

technology

infrastructure

historic preservation

**LEE'S
SUMMIT
21st
CENTURY**

parks & recreation

economic development

police & fire protection

transportation

LEE'S SUMMIT: 21ST CENTURY

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The Strategic plan has been approved by Lee's Summit Board of Aldermen

Overview

The City of Lee's Summit faces enormous challenges as it approaches the 21st century. This once quiet, rural community has become one of the fastest growing communities in the state of Missouri. This unparalleled growth, coupled with the benefits and problems it presents, demands foresight to ensure a viable future for our community. To that end, the Board of Aldermen empowered a cross section of citizens representing various social, economic and political strata, to come together to forge a blueprint for the next century through a strategic planning process called Lee's Summit: 21st Century.

The National Civic League (NCL) facilitated the strategic planning process. The NCL was founded in 1894 and is a non-profit, non-partisan organization which promotes the active involvement of citizens in the governance of their community.

A committee of eight individuals was formed, called the "Initiating Committee". The Committee invested a substantial amount of time discussing a strategic planning process with NCL and City Staff.

It was determined that a cross section of citizens, to be called "Stakeholders", and representing mixed viewpoints and interests, would assemble to develop a strategic plan. Additionally, the Initiating Committee established a timeline for a finished product and coordinated the overall planning process. An "Outreach Committee" was also formed with two goals:

- To keep citizens who were not formally involved informed as the process developed.
 - To create an opportunity for citizens to present their ideas, concerns and visions to the Stakeholders.
-

***Environmental
Scan and
Community
Snapshot***

In an effort to determine where the city hopes to be, the stakeholders first took a look at where Lee's Summit is today. This baseline determination will be the yardstick against which all progress is measured. Acknowledgement of local and global events, trends, and issues that will have an impact on Lee's Summit's ability to prosper was also important. While it was not necessary to reach consensus on these observations, it was critical that all participants understand our current status and be comfortable with the fact that Lee's Summit exists within a larger framework.

***Community
Vision***

The stakeholders were charged with creating a vision of the City of Lee's Summit in the next century. No assumptions, constraints, or other limiting factors were imposed. While political, economic, and social realities are always involved, a true vision is one that knows no limits or boundaries. The stakeholders were asked to literally answer the question, "What words do you want your grandchildren to use to describe the city of Lee's Summit in the year 2020?". And think of terms to describe the quality of life they envisioned for the community. They were also asked to identify the specific qualities of the community that would make it attractive to prospective new businesses.

These thoughts and desires were combined into an overall "community vision statement" that was the cornerstone for the rest of the process.

Key Performance Areas

The next step in this result-oriented process was to decide how the community can get from where it is today to where it wants to be in the future. This necessitated focusing on the critical issues, called key performance areas (KPA's), that will need to be addressed if the community is to start moving in the desired direction for the future.

Three Key Performance Areas Were Identified:

- Quality of Life
- Economic Development
- Public Services/Government

Once the goals and action plans were developed for each KPA, the entire Stakeholder group came to a consensus on the entire package and prepared an overall document.

The goals/action plans noted for the KPAs are not all of the goals established by the Stakeholders. The goals/action plans listed in the document are simply a listing of those identified as having the utmost priority to the overall success of our vision statement for Lee's Summit.

LEE'S SUMMIT: 21ST CENTURY

ALTHOUGH THE CRITICAL GOALS/ACTION PLANS ARE IN THIS DOCUMENT A COMPLETE PACKAGE, WHICH OUTLINES ALL OF THE GOALS/ACTION PLANS AND FUNDING FOR EACH KPA, ARE OUTLINED AT CITY HALL. PLEASE CONTACT THE MAYOR, THE BOARD OF ALDERMEN, A CITY STAFF MEMBER, OR A STAKEHOLDER FOR FURTHER INFORMATION.



*Community
Vision Statement*

Lee's Summit is a progressive city with an appreciation of history and a desired balance of residential, commercial, and industrial areas in order to retain and enhance parks, green spaces and natural features. This is achieved through the commitment and interaction of the business community, governing agencies, community groups, and citizens.

