



City of De Soto Strategic Plan

Originally Adopted by the City Council

August 3, 2017

Updated

February 15, 2018

February 7, 2019

February 20, 2020

February 18, 2021



City of De Soto Strategic Plan

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The citizens and community leaders of De Soto

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Introduction

In 2017, the De Soto Governing Body completed a ten-month visioning process that culminated in the City's first Strategic Plan. This document can serve as a statement to the community clearly outlining the Council's priorities, goals, and implementation strategies intended to advance the wellbeing and vibrancy of our city. It is the basis for the direction of the work of City Staff and for policy decisions relating to the expenditure of public funds, land use and infrastructure planning, community outreach, and other City services.

The Strategic Plan is intended to provide overarching, long-term guidance for elected officials, City staff, and other stakeholders regarding the future development, growth, and management of De Soto. The plan will serve as a basis for future actions related to several important policy areas critical to local governance including economic development, current and future land use planning, utility master planning, growth, and visioning. It serves as a reference for decision-making and provides a framework for aligning our priorities and resources in pursuit of our goals, and it will help retain clarity of purpose from year to year and ensure the most effective application of resources to the most important community issues.

The Strategic Plan should be an active document to serve as a road map to guide us from vision to reality. In order to remain effective and relevant, this document should be updated periodically as economic and social conditions evolve, and it should be referenced regularly to guide policy.

The plan should be reviewed and updated on a yearly basis, with more thorough overhauls occurring at no more than 5-year intervals.

The Strategic Plan Process:

The process for the original development of the August 3, 2017 plan

was divided into five parts;

1. **Informational Workshops:** *Where are we now?* Held with City Staff and the Governing Body, these sessions were informational presentations that provided an opportunity for the Council to learn about details about the various functions of the City including:
 - a. Governmental Structure - Role of Council, Planning Commission, Staff, EDC/Chamber, BZA, Park Board, and others.
 - b. Current Status of Existing Plans and Policies – Comprehensive Plan, Parks Master Plan, Economic Incentive Policies, Codes Enforcement, etc.
 - c. Existing City Codes & Development Processes.
 - d. Utilities – Water and Sewer master plans, service extensions, capacities.
 - e. Programs, Parks & Recreation, Events.

Presentation materials given during the informational workshops is available in Appendix A.

2. **Joint Meetings:** *Who are our partners?* These sessions provided opportunities for introduction and exchange of ideas with the various boards and organizations who impact the community including:
 - a. City Boards including Planning Commission, BZA, Parks
 - b. EDC/Chamber
 - c. Public Service Partners - Police, Fire, School, Water Districts, County, & Neighbors
 - d. City Staff

Summaries of the joint meetings are available in Appendix B

3. **Citizen Participation:** *What does the community think?* Recognizing that any strategic plan must be in harmony with the desires of the community, four public meetings were held to garner feedback on priorities and projects.

The first two meetings were held on January 16, 2017, and targeted a list of 50 community members based on their

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demonstrated interest in local governance or economic development. These meetings were facilitated by Jeanie Laurer with the Johnson County Community College and were intended to get community input on a broad range of topics. The results of these meetings were the basis for the development of priority areas of focus to use during follow-up public meetings.

The second two public meetings were held on February 22, 2017, and built on the results of the initial public meetings to encourage feedback from a broader group of constituents on a more focused list of topics.

The results from all four public meetings were summarized and provided to the Governing Body as the basis for discussions during the retreat.

Feedback collected during public input meetings is available in Appendix C.

4. **City Council Retreat:** *Who are we and who do we want to be?* This session went further into the areas of focus that were identified in the joint meetings and citizen participation. It included a full day off-site retreat that included the City Council and the City Administrator. The retreat was also facilitated by Jeanie Laurer. During this session, four main focus areas emerged, under which specific goals and objectives were identified.

Summary results of the Council retreat are available in Appendix D.

5. **Development of Strategic Plan:** After the Council retreat, a draft of this Strategic Plan document was developed and submitted to the Governing Body for review and feedback.

- a. After the basic content and format of the plan was approved by the Council, it was communicated to the public via social media, the City's website, and word of mouth.
- b. The public was invited to review and comment on the plan.
- c. The plan was revised based on public input and finalized by the Council.

The process followed for the 2018 plan update was greatly abbreviated since it only included a period of 5 months between the initial 2017 adoption and the 2018 update. It involved a review of progress during the previous year, appropriate adjustments of goal priorities, and identification of new objectives. The 2019 update was similar, but included a full 12 months of progress toward goals and objectives. It is the intent for subsequent years to update the plan in the first quarter of each year in conjunction with annual updates of the Capital Improvements Plan, and prior to the start of the budgeting process in the spring.

Updates of the plan will be performed yearly, but the plan should be overhauled on intervals not exceeding five years. Overhauls will involve a more immersive process, similar in nature and scope of the process followed for the initial plan adoption.

Focus Area Descriptions:

Based upon broad community input, several focus areas outlined below were listed. Current conditions were acknowledged and then various goals and initiatives were identified to improve outcomes in those focus areas. These initiatives will be used as a basis for future budget decisions and staffing work load priorities throughout the implementation of the Plan.

1. **Infrastructure:** In the past decade, the City has made significant investments in its water and sewer infrastructure

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aimed to maintain our position as a full-service community and control critical aspects of growth and land use. Specifically, \$9 Million was spent in 2006 for a new sewer treatment facility and \$7.5 Million has been spent in the past five years renovating the water treatment facility. Increasing the service territories of these two utilities is a critical part of lowering the monetary impacts of these investments on the users, and expansion of these systems is needed to serve future growth.

