

City of Lee's Summit

Community Strategic Plan Summary Report

June 2019



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June 27, 2019

Mayor Bill Baird
City of Lee's Summit
220 SE Green Street
Lee's Summit, MO 64063

Dear Mayor Baird:

We are pleased to present this report which summarizes the City of Lee's Summit's strategic planning process and documents all elements of the final Strategic Plan (vision statement, critical success factors, and objectives).

The City's process allowed for a collaborative effort among the City Council, the community, and the City staff, which establishes a clear vision for the community and provides a roadmap for policy decisions in the coming years.

Thank you for the opportunity to be of service to Lee's Summit. Please contact me at (828) 777-6588 or mferguson@thenovakconsultinggroup.com should you have any questions or if we can assist further.

Sincerely,

Michelle Ferguson
Organizational Assessment Practice Leader

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Strategic Plan Framework

CITY OF LEE'S SUMMIT COMMUNITY STRATEGIC PLAN

STRATEGIC PLAN FRAMEWORK



Vision

Lee's Summit: A vibrant community ensuring the finest quality of life for all generations



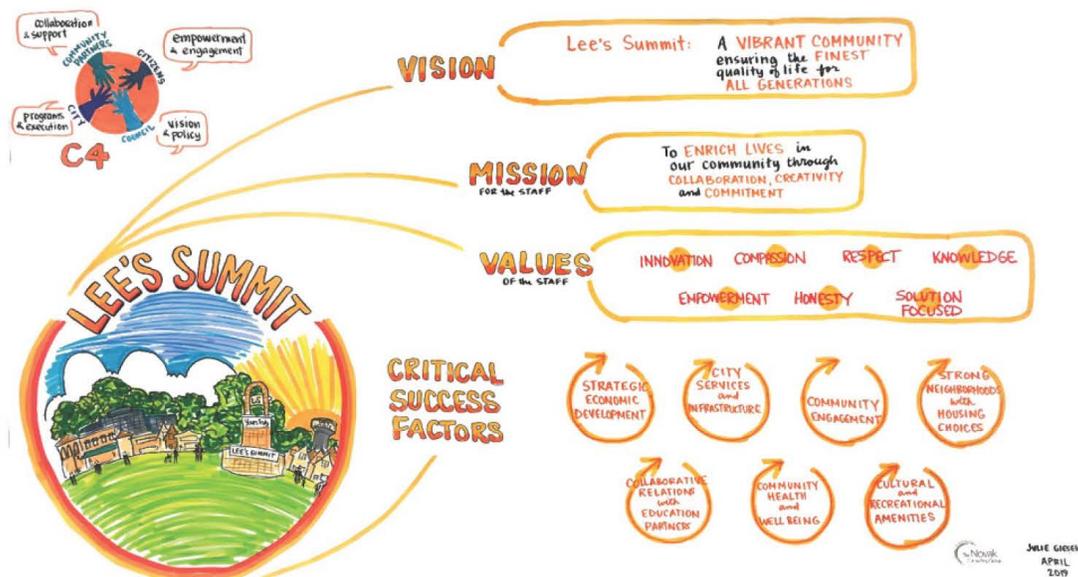
Organizational Mission

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



Organizational Values

Innovation, Compassion, Respect, Knowledge, Empowerment, Honesty, Solution Focused





CRITICAL SUCCESS FACTORS



STRATEGIC ECONOMIC DEVELOPMENT - build an adaptable framework for continued growth in a changing environment.

OBJECTIVES:

- Define and plan for a diversified economic base
- Focus recruitment and retention efforts
- Implement economic development plans
- Ensure fiscal sustainability



STRONG NEIGHBORHOODS WITH HOUSING CHOICES - maintain thriving, quality neighborhoods that connect a diversity of residents throughout the community.

OBJECTIVES:

- Encourage affordable housing
- Consider policies to diversify housing choices
- Develop an approach to selective, proactive code enforcement
- Educate the community on resources and opportunities



CULTURAL AND RECREATIONAL AMENITIES - create a community that celebrates, welcomes, and supports cultural arts and recreation amenities.

OBJECTIVES:

- Expand cultural and recreation events
- Identify funding opportunities to support amenities and implement current plans
- Prioritize cultural and recreational space needs



COMMUNITY ENGAGEMENT - create a healthy and balanced community for all voices.

OBJECTIVES:

- Develop new approaches for inclusive engagement
- Diversify digital tools for community engagement



COMMUNITY HEALTH AND WELLBEING - support a healthy, happy community by improving healthy lifestyle choices and opportunities.

OBJECTIVES:

- Develop mental health wellbeing
- Develop and support community fitness opportunities
- Foster Lee's Summit's unique spirit of community and culture of caring



COLLABORATIVE RELATIONS WITH EDUCATION PARTNERS - enhance and plan for educational opportunities to support economic development.

OBJECTIVES:

- Expand student engagement in the workforce
- Create opportunities to collaborate



CITY SERVICES AND INFRASTRUCTURE - sustain and enhance City services to protect a high quality of life.

OBJECTIVES:

- Develop and plan for purposeful growth
- Ensure City services support quality of life: public safety, transportation, infrastructure, City workforce

Introduction

Lee's Summit engaged The Novak Consulting Group to assist the City in developing a strategic plan for the future of the community. This document chronicles the process and details the results of the strategic planning efforts.

A strategic plan articulates a clear vision for the community, establishes critical success factors, identifies priority objectives, and includes an implementation plan that is used and updated as the plan is executed. Lee's Summit's Community Strategic Plan represents the collective vision for the community and establishes specific objectives to move the community toward that vision.

A strategic plan explores three specific questions:

1. What do we know to be true today? *Where are we?*
2. What do we hope will be true in the future? *Where do we want to go?*
3. What must go well in order to make it so? *How do we get there?*

In this way, Lee's Summit's Strategic Plan is a roadmap to move the community toward its intended vision. Ultimately, a strategic plan is a fundamental management tool that exists to help the organization improve its delivery of services to the community.

This report summarizes each phase of the City's strategic planning process.

Methodology and Process

In October 2018, Lee's Summit retained the services of The Novak Consulting Group to design and facilitate a strategic planning process.

To answer the first strategic planning question – **What do we know to be true today?** – The Novak Consulting Group conducted a series of interviews to glean information about the current state of the City. In February 2019, The Novak Consulting Group interviewed the Mayor, members of the City Council, administration, and the Management Team and solicited qualitative information about the strengths, weaknesses, opportunities, and challenges (SWOC) of Lee's Summit. An online survey for all City employees was also administered to seek employee 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, LS Ignite, an online engagement website hosted by Bang the Table®, provided residents and stakeholders who were unable to attend community summits with a means of engaging in the strategic planning process.

