

**LENEXA**

**VISION** ★

**20  
40**

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# HISTORY OF VISION 2040

Vision 2040 was undertaken in the spirit of Lenexa's past visioning processes, Vision 2020 and Vision 2030. The past processes set ambitious goals and identified key outcomes based on community insight and aspirations. Vision 2020 and Vision 2030 have been the reference points for the city and stakeholders throughout the community when aligning resources, setting priorities and accomplishing desired outcomes.

Many of the major accomplishments of the last 20 years have their roots in these prior visioning efforts. Lenexa's commitment to being forward-thinking has shaped its reputation as a great place to live, work and raise a family. Evidence of the city's commitment to implementing the community's vision was clear during the Vision 2040 process, when many meetings and community engagement activities were held at Lenexa City Center – a place envisioned in the Vision 2020 plan. Other outcomes realized from Vision 2020 include Lenexa's nationally recognized Rain to Recreation stormwater management program and the Lenexa Community Orchestra. Vision 2030 imagined community gardens, the Lenexa Rec Center and the continued expansion of our multi-use trail system – all of which are now valued parts of Lenexa.

In order for the city to continue to thrive and sustain its outstanding reputation, it is important to keep looking toward the future. While no one can predict the changes the future will bring, the visioning process allows the city to develop a consensus about what future the community wants and what may be necessary to achieve it.

Vision 2040 builds on the past successes of Vision 2020 and Vision 2030 and provides a framework for achieving what the community wants Lenexa to become. Vision 2040 imagines a bright future and represents a balance between equipping Lenexa for future trends, technologies and innovations and keeping Lenexa's high quality of life and unique character.



# VISION PROCESS



Vision 2040 sought to understand community members' hopes and desires for Lenexa's future through extensive community engagement. Participants visualized and described what the community "could be" or "should be" in 20+ years. Themes quickly emerged about what makes Lenexa special today and what will make the community flourish into the future. One such theme is that the community is very happy with the results of the prior visioning efforts and with the current levels of service provided by the city, resulting in a clear message that the City should "stay the course" — both toward the continued fulfillment of those community visions and in maintaining current levels of service.

In addition, Vision 2040 participants looked at trends, forecasts and data, which provide indicators of what the future might bring. Vision 2040 did not just contemplate local factors that affect Lenexa, such as population growth and demographic changes; it also considered broader forces, such as advances in technology, the changing global economy and environmental stresses that will have ripple effects on our community, the country and the world. The rapid, and constantly increasing, pace of change and technological evolution makes it more difficult to predict the future, while at the same time making it abundantly clear that the city must remain nimble and able to embrace change as it occurs. Many of the recommendations contained in this document speak directly to this reality.

Vision 2040 participants were encouraged to think like futurists by thoughtfully analyzing factors that may influence the community in the coming decades and how Lenexa should proactively adapt to reach the desired vision. The result is Vision 2040, a vision framework which provides a long-term, comprehensive perspective for making decisions that will shape the community's future. In short, Vision 2040 is an aspirational, community-driven vision that is grounded in reality.

# USE OF VISION 2040

Lenexa Vision 2040 was designed to be implemented, but it is not a strategic plan. Rather, it is a roadmap for the future, setting the ultimate destination while allowing for many paths to reach it. It will serve as a tool for Lenexa's public officials and staff when considering long-term goals, setting priorities and developing specific proposals. The guidance provided in Vision 2040 must be balanced against the city's need to practice continued fiscal responsibility, use resources efficiently and provide public safety and a consistent level of city services for all of its residents. Furthermore, the Mayor and City Council must evaluate Vision 2040 recommendations in context of their Governing Body goals.

Although the Vision 2040 process was facilitated by the City of Lenexa and the Vision document was accepted by the City Council, Vision 2040 is not a city plan; rather it is a **community** plan. Achieving this community vision requires the support and cooperation of all who make up the community, including residents, developers, businesses, non-profits, service clubs and others. Vision 2040 provides these stakeholders a common understanding of the quality-of-life values or themes that will shape Lenexa for years to come. All stakeholders must be engaged in — and are fundamental to — the implementation of Vision 2040's recommendations, goals and ultimate success.

# LETTER FROM THE CO-CHAIRS

More than 3,500 people participated in the Lenexa 2040 process. What a thrill to speak with so many people excited about our community's future. Our engagement team popped up at 50 community events and dropped in on civic and business group meetings to gather input into the vision. More than 150 people joined our steering committee at four workshops to develop the vision and potential strategies for implementing the vision. We engaged people from all parts of Lenexa, young and old, from all ethnic backgrounds and cultures.

Our world is experiencing profound changes driven by innovation. Sustainable communities embrace change and explore creative ways to plan for and benefit from it. We asked people to think about how changes in demographics, the economy, housing demand, technology, infrastructure and transportation would create challenges and opportunities for Lenexa. These data-driven community conversations resulted in a strong consensus around how to achieve Lenexa's brighter future.

Lenexans are proud of the progress made and very happy with their community. We asked people what would make them even more pleased to call Lenexa home in the next 20 years, and they said they want MORE of what makes Lenexa fantastic today!

- Places to hang out
- Community events that celebrate arts and culture
- Green spaces
- Things to do indoors and outdoors, all year round
- Safe, comfortable places to walk or bike
- Safe, well-maintained transportation network
- Inviting places to work, live and play
- Housing choices for people of all ages and abilities
- Activities for kids of all ages

We feel privileged to have led this exciting work. The vision defined by community stakeholders will help city leaders and community partners create a brighter future together!



Stacy Knipp  
Community Co-Chair



Mike Stein  
Community Co-Chair

# ACKNOWLEDGEMENTS

## COMMUNITY CO-CHAIRS

Stacy Knipp and Mike Stein

## STEERING COMMITTEE

Ryan Biery	Rich Morgan
Heidi Cashman	Adrian O'Hara
Wayne Dothage	Larry Shepard
Drew Hofrichter	Enaam Shull
David Kornfeld	Julie Steiner
Tony Kulesa	Abby Stuke
Charles Loughman	Lisa Tomlinson
Lewis Lowry	Jason Wollum



## CONSULTANTS

Shockey Consulting Services, *Lenexa, KS*, and Steven Ames Planning, *Bend, OR*

## CITY OF LENEXA STAFF VISION 2040 PROJECT TEAM

Sean McLaughlin,  
*Assistant City Attorney,  
Vision 2040 staff co-chair*

Todd Pelham,  
*Deputy City Manager*

Kristen Waggener,  
*Communications Specialist*

Logan Wagler,  
*Deputy Parks & Recreation Director,  
Vision 2040 staff co-chair*

Beccy Yocham,  
*Community Development Director*

Michele Brewer,  
*Administrative Assistant*

## MAYOR

Mike Boehm

## CITY MANAGER

Eric Wade

## LENEXA CITY COUNCIL

Bill Nicks, *Vision 2040 Council Liaison*

Dan Roh, *Vision 2040 Council Liaison*

Joe Karlin

Steve Lemons

Thomas Nolte

Corey Hunt

Andy Huckaba

Mandy Stuke



# VISION 2040 LEADERSHIP



*Sean McLaughlin, Logan Wagler, Stacy Knipp and Mike Stein*

## COMMUNITY CO-CHAIRS

Mayor Mike Boehm appointed Lenexa residents Stacy Knipp and Mike Stein to lead the Vision 2040 Steering Committee and community engagement. As Vision 2040 Community Co-Chairs, they played an integral role in recruiting participants, sharing information with Lenexa and providing guidance on community input and strategy recommendations.

## STAFF CO-CHAIRS

Sean McLaughlin and Logan Wagler served as Vision 2040 Staff Co-Chairs. They supported the work of the Community Co-Chairs and represented the city staff perspective in the Vision 2040 process. The Staff Co-Chairs ensured the process included all key stakeholders and the broader community, arranged resources needed for the successful completion of the vision and provided oversight of the overall process.



# STEERING COMMITTEE

A Steering Committee including individuals with diverse interests was formed for the visioning process. Different demographic groups, various business sectors and individuals from multiple geographic areas of the city were represented.

The Steering Committee consisted of people who:

- Have a pulse on a variety of issues the community faces.
- Consider the interests of others and all sides of an issue.
- Think futuristically, strategically and holistically about the community.
- Can lead the community during implementation.

The Vision 2040 Steering Committee met from June 2018 to March 2019. Steering Committee members also assisted with community engagement events. During the Vision 2040 process, the Steering Committee:

- Developed recommendations for the engagement process.
- Engaged other community members.
- Created guiding principles and evaluated vision strategies based upon these principles.
- Listened to the community's input on the vision.
- Considered recommendations from the Citizen Task Forces.
- Came to consensus around the recommended vision and strategies.
- Attended the meeting where final recommendations of the Steering Committee were made to the Mayor and City Council.

## GUIDING PRINCIPLES

The Steering Committee agreed upon a set of guiding principles that they would ensure influenced the final vision. They are:

- **PROGRESSIVE:** innovative and pioneering, pushing the envelope from what has been done before.
- **INCLUSIVE:** respects and values community members from diverse backgrounds, abilities, viewpoints and experiences.
- **CREATIVE:** inventive and original.
- **FORWARD-THINKING:** rooted in emerging trends and the possibilities of the future.
- **COMMUNITY-BUILDING:** brings people together, creating connectedness and a sense of belonging.
- **ACHIEVABLE:** realistic, having a high probability of successful completion.
- **MEASURABLE:** the outcome can be observed and quantified.
- **ADAPTIVE:** flexible and can change when unforeseen events or conditions arise.
- **DISTINCTLY LENEXA:** reflects the unique character of our community.

# CITIZEN TASK FORCES

More than 150 community members volunteered to serve on one of the Citizen Task Force groups.

The Citizen Task Forces met with the Steering Committee and city staff to discuss focus areas, receive information, evaluate trends, develop recommendations and screen draft vision strategies.

Over time, the work of the Steering Committee and Citizen Task Forces evolved into the framework for Vision 2040: **HEALTHY PEOPLE, INVITING PLACES, VIBRANT NEIGHBORHOODS, INTEGRATED INFRASTRUCTURE AND TRANSPORTATION** and **THRIVING ECONOMY**.

A list of Citizen Task Force members is available in Appendix A.



# PARTICIPATION & ENGAGEMENT

A robust and inclusive community engagement effort involved thousands of people from every corner of Lenexa, those with diverse interests and backgrounds and all age groups. See Appendix B for a detailed summary of all community engagement initiatives.



## ENGAGEMENT by the NUMBERS



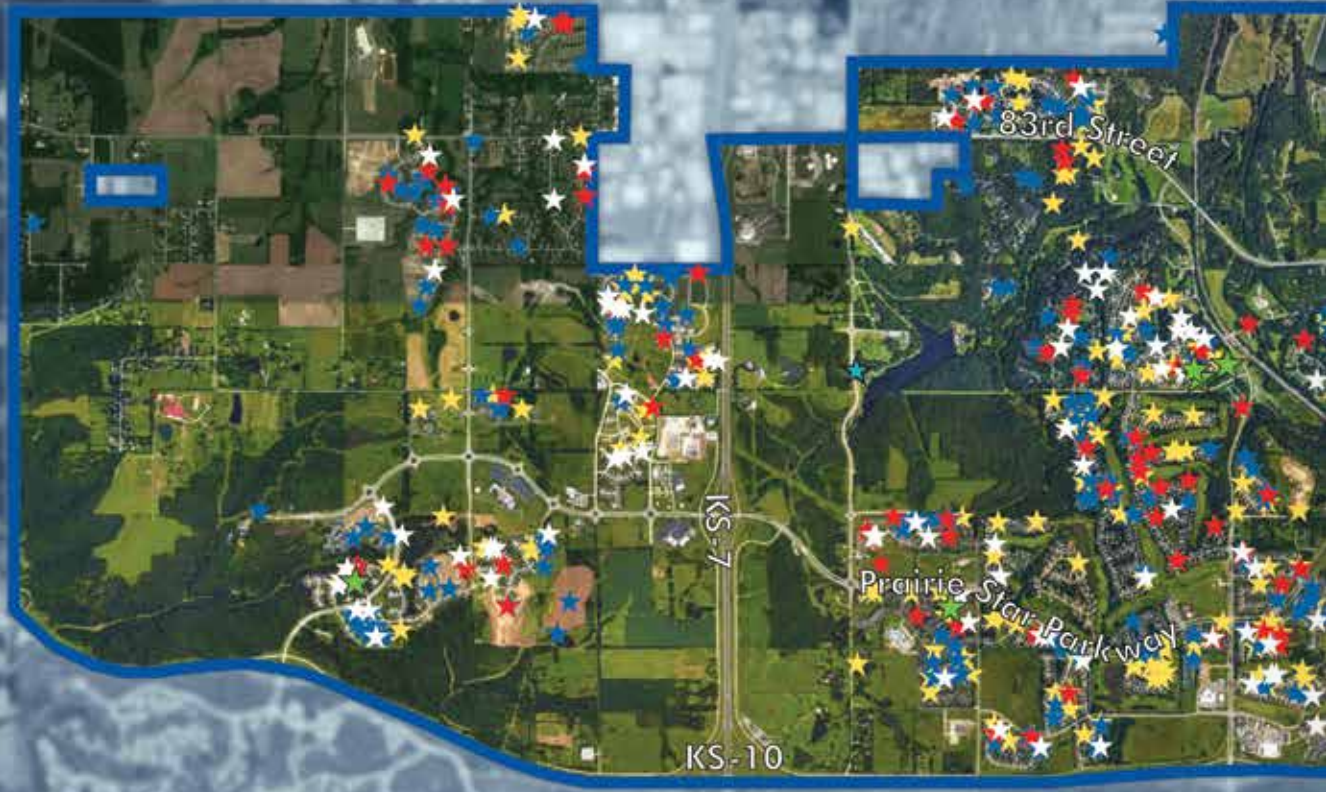
## VISUALIZE THE ENGAGEMENT



The home or business address of each participant was collected (designated on the map by a star) to ensure all areas of the community were involved in Lenexa Vision 2040. A map of all of those addresses is included on the following pages.

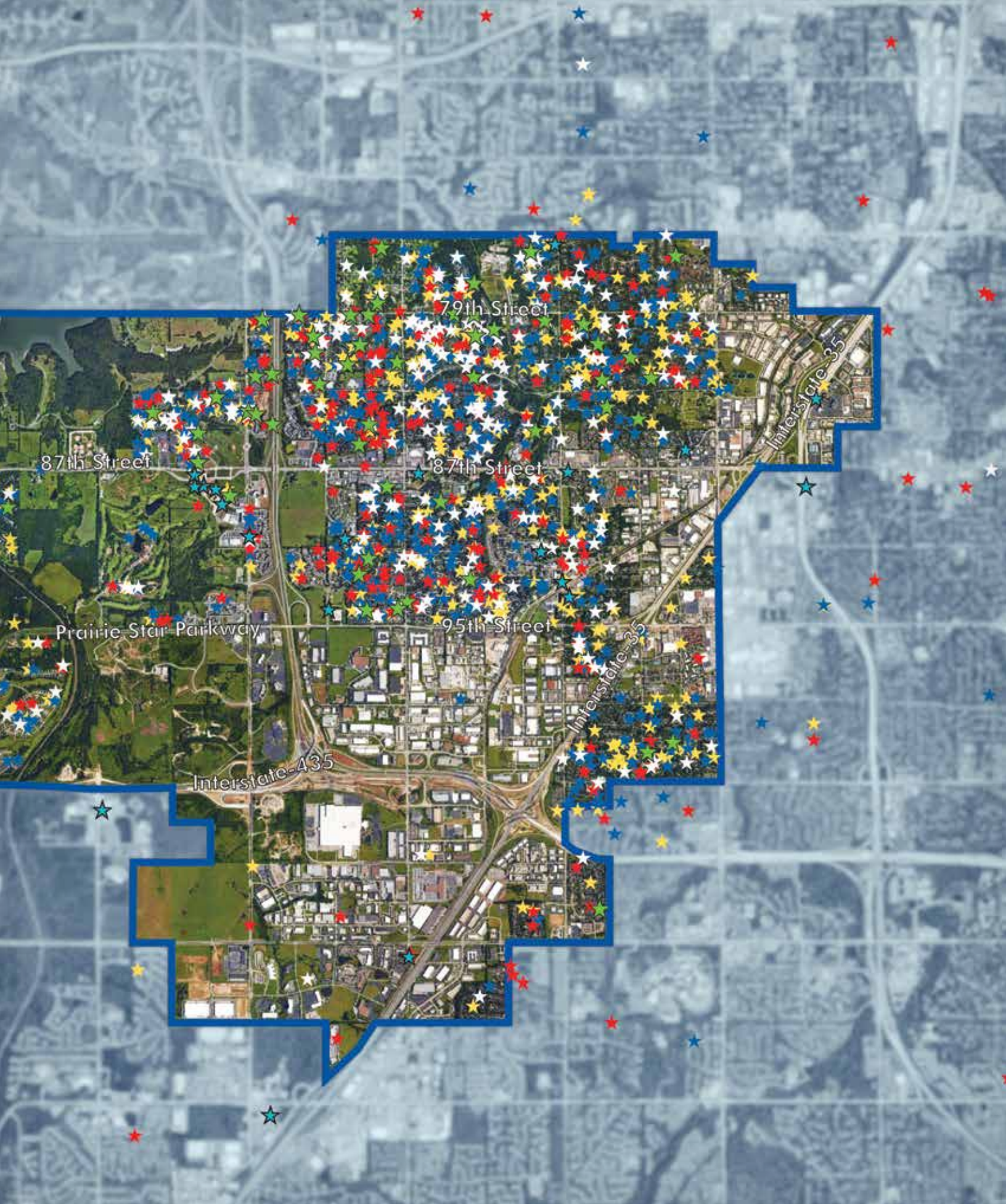


# MAP OF COMMUNITY PARTICIPATION



- ★ Outreach Events
- ☆ Survey 3 Responses
- ★ Survey 2 Responses
- ★ Survey 1 Responses
- ★ VisionFest Passports
- ★ I'd Like Lenexa Responses







# WHAT THE COMMUNITY SAID

Vision 2040 was shaped by thousands of community members with a real love for Lenexa. There is pride in the community that Vision 2020 and Vision 2030 created.

- People feel connected because of the many social offerings, festivals, fun activities and places.
- People feel welcome because Lenexa is a community that is open to new ideas and new people.
- People are drawn to Lenexa's interesting places, history and natural beauty.
- People want to live in safe neighborhoods with quality housing, good schools and nearby shops and services.
- Lenexa's city services are highly rated by residents, the cost of living is reasonable, and there are many employment opportunities, diverse businesses and economic stability.



**THRIVING**  
A community performing at its full potential for prosperity for all.

**CONNECTED**  
People, places, events and technology link generations together.

**ALIVE**  
An attractive, active, healthy, clean, green, safe place offering opportunity and choice.

What more is there to do?

Lenexa is a community that is THRIVING, CONNECTED and ALIVE! But, the world as we know it today will not exist 20+ years in the future. To maintain what we love about Lenexa, action is needed. To take what we love about Lenexa to the next level, it will involve the entire community. The vision process was convened by the city, but Lenexa's vision for 2040 will be realized through strong community partnerships.

# OVERALL VISION

A vision framework emerged from input from community engagement and feedback from the Citizen Task Forces, Steering Committee and staff. The framework identifies and describes the visions for five topic areas: **HEALTHY PEOPLE**, **INVITING PLACES**, **VIBRANT NEIGHBORHOODS**, **INTEGRATED INFRASTRUCTURE AND TRANSPORTATION** and **THRIVING ECONOMY**. This framework represents the ideas from thousands of Lenexans and provides a holistic and ambitious roadmap for Vision 2040. The following pages are organized by the areas of the vision framework.



## HEALTHY PEOPLE

Our vision for Lenexa is to be a community where people, throughout their lifespans, are safe, physically active and improve their mental and physical health by spending time outdoors and with each other.



## INVITING PLACES

Our vision for Lenexa is to be a community full of places with beauty, social offerings and openness that draw people to them.



## VIBRANT NEIGHBORHOODS

Our vision for Lenexa is to have vibrant neighborhoods that offer a variety of housing types, sizes and prices with opportunities for shopping and support services nearby, as well as convenient public facilities such as quality roads, pedestrian connections, parks and schools.



## INTEGRATED INFRASTRUCTURE & TRANSPORTATION

Our vision for Lenexa is seamless transportation and connected infrastructure systems managed to enhance quality and performance while reducing resource consumption, waste and overall costs.



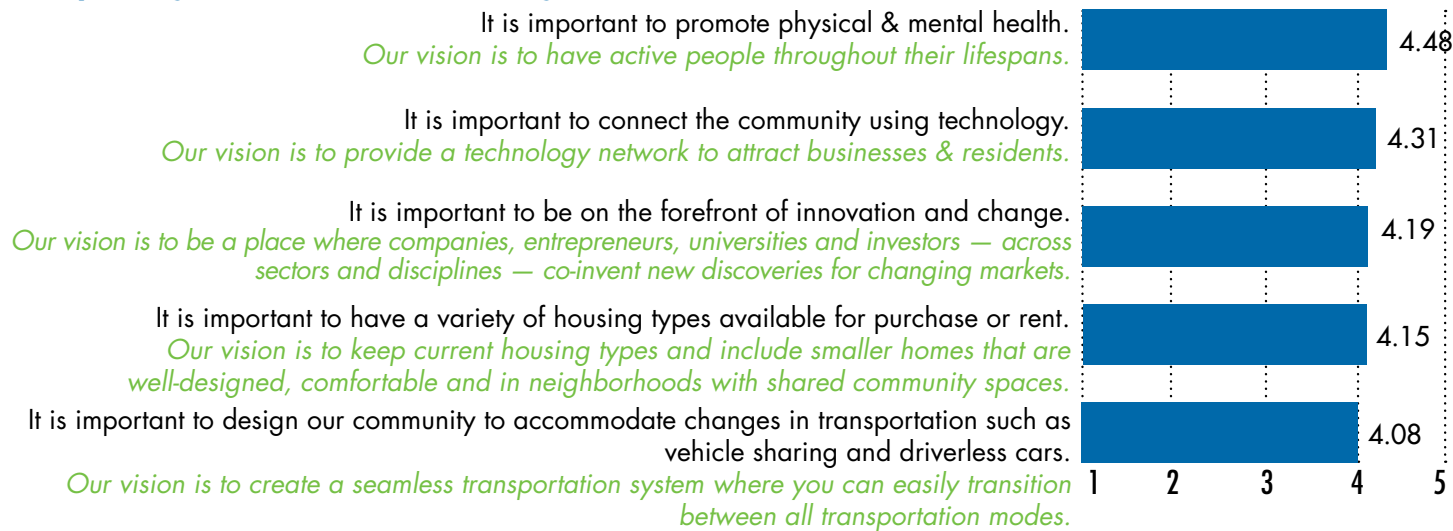
## THRIVING ECONOMY

Our vision for Lenexa is to be a place thriving with economic activity, a variety of business types and innovative people that create jobs and sustainable businesses.

