



# STRATEGIC PLAN



# INTRODUCTION

In the spring of 2019, the Shawnee community began a journey to develop a common vision and strategic action plan to guide the City forward. The plan is aspirational and represents the ideas of thousands of citizens and stakeholders. The vision, and the strategic plan it informs, are the product of hundreds of hours of intense discussion about the future of the City. These conversations served as a foundation for the strategic plan, which is a prioritization of projects, policies, and programs selected through the process. In five established pillars, it addresses pressing challenges and takes advantage of key opportunities. This document includes a summary of the foundations for the process (key conditions and trends), presents the community vision, and outlines the priority actions and implementation strategies that will help unite the City of Shawnee and move the community toward a more prosperous future.

## Why now?

Communities, like people, change over time. They have assets, or attributes to accent, steward, or strengthen. They have challenges, or weaknesses to confront head-on. Shawnee is no different. The City is tremendously dynamic with a well earned, positive reputation. It is also a place that struggles with challenges unique to a community of its size. Regardless of its current condition, action is necessary, as the future will be defined by the trends of today. The Imagine Shawnee process has defined those trends through technical research, polled the community's intuition through engagement, and outlined a bold, but achievable, strategic plan.



## HOW DID WE COLLECT THE DATA?

3 Public Imagineering Sessions

7 Focus Groups

Surveys

Speakers' Bureau





# PILLAR ONE: Attract diverse housing to meet the needs of a growing city

## Milestones & Goals

- Develop a mix of housing options to serve a broad range of households and income levels
  - A. Develop metrics for housing type goals – 5 Year Goal
  - B. Revise zoning code to facilitate a range of housing types – 5 Year Goal
  - C. Explore and develop neighborhoods with housing choices for multi-generation dwellers – 5 Year Goal
  - D. Incorporate Accessory Dwelling Unit Code Allowance – 5 Year Goal
  - E. Support infrastructure development for a range of housing types – 10 Year Goal
  - F. Develop the housing stock needed to support a population of 80,000 by 2030 – 10 Year Goal
  - G. Develop 100 owner occupied starter homes that are 30% below the median home price in Shawnee – 10 Year Goal
- Be innovative in developments that have multiple land and building uses
  - A. Develop a quick reference guide for the protest petition process – 2 Year Goal
  - B. Develop public private partnerships for developments with multiple land and building uses – 5 Year Goal
  - C. Develop a formal land bank program to create more focused development opportunities for targeted needs – 5 Year Goal
  - D. Attract developments that have multiple land and building uses completed or in progress by 2030 – 10 Year Goal

# PILLAR ONE KEY PERFORMANCE INDICATORS:



- (1) Infrastructure Growth
- (2) Citizen Satisfaction Surveys Increasingly Higher
- (3) Housing Stock Increases in numbers and varieties
- (4) Population Growth

## Pillar One Milestones & Goals, continued

- Revitalize needed areas with infill housing developments that complements existing development
  - A. Develop a program that encourages meeting or exceeding residential density benchmarks – 5 Year Goal
- Integrate multi-family housing into existing development that complements existing development
  - A. Develop a multi-family housing fact book that is not development specific but has needed information for residents and future developers – 1 Year Goal
  - B. Encourage a balance of multi-family housing options as identified by the Comprehensive Plan – 5 Year Goal
  - C. Create one mixed use development with 30% of residential units devoted to low to moderate income residents – 5 Year Goal
- Create redevelopment goals, including density standards, for downtown and other targeted areas
  - Revise policy statements to help reach redevelopment goals, including density standards – 5 Year Goal
- Incorporate housing needs into District Area Plans established during the Comprehensive Plan revitalization

## Education

- High level of public engagement in the Comprehensive Plan revitalization process
- Educate residents on the development process including population goals for commercial development
- Educate residents using multi-family housing fact book
- Incorporate necessary information from the United Community Services/Johnson County Housing Study into the Comprehensive Plan and/or other documents as needed





