

Action Plan

Section 6

Section 6 ties together all the goals, policies, and framework sections into a streamlined action plan that should be used as an implementation guide for the Comprehensive Plan. This section sets forth specific actions that various departments, bodies, and organizations should take to advance the Comprehensive Plan. The action plan supports the existing strategic planning efforts of Imagine Shawnee while providing additional direction for citywide programs, planning, and initiatives and helps integrate the Comprehensive Plan into daily decision making.

Although planning is a fluid and continuous process, adoption of this Comprehensive Plan begins a long and collaborative journey of implementing the recommendations and holding a promise to the community to do what has been stated is desired. The Comprehensive Plan provides a road map for the future of Shawnee that has been vetted by the community, city staff members, and the Governing Body. The action plan demonstrates how to implement the Comprehensive Plan.



Love the downtown...!
It's becoming a
destination spot for
[the] KC metro.

- *Shawnee resident*

Comprehensive Plan Maintenance and Monitoring

The Comprehensive Plan is a working document and the action plan represents the most fluid component. As actions are completed or priorities shift based upon community input, staff availability, and/or political will, this action plan (and other components of the Comprehensive Plan) will be revisited and revised.

In Kansas, planning commissions are required to review and reconsider comprehensive plans at least once per year and propose amendments, extensions, or additions to the plan, as necessary. Comprehensive plans can be amended as a whole or in parts. The required process for adopting amended plans is the same as the process for adopting the original plan.

Regardless of when minor or major amendments occur, an annual progress report should be created and presented to the public and elected bodies by the Community Development Department. This provides an opportunity to celebrate the successes and accomplishments of the Comprehensive Plan implementation process, note any minor amendments, and communicate what the priorities are for the coming year. Lastly, the Governing Body should take an active role in the ongoing maintenance and monitoring of the Comprehensive Plan by advocating for their constituents and communicating changes and updates to be made.

Minor Amendments

Minor amendments to the Comprehensive Plan are those that relate to specific text or framework revisions that do not substantially impact other Comprehensive Plan goals or supporting policies. They can be initiated by the Community Development Department or City Council. Minor amendments can be identified and subsequently adopted on any timeline as long as City Council finds the changes to be justifiable, which could include necessary revisions to mapping, updates to statistical information that has changed, changes to City department structure, or other changes as appropriate.

Major Amendments

Major amendments are more substantive updates that influence the direction provided in the Comprehensive Plan. These can be initiated by the Community Development Department, the Planning Commission, City Council, or an individual's application. The Community Development Director would make a recommendation of the proposed amendments to the Planning Commission who would provide a recommendation to City Council.

Major amendments should not alter the overall intent of the Comprehensive Plan nor the guiding principles, goals, and policies. Rather, major amendments focus on significantly changed conditions and/or further study that has been conducted that influences the implementation of the Comprehensive Plan.

How to Use the Action Plan

With the research and analysis that occurred and the community engagement that took place, now it is time to put the Comprehensive Plan to work. Adoption of this Plan is the first step to putting the recommendations into action to realize the vision set by the community.

Integral to implementation efforts are the following overarching sentiments:



Use the Comprehensive Plan Daily

The Comprehensive Plan should be actively used and incorporated into daily decision making and policy guidance for future land use, development and redevelopment, transportation, and parks and



Actively Communicate

Implementation strategies must be shared transparently amongst City staff members, elected leaders, and community members.



Engage Plan Champions

Maintain active participation from members of the Stakeholder Committee and Technical Committee who championed the Comprehensive Plan during the process and can provide excitement and momentum during implementation.



Celebrate Little Wins

Celebrate the early advancements of the Comprehensive Plan's vision and understand it is a long-term action plan to Achieve Shawnee.

The action plan is organized as a series of matrices to clearly lay out the steps that will advance the Comprehensive Plan. Although each recommendation is inherently interrelated, action steps are organized by the six guiding principles:

- Strong Neighborhoods (**Table 6.1**)
- Lively Spaces (**Table 6.2**)
- Healthy Lifestyles (**Table 6.3**)
- Connected Community (**Table 6.4**)
- Vibrant Economy (**Table 6.5**)
- Sustainable and Resilient Community (**Table 6.6**)

Specific actions are described that, when completed, will help advance the goals, policies, and recommendations set forth in the Comprehensive Plan. For each action described, there is an accompanying responsible party/parties, recommended time frame to complete the action, and resources required to do so.

