Horizon 2020 Steering Committee
City Commission Room
4:00 – 6:00pm
April 20, 2015

AGENDA

1) **Approve April 6, 2015 Meeting Notes**

2) **Receive Revised Draft Format of Issue Action Report**

3) **Receive Mission/Vision Writing Proposal from The Agency: KU School of Journalism**

4) **Discussion of Mission/Vision Statement, Community Values, and Draft Document Framework**

Horizon 2020 Steering Committee
April 6, 2015
Meeting Notes

Members Present: Comm. Thellman, Mayor Amyx, Bill Ackerly, Scott Zaremba, Lisa Harris, Kyra Martinez, John Gascon, Patrick Kelly, Charlie Bryan (ex officio)

Members Absent: Marcel Harmon, Clay Britton

Staff Present: Scott McCullough, Jeff Crick, Amy Miller

Others Present: Several members of the public were present.

Mayor Amyx welcomed everyone.

The meeting notes from the March 23, 2015 meeting were discussed. Motioned by Harris and seconded by Zaremba to approve the March 23, 2015 notes. Motion passed 7-0.

(Charlie Bryan and John Gascon joined the meeting during the next item)

The committee discussion the mission/vision statement and staff indicated that they were still working to get assistance from an outside professional to work with the sub-committee (Thellman, Ackerly, Harris, Gascon).

The committee received the draft format of the Issue Action Report. The committee was directed to get format changes to staff in the next few days.

The committee continued their discussion of the community values.

The committee then discussed the revised timeline and schedule. Staff presented the committee with two options for the revised timeline and schedule. The committee agreed to follow the schedule Option 2 that was presented.

Motioned by Zaremba and seconded by Harris to adjourn the meeting. Meeting adjourned (8-0) at 6:05pm.

Issue 1: General Readability

Analysis & Discussion:

Throughout the public input phase the accessibility of the plan's information and readability of the document itself has been a highly requested change in the future product.

Steering Committee Comments:

- Digital and paper format
- Executive summary that is stand-alone and part of document
- Easy to understand
- User functionality important
- Searchable in digital format(user-friendly)
- Layer maps in digital format (interactive mapping)
- Optimized for multiple devices
- Community understanding on how to use it
- Way to submit questions/input from digital version of final product
- History section that also explains how it has changed over time (not just a list of amendment dates, but include a description as well)
- Employ best technology to make it social media friendly)
- Have a section that lists out major process for updating the plan based on a schedule (3/5-year review or annual mini-review, 10 year major review)

Steering Committee Summary Position: Creating a comprehensive plan that is accessible, concise, and clearly written is a goal of both the community and of the Steering Committee. Ensuring the document is readily available in multiple platforms is integral to increasing the accessibility of the plan so that members of the public can locate answers to their questions. Creating a plan that is accessible in both content and delivery are paramount priorities of this revision.

Horizon 2020 Existing Reference: Document-wide

Horizon 2020 Existing Policy Strength: **Low** ‖ While the current document does contain a sizeable amount of information and detail, the depth and scale of the information make the document hard to read for residents, applicants, and for users unfamiliar with the plan. This detail and scale of information also make the document become dated quickly, and difficult to reconcile, and confusing for the intermittent reader.

[Action Steps](#):

City of Lawrence
Douglas County

1.1   Work towards the creation of a document that is digitally enabled and accessible. (Entity Responsible: Planning)

1.2   Creating of more interactive mapping capabilities. (Entity Responsible: Planning, GIS)

1.3   Prioritize readability for all users. (Entity Responsible: Planning)

THE AGENCY
William Allen White School of Journalism and Mass Communications
University of Kansas 1435 Jayhawk Boulevard

To: Jeff Crick
From: Lauren Katz, Caitlin Culhane, Andy McConnell - The Agency: Janet Rose PhD,
Agency Director
Date: 18 April 2015
Re: Horizon 2020 Mission and Vision Statements Proposal

Background:
The City of Lawrence Planning and Development Services is seeking a mission and
vision statement for its Horizon 2020 plan. This mission and vision statement will act as
the centerpiece for the City of Lawrence and Douglas County's future evolution. The
wording of the mission and vision statements will be of the highest importance because
they will serve as guidance for continued success for the City of Lawrence and Douglas
County. These statements will also be a critical rallying point for multiple stakeholders in
the future of the city and the county. In addition, the mission and vision statements will
be displayed on one of the first pages of the finalized plan. Because of this, it must be
aspirational, clear, and actionable for all audiences. The revised mission and vision
statements will have a 25 to 30 year lifespan, so also must be written with future
audiences in mind.

