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CHAPTER 9 - IMPLEMENTATION

INTRODUCTION

Based upon the goals and objectives of the plan, the existing land use patterns within the City, and the future land use issues of the plan, the following recommendations should be followed in implementing the future land use plan, the intent of which is illustrated in **Map 12: Future Land Use Plan**.

The Comprehensive Plan Implementation chapter outlines recommended strategies for implementing the stated goals, objectives and policies of the Plan. In that regard, it must be clear that these recommendations do not constitute a set of regulations or ordinances. Rather, they are guides for future amendments to existing City regulations and ordinances which meanwhile serve as guidelines for evaluation of proposed development. When used as guidelines these recommendation help fill the gap between the goals, objectives, strategies and policies contained in the plan and the limited flexibility of the City's zoning and subdivision regulations which are rigid regulations enforceable as adopted by ordinance.

Because the Plan is a projection of both the near- and long-term development of the City, it is not anticipated that these recommendations will be implemented in their entirety upon adoption of this plan. Rather, the intent of the Comprehensive Plan is to equip the City to accomplish short- and long-term objectives through stated goals, objectives, policies, guidelines and strategies which are intended to be formally implemented as determined by the City of De Soto to be appropriate.

Because of the short- and long-term nature of the plan, conflicts may arise during implementation. In particular those portions of the plan that are deemed as long-term objectives, may conflict with short-term development approvals. Where these conflicts arise, or where provisions of the Plan appear to conflict or are unclear, interpretations should be made. As interpretations are made, the City should document them and make them available to future applicants and the general public in an effort to maintain and promote consistency.

FUTURE LAND USE PLAN IMPLEMENTATION

The primary means of implementing the Future Land Use Plan is the zoning ordinance. Over time, the City should seek to achieve consistency between the Zoning District Map and Future Land Use Map and between the Zoning Districts and the Future Land Use Categories. In this Plan, several methods are proposed for accomplishing this:

- Proactive rezonings on the part of the City;
- Creation and adoption of "overlay" district regulations;
- Development-specific proposals including Site Plans, Planned Developments or Special Use proposals; and
- Landowner proposed rezoning.



Proactive Rezoning

During the development of the Comprehensive Plan, inconsistencies between the existing land use, existing zoning and future land were apparent. As discussed in Chapter 4, Existing Conditions, these inconsistencies limit projected development opportunities by unintentionally promoting development opportunities that are potentially inconsistent with the plan and creating a false sense of long-term development intentions. Parcels that are not zoned for projected uses frequently require rezoning, often a sizable obstacle in the development process.

These incompatibilities are typically found with undeveloped parcels. In order to promote projected growth and development the City should consider proactively rezoning property to allow uses projected herein. This approach can also help the City promote economic development within De Soto and minimize conflicts between incompatible uses that arise over time as a result of false impressions or understandings of long-term development intent. This is particularly important in promoting non-residential development opportunities, such as in the area south of K-10 Highway, west of Lexington Avenue.

Overlay Districts

In several areas, the City should consider overlay districts. Most of these areas, including Downtown De Soto and the Lexington Avenue Corridor are in commercial districts where the overlay provisions would address unique use, signage, landscaping, setbacks, buffering, parking and design requirements to preserve and enhance the character of the areas. Once overlays are in place, the higher intensity uses shown in **Map 12** can be proactively implemented with an increased assurance that the Plan's intent can be implemented.

Development Specific Proposals

The plan projects significant land use/zoning changes that would greatly increase the density/intensity of non-residential development in areas such along Lexington Avenue, and near the interchanges with K-10 Highway. Residential development and marginal non-residential development in and around these areas could create or already have created isolated pockets of incompatible uses that limit future development options. An inappropriate conversion of these uses to a higher density/intensity use through poor site design could have an even greater negative impact on the surrounding area. Similarly, development patterns inconsistent with projected residential uses can dictate uses that are not intended and create incompatible land uses that have to be planned around or mitigated.

In most cases, the best means of achieving the projected land uses and minimizing the impact of incompatible land uses is through the development-specific plan review process. During the platting and site planning process, the City evaluates proposed development not only based on the merits of the specific design but also based on conformance with the projections, policies and guidelines of this plan as well as the standards defined in the City's Zoning Ordinance and Subdivision Regulations. In addition, to the City's basic guidelines and regulations, use of the City's Planned Development District and Special Use Permit process can allow for improved development through the application of standards unique to each development. However, these processes are not required of all development. As such the City will



have to rely more heavily on the Site Plan Review process, Platting process, and the policies and guidelines herein.

General Development Review Considerations

The Future Land Use Plan has been designed for use in evaluating proposed development projects in addition to guiding the general growth and development of the City. Accordingly, future plan amendments, ordinance and regulations should be designed to be consistent with the Plan objectives. In order to further implement the goals and objectives of the plan, the City's ordinances should require that they be part of the criteria for evaluating and deciding all significant development applications, such as zoning map amendments, subdivisions, planned developments and special uses.

In determining consistency, the various portions of this Comprehensive Plan must be considered individually so that the Plan can be interpreted and applied in its totality, including:

- the Goals, and Objectives;
- City Facilities projection and policies;
- the Future Land Use projections and policies;
- the Future Land Use map;
- the Major Thoroughfare projections and objectives; and
- the implementation strategies of this chapter.

However, no one portion of the Plan can be considered in isolation from the rest of the document. As such all users of the Plan including the Planning Commission, City Council, Staff, advisors, developers and property owners are strongly encouraged to become familiar with the entire Plan and incorporate the applicable recommendations and guidelines into their projects.

Plan Amendments

The Planning Commission is vested with the authority to review the Comprehensive Plan annually and, following a public hearing, report to the City Council, recommending proposed changes to the Plan. Although the City is required to review the Plan annually, more frequent reviews and revisions may be necessary to reflect the most current policies and projections of the City. Likewise, as the Plan is implemented the City should also make revisions to reflect approved development patterns and changes in development demands, especially when they differ from the uses projected in the plan. In these cases, the policies should also be checked for relevance and updated as needed.

“CREATING QUALITY PLACES” DESIGN PRINCIPLES AS GUIDING PRINCIPLES

The public input obtained during the public workshops stressed the need for creating and maintaining quality neighborhoods in De Soto. Following is a list of strategies and principles designed to help create and maintain successful neighborhoods. Many of these principles have been well-documented and implemented throughout the Country. Collectively implemented, they could have a significant long lasting positive impact on future De Soto development.



The principles have been divided into four categories:

- Homes and Neighborhoods,
- Commercial Areas,
- Transportation, and;
- Public Places and Environmental Quality.

These principles encourage a variety of uses within an area including the mix of residential, office and commercial uses that compliment each other. This information and design principles were adapted from a program entitled “Creating Quality Places” funded through a grant from the U.S. Environmental Protection Agency and administered by the Mid America Regional Council (MARC), the regional planning agency of the Kansas City, Missouri metropolitan area—including De Soto. The program was facilitated by MARC using four committees representing a broad range of stakeholders including elected and appointed officials, professional planners, engineers, architects, developers, builders, citizen representatives and special interest groups.

Homes and Neighborhoods

Neighborhoods are the building blocks of a community. They are more than subdivisions, and are defined as much by the sense of community they create for their residents as by the structures, streets and amenities within their boundaries. Quality neighborhoods offer choices, provide residents with a sense of identity and connections, and encourage continuous renewal and reinvestment.

- Quality neighborhoods offer a choice of well designed and maintained housing types and sizes. This variety of housing choices within a community meets the needs of residents of different economic levels and age groups.
- Quality neighborhoods are linked to surrounding areas and, when possible, share commercial spaces and open space resources.
- Quality neighborhoods encourage actions to preserve, restore and reuse historic sites or structures; to conserve and restore environmental resources; to foster appropriate infill development; and to redevelop “brownfields.”
- Quality neighborhoods have a distinct identity that helps define their boundaries and fosters pride and belonging among residents. The distinct features of a neighborhood include public spaces such as a park, a green or an important street intersection and public buildings such as a school, post office, library, or community center.
- The streets of a quality neighborhood are pedestrian-friendly. They are laid out in an interconnected network and attractively landscaped to encourage walking. Streets give residents, particularly youth and the elderly, choice and control in their mobility and easy access to important destinations from their residences.
- A variety of quality public green spaces are within easy access of residents in a neighborhood. Green spaces range from small playgrounds within easy walking distance from homes, to neighborhood parks, to community parks that can be shared by several neighborhoods.

Commercial Areas

A quality commercial area is achieved through attention to its design, mix of uses, scale, and the ways in which pedestrians, bicycles, and motor vehicles are accommodated.

- Quality places include a variety of uses (e.g. retail stores, residences, civic buildings, and offices) that create multipurpose activity centers in neighborhoods and cities.



- The scale, character and function of a quality development are compatible and integrated with that of its surroundings while remaining flexible to accommodate the densities, mix of uses, and infrastructure that the market demands. Quality places are built to last with quality materials, are designed to allow for changing uses over time, and provide for shifting markets and consumer needs.
- Quality business districts and commercial clusters, small or large, are designed to make the pedestrian feel comfortable and safe by providing wide sidewalks, storefronts that open to the street, shade and shelter and a sense of spatial enclosure. They are designed to facilitate employee and customer access on sidewalks, bicycle trails, and roads.
- Quality business districts and commercial clusters provide a variety of convenient parking choices consistent with the scale of the development and the location and the type of stores. Parking is divided into smaller components to the rear or side of the buildings, and landscaping and sidewalks provide for safe pedestrian movements. A quality place allows flexible parking arrangements such as on-street parking and shared parking to minimize an over-supply of parking.

Transportation and Public Places

Communities have a shared responsibility to design and maintain a quality public realm, including a balanced transportation system and public places. Improved access for residents, employees and customers; reduced congestion on major roadways; choice among modes of travel; and environmental protection are objectives of a balanced transportation system. Public places create identity for an area and foster a sense of community.

