

## **#4.0 Implementation of a Comprehensive Plan**

### **4.1 Maintaining the Comprehensive Plan**

To help ensure Ignite Lee's Summit remains current and valid, the City will monitor the progress of ongoing and completed implementation items and conduct a periodic evaluation of the plan. The evaluation will include updates to the City service efficiency maps, the land supply analysis, walkability, and other critical information. This evaluation will be presented to City officials along with any recommended policy changes every year. A more complete update to the comprehensive plan will be produced every 5 years.

### **Amending the Comprehensive Plan**

The City may amend Ignite Lee's Summit to respond to changes identified during the evaluation process; to improve or clarify content; or to incorporate other plans, such as service, infrastructure, district, or corridor plans. These plans could originate from the City or other entities. The Planning Department will evaluate each new plan and recommend adjustments to Ignite Lee's Summit as part of the normal plan maintenance process. Plans sponsored by the City may be adopted as amendments to Ignite Lee's Summit Comprehensive Plan. This process will allow Ignite Lee's Summit to remain an effective guide for decision-making for many years to come.

Individuals may wish to submit an application to amend the land use plan to modify policies or guidance related to land which they own or have an interest in.

A completed amendment application will contain information supporting the request for a plan modification. The application should explain how the proposed amendment:

- Supports Ignite Lee's Summit Fuel Our Future Comprehensive goals and policies.
- Preserves efficiency of City services provision, including response time for public safety operations, water, sewer, and available capacity for nearby streets. For applications requesting a more intense land use, the application should evaluate whether City water and gravity sewer is immediately available and has sufficient capacity.
- Improves the functionality and quality of the surrounding area.
- Preserves air and water quality and natural resources, such as riparian areas, and wetlands.

The application should also evaluate the supply of land in the vicinity of the proposed amendment and indicate why an increase in land designated at the proposed intensity level is needed in the area.

Once a properly completed application has been submitted, the Planning Department will evaluate the requested amendment and prepare an accompanying staff report. The Planning Commission will evaluate the application and staff report, hold a public hearing, and act on the requested amendment. **Another public hearing will be held by the City Council to complete the process.**

### **Annexations and Detachments**

From time to time, the City of Lee's Summit receives petitions to annex or detach land. Some are simple requests to clear up jurisdictional boundaries. Others are for larger parcels of land that may involve plans for future development. In these cases, City Departments, the Planning Commission, and City Council all play a role in reviewing and analyzing the requests. To aid in the decision-making process, the petitioner should provide background information, such as:

- Intentions for development of the area;
- Anticipated changes in levels of service associated with a change in municipal responsibility;
- The anticipated timeframe associated with providing those services as the area is developed; and
- What communication and resulting feedback has been received from occupants, property owners, and affected school districts within and around the proposed annexation/detachment area.

The City's intentions are to ensure changes in municipal boundaries will tangibly benefit Lee's Summit City and its residents. Considerations include:

- Lee's Summit City residents' quality of life and levels of service will be maintained or improved;
- The City's ability to provide services efficiently will be made easier or will not be impacted;
- Future development brought about by the change in municipal boundaries will not create adverse impacts or untimely development pressure on Lee's Summit;
- Proposed boundaries do not create irregular geographies with confusing service areas, rather they follow significant features such as rights of way and/or topographic ridgelines (watersheds);
- Jurisdictional responsibility for maintaining streets and rights-of-way are clearly defined; and
- Agreements are established with neighboring jurisdictions defining how development along a shared street will be designed, reviewed and approved.

## **4.2 Major Implementation Tools**

To implement the plan and help our community achieve its vision requires adoption of tools and additional planning. The additional plans and the proper use of these tools will provide a balanced approach to growth and development. Following adoption, the following will be updated:

- Zoning ordinance
- Zoning map
- Subdivision regulations
- Capital Improvement Plan

### **Zoning Ordinance**

Zoning makes sure the property is functional and safe. Zoning can protect and enhance property values and can help to implement the community goals and objectives. Zoning ordinances define land uses (such as commercial, residential, and industrial) and where they can be located. Zoning not only places restrictions on the type of land use, but also building height and bulk as well as intensity/density. Zoning ordinances must be developed in accordance with the comprehensive plan so the ordinance can be used to implement the land use portion of the plan. Because zoning derives its authority from the police power, the regulations must promote the health, safety, morals, and general welfare of the citizens.

Zoning is the law. When zoning ordinances are proposed to be updated, a public review process must be conducted. A great deal of information is included in a zoning ordinance beyond the specific regulations for districts within a community. To be effective, the ordinance will contain concise easy to follow direction and be and cross reference information throughout the document. The basic elements of the ordinance should include:

- Statement of intent/purpose
- Districts and district standards
- Performance Standards
- Special districts/designations
- Non-conforming standards
- Aesthetics
- Review and update standards

## **Zoning Map**

The Zoning Map must be a part of the zoning ordinance although it is not required to be contained within the document. As changes in zoning and land development patterns take place, the map will be updated. Information depicted on the zoning map should include the zoning designation of all land within the jurisdiction and all parcels reserved for public purposes, including rights-of-way for transportation purposes.

## **Subdivision Regulations**

Subdivision regulations guide the conversion of undeveloped land into buildable lots. This form of regulation represents the most direct public intervention involving property. As land is divided or platted, the subdivision regulations are used to ensure that development is undertaken in a coordinated manner throughout the community. The subdivision regulations should include the following considerations:

- Street grading and improvement standards;
- Utility standards;
- Procedures for plat approval prior to completion of utilities and streets;
- Fee assessments for provision of services; and
- Regulations for acquiring land for public uses.

## **Capital Improvement Plan**

The capital improvement program will help implement capital projects identified in the comprehensive plan. The Capital Improvement Plan (CIP) identifies both the revenues and expenses necessary to carry out the capital projects listed in a short-term plan called a capital improvement plan. The CIP is coordinated with the annual review of the Comprehensive Plan and by the Planning Commission and adopted by the City Council. The plan goes beyond a detailed list of projects and instead, demonstrate how the improvements help meet the goals, objectives and vision outlined in the Comprehensive Plan.

## **Plan Integration**

The City will develop more specific plans from time to time that will inform updates to the Comprehensive Plan. The Comprehensive Plan is the City's master plan of all plans. Significant plan recommendations from previous planning work was included in and greatly informed the development of the Comprehensive Plan. That integration as well as the plans developed by the city should fully integrate and support the vision, goals, and objectives of the Comprehensive Plan. A few of those recommended include:

- Area Plans for Activity Centers
- Corridor Plans
- Adopt Greenway Master Plan Updates & funding strategy
- Thoroughfare Master Plan Update
- Sync CIP and Fiscal Impact Model
- Infill Housing Policies
- Small Lot & Accessory Dwelling Units Implementation
- Incentives Policy / Economic Development Policy
- Historic Preservation Policies
- Water / Sewer / Stormwater Master Plans
- Locate new public facilities identified and funding strategy
- Update Comprehensive Plan every 5 years

A full list of actions recommended is included in the second section of this Chapter. This is the City's dashboard, a way to chart implementation progress.

## 4.3 Implementation Dashboard

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| <p>Vision:<br/>A vibrant community ensuring the finest quality of life for all generations.</p>  |  |
| <p><b>Chapter 3.1.: Quality of Life</b></p>  |  |
| <p><b>3.1.A. Historic Resources</b></p>  |  |
| <p><b>Goal</b></p>   |  |
| <p>Create a community that celebrates, welcomes and supports cultural and recreation amenities.</p>  |  |
| <p><b>Objective</b></p>  |  |
| <p>Celebrate and preserve our historic resources.</p>  |  |
| <p><b>Strategies</b></p>   |  |
| <p>Review and modify practices that impede the identification, nomination and designation of meaningful places.</p>  |  |
| <p>Continue to identify, evaluate and protect Lee's Summit's cultural resources.</p>   |  |
| <p>Harness technology and social engagement to help Lee's Summit identify the places that are considered worthy of preservation and that tell more complete stories.</p>   |  |
| <p>Affirm the importance of intangible heritage such as language, festivals, food and music traditions and legacy businesses.</p>  |  |
| <p>Enhance cooperation and partnerships among government entities, institutions, and the private sector.</p>   |  |
| <p>Strengthen and enhance historic preservation as an economic development tool.</p>   |  |
| <p>Integrate historic preservation strategies into planning and routine procedures.</p>  |  |
| <p>Educate and promote the value of historic preservation.</p>   |  |
| <p><b>Local Actions</b></p>  |  |
| <p>Education and Outreach</p>  |  |
| <p>Continue to encourage property owners to pursue a National Register designation and/or local historic designation.</p>  |  |
| <p>Continue to increase awareness of historic preservation through the development of public education programs, technical assistance programs, heritage tourism and social and print media.</p>                               |  |
| <p>Continue to provide information regarding historic preservation and historic resources in a variety of locations and venues including the City's website.</p>   |  |
| <p>Showcase local people, musicians, artists and family-run businesses to celebrate local community assets.</p>  |  |
| <p>Target private and public agencies to develop specific public education and technical assistance programs.</p>  |  |
| <p>Develop an education component in the Historic Preservation Commission monthly agenda.</p>  |  |
| <p>Continue programming for historic preservation and historic properties.</p>   |  |
| <p>Plan Development</p>  |  |
| <p>Continue to facilitate the identification, evaluation, designation and preservation of historic and archeological resources by developing and implementing a Comprehensive Historic Preservation Plan for Lee's Summit.</p> |  |

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|                                   | Preserve what remains of Lee's Summit's rural resources by incentivizing preservation and discouraging redevelopment of higher intensity of uses on prime agricultural land in the southern portion of the community where development is not prioritized. |
| <b>Policy and Code Adjustment</b> |  |
|                                   | Develop standardized "conservation" building and fire codes for older buildings.   |
|                                   | Improve and update the historic preservation ordinance.  |
|                                   | Develop or modify appropriate zoning regulations to facilitate the preservation, renovation and rehabilitation of historic resources.  |
|                                   | Review and update existing zoning to be compatible with existing or desired land use that promotes preservation of intact residential neighborhoods and commercial centers that have historical, architectural, and physical integrity.                    |
|                                   | Expand the use of overlay districts and design guidelines to maintain historic districts and enhance sense of place.   |
|                                   | Review Chapter 353 Redevelopment, Tax Increment Finance and Board of Zoning Adjustment policies and practices to identify barriers to reuse of historic properties and opportunities for preservation.   |
| <b>Practice Improvements</b>      |  |
|                                   | Include preservation planning staff in land use, public improvement and planning decisions processes, including dangerous building cases, requests for demolition permits, plat reviews, and City Planning Commission review.                              |
|                                   | Continue to monitor post-war development, especially those properties that will be more than 50 years old when grant money becomes available.  |
|                                   | Embrace evolving technologies, new research and social media to expand the stories that historic sites tell and encourage visitors to interpret their own experiences and perspectives.  |
|                                   | Continue to integrate the identification, evaluation and designation of Lee's Summit's significant historical and archeological resources into the planning process, including the funding of a comprehensive resources inventory program.                 |
|                                   | Develop a preservation handbook that outlines policies, processes, criteria and incentives, for use by City staff during orientation and for reference.  |
|                                   | Provide technical assistance brochures published by the National Park Service to property owners in historic districts.  |
|                                   | Notify by mail, each February, the property owners of landmarks and/or properties in historic districts about the design review process and availability of technical assistance.  |
| <b>Enforcement and Incentives</b> |  |
|                                   | Continue to assure consistency of land use zoning and historic overlay zoning.   |
|                                   | Develop programs or services for proactive, ongoing and consistent maintenance code enforcement, specifically for the Old Town area.   |
|                                   | Create Conservation Districts that buffer historic districts to maintain the appropriate size, scale, massing and building setbacks in the area.   |
|                                   | Establish traditional and non-traditional economic incentives and adaptive reuse alternatives for historic resources.  |

