



## Memorandum

To: Lee's Summit 360° Stakeholders  
From: Derek Okubo, National Civic League  
Date: October 27, 2008  
Re: Last meeting and Next Meeting on November 18

Congratulations on continuing our progress in this strategic planning update.

At our last meeting, we inundated all of you with data to use as a tool to scan the current conditions of our community. In small groups, you conducted a SWOT analysis to gauge your take on the current situation and you also looked at future opportunities and dangers. Based on the discussions and a view at the likely future without intervention, each group chose four potential areas that they felt needed to be addressed to bend the trend toward our desired future. As expected, the report outs to the large group revealed that there was a lot of commonality across the different tables!

I have taken the notes and clustered them into common theme areas that we will discuss at our next meeting. We will break into work teams and begin the process of setting the parameters for our groups.

As I mentioned to you at our last meeting, our chairs Jon Ellis and Vicki Cundiff will appoint chairs for each work team. The reason why I asked for Jon and Vicki to appoint chairs is a preventive measure and entirely based on past experience in communities other than Lee's Summit. In those communities where we allowed chairs to be self-selected, we sometimes saw certain individuals push their way into leadership positions for the purpose of moving their own personal agendas forward. This created unfortunate dynamics where the greater good was sacrificed for personal gain. Therefore we now ask for the chairs to select solid process people who are fair minded, accountable and strong enough to keep the playing field even so that the work team as a whole makes the final decisions.

At our meeting on November 18, we will review the vision, the Civic Index survey results, agree on the Key Performance Areas, and break into work teams by interest. At that point, we hand the process over to you to begin your work!

Again, thank you to everyone for your dedication to this process and to your community of Lee's Summit.

## Notes from October 21<sup>st</sup> Strategic Planning Meeting:

### **I. What Stands Out (most of these responses were also used as the 4 key factors)**

- a. Landfill issue
- b. Recycling
- c. Transportation
- d. Brain drain: family supporting jobs move outside of LS
- e. Storm water
- f. Education: low pay for teachers
- g. Redevelopment/economic development
- h. Quality of life
- i. Diversity is increasing
- j. Low income families increasing
- k. 4% of land available for industrial and commercial
- l. Redevelopment
- m. Environmental issues
- n. Good community
- o. Aging community
- p. PRI owning too much land
- q. Sewer line issues in old LS
- r. High water costs
- s. Bridges and interchanges

### **II. Underlying Factors**

- a. What is actually doable?
- b. Macro economic business cycles
- c. Competitive region
- d. Ability to work regionally
- e. No identity for commercial development
- f. Lack of land balance
- g. Economic downturn impacts
- h. House appreciation will be challenging in next 10 years
- i. Money / tax revenues
- j. Vision of the future
- k. City staff needs to be given authority to tackle tough issues.

### **III. Strengths of Lee's Summit**

- a. Transportation
  - i. Good highways
  - ii. Amtrak in LS

- iii. Greenways
- iv. Interstate that connects the City to the metro
- v. Traffic is not that bad in most areas
- vi. Airport
- b. Redevelopment and Economic growth
  - i. Redevelopment of current strip malls is possible
  - ii. Downtown revitalization
  - iii. Number of people who work in LS
  - iv. Opportunities for further development of health care systems
  - v. People still want to move to LS
  - vi. Despite housing crisis, there is still growth
  - vii. Strong home owners' associations
- c. Full in 2014
  - i. Can promote recycling to reduce demand on landfill.
  - ii. Can find a new location in the area
- d. Schools
  - i. Quality of teaching
  - ii. Quality of education
- e. Cultural Arts
  - i. Currently have a symphony
  - ii. High quality of life
  - iii. Parks and recreation opportunities
- f. Civic Involvement
  - i. Commitment of citizens to civic involvement.
  - ii. Community that gets along / positive community
  - iii. Good government leaders with strong visions and forward thinking
- g. Low Crime rate

#### **IV. Dangers and Threats to Consider**

- a. Transportation
  - i. Elderly and Disabled have difficulty accessing public transportation
  - ii. Is reactive, needs to be proactive.
  - iii. Need more bike trails
  - iv. Commute times are high
  - v. Only transportation method within city is by personal vehicles
  - vi. City doesn't support livable walkable areas
- b. Redevelopment and Economic Development
  - i. Need to protect areas that are prime locations for high dollar commercial developments.
  - ii. Land availability for future development, both commercial and industrial
  - iii. Lack of commercial development which would supply more job opportunities
  - iv. Become landlocked like Raytown
  - v. Need to be more competitive with neighboring cities
  - vi. PRI negotiations
  - vii. High costs for small businesses