- A quality transportation system accommodates automobiles, public safety vehicles, freight, pedestrians and bicycles in a balanced way to maximize access and mobility and minimize congestion throughout the community.
- Quality local streets are an integral part of a larger network of routes designed to provide access to homes, shops and businesses, and to keep local traffic off major arterials and, conversely keep high-speed, through-traffic off local roads.
- The design of a quality local street encourages pedestrian and bicycle use through such features as continuous sidewalks and curbside tree planting as well as various traffic calming measures such as, landscaped medians that reduce apparent street width and street parking that protects pedestrians from moving traffic.
- Quality public spaces are provided in urban and suburban areas to encourage social interaction and to foster a distinct sense of place. These quality public places are memorable and reinforce the character of the community. They include amenities that provide comfort and relaxation in all seasons.

Environmental Quality

Because a clean and healthy environment is a critical element of a quality place, the design of quality places balances environmental, economic and social considerations.

- The design of quality places incorporates features and amenities that minimize environmental impacts on water quality caused by storm water runoff and erosion and on air quality caused by motor vehicle traffic.
- The design of buildings and properties maximizes the efficient use of environmental and economic resources by minimizing energy, water and material use.



- A quality place preserves major natural features in a neighborhood or a community (streams, slopes, wetlands, floodplains and natural habitats) as open space, and links those resources to public places by pedestrian and bike paths.

DOWNTOWN STRATEGIES

The Future Land Use Map identifies a Downtown De Soto as part of a De Soto Downtown District. This is identified as an area of opportunity for reinvestment and revitalization of the core of De Soto. Much of this revitalization effort has previously been envisioned as investments in the commercial blocks along 83rd Street. Investments in street projects including improved street surfacing and parking, placement of benches, and hanging of banners are visible signs of public investment in Downtown.

Reinvestment in residential uses surrounding the commercial uses has taken place on a more limited basis. However, there is pride in having traditional housing options available to De Soto residents. Downtown neighborhoods have a distinct identity in De Soto. To maintain the existing cohesive Downtown neighborhoods, the City must be willing to minimize the intrusion of non-residential land uses, while promoting flexibility and adaptive reuse of land and structures.

In several areas, there existing uses that visual and physically impact the viability of Downtown and weaken the neighborhoods. In order to mitigate these impacts and promote revitalization of the area several the following strategies are recommended.

Promote Downtown Redevelopment Potential

Downtown redevelopment and economic development are most effective when they are pro-active rather than reactive. To be successful, development strategies require the cooperative support, participation and leadership from elected and appointed public officials, along with business and civic organizations.

Potential exists for De Soto to grow economically stronger and downtown De Soto to become more diversified in the future. Downtown De Soto, the city's historic retail district, is experiencing the same changes confronting other cities its size throughout Kansas and the U.S.—a decline in locally owned retail establishments and a shift toward retail franchises and establishments, and changes in traffic patterns have resulted in an increased demand for commercial property in close proximity to major thoroughfares such as K-10 Highway.

This trend coupled with the City's increased dependence on regional shopping in Lawrence, neighboring communities in Johnson County and Kansas City, has greatly reduced the viability of Downtown. As such, the future of Downtown must be carefully considered since the degree of success will be closely connected to the uses attracted and maintained. Therefore, local officials, other residents and business persons must recognize the revised role that the "Central Business District" or Downtown will serve in the future and carefully target the attraction of new businesses and uses.

In any case, it is clear that Downtown De Soto cannot be expected to return to its historic role as the retail center for the community due, in part, to the location of K-10 and the presence of large national retail



opportunities within a short driving distance of the City. Downtown De Soto can, however, continue to play a special role in the life of the community. Recognizing these market forces will enhance the ability of local businesses to pursue the opportunities that these changes have created targeting enhanced activity, improved appearance and rejuvenation of community pride in Downtown.

Citizens showed strong support for the continued improvement and investment in Downtown throughout the planning process. Participants identified positive and negative aspects of downtown and identified opportunities to address issues specific to downtown.

Prepare and Adopt a Downtown Master Plan

Regardless of the ultimate use of Downtown, one thing is clear – Downtown De Soto can not be revitalized except through unified effort. Because of the substantially public investment required to revitalize a downtown, the effort must be lead by the development of a common vision supported by the Community. In order to develop this vision, the City should undertake a master planning process which includes a strong economic development component to determine targeted businesses and improvement funding alternatives. The plan should also identify improvement priorities so that future investments in downtown are coordinated with an overall plan. Lastly, the plan should have a focus well beyond the commercial uses in Downtown. Rather, a master plan must take into account the impact and influence of the surrounding neighborhoods, identifying specific strategies for stabilizing the neighborhoods or targeting redevelopment and new residential opportunities.

Establish Financial Incentives to Encourage Investment in Downtown

De Soto commercial property owners, with the cooperation and assistance of the Chamber of Commerce, the Economic Development Corporation and the City, should pursue alternative investment incentives including Business Improvement Districts and Enterprise Zones.

A Business Improvement District has the power to assess special fees for common purposes in the district. One of the advantages of such a district is to ensure more widespread financial participation for common projects rather than voluntary contributions from those businesses and/or property owners. Furthermore, by establishing a district, the City of De Soto could be encouraged to increase public financial commitment to the area through demonstration of financial participation by downtown property owners.

The BID is a “benefit district” of property owners, in partnership with the city, to assist with determining, planning and financing certain improvements such as:

- streetscape improvements;
- installing and seasonally replacing plant materials and/or light pole displays,
- installing directional signs informing and directing motorists to Downtown De Soto and to public parking areas within downtown; and



- setting aside a portion of the funds generated by the improvement district to provide discounted interest rates on business loans for persons undertaking building renovation (window replacement, awning removal, signage replacement, etc) to enhance their original character.
- In conjunction with funds from other sources such as CDBG funding from the state, improvements made as a result of the BID district can have a significant impact on the stability of Downtown.

The City Council may further induce private improvements in downtown through a municipally designated “Downtown Enterprise Zone.” Within the zone, a policy could be implemented to review and consider the reduction of fees for all city permits, inspections and other development related fees. While this policy would be nominal in lost revenue to the City, it will demonstrate an additional public financial commitment to encourage redevelopment. Further, by packaging this policy with other public incentives, such as the tax increment rebate and possible CDBG or other grant funds, it will demonstrate a clear public policy for strengthening the downtown.

Adopt a Downtown Overlay District

The purpose of an Overlay District is to help implement the common vision for the area and achieve this vision through the consistent application of City’s goals, objectives and policies. The Overlay is further intended to foster appropriate infill development, restrict inappropriate development and foster reuse and redevelopment of underutilized real estate while protecting the historic aspects of Downtown De Soto. It is intended to maintain De Soto’ Downtown neighborhood character through an increased emphasis on compatible design and community appearance, while accommodating sensitive adaptive reuse.

Within the Downtown Overlay District the following objectives should be accomplished through a Master Plan approach to govern unified development and redevelopment.

Ensure that new development/redevelopment is attractive. Encourage the incremental transition of land uses, rather than sharp, incompatible changes in adjoining land uses. Adopt standards to be applied through Site Plan Review that ensure quality development that:

- Is compatible with adjacent uses, and
- Does not create undesirable impacts (e.g., traffic, visual, noise, etc).

Concentrate non-residential uses. Reduce the potential for dispersed commercial uses throughout the neighborhood—identify an “edge” area where transition uses are managed. The “clustering” of commercial and retail uses should be encouraged in limited locations along 83rd Street, primarily between Shawnee and Peoria Streets. Transitional uses should be site-sensitive between the residential and commercial areas, assuring more compatible land uses.

Support a variety of well-designed housing opportunities. Downtown has historically been home to a mix of residential land uses including well-designed single-family and multifamily housing. High-density housing opportunities, such as residences above stores provide opportunities for increased population and activity in downtown.



Gateways into Downtown De Soto should be identified and preserved. Distinguish between commercial and residential gateways to mark these areas as unique, transitional sections of De Soto' Downtown. Make the residential gateway features compatible in scale and design with the residential portions of the neighborhoods. Gateways serve as focal points, and can consist of monument structures, distinctive building designs, or unique landscaping and lighting schemes. New development or redevelopment applications before the City should be reviewed to determine if gateway identification would be appropriate on the project site. When appropriate the design of the gateway should be consistent with other area gateways and the overall theme of Downtown.

Establish guidelines that reflect the predominant character of the residential neighborhood, the Downtown, and commercial transitional areas. Develop guidelines to address unique circumstances in downtown residential neighborhoods.

Develop links from the surrounding community to Downtown. Improve pedestrian and vehicular connection to Downtown from the surrounding neighborhoods. Clearly identify routes to Downtown through and improved "way-finding" systems that identifies the non-residential district, and area parking areas.

The existing tree canopy in the District, particularly along 83rd Street and other primary points of access, should be maintained. The scale and appearance of the mature trees enhances the residential, small-town atmosphere of the community. Tree plantings should be required of both private and public entities. Specific corridor landscaping plans should be developed for key areas of the District.

HOUSING AND RESIDENTIAL DEVELOPMENT STRATEGIES

Improve Conditions of Existing Housing

During the planning process a desire to improve the quality and living conditions within the City's older neighborhoods, particularly those in close proximity to Downtown was identified. A desire to help meet De Soto's housing needs by promoting renovation of older homes and infill development opportunities was also identified. In order to achieve this objective, a coordinated effort by the City, the development community, and area property owners is required. Specific strategies to address existing housing conditions and ways to stimulate new housing construction include:

Practice Stricter Property Standards Code Enforcement

Several sections of the City have deficiencies in exterior conditions of the City's housing stock and increased corrective measures are needed. These structural deficiencies confront homeowners, landlords and tenants owning or occupying single-family rental housing. Therefore, existing City codes are either inadequate or not adequately enforced to address the structural deficiencies. Stronger routine enforcement with higher fines and/or increased political, legal and staff support will increase compliance.