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|                                 | Leverage tax credits and historic preservation incentives to redevelop and revitalize underutilized buildings.   |
| Inventory, Assessment or Survey |  |
|                                 | Continue to conduct a Multiple Property Submission (MPS) to ease the nomination process when grant money is available.   |
|                                 | Complete at a minimum a reconnaissance-level survey of the omitted properties from previous survey efforts to include each property's address, approximate date of construction, architectural style/property type, original function and integrity. |
|                                 | Develop a central listing of significant historic properties available for lease or sale that includes information about available incentive programs.   |

| 3.1.B. Community Health, Safety & Well-Being |   |
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| Goal   |   |
|  | Support a healthy, happy community by improving healthy lifestyle choices and opportunities.  |
| Objective                                    |   |
|  | Improve access to physical and mental healthcare services.  |
| Strategy                                     |   |
|  | Use existing resources and programs to improve resident's healthcare needs.   |
| Local Actions                                |   |
| Practice Improvements                        |   |
|  | Create liaisons in the community to bridge the gap between consumers and providers of physical and mental healthcare.                   |
| Partnerships and Collaboration               |   |
|  | Encourage partnerships between providers and school districts to provide mental and physical healthcare in school facilities.           |
|  | Partner with healthcare technology companies (e.g., Cerner) to develop low-cost, accessible technology.                                 |
|  | Collaborate with Jackson County to provide online mental health services.   |
|  | Promote joint-use facilities for healthcare, the City and the community.  |
|  | Allow pop-up, neighborhood-based service providers (e.g., mobile healthcare).   |
|  | Partner with hospital to conduct a community health study to identify current needs and future strategies to improve residents' health. |
| Programs or Services                         |   |
|  | Train police officers in mental health and crisis intervention.   |
|  | Increase low- or no-cost transportation options to healthcare facilities.   |
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| <b>Objective</b>                          |   |
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|   | Improve opportunities for making healthy lifestyle choices.   |
| <b>Strategy</b>                           |   |
|   | Make existing resources and facilities more active and accessible.  |
| <b>Local Actions</b>                      |   |
| Practice Improvements                     |   |
|   | Make healthy food options easily accessible in all neighborhoods through proper land use planning.  |
| Plan Development                          |   |
|   | Conduct a community health study to identify current needs and future strategies to improve residents' health.  |
| Policy and Code Adjustment                |   |
|   | Improve the health of all people by incorporating health considerations (social, physical and economic) into decision making.   |
| Partnerships and Collaboration            |   |
|   | Collaborate with school districts, the healthcare industry, nursing homes/assisted living facilities, daycares, nonprofits and community leaders to create an integrated approach to supporting healthy community lifestyles. |
| Facilities or Infrastructure Improvements |   |
|   | Continue building and filling gaps in sidewalks, bike lanes and trails to make walking and biking more convenient and safer.  |
|   | Add more fitness and exercise equipment in parks that is accessible for a broad range of ages and abilities.  |
| <b>Objective</b>                          |   |
|   | Enhance public safety.  |
| <b>Strategy</b>                           |   |
|   | Continue to provide safety for people who live, work, and visit Lee's Summit.   |
| <b>Local Actions</b>                      |   |
| Practice Improvements                     |   |
|   | Improve post-incident investigative capabilities.   |
|   | Improve Police Department training, administration, and fiscal efficiency systems.  |
|   | Continue to improve efficiency in police operations to assure resources are best allocated to achieve reductions in crime and disorder.   |
|   | Assure sufficient manpower exists and is utilized effectively to meet the law enforcement needs.  |

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|  | Continue to provide first responders and staff with excellent equipment and technology to maximize capabilities. (e.g., tasers, license plate readers, surveillance cameras, etc.)                             |
|  | Continue to expand training and keep police officers up to date with current issues and develop them for the future.   |
|  | Continue to seek grant funding opportunities for public safety services and programs.  |
| <b>Policy and Code Adjustment</b>                |  |
|  | Ensure ample night-time lighting in public space, neighborhoods, and businesses to reduce instances and probability of crime.  |
|  | Make buildings and development sites safer and healthier by design.  |
| <b>Partnerships and Collaboration</b>            |  |
|  | Increase public safety presence in the community and continue to develop community relationships.  |
| <b>Programs or Services</b>                      |  |
|  | Improve first-responder ability to manage and refer people to mental health and addiction services.  |
|  | Improve emergency service response times and service coverage as the community grows and needs change.   |
|  | Develop a program to recruit and retain highly motivated, qualified employees to ensure an effective and efficient public safety/emergency service workforce that is reflective of the community demographics. |
|  | Evaluate, develop and maintain an employee health and wellness program for all emergency service departments.  |
| <b>Facilities or Infrastructure Improvements</b> |  |
|  | Enhance public safety features of public facilities and public space with improvements such as lighting and security cameras.  |
|  | Improve traffic safety through infrastructure design and investments in improvement projects.  |
|  | Consider co-location of new public safety facilities and potential integration into other community buildings.   |
|  | Continue to develop and maintain facilities that meet the needs and anticipated growth of public safety buildings.   |
| <b>Objective</b>                                 |  |
|  | Foster Lee's Summit's unique spirit of community and culture of caring.  |
| <b>Strategy</b>                                  |  |
|  | Provide more opportunities for residents to be included in celebrations, programs and events.  |
| <b>Local Actions</b>                             |  |
| <b>Education and Outreach</b>                    |  |
|  | Seek input from members of underrepresented groups in the community to gain their perspectives, wants and desires as the community grows and changes over time.  |

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| Plan Development                          |  |
|   | Develop a community engagement strategy that identifies methods and tools to reach all areas of the community. |
| Policy and Code Adjustment                |  |
|   | Encourage development of neighborhood “hubs” or gathering places where a variety of activities can take place. |
| Partnerships and Collaboration            |  |
|   | Design businesses with gathering spaces including outdoor space for employees.                                 |
|   | Bring a variety of people, employers and groups together to increase collaboration and togetherness.           |
| Programs or Services                      |  |
|   | Increase opportunities for volunteerism and reduce barriers to participation.                                  |
| Facilities or Infrastructure Improvements |  |
|   | Design public spaces and retail locations to attract people to gather for community events.                    |

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| <b>3.1.C. Cultural Amenities &amp; Facilities</b> |   |
| <b>Goal</b>                                       |   |
|   | Create a community that celebrates, welcomes and supports cultural and recreation amenities.  |
| <b>Objective</b>                                  |   |
|   | Expand and prioritize cultural events and programming, space needs and identify funding.  |
| <b>Strategy</b>                                   |   |
|   | Use targeted and purposeful methods to create authentic, cultural experiences that attract the most people and enhance community well-being.                            |
| <b>Local Actions</b>                              |   |
| Education and Outreach                            |   |
|   | Continue to work with Cultural Arts Division and Arts Council to educate the community and encourage arts activities.   |
| Practice Improvements                             |   |
|   | Continue to involve more people, more often, in more meaningful cultural experiences.   |
|   | Increase funding for projects and plans related to art, culture, festivals and celebrations.  |
| Policy and Code Adjustment                        |   |
|   | Create new cultural amenities to serve the community now and as it grows.   |
| Partnerships and Collaboration                    |   |
|   | Develop collaborative programming with local arts, cultural, and historic organizations to promote and present events in community spaces.                              |
| Facilities or Infrastructure Improvements         |   |
|   | Work with Parks and Recreation to ensure future improvements to the Legacy Park Amphitheatre to appeal to higher caliber performances and improve audience experiences. |
|   | Continue to consider alternative spaces for a year-round cultural center.   |

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| <b>Plan Development</b> |   |
|                         | Develop a new cultural arts plan to guide the long-term vision for cultural arts and amenities in Lee's Summit. |
|                         | Align economic and community development with cultural amenities promotion and creation.                        |

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| <b>3.1.D. Parks and Recreational Amenities</b>   |   |
| <b>Goal</b>                                      |   |
|  | Create a community that celebrates, welcomes and supports cultural and recreation amenities.  |
| <b>Objective</b>                                 |   |
|  | Create policies that expand and prioritize park investments, recreational programming, facility needs and identify funding strategies.  |
| <b>Strategies</b>                                |   |
|  | Make investments in parks and recreational amenities that increase participation and improve access.  |
|  | Work with community partners to enhance parks and recreation opportunities.   |
| <b>Local Actions</b>                             |   |
| <b>Plan Development</b>                          |   |
|  | Complete the Greenway Master Plan and connect parks to neighborhoods and develop a funding plan for implementation. A map and description of the Greenway Master Plan is included in Chapter 3.4 Multimodal Transportation. |
| <b>Partnerships and Collaboration</b>            |   |
|  | Seek partnership opportunities with other government and non-government organizations to support and enhance the outdoor, indoor and programming needs of the community.  |
|  | Work with Public Works, neighboring agencies and private sector to expand greenway system.  |
| <b>Best Practice Improvements</b>                |   |
|  | Continue to develop the Greenway Master Plan in conjunction with other marketing initiatives.   |
|  | Update 1 or 2 parks annually to improve neighborhood facilities and reduce maintenance costs.   |
|  | Utilize the best practices for the maintenance and operation of parks and facilities as well as appropriate asset and needs management plans for all parks facilities.  |
|  | Continue to seek grants and partnership opportunities to support parks and recreation in Lee's Summit (e.g., Land & Water Conservation Fund in Perpetuity, Recreational Trails Program, etc.)                               |
|  | Develop a fee in lieu to fund parkland acquisition that is more accessible and logical to better serve the community.   |
| <b>Programs or Services</b>                      |   |
|  | Improve existing parks to include, but not be limited to, upgrades and/or installation of the following amenities: shelters, shade, restrooms, trails, outdoor fitness equipment, playgrounds and climbing structures.      |
|  | Develop programming to support outdoor education.   |
| <b>Facilities or Infrastructure Improvements</b> |   |

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| Develop a park within ½ mile of 85 percent of residences where feasible as the community grows. (80% of residents currently meet this standard) |
| Add splashpads in areas of the community underserved by water play opportunities.   |
| Develop an outdoor adventure park with various elements to challenge participants of all ages.  |
| Develop a fifth community center.   |
| Develop a nature center.  |
| Develop additional athletic practice spaces for youth and an athletic field house to serve the diverse recreational needs of our community.     |
| Develop a blue way for recreational water usage along the Little Blue Trace River.  |
| Support acquisition and development of the Rock Island corridor and connect to the Katy Trail.  |
| Position Lee’s Summit Parks and Recreation to acquire property strategically to serve community growth.   |
| Continue to create and acquire indoor and outdoor recreation space for all ages and abilities.  |

| 3.1.E. Collaborative Relations with Education Partners |   |
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| Goal   |   |
|  | Enhance current educational opportunities and plan for future educational opportunities and plan for future educational opportunities that support the City's economic development. |
| Objective  |   |
|  | Improve and expand partnerships with local education partners and institutions to promote lifelong learning.  |
| Strategy   |   |
|  | Leverage relationships with community partners to advance educational outcomes and maximize resources.  |
| Local Actions  |   |
| Education and Outreach                                 |   |
|  | Promote a culture of post-secondary education through increased advocacy and powerful partnerships with education, business, government and communities.                            |
| Practice Improvements                                  |   |
|  | Reduce or eliminate barriers to access education (e.g., transportation, technology, etc.).  |
| Partnerships and Collaboration                         |   |
|  | Collaborate with school districts to identify where renovation, expansion and construction of school facilities can support city growth and development objectives.                 |
|  | Encourage forums across industries and sectors to discuss opportunities and concerns related to workforce demands, educational programming, and community needs.                    |
|  | Continue establishing and building relationships with agencies and businesses that may be possible sources of funding for specialized education and facilities.                     |
|  | Produce graduates with valuable high-quality post-secondary degrees and certificates relevant to individuals, employers, and the community.   |

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|   | Continue and expand the City of Lee's Summit's participation in Summit Technology Academy Career Pathways. |
|   | Establish an apprenticeship or shadowing program, in collaboration with local high schools.                |
| Facilities or Infrastructure Improvements |  |
|   | Leverage joint-use facilities.   |

**Vision:**  
A vibrant community ensuring the finest quality of life for all generations.

### **Chapter 3.2.: Strong Neighborhoods & Housing Choice**

#### **Goal**

Maintain thriving, quality neighborhoods that connect a diversity of residents throughout the community.

