTIVE 1: For locations that require infrastructure improvements for new development and redevelopment, provide funding mechanisms to advance community systems in a procedural process.

- 1.1.A. Take inventory of community properties which require new utility connections in combination with other amenity upgrades.
- 1.1.B. Take inventory of community buildings which require foundation repair, parking lot repair, exterior lighting and/or on-site stormwater detention.
- 1.1.C. Take inventory of commercial signs that obscure driver visibility.
- 1.1.D. Take inventory of retaining walls that have failed and which areas are a concern for slope stability.
- 1.1.E. Take inventory of community's issues with trash, recycling, yard waste and/or sanitation.
- 1.1.F. Take inventory of which water collection locations, water treatment, water mains and hydrants require improvements to maintain the drinking water system.
- 1.1.G. Take inventory of issues with drinking water system capacity, water pressure, water main or service line breaks and contamination issues.
- 1.1.H. Take inventory of issues with break-prone or obsolete systems for stormwater conveyance and/or illegal contaminant dumping issues.
- 1.1.I. Take inventory which wastewater pipes, manholes, lift stations, treatment or septic tanks require improvements.
- 1.1.J. Take inventory of locations requiring improvements to power poles, metal guy wires for stabilization, pedestal boxes, junction boxes and pull boxes
- 1.1.K. Take inventory of locations requiring improvements to tele-communications and internet systems, fiber distribution systems and/or underground duct-bank systems.
- 1.1.L. Take inventory of locations requiring improvements to the gas distribution system.
- 1.1.M. Partner with agencies, local organizations, and property owners to address operational and aesthetic issues with worn-out infrastructure.

- 1.1.N. Partner with Kansas Department of Health and Environment (KDHE) to continue to revise the stormwater permitting process in the future and ensure that the City is in good standing with maintenance, public engagement, illicit discharge detection, construction activity runoff control and pollution prevention.
- 1.1.O. Work with internet service providers to identify new opportunities for system consistency and higher speeds.
- 1.1.P. Extend the \$1.25 million annual program for stormwater management and obtain additional funding for drinking water, wastewater and stream rehabilitation.
- 1.1.Q. Obtain funding for replacement of the Centennial Bridge over the Missouri River.
- 1.1.R. To comply with federal requirements for Wastewater Treatment Plant emergencies, an advisory board is needed to ensure the City's Wastewater meets the required 90-day reserve.
- 1.1.S. Consider the Design-Build concept for small projects such as neighborhood street replacement.
- 1.1.T. Consider new city guidelines for effectively reducing maintenance issues for utilities, reducing waste and installing pollution prevention mechanisms.
- 1.1.U. Continue to progress through the previously identified priorities for the Stormwater Management Program.
- 1.1.V. Utilize technology monitoring systems for utilities that track performance and notify public works of an issue.

OBJECTIVE 2: Upgrade city design standards with recent developments in sustainability to protect water quality, reinstall necessary pipes and install green infrastructure.

- 1.2.A. Take inventory of which lakes, ponds, dams and stormwater detention basins require solutions to address earthen stabilization, weirs, pipes, inlets and/or algae blooms.
- 1.2.B. Take inventory of which roadside ditches or swales, stormwater inlets, stormwater pipes, landscaped rain gardens or bioretention basins require improvements.
- 1.2.C. Take inventory of issues with trash, illegal dumping, streambank stabilization and stormwater pollution prevention for local streamways and wetlands.
- 1.2.D. Promote the concept that stormwater systems connect directly to streams so any motor vehicle residuals, trash, illegally disposed liquids or lawn chemical runoff that enters a storm inlet leads to direct damage of the community's stream habitats.
- 1.2.E. Install low-maintenance Best Management Practices (BMPs) as a sustainable alternative to concrete structures.
- 1.2.F. Following construction, utilize the BMPs as showcase areas for STEM activities for students to grow interest in protection of their community's natural streamways and animal stewardship.
- 1.2.F. Promote proper etiquette for acceptable recyclable materials to decrease contamination which prevents recycling for 25% of items.

- 1.2.G Along the Missouri River, plan for enhanced marine infrastructure in proximity to the other community facilities along the riverfront.
- 1.2.H Reduce pollutants from the stormwater system and wastewater system by continuing to transition segments of the 100-year-old pipes and manholes.
- 1.2.I Effectively reduce maintenance issues for utilities, reduce waste and install pollution prevention mechanisms for accessible trash pickup.
- 1.2.J Follow updated guidelines for green infrastructure systems which allow for greater capture of rainwater for ecological restoration with minimal need for post-construction maintenance.
- 1.2.K Update wayfinding signage in the community especially along new trail connections.