Because code enforcement is unpopular and often understood as an infringement on private property rights, the City should expand its communication to the public to increase public awareness about property maintenance responsibilities. Once the public has been educated as to the requirements



enforcement should begin with the most critical repairs necessary to ensure that housing is safe and well maintained. In the end, stronger code enforcement will improve both the visual appearance and condition of the City’s housing stock.

Encourage Homeowner Remodeling

Existing homeowners can increase the value and quality of their home through renovation and/or remodeling projects. The benefit of interior remodeling depends on the type of improvement made, the value of their home and location in the City. Remodeling is an investment that routinely returns from 69% to 89% of the homeowner or landlord’s investment. A recent survey by *Remodeling* magazine found that a minor kitchen remodeling project – finishing cabinets, installing new countertops and repainting – provides the highest financial return in homeowners’ investments (see Table 9.1).

Table 9.1: Recovered Home Improvement Costs

Percentage of cost recovered:	Midwest	US
Minor kitchen remodel	89%	81%
Bathroom addition	72%	72%
Major kitchen remodel	72%	70%
Bathroom remodel	71%	71%
Family room addition	69%	71%

Source: *Remodeling* magazine.

By publicizing these benefits, promoting the merits of remodeling can be expected to result in an increased number of existing homeowners upgrading their housing and in turn improving the overall value and marketability. At the same time, the City should promote any required permitting and inspection processes that should be followed.

Public Investment Programs

In order to promote maintenance and improved appearance of structures owned by low-income homeowners, public investment programs should be explored. Programs such as free paint giveaways can provide materials and resources to homeowners that might not otherwise be able to afford basic maintenance or upkeep. These programs should define criteria for participation with the program based on income restrictions such as requiring an income of less than 80 percent of median income to qualify. The program should also set performance criteria for homeowners who use the incentive. For example, the City could provide the exterior paint and primer to homeowners who qualify, requiring them to have their homes painted within 90 days of receiving the paint. These programs can also be implemented as part of community service efforts in coordination with other civic agencies and service groups.

Another similar program would provide assistance for exterior home repairs to homeowners within the City limits of De Soto. Again, this program is intended to assist income eligible homeowners who have been qualified based on predetermined criteria.



City Hall Outreach to Neighborhoods

One of the critical issues to emerge from the goal-setting process was the need to reach out to ethnic groups and other neighborhood-level initiatives. Following are recommendations for beginning and building toward that goal.

Promote and Coordinate with Neighborhood Associations

Utilizing existing neighborhood associations and assisting neighborhoods with creating new ones is beneficial to property maintenance and neighborhood stabilization. Active associations are more likely to pay closer attention to property maintenance issues and take action to resolve problem properties with code or covenant violations. The residents have a stake in what happens to their neighborhood and surrounding properties and are more willing to take the action needed to maintain their property values.

Neighborhood associations can be responsible for a number of activities other than property maintenance compliance. They can be aggressive in addressing actions or issues they deem critical to maintaining their property values. For example, they can initiate a street lighting program to make sure streets and pedestrian-ways are appropriately lighted for safety. They can assist in providing screening for adjacent property that may not be compatible with single-family residential areas. Parking stickers are often useful in identifying residents and non-residents and can assist with crime-watches and prevention. Other interested parties should be included in all activities, such as local businesses, churches, and the police department. It is important to understand that for neighborhood associations to be effective they must be created on a voluntary basis by concerned residents.

Encourage Neighborhood Planning Activities

Neighborhood planning is a neighborhood-specific, resident involvement approach to addressing community issues. Awareness and interest in neighborhood planning is on the rise as public attitudes toward government change and government seeks more efficient service delivery. Further, the desire to establish a sense of community is a strong force behind neighborhood planning. Therefore, the City should encourage neighborhoods to be active in the planning process and develop “neighborhood plans” for areas such as Downtown and in and around identified reinvestment opportunities.

Sometimes small, neighborhood projects are the most effective means of improving a community. People are more likely to know each other in neighborhoods and may prefer to work among a small group on a project that will directly affect their quality of life.

The following guidelines should be followed to develop a neighborhood plan:

1. Involve all stakeholders from the beginning.
2. Build partnerships between government staff and residents.
3. Establish neighborhood organizations with leadership training, planning classes and community newsletters.
4. Create a Neighborhood Plan that involves all stakeholders, developing a sense of ownership within a neighborhood.
5. Piggyback public investments with private incentives.



The best approaches to neighborhood planning are being flexible and not making assumptions about the neighborhood issues before speaking with residents. Establishing simple and short term projects is a good way to show that something is happening within the neighborhood and promotes community spirit, displays City investment and commitment, and increases citizen trust of the local government. By piggybacking public investment in, say new sidewalks, with private investment in home repairs, the City creates synergy between the two efforts. More impact is seen in the neighborhood.

Offer Home Owner Workshops

Providing periodic home owner workshops for the residents of De Soto can be an effective method to increasing home ownership and property maintenance. This process builds on the public education process empowering residents with an awareness of basic responsibilities and area resources. In many cases, homeowners simply may not have access to information on home improvement and property maintenance. These workshops could be held annually or semi annually to discuss general maintenance and where they can get support and more information. This not only educates the residents, but indirectly can enhance the overall appearance of De Soto.

Encourage New High-Quality Residential Development

Develop regulations and policies which increase the desired mix, supply and affordability of housing

- Undertake a detailed housing needs assessment to identify:
 - The current housing supply strengths;
 - The current housing market parameters; and
 - Recommendations for housing development efforts.
- Create a Housing Development Corporation which will:
 - Acquire and assemble parcels for redevelopment.
 - Provide data on available parcels and financing mechanisms.
 - Pursue an acceptable site for moderate-to high-density housing development.

Minimize the negative impact of medium and high density residential projects on adjacent low-density residential areas

- Encourage multifamily dwellings (including duplexes and townhouses) to locate in areas where they can service as intermediate-intensity buffers between intensive uses and low density residential uses.
- Require high-density multifamily residential projects, including duplex development, to meet minimum site design criteria.
- Require access to multifamily projects to be from a major street and restrict access through single-family areas.
- Promote large public and private open spaces or recreation areas to provide common gathering areas, preserve natural features on site, and serve as buffers to surrounding development when possible.



- Require sufficient off-street parking to eliminate the need for residents to park in public streets.
- Utilize the screening and buffering standards adopted as part of the City's Zoning Regulations.

Design new subdivisions in order to minimize initial and future public and private costs

- Clarify policies and regulations to assure that public improvements are paid for by the private development rather than the city-at-large.
- Identify areas of the urban growth fringe where there are private sector pressures for urban growth, or where growth pressures are projected to occur during the planning period.
- Help ensure the long-term ability to service growth in undeveloped areas around the City and within the City's planning area by implementing the utility extension policies and "Urban Service Areas" policies of the Comprehensive Plan.

Identify desired housing characteristics through the creation and adoption of residential development guidelines for planned residential, two-family and multifamily development

- Identify desired residential development characteristics through a "visual preferencing" process.
- Prepare guidelines to encourage desired design qualities and discourage undesired features and patterns. Guideline should include photos and graphics illustrating the expectations of the City.
- Implement the guidelines through the site plan review and planned development process.

PUBLIC FACILITIES AND SERVICES

The City must continue encouraging desired growth and development, while at the same time considering the fiscal constraints of the City. The cost of development continues to rise, making it imperative to install improvements in the most economical manner. Policies must reflect these facts. One result is to divide the costs of infrastructure equitably between developers and the City.

Policies must also stress the importance of maintaining construction standards when extending the City sanitary sewer system. Quality construction is critical to the long-term obligation of maintaining the extensions of the utility system.

The City should adopt clear policies for extending sanitary sewer lines to residential, commercial and industrial users. It is recommended that the policy limit sewer extensions to only the tracts of land lying within the corporate limits of the City of De Soto. In other words, sanitary sewer main extensions should be provided only on annexation. As a result, utility planning--as part of the CIP process--should be coordinated with annexation plans. The Comprehensive Plan accomplishes this through the designation of "Urban Service Areas."



Eastern De Soto Sub-Area Plan

During the planning process it became apparent that additional study of eastern De Soto, generally defined as the area east of Kill Creek Road and north of K-10 Highway, is needed. This area should be further studied to determine build out potential in part based on limitations of existing natural and environmental features, existing land uses, projected public utilities, and area influences. It is anticipated that the policy for this area will be greatly influenced by the projected utility expansions, including the conclusions of a Sewer Master Plan. Following conclusion of the sub-area study, the Comprehensive Plan should be updated to reflect revised projections and policies for the area if any.

Urban Service Areas

Given expected growth areas to the west and south, the City needs to plan for future provision of public utilities. As with any capital improvement, the City is challenged to plan such an extension in the most cost-effective way possible. There are two main factors affecting such plans: a) the timing of private sector demand for development, and the commensurate sharing of infrastructure costs, and b) the sizing of utilities and infrastructure to accommodate not only current but future needs as development continues within the area. As such, the Plan should accomplish the following primary objectives:

Ensure that streets are adequately designed to accommodate the demands of current and future anticipated traffic so that traffic congestion is prevented.

- Investigate the opportunities and constraints of a major arterial road fee system, or excise tax, whereby all development would contribute to public financing of arterial street improvements.
- Develop designated bike lanes along streets that form a bikeway network throughout the City.
- Plan for development in order to mitigate traffic congestion and traffic hazards.

Encourage orderly development along rural arterial roads in the planning area.

- Establish an agreement with the County to amend land use plans and zoning regulation that limit sell-offs in the unincorporated urban fringe to prevent single lot development accessed from rural arterial roads, such as Edgerton Road, 103rd Street and other arterials in De Soto's growth areas.
- Perform corridor studies for major arterial corridors including Lexington Avenue and 95th Street to determine future improvements that will be necessary and establish road access guidelines and compatible development with existing residences.
- Plan for the timely extension of utilities and services across the Kansas-10 Highway so that they can be easily extended further as development occurs along the arterial road network.



Prepare annexation plans which coordinate with utility planning through the new Capital Improvement Program (CIP) process.

