

**DEVELOPMENT
EDUCATION & CULTURE**

**LEE'S
SUMMIT:
21ST
CENTURY**

**HEALTH & SAFETY
PRESERVATION**

EXECUTIVE SUMMARY

Lee's Summit:
21st Century

January 21, 1999

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Foreword

In 1993 Lee's Summit faced a number of challenges brought about by tremendous growth. Realizing that government alone could not solve the problems facing the city, the Board of Aldermen of the City of Lee's Summit empowered a cross section of citizens representing various social, economic, and political strata to develop a blueprint for the next century through a strategic planning process called Lee's Summit: 21st Century. The National Civic League, a non-profit, non-partisan organization promoting active involvement of citizens in the governance of their community, provided guidance and assistance in the facilitation of this process. Citizen "stakeholders" were given the task of creating a vision for the City of Lee's Summit which would carry over into the next century. No limits or constraints were placed upon this group as it was free to imagine any and all possibilities and dreams. The group was asked to answer the question, "What words do you want your grandchildren to use to describe the City of Lee's Summit in the year 2020?"

Before the stakeholders could envision a future for Lee's Summit, it was necessary to develop a baseline of conditions as they existed. This starting point served as a yardstick against which all progress would be measured. A tool used in determining this baseline was the National Civic League's Civic Index. The Index provided a way for the stakeholders to share their perspectives about the community in a constructive, non-threatening manner. The citizens were invited to take an honest look at how well Lee's Summit worked together, shared common goals, and set priorities.

Once this was done, the envisioning began. Ultimately, three key performance areas (KPAs) were identified as focus points for moving the community forward. These were quality of life, economic development, and public services/government. Contained within each KPA were specific goals, action plans, and timelines. The stakeholders reached a consensus on the entire package of forty-five goals. The resulting document was forwarded to the Board of Aldermen who unanimously adopted the plan and immediately started working with the stakeholders to develop an implementation process for making the goals a reality.

The strategic planning process which began five years ago was a success. Lee's Summit developed a model for collaborative problem solving that resulted in more than 500 citizens working on boards, commissions, and task forces to formulate policies and services which would reflect the goals and issues raised in the plan. Recommendations from these groups have served as the catalyst for twelve issues that have appeared on local ballots, all of which have been successful. Approximately 75% of the goals or objectives detailed in the plan have been adopted.

In 1998 the City decided to re-visit the strategic plan with the purpose of updating the document and identifying new challenges and perspectives. The same process was followed with new stakeholders being brought into the process. Four new KPAs were identified and action plans were formulated to achieve the specific goals (attached). Again, the process was one of consensus decision making.

The key to an effort of this type has been the free and open dialogue that occurred among the stakeholders who often represented differing interest groups. While the overall objectives were shared, how to achieve these objectives was often a matter of intense and strenuous debate. Nevertheless, it was the goal of common good for the community that prevailed. The collaboration between the various citizens, organizations, and interest groups will determine the success of this effort as Lee's Summit will continue to face difficult problems and issues. Through active involvement of the citizens, business community, schools, government, religious institutions, and other interested parties, these problems will be solved in an open and honest manner for the betterment of all.

Letter From the Co-Chairpersons

Fellow Citizens:

As co-chairpersons of the strategic planning committee, we are proud to share in the presentation of the Lee's Summit: 21st Century vision. We are watching the twentieth century draw to a close this year and look forward to Lee's Summit starting into the new century with a bold and dynamic vision for its future.

The Lee's Summit community has long been recognized for its strong spirit of cooperation between its citizens, the business community and all government entities. This document is a strong testimony to the wonderful volunteer commitment on the part of many citizens donating literally thousands of hours of time toward this strategic planning process. The stakeholders involved in the process represented a wide spectrum of age and diversity throughout our community. We are amazed and grateful for their strong commitment to a vision for the future of Lee's Summit.

We would like to extend our thanks to those stakeholders and also to the Lee's Summit staff for their enthusiastic support and willingness to provide assistance to the stakeholders when requested. Many thanks go to our facilitator for the process, Derek Okubo of the National Civic League, who kept us focused along the way.

