

**LEAVENWORTH 2030 COMPREHENSIVE PLAN
CITY COMMISSION / PLANNING COMMISSION WORKSHOP**

**Tuesday, October 6, 2020
6:00 - 8:00 p.m.
Riverfront Community Center**

MEETING PURPOSE:

To provide an overview of the project process and participate in small group discussion on goals and objectives.

| Time | Agenda Item | Discussion Lead |
|-------------|--|--|
| 6:00 | Welcome & Introductions | Shelby Ferguson, Shockey Consulting |
| 6:05 | Project Update | Shelby Ferguson |
| 6:10 | Vision Statement | Sheila Shockey, Shockey Consulting |
| 6:20 | Activity Overview (Labor and Generation Profiles) | Sheila Shockey |
| 6:30 | Activity: Determine desired outcomes for each issue | Sheila Shockey, Shelby Ferguson, |
| 7:55 | Next Steps & Questions | Shelby Ferguson |
| 8:00 | Adjourn | |



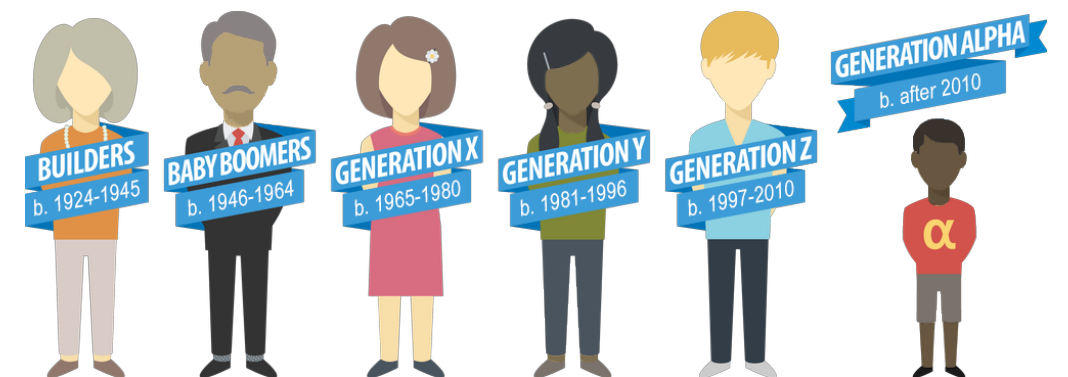
Purpose:

**What does our community need to attract and retain all generations?
How will the needs change from today to 2030 and beyond?**

Help us plan for all generations today, 5 and 10 years into the future. Consider all aspects that make Leavenworth a vibrant community with the finest quality of life: cultural & historic resources; recreation amenities; health, safety & well-being; collaborative relations with education partners; neighborhoods & housing choices; the economy; multimodal transportation; facilities & infrastructure and the environment.

Instructions:

1. **Download** the Generation Profile Activity (three (3) sheets including this instruction sheet).
2. **Print** out the materials for discussion with your small group (remember to follow social distancing protocols).
3. **Review** the generation profiles on the following page, which are representative stories to portray the general trends and characteristics of each generation.
4. **Discuss** as a group what each generation will need today and into the future.
5. **Record** your ideas on the last sheet in one of two ways, whichever is most convenient:
 - *if printed* - use a pen in the white boxes provided, or
 - *if digital* - use the text/comment tools in Adobe Acrobat (or similar digital editing PDF program)
6. **Submit** your great ideas, along with your group's sign-in sheet, in one of two ways:
 - *if printed* - drop-off your worksheets to one of our Conversation Kit drop box locations in the community: City Hall, Leavenworth Public Library, Price Chopper, or Dillons, or
 - *if digital* - email your materials to: shelby@shockeyconsulting.com
7. **Share** a picture of your group via email or by posting on social media with **#FutureForwardLV2030** and encourage others to engage too!
8. **Thank you** for helping us shape our future!!!



Generation Profiles

Builders



A.K.A:
The Silent Generation
Leavenworth's Population:
1,651
Name:
Barbara
Age:
82

Barbara, age 82, moved to Leavenworth in 1960 with her late husband, Howard, and their four children. Barbara and Howard were high school sweethearts and married after graduating from high school. Three out of her four children now live on the coasts. One of her sons lives in Kansas City. Barbara still resides in the home that she raised her family in, but it has seen better days. Barbara, living alone at her age and on a fixed monthly income, has a difficult time keeping up with the responsibilities of owning a 2,300 square foot split-level house home. She still drives her car, but her eyesight is declining. She wants to remain independent and continue to stay active in her church, do her own grocery shopping and play bridge at the community center twice a week.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during post-war happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker: World War II (1939-1945)
- marketing: print (traditional)

Baby Boomers

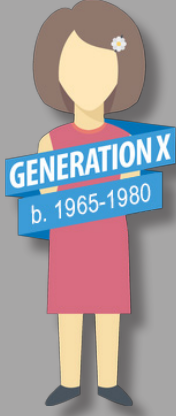


A.K.A:
Latchkey Generation
Leavenworth's Population:
6,936*
Name:
Richard
Age:
66

Richard, age 66, moved with his wife, Sherry, from the West Coast to Leavenworth five years ago to be closer to their daughter's family and newly born grandbaby. They were attracted to Leavenworth because of the high quality of life and more affordable housing options compared to the West Coast. Richard and Sherry wanted a smaller house near shopping and services, so they rent a 2-bedroom/1-bath house. Richard is a retired military computer programmer, who works as a consultant for a local logistics company. Richard wants to start cutting back on his work hours so he and Sherry can do more traveling. They are wanting to purchase a maintenance-free home in a neighborhood with lots of amenities that is near local shops and activities.

- grew up during dramatic social change
- biggest spenders (70%) of consumer goods & services
- pushing up rental costs
- desire age-in-place options
- enjoy walkable, urban areas
- spend more time providing for their families
- amount may strain Medicare
- social marker: moon landing (1969)
- marketing: broadcast (mass)

Generation X

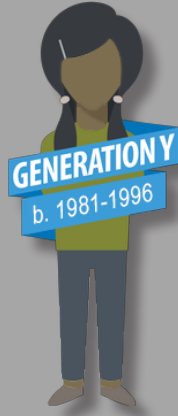


A.K.A:
Latchkey Generation
Leavenworth's Population:
6,374*
Name:
Lisa
Age:
45

Lisa, age 45, started her own business, an interior lighting shop in Leavenworth after graduating from college in 1998. She is losing sales to online stores in recent years. Lisa's parents have health issues and struggle to live on their own, so they are moving in with Lisa's family. She has cut back her hours to take care of her parents but struggles to find employees to work at her shop. Lisa's got a full house and full plate with her parents moving in with her and her husband. Their daughter graduated college but is now also back home with Lisa because she can't afford to move out on her own even with a job. Lisa wants to give her parents their own space, but she doesn't have a first-floor bedroom with a bath.

- founders of 55% of start-ups
- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker: stock market crash (1987)
- marketing: direct (targeted)

Generation Y

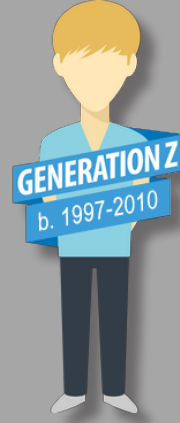


A.K.A:
Millennials
Leavenworth's Population:
8,687*
Name:
Emily
Age:
30

Emily, age 30, rents an apartment near the school where she teaches. She's struggling to pay the rent. Her teacher's salary barely covers her housing costs, large student loan debt and car payment even with a roommate. Emily wants to be close to downtown where there are shops and restaurants, access to trails so she can go running with her dog, but live close to the school she teaches at to keep her transportation costs low. To make ends meet, she sells essential oils on social media, plays piano for events and makes and sells jewelry.

- high student debt, difficulty building wealth
- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date (Gen X predominantly white)
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes/condos with proximity to amenities & services
- spreading urban lifestyles to the suburbs
- social marker: September 11 (2001)
- marketing: online (linked, hyper-connectivity)

Generation Z

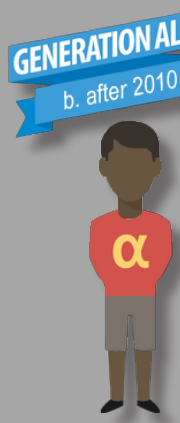


A.K.A:
New Silent Generation
Leavenworth's Population:
6,615*
Name:
Jake
Age:
21

Jake, age 21, struggles with the financial and time pressures of going to college and working part-time. Not having a clear career direction and stressing about the high cost of college negatively impacts his mental health. He suffers from anxiety and moved back home to live with his parents. Rather than taking classes for college credit, he is learning graphic design on his own by taking online non-credit training courses. He works retail at the local mall, but sales are declining. He will need to get a full-time job but doesn't have any job training or education beyond the high school level. Jake is thinking of starting his own business doing graphic design, TikTok videos and managing social media for businesses.