OBJECTIVE 3: Apply technology to City infrastructure and utility improvement projects to attract technology-based companies and the renewable energy production sector.

- 1.3.A. Develop a plan for renewable energy resources and conservation best practices on residential and commercial property redevelopment projects.
- 1.3.B. Steer expansion of community utilities in conjunction with on-site energy production, battery storage, stormwater runoff detention and advanced exterior lighting requirements.
Plan for industry growth of the renewable energy sector. Ensure that any wind turbines go through a location study to ensure public safety and limit any negative impacts from the large turbines. Since Kansas is now a top producer for biomass production and bio-fuel products, promote the City as an attractive location for researching fuel solutions that utilize corn fiber, sorghum and switchgrass.
- 1.3.C.

Public Facilities

GOAL STATEMENT: Provide natural spaces and facilities for active living.

OBJECTIVE 1: Increase energy efficiency and reduce building maintenance costs for existing and new public facilities.

- 1.1.A. Educate decision makers about benefits of green construction; that it's energy and resource-efficient, supports good indoor air quality, reduces pollution and waste, minimizes overall environmental impact and generates cost savings over time.
- 1.1.B. Consider incorporating energy efficient improvements and green building strategies into public facility construction and renovation projects.
- 1.1.C. Consider implementing a life-cycle cost model to support investment in designs and systems with improved long-term performance.
- 1.1.D. Consider microgrid technology to increase the resilience of the City's public facilities.
- 1.1.E. Source local materials, integrate design and construction into projects and solicit input from all users to ensure the final product (new or retrofitted facilities) meet the needs of existing and future users.
- 1.1.F. Consider amending the recently adopted building code to incorporate LEED standards (not requirement for certification).

OBJECTIVE 2: Provide high quality public facilities and services for existing and future residents, workforce and businesses.

- 1.2.A. Continue promoting the use of community facilities as “third places” where residents of all ages can connect with programming and services, volunteer opportunities and opportunities for civic engagement.
- 1.2.B. Ensure public facility planning includes coordination between all City Departments.
- 1.2.C. Connect city facilities to neighborhoods with sidewalks, trails, bike paths, etc.
- 1.2.D. Retrofit existing facilities for ADA compliance.
- 1.2.E. Create a long-range facilities plan for the City of Leavenworth.
- 1.2.F. Establish partnerships with non-profits and other local government entities to improve service delivery and reduce duplication of services.
- 1.2.G. Investigate the feasibility of participating in Ripple Glass recycling program.
- 1.2.H. Identify maintenance needs of existing facilities as part of long-range facilities planning.
- 1.2.I. Assess potential locations for the recycling center whether expansion of the facility will benefit the community.
- 1.2.J. Seek opportunities to co-locate community facilities to improve the provision of services and reduce capital and operating costs

OBJECTIVE 3: Leverage technology to improve facility management, maintenance and operations.

- 1.3.A. Ensure employees charged with facility management have adequate training in use of technology
Whenever possible, integrate major systems (e.g. HVAC, security cameras, keycard entry systems) throughout all
- 1.3.B. City owned buildings, making sure they are consistent/compatible with each other when existing facilities are renovated or new facilities are constructed.
- 1.3.C. Consider leveraging a facility managing system like Building Information Modeling (BIM) to help maximize building efficiency and identify maintenance needs.
- 1.3.D. Identify gaps in how the City is currently approaching facilities management and assess areas where improvement is needed.

GOAL STATEMENT: Maintain reliable and sustainable infrastructure and public facilities for future generations.

OBJECTIVE 1: Ensure public facilities and spaces throughout the community are equitably distributed and designed to be safe, served by different transportation modes, and accessible to visitors with mobility impairments.

- 1.1.A. Upgrade public facilities and infrastructure to comply with the Americans with Disabilities Act (ADA).
- 1.1.B. Consider all ages and abilities when making improvements to public facilities, parks and amenities.
- 1.1.C. Enforce existing design standards for public infrastructure in areas of new development to accommodate all ages and abilities.
- 1.1.D. Develop indoor and/or year-round recreation spaces and facilities when practical.

Community Appearance

GOAL STATEMENT: Develop a vibrant community with a welcoming image and attractive physical appearance that celebrates community heritage through quality new development, appropriate redevelopment, and preservation of historic structures.

OBJECTIVE 1: Provide attractive gateways and corridors in the community.