This group of citizens wants Lee's Summit to maintain its character as a progressive city with a strong commitment to families and a quality educational system—a wonderful place to live, work and raise a family. The implementation of the suggested objectives contained in this document will ensure that our community can reach that goal. Many of the goals and objectives of our vision plan will require a strong commitment from service organizations and social agencies throughout the city in cooperation with city government. We are optimistic that our strong community and cooperative spirit will enable our vision for Lee's Summit to become a reality! Our community will be a leader in the area and throughout the state.

Lee's Summit future will be filled with many bright innovations and improvements. We submit this vision report with great pride, knowing that it can be a positive influence for our community as we move into the 21st Century.

Dr. Robert (Bud) Hertzog
Co-Chairperson

Nancy E. Blackwell
Co-Chairperson

Lee's Summit Community Vision Statement

Lee's Summit is recognized as a progressive city with a strong spirit of cooperation among its people, businesses, institutions, and government. The city's positive family environment reflects its historical, religious, cultural, and quality educational opportunities.

KPA - DEVELOPMENT

Vision Statement

The growth and development of Lee's Summit is supported and enhanced by a diversified tax base, balanced growth, and continued effort to attract and retain businesses and industries favorable to the environment and Lee's Summit's quality of life, while anticipating the needs of the community.



KPA - DEVELOPMENT

Objective #1:

Expand and diversify the tax base.

Rationale:

Lee Summit needs to provide relief for its existing tax base.

Action Steps:

- Recruit quality commercial and industrial businesses,
- Target the types of industry that can utilize existing resources,
- Protect and reserve industrial and commercial ground for future development,
- Produce an economic development marketing plan that will achieve the desired objectives,
- Design a strong land use plan supported by a transportation grid establishing road alignments in those designated areas, and
- Support the economic development marketing plan and its funding.

Objective #2:

Develop alternatives in conjunction with each school district to acquire school sites and buildings for meeting new residential growth requirements.

Rationale:

The schools are a significant reason people continue to move and to live here. Infrastructure is to include not only parks, green spaces, streets, sewers, water, other utilities, but also schools.

Action Step:

Create a task force among each school district, the city, the park board, land owners, developers, builders, and other community segments to provide communication and solutions for new residential growth. It is the responsibility of the task force to develop and explore methods of identifying, acquiring, and financing school sites and their buildings.

KPA - DEVELOPMENT

Objective #3:

Develop alternatives that would provide land for parks and green space.

Rationale:

It is desirable for Lee's Summit to have adequate green space to enhance its quality of life.

Action Steps:

- Create a citizens task force between each school district, the city, the park board, land owners, developers, builders, and other community segments to provide communication and solutions for the new residential growth, and
- Have a liaison representative update/communicate with the school task force.

Objective #4:

Build a new city hall facility.

Rationale:

The current building has deteriorated, and a shortage of office space has resulted in departments being spread throughout the city. City Hall should be a worthy monument to the city and readily accessible to Lee's Summit residents.

Action Steps:

- Create a citizens' task force to evaluate the analysis of the current city hall needs, make recommendations to the city, and market them to the public, and
- Investigate creative ways to fund the new facility.

Objective #5:

Provide an appropriate mass transportation system that is expandable with growth.

Rationale:

Lee's Summit needs to remain competitive, to be connected to the metropolitan area, and to provide for a larger labor pool for economic development.

Action Step:

Become a part of the regional solution with community participation.

KPA - DEVELOPMENT

Objective #6:

Evaluate and improve watershed management.

Rationale:

The EPA will be publishing Phase 2 storm water regulations for smaller cities and construction sites in 1999. Lee's Summit needs to be proactive in the EPA program to reap the grants and benefits that will be available.

Action Steps:

- Update the watershed management program,
- Join with the USDA and all other federal agencies, and
- Coordinate efforts with parks and green space program.

Objective #7:

Provide and maintain an adequate infrastructure plan.

Rationale:

To facilitate quality, sequential growth and to provide quality and effective services.

Action Steps:

- Create a fair and equitable cost sharing method of financing infrastructure needs,
- Look to creative, unconventional ways to finance infrastructure needs,
- Assess safety factors, and
- Create a road grid for arterial and collector streets.

Objective #8:

Planning and zoning – continue to address and update the comprehensive plan to address deteriorated areas.

Rationale:

The community needs predictability and planning for appropriate future development.

Action Steps:

1. Set standards and ordinances that anticipate the city's growth,
2. Address the possibility of annexation, and
3. Design the comprehensive plan to allow for market-driven housing.