- largest generation, will be 40% of U.S. consumers, dominant trend influencers
- never been without internet
- will be most educated, alternate education means
- more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security
- socially & ethically conscious
- social marker: global financial crisis (2008)
- marketing: digital (social)

Generation Alpha



A.K.A:
Generation Alpha
Leavenworth's Population:
5,745
Name:
Xavier
Age:
7

Xavier, age 7, is a first generation American. His parents, sister, brother, uncle and grandma all moved to Kansas City ten years ago from Venezuela. He lives with his grandmother, his mother who is a physician, his father who is a professor and his uncle who is a petroleum engineer. To Xavier, technology is not a tool but an integrated part of his life. He commands Alexa in multiple languages to tell him about the weather and sports scores, to tell him jokes, to play music and even order online groceries for his grandmother. When asked what he wants to be when he grows up, Xavier answers a soccer star or a marketing mogul. He watches kids his age making millions of dollars reviewing toys and other products on YouTube and wonders why he can't be a star too.

- technology fully-integrated
- will be the wealthiest & most formally educated generation
- 11% of workforce in 2030
- will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life
- social marker: COVID-19 (2020)
- marketing: in situ (real-time)

What are the future needs of these generations?



Builders

Name:
Barbara

Age:
82

In **2020** (age 82):

In **2030** (age 92):

In **2040** (age 102):



Baby Boomers

Name:
Richard

Age:
66

In **2020** (age 66):

In **2030** (age 76):

In **2040** (age 86):



Generation X

Name:
Lisa

Age:
45

In **2020** (age 45):

In **2030** (age 55):

In **2040** (age 65):



Generation Y

Name:
Emily

Age:
30

In **2020** (age 30):

In **2030** (age 40):

In **2040** (age 50):



Generation Z

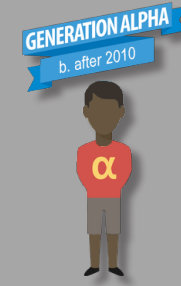
Name:
Jake

Age:
21

In **2020** (age 21):

In **2030** (age 31):

In **2040** (age 41):



Gen. Alpha

Name:
Xavier

Age:
7

In **2020** (age 7):

In **2030** (age 17):

In **2040** (age 27):

Purpose:

What does our community need to attract and retain employees in all employment sectors?
How will the needs change from today to 2030 and beyond?

Help us plan for Leavenworth's workforce today, 5 and 10 years into the future. Consider all aspects that make Leavenworth a vibrant community with the finest quality of life: cultural & historic resources; recreation amenities; health, safety & well-being; collaborative relations with education partners; neighborhoods & housing choices; the economy; multimodal transportation; facilities & infrastructure and the environment.

Instructions:

1. **Download** the Labor Profile Activity (three (3) sheets including this instruction sheet).
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3. **Review** the labor profiles on the following page, which are representative stories to portray the general trends and characteristics of several employment sectors.
4. **Discuss** as a group what each employee will need today and into the future.
5. **Record** your ideas on the last sheet in one of two ways, whichever is most convenient:
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Meet Chris:

Chris and his wife, Kim, live in Leavenworth with their daughter. Kim is a social worker at the Leavenworth Penitentiary, while Chris works as an IT specialist for the Veteran's Administration. Chris hopes to be able to move up the ladder within the company with his experience in logistics and technology.



Gender: **Male**
 Age: **33**
 Race / Ethnicity: **Latino**
 Residence: **Leavenworth, KS**
 Education Attainment: **Associates Degree**
 Occupation: **Informational Technology Specialist**
 Employment Sector: **Public Administration**
 Employer: **Veteran's Administration**
 Location: **Leavenworth, KS**
 Employment Status: **Full-Time**
 Annual Wage: **\$43,251**
 Commute: **8 miles (10-15 minutes), one-way by car**

Meet Judy:

Judy and her family just relocated to Leavenworth. Judy was reassigned to work as an instructor in the Command and General Staff College at Fort Leavenworth, while her husband commutes to work. They moved to Leavenworth to enjoy the benefits of small town living for their children and to be closer to her aging parents.



Gender: **Female**
 Age: **42**
 Race / Ethnicity: **White**
 Residence: **Leavenworth, MO**
 Education Attainment: **Master's Degree**
 Occupation: **Faculty Instructor**
 Employment Sector: **Active Military**
 Employer: **United States Army**
 Location: **Fort Leavenworth, MO**
 Employment Status: **Full-Time**
 Annual Wage: **\$94,366**
 Commute: **10 miles (15-20 minutes), one-way by car**

Meet Daniel:

Daniel grew up in Leavenworth with his parents and siblings. He received his Bachelor's Degree in Nursing from the University of Saint Mary and has since been licensed as a Registered Nurse. Despite getting a job with Shawnee Mission Medical Center in Johnson County, Daniel wanted to save money and live with his family in Leavenworth.



Gender: **Male**
 Age: **25**
 Race / Ethnicity: **White**
 Residence: **Leavenworth, KS**
 Education Attainment: **Bachelor's Degree**
 Occupation: **Registered Nurse**
 Employment Sector: **Health Care**
 Employer: **Shawnee Mission Medical Center**
 Location: **Johnson County, KS**
 Employment Status: **Full-Time**
 Annual Wage: **\$62,400**
 Commute: **37 miles (45-60 minutes), one-way by car**

Meet Sophie:

Sophie recently graduated from Lansing High School and is now enrolled as a part-time student at Barton Community College in Leavenworth. She lives with her family in Lansing, but since most of her time is spent in Leavenworth, she has taken up a part-time retail position to off-set her tuition and expenses.



Gender: **Female**
 Age: **19**
 Race / Ethnicity: **White**
 Residence: **Lansing, KS**
 Education Attainment: **High School Diploma**
 Occupation: **Sales Associate**
 Employment Sector: **Retail**
 Employer: **Walmart**
 Location: **Leavenworth, MO**
 Employment Status: **Part-Time**
 Hourly Wage: **\$10.55**
 Commute: **3.5 miles (8 minutes), one-way by car**

Meet Doug:

Doug commutes to Tonganoxie for work as a city employee. He grew up nearby and now lives on the east side of Leavenworth, close to downtown. Doug frequently enjoys the short walk to shops downtown and trails along the Missouri River, where he often walks his dogs on the weekends.



Gender: **Male**
 Age: **49**
 Race / Ethnicity: **White**
 Residence: **Leavenworth, KS**
 Education Attainment: **Bachelor's Degree**
 Occupation: **City Employee**
 Employment Sector: **Public Administration**
 Employer: **City of Tonganoxie**
 Location: **Tonganoxie, KS**
 Employment Status: **Full-Time**
 Annual Wage: **\$41,748**
 Commute: **20 miles (25 - 30 minutes), one-way by car**

Meet Tiffany:

Tiffany was born and raised in Leavenworth. She and her husband, Steve, recently moved to Wyandotte County to be closer to amenities near the Legends Outlet. After their two children were in grade school, Tiffany went back to teaching full-time. Luckily, she got a job in her hometown at Earl M. Lawson Elementary School.



Gender: **Female**
 Age: **58**
 Race / Ethnicity: **Black / African American**
 Residence: **Wyandotte County**
 Education Attainment: **Bachelor's Degree**
 Occupation: **Teacher**
 Employment Sector: **Educational Sector**
 Employer: **Leavenworth USD 453**
 Location: **Leavenworth, KS**
 Employment Status: **Full-Time**
 Annual Wage: **\$45,693**
 Commute: **22 miles (27-30 minutes), one-way by car**

What are the future needs of these employees?

IT Specialist
Public Administration



Name:
Chris
Age:
33

In 2020 (age 33):

In 2030 (age 43):

In 2040 (age 53):

Faculty Instructor
Active Military



Name:
Judy
Age:
42

In 2020 (age 42):

In 2030 (age 52):

In 2040 (age 62):

Registered Nurse
Healthcare



Name:
Daniel
Age:
25

In 2020 (age 25):

In 2030 (age 35):

In 2040 (age 45):

Sales Associate
Retail



Name:
Sofia
Age:
19

In 2020 (age 19):

In 2030 (age 29):

In 2040 (age 39):

City Employee
Public Administration



Name:
Doug
Age:
49

In 2020 (age 49):

In 2030 (age 59):

In 2040 (age 69):

Teacher
Education Sector



Name:
Tiffany
Age:
58

In 2020 (age 58):

In 2030 (age 68):

In 2040 (age 78):

LEAVENWORTH 2030

First City, Future Forward



Joint Workshop #2

Tuesday, October 6, 2020

Chapter 1: Community Identity

During the Comprehensive Plan Process, the Leavenworth City Commission and Planning Commission established a future vision:

People LIVE, WORK and STAY in Leavenworth because of...

