



### C4 Team Ground Rules

- Understand that the Strategic Plan developed in 2019 is the foundation for our work. It will not be revised but will be augmented with the implementation plans developed by the C4 teams.
- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
- Disagree agreeably
- Be:
  - positive
  - candid
  - patient and respectful
  - engaged and fully present
- Look for opportunities to agree
- Strive for consensus
- Practice “yes, and” rather than “yes/no, but”
- Have fun!

### Agenda

Strong Neighborhoods with Housing Choices  
6 – 8 p.m.  
January 16, 2020  
Missouri Innovation Campus – Room A224



#### Welcome and Introductions

Participants will introduce themselves, what organization (C4) they represent and say one thing they or their organization are doing to further one of the objectives. Each person will only be given 30 seconds.

#### Process Overview

The purpose of this process is to develop strategies and a timeline for an initial implementation of the *Ignite! Your Ideas. Our Future* plan over the next two to three years. We will review the process, the schedule and the desired outcomes.

#### Information Review

Each C4 team was asked to review the environmental scan, community input and summary reports. In addition, some teams were provided additional information as a reference. A high-level overview will be provided.

#### Preliminary Strategy Identification

Team members were asked to identify one strategy for each of the objectives for this critical success factor. This information will be shared as a starting point for the evening’s discussion.

#### Closing/Next Steps

Next Meeting: February 20, 2020  
Strategy Refinement and Prioritization



**To:** Strong Neighborhoods & Housing Choices Team  
**From:** Lauren Palmer, MARC  
**Date:** January 8, 2020  
**Subject:** Ignite! C4 Team Meeting 1

## Introduction

Strong Neighborhoods & Housing Choices is one of seven C4 teams established to engage the community to develop strategies and a timeline for an initial implementation of the *Ignite! Your Ideas. Our Future* plan over the next two to three years.

The desired outcome of this critical success factor is to *maintain thriving, quality neighborhoods that connect a diversity of residents throughout the community*. Its objectives are to:

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

## Overview

Each C4 team was asked to review the environmental scan, community input and summary reports, which can be found [here](#). In considering those documents, you will have seen that:

- The challenges to be solved for the critical success factor are to (1) maintain quality neighborhoods as they age; (2) finding tools to create quicker ties to the neighborhood and community; and (3) find housing solutions for perception challenges, zoning challenges and economic challenges.
- It is hoped that achievements in this critical success factor will result in well-maintained residential structures, social interaction among neighbors, diversity of housing types and diversity of residents.
- Lee's Summit housing occupancy rate of 94.4% exceeds the state average of 86.4%. Development is strong; the community has added 2,700 new housing units since 2014.
- In early 2019, Property Reserve Inc. (PRI) announced its intention to release over 4,000 acres of land in Lee's Summit for future development. This represents a significant and transformative opportunity for growth in housing, population, business and industry.
- Respondents to the community survey cite "developing attractive, attainable housing" as the number two challenge facing the community. "Lack of affordable housing" was cited as the number two reason respondents would consider leaving Lee's Summit.
- Comments acknowledge that achieving affordability will mean grappling with public objections over housing developments that offer lower price points.
- Success will depend on engaging community partners such as the housing authority, homeowners' associations, lenders and homebuilders.

## **Pre-meeting Work**

Team members were asked to identify one strategy for each of the four objectives for this critical success factor. At least one of the strategies was to have been for their C4 category (city council, city staff, community partners or citizens).

It should be noted that this exercise was intended to encourage team members to give thoughtful consideration to possible strategies prior to the first meeting and thereby be another resource for the process. It should not be assumed that these suggested strategies will be part of the implementation plan. All strategies and action items will be vetted by the C4 teams and ultimately the Mayor and City Council.

The full list is attached to this memo beginning on page 4 but is summarized here.

### Encourage affordable housing

Strategies focused on:

- Clearly define what is meant by affordable housing and indicators of success.
- Reduce regulations for lot sizes.
- Model successful examples from the region of developments at lower price points.
- Convene a working group to analyze data and submit recommendations to City Council.

### Consider policies to diversity housing choices

Strategies focused on:

- Require new developments to have a portion of affordable units.
- Modify zoning regulations.
- Provide incentives for developments that meet diversity objectives.

