



City of Lawrence  
Douglas County  
PLANNING & DEVELOPMENT SERVICES



Horizon 2020 Steering Committee  
City Commission Room  
4:00 – 6:00pm  
March 23, 2015

### **AGENDA**

- 1) Approve March 9, 2015 Meeting Notes**
- 2) Presentation from Rich Caplan on Retail Markets**
- 3) Discussion of the Vision Statements from Lisa Harris**
- 4) Review Revised Timeline for Issue Action Report**
- 5) Discussion of Mission/Vision Statement, Community Values, and Draft Document Framework**

**Horizon 2020 Steering Committee  
March 9, 2015  
Meeting Notes**

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

**Members Absent:** Marcel Harmon, Clay Britton, John Gascon

**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 February 23, 2015 meeting were discussed. Motioned by Ackerly and seconded by Harris to approve the February 23, 2015 notes. Motion passed 6-0.

The committee received a presentation from Kirk McClure on retail markets.

(Patrick Kelly joined the meeting during the above item)

The committee received a revised timeline for the Issue Action Report. Kyra Martinez requested that the Committee invite Rich Caplan to speak to the group regarding retail markets. The group decided to extend an invitation to Rich Caplan. Staff will revise the schedule to push the public comment meeting till May 11<sup>th</sup>, scheduled from 4-8pm with a break in between. Staff will build in a meeting with the Committee where they get the draft report before the public is asked to comment.

McCullough continued leading the committee through a brainstorming session to identify general or broad items they wished to see incorporated into the updated plan.

Motioned by Kelly and seconded by Thellman to adjourn the meeting. Meeting adjourned (7-0) at 6:00pm.

TO: H2020 Steering Committee  
FROM: Lisa Harris  
DATE: March 7, 2015  
RE: Thoughts about vision statement

Fellow committee members, I have been doing a little research on vision statements in other communities, with the purpose of getting clear in my mind about what I hope to see with the vision statement for the H2020 update. A few examples are below.

In doing this research, I also saw how a few other communities are approaching the intended use of their plan, whether a guide or a "road map."

Below are a few examples that I particularly like, in that the language is compelling and easy to read. See my comments in red for each example.

This research has shown me that there are several good ways to approach writing a vision statement. I hope the examples below will help our committee in its discussion about a vision statement for Lawrence, and help us move that effort forward. One conclusion I have made is that I would like to see the vision statement couched in positive terms and describe intended results rather than actions to achieve the results. (The actions would be elsewhere in the plan.) [For example, part of a vision might be "Safe, walkable neighborhoods.." rather than "Foster safe, walkable neighborhoods...." It's a slight change, but feels stronger to me.

---

## **Monroe, LA**

I like that this vision statement is in the present tense, and describes intended attributes of the community in the future. It is backed up by intended actions in the Introduction, to accomplish the vision.

### **2020 Vision Statement**

Successful long-range planning can occur only if a community has a vision of what it aspires to be. The following vision statement reflects the citizens' overall desires for Monroe's future. The vision statement was developed from the input received at several public workshops and through other public methods. This vision statement summarizes the City's ideal future --- a future that focuses on preserving and enhancing the natural environment and quality of life that initially attracted the current residents.

#### ***2020 Vision for the City of Monroe***

Monroe strives to be a unique and vibrant city recognized for its...

- Exceptional quality of life
- Attractive job opportunities, diversified housing, and superbly designed commercial areas
- Valued natural, recreational, and cultural resources
- Exemplary public facilities and services
- Responsible growth and fiscal planning
- Responsiveness to meeting the diverse needs of the citizens
- Friendly and welcoming manner towards visitors, residents and businesses

Throughout the Comprehensive Plan, the vision is translated into more specific goals, objectives, policies, and specific measures. The vision is the common thread that interconnects the Elements into one consistent Plan for the City's development through the year 2020.

#### ***From Monroe's introduction:***

The Comprehensive Plan is important because it sets the overall policy context for future growth

and development within our City. The Comprehensive Plan will address growth pressures, future public facilities and services needs, preservation of community character and natural resources, urban design and architectural standards, the fiscal impacts and responsibilities of new development, and other important issues affecting the quality of life and character of the city. Specifically, the Comprehensive Plan will include goals, objectives, and policies to:

- Guide future growth and development within the city (such as general location and allowable densities and intensities of land uses)
- Discourage the proliferation of urban sprawl
- Protect vital natural resources, such as environmentally sensitive lands and aquifer recharge areas
- Enhance community character through architectural and design standards
- Identify needed public services and revenues based on projected population and employment growth
- Meet community expectations regarding other important issues, such as sidewalks, streetlights, housing types, and other issues.