- Diverse employment opportunities and economic growth
- Affordable housing and vibrant neighborhoods
- Connectivity within our city and to the region
- Quality education, training, and lifelong learning
- Accessible, quality healthcare
- Natural spaces and facilities for active living
- Outstanding public safety

Locals and visitors value Leavenworth's UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.

We are UNIFIED, WELCOMING and COMMITTED to making Leavenworth the BEST PLACE in the Midwest

Instructions:

1. Get in your roles! Take a minute to read your assigned profile.
2. Discuss each topic's context insight and foresight.
3. **Thinking as your character...What is desired outcome for each issue? Now put your hat on - What do you think the desired outcome should be? How do we know if we have reached our goals?**

Generation Profiles

Builders



A.K.A:
The Silent
Generation

Leavenworth's
Population:
1,651
Name:
Barbara
Age:
82

Barbara, age 82, moved to Leavenworth in 1960 with her late husband, Howard, and their four children. Barbara and Howard were high school sweethearts and married after graduating from high school. Three out of her four children now live on the coasts. One of her sons lives in Kansas City. Barbara still resides in the home that she raised her family in, but it has seen better days. Barbara, living alone at her age and on a fixed monthly income, has a difficult time keeping up with the responsibilities of owning a 2,300 square foot split-level house home. She still drives her car, but her eyesight is declining. She wants to remain independent and continue to stay active in her church, do her own grocery shopping and play bridge at the community center twice a week.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during post-war happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker:
World War II (1939-1945)
- marketing: print (traditional)

Baby Boomers



A.K.A:
Latchkey
Generation

Leavenworth's
Population:
3,829
Name:
Richard
Age:
66

Richard, age 66, moved with his wife, Sherry, from the West Coast to Leavenworth five years ago to be closer to his daughter's family and newly born grandbaby. They were attracted to Leavenworth because of the high quality of life and more affordable housing options compared to the West Coast. Richard and Sherry wanted a smaller house near shopping and services, so they rent a 2-bedroom/1-bath house. Richard is a retired military computer programmer, who works as a consultant for a local logistics company. Richard wants to start cutting back on his work hours so he and Sherry can do more traveling. They are wanting to purchase a maintenance-free home in a neighborhood with lots of amenities that is near local shops and activities.

- grew up during dramatic social change
- biggest spenders (70% of consumer goods & services pushing up rental costs)
- desire age-in-place options
- enjoy walkable, urban areas
- spend more time providing for their families
- amount may strain Medicare
- social marker:
moon landing (1969)
- marketing: broadcast (mass)

Generation X



A.K.A:
Millennials

Leavenworth's
Population:
4,331
Name:
Lisa
Age:
45

Lisa, age 45, started her own business, an interior lighting shop in Leavenworth after graduating from college in 1993. She is losing sales to online stores in grandbaby. Lisa's parents have health issues and struggle to live on their own, so they are moving in with Lisa's family. She has cut back her hours to take care of her parents but struggles to find employees to work at her shop. Lisa's got a full house and full plate with her parents moving in with her and her husband. Their daughter graduated college but is now also back home with Lisa because she can't afford to move out on her own even with a job. Lisa wants to give her parents their own space, but she doesn't have a first-floor bedroom with a bath.

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- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker:
stock market crash (1987)
- marketing: direct (targeted)

Generation Y



A.K.A:
Millennials

Leavenworth's
Population:
9,718
Name:
Emily
Age:
30

Emily, age 30, rents an apartment near the school where she teaches. She's struggling to pay the rent. Her teacher's salary barely covers her housing costs, large student loan debt and car payment even with a roommate. Emily wants to be close to downtown where there are shops and restaurants, access to trails so she can go running with her dog, but live close to the school she teaches at to keep her transportation costs low. To make ends meet, she sells essential oils on social media, plays piano for events and makes and sells jewelry.

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- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date (Gen X predominantly white)
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes/condos with proximity to amenities & services
- spreading urban lifestyles to the suburbs
- social marker:
September 11 (2001)
- marketing: online (linked, hyper-connectivity)

Generation Z



A.K.A:
New Silent
Generation

Leavenworth's
Population:
7,887
Name:
Jake
Age:
21

Jake, age 21, struggles with the financial and time pressures of going to college and working part-time. Not having a clear career direction and stressing about the high cost of college negatively impacts his mental health. He suffers from anxiety and moved back home to live with his parents. Rather than taking classes for college credit, he is learning graphic design on his own by taking online non-credit training courses. He works retail at the local mall, but sales are declining. He will need to get a full-time job but doesn't have any job training or education beyond the high school level. Jake is thinking of starting his own business doing graphic design, TikTok videos and managing social media for businesses.

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- never been without internet
- will be most educated, alternate education means
- more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security
- socially & ethically conscious
- social marker:
global financial crisis (2008)
- marketing: digital (social)

Generation Alpha



A.K.A:
New Silent
Generation

Leavenworth's
Population:
5,745
Name:
Xavier
Age:
7

Xavier, age 7, is a first generation American. His parents, sister, brother, uncle and grandma all moved to Kansas City ten years ago from Venezuela. He lives with his grandmother, his mother who is a physician, his father who is a professor and his uncle who is a petroleum engineer. To Xavier technology is not a tool but an integrated part of his life. He commands Alexa in multiple languages to tell him about the weather and sports scores, to tell him jokes, to play music and even order online groceries for his grandmother. When asked what he wants to be when he grows up, Xavier answers a soccer star or a marketing mogul. He watches kids his age making millions of dollars reviewing toys and other products on YouTube and wonders why he can't be a star too.

- technology fully-integrated
- will be the wealthiest & most formally educated generation
- 11% of workforce in 2030
- will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life
- social marker:
COVID-19 (2020)
- marketing: in situ (real-time)

LEAVENWORTH 2030

First City, Future Forward



Chapter 1: Community Identity

Preserving Historic & Cultural Resources

Historic and Cultural Resources

Goal 1.A:

Objective 1.A.1:

ACTION VERB | ACTIVITY | PURPOSE

*What historic and cultural assets should be preserved?
Which resources and assets are a priority?*

Context

The National Historic Preservation Act (NHPA) of 1966 protects historic and cultural resources from demolition related to federally funded infrastructure and urban renewal projects. Eighteen Kansas communities meet the requirements established by the National Park Service (NPS) to become a Certified Local Government (CLG). CLGs have competitive advantages when applying for federal preservation grants. They have a stronger voice in the nomination of properties in their communities to the National Register.

Insight

Leavenworth has a healthy supply of historic structures and districts. Leavenworth's historic and cultural resources are in good condition and do not suffer from demolition as much as other cities. Leavenworth is one of four Kansas cities to become Preserve America Cities. Leavenworth has 8 historic districts, more than any city in Kansas. The Downtown Historic District contains 65 contributing properties. In 1995, Leavenworth established the Leavenworth Main Street Program, Inc a 501c3 non-profit which combines revitalization, economic activity and preservation concepts at the local level. Partnerships with economic development groups, business owners and the city has resulted in \$71 million (2016) reinvested the downtown.

VISION: Locals and visitors value Leavenworth's **UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.**

STATE REGISTER

3

PROPERTIES

NATIONAL REGISTER

36

PROPERTIES

Source: Kansas Historical Society database

The City of Leavenworth, Kansas is a Certified Local Government (CLG), since 1999. As such, its historic preservation program meets federal guidelines. The designation also allows the City to compete for a pool of grant funds available each year to CLGs in the state.

Foresight

The modern historic preservation movement focuses on people-centered preservation efforts rather than places. What we think of as "historic" is changing. Buildings that are 50 years old or more can be considered historic for preservation purposes. There is a renewed interest in modernizing and preserving structures from the 1950s, 1960s and 1970s, primarily ranch-style homes.

LEAVENWORTH 2030

First City, Future Forward



Chapter 1: Community Identity

Sense of Community

Sense of Community

Goal 1.B:

Objective 1.B.2:

ACTION VERB | ACTIVITY | PURPOSE

What makes our community unique?

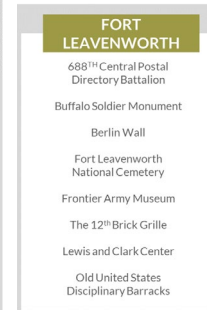
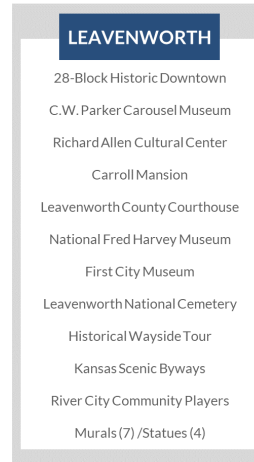
How do we create a community that celebrates, welcomes and supports cultural amenities and resources?