# OVERALL VISION CONTEXT

Once the big-picture vision began coming together, we surveyed the community to gauge its support for the vision themes. This survey asked respondents to rate their level of agreement with the topic on a scale of 1 to 5, with 1 being the lowest and 5 being the highest. Please see the data below.

## Rate your agreement with the following ideas:



1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

SOURCE: Big Ideas — Survey 3. Appendix B





# HEALTHY PEOPLE

Our vision for Lenexa is to be a community where people, throughout their lifespans, are safe, physically active and improve their mental and physical health by spending time outdoors and with each other.



## THE VISION: HEALTHY PEOPLE

Lenexa residents want a place where people are physically active throughout their lifespans and all generations interact with each other.

### STRATEGIES

We will prioritize our community's health through the following strategies:

1. Creating neighborhood nodes.
2. Developing healthy corridors.
3. Creating intergenerational communities.
4. Connecting people to nature and open spaces.
5. Building community partnerships.

## OVERALL CONTEXT

- Today's children are experiencing higher rates of obesity, poverty, social isolation, drug abuse, alcoholism and in suicides.
- Although Johnson County ranked highest of all Kansas counties for longevity, quality of life and health behaviors, health is declining for some.
- Our population is aging. Exercise is a contributing factor to a longer life. Incorporating physical activity into daily life is recommended to improve the health of our aging population.
- Physical activity doesn't just help people get in shape; it also reduces the risk of medical conditions such as obesity, diabetes, cancer and dementia.
- Easy access to parks and recreational facilities such as gyms and community centers make residents more likely to exercise. Since these locations often double as meeting places, they also create a sense of community.

### IN 2018, JOHNSON COUNTY, KS HAD:

**27%**

Adults who reported a Body Mass Index (BMI) greater than or equal to 30 = obese

**20%**

Adults who report excessive drinking

**18%**

Adults who say they have no leisure-time physical activity

**12%**

Adults who reported they are currently smoking

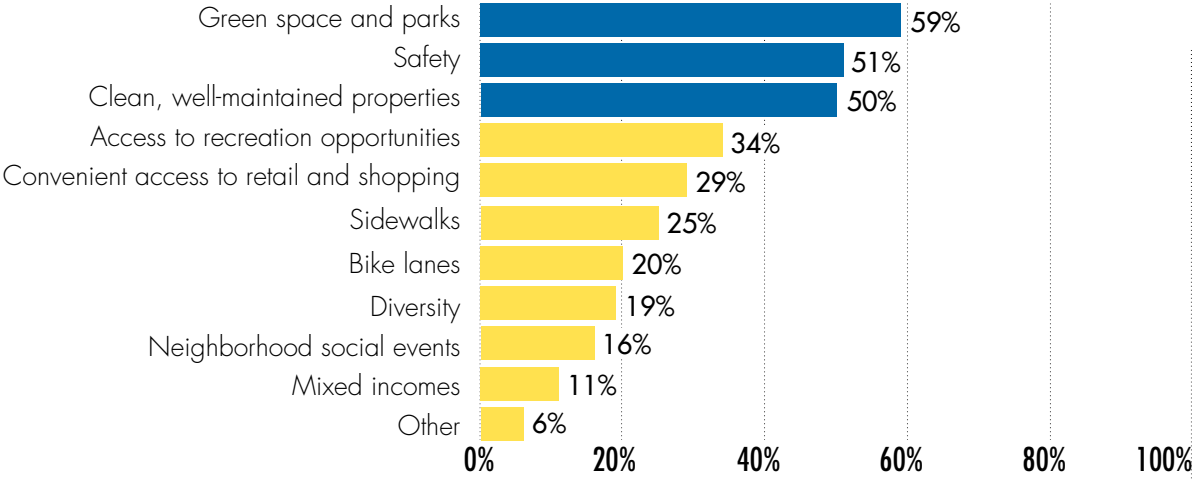
**8%**

Adults who reported fair or poor health

SOURCE: County Health Ranking and Roadmaps, 2018 Kansas Data

Through an online survey, we asked Lenexans what factors should be considered and are most important for maintaining and creating healthy neighborhoods in 2040. Their responses are below.

**What factors are most important for maintaining and creating healthy neighborhoods in 2040?**



SOURCE: Where to Focus — Survey 2. Appendix B



# STRATEGY 1: NEIGHBORHOOD NODES

*Locate retail centers, services, workplaces and parks near neighborhoods so that exercise and socializing can be a regular part of everyday lives. Neighborhood nodes are places within a 10-minute walk or bike ride that draw people to shop, eat, interact and get the services they need. If neighborhood nodes are near homes, people can more easily walk or bike to them, making exercise easier to accomplish.*



## CONTEXT

Neighborhood nodes provide a focal point and facilities to promote community activity that connects surrounding neighborhoods.

In 2040, the strip center pattern of commercial development along a roadway with large parking lots, box-like buildings and total dependence on automobiles for access and circulation is gone. Instead, commercial development clusters around major intersections in neighborhood nodes. A mix of residential and commercial development will fill the area in between nodes.

Neighborhood nodes:

- Offer an abundant number of social offerings, vibrant activities, an array of arts and cultural opportunities and great places to meet people.
- are welcoming places for all where everyone feels comfortable and safe.
- are places of beauty that people want to enjoy and that contribute to community pride.






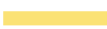
## TACTICS

We will create neighborhood nodes by:

- Focusing new commercial construction in concentrated, more walkable centers.
- Concentrating commercial development near the intersections of major arterials to prevent linear or strip development along major streets.
- Improving pedestrian connections and circulation throughout commercial areas to encourage walking.
- Allowing shared parking and reducing parking minimums to lower the cost of development, allow more green spaces and slow traffic to improve pedestrian safety.
- Enhancing a sense of community at nodes by designing gathering spots and encouraging events.
- Celebrating cultural diversity of surrounding neighborhoods and providing a unique sense of identity for each node.

# CONCEPT: NEIGHBORHOOD NODES



- |   |                          |   |                        |
|---|--------------------------|---|------------------------|
|  | Residential Land Use     |  | Public Land Use        |
|  | Non-Residential Land Use |  | Node Reinvestment Area |
|  | Parks & Open Space       |  | 10-minute Walk         |



# NEIGHBORHOOD NODE INTENSITIES

Neighborhood nodes are not one size fits all. Some nodes will be larger and more intense, while others will be more modest in size and in the scale of activities present. For all nodes, however, when development or redevelopment occurs, it will be with placemaking as a consideration, and the result will be more of a place than just a collection of buildings. In addition, each node should have a cohesive design and elements that create a unique identity. Below are some examples of the elements which may be present at neighborhood nodes of different sizes and intensities. Not all elements will be present at each node, but rather the individual elements will depend upon the location, surroundings and land use present at a particular node.

## Basic Node



Wayfinding



Wider sidewalks



Gathering spaces



Interconnected sidewalks



Bike facilities

## Intermediate Node

### Basic Node Elements

+



Pocket parks



Water features



Trail connections



Clustered seating



Areas for outdoor dining

## Comprehensive Node

### Basic & Intermediate Node Elements

+



Open green spaces



Public spaces for outdoor performances



Iconic structures



Public art



## STRATEGY 2: HEALTHY CORRIDORS

*Create routes that are as vibrant and interesting as the destinations themselves. We strive to create streets that are welcoming, comfortable and safe for everyone. Healthy corridors encourage you to get outside and enjoy your community. By focusing on health as a core value for development and redevelopment of corridors, Lenexa can be reshaped into a place that puts people first.*



### CONTEXT

According to the Urban Land Institute, the American public wants development that promotes healthier living. Of those surveyed in 2015, 50% reported that walkability is a priority when considering where to live.

Lenexans desire vibrant places where people can walk as a part of their daily routine to work, play or shop. Major streets that are described as healthy corridors safely accommodate all modes of transportation, promote economic development and enhance community health.

A healthy corridor goes beyond sidewalks on major streets. A healthy corridor involves reinventing streets, sidewalks and adjacent properties, while also restructuring the corridor to improve access from nearby neighborhoods. The focus is on improving health outcomes for residents, workers and visitors.

Healthy corridors attract residents, visitors and private investment. According to the Urban Land Institute, only 3% of commercial corridors in the United States are considered healthy. Changes in transportation technology, retail shopping and housing demand are driving the focus on corridors that are more desirable and financially sustainable. Corridors that focus less on moving vehicles and more on connecting people will thrive and remain economically viable into the future.

# TACTICS

We develop healthy corridors by:

- Accommodating all modes of transportation with comfortable, safe streets for everyone.
- Engaging people who live, work and travel along the corridor.
  - » Creating pet-friendly green spaces, providing pet waste stations and accommodating outdoor seating at restaurants.
  - » Creating a defined identity for the corridor, conserving what is special or unique to an area and incorporating the vibe of the surrounding area.
  - » Engaging residents and local business owners in development of the corridor.
  - » Facilitating long-term improvements and maintenance of public infrastructure and private property along the corridor.
  - » Using technology to inform and engage people to improve their user experience in the corridor.
- Creating linkages to other parts of the city.
  - » Developing safe and easily identifiable connections, including sidewalks and trails.
  - » Partnering with public and private agencies to provide transit, including enhanced bus service.
- Increasing police visibility through community policing along healthy corridors and targeting speed enforcement to reduce accidents and improve overall safety.
- Providing high-quality, responsive fire and emergency services by maintaining an Insurance Services Office (ISO) 1 rating, fire agency accreditation and appropriate response times as the community grows.

# EXAMPLE OF A HEALTHY CORRIDOR

## ELEMENTS OF A HEALTHY CORRIDOR

Green spaces

Wide sidewalks

Outdoor seating

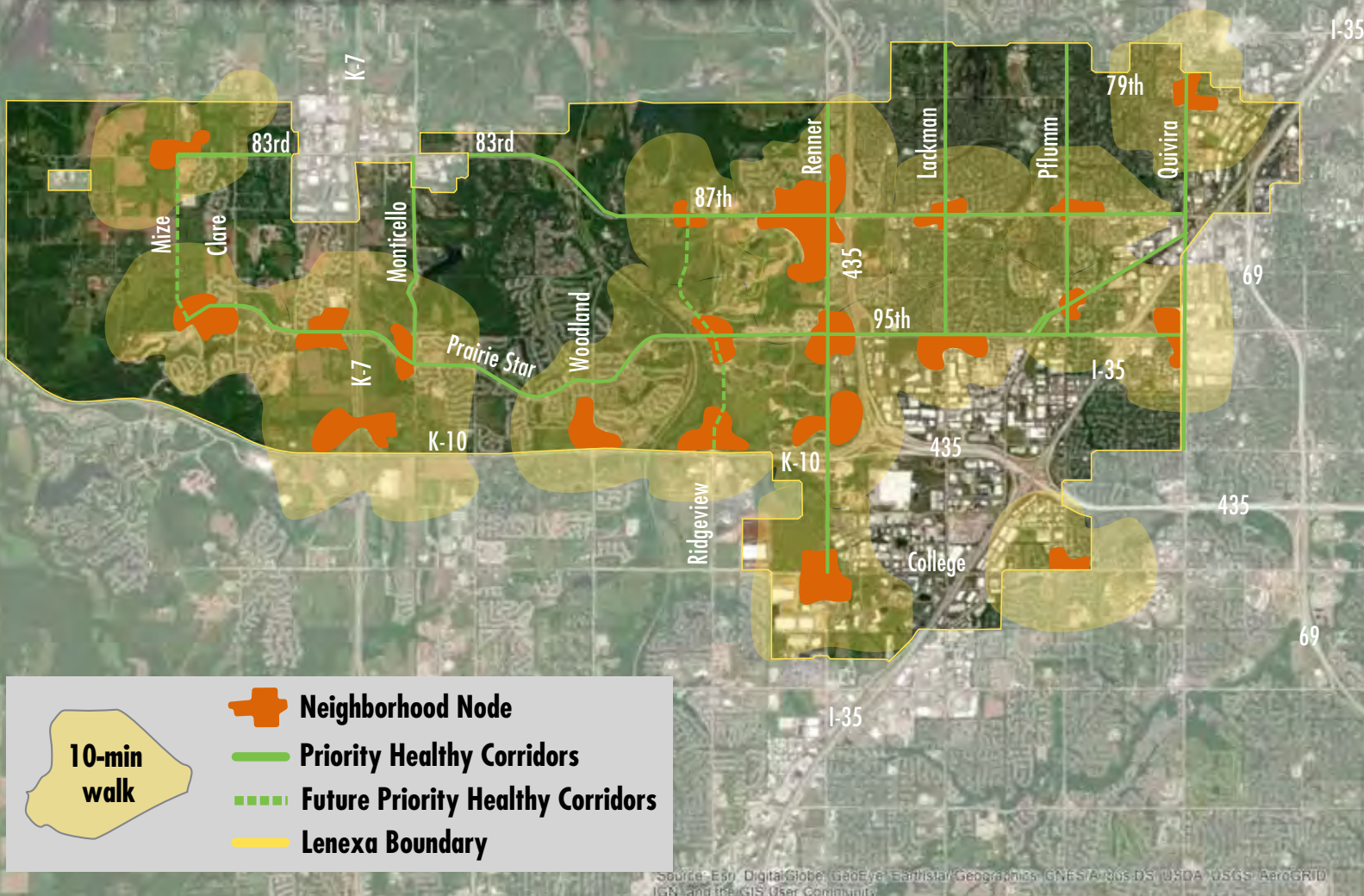
Unique shops and  
restaurants

Easy access for all  
modes of transportation





# POTENTIAL HEALTHY CORRIDORS AND NEIGHBORHOOD NODES



Potential neighborhood hubs identified in orange above include:

- 83rd Street and Mize Road
- 83rd Street and Clare Road
- Prairie Star Parkway and K-7/Dunraven Street
- Prairie Star Parkway and Monticello Road
- K-7 and K-10
- 101st Street and Woodland Road
- K-10 and Ridgeview Road
- Prairie Star Parkway and Ridgeview Road
- 87th Street Parkway and Ridgeview Road
- 87th Street Parkway and Renner Boulevard
- 87th Street Parkway and Lackman Road
- 87th Street Parkway and Pflumm Road
- 79th Street and Quivira Road
- 95th Street and Quivira Road
- Santa Fe Trail Drive and Pflumm Road
- 95th Street and Lackman Road
- 95th Street and Renner Boulevard
- K-10 and Renner Boulevard
- College Boulevard and Renner Boulevard
- College Boulevard and Pflumm Road



In 2040, a healthy corridor in Lenexa contributes to the overall health of the surrounding neighborhoods, including opportunities for community members to be physically active every day. A healthy corridor is safe for users, environmentally sustainable, serves a mix of housing types, connects people to jobs and is a place to build social cohesion.



*Prairie Star Parkway is a major east-west corridor in Lenexa. It represents a healthy corridor because it connects surrounding neighborhoods and provides users comfortable travel via walking, biking and driving. It supports the daily needs of all who live, work and travel along it.*

# STRATEGY 3: INTERGENERATIONAL COMMUNITIES

*Lenexans want to interact with one another — regardless of age or demographic makeup. Supporting the creation of intergenerational neighborhoods and communities will encourage people across all generations to connect and learn from each other without the age restrictions of traditional senior-only communities.*



## CONTEXT

- A growing body of research has shown people of all ages experience better physical and mental health and less isolation and loneliness when they participate in intergenerational activities.
- Children and youth experience enhanced learning, social development and positive perceptions of older adults when they participate in intergenerational activities.
- Baby Boomers and Generation Xers are living longer and want to live healthier lives into old age. They have skills and talents that can help address youth needs.
- Seniors are shifting away from traditional retirement communities/senior living, while demand for elderly care settings with opportunities for intergenerational contact is growing.
- Intergenerational sites and programming are reducing ageism, breaking down the barriers of age segregation and forging long-lasting and life-changing intergenerational bonds.

- Seniors have similar desires in a community as younger people, like access to parks, transportation, education, fitness, restaurants, common areas and, most importantly, a meaningful sense of community.
- Many seniors would prefer to stay in their homes, but the costs of care and maintenance can be a challenge.
- Multigenerational living is becoming more prevalent as the cost for retirement homes rises and because of cultural preferences.

## TACTICS

We create intergenerational communities by:

- Continuing to provide community education programs that provide hands-on learning opportunities such as Learning About Lenexa, Citizens Police Academy and Citizens Fire Academy.
- Encouraging the development of shared sites and programs that involve one or more organizations delivering services to unrelated younger people and older adults at the same location.
- Developing intergenerational programs that provide opportunities for people of all ages to interact with each other at the Community Center, Rec Center, Senior Center, Public Market, Farmers Market, library, schools, universities and other public spaces.
- Partnering with other agencies and neighboring communities to deliver indoor, outdoor, passive and active recreational programming for all ages and abilities, including exercise, sports, adventure, entertainment, clubs, hobbies and travel.
- Incorporating playground equipment near senior living areas to provide opportunities for people of all ages to interact.





## STRATEGY 4: NATURE & OPEN SPACES

*We want to expand access to parks, trails and open spaces to provide even more social, ecological and economic benefits to the community. Natural spaces along streams reduce flood damage, protect stream quality and support fish and wildlife. Trails along these open spaces will connect people to lakes, natural resources, wildlife and a profound sense of themselves.*



### CONTEXT

- Open space is land that is undeveloped (has no buildings or other built structures) and is accessible to the public. Over 20% of Lenexa's land area is still undeveloped.
- Good communities maintain a clean environment for their residents. Great communities enact policies to improve and protect the environment for generations to come.
- Lenexa has 37 miles of trails for biking and hiking with varied scenery, including wooded areas, open prairies and along lakes and ponds. Johnson County Parks & Recreation also maintains a regional trail system within Lenexa.
- With 667 acres of park land, including 44 parks, Lenexa provides access to parks within a 10-minute walk to more than 75% of Lenexa residents.

## TACTICS

We connect people to nature and open spaces by:

- Protecting and building community understanding of significant cultural and ecological resources, including natural areas and historic and archaeological sites.
- Securing sustainable funding sources to ensure high-quality parks, recreation and cultural opportunities for all residents.
- Continuing to make trail connections to the greater Kansas City regional trail systems, including future connections to the proposed Santa Fe national historic trail that runs through Lenexa, as well as designating trails along stream corridors.
- Conserving quality open space so that as the community continues to develop, people can enjoy the outdoors.
- Encouraging green spaces in industrial and commercial developments and redevelopments that serve as gathering spaces for employees where they can spend time outdoors.
- Strategically locating parks near or in neighborhood nodes.
- Using greenways to protect water courses and preserve historic landscapes such as patches of hardwood forest and grassland areas.
- Installing outdoor exercise equipment for all ages along trails and in parks.
- Expanding existing community gardens to meet demand.



# STRATEGY 7: COMMUNITY PARTNERSHIPS

To further the health of our community, we want to make it easier for everyone to get the medical, mental health and preventative services they need. Lenexans said they want the city to take a proactive approach to wellness to make our community healthier.



## CONTEXT

According to the Partnership for Healthy Cities, noncommunicable diseases — including heart disease, stroke, cancer, diabetes and chronic respiratory diseases — and injuries are responsible for more than 45 million deaths per year, or 80% of all deaths worldwide. Partnerships with other public, non-profit and private agencies are needed to make a substantial improvement to the health of Lenexans.



## TACTICS

We build community partnerships by:

- Facilitating access to medical and mental health services, including preventative services.
- Partnering with the Johnson County Department of Health & Environment, health systems and other agencies to develop programming and services, such as blood pressure testing, rehabilitation education and fall prevention.
- Sponsoring or working with a partner to hold an annual community health fair.
- Expanding early intervention programs to facilitate wellness, such as first responders working side by side with mental health providers.
- Promoting healthy cooking programs.
- Connecting local farmers to schools and local restaurants.
- Facilitating volunteerism.
  - » Using technology to notify people about community events and volunteer opportunities.
  - » Encouraging people to plant trees, clean up parks and work together on a community goal.

## CONCEPTS

JOHNSON COUNTY  
KANSAS

 **Co-Responder**

*The Johnson County Department of Mental Health's Co-Responder program embeds trained professionals in local police departments, including Lenexa's, to help with cases involving people who have mental health issues.*



*The city can partner with local agencies and businesses to offer a community health fair featuring topics such as hands-only CPR, taught by the Lenexa Fire Department.*



# INVITING

# PLACES

Our vision for Lenexa is to be a community full of places with beauty, social offerings and openness that draw people to them.





## THE VISION: INVITING PLACES

Lenexans want inviting places designed for interaction that have both a strong sense of community and a positive image, as well as a unique setting, activities and uses that collectively add up to something more than the sum of its parts.

## STRATEGIES

We strive to be recognized as one of the most liveable places by America by:

1. Creating welcoming gateways.
2. Creating inspiring places that are flexible, connected and sustainable.
3. Activating public places, commercial spaces and neighborhoods.



