

**PUBLIC SERVICE AGREEMENT
BETWEEN THE CITY OF LEE’S SUMMIT AND
LEE’S SUMMIT ECONOMIC DEVELOPMENT COUNCIL**

THIS Public Service Agreement (“Agreement”) is entered into by and between the City of Lee’s Summit, Missouri (“City”), a Missouri municipal corporation, and the Lee’s Summit Economic Development Council (“LSEDC”), a Missouri non-profit corporation. The City and LSEDC may be referred to individually as the “Party” and collectively as the “Parties.”

RECITALS

WHEREAS, the LSEDC was created, in part, to assist the City in expanding and diversifying the economic base of Lee’s Summit through the attraction and retention of business and industry and the LSEDC has demonstrated its ability to attract and retain business and industry in the City; and

WHEREAS, the City, by Ordinance No. 4611, imposed an occupational license tax on certain gross receipts of hotels, motels and similar places of business, the resulting revenue of which was to be used to promote the general economic welfare of the City, including, but not limited to the attraction and retention of business and industry to the community and/or the promotion and provision of facilities for tourism, conventions, and visitors (“Hotel/Motel Tax”); and

WHEREAS, the Business and Industry Fund was established for the deposit of the Hotel / Motel Tax revenue to provide funding for this Public Service Agreement, and others as the City Council determines how best to expend the Hotel / Motel Tax revenue for its stated purpose; and

WHEREAS, LSEDC leadership continues to contribute to the City’s economic environment with participation in development discussions, community asset advocacy, and economic development strategies; and

WHEREAS, the Mayor and City Council have adopted an Economic Development Vision Statement that “Lee’s Summit will build upon and promote its unique downtown, education excellence and cultural heritage to create and nurture a business environment which fosters entrepreneurship, commercial and neighborhood redevelopment and the attraction and retention of high quality jobs in targeted businesses. In doing so, the tax base will grow ensuring the city’s continued ability to deliver an outstanding quality of life and services to both businesses and residents.”; and

WHEREAS, the City has determined that it is in the best interests of the City, and important to the promotion of the general economic welfare of the City, to contract with the LSEDC for the performance of economic development services outlined in this Agreement.

NOW, THEREFORE, the Parties, in consideration of the above recitals and the following mutual covenants and stipulations, agree as follows:

I. LSEDC RESPONSIBILITIES

LSEDC shall:

- A. Perform the following services for the City (collectively, the “Services”):
 1. Implement the Action Items assigned to LSEDC by the Ignite! Strategic Plan approved by the City Council on September 8, 2020, and attached as Exhibit A and incorporated herein by reference;
 2. LSEDC will continue to serve as the workforce liaison for the community by:
 - a. Engaging local business and industry to support a qualified workforce; and
 - b. Facilitating the development and continuity of a community-wide Workforce Alliance Group, which will produce and implement innovative solutions to bridge skills gaps in the workforce that supports Lee’s Summit’s businesses. The Workforce Alliance Group will be comprised of business and education leaders. Achieve target goals for job creation and private capital investment
 3. LSEDC will contribute to the addition of at least \$2.5 million in payroll at businesses within the City of Lee's Summit each year this Agreement is in effect, as compared to the prior July 1 through June 30 time period.
 4. LSEDC will contribute to the creation of at least 50 new quality jobs within the City of Lee's Summit each year this Agreement is in effect as compared to the prior July 1 through June 30th time period. For purposes of this Agreement, “quality jobs” will mean a job with a wage at or above the average wage for Jackson County, Missouri as set by the Missouri Department Economic Development in the Missouri Works Program. Through June 30, 2021, the average wage for Jackson County was \$51,134.00.
 5. LSEDC will contribute to the creation of an additional \$6 million in development and/or redevelopment within the City of Lee's Summit each year this Agreement is in effect, as compared to the prior July 1 through June 30 time period; and
 6. Create an Economic Development Strategic Plan as described in the December 11, 2020 Ady Advantage Report, attached as Exhibit B and incorporated herein by reference, no later June 30, 2022.
- B. Only use the Funds, as defined below, for the performance of the Services. Any use of the Funds for a purpose other than authorized in this Agreement shall be a material breach of this Agreement, and LSEDC shall return any unspent Funds and an amount equal to the amount used for an unauthorized purpose to the account.
- C. Maintain accurate records of the receipt, use, and disbursement of the Funds, including but not limited to, maintaining a separate accounting of the receipt and use of the Funds from any other LSEDC monies. LSEDC shall maintain an accounting system which complies with generally accepted accounting principles, and with the American Institute of Certified Public Accountants Audit Guide for Non-Profit Corporations and shall separately account for the Funds provided by the City pursuant to this Agreement.
- D. On or before July 1st of each year this Agreement is in effect, provide the City with its approved budget for the use of the Funds for the upcoming fiscal year (“Funds Budget”), the names and addresses of the officers or directors of LSEDC, and a copy of the current LSEDC bylaws, articles of incorporation and any amendments thereto. In the event of any

change of officer and/or director, bylaws, or articles of incorporation, LSEDC shall provide the City written notice of said change and, if applicable, a copy of any changed bylaws or articles of incorporation within thirty (30) days thereafter.

- E. Each year this Agreement is in effect, LSEDC shall submit semiannual program status reports documenting activities from July 1st to December 31st (“First Report”) and January 1st to June 30th (“Second Report”). The reports shall document the revenue and disbursements of monies received from the City, and shall contain analytical memoranda which:

1. Describes results of activities and expected achievements; and
2. Describes program effectiveness; and
3. Lists capital expenditures, if applicable.

The First Report shall be submitted to the City on or before January 15th each year this Agreement is in effect. The Second Report shall be submitted to the City on or before July 15th each year this Agreement is in effect.

LSEDC shall also provide a semi-annual in-person presentation to the City Council. The dates of such in-person presentations shall be determined by the City Council.

The Vice Chair and Secretary of LSEDC shall participate on the Community Partner Board, which shall be comprised of representatives from the City and members of the board of directors from Downtown Lee’s Summit Main Street, Inc., the Lee’s Summit Chamber of Commerce, and Velocity Lee’s Summit, Inc. The Community Partner Board shall meet at least semi-annually.

The City Manager may also require LSEDC to periodically provide a brief statement or status report City regarding the services under this Agreement in a form most amenable to the subject matter of the report.

II. CITY RESPONSIBILITIES

The City shall:

- A. Evaluate LSEDC’s performance relative to the performance criteria set forth herein in order to assess the impact of the efforts of LSEDC in this Agreement.
- B. Promptly pay the Funds, subject to Article IV.

III. FINANCIAL SUPPORT AND TERM OF AGREEMENT

- A. The initial term of this Agreement shall be for one year commencing on July 1, 2021, and ending on June 30, 2022 (“Initial Term”). Upon expiration of the Initial Term, this Agreement shall automatically renewal for up to two, one-year periods unless notification of intent to not renew is given by either party in writing at least sixty (60) days prior to the date of automatic renewal, or otherwise terminated by the City as set forth herein.

- B. The City agrees to pay to LSEDC an amount of \$200,000.00 (“Funds”) each fiscal year of the City this Agreement is in effect. The Funds shall be paid in twelve (12) equal monthly installments on or before the 15th day of each month, starting in July 2021. Notwithstanding anything to the contrary in this Agreement, the Funds are subject to the annual appropriation by the City Council and if the Funds are not appropriated or only partially appropriated, LSEDC agrees the City shall not be required or liable to provide the unappropriated amount. Notwithstanding anything to the contrary in this Agreement, all monthly installments are subject to the availability of such funds in the City’s Business and Industry Fund. If the City’s Business and Industry Fund does not have adequate revenues to fulfill all of its obligations, as determined solely by the City, at least the City is not obligated to distribute the monthly installment to LSEDC for that month or any future monthly installments until sufficient funds are available. LSEDC understands and agrees that the City has no duty to retroactively pay a monthly installment that was not distributed on the first of the month due to insufficient funds.
- C. Nothing in this Agreement shall preclude the City from contracting separately with LSEDC for services upon terms and conditions agreed to by the City and LSEDC.
- D. In no event shall LSEDC use the Funds to increase the compensation of any LSEDC employee or officer. “Compensation” as used herein includes salary, commissions, bonuses or other monies, but does not include reimbursements for expenses, such as travel, materials or supplies if expenses are incurred in the course of performance of the Services.

IV. TERMINATION

This Agreement may be terminated by the City at any time if any of the following occur:

- A. LSEDC breaches this Agreement or defaults on any of its obligations set forth in this Agreement. Prior to such termination, the City shall provide LSEDC written notice of explaining the specific nature and extent of the default of violation and provide a reasonable time for remedial action by LSEDC. In no event shall such time to remedy exceed twenty (20) working days after receipt of said notice, unless agreed to in writing by both parties. If the default is not cured or remedied within permitted period, the City may terminate this Agreement upon five (5) days written notice thereafter. Termination of this Agreement does not waive or relieve LSEDC of any liability to the City for damages sustained by the City by virtue of LSEDC’s breach of this Agreement; or
- B. By mutual written consent of both Parties.

In the event of termination, LSEDC shall refund to the City a pro-rated portion of the compensation paid pursuant to Section III above. The pro-rated amount shall be determined by dividing the monthly payment recited in Section III by 30 (“Daily Amount”), and multiplying the Daily Amount by the number of days remaining in the month after the effective date of

termination. Main Street shall refund the pro-rated amount to the City within 30 days of the effective date of termination.

V. INDEMNIFICATION

To the fullest extent permitted by law, LSEDC shall defend, indemnify and hold harmless the City, and the City's council member, officer, director, employee or agent thereof (the City and any such person being herein called an "Indemnified Party") for, from, and against all claims, liabilities, demands, damages, losses, fines, penalties, injuries to property or persons (including death), and expenses (including attorney fees and litigation expenses, and the cost of appellate proceedings) (collectively "Claims") to the extent that such Claims relate to, result from and/or arise out of LSEDC's acts, errors, directives, or omissions, in performance of this Agreement. The obligations of this Section include the acts, errors, mistakes, directives, or omissions of LSEDC's employees, agents, advertisers, contractors, subcontractors, or any other person for which LSEDC may be legally liable, in the performance of this Agreement.

The amount and type of insurance coverage requirements set forth in this Agreement will in no way be construed as limiting the scope of the indemnity in this Section. The indemnity requirements set forth in this Agreement will in no way be construed as limiting the insurance required in this Agreement.

VI. INSURANCE

A. General.

1. *Insurer Qualifications.* Without limiting any obligations or liabilities of Contractor, Contractor shall purchase and maintain, at its own expense, hereinafter stipulated minimum insurance with insurance companies authorized to do business in the State of Missouri, with an AM Best, Inc. rating of A or above with policies and forms satisfactory to the City. Failure to maintain insurance as specified herein may result in termination of this Agreement at the City's option.
2. *No Representation of Coverage Adequacy.* The City shall have the right to review any and all of the insurance policies and/or endorsements cited in this Agreement, but has no obligation to do so. Failure to demand such evidence of full compliance with the insurance requirements set forth in this Agreement or failure to identify any insurance deficiency shall not relieve LSEDC from, nor be construed or deemed a waiver of, its obligation to maintain the required insurance at all times during the performance of this Agreement.
3. *Coverage Term.* All required insurance shall be maintained in full force and effect until all work or services required to be performed under the terms of this Agreement are satisfactorily performed, completed and formally accepted by the City, unless specified otherwise in this Agreement.

4. *Primary Insurance.* LSEDC's insurance shall be, or endorsed to be, primary, non-contributory insurance with respect to performance of this Agreement and in the protection of the City as an Additional Insured.
5. *Claims Made.* In the event any insurance policies required by this Agreement are written on a "claims made" basis, coverage shall extend, either by keeping coverage in force or purchasing an extended reporting option, for six (6) years past completion and acceptance of the services. Such continuing coverage shall be evidenced by submission of annual Certificates of Insurance citing applicable coverage is in force and containing the required provisions for the three-year period.
6. *Policy Deductibles and/or Self-Insured Retentions.* The policies set forth in these requirements may provide coverage that contains deductibles or self-insured retention amounts. Such deductibles or self-insured retention shall not be applicable with respect to the policy limits provided to the City. LSEDC shall be solely responsible for any such deductible or self-insured retention amount.
7. *Use of Subcontractors.* If any of the services under this Agreement is subcontracted in any way, LSEDC shall execute written agreements with its subcontractors containing the indemnification provisions set forth in this Section and insurance requirements set forth herein protecting the City and LSEDC. LSEDC shall be responsible for executing any agreements with its subcontractors and obtaining certificates of insurance verifying the insurance requirements.
8. *Evidence of Insurance.* Prior to receiving any Funds, or commencing any work or services under this Agreement, LSEDC will provide the City with suitable evidence of insurance in the form of certificates of insurance, endorsements, and a copy of the declaration page(s) of the insurance policies as required by this Agreement, issued by LSEDC's insurance insurer(s) as evidence that policies are placed with acceptable insurers as specified herein and provide the required coverages, conditions and limits of coverage specified in this Agreement and that such coverage and provisions are in full force and effect. The City may reasonably rely upon the certificates of insurance, endorsements, and declaration page(s) of the insurance policies as evidence of coverage but such acceptance and reliance shall not waive or alter in any way the insurance requirements or obligations of this Agreement. If any of the policies required by this Agreement expire during the life of this Agreement, LSEDC shall forward renewal certificates and declaration page(s) to the City thirty (30) days prior to the expiration date. All certificates of insurance and declarations required by this Agreement shall be identified by referencing the title or this Agreement. Certificates of insurance and declaration page(s) shall specifically include the following provisions:
 - a. The City, its agents, representatives, officers, directors, officials and employees are Additional Insureds for commercial general liability under Insurance Services Office, Inc., ("ISO") Form CG 20 10 03 97 or equivalent.
 - b. LSEDC's insurance shall be primary, non-contributory insurance with respect to performance of the Agreement.

- c. All policies, except for Professional Liability, including Workers' Compensation, waive rights of recovery (subrogation) against City, its agents, representatives, officers, officials and employees for any claims arising out of work or services performed by LSEDC under this Agreement.

All Certificates of Insurance shall name the City of Lee's Summit as the certificate holder and send the certificate and any endorsements to:

City of Lee's Summit
Attn: City Administration
220 S.E. Green Street
Lee's Summit, MO 64063

- 9. *Endorsements.* LSEDC shall provide the City with the necessary endorsements to ensure City is provided the insurance coverage set forth in this Article.
- B. Required Insurance Coverage. LSEDC shall maintain "occurrence" form Commercial General Liability insurance with an unimpaired limit of not less than \$1,000,000 for each occurrence, \$2,000,000 Products and Completed Operations Annual Aggregate and a \$2,000,000 General Aggregate Limit. The policy shall cover liability arising from premises, operations, independent contractors, products-completed operations, bodily injury, personal injury and advertising injury. Coverage under the policy will be at least as broad as ISO policy form CG 00 01 93 or equivalent thereof, including but not limited to, separation of insured's clause. To the fullest extent allowed by law, for claims arising out of the performance of this Agreement, the City, its agents, representatives, officers, officials and employees shall be endorsed as an Additional Insured under ISO, Commercial General Liability Additional Insured Endorsement form CG 20 10 03 97, or equivalent. The policy shall contain an endorsement waiving rights of recovery (subrogation) against the City, its agents, representatives, officials, officers and employees. If any Excess insurance is utilized to fulfill the requirements of this subsection, such Excess insurance shall be "follow form" equal or broader in coverage scope than underlying insurance.
- C. Cancellation and Expiration Notice. Insurance required herein shall not expire, be canceled, or be materially changed without thirty (30) days' prior written notice to the City.
- D. Workers Compensation: LSEDC understands and agrees that LSEDC's employees, agents, contractors, volunteers, and directors, are not serving as an employee of the City in any manner and therefore are not entitled to any of the City's industrial benefit coverages, including Workers' Compensation coverages. LSEDC acknowledges that any injury its employees sustain in the performance of this Agreement will not be eligible for industrial benefits through the City and any necessary treatment will be LSEDC, or LSEDC's insurer's, sole responsibility.

