

VISION
NORTH

Framing the Future of
Clay and Platte Counties

Northland Regional Plan
Completed July 2011

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Northlanders:

It has been an honor to serve as co-chairs of the *Vision North 2010* strategic planning process. We began this process with the charge of helping shape the future of the Northland through a community strategic planning effort within Clay and Platte counties. We were to identify emerging needs and engage community stakeholders in addressing these priorities in an effective and measurable way. Our goal: to continue to improve the quality of life for all who live and work in the Northland.

Through this process, we have identified opportunities for improvement in the Northland and have developed a plan to maintain our competitive advantage in city, regional, state, national, and international issues. In essence, we have painted a picture of our future with the Northland as our canvas. The Northland community worked collaboratively while representing the diversity of our citizens through Key Performance Areas which include Community Wellness, Economic Development, Education, Transportation and Infrastructure, and Quality of Life. We have identified goals, strategies, and action steps to make the Northland an even better place to live and work each day.

Numerous participants devoted countless hours to updating the vision for the Northland and educated themselves and other stakeholders on the current status of our community. Participants used the gathered information to determine the issues that are impacting, or will impact, our community over the next five years. This final document will help guide the direction of the Northland for years to come. We would like to extend a special note of appreciation to those dedicated participants for their commitment of time, energy, and knowledge.

Our original Coordinating Committee went above and beyond to provide the foundation for this process to occur. Their visionary leadership provided the impetus for the creation of this positive, community-wide effort.

We would also like to thank Derek Okubo of the National Civic League, who kept this very large group on task and motivated. He provided us with the guidance to transform a variety of individual perspectives into a shared vision for the Northland.

We also thank our sponsors for their support. Their contributions helped make our time together more comfortable and enjoyable. Their commitment to the success of the Northland is recognized and appreciated.

With *Vision North 2010*, we are representing a population of nearly 300,000 in the Northland. This process has reaffirmed the dynamic spirit of cooperation among our diverse citizens, businesses, organizations, educational systems, and governments. This spirit will continue through the deployment of *Vision North 2010*, community planning, and regional collaboration. The Northland thrives because of the involvement of our citizens, and we encourage every citizen's ongoing efforts to enhance the future of the Northland.

Mark Miles



Vision North 2010 Co-Chairperson

Karla Martinez



Vision North 2010 Co-Chairperson

Vision North Process Summary

Vision North History

In 1999, the Northland Community Foundation in partnership with Northland United Way Services conducted a study of the social services needs and challenges in Clay and Platte Counties. Called Vision North 2000, the assessment identified four priority needs for the Northland and established task forces to address those needs.

A commitment was made to the community to provide a progress report five years later that would document the results of Vision North 2000 initiatives. In 2004, the two organizations initiated Vision North 2005 to fulfill that commitment and produce a second report. In early 2010, in order to build on the strong foundation of the two prior initiatives, key leaders in the Northland embarked on Vision North 2010. In addition to assessing the current priorities of the Northland, a strong desire emerged to develop specific strategies and identify actionable items that would make a measurable impact to the areas with the greatest need.

In the summer of 2010, the Vision North Steering Committee acquired the services of the National Civic League to facilitate the Vision North planning process.

The 2010 Process Begins

The process began in September 2010 with a pre-planning phase with the Steering Committee that focused on the process design and logistics that needed to be in place to ensure a solid environment for the planning. Stakeholders were identified and recruited. The project calendar was developed. Maple Woods Community College graciously stepped forward to offer the large Arbor Room for all the meetings. The Steering Committee selected and persuaded Mark Miles and Karla Martinez to serve as project co-chairs.

The planning phase of Vision North kicked off with a full house on January 12, 2011. Over the next seven months, passionate and committed Northland stakeholders would devote hundreds of volunteer hours to develop a Northland vision, assess the Northland's Civic Infrastructure and the current environment to identify future opportunities and threats. Two graduate students held focus groups with young people throughout the Northland to gain their insights. Using the abundance of information, stakeholders identified those Key Performance Areas (KPAs) that when addressed would successfully "bend the trend" from the current situation toward the ideal future.

Over the last two-thirds of the process, the KPAs 1) tweaked their "mini-visions" from the particular area (the vision drafting committee gave each team a draft from the original vision statement to start from); 2) further assessed their Key Performance Area and used that information to 3) identify goals, strategies and action steps to positively impact the Key Performance Area.

The Next Steps

The next steps for Vision North provide more opportunity for Northland community members to get involved. A modified Coordinating Committee will continue to meet to monitor progress, gather necessary information, find “homes” for key projects and support implementers as they move forward. As this Coordinating Committee moves to publish Vision North 2010 from the work of the Key Performance Areas, we will seek opportunities to inform the Northland of the results of the assessment and identify who and how we will work together to implement those strategies. Getting the final Vision North 2010 report in the hands of key decision-makers and organizational leaders will allow us to continue our improvement efforts.

What follows in this report is the strategic plan that resulted from the hundreds of hours of volunteer time that Northland stakeholders donated to develop.



Framing the Future of
Clay and Platte Counties

Project Calendar

January 12, 2011	Stakeholder Session 1 - Kickoff Meeting: Process Orientation; Development of Vision Statement Themes
January 26, 2011	Stakeholder Session 2 - Civic Index: Assessment of the Northland's Civic Infrastructure
February 16, 2011	Stakeholder Session 3 - Community Scan: Community Assessment of the Northland; Review of Vision Statement Draft
March 2, 2011	Stakeholder Session 4 – Selection of Key Performance Areas (KPA); Break into work teams; tasks outlined; information needs identified
March 30, 2011	Stakeholder Session 5 – Work Session: Assessment of Topic Area; Mini-vision drafting
April 20, 2011	Stakeholder Session 6 – KPA Reports on Assessment findings and Mini-vision
May 11, 2011	Stakeholder Session 7 – Work Session: Development of Goals and Strategies
June 1, 2011	Stakeholder Session 8 – KPA Reports on Goals and Strategies
June 22, 2011	Stakeholder Session 9 – Work Session: Implementation Strategies
July 13, 2011	Stakeholder Session 10 – Final KPA Reports on Implementation Strategies

Vision North 2010

Vision Statement

The Northland is a bi-county region that addresses the diverse interests of its individual citizens while collaborating to create a livable, workable community that is desirable for people of all ages and in all stages of life.