- Prepare plans for annexing tracts within the identified urban growth areas which are a) logically served by extension of services provided by the City, b) in conformance with the growth trends of the De Soto Comprehensive Plan, or c) contiguous to the City limits and expected to be influenced by growth during the planning period.
- Where annexation is considered and public services are not available, plan for the extension of services to such areas based on the policies of the adopted CIP.
- Prepare policies for extending municipal utilities only upon annexation.

Continue to seek the involvement of local community leaders, public officials and other jurisdictions in the planning process.

- Continue to coordinate with Johnson County in addressing urban development issues in De Soto's urban fringe.
- Continue to coordinate with Federal Government, State of Kansas, and Johnson County on the development of the former Sunflower Army Ammunition Plant to ensure that planned improvements are compatible with development patterns and infrastructure within the City.
- Involve citizens/business owners in the development of overlay districts or other area specific plans.
- Continue to educate the public on the planning and development process through articles printed in the City's newsletter, included on the City's webpage, or published in the official De Soto paper, describing the need and the procedures involved in obtaining a building permit and other regulations affecting property owners in the community.

Capital Facilities Planning

Community planning is both process-oriented and production-oriented. The first step is being taken by the update of the Comprehensive Plan, a process which typically involves three entities--the Planning Commission, the public at-large, and the City Council. The second step is to implement the plan. Primary implementation tools include the Capital Improvements Program (CIP).

The Comprehensive Plan establishes community goals and objectives. The capital improvements program begins the process of identifying and establishing priorities for specific improvements in order to help achieve those goals and objectives. The CIP addresses near-term projects to be financed and constructed during the next five years. When implemented and updated in a formalized process, the capital improvements program provides a variety of benefits:

- The Comprehensive Plan becomes more than an exercise, it becomes a tool that plays an important role in the growth and development of the City;



- The community as a whole is given consideration;
- A degree of objectivity is given to the major capital expenditures;
- An understanding of where the community is going provides an opportunity to purchase property in advance of improvements, often resulting in considerable savings;
- A degree of certainty is given to the development process, stimulating growth in the direction of public improvements and providing greater efficiencies to businesses making location decisions;
- Greater lead time can be provided to the funding process, allowing the City to seek alternative sources of revenue for given projects;
- Bond issues can be better planned, reducing the likelihood of major fluctuations in the tax rate;
- Support for local financing options, such as local sales tax, can be strengthened with an on-going CIP process; and
- Intergovernmental cooperation can be enhanced by allowing joint fiscal programming.
- The reasons for capital facilities planning are many. Agreeing on a formal, clear process is important to ultimate success. Such a process includes more formal public involvement, and helps assure fiscal implementation.

Traffic / Transportation Planning

Although the Comprehensive Plan projects a future street network based on desired function and spacing, a more detailed analysis should be prepared as part of a traffic / transportation plan for the City. The plan should assess the condition of the existing network and individual improvements, existing capacities and traffic volumes, regional access and demand, and other existing conditions in order to project and prioritize system improvement needs. The plan should provide a foundation for development of specific traffic and transportation policies and strategies for ensuring the system accommodates needed functions and projected demands in a safe and efficient manner.

ECONOMIC DEVELOPMENT RECOMMENDATIONS

The Comprehensive Plan update did not include an economic analysis. However, during the plan the City undertook a target industry study. The study identified targeted industries through demographic, economic data, and business climate analysis. From that analysis targeted industries were identified through a community input process by which “undesirables” industry and restricted opportunities were eliminated from a total list of feasible targets. During the process, participants also identified the desire for increased provision of local services and retail options including a hardware store, retail store, an additional grocery store, and additional restaurants, among others.



Although not the conclusion of an analysis of the local market, the following strategies build on the targeted industry study and input from public workshops and have been offered to promote area business development.

Target Business Incentives

As part of the Johnson County market it is anticipated that De Soto can expect to continue well-rounded growth. However, proactive public policies, financial incentives and specific strategies to take advantage of this growth are encouraged. Assistance should target where they will most directly broaden and enhance De Soto's economy. The recent Targeted Industries Study concluded that in order to strengthen and broaden the De Soto economy, the City should target its recruitment efforts and incentive programs on businesses in **Table 9.2**.

Table 9.2: Primary De Soto Targeted Industry List

NO.	Targeted Industry
1	Life Science/Life Science Support Manufacturing
2	Logistic Services/ Wholesale, Packaging and Distribution
3	Food Processing Equipment/Commercial Equipment Merchant Wholesalers
4	Administrative Service Centers/Back Office

Source: De Soto, Kansas Target Industries Study: Summary of Findings, May 2003

De Soto's proximity to the Kansas City metro and numerous competitors in the Johnson County market means De Soto will have to aggressively compete to establish and maintain its competitive position. Therefore, to achieve business growth in the targeted areas and further build on the City's existing business base it is recommended that the City consider implementing targeted business incentives. The following strategies are recommended to assist in attracting and supporting new businesses to De Soto:

1. Financial incentives should be targeted to attract the identified "target industries" as well as those market niches in which the City currently falls short.
2. Tax and other financial incentives for attraction and/or expansion of these businesses should be evaluated on the amount of private investment and the number of new jobs created.
3. The city should directly tie the amount and duration of incentives in manufacturing and professional and technical services to the wage rates in order to maximize the benefit to the City's income figures.
4. To enhance the Downtown, the City should consider establishing special incentive districts to support reinvestment in the Downtown area.

Finally, when considering the use of financial incentives, it is important to widely publicize their availability to the targeted industries. It is also important to keep the public well informed throughout the consideration process of the real cost and projected benefits of each potential project. Financial incentives have become the norm in the world of economic development. The judicious use of incentives will enable De Soto's economy to continue to grow and prosper.



Small Business Improvement Actions

Small business redevelopment and economic development in general are most effective when they are pro-active rather than reactive. To be successful, development strategies require the cooperative support, participation and leadership from elected and appointed public officials, along with business and civic organizations.

Real potential exists for De Soto to grow economically stronger and small businesses to become more diversified in the future. Small businesses in De Soto—the City’s historic retail strength—is experiencing the same changes confronting other cities its size throughout Kansas and the U.S.: a shift in ethnic and locally owned retail establishments and a shift toward small, entrepreneurial retail establishments in close connection to ethnic roots. The attraction of new retail investment in small businesses must be carefully targeted since the degree of success will be closely connected to under-represented components of the retail sector. Therefore, local officials, other residents and business persons must recognize the revised role that the City’s small businesses will serve in the future and carefully target the support of new business.

Citizens showed strong support for investment in small businesses. Following are recommendation for small business support in De Soto.

Target New Retail Uses

De Soto should target the types of businesses in De Soto and Johnson County that are below retail standards on a per capita basis. An economic development study should be undertaken in order to identify and build on specific market strengths, minimize weaknesses, expand opportunities and respond to external threats. Further, the identification of per capita retail opportunities as compared to small businesses today would give the City, EDC and Chamber clear direction regarding businesses to target.

Expand and Enhance Public Improvements

The city should work with property owners to identify consolidation and/or expansion of existing public improvements, such as Lexington Avenue corridor improvements and evaluate the potential to reconfigure parking and other strategies that will increase convenience and safety when accessing area businesses. Parking improvements such as increased screening, landscaping and lighting should also be incorporated into expansion and enhancement projects wherever possible.

Establish a De Soto Business Incubator

Many successful businesses started as small business ventures. The promotion of small businesses in De Soto can lead to long-term economic strength in the community. In order to promote small business opportunities, the City should identify potential business incubator opportunities and partner with the EDC to assist individuals in starting and expanding new businesses. In particular, the reuse of a vacant building in De Soto as a new home for local start-up of small businesses should be pursued. The City could compound the investment by targeting the venture in revitalization areas such as Downtown De Soto or the Lexington Avenue Corridor.



Retail Market Expansion Strategies

To strengthen De Soto's retail base, new or expanded commercial development consider the following criteria:

- Existing space and building availability;
- Site and/or store visibility desired for the particular business;
- Available and/or potential parking; and
- Existing and future vehicle traffic patterns and counts.

Following an economic development study, including detailed analysis of the local market strengths and weaknesses, the City should devise an action plan around the study's findings. The action plan should market targeted business locations (coordinated with projected land uses), provide financial and other incentives, target development areas and encourage new retail business.

At the conclusion of the study De Soto should adopt specific strategies to attract new private investment. In the interim, the following strategies to increase the City's chances for success are provided:

Encourage Mixed-Use Development.

The City should support mixed-use development to allow the broadest choice in response to market demand. This may include public uses, office and residential uses within the projected business park and mixed use commercial districts. Such development may be assured of compatibility through Site Plan Review, Special Use Permit, and Planned Development District processes.

Target Commercial Rezoning.

The City should target expansion and/or new retail districts to development of concentrated commercial centers. This is illustrated on the Future Land Use Map where future commercial centers would be concentrated along K-10 Highway, Lexington Avenue, and Downtown De Soto.

Support Partnership Opportunities.

Increasingly, successful redevelopment and/or in-fill developments have relied on partnerships between the private and public sectors. Such partnerships reflect a myriad of legal arrangements from a public ownership stake to more routine assistance with infrastructure. The City's partnering role may be as simple as flexibility on use of public rights-of-way (such as in the Lexington Avenue corridor) and actual partial City ownership roles. In particular, the City should respond favorably to private initiatives and reinvestment opportunities that can be achieved through partnering opportunities.

Consider Flexible Financial Incentives.

While Tax Increment Financing (TIF) for development is widely used in Kansas, it is only one of several financial incentives for the City to utilize. Other incentives can play a role in encouraging new private investment, new jobs, or increased retail sales, including:

- Business Improvement Districts (BID);
- proactive grant applications to support private initiative; and
- property tax abatement.



PARKS AND RECREATION

The parks and recommendation were prepared in response not only to input obtained during the public meetings, but also a series of participatory meetings and direct observations by touring the parks and school district facilities. The groups we met with included:

- Elected Officials
- Parks and Recreation Board
- Director of Operations from the School District
- City Staff. These recommendations are all reflective of the current financial situation in the City.