This qualitative information was incorporated into an environmental scan along with quantitative data on trends in local, regional, and national demographics, as well as historical data about Lee's Summit's government organization. This information provided the context within which the organization operates today and the challenges that the organization and community may face in the future. The environmental scan presented factors that have the potential to influence the direction of Lee's Summit and included a review of the organization's key strengths, areas for improvement, and issues for future planning.

The answer to the second question – **What do we hope will be true in the future?** – was the focus of a facilitated Strategic Planning retreat with the Mayor, City Council, and Management Team on April 5-6, 2019. During this retreat, the elected officials collaborated with City staff to develop a draft vision statement and seven critical success factors. This vision and the critical success factors became known as the Strategic Plan Framework. Additionally, a facilitated session was held with the Management Team to begin to develop a draft mission and organizational values.

Throughout April and May, input from community members was sought on the draft framework using the online engagement tool. To gather additional information, The Novak Consulting Group facilitated two community meetings on April 24-25, 2019. Community members were asked to review the draft framework and respond to specific questions regarding each Critical Success Factor. The input and feedback were presented to the Council as they fine-tuned the strategic plan.

This information was used during a final Strategic Planning Session on June 14-15, 2019, to answer the third strategic planning question – **What must go well in order to make it so?** – and to finalize Lee's Summit's strategic plan framework. The Council completed an objective development exercise to identify future priorities.

The end of the strategic planning process marks the beginning of the execution phase as the City Council works with City Staff, Citizens, and Community Partners (C4) to implement the objectives and move the community toward the articulated vision.

Using the Strategic Plan

The strategic plan provides a framework for community activities. The vision is a statement of what the community wishes to become, and the critical success factors are those big buckets of “things that must go well” for Lee’s Summit to achieve its vision.

The critical success factors provide a lens for viewing and understanding City business. Within each critical success factor are a series of specific objectives that, when accomplished, move the City toward the vision.

There are many things the City can do to reinforce the strategic plan and truly integrate it into the life and work of the organization.

City Council Agenda Items

City business can be connected to one (or more) of the critical success factors. This can be included routinely as part of staff reports and using the “icons” for the success factor can create a quick visual connection.

Communication

The City’s website, social media, and other similar communication tools can include updates on the implementation progress of key objectives in each critical success area to keep the community informed. In addition, copies of the strategic plan framework can be posted around City facilities or made available online.

Department Work Plans

One way to integrate the plan throughout the organization is to develop department work plans that align with the City strategic plan. This gives staff an opportunity to understand and recognize how their work helps the organization meet the overarching vision of the community. An annual work plan is a tool that departments can use to focus and guide energy to successfully achieve organization-wide goals. A departmental work plan should do the following:

- 1) Set forth the department’s key goals in alignment with the City’s strategic plan
- 2) Outline the projects that contribute to the achievement of each goal
- 3) Include estimated timeframes and deadlines
- 4) Assign primary responsibility for achieving each goal (or completing each project) to an individual
- 5) Prioritize activities

Linking the Strategic Plan to the Budget

Evidence of implementing the City’s strategic plan will be demonstrated by connecting budgeting priorities to the outcomes identified in the plan. The strategic plan outlines those priorities and initiatives for the City to focus on in the coming year(s). Allocating the appropriate resources (time, talent, funds) will make the vision a reality. When linked together, the City’s budget and strategic plan can help the organization realize success.

One tool the City will be using to clearly link the strategic plan to the budget is **Priority Based Budgeting** (PBB). PBB clarifies the contribution that each of the City’s programs and services contributes toward desired outcomes. In that way, the spending plan becomes aligned with the outcomes articulated through the strategic plan.

This approach provides elected officials and other decision-makers with a “new lens” through which to frame better informed financial and budgeting decisions. It also helps ensure that a community can identify and preserve those programs and services that are most highly valued¹ while reviewing those that may no longer be necessary or wanted.

Other opportunities to incorporate the strategic plan during the budget process include the following:

- Use the strategic plan during the annual budget process to guide funding and resource decisions.
- Align priorities within the strategic plan framework and only focus on initiatives that directly contribute to the desired outcomes.
- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic plan framework in the public budget document.

Performance Measurement

Once initiatives are funded, it will be important for the organization to effectively evaluate the City's success toward meeting its goals. Performance measurement provides the organization with numerical data that can be used to assess the effectiveness and efficiency of its operations. For the City, this data will help the Council, Manager, and Management Team make informed budget decisions and know when it is necessary to make changes or improvements to its programs and services.

The remainder of this report provides summaries of the strategic planning retreats and other deliverables included as part of this process.

¹ The Center for Priority Based Budgeting

Initial Strategic Planning Retreat April 5-6, 2019

The City Council and Management Team held a strategic planning retreat on April 5-6, 2019. The retreat was facilitated by The Novak Consulting Group. The purpose of the retreat was to develop a draft strategic plan framework for the Lee's Summit community.

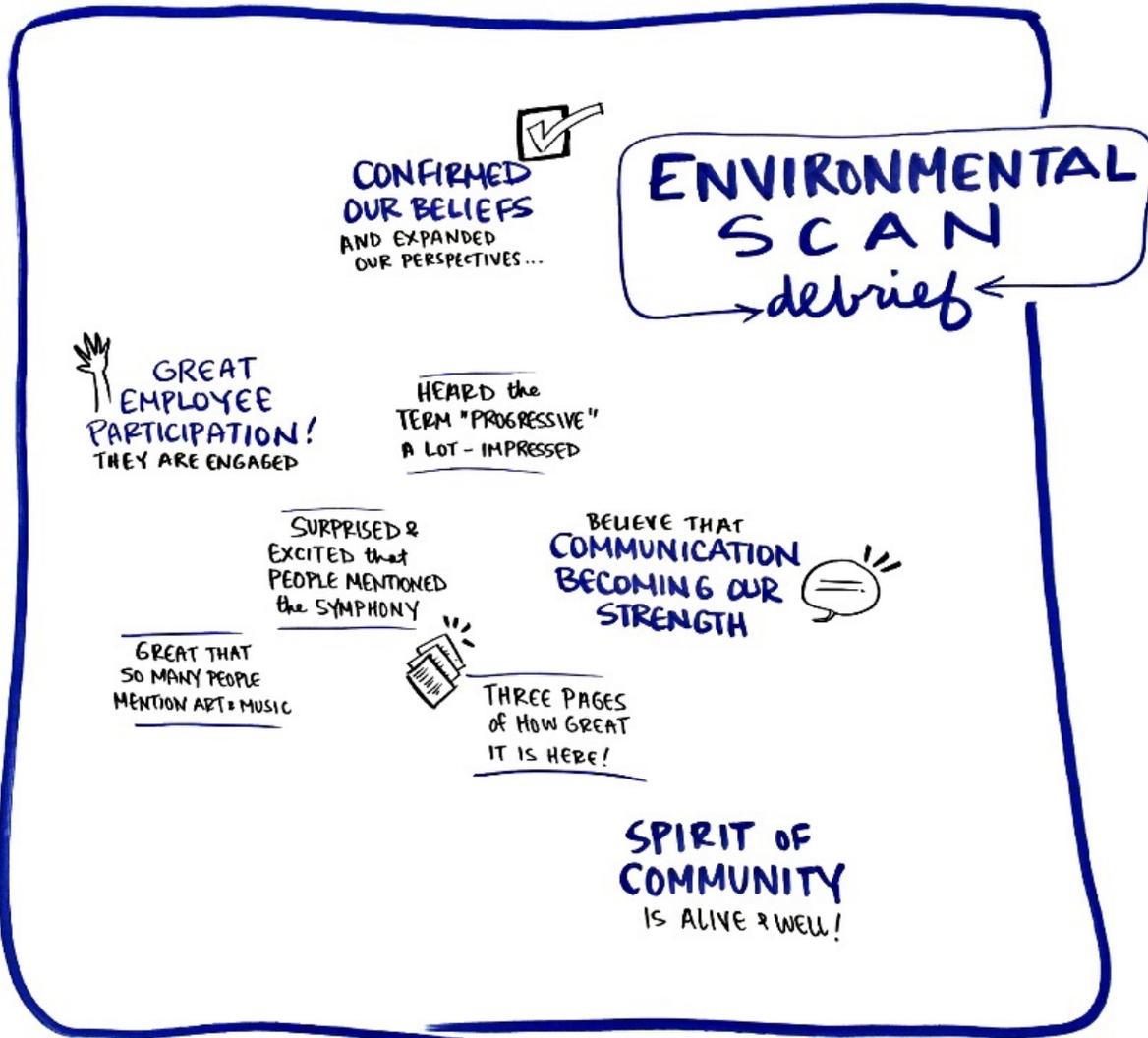
The facilitator began by reviewing the elements of a strategic plan framework and the work that had been completed to date in support of this effort. The facilitator then shared the norms that would guide the group's work during the retreat as well as the agenda.

