March 3-4, 2025 | Commission Retreat
2025-2026 City of Garden City
Strategic Goals and Objectives Plan

Action Step	Lead Sr. Staff Member	12-18 Month Performance Expectation	Current Status
**Strategic Goal: Business Development and Housing Development**
**Supporting Objectives**
4,000 Housing Units by 2030	PS&D	Present options for the City Commission to consider from a planning and zoning perspective that may help lower the cost of entry into development of housing. Work with potential developers using the tools available to keep projects moving forward and identify new projects that focus on maximizing the number of units per acre.	
Expand retail	PS&D	Work with Finney County Economic Development Corporation on recruiting retail development. Update the Neighborhood Revitalization Program in 2025 to help bring retail to existing facilities that could benefit from redevelopment. Market remaining Dowtown Development Fund dollars and work with Downtown property owners on developing property for retail.	
Affodable Housing	PS&D	Present some options for the City Commission to consider from a planning and zoning perspective that may help lower the cost of entry into development of housing. Work with potential developers using the tools available to keep projects moving forward and identify new projects that focus on maximizing the number of units per acre.	
Development mult-family housing solutions	PS&D	Present some options for the City Commission to consider from a planning and zoning perspective that may help lower the cost of entry into development of housing. Work with potential developers using the tools available to keep projects moving forward and identify new projects that focus on maximizing the number of units per acre.	
Have available industrial park space	PW&UT	Identify large parcels of property that are within the proximity of existing city utility infrastructure.	
Promote infill housing	PS&D	Work with potential developers using the tools available to keep projects moving forward and identify new projects that focus on maximizing the number of units per acre. Update the Neighborhood Revitalization Program in 2025 to help bring retail to existing facilities that could benefit from redevelopment.	
**Strategic Goal: Upgrade and maintain existing public infrastructure and facilities**
**Supporting Objectives**
Expand hard surface parking at the airport	PS&D	Identify funding sources and complete the design.	

Buffalo Dunes restrooms (on-course)	P&R	Develop a Request for Proposal (RFP) for architectural renderings, plans, and construction documents. Based on the results of the RFP, select a firm. Based on plans, prepare for Commission consideration a plan for financing construction, then construct.	
More PD temporarily out of the LEC	PS&D	Identify a Construction Manager at Risk for the pre-construction work for a new facility and begin negotiations for use of 1210 Fleming Street to compare the two options and identify a strategy moving forward.	
Modernize playground equipment	P&R	Completed playground equipment inventory in 2024. Repair broken playground equipment, if applicable and remove selected playground equipment. Begin replacing sand playground surfacing with bonded rubber mulch (glued rubber mulch). Prepare a playground replacement schedule and funding plan for use by the City Commission during budget planning and to use for grant work and volutneer/philanthropic partenrs in the community.	
Enhance entrance signs	PW&UT	Research different designs and provide rough cost estimates.	
Improvements at Peebles	P&R	Present the Peebles Project Plan to the City Commission for review and consideration as they prepare the 2026 Budget and consider future capital improvements.	
Strategic Goal: External Relationships & Partnerships			
Supporting Objectives			
Relationships with Finney County, GCCC, State of Kansas, Federal Government, St. Catherine Hospital	CM	Actively participate in the CofC Public entities meetings. Actively participate in Local Emergency Planning Committee meetings. Regular staff meetings with Hospital Admin and key personnel. Regular on-on-one meetings with public entity CAOs accounting for the performance of existing partnerships and identifying opportunities for additional partnerships.	
Advocate for a divided Highway 83	CM	SS4A study completion. Build partnership heading into KDOT local consults and SW Kansas listening sessions.	
Advocate for a divided Highway 50/400	CM	Partnering with Dodge City, Cimmaron, Holcomb, Lakin, and Syracuse to advocate for highway improvements along this corridor and reviving the early 2000s study as an important KDOT corridor planning document that holds weight in KDOT project planning and scoring processes.	
Advocate for more funding for housing development	PS&D	Actively participate and communicate with state and federal partners to promote the use of housing tools within Garden City and Southwest Kansas.	

Advocate for naturalization services in Garden City	Admin	Work closely with the United States Citizenship and Immigration Services (USCIS) to advocate for establishing an Immigration Office in Garden City dedicated to naturalization services. Advocate for and assist monthly USCIS mobile Immigration services in Southwest Kansas, rotating among Garden City, Dodge City, and Liberal. Implementing the Strategic Plan for Welcoming and Integration, encouraging residents to pursue naturalization and fostering inclusive communities that support economic prosperity.	
Youth leadership engagement	Admin	Establish a youth leadership program introducing students to municipal services, programs, and the employees who serve our community. In partnership with USD 457, Garden City Community College, and various other community partners, Staff will offer civics education classes to inspire future leaders toward civic engagement. Youth participation will be encouraged through advisory boards, surveys, and other opportunities for input on City policies, programs, and initiatives.	
Strategic Goal: Internal Operations			
Supporting Objectives			
Increase use of automation	Admin	Staff will begin by assessing potential automation opportunities across all operations to increase efficiency. This will involve researching cost-effective technologies, implementing pilot programs to gather performance data, and evaluating outcomes.	
Technology Upgrades (Software)	Admin	Staff will evaluate and implement advanced software solutions to enhance operational efficiency, streamline workflows, and improve service delivery across all departments.	
Planning for Fire Station No. 3 post sales tax	Admin	The City will develop a financial plan to fund Fire Station No. 3 once the existing sales tax ends in 2033. This includes projecting long-term operational costs and identifying diverse funding sources, such as property tax, sales tax, and/or rate and fee adjustments.	
Staffing (right sizing & retention) per department	CM	Conduct an study of department sizing per industry standards and comparable operations (other cities or private entities). Prioritize retention through using Stay Interviews, and evaluating compensation (pay and benefits) though the CMISC.	
Enhance City branding	Admin	Staff will prepare an assessment of current use of City branding and present findings to the City Commission and options for "enhancement."	
Fill all open advisory board positions	Admin	Increase visibility of, and encourage applications for, vacant advisory board positions by continuing to advertise through social media, local news outlets, and the City website. Staff is working to simplify the process by providing clear instructions and easily accessible application forms online and at City offices, reducing barriers for prospective candidates. Partner with community organizations, professional associations, and neighborhood groups to actively recruit a diverse range of applicants for open positions.	

Expand alcohol sales to Sunday	CM	Reach out to CofC to survey business community interest in Sunday sales. Legal research and draft ordinance for possible City Commission consideration.	