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## *Memorandum*

From: Arthur Greenberg, AMS Planning & Research  
To: Robin Trafton, Hollie Couch  
Co-Chairs, Lee's Summit Arts Council  
Members of Lee's Summit Arts Council  
CC: Kerrie Nichols, City of Lee's Summit  
Department of Parks & Recreation  
Date: January 19, 2009  
Subject: Lee's Summit Arts Council Implementation Plan

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AMS Planning & Research was engaged by the City of Lee's Summit in 2006-07 to undertake a Cultural Arts Plan. The planning process was overseen by a specially-appointed Steering Committee including members of the Lee's Summit Arts Council, with staff support provided by the City Manager's Office.

The Cultural Arts Plan, accepted and adopted by the City Council in early 2008, was the result of input received from nearly 500 citizens who participated in interviews, attended meetings, and completed surveys. Among the major findings from the research is that Lee's Summit residents are hungry for more arts/cultural opportunities. Whereas only 20% of respondents rated the availability of arts programs in Lee's Summit as "excellent" or "good," nearly 60% reported attending at least one performing arts event in the Kansas City metro area during the previous year. With more than 75% expressing interest in internet calendars of arts/cultural events and special attendance offers/discounts, we were led to conclude that increasing the supply and promotion of arts/culture in Lee's Summit will find a receptive audience and lead to further cultural development.

Moreover, as data from many national surveys has indicated, an average audience member spends \$27.79 in addition to cost of their ticket when attending arts/cultural events, so that the arts in Lee's Summit can realistically be considered as a driver of economic development and a sector that offers real economic impact for the community.

## Cultural Arts Plan Priorities

The Cultural Arts Plan contained recommendations aimed at capitalizing on the city's tradition as a suburb that values arts and culture by calling on the city to commit to an arts/cultural identity as a joint economic and community development strategy. Recommendations were provided in three thematic (goal) areas which can be summarized as follows:

### *Goal 1 – Participation*

The recommendations focus on how to get more people to participate in arts and cultural endeavors in Lee's Summit. Proposals include an audience development effort to make people more aware and provide them with attendance incentives; a benefit will include ancillary spending in the community and downtown area. Besides encouraging people to attend cultural programs, deeper involvement is envisioned in a wide range of cultural pursuits including literary programs, special events, fairs and festivals, the traditional visual and performing (fine) arts, heritage and historical programs and sites, and ethnic cultural expressions.

### *Goal 2 – Creativity*

This area of the Plan could have been titled "Education," but those involved in crafting the document wanted to see "educating" people about arts and culture expressed in a less formal way – in essence, nurturing and supporting people's (not just kids') innate interests in creating things, from woodworking to dances. Recommendations seek to capitalize on the city's school district as the "lifeblood of the community" through enhancement to arts education programs, and opportunities for the public to access student achievements in the arts. An initiative to work with Metropolitan Community College-Longview (MCC-Longview), as well as adult arts education programs, is proposed.

### *Goal 3 – Place*

The goal of "Place" is about the need for physical spaces as venues and focal points of cultural activity, as well as the unique niche of downtown Lee's Summit as a potential cultural district (involving promotion, zoning, events, venues, and an overall focus for activity). Other recommendations include the incorporation of art in public places, and specific opportunities in historic buildings for adaptive re-use as cultural venues. Programming, partnerships and promotion around specific sites, such as MCC-Longview's new Cultural Arts Center (opening 2008, in the "New Longview cultural node") and in outdoor sites such as Legacy Park Amphitheater and the city's lakes, are also proposed.

The Plan called for the city's commitment of financial and human resources as "seed" funding to jumpstart the overall cultural identity effort and implementation of the Plan's objectives.

## Plan Update

Since adoption of the Cultural Arts Plan by City Council in early 2008, two major changes have taken place within the city of Lee's Summit. First, based on a Memorandum of Understanding between the City of Lee's Summit and the Lee's Summit Parks & Recreation Board, the Parks Board assumed responsibility for staffing and oversight of the Arts Council. The transition from the City to the Park Board was based on an assumption that "the Parks and Recreation Department would be able to provide appropriate staff support to the Arts Council and that the mission of the Arts Council is aligned with the mission and objectives of the Parks and Recreation Department/Board."<sup>1</sup> Secondly, the Mayoral-appointed Lee's Summit Arts Council has seen an almost complete (11 of 12) turnover in positions, and is now at its full complement of twelve members with two co-chairs.