Each member of the Council was asked to share their expectations for the retreat.



The Environmental Scan

The facilitator then presented a brief overview of the Environmental Scan, including community and City trends and stakeholder input. The group discussed their reaction to the information presented in the scan.



This I Believe - A Visioning Exercise

Each member of the City Council was given five to seven minutes to share "what they believe" about the future of the City. Summaries of each person's comments are included, along with a graphic illustrating the key themes.



Councilmember Diane Forte

- Each of us come to Council from a different background
- I learned how to be a better councilmember
- We all have strong opinions
- My belief is not that I am right, but I am strong in my belief
- Want to see light industrial jobs
- Envision a community that people can afford to live in
- Want to see our kids grow up and get jobs here
- I want our people to love this community
- We need to work together
- Love for my community; could not leave this place

Mayor Pro Tem Beto Lopez

- We all have different talents
- Learn something new every day
- We need quality jobs
- Needs an aggressive economic development strategy
- Felt like Jackson County is very different than Johnson County – we do not have enough regional cooperation here
- We need to be more open-minded, reach out to other communities
- Focus on developing a regional approach to economic development

Councilmember Craig Faith

- Until proven otherwise, I like to approach all committees, Council, with the idea that everyone wants to get to the same place and wants the best for Lee's Summit
- We may have different approaches on how to get there, but I trust motives
- My end goal is the best for Lee's Summit; we all do
- Bob is part of the shoulders that we all stand on
- "Yes, and," not "No, but"

Councilmember Bob Johnson

- I am a proponent of people living and working in the City
- Would like to see us get to some concept of how to do this
- We may lose a generation if we don't have affordable housing
- It is what brought us here decades ago; we are rooted in Lee's Summit
- A class divide is developing in this City – that will impact our quality of life

Councilmember Fred DeMoro

- I want to see a vibrant and self-sustaining community for future generations
- What we do today will determine what happens tomorrow
- We need to embrace all social and economic groups; we will lose a generation if they can't afford to live here – attainable housing is critical; we can't expect people to come back
- Need to work on being inclusive, not have an unconscious bias of our neighbors; if you live in Lee's Summit, you are part of the community, no matter what
- Seek out the truth when working with the community
- There are so many avenues to find the truth – not on social media
- Sustain public safety – when you don't need it, you forget it's there unless you really need it
- We won't always agree, but it takes all nine of us to do what we do

Councilmember Phyllis Edson

- Need to figure out how to get the younger generation, jobs, and housing here
- If none of my kids come back, not sure why I would stay
- Bring jobs that our kids can come home for
- Live, Work, Play – most people only do two of those things
- Housing for our seniors is needed
- Think of ourselves as a bedroom community, but we should be drawing regional events and entertainment here, so people aren't leaving Lee's Summit on a Saturday night

Councilmember Rob Binney

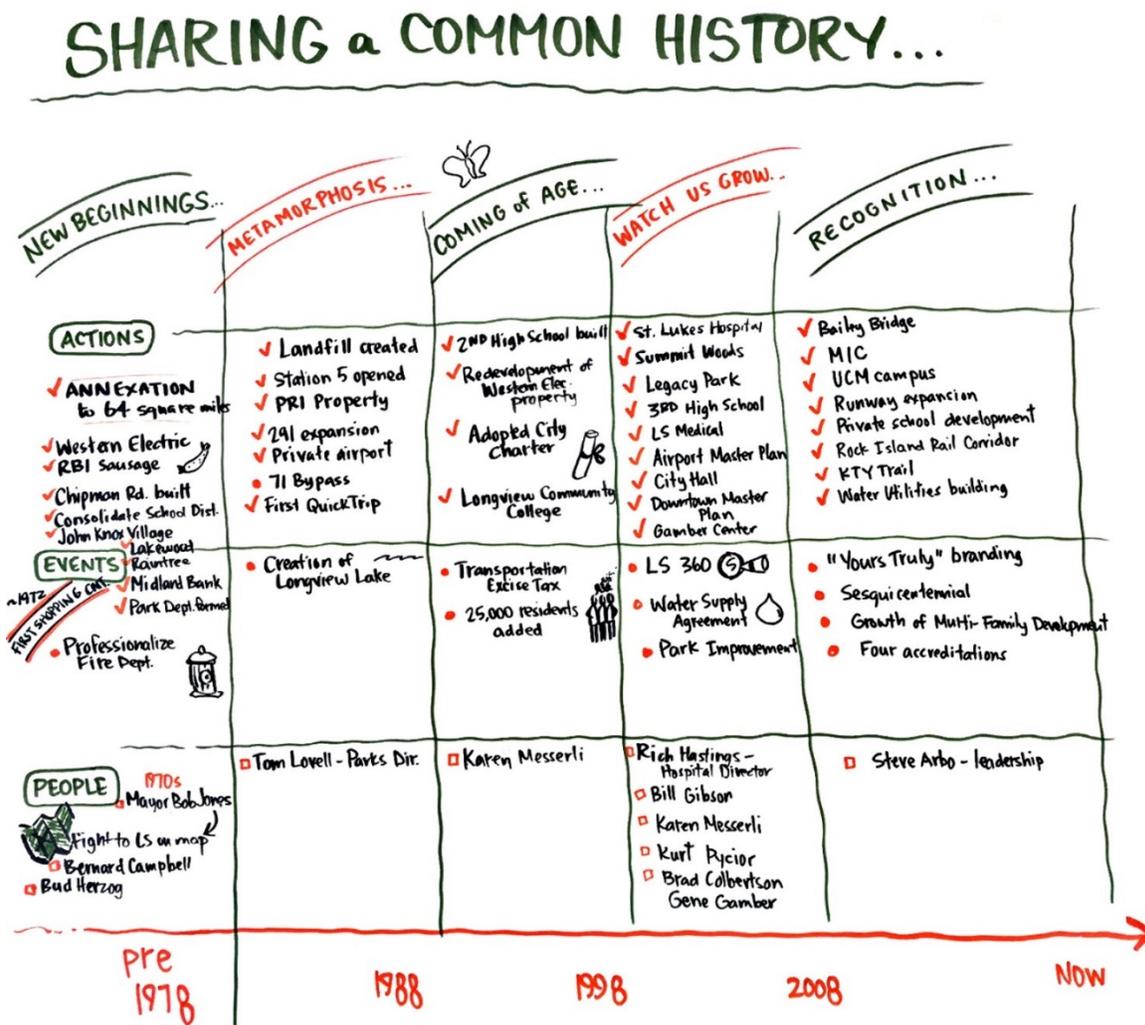
- This I believe: having grown up in a neighboring community, Lee's Summit was a fun, casual, destination where a lot of people lived, but many moved away at some point
- When it was time to raise a family, they came back
- Quality of life
- Big town with a small town feel
- Downtown revitalization did not happen overnight
- We all care for the good of the City
- Best government is the one that is out of the way

