



VISIONS AND PLANS

STRATEGIC PLAN

2014

CITY OF SALINA, KANSAS SHARED VISION STATEMENT AND STRATEGIC PLAN

OUR MISSION STATEMENT

Our mission is to be a leader among Kansas cities by leveraging partnerships and economic opportunity to ensure a safe, progressive and healthy community that respects its natural resources, offers excellent municipal services, and provides a high quality of life for its citizens.

WHAT IS STRATEGIC PLANNING?

Strategic planning is a process that allows community leaders and stakeholders an opportunity to determine what the future of their community will be. It is a tool which incorporates a long-term vision, goals and action items that is commonly used in America's best managed and most forward thinking communities. Salina's process started with a community visioning exercise conducted with citizen stakeholders, the City Commission and city staff members. These groups independently addressed 1) Salina's assets and other positive community aspects; 2) Salina's liabilities and other negative factors; and 3) A vision of Salina's future in a 7 to 10 year timeframe. This information was then provided to the City Commission for discussion and consideration. Based on this information, the City Commissioners agreed upon a shared vision of the future.

The Salina City Commission believes that using a Strategic Plan will provide long-term direction and direct benefit to both our municipal government and the community. It is their intent that Salina's Strategic Plan be a dynamic document that is in line with our shared vision and reviewed annually both to ensure performance, and to respond to ever-changing community and regional conditions.

ADMINISTRATION OF SALINA'S STRATEGIC PLAN

The Strategic Plan shall be utilized for all policy decision making, including but not limited to: community planning; capital improvement project planning and programming; annual budgeting; organizational service review; initiatives, changes and priority setting; all policy actions taken by the City Commission; and organizational departmental operations planning. Salina's Strategic Plan contents will be reviewed annually to ensure its applicability and determine if additions, deletions or other modifications are necessary. An annual Strategic Plan progress report shall be compiled by staff and provided to the City Commission and public. The Strategic Plan shall be shared throughout the municipal organization and community.

As adopted by Resolution 06-6319 by the Board of Commissioners on the 23rd day of October 2006.

Amended by Resolution 08-6482 by the Board of Commissioners on the 28th day of January 2008.

Amended by Resolution 09-6587 by the Board of Commissioners on the 12th day of January 2009.

Amended by Resolution 09-6692 by the Board of Commissioners on the 21st day of December 2009.

Amended by Resolution 11-6837 by the Board of Commissioners on the 11th day of July 2011.

Amended by Resolution 12-6948 by the Board of Commissioners on the 3rd day of December 2012.

Amended by Resolution 14-7077 by the Board of Commissioners on the 27th day of January 2014.

SHARED VISION STATEMENT FOR OUR COMMUNITY

Salina will be a city that is exciting to live in and thriving both economically and socially. The city will be clean, attractive and inviting. Local residents will demonstrate their community pride by sharing Salina's attributes with others. As a result, Salina will be a place with a quality of life that not only appeals to residents, but also to visitors.

Salina will be a city that encourages quality, market-driven, mixed-use development that compliments community cohesiveness. This includes an emphasis on affordable housing that appeals to different lifestyles.

Salina will become a city with "connectivity." This means that bicycle and walking trails along roadways, the flood control levee and the Smoky Hill River will be used to connect residential neighborhoods, commercial areas, schools and parks. These connections will eventually intersect with public transit pick-up/drop-off points. In addition, connectivity will also include community-wide information sharing through the latest electronic wireless technology.

The city of Salina will be attractive and well maintained, both within the city and along the adjacent interstate highways. It will be evident that good housekeeping and high community standards are valued. Salina will be environmentally conscious, balancing the expectations of a growing community with the necessity to preserve nature's assets and our future quality of life.

The city of Salina will have master planned its assets in the Kenwood / Oakdale Park area west to the downtown business district in order to utilize them to their fullest potential. This will include the development of a uniformly managed, core destination complex for both residents and visitors. This complex will be surrounded by high quality, mixed-use development with an evident connection to downtown that complements existing commercial and residential assets.

The City Commission of Salina will have committed to providing the highest quality of city services possible within available resources. The City Commission recognizes their role and responsibility to provide the needed policy direction and resources to its administration. At the same time, the city's administrative personnel are committed daily to transforming this direction and resources into the highest possible quality of municipal services, consistent with the expectations of both the City Commission and the citizens of Salina.