---

### **Sandpoint, Idaho**

This introduction is clear in the stated intent of the use of the plan, and has simple, positive language.

Introduction:

This plan is intended to be a road map for the community to follow as they consider planning decisions both large and small; some the City can control, some facilitate. It reflects the changing social and economic landscape of the community, and based on forecasts and existing trends, anticipates civic needs 20 years into the future. It seeks to serve everyone, including life-long residents, relative newcomers, and those who will arrive. In short, this comprehensive plan is Sandpoint's vision for the future and strategic outline for getting there.

<http://www.cityofsandpoint.com/compplan/2009%20Comp%20Plan.pdf>

---

### **San Marcos, Texas**

This vision statement is creative and grand. It also specifically mentions implementation and how success will be measured.

#### ***Vision San Marcos: A River Runs Through Us.***

A bold plan with boundless ideas diligently selected by the community, business leaders and city officials as a gift to the future generations of San Marcos. This plan is a deliberate and intentional investment in building economic success and stability for our citizens. It will create an enhanced built environment interwoven with nature. We are conscious of preserving our rich historical past and will pursue future cultural enrichment. San Marcos is a community committed to providing economic stability through workforce enhancement and educational excellence. We are the home of Texas State University, an Emerging Research Institution with increasingly strong regional and national status, a distinct asset to our community. Diligence, commitment and our pledge to follow and implement the plan as described in the document are the duties of elected officials, staff and the community. Citizens, business leaders and city officials are charged with oversight of the Plan; we owe this to the past and future residents of San Marcos. Our success will be measured by the health and vitality of our citizens and the strength of our local economy.

<http://www.ci.san-marcos.tx.us/modules/showdocument.aspx?documentid=7727>

By the way, San Marcos has a very nice website. It's visually appealing, and easy to use.

An aside, The San Marcos plan calls for neighborhood character studies, which is an interesting idea. I'd like to see our comp plan be oriented more toward neighborhood character and health.

From San Marcos Plan:

**NEIGHBORHOOD CHARACTER STUDIES.** Neighborhood character studies will be conducted to ensure that each neighborhood maintains its existing character, and follows development and redevelopment patterns desired by the residents. These studies will result in specific guidelines for each neighborhood, which are created by the public with technical and professional input from city staff. The DNA of the neighborhoods will be analyzed and recoded back into the regulations for each neighborhood. A standard methodology will be utilized within each neighborhood and all results will be community driven. City staff will first reach out to residents and property owners within predefined neighborhood boundaries. Discussions will begin with verifying or reestablishing those boundaries to suit conditions as they currently exist. The participants will then be involved in a "walk through" of their neighborhood followed by a caucus to discuss how Vision San Marcos: A River Runs Through Us will be applied. The caucus will address various applicable objectives from the plan as well as how the preferred scenario and intensity matrix will guide the future of the area.

---

## **Altamont, NY**

Altamont's vision statement is lengthy, but it does a good job of painting a picture of the future of Altamont.

### **The Vision for the Future of Altamont**

The Village of Altamont's vision for the future foresees a captivating community distinguished by a strong sense of place and identity, and a high quality of life. Nestled below the Heldeberg Escarpment, people are drawn to Altamont's uniqueness and charm. The community retains its significant country village design and character, and strives to protect its beautiful natural and built setting. Altamont recognizes the important role its history and significant period architecture play in the community's character.

Altamont takes pride in a wide diversity of housing for all ages and incomes, and its homes, commercial, and public structures and properties are well maintained. The Village takes advantage of its unique characteristics to attract and retain a variety of thriving shops, service businesses, and restaurants that cater to both residents and visitors. The architecturally cohesive business district along with the central Village Park, serve as the hub for the community's commercial, social and recreational activities. Altamont cherishes its heritage while taking full advantage of new technologies and innovations.