Mayor Bill Baird

- Economic development; need light industrial
- We are a health-care hub; brings people and some tech companies here
- Capture more of the people who don't live here
- Infrastructure help – we have to keep investing in our infrastructure; we've done that well but need to keep it a priority
- Employees – this is what makes a great organization
- Have a great, healthy city – keep us healthy
- Culture makes Lee's Summit great – what is it that brings people here, what keeps them here
- Schools, parks, safety – this is what makes our community amazing
- Need to work on being welcoming
- Retain and bring people from all walks of life to Lee's Summit

Sharing a Common History

Next, the participants spent time identifying the people, events, and actions that have shaped Lee's Summit over the past 50 years. A summary of the conversation is depicted in the following graphic.



Defining Our Legacy

As "homework," the Council was tasked with imagining how they want the next decade in Lee's Summit's history to be remembered. At the start of Day Two, each member of the Council shared their vision for the next decade.



The Strategic Plan Framework

After discussion, the Council agreed on the following draft Vision statement:

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

The group then brainstormed those things that must go well in order to achieve the vision. Individual ideas were grouped into the following categories.

1. **Balanced Economic Development**

- Sustain development
- Master plan for economic growth
- Business incentive districts established
- Economic development
- Economic development and job growth
- Economic adaptability
- Development of airport
- Downtown pavilion
- Make our great Downtown a regional destination
- Identify and embrace healthcare and tech brand
- Vibrant and healthy downtown

2. **Strong Neighborhoods with Housing Choices**

- Diversity in housing
- Keep neighborhoods clean
- Reinvestment in older neighborhoods
- Grow our villages together

3. **Cultural and Recreational Amenities**

- Respect for history
- Parks
- People love parks – prioritize!
- Citizens want to be cool, inclusive, and culturally diverse
- Focus on culture in every corner of the community
- Trails and connectivity
- Entertainment
- Cultural arts – arts, beautification, symphony, etc.
- A second regional destination

4. **Inclusive Community Engagement**

- Engagement
- Our citizens want to be engaged; engage them
- Encourage future leaders
- Multi-generational
- Diversity

- Be inclusive
- Embrace all groups
- Buy-in from all – community, leadership, employees
- Empower our citizen committees and board
- Encourage more community volunteerism in seniors
- Embrace spirit of community – family, inclusivity, collaboration
- Volunteerism
- Commissions and board – strategic planning to align with City's

5. Community Health and Wellbeing

- Health
- Become "Healthiest City in the Midwest"
- Physical, mental, and spiritual health focus

6. Collaborative Relations with Education Partners

- Partnerships
- Educational ecosystem

7. Proactive Infrastructure Development

- Prepare infrastructure for future growth
- Sewer system needs are met
- Reinvestment
- Connect sidewalks
- Prioritize infrastructure
- Prioritize public safety
- Master planning
- Safe community
- Reexamine City's comprehensive plan
- Sustainable infrastructure
- Smart growth
- Focus on zoning and corridors
- Appropriate growth
- Indirect support

Other ideas included:

- Training opportunities
- Make City employees part of our infrastructure – quality work environment, compensation
- Taking care of our own
- Stable leadership
- Stay out of the way
- Optimism
- Luck
- Keep "end game" in mind at all times
- Thoughtful decision making
- True narratives
- Preparation

- Sound decisions

Next, participants worked in small groups to further refine each of these critical success factors. Each group defined the challenge to be solved, key outcomes to achieve, and a headline for the future regarding the achievement of the critical success factor.

1. Balanced Economic Development

Challenge to be Solved:

- Creating an adaptable framework for continued growth in a changing environment

Outcomes to Achieve:

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

Headline = Smart growth!

2. Strong Neighborhoods with Housing Choices

Challenge to be Solved:

- Maintaining quality neighborhoods as they age
- Finding tools to create quicker ties to the neighborhood and community
- Find solutions (housing choices) for perception challenges, zoning challenges, and economic challenges

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

Headline = Lee's Summit: A community of neighbors

3. Cultural and Recreational Amenities

Challenge to be Solved:

- Prioritize funding for cultural amenities
- Finding our niche in cultural arts within the larger metro community
- Ensure that rec facilities have property funding for maintenance and periodic upgrades
- Complete the sidewalk and trail system

Outcomes to Achieve:

- A community that celebrates and welcomes artists and the cultural arts
- Increase the use of sidewalk and trail system for fitness and alternate transportation
- Increased opportunities for cultural arts in existing entertainment venues

Headline = N/A

4. Inclusive Community Engagement

Challenge to be Solved:

- Create a healthy and balanced community for all voices

Outcomes to Achieve

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

Headline = Spirit of Community

5. Community Health and Wellbeing

Challenge to be Solved

- Having 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 – residents make good choices and lead by example
- People have choices to satisfy their needs – spiritual, mental, physical
- Awareness of affordable options and changing the norms around mental health

Headline = Lee's Summit residents happier than ever!