Action

Describes the program, process, or plan that advances the intended action to complete or strategy to implement.

Participants

The implementation of the Comprehensive Plan is a collaborative effort and one that extends beyond City staff members (although their involvement is critical to leading or initiating many actions). The Governing Body also plays a role in each action to educate and advocate for community members. This element of the action plan identifies roles and responsibilities in advancing the described action or strategy, including both the owner/lead of the action, as well as those who play a supporting role.

Timing

Implementation takes time and some actions require more effort than others. This part of the action plan states when an action should be completed in order to maintain community momentum and implement actions that are necessary to complete other identified actions.

- **Immediately** (0-1 year): To be completed or started within the first year of Comprehensive Plan adoption. These actions directly advance other actions and/or address critical issues.
- **Short Term** (1-3 years): To be completed or started within the first three years of Comprehensive Plan adoption.
- **Long Term** (3 or more years): To be completed or started three or more years after Comprehensive Plan adoption.
- **Continuous** (ongoing): These actions are ongoing efforts either already underway or to be integrated into day-to-day staff responsibilities.

Investment

The resources necessary to see a task through include staff time, collaborations or partnerships, existing funding streams, the securement of new funding mechanisms, outside support, or some combination thereof.

- **City Staff Time:** City staff and the Governing Body play an important role in the implementation process and many of the actions will rely primarily on this group. Even if City staff are not listed as the primary resource, their involvement in initiation and/or coordination of the necessary parties will play a critical role.
- **Partnership:** Many actions cannot be completed by City staff alone and will require additional support. Collaborating with organizations that have additional capacity and/or political influence to advance the implementation of the Comprehensive Plan may be necessary. Entities could include the Mid-America Regional Council (MARC), Johnson County, Shawnee Chamber of Commerce, Shawnee Economic Development Council, Kansas Department of Transportation (KDOT), and others.
- **Outside Support/Funding:** Some actions will require support or funding outside of existing City funding streams and/or staff capacity. This could include procuring grants to fund special projects or studies, soliciting special services beyond capacity or capability of the City, or other external support mechanisms.

Table 6.1 | STRONG NEIGHBORHOODS

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Align Codes with Comprehensive Plan. Update the City Code of Ordinances and Zoning Code to be in alignment with the Comprehensive Plan.</p>	<p>Lead: Community Development Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>
<p>Action. Support Aging in Place. Expand the Zoning Code to support residential facilities that provide transitional and long-term care options for seniors, including senior apartment communities, assisted living, nursing homes, memory care, and other advanced services. In particular, developments that allow members to transition from one level of care to another, such as assisted living to a nursing home, should be prioritized. This will make housing available for new populations to purchase while transitioning seniors into appropriate home formats that support their unique needs.</p>	<p>Lead: Community Development Support: City Clerk/Senior Services</p>	<p>Short Term</p>	<p>City staff time</p>
<p>Action. Promote Neighborhood Beautification, Revitalization, and Stabilization. Shawnee has strong and established neighborhoods that should not only be protected, but also supported in continued maintenance and upkeep. City code enforcement officers should be educated about what is and is not allowed in certain residential areas to maintain aesthetic and safety standards while supporting residents who struggle with the level of upkeep expected. This could be achieved through two mechanisms:</p> <ol style="list-style-type: none"> 1. Consider an expansion to the Good Neighbor Program to appoint volunteer ambassadors that serve as support for Code Enforcement officers, as well as assistance to struggling homeowners. This could include assistance with mowing, trash and debris clean up, tree trimming, painting, and more to stabilize the neighborhood overall. To encourage compliance, provide incentives for homeowners that follow through on code enforcement violations after the first warning. 2. Increase the number of neighborhoods in the Neighborhood Focus Program to improve resources available for disadvantaged, older, minority, and/or low income residential areas of Shawnee. 	<p>Lead: Community Development/Code Enforcement Support: Good Neighbor Program</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.1 | STRONG NEIGHBORHOODS (CONTINUED)