Lee's Summit citizens demonstrate a strong sense of community spirit and harmony, which is enhanced by ethnic, socio-economic, and cultural diversity. The community provides a high quality of life, characterized by comprehensive health care, a fair and equitable revenue system, public safety, outstanding education, sound infrastructure, a contemporary transit system, and varied entertainment and recreational opportunities.

Lee's Summit is a beautiful city with a distinctive and historic downtown, which is a focal point of this vibrant, innovative community.

Quality Of Life - Mini-Vision Statement
KPA

"Lee's Summit is a great place to live and to raise a family." This comment has been heard throughout our community for decades and will continue to be heard into the 21st Century, primarily because the quality of life in our community is exceptional. Issues of human relations, education, parks, recreation, beautification, historic preservation, culture and health care are central and reflect the values of the people that live and work in our City. We are proud of the quality of life in our community and we are committed to preserving and expanding upon our tradition of excellence.

Goal - Parks and Recreation/Beautification

Preserve open spaces to meet community needs.



Action Plan

- Establish partnerships with city, county, school district, and other public and private entities
- Establish mandatory dedication of park land ordinance and design a financial plan to provide the resources

Goal - Parks and Recreation/Beautification

In order to enhance and beautify the city of Lee's Summit, the City will encourage projects that are committed to the overall beautification of the city and adhere to its commercial landscaping ordinances, and will develop residential landscaping ordinances. These ordinances and regulations will be reviewed periodically in order to make needed changes and improvements.

Action Plan

- Establish Beautification Committee and develop plan
- Upgrade existing commercial landscape ordinance and establish a residential landscaping ordinance
- Develop boulevard plan where applicable; upgrade green space requirements
- Establish urban forestry division

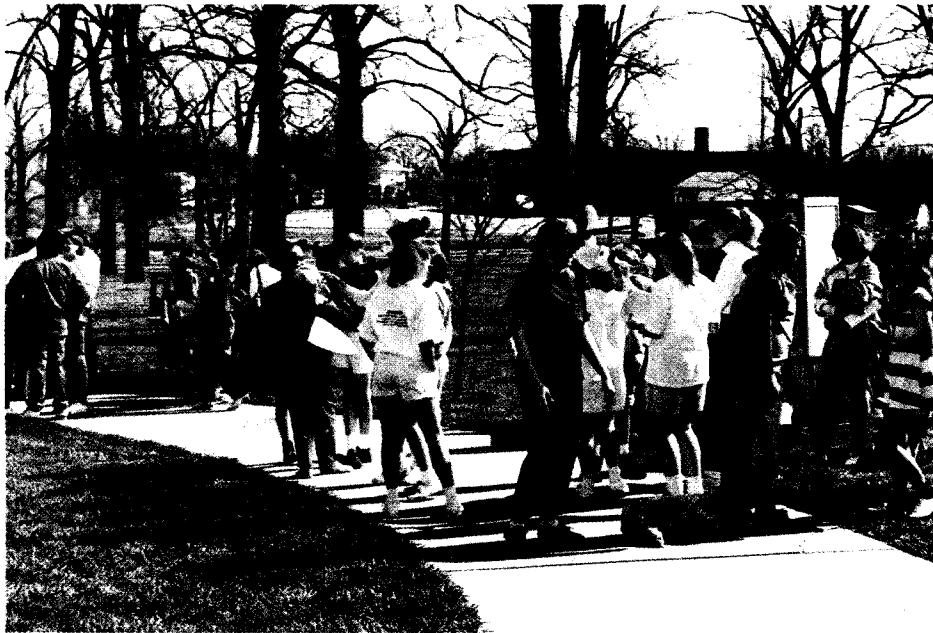


Goal - Parks and Recreation/Beautification

Develop a comprehensive Parks and Recreation plan for the development and operation of the Lee's Summit Parks and Recreations system.