Context

Sense of community is influenced by a city's physical environment as well as its social fabric. Unique architecture, tree lined streets, historic downtowns, cultural events and festivals are examples of the tangible things that work together to create desirable places to live and work in and to visit. People identify with. People are attracted to places where they feel connected and accepted. Cities that are welcoming and support cultural amenities and resources draw residents and visitors that support the local economy.

Insight

Leavenworth is an historic city with a small-town atmosphere. As the first established city in the state of Kansas, Leavenworth enjoys an abundance of history and heritage. Leavenworth's connection and critical role in settlement of western America stand out. The remaining structures from the early 1800s and 1900s are representative of the city's past. Large vintage homes from weather settlers are still intact as well as buildings from the historic downtown. Located about 30 minutes from Kansas City, Leavenworth is close to amenities offered by the Kansas City region but can also draw visitors from the region with its own historic and cultural attractions.



VISION: Locals and visitors value Leavenworth's **UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.**

Foresight

As Leavenworth becomes more diverse, communities need to create a welcoming environment for new, more diverse populations. The World Health Organization says that "societies that enable citizens to play a full and useful role in the social, economic, and cultural life of their society will be healthier than those where people face insecurity, exclusion, and deprivation." Inclusivity and equitable choices will help Leavenworth's citizens have a better quality of life, feel like they are a part of the community, and be a part of the community. Inclusivity allows people to feel supported and listened to in the community no matter how they identify.

LEAVENWORTH 2030

First City, Future Forward



Chapter 1: Community Identity

Unique Attractions

Unique Attractions

Goal 1.C:

Objective 1.C.1:

ACTION VERB | ACTIVITY | PURPOSE

What amenities, space and facilities are needed?

How do we entice people to our unique attractions and Downtown?

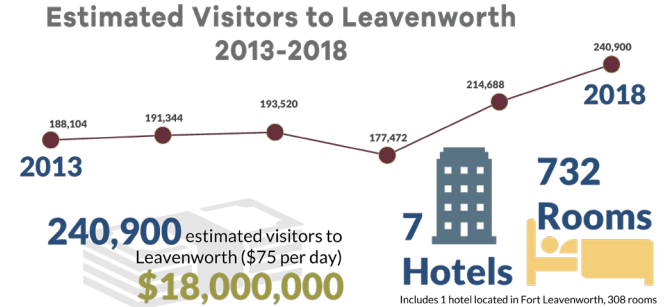
Context

Unique attractions contribute to a community's identity and cultural heritage. Preserving unique attractions can create spaces to experience music, art, culture and film that celebrate cultures that may not always be represented every day in the community.

Insight

According to the Leavenworth Convention and Visitors Bureau, there is something for all ages to enjoy in the city. People of all ages can experience the arts, agritourism, history, shopping, recreation activities and nightlife for adults! Unique attractions will help attract people to Leavenworth and help people see Leavenworth as a diverse, cultural, and historic community. Festivals also take place in public places such as streets, parks and more. This gives underrepresented populations a way to express themselves in public spaces.

VISION: Locals and visitors value Leavenworth's **UNIQUE HISTORY, DESTINATIONS and EXPERIENCES.**



Source: Leavenworth Visitors Bureau Report, 2018

Foresight

During this time when large gatherings are prohibited or social distancing requirements make them impossible, Leavenworth can plan for future events and determine what amenities, spaces and facilities are needed. It may take a few years, but people will once again attend events, go to museums and feel comfortable in groups. Attractions and events will once again be a draw for regional residents.

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Chapter 2: Livable Built Environment Neighborhood & Housing

Neighborhoods & Housing

Goal 2.A:

Objective 2.A.1:

ACTION VERB | ACTIVITY | PURPOSE

VISION: Affordable housing and vibrant neighborhoods

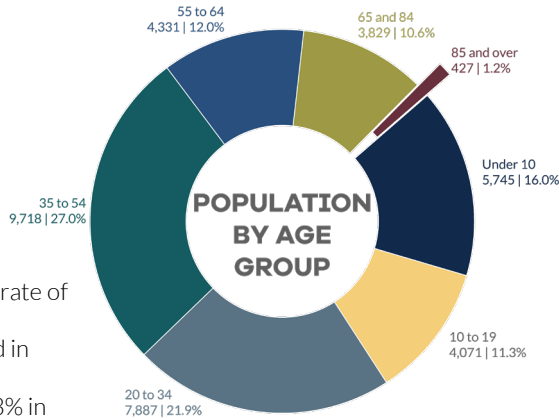
How do we support aging in place?

Context

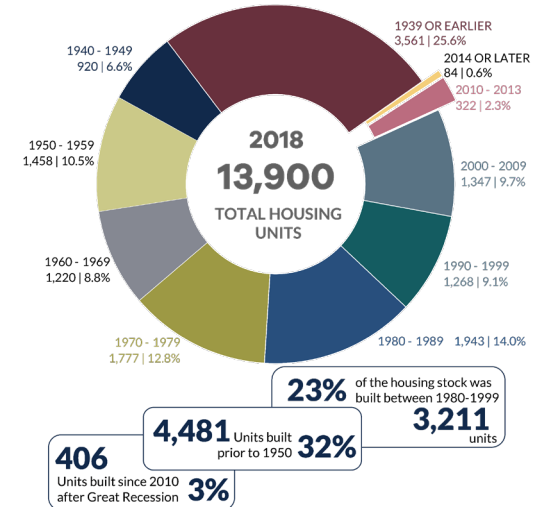
The Centers for Disease Control and Prevention define “aging in place” as “the ability to live in one’s home and community safely, independently and comfortably, regardless of age, income or ability.”

Insight

Population projections by Wichita State University indicate a 39% rate of growth for Leavenworth County (cities are not part of the report) between 2019 and 2064, the end date of the projections published in 2016. They also indicate that the share of Leavenworth County’s population over age 65 will increase from about 15% in 2019 to 23% in 20 years. Seniors would almost double in the county, from 12,700 in 2019 to 23,200 in 2039. Some of the housing needs in the city, therefore, should address the ability of older residents to age in place.



Age of Housing (year built)



Neighborhoods & Housing

Goal 2.A:

Objective 2.A.1:

ACTION VERB | ACTIVITY | PURPOSE


VISION: Affordable housing and vibrant neighborhoods

What are the housing needs?

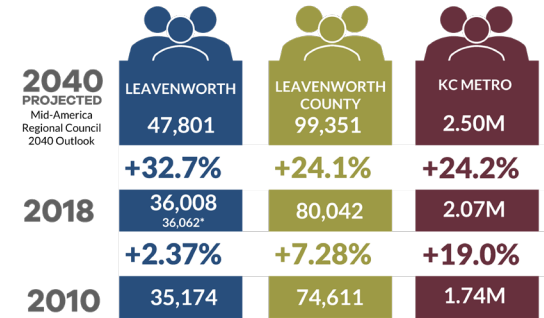
Foresight

WSU's population projections show that Leavenworth County would add 22% more residents during the next 20 years. Thus, by 2039, WSU says that Leavenworth County would have a population of 101,960.

Assuming that the city of Leavenworth maintains about the same share of the county's population over the next 20 years, this could mean a city population of about 45,200, or growth of almost 9,100 residents. Mid-America Regional Council projects that the population per household in the city will decline from about 2.90 in 2018 to 2.66 by 2040



| | 2010 ACS | | 2018 ACS | |
|------------------------|----------|-------|----------|-------|
| Average Family Size | 3.21 | | 3.21 | |
| Average Household Size | 2.54 | | 2.61 | |
| Family Households | 7,844 | 64.0% | 8,292 | 67.0% |
| Nonfamily Households | 4,386 | 36.0% | 4,148 | 33.0% |
| Total Households | 12,230 | 100% | 12,440 | 100% |



This data provides a comparison of population growth - each of the three geographies have experienced an increase in population since 2010.

Source: 2010 and 2018 ACS

*2018 Leavenworth population based on City's year end estimate

Neighborhoods & Housing

Goal 2.A:

Objective 2.A.1:

ACTION VERB | ACTIVITY | PURPOSE

*What are the housing needs? Gaps in price points?
What new housing is needed?*

Context

A household is considered housing cost-burdened when 30 percent or more of its monthly gross income is dedicated to housing. People whose housing costs exceed this threshold of affordability are likely to struggle to pay for other basic needs, forcing difficult trade-offs.

If deterioration becomes obvious, much research shows that it discourages others – including people in adjacent neighborhoods – to spend money on maintenance. Research also shows, however, that reinvestment in neighborhoods has the opposite effect: property owners will fix up their homes if other do.