Action	Participants	Timing	Investment
<p>Action. Identify and Protect Historic Resources.</p> <p>Conduct a historic resources survey of areas perceived to have historic value, including existing neighborhoods and the downtown area, to identify potentially eligible structures and/or districts. For structures and/or districts identified, update the Zoning Code to institute formal protections. Historic properties and districts preserve the integrity of Shawnee’s history while creating new funding mechanisms for their upkeep and/or revitalization.</p>	<p>Lead: Historical Resources Expert</p> <p>Support: State Historic Preservation Office, National Parks Service, Community Development</p>	Long Term	Outside support/ funding
<p>Action. Concentrate Neighborhood Services and Amenities.</p> <p>Provide development incentives and/or density allotments when key neighborhood-serving uses, such as gas stations/electric charging stations, convenience stores, parks, pharmacies, food markets, and professional services (e.g., dental, medical offices, etc.) are within one-third mile of the neighborhood.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	Continuous	City staff time
<p>Action. Cluster Density Strategically.</p> <p>In line with the Future Land Use Framework (see Figure 3.3), direct density and higher intensity uses along major transportation corridors and their intersections, including K-7, I-435, Shawnee Mission Parkway, and Johnson Drive, as well as in the Downtown District. Development and redevelopment efforts should be focused along these major corridors, their intersections, and the Downtown District in order to preserve open space, protect transitions from higher to lower intensity uses, and appropriately buffer larger footprint developments to neighboring uses (particularly residential areas). Review and update zoning code and development standards accordingly to allow clustered developments to utilize shared amenities (such as parking, sidewalks, etc.) and increase lot coverage to maximize site usage in areas planned for development.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	Immediately	City staff time
<p>Action. Evaluate the Removal of Barriers to Affordable and Workforce Housing</p> <p>Review the Zoning Code and update to remove requirements that may discourage or prevent the construction of affordable and workforce housing (e.g., minimum unit sizes, minimum floor area requirements, etc.).</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	Immediately	City staff time

Table 6.1 | STRONG NEIGHBORHOODS (CONTINUED)

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action. Preserve Existing Neighborhoods.</p> <p>Preserve existing housing stock that supports important community need, particularly in older neighborhoods east of I-435. Opportunities for infill and revitalization should be considered on a lot-by-lot or case-by-case basis. Available state and local incentive programs should be utilized in the revitalization of existing neighborhoods and housing stock.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>
<p>Action. Enhance Existing Neighborhoods.</p> <p>Provide for public right of way enhancements in existing older neighborhoods, generally east of I-435. Enhancement opportunities include gateways and monumentation, wayfinding, street trees, sidewalks, storm sewers, and curb and gutter improvements. Utilize available state and local incentives and programs as well as annual dedicated commitments in the CIP to provide funding for neighborhood enhancements over time.</p>	<p>Lead: Community Development</p> <p>Support: Public Works</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action. Protect Neighborhood Transitions.</p> <p>Modify city codes and regulations to ensure compatibility in transitions between greater intensity uses and residential uses. Modifications should focus on the edges and adjacency of differing uses and can include height, form, setbacks, lighting, screening, fencing, and landscaping.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>
<p>Action. Modify Single Family Residential Overlay.</p> <p>Modify the requirements of the existing Single Family Residential Overlay to allow and promote more diverse housing options in and around the downtown area, including Mixed Residential Neighborhood, Attached Residential Neighborhood, and Mixed Use, in addition to Traditional Residential Neighborhood.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>