The Northland is an integrated health community that ensures quality, affordable, accessible, and comprehensive health services at all stages of life focusing on prevention and wellness.

Northland educational organizations actively collaborate with our communities to provide high quality, lifelong learning opportunities. Through our partnerships, we maximize resources to produce highly skilled, productive, socially engaged individuals who in turn strengthen our community.

Northland communities, through the united voice, support the improvement and maintenance of regional/infrastructure networks. This unified voice focuses on funding and implementation of short and long term initiative for managed sustainable growth.

The Northland is recognized as a region that strives to support efforts to improve the business sector by promoting, enhancing, and growing economic development for the benefit of the economic environment and quality of life in the Northland region.

The Northland is a vibrant, diverse, involved collection of communities that works to provide affordable housing in safe communities that attracts engaged and informed citizens. It is a growing region that strives to provide quality indoor and outdoor recreation, arts, theatre, faith-based activities, retail venues and other attractions that make it a destination for tourists and residents alike. The values of the Northland region and its acceptance of and service to all, ensure a stable community.

Community Wellness KPA

Rod Oathout - Chair

Margaret Ayers
Maggie Bixler
Clyde Bolton
Tom Cranshaw
Becky Davis
Karen Dolt
Becky Fisk
Marty Galutia
Deb Hall
Jill Harper
Charlene Leslie
Sheila Lillis
Kim Logan

Bryan Love
Dan Luebbert
Mark McAuliffe
John Miller
Sonya Richardson-Thomas
Scott Sullivan
Sue Svec
Jeff Swan
Jacy Tapp
Frank Thompson
Mary Jo Vernon
Wendy Witcig
Gary Zaborac

Community Wellness Mini-Vision

The Northland is an integrated health community that ensures quality, affordable, accessible, and comprehensive health services at all stages of life focusing on prevention and wellness.

Goals/Priorities

Goal 1: Prevention leading to **Wellness**

Goal 2: Education with an emphasis on **Communication**

Goal 3: Access in the form of transportation; number of providers; Affordability and timeliness of service

Key Performance Area: Community Wellness

Goal #1: Prevention leading to Wellness¹

Rationale for Addressing the Goal: Prevention is key; Wellness is cheaper than illness; It is our namesake

Responsible Party: Northland Health Care Advisory Council

Action Step	Time Range
1. Review health current statistics and quantify data	6 month timeframe
2. Establish a baseline from the data assessment review and identify areas to focus energy	90 day timeframe
3. Create evidenced based action plans with measurable goals and objectives based on the focus areas identified in the data assessment	90 day timeframe
4. Monitor implementation of Action Plans and recommend adjustments as necessary	On-going
5. Champion shall report to community on an annual basis	On-going

Note: The Community Wellness team agreed that the Champion should strongly consider the following issues:

- Coordinated and consistent message to the public
- Nutrition, Physical Activity, Mental Health, Oral Health, Vision, Speech & Hearing, and Injuries
- Utilize collaborative partnerships to achieve goals
- Develop and implement a coordinated approach to community wellness which is focused on the goal of reducing chronic disease rates in Clay and Platte Counties

¹ This goal has implications and overlap with Quality of Life-Goal 4, strategies 2 and 3. By creating evidenced based plans as articulated in step 3, the impacts will meet the desires of the Quality of Life goal and strategies.

Key Performance Area: Community Wellness

Goal #2: Education with an emphasis on Communication^{2,3}

Rationale for Addressing the Goal: Change from a reaction based health system to a prevention based health system. There are a significant number of agencies and resources that currently exist, but are unknown by the community

Responsible Party: Northland Community Service Coalition

Action Step	Time Range
1. Revise Health Service Resource Manual	Yearly reoccurrence
2. Study communication styles to be more affective to all. Effectively promote this Resource Manual to increase awareness.	1 year timeframe
3. Use and coordinate effort with similar manual developed by MARC	On-going
4. Coordinate manual content with Northland Health Care Advisory Council	On-going
5. Coordinate manual content with the “United Way 211” initiative	On-going
6. Study other means to supplement funding for manual creation and maintenance	On-going

² Each work team had overlapping strategies related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. Opportunities for collaboration/coordination during implementation will be explored.

³ This strategy overlaps with Quality of Life – Goal 4, strategy 4.1. Opportunities for consideration to ensure knowledge of and access to services will be explored.

Key Performance Area: Community Wellness

Goal #3: Access in the form of transportation; number of providers; affordability and timeliness of service⁴

Rationale for Addressing the Goal: Improved quality of life; Access to services not equal in diverse population as a whole

Responsible Party: Northland Health Care Advisory Council

Action Step	Time Range
1. Review health current statistics and transportation information and quantify data	6 month timeframe
2. Establish a baseline for the data assessment and identify areas to focus energy	90 day timeframe
3. Create evidenced based action plans with measurable goals and objectives based on the focus areas identified in the data assessment	90 day timeframe
4. Transportation KPA was identified as a resource	On-going
5. MARC and KCATA were also identified as resources	On-going

Note: The Community Wellness team agreed that the Champion should strongly consider the following issues:

- Coordinated and consistent message of the services available to the public
- Transportation
- Number of providers
- Affordability and timeliness of service
- Non-emergency afterhours medical care

⁴ This goal overlaps with Transportation-Goal 3 and Quality of Life-Goal 4, strategy 4. Coordination across these goals will be explored.