Insight

For reference, the national rate for cost-burdened renters in 2018 was 47% compared to 42% in the KC area and 37% in Leavenworth.

In terms of cost-burdened homeowners nationally was 23% where as the KC area was 32.5% and 27.1% in Leavenworth

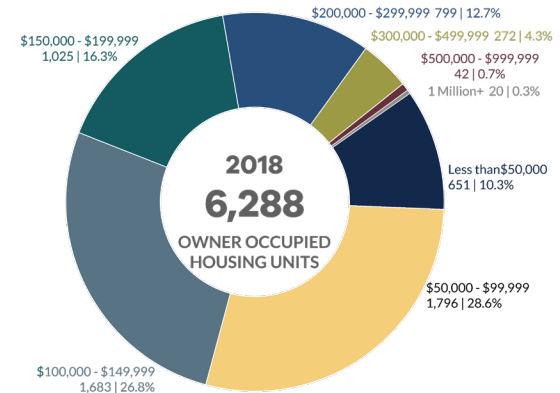
Cost-burdened is described as spending 30% or more of monthly income on housing.



Source: Center for Neighborhood Technology, 2018

VISION: Affordable housing and vibrant neighborhoods

Housing Values



Neighborhoods & Housing

Goal 2.A:

Objective 2.A.1:

ACTION VERB | ACTIVITY | PURPOSE

*What are the housing needs? Gaps in price points?
What new housing is needed?*

Cost of Living



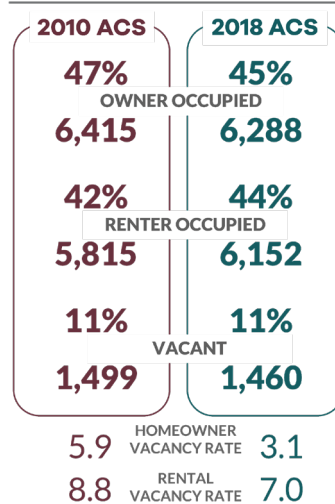
| | LEAVENWORTH | LEAVENWORTH COUNTY | KANSAS CITY, MO-KS METRO AREA | KANSAS |
|-------------------|-------------|--------------------|-------------------------------|-----------|
| MEDIAN LIST PRICE | \$226,000 | \$225,725 | \$265,000 | \$180,000 |
| MEDIAN VALUE | \$159,214 | \$219,907 | \$205,552 | \$153,853 |

AVERAGE SALE PRICE OF NEW HOME IN LEAVENWORTH
\$328,108

AVERAGE SALE PRICE IN LEAVENWORTH
\$149,655

VISION: Affordable housing and vibrant neighborhoods

Housing Units



Foresight

It is important that Leavenworth evaluate where housing deterioration is occurring and to intervene with appropriate programs to reverse the slide. The influence of intervention can often be measured as far as a quarter mile away, not just next door or across the street.

Public financing programs or even code enforcement can not only help particularly cost-burdened households but can encourage many others to make improvements on their own.

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Chapter 2: Livable Built Environment Mobility

Mobility

Goal 2.B:

Objective 2.B.1:

ACTION VERB | ACTIVITY | PURPOSE

How do we enhance mobility, both locally and regionally?

What new funding sources or mechanisms are needed to enhance the multimodal transportation network?

Context

To achieve the goals of a revitalized transportation system, a substantial program is required to strengthen partnerships with other agencies and obtain federal grants to advance the goal of a unified community transportation network and combat the projected deterioration of community assets. Improvements for roadways and sidewalks are typically a challenge for communities even for regular upkeep since roadways inevitably wear out over time.

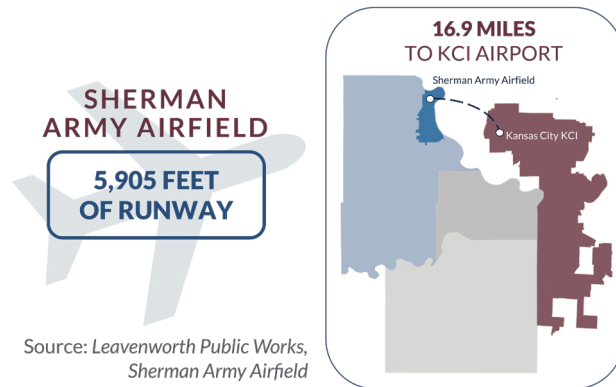
Insight

One of the City of Leavenworth's main goals to ensure the long-term livability of the community centers on improving the transportation network and advancing mobility options. With a guiding vision for a modern transportation system, city staff and public stakeholders will be empowered to elevate quality of life for all citizens by investing in sustainable roadways, wide sidewalks along thoroughfares and recreational trails along streamways.

Leavenworth's location provides strength to the area for creating a well-connected transportation network through:

- Close-proximity to Kansas City International Airport and other features of the KC Metro
- primed for infill of the technology park and additional greenway connectivity along Three Mile Creek and Five Mile Creek
- Major attractions bring people to the area including historic downtown, Riverfront Community Center and park, Fort Leavenworth, University of St. Mary and so many more!

VISION: Connectivity within our city and to the region



Mobility

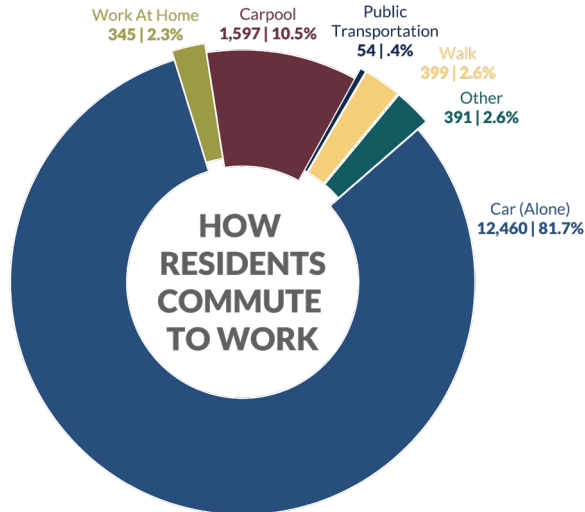
Goal 2.B:

Objective 2.B.1:

ACTION VERB | ACTIVITY | PURPOSE

How do we enhance mobility, both locally and regionally?

What new funding sources or mechanisms are needed to enhance the multimodal transportation network?



LEAVENWORTH MEAN
TRAVEL TIME TO WORK

17.3 MINS

NATIONAL AVERAGE OF

26.6 MINS

Source: ACS, 2018

**VISION: Connectivity
within our city and to
the region**

Foresight

Trends such as

- connectivity projects,
- safety solutions,
- public transportation,
- technology and
- vehicle evolution

illustrate opportunities to maintain and advance the baseline goals of a modern transportation network including connectivity, safety and efficiency.

Through the proper planning of a robust transportation network, efforts to transform the community will ensure the vibrancy and resilience of the City of Leavenworth.

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Chapter 2: Livable Built Environment Infrastructure & Utilities

Infrastructure & Utilities

Goal 2.C:

Objective 2.C.1: ACTION VERB | ACTIVITY | PURPOSE

What are the infrastructure needs?

Are there opportunities to improve or expand City services through new infrastructure technologies?

Context

Key goals and objectives from the 2011 Comprehensive Plan include:

- Modernize infrastructure to attract technology-based companies
- Prioritize existing utilities over utility expansion
- Provide quality utilities to the benefit of public and environmental health.

For the greater state of Kansas, the American Society of Civil Engineers (ASCE) report that grades for existing infrastructure are in the “C” to “C-” range which noted as mediocre.

Insight

The City of Leavenworth’s greatest strengths are the stormwater management program, two waterworks plants and wastewater treatment plant. Infrastructure incorporates all structures and the utility connections that establish a city’s physical function of resource supply.

The City is working on two major infrastructure projects:

1. *Replacement of the Centennial Bridge over the Missouri River and*
2. *The Stormwater Management Program.*

These major City projects are supplemented with ongoing roadway and sidewalk repair/replacement projects, the need to establish a fund for Wastewater Treatment Plant emergencies, improvements to internet service and the desire for renewable energy resources.

Foresight

Leavenworth has opportunities to implement the following concepts for an advanced infrastructure & utility network:

- Design-Build,
- business district revitalization,
- green infrastructure,
- recycling plants,
- renewable energy,
- pandemic speculation offer concepts for an advanced infrastructure & utility network.

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Chapter 2: Livable Built Environment Public Facilities

Public Facilities

Goal 2.D:

Objective 2.D .1:

ACTION VERB | ACTIVITY | PURPOSE

How will new building techniques enhance quality, performance and sustainability?

