



**Staff and Governing Body meal (6:00 p.m.)**

**1. CALL TO ORDER**

**2. DISCUSSION ITEMS**

- A.** Discussion of the Olathe 2040 Future Ready Strategic Plan. Included will be an overview of the Strategic Plan process, presentation of draft goals and strategies, and an exercise to review focus areas and provide comments. Focus areas are: Future Ready, Economy, Exceptional Services, Infrastructure and Quality of Life.

**Staff Contact:** Susan Sherman and Lee Bramlett

**3. ADDITIONAL ITEMS**

**4. ADJOURNMENT**



# City of Olathe

## COUNCIL AGENDA ITEM

---

**MEETING DATE:** 8/13/2019

---

**DEPARTMENT:** City Manager's Office

**STAFF CONTACT:** Susan Sherman and Lee Bramlett

**SUBJECT:** Discussion of the Olathe 2040 Future Ready Strategic Plan. Included will be an overview of the Strategic Plan process, presentation of draft goals and strategies, and an exercise to review focus areas and provide comments. Focus areas are: Future Ready, Economy, Exceptional Services, Infrastructure and Quality of Life.

---

**ITEM DESCRIPTION:**

Discussion of the Olathe 2040 Future Ready Strategic Plan. Included will be an overview of the Strategic Plan process, presentation of draft goals and strategies, and an exercise to review focus areas and provide comments. Focus areas are: Future Ready, Economy, Exceptional Services, Infrastructure and Quality of Life.

---

**SUMMARY:**

In March 2018 the City Council participated in a Futures Lab workshop and established the foundation for the Olathe 2040 Future Ready Strategic Plan. That foundation included five focus areas: Future Ready, Economy, Exceptional Services, Infrastructure and Quality of Life. A comprehensive public engagement process gathered 3202 ideas for Olathe's future from residents, the business community, and stakeholder groups. The Strategic Planning Advisory Committee considered those ideas along with local, regional, and global trends to establish the Vision Framework and developed a vision for each focus area. The Framework was reviewed with the City Council on November 6, 2018. Since then, over 70 City staff members have contributed to creating goals, strategies, measures and milestones that support the vision and make the new community-focused plan ready for implementation. The purpose of the discussion is to review the goals and strategies and provide comments.

---

**FINANCIAL IMPACT:**

N/A

---

**ACTION NEEDED:**

Discussion of the Olathe 2040 Future Ready Strategic Plan

---

**ATTACHMENT(S):**

Olathe 2040 Strategic Plan -Draft

---

DRAFT 08/09/19



# STRATEGIC PLAN

---

[OLATHEKS.ORG/OLATHE2040](https://olatheks.org/olathe2040)



## IMAGINE OLATHE ART CHALLENGE

The Olathe Planning Division engaged fifty 8th grade art students from Pleasant Ridge Middle School throughout October to celebrate National Community Planning Month. This is the second year of the collaborative program involving students residing in Olathe and Overland Park.

National Community Planning Month is an opportunity to highlight the importance of good planning and community outreach. Planning provides an opportunity for all residents to be meaningfully involved in making choices that determine the future of our City.

The students created murals *modeled* for sites in our downtown, City parks, and public gathering areas depicting themes of the Olathe 2040 Strategic Plan. Planning staff visited the school in September to gather ideas from the students regarding future neighborhoods, entertainment, transportation, the environment, and technology.

Students were challenged to create a mural depicting an image that represents the themes of Olathe 2040. They also researched an artist for inspiration and explored how the community would interact with their mural if it were reproduced in the City. The project concluded in presentations by the students to a panel of City staff from the Communications & Customer Services Departments. The murals were displayed at City Hall during the month of November to celebrate their hard work and dedication to the future of Olathe. They are featured in this document.

