



## The City of Lee's Summit

### Final Agenda

### City Council - Special Session

Saturday, June 15, 2019

8:30 AM

Missouri Innovation Campus

1101 NW Innovation Parkway, Room A224

Lee's Summit, MO 64086

**\*\*\*COUNCIL RETREAT\*\*\***

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[2019-2844](#) Citizen Strategic Planning City Council Retreat

For your convenience, City Council agendas, as well as videos of City Council and Council Committee meetings, may be viewed on the City's Legislative Information Center website at "lsmo.legistar.com"

## Packet Information

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**File #:** 2019-2844, **Version:** 1

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Citizen Strategic Planning City Council Retreat

Issue/Request:

Citizen Strategic Planning City Council Retreat

Key Issues:

In January, the Mayor and Councilmembers launched a citizen strategic planning effort called LS Ignite. The Novak Consulting Group was chosen to facilitate development of the plan using community summit meetings and an online citizen engagement tool. Following the first round of citizen engagement, an environmental scan was prepared and reviewed by the Mayor and Councilmembers during their April retreat. Following the retreat, a draft strategic plan framework was presented to the community for additional comment. During this retreat, the Mayor and Council will review the citizen input and finalize the key elements of the strategic plan.

The retreat is scheduled for two days: Friday, June 14th from 4:00pm to 7:00pm and Saturday, June 15th from 8:30am to 12:30pm. Both meetings will be at the Missouri Innovation Campus in Room A224.

**City of Lee's Summit, Missouri**  
**Environmental Scan**

**March 2019**

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March 25, 2019

Honorable Mayor Bill Baird  
Members of the City Council  
City of Lee's Summit  
220 SE Green  
Lee's Summit, MO 64063

Dear Mayor Baird and Councilmembers:

We are pleased to present this Environmental Scan for the City of Lee's Summit as part of the City's strategic planning process. The Environmental Scan includes data and analysis intended to provide a holistic view of the current state of the community.

The Scan includes both qualitative data, as provided by members of the Lee's Summit community and City organization, as well as quantitative data gleaned from a variety of local and national sources. The demographic data in this scan comes primarily from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the Federal Bureau of Investigation's Uniform Crime Reporting database. School performance data comes from the Missouri Department of Elementary and Secondary Education. Data on local industry, workforce, and commuting patterns were sourced from the U.S. Census Bureau and the Lee's Summit Economic Development Council. Financial and staffing information received from the City was also incorporated into the Scan.

This Environmental Scan is intended to assist the City leadership and the community in making informed decisions about the desired future state of Lee's Summit. By better understanding the current state of the community through this report, including the opportunities and challenges unique to Lee's Summit, leaders and community members may set a vision for Lee's Summit that builds on prior accomplishments while also setting clear priorities to attain future successes. To that end, we hope this Environmental Scan proves beneficial in helping to build a bright future for the City of Lee's Summit.

Sincerely,

Michelle Ferguson  
Organizational Assessment Practice Leader

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## Executive Summary

This Environmental Scan provides a snapshot of the City of Lee's Summit's demographic trends as well as the City's historical budget and staffing levels. Councilmember, citizen, and staff input from in-person meetings, forums, and online engagement were also analyzed to distill commonalities and trends.

This report provides a thorough explanation of the data, trends, and commonalities. However, some key themes emerged. These summary statements capture major themes only and should not be considered an exhaustive list of analyses or indicators provided throughout the report.

**Lee's Summit is growing.** In 2017, the City's population was estimated at 97,290 residents. This is an increase of 110% since 1990 and 38% since 2000.

**Lee's Summit housing occupancy rates exceed the state average.** The number of housing units has increased by 37% since 2000, keeping pace with population growth over that same timespan. Housing occupancy rates in the City measure at 94.4% in the 2017 U.S. Census American Community Survey. This compares to an average housing occupancy rate of 86.4% across Missouri.

**Lee's Summit residents are well educated.** A total of 53% of residents aged 25 years and older have an associate's degree or higher, compared to 36% across Missouri.

**Lee's Summit is young.** Persons aged 5 to 14 years constitute the largest proportional group in Lee's Summit. One-third of the total population of Lee's Summit is younger than 25 years of age.

**Development in Lee's Summit is strong.** Since FY2014, the City has added over 8 million square feet of new construction valued at over \$914,000,000, including 2,700 new housing units. There is continued demand for new multi-family and single-family units, and the potential development of an additional 4,000 acres of land within the City creates significant opportunities for future growth.

**Lee's Summit's government revenues are growing, but so are its expenditures.** General Fund revenues have grown by 18% over the last five years, primarily due to increased charges for service, property tax, and sales tax. General Fund expenditures increased by 17% over the same period, primarily due to supplies for resale; other supplies, services, and charges; and interdepartmental charges.

**Lee's Summit citizens, stakeholders, and employees are engaged.** The City promoted two open community forums, eight community focus groups, an online community engagement tool, and an employee survey to solicit initial input for this strategic planning process. In total, 500 stakeholders came to the table, real or virtual, to provide ideas, thoughts, concerns, and feedback about the current and desired state of the City.

- Participants identified the quality of life in Lee's Summit as a central strength of the community.
- Community members and employees alike believe the City does a good job of providing public safety, community engagement, and parks and recreation services.
- Effectively managing the City's rapid growth was viewed as a challenge by community members and employees. Conversations at the community forums tended to focus on balanced economic development, while online and employee feedback focused more on sustaining services in the face of rapid growth.

- According to community participants, key opportunities the City should take advantage of included job growth, housing development, sidewalk or trail expansions, and corridor beautification. City employees identified improved communication by the City as a different key opportunity.
- Participants expressed a wide variety of views regarding where Lee's Summit should be in 10 years. Community input focused on maintaining a high quality of life and quality public safety services; City employees focused on Lee's Summit being an attractive community that serves as a regional or national model.

These trends are discussed in detail in the following sections.

## Community Characteristics

The City of Lee's Summit is primarily located in Jackson County, Missouri, although a portion of the City is located in Cass County. To identify and compare trends relevant to the City, data about Lee's Summit was obtained from a variety of sources, including:

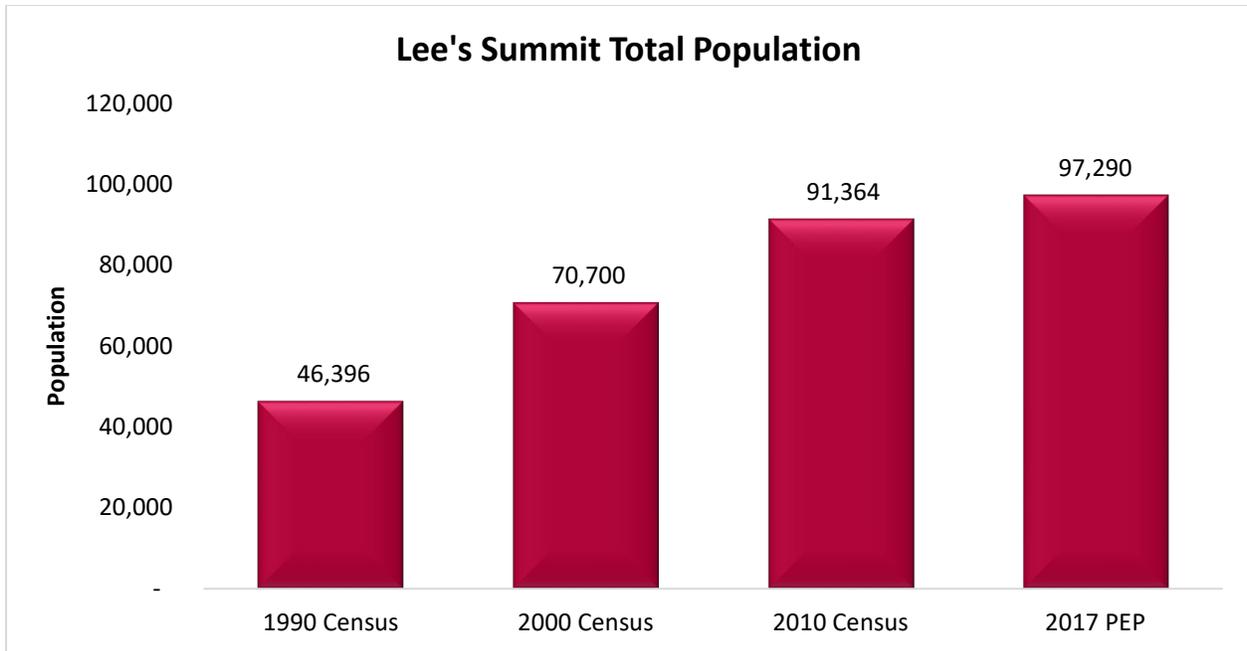
- U.S. Census Bureau
  - 1990, 2000, and 2010 Decennial Census Results
  - American Community Survey (ACS) Five Year Estimates, 2012-2017
  - 2017 Population Estimates Program (PEP)
- U.S. Bureau of Labor Statistics
  - Unemployment information for Jackson County
- Federal Bureau of Investigations (FBI)
  - Uniform Crime Report (UCR)
- State of Missouri, Department of Elementary and Secondary Education
  - Lee's Summit R-VII Report Card
- Lee's Summit Government
  - Financial data
  - Employment information
- Lee's Summit Economic Development Council
  - Lee's Summit 2018 Labor Shed Study

The Novak Consulting Group collected data for multiple years to identify trends and outliers. To help illustrate and contextualize data patterns, the analysis included in this report often illustrates trends in the City of Lee's Summit alongside statewide trends. The following sections review many of the core characteristics of the Lee's Summit community, including measures of population, demographics, housing, educational attainment, employment, development, income, and crime. These community characteristics provide the foundation from which a better understanding of the current state of the community can be provided.

## Population

### Total Population and Population Characteristics

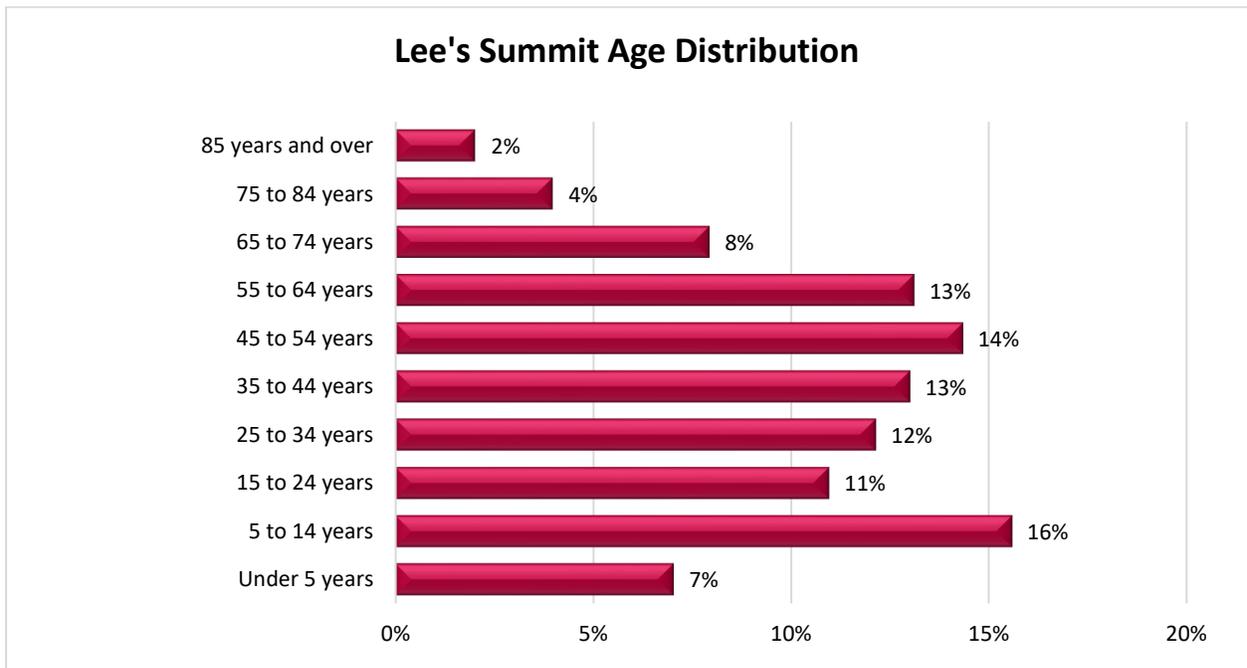
According to the 2017 PEP, the total population of the City of Lee's Summit is approximately 97,290 persons. This represents an increase of 110% compared to the 1990 Census, 38% compared to the 2000 Census, and 6.5% compared to the 2010 Census, as illustrated in the following figure.



**Figure 1: Lee's Summit Total Population, 1990-2017**

### Age of Population

The median age of Lee's Summit residents is 38.4 years, an increase of approximately three years since 2000 when the median age was 35.1. Persons aged 5 to 14 years constitute the largest proportional group in Lee's Summit, followed by persons aged 45 to 54 years. The following figure illustrates the City's total population by age group according to the 2017 ACS.

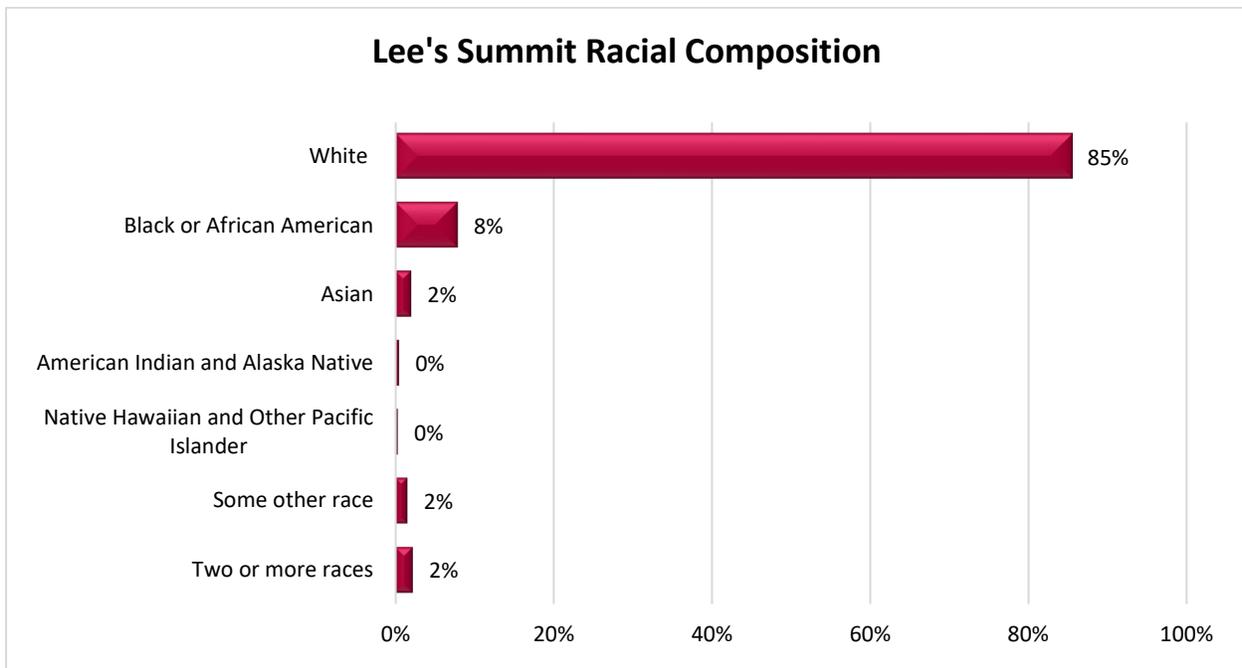


**Figure 2: Lee's Summit Age Distribution, 2017 Estimates**

The representative distribution of residents across all age groups in Lee's Summit is very similar to the age distribution across Missouri. All age groups in Figure 2 are represented at the same distribution or within three percentage points of the Missouri population at large. Likewise, the median age in Missouri is 38.4 years, just as it is in Lee's Summit.

### Race and Ethnicity

The City's population largely identifies as White. According to the 2017 ACS, 98% of residents identify as one race, with 85% identifying as White and 8% identifying as Black or African American. No other racial subgroup is significantly represented, as illustrated in the following figure.



**Figure 3: Lee's Summit Racial Composition, 2017 Estimates**

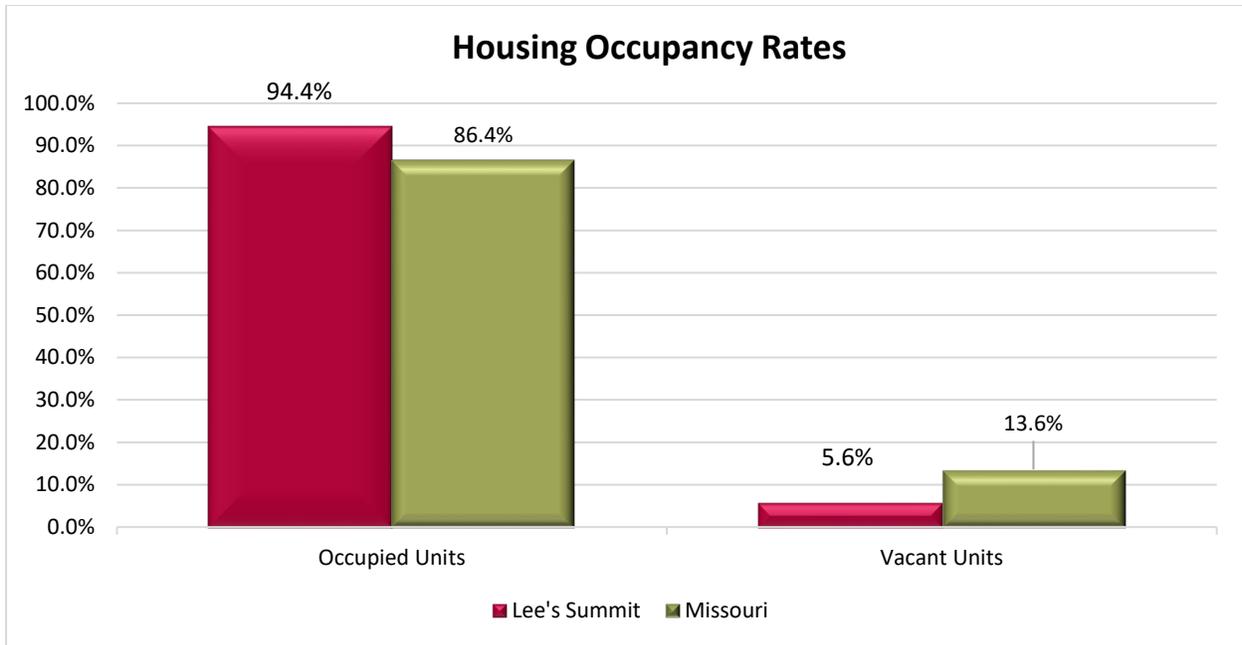
The City has diversified slightly since 2000: the White population decreased from 93% to 85%, and the Black or African American proportion increased from 3% to 8%. Approximately 4% of Lee's Summit residents identify as Hispanic or Latino, a two-percentage-point increase since 2000.

### Households

The number of housing units in Lee's Summit increased by 37% between the 2000 Census and 2017 ACS, from 27,311 units to 37,389 units. This represents an increase of 10,078 housing units. During the same period, the number of Lee's Summit residents grew by 26,590, according to the U.S. Census Bureau.

### Occupancy

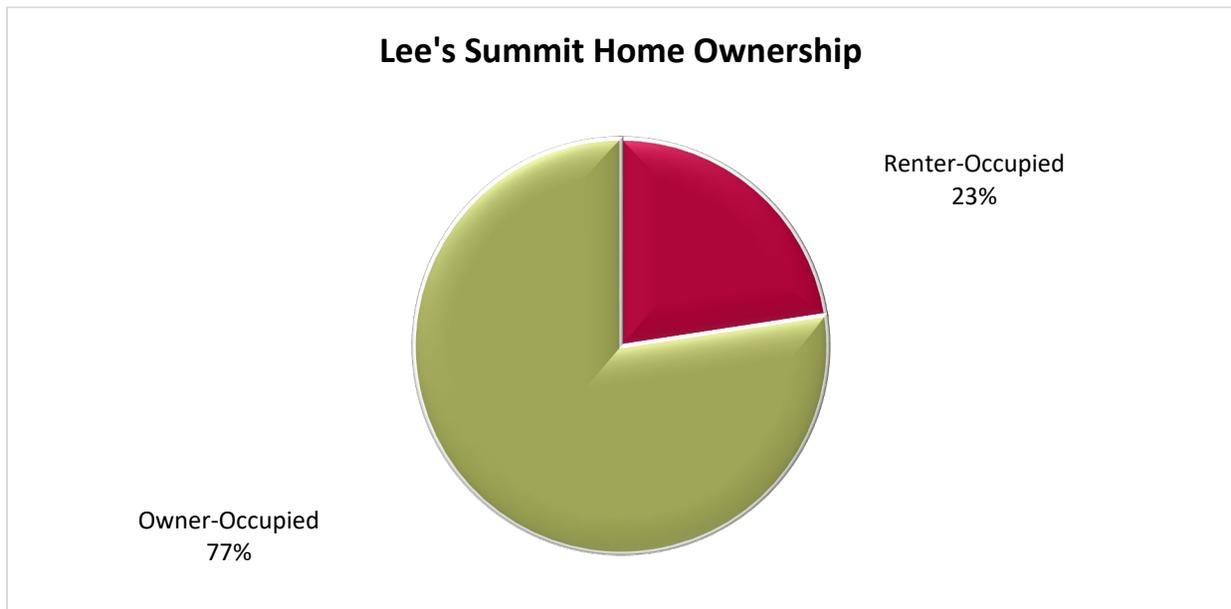
More than 90% of housing units in the City are occupied according to the 2017 ACS. This is well above the average occupancy rate for the state of Missouri, as illustrated in the following figure.



**Figure 4: Housing Occupancy Rates, 2017**

**Ownership**

In addition to comparing occupied and vacant housing, it is useful to examine the proportion of homeowners and renters in the community. Of the City's occupied housing units, 77% are owner-occupied, while 23% are occupied by renters, as can be seen in the following figure. The Lee's Summit owner-occupancy rate is 10% above the average across Missouri, reported at 67% in the 2017 ACS.



**Figure 5: Lee's Summit Home Ownership, 2017**

Notably, the proportion of renter-occupied housing units in Lee's Summit has remained steady since 2000.

## Education

Lee's Summit is home to several postsecondary institutions, such as Longview Community College and the University of Central Missouri – Lee's Summit, which afford opportunities to pursue educational advancement. Lee's Summit is also home to The Missouri Innovation Campus, a joint initiative of the University of Central Missouri, Metropolitan Community College, the Lee's Summit R-VII School District, regional businesses, and community organizations to help qualifying students earn up to two years of college credits during high school. Those who complete the program may then obtain a bachelor's degree in two years of postsecondary education.

Lee's Summit is served by the Lee's Summit R-VII School District, the Blue Springs R-IV School District, and multiple private schools located within the community. According to the Missouri Department of Elementary and Secondary Education, the Lee's Summit R-VII School District reports favorably on several key measures of the Missouri Public School Accountability Report Card as shown in the following table.

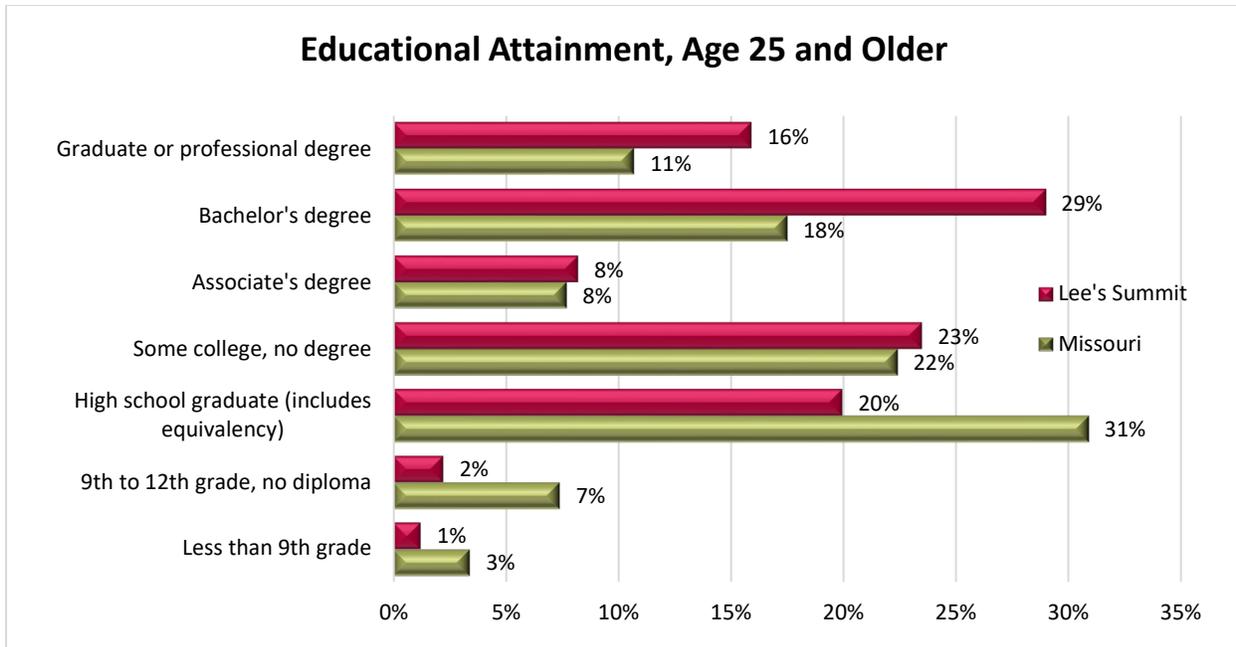
**Table 1: Lee's Summit R-VII School District Accountability Report Card Measures, 2017**

Report Card Measure	Missouri	Lee's Summit R-VII
Four-Year Graduation Rate	89.0%	95.0%
Dropout Rate	2.0%	0.9%
Graduates Entering a 4 yr. College/University	38.1%	55.2%
Graduates Entering Employment	22.8%	7.7%
Staffing Ratio: Students to classroom teachers	17	18
Years of Experience of Professional Staff	12.3	15.4
Professional Staff with Advanced Degrees	58.6%	80.9%

### Educational Attainment

Lee's Summit residents aged 25 years or more report a higher level of educational attainment than their peers across the state of Missouri. The majority of Lee's Summit residents over 25 (53%) have an associate's degree or higher. Across Missouri, only 36% of adults over 25 hold an associate's degree or higher.

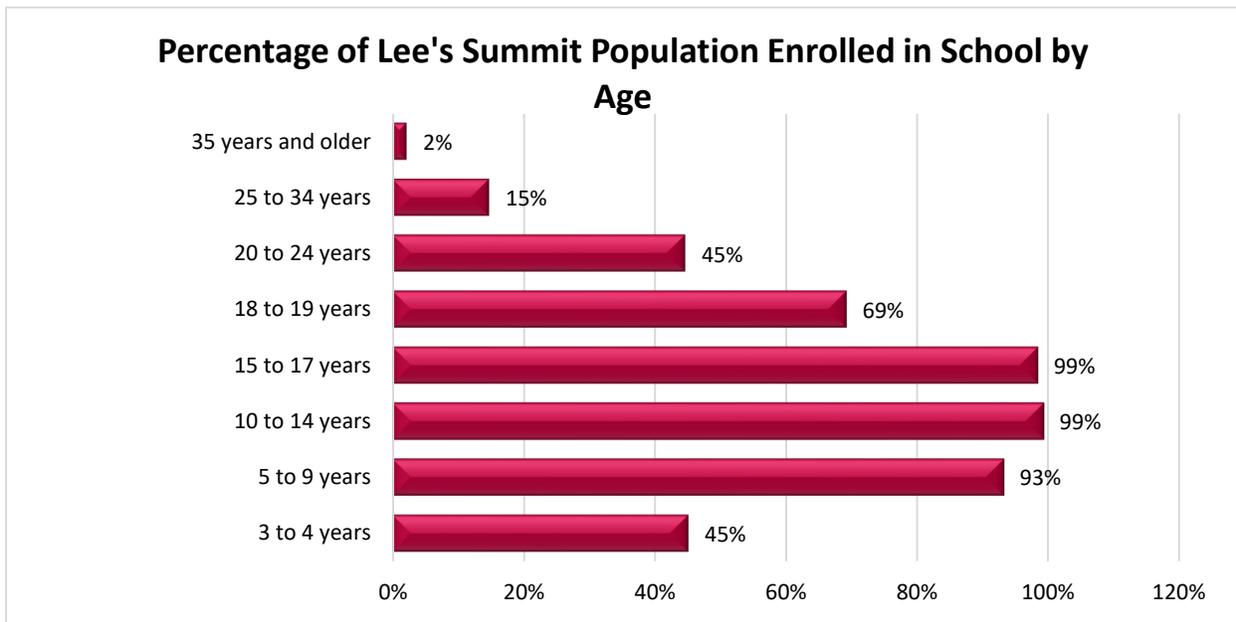
Across Missouri, 54% of residents aged 25 years and older report a high school diploma as their highest level of educational attainment. In Lee's Summit, 43% of the population reports a high school diploma as the highest level of educational attainment. In Lee's Summit, a greater proportion of residents report attainment of associate's, bachelor's, and graduate or professional degrees. The following figure illustrates the highest educational attainment achieved by Lee's Summit residents over the age of 25 compared to their peers across the state.



**Figure 6: Educational Attainment for Persons Age 25 and Over, 2017 ACS**

**Enrollment**

According to the 2017 ACS, more than 90% of Lee’s Summit children aged five to nine years are enrolled in school, and 99% of children aged 10 to 17 years are enrolled in school, as illustrated in the following figure.



**Figure 7: Percent of Age Group Enrolled in School, 2017 ACS**

The number of adults enrolled in school has grown slightly since the 2000 Census. At that time, 31% of residents aged 20-24 years were in school compared to 45% according to the 2017 ACS.

## Employment

### Industry

According to the Lee's Summit Economic Development Council (EDC) 2018 Labor Shed Study, jobs in Lee's Summit grew 3.8% between 2012 to 2017, slightly slower than Missouri's growth of 4.9% over that same period. The EDC reports a Lee's Summit labor force of 71,500, estimated.

The 2017 ACS by the U.S. Census Bureau reports that 24% of the Lee's Summit workforce is employed in the educational services and health care and social assistance industry. The industry with the second-highest rate of employment is professional, scientific, and management, and administrative and waste management services, which employs 14% of residents. The following table illustrates employment by industry.

**Table 2: Percent of Lee's Summit Workforce Employed by Industry, 2017 ACS**

Industry	Percent of Employment
<b>Educational services, and healthcare and social assistance</b>	24%
<b>Professional, scientific, and management, and administrative and waste management services</b>	14%
<b>Retail trade</b>	11%
<b>Finance and insurance, and real estate and rental and leasing</b>	10%
<b>Manufacturing</b>	9%
<b>Arts, entertainment, and recreation, and accommodation and food services</b>	7%
<b>All Others</b>	25%

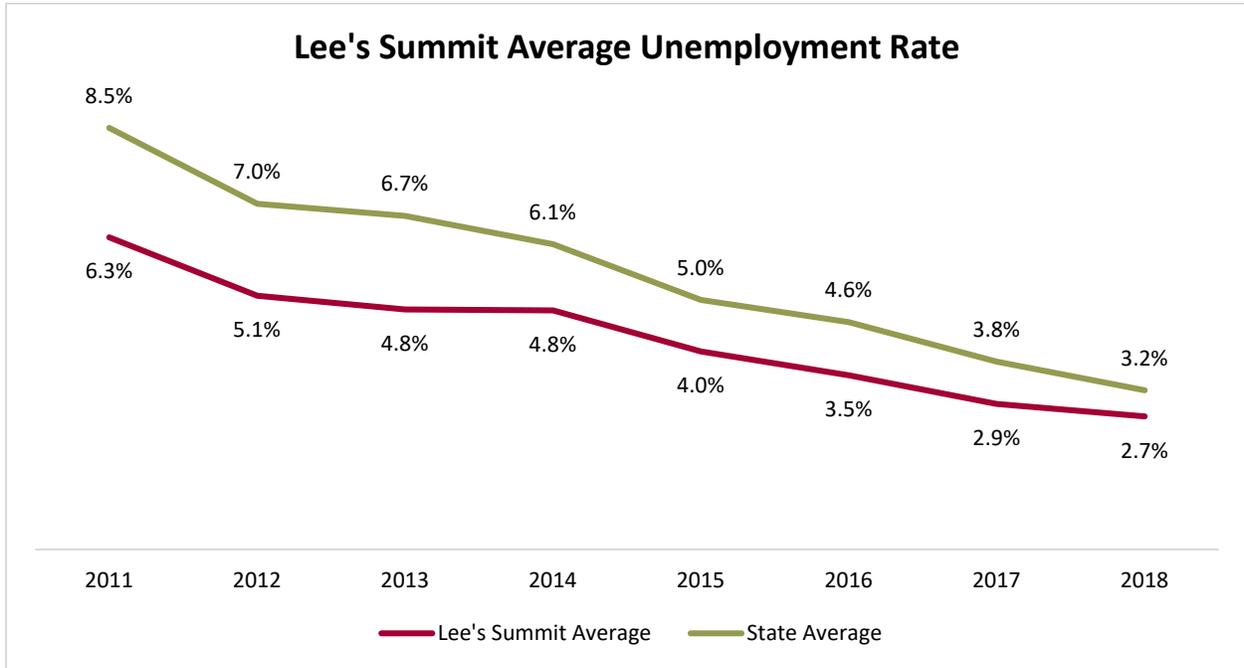
The EDC 2018 Labor Shed Study projects future growth of industry in Lee's Summit to follow these existing trends. Some of the most significant increases in future occupations in Lee's Summit are expected to be in the healthcare and social assistance field. Well-earning software developers are also expected to be in demand in Lee's Summit in the coming years. Top occupations in Lee's Summit with projected changes between 2017 and 2022 are shown in the following table.

**Table 3: Top Occupations in Lee's Summit (2017) and Projected Growth (2017-2022)**

Occupation	Numeric Change, 2017-2022	Percent Change, 2017-2022
<b>Personal Care Aides</b>	114	21%
<b>Software Developers, Applications</b>	75	20%
<b>Nursing Assistants</b>	82	13%
<b>First-Line Supervisors of Food Preparation and Serving Workers</b>	31	8%
<b>Registered Nurses</b>	82	6%

## Unemployment

Lee’s Summit unemployment declined to 2.7% in 2018 according to the U.S. Bureau of Labor Statistics. The average unemployment rate for the state of Missouri has also dropped in recent years but remains above that of Lee’s Summit, as shown in the following figure.



**Figure 8: Lee’s Summit Average Unemployment Rate, 2011-2018**

## Commuting

Lee’s Summit residents have an average commute of 24.5 minutes, and 8.3% of City residents work outside the County. As shown in the following table, more than 90% of residents drive to work, either alone or with others.

**Table 4: Lee’s Summit Commute Method, 2017 ACS**

Commute Method	Percent of Population
Drove alone	86.1%
Carpooled	5.7%
Public transportation	0.5%
Walking	0.3%
Bicycle	0.1%
Taxi, motorcycle, or other means	0.8%
Worked from home	6.5%

According to the EDC 2018 Labor Shed Study, 20.6% of Lee’s Summit residents live and work in Lee’s Summit. These locally employed residents make up 25.1% of all workers employed in Lee’s Summit. A large proportion of Lee’s Summit residents leave Lee’s Summit for work, while a large population of

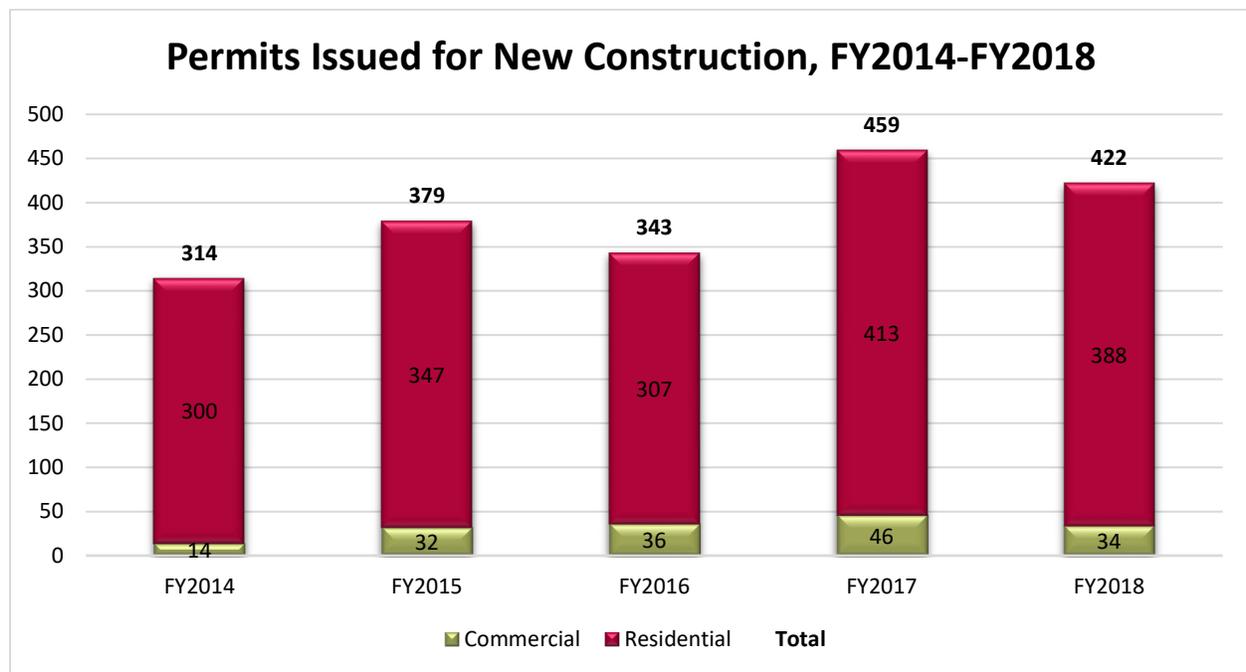
residents from other communities enters Lee's Summit to work. The EDC Labor Shed Study compared this flow of work commuters entering and leaving Lee's Summit and found that in 2015, the year most recently available, Lee's Summit experienced a net outflow of 10,892 work commuters.

## Development

### New Construction

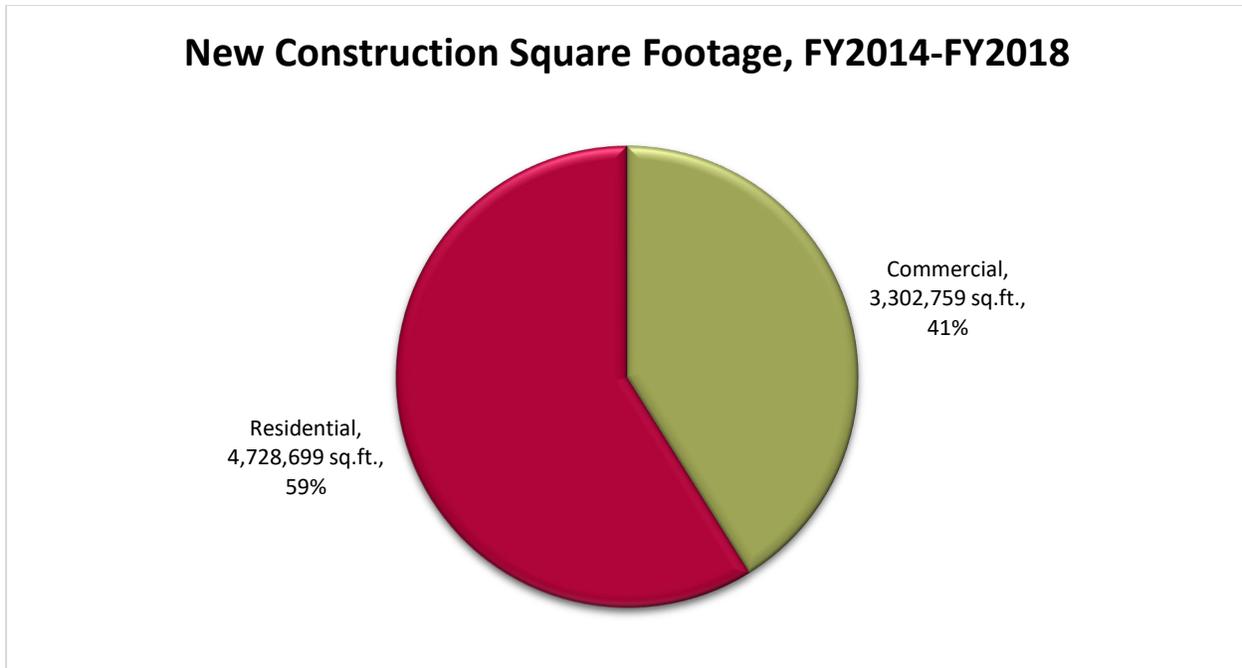
To better understand development patterns in the City, The Novak Consulting Group requested and received information from City staff regarding permits issued for new residential and commercial construction from FY2014 through FY2018. This information specifically included commercial permits for new additions, new commercial construction, new multi-family residential construction, and new shell buildings. Residential permit information included new three- and four-family units, new duplexes, and new single-family residential structures.

On average over the last five fiscal years, the City issued 383 permits for new residential and commercial construction each year. New permit activity has been increasing since FY2014 and peaked in FY2017. Overall, the number of new construction permits issued in FY2018 was 34% higher than the number issued in FY2014. These factors illustrate continued demand for new construction in the community, as illustrated in the following figure.



**Figure 9: Permits Issued for New Construction, FY2014-FY2018**

On a square footage basis, the City has added more than 8 million square feet of new construction since FY2014. Residential construction accounts for 59% of this total, while commercial construction accounts for the remaining 41%, as illustrated in the following figure.

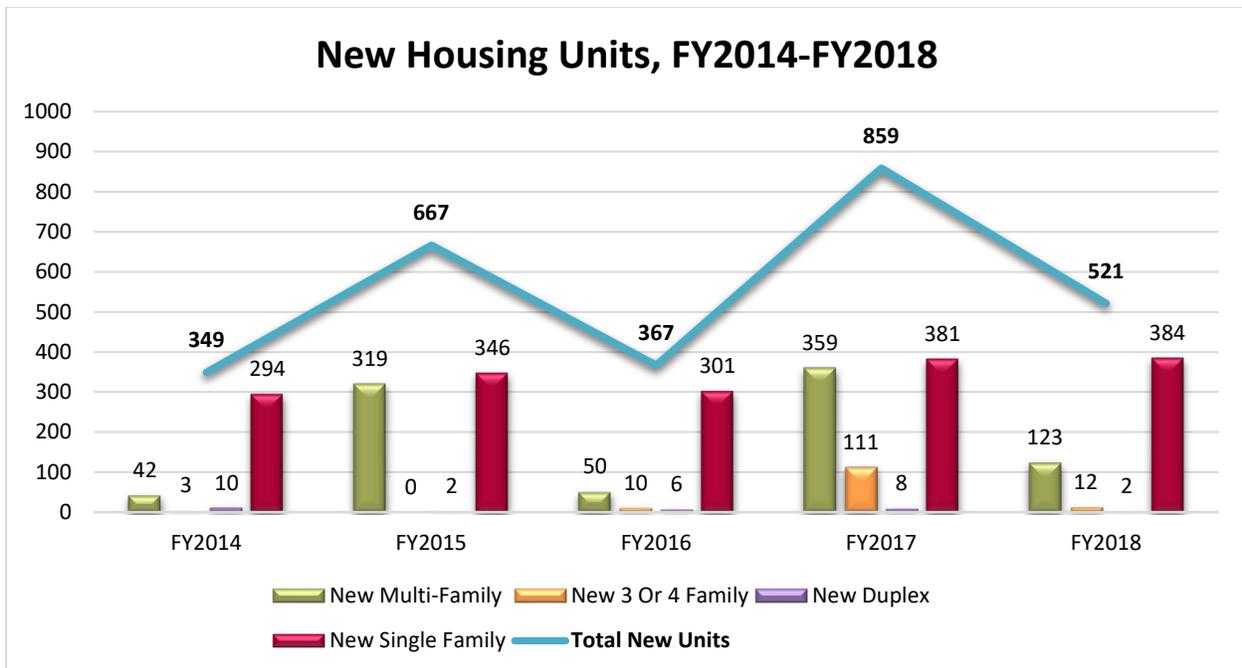


**Figure 10: New Construction by Square Footage, FY2014-FY2018**

Similarly, the valuation of new construction projects since FY2014 exceeds \$914,000,000. Residential construction accounts for 61% of this valuation, while commercial construction accounts for the remaining 39%.

### **New Housing**

Since FY2014, Lee's Summit has added more than 2,700 new housing units, averaging 553 new multi-family, three- and four-family, duplex, and single-family units per year. Of these, demand for single- and multi-family has been most consistent, averaging 341 and 179 new units per year, respectively. In total, new housing units in FY2018 are 49% higher than FY2014, indicating continued growth in housing. The following figure illustrates trends in new housing unit construction since FY2014.



**Figure 11: New Housing Unit Construction by Type, FY2014-FY2018**

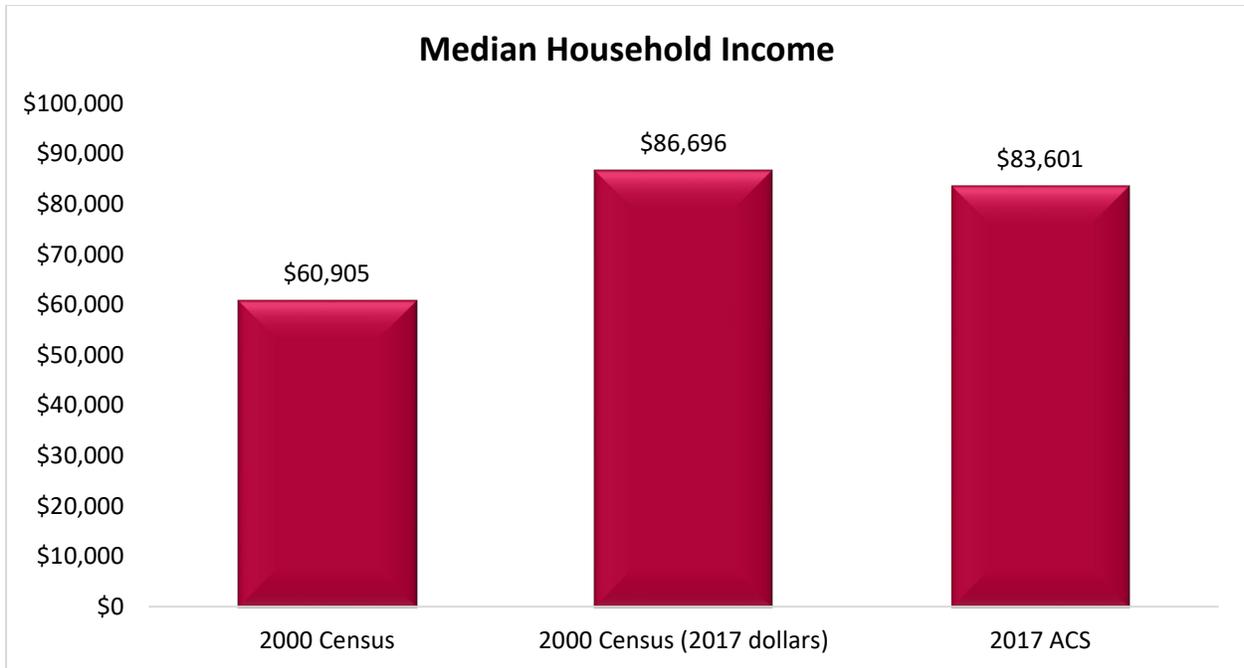
Based on this analysis, it is clear that the City has experienced significant growth and investment in new residential and commercial development over the last several years. These trends are positively correlated with continuing growth in the City’s population and number of households.

In early 2019, Property Reserve Inc. (a subsidiary of the Church of Jesus Christ of Latter-Day Saints) announced its intention to develop over 4,000 acres of land in Lee’s Summit.<sup>1</sup> The potential development of this land represents a significant and transformative opportunity for the City of Lee’s Summit to continue growing housing, population, business, and industry.

## Income

Median household income in the City was \$83,601 as of the 2017 ACS, which is 37% higher than the median household income in 2000. However, when inflation is considered, the median income has decreased by 4%. The following figure includes the historical median household income in Lee’s Summit.