Table 6.2 | **LIVELY SPACES**

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Update Regulatory Tools for Downtown.</p> <p>Existing measures are in place to protect and enhance downtown area development, redevelopment, infill, and revitalization, including design guidelines for two pedestrian zones (Pedestrian Zone 1 and 2) in the downtown core and South Nieman Road, as well as numerous planning studies related to the area. The Comprehensive Plan considers the boundary of the downtown core as the Downtown District (see Downtown District discussion in Section 3). To strengthen the protections for the Downtown District, the surrounding neighborhoods and transportation corridors it interacts with (Nieman Road and Johnson Drive) the following are recommended:</p> <ul style="list-style-type: none"> · Evaluate allowances for high-rise residential in Pedestrian Zones 1 and 2 and adjust as necessary. · Expand the existing Downtown Design Guidelines to include Pedestrian Zones 1 and 2 and tailor guidelines as necessary to reinforce the desired scale and mix of uses in this area. Specific needs include the addition of: <ul style="list-style-type: none"> · Design guidelines for residential buildings located on streets/blocks that do not front onto Johnson Drive or Nieman Road. · Expanded neighborhood transition guidelines (to adjacent single-family neighborhoods) versus adjacent downtown buildings. · Incorporate the Downtown Design Guidelines as standards in Title 17 (Zoning) versus adopting them by reference. · Consider regulatory incentives for the Downtown District (e.g., reduced parking, density bonuses) to encourage private investment. · Require downtown businesses to put in bike racks to encourage increased bicycle and pedestrian traffic. 	<p>Lead: Community Development</p> <p>Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>
<p>Action: Establish a Downtown Community Task Force.</p> <p>Create a Downtown Community Task Force to provide support to City staff during the future development, redevelopment, and revitalization of Downtown while providing the community perspective regarding these decisions. The Downtown Community Task Force would serve as an additional filter for the future of Downtown to help ensure plans submitted are in line with both this Comprehensive Plan and community desires.</p>	<p>Lead: Community Development</p> <p>Support: Shawnee Economic Development Council, Shawnee Chamber of Commerce, Downtown Partnership</p>	<p>Short Term</p>	<p>City staff time</p>

Table 6.2 | **LIVELY SPACES (CONTINUED)**

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Address Neighborhood Transitions Around Downtown.</p> <p>Develop an overall set of design guidelines for the Downtown District. The guidelines should incorporate existing design guidelines in the district to provide a cohesive and easy-to-understand playbook for the revitalization and redevelopment of the area. It should include guidelines and requirements in the public realm including streets, sidewalks, access, on-street parking, streetscape, signage, wayfinding, district branding, and public amenities. It should also include guidelines for redevelopment of existing structures, parking, site development, amenities, lighting, and other specific redevelopment issues. Additionally, it should provide for specific regulation of more intense uses adjacent to less intense residential uses which includes transition and edge compatibility of existing single family residential uses and newer more intense uses. These issues include height, setback, intensity, streetscape, access, and on-street parking.</p>	<p>Lead: Community Development</p> <p>Support: N/A</p>	<p>Immediately</p>	<p>City staff time</p>
<p>Action: Create a Development Review Guide.</p> <p>Create a Development Review Guide as a resource for citizens, first-time or one-time developers, seasoned developers and consultants, and City staff. A Development Review Guide would provide clarity on the development review process within the City of Shawnee. Development review exists to ensure each new development or redevelopment aligns with the community vision for the future, as reflected in this Comprehensive Plan. A Development Review Guide should provide guidance on the steps to be taken from the time an application is submitted to approval of the governing bodies. The guide should address land use, zoning, transportation, traffic, neighborhood/community fit and appropriateness, adjacent land use compatibility, density, utilities, storm water, tree preservation, and more.</p>	<p>Lead: Community Development</p> <p>Support: Public Works, Parks and Recreation</p>	<p>Immediately</p>	<p>City staff time (possibly outside support/funding)</p>
<p>Action: Increase Public Art and Monumentation.</p> <p>Support and promote the arts through events and both temporary and permanent installations to showcase the arts community. Integrate public art throughout the City with special emphasis in the Downtown District and at community gateways that define Shawnee, including along major corridors and public spaces. Work with local artists and consider both rotating and permanent displays.</p>	<p>Lead: Public Arts Task Force</p> <p>Support: Public Works, Parks and Recreation, Planning and Community Development</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.2 LIVELY SPACES (CONTINUED)