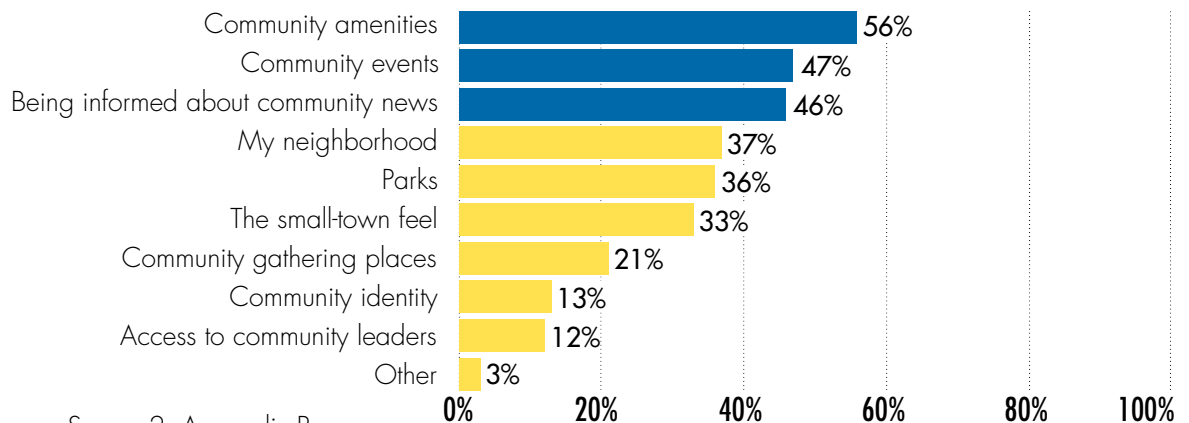


# OVERALL CONTEXT

- *Money Magazine* has named Lenexa one of the best places to live. Thirty-three parks connected by 37 miles of multiuse trails are filled with activities and festivals, drawing people to them nearly every weekend.
- The Project for Public Spaces researched successful public places around the world and found that they have four essential qualities:
  - » They are accessible to people of all ages, incomes, mobility and ability.
  - » People are engaged in activities; there are at least 10 things to do.
  - » Spaces are comfortable and has a good image.
  - » They are sociable places, where people meet each other and take guests.
- Lenexa’s system of beautiful, inviting parks and public spaces with dynamic programming meet the criteria of successful public places because the parks are accessible, have activity offerings, are comfortable, present a good image and are places where people meet.
- Lenexans want to maintain their strong sense of community and “small-town atmosphere with the best of city life.” Keeping a sense of place, identity and culture can be challenging in a growing and changing community. People desire places that celebrate nature, the arts, culture and creativity to create that sense of community.

We surveyed Lenexans about what things make them feel connected to the community. Their responses are below.

## What makes you feel connected to our community?



SOURCE: Where to Focus — Survey 2. Appendix B

# STRATEGY 1: WELCOMING GATEWAYS

*Integrating sustainable, unique gathering places, green spaces, the arts and historical and cultural assets throughout neighborhoods, commercial developments, public parks and facilities takes Lenexa from one of the best places to live to a new level.*



## CONTEXT

Gateways create a sense of arrival to Lenexa. As a first impression, they should tell a story about Lenexa's culture, history and inclusiveness. Public art along corridors or incorporated into infrastructure can create a sense of arrival to a special place.

Lenexa's corridors are major reinvestment opportunities positioned for long-term financial prosperity. Transform them from simply "a way of getting somewhere" to a community space to "go to," a place to meet friends and neighbors and a place to catch up on what's happening.

## TACTICS

We can create welcoming gateways and corridors by:

- Creating a sense that you have arrived in Lenexa through installation of branded features.
  - » Implementing Lenexa's gateway signage plan.
  - » Installing wayfinding signage that helps people of all ages and abilities navigate through Lenexa.
- Transforming major corridors into thriving places.
  - » Reviewing Lenexa's existing codes and regulations to make them more flexible for redevelopment and infill development.
  - » Supporting quality, flexible design of buildings and an innovative mix of land uses to appropriately integrate them into the community.
  - » Incorporating public art into gateways and corridors.



*Lenexa City Center features branded entryway signs to let visitors know they have arrived in the neighborhood.*



## STRATEGY 2: INSPIRING, CONNECTED, FLEXIBLE AND SUSTAINABLE SPACES

*The key to creating inviting places is connecting people, businesses and neighborhoods through the community's geography and history. This includes designing central green space and gathering places into business areas as they develop and redevelop, and building partnerships with businesses to encourage facility and landscape improvements.*

*Inspiring places also incorporate elements such as public art, striped crosswalks, pedestrian havens and public recreational features. To be sustainable, these places could also have green construction, energy-efficient buildings and be able to be transformed into different uses in the future.*



### CONTEXT

Technology connects us but can also make people feel more isolated from each other. People seek places to experience life together. The proliferation of online shopping is changing the types of retail development people are seeking. Warehouses will be retooled as high-tech fulfillment centers. Driverless vehicles will change the parking needs in these developments. Changing weather patterns and climate instability will likely drive up the cost of water and electricity, inciting more efficient buildings.

Lenexa's commercial and industrial spaces will need to be inviting, connected to neighborhoods and parks, adaptable and green to compete in the global economy.

The best way to bring in an innovative workforce is to offer high-quality places. Talented workers are the engines of community innovation, whether from the inside of companies where they spearhead new ideas and spin off new divisions, or through

entrepreneurship, forming their own enterprises and creating jobs. The places people work should cultivate and attract innovation.

Places thrive when users have a range of reasons to be there. Ideally, some of these activities will be unique to that place, reflecting the culture and history of the surrounding community. Including reasons other than just shopping and working will make commercial spaces more of an experience, attracting successful companies to expand or locate here.

Lenexa will be even more attractive to residents, visitors and investors with many different inviting places or nodes, making these places more resilient as consumer and worker preferences evolve over the next 20 years.

## TACTICS

We plan to create inspiring places that are flexible, connected and sustainable by:

- Creating inviting places that connect people, businesses and neighborhoods by reflecting the community's culture, geography and history.
  - » Addressing physical barriers such as major highways and at-grade railroad crossings.
  - » Connecting Old Town, the Community Center and surrounding neighborhoods with a pedestrian crossing over the railroad.
  - » Designing gathering places into business areas.
  - » Connecting people to nearby businesses from home or work.
- Encouraging businesses to beautify their buildings and surrounding landscape to make the space more inviting.
  - » Focusing on low-cost, high-impact improvements such as seating, outdoor cafés, public art, striping of crosswalks, community gardens and murals.
  - » Implementing temporary and permanent public art features in public and commercial places.

# INSPIRING PLACES: OLD TOWN



*Lenexans have a special place in their hearts for Old Town, and they want to preserve its historic character, energize its economic activity and continue to ensure it is a community gathering place.*



## CONCEPT: PEDESTRIAN CROSSING IN OLD TOWN



Better connectivity throughout Old Town and surrounding neighborhoods includes enhanced pedestrian amenities, improved railroad crossings, integrated bicycle facilities and interpretive features to reflect the area's unique history.

Other areas can benefit from connection, too. Ideas include building a central gathering space in all commercial developments to create a sense of community, or taking advantage of Lenexa's extensive trail network to connect people to parks, neighborhoods and businesses.

## CONCEPT: PUBLIC ART AS PLACEMAKING



*(LEFT) In Houston, Texas, public art is placed between the roadway and sidewalks to create a sense of separation and safety. (RIGHT) Seattle's knitting trees demonstrate that public art doesn't have to be an expensive investment and can even be temporary to create a magical sense of place.*



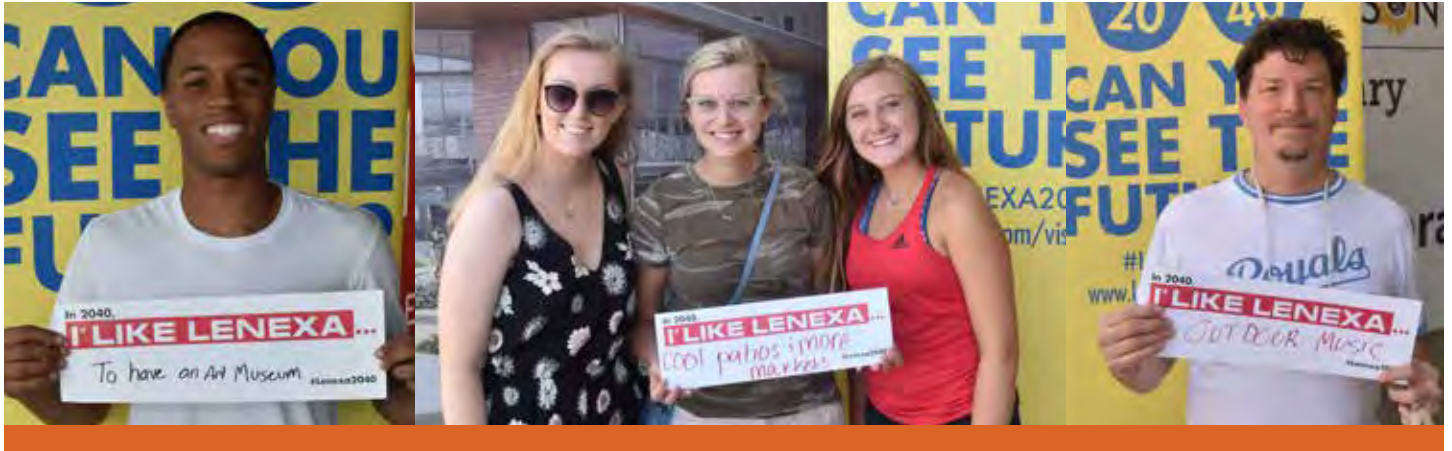
## CONCEPT: SPLASH PAD

When Lenexans were asked what they'd like Lenexa to have in 2040, one of the more popular suggestions was a splash pad. This water feature is perfect for a more urban setting like a retail area adjacent to green space or outdoor seating because it doesn't require a lot of space. A splash pad feature can attract families to retail spaces. Informal play at a splash pad can enhance social connections and improve the mental and physical health of children.



## STRATEGY 3: ACTIVATING PLACES

We can take the success of large-scale festivals, like the Lenexa Chili Challenge and Great Lenexa BBQ Battle, and small-scale recreational and cultural programming and adapt it to make our public places come alive. We can create a critical mass of activity in neighborhood nodes to help support retail centers, foster healthy social settings and provide a feeling of familiarity and security so that people want to be in those spaces throughout the year.



### CONTEXT

Lenexans would like to see more:

- Live performances — music, art and theater
- Food trucks
- Outdoor movies
- Activities for kids of all ages
- Classes
- Public art

They would like to see these things not just in parks and public facilities, but also in Old Town and other neighborhood nodes.



## TACTICS

We will activate public places, commercial spaces and neighborhoods by:

- Working with businesses to create regular pop-up events in their spaces.
  - » Incorporating kids' activities and intergenerational activities.
  - » Creating a speaker series.
  - » Offering something different to connect people together in a variety of fun, interactive and exciting ways.
  - » Including a range of reasons to be in the space: a place to gather, art to touch, music to hear, food to eat, history to experience and people to meet.
- Fostering the development of an outdoor music venue in Old Town.
- Supporting partnerships and educational programs that celebrate diversity.
- Encouraging block parties and neighborhood get-togethers that activate smaller geographic areas through grants and donated services.
- Investing in adequate staffing and using volunteers to plan and coordinate events.
- Incorporating innovative recreational features and attractions such as splash parks and public art.
- Continuing to support festivals and activities throughout the city, including City Center, Old Town and city parks.





# VIBRANT

# NEIGHBORHOODS

Our vision for Lenexa is to have vibrant neighborhoods that offer a variety of housing types, sizes and prices with opportunities for shopping and support services nearby as well as convenient public facilities such as quality roads, pedestrian connections, parks and schools.





## THE VISION: VIBRANT NEIGHBORHOODS

We want Lenexa to be a great place for everyone to live. We want to be inclusive and have lots of housing choices for people who work here, have different abilities and are from all generations, cultures and backgrounds. We need attainable housing for families, individuals, professionals, hourly workers, entrepreneurs, young people, empty nesters and retirees.

### STRATEGIES

We create vibrant neighborhoods which offer a variety of housing types, sizes, prices and opportunities for interaction by:

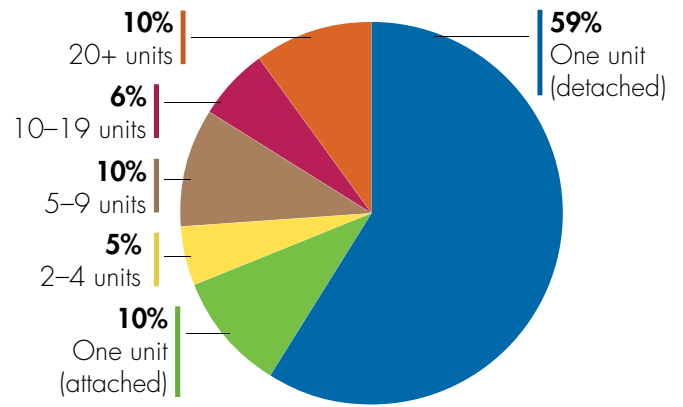
1. Building neighborhoods with a sense of community.
2. Preserving existing housing to protect and enhance the character of neighborhoods.
3. Supporting aging in place.
4. Cultivating attainably priced housing.



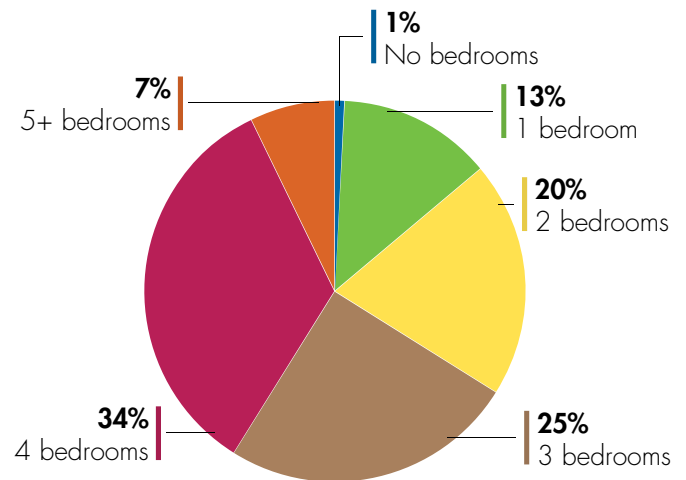
## OVERALL CONTEXT

- In 2018, there were 23,647 housing units in Lenexa.
- Homeowner-occupied vacancy rate (1%) and renter-occupied vacancy rate (4%) are near the national average and indicate a normal, balanced market.
- The majority of homes (60%) have three or four bedrooms.
- Most of the homes have two stories without a first floor master bedroom. It will be challenging to retrofit these homes as demand increases to meet needs of the aging population.
- The percent of homeowner-occupied (63.5%) vs. renter-occupied dwellings (36.5%) is currently a similar mix to nearby Overland Park and Kansas City, Mo., and peer communities with mixed-use town center developments around the country.
- Lenexa primarily has single-family detached homes (59%). A variety of housing structure types is important to meet the needs of all residents and future demand.
- Renting by choice is increasing. Many households age 55+ are downsizing to a more maintenance-free, connected lifestyle with easy access to health care, culture, entertainment and food.

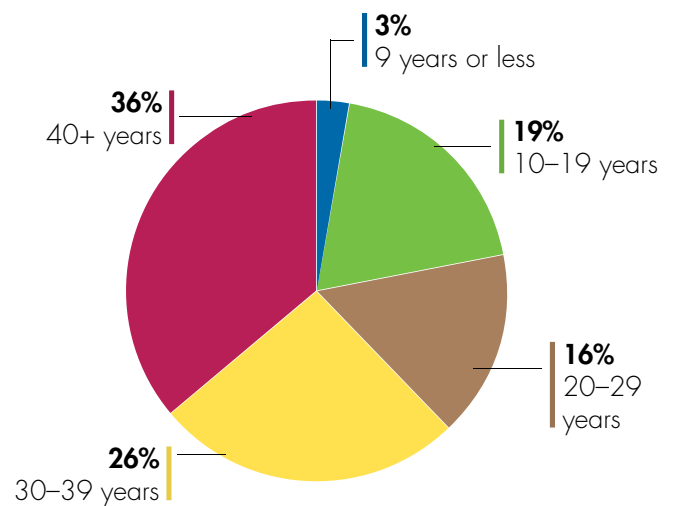
## HOUSING UNITS BY TYPE



## BEDROOMS PER HOUSING UNIT

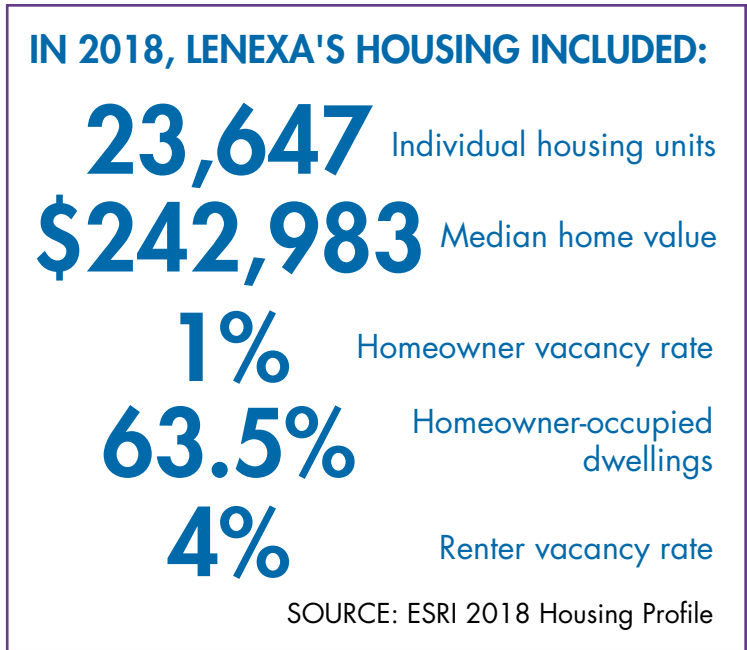


## HOUSING BY AGE



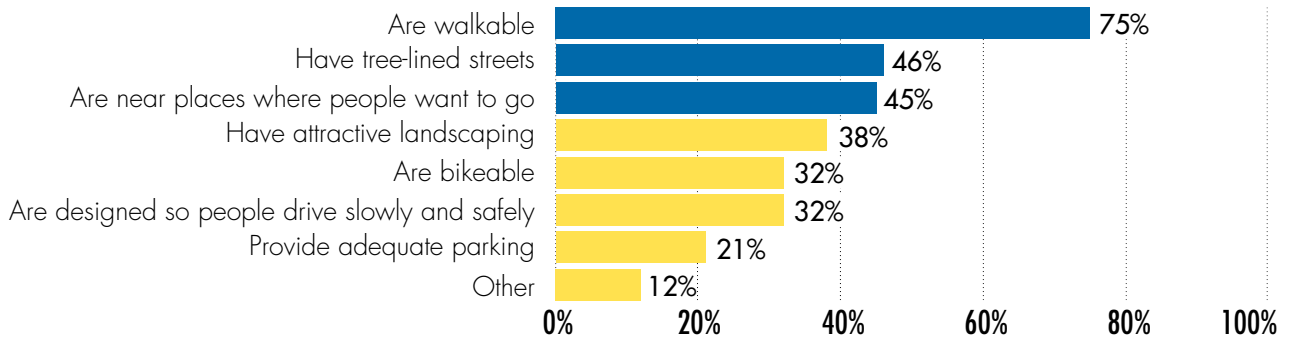
SOURCE: U.S Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

- Millennials desire more flexibility in housing and neighborhoods with community connectedness. High student loan debt, changes in the tax laws, limited for-sale inventory and limited access to housing financing are driving demand for smaller homes, maintenance-free homes and rental property for this age group. These factors have pushed the number of first-time homebuyers to the lowest levels since the 1980s.



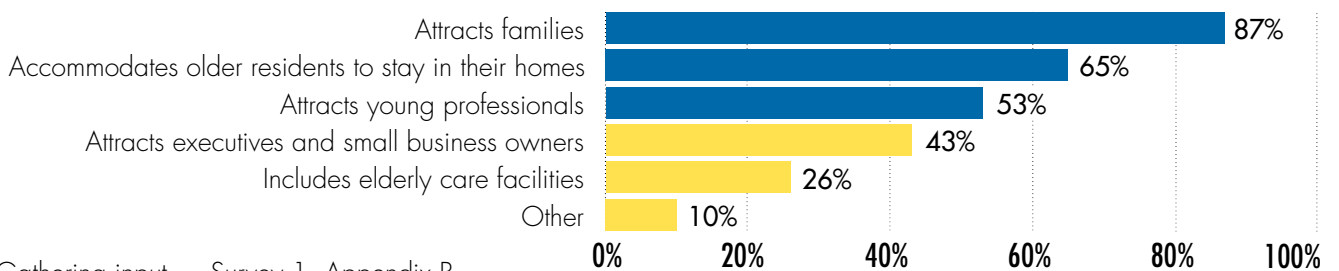
We surveyed Lenexans and asked several questions about their preferences when it comes to neighborhoods in our community. Their responses are as follows.

**In 2040, I'd like Lenexa to have NEIGHBORHOODS that...**



SOURCE: Gathering input — Survey 1. Appendix B

**In 2040, I'd like Lenexa to have HOUSING that...**



SOURCE: Gathering input — Survey 1. Appendix B

# STRATEGY 1: SENSE OF COMMUNITY

*Enhance the connection of all Lenexans to each other and to the community by improving the feeling of safety and security, inclusion, residential satisfaction, community identity and civic participation.*



## CONTEXT

For decades, building a strong sense of community has been a priority for the City of Lenexa.

Lenexa's Vision 2020 and Vision 2030 both described ways to enhance the already strong sense of community. Residents are able to influence decision-making because elected officials ask for input. The 2017 DirectionFinder Citizen Survey showed that 92% of respondents said they were satisfied with the overall quality of life in Lenexa, which is significantly higher than the national average of 73%.

During the Vision 2040 engagement process, thousands of residents and business people shared their love for Lenexa. One of the primary reasons for Lenexans' high satisfaction with the city's quality of life is the strong sense of community felt by residents. Residents' needs for services are being met — 85% said they were satisfied with the overall quality of city services, which is significantly higher than the national average of 49%.



# TACTICS

We will build neighborhoods with a sense of community by:

- Creating connectivity that is convenient and safe between neighborhoods and from neighborhoods to area businesses and amenities.
  - » Connecting neighborhoods to amenities with safe, well-maintained sidewalks and trails.
  - » Encouraging development and redevelopment that is oriented to the public street.
  - » Retrofitting street lighting in more mature neighborhoods to achieve better light levels.
  - » Adding wider sidewalks in older neighborhoods, where practical.
  - » Increasing traffic safety through thoughtful roadway design and traffic calming.
- Continuing to invest in community policing efforts to strengthen public safety in neighborhoods.
- Considering code changes that allow for more diverse housing types within specific zoning districts.



# STRATEGY 2: PRESERVING NEIGHBORHOODS

*Lenexa's many desirable neighborhoods continue to attract people. Resident satisfaction levels regarding the quality of neighborhoods and services are some of the highest in the country. Safety, good economy, great schools, a sense of community and vibrant neighborhoods are some of the reasons why Lenexa is a highly sought-after community. Preserving the quality and character of all neighborhoods will continue to be a priority.*



## CONTEXT

Lenexa is a second-ring suburb in the Kansas City metropolitan area. The majority of the city's housing was built in the 1970s and 1980s as Johnson County neighborhoods and their amenities pulled people from the center of the region.

