



City of Lee's Summit

Strategic Plan Implementation Report

August 2020

August 26, 2020

Steve Arbo
City Manager
220 Green St.
Lee's Summit, MO 64063

Dear Mr. Arbo,

The KU Public Management Center (PMC), in conjunction with the Mid-America Regional Council, is pleased to provide to you the implementation plan for the Lee's Summit community strategic plan: Ignite! Your Ideas. Our Future.

The report represents the work of more than 150 Lee's Summit stakeholders, representing each member of the C4 Teams - citizens, city council, community partners and city staff. Together, they developed a plan to begin moving Lee's Summit toward its vision of being a vibrant community ensuring the finest quality of life for generations.

Sincerely,

Patty Gentrup
Consulting Services Manager
KU Public Management Center
School of Public Affairs and Administration

City of Lee's Summit

Vision:

A vibrant community ensuring the finest quality of life for generations

Organizational Mission:

To enrich lives in our community through collaboration, creativity and commitment

Organizational Values:

Stewardship Integrity
Service Excellence

Introduction

In 2019, the City of Lee's Summit concluded its community strategic planning process with the adoption of *Ignite! Your Ideas. Our Future*. That process engaged the elected body and community in identifying its vision, seven critical success factors (those things that must go well to achieve the vision) and associated objectives.

The City desired to continue that work, once again engaging the community, in developing strategies and a timeline for initial implementation of the plan over the next two to three years.

As such, the City established 25-member teams for each of the seven critical success factors, involving:

- Citizens,
- City council,
- Community partners and
- City staff

The purpose of these groups, known as the **C4 Teams**, was to identify the specific strategies and action items to make progress toward the City of Lee's Summit's priority objectives.

Process

Community Celebration

To recognize the significant investment of time and resources in the development of the strategic plan, the process to identify how it should be implemented began with a community celebration. More than 125 people attended the event on November 25, 2019. And while it was an opportunity for Mayor Bill Baird to thank those who had already been involved, it also served as a springboard to the work yet to be done.

Following a gathering of all participants, they were divided into their seven distinct teams as a means to review the overall strategic plan; their critical success factor and associated objectives; and the process to develop the implementation plan.

C4 Team Meetings

Each of the seven teams then embarked on a series of three meetings described generally below.

Meeting 1: January 2020


Teams reviewed the environmental scan included in the strategic plan as well as supporting documentation related to their particular critical success factor. They then brainstormed preliminary strategies to achieve the priority objectives.

Meeting 2: February 2020

Teams reviewed the initial strategies identified in the first meeting to clarify outstanding issues as well as determine what strategies had been overlooked and/or should also be considered. Based on that discussion, participants used an electronic polling platform to prioritize strategies within each objective as well as across the objectives.

Following the second meeting, the consultant team worked in tandem with city staff to do two things.

1. First, refine the strategies identified in each of the critical success factor committees for clarity and consistency across the teams.
2. Secondly, determine an appropriate timeline for implementation, considering how the strategies across the critical success factors fit together.



It should be noted here that although C4 Teams began meeting in January 2020, their work was delayed after the second meeting because of the COVID-19 pandemic. Due to the ongoing public health emergency, the third meeting for each team was conducted via Zoom technology. At that meeting, C4 teams reviewed the work of staff, focusing primarily on partners to be involved in the implementation.

Meeting 3: June 2020








The C4 teams convened at the conclusion of the process to review and comment on the final implementation plan. Teams worked in small groups to review and edit strategies, action items, accountability and timelines in real-time using a shared document. The work of the small groups was then reviewed and confirmed with the full team in a large group.

Implementation Plan

This section provides matrices identifying the steps necessary to implement the prioritized objectives established in the strategic plan. Each matrix identifies:

- Strategies: initiatives necessary to accomplish objectives
- Action items: more specific activities within each strategy
- Accountability: who is responsible for achieving those strategies and action steps -- city, council, citizen or community partners
- A timeframe within which the strategies and action items should be achieved. The timeframe under consideration is two to three years.