Recognizing these important shifts in the membership and staffing of the Arts Council, AMS was engaged by the Arts Council to undertake an update of the Cultural Arts Plan with a focus on a 12-month work plan and priorities for the Arts Council. Our work consisted of a series of telephone and personal interviews with city staff and LSAC members, review of relevant documents (e.g., Lee's Summit 360, LSAC Strategic Plan, etc.), and facilitation of a half-day Arts Council retreat to review research findings and establish priorities for 2010.

The sections that follow detail key findings from the research, provide an update on implementation efforts, and set out a clear list of priorities for LSAC action in the coming year.

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<sup>1</sup> The MOU between the City and Park Board details the reasons behind the shift following the departure of a staff member in the City Manager's Office who had previously been charged with staffing the LSAC: "At the request of the City Administration, Parks and Recreation staff initiated discussions with the Park Board about Parks and Recreation staff providing support to the Arts Council. The Park Board agreed it is willing to have the Arts Council serve in an adjunct role to the Park Board, on a year to year basis as defined by an annual Memorandum of Understanding. Park staff will provide oversight and staff assistance to the Arts Council. The Arts Council will report to the Park Board on its activities on a monthly basis or more frequently as needed. The Park Board will not be responsible for funding the activities of the Arts Council. All funding for Arts Council activities and park staff support will be provided by the City on an annual appropriation basis through the City budget process and the above mentioned Memorandum of Understanding similar to that currently used for other City activities performed by the Park Board."

## *Lee's Summit 360*

The result of an 11-month planning process, Lee's Summit 360 is an overall Strategic Plan for the City with goals and objectives in six "Key Performance Areas" (KPA's). While one of the six areas (Quality of Life) is devoted primarily to arts and cultural objectives (see below), there are some specific objectives in some of the other five performance areas that are potentially synergistic with the Arts Council's own strategic initiatives. The other Key Performance Areas include Education, Economic Development, Health & Human Services, Local Government, and Transportation. A few specific objectives under three of these areas are worth mentioning in the context of the Arts Council's planning efforts:

- The Education KPA includes strategies for lifelong learning opportunities, an area which is also included in the City's Cultural Arts Plan. Adult and continuing education opportunities in the arts/cultural arena should be considered and promoted, and on-going liaison between LSAC and the 360 implementation team is desirable to ensure the arts are represented in future lifelong learning initiatives.
- The Economic Development KPA features a number of strategies related to overall community revitalization. As noted in this report's introduction, arts and culture are important drivers of community and economic development, and efforts should be made to incorporate arts/cultural venues, programs, and services into the city's revitalization strategies.
- Finally, under the Local Government KPA, strategies include enhanced use of the city's website and government TV channel for information and promotion. There are clear synergies between the LSAC's interest in collaborative audience development and better promotion of the city's arts/cultural offerings, and the 360 document's call for better use of city tools and resources. Additionally, this key performance area calls for enhancement of leadership training programs. These programs, as developed, could also help the city's arts/cultural organizations by providing new sources for board members, volunteers, and participants.

The objectives and strategies included under the Quality of Life KPA are largely identical to the goals of the original Cultural Arts Plan, and call for a number of specific programs and services:

- Support Arts & Culture
  - Increase quantity, variety, quality of arts programming
  - Help arts groups be self-sustaining
  - Attract and support professional artists
  - Develop and promote metro KC arts network
  - Expand Parks & Recreation cultural arts programming
- Utilize cultural arts as economic and community development strategy
  - Undertake an economic impact study
  - Hire a Full-time Arts Coordinator
  - Explore dedicated sources for cultural arts funding
  - Implement the Cultural Arts Plan
- Sustainable spaces, venues, districts
  - Undertake a Cultural Center Feasibility Study
  - Establish and promote a downtown cultural district
  - Create partnerships for innovative locations for arts events
- Positive brand and consistent community image
  - Branding/destination city study
  - De-brief on recent branding initiative
- Implement and promote Lee's Summit brand
  - Establish meeting facility and CVB
  - Implement monument signage plan
  - Aesthetics of public thoroughfares
  - Comprehensive community calendar of events
  - Feasibility of purchasing land/buildings in downtown area for multi-use facility

In a subsequent section of this document, recommendations for on-going liaison between the LSAC and the 360 implementation process are included.