Following the Great Recession of 2008–09, the suburban population declined nationally as the four-bedroom, three-bath homes on larger lots were out of reach for many. Lenexa continued to gain population through this period, although the rate of growth slowed significantly from previous years. During both good and bad housing markets, Lenexa neighborhoods have remained stable because of the quality of housing, public education and amenities.

According to the U.S. Census Bureau, lower-density suburbs like Lenexa are back in demand across the nation, with prices increasing. With low unemployment and a strong stock market and economy, Americans are still purchasing and investing in homes.

When the next recession happens, more people may choose to rent rather than buy, purchase smaller homes or put less into property maintenance because of the reduced return on investment. These trends could lead to a decline in Lenexa's established neighborhoods because they no longer meet the needs of changing lifestyles or are not a sound economic investment.

## TACTICS

We preserve existing housing and protect and enhance the character of neighborhoods by:

- Utilizing existing programs and exploring additional opportunities to revitalize more mature neighborhoods and encourage housing renovation.
- Considering changes to multifamily design standards to require high-quality materials and design so the units remain attractive and retain value long into the future.
- Allowing innovative and flexible development that fits in with the surrounding neighborhood, including renovation, accessory dwelling units, zero-lot line development, infill and redevelopment.
- Continue to proactively enforce property maintenance codes and the rental inspection program to ensure the sustained quality of existing housing stock.



# STRATEGY 3: AGING IN PLACE

Create an inclusive community designed for people of all ages and abilities, so they can live in Lenexa throughout their lifespan. This includes bringing people of all generations and backgrounds together to celebrate community.



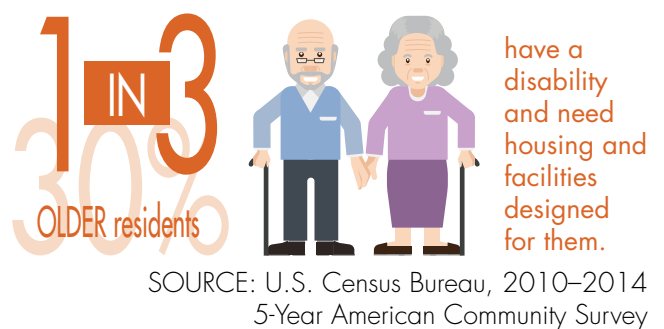
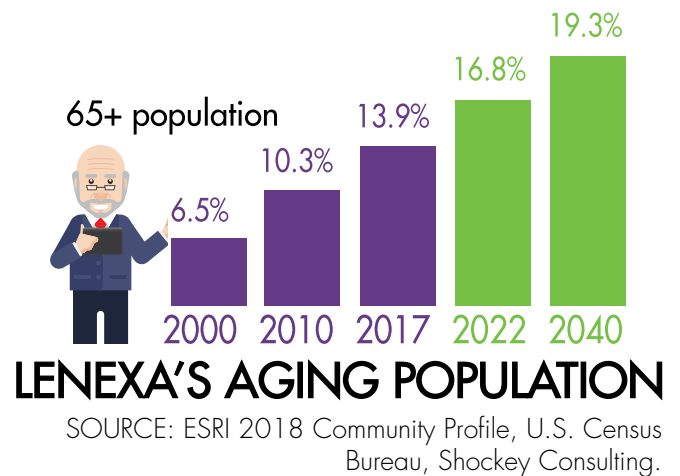
## CONTEXT

Our population is aging. The percentage of Lenexa’s population who is 65+ will increase between 2018 and 2040.

A significant number of single-family homes are currently owned by members of older generations. Although people are living longer, the style of home prevalent in Lenexa is not conducive to aging in place. With fewer millennials purchasing homes, the demand for these homes will decline.

Lenexa currently has 10 senior housing communities including independent living, assisted living, memory care and continuum of care facilities.

Lenexans said they would like to see less housing explicitly developed for seniors and more housing and neighborhoods that accommodate all ages to encourage more intergenerational interaction.



## TACTICS

We support aging in place by:

- Considering the needs of people of all ages and abilities in neighborhoods — parks, transportation, public safety and communications.
  - » Providing seating areas along trails.
  - » Offering residents information about assessing and protecting their property to strengthen public safety.
- Providing age- and ability-friendly housing options.
  - » Allowing for and encouraging a range of housing options at attainable price points.
  - » Encouraging developers to include features that meet the different mobility needs of people regardless of age, disability or other factors, including zero-step-entry homes.
  - » Connecting residents to resources that provide technical assistance for retrofitting their homes to age in place.
  - » Accommodating multigenerational living, including accessory and shared dwellings that meet the needs of all ages and generations.
- Considering enhanced educational, social and recreational programming at the Community Center and Senior Center.
- Supporting regional partnerships that provide accessible transportation options.
- Attracting housing options that meet the future market demand for empty nesters and seniors, including the development of maintenance-free villas, patio homes and condominiums.

## CONCEPT: UNIVERSAL DESIGN AND ADAPTABILITY

This is an example of a universal design zero-step-entry home that can accommodate wheelchair users. It also shows how a garage could be adapted and converted into a ground floor master bedroom when garages are no longer needed for cars.



Accessible  
Two-car garage  
conversion,  
440 square feet

## CONCEPT: VARIED HOME TYPES

Some empty nesters and seniors want to live near family and friends, but not with them. Millennials and empty nesters said they would like to see more patio homes, villas and condominiums to allow people to stay in their community throughout their lives.



**PATIO HOME**

Single floor attached homes with a prominent patio. Also may be called a cluster home, as it is part of several houses attached to each other with open space.



**CONDOMINIUM**

Each unit in the building is independently sellable. The building itself is divided into several units surrounded by common areas that are jointly owned.



**VILLA**

Provides community amenities like a clubhouse, pool, tennis courts and park space, which gives a country-club vibe or resort-like setting.



# STRATEGY 4: ATTAINABLY PRICED HOUSING

*Housing prices are constantly on the rise. Residents said they want Lenexa to ensure housing stays affordable for everyone so that all ages can enjoy the amenities our community offers.*



## CONTEXT

- In 2018, Lenexa's median home value was \$243,983, and the median household income was \$83,831.
- Nationally, people who pay more than 30% of their gross income toward housing are considered burdened by those costs. For the median household in Lenexa, 30% of household income is \$1,200 per month — equivalent to a mortgage payment on a \$242,983 house.
- Rising development costs make the economics of developing housing difficult for builders.
- Land and material prices are making it more difficult to build new single-family homes that working people, young professionals and single-income families can afford.

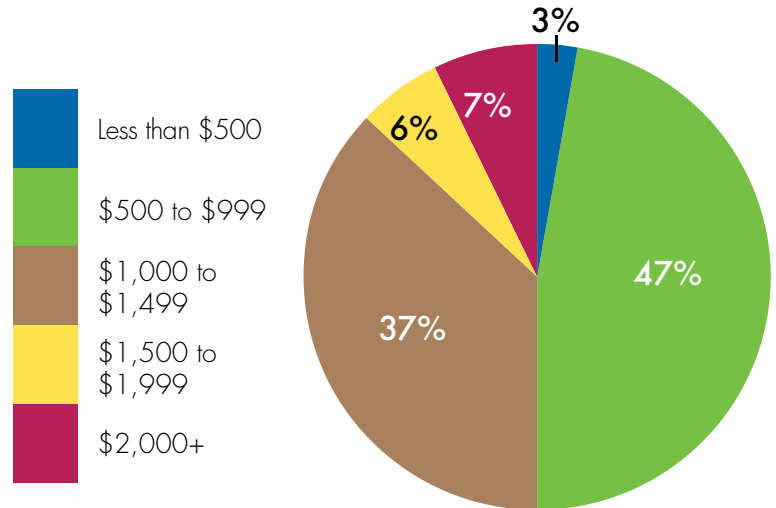
## HOMEOWNERS

- About one-quarter of Lenexa homeowners spend between \$1,000 and \$1,499 per month, one-third spend between \$1,500 and \$1,999, and one-third spend over \$2,000 per month on housing costs.

## RENTERS

- The majority of renters (84%) pay between \$500 and \$1,500 per month in rent.
- The median rent is \$1,001 per month.
- 39% of renters pay 30% or more of their household income in rent.

## AVERAGE MONTHLY RENT



SOURCE: 2016 Housing Market and Needs Assessment

## TACTICS

We cultivate attainably priced housing in our community by:

- Considering opportunities to reduce the cost of entry-level housing options.
  - » Holding a dialogue with developers to understand where the difficulty lies with financing, so the city can learn how to encourage more attainable housing.
  - » Allowing shared open space and smaller yards.
  - » Reducing off-street parking requirements and allowing shared parking areas.
  - » Allowing creative lot configurations, innovative home design and use of materials that maintain a high quality of housing but reduce costs to build.
  - » Encouraging shared neighborhood amenities, including city-owned pocket parks.
- Encouraging a variety of housing styles and price points.
  - » Preserving existing neighborhood quality and home values by blending diverse housing types with surrounding neighborhood character and scale.
  - » Considering creative, adaptive reuses of buildings that are currently non-residential to be retrofitted into housing, where appropriate.

- » Making targeted public sector infrastructure improvements to incent housing variety and price.
- » Consider design standards that will make smaller units/higher-density construction look more consistent with single-family, detached housing.
- Minimizing long-term costs for residents.
  - » Landscaping to minimize long-term maintenance costs.
  - » Incorporating the natural landscape in all development.
  - » Encouraging sustainable and efficient construction and renovation practices.
  - » Considering the location of public transit connections to enhance transportation options near attainable housing.
- Encouraging infill parcels in residential neighborhoods to be developed as small-scale, medium-density multifamily housing such as townhomes or fourplexes, where appropriate.
- Working cooperatively with other city and county government partners to develop a housing plan that ensures safe, suitable, affordable housing for all county residents.





# INTEGRATED INFRASTRUCTURE & TRANSPORTATION

Our vision for Lenexa is seamless transportation and connected infrastructure systems managed to enhance quality and performance while reducing resource consumption, waste and overall costs.



## THE VISION: INTEGRATED INFRASTRUCTURE & TRANSPORTATION

Plan and deliver the next generation of multimodal transportation and smart infrastructure that optimizes accessibility, livability and community vitality. Use digital technology, shared knowledge and coordinated processes to anticipate Lenexa's needs and effectively serve people today and into the future.

### STRATEGIES

We will create integrated infrastructure and transportation systems through:

1. Connecting to the regional transportation system.
2. Creating a seamless transportation system.
3. Managing assets to proactively address community needs.
4. Enhancing the transportation system performance.
5. Investing in infrastructure maintenance and capital improvements.

## OVERALL CONTEXT

The U.S. has not experienced such a revolutionary change in transportation since the construction of the interstate highway system in the 1950s. Technology and transportation have the potential to create seamless mobility, accessible transit and connectivity.

Potential benefits of autonomous vehicles and driverless cars include improved traffic flow, fewer accidents and enhanced mobility for populations that don't or can't drive. Increasing access to services, community amenities and health care improves community health and well-being. Driverless technology could be the catalyst for creating purposeful and strategic parking, reducing traffic congestion and minimizing financial and environmental costs. However, large-scale infrastructure investments in dedicated lanes, car-free districts and other strategies must be considered to integrate driverless technologies with current transportation systems to significantly improve our community.

Lenexans desire more diverse and connected ways to get around. Robust transportation networks integrate all modes of transportation, including walking, biking and on-demand vehicles services such as car sharing and self-service carpools. With more diverse and equitable transportation options, the way we think about and pay for transportation will change. In the past, taxpayers have funded both roadways and public transportation systems. In the future, transportation costs may be distributed in new ways, such as employers taking a more significant role in providing transportation systems for their workforce.

Technology is also enabling our community to be safer while reducing our environmental impact. Connectivity, data analytics and information sharing create opportunities for proactive service delivery unknown to previous generations.

Using technology to improve transportation infrastructure efficiency and reducing energy consumption can mitigate some adverse environmental effects both locally and globally.

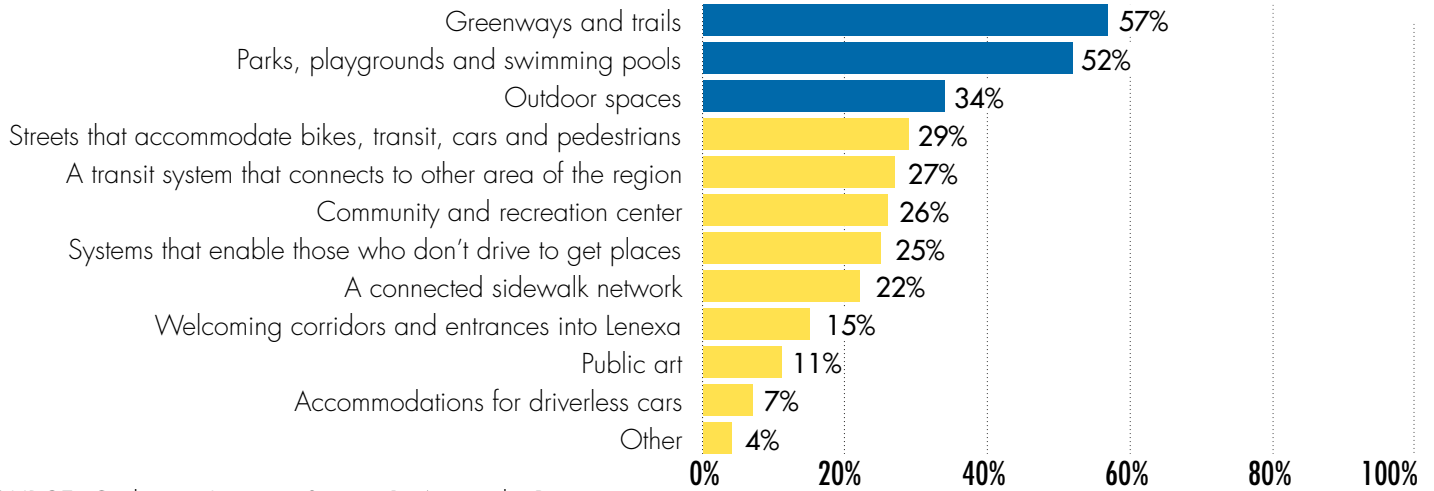
With technology intersecting so many facets of community life, Lenexa will use smart city strategies to plan, create and integrate the transportation and infrastructure systems of the future. A smart city approach incorporates information and communication technologies to enhance mobility, public safety, health and efficiency within a community while reducing resource consumption, waste and overall costs. Because the professional, scientific and technical sector is prominent in Lenexa, new technologies to address tomorrow's transportation and infrastructure challenges could be developed here.



## SURVEYS

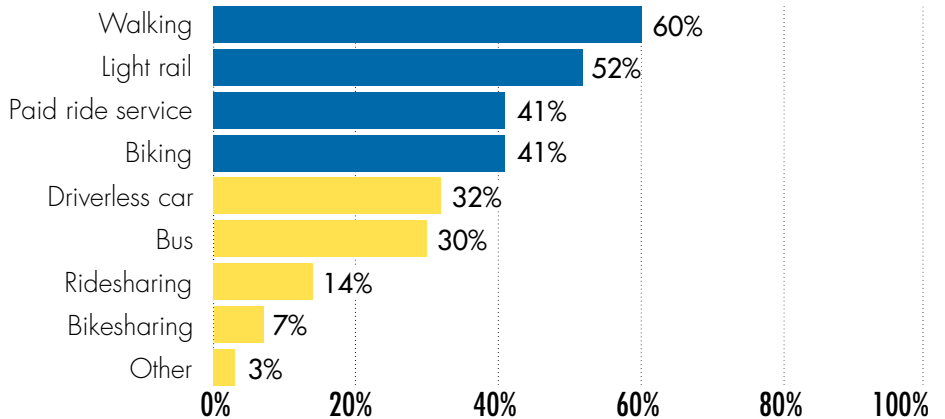
We surveyed the community about a variety of topics regarding infrastructure, facilities and transportation. Their responses are as follows.

### In 2040, I'd like Lenexa to have **FACILITIES AND INFRASTRUCTURE** that include...



SOURCE: Gathering Input — Survey 1. Appendix B

### In 2040, if you could not drive a car, what would be your preferred method of transportation?



SOURCE: Where to Focus — Survey 2. Appendix B

# STRATEGY 1: REGIONAL TRANSPORTATION SYSTEMS

*Support regional initiatives that create a robust multimodal transportation network and provide Lenexans easy access to that system.*



## CONTEXT

Greater Kansas City's transportation system is a significant economic strength. The regional transportation system includes about 19,000 roadway miles, ranging from interstate highways to local roads, serving 1.8 million registered vehicles that travel some 58 million miles each day. Lenexa's location provides unparalleled access to Interstates 35 and 435, U.S. Highway 69 and Kansas Highways 10 and 7. The Kansas City metro area is the nation's second-largest rail hub, with Burlington Northern and Santa Fe Railway serving Lenexa. Rail and highway access benefit Lenexa's economy.

Lenexa is served by a regional transit system, yet less than 10 percent of metro area jobs are accessible by public transit. In 2019, the Kansas City Area Transportation Authority is testing microtransit in Lenexa using a phone app. On-demand transportation will continue to expand in the region.

Lenexa is part of MetroGreen, a regional trail and greenway system. MetroGreen corridors are designed to serve as an extension for road networks, offering realistic and viable connections between origins and destinations such as work, schools, libraries, parks, shopping areas, historical and cultural sites and tourist attractions. The National Park Services — National Trails Intermountain Region worked with Mid-America

Regional Council and local governments such as Lenexa to develop a concept plan for retracing three historic trails — the Santa Fe, Oregon and California trails. Historic trails will be part of Lenexa’s trail system.

## TACTICS

We connect to a regional transportation system by:

- Collaborating with other jurisdictions to make regional connections.
- Supporting investments to transportation infrastructure that are not within Lenexa’s direct control but will benefit Lenexa and the region (e.g., interchange projects).
- Using technology to get people to and from highways in the most efficient manner.



## STRATEGY 2: SEAMLESS TRANSPORTATION

*Create a more seamless transportation system that is safe, comfortable, efficient and easy to use. Manage each mode of transportation as part of a total transportation system so the user can move between modes effortlessly.*



### CONTEXT

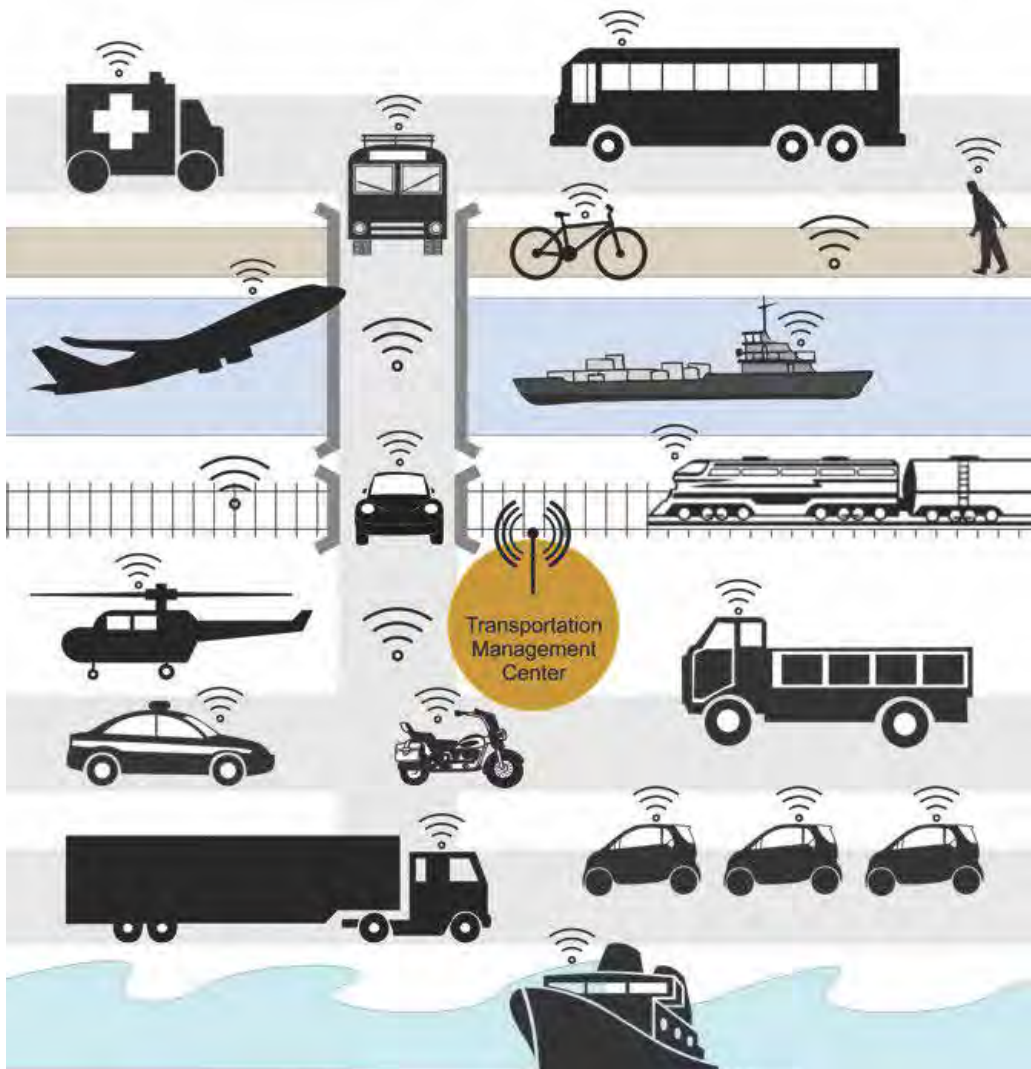
Today, the way people and goods move are on the cusp of a radical transformation. A host of new technologies and innovative services, coupled with disruptive demographic and socioeconomic trends, are fundamentally reshaping mobility. From ride-sharing, car-sharing and bicycle-sharing to smart infrastructure (traffic sensors, connected traffic lights, etc.), and soon, the emergence of autonomous vehicles, these developments offer the promise of mobility that is faster, cheaper, cleaner and safer than today. Without appropriate mechanisms to integrate and coordinate across modes and a platform for stakeholder collaboration, these powerful forces will likely exacerbate traffic congestion, air pollution and vehicle traffic.

Lenexa and the Kansas City region will need a mobility system that connects and integrates different modes of travel — pedestrians, bicycles, transit, ride-sharing vehicles, delivery trucks, autonomous vehicles and beyond — to improve overall efficiency and enable more optimized and accessible mobility for people and goods. Because of the changing transportation landscape, the Greater Kansas City Chamber of Commerce named transportation as one of its top five issues. A seamless, robust transportation system is critical to a thriving economy.