VII. GENERAL CONDITIONS

- A. Non-Discrimination Laws. LSEDC shall not discriminate against any person on the basis of race, religion, color, age, sex, disability, or national origin in the performance of this Agreement, and shall comply with the terms and intent of Title VII of the Civil Rights Act of 1964, as amended, the Rehabilitation Act of 1973, as amended, which prohibits discrimination in the employment or advancement in employment of qualified persons because of physical or mental disability, and with the Americans with Disability Act of 1990. In addition, LSEDC shall include similar requirements of subcontractors in any contracts entered into for performance of LSEDC's obligations under this Agreement.
- B. Financial Review. LSEDC shall make all of its financial records related to the Funds available for inspection by the City, or its designee, upon reasonable notice during normal business hours of the City. If the City desires a financial audit by an independent certified public accountant of the LSEDC's financial records to verify use of the Funds according to the terms and conditions of this Agreement, LSEDC shall cooperate fully in the performance of such audit. If the audit reveals that LSEDC misappropriated the Funds, the City may require LSEDC to cover the cost of such an audit, in all other case the City is responsible. LSEDC is entitled to a copy of any resulting reports that are received by the City.
- C. Compliance with Laws. LSEDC shall comply with all federal, state, and local laws and ordinances applicable to its performance under this Agreement. In addition, LSEDC shall include similar requirements of its contractors in any contracts entered into for performance of LSEDC obligations under this Agreement.
- D. Successors and Assigns. This Agreement is not assignable unless both Parties mutually consent otherwise in writing and signed by both Parties. The requirements of this Agreement are binding upon the heirs, executors, administrators, successors, and assigns of both Parties.
- E. Attorney Fees and Costs. In the event any action, suit or proceeding is brought for failure to observe any of the terms, covenants, or provisions of this Agreement, the prevailing party shall be entitled to recover as part of such action or proceeding, all litigation, arbitration and collection expenses, including, but not limited to, witness fees, court costs, and reasonable attorney fees.
- F. Laws Governing/Venue. This Agreement shall be governed by the laws of the State of Missouri, as to validity, interpretation and performance. Any and all suits for any and every breach of this Agreement, or other judicial proceeding for the enforcement or interpretation of this Agreement shall be instituted and maintained in the Circuit Court of Jackson County, Missouri at Independence.

- G. Non-Waiver. The failure or delay of either Party to insist upon strict performance of any of the provisions of this Agreement, or to exercise any of the rights or remedies provided by this Agreement, shall not release either Party from any of the responsibilities or obligations imposed by law or by this Agreement, and shall not be deemed a waiver of any right of either Party to insist upon strict performance of this Agreement.
- H. Severability. If any part, term or provision of this Agreement is by the courts held to be illegal or in conflict with any law of the State of Missouri, the validity of the remaining portions or provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular part, term, or provision held to be invalid.
- I. Entire Agreement and Amendments. This instrument contains the entire Agreement between the Parties, and no oral or written statement, promises, or inducements made by either Party or agent of either Party that is not contained in this written Agreement, or specifically referred to in this written Agreement shall be valid or binding; and this Agreement may not be enlarged, modified, or altered except in writing signed by both Parties.
- J. Relationship of Parties. The Parties understand and expressly agree that LSEDC is an independent contractor and is not an employee of the City. Nothing in this Agreement constitutes a partnership or joint venture between the Parties and neither Party is the principal or agent of the other.
- K. Rights/Obligations of Parties Only. The terms of this Agreement are intended only to define the respective rights and obligations of the Parties. Nothing in this Agreement shall create any rights or duties in favor of any potential third-party beneficiary or other person, agency or organization.
- L. Time of the Essence. Time is of the essence in this Agreement. Unless otherwise specifically provided in this Agreement, any consent to delay in the performance of LSEDC of any obligation shall be applicable only to the particular transaction to which it relates, and it shall not be applicable to any other obligation or transaction.
- M. Environmental Conditions. LSEDC shall take all steps necessary to ensure LSEDC compliance with all applicable federal, state, and local environmental laws, regulations and ordinances, and shall indemnify and hold the City harmless for any remediation required and from and against any and all liabilities, losses, suits, claims, judgments, fines or demands arising by reason of injury or death to any person or damage to any property or the environment of any nature whatsoever arising out of violations of such laws, regulations and ordinances.

- N. Work Authorization/E-verify. Pursuant § 285.530, RSMo., if this Agreement exceeds five thousand dollars (\$5,000.00), LSEDC warrants and affirms to the City that (i) LSEDC is enrolled and participates in a federal work authorization program with respect to the employees working in connection with the contracted services and (ii) LSEDC does not knowingly employ any person who is an unauthorized alien in connection with the contracted services.

LSEDC shall swear to and sign an affidavit declaring such affirmation, and provide the City with supporting documentation of its enrollment and participation in a federal work authorization program with respect to the employees working in connection with this Agreement. The required documentation must be from the federal work authorization program provider (e.g. the electronic signature page from the E-Verify program's Memorandum of Understanding); a letter from LSEDC reciting compliance is not sufficient.

- O. Political Activities. LSEDC shall not use the Funds for political activities or legislative activities. For the purpose of this Agreement, the terms "political activities" and "legislative activities" shall have the meanings ascribed to them by the Internal Revenue Service.
- P. Anti-Discrimination Against Israel Act. Pursuant to Section 34.600, RSMo and to the fullest extent permitted by law, if this Agreement has a total potential value of \$100,000 or more and LSEDC has 10 or more employees, LSEDC certifies that LSEDC is not engaged in a boycott of Israel as of the Effective Date of this Agreement, and agrees for the duration of this Agreement to not engage in a boycott of Israel as defined in Section 34.600, RSMo.
- Q. Notices. Unless otherwise provided in this Agreement, all notices, demands, requests, consents, approvals and other communications (collectively "Notices") required or permitted hereunder shall be in writing and delivered by registered or certified U.S. mail, postage prepaid, or personally delivered, at the address shown below. Notices shall be deemed received at the time of actual receipt, which shall be evidenced by a copy of receipt (in the case of notices that are personally delivered), or as evidenced by the United States Postal Service receipt; or five (5) calendar days after mailing, whichever comes first, in the case of notices that are mailed.:

To City:

City of Lee's Summit
Attn: City Manager
220 SE Green Street

To LSEDC:

LSEDC
Attn: Rick McDowell, President
& CEO

Lee's Summit, Missouri 64063

218 SE Main Street

Lee's Summit, Missouri 64063

- R. Provisions Required by Law. Each and every provision of law and any clause required by law to be in this Agreement will be read and enforced as though it were included herein and, if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either Party, this Agreement will promptly be physically amended to make such insertion or correction.
- S. E-Signature and Counterparts. The Parties agree that this Agreement may be signed in two or more counterparts and/or signed electronically, and all such counterparts together shall constitute one and the same contract; such signatures shall bind the signing party in the same manner as if a handwritten signature had been delivered.

IN WITNESS WHEREOF, the Parties have executed this Agreement this _____ day of _____, 2021 ("Effective Date").

City of Lee's Summit

LSEDC

Stephen A. Arbo
City Manager

Rick McDowell
President & CEO

ATTEST:

Trisha Fowler-Arcuri
City Clerk

DATE

APPROVED AS TO FORM:

Brian W. Head
City Attorney

EXHIBIT A
TO
PUBLIC SERVICE AGREEMENT
BETWEEN
THE CITY OF LEE’S SUMMIT
AND
LEE’S SUMMIT ECONOMIC DEVELOPMENT COUNCIL

[see following pages]



City of Lee's Summit

Strategic Plan Implementation Report

August 2020

August 26, 2020

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

Dear Mr. Arbo,

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

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

Sincerely,

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

City of Lee's Summit

Vision:

A vibrant community ensuring the finest quality of life for generations

Organizational Mission:

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

Organizational Values:

Stewardship Integrity
Service Excellence

Introduction

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

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

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

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

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

Process

Community Celebration

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

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

C4 Team Meetings

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

Meeting 1: January 2020


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

Meeting 2: February 2020

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

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

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



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

Meeting 3: June 2020



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

Implementation Plan

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

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

The C4 matrices appear in the following order.

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

Effective Use of the Implementation Plan

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



City Services and Infrastructure

City Services and Infrastructure

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

continued on following page

City Services and Infrastructure

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



Collaborative Relations with Education Partners

Collaborative Relations with Education Partners

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

Collaborative Relations with Education Partners

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



Community Health and Wellbeing

Community Health and Wellbeing

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

Community Health and Wellbeing

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

Community Health and Wellbeing

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



Cultural and Recreational Amenities

Cultural and Recreational Amenities

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

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Cultural and Recreational Amenities

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

continued on following page

Cultural and Recreational Amenities

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



Community Engagement

Community Engagement

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

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Community Engagement

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



Strategic Economic Development

Strategic Economic Development

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

Strategic Economic Development

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

Strategic Economic Development

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



Strong Neighborhoods and Housing Choices

Strong Neighborhoods and Housing Choices

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

Strong Neighborhoods and Housing Choices

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

Strong Neighborhoods and Housing Choices



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




Strong Neighborhoods and Housing Choices





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

Cross References





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

		 City Services and Infrastructure
	Strategic Economic Development	<ul style="list-style-type: none"> Identify growth trigger points as part of the comprehensive planning process to determine service demands.

		 Collaborative Relations with Education Partners
	Community Engagement	<ul style="list-style-type: none"> Designate student roles in community boards, committees and service opportunities. Develop service programs that foster a broad understanding of Lee's Summit needs and a culture of caring.
	Strategic Economic Development	<ul style="list-style-type: none"> Establish a consortium of provider institutions and community partners to continually evaluate needs and industry trends to create appropriate curriculum and a pipeline of talent. Establish and provide internships with local businesses.

		 Community Health and Wellbeing
	City Services and Infrastructure	<ul style="list-style-type: none"> Review and update the Livable Streets Policy/Program
	Cultural and Recreational Amenities	<ul style="list-style-type: none"> Evaluate appropriate citizen advisory board focused on holistic health and wellness.
	Community Engagement	<ul style="list-style-type: none"> Set goals to increase access and inclusion (fitness and recreation). Evaluate appropriate citizen advisory board focused on holistic health and wellness. Create the Mayor's Task Force on Diversity, Equity & Inclusion Build upon successful initiatives (Take Time to Be Kind, MLK Day, etc.) Define and establish the community's strategy to become a more welcoming community of diversity and inclusion. Expand cultural competency training for City employees

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

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




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

EXHIBIT B
TO
PUBLIC SERVICE AGREEMENT
BETWEEN
THE CITY OF LEE’S SUMMIT
AND
LEE’S SUMMIT ECONOMIC DEVELOPMENT COUNCIL

[see following pages]

Lee's Summit Economic Development Council

LSEDC 2.0 Plan for the Future

December 11, 2020

Provided to:

Rick McDowell

President/CEO

218 SE Main Street

Lee's Summit, MO 64063

816.525.6617

rmcdowell@leessummit.org

Table of Contents

Section 1: Introduction	4
Section 2: Background Research	6
Section 3: Stakeholder Input	10
Section 4: A New Framework for Economic Development	22
Section 5: Recommendations	31
Appendix: Stakeholder Meeting Notes	38

Section 1: Introduction

Introduction

PROJECT BACKGROUND & OBJECTIVE

PROJECT BACKGROUND

Over the last several months, both the City of Lee's Summit (through its Ignite planning process) and the Lee's Summit Economic Development Council (through its annual strategic planning process) have identified a number of priority areas for the LSEDC. The LSEDC is tasked with integrating these plan into one integrated body of work, with clear objectives, metrics, and accountability.

At the same time, several seminal events that provide both opportunities and challenges for Lee's Summit have occurred in 2020:

- The first is the announcement by The Church of Jesus Christ of Latter-Day Saints that it plans to open up 4,200 acres for development in Lee's Summit over the next 20 years. This announcement creates a unique opportunity to ensure economic growth in Lee's Summit for the next generation; fostering economic growth is highly aligned with LSEDC's core competencies.
- The second is the onset of Covid-19, which has had a direct and near immediate impact on the City of Lee's Summit "Hotel/Motel" bed tax. This tax was instituted in 1998 and provides ongoing funding to LSEDC that represented a substantial portion of its operating budget. This disruption in funding also impacts the other Public Service Agencies in Lee's Summit.

OBJECTIVE

Given that there is both surging need for LSEDC's expertise to help develop and market the tracts of land that will help shape the future of Lee's Summit while at the same time, a great deal of uncertainty about future sources of funding for the organization, we seek to gain local input and create consensus on the following:

- Overall priorities and alignment for the 2021 LSEDC operating plan; and,
- A re-envisioning of LSEDC and the organization's key imperatives that will allow LSEDC to pivot the organization to better serve the Lee's Summit area for the next 20 years. We call this the LSEDC 2.0 Plan for the Future.

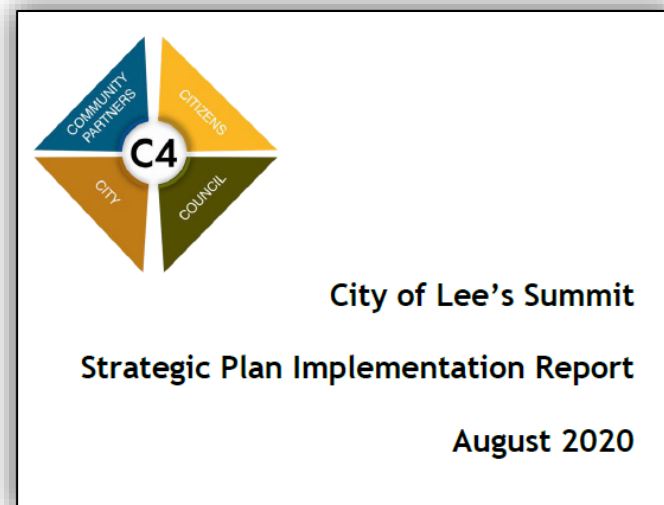
Section 2: Background Research

Background Research

IGNITE PLAN

Ady Advantage conducted background research on the LSEDC and how the organization currently fits into the broader Lee's Summit economic development ecosystem. This includes looking at the PSA agreement between LSEDC and the City of Lee's Summit, as well as the roles and responsibilities assigned to LSEDC under the recent Ignite strategic planning process.

Using the Ignite plan, Ady Advantage pulled out the specific objectives, strategies and tasks where LSEDC was identified as either a lead community partner or marked as a support. In the instances where LSEDC was designated the lead, Ady Advantage highlighted the column green. Where LSEDC was designated support, Ady Advantage highlighted the column blue. Ady Advantage additionally looked at each of these strategies through the lens of our economic development strategic plan framework, and designated strategies as either related to Alignment, Readiness (including talent readiness), or Marketing. Where strategies were in fact primarily tactical, we designated them as "Process."