Action Plan

- Retain a consultant to: assess existing programs; form the planning committee; complete a needs assessment; and, complete a comprehensive 10 year action plan



Goal - Education

Inform all sectors of the community about special programs in schools through an intensive public relations effort, thereby improving communication with the community.

Action Plan

- Construct information centers in prominent locations throughout the city containing brochures and fliers highlighting programs, district goals, strategic plan, financial data, as well as a monthly newsletter and a citizen response form
- Contribute a weekly column in the local paper, discussing school news and accomplishments

Goal - Education

Promote and encourage interaction among interested groups.

Action Plan

- Publicize citizen input opportunities, such as semi-annual citizen advisory committee meetings
- Have representatives from City and Parks & Recreation attend appropriate planning meetings of R-7 Staff to enhance communications

Goal - Human Relations

To promote mutual understanding and respect among all social, racial, religious, cultural, and ethnic groups in the city.

Action Plan

- The Human Relations Commission and Schools will work to ensure the use of educational and training materials that will facilitate a better understanding of human individualities.

Goal - Human Relations

To eliminate racial misunderstandings, hate groups activities, and prejudice of all types.

Action Plan

- The Board of Aldermen should appoint an Ombudsman or a Human Relations Commission to conciliate racial problems and differences of opinion.
- The Human Relations Commission will review data related to patterns of discrimination, hate crimes, and other general issues of civil rights, human relations, and community relations.

Goal - Historic Preservation

Foster the continued restoration, preservation and promotion of the city's historic resources.

Action Plan

- The City shall support the efforts of the Historic Preservation Commission.
- Improve and maintain the basic infrastructure of the city's historic areas.
- The Public Works Department should develop an infrastructure plan for the oldest areas of Lee's Summit, beginning with downtown.



Goal - Historic Preservation

Increase community awareness and appreciation of Lee's Summit's historic resources.

Action Plan

- Produce and publish a comprehensive history of Lee's Summit
- Produce an educational booklet about the history of Lee's Summit for use by elementary students
- Develop a regular historical column in the local newspaper
- Develop a local walking tour

*Economic
Development -
KPA*

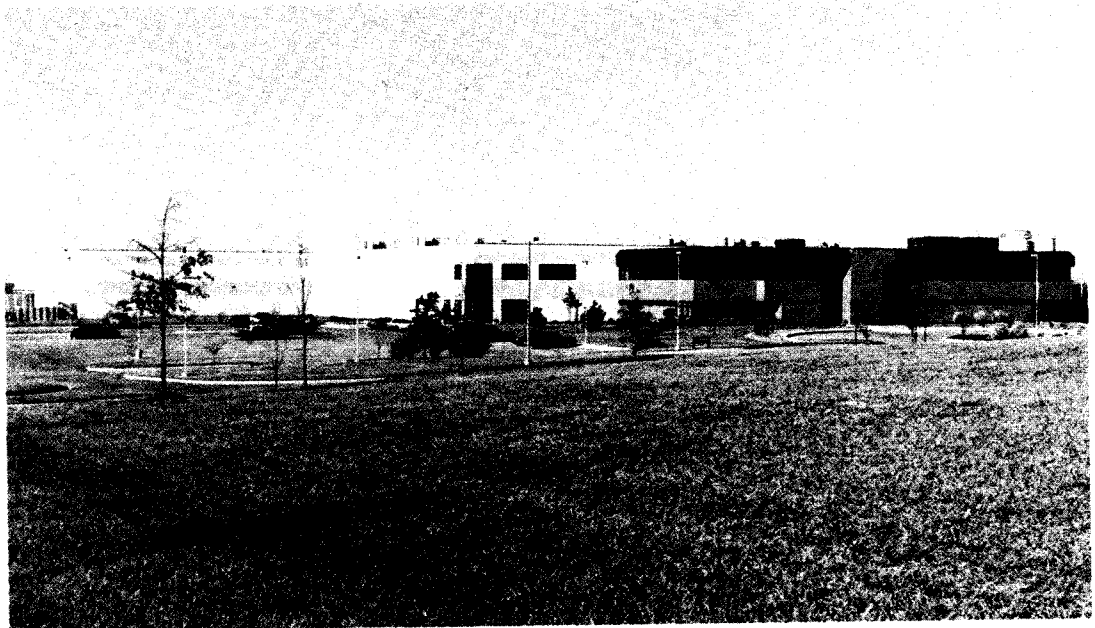
Mini-Vision Statement

The economic environment of Lee's Summit is maintained by a broad tax base, balanced growth, and a continued effort to attract and retain diverse businesses and industries that are favorable to the environment and provide for the needs of the community.