# TACTICS

We create a seamless transportation system by:

- Making streets comfortable and safe places for all modes of transportation, including pedestrian, bicycle, car and public transit.
- Creating connections by installing new and filling gaps in sidewalk networks so they better connect to places people want to go.
- Using technology to move people and goods more safely and efficiently throughout Lenexa and the region.
- Creating a traffic operations center to maximize the use of technology, gain efficiencies and improve system performance.
- Evaluating current requirements for sidewalk construction in new developments.



*A seamless transportation system is one where users can easily change modes of travel (walking, biking, driving or riding transit) all in the same trip.*

# STRATEGY 3: MANAGING ASSETS

*Use technology and data to identify trends, predict needs and make informed decisions for investment in infrastructure, facilities and services.*



## CONTEXT

As the population increases, the management of infrastructure will have to change to meet demand. Developments like artificial intelligence, the Internet of Things and big data will lead to smart cities. Smart cities will think and react like a human brain. Cities will solve their most pressing problems by effectively, efficiently and sustainably managing physical assets essential to society, including public buildings and infrastructure.

Today, public buildings can monitor data to run at optimum efficiency and also ensure each occupant is safe and comfortable. Innovators in asset management are making decisions based upon lifecycle costing, reducing deferred maintenance and improving performance. The future of asset management will evolve to predict the needs of the user to enhance the quality of life.



## TACTICS

We manage assets to proactively address Lenexa's needs by:

- Using available data to identify trends, predict needs and make informed decisions for investments in infrastructure, technology, facilities and services.
- Enhancing technology to maintain effective police, fire and ambulance services and increase first responder safety.
- Sharing infrastructure information with regional partners to improve efficiency and safety of the regional transportation network.
- Allocating facilities, equipment and staff to provide adequate emergency services response times to all areas of the community.



# STRATEGY 4: ENHANCING TRANSPORTATION SYSTEM PERFORMANCE

*Employ technology and data to move people and goods more safely, efficiently and effectively.*



## CONTEXT

KC Scout is Kansas City's bistate traffic management system, designed to lessen traffic jams by improving rush-hour speeds, increasing safety by decreasing the number of rush-hour accidents, and improving emergency response to traffic situations by clearing incidents quickly and safely. KC Scout manages traffic on more than 300 miles of freeways in the metropolitan area.

For over a decade, cities in the Kansas City region have collaborated to improve regional transportation system performance on arterial streets. Operation Green Light monitors and manages the existing transportation system through safe and efficient traffic signal operations to reduce travel time, fuel consumption and air pollution. Lenexa has 35 traffic signals participating in Operation Green Light on 87th Street Parkway, 95th Street, Quivira Road and Lackman Road.

Lenexa currently has 35 signals coordinated through the local traffic management system that can communicate with the other traffic signals in Lenexa. With the traffic signal management system, operations can be remotely monitored, timed and controlled to provide more efficient traffic signal operation throughout the city.

Cameras, signal management and a regional system are only the beginning of using technology to enhance transportation system performance. Automakers are shifting production to smart cars and, eventually, driverless vehicles. They need cities to partner with them by building intelligent roads, smart parking, smart on-demand transit and more. The streets of the future will be easy to navigate and provide optimal service to travelers using technological advancements and next-generation Wi-Fi.

## TACTICS

We enhance the transportation system performance by:

- Developing partnerships with third-party transportation providers, so consumers get the transportation they desire.
- Planning for pickup, drop-off and waiting areas to accommodate ride-sharing, autonomous vehicles and other evolving transit options.
- Preparing for secure vehicle-to-infrastructure communication as standards develop and the city's role is defined.
- Collaborating with providers to bring next-generation telecommunication connections to the community.

## CONCEPTS



*The District of Columbia has a collaborative program known as Smarter DC to make investments and drive efficient use of infrastructure and resources using technology to build a more sustainable, green community.*



*An autonomous car (driverless car, self-driving car, robotic car, etc.) is a vehicle that is capable of sensing its environment and navigating without human input. These types of vehicles are already being tested for their viability in the future.*



# STRATEGY 5: INVESTING IN SUSTAINABLE INFRASTRUCTURE

*Continue to deliver innovative, sustainable facilities and infrastructure by making investments today for future generations.*



## CONTEXT

Globally, a large and growing shortfall in infrastructure spending means roads, bridges, railways and other critical assets are being pushed to — and sometimes beyond — their breaking point. Many communities across the country have underinvested in infrastructure and have growing deferred maintenance. The American Society of Civil Engineers rated the condition of infrastructure nationwide as a D+ grade. Lenexa’s appropriate management of infrastructure has kept the high quality of life.

According to the 2017 Comprehensive Audit and Financial Report, Lenexa’s capital assets are valued at approximately \$632 million. Public buildings, parks and infrastructure such as streets, storm drainage system, lakes, wetlands and streamways make up the majority of these assets. The City of Lenexa issues debt and cash funds infrastructure investments. Proactive and preventative maintenance of these assets is also budgeted annually. Lenexa is a leader in innovative public facilities and infrastructure. Sustainably managing stormwater as an amenity, using data to efficiently deliver pavement management that extends the life of the streets, and building a multipurpose civic campus are some examples of that innovation.

## TACTICS

We invest in infrastructure maintenance and capital improvements by:

- Considering life-cycle costs when determining the most cost-effective methods and materials for constructing and maintaining infrastructure and transportation assets.
- Continuing to allocate long-term, sustainable funding for infrastructure and transportation investments.
- Investing in flexible facilities, equipment and staff to meet current demands and address future needs.
- Pursuing innovative transportation, infrastructure and facility funding opportunities.







# THRIVING ECONOMY

Our vision for Lenexa is to be a place thriving with economic activity, a variety of business types and innovative people that create jobs and sustainable businesses.





## THE VISION: THRIVING ECONOMY

Lenexans want our community to be a place where companies, entrepreneurs, universities, researchers and investors work together to create the thriving economy of the future. Lenexa should be a place where the best minds come together to innovate, provide needed services and solve problems. We desire to have a variety of business sectors, shops, food choices and entertainment options.

### STRATEGIES

We will create economic prosperity for all Lenexans by:

1. Diversifying our economy.
2. Attracting innovation.
3. Reimagining retail, commercial and industrial areas.
4. Growing our already strong business sectors.
5. Maintaining the city's reputation as a development-friendly community.

# OVERALL CONTEXT

- Lenexa’s economy is diverse. Almost 3,000 small, medium and large businesses employ nearly 56,500 people.
- Lenexa has a highly educated workforce.
- The Kansas City metro area is the nation’s second largest rail hub. Lenexa is serviced by the BNSF Railway and has two business parks with rail access.

• Lenexa is at the crossroads of five major highways. With access to Interstates 35, Interstate 435, U.S. Highway 69, Kansas Highway 7 and Kansas Highway 10, transportation in and out of the city is easily accessible. While traveling by car, you are never more than a 10-minute drive from access to a major highway. This enables companies to deliver products to the marketplace and brings employees from around the area.

## EMPLOYMENT TRENDS



### PROMINENT SECTORS

Health care, manufacturing, wholesale trade, retail and professional, scientific and technical services account for 61% of the jobs in Lenexa.



**RETAIL** 349 BUSINESSES / 6,487 EMPLOYEES

**professional, scientific & technical services**



**WHOLESALE TRADE**  
301 BUSINESSES  
6,603 EMPLOYEES

**CONSTRUCTION**  
271 BUSINESSES  
4,605 EMPLOYEES

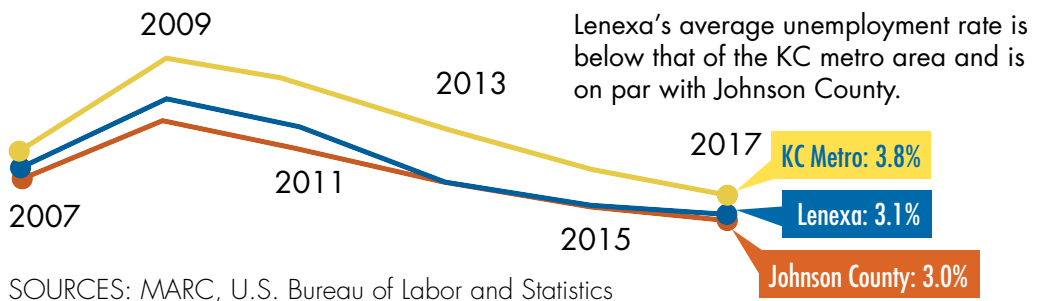


SOURCE: ESRI 2018 Business Summary

## LARGEST EMPLOYERS

- UPS**  
2,087 employees
- QUEST DIAGNOSTICS**  
1,954 employees
- KIEWIT POWER**  
1,272 employees
- J.C. PENNEY**  
1,200 employees
- AMAZON**  
700 employees
- ALLIANCE DATA SYSTEMS**  
657 employees
- GEAR FOR SPORTS**  
625 employees
- PRA INTERNATIONAL**  
576 employees
- CLINICAL REFERENCE LABORATORY**  
567 employees
- LAKEVIEW VILLAGE**  
565 employees

## UNEMPLOYMENT TRENDS

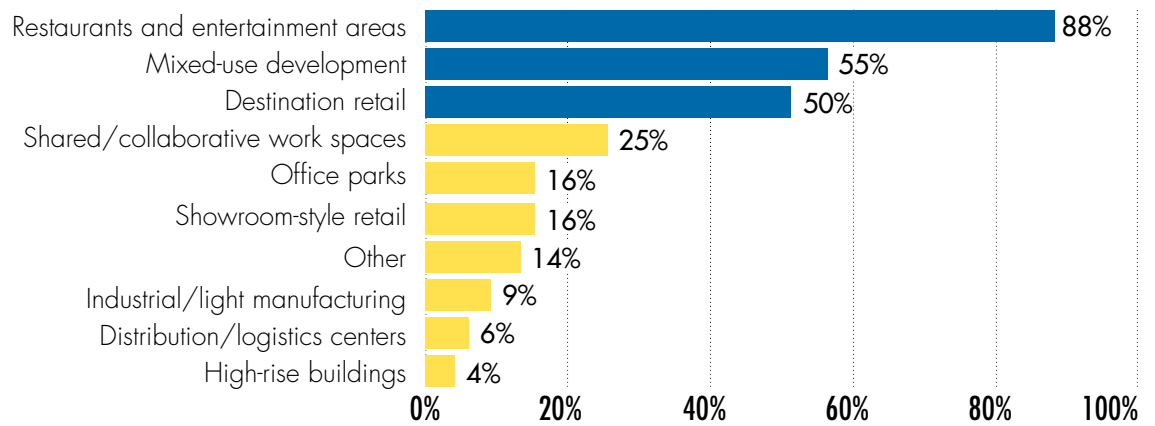


- Lenexa’s daytime population increases by 40% each work day.
- The 21,000+ miles of fiber-optic cable laid throughout the city provide a high-speed connection to a global economy.
- The most significant barrier to business expansion is access to workers due to low unemployment levels and lack of attainable housing.

## SURVEYS

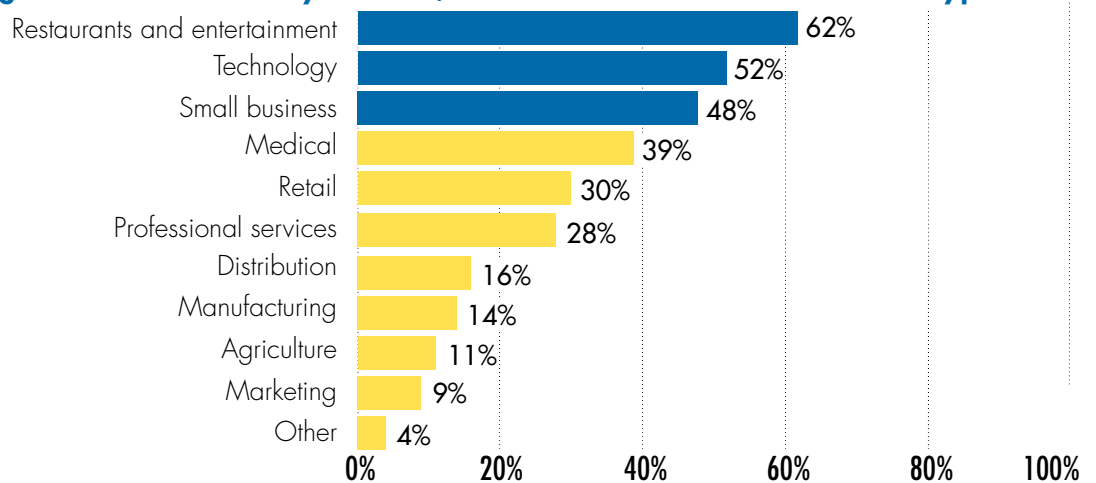
We surveyed the community about a variety of topics regarding infrastructure, facilities and transportation. Their responses are as follows.

### In 2040, I’d like Lenexa to have NON-RESIDENTIAL AREAS that include...



SOURCE: Gathering Input — Survey 1. Appendix B

### For Lenexa to have a strong and vibrant economy in 2040, we should retain and attract these types of jobs and businesses:



SOURCE: Where to Focus — Survey 2. Appendix B



# STRATEGY 1: DIVERSIFYING OUR ECONOMY

*Diverse products and a highly skilled workforce make Lenexa's economy more resilient. We can strengthen our economy by focusing on growing the ability to compete in the global marketplace of the future.*

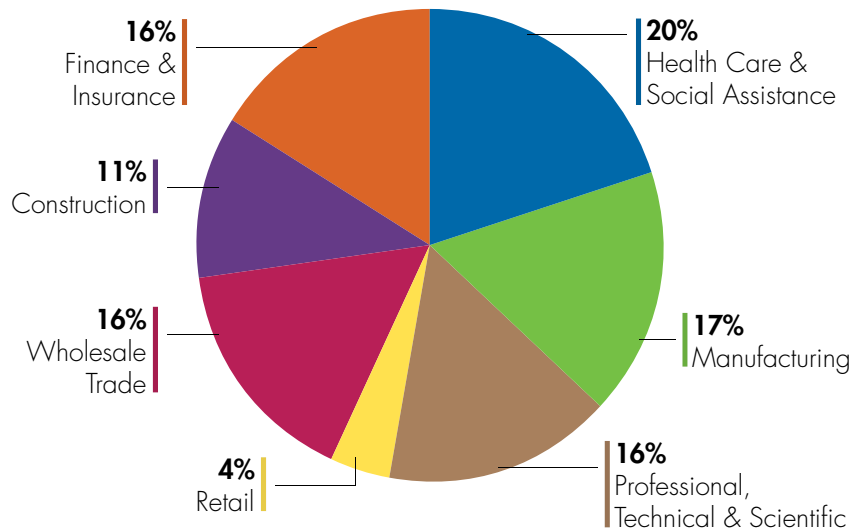


## CONTEXT

Lenexa has a highly educated workforce with more than 50% of residents having a bachelor's degree or higher. Lenexa also has a diverse economy. The largest sector is health care and social assistance. Demand for this sector will continue to grow as the elderly population in Johnson County is projected to increase by 2040.

Lenexa also has a significant number of jobs in manufacturing, wholesale trade and professional, technical and scientific sectors. Concentration of these businesses could position Lenexa for future expansion in tech, engineering, science and logistics.

### PERCENTAGE OF JOBS PER SECTOR

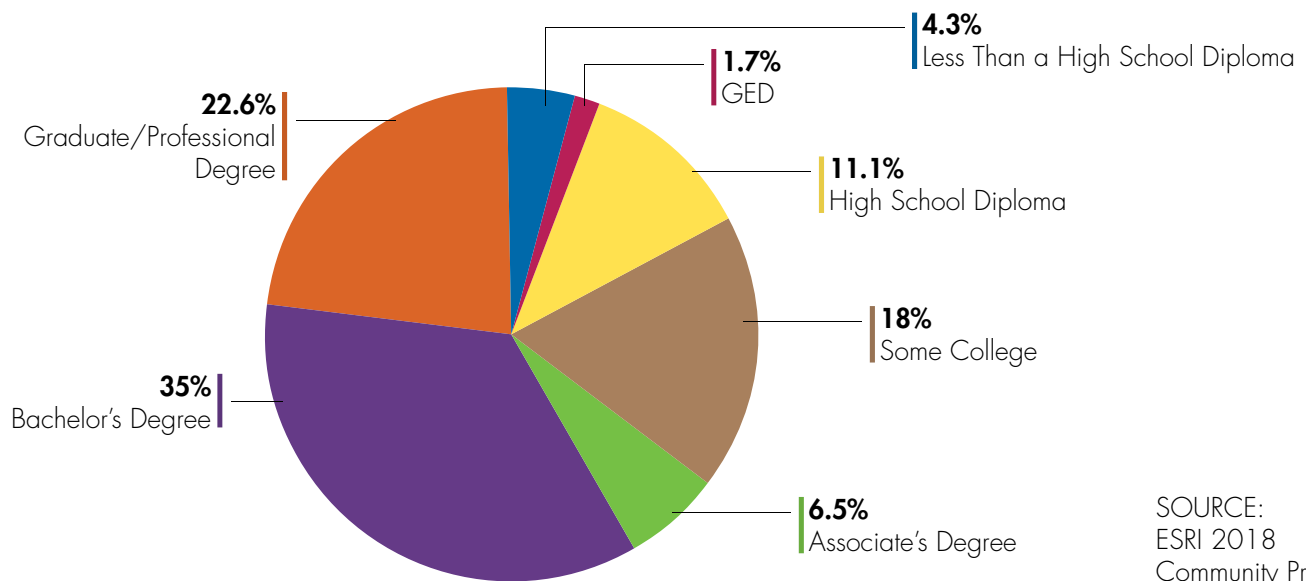


SOURCE: ESRI 2018 Business Summary

## EDUCATION ATTAINMENT 2018



Lenexa's residents are highly educated, with more than 50% having a bachelor's degree or higher. This is slightly higher than Johnson County and well exceeds the KC metro area.



## TACTICS

We further diversify our economy by:

- Attracting a highly qualified, diverse workforce by creating commercial spaces that are attractive because of their unique character, innovative features, green spaces and connection to retail shops, restaurants and housing.
- Working with employers on transportation needs to move people and goods more efficiently.
- Forming partnerships with educational institutions to provide relevant degree programs, training and certifications in future growth industries.
- Supporting our existing businesses so they can expand and grow.

## STRATEGY 2: ATTRACTING INNOVATION

*Drive innovation within existing firms and improve the environment for entrepreneurs. Strengthen affiliations with educational institutions, connections to expanding/emerging industries and appeal to the skilled workforce of the future.*



### CONTEXT

Silicon Valley used to be considered the place for innovative companies, but suburbs across America are attracting leading-edge anchor institutions and companies clustering together and connecting with startups, business incubators and accelerators. These places are physically compact, transit-accessible and technically wired, offering mixed-use housing, office and retail. Lenexa City Center is a step toward creating this type of place.

High education levels, a diversified economy, good quality of life and low crime rates give Lenexa a platform to attract innovation and skilled millennial workers.

The professional, scientific and technical services sector is a significant part of Lenexa's current economy, with 372 businesses employing 6,210 people. Lenexa is already attracting innovative people and businesses to the community.

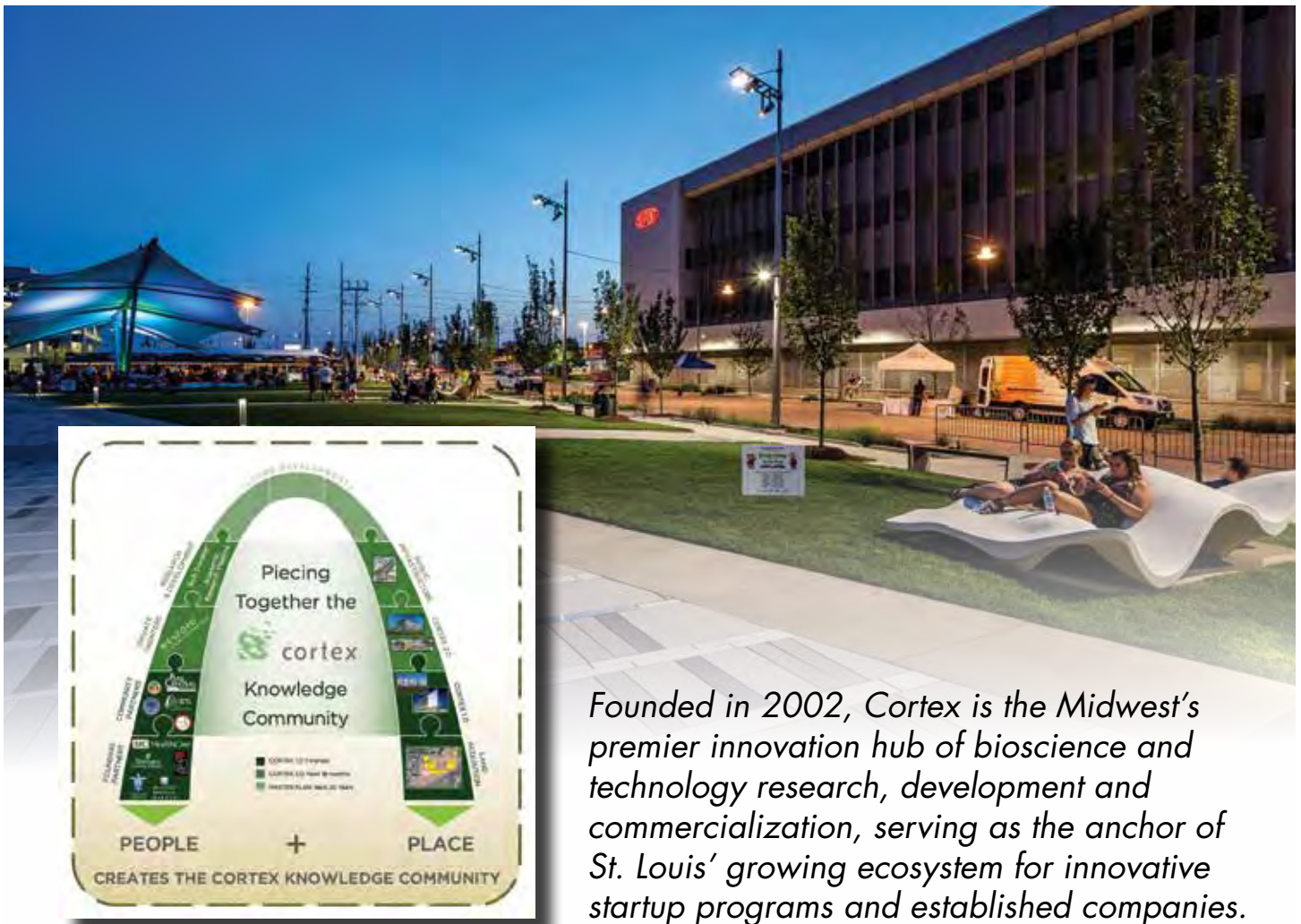


# TACTICS

We attract innovation by:

- Supporting the community's entrepreneurship ecosystem to accelerate research, innovation and commercial applications in both the startup and corporate environments.
- Developing, attracting and retaining diverse talent needed to increase Lenexa's pace of innovation and accelerate economic growth.
- Encouraging development of transit-accessible, technologically connected commercial areas that offer mixed-use housing, office and retail.
- Encouraging the development of coworking spaces to foster business collaboration.