- 1.1.A. Strengthen property owner maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where City service requests are greatest. Define minimum requirements to ensure Code Official inspections consistently meet City standards.
- 1.1.B. Develop design standards for public infrastructure that reflects quality development.
- 1.1.C. Develop signage and monumentation along major roadways to welcome people to Leavenworth.
- 1.1.D. Develop a volunteer arts committee to discuss how to incorporate public art in high profile areas of the community.
- 1.1.E. Develop and implement an education program focused on property maintenance rules and ordinances.
- 1.1.F. Develop a brand for the community.

Natural Resources and Sustainability

GOAL STATEMENT: Reduce greenhouse gas emissions, energy and water usage and increase the use of renewable energy and mitigate climate-related impacts.

OBJECTIVE 1: Prioritize renewable energy.

- 1.1.A. Educate the community about renewable energy sources.
- 1.1.B. Utilize renewable resources at the local government level.
- 1.1.C. Create a renewable energy plan.
- 1.1.D. Adjust policy to allow for residential renewable energy generators like wind and solar.
- 1.1.E. Partner with local energy providers to incentivize the use of solar, wind, geothermal, etc.
- 1.1.F. Take inventory of current renewable energy sources and who is using them.
- 1.1.G.. Update facilities to utilize energy resources.

OBJECTIVE 2: Plan for the impacts of climate change

- 1.2.A. Educate the public on the impacts of climate change and how it will affect them.
- 1.2.B. Create a climate action plan that gives direction on how to plan for the impacts of a changing climate.
- 1.2.C. Change local policy and code to allow for greener and more resilient building techniques
- 1.2.D. Partner with a local university to research the local effects of climate change
- 1.2.E. Assess what the needs of the community would be during a climate emergency and use that information to prepare for a climate emergency.
- 1.2.F. Make infrastructure improvements to ensure they can withstand local climate emergencies.

GOAL STATEMENT: Restore, connect, and protect natural habitats and sensitive lands and waterways.

OBJECTIVE 1: Stabilize floodplains and creek/riverbanks.

- 1.1.A. Educate the community about the importance of waterways.
- 1.1.B. Create a waterway protection plan with the community
- 1.1.C. Outlaw single use plastic straws and shopping bags
- 1.1.D. Collaborate with local restaurants to reduce their consumption of waterways clogging plastic.
- 1.1.E. Inventory current waterways and their cleanliness.
- 1.1.F. Assess the needs of local waterways.
- 1.1.G. Incentivize trash cleanup with local competitions and prizes
- 1.1.H. Start a waterway cleanup organization that includes sustainable living programming.

Economic Activity

GOAL STATEMENT: Leavenworth aspires to be a place that attracts progressive and sound private enterprises by offering affordable living, a high-quality workforce, and business resources to help nurture and support a thriving and sustainable economy.

OBJECTIVE 1: Develop systems and partnerships that better link educational resources with local businesses:

- 1.1.A. Expand technical, post-secondary education at regional community colleges, universities, and specialty schools. Collaborate with community colleges, workforce development centers, and employers to increase workforce “soft” skills.
- 1.1.B. Cultivate job creation through improved linkages between educational institutions and full-time employment opportunities with Leavenworth companies.
- 1.1.C. Evaluate and adapt local educational and training institutions and educators to better collaborate with Fort Leavenworth for its training needs.
- 1.1.D. Expand apprenticeship, mentorship, and job-shadowing programs that encourage youth to consider rewarding careers.
- 1.1.E. Increase and support attraction and retention of military veterans who have obtained substantial occupational skills training and education to jobs in Leavenworth businesses.
- 1.1.F. Development comprehensive programs to strengthen STEM curricula throughout Leavenworth’s K-12 schools.
- 1.1.G. Encourage emphasis also on the Arts (STEAM), including humanities, to assure well-rounded education for K-12 students.
- 1.1.H. Ensure that employed parents, particularly those in need of upgraded training and education, have access to high-quality child care at affordable prices.
- 1.1.I. Create talent attraction and retention programs for highly educated and skilled individuals by partnering with Fort Leavenworth to identify career and former military personnel who could be interested in Leavenworth for post-military services.
- 1.1.J. Develop comprehensive STEM(science, technology, engineering, and mathematics) programs and early education resources and curricula to create a prosperous and high adaptable future workforce.

Jobs & Workforce

GOAL STATEMENT: Ensure the employability of the entire workforce.

OBJECTIVE 1: Develop and expand workforce development programs in technical education and retraining that enable middle-skill workers to increase their productivity and adaptability. Helping the “middle workers” upgrade their education, credentials, and skills.