# INTRODUCTION

---

Olathe 2040: Future Ready continues the City of Olathe's community-based strategic planning efforts. It is designed to provide direction for Olathe's path during the next 20 years. The Olathe 2040 strategic plan will guide policy development, prioritize demands and opportunities, and generate an implementation plan to realize Olathe's reshaped vision. This important tool is developed through the lens of community visionaries with specific goals, targets, measures, milestones, and strategies.

The City of Olathe has reached many milestones tied to community priorities since strategic planning started in 1999. Strategic planning has contributed to Olathe's stature among the best ran cities in the nation, consistently rated at the highest levels for quality services in the Kansas City Metro and nationally.

Olathe 2040: Future Ready will carry on Olathe's strategic planning history. But this time focusing on what the City and other organizations can do to enhance the community.



## ACKNOWLEDGEMENTS

### OLATHE CITY COUNCIL

Michael Copeland  
Mayor

John Bacon  
At-Large Councilmember

Karin Brownlee  
At-Large Councilmember

Larry Campbell  
Councilmember, Ward 1

Jim Randall  
Mayor Pro Tem, Ward 2

Wes McCoy  
Councilmember, Ward 3

Marge Vogt  
Councilmember, Ward 4

### STRATEGIC PLANNING PROJECT STEERING TEAM

Michael Wilkes  
Susan Sherman  
Erin Vader  
Aimee Nassif  
Lee Bramlett  
Elizabeth Blythe

### CORE ENGAGER TEAM

Elizabeth Blythe  
Alicia Chavez  
Emily Carrillo  
Shawna Davis  
Sandra Hasty  
Jimmy Mack  
Scott Meyer  
Adam Tisdale  
Erin Vader

### CITY STAFF

In addition, a team of approximately 100 City staff volunteers were available to assist in community engagement activities along with the Core Engager Team. Seventy staff members dedicated time participating in Strategic Plan workshops.

### STRATEGIC PLAN CONSULTANT TEAM

Shockey Consulting Services, llc  
FuturesLab, Rebecca Ryan, Futurist

# VISIONING PROCESS OVERVIEW

The Olathe City Council began the Olathe 2040: Future Ready strategic planning process in spring 2018, meeting for a FuturesLab with Rebecca Ryan, Futurist. During this time, the Council provided strategic direction, considered future trends, and shaped five areas of community focus for the visioning process.

- Quality of Life
- Infrastructure
- Economy
- Exceptional Services
- Future Ready

On November 6, 2018, City staff updated the City Council on the strategic planning progress, followed with Councilmembers' participation in a visioning workshop.





# VISION STATEMENTS

## QUALITY OF LIFE

People choose Olathe. Healthy, safe people living in quality neighborhoods connected to important places and each other.

## INFRASTRUCTURE

Olathe delivers smart, connected, integrated, innovative infrastructure that is safe, reliable, efficient, and sustainable.

## ECONOMY

Olathe is an economic leader in the region. Our strong economic base is built by highly successful businesses of all sizes, entrepreneurs, a skilled workforce, vibrant downtown, and other attractive places throughout the community.

## EXCEPTIONAL SERVICES

Olathe efficiently provides high quality services the community values.

## FUTURE READY

Olathe takes a future-ready approach. We are resilient, innovative, nimble, and collaborative in how we address tomorrow's challenges today.

**Future Ready vision is the basis for the Strategic Plan. Olathe will use the Strategic Plan as a roadmap to successfully address tomorrow's challenges.**

# STRATEGIC PLANNING ADVISORY COMMITTEE

## OLATHE STRATEGIC PLANNING ADVISORY COMMITTEE

Dustin Avey  
Christina Beard  
John Bennie  
Weston Curnow  
LeEtta Felter  
Jimmy Gaona  
Brian Geary  
Mike Jensen  
Amy Leffert  
Alan Marston  
Greg Mosley  
Anne Oswald  
Barry Sutherland  
Dean Vakas  
Marcia Youker



The Olathe Strategic Planning Advisory Committee represented diverse interests, demographics, various sectors, and different geographic areas of the community.