## *LSAC Strategic Plan*

Over the last two years, the Lee's Summit Arts Council developed its own strategic plan based on priorities of the Cultural Arts Plan. The document contains specific objectives under four categories:

- Cultural Programming
  - Increase mini-grant program
  - Provide educational opportunities
  - Private sector support
  - Networking and partnerships
  - Support for Parks & Recreation programs, utilization of parks and lakes sites
  - Support/expand Third Thursdays
  - Volunteer recruitment for arts organizations
  - Neighborhood-based cultural development
  - Public Art program (%-for-art ordinance)
  - Work with LS360 on implementation
  - Re-establish community theater program
  - New literary arts programs
  - Target underserved populations
  - Specific areas for growth:
    - Dance, graphic arts, digital media, contemporary art, fashion design, film/video, heritage, photography, slam poetry, architecture, etc.
  - Regional partnerships
  - Programming exchanges
  - Transportation solutions
  - Arts education and showcase programs
  - Partner with MCC-Longview
  - Informal educational experiences
  - Formal adult education programs
- Places for arts/cultural activities
  - Economic impact study
  - Cultural Center Feasibility Study
  - Downtown Cultural District
  - Spaces for individual artists
- LSAC funding, infrastructure
  - Fill openings
  - Fair and equitable policies and procedures
  - Educational and development programs
  - Volunteer support program
  - Advocate for city arts funding source
  - Full-time Arts Coordinator position
  - Involvement and oversight
  - Advocacy

- Promote and market Lee's Summit arts
  - Database of organizations, artists, etc.
  - Facility database
  - Artist registry
  - Sharing of resources/information
  - Local resource for artists/organizations
  - PR to develop brand, logo
  - Consistent communications strategy
  - Website and Calendar of events
  - E-newsletter
  - Educate and mobilize community partners
  - Educate about arts and economic prosperity issues

## Progress to Date

During the course of interviews with LSAC members, city staff, and during the Arts Council retreat, progress on several of these specific objectives was noted:

- The LSAC is now at full strength with twelve members
- The Arts Council has developed a logo and is utilizing it in promotional materials
- LSAC has created a database of e-mail addresses to which it regularly sends an e-blast of arts/cultural programs in Lee's Summit



In general, there is a strong sense of optimism on the Council and a consensus that with new membership, leadership, and staff support, the Arts Council is “on the right track” with a more focused and professional attitude and a strong, diverse membership.

The Parks & Recreation Department’s 2009 Operational Assessment Report details other accomplishments of the LSAC:

- The Arts Council initiated a new rotating art exhibition at the Gamber Center to support local artists, sponsored the popular Jamaican Jam summer-time concert, helped organize a family-friendly variety show at the Legacy Park Amphitheater’s dedication, and held their 4th Annual “Educational Theater Month” program. The Arts Council is also actively working on partnering with local groups to support new initiatives, such as a Community Theater, indoor Visual Art Fair, and consulting on a public art initiative with Summit Fair.
- In order to help local arts organizations who have been impacted by the nation’s recession, the Arts Council restructured their mini-grant program to effectively target needed support. Over the past year, the Arts Council directly supported art events of non-profit groups such as the Lee’s Summit Symphony, the Literary Festival, and Summit Arts’ Art and Music Festival, joining their efforts to bring the arts to thousands of residents and visitors.
- Great potential is also stirring in the Arts Council’s new Web site ([www.lsartscouncil.net](http://www.lsartscouncil.net)) which features a community cultural arts calendar, an art organization contact list, opportunities for volunteers, and free Arts Email updates. This new initiative will significantly increase public communication and promotion of cultural arts opportunities and events -and spur creativity throughout the city.