In addition to providing service to the Sunflower Property and expansion areas of the City, there is a need to provide sewer service to areas already in the City to facilitate infill developments, specifically along the 95th Street corridor where commercial opportunities exist. There may also be value in investigating sewer extensions to targeted areas in the eastern portions of the City.

There is a continued desire to allocate adequate resources to street maintenance and preservation, to enhance the City's sidewalks, trails, and pedestrian access amenities, and to encourage our partnering service providers to plan adequately for the growth of our community. Specifically, broadband internet access has been identified as an area where De Soto falls behind our neighboring Johnson County communities, and is viewed as a disadvantage to economic development.

2. **Expansion:** Attitudes toward the growth of the City are nearly uniformly positive. There is broad support for the increase in residential, commercial, and industrial developments; and there is a recognition that residential growth, in particular, is needed in order to support the types of commercial opportunities that will increase the livability of the community. Additionally, lowering the cost of services

like road maintenance, water and sewer utilities, and administrative governmental services relies on increasing the taxing base and the number of patrons served by City utilities.

There is a need to identify areas of land to support future growth, and to plan infrastructure accordingly. The former Sunflower Army Ammunition Plant property is a major influencing factor in these deliberations, and could be the genesis of accelerated industrial or commercial growth in the region. The City intends to work closely with the current owners of the Sunflower property to identify pathways to facilitate the economic development of the property including economic incentives, annexation into the City, land use planning, and utility service extensions.

3. **Image:** De Soto is a proud community, and its status and perception within in the region and state plays an important role in our ability to pursue economic development and quality of life goals. Topics such as community branding, communications, and marketing have been identified as areas to pursue to enhance De Soto's image.

One common theme heard during the public involvement process was a desire to become more proactive in enforcing the City's existing property maintenance and nuisance ordinances, with the goal to enhance aesthetics, particularly along major corridors throughout town and areas of importance like downtown and developing commercial areas. Walking the line between individual property rights, and the rights of the community to mitigate unsightly or blighted conditions is a fundamental function of local zoning laws, and is often a notable manifestation of a governing body's attitudes toward governmental control and the

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importance of community image. At a basic level, ones right to swing his fist ends at another's nose.

Another topic of focus, arising both from the public input process and from recent topical discussions with the Council, is the challenge of public communications. As society transitions from traditional print publications to electronic communications, it is increasingly difficult to reach the entire community with one solution. It is recognized that our outreach must include a multifaceted approach involving print, social media, and other forms of electronic communication. Additionally, we have learned that the community feels a disconnect from the workings of local government and there is a desire for more opportunities to give feedback and input on decisions impacting the community. Communications should be two-way, and should encourage collaboration among diverse facets of the population.

4. **Amenities:** Nothing more directly relates to the perception of a City's quality of life than the amenities it offers. From publicly provided options such as park & recreation programming, passive recreation areas, community events and festivals, and pedestrian trails, to privately provided options like retail shopping, restaurants, and service-related functions; the offerings a City provides are often what sets it apart from other competing communities. Basic infrastructure like clean water, safe roads, police and fire protection, and efficient drainage systems are taken for granted as a default function that local governments and service providers rarely fail to deliver. Differences between communities are often made in the realm of amenities.

There is a desire to build on our existing recreation programming, and provide options to citizens of all ages

including pre-school, youth, adult, and seniors. There is also support for recreation trail systems, upgrades to existing parks, and for the construction of new soccer fields. To help support and direct these efforts, there is a need to redefine the role of the Park Board to take a more active role in the process.

Other desired initiatives include increasing entertainment offerings such as outside theatre, concerts, and community events; providing educational opportunities; promoting retail, farmers markets, and promoting healthcare choices.

Mission Statement

"The City of De Soto delivers big adventure and lifelong opportunities to its residents. Civic pride, inclusiveness, and collaboration are hallmarks of our welcoming city where responsible growth is a goal, and Government is responsive, accountable, and works in the best interest of the people."

Vision

De Soto will be a safe, vibrant, and attractive community, where people and families live, learn, work and play, and where one can take advantage of the cultural aspects of a major metropolitan area while enjoying the quality of life advantages of a non-urban lifestyle.

Values

The City's core values are crafted to guide and inspire organizational performance. For City officials and personnel, these values are the principals that constitute the foundation on which to base our path forward:

- Innovation – Strive to find a better way.
- Stewardship – Take seriously the trust that has been placed in you.
- Excellence – Don't let "good" be the enemy of "great".

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- Accountability – Honest, open, and transparent.
- Integrity and Trust – Do what is right, and expect others to do the same.
- Safety – Never compromise.
- Community Engagement – Encourage and embrace feedback.
- Employee Enrichment – Value our personnel assets.

to today, and the slogan was viewed favorably during public input, with a slight modification.

The new De Soto Slogan is as follows:

“Build your life with us”

Slogan

In 2004 and 2005 the De Soto Economic Development Council and Chamber performed an in-depth Community Marketing Plan that was aimed to establish a unified “core message”, or “position” for the community. This core message was used as a basis to develop a marketing and promotion strategy and a slogan.

The Core Message outlined in this effort reads as follows:

“To our target audiences, De Soto is the unique, centrally located community that nurtures a supportive life style in which to create positive connections”

The Slogan from the 2004 marketing effort reads as follows:

“De Soto Kansas...Come build your life with us”.

Although the marketing effort was a success, and did result in a re-design of the City’s logo, the slogan was never formally adopted by the Governing Body or included in any of our marketing material.

Summary materials from the 2004 – 2005 Community Marketing Plan are included as Appendix E.