Businesses are the community's partner, with shared goals of the quality of life, beautification, and pride in Lee's Summit.

Goal

Develop and encourage a coordinated effort between the Chamber of Commerce, Community Development, Lee's Summit Downtown Main Street, Inc., and the Lee's Summit Economic Development Council to promote a balanced growth in Lee's Summit as envisioned by this 21st Century Stakeholders group and indicated by the following actions, plans, and visionary features map that is on file at City Hall.



Action Plan

- Initiate a 21st Century Task Force Team. A strategic plan is to be developed to accomplish the above goal. The task force is to be led by a paid facilitator
- The task force will assist in developing strategies to retain, expand, and attract the industrial, retail, commercial, and institutional businesses, of varied sizes

- Continue to utilize and implement information gained by the Community Development Planner regarding the success of similar communities (50,000+ population) to accomplish this goal
- Develop an internal marketing program for Lee's Summit residents

Visionary Features Map Highlights

- Installation of city entrance markers;
- Development of industrial parks;
- Development of office parks;
- Development of executive townhomes;
- Development of research parks;
- Construction of four-lane roads and/or boulevards;
- Development and construction of major hotels and convention centers;
- Expansion and development of the airport and airport services; and
- Downtown business center, as identified in the "Vision of the Heart" master plan (e.g. - specialty shops and old homes promotions).

Goal

Establish an ad-hoc committee by February 1, 1994 to investigate tax incentives and grants available to established businesses in the community.

Action Plan

- Identify Small Business Association Program and encourage establishment of a bank co-op for local business at low interest rates
- Make readily available to all existing and start-up businesses a complete loan package, including preferred lenders

Goal

Upgrade public communication and information through expanded media, Such as: school calendar of events; City Council results; Chamber of Commerce actions; Economic Development Council events; and, community events.

Action Plan

- Investigate the implementation of various forms of media that would utilize students from local schools and the community, such as radio stations, newspapers and television

Goal

Encourage cooperation with adopted codes by builders, developers, and business people in all developments. Ensure that zoning and ordinances are consistently enforced.

Action Plan

- Upgrade commercial/residential development guide and make it readily available to developers, builders and other interested groups
- Expansion of existing Development & Building Fee Committee, Escrow Pricing Panel, and Standardized Design Manual Committee that reviews and evaluates fees, escrowed funds, and ordinances on a yearly basis.

Public Services/
Government -
KPA

Mini-Vision Statement

Lee's Summit provides for and maintains an adequate tax base that supplies the necessary funds for the public sector agencies to operate and to meet the future needs of the community. We are a community committed to providing our citizens with an equitable and extensive level of services that ensures their safety in the areas of infrastructure, fire protection, police protection and social services. We take a leadership role in coordinating political and developmental activities between neighboring communities in Jackson County.

Goal

Update and expand our infrastructure (streets, sewers, and water lines, lighting, and sidewalks, etc.) to meet the needs of the community as it continues to grow.

Action Plan

Establish a task force consisting of Public Works Department representatives, residents, developers, businesses, and other interested parties to:

- Assess Lee's Summit's infrastructure needs
- Develop a priority list of improvements
- Identify an equitable method to fund infrastructure improvements



Goal

Achieve and maintain a five minute response time for fire and medical emergencies, regardless of location within Lee's Summit.

Action Plan

Establish a committee represented by the Fire Department, Public Works, residents, developers, and other interested parties to:

- Assess our current situation
- Evaluate options for expanding fire and emergency services and facilities
- Plan for more growth and determine whether the water supply is adequate
- Explore funding strategies

Goal

Provide for an adequate police presence in the community.