Worksheet Summarizing LSEDC's role in supporting the Ignite Plan

	Objectives	Strategies	Key Performance Area	Action Items	City Council	City Administration	Community Partner	Citizen	Time Frame
Collaborative Relations with Education Partners	1. Expand student engagement in the workforce.	1. Continue to support and promote successful programs and facilities.	Talent	1. Evaluate community partner roles in existing programs to identify needs and opportunities. (Existing programs include Partners in Education (PIE) and Lee's Summit R-7 Kauffman Foundation Real World Learning Grant, Summit Tech. Academy Engineering.)		X	Lead (PIE & LSEDC)	X	Q4 2020
	2. Create opportunities to collaborate.	1. Help students identify their passions and relate them to career opportunities (e.g. World of Work)	Talent	1. Create a consortium or advisory group to convene stakeholders and coordinate various efforts. The group should include student representation and seek guidance from career inventories.			Lead LSEDC, Chamber, City	Consortium	Q3 2021
				2. School liaisons track data to report to consortium and others.			Lead LSEDC, Chamber, City	Consortium	Q3 2021
				3. Consortium convenes schools to work on best practices.			LSEDC, Chamber, Velocity	Consortium	Q3 2021
		2. Expand market value assets into graduation requirements.	Talent	1. Establish and provide internships with local businesses.			Lead (LSEDC/Schools)	X	Q3 2020
		3. Identify top workforce skills and develop curriculum and experiences to grow those skills.	Talent	1. Engage Lee's Summit area businesses to ascertain needs and evaluate current offerings. Utilize existing programs to the extent possible.			Lead (LSEDC)		Ongoing

...Continued

Background Research

IGNITE PLAN

Worksheet Summarizing LSEDC's role in supporting the Ignite Plan (continued)

Strategic Economic Development	1. Define and plan for a diversified economic base.	1. Expand and use data analysis to identify diversification opportunities.	Process	1. Expand and use data analysis to identify diversification opportunities.	X	X	LSEDC (Lead)		Q1 2021
				2. Create a data profile to boost investor confidence.		X	LSEDC (Lead)		Q2 2021
				3. Conduct a market demand study to identify targeted business and industry.	X	X	LSEDC (Lead)	X	Q2 2021
				4. Use long-term planning models.	X	Lead	X		Q2 2021
				5. Engage partner organizations for data analysis to support economic development decisions.	X	X	LSEDC (Lead)		Q4 2020
		2. Be strategic about the development of the Property Reserve, Inc. property to ensure it contributes to community objectives.	Readiness	1. Identify a funding mechanism for needed infrastructure.	X	Lead	X	PR owner(s)	Q4 2020
				2. Coordinate with the property owner to implement funding mechanism(s) for infrastructure.	X	Lead	X	PR owner(s)	Q2 2021
				3. Develop the land use master plan for the site through the Comprehensive Plan process.	X	Lead	X	X	Q1 2021
	3. Identify the appropriate economic tools to advance diversification goals.	Readiness and Alignment	Readiness and Alignment	1. Review and update the economic incentives policy to support the diversification opportunities that are identified through Strategy 1.	X	Lead	X	X	Q3 2021
				2. Continue to review and update targeted development goals.	X	Lead	X	X	Q2 2021
				3. Continue to review and streamline the administrative approval process for projects that align with commercial goals.	X	Lead	X	X	Q3 2021
		2. Focus recruitment and retention efforts.	Readiness	1. Identify more specific targeted businesses list (NAICS codes) in the economic development policy.	X	Lead	X	X	Q2 2021
				1. Define accountability metrics.	X	Lead	X	X	Q4 2020
				2. Include accountability metrics for performance and culture in Public Service Agreements (PSAs).	X	Lead	X	X	Q4 2020
	3. Implement economic development plans.	3. Create an awareness campaign of existing economic advantages.	Marketing	1. Identify needs of prospective businesses to feature in an awareness campaign.	X	X	Lead (Chamber & LSEDC)	X	Q1 2021
				1. Manage marketing and retention for small to mid-size businesses.	X	X	Lead (Chamber)	X	Q2 2021
				2. Manage recruitments for larger, external businesses.	X	X	Lead (LSEDC)	X	Q2 2021
		1. Promote Lee's Summit to targeted businesses & industries identified through data analysis.	Marketing	3. Be proactive in retaining a robust, diverse retail and business climate downtown.	X	X	Lead (DLSMS)	X	Q2 2021
				4. Establish regular meetings among partners to review and update economic development priorities and assignments.	X	Facilitate	Lead (all)	X	Q2 2021
				5. Foster a welcoming environment for business start-ups.	X	X	Lead (Velocity)	X	Q2 2021
				1. Continue to assign, evaluate and market project managers to provide personal assistance to investors through the public	X	Lead	X	X	Ongoing
		2. Welcome and support investors for projects that align with community goals.	Alignment	1. Take full advantage of cutting edge tools to attract development before innovative strategies become industry norms.	X	X	Lead (LSEDC)	X	Q2 2021
				3. Work with owners to create development-ready sites with incentives, zoning and infrastructure.					
	4. Ensure fiscal sustainability.	1. Adapt to changing revenue sources.	Organizational	1. Monitor and forecast economic trends and make adjustments in response to those trends.	X	Lead			Ongoing
				1. Complete the fiscal impact model through the Comprehensive Plan.	X	Lead			Q2 2021
		2. Use fiscal impact models and scenario modeling to predict community impact from the use of incentives.	Organizational	2. Set expectations for the use of the model.	X	Lead			Q4 2020
				1. Incorporate economic development components in board and commission training and the Citizens Academy.		Lead	X	X	Q3 2020
		3. Educate the community and future elected officials on the impact of incentives; measure and report on community impact.	Alignment	2. Present a comprehensive annual economic development report that covers multiple economic incentives; present at a large community convening such as an LSEDC luncheon.	X	Lead	X		Q1 2021
				3. Assign a single point of accountability to monitor and report on compliance with economic incentive agreements.		Lead			Q1 2021
Strong Neighborhoods and Housing Choices	1. Encourage affordable housing.	1. Engage the community to define affordability and set housing goals. 2. Evaluate current requirements to allow more housing options.	Community Readiness and Alignment Community Readiness and Alignment	2. Gather data to demonstrate housing and workforce gaps.	X	Lead	EDC/Chamber/Housing Authority		Q3 2020
				1. Create and engage a focus group from the community to understand barriers to attainable housing.		Lead	EDC/Chamber/Housing Authority/Social Services	X	Q1 2021

Background Research

IGNITE PLAN

Ady Advantage Observations on Ignite Plan:

- Most Cities do not have strong strategic plans, and it is an exceptional achievement for the City of Lee's Summit to have such a robust strategic document in place for the community. It can be challenging however for a City strategic plan to provide the appropriate guidance for all activities within a community, particularly economic development. There is a reason that a City strategic plan exists separate of a Comprehensive Plan and an Economic Development Strategic Plan.
- Under the Ignite plan, the LSEDC is chiefly charged with leading activities under the Collaborative Relations with Education Partners area; both supporting the City and leading certain objectives within the Strategic Economic Development area; and supporting the City under the Strong Neighborhoods and Housing area.
- Talent is frequently one of the goals of the strategic plans that we develop, given that talent/workforce is the perhaps the most driving business location decision-making factor in economic development today. In the Ignite plan, the Collaborative Relations with Education Partners is directly related to the strategic priority of talent.
- LSEDC is included under the Strong Neighborhood and Housing Choices, but only in a supporting role for two items. It suggests that there is a recognition that housing is a strategic economic development priority, but the role of the LSEDC organization within the housing priority could perhaps be further defined.
- At first glance there appear to be some current activities that seem to be missing from the Ignite plan as elevated priorities. One such missing activity is participation in regional economic development groups, KCADC chief among them. LSEDC does currently collaborate and work closely with KCADC, and so this should be acknowledged in the plan and elevated as a strategic priority.
- Where strategies were in fact primarily tactical, we designated them as "Process." These were related to data procurement and other tactical activities that were not specific to a goal that was trying to be accomplished, but rather directing how work would be done. These would be better classified as action items, rather than strategies.
- It should be noted that many of the time frames on these items reflect the original intent when the Ignite plan was crafted and do not necessarily reflect the events that have happened since. LSEDC continues to support business attraction, expansion and retention efforts as is the core strategic objective and priority outlined for them within the Ignite plan.

Section 3: Stakeholder Input

Stakeholder Input

INTRODUCTION

Ady Advantage conducted virtual meetings with key stakeholders and employers on Thursday, November 19th. The purpose of these meetings was to gain input about the opportunities and challenges as they relate both to the LSEDC organization and economic development in the Lee's Summit region more broadly. In particular, the meetings sought to elicit the key strengths (core competencies) of the LSEDC organization, and potential areas for improvement. The key themes from those meetings can be found on the following slides, as well as the result of a survey asking participants to rank their area of focus priorities for the LSEDC organization. Meeting participants can be found below. Full meeting discussion notes can be found in the appendix of this report.

INTERVIEW PARTICIPANTS		
Company/Organization	NAME	TITLE
Briggs & Stratton	Ted Melin	Plant Manager
Citizens Bank and Trust	Rick Viar	President
City of Lee's Summit	David Bushek	City Attorney
City of Lee's Summit	Bob Hartnett	Deputy Director of Public Works/Airport Expansion
City of Lee's Summit	Bill Baird	Mayor of Lee's Summit
City of Lee's Summit	Steve Arbo	City Administrator
City of Lee's Summit	Diane Forte	District 1
City of Lee's Summit	Andrew Felker	District 2
City of Lee's Summit	Beto Lopez	District 3
City of Lee's Summit	Bob Johnson	District 4
Fagel Anderson Construction	Roger Summers	Vice President
Hawthorn Bank	Keith Asel	President
John Knox Retirement Village	Dan Rexroth	CEO
Lee's Summit Medical Center	John McDONald	CEO
LSEDC Executive Officers	Tim Paulson	Current Chair
LSEDC Executive Officers	Todd Haynes	Vice-Chair
LSEDC Executive Officers	Will Coates	Secretary
LSR7	Dr. David Buck	Superintendent
LSR7	Shannon Booth	Coordinator of Career Education
Metropolitan Community College	Dan Hocay	President LS Campus
Newmark Grubb Zimmer	Mike VanBurskirk	President of Operations
Paric Corporation	Sherrie Balmer	Director Business Development
Spectrum Strategies	Bill Brown	President
Summit Technology Academy (STA) at The Missouri Innovation Campus	Dr. Jeremy Bonnesen	Director/Principal
UCM	Laurel Hogue	Vice Provost for Extended Studies
ULTRAX	Dave Petet	CFO

Stakeholder Input

KEY THEMES: ALIGNMENT

1. There seems to be a **lack of clarity and alignment around the roles and responsibilities** of the PSA organizations of LSEDC, the Chamber, and Velocity. There is a sense that there are **silos between each of the organizations**, and that there may be a **lack of trust** that is leading to a relationship that sometimes feels more like competition rather than partnership between them.
 - Incredible potential collaboration with our PSAs: Chamber of Commerce, Lee's Summit Downtown Mainstreet, Velocity Lee's Summit.
 - We don't have a regional vision for economic development. Everyone does their own thing, and it feels like we're pushing against each other.
 - We need to be more strategic and pro-active. Align the Comprehensive Plan, the Ignite Plan, this Plan, etc.
 - Where does the breakdown come in? We appear to have silos where there is no business being siloed. They are all subsidized to some degree by the City. Receive different amounts of funding. They are all always jockeying for funding. This need for money drives their missions and actions.
 - Have been siloed in the past. We all want one thing and that is growth for Lee's Summit.
 - A bit siloed when it comes to EDC, city, Chamber, Ignite, etc. Need to be able to better leverage each other's relationships.
 - EDC has remained too traditional and too siloed in terms of the definition of economic development. Metrics that they talk about are number of contacts, how many site visits, where are we in the competition.
 - Businesses need actionable information that they can use to grow their businesses. EDC should play this role and help break down silos.
 - There is competition there and in many ways they are siloed, especially between ED, Chamber and Velocity. They are all providing resources to businesses, both existing and new. There is a lot of fuzziness, lack of clarity on roles. Probably some duplication efforts between them.
 - Lack of consistency in ED philosophy and what their roles should be in these other things like workforce housing, broadband, etc. They play it safe and they need to do more to move the needle. They are afraid politically that they will offend people.
 - Why is this competition occurring? Annual changes in boards, recent changes in leadership, perception that no one is doing a particular role or not doing well, etc.
 - There is a lack of direction and clarity around what LSEDC should be doing, what the Chamber should be doing, what Velocity should be doing, etc. There is no alignment.
 - We need objectives, measurables – we need to be able to say “yes, we accomplished this or no we did not and why?”
 - We have a habit of conducting strategic planning where we involve all the right parties, but then ultimately the end product goes nowhere. People want to move things forward.
 - Need to find ways to collaborate more. City works super hard to do that, but it still is a challenge.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: VISION

2. While the City of Lee's Summit has developed a vision for the City through the Ignite strategic planning process. There is an opportunity to create **the vision for future economic development in the region**. Having this would help develop a **shared understanding of how each PSA organization – including Lee's Summit EDC – fits in the overarching City of Lee's Summit vision** and the **roles and responsibilities of LSEDC and other stakeholders in achieving that vision**.
- We don't have a regional vision for economic development. Everyone does their own thing, and it feels like we're pushing against each other.
 - There is a lack of direction and clarity around what LSEDC should be doing, what the Chamber should be doing, what Velocity should be doing, etc. There is no alignment.
 - Hoped the EDC would continue the mission/vision we had before but feels like every new Chair brings with it a new mission/vision.
 - Incredible potential collaboration with our PSAs: Chamber of Commerce, Lee's Summit Downtown Mainstreet, Velocity Lee's Summit.
 - One of the recommendations of the Ignite plan was to focus on recruitment and retention, so am glad LSEDC is doing this plan to figure out how to focus on those things.
 - There was a period where the previous Executive Director had been there a very long time. That was probably not the best period for everybody, especially at the end. The new director coming in was a breath of fresh air. He's worked on both sides of the table so knows what site selectors are looking for. For a time, Lee's Summit wasn't even a member of KCADC, that was a huge problem.
 - Executive Board is quite talented but need to be working towards a strategic plan.
 - We need objectives, measurables – we need to be able to say “yes, we accomplished this or no we did not and why?”
 - We need to be more strategic and pro-active. Align the Comprehensive Plan, the Ignite Plan, this Plan, etc.
 - A bit siloed when it comes to EDC, city, Chamber, Ignite, etc. Need to be able to better leverage each other's relationships.
 - City Council wants to see progress and wants to be pro-active, but government moves a bit slow and we understand that. We want to be good partners to the LSEDC.
 - They have the abilities, but the Board wants to be the leaders of the EDC, but they really need to change that mindset to be leaders/role models of the community.
 - My vision is for us to focus on growing and retaining investor base, recruiting and retaining businesses. These are two different audiences. Would like the EDC to identify those businesses. Our database is small.
 - LSEDC could play a role in developing spec space by advocating to create tax abatements, incentives, etc. EDC can help making sure everyone understands why tax abatements are used, that they don't go to the developer they go to the tenant.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: REPUTATION

3. LSEDC is seen as an **effective convener and conduit of business needs** in the community, and **overall carries a strong positive reputation and image** within the City of Lee's Summit. Nearly all **employers and stakeholders had an established history of relationships with the LSEDC organization** and expressed confidence that the LSEDC organization was **responsive to their needs** now and into the future.
- They understand their City, understand their strengths and weaknesses. They are business-friendly and developer-friendly. Some other Cities are doing a lot of pushback to incentives for development or have NIMBY-ism.
 - Having good relationships with the industry partners and understanding what their needs are. Being able to help them pursue opportunities based on that understanding. Not just creating relationships, but also maintaining them.
 - They understand how the education piece fits into the whole economic development process.
 - Currently, from a staffing perspective it's probably the best I've ever seen it.
 - Acting as conduit for the business community.
 - LSEDC is a direct conduit from the business community to the City leaders (Mayor, Council, etc.).
 - Being the voice of the Business Community. Conduit between business community and city leadership.
 - Retention and growth is a big focus of LSEDC, and this is most important so that's good to see. There was been a push by LSEDC for this, meeting local business on a regular businesses, finding out what their problems are. For example, finding out a business is having challenges with the timing of traffic lights. They are pro-active about helping with these things.
 - Helping business with workforce training program. LSEDC helps to bring awareness of these program offerings.
 - They're good cheerleaders for the community.
 - We have a great relationship, a joint partnership.
 - They're always present, always accessible.
 - EDC is our eyes and ears for the business voice.
 - EDC does a good job of making connections, but needs to be broader and more systematic.
 - EDC is a critical part of our city operations.
 - Just looking at the value in their membership. The LSEDC meetings – the caliber of the speakers at the meetings.
 - EDC is under the scrutiny of the city to perform and we feel very confident in the organization.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: THOUGHT-LEADERSHIP

4. A sentiment was expressed that the LSEDC organization **used to be known for innovative and cutting-edge thought-leadership** as it related to economic development. This perception of being a thought-leader has **diminished over time**, and there is a feeling that while LSEDC does an admirable job at its core portfolio of activities, it **no longer pushes the boundaries of what is possible**. This was not seen as an issue when economic times were good and business development was occurring naturally, but it becomes more evident during economic downturns. It is important for LSEDC to continue **demonstrating their value and economic impact, both tangible and intangible**.
- EDC does a good job of making connections, but needs to be broader and more systematic.
 - Used to be thought leaders, but think they are lacking this now.
 - Opportunities for innovation, the unique ecosystem that is in Lee's Summit. The organizations and partners, connecting the dots to resources.
 - There has been a lot of effort around trying to convey the value of LSEDC to businesses. For us, it is more obvious how they impact us and the growth has a direct impact on the need for healthcare in the region. For other industries, it may not be as visible. Companies have a lot of organizations asking for membership and investment.
 - It was a given you were going to get a predetermined amount of money and funding, and these organizations could be complacent in this for the three-year contracts and operate in their silos. Now the pot of money isn't there, and there is actual scrutiny on whether these organizations merit the money/funding.
 - Need to break down the silos and operate more collaboratively. Yes, they want to have their independence at the LSEDC and the Chamber, etc. But need to sit down and look at how we can work more efficiently together.
 - LSEDC has enjoyed a good reputation for a long period of time and has grown somewhat comfortable or maybe even complacent in what it's doing.
 - Intangible value that they provide, the case for this needs to be made. It's hard to define and intangible, but it's there.
 - You have to figure out the mission – the EDC can't try to be everything to everyone. Need to still provide value to members.
 - There is some desire to collapse the organizations and move the EDC to another org like the chamber. We need to continue to show our value to city leadership through transparency and relationship building. We want to be front of their mind.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: HOUSING