Upon review and consideration of the 2004 effort, it is clear that many of the underlying conditions are still relevant and applicable

Strategic Plan Format:

The Strategic Plan format is organized around the four focus areas that emerged during the dialogue with the community and the city leadership. For each focus area, there is a description of the vision for that topic. Following is a matrix that describes the vision in a series of goals. For each goal, there are initiatives, or organizing principles for more specific objectives. Each objective is annotated with an estimated timeframe, the lead city entity responsible, the resources required in either labor and/or capital expenditures, and the relative priority for the specified objective.

A further description of this annotation is as follows:

Timeframe

- ① The initiative will be completed or substantially underway within the next year or two.
- ② The initiative will be completed or substantially underway within the next 3-5 years.
- ③ The initiative will be completed or substantially underway after year 5.
- The initiative is underway or an on-going priority of the city.

Lead is the City Department, City Division or specific official that has primary responsibility to carry out the initiative. In many cases there are other city functions that will be involved and in some cases all city departments will have some part in the initiative.

Resources

Significant human resources are required to implement the initiative, which might be beyond the current commitment. This could be accomplished through the re-allocation of existing staff, additional staff, temporary staff or contractual services.

- Additional capital expenses are needed to implement the initiative.
- The initiative will require community partners to implement.
- The initiative will involve communication and community involvement to implement

Priority

- ① The initiative carries a high level of interest from the community and there is a need for short-term action. The initiative will be strongly considered for the allocation of financial or staffing resources.
- ② The initiative is important, and should remain an area of focus, but may take a back seat to more pressing matters.
- ③ The initiative is a long-term goal, or one that requires an outside trigger before initiation.

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Focus Area 1 – Infrastructure (IF)

Vision:

Planning for the long-term viability of the City’s utility infrastructure, particularly water, sewer, communications, and energy is critical for economic vitality and quality of life. We visualize De Soto with efficient infrastructure systems including streets, water, sewer, internet, power, and utilities that are capable of serving existing population and businesses and supporting future growth which is needed to keep utility rates low. For this reason, the City desires to expand our service territories and to serve as many residents, businesses, and industries as possible.

<p> = timeframe = on-going = staffing = capital = communication = partners = priority </p>					
ED = Economic Development Council Fin = Finance Department Build = Building Inspections Department E = Engineering Fire = NWCDFD		Plan = Planning Department Police = Johnson County Sheriff CA = City Administrator Street = Street Department Water = Water Department		Sewer = Sewer Department Clerk = City Clerk Gov = Mayor and City Council Consultant = Outside Consultant Contractor = Outside Contractor	
<p>Goal IF1: Continue to Support the Buildout and Modernization of Broadband Internet Services in the Community.</p>					
<p>Initiative IF1.1: The City will work closely with <u>internet service providers</u> RG Fiber in the execution of the terms of the broadband partnership agreement and continue to encourage other service providers to upgrade their systems and expand to <u>unserved and underserved areas of the City.</u></p>					
	Objective IF1.1A: Continue the work of the Broadband Committee in areas of enterprise class services, smart city promotion, implementation of public wifi, and other economic development strategies. Work to identify and eliminate pockets of unserved addresses throughout the City.		Gov CA		

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	<p>Objective IF1.2: Administer RG Fiber & Zoom Fiber's right-of-way permitting and contractual obligations relating to the City's microduct infrastructure <u>Work to identify pockets of the City that remain unserved or underserved and encourage service providers to be more responsive to service needs in these areas.</u></p>		<p>CA Build</p>		<p>①</p>
	<p><u>Objective IF1.3: Encourage, promote, and incentivize competitive service to all areas of the City to establish an environment of choice for digital consumers.</u></p>		<p><u>CA</u> <u>Build</u></p>		<p><u>①</u></p>

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY
Goal IF2: Provide integrated pedestrian and trails network throughout the city.					
Initiative IF2.1: Promote the construction of “Complete Streets”.					
	Objective IF2.1.A: Adopt roadway design policies and standards that include non-motorized components and require implementation as part of new development.	②	E, CA, Street	👤 ⓘ	③
	Objective IF2.1B: Sign bike paths and identify bike lanes with striping on roads where it is appropriate	②	Street, E	👤 💰	②
	Objective IF2.1C: Develop partners to advocate for bike trails and support bike programs.	②	E, CA	👤 ⓘ	②
Initiative IF2.2: Connect existing and future parks with paved recreation paths.					
	Objective IF2.2.BA: Work toward the implementation of the trail segments identified in the 2020 Park Referendum. project development of targeted segments of pedestrian corridors that are identified on the Trails Map in the 2018 Park &	●	E, Plan, Gov	💰	①
	Objective IF2.2C: Focus on connection to new Lexington Lake Park. Enlist the help of the Johnson County Park & Recreation District.	⊖	Gov	ⓘ	⊕
	<u>Objective IF2.2B: Consider new park referendum for trail improvements</u>	①	Gov	ⓘ	①
	Objective IF2.2E: Seek funding and other opportunities to install a pedestrian trail or sidewalk along Ottawa Street from 83 rd north to Riverfest Park.	②	Gov	💰	②
Initiative IF2.3: Repair deteriorated sidewalks throughout the community.					
	Objective IF2.3A: Continue sidewalk repair program.	●	Plan, E	👤 💰	②
	Objective IF2.3B: Continue focus of sidewalk replacements and look for areas to construct new sidewalks.	●	E, Plan	👤 💰	②

