

**Vision, Mission, Values
City of Smithville, MO**

July 17, 2017

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Overview

The City of Smithville, MO Board of Aldermen conducted a review of its 2050 Strategic Plan during the month of June 2017.

The outcomes of three work sessions refined the Vision, Mission, Values statements and generated a proposed near-term strategic plan for the city.

Inherent in the planning process, the Board crafted three areas of focus that in turn created a series of action items. Prioritized, those actions committed to be executed within the spirit of the mission statement, wrapped in the city's daily values and all supporting the longer term goal that the vision articulates.

Participants

Mayor

Brian Fullmer

Board of Aldermen

Bob Arnold

Jeff Bloemker

Cory Booth

John Chevalier

Wayne Moore

Mellisa Wilson

City Staff

Steve Garrett

Jack Hendrix

Dan Toleikis

Jason Lockridge

Linda Drummond

Facilitator

Bob Martin

Vision

A thriving Smithville will embrace growth, encourage commerce, respect its past and cultivate its natural surroundings.

The board acknowledges that Smithville is in a high-growth mode as it relates to residential development and that trend is not likely to change in the next five years. In fact, by all accounts it is likely to increase.

Rather than be reactive, the Board chooses to manage the growth in a way that supports local business and encourages new commerce with a nod to its history. In that context, the Board is not only committed to protecting its natural surroundings, but to build an economy and life-style for the community with its natural resources and recreation as cornerstones for its future.

Mission

The City of Smithville excels in providing support and security for its residents and businesses; promotes its attributes beyond the city limits; and wisely leverages its many resources for a thriving, healthy quality of life.

The Board is emphatic in its commitment to top-quality city services, with a particular focus on security and public safety.

It also recognizes that the city's active growth has the capacity to stress its resources -- human, financial and natural. It is committed to compete in the regional economic market and not at the expense of the City's core values. As such, the Board dedicated itself to leading with strength, courage and insight.

Values

Trust
Health
Respect
Integrity
Vision
Engagement

The Board agreed that the acronym THRIVE embodies the city's overall direction and its future; each letter representing the very values it charges its own membership, challenges city staff and encourages the citizens of Smithville to practice daily.

Goals / Action Items

Derived from the SWOT analysis, with a commitment to its vision while leveraging existing assets, the Board identified themes that elicited several short-term priorities to manage the city's ongoing, imminent growth.

I. Smithville will be a growing economic city with a thriving downtown

Ongoing

- Implement Streetscape
- Complete South Sewer line

Other

- Annex appropriate areas of Smithville Lake

II. The Board will exemplify strong, courageous leadership

- Roll out strategic plan / tell our story
- Create a priority based budget

III. Build a recreation-based quality of life community

- Trail system connected to The Lake
 - Design / plans
 - location / cost
 - Commercial development to include trails / green space

Conclusion

The City of Smithville is currently home to 25 percent more citizens than the 2010 Census forecast. That growth, the anticipated development of Twin Creeks to the south -- bringing more than 30,000 new homes in the next decade -- and a migratory trend of affluent city dwellers to the exurbs, Smithville's growth, regardless of its preparedness, is likely to increase.

The city's Board of Aldermen dissected these phenomenon and have crafted a vision for the city's future that includes thoughtful, courageous and insightful leadership.

In the process the Board exemplified an optimism for the City's economic, residential and recreational development. A continuous review of the long-term plan and refinement of this short-term plan promise a bright future as reflected in this latest iteration for the city's vision.

Addendum

June 12, SWOT Analysis

Strengths

Quality of life
Location
Core values of residents
community Community involvement
School District
Safe Community / low crime rate
Hospital
Smithville Lake, trails
Low, stable Taxes
Affordability
Good transportation corridor
Stability of the region's economy
Proximity to KC airport
No earnings tax (1% in KC)
A growing population is
injecting a new
mind set

Weaknesses

Lack of visual appeal
Perception of lack of progress
Not seen as a healthy lifestyle
Lack of retail shops
Lack of community support for schools
Lack of Family recreation
Lack of communication
Low tax rate
Lack of diversity in downtown businesses
Lack of cohesive vision
Lack of business space
Fear of change (perceived)
Leadership by fear
Low taxes / revenue
Retail leakage, including food and drink
Low daytime population
(bedroom community)
Us v. them mentality
Heritage folks
Lack of Amenities
Economic Development