Goal:
Develop vision and mission statements for the City of Lawrence and Douglas County
that:
- Considers multiple stakeholders across a range of interests, ages, ethnicities,
  and levels of income in Douglas County
- Represents identified issues including future growth and forward- thinking issues
  or opportunities including environmental sustainability, social justice and
  inclusivity
- Captures and upholds the unique atmosphere of the City of Lawrence and the
  spirit of Douglas County
- Is active, aspirational and foretelling, but not binding
- Represents where the City of Lawrence and Douglas County are and where both
  entities want to go

Target audience:
- Key City of Lawrence and Douglas County stakeholders
  - City commission
- National and international developers and contractors
- City of Lawrence
  - Residents, business owners, students, tourists, commuters
- Douglas County surrounding areas
  - Lawrence, Baldwin City, Eudora, Lecompton
  - Douglas County stakeholders including residents and commuters

Proposal:

The Agency will create an updated mission and vision statement for the Horizon 2020 plan.

This proposal includes:
- Conduct secondary research into the mission and vision statements of five to eight peer cities in the US, with similar aspirations for their communities. Work with Jeff Crick and team to identify peer cities.
- Conduct peer city competitive review on subjects such as:
    - Commercial vitality
    - Quality of life
    - Creative class
    - Economic sustainability
- Create mission and vision statements. Includes:
    - Initial draft
    - Revised draft
    - Finalized draft
- Conduct informal qualitative research to gain feedback from mission and vision statements.
- Brainstorm and ideate names to represent the new Douglas County plan.

Fee: $750 (50% fee billed in advance to initiate project. Remainder billed upon completion.)

Timeline:
- Week of April 20:
    - Approval to proceed
    - Attend City Hall meeting-Agency team members
    - Schedule follow-up ideation session with Jeff Crick and team (if desired)
    - Create initial secondary research plan-with input on peer cities from Jeff Crick and team
- Week of April 27:
    - Begin secondary research
    - Begin Agency internal Mission and Vision ideation process
    - Deliver first draft, deliver first group of name suggestions, receive feedback for revisions
- Week of May 4:
    - Deliver revised draft, discuss revisions
    - Review and discuss with Jeff Crick and team
    - Ideate mission and vision names
- Week of May 11:
    - Deliver revised draft
    - Name suggestions delivered
- Week of May 17: Final deliverable

1. **Name**

   a. No date in title, but needs some date in 1st sentence

2. **General/Readability**

   a. Digital and paper format

   b. executive summary that is stand-alone and part of document

   c. easy to understand

   d. user functionality important

   e. searchable in digital format(user-friendly)

   f. layer maps in digital format (interactive mapping)

   g. optimized for multiple devices

   h. community understanding on how to use it

   i. way to submit questions/input from digital version of final product

   j. history section that also explains how it has changed over time (not just a list of amendment dates, but include a description as well)

   k. employ best technology to make it social media friendly)

   l. have a section that lists out major process for updating the plan based on a schedule (3/5-year review or annual mini-review, 10 year major review)

3. **Create Downtown Employment Opportunities**

   a. Entrepreneurship

   b. chamber's new strategic plan

   c. creative jobs (shared equipment, collaborative)

   d. Home Occupations

   e. infrastructure (fiber, incubator space, collaborative space, traditional infrastructure)

   f. Space for prototyping/limited manufacturing/production

   g. Zoning accommodations- allowing live/work, etc.

   h. help local businesses grow (expansion/retention)

   i. Study commuting patterns and pursue incentives?

   j. should we establish benchmark's?(maybe benchmarks without hard numbers, reference partner organizations)

   k. shifting to a different economy ("Share Economy")

l. Balance all different kinds of employment

m. jobs for everybody

n. 3rd party subordinate plan references

4. Downtown Stability

a. More parking/garages

b. Riverfront opportunities – Open Space v. More Developed? Ratio?

c. Incorporate Burcham Park or 9th Street Arts or other destinations into downtown

d. Expansion? Up or out? What is the plan?

e. Retail: better and more opportunities

f. Understand or track residential units downtown (encourage more living units, including affordable housing)

g. Preserving downtown

h. Monitor, but not regulate with use restrictions in order to maintain good mix (maintain flexibility in zoning code)

i. Strong statement about what our downtown should be for future generations is needed. (mixed use, focus on main level retail/services, public square, urban core) Recognize high-levels of prior investment to get to point today

j. Pay attention to adjacent neighborhoods

k. Include and pay attention to numbered and side streets

l. Unique and evolving

m. Continued commitment to uniqueness

5. Quality Housing for All Incomes

a. Define

b. Study supply/demand

c. Determination options

d. Agreement that it should be part of comprehensive plan

e. Include all stakeholders

f. Rural Living?