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			TIMEFRAME	LEAD	RESOURCES	PRIORITY
Initiative IF2.4: Expand existing pedestrian network to fill existing gaps and include connections for multi-modal transportation.						
	Objective IF2.4.A: Continue sidewalk repair program		●	Gov, CA	👤💰	②
	See also Objective IF2.3B					
Goal IF3: Expand water and sewer service areas.						
Initiative IF3.1: Negotiate service territory agreement with RWD #7						
	Objective IF3.1A: <u>Continue w</u> Work with RWD #7 to establish future service territory boundaries <u>with the goal of executing an agreement by the end of 2021.</u>		① ●	CA, Gov	👤🤝	①
	Objective IF3.1B: Work with RWD #7 to establish a water sales agreement that will benefit the patrons of both systems and provide for the economic development of the area.		① ●	CA, Gov	👤🤝	①
Initiative IF3.2: Extend infrastructure sewer collection system to developable areas along 95th Street and Sunflower Road.						
	Objective IF3.2A: Implement Project #21 in the Capital Improvement Plan, extending sewers along 95th to Lexington Avenue, or a similar project extending service to areas of more immediate economic viability in the area of 103rd & Sunflower Road, or on the SRL property.		ⓘ	CA, E	👤	⊕

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	Objective IF3.2B: Approach land owners about the possibility of benefit district financing.	③	CA	👤 🤝 💰	①
	Objective IF3.2C: Negotiate with the Sunflower Redevelopment Group to obtain the use of existing sewer infrastructure along Sunflower Road.	①	CA, Gov	👤 🤝	①
	Objective IF3.2D: Develop infrastructure feasibility plan for the immediate southwest growth area including land between K-10 and 103 rd Street, and between Sunflower Road and Lexington Avenue. Revise <u>CIP and Comprehensive sewer master plans</u> as appropriate.	①	CA, Gov Plan	👤 💰	①
Initiative IF3.3: Extend Sewer Service to existing developments currently on septic systems.					
	Objective IF3.3A: Investigate costs and benefits of low pressure sewer systems in residential subdivisions.	②	Plan	👤	②
	Objective IF3.3B: Review and reassess the sewer extensions map, specifically for areas east of existing service territory.	②	Plan	👤	②
	See Also: Objectives EX1.2B, EX2.1B IF3.2A, IF3.2B				
Goal IF4: Revitalize Downtown					
Initiative IF4.1: Promote appropriate mix of uses including non-retail and restaurants.					
	Objective IF4.1.A: Update downtown masterplan with PSP grant funding. Use previous plan as a starting point.	①	Plan	👤 💰	①

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	Objective IF4.1B: Provide economic incentives for existing and new business startups and for private investment in properties.	② ●	CA,	💰	②
	Objective IF4.1D: Resurrect streetscape plan and pursue outside funding sources to implement public streetscape project	②	Plan	👤	②
	Objective IF4.1E: Increase enforcement of codes focus	●	Build	👤	②
Initiative IF4.2: Strategically invest public funds to encourage downtown vitality					
	Objective IF4.2A: Incorporate <u>a updated planning effort and</u> strategically phased downtown streetscape <u>improvements project</u> into the City's 5-year CIP	<u>①</u> ⓘ	CA, GOV Gov	👤 💰	<u>②</u> ⊕
	Objective IF4.2B: Consider strategic land or property purchases via a land bank.	①	CA, GOV Gov	👤 💰	<u>②</u> ⊕
	Objective IF4.2C: Include downtown as a targeted incentive area (See Initiative EX3.1)	●	ED, CA, GOV	👤	①
	Objective IF4.2D: Develop a plan for the redevelopment of the former Street Department property on Shawnee Street and seek out a private partner to implement redevelopment project.	①	CA, GOV Gov	👤 💰	①
	<u>Objective IF4.2E: Develop and implement smaller incremental beautification projects in the downtown area in advance of streetscape projects. Examples include benches, signage, sidewalk improvements, planters, new street lighting, and banners.</u>	<u>①</u>	<u>CA, GOV</u> <u>Gov</u>	<u>👤 💰</u>	<u>①</u>

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY	
Goal IF5: Develop an Emergency Preparedness and Disaster Recovery Plan						
Initiative IF5.1: Develop a comprehensive and unified emergency and disaster plan for the City that is consistent with and complementary to the County’s plan.						
	<u>Objective IF 5.1.A: Provide backup power generation for City Hall</u>		②	CA	👤💰	①
Goal IF6: Develop and Maintain a Formalized 5-Year Capital Improvement Plan						
Initiative IF6.1: Develop a comprehensive long-range funding and expenditure plan for all capital improvement projects						
	Objective IF 6.1.A: Update plan yearly, and overhaul plan every 5 years, to include public outreach and involvement.		●	All	👤	①
	Objective IF 6.1.B: Develop Asset Management plans for Building Maintenance funds contained within the City Budget including plans for the Community Center, Pool, Water System, and Sewer System		●	E, Plan	👤	①

Focus Area 2 – Expansion (EX)

Vision: De Soto desires to increase in size of the City in terms of its population, geographical footprint, utility service coverage, retail opportunities, and industrial base. We recognize that economic development and growth are catalysts to attracting and funding quality of life initiatives, and maintaining the vibrancy of the community. We visualize a future where the City has expanded its corporate boundaries, utilities, road network, and other public services into areas that are conducive and appropriate for growth, to include portions of the former Sunflower Army Ammunition Plant.

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY
Goal EX1: Increase Population.					
Initiative EX1.1: Increase City commitment to support the activities, goals & objectives of the <u>-Chamber of Commerce and the Economic Development Council.</u>					
	Objective EX1.1.A: Continue to financially support the efforts of the EDC at levels at or above previous commitments.	●	Gov CA	🤝 💰	①
	Objective EX1.1.B: Continue to devote staff and council time to responding to economic development proposals.	●	Gov CA	👤👤👤	①
	Objective EX1.1.C: Work with the Economic Development Council to enact their recently-completed “roadmap” to meet targeted goals of population increase.	●	Gov CA	👤👤👤	①
	<u>Objective EX1.1.D: Work with EDC on joint Due Diligence and Masterplans for the Southwest Growth Area and other tracts further west with significant economic development potential</u>	●	<u>Gov CA</u>	<u>👤👤👤</u>	<u>①</u>

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			TIMEFRAME	LEAD
				RESOURCES
				PRIORITY

Initiative EX1.2: Update the City’s Comprehensive and Utility Plans.