# CONCEPT: INNOVATION DISTRICT



*Founded in 2002, Cortex is the Midwest's premier innovation hub of bioscience and technology research, development and commercialization, serving as the anchor of St. Louis' growing ecosystem for innovative startup programs and established companies.*

# STRATEGY 3: REIMAGINING RETAIL, COMMERCIAL & INDUSTRIAL AREAS

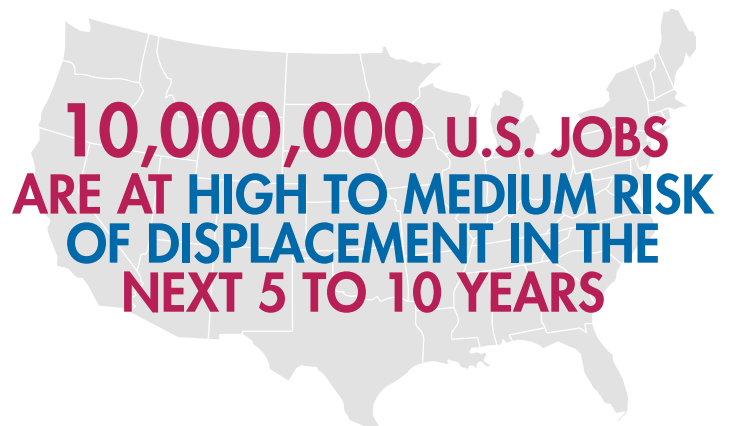
*Encourage the construction and redevelopment of spaces that are more adaptable to changes in the economic landscape and more comfortable and attractive to people.*



## CONTEXT

The retail, commercial and industrial spaces of the future will be very different from today. Technology, consumer preference and employee desires will drive the need for changes to Lenexa's suburban development pattern.

Everyday items will likely be purchased online and delivered the same or next day. As online shopping continues to grow and expand into new markets, retailers are focusing on the customer experience to bring them into the stores. They give shoppers opportunities to touch, feel and taste items, allowing them to try out the goods before committing to buying them. Brick-and-mortar stores are changing to a showroom and digital sales model. Many service-based activities such as dining, exercise and theater involve in-person interactions. People want commercial spaces where they can come together with others in the community and share enjoyable experiences. Lenexa's industrial area will likely turn from warehouses to fulfillment centers with mixed uses including housing and less parking due to autonomous vehicles.



SOURCE: Research Briefs, CB Insights, 2017

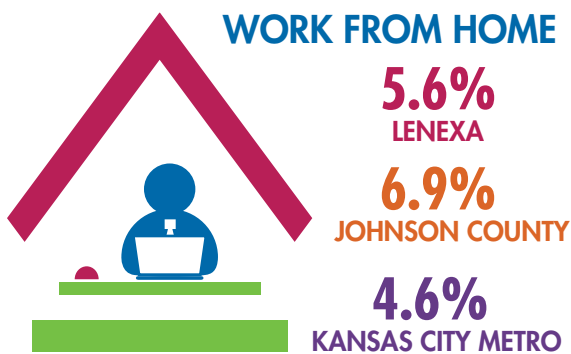
With unemployment at a historic low, it is difficult to find employees. Companies are making their workplaces more attractive by adding in amenities for recreation and relaxation.

Home-based businesses are growing, but people still want to connect with others in the community, so they often work in coffee shops and libraries. Coworking locations where business owners share space and resources are becoming more popular. Lenexa currently has four of these locations.

People are not just sharing office space; they are sharing their homes, vehicles, parking, bicycles and human, physical and intellectual resources via apps.

Many businesses are looking for temporary retail space. Entrepreneurs are setting up pop-up shops that are places where retail businesses can temporarily locate and test customer response to their products.

### THIRD PLACES (NOT WORK, NOT HOME) ARE GROWING

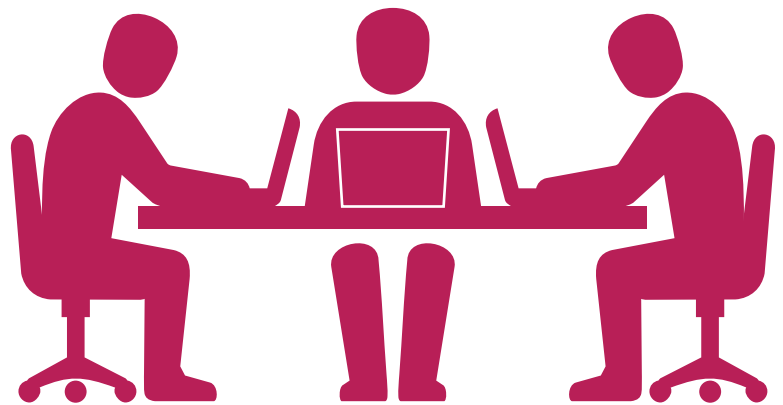


SOURCE: U.S. Census Bureau, 2013–2017  
American Community Survey 5-Year Estimates

## LENEXA PUBLIC MARKET

A dynamic place where the community connects around food and local products, and local entrepreneurs have an opportunity to launch and grow a business.

## LENEXA COWORKING SPACES



# 4

Currently, there are four coworking spaces in Lenexa. Places people gather to connect, such as coffee shops and libraries, are becoming third work places. Nationally, there is a 37% projected increase in coworking spaces by 2022.

SOURCE: Statista, 2019



## TACTICS

We reimagine retail, commercial and industrial areas by:

- Encouraging the development of flexible buildings to meet today's needs and those of the future.
- Repurposing warehouses and big-box retail buildings to new uses.
- Encouraging boutique shops, ethnic restaurants and artisan makers to locate in Lenexa.
- Encouraging development and redevelopment of industrial areas with increased density, less surface parking and innovative, mixed-use facilities.
- Improving industrial areas through walkability and connections to retail areas, neighborhoods, trails and open space to attract the workforce of the future.
- Working with employers to provide amenities that attract workers.



*(LEFT) Boutique, local shops like Joyce's Flowers in Old Town are a good example of the types of retail that could withstand changes in economic trends. (RIGHT) Workers of the future desire amenities near their working locations, such as outdoor areas and restaurants in walking distance.*

# STRATEGY 4: GROWING STRONG BUSINESS SECTORS

*Encourage existing companies to prepare for changes in global economy and disruptive technologies to sell more high-value goods and services and increase Lenexa's competitiveness.*



## CONTEXT

Our devices already talk to us and provide information when requested. Computers are learning from us, so they can perform more functions than we do ourselves today. Robotics and artificial intelligence (AI) mean the types of jobs humans do today will likely change over time. Key industrial sectors in Lenexa this could impact include health care, manufacturing and wholesale trade. Warehousing and distribution, in particular, may see job loss due to AI, including automation, robotics and autonomous vehicles used for freight. Manufacturing and wholesale trade account for almost one quarter of all the jobs in Lenexa.

There is a shortage of skilled tradespeople nationwide. Without skilled tradespeople, expansion in other sectors will be difficult, as buildings need to be retrofitted or constructed for the economy of the future.

# TACTICS

We grow our already strong business sectors by:

- Connecting logistics firms with local universities that research best practices and teach logistics and supply chain management.
- Encouraging another commercial kitchen, an art incubator or maker space.
- Attracting destinations and experiential development such as:
  - » A recreation facility
  - » An outdoor entertainment venue
  - » A museum or center to celebrate Lenexa's love of art, culture, history and diversity
- Working with schools to encourage the development of skilled tradespeople to fill labor shortages so construction labor is readily available and construction costs are minimized.

*Build upon Lenexa's two major youth sports venues and the Lenexa Rec Center with another destination recreation facility that will attract other businesses and services.*



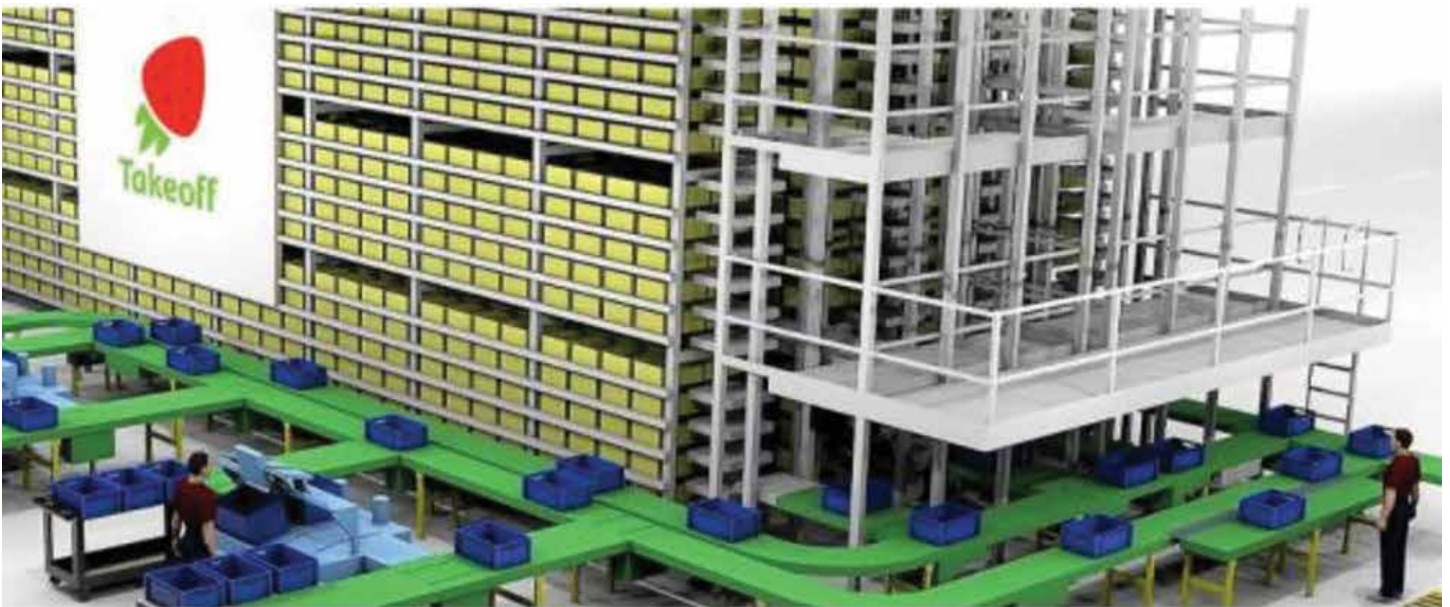
*The commercial kitchen at the Lenexa Public Market is launching successful businesses like Red Kitchen Tamales. Consider another commercial kitchen, art incubator or makers space at another public facility.*

*One of the most popular visions for the future was a gathering spot in Old Town for live theater, music, performance art, activities for kids and food trucks.*





## CONCEPT: MICRO-FULFILLMENT CENTERS



*Micro-fulfillment centers are relatively small in size in relation to a standard warehouse facility, making use of artificial intelligence and robotics to prepare and package orders more easily. Micro-fulfillment centers handle the picking and packing of online orders. In contrast to today's more sprawling facilities, which take two to three years to build, micro-fulfillment centers can go up in a matter of weeks and fit into densely populated suburban markets, closer to stores and consumers' homes.*



# STRATEGY 4: BEING A DEVELOPMENT-FRIENDLY CITY

*Continue to promote Lenexa as a business-friendly community so that businesses large and small choose to locate in our community.*



## CONTEXT

Lenexa is a development-friendly community with many economic development tools to assist businesses who choose to invest and grow in our city. Over the past five years, there has been nearly \$1.8 billion in new projects completed, underway or planned in Lenexa.

The Lenexa Economic Development Council works in partnership with the city to bring new companies and industries to Lenexa. It also focuses on business retention and expansion.



# TACTICS

We maintain the city's reputation as a development-friendly community by:

- Maintaining a mix of non-residential and residential development to ensure a balanced tax base.
- Encouraging revitalization of and reinvestment in established neighborhoods and commercial areas.
- Continuing to promote the city's outstanding quality of life elements, unique brand and positive image throughout the region.
- Facilitating a timely and predictable development review process which emphasizes cooperation between city staff and developers.
- Maintaining competitive economic development policies and utilizing incentives to achieve community goals and ensure high-quality commercial development.







# VISION 2040

# APPENDICES



# CITIZEN TASK FORCE MEETINGS

## TASK FORCE MEETING #1



## TASK FORCE MEETING #2





## TASK FORCE MEETING #3



## TASK FORCE MEETING #4





# MEMBERS OF THE CITIZEN TASK FORCES

Brian Andren	Patrick Harris	Jen Lindsey	Darik Salem
Anthony Arnold	Syed Hasan	Gary Link	Margaret Sarver
Brett Bachelor	Brian Hawk	Carl Litif	Angela Schmidt
Tanner Banion	George Hersh	Nicholas Lockrow	Craig Schmidt
Judi Barkema	Chris Hemmen	PJ Longman	Taylor Schmidt
Jill Bergthold	Eric Hess	Karola Lockett	Keely Schneider
Darcie Bertholf	Lauranne Hess	Lynn Malir	Colin Shanahan
Laura Boler	Paul Higbie	Jeff Mark	Jeff Shull
Janice Brandt	Tyler Hilker	Lynn Marten	Justin Sinkler
James Buffington	Shannon Hiss	Anna Mason	Arthur Smith
Rose Buffington	Tania Hoar	Danny McGrail	Pat Smithson
Bob Burgdorfer	Nancy Houchin	Michael McVey	Tom Solon
Cindy Burgdorfer	Jo Ella Hoye	Dave Mennenga	Tom Soptick
Jennifer Cairns	Alex Hummel	Megan Merryman	Cindy St. John
Rebecca Coleman	Katharine Hunter	Chris Nafus	Jim Stearman
Christopher Colliatie	Valerie Jansen	Brad Neaderhiser	Matt Stephens
Jim Conkright	Mark Jarvis	Ian Newlin	Joyce Stewart
Logan Cook	Rebecca Johann	Sandy Nichols	John Steyer
Jennifer Curtiss	Benjamin Johnson	Susan Norris	Shellie Sullivan
Bruce Daniel	Karen Johnson	Anna Page	Mark Sweany
Lina Daniel	David Jones	Vihang Paralkar	Dinah Sykes
Sunny Dharod	Kathy Kaleko	Sam Patrick	Jeffrey Sykes
Allison Dreiling	Parker Kaleko	Cathie Peterson	Amanda Szabo-Reed
Michael Elliott	Tom Kaleko	James Pias	Judy Tuckness
Karol Farrell	Kaylie Kappelmann	Kelly Plaas	Gaylene Van Horn
Jo Feldmann	Elena Khoury	Doug Polson	Jannie Waller
Mark Franz	Steve Kibbee	Pam Polson	Marisel Walston
Lynna Goldsby	Jackie Kindred	Heath Reed	Christine Watkins
Austin Gress	Kristin Kippes	Thomas Renich	Barb Wells
Marlys Grimes	Brian Kloster	Rob Robinson	Andrew Wendel
Kimball Hales	Robin Kloster	Lee Roediger	Melissa Westbrook
Laura Hales	Kristen Knipp	Bryce Rogers	Kristin Whitehair
Phil Hammond	Evie Kowalewski	Dale Romme	Adam Willey
James Hansen	Grant Lambert	Michael Ruble	Brandon Woodard
Jim Hansen	Linda Leeper	Steve Ruschill	Brooke Wurdack
Jerry Harper	Ellie Light	Amy Salem	Aaron Young
	Mary Light		

# COMMUNITY ENGAGEMENT EFFORTS

Staff and community volunteers led engagement efforts using quick and convenient tools at locations where people already gather, both in person and online. This fun, interactive approach garnered broad participation and consensus in Vision 2040.

The methods explained in this appendix provided an opportunity to solicit input from individuals who might not otherwise participate and also created energy throughout the community for the vision process.

The following pages describe the various methods used to gather community input.

Engagers plugged into the city's existing digital communication tools such as the city's website and social media outlets to engage and energize followers. The following tools were used to solicit digital input:

- 1. Surveys** – Three community surveys were developed and administered online and in-person at various events. There were 3,143 survey responses.
- 2. Social media** – Future trend information was shared on social media. Followers were asked to provide comments on how the trends will shape Lenexa's future.

Input was also gathered through a variety of traditional in-person methods, including:



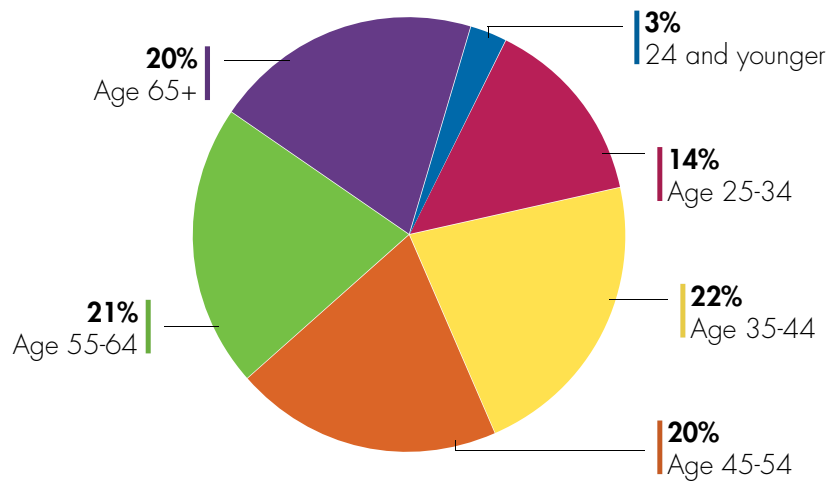
- 3. Pop-up events** – Engagers went to where people gather to ask them what they'd like Lenexa to be in the future.
- 4. Targeted outreach** – We made specific efforts to reach the Latinx, youth and business communities in Lenexa.
- 5. Drop-in visits** – Information about Vision 2040 was shared with community groups during their regular meetings.
- 6. VisionFest** – The community was invited to a festival in the City of Festivals to let their voice be heard. Hundreds of people attended the event, which included hands-on activities.

# SURVEY 1: GATHERING INPUT

## SURVEY RESULTS: 1,222 RESPONSES

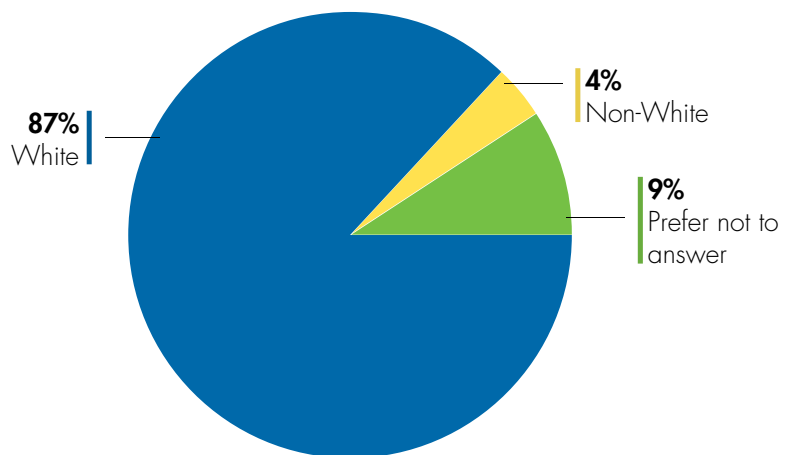
### SURVEY RESPONDENTS BY AGE

AGE GROUP	LENEXA POPULATION	SURVEY RESPONSES
24 and younger	32%	3%
25-34	16%	14%
35-44	12%	22%
45-54	12%	20%
55-64	15%	21%
65+	13%	20%



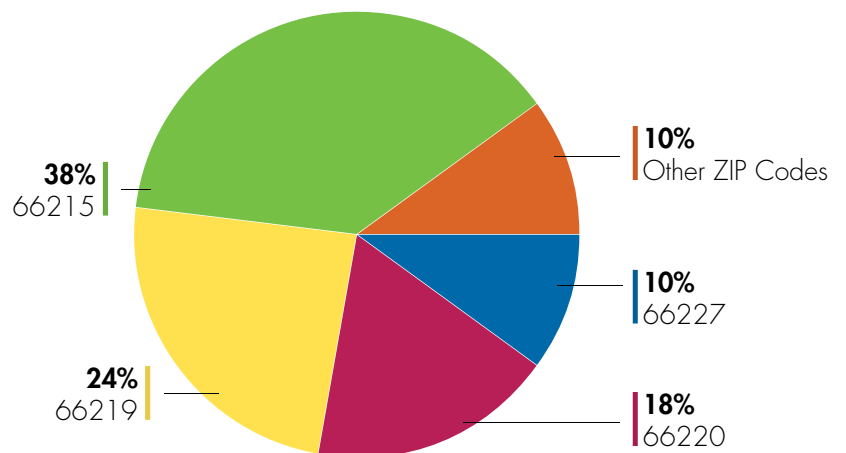
### SURVEY RESPONDENTS BY ETHNICITY

ETHNICITY	LENEXA	SURVEY RESPONSES
White	88%	87%
Non-White	12%	4%
Prefer not to answer	N/A	9%