Economic Development KPA

Allison Wurst – Chair

Alexa Barton
Tom Brusnahan
Greg Canuteson
Ryan Carter
Dinesh Chand
Kevin Corlew
Carlose Estes
Brian Fullmer
Pete Hall
Jim Hampton
Laura Jones
Sara Masner
Melinda Mehaffy
Russell Robertson
Susan Saving
Alicia Stephens

Economic Development Mini-Vision

To be recognized as a region that strives to support efforts to improve the business sector by promoting, enhancing, and growing economic development for the benefit of the economic environment and quality of life in the Northland region.

Economic Development Goals/Priorities

Goal 1: As a region that strives to enhance economic development, the Northland will foster business innovation.

Goal 2: In order to support economic development, Northland businesses will maintain wage growth that exceeds the state average wage by 20%.

Goal 3: In order to support economic development, the Northland will sustain high employment numbers, keeping unemployment 20% below the state average.

Goal 4: In order for businesses to thrive, the Northland will build a world-class workforce.

Goal 5: To thrive as a region, the Northland needs to enhance the economic impact of the businesses in the region.

Key Performance Area: Economic Development

Goal #1: As a region that strives to enhance economic development, the Northland will foster business innovation.

Rationale for Addressing the Goal: Encourage entrepreneurs, Grow the economy of tomorrow, Be forward looking and cutting edge, Evolve/transform competitiveness

Strategy #1.1 to Impact the Goal: Encourage idea generation, entrepreneurship, and innovation

Action Step	Responsible Parties	Time Range	Resource Options
<ol style="list-style-type: none"> 1. Convene team of leaders to initiate idea generation and innovation 2. Develop communication plan to coordinate and explore shared opportunities⁵ 3. Develop communication plan to inform and engage citizens in opportunities 4. Identify advocacy groups to enhance economic development opportunities with legislators 	<p>Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, One Woman KC</p>	<p>12-18 months</p>	<p>Grants</p>

⁵ Overlapping strategy related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. **Opportunities for collaboration/coordination during implementation will be explored.**

Key Performance Area: Economic Development

Goal #2: In order to support economic development, the Northland will maintain wage growth that exceeds state average by 20%.

Rationale for Addressing the Goal: Positive wages spur investment and spending, Strong purchasing power, Increased discretionary income, Strong tax revenue, Higher standard of living

Strategy #2.1 to Impact the Goal: Develop targeted industry sectors – IT, Bioscience, Health, Manufacturing, Energy, Animal Sciences

Action Step	Responsible Parties	Time Range	Resource Options
<ol style="list-style-type: none"> 1. Continue working with team leaders convened for Goal #1 to attract specific sectors 2. Identify sectors targeted by state of Missouri to align with them 3. Identify available land – work with Transportation and Infrastructure KPA for development 4. Work with Quality of Life KPA to ensure affordable and executive housing 	<p>Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, Include representatives from targeted sectors and trade associations</p>	<p>Commence upon completion of Goal 1 – then ongoing</p>	<p>State, Grants</p>

Key Performance Area: Economic Development

Goal #2: In order to support economic development, the Northland will maintain wage growth that exceeds state average by 20%.

Rationale for Addressing the Goal: Positive wages spur investment and spending, Strong purchasing power, Increased discretionary income, Strong tax revenue, Higher standard of living

Strategy #2.2 to Impact the Goal: Partner with Education to support workforce development

Action Step	Responsible Parties	Time Range	Resource Options
1. Identify skills necessary for targeted sectors	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, Include leaders from K-12 and post-secondary	Immediate and ongoing	Federal, State, Grants
2. Develop, coordinate, enhance plan to train workforce in conjunction with Education KPA			

Key Performance Area: Economic Development

Goal #3: In order to support economic development, the Northland will sustain high employment numbers, keeping unemployment 20% below the state average.

Rationale for Addressing the Goal: Low unemployment reduces the need for government services, increases economic multiplier impact and improves the quality of life in the region.

Strategy #3.1 to Impact the Goal: Business recruitment & retention

Action Step	Responsible Parties	Time Range	Resource Options
1. Review and work to minimize regulatory and legislative issues	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link	Immediate and ongoing	
2. Review incentives – how to use, when to use, revise existing incentives, develop new incentives			
3. Work with Education KPA to review impact of incentives on education			
4. Explore opportunities to attract capital			

Key Performance Area: Economic Development

Goal #3: In order to support economic development, the Northland will sustain high employment numbers, keeping unemployment 20% below the state average.

Rationale for Addressing the Goal: Low unemployment reduces the need for government services, Increases economic multiplier impact and improves the quality of life in the region.

Strategy #3.2 to Impact the Goal: Proactive development & redevelopment

Action Step	Responsible Parties	Time Range	Resource Options
1. Develop regional marketing plan and fundraising for marketing 2. Continual evaluation to stay ahead of curve – avoid stagnation	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link	Immediate and ongoing	Grants, In-kind for marketing plan

Key Performance Area: Economic Development

Goal #3: In order to support economic development, the Northland will sustain high employment numbers, keeping unemployment 20% below the state average.

Rationale for Addressing the Goal: Low unemployment reduces the need for government services, increases economic multiplier impact and improves the quality of life in the region.

Strategy #3.3 to Impact the Goal: Partnership with Education

Action Step	Responsible Parties	Time Range	Resource Options
<ol style="list-style-type: none">1. Continue steps outlined in Goal #2 with trained workforce2. Provide support for skills enhancement/lifelong learning opportunities	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, Include leaders from K-12 and post-secondary – may include members from Northland Education Council developed through the Education KPA	Immediate and ongoing	

Key Performance Area: Economic Development

Goal #4: In order for businesses to thrive, the Northland will build a world-class workforce.⁶

Rationale for Addressing the Goal: A thriving region will continually need to attract, retain, and expand the numbers of quality employees. An adaptive workforce is required to remain competitive and enables business resiliency.