	<u>Objective EX1.2A: Incorporate results of EDC/City Southwest Area Plan and Due Dalliance study into the Comprehensive Plan.</u>		Gov, CA		
	Objective EX1.2B: Update master plans for water and sewer.		E, Plan		

Initiative EX1.3: Continue to work with potential and existing employers to locate to or stay in De Soto and to provide wage scales that afford employees the opportunity to live in the community.

	Objective EX1.3A: Review economic incentive policies to encourage employer retention.		Gov, CA		
	Objective EX1.3B: Continue to review existing abatement agreements to ensure compliance with wage rate requirements.		CA		
	See also Initiative IG2.2 – Cooperation with EDC:				

Initiative EX1.4: Promote Residential Development.

	Objective EX1.4A: Revise policies on Excise tax collection.		Gov		
	Objective EX1.4B: Consider public/private partnerships for the extension of needed facilities.		Gov		
	Objective EX1.4C: Review state of residential development and consider establishing triggers or a timeframe for curtailment of economic incentives or the active promotion of residential development.		CA, Gov		

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	TIMEFRAME	LEAD	RESOURCES	PRIORITY
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See Also: Objectives EX1.2A, EX1.2B, EX1.2C, and EX1.2D

Initiative EX1.5: Promote Affordable or Workforce Housing

Objective EX1.5A: Develop a committee charged with setting incentive policies, identifying sites, and fostering public private partnerships to implement projects.	② ①	CA, Gov	👥 📢	② ⊕
<u>Objective EX1.5B: Continue Support for County-Wide Housing Study and incorporate results into future economic incentive policies and Comprehensive Plan updates</u>	①	CA, Gov	👥 📢	①
<u>Objective EX1.5C: Encourage community participation in the Johnson County Housing Task Force.</u>	①	CA, Gov	👥 📢	①

Goal EX2: Annex surrounding areas as appropriate and when needed to facilitate growth

Initiative EX2.1: Identify appropriate areas for expansion within the Comprehensive Plan

Objective EX2.1A: Update land use plan (See Objective EX1.2A)	⊖	Plan	👥 💰	⊕
Objective EX2.1B: Update Utility master plan to incorporate the results of the southwest area infrastructure study. (See Objective EX1.2B)	●	E	👥	①
<u>Objective EX2.1C: Help fund and engage with EDC on diligence and backbone infrastructure study for Southwest Growth Area and the Gabriel property.</u>	●	E, ED, CA,	👥 💰	①
<u>Objective EX2.1D: Follow up joint EDC area study from Objective EX2.1.C with detailed utility extension master planning and incorporation into the Comprehensive Plan, CIP, Housing Studies, and infrastructure master planning.</u>	②	E, ED, CA, GOV	👥 💰	①

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	TIMEFRAME	LEAD	RESOURCES	PRIORITY
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Objective EX2.1C1E: Consider land purchase options or Memorandums of understanding with property owners of economically viable and attractive growth	②	Gov, CA	👤 💰	②
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Initiative EX2.2: Work closely with Johnson County and Sunflower Redevelopment Group to ensure that the development of the former Sunflower Army Ammunition Plant is in concert with De Soto’s short and long-term goals.

<u>Objective EX2.2A: Work with SRL to facilitate strategic annexations of portions of the Sunflower property.</u>	①	Gov, CA	👤	①
Objective EX2.2B: Encourage County to allow development to occur as clean-up progresses.	①	Gov, CA	👤 ✋	①
Objective EX2.2C: Consider TIF district for northern portions of Sunflower property to entice development.	②	Gov, CA	ⓘ	②
Objective EX2.2D: Include Sunflower property in or EDC efforts.	●	ED, CA	👤	①

Goal EX3: Promote and Implement Newly Adopted Overhaul Economic Incentives Policy to Include Targeted Policies Which Support Strategic and Comprehensive Plan Goals.

Initiative EX3.1: In conjunction with the EDC, build awareness about the policy within the development community form a committee to recommend policy changes

Objective EX3.1A: Identify types of projects and locations in the community that advance our stated strategic objectives. Specifically, Downtown and the Southwest growth area should be a focus <u>Promote the policy on social media platforms, quarterly magazine and utility bill inserts.</u>	●	ED, CA, GOV	👤	①
Objective EX3.1B: Prioritize Capital Improvements to support new developments in identified incentive priority areas.	⊖	ED, CA, GOV	👤	⊕

Initiative EX3.2: Incorporate Policy into Comprehensive Plan, Website, and Administrative Procedures

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			TIMEFRAME	LEAD	RESOURCES	PRIORITY
	<u>Objective EX3.2A: Revise Comprehensive Plan to include direct references to policy's incentive areas and targeted industries.</u>			ED, CA, GOV		
	<u>Objective EX3.2B: Create web page related to incentive policies and procedures.</u>			ED, CA, GOV		

Focus Area 3– Image (IG)

Vision: De Soto’s status and perception within in the region and state plays an important role in our ability to pursue economic development and quality of life goals. Public communications, branding, and marketing all play an important role in advancing a positive image for De Soto. We envision a future De Soto is a recognized name in the metro area that evokes positive perceptions as a forward thinking, professional, clean, and respected community whose residents and business leaders are prideful about the community, and are kept informed and engaged on civic matters.