KPA - EDUCATION AND CULTURE

Vision Statement

Lee's Summit is a dynamic, vibrant, and culturally diverse community with excellent educational and cultural opportunities for lifelong learning.



KPA - EDUCATION AND CULTURE

Objective #1:

Provide community educational programs to promote lifelong learning.

Rationale:

It is desirable to extend the outstanding educational opportunities already offered by the Lee's Summit school system to all residents of the Lee's Summit community. It is essential for economic development and for the continued enhancement of the quality of life Lee's Summit offers that the availability of quality educational programs be maximized.

Action Step:

Create an Educational Alliance to coordinate and promote current opportunities and to develop and implement action plans for areas exhibiting deficiencies. Potential members of this alliance could be Parks and Recreation, Longview Community College, John Knox Village, Lee's Summit Hospital, Shepard's Center, area school districts, and area businesses.

Objective #2:

Foster and promote cultural diversity.

Rationale:

As Lee's Summit becomes more culturally diverse, it needs to proactively educate the community to accept and appreciate cultural differences. Through education, Lee's Summit will be able to develop a more cohesive community and encourage residents to better enjoy the benefits diversity brings.

Action Steps:

- Expand the charter of the already-established Human Relations Commission to include diversity,
- Add one city employee to serve as a dedicated ombudsman to the commission,
- Obtain funding for diversity programs,
- Sponsor at least one annual event which celebrates residents' cultural differences and maintain a diversity-friendly atmosphere at all major events, and
- Determine work place environment "best practices" which support diversity and share those with all Lee's Summit business owners.

KPA - EDUCATION AND CULTURE

Objective #3:

Increase opportunities for residents to experience quality arts endeavors.

Rationale:

Provide cultural activities for the residents of Lee's Summit, enhance the quality of life through exposure to the arts, and showcase local art.

Action Step:

Create an Arts Council which would coordinate and promote current opportunities and develop and implement action plans for deficiencies. Potential members could be Parks and Recreation, Longview Community College, Lee's Summit Community Theatre, John Knox Village, local artists, dance studios, area school districts, and area businesses.

KPA - HEALTH AND SAFETY

Vision Statement

Lee's Summit is a community emphasizing quality of life through health care, elder care, social support systems, excellent police and fire protection, and other emergency services.



KPA - HEALTH AND SAFETY

Objective #1:

Develop a comprehensive health plan for the city which would address all aspects of community health.

Rationale:

A comprehensive health plan is necessary to prevent epidemics and the spread of disease, to protect against environmental hazards, to promote healthy behaviors in order to prevent injuries, to respond to disasters and assist the community in recovery, and to assure the quality and accessibility of health services to all citizens.

Action Steps:

- Organize a community health commission,
- Ensure that all the health needs of the community are being addressed by establishing a city health department or a viable alternative,
- Establish sanitation guidelines and procedures for food service and environmental safety,
- Provide health education and access for all Lee's Summit citizens,
- Provide obstetrical services at a Lee's Summit facility,
- Assure availability of quality/affordable home care and hospice programs, and
- Provide trauma services in Lee's Summit.

Objective #2:

Build a stronger community through improving the quality of life for the older adults of the community.

Rationale:

An interest survey of Lee's Summit older adults conducted by the Sports Management Group clearly indicates (in their report to the Lee's Summit Senior Center Planning Committee) needs of Lee's Summit seniors. There is an incorrect perception that the older adult population in Lee's Summit is taken care of by John Knox Village.

Action Steps:

- Build/establish a community senior center to include daily meal and nutritional services,
- Assure availability of older adult/handicapped transportation services that are affordable for all, and
- Create an affordable elder day care center.

KPA - HEALTH AND SAFETY

Objective #3:

Improve the quality of life for Lee's Summit citizens by providing a more accessible, quality social support system.

Rationale:

Regional shelters are often either at capacity or a considerable distance from Lee's Summit. Providing easily accessible services within the Lee's Summit community would ensure residents of having such support systems available to them when needed.

Action Steps:

- Establish a domestic violence shelter in Lee's Summit,
- Establish an emergency shelter for children/youth,
- Consider having all social services available in one place, and
- Create adequate programs that lead towards the prevention and/or treatment of substance and drug abuse.

Objective #4:

Increase emphasis on protection for Lee's Summit families.