Strategy #4.1 to Impact the Goal: Strengthen alliance between employers and educators

Action Step	Responsible Parties	Time Range	Resource Options
1. Expand business/education partnerships to post-secondary institutions throughout Midwest	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, Include leaders from K-12 and post-secondary Include leaders from Northland Education Business Alliance, Northland Regional Chamber of Commerce - Education Committee, and Northland Education Council	Immediate and ongoing	Federal, State, Grants, In-kind
2. Encourage growth of satellite campuses from major colleges in region			
3. Develop plan to recruit workforce from school - coordinating efforts with school placement offices			
4. Align recruitment with marketing plan developed in Goal #3			

⁶ Goal 4 focuses on coordinating with educational institutions to ensure workforce development for the Northland. The Education work team recognized this need and rather than creating an overlapping strategy, allowed this goal and strategies 4.1 and 4.2 to represent their agreed interest.

Key Performance Area: Economic Development

Goal #4: In order for businesses to thrive, the Northland will build a world-class workforce.

Rationale for Addressing the Goal: A thriving region will continually need to attract, retain, and expand the numbers of quality employees. An adaptive workforce is required to remain competitive and enables business resiliency.

Strategy #4.2 to Impact the Goal: Increase high school graduation rates as well as % of people with degree diversity

Action Step	Responsible Parties	Time Range	Resource Options
1. Work with Education Key Performance Area to support: <ul style="list-style-type: none">• Graduation• Technical/vocational skills• Advanced college degrees	Leaders from public, civic, private, and education organizations; Kauffman Foundation Entrepreneur program, MARC, UMKC – Entrepreneur programs & KC Source Link, Include leaders from K-12 and post-secondary Include leaders from Northland Education Business Alliance	Immediate and ongoing	Federal, State, Grants, In-kind

Key Performance Area: Economic Development

Goal #5: To thrive as a region, the Northland needs to enhance the economic impact of the businesses in the region.

Rationale for Addressing the Goal: A thriving business community attracts residents, grows the tax base, encourages growth of new business, increases household income

Strategy #5.1 to Impact the Goal: Successful completion of Goals 1 through 4 enables the Northland to be a model region for recruitment, retention and ongoing development

Action Step	Responsible Parties	Time Range	Resource Options
1. Create marketing piece to promote Northland’s economic development success: <ul style="list-style-type: none">• Innovation• Quality of life• Growth• Ability to work across state lines• Ability to partner with education	TBD	Commence at conclusion of development of goals 1-4	Grants

Education KPA

Jennifer Buckmaster - Chair

Spencer Fields

Jodee Fredrick

Linda Kaiser

Richard King

Rob Leachman

Layne Prenger

Pat Reinier

Shanti Rivers

Michael Short

Kyle Stephenson

Teresa Swan

Frank Thompson

Terry Ward

Robert Maggio

Education Mini-Vision

Northland educational organizations actively collaborate with our communities to provide high quality, life long learning opportunities. Through our partnerships, we maximize resources to produce highly skilled, productive, socially engaged individuals who in turn strengthen our community.

Education Goals/Priorities

Goal 1: Increase collaboration between all learning Institutions, pre-k through higher education; regarding staff, resources and educational initiatives.

Goal 2: Create a community communication plan.

Goal 3: Increase community involvement and support of education in the Northland.

Key Performance Area: Education

Goal #1: Increase collaboration between all learning institutions, pre-k through higher education, regarding staff, resources and educational initiatives.

Rationale for Addressing the Goal: With cuts to state funding, decreasing property values and high community expectations, educators need to share and support each other in managing this ever-changing playing field.

Strategy #1.1 to Impact the Goal: Develop a Northland Education Council comprised of senior level educators to act as a collaborative force to identify shared opportunities to enhance education effectiveness.

Action Step	Responsible Parties	Time Range	Resource Options
1. Secure a commitment from all Northland learning institutions to participate in the Northland Education Council.	Every Northland learning institution.	Steps 1-4 should be complete in a 12 month period.	Initially internally funded.
2. Northland Education Council should identify two collaborative projects to be undertaken.	Members of the Northland Education Council.		Resources dependent on projects identified.
3. Northland Education Council should establish Ad Hoc groups to complete the needs of the identified projects.	Members of the Northland Education Council.		Initially internally funded.
4. Review effectiveness upon completion of projects.	Members of the Northland Education Council and Ad Hoc groups.		

Key Performance Area: Education

Goal #2: Create a community communication plan.

Rationale for Addressing the Goal: Community members are overwhelmed with the amount of information they receive causing much of it to be missed or ignored.

Strategy #2.1 to Impact the Goal: Use target marketing to develop specialized communications focused on the audience of choice. “One size fits all” doesn’t always work.

Action Step	Responsible Parties	Time Range	Resource Options
1. Identify community wide audiences and relevant community groups.	Ad Hoc groups and the Northland Regional Chamber of Commerce.	Steps 1 & 2 should be complete in a 12 month period.	Initially internally funded.
2. Evaluate current tools and resources used for communication within individual learning institutions. ⁷	Ad Hoc groups.		Initially internally funded.
3. Partner with identified groups and provide collective information.	Ad Hoc groups and the Northland Regional Chamber of Commerce.		Resources dependent on how information is provided.

⁷ Each work team had overlapping strategies related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. **Opportunities for collaboration/coordination during implementation will be explored.**

Key Performance Area: Education

Goal #3: Increase community involvement and support of education in the Northland.