### Develop an approach to selective, proactive code enforcement

Strategies focused on:

- Adopt a rental inspection program.
- Use public education to promote voluntary compliance.
- Identify resources for additional training or cross-agency coordination for code enforcement officers.

### Educate the community on resources and opportunities

Strategies focused on:

- Use existing tools such as social media, utility bills, website, partner agencies, etc.
- Implement homebuyer assistance seminars or educational workshops about affordable housing opportunities.
- Recruit active and engaged leaders for HOAs and neighborhood groups.

## **Additional Resources**

In addition to the documents you've already reviewed, you can find additional resources on the Strong Neighborhoods & Housing Choices page found [here](#).

# Strong Neighborhoods and Housing Choices

## Homework Survey Results

### Objective 1: Encourage affordable housing

- Consider efficient, attractive duplex neighborhoods. Duplexes allow people to still enjoy the “home” feel at a reduced cost from the shared wall with a neighbor, and provide more privacy than an apartment. - Streamline inspections between builder/city. Housing costs could be reduced if inspections are performed in a coordinated manner all at once, or as many as possible.
- Lee’s Summit Housing Authority could work with proven developers to identify opportunities to build new affordable and workforce housing units.
- I would love to see more homes in the 200 and below range for starter homes. I believe the only way to do that is with possible new homes. I really like that Raytown has done with their new subdivision Crescent Creek. These are new homes that are built a little differently but at a great starting price point. We need to understand that attainable housing is not government subsidized homes only. It is for those of us just starting out in the home buying process, those of us with student loan debt, those of us with steady jobs not making 100k a year.
- Change the vocabulary from Affordable Housing to Workforce Housing
- This bullet point needs more information that I was unable to find or missed in reviewing documents. What is affordable housing? In the community input document, it is suggested that we need homes that are affordable to the wages earned by residents. Do we not have that? Where is the gap? Too many low income earners and not enough inexpensive homes? Too many high income people who are having to "settle" in \$200k homes? If we see a gap in a specific housing size or price range, we could limit permits that are granted for development of new homes unless they fall into the city's desired price range. In my neighborhood, if homes list for \$300k, they sell within a week. So it seems that there is a demand for this price range, which is counter-intuitive to this discussion, which seems to suggest that we don't have enough low cost housing.
- First strategy is to define what affordable housing is as it pertains to our community.
- The problem I have with this is "affordable housing" means something different to everyone. I think Council needs to decide what this means.
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- Once affordable is realistically defined, housing options need further evaluation and assessment of current housing opportunities
- Study/consult if diverse housing increases/decreases existing property values, then educate the community of this study.
- Allow residential subdivisions with smaller lots to be plotted with no public hearings.
- Review development requirements to minimize infrastructure costs and therefore housing costs
- Lot sizes could be reduced. Lots in downtown core could be divided to allow construction on unused portions of large lots.

- Define "affordable" housing - what kind of housing do we want to attract (ie, apartments, single family, etc) and how much should it cost the consumer.
- Convene an ad hoc working group that will meet frequently over a 9 – 12 month period whose task is to:
  - Reach consensus on definition of and parameters around affordable (or attainable) housing. Parameters might include, but are not limited to:
    - Whether efforts should be focused on new housing only, or includes making existing housing more affordable/attainable
    - Identifying whose needs, if any, get priority (i.e. – seniors, millennials, those needing subsidy assistance, current LS residents lacking affordable housing, current LS public employees lacking affordable housing, etc.)
    - Ownership vs. non-ownership priorities or preferences
- Better identify and understand the nuances of the demand for affordable housing choices, e.g. – how seniors needs and wants might differ from millennials, or families vs. single persons, new housing vs. updating/retrofitting/replacing aging housing stock
- Identify all current impediments to meeting affordable/attainable housing demand (e.g. – land costs, infrastructure costs, land availability, other factors that go into new housing costs, costs of retrofitting current older housing stock to demand or interests, current Unified Development Ordinance (UDO) requirements on single family home lot sizes, community resistance to higher density housing, etc.). As part of this effort:
  - Identify/review currently available land (as well as the soon to be available land from Property Reserve Inc.) within LS city limits
  - Overlay current zoning (based on current master plan) and pinpoint/review the overlap and what infrastructure does or does not exist in those areas
  - Pinpoint areas for rezoning and higher density housing consideration
- Seek input from outside sources whose expertise we would benefit hearing from, including (but not limited to):
  - Large national home builder who has access to national housing data trends and has experience in developing communities with multiple housing and lot size options within the community
  - other suburban municipalities (start within MARC or KC region) who are struggling with the similar challenge
  - HBA or local builders who can shed light on drivers of current building trend toward larger, pricier single family homes
  - Local realtor(s) who are tuned into the unmet needs and what they see and hear from interested buyers
  - Housing study groups such as Joint Center for Housing Studies at Harvard University
- Submit a proposal to City Council with recommendations for Council action, which might include among others:
  - Changes/addition to the City Master Plan and zoning classifications
  - Changes to UDO to promote higher density housing
  - Use of Community Improvement Districts or Neighborhood Improvement Districts
  - Use of housing subsidies
- Encourage affordable housing by offering incentives in targeted zones. These may come through large incentives or by combing smaller incentives to achieve a cumulative package. Incentive examples may include:
  - Community Development Block Grants (CDBG)