Action Plan

Establish a committee represented by the Police Department, residents, developers, businesses, and other interested parties to:

- Assess the current situation
- Evaluate options for expanding police services and facilities
- Explore funding strategies

Implementation

Once the Stakeholder group reached final consensus in late October on the numerous goals and action plans, a strategic plan document was prepared. The plan was presented by the Stakeholders to the Board of Aldermen during the Board's November 9, 1993, Work Session and was subsequently adopted by the Board during the meeting on November 16, 1993.

Now, a new and exciting phase of the process begins as the specific goals and action plans identified in this document become a reality. The Stakeholders are committed to continuing the process by forming a partnership with the Board of Aldermen to facilitate the implementation phase. An implementation committee, consisting of members from the initiating committee and other individuals yet to be named by the Stakeholders group, will act as a resource group to assist and advise the Board in these matters. It is critical that this remains an on-going process that will continually be monitored and evaluated. Some of the goals and action plans identified can be immediately implemented, while others will not be addressed for several years.

Your involvement in this implementation process is welcomed and encouraged. Please contact City Staff and identify your area of interest. As your identified goal area is addressed, your involvement will be solicited.



Appendix

A. Initiating Committee Members:

Tom Batteen	Thomas Brown, Jr.
Debbie Giddings	Tom Haley
Judy McCormick	Howard McCracken
Kip Scott	Bob Woody

B. Stakeholders:

Jeffrae Alford	Virginia Bailey
Donna Barron	Kouze Beyer
Vic Bolenbaugh	Cathie Bordner
Thomas Brown	Gary Bromley
Lori Buatte	Doug Barnes
Roselenda Chastain	Carl Chinnery
Ann Corley	Jeff Dietrich
Maurice Denton	Janet Dill
Rita Duvall	Anna Fain
Jim Foil	June Fryer
John Graham	Fred Grogan
Judy Hackmeyer	Tom Haley
Geneva High	John Ivey
John Jacobson	Marti Lee
Kurt Lutz	Howard McCracken
Mike McCunniff	Dana Miller
Judy McCormick	Hubert Neth
Bob Newell	Dan Pack
Larry Porter	Barbara Prestage
Harley Sampson	Robert Tetu
Larry Wallace	Lourdes Weise
David Zak	Debbie Giddings
Mike Weisenborn	Stacey Dill
Jim McCoy	Don Belton
Bruce Hattig	

C. Acknowledgements:

1. Mayor Marvin Ensworth
Alderman Eric Bushner, Ward I
Alderman Kay Ford, Ward I
Alderman Chere Chaney, Ward II
Alderman Charles Plank, Ward II
Alderman Robert Jones, Ward III
Alderman Karen Messerli, Ward III
Alderman William Decker, Ward IV
Alderman John Swearngin, Ward IV

2. John Graham, Chairman of the Stakeholders.

3. Helen Holmes, Police Department
Cindy Norman, Community Development Planner
Leah Workman, Customer Services Supervisor, City of Lee's Summit
Department Directors

4. National Civic League facilitators:
Derek Okubo
Chris Gates
Michael Hancock

5. Refreshments for Stakeholder meetings:
John Knox Village
Lee's Summit Homebuilders Association
Missouri Public Service

6. Lee's Summit Christian Church for providing the meeting space and services of their staff.

Chairman's Letter

I would like to express my deepest appreciation to the Lee's Summit Mayor & Board of Aldermen for the opportunity which allowed the citizens of Lee's Summit to express their opinions and viewpoints. The future of Lee's Summit is its citizens and their willingness to assist the decision makers on issues.

I look forward to excellent PARTNERSHIP between the Board of Aldermen and the Implementation Committee.

I would also like to express my appreciation to all the dedicated Stakeholders. These citizens put in numerous hours to formulate a plan for the future.

I think we all realize this is only the first step in continuing to involve the citizens in the decision making process. Once again, we are all grateful for the opportunity and look forward to further involvement in the future.