Rationale for Addressing the Goal: The effects of low voter turnout, anti-tax sentiment, and an increased population that is disconnected from school systems are being felt in a variety of areas in the field of education. This must be overcome.

Strategy #3.1 to Impact the Goal: Create a broad-based consortium to include community participation in the planning and implementation of Northland educational endeavors.

Action Step	Responsible Parties	Time Range	Resource Options
1. More outreach specifically targeted to the growing population of senior citizens.	Ad Hoc groups and the Northland Regional Chamber of Commerce.	Steps 1-3 should be complete in a 12 month period.	Resources dependent on how information is provided.
2. Broaden the opportunities for A+ program students to volunteer in the community.	Ad Hoc groups and the Northland Regional Chamber of Commerce.		Initially internally funded.
3. More promotion of the Youthfriends program.	Ad Hoc groups and the Northland Regional Chamber of Commerce.		Resources dependent on how information is provided.

Transportation and Infrastructure KPA

Brian Bechtel - Chair

Kyle Elliott
Bob Henderson
Jade Liska
Valerie McCaw
Sherry McIntire
Randal Pearson
Pam Smitka
David Slater
Stephanie Wiley

Transportation and Infrastructure Mini-Vision

Northland Communities through the united voice support the improvement and maintenance of regional/infrastructure networks. This unified voice will focus on funding and implementation of short and long-term initiative for managed sustainable growth.

Transportation and Infrastructure Goals/Priorities

Goal 1: Promote sustainable expansion and maintenance associated with Infrastructure utilities (water, sewer, solid waste, power and communication).

Goal 2: Increase awareness of existing public transportation opportunities connecting the Northland (north to south and east to west) such as transit, bicycle, trails, roads, etc.

Goal 3: Increase/expand public transit opportunities connecting the Northland and the region.

Goal 4: Identify a comprehensive roadway master plan in the Northland.

Key Performance Area: Transportation and Infrastructure

Goal #1: Promote sustainable expansion and maintenance associated with Infrastructure utilities (water, sewer, solid waste, power, communication, and wireless access).

Rationale for Addressing the Goal: Current lack of awareness of critical need and importance of infrastructure systems; issue impacts health and wellness; failure to address can result in economic failure; and age of existing infrastructure system

Strategies to Impact the Goal:

1. Increase awareness and education to create buy-in at all levels (mass media, websites, small local newspaper, social media)
2. Develop support to promote
3. Identify Funding opportunities
4. Coordination between stakeholders to minimize cost and reduce redundancy

Action Step	Responsible Parties	Time Range	Resource Options
1. Develop creative and impactful ways to increase awareness	State & local govt., utilities, schools, chambers, EDC	Ongoing	Marketing and communication staff, citizens, grants, local, user fees
2. Reach and empower avg. citizen to influence - Relate to day to day life	Citizen groups, neighborhood associations		
3. Determine costs of maintenance and cost of expansion	State & local govt., and utilities		
4. Determine mechanism to prioritize and fund	Citizens, state, local govt., utilities, and schools		

Key Performance Area: Transportation and Infrastructure

Goal #2: Increase awareness of existing public transportation opportunities connecting the Northland (north to south and east to west) such as transit, bicycle, trails, roads, etc.⁸

Rationale for Addressing the Goal: Overall lack of awareness and knowledge; make use of what we have; understand what we need and where we’re going; and create economic growth opportunities

Strategies to Impact the Goal:

1. Educate and communicate
2. Identify existing resources
3. Identify future needs and communicate them

Action Step	Responsible Parties	Time Range	Resource Options
1. Create and publicize a map of modal choice - an interactive and inclusive map of transportation options in the Northland	MARC, Local govt., Schools, KCATA, and Social Services	6 months for map	Local, county, state, and federal govt., MARC, Consultants
2. Create demand and deficiency studies – needs and demand gaps – (who, what, where) incorporating Health Impact Assessments in that process		18 months	
3. ID funding resources		Ongoing	

⁸ This goal and strategy is referenced in Quality of Life-Goal 4, Strategy 4.

Key Performance Area: Transportation and Infrastructure

Goal #3: Increase/expand public transit opportunities connecting the Northland and the region

Rationale for Addressing the Goal: To get people to work, play, services, and retail; accommodate aging and diverse population; and affordability

Strategies to Impact the Goal:

1. Identify sustainable funding sources
2. Identify & quantify options
3. Develop long term comprehensive plan
4. Unite community leaders
5. Identify public private partnerships
6. Develop coordinated Land Use Plans and Development Codes
7. Create a consensus of the needs

Action Step	Responsible Parties	Time Range	Resource Options
1. Education and communication of transit service currently available – work with transit companies to publicize opportunities ⁹	Local transit agency, KCATA, local govt., and MARC	6 months	Sustainable long term funding sources
2. Create incentive to use system (public transit)	Chambers, MARC, and EDC’s to work with employers	6 months then ongoing	
3. Analyze the needs and demands (who, what, where, service gaps) – Access to work, school, healthcare, east-west within Northland, incorporating Health Impact Assessments in that process	MARC, KCATA, Senior Agencies, Social Services	Ongoing	
4. Identify financial resources	Local, counties, and Fed govt.	Ongoing	

⁹ Each work team had overlapping strategies related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. **Opportunities for collaboration/coordination during implementation will be explored.**

Key Performance Area: Transportation and Infrastructure

Goal #4: Identify a comprehensive roadway master plan in the Northland

Rationale for Addressing the Goal: Limited resources; help prioritize funding; avoid duplication of efforts; improve air quality; lack of communication between entities

Strategies to Impact the Goal:

1. Expand municipal/local and state government coordination
2. Develop and coordinate Land Use Plans and Development Codes
3. Identify partnerships – both public and private for funding opportunities