## PILLAR TWO: Create a Safe, Sustainable, Inclusive, and Interactive Community

### Milestones & Goals

- Continue to be a leader in public safety best practices
  - A. Update and expand disaster and emergency management programs to include all risk types – 2 Year Goal
  - B. Institutionalize Police Department and Fire Department Accreditations – 2 Year Goal
  - C. Identify the top 10 public safety demands over the previous 10 years to establish a plan to reduce the percentage of these calls so that overall calls are reduced – 5 Year Goal
  - D. Establish a Community Care and Resiliency Team made up of police, fire, mental health, parks, health and wellness professionals – 5 Year Goal
  - E. Continue to enhance our cybersecurity protection both internally as well as community outreach partnerships – 5 Year Goal
  - F. Create a program to increase staff engagement with residents in building relationships to enhance community– 5 Year Goal
  - G. Foster a safe community by maintaining our crime rate at or below benchmark city averages – 5 Year Goal



# PILLAR TWO KEY PERFORMANCE INDICATORS:

- (1) Good use of Tech and Data
- (2) High Citizen Satisfaction
- (3) Thriving Downtown
- (4) Continuously Enhancing Infrastructure that Promotes Connectivity
- (5) Continued Priority of Public Safety
- (6) Expanded Amenities that Promote Recreational, Historical, and Cultural Experiences
- (7) Developing Partnerships to Expand Public Transit Opportunities

## Pillar Two Milestones & Goals, continued

- Promote health, connectedness, and sense of belonging in every neighborhood
  - A. Create a park/parklet/neighborhood park design standard for all development types – 5 Year Goal
  - B. Renew parks, pipes, and pavement sales taxes – 5 year goal
  - C. Create a program to increase staff engagement with community groups to build relationships and enhance connectedness – 5 Year Goal
  - D. Create trail connection from east city limits to west city limits – 10 Year Goal
  - E. Continue to aggressively develop the trail and bike system – 10 Year Goal
  - F. Systematically increase the number of linear feet of new/infill sidewalks and trails – 10 Year Goal
- Maintain a “hometown feel”
  - A. Rebrand Community - 2 Year Goal
  - B. Maintain and improve citizen satisfaction responses in community surveys – 10 Year Goal
  - C. Create opportunities to promote a sense of “One Shawnee” throughout the City – 10 Year Goal
- Develop creative partnerships to expand public transit opportunities
  - A. Partner with RideKC, neighboring cities, and Johnson County on a regional funding strategy for additional transit opportunities – 3 to 5 Year Goal
  - B. Incentivize businesses that develop a transportation plan for their employees – 5 Year Goal
  - C. Identify opportunities to enhance the multi-modal network – 10 Year Goal
  - D. Offer transportation options through outside agencies and ride-sharing companies for court defendants, and low-cost transit program to help get workers to jobs – 10 Year Goal
- Make downtown a premier, interactive, and unique destination
  - A. Provide free wifi access in downtown – 2 Year Goal
  - B. Create a public private partnership to bring unique food/drink/entertainment destinations – 2 Year Goal
  - C. Identify location and develop a downtown entertainment center– 5 Year Goal
  - D. Develop parking options in the downtown area as future development continues – 5 Year Goal
  - E. Promote downtown economic development by recruiting unique businesses for downtown – 5 Year Goal
  - F. Partner and develop a transformational project that has multiple land and building uses at the northwest corner of Johnson and Nieman, featuring commercial, residential, public use, city offices, parks, etc. – 10 Year Goal
  - G. Provide additional pedestrian/bicycle connections to and from downtown – 10 Year Goal
  - H. Continually lower the vacancy rate of buildings downtown – 10 Year Goal