<sup>1</sup> Ridder, Karen. “City of Lee’s Summit wants residents to weigh in on use of 4,000 acres.” Kansas City Star. January 29, 2019. <https://www.kansascity.com/news/local/community/ljournal/article225140845.html>



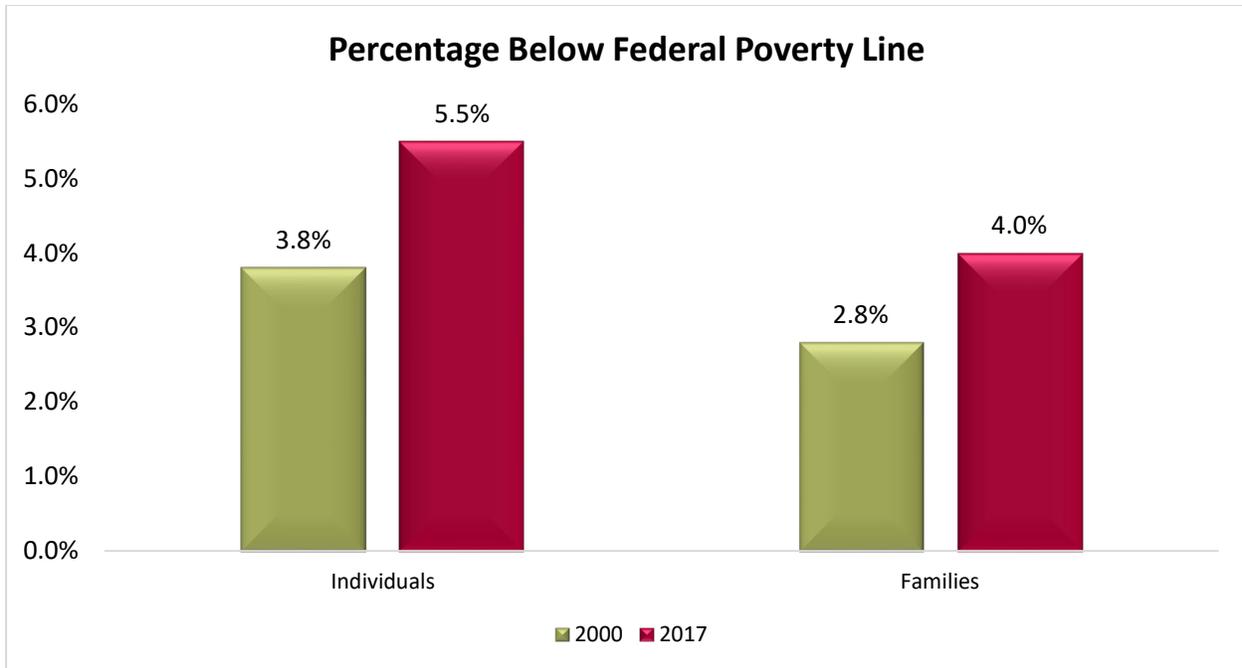
**Figure 12: Lee’s Summit Median Household Income, 2000-2017 ACS**

Examining earnings by educational attainment shows that persons with less than a high school education earn less than half of what college graduates earn, and persons with graduate degrees or higher report the highest earnings. The following table includes the median earnings by education level.

**Table 5: Median Earnings by Education Level, 2017 ACS**

Education Level	Median Earnings
Less than high school graduate	\$26,146
High school graduate (includes equivalency)	\$36,184
Some college or associate's degree	\$41,355
Bachelor's degree	\$60,568
Graduate or professional degree	\$71,910

In Lee’s Summit, a total of 5.5% of individuals and 4.0% of families meet federal poverty criteria. Poverty rates in 2017 are slightly higher than rates in in 2000, as can be seen in the following figure.

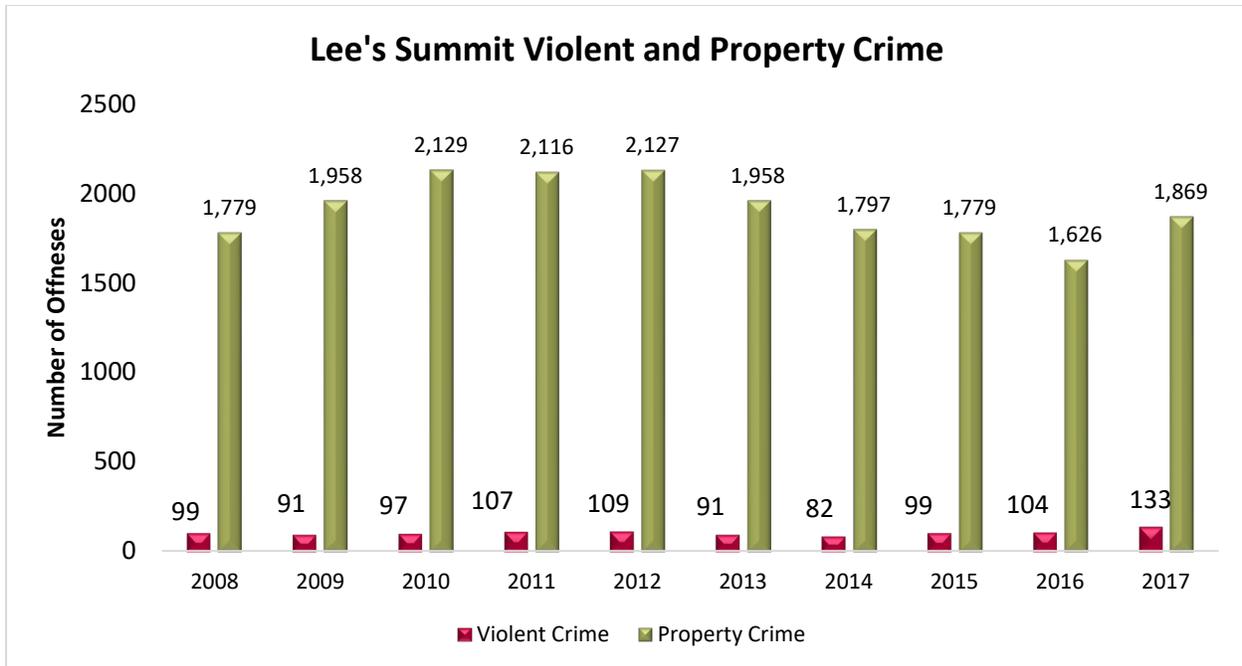


**Figure 13: Lee's Summit Poverty Rates, 2000-2017 ACS**

## Crime

The City of Lee's Summit Police Department, like many law enforcement departments across the country, participates in the FBI's UCR system. This system provides a framework for analyzing crime patterns in a community by organizing incidents according to their kind and severity. UCR Part I crimes include serious crimes that are likely to be reported to police and that occur with regularity across the country. Part I crimes are denoted as Part I violent crimes against persons or Part I property crimes against property. Part I violent crimes include homicide, rape, robbery, and assault. Part I property crimes include burglary, larceny, motor vehicle theft, and arson. Participating departments record offenses reported, those cleared by arrest or exceptional means, and demographic information regarding those arrested for these Part I offenses.

The total number of Part I crimes reported in Lee's Summit increased by 7% in 2017 compared to 2008; property crime increased by 5% overall, while violent crime increased by 34% overall. The following figure shows the total number of violent crimes and property crimes reported each year from 2008 through 2017.



**Figure 14: Violent and Property Crime in Lee's Summit, 2008-2017**

The following table shows crime trends by type each year from 2008 through 2017. The largest increases by percentage include cases of Robbery, which increased from 18 to 37 incidents between 2008 and 2017, and Rape, which increased by 11 incidents. The largest increase in the total number of cases was for Larceny-Theft with 112 more cases in 2017 than in 2008.

It is important to emphasize that not all crime in Lee's Summit is increasing. According to the UCR data below, the number of reported Burglaries declined to a low of 178 incidents in 2017.

**Table 6: Violent and Property Crime in Lee's Summit by Type, 2008-2017, UCR**

Crime Type	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Percent Change, 2008-2017
Murder and Nonnegligent Manslaughter	1	0	2	0	0	0	2	1	2	1	0%
Rape	15	18	17	18	13	18	19	15	21	26	73%
Robbery	18	15	26	30	24	15	19	18	35	37	106%
Aggravated Assault	65	58	52	59	72	58	42	65	46	69	6%
<b>Violent Crime</b>	<b>99</b>	<b>91</b>	<b>97</b>	<b>107</b>	<b>109</b>	<b>91</b>	<b>82</b>	<b>99</b>	<b>104</b>	<b>133</b>	<b>34%</b>
Burglary	216	267	289	325	263	267	245	216	205	178	-18%
Larceny-Theft	1,460	1,582	1,718	1,676	1,756	1,582	1,448	1,460	1,338	1,572	8%
Motor Vehicle Theft	103	109	122	115	108	109	104	103	83	119	16%

Crime Type	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Percent Change, 2008-2017
Arson	3	0	5	6	6	0	0	3	1	2	-33%
Property Crime	1,779	1,958	2,129	2,116	2,127	1,958	1,797	1,779	1,626	1,869	5%
<b>TOTAL</b>	<b>1,878</b>	<b>2,049</b>	<b>2,226</b>	<b>2,223</b>	<b>2,236</b>	<b>2,049</b>	<b>1,879</b>	<b>1,878</b>	<b>1,730</b>	<b>2,002</b>	<b>7%</b>

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## City Government Trends

The following categories describe the current and historical trends in the City organization, including its staffing and budget levels.

### Staffing

The number of full-time equivalents (FTEs) employed by the City has increased by 12.5 FTEs, or 2%, over the last five years. The following figure shows the actual number of FTEs each year.

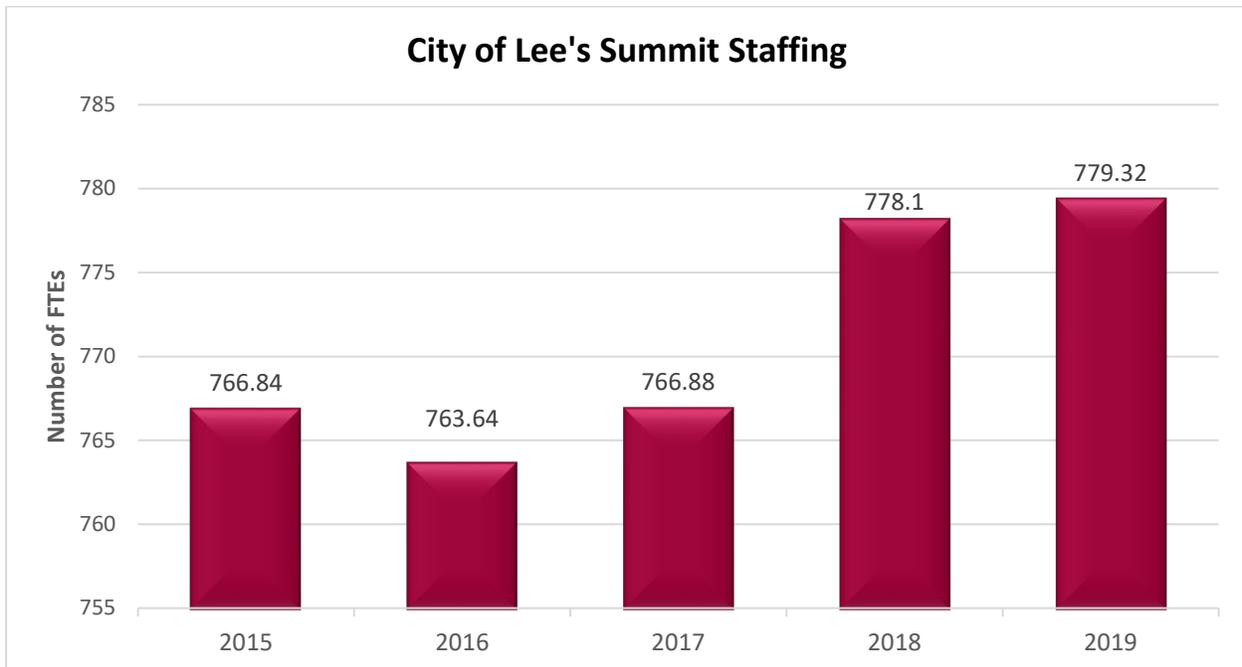
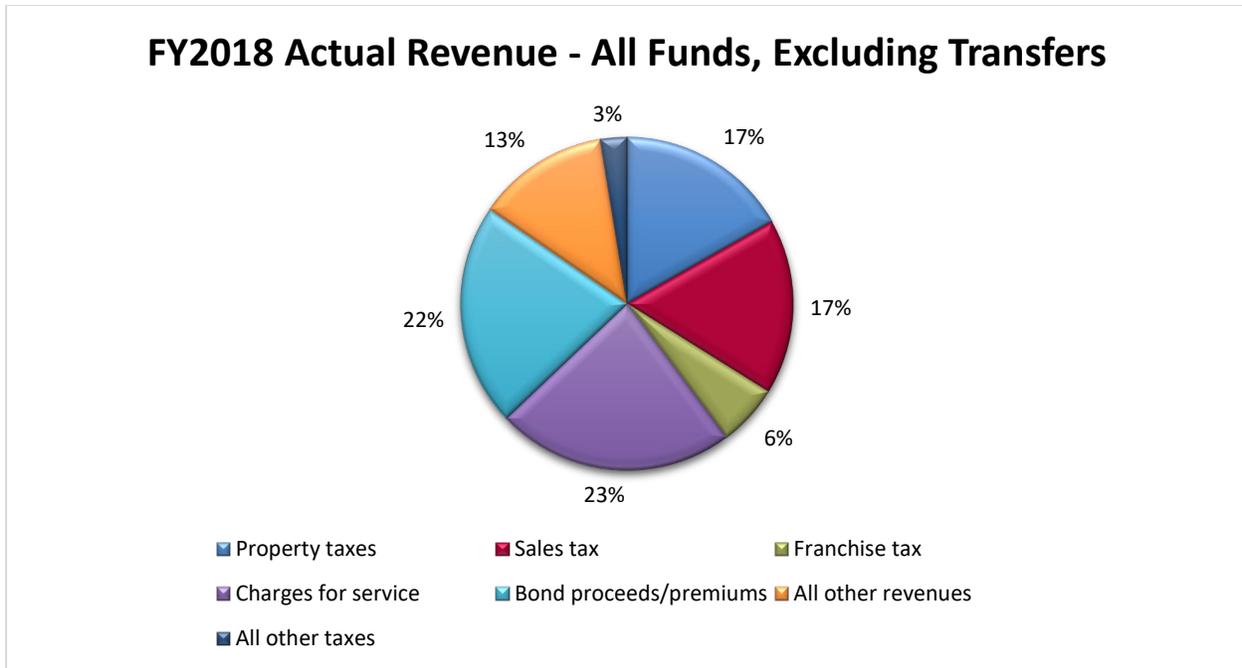


Figure 15: Lee's Summit FTEs, FY2015-2019

### Revenues

Excluding transfers, the City of Lee's Summit collected approximately \$225,300,000 in revenue across all funds in FY2018. Approximately 87% of this revenue is attributable to three major categories. Taxes (particularly property, sales, and franchise taxes) account for 42% of revenue, while charges for service (such as utility charges) and bond proceeds/premiums account for 23% and 22%, respectively. The following figure illustrates the proportion of actual revenues collected in FY2018 by category, excluding transfers.



**Figure 16: FY2018 Actual Revenue – All Funds, Excluding Transfers**

In the previous figure, “All other taxes” includes motor vehicle, license, bed, and other taxes. “All other revenues” includes fines and forfeitures, licenses and permits, intergovernmental, material and fuel sales, investment earnings, sale of property, and interdepartmental revenue.

While examining revenues from all funds provides interesting insights into the City’s various revenue streams, this analysis includes revenues captured to support major capital projects, one-time expenditures, and other initiatives outside the scope of routine, day-to-day operations. The City’s General Fund is the primary operating fund for many departments, and it is useful to examine this fund in greater detail to understand budget trends that closely impact everyday operations.

The following table details actual revenues in the City’s General Fund over the last several years by category, excluding transfers. Compared to FY2014, General Fund revenues have increased by approximately \$11 million (18%) as a result of increased property and sales tax collections. Nearly three-quarters of FY2018 General Fund revenue is attributable to property, sales, and franchise taxes.

Notably, charges for service have doubled since FY2014. This is primarily attributable to a fee increase for ambulance service as well as increased special detail revenue received by the Police Department for working special events, such as races and athletic games.

Revenue from licenses and permits has also increased as a result of ongoing development activity in the community, particularly regarding permit and inspection fees, zoning fees, and occupational licensing.

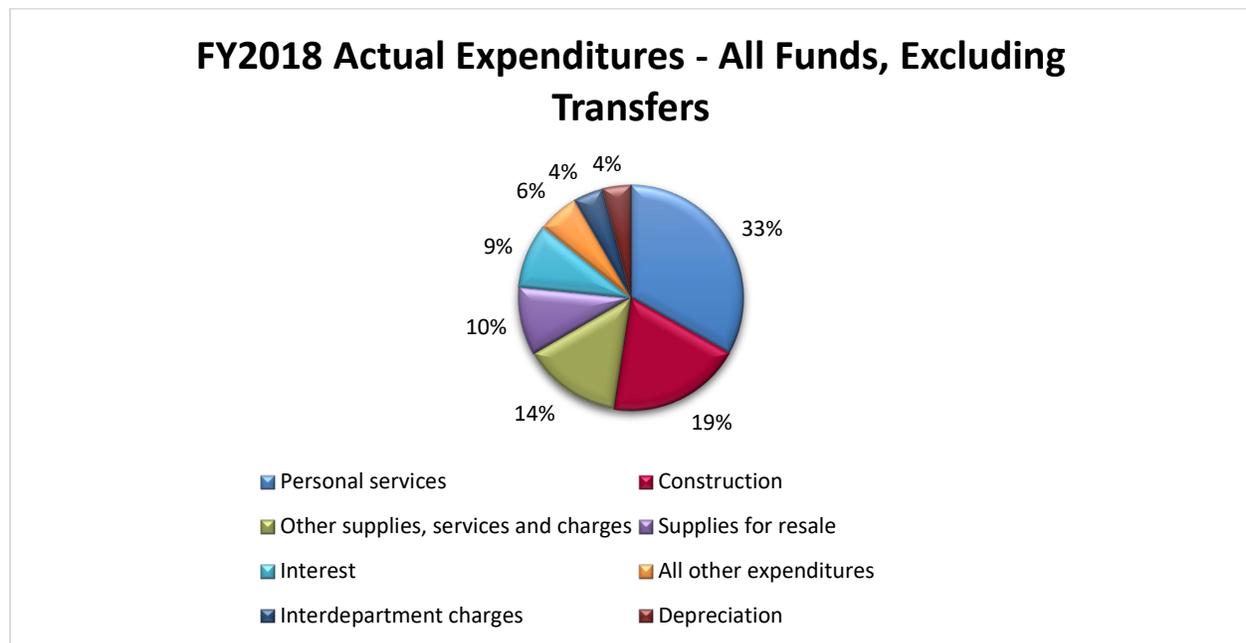
**Table 7: Actual General Fund Revenues by Category (Excluding Transfers), FY2014-FY2018**

Revenue Category	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	Percent Change FY2014 to FY2018
Property taxes	\$18,111,943	\$18,709,442	\$19,149,720	\$20,288,003	\$21,177,380	17%
Sales tax	\$13,584,137	\$14,145,869	\$15,116,747	\$15,582,207	\$16,402,094	21%
Franchise tax	\$14,083,783	\$13,870,764	\$13,068,478	\$12,941,800	\$13,425,420	-5%
Charges for service	\$3,648,402	\$3,935,146	\$4,572,807	\$6,244,364	\$7,731,488	112%
All other taxes	\$3,748,439	\$3,856,558	\$3,953,024	\$3,995,044	\$4,024,215	7%
All other revenues	\$2,635,990	\$2,523,426	\$3,003,252	\$2,816,343	\$2,988,922	13%
Licenses and permits	\$1,757,827	\$2,226,752	\$2,546,787	\$2,691,658	\$2,762,581	57%
Fines and forfeitures	\$1,323,205	\$1,583,793	\$1,508,415	\$1,308,667	\$1,201,591	-9%
<b>Total</b>	<b>\$58,893,726</b>	<b>\$60,851,750</b>	<b>\$62,919,230</b>	<b>\$65,868,086</b>	<b>\$69,713,691</b>	<b>18%</b>

## Expenditures

Excluding transfers, the City spent approximately \$176,000,000 across all funds in FY2018. One-third of these expenditures supported personal services (such as salaries and benefits), while construction expenditures accounted for approximately 19%. Other major expenditure categories on an all-funds basis include other supplies and service charges (14%), supplies for resale (10%), and interest payments (9%).

The following figure illustrates the proportion of actual expenditures in FY2018 by category, excluding transfers.



**Figure 17: FY2018 Actual Expenditures – All Funds, Excluding Transfers**

Notably, the "Supplies for resale" category primarily consists of expenditures related to water and aircraft fuel that the City purchases from other municipalities and suppliers. Ambulance supplies are also included in this category. These materials are then resold to residents and customers as charges for service.

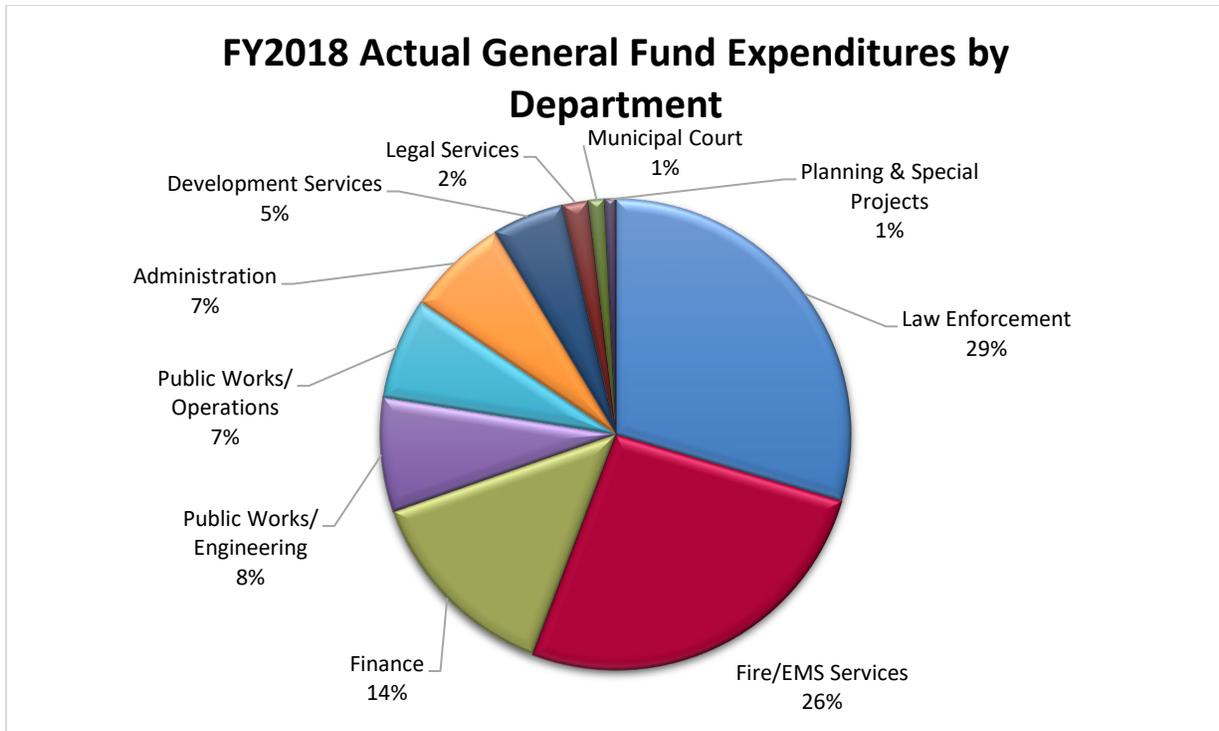
As with revenues, it is useful to evaluate trends in General Fund expenditures because this fund is the City's primary operating fund. The following table provides an overview of actual General Fund expenditures by category from FY2014 to FY2018, excluding transfers.

**Table 8: Actual General Fund Expenditures by Category (Excluding Transfers), FY2014-FY2018**

<b>Expenditure Category</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>Percent Change FY2014 to FY2018</b>
<b>Personal services</b>	\$41,530,341	\$42,793,618	\$41,904,111	\$44,887,601	\$46,415,801	12%
<b>Supplies for resale</b>	\$134,503	\$154,795	\$174,224	\$241,122	\$230,768	72%
<b>Other supplies, services and charges</b>	\$6,631,325	\$6,760,580	\$7,485,369	\$9,363,092	\$10,450,576	58%
<b>Repairs and maintenance</b>	\$1,375,819	\$1,258,014	\$1,404,597	\$1,464,575	\$1,505,535	9%
<b>Utilities</b>	\$1,606,761	\$1,741,648	\$1,623,288	\$1,684,816	\$1,758,053	9%
<b>Fuel and lubricants</b>	\$731,093	\$511,845	\$374,286	\$406,459	\$461,251	-37%
<b>Miscellaneous</b>	\$56,638	\$50,906	\$63,572	\$51,594	\$48,007	-15%
<b>Interest</b>	\$0	\$0	\$318	\$0	\$0	-
<b>Capital outlay</b>	\$461	\$0	\$0	\$699,194	\$293	-36%
<b>Interdepartmental charges</b>	\$4,984,813	\$5,082,011	\$5,097,960	\$5,800,473	\$5,940,395	19%
<b>Total</b>	<b>\$57,051,754</b>	<b>\$58,353,417</b>	<b>\$58,127,725</b>	<b>\$64,598,926</b>	<b>\$66,810,679</b>	<b>17%</b>

Overall, General Fund expenditures have increased by approximately 17% since FY2014, commensurate with similar revenue increases during this same period. Among all expenditure categories, personal services and other supply and service charges have experienced the most growth since FY2014, at \$4.9 and \$3.8 million, respectively.

It is important to note that the General Fund primarily supports public safety and internal services departments that do not receive significant budget support from other funds. More than half of all General Fund expenditures in FY2018 supported Law Enforcement and Fire/EMS Service, followed by Finance and Public Works, as illustrated in the following figure.



**Figure 18: FY2018 Actual Expenditures – General Fund**

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## Strengths

Elected officials and staff discussed a wide array of strengths regarding the community and the City government organization. There was widespread agreement among participants that City employees are dedicated, professional, responsive, and accessible. Several participants particularly praised the City's Police, Fire, Public Works, Development Center, and Legal Departments as notable high-performing departments. Other words and phrases used to describe the City organization's strengths included efficiency, strong finances, customer service, involved management, public service mindset, and timely delivery of projects and services.

More broadly, participants identified the City Council as a source of strength related to governance and praised the City's commitment to communication and consensus-building. Participants recognized the City as a place where diverse ideals and individuals mingle.

Finally, elected officials and staff identified the City's downtown area and infrastructure investments and maintenance as an important strength of the City.

## Weaknesses

When asked about Lee's Summit's weaknesses, participants primarily discussed the impact of the City's relatively rapid growth on the public and staff. Participants described a need to ensure City services accommodate this growth. Participants also expressed a desire to ensure new developments are "built to last," reflect the community's vision for development, and can support additional regional business attraction.

Other weaknesses identified by elected officials and staff included compensation and benefits, particularly for Public Safety staff, and the need for the City to challenge the status quo and innovate.

## Opportunities

Opportunity areas identified by elected officials and staff primarily focused on development and growth. Participants referenced downtown development and communicated a desire to attract larger businesses and industrial companies to locate in the City. In particular, constructing a farmers market/pavilion and enhancing airport services were discussed as specific development opportunities for the community. Other development opportunities included the potential to develop approximately 4,200 acres of land in the community currently owned by Property Reserve, Inc (PRI).

Capital improvements and infrastructure were also discussed, including the need to complete voter-approved projects, advance the City's current capital improvement plan, construct better-defined gateways into the City, and augment options for transportation and transit (such as by enhancing the Rock Alley trail).

Other opportunities identified by participants included the need to capitalize on Lee's Summit's history of community involvement, enhance the City's sustainability efforts, develop partnerships with neighboring municipalities, determine the City's niche in the Kansas City metro, enhance educational opportunities for residents, and modernize community engagement and communications practices.

## Challenges

### Community

When asked about the top issues facing Lee's Summit as a community, participants primarily discussed growth and development-related issues, including a lack of destination-type attractions, restaurants, and stores (particularly in the downtown area), as well as how to approach potential new development related to PRI. The need to develop and grow the City's commercial tax base was also identified as a development-related challenge, as was the need to balance development amenities to avoid favoring particular economic sectors. Other concerns included a lack of affordable housing and perceived tensions regarding multifamily housing in some parts of the community, as well as maintaining a good relationship with the City's Housing Authority.

Infrastructure in the community also presents challenges. Participants indicated that the City needs to develop and maintain its infrastructure assets, and there are perceptions that the community may be growing beyond what current infrastructure can support.

Other community challenges discussed by participants included perceptions of racial inequality (particularly in schools), school district boundaries that overlap multiple Council wards, tensions between long-time and newer residents, aging population, community concerns about public safety, the role of money in politics, improving the ability for more residents to run for elected office, and enhancing the City's sense of identity.

### City Organization

Participants also identified challenges specifically concerning the City organization. Frequently mentioned topics included the need for the City to maintain financial sustainability and transparency, maintain revenues and control spending, retain sufficient reserves, and adequately finance staff compensation.

Infrastructure and development challenges also impact the City organization, including the need for sewer and water extensions and the need to maintain roadways, utilize existing assets (such as the amphitheater), redevelop properties, continue enhancements to the downtown area, and attract employers and high-quality jobs.

Public safety was discussed, specifically regarding the need to ensure fire station coverage is adequate and to attract qualified applicants to fill public safety jobs.

Other challenges described by elected officials and staff involve the City organization's culture and management. Participants described a need to attract new vibrancy to the City organization, improve support for the City's leadership team, and improve trust between City administration and line staff (particularly union staff).

## Vision for the Future

Elected officials and staff were asked what they would like City to be known for ten years in the future. Most responses described attributes of a future community that elected officials and staff found desirable, including traits such as authenticity, integrity, sincerity, a balanced and inclusive community, friendly, nostalgic, a good place to live, good neighbors and neighborhoods, and increased diversity.

Participants also described a community where growth continues to be fostered, particularly in education, healthcare, and entertainment, and that attracts more residents of all ages. Other visionary attributes included a community that continues to plan for infrastructure and share the costs of infrastructure projects with other jurisdictions, an emphasis on fiscal responsibility, the preservation of the community's home values, and retaining what the community currently values.

## Community Input

To gather as much input and feedback as possible toward creating a complete picture of the current and desired future state of the community, The Novak Consulting Group held two community summits and eight focus groups in February 2019. Additionally, an online engagement website hosted by Bang the Table® provided residents who were unable to attend community summits with a means of engaging in the strategic planning process.

Each of these opportunities was promoted by City staff through multiple outreach channels targeting both general and specific audiences, such as those who have previously volunteered or participated in other City events.

Sixty-six participants attended the first community summit held on February 27, 2019; 80 participants attended the second community summit held February 28, 2019. A total of 81 participants attended the eight focus group sessions. Additionally, 117 individuals registered to participate in the online engagement site.

In total, these efforts reached 344 participants who provided their ideas, perceptions, and feedback. Key themes from this outreach are discussed in the following sections.

### Community Summits and Focus Groups

The following is a summary of the input received from participants of the community summits and focus group sessions. Raw responses are available in Attachments A and B of this report.

#### Why do you choose to live in Lee's Summit?

Participants were asked about the City today, including why they live in Lee's Summit, and they provided 190 distinct responses. The following table summarizes the most frequently mentioned themes of those responses.

**Table 9: Top Responses to the Question: Why do you choose to live in Lee's Summit?**

Response Category	Number of Responses
Quality of Life	50
Cultural, Recreational, and Leisure Opportunities	35
Great Schools	25
Friendly, "Small Town" Identity	17
Economic Value or Cost of Living	14
Economic Opportunity	14

Quality of life themes were mentioned approximately 50 times throughout these meetings. Specific responses grouped into this category include having friends or family nearby, enjoying attractive green spaces in and near the City, being close to larger or more amenities in Kansas City while also being close to open countryside, and a lack of congestion or high density. The second most-mentioned theme cited cultural and recreational opportunities such as the nightlife downtown, parks and trails, or amenities such

as the local symphony. Schools are also a significant attractor in Lee's Summit with respondents often describing the schools as high quality, great, or excellent, with teachers who genuinely care for students.

Other topics discussed included the community value placed on volunteerism and perceptions of feeling safety in Lee's Summit. Less frequently mentioned topics included quality City staff and good infrastructure in the City.

### What makes Lee's Summit unique?

Participants were asked what they think makes Lee's Summit unique from other communities. Of the 61 ideas provided by respondents, the most frequently shared ideas included the following:

**Table 10: Top Responses to the Question: What makes Lee's Summit unique?**

Response Category	Number of Responses
Unique Sense of Identity	17
Leisure or Cultural Opportunities	11
Parks and Green Spaces	8

The sense of unique identity that captured the small-town, friendly, community-oriented feel among residents was mentioned 17 times by participants. Respondents also spoke to having many leisure or cultural opportunities such as events to attend, dining options, or local art presentations to enjoy. High quality parks, abundant green spaces, and lakes also make Lee's Summit unique.

Several participants specifically discussed the downtown area as a valued part of the community that makes Lee's Summit special. Other less often mentioned topics included the unique history of the community, the high quality of local schools, and the collaborative efforts of City leaders who engage the community in initiatives such as this strategic planning process. Some also noted the presence of three well-respected hospitals in a community the size of Lee's Summit.

### In what ways is Lee's Summit the best place you have ever lived?

When asked what is best about the City, participants provided 246 distinct responses. The most common responses included the following:

**Table 11: Top Responses to the Question: In what ways is Lee's Summit the best place you have ever lived?**

Response Category	Number of Responses
Quality of Life	67
Quality of Local Schools	26
Culture of Volunteerism	25
Parks and Green Spaces	20
Downtown	15

High quality of life was again the most often cited attribute that makes Lee's Summit a great place to live. These 67 comments included mentions of a family-friendly City with a strong sense of community. The second most mentioned topic was the high quality of local schools, followed by a shared value for

volunteering in the community, appreciation of local parks and open, natural green spaces, and the value of revitalizing downtown.

Other topics mentioned included local recreation and entertainment options such as City events, shopping and dining, the Lee's Summit Symphony, and other opportunities in the arts community. The economic value of living in Lee's Summit was discussed by some participants, whether in terms of enjoying increasing property values, the affordability of living in Lee's Summit, or in recognition of the City's responsible use of taxpayer funds. Also mentioned was local access to healthcare, an appreciation for feeling safe in Lee's Summit, and an appreciation for City leadership that is willing to collaborate with others, seek input, consider new ideas, and manage to help ensure a positive future for the community.

### What do you miss about living elsewhere?

Participants were also asked about previous places they had lived and what they miss from those areas. Through the 120 comments recorded, common themes that emerged included the following:

**Table 12: Top Responses to the Question: If you have ever lived somewhere else, what do you miss about that opportunity?**

Response Category	Number of Responses
Parks and Trails	24
Arts, Dining, Shopping, Entertainment, and Events	22
Transportation Options	13

Twenty-four participants described parks and greens spaces with a robust, connected network of trails, sidewalks, and bike paths as key features they miss from previous communities. Closely following parks and trails were comments speaking to communities with more robust cultural, recreational, or leisure opportunities. Others mentioned missing public transportation systems.

Some respondents mentioned very location-specific attributes of other communities, such as milder climates or landscapes like mountain vistas that are unavailable in the Lee's Summit region. Some residents also mentioned missing the experience of living in more diverse communities and missing a strong local news source.

### What are the major challenges facing the community?

Participants also considered what challenges they foresee for the community. In these discussions, respondents offered 294 comments with the following challenges mentioned most often:

**Table 13: Top Responses to the Question: As a resident or stakeholder of Lee's Summit, what do you see as the major challenges facing the community?**

Response Category	Number of Responses
Balancing and Managing Economic Development	52
Developing Attractive, Attainable Housing	44
Managing City Growth to Sustain Services	31
Maintaining and Sustaining Infrastructure	29

Economic development was mentioned 52 times, with comments focusing on the need to adequately diversify the tax base, both retain existing businesses while also recruiting new businesses, and focusing on bringing well-paying jobs to the City. Behind economic development, housing was most often cited with comments speaking to the need for diverse, attainable housing that is attractive to young buyers, downsizing seniors, and residents who seek homes at lower price points. In balance with this proposed economic and residential development, residents also acknowledge the challenge to sustain City services and infrastructure amid increasing growth.

Also mentioned by participants was the need to judiciously plan for a large amount of City growth and development, sustain school quality as the student population grows, and the challenges that come from growing traffic congestion or the emergent desire for public transportation services.

### **What future opportunities should the community seize?**

Participants were asked to consider what opportunities lie ahead for Lee's Summit. Residents offered 145 responses across several categories, including the following:

**Table 14: Top Responses to the Question: Are there opportunities you see in the future that the community needs to be poised to seize?**

<b>Response Category</b>	<b>Number of Responses</b>
Economic Development with Job Growth	43
Housing Development	22
Infrastructure Development and Maintenance	16
Arts, Dining, Entertainment, and Events Expansion	11

Forty-three respondents see a future for Lee's Summit that is full of economic development opportunities including job growth, new development, and redevelopment of existing business corridors or areas. Many of these comments alluded to approximately 4,000 acres to be developed by PRI. With economic and job growth, respondents expect a correlating population growth. Comments, therefore, were also frequently made about increased housing opportunities and infrastructure expansion and improvement. Cultural, leisure, and recreational opportunity expansion, such as increasing the number and variety of restaurant establishments, was also mentioned often.

Other less frequently mentioned topics included the potential to partner with local schools to better prepare for growth, the chance to beautify some areas of the City, and the opportunity to strategically plan large community changes with a holistic view of community impacts and needs.

### **What does Lee's Summit excel at as a service provider?**

When asked what the City does particularly well, participants offered 196 unique comments. The most common themes included the following:

**Table 15: Top Responses to the Question: What does Lee’s Summit excel at as a service provider?**

Response Category	Number of Responses
Public Safety Services	32
City Leadership in Planning and Citizen Engagement	30
Parks and Recreation Services	23
Infrastructure Development and Maintenance	23

With 32 comments, the most often mentioned services at which the City excels were the public safety services from Police, Fire, and Emergency Medical Services. Community engagement and planning, such as the current strategic planning initiative, as well as Parks and Recreation services, infrastructure development and maintenance such as building and maintaining roadways, the water system, and public facilities were highly regarded.

Participants also believe the City provides good customer service. Many also offered that the City has improved communications with the community. Multiple participants specifically mentioned the City’s social media outreach efforts and the “LS Connect” mobile app. Others mentioned that they are pleased with prior or current economic development efforts, with multiple residents specifically mentioning City efforts to invest in and spur development in the downtown area.

**Have you ever been disappointed by a service you received from the City?**

Participants were asked if they had ever been disappointed in a service provided by the City. From among 218 distinct comments, those themes most often mentioned included the following:

**Table 16: Top Responses to the Question: Have you ever been disappointed by a service you received from the City?**

Response Category	Number of Responses
Roadway Development and Maintenance	38
Consistency of City Services or Service Levels	33
Lack of or Poor Communication	27
Lack of Entertainment, Cultural, or Recreational Opportunities	22

Most often, with 38 comments on the topic, respondents expressed frustrations with road maintenance including snow and ice removal following winter storm events. Other comments in this category mentioned potholes, maintaining or completing sidewalks, or the need for more or better maintained curbs. Others spoke to a lack of consistent service levels or poor service in areas like code enforcement, general customer service, or accessibility to City leadership. Disappointment with communication included references to transparency, a lack of updated information on development, and the need for the City to celebrate its own successes.

Other topics mentioned less frequently included disappointment in economic development progress, a lack of diverse, attainable housing, and frustration with solid waste management services including bulk yard waste collection and recycling services.

### What would keep you in Lee's Summit?

The participants were also asked what would encourage them to stay in Lee's Summit. Residents offered 169 distinct comments in response to this question. Common reasons to stay included in the following:

**Table 17: Top Responses to the Question: What would keep you and your family wanting to live in Lee's Summit?**

Response Category	Number of Responses
Arts, Dining, Shopping, Entertainment, and Events	57
Economic Development and Job Growth	29
High Quality Schools	20

Cultural, recreational, and leisure opportunities were most frequently mentioned by participants, including increased entertainment options, dining options, a more robust arts community, and outdoor recreational options made available through additional park amenities and trail connections. The second most common reason given to stay was for future economic development in the community and related job growth. The ability to sustain high quality schools will also be an important determining factor as residents consider whether to remain in Lee's Summit.

Continuation of the ability to feel safe as a result of high-quality Police, Fire, and Emergency Medical Services was mentioned in response to this question. Housing was also mentioned in this discussion, with a desire for affordable housing and options for aging homeowners who need housing that will allow them to age in place. Other topics that received fewer but multiple comments included a desire for mass transit and transportation options, continued easy access to healthcare, and sustained availability of parks and natural green spaces.

### What would make you consider leaving Lee's Summit?

When asked why they would leave Lee's Summit, respondents offered 189 distinct responses, including the following topics:

**Table 18: Top Responses to the Question: What would make you consider leaving Lee's Summit?**

Response Category	Number of Responses
Loss of Public Safety	28
Lack of Affordable Housing	23
Poor Management of Growth	19
Traffic Congestion or Poor Transportation Services	18

Most frequently mentioned was that a loss of public safety would encourage residents to leave Lee's Summit, with 28 respondents offering this feedback. Second to a loss of public safety was a lack of affordable housing. Poor growth management was mentioned by 19 participants as a potential reason to leave Lee's Summit. These comments expressed concerns around over population, poorly controlled growth, too much growth, density, community sprawl, and the possibility of poor land use. Following the category of poor growth management were comments that spoke to poor traffic conditions, long commutes, or a lack of public transportation options as possible reasons to leave Lee's Summit.

Mentioned only slightly less frequently than the topics already discussed was the idea of losing the current economic value of living in Lee’s Summit. This could include a loss of property value, an increase in the cost of living, or tax increases. Also mentioned was a lack of economic development and job growth potentially causing residents to leave the community to follow jobs someday.

### **What do you hope Lee’s Summit will be known for ten years from now?**

Participants were asked about the future, including where they would like to see Lee’s Summit in ten years. Participants offered 288 thoughts on the desired future of Lee’s Summit with common responses that included the following:

**Table 19: Top Responses to the Question: What do you hope Lee’s Summit will be known for ten years from now?**

<b>Response Category</b>	<b>Number of Responses</b>
High Quality of Life	57
Economic Development	36
High-Quality Schools	30
Arts, Dining, Shopping, Entertainment, and Events	32

In the 57 responses categorized as “high quality of life,” respondents focused on the hope that the City remains desirable as a welcoming community with a small-town feel and high-quality local schools. Following this category, respondents hope to see economic development in the City but also want growth managed in an intentional way, cultivated job growth, and continued downtown development. Others hope for the community to be known for the arts, shopping, dining, events, and entertainment.

In addition to the above most common responses, participants acknowledged a desire that Lee’s Summit continues to be a safe place. The topic of housing was also mentioned 17 times with comments noting that housing development should be encouraged to provide a wide range of housing options that offer quality at a variety of price points in the community. Others expressed hope that in the future Lee’s Summit would be known for environmental protection practices and policies, such as discouraging use of plastic bags and other single-use plastics and encouraging use of alternative energy sources such as solar.

## **Online Engagement**

Lee’s Summit Ignite, the online engagement website, was established to allow residents and stakeholders a forum to provide feedback and engage with others even if they were unable to attend an in-person community session. Online feedback was gathered from February 14 through March 10, 2019. A total of 117 individuals registered to participate in the online engagement site.

The engagement site provided opportunities for respondents to provide feedback and insights regarding similar topics discussed at the community summits and focus groups. This was accomplished through two engagement tools: community idea boards and an online forum. The community idea boards and online forums each offered respondents the opportunity to “vote” in support of an idea or comment previously made by another user.

Each of the following sections provides a summary analysis of feedback received through the website. Votes in support of ideas or comments are included in the analysis, as well as comments that offered an alternative approach or idea. Raw responses to the open-ended questions are provided as Attachment C.

### Community Idea Boards

Participants were asked what make Lee's Summit a great place to live, work, and play. The following table includes the most common categories of response from among the 21 comments and votes offered on this topic.

**Table 20: Top Responses to the Question: What makes Lee's Summit a great place to live, work, and play?**

Response Category	Number of Responses
Downtown	7
Cultural, Recreational, and Leisure Opportunities	4
Friends/Family Live Nearby	3
Local Schools	2
City Staff	2
City History	1
Economic Opportunity	1
Public Facilities	1

The most common responses related to the downtown area and cultural or leisure opportunities available in the City such as dining, shopping, or enjoying City parks and amenities. Additional topics mentioned included having friends and family who live nearby, having great local schools, caring City employees, a great sense of local history, local support of small businesses, and public restrooms downtown.

When asked what they would like to see improved in the community, respondents offered 251 comments and votes. The following table shows subjects most commonly mentioned or supported online from among these comments and votes:

**Table 21: Top Responses to the Question: What opportunities can you think of?**

Category of Response	Number of Responses
Sidewalk and Trail Expansions	32
Corridor Beautification	30
Expanded Housing Availability	22
Improved Transportation Options	20
Downtown Farmers Market	18
Historic Preservation and Promotion	17
Enhanced Parks and Green Spaces	10
Expanded Dining Opportunities	10

The most often suggested opportunity, with 32 comments and votes, was the idea of improving sidewalks, expanding sidewalk connections, or expanding local trails to improve walkability or bicycle friendliness. The second most often mentioned theme included thoroughfare corridor beautification, particularly along

50 Highway, Highway 291, and leading into downtown. Participants also suggested expanded housing availability to include a variety of homes for seniors, higher density housing such as owner-occupied townhomes, downtown homes, and more affordable homes. Other common suggestions included a public transit system, a more robust farmers market downtown, preservation of historic buildings, enhanced parks with camping, art installations, community gardening, and sledding.

Other topics mentioned that did not receive as many comments or votes included opportunities to better maintain streets, improve street safety through road diets, foster mixed use developments, encourage job growth, develop a performing arts center, further develop downtown, or develop community centers in north and southwest Lee’s Summit.

It is important to note that the online forum (discussed below) included a specific question that also concerned future opportunities for the community: “When you look at our community and its place in the region, what opportunities do you see?” This question received nine responses, which were included in the above analysis because they were thematically similar to responses submitted to the community idea board.

### Forum Questions

Participants were asked to share what they hope Lee’s Summit will be known for in the future. Online participants offered 49 comments in response. The table below shows those topics that were offered, ordered by frequency of mentions.

**Table 22: Top Responses to the Question: What do you hope Lee’s Summit will be known for in the future?**

Response Category	Number of Responses
Public Safety, such as Police, Fire, and EMS	25
Community History	7
Parks and Green Spaces	5
Inclusiveness	5
Sustainability and Recycling	3
Location for Jobs	2
Cultural, Recreational, and Leisure Opportunities	2

The most common response contributed, with 25 mentions and votes, referenced the City being a safe place. Many also expressed a hope to stay connected to the history of the community and that parks and green spaces continue to be an important part of the City. Others hoped that the community will be known for its inclusiveness and diversity, its adaptability to the changing climate through progressive sustainability goals, its well-paying jobs, and its local cultural arts and beauty.

When asked about the most significant challenges facing the City, respondents submitted 48 comments and votes in response. The most frequently engaged topics are as follows:

**Table 23: Top Responses to the Question: What are the emerging challenges for our community?**

Response Category	Number of Responses
Growth Management	14
Roadway Maintenance and Corridor Beautification	10
Development Planning	6
Traffic and Transportation	4

The most commonly cited concern, with 14 comments and votes, was for managing the City's growth to ensure the sustainability of City infrastructure and services and to maintain a sense of community. Additionally, respondents identified existing infrastructure needs including repairs and maintenance, as well as additional beautification, particularly along the 50 Highway and Highway 291 corridors. Respondents are also concerned about master planning the City for cohesive, balanced development, with some specifically mentioning the acreage currently owned by PRI.

Topics also mentioned or voted on with less frequency than those included in the table above were homelessness in the City, growing the number of locally available jobs, the need for attainable housing, traffic congestion on 50 Highway, and the need for public transit.

Online participants offered 22 comments and votes when asked about City services. The following table shows what online respondents believe Lee's Summit does particularly well.

**Table 24: Top Responses to the Question: What services does the City organization provide that you appreciate most?**

Response Category	Number of Responses
Public Safety	14
Parks and Recreation	2
City Communications	2
Community Events	2

Public safety was the most often mentioned subject with specific references to Police and Fire Department services. Other topics mentioned included Parks and Recreation services, communication provided to the public by the City, access to community events, the commuter bus route, and the City's use of best practices.

When sharing thoughts on City services that could be improved or changed, 42 comments and votes were submitted. Those categories of the most frequently suggested improvements or changes included the following:

**Table 25: Top Responses to the Question: What services or programs would you like to see improved or changed?**

<b>Response Category</b>	<b>Number of Responses</b>
Infrastructure Maintenance and Repair	8
Sidewalk and Trails Development	7
Bulk or Yard Waste Pickup	5
City Communication	4

Comments related to infrastructure maintenance and repair included maintenance of storm drains, sidewalks, streets, the rail bridge crossing 3<sup>rd</sup> Street between Forestpark Boulevard and Pryor Avenue, and ice and snow removal from City streets. Also mentioned was developing additional sidewalks, solid waste management in regard to picking up yard waste and large items, and communications efforts such as live online video feeds of street conditions or online opportunities to send comments to City Council.

Other topics mentioned included a need for policy focus on redeveloping residential and commercial neighborhoods, transparency or accountability of City committees, boards, and commissions, additional focus and resources devoted to enhancing and improving City services, and placing the public comments portion of Council meetings higher on the agenda.

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## City Employee Input

City employees offer a unique and important perspective for informing the current state of the City. To gain the benefit of this perspective, The Novak Consulting Group administered an online employee survey in collaboration with City leadership. City staff promoted the survey and distributed the invitation to participate to 1,049 employee email addresses. The survey was administered using Survey Monkey®, a web-based survey tool, which was open from February 21, 2019 through March 8, 2019. The survey received 156 responses representing a response rate of 15%.

Results of the survey are summarized in the following sections. A copy of the survey instrument and raw responses are included as Attachments D and E.

### Mission Statement

Respondents were asked about the organization's mission using three open-ended questions. The first question invited employees to describe the organization answering the question, "Who are we?" A total of 124 participants provided feedback. The most frequent responses are categorized in the following table.

**Table 26: Employee Survey Question 1: Who are we?**

Response Category	Number of Responses
Dedicated	38
Public Servants	37
Part of a Larger Body	19
Professionals	18

When employees described themselves, 38 respondents described City staff as being dedicated, while 37 respondents characterized City staff as public servants. Other frequently mentioned descriptors included being part of a larger team, community, or cause. The fourth most-mentioned theme described employees as professional. Other frequently mentioned categories describe staff as citizens, purpose-driven, diverse, caring, representative of the community, and hardworking.