6. Collaborative Relations with Education Partners

Challenge to be Solved

- Improve coordination and collaboration
- Enhance and plan for educational opportunities to support economic development (ecosystem)

Outcomes to Achieve

- Collaboration with the neighboring schools; public/private and higher education facilities educating students for public service
- Economic development and education partnerships
- Partnership

Headline = Lee's Summit residents happier than ever!

7. Proactive Infrastructure Development

Challenge to be Solved:

- Sustain and enhance City services – public safety (HR, facilities, equipment, technology), public works (roads and bridges, sewer and water, HR facilities, equipment, technology), development services (central building services and central vehicle services), administration (HR, ITS, Finance, Legal)

Outcomes to Achieve:

- Resources, staffing needs linked to demand; efficient use of resources
- Plan to meet future demand

- Maintain accreditation and positive community relations

Headline = Protecting our Quality of Life

Next Steps/Closing

The community will be invited to share their comments on the draft vision and critical success factors. The input will be reviewed with the Council at their next retreat, where they will finalize the strategic plan elements.

The facilitator then closed the retreat by asking everyone to share their thoughts regarding their experience during the session:

- Enlightening to get everyone's feedback and collaborate
- We agree on where we want to go and have different ideas on how to get there
- Asking for community input is positive
- The direction/big picture is similar from 30,000 feet
- We are all striving to go in the same direction; same wants
- We all think of Lee's Summit as a community more than a city
- This process brought out more feasible ideas

Management Team Retreat April 5, 2019

Lee's Summit held a strategic planning retreat with the City's Management Team on April 5, 2019. The retreat was facilitated by The Novak Consulting Group.

The purpose of the retreat was to develop draft mission and values for the organization. The mission defines the role and purpose of City government. Values are those behaviors that govern the workforce when employees act at their best.

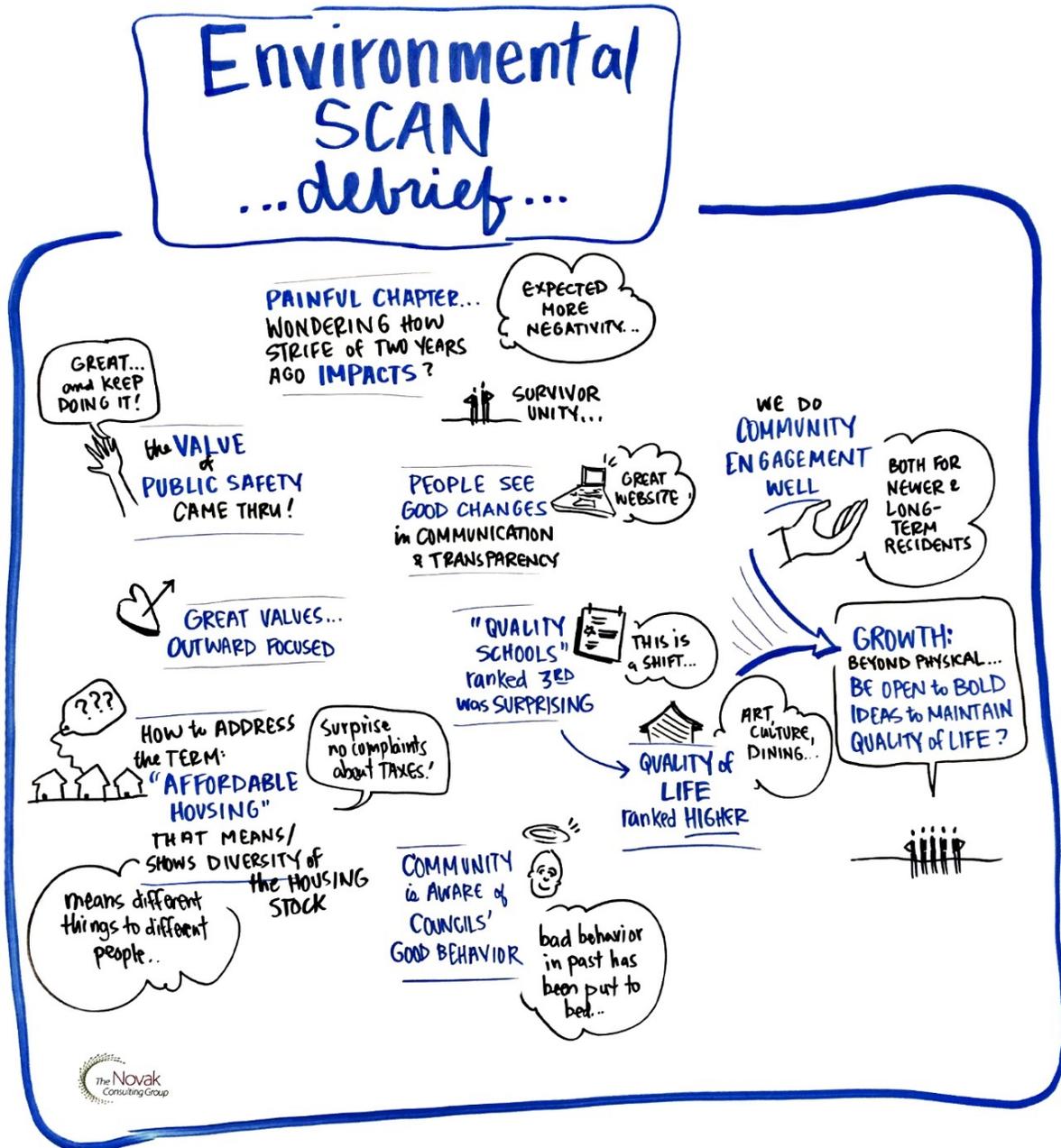
Setting the Stage

The facilitator asked participants to share their expectations for the strategic planning process.



What do we know to be true today?

Next, the facilitator provided an overview of the Environmental Scan. Following the presentation, participants were asked to share their reactions to the information.



Mission and Values

In advance of the session, participants were provided with the results of an Environmental Scan that included the employee survey that asked staff for their thoughts on their identity, their purpose, and their values. The Novak Consulting Group reviewed the high-level themes with the group to help inform their discussion of the City's Mission and Values.

Mission

The mission statement defines the role and purpose of the organization. In groups, participants developed the following mission statements.

- We are dedicated public servants who are an integral part of our community who provide services to enrich lives through collaboration, creativity, and commitment.
- We listen to citizens, continually enhance services, good stewards of resources, dedicated to public services, feed intrinsic values, pride in work, need to celebrate each other, pride in our good reputation, and support each other.
- We are dedicated public servants committed to providing excellent services to ensure a high quality of life for our citizens.



Values

Values are those behaviors that govern the workforce when employees act at their best. Participants brainstormed several key values for the organization.