## Pillar Two Milestones & Goals, continued

- Integrate sustainability and conservation in planning to create a resilient city and improve quality of life
  - A. Secure easements from new developments for trail/open space enhancements and connections – 5 Year Goal
  - B. Develop a public private partnership program for sustainable development/redevelopment to include renewable energy, alternative fuels, protection from major weather events, continuity of operations planning, carbon dioxide reduction, etc. – 5 Year Goal
  - C. Work with the State Legislature to allow greater flexibility with HOA Codes/Covenants to allow for more renewable energy options – 5 Year Goal
  - D. Establish a renewable energy goal with milestones for city facilities and fleet – 10 Year Goal
- Generate opportunities for recreation, public art, history, and cultural experiences
  - A. Achieve Commission for Accreditation of Parks and Recreation Agencies (CAPRA) designation for the Parks and Recreation Department – 2 Year Goal
  - B. Establish a community engagement advisory committee – 2 Year Goal
  - C. Establish funding sources specifically for public art – 3 Year Goal
  - D. Create a Public Art Commission – 3 Year Goal
  - E. Facilitate sustainable partnerships between downtown businesses – 5 Year Goal
  - F. Create additional community events west of I-435 – 5 Year Goal
- Honor Shawnee's history as we move into the future
  - A. Create an interactive self-guided history program – 2 Year Goal
  - B. Establish development standards to include public art that honor Shawnee history and Sister City connections – 5 Year Goal
  - C. Update and implement the Shawnee Town 1929 Strategic Plan – 10 Year Goal







## PILLAR THREE: Design an environment where businesses thrive

### Milestones & Goals

- Identify areas that would be attractive and create plans for commercial development
  - A. Create area development plans – 2 Year Goal
  - B. Revise development process to include neighborhood engagement – 5 Year Goal
  - C. Identify the city's commercial land use goal at full build out – 5 Year Goal
  - D. Update the Shawnee Mission Parkway Corridor Vision Plan – 10 Year Goal
- Attract and retain business clusters that will create a sustainable business culture
  - A. Develop an educational program centered around the usefulness of public private partnerships –1 Year Goal
  - B. Offer specific area public private partnerships that align with the goals of the new Comprehensive Plan –2 Year Goal
  - C. Provide additional permitting/licensing/plan review services online – 3 Year Goal
  - D. Develop an Infrastructure Development Plan to include costs – 3 to 5 Year Goal
- Recruit businesses that will make downtown a premier destination
  - A. Consolidate Downtown Partnership and the Downtown Business Association, into a Chamber led function – 1 Year Goal
  - B. Create an Adaptive Reuse Plan for vacant retail – 2 Year Goal
  - C. Work with the Shawnee Chamber to strengthen and expand the business retention program – 2 Year Goal

# PILLAR THREE KEY PERFORMANCE INDICATORS:

- (1) Infrastructure Growth
- (2) Incentives Developed
- (3) Business Attraction and Retainment
- (4) Culture that Promotes Business Development



## Pillar Three Milestones & Goals, continued

- Create a corporate business park to attract additional Fortune 100 companies
  - A. Identify and promote business park opportunities along the I-435 Corridor – 2 Year Goal
  - B. Create a partnership with other organizations to offer unique training, mentorships, internships, etc. that will create our future workforce – 2 Year Goal
- Encourage multi-functional uses and green space within commercial development
  - A. Promote amenity standards for open and green space within all land and building uses as identified by the Comprehensive Plan – 5 Year Goal
  - B. Establish landscaping, public art, and walking trails standards for development – 5 to 10 Year Goal