Employees were next asked what they do in the organization or community. Employees offered 124 responses to this question, with the most frequently provided responses shown below.

**Table 27: Employee Survey Question 2: What do we do?**

Response Category	Number of Responses
Provide Excellent Service	38
Provide Value to Residents	29
Improve the Community	18
Keep the Community Safe	13

Thirty-eight employees referenced the excellent service provided by staff, while 29 responses described the value City services provide to residents and the organization. Other frequently mentioned responses

described the City staff's role in improving the community on a regular basis and keeping the community safe. Other responses described the staff's role in maintaining City infrastructure, engaging with citizens and partners, providing leadership to those they serve, and generally doing good work.

The final survey question specific to the mission of the organization asked, "How do we do it?" Employees provided 122 responses. The most common responses by category are reflected in the following table.

**Table 28: Employee Survey Question 3: How do we do it?**

Response Category	Number of Responses
By Engaging the Citizen/Customer/Community	15
Through a High Level of Service	11
Efficiently	11
With Commitment	11

Responses to this question were more varied than the prior two survey questions. Fifteen responses described engaging customers, citizens, and the community. Employees also indicated service excellence, efficiency, and commitment were common factors in how they work. Other less frequently mentioned descriptions included being team-oriented, maintaining ethics, being professional, working with pride, being hardworking, and showing compassion.

## Values

Organizational values define the cultural norms of team members and, by extension, often influence those norms for customers, as well. Values may be written or unwritten, and their reinforcement may come through formal channels such as awards or discipline, or they may be reinforced through casual social cues. Regardless of their origination or how they come to be adopted, all organizations have values. Being mindful of organizational values and intentional about aligning those to broader organizational goals can change a culture and make the difference between success or mediocrity.

Employees were asked to consider the values that are at play when City employees operate at their best. The survey presented respondents with a list of values and asked them to select up to five that characterize the City at its best. Respondents were also able to submit their own custom descriptors. In total, 122 respondents answered this question. The top five values selected by employees are shown in the table below with the number of responses received for each value:

**Table 29: Employee Survey Question 4: When City employees operate at their best, what values do you see?**

Value	Number of Responses
Professional	68
Accountable	67
Customer Service	64
Commitment	58
Integrity	51

Six respondents completed an open text field to suggest a value not included in the selection, with the most common suggestion being “All of the above.” Additional suggestions from this open text field included the value of being business focused and public servant oriented.

### Future of the Community

Just like community members and City leaders, employees were asked to describe what they would like Lee's Summit to be known for in ten years. A total of 122 employees responded to this question. The most common responses to this question are listed below.

**Table 30: Employee Survey Question 5: What do you hope Lee's Summit will be known for in 10 years?**

Response Category	Number of Responses
Attractive Community	24
Best City in Region/State/Country	20
Progressive Community	17
Safe Community	13
Supportive Community	12

Being an attractive community was the most often provided response category, with 24 mentions. Additionally, employees want Lee's Summit to be regarded as the best City in the region, state, or country. Additional themes shared in comments included being known for bringing in new businesses with good jobs, great schools, and for being a well-balanced, sustainable community.

### Strengths

City employees were invited to provide input regarding the strengths, challenges, and opportunities facing the organization and community. These questions were posed separately, first asking employees to consider what they believe the City does particularly well. The most common replies from the 114 employee responses to this question are included below.

**Table 31: Employee Survey Question 6: What do you believe the City does particularly well?**

Response Category	Number of Responses
Public Safety	14
Citizen Engagement	13
Customer Service	13
Infrastructure Maintenance	10

Employees most frequently rated public safety services as a strength. Employees also agreed that their ability to engage with citizens was a key strength, equal to how frequently good customer service was mentioned as a strength of City employees. Respondents also believe that infrastructure maintenance including roadways, the water system, and curbs are an organizational strength. Other strengths mentioned by employees included City events, marketing about City accomplishments, responsiveness to those who reach out for assistance, and great parks.

## Challenges

Employees were asked to identify significant challenges they see for the City. The most common replies from the 120 comments submitted are summarized by category in the following table:

**Table 32: Employee Survey Question 7: What do you believe is the most significant challenge facing the City?**

Response Category	Number of Responses
Financial Constraints	18
Rapid Growth	16
Leadership	10
Sustainability of Services	10

Eighteen comments related to financial constraints, particularly concerning how financial resources are distributed within the organization to balance new growth with normal daily service delivery. Rapid growth was mentioned as a challenge in 16 comments by employees. Those comments that offered feedback more specific than “rapid” or “quick growth” mention subjects such as a lack of schools, the need to sensibly plan undeveloped land, and the need to balance commercial and residential development. Employees expressed a variety of perceptions about leadership including dissatisfaction with current City management, with a few mentions of the current approach to fiscal administration. Finally, the most often mentioned challenge facing the City was the future ability of employees to provide current service and maintenance functions with existing resources.

Additional themes mentioned in response to this question included competitive employee compensation, the availability of affordable housing, the cost of living in Lee’s Summit, hiring and retaining high-quality talent, and the need to recruit new businesses to Lee’s Summit without providing too many financial incentives.

## Opportunities

Employees were asked what they thought the City could do better. The 118 responses to this open-ended question varied widely. The most common responses are categorized in the following table.

**Table 33: Employee Survey Question 8: State one thing the City could do to better serve the community.**

Response Category	Number of Responses
Improve Communication	12
Improve Internal Relationships/Leadership	11
Change Strategic Direction	7
Improve Citizen Engagement Efforts	6

Improving communication efforts across the organization was most often cited, with 12 comments. Second to improving communication, employees indicated a need for City leadership to foster improved relationships with employees. Comments from employees suggesting a change of strategic direction were evenly split between those who felt the City should be more ambitious and provide more resources to be more aggressive toward achieving current strategic goals and those who think the strategic direction is

off track and should “get back to the basics.” Finally, employees suggested the City should do more to seek citizen or community feedback then act based on what is heard in return.

Other topics mentioned included a need for better road maintenance, investing in employees through training and retention efforts, poor employee pay, and developing a sense of unity across all employees regardless of department or team.

### Future of City Government

Employees were asked to share two to three distinctive strengths or attributes for which they would like the City organization to be known for in 5 to 10 years. The 113 comments provided by responding employees are summarized below.

**Table 34: Employee Survey Question 9: What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future?**

Response Category	Number of Responses
Progressive Community	21
Ethical	21
Professional Staff	12
Strategic Leaders	12

Two primary themes emerged, each of which included 21 distinct responses. These themes included the desires for Lee’s Summit to be a progressive leader in service delivery and community design, and for the City organization to demonstrate professional ethics including fairness, integrity, humility, kindness, and honesty. Following these two categories, employees hope in five to ten years that the City organization will be regarded as competent and professional and, equally, that the City will be seen as visionary, with good planning and foresight to develop a desirable future for the community. Other less frequently mentioned descriptions included strong public safety services, strong fiscal performance, responsiveness to community needs, and service excellence.

### Other

The final question of the employee survey asked employees whether they had any additional thoughts or comments about the organization that they would like to share to help this strategic planning project. A total of 73 employees offered responses, with the most frequently offered responses summarized below.

**Table 35: Employee Survey Question 10: Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?**

Response Category	Number of Responses
No or None	8
Provide Results	5
Service Demand Planning	4
Leadership	4

Employees responded to this question most often by saying they did not have additional feedback to offer. Five respondents asked for the results of the survey effort to be communicated with staff, such as through the development of measurable goals. Respondents also mentioned the need to plan for how to respond to the increasing services demands that come from growth, with specific mention of needing additional staff and equipment. Finally, four employee responses expressed mistrust in executive or departmental leadership, with three comments expressing concerns about how leadership relates to employees.

Other responses suggested bringing in more entertainment options to the City, conveyed appreciation that employees were asked to participate in this process, advocated for developing a more employee-focused culture in the organization, and addressing employee concerns regarding compensation.

## Appendix A: Lee's Summit Community Summit Comments

### Why do you choose to live in Lee's Summit?

- A safe place to live
- Accessible land to buy
- Activities (dance, sports, neighborhood, welcoming)
- Affordable
- Affordable compared to OP (JoCo)
- Affordable house for what you get
- Always something to do
- Amtrak service
- Attractive areas – green spaces, lakes
- Beaches
- Big city conveniences
- Big city small town feel
- Biggest opportunity for growth and economic development in metro
- Bikeable
- Business opportunity
- Chamber of commerce
- Citizen engagement is encouraged
- City communication
- Collaboration of community engagement
- Community
- Community engagement
- Community for all ages
- Community involvement
- Convenient
- Cost of living
- Cost of living
- Diverse employers
- Diversity in City Council
- Downtown
- Downtown is vibrant and award winning
- Downtown Lee's Summit
- Downtown LS
- Downtown LS area
- Ease of access to countryside
- Ease of getting involved
- Easy access to KC and surrounding communities
- Education ecosystem
- Employment
- Excellent reputation
- Familiarity
- Family
- Family

- Family
- Family members live here
- Family ties
- Fantastic downtown
- Farmer's Market
- Feels like home
- Feels safe (x1)
- Friendly and welcoming
- Friendly/caring community
- Friends
- Friends
- Friends (x 2)
- Friends/family near or in LS
- Generational retention of families
- Good downtown area (x1)
- Good infrastructure
- Good place to invest, develop business
- Good place to raise a family
- Good property values
- Good quality schools (x 2)
- Good retail
- Good value of tax dollars
- Good/friendly people
- Great City staff
- Great healthcare – three major medical centers
- Great schools
- Green space
- Green space
- Green space
- Grew up here – live outside
- Growth of community “smart growth America” everything can be better
- Having a community college in our city
- History of L.S.
- House – we found what we wanted, no HOA
- House value
- Housing prices – too high but property value does maintain or improve
- Improving infrastructure
- Increasing property values
- It has a lot of character
- It was like the Overland Park of Missouri
- It's where God told us to go
- Job and family are here
- Jobs
- John Knox Village
- L.S. Symphony
- L.S. Theatre Group

- Lake communities
- Land ownership
- Local airport
- Local History
- Longview Cultural Arts Center (x1)
- Longview Farm
- Lots of open area (land)
- Lots of options – countryside close by, big city close by, family oriented – schools
- Low crime rate
- Mayor supports healthy community
- Mountains
- My Mom made me
- Neighborhood identity
- No commute
- Non-profits work together
- Not crowded
- Open atmosphere of friendliness – nice people
- Open community
- Open to changes – biking/walking community
- Other communities come here to see how we do things
- Our City cares about our opinion
- Our family lives here
- Our own community even though we're a suburb
- Our parents live here
- Paid for house
- Parents move for job
- Parks
- Parks
- Parks - outstanding
- Parks (x 2)
- Parks and rec
- Parks department is award winning (x2)
- Parks/trails
- Passion of business and community leaders
- Proximity to City highways, jobs
- Proximity to lakes
- Quality of life
- Raising family
- Raising family – school system (x2)
- Safe
- Safe
- Safe community
- Safety
- Safety
- School district
- School district (x3)

- Schools
- Schools
- Schools
- Schools
- Schools - cleanliness
- Schools – one of the top ranked
- Schools – Summit Tech
- Schools (x1)
- Schools and family
- Sense of place
- Service organization (rotary) (x2)
- Small business
- Small community (x 2)
- Small town feel
- Small town feel
- Small town feel
- Small town feel – big town amenities
- Spirit of engagement
- Standard of living
- Summit Art
- Sun/Fun
- The schools
- Traffic and grid a challenge in some areas
- Traffic not an issue
- Tree canopy
- Undeveloped areas - Ag/Rural areas, natural areas
- Unity Village
- Vibrant downtown
- Volunteerism
- Voting locations accessible
- Welcoming
- Welcoming/supportive environment form LS Chamber
- Wife lived here
- Work
- Work here
- Worked here

**If you have ever lived somewhere else, what do you miss about that community?**

- A sense of pride and unity
- Access to recycling
- Affordable housing
- An amazing one of a kind skate park – Tony Hawk Foundation, states that for 25,000 residents there should be a 10,000 sq. ft. park
- An awesome connected network of bike trails (x1)
- Art/museums
- Beautiful public art

- Beautifully designed, manicured, and maintained streets, neighborhoods and public spaces (x1)
- Bedford, PA – small town, beautiful landscape/green space
- Better code enforcement
- Better environmental polices
- Better public transit
- Better traffic control/flow
- Bike trails
- Businesses and restaurants close early (except bars)
- Camping – waterfront
- Celebration of diversity - embracing
- Climate and weather
- Collaboration between cities on infrastructure development
- Columbia, MO – big university activities, bit entertainment facilities
- Community planning was amazing
- Connected transportation
- Council vs. staff
- Country club
- Daily farmers market
- Diverse entertainment
- Diverse events
- Diverse food
- Diversity
- Diversity
- Diversity - in all forms
- Diversity in leadership
- Eco friendly education. Teaching our younger generation how to care for our community and planet.
- Entertainment opportunities
- Family
- Festival
- Floating through Ozarks
- Friends
- Ft. Scott, Dallas – lake family
- Future plan to inform
- Germany - areas of foot traffic only
- Germany – small town feel
- Good care of public right of ways
- Good news outlets/coverage/not insular (x 2)
- Good people
- Government (city) communication – especially with council members
- Green space/natural areas
- Higher ed opportunities
- Higher maintenance standards
- Hiking and biking trails
- I don't miss their traffic
- I miss that they are heavily invested in their parks (we do good but aren't advanced)

- Indoor community/performing arts center
- Kansas – government cooperation (city, county, state); infrastructure
- Lake living
- Large, interconnected trail system
- Less big box stores
- Less litter
- Less traffic
- Living wage jobs
- Local news sources that are quality
- Local restaurants
- Low property taxes
- Mass transit access
- Miss a strong local media
- More arts programming and access
- More diverse restaurants
- More diverse tax base (more corporate base)
- Most of us have been in Lee's Summit 20-35 years
- Natural food stores
- New Mexico – mountains
- Night life
- No bugs
- No youth sports on Sunday
- Nothing
- Oktoberfest should last all month
- Old Johnson County, KS– mature trees and landscaping; planning for schools, growth, roads prior to development and construction
- Our downtown
- Parks better – not more but nature programs, team sport require you to put a team together
- Pedestrian over/under passes
- People you knew
- Performing arts center
- Performing arts space/theater for youth; community theatre space
- Physical/outdoor community activities
- Public transportation
- Public transportation
- Public transportation
- Public transportation
- Quality (top tier) restaurants
- Robust public transportation
- Roots
- Santa Rosa, CA – miss the diverse green space, environmental protections, better recycling programs
- Self-contained 55+ communities with single family living options
- Sense of community
- Sense of community
- Single trash provider

- Small town community feel (1x)
- Snow removal
- Southern California – weather, transit (“Coaster”),
- St Louis, MO – LS feels small, miss the diversity
- Technology job opportunities
- The sense of local businesses and community being together
- Traffic light synchronization
- Trail network quality
- Upscale restaurants
- Use of proven best practices
- Variety of lot sizes
- Variety of recreation areas
- Walkability
- Walkability
- We want more small, local businesses
- Weather
- Weather (CA, FL)
- YMCA
- Youth sports

### **In what ways is Lee's Summit the best place you have ever lived?**

- Access to high-speed internet fiber (AT&T)
- Active community – lot of organizations to people support. If there is a need, people in LS respond
- Affordability
- Affordable
- Affordable (x1)
- Airport
- Arts - symphony, theater group
- Business opportunities
- Charter
- Citizen engagement
- Citizen involvement
- Citizens Academy/leadership programs
- Clean
- Close to Kansas City but not a big city
- Coalition
- Community
- Community events (Oktoberfest)
- Community involvement/City pride
- Connection with UCM Innovation Campus
- Cost of living
- Diversity
- Diversity of non-profits
- Downtown
- Downtown
- Downtown LS

- Downtown LS – unique
- Downtown LS shop, dine bars
- Easy to navigate and find amenities
- Engaged citizen - opportunities
- Excellent non-profit network
- Excellent Parks and Rec system
- Family friendly
- Fantastic extra-curricular programs for kids that adapt/evolve with the times
- Feel safe, low crime
- Feels safe
- Friendly (x1)
- Friendly community
- Friendly people
- Friendly people
- Good hospitals
- Good infrastructure in many parts; infrastructure needs to continue in new areas
- Good medical options
- Good nightlife
- Good place to establish a business
- Good schools
- Good schools
- Great historic neighborhoods
- Great opportunity for involvement
- Great Parks and Rec
- Great place to raise kids
- Great revitalization of downtown
- Great schools
- Great shopping
- Great standard of living
- Great volunteer opportunities
- Green space (x2)
- Green space/places that are not a sea of concrete
- High School Robotics Team
- Hiking/biking trails – lakes
- History sense of place
- It's a great place, but it's hard to beat Colorado or Utah
- It's the only place I've lived
- Livability
- Locally owned businesses
- Love small town feel
- Low crime
- LS Parks and Rec (Legacy) and Longview (x 2)
- LS schools
- LS symphony
- LS symphony, arts, Summit Theater
- LS150

- MARC: Bronze to silver to gold status
- Meets our family needs
- Ministerial Alliance
- More restaurant choices than before
- Nice historic section
- No bad part of town
- Opportunity to be involved
- Other municipalities around are tied to LS although separate too
- Outstanding public safety
- Parks and recreation
- Parks and Recreation
- Parks system
- Parks system is top rated (but concern of encroachment of greens pace due to residential and commercial growth)
- Progressive community – public support for revenue needs
- Property and sales tax reasonable and you feel like they are put to good use
- Property values (x2)
- Proximity to city
- Proximity to parks and KC
- Public servants who really care
- Public transportation
- Quality of education
- Rapid EMS response (x 2)
- Rapid police response (x 2)
- Safe community
- Safe, close-knit community
- Safety
- School District
- Schools
- Schools
- Schools
- Schools (x2)
- Sense of community
- Shopping in many different places
- Short commute
- Short commute (if you live here)
- Small town atmosphere
- Small town feel
- Small town feel – village
- Special education and support
- Still has small town feel
- Strong community
- Tax dollars are well spent
- There are many other places that I have not lived; we should always strive for better
- Three hospitals
- Up to date Police and Fire

- Very affordable versus other metros
- Welcoming
- Welcoming place

**As a resident or stakeholder of Lee's Summit, what do you see as the major challenges facing the community?**

- "Economic Gardening", existing business help to scale and more jobs here, not rooftops
- Addressing vacant buildings: Old Taco Bell, 50 & 291 on SW corner
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing continued watch of overpopulation in schools
- Aging housing stock
- Attract more diverse industries beyond primarily retail and food service
- Attracting and retaining industry
- Balance of residential/retail/business commercial
- Balanced communication between growth of the City
- Becoming energy independent
- Changing face of technology
- Changing shopping centers – survive brick/mortar stores
- Collaboration among major community stakeholders – city, chamber, school district, EDC, higher ed
- Community involvement and spirit
- Conserve some natural land
- Contact the railroad company and have them enact Article 9 to reduce the train horn noise through downtown, especially during special events
- Controlled growth
- Cooperation between city and schools to support growth
- Coordination and options as the population ages
- Create a place for careers
- Develop a community plan to address/define affordable housing and determine the long term plan ow what, where, how.
- Diverse growth: housing and economic base
- Diversify the tax base
- Diversity
- Diversity
- Diversity and equity (x2)
- Efficiency
- Embrace and address Diversity Issues
- Environmental degradation
- Equity and openness to new residents
- Find a way to incinerate trash safely and encourage recycling
- Green infrastructure
- Growth commercial – city tax revenue; 80% for resident 20% commercial
- Growth of schools

- Growth of schools, infrastructure, fire, police, etc.
- Growth residential – affordable high-density housing /single family housing
- Healthcare needs for the LS population (low income)
- Higher focus on living wages
- Housing choices – senior, multi-family, affordable (what is the discussion?)
- Housing needs for 55+
- How to engage more community members – involved in all areas of local decision-making processes
- How to promote/raise awareness of what LS has to offer
- Impact of social media - squeaky wheel gets the results
- Improve City and business relationship to help create career jobs
- Improve more variety of public transit
- Improved communication EDC and other orgs with new and existing businesses
- Improving health of community
- Inclusive environment to include social media
- Increasing facilities for parks
- Inertia - resistance to change
- Infrastructure development and maintenance (x2)
- Infrastructure that requires growth to maintain
- Infrastructure: residents and business. Need a focus – how do we maintain who we are and expand?! Who do we want to be?
- Innovation in community vision and planning
- Involvement/volunteer – people are willing to invest into the community
- Is comprehensive plan for growth that allows citizens input
- Issue of diversity
- Keep broader changes to minimum
- Keep business and consumer base to provide a tax base to support the community (x1)
- Keep small town feel in growth
- Keep up on streets
- Keeping up with infrastructure – smart growth
- Lee's Summit R7 Admin problems
- Long-range planning for land development recently (PRI property) (x2)
- Losing small town feel
- Maintain aging facilities/infrastructure
- Maintain collaborate environment with school district, private sector, etc.
- Maintain housing values
- Maintain parks and recreation system
- Maintain the quality of the school district and maintain quality of life.
- Maintaining neighborly feel
- Maintenance and cultivation of excellent reputation local, regional, and nationally – City
- Maintenance and growth of excellent reputation of education systems (pre-k to post grad)
- Mass transit in and out of LS
- More green spaces
- More thinking instead of duplication of others' ideas
- Need planned development, more mixed use housing
- Need to be forward thinking and not catching up to what other cities do

- New construction does not take storm water into consideration
- Not being a bedroom community
- Opportunities for community to stay active – walking, biking, and transit
- Overdeveloped
- Pinetree Plaza Renovation
- Police/Fire growth and competitive pay (x1)
- Potholes
- Pride/involvement in the community
- Public safety
- Public transportation – fixed routes
- Public transportation system that connects with other cities
- Put more thought into the development of the "upgrades"
- Rapid Growth
- Reducing noise pollution
- Respect the environment
- Respect the natural resources of Lee's Summit
- Right kind of growth
- Selling of Mormon land
- Shopping centers redevelopment
- Starter homes
- Storm water plans
- Strategic growth, includes supporting entrepreneurship
- Tech and infrastructure demands to open and expand businesses
- Technology
- Teenage drug, alcohol, and vaping issues
- Traffic
- Traffic: 50/470, 50/291 North
- Transportation
- Trash
- Trying to make affordable housing can be less desirable
- Well established plan for development that considers housing costs, green spaces and traffic
- Would like to see more trees on 291 - less like a highway

**Are there opportunities you see in the future that the community needs to be poised to seize?**

- 50/Blackwell 7
- 50+ maintenance free homes/townhomes community
- 7 Hwy/MODOT
- Adding/increasing green space protections
- Affordable multifamily apartments
- Affordable new housing in the \$150 - \$250k range
- Aging 50+
- Airport
- Airport expansion to drive business growth
- Also understanding why, we are building housing developments/apartments
- Be innovative - not cookie cutter of other communities

- Beautify some places of the City with a botanical garden, etc. (x1)
- Become a leader in recycling
- Better transportation
- Blue Community status?
- Business growth for sustainable jobs (x1)
- Capitalize on Rock Island Corridor
- Citizen input for PRI property! – property reserve – 2 tracks
- Community wellness programs for lower income citizens
- Cooperation with area educational opportunities – Longview, public schools, innovation center, Warrensburg
- Create an increase in tax base and increase long-term jobs. Property tax to help with schools
- Creating an environment that attracts businesses that create high paying jobs
- Cultural infrastructure and organizations
- Cutting end of Natural Resources, water, flood analysis
- Develop 291 South thru/toward Raintree and Greenwood – commercial rather than residential
- Developing North 470 – business
- Don't only focus on developing land for commercial or industrial reasons (x1)
- Downtown lofts/living areas
- Efficiency think tank
- Employment opportunities more attractive to younger generations
- Evaluate incentives City Council is willing to offer – are we able to attract the business/industry we want to come?
- Expand involve past top 100
- Fill potholes
- Find a way to be a part of the metropolitan area
- Fire department/EMS
- Garden spots at Legacy and other undeveloped land plots
- Good grown locally
- Growth of small business
- Healthy community for all people - walking, biking, exercise, smoke free, drug free
- Healthy living opportunities
- Higher paying jobs
- How to position our city for consideration when regional/national projects are looking
- Identify new technology coming out and proactively take advantage or a unique and leading identity
- Increasing area opportunities – regional cooperation
- Infrastructure, roads - thinking toward future
- Jobs – good paying, not retail; office work; corp. woods like
- Jobs in growing industries
- Land zoned for commercial use, not retail
- Large tracts open to keep options for unique entertainment options and draws outside of just downtown
- LDS church land development
- Make it easier to walk across 291
- Make sure you preserve land to promote natural resources (x1)
- More industry. Less retail

- More restaurants between McDonalds and upscale restaurants
- More sidewalks - Todd George and 291
- More yellow street lights - Todd George and along 291
- Multi-office complex opportunities
- No more strip malls (death of retail)
- Performing arts center (indoor)
- Position ourselves as a regional presence to bring the consumer dollars to us
- Possible medical hub – 3 hospitals
- Preserve land for nature
- PRI Land
- PRI property
- PRI to be master planned
- Professional jobs/businesses
- Ready to seize value
- Regional preserve
- Restaurants
- Seize PRI land
- Silver Tsunami - both a workforce and housing issue
- Small business growth and incentivize home grown industry
- Smart development of Mormon property
- To be the hip/cool tiny house community
- Todd George
- Trader Joes/Whole Foods
- Updating infrastructure: Better software, better technology
- Vibrant aging community
- What type of businesses do we want to attract and what businesses will we need? Especially looking at jobs.
- Workforce development as an opportunity for students to get skills and employers to get the skills they need

### **What do you believe are the top three issues facing the community?**

- A recycling center would be nice
- Adopting new technology - some of the City's technology is archaic
- Affordability
- Affordable housing with safety and great schools too (x1)
- Aging housing infrastructure and people
- Aging population - attract millennials
- Aging population concerns
- Avoid losing small town feel
- Better government channels to listen and think long term, not just plan for 1-3 years but for the future; more citizen participation
- Business growth/development
- City buildings – solar, energy independent
- Commercial development (clean)
- Competitive government pay
- Density - new apartments in subdivision areas

- Design/Refurb 50 Highway Corridor (x1)
- Determining who we are? How do we maintain that small town feel and still bring in more businesses?
- Different trash and recycling process
- Discrimination in LSR7 schools
- Diversity - continue to be a welcoming place
- Diversity in development
- Downtown parking (x1)
- Driving through downtown
- Drug abuse
- Economic growth that supports infrastructure, corporate jobs and manufacturing (not just retail)
- Economic growth through livable wages; jobs
- Ensure property upkeep for rental and owned properties
- Environmental policy and protection
- Equity and inclusiveness – we need to address but also define it
- Equity in education
- Expanding commercial tax base – bringing more business to LS
- Fire stations - out of balance; staff
- First responder salaries
- Focus on development LS and long-range planning – balance of real estate/availability plan to support and sustain vibrant quality of life – business, industry, and pleasure
- Funding law enforcement and emergency services
- Future growth which brings diversity
- Future liabilities on trash – landfill
- Hire more police and firefighters and pay them more
- Housing – affordable, infrastructure, multi-family
- Housing affordability
- HR - communicate - apply for job, more online applications
- Image and identity – who we are as a community, Preserving the excellent reputation and legacy of collaboration/communication and engagement. Culture matters.
- Impending growth
- Improve and adhere to codes and standards
- Improving upon our success
- Incentives-refining and reexamine
- Innovation (x1)
- Landfills
- Livable wage for police officers, and all people working within the City
- Long range planning for development
- Maintaining balance between green space and development
- Maintaining infrastructure – sewer, water, etc.
- Making use of empty facilities
- Mass transportation from LS to KC
- Master plan - Mormon property
- Must have more commercial tax base to support services and schools; too much burden on residents
- New master plan

- Not dealing with failures
- Preserving the environment - everything about it, start by banning plastic
- Public transit
- Public transportation
- Rapid growth
- Responding to changing demographics/inclusion
- Retention and reinvestment recapture
- Road upkeep, potholes, curbing
- School district and city coordination for planning and growth
- School district inequity
- School system
- Schools
- Schools: Encourage growth, Workforce and college, Less board drama, community needs to come together
- Take advice
- Takes too long to get in and out of City
- Tax base - commercial and office
- Tax base from homeowners, not many corporations
- Traffic flow is disjointed - roads end and restart elsewhere
- Traffic with growth
- Transportation
- Transportation: potholes, lighting, repairs throughout
- Trash control on highway
- UDO – vision for long-range zoning; progressive versus old schools (i.e. Blue Springs). Balance (OP, KS). More open approach
- Underserved
- Workforce housing
- Youth
- Zoning

### **What does Lee's Summit excel at as a service provider?**

- A top notch Fire Department - Need to be paid better
- Activities offered
- Airport
- Airport/Regionalism
- Always willing to help - customer service
- An excellent Police Department - Need to be paid better
- Animal Control
- Animal Control - rapid response, compassionate
- Arts/Cultural
- Basic Services – Police, Fire, Public Works, Parks & Rec (ex. Longview, Legacy, Gamber, Harris Park), Events (Parks Concert Series)
- Citizen Advisory Groups (x3)
- City buildings
- Clean City
- Communicate well

- Communication with Community (NextDoor, etc.)
- Community visions - advisory - involvement
- Concerts, programs at parks, festivals
- Continues improving two-way communication (x1)
- Court
- Courteous and helpful employees in City Hall
- Development Center that encourages business growth
- Development Services
- Development Services Center
- Do a good job of local airport
- Dog parks
- Don't appear understaffed
- Downtown investment
- Downtown LS (Downtown Days)
- Easy to reach
- Educational ecosystem
- Encouraging community involvement
- Events/Downtown engagement
- Festivals
- Fire Department
- Fire Dept help w/ smoke alarms
- Fire Dept response time - fantastic
- Fire/water
- First responders are the best at what they do! Thank you! (x1)
- Friendly
- Friendly staff
- Giving citizens opportunity to engage - like tonight
- Good job at supporting "livable streets"
- Good job at supporting City boards & commissions
- Good job of collaborating with other entities on events such as DT Days, Parks Dept., Arts Council, Symphony
- Good removal of trash from roadways
- Great, clean parks
- High quantity of recreational facilities (x1)
- Involvement w/ apps, i.e. NextDoor (snow removal for the most part)
- Keep asking "what's missing?"
- Lee's Summit Police Dept.
- Livable streets plan/advisory board
- LS Connect App (x2)
- Members of Police Dept. are active in their neighborhoods, Community Interaction Officer
- Nice parks
- Nixel Development Center (x1)
- Opportunities - venues for public involvement
- Park Service
- Park system
- Parks

- Parks & Rec
- Parks & Rec
- Parks & Rec Rocks
- Parks and Rec - need more as we grow
- Parks Department (x4)
- Performing arts - symphony - tenor group - fine/MARC, GOT art (fine arts/downtown)
- Police
- Police and Fire - need more as we grow
- Police and Fire - very responsive (x2)
- Police and Fire Dept response times
- Professionalism/courtesy
- Prompt response times from City
- Public and advanced education
- Public relations
- Public Safety
- Public Works
- Public/private relationships (Chamber, EDC, Mainstreet)
- Reasonable gym prices
- Rec opportunities for kids
- Recognizing growth/change is imminent
- Recreation - Parks Dept! (x2)
- Response to concerns
- Responsive
- Responsive (potholes)
- Road department - snow removal on main arteries
- Schools
- Simple to have voice heard
- Street/Water/Sewer Departments (x1)
- Thriving downtown
- Time of snow and ice removal from roads
- Utilizing tax and efficiency
- Water
- Water quality
- Water utilities customer service when starting service
- Working to gather community input

### **Have you ever been disappointed by a service you received from the City?**

- "Fuzzy" requirements for development requirements
- 2019 snow removal and ice treatment
- Building inspection oversight (new construction)
- City Council dynamics
- Clarity of requirements
- Code enforcement - more energies spent on avoidance than enforcement
- Communication & closing of recent recycling centers; City should do a better job
- Communication is lacking
- Dead streetlights

- Difficulty of accessing social services
- Does the City have a FB page?
- Downtown performance space
- Emphasizing the importance of historic preservations
- Enforcement of Codes
- Failure to approve Allera Project
- Fluoridated water
- Follow through on promises
- Housing accessibility
- I just met the mayor and he didn't really seem interested in what I had to say
- Inconsistent city inspectors
- Lack of public transportation
- Lack of storm debris pickup
- Limb/brush removal/hauling off opportunities
- Litter control and beautification
- Minimize all cost of planning smaller projects w/ City
- Misplaced priorities in planning and inspection
- Need fixed route bus system
- Neighborhood parks are too low in quantity and not maintained at a high standard
- Neighborhood snow removal
- New development growth is not managed well
- Not all neighborhood streets get plowed (x1)
- Not personally, but statistically disappointed in City's inability to meet National Standard for response times in EMS services
- Not responding to road repair needs
- Police "racial profiling"
- Police, Water, Parks and Rec
- Poor follow thru when reaching out to my Council member on a problem
- Pothole quantity and repair times
- Potholes
- Private trash collection is cumbersome
- Property tax too high, too many tax breaks
- Provide well developed plan for curb repair/replacement to community so everyone knows when curbs are due to be replaced vs. the squeaky wheel
- Public Participation
- Public Works: Sidewalk access, Street standards, Storm water sustainable/code/development/proactively looking for solutions, Green infrastructure, Landfill solutions
- Recycling - no glass recycling
- Recycling service is not a priority
- Request for litter dumping removal - not being responded to in timely fashion
- Same office tells you different information
- Service from City Council rep.
- Several areas with missing and gaps in sidewalk infrastructure
- Shade and concessions and restrooms at Parks & Rec
- Show & ice removal in downtown LS sidewalks and alleys

- Slow response from City Council rep.
- Snow removal
- Snow removal
- Snow removal - south LS City did not remove for 5 days last ice storm - not even salt
- Snow removal (1x check)
- Some inconsistency and confusion when working on special use permits, lots of hoops to jump through
- Stormwater drainage and trash into Prairie Lee Lake
- Street overlay too thin; change code requirements
- Street resurfacing in some place is a super unprofessional job (tar everywhere)
- This meeting - there was no accommodations for deaf services; Please include wording in future correspondence - "Services available upon request"
- Tree limb and leaf haul away (x1)
- Until tonight, I didn't know who the Mayor was
- Used to be able to track snow plows via an app - not unhappy w/ efforts but needs better communication
- Waste disposal
- Water Department and Legal - watermain break - home damages not paid or looked at
- Water retention plan by Price Chopper- City did not do what they promised and now it is not mowed, a swamp, standing water, horrible

**Is there anything you would like to see the City do MORE of or do DIFFERENTLY in the future?**

- 311 program
- 50+ maintenance free homes/townhome communities
- Ability to have citizen voice in Parks Department and how they use tax dollars
- Add to LS App a button to report violations
- Adopt best practices for Code Enforcement: administration, less ticketing/friendlier
- Affordable Housing - 150-250k price point, not necessarily new construction, for mid income folks
- Affordable Housing (new housing)
- Aggressively go after regional businesses/stores: Trader Joe's, Silverstein Eye Center – Independence (Why didn't LS get that!?)
- Attract quality jobs (not minimum wage)
- Be intentional about racial, economic, and gender diversity within our government
- Be wary/conscious of the changing nature of retail and retail development. #ZonaRosa
- Better repair of streets
- Better traffic flow and signalization on major intersections and HWY 50 (work/partner w/ MODOT)
- Bigger and more dog parks
- Bridge update (aesthetics)
- Bring back recycling centers/increase recycling opportunities
- Build more hike and bike trails, add bike paths to new roads
- Cable barrier
- Check out Overland Park's City innovation process
- City Council and Mayor revisit ethics policy continuously
- City employees live in Lee's Summit and earn living wage
- City festival, not downtown

- City provided trash/recycling
- City work more closely with the school district - City and schools plan for future buildings (x1)
- Clean up 50 Highway, make it more beautiful
- Clearer City org chart
- Consider more parks as residential expands
- Continue to focus on character and culture of Lee's Summit
- Continue to fund L.S. Cares
- Continue to try and further broaden community input
- Continued resident interaction with City Council members
- Coordinating trash services while keeping prices competitive
- Curbs in Downtown
- Destination Spots - Cabela, Bass Pro, Costco
- Difficulty finding City info online
- Don't want to become Raytown or Independence because LS is unique
- Downtown Trades Fair for all service industry providers (i.e. plumbers, electricians) to start more education of trades people
- Easier entry of multi-family housing
- Emergency snow ordinance - make cars move
- Encourage more local business growth
- Enforce City codes
- Enforcement of transparency (including partners)
- Establish communication with LSR7 for better planning and neighborhood development
- Expand commercial tax base --> Incentives, US, KS
- Expand Downtown
- Expand historic areas footprint (x1)
- Explore more and better channels to get the word out about news, events, developments, public hearings (x2)
- Fin. Cultural arts plan
- Finish sidewalks
- Green infrastructure
- Handle landfill (waste disposal issue)
- Increase green space protections in development planning
- Integrated transportation system
- Invest in mental health education for the community
- Involve more youth voices
- Less focus on single-family only construction
- LS Connect - user friendly app
- Make better use of existing vacant buildings and space (Addesa lot, old Pfizer building)
- Make more available the City focus and plan for development
- Manage potholes
- Manage trash collection through water department
- Mandatory recycling
- Many ways to get involved
- More and better use of development incentives consistent with appropriate master plan: Class "A" office complexes, Industrial
- More beautifications

- More coordination of resources and services for seniors
- More EV charging stations
- More green spaces and planned green spaces
- More info meetings from my rep.
- More opportunities for input like tonight
- More protection of historic areas (x1)
- More roundabouts
- More sidewalks (x1)
- More single-family housing in spaces with green around them
- More trails - make it easier to cross highways on foot/bikes
- More training for employees
- More transparent
- Need another Parks and Rec ball fields
- No more roundabouts
- No more strip malls
- Not add so many apartments/low income housing
- Not put in so many apartments
- Not try to make Lee's Summit into a "big city", keep it the lovely and friendly little town it is
- Open code to allow ore diversity in aesthetics with buildings
- Open facilities for game/bridge rooms
- Planning Dept. should support affordable growth
- Police and Fire quality and expansion with development
- Positive: seeing more communication from City - want to see more continue (x3)
- Promote the City
- Public Transit
- Public transportation
- Put more room around the apartment buildings so first responders can get their equipment in to save lives
- Recycling - teracycle
- Reduce the cliques (council in the community)
- Remove obsolete ordinances from UDO
- School Board interface
- Share good news of L.S.
- Sidewalk systems gaps program
- Snow removal on side streets
- Standards for handling large developers
- Stronger focus on environment
- Support HOA's in enforcement of bylaws
- TIF tax credits need more guidelines (x1)
- Traffic master plans
- Transparency (x1)
- Trash pickup on streets
- Unique, individual businesses
- Update blighted mailboxes, street signs, etc.
- Update on projects - like Downtown performance space
- Updated sidewalks Douglas, Orchard

- Utility upgrade
- Wayfinding signage
- Work to bring career level jobs into the City - high paying jobs
- Work with school district when planning/developing to make sure schools can support growth

### **What do you hope Lee's Summit will be known for ten years from now?**

- 50+ over maintenance free house/townhomes
- A diverse community
- A place for entrepreneurship and opportunities (x 2)
- A premier place to live & work
- A welcoming community
- Abolishing single-use plastic
- Acknowledgement of schools
- Affordable and dignified housing options – single and multi-family
- Aggressive business friendly
- Airport
- An inclusive and innovative city
- An involved community and not just a bedroom community; ONE CITY
- Arts/cultural fine arts (x 2)
- Attract business that create jobs
- Attractive housing and neighborhoods
- Be a destination city
- Better than Leawood
- Check out what South Bend, IN has done there is a Ted Talk by their Mayor
- City wide Wi-Fi
- City yard waste pickup (branches, etc.)
- Civic engagement
- Community farming (x 2)
- Community for all that is inclusive of people of all races, generations, income, background, etc. (acceptance)
- Community involvement
- Continue with outstanding school district, recreation, City Hall, Legacy Park, sporting leagues, public safety
- Continued improvements in Downtown LS
- Continued investment in downtown Lee's Summit (x 5)
- Continues to plan for future
- Cooperative governing systems between HOAs, government, business, etc.
- Coveted as a City that one can be born, educated, job opportunities, and then in turn raise family, i.e. citizen retention
- Cultural Arts
- Cultural arts
- Diverse community
- Diverse job scape
- Downtown district
- Energy free (independent): Solar farm
- Entertainment for 'elders' are vibrant/active

- Environmentally clean city
- Equal/affordable housing: Older citizens downsizing, Younger residents
- Farmers market expanded (x 2)
- First Class Community
- Fiscal responsibility
- Flexible community
- Friendly and happy citizens
- Go green or go home
- Good schools
- Good schools - focused on science, STEM, and Biomedicine
- Great parks
- Great parks!
- Great reputation
- Green infrastructure
- Green policies
- Green space and environmental concerns – nature friendly
- Have city council contact Union Pacific Railroad and put Article 9 in place through the metropolis of Lee's Summit, city manager understands this
- Healthcare system/healthy community
- Healthy community: Recreation, Gold level bike & walks
- High quality housing of single-family type
- High quality of life
- Housing at all price levels
- Housing market values
- Innovative
- Innovative
- Keep quality education
- Keep the sense of Lee's Summit identity but new brand (x 2)
- Keep the small town feel not overgrown
- Leader in environmental concerns
- Light rail transit to Downtown K.C.
- Local job opportunities (beyond minimum wage)
- Local job opportunities (beyond minimum wage)
- Low crime
- Low crime
- LS Symphony/LS Theater arts
- LS to be known as a green city
- LSHS major facelift
- LSR7 strength (x 2)
- Maintain the positive aspects of the City
- More opportunity for work
- New LSHS or remodel
- No cables along 50 highway – looks terrible
- No more plastic straws
- Opportunities for livable wage jobs
- Paragon Star – soccer designation (x 2)

- Parks
- Parks and Recreation
- Parks and recreation facilities – parks
- Parks Dept vs. Paragon Star
- People want to live and work in the community
- Performing arts center and art/music
- Performing arts center for our arts groups and symphony
- Place to live, work, and play
- Placement of commercial development
- Planning development for growth
- Plastic bag deficiency (x 2)
- Quality of life
- Quality of life (x 2)
- Quality schools
- Regional "draw" or presence
- Safe community
- School district would be a model of inclusive education
- Schools
- Schools - still best for families
- Schools Convention Center
- Senior age restricted living
- Small town friendly town (x2)
- Smart controlled growth
- Smart economic growth (x 2)
- Smart growth: Managing, Mixed use development, Connectivity, Transit (fixed routes), Emphasis on youth
- Standardized trash service with ease in recycling
- Stay a vacation destination
- Stays as a nice place to live (x1)
- Still have an excellent school district
- Strong Park & Rec system (x1)
- Strong school system (x1)
- Support for families of all ages – healthy community, mental/health
- The character of its residents
- Things to do - entertainment options, restaurants, broaden approaches - don't leave LS for fun
- Thriving arts community (affordable and wide variety)
- Thriving downtown
- United/inclusive community
- Upscale city entrance aesthetically pleasing bridge, roads, well-kept turf
- Varied better retail, no high end i.e. Crate and Barrel, Apple Store
- Variety of job offering
- Walkability (x 2)
- Well balanced & more diverse (x1): Ethnic, Economic
- Wide range of housing options – quality at all price points (x 5)
- Work/Life balance

**What would keep you and/or your family wanting to live in Lee's Summit in the future?**

- A not oppressive tax rate
- A welcoming and inclusive community
- Ability to actively participate in government
- Access to healthcare
- Access to highways
- Affordable – property values with value
- Affordable housing
- Affordable housing
- Affordable sports opportunities for youth
- All the items from #1
- Amenities
- Attract while collar businesses to areas (w/out TIF) to attract high wage jobs and opportunities
- Attracting a variety of businesses
- Better business opportunity, entrepreneur support (x 2)
- Better environmental policies
- Better more diverse restaurants – no more chains (x 2)
- Better transportation options
- Big city impact with small town feel
- Big city with a small city feel
- Bike paths (x 2)
- Bike trails connecting the parks - designed with security in mind
- Broadening tax base
- Child care facilities
- Child/elder/disability care
- City that engages community
- Close to KC
- Community interaction - bridge the divide between school/board/city and social that communicate fluidly
- Concerts, entertain options (x 2)
- Continue support of arts
- Continue to feel safe
- Continued excellent community involvement
- Continued parks funding
- Costco (x 2)
- Diverse food options
- Diversity of faith-based opportunities
- Downtown area (x 2)
- Engage non-profits
- Entertainment opportunities
- Entertainment venues
- Excellent school system
- Extensive and connected hiking and biking trails (x 2)
- Feeling safe (x 2)
- Fine dining
- For keeping a thriving downtown need to add parking or service type non-retail businesses

- Good jobs (x1)
- Good safety
- Good schools
- Good schools (x1)
- Great medical facilities (x1)
- Great place for grandkids to grow up. This keeps grandparents here.
- Green space
- Green spaces remain after sale of all the farmland
- Grow smart; not vacant buildings and strip malls
- High paying jobs
- If investments hold value (home, business, schools)
- Improved public transportation
- Improved restaurant options
- Jobs (x 2)
- Keep the undeveloped areas undeveloped
- Keeping small town feel
- Less high-density apartments
- Live theater opportunities
- Local business support (x 2)
- Low crime
- Low crime
- Low housing cost
- LS Parks, schools
- Maintain & Improve Quality of Life!
- Maintain great library systems
- Maintain green space aesthetically/environmentally
- Maintain small-town feel
- Maintaining and improving diversity in other activities, camping, hiking, trails
- Maintaining High Quality of School System
- Maintenance of healthcare options - hospitals
- Mass transit: City to city and Town to town
- Mass transportation
- Modern clean, good upkeep
- More age 55 & up maintenance free community with single family homes
- More art; installations
- More commercial/business support
- More concern for our natural resources
- More developed farmers market
- More entertainment
- More entertainment (x 1)
- More green space protection and parks
- More job opportunities/less commute
- More job options – career
- More movie theatres
- More native plants got parks
- More opportunities for community service

- Multi-faceted cultural arts
- Municipal services – fire, police, ems
- Neighborhood market downtown (like Trader Joe's)
- Night life outside of bars
- Not becoming a huge city
- Opportunities for worship
- Options for empty nesters; nice house/neighborhood; smaller, size
- Our trees
- Parks!!!
- Pay public safety employees well so we attract and keep the best
- Positive community atmosphere
- Preservation of investment
- Preservation of public improvement; Infrastructure
- Professional jobs (x 2)
- Public waste management
- Quality and affordable housing for low-middle class residents
- Quality of life
- Quality of schools, services, parks, safety, etc.
- Recycling center
- Safe place to live & work
- Safety and security
- Safety and security (x 3)
- School district
- School performance needs to improve
- Schools and parks
- Science/math opportunities within the community: Take a downtown bldg & mixing science/education into a school activity, Interactive
- See #1 ("What do you hope Lee's Summit will be known for ten years from now?")
- Senior citizen arts & entertainment options/dancing
- Senior living housing options
- Shopping/dining/entertainment
- Smart taxes (x 2)
- Strong City Govt. that responds to the needs of the citizens
- Support and growth for the Missouri innovation campus (x 4)
- Swimming pool
- Thoughtful and involved city planning that engages community members, not just long-term planning
- Top quality schools (x 2)
- Undeveloped areas
- Upkept downtown
- Visible progress of inclusive environments throughout the community - (see and do); leadership needs to reflect that; leadership should mirror diversity - and listen to all the people
- Volunteer opportunities
- Want to stay unless some negative arise
- Workforce development

### **What would make you consider leaving Lee's Summit?**

- Access to healthcare
- Affordable cost of living - lack of elder services
- Affordable housing
- Affordable housing
- Affordable housing (maintenance provided, patio homes, good quality) (x 3)
- Affordable living
- Alternative living choices
- Alternative transportation
- Chains and franchises
- Continued lack of communication and planning between the city and school districts (agree-coordinate) (x2)
- Cost of living
- Crime
- Crime
- Crime creeping in from surrounding municipalities (x 2)
- Crime increasing
- Decline in quality of education (schools)
- Decline in school system or City leadership
- Decline in services - EMS
- Declining quality of life
- Declining school district
- Declining school district
- Decrease in salaries i.e. teacher, police, medics, etc.
- Decrease in social events
- Deterioration of infrastructure
- Divisiveness - by class - feels like things are more divisive
- Drop property value
- Dysfunctional City Council
- Excessive cost of living
- Exclude middle of the road housing
- Family
- Green Space - poor planning
- Growing too quickly; Not able to keep up (i.e. schools/emergency services/infrastructure)
- Healthcare
- High taxes
- High taxes relative to services useful for all
- Higher crime
- Higher housing costs
- Housing
- Housing costs
- If crime accelerates
- If services suffer like police and fire
- If the City Council does not become more diverse
- Incentives
- Increase crime rate

- Increase in racial discrimination
- Increased crime rate
- Infrastructure decline
- Intolerance
- Jobs
- Jobs
- Kids/Grandkids leaving community
- Lack of affordable housing for elderly (alternatives to John Knox)
- Lack of business level jobs – white collar
- Lack of diversity
- Lack of focus on schools
- Lack of forward-thinking environmental policies and planning
- Lack of land use standards/proper maintenance
- Lack of maintenance
- Lack of public transportation (x 2)
- Lack of safety (x 2)
- Lack of serious office space
- Lack of transparency of government decisions
- Lack of uniqueness
- Limited job opportunities
- Little public transportation options (x 2)
- Livable wage jobs
- Local job bank
- Long commutes (x 2)
- Loss of green spaces
- Loss of property values
- Loss of security, crime
- Loss of small-town feel
- Maintaining adequate demographics for sustainable business/retail
- Missing the opportunity to plan the church holding property (PRI)
- More taxes
- Negative community Atmosphere (x1)
- No job growth which pay a living wage
- Not building new dog parks
- Not enough senior housing choices
- Not maintain low crime rate/appropriate EMS response/safety; Fire - currently underfunded
- Over population, poorly controlled growth, too much growth (x 7))
- Physical deterioration of building structures, street aesthetics, quality planning, sewers, physical roads (i.e. thickness of asphalt overlay)
- Place for me as I am aging, "active adult" community
- Poor infrastructure repairs and planning (x 2)
- Poor schools
- Poor traffic conditions (x 2)
- Population density creating traffic problems
- Pot holes
- Prop Taxes