- general obligation bonds
  - general revenue resources
  - state funding resources
- Additional developer incentives to reduce barriers may include:
  - Fee reduction, deferral or waiver
  - Project fast tracking
  - Density bonuses
  - Tax abatement

## Objective 2: Consider policies to diversify housing choices

- Revise zoning laws, e.g. allow accessory units.
- Lee's Summit Housing Authority shall promote inclusionary zoning policies most likely to produce a greater diversity of housing units at a greater diversity of price points when major new residential developments are proposed.
- I would make it a requirement for a ratio of builds for builders. Say for every 3-400k homes built they need to build one 180k home.
- Require a percentage of new development to have a Workforce housing component.
- If we need to develop new homes at a lower (or different from what we currently have) price range, stop granting permits for homes that fall outside of that price range. Or offer some kind of incentive to developers for creating communities in the desired price range. Also - consider the needs of the people with those specific price range homes. Do they need or want public transit or proximity to a specific part of the city? Does crime increase in lower income housing, therefore requiring an increased police presence? A suggestion was made in the reading that perhaps "block parties" would help foster diverse housing types. It has been my experience that deciding to have a block party doesn't matter unless the block you are working with wants it. In my HOA, we have spent the past 3 years changing the perception of the neighborhood. Now people interact with each other more and as such, people are more engaged and would be more open to something like that.
- Ensure city infrastructure is designed to handle the housing product that the market demand predicates. Set standards in architecture, quality of construction and design that improve the quality and reputation of the housing choices in Lee's Summit. Every single structure that is built within the city will add or subtract to the long term reputation of the city. Whether it be senior housing, multi-family housing or luxury housing, strive for product that improves the aesthetic and value of the Lee's Summit Community in form, as well as, function.
- Reduce lot size, develop inclusionary zoning for project,
- Designate areas, create a quota, or modify zoning to encourage product differentiation.
- Explore examples of non-single family housing opportunities within our community and then define the population that is to be accommodated with these options.
- Review zoning ordinances, look into mixed residential zoning, setbacks, and design styles for higher density.
- Allow for duplex, triplex or fourplex developments to be approved administratively subject to design standards in areas where infill development is appropriate.
- Encourage more mixed development of different land uses
- Unsure of this question. Selective, is the key word.

- Research policies in cities with good diversity of housing - what incentives are cities providing to encourage unique housing options?
- Master plan potential infill areas (downtown LS, church land, etc.)
- Inclusion Zoning to ensure all new residential development has an affordable housing component associated with-in the scope of work.
- Overlay Zoning districts that provide specific and targeting incentives to developers building in affordable housing zones. See above mentioned developer incentives.