Prior to development of this 12-month Work Plan for the Arts Council, it has already begun addressing the need for and roles of various Committees, but chairpersons and members are also realistic about what can be accomplished given the volunteer composition of the Council and the limited staff support from Parks & Recreation (e.g., officially, 12% of the



Special Events Manager's time and 5% each of Parks & Recreation Department's Assistant Administrator and Marketing staff person). Much of the focus of our work in developing this update has been on assisting the Arts Council with establishing priorities and identifying potential resources for implementation (e.g., financial and human).

## Overall Priorities

At its retreat, members of the Arts Council began by discussing overall “thematic” priorities which are intended to serve as underlying principles for the specific priority objectives that the Arts Council will pursue in 2010. These principles have been articulated as follows:

- The Lee’s Summit Arts Council has a primary mission to make arts/cultural programs accessible and affordable for the citizens of and visitors to the community. Making sure that families with children, the “lifeblood” of Lee’s Summit, are adequately served is an important cornerstone of the Council’s approach.
- Existing programs need to be better promoted through a variety of methods including web sites, e-mail blasts and newsletters, word-of-mouth and other traditional and non-traditional marketing techniques.
- The Arts Council should be recognized within the City as the “go-to” entity for all issues related to arts and culture. Whether it be a new public art initiative in the city or plans for cultural programming at existing venues, the Arts Council should be consulted on matters pertaining to arts/culture in the city.
- The LSAC believes in collaboration and partnerships. Its recent experience working with the Summit Fair shopping area has established a good precedent for the Arts Council to provide expertise (in this particular case to an area developer) and cultural resources to agencies and organizations in the city.
- The Lee’s Summit Arts Council continues to be interested in regional approaches to common challenges and opportunities. Through the ad hoc Eastern Jackson County Cultural Coalition, the Arts Council of Metropolitan Kansas City, and other regional partners (e.g., Truman Heartland Community Foundation), LSAC will continue to explore opportunities for regional cooperation among the arts/cultural sector.

## 2010 Priorities

At its half-day workshop on December 19, 2009, LSAC members and city staff inventoried the various goals, objectives, and strategies from the Cultural Arts Plan, Lee's Summit 360 document, and LSAC Strategic Plan. Council members prioritized objectives for the next 12 months (listed below in priority order); under each priority, assorted action steps and consultant recommendations are provided to assist with implementation:

1. Undertake a Cultural Facilities Master Plan

(This priority supersedes earlier recommendations for a Cultural Center Feasibility Study, as it is understood that a citywide approach to long-term cultural facility/venue needs would better serve the city and arts sector).

○ *Consultant Recommendation:*

A Cultural Facilities Master Plan should entail an inventory of existing performance, exhibit, production, classroom, and other spaces typically used for arts/cultural activities. An assessment of current and projected needs, by arts organizations and individual artists, is another critical component. Exploration of existing buildings (for potential adaptive re-use) and leveraging under-utilized venues (i.e., school facilities, parks, city hall and council chambers, etc.) should also be included. Synergies with downtown Lee's Summit and the proposed "cultural corridor" should also be considered. Recommendations for temporary and permanent indoor and outdoor (e.g., permanent amphitheater at Legacy Park) spaces, along with potential sites, prioritization, funding sources and management/operating agreements should be included. (Note: Sample terms of reference for a Facilities Master Plan are included as an appendix to this document).

○ *Timeline and Action Steps:*

- Develop Scope of Work – February 2010
- Advertise and accept proposals – March 2010
- Consultant selection – April 2010
- Complete Facilities Master Plan – May-August 2010

2. Develop a Percent-for-Art ordinance and Public Art Plan

(A percent-for-art ordinance is understood to be a requirement of public capital improvement projects that a percentage of overall budget, typically 1-2%, be devoted to the inclusion of art work in the project. Funds raised through a percent-for-art ordinance would typically be "restricted" for use with public art projects. A Public Art Plan would not only guide the spending of the dedicated percent-for-art, but would include policies and procedures for artist selection, maintenance, and other key areas).

○ *Consultant Recommendation:*

The proposed Public Art Plan should also take into account the Arts

Council's roles in any and all public art projects in the city, both public and private, that might include "advice/consent" and/or "review/approval" of public art projects. While the initial percent-for-art ordinance under consideration would apply to public projects, a longer-term approach should assess the potential of a similar ordinance for private development in the city.