#### **Objective**

Preserve and enhance neighborhood character.

#### **Strategies**

Document unique assets of neighborhoods that tangibly distinguish each from another.

Consider community benefits when analyzing development projects.

Urge small-scale, convenient retailing and personal service nodes in new and existing neighborhoods.

#### **Local Actions**

Identify architecturally or culturally significant neighborhoods and create programs to revitalize and preserve their identity.

Conduct historic resource surveys.

Create neighborhood conservation districts.

Evaluate scale, architectural design, and site placement of new and renovated housing in relation to existing nearby structures and functions.

Evaluate net benefits and costs of new or redevelopment projects in terms of traffic impacts, accessibility to daily services, walkability, noise, lighting, and density.

Quantify buying power and convenience needs of typical households in the neighborhood.

Map and evaluate distances and mobility to commercial centers to determine convenience needs.

Identify possible sites for small, convenient commercial nodes serving neighborhoods.

#### **Objective**

Promote the development of neighborhoods that are charming, friendly, inclusive, welcoming and community minded.

#### **Strategies**

#### **Local Actions**

Enhance opportunities for social interaction in neighborhoods.

Promote and support a variety of neighborhood events as determined by the neighborhoods themselves.

Emphasize the value for all neighborhoods to share in providing housing that meets the needs of many walks of life, incomes and lifestyles.

Assure that each neighborhood offers range of opportunities for aging in place and disabled residents. These are not limited to nursing homes, assisted living centers, or seniors-only buildings.

Promote a mix of affordable housing types for all ages and abilities.

Survey each neighborhood to determine key points and areas of social interaction.

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| Evaluate urban design characteristics that encourage, discourage, or potentially encourage social interaction.  |
| Prepare social interaction design plans to maximize use of common meeting areas.  |
| Encourage neighborhood festivals, street fairs, and related events.   |
| Provide technical and logistical support for family movie and concert nights in neighborhood parks.   |
| Assist neighborhoods in preparing historic or architectural tours and collateral material.  |
| Continue to work with organizations that assist low-income residents and families such as the Lee's Summit Housing Authority.   |
| Continue to support agencies that assist people experiencing homelessness.  |
| Continue to provide financial assistance to low- and moderate-income (LMI) homeowners for the upkeep of their homes through the Minor Home Repair Program and to the local public housing agency to implement its CIP.                        |
| Identify locations for higher density housing locations, including undeveloped and under-developed locations, or redevelopment sites such as aging or dysfunctional commercial centers.   |
| Establish design criteria to buffer higher density housing from lower-density areas and from high-intensity commercial concentrations.  |
| Create building and site design patterns that developers and property owners can immediately construct on specially designated properties.  |
| Evaluate needs of all types of housing to accommodate older and disabled residents (e.g., universal design standards).  |
| Identify resources for building retrofits to accommodate older and disabled residents.  |
| Modify zoning and other regulations to accommodate housing additions or accessory dwelling units that are intended for use by elderly or disabled family members.   |
| Identify possible sites for new, renovated, or redeveloped housing for specific elderly or disabled projects.   |
| Repair, improve or replace deteriorating public sidewalks, landscaping and infrastructure.  |
| Encourage improvement and upgrades to vacant strip malls or large-scale structures.   |
| Continue researching ways of applying universal design approaches to increase accessible housing stock.   |
| Consider small lot development when applicable to increase density and affordable housing stock.  |
| Infill development should respect the existing character of neighborhoods while providing neighborhood enhancements.  |
| Encourage green building (energy-efficient and cost-effective) techniques and methods in redevelopment and revitalization projects.   |
| Reevaluate short-term housing absorption for the City of Lee's Summit and the Downtown Market Area.   |
| Reevaluate opportunities for future new housing construction in the Downtown Market Area, including market segmentation (i.e., prospective target markets and pricing) and housing product types (i.e., for-sale, rental and senior housing). |
| <b>Objective</b>  |



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| Connect neighborhoods to nearby opportunities for shopping and support services, convenient public facilities such as quality roads, pedestrian connections, parks and schools.  |
| <b>Strategy</b>  |
| Create and support neighborhood business associations.   |
| <b>Local Actions</b>   |
| Require business associations to undergo training by property owners, business owners, and business operators in collective organization, management and branding that connects them to their adjacent neighborhoods.              |
| Utilize such programs as the Missouri Main Street Connection (Downtown Lee's Summit is a member but any commercial area can join) to provide the training.   |
| Encourage use of Missouri's Community Improvement District (CID) law to assist neighborhood business associations in self-organizing and self-funding.   |
| Assist CIDs that have undergone training with creation of reinvestment strategies for infrastructure, urban design and marketing.  |
| <b>Goal</b>  |
| Create and maintain a variety of housing options, styles and price ranges.   |
| <b>Objective</b>   |
| Preserve and protect existing housing stock.   |
| <b>Strategies</b>  |
| Require that neighborhood revitalization and enhancements result in no net loss of housing units.  |
| Encourage infill housing development and replacement of obsolete housing.  |
| Enhance the capabilities and knowledge of neighborhoods and their leaders when collaborating with City departments.  |
| <b>Local Actions</b>   |
| Conduct housing conditions surveys to document units or structures that may need substantial resources for repair or upgrade.  |
| Enforce building codes that require upgrades only to the degree that property owners can afford such improvements. Compliance with codes, however, would be required to qualify for public assistance resources (grants or loans). |
| Offer assistance in planning for housing improvements including architectural drawings, hiring of contractors, and free inspections.   |
| Obsolete housing that must be removed should be replaced by higher quality units of similar style and number.  |
| Consider preparation of pre-approved patterns for infill housing that match existing neighborhood design and zoning requirements.  |
| Provide priority development rights for property owners or developers using pre-approved patterns which enable site development/redevelopment on a faster track than normal.   |
| Assist neighborhoods in forming partnerships to communicate with City departments when addressing specific, localized issues.  |
| Enforce existing codes by coordinating with HOAs and neighborhood organizations.   |

|                      |   |
|----------------------|---|
|                      | Respect the character of all neighborhoods by encouraging them to preserve and improve upon the positive qualities that make each area unique.                          |
|                      | Encourage neighborhoods to retrofit and/or add amenities such as parks and paths.   |
|                      | Continue to require historic preservation elements as part of neighborhood and area plans.  |
| <b>Objective</b>     |   |
|                      | Enhance our single-family neighborhoods to meet changes in housing market demands, while not impacting the quality, look and feel of them.                              |
| <b>Strategies</b>    |   |
|                      | Create policies to protect the character of single-family neighborhoods.  |
|                      | Enhance single-family homes & neighborhoods to meet evolving needs.   |
|                      | Build a connected, grid-street network community.   |
|                      | Chart a sustainable growth strategy.  |
| <b>Local Actions</b> |   |
|                      | Protect the character of existing neighborhoods where people want to build on a vacant/infill lot.  |
|                      | Protect single-family neighborhoods with appropriate transitions in land use.   |
|                      | Modify some City ordinances to allow existing single-family neighborhoods to better meet the evolving needs and marketing for a variety of single-family detached homes |
|                      | Explore, with input from home associations, allowing Accessory Dwelling Units (ADUs) for existing single-family homes.  |
|                      | Provide guidance about how to best integrate ADUs in the neighborhood to maintain the character.  |

**Vision:**  
A vibrant community ensuring the finest quality of life for all generations.

**Chapter 3.3.: Resilient Economy**

**Goal**

Build an adaptable framework for continued growth in a changing environment.

**Objective**

Define and plan for a diversified economic base.

**Strategies**

Market the City's assets and special competencies.

Strategic investments in forward-thinking ideas.

Strategic investments in existing non-residential real estate to preserve, as appropriate, the commercial character of Lee's Summit and to preserve resources by reusing buildings and sites.

**Local Actions**

Create and maintain a detailed inventory and interactive map that highlights a wide range of community assets—civic, business, infrastructure, educational, etc.

Continue to collaborate on regional economic attraction and retention efforts to integrate City interests with regional efforts.

Leverage the development potential of land on and adjacent to Lee's Summit Municipal Airport.

Improve and expand airport services, equipment and facilities when necessary to attract new corporate aviation users.

Improve internal and external perceptions of the region with marketing and outreach programs aimed at attracting and retaining talent and establishing a positive local identity.

Document relative competitiveness ("cost of conducting business") of the tax base in relation to other cities/counties in metro Kansas City area, the Great Plains and the Midwest.

Identify the "critical technologies" that will lead the national and world economies in the next decade and determine which of those can be developed or marketed in Lee's Summit.

Create partnerships with adjacent cities and counties to share fiscal resources and responsibilities to implement common plans.

Provide strategic technical assistance and information for commercial, industrial and retail rehabilitation.

Encourage programs and incentives that promote the compatible, adaptive reuse and sustainable modernization of vacant or deteriorating properties.

Prioritize revitalization and redevelopment projects to promote economic development and neighborhood planning.

Implement programs that encourage existing retail developments to remain "current" and competitive to avoid the need for costly revitalization efforts in the future. Downtown Lee's Summit's membership in the Missouri Main Street program, as one of the most award-winning members, is an excellent example of an initiative that could benefit locations outside of Downtown Lee's Summit

**Objective**

Focus recruitment and retention efforts.