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	TIMEFRAME	LEAD	RESOURCES	PRIORITY
Goal IG1: Enhance communications with the public.				
		<u>①</u>	Plan, CA	👤 <u>②</u>
		<u>①</u>	Plan, CA	👤 <u>②</u>
Initiative IG1.2: Develop a brand for De Soto as a marketing and communication tool.				
	Objective IG1.2A: Hire consultant to work with City and EDC to refresh 2004 Marketing Plan.	②	CA	💰 <u>③</u>
	Objective IG1.2B: Implement community signage.	②	CA	💰 ⓘ <u>③</u>

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	Objective IG1.2C: Resurrect the K-10 Monument Sign project and consider implementation.	①	Plan	💰	①
Initiative IG1.3: Provide printed or non-digital communications for those segments of the population who are not inclined to use digital communications.					
	Objective IG1.3A: Develop and distribute a City Hall newsletter & make better use of water bill notifications	●	CA	👤💰	①
	Objective IG1.3B: Purchase and install electronic message boards at strategic locations.	③	CA	💰	②
	Objective IG1.3C: Hold periodic public outreach meetings, or attend meetings of civic organizations to give updates on City activities.	●	Plan, CA, E, Clerk	👤 ⓘ	②
	Objective IG1.3D: Consider advertising on TV and Radio for civic events.	●	Gov	💰	②
Initiative IG1.4: Increase the City's presence on social media.					
	Objective IG1.4A: Expand communications ability with the most recent technology advances and to provide coverage as the community grows	●	Plan, CA, E, Clerk	👤 ⓘ	②
	Objective IG1.4B: Develop a structured public communication plan.	②	Plan, CA, E, Clerk	👤 ⓘ	②
	Objective IG1.4C: Pursue social media Facebook and Skype for crime reporting and alerts for criminal activity in a specific area.	②	Plan, CA, E, Clerk	💰	②
Goal IG2: Market the City					
Initiative IG2.1: Advertise the City's assets and benefits to potential residents and businesses					
	Objective IG2.1A: Work with Chamber & EDC to hire a consultant to produce a promotional video.	②	Gov, Cons.	💰	③

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	Objective IG2.1B: Place paid targeted advertisements on social media like Twitter or Facebook. Work closely with Chamber and EDC on this issue.	●	CA	💰	②
	Objective IG2.1C: Produce a “Welcome Packet” and distribute it to new residents or businesses.	②	Clerk	👤💰	③
	Objective IG2.1D: Establish better working relationships with businesses, civic clubs, neighborhood groups, retailers, community leaders. Consider pop-up, visits/Q&A tables at events	●	CA	👤 ⓘ	①
Initiative IG2.2: Coordinate more closely with the Economic Development Council and Chamber of Commerce					
	Objective IG2.2A: Confirm policy support of the EDC “Road Map”	①	Gov	👤 ⓘ	①
Goal IG3: Increase codes enforcement and beautification efforts.					
Initiative IG3.1: Become more proactive with enforcement of property maintenance and junk codes					
	Objective IG3.1A: Re-asses Implement new -codes enforcement policy established in 2015, specifically for the downtown area.	●	Gov, Build	👤 ⓘ	①
	Objective IG3.1B: Develop internal policy awareness among Staff and Council to enhance unity in enforcement efforts.	①	CA	👤 ⓘ	①
	Objective IG3.1C: Create committee to coordinate volunteer efforts to assist with cleanup and repairs to properties identified by codes enforcement activities	●	Build, Plan,	👤 🤝	①
	Objective IG3.1D: Consider re-implementation of the rental inspection program. Redevelop code and level of standards/costs – community input/tenants, landlords, establish enforcement mechanisms.	②	Gov, CA	👤 🤝	②

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			TIMEFRAME	LEAD
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Goal IG4: Identify and promote beautification efforts

Initiative IG4.1: Construct entrance signage or other public art along K-10 or at other locations in the community.

Objective IG4.1A: Resurrect K-10 roadside signage plans and implement project.	①	E	👤📍	①
Objective IG4.1B: Pursue funding and volunteer efforts for public art. <u>Work with the De Soto Arts Council and Johnson County Arts and Heritage Center to incorporate art in public spaces. Objective IG4.4A Work with Art’s Council on identifying locations for public arts display.</u>	②	Gov, CA	👤👋	①③

Initiative IG4.2: Ensure that public properties and rights-of-way are kept clean and mowed.

Objective IG4.2A: Work with KDOT to mow the K-10 right-of-way on a more frequent basis.	●	E, Plan	👋👤	②
<u>Objective IG4.2A: Work with SRL to ensure the rail spur property is mowed.</u>	●	<u>E, Plan</u>	<u>👋👤</u>	<u>②</u>

~~Initiative IG4.3: Encourage and support community clean-up events.~~

Objective IG4.3A Continue practice of brush dump availability	●	Street	👤💰	②
Objective IG4.3B: Work with Johnson County to promote awareness and participation in hazardous materials disposal events.	●	Clerk	👋👤	②

Focus Area 4– Amenities (AM)

Vision: We recognize that a community’s amenities are crucial to quality of life, and often a deciding factor when a family or business decides to relocate. Through effective planning, cooperation with partners, and community engagement, we aim to build upon our existing infrastructure and programs and broaden the scope and scale of De Soto’s recreational and retail offerings. We envision a time when public investment, community partnering, and careful planning culminate in a community with a diverse array of recreational opportunities, and where retail offerings and civic events are an integral part of a connected and engaged community.

