



2011 ICMA Award Application

Please consider the *City of Lee's Summit, Missouri's* application to ICMA for recognition in strategic leadership and governance for this year's ICMA's 97th annual conference.

The need for strategic planning was first recognized in the early 1990's by the leaders of Lee's Summit as a vital process in guiding the development and growth of the City. Enlisting citizen involvement in identifying a vision for the community has been an integral part of establishing community priorities since that time, and the process has helped in the allocation and prioritization of important City resources to ensure that Lee's Summit becomes the community desired and envisioned by its residents and stakeholders.

"Lee's Summit 360°: Charting Tomorrow" (LS360) marks the third strategic planning process for the City. The first strategic plan, "Lee's Summit 21st Century" was completed in 1993, and an update to the original plan was adopted in 1998. These first two strategic plans resulted in a number of accomplishments including the development of funding mechanisms for road and infrastructure improvements, a new Police Station, new City Hall, Gamber Center for senior adults, and Legacy Park aquatic and community recreation center. A downtown revitalization also occurred as a result of plan recommendations and included the growth of multiple restaurants and shopping in the area. The revitalization efforts received national recognition with the 2010 Great American Main Street Award from the National Trust for Historic Preservation. Various community-oriented committee groups such as the Arts Council formed as an outcrop of the original plans as well. The Arts Council promotes, develops, strengthens and advocates for cultural arts in Lee's Summit, including performing arts, music, visual arts, multimedia arts, literary arts, arts and crafts, folk art, and historic architecture/sites. The council is recognized for its cultivating arts of excellence, enhancing the quality of life for our citizens, and advancing economic and arts development through the arts in Lee's Summit.



As a result of the council's work, and with strong collaboration and involvement with many other community organizations, the City of Lee's Summit was awarded the 2010 Missouri Arts Council's "Creative Community" award.

In 2008, a third citizen strategic planning process, LS360, was initiated. LS360 included the participation of more than 200 stakeholders from the community. With the assistance and facilitation of the National Civic League, and over the course of almost a full year, a new vision for the community was fully articulated in a new strategic plan for the Lee's Summit community. The strategic plan, adopted by the City Council in August 2009, contains goals and objectives for each of the six identified Key Performance Areas (KPA's): Education, Economic Development, Local Government, Health and Human Services, Quality of Life and Transportation. These goals are to be implemented over a ten year period through the oversight and guidance of the Lee's Summit 360° Implementation Committee.

From the start, and to better engage the members of the LS360 Strategic Planning Committee, the National Civic League divided the planning process into three phases:

- *Establishing a vision statement that outlines the desired future of the community*
- *Conducting a community scan and identifying trends*
- *Selecting Key Performance Areas (KPA's) and action planning*

The first phase of the process allowed stakeholders to have general discussions about the goals and expectations for the strategic plan and how it will affect the outlook of the community in the future. Through open discussion, members created a vision statement for the community that reflected how the City would progress in its implementation of the strategic plan. Reviewing and enhancing the vision statement presented an avenue for people holding different perspectives to openly discuss their commonalities and to recognize that despite their differences, they still share a common vision for the community. Based on these discussions, the Planning Committee developed an all-encompassing vision for the strategic plan that guided the entire planning



process. Set in the future tense, the statement describes what the City of Lee's Summit will look like in ten years.

"Lee's Summit is a sustainable and vibrant city with a dynamic spirit of cooperation among its diverse citizens, businesses, organizations, educational system, and governments. Through comprehensive community planning and regional collaboration, Lee's Summit enjoys economic independence and a high quality of life as a recognized destination city".

The vision statement was approved by the committee on November 18, 2008.

The second phase of the strategic planning process helped stakeholders identify and develop an understanding of the trends and issues that impact the community. This analysis included a discussion of the community's 'likely future'. Two reports were completed and provided all members with background information on a variety of areas and topics in the City.