| <b>Strategies</b>    |  |
|----------------------|--|
|                      | Increase the inventory, availability, and databases of business and commercial real estate.  |
|                      | Leverage existing, or promote the creation of new, tax credit programs, lending and other funding programs that support entrepreneurs and small businesses.  |
| <b>Local Actions</b> |  |
|                      | Collaborate with owners of undeveloped property to determine appropriate times for offering the property for market-based development.   |
|                      | Expand the role of Downtown Lee's Summit Main Street in stimulating property and business development.   |
|                      | Continue to incorporate co-working space in development and redevelopment.   |
|                      | Continue to evolve the economic incentive policy to meet current needs.  |
|                      | Assure that previously developed but presently under-developed or vacant property is environmentally clean.  |
|                      | Assemble land parcels into larger, single parcels where necessary to attract high quality reinvestment.  |
|                      | Participate in shared regional data and administrative systems to promote real estate development and reinvestment activity.   |
|                      | Support talent development, business innovation and new business creation for young professional, such as Lee's Summit's Economic Development Council's partnership with LSR7 on the Kauffman RWL Initiative.                    |
|                      | Expand opportunities for minority- and women-owned businesses.   |
|                      | Assure that Downtown Lee's Summit remains a leading model of experiential shopping and dining, and an attraction for both residents and visitors.  |
| <b>Objective</b>     |  |
|                      | Implement economic development plans.  |
| <b>Strategies</b>    |  |
|                      | Stimulate continued economic development investment and reinvestment by the private sector in Lee's Summit.  |
|                      | Provide mechanisms and opportunities to explore and experiment with new business ideas that could lead to breakthrough products and services, greater investment in Lee's Summit and more opportunities for jobs closer to home. |
| <b>Local Actions</b> |  |
|                      | Support development and redevelopment with major infrastructure improvements and upgrades.   |
|                      | Assure that internet service is comprehensive and affordable throughout the City for business, household and work-at-home purposes.  |
|                      | Encourage innovation by holding contests and offering small grants for innovative ideas, start-ups, and pilot programs. Partner with regional and university programs.   |
|                      | Establish incubators to reduce start-up costs and provide common space and services for innovation and entrepreneurial support.  |
|                      | Continue, and intensify, technical assistance to Lee's Summit's independent businesses .   |

| <b>Objective</b>     |   |
|----------------------|---|
|                      | Ensure fiscal sustainability.   |
| <b>Strategies</b>    |   |
|                      | Maintain a diverse and valuable tax base.   |
|                      | Promote housing Downtown and in activity centers.   |
|                      | Grow the impact of current Downtown workers and businesses.   |
| <b>Local Actions</b> |   |
|                      | Pursue high value commercial development to support real estate property tax revenues. Keep in mind that City development also impacts other property taxing jurisdictions. |
|                      | Continually evaluate various franchise and business taxes to assure these revenues support business growth and do not discourage businesses from choosing Lee's Summit.     |
|                      | Incentivize installation of fire lines to Downtown buildings to support residential redevelopment of existing buildings.  |
|                      | Create a set of incentives and resources to encourage and support upper-floor development .   |
|                      | Continue to increase residential density with new development and redevelopment.  |
|                      | Continue to support promotional and special events downtown to attract visitors and residents.  |
|                      | Continue to bring arts into the public realm including streets shops, and storefronts.  |
|                      | Work with business owners and local retailers to extend or adjust operating hours during special events Downtown.   |
|                      | Collaborate with activity centers and the Cultural Arts Division to create an ongoing storefront arts initiative.   |

**Vision:**  
A vibrant community ensuring the finest quality of life for all generations.

### Chapter 3.4.: Multimodal Transportation

#### Goal

Provide safe, convenient and accessible travel options in the parts of the City where a more balanced system is key to a high quality of life.

#### Objective

Refine policy approaches for how transportation concerns will be addressed in the City’s Activity Centers and Connecting Corridors.

#### Strategy

Establish policies and guidance, based on the Place Types as identified in the Land Use and Design Element, for how transportation networks should be developed and augmented relative to development occurring in Activity Centers or along key connecting corridors.

#### Local Actions

##### Policy and Code Adjustment

Define Level of Service (LOS) standards comparable to those used for vehicle traffic that are acceptable for non-motorized forms of travel. These should address the quality and performance of infrastructure for bicycles and pedestrians.

On corridors that are in the City’s control and that connect Activity Centers, consider revised or parallel LOS measures that reflect the nature of a more urban pattern of development. This may include relaxing standards for Intersection LOS to be consistent with more urban conditions. It may also include adopting alternative standards from Highway Capacity Manual-based metrics, such as Corridor LOS that measures overall travel speeds or times, that could be used in place of intersection LOS metrics.

Develop flexible curbside policies to support local businesses with pick-up and drop-off needs.

Work with private vendors such as Uber and Lyft to organize pick-up and drop-off areas for improved service, safety and congestion.

Develop policy around new transportation disruptors such as lightweight individual transportation (LIT) devices such as e-bikes and e-scooters (see also Goal 4.C and its supporting objectives).

Create a ‘right-sizing’ policy to re-purpose excess road capacity for non-Single Occupancy Vehicle modes such as protected bike and LIT lanes. Develop quantitative targets for underutilized roadways that identify them as ‘reuse’ candidates once traffic volumes are recorded for at least three consecutive years below identified threshold levels relative to roadway capacity.

Develop mode share goals for activity centers and augment these with a more focused program of annual surveying in this part of the City to understand trends and the effectiveness of these policy recommendations.

#### Objective

Enhance the evaluation systems and metrics used to study transportation infrastructure and services in the City’s Activity Centers and Connecting Corridors.

| <b>Strategy</b>   |  |
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|   | Coordinate data collection and analysis of both safety performance and modal network access for all potential users.   |
| <b>Local Actions</b>  |  |
| Inventory, Assessment or Survey   |  |
|   | Establish an annual review process for sidewalk improvements.  |
|   | Increase the frequency of school safety audits, aiming for once per five years but also within one year of any major infrastructure or development-related changes around school locations.  |
|   | Increase data available on cyclist's data. Create a bicycle count program, as budget, staff resources, or possible external funding allow and to be inaugurated once key connections are made in the bicycle network, that uses several methods of data collection to create an understanding of current bicyclists and the effects of new facilities on bicycling in Lee's Summit. Current traffic count program does identify cyclists separately, but very limited to intersection peak hours. Additional bike count data is needed though. |
|   | Develop a dynamic map resource hosted on the City's website for the broader Lee's Summit community to suggest locations of safety concerns, infrastructure gaps or deficiencies, or other impediments to multimodal travel.  |
|   | Monitor service demands on an annual basis for all existing transit services to identify priority time periods or service areas requiring increased service.   |
| <b>Goal</b>   |  |
| Use and enhance existing approaches in the rest of the City outside of Activity Centers and Connecting Corridors. |  |
| <b>Objective</b>  |  |
|   | Review and, as needed, refine other City policies that govern transportation and its relationship to land use.   |
| <b>Strategy</b>   |  |
|   | Align all plans by taking the following actions:   |
| <b>Local Actions</b>  |  |
|   | Update Traffic Impact Assessment process and forms to more clearly and concisely indicate how various City plans and policies have been addressed.   |
|   | Develop an abbreviated, public-facing summary document for the City's transportation plans and policies that explains how they are related and what particular functions each serves.  |
|   | Share plans and policies with utility providers who use plans to identify future project locations.  |
|   | Update and maintain major planning tools such as the travel demand model, as appropriate, to reflect major changes in the City transportation system or development patterns, to reflect changes in City limits, land use, development and street network. At a minimum this should occur at least once per year, but may need to be coordinated outside of that annual basis for special purposes such as state and Federal coordination.   |
| <b>Objective</b>  |  |

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| Improve transportation equity by focusing on accessibility and convenience for people of all means, ages and abilities.  |
| <b>Strategies</b>  |
| Remove barriers to access reliable, affordable transportation.   |
| Prioritize areas to connect when transit services are supported and expanded.  |
| Partner with local and regional employers to fill employees' desires for new and alternate modes of transportation,  |
| Accommodate new transportation technologies (modes, method of payment for services, etc.)  |
| Identify physical, financial, and geographic access barriers to safe alternative modes, and prioritize actions to increase access for those faced with barriers.   |
| <b>Local Actions</b>   |
| <b>Policy and Code Adjustment</b>  |
| Continue to incorporate recommendations from Community for All Ages, Walk Friendly Community, and Bicycle Friendly Community programs:   |
| Promote bicycle trails, lanes and initiatives.   |
| Promote sidewalk connectivity, lighting, street furniture, street trees, improving pedestrian accessibility and level of service.  |
| Improve intersection safety for all users, with traffic calming strategies such as marked crosswalks, island refuges and adjusted signal crossing times.   |
| Develop multi-use trails that link residential areas and activity centers to parks and public open space.  |
| Promote public transportation that meets the needs of all first suburbs residents.   |
| Develop transit stops that serve as an integral part of the community.   |
| Address boundary issues that hinder availability of transportation services.   |
| <b>Partnerships and Collaboration</b>  |
| Involve representatives from non-profit organizations (e.g., local United Way chapter), mental/physical healthcare service providers, cultural organizations, and local religious institutions to share information and identify pressing transportation needs for consideration by the City's Livable Streets Advisory Board. |
| Partner with businesses at high-activity locations or along key trails and greenways to secure agreements and collaborate on funding options for the installation of bike racks and storage lockers.   |
| Partner with local bike shops to develop an incentive program or other similar effort to increase bike access for children or low-income people.   |
| <b>Plan Development</b>  |
| Continue to update and consistently incorporate and complete other adopted transportation master plans, such as Bicycle Transportation Master Plan, Greenway Master Plan, ADA Transition Plan for Public Rights of Ways.   |
| <b>Facilities or Infrastructure Improvements</b>   |



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| Consider upgrades to paved shoulders and outside travel lanes for bike lanes and other improved accommodations for cyclists that are more suitable to use by people of all ages and abilities.   |
| <b>Strategy</b>  |
| Broaden the advertisement and education of safety awareness and alternative mode options for all residents.  |
| <b>Local Actions</b>   |
| Education and Outreach   |
| Engage and work with local schools to design and champion a citywide safety program.   |
| Develop outreach program for school districts to further promote walking and biking (such as Walking School Bus programs) and advance urgent infrastructure improvements that remove barriers and encourage or better accommodate walking and biking.  |
| Hire volunteer downtown ambassadors to teach people how to use alternative modes (e.g., how to purchase a ticket and board a bus, how to access a micro-mobility device, etc.)   |
| Develop a visually engaging and clear city map highlighting the routes for bikes, walking, and transit and other important features like park and ride locations, trail heads, etc. The map should be posted on the city website and available by paper in locations like libraries and schools. |
| Partnerships and Collaboration   |
| Request local businesses to provide website links to both the Lee's Summit Transit Services website page for transit information and the Rideshare KC website page for information about carpooling.   |
| <b>Objective</b>   |
| Increase incentives, amenities and comfort for walking, biking and other alternative modes.  |
| <b>Strategy</b>  |
| Boost commitment to programs that support non-vehicle travel modes and incentivize their use.  |
| <b>Local Actions</b>   |
| Inventory, Assessment or Survey  |
| Conduct an annual evaluation of outstanding steps and define actions necessary to maintain and advance the <i>Walk Friendly</i> Community status and <i>Bicycle Friendly</i> Community status designations the City has at any given time (such that this is possible).                          |
| Education and Outreach   |
| Promote and incentivize participation in national walk or bike-to-work or school days.   |
| Host a competition for local artists and designers to create an engaging brand/symbol for Bike/Walk/Roll Lee's Summit brand that can be used for posters and businesses who support alternative modes, as well as for potential community events.  |
| Offer a periodic training session to local businesses and institutions on how to develop a Transportation Demand Management program and reduce employee dependency on car commuting.   |
| Partnerships and Collaboration   |
| Pursue opportunities with potential micro mobility provider for partnership, which may include financial contribution from the City, to conduct a short-term pilot program with the intention of reducing vehicle trips for short distances between specific locations.                          |