5. There are conflicting views on the **need for housing that is suitable and affordable for the workforce** of Lee's Summit. It is well understood that the **cost of housing and living** in the community of Lee's Summit is higher than that of much of the broader metro area. Many stakeholders expressed the sentiment that lower cost housing options are available in the rest of the Kansas City metro area, and as such they did not see the need for this housing within Lee's Summit itself. Other stakeholders and elected officials advocated strongly in favor of the need of workforce housing, noting that the **lack thereof was acting as a barrier to talent**. The issue of housing is especially acute for entry-level production workers and service sector workers, but the cost of housing is also prohibitive for many college graduates and other individuals who have low to mid-range salaries.
- Most of our office folks live in Lee's Summit, but the majority of factory workers live outside the Lee's Summit area. Because of the cost of living, cost of housing.
 - There might be an over-emphasis on housing – we have such short commute times to the rest of the Kansas City metro area, there is lots of housing available in the region. The market will take care of providing affordable housing I believe.
 - Without housing, we will not be able to supply the talent for the activities above, but not sure it is EDC role.
 - A lot of people come to work and shop in Lee's Summit, but not necessarily live. Could we attract more people with the housing?
 - While business attraction and retention are the typical role of EDC, this is a more pressing current need and housing, and transportation are tied into this.
 - I think the workforce housing issue is addressed by the rest of the metro region. We don't really have workforce housing here but there is workforce housing in the communities around us.
 - Lots of discussion around workforce housing, so I know it's an issue that should be elevated and maybe should be for the EDC. We haven't seen workforce housing get built around the entire Kansas City metro area, it's a problem nobody has figured out how to solve.
 - Lack density of housing in and around downtown area. There is a lifestyle choice towards a mini-urban experience, people want a walkable dense living environment.
 - Lack of housing diversity. Little workforce or low-income housing. We have manufacturing employers here with entry level positions and no housing that is suitable for that workforce.
 - Employers say their number one need is a talent pipeline for workforce housing.
 - Workforce housing – we have no production workforce housing here, but we do have a half hour commute.
 - Communities with expensive houses and luxury multi-family homes. There is a reluctance/fear of workforce housing. City allowed some of the housing to get run down, but now we have codes in place to make sure people maintain their properties. Need to have a community dialogue about what needs we have in the city.
 - We haven't seen a lot of growth in entry level or workforce housing.
 - As an employer looking to stay in this area, housing and public transportation are very important for us. Most people only have a 10-15 minute drive, but they live outside of Lee's Summit because cost of living is higher here.
 - Lack of consistency in ED philosophy and what their roles should be in these other things like workforce housing, broadband, etc.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: TRANSPORTATION

6. Independent but related to the cost of housing is the **issue of transportation**. While the Kansas City metro area has one of the lower commute times of metropolitan areas in the country, there is a **lack of public transportation options**. This is an issue that is once again **most exacerbated as it relates to the entry-level production and service sector workers**, as these workers may be forced to live outside of the Lee's Summit community due to housing costs and subsequently have to commute further for jobs that frequently pay lower entry-level wages.
- Outside of Lee's Summit transportation can be a real challenge. Entry level young professionals might not be able to afford living here without commuting.
 - No bus line.
 - Transportation is an issue. Not everyone can have one or two cars. Lack of a transit system to get employees to their place of employment.
 - As an employer looking to stay in this area, housing and public transportation are very important for us. Most people only have a 10-15 minute drive, but they live outside of Lee's Summit because cost of living is higher here.
 - While business attraction and retention are the typical role of EDC, this is a more pressing current need and housing, and transportation are tied into this.
 - Great highway system and transportation access to rest of metro area. Very few people in KS area have longer than a 30 minute commute. One highway expanded from a two-lane to a four-lane.
 - Transportation. While I rated this lower on my priority list, I know it's a challenge and anything they can do to help make the infrastructure happen.
 - Workforce housing – no production, but half hour commute for those workers.
 - There might be an over-emphasis on housing – we have such short commute times to the rest of the Kansas City metro area, there is lots of housing available in the region. The market will take care of providing affordable housing I believe.
 - Helping to direct outside resources to where they can get the most bang for the buck on transportation, and any other area of focus.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: PRI LAND

7. The **PRI land is a once-in-lifetime opportunity** for the community; it will soon become available to market and develop. However, there are **significant infrastructure needs** that will have to be met before the land is suitable for development. This includes **water/sewer infrastructure and road access**. The PRI land also offers Lee's Summit the opportunity to **act proactively and to plan development in a deliberate and strategic long-term manner** about what the community wants to look like in the future and what sort of development the City wants to occur on the PRI land to achieve that future. Conducting a **target industry analysis** and other planning activities for the PRI land will help to facilitate this.
- The Church property, while a great opportunity, it could be a very long process. It also lacks infrastructure – sewer/water, road transportation. The South side of the property will likely be residential, which is great, but it won't make the City money in the way that commercial/industrial development elsewhere on the property will.
 - 4,000 acres from church property that are going to become available. I believe they're going to try to build out this land in phases.
 - Will have 4,000 acres available for future growth. We get to design it how we want to grow for the next 30-40 years One of the areas we can focus on for growth for ED – there are some large areas of land that could still be developed. PRI property will be a big opportunity for growth. Developing a land use plan for that property. Will be releasing about 100-200 acres of land every five years, which is a once in a lifetime opportunity. The city could grow by 35-40k people. Developing a public infrastructure and financing plan for this so that companies/developers come in, they don't need to pay for these public improvements.
 - Will the land use plan include industrial? Yes. The northern property will probably focus on interchange and then fan out. Some larger parcels in that section that will be all types of land use. Southern portion will likely start as residential development. The challenge there is developing a primary road network.
 - The acres that will come up for development.
 - Infrastructure problems, whether its more residential or industrial, we need to improve our road infrastructure.
 - Sewer capacity and water capacity infrastructure. We haven't had a Bond issue for sewer extension in years.
 - The road infrastructure really needs work.
 - Other communities had foresight and built roads and other infrastructure in farm/agriculture land, it wasn't obvious at first what they were doing now but now 20 years later there is tons of development around it. We need to have that kind of foresight. We can do the same now with the PRI land. Figure out the best uses for the property. If we can truly plan that out, the parkways, the waterlines, the sewer lines. If these things are sorted out and there is a path of least resistance for developers, the possibilities are limitless.
 - Right now, pre-PRI property, we are landlocked otherwise. I am concerned about approval processes regarding this. Developers I've talked to recently still complain about these approval processes. In the past it was bad, then it got somewhat better, I feel like it's gotten worse again.
 - On the commercial side, it's lack of product. For a time, there wasn't infrastructure in place. Sewer/water lines. For a time, we had a lot of ground but no infrastructure to support it. There has been a big push over the past 10-15 years to catch up with the infrastructure. Overland Park and other communities were ahead of us on this and are reaping the benefits today, but we are starting to catch up.
 - Will have 4,000 acres available for future growth. We get to design it how we want to grow for the next 30-40 years.
 - The PRI land.
 - Lack of shovel-ready sites. Businesses don't want to have to wait, they want to be able to start-up in 30-90 days. If you don't have the infrastructure already on the ground, it could take up to 12-18 months.
 - PRI – developing a public infrastructure financing plan.
 - PRI land infrastructure.

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Stakeholder Input

KEY THEMES: TALENT PIPELINE

8. The City of Lee's Summit features an **exceptional K-12 school district, as well as higher education institutions**. The residents of Lee's Summit have made a conscious effort to support and invest in their school system, and it has benefited the community with a **robust education and talent pipeline**. Maintaining and strengthening the connection between the talent pipeline and economic development efforts should continue to be a strategic priority for partners in the region.
- The K-12 school district is seen very well.
 - Great school district.
 - Have a very good school district, which on the MO side is not always a given. Makes it a desirable place to live if you're going to live on the MO state sideline.
 - Good schools, public safety, and parks.
 - We draw a younger group of employees because of our software and high-tech element. Have a lot of success with intern programs from the local high schools.
 - Education – quality of K-12 school district.
 - Strong educational system, K12.
 - You can live in KC and be a young professional, but once you start having children, the education system comes into play.
 - A good K-12 education tells me whether I want to live there.
 - Highly educated workforce – we can draw from a big area.
 - We have a strong K-12 system in Lee's Summit.

Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

KEY THEMES: DOWNTOWN

9. The **downtown of Lee's Summit is as an immense asset** to the community and is seen as the envy of many other communities in the metro area. However, there are opportunities for the downtown to be **leveraged to a higher potential**. The downtown offers great walkability, but **the lack of housing density** prevents the downtown from taking advantage of this walkability and realizing its full potential as a place-based ecosystem.
- Lack density of housing in and around downtown area. There is a lifestyle choice towards a mini-urban experience, people want a walkable dense living environment.
 - Need more downtown housing and density.
 - Living in downtown KC. Need to allow density of housing to do this.
 - Downtown Lee's Summit is so unique. Not a cookie cutter downtown.
 - An anchor office tenant downtown would make a big difference.
 - Shawnee, Kansas has similar assets but lacks an identity. No downtown core that it is built around like Lee's Summit. We have downtown amenities and assets that give us a unique identity and connects us to the broader metro area.
 - Downtown is something we continue to build upon – we are trying to continue to invest in it.
 - Downtown quality of life.
 - Leadership is backing a development right now downtown close to City Hall.
 - Lacking some cultural and art type things. We have an amazing downtown and it's been voted a top downtown, but we could use some more shopping and eating opportunities.
 - LSEDC needs a better office space / environment to work in. They share a space with the Chamber of Commerce in Downtown Lee's Summit. Important for them to be in the downtown, but the building is old, noisy, not a great environment.
 - Downtown entertainment district – Every healthy community needs to have that.
 - We have done a great job with our downtown, can we create other space like that to attract development, talent, etc.?

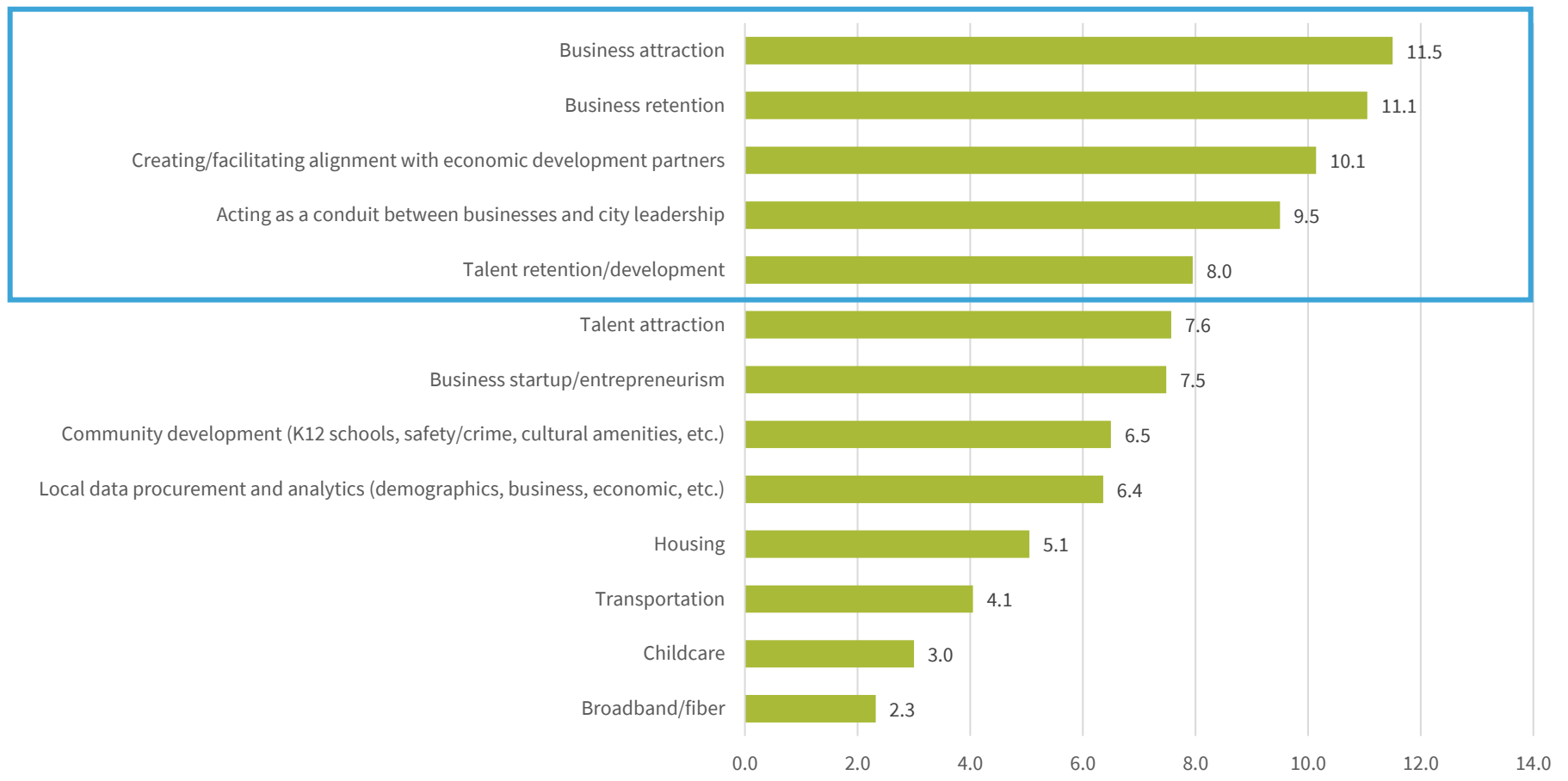
Note: These themes are in no particular order, and the bullets represent input from stakeholders, which may or may not be factual.

Stakeholder Input

AREA OF FOCUS PRIORITIZATION

Additionally, to get a better sense of what Lee's Summit stakeholders and employers saw as the top area of focus priorities for the LSEDC organization, Ady Advantage provided participants an online survey asking them to these activities. A higher ranking score indicates a higher prioritization from participants on average for that activity for the LSEDC organization. The top five highest ranked activities for LSEDC were 1) business attraction, 2) business retention, 3) creating/facilitating alignment with economic development partners, 4) acting as a conduit between businesses and city leadership, and 5) talent retention/development.

Average Priority Ranking (Higher = Higher Priority)



Section 4: A New Framework for Economic Development

A New Framework for Economic Development

INTRODUCTION

The key themes identified in this report illustrate a fundamental change that has been underfoot in economic development over the past several years. Before we move to our recommendations, we believe it is important to provide context in which to understand those recommendations and how they tie back to this new framework for economic development. Here at Ady Advantage, we like to think of it as “Economic Development Reimagined”.

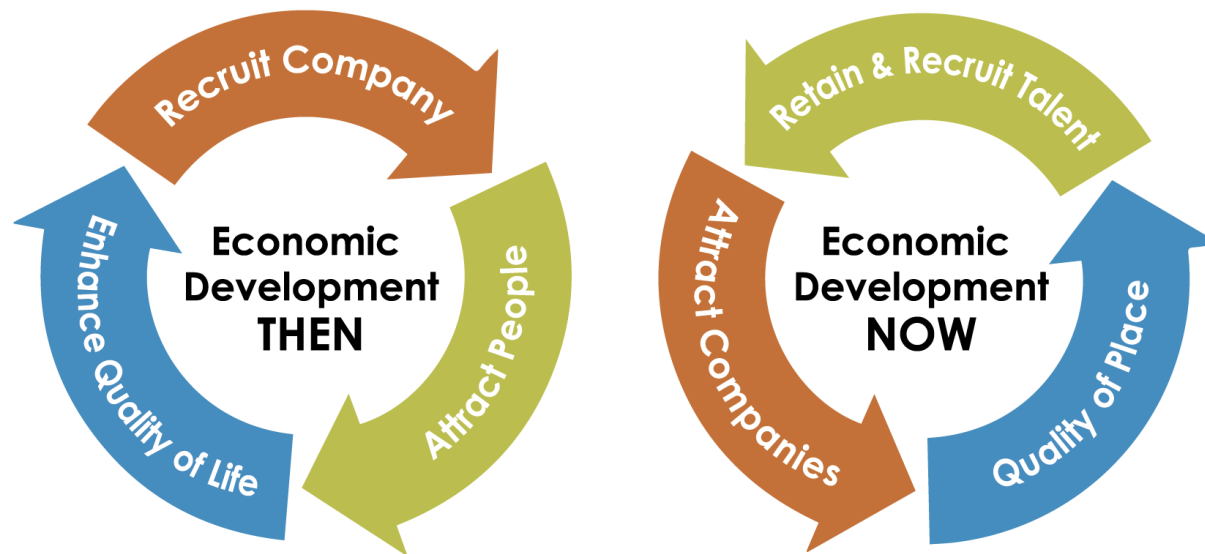
The biggest change – the elevation of talent as the key location driver for businesses – has had significant ripple effects throughout the industry. These impacts include where and how economic development organizations should focus their resources as well as the grander questions about what their missions should be and the resources that will be required to achieve their mission. The following pages summarize these key trends and implications.