- *Timeline and Action Steps:*
  - Research model public art ordinances – August-September 2010
  - Draft public art ordinance for Lee's Summit – October 2010
  - Work with Parks & Recreation Board and City Council on timeline for adoption of ordinance – November-December 2010
  - (Upon adoption of ordinance) Develop terms of reference and select consultant for development of Public Art Plan – T.B.D.
- 3. Secure resources for a full-time Arts Coordinator position on city staff
  - *Consultant Recommendation:*

Closely related to the objective regarding a dedicated funding source, LSAC members and city staff should work within the city budget process to identify potential funding sources for a full-time position.
  - *Timeline and Action Steps:*
    - Work with City staff, Parks & Recreation Board to determine job description and potential funding sources – June-August 2010
    - Secure funding sources and hire coordinator – T.B.D.
- 4. Identify and secure a dedicated funding source for arts in Lee's Summit

(While priority objective #2 refers to development of a percent-for-art ordinance and Public Art Plan, it should be understood that any funding secured through such an ordinance would be "restricted" to use in public art projects as part of capital improvement projects. This objective refers to the development of "unrestricted" funding for LSAC programs and services which might include additional mini-grants, funding for marketing/promotion, and all other activities of the LSAC).

  - *Consultant Recommendation:*

Initial research should be conducted on traditional funding sources for local arts agencies including sales taxes, special option taxes (e.g., hotel occupancy tax), percent-for-art, and other municipal arts funding. LSAC should work with city staff and elected officials to identify and secure a dedicated source of funds for the arts in Lee's Summit.
  - *Consultant Recommendation:*

Attention should also be paid to the 360 Implementation process and its linkage with the city budget process. As noted earlier, whereas the Quality of Life key performance area in the 360 document is primarily devoted to

arts/culture, there are other “KPAs” in the 360 plan (e.g., Education, Local Government, Economic Development) with recommendations related to arts/culture, and there may be additional funding opportunities associated with these KPAs.

○ *Timeline and Action Steps:*

- Research models for public funding of local arts agencies – June-August 2010
- Draft ordinance for dedicated Lee’s Summit arts funding source – September-October 2010
- Continue to liaison with 360 implementation process – On-going
- Work with Parks & Recreation Board and City Council on timeline for adoption of funding ordinance – November-December 2010

5. LSAC should serve as convener and pursue networking activities

○ *Consultant Recommendation:*

At minimal cost and requiring little staff time, LSAC should regularly convene (quarterly?) meetings of the arts/cultural community for networking purposes. Other key agencies and individuals should be included in these meetings including individual artists, Downtown Lee’s Summit Main Street, Lee’s Summit Schools, etc. LSAC might also consider a regular and informal get-together, such as an “Arts Pub” held at local eateries/cafes on a regularly scheduled day/time (based on similar programs sponsored by local arts agencies in Tucson, El Paso, Oakland, and other cities).

○ *Timeline and Action Steps:*

- Develop database of possible participants in networking sessions – February-March 2010
- Determine schedule for quarterly meetings commencing in April 2010 (and July, October) with potential focus topics for each session

6. Continued and expanded promotion and enhancement of arts/cultural programs

○ *Consultant Recommendation:*

Promotion of Lee’s Summit arts/cultural offerings should continue along the traditional lines already commenced (e.g., e-mail newsletters, city web site), with efforts made to expand the list of e-blast recipients (through a variety of methods including name capture at cultural events, permission-based registration via city’s web site, and so on).

○ *Consultant Recommendation:*

New resources, such as use of the City’s Cable Access channel, should also be explored that might include regular taping/broadcast of performances and

exhibition openings, as well as a regular “Lee’s Summit Arts” show (reviews, features, etc.).