The Olathe Strategic Planning Advisory Committee met six times over a period of six months. During this time the group:

- Studied emerging trends and current data
- Gained insight into issues Olathe faces and identified challenges and opportunities
- Considered community input surrounding the focus areas and desires for Olathe's future
- Participated in community involvement
- Developed Guiding Principles and created strategies based on those principles
- Defined a vision and developed a vision outline
- Developed a vision framework

# COMMUNITY ENGAGEMENT

## HOW DO YOU IMAGINE OLATHE IN 2040?

Olathe 2040: Future Ready implemented an engagement plan to gain extensive community feedback and valuable input for the vision framework's development. The approach promoted engagement activities for meaningful, deliberate discussions about the future of Olathe.

Beginning in July 2018, an aggressive schedule of engagement activities asked the public "How do you imagine Olathe in 2040?" Numerous events provided opportunities to contribute online comments, complete "How do you imagine Olathe" vision cards with comments or images, or play a Wheel of the Future game. Even the youngest participants were encouraged to draw how they imagine future Olathe or share their ideas in a video.

The innovative Neighborland communications platform, available at [OlatheKS.org/Olathe2040](http://OlatheKS.org/Olathe2040), encouraged collaboration with the public in an accessible, participatory manner with the goal of gaining meaningful input into the strategic plan vision process. Participants offered their own vision comments or could like what others contributed. More than 1,600 people engaged through Neighborland.

Community groups, such as Communities That Care, Faith Leaders, Chamber of Commerce Young Professionals, and the Latino Leadership Team, offered their views in small group discussions. The business community participated in surveys and personal interviews, which also provided valuable input for the vision framework.

Special engagement efforts involved Olathe youth, including elementary, middle school, and high school students.



# COMMUNITY ENGAGEMENT

## COMMUNITY EVENTS

- Fourth Fridays
- Olathe Live! Concert series
- Mahaffie Family Fun Night
- Olathe Charities 5K
- Celebrate Olathe events

## YOUTH ENGAGEMENT

- Teen Bash
- Teen Council
- Olathe Civic Leadership Academy
- Pleasant Ridge Middle School Art Challenge
- Liberty View Elementary 4th Grade Project
- Imagine Olathe Art Challenge

## UNDERREPRESENTED GROUPS/TARGETED OUTREACH

- Mission Southside Sports Night Rock the Block!
- Communities That Care/Faith Leaders
- Latino Leadership Team

## BUSINESS OUTREACH

- Chamber of Commerce YoPro Event
- Top 10 Large Employer Survey
- Letter from Mayor Copeland
- State of the City
- Economic Development Council
- Chamber Board Retreat