### Objective 3: Develop an approach to selective, proactive code enforcement

- Research similar community codes/enforcement practices of other cities that are comparable to Lee's Summit.
- The city codes department can utilize a "broken windows" theory approach, common to law enforcement, when approaching code enforcement.
- We need to work on improving what we have. Possibly offering tax incentives for historical renovations in our older homes. I know northeast Kansas City has some tax breaks in "blighted" areas, if we have any lower priced areas having a lower tax for that area would be ideal, making the price of the home more attainable in the long run.
- Encourage neighborhood block parties with grants and the neighbors will respond favorably.
- I think this topic needs more information for the average citizen to answer. I don't know what codes we are having problems enforcing and what we think the result of not enforcing those codes is.
- Adopt a strategy similar to Overland Park. Landlords pay an administrative landlord fee to the city every year. This fund is used to perform yearly an on-site exterior inspection of all rental properties within the city. Rental properties I have listed in OP are in much better shape than properties I list in communities without a reliable and consistent codes enforcement policy and structure in place. While there codes exist in every city, OP, a city with robust rental inventory has actually implemented a consistent enforcement program that has visibly improved the aesthetic and quality of rental properties.
- Tied into my first two responses.
- Better understanding and regulations/enforcement around rental properties, especially single-family units.
- Be proactive with enforcement to disallow properties to not deteriorate. Look at blighted areas for redevelopment.
- Neighborhood services officers should proactively patrol their areas for the most common types of violations present in the City.
- Emphasize enforcement by project to project basis and not generality. This will promote creativity in projects.
- Selective being the key word. Staff has no ability to alter rules that were designed primarily for construction of new properties. Setbacks, lot sizes are designed for new construction. Older homes do not fit some of the current standards.
- Develop document that outlines what is against code and what consequences are for violations
- Encourage code enforcement requests in LS Connect App - educate public
- Sufficiently fund our current code enforcement

- Partner with community organizations that currently provide services to our communities. These groups can provide supplementary resources.
- Continued training to our code enforcement officers.
- Promote cross agency coordination within city departments
- Develop a cooperative compliance model that helps provide resources and relevant information to homeowners.
- Provide education courses to the public regarding code enforcement methods, reasons and safety concerns behind the enforcement.

#### Objective 4: Educate the community on resources and opportunities

- Use City website, Facebook, Social Media, post bulletins around city centers/ grocery stores/chamber members storefronts, church groups, speakers bureau, HOA's
- Lee's Summit Housing Authority could work with the city & other community partners to hold open discussions about the definition & diversity of income levels within "affordable housing", and promote local housing affordability and social assistance programs available.
- If we were to hold free seminars offered by the city on the price of owning a home I believe it would be widely attended. Someone to discuss what people can afford in mortgage payments, taxes, home improvement, so on. My generation grew up learning so many things that are not important in the real world and I feel I went into the whole home ownership thing blind.
- Create a multimedia presentation that is shared with HOAs, Chamber, Churches, Businesses Civic groups, developers etc.
- From my own experience, putting forth the effort to find and/or encourage active and engaged people to lead HOA's could reap enormous benefits in regards to community education. If the city promotes an event where people can go interact, it is less likely to be embraced by community members than if it is promoted by your neighbor or someone on a board of directors that helped expand pool hours or get a 4th of July party for the neighborhood kids. While the city info is important, when it shows up via mailer or TV/radio ad, it is too generic to be expected to be embraced by more people than those who probably are already involved enough to have known about the event before seeing the ad.
- Perform a survey audit of Missouri first-time buyer grant and loan programs, lender products, and rental inventory. Create a website landing page to provide an educational resource with links to educate homeowners about resources and inventory.
- Information can be sent out via water bills on a variety of resources.
- Continue to share the information gleaned from ignite which shows this is a priority for residents to offer housing options. Refer to this in meetings when a group, (vocal minority) opposes a project in their backyard. This should provide the basis for reasonable project approvals.
- Reputable and innovative developers need to take part in sharing examples of opportunities. No single multi-family structure will gain favor with "average" reputations.
- Proactive enforcement will educated, presenting facts of housing prices increasing/decreasing with diverse housing. Part of the Mayor/Council/Staff duties should be communicating with communities sometimes this is left on the developers.
- Develop handouts for a variety of community resources, such as how to get rid of inoperable vehicles.

- User-friendly and up to date website.
- The changes were made to give them something to talk about. City PR groups could spread the word.
- Housing resources page on website - include info on upcoming developments, how to organize block parties, how to meet your councilmember, simple ways to get involved
- I think a small group of volunteers from with our C4 team (a separate group for each objective) could fairly easily and quickly develop a proactive code enforcement policy and a community resource clearinghouse, both of which would include a community outreach and education component.
- Provide resources to make sure affordable housing opportunities are well publicized and reach the right groups.
- Provide educational sessions/ programs for the community on affordable housing issues and concerns.
- Make those sessions programs open to the entire community.
- Sponsor forums and workshops on those issues for our community leaders
- Implement homeowner assistance programs, training and counseling for developers and buyers of affordable housing.