Generally, the meetings were conducted to determine the current level of satisfaction with the availability of facilities, a rating of the physical condition of the facilities, suggestions for improvements and additions to the park system, potential partnerships for leveraging City resources with others to provide new parks and facilities, limitations of current City resources to expand its park system, and, an historical perspective of the development of existing parks and facilities.

From these discussions and direct observations of parks and facilities, key issues which surfaced included:

- The age and condition of the existing swimming pool at Miller Memorial Park is of concern. The pool is approximately 40 years old and has out-lived its life expectancy.
- There is strong support for the development of a trail system. The system would link neighborhoods to schools and parks to points of interest.
- Some areas of the City are currently underserved for “close to home” parks. This need can be met by exploring several options which include: a) acquisition of new land; b) development of existing undeveloped park land; or, c) partnering with the school district. Acquisition would be most economical prior to development, thus a sense of urgency to identify areas where acquisition should occur.
- Financial issues which include the development of a cost recovery policy for programs and facilities and earned income from developer’s fees.
- Development of community consensus on the park types needed in the future. For example, large parks versus small parks, active parks versus passive parks and neighborhood parks versus neighborhood playgrounds.
- The need to change the role of the Parks and Recreation Board from a focus on daily operations to one of long range planning and policy development.
- The importance of setting realistic long term goals which are sensitive to current resource constraints.
- The recognition of parks and linear parks (trails) provided by Johnson County within five miles of the City and the positive impact of those parks as recommendations are made for De Soto.

The following recommendations, resulting from this process, are appropriate for De Soto as it addresses these key issues and moves toward implementation of its Comprehensive Plan. Recommendations are sensitive to limited resources, while providing long term suggestions which can be used for planning purposes and implementation when additional funds become available.



As the City looks to the future to consider parks, facilities, trails and recreation activities for its citizens, it is important that citizen expectations be managed relative to the method which these services will be provided. For example, citizens must recognize that limited parks and recreation staffing is available – the Department is staffed by a Director and a full-time maintenance person. In that regard, City resources will have to be leveraged with partnerships, outsourcing, grants and other earned income opportunities to achieve many of the desirable outcomes and recommended strategies.

Commitment

The City's commitment to an improved park system and recreation program is evidenced by the hiring of a full-time Director and recognition that there is more work to be done. Other communities have learned over time that there are measurable benefits of providing parks and recreation services. Those quantifiable benefits fit into the categories of:

- **Environmental benefits** which serve the community by connecting people with, and educating them, about nature. In addition, greenways can provide alternative transportation opportunities. Parks and open space are essential weapons in the City's arsenal against environmental degradation.
- **Social benefits** which serve the community by connecting people with neighbors of other ages, incomes, backgrounds and abilities. Parks and recreation can build community pride and spirit.
- **Benefits to individuals** by promoting physical fitness and self-improvement. Opportunities for exercise and being outdoors result in greater physical fitness, emotional well-being and connectivity to nature.
- **Economic benefits** which serve the community by improving the quality of life in the City and helping to retain and attract businesses and residents. Top-rate parks and recreation programs and facilities can be a competitive advantage for De Soto in economic development.

Like other communities, the City of De Soto understands that improvements to the quality of life will be helpful as it seeks to retain current citizens and businesses while striving to attract new ones. Research clearly indicates that people and businesses move for two reasons: a) climate; and, b) attractions. Parks and Recreation facilities are uniquely positioned to provide attractions which people are looking for.

The commitment by the City should proceed in six categories: a) recognition of limitations to current departmental staffing level; b) financial; c) system process improvements; d) understanding and responding to citizen expectations; e) role of the Parks and Recreation Board; and, f) parks.

Staffing

The City's employment of a full-time Director is extremely important as that person will provide: a) a contact for users; b) accountability for levels of service; c) continuity from one season to another for park users; d) continuity from one program to another for users of recreation services; e) in-depth knowledge and database of park and recreation issues for use by elected officials, city manager, advisory board and citizens-at-large; and, f) a source of information and interface with the school district, Johnson County Parks and Recreation and other providers of parks and recreation services. All of this results in better



services to the citizens, accountability for actions taken and smoother implementation of planning actions which have been approved by city council. Important considerations for long term success of the parks and recreation staff are for the following to occur:

- pay is commensurate with the responsibilities of the position;
- the job description for the position is clearly defined;
- the Director is provided an advisory Parks and Recreation Board whose focus is on the identification and implementation of key issues and on policy matters affecting parks and recreation in the community;
- the Director is provided with reasonable, necessary resources with which to perform the job.

Financial

Two short term and one long term recommendations are made relative to the financial status of the City.

- Short Term Recommendation #1 – Refinement of Impact Fee Ordinance. The City should continue to refine its existing Impact Fee Ordinance to ensure that it is recovering the amount it is legally due.
- Short Term Recommendation #2 – Development of a Cost Recovery Policy. The City should develop a Cost Recovery Policy for its park facilities and recreation program. The Policy would identify costs for providing facilities and programs and also identify reasonable cost recovery percentages for services provided. For example, adult recreation programs should be required to pay a very high percentage of the City’s direct costs for providing them while youth recreation programs may be required to pay a lesser percentage than adults of their direct costs.
- Long Term Recommendation #1 – Commitment to a dedicated funding source. A dedicated funding source for capital expenditures, park maintenance and recreation program should be identified and approved by the City Council. Continuity in these funding categories lends itself to the creation of an environment within which short and long term planning can occur. The value of planning is that the City can encourage its staff and partners (school district, Johnson County Parks and Recreation, civic clubs, developers, special interest groups) to work together to leverage dedicated funds for the improvements that citizens are willing to support.

Process

Important to the success of the Parks and Recreation Department, is the recognition of the processes it will use within the City structure to function. Some of the internal processes will include: purchasing, personnel, coordination with other City departments, budgeting and reporting. External processes will include interaction with the Parks and Recreation Advisory Board and City Council. In recognition of the importance of working efficiently in the daily operations and the benefit of working harmoniously with advisory and elected officials, the following processes are recommended

- internal processes be flow-charted on an annual basis to ensure that inefficient processes be identified and resolved; and,
- that the City be reminded of the importance of appointing members to the Parks and Recreation Board who are open-minded and representative of the community-at-large, and, capable of providing input relative to long range planning initiatives and policy decisions.



Citizen Expectations

The City should use a statistically valid citizen survey to determine the level of citizen support for facilities and programs and their willingness to pay for each. It is important to understand these issues so staff, the Parks and Recreation Board and City Council can efficiently and effectively use available resources to provide citizens with improvements which they are supportive of, within resource constraints.

Governance

The City can build upon the existing culture of cooperation within the community as it works with its staff, Parks & Recreation Board, School District, Johnson County Parks and Recreation Department and special interest groups to provide facilities, services and programs which citizens are supportive of. Some suggestions to build upon the existing foundation are:

- An annual meeting between the City Council and School District should be held to discuss policy matters of concern and partnering opportunities which should be pursued in the future;
- An annual recognition luncheon for the volunteer groups who support the community should be held. Examples might include those who organize activities, serve on committees, provide facility maintenance, or park improvements.
- Inclusion of the Parks and Recreation Board and staff in the decision making process. Any parks and recreation issue coming before the elected officials should be discussed at the Board level first with a recommendation coming from it to the City Council.

Parks, Trails and Facilities Needs and Priorities

The parks and recreation priorities identified primarily focus on the improvement of existing facilities prior to consideration of new ones. Citizens are typically supportive this investment strategy. However, in order to meet future demand the City will also have to promote land acquisition and development potentially through partnerships with Johnson County, USD 232 and other partners. Parks and recreation needs can also be met through exactions required during the development process.

Following is a list of identified priorities:

- Swimming Pool – The age and deteriorating condition of the existing pool warrants the attention it is receiving. Voters should have an opportunity to vote on its replacement in the near future.
- Athletic Facilities – When City facilities and School District facilities are considered, existing ball fields, tennis courts and outdoor volleyball courts are meeting the demand. No new facilities are recommended at this time.
- Community Center – The community center meets the current demand for indoor recreation with the exception of locker rooms and showers and a fitness area for weightlifting and cardiovascular fitness equipment.



- Trails – A trail system should be developed which links neighborhoods to the school campus and to the parks, when possible. Nationally, walking for pleasure is the number one activity and always preferred by citizens as an extremely high priority when polled in statistically valid citizen surveys.
- Individual Park Master Plans – Miller Memorial Park and the undeveloped park sites should be master planned. As is often the case, Miller Park improvements evolved over the years without the benefit of having a professionally prepared plan by a licensed landscape architect. Parking, lighting, over-development, internal park circulation, signage, utilities, horticulture and appropriate park amenities for the site should be considered in each park.
- Neighborhood Parks – Neighborhoods should have equitable access to playgrounds.
- Community Parks – There is a long term need for an additional community park in the growth area to the west.

Management

The following management strategies are recommended to ensure adequate provision of programs and services.

- Activity Based Costing – A system should be established to identify and document costs currently allocated for parks and recreation activities.
- Program Facilitation (User Groups) – The Director of Parks and Recreation must meet (formally) on a seasonal basis with user groups to determine their level of satisfaction with current services and to record their suggestions for future change.
- Program Facilitation (Providers) – The Director of Parks and Recreation must meet (formally) on an annual basis with the school district and Johnson County representatives to discuss reciprocal use agreements for leisure facilities to ensure that each partner is satisfied with the current arrangement. Because the City, School District, and Johnson County are collaborating to provide services, it is important to meet to ensure that services are not interrupted by unforeseen issues which could have been resolved with better communication.
- Program Facilitation (Volunteers) – The Director of Parks and Recreation must meet seasonally with volunteers who are involved with the organized programs and in the park system providing valuable services for tree planting, ball field maintenance, etc. Volunteerism is essential and is more effective when properly managed.