Downtown Salina will be a thriving and vibrant place. It will include an artistic flair that complements diverse and successful business development, including: entertainment, professional services, restaurants and retail development. In addition, the downtown will include residential uses and places to congregate consistent with the desired, mixed-use activity.

Salina will be supportive of life-long learning through all forms of education, including elementary and secondary education, higher education and vocational / technical training. Special initiative will be taken to advance the presence and community impact of post-secondary education.

Salina will be a town that is respectful of its heritage. Throughout Salina, the adaptive re-use of historic and architecturally significant buildings will be encouraged, along with the potential rehabilitation of brick streets in locations such as the downtown. In addition, Salina will begin making efforts to be an environmentally friendly community.

Salina will encourage and be supportive of industrial development, economic expansion, market-driven tax base growth, and home grown entrepreneurialism. Special emphasis shall be placed on redeveloping the Airport and South Industrial Area and the reclamation of environmentally disadvantaged properties for higher and better use.

STRATEGIC GOALS FOR OUR COMMUNITY

GOAL #1: THE CITY WILL CREATE A COMMUNITY OF MIXED-USE, QUALITY DEVELOPMENT AND REDEVELOPMENT.

Action Items

- ⇒ Determine the city's specific role regarding property development and aggregation
- ⇒ Establish sound mixed-use criteria and inventory geographical areas of the city where market-driven, mixed-use development can be supported
- ⇒ Determine the most effective zoning and other land-use tools to encourage and support desired mixed-use development
- ⇒ Research best practices in other cities

- ⇒ Revise existing ordinances and policies to accommodate growth and development objectives
- ⇒ Research options for development financing and determine the most equitable and cost-effective development financing strategies
- ⇒ Develop an inventory of land ownership in areas designated for future development or redevelopment
- ⇒ Utilize designated geographical master planning as a tool to integrate desired mixed-use development
- ⇒ Educate the development community about mixed-use development
- ⇒ Commit to maintaining road, water and sewer infrastructure at levels to support a growing, high-quality community
- ⇒ Facilitate the development of the planning initiative for the northern area of Salina
- ⇒ Facilitate development in “under-valued” areas of the community to encourage in-fill growth
- ⇒ Determine the most effective approach to local economic gardening and to retaining, growing and recruiting “quality” and “premier” level jobs, with a focus on higher level technical knowledge

GOAL #2: THE CITY WILL CREATE A UNIFORMLY MANAGED AND MASTER PLANNED KENWOOD PARK / OAKDALE PARK DESTINATION AREA FEATURING RECREATION, TOURISM, ENTERTAINMENT, HOTEL LODGING, SURROUNDING MIXED-USE DEVELOPMENT, GREEN SPACE AND A DIRECT LINKAGE TO DOWNTOWN

Action Items

- ⇒ Overcome river channel challenges
- ⇒ Research financing alternatives and develop an acceptable financial plan to support future area development
- ⇒ Consider long-term facility improvements to the Bicentennial Center that preserve the facility and enhance the facility’s competitive potential

GOAL #3: THE CITY WILL PROVIDE THE HIGHEST QUALITY OF SERVICES, CONSISTENT WITH GOVERNING BODY DIRECTION, AVAILABLE RESOURCES AND STAFF COMMITMENT TO QUALITY.

Action Items

- ⇒ Determine methods to measure the quality and performance of services that are currently provided, and establish related “benchmarks”
- ⇒ Establish a reporting framework for the City Commission and the public regarding the measurement and attainment of service performance levels
- ⇒ The City Commission will maintain its commitment to the municipal organization by providing direction and resources that will allow them to meet established expectations
- ⇒ Develop methods for achieving greater accountability for the final quality of public infrastructure projects
- ⇒ Continue to enhance partnering and improve relationships with Saline County
- ⇒ Maintain a stable operating budget for the delivery of core public services, while investing as many financial resources as practically possible into maintaining and developing the public infrastructure
- ⇒ Continually identify and implement opportunities to combine complimentary City service functions, while forming similar service partnerships within the community
- ⇒ Encourage policing initiatives to reduce crime in the community
- ⇒ Monitor and fully employ the return on investment from the Continuous Process Improvement Initiative (CPI) utilizing Lean

GOAL #4: THE CITY WILL MAINTAIN GROWTH AND DEVELOPMENT POLICIES THAT ARE UPDATED TO REFLECT CURRENT CONDITIONS AND DESIRED GROWTH DIRECTION.