Action	Participants	Timing	Investment
<p>Action: Prepare for the Johnson County Landfill Closure. Prepare for the closure of the Johnson County Landfill. In addition to the eventual park and recreation amenity this will provide for the community, consider current space dedication for uses that earn the City property tax and/or other revenues to support the future park or other City operations, such as solar arrays or a transfer station.</p>	<p>Lead: Parks and Recreation</p> <p>Support: Planning and Community Development, Kansas Department of Health and Environment, Environmental Protection Agency, Waste Management (WM) Solutions</p>	<p>Long Term</p>	<p>City staff time</p>
<p>Action: Advance Destination Recreation Initiatives. Visions have been clearly cast for destination recreation areas in Shawnee (see Figure 5.2). Logistics must be prioritized to realize the full potential of these sites, including:</p> <ul style="list-style-type: none"> · Coordinate with property/landowners that may be impacted and/or require buyouts. · Secure funding for park construction and ongoing maintenance. · Upgrade existing intersections along K-7 to interchanges to accommodate future traffic demands in northern Shawnee (see Figure 4.1). · Integrate citywide and regional wayfinding to these destination recreation areas to direct users to these areas. 	<p>Lead: Parks and Recreation</p> <p>Support: Community Development, MARC, Kansas Department of Parks and Wildlife</p>	<p>Long Term</p>	<p>City staff time</p>
<p>Action: Permanent Farmers Market Pavilion. Secure a physical location and funding for a permanent farmers market pavilion. Consult with existing farmers and other market vendors to understand their needs, wants, and desires for a permanent space. Once an ideal space is identified, work with necessary land/property owners to procure the space for a permanent farmers market pavilion.</p>	<p>Lead: Community Development</p> <p>Support: Parks and Recreation, Shawnee Economic Development Council, Shawnee Chamber of Commerce</p>	<p>Long Term</p>	<p>City staff time</p>
<p>Action: Identify Target Growth Areas. Use the Economic and Market Analysis (Appendix D) and the Future Land Use Framework (Figure 3.3) to identify target growth areas. Assign priority to each of these target growth areas (e.g., Tier 1/Priority 1, Tier 2/Priority 2, etc.). Use these areas to understand where expansion of services, infrastructure, and development should be directed.</p>	<p>Lead: Community Development</p> <p>Support: Public Works</p>	<p>Short Term</p>	<p>City staff time</p>

Table 6.3 HEALTHY LIFESTYLES

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Prioritize Connections in Underserved Neighborhoods. Continue the funding in the Capital Improvement Plan dedicated to the Street Maintenance Program focusing on completing missing sections of sidewalks in order to enhance pedestrian connectivity. Prioritize older neighborhoods that lack connections in order to enhance multimodal options for residents.</p>	<p>Lead: Public Works Support: Parks and Recreation, Community Development</p>	<p>Short Term/ Continuous</p>	<p>City staff time</p>
<p>Action: Support Health and Human Services Offerings. Community members indicated a need for more affordable daycare, safe and reliable after-school programming for working parents, better all-around transportation access (particularly west of I-435), and services for low income, senior, veteran, and disabled populations in order to enhance quality of life. Support the Johnson County Department of Health and Environment in their efforts to enhance programs and service offerings available to Shawnee residents. Increase marketing and availability of these programs to enhance awareness of existing resources while continually working to address unmet needs.</p>	<p>Lead: Johnson County Department of Health and Environment Support: Community Development</p>	<p>Short Term/ Continuous</p>	<p>City staff time</p>
<p>Action: Community Programming. Support and bolster the efforts of the existing Parks and Recreation programming and seek new opportunities and experiences for residents. Pay special attention to how future programs could better provide for underserved community members through discounted or free offerings, after-hours programming, etc. Work with local and regional partners to share opportunities and ideas.</p>	<p>Lead: Parks and Recreation Support: Community Development, Johnson County Health Department</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Healthy Food Access for All. Take a supporting role to increase access to and affordability of healthy, local food. Identify and dedicate space for community gardens and reduce barriers for residents to engage in small scale agriculture and personal food production. Engage with MARC to introduce SNAP matching at the Moonlight Market and Saturday Farmers Market to increase access to healthy food while increasing revenue at the market. Collaborate with the Johnson County Food Policy Council on resources and partnership opportunities to increase healthy food access.</p>	<p>Lead: Community Development Support: MARC, Johnson County Food Policy Council, KC Healthy Kids</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.3 | HEALTHY LIFESTYLES (CONTINUED)

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
Action: Expand Opportunities for Agritourism. Review and update general use regulations (Chapter 17.51), as necessary, to expand opportunities for agritourism in the Agriculture District and introduce support for certain agritourism uses (e.g., wineries, food processing and sales) in additional non-residential zoning districts.	Lead: Community Development Support: Johnson County Extension Office, Kansas Department of Agriculture	Long Term	City staff time