- Property taxes out of control (x 2)
- Public safety decline
- Quality of life: safety, parks, downtown
- Remove stigma of inequity
- Run down Community
- Safety
- Safety/crime
- Sales Tax
- School Board has never had a minority member
- Schools
- Significant increase in crime rate
- Small town feel becomes too "big city"
- State of schools were to decline
- Sustainable jobs (less retail/more professional/livable wages) (x 3)
- Tax increases
- The absence of coordinated aging in place resources and response to abuse and neglect, etc.
- Too many apartments
- Too many box stores
- Too much development without new space
- Too much growth! in population
- Traffic concerns 50 to 470, 470 and 50 around Chipman 291 north and 50
- Unchecked growth
- Urban/suburban sprawl
- Vibrant downtown with balance of businesses, restaurants, bars, retail
- Warmer weather
- Worsening of traffic infrastructure and flow

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## Appendix B: Lee's Summit Focus Group Comments

### What makes Lee's Summit the best place to live or work?

- Ability to discuss and talk about new ideas with City staff, Council, citizen boards, and committees
- Absolutely wonderful community
- Advocate for parks system
- Always looking for ways to encourage community involvement; input like in processes like this
- Amenities, maintaining that sense of community
- Arts programs, opportunities to get involved
- Authentic community, not just a zip code, but has an ethos of community
- Beautiful area to live in
- Big city, but small-town feel
- Biggest small town
- Biggest small town – growth has been amazing
- Can live, work, play, pray, and engage here like no other community
- Capacity for change
- City allows residents to find a purpose
- City government
- Collaboration between all parties including public, private, and other
- Collaboration in the community
- Collaborative approach to accomplishing community goals
- Community
- Community activities
- Community involvement
- Community involvement
- Community is engaged, with groups that care and people that want to provide input
- Community isn't afraid to work hard for what they want to accomplish
- Connectedness, with a sense of family and friendship
- Convenience
- Downtown improvements have improved the City
- Downtown revitalization
- Education access
- Engaged and passionate community members
- Enjoy getting involved in the community, more so than in other areas
- Enjoy the schools and parks
- Everyone is connected and room for growth
- Everyone is friendly
- Everyone is welcoming
- Exciting and vibrant place to live
- Family focused
- Feel connected exponentially, in every way
- Followed son who moved here to start a family and find it is delightful being connected
- Great place to nurture and grow as a person and for our children to be nurtured and grow
- Great place to raise a family
- Great place to raise a family

- Great potential
- Great school districts
- Great schools with good teachers and sports activities are unrivaled
- Great sense of pride
- Green space
- Groups and organizations to help other people
- Half way between country and the big city; like having the options
- Has grown, but still has a small-town feel
- Healthcare
- It's home, and even though it's changed it still feels like home
- Love raising my family here, love the school system, love the community
- Love the community and family atmosphere
- Love the downtown
- Love the schools
- Managing growth
- Nice community with opportunities to serve
- Opportunity to be the best community in the world and a jewel in the area
- Our kids are from somewhere, we have an identity
- Outstanding job downtown
- Parks and recreation
- People
- Planning
- Planning appears to be on target, makes it a good place to live and work
- Positive experience for his family growing up here
- Progressive community that wants things to get better, where residents voted for things like services and amenities
- Proud downtown homeowner and involved in main street
- Proud of our City
- Proximity to Kansas City, big city amenities and live in a community that feels like a village
- Resurgence of the downtown
- Safe place
- School district
- School district and community feel
- Schools, parks, roads – family friendly community
- Sense of neighborhood
- Small community with all of the amenities you need
- Small Town feel
- Small town feel but close to the big city
- Small town feel, sense of community

- Small town with big city amenities
- Small-town feel with big city amenities
- So much potential here as the community continues to grow
- Solid community experience
- Still growing and building that is very exciting
- Support for positive growth of the City
- Teachers who care
- The Development Center
- The Downtown
- The Downtown
- The people and the downtown
- Thrilled with school system and education
- Trees
- Tremendous amount of amenities
- Tremendous health community with local hospitals
- Value system
- Velocity entrepreneurial resources
- Vibrant arts community
- Vibrant future
- Volunteerism, connectedness, and small-town feel
- Welcome and open community
- Welcoming feeling
- Welcoming to new community members
- Welcoming, nice happy place to be
- When we have a need in this community the town rallies around it and gets it done through volunteers and resources
- Wife

### **Lee's Summit City Government – Strengths**

- Accountability and consistency
- Airport
- Citizen Academy
- City Council is very caring and responsive
- City departments do a fine job, which is a credit to the City Manager and how he facilitates and encourages them to innovate
- City Manager has done a great job
- Collaboration and ways to get involved to improve the City
- Community education/transparency
- Community visioning/citizen involvement
- Cooperation with the school district
- Council transparency and citizen engagement
- Customer service and passion of city employees
- Ease for businesses to come through the development process
- Emergency Services (police, fire, etc.)
- Employee tenure
- Employees are committed to their jobs, willing to provide good service

- Feel safe in the community
- Good financial stewardship; bond rating is strong
- Good job of communicating
- Good job of communicating and making information about the City available
- Gracious
- Great job on their social media
- Great work with the Development Center
- Has a full marketing staff
- Hope House
- Impressed with respect for the history while committing to look forward
- Involvement
- Lee's Summit Downtown – safe area
- Maintain civility in the political arena
- Maintaining infrastructure
- Maintaining the aesthetics of the City
- Managed growth
- Non-emergent encounters with public safety that have been positive (police and fire)
- Officials are easily accessible and responsive
- One stop shop for development
- Parks
- Parks and Recreation
- Parks and Recreation
- Parks and recreation
- Parks and Recreation have allowed to do what needs to be done in the community
- Parks Department
- Parks system
- Planning
- Planning and Zoning framework
- Police, Fire, Parks & Recreation, Water Utilities are all incredible
- Provide good value for tax dollars paid
- Public safety – police and fire
- Public safety services provided by Police and Fire
- Public Works
- Public Works Department is outstanding because it values continuing education, is accredited, tries to stay on top of what is new and innovative in the field, and gets out there and tries new things
- Purchasing the Rec Center from Longview
- Really good parks system that works to maintain and continue to develop parks
- Response time
- Responsible
- Safe community
- Snow removal
- Snow removal in major thoroughfares and traffic feeder streets
- Social media communication from the City is phenomenal
- Social Services
- Staff is usually very responsive and respond to issues right away

- Staff is very supportive of citizen Boards and Commissions
- Staff run a very efficient organization with services that are well run
- Strategic planning processes that have taken place throughout the year and being open to change and revisit
- The Development Center
- The Development Center with one-stop support for development, and the acknowledgement that this needed to improve
- The Development Center with project managers serving as the project contact throughout the life of the development project
- Thoughtfulness around the future of the City
- Top notch City Manager with a wealth of knowledge
- Walking trail downtown
- Water utilities department
- We get high value for our tax dollars
- Website is easy to navigate; access to information
- Well run public safety with responsive Fire, Police, and EMS services
- When you work with City staff you feel like you're working with friends
- Willing to engage with business owners
- Willing to work with citizens

### **Lee's Summit City Government – Weaknesses**

- 5 to 6 years voted to get a downtown entertainment space/farmers market; nothing has happened although voters voted for the plan, it lapsed into limbo
- Burden to fix infrastructure problems beyond boundaries of specific developments is placed on developers rather than being addressed by the City
- City hasn't jumped up to embrace hosting large events like state soccer tournaments – would be nice to see a little more risk taking/willingness to be open to new ideas
- Common area backs up to woods; city sent letter about razing trees for infrastructure needs; conducted a forum and bringing in engineers to work with residents (ended up being positive)
- Conflicting feedback from departments/staff regarding the development process, with guidelines on business retention and incentives only recently developed
- Council engagement with Boards and Commissions could be better
- Development is out of balance; not enough commercial development to support the tax base and infrastructure
- Disrespectful City Council in the past
- Doesn't have a health department, though this may not be an area for expansion as Independence recently closed theirs
- Don't have a true unbiased newspaper
- Embrace opportunities that come; vision
- Issue of inclusion (ADA) – lack of opportunities, access
- Lack of collaboration with other entities on addressing infrastructure issues – roads, sewer, water to stay ahead of development (cities, county, state, etc.); for example, in Kansas communities are working together all the time
- Lack of communication at times, particularly to promote City successes
- Lack of communication on development; information doesn't come from the City
- Lack of housing for disabled or elderly

- Miss a thorough hometown paper
- Need to take care of big issues that shape community values and who we are as a community
- Need to use progressive tools such as social media or text alerts to reach people
- Poor job of replacing pavement, sidewalks, curbs, streets, etc. (road maintenance) – tend to be reactive not proactive
- Potholes
- Potholes
- Public transportation or lack of
- Public transportation, both within the City and for inter-city transportation
- Road maintenance and snow removal in subdivisions
- Salary issues creating tension between staff and leadership that has been felt in the community
- Snow removal
- Snow removal
- Snow removal in cul-de-sacs, side streets
- Snow removal in neighborhoods
- Special use permit process needs to be reviewed or updated
- State roads with different jurisdictions
- Transportation issues – 3rd and 50 Highway interchange
- Tried twice to contact the city online and never received a response
- Water department: water main break across the street underground that flowed under home and caused damage; difficult to seek assistance

### **Lee's Summit Community – Opportunities**

- 50 Highway corridor beautification
- Address changing shopping patterns
- Advocacy and legislation that focus on economic development at the state level; take advantage of it
- Affordable and quality housing; diversity of housing
- Aging demographics in need of mixed housing options that will allow them to age in place
- Airport – continuing developing and leveraging
- Attract corporations that will continue to narrow the gap between outbound workforce commuters and inbound workforce commuters
- Attract larger corporations to draw more tax dollars
- Attracting talent to the community
- Bring more outside events here, we've missed those opportunities
- Collaboration with school system, business community, etc.
- Continue to examine price point and value of services
- Determine what to do with the 4,000 acres coming on board for development
- Development in different parts of the community
- Development of housing in downtown
- Development of PRI site (Property Reserve/Mormon church)
- Development takes a long time; speed up development process
- Diversified housing stock
- Downtown Lee's Summit is incredible so would love to see similar effort applied to the 291 Corridor

- Embracing the challenge of affordable housing and diversity, while not losing what is important to us and being welcoming to all people
- Ensure workforce is career ready through education opportunities
- Growth at the airport and the ability to handle regional jets
- Higher end retail as residents still must go to Johnson County to do things, though the Paragon project will elevate us
- Is there opportunity to develop or create incentive programs for housing to encourage development with a chance to create a competitive market
- Look at lifecycles/stages of life and see how welcoming the community is and if there are opportunities or gaps... (how do you become a community of choice at different stages of life)
- Market gems in the community – parks, Knox Pavilion, etc.
- Market our community outside of the Midwest region to attract businesses; developers and aggressively target different industries with high paying jobs
- Mixed use development
- Multi-family housing in the downtown
- Must move away from the thought that if a house is not a \$350,000 house it is undesirable
- Must work on drawing more tourism activity to Lee's Summit to demonstrate a need for more development like a Convention Center, hotels, etc.
- Need more spec office space
- Need to be willing to look at other housing options like townhomes, condos, or rentals
- Need to define what affordable or workforce housing really is
- Need to have a conversation about diversity in terms of socioeconomic, race, disabilities, etc.
- Need to have thoughtful planning that develops the community as a City rather than a subdivision and considers how future development will impact businesses and employees who have to be able to live here and purchase goods and services
- Need to think bigger about future development on church site, "City of Lakes", parks, other opportunities
- Not a lot of vertical office space but have the infrastructure to support that kind of development
- Opportunity for connectivity between open spaces, green space, trails, and paths
- Paragon Star development and the related opportunity to draw younger residents to live, work, and play there
- Protect school system
- Provide more assistance and opportunities for certain demographics in the community (like teens)
- Provide tax incentives for the things we really need, like high paying jobs, versus retail to attract a population that will support a need for more housing
- Recognition of how city services will be funded in light of "Amazon effect" that draw retail sales taxes out of the City
- Re-evaluate what we are giving away (tax incentives) and is it the best value or use of funds
- Relationship with the school district
- Roads, sidewalk, parking – infrastructure in the downtown
- Rock Island Trail to reach outdoor lifestyle enthusiasts and the opportunity to embrace that further
- School board and City Council should collaborate more (i.e. one of the largest issues debated with development is whether the school system can handle growth...the right people aren't talking)
- School District – can't have Cadillac school system without taxes

- Seize on opportunity of attracting young families with the right amenities and housing stock where young families can walk or Uber to restaurants, work, visit friends, etc.
- Small sparks that will explode have been on the cusp for quite a while, but what's holding the community back? Need to take some risks. Development of the Mormon church land may be the great opportunity to make something special
- Stormwater
- Target marketing/tourism/events to areas outside the Lee's Summit region to improve occupancy rates to encourage more hotels or a convention center in the future
- Three major developments including Chipman, Third and Longview, and Paragon Star, are poised to bring retail, athletic opportunities, increased parking and traffic, schools demand, housing, activities, and tax base
- To improve and look at new ways of communicating with the public and educating them about the complexities of issues and costs
- Transportation connector would be a benefit
- Use of reserve police units to maintain public safety response times
- Variety of housing options to attract young families
- Vision of community of wellness which includes behavioral, mental, spiritual, financial, and physical health assistance
- Walkability
- What happens with all these senior living facilities if we aren't attracting new people in the community?
- Workforce makeup is very interesting; need to foster an environment of collaboration and innovation; City needs to brand and pivot itself towards this new generation workforce
- Would love to see more business development but need more appropriate real estate inventory to support them
- Zoning code that provides land for schools when new developments come into the community

### Lee's Summit Community – Challenges

- A segment of the population here does not have access to healthcare
- Affordability
- Affordability and cost of living which make it difficult to recruit talent for local businesses
- Affordable housing
- Affordable housing
- Affordable housing – many people who work here in the community can't afford to live here
- Aging subdivisions that are being rented out at inflated rental rates, suppressing entry-level homebuyers' prospects
- Barriers to development such as land cost, insufficient labor force which requires reliance on recruitment from across the region, perception of being a bedroom community and not a business community
- Can't have growth just for growth but instead need to attract the right type of businesses
- Cerner complex brought high income earners who are inflating housing prices
- Changing evolution of how to communicate with the public and through different mediums now that the community is without a local newspaper
- Clarity on communication
- Code enforcement, particularly for rental property in single family home neighborhoods
- Communications that reach all the different communities

- Community is in transition from small town to big city so needs to manage growth in schools, housing, and in all aspects
- Community resistance to or perception of affordable housing
- Currently don't have the tourism draw for new development
- Demographics are changing (age)
- Difficult for builders and developers to build profitably with increased costs of building materials, so need to reshape perceptions of high-density housing
- Disconnect between different parts of the community
- Diversity issues need to be addressed and may require support of the Human Relations Commission as the City will need to address this challenge
- Diversity of community/representation on governing bodies
- Dysfunction in school district
- Education controversy that should not be an issue, frustrating
- Embrace diversity
- Empower others to get involved
- Ensure that the public recognizes the City's strengths and understands what they are paying for (i.e. parks systems, public safety, etc.) – there must be an understanding of value (good example is the Lee's Summit podcast that outlined where tax dollars go)
- Ensure that we are encouraging new development and have planning processes that don't hinder development
- Excluding a whole demographic of individuals from living here
- First responders must be compensated well
- Growth and growing pains such as schools, changing school boundary lines, etc.
- Growth: City doesn't have a lot of land that is developable because it is owned by the church
- High rate of adult suicide in specific zip code
- Housing around downtown
- Housing for seniors other than John Knox
- How the City has given away tax increment financing (incentives)
- How we are being viewed with skepticism because of recent attention due to articles related to inclusion/diversity
- Inability to build higher than two- to three-story developments in downtown despite demand
- Know we need housing but do not want to lose green space
- Lack a large convention center or hotel to host large events
- Lack of affordable, multi-family housing including in desirable areas such as downtown, with impacts to low income residents and young families
- Lack of consolidated recycling locations
- Lack of housing currently on the market
- Lack of housing in the downtown
- Lack of housing options (diversity of housing products)
- Lack of housing options at varied price points
- Lack of large commercial manufacturing or distribution businesses or class A office space
- Lack of vocational-tech schools/training
- Landfill is closed
- Lifestyle and amenities that address the needs of the spectrum of the population
- Losing police officers to other departments who are offering better compensation, and how that reflects on the community

- Loss of sense of community if people cannot live in the same community in which they work
- Many individuals only drive through the highway, which is not the most beautiful
- Marketing and citizen education – how do we continue to support existing gems?
- Need improved walkability in neighborhoods or destination centers such as downtown
- Need more corporate tax base to balance residential tax burden
- Need more diversity that is now discouraged for a lack of affordable housing
- Need to retain “can do” attitude and flexibility as City grows
- Net loss of daily work commuters away from Lee’s Summit
- New housing development will impact school districts
- Not enough professional jobs at higher wages (at or above \$50,000)
- OATS is insufficient to current demands so may need to consider fixed bus routes alternative option to help connect people
- Perception of equity imbalance in road networks and value of arterial, feeder, and collector streets
- Plan for the future development of land that is left
- Pricing out young people and seniors; yet the employment base isn’t here to afford housing
- Residents are not very accepting of higher density developments
- Retaining public safety employees due to compensation issues
- School district changes and challenges yielding unrest in district organization, operations, and teacher satisfaction
- School system
- School system and capacity
- School system changes may cause people to leave
- Senior housing
- Serving the needs of all residents regardless of socioeconomic status
- Several different neighborhoods/communities within the City need to help them all know they are part of a larger community
- Shifting demographics between elderly population and population of young people, both of which need affordable housing with unique considerations
- Struggle attracting talent from the local community
- Sustaining Lee’s Summit schools and its diversity of programs or athletic opportunities that are offered
- There is a whole group of people who can’t afford to live here and “affordable housing” is perceived poorly, so try to use working like “attainable housing”
- There is not workforce housing available now, with most homes on the market right now priced above \$300,000
- Too much retail development with rise of online retail
- Transportation
- Transportation
- Transportation barriers due to lack of connectivity between City and neighboring towns or cities
- Walkability – mass transit
- Warehouses and spec buildings for commercial businesses are not available here
- We often talk about homes in terms of development but not retail or businesses
- Workforce diversity

## What makes Lee's Summit unique?

- Accessibility
- Award winning
- Beautiful lakes and green spaces
- Big enough to still be small; but can't depend on that ... but community requires additional tax revenue ... need to be a job growth community
- City is very engaged in making this a good place to live
- City of Lakes
- Close enough to Kansas City but not swallowed up by it as Lee's Summit still has its own identity and clear boundaries
- Close Kansas City amenities such as stadiums or downtown Kansas City
- Deep history
- Downtown is amazing
- Downtown is very vibrant
- Engaging residents/seeking community input
- Family oriented
- Festivals anchored downtown create a sense of community
- Good parks and medical facilities
- Good, unique restaurants that attract people
- Have the second largest land mass in the state
- Healthcare and good local hospitals
- Home to three very good hospitals
- John Knox Village
- Lee's Summit Cares, Community of Character
- Livable community – large community with small town values, great community
- Maintain our green spaces and parks – it's a priority
- More communication between the different entities such as school district, chamber, city, etc.
- More open space
- Never a shortage of people who are willing to be involved
- Parks and Recreation amenities including parks, splash pads, skating rink, and water parks, which improve livability
- Partnerships and collaborations in the community (schools, education, etc.)
- Planning and maintaining parks
- Positive neighborhood feel, good vibe – friendly streets, parks – very relational
- Preferred place to live, so homes are moving quickly
- Pride in local high schools and sports
- Quality of education and a comprehensive educational ecosystem which includes public schools, private schools, community college, a 4-year college, and MIC
- Quality of healthcare and hospitals
- Quality of life
- Rails to Trails
- Safe community – crime appears or feels lower
- School system
- Sense of community
- Sense of community
- Sense of community pride in arts opportunities

- Strong focus on seniors
- Support for downtown
- The downtown
- The ideal way to grow is to find ways to keep young people here
- The people
- The people, considerate, caring, safe
- This is the best place to live in the area – good schools, parks, amenities, etc. and it is convenient – have everything you need in the KC metro area
- Unity Village
- Want to maintain the sense of community while growing
- Young people want to come back because of what it is

### **What would make you leave?**

- Bad neighbors
- Change in business climate
- Crime
- Decline in quality of schools
- Decline in school system
- Decrease in safety
- Density
- Desire for a different type of living environment with smaller footprint homes with less yard to maintain, even for small families
- Desire for more urban living with more access to experiences rather than things
- Dysfunction of leadership in Council or schools
- Failure to address disparate socioeconomic demographics
- Failure to address unrest from teachers in school district
- Failure to design and develop services for every stage of lifecycle
- If benefactors of social service support efforts to not see sustained benefit of efforts to alleviate poverty or similar challenges, they will leave
- If I was to feel less safe
- If I wasn't proud to live here, I wouldn't stay
- If the community became unwelcoming
- Income – may not always be able to afford it
- Increased crime
- Lack of access to healthcare
- Lack of affordable housing
- Lack of affordable housing options for seniors
- Lack of affordable senior housing
- Lack of housing options
- Lack of opportunity to develop wealth and prosperity
- Lack of quality of services if we grow too much
- Lack of quality school system
- Lack of senior housing
- Lack of transportation to support residents who do not or cannot drive
- Lower taxes elsewhere during retirement
- No longer feeling safe or economically safe

- Not having housing available to age in place
- Not spending enough time on diversity and inclusivity (x 3)
- Perception of diminished value for tax rate or taxes paid
- Poor code compliance regarding neighbors
- Poor school district
- Real estate values go down
- Reduced public safety
- To get more land and access to green spaces
- Traffic
- Warmer weather
- Would like to have land, but is difficult to find in LS

### **What do you hope will be true about Lee's Summit in 10 years?**

- "We're Lee's Summit and more" – would be a great tagline
- A sustainable community that keeps residents throughout their lives
- Attract a development similar to Corporate Woods to attract employers with good jobs
- Balanced in-migration to contribute to the tax base
- Be a destination city for the arts, literature, traveling lectures, etc.
- Be an example to every other community as to how to function as a community
- Be known as a community that doesn't lose non-profits
- Capitalize on how the residential market is moving
- City profile in region is increased
- Clean
- Cohesive
- Collaborative
- Community
- Community
- Community
- Community involvement from residents
- Community that supports personal responsibility and provides support toward personal growth and accountability
- Community where we take care of young people and seniors with housing options that allow them to be able to stay in the community but have somewhere to live other than John Knox
- Community with more things to do and better jobs
- Continue to be a prosperous and welcoming community
- Continue to be business friendly
- Continue to enhance and do more, such as developing larger corporations/businesses
- Destination
- Destination city where people want to live and come to do things
- Develop a holistic continuum of services addressed through social services by looking at root causes of issues such as job training, housing assistance, homelessness issues, race and diversity, tax base, etc.
- Develop the church property
- Diverse, inclusive community
- Diversified tax base
- Downtown continues to grow and develop

- Dynamic
- Encourage more arts in the community, including live theater
- Ensure we have quality school systems.
- First responders who can thrive and live here
- Forward thinking
- Friendly
- Friendly
- Going from a great community to an even better community
- Good historical society
- Good schools
- Great place to live for those of all ages and that it is safe with great schools
- Great place to raise a family
- Great schools and sense of community, development done in a smart way
- Growth but not too much or too fast, where citizens still feel valued and heard
- Growth opportunities for parents and children
- Healthier community
- Healthy community status or designation
- High on the integrity level
- Hope people can say that those people that worked on Ignite knew what they were doing
- Hope that Paragon Star is successful
- Hope we still have a balance of businesses and support locally owned stores and restaurants, and special events to support employment for those who live and work here
- I hope we don't become Raytown
- Improved ability to support Police and Fire services
- Inclusive and cooperative community that works together for an excellent quality of life
- Innovative
- Innovative
- Kansas City is becoming the next Austin/Dallas so need to retain our connectivity
- Keep investment in our community
- Keep our green space going
- Known as a resident friendly community with accessible shopping, low crime, great schools
- Known as a welcoming and inclusive community
- Known as being a prosperous community
- Leader
- Lee's Summit is a friendly place and a place you want to go
- Livable streets community with promotion from bronze designation to gold designation as bicycle friendly community
- Looking forward to my children having the ability to move back
- Maintain culture of openness and community
- Maintain sense of community
- Maintaining sustainable growth and continue to enhance the community
- More downtown development including housing and commercial developments with high-rise buildings
- More manufacturing
- More racial, ethnic, and economic diversity
- More supportive of higher density housing and community design

- More sustainable initiatives
- More...keep going
- Must be smart about growth
- Nice suburban/urban space
- Obviously will have grown but maintain our schools and infrastructure
- Options for school system
- Performing arts center would be perfect
- Permanent farmers market
- Plan well for future opportunities
- Planned growth that is intentional and does not just attract any business
- Preserve community spirit
- Proactive crime management to maintain low crime rates
- Progressive community
- Promote from silver walk friendly community to platinum
- Quality
- Quality education that opens more schools to keep class sizes small
- Quality schools
- Safe
- Safe community, where kids can play in the cul-de-sac and quality schools
- School district continues to be cutting edge
- Schools
- Schools and a safe community draw people
- Schools are what draw people here so they must be sustained and supported
- Shining light on the hill
- Simple
- Special area in the community to increase social stock through sense of connectedness
- Strategic planning that is smart about future growth
- Successful
- Support our first responders
- Support younger generations building their families here
- Sustainable
- Tax base is diversified to rely more on business tax revenue rather than just residential
- That I'm still alive to enjoy it.
- That the community can sustain itself through changes such as the development of PRI property, opportunities to do innovative things
- Things are good today so hope nothing gets worse
- Thriving
- Thriving and popular
- Thriving community that keeps small-town feel
- Thriving community with great resources at all levels and particularly for children
- Thriving downtown, safe
- Top notch education system
- Total Community – whole package
- Vibrant

- Vibrant community, that is safe, promotes optimal health, stimulates intellectual growth, supports ongoing education, challenging ourselves to stay innovative, sustained spiritual health, and sustained financial wellness
- Want to see Lee's Summit be an attraction for my children to come back to live, work, and raise their families.
- We could become the go-to location for several events and activities because we are convenient; will have attracted businesses that make us more popular than ever
- We have enough people in the pipeline to help lead and advance the community
- Welcoming
- While it looks different, it would feel the same as it does now
- Will look completely different in a good way
- Works well with state legislative processes and representatives to advance economic development interests of state and City in collaboration
- Would like our families to be Lee's Summit families that keep our kids in Lee's Summit school district rather than Blue Springs

## Appendix C: Online Community Engagement Responses

### Community Idea Boards

#### Tell us what you love about Lee's Summit.

- A great sense of real history. Ambiance of downtown, Longview, etc, the Museum, the Historical Cemetery, etc.
- Family Friendly
- Food, Fun, and Friends
- Great Outdoor Community-very active community, but food choices don't match healthy living.
- Great schools; quaint downtown; lots of parks; ice skating; water park; 2 malls; surrounded by lakes for fishing; lake for swimming;
- Lee's Summit is loyal to its small businesses and a great place to be an entrepreneur!
- more creative opportunities (classes, concerts, entertainment). We have lots of park/trails. But not enough creative/entertainment.
- More public restrooms downtown LS
- Need more sand volleyball courts. Love the downtown area. Need more high paying jobs and lower property taxes.
- Not too big. Not to small. Green spaces. And lots choices for living. Homes, condo, apartments. Large and small.
- Quaint and friendly downtown. Most properties well maintained. Small, locally-owned businesses. Best community orchestra in the region.
- We have City employees who care, and are actively-involved with people who live here. They take responsibility, ask questions, and respond!
- We love Downtown LS. There are so many great, local places to eat and drink!

#### What would you like to see improved? What opportunities can you think of?

- Idea: We need to preserve what is left of our historic buildings in the downtown and neighborhoods.
  - Comment: Keep variety in downtown architecture. All new stuff looks the same. Don't want it to end up looking like another strip mall or manufactured "lifestyle" center.
- Idea: more places for the kids to go sledding. We were kicked out of the Jackson County park for sledding. Other than sled hill were do we go?
  - Description: sledding
    - Comment: Need to have a discussion with Jackson County Park people about that!
- Idea: More public restrooms dtls
  - Description: DTLs is always hosting amazing events! It would be great to add more public restrooms or ope City Hall restrooms. I image all the small businesses would agree.
- Idea: People tell me all the time that they "love" LS. But no one can tell me "why"? We need to know more about our history/what connects us.
  - Comment: Love: community engagement, family friendly, green spaces. Residents spend the time and effort to make the community better, put down roots here, and care about the city. Don't get that kind of 'ownership' and engagement in the towns surrounding us to the north and west.

- Idea: Maybe, have a resident appreciation day.
  - Comment: Yes! Maybe offer some free limb pick up after storms etc.
- Idea: Downtown Farmers Market Pavilion
  - Description: A new home for the farmers market that would allow for a year round market and other community events.
    - Comment: Good idea
- Idea: Beautify rights-of-way. Build Farmers Market Pavilion across from City Hall. Engage citizens living in the northern part of the city.
- Idea: My husband and I wish LS had more paved bicycle/walking trails like the ones in Overland Park.
  - Comment: Asphalt...agree. And a horse path somewhere.
  - Comment: Designed with security in mind please.
  - Comment: I agree. We also need on street bike lanes for bicycle transportation and access to parks.
  - Comment: Yes, I wish there were more trails for running and walking around town.
- Idea: Promote Physical Activity
  - Description: Promote physical activity and keep kids safe by maintaining sidewalks so they don't have to walk in the streets or through people's lawns. We love jogging when the weather is nice and sunny. Let's keep Lee's Summit healthy!
- Idea: Another parking garage on the opposite corner of downtown. Build up that area too.
  - Comment: We need more development downtown, but we don't need more parking. It is a waste of space and will only cause more traffic, noise pollution, and air pollution. Instead, we should create a reliably transit system and a bike lane network.
- Idea: Invest in infrastructure more. Be proactive in adding/ fixing sidewalks to older areas. Snow/ice removal needs improvement. Road maintenance
- Idea: Work with kcpl or whomever to improve electric supply. Some areas go out way too frequently and not always due to weather.
- Idea: We need a north/south thru st on SW side between Pryor and Sampson from Longview to 150. Sampson is part of a subdivision then shared w KC.
  - Comment: Agree!
- Idea: Build more \$200,000-250,000 homes in a large cool planned community! Excited to see our city grow and offering more Opportunities! KC!
- Idea: More Evergreen trees to make our city prettier around 50 highway! Driving down 50 you cannot tell how pretty our city is.
  - Comment: I agree, more Evergreens!
  - Comment: Love the idea. Plus those trees help deal with emissions.
- Idea: Would love to see more eclectic restaurants instead of chains. Create a different experience than the other cities close by.
  - Comment: I agree~The city may not have control over what businesses chose to open locations here, but if citizens show interest, the restaurants may choose to take a chance on LS. We would appreciate non-chain authentic ethnic restaurants instead of Americanized versions. Ex: Taco Bell does not offer authentic Mexican food. Ruchi in Overland Park does offer authentic Indian food in my opinion. :-)
- Idea: Would love to see increased police and fire presence. As we've grown so has the crime and need for first responders.

- Idea: Covered Farmers Market Pavilion
  - Description: Adding a pavilion would allow for the market to be open year round. And it could be used for other events downtown.
- Idea: Attainable Housing
  - Description: We need housing in LS that are affordable for first time homebuyers and those who rent by choice. We're pricing families out of our community by not having housing that is affordable.
- Idea: More Retail & Non-Chain Restaurants in the 291/150 area
- Idea: Open Houses with City Council Members
  - Description: I would love if each District representatives in the city would hold open houses or have a board like this to express ideas or other comments about our section of the city
- Idea: Maintenance Free Community
  - Description: If we could build some 50+ maintenance free homes/town homes then it would maybe free up some other homes for people to buy and be able to keep some older people in LS too. At the school meetings I attended all fall they said the older people aren't moving out to let younger families move in due to money or they like their community, so maybe this could help everyone.
    - Comment: I agree that we could use more maintenance provided (it's never free) sub divisions. This is particularly through as the LS population ages. I like most of what we have, but we could use more.
- Idea: Community Center in SW Lees Summit
  - Description: We need a community center in this area of Lees Summit, it takes over 20 Min just to get to that side of town to go to the ball fields where the community center is. The SW side of LS is growing, and we need to have easy access to a Community Center. Please!
    - Comment: WOW. Have you seen the new center at Longview. It's great.
- Idea: Please help fix View High Drive. Potholes are horrible!
  - Description: Fix View High Drive Potholes! The Longview area is growing, but view high is a horrible road for visitors to drive on as they enter LS on the SW side.
    - Comment: I believe it belongs to KC. This needs to be negotiated as this area grows - it's a bad welcome to LS visitors and residents alike.
- Idea: A trolley car on the weekends to downtown from the bus parking lot on 50 hwy.
  - Comment: More transportation options to downtown kc, zoo, plaza for recreation and OP for commuters.
  - Comment: Yes! Great idea. More transit is needed.
  - Comment: Great idea! Downtown LS Main street has CID funds, this would be a good use of them, as people constantly complain about parking. Even though the garage at City Hall has plenty of it.
- Idea: Community gardens and orchards to promote healthy activity and more local organic food choices.
  - Comment: I was looking through the city's parks and rec offerings and found the Sylvia Mae Bailey community gardens/park. It sits on a 49.6 acre property on Ranson Road across from James A Reed Wildlife Area in eastern Lee's Summit. The property had been part of the Bailey Farm, one of the oldest in the area. In 2014 the Community Garden opened with 48 10'x10' plats. Every year our current plat holders have the first choice of renewing until January 15th. It appeared that

a 10'x10 plot can be reserved for around \$25. For more information please call 816-969-1533. <https://cityofls.net/parks/parks/parks/sylvia-bailey-park#295370-reserve-a-plot>

- Idea: Make our city as energy efficient and sustainable as possible beginning with grant assistance to provide solar power to lower income homes
  - Comment: We could start with leading by example for public use buildings. City Hall on Solar!
  - Comment: Solar can be great but expensive with a long term payback. Perhaps we should look at a number of options. I don't know if grant money is available but simply helping people upgrade old furnaces, air conditioner etc. can go a long way. We have done it at our home and the payback was very good.
- Idea: Sustainable developments with ideas like areas shared for parking, play grounds, clotheslines, gardens and orchards. Even tiny homes.
- Idea: Improve snow removal
  - Description: Over the last 2 years a bad service has gotten worse. Several times this winter our neighborhood has been ignored all together creating worse conditions than the initial weather. Snow removal is needed on all streets!
- Idea: Create a Makerspace for Crafting, STEM & Hobby Projects
  - Description: The Johnson County, Kansas library system offers a space with equipment such as laser cutting and engraving machines, vinyl cutters, 3D printers and other equipment that encourages citizens to exercise their creativity to make items they can use, sell or learn from. Black & Veatch sponsored their setup and the space was made available in a large room in the library. They offer supervision and technical assistance. We need a similar place in Missouri, preferable in Lee's Summit, where people can hang out, socialize and learn transferable skills. There is a #Makerspace in the technology campus by Chipman Mall but it for high school students only.
- Idea: Fix highway 291
- Description: Highway 291 is an unsightly mess with run down buildings alongside, no trees or walls, minimal upkeep on the barren strips of land on either side and in the median, constant track buildup alongside, and general lack safe walkways. This is a main thoroughfare through Lees Summit and needs a significant overhaul to revitalize the city. Just driving on that highway makes me not want to live anywhere around there. Also, leave Todd George as it is, put up more roundabouts to help reduce vehicle noise from speeders.
  - Comment: I agree. 291 needs sidewalks, bike lanes, and more trees to make it safer and more inviting to people who are not driving cars.
  - Comment: The highway and medians are MODOT, not the city, but agree, priority needs to focus on redevelopment of this area, vs chasing new opportunities in greenfield spaces. Need to re think retail and stop incentivizing new retail, which is dying, and focus on getting existing space renovated and filled. Empty lot at 291 & Langsford FOR YEARS as has been the vacant Taco Bell at 3rd, among others. Whole strip is looking run down and dated.
- Idea: FREE co-working or socializing spaces with Wifi and Cafe
  - Description: I miss Borders Book's Cafe atmosphere that provided a ""3rd place"" (Work, Home, 3rd place). We would love a beautiful, open, indoor space with great wifi, a cafe and spaces to set up your laptop to promote socializing alongside entrepreneurial endeavors. The existing for-profit co-working spaces are very expensive and the Gamber

Center-like locations don't tend to cater to younger crowds. The library system tends to offer only quiet spaces without food/drinks being allowed.

- Idea: improved streetscapes along 3rd between 50/291. Its the entrance to our cute downtown, should show you're entering some place special.
  - Comment: I love our downtown area. Along with this idea, I would like to see our long term plans for the area. Senior housing, apartments would be great but would require the necessary shopping etc. to make it attractive.
- Idea: Partner with county to develop campgrounds and waterfront areas into exciting places to spend time with family. Cabins, yurts, water feature
  - Comment: Elevated Hiking trails, art installations, ATV Park, recreation resort like Jellystone :)
  - Comment: My only concern with this idea is the budget for it. Love the idea but isn't the city's budget stretched thin with current projects?
  - Comment: Definitely need year round campgrounds.
- Idea: BYU Missouri
  - Description: Work with the Church of Jesus Christ of Latter-Day Saints to develop part of their 4000 Lees Summit acres into a major campus of the BYU University system. Jobs... Visitors... Cultural Vibrancy... City Beautification...
    - Comment: Does that conflict with separation of Church and State?
    - Comment: Since the City wouldn't own/run the school, I don't think so. The city should be able to support such a project as an economic development effort... roads, zoning, etc... the same as if another private institution like Baker, DeVry, or University of Phoenix were to open a campus. If we're interested in differentiating Lees Summit from Overland Park... this would do it.
- Idea: Parks & Recreation Facilities
  - Description: It's wonderful to look back on the development of full service Parks & Recreation facilities such as Legacy Park Community Center and the recently acquired Longview Community Center. They are fabulous! What about envisioning and building a similar facility in north Lee's Summit in the area of Woods Chapel Road and I470? Lee's Summit Population keeps growing!
- Idea: Performing Arts Center
  - Description: A Lee's Summit Performing Arts Center would greatly contribute to further distinguish Lee's Summit as a vibrant, ever-developing community and destination in the region. The Lee's Summit Symphony Orchestra already has an excellent reputation in the area and brings notoriety to Lee's Summit, however, they sorely need a true performing ""home"". As well, the venue could be the home for other musical, theater and dance organizations and their performances, establishing a hub for the arts for the entire region."
- Idea: Less focus on retail, housing and density/apartments, and more focus on bringing employment opportunities to LS.
  - Description: Significant population growth will strain already problematic transportation thru-ways. LS is a great place to live and play but too few opportunities to work here. Retail has a cloudy future and too many empty store fronts already. Need to focus on jobs, and workforce readiness in the schools.
    - Comment: I agree with more jobs. I would like to see us build off of the two hospitals we have and make LS the place in Jackson county to come for health care issues of all types.

- Comment: If you bring employment you will need housing, why not live & work in the same city
- Idea: Let's not go crazy with building apartment complexes everywhere. Definately agree 291 thru town could use some help.
  - Comment: I agree that apartments can be overdone and create problems for our schools as turnover is higher in apartment complexes than family homes. Perhaps, consideration could be given to more town homes that are purchased. Although I am not a fan of the two story jammed together projects that soon become eye sores with tons of cars and unkept areas. It is a dilemma. We need pride of ownership along with affordable housing.
- Idea: Bike Lanes and Transit
  - Description: Creating bike lanes and having good transit will reduce traffic, noise pollution, and air pollution.
    - Comment: I agree with Bus transit, but do not think rail is practical for linking LS to other parts of KC. I get concerned that the idea of bike trails is more of a status symbol than something we need to be spending money on. We have the Katy Trail which will be wonderful for bikers, walkers and runner. Perhaps, using the trail as a hub of sorts additional off street trails can be added. Trails throughout our parks are already built. I don't think we are going to see that much bike use as a percent of the population that merits setting aside street width for bike paths.
    - Comment: Would like to see parking at appropriate spots along the Katy trail for people to utilize when taking bikes to the trail. This would be especially helpful for those living further away from the trail and families with smaller children who like to bike.
    - Comment: What type of transit does everyone want? Not likely you will see a streetcar or train from out here going into downtown LS or even into Downtown KC
    - Comment: We need a local bus system with around 5 or 6 routes that run through the city of Lee's Summit between Monday thru Sunday. The buses should connect to shopping and high resident areas, like New Longview, Downtown Lee's Summit, and the 291 area. We don't need parking at the Katy Trail areas. Parking is a waste of space and Lee's Summit residents should bike to the trails. The city should put bike lanes that connect to the trails so that people can bike to the trails safely. Hopefully bike lanes will encourage more people to bike to work and use bicycles as a mode of transportation.
    - Comment: Yes, many people who can't drive a car would benefit from having a bus system to use to get to a store for grocery shopping for example.
- Idea: More Sidewalks and Bicycle Infrastructure
  - Description: The best type of cities are the ones that are not car oriented and that are focused on safer and environmentally friendly streets. 3rd street and the interchange at 50 Highway and 3rd streets needs sidewalks, bike lanes, and some public art under the highway to make the intersection safer for pedestrians and more beautiful.
- Idea: Urban Development
  - Description: Urban development allows people to walk to great restaurants and activities. It will make Lee's Summit more vibrant. It will attract more single individuals who don't want to own a home.
- Idea: Road Diets

- Description: Slower car speeds make neighborhoods safer for everyone.
- Idea: For Mayor and Council elections, if 3 or more candidates are running, should the winner be ""highest number of votes"" or some other method?
  - Description: Electing Council Members
- Idea: More creative spaces
  - Description: there are lots of artists (visual and performing) in the community but they have limited places to show their work, expand their businesses, or teach their craft. A performing or cultural arts center would be great.
- Idea: Maintain and Upgrade Your Ride KC Commuter Support Instead of Cutting It
  - Description: I am sorely disappointed that the City has cut funding to the Ride KC 550 commuter bus line to/from Downtown KC starting April 1st. This service is crucial to many in the greater Lee's Summit community. Without this route, I (and many others) would not be able to go downtown to work every day. Those of us that rely on the 550 bus need it to be running at full capacity, and cutting the amount of routes each way is a terrible disservice to the greater Lee's Summit community. This decision makes it harder for Lee's Summit area residents to get to (and from) jury duty, state court, federal court and to work. This decision makes it harder for Lee's Summit area residents that are struggling (physically, mentally or financially) to get to the services that they need in Kansas City. KCATA has already eliminated the closest bus stops to the Federal Courthouse (which houses Bankruptcy Court). Adequate access to support services and government agencies in Kansas City for Lee's Summit area residents is necessary. Please don't cut this needed service.
- Idea: More KC to LS train action
  - Description: LS needs to negotiate a higher frequency of commuter train travel between KC & LS. The influx of tourists would certainly help bring the cute boutique restaurants people have mentioned. Avoid highway congestion for us commuting downtown for work. A nice way to pop into the city to have lunch, dinner, or see a show.
- Idea: Anti-Discrimination Policy to protect the LGBTQIA community from discrimination.
  - Description: There is no law in Missouri or Lee's Summit that protects LGBTQIA individuals from being fired because of their sexual orientation. Everyone should be able to express themselves without being worried of being fired or discriminated.
    - Comment: Agreed!
- Idea: Consider painting the railroad trestle which crosses 3 rd Street between Forestpark Blvd and Pryor in keeping with the quality image of LS.

## Forum Questions

### What do you hope Lee's Summit will be known for in the future?

- "It's ability to grow without losing its character.
- A collaborative community focused on the safety of its residents, strong school system, parks and forward thinking businesses.
- A community committed to parks, green spaces, and multi-generational activities. Lee's Summit should be seen as a great place for younger adults to live, for families to work and raise children, and for older adults to enjoy their retirement. A multi-generational focus will help us all to become a community of caring citizens rather than a city of strangers.
- A community successfully adapted to the changing climate with progressive sustainability goals of preserving the quality of the environment and availability of natural resources.

- A quaint historic community providing state of the art education and new business opportunities while maintaining it's historic feel. The best place to live in the country
- A safe, clean family-friendly place with a strong community.
- An inclusive and diverse community that celebrates and maintains its history
- Clean, safe, welcoming, friendly, fun, home. "
- Cultural arts and beauty
- Good paying jobs for residents.
- Green approach to recycling, making it a profit center instead of a cost center.
- Safe first. Clean, good for living, good for visiting. Schools and businesses collaborate for mutual benefit. All types of work available.
- That LS is a safe, inclusive, family friendly, forward thinking community leading the western region of the state with a strategic plan which includes a balanced tax base, arts and cultural amenities, vibrant redeveloped and redeveloping neighborhoods, and a capital improvements budget understanding the needs to redevelop aging infrastructure and neighborhoods. That LS was responsible for insuring that the Mormon Property ( 4500 acres) development pays for itself AND its impacts on the city budget, including the lost opportunities for redevelopment associated with the inevitable " shining object" of new development

### **When you look at our community and its place in the region, what opportunities do you see?**

- "With the development of Eastern Lee's Summit, there is an opportunity to improve 50 Hwy. 6 lanes compared to 4 lanes.
- Almost as many commute TO the city, as commute FROM the city.
- History, lakes, green space, family oriented, respect and opportunity for elders, hopefully tech jobs, healthcare jobs, office work, large corp jobs.
- I love the quaint, eclectic vibe in the Downtown Lee's Summit area. Lees Summit has unfortunately been jokingly referred to as 'wannabe Johnson County'. Having recently moved to Lee's Summit from Johnson County, I can tell you that I don't revere them as the same or even sll that similar really. As a whole the overall pace in JC is much faster, it's big city in every way. Any traffic flow beyond two lanes overwhelms most eastern Jackson county drivers that still seem to struggle with merging without braking if not stopping. I'd like it if Lee's Summit would stick to a feel more like 'Perfect' Prairie Village or Leawood which in a lot of ways it already mimicks. Do you! Great small community charm, but close access to the big city happenings. Although it would be nice to have a Whole Foods so we didn't have to drive to 119th and Metcalf for high PH water not to mention waaaaay better pricing than you find at HyVee on healthy food options. Sprouts is nice, but isn't the same. I like that I hv cheaper prices for fuel and lower taxes. Do you! And maybe bring in a change up with some type of country music establishment downtown! That's all I can think of on the fly at this moment.
- Lee's Summit is a place with great and easy access to Kansas City, Overland Park, and the Northland, allowing citizens with many choices for work and entertainment. However, we are also a place known for our innovative parks and our green spaces. Lee's Summit should be seen as the best of both worlds; convenient city access and nearby community spaces.
- LS has competitors- current and past: JOCO, Independence with 32 sq miles of Mormon Property vs our 7 sq miles of undeveloped land. LS must be a regional political leader to have a seat at the regional table to insure opportunities for infrastructure and federal dollars are not allocated appropriately given the way MARC dollars are allocated. Its place in the region needs to transform from an net exporter of workers to an importer of workers--not in retail but in higher paying jobs.

This can only be done with patience, preservation of key commercial and industrial properties adjacent to regional infrastructure.

- The need for more family friendly activities besides mini golf and trampolines."
- We are currently a bedroom community. Everyone lives here but works in Johnson County. It's great that we have a commuter lot, but the bus only goes to Missouri. We should take advantage of that by offering bus service to and from 119th and College Ave in Johnson County. We need to offer some family event spaces that Johnson County offers in order to keep people here, rather than spending their money over there. ie. TopGolf; Dave & Busters
- When considering ideas for the PRI property, and working with PRI, consider reserving a piece of the property for an "out of the box" community area. Focused on high-technology, connectivity, sustainability, green, etc. I would suggest partnering with an interested area company - perhaps Cerner and/or Black & Veach. The kind of thinking I'm suggesting is like the Quayside proposal in Toronto [https://en.wikipedia.org/wiki/Quayside,\\_Toronto](https://en.wikipedia.org/wiki/Quayside,_Toronto) - see also [https://en.wikipedia.org/wiki/Sidewalk\\_Labs](https://en.wikipedia.org/wiki/Sidewalk_Labs) and <https://www.sidewalklabs.com/>

### **What are the emerging challenges for our community?**

- We need to 'look' as good as we are--like upgrade our street scape along 50--the same for 291--get rid of the old Taco Bell and Steak & Shake buildings; Neither of these routes reflect our quaint downtown. People love the farmer's market but the lot is too small, located in a bad area. The area across from the front entrance of City Hall is an eyesore. We need another restaurant & bar downtown, like 3rd St Social that appeals to the millennial. Our challenge is to grow and attract young talent, but still remain quaint & family friendly.
- "A concern we are facing is improving public transportation to allow persons with limited funds / possibly no vehicle of their own, the ability to look for work and have a job that might not be within walking distance of their home.
- We have improved transportation into the metro, but within our city, we still are lacking. Uber and taxis are more expensive. One problem in the cycle for those in the poverty level is no job, but no transportation to get to work if /when they do have a job. We need to break that cycle."
- An emerging challenge I see for our community is to provide for those who find themselves homeless. We may not have a huge group in that population now, but it is increasing. Living in cars, or couch surfing is not viable for a family. I see the apartments owned by JKV sitting empty, falling apart along Pryor Rd at Murray Rd and envision a homeless/ transitional housing complex. What can we do to be proactive in this area?
- "The absorption of the Mormon 4500 acres is a huge challenge. It can be hodge podge small scale development or master planned , multi generational land use which is not short term in its sale, rather long term for the betterment of the community. New is not always good for the old. The development needs to pay for itself AND it should include a development fee , a dedicated portion of which , needs to be redirected to redevelopment of the existing city infrastructure, staffing, neighborhoods etc. Also, the trend to apartment living is a double edged sword: more people in the schools without the attendant real estate taxes associated with home ownership. Population which does not pay for its own way will eventually compromise city finances and unbalance the budget.
- Also: the population is aging. Aging population needs are very different from millennials for example. "
- One of the problems I see Lee's Summit having is rapid growth. While we typically think of growth as a sign of a healthy economy, we need to make sure we have adequate resources to upkeep our parks, roads, schools, and fund our police department. I've lived in a city where it grew too fast

within a matter of a few years and people left it just as quickly leaving it devastated and in disarray. Growth can be good, but please aim to pursue steady growth.