Rationale:

Ensure that Lee's Summit is a safe place to live and raise a family.

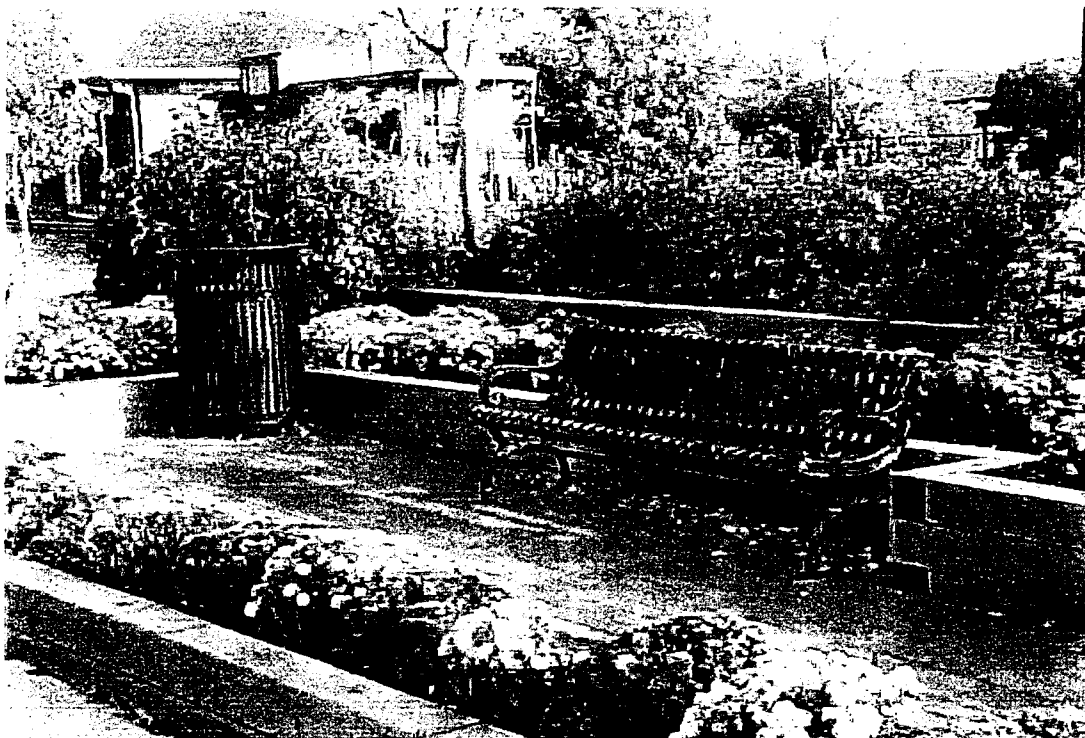
Action Steps:

- Promote traffic safety by continued evaluation of traffic issues and concerns,
- Increase number of officers as population increases and provide modern equipment to facilitate law enforcement,
- Provide for greater motorist and pedestrian safety by evaluating need for wider thoroughfares, bikeways, etc.,
- Increase service by establishing sub-stations in less developed areas by possibly combining with fire stations,
- Assure child and senior citizen safety,
- Provide adequate animal shelter/control for Lee's Summit residents,
- Continue to provide excellent fire protection and facilities for the citizens of Lee's Summit,
- Continue to upgrade medical equipment and training,
- Discourage use of wood shake shingles,
- Provide improved communication system for police department,
- Participate in planning efforts for a regional jail facility,
- Develop and maintain safe areas for cycling, walking, jogging,
- Enforce fire codes,
- Promote alarm and fire protection systems, and
- Refurbish the fire headquarters building.

KPA - PRESERVATION

Vision Statement

In order to preserve the quality of all aspects of the community, Lee's Summit must protect and perpetuate its history, its parks and green space, and the downtown core of the city through education, promotion, and involvement of the citizens of Lee's Summit.



KPA - PRESERVATION

Part 1 - History

Objective #1:

Protect and perpetuate the history of Lee's Summit

Rationale:

The city's population is expected to double in the near future, and it is vital that Lee's Summit should attempt to preserve what it has now as well as what it will have in the future.

Action Steps:

- Determine the feasibility of establishing a Lee's Summit Museum of History to coincide with the plans and construction of the city mall concept,
- Develop and promote the implementation of a video documentary, brochures, and websites to document the history of Lee's Summit, and
- Endorse and support new and current efforts to maintain and improve the Lee's Summit Historical Cemetery as a historical part of Lee's Summit.