Opportunities

Potential for commercial / retail growth
Smithville Lake
Lake traffic
Natural areas
Take care of senior citizens
Buying public / a growing populace
Lots of recreation potential
Healthy lifestyles
Hotel / overnight stays
Twin Creeks
Communication
Talented, professional populace

Threats

Growth just outside Smithville
Lost revenue
KC Development
Clay County policies
Economic downturn (possible)
Changes in Mo & Fed laws
Twin Creeks / KC Development
Potential to become landlocked, i.e.,
Gladstone
Being reactive
Aging infrastructure
Kearney / Platte City -- other communities
Residential growth (inside the city)
Growing crime rate tied to internal / external
development

June 19, Vision, Mission, Values Development

- The Vision of Smithville is to be a community that embraces growth and commerce, nurtured by nature’s proximity
- The City of Smithville provides support and security for its residents and businesses; beyond the city limits; and leads with insights

Quality-of-life amenities

Security

Businesses thrive – physical, philosophical
Notoriety beyond city limits / successfully promote

Wise use of resources

- Funding staff
- Good stewards

Thriving community

Services and support

Exemplary support / security – citizens businesses

Safe, friendly, attractive, diverse

Recreation, quality of life

Prosperous, safe, healthy

Capitalize on natural surroundings

Health & Wellness – **thrives**

Commerce, growth

Enriched by nature’s proximity

Embraces growth, commerce balanced by our past / cherishes its past (respect)

Nurtured by outdoors

Secure
Thrive
Support

Integrity

Honesty

Courtesy & Compassion

Professionalism

Consistency

Inclusive

Values interaction

Board and staff attend meetings and interact with owners

Communicate by active communication engagement

Value others opinions

Accountability to partners / customers

Responsibly

Open / Clear communication

Honestly

Equitably

Cooperation

Planned

Fair

Safety & Security

Appoint citizen committees to help staff with vision

Reliability

Accountable / Responsible

Passionate

Accountability

Encouragement & support

June 26, Vision, Mission Value completion

Vision:

A thriving Smithville will embrace growth, encourage commerce, respect its past and cultivate its natural surroundings.

Mission:

The City of Smithville excels in providing support and security for its residents and businesses; promotes its attributes beyond the city limits; and wisely leverages its many resources for a thriving, healthy quality of life.

Values:

Honesty
Respectfulness
Accountability
Openly Communicate
Encouraging
Inclusive

Smithville will THRIVE in the future by living these values today:

Trust and Engagement.

HHealth and Recreation.

Responsibility and Accountability.

Innovation and Sustainability.

Values & Inclusion.

Ethics and Integrity.

June 26, Goals / Action Items

Smithville will be a growing economic city with a thriving downtown

- Expand Commercial & Retail Growth

- Convention Hotel

- REI or Bass Pro

- Increase incentives for businesses

- Commercial growth to the south

- Convention Hotel

- Industry

- Diverse housing opportunities

Build a recreation-based quality of life community

- Community Center / Pool

- YMCA

- Trail system connected to the lake

Strong, courageous leadership

- Stop trying to please every voice

- Maintain low citizen tax and utility rates

- Develop a strong working relationship with the county to exploit the lake

- Citizen-led activities in partnership with the city

June 26 -- Goals Developed Prioritized

Growing Economic City

- Capitalize on existing visitors
- Implement streetscape (*ongoing*)
- Complete south sewer line (*ongoing*)
- Build a sports complex
- 1. Annex appropriate areas of Smithville Lake
- Work with Developers
- Marketing / Promoting
 - Tourists
 - New residents
 - Businesses
- Economic Development coord.
- Smithville commons (*ongoing*)
- Tax incentives
- Increase bike trails
- Convention Hotel

Exhibit and Practice Strong, Courageous Leadership

- Work Sessions
- Provide clear direction to staff
- Expanding on communication / newsletter through technology
- Be transparent
- 1. Roll out strategic plan / tell our story
- 2. Creating a priority based budget
- Strategically invest for economic development
 - Position
 - Marketing
 - Streetscape
- Tax rate reflects desires of residents
- Say no when it's the right thing to do
- Proactively determining desires of residents and defining appropriate revenues
- Balanced scorecards / benchmarks

Build a recreation-based quality of life community

1. Trail system connected to The Lake
 - a. Design / plans
 - b. location / cost
 - c. Commercial development to include trails / green space
2. Splash Pad and other Park amenities
3. Expand recreations / build sports complex
4. Create a parks and rec. taxing district
5. Partner with the county for YMCA / trials