- Do we want to be a bedroom community, small town, up and coming suburb, our own empire like OP? Not all are compatible with each other. What do those with differences do? Move? Stay?
- The growth is happening so fast and causing issues along the way with our schools being over crowded, areas being over populated with apartments, not able to handle the sudden influx of traffic on the roads causing heavy congestion during peak times, not enough police and fire personnel to support the growth. And I agree with the other comment regarding the aging...we are out growing them and that saddens me. Many find the area now too busy to drive in town and the roundabouts intimidate them. We are essentially pushing them out.
- I think with many of the new neighborhood developments, we are pricing some families out of living in our community. First time home buyers, or renters by choice, need homes that are attainable and reasonably priced. One challenge would be how to keep these families (and their talent) in our community instead of pushing them into Raytown, Independence, or Blue Springs.
- Need more middle income jobs. City needs to be aggressive in recruiting larger corporate type work. We have lots of small business but not enough higher paying clerical/ office/ management type positions.
- Zoning!!! Restaurants and retail establishments are great, but unchecked, they become a blight on the community. We also need to put safety, ethics, and legal concerns over business real estate sales and corporate taxes. Recently a number of "massage" business have moved in next to reputable small businesses. While the massage industry is by and large honest and ethical, these small business keep very odd hours, and their windows are completely covered by advertisements. They look exactly like storefronts for human trafficking businesses that have been discovered in neighboring communities. Allowing the trafficking of human beings is something to which we are all opposed. It seems to appear that our beautiful city is the next stop for such traffickers. More vigilance is needed when issuing business licenses and more oversight is needed for business that are often associated with criminal activities. (We also have more than our fair share of car washes, a common front for money laundering.) In addition, as we grow, more effort will be needed to preserving the beauty of our community, from signage to green spaces surrounding buildings and strip malls.
- "Traffic along 50 Hwy, congested with entrance exit ramps back to back and only 4 lanes of highway to handle the load.
- Not enough parking in downtown Lees Summit. Along with not enough late night eateries. A late night food truck lot would be nice.
- Upgrade facade of buildings along 291. Most of the buildings are old and look like the dated strip malls that they are. Demolish uninhabited buildings. Steak and Shake, Applebees, taco Bell etc.
- Need more corporate or large scale employers in the area. Manufacturing/Tech jobs.
- Shaded dog parks with larger walking trails.
- Todd George needs a middle turning lane running from 50 Hwy to Colbern. "
- We are concerned over the amount of litter in our community. We recently traveled through GA where fines for any litter is \$1000. They have pristine roadways and highways. We cannot believe the amount of litter allowed along our streets and highways. We would like to see higher and enforced fines with much better clean up efforts. We should ask that every business be responsible for their space clear to the street. We are blessed to live in such a great city, it would be even greater if we could be proud of the cleanliness!
- Totally agree. Seems like we've been pursuing 'all of the above' strategy. Think we should slow down and focus on keeping our size manageable, not adding more housing, and expand the tax

base through focusing efforts on being attractive to high wage job creators, and supporting existing businesses vs incentives only for those coming from outside of LS.

- Housing stock that does not match the demand. I am not in favor of more apartments, but do think there needs to be options developed for those looking to downsize, but still own their residence. But single story, as aging demographic rules out multi story dwellings with stairs. Realize this is a private sector issue but city should not compromise standards to get there. We have a UDO for a reason. Also need to realize we can't be everything to everyone. Don't compromise existing property values and the goodwill of longtime residents who are invested in both money and time in this community in order to chase some ideal that we can solve every problem out there. See surrounding communities who have declined in the past few decades, and learn why they have declined, don't make the same mistakes.
- "I completely agree! Property value seems to only go up in LS, which is great for existing home owners and new buyers with high incomes, but makes it incredibly hard for young families to move in.
- LS needs a plan for affordable housing and recognize that diversity does help our city!"
- I agree. I grew up in LS, moved away for college and moved back 4 years ago. I was gone for 7 years. And the amount of growth in that time has been impressive. However our roads take too long to get clear of snow, potholes are unfixed for weeks and roadways are not wide enough for the amount of traffic. I feel this will only worsen as LS grows and our neighboring areas like Raintree and Greenwood grow. Their residents drive through LS to get home and come to LS for our business, entertainment, etc.
- "I agree. I was away from LS for 7 years and moved back about 4 years ago and seeing homeless in LS was honestly a shock for me. But it is something we need to have a plan for and I do not think that plan is shipping them to KC for their shelter and social service help.
- I'd like to see programs to help the homeless transition into the workforce. LS has many many middle to min wage jobs with our current businesses. What can we do to collaborate with them to start a program?"
- I've been thinking of alternative transportation. I'm not sure how a bus system would work, but I do think there are opportunities for more bike friendly streets. I would ride my bike more, but the roads and drivers are dangerous and no one pays attention because they are not used to bikers.
- Perhaps if the City revived its "Adopt-A-Street" program, and expanded it beyond the small number of streets that were considered "available", that would help clean up after inconsiderate literers.
- There will be more and more requests for business incentives (TIFs, CIDs, TDDs, etc.) - for new projects, continuing developments, and retention. The City should have a clear set of priorities and guidelines for incentives, and those priorities and guidelines should be developed with INFORMED guidance from citizens. They should be what's long-term strategically best for the City, rather than what's desired by developers in the short-term.
- The health and sustainability of the environment in and around lakes in the City is a strategic issue. As an example, Prairie Lee Lake is silting up and will, in the future, get worse and worse. Other lakes may have similar situations. Ecological sustainability of the City's lakes should be part of the strategic plan.
- Water and Wastewater. The "Water Strategic Plan" is from 2011, and the Water Master Plan and Wastewater Master Plans are from 2006. Because the City does not directly control provision of water supply and wastewater disposal, strategic planning needs to assure the continued provision of these. And the City's infrastructure plans need to be reviewed and updated, and revised due to the PRI properties future.

### What services does the City organization provide that you appreciate most?

- As a survivor of crime, safety is a key factor for me in determining where to live. Safety, along with stellar school districts, contributed to us moving to LS from Johnson County, KS when our jobs moved across the state line.
- LSPD and LSFD. In light of the horrible winter I am pleased with our public works department as well.
- "Excellent community policing and fire capacity.
- A stable tax base is essential.
- A stable civic political dialogue based on facts, current and future needs needs not short term political expedience. "
- We chose to stay and purchase a home in Lee's Summit instead of Overland Park because the police department is active and easy to get a hold of when needed. We see them on patrol and appreciate their efforts to show presence in the community. We also like that there are ordinances in place to keep buildings in good shape and the parks offer fun activities for our family.
- Public Safety.
- "Access to community events. We love the events in Downtown LS!
- Public Works, LSPD, and LSFD do a great job as well!
- Parks and Rec is excellent.
- Community education/classes available thru library and community college.
- Have heard Development Services at city hall is excellent.
- I love our parks system! Legacy Park is an amazing resource - both the community center/gym and the Legacy Loop. Lowenstein Park is also a favorite of mine. My husband and I attend the Art Fair every year, and we enjoy more than the one held at the Plaza. Thanks Lee's Summit!
- Televising and online access to city meetings & docs. LS Connect app, Council debrief, newsletters. Much improved communications over the last few years.
- I agree that it's much improved - partly due to the recent addition of the Creative Services organization (Cheryl Nash and her crew). But it could be improved a lot more. For instance: why isn't the Parks & Rec Board meeting televised and recorded for later viewing? Why do several of the Boards and Commissions not make their minutes available - and when they get presentations or monthly documents, those aren't available online, either.
- I greatly appreciate the Ride KC 550 commuter bus line to/from Downtown KC. This service is crucial to many in the greater Lee's Summit community. Without this route, I (and many others) would not be able to go downtown to work every day. This route makes it possible for Lee's Summit area residents to get to (and from) jury duty, state court, federal court and to work. Adequate access to support services and government agencies in Kansas City for Lee's Summit area residents is necessary. Please continue to support this service at full capacity.
- This isn't a "service" - but I really appreciate the Accreditations, Certifications and National Awards/Recognitions that the City achieves (and that individual employees achieve). Some of those Accreditations and Certifications take a huge amount of work (Fire Department for example) and all of them are a big benefit to the City. There should be more encouragement and recognition of these achievements.

### What services or programs would you like to see improved or changed?

- Curbside Leaf pick up and storm damage pick up. The older neighborhoods have large beautiful trees, most of which are not in an HOA's. Many of the leaves and branches unintentionally end up in the sewers.

- There is NO strategic, NO staff , NO policy focus on redevelopment of commercial and neighborhoods . The city needs to be proactive rather than respond to private sector driven opportunities. A public / private partnership is ideal for successful redevelopment. The older neighborhoods which have resales require new buyers with enough funds ( income ) to make the needed improvements. Each neighborhood has its own physical and demographic challenges. One size does not fit all in neighborhood redevelopment
- I would like to see more sidewalks. I regularly take my infant out in her stroller when the weather permits because it's one of the only ways she will fall asleep. Our favorite stretch is around Lee's Summit North High School because there are wide open sidewalks. I understand we may not be able to do that everywhere, but it's nice to have sidewalks to promote physical activity and keeps kids from walking in the streets or through people's lawns.
- Infrastructure maintenance. Storm drains, sidewalks, streets, etc.
- "Adding more sidewalks would be nice, as well as continuing maintenance on some of the older sidewalks.
- Storm water maintenance needs to continue to be addressed.
- A covered facility for the farmers market so the market can go year round."
- I would like to see the "Public Comments" agenda item on the City Council Meeting agenda, restored to its historical position near the beginning of the meeting. My PERCEPTION is that Public Comments have been moved to much later in the meeting, to discourage citizens from speaking at Council meetings.
- I would like the Public Works plan involving ice/snow removal to be reviewed & updated as needed. Add more trucks, plows, personnel to match the cities growth. It seems like our cities current plan is confusing & frustrating as to how to see real time updates, planned routes, request a plow if a street is missed, etc. From what I have seen it looks like nearby cities smaller & larger have more efficient plans in place.
- The rail bridge( bike trail ) crossing 3rd Street between Forestpark Blvd and Pryor Ave. is rusty and has graffiti. The appearance does not convey a positive image to visitors. We cannot find anyone who takes responsibility for addressing this issue? While the bike trail is a wonderful addition, the crossover could be made more attractive.
- Real-time information would be great. Overland Park (and other cities) have an online city map. The available cameras (intersections, etc.) can be viewed using that map. Street problems (blocked, accidents, etc.) are flagged with information. And then, during the winter, you can see the progress of winter storm operations (plowing, salting, etc.). You can zoom in to your neighborhood. When the city says they are finished with operations, you can see if the map shows that they SAY they have done your street. And, when they are doing a great job, the real time map is a fantastic way to brag about the progress.
- "Redevelopment of 291. It's looking run down.
- More commercial, office, corporate tax revenue and jobs.
- Need a major green space like legacy or KC's Loose Park on SW side of LS"
- Better zoning on 291 Highway; nicer signage that is easy to see while driving and a more cohesive look to the area as a whole. Also, while I know this is probably not cost-effective, I would love it if the Park and Rec Department could clear the snow (or at least treat for ice) on Legacy Loop, Lowenstein Park, and on our other walking/running trails
- We used to have this, no idea why it stopped
- And a way to encourage people to keep these cleared in the winter. Sidewalks do little good when covered in snow and ice. Todd George is the worst, as plows toss all of the snow from the road onto the sidewalks, and no one bothers to clear them, they are among the last to melt. It's not

popular, but some municipalities fine people who don't clear sidewalks,. Not sure we need to go that far, but all the people who talk about wanting this to be a more walkable community must only be talking about only when it doesn't snow.

- Our trash hauler, Constable, includes this as part of their services, as long as its in certain dimensions, and will do larger item pickup for a reasonable fee. Likely those neglected areas are likely due to homes being rental properties, and landlords not taking care of this in a timely manner. My son has rentals on each side and ends up with all the leaves and debris into his yard whenever the wind blows, so has to take care of his as well as the neighbor's leaves, as the tenants don't bother. Codes should enforce debris blocking storm drains.
- "Please note that if it's included as part of the service that you are paying for, then it's not free. And if the city provided leaf pick up and storm damage pick up, that wouldn't be free, either - your taxes and fees would pay for it.
- Of course, the city COULD require all trash haulers to include leaf pick up and storm damage pick up as an included part of their services - and that wouldn't be free, either."
- It stopped because Public Works deliberately stopped providing the publicly-accessible snow operations map. (And it never did have camera video, etc.). Then they quit having a person answer the "snow desk" telephone - just a recorded message. Of course, for THEIR use, Public Works says they have a system that shows them exactly where the trucks are right now, what they are doing, and what streets have been plowed/salted. [Oh, one reason they quit providing the real-time map is that they say it's dangerous for their drivers if we know where they are]
- Are there opportunities for the City to enhance or improve services? I believe there should be a department in the city that concentrates on exactly that - enhancing and improving services. I think it would have 3 people (areas that need to be enhanced): [1] COMMUNICATIONS. This person will concentrate on looking for places where communications with stakeholders could/should be improved, convincing people to do that, and facilitating (but NOT actually doing) communications. [2] QUALITY. This person's focus will be on HELPING staff find more simple and effective ways to enhance accomplishment of the City's Core Values - in other words, continual improvement and performance excellence. [3] OMBUDSPERSON (Public Advocate). This person's focus will be on assisting individuals in navigating the beaurocracy and achieving resolution of questions. The process should be confidential where possible, and neutral (i.e., the answer often might be "no", rather than "yes"). [FINALLY] This department should be chartered to provide the same benefits to the City Council that it provides to the City Staff.
- There needs to be an online engagement tool, for citizens to send comments to the Council regarding items that are on the Council and Council Committee agendas. The tool should make it possible for city staff to consolidate those comments and provide them to council rapidly in an organized fashion. This would facilitate citizen engagement, and help the Council stay informed about public opinion. And it would save Council time in listening to verbal public comments. (I note that the City already has a license for such a tool, but there might be better systems available)
- The City's Code of Ordinances has laws originating before 1988, and is badly in need of revision. In some cases they are obsolete (example: "Any operator or driver overtaking and desiring to pass a vehicle shall sound his horn before starting to pass"). In other cases, they don't actually describe their purpose (example: "Any person who shall throw, pass, catch or kick any ball on or in any of the streets, sidewalks, lanes or alleys of the City shall be guilty of an offense." instead of saying don't interfere with traffic). Sometimes it's not clear why the ordinance makes sense or still applies. I believe that a board of citizens could best examine the ordinances, working with staff, and recommend changes to the City Council.

- Meetings of Committees, Boards, and Commissions are listed online by the city, with the agenda. Some of these post minutes of the meeting, but not all. That should be corrected. All of them should post minutes, for future reference. And where they received presentations, reports, or documents, links to those documents should be included in the minutes. The City should establish methods to assure that is done, and conduct audits to check compliance.
- I believe that all Committees, Boards, and Commissions should be required to present an annual report to the City Council at a Council meeting. This would provide the council with the opportunity to also ask questions, and most importantly would provide some public exposure for them, and the opportunity for the Council to thank them for their contributions to the City. Note: it might be appropriate for Council Committees and the Parks & Recreation Board to be included in this, also.
- I understand it's not free, but only a few bucks a month from a private hauler unless it's a large quantity, and don't think it's the city's responsibility to take care of people's storm damage. It would not be 'free' and likely more cost effective in the private sector, and better customer service, as there is competition for your business. If the city took it over, it would not have competition.
- It is difficult for a "normal individual citizen" to communicate with the City Council - as a Council. Of course, public comment at a Council Meeting is one method - but this tends to be only one direction, and sometimes disrupts normal business. I believe that there should be a way to send email to all Council members. And, quoting the Mayor, "Two way communication is the only path to create the culture of collaboration that I seek to help facilitate". So, this should be acknowledged as appropriate (initially a simple "thank you and we'll think about it"), and the Council should quickly decide whether to take any action. That decision should be a rather simple matter.

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## Appendix D: Employee Survey Instrument



### Lee's Summit, MO Strategic Plan Employee Survey

#### Introduction

The City Council has embarked on a strategic planning process known as **ignite! Your Ideas. Our Future.** to develop a new strategic plan for the City. To help facilitate this process, the City has retained the services of The Novak Consulting Group.

As part of this effort, The Novak Consulting Group has developed this survey to gather confidential input and suggestions from City employees. We appreciate your time and thoughtful responses to this survey; your ideas and opinions regarding the City will contribute directly to the Strategic Plan.

Please note that **all responses are confidential** and no identifying information will be collected. Your submitted survey results will be sent directly to the consultant and tabulated and summarized by The Novak Consulting Group.

This survey will be available through Friday, March 8th. Thank you for your time and feedback.



### Lee's Summit, MO Strategic Plan Employee Survey

#### Mission Statement

An organization's mission statement (also known as the purpose of the organization) typically answers three questions:

- Who are we?
- What do we do?
- Why do we do it?

We would appreciate your opinions on these questions from the perspective of a City employee.

**1. Who are we? Please describe the employees of the City.**

**2. What do we do?**

**3. How do we do it?**



## Lee's Summit, MO Strategic Plan Employee Survey

### Values

All organizations have values, whether they are written down or not. Organizational values guide behavior and describe how we treat each other and our customers/residents. Values are often the essence of organizational culture.

**4. When City employees operate at their best, what values do you see? (Select up to five.)**

- Accountable
- Camaraderie
- Caring
- Commitment
- Communicative
- Community
- Compassion
- Competence
- Consistent
- Courteous
- Customer Service
- Decisiveness
- Effective
- Efficient
- Empowered
- Engaged
- Ethical
- Excellence
- Fairness
- Family

<input type="checkbox"/> Fun
<input type="checkbox"/> Honesty
<input type="checkbox"/> Innovative
<input type="checkbox"/> Integrity
<input type="checkbox"/> Learning
<input type="checkbox"/> Open-Minded
<input type="checkbox"/> Pride
<input type="checkbox"/> Proactive
<input type="checkbox"/> Professional
<input type="checkbox"/> Progressive
<input type="checkbox"/> Quality
<input type="checkbox"/> Resident-Focused
<input type="checkbox"/> Respect
<input type="checkbox"/> Responsible
<input type="checkbox"/> Safety
<input type="checkbox"/> Sense of Humor
<input type="checkbox"/> Stewardship
<input type="checkbox"/> Teamwork
<input type="checkbox"/> Trustworthiness
<input type="checkbox"/> Other (please specify)
<input type="text"/>



Lee's Summit, MO Strategic Plan Employee Survey

Overall  
Experience

5. What do you hope Lee's Summit will be known for in 10 years?

6. What do you believe the City does particularly well?

7. What do you believe is the most significant challenge facing the City?

8. State one thing the City could do to better serve the community.

9. What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future?

10. Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?

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## Appendix E: Open-Ended Employee Survey Responses

### Question 1: Who are we? Please describe the employees of the City.

- A collective group of individuals who have the best interest of the City of Lee's Summit in mind
- A collective group of stellar individuals from all facets of life.
- A diverse group of employees with various skills and knowledge.
- A diverse group of motivated individuals
- A group of dedicated individuals working towards making Lee's Summit the most livable City.
- a group of individuals who are looking for meaningful work in a field they enjoy to provide a service and support their families
- A group of talented, caring individuals that are committed to providing quality work and service to our customers.
- A group that strives to serve to the best of their ability.
- A majority of the staff want to provide valuable services to our residents and customers.
- A professional staff
- A safe, suburban community within easy driving distance to KC with great schools, libraries, community centers and a water park.
- A workforce driven to service, with great pride in an outstanding City.
- Administration, police, fire, engineers, inspectors, and operations
- Administrators, Police, Fire, Engineers, Inspectors, and Operations
- Both Police and Fire are Accredited organizations, and the PD's motto is "Committed to Excellence". Most interactions within our organization and with others have met this standard.
- Caretakers for the city. People that care about the city.
- Citizens of the city who are interested in providing services to our community in a helpful and cheerful atmosphere.
- City workers
- Civil servants reimbursed for their talents and passions to work together day after day for a cause.
- Civil servants that provide services to benefit the citizens of Lee's Summit. We are visionary, looking to and preparing for the future.
- civil servants that should take pride in providing the best service possible to our citizens
- Civil servants with the task to help make the city a nice place to live and work.
- Committed
- Committed
- community service, city management,
- Customer service oriented; want to provide great service to our citizens
- Dedicated
- Dedicated and eager to please
- Dedicated and hard working.
- Dedicated and loyal people passionate about making Lees Summit a fun, safe and desirable city in Missouri.
- Dedicated and professional
- Dedicated Employees that want to make a positive contribution to the services provided by the city.
- Dedicated individuals who work long hours to provide a great experience for our patrons
- Dedicated individuals working to uphold the highest standards, striving to make the City a better place.

- dedicated members of a community, part of a team
- dedicated professionals
- Dedicated professionals that have family core values.
- Dedicated professionals who are invested in the city and citizens we serve every day.
- Dedicated public servants.
- Dedicated, hard working employees
- Dedicated, hard working, attentive, professional
- Dedicated, passionate, and knowledgeable members of the community
- Dedicated, underpaid and underserved by technology
- Depends on which city department you work for. But as for my department we are a group of driven individuals who always have the best interests and safety of the public and the city's residents at the forefront of our mission
- Devoted employees who care about the community they live and work in.
- Employees are the backbone of all Lee's Summit city services offered to the taxpayers of this community.
- Employees charged to ethically provide safe, efficient, effective, and fiscally responsible public services fairly and equitable for all.
- Employees dedicated to the continued growth and prosperity of our community.
- employees of lees summit
- Employees of the City of Lee's Summit are constant go-getters and always putting their best foot forward. We show respect and care to one another. However, there have been multiple occasions where we are striving to hard to notice the moment. I think we need to notice each other more.
- Engaged and valued employees who are dedicated to the success of the community.
- Fellow citizens devoted to the City and it's residents.
- Friendly customer service oriented servants.
- group of dedicated individuals
- Groups of dedicated employees
- Hard working fun group
- Hard working, committed, dedicated individuals
- Hardworking and community service driven
- Helpful
- I think that as we enter this new era and with the recent enhancements to the pay and compensation packages we are an organization of great potential. We need to set the precedents that will carry us through the growth in the future and impart a legacy for those to come behind us.
- Individuals who perform specific and specialized tasks and are united in purpose to achieve a common goal.
- Loyal and Dedicated servants of our City
- loyal, dutiful, percipient, obliging, friendly
- mothers, fathers, grandparents, friends, just normal people wanting to live a happy life
- one collective body who work together towards the same goals
- people committed to making LS the best it can be.
- People dedicated to public service
- People that strive to create a community where people feel happy, empowered and fulfilled when they are a part.
- People that want to work to provide better opportunities for the citizens of the city

- People who are dedicated workers who want to serve the community, not just work and receive a paycheck. Working for the City is not just a job and it is bigger than one person.
- People who genuinely care about the outcomes of their work and how it is best for the community.
- People who need jobs
- People who serve work to serve the community.
- Professionals who are transparent, accountable and knowledgeable (for the most part).
- Professionals who want to create a better community and help others.
- Professionals. Servants. Citizens.
- Public servants
- Public servants
- Public servants entrusted to provide the services
- Public Servants, dedicated, ethical, positive forces in the lives of others.
- Public servants; stewards of public trust and finances
- Representative of Lee's Summit
- Representatives for the City of Lee's Summit
- Representatives of the City.
- Servants to the community
- Smart, professional employees who really care about the City and doing a good job.
- Stewards for the citizens of Lee's Summit
- The City of Lee's Summit is a proud, proactive, progressive team committed to innovation and leadership through the provision of services enhancing the quality of life in our community.
- The employees are highly trained professionals at the job functions that they conduct for the city.
- The heartbeat of the City
- The people that make lees summit go.
- Under paid dedicated middle class people.
- Underpaid, not appreciated, hard working and loyal
- We are a collection of individuals forming a team with passion to serve our citizens in a front line or behind the scenes manor!
- We are a complex group of committed individuals who understand the importance of public service and want to make a positive difference in this community.
- We are a dedicated group of people serving the city of Lee's Summit.
- We are a diverse group of people and departments that strive to work cohesively to provide excellent customer service!
- We are a group of dedicated professionals, with specialized skills, providing the public services desired and expected by our community.
- We are a group of hard-working individuals dedicated to serving the citizens of Lee's Summit.
- We are a group of individual who want to make positive differences in other people's lives. The City of Lee's Summit has become our conduit to pursue this passion.
- We are a group of people that try to figure out what would be best for the city and it's members. Whether it is improvements, new projects, etc. We strive to provide the best information possible to make the community a better place.
- We are an organized group of people who take pride in working together for the success of our community.
- We are caring individuals using established core values to provide services to the community in which most of us live.

- We are caring, compassionate and talented individuals who strive to meet the needs of its citizens.
- We are civil servants.
- We are dedicated employees who want to make a difference in the lives of Lee's Summit residents.
- we are employees of the city that when we first started working her were proud of our jobs. Now, morale is so low that I don't think we can ever claw our way out
- We are every day citizens, just like our residents who request our assistance with needs and wants. We, too, are people with families and other outside interests. There is a variety of skill sets among us, all of which are necessary to accomplish the services we deliver to our residents.
- We are honest hard working people who take responsibility to provide a better future for the public and their loved ones.
- We are in many cases first responders to a variety of issues brought on by citizens. We are watch dogs for our citizens, making sure they are receiving the highest level of service possible.
- We are like the private sector of any organization this side. We have over the top dedicated people and we have help that just put in the time. The majority in the middle are engaged, give a full days work and truly care about what we do.
- We are Moms, Dads, neighbors, friends and care takers who are invested in our community.
- We are people who care about the city the citizens of Lee's Summit call home.
- We are people who work for the benefit of the community, citizens, businesses, organizations, plus anyone who has a stake in the community.
- We are public servants looking to make a difference in our community.
- We are the arm of the Citizens.
- We are the face of the city and the key tool to the reliability of the cities info structure.
- We are the people who keep the city together as it continues to grow and thrive. We are the people who are payed less than other surrounding cities and endure endless scare tactics from city administration regarding the poor financial health of our city, all while they are proud of all of the "awards" that say we are a great place to live and work.
- We are the providers of the most excellent customer service in every area.
- We are the support structure for our community
- We represent a varied pool of people. We care about our city and the people in it
- Well trained professionals dedicated to public service.
- We're under payed and under valued. We're being left behind as the City Admin plans 'great things' for the future of LS, they forget the fact that their employees are just as important to sustainability and long term gains as economic development is.
- Yes

## Question 2: What do we do?

- ACT EPICC
- Act with uncompromising honesty and integrity in everything we do. To develop and grow as a community of choice that recognizes the value of economic prosperity in the pursuit of enhanced community amenities, safety, education and the overall quality of life.
- ALOT!
- Assist all citizens of Lee's Summit with fair and courteous treatment
- Bring our energies, talents, and skills to the City of Lee's Summit to serve this community. We protect lives and properties. We create qualities that make our community a desirable place to work and live.

- Carry out the services as directed by the citizens of the community.
- City employees complement the City's potential to be great by amalgamating with citizens to reach desired goals
- community services
- Customer services in what ever field we choose
- Deliver programs and services to the community
- Diligently work for a better community.
- Employees provide guidance for all things involving economic growth and development and public service while finding solutions to and balancing a budget that keeps Lee's Summit moving in a forward direction.
- Enrich lives.
- Help citizens in many ways.
- help our fellow citizens
- Keep the City safe and habitable
- Look for way to solve reoccurring problems or challenges in our daily responsibilities.
- Maintain current resources, while working to create new and innovative opportunities that allow all residents to enjoy the City to the fullest potential.
- maintain the city
- manage and enhance all city services
- Municipal government
- Offer the highest level of service possible.
- Plan, build, operate and maintain public infrastructure and services.
- protect and improve the infrastructure that makes the physical city the City. We also provide taxpayers with service that they cannot get anywhere else when they live in Lee's Summit
- Protect and Serve the citizens of Lee's Summit
- Protect and Serve the residents of the city
- Provide a high level of leadership, service and infrastructure to ensure an excellent quality of life for citizens of the City
- Provide a high quality of life for citizens of Lee's Summit
- Provide a plethora of services to many facets of the community that go partially recognized but fully utilized.
- Provide a safe and beautiful community
- Provide a service to the community and better enrich them.
- Provide city services to the citizens of LS.
- Provide customer service and a service to the residents in our community.
- Provide essential services to citizens pertaining to infrastructure, planning, and development
- Provide excellence in service to our citizens in our daily activities/duties.
- Provide excellent service to the citizens
- Provide great customer service
- Provide information, services and maintenance for the community.
- Provide outstanding customer service to our community and citizens.
- Provide positive experiences and activities for the community
- Provide public services such as water, roads, and public safety. Provide a safe and family friendly community. Attempt to use tax dollars prudently by mitigating risks that the City faces
- Provide quality services to the citizens of Lee's Summit.

- provide services and assistance to citizens, development community, service providers, and other employees
- Provide services for LS residents.
- Provide services that cannot be effectively delivered as a private service
- Provide services to both or citizens, visitors, as well as some internal services that support the employees
- Provide services to help citizens with their everyday problems or questions!
- Provide services to the citizens.
- Provide support to LS Community
- Provide the best quality customer service to our city
- Provide the best service we can to the citizens despite limited resources, lack of training, and mediocre leadership.
- Provide the best service which reflects our dedication and determination.
- Provide the services, to the level our citizens expect, to make Lee's Summit a top community in the Metro.
- Provide the varied services required of local government to support and protect its residents
- provide valued services to the residents of Lee's Summit
- Provide various services to our community.
- Represent residents of Lee's Summit, especially those not present, to protect public infrastructure and services, and promote long term viability of the City
- Serve
- serve
- Serve and respond to the community needs: professionally, ethically, and respectfully.
- Serve Lee's Summit citizens
- Serve our city
- Serve our community.
- Serve the citizens
- Serve the citizens of Lee's Summit in many ways
- Serve the citizens of Lee's Summit and surrounding areas.
- Serve the citizens of LS and make the city better for residents and visitors
- Serve the community with quality service
- Serve the community.
- serve the public
- Serve the public and elected officials through public safety, infrastructure and regulations.
- Serve the public to the best of our ability.
- Service our customers, answer questions, give directions.
- Service the needs of our citizens and support those who do.
- Striving to provide efficient and effective services and interactions
- Supply services at exceptional levels
- try to make LS a safe and enjoyable place to live
- We act on the Citizens needs and wants.
- we advance the community forward for increased quality of life and while maintaining what is good about the past
- We are City staff who, though departmentalized, strive to work together to serve the needs and wants of our residents.

- We attempt to help the citizens of the city by making this a place that they would want to raise their kids and or retire here
- We do what's needed to make the community better.
- We engage with our community and provide needed support and services.
- We ensure the quality of the City doesn't diminish.
- We help the community grow and keep going forward. Assisting people each step of the way until the goal is reached.
- We keep the City of Lee's Summit safe and well maintained.
- We maintain the water, sewer, storm water, streets, traffic lights and parks over 65 square miles of the city day and night 265 days a year.
- We make Lee's Summit a place to be proud of and a place that others would love to visit or live.
- we make LS safe, welcoming, liveable, engaging.
- We make the processes of maintaining a functional community in which we can live safely, orderly and peaceably possible.
- We often do it under difficult circumstances, angry customers, or unknowledgeable elected officials.
- We provide an excellent location to live, work and raise families.
- We provide fair treatment of all customers, including external and internal customers, and ensure that any business conducted with the City by private developers is completed in a satisfactory manner, and will not create additional financial burden on the citizens of the City of Lee's Summit.
- We provide safety to those who choose to live, work, or visit our community. We also provide basic amenities that are required for healthy living. In addition, we provide quality of life services that enhance our residents, business owners, and visitor experiences while in our community.
- We provide services to people within our community as well as assisting and supporting our coworkers.
- We provide services to the public and other employees.
- We provide services to the residents, businesses, and visitors of the City.
- We provide the best to our community.
- We provide the necessary services
- We provide the services and infrastructure that the citizens of Lee's Summit need or desire to make the City a better place to live.
- We serve and respond to our citizens. We are here to provide those services that only the local government either can, or does, and we are responsible for being efficient in process and budget in doing so.
- We serve behind the scenes to make sure everyone living, working and visiting LS has the best experience possible.
- We serve the community
- We serve the community through efforts designed to meet the needs of the citizens.
- We serve the public.
- We strive to create positive community relationships by delivering valued programs, services and information to perpetuate the goals of the City Council and meet the expectations of people who live, work and play in our community.
- We take care of the water and wastewater systems that provide 24 hour service to all of our customers.
- We try are best to do a good job so the city can prosper.

- We work behind-the-scenes, for the people of Lee's Summit to maintain and improve, as directed by the City Council.
- We work for the citizens of Lee's Summit.
- We work hard and are dedicated to the tasks at hand!
- We work to make it easy for citizens to obtain local government services and information.
- We work to provide essential services to the residents of Lee's Summit.
- We work together as a team to serve our citizens the best we can with the tools we have.
- We work with various individuals, businesses and homeowners to help them through procedures and process and teach them how to meet their intended goals
- Whatever is asked of us.
- with purpose and passion serve our community in a variety of ways, each of us assigned a role
- With Strategic Planning, it is apparent that the City is trying to engage their citizens and the employees with a voice on how the City goes forward from here
- Work for little pay
- Work long hours with little sleep to provide services to citizens.
- Work to insure fairness, lawfulness, safety, and responsible stewardship of the City's resources. Develop a plan to maintain the services and promote growth.
- Work together unified as one team with one mission, to serve the people of the community.
- Work with the intent to make Lees Summit a positive place to live.
- Yes

### Question 3: How do we do it?

- As efficiently and effectively as possible
- As quickly as possible as there is more work than people.
- Attention to detail and being sensitive to the needs of the City!
- Because employees are the backbone to making Lee's Summit operate efficiently, attracting and retaining quality employees is a must for progressive growth. Our country is in a supply and demand crisis right now with more demand for employees than supply can provide. In order to attract quality applicants, our city must have attractive pay and benefit programs available that will make a potential candidate want choose to come work here instead of our neighboring communities. "Middle of the pack" pay scales will not work anymore, we must be front-runners in this race.
- Because we need money.
- Being in touch with the community and being aware of what is going on within the community and surrounding areas.
- By being available when needed and standing accountable for our workman ship.
- By being determined at providing the best service possible regardless of any internal strife that may be occurring
- By building up the will, energy, and momentum necessary to carry on.
- By carrying out tasks that, taken together, achieve the established objectives of our work groups, department, and the entire City government
- By collaborating with each other and our customers.
- By coming to work everyday
- By doing all we can to assist all people who come to us for help
- By giving our best efforts.
- By overcoming challenge after challenge set in front of us with ever reducing resources.

- by paying attention to the needs of people in the community and trying to offer resources to the people that need it
- By providing outstanding community centers, parks and structured activities for all ages
- By providing the framework of local governance to the masterpiece of our diverse population.
- By spending wisely.
- By striving for excellence in the products and services we deliver.
- By taking pride in our work
- By working to give the public the best possible solutions to problems and maintaining the city's standards.
- Collaboratively work with elected officials, citizens and staff from all departments/divisions towards the same goals and objectives.
- Combining hard work and compassion everyday
- Coming to work and bring a positive attitude to continue to improve Lee's Summit.
- Continued evaluation of services and delivery methods. Continued exploration of costs and revenue sources.
- dedication, determination and knowledge, plus having the resources to perform our jobs.
- Dedication, teamwork, perseverance and commitment.
- Efficiently.
- Engage our community through many activities and opportunities offered through Parks and Rec, and Downtown LS
- Ensuring what we do is for the right reasons, at the right time, and best for the overall outcomes of the city and community.
- Establish programs that best meet the needs of the community.
- Hard work and dedicated
- hard work and determination
- Hard work, cheerful, helpful, dedicated effort.
- Hiring and retaining quality employees. This requires competitive wages and benefits. Continually reviewing our processes for ways to improve and grow. Focus should be on highest quality of life for our citizens and community.
- I have no idea.
- I think that we as a City are very innovative in accomplishing our missions. I have seen departments collaborate on a number of projects to see them through a successful completion. The vast majority of our employees are proud of what they do and seek to provide their services in the best way that they can.
- In the most efficient and effective manner while also being fiscally responsible.
- It starts with good communication
- Laws, emergency protection, building or replacing infrastructure, and planning for the future
- Listening, problem solving, customer service, teamwork and technology
- Make sure you involve every department, which would include their units within the departments, in this information and future engagements on input
- Must follow local state and federal laws; Honest; fair and equitable
- Offering the services needs by residents
- Our organization as a whole is very disjointed and it never fails to amaze me that employees continue to do more with less. They step up to do it, even though they know upper management doesn't appreciate their hard work, sacrifice, and commitment.
- Passionately

- People to people.
- Professional and timely manner.
- Providing services that are needed and beneficial to the citizens
- Providing thoughtful, caring, necessary service offerings while allowing people to live their lives in a safe and protected way. Not being an unnecessary barrier, but being a trusted adviser.
- respectfully
- steady work attitudes
- Talk with community members to find out what they want.
- The City of Lee's Summit has many departments that work together to achieve goals to better the community.
- This is accomplished via face-to-face interaction, email or phone. We also can be representative of our city affiliation even when not on the job.
- This is done through multiple types of services and offerings.
- Through a well managed process that is provided and directed by City Ordinance, which is supported by our municipal governing body.
- through excellent leadership that involves clear communication and vision, faces conflict, has unselfish motives
- Through laws, emergency services, building or repairing infrastructure, and planning for the future
- Through numerous means, across multiple industries.
- Through our dedication and willing to serve our community the best we can.
- Through professionalism
- Through proper planning, dedication and teamwork.
- time allocation, helpful resources, creativity, initiative
- Timely responses, listen to the community, resolve issues, care for the City
- to the best of our abilities
- To the best of our abilities with the limited resources provided. The City does not invest in personnel adequately in resources or training to be the "Best"
- To the best of our abilities. Always looking for a Better way to provide the Best services within the limitations of the resources we have Available
- Usually very well, if we are able to train, keep our equipment operating well and get financial support to do so.
- various ways
- Very well considering the lack of current technology and poor compensation.
- We accomplish our purpose by creating a work culture that is interdependent on a complex set of skills and expertise. Embedded in this work culture are individuals who have chosen public service as their life work and carry out the tasks necessary to meet the needs of our community.
- we ACT EPICC
- We actively listen to what our community is saying in order to meet that objective.
- We are committed to working together as a team, both cross-departmentally and with other government and private sector resources.
- We are resourceful, avoid waste of resources. We communicate, brain storm, research, and work as a unit.
- We do by having an awesome attitude and the right equipment.
- We do it by being good stewards of the City's resources and ensuring that all people are treated with dignity and respect.

- We do it through face to face contact, technology and over the phone
- We do the best we can to serve the community and the interest of the people.
- We do this by listening and reaching out to the tax payers about there concerns, and look to what the future might bring and try to plan for it.
- We engage with our customers to deliver quality product.
- We espouse values of commitment to an excellent work product.
- We offer excellent customer service, keep standards high, remain dedicated, work hard and continue to care about the community as a whole.
- We provide essential services by working as a team with outcome oriented strategies.
- We provide parks in our community, roads and infrastructure, emergency personnel to keep our citizens safe, development that enriches our city and strong leadership through our elected and appointed officials.
- We provide the best tasting, safe water, in unfathomable quantities and maintain the wastewater collection system for the health and safety our customers deserve.
- We share our greatness with the citizens and visitors of Lee's Summit.
- We should keep employees happy and enjoying their job while making the city a place that is good in some aspect for everyone involved. you cannot please all of the people all of the time
- we strive for excellence. Progressively. With an eye to the future. by allocating resources effectively. planning ahead.
- We strive to improve the operation of the city in ways that provide excellent service and improve efficiency.
- We try to make every situation go as smoothly and as painless as possible. We try to be up to date with the most current code or ordinance to make sure the job gets done
- We use our design standards, in conjunction with best engineering judgment, to ensure plans and studies are completed in a professional manner. We strive to meet deadlines, and recognize that time is of the essence both to external customers, but also internal customers.
- We work in a close environment that embraces change, new ideas, respect for the individual and provide equal opportunity to succeed in everyone's private and business life.
- well
- With a positive attitude and a servants heart
- With a smile....because the citizens don't know better. Even though they deserve so much more.
- With a well trained and committed group of employees
- With a well trained staff with the same core goals
- with compassion
- with compassion and understanding
- With compassion and understanding.
- With dedication, persistence, and positive attitude
- with Diligence
- With excellence
- With focus on the customer in a polite and respectful manner
- With great leadership and a strong work ethic.
- With integrity
- with integrity and understanding
- With pride and integrity, in the most timely manner possible.
- With pride, and excellence.
- With professionalism and expertise.

- With professionalism and passion
- With team work, communication, planning and implementation,
- With the only resources provided to us.
- With the support of taxpayers
- Work efficiently and effectively with all departments.
- Work hard every day, listen to our neighbors and fellow workers, take direction from our elected and appointed leaders, stretch our resources, prioritize our tasks
- Working hand in hand with citizens and the business community to provide a great community to live and raise a family.
- Working together and the use of several resources to achieve the goals of our citizens!
- Yes

### **Question 5: What do you hope Lee's Summit will be known for in 10 years?**

- A caring community
- A City that is fair and puts both its citizens and employees first.
- A continued sense of support for each other and a culture that promotes trust.
- A desirable place to live and come to shop because we put the needs of the citizens first.
- A destination city
- A destination.
- A diverse community growing in a purposeful manner that balances the desires of the people with the need of infrastructure.
- A family friendly atmosphere.
- A good place to live
- a good place to raise a family
- A great community to live in
- A great place to live
- A great place to live and raise a family
- A great place to live, work, and play.
- A leader in Public Safety
- A leading and progressive community in all aspects.
- a leading city
- A livable community with sought after amenities within the city.
- A master planned city that residents take great pride in, and where they can live, work and play.
- A model of growth, opportunity, and sustainability
- A place that brings in companies to work at.
- A positive place for all people to live, work, and/ or participate in recreational activities.
- a safe place to live and raise a family
- A safe, affordable, and fun place to live and work.
- A safe, well developed city where you want to raise a family.
- A strong sense of community.
- a trendsetter in the region.
- A vibrant, multi-faceted community where citizens choose to reside and do business
- A welcoming community.
- A well balanced community.
- A wonderful community in which to visit or reside.
- Ability to maintain quality of life that made LS great

- Adding more commerce and industry than beds.
- Age friendly community
- An innovative community that is family friendly while also affording adults opportunities to take and show pride in their City.
- Arguably the best City Government in the USA!
- As a community that values long term employees by providing appropriate compensation and benefits.
- Attracting new restaurants and businesses, better roads, and attracting businesses with better paying jobs.
- Being a great city.
- Being a great place to live, with top notch schools, with many extra curricular activities to offer.
- being a progressive, forward-thinking city that supports its employees
- Being a top comparator in the region.
- Being an awesome community in which to raise children.
- Best place to Live and Work
- Best place to visit, live, and work.
- Best place to work and live.
- Best public services and for being an innovative, growing city
- City that value their employees
- Clean and friendly
- Clean, safe neighborhoods.
- Excellence in Sustainability
- Excellence
- Excellence, progressive
- faithful and trusting to their employees
- For being a loving community.
- Friendly great place to love.
- Good steward to the citizens of Lees Summit
- Great place to live and work.
- Great schools, financially sound, secure, good place to raise a family
- Great schools, great entertainment, great dining.
- Great schools, shopping and entertainment
- Growing business opportunities and jobs.
- growing city with small town feel
- High quality of life and resources
- holding their employees in the highest esteem
- I hope Lee's Summit, the City, is a great place to work and Lee's Summit, the community, is known for opportunity, diversity, family, education, employment and recreation/entertainment.
- I hope that we will get back to a few years ago where everyone is wanting to live here.
- It's progress and steady growth
- It's quality of living
- Kind and caring family oriented community
- Less racism and sexism
- Lower Crime rate vs. surrounding cities.
- More green infrastructure, homes, parks

- My hope is that Lee's Summit is seen as a leader in many areas, including the government services it provides. I hope it is also seen as a very successful and well planned community that is capable of meeting it's citizens needs and expectations and is a draw for future development and population growth.
- Not having become "The next Raytown," or "The Next Grandview"
- one of the best city's to live and work in
- Outstanding achievements
- Ownership. Not covering up anything.
- Positive Growth
- Progressive city that set standards for other like cities
- Progressive community and vibrant community
- Progressive well respected. Treat there employee with respect and selfworth.
- progressive, innovative community which values its history and looks toward and prepares for the future
- Progressiveness, high quality, highly compensated employees who are proud of who they work for.
- Prosperity
- Providing services for one and all
- Putting their employees first, versus lining the pockets of the City Administrators.
- Quality of Life over Growth and Development
- Quality of life, great schools, parks and neighborhoods.
- Quality public services
- Relaxed atmosphere that is inviting and affordable.
- Safe
- safe and clean community
- Safe Diverse community
- Safe place to live with strong local economy
- Safety, clean, excellent customer service
- Safety, progressive, diverse
- safety, security and growth
- Something unique.
- Stay ranked high as one of the best small cities to live in
- strong and stable community
- Strong economic development that is desirable to start or relocate a business.
- Sustainable community
- That change for the better can happen
- That it is a great cmmunity that people want to live in and raise a family. Low crime rate.
- That OP is the KS version of Lee's Summit
- That we do have nice parks.
- the best place to live and visit.
- The best place to live in the KC metro area.
- The best place to live on the Missouri side
- The best small town in the USA
- The city that cares and everybody would like to live in.
- the destination of choice for residents and visitors of all ages and backgrounds
- The most professional highest paid employees

- The outstanding quality of life offered to all who choose to live or work here. Also, a community that remains friendly and welcoming.
- The place that did it right.. A place where the economy grew with business; and public schools were kept safe. Citizens from other towns and cities envied how clean and safe and friendly LS is.
- The premier city in the KC area to work and live, while still maintaining that small town feel
- Their committment to provide a safe, fun and livable place to work and live
- Thoughtfully planned progress and great maintenance of the infrastructure
- To be a great place to live or visit.
- Top destination
- We used to be known as a progressive city at one time. I'd like to see that again. Let's be proactive instead of reactive

### **Question 6: What do you believe the City does particularly well?**

- Addresses issues brought to them.
- Addresses needs of the community.
- All the downtown festivals.
- Arrest kids for minute amounts of pot
- besides city administration kicking the can down the road and lying about their finances, public safety would be number one
- Bragging
- Builds curbs and take care of employees at city hall
- Calm and nice behavior
- Caring about the downtown
- Cater to developers.
- citizen engagement
- Communicate to their citizens.
- Communicates well with citizens
- Community policing; dedicated funding for capital projects
- Continues to develop
- creates parks
- cultivate entrepreneurialism.
- Customer service
- Customer Service
- Customer service
- customer service to our citizens
- Customer service.
- Dehumanizing employees.
- Downtown events
- Education of children, family friendly atmosphere, clean city.
- Emergency services (Police/Fire) are very good at what they do, responding quickly to citizen calls and handling those calls professionally and competently. Our Water Department is very skilled at managing the city's water needs, and ensuring development meets standards. The Parks Department has won many awards for the development and innovative approach to parks.
- Engage citizens. Through boards and commissions, committees, one-time events.
- engage community by trying to keep residents aware. Downtown area is very nice
- Engage the community in activities.

- Excellent first responders to care for citizens. Keep a small town feel even though it is not a small town.
- excellent parks and recreation options, social media options, very caring personnel at Fire, downtown events
- Finds solutions. Vision for the future.
- Fiscal Responsibility
- Forward thinking. Always trying to think of what residents will want/need in the future.
- Gives the public easy access to parks facilities.
- Great customer service in every area.
- Growth
- I believe that it has great dialogue with its citizens.
- I believe that most of our services are way above standard. Working for the PD, I know that there are several services that we complete that are not required of other similar police departments. Some of these are lockouts, neighborhood meetings, a massive amount of community interaction and involvement (Special Olympics, Freezing for a Reason, etc)
- I believe the level of customer service is far above surrounding jurisdictions. I think that we adapt and overcome difficulties with budgeting as best we can.
- I do believe we provide the best city services of any community in the metro.
- I stayed because of the schools but now I'm worried. I do enjoy having access to everything I need relatively close as far as shopping and entertainment.
- I think the City does well in promoting it's image and through their PSA partners, their development and district successes. Marketing and branding has allowed for a lot of visibility for the City, especially our downtown district.
- I think we have a willing attitude to listen to all ideas and complaints.
- Improving infrastructure in a timely manner.
- Infrastructure, economic development, and public safety.
- Innovative and progressive
- Is openly transparent with the public.
- Listen to citizens and give them a chance to be involved.
- Listens and provides a high quality of life
- Listens to the community
- Looks good on the surface
- Maintain a fund balance
- Maintain green space
- Maintaining infrastructure (streets, water, sewer, storm, etc.)
- Maintains City infrastructure. Promotes development within the City.
- Maintains the past with the future
- maintenance programs for water and streets
- Makes costly improvements
- making people mad
- Managing growth.
- Managing the benefits for employees has always been outstanding. As an employee I have always appreciated the level of insurance and benefits the city provides.
- Not sure. They don't seem to care about the employees salaries, especially those that have been there for any length of time. Pay is a major issue. Fair pay between the police and fire dispatch is a big issue. The mayor said it would be taken care of, but as of this survey, it hasn't been.