The C4 matrices appear in the following order.

	City Services and Infrastructure
	Collaborative Relations with Education Partners
	Community Health and Wellbeing
	Cultural and Recreational Amenities
	Community Engagement
	Strategic Economic Development
	Strong Neighborhoods and Housing Choices

Effective Use of the Implementation Plan

As outlined in the original strategic plan document, these objectives, strategies and action steps should be tied to departmental goals as well as individual workplans. Further, steps necessary to implement the plan should be tied to the City's budget.



City Services and Infrastructure

City Services and Infrastructure

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
1. Develop a plan for purposeful growth	1. Ensure existing and future infrastructure is adequate for purposeful growth	1. Secure sustainable funding sources, including grants and consideration of a stormwater utility	x	Lead	x	x	Ongoing
		2. Update system master plans on routine schedule	x	Lead	x	x (development community)	Ongoing
		3. Identify growth trigger points as part of the comprehensive planning process to determine service demands		x			Q2 2021
		4. Continue review of infrastructure design standards	x	Lead	x	x	Ongoing
		5. Complete the comprehensive planning process	x	Lead	x	x	Q2 2021
		6. Create citizen awareness regarding the importance of quality infrastructure; establish metrics to determine effectiveness	x	Lead	x	x	Ongoing
		7. Explore opportunities to collaborate with neighboring agencies to improve service delivery and efficiencies	x	Lead	MARC Shared Services, JaCO PR, RIRRA	x	Ongoing

continued on following page

City Services and Infrastructure

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
2. Ensure City services support quality of life	1. Focus on maintenance and improvement of existing infrastructure.	1. Ensure sustainable funding mechanisms for maintenance of all infrastructure, including facilities	x	Lead	x (State and federal cost sharing)	x	Ongoing
		2. Establish and actively manage a comprehensive asset management plan		x			Q2 2020
		3. Maintain safe and reliable water and sewer systems in accordance with industry standards	x	Lead	MDNR, LBVSD	x	Ongoing
		4. Evaluate solid waste management services	x	Lead	MARC SWD, MDNR	Residents, local business, and Industry	Q3 2020
		5. Explore opportunities to enhance sustainable practices		x	MARC		Ongoing
	2. Provide City staffing levels to meet current service demands and recognized standards	1. Revise personnel policies and practices to allow for proactive growth	x	Lead			Q3 2021
		2. Develop and implement a rolling five-year staffing plan	x	Lead			Ongoing



Collaborative Relations with Education Partners

Collaborative Relations with Education Partners

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizens (Business)	Time Frame
1. Expand student engagement in the workforce	<i>1. Continue to support and promote successful programs and facilities</i>	1. Evaluate community partner roles in existing programs to identify needs and opportunities. (Existing programs include Partners in Education (PIE) and Lee's Summit R-7 Kauffman Foundation Real World Learning Grant, Summit Tech. Academy Engineering.)		x	Lead (PIE & LSEDC)	x	Q4 2020
	<i>2. Expand career and trades partnerships and programs.</i>	1. Establish a consortium of provider institutions and community partners to continually evaluate needs and industry trends to create appropriate curriculum and a pipeline of talent.		x	Chamber and School Districts	x	Q1 2022
	<i>3. Expand job shadowing opportunities.</i>	1. Create a focus group to do asset mapping of existing job shadowing programs; collaborate with school districts to avoid duplication and expand programs as needed.	x	x	Lead (School Districts/Private Schools)	x	Q3 2021