Context

Public facilities serve the public by housing activities and providing services that all who live and work in a community rely on in daily life. Periodically, communities need to construct new facilities to support residential and commercial growth, or to replace existing facilities when they become obsolete. Meeting the growing demand for high-quality community facilities and city services can be challenging at times when, for many cities throughout the U.S., municipal budgets are either flat or declining. Long range facilities planning can help the City to identify underserved areas within the community and how to serve the community in the most efficient and cost-effective manner.

Insight

In Leavenworth, the age and condition of City-owned facilities varies. The Riverfront Community Center, Leavenworth City Hall and the Performing Arts Center are the City's oldest facilities, built in 1888, 1924 and 1928 respectively. The Riverfront Community Center and Performing Arts Center are listed on the National Register of Historic Places, and City Hall is located within the Leavenworth Downtown Historic District.

Foresight

Cities across the United States are using new, creative methods to stretch lean budgets and meet residents' needs. One such approach is to maximize the use of community buildings and spaces by sharing facilities with other governmental and non-governmental agencies. Cities are also incorporating community spaces and amenities near municipal buildings, such as fire stations, to increase the public benefit of city-owned facilities. Technology is also changing how facilities are managed, maintained and accessed.

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Chapter 2: Livable Built Environment Community Appearance

Community Appearance

Goal 2.E:

Objective 2.E .1:

ACTION VERB | ACTIVITY | PURPOSE

How do we enhance our community's design and appearance?

How do we enhance the gateways to the community and Downtown?

Context

Community appearance can simply be described as the aesthetics of a place, but when discussing community appearance many things need to be considered including:

- the built environment,
- community and neighborhood character,
- a sense of place,
- pedestrian and auto-orientated spaces,
- design standards,
- new urbanism,
- smart growth and
- quality of life.

Community identity is important because the type of identity a community has or wants to have, impacts how residents engage with it.

Insight

On the east side of Leavenworth, Fort Leavenworth as an abundance of significant historic sites that draw visitors to the community.

Fort Leavenworth is located directly to the north with nearby residential neighborhoods and downtown Leavenworth located a few miles south on 4th street – this is the northern gateway.

The north area of the corridor boasts numerous landmarks and attractions, while the middle portion of this corridor from Fort Leavenworth to downtown lacks corridor aesthetics and entertainment/destination aspects.

Foresight

To create a dynamic and engaging community in Leavenworth, where community design meets resident needs, the city can implement design standards and increase beautification measures.

Leavenworth can implement things such as entertainment districts and art districts in the downtown area and north close to Fort Leavenworth to create a bridge between the two areas.

Implementing beautification and design standards while increasing multi-modal transportation in places like along the 4th street corridor can also increase positive community feel and create a more positive feel in the city's gateway.

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Chapter 3: Harmony with Nature

Natural Resources

Natural Resources

VISION: Natural spaces and facilities for active living

Goal 3.A:

Objective 3.A.1:

ACTION VERB | ACTIVITY | PURPOSE

Context

The preservation and management of natural resources is closely tied to all aspects of a community's environmental, social and economic well-being. Natural resources are materials or substances that have formed naturally with the earth. They can be renewable or non-renewable.

Renewable resources include things like water, wind, plants and animals.

Non-renewable resources usual take thousands of years to form and include things like coal, natural gas, crude oil. In addition to metals and minerals like gold, silver, and diamond.

Insight

The Kansas Department of Health and Environment (KDHE) deal with air, water, environmental remediation, waste management and laboratory testing. KDHE splits the state into 6 districts Leavenworth is located in the Northeast district.

Kansas City and Leavenworth contain coal fossil fuels, but not oil or natural gas. Leavenworth County has several active industrial minerals like limestone, sand and gravel. There are also several inactive and abandoned coal mines located in the county.

Foresight

To create a dynamic and engaging community in Leavenworth, where community design meets resident needs, the city can implement design standards and increase beautification measures.

Leavenworth can implement things such as entertainment districts and art districts in the downtown area and north close to Fort Leavenworth to create a bridge between the two areas.

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Chapter 3: Harmony with Nature Sustainability

Sustainability

Goal 3.A: XX

Objective 3.B.1:

ACTION VERB | ACTIVITY | PURPOSE

*How do we plan for the impacts of climate change?
How do we increase energy efficiency?*

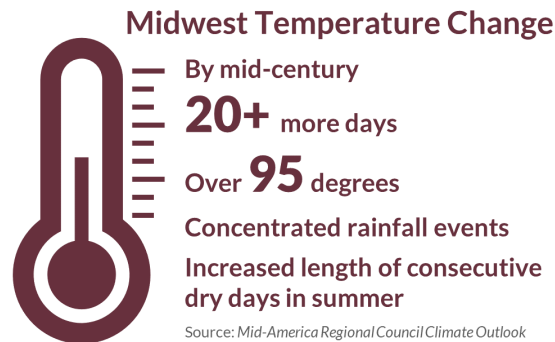
Context

Climate change refers to the long-term shift in global or regional climate patterns. Currently our climate is changing due to human activities such as burning fossil fuels, natural gas, oil and coal that is increasing the level of greenhouse gases in the atmosphere. The impacts of climate change are causing an increase in global temperatures, sea levels, glaciers melting, and severe weather. Preparing for climate change is about reducing the risk of climate impacts to people places and resource, and increasing resiliency to these impacts.

Insight

A 2019 Weather Channel report ranks the Kansas City metro area 5th in a list of 25 cities that will face the most significant challenges related to climate change. According to the report the Kansas City region will experience disruptions (e.g. hotter temperatures, extreme drought and increased rainfall).

Currently the state of Kansas has not developed a state-wide climate change adaption plan. Within the Kansas City region, a coalition of local and regional leaders have developed the KC Climate Action Playbook (2019) and the KC Metro Climate Action Plan (2020). Both efforts are aimed at reducing greenhouse gases and increasing the resiliency to climate change through diverse strategies.



Sustainability

Goal 3.A:

Objective 3.A.1:

ACTION VERB | ACTIVITY | PURPOSE

How do we reduce greenhouse gas emissions?

What are the air quality impacts?

Foresight

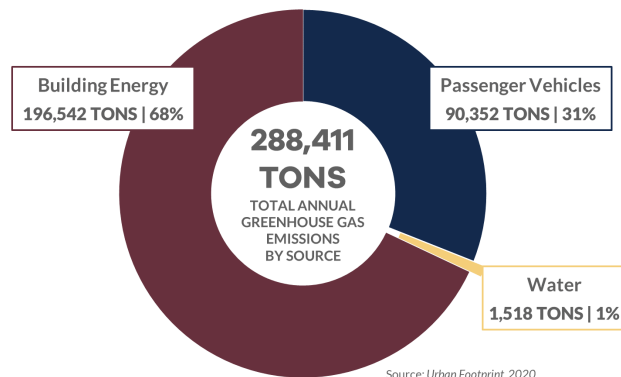
Working with Climate Action KC or creating a climate action plan for the community is an excellent way to prepare for the future in terms of climate change.

Cities are moving toward green energy and decreasing energy consumption through clean energy resource centers, improving training and enforcement of energy codes and enacting renewable energy programs.

Cities are also adopting solar-friendly codes to prepare for solar-ready roofs. These codes make it easier and more affordable in terms of permitting and construction.

Climate-conscious cities focus on

- green fuels and clean cars
- Walkability and
- prioritize infill development



Source: Urban Footprint, 2020

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Chapter 4: Resilient Economy

Economic Activity

Economic Activity

Goal 4.A: Objective 4.A.1:

VISION: Diverse employment opportunities and economic growth

ACTION VERB | ACTIVITY | PURPOSE

Context

Leavenworth continues to evolve from a stand-alone city to one among many suburbs. As the metro expands, Leavenworth has become more of a choice for commuters working outside the city. But also remains a crucial job center, drive by military needs which, in turn, generate ripple effects that support other businesses and jobs in the city. - Leavenworth is becoming much more a bedroom community.

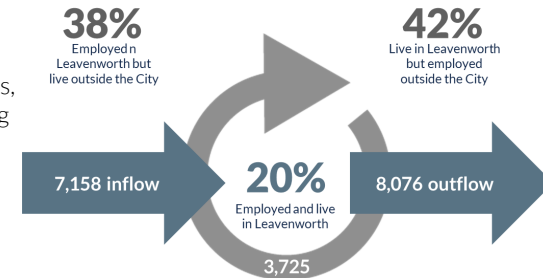
Insight

The Longitudinal Employer-Household Dynamics (LEHD) database indicates the city had 11,340 jobs in 2002, or 72% of all the jobs in the county. By 2017, the city's job count declined to 10,880 while the rest of Leavenworth County added about 2,400, reducing the city's share to 61%.