## CIVIC AND NETWORKING GROUPS

## BOARDS AND COMMITTEES

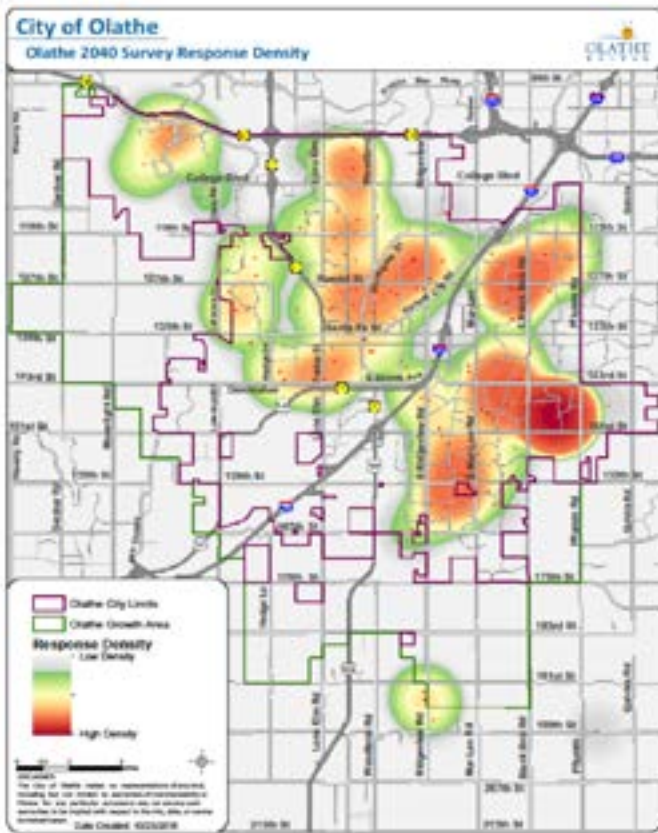
## MAYOR'S CABINET



# COMMUNITY ENGAGEMENT

## WIDESPREAD PARTICIPATION

The tracked participation in Olathe 2040: Future Ready community engagement showed widespread involvement. Nearly all residential areas of the city are represented.



## STAFF INPUT

Throughout this visioning process, a Strategic Planning Staff Team identified issues facing Olathe in the future, and provided valuable input based on community engagement and the Olathe Strategic Planning Advisory Committee's assessments.

## COMMUNITY ENGAGEMENT BY THE NUMBERS



## OLATHE 2040: FUTURE READY OUTCOME

Define a **BOLD VISION** that distinguishes Olathe from other communities.

Develop **BIG AUDACIOUS GOALS**.

**ENERGIZE STAKEHOLDERS** to embrace the vision.

Chart a **CLEAR COURSE** with thoughtful strategies & tactics that are **ADAPTABLE** to possible futures.

Establish **TARGETS & MEASURES** to determine whether Olathe is making progress toward that vision.

Establish a communication tool to **REPORT PROGRESS** and update the plan.



# GUIDING PRINCIPLES

---

The Advisory Committee developed Guiding Principles as a lens to help evaluate the vision statements, goals, and strategies included in the Strategic Plan.

- COMPREHENSIVE** | considers all areas and aspects of the community.
- BOLD** | pushes beyond the usual limits, setting a new standard for excellence.
- INNOVATIVE** | is creative and unique, challenging the status quo.
- INCLUSIVE** | ensures fairness, dignity, and respect for all people.
- ENDURING** | has long-lasting, positive effects on the community.
- FLEXIBLE** | can be adapted as economic, social, and environmental conditions change.
- REALISTIC** | is fact-driven and has a high likelihood of being achieved.
- MEASURABLE** | outcomes can be tracked, monitored, and celebrated.

# FUTURE READY

**VISION STATEMENT:** Olathe takes a future ready approach. We are **resilient, innovative, nimble,** and **collaborative** in how we **address tomorrow’s challenges today.**

In 2040,

- The City of Olathe is recognized throughout the country as a resilient community.
- Residents and businesses are thriving, engaged in the community, and continuing to adapt and plan into the future.
- Regionalism has made our metropolitan area a model for the nation.



## RESILIENCY AND TRUST

In 2040,

- Olathe’s focus on resiliency has transformed the way the city plans for and provides services.

GOAL	STRATEGIES
Improve the community's ability to be resilient and thrive.	<ul style="list-style-type: none"> <li>• Embed resilience into city operations and systems.</li> <li>• Build local, regional, and global relationships that support resiliency..</li> </ul>
Preserve high-level of public trust in the City of Olathe government.	<ul style="list-style-type: none"> <li>• Enhance transparency and accountability in local government.</li> <li>• Be the trusted source for information in the community.</li> <li>• Cultivate future community leaders.</li> </ul>

# QUALITY OF LIFE

**VISION STATEMENT:** People choose Olathe. **Healthy, safe people** living in **quality neighborhoods, connected to important places** and **each other**.

In 2040,

- Olathe is a great place to live and age well.
- People come to Olathe and stay because it is a place that provides hope for their future.
- Olathe is an inclusive community where everyone can live a productive life where there are good jobs, attainable housing, quality amenities, access to quality education, child care, and health services.
- People feel safe and connected to their neighbors and have community pride.