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY
Goal AM1: Expand recreational programming and upgrade amenities at parks facilities.					
	<u>Objective AM1.1: Work with Park Board to review existing programming and make recommendations on revised, new, or expanded programs to serve patrons of all ages.</u>	②	Parks, CA	👤	②
	<u>Objective AM1.2: Prioritize improvements to existing facilities and incorporate into CIP</u>	●	Parks, CA	💰 👤	①
Initiative AM1.2: Find and implement a long-term solution for soccer sports fields.					
	Objective AM1.2A: Build on the recommendations of the Parks & rec Masterplan to identify appropriate location for new soccer fields Consider phased construction of sports fields project outlined in the 2020 bond referendum.	●	Gov, CA, E, PR	👤	①

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	Objective AM1.2B: If approved, implement the new sports fields project contained in the March 2020 Bond Referendum.	⊖	Gov, CA, E, PR	⊕ 	⊕
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	TIMEFRAME	LEAD	RESOURCES	PRIORITY
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Objective AM1.2C: Budget phased approach to field construction.	③	E, Gov		①
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Initiative AM1.3: Build recreation paths and trails connecting existing and future parks facilities sidewalks are walkable and safe.

Objective AM3.1.A: Develop comprehensive trail system master plan.	●	Plan		①
Objective AM3.1.B: Research and pursue grants and funding opportunities for trails.	①	Plan		①
Objective AM3.1.C: Obtain necessary easements and rights-of-way.	②	E, CA		③ ②
Objective AM3.1.D: Work closely with the Johnson County Park & Recreation district to identify areas where we can cooperate.	②	CA		②
Objective AM1.3E: Consider a new park bond referendum that includes only the # approved, implement the trails projects contained in the March 2020 Bond Referendum.	① ③	Gov, CA, E, PR		①

Initiative AM1.4: Work to identify and implement programming expansions to serve people of all ages and abilities.

Objective AM1.4A: Conduct outreach to get public input on desired programming expansion.	②	Consult.		②
Objective AM1.4B: Budget additional staff in the Parks & Recreation department as necessary.	③	CA, Gov		②
Objective AM1.4C: Identify local interest groups that would be willing and able to assist with operational and staffing needs of additional programming.	③	CA, Gov		②

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY
Initiative AM1. 5: Increase the amount and diversity of physical amenities at City parks facilities.					
	Objective AM1.5A: Inventory existing parks amenities and prioritize upgrades or expansions.	①	Parks	👤👤👤	②
	Objective AM1.5B: Address ADA issues, wherever feasible.	●	Parks, E	👤👤👤	②
	Objective AM1.5C: Research and pursue grants and funding opportunities.	●	Parks, Plan	👤👤👤	②
	Objective AM1.5D: Consider ATV or Motor Cross park at Wilderness Park.	③	Parks, Plan	👤👤👤 ⓘ	③
	Objective AM1.5E: Pursue grant for historic marker of Quantrell’s Crossing at Wilderness Park.	②	Plan	👤👤👤	②
	Objective AM1.5F: Construct RV park at Riverfest.	③	E, Gov	👤👤👤 💰	③
Goal AM2: Increase entertainment and education opportunities in the City					
Initiative AM2.1: Promote community and regional events.					
	Objective AM2.1A: Coordinate with local civic organizations to facilitate yearly events such as the barbeque contest, country concert, wine tasting, De Soto Day’s festival, or other public events of regional significance.	●	Gov	👤👤👤 ✋	①
	Objective AM2.1B: Implement Summer Concert Series for June	●	CA, Parks,	👤👤👤 💰	①
Initiative AM2.2: Develop comprehensive facility plan for City Hall and the Community Center property.					

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	Objective AM2.2A: Conduct inventory of existing uses and spaces	●	CA, E	👤👤👤	①
	Objective AM2.2B: Develop ultimate future renovation plans	●	E, Consult.	👤👤👤 💰	①
	Objective AM2.2C: Complete plan - setting policies on facility use, present and future.	①	Gov, CA	👤👤👤 ⓘ	①
Initiative AM2.3: Promote educational offerings.					
	Objective AM2.3A: Consider incorporating computer room at City Hall within the City Hall Facility Plan, and work with school district and JCCC on educational programming.	③	CA	💰	③
	Objective AM2.3B: Work with JCCC, Johnson County Parks, Johnson County Library, and others to identify programming opportunities.	③	CA	👤👤👤 ✋	③
	Objective AM2.3C: Provide, encourage and financially support lifelong learning programs.	●	Gov	👤👤👤 ✋	③
	Objective AM2.3D: Serve as an educational resource on city issues and activities to other agencies and the public, including civic groups and non-	●	CA	👤👤👤 ✋	③
Goal AM3: Increase retail options in the City					
Initiative AM3.1: Promote new business					
	Objective AM3.1A: Continue implementation of City's Tax Abatement policy, when appropriate, to attract new retailers of significance.	●	ED, GOV	👤👤👤	①
	Objective AM3.1B: Continue to devote appropriate staff resources, in coordination with the EDC, to respond to potential development opportunities.	●	CA, ED, Plan	👤👤👤	①

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		TIMEFRAME	LEAD	RESOURCES	PRIORITY
Initiative AM3.2: Support existing businesses					
	Objective AM3.2A: Support Chamber of Commerce efforts for business retention, workforce training, and expansion solutions.	●	CA, ED, Plan	👤	①
Goal AM4: Increase healthcare options in the City					
Initiative AM4.1: Reach out to regional health care providers					
	Objective AM4.1A: Continue dialogue with Olathe Medical Center and encourage the development of their property along K-10.	●	Gov, CA, ED	👤	③

Completed Items & Ongoing Efforts

Throughout this and previous versions of this document there are initiatives and objectives that have been completed, or are listed as ongoing (●). This section is intended to memorialize the efforts and achievements made since the last update on these items, in order to gauge our progress during subsequent updates to the plan.