Volunteerism

Volunteers are important in the provision of park maintenance, park improvements and recreation programs. The City should do the following to encourage volunteerism:



- Prepare and distribute a brochure which identifies City needs where volunteers can be involved;
- Document the number of volunteer hours which are contributed to the City each year; and
- Formally recognize volunteer efforts on an annual basis. At the formal recognition event, highlight the savings to the community resulting from their efforts and programs and services that could not otherwise be offered without this help.

Maintenance

The current practice of outsourcing the mowing of City parks is the best choice for the City. The advantage of outsourcing provides for regular mowing of the parks, known costs for the service and fewer maintenance investments by the City such as equipment purchase and maintenance and personnel issues.

Parks & Recreation Implementation Plan

1. The City should identify and acquire park land to the west for a future community park.
2. The City and School District should meet annually to confer about their dual role of providing facilities for use by citizens.
3. The City should plan for the development of individual park master plans for Miller Memorial Park and the undeveloped park sites. These plans will guide the City as it moves toward the upgrading of its current system and plans for future improvements by working in collaboration with its partners.
4. The City should initiate the process of documenting its costs for the facilities and services it currently provides in its parks and recreation department. Those costs can be used as the City considers a cost recovery policy, annual budgets and partnerships with others.
5. The City should schedule a formal recognition ceremony for its volunteers who have worked over several decades to ensure that services are provided.
6. Neighborhoods should be served with playgrounds. Given limited resources, park sites which are larger than playgrounds should be devoted to community level parks.
7. The City should develop a trail system that links neighborhoods to parks and points of interest, including the school campus.
8. The City should proceed with its plans to seek voter approval for a new outdoor swimming pool.
9. The City should refine its Impact Fee Ordinance, develop a Cost Recovery Policy and identify and implement a funding source for parks and recreation improvements.



10. The City Council and City Manager should continue to work with the Parks and Recreation Board to change its focus to long range planning issues and policy development.
11. Land adjacent to Miller Memorial Park on its northeast corner and east side along Kaw Street should be acquired for future expansion of the park. Land on the north side of the park should be acquired to provide passive park purposes as a viewshed to the river and bluff area.

OPEN SPACE PRESERVATION

Cluster Development Overlay Zone

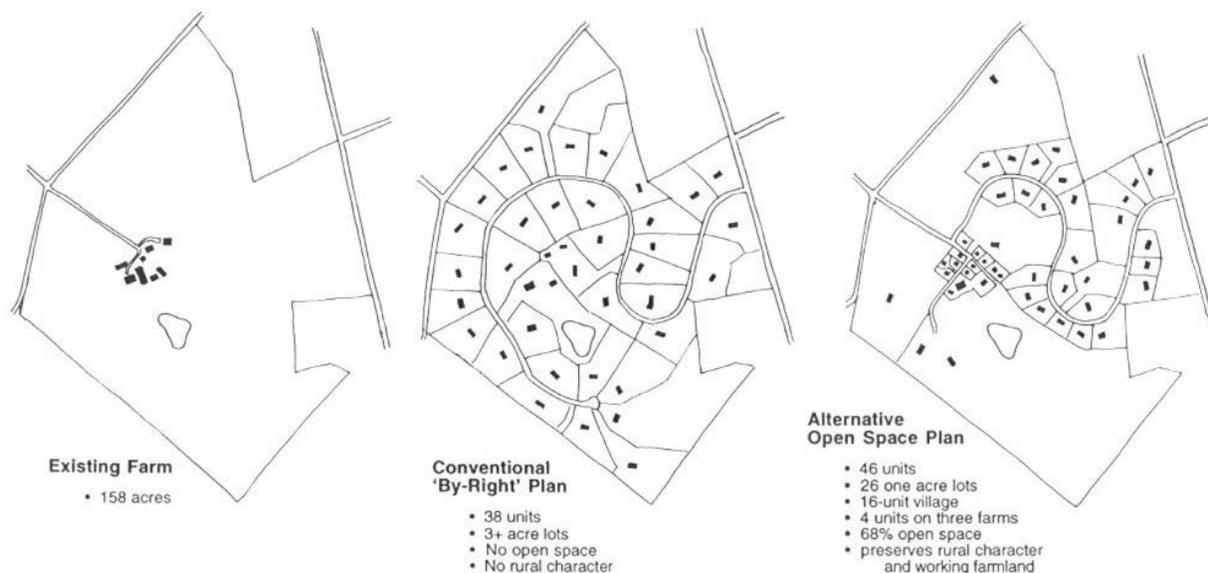
A Cluster Development Overlay is recommended as a strategy for De Soto's dual objectives of preserving the rural atmosphere and ensuring that large-lot development patterns do not stifle future growth, particularly in the Urban Service Areas (See **Map 12, Future Land Use**). A **Cluster Development Overlay Zone** can help accommodate development in the City that accommodates rural land-owners desires for development and preserves the rural character of the community, while providing long-term assurances that future development can be accommodated as utilities are available and when and if desired.

Cluster development, also known as Open Space Development or Conservation Design Development, groups homes or lots tightly on the more buildable or accessible portions of a site, leaving more open space and preserving land or natural features such as trees, streams, valleys, and steep slopes. In order to entice development in this pattern density bonuses are offered in exchanged for increased open space preservation.

For example, the Urban Service Area projects a density of one unit per ten acre. A typical 120-acre site would be allowed 12 homes. With clustered development, a density bonus of 1.5 times the amount of lot otherwise permitted would allow for 18 lots to be developed in exchange for preserving half the site, 60 acres, in open space. **Figure 9.1** and **9.2** illustrates this approach. Although cluster development is often opposed and misinterpreted as including higher densities and concessions to the developer, it is a valuable tool to preserve open space and natural features, resulting in the preservation of the rural character.

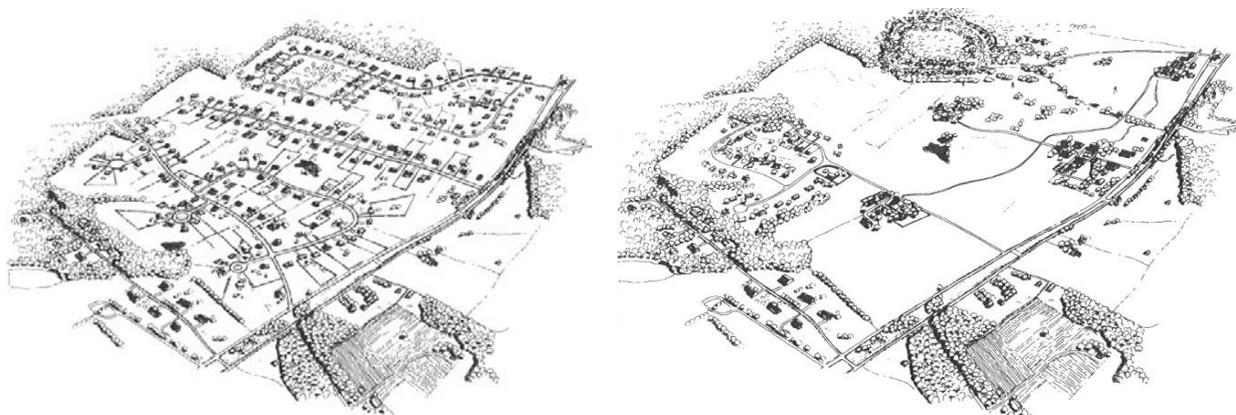


Figure 9.1: Conventional and Cluster Development Patterns



Source: Adapted from Randall Arendt, *Rural by Design* (1997).

Figure 9.2: Conventional and Cluster Development Patterns



Source: Adapted from Randall Arendt, *Rural by Design* (1997).

To implement a Cluster Development alternative, the City's Zoning Ordinance should be amended through the creation of an overlay district. The overlay zoning designation is applied to the site by the Planning Commission either as part of a rezoning application or by separate public hearing. The regulations should apply a sliding scale to be used by the developer to increase the proportion of open space to development density. The sliding scale encourages greater open space set-asides by allowing the gross density to rise if the net area consumed by development is reduced. In other words, if open space rises from 50 percent to 60 percent, with a roadside buffer depth growing from 100 feet to 150 feet, landowners would be allowed a 20 percent increase in the number of house lots. **Table 9.3** describes a suggested sliding scale.



Table 9.3: Sliding Scale of Development Density in the Urban Services Area

Option	Open Space Preserved	Bonus Ratio	Maximum Lot Size in Acres	Road Setback Increase	Density in acres per dwelling unit	Acres Preserved	Acres Developed
Standard	0%	0.0	none	0%	10.0	0%	100%
A	50%	1.5	10	150%	7.5	50%	50%
B	60%	2.0	5.0	200%	6.0	60%	40%
C	70%	2.5	2.0	300%	5.0	70%	30%

Source: Adapted from a Redman-Johnston table cited in Randall Arendt, *Rural by Design* (1997).

Cluster development also has the advantage of being able to site buildings away from environmentally fragile areas, rather than in a “cookie cutter” pattern associated with a typical rural development of large minimum lot sizes. But an important issue is the density that is allowed with the cluster.

Large minimum lot sizes are from 3 to 40 acres without the Cluster Development Overlay Zone can limit the number of non-farm dwellings and can provide opportunities for hobby farming. However, a large minimum lot size can also create an awkward pattern that eats up the land on the buffer zone fairly quickly. Although, if public or centralized sewer and water are not available and are not expected to be for many years, a large minimum lot size can more safely accommodate septic and well systems than cluster developments with higher densities.

View Shed Overlay Zone

Recommended View Shed Overlays are shown on **Map 12, Future Land Use**. These view shed overlays are intended to preserve the visual character of the primary entries into De Soto, including: ridges where vistas are broad; open grasslands, major creeks and valleys, rugged bluffs and steep ravines, timberland, sloping sites bounded by hills, fan-shaped sites (having an amphitheatrical effect), and bowl-shaped sites. Following guidelines are intended to help to accomplish this objective. These guidelines and specific standards for implementing them should be adopted as an overlay district through an amendment to the Zoning Regulations. Views along the rural highways should be protected through “View Corridor” Overlay District guidelines, applied through site plan review procedures.