g. Balance in housing types: e.g. apartments v. single-family housing

h. Effects of policies on the cost of housing

i. Retirement needs

j. Downtown living

k. Greater variety of structure types (including accessory dwelling units), including in the rural areas

l. Multi-generational housing (mother-in-law quarters)

m. Rural housing issues

n. Per capita v. household incomes

6. **Managing Future Lawrence Growth**

a. Focusing on in-fill development to utilize existing neighborhood schools, balance the class sizes

b. Change in neighborhood population over the decades (household demographics)

c. Impact to older/existing neighborhood

d. Fiscal constraints (infrastructure, etc.)

e. Incentivizing in-fill development

f. Recognize the nuances of farmlands, some have more value than others

g. Natural resources

h. Manage growth to meet our community values

i. Define "Growth Management" better for future generations understanding of the plan

7. **Better Protection of Natural Resources**

a. Residential v. Commercial acreage breakdowns

b. Focus on larger areas of sensitive lands

c. Append – County Resource Survey when available

d. Wonderful – Keep it up

e. Implement the Environment Chapter items

f. Connectivity to resources and to the rivers

g. Replace ECO2 language

8. **Sidewalks/Trails/Walking Paths**

a. List the current plans and committees that are addressing issues

b. Revise/update trail master plan

9. **Arts & Cultural Amenities**

a. List current City plans and committees that are addressing issues

b. Rural cultural issues and support

c. Recognize & emphasize cultural arts district, and be an economic driver for all

d. Help with language for the Cultural Arts Commission

10. **Bicycle & Pedestrian Safety**

   a. Sidewalk connectivity is important for many reasons.

   b. Matter of resources, competition for funding

   c. Recreation Paths as part of the Transportation Network

   d. Reflect on what we are already doing

   e. Sustainability

   f. Direct polices towards shared use, multi-modal options, with separation

   g. More to pedestrian transportation options – pervious surfaces, etc.

   h. Driverless car technology

11. **Utilizing Existing Retail Space**

   a. Incentivize utilization of existing retail space

   b. Be clear on the policy

12. **Small Neighborhood Retail**

   a. Takes density

   b. Needs to be sensitive to neighbors

   c. Appropriately designed (with design policies)

   d. Where are the destination neighborhoods?

   e. Can walk and bike to it as well as drive.

13. **Consider Increasing Height/Density in Appropriate Locations**

   a. Supports existing infrastructure and transportation systems.

   b. Decreased household size allows for increasing density. Changing demographics mean less people living in the neighborhood so the neighborhood historically could support more density.

   c. Address Parking.

   d. Visioning exercise on development and increasing density.

   e. Existing policies serving development well.

   f. Character of community is towards sprawl.

   g. Opposition can be a challenge to infill development.

   h. Clarify policies of what density is and where it is appropriate.

   i. Not enough allowance in current code for creativity in infill situations on smaller lots.

14. **Maintain a Strong System of Parks, Recreation, and Open Space**

    a. Need Master Plan Update

    b. Coordination with the School Districts.

    c. Address use of neighborhood parks. Why are they not used?

    d. Review of policies on development providing parks and amenities as part of their development.

    e. Parks where density is.

    f. Interconnectivity and access.

    g. Creative Parks. (Natural, Etc.)

    h. South (Wakarusa River) Linear Park.

    i. Connected trails that ring and cross through the city as a destination or an economic development strategies.

    j. Update neighborhood parks for new demographics.

    k. Preserving open space is important and requires investment. Explore different tools to preserve. High priority as development occurs.

    l. Parks as food supply.

    m. Provide amenities to linear system in terms of benches, trees, landscaping, etc.

15. **Preserve Historic Buildings & Structures**

    a. Pending chapter update is in process.

    b. Encourage usefulness of historic buildings.

    c. Include County Resources.

16. **Expansion of Downtown Retail**

    a. Existing policies are serving downtown well.

    b. Keep monitoring mix of uses

    c. Serve both regional and local needs. Healthy mix of uses. (grocery and daycare)

    d. Activate alleys and have frontages off of the alley.

    e. Structured parking, not surface lots. Develop surface lots with buildings.

17. **Maintaining Agricultural Uses in Douglas County**

    a. Heirloom products can go towards diversification.

    b. Policies should value agriculture, especially as economic development.

    c. Identify and protect the best farmland through the sector planning process.

    d. Convey economic value of agriculture industry.

    e.

18. **Floodplain Considerations**

19. **Maintaining Rural Character**

    a. Direct urban uses to cities

    b. Support local markets for local products

20. **Local Food Systems**

    a. Stand –alone chapter?

21. **Vehicular Transportation**

22. **Neighborhoods**

    a. Identity

    b. Multi-modal

    c. Commercial service amenities

    d. Integrated school design

    e. Safe Routes to Schools

    f. Intergenerational

    g. Access to parks

    h. Access to food, food choice

    i. Quality design, landscapes, street design, etc.

    j. Accommodate shifting demographics

    k. Incentivizing things we want neighborhood to provide (environmental protections, transit, etc.)

    l. Public spaces