Table 6.4 | **CONNECTED COMMUNITY**

Action	Participants	Timing	Investment
<p>Action: Regional Shared Use Path Collaboration. Regularly collaborate with regional partners, such as MARC, Johnson County, and neighboring cities about shared-use path and trail planning in order to facilitate a regional pedestrian system. Participate in MARC’s quarterly Kansas City Regional Planners Roundtable to engage and collaborate with other partners on how to maximize connectivity across the region and leverage resources for citywide shared use path infrastructure.</p>	<p>Lead: Community Development Support: Parks and Recreation, Public Works, MARC, Johnson County Parks and Rec</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Implement Complete Streets and Green Streets Elements. As significant roadway improvements or new construction occur, implement complete street (see Figure 4.1) and/or green street elements (see Figure 4.2), as appropriate.</p>	<p>Lead: Public Works Support: Community Development</p>	<p>Continuous/Long Term</p>	<p>City staff time, Outside support/funding</p>
<p>Action: Advance Initiatives Along Key Corridors. Advance initiatives related to land use, transportation, transit (e.g., park and rides future locations), pedestrian cyclist mobility, and parks/open space along Shawnee’s identified key transportation corridors: I-435, K-7, and Shawnee Mission Parkway. Work with KDOT to explore interchange narrowing along Shawnee Mission Parkway at I-435 and K-7. If narrowed at I-435, identify private developers/single ownership opportunities to create master-planned sites on the northeast and southwest corners, as well as to facilitate a north/west connection of Renner Road.</p>	<p>Lead: Public Works Support: Community Development, KDOT</p>	<p>Long Term</p>	<p>City staff time, Outside support/funding</p>
<p>Action: Collaborate on Regional Multimodal Transportation Initiatives. Advocate for Shawnee’s transportation system at the regional level to find new partnerships and funding opportunities to support build out of the future roadway system and pedestrian/bicyclist infrastructure. Participate in meetings and discussions with MARC on the implementation of their Regional Transportation Plan to leverage regional efforts at the local level - both for the vehicular transportation system and bicyclist/pedestrian network.</p>	<p>Lead: Public Works Support: Community Development, KDOT</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.4 | **CONNECTED COMMUNITY (CONTINUED)**

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Prepare for Future Transportation Technologies. Take an active role in regional planning for high-frequency transit (e.g., Streetcar, Bus-Rapid Transit) and other investments that have the opportunity to enhance connections between Shawnee and other destinations within the region. Monitor regional discussions related to electric vehicle charging infrastructure, autonomous vehicles, vertical take-off and landing drones, and other emerging technologies that could have a significant impact on the transportation network, parking requirements, and City investments in the decades to come.</p>	<p>Lead: Public Works Support: Community Development, KDOT</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Develop a Destination Community Gathering Place Downtown. Develop a significant community gathering place that is located at or near the intersection of Johnson Drive and Neiman Road to provide a visible, high-quality, and flexible community amenity that is highly programmable to draw residents and visitors to the heart of downtown. The space should accommodate programmed events as well as casual, non-programmed uses.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce, Downtown Partnership</p>	<p>Long Term</p>	<p>City staff time, Outside support/funding</p>
<p>Action: Continue Pedestrian Improvements Downtown. Continue the design and installation of high-quality pedestrian improvements implemented to date in Downtown in order to cohesively connect pedestrians throughout the district and provide amenities and streetscape that tie the area together.</p>	<p>Lead: Community Development Support: Public Works</p>	<p>Continuous</p>	<p>City staff time,</p>