Objective #2:

Preserve the remaining areas of the original Longview Farm.

Rationale:

Longview Farm is an important part of Lee's Summit, not only geographically, but also historically. It is to the benefit of Lee's Summit and the developer to work together to preserve this historical landmark. Lee's Summit needs to offer its help and input.

Action Step:

Develop a task force to work with the owner/developer of old Longview Farm and Lee's Summit in developing a long-range plan or overall vision for the Longview area that would be beneficial for both the owner/developer and the Lee's Summit community.

KPA - PRESERVATION

Part 2 – Parks and Green Space

Objective #1:

Endorse and support the current park and green way plan and continue to identify new and existing areas for parks, bikes/walking sidewalks, parkways, and green space which would connect different areas of the city.

Rationale:

Lee's Summit wants areas where families and citizens can gather to enjoy recreational activities. The more connected and accessible different parts of the city are the better Lee's Summit can maintain and increase the feeling of being a whole community.

Action Step:

Incorporate transportation, street plans, and utility corridors of Lee's Summit with the green way plan.

Objective #2:

Beautify and enhance the major entryways, arteries, and water towers of the city through signage, landscaping, and maintenance in such a way that Lee's Summit can be distinguished from surrounding communities as soon as one enters the city limits.

Rationale:

Not only do attractive entrances make the citizens feel good about where they live, but those entrances serve to attract new business and customers for existing business. This is the foundation for the funding of many other projects.

Action Step:

- Identify entryways and erect structures and/or signage, and
- Revitalize the existing adopt-a-road and adopt-a-stream programs.

KPA - PRESERVATION

Part 3 – Downtown/Core

Objective #1:

Educate and involve the citizens of Lee's Summit as to the importance of the preservation and revitalization of the downtown area.

Rationale:

The downtown area is the heart and core of the city. It is a central meeting place for community functions that give this community "identity," not to mention the atmosphere that is created with its shops, restaurants and historical appeal.

Action Step:

Conduct a city-wide educational campaign using current businesses and the many outdoor events that are held downtown.

Objective #2:

Expand the downtown core to include all of Old Town Lee's Summit and integrate a new plan with the existing one to make a commitment to preserve and protect this area as the heart of the city.

Rationale:

The surrounding residential areas, as well as businesses outside of central downtown, are also the original town of Lee's Summit and are important to its identity. Encourage the rehabilitation and restoration of the triangle shaped area located between 291 Highway, Chipman Road, and 50 Highway.

Action Steps:

- Develop a permanent coordination and development committee for the preservation of Old Town Lee's Summit business and residential areas,
- Establish a Historical Alliance to pull together the many different public and private groups interested in the preservation of downtown and the history of Lee's Summit, and
- Work with the City of Lee's Summit to encourage the development and enforcement of building codes.

Appendix

Initiating Committee

Vicky Baker	Paula Belser
Bruce Derks	Jim Foil
David Gale	Debbie Giddings
Howard Hoogesteger	Cathy Howard
Syrtiller M. Kabat	Larry Laubach
Stanley Patterson	Kurt Pycior
Art Robbins	Marcia Rosenquist
Mary Stacy	Tony Stansberry
Shirley Thomas	David Thompson
Christine Trainer	Lara Vermillion
Ron Williams	

Facilitator

Derek Okubo, National Civic League

Mayor

Karen R. Messerli

Council Members

Kay Ford	Dan Pack*
Randall Rhoads	John Smith
Joseph Spallo	Tom Weir
Michael Dodig	Bob Johnson

* City Council liaison to the Stakeholder group

Contributor

Margie Stevens

Meeting Facility

Lee's Summit Christian Church

Stakeholders

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Mel Aytes
Virginia Bailey
Vicky Baker
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Karl Bertram
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Tish Blakely
Tom Blakely
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Manne Magady
Rev. Mark Manning
Mike McCunniff
Jim Moranville
Sarah Nash
Jan Nelson
Hubert Neth
Bob Netterville
Judy Partin
Stanley L. Patterson
John Pfeffer III
Bob Piepho
Matt Phelps
Charlie Plank
Kurt Pycior
Whitney Rice
Valie Robbins