Action Step	Responsible Parties	Time Range	Resource Options
1. Assemble jurisdictions to expand existing comprehensive roadway plan	MARC, local govt., MoDOT, KDOT, and chambers	3 months	Staff time from above organizations
2. Prioritize funding of arterials and highways	MARC, local govt., and MoDOT	6 months plus biannual review	
3. Assemble and compare all jurisdictions to ID dev. codes, land use plans	MARC, local govt.	9 months	
4. Identify public private partnerships for funding	MARC, local govt., MoDOT, KDOT, Chambers, EDC's, and developers	Ongoing	
5. Identify joint partnerships and opportunities	MARC, local govt., MoDOT, KDOT, Chambers, EDC's, and developers	Ongoing	

Quality of Life KPA

Hilary Wheat - Chair

Nancy Armstrong

Allen Blair

Martha Buckman

Betty Burch

Karen Gettinger

Rebecca Gordon

Stephanie Hart

Mike Harty

Jenny Hayes

Debbie Hopkins

Jen Johnson

Janet Kenny

Garry Linn

Chas Marks

Amy Maskil

Clay McQuerry

Darin Miles

Alan Napoli

Brian Nowotny

Rita Pearce

Kathy Rose

W.C. Sizemore

Sallie West

Melissa Wright

Quality of Life Mini-Vision

The Northland is a vibrant, diverse, involved collection of communities that works to provide affordable housing in safe communities that attracts engaged and informed citizens. It is a growing region that strives to provide quality indoor and outdoor recreation, arts, theatre, faith-based activities, retail venues and other attractions that make it a destination for tourists and residents alike. The values of the Northland region and its acceptance of and service to all, ensure a stable community.

Quality of Life

Goals/Priorities

Goal 1: Create a diverse living and working environment that fosters quality jobs, mixed use zoning, preserved green space, public transportation and maximizes existing development with a livable walkable focus

Goal 2: Establish effective means of communicating with Northland residents and marketing services, events and news to the Greater Kansas City Community and visitors

Goal 3: Offer a variety of compelling recreational and cultural activities for all ages

Goal 4: Sustain and provide exceptional services that meet human needs

Key Performance Area: Quality of Life

Goal #1: Create a diverse living and working environment that fosters quality jobs, mixed use zoning, preserved green space, public transportation and maximizes existing development with a livable walkable focus.

Rationale for Addressing the Goal: Ongoing investment, retention and attraction in a region’s overall quality of life are essential for thriving communities.

Strategy #1.1 to Impact the Goal: Develop uniform Zoning Codes in the Northland

Action Step	Responsible Parties	Time Range	Resource Options
1. Gauge community interest in creating uniform zoning codes	MARC	3 months	Personnel Time
2. Convene a meeting of planning and zoning officials from all communities	MARC	1 month	
3. Secure political buy in from elected officials from all communities	Planning and zoning officials from meeting (Reps)	1 month	
4. Create a plan/policy of uniform zoning codes	MARC/Reps	9 months	
5. Obtain final approval on the uniform zoning codes	Each Rep in their own community	1 month	

Key Performance Area: Quality of Life

Goal #1: Create a diverse living and working environment that fosters quality jobs, mixed use zoning, preserved green space, public transportation and maximizes existing development with a livable walkable focus.

Rationale for Addressing the Goal: Ongoing investment, retention and attraction in a region’s overall quality of life are essential for thriving communities.

Strategy #1.2 to Impact the Goal: Develop a Northland Master Plan to create a thriving region

Action Step	Responsible Parties	Time Range	Resource Options
1. Gather and assess each communities master plan	MARC, EDC	3 months	Personnel Time
2. Educate stakeholders on the benefits of creating a Northland Master Plan	Northland Regional Chamber of Commerce	2 months	
3. Create the Master Plan maintaining a livable/walkable focus	MARC and communities	9 months	
4. Create and promote partnerships among communities to ensure the plan is viable and implementable	Northland Regional Chamber of Commerce	Ongoing	
5. Keep Northland informed during process	Northland Regional Chamber of Commerce	Ongoing	

Key Performance Area: Quality of Life

Goal #1: Create a diverse living and working environment that fosters quality jobs, mixed use zoning, preserved green space, public transportation and maximizes existing development with a livable walkable focus.

Rationale for Addressing the Goal: Ongoing investment, retention and attraction in a region’s overall quality of life are essential for thriving communities.

Strategy #1.3 to Impact the Goal: Create and promote a culture of partnerships among cities and groups for the purpose of implementing the Vision North strategic plan and other collaborative opportunities that will emerge.

Action Step	Responsible Parties	Time Range	Resource Options
1. Gather together Parks and Rec., KCATA, city and business leaders from all communities	Northland Regional Chamber of Commerce	1 month	Personnel Time
2. Educate them on Vision North plan and express the benefits	Vision North Leadership	1 month	
3. Continue encouraging them to find new ways to work together and move the vision forward	Northland Regional Chamber of Commerce	Ongoing	

Key Performance Area: Quality of Life

Goal #2: Establish effective means of communicating with Northland residents and marketing services, events and news to the Greater Kansas City Community and visitors

Rationale for Addressing the Goal: Effective communication in a variety of forms engages the community, expands awareness and keeps people informed.¹⁰

Strategy #2.1 to Impact the Goal: Develop a coordinated intercommunity communications plan

Action Step	Responsible Parties	Time Range	Resource Options
1. Convene communications professionals from communities (i.e. convention and visitors bureau, chambers, EDC, cities) to form a Northland Communications Group	Vision North Leadership	1-3 months	Personnel Time
2. The Communications Group develops and implements a multifaceted plan to reach diverse populations	Communications Group	3 months	
3. This group develops a comprehensive community guide in print and online	Communications Group	3 months	

¹⁰ Each work team had overlapping strategies related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. **Opportunities for collaboration/coordination during implementation will be explored.**

Key Performance Area: Quality of Life

Goal #2: Establish effective means of communicating with Northland residents and marketing services, events and news to the Greater Kansas City Community and visitors

Rationale for Addressing the Goal: Effective communication in a variety of forms engages the community, expands awareness and keeps people informed.