## DIVERSE HOUSING & QUALITY NEIGHBORHOODS

In 2040,

- Everyone can call Olathe home with attainable, diverse housing options in healthy, safe neighborhoods.

GOAL	STRATEGIES
Improve health of all neighborhoods.	<ul style="list-style-type: none"> <li>• Preserve, stabilize, and enhance all neighborhoods.</li> <li>• Provide a safe and accessible environment.</li> </ul>
Diversify housing choices.	<ul style="list-style-type: none"> <li>• Promote and encourage a mix of housing types and opportunities throughout the community.</li> <li>• Encourage new residential and redevelopment of existing residential real estate to attract people to work and live in Olathe.</li> <li>• Stimulate a variety of development that meets the needs of the community.</li> </ul>

## CONNECTED PEOPLE

In 2040,

- Olathe connects people to where they live, work, and play.
- Human connections bring meaning to our lives and create a sense of belonging in the community.
- Neighborhoods are welcoming and have a sense of community and place.



GOAL	STRATEGIES
Ensure that people are connected, safe, and have a sense of belonging.	<ul style="list-style-type: none"> <li>• Create opportunities for face-to-face and virtual interactions.</li> <li>• Physically connect people to places.</li> </ul>
Cultivate a welcoming community where people feel valued and relationships are built and fostered.	<ul style="list-style-type: none"> <li>• Partner with our diverse communities to shape our shared identity.</li> <li>• Advance inclusion, cultural, and ethnic enrichment.</li> <li>• Encourage neighborhoods to create social connections.</li> <li>• Equip residents with the skill sets, relationships, and knowledge base to anticipate and overcome challenging times.</li> </ul>

## HEALTHY COMMUNITY

In 2040,

- Quality, integrated, and supportive resources and services are available and accessible to all members of our community.

GOAL	STRATEGIES
Create a community where people of all ages and abilities thrive.	<ul style="list-style-type: none"> <li>• Develop and maintain places and programs that encourage active lifestyles for all ages.</li> <li>• Plan neighborhoods as community hubs offering access to healthcare, education, physical activity, and healthy food.</li> </ul>
Optimize access to physical and mental health care, physical activity, and healthy food options.	<ul style="list-style-type: none"> <li>• Promote integrated physical and mental health services.</li> </ul>
Maximize an environment where people feel invested in community safety.	<ul style="list-style-type: none"> <li>• Ensure people feel safe and are safe.</li> </ul>



## PEOPLE REACH THEIR FULL POTENTIAL

In 2040,

- People have access to quality employment, education, enjoyment, and transportation.

GOAL	STRATEGIES
<p>Improve opportunities for employment, education and community resources.</p>	<ul style="list-style-type: none"> <li>• Collaborate with local community partners to establish a cohesive network of support services.</li> <li>• Work regionally to develop a holistic approach to address areas of transitional housing, mental health, substance abuse, medical needs, transportation, and jobs.</li> <li>• Ensure equitable access to technology.</li> <li>• Develop local talent capacity for jobs of the future.</li> </ul>

## CELEBRATE OUR UNIQUE PLACES AND HISTORY

In 2040,

- Olathe treasures its rich history and cultural legacy through education, promotion, and preservation efforts.
- Locals and visitors enjoy Olathe's historic attractions and community events.



GOAL	STRATEGIES
<p>Increase unique experiences and places.</p>	<ul style="list-style-type: none"> <li>• Preserve Olathe's history and cultural landscape.</li> <li>• Create and promote Olathe as a regional and national destination.</li> <li>• Stimulate Downtown Olathe revitalization through new investments and opportunities.</li> </ul>

# INFRASTRUCTURE

**VISION STATEMENT:** Olathe delivers **smart, connected, integrated, innovative infrastructure** that is **safe, reliable, efficient, and sustainable**.