Two-thirds of Leavenworth residents who have jobs commuted to other places in 2017, an increase of 30% between 2002 and 2017. The other third stayed in Leavenworth for their jobs, a decline of 27%. Still Leavenworth is also a significant job center. Two-thirds of people holding jobs in the city commuted from elsewhere in 2017, an increase of 15% between 2002 and 2017.

Commuters into Leavenworth in 2017 generally earned more than those living in Leavenworth. Of workers living elsewhere and commuting into Leavenworth, 44% earned more than \$40,000 per year.

In contrast, only 31% of those living in Leavenworth and working elsewhere earned more than \$40,000 while only 28% of those living and working in Leavenworth made more than \$40,000.



Economic Activity

Goal 4.A:
Objective 4.A.1:

ACTION VERB | ACTIVITY | PURPOSE

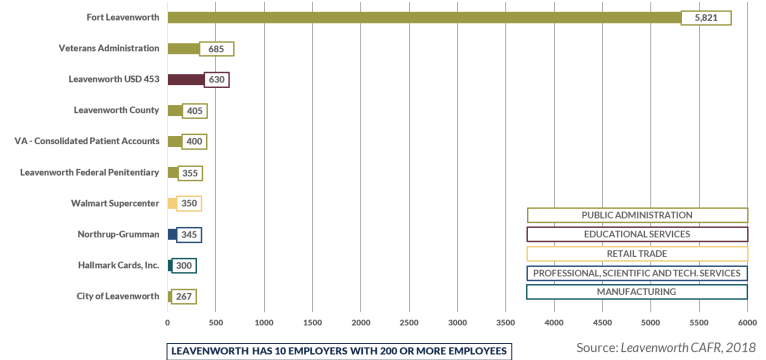
Foresight

Larger scale forces in the economy continue to favor education and medicine. This reflects a demand and need in the national economy, if not international as well, for the educated professionals in almost all economic sectors. It also emphasizes the importance of a healthy labor force and longer life expectancies to enjoy the fruits of your labor.

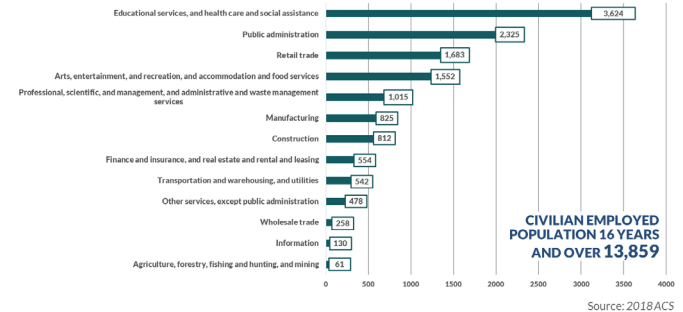
Higher skills and education apply even in manufacturing and related industrial sectors where automation and robotics perform a wide range of functions.

VISION: Diverse employment opportunities and economic growth

Major Employers in Leavenworth



Employment Sectors of Leavenworth Residents



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Chapter 4: Resilient Economy Jobs & Workforce

Jobs & Workforce

Goal 4.B:

Objective 4.B.1:

ACTION VERB | ACTIVITY | PURPOSE

What are the opportunities by sector?

Context

Every two years, the U.S. Bureau of Labor Statistics (BLS) makes a 10-year projection of employment by economic sector for the United States most recently for 2018 to 2028. Subsequently, the states make related projections for themselves and their metropolitan areas.

The fastest projected national growth over the coming decade would be the *health care and social assistance sector* at 17% more jobs by 2028. *Educational services* are second at 13%. *Professional, scientific, and technical services* would be the third rapidly expanding job sector at 12%.

Insight

The fastest growing sector in the Kansas City metro area would be professional, scientific and technical series at 26% - which is already a strong sector in Leavenworth.

Economic growth projections for the Kansas City metropolitan area favor businesses in the following sectors:

- Professional *and technical services* (11,800 more jobs, 26% growth)
- Specialty trade contractors (3,000 more jobs, 17% growth)
- Ambulatory health care services (3,200 more jobs, 15% growth)

VISION: Diverse employment opportunities and economic growth

Foresight

Possibilities for job and workforce:

1. Growth of the new business and technology park
2. Training and education upgrades to qualify Leavenworth workforce for existing and incoming employers
3. Attraction for headquarter type of facilities
4. Housing and neighborhood growth and investment to attract commuter population to become residents.

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Chapter 5: Healthy Community Public Health & Well-Being

Public Health & Well-Being

VISION: Natural spaces and facilities for active living

Goal 5.A:

Objective 5.A.1:

ACTION VERB | ACTIVITY | PURPOSE

How can we support community health?

How do we improve opportunities for making healthy lifestyle choices?

Context

People who use parks and open spaces are three times more likely to achieve recommended physical activity levels than nonusers. Obesity and other adverse health outcomes correlate to the amount of time spent traveling in vehicles. Increasing walking and other physical activity is shown to improve health outcomes. The most significant health benefits occur when the least active people become even slightly more active.

Insight

Leavenworth has abundant parks and open space, with nearly 12 acres of parkland for every 1,000 residents. About 47% of Leavenworth residents live within a 10-minute walk to a park. A variety of recreation opportunities are available through the Riverfront Community Center, Wollman Aquatic Center and the City of Leavenworth Parks and Recreation Department.

Foresight

Communities support the physical and mental health of their residents when they provide healthy lifestyle options and amenities. Parks, open space and recreation opportunities are examples of amenities that help creating a healthy community. Farmers markets serve a similar function by providing access to healthy food options that are often more affordable than brick and mortar grocery stores.

47% of Leavenworth residents live within a 10 minute walk of a park.



Source: The Trust for Public Land, 10-minute walk

Public Health & Well-Being

VISION:
Outstanding public safety

Goal 5.A:
Objective 5.A.2:

ACTION VERB | ACTIVITY | PURPOSE

*How can we support community health?
How do we improve access to physical and mental healthcare service?*

Context

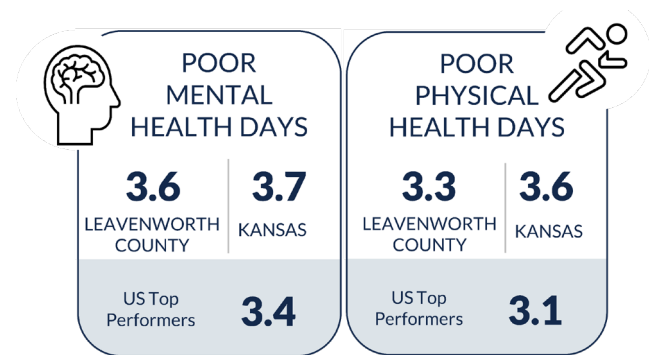
Good mental health is essential for the overall well-being of an individual. Communities whose residents and workforce are mentally and physically healthy are more resilient and sustainable. Globally, 1 in 4 people will experience mental health difficulties. The World Health Organization projects that a failure to treat just depression and anxiety costs the world \$1 trillion per year. Mental health services are overstretched in Leavenworth and do not meet community needs. Unaddressed mental health issues lead to increases in ER visits that limit access for others, increase police callouts, and create other social concerns such as homelessness and unemployment.

1 PERSON dies by suicide every **16 HOURS** in the state of Kansas

SUICIDE is the second leading cause of death for those ages **10-44**

and the fourth leading cause of death for those ages **45-54**

and the 9th leading cause of death in Kansas



Public Health & Well-Being

**VISION: Accessible,
quality healthcare**

Goal 5.A:

Objective 5.A.2:

ACTION VERB | ACTIVITY | PURPOSE

How can we support community health?

How do we improve access to physical and mental healthcare service?

Insight

The Guidance Center (TGC) is Leavenworth's community mental health center. TGC offers outpatient and inpatient behavioral health services, including individual, family and group counseling, psychiatric care, addiction treatment, community support services for those with severe and persistent mental illness, and emergency services. In 2018, TGC provided services to 2,825 Leavenworth residents.

Foresight

A November 2016 study published in the American Journal of Preventative Medicine estimated that 20% to 50% of fatal encounters with law enforcement involved an individual with a mental illness. To address this trend, an increasing number of cities are adopting a mental health co-responder program. In the co-response program, a therapist, mental health counselor, social worker, or treatment professional works alongside law enforcement. The behavioral health specialist's role is to assist an individual in distress, de-escalate situations and get individuals in contact with support services or treatment programs.

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Chapter 5: Healthy Community Public Safety

Public Safety

VISION: Outstanding public safety

Goal 5.B:

Objective 5.B.1:

ACTION VERB | ACTIVITY | PURPOSE

How do we improve public safety?