- *Consultant Recommendation:*  
While the Third Thursdays event has introduced a consistently-scheduled program to the Lee’s Summit arts calendar, several of those interviewed by the consultant indicated that the monthly event could stand to be improved by adding more/different arts activities. Consideration should be given to utilizing non-traditional venues in the downtown area (e.g., city hall lobby, city council chambers, etc.) as impromptu performance/exhibit spaces, and enhancing the program with innovative arts-related programming (e.g., framing workshop offered by local frame store in city hall lobby; lecture on history of art in 30 minutes in city council chamber; sidewalk art; etc.).
- *Consultant Recommendation:*  
LSAC, working with Downtown Lee’s Summit Main Street and other parties, might consider a “themed” approach to each monthly gallery walk focusing on a different segment of the community. For instance, one Third Thursday could be devoted to each of the city’s high schools, with student art on temporary exhibit in city hall, student and faculty music ensembles playing at downtown restaurants and in outdoor venues, student fashion designs and models in “flash-mob” style shows in the downtown area, and so on. (Ultimately, this recommendation is related to the establishment of a downtown cultural district, and would be informed by learning from other successful cultural districts, in cities such as Indianapolis and Columbus, where districts serve as open air venues for a series of annual special events focused on holidays such as Halloween and Valentine’s Day).
- *Timeline and Action Steps:*
  - Enhance use of e-mail newsletters through augmentation of distribution list – April-June 2010
  - Convene a working session with Third Thursdays stakeholders to brainstorm enhancement of program – June-August 2010
  - Develop action plan for enhancement of Third Thursdays – September-October 2010
  - Implement enhancement plans – November 2010 and On-going

7. Establish downtown Lee’s Summit as a Cultural District and Third Street as a “Cultural Corridor”

- *Consultant Recommendation:*  
Downtown Lee’s Summit already has many of the assets that would be considered as part of a cultural district, most visibly in the series of streetscape improvements completed in the last few years. A focus on other components of a cultural district should also include:

- Built environment additions such as signage, decorative gateways, and public art
  - Arts and cultural venues and programs
  - Business recruitment and enhancement tools and resources such as applying the city's FACE (façade improvement) grants in a concentrated area, and enlisting regional design firms to address storefronts, logos, packaging, and overall aesthetics of small businesses.
  - Promotion and coordination of public agencies, on-going liaison activities between LSAC and DLSMS, etc.
- *Consultant Recommendation:*  
Further consideration of potential transportation services (e.g., trolley service between venues in downtown and at MCC-Longview, Legacy Park, etc.) should be a longer-term objective.
  - *Timeline and Action Steps:*
    - Work with Downtown Lee's Summit Main Street, City of Lee's Summit and other stakeholders on cultural district planning (coordinate with Facilities Master Plan) – April-July 2010
    - Determine action steps for development of cultural district and corridor – September-December 2010

## Additional Input

In addition to the seven priority objectives noted above, at its planning retreat, the Arts Council discussed a few other objectives for 2010 and beyond. While these specific strategies were not discussed in enough detail to warrant inclusion on the list of Priority Objectives for the next 12 months, they are nonetheless important for selected LSAC members and are therefore noted here:

- Institute a Committee Structure for the Arts Council.
  - Creation of standing and ad hoc committees should be based on acceptance/adoption of this 2010 Work Plan to facilitate its implementation.
  - *Timeline and Action Steps*
    - Develop LSAC Committee structure – February-March 2010
- Conduct research with individual artists
  - *Consultant Recommendation:*

While the Arts Council’s Mini-Grant program provides funding to non-profit arts/cultural organizations in the city, it currently does not support individual artists. There is a sense among some LSAC members that it could do more to reach out to individual artists (performing, visual, literary, etc.) in an effort to understand needs, opportunities, challenges, and so on. It would be logical for individual artist needs to be a focal point of several priorities noted above: a dedicated networking/convening session for individual artists; assessment of facility needs through the Cultural Facility Master Plan; and so on).
  - *Timeline and Action Steps:*
    - As part of its networking/convening objective (priority objective #5) the Arts Council should convene a session with individual artists (performing, visual, literary, etc.) to engage in a discussion about needs for programs, services, etc. – September-October 2010
- Expand/enhance LSAC’s Mini-Grant program
  - *Consultant Recommendation:*

A review of policies and procedures governing the city’s Mini-Grant program (currently up to \$1,000 per organization for project grants) should be undertaken exploring issues such as funding for operations, seed/start up funding, matching requirements, and so on.
  - *Timeline and Action Steps:*
    - Depending on identification and securing of dedicated funding sources for arts/culture in Lee’s Summit, pursue enhancement of the



mini-grant program through additional funding and review of policies and procedures – T.B.D.