Table 6.5 | VIBRANT ECONOMY

Action	Participants	Timing	Investment
<p>Action: Business Recruitment and Retention. Work with the Shawnee Chamber of Commerce and Economic Development Council to create a business recruitment and retention strategy. Aim to that identify target industries that align with the community’s vision and identify and prioritize investments in infrastructure and amenities in Shawnee’s employment areas. Market available incentives to individuals, property owners, and organizations seeking to open new businesses or expand existing businesses in Shawnee. Promote Shawnee as a desirable place for remote work.</p>	<p>Lead: Economic Development Council Support: Chamber of Commerce</p>	<p>Long Term</p>	<p>City staff time/ Outside support/ funding</p>
<p>Action: Keep Sales Tax Local. Shawnee suffers from retail sales leakage and experiences one of the lowest pull factors compared to neighboring cities. When considering Shawnee’s income level, this loss becomes more dramatic. Support development of new retail space targeted at goods, services, and experiences people are leaving Shawnee for in order to help keep dollars local. Allow for the development of those uses per the recommendations of the Future Land Use Framework (see Figure 3.3). Do so appropriately and in line with community aesthetics and values.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Enhance Office Offerings. Through 2040, job growth in the City of Shawnee is projected to increase at an average annual rate of approximately 1.0 to 1.1 percent, resulting in an estimated 8,400 new jobs. To support this growing employment base, provide opportunities to grow and attract more Class A office development in order to support future quality office tenants resulting in a diversified tax base for the City. Consider alternative office developments, such as mixed-use developments, coworking spaces and live-work buildings that appeal to a variety of tenants and industries.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Increase Industrial Market Opportunities. Industrial employment is forecast to account for 29 percent of total job growth (approximately 2,350 jobs). Support the need for increased industrial space to accommodate this expansion, in line with the Future Land Use Framework (see Figure 3.3). Cluster industrial uses and ensure appropriate transitions and buffers to surrounding neighborhoods and low-density land uses.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.5 VIBRANT ECONOMY (CONTINUED)

Action	Participants	Timing	Investment
<p>Action: Offer Diverse and Flexible Housing Options near Services and Amenities. Encourage higher-density and mixed-use development near employment centers to increase the attractiveness to businesses with workers seeking a live, work, play environment (see <i>Figure 3.3</i>).</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce</p>	Long Term	City staff time
<p>Action: Utilize Public Private Partnerships. To maintain momentum for downtown development, consider structuring viable Public Private Partnerships (PPPs). A PPP is when the public sector and the private sector (typically a business) partner to more efficiently and effectively solve a problem than either could do on their own. PPPs come in many forms, including up-front incentives, tax abatements, publicly-provided infrastructure, low-interest loans, grants, and many others. Explore PPPs that are most beneficial to the City’s goals for the Downtown District.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce, Downtown Partnership</p>	Continuous	City staff time
<p>Action: Support the Densification and Diversification of Downtown. Continue to support local businesses and property owners in their efforts to revitalize underutilized buildings and sites and attract and retain unique businesses, entertainment, and experiences in the Downtown District. Encourage a balance between residential development and commercial, retail, office and/or mixed use. Consider tax abatements, permit fee waivers, density allotments, and other strategies to encourage the densification of the Downtown District - in turn, protecting the adjacent edges and corridors.</p>	<p>Lead: Community Development Support: Economic Development Council, Chamber of Commerce</p>	Continuous	City staff time

Table 6.6 SUSTAINABLE AND RESILIENT COMMUNITY

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Set A Sustainability Baseline. Conduct a greenhouse gas inventory to understand the largest causes of emissions in Shawnee. Use the baseline to establish specific targets, such as reducing greenhouse gas (GHGs) emissions or the percentage of energy that comes from renewable resources, and commit to monitoring the City’s progress toward established targets over time.</p>	<p>Lead: Community Development Support: Climate Action KC, MARC, Johnson County Sustainability Department</p>	<p>Long Term</p>	<p>City staff time/ Outside support/ funding</p>
<p>Action: Expand Focus on Regional Sustainability Initiatives. Partner with local and regional sources on sustainability initiatives the City should integrate into daily operations. Work with Climate Action KC, Johnson County Sustainability Department, Center for Sustainability at Johnson County Community College (JCCC), and MARC to understand what sustainability initiatives are appropriate for the City of Shawnee.</p>	<p>Lead: Community Development Support: Climate Action KC, MARC, Johnson County Sustainability Department, Center for Sustainability at JCCC</p>	<p>Long Term</p>	<p>City staff time</p>
<p>Action: Promote Green Business Practices. Market Johnson County’s Green Business Program to encourage Shawnee businesses to participate in sustainability initiatives. This program provides free educational outreach and technical assistance on a variety of environmental management practices ranging from waste management to water/energy conservation and transportation. Increase the number of Green Business Program certifications for businesses in Shawnee.</p>	<p>Lead: Community Development Support: Johnson County Sustainability Department, Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Expand and Strengthen Protections for Sensitive Environmental Features and Open Space. Review and update the Zoning Code and Subdivision Standards to include expanded protections for stream corridors, riverbanks, floodplain and floodway areas, and steep slopes. Identify and include other measures that reduce impermeable surfaces during the development and redevelopment process, such as requiring low-impact development (LID) for new developments and green infrastructure techniques that reduce impermeable surfaces and return stormwater to a natural state. Specifically, revise open space requirements to mandate that the minimum amount of open space by development site be concentrated.</p>	<p>Lead: Community Development Support: Public Works, Parks and Recreation</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.6 SUSTAINABLE AND RESILIENT COMMUNITY (CONTINUED)