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|                                | Develop code modifications in preparation for micro-mobility.  |
|                                | Work with owners of private parking lots to encourage accommodation of spaces for electric vehicles and charging stations.   |
| <b>Strategy</b>                |  |
|                                | Raise awareness about the correlation between vehicle-related emissions and commuting trends in Lee's Summit, and environmental and physical health impacts.             |
| <b>Local Actions</b>           |  |
| Education and Outreach         |  |
|                                | Utilize social media to periodically advertise statistics about Lee's Summit status related to vehicle emissions.  |
|                                | Utilize social media to raise awareness of bicycle and pedestrian activity, modal benefits (health/emissions), laws, safety statistics, available routes, etc.           |
|                                | Utilize social media to advertise availability of transit services.  |
| <b>Strategy</b>                |  |
|                                | Continue pursuing infrastructure and policy improvements that support the reduction of vehicle emission impacts.   |
| <b>Local Actions</b>           |  |
| Practice Improvements          |  |
|                                | Continue synchronization of traffic signals along priority circulation routes and major thoroughfares to minimize vehicle idling and emissions.                          |
|                                | Continue participation in Kansas City Metropolitan Area <i>Operation Green Light</i> Program to support regional development of Intelligent Transportation Systems (ITS) |
|                                | Refine where necessary the Level of Service (LOS) standards for vehicles, bicycles, and pedestrians, then integrate all into one LOS policy document.                    |
| <b>Goal</b>                    |  |
|                                | Lee's Summit's transportation networks, for any mode or technology, will be connected, complete, resilient and adaptable to the future.                                  |
| <b>Objective</b>               |  |
|                                | Close gaps in connectivity to improve how people get around the region.  |
| <b>Strategy</b>                |  |
|                                | Identify gaps in modal networks and prioritize closing them.   |
| <b>Local Actions</b>           |  |
| Partnerships and Collaboration |  |
|                                | Partner with Downtown Lee's Summit to close areas of downtown for pedestrian access only in coordination with significant city events.                                   |
|                                | Continue discussions with MARC and adjacent jurisdictions to identify missing vehicle, bike, and walking network links between boundaries.                               |
| Education and Outreach         |  |
|                                | Design an online community feedback system or survey to understand where people want to most see improved connections or closed gaps.                                    |
|                                | Conduct an annual public survey on overall user experience of mobility in Lee's Summit and the region at-large.  |

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| <b>Practice Improvements</b>                     |   |
|  | Continue to consistently incorporate the Thoroughfare Master Plan in the consideration of development, transportation improvement needs, future right-of way requirements and the overall project approval process.   |
|  | Continue to identify funding opportunities to help finance future roadway capital improvements.   |
|  | Reserve or purchase right of way at locations where improvements are identified   |
| <b>Facilities or Infrastructure Improvements</b> |   |
|  | Continue to develop alternative bicycle/pedestrian routes to connect Rock Island Trail to Lee's Summit Greenways.   |
| <b>Strategy</b>                                  |   |
|  | Lay the foundation for supporting an efficient and accessible multimodal transportation network.  |
| <b>Local Actions</b>                             |   |
| <b>Policy and Code Adjustment</b>                |   |
|  | Develop a guidance system, informed by project prioritization elements outlined in the Thoroughfare Master Plan, to be incorporated into the development review process to help ensure development is making contributions to the transportation network that meet broader policy goals and give developers flexibility in how to make improvements if they follow guidance. Help developers understand why the City asks for these contributions and where their contributions fit into a larger system and provide a rational nexus between the improvements and the development project. This would apply to all roads, sidewalks, bike facilities within and impacted by development. |
| <b>Education and Outreach</b>                    |   |
|  | Incorporate links to or relevant guidance from the Thoroughfare Master Plan with application procedures or other processes relating to development so that applicants understand how their development projects fit into and impact a larger transportation system.   |
| <b>Practice Improvements</b>                     |   |
|  | Develop a comprehensive map atlas, whether electronic or in a static form, to use as an evaluation tool in the development review process so that potential development-based contributions can be understood with individual applications.   |
|  | Amend the City's more visionary plan documents and their recommended networks, such as the Greenway Master Plan, to allow flexibility in determining route alignments should development projects or other opportunities allow a way to fill system gaps that might otherwise have no strategy for how to be completed.   |
| <b>Objective</b>                                 |   |
|  | Prepare Lee's Summit to integrate new technology and emerging mobility options.   |
| <b>Strategy</b>                                  |   |
|  | Identify current and future state of transportation demands to be able to prepare to meet needs.  |
| <b>Local Actions</b>                             |   |
| <b>Policy and Code Adjustment</b>                |   |
|  | Develop policies to accommodate autonomous vehicles.  |
|  | Develop policies and incentives that encourage people to use efficient modes. Because autonomous vehicles will make transportation more accessible and cheaper, traffic and pollution will increase.  |

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|  | Prepare to manage additional data. Balancing the use of crucial planning information and privacy protections for individuals will be needed.   |
|  | Develop urban freight policies that combine deliveries to reduce the number of freight trips while increasing efficiency and safety. Autonomous technology could make long-distance freight movement more efficient, but these technologies could also prove detrimental to cities by flooding streets, sidewalks, and airspace with bots and drones.                    |
|  | Adjust parking requirements as new transportation technologies such as micro mobility and autonomous vehicles change the demand for driving and parking.   |
| <b>Facilities or Infrastructure Improvements</b> |  |
|  | Plan for and implement an expansion of the City's telecommunications infrastructure and capability, making upgrades in fiber and wireless infrastructure, combining this with similar efforts tied to public safety.   |
|  | Plan for and implement a Data Management Center that incorporates traffic and transportation as one of its focus areas but that allows integration with other City operations such as public safety, emergency management, and utilities monitoring.   |
| <b>Inventory, Assessment or Survey</b>           |  |
|  | Use the City's travel demand model to the extent that is practical and feasible within the City's typically staff resources to most accurately reflect the City's current conditions and changes in modes and technologies. This would be intended to help balance the focus this tool has historically had on vehicle-based mitigation and infrastructure improvements. |
| <b>Partnerships and Collaboration</b>            |  |
|  | Continue to work with <i>Operation Green Light</i> program to improve the coordination of traffic signals and incident response on major, multi-jurisdictional, routes.  |
| <b>Practice Improvements</b>                     |  |
|  | Continue to apply emerging and adaptive technology to improve traffic flow and safety.   |
|  | Continue to build, develop and utilize technology in traffic operational management and response to improve traffic flow and safety (e.g., Traffic Operations Center or the Data Management Center described above).   |

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| <b>Vision:</b>  |  |
| A vibrant community ensuring the finest quality of life for all generations.  |  |
| <b>Chapter 3.5.: Facilities &amp; Infrastructure</b>  |  |
| <b>3.5.A. Facilities</b>  |  |
| <b>Goal</b>   |  |
| Sustain and enhance City services and facilities to protect a high quality of life.   |  |
| <b>Objective</b>  |  |
| Reduce facility costs while enhancing performance and sustainability.   |  |
| <b>Strategies</b>   |  |
| Implement smart, innovative facility designs, construction methods and maintenance practices to reduce life cycle costs.  |  |
| Remodel existing facilities when needed improving accessibility, incorporating energy and resource-efficiencies, enhancing indoor air quality, reducing pollution and minimizing the overall environmental impact and cost.   |  |
| <b>Local Actions</b>  |  |
| <b>Practice Improvements</b>  |  |
| Evaluate facility projects from a whole-life cost perspective and consider the funding needs for ongoing operations, maintenance and decommissioning public assets.   |  |
| Make higher initial capital investments in sustainable materials, placing a higher value on environmental building practices to reduce long-term operations and maintenance costs.  |  |
| Implement an asset management system for City facilities that will monitor factors such as facility age and maintenance cost, while informing decisions about facility renovation, replacement and operations.  |  |
| Increase energy efficiency and reduce maintenance costs of public facilities.   |  |
| Implement a preventive facility maintenance program to extend the life of facilities and helps avoid larger, more expensive repairs.  |  |
| Continue monitoring performance measures (calls for service, crime data, response times, traffic incidents, etc.) to assess agency operations' impact on facilities.  |  |
| Whenever possible, integrate major systems (HVAC, security cameras, keycard entry systems) throughout all City owned buildings, making sure they are consistent/compatible with each other when existing buildings are renovated, or new buildings are constructed. |  |
| Continuously monitor the strength of the City's network security infrastructure to ensure the security of customer (businesses and residents) data.   |  |
| Continue to make accessibility improvements to facilities.  |  |
| <b>Partnerships and Collaboration</b>   |  |
| Design and construct facilities working with those who will use the space to improve quality, performance and sustainability.   |  |
| Collaborate with other departments, agencies and community partners to identify where there are overlapping customers and services, or redundancies in systems to collocate facilities.   |  |
| <b>Facilities or Infrastructure Improvements</b>  |  |
| Install electric vehicle charging stations at Public Works maintenance facility.  |  |

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|---------------------------------------|---|
|                                       | Update the Traffic Signal Communication Master Plan.  |
|                                       | Evaluate the need to update the Traffic / Emergency Operations center.  |
| <b>Objective</b>                      |   |
|                                       | Develop and plan facilities for purposeful growth.  |
| <b>Strategies</b>                     |   |
|                                       | Provide public facilities and services to accommodate new growth and redevelopment. Secure land ahead of development for facilities needed.   |
|                                       | Co-locate facilities to save money and provide more innovative ways to deliver services.  |
|                                       | Program and fund public facilities in the Capital Improvement Plan.   |
| <b>Local Actions</b>                  |   |
| <b>Policy and Code Adjustment</b>     |   |
|                                       | Ensure that future land development and public facilities and services are mutually supportive.   |
|                                       | Enforce development standards that ensure adequate accessibility for emergency equipment.   |
|                                       | Build new facilities that are energy and resource-efficient, provides improved indoor air quality, reduces pollution, and minimizes the overall environmental impact.   |
| <b>Partnerships and Collaboration</b> |   |
|                                       | Collaborate with the school districts and other agencies responsible for public facilities so they are upgraded and built where they can be integrated into neighborhoods and can be efficiently served by public infrastructure. |
|                                       | Communicate with the Red Cross to ensure an understanding of emergency response plans.  |
| <b>Plans and Facilities</b>           |   |
|                                       | Study the need, initiate planning, programming and build new public safety facilities to accommodate development and redevelopment.   |
|                                       | Replace two (2) existing fire stations (stations 4 & 5).  |
|                                       | Build Fire Station 9 in northern portion of the City near the Municipal Airport.  |
|                                       | Build Fire Station 8 in southern portion of town.   |
|                                       | Build Police Training Facility.   |
|                                       | New police substation in the southern part of Lee's Summit. This could be an opportunity to collocate facilities.   |
|                                       | Enhance Fire Department training facilities to ensure ability to deliver safe and comprehensive training activities for all core programs, and to allow members to develop and demonstrate competencies for service delivery.     |
|                                       | Plan for adverse weather events with new facilities, upgrades to existing facilities and partnerships with other communities, agencies and organizations.   |
|                                       | Update and expand the City's Emergency Warning and Management System to meet the needs of new development and redevelopment. Utilize mass communications and targeted emergency notification systems.                             |
|                                       | Provide adequate shelter from extreme weather events for the community's under sheltered population.  |

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| Continue to use community centers as emergency response shelters for heat. Existing facilities serve the eastern, western, and downtown areas of Lee’s Summit. City staff has identified the need for a new community center facility to serve the southern part of the city (facility would also serve as an emergency response center for heat). |
| Seek funding assistance through FEMA/SEMA for tornado shelters. Currently, there are no facilities serving as community-wide tornado shelters. Most businesses and residents in the Downtown area lack basements to shelter in during tornados.  |
| Partner with Longview College to share a FEMA shelter.   |
| Determine whether the approved but not yet constructed downtown parking structure could serve as a tornado shelter for downtown.   |

| <b>3.5.B. Infrastructure</b>  |  |
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| <b>Goal</b>   |  |
| Plan and build City services and infrastructure to promote quality growth and resiliency.   |  |
| <b>Objective</b>  |  |
| Develop and plan for purposeful growth.   |  |
| <b>Strategy</b>   |  |
| Maintain high-quality service for existing and future customers.  |  |
| <b>Local Actions</b>  |  |
| Education and Outreach  |  |
| Continue educating the public about the cost of providing high-quality services and supporting the community’s vision for the future.                                   |  |
| Provide data and analytics to City Council to support the need for improvements.  |  |
| Coordinate development of the system demands and requirements through water and wastewater master plans.  |  |
| Utilize the master plans and recommendations to develop regional planning perspectives that are communicated with the regional suppliers.                               |  |
| Practice Improvements   |  |
| Review the user fees that supports sewer system maintenance and renewal.  |  |
| Support the master plans and rate studies used to develop system details and plans.   |  |
| Continue to prioritize renewal and replacement by allocating dedicated revenue for infrastructure rehabilitation projects.  |  |
| Plan Development  |  |
| Work with the PRI property owner to develop a master plan for this area.  |  |
| Coordinate with regional suppliers to anticipate and prepare for changing demands due to growth and changes in weather patterns.  |  |
| Adjust design standards for water systems as changing weather patterns impact the intensity or frequency of storms. Discuss with suppliers from a regional perspective. |  |
| Partnerships and Collaboration  |  |
| Consider public/private partnerships for managing growth and technology.  |  |