1. *Goal IF1: Improve Broadband Internet Access to the Community.*: This goal has largely been achieved since the last update in February of 2020. The contract agreement with RG Fiber is now complete, and both RG and Zoom Fiber are continuing their efforts to expand throughout the City. Additionally, in the fall of 2020 the County approved a CARES Act project to extend broadband internet south of De Soto along Kill Creek Road and Waverly Road.
2. *Initiative IF2.2: Connect existing and future parks with paved recreation paths:* Since the rejection of the 2020 Park & recreation referendum, the Park Board has recommended that the Council consider a smaller referendum to include only the trails that were part of the original list of referendum projects.
3. *Objective IF2.2A: Include a trail and sidewalk master plan within the Comprehensive Plan update in 2018:* Trail connections have been incorporated into the Parks & Recreation Master Plan.
4. *Objective IF2.2E: Seek funding and other opportunities to install a pedestrian trail or sidewalk along Ottawa Street from 83rd north to Riverfest Park:* We received a \$500,000 grant from KDOT that will go toward the Ottawa Street reconstruction project, which includes a sidewalk connection from 82nd Street to the Riverfest Park entrance.
5. *Initiative IF3.1: Negotiate service territory agreement with RWD #7:* City Staff continues dialogue with RWD #7 relating to service territory agreements and the potential for sale of water to the district.
6. *Initiative IF3.2: Extend sewer collection system to developable areas along 95th Street and Sunflower Road.*: This project has been removed from the CIP in favor of a more broadly described project to extend infrastructure to the Southwest Growth Area.
7. *Objective IF3.2C: Negotiate with the Sunflower Redevelopment Group to obtain the use of existing sewer infrastructure along Sunflower Road.* Discussions about the purchase of the utility corridor including all infrastructure within the corridor have been ongoing throughout 2020. SRL has indicated a willingness to consider such a transfer of ownership as part of a larger economic development package for the annexation of portions of the Sunflower property, to include economic incentives for redevelopment.
8. *Objective IF3.2D: Develop infrastructure feasibility plan for the immediate southwest growth area;* We are teaming up with the EDC to perform a master plan for the Southwest Growth Area. This study will be conducted in the first quarter of 2021.

9. *Goal IF5: Develop an Emergency Preparedness and Disaster Recovery Plan:* The plan is now complete and has been adopted by the Council. Throughout 2018 we have been working closely with Johnson County to incorporate De Soto's needs into the area-wide disaster mitigation plan that is being formulated by the County. This plan is now complete and has been adopted by the Council. In addition, we performed upgrades to all the warning sirens within the City and have made the lower level of City Hall available to the public as a storm shelter. Our next goal is to implement a plan to provide backup power generation at City Hall.
10. *Goal IF6: Develop and Maintain a Formalized 5-Year Capital Improvement Plan:* A formalized CIP was developed and approved in 2018 and was updated in 2019 and 2020. We will continue annual updates in the first quarter of each year in advance of the yearly budgeting process.
11. *Initiative EX1.2: Update the City's Comprehensive Plan:* The comprehensive plan update was completed in 2019, and it has refined our focus on future development toward the south and west of K-10 and Lexington. Toward that end, Objective IF3.2D has been added to develop a detailed infrastructure plan for that area.
12. Objective EX1.3A: In 2020 we overhauled our economic incentives policy to target specific areas of town for specific development or redevelopment goals.
13. Objective EX2.2A: The Sunflower property has been incorporated into the Comprehensive Plan update, including future land use and utility extensions. We have been in discussions with the owners on future annexation, utility extensions, and incentive proposals for portions of the Sunflower property.
14. Goal EX3: The overhaul of the incentives policy has been complete, and has therefore been removed from the plan. New plan language references promotion and implementation of the new policy.
15. Objective IG1.3A: Develop and distribute a City Hall newsletter & make better use of water bill notifications. In 2020 we began implementing a quarterly or bi-monthly one-page newsletter to be inserted into the utility bills, which is now possible with our new billing system.
16. Objective IG1.3C: Hold periodic public outreach meetings, or attend meetings of civic organizations to give updates on City activities: We will continue our "Police Town Hall", which was not held in 2020 because of the COVID restrictions. The town hall will be expanded to include the Fire District.
17. *Initiative IG1.4: Increase the City's presence on social media.* Our new Communications Director has launched social media campaigns on several platforms and is better able to maintain the City's online presence.
18. *Goal IG3: Increase codes enforcement and beautification efforts:* In 2020 we revised our codes enforcement policy to include more focus on the downtown area.
19. *Objective IG4.1A: Resurrect K-10 roadside signage plans and implement project.* With the 2020 CIP update, this project was included for funding in 2023.
20. *Initiative AM1.2: Find and implement a long-term solution for soccer fields:* Although the 2020 park referendum failed, the

City moved forward with the purchase of 26 acres of property along 79th Street across from Riverfest Park. The property has been master planned for soccer and baseball fields, and the Park Board is recommending a \$560,000 project for inclusion in the CIP to begin development of the fields.

21. *Objective AM3.1.A: Develop comprehensive trail system master plan.* The trail plan included in the 2019 Parks & Rec Masterplan was the basis for a more comprehensive plan developed by the Park Board in 2020. The Board is recommending another referendum be put to the voters that includes only the highest priority trails, totaling about \$1.25 Million in costs.
22. The first season of the concert series was held in June of 2019, but the 2020 season was derailed by COVID-19. We intend to proceed with the season in 2021, and a plan is underway to construct a band shelter over the stage area that will double as a picnic shelter
23. *Initiative AM2.2: Develop comprehensive facility plan for City Hall and the Community Center property.* The City Hall Masterplan was approved by the Council in 2019, and there is a CIP project for 2020 to provide security upgrades and asbestos removal for the building. In addition, we will be making the bottom level of City Hall to the public as a storm shelter starting in 2020.