continued on following page

Collaborative Relations with Education Partners

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizens (Business)	Time Frame	
2. Create opportunities to collaborate	1. Help students identify their passions and relate them to career opportunities (e.g. World of Work)	1. Create a consortium or advisory group to convene stakeholders and coordinate various efforts. The group should include student representation and seek guidance from career inventories.			Lead LSEDC, Chamber, City	Consortium	Q3 2021	
		2. School liaisons track data to report to consortium and others.			Lead LSEDC, Chamber, City	Consortium	Q3 2021	
		3. Consortium convenes schools to work on best practices.			LSEDC, Chamber, Velocity	Consortium	Q3 2021	
		4. Develop strategies for earlier career exposure (middle and elementary school).			Schools		Q1 2022	
	2. Expand market value assets into graduation requirements.	1. Establish and provide internships with local businesses			x	Lead (LSEDC/Schools)	x	Q3 2020
		2. Develop service programs that foster a broad understanding of Lee's Summit needs and a culture of caring.	x		x	Lead (School Districts/Private Schools)	x	Q1 2022
		3. Evaluate current market value asset offerings to determine those most successful in preparing graduates for career and college readiness.				Lead (School Districts/Private Schools)		Ongoing
	3. Identify top workforce skills and develop curriculum and experiences to grow those skills.	1. Engage Lee's Summit area businesses to ascertain needs and evaluate current offerings. Utilize existing programs to the extent possible.			x	Lead (LSEDC)		Ongoing
	4. Connecting high school curriculum to expand youth civic engagement	1. Designate student roles in community boards, committees and service opportunities.	x		x	Lead (School Districts/Private Schools)	x	Ongoing



Community Health and Wellbeing

Community Health and Wellbeing

	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
1. Develop mental health wellbeing	<i>Develop a comprehensive mental health awareness and stigma elimination campaign</i>	1. Establish a multi-sector mental health task force.	Task force appointed by Mayor Baird	x	Lead: ReDiscover	x	Q4 2020	
		2. Evaluate existing resources and research mental health awareness best practices.		x	Lead (Task Force in action item 1.1.1)	x	Q1 2021	
		3. Develop campaign including objectives and hoped-for outcomes		x	Lead (Task Force in action item 1.1.1)	x	Q2 2021	
		4. Launch the awareness campaign.	x		Lead (Task Force in action item 1.1.1)	x	Q3 2021	
	<i>Implement a communitywide suicide prevention and intervention program</i>	1. Identify existing resources.				Lead (Task Force in action item 1.1.1)	x	Q4 2021
		2. Identify gaps to meet goals.			x	Lead (Task Force in action item 1.1.1)	x	Q1 2022
		3. Identify available programs			x	Lead (Task Force in action item 1.1.1)	x	Q2 2022
		4. Establish program implementation plan						
		4. Launch the program.			x	Lead (Task Force in action item 1.1.1)	x	Q4 2022
	<i>Create a network of nonprofit, faith-based and educational organizations to improve connections between resources and needs</i>	1. Identify stakeholders and create network.			x	x	Lead: HSAB	Q4 2020
		2. Evaluate existing platforms such as the IRIS/ConnectHere program			x	x	Lead: HSAB	Q12021
		3. Select and implement an existing platform or a new tool to facilitate connections.			x	x	Lead: HSAB	Q2 2021

continued on following page

Community Health and Wellbeing

	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
2. Develop and support community fitness opportunities	<i>Establish partnerships to increase access and inclusion to fitness and recreation opportunities</i>	1. Identify and convene stakeholders who need to be engaged in the work.		Lead (Parks Department)	x	x	.
		2. Set goals to increase access and inclusion.		Lead	x	x	Q4 2021
		3. Define and implement solutions		Lead	x	x	Q1 2022
	<i>Establish a community health/wellness activity and education program in coordination with existing boards and commissions</i>	1. Evaluate appropriate citizen advisory board focused on holistic health and wellness.	x		x	Lead: HEAB	Q3 2020
		2. Work with health and wellness partners to develop the program.		x	x	Lead: HEAB	Q42020
	<i>Review and amend city policies and regulations to promote walkability.</i>	1. Review and update the Livable Streets Policy/Program	x	x	x	Lead (LSAB)	TBD Align w/related items in CSI, SNHC, or SED