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|  | Coordinate regular meetings with suppliers to discuss regional perspectives, the impacts of weather pattern changes and subsequent impacts to the demands of the region.                      |
|  | Provide thought leadership for regional decision-making and maintain leadership positions with suppliers such as Kansas City, Independence, Tri-County and Little Blue Valley Sewer District. |
|  | Continue participation in KC metro APWA and MARC.   |
| <b>Programs or Services</b>                      |   |
|  | Provide staffing levels to meet current service demands and recognized standards.   |
|  | Provide educational resources for staffing to evolve with technology changes.   |
| <b>Facilities or Infrastructure Improvements</b> |   |
|  | Continue water main replacement program.  |
|  | Continue the use of technology to reduce construction costs while considering new technologies as they arise.   |
|  | Consider smart meters and technology that offers data to citizens without significant staff effort.   |
| <b>Objective</b>                                 |   |
|  | Ensure City services and infrastructure to support quality of life.   |
| <b>Strategy</b>                                  |   |
|  | Leverage technology to maintain infrastructure and enhance security for the public.   |
|  | Maintain safe and reliable water and sewer systems in accordance with industry standards.   |
| <b>Local Actions</b>                             |   |
| <b>Education and Outreach</b>                    |   |
|  | Work with other departments to create an outreach/education coordinator position.   |
|  | Responsibilities of the coordinator to include water quality public education, required maintenance and assessing comparisons to other communities.   |
|  | Consider promoting “Fix-a-Leak” Week, as suggested by the EPA.  |
| <b>Partnerships and Collaboration</b>            |   |
|  | Coordinate with neighboring communities to share concerns and lessons learned that help protect the security of the systems.  |
|  | Consider private partnerships that support funding, system integration or management.   |
|  | Continue participation in committees for the regional service providers.  |
|  | Continue participation in industry organizations such as APWA, AWWA and WEF.  |
|  | Investigate opportunities to partner with other communities for cost-sharing/cost saving of materials, supplies or staffing.  |
| <b>Inventory, Assessment or Survey</b>           |   |
|  | Continue improving system security for existing data.   |
|  | Evaluate the need for enhanced security for equipment and SCADA systems.  |
|  | Consider smart meters and additional technology that provides data to customers and helps operations staff identify issues before they become emergencies.                                    |
|  | Continue leveraging GIS data and mapping for leaks, breaks, back-ups, SSOs and all relevant data that supports maintenance activities.  |
|  | Consider GIS capabilities for enhanced management of smart systems.   |



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| Align the master planning and strategic planning efforts to coincide with the comprehensive plan.   |
| <b>Facilities or Infrastructure</b>   |
| Continue developing fiber network to enhance connectivity and reliability of the network.   |
| Consider an integrated system for cross-departmental use.   |
| Develop performance measurements and trends of usage that can be correlated with GIS data for mapping and management enhancements.  |
| Continue developing fiber network   |
| Obtain a recognized utility certification to meet or exceed industry best practices.  |
| <b>Plan Development</b>   |
| Develop a plan to implement the program over time. The plan will identify funding and staffing needs and implementation strategies. Research examples/best practices from other cities to develop program procedures. |
| <b>Programs or Services</b>   |
| Identify staffing needs and seek funding through City's annual budget process. Compare staffing numbers to other communities.   |
| Implement a program that provides citizens a way to get service lines replaced.   |
|   |
| <b>Objective</b>  |
| Reduce maintenance costs while enhancing infrastructure performance and sustainability.   |
| <b>Strategy</b>   |
| Enhance maintenance and longevity of infrastructure.  |
| <b>Local Actions</b>  |
| <b>Education and Outreach</b>   |
| Coordinate with other departments for use of an outreach/education coordinator staff position.  |
| Assign the coordinator to public education responsibilities focused on service lines, leaks, cost of water, etc.  |
| <b>Plan Development</b>   |
| Meet with internal departments to plan a holistic approach to maintenance.  |
| Develop a holistic approach that minimizes interruption to consumers and maximizes funds used for maintenance of all infrastructure.  |
| <b>Policy and Code Adjustment</b>   |
| Consider holistic approach and how it may impact budgeting processes.   |
| <b>Partnerships and Collaboration</b>   |
| Partner with manufacturers and suppliers to educate staff.  |
| Consider partnering with other communities for cost-sharing equipment that is not regularly used.   |
| Consider contracting services for maintenance activities that require specialized equipment or staff.   |
| <b>Programs or Services</b>   |
| Continue the small water main replacement program.  |
| Continue the I&I reduction program.   |
| Develop a program for customers to replace their service lines.   |
| Continue use of pipe bursting and other technologies that minimize construction impacts.  |

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| <b>3.5.C. Resiliency</b>   |  |
| <b>Goal</b>  |  |
| Increase disaster resiliency.  |  |
| <b>Objective</b>   |  |
| Reduce flood risk and damage to property.  |  |
| <b>Strategies</b>  |  |
| Approach stormwater management on a regional, watershed and subshed approach.  |  |
| Secure available funding sources for public and private flood mitigation, response, and recovery measures.   |  |
| Support efforts to reduce flooding while preserving or enhancing the community's natural environment and outdoor leisure opportunities.  |  |
| Enhance the City's flood information and data resources to support informed decision-making.   |  |
| <b>Local Actions</b>   |  |
| <b>Education and Outreach</b>  |  |
| Promote the benefits of flood insurance, especially for property owners in the floodplain, or a projected flood hazard area.   |  |
| Provide homeowners in risk areas information about how to reduce flooding impacts including elevating items from basements, landscaping and deploying temporary flood barriers.  |  |
| Develop a public outreach strategy to educate homeowners on the value of green infrastructure and ways to install and maintain green infrastructure on private property to minimize impacts of localized flooding.   |  |
| <b>Practice Improvements</b>   |  |
| Join the National Flood Insurance Program (NFIP) Community Rating System, which incentivizes floodplain management by offering discounts on flood insurance premiums for floodplain management activities.   |  |
| Set NFIP Community Rating System targets (e.g., reach a Class 5 by 2025) to continue enhancing floodplain management efforts.  |  |
| Explore where the community can turn water into a positive amenity, such as a multipurpose lake, pond, river, stream or wetland area that also serves the community's need for open space, recreation and outdoor leisure.   |  |
| Restore wetlands and reconnect floodplains to increase flood storage capacity while increasing wildlife habitat and natural areas.   |  |
| Daylight piped and channelized streams to lower water flow and increase infiltration.  |  |
| <b>Plan Development</b>  |  |
| Develop a Stormwater Management and Master Plan.   |  |
| Identify hazard mitigation & resiliency strategies.  |  |
| Determine localized climate projections and impacts for Lee's Summit under different scenarios, including maps of future flood areas based on climate change and projected future development. This data can be used to design infrastructure that serves future, rather than current, conditions. |  |
| Develop a risk communication plan with special focus topics to educate the public on areas of flood risk and flood management.   |  |
| <b>Policy and Code Adjustment</b>  |  |

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|  | Develop new or amended ordinances to further restrict development in the FEMA regulatory floodplain (e.g., freeboard higher than FEMA minimum requirement; manage future condition projections; cluster development; offer density bonuses; and transfer of development rights). |
|  | Increase the riparian buffer required along waterways for new development.   |
|  | Explore enhancing the APWA 5600 peak discharge criteria to improve flood peak attenuation for new developments.  |
| <b>Inventory, Assessment or Survey</b> |  |
|  | Conduct a study to better understand areas subject to urbanization and future flood risks.   |
| <b>Programs or Services</b>            |  |
|  | Develop a stormwater utility to administer and collect stormwater impact fees and fund planning, operations, maintenance and capital stormwater projects.  |
|  | Develop a floodprone property buy-out plan.  |
|  | Develop a monitoring mechanism to track stormwater diverted due to green infrastructure.   |
|  | Develop a local grant program to help homeowners, or homes associations mitigate flooding.   |
|  | Explore creative funding options to develop “resiliency districts.”  |
|  | Work with homeowners to store rainwater on properties and slow its entry into storm water systems through installation of distributed green infrastructure, such as rain gardens, cisterns, green roofs and rain barrels.  |
|  | Create a local buy-out program to convert repetitive flood loss properties into natural areas for flood storage.   |
|  | Develop a program for citizens to report flooding, and track incidents to better diagnose problem areas.   |
| <b>Partnerships and Collaboration</b>  |  |
|  | Partner with volunteer groups to maintain green infrastructure throughout the City.  |
| <b>Enforcement and Incentives</b>      |  |
|  | Incentivize green infrastructure measures in development and transportation projects (e.g., reimburse proportion of project cost, waive stormwater impact fee)   |
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| <b>Objective</b>                       |  |
|  | Mitigate impacts from natural disasters.   |
| <b>Strategies</b>                      |  |
|  | Leverage funding resources to mitigate, prepare for, respond to, and recover from natural hazards.   |
|  | Enhance existing codes and ordinances to protect against natural disasters.  |
|  | Expand and update emergency warning systems, procedures, and practices.  |
|  | Invest in training, shelters, and other mechanisms to enhance resiliency during natural disasters.   |
|  | Conduct public outreach campaigns to educate the public about hazard risk and mitigation options.  |
| <b>Local Actions</b>                   |  |
| <b>Education and Outreach</b>          |  |
|  | Increase City staff capability and capacity for grants management through resources such as the FEMA Emergency Management Institute and independent study courses.   |

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|  | Conduct outreach with the public, developers, and local officials to emphasize the importance of enhanced codes to mitigate future disaster impacts.  |
|  | Conduct an outreach campaign to register residents and increase usage of Nixle, the City's emergency warning program.   |
|  | Leverage information about hazard mitigation opportunities into existing public education efforts focused on preparedness.  |
|  | Develop a public outreach campaign focused on individual and household resiliency.  |
| <b>Practice Improvements</b>                     |   |
|  | Create a position or designate an existing position to serve as a grant manager to pursue and oversee federal and state grants for hazard mitigation and resiliency.  |
|  | Consider creating a standalone position for a Chief Resilience Officer (CRO) to manage mitigation efforts, spearhead resiliency initiatives, and oversee grant funding applications and programs.   |
|  | Track disaster impacts, including details of damage to facilities with cost, loss of service, and photographs or videos to optimize grant opportunities.  |
|  | Continue to form new and maintain existing MOUs.  |
|  | Continue to participate in local and regional training exercises, especially for high likelihood events.  |
|  | Synchronize risk communication efforts across departments to provide information before, during, and after events.  |
|  | Present risk and hazard mitigation information at the beginning of civic meetings.  |
| <b>Partnerships and Collaboration</b>            |   |
|  | Partner with local nonprofits, banks, or community development finance entities to provide low-interest loan to support home mitigation and retrofits for disasters.  |
| <b>Enforcement and Incentives</b>                |   |
|  | Create a local or regional grant funding source or revolving loan program to help support home mitigation, retrofits, and resiliency initiatives.   |
|  | Incentivize development that incorporates above code or resiliency measures.  |
| <b>Facilities or Infrastructure Improvements</b> |   |
|  | Seek federal funding to retrofit public facilities to include safe rooms.   |
|  | Install public handwashing stations in strategic areas of the City, including parks, outdoor spaces, and downtown to combat the spread of infectious disease.   |
|  | Upgrade existing and build new emergency facilities as needed, included community centers, police stations, and fire stations.  |
| <b>Policy and Code Adjustment</b>                |   |
|  | Adopt seismic building codes or engineering requirements that align with potential impacts from an event on the New Madrid Fault.   |
|  | Adopt the current edition of the model building code to address structural and architectural issues related to tornadoes and high winds.  |
|  | Codify "resilience by design" by implementing a resiliency quotient requirement for development codes. Strategies would include resiliency measures such as floodproofing, freeboard, floodplain preservation, tornado safe rooms or basements, native or drought resistant landscaping, or reflective building materials and more. |