- Professional
- Mutual Respect
- Caring
- Compassion
- Customer Service
- Flexible
- Adaptable
- Collaboration
- Commitments
- Proud
- Integrity



Next Steps

The final mission and values will be developed as part of the strategic planning retreats with the City Council.

Final Strategic Planning Retreat June 14-15, 2019

The City Council and Management Team held its second and final strategic planning retreat on June 14-15, 2019. The retreat was facilitated by The Novak Consulting Group. The purpose of the retreat was to finalize the strategic plan framework for the Lee's Summit community.

The facilitator began by reviewing the process to date. The facilitator then shared the norms that would guide the group's work during the retreat as well as the agenda.

Each participant was asked to share their expectations for the retreat.



Community Input on the Framework

The facilitator then presented an overview of the community input received on the draft strategic plan framework the Council developed at their April retreat. Following the presentation, the group discussed their reaction to the information presented. This included discussion about the significant number of areas of alignment between the Council and the community. Many of the same issues and opportunities were highlighted in the recently completed citizen survey.

The Strategic Plan Framework

The Council, with input from staff, then began the process of reviewing the vision and critical success factors. After much discussion throughout the retreat, the Council developed several drafts of the vision statement and ultimately selected the following:

Lee's Summit: A vibrant community ensuring the finest quality of life for all generations

The group then spent time identifying potential initiatives or priorities within each of the Critical Success Factors and, in a few instances, revised the title of the Critical Success Factor. (Initiatives with an asterisk are included in the Parks Master Plan.)

1. Strategic Economic Development

- Define success, define what balanced means
- Redevelopment emphasis
- Infill policy
- Area development plans/corridors
- Assure penetration and market studies
- Strong needs assessments
- Incentive packages for corridors
- Comprehensive master plan
- Develop plan for PRI property
- Aggressive marketing
- Quality job growth
- Targeted industry and businesses
- Think outside the box – best practices
- Focused rifle approach
- Stabilize partnerships (quit playing politics with PSAs)
- Continuous collaboration
- Support EDC, Chamber, Velocity, DMSLS, and community marketing
- PSA supported vision and strategies
- Work with the EDC more often – communicate ideas
- Airport master plan
- Continue to invest in downtown
- Construct infrastructure on the east side of the airport to serve development
- Citywide fiber buildout
- Have to balance the budget
- Control responsible spending

- Modernize revenue structure to support personnel needs
- Economic development incentive policy
- Fiscal impact model program
- Developer financial litmus test

2. **Strong Neighborhoods with Housing Choices**

- More starter homes
- Acceptance of all social/economic classes
- Affordable housing
- Affordable/attainable housing for seniors
- Affordable/attainable housing for millennials
- PSA supported vision and strategies
- Smaller fire stations
- Inclusionary zoning
- Incentives of some type to renovate older neighborhoods
- Diversity
- Active emphasis on identifying diverse housing
- Require different size house in housing developments
- Incentivize mixed-incomes rental housing
- Council provide resolution of agreed-upon parameters
- Proactive code enforcement
- Proactive code enforcement
- Proactive code enforcement
- Education on homeowners' associations
- Networked resources for those in need
- Expansion of crime reduction team to provide high level of community policing and problem-solving in neighborhoods
- Community education on codes
- Rental occupancy license process
- Assuring perception of strong public safety is a reality

3. **Cultural and Recreational Amenities**

- Spaces and programming
- Community calendar
- Attract regional events
- More music-focused events and festivals
- Cultural arts plan
- 1% for art
- Cultural affairs committee
- Expand and maintain parks and recreation
- Cultural arts funding
- Add more diverse arts programs highlighting different nationalities
- Seek partnerships with organizations to support and enhance recreation programming (*)
- Land dedication ordinance
- Development of 4th and 5th community centers (*)
- Public art in parks (*)

- Development of nature center (*)
- Update greenway master plan (*)
- Renovate neighborhood parks to include shelters, trails, shade, restrooms, fitness, playgrounds (*)
- Percent for arts ordinance or similar
- Policy on including public art in infrastructure projects/budgets
- Continue funding
- Continue parks master plan
- Add splash pads in areas of community underserved by water play (*)
- Convention center
- Festival space
- Create convention and visitor's bureau
- Performing arts center
- Market pavilion
- Need to be a destination point/attraction

4. Community Engagement

- Speakers bureau
- Citizen board and commission process
- Invite participants who came to strategic planning meetings to a kickoff
- Expand HRC to include human service advisory board and all groups
- Engagement will increase with more jobs here in town
- Sounding board
- Community dialogue with neutral convener
- Citizen call to action items
- Invite non-active, talented citizens to boards and commissions and other community initiatives
- Virtual town halls – meet people where they are
- City dashboard for transparency and comments/input
- Expand use of LS Connect
- City blog
- Programmed meetings, news, events

5. Community Health and Wellbeing

- Continue community of all ages initiative
- Work with churches to assist with homelessness and mental illness
- Program promoting resilience among first responders
- Community behavioral health
- Work with mental health organizations
- Mental health co-response program
- Continued development of community wellness programs (*)
- Mental health focus
- Wellness committee HEAB expanded
- Expand vision for HEAB
- Continue closing sidewalk gaps
- Mechanism to maintain downtown streetscape components

- Revise trail master plan
- Mechanism for maintenance of public green space (medians, city hall, downtown)
- Develop and support community fitness opportunities (5Ks, bike rides, etc.) (*)
- Create community connections
- Promote the spirit of community, culture of compassion
- Encourage volunteerism and promote service culture

6. Collaborative Relations with Education Partners

- Increased interaction with students involving them in work projects and planning
- Increase internships
- Internship program with R7, MCC, and UCM
- Continue Explorers, Junior Police Academy, SRO/DARE, and Youth Court
- Occupation/education experiences
- Business community partners
- Education annual summit
- Collaboration with UCM
- Hot to get LSR7 to be a partner with the City
- Be a responsible partner
- Promote opportunities
- Continued collaboration with STA and St. Michaels
- Improve collaboration with existing education partners and invite other institutions

7. City Services and Infrastructure

- Collaborate with water districts in or near City to identify opportunities for improvement to water services in the area
- Watershed level stormwater management
- Stormwater gaps
- Stormwater systems in older neighborhoods
- Decision on stormwater utility
- Community paramedic
- More cross-government collaboration and support
- Expansion of public transportation (including alternatives like UBER)
- Alternative funding for missing infrastructure in older areas (NIDs/CIDs/assessments)
- Comprehensive plan for public safety CIP
- Environmental policy – energy, LEED certification, solid water, green infrastructure, water quality
- Traffic safety expansion
- Planning for autonomous vehicles
- Micro-mobility (scooters such as Bluebird)
- Better consideration of long-term maintenance of infrastructure after its built
- Citywide fiber buildout
- Develop a park within a half mile of every resident (*)
- Develop 10 acres of neighborhood parks per 1,000 population (*)
- Develop 10 acres of community parks per 1,000 population (*)
- Promote safety in parks and neighborhoods with CRT expansion
- Continue CIP tax

- Fire station northern part of City
- Stormwater/park collaborative efforts
- Animal control expansion
- Expand police services through substation
- Crime reduction team and police substations
- Police substations
- Address traffic throttles
- 50 Highway and 29 Highway – right-of-way beautification
- 50/291 North Interchange
- 291 North Interchange
- Collaboration with stakeholders to identify funding for sewers in southeast area of the City
- Rock Island to Downtown
- Plan growth of public safety and public works
- John Knox Village to Downtown
- Trash transfer station
- Be committed to a true plan
- Plan/build infrastructure before growth
- Proactive co-responder and community paramedic program
- Provide direction to subdivisions
- Mayor and Council lobby state and federal government
- Public transportation
- Stewart Road interchange

Following the brainstorming of potential initiatives, the group agreed on the following key objectives within each Critical Success Factor.