A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

The availability of talent – skills, not bodies - has become the most important location criterion for site selectors and companies. In the past, it used to be a cycle that a community could recruit a company, the people would be attracted to the jobs generated by the company, and the people would spend money downtown which would generate revenue for the community to reinvest in itself and enhance quality of life. This cycle would then virtuously continue.

Today, as a result of talent scarcity, companies are exclusively looking to locate or expand in communities that can promise to fulfil their talent/workforce needs. With talent at the forefront, it now becomes a cycle in which in order to attract the companies, communities must first retain and recruit talent. In order to retain and recruit talent, communities need to have the quality of place and amenities desired by talent. We find that in today's economic development, not only has the old cycle stopped – it has in essence reversed course.



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A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

A number of implications can be observed as a result of this new framework for economic development. The first implication is that the way for communities to thrive in a new economic development paradigm is to think more broadly about their economic development strategies. Successful economic development is driven by a broader perspective to planning: one that is driven by inclusivity. Economic development has evolved from a traditional model of business development to one that also encompasses talent and placemaking.

Given the new model of social economic development, planning also needs to evolve. In this way, we see a new model that:

- Brings together a broader group of stakeholders, fostering more collaboration to develop more support in implementing outcomes.
- Creates the opportunity to shape the future, not just respond to it.
- Allows for the development of an integrated community vision and brand.
- Forges alignment, regionalism, and differentiation into all aspects of economic development, creating greater competitiveness for intentional, sustainable economic growth.
- Expands metrics from the traditional business development metrics (jobs, investment) to also include economic mobility and equity.

The New “Three Legs Of The Stool” Of Economic Development



THEN
Traditional 'Three Legs
of the Stool' Focus



NOW
Expanded Focus Integrates
Talent and Placemaking

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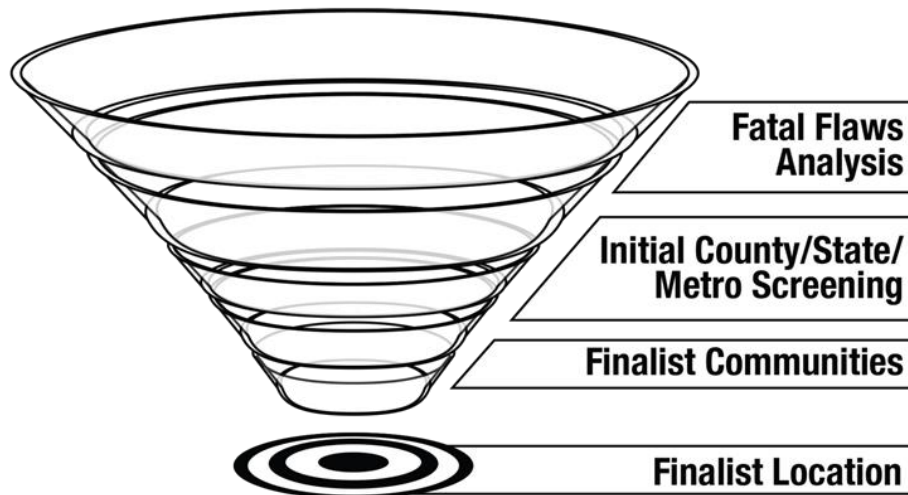
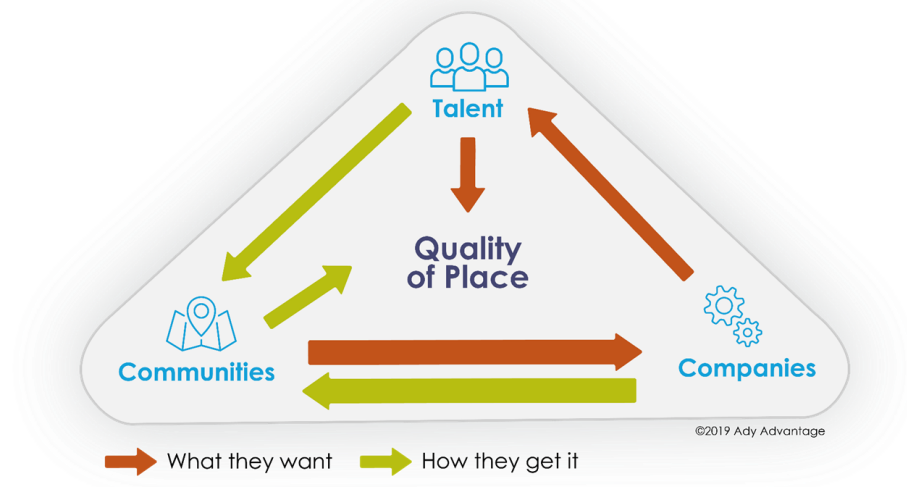
A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

The second implication is that there are parallel paths for how location decisions are made by companies and by talent. As much as we understand how businesses make site location decisions, we now must understand the process in the same amount of depth for individuals. This starts with segmenting and targeting.

As a result of the previous implications that emphasize talent, site selectors now place more emphasis on Talent and Quality of Place and assessing these factors earlier in the process.

Location Decision Process



Earlier, deeper assessment of:

- Availability of talent
- Barriers to talent
- Attractants (things to do, weather, etc.)

A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

The third implication is that the ways in which to be successful at economic development marketing has also changed fundamentally. Every key element of marketing has changed:

- The audience has expanded from primarily businesses to also individuals looking to relocate or expand (which in turn attracts businesses).
- What is important to each audience – the key messages – has also changed.
- And how to reach audiences has changed, with social platforms providing the opportunity for the 1:1 sharing of information, for better or worse.

Therefore, successful economic development marketing today has new requirements for success.



Traditional





Reimagined

A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

In the past, site selectors and the companies they advised were the decision makers.

- Today, individuals have their own location criteria that must also be satisfied by the communities they live in and the companies they work for.
- Site selectors' location criteria have adapted to this new reality by placing more emphasis on Talent and Quality of Place and assessing these factors earlier in the process.

	 Individuals' Location Criteria		 Site Selector/Company Location Criteria
Then	N/A		<ul style="list-style-type: none">• Operating Costs• Operating Conditions• Quality of Life
Now	Of the Community <ul style="list-style-type: none">• Welcoming• Inclusive and diverse• Basics in place: housing, transportation, child-care• Vital –things to do	Of a Company <ul style="list-style-type: none">• Welcoming• Inclusive and diverse• Flexible• Authentic, transparent	Of the Place <ul style="list-style-type: none">• Availability and productivity of talent• Quality of Place – culture as well as housing, education, etc.• Operating Costs• Operating Conditions

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Traditional E.D. Marketing Focus

New E.D. Marketing Focus

A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

The fourth implication is that while readiness, marketing/differentiation, and alignment are still the relevant success factors for ECOs, the definition of each has expanded tremendously to reflect the importance of talent and placemaking in addition to business development. The audience has expanded from primarily businesses to also individuals looking to relocate or expand (which in turn attracts businesses).

Key EDO Success Factors

	Traditional	Current/Future
Readiness	Site Readiness	Site Readiness Talent Readiness Community Readiness (Placemaking) Organizational Development
Marketing/Differentiation	Business retention, expansion and recruitment	Business retention, expansion and recruitment Talent retention, development and recruitment Placemaking to support the above
Alignment/Stakeholder Engagement	E.D. universe (education, workforce, employers, elected officials)	E.D. universe (education, workforce, employers, elected officials) Players who touch on talent (Chamber, Tourism, new employer-led coalitions, etc.)

A New Framework for Economic Development

ECONOMIC DEVELOPMENT REIMAGINED

The fifth implication is that the legacy metrics for EDO performance are still relevant, but insufficient to capture the role of economic development, especially at a time when talent is in such scarcity. A new slate of metrics narrows in on specific jobs/wages and adds economic mobility and equity as additional indicators.

Key EDO Performance Metrics

	Traditional	Current/Future
Performance Metrics	Investment Jobs	Investment Jobs – targeted to region’s needs Economic mobility Economic equity

Section 5: Recommendations

Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

Alignment is a critical success factor for a community, but it is also possibly the most challenging success factor of the three (alignment, readiness, and marketing).

One of the most essential ways in which to facilitate alignment is through shared visioning. In Key Theme #2 of this report, we note that while the City of Lee's Summit has developed a vision for the City through the Ignite strategic planning process, this vision rightfully focuses on the City of Lee's Summit. What's needed next is the vision for future economic development in the region.

For example, the City of Lee's Summit vision statement is the following: "A vibrant community ensuring the finest quality of life for generations." This is an excellent vision statement at a broader City level, but as it relates to economic development it is not nearly specific enough to provide direction and guidance for economic development activities and priorities in the region.

What type of growth and development do we want to elevate to ensure the finest quality of life for generations to come? What type of industry and talent do we need to attract to facilitate that growth?

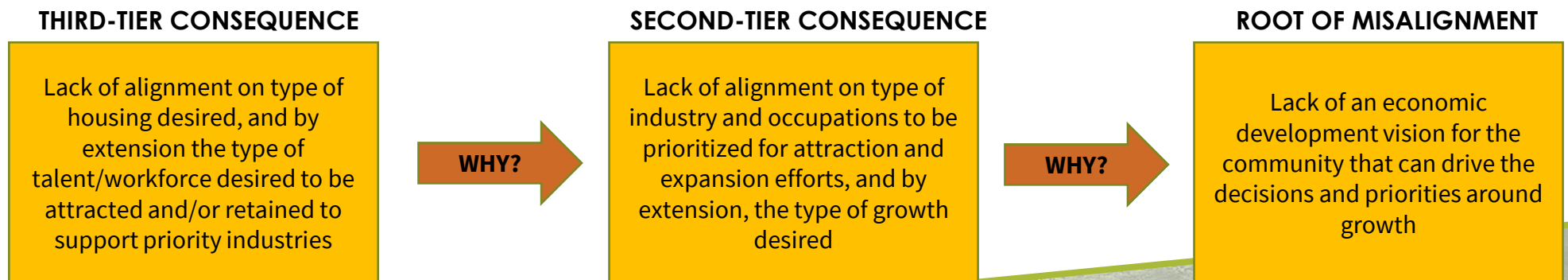
Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

In a way, it is a perfect illustration of why communities undertake discrete economic development strategic planning and visioning that is separate from comprehensive planning and other City planning. It is also important to understand that every economic development priority that a City or EDC chooses to elevate has second and third-tier consequences.

- For instance, consider Key Theme #5 in this report regarding the conflicting views on the need for housing that is suitable and affordable for the workforce in Lee's Summit. There is a lack of alignment on the type of housing desired, and by extension this means there is a lack of alignment on the type of talent/workforce desired to be attracted and/or retained because housing that is suitable and affordable is critical to supporting priority industries.
- But dig deeper and ask the question - why is there a lack of alignment regarding this? It is because there is a lack of alignment on the type of industry and occupations to be prioritized for attraction and expansion efforts, and by extension this means there is a lack of alignment on the type of growth desired because if the community knew what kind of growth it wanted it would know what kind of industry and occupations to prioritize.

Once again, we must dig deeper and ask the question – why is there a lack of alignment regarding this? Finally, we arrive at the root of the misalignment. It is because there is a lack of an economic development vision for the community that can drive these decisions and priorities around growth, which then in turn provides guidance and clarity to all the questions and misalignment that preceded it.



Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

Using the scenario presented on the previous page, consider the following hypothetical vision philosophies for Lee's Summit. Neither vision philosophy is wrong, but it illustrates how an economic development vision can provide guidance and clarity to other decision-making. Please note: these are meant to serve as examples and are not actual vision statements; real vision statements take careful consideration and time to develop.

In the first hypothetical vision, Lee's Summit chooses to focus on developing an economy that offers economic opportunities for those who are highly educated, highly skilled, and highly compensated, to the possible exclusion of entry-level production and service sector workers who cannot afford the market.

VISION PHILOSOPHY

Develop an economy that offers economic opportunities for those who are highly educated, highly skilled, and highly compensated



SECOND-TIER DECISION

Focus on growing industries and occupations that offer opportunities for highly educated and highly skilled workers



THIRD-TIER DECISION

Allow current housing disparity to continue and focus solely on attracting and retaining highly compensated workers with existing inventory of high-end housing development

In the second hypothetical vision, Lee's Summit chooses to focus on developing a balanced economy that offers economic opportunities regardless of one's current education, skill level or income, including entry-level production and service sector workers.

VISION PHILOSOPHY

Develop a balanced economy that offers economic opportunities regardless of one's current education, skill level, or income



SECOND-TIER DECISION

Focus on growing industries and occupations that offer a range of opportunities for workers of all education and skill levels



THIRD-TIER DECISION

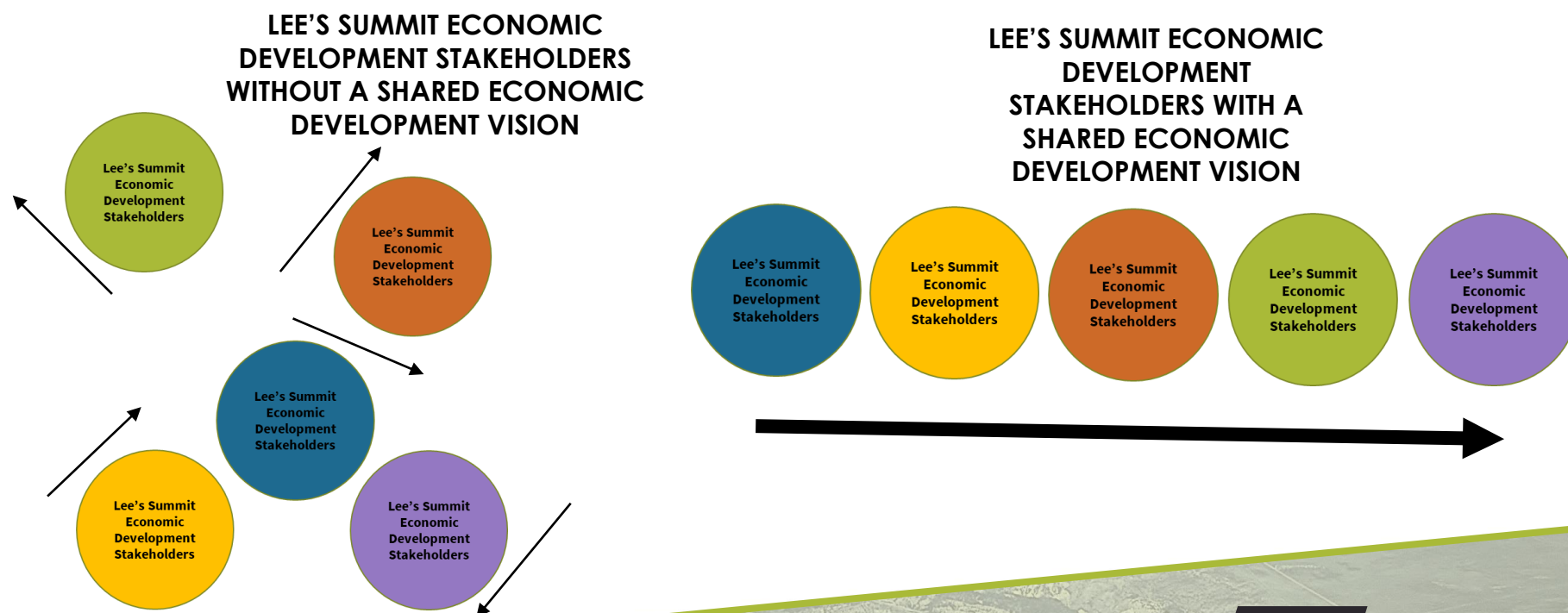
Encourage the development of housing that is suitable and affordable for the workforce to allow for the attraction and retention of workers who cannot afford existing inventory of high-end housing

Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

Housing is just one example of many as to how a lack of a shared economic development vision for the region creates a lack of alignment and clarity around what economic development activities and priorities should be. Without clear guidance from a shared economic development vision, the responsibility then falls upon each of the Lee's Summit economic development stakeholders to interpret how their organization fits into the broader overarching City of Lee's Summit vision what that means for their role in economic development in the region.