Context

Public safety is an essential component of a community's overall quality of life. Both police and fire departments have difficulty filling job vacancies. Faced with challenges of recruiting, particularly during the COVID-19 pandemic, emergency response departments are revising their application process to be more flexible and open a wider range of potential candidates.

Insight

Leavenworth Fire Department has revised its recruitment process and application to be consistent with best practices being employed across the country.

Foresight

A study published in the Journal of the NPS Center for Homeland Security and Defense in 2017 cited cities generational differences as contributing to the perceived problem of recruitment and retention issues.

Many fire departments have not been successful in attracting millennial talent. According to the study outdated marketing, hiring and testing practices are partially at fault.

Public Safety

VISION: Outstanding public safety

Goal 5.B:

Objective 5.B.2:

ACTION VERB | ACTIVITY | PURPOSE

How do we improve public safety?

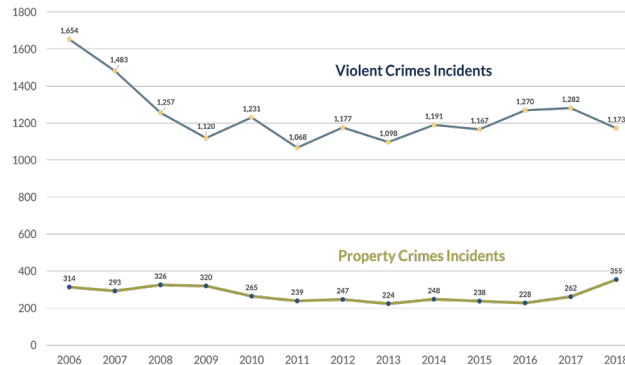
Context

Safe cities attract new development and give businesses confidence to invest in the community.

Insight

Although the crime rate in Leavenworth has declined in recent years, it remains higher than the state of Kansas and national crime rates. Over the past several years, the greatest areas of increased crime in Leavenworth are assault and theft.

| LEAVENWORTH | | KANSAS | | NATIONAL | |
|----------------------|-----------------------|----------------------|-----------------------|----------------------|-----------------------|
| VIOLENT CRIME | PROPERTY CRIME | VIOLENT CRIME | PROPERTY CRIME | VIOLENT CRIME | PROPERTY CRIME |
| 9.8 | 32.3 | 4.2 | 27.2 | 3.7 | 21.9 |
| RATE/1,000 | RATE/1,000 | RATE/1,000 | RATE/1,000 | RATE/1,000 | RATE/1,000 |



Foresight

In 2015, cities started looking to build trust between communities and police was to focus on community policing. This is a policy and strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improve quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions.

This idea assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties.

Public Safety

VISION: Outstanding public safety

Goal 5.B:

Objective 5.B.3:

ACTION VERB | ACTIVITY | PURPOSE

How do we build the relationship between public safety services and the community?

Context

Building trust with the community is fundamental to effective policing. Sound conduct by police improves community interactions, enhances communication, and promotes shared responsibility for addressing crime and disorder.

Insight

The Leavenworth Police Department actively seeks ways to improve its relationship with the community. Initiatives include supporting social services, community policing and engaging the community in a variety of ways. Continuing to focus on community engagement is a department goal stated in the FY2020 budget. The Police Department currently has a robust community engagement program that includes a Summer Camp, Trust Talk and Coffee with a Cop. All are intended to cultivate positive interactions between police and the community

Foresight

In 2015, cities started looking to build trust between communities and police was to focus on community policing. This is a policy and strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improve quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions.

This idea assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties.

Public Safety

VISION: Outstanding public safety

Goal 5.B:
Objective 5.B.4.:

How do we improve public safety?

Context

Community safety is a concept that is concerned with achieving a positive state of well-being among people within social and physical environments. Not only reducing and preventing injury and crime, it is about building strong cohesive, vibrant participatory communities.

Insight

The Leavenworth Fire Department conducts approximately 700 building inspections annually and responds to 2,750 alarm, 49 fire, and 1,075 EMS calls for service. The department offers multiple different programs and services.

The Police Department 2019 Annual report noted that mental health related calls are the most difficult and dangerous the Department handles.

Nationally, it is estimated that between 7 and 10 percent of police-citizen encounters involve a citizen with mental health conditions.

ACTION VERB | ACTIVITY | PURPOSE

Police Programs and Services

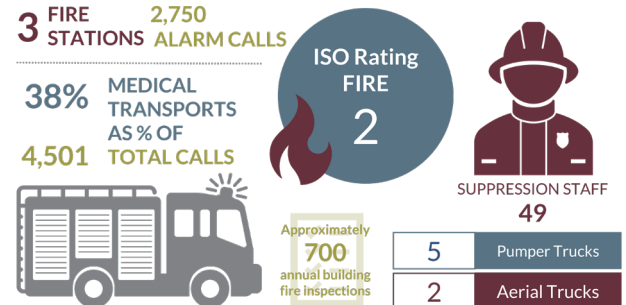
SWAT TEAM
INVESTIGATIVE UNIT
small evidence processing lab
ANIMAL CONTROL FACILITY
8,800 sq.ft.

Insight

In Colorado, a pilot program where behavioral health clinicians ride with police officers during 9-1-1 responses and routine patrols has been incredibly successful and is being expanded from three police departments to twelve. \$16 million of funding is being made available by the Colorado Department of Human Services to support the efforts of the police departments and sheriff's office.

Fire Programs and Services

PUBLIC EDUCATION
SMOKE DETECTOR INSTALL PROGRAM
HANDS ONLY CPR CLASSES
PREVENTION TRAINING
SEARCH AND RESCUE OPERATIONS
MEDICAL SERVICES
INSPECTIONS
ENVIRONMENTAL EMERGENCY RESPONSE



LEAVENWORTH 2030

First City, Future Forward



Chapter 5: Healthy Community Recreation & Leisure

Recreation & Leisure

Goal 5.C:

Objective 5.C.1:

What recreational amenities, spaces and facilities are needed?

Context

Parks have been part of the American landscape since 1634, when Boston created our country's first park, Boston Common. In the rise of planned green space parks centered around major cities such as New York. Today, cities have been building parks of all sizes and shapes for a wide variety of purposes.

The variations achieve three essential values:

1. health and environmental benefits,
2. economic value, and
3. social importance.

Unless required by cities, green space is often left out of new development. Cities are missing out on very vital benefits such as:

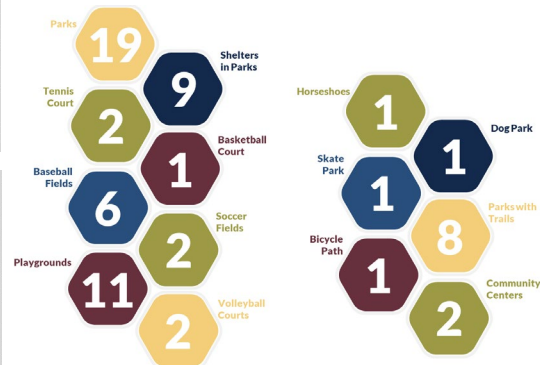
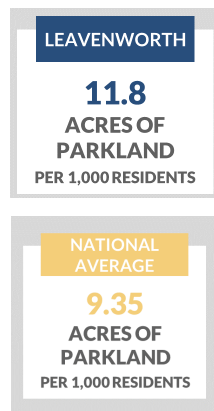
- active lifestyle and reduced health costs
- strong local economies and job opportunities
- flood mitigation
- Increased community engagement and reduced crime
- cleaner air and improved public health
- cities can achieve their equity goals and connect people with green space.

Insight

Leavenworth Parks and Recreation Department is responsible for more than 25 parks, aquatic centers, and the Riverfront Community Center. Parks maintains over 40 properties ranging from 98-424 acres. The first dog park was funded by private donations and opened in 2010.

Leavenworth currently has one trail south of downtown that is approximately 1.4 miles long. Nearly 2,320 households and 5,370 people live within ½ mile of this trail. Other trails exist in Haven Memorial Park.

ACTION VERB | ACTIVITY | PURPOSE



47% of Leavenworth residents live within a 10 minute walk of a park.



Source: The Trust for Public Land, 10-minute walk

Recreation & Leisure

Goal 5.C:

Objective 5.C.1:

ACTION VERB | ACTIVITY | PURPOSE

What recreational amenities, spaces and facilities are needed?

Foresight

COVID-19 tested the resiliency of not only our county but the world. The situation has shed light on existing inequities such as access to high-quality parks. Open space and parks are sources of mental health, physical fitness opportunities, social cohesion and spiritual wellness.

Research has shown that even looking at trees and green spaces can have positive psychological benefits for people. Integrating green elements into traditional grey infrastructure can help the mental and physical health of the community.

Utrecht, Netherlands has been applying this principle for over ten years with noticeable benefits.