In 2040,

- Our infrastructure is innovative, reliable, efficient, affordable, and sustainable.
- Transportation is safe, convenient, affordable, connected to the regional transportation system, and environmentally-friendly.
- Our infrastructure is prepared for and can recover quickly from disruption.



## OPTIMIZE HEALTH AND SAFETY

In 2040,

- Olathe safeguards public health and the environment.

GOAL	STRATEGIES
Eliminate crashes for all modes of transportation.	<ul style="list-style-type: none"> <li>• Proactively plan and implement infrastructure investments to assure connectivity, growth, public health, and safety.</li> <li>• Prioritize safe infrastructure connecting the community.</li> </ul>
Reduce environmental and public health impacts with infrastructure investments.	<ul style="list-style-type: none"> <li>• Ensure continuity of operations in response to natural disasters, changes in weather, and attacks on infrastructure.</li> <li>• Proactively engage with regulatory agencies to predict future regulatory requirements.</li> </ul>

## CONNECTED MULTIMODAL TRANSPORTATION SYSTEM

In 2040,

- People have multiple, convenient options to travel within Olathe and the region.
- Olathe is an innovative and collaborative leader in regional transportation.

GOAL	STRATEGIES
Enhance movement of people and goods with a multimodal transportation network and infrastructure.	<ul style="list-style-type: none"> <li>• Plan for future forms of transportation.</li> <li>• Implement innovative technologies and services for a sustainable transportation system.</li> <li>• Create transportation centers for movement of people and goods with multiple modes of transportation.</li> </ul>
Reduce travel time in Olathe and to other parts of the region.	<ul style="list-style-type: none"> <li>• Improve access to important places in the community and the region.</li> <li>• Identify innovative solutions to transportation barriers.</li> </ul>

## RESILIENT INFRASTRUCTURE

In 2040,

- Olathe has purposefully built infrastructure redundancies that can accommodate disruption and future growth.



GOAL	STRATEGIES
Maximize reliable and sustainable infrastructure for future generations.	<ul style="list-style-type: none"> <li>• Invest in innovative materials and techniques to build and extend the life of infrastructure.</li> <li>• Deliver all infrastructure growth to full build out so it is more affordable and sustainable.</li> <li>• Facilitate access to the next generation network of data.</li> <li>• Invest in clean, renewable energy.</li> </ul>

# ECONOMY

**VISION STATEMENT:** Olathe is an **economic leader** in the region. Our **strong economic base** is built by **highly successful businesses** of all sizes, **entrepreneurs**, a **skilled workforce**, **vibrant downtown**, and other **attractive places** throughout the community.

In 2040,

- Olathe’s diverse business and strong tax base thrives even during economic downturns.
- Olathe’s residents are prosperous.
- Downtown Olathe features vibrant businesses, residences, civic services, and a popular community gathering place.
- A highly-skilled and diverse workforce serves the needs of all segments of the community.
- Educational training programs create job opportunities for young people to remain in our community.
- Olathe’s built environment supports success for retail and service-oriented businesses and is sustainably positioned for the economic currency of the future.
- Olathe is an exciting place to live and work.

## STRONG, DIVERSE ECONOMIC BASE BUILT BY HIGHLY SUCCESSFUL BUSINESSES OF ALL SIZES

In 2040,

- Olathe’s economy is resilient to downturns because there are businesses of all sizes and many different sectors.

GOAL	STRATEGIES
Increase Olathe’s economic base.	<ul style="list-style-type: none"> <li>• Stimulate private investment in our community.</li> <li>• Create an environment where businesses grow and prosper.</li> <li>• Recruit companies in high priority sectors and businesses that support those sectors.</li> <li>• Target growth and redevelopment to revitalize infill locations.</li> </ul>
Increase prosperity of residents.	<ul style="list-style-type: none"> <li>• Create a resilient tax base.</li> <li>• Establish a globally recognized community brand that differentiates Olathe and attracts people and investment.</li> <li>• Empower residents to build wealth locally.</li> </ul>

## KNOWLEDGE-BASED WORKFORCE

In 2040,

- Olathe's workforce has the skills and knowledge to compete in emerging markets.