## PILLAR FOUR: **Lead in maximizing and integrating natural resources**

### Milestones & Goals

- Capitalize on Shawnee's unique topography and geography by integrating it into developments and site designs
  - A. Establish a policy to allow for street trees – 1 Year Goal
  - B. Incorporate unique stormwater management options for difficult areas – 1 Year Goal
  - C. Establish a process to bring developers to the table during the conceptual phases of planning – 2 Year Goal
  - D. Develop specific public private partnerships for difficult areas – 2 Year Goal
  - E. Establish partnerships to create “shovel ready” sites – 5 Year Goal
  - F. Identify additional highway access points for difficult areas. Work with Kansas Department of Transportation for funding – 5 Year Goal
  - G. Work with the Shawnee Chamber to identify developers who are willing to have innovative uses within the flood plain – 5 Year Goal
  - H. Promote green development practices such as renewable energy, impervious areas, building materials, etc. – 5 Year Goal
  - I. Improve access across railroad tracks to open up development along riverfront – 10 Year Goal
- Promote innovation and efficiency in design standards as updates are made to the Comprehensive Plan
  - A. Educate developers that topography is an asset rather than a hindrance – 1 to 2 Year Goal
  - B. Make sure Comprehensive Plan covers utilization of natural resources in new and redevelopment – 2 Year Goal



# PILLAR FOUR KEY PERFORMANCE INDICATORS:



- 1) Adopt a revitalized Comprehensive Plan
- 2) Process for Public/Private Partnerships for Green Space is working
- 3) We have at least 1 successful development on “hard to develop” sites within 10 years
- 4) Progress can be tracked with GIS Data Structures
- 5) We capture 20% useable open space on new developments
- 6) We can demonstrate that the public is embracing the Shawnee Rebrand

## Pillar Four Milestones & Goals, continued

- C. Create a “Project Scorecard” to evaluate project compliance with Imagine Shawnee Strategic Vision and Pillars – 1 to 2 Year Goal
  - D. Finalize green street standards for use in development – 2 Year Goal
  - E. Improve current project review checklist to add elements that encourage innovation with the use of natural resources for low impact development – 3 to 5 Year Goal
  - F. Encourage re-use or use of sustainable materials through public private partnerships – 3 to 5 Year Goal
  - G. Reevaluate current policies and review documents to correct aspects that may hinder green development and complete zoning updates – 3 to 5 Year Goal
  - H. Incorporate natural resource preservation in Capital Improvement Program Projects, including buildings – 5 Year Goal
- Incorporate natural resource access into development
    - A. Develop a Tree Preservation Ordinance – 1 Year Goal
    - B. Review and revise open space fee/policy to encourage additional private/public outdoor recreation space – 3 Year Goal
    - C. Incorporate the “Train Horn” Property into the Valley of Champions – 5 Year Goal
    - D. Create aquatic trails along the Mill Creek and Kansas River Areas – 10 Year Goal
    - E. Construct a public/private park development (Eg. Meadowbrook in Prairie Village or New Longview in Lee’s Summit) that is a community park with surrounding private development – 10 Year Goal
    - F. Develop activity centers, amenities with food, drink, etc. that are family and pet friendly along the Mill Creek/Clear Creek Trail System – 10 Year Goal
  - Utilize the Kansas River in future recreational opportunities
    - A. Establish Shawnee as the place to have fun and recreate – 2 Year Goal
    - B. Brand riverfront development as the Johnson County “Entertainment District” for outdoor activities – 2 Year Goal
    - C. Collaborate with Bonner Springs, Kansas Division of Tourism and other stakeholders to develop a masterplan for the riverfront – 5 Year Goal
    - D. Capitalize on recreational water activities – 5 Year Goal
    - E. Create campground opportunities along the Kansas River – 5 Year Goal
    - F. Develop a conceptual plan for riverfront development – 2 Year Goal



## PILLAR FIVE: Provide exceptional city services and infrastructure

### Milestones & Goals

- Support residents in maintaining property through safe building codes that promote new construction and renovation
  - A. Enhance communication with owners and contractors through inspection process – 1 Year Goal
  - B. Fully implement Citizen Serve Permit Software – 1 to 2 Year Goal
  - C. Ensure adoption of the most recent International Building Codes – 3 years
- Promote beautification by establishing innovative code enforcement strategies
  - A. Encourage City employees to participate in beautification projects – 1 Year Goal
  - B. Focus efforts on education and partnerships over enforcement in order to change behavior – 2 Year Goal
  - C. Enhance public private service partnerships to assist at risk population – 2 Year Goal
  - D. Renew Neighborhood Focus Program, and consider new areas of emphasis and new performance standards – 2 Year Goal
  - E. Reevaluate financial assistance programs for minor home repairs and other neighborhood assistance programs for their effectiveness – 2 Year Goal
  - F. Utilize community partnerships to identify and target neighborhoods with clusters of code violations and use a network of volunteers to assist in clean-up and other small improvement projects – 2 Year Goal
  - G. Use data to create awareness and assistance programs around the most common types of violations – 3 Year Goal