- 1.1.A. Identify, inventory, and map the city’s business, educational, and infrastructure assets upon which future economic development can be built.
- 1.1.B. Create an “internal marketing plan” to inform local leaders about these assets so that they become ambassadors for the economic advantages of Leavenworth.
- 1.1.C. Create an “external marketing plan” to inform the rest of the metropolitan area and the nation about these assets so that they become a basis for economic development attraction and expansion.
- 1.1.D. Convene business, government, and philanthropic leaders from throughout the greater Leavenworth area to discuss opportunities for growth and collaboration. Identify local-to-global trends and forces in technology, business practices, construction, infrastructure, and human behavior.
- 1.1.E. Prepare a strategic plan encompassing those opportunities where Leavenworth can play a lead role for its own destiny.

GOAL STATEMENT: Maintain a diverse and valuable tax base.

OBJECTIVE 2: Encourage the Professional, Scientific, Technological labor sector as the region attracts more of these jobs with these highly skilled jobs.

- 1.2.A. Work with housing and neighborhood leaders to assure that Leavenworth’s housing stock and neighborhood settings are attractive, safe, clean, and well-functioning.
- 1.2.A.B. Incorporate housing and neighborhood improvement goals in all economic development strategies and plans, while incorporating economic and workforce development goals in all housing and neighborhood strategies and plans.

- 1.2.C. Renovate and redevelop real estate of all kinds using sustainability practices that assure use of renewable energy resources, minimize water and waste, and utilize locally sources materials.
- 1.2.D. Evaluate the city's use of retail sales taxes in light of ever-changing retail sales practices that may enable taxpayers to avoid local taxes.
- 1.2.E. Create an office of innovation within city government or attached to related associations.
- 1.2.F. Attract more private sector economic development that contributes to real estate property taxes for use throughout Leavenworth.
- 1.2.G. Develop comprehensive STEM(science, technology, engineering, and mathematics) programs and early education resources and curricula to create a prosperous and high adaptable future workforce.

Public Health & Well-Being

GOAL STATEMENT: Support a healthy community by promoting healthy development, healthy behaviors and well-being for all people and stages of life.

OBJECTIVE 1: Provide recreational and education resources that promote healthy lifestyles.

- 1.1.A. Create a marketing plan to increase awareness of parks and recreation programs.
- 1.1.B. Develop a parks and recreation master plan
Implement a Health in All Policies (HiAP) approach to policy review and adoption. HiAP “is a collaborative approach
- 1.1.C. to improving the health of all people by incorporating health considerations (social, physical and economic) into decision-making.
- 1.1.D. Partner with school district, the health care providers and non-profits to create an integrated approach to healthy community lifestyles.
- 1.1.E. Collaborate with local grocers or farmers market vendors to create mobile or pop-up markets in underserved areas of the community .
- 1.1.F. Consider regulations to limit or ban smoking and vaping in public outdoor spaces.
- 1.1.G. Expand healthy, lifestyle programming for all ages and abilities at City parks and facilities.
- 1.1.H. Establish a community garden.
- 1.1.I. Continue building and filling in gas in sidewalks, bike lanes and trails.
- 1.1.J. Add more fitness and exercise equipment, suitable for a broad range of ages and abilities, in parks and public spaces.

OBJECTIVE 2: Remove barriers to physical and mental health care.

- 1.2.A. Develop educational programming and marketing about health care services and resources.
- 1.2.B. Increase low or no-cost transportation options to health care facilities.
- 1.2.C. Encourage partnerships between providers and school districts to provide mental and physical health services in school facilities.
- 1.2.D. Collaborate with Leavenworth County, health care providers and community agencies to increase the accessibility and availability of mental health services.
- 1.2.E. Create a mental health co-responder program.

- 1.2.F. Create opportunities for pop-up, neighborhood-based service providers (e.g. mobile health care in parks) to increase health care accessibility.

Public Safety

GOAL STATEMENT: Create an environment in which the people and visitors of Leavenworth feel safe by providing outstanding and effective fire, police, and other emergency services.

OBJECTIVE 1: Continue to reduce the City's crime rate which is trending downward.