Development Standards, “View Shed and View Corridor Overlay Districts”

The Site Plan shall demonstrate the extent to which the structures, roads, driveways, open space, and other public and private improvements in the “View Shed and View Corridor Overlay Districts” have been proposed to achieve the following objectives:

- Conserve natural resources and amenities available on the site;
- Preserve the sense of place in De Soto as viewed from the public rights-of-way of the regional thoroughfares; and



- Ensure that coordination with the site development objectives of the City's plan are considered, including dedication of easements and rights-of-way for open space.

NON-RESIDENTIAL DEVELOPMENT

Design Objectives

Create flexible zoning review and promote good urban design for non-residential uses along thoroughfare corridors by linking developments with common and consistent design patterns to promote orderly commercial development.

- Cluster non-residential centers, particularly community centers, at the arterial roads which connect to the K-10 interchanges;
- Coordinate major thoroughfare improvements in the Major Street Plan with patterns of non-residential growth so that streets can accommodate increased traffic volumes;
- Create strong continuous corridor edges using either consistent building setbacks or continuous sequences of plant materials, street light standards and compatible signage;
- Minimize curb cuts and median breaks by requiring adjacent commercial uses to design internal connections between parking lots to minimize street traffic and curb cuts;
- Require all developments in business districts to be pedestrian-oriented with clearly identified walkways between parking lots and buildings;
- Lighting for businesses and parking lots should be low glare and designed so as not to shine directly into adjacent residential areas;
- Where possible, encourage the location of developments internally to site, maintaining a solid vegetated edge along thoroughfare frontage;
- Require substantial vegetated buffering and screening of distracting and unsightly development elements;
- Require substantial vegetated buffering and screening between incompatible land uses;
- Require parking lots to be planted with street landscaping as well as appropriate number of shade trees (one tree for every ten parking spaces is recommended); and
- Require commercial and industrial developers to maintain trees and plants they have installed as landscaping.



- Use the site plan review process to ensure that developments allow the preservation of stream corridors (includes drainage channel, stream banks and flood plain areas) as open space areas in industrial park cluster developments--to implement the Kill Creek linear park plan;
- Where possible encourage clustered development to allow for the preservation of flood prone areas as open space in developments; and
- Orient and align buildings and developments with a sensitivity to the existing watershed land forms (for example, cluster development) along or within ridge lines, high points, upland meadow and woodland areas of Kill Creek and Cedar Creek areas visible from the highway.
- Apply uniform development standards when reviewing development proposals in mixed-use and business park districts.

Design Guidelines

During the public input process the community identified a desire to improve the overall quality of development in De Soto. Much of this desire was directed toward non-residential development. The City currently regulates non-residential development through site planning standards adopted as part of the City's Zoning Regulations. These standards are generally adequate to address development on stand alone sites, but may be limited in their application to existing development and development of new non-residential centers or parks. In addition they can be applied to strip commercial centers. Although strip commercial development is generally discouraged, the limited depth of existing lots in existing commercial corridors will not support many development and redevelopment opportunities beyond strip commercial development patterns.

In order to improve the quality of these non-residential development patterns, the following guidelines should be implemented.

Commercial centers and business parks serve as districts for non-residential activity. These guidelines are intended to accomplish the following:

- Provide for the proper sizing and location of new zoning requests and developments;
- Improve on- and off-site vehicular and pedestrian circulation and safety;
- Allow non-residential clusters to develop on arterial streets while at the same time preserving the capacity of the arterial street to carry citywide traffic; and
- Improve the visual character and identity of retail centers, strip centers, and major transportation corridors.

These guidelines are intended to supplement the City of De Soto's Site Plan Review process. Each of the design elements or sections includes a statement of purpose and a listing of key issues. Applicants will be expected to address these issues by: a) complying with the guidelines for each section; or b) proposing alternative solutions that specifically address the identified issues.



The guidelines and their application are intended to be flexible. To that extent, applicants are encouraged to propose innovative alternatives that accomplish the stated purpose of the guidelines. These guidelines are also intended to be used by the City in initial discussions with the applicant to aid in preparation of a submission. Upon receipt of a zoning case, concept plan, or site plan, requests should be evaluated based on compliance with these guidelines or upon how effectively it addresses the intent of each section through alternative solutions. It is intended that applicants will clearly show with supportive information and data how the key issue(s) is addressed.

Site Appropriateness--Retail Strip Centers.

1. Purpose: In order for non-residential centers to best meet certain parameters that need to be addressed. These include:
 - appropriate site location;
 - efficient site shape and size; and
 - site accessibility.
2. Guidelines:
 - Non-Commercial development centers or clusters should typically be located at the corner of two major thoroughfares.
 - Sites should generally be accessed from local streets that are segregated from the street system of residentially zoned land, unless site configuration including lot depth dictates direct access.

Building Arrangement

1. Purpose: Proper arrangement of buildings on a site provides for efficient and viable long-term use. Key issues include:
 - storefront visibility and accessibility;
 - relationship of buildings to each other;
 - orientation to thoroughfares; and
 - compatibility with surrounding land uses.
2. Guidelines:
 - Storefronts should generally be visible from main circulation aisles unless a “mall” or courtyard approach is used.
 - When part of larger sites, individual pad sites, generally defined as freestanding structures of less than 5,000 square feet of floor area, should be limited to one per five (5) acres of land area.
 - Buildings should be arranged to reduce visibility of service areas from streets, customer parking areas and adjacent properties.
 - Two-story buildings should generally not be placed adjacent to single- or two-family residential districts, nor between the main building(s) of a center and streets.



Access

1. Purpose: Safe and efficient access to the corner shopping center or commercial strip minimizes potential vehicular and pedestrian conflicts. The key issues include:
 - location of median breaks along major thoroughfares;
 - number and location of entry drives;
 - design of entry drives; and
 - traffic visibility.
2. Guidelines:
 - Driveway and median openings should adhere to the City's Access Management Standards in **Chapter 8**.
 - The ingress side of the main entrance drive should be the largest radius allowed by ordinance for better access into the site, particularly at major centers off arterials such as Lexington Avenue or 91st Street.
 - Driveways should maintain an appropriate sight distance triangle at all perimeter entrances.
 - Main entrance drives should generally be located at median breaks providing left turn access to and from the site. When used, continuation left-turn lanes should be broken with medians at major intersections.
 - Main entrance drives should connect to a "straightaway" aisle that does not dead end or require an immediate turn to approach the main building.

Service Facilities

1. Purpose: Service areas should be appropriately located and designed to efficiently and inconspicuously serve the development without disrupting on-site circulation or adjacent land uses while maintaining visibility for security purposes. The key issues include:
 - location of service areas;
 - visibility of service areas; and
 - treatment of pad site service areas
 - location of trash containers.
2. Guidelines:
 - Service facilities should generally be located in a central area to be used by several retail establishments.
 - Service and docking facilities should be separate from main circulation and parking functions.
 - Trash containers should be located in appropriately screened central service areas, and not visible from the public street.
 - All dumpsters should be screened on all sides exposed to a public right-of-way or abutting residential use and whenever possible shall be clustered.
 - Service areas should be easily accessible by service vehicles.



- Pad site service areas should be screened from the remainder of the development and physically separated from the circulation aisles and parking areas serving the remainder of the site.
- Pad site service areas should typically be screened by an extension of the building.
- Service facilities should be screened from the remainder of the project, adjacent land uses and major thoroughfares. Extended wing walls from the building may be used to screen service areas. When used, these walls may be of solid construction if lighted on both sides, or a minimum of 30% of open construction if lighted on only one side. A combination of landscaping and screening walls may also be used.

Utilities/Mechanical/Outdoor Storage

1. Purpose: The location and treatment of utilities, mechanical functions and outdoor storage areas should be managed and coordinated to achieve physical and visual order within the non-residential center development. The key issues include:
 - location of facilities; and
 - visual impact of utilities.
2. Guidelines:
 - Locate utility metering within a designated service area.
 - Locate mechanical equipment in the designated service area and screen from the project and adjacent residential land uses.
 - Limited outdoor storage will only be permitted in designated service areas that are screened from the remainder of the project, adjacent land uses and streets.
 - When allowed, utility conduit and boxes should be painted to match building color.

Buffers and Screens from Residential Areas

1. Purposes: Proper use of buffers and screens from residential areas will lessen the differences between land uses and diminish the visual impact of undesirable elements. The key issues include:
 - unified character;
 - high quality construction;
 - longevity of screening;
 - disparity between land uses; and
 - visibility of undesirable elements.
2. Guidelines:
 - Architectural screens should be an extension of the development's architectural treatment and consistent in color and design. The development of an office business park where there is high interstate visibility, affords a chance to create an attractive "front door" appearance.
 - Screening walls should be constructed of low maintenance, high quality materials that are consistent with the building facade material.



- Screening walls should conform to the City zoning and subdivision ordinances.

STREAM BUFFERS AND FLOODPLAIN PROTECTION

During the update of the Comprehensive Plan the City prepared and adopted a Flood Mitigation Plan. One of the primary goals of the plan was to minimize flood impacts by preserving the function of the City's streamway corridors.

Headwater streams are often severely degraded by development. As a consequence, many communities have adopted stream buffer requirements as part of an overall watershed protection strategy. Stream buffers are an integral element of any local stream protection program. By adopting some of these rather simple performance criteria, De Soto can make their stream buffers more than just a line on a map. Better design and planning also ensure that communities realize the full environmental and social benefits of stream buffers. Recommendations in this section are adapted from the American Planning Association (APA), PAS Memo of August 2000.

The ability of a particular buffer to actually realize its many benefits depends to a large extent on how well the buffer is planned or designed. In general, a minimum base width of at least 100 feet is recommended to provide adequate stream protection. In most regions of the country, this requirement translates to a buffer that is perhaps three to five mature trees wide on each side of the channel.

Buffer Zones

Effective stream buffers divide the total buffer width into three zones:

- Streamside;
- Middle core; and
- Outer zone.

Each zone performs a different function and has a different width, vegetative target and management scheme.