### SURVEY RESPONDENTS BY ZIP CODE

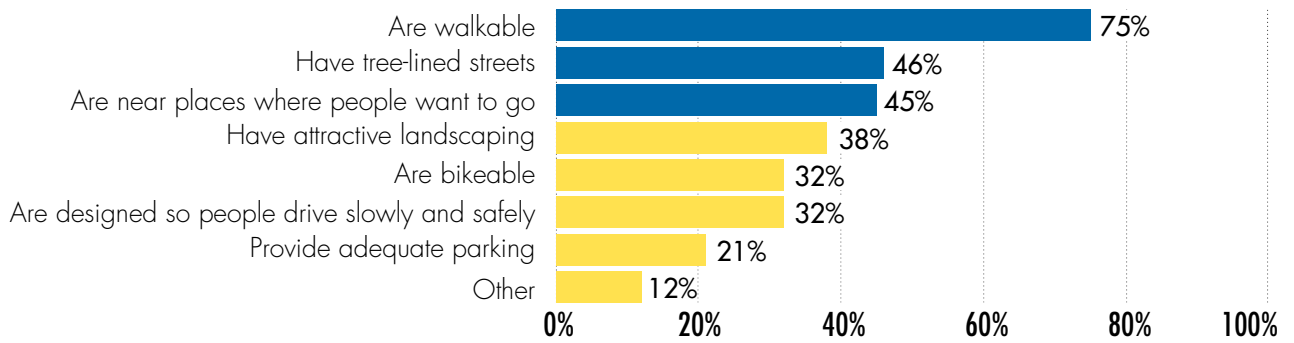
ZIP CODE	LENEXA	SURVEY RESPONSES
66215	52%	38%
66219	23%	24%
66220	15%	18%
66227	10%	10%
Other*	N/A	10%



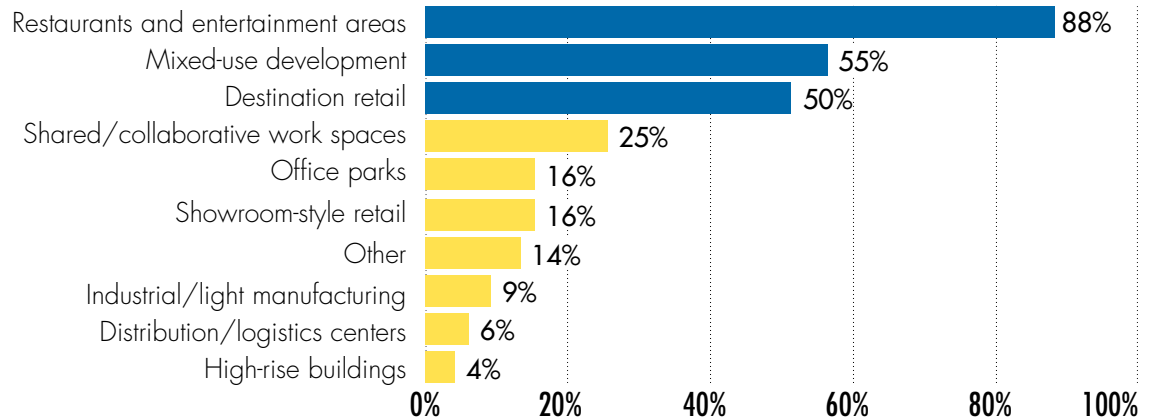
\*Includes ZIP Codes 66216, 66214, 66210, 66061, 66062



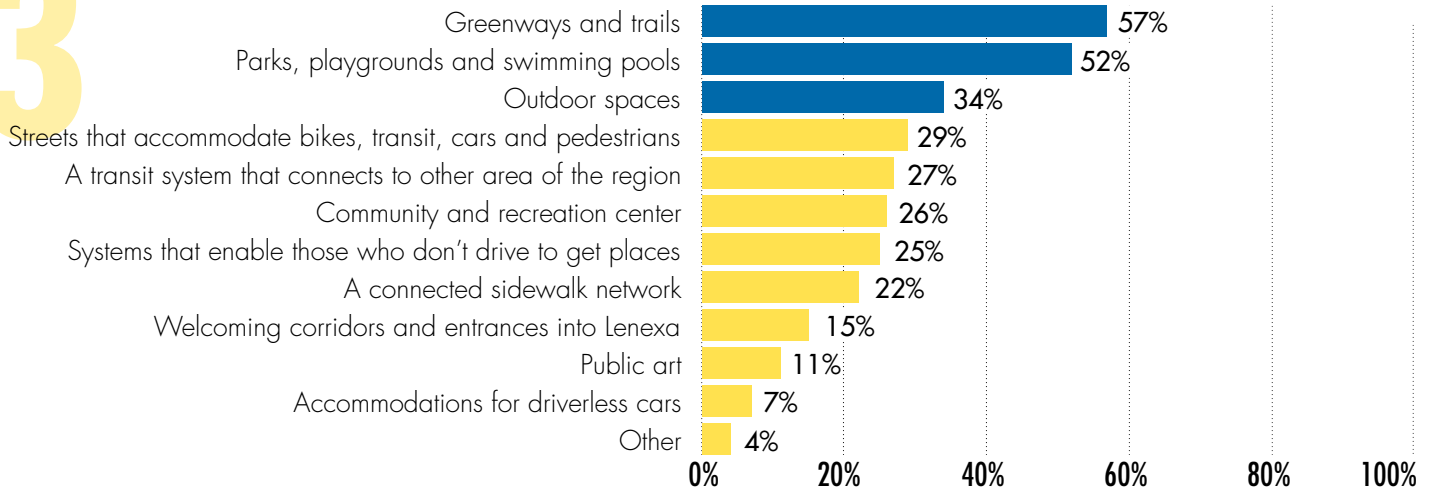
## In 2040, I'd like Lenexa to have NEIGHBORHOODS that...



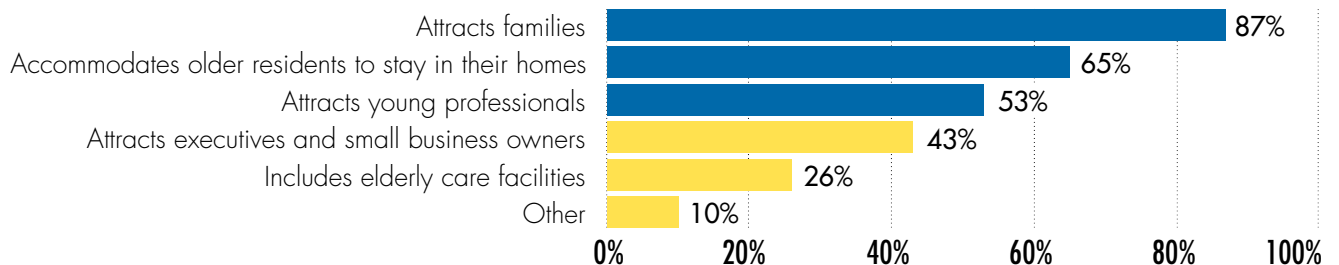
## In 2040, I'd like Lenexa to have NON-RESIDENTIAL AREAS that include...



## In 2040, I'd like Lenexa to have FACILITIES AND INFRASTRUCTURE that include...



## In 2040, I'd like Lenexa to have HOUSING that...

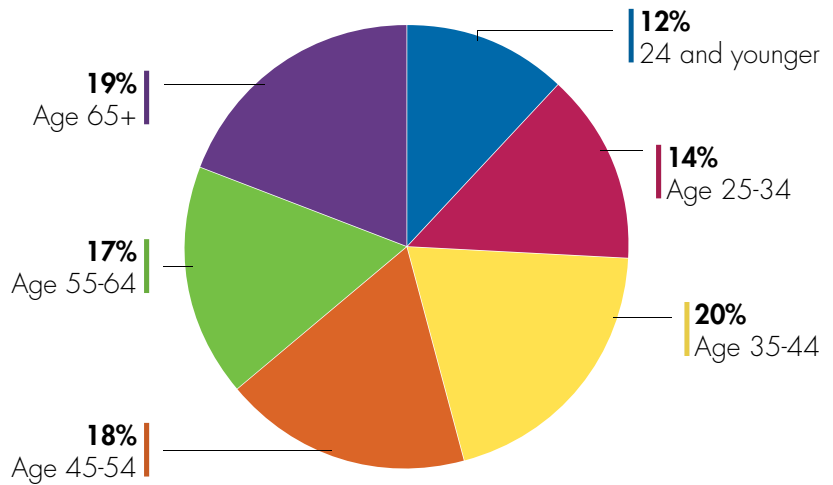


# SURVEY 2: WHERE TO FOCUS

## SURVEY RESULTS: 1,148 RESPONSES

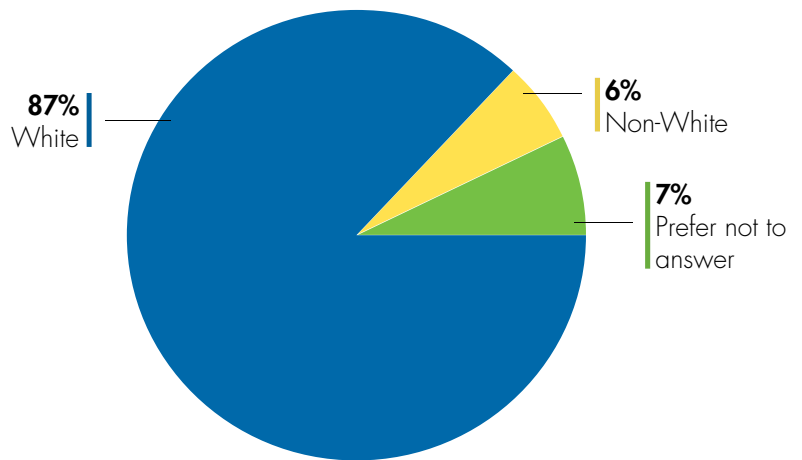
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25-34	16%	14%
35-44	12%	20%
45-54	12%	18%
55-64	15%	17%
65+	13%	19%

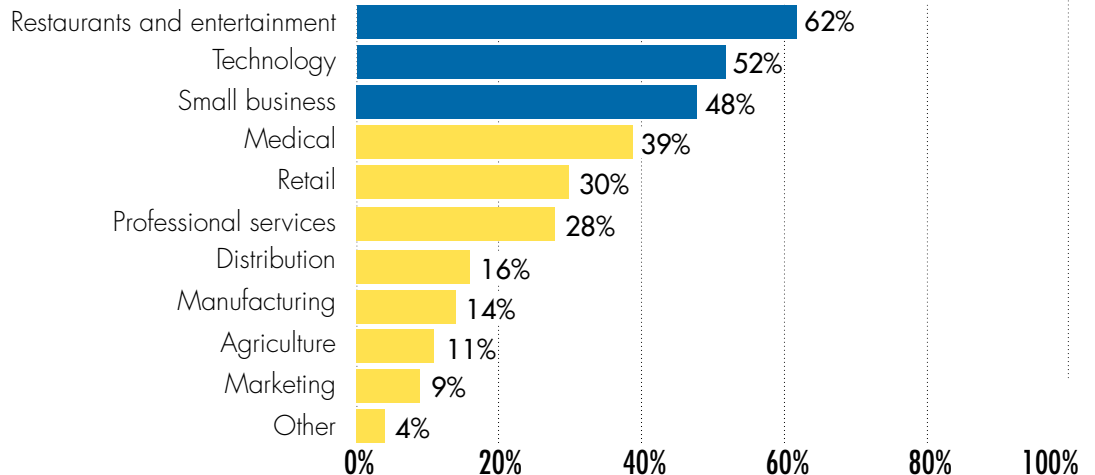


### SURVEY RESPONDENTS BY ETHNICITY

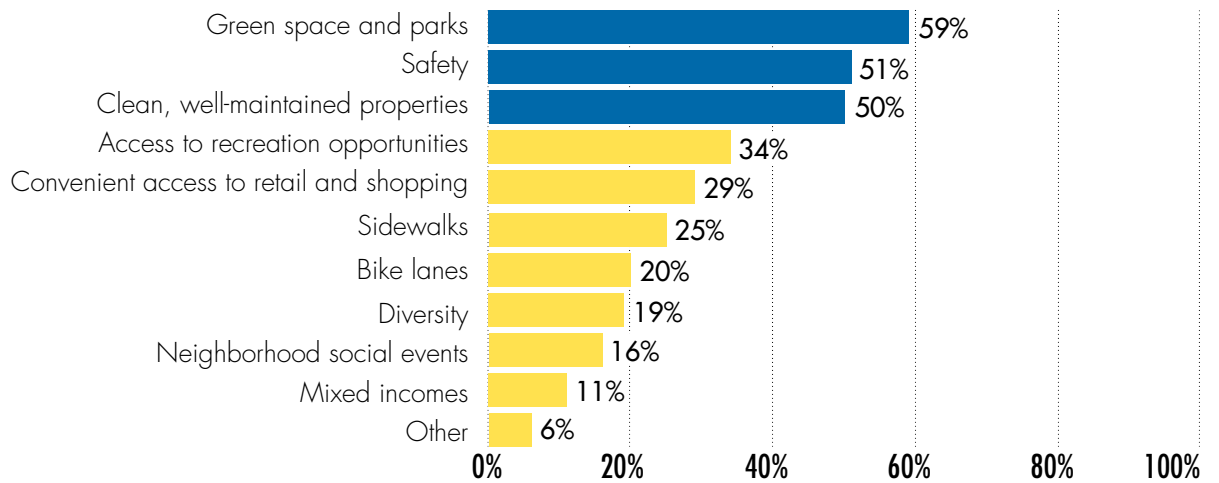
ETHNICITY	LENEXA	SURVEY RESPONSES
White	88%	87%
Non-White	12%	6%
Prefer not to answer	N/A	7%



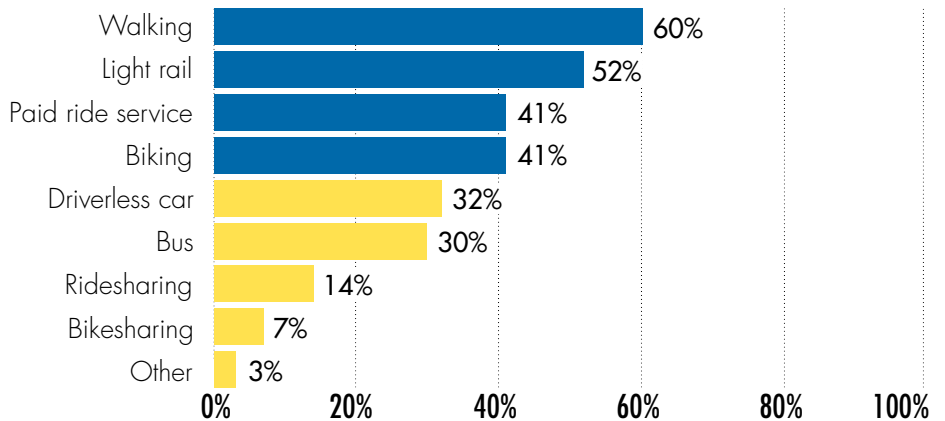
### For Lenexa to have a strong and vibrant economy in 2040, we should retain and attract these types of jobs and businesses:



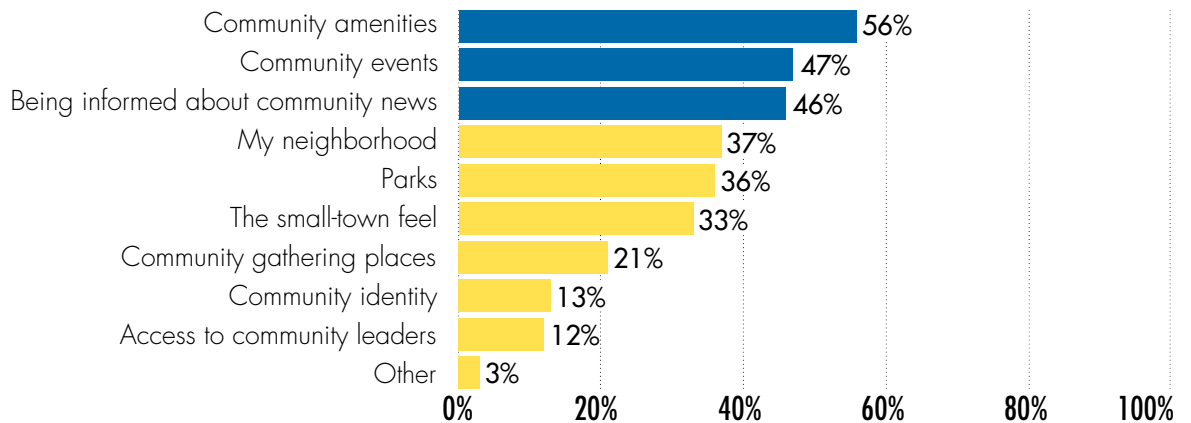
## 2 What factors are most important for maintaining and creating healthy neighborhoods in 2040?



## 3 In 2040, if you could not drive a car, what would be your preferred method of transportation?



## 4 What makes you feel connected to our community?



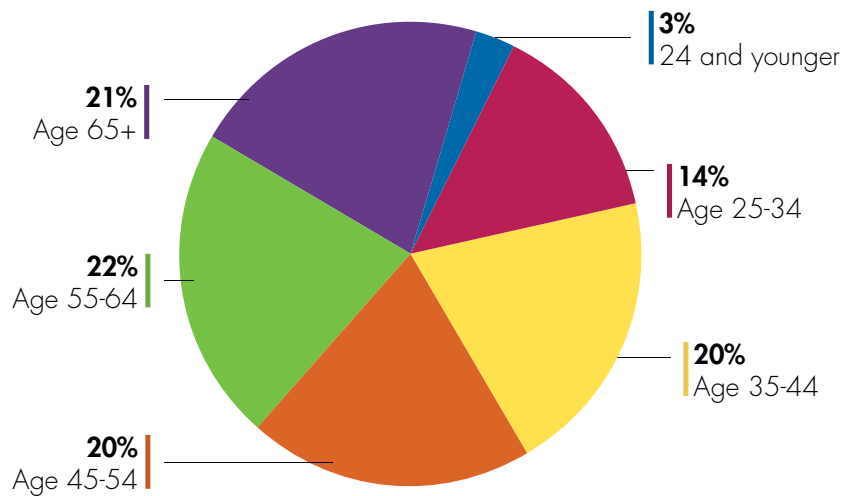


# SURVEY 3: BIG IDEAS

## SURVEY RESULTS: 773 RESPONSES

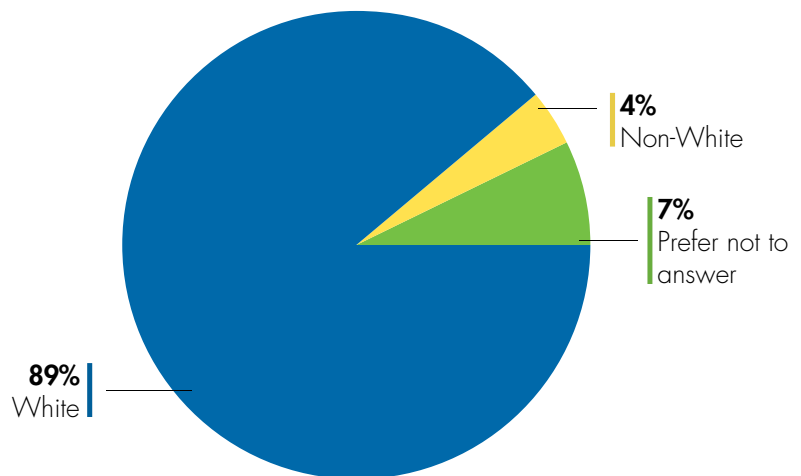
### SURVEY RESPONDENTS BY AGE

AGE GROUP	LENEXA POPULATION	SURVEY RESPONSES
24 and younger	32%	3%
25-34	16%	14%
35-44	12%	20%
45-54	12%	20%
55-64	15%	22%
65+	13%	21%

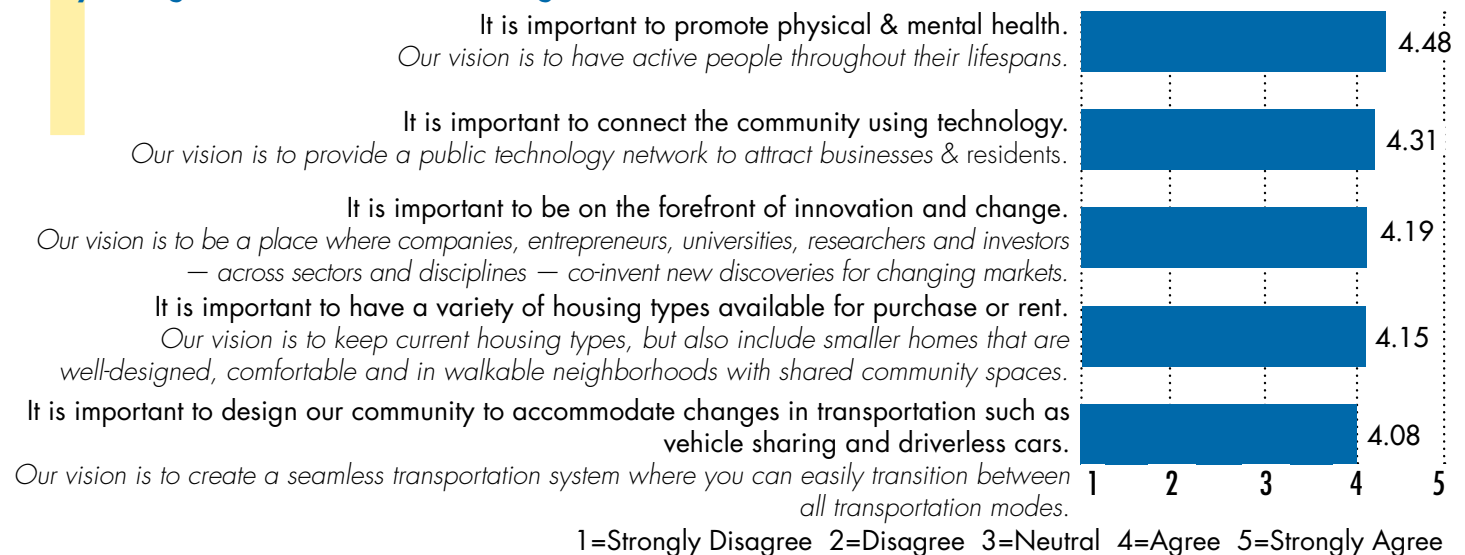


### SURVEY RESPONDENTS BY ETHNICITY

ETHNICITY	LENEXA	SURVEY RESPONSES
White	88%	89%
Non-White	12%	4%
Prefer not to answer	N/A	7%



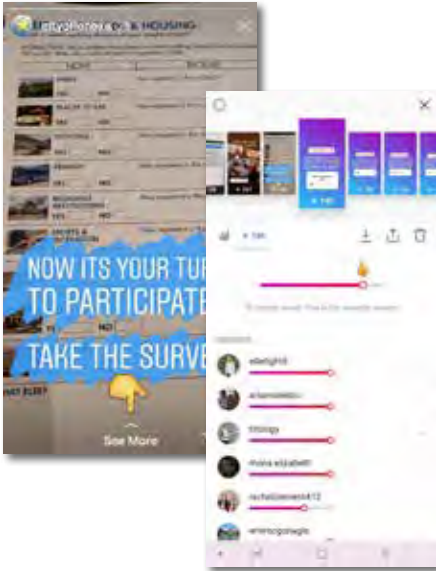
### Rate your agreement with the following ideas:



# SOCIAL MEDIA

Social media was a key strategy in reaching both younger people and residents who couldn't attend meetings in person. City staff used the following platforms to reach people on social media: Facebook, Twitter, Instagram and Nextdoor. We also encouraged people in the community to participate on social media by using the hashtag #Lenexa2040.