continued on following page

Community Health and Wellbeing

	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
3. Foster Lee's Summit's unique spirit of community and culture of caring	<i>Develop programs that create community and recognize our common interests</i>	1. Create or identify a community group/task force to address strategy.	Lead	x	x	x	Q4 2020
	<i>Focus on diversity, equity and inclusion in all aspects of our community</i>	1. Create a commission on Diversity and Inclusion, comprising a diverse membership	Lead	x	x	x	Q3 2020
		2. Build upon successful initiatives (Take Time to Be Kind, MLK Day, etc.)		x	x	Lead (HRC)	Q4 2020
		3. Define and establish the community's strategy to become a more welcoming community of diversity and inclusion.	x	x	x	Mayor's Task Force	Q1 2021
		4. Expand cultural competency training for City employees		Lead	x		Q3 2021
	<i>Celebrate and share our values through programs such as Community of Character</i>	1. Initiate a community partnership to reinvigorate Community of Character and institutionalize it as a truly community program.	x	x	x	x	Q1 2021
		2. Expand external promotion of Community of Character through community marketing channels		x	Lead (Chamber)		Q3 2021
		3. Expand community recognition of volunteers and others who demonstrate community values.		Lead	x	x	Q2 2021



Cultural and Recreational Amenities

Cultural and Recreational Amenities

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
1. Expand cultural and recreational events.	<i>1. Build partnerships among public, private and nonprofit organizations to provide events for a variety of cultural and recreational interests</i>	1. Create a Cultural Arts Forum to routinely explore partnership opportunities		Lead	Including but not limited to: Summit Theater, LS Symphony, Summit Art, Schools, Jazz Orchestra, Parks, MCC Longview		Q1 2022
		2. Expand use of Explore LS Community Calendar with training for providers and increase awareness among potential audiences.		x	Lead (Chamber)	x	Q3 2020
		3. Continue to expand free and low cost cultural activities at Legacy Amphitheater.		Lead	R-7, Library, 18th and Vine, UCM, LS Symphony		Q3 2021
	<i>2. Update the cultural arts plan</i>	1. Hire consultant to conduct plan or consider conducting the planning process in house.	x	Lead			Q3 2020
		2. Complete Cultural Arts Plan	x	Lead	x	x	Q4 2021
		3.. Identify funding sources to implement plan		Lead	Including but not limited to: Summit Theater, LS Symphony, Summit Art, Schools, Jazz Orchestra, Parks, MCC Longview		Q3 2021
		4. Explore various models of a formal Cultural Arts Division		x			Q2 2022

continued on following page

Cultural and Recreational Amenities

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
2. Identify funding opportunities to support amenities and implement current plans.	<i>1. Use bed tax to support cultural events</i>	1. Identify Business and Industry Tax (Hotel Tax) authorized uses		x			Q3 2020	
		2. Establish objectives/goals/priorities for funding and establish desired outcomes.	Lead	X	Agencies currently receiving funding as well as those who hope to receive it.		Q4 2020	
		3. Allocate funding based on priorities and goals.	Lead	x			Q4 2020	
	<i>2. Pursue corporate support, sponsorships, grant and alternative funding sources for cultural and recreational programs.</i>	1. Research private, corporate and philanthropic funding sources for City Events		Lead	x			Q3 2020
		2. Parks continue robust sponsorship solicitation program			x			Ongoing
		3. Create educational opportunities to for/among community partners to expand cultural arts fundraising.			x	Lead (Arts Council)		Q4 2020
		4. Increase community awareness of cultural arts philanthropic opportunities.				Lead (Arts Council)	x	Q1 2021
		5. Explore ways to increase collaboration and communication among cultural arts community partners regarding private and corporate fundraising sources.			x	Lead (Arts Council)		Q2 2021