Strategy #2.2 to Impact the Goal: Develop a coordinated Northland marketing plan

Action Step	Responsible Parties	Time Range	Resource Options
1. Convene marketing professionals from communities (i.e. convention and visitors bureau, chambers, EDC, cities) to form a Northland Marketing Group.	Vision North Leadership	1-3 months	Personnel Time
2. This Marketing Group develops and implements a multifaceted plan to reach diverse populations	Marketing Group	3 months	
3. This Marketing Group develops a comprehensive community guide in print and online	Marketing Group	3 months	

Key Performance Area: Quality of Life

Goal #3: Offer a variety of compelling recreational and cultural activities for all ages

Rationale for Addressing the Goal: Compelling activities that are attractive for all ages and lifestyles promotes physical health of community, retains Northland residents, provides entertainment opportunities, revenue opportunities, alternative activities for teens and enrichment for all.

Strategy #3.1 to Impact the Goal: Assess what we currently have and survey what the community desires

Action Step	Responsible Parties	Time Range	Resource Options
1. Develop and distribute survey	MARC or Consultant	4 month	Northland Community Foundation
2. Compile data from survey	MARC or Consultant	1 month	

Key Performance Area: Quality of Life

Goal #3: Offer a variety of compelling recreational and cultural activities for all ages

Rationale for Addressing the Goal: Compelling activities that are attractive for all ages and lifestyles promotes physical health of community, retains Northland residents, provides entertainment opportunities, revenue opportunities, alternative activities for teens and enrichment for all.

Strategy #3.2 to Impact the Goal: Market the variety of Northland recreational and cultural activities in the marketing guide created in Goal 2, strategy 2.

Action Step	Responsible Parties	Time Range	Resource Options
Refer to Goal# 2, Strategy 2 and include in the marketing plan			

Key Performance Area: Quality of Life

Goal #3: Offer a variety of compelling recreational and cultural activities for all ages

Rationale for Addressing the Goal: Compelling activities that are attractive for all ages and lifestyles promotes physical health of community, retains Northland residents, provides entertainment opportunities, revenue opportunities, alternative activities for teens and enrichment for all.

Strategy #3.3 to Impact the Goal: Develop the means to coordinate activities and special events across Northland communities in order to maximize offerings, integrate efforts where appropriate and support of each other’s events.

Action Step	Responsible Parties	Time Range	Resource Options
1. Convene a meeting of designates of each of the Northland communities	MARC	1 months	Personnel time
2. Collaboratively create a plan or structure (parameter of development) to coordinate and communicate the dates of community special events and activities	Designates	4 months	
3. Obtain final approval in each community of the plan	Designates	1 month	

Key Performance Area: Quality of Life

Goal #3: Offer a variety of compelling recreational and cultural activities for all ages

Rationale for Addressing the Goal: Compelling activities that are attractive for all ages and lifestyles promotes physical health of community, retains Northland residents, provides entertainment opportunities, revenue opportunities, alternative activities for teens and enrichment for all.

Strategy #3.4 to Impact the Goal: Research offerings outside the Northland for the purpose of creating opportunities unique to the Northland region

Action Step	Responsible Parties	Time Range	Resource Options
1. Survey communities, regional convention and visitors bureau, online searches	MARC or consultant or intern	2 months	Personnel Time
2. Compile data for use in identifying unique opportunities	MARC or consultant or intern	1 month	

Key Performance Area: Quality of Life

Goal #3: Offer a variety of compelling recreational and cultural activities for all ages

Rationale for Addressing the Goal: Compelling activities that are attractive for all ages and lifestyles promotes physical health of community, retains Northland residents, provides entertainment opportunities, revenue opportunities, alternative activities for teens and enrichment for all.

Strategy #3.5 to Impact the Goal: Create new opportunities as identified in strategy 3.4 and where feasible

Action Step	Responsible Parties	Time Range	Resource Options
1. Verify that no existing activities are same or similar	Northland Parks and Rec. Directors	1 month	Personnel Time
2. Identify activities and resources available	Northland Parks and Rec. Directors	1 month	
3. Identify activities and resources needed	Northland Parks and Rec. Directors	1 month	
4. Create and market new activities as needed	Northland Parks and Rec. Directors	Ongoing	

Key Performance Area: Quality of Life

Goal #4: Sustain and provide exceptional services that meet human needs

Rationale for Addressing the Goal: High quality services impacts everyone, addresses aging population, ensures safety, quality housing attracts a sustainable population, impacts employment, “feels good” and is a role model for youth.

Strategy #4.1 to Impact the Goal: Assess what we have and survey what needs are being met¹¹

Action Step	Responsible Parties	Time Range	Resource Options
1. Develop and distribute survey	MARC or Consultant	4 month	Northland Community Foundation
2. Compile data from survey	MARC or Consultant	1 month	

¹¹ This strategy correlates with Community Wellness-Goal 2

Key Performance Area: Quality of Life

Goal #4: Sustain and provide exceptional services that meet human needs

Rationale for Addressing the Goal: High quality services impacts everyone, addresses aging population, ensures safety, quality housing attracts a sustainable population, impacts employment, “feels good” and is a role model for youth.