- Nothing. The City is mired in delivering mediocrity. The City doesn't strive for excellence, which would require the allocation of resources to develop and keep personnel
- Parks, roads, police department
- Police and Fire services along with our Parks and Rec.
- Police the town.
- Policing, Court System, Fire and its Infrastructure.
- Progressive and forward thinking.
- Promotes itself, whether there is substance to back it...
- Protecting the guilty
- Provide amenities to it's citizens
- Provide good customer service.
- provide infrastructure and public safety services
- provide quality fire and police service
- Provide services to residents.
- Provides a place to have balance in work and life.
- Provides great service to the citizens
- Provides the necessary tools and equipment to perform the assigned tasks.
- Providing the best service to citizens.
- Public safety
- Public Safety
- Public Safety and Transportation
- Recruits and keeps caring employees who want to make a difference. Also, we have done well in managing growth both on a residential and commercial basis.
- respond to requests for service
- Responds quickly to complaints or issues from residents
- safe community
- Safe environment
- Save money for bond ratings. The employees and equipment is suffering from this management style.
- seeks growth
- Serve the citizens
- Serves the citizens above and beyond what other cities do.
- Single-family subdivisions.
- Snow plowing the streets. Creating parks for kids.
- Spend money on Parks projects.
- Spending tax dollars (or giving incentives) to benefit the general public and not individuals.
- Spends money on "wants" over "needs".
- Support of economic development
- Taking care of our Parks
- That is has a good vision of how it wants to operate it's parks
- The City hires good, dedicated people as employees.
- The City of Lee's Summit has a vibrant downtown.
- The Parks department provides a lot of options that are reasonably priced. Enhances the overall community.
- The Parks Dept offers a lot to our residents.

- These community strategic plans - have had great success with them in the past and happy to see the City doing another one.
- They care very much about the word community and striving to help in anyway possible.
- Waste tax payer money with excessive surveys, studies, and development initiatives.
- We generally maintain both equipment and vehicles very well, with the newest technology.
- We have done very well in our response to growth issues. Despite the significant growth in both residential and commercial investments, Lee's Summit continues to be a comfortable place where people can still be friendly and open to each other.
- We have exceptional personnel that are dedicated to the community in all departments. The showpiece: the parks department. That said, they could work to make our city more active with a bike path that connects the city without the need for vehicles.
- We strive to provide the best customer service possible, and we consistently accomplish a tremendous workload.
- Work together- example the water trucks were out distributing salt to help when the snow storms hit this past Winter. Everyone worked together to get the job done.
- Working with customers in a friendly manner
- Works with citizens to provide quick responses to their needs

### **Question 7: What do you believe is the most significant challenge facing the City?**

- Voice of a small group economic and racial bigots receive the most attention in local politics and setting policy decisions.// Over committing resources to fire protection while neglecting community policing and crime prevention efforts // Groups have successfully lobbied elected officials to ignore City Staff and other expert advice to adopt take actions that have cost the residents and the City millions of dollars annually. Elected officials fomenting distrust and disrespect of City Staff.
- A new sense of "protectionism" from a portion of our residents who have been fortunate to be given opportunities to create wealth for their families. Lee's Summit has been a community with residents who represent a broad diversity of economic class. There seems to be a fear that assuring opportunity for working class or lower-income households to grow with the City is a negative concept.
- affordable housing
- Affordable housing.
- Aging workforce and cost of technology required to deliver the end product.
- Attracting and maintaining a quality workforce
- Attracting decent restaurants and entertainment
- Attracting new businesses.
- Balancing commercial development and residential needs; especially where the two are in close proximity to each other.
- Balancing employee wages while providing services to the citizens.
- Being able to sustain and grow service levels to meet all of the needs/wants of the community.
- Bringing in companies
- budget
- Budget !
- Budget. Stop the safety fair - post online instead.
- Changing public perception that the City is "the bad guy". Communicating to citizens. Making citizens aware of what's going on, how we do our work. As we grow - Addressing the discourse

between the city's rural roots and a growing suburb. There's no true "identity" here because of this.

- City budget, Oversized an overfunded Fire Department
- City manager. Looking at the entire city, all departments have been negatively impacted by his fiscal policies limiting their growth and retention of personnel.
- Competition with other local suburb cities
- Complacency among leadership
- Continued revenue to operate at its best.
- Costs of service expectations and maintenance needs that exceeds revenue...Funding
- Creating new housing that is affordable to younger/lower income people.
- Decisions too political
- development
- don't give away too much to the developers
- Economic and racial divide.
- Employee compensation.
- Ensuring revenue streams are sufficient to provide the level of personnel/services to meet citizen's high expectations. I believe citizens are willing to pay for that level of service/environment, take JOCO KS. for instance.
- entitlement mentality of long term employees; fear of management to manage
- Fair pay between occupations and bringing in new businesses. It would be nice to be more like Johnson county Kansas and have the restaurants and stuff that they do.
- Fairness
- Financial resources
- Finding the resources to retain quality employees.
- Funding
- Funding of services
- Future of financial health
- getting along
- Green spaces, plus blight in areas
- Growing development without the foundation of infrastructure and city personnel to meet the needs of the rapidly increasing development and people.
- growth and how to manage that growth
- Growth in schools
- Handling quick growth of city
- Hiring and training, educated quality personnel to direct and maintain the water and wastewater systems.
- Honesty and Integrity
- I believe there are a few things standing in the way first is sustainable wages, next is cross training the city does not do a great job about having more than one person that can answer a question if for example an employee is out for the day or week this to me doesn't help the citizen!
- I feel the leadership in city administration does not have the best interest of the citizens and employees at the forefront of their decisions. I feel decisions are made to benefit the few connected businesses and community figures while providing mediocrity to the rest.
- Infrastructure
- Infrastructure and affordable housing
- Keeping its employees to keep continuity!

- keeping pace with rapid influx of development and increased population
- Keeping prices down while still giving quality services.
- Keeping talented individuals to stay working for the City
- keeping up with resident expectations regarding level of service without raising taxes or other revenues
- Keeping up with the growth of the city. Emergency services, streets, CVM ect.....
- Lack of diversity. We need to create a community that welcomes all economic backgrounds and learn from the various experiences we have so we can include everyone going forward.
- Lack of internal communication and willingness to work together for a solution that may require going through a lot of red tape.
- Maintain safety and law enforcement
- Maintaining the current level of growth and service.
- Maintaining the Public infrastructure and the R-7 school systems growth.
- Maintenance of the older infrastructure.
- Making employees feel like the city cares about them and you're not just a number and can be replaced by the next guy. The constant revolving door of employees right now indicates this place has turned into a training ground and people do not care about the city because the city doesn't care about them.
- Managing increased demand for services on limited funding.
- Modernization. Dealing with disruption and being able to be proactive instead of reactive.
- Money - Providing adequate compensation to ensure talented employees don't leave for work elsewhere.
- multi cultural
- Need to attract construction of office parks and large similar to OP and KC. Reduce the commute by attracting development of mid to large companies as a corporate office location.
- Nimby's
- Not enough affordable housing. Citizens not wanting to pay higher taxes than the surrounding towns.
- Ourselves
- Over population and lack of schools. We need another high school. Also the drug problem here and in our schools. Lack of funding for our police/fire especially for a growing city.
- Pay and retention of employees.
- Pay scale competitiveness and raises
- Planning for the future and growing the City the best way possible
- Politics, pride
- Problems include high cost of living. Challenges are something that are done on the weekend lol.
- Providing for Police and Fire
- Public safety
- Public safety, health care, wages, infrastructures.
- Rapid growth
- Rapid growth. Serving all neighborhoods equally.
- Recognizing the city's shifting demographics.
- Remaining financially stable
- Residents feeling connected to City government.
- resources into the future, revenue keeping up with all we want to do
- Revenue

- Revenue generation
- Right now I would say gaining the Trust of the Employees that have been left behind in the area of compensation.
- Rising above continually to do the right thing and make right decisions.
- Shifting away from depending on new construction growth to address budget issues like employee compensation.
- small business.
- Sometimes the cost of living.
- Spoiled citizens and uninformed elected officials
- Sustainability. Single family homes alone cannot sustain a city, more diversified development is needed to not only create a solid tax base but also to provide the opportunities and continued interest for residents.
- the expansion and growth of the community.
- The biggest challenge I see for our City is maintaining basic services, remaining competitive as an employer, and meeting the challenge of the future growth and development within the City.
- The City Administrator's management of resources, funds, and employees. Plus his unconcerned attitude with employee morale and worthiness to City goals.
- the city manager
- The City of Lee's Summit has a challenging relationship with some critical departments (Police, Fire, and others) due to lack of pay in comparison to similar size organizations locally.
- The Cost of Living
- The current city administration.
- The current city administrator
- The funds to continue providing services without eliminating other services or employees.
- The influx of people and the public services it will need to provide to those citizens to maintain the quality of life the citizens of Lee's Summit expect.
- The influx of people from outside jurisdictions preying on our citizens who can be naïve. Revitalization of the older areas in the city.
- The lack of of an administration that supports the value of employees. Currently, employees do not feel valued, largely because admin and council don't.
- The overall lack of proactive code enforcement. If this keeps up, we will be Raytown or Grandview.
- The overwhelming sense of entitlement from our residents.
- The strength of the collective groups and their inward focus on their membership needs.
- There are two. The first are the roads in a snow event. Main secondary arteries were not even touched in several of the past snow events. For the amount of taxes paid, the expectation is much higher. The 2nd, quite honestly, is the pay issue that has went on for two years. While it has been finalized, or will be in two weeks, you have lost a lot of employees. There was no reason for this whatsoever, the games played, the length of time it took to get there, has "checked out" a lot of employees. If you want loyal, prideful and committed employees, then don't play games with their lives and livelihood.
- To keep the tax revenue coming into the city and keep quality employees.
- Too much growth too fast
- Transportation
- Underperforming police department
- Up keep of the infrastructure
- Upcoming PRI growth, what to do with vacant business fronts.

- Upholding high standards while also fulfilling the thought of providing for all. My thoughts may be off here....but I don't believe we can always provide just the right affordable housing for everyone. If I've done well, planned appropriately, saved as I should, I then can afford to live as comfortably as I wish. Not all will attain this and a community should not be brought down by others poor decisions.
- We hear all the time, not matter what the subject, "I pay taxes, why isn't X, Y or Z done?" I think educating or informing our citizens on what and how their taxpayer dollars are spent would go a long way.
- Wise use of remaining undeveloped land
- Young and inexperienced upper management (directors and assistant directors) that don't know how to relate to their employees.

**Question 8: State one thing the City could do to better serve the community.**

- accommodate middle class families
- Actively try to build social capital within the community.
- All departments operate under a principal of "One city, one team".
- Attract new restaurants, entertainment, and corporations.
- Balance the growth. A lot of single family residential growth which puts the biggest strain on the maintenance of the public infrastructure and the school systems.
- Be more transparent in CC as to why decisions are made and votes are cast.
- Be transparent in all ways.
- Better code enforcement.
- Better Communication - actual proactive information and PSA's to educate - not just fluff pieces.
- Better community engagement (proactive communications, proactive updates on projects, community engagement events, soliciting ideas more frequently.)
- Better roads
- Blinders on regarding individuals that need extra help.
- bring back recycling centers. Close the embarrassing landfill. it is out of control.
- Broaden the activities into the surrounding communities.
- Build a taller airplane hangar along with a new terminal to increase incentive for larger jets to come and stay out of the bad weather which will increase profits for the city, because right now most of the large jets divert to Downtown KC airport because we can't house them.
- Build less asphalt streets and more concrete.
- Challenges mostly snow removal!
- Charge less for stalls at the farmers' market. Offer city employees free membership at the community centers. This could improve health, reduce healthcare costs and reduce sick days. Maintain green space as you grow
- Clear the main streets after snow/ice. I understand about the side streets but Ward Rd and all the way down 3rd street is really bad too.
- communicate
- Communication
- Communication, both City employee to City employee and City official/employee to resident. Not just in frequency, but in consistency.
- community education on how the local govt operates and is funded - many residents don't seem to understand this
- connectivity with streets and paths, city is very disjointed feeling

- Continue to focus on the quality of living for the community.
- Continue to improve employee salaries and support of the employees.
- Continue to invest in your employees (training, moral, etc.). I think by doing this we will be able to better serve the community; this will improve on what we have and will further support and give the tools to improve on what we are currently doing. In my experience having some of the employees (that are willing) be trainers and teachers (peer coaches) for new employees or employees in need of development. I believe everyone has talents and abilities that can be valued, don't focus on the negatives; focus on what that employee does well, and allow them to utilize the skills that they are best at, while helping them develop the areas they may fall short in. People want to be valued, help them see their value and let them utilize their full potential. Now, that being said, not everyone is willing to take the extra step and take the opportunities that are given to them.
- Develop a comprehensive development plan that does not simply look at land and what would it would best be used for, but instead accounts for the level of city services required to meet that development and systematic additions to personnel and equipment needed to meet the needs of the new development.
- Develop high paying jobs closer to where they live.
- Develop or improve upon a communication plan that specifies how and when we will 1) communicate information out and 2) respond to social media, LSConnect, emails, etc. for all departments.
- Develop something unique to Lee's Summit that provides an identity and makes the City a place to visit for others.
- Do a better job of promoting all the good things that are done for the community by the City.
- During a snow event, provide a map that show what streets have been treated/plowed.
- Educate the residents on the various departmental responsibilities.
- Education
- Eliminate collective bargaining unit groups and encourage a singular team approach to serving our community.
- Eliminate the current city administration.
- Ensure affordable housing is available
- Establish and accurately measure key performance indicators for provided services.
- establish local transit system for local residents
- Find ways to be more nimble/flexible to meet demands for service and technological advancements; many of our processes are slow and outdated and don't allow us to react quickly to change.
- fire the city manager
- For all staff members to be on the same page for consistency purposes
- Get a new city administrator
- Get back to the basics of what a government is suppose to provide to its citizens (ie; good roads, good water / sewer systems, good schools, and good police and fire services).
- Have better public transportation
- Have the best trained employees. Police, Fire, EMS, City Management. Also focus on core services before pet projects.
- Help foster more affordable housing and renting
- Higher standards-don't let LS be known as a soft target for crime-as it stands, we are viewed as an easy mark
- Hire a Fire Chief and City administrator from outside this department

- Hire department heads that actually know the job they are being hired for instead of just being a yes man/woman or friend of the City Administrator.
- Hire more staff so that more programs and services can be provided
- Honestly strive to be the very best. This takes money, hard work, and a desire to find the very best leaders to move the city that direction.
- I believe the city falls short in our visual image compared to other high end cities. our medians look like crap, we have a dump abandoned property on the south side of I-470 for everyone coming into the city. We just need to spend more on a clean visual along with clean brand.
- I don't know
- I have little complaints in this area. I would like to see our green areas maintained or better kept. Areas for example would include SW Ward Road, NE Tudor Rd between Douglas and Ward.
- I think we could have more community events that involve the community
- Improve the overall streetscape.
- In my opinion the City needs to examine it's allocation of resources that serve the safety of our citizens, and to find a way to otherwise fund growth for public safety. Another issue is becoming more developer friendly in the overall process of growth and development.
- Increase the number of employees serving in all departments. This would allow all departments to better serve their community by meeting their mission statements.
- Innovation. Public Announcements.
- Invest in public safety. The town is growing to fast. Public safety cannot keep up with the call volume and lack of equipment/personnel
- Keep on encouraging good character and modeling it, promoting integrity
- keep working on the cities issue's with being understaffed in their workforce.
- Keeping and maintaining the best employees.
- Keeping up with employee skills
- Less progress, less new home building, expanding outward.
- less red tape on development projects, less micro management from the council
- Listen to each other.
- Listen,listen,listen. Be more pro active.
- Look for more expansion in the southern corridor. We have nothing down here as far as good restaurant options.
- make areas in the city more appealing by removing old buildings and make homeowners follow codes to clean up their property
- Make it walk friendly all year long. Clean sidewalks in the winter.
- Make sure we are doing all we can to get the best businesses in Lee's Summit so the city will continue to grow and have a good tax base.
- make sure we have new options for landfill and recycling
- More amenities for residents and others to spend money on in the City
- More efficient programs and services.
- More frequently conduct Citizen Surveys to measure performance on key services/programs that are based on the majority response and re-adjust those services/programs in multi-year priority based budgeting to meet those expectations as opposed to the expectations of a loud minority and short-term issues.
- more local events
- more parking in downtown LS.
- More public transportation

- Need to work one retaining the tenured employees.
- Not just react to potential problems but be proactive to prevent future problems!
- Not sure. Doing good as far as I can tell.
- Notifying them as to why we do what we do.
- Open another landfill/resource park.
- Operate more efficiently.
- Pay police and fire more so we get better candidates. With paragon star being built we will need more patrol officers.
- plow the streets
- Proactive Codes Administration
- Promote all we do well
- Promote businesses that sell entertainment that is not centered around the sale of alcohol and food.
- Prove to the community and employees that they stand behind them.
- Provide a management / leadership type of training.
- Provide financial dashboard on a more timely basis. Many people have expressed concern why this has not been updated in many years.
- Provide more Police and Fire resources
- Provide opportunities for citizens to engage with the city
- put their employees first, the ones who do the daily grind to make it happen
- Realize that it takes funding to achieve the things our citizens want. There's a heavy focus on development of land but services are being left behind. Tax incentives to bring in business creates a disparity in what we are able to provide to the citizens. There has to be investment by the businesses into the community.
- Rebuild the water system culture from the top rank down.
- Recognize the significant growth in the southwest region of the city. Provide better amenities in that area (dog park, walking trails, etc.)
- Revised snow plan
- Road maintenance
- See #7
- Steady improvement of the streets/roads throughout the city.
- Stop bickering among the elected officials and city staff.
- stop fighting with each other and look out for someone other than themselves
- Stop giving tax breaks to businesses wanting to come here. The TIFs should not include things the companies should be providing for themselves.
- Take care of the employees, the ones that are taking care of the citizens.
- The city council could get along better and quit arguing during open council meetings.
- The City needs to listen to its citizens and take feedback and use it. These surveys do no good if some of the hard ideas are not dug into and looked at more closely.
- Think long term and big picture instead of reacting NIMBY's who fear monger. Heed professional advice more and campaign donors.
- Treat the front line employees the same way upper management wants/expects to be treated.
- update outdated technologies and processes.
- We already do so much, Lea McKeighan, water park, great Police and Fire departments

- We need to continue working on accepting diversity of thought, religion, sexual orientation, economic class, and culture in our community. If we don't, we will become a static community, one that future generations will choose to pass over for more vibrant and active communities.
- Welcome and support commercial businesses to create local employment
- Work hard at keeping the Employees Trust and making sure that the pay for the rank and file keeps pace with the surrounding cities.

**Question 9: What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future??**

- (1) Best employee. (2) Hardworking (3) Most reliable.
- 1) Focus more on quality housing and commercial development, less on accepting any builder/developer plan just for the tax revenue. 2) Partnership with the school district to maintain good quality schools with leadership that reflect the community values, not pushing political agenda.
- 1) Stronger government. Elected officials should have more input and control over fiscal decisions currently directed by city manager. 2) Focus on external customers first (community), internal customers second (employees). We remain under compensated and overworked due to staffing issues in all departments in the city. Employees that feel respected generally perform better to our first priority's needs: the community. 3) Design and 'master plan' the city. Thoughtful zoning and development will allow us to achieve our stated goal of being a community where people come to live, work, and play.
- 1. An excellent provider of a high level of services 2. Inclusivity amongst all socio-economic groups
- 1. growing community 2. thriving business and tax base 3. a city govt. that recognizes what their employees have accomplished and compensates them fairly for their efforts.
- 1. Safety of citizens 2. No blighted areas 3. Pride to say your live in LS
- 1. Stewardship: use the tax money and resources responsibly. 2. Ethical. 3. Service delivery: Citizens and patrons of the community feel like they are given the right level of service efficiently and they are treated with dignity and respect.
- -a dedicated, competent, and professional staff -thoughtful, progressive planning -excellent citizen engagement
- a good place to live, great with city customers, and welcoming to people who come to our city
- a place where the government listens to the citizens that they represent
- A safe community (low crime) Amenities (arts, parks, destination shopping, unique restaurants) Conference center (hotel to attract more people)
- A safe place to live and a city that values their long term employees. Not just a city that has a good starting salary but screws its longtime employees. You have to care about the people that work for you.
- Ability to pivot to achieve goals, consistency one can count on (keep word, set trends), vision
- Affordable living. Long range planning.
- Age friendly, affordable housing, transportation
- An Honest Day's Work For An Honest Day's Pay.
- being a culture of "yes, and" as opposed to a culture of "no, because" - internally as an org. but externally with citizens too. Embraces and celebrates cultural diversity.
- Being a good place to work to provide the best to our citizens, honesty, and transparent government

- Being more transparent and wise with financial accountability, and forward thinking development plans to ensure city services are prepared to meet the expected enormous growth from recently opened lands for development.
- Being progressive in establishing a sustainable community.
- Committed employees Competitively paid employees Competent Administration in all departments
- Community and Courtesy.
- community focused and consistent
- Community, Strength in Growth, Prosperity
- Competence. Consistency. Integrity.
- Competitive employer and excellent service delivery Adherence to a well prepared comprehensive plan Attractive for development and growth
- Courteous staff. Long-term strategic thinking. Professionally managed community.
- Economic growth
- Efficiency, Professional, Effective
- Environmentally responsible and forward looking.
- Ethical, Informative and Responsive
- excellence in public safety establishing amazing community recreation network for family and youths
- Fair Listen Act
- Fairness to all citizens Quality of life
- Fairness, integrity
- Financially sound. Fair and consistent treatment of residents/customers
- Fiscally responsible Safety Community-minded
- fiscally strong; strong customer service
- Focus, attentiveness, diligence.
- For achieving a sustainable economic growth. For promoting love in the community.
- foresight in handling future growth; maintaining the systems we have
- friendly and efficient first responders, good schools, and family friendly entertainment
- Good Leadership, Good place to work, Fiscally responsible
- good planning and vision and strong infrastructure
- Good schools, and a safe community.
- Greater financial transparency
- Helpful. Proactive. Professional.
- Honesty and integrity
- Honesty, competence and a commitment to service.
- Honesty, Innovation, High Standards
- Honesty. Excellence. Progressive leadership and services.
- How they care for the employee's and how they look out for the city.
- Humble, kind, listeners
- I'd like to see strong decision makers that rely on science to direct projects and less political infusion.
- Imagination and innovation for progress.
- Informing residents about their homes, structures, and cleaning up blighted areas. Maintaining neighborhoods. Green spaces and parks would be a plus.
- Innovation, productivity, efficiency.

- innovative progressive pro-active
- Innovative approach to city planning Progressive approach to working with businesses Fiscally strong
- Integrity and wise use of tax payer money
- Integrity, diversity,
- Integrity, excellent wise stewardship, equality
- Integrity, Fairness, Accountability
- Keeping property taxes down while taking care of infrastructure. Quick to act in the best interest of the residents.
- Leading from the front, Making the employees the #1 priority in the budget. Expanding our environmental green footprint.
- Lee's Summit is seen as a regional leader, especially in regards to our professional management, not only in the City Manager's Office, but among our department heads and other organizational leaders. We need to protect the ability for our organization to continue serving the public through professional management while allowing a balance of political responsiveness.
- Listening to the community.
- making sure that major projects are properly managed with long range goals that promote Quality and Creative Designs vs. the Lowest Bid.
- Open Honest Sincere
- Paying their employees a higher salary. Having developed an entertainment district.
- Policing for a safe community and beautiful safe parks to enjoy.
- Proactive rather than reactive Creative and innovative Clear sense of direction and a shared vision
- Proactive, family oriented, and fair.
- Progressive Innovative Caring about bigger picture
- Progressive Innovative Supportive
- Progressive Responsive Calculated risk taking
- Progressive change, High Integrity, Helping the Citizens of LS
- Progressive, innovation, and professional.
- Progressive, Openness
- Progressive, outside the box, not your typical government!
- Public Safety, Infrastructure and prioritizing its employees
- Putting the community's long term good ahead of short term benefits. Being more authentic.
- Responsible. Equitable. Forward
- Responsive, progressive, and innovative.
- Responsiveness. Fair. Inclusive.
- Schools, safe community and a place companies want to come
- See #7
- Service, good stewardship of money and forward thinking particular to growth of the city
- Streamlined processes, responsiveness
- -Strength of its employees -Responsiveness to community needs
- strong employee retention history, fair compensation and benefits, role model for communication
- Strong revenues, visionary for future economic development and growth.
- Teamwork, Professionalism and Accountability.
- technologically innovative, forward thinking, stable

- Technology/infrastructural growth and dedication to citizens and its employees and small town businesses
- that we as a city continued the standards of quality, growth and community focus.
- The city takes care of its residents The city takes care of its employees
- The willingness to talk to citizens and better the city based off what they have to say. The upkeep of downtown LS, it is a great downtown area and the better we keep up with the maintenance, the more the city will thrive.
- The willingness to work for the citizens as well as the employees that support the city's mission
- To be innovative with quick response to customer's needs.
- Transparency Community
- Transparency Honesty
- Transparency and professionalism.
- Transparency, communication, integrity
- Transparency, integrity,
- trustworthy responsible stewardship
- Understanding of the role of government Commitment to community service rather than personal agenda
- Valued, efficient & proactive
- Visionaries
- Walk friendly all year long
- Welcoming community Thriving businesses
- Welcoming efficient changes, advance technological advances, and create a partnership atmosphere with the public and the city's employees in decision making internally and externally
- working with city employees on a regular basis to keep pay at an equitable level to attract and retain employees working with the public and developers to allow for smooth operations in building codes, development, and economic growth

**Question 10: Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?**

- Advise the City to spend less time and money on surveys/consulting firms/studies and more time treating others the way you want to be treated.
- Allow for new stand alone homes to be built in the community that are in the 200s.
- As the City grows as it will over the next few years, the city will have to add more employees and equipment. This should be discussed at length during these meetings.
- Better budgeting. Eliminate some items (unnecessary travel) to add funds to other programs.
- Bring in new businesses and entertainment, so they can pay their employees a livable wage.
- Change the city color from the pea green to something brighter!
- City needs to stop reacting to squeaky wheels and focus on providing services based on the needs of the majority of residents, not a few loud mouths
- Coming from working in other progressive communities in other parts of the country, as progressive as Lee's Summit thinks it is it's still very far behind. Also, better design standards for neighborhoods and commercial corridors to have a better look and feel.
- Don't fear new people or ideas, be open to those not like yourself
- Don't forget to build as strong foundation in the core of the city government to support the future growth.

- Downtown is a gathering space, but so are current neighborhoods. Thus revitalizing existing older hoods, especially for elderly residents, would be beneficial to elders. Parks are good for residents souls.
- Each citizen has their own factors that are important to them and each citizen speaks at different levels. This does not mean any one citizen is more or less important, right, or passionate. Each citizen, employee, and elected official has input that is valuable and should be considered but as a group we need to accept that simply put one persons ideals are not always the best for the community at large. A fear that is rooted in incomplete information is a poor tool to make a decision off of, although many people come to conclusions this way.
- Focus needs to improve on building an employee centric culture within the City organization
- Focus on entertainment areas other than downtown, affordable housing, widening of many two lane roads
- Focus on not only what is within our city, but how we move forward, the impacts on the surrounding communities.
- For at least 20 years, Lee's Summit has been playing catch-up in dealing with constant growth instead of being pro-active in the planning of said growth. Our public works, fire, and police departments are GROSSLY understaffed in both field and office personnel/administration. In a city of nearly 100,000 people and 65+ square miles, there shouldn't be only 18 full-time PW members and there shouldn't be only THREE personnel in the FD fire prevention office. There shouldn't be a minimum of TWO fire dispatchers for a department that runs nearly 11,000 calls per year and dispatches for NINE agencies while 911 calls are being dropped at an alarming rate (this alone is a HUGE lawsuit waiting to happen). This city has sat back and done nothing to prepare for growth by finding funding sources to hire more employees and now they're in a hole they will have a very hard time digging their way out of. There is a need for at least two more (really THREE more) fire stations and one to two more police sub-stations. Where will the financing come from for these multi-million dollar needs that have not been addressed?
- Have to think long term and big picture. Stay out of the weeds. Provide guidance and cut staff loose to execute those plans instead of political micro managing. Be willing to discuss ideas and options, evaluate options instead of becoming emotionally attached to a small idea. When a decision is made, move on.
- I feel I have already covered it in an umbrella fashion with my prior comments.
- I have been an employee and resident for over 20 years. I have continually seen the city diminish in how it treats employees, and cut services it provides to the citizens. I have little faith in the current city administrative staff or department leadership to provide the quality of services the citizens believe they are receiving. The city is not interested in finding the best and the brightest leaders as they may challenge the control and status quo of the current administration....instead the biggest yes men and puppets are hired or promoted to carry out miss guided agendas. If I was not so close to retirement I would be actively searching for other employment. I am now considering this though more than ever. Sad! Mr. Arbo and his posse need to be gone...
- I hope this actually changes instead of the usual crossing t and dotting I. Its time to actually do something good than just filling these surveys
- I think overall the City is a great place to work, I feel there is always room for improvement as with anything. The new mayor has been more proactive at hearing what the employees are saying and trying to come up with a plan to balance the needs of the employees while that of the citizens. It may look easy at times to those looking from the outside (employees) but those of you making the decisions have very tough jobs (you can't please everyone). I think continuing to include employees in the discussions on topics that we may be affected by is critical to keeping the moral

up. I think the majority of those that come to the City have come here for similar reasons: family time, flexibility, benefits, and overall a positive environment to work in.

- I think throughout the years the city has wasted money on hiring people to tell us what we need, what we are lacking and where they think we should go and how to get there.
- Include data driven information in your planning.
- Instead of planning the budget and then see if their si enough money for raises, how about making raises our #1 priority and then making the budget fit by making it leaner if needed.
- It feels as though we have concentrated on bringing business and population to the city. TIF's, a branding campaign, highway signs, ect. Those are all nice and I think it brings people and business in but once we have people here we need to be able to take care of them. When I moved here it was for the service and opportunities that the city could offer. We need to concentrate on the citizens.
- It is a pleasure to work for the City of Lee's Summit, and hopefully others feel as I do.
- It is my hope that our Mayor and City Council will look beyond decisions that may appear to create immediate political gain and think in broader, long-term ways. When you look at some of the "great accomplishments" of our community, such as the downtown revitalization, building quality municipal buildings, improving the airport, annexing land, you see a constant theme of "long term thinking" and allowing the smaller micro-decisions to remain with the professional staff and leadership.
- Just be honest about where we are and where we are heading. Take care of those who work so hard to make this a wonderful city to live.
- Keep an eye on the housing market in LS - we have a lot of apartment complexes which give options but trying to get a house in LS is super expensive
- Keep doing surveys and keep listening to us.
- Keep up to date on current technology. Broaden focus to continue the growth and attaching new, long lasting business.
- Look into something big that would bring in tourists that would generate revenue and make us known as a place to visit.
- Make sure employee rights are protected and everyone can make a livable wage according to the market every year
- No
- No.
- None come to mind!
- not at this time
- Not really.
- nothing else
- Our City continues to grow quickly. There is a lot of ongoing development. We must make sure we are prepared to support all of it.
- Our schools have one of the best special ed programs in the state but no housing, jobs or programs after graduation.
- Pay all city employees better.
- Plan for future connectivity to the metro area via bike routes, light rail etc to make Lee's Summit accessible for the public, businesses and conferences.
- Recruit and retain the best, keep managers who listen and achieve
- Reduce taxpayer exposure to the development community. Not all projects are worthy of financial support from City coffers. Provide greater interest in our rights of way damage from utility installation, including compaction and restoration.

- Sustainability is a challenge moving forward. We still no plan for the future of the Solid Waste. Trucks drive through neighborhoods 5 days a week compounding maintenance issues for our roadways.
- Thank you for asking the employees their thoughts. We have a perspective that will be helpful in our future success.
- That the city be mindful in looking at the growth of the community as to their info structures capability.
- The acquisition and retention of Police and Fire personnel is a critically misunderstood concept at City Hall. Today's Police and Fire personnel are highly trained professionals, often requiring nearly a year from hire date to completion of training through the Academy and OTJ training. The loss of veteran employees cannot simply be replaced when a new person is hired. The selection processes are lengthy, and the aforementioned training requirements are extensive. Vacancies often go truly unfilled (filled with a person capable of handling the duties without direct supervision) for many months and sometimes years. This problem is also felt when a veteran Dispatcher leaves - a position requiring extensive training and competency to fulfill. The City currently allots a set number of employees to each Department. Though this is standard among government agencies, it does not take into account the loss of seasoned personnel who cannot be readily replaced. Even if a new officer or firefighter is hired the day after a retirement/resignation, the time to get that person capable of actually performing their duties is typically between 6-10 months. However, the City considers the position filled as soon as the new person is hired. The citizens feel the effect of less personnel to respond to their calls while waiting the 6-10 months for the new hire to actually be ready to perform their duties. And that is the best case scenario of hiring the day after a vacancy. In reality it typically takes 2-3 months of advertising, background checks, and hiring processes to even select a new hire, let alone the 6-10 months of training to have them ready to perform. That is over one year without the service expected by the community. The effect is Police or Fire may only have "X" number of actual vacancies according to the City personnel allotment, but in reality they have "Y" vacancies until the new hires are fully trained and capable of actually providing their service. For example, Police may only have 6 actual vacancies, but if they have 12 people in some point of initial training (Academy, FTO, etc.) then the effect is 18 vacancies, not 6. This is actually felt by the community in the level of service they receive and is possible for them to receive. The City Staff needs to take a much more serious look at ensuring "actual" staffing needs, rather than simply looking at a total number of allotted personnel. Though personnel who resign can do so on short notice, the City can pre-plan the replacement of retirees much more accurately. Hiring, and training for their replacement should begin to take place prior to their retirement, to expedite the return to normal service levels and personnel numbers as quickly as possible once the veteran employee leaves. This would require a form of "emergency fund" particularly designed to ensure staffing levels outside of normal budgetary requirements for allotted personnel. Though this "emergency fund" would likely require several hundred thousand dollars each year, the improvement in city services though maintaining personnel numbers closer to the peak numbers advocated by the Chief/City Staff would be more than reasonable and responsible. City Staff should be very aware by now that each of these professions has seen a remarkable decrease in the candidate pool, and are suffering through enormous competitive battles with comparable agencies. The lower numbers of qualified applicants only exacerbates the problem of maintaining personnel numbers at levels that allow services to be provided at levels expected of by the community.
- The city manager should not be allowed to play the games he plays with employees. He seems to have too much power and does not relate well with the people who work for the city.

- The city will not achieve the level of greatness it desires and the city's residents deserve until the current administration is eliminated.
- The City's Boards and Commissions are supposed to be an opportunity for public participation but they end up coming across as deputized bureaucrats. Many of them lack direction and purpose but when that lack is recognized from above, the direction and purpose is also pushed from above. Volunteers participating in government should have the opportunity to drive their own bus. If they aren't doing that, it's because they are not receiving adequate support.
- The elected officials need to pay much more attention to core general employees.
- There have been significant strides to improve the pay for employees. There remains a disconnect of the administration and the workforce at large for what is important. It is often stated that the employees are the reason the city does so well, however it is often difficult and delayed for the employees to receive benefits that reflect those statements.
- The Mayor and Council need to get out of the weeds and hold Administration accountable for the bigger picture.
- The most important thing that can be done is to follow up with staff so that they feel like their thoughts and opinions matter.
- The strategic plan needs to consider relative success of the City depends on attracting and retaining a fully qualified and high performing workforce.
- The upper management needs to recognize the contributions of the longtime employees. It's great that they are willing to expand pay grades, but they are still screwing their non-represented employees. The disparity between fire and police dispatch is ridiculous. The Mayor said it would be taken care of. The HR representative and the city manager don't seem to care. Police dispatch does 3 times the work as fire, yet the same person with more seniority at police is making \$10,000 less than a fire dispatcher. Fire dispatch got a bump in the contract of 2017 taking them more into their range than police. How is that fair? No one seems to want to do anything about it. Anita Dickey doesn't seem to understand the issues. Police dispatchers feel they aren't as valued as fire dispatchers. The mayor said it would be taken care of, as of this date, it hasn't been. A 12 year dispatcher at fire makes approximately \$10,000 more a year than a police dispatcher. How is that fair? Nothing is being addressed about the police dispatchers pay.
- There are many areas of town recently bought from the Morman church that will be developed in forthcoming years. The Pryor/Scherer Road corridors need to be considered carefully for traffic flow and future schooling needs of residential areas to be built nearby.
- There is no reason for this effort if the end result is not supported by City Council, City Management, staff and the community. A Strategic Plan needs to be reviewed/updated annually and worked! Not just sat on a shelf like so many plans the city creates.
- This is an excellent first step. How this employee information is evaluated and addressed is another, and then of course, the information from the citizens. Using SMART objectives will be important to demonstrate progress towards the goals identified in these surveys. Being transparent and accountable is imperative to the long term success of this project.
- This relates to #9 as well. Look for the best options available that consider topics such as parking Lot Drainage, snow removal and a reduction of Weather Related Damage. Additional drains, French Drains and other specifications that extend the life of parking lots. With these specifications considered prior to the bidding process, all vendors are held to the same requirements, not the bare minimum, then the lowest bid doesn't equal the minimum quality.
- thoughts? yes. helpful? probably not. :)
- To remember to be an inclusive community.

- Water and wastewater programs are being neglected according to past department promises as to what our customers are paying for and the American Water Works Association best management practices due to Water Utilities management staff lack of hiring, training, retaining employees.
- We cannot keep hiring people who are the least qualified for department head positions. We MUST hire an HR director who truly cares about employee needs and can be trusted by the employees.
- We have to have a change in the way Administration deals with employees to assure we don't continue to lose knowledge and experience to other agencies.
- We need to find ways to bring the community together, and reach people outside of the normal participants. We can't be afraid to try new ways of reaching people and gaining their feedback.
- We need to work proactively to address employee concerns and questions to build trust with administration. As employees feel trusted and valued they will be more productive and the quality of their work will improve.
- Words put things into action so choose them wisely.
- Work to build a safe, prosperous community.
- Worry a little less about developing cultural amenities and a little more about developing good paying jobs.
- Would like to see some sort of Innovation Team



## Memorandum

Date: June 7, 2019

To: Honorable Mayor and Members of the City Council  
Steve Arbo, City Manager

CC: Management Team

From: The Novak Consulting Group

Subject: Strategic Planning Preparation and Agenda

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Michelle Ferguson and Julie Gieseke look forward to being with you again next week for the second and final Strategic Planning Retreat. The purpose of this memorandum is to help you prepare for the retreat and share the agenda.

### Schedule

The Strategic Planning Retreat will be held at the Missouri Innovation Campus, Room A224, on Friday, June 14<sup>th</sup> from 4:00 pm to 7:00 pm and on Saturday, June 15<sup>th</sup> from 8:30 to Noon.

### Strategic Planning Process

At its most basic level a strategic plan exists to answer three questions:

- What do we know to be true today?
- Where do we want to be in the future?
- How can we get there?

The process for Lee's Summit has included the following steps to date:

- Individual interviews the Mayor and members of the City Council
- Meetings with the City Manager and Management Team
- 2 community meetings; 8 community focus group sessions
- Online input using LSignite.net throughout the process
- Employee survey
- Environmental Scan Preparation
- Council retreat in April
- 2 community meeting to receive feedback on the draft strategic plan framework

During the meeting on June 14-15, the City Council will be asked to finalize each element of the Strategic Planning Framework:

- Vision – the Vision Statement is aspirational, intended to reflect what you hope will be true for Lee's Summit in the future

- Mission - the role and purpose of City government – frequently expressed in statements about who we are, what we do, and why we do it
- Values – organizational values guide behavior – whether stated or unstated – and are observed when the workforce is “at its best”
- Critical Success Factors – those ‘things that must go well’ in order for Lee’s Summit to be a successful community

At the retreat, the Council will hear a summary of the community input received on the draft framework and the specific initiatives that would advance each of the Critical Success Factors. The Council will then be asked to finalize the framework and identify priority initiatives.

## Preparation

The proposed Strategic Planning Framework is embodied in the Vision and Critical Success Factors. The Critical Success Factors will provide a structure for the Council to identify “Priorities” and “Initiatives” that move the City towards the Vision.

At present, there are seven Critical Success Factors. In preparation for the retreat, brainstorm and articulate individual projects or policy initiatives you believe are important for each Critical Success Factor. As you consider new initiatives, please remember:

- This is your chance to be BOLD and share your ideas with your colleagues and set the stage for developing a shared work plan.
- Remember to share not only “what” is important, but also “why” it is important to you and ultimately to the community.
- Think of framing the importance of each initiative in the context of the “problem being solved” or “opportunity being seized,” and be clear about what success looks like.

A worksheet is included in this memo for you to use in brainstorming. Please come prepared to share with the group your input on the projects and policy initiatives that you would like to encourage the City to take on for the next two years.

### Strategic Planning Worksheet

<b>Critical Success Factor</b>	<b>Projects</b>	<b>Policy Initiatives</b>
<b>Balanced Economic Development</b>		
<b>Strong Neighborhoods with Housing Choices</b>		
<b>Cultural and Recreational Amenities</b>		
<b>Inclusive Community Engagement</b>		
<b>Community Health and Wellbeing</b>		
<b>Collaborative Relations with Education Partners</b>		
<b>Proactive Infrastructure Development</b>		

## Retreat Goals:

- Ensure the Strategic Plan is reflective of the Vision and Priorities of the City Council and the community
- Articulate priorities to focus the energy and resources of the City organization for the next 12 to 24 months

## Norms:

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- Be:
  - **BOLD**
  - positive and realistic
  - candid and honest
  - patient and self-aware
  - engaged and fully present
- Strive for consensus
  - Look for opportunities to agree
  - Remember the power of "if" and "and"
- Have fun!

## Agenda

*Day One – Friday, June 14<sup>th</sup> 4:00 pm – 7:00 pm*

### Setting the Stage

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas

### Community Input on the Framework

- The Council will have an opportunity to consider the feedback received from the community on the Strategic Plan Framework

Agenda Item Outcome: Ensure an understanding of community priorities as reflected in the stakeholder outreach

### Mission and Values

- Staff will spend time refining a draft mission statement and organizational values for discussion with the Council

Agenda Item Outcome: Provide guidance on the organization's mission and values

### Priorities

- Identify priorities within the agreed upon Critical Success Factors

Agenda Item Outcome: Establish priorities to guide the efforts of the organization for the next 12 to 24 months

### Adjourn for the Day

## *Day Two - Saturday, June 15<sup>th</sup> 8:30 am - Noon*

### **The Strategic Planning Framework**

- Vision - Does the Vision accurately reflect the future imagined by this City Council and the community?
- Mission and Values - Do the Mission and Values provide appropriate guidance to the organization?
- Critical Success Factors – Do these Critical Success Factors accurately reflect must go well in order for Lee's Summit to be successful in the future?

Agenda Item Outcome: Clarify and reach agreement on the strategic planning framework

### **Closing/Next Steps**

- Review key discussions and agree on next steps where appropriate

Agenda Item Outcome: Clarity regarding the path forward

# **City of Lee's Summit**

## **Draft Strategic Plan Framework Community Input**

**June 2019**



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## Executive Summary

The Lee's Summit City Council held a retreat on April 5 and 6, 2019 to develop a draft strategic plan framework for the community. This framework included a draft vision statement and seven critical success factors, as outlined below.

### Vision

**A world-class community striving to ensure purposeful growth and quality of life for future generations**

### Critical Success Factors

*(Those things that must go well in order to achieve the vision)*

1. **Balanced Economic Development** – build an adaptable framework for continued growth in a changing environment

Outcomes to Achieve:

- Sustainable economy
- Successful residential and commercial community
- Local job base

2. **Strong Neighborhoods with Housing Choices** – maintain thriving, quality neighborhoods that connect a diversity of residents throughout the community

Outcomes to Achieve:

- Well-maintained, older residential structures and properties
- Social interaction between neighbors
- Neighborhoods with strong diversity of residential types
- Neighborhoods with strong diversity of residents

3. **Cultural and Recreational Amenities** – create a community that celebrates, welcomes, and supports cultural arts and recreation amenities

Outcomes to Achieve:

- Opportunities for cultural arts in existing entertainment venues
- Increased use of sidewalk and trail system for fitness and alternate transportation

- Completed sidewalk and trail system
- Ensure that recreation facilities have proper funding for maintenance and upgrades

**4. Inclusive Community Engagement** – create a healthy and balanced community for all voices

Outcomes to Achieve:

- Embrace and encourage the inclusion of all
- Inspire civic awareness and engagement
- Make citizen contributions and engagement impactful

**5. Community Health and Wellbeing** – support a healthy, happy community by improving healthy lifestyle choices and opportunities

Outcomes to Achieve:

- More physical activity and engagement in the community
- Celebrate healthy living
- People have choices to satisfy their spiritual, mental, physical needs
- Awareness of affordable options for healthy living
- Change the norms around mental health

**6. Collaborative Relations with Education Partners** – enhance and plan for educational opportunities to support economic development (ecosystem)

Outcomes to Achieve:

- Collaboration with the neighboring schools – public/private and higher education
- Educating students for public service
- Create economic development and education partnerships

**7. Proactive Infrastructure Development** – sustain and enhance City services to protect a high quality of life

Outcomes to Achieve:

- Resources and staffing needs linked to demand; efficient use of resources
- Plan to meet future demand
- Maintain accreditation and positive community relations

Following the retreat, feedback on this framework was sought through two community meetings and an online engagement website. Several key themes emerged regarding each element of the strategic plan framework, as outlined below. The full text of all comments received is included as an appendix to this report.

**Vision**

- Maintain a multi-generational focus
- Engage residents and businesses
- Build or enhance a unique identity for the community

**Critical Success Factors**

- Balanced Economic Development
  - Attract diverse types of businesses of varying sizes

- Support small, local businesses
- Enhance public transit options such as light rail or regional bus and train options
- Strong Neighborhoods with Housing Choices
  - Promote community maintenance through efforts such as code enforcement
  - Provide a variety of housing options
  - Program inclusive community events to promote a sense of community
- Cultural and Recreational Amenities
  - Provide a sense of community and high quality of life
  - Market programs and activities aggressively
  - Provide a performance venue and more community events
  - Develop and enhance trails and bicycle lanes
- Inclusive Community Engagement
  - Target communication to desired audiences
  - Create programming to provide more opportunities to engage
  - Improve communication through social media and increased access to information
- Community Health and Wellbeing
  - Protect public safety through improved mental health awareness and services
  - Provide training and education to improve perceptions around mental health
  - Provide infrastructure such as trails, sidewalks, or City facilities to encourage improved physical or mental health
- Collaborative Relations with Education Partners
  - Continue and expand current work with non-profit organizations
  - Partner with businesses to help local graduates with job placements or internships
  - Continue to strengthen existing education partnerships
- Proactive Infrastructure Development
  - Provide for core infrastructure and public safety
  - Develop long-term plans to prioritize emergent demands for services
  - Improve transportation by creating transit options and better managing public parking

A detailed summary of key themes that emerged from community feedback is provided in the following sections.

## Community Input

The City hosted two community meetings on April 24 and April 25, 2019 to gather feedback on the draft strategic framework developed by the City Council. On April 24<sup>th</sup>, 70 participants attended, and on April 25<sup>th</sup>, 45 participants attended. Michelle Ferguson of The Novak Consulting Group facilitated the sessions using a World Café methodology.

Community members were also able to participate in the strategic planning process through LS Ignite, an online engagement website. The online engagement website was established to provide a forum for feedback and discussion throughout the strategic planning process. The draft strategic plan framework was available on the engagement website for review and comment from April 18 through May 27, 2019. During that period, 54 online comments were submitted.

A series of questions was posed for each element of the strategic plan framework. Each element considered, the questions posed, and a summary of the feedback provided by the community is included below. The complete list of raw responses is included as Appendix A and B of this report.

## Vision Statement

**A world-class community striving to ensure purposeful growth and quality of life for future generations.**

Community meeting participants were provided the above draft vision statement. Across both community meetings, participants provided a total of 39 comments about the proposed vision statement. The first question asked of participants was how the vision statement reflects their hopes for the future of the City. The most frequently mentioned themes among the 39 responses are included in the below table.

**Table 1: Top Responses to the Question: How does this vision reflect your hope for the future of the City of Lee's Summit?**

Response Category	Number of Responses
Serve Multiple Generations	6
Positive Reflection	4
Community Growth	3
Cultural Arts Development	3

Participants most often mentioned the impacts of the vision on different generations in the community. Participants questioned how the vision impacts future generations and whether the vision will motivate today's children to move back to the community after leaving. Other comments questioned how this vision can serve all ages to be a community attractive to multiple generations.

Many respondents had a positive reaction to the proposed vision, using words such as "vibrant" and "exciting" to describe their feelings about the draft vision statement. Other responses mentioned that the draft vision reflects their hope for the growth of the City and the expansion of cultural arts in the City.