continued on following page

Cultural and Recreational Amenities

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
3. Prioritize cultural and recreational space needs	<i>1. Develop an indoor cultural arts space.</i>	1. Continue community development of Downtown Performance Space & Farmer's Market	Lead	x	Including but not limited to: Downtown Lee's Summit, Downtown CID, Summit Theater, LS Symphony, Summit Art, Schools, Jazz Orchestra, Parks, MCC Longview	x	Q4-2022	
		2. Update Cultural Facilities Master Plan	x	Lead	x	x	Q4-2022	
		4. Explore interim opportunities for non-traditional and temporary spaces.		x	Lead (Arts Council)	x	Q2 2021	
	<i>2. Increase the number of and access to recreation and practice facilities.</i>	1. Complete expansion of Parks facilities as outlines in Parks Master Plan	x	Lead				Ongoing
		2. Identify existing non-public recreational facilities.		Lead	x	x	Q1 2021	
		3. Identify existing non-public cultural facilities/cultural asset map.		Lead	x	x	Ongoing	
		4. Pursue partnership opportunities for space use.		x	x		Ongoing	



Community Engagement

Community Engagement

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
1. Develop new approaches for inclusive community engagement	<i>1. Expand / increase use of technology (ie. LS Connect app)</i>	1. Evaluate spectrum of possibilities for technology (ie. LS Connect app.) Expand LS Connect, or other alternatives.	x	Lead	x	x	Q3 2020	
		2. Link LS Connect functions to desired community outcomes.	x	Lead	x	x	Q4 2020	
		3. Link function to potential development applications (ie. crane watch).	x	Lead	x	x	Q4 2020	
	<i>2. Implement new means of two-way communication</i>	1. Expand use of LS Engage for two-way communication.	x	Lead	x	x	x	Q4 2020
		2. Develop Virtual Town Hall Process.	Lead	x	x	x	x	Q1 2021
	<i>3. Promote community volunteerism</i>	1. Celebrate volunteers in a community wide appreciation event.	x	x	x	x	x	TBD
		2. Explore and implement a domain (ie. volunteers) for community volunteer opportunities. Consider Explore LS, justserve.org	x	x	Chamber	x	x	TBD
		3. Promote awareness of community volunteers.	x	x	Lead	x	x	Ongoing

continued on following page

Community Engagement

Objective	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
2. Diversify tools for community engagement	<i>1. Periodically review scope, purpose, and composition of city boards and commissions to ensure relevance*</i>	1. Ensure alignment with strategic plan.	Lead	x			Q3 2020
		2. Develop consistent process to review charter, scope, participation, composition, and outcomes for each board and commission.	Lead	x			Q4 2020
		3. Investigate opportunities to encourage interest in board and commission service across all community demographics.	x	Lead	x	x	Ongoing
	<i>2. Create a clearinghouse/welcome resource for new residents and business.</i>	1. Research best practices used by other communities.	x	x	Lead	x	Q4 2021
		2. Evaluate touch points and needs to determine best way to engage audience.	x	x	Lead	x	Q3 2021
	<i>3. Alter Citizen's Leadership Academy approach to allow for more involvement and access</i>	1. Review current academy scope and curriculum.	x	Lead	x	x	Q2 2021
		2. Solicit input from previous graduates.	x	Lead	x	x	Ongoing
		3. Identify and evaluate alternative approaches.	x	Lead	x	x	Q3 2021



Strategic Economic Development

Strategic Economic Development

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
1. Define and plan for a diversified economic base.	<i>1. Expand and use data analysis to identify diversification opportunities.</i>	1. Establish the community's economic profile.	x	x	LSEDC (Lead)		Q1 2021
		2. Create a data profile to boost investor confidence.		x	LSEDC (Lead)		Q2 2021
		3. Conduct a market demand study to identify targeted business and industry.	x	x	LSEDC (Lead)	x	Q2 2021
		4. Use long-term planning models.	x	Lead	x		Q2 2021
		5. Engage partner organizations for data analysis to support economic development decisions.	x	x	LSEDC (Lead)	x	Q4 2020
	<i>2. Be strategic about the development of the Property Reserve, Inc. property to ensure it contributes to community objectives.</i>	1. Identify a funding mechanism for needed infrastructure.	x	Lead	x	PRI owner(s)	Q4 2020
		2. Coordinate with the property owner to implement funding mechanism(s) for needed infrastructure.	x	Lead	x	PRI owner(s)	Q2 2021
		3. Develop the land use master plan for the site through the Comprehensive Plan process.	x	Lead	x	x	Q1 2021
	<i>3. Identify the appropriate economic tools to advance diversification goals.</i>	1. Review and update the economic incentives policy to support the diversification opportunities that are identified through Strategy 1.	x	Lead	x	x	Q3 2021
		2. Continue to review and update targeted development areas.	x	Lead	x	x	Q2 2021
		3. Continue to review and streamline the administrative approval process for projects that align with commercial goals.	x	Lead	x	x	Q3 2021