GOAL	STRATEGIES
Lead the region in the number of highly educated and skilled people.	<ul style="list-style-type: none"> <li>Develop an unsurpassed education and training infrastructure to align workforce with jobs of the future.</li> <li>Invest in quality of life to retain and attract creative and innovative talent.</li> <li>Increase collaboration and partnership between businesses, schools, and universities.</li> </ul>
Increase resources for entrepreneurs.	<ul style="list-style-type: none"> <li>Increase the flow of seed and venture capital for startups in Olathe or businesses locating in Olathe.</li> </ul>

## VIBRANT BUSINESS, RETAIL, AND ENTERTAINMENT

In 2040,

- The quality and variety of business, retail, and entertainment options attract visitors, residents, and business investment.



GOAL	STRATEGIES
Establish Olathe as the premier business, retail, and entertainment draw in the region.	<ul style="list-style-type: none"> <li>Invest in shopping, dining, entertainment, and living opportunities that will endure.</li> <li>Create a leading edge and flexible approach to development and redevelopment.</li> <li>Revitalize and redevelop aging residential and commercial real estate.</li> <li>Revitalize Olathe's historic downtown as a government center and a place to fulfill the daily needs of residents and employees.</li> <li>Improve the attractiveness and sustainability of the built environment.</li> <li>Promote unique places and experiences.</li> </ul>

# EXCEPTIONAL SERVICES

**VISION STATEMENT:** Olathe **efficiently** provides **high quality services** the **community values**.

In 2040,

- The City of Olathe utilizes resources to meet or exceed public expectations.
- Residents have confidence in their community leaders.
- Community members participate in local government decision-making.
- The City of Olathe's workforce sets the standard for excellence in local government.
- City officials collaborate with regional, state and federal officials to enhance service delivery and quality of life.



## QUALITY CITY WORKFORCE

In 2040,

- The City of Olathe's quality workforce sets the standard for excellence.

GOAL	STRATEGIES
Retain and attract a high performing workforce for our resilient community.	<ul style="list-style-type: none"> <li>• Showcase Olathe as an employer of choice.</li> <li>• Ensure demographics of the City workforce match community demographics.</li> </ul>
Create a premier employee experience.	<ul style="list-style-type: none"> <li>• Invest in a desirable organizational culture that values employee development, creative problem-solving and service.</li> <li>• Improve employee total well-being.</li> </ul>

## INNOVATION & COLLABORATION

In 2040,

- The City's organizational culture supports innovation and collaboration in decision-making and service-delivery.

GOAL	STRATEGIES
Take customer experience and service delivery to the next level of excellence.	<ul style="list-style-type: none"><li>• Align services with resident feedback, community needs, and priorities.</li><li>• Leverage future technology to match consumer behaviors and future expectations for services.</li><li>• Transform the customer experience.</li></ul>
Develop efficient and innovative practices to benefit our customers.	<ul style="list-style-type: none"><li>• Cultivate an environment that celebrates innovation and collaboration.</li><li>• Share and apply data to better inform decisions.</li></ul>



OLATHE  
KANSAS

#OLATHE2040

OLATHE  
2040

OLATHE  
2040



FUTURE READY



# CITY OF OLATHE LONG-RANGE PLANS

Capital Improvements Plan  
Comprehensive Land Use Plan/PlanOlathe  
Emergency Operations Plan  
Envision Olathe Downtown Plan  
Olathe Public Library Master Plan  
Parks and Recreation Master Plan  
Public Art Master Plan  
Solid Waste Master Plan  
Transportation Master Plan  
Water Master Plan

---

## STRATEGIES UNDERWAY

Communities for All Ages  
Healthy Neighborhoods Initiative  
Master Housing Study



## STRATEGIC PLAN

---

[OLATHEKS.ORG/OLATHE2040](http://OLATHEKS.ORG/OLATHE2040)