Participants were also asked how Lee's Summit should distinguish itself as "world-class." Fifty-four responses were given, and common themes include the following:

**Table 2: Top Responses to the Question: How should we distinguish our community as “world-class” as the community grows?**

Response Category	Number of Responses
Unique Identity	12
Economic Development	8
Education	6
Use Best Practices	5

Twelve comments referenced the need to establish or further develop a unique identity for Lee’s Summit. Other responses in this category suggested a need to more thoroughly develop and improve the marketing of the “Yours Truly” identity. Other comments focused on continued economic development efforts. Some of these responses referred to the need to continue to emphasize development or to ensure development is balanced. Other comments mentioned specific types of developments that should be pursued, such as dining, hotels, shopping, or an entertainment district. Other prominent themes included the need for continued support of a high-quality educational ecosystem and to identify peer communities using “best practices” and use them as models for Lee’s Summit.

Other less frequently mentioned ideas included the need to develop public transit options to better connect communities and neighborhoods, the need for parks and green spaces, and the need to be ambitious in setting high expectations for the future of the community.

The final question posed to community meeting participants regarding the vision sought specific actions that community members see as necessary to achieve the vision. A total of 49 participants provided responses to this question. The most frequently mentioned ideas are included in the following table.

**Table 3: Top Responses to the Question: What does the City need to do in order to achieve this vision for the future?**

Response Category	Number of Responses
Community Engagement	10
Planning	9
Inclusiveness	5
Public Transportation	4

The need to engage community members, including individuals and businesses, was most frequently cited. This engagement included ideas to involve community members and businesses to solicit input or to gain support of City initiatives. Effective planning for future community growth, including diverse populations in engagement efforts and development of public transportation were additional topics frequently mentioned.

Support for economic development initiatives was another common theme among responses to this question, though this was mentioned less often than those themes already discussed.

Online participants were asked to consider the vision statement and actions required of the City to achieve it. Eight distinct comments were offered online in response to the vision. These comments mentioned a need to focus on serving the unique interests and needs of multiple generations, protecting the affordability of living in the community, providing public transportation, and improving accessibility to programs and events for residents who are deaf or hard of hearing. The need to celebrate the positive history and achievements of the community was also mentioned.

## Critical Success Factors

Community input was sought on the seven critical success factors identified by the City Council. These critical success factors were considered essential to being able to deliver the vision for the future of the community. Each of these critical success factors is listed below with the Council-provided description, the questions asked for each critical success factor, and a summary of community responses to those questions.

### Balanced Economic Development

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

To gain a better understanding of how the community considers balance in economic development, community meeting participants were asked what factors contribute to balanced economic development. The most frequent categories of responses are shown in the below table.

**Table 4: Top Responses to the Question: What contributes to balanced economic development?**

Response Category	Number of Responses
Diversity of Businesses	10
Mix of Commercial/Residential Development	5
Large Business Development	3
Planning	3

A total of 43 comments were offered in response to this question. Most often mentioned was the idea to provide an array of business types, including manufacturing, retail, healthcare, and entertainment. The second most common category of comments related to maintaining a balance of residential and commercial development.

Additional categories of comments included emphasis for recruiting large businesses or corporations to Lee's Summit and ensuring that development is aligned with a comprehensive master plan and economic drivers. Other topics mentioned, though less frequently, included attracting and fostering small business growth, focusing on the growth of jobs with desirable wages, and growing a school-to-work employment pipeline.

Those who attended community meetings were also asked how the City can foster an environment where different types of businesses can prosper. A total of 37 community meeting participants provided ideas in response to this question. The most frequent responses by category are listed in the following table.

**Table 5: Top Responses to the Question: How can the City foster an environment where different types of businesses can prosper?**

Response Category	Number of Responses
Small Business Support	5
Business Recruitment	5
Inclusiveness	4
Communication	4

Suggestions to provide more support to small businesses and actively recruit businesses either through the Economic Development Council or direct contact from the City were mentioned most frequently. Also mentioned was supporting the engagement of a diverse population to attract diverse businesses. Communication from the City to highlight or promote local businesses was also mentioned.

Less frequently mentioned were comments emphasizing a need to better promote the City to attract visitors who, in turn, would support local businesses. Effective zoning and business regulations were also mentioned.

The final question regarding balanced economic development asked participants to consider specific projects or initiatives to sustain a vibrant local economy. A total of 33 suggestions were offered in response to this question. The following table summarizes the categories of those responses.

**Table 6: Top Responses to the Question: Are there specific initiatives the City should consider that would contribute to a vibrant, sustainable local economy?**

Response Category	Number of Responses
Public Transit	5
Economic Development	4
Infrastructure	4

Developing or expanding the availability of public transit, including light rail, regional bus, and train transportation, was cited most frequently. Other frequently mentioned topics included the need for continued economic development efforts and to improve or plan for infrastructure in the face of community growth.

Other categories of comments mentioned less frequently included ideas to attract high wage jobs and to better promote City opportunities for businesses through new programs or through partnerships such as that with the Economic Development Council.

Online participants were similarly asked how the City can contribute to balanced economic development and what initiatives could foster a sustainable local economy. Online participants contributed five comments on this topic. Those comments mentioned the need for apartment developments, higher wage employers, and the need to be competitive in the region to attract employers. Other comments suggested a reduced emphasis on retail development and the need to focus business recruitment efforts on larger businesses with higher wage jobs.

## Strong Neighborhoods with Housing Choices

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

The first question asked of participants regarding neighborhoods was how thriving, quality neighborhoods should be defined in Lee's Summit. A summary of responses to this question can be found in the following table.

**Table 7: Top Responses to the Question: What defines thriving, quality neighborhoods?**

Response Category	Number of Responses
Neighborhood Maintenance	11
Relationships	10
Amenities	9
Safety	7

Participants offered 71 thoughts on what defines thriving, quality neighborhoods. Most often they were defined as being clean and well-maintained. Closely behind neighborhood maintenance were comments on the value of relationships and connections among neighbors. Amenities such as parks and having a sense of safety also were mentioned often.

Other response categories mentioned less often were the attractiveness of the community, the presence and quality of infrastructure, and the proximity of quality schools.

Community meeting participants were asked to consider what type of residential developments are important to the future of the community. Forty-eight responses described these residential developments. The most common categories from among those responses are reflected in the following table.

**Table 8: Top Responses to the Question: What types of diverse residential development are important to maintaining thriving, quality neighborhoods in Lee's Summit?**

Response Category	Number of Responses
Housing Diversity	16
Affordable Housing	9
Amenities	7

Most frequently, respondents referenced the need for a variety of housing types, including apartments, duplexes, triplexes, townhomes, gated communities, transitional, and senior housing. Also often mentioned was the need for local housing at price points considered affordable to the wages typically earned by residents. Finally, amenities such as sidewalks, parks, or nearby shopping were mentioned as important to neighborhoods.

Other considerations mentioned, though less frequently, included suggestions to provide mixed-use developments, provide renter support, maintain good schools, and to allow in-law suites or additions to existing residential properties.

Community meeting participants were asked what actions the City can take to foster diverse neighborhoods. A total of 38 comments were offered in response to this question. A summary of those responses is included in the following table.

**Table 9: Top Responses to the Question: What could the City do to celebrate and encourage diversity within neighborhoods?**

Response Category	Number of Responses
Housing diversity	5
Community Events	4
Promote Diversity	4

The most common response category represents suggestions to foster diverse housing types. Other common suggestions included holding community events such as block parties or using the resources of the City to promote the value of diversity.

Other common suggestions to encourage residential diversity included ideas to redevelop aging neighborhoods, engage in effective planning efforts, or to do nothing and allow neighborhoods to evolve naturally.

Through the LS Ignites website, eight comments were received in response to the above questions. Half of these online comments referenced the need for home maintenance and strong code enforcement. Affordable housing and the consistent use of quality landscaping were also suggested. A specific activity suggested to support thriving neighborhoods was for the City to provide support and guidance to neighborhoods to help them in their efforts to create neighborhood organizations.

### **Cultural and Recreational Amenities**

**Create a community that celebrates, welcomes, and supports cultural and recreation amenities.**

The first aspect of cultural and recreational amenities considered was why these types of opportunities are important to the community. Fifty-four responses were provided. A summary of those responses more frequently provided is shown in the following table.

**Table 10: Top Responses to the Question: Why are cultural arts and recreation opportunities important to our City?**

Response Category	Number of Responses
Sense of Community	14
Quality of Life	12
Attract Visitors, Residents	9
Support Development	6

Response Category	Number of Responses
Reflect Community Values	6

Respondents suggested that cultural and recreational opportunities provide settings in which residents can come together in common spaces for shared experiences. Comments often mentioned these events or programs as opportunities to connect with others to foster a sense of community. The second most frequently mentioned benefit was a general belief that cultural art and recreation opportunities improve the quality of life in the community. Others commented that cultural arts and recreation opportunities attract visitors and new residents, attract new businesses to the community, and help define the values of the community.

Participants were further asked how the City could better support existing programs of this nature. Fifty-four comments were offered in response to this question. Those suggestions most often mentioned are included in the below table.

**Table 11: Top Responses to the Question: How could currently available cultural arts and recreation programs in Lee's Summit be better supported?**

Response Category	Number of Responses
Marketing	12
Events	9
Engagement	8
Financial Support	7

Respondents commented that the City could improve efforts to market available programs and activities. Others commented that the City could provide additional events such as art festivals or community races. Suggestions to better engage community groups were also commonly offered, as were comments to provide additional funding to cultural and recreation programming through increased sponsorships or City funding. Additional response categories mentioned the need for a public venue to provide cultural arts and recreation programming.

Community participants were also asked what, if any, specific opportunities they observed that could allow the City to support local cultural arts and recreation amenities. A total of 40 suggestions were offered in response to this question. The types of comments most frequently offered are summarized in the following table.

**Table 12: Top Responses to the Question: What opportunities do you see for the City to support local cultural arts and recreation amenities?**

Response Category	Number of Responses
Performance Venue	8
Events	7
Marketing	5
Public Spaces	5

Response Category	Number of Responses
Financial Support	5
Trails and Bicycle Lanes	5

Most often, respondents suggested creating a performance venue dedicated to cultural arts events or programs. Responses also often suggested public events such as block parties, arts classes, and other family-friendly events. This was complemented by comments to better market and promote both events already in place, such as the Lee's Summit Symphony, and any new programs or events. Additional responses shared among the participants included ideas to create more public spaces to provide places for recreational opportunities to occur or to find new ways to provide additional financial support to cultural arts or recreational programs.

Those who participated online provided six comments in response to the critical success factor regarding cultural and recreational amenities. Five of these six comments mentioned the need to expand or maintain trails and bicycle lanes for recreational purposes. Bicycle lanes in roadways and on trails were particularly emphasized for the additional benefit of providing transportation alternatives.

Also mentioned, though less frequently, were ideas to better utilize partnerships with local schools or community organizations to display art by local artists or encourage the development of additional programming by those community groups. Developing Bailey Farm as an attraction, possibly through public and private partnerships, was also mentioned.

### **Inclusive Community Engagement**

**Create a healthy and balanced community for all voices.**

To better understand the community perspective on inclusive community engagement, community meeting participants were asked how that would look in Lee's Summit. Fifty-seven comments were offered to describe what inclusive community engagement should look like in the City. The themes most often mentioned in those responses are summarized in the following table.

**Table 13: Top Responses to the Question: What does inclusive community engagement look like in Lee's Summit?**

Response Category	Number of Responses
Effective Communication	18
Diversity	14
Activities	13

Most frequently mentioned was the need for effective communication through multiple sources to inform the community on opportunities to be engaged with the City. Also often mentioned was the need to target varied groups of people through activities and amenities. Respondents also suggested hosting free events and activities to bring together young families, seniors, and others with varied interests.

Other topics mentioned, though less frequently, were suggestions to make available more volunteer opportunities with the City or to improve accessibility to City events or activities for those with unique needs such as physical limitations or low incomes.

Community meeting participants were also asked how the City can foster improved awareness and engagement from residents. A total of 45 suggestions were offered in response to this question. The most prevalent themes of those responses are summarized in the following table.

**Table 14: Top Responses to the Question: How can the City inspire civic awareness and engagement?**

Response Category	Number of Responses
Targeted Communication	10
Programming	10
Accessibility	5
Events	5

The most frequent responses included suggestions to improve communication from the City by targeting specific audiences and by expanding the communication methods used by the City. There were also many suggestions regarding additional or innovative programming to provide expanded opportunities for engagement through volunteering or learning more about City government.

Also mentioned were suggestions to make engagement easier, such as for those with young children, or to hold more events such as town hall meetings. Additional suggestions mentioned less frequently focused on better promoting the success of current or prior City initiatives or targeting youth audiences for programming and outreach to inspire engagement at a young age.

To foster inclusive community engagement, community participants were asked for suggestions of new or innovative practices the City could use to engage the community. Respondents offered 34 suggestions for new ways to impactfully engage residents. The most frequently mentioned themes from among those responses are included in the following table.

**Table 15: Top Responses to the Question: Are there new or innovative practices the City could use to engage the community in an impactful way?**

Response Category	Number of Responses
Communication	11
Programming	10
Inclusivity	5

Respondents again cited improved communication strategies as ways to better engage the community. Specific suggestions within this category included use of social media, improved navigability of the City website, or communication strategies such as creating a “clearinghouse” of City information easily accessible to residents. Also mentioned were suggestions for City programming to improve community understanding of City services and operations. Five responses also spoke directly to identifying under-represented populations within the City, such as young people, low income residents, or residents with disabilities, and finding ways to include those populations in engagement efforts. Engaging community groups such as homeowners’ associations (HOAs) or the chamber of commerce and providing volunteer opportunities were suggestions also mentioned.

Online participants submitted ten comments regarding how the City could inspire civic awareness and engagement. Comments suggested developing a local newspaper, doing more to advertise the history of the City, creating a "Citizen of the Month" program, better celebrating local military veterans and fraternal organizations, and increasing the number of districts from four to six. Other comments emphasized the need for the City to respond to residents or groups who reach out to the City, either through public comments or other means.

## Community Health and Wellbeing

**Support a healthy, happy community by improving healthy lifestyle choices and opportunities.**

To better understand how the community perceives the impacts of health and wellbeing on the community, participants were asked why healthy living and mental health are important to Lee's Summit. A total of 40 comments were offered in response to this question. A summary of those comments by topic is shown in the following table.

**Table 16: Top Responses to the Question: Why are healthy living and mental health important to Lee's Summit?**

Response Category	Number of Responses
Public Safety	10
Economic Benefits	7
Youth Support	6
Quality of Life	5

The most often cited reason to support community health and wellbeing was the improved public safety impacts of healthy communities with lower rates of addiction or mental health crises. The second most cited benefit to healthy living was the economic benefit healthier communities realize through both improved productivity and reduced demand for emergency services. Respondents also mentioned positive impacts on young people in the community and the improved quality of life realized through healthy living and mental health.

Other topics mentioned included the need to address barriers to healthy living, such as the high cost to maintain healthy living or the stigma of mental illness. It was also mentioned that healthy communities can foster a sense of community and positively transform communities.

When asked what actions the community could take to impact perceptions of mental health, community meeting participants provided 58 comments and suggestions. The themes that emerged most often from those comments and suggestions are listed in the following table.

**Table 17: Top Responses to the Question: What actions can the community take to impact perceptions of mental health?**

Response Category	Number of Responses
Training and Education	20
Accessibility of Services	10
Community Partnerships	8

Respondents suggested offering training and education to community members on topics of mental health. These comments included references to public education on mental health symptoms and training on intervention strategies to teachers and first responders. Second to training and education efforts were comments regarding the need for improved accessibility of mental health services or care facilities. Partnering with schools or faith-based groups to impact perceptions of mental health was also cited.

Other themes that emerged from comments offered in response to this question were suggestions to provide direct services such as homeless assistance or respite care and to engage in outreach through state legislative advocacy.

Community meeting participants were asked more generally what opportunities exist for Lee's Summit to foster healthy living. A total of 64 comments and suggestions were provided in response to this question. A summary of the themes that emerged most frequently from those responses is provided in the following table.

**Table 18: Top Responses to the Question: What opportunities exist for Lee's Summit to foster healthy living?**

Response Category	Number of Responses
Infrastructure and Facility Development	19
Programming	10
Communication	9
Community Partnerships	6

The most frequently mentioned suggestions involved developing infrastructure such as sidewalks or bike pathways and facilities such as community gardens. Additional suggestions included the development of programs that produce healthy outcomes such as educational classes, community gardens, food donation programs, or community walks and other physical activities. Other common themes to foster healthy living included communication about existing or emerging health-oriented programs and events and to leverage partnerships such as those with Pro Deo or Lee's Summit Cares.

Other suggestions included providing recreational opportunities through the Parks and Recreation Department and fostering healthy living through environmental awareness and protection.

The online engagement website received only two comments on this topic. One comment echoed prior comments regarding trail maintenance and expansion to positively impact community health. The second comment mentioned the need for accessible mental health services and support to mental health service providers to positively impact community safety and local families.

### **Collaborative Relations with Education Partners**

#### **Enhance and plan for educational opportunities to support economic development.**

Community meeting participants were asked to identify what strong partnerships they see in the community today. A total of 49 responses were offered. The types of partnerships identified in those responses most frequently are summarized in the following table.

**Table 19: Top Responses to the Question: What strong partnerships exist in the community today?**

Response Category	Number of Responses
Non-Profit Organizations	17
Schools	14
Business Groups	10

Most often mentioned were the number and variety of community-based non-profit organizations. Many of these were listed by name, such as Pro Deo, Lee's Summit Social Services, and ReDiscover. The second-most often referenced type of partnership available in the community today was that of school partnerships. Several comments referenced the strong partnerships that exist between the City and business groups such as the Chamber, Economic Development Council, and Velocity. Partnerships with other governmental entities in the region were also mentioned.

Community participants were also asked how business and education systems could collaborate to support economic development in the community. Forty-four suggestions were offered in response to this question. The themes that emerged from these responses most frequently are listed in the following table.

**Table 20: Top Responses to the Question: How can businesses and education systems collaborate to support economic development?**

Response Category	Number of Responses
Job Placement	8
Internships	6
Communication	5
Targeted Programming	5
Vocational/Technical Training	4

Respondents indicated that businesses and education systems could better collaborate to connect students with local employers. It was also suggested that education systems and businesses should connect to identify and place interns in local businesses. Other comments suggested working to maintain open communication between education systems and businesses, working with businesses to identify specific types of educational programs needed to better prepare the workforce, and providing vocation/technical training for non-college bound students.

Community meeting participants were also asked what partnerships could be strengthened. When asked this question, 37 ideas and suggestions were provided. The most common categories of responses provided are listed in the following table.

**Table 21: Top Responses to the Question: What partnerships should the City seek to strengthen and leverage that would benefit the community?**

Response Category	Number of Responses
Targeted City Programming	7

Response Category	Number of Responses
Education	7
Non-Profit Organizations	6
Businesses	5

Respondents proposed the development or expansion of City programs and activities that target specific audiences such as youth or senior populations. Equally prevalent were suggestions for enhanced education system partnerships. Also mentioned were opportunities to enhance partnerships with non-profit organizations and business organizations such as the Economic Development Council or Chamber of Commerce. Enhanced partnership opportunities with local schools or across a variety of industries were topics also mentioned.

Online participants provided two comments regarding strong educational partnerships that already exist in the community and potential partnerships the City should seek to strengthen or benefit the community. These comments suggested improving partnerships with the business community. Other listed opportunities suggested working to identify a trade school for local students who are not college-bound and to identify partnerships to better project and prepare for future school growth.

### **Proactive Infrastructure Development**

**Sustain and enhance City services to protect a high quality of life.**

Community participants were asked what City services are most important to protecting a high quality of life. A total of 72 comments and ideas were offered in response to this question. The most frequent categories of responses to this question are listed in the following table.

**Table 22: Top Responses to the Question: What City services are most important to protecting a high quality of life?**

Response Category	Number of Responses
City Infrastructure	18
Public Safety	15
Solid Waste Management	6
Community Maintenance	5
Community Beautification	5

Respondents mentioned City infrastructure maintenance most frequently as the most important factor in protecting a high quality of life. Specific examples included water and sewer services, pothole and curb repair, road maintenance, sidewalk maintenance, and stormwater management. The second-most mentioned issue was public safety. These suggestions prominently included mentions of police and fire services as well as the need for well-lit neighborhoods and animal control services. Solid waste management services, including recycling services, maintaining the community through efforts such as code enforcement, and providing attractive landscaping and corridors were also frequently mentioned.

Respondents also provided multiple responses regarding the need for public transportation options, protection of parks and green spaces, and effective communication from the City as important to protecting a high quality of life.

Community meeting participants were asked how the City should consider current and future demands for services as the City continues to grow. Respondents provided 48 responses to this question in community meetings. The most common themes that emerged from those responses are included in the following table.

**Table 23: Top Responses to the Question: How should the City evaluate current and future demands for services as the City grows?**

Response Category	Number of Responses
Planning	11
Community Engagement	7
Population Changes	5

Respondents emphasized the need for effective, long-term planning in light of future demands for services. Continued opportunities for community engagement and feedback was the second-most frequent response, followed by calls to follow demographic and population changes as indicators of community priorities and needs.

Also cited were suggestions to engage in effective communication strategies to enhance community feedback. These suggestions included ideas to leverage social media or resources such as the LS Connect application.

Participants were asked what specific infrastructure initiatives the City should pursue to secure its future. Respondents offered 62 ideas and suggestions in response to this question. The most frequently mentioned categories of responses are listed in the following table.

**Table 24: Top Responses to the Question: Are there specific infrastructure initiatives the City should pursue in order to secure its future?**

Response Category	Number of Responses
Transportation Improvements	13
Green Spaces and Parks	6
Economic Development	5
Water and Sewer Management	5

Improvements to transportation were most frequently mentioned as needed infrastructure initiatives. This category included responses about providing mass transit options and improved public parking management. Additional response categories frequently mentioned addressed providing parks and green spaces, maintaining a focus on economic development, and effectively managing water and sewer services.

Other topics often mentioned included road and intersection expansion or improvements, effective long-range planning regarding infrastructure needs, and a desire to preserve the downtown area through additional investments.

Online participants offered 13 comments and suggestions in response to questions regarding what City services are most important to protecting a high quality of life and specific infrastructure initiatives the City should pursue. These comments emphasized public safety, street maintenance, environmental initiatives, and the application of technology through Smart City initiatives. Additional comments suggested the need for strategic plans in each City department, the expansion of curbs through more areas of the City, further development of the Municipal Airport, and the development of a parks-and-boulevard system like Kansas City.

### **Community Idea Board**

The online engagement website also featured a "Community Idea Board." This idea board allowed participants to provide ideas for what they would like to see improved and what opportunities they see for the community. This idea board received four new ideas submitted since the publication of the draft strategic framework. These ideas included two suggestions to improve and beautify the intersection at 3<sup>rd</sup> Street and US Highway 50 through improved landscaping, installation of protected sidewalks, implementation of bike lanes, and infrastructure improvements. Another idea suggested updating City branding away from "Yours Truly." The last idea submitted suggested installing an indoor skydiving feature at Longview Farm and further developing the area as an outdoor performance venue and hands-on, interactive arts center.

The full text of all new comments submitted on the Community Idea Board since the draft strategic plan framework was published is included in Appendix B. This includes comments related to the strategic plan elements as well as comments and discussion on previously submitted community comments.

## Appendix A: Lee's Summit Community Meeting Comments

### Vision Statement

**A world-class community striving to ensure purposeful growth and quality of life for future generations.**

How does this Vision reflect your hope for the future of the City of Lee's Summit?

- What about now, today's generation?
- Light rail to boost tourism
  - And busses, trolleys
- Desire for children to move back through opportunities
- Who are our competitors? How do you attract people from other suburbs, states?
- Growth, job opportunities, small town feeling but bigger amenities, good schools
- Supportive of vision
- How will decisions made now impact future generations?
- It's all about execution, less about hope
  - Strategic master plan to recruit business so that people live, work, spend in LS
  - That accelerates growth trend, otherwise depends on cyclical rooftop growth
- Vibrant
- Exciting
- Jobs
- Need current opportunities to foster future growth
- Not sure that world class is measurable, specific
- Like focus on intentional growth
- Instead of "striving" change to "continuing" to ensure purposeful
- Collaboration of LSR-7 with all the community
- Make sure people want to move here because of the schools
- Develop cultural arts and promote LS as a healthy community, "livable" (1 checkmark)
- Incorporate a faith-based community
- Be accepting of all world cultures, languages
- Don't we already do this? Let's continue.
- Build on downtown
- A generational community
- All ages, all people
- Welcoming community
- Needs a plan to (within incentives) repurpose and redevelopment of current
  - Ex. Strip malls
- Planning/Vision to build City amenities and resources to better attract everyone
- Diverse housing types
- Walkability
- Mixed use development
- What is "purposeful growth"? Define a population goal
- Best practices of other cities – what works/does not work?
- What does our future generation value?
- Diverse business growth
- Cultural Arts Center/performance venue

How should we distinguish our community as “world-class” as the community grows?

- Provide resources for lower economic families
- Define identity – what makes LS special?
- Upgrade our lower economic areas
- Hold landlords accountable
- Continue to focus on education
  - College level also
- Roads
- Healthcare
- Infrastructure
- What are we measuring ourselves against?
- Economically stable
- Hotels
- Dining
- Shopping
- Entertainment
- Collaboration
  - i.e. “MIC”
- Education ecosystem
- Schools (1 checkmark)
- Maintain downtown character
- High expectations
- Education
- Safe
- Highlight inclusion
- Branding (simple)
  - Beyond City effort
  - Leverage partners to speak as one, not in silos
  - Find synergy
- Green space/parks
- Lakes
- Entertainment district
- Park district
- How do we market that we are and are growing as world class?
- Capitalize on our “Yours Truly”
- Education for kids to learn multi-cultural aspects
- Using tech affective/usable
- Smart City
- Prepare our children to be world class
- Better promote what we already have in LS
- Keep growing new businesses
- Learn from other “best practices” communities (1 checkmark)
- Decent branding
- A clear, strong identity (1 checkmark)
- Keep our unique culture/atmosphere (1 checkmark)
- Sustainability

- Balance between business, large and small
- Support innovation and experimentation in land development
- "Lee's Summit – a world class community"
- Not be afraid to upgrade (1 checkmark)
- Transportation
- Connecting our various communities and neighborhoods together. (1 checkmark)
- Identify models
- Benchmarking
- Further investment in fine arts
- What attributes define "world class"?
- Local newspaper
- Everything you need is in LS – why leave?
- Keep community money in community
- Community involvement in master planning
  - Especially church land

What does the City need to do in order to achieve this vision for the future?

- How do we improve engagement, communication, participation of all demographics?
- More participation from untapped demographics
- Schools
- Parks
- Business community
- Should be a community of problem solvers
- Skilled workforce
- Support array of business opportunities
  - Privately held business, vocational careers
  - Job ready – desirable and plentiful
- Opportunities for children to move back
- Quality, diverse housing
- Public Information Office accountable for engaging community
- College level education spectrum
- Housing – rental/affordable
- Transportation
- Higher income jobs
- Safe
- Consider all social classes
- Don't lose character of downtown (destination)
- Invest in the vision/strategy through winning community org groups by utilizing collective horsepower of community
  - City spearheads but does not "do"
- Community calendar for events and activities
- Merge communication with current outlets
- Infrastructure
- Transportation
- Define world Class
- Speed of development from concept to execution

- Community means interacting with people – distributed information
- To continue involvement of each citizen in the community
- Lack of public transportation → enhance transportation
- Promote our culture and push for more of what we are lacking
- Kids growing in diversity
- Smartgrowth.org
- Minimize our carbon footprint (1 checkmark)
- Comprehensive plan
- Smoother/easier process for growth and developer
- Treat developers with respect. Use common sense.
- More deliberate land use planning
- Community involvement in master planning
  - Especially church land
- Open to all voices from our City
- Continue citizen engagement – more than just these meetings
- Public vote on development incentives
- Promote social capital building
- Focus on public transportation
- Strategic plan
- Clear objectives/measurable goals (1 checkmark)
- Define core values (1 checkmark)
- Open to new ideas (1 checkmark)
- Adequate staff and manage growth
- Increase taxes (to comparable cities)
- Take your time, listen, do it right

## Critical Success Factors

### Balanced Economic Development

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

What contributes to balanced economic development?

- Attract small, medium privately held business (1 checkmark)
- Consider ways to attract small businesses
  - Tax incentive/benefits
- Commercial vs. residential
  - Get to 75% business tax base
- Attracting diverse businesses (1 checkmark)
  - And owned by diverse people/groups
- Marketplace demand starts first
- Work, live and “play” in our community
- Manufacturing
- Healthcare professionals
- Entertainment
- Vibrant downtown
- Entrepreneurs

- Aligning development with economic drivers
- Need a conference center/expo center to attract economic groups/drivers
- Is it a thriving community and growing?
- High paying employment locally
- Target new areas/options
  - Airport areas
  - Unexploited areas/markets
- Restaurants, churches, shopping
- E-Commerce
- Restaurant retail in different areas of town
  - i.e. I-50 corridor
- Variety of businesses
  - i.e. retail, manufacturing, healthcare, entertainment
- Comprehensive master plan
  - Updating
- Why don't we have more industrial?
- Need more large to mid-size businesses
- Diverse – mix of
  - i.e. manufacturing, tech, professional, etc.
- Do LS jobs provide salaries to afford to live in LS
- Careful with TIFFs
  - And CIDs
- Partner with large companies in surrounding areas to employees living here
- Available housing
- Relationship with Cerner for employees living
- Focus on jobs > average Jackson County wage
- Education and workforce partnerships
- Good balance of corporate and residential property tax income
- Keep good balance but continue to grow on that
- The arts
- Need to identify what we do not have
- Good mix of all sizes of businesses (public and private)
- Create pipelines from school to work
- Replace manufacturing jobs we lost, then pay a better salary than service jobs like restaurants
- Creating and protecting “place”, lifestyle that attracts talent which will attract employers
- Clean corporate partners in technology
- Knowledgeable and visionary leadership
- Group did not like the term “balanced” – who defines what that is?

How can the City foster an environment where different types of businesses can prosper?

- More lodging
- Highlighting education and talent already here in LS
- Get the word out
  - Marketing/branding
- E-Commerce
  - Corporate

- Facilitate connectivity to attract business
- Fiber infrastructure
- Enhance current EDC momentum
- City Hall soliciting businesses to our City (2 checkmarks)
- Support and nurture startups and entrepreneurs
- Having the EDC ask businesses what they need from LS to locate here (1 checkmark)
  - Restaurants, shopping, churches
- Celebrate non-profits
- Creating more office space to accommodate small business
- Development 101
- Eliminate penalties for shopping in certain areas
  - Parking tickets, Tips
- Centralized distribution of information about local businesses
  - Better flow of info online
- LS is a prime location – promote the City
- Zoning – Do we really need a bank on every corner?
- Better transportation to other parts of surrounding areas
- Encourage diversity of population
  - Patrons, customers
  - Include, for example, millennials
- Purposeful regulations that are specifically focused
- Live videos
- Live interviews
- Present a good image
  - Stability
  - Positive leaders
- Ease of obtaining permits, “hoops” (1 checkmark)
- Pro-small business versus just chasing big opportunities
- Not be over-reliant on tax breaks, instead lower tax base for all
- Diverse population of residents
- Community engagement in City’s master plan and zoning of businesses
- Be open
- Continue development center activities and connections
- Warm and welcoming City Council
- Recalibrate our zoning commission to make things easy
- Availability of central source of what the City has to offer

Are there specific initiatives the City should consider that would contribute to a vibrant, sustainable local economy?

- Continue Ignite
  - Most of these forums come and go
  - “Momentum”
- Light rail
- Strategic planning

- Katy Trail
- Public transportation
- Annual Lee's Summit showcase of what the City offers
- High end employers
- Infrastructure proposal to submit to small businesses
- Master plan for
  - Land development
  - Traffic
  - Architectural design
- Align planning commission strategy with current economic drivers
  - Additional offices in downtown
  - Affordable housing
- Focus districts such as entertainment and farmers market to receive more city money
- Promote existing prosperity
- Careful with retail
- Combined Chamber – EDC/City for true outward reach
- Support an ecosystem for business, professionals, skilled workers, service organizations
- Walkability
- Maximize public health initiatives
- Airport
  - Bring in other companies
- The arts
- Affordable housing
- Citywide WiFi
- More local jobs (1 checkmark)
- Expand local and regional transit (bus, train)
- Livable streets
- Mixed use communities (1 checkmark)
- Incentives to attract businesses
- Improve infrastructure and unimproved areas
- Business park?
  - Corporate Woods type
- Bring future generations (H.S. and College aged) to these round-table talks
- Use space wisely
- Infrastructure must be scaled before growth
- Support the LSEDC
- Engage with KCADC

### **Strong Neighborhoods with Housing Choices**

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

What defines thriving, quality neighborhoods?

- Upkeep

- Well maintained
- Public median beautification
- Knowing your neighbors (1 checkmark)
- Swimming pools
- Active HOA/community
- Lighting
- Safe walkways/sidewalks
- No abandoned vehicles/boats/items
- Landscaping – good, maintained (1 checkmark)
  - Native
  - Weed free
- Well maintained parks
- Churches, schools, playgrounds, etc.
- Good communication
- Parks and trails
- Strong, well-run neighborhood school
- Community policing (visible)
- Stable property values (1 checkmark)
- Tree canopy
- Police/City working together to ensure safety
- Green space
- Friendliness/respect
- Neighborhood watch
- Livable
- Likeness
- Economic
- Maintain quality residences
- Community
- City officials that will enforce City codes, ordinances to protect quality of life throughout the City
  - Privacy fences crowd sidewalks
- Place people want to live
- You know your neighbors
- Quality of home, landscaping, etc.
- Walkability, sidewalks, bike paths
- Safety
- Culture of neighborhood
- Neighborhood destinations
- Connectivity
- Closeness to work/entertainment
- Mixed use
- Diversity
- Local commitment by developers
- Enforce littering laws

- Diverse housing and development types
- Cleaner community
- HOA Council or way for HOA reps to meet regularly with City or within the City
  - City should have an active list
- Public safety support/response
- Schools close by
- Access to parks/amenities
- Front porches instead of decks on the back
- Neighbor comradery
- Sidewalks
- Sidewalks – walkability
- Citywide trash (1 checkmark)
  - Too many trash trucks around
- Parks close by
- Access to parks
- Caring for each other
- Aesthetics
- Code enforcement
- Home ownership
- Public spaces
- Maintaining properties
- Well kept
- Good amenities
- Good schools
- Create app
- Neighborhood meet and greet
- New people moving in
- Stability
- Opportunities for neighbors to connect

What types of diverse residential development are important to maintaining thriving, quality neighborhoods in Lee's Summit?

- Housing that is affordable (1 checkmark)
- Affordable senior living
  - Single-level living for seniors and accessibility
- Diversity (1 checkmark)
  - Rental/Apartments
  - Condos
  - Townhomes
  - Houses
- Mixed use developments
- Equal opportunity housing for different social classes
- Realistic, affordable housing
- Resistance to rentals as neighbors

- Duplexes, triplexes
- Houses for young couples/families
- Different price points
- Planned communities with variety of price points
- Housing that people employed in LS can live in
- "Renter Rights" enforced
- Restrict outside homeowners to tighter restrictions
- Green spaces
- Starter home vs. affordable needs to be examined and discussed
- Quality apartments
- Affordable quality residential
- All levels of housing, low to high-end
- Mixed use
- Kid in apart to school ratio
- Safe neighborhoods
- Quality streets, sidewalks, parks
- Destinations
- Amenities
- Good schools
- Variety and mid-range living
  - Townhomes
  - Small walkup apartments
- Affordability
- Walk accessible activities
- In-law housing being allowed
- Housing for young adults to live while getting training or in college
- More options for developer incentives
- Mixed income housing development
- Grocery stores (downtown)
- Strategic placement gas stations
- Starter home
- Retirement housing
- Revitalization of aging neighborhoods
- In-law suites or flats
- Transitional
- City neighborhood code enforcement
- Walkable
- Maintenance provided
- Mixed housing types
- Gated communities
- HOA vs. Non-HOA balance

What could the City do to celebrate and encourage diversity within neighborhoods?

- What is diversity in this context?
- Neighborhood block party?
- Need to focus on encouraging before celebrating
- Advertising and education are needed
- Promote diversity
- All citizens follow rules
- Invite newcomers to LS to participate in an orientation to LS
  - Get citizens involved in LS rather than seek services and resources in KS or neighboring communities
- Improved transportation capacity
- Best of class educational resources
  - Excellent standards
- There is a presumption that there is a barrier here. Is there?
  - Challenge mindset
- Encourage diverse participation in community groups
- Neighborhood centered community events
- Maybe not cities role (1 checkmark)
- Let neighborhoods develop naturally
- Continue promoting senior housing options
- Equality of regional types of housing
  - Ex – N, S, E, W L.S.
- Planned (balance) development in schools, senior housing, business and recreation
- Adopt a Highway
- Start at young age
- Stronger enforcement of residential codes
- Planning neighborhoods around schools
- Neighborhood watches
- Sponsor police engagement
  - Kids with cops
- Strategic land use
- More availability of affordable houses
- Mixed housing types and prices to have mix of ages/life states and incomes
- Tiny home communities for veterans
- Small home improvement loan program
- Help neighborhood associations form
- More redevelopment in existing neighborhoods
- Increased public transportation
- Get rid of stigma of multi-family housing
- Range of types of homes, more “middle”
- Neighborhood competitions
- Block parties
- Creative destruction (Remove old neighborhoods and replace)

- Incentives for improving decaying housing stock

## **Cultural and Recreational Amenities**

**Create a community that celebrates, welcomes, and supports cultural and recreation amenities.**

Why are cultural arts and recreation amenities important to our City?

- Attracts more people (1 checkmark)
- Increases property value
- Spur development
- Legacy/Theater/Symphony brings community together
- Community values
- Real estate
- Pride
- Basketball courts
- Tourism
- Attractions available to outsiders
- Improves quality of life
- Low cost is a plus
- Well-rounded city
- Excellent park system
- Livable streets
- Supports businesses (1 checkmark)
- Good for kids and families
- Developing future talent (1 checkmark)
- Social opportunities (1 checkmark)
- Important to develop culture in young people
- Draws people to visit and live in community (1 checkmark)
- Develops sense of community pride
- Health
- Community can rally behind
- Connects with and learns from history
- Community pride
- Connection
- Reflection of our community values
- Establishes our identity
- Make people want to be here and stay here
- Critical to our quality of life (1 checkmark)
- External economic influx
- Fosters unity/creativity
- Develops safety for youths
- Introduces young people to arts
- Keeps our money/taxes here
- Create a real interest by educating people about what art really is (all types of art)

- Intergenerational connection
- Sense of community
- Legacy
- Brings in people from other communities
- Potential future residents
- Provides more positive and less negative opportunities
- Provides business opportunities
- Allows people to connect
- Good for us
- Balanced mental health
- Our culture, celebrate who we are
- Better people, more well-rounded

How could currently available cultural arts and recreation programs in Lee's Summit be better supported?

- Promote tourism to the LS Museum
- Youth sports accessible
- Encourage creative competitions
- Continue funding for LS Arts Council
- Participation
- Need larger venue (1 checkmark)
- Be able to bring in your own water/food to Legacy, because mothers couldn't bring in food
- Better promoting of current programs (1 checkmark)
  - Facebook/social media
- +1% budgeted to arts
- Employ grants funding
- Art gallery/museums
- Intra-city connected bike/run trails
- Katy Trails
- Take advantage of grant/state opportunities
- Continued participation
- 4<sup>th</sup> Fridays
- Bands at downtown Howard Station
- Summit Theater
- LS Historical Museum
- Downtown Days
- Arts Festival
  - Especially student art
- Various marketing strategies
- Variety of cultural opportunities
- Support by businesses (sponsorships)
- Involvement of faith groups
  - Unity Village plans?
- Some programming involving local LS citizens (children)

- Recreational LS “Corporate Challenge”
- LS involvement in trails/events/races
- How is it currently supported?
- Work with churches or Lee’s Summit ministry to announce family friendly activities
- Billboards
- LS App/web (1 checkmark)
  - Awareness
- Collaboration between existing groups
- Community calendar
- Signage in public spaces (1 checkmark)
- City funded position to help grant searches and funding sources
- Multiple additional pickleball, splash pads in southern and norther parts of LS
- More funding
- Pamphlet
  - Activities in Lee’s Summit for adults and for kids
- Better awareness of what we currently have (1 checkmark)
- Increased sponsorship
- Better collaborative partnership between arts community/City and schools
- Awareness of communication for multi-generations and cultures
- Add Cultural Arts Council to City of L.S. as a P.S.A.
- Community map
- Amphitheatre
- Better and more parking
- Communication of Cultural Arts Center at Longview College
- Hours of History Museum need to be expanded (1 checkmark)
  - And better awareness

What opportunities do you see for the City to support local cultural arts and recreation amenities?

- LS Cares programs
- Publicity of events
  - Siloed
  - No cross promotions
- Have the school district more involved with cultural arts, musical, fine arts
  - Collaboration
  - Partnerships, encourage more use of school district properties
  - Theater, etc.
- More public display of artists
- Public live/work spaces
- Get the downtown feel to other parts of the City
- Better branding of things like LS Symphony
- Develop entertainment district
- More programming for young children
  - 0 years – 3 years
- 2020 multi-cultural programs

- Priority of inclusive events
- Would like to see big names perform in LS
  - Venue?
- City funding?
- City →community volunteers
- City marketing/promotion events
- Strategic planning – more City recreational/cultural sites
- LS City performing arts center and cultural arts center
  - Needs to happen
  - Slated for downtown already?
  - Partner with local businesses?
- Support for City-wide, neighborhood-based events/activities (potlucks, garage sales, etc.)
- Block parties
- Public meeting space
- Create something similar to Independence City Market (2 checkmarks)
- Small performance space
  - Don't need large performance space (HS auditorium, John Knox Village, etc. is enough)
- Better transportation
  - To take advantage of getting people to events
- Bring back concerts at City Hall instead of Legacy
- Downtown performance space (3 checkmarks)
- Look at underutilized private/public space
- Social media
- Kid and family-friendly events
- Proactive support and voice for all of our arts community
- Expand role of cultural arts position
- Collaboration with schools and libraries
- Art scholarships
- Art activities and classes
- Financial and promotional support for the arts
- Look for funding sources
  - Bed Tax?
  - Earmarked for arts
  - Block grants

## **Inclusive Community Engagement**

**Create a healthy and balanced community for all voices.**

What does inclusive community engagement look like in Lee's Summit?

- Representative makeup for hiring and general representation
- Collaborative information
- Demographic opportunity
- Highlight opportunity for engagement
- Everyone's voice is heard

- Citizens are accepting of each other's P.O.V.s and culture
- Ensure continued handicapped accessibility
- Make people aware of how they can be involved
- User-friendly website (1 checkmark)
  - Better organization
  - Better engagement
  - Better promotion
- Multiple languages
- Multiple formats/media
- Closed caption for City meetings
- Be inclusive to groups here in Lee's Summit
- More engagement of various groups
  - Encourage inclusion of all
- Multiple ages
- Don't rely on a single platform to communicate
- Variety of activities
  - Something for all ages and interests
  - Opportunities at all times
  - Get and keep attention
  - Town hall (1 checkmark)
- Town hall meetings
- Community boards (1 checkmark)
- Say "resident" and not "citizen"
- Leadership academy
- Police citizen ride-along/academy
  - Market opportunities
- Feel welcome, valued, accepted
- Meaningful participation/response
- Everyone is accepted – cultural, economic, race, religious background
- Invitation to participate
- Voter literacy for adults and kids
- Become a "welcoming city" through Welcoming America
- Engaging our special needs population
  - Fostering inclusive environments
  - Accessibility (transportation)
- Low income
  - Accessibility to digital media
  - Housing
  - Inaccessible school opportunities
- More social interactions – small, informal events
- Volunteer opportunities
- Opportunities for senior citizens
  - Housing
  - Accessibility

- Events
- Transportation
- Services
- Something for everyone
- Affordability
- Community Theatre
- Free events (possibly)
- Income producing and revenue generating activities
- Knowledge of events and transportation to event
- Take events around the City, specifically north and south L.S.
- Katy Trail connect to more parts of town
  - i.e. LS Loop
- Need to explore who is not included
- Need community calendar (1 checkmark)
- Chances to give voice to community activities
- Activities for younger audience (millennials)
- Family-friendly activities
- LS visitors' app – what's happening in LS (1 checkmark)
- Transportation – bike lanes, public options, Amtrak stops, trolley
- Places for kids/teens to hang out
  - Maybe Harris park or other community center
- Education for free activities
- Events for senior citizens
- Public forums and comment opportunities need to be better promoted
- Add public meetings to LS App
  - Council debrief
  - Community events
  - Public hearings

How can the City inspire civic awareness and engagement?

- Defining and sharing positive outcomes
- Videos that show how the City operates
- Develop a way for citizens to give feedback
- City-wide art events throughout year
- Promote civic involvement at schools to engage parents
- Civic Academy
  - Publicize this
- Advertise Town Halls and B.O.E. meetings through social media, radio
- Incentivize participation
- Provide feedback to recognize good activity
- Publicizing outcomes
- Start young
- Make it easier for families to get involved (1 checkmark)
- Public banners

- Monthly calendar of community events
- Public information sources
  - How do you get information out?
- Go where people are (1 checkmark)
- Increase community awareness of areas in need
- Variety of communication methods
- Clubs, faith
- Hosting town hall type events
  - Variety of times/days
  - Community center/event monthly on specific subject (1 checkmark)
  - Ongoing “chat” or media/tech platform
- Website improvements
- Empty nester engagement (1 checkmark)
- Know your neighbors/event (1 checkmark)
- Outreach to citizen group and/or feature citizen group
- City promote neighborhood groups – neighborhood liaison
- Community “watch” programs
- Helping neighbors
- “Community Cares”
- Youth councils
- Resident civic academies
- Heavy involvement in local schools teaching civics
- Encouraging volunteering
- Meeting people where they are
  - Church, civic club, work, etc.
- Coffee with Council
- City government 101
- Food
- Support strong network of community organizations
- LS360, Ignite, etc. does not have to be limited to a dedicated in between, host regular meetings
- Communication
  - Social media
  - Local papers
  - Newsletters
  - Use local churches as avenue for communicating to a “new” group of people. Form a group from churches to keep them informed.
  - Engage high schools in local government issues
  - Parks Department
  - Neighborhood newsletters
  - Community app
  - Events for new community members
  - Volunteer opportunities
  - Advertising what is going on
  - Appreciate and acknowledge people who are involved
- Better ties between churches and the community

- Feel like time has a purpose or outcome

Are there new or innovative practices the City could use to engage the community in an impactful way?

- Outband
- Include all populations
- Every 3 to 6 meetings the City invited new residents to an orientation program
- Engage community businesses in welcoming new residents
- City Department Fair
- Share what departments cover
- Educate citizens seeking answers
- Reach out and provide information to and through local organizations and businesses (Boy Scouts, daycares, etc.)
- Social media
- Set up subdivisions to have Welcome Wagons
- To use social media in a broad way to publicize events, Parks and Rec and civic events and feedback
- City clearinghouse
- Provide places for people to volunteer/serve proactively
- Interactive ways to take part with City government, City Council meetings remotely
  - Public Comments
- LS City "orientation" for community opportunities
  - All newcomers
  - Maybe old-timers, too
- Listing local services, healthcare
  - Coupons?
  - Day at Legacy, plumber, restaurant
- Have childcare and food at City events
- Welcome wagons
- Raffle and "free" City swag
- Chamber of Commerce engagement
- Recurring special project panels made up of citizens, short-term, one issue focused
  - City Council or Department directed or citizen requested
  - Various issues, problems
  - Citizens provide recommendations
  - Assigned by district
- Improve City website
  - Make it easier to navigate
- Chamber interaction with employers
  - Training opportunities
- Have reps on Council representing people who aren't always included:
  - Young people
  - Lower income
  - People with disabilities, etc.
- Electronic billboards
- Video announcements via social media, 60 seconds or less

- Instagram, Facebook
- NextDoor
- Keep current with neighborhood HOAs
  - Police and Fire Departments as ambassadors
- LS App – have a game in app for younger audience
  - “Did you know” facts
- Identify gaps – who is not being reached?
- Find ways to reach difficult population
- Get at-risk individuals/low-income people plugged into training and development opportunities
- Community job board/web links to job and training opportunity

## **Community Health and Wellbeing**

**Support a healthy, happy community by improving healthy lifestyle choices and opportunities.**

Why is healthy living and mental health important to Lee's Summit?

- Healthy communities = growing communities
- Healthy = cheaper (1 checkmark)
- Education of healthy creates systemic change
- Cost of emergency services/unhealthy living
- Lower crime (1 checkmark)
- Lower addiction/substance abuse issues (1 checkmark)
- More cohesive community
- Feel safe walking at night
- School safety, community safety
- Fosters understanding
- High levels of mental health and physical health lead to a better community
- Contributes to a sense of well being
- Good health is good for the economy
- Focus on mental health as community can break cycles of ill health
- It costs money to be healthy
- Food choices
- Remove the stigma of mental health issues
- Academic success for kids
- Affects quality of citizens and schools
- Makes our community safer (1 checkmark)
- Economic benefit to healthy citizens
- Continue to expand facilities to accommodate growing community
- Promotes early intervention
- Reduces violence and crime (1 checkmark)
- Quality of life (2 checkmarks)
- Encourage new business (1 checkmark)
- More mental health for kids (1 checkmark)
- Unhealthy people are expensive

- Early education in healthy living and lifestyles promotes positive thinking and lifestyles as adults
- Healthy kids learn better
- More productive
- Education at young age

What actions can the community take to impact perceptions of mental health?