continued on following page

Strategic Economic Development

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
2. Focus recruitment and retention efforts	<i>1. Connect targeted businesses and industries to the Comprehensive Plan</i>	1. Identify more specific targeted businesses list (NAICS codes) in the economic development policy.	x	Lead	x	x	Q2 2021
	<i>2. Enhance accountability in public-private partnerships that are better coordinated and tied to diversification goals</i>	1. Define accountability metrics.	x	Lead	x	x	Q4 2020
		2. Include accountability metrics for performance and culture in Public Service Agreements (PSAs).	x	Lead	x	x	Q4 2020
	<i>3. Create an awareness campaign of existing economic advantages</i>	1. Identify needs of prospective businesses to feature in an awareness campaign.	x	x	Lead (Chamber & LSEDC)	x	Q1 2021
3. Implement economic development plans	<i>1. Promote Lee's Summit to targeted businesses & industries identified through data analysis</i>	1. Manage marketing and retention for small to mid-size businesses.	x	x	Lead (Chamber)	x	Q2 2021
		2. Manage recruitments for larger, external businesses.	x	x	Lead (LSEDC)	x	Q2 2021
		3. Be proactive in retaining a robust, diverse retail and business climate downtown.	x	x	Lead (DLSMS)	x	Q2 2021
		4. Establish regular meetings among partners to review and update economic development priorities and assignments.	x	Facilitate	Lead (all)	x	Q2 2021
		5. Foster a welcoming environment for business start-ups.	x	x	Lead (Velocity)	x	Q2 2021
	<i>2. Welcome and support investors for projects that align with community goals.</i>	1. Continue to assign, evaluate and market project managers to provide personal assistance to investors through the public process.	x	Lead	x	x	Ongoing
	<i>3. Work with owners to create development-ready sites with incentives, zoning and infrastructure.</i>	1. Take full advantage of cutting edge tools to attract development before innovative strategies become industry norms.	x	x	Lead (LSEDC)	x	Q2 2021

continued on following page

Strategic Economic Development

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
4. Ensure fiscal sustainability	1. Adapt to changing revenue sources.	1. Monitor and forecast economic trends and make adjustments in response to those trends.	x	Lead			ONGOING	
	2. Use fiscal impact models and scenario modeling to predict community impact from the use of incentives.	1. Complete the fiscal impact model through the Comprehensive Plan.	x	Lead			Q2 2021	
		2. Set expectations for the use of the model.	x	Lead			Q4 2020	
	3. Educate the community and future elected officials on the impact of incentives; measure and report on community impact.	1. Incorporate economic development components in board and commission training and the Citizens Academy.			Lead	x	x	Q3 2020
		2. Present a comprehensive annual economic development report that covers multiple economic incentives; present at a large community convening such as an LSEDC luncheon.	x		Lead	x		Q1 2021
		3. Assign a single point of accountability to monitor and report on compliance with economic incentive agreements.			Lead			Q1 2021