# PILLAR FIVE KEY PERFORMANCE INDICATORS:

- (1) High levels of citizen satisfaction from surveys
- (2) Low Turn-over and High Levels of Employee Engagement
- (3) Systematic Expansion, Improvement, and Maintenance of Infrastructure
- (4) Infrastructure Plans Developed and Updated
- (5) Continuous Improvement of Connectivity of the City



## Pillar Five Milestones & Goals, continued

- Provide state-of-the-art stormwater systems through regional partnerships that protect residents' properties
  - A. Develop best practices for basin management of Stormwater with the County and surrounding cities—3 Year Goal
  - B. Establish a stormwater condition assessment and implement a maintenance program—5 Year Goal
  - C. Create design standards to promote natural storm drainage systems – ie. green streets—5 Year Goal
- Create a continuity of regional connections through sidewalks, paths, and trails
  - A. Make Shawnee a “walkability” City - 10 Year Goal
  - B. Add more East/West pedestrian/bike connections such as 47th, Midland, 75th, Johnson Drive - 10 Year Goal
  - C. Implement the Mid-America Regional Council’s regional wayfinding program while branding it with a Shawnee flair - 10 Year Goal
  - D. Continue to improve and expand the trail system and include aquatic trails - 10 Year Goal
- Grow and cultivate a workforce of servant leaders who are fully equipped and prepared to carry out the vision of Shawnee
  - A. Maintain training and certification of all staff—1 Year Goal
  - B. Enhance onboarding program for new employees to continue to build servant leaders and promote innovation —2 Year Goal
  - C. Conduct a staffing study to determine appropriate staffing levels across all departments that will enable the organization to provide expected levels of service and needs for the growth of population —2-5 Year Goal
  - D. Invest in training and technology to streamline our work and gain efficiencies—5 Year Goal
  - E. Review our internal committee structure and educate employees on the committee’s history and accomplishments and the mechanisms to become involved—5 Year Goal
  - F. Develop metrics and an evaluation system to clearly understand employee satisfaction in order to raise retention rates—5 Year Goal
  - G. Recruit and retain diverse employees who will support the core values and mission of the City – 10 Year Goal
  - H. Continuously evaluate programs to ensure policies are in compliance with employment laws and meet the needs of all demographics. —3 year Goal
  - I. Continue to create an internal culture that values continuous personal and professional growth as seen by increased licensing, training, and certifications – 10 Year Goal
- Maintain and expand a quality road system, utilizing concepts that promote efficiency and sustainability
  - A. Create a Pavement Management Index to determine level of maintenance and condition for funding—5 Year Goal





## Pillar Five Milestones & Goals, continued

- B. Renew dedicated taxes for infrastructure for things such as pavement, parks, and pipes – 5 Year Goal
- C. Adopt new technology and construction methods to increase efficiency and sustainability in areas of maintenance, construction and traffic – 10 Year Goal
- Establish an infrastructure development plan
  - A. Establish an infrastructure development plan for all areas: city facilities, internet, water, stormwater, wastewater, pedestrian, trash, fiber, streets, cable/phone, parks/green space, bicycle, water trails, gas lines, etc. – 10 Year Goal
- Institutionalize American Public Works Association (APWA) Accreditation for the Public Works Department – 2 year goal

## Education

- A. Expand Shawnee 101 to include a comprehensive and educational opportunity for all demographics of residents to know how to engage with local government – 2 Year Goal



FIND OUT **MORE**

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