

Economic Development KPA Committee

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- Brian West

Economic Development Mini-Vision

- Lee's Summit is a progressive destination city with a fiscally balanced tax base and a strong sense of community, which attracts and retains investment by aggressively pursuing development and redevelopment strategies through public and private partnerships.

Goal 1:

The City of Lee's Summit is
development and redevelopment
friendly.

Rationale and Strategy:

- Rationale for Addressing the Issue:
 - It is a competitive environment in the bi-state region and communities that are seen as “pro-development” are frequently successful in capturing new investments and jobs.
- Strategy to Address the Issue:
 - To perform a comprehensive review of the current City development / redevelopment processes and the Customer Satisfaction thereof.

Action Step 1:

- Implement a “Best Municipal Government Practices” process to focus on improved customer service, identify any potential impediments to developers.
 - Parties Involved:
 - City Staff / Development community / LSEDC / LS 360 stakeholders
 - Timeline
 - 180 Days
 - Resource Options
 - Independent Consultant

Action Step 2:

- Design and implement a “Development 101” product or service to educate all on the processes to conduct business with the City.
 - Parties Involved:
 - City Staff / Development community / LSEDC / LS 360 stakeholders
 - Timeline
 - 180 Days
 - Resource Options
 - Independent Consultant

Action Step 3:

- Create an ombudsman position that reports to the City Manager on the process and successes of development and or redevelopment projects.
 - Parties Involved:
 - City Staff / Development community / LSEDC / LS 360 stakeholders
 - Timeline
 - 180 Days
 - Resource Options
 - Independent Consultant

Measures of Success:

- Lee's Summit has an acclaimed development / redevelopment friendly process as evidenced by satisfied customers and increased commercial activity.

Goal 2:

Lee's Summit Economic Development Council should continue to operate independently from, but in concert with, City Government.

Rationale and Strategy:

- Rationale for Addressing the Issue:
 - Public / Private partnerships are proven to be more successful in favorably impacting a community's economic development. The private sector prefers to interact and work with private entities they perceive as their peers and advocates.
- Strategy to Address the Issue:
 - Reaffirm LSEDC's public and or private sector status with all of the involved stakeholders. Identifying and cultivating additional funding sources for LSEDC and that funding of LSEDC was a high priority, not only for finding new businesses but also retaining existing businesses in the City.

Action Step 1:

- Reaffirm public sector funding, “Bed Tax” or other public sources as the core funding for LSEDC.
 - Parties Involved:
 - City Council / Mayor / LSEDC stakeholders / LS 360
 - Timeline
 - 60 Days

Action Step 2:

- Identify and cultivate additional funding sources for LSEDC and that funding of LSEDC was a high priority, not only for finding new businesses but also retaining existing businesses in the City.
 - Parties Involved:
 - City Council / Mayor / LSEDC stakeholders / LS 360

Measures of Success:

- LSEDC maintains a positive and growing fund balance through profitable operations, sufficient to fund extraordinary projects and other feasible opportunities, in partnership with the City.

Goal 3:

Establish a ratio of 35% commercial and 65% residential.

Rationale

- Future development should be analyzed and approved with the primary intent to achieve a ratio of 35% commercial and 65% residential.
- Current ratio is approximately 22% commercial to 78% residential, representing lack of diversification and an over-reliance on residential development.
- The use of quantifiable, measurable goals for commercial and residential usage is a positive step in this process.

Strategies

- Implement City Fiscal Impact Model to determine if future development strategy achieves its goal.
- Conduct a target industry studies for types of businesses and or industries to best supplement labor base.

Action Step 1:

- Run Fiscal Impact Model on City's general plan.
 - Parties Involved:
 - City of Lee's Summit
 - Timeline
 - 90 Days
- Depending upon results of the model, remodel the general plan to estimate the proper densities and uses to achieve the goal.
 - Parties Involved:
 - City of Lee's Summit
 - Timeline
 - 180 Days

Action Step 2A:

- Determine City's Strengths, Weaknesses, Opportunities, and Threats (SWOT) for existing or proposed land uses.
 - Parties Involved:
 - Independent Consultant
 - Timeline
 - 360 Days
 - Resource Options
 - Approximately \$150,000

Action Step 2b:

- Use Fiscal Impact Model to analyze land use alternatives for target industries to determine favorable cash flow.
 - Parties Involved:
 - Independent Consultant
 - Timeline
 - 360 Days
 - Resource Options
 - Included in Action Step 2A.

Measures of Success

- The Fiscal Impact Model reveals ideal balance of residential / commercial / industrial development.
- Target industry study results in land use designations supportive to the City's strengths.

Goal 4:

Aggressively pursue redevelopment projects using the appropriate tools to achieve the highest and best use of underutilized properties.

Rationale

- Property values and receipts are not currently commensurate with higher and better uses achievable through public and private partnerships.
- The City has only limited land available for Greenfield development.

Strategies

- Convene a multi-constituency task force to ensure public and or private buy in to redevelopment strategies and tools.
- Ensure that Downtown Lee's Summit remains a primary focus for redevelopment.

Action Step 1

- Specifically identify and market current locations in city as primary **redevelopment** candidates, including View High / Pryor corridor, Calamar, Pfizer, Adessa, Arnold Hall / Downtown, and large lots in the downtown residential areas.
 - Parties Involved:
 - City Staff / LSEDC / Downtown Main Street/ Mayor and City Council
 - Timeline
 - 180 Days
 - Resource Options
 - Approximately \$80,000

Action Step 2

- Quantify and inventory older residential neighborhood needs / concerns.
 - Parties Involved:
 - City Staff / Homeowner Associations / Mayor and City Council
 - Timeline
 - 360 Days
 - Resource Options
 - Approximately \$50,000

Action Step 3

- Identify, educate and gain commitment to use all available tools for both commercial and residential redevelopment without tax penalties (should utilize tax abatement / low interest loans / LCRA)
 - Parties Involved:
 - City Staff / LSEDC / Mayor and City Council
 - Timeline
 - 180 Days
 - Resource Options
 - Approximately \$25,000

Measures of Success

- Neighborhood revitalization plan is adopted by City Council and embraced by the citizens / stakeholders.
- City prioritizes redevelopment opportunities and aggressively markets them to private sector.
- A public / private partnership successfully completes a high profile facility identifying Lee's Summit as a viable competitor for top tier redevelopment projects.

Goal 5:

Lee's Summit is perceived as a
“progressive destination city”

Rationale and Strategy

- Rationale:
 - Lee's Summit is perceived as a “rural” and “bedroom” community without a “unique” identity.
- Strategy:
 - To “rebrand” Lee's Summit in accordance with the LS 360° process ideals or guiding principles.

Action Step 1

- Commission a branding study.
 - Parties Involved:
 - LS 360 stakeholders / Chamber of Commerce / LSEDC / City Staff and Council
 - Timeline
 - 360 Days
 - Resource Options
 - Approximately \$50,000

Measures of Success

- The community embraces a common “brand promise” that accurately reflects and captures the essence of what and who Lee’s Summit represents.
- Public and private institutions consistently use the common branding collateral and or messaging package.
- External perception and communication regarding Lee’s Summit mirrors the “brand promise” in terms of how it refers to the community.



Any Questions?