Strong Neighborhoods and Housing Choices

Strong Neighborhoods and Housing Choices

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
1. Encourage affordable housing	<i>1. Engage the community to define affordability and set housing goals.</i>	1. Use the public engagement process for the Comprehensive Plan to determine community housing goals.	x	Lead		x	Q3 2020
		2. Gather data to demonstrate housing and workforce gaps.		Lead	EDC/Chamber/Housing Authority		Q3 2020
	<i>2. Evaluate current requirements to allow more housing options.</i>	1. Create and engage a focus group from the community to understand barriers to attainable housing.		Lead	EDC/Chamber/Housing Authority/Social Services	x	Q1 2021
		2. Research best practices of building quality housing that is affordable.		Lead	Housing Authority		Q1 2021
		3. Recommend ordinance and code changes in response to data and public input.	x	Lead	Housing Authority	Broad stakeholder engagement including builders, realtors, residents, etc.	Q1 2021
		4. Review building permit fees annually and determine appropriate adjustments to promote affordability.	x	Lead			Q1 2021

continued on following page

Strong Neighborhoods and Housing Choices

Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
2. Consider policies to diversify housing choices.	<i>1. Make regulatory changes to promote a mix of densities and prices.</i>	1. Create more zoning opportunities for different housing choices.	x	Lead		x	Q2 2021	
		2. Create more flexible lot sizes and design standards for infill housing.	x	Lead		x	Q2 2021	
		3. Organize community workgroups including activists and champions.	Lead		Housing Authority; may require consultant support	Broad stakeholder engagement including social services, builders, realtors, residents, etc.	Q1 2021	
		4. Review and streamline the administrative approval process for projects that align with residential goals.	x	Lead		x	Q1 2022	
		5. Examine requirements and peer best practices for building accessory dwelling units.	x	Lead		x	Q2 2021	
	<i>2. Incentivize developers to include a portion of affordable housing in residential projects.</i>	1. Research inclusionary zoning			Lead	x	x	Q1 2021
		2. Explore the creation of a housing trust to acquire and own property for the purpose of maintaining affordability.	x		Lead	x	x	Q1 2021
		3. Structure incentives to move housing to more affordable price points without sacrificing quality.	x		x	x	x	Q1 2021
		4. Determine if there is an opportunity to leverage commercial properties with incentives to subsidize residential projects.	x		x	x	x	Q1 2021

continued on following page

Strong Neighborhoods and Housing Choices










Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame	
3. Develop an approach to selective, proactive code enforcement.	<i>1. Define priorities for codes to proactively enforce.</i>	1. Review trend data to determine frequency and impact of code citations.		Lead			Q1 2021	
		2. Review data to understand properties or areas with highest frequency of enforcement.		Lead			Q1 2021	
		3. Research peer communities that converted from a reactive to a proactive code enforcement model, and identify best practices to adopt.		Lead		x	Q2 2020	
		4. Present a recommendation to the Community and Economic Development Council Committee on a proactive code enforcement model.	x	Lead	x		Q1 2021	
	<i>2. Educate the public about landlord-tenant rights and responsibilities.</i>	1. Assemble resources from the Secretary of State.		x	Lead (Social Services)		Q1 2021	
		2. Foster relationships with rental property owners through the Quality Housing program.		Lead	x	x	Q2 2020	
		3. Provide resources for landlords to assist tenants in the eviction process.		x	Lead (Social Services)	x	Q2 2021	
	<i>3. Implement proactive rental property business license enforcement.</i>	1. Develop a list of probable business owners through utility and land use data.		Lead	x		Q2 2021	
		2. Identify a local contact on all license applications who can assist when issues arise.		Lead	x		Q1 2022	
		3. Review state statutes to determine tools available for advocacy needs to expand local authority.		Lead			Advocates	Q1 2021
		4. Identify probable rental property owners/private housing providers.		x	Lead (Chamber)	x		Q1 2021
	<i>continued on following page</i>							