The **streamside zone** protects the physical and ecological integrity of the stream ecosystem. The vegetative target is mature vegetation that can provide shade, leaf litter, woody debris, and erosion protection to the stream. The minimum width is 25 feet from each stream bank—about the distance of one or two mature trees from their stream bank. Land use is highly restricted, limited to storm water channels, footpaths, and a few utility or roadway crossings.

The **middle core** zone extends from the outward boundary of the streamside zone and varies in width depending on stream order, the extent of the 100-year floodplain, any adjacent steep slopes, and protected wetland areas. Its functions are to protect key stream components and provide further distance between upland development and the stream. The vegetative target for this zone is also mature vegetation, but some clearing may be allowed for storm water management, access and recreational uses. A wider range of activities and uses are allowed within this zone, such as bike paths and storm water best management



practices (BMPs). The minimum width of the middle core is 50 feet or the width of the 100-year floodplain, whichever is greater.

The **outer zone** is the buffer's buffer, an additional 25-foot setback from the outward edge of the middle core zone to the nearest permanent structure. The vegetative target for the outer zone is usually turf or lawn. In many instances, this zone is within a residential backyard. Although the property owner is encouraged to plant trees and shrubs, few uses are restricted in this zone. Gardening, compost piles, yard wastes, and other common residential activities are promoted within the zone. The only major restrictions are no septic systems and no new permanent structures.

The outer and middle zone of the stream buffer may be used as a grass/vegetative filter strip under limited circumstances. For example, the buffer cannot treat more than 75 feet of overland flow from impervious areas and 150 feet from pervious areas such as backyards or rooftops. The designer should compute the maximum runoff velocity for both the six-month and two-year storms from each overland flow path, based on the slope, soil and vegetative cover. If the calculations indicate that velocities will be erosive under either condition (greater than three feet per second (fps) for a six-month storm, five fps for a two-year storm), the allowable length of contributing flow should be reduced. When the buffer receives flow directly from an impervious area, the designer should include curb cuts or spacers so that runoff can spread evenly over the filter strip.

The stream buffer can be accepted as a storm water filtering system if basic maintenance can be assured, such as routine mowing of the grass filter and annual removal of accumulated sediments at the edge of the impervious areas and the grass filter. A maintenance agreement that allows for public maintenance inspection should also be required.

A particularly difficult management issue involves locating storm water ponds and wetland in relation to the buffer. Several arguments can be made for locating ponds and wetlands within the buffer or on the stream itself. Constructing ponds on or near the stream allows the greatest possible drainage area to be treated at one topographic point. Also, ponds and wetlands require the dry weather flow of a stream to maintain water levels and prevent nuisance conditions. Lastly, ponds and wetlands add a greater diversity of habitat types and structure and can add to the total buffer width in some cases. Given the effectiveness of storm water ponds and wetlands in removing pollutants, they should not be prohibited within the buffer. Rather they should be evaluated on a case by case basis.

The limits and uses of stream buffer systems should be well defined during each stage of the development process, from initial plan review through construction. The following steps are helpful during the planning stage:

- Require that the buffer be delineated on preliminary and final development plans;
- Check that buffer expansions are computed and mapped properly;
- Check suitability of use of buffer for storm water treatment; and
- Ensure other best management practices (BMPs) are properly integrated in the buffer.

Flexibility in application of stream buffer requirements provides less opposition to use. In general, the courts have found that buffer ordinances are enforceable and avoid "takings" issue, by proving that buffer strips provide compelling public safety, welfare, and environmental benefits to the community to justify



restriction of land use. In order to limit the hardship on developments, the following planning methods can be utilized to mitigate any negative impacts associated with the creation of stream buffer strips.

Buffer Averaging

Flexibility in the buffer width should be provided, permitting the buffer to become narrower at some points along the stream as long as the average width meets the minimum requirement.

Density Compensation

Credit for additional density elsewhere on the site to compensate for developable land lost to the buffer should be granted. Developable land is defined as the buffer area remaining after the 100-year floodplain, wetland and steep slope areas have been subtracted. Credits are granted when more than ten percent of developable land is consumed, using the approach shown in **Table 9.4**. The density credit is accommodated by allowing greater flexibility in setbacks, frontage distances, or minimum lot sizes. Cluster development also allows the developer to recover lots that are taken out of production due to buffers and other requirements.

Table 9.4: Density Credits – Compensation for Excessive Land Consumption by Buffers

Percentage of Site Lost to Buffers	Density Credit*
1 to 10%	1.0
11 to 20%	1.1
21 to 30%	1.2
31 to 40%	1.3
41 to 50%	1.4
51 to 60%**	1.5
61 to 70%**	1.6
71 to 80%**	1.7
81 to 90%**	1.8
91 to 99%**	1.9

Adapted from Burns, 1992.

**Additional dwelling units allowed over base density (1.0)*

***Credit may be transferred to a different parcel*

Conservation Easements

Perpetual conservation easements should be allowed to protect lands within the buffer with a perpetual conservation easement.

Variances

A variance to the buffer requirements can be granted if the owner can demonstrate severe economic hardship or unique circumstances make it impossible to meet some or all buffer requirement.



GATEWAY STRATEGIES

Several key intersections and corridors within De Soto serve as a primary means of access to the community. Thus, these intersections and the activities surrounding them are often a visitor's first impression of the City. These key intersections and corridors will function as "gateways" into De Soto. These gateways not only influence visitors' perceptions, but can also help promote the quality of life and vitality of the community with De Soto residents. As such, special attention and planning consideration should be given to these locations.

The planning and design considerations given to gateways should be based on a hierarchy of importance defined by purpose, location, traffic volumes, street function and visibility. Gateways should be identified as primary, secondary and transition gateways.

Primary Gateways

Primary gateways should identify the City of De Soto as a whole. Primary gateways should be located at the entrances to the City along major arterial roadways such as at the interchanges with K-10 Highway at Kill Creek and Lexington Avenue and at entrances to the City from 83rd Street. In addition, those portions of the above-mentioned roadways leading into De Soto should be considered part of the primary gateways.

The major features of these gateways should include:

- A prominent feature such as large-scale public art, statuary, fountains, gardens or park-like settings;
- Signage to clearly identify entrance into De Soto. Brick, stone or other high-quality materials and the City logo should be incorporated into the signage to further establish the gateway. The sign may also identify the City as part of the greater community, for example promoting the City as part of the K-10 Corridor; and
- Landscaping to accent the surrounding corridor and prominent features. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design.

Secondary Gateways

Secondary gateways should identify the City of De Soto as a whole, but on a smaller scale than the Primary gateways. These gateways are identified as the intersections between major roadways. Secondary gateways include the intersections of 83rd Street and Lexington Avenue, Lexington Avenue and Penner, and Kill Creek and 83rd Street, among others.

As opposed to primary gateway features, those of the secondary gateways are intended to be at a pedestrian scale. The major features of the secondary gateways are:

- Prominent features such as public art, statuary, fountains, gardens or park-like settings;
- Signage of brick, stone or other high-quality material; and



- Landscaping to accent the surrounding corridor and prominent features. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design.

Figure 9.3: Secondary Gateway Signage Feature



Transition Gateways

Transition gateways are identified for those areas where a distinct change in activity or land use takes place or a specific district begins along an arterial or collector roadway. Transition gateways are used to identify the entrance into unique destinations or corridors; for example, the entrances into Downtown along 83rd Street and to the commercial uses along a “Lexington Avenue Business District.” These gateways are also appropriate for transitions such as those between residential and commercial uses.

Transition gateway features are on a smaller scale than primary or secondary gateways. The major features of the transition gateways are:

- Signage to clearly identify the entrances into the unique district;
- Landscaping to accent the streetscape and signage. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design; and
- Benches, trash receptacles, pedestrian scale lighting, unique paving patterns at crosswalks, and other streetscape elements.

The City should work closely or partner with local developers to ensure that adequate aesthetic considerations are given to development near identified gateway locations. As part of the site plan review process, the City should consider the visual impacts of development at these locations. Development should incorporate architectural features such as building recession and projections, canopies and awnings, windows, and high-quality materials to accent and complement the gateway development. Building orientation and parking should also be carefully planned to minimize the adverse impacts of the negative features of the site. Trash dumpsters, loading areas and parking should be screened with appropriate landscaping.



Figure 9.4: Transitional Gateway Signage Feature



Monument signs or other unique gateway features can announce the entrance into unique districts such as De Soto' Central Business District.

Many of the gateway locations identified have been developed, making the efforts to establish the gateway concept difficult. Initial improvements may focus around landscaping. Over time, as redevelopment occurs or partnerships are formed, and as funding become available, the larger-scale elements like public art, monuments and signage can be added.

For those areas that are not currently developed or in which limited development has taken place, efforts to establish the gateway concept should begin immediately. Conceptual plans for development of gateways in these locations should be prepared, so that as development does begin to occur a clear vision can be presented. This vision would serve as the basis for requirements for land dedication or acquisition and special design considerations.

AREAS OF ADDITIONAL STUDY

Eastern De Soto Sub-Area Study

During the planning process it became apparent that additional study of eastern De Soto, generally defined as the area east of Kill Creek Road and north of K-10 Highway, is needed. This area should be further studied to determine build out potential in part based on limitations of existing natural and environmental features, existing land uses, projected public utilities, and area influences. It is anticipated that the policy for this area will be greatly influenced by the projected utility expansions, including the conclusions of a Sewer Master Plan. Following conclusion of the sub-area study, the Comprehensive Plan should be updated to reflect revised projections and policies for the area if any.

Traffic / Transportation Study

Although the Comprehensive Plan projects a future street network based on desired function and spacing, a more detailed analysis should be prepared as part of a traffic / transportation plan for the City. The plan



should assess the condition of the existing network and individual improvements, existing capacities and traffic volumes, regional access and demand, and other existing conditions in order to project and prioritize system improvement needs. The plan should provide a foundation for development of specific traffic and transportation policies and strategies for ensuring the system accommodates needed functions and projected demands in a safe and efficient manner.