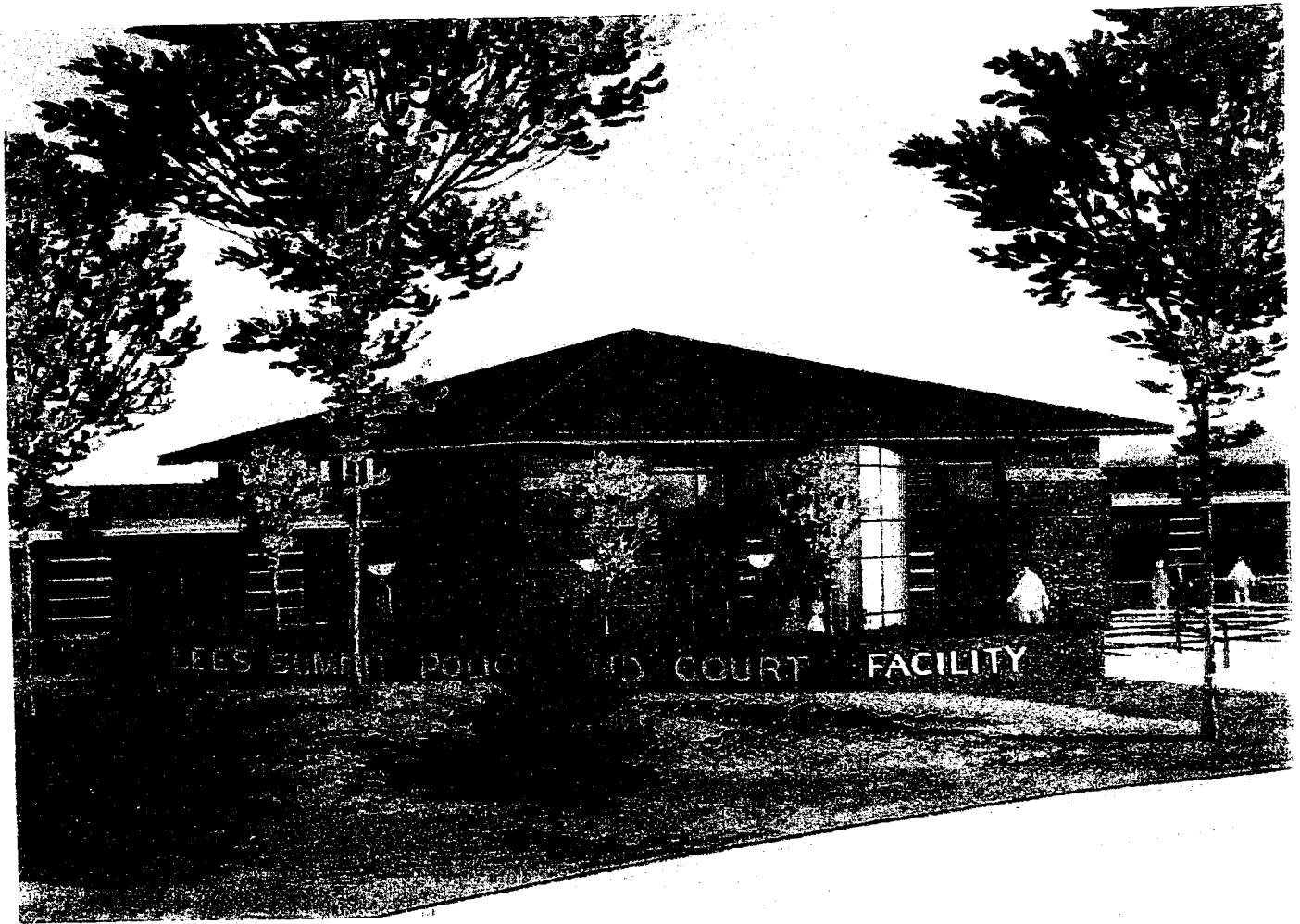
Steve Salanski
Barbara Schauperl
Ashley Sexton
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Ray Stewart
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Judy Williams
Preston Williams
Ron Williams
Tom Zammar

LEE'S SUMMIT

21ST

CENTURY

“Lee’s Summit - Where Quality Comes to Life”



LEE'S SUMMIT POLICE AND COURT FACILITY

1999

SPECIAL APPRECIATION

TO THE

1998-99 MAYOR AND CITY COUNCIL