1. Strategic Economic Development

Objective: Define and plan for a diversified economic base

Objective: Focus recruitment and retention efforts

Objective: Implement economic development plans

Objective: Ensure fiscal sustainability

2. Strong Neighborhoods with Housing Choices

Objective: Encourage affordable housing

Objective: Consider policies to diversify housing choices

Objective: Develop an approach to selective, proactive code enforcement

Objective: Educate the community on resources and opportunities

3. Cultural and Recreational Amenities

Objective: Expand cultural and recreation events

Objective: Identify funding opportunities to support amenities and implement current plans

Objective: Prioritize cultural and recreational space needs

4. Community Engagement

Objective: Develop new approaches for inclusive engagement
Objective: Diversify digital tools for community engagement

5. Community Health and Wellbeing

Objective: Develop mental health wellbeing
Objective: Develop and support community fitness opportunities
Objective: Foster Lee’s Summit’s unique spirit of community and culture of caring

6. Collaborative Relations with Education Partners

Objective: Expand student engagement in the workforce
Objective: Create opportunities to collaborate

7. City Services and Infrastructure

Objective: Develop/plan for purposeful growth
Objective: Ensure City services support quality of life – public safety, transportation, infrastructure, City workforce

To clarify responsibilities and opportunities, the Council completed a C4 Matrix for each objective. The matrix identifies the role that the Council, City staff, Community Partners, and Citizens can play in the implementation of the objectives.

1. Strategic Economic Development

Objective: Define and plan for a diversified economic base	
Council	City Staff
<ul style="list-style-type: none"> • Proactive approach • Educate • Advocate • Set policy in alignment • Review/amend policy (adaptable framework) • Collaborate with C4 • Review strategic plan quarterly 	<ul style="list-style-type: none"> • Research • Educate Council and C4 • Develop processes within adaptable framework • Facilitate and mediate between C4 • Implement policies • Quarterly updates
Community Partners	Citizen
<ul style="list-style-type: none"> • Align strategic plan with the City • Facilitate and attend collaborative events • Educate and research • Advocate • Invite and attract • Collaborate with C4 	<ul style="list-style-type: none"> • Attend collaborative events • Advocate • Join and/or volunteer with community partners • Invite others to engage • Collaborate with C4

Objective: Focus recruitment and retention efforts	
Council	City Staff
<ul style="list-style-type: none"> • Incentive policy • Lobbying • Collaborate with C4 • Attend economic development and business events • Educate 	<ul style="list-style-type: none"> • Research and advise • Support community partners
Community Partners	Citizen
<ul style="list-style-type: none"> • Strategic plan focused • PSA collaboration • EDC lead and advise 	<ul style="list-style-type: none"> • Support local

Objective: Implement economic development plans	
Council	City Staff
<ul style="list-style-type: none"> • Educate themselves • Advocate • Review quarterly • Stay in adaptable framework • Innovate 	<ul style="list-style-type: none"> • Primary facilitators • Recruit and retain talent • Solution oriented innovations • Welcoming and inviting (development center) • Communicate effectively with C4
Community Partners	Citizen
<ul style="list-style-type: none"> • Advocating • Advising • Follow organization strategic plan • Communicate and collaborate with C4 	<ul style="list-style-type: none"> • Attend • Advocate/voice concerns • Join or volunteer

Objective: Ensure fiscal sustainability	
Council	City Staff
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Community Partners	Citizen
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

2. Strong Neighborhoods with Housing Choices

Objective: Encourage affordable housing	
Council	City Staff
<ul style="list-style-type: none"> • Engage Housing Authority 	<ul style="list-style-type: none"> • Implement • Engage builders
Community Partners	Citizen
<ul style="list-style-type: none"> • Housing Authority • HBA 	<ul style="list-style-type: none"> • Input opportunities

Objective: Consider policies to diversify housing choices	
Council	City Staff
<ul style="list-style-type: none"> • Set minimums for lot size in initial development process • Develop different design criteria/processes depending on square footage 	<ul style="list-style-type: none"> • Implement
Community Partners	Citizen
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Home buyers • Home builders

Objective: Develop an approach to selective, proactive code enforcement	
Council	City Staff
<ul style="list-style-type: none"> • Set/emphasize priorities – from complain system to a more proactive system • “Maintenance code” 	<ul style="list-style-type: none"> • With Council direction, implement new process
Community Partners	Citizen
<ul style="list-style-type: none"> • HOAs 	<ul style="list-style-type: none"> • Encourage • Enforcement

Objective: Educate the community on resources and opportunities	
Council	City Staff
<ul style="list-style-type: none"> • Encourage and promote 	<ul style="list-style-type: none"> • Develop and provide resources
Community Partners	Citizen
<ul style="list-style-type: none"> • Lenders 	<ul style="list-style-type: none"> • Provide information

3. Cultural and Recreational Amenities

Objective: Expand cultural and recreation events	
Council	City Staff
<ul style="list-style-type: none"> • Support • Encourage • Suggest • Attend 	<ul style="list-style-type: none"> • Manage • Organize • Promote
Community Partners	Citizen
<ul style="list-style-type: none"> • Manage • Organize • Promote 	<ul style="list-style-type: none"> • Attend

Objective: Identify funding opportunities to support amenities and implement current plans	
Council	City Staff
<ul style="list-style-type: none"> • Bonding • Tax • Enterprise funded – user fees, self-funding • Sponsors, grants • Land dedication ordinance 	<ul style="list-style-type: none"> • Same as Council
Community Partners	Citizen
<ul style="list-style-type: none"> • Promote • Sponsor • Educate 	<ul style="list-style-type: none"> • Give/donate • Vote • Spend (attend and support) • Boards and commissions