In this scenario, and given the multiple interpretations from each Lee's Summit economic development stakeholder, there is inevitably a lack of alignment between partners. In contrast, operating under a shared economic development vision would help to develop a shared understanding of how each stakeholder and partner, including Lee's Summit EDC, fits into the overarching City of Lee's Summit vision and the roles and responsibilities of LSEDC and other stakeholders in that vision. In essence, it would create alignment between all of the Lee's Summit economic development stakeholders, including the PSAs, the City, PRI, higher education institutions, etc.. The graphic below illustrates this.



Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

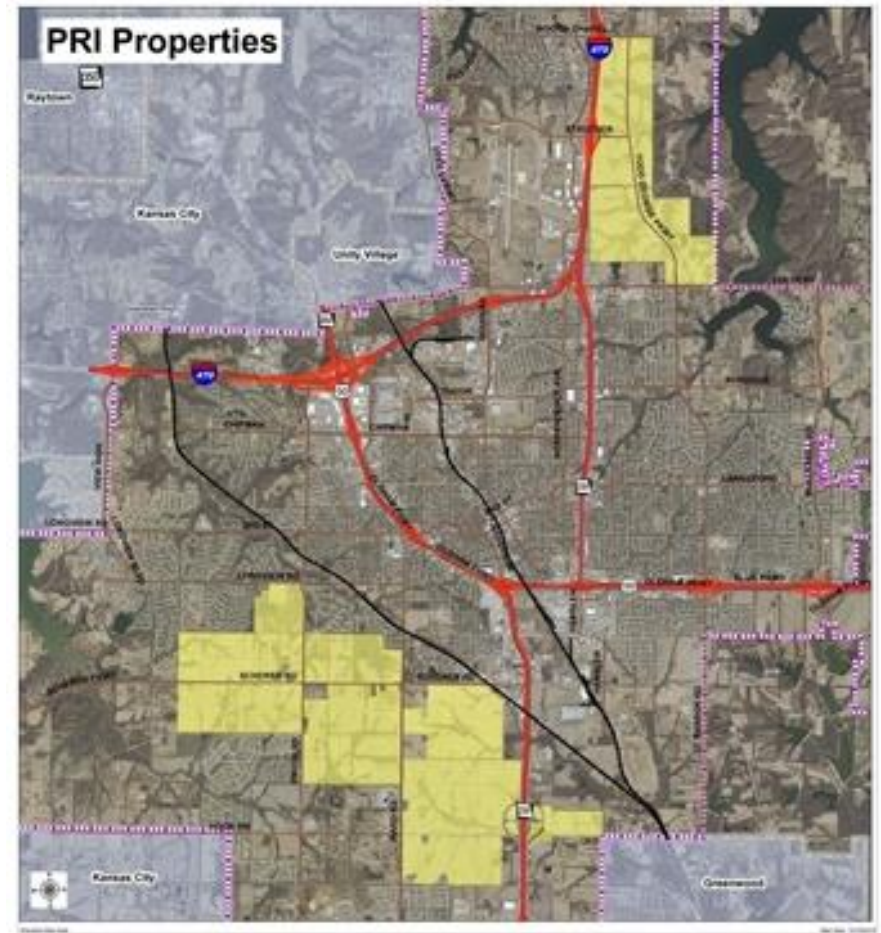
When considering an economic development strategic plan, it is important to also consider the influx of growth and development that lies ahead for the City. With the PRI land of 4,000+ acres being developed over the years to come, Lee's Summit has incredible potential for all kinds of growth – residential, commercial, industrial and office.

Determining the best and highest use of that land is the key economic development strategic question for Lee's Summit for the next generation.

How does a question of this magnitude get answered in a way that is evidence-based, forward-thinking, and strategic?

By developing an Economic Development Strategic Plan using a process that is:

- **Evidence-based** – so that decisions are made based on facts
- **Inclusive** – so that all affected stakeholders have a voice in its outcome
- **Innovative and forward-thinking** – to take into account big trends and place calculated bets to create a strong position for Lee's Summit
- **Strategic** – to create a vision that will stand the test of time



Recommendations

RECOMMENDATIONS FOR LEE'S SUMMIT

It is Ady Advantage's recommendation that Lee's Summit undergoes a full Economic Development Strategic Planning process.

An Economic Development Strategic Plan will capture the full vision for future economic development in the region. It will help develop a shared understanding of how each organizations with a stake in Lee's Summit economic development – including Lee's Summit EDC – fits in the overarching City of Lee's Summit vision and the roles and responsibilities of LSEDC and other stakeholders in achieving that vision.

An Economic Development Strategic Planning process would include the following components:

- A full market assessment of the Lee's Summit region, including secondary research on demographic, economic, industry, and occupation data;
- Additional comprehensive stakeholder engagement to the input already collected, including input from major employers, education institutions and workforce development, elected officials and community leaders, and other key stakeholders;
- An opportunity and barrier analysis, that identifies key growth opportunities for the region well as potential barriers/constraints to growth;
- A target industry analysis/refinement, that looks at the existing eight target industries and helps to narrow them down to the specific sub-sectors that show the most opportunity for expansion and attraction, particularly in the PRI land, as well as identifies potential new target industry opportunities;
- A visioning and goals workshop, including all of the key stakeholders at the table engaging in an exercise that looks at where Lee's Summit is today, and where it wants to be in future;
- Potentially case studies and best practices that can shed light on elements that Lee's Summit may adapt to its own community;
- Development of a full economic development strategic plan that reflects where LSEDC will take the lead or supporting role on focus areas, integrated metrics for accountability and coordination among the PSAs, etc.

As envisioned, the Economic Development Strategic Plan would provide a context that could be used to shape future growth and create alignment between all PSAs and other stakeholders in achieving that growth.

Appendix: Stakeholder Meeting Notes

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Full discussion notes and interviews responses from each of the All responses were aggregated and synthesized to develop the key themes found in this report.

Greatest Economic Assets/Growth Opportunities

- High Quality and Pro Growth Community
 - Always been a very pro-growth community. Our company works all over Midwest, we know what it's like to work in communities similar to Lee's Summit and it stands apart on being pro-business. City government and the City are easy to work with and pro-active, it wasn't always this way. They are a model today. They provide us a one-point of contact. Lee's Summit will find a way for a project to work, find solutions.
 - LSEDC and City government are very pro-development and business friendly.
 - In past 5-7 years we've been starting to catch up to our counterparts and/or exceed
 - Success in this community is based on collaboration and a team approach – we want to celebrate all of our wins.
 - We've got Triple A Bond rating. A great parks system. The K-12 school district is seen very well. I think we have a reputation as a well-managed City.
- Highway Infrastructure
 - Expansion of the two-lane road to a four-lane road, which has made projects since possible.
 - Great highway system and transportation access to rest of metro area. Very few people in KS area have longer than a 30 minute commute. One highway expanded from a two-lane to a four-lane.
 - PRI – developing a public infrastructure financing plan
 - PRI land infrastructure
 - Has been growing since the 1960's – we understand how to handle, manage and plan for growth. People aren't scared of growth. City is working on improvements to the interchanges in Lee's Summit.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Economic Assets/Growth Opportunities

- Quality of Life

- Most people that come to Lee's Summit choose to stay.
- Great school district
- Downtown Lee's Summit is so unique. Not a cookie cutter downtown.
- Have a very good school district, which on the MO side is not always a given. Makes it a desirable place to live if you're going to live on the MO state side line.
- Very family-oriented community.
- Shawnee KS has similar assets but lacks an identity. No downtown core that it is built around like Lee's Summit. We have a downtown amenities and assets that give us a unique identity and connects us to the broader metro area.
- The PRI property that will become available soon, if we can efficiently manage/utilize the property for development that benefits the City on taxes and growth.
- Quality of life – educational system, parks, etc.
- Good schools, public safety, and parks
- We used to be a hidden gem, but now we are well-known in the region
- Downtown is something we continue to build upon – we are trying to continue to invest in it
- Quality of life that we offer
- Strong educational system, K12
- Downtown
- The community feeling that we give
- Parks and recreation, things for youth to do
- The options for schools
- The people, there is a volunteer ethic, a willingness to get involved, community involvement

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Economic Assets/Growth Opportunities

- Land for Development
 - Land availability – we have an equal amount of redevelopment and greenfield opportunities.
 - We have a lot of acreage, learning how to develop it efficiently.
 - We have an opportunity to be a regional leader, but right now not capitalizing on this.
 - Great location.
 - 4,000 acres from church property that are going to become available. I believe they're going to try to build out this land in phases.
 - The acres that will come up for development
 - Will have 4000 acres available for future growth. We get to design it how we want to grow for the next 30-40 years.
 - The PRI land
 - Will have 4000 acres available for future growth. We get to design it how we want to grow for the next 30-40 years One of the areas we can focus on for growth for ED – there are some large areas of land that could still be developed. PRI property will be a big opportunity for growth. Developing a land use plan for that property. Will be releasing about 100-200 acres of land every five years, which is a once in a lifetime opportunity. The city could grow by 35-40k people. Developing a public infrastructure and financing plan for this so that companies/developers come in, they don't need to pay for these public improvements.
 - Will the land use plan include industrial? Yes. The northern property will probably focus on interchange and then fan out. Some larger parcels in that section that will be all types of land use. Southern portion will likely start as residential development. The challenge there is developing a primary road network.
 - Spec buildings and tax incentives? Yes, city would be open to considering.
- Community Leadership
 - We have a lot of professional white-collar talent in the community that is using it here, we need to better leverage this.
 - Opportunities for innovation, the unique ecosystem that is in Lee's Summit. The organizations and partners, connecting the dots to resources. The Airport is an example of the partnerships possible.
 - Success in this community is based on collaboration and a team approach – we want to celebrate all of our wins.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Economic Assets/Growth Opportunities

- Workforce Opportunities
 - Highly educated workforce – we can draw from a big area
 - Most of our office folks live in Lee's Summit, but the majority of factory workers live outside the Lee's Summit area. Because of the cost of living, cost of housing.
 - A lot of people come to work and shop in Lee's Summit, but not necessarily live. Could we attract more people with the housing?
- Growing Community
 - City sales tax growth is up 6% from last year at this time. We were expecting 10% decrease because of COVID.
 - Commercial growth has been great the past few years.
 - Sales tax growth
 - High median income, but also extremely high median home value.
 - Growing, vibrant community
- Industry Potential
 - We are already a healthcare hub – how can we expand on that. Be a technology hub
 - Co-working spaces. Opportunities to convert current office space to coworking space.
 - Technology will be an area for growth.
 - We draw a younger group of employees because of our software and high-tech element. Have a lot of success with intern programs from the local high schools.
 - Most of our management lives in Lee's Summit.
 - Employ a lot of health care workers – Lee's Summit has really become a health care hub for the area. We compete with other large employers for healthcare workers and we struggle filling positions.
 - COVID is going to have an impact on office and real estate trends and then in turn, transportation.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Barriers/Constraints to Growth

- Ready Sites and Buildings
 - Lee's Summit need's some spec spaces to offer. We need industrial product. Other communities are doing spec space to offer.
 - Lack of ready use office space. Lack of corporate space.
 - Lack of shovel-ready sites. Businesses don't want to have to wait, they want to be able to start-up in 30-90 days. If you don't have the infrastructure already on the ground, it could take up to 12-18 months.
 - Leadership is backing a development right now downtown close to City Hall
 - Right now pre-PRI property, we are landlocked otherwise. I am concerned about approval processes regarding this. Developers I've talked to recently still complain about these approval processes. In the past it was bad, then it got somewhat better, I feel like it's gotten worse again.
 - On the commercial side, it's lack of product. For a time, there wasn't infrastructure in place. Sewer/water lines. For a time, we had a lot of ground but no infrastructure to support it. There has been a big push over the past 10-15 years to catch up with the infrastructure. Overland Park and other communities were ahead of us on this and are reaping the benefits today, but we are starting to catch up.
- Cost of land is pretty high in the city.
 - Anchor Industries
 - An anchor office tenant downtown would make a big difference
 - They lack some real large anchor employers.
- Transportation
 - Transportation – no bus line
 - Transportation is an issue. Not everyone can have one or two cars. Lack of a transit system to get employees to their place of employment.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Barriers/Constraints to Growth

- Housing

- City can be difficult to work with, requires too much from the developers, the process and time takes too long
- It's an expensive community to develop in, the land costs are very high.
- Need more downtown housing and density.
- Living in downtown KC. Need to allow density of housing to do this.
- There are still a lot of large farm acreage type homes around the City.
- Lack density of housing in and around downtown area. There is a lifestyle choice towards a mini-urban experience, people want a walkable dense living environment.
- Lack of housing diversity. Little workforce or low-income housing. We have manufacturing employers here with entry level positions and no housing that is suitable for that workforce.
- Employers say their number one need is a talent pipeline for workforce housing.
- Workforce housing – no production, but half hour commute
- Communities with expensive houses and luxury multi-family home. There is a reluctance/fear of workforce housing. City allowed some of the housing to get run down, but now we have codes in place to make sure maintain their properties. Need to have a community dialogue about what needs we have in the city.

- Infrastructure

- Infrastructure problems, whether its more residential or industrial, we need to improve our road infrastructure
- Sewer capacity and water capacity infrastructure. We haven't had a Bond issue for sewer extension in years.
- The road infrastructure really needs work
- Infrastructure – a lot of areas in town that are not set up well with sanitary sewer. Hard to know what to put in the ground when we don't know what is going to be there. Comp plan should help with that.
- Need more downtown housing and density.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Barriers/Constraints to Growth

- Need A Better, Aligned, Strategic Plan
 - Balancing budgets. The percentage of the City's dollars that go to personnel. The sales tax revenue doesn't go far enough to cover everything we need.
 - We have a habit of conducting strategic planning where we involve all the right parties, but then ultimately the end product goes nowhere. People want to move things forward.
 - Where does the breakdown come in? We appear to have silos where there is no business being silos. They are all subsidized to some degree by the City. Receive different amounts of funding. They are all always jockeying for funding. This need for money drives their missions and actions.
 - You've got to roll up your sleeves and get more involved around community development – road infrastructure, other community development things. This isn't what current LSEDC leadership likes to do. Currently, LSEDC puts all its efforts towards chasing prospects and leads, business attraction. But you only actually win 1 out of 50 RFIs, so you have little to show for your efforts. You need to also be engaged in community development in addition to the business attraction.
 - Other Kansas City area communities more pro-active and pursue business. I feel like we're more reactive and just respond to KCADC RFIs.
 - We have to look to Overland Park and other Kansas City area metro communities who are doing it right and do similar things.
 - Mission Statement: Retain and Attract. Current LSEDC leadership likes to focus on the attract part, not enough focus on the retain. The Attract part means more than reactively responding to KCADC RFIs.
 - Is there enough BRE interviews happening with existing businesses?
 - Role for the EDC in this? Superintendent is at these meetings each time. The key thing that we fail at as a community is that we don't engage enough in the elections and the people who are on the School Board. The business community especially. We need to have better candidates running.
 - Ray Town 30 years ago was a thriving community. The Leadership in that community took its eye off the ball. Now, it is a community to drive through. We could be the next Ray Town, we don't want that.
 - Need to find ways to collaborate more. City works super hard to do that, but it still is a challenge
 - Trying to get more people involved in the community – still pretty tight knit and you will see the same people involved/volunteers, etc. EDC is really trying to do this and diversify their membership.
 - One of the recommendations of the Ignite plan was to focus on recruitment and retention, so am glad LSEDC is doing this plan to figure out how to focus on those things.
 - Leadership's vision – we need to focus on growing and retaining investor base, recruiting and retaining businesses. These are two different audiences. Would like the EDC to identify those businesses. Our database is small.
 - Church analogy – middle class white families – why don't other types of families want to come here? You have to figure out the mission – the EDC can't try to be everything to everyone. Need to still provide value to members.
 - Housing? We haven't seen a lot of growth in entry level or workforce housing. Seeing a lot of suburb
 - Transportation? I don't think that is a huge issue. More about quality of life. You can live in KC and be a young professional, but once you start having children, the education system comes into play. Outside of Lee's Summit that can be a real challenge. Entry level young professionals might not be able to afford living here without commuting.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Barriers/Constraints to Growth