- *Consultant Recommendation:*

AMS firmly believes that LSAC should revisit the proposed “branding” approach (noted in the original Cultural Arts Plan) that capitalizes on the city’s 19<sup>th</sup> century tradition of pooling funds for the purchase of musical instruments for the community’s young people. As LSAC enters into the new year with a more focused vision for implementation of the Plan, we strongly encourage that a thematic and branding approach be developed which celebrates LSAC’s “third century of support for the arts” as part of the community’s continuum, and extending a tradition begun more than 100 years ago into the 21<sup>st</sup> century. (One can imagine a branded logo approach, and promotional materials, that moves from 19<sup>th</sup> century farmers to 21<sup>st</sup> century families, and which celebrates the city’s schools as a major force in educating students and showcasing student achievement).

  - *Timeline and Action Steps:*
    - Work with City of Lee’s Summit and Lee’s Summit Schools to implement this objective which might include formation of a Branding Committee, an art contest in schools for logo/brand design, and implementation of a specific branding plan – September-December 2010

## What We Learned

At the conclusion of the planning workshop LSAC members and city staff summarized their thoughts about moving forward in light of the prioritization of 2010 objectives and the overall sense of enthusiasm and optimism about the reconstituted LSAC's potential for success. Some highlights of this discussion included:

- Appreciation that much of the discussion focused on “formalizing the role of LSAC” in relation to arts/cultural activities within the city, including public art and facilities.
- An overall sense that “we are further along than we thought,” in the words of one Council member, and “surrounded by resources” (e.g., a pedestrian-friendly and thriving downtown area).
- Acknowledgement that LSAC must complete the Facility Master Plan in early 2010 in order to access potential major funding through a city bond issue later in the year.
- Many spoke of leveraging existing resources, and doing a better job of promoting what exists, to gain some early wins with “low-hanging fruit”: low- or no-cost strategies that can generate momentum and visibility for LSAC.
- Unanimously, LSAC members were glad to have participated in the session and for hearing views of their fellow members.

## **Appendix A**

### **Cultural Facility Master Plan Suggested Terms of Reference**

#### PHASE I:

The goal of the first phase will be to analyze the needs of the current and potential users and audiences of Lee's Summit cultural facilities, and determine how those needs can be best met by updating and expanding existing cultural facilities and/or the construction of new cultural facilities. Possible new facilities that have been proposed for discussion in the past include a new larger theater; a permanent outdoor amphitheater; centralized and satellite educational facilities; new areas for public art projects and outreach; artist live/work and work/exhibit space; and improved support, production, and administrative spaces.

To carry out Phase I, the proposal should include the following steps:

A. Review and comment upon relevant background materials (e.g., Cultural Arts Plan, LSAC 2010 Work Plan);

B. Evaluate the current needs for facilities from the user perspective, and develop an estimate of the future demand for expanded or new types of resources in the future.

C. Conduct an inventory and analysis of existing cultural facilities within the area, determine their current scope of services, and their ability to meet the current and future needs identified in Step B.

D. Confirm the size, characteristics, and growth potential of the segments of the local, regional and visitor markets to support additional cultural, performing and entertainment programs and facilities.

E. Based on these steps and input from other relevant community stakeholders, develop a prioritized recommendation for any needed additional or updated cultural and arts facilities for the City of Lee's Summit, defining the nature of those facilities, the functions and audiences they might serve, the types of programming of those facilities, and their physical characteristics including their optimal size, features, and capability.

#### PHASE II:

Based upon the needs assessment produced in Phase I,

A. For the top three cultural facility priorities identified in Phase I, further develop:

i. Complete comparative market and economic impact analysis.

ii. Projected costs associated with the implementation of the top priorities including capital cost estimates and ongoing operating expenses.

iii. Recommended funding options for capital outlays and sustainable funding required for ongoing operations.

iv. Recommended locations for each new facility, stating where it should best be situated within the City of Lee's Summit to optimize marketability and accessibility, maximize its favorable impact on local economy, meet residents' needs, and achieve coordination with existing cultural facilities.

B. Recommend how the existing Lee's Summit arts facilities can best be programmatically integrated with the new facilities.

C. Be prepared to present the findings of the report to the Lee's Summit City Council, Arts Council, and other entities.

A budget for this project should be in the range of \$50-65,000.