The first report, a Civic Index survey of LS360 committee members, identified strengths and weaknesses of government and nonprofit entities in Lee's Summit. The survey results were very positive and reflected the highly involved nature of the LS360 stakeholders in local government, school systems, and nonprofit organizations.

In the second report, the Planning Committee was presented an extensive community assessment on areas previously identified during the visioning process. Through this presentation, the Committee received a status update of projects and issues in the Lee's Summit community. Based upon the information provided, several key priority areas began to emerge that required additional attention and focus and were then addressed in phase three, 'Selecting Key Performance Areas (KPA's) and action planning'.

Phase three of the planning process solidified the community vision and the priorities that the stakeholders would target; these priorities would become the six KPA's of the plan. There were several work sessions that allowed smaller groups to study each of the issues in depth.



During these sessions, each KPA task force established a mini-vision, goals and outcomes, action steps, and strategies to aid in the implementation of the plan. Lastly, each KPA task force listed the resources needed and established a timeline for accomplishing the goal. These timelines help the implementation process remain on schedule with the original vision of the plan and provide guidance to the City in establishing long term financial and organizational plans.

Once the Planning Committee established the six KPA's, committee members presented a status update to the City Council. During the final committee meeting in March 2009, each of the KPA co-chairs presented their recommendations, the committee provided feedback, and then gave final approval to each of the overall plan for presentation to the City Council.

Following approval of the plan by the City Council in August 2009, the Lee's Summit 360° Implementation Committee (LS360 IC) was established to oversee and coordinate efforts among the community stakeholders to ensure continued progress towards achieving the adopted long-term strategic vision for the City and to provide leadership and guidance in execution of the recommendations included within the adopted strategic plan. Under the leadership of LS360 IC, progress has been made in many areas of the six KPA's since implementation began in 2009. Within the Education KPA, the City held its first community-wide Education Summit in June 2010 from which several working groups formed, and have been meeting regularly since, to find solutions to education-related topics facing the community. In other areas, a Human Services Advisory Board was created and is involved with a collaborative group of community leaders to develop a comprehensive plan to address the healthcare needs for under insured and uninsured citizens in the community. Through the collaborative efforts of LS360 and the Eastland Foundation, a Healthy Lifestyles Task Force was also formed, and over seventy stakeholders gather regularly to discuss and promote healthy lifestyle options within the community.



The City continues to advance sustainability, a priority within the LS360 plan, with green solutions in a variety of areas. The City recently commissioned a communitywide sustainability plan to be created, and the City held its first “Green on Green” Sustainability Fair in 2010 to promote smart growth initiatives and educate the public about sustainable lifestyle options and products. The City Council even approved the installation of electric vehicle charger stalls in the City Hall parking garage.

Several City staff resources directly called out for improvement in the plan are in the process of upgrades and have received wide community support. The approval of a ballot question in April 2010 will allow the Police Department to receive a new firing range and the first responders of the City to upgrade their communication equipment. The City has also purchased and is implementing a new integrated financial planning and billing system.

Other LS360 initiatives undertaken by the City include a new Citizen Leadership Academy that provides citizens an in-depth look at municipal operations; it also grooms civic leaders and encourages an engaged citizenry by the inclusion of leadership sessions throughout the courses. In the transportation area, the City adopted a new ‘Livable Street’s’ policy and established a Livable Streets Advisory Board to ensure a system that will allow safe access along and across City streets for all citizens, including motorists, bicyclists, pedestrians and transit riders. The City even earned its first designation as a “Bicycle Friendly Community” in 2010 by the League of American Bicyclists through the efforts of LS360 members.

These examples illustrate a few of the innovative strides the City has made in recent years with the vision and direction of the LS360 strategic plan. The support and leadership of the LS360 IC and the fuller LS360 membership who make much of this development towards a green community possible, continues to advance the City of Lee’s Summit, MO into the next decade for a better quality of life for all citizens.