- Workforce
 - Cost of living is a bit higher for manufacturing positions
 - We don't have much affordable childcare options. We have childcare for those who can afford it, but much of the workforce can't.
 - We don't really have the manufacturing workforce here, so not sure if we will continue to see growth there. About 90 percent of our kids go to college.
 - As an employer looking to stay in this area, housing and public transportation are very important for us. Most people only have a 10-15 minute drive, but they live outside of Lee's Summit because cost of living is higher here.
 - We have talked about having our own van system to bring employees in from other areas, but it is hard for an employer to coordinate/fund this on their own.
 - ULTRA – We feel like we win some employees due to location compared to some of our competing employers in technology (Honeywell, etc.)
 - We don't really have the manufacturing workforce here, so not sure if we will continue to see growth there. About 90 percent of our kids go to college.
- Other
 - Lacking some cultural and art type things. We have an amazing downtown and it's been voted a top downtown, but we could use some more shopping and eating opportunities.
 - In some aspects we have been on track with the growth of something like Overland Park, but in some others we've been behind.
 - The personal relationships help a lot in getting things done. People from out of town looking to come in and develop are treated differently.
 - First we had the Superintendent forced out with controversy. Then, our public school district was not able to be open during COVID, while private schools were and other communities school districts were. They could not figure out how to do so, and it's a huge hit to the community and people. I think we're at a huge crossroads with our school district. I think this is the biggest issue on our radar for economic development.
 - Schools being closed.
 - Google was going to come in with Broadband to the City, but backed off that. Would have been a great asset. We do have pretty good broadband now, but there are some gaps that could have been filled in.
 - Sometimes have a small-town mentality.
 - Sometimes have a small-town mentality even though we have grown to a pretty big community of 100,000 plus people.
 - Childcare? Not sure about the situation now. Have not heard it from employers – don't have a good pulse on that but understanding their needs would be helpful.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Organization Relationships with LSEDC

- Great relationship, open lines of communication.
- I think our partnership has been fantastic. It's been great to engage with their team, to learn what they know, their goals, their perspective. Learning what's taking place and where we can be the right fit.
- Good at people skills and good at providing information/data
- As they get to know more about our company and our "good fit" projects, we've begun to work better over time
- For us we have no problems, everyone is very accessible when we reach out. Quick to answer our questions.
- I wish the City itself would reward contractors who invest in the Lee's Summit area and LSEDC. It was open bid based on qualifications, which it should be – but you could award points to companies that work with LSEDC and have build the relationships and invested in the area.
- Hoped the EDC would continue the mission/vision of it, but feels like every new Chair brings with it a new mission/vision.
- Past Chairs committee would be a critical part of carrying institutional knowledge forward. Would provide continuity and guidance to new Directors. There is a need for this to be functioning, and it just hasn't been done.
- Past chairs are dropped after they leave. Need to find a way to utilize past chairs.
- The Past Chairs Committee/Taskforce could be the eyes and ears for the LSEDC organization
- LSEDC staff should be responsible for the majority of these areas of focus/priorities, but the Past Chairs Committee/Taskforce could help to address these
- Would like to see a partnership between old neighborhood and developers to address and update old infrastructure at in a more cost efficient way
- We need to be more strategic and pro-active. Align the Comprehensive Plan, the Ignite Plan, this Plan, etc.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Organization Relationships with LSEDC

- Other communities had foresight and built roads and other infrastructure in farm/agriculture land, it wasn't obvious at first what they were doing now but now 20 years later there is tons of development around it. We need to have that kind of foresight.
- We can do the same now with the PRI land. Figure out the best uses for the property. If we can truly plan that out, the parkways, the waterlines, the sewerlines. If these things are sorted out and there is a path of least resistance for developers, the possibilities are limitless.
- LSEDC needs to be a key player in that
- In the past, city didn't have any particular incentives packages that were formalized, so it was a little like the Wild West. That process has been shored up, so today there are more structured incentive packages.
- The issue that we have today is that the deal flow is very slow. This organization needs some victories in order to have continued funding. COVID is not helping the situation
- The reputation that we may have by City Council and Mayor's office is that we are more of a staff/administrative function than a business development function. Not for lack of effort, just have a perception problem.
- Have been siloed in the past. We all want one thing and that is growth for Lee's Summit.
- Have seen some focus on technology, health care, real estate development, etc. Need to continue to separate ourselves.
- Rick has some great relationships, and we can leverage those to put ourselves in a good position.
- A bit siloed when it comes to EDC, city, Chamber, Ignite, etc. Need to be able to better leverage each other's relationships.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Organization Relationships with LSEDC

- There is some desire to collapse the organizations and move the EDC to another org like the chamber. We need to continue to show our value to city leadership through transparency and relationship building. We want to be front of their mind.
- Cost of living is a bit higher for manufacturing positions
- As an employer looking to stay in this area, housing and public transportation are very important for us. Most people only have a 10-15 minute drive, but they live outside of Lee's Summit because cost of living is higher here.
- We have talked about having our own van system to bring employees in from other areas, but it is hard for an employer to coordinate/fund this on their own.
- ULTRA – We feel like we win some employees due to location compared to some of our competing employers in technology (Honeywell, etc.)
- Prior to Rick coming on board, there was a lot of tension.
- One of the challenges is the chairman of the EDC, there is turnover that takes place with the Board. The strategic plan effort should be the compass point even as Board members turnover.
- Recent conflicts around priority between EDC and City? A lot of times, you hear that EDC is just looking for the big fish and not putting enough resources towards existing businesses and the smaller fish.
- At one point in time, they had a staff person doing BRE. Since she left, there is less reporting back to us on what the business needs are and trends. They show us the statistics, like we did 20 business visits in the last quarter.
- Work hand in glove with EDC. With them being a separate entity, it is helpful to not have to worry about open records for projects.
- There could be a closer working relationship between the Board and EDC and our Mayor and Council – a lot more collaboration.
- There is a lack of direction and clarity around what LSEDC should be doing, what the Chamber should be doing, what Velocity should be doing, etc. There is no alignment.
- We don't have a regional vision for economic development. Everyone does their own thing, and it feels like we're pushing against each other.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Strengths (Core Competencies) of LSEDC Organization

- There was a period where the previous Executive Director had been there a very long time. That was probably not the best period for everybody, especially at the end. The new director coming in was a breath of fresh air. He's worked on both sides of the table so knows what site selectors are looking for. For a time, Lee's Summit wasn't even a member of KCADC, that was a huge problem.
- Currently, from a staffing perspective it's probably the best I've ever seen it.
- Retention and growth is a big focus of LSEDC, and this is most important so that's good to see. There was been a push by LSEDC for this, meeting local business on a regular businesses, finding out what their problems are. For example, finding out a business is having challenges with the timing of traffic lights. They are pro-active about helping with these things.
- Helping business with workforce training program. LSEDC helps to bring awareness of these program offerings.
- They understand their City, understand their strengths and weaknesses. They are business-friendly and developer-friendly. Some other Cities are doing a lot of push back to incentives for development or have NIMBY-ism.
- They're good cheerleaders for the community.
- They know the City well, even if some of them aren't residents. Speaks to them understanding who they're representing and what they're doing.
- A past Chairs committee would be a critical part of carrying institutional knowledge forward. Would provide continuity and guidance to new Directors. There is a need for this to be functioning, and it just hasn't been done.
- I know other communities in the region are looking to poach opportunities off of us. Other communities are.
- We're trying to grow and expand Construction Trades. Working closely with LSEDC to push information about career pathways and experiential learning. LSEDC has helped to bring stakeholders to the table for these efforts.
- We have a great relationship, a joint partnership.
- They're always present, always accessible.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Strengths (Core Competencies) of LSEDC Organization

- STA has enjoyed a close relationship with LSEDC. We have about 300 business partners we work with, and LSEDC is integral to those partnerships. When prospective businesses look at our market to move into, LSEDC brings us to the table for those discussions. We also work together on talent pipeline strategy.
- We have standing meetings with LSEDC on education and experiential learning.
- We have a strong two-line way of communication with LSEDC.
- EDC is our eyes and ears for the business voice
- EDC does a good job of making connections, but needs to be broader and more systematic.
- Diversification has to be part of the mission and there has to be buy-in.
- Executive Board is quite talented, but need to be working towards a strategic plan.
- We need objectives, measurables – we need to be able to say “yes, we accomplished this or no we did not and why?”
- Ability to attract quality leaders in the organization and also in the community pro-business leaders. Of our talent pool of community leadership, a lot of them have come out of the EDC.
- EDC is a critical part of our city operations.
- Used to be thought leaders, but think they are lacking this now.
- Just looking at the value in their membership. The LSEDC meetings – the caliber of the speakers at the meetings.
- City Council wants to see progress and wants to be pro-active, but government moves a bit slow and we understand that. We want to be good partners to the LSEDC.
- Quality of the people that we have been bringing into the organization. This is the first time that I have seen real excitement around economic development among staff and the Board. Everyone working very collaboratively. Before we were just going through the motions.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Greatest Strengths (Core Competencies) of LSEDC Organization

- EDC is under the scrutiny of the city to perform and we feel very confident in the organization.
- Cost of living is a bit higher for manufacturing positions
- As an employer looking to stay in this area, housing and public transportation are very important for us. Most people only have a 10-15 minute drive, but they live outside of Lee's Summit because cost of living is higher here.
- We have talked about having our own van system to bring employees in from other areas, but it is hard for an employer to coordinate/fund this on their own.
- ULTRA – We feel like we win some employees due to location compared to some of our competing employers in technology (Honeywell, etc.)
- Relevance – Partnerships with regional groups. We are in a good position there.
- EDC is our eyes and ears for the business voice
- EDC does a good job of making connections, but needs to be broader and more systematic.
- Diversification has to be part of the mission and there has to be buy-in.
- Executive Board is quite talented, but need to be working towards a strategic plan.
- We need objectives, measurables – we need to be able to say “yes, we accomplished this or no we did not and why?”
- Ability to attract quality leaders in the organization and also in the community pro-business leaders. Of our talent pool of community leadership, a lot of them have come out of the EDC.
- EDC is a critical part of our city operations.
- Used to be thought leaders, but think they are lacking this now.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Potential Areas of Improvement for the LSEDC Organization

- We work all around the metro area, I'm exposed to other EDCs. Some of them are a lot more open with the information that they share to their members, about the projects that they are working on. A lot of it is smoke and mirrors, but it's important for that information to get disseminated to partners, city officials, etc. The sharing of information could be improved.
- LSEDC could play a role in developing spec space by advocating to create tax abatements, incentives, etc. EDC can help making sure everyone understands why tax abatements are used, that they don't go to the developer they go to the tenant.
- LSEDC could do a better job of tooting their own horn, promoting what they do and the wins they achieve for the community.
- Need a better office space / environment to work in. They share a space with the Chamber of Commerce in Downtown Lee's Summit. Important for them to be in the downtown, but the building is old, noisy, not a great environment.
- Nothing that jumps to my mind immediately
- A past Chairs committee would be a critical part of carrying institutional knowledge forward. Would provide continuity and guidance to new Directors. There is a need for this to be functioning, and it just hasn't been done.
- I know other communities in the region are looking to poach opportunities off of us. Other communities are.
- If there was a way to increase their resources/capacity overall to get more done. Never seems like there is enough of LSEDC to get done what the City has the appetite and desire to see. If there was a way to expand the reach and resources of LSEDC, then more could get accomplished.
- Mayor can help recruit businesses if the EDC gets him in front of people.
- They have the abilities, but the Board wants to be the leaders of the EDC, but they really need to change that mindset to be leaders/role models of the community.
- They get caught up in the funds – how much are they getting versus the chamber and others.
- EDC has remained too traditional and too siloed in terms of the definition of economic development. Metrics that they talk about are number of contacts, how many site visits, where are we in the competition.
- Lack of consistency in ED philosophy and what their roles should be in these other things like workforce housing, broadband, etc. They play it safe and they need to do more to move the needle. They are afraid politically that they will offend people.
- We could have more manufacturing here if we had the workforce.
- You have to light the fire under the LSEDC, under the Chamber, under these organizations to ensure that they stay pro-active and on top of their game.
- Businesses want to have businesses ready to move into, LSEDC needs to work on the product pipeline of buildings, spec buildings, etc.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Potential Areas of Improvement for the LSEDC Organization

- I have concerns about going into spec buildings. Don't ask the taxpayer to be the owner of a spec building.
- Don't want to be as reliant on PSA dollars and as tied to the Chamber.
- Every year, companies re-evaluate its involvement in these types of organizations to make sure they are getting their bang for their buck. Want to provide direct access to members about what is going on, so we can show this value.
- Businesses need actionable information that they can use to grow their businesses. EDC should play this role and help break down siloes.
- Need to do a better job of communicating out to our members.
- There has been a lot of effort around trying to convey the value of LSEDC to businesses. For us, it is more obvious how they impact us and the growth has a direct impact on the need for healthcare in the region. For other industries, it may not be as visible. Companies have a lot of organizations asking for membership and investment.
- Things to focus on: They are always looking for growth opportunities, but one thing they could really focus on more is to be in tune with existing companies that might be at risk of losing, make sure they have a good relationship so that companies reach out to the EDC first before these things happen (example: Border Wars with KS)
- EDC has limited resources – leverage resources in a more impactful way. Not going after just the big fish.
- Where are we headed? What should we be focused on? Let's not do economic development just to say we are doing it. Let's do it for a purpose.
- Mayor can help recruit businesses if the EDC gets him in front of people.
- They have the abilities, but the Board wants to be the leaders of the EDC, but they really need to change that mindset to be leaders/role models of the community.
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- We could have more manufacturing here if we had the workforce.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Unique Skills/Expertise/Capacities of LSEDC Organization that are not Replicable

- Only organization focused solely on business attraction efforts. It's the primary mission of any EDC.
- Acting as conduit for the business community
- LSEDC is a direct conduit from the business community to the City leaders (Mayor, Council, etc.)
- Being the voice of the Business Community Conduit between business community and city leadership
- They have specific information about Lee's Summit
- In spite of whether we think they're doing a good job, LSEDC does have an exceptional reputation. The membership and networking are the people who are in the know and the movers and shakers.
- Keen understanding of the local environment. They have to wear many hats, and I believe they do it quite well.
- Having good relationships with the industry partners and understanding what their needs are. Being able to help them pursue opportunities based on that understanding. Not just creating relationships, but also maintaining them.
- They understand how the Education piece fits into the whole economic development process.
- Mayor can help recruit businesses if the EDC gets him in front of people.
- They have the abilities, but the Board wants to be the leaders of the EDC, but they really need to change that mindset to be leaders/role models of the community.
- They get caught up in the funds – how much are they getting versus the chamber and others.
- EDC has remained too traditional and too siloed in terms of the definition of economic development. Metrics that they talk about are number of contacts, how many site visits, where are we in the competition.
- Lack of consistency in ED philosophy and what their roles should be in these other things like workforce housing, broadband, etc. They play it safe and they need to do more to move the needle. They are afraid politically that they will offend people.
- We could have more manufacturing here if we had the workforce.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Acting as conduit between business community and city government
 - New people/businesses may not feel welcome, that they will never fit in and always be treated as newcomers.
 - Inconsistency in how City Hall, City Council treats new businesses.
 - These three seem like a subset of a larger mission.
 - LSEDC does not collaborate with economic development partners.
 - Communication, communication, communication.
 - The LSEDC needs to be as much of a communicator/advocator of the community as the Chamber, the Mayor, other organizations. I feel there is a lack of communication right now.
 - Will help break down the walls and silos
 - Some of this comes down to incentives – Tax abatements need to be approved by the school district. They need to see the impact of a project to approve it – jobs, bringing families into the region, etc.
 - Help government understand the needs of the businesses. City does a good job of working with companies, so it makes this job easier for the EDC.
- Creating/facilitating alignment with economic development partners
 - This is very important.
 - Are there ways the LSEDC and Chamber can collaborate more closely and drive a similar message/communication
 - It was a given you were going to get a predetermined amount of money and funding, and these organizations could be complacent in this for the 3 year contracts and operate in their silos. Now the pot of money isn't there, and there is actual scrutiny on whether these organizations merit the money/funding.
 - Need to break down the silos and operate more collaboratively. Yes, they want to have their independence at the LSEDC and the Chamber, etc. But need to sit down and look at how we can work more efficiently together.
 - Perhaps these organizations do need to consolidate to justify their funding?
 - Will help break down the walls and silos
 - We need to really get the new superintendent on board with economic development and build that relationship.
 - Top 3 Focus
 - The EDC does not work well with the community partners and vice versa. Creating and fostering community leadership.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Local data procurement and analytics (demographics, business, economic, etc.)
 - This is a task of the larger mission.
 - Should be top 3 focus.
- Business attraction
 - Primary goals of an EDC in my mind
 - The Church property, while great opportunity it could be a very long process. It also lacks infrastructure – sewer/water, road transportation. The South side of the property will likely be residential, which is great, but it won't make the City money in the way that commercial/industrial development elsewhere on the property will.
 - Need to proactively work to attract businesses. We don't currently have a uniform communication to use in trying to reach out to businesses. We don't market or advocate ourselves well.
 - We have a person and money set aside for this, but needs to be done better. We put ads in certain places and do other standard things, but it's not enough.
 - We have different parties in different organizations who do marketing/communications, but they don't sync up well and synergize.
 - People who do these efforts need to have oversight capacities as well for it to be efficient.
 - I don't think there's much collaboration around all the parties in how we message across groups.
 - Top priority, along with BRE
 - Focus on what projects you want to prioritize for the business – all the rest of these items would follow.
 - This is what you typically think of as the role of an EDC
 - Tied for third in importance