Strong Neighborhoods and Housing Choices





Objectives	Strategies	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
3. Develop an approach to selective, proactive code enforcement. (continued from previous page)	<i>4. Evaluate a mandatory rental inspection program.</i>	1. Prepare the first annual report on the Quality Housing Program.	x	Lead			Q2 2020
		2. Develop a community outreach plan to understand public and property owner desires for a program.		Lead	x	x	Q3 2023
		3. Research best practices from peer communities that implemented mandatory programs, particularly those that hold rentals accountable for exterior appearance.		x			Q1 2021
		4. Identify and preserve existing housing that meets housing goals identified in the Comprehensive Plan.		x	Lead (Housing Authority)		Q2 2021
4. Educate the community on resources and opportunities.	<i>1. Develop a public education campaign about housing needs and goals</i>	1. Conduct outreach to organizations that are working on affordable housing to identify service gaps.		Lead	x	x	Q2 2021
		2. Engage organizations that are working on affordable housing to lead public outreach.		Lead	x	x	Q3 2021
	<i>2. Acknowledge and counter the negative stigma of affordable housing</i>	1. Present education campaign materials to the City Council.	x	x	Lead (Housing Authority)		Q22023
		2. Develop personas (<i>based on generations</i>) to educate the community about the people impacted by housing policies.	x	x	Lead (Housing Authority)	x	Q22023




Cross References

The following tables display strategies that align across the seven C4 Strategic Success Factors.

		 <h3>City Services and Infrastructure</h3>
	Strategic Economic Development	<ul style="list-style-type: none"> Identify growth trigger points as part of the comprehensive planning process to determine service demands.
		 <h3>Collaborative Relations with Education Partners</h3>
	Community Engagement	<ul style="list-style-type: none"> Designate student roles in community boards, committees and service opportunities. Develop service programs that foster a broad understanding of Lee's Summit needs and a culture of caring.
	Strategic Economic Development	<ul style="list-style-type: none"> Establish a consortium of provider institutions and community partners to continually evaluate needs and industry trends to create appropriate curriculum and a pipeline of talent. Establish and provide internships with local businesses.
		 <h3>Community Health and Wellbeing</h3>
	City Services and Infrastructure	<ul style="list-style-type: none"> Review and update the Livable Streets Policy/Program
	Cultural and Recreational Amenities	<ul style="list-style-type: none"> Evaluate appropriate citizen advisory board focused on holistic health and wellness.
	Community Engagement	<ul style="list-style-type: none"> Set goals to increase access and inclusion (fitness and recreation). Evaluate appropriate citizen advisory board focused on holistic health and wellness. Create the Mayor's Task Force on Diversity, Equity & Inclusion Build upon successful initiatives (Take Time to Be Kind, MLK Day, etc.) Define and establish the community's strategy to become a more welcoming community of diversity and inclusion. Expand cultural competency training for City employees

		 <h3>Cultural and Recreational Amenities</h3>
	City Services and Infrastructure	<ul style="list-style-type: none"> Continue community development of Downtown Performance Space & Farmer's Market.
	Community Health and Wellbeing	<ul style="list-style-type: none"> Complete expansion of parks facilities as outlines in Parks Master Plan.

		 <h3>Strategic Economic Development</h3>
	City Services and Infrastructure	<ul style="list-style-type: none"> Identify a funding mechanism for needed infrastructure (PRI). Coordinate with the property owner to implement funding mechanism(s) for needed infrastructure (PRI).
	Cultural and Recreational Amenities	<ul style="list-style-type: none"> Foster a welcoming environment for business start-ups.
	Community Engagement	<ul style="list-style-type: none"> Establish regular meetings among partners to review and update economic development priorities and assignments. Incorporate economic development components in board and commission training and the Citizens Academy.

		 <h3>Strong Neighborhoods and Housing Choices</h3>
	Community Engagement	<ul style="list-style-type: none"> Create and engage a focus group from the community to understand barriers to attainable housing. Organize community workgroups including activists and champions. Develop a community outreach plan to understand public and property owner desires for a [rental inspection] program.
	Strategic Economic Development	<ul style="list-style-type: none"> Use the public engagement process for the Comprehensive Plan to determine community housing goals. Structure incentives to move housing to more affordable price points without sacrificing quality. Determine if there is an opportunity to leverage commercial properties with incentives to subsidize residential projects.