Altamont links public and municipal spaces such as tree-lined streets, parks, gardens and sidewalks together in a way that promotes a safe, pedestrian-friendly atmosphere. The local government continues to welcome partnerships with multiple community organizations and proactive citizens, and is open and responsive to the needs of residents and businesses. Community infrastructure is modern, well-maintained, and managed according to plans and standards that reinforce established community values and goals, and long-term fiscal prudence. 12The Village is committed to supporting the social, recreational, and educational needs of the community. Superb library, elementary school, and cultural and educational programs continue to exist and thrive. The nature of Altamont encourages outdoor activity and community interaction. Convenient public and alternative forms of transportation will exist and the Village is a model for energy- efficiency and environmental sustainability in its policies.

Altamont is and continues to be a community in the truest sense and works cooperatively to build

and reinforce its unique Village character in ways that are environmentally, socially, and economically sound. Altamont remains a safe, caring, active and diverse community.

[http://www.altamontvillage.org/pages/altamontny\\_building/masterplan.pdf](http://www.altamontvillage.org/pages/altamontny_building/masterplan.pdf)

---

## **Lemont, IL**

This vision statement is very brief and it is followed by useful back-up information, including language on implementation.

### **General Vision**

*In 2030, Lemont will be a community where people want to live or visit. It will be known for its thriving downtown, excellent schools, successful businesses, and strong sense of community. Although new residents and businesses will grow the community, Lemont's quaint character will remain. Families who have lived in Lemont for the past 200 years will continue to choose Lemont as their hometown for future generations.*

### **Plan Focus Areas:**

Built Environment; Mobility; Economic Prosperity; Civic Involvement; Schools; Efficient Governance; and Natural Resources.

The above vision statement represents what the Village of Lemont can be in 2030 if this plan is implemented. It describes the overarching goal for our community's future and represents the input of hundreds of Lemont residents and other community members.

Each chapter of this plan also has a vision statement, which paints a more detailed picture of our desired future relative to the topics of: civic engagement, economic prosperity, natural resources protection, recreation, housing, transportation, and community character. Following the vision statement, each chapter contains guiding principles. These guiding principles are the premise upon which each vision statement is based and further describe our expectations for the future. The recommendations of each chapter are rooted in the vision and guiding principles of the plan and informed by critical analysis of the issues Lemont will likely encounter over the next 15 years. They represent the actionable steps the village can take to ensure we achieve our vision for Lemont.

# Memorandum

## City of Lawrence/Douglas County

### Planning and Development Services

**TO:** Comprehensive Plan/*Horizon 2020* Steering Committee

**FROM:** Jeff Crick, AICP, Planner II

**CC:** Scott McCullough, Director, Planning and Development Services  
Amy Miller, AICP, CFM, Assistant Director, Planning

**Date:** For March 23, 2015 Meeting

**RE:** Future Timeline for Issue Action Report

In an effort to help provide form for the upcoming Steering Committee schedule regarding prioritization and action steps, staff provides the following timeline for the Committee's consideration:

- **April 6, 2015 (Meeting):** Steering Committee completes their review/discussion of the issues and Mission/Vision Statement.
- **April 13, 2015 (Publication):** Staff will post a draft Issue Action Report for the committee's consideration.
- **April 20, 2015 (Meeting):** Steering Committee to meet and discuss the Draft Issue Action Report
- **April 27, 2015 (Publication):** Staff will post a draft Issue Action Report for the community's consideration.
- **May 11, 2015 (Public Meeting):** Steering Committee to hold a public comment meeting to allow the public to submit comments both in-person and in writing regarding the Issue Action Report.
- **June 8, 2015 (Meeting):** Steering Committee to comment and direct revisions on the draft Issue Action Report. Staff will then incorporate revisions as directed.
- **July 13, 2015 (Meeting):** Steering Committee receives revised Issue Action Report for their consideration and action, if appropriate.

### 1. Name

- a. No date in title, but needs some date in 1<sup>st</sup> 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 9<sup>th</sup> 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. Revise 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 policies 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. Major In-Fill Redevelopment**

#### **14. Increasing Height/Density**

#### **15. Parks, Recreation, and Open Space**

#### **16. Preserving Historic Buildings & Structures**

#### **17. Expansion of Downtown Retail**

#### **18. Maintaining Agricultural Uses in Douglas County**

#### **19. Floodplain Considerations**

#### **20. Maintaining Rural Character**

#### **21. Local Food Systems**

#### **22. Vehicular Transportation**

#### **23. 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**