- 1.1.A. Continue to grow and expand the Police Department's crime analysis and mapping initiative through technological enhancements.
- 1.1.B. Continue the Department's efforts to reduce drug crimes in high-risk areas through targeted initiatives.
- 1.1.C. Seek grant funding for equipment and training when grant programs are available.
- 1.1.D. Ensure development regulations support site and building design to improve public safety and employ prevention through design (PtD) principles.
- 1.1.E. Ensure development regulations support site and building design to improve public safety and employ prevention through design (PtD) principles.
- 1.1.F. Ensure outdoor lighting requirements for public spaces, parking lots and commercial developments are sufficient to promote safety without negatively impacting adjacent residential property.
- 1.1.G. Ensure adequate funding for the ongoing training and professional development of all police and fire personnel.
- 1.1.H. Reduce domestic violence incidents through assessment of their cause and seek additional staff training on responding to domestic and family violence incidents.
- 1.1.I. Track mental health related incidents to identify need for additional support.
- 1.1.J. Develop a statistically significant community survey to assess the community's overall perception of public safety in Leavenworth.
- 1.1.K. Assess the need for and feasibility of a gun range to support ongoing training of police personnel.
- 1.1.L. Improve the City's ability to address mental health and addiction directly through staff training and/or through partnerships with local agencies.
- 1.1.M. Continue advocating with state and federal officials for making funding for mental health facilities a top priority.
- 1.1.N. Install kiosks in the Justice Center to ensure the electronic police reporting system is accessible to more people in the community.

1.1.O. Enhance external public safety features on all City facilities, such as lighting, security cameras.

OBJECTIVE 2: Improve the City’s ability to recruit and retain quality public safety personnel.

1.2.A. Update Fire Department and Police Department hiring process to be more efficient and attractive to the current generation of candidates entering the workforce (Millennials, Gen Z).

1.2.B. Adopt pay plan for the City's public safety personnel that is competitive with da

1.2.C. Develop partnership with local schools to develop career/tech programs to expose students to police and fire careers.

1.2.D. Support the development of quality workforce housing, recreation, culture and entertainment amenities and other quality of life factors that help attract and retain quality workforce, including public safety personnel and their families.

OBJECTIVE 3: Continue to build better relationships between the City's police officers and the community they serve.

1.3.A. Continue cultivating trust between the community and the police department through community engagement efforts and transparency.

1.3.B. Leverage technology to increase outreach efforts for people who cannot participate in engagement activities in person.

1.3.C. Ensure adequate funding to support the Police Department’s Community Policing efforts.

1.3.E. Develop a statistically significant community survey to assess the community’s satisfaction with the City’s police and fire services.

1.3.F. Utilize results from community survey to develop new programs or services that improve the relationship between police and the community.

1.3.G. Conduct regular City Commission and Emergency Responder listening sessions with residents

1.3.H. Conduct annual resident satisfaction survey to better understand residents' level of satisfaction or dissatisfaction with city services as well as their priorities for improvement.

OBJECTIVE 4: Continue providing high quality fire protection and emergency medical services.

- 1.4.A. Seek grant funding for equipment and training when grant programs are available
- 1.4.B. Develop a strategic plan for the Fire Department
- 1.4.C. Develop and implement department policies consistent with ISO 2 training requirements
- 1.4.D. Ensure the Department is prepared to maintain its ISO 2 rating.
- 1.4.E. Update the International Fire Code each three-year cycle.
- 1.4.F. Replace Fire Station No. 3

Recreation & Leisure

GOAL STATEMENT: Create a community that celebrates, welcomes and supports recreational amenities.

OBJECTIVE 1: Increase green and open space.

- 1.1.A. Develop open-space and recreation ordinance
- 1.1.B. Require dedicated green space and trail connections in new subdivisions and land for the cost of their long-term maintenance.
- 1.1.C. Develop parks throughout the community to be within a ten-minute walk of existing and new neighborhoods.

OBJECTIVE 2: Increase resident and visitor participation and community events.

- 1.2.A. Encourage volunteerism among kids to develop organizational and leadership skills
- 1.2.B. Emphasize kid's involvement in extracurriculars to reduce negative and illegal behaviors
- 1.2.C. Create a marketing plan to increase awareness of parks and recreation programs.
- 1.2.D. Streamline registration, reservation, and payment process for Parks and Recreation

OBJECTIVE 3: Increase resident and visitor use of parks and recreation amenities.

- 1.3.A. Encourage volunteerism among kids to develop organizational and leadership skills
- 1.3.B. Emphasize kid's involvement in extracurriculars to reduce negative and illegal behaviors
- 1.3.C. Create a marketing plan to increase awareness of parks and recreation programs.
- 1.3.D. Streamline registration, reservation, and payment process for Parks and Recreation

OBJECTIVE 4: Increase equitable access and proximity to parks and recreation amenities.

- 1.4.A. Develop a parks and recreation master plan
- 1.4.B. Support partnerships to continue increased use of Havens Park
- 1.4.C. Update and improve amenities at less used parks to spur growth and use.