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Business retention
 - Primary goals of an EDC in my mind
 - Lee's Summit gets a bit of a bad rep that we bend over backwards to bring new business into town, but then ignore them once they're here. It's worth investing in doing things to keep business here in the community and provide them value.
 - A helping hand will lead them to stay. Velocity incubator.
 - Top priority
 - This is what you typically think of as the role of an EDC
 - Tied for third in importance
 - We do a fairly good job of this already – continue this.
- Business startup/entrepreneurism
 - Velocity – An effort started 3-4 years ago trying to tap into entrepreneurial hub and innovation/creativity in the area. A lot of those individuals were going to KC where innovation was occurring. This initiative is trying to keep that talent here locally. A lot of people think this should be combined with EDC.
 - We can give huge incentives for a company to move here or we can give some smaller incentives to people who want to start up here. Velocity should be under the economic development purview.
- Talent attraction
 - Talent is so important in site selection right now, this is so important for business attraction
 - Dramatic changes taking place at higher ed in the next 10 years. A lot of people could come work for us right out of high school, but we tend to lose them as they go off to college.
 - We are seeing a vacuum in the area of STEM. Working closely with STA and some of the other school districts to help capture that pipeline. This is a very good model.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Talent retention/development
 - Talent is so important in site selection right now, this is so important for business attraction
 - Education – quality of K-12 school district (talent development)
 - “Product enhancement”
 - While business attraction and retention are the typical role of EDC, this is a more pressing current need and housing, and transportation are tied into this.
 - We have all kinds of talent that live here, but how do we get them to stay here and work here/do business here.
 - We have a strong K-12 system in Lee’s Summit.
- Community Development (K-12, safety and crime, cultural amenities, etc.)
 - Crime
 - A good K-12 education tells me whether I want to live there
 - Quality of K-12 school district
 - Safe neighborhoods and low crime rate
 - Proven to be a best practice that when you find a way to promote community development that helps attract talent and keep the talent pipeline strong.
 - There’s a lot of community development work across many partners. The LSEDC can act as a liaison that can speak the language of the business, education, and other partners.
 - Housing is a major challenge.
 - Cultural arts and amenities are so important today. It would be nice to see LSEDC be supportive of this.
 - Participate and support role
 - Downtown entertainment district – Every healthy community needs to have that.
 - Not sure there is anyone with a specific focus on it. There is a connection there and a need for involvement by the EDC. Think it ties back to the data connection. Advocate for business needs in these areas and raise awareness.
 - Need to focus more on promoting and enhancing our product, which is our community. We have done a great job with our downtown, can we create other space like that to attract development, talent, etc.?

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Housing
 - But lots of discussion around workforce housing, so I know it's an issue that should be elevated and maybe should be for the EDC. We haven't seen workforce housing get built around the entire Kansas City metro area, it's a problem nobody has figured out how to solve.
 - There might be an over-emphasis on housing – we have such short commute times to the rest of the Kansas City metro area, there is lots of housing available in the region. The market will take care of providing affordable housing I believe.
 - Is a gap and has been identified as a concern; LSEDC could help focus other entities and resources to meet this need.
 - Participate and support role
 - I think the workforce housing issue is addressed by the rest of the metro region. We don't really have workforce housing here but there is workforce housing in the communities around us.
 - Without housing, we will not be able to supply the talent for the activities above, but not sure it is EDC role.
 - While business attraction and retention are the typical role of EDC, this is a more pressing current need and housing, and transportation are tied into this.
 - Not sure there is anyone with a specific focus on it. There is a connection there and a need for involvement by the EDC. Think it ties back to the data connection. Advocate for business needs in these areas and raise awareness.
 - Is a challenge for every community.
- Childcare
 - Is a gap and has been identified as a concern; LSEDC could help focus other entities and resources to meet this need.
 - Participate and support role
 - None of our five PSA partners talk about childcare at all.
 - Need to make sure we are checking the boxes in these areas, but not purview of ED
 - Potential gap: This is always a need, especially for single moms in our workforce. Not sure if there is a coordinated effort in place for this.
 - Not sure there is anyone with a specific focus on it. There is a connection there and a need for involvement by the EDC. Think it ties back to the data connection. Advocate for business needs in these areas and raise awareness.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

LSEDC Role in Key Areas of Focus

- Broadband/fiber
 - We have a good fiber infrastructure in the Lee's Summit area already.
 - Is a gap and has been identified as a concern; LSEDC could help focus other entities and resources to meet this need.
 - Participate and support role
 - Need to make sure we are checking the boxes in these areas, but not purview of ED.
 - Not sure there is anyone with a specific focus on it. There is a connection there and a need for involvement by the EDC. Think it ties back to the data connection. Advocate for business needs in these areas and raise awareness.
- Transportation
 - While I rated this lower on my priority list, I know it's a challenge and anything they can do to help make the infrastructure happen.
 - Helping to direct outside resources to where they can get the most bang for the buck on transportation, and any other area of focus.
 - The Airport is great, but we haven't had a great influx of economic development as a result of it yet.
 - Is a gap and has been identified as a concern; LSEDC could help focus other entities and resources to meet this need.
 - Participate and support role
 - Need to make sure we are checking the boxes in these areas, but not purview of ED
 - While business attraction and retention are the typical role of EDC, this is a more pressing current need and housing, and transportation are tied into this.
 - Not sure there is anyone with a specific focus on it. There is a connection there and a need for involvement by the EDC. Think it ties back to the data connection. Advocate for business needs in these areas and raise awareness.
- Other Areas or Comments:
 - LSEDC does not have the staffing and resources to take on all of the above areas of focus.
 - Intangible value that they provide, the case for this needs to be made. It's hard to define and intangible, but it's there.
 - I see a need for additional staff at LSEDC.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

One Area for LSEDC to Focus On

- Industrial product. This is the biggest need in my opinion.
- Overall development. Keep the City in play, fresh, moving.
- If the City planning department takes forever to review plans, permitting, etc. then people and business will go elsewhere.
- Don't be hard to do business.
- LSEDC has enjoyed a good reputation for a long period of time and has grown somewhat comfortable or maybe even complacent in what it's doing.
- Childcare is a potential gap: This is always a need, especially for single moms in our workforce. Not sure if there is a coordinated effort in place for this.

Other Comments or Concerns

- PSA – How are the relationships between these organizations? There is competition there and in many ways they are siloed, especially between ED, Chamber and Velocity. They are all providing resources to businesses, both existing and new. There is a lot of fuzziness, lack of clarity on roles. Probably some duplication efforts between them.
- Why is this competition occurring? Annual changes in boards, recent changes in leadership, perception that no one is doing a particular role or not doing well, etc.
- What would be the ideal role? Strategic plan will hopefully provide a bit better of a focus. Need to have a collective discussion to set all of our organizations up for success. What are the tasks at hand, roles, how it all ties together, and then hold all of the groups accountable for each other.
- If we had those three environments under a single umbrella with someone overseeing that, it might make more sense.
- Chamber – any comments? Not as familiar with what activities/initiatives they take on. Don't really have a role with them. They do a good job of keeping up with our existing businesses (if they are a member). Director recently retired.
- Need to show benefit to being a member to all of these organizations.

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Unique Skills/Expertise/Capacities of LSEDC Organization that are not Replicable – From Survey

- Executives who understand business, have a passion for Lee's Summit, and understand the role that EDC plays in keeping this community thriving.
- Perspective of C-level leaders who have made significant financial investments in our community.
- Three chairmanships that are aligned with vision for the EDC and staff
- Corporate-investor membership and its support
- Staff & executive committee that are tied both to the state and local EDC world while having strong developers' relationships
- Being a conduit between business and city government. Knowing what is on the horizon that will be beneficial to our businesses.
- The ability to connect and create relationships across the various stakeholders involved and engaged in economic development activities
- The ability to connect concepts and ideas, community resources and tailored incentives, and industry partners.
- The way they make connections between business and industry and education
- A large network of contacts in diverse areas - business, government, not-for-profit, etc.
- Incredible potential collaboration with our PSAs: Chamber of Commerce, Lee's Summit Downtown Mainstreet, Velocity Lee's Summit
- Collegial relationship with City Hall
- They do a great job of building relationships with the business community and educational community. They help to connect the dots and close the gaps between the two communities in order to create an eco system that is conducive to economic growth.
- Lee's Summit's capacity of existing undeveloped land adjacent to good transportation infrastructure would be hard to replicate in the region

Stakeholder Meeting Notes

STAKEHOLDER MEETING INPUT

Unique Skills/Expertise/Capacities of LSEDC Organization that are not Replicable – From Survey

- Knowledgeable current and past volunteer leadership
- Their knowledge of the local economy
- Information about Lee's Summit specifically
- Understanding of the community and passion towards their mission.
- Local approach to business attraction, retention, regional alignment and advocacy
- The collective knowledge of the members and understanding of incentives.
- Direct and regular interaction with the City to make City staff aware of development opportunities.
- Direct interaction with the development world to bring new companies and projects to the City. Providing information to those companies about the City.
- Exceptional reputation
- Focused solely on business attraction and retention for Lee's Summit.
- Business recruitment
- Leverage our enviable downtown and public school system
- It used to be the "think tank" and the group to "brainstorm" new initiatives that needed to take place. The whole approach to funding the M 291 improvements was because the LSEDC Executive Committee pushed hard for local match effort using bond financing and then ran the campaign (leadership in voluntary capacity) to get it approved by the voters of LSMO. Don't believe that this is currently the case because it hasn't been nurtured in that fashion. You do still have the folks that run businesses and other organizations on the committee rather than an HR Director, the CFO or some other capacity at the table and that "leadership" is different than other organizations which may not get the #1 person on their leadership team.

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One Area for LSEDC to Focus On – From Survey

- Creating "thought leadership" to strengthen the base of support when making critical decisions impacting the community.
- Creating/building awareness of opportunities (both redevelopment and greenfield development) with stakeholders in the Eco Devo community networks through data and relationships
- Provide appropriate leadership to establish a strong, collaborative relationship among the Chamber, Downtown LS, Velocity LS, and City Hall leadership, and elected officials.
- Keeping the mayor and city manager apprised of new business opportunities and include them in the discussions at the appropriate stage.
- Conduit between businesses and City leadership.
- Continue to provide a vast network of resources and make the readily available to businesses. Data, information, communication of available resources, etc.
- Recruitment of tech companies or companies that heavily utilize tech. It's the future.
- Business attraction
- Business attraction
- Working with regional and national developers to bring large employers
- Business Attraction. We need commercial growth in order to create a more sustainable tax base.
- The current focus needs to be on getting some "Wins" under our belt in attracting some major businesses to help facilitate the value of LSEDC membership with less reliance of local government financial support.
- Business attraction and retention, because this is where the economy really, has the potential to grow.

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STAKEHOLDER MEETING INPUT

One Area for LSEDC to Focus On – From Survey

- Business attraction. new companies bring new talent, the community provides a level of retention
- Business attraction through actively engaging corporate CEO's one on one to promote Lee's Summit. Not wait for KCADC leads.
- I believe the main focus is a talent pipeline management strategy to help spur attraction of new businesses and growth in current businesses as well as investing in the developing talent pool emerging from the educational eco system. Prior to COVID and after COVID is gone, talent pipeline is the greatest need of industry due to the aging workforce and shrinking future workforce population.
- Quality, high paying jobs.
- Business Retention - Ensuring those companies who have been in and contributed to the community remain. Keeps local community strong and benefits those who live and work here.
- Retain and expand existing businesses. They are here, they are employing residents and paying taxes. A new shiny babble is great but focus on what you have when what you have is substantial.
- Affordable housing
- Development of new industrial and office product.
- Development

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STAKEHOLDER MEETING INPUT

Additional Comments – From Survey

- Should remain focused on strengthening the community through long-term planning, infrastructure planning, work force / educational ecosystem. This is what helps to make us distinctive and desirable for new investment and continue retention.
- There will be tremendous growth potential with the opening of the PRI property over the next several years. Identifying the right developers and users for this property will be critical to maximizing the development potential of this property. LCEDC has the opportunity to play an important role in the development process for this property with the correct positioning.
- The future is bright with land development opportunity and the EDC will play a role to fill it. Especially on the corporate ready use space. We need more of that!
- Lee's Summit should be the leader in business attraction, especially with the PRI land coming online. However, we will need a more accommodative planning department and more focused EDC calling program to make any headway against Cass County, Lenexa, and Olathe who have targeted, well thought out messaging and City processes.
- It will be interesting to see how this new tract of land develops. LS has typically been a retail and home community vs. lots of industry and big company. I would like to see LS become to KCMO what OP and others are in KCKS side.
- LSEDC is a huge stakeholder in the planning utilization of the PRI land. This represents the single largest opportunity for balanced and responsible economic development.
- Be Collaborative with other EDC partners, city leaders, engaging our investors group, while leveraging the relationships of everyone to move the economic needle.
- We should be the number 1 player. We should be the #1 convener and conduit. We should be the leader on collaboration and the leader in areas of public policy.
- I want to see LSEDC take a proactive role, communicating and communicating with economic development partners and other community leaders. They need to drive home and sell the vision that LS is a great place to start, operate, expand a business.

Stakeholder Meeting Notes

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Additional Comments – From Survey

- Be more strategically proactive in supporting/retaining local businesses and attracting new businesses without overreliance on KCADC.
- LSEDC needs to eventually control the narrative of economic development by being self sustaining financially through active membership and less reliance on local government. However, always working in tandem with local government without the proverbial carrot of financial support being dangled over its head.
- Seems that we have made steps to become more "proactive" in the ED environment but are still on the reactive side of the spectrum - partially due to limited resources and lack of collective vision and approach
- LSEDC has been an amazing partner in connecting education with business and industry in order to build and grow the talent pipeline for future growth.
- LSEDC is a model in the state for its role in managing and maintaining relationships. It has been recognized as such by the state previously. If LSEDC could be expanded a lot more could be accomplished for the Lee's Summit community for the better!
- LSEDC is a critical link to our active involvement and participation in KCADC.
- Very grateful for the EDC and their commitment to our business' success. My expectation would be that the EDC "has our back" on keeping us in the loop pertaining to developments and news in our community that might impact us.
- KC is an animal healthcare hub, but also is becoming known for our technology jobs and pool of talent for technology jobs. LS needs to align with the region.
- I keep hearing that there is a truce between KS and MO, but every time I pick up the paper, one state is offering incentives to lure a business away from the other. Financially, everyone loses except the business.
- Focus primarily on Lee's Summit , not on the region. We have too small of operation to dilute our efforts regionally.
- In this era of social change and increased focus on diversity and inclusion, I would expect that large companies will increasingly make diversity and inclusion a key criteria in their search for new sites. LS is not a diverse community and has a public image issue related to that topic. I think this is something that needs to be addressed in a more concerted way or we will miss out on good opportunities due to the community not being a good "cultural fit" for an organization.



Thank You!