Action Items

- ⇒ Review the city’s utility extension policies
- ⇒ Review the city’s annexation policies

- ⇒ Review and negotiate with Saline County officials a new interlocal agreement which deals with fringe development land-use, platting and building construction; and negotiate a long-term roadway ownership and transition agreement
- ⇒ Identify and review areas for redevelopment and new development
- ⇒ Ensure that development codes are reviewed routinely and reasonably adapted to accommodate aging and historical structures
- ⇒ Promote the growth of all post-secondary educational institutions
- ⇒ Complete a housing needs assessment and determine what policies, incentive or other actions are necessary to: improve the condition of housing and infrastructure, actively address and abate nuisances and determine redevelopment opportunities within the Comprehensive Plan designated “Area of Change”
- ⇒ Establish updated economic goals for the Salina Area Chamber of Commerce agreement for 2014 and determine the most effective approach to economic development for the future

GOAL #5: THE CITY WILL MAINTAIN A COMMITMENT TO MAKING DOWNTOWN SALINA A VIBRANT ECONOMIC AND SOCIAL CENTER OF THE COMMUNITY.

Action Items

- ⇒ Encourage SDI / BID, City and Chamber of Commerce leadership to work collaboratively for the successful development of downtown
- ⇒ Encourage the development of the arts, entertainment, professional services, residential living, restaurants and retail in the downtown
- ⇒ Continue to support downtown redevelopment and complimentary Smoky Hill River development plans and opportunities
- ⇒ Apply a “Look Downtown First” approach to reviewing all relevant development opportunities that properly fit the venue and have the impact of providing long-term economic stability or growth

GOAL #6: THE CITY WILL WORK TO MAKE SALINA A CITY THAT HAS CONNECTIVITY PHYSICALLY AND SOCIALLY.

Action Items

- ⇒ Construct interstate gateway and entryway markers that communicate Salina’s brand and a message of community pride and progressiveness

- ⇒ Plan for the physical connection of the Smoky Hill River with adjacent linear parks through development of river way trail plan, working in coordination with the Friends of the River
- ⇒ Promote public and private partnerships for community projects and service endeavors
- ⇒ Fully support public access to information and government transparency of operations
- ⇒ Commit to encouraging and participating in open citizen/community engagement utilizing adequate staff resources to effectively develop an engagement strategy, utilizing Internet social media and engagement tools, applying other broad-based community engagement methods and the development of neighborhoods as directed by the City's Comprehensive Plan
- ⇒ Take steps to encourage ongoing volunteerism in city programs and services

GOAL #7: THE CITY WILL RECOGNIZE THE IMPORTANCE OF A HEALTHY COMMUNITY AND ITS NATURAL RESOURCES, AND WILL MAKE PRACTICAL EFFORTS TO PRESERVE THEM.

Action Items

- ⇒ Comprehensive review of community-wide, curbside recycling program
- ⇒ Review of practical strategies to make Salina an environmentally friendly community
- ⇒ Ensure the quality of the public water supply is of the highest quality and adequately conserved for current and future needs
- ⇒ The Smoky Hill River Renewal Master Plan (February, 2011) will be used as the guiding policy document for the old river channel area and will be referenced for future infrastructure planning and improvements related to the river channel and immediately adjacent area.

Staff is hereby directed to continue to work in a partnership with the Friends of the River Foundation to communicate the Master Plan components, address questions, coordinate river clean-ups, pursue funding options and sources, monitor Smoky Hill River flows and quality, monitor storm drain flows and quality, and secure recreational water rights from the Smoky Hill River and Lakewood Park
- ⇒ Determine the most effective way to clean out the existing Smoky Hill River channel to ensure adequate water flow, reduction of future sedimentation and necessary storm water storage capacity
- ⇒ Complete the feasibility study/remedial investigation of the groundwater contamination associated with the former Schilling Air Force base and finalize efforts with the U.S. Department of Justice to negotiate a full and complete remediation