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|  | Require that all new non-residential construction include tornado safe rooms. Alternatively, set a minimum occupancy threshold to determine safe room criteria.   |
|  | Require amenities such as parks and plazas and street trees in new development plans. Increasing green spaces and the urban tree canopy can reduce impacts of heat, provide flood storage, and provide recreation areas when infectious disease prevents indoor activities. |
| <b>Inventory, Assessment or Survey</b> |   |
|  | Assess existing public structures to determine needs for retrofitting to prevent future losses to priority hazards.   |
|  | Perform an assessment to determine if a community tornado shelter is needed for homeless populations and downtown, as most businesses do not have basements.  |
| <b>Programs or Services</b>            |   |
|  | Update Nixle, which sends texts alerts to residents with reverse 911-like functionality.  |
|  | In addition to Nixle, use social media to send emergency warning notifications.   |
|  | Repair or replace broken or outdated emergency outdoor warning sirens.  |
| <b>Plan Development</b>                |   |
|  | Develop a comprehensive and actionable risk communication plan.   |
| <b>Objective</b>                       |   |
|  | Mitigate impacts from man-made disasters.   |
| <b>Strategies</b>                      |   |
|  | Gather information regarding potential manmade disasters in Lee's Summit and plan accordingly.  |
|  | Educate City employees and residents about how to mitigate and respond to manmade disasters.  |
|  | Enhance emergency services, programs, and resources.  |
| <b>Local Actions</b>                   |   |
| <b>Plan Development</b>                |   |
|  | Develop a Threat Hazard Identification and Risk Assessment (THIRA) specific to Lee's Summit in coordination with regional partners.   |
|  | Developed a prioritized plan to bolster physical and cyber security for high-risk targets.  |
| <b>Inventory, Assessment or Survey</b> |   |
|  | Identify and inventory high-risk sites and potential targets for manmade disasters.   |
|  | Assess the security of high-risk sites.   |
|  | Identify potential weak spots in the City's IT systems to protect against cyber-attacks.  |
| <b>Programs or Services</b>            |   |
|  | Provide cyber security training for municipal employees.  |
|  | Conduct active shooter and shelter-in-place training exercises. Shelter-in-place warnings can be used for a range of manmade disasters, including active shooter incidents, civil disorder, terrorism, and hazardous materials releases.                                    |
| <b>Education and Outreach</b>          |   |
|  | Initiate a City "See Something, Say Something" campaign to mitigate against active shooter events, terrorism, and other man-made disasters.   |
|  | Expand opportunities for community members to interface with law enforcement and emergency responders under non-emergency conditions (e.g., the "Coffee with a Cop" program).   |

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| Practice Improvements                     |   |
|   | Deploy mental health co-responders (such as social workers) in collaboration with emergency responders. Involve all department and staff in emergency-related training. |
| Facilities or Infrastructure Improvements |   |
|   | Assess departmental technology and equipment needs for mitigating and responding to manmade disasters and invest in resources accordingly.                              |
|   | Retrofit or construct tornado safe rooms to double as active shooter safe rooms when possible.  |

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| <b>Vision:</b>  |  |
| A vibrant community ensuring the finest quality of life for all generations.  |  |
| <b>Chapter 3.6.: Sustainable Environment</b>  |  |
| <b>Goal</b>   |  |
| Appreciate, protect and enhance the natural environment to meet the community's needs today without compromising the ability of future generations to live and prosper.   |  |
| <b>Objective</b>  |  |
| Minimize the impacts of climate change.   |  |
| <b>Strategies</b>   |  |
| Promote community participation in energy efficient programs.   |  |
| Integrate energy efficient practices into all new development to reduce climate change impacts (increasing heat, increasing precipitation) and conserve energy such as more trees, white roofs, energy use monitoring technology and building positioning to optimize natural light and temperature controls. |  |
| <b>Local Actions</b>  |  |
| <b>Education and Outreach</b>   |  |
| Create an education and outreach program to inform residents on the benefits of participating in a renewable energy program with their energy provider.   |  |
| Provide residents with information on the benefits of energy conservation for both household and public facilities.   |  |
| Provide residents, developers and local elected officials with information on the near and long-term benefits (environmental, financial, and social) of green building codes and climate change mitigation measures.  |  |
| Research, identify, and address how vulnerable populations are disproportionately impacted by climate change in Lee's Summit and how to reduce their risks.   |  |
| Create and implement an outreach and capability building program for vulnerable communities to better understand the ways in which they may mitigate impacts of climate change.   |  |
| Educate the community in how vulnerable populations are more impacted by climate change and the importance of ensuring the safety and health of our vulnerable populations.   |  |
| <b>Practice Improvements</b>  |  |
| Encourage residents to participate in improving energy practices in their homes such as installing LED lightbulbs in homes, upgrading to energy efficient appliances, integrating energy use monitoring technical (e.g., smart thermostats) to improve energy efficiency in homes.                            |  |
| Include household energy use information with comparison to average use in utility bills.   |  |
| Include development approval criteria to integrate climate combatting actions.  |  |
| Review new buildings against green building standards, such as Leadership in Energy and Environmental Design (LEED), to assess if the building satisfied specific green building criteria.  |  |
| <b>Plan Development</b>   |  |
| Update and adopt Lee's Summit Sustainability Plan to reflect new strategy to encourage residents to participate in energy efficient programs.   |  |

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|  | Update and adopt Lee's Summit Sustainability Plan to reflect a commitment to energy reduction practices.   |
|  | Develop a Strategic Plan to address climate change impacts that vulnerable populations currently experience or may experience in the future to reduce risk.  |
| <b>Policy and Code Adjustment</b>                |  |
|  | Adopt an energy code to promote net-zero or net positive goals to improve energy efficiency in commercial and residential buildings.   |
|  | Adopt an energy code to promote net-zero or net positive goals to improve energy efficiency in all new development.  |
|  | Adopt climate change actions to reduce risks to vulnerable populations such as planting more vegetation in areas that experience urban heat island effects.  |
|  | Include vulnerable population representation in all existing plans and in future planning efforts.   |
| <b>Partnerships and Collaboration</b>            |  |
|  | Partner with local energy providers to support residents in participating in their renewable energy or energy efficiency programs.   |
|  | Partner with social and climate-focused organizations and community leaders to bridge communications with vulnerable communities in order to conduct a Vulnerability Assessment and develop a Strategic Plan to address their risks.   |
| <b>Inventory, Assessment or Survey</b>           |  |
|  | Provide residents with free home energy reports to understand their home's energy efficiency or inefficiency and provide solutions.  |
|  | Conduct research to understand Lee's Summit specific energy use and greenhouse gas emission to set a baseline and future targets for reduction. Conduct a vulnerability assessment to assess where vulnerable populations reside and how vulnerable populations are impacted or could be disproportionately impacted by climate change events based on range of factors including but not limited to socioeconomic factors (age, education, income, gender, race or ethnic composition, language, social capital), access to information (internet access, electronic devices) and physical infrastructure (facilities and transportation) to better understand where climate change reduction efforts can be focused. |
| <b>Enforcement and Incentives</b>                |  |
|  | Provide financial incentives for residents opting into or joining an existing renewable energy programs such as tax rebates, cover solar installation costs, and providing free home energy reports.   |
|  | Incentive development that includes measures to reduce climate change impacts and energy use.  |
| <b>Programs or Services</b>                      |  |
|  | Partner with a volunteer organization to offer energy efficient services for low-income community members such as assessing home for ways to determine where energy consumption can be improved, installing solar energy systems and smart thermometers and improving home insulation.   |
|  | Create a program or committee that identifies, assesses, and implements strategies to reduce the risk from climate change impacts of vulnerable communities.   |
| <b>Facilities or Infrastructure Improvements</b> |  |
|  | Assess feasibility energy efficient retrofits on existing development including a phased completion plan.  |



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| <b>Objective</b>               |   |
|                                | Protect air quality.  |
| <b>Strategy</b>                |   |
|                                | Maintain and enhance air quality throughout the city.   |
| <b>Local Actions</b>           |   |
| Education and Outreach         |   |
|                                | Educate residents on the benefits of using public transportation, carpooling, and maximizing single trip outings in order to reduce greenhouse gas emissions from vehicles.   |
|                                | Educate residents on the emissions levels created by everyday activities and provide alternative suggestions such as converting to electric lawn equipment.   |
|                                | Provide ongoing information transparency in air quality levels such as posting on the city website.   |
|                                | Develop air quality goals for the city to meet.   |
| Practice Improvements          |   |
|                                | Encourage city government employees or large employers in the city to lead as example and use public transportation or other modes to get to work like biking, walking, or carpooling.  |
|                                | Promote specific days where residents actively work to reduce emissions through various activities.   |
| Partnerships and Collaboration |   |
|                                | Consider partnering with RIDEKC and OATS to expand services to increase the amount ride frequency.  |
|                                | Collaborate with community partners to provide free or reduce cost to transit rides to low-income riders.   |
|                                | Work with local media to provide daily air quality level with weather reports.  |
| Enforcement and Incentives     |   |
|                                | Provide reduced or free rides to increase ridership and decrease single-occupancy cars producing less greenhouse emissions and air pollution. Incentives may benefit college students, the elderly, non-abled persons, and large employers. |
|                                | Incentivize use of low and no emission activities such as designating free parking with electric charging stations and tax rebates for purchase of electric vehicles or lawn equipment.   |
| <b>Objective</b>               |   |
|                                | Protect water quality.  |
| <b>Strategies</b>              |   |
|                                | Manage stormwater at the local and regional levels.   |
|                                | Create a stormwater utility to help fund stormwater management system improvements.   |
|                                | Address water quality management in the Stormwater Utility Study.   |
|                                | Incorporate Stormwater Infrastructure Maintenance into the 2021 Stormwater Utility Study.   |
|                                | Include Enhanced Public Stormwater Education Measures in 2021 Stormwater Utility Study.   |
| <b>Local Actions</b>           |   |
| Education and Outreach         |   |