Strategy #4.2 to Impact the Goal: Increase volunteer opportunities and awareness¹²

Action Step	Responsible Parties	Time Range	Resource Options
Refer to Goal# 2 Strategy 1, and use the coordinated intercommunity communications plan			

¹² This strategy also correlates with Community Wellness – Goal 1

Key Performance Area: Quality of Life

Goal #4: Sustain and provide exceptional services that meet human needs

Rationale for Addressing the Goal: High quality services impacts everyone, addresses aging population, ensures safety, quality housing attracts a sustainable population, impacts employment, “feels good” and is a role model for youth.

Strategy #4.3 to Impact the Goal: Increase services for underserved population¹³

Action Step	Responsible Parties	Time Range	Resource Options
1. Survey populations and service providers for what we have, want and need	Consultant or local social services agencies	3 months	Northland Community Foundation
2. Compile results	Consultant or local social services agencies	1 month	
3. Create programming and look for funding	Local social services agencies	Ongoing	
4. Create written guide of offerings	Local social services agencies as a group	3 months	

¹³ This goal also correlates with Community Wellness-Goal 1

Key Performance Area: Quality of Life

Goal #4: Sustain and provide exceptional services that meet human needs

Rationale for Addressing the Goal: High quality services impacts everyone, addresses aging population, ensures safety, quality housing attracts a sustainable population, impacts employment, “feels good” and is a role model for youth.

Strategy #4.4 to Impact the Goal: Expand bus service and transportation for all citizens¹⁴

Action Step	Responsible Parties	Time Range	Resource Options
Being addressed by the Transportation and Infrastructure KPA			

¹⁴ The Quality of Life wanted to note the importance of this goal for the impact on access to Northland services, jobs and activities to enhance the region’s quality of life. This strategy is addressed in Transportation and Infrastructure-Goal 2.

Key Performance Area: Quality of Life

Goal #4: Sustain and provide exceptional services that meet human needs

Rationale for Addressing the Goal: High quality services impacts everyone, addresses aging population, ensures safety, quality housing attracts a sustainable population, impacts employment, “feels good” and is a role model for youth.

Strategy #4.5 to Impact the Goal: Improve communication between groups providing services¹⁵

Action Step	Responsible Parties	Time Range	Resource Options
1. Develop and expand the Northland Community Services Coalition to meet the needs and convene participating organizations	Northland Community Services Coalition	2 months	Northland Community Foundation

¹⁵ Again, an overlapping strategy related to communication in the Northland: Economic Development – strategy 1.1, Education – strategy 2.1; Transportation and Infrastructure Goal 3; and Quality of Life – strategy 2.1. **Opportunities for collaboration/coordination during implementation will be explored.**

Quality of Life – The Quality of Life Team would also like to keep the following areas in the Northland residents’ minds as the plan is implemented:

- Homeless – Including homeless shelters
- Housing – at all price levels
- Seniors - Service needs and as community assets
- Teens – safe and affordable recreational and entertainment opportunities
- Safe environments – Proactive approaches

Acknowledgements

Vision North would like to acknowledge the following contributors for making this project a reality for the Northland:

Contributing Sponsors

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Clay County Public Health Center
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Kansas City Missouri Health Department
North Kansas City Hospital
Northland Community Foundation
Northland Health Care Access
Platte County Health Department
Platte Valley Bank

In Kind Sponsors

Jacob & Associates
Maple Woods Community College
City of Riverside
Take Care of My Website (TCOM)
UMB

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Addendums

Meeting Notes

Addendum A

Meeting 1 – Kickoff Notes, Pressing Issues Discussion

Meeting 2 – Civic Index Survey and Discussion Notes

Meeting 3 – Discussion Notes and Presentation Slides

Meeting 4 – Notes and KPA Assignments

Note: Meetings 5 through 10 focused on the planning and reports of each Key Performance Area (KPA). While the KPA work is reflected in the action plans, the Community Wellness KPA asked to include all their notes as Addendum B.

Addendum B

Community Wellness KPA Notes

Addendum A

Stakeholder Meeting 1-4 Notes

VISION NORTH

Framing the Future of
Clay and Platte Counties

Memorandum

To: Vision North Stakeholders
From: Derek Okubo, National Civic League
Date: January 13, 2011
Re: Last Night's Meeting, January 26 Meeting

Congratulations on your hard work in making last night's kick off meeting a success! I was telling some Coordinating Committee members that I was thoroughly impressed with the level of participation, the insightfulness and the high degree of sophistication. Of course I must admit that I expected such qualities because of the remarkable degree of understanding that exists in the Northland region.

At yesterday's meeting, we focused on two major outcomes: to build an understanding of the process that commenced and developing the themes for our shared vision statement. To develop a context for our process approach, you answered two questions:

- What are the pressing issues that are impacting the overall health of the Northland region?
- What makes addressing these issues difficult?

Your answers to the first question identified many challenging and complex issues facing the Northland; many that could be defined in a variety of ways and have a variety of solutions for fit the many different problem definitions. In order to have a significant impact on the issue, various players must be involved in partnerships. Your answers to the second question revealed the many different variables that make solving the problems so challenging.

This exercise led to a presentation of why we are taking this approach to address the complex issues facing the region. That with the higher complexity of issues, the broad geographic area of the Northland and the many jurisdictions, interests and viewpoints, we need to have an inclusive convening where we can:

- Develop a shared vision of the Northland as a healthy community;
- Come to a shared definition of the issues we all face as a region;
- Agree on the strategies to impact those issues; and
- Identify who and how we will work together to implement those strategies.

Following this exercise, we then focused on developing our vision themes that described our desired future in the Northland as a healthy community. Each table developed their themes and as a large group, we reported out and discovered a lot of commonality as to what we desired. The work of the small groups was given to two fellow stakeholders (Michelle Cronk and Steph Hart) who will write a first draft of the vision statement that will be discussed at the February meeting.

The next meeting will be January 26, 2011, 5:30 p.m. – 8:30 p.m. at Maple Woods Community College Campