

# City of Independence

## City Commission/Staff Annual Goal Setting Session

Location: Independence Country Club

Date & Time: Wednesday, January 15, 2019, 8:00AM – 3:00PM

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### Key Meeting Objectives:

- 1) Progress update on implementing the current 5-year community-based strategic plan.
- 2) Prioritize areas of the plan for attention and resource allocation in the upcoming year.
- 3) Identify essential next steps for implementation of the plan.
- 4) Build trust, cohesion, and alignment as a team.

### Wednesday, January 15<sup>th</sup>

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8:00 a.m. – 8:30 a.m.

**Setting Expectations.** Discuss the typical process of follow up on the strategic plan and establish expectations for what we plan to accomplish today.

- Budget priorities
- Everyone on the same page
- Adjust direction if needed
- Realistic game plan
- Mindful of trends
  - Forward looking

8:30 a.m. – 9:00 a.m.

**Capital Improvements Plan Presentation and Update**

9:00 a.m. – 10:00 a.m.

**Staff Report.** Update on progress on the strategic plan.

- **Economic Development**

- 1.1.3 Development Process Analysis – David

- 1.1.4 Website Focus – Kelly

- 1.7 Incentives – Kelly

- Neighborhood Revitalization Districts
    - Economic Development Incentives

- 1.8.1 Key Finding Stats – Lacey

- 1.8.2 Key Finding Stats – Lacey

- 1.9.1 Recreational Business – Kelly

- 1.11 Review current sources of economic development funds – Lacey

# Minutes of the Independence City Commission's January 15, 2020 Special Meeting

- **Infrastructure**
  - 2.3 Water Lines -- Terry
  - 2.4.1 Automated Metering System -- Terry
  - 2.6 Streets -- Lacey
  - 2.8 ADA
    - Kiddie Land -- David
    - 2020 Street Projects -- David
- **Beautification**
  - 3.1 Condemnation Process -- David/April
  - 3.2 Sanitation Service -- Lacey
  - 3.3 Recycling -- Lacey
  - 3.4 Code Enforcement -- David
- **Parks and Recreation**
  - 4.2.2 Outer Parks Safety -- Jerry
  - 4.2.2 Outer Parks Survey -- Jerry
  - 4.3.3 Kids Camp -- Shawn
- **Community Spirit and Unity**
  - 5.3.4 Citizens Satisfaction Survey -- Jerry

## 2019 Plan

- Intention Statement One: **STREETS AND ADA**
  - Improve infrastructure to address transportation and accessibility.
- Intention Statement Two: **HELP FOR NEW BUSINESS RECRUITMENT AND RETENTION**
  - Economic Development plan to guide the City's development
- Intention Statement Three: **Maintain Quality of Life facilities**
  - Maintain Quality of Life facilities

10:00 a.m. -- 10:15 a.m.

**Break**

10:15 a.m. -- 11:30 a.m.

**Prioritization of Initiatives.** Which items in the strategic plan should we prioritize for resource allocation in the upcoming budget year?

- **Economic development**
  - Review economic development plan for retention and growth of existing businesses, and new business recruitment.
  - Evaluate revenue sources that can be used toward Economic Development.

Minutes of the Independence City Commission's January 15, 2020 Special Meeting

- **Infrastructure**

- Perform long-term capital planning.
- Perform annual review of street conditions and planned improvements.
- Complete implementation of automated water meters throughout the City.

- **Parks & Recreation**

- Address branding and tourism position and analyze additional marketing opportunities to attract visitors.
- Partner with neighboring cities' senior centers to expand activities for senior citizens.

- **Beautification**

- Increase budget and timeline on removing abandoned houses.

11:30 a.m. – 12:00 p.m.

**Framing Initiatives within Budgetary Constraints.** What will these initiatives cost? Given the current budget, which combination of initiatives appears the most realistic to implement?

12:00 p.m. – 12:45 p.m.

**Lunch**

12:45 p.m. – 2:00 p.m.

**Action Planning for Top Initiatives.** Break into small groups to build more specific plans for the top initiatives.

**See attached Intention Statements and Creative Pathways.**

2:00 p.m. – 2:10 p.m.

**Break**

2:10 p.m. – 2:40 p.m.

**Community Involvement.** How do we want to ensure that the community is informed on the implementation of the plan? How else should we

**Minutes of the Independence City Commission's January 15, 2020 Special Meeting**

include the public to improve transparency?

- Dashboard on Website
- First Friday Presentation
- Newsletter
- Survey
- Educate Economic Development Advisory Board, Strategic Plan Advisory Committee and Beautification Committee

2:40 p.m. – 3:00 p.m.

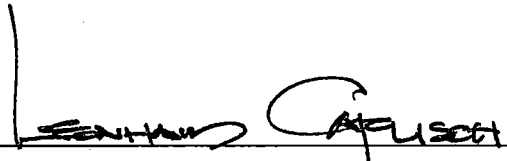
**Wrap Up, Alignment of Efforts & Next Steps**

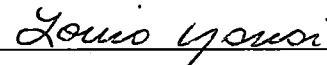
**Everyone agreed to support Intention Statements and Creative Pathways.**


3:00 p.m.

**Adjourn**

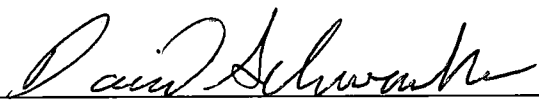
**A motion was made by Mayor Caflisch, seconded by Louis Ysusi to adjourn. Motion carried.**

  
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Leonhard Caflisch, Mayor

  
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Louis Ysusi, Commissioner

  
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Dean Hayse, Commissioner

Attest:

  
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City Clerk/Treasurer

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# STRATEGIC PLANNING SESSION 2020

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Intention Statements and Creative Pathways



JANUARY 15, 2020  
CITY OF INDEPENDENCE, KANSAS

## **Intention Statement One: ECONOMIC DEVELOPMENT**

Establish an environment where businesses succeed while growing the community.

### **Creative Pathways**

- Develop and implement Economic Development Policies
  - Identify and implement incentive policies
  - Refine the Development Process to reduce bottlenecks for new business opportunities
  - Educate staff in customer service and their role in Economic Development
- Retain and expand existing businesses
  - Develop relationship with industries
  - Collaborate with Main Street, the Chamber and MCAC
  - Hold Quarterly meetings with City staff, Main Street, MCAC and Chamber
- Recruitment
  - Work toward site selection certification
  - Continue to support financially MCAC, Chamber and Main Street
  - Recruit businesses identified through Roger Brooks and Addy Study
  - Refine and implement the Vacant Building Registry and identify buildings that are available for occupation by future businesses
- Funding
  - Increase transient guest tax
  - Evaluate franchise fees
  - Review other funding opportunities

### **Guiding Principles**

- Work with the Economic Development Advisory Board to develop and evaluate Economic Development efforts

### **Measures of Success/Deliverables**

- Economic Development Policies implemented
- Meeting schedule implemented
- Site selection certification completed
- Vacant Registry implemented

## Intention Statement Two: LONG TERM CAPITAL PLANNING

Balance the needs of the City between maintenance of existing verses addition of new infrastructure

### Creative Pathways

- Streets
  - Establish lifecycle metric/measurement
  - Logical maintenance schedule
  - Data collection and monitoring.
  - Contingency and safeguards
    - Continue to maintain adequate cash balances
- Water/Sewer
  - Establish lifecycle metric/measurement
  - Logical maintenance schedule
  - Data collection and monitoring
  - Contingency and safeguards
    - Continue to maintain adequate cash balances
    - Insure infrastructure as applicable
- Facilities and Buildings
  - Establish lifecycle metric/measurement
  - Logical maintenance schedule
  - Data collection and monitoring
  - Contingency and safeguards
    - Continue to maintain adequate cash balances
    - Insure facilities and buildings
- Equipment and Technology
  - Establish lifecycle metric/measurement
  - Logical maintenance schedule
  - Data collection and monitoring
  - Contingency and safeguards
    - Continue to maintain adequate cash balances
    - Insure equipment

# Strategic Planning Session 2020

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## Guiding Principles

- Improve streets; water/sewer infrastructure; facilities and buildings; and equipment and technology
- Maintain quality streets; water/sewer infrastructure; facilities and buildings; and equipment and technology
- Ensure applicable infrastructure; facilities and buildings; and equipment and technology are insured with sufficient coverage

## Measures of Success/Deliverables

- Established budget guidelines to ensure success
- Defined planning horizons; i.e. the amount of time to look into the future to make decisions
- Understand incremental investments, accruals and reserves



# Strategic Planning Session 2020



## Intention Statement Three: **BRANDING/TOURISM**

Promote and make Independence a destination point

### **Creative Pathways**

- Website and Branding
  - Improve website
    - Include tourist attractions
  - Partner with Chamber on promotion and advertising
- Wayfinding and Signage
  - Identify sites
  - Seek other funding sources by partnering with Chamber, Main Street, FORPAZ and others
  - Approve design
- Funding
  - Increase transient guest tax
    - Identify specific percentages of transient guest tax uses
    - Review legal process to increase transient guest tax
    - Commission approves increasing transient guest tax
  - Approve funding for projects
    - \$25,000 in Economic Development Funds in 2020
- Develop concept for RV park
  - Identify possible sites
  - Review zoning code for possible modifications
  - Establish rules and ensure compliance

### **Guiding Principles**

- Communicate and collaborate with the public

### **Measures of Success/Deliverables**

- Updated website
- Increased tourism
- Sign plan concept completed with funding identified for implementation in 2021
- Increased transient guest tax implemented
- Approved concept for RV park

## Intention Statement Four: QUALITY HOUSING

Improved aesthetics throughout the community by improving the quality of housing

### Creative Pathways

- Condemnation
  - Review County list and vet houses recommended for condemnation
  - Set public hearings for properties considered dangerous and unsafe
  - Condemn dangerous and unsafe properties at public hearings
  - Establish deadlines with property owners to remove or rehabilitate
- Landbank
  - Planning
  - Information gathering
- Removal
  - Refine process
  - Identify efficiencies and other cost reduction opportunities
- Rehabilitation
  - Promote the Neighborhood Revitalization program
  - Partner with other agencies
  - Support Love Independence

### Guiding Principles

- Communicate with the public by promoting opportunities for improved housing

### Measures of Success/Deliverables

- Increased number of houses condemned
- Land Bank proposal developed that identifies who is taking the lead
- 20-25 condemned houses removed
- Rehabilitated houses; two homes through other agencies and five homes through Love Independence