## CITY SOCIAL MEDIA



**INSTAGRAM STORIES:** City staff used interactive features on Instagram Stories to engage people who could not come to in-person events.



**FACEBOOK, TWITTER, NEXTDOOR:** These platforms were used to generate interest in the community, direct people to take one of the surveys, and show the engagement happening during the Vision 2040 process.



**CITIZEN PARTICIPATION:** By putting #Lenexa2040 on all of our marketing and communications material, we encouraged residents to take their voice to social media and participate in the Vision 2040 process.

## POP-UP EVENTS

Lenexa is already the City of Festivals and fun, so popping up at existing community events and locations was a natural and convenient way to engage people where they already gather. Fifty city staff and Steering Committee members volunteered their time at events to gather input. Pop-up activities included completing an “In 2040, I’d Like Lenexa…” sign with their vision for the future. Participants had their photos taken with their sign. Some participants recorded 30-second videos to explain their hopes and aspirations for Lenexa’s future. The community surveys and upcoming opportunities to participate in Vision 2040 were promoted at pop-up events.



## ENGAGEMENT EVENTS

Community input was gathered at 30 pop-up engagement events:

- **June 9:** Get Outdoors Lenexa
- **June 10:** Lenexa Outdoor Concert
- **June 15:** Movie in the Park
- **June 30:** Lenexa Community Orchestra
- **July 3:** Lenexa Freedom Run packet pick up
- **July 4:** Community Days Parade
- **July 20:** Movie in the Park
- **July 21:** Pool party at The Domain apartment complex
- **July 28:** Pool party at the Crossings apartment complex
- **July 28:** Kids See the Future
- **July 28:** Lenexa Community Orchestra concert
- **July 29:** Young Adults Craft the Future
- **Aug. 4:** Pool party at Estancia apartment complex
- **Aug. 11:** Ashley Park neighborhood pool party
- **Sept. 8:** Lenexa Spinach Festival
- **Sept. 14:** Movie in the Park

Other locations we popped up at include:

- Ad Astra Pool
- Flat Rock Creek Pool (2 days)
- Indian Trails Aquatic Center (2 days)
- Lenexa Rec Center indoor pool
- Lenexa Farmers Market (8 days)



# TARGETED OUTREACH

## LATINX COMMUNITY

Special effort was given to reaching the Latinx community. Engagers visited with Latinx-owned businesses at 77th Street and Quivira Road and a member of the local Hispanic business association was included on the Task Force. A Spanish-speaking engager staffed most of the events. Materials were prepared and distributed in English and Spanish.

## GEOGRAPHIC

The home or business address of people who provided input was tracked to make sure all geographic areas of Lenexa were covered. Special efforts were made to fill the gaps from business areas and neighborhoods not well represented.

## SEE THE ENGAGEMENT MAP (PAGES 12 –13)

## APARTMENT DWELLERS

Special contacts were made with all apartment complexes throughout the community. Flyers were posted at complexes, special mailers were sent, and pool parties were held to gather input.



## SENIORS

Seniors at Lakeview Village took part in a visioning workshop and wrote letters of advice to future generations of Lenexans.



## YOUNG ADULTS

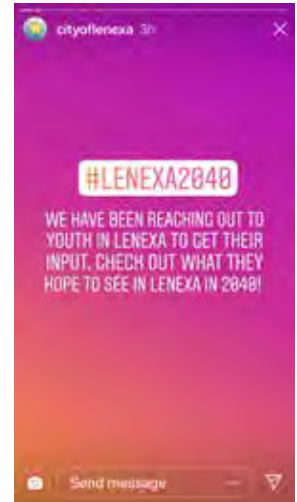
A special event was held for young adults at the Lenexa Public Market. They were asked to write a description of the place they would like to live in the future and discuss future trends' potential impacts on their lives and the community.





## KIDS

Young people were engaged throughout the process. A special event was held at summer camp to ask our future leaders what they want for Lenexa in 2040.





## BUSINESS OUTREACH

Special outreach efforts were made to engage business owners and staff of employers in Lenexa.

Engagers held events with Kiewit, George Butler Associates and Henderson Engineers. They also visited businesses along 87th Street and in the industrial area, plus coffee shops and small businesses.

Volunteers attended three Chamber of Commerce events and engaged members. A special business survey was distributed to Chamber members.



# DROPPING IN

Short presentations on trends, the Lenexa Vision 2040 process, and special workshops were made to civic-minded groups during their existing meetings or special events. Twelve drop-in events were held:

- **June 13 & July 11:** Lenexa Parks & Recreation Board
- **July 17:** Lenexa Arts Council
- **Aug. 6:** Lenexa Planning Commission
- **Aug. 8:** Lenexa Chamber of Commerce After Hours
- **Aug. 9:** Lakeview Village workshop
- **Aug. 14:** Lenexa Economic Development Council
- **Aug. 15 & Sept. 19:** Lenexa Chamber of Commerce luncheon
- **Aug. 20:** Girl Scouts
- **Sept. 6:** Boy Scouts Regional Leaders
- **Sept. 10:** Johnson County Kiwanis Club



Parks & Recreation Board



Arts Council



Planning Commission



## DROPPING BY

People who were already visiting City Hall, the Lackman branch of the Johnson County Library, Lenexa Public Market, Lenexa Chamber of Commerce offices and the Lenexa Rec Center were asked by community volunteers to record their input on I'd Like Lenexa signs, and to complete the community surveys online at kiosks. Engagers staffed these locations periodically to gather input.

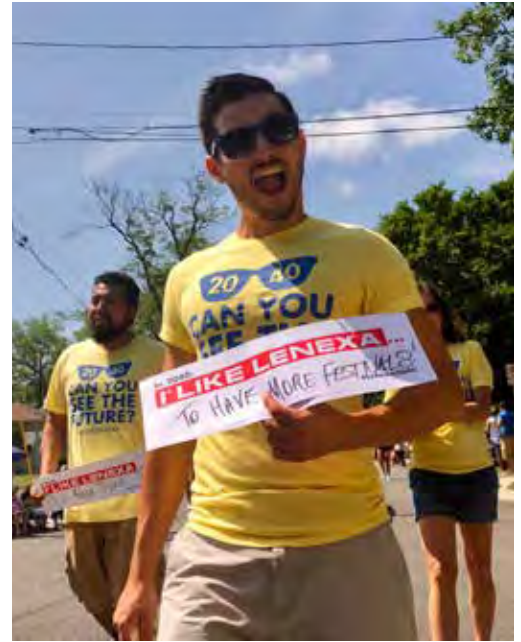
Volunteers worked from stationary engagement kiosks that promoted Vision 2040. Unstaffed kiosks and displays inviting participation on signs and surveys were placed in public buildings, including City Hall, Lenexa Community Center, Lenexa Rec Center and the library.

Engagers dropped by businesses in the industrial corridor and along 87th Street Parkway, including Black Dog Coffee House, Ronnie's Restaurant, Le Peep, barber shops and hair salons to talk with customers.





# COMMUNITY EVENTS



## COMMUNITY DAYS PARADE

One of the largest venues for community engagement was the Lenexa Community Days Parade on July 4. Steering Committee members, staff and the consultant team walked in the parade to raise awareness about the process. Prior to the parade, volunteers attended a pancake breakfast, met racers at the end of the Freedom Run and walked the parade route gathering input.





## VISIONFEST

VisionFest, held on Sept. 20, 2018, was a highly interactive community event where major vision concepts and potential strategies were presented in a festival setting. Tents were set up for each of the five vision framework areas (Healthy People, Inviting Places, Vibrant Neighborhoods, Integrated Infrastructure & Transportation, and Innovative Economy) with displays of trends, maps, descriptions of the vision concepts and activities to provide feedback. City staff and Steering Committee members were available at each of the stations to discuss the plan, listen to comments and answer questions. Futurist Steven Ames provided two formal presentations about future trends and how they relate to Lenexa. Boy and Girl Scout troops presented their visions for the future. An ice cream stand, kids' games and a photo booth helped attract people of all ages.



Steven Ames, Futurist; Todd Pelham, Deputy City Manager; Bill Nicks, Councilmember



Consultant team from Shockey Consulting, a Lenexa-based business, at VisionFest (above).









**I LIKE LENEXA**...  
To utilize existing buildings instead of building more + standing empty  
#Lenexa2040

**I LIKE LENEXA**...  
Entertainment + family activities  
#Lenexa2040

**I LIKE LENEXA**...  
Public Gardens  
#Lenexa2040

**I LIKE LENEXA**...  
Bars + "night life"  
#Lenexa2040

**I LIKE LENEXA**...  
MORE JOBS OPPORTUNITIES  
#Lenexa2040

**I LIKE LENEXA**...  
easy access to mass transit (connections to KC + east)  
#Lenexa2040

**I LIKE LENEXA**...  
To have more affordable houses for young families  
#Lenexa2040

**I LIKE LENEXA**...  
Cycling Routes  
#Lenexa2040

**I LIKE LENEXA**...  
Safe Neighborhoods  
#Lenexa2040

**I LIKE LENEXA**...  
To Have a Vibe Similar to Classen  
#Lenexa2040

**I LIKE LENEXA**...  
to continue the amazing growth, the public Community Spaces and opportunities for family farmers.  
#Lenexa2040

**I LIKE LENEXA**...  
easy access to mass transit (connections to KC + east)  
#Lenexa2040

**I LIKE LENEXA**...  
DIVERSE Greater HIGH-TECH  
#Lenexa2040

**I LIKE LENEXA**...  
Art Festivals  
#Lenexa2040

**I LIKE LENEXA**...  
To Be More Dog-Friendly  
#Lenexa2040

**I LIKE LENEXA**...  
A PEDESTRIAN WALK OVER JDS TO 9TH STREET. SO I DON'T GET HIT BY TRAFFIC COMING OFF + GOING ON TO HIGHWAY  
#Lenexa2040

**I LIKE LENEXA**...  
Smart Apartment / Smart Traffic Lights  
#Lenexa2040

**I LIKE LENEXA**...  
To still have food and wine  
#Lenexa2040

**I LIKE LENEXA**...  
To ATTRACT MAJOR TECH COMPANIES FROM THE EAST/WEST COAST  
#Lenexa2040

**I LIKE LENEXA**...  
to maintain its small-town character while growing into the future  
#Lenexa2040

**I LIKE LENEXA**...  
CONTINUE TO BLEND NEW WITH OLD TOWN  
#Lenexa2040

**I LIKE LENEXA**...  
Breweries, Sports Complex + League Dance Club, Arcade Bar  
#Lenexa2040

**I LIKE LENEXA**...  
Self-driving Public Transportation  
#Lenexa2040

**I LIKE LENEXA**...  
Nightlife  
#Lenexa2040

**I LIKE LENEXA**...  
Free Public Wifi.  
#Lenexa2040

**I LIKE LENEXA**...  
to have nice parks in many neighborhoods and to have many trees etc!  
#Lenexa2040

**I LIKE LENEXA**...  
to build a trolley along I17/I14 from downtown OR to K-7  
#Lenexa2040

**I LIKE LENEXA**...  
FIREWORKS !!  
#Lenexa2040

**I LIKE LENEXA**...  
to place an emphasis on social equity in planning for sidewalks in all areas... quality, glow, etc.  
#Lenexa2040

**I LIKE LENEXA**...  
KEEP IT GREEN  
#Lenexa2040

**I LIKE LENEXA**...  
Safe Schools  
#Lenexa2040

**I LIKE LENEXA**...  
Bike Lanes on Streets  
#Lenexa2040

**I LIKE LENEXA**...  
Artistic Two-Busbar Facility  
#Lenexa2040

**I LIKE LENEXA**...  
to be more diverse ethnically, socially, community  
#Lenexa2040

**I LIKE LENEXA**...  
to be sustainable, affordable, and engaging  
#Lenexa2040

**I LIKE LENEXA**...  
NO CAR DAY 1/mo  
#Lenexa2040

**I LIKE LENEXA**...  
Even more support + a Local Businesses!  
#Lenexa2040

**I LIKE LENEXA**...  
Divided sidewalks / Two-way sidewalks (see Boulder, CO)  
#Lenexa2040

**I LIKE LENEXA**...  
More electric-vehicle charging stations  
#Lenexa2040

**I LIKE LENEXA**...  
to hold community ethnic festivals  
#Lenexa2040

**I LIKE LENEXA**...  
Playgrounds, park, pool, hiking trail, job, park  
#Lenexa2040

**I LIKE LENEXA**...  
water fountains on running trails? HAHA!  
#Lenexa2040

**I LIKE LENEXA**...  
Performing Arts Center  
#Lenexa2040

**I LIKE LENEXA**...  
to be Carbon Negative  
#Lenexa2040

**I LIKE LENEXA**...  
to interconnect bike + walking trails  
#Lenexa2040

**I LIKE LENEXA**...  
Inclusion Playgrounds  
#Lenexa2040

**I LIKE LENEXA**...  
Parks + People + Food + Fun  
#Lenexa2040

**I LIKE LENEXA**...  
Ridgeview Corridor development  
#Lenexa2040

**I LIKE LENEXA**...  
to have protected bike lanes for commuting to work + school  
#Lenexa2040

**I LIKE LENEXA**...  
a public park in Western Lenexa  
#Lenexa2040

**I LIKE LENEXA**...  
Affordable Senior Housing NEAR Grocery retail, restaurants, library, cultural, etc.  
#Lenexa2040

**I LIKE LENEXA**...  
to be developed + linked from east to west  
#Lenexa2040

**I LIKE LENEXA**...  
to be 100% renewable!  
#Lenexa2040

**I LIKE LENEXA**...  
A swimming pool + bouncy house + outdoor markets  
#Lenexa2040

**I LIKE LENEXA**...  
to be welcoming, yet innovative with a home town feel  
#Lenexa2040

**I LIKE LENEXA**...  
We ♥ solar energy!  
#Lenexa2040

**I LIKE LENEXA**...  
Polls, Fire, Safety. Keep brig on the front end of dev cities.  
#Lenexa2040

**I LIKE LENEXA**...  
Cutting edge, Vibrant, Welcoming community.  
#Lenexa2040

**I LIKE LENEXA**...  
transit to rest of Metro  
#Lenexa2040

**I LIKE LENEXA**...  
TO BE A green CITY!  
#Lenexa2040

**I LIKE LENEXA**...  
Outdoor Music  
#Lenexa2040

**I LIKE LENEXA**...  
to support diversity in music, race, culture... Diversity is strength!  
#Lenexa2040

**I LIKE LENEXA**...  
Community Chorus + Community Theater!  
#Lenexa2040

**I LIKE LENEXA**...  
Single level, main, provided parking  
#Lenexa2040

**I LIKE LENEXA**...  
Affordable Housing - really affordable!  
#Lenexa2040

**I LIKE LENEXA**...  
transit to rest of Metro  
#Lenexa2040

**I LIKE LENEXA**...  
MORE FREE BRILLIANT EXPANSIVE PUBLIC TRANSPORTATION  
#Lenexa2040

**I LIKE LENEXA**...  
Community Chorus + Community Theater!  
#Lenexa2040

**I LIKE LENEXA**...  
SAFE, STABLE, AFFORDABLE HOUSING!  
#Lenexa2040

**I LIKE LENEXA**...  
to be inclusive!  
#Lenexa2040

**I LIKE LENEXA**...  
to have its own "Crossroads" and breweries...  
#Lenexa2040

**I LIKE LENEXA**...  
A GREAT PLACE TO WALK AND BIKE DAILY!  
#Lenexa2040

**I LIKE LENEXA**...  
Safe place for teens  
#Lenexa2040

**I LIKE LENEXA**...  
to have a fully integrated and efficient transit system and getting bike lanes on all major roads.  
#Lenexa2040

**I LIKE LENEXA**...  
More public art  
#Lenexa2040

**I LIKE LENEXA**...  
to embrace the SMART city concept.  
#Lenexa2040

**I LIKE LENEXA**...  
Sporting Complex  
#Lenexa2040

**I LIKE LENEXA**...  
to have MORE ART  
#Lenexa2040

**I LIKE LENEXA**...  
Bike friendly, with everyone, self-organized community for work + play. Green-Enthusiastic + Religion + Religion  
#Lenexa2040

**I LIKE LENEXA**...  
to have more free live music  
#Lenexa2040

**I LIKE LENEXA**...  
to continue to preserve history  
#Lenexa2040

**I LIKE LENEXA**...  
Fewer apartments more condos to buy  
#Lenexa2040

**I LIKE LENEXA**...  
to be a city other cities want to emulate  
#Lenexa2040

**I LIKE LENEXA**...  
FIREWORKS  
#Lenexa2040

**I LIKE LENEXA**...  
Music Venue  
#Lenexa2040

**I LIKE LENEXA**...  
more young-adult engagement  
#Lenexa2040

**I LIKE LENEXA**...  
to be a major employment center.  
#Lenexa2040



# WILD & ICONIC IDEAS

In 2040,  
**I' LIKE LENEXA ...**  
Robots that do your bidding  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Space Shuttle  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
State of the art planetarium  
& Science Center  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
to Save the bees  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
To Be The First Floating City  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
STING RAY <sup>Play</sup> Place of an aquarium  
\* 5 5 5 \* 5 5 5 \* 5 5 5 \*  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
to add a botanical garden!  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
To have teleportation  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
to be a dystopian Megacity  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
More Cowbell  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
to be friends with aliens.  
#Lenexa2040



In 2040,  
**I' LIKE LENEXA ...**  
If they Made a theme park with really tall roller coasters!  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
full of giraffes!!  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
cat shelter  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
UNICORNS & flowers  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Flying unicorns Batman.  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Winged robot chairs The Justice of League  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
To Be Famous!!  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Real Lake & Arctic Beer  
#Lenexa2040

In 2040, Let us,  
**I' LIKE LENEXA ...**  
to have free pizza day where all pizza shops have me  
Pizza!!  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Pinatas  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Flamingo  
#Lenexa2040

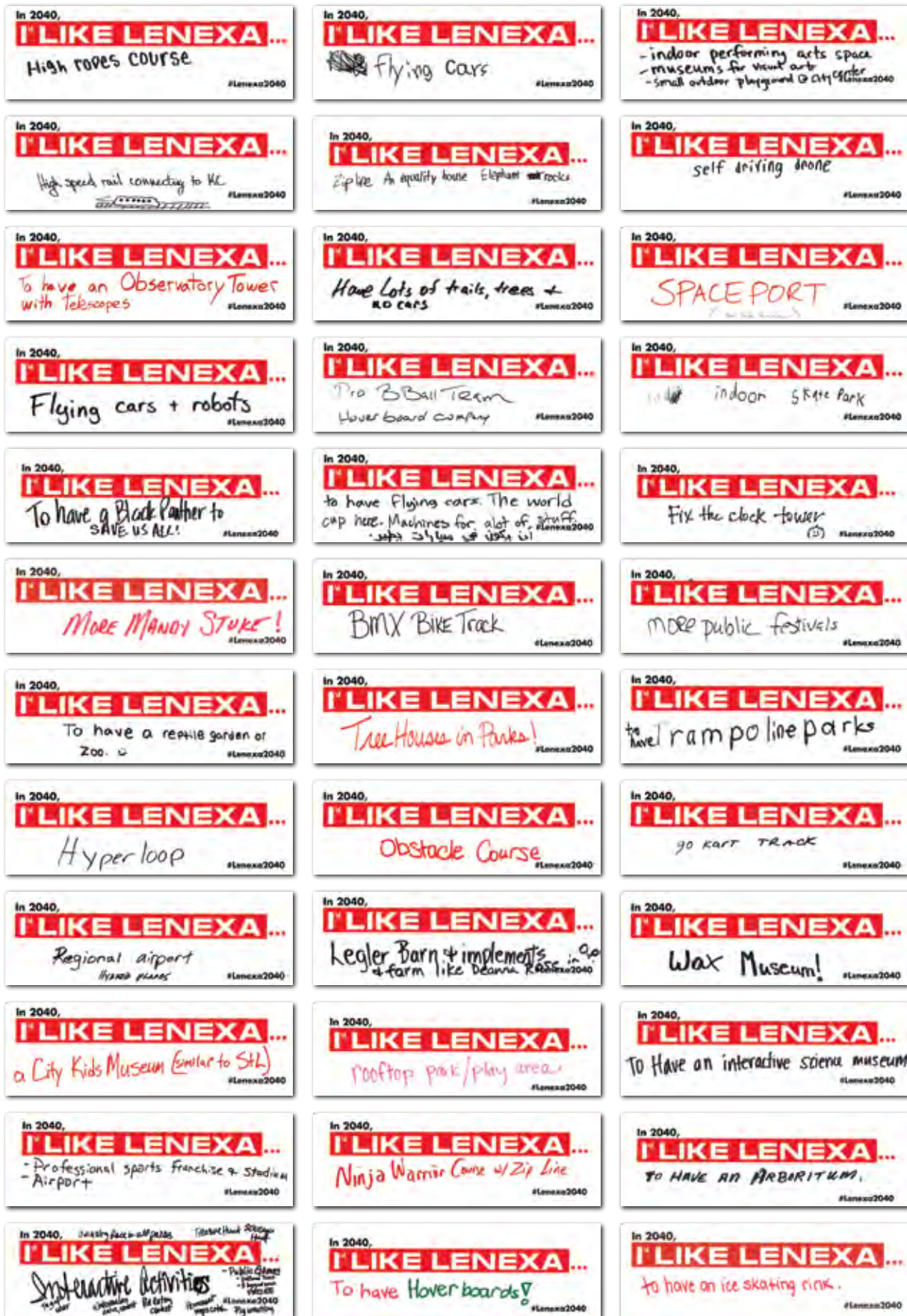
In 2040,  
**I' LIKE LENEXA ...**  
tattoo of me  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
rooftop restaurant <sup>P I know I mispelled that</sup>  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
To change the name of the city  
#Lenexa2040

In 2040,  
**I' LIKE LENEXA ...**  
Zoo-Cheetahs  
#Lenexa2040









LENEXA  
VISION ★  
20

LENEXA  
VISION ★  
20

LENEXA  
VISION ★  
20

LENEXA  
VISION ★  
20