- viii. Imbalance of commercial/residential
- ix. Excessive use of TIF's
  - x. Southern communities are siphoning off development opportunities
  - xi. Growth happening so quickly that revenues can not keep up
  - xii. Economic downturn
  - xiii. High density residential needed
  - xiv. Eroding tax base
- c. Recycling/Landfill / Environment
  - i. Full in 2014
  - ii. EPA threats
  - iii. Sanitation issues with trash/ storm water/ sewage backups
  - iv. Not enough recycling opportunities
  - v. Not enough publicity about recycling and green initiatives in LS
  - vi. Low recycling rate
  - vii. Too many trash carriers
- d. Schools
  - i. Low salaries for entry level teachers
  - ii. Diversity in schools is rising, but the diversity of teachers is not
  - iii. Sensitivity training and cultural education is needed for teachers in a newly diverse school district
  - iv. Low income families need more support
  - v. Need nurses in schools
  - vi. Schools are underfunded
- e. Cultural Arts
  - i. No performance center for symphony
  - ii. Need to support diversity and history
- f. KCMO not cleaning up their issues in education, storm water, crime and economic development, which makes the Metro lose vision regionally.
- g. Lacks of inertia, issues are taking over much more quickly than they are being addressed.
- h. Healthcare
  - i. Inadequate resources to address a major catastrophe
  - ii. Not enough information available to the public about services offered will lead to a lack of services provided
- i. Airport controversy
  - i. Not enough communication and cooperation among the two sides.

## **V. Future of Lee's Summit with No Changes**

- a. Infrastructure
  - i. Landfill capacity issues / No landfill
  - ii. Old infrastructure needs replacement/ utilities and roads
- b. Redevelopment / Economic Development
  - i. Land locked or strapped without growth opportunities
  - ii. Look like Eastern Wyandotte County and Raytown/Banister Mall area
- c. Cultural Arts
  - i. Could lose the symphony due to no permanent location

- d. Population decline
  - i. High tax burden reduces new commercial development which encourages citizens to move elsewhere for jobs.
  - ii. Crime rate / image of a high crime community discourages residents from staying and or moving to LS
- e. Schools
  - i. Lack of support for low income/ diverse families will make them leave

## **VI. 4 Areas of importance**

### **Economic/ Residential/Industrial/ Commercial Development and Redevelopment**

- 14 Increasing commercial / industrial development and redevelopment opportunities
- 13 Redevelopment / Reuse of older residential neighborhoods, office areas, commercial and industrial areas: Higher density
- 11 Efficient Land Use / public education on land use
- 10 Increasing job opportunities/ increasing home based businesses
- 6 Diversify tax base
- 3 Balance between Commercial / Residential
- 2 Annexation/ PRI Land Review
- 1 Affordable Housing

### **Environmental sustainability**

- 16 Recycling opportunities / storm water / landfill
- 10 Healthy Lifestyles / Living environment: Trails, green space, etc.

### **Customer Service / City Leadership**

- 4 Customer Service / Strong City Leadership
- 5 Capitalize / Advertise strengths such as education, quality of life
- 2 Improving public view of "not in my backyard"
- 2 Regional Involvement/ Understanding of Regional Issues
- 2 Improving Fiscal Sustainability in the City

### **City Infrastructure**

- 9 Sewer/ Storm water Improvements/ City Infrastructure
- 3 Long term planning for City Infrastructure: Roads, sewer, etc.
- 1 Staying on top of Federal Mandates

### **Public Health**

- 9 Adequate Public Health Care / Social Services; Public Health Dept. for low income/ seniors / volunteer opportunities/ Bioscience

### **Education**

- 6 Continued Adult Educational Opportunities/ college expansion
- 10 Increase funding / fiscal responsibility for schools from State, country, and local schools
- 2 Review education trends in the region

#### Crime and Public Safety

- 4 Maintain safe community and image of a safe community

#### Cultural Arts and Diversity

- 9 Cultural Diversity: Arts, History, Ethnicity, Economically
- 1 Ethnic Diversity: supporting cultural and ethnic diversity

#### Transportation

- 3 Review Airport Plan to improve transportation for corporate/ public transit
- 13 Transportation/ Accessibility: Light Rail, Trails, airport, shuttle buses
- 3 Bicycle and pedestrian friendly community

#### Potential KPAs to be Discussed November 18

##### Economic Development

- o Increasing commercial / industrial development and redevelopment opportunities
- o Redevelopment / Reuse of older residential neighborhoods, office areas, commercial and industrial areas: Higher density
- o Balance between Commercial / Residential / Diversify tax base
- o Increasing job opportunities/ increasing home based businesses
- o Annexation/ PRI Land Review
- o Efficient Land Use / public education on land use
- o Affordable Housing

##### Local Government

- o Customer Service / Continued Development of Strong City Leadership
- o Capitalize / Advertise strengths such as education, quality of life
- o Improving public view of "not in my backyard"
- o Regional Involvement/ Understanding of Regional Issues
- o Improving Fiscal Sustainability in the City
- o City Infrastructure
- o Sewer/ Storm water Improvements/ City Infrastructure
- o Long term planning for City Infrastructure: Roads, sewer, etc.
- o Staying on top of Federal Mandates
- o Public Health
- o Adequate Public Health Care / Social Services; Public Health Dept. for low income/ seniors / volunteer opportunities/ Bioscience

##### Education

- Continued Adult Educational Opportunities/ college expansion
- Increase funding / fiscal responsibility for schools from State, country, and local schools
- Review education trends in the region

#### Transportation

- o Corporate and Public Transit (airport discussion a part of the mix)
- o Light rail, mass transit

#### Quality of Life

- o Arts and Culture
- o Diversity
- o Trails, Green Space, Healthy Lifestyles
- o Maintain a safe community and image of a safe community
- o Public image