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|  | Inform and educate residents on the importance of keeping our waterway clean by reducing hazardous runoff through individual and community efforts.  |
|  | Conduct outreach to private and public partners to highlight the benefits and return on investment, in qualitative and quantitative terms, of having a storm water utility.  |
|  | Add a city public educator position to enhance community involvement and participation in stormwater education and make connections in the school district for expanded education opportunities.   |
| <b>Practice Improvements</b>           |  |
|  | Update current practices in the Stormwater Management Program to include regional management and oversight.  |
|  | Incorporate green water quality facilities and Low Impact Development LID requirements into the City's Design & Construction Manual.   |
|  | Revise practices to account for an increase in population, development, and extreme weather events in Lee's Summit and surrounding municipalities.   |
|  | Continue to meet State water quality regulations.  |
|  | Bring more water quality considerations into the stormwater design standards.  |
|  | Advocate for cleaner bodies of water that are fishable and swimmable.  |
|  | Focus water quality efforts to minimize lake siltation.  |
| <b>Plan Development</b>                |  |
|  | Develop a stormwater management plan inclusive of neighboring jurisdictions for managing stormwater at the watershed level.  |
|  | Update the city's Stormwater Master Plan before pursuing a stormwater utility to set a future vision.  |
|  | Reduce the number of flood-impacted properties while utilizing natural topography and vegetation to capture, store, and soak up runoff.  |
|  | Master Plan each watershed to address water quality.   |
| <b>Partnerships and Collaboration</b>  |  |
|  | Create partnerships with other local governments and agencies responsible for stormwater management and water quality within the watershed to collaborate on development of a stormwater management plan and identification of potential funding strategies. |
|  | Collaborate with entities which have a vested interest in water quality to help support the stormwater utility.  |
|  | Work with homes associations to maintain detention basins.   |
| <b>Inventory, Assessment or Survey</b> |  |
|  | Conduct research to determine which water quality measure provide the greatest stormwater management and water quality benefits.   |
|  | Conduct a fee study to determine the projected fee schedule.   |
|  | Conduct a study on the feasibility of creating a stormwater utility including public opinions on willingness to pay.   |
|  | Explore enhancing the APWA 5600 peak discharge criteria to improve flood peak attenuation for new developments.  |
| <b>Enforcement and Incentives</b>      |  |

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|  | Provide stormwater fee reductions for actions resulting in positive water quality improvements, such as homeowner completed and reported BMP maintenance.  |
| <b>Programs or Services</b>            |  |
|  | Work with other jurisdictions to take a watershed approach to water quality and quantity management.   |
|  | Pursue an annual CCTV pipe and manhole inspection program to assess and evaluate potential infrastructure improvement projects. This would minimize the cost of unplanned emergency repairs.   |
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| <b>Objective</b>                       |  |
|  | Preserve natural resources.  |
| <b>Strategies</b>                      |  |
|  | Identify and protect natural resources and habitats in Lee's Summit.   |
|  | Prepare for changing flora and fauna that is likely to occur in Lee's Summit future decades due to changing climates.  |
| <b>Local Actions</b>                   |  |
| <b>Education and Outreach</b>          |  |
|  | Develop or share existing (if available through conservation agencies like MDC and NRCS) educational materials with property owners regarding the need for and benefits of protecting wildlife habitat for local endangered and native species.          |
|  | Assist homeowners in understanding how changing climate conditions will change native flora and fauna in Lee's Summit.   |
| <b>Partnerships and Collaboration</b>  |  |
|  | Work with Missouri Department of Conservation (MDC) and USDA's Natural Resource Conservation Service (NRCS) to identify habitat restoration opportunities in Lee's Summit.   |
|  | Work with MDC and NRCS to secure cost-share opportunities for land management improvement that help wildlife habitat, including the Regional Conservation Partnership Program (RCPP), MDC's Landowner Assistance Program funds or other funding sources. |
|  | Partner with are universities and extension programs to help prepare for and manage changing biodiversity.   |
|  | Collaborate with southern jurisdictions to understand when they are beginning to see changes in flora or fauna.  |
| <b>Inventory, Assessment or Survey</b> |  |
|  | Identify and assess the current and future needs of high-quality natural resources and natural habitats and develop projects to promote a healthy ecosystem.   |
|  | Conduct research to determine what species of flora and fauna may migrate to Lee's Summit.   |
| <b>Programs or Services</b>            |  |
|  | Create work parties for the community to participate to protect the natural resources and wildlife in Lee Summit, for example, removing invasive species in high-risk areas cleaning up wildlife areas.  |
|  | Work with volunteer organizations to clear invasive species which may flourish in changing conditions.   |
| <b>Practice Improvements</b>           |  |
|  | Implement a monitoring system or process to track changes in flora and fauna.  |

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| <b>Policy and Code Adjustment</b> |   |
|                                   | Review landscaping plans to address future changes in flora and fauna.  |
|                                   | Implement conservation design principles in Unified Development Code to protect and preserve Lee's Summit's high value natural resources where practical.   |
| <b>Objective</b>                  |   |
|                                   | Reduce resource consumption and increase waste diversion.   |
| <b>Strategies</b>                 |   |
|                                   | Consolidate waste and recycling hauling operations.   |
|                                   | Expand existing public recycling program into commercial areas, with recycling bins co-located with public trash cans.  |
|                                   | Promote participation in food composting recycling opportunities.   |
|                                   | Set a waste reduction goal.   |
|                                   | Expand efforts to eliminate waste at its source.  |
| <b>Local Actions</b>              |   |
| <b>Education and Outreach</b>     |   |
|                                   | Educate the public and business on the need to consolidate waste/recycling hauling services based on economic and environmental gains.  |
|                                   | Educate commercial businesses on the expansion of services provided by trash collectors.  |
|                                   | Develop a public outreach program to educate residents and businesses on which materials are compostable and the associated benefits such as waste diverted from landfills, gardening soil and reduced methane emissions. |
|                                   | Encourage residents to compost their food waste at their home adhering to codes and ordinances, or to leverage existing composting services in the Kansas City area.  |
|                                   | Encourage business to compost food waste including bins in restaurant kitchens.   |
|                                   | Educate the community on the alternatives to throwing materials away and to shift focus on other disposal sources such are reusing, recycling, reducing, and composting.  |
|                                   | Engage the community by encouraging residents to participate in the waste-reduction program and meet the goal.  |
|                                   | Facilitate discussion on by hosting events to inform and exchange best practices and ideas to reduce waste.   |
|                                   | Educate the community on the importance of re-using items and decreasing waste by, for example, using reusable bags instead of plastic at the grocery store, and eliminate the amount of waste materials used.            |
|                                   | Enhance outreach and education to local businesses about the waste incorporated in products and packaging.  |
|                                   | Educate the public on local reuse and repair businesses and promote exchange events -- residents exchange materials and goods.  |
| <b>Practice Improvements</b>      |   |
|                                   | Coordinate with haulers to synchronize pick-up schedules with neighborhoods to minimize multiple haulers traversing the same roadways.  |
|                                   | Set food waste diversion goals for the city to achieve.   |

|  |  |
|--|--|
|  | Work with public and private partners to discuss and find solutions to reduce waste in schools, work, businesses, and within the city's waste management department.   |
|  | Businesses should attempt to reduce packaging and find solutions to promote the practice of re-using materials.  |
| <b>Partnerships and Collaboration</b>            |  |
|  | Collaborate with the local trash collectors that provide service in the city to find an agreeable solution.  |
|  | Lee's Summit will need to collaborate with the many trash collectors that provide service in the city and discuss if they can pick up commercial recyclable materials along with trash.  |
|  | Collaborate with the Mid-America Regional Council to assist in supporting, marketing, and communicating food waste diversion programs.   |
|  | Partner with local composting organizations such as Compost Collective KC and URBAVORE Urban Farm to aid in education and management.  |
|  | Partner with local government, and organizations, businesses, and resident to participate in reducing their own waste to reach the waste reduction goal.   |
|  | Partner with businesses to encourage efforts in reducing their packing to reduce waste.  |
| <b>Inventory, Assessment or Survey</b>           |  |
|  | Conduct a study to understand the long-term benefits and costs of not consolidating waste management services.   |
|  | Lee's Summit will need to assess who is paying for the recycle bins and if services fees will increase for commercial businesses.  |
|  | Assess and track the progress of the program to inform future policies, plans, or programs to improve the waste management program in the city, reduce waste, and land pollution.  |
| <b>Facilities or Infrastructure Improvements</b> |  |
|  | Identify a location for a closer transfer station to reduce transfer fees that are passed on to residents.   |
|  | Lee's Summit's waste management infrastructure will improve as a whole and decrease the amount of waste being transported to the landfill. Work with trash collectors providing service in the city to find solutions on improving their current waste management processes. |
| <b>Programs or Services</b>                      |  |
|  | The service provided by the trash collectors will need to expand to provide commercial recycling services.   |
|  | Create a food composting pick up service for restaurants.  |
|  | Develop a program to focus on waste-reduction in the Lee's Summit.   |
| <b>Enforcement and Incentives</b>                |  |
|  | Provide free home composting kits to residents or other financial incentives to use services from Compost Collective KC and URBAVORE Urban Farm to collect food waste.   |
|  | Create a challenge across the community on reducing waste based on who meets the goal first or how much waste they reduced.  |
|  | Encourage local businesses to provide a discount or incentive for individuals that use a reusable bag.   |
|  | Promote and incentivize the use of reuse and repair businesses in Lee's Summit.  |
| <b>Plan Development</b>                          |  |

|                                   |   |
|-----------------------------------|---|
|                                   | Explore the feasibility of creating a waste reduction plan to promote the practice of reusing, exchanging, or donating excess products or materials to eliminate waste. |
| <b>Policy and Code Adjustment</b> |   |
|                                   | Institute a ban on single-use plastic bags and set a fee on paper shopping bags at retail location to encourage the use of reusable bags.                               |
|                                   |   |
| <b>Objective</b>                  |   |
|                                   | Reduce land pollution.  |
| <b>Strategy</b>                   |   |
|                                   | Promote practices that limit land pollution.  |
| <b>Local Actions</b>              |   |
| <b>Education and Outreach</b>     |   |
|                                   | Educate the community on the importance of preventing land pollution to preserve Lee's Summit's quality of life.  |
| <b>Practice Improvements</b>      |   |
|                                   | Continue to deter business activity that could result in land pollution.  |
| <b>Enforcement and Incentives</b> |   |
|                                   | Develop regular monitoring practices for industry that could result in land pollution.  |

**Vision:**  
A vibrant community ensuring the finest quality of life for all generations.

### Chapter 3.7.: Land Use & Community Design

#### Goal

Promote sustainable land use to meet the needs of the future.

#### Objectives

Plan for purposeful growth, revitalization and redevelopment.

Protect the environment and meet the needs of the future.

#### Local Actions

##### Education and Outreach

The development community and city staff should be apprised of the new land use framework approach to ensure a multidisciplinary understanding of the Activity Centers, place types, and design principles.

##### Plan Development

To further assess the potential of the Activity Centers, a master planning approach is recommended to identify infrastructural needs and more specifically associate the market analysis with proposed densities in each of the Activity Centers. Illustrative master plan alternatives and test case scenarios will provide prototypical development alternatives based on the place types and allow the city to determine future needs for realizing full build out of the Activity Centers.

A strategy for corridor redevelopment along Highways 50 and 291 is recommended to determine the location, amount, and type of new development that is appropriate for the next 20 years. The strategy should focus on physical improvements and community development activities that create an urban design framework that is more pedestrian-friendly with connections to neighborhoods and adjacent community services.

##### Inventory, Assessment or Survey

The recommendation for a housing survey in Chapter 2 should integrate future development opportunities in the Activity Centers and provide for a wider range of housing options that fit with the market analysis projections.

##### Practice Improvements

The fiscal model should be used to analyze the impact of future land use decisions to support overall financial sustainability.

##### Policy and Code Adjustment

An overlay district approach that addresses the unique challenges of redevelopment should be considered for the corridors. Corridor place types and design principles (see Appendix) should be used as the basis of design guidance. The overlay district should address building density/height/massing, parking, specific land uses mix, environmental aspects, and connectivity.

As Downtown Lee's Summit continues to grow with anticipated redevelopment activities, the design guidelines should be evaluated and updated based on the land use framework and place types. Future guidelines should reflect, maintain, and enhance downtown Lee's Summit as the community's business center and main activity hub of the community.

Policy and code adjustments should be based on design principles for the Activity Centers and corridors that address mobility, open space, and building & site development principles. From this basis, more specific and place-based guidelines can be developed in future regulatory changes.