Objective: Prioritize cultural and recreational space needs	
Council	City Staff
<ul style="list-style-type: none"> • Set priorities of proposals • Bonding capacity • Adopt plans • Allocate money 	<ul style="list-style-type: none"> • Cultural arts facility master plan • Construct? • Manage?
Community Partners	Citizen
<ul style="list-style-type: none"> • Participate in planning • Implementation? • Manage? 	<ul style="list-style-type: none"> • Feedback • Input • Boards and Commissions

4. Community Engagement

Objective: Develop new approaches for inclusive engagement	
Council	City Staff
<ul style="list-style-type: none"> • Discuss/promote • Look for opportunities • Provide funding • Continually share 	<ul style="list-style-type: none"> • Volunteer form revision • Improve/streamline system • Identify avenues to engage (remain innovative)
Community Partners	Citizen
<ul style="list-style-type: none"> • Encourage engagement • Provide opportunities 	<ul style="list-style-type: none"> • Engage • Engagement is not just a defined item

Objective: Diversity digital tools for community engagement	
Council	City Staff
<ul style="list-style-type: none"> • Explore • Suggest • Fund • Discuss 	<ul style="list-style-type: none"> • Identify new avenues • Technology compatible • Integrate with Creative Services
Community Partners	Citizen
<ul style="list-style-type: none"> • Promote • Share tools and information • Provide content 	<ul style="list-style-type: none"> • Use

5. Community Health and Wellbeing

Objective: Develop mental health wellbeing	
Council	City Staff
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Educate availability
Community Partners	Citizen
<ul style="list-style-type: none"> • Professionals • Service providers 	<ul style="list-style-type: none"> • Boards and commissions

Objective: Develop and support community fitness opportunities	
Council	City Staff
<ul style="list-style-type: none"> • Funding • Support Parks and Recreation; community partners 	<ul style="list-style-type: none"> • Facilities • Programs • Advise • Manage
Community Partners	Citizen
<ul style="list-style-type: none"> • programming 	<ul style="list-style-type: none"> • Use/frequent • Purchase/pay

Objective: Foster Lee’s Summit’s unique spirit of community and culture of caring	
Council	City Staff
<ul style="list-style-type: none"> • Lead by example • Celebrate 	<ul style="list-style-type: none"> • Boards and commissions • Share news/stories
Community Partners	Citizen
<ul style="list-style-type: none"> • Serve, provide, lead • Promote/celebrate 	<ul style="list-style-type: none"> • Be a community

6. Collaborative Relations with Education Partners

Objective: Create opportunities to collaborate	
Council	City Staff
<ul style="list-style-type: none"> • Encourage and support role 	<ul style="list-style-type: none"> • Liaisons • Help coordinate
Community Partners	Citizen
<ul style="list-style-type: none"> • LSR7 • UCM • Other higher education • MCC • CASS, Herndon vocational 	<ul style="list-style-type: none"> • Reach out to HOAs • Public announcements on various social media or other media • Virtual town halls • blogs

Objective: Expand student engagement in the workforce	
Council	City Staff
<ul style="list-style-type: none"> Encourage and support 	<ul style="list-style-type: none"> Continue ongoing efforts with various school districts/students Expand opportunities with public works, finance, etc. On the job training Summit/seasonal jobs
Community Partners	Citizen
<ul style="list-style-type: none"> Same as collaboration 	<ul style="list-style-type: none"> Encourage career path

7. City Services and Infrastructure

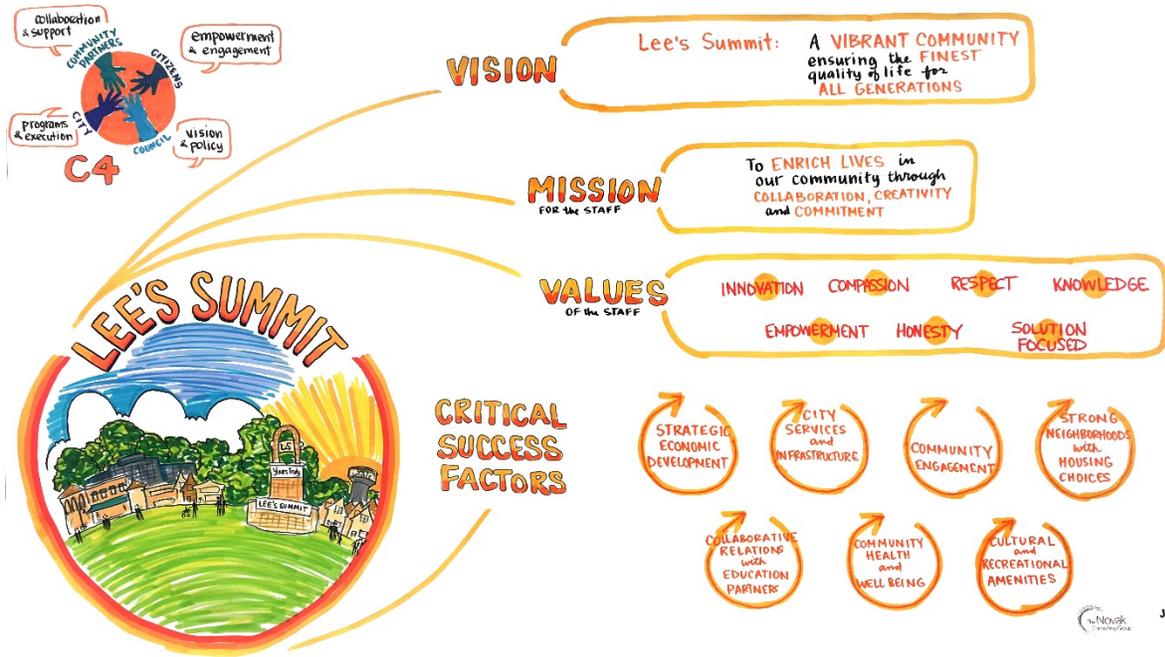
Objective: Develop/plan for purposeful growth	
Objective: Ensure City services support quality of life – public safety, transportation, infrastructure, City workforce	
Council	City Staff
<ul style="list-style-type: none"> Support salary and benefits that are attractive Public works and stormwater plans to full Council Plan for facility expansion – fire stations, police substations, animal control Review/Update infrastructure master plans 	<ul style="list-style-type: none"> Create plans for continued competitive pay and benefits Identify strategic funding for expansion plans
Community Partners	Citizen
<ul style="list-style-type: none"> Support training and education for areas of service Support initiatives 	<ul style="list-style-type: none"> Pass up to date tax support (use tax) Support CIP and other funding Support bond issues Provide input

The City's Management Team also presented the draft mission and organizational values for the Council's review. Based on the discussion, the following were selected:

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

Organizational Values: Innovation, Compassion, Respect, Knowledge, Empowerment, Honesty, Solution Focused

All of the key elements of the strategic plan were summarized in the following graphic:



THE NOVAK CONSULTING GROUP
JULIE GIBBEK
APRIL
2019

Closing

At the close of the retreat, participants shared a parting thought.