- More school/community collaboration (1 checkmark)
- Faith based collaboration
- Educational forums (1 checkmark)
- Easy access to emergency mental health services (1 checkmark)
  - Ex: crisis hotlines
- First responder training (1 checkmark)
- Access to affordable mental health care
  - Equitable pay for mental health professionals
- Engage and educate community in social determinative health to identify people at risk
  - Food, mental health, etc.
  - Isolation, transport
- Support programs that already exist to address, don't reinvent the wheel
- Educate parents and teachers for warning signs/treatment options for suicide and mental health issues
  - For adolescent ages
- Suicide prevention and education/resources
- Grow awareness
- Services are available and accessible
- Better triage/risk factors
- Support for first responders and stress of dealing with emergencies (1 checkmark)
- Eliminate/reduce stigma for those seeking help (1 checkmark)
- Teach kids in school how to deal with stress, etc. (1 checkmark)
- Community debate of fluoride in water supply
- Impacts of 5GE
- Increase access of mental health facilities
  - Youth
- Stigma of causes of mental health
- Outreach to community partners needed
- Training for police/teachers to deal with mental health crisis
- Increase "mental health first aid" course opportunities
- Address opioid crisis
- Social workers/nurses in every building of school district
- Do not legalize marijuana
- Discover Health for LS residents
- Education for drug and alcohol abuse
- Partner with mental health providers to educate
- Mental health service easy access in schools
- Respite care

- Education
- More facilities
- Access to care
- Active outreach (1 checkmark)
- Non-profit involvement
- Access current program in schools
- Partnership with schools
- Programs in school to facilitate conversation so kids can be open
- Homeless assistance
- Program to rebuild a person to find work that need improvement
- Clearing house for services
  - One stop shop
  - What is available
- Advocacy at state level
  - Coordinated program
- Need more positive stories
  - Typically only hear negative outcomes
- City promote mental health programs for first responders and publicize
- Promote employer wellness programs
- Community mental health training
- Youth homeless shelter
- More accessible mental health care
- Acknowledge homeless population in L.S.
- Educate citizens on what “homeless” looks like
- Communicate about what is available

What opportunities exist for Lee's Summit to foster healthy living?

- Livable streets
- Growing awareness of what we have available
- Focus groups to identify gaps
- Adequate healthcare for ALL
  - Access and treatment
- “Walkability”
- Mixed us community to foster “neighborhood” feeling without driving
- Work closely with schools
  - “See something/say something”
- Artistic opportunities have never been better
- Elderly lunches – more nutritious
- Community gardens
  - Publicize, promote
- Food pantries with healthy choices for those who need help
- Organic grocery stores
- Outstanding recreation facilities
- Improve school lunches

- Longview community center
- Parks Department is key
- Bike rails – not just highway shoulder, secure from car traffic (1 checkmark)
- Biking, hiking (1 checkmark)
- Promote community walks/physical activities
- Education for health
- Continue livable streets program
- Possible vaping restriction
- “Make the healthy choice the easy choice”
- They do exist, communication is not convenient
- Pro Deo
- LS Cares
- Parks and Rec programs encourage health
- Better/healthier food options in schools
- Expand the Farmers Market (1 checkmark)
  - Build the new one
- Health clinic partnerships and communication
- Food coops
- Community gardens
- Collaborate with churches and other organizations
- Education for youth
- Volunteerism at young age
- Making walkability with sidewalks and roads (2 checkmarks)
- Transportation re-done – narrow
- Ability to walk more – for example 291 not walkable
- Public transportation (1 checkmark)
- Shrink street lanes
- Accommodate pedestrians more
- Trash streams – we have resource recovery park – away from landfills. Keep trash off street and roads – bud need place to put it
- Contract trash service to decrease trash trucks in neighborhoods, less emissions.
- Education streamlined through City.
- Help environment
- Water resources – keep streams safe
- Access to arts
- Clearing house for services to help connect people
- Awareness of opportunities
- Seniors teaching younger audience
- Parks and Rec programs
- Driving safety programs
- Bring back Safety Town
- Teen Youth Center (Pro Deo)
- Community Garden

- Donation of produce
- Neighborhood Gardens
  - Education/life skills classes
- Pocket parks
- Environmental consciousness

### **Collaborative Relations with Education Partners**

**Enhance and plan for educational opportunities to support economic development.**

What strong partnerships exist in the community today?

- ReDiscover
- Stronger PTA (Head PTA at LSR7 level)
- Partners In Education (PIE) (1 checkmark)
- Coldwater – backpacks
- Chamber (1 checkmark)
  - “Welcome” packets
- Optimist
- LS Educational Foundation
- Lions Club
- Rotary
- EDC
- City government
- Local businesses
- Pro Deo (2 checkmarks)
- Velocity (1 checkmark)
- LS Social Services Ministerial Alliance (faith-based org)
- UCM/LSSD/MCC/Longview CC
- Civic roundtable
- All great groups but need more collaboration between them
- The existing UCM partnership
- L.S. school district administration is very accessible
- Symphony
- Park system
- Surrounding school districts
- Lee's Summit Cares
- LS Social Services
- Pro Deo
- Re Discover
- Coldwater
- Business Roundtable
- Summit Technology
- Career Fair and “How to job hunt”
- Educate parents on value of Tech/non 4-year career opportunities

- Career Pathways Advisory Team
- Partnership in Education (P.I.E.)
- Chamber of Commerce
  - Education Committee
- UCM
- MCC-Longview
- EDC
- Public and private school options
- Supportive Business Partners
- Downtown Main Street
- Crisis Intervention
- Hospitals
- Need: Local "211" hotline similar to United Way

How can businesses and education systems collaborate to support economic development?

- Adult ed
- Community opportunities
- More communication
- Citywide job fair with local businesses and the high schools
- Job skills
- Community job placement portal
  - Schools and business
- Have schools order supplies/services from local businesses first
- Increase Vo-Tech resources (2 checkmarks)
  - Not everyone needs 4-year college
- Increase internship/externships and awareness of (1 checkmark)
  - Way to list opportunities
- Talent retention/incentives
- Improve communication of success and awareness of programs with MCC and the business community
- Better marketing of available programs
- Higher local talent
  - Hire?
- Collaborate R7 School District with local businesses
  - What are their needs and how can the schools teach/train for success in the business world
- School district could initiate working with local businesses for internships (LS does this)
- The need for performance/arts center that schools and professionals use
- Small business mentorships (LS does this)
- Dual credit for students (LS does this)
- More training opportunities for youth: cooking, accounting, trades, self sufficiency
- Seem over-reliant on chrome books – emphasize group work that is needed in job sector
- Service learning that ties to academics and practical life skills
- Teacher externships

- Apprenticeships
- Internships
- Provide expertise and resources
- Ease of connections between schools and existing and prospective employers
- Schools communicate capacity issues
- Support social-emotional learning
- Don't pigeon hold
- Need basic social skills
- Conversations
- Broaden thinking of career path to include varied jobs that have basic skills in common
- Teacher compensation needs to be competitive
- Ties to grow civic engagement
- Understanding of opportunities to learn about public sector jobs
  - Support second language learning to expand job opportunities
- Training students for workforce
  - Career Days
  - Collaboration with businesses
  - Interviews with HS students onsite
- Paradigm shift back to career-based opportunities
  - Mentors
  - Establishing a network for mentoring, etc.
- For HS graduates without a plan or housing to have a place to live and a job to go to
- Focus on non-traditional job paths
  - School district engagement in this process
  - District education on current career opportunities as an alternative to college
- Increased internship opportunities for non-college bound students (1 checkmark)

What partnerships should the City seek to strengthen and leverage that would benefit the community?

- Early childhood literacy
- Parents as Teachers (need to market)
- Partner with training centers
- Partner with Community Services League
- Transitional training
- MCC
- Improve social services safety net
  - Build into schools
- Work to engage the family unit
  - Affordable "family" housing
- Pro Deo (1 checkmark)
- Mentorships with City officials and other businesses
- Blue Devils Youth Sports and Mentorship
- Leverage public service agreements
- Work with Ministerial Alliance
- School district

- More transparency
- MCC (Longview)
- R.E. Developers – build schools within the residential neighborhood
- After school programs for students (K-12)
- Elderly daycare
- Business Roundtable
- Summit Technology
- Career Fair and “How to job hunt”
- Educated parents on value of Tech/non 4-year career opportunities
- Career Pathways Advisory Team
- Chamber initiative
  - Mentoring
- EDC
- Trade Associations
- Starts with EDC:
  - EDC encourages partnerships with new businesses between schools, students, and their businesses
- Use existing partnership to add education about levels of trade
- Businesses strengthen comm. of what they need
- Sponsors to provide classes of field experts to teach
- LS School District
- Public service and safety
- Rotary
- VFW
- Inclusiveness
- Life skills within schools already to help kids to move into jobs in the community
- Create a sustainable scholarship between similar industries: law, banking, builders, etc.
  - Each contributes “X” amount of money to create scholarships

## **Proactive Infrastructure Development**

**Sustain and enhance City services to protect a high quality of life.**

What City services are most important to protecting a high quality of life?

- Fluoride water additive in purchased KCMO/Independence inventory
  - Have City discussion forum to address risks
- 5G signal generator towers (1 checkmark)
  - Zones – technology district
- Communication
- Marketing
  - Invest in PR and diverse communication strategies
- Public safety (1 checkmark)
- Water/sewer
- Attractive/focus corridors
- Well lit neighborhoods

- Good streets/landscaping
- Entertainment districts (mixed use)
- Parks and trails – green space
- Health facilities
- Connect different neighborhoods to feel like Lee's Summit is one community
- Hospitals and clinics
- Oversight of existing homes/quality
- Sewer and wastewater
- Clean, neat highway corridors
- Exit ramp beautification corridors
  - Public/Private partnerships to accomplish
- Police (1 checkmark)
  - Recruitment, pay, benefits (1 checkmark)
- Fire (1 checkmark)
  - Recruitment, pay, benefits (1 checkmark)
- Water/sewer (1 checkmark)
- Snow removal
- Roads (1 checkmark)
- Lighting
- Code Enforcement (1 checkmark)
- Schools
- Parks and Rec
- City-provided trash/recycling (1 checkmark)
- Community policing
- Community support of fire, police
  - Feel they are supported by community
- Fiscally strong/responsible
- Stay ahead of curve
- Economic development
- Public transportation
  - Tie to metro
- Incentivizing recycling – reward
- Public Works
- “Bike Lanes”
- Transit
- Walkable streets
- Public safety
- Animal control
- Public transportation
- Network of neighborhood associations
- Waste management/recycling
- Beautification
- Arts

- Codes enforcement
- Pot holes, curbing repair (1 checkmark)
- Sidewalks and maintain sidewalks
- Road maintenance
- Quality road maintenance
- Storm water management (1 checkmark)
- Affordable healthcare
- Police
- Fire
- Parks and rec
- "Well-trained" Planning Commission who understand their job
- Recycling
- Doe better job of controlling storm and sewer and trash run-off (1 checkmark)
- Trash control on streets and lakes

How should the City evaluate current and future demands for services as the City grows?

- Well in advance
- Mater plan with broad input
- City sales tax becoming excessive
- Encourage "Innovation District" development to attract more tax base and higher paying jobs (1 checkmark)
- Demographic changes as percentage
- Plan for long-term
- Protect property owners' investment
- Economics
- Encourage participation in the census by having an aggressive complete count committee
- Voter literacy and civic engagement
- Community survey (like Johnson County does)
- 5 to 7 year planning creates minor adjustments rather than complete overhaul
- Communication opportunity for private citizens to file/enforce codes
  - Proactive enforcement
- Listen with effective communication tool
  - Answer the Qs
- Response Rate
- Projecting land use (1 checkmark)
  - Prepare for future growth with road system
- Zoning
- Population growth and migration (smart growth)
- Outside consultants
  - i.e. MARC
- Master plan
- Use the census data
- Broader vision – look at metro growth

- Study other communities
- Thoughtful development for upcoming RLDS land
  - Mixed use
  - Connectivity and usable streets
- Public input of capital improvements
- Track growth patterns
- Tie services to building permits and planning
- Planning – for future development
- Truck routes for deliveries downtown (1 checkmark)
  - Too much truck traffic
- Community engagement and education (1 checkmark)
- Retrofit – making communities walkable
- Technology
- LS Connect App
- NextDoor App
- Level of service standards
- Prioritize and then budget to achieve what is desired
  - Focus on necessities not amenities
- EDC
- Evaluate whether goals were achieved in last Master Plan
- More community involvement
- Ensure staff is in place at City level to be proactive vs reactive
- Make infrastructure expansion flexible for future growth or shrinkage
- Use metrics from City services
- District town halls (quarterly)
- Research other (peer) cities

Are there specific infrastructure initiatives the City should pursue in order to secure its future?

- Reinvest in older neighborhoods to maintain home values vs. just concentrating on outer edge new development (1 checkmark)
- All street names spelled consistently
  - Stop multiple streets with the same name, name stuff differently
- Strategic approach to future land development
- Incentives for businesses to come to town
- Economic plan to ensure services can survive when City is fully developed
- Subsidized housing
- Entertainment district
- 50 Highway corridor becoming a bottleneck
  - Collaborate with MoDOT, cost-sharing focus
  - Longer ramps, more use of outer roads through better access
- Proactive green infrastructure
- Dunning is my hero
- Rain gardens
- 310 retention
- Lea McKeighan Park is done well

- Jack Stack, Price Chopper done poorly
- Get us the workflow and to the right person
- Major intersection improvements up north
- “Smart City”
- Any matching funds available
  - State, Federal
- C.I.D.
- Connectivity and usable streets
- Public transportation within L.S. and surrounding areas (1 checkmark)
- Amtrak – Downtown- back and forth (1 checkmark)
- Smart growth
- Preserving downtown (1 checkmark)
- Work with our surrounding cities to promote roads, beautification, etc.
- Widen LS Road to 70
- Light rail/street car
- Ride share
- New developments – developer pays for infrastructure
- Require greenspace, sidewalks in new developments
- Improve 3<sup>rd</sup> Street from Downtown to 350
- Impact fees from developers
- Create 501c3 to create a place for donors to fund projects with tax deduction
- Public transportation plan
- North and south recycling for public
- Expansion of Police and Fire
- No minimum parking requirements
- Technology needs
- Storm water issues addressed (1 checkmark)
- Strategic green infrastructure plan
- Address crumbling infrastructure (1 checkmark)
  - i.e. roads, bridges
- Deal with littering fines and awareness
- Streets and highways
- Utility services – sewer, streets, etc.
- Parks and public spaces
- Sidewalks and trails (expand and maintain)
- Learn how to use TIFFs and tax credits
- Regional sanitary sewer expansion
- Gain state representative’s support re: MODOT
- Low impact storm water management
- Invest in downtown
- Bike paths
- Public parking garages (1 checkmark)
  - Less lots
- Better signage for public parking
- Better material choices – concrete vs. asphalt
- Comprehensive infrastructure plan re: PRI

- Build a plan for federal dollars
- Sustainable workplan with MODOT (understanding of partnership with MODOT)

## Appendix B: Lee's Summit Online Comments

### Vision Statement

**A world-class community striving to ensure purposeful growth and quality of life for future generations.**

How does this vision reflect your hope for the future of Lee's Summit? When you think about the proposed vision, what does the City do in order to achieve it?

- "...striving to ensure purposeful growth..."- I would prefer "striving to CONTINUE purposeful growth...". That would indicate a sense of history, current accomplishments (at any time), in addition to future strategy. (2 "Agrees" votes)
- "striving to ensure" sounds passive. "dedicated to purposeful growth" sounds stronger and more focused. Also might suggest "creating a positive quality of life". (4 "Agrees" votes)
- I completely agree!
- Don't like it at all. Anyways, future generations can't afford to live here; they are leaving. (1 "Agrees" votes, 2 "Disagrees" votes)
- Lee's Summit is very affordable compared to most cities around the country. However, the city needs to do more to keep younger generations from moving away, like implementing transit, bike lanes, and more urban development. (1 "Agrees" votes, 1 "Disagrees" votes)
- ALL generations. We just had the community for all ages program certified. Let's continue that idea with the vision statement.
- How about "A world-class community ensuring purposeful growth and positive quality of life for future generations."
- There's a lot to like about LS, but there are some things that really annoy me too. 1. Low walkability: Complete sidewalks and make sure existing sidewalks are kept clean. (Look at the weeds at the intersection of Blue Parkway and Todd George!) Provide means to cross 291 safely. I could walk to downtown LS, but I live east of 291 and won't try to cross it. 2. Bus service: Do you realize the city provides no way for NON-drivers to get to downtown KC in the A.M.? There's a big express bus at Chipman and 350, but the Oats bus doesn't start running early enough to connect with it. Like it or not, there are some services people need to be able to get to outside of LS, such as medical services at St. Luke's. I'd like to see bus service extended in some way to alleviate this problem. Also, while the Oats door-to-door service is great for some things, I really miss being able to use a normal city bus that runs by on a set schedule and takes a set route to all the main attractions, such as Legacy Park Community Center, shopping, and Longview Community College. 3. Accessibility: I'm functionally hard of hearing and sometimes want sign language interpreters. I'd be interested in participating in some events, such as cultural attractions or community center classes. But I don't because of communication issues."

### Balanced Economic Development

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

In your view, what contributes to balanced economic development, and what specific initiatives should the City consider to cultivate a vibrant, sustainable local economy?

- I'm excited by the prospect of quality apartments downtown and hope they bring additional spark to downtown. That is one of the few TIF'd projects I've been excited about--for that reason (increased business/jobs downtown). The city really needs to work much harder on bringing in jobs that pay salaries that support the housing and businesses we have and desire in our community. Most of the notable, recent projects have been low-wage retail jobs (and they were

highly TIF'd). We need to develop/attract more middle/upper-middle/upper income jobs to support a vibrant economic community. This should be done working with neighboring communities as well, as solid, well-paying, career jobs within a few miles will still be very beneficial to the city. Cheap fuel costs allow residents to live in LS and commute to those jobs in Lenexa/Olathe/Overland Park/KC--and they do, by the tens of thousands (as the rush hour traffic clearly shows). If future fuel prices rise, it will make living in Lee's Summit much less attractive. However, if there are local jobs (not necessarily just in LS proper; Blue Springs/Lake Lottawana/NE Belton/W Grandview/SE Kansas City/etc. are all close enough to have positive impact on Lees Summit--unlike jobs in Olathe/Lenexa/Overland Park/etc.) it will make Lees Summit a more attractive place to live, shop, etc. (5 "Agrees" votes)

- Agree, we do not need more retail development in LS, especially TIF'd retail, except in some very small and targeted areas. Online shopping is claiming dozens of traditional retail victims every year, and we already have strip malls and retail sites that are looking forlorn, and will get worse. Balance should also refer to 'growing our own'. LS has some start up businesses that could become our next big employer, so emphasis should not be totally on what we can attract from the outside. (4 "Agrees" votes)
- Pretty broad statements with not much emphasis compared to the other sections of the plan. Why isn't LSMO more competitive with OVPK KS when it comes to getting major employers and businesses. It is pretty sad that the largest employers in Lee's Summit are the city government and the school district. There should be more emphasis on getting major private employers in Lee's Summit.
- First, the city needs to agree on a definition of "Balanced Economic Development". After that, consult the community to see if citizens agree that balanced economic development will be good for the city.
- What does it take to attract larger, more middle/upper middle income jobs? We have the schools, we have the recreation, we have the housing, we have an airport, we have land. We don't have speculative office spaces ready to go; we don't have proactive recruitment of these jobs. Actively find out how all the other cities are getting these jobs and compete. (2 "Agrees" votes)

### **Strong Neighborhoods with Housing Choices**

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

What defines a quality, thriving neighborhood to you? What types of diverse residential development are important to maintaining such a neighborhood, and what specific initiatives should the City take to encourage diversity?

- Thriving, quality neighborhoods: strong code enforcement underpins the 'quality' aspect. As neighborhoods age, those areas not well maintained will decline in value and the neighborhood spirals downward. Went to HS in the Ruskin Heights area. Used to be a strong area, now crime ridden and poorly maintained homes is a common sight. Don't want LS going that route. Not sure what diverse residential developments means. Think single family OWNED homes is the only way to have strong neighborhoods, as the residents are invested in their homes and community. National avg turnover rate for rentals is 54% - people moving in and out doesn't build community. (2 "Agrees" votes)
  - I agree with this. I live in downtown and some homes are kept up, and others (especially rentals) are not maintained. Not to say that all renters are the problem, because some do a great job with home upkeep. I also see elderly people who need assistance with maintenance of their property. It will take stronger code enforcement to show

- improvement (although I've never seen a home that looks like it needs to be condemned) to get the marginal properties up to a more acceptable level. (1 "Agrees" vote)
- PROactive Code enforcement. That means having a plan to drive through and inspect every neighborhood street (perhaps twice or three times a year). That also means tracking and mapping the progress, so that you can tell how long it has been - and making that tracking map public.
  - Thriving neighborhoods require advocacy at the neighborhood level. Glendale AZ has a vibrant city assisted neighborhood organization program. City providing guidance to organized neighborhoods, they develop capital improvements to take to the city for consideration and financial assistance. This is a very effective citizen organization system resulting in tangible city financial assistance to organized neighborhoods. The city has a neighborhood organization staff person to assist neighborhoods. Also, there is a need for analyzing the fiscal, budget asses valuation strategy to be sure that the fiscal budget impacts of apartments pay their own way in regard to their residents need for city services. Yes there are retail sales but what are the infrastructure and service needs? especially on the school district. It is an axiom in city planning that there is a ideal balance between apartments and single family owned homes.
  - Thriving neighborhoods embody the concept of hospitality and welcome. A key aspect for seeking diversity and inclusion is advocating for affordable housing. There are many who work in Lee's Summit who cannot afford to live here. As a faith leader in the community, I believe it is our responsibility to develop more affordable housing that isn't cordoned off from other residents. (1 "Agrees" vote)
  - A quality, thriving neighborhood must present a uniform attractive appearance. No properties that are improperly maintained, etc.
  - All neighborhoods with attractive landscaping, grass, appropriate plants. And all neighborhoods should have appropriate trees that are maintained, and replaced in case of disease, etc.
  - Affordable housing, single family, high quality, diverse... how? Where? When projects come to the city that begin to address these issues, residents nearby always object. Not in my backyard. Where in this city can the be affordable (lower pricepoints) diverse housing be that is not segregated from existing populations yet not in someone's backyard? The citizens need to come forward that have answers. Years ago, LS had true starter home subdivisions go in at the edges of current developments. What does it take in the real estate / construction business for that to happen again? Will the current citizenry support it? Rentals are so high already. Ownership for young people is difficult. Really difficult subject that needs high level of effort put into it.

## **Cultural and Recreational Amenities**

**Create a community that celebrates, welcomes, and supports cultural and recreation amenities.**

Why are cultural arts and recreation amenities important to you, and what can the City do to support local arts, culture, and recreation amenities?

- There has been progress in making the city more accessible by alternative transportation (such as cycling, with increasing consideration for cycling lanes, pedestrian crossings on 291 Hwy, etc.). Those efforts certainly need to be continued. With the apartments downtown, consideration needs to be given to improving bicycle accommodations in that area--and specifically connecting to the new JCPR trail heading into KC and the KATY trail. Currently, it is difficult (if not dangerous) to ride into KCMO (Plaza, South KC, etc.), as there are few direct routes--and those that exist have high speed traffic with no shoulders. Maintenance on the trails needs to be performed to ensure they remain safe and free of dangerous obstacles (e.g., the trail along the south side of Colbern

Rd from Todd George eastbound has places where the pavement dips deeply next to concrete structures; cross-trail drainage that creates dangerously slick conditions, etc.). Understand that the trails should not be considered only as "recreational amenities" but, also as part of the transportation infrastructure. Increasingly, people are willing to bike (or even walk) to local businesses--having safe routes is a significant "selling point" for the community. The trails through Johnson County, KS are well regarded and greatly increase the appeal of that area. (2 "Agrees" votes)

- I agree completely. I am a bicycle transportation activist and I bike to work every day. Lee's Summit needs bike lanes and road diet improvements to make bicycling a safe mode of transportation and recreation.
- The published outcomes include "Increased use of sidewalk and trail system for fitness and alternate transportation". City ordinances include provisions that make it illegal to use motorized bicycles anywhere for transportation, and those ordinances should be deleted. Other ordinances that ban playing ball on streets and sidewalks should be revised to express the need to not disrupt other uses of the streets, and to express the responsibility of parents to assure that children are behaving correctly, rather than simply banning behaviors (and use of motorized equipment) completely. (2 "Agrees" votes)
  - I agree. We need bike lanes, transit, and more sidewalks to improve alternative transportation.
- Bicycle lanes and education of road rules. Designated bike lanes on the wide sidewalks too. Bikers must observe traffic laws too. Motorized bikes and scooters must be allowed with whatever regulations necessary for their safe use. Parks and rec has been excellent.
- For many years I have heard about someday developing Bailey Farm. Not much has been accomplished. The Parks and Rec tax should be used for this and possibly Public/Private Partnerships. I've always had to make the trek to Kansas for good entertainment in this kind of venue. Deanna Rose is incredible there. I think Jon Ellis might have some ideas. Hands on classes and experiences to explore gardening and farm life. A new city market could be there and event space. Done properly and with vision could be excellent!!

## **Inclusive Community Engagement**

**Create a healthy and balanced community for all voices.**

What does inclusive community engagement look like in Lee's Summit, and how can the City inspire civic awareness and engagement?

- "how can the City inspire civic awareness and engagement?" - FEEDBACK. Actively communicate TO citizens and organizations that benefit and engage with the City. Publicly acknowledge the contributions of boards, committees, commissions, etc. etc. Publicly recognize the contributions of fraternal and other organizations. Do all of that for individual citizens who are engaged, and that will inspire more citizens to be aware and engaged. (2 "Agrees" votes)
- I believe inclusive engagement means actively listening to the concerns of citizens. Not just those with power or influence, but voices at the margin as well. I think it is important to include protections and advocacy for citizens within our community who might be at risk for a variety reasons based on gender, ethnicity, sexual orientation, etc. When the city publicly states we are a welcoming and inclusive community, then we must follow that with action and support. (1 "Agrees" vote)

- I suggest that the City select, and publicize, an "Ordinary Citizen of the Month" who has been particularly effective on a citizen board/committee/commission. This would have the benefit of publicizing the citizen committees, as well as publicizing the city.
- The City needs a real newspaper. So, the city should "partner" with one of the two local newspapers. I suspect that the Lee's Summit Tribune would be the most appropriate, because it seems to be more interested in actually publishing news about the city than does the Journal (which mostly just repeats KC Star articles). (1 "Agrees" vote)
- How about celebrating military families, veterans, etc. Also, the various fraternal organizations within the city. (1 "Agrees" vote)
- Actively advertise and celebrate the history of the City. (2 "Agrees" votes)
- Perhaps the city is big enough to increase the number of districts from 4 to 6? Less constituents per councilmember for more intimate representation? Regularly scheduled and advertised town halls in each district. Publish (more widely) agenda items for city meetings to reach more affected citizens sooner. Most people feel that by the time public input happens, it's already a done deal. Fair or not, that is the perception.
- I went to a Memorial Day service at the cemetery and only a handful of people showed up. I'd love to see more awareness/celebration of the military.
- And "actively listening" means REPLYING, and engaging in dialog to understand the concerns. Not just passively listening or just saying "thank you for your comment". The final answer may or may not be what the citizen desires - but at least communicate it to the citizen.
- For community engagement, it needs to be a lot easier to find (search for) documents on the city's website. Before the "new website", there was a way to find historical documents from boards, commissions, etc. (like, for instance, LS360). That has now disappeared, but should be brought back as a capability for reference by the community. Also, with the new website, news articles (and probably other things) have expiration dates, and the website is re-indexed every night, so when articles are expired, they are no longer available to be found. So, if I remember an article from last year, and want to find it again, it's gone. That doesn't facilitate community engagement.

## **Community Health and Wellbeing**

### **Support a healthy, happy community by improving healthy lifestyle choices and opportunities.**

Why is healthy living and mental health important to Lee's Summit, and what opportunities exist for Lee's Summit to impact mental health and foster healthy living?

- My comments under the "Recreational Amenities" section about trails definitely apply to this area as well-supporting the ability of residents to walk/bike to local businesses and work safely is a significant way to support the health and well-being of residents. (2 "Agrees" votes)
- Community mental health support helps everything including reducing crime/violence, more family stability for children. Support for caregivers is lacking everywhere. Affordable help for families with children needing mental health support should be a high priority. Great investment for the health of any city.

## **Collaborative Relations with Education Partners**

### **Enhance and plan for educational opportunities to support economic development.**

What strong education partnerships exist in the community today, and what partnerships should the City seek to strengthen and leverage that would benefit the community?

- This area should garner tremendous focus, especially given the population age breakdown in the consulting firm's summary (large population base here), so why not foster collaboration early on that fuels other areas like economic development, arts, impacts the housing, workers staying local, civic awareness, etc., if they are involved at an early age. Snapshot Example: In school, currently, the kids go to Blue Springs on a day of economic and business learning. Why not leverage the economic weight of LS to do the same (Chamber, Business Partnerships - great community visibility for them - or similar).
- City residential growth affects the schools. Business growth affects school funding. Schools affect economic development. More collaboration between LSEDC and LSR7 regarding future growth. Does the city's comprehensive plan need to address future school growth as well? Should it? Could it? We need trade schools. Skilled trades are hurting for people. We have kids that aren't interested in college or aren't suited for it. Where do they go? How can they afford to live in LS? We need hardworking self-sufficient neighbors to keep our neighborhoods interesting and diverse, not just full of commuters to Johnson county. (1 "Agrees" vote)

### **Proactive Infrastructure Development**

#### **Sustain and enhance City services to protect a high quality of life.**

In your view, what City services are most important to protecting a high quality of life? Are there specific infrastructure initiatives that the City should pursue in order to secure its future?

- Working with Google Fiber to bring truly high-speed access to information was a key example of a great move--it also had the benefit of magically cutting prices by competitors and causing them to dramatically improve their own services (AT&T, which was sitting fat & happy with slow, twisted pair has had to suddenly start bringing high speed fiber so they have a competitive offering). Ensuring that the city keeps future trends, such as this in mind, to prevent the city from being beholden to entrenched interests that are more interested in preserving their strangleholds on profit than in improving infrastructure are important. This applies to many forms of business as things change...electricity (wind, solar, etc.), transportation (Lyft/Uber/Bird/etc.), overnight hospitality (AirBnb, etc.). Along more traditional lines, ensuring the streets and other facilities are maintained is important. From poorly maintained roads to things such as a plethora of non-functional street lights point to concerns about the vibrancy and viability of the community. A more difficult issue involves ensuring that the local businesses do their part to maintain their facilities--several local property owners have let their parking lots, internal/private streets, etc. fall into significant disrepair--which reflects poorly on the community (some are bad enough that I worry about damaging my vehicle; let alone what would happen on a bicycle). (2 "Agrees" votes)
- Keeping our community looking clean and in repair is very important in projecting a high quality of life in LS. This includes roads, curbs, sidewalks, medians, bike lanes that are cleared of debris and kept up. (1 "Agrees" vote)
- Nice goal: what are the metrics to get there? Seems to require an understanding of the long term capital needs of the city which includes: aging older neighborhoods and aging commercial centers whose retail sales tax production and assessed valuation are declining. (1 "Agrees" vote)
- Lead the region in being a "Smart City" - with all that involves. "a city that incorporates information and communication technologies (ICT) to enhance the quality and performance of urban services such as energy, transportation and utilities in order to reduce resource consumption, wastage and overall costs. The overarching aim of a smart city is to enhance the quality of living for its citizens through smart technology.
  - Becoming a green / LEED city would be good too.

- Make sure that "infrastructure" is understood to include Public Safety (Police and Fire) (1 "Agrees" vote)
- A high quality of life includes environmental services. Citizens desire recycling options, access to household hazardous waste services, trash disposal and yard waste services. The City should leverage access to the future trash transfer station in return for discounted residential trash service. We should add services at the Resource Recovery Park. We could reduce costs, increase services, save on street maintenance costs, fund an education coordinator, and improve safety and the environment, all without any cost to the general fund. The Council should explore options by creating an environmental commission to research and make recommendations. (1 "Agrees" vote)
- While I appreciate that it may be understood that high quality of life means a safe place live but I'd like that be front and center in our discussions. In order for us to have a safe place we need more neighborhood patrols from police which means increasing their numbers. As business opportunities grow it is important that the city encourages private security to be employed for parking lots and such so police are not over burdened. A safe place to live means supporting families that have fallen on hard times. We need excellent social services. We need to be helping neighbors and neighborhoods we social services partnering with churches and nonprofits. We need weekend hours for social services so we are always available to those in need, not just 9-5 Monday-Friday. The police need to be able to identify families in need and get them help from other services and agencies. We need more Community/Student Resource officers at high schools to interact with students and assist where necessary. I think the payback here would be tremendous. Keeping kids safe and helping them.
- Infrastructure should be priority one for any city government. Without it nothing else makes sense. Take care of the basics before the extras. A city as wealthy as LS has no excuse for not funding infrastructure. Older areas need addressing. Safety first. Finish sidewalk system - some areas are terrible. Road maintenance needs to be ready for the bad seasons like this last winter. Too many days with really bad side streets. Other cities did much better. Expand roads PRIOR to getting congested. Create cross streets and thru streets in SW area before development comes. "
- To me, one of the biggest eyesores is the lack of curbing in the city. I don't understand that 6' wide patch of grass between the sidewalk and the street. People park on it and it becomes a rutted, muddy mess. Also, without curbs, rain gathers in ditches, which is a mosquito breeding ground.
- The City needs to continue the development of the Lee's Summit Municipal Airport aggressively. The addition of aircraft related business will attract corporations that will utilize the airport facilities and locate here. Marketing our central location in the US and our easy access to Kansas City area businesses will be a plus.
- I'm not sure what category this goes in - it's neighborhoods, health, quality of life, etc. The City needs a plan for a parks-and-boulevard system, similar to the one that Kansas City has had since 1893 (the George Kessler plan). This would include long-term plans for the lakes, boulevards with trees, livable streets, and of course the Parks. The attractiveness of the city.
- Every City Department should have a Strategic Plan. That includes all of the departments at AND below the Assistant City Manager level.

## Community Ideas Board

What would you like to see improved? What opportunities can you think of?

- Comment response to "My husband and I wish LS had more paved bicycle/walking trails like the ones in Overland Park. "
  - We just rode the Rock Island trail from Hartman Park a couple of weeks ago. It was amazing! Please work with KCMO or whoever to extend to the Longview bike trail and the Little Blue Trace bike trail. Please consider that "bike trails" on city streets are far from safe for family bike rides. They aren't very scenic nor safely usable for many riders who want a leisurely ride. Also work to connect many of the smaller bike trails already in place.
- Comment response to "Start up perishable food rescue program through "uber for food rescue" app platform. Volunteer and educational opportunities. See link."
  - Great idea; I fully support this. There is WAY too much food waste!!!!!! Too many homeless and too many that just don't have access to good food. Seems like it would be very little overhead costs.
- Comment response to "Less focus on retail, housing and density/apartments, and more focus on bringing employment opportunities to LS."
  - It would seem with the land mass size of LS the development of targeting employers would be higher on the list. In agreement in growing the healthcare footprint and expanding from there.
- Comment response to "improved streetscapes along 3rd between 50/291. Its the entrance to our cute downtown, should show you're entering some place special. "
  - Whole City shouldnt necessarily be taxed for downtown improvements. Use CID already in place downtown to cover these improvements. Would look very Nice! Martin City has improved their downtown area with beautiful lampposts and eyecatching landscaping/flowering baskets(same company does as the gorgeous Plaza in KC.
- Comment response to "Downtown Farmers Market Pavilion"
  - Would be Nice but needs public/private partnerships!! Needs done creatively and only done if done correctly!
- Comment response to "Performing Arts Center"
  - The Public Already was promised an Art meeting place in downtown LS. UNFORTUNATELY it wasnt handled properly by City. There was money obligated for it But never got done. Remember they proposed using Arnold Hall plus surrounding area!! Wasnt done Well. How can We Trust a second time. Seems to have Fallen through the cracks!
- Comment response to "Community gardens and orchards to promote healthy activity and more local organic food choices."
  - Yes this is True!! Need more closer in Town and at area schools! Anybody ever been to Kansas City Community Gardens? Way Nicer and way better facilities. Need to get Grants from Federal Government if still available. Michelle Obama was into this Big Time. Watch online Videos how it helps kids to eat more healthy vegetables and Fruit when they help grow it and see their peers eating. Big Difference!
- Comment response to "Community gardens and orchards to promote healthy activity and more local organic food choices."
  - Few years ago was Talk about doing Bailey Farm like the wonderful Deanne Rose Farm in South O.P. I think this should be a priority by our Parks Department. We passed a Sales

tax 23 yrs ago to fund Big Projects like this! Im sure it needs a public/private partnership. Maybe Mr. Ellis. New Farmer's Market could be located here since Not enough room downtown.

- Comment response to "Community gardens and orchards to promote healthy activity and more local organic food choices."
  - <https://www.opkansas.org/things-to-see-and-do/deanna-rose-childrens-farmstead/>
- Comment response to "Promote Physical Activity"
  - New Jackson County trail great for this! Walking and Biking! Not sure why its. Closed right now. My guess is mud erosion. Not Sure. Agree with kids not walking on Street but they should be walking in Easement area. Big Mistake by LS in allowing SUMMIT FALLS to not have sidewalks in Their Neighborhood! People/kids Walk in Street (dangerous) What were they thinking(City Counsel).
- Comment response to "Partner with county to develop campgrounds and waterfront areas into exciting places to spend time with family. Cabins, yurts, water feature"
  - Yes would be great for Residents and would draw others to area to spend money in our town! Would be way to expensive and I doubt government could make it viable. Another Public/Private Partnership would be necessary to make it financially sound and a Successful endeavor. Example: when government is involved a hammer costs \$200 (or whatever the figure was). Ideal location would be by Paragon Star where Trail head will be going in shortly. Soccer Families etc.. could camp or stay in cabin/yurt by games and entertainment and Katy Trail once its Finished..
- Comment response to "Fix highway 291"
  - Have to agree its Not Nice at all. Is this MO Dot? Looks like it probably is because its so unkept. Just looks like other areas that are theirs. 3rd and ward for example. Right past jack stack after crossing bridge. That median has never had anything done to it since it was built!! All weeds. Never mow it! Just put lemon verbena in these median areas that you don't want or cant afford to maintain. It smells wonderful and curbs will keep it curtailed. No mowing necessary !!
  - Wide sidewalks and Birds for rental. Make it Fun to get out and spend time and energy. Few bike rentals and pedal driven Chinese Style canopy ( have to be cute)for Rent or driven by taxi driver for those not able to have Stamina to do in Hot Weather. Might not work on 291. It would need a major change to make it pretty!! Trees. Shady places to rest. Then stop for shopping and Ice Cream or dinner.
- Comment response to "We need to preserve what is left of our historic buildings in the downtown and neighborhoods."
  - Needs Uniqueness. Eclectic vib. Better Store Fronts! To Plain. I like traditional and classical but not square and plain signage.
- Comment response to "Make our city as energy efficient and sustainable as possible beginning with grant assistance to provide solar power to lower income homes"
  - Only if Financially viable? Has to make sense with a budget or Taxes would be twice what they are now if all these great ideas would happen to get done. Everything needs a REAL pricetag and voted on by taxpayers of City after truth in lending type statement is revealed to us. We all have Champagne Tastes on a Beer Budget! I don't mind paying fair taxes but you have to be careful or everybody will move if Taxes are out of Control! Like Californians and New Yorkers! Go to Texas and Florida where No State Tax.
- Comment response to "Please help fix View High Drive. Potholes are horrible!"

- Houses near 470 are Hickman Mills School district. Not sure where line ends and begins. Obviously golf course and Longview college is Jackson County. Maybe 3 jurisdictions in that area. I do know since David Gale went under and Sold New Longview The City made agreement with somebody to Mow round abouts right in main areas of New Longview businesses. In front of Big Barn and Bank. Not Sure how taxpayers got on Hook to pay to mow but we did. I hope the city made good business decision and gets paid what the true cost of mowing that area . We should be paid back by Tiff or Cid. Good question for district 2 counsel members Trish Carlyle and Craig Faith.
- Comment response to "Open Houses with City Council Members"
  - Current system doesn't work well. Many times council members don't return calls in timely manner. Has happened to me many times over last 30 yrs. Some are too busy for their duties. I've heard Mayor say his job done properly is NOT PART-TIME. CHANGES need made at Some point. I know 2 Councilmembers that do hold regular meetings with their constituents. 2 more do it on rare occasion. Should be part of Job description!!
- Comment response to "Maintenance Free Community"
  - Maintenance Free is VERY EXPENSIVE!! You have to be able to afford that. Should Never be taxpayer funded!! Maybe somebody could figure a way to make it MORE affordable. Such as have people on welfare work for their government help. It takes very special people to make that kind of program successful. Usually needs to be an ex-con that has turned their Life around due to Spirituality. Has to be encouraging and inspirational program to work and Help people be Inspired to change for the better. Check out DOE FUND IN NEW YORK.
- Comment response to "We need to preserve what is left of our historic buildings in the downtown and neighborhoods."
  - City Hall could use some work. Looks like cement/brick work wasn't up to Par. Some bricks are discolored from running cement color. Did we get reimbursed for this Shoddy Work. I remember there was similar problem with New Townhomes and that Brick job. Remember some deal about reimbursement from owner or Contractor. Lets get quality work in our City that lasts. Deals and contracts that are good for us if there are over runs and not on time. Incentive taken away if Not on time. Good Negotiation and Talented informed Negotiators!!
- Comment response to "Urban Development "
  - This sounds like Downton Main Street organization wrote this. I happen to agree but most people in that downtown area won't agree. They will be afraid it will be too crowded. Traffic. Schools. Most people don't like change. Has to be done Smartly and with much Thought and extreme listening skills by downtown house owners and surrounding neighborhood So you make lives better Not Just make developers money and the ESTABLISHMENT in LS Happy because they will gain in money to their business and More Tax money for council to Spend. Attitude and caring what the homeowners concerns are about . Trying to sincerely address and allay those concerns. Not brushing them off for your Own Gain. Everybody needs to Win. A Win/Win situation. The Methodist Church proposal sounds Great but as we all know the devil is in the details!! Don't give away Too Much but I do understand Some Projects are Special. Creative negotiation is Key.
- Comment response to "My husband and I wish LS had more paved bicycle/walking trails like the ones in Overland Park. "

- Longview to my knowledge already has Horse Trails. Also Blue and Grey Park in Lone Jack/Buckner Tarsney area is exceptionally nice. Not many people have horses in LS unless they own their own land to ride on.
- Comment response to "My husband and I wish LS had more paved bicycle/walking trails like the ones in Overland Park. "
  - My experience with bike riders in district 2 for last 30 years is they don't want to ride on asphalt bike paths. They want the road. I think its a safety issue. Just like motorcycles people don't see them when they are turning. Bikes need to obey stop signs and Stop lights just like cars.
- Comment response to "improved streetscapes along 3rd between 50/291. Its the entrance to our cute downtown, should show you're entering some place special. "
  - What would be necessary shopping? Grocery Store? No room for that in downtown. Hire someone or learn to shop for groceries on line at Local Hyvee is best solution. They deliver. Or buy from online Walmart they deliver free with \$50 purchase I believe. Or Schwann Truck. Most senior developments require meal purchase from their kitchens/restaurants.
- Comment response to "More Evergreen trees to make our city prettier around 50 highway! Driving down 50 you cannot tell how pretty our city is."
  - Like David Gales subdivisions. Looks classy and well maintained. Can't say that about Most of our City. Businesses don't maintain good landscaping practices. Will do whatever City will allow them to get away with. Lots of Weeds and dead trees or unsuitable landscaping requirements. Example: O'Reilly at 3rd and Ward those dinky alberta spruce should never have been Satisfactory. Many leave dead trees and dead rose bushes with weeds growing everywhere for months if Not Years. I think somebody needs to be in charge of this in our City. Needs to be proactive not reactive to complaints. Not neighborhoods just all businesses and even mo-dot and LS property. Maybe partner with Scouts or Schools to maintain mo dot and city property on weekly basis just like its a house being maintained. Or drug court or Judge ordered for community service.
- Comment response to "A trolley car on the weekends to downtown from the bus parking lot on 50 hwy."
  - Probably not financially viable. Now working in Downtown KC i understand. But to play you have to Pay. I think it would cost too much to recoup the drivers salary/ Insurance and bus and gas plus maintenance. They would have to charge \$40 to get to Zoo and Plaza etc... No one would pay that. Uber would be Cheaper .
- Comment response to "More Sidewalks and Bicycle Infrastructure"
  - That's Mo Dot. They have No Money they (MO) spent gas tax that's we were told was for bridges and roads on Something else. They told an untruth and we wont Vote to give them more GAS TAX because they have proven themselves to be untrustworthy!!
- Comment response to "Parks & Recreation Facilities"
  - In my opinion Legacy Center shouldn't have been built in Timbuktu. Location. Location. Location. Soccer and Ball fields are good. Not center that far out. You have 24 hr fitness on 291 north. That should be 5 minutes. Community centers aren't Free.
- Comment response to "Maybe, have a resident appreciation day."
  - No. Not a big enough City to pay for that. Maybe offer place to bring. Kcmo has been a wreck all winter with limbs and couches sitting at sidewalks for Months. So Trashy. Trash pickup takes yard waste in huge brn paper bags. Cut up small manageable lengths and

- put in bags. Or rent uhaul trailer or home depot truck to take to Missouri Organics by Stadium. 470 and Raytown road might take limbs. Its kcmo so not for sure.
- Comment response to "Partner with county to develop campgrounds and waterfront areas into exciting places to spend time with family. Cabins, yurts, water feature"
    - I know the campgrounds are run by Jackson County and not the city of LS. I am not sure of their budget constraints, I'm sure there is never enough money! I wonder how we can petition recreational partnerships with businesses?
  - Comment response to "Attainable Housing"
    - I think diversity in housing is important. We need lower to upper-range rent rates, as well as affordable homes to purchase. I think anything under \$200,000 for a FT Home Buyer is reasonable. But when we were looking, I would've loved more options even around \$150,000.
  - Comment response to "A trolley car on the weekends to downtown from the bus parking lot on 50 hwy."
    - Trolley to downtown LS would probably work if you made it interesting enough. Have to be Nice and Fun also so people want their Children to experience it. Have to be paid by downtown cid. Not enough would pay to ride. Unless it was Super Fancy or served food or something kids beg their parents for being on board or given with donation of \$5. Or school promotion so school got 70% of money for PTA etc...
  - Comment response to "FREE co-working or socializing spaces with Wifi and Cafe"
    - Just make 1/3 of Libraries for this purpose. Change the rules in that part of Library or get Churches to agree to this kind of set up. Sell coffee.smoothies. quality concession style food to pay for 1-2 employees a shift. No horse play etc...
  - Comment response to "We need a long-term environmental policy. it should include an advisory commission to discuss recycling, solar energy, green initiatives."
    - Discuss all you want but has to make sense financially. Discuss longterm goals and dream on. Im not interested in breaking the bank because certain people are extremists and think we need to get rid of airplanes. Gas. Cows and Retrofit all buildings in next 10 yrs. Way unrealistic !
  - Comment response to "Attainable Housing"
    - What in your opinion is attainable for first time homebuyers?
  - Comment response to "Would love to see more eclectic restaurants instead of chains. Create a different experience than the other cities close by."
    - Probably only way to get them to flock here is some kind of incentive. Offer them something O.P doesn't offer. Free rent for 6 months. No taxes for 6 months. Be creative. What do we have that they really really want.
  - Comment response to "BYU Missouri"
    - Good idea but my guess is they want the investment Cash they have patiently waited many years for.
  - Comment response to "We need designated bike lanes everywhere."
    - Yes!! We sure do. I bike to work everyday and I would like my commute to be safer and see more people commuting by bicycle as well. If Overland Park and Kansas City can put in bike lanes, so can Lee's Summit.
  - Comment response to "We need a long-term environmental policy. it should include an advisory commission to discuss recycling, solar energy, green initiatives."
    - Solar energy will 100% save the city money. We need to move away from fossil fuels as soon as possible.

- Comment response to "Fix highway 291"
  - 291 is the perfect place to have bus routes. We need to create a transit system in Lee's Summit. 291 also needs protected sidewalks, bike lanes, and maybe even a slower speed limit to make it safer. We don't need people driving 50 miles per hour through the middle of a suburban city.
- Improve 50 Highway and 3rd Street Intersection. This intersection needs protected sidewalks, bike lanes, and infrastructure improvements to make it more inviting and safe. Since MoDot does not have money, the city should help MoDot fund improvements. I bike to work almost every day through this intersection and I know other people that walk and bike through here as well.
- Comment response to "Maintain and Upgrade Your Ride KC Commuter Support Instead of Cutting It"
  - I agree. I was disappointed they reduced service times. The only way to get people on transit is to make it more convenient and efficient. The city needs to add at least 4 or 5 more times that it runs in the morning and evening. The city and businesses need to promote taking the bus and companies need to give discounts to their employees.
- Change "Yours Truly". The first time I saw the sign on 470 coming home, I thought the slogan was uptight & rude! What it says to me is, just pass on through & don't stop in. Saying "Yours Truly" before entering into our city is saying to our potential visitors, "Goodbye" before they even get here!!
- Beautify intersection of 3rd & 50 hwy; new islands & landscaping. More mowing roadsides, ex., between 50 hwy and Blue Pkwy. Looking shabby. Yours Truly looking pretty shabby
- Indoor Skydiving at Longview Farm. The barns at Longview Farm have the perfect set up with the silos on the ends to create an indoor skydiving center. Use of the area as a public space for events such as concerts and festivals would be awesome. It could be another Starlight, or even a permanent location for the farmers market. It could be a hands-on arts center, kind of like Science City, only with creative projects for kids and adults. Local businesses could be a part of it too. Pottery, painting, photography, music and dance studios, and many more could participate and profit while enhancing the community.