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Undeveloped Land Study. Conduct an analysis of remaining undeveloped land in Shawnee to ascertain what areas are developable based upon environmental features, slope, infrastructure, topography, etc. Specifically, an infrastructure capacity analysis should be incorporated as part of this effort to direct where future development should occur.</p>	<p>Lead: Community Development Support: Public Works</p>	<p>Long Term</p>	<p>Outside support/ funding</p>
<p>Action: Explore Alternative Energy Options. Provide opportunities, partnerships, etc., for land/property owners and developers who wish to install solar panels, wind turbines, geothermal heating/cooling systems, and/or use alternative building practices. Rely on local and regional partners for best practices on this matter. Use incentives for alternative energy as a means to attract new businesses to Shawnee.</p>	<p>Lead: Community Development Support: Public Works, Johnson County Sustainability Department, Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Green Construction and Buildings. Encourage building projects that integrate sustainable development practices (e.g., certain alternative energy components, site orientation practices, etc.). Examples include projects that achieve LEED certification, Living Building Challenge, Energy Star, BREEAM, Green Globes, NGBS Green, GreenGuard, or WELL Building Standard.</p>	<p>Lead: Community Development Support: Public Works</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Align Day-to-Day Decision-Making and Budgeting with the Comprehensive Plan. Use the Future Land Use Framework (see Figure 3.3) and accompanying land use descriptions to provide guidance on future development applications, site plans, and permits. Incorporate the use of the Future Land Use Framework into development review processes. Incorporate implementation of the Comprehensive Plan into the City’s annual budget and Ten-Year Capital Improvement Program.</p>	<p>Lead: Community Development Support: Economic Development Council</p>	<p>Continuous</p>	<p>City staff time</p>

Table 6.6 SUSTAINABLE AND RESILIENT COMMUNITY (CONTINUED)

<i>Action</i>	<i>Participants</i>	<i>Timing</i>	<i>Investment</i>
<p>Action: Communicate the Comprehensive Plan. Ongoing communication about the Comprehensive Plan and its goals, policies, recommendations, and implementation progress is critical to maintaining momentum and excitement. Elected leaders, City staff members, and the Shawnee community should be kept informed about the Comprehensive Plan and the status of its implementation. The Comprehensive Plan should be posted to the City’s website and AchieveShawnee.com, and updates or news related to the Comprehensive Plan should be posted on City social media accounts.</p>	<p>Lead: Communications Support: Community Development</p>	<p>Continuous</p>	<p>City staff time</p>
<p>Action: Comprehensive Plan Updates. The Comprehensive Plan should be reviewed on an ongoing basis. If, after analysis, it is recommended to be modified, it should be updated on the following timelines:</p> <ul style="list-style-type: none"> • Annually. An internal annual review of minor updates should be conducted. City staff members and the Governing Body should document issues to be reviewed based upon cases, initiatives, opportunities, and other pertinent information. Conduct an internal work session of these issues to incorporate them into an annual minor update of the Comprehensive Plan. • Five Years. Conduct an interim update of the Comprehensive Plan to bring the current Comprehensive Plan into alignment with the annual updates. The entire document should be reviewed for consistency with annual changes. This update could be conducted by City staff members or a professional planning consultant. This update assumes targeted and limited public engagement. • Ten Years. Based upon the rate of changes in demographics, growth, community vision, and other critical considerations, the Comprehensive Plan should be updated in 10 years to bring address current best practices, new initiatives and opportunities, and to address significant changes to assumptions made in the Comprehensive Plan. The update should be based on the existing Comprehensive Plan and should not be a new Comprehensive Plan. This update could be conducted by City staff members or by a professional consultant. This update assumes significant public engagement. • Fifteen to Twenty Years. The City should develop a new Comprehensive Plan that is reflective of the community’s desires and vision at that time. 	<p>Lead: Community Development Support: All City departments</p>	<p>Continuous</p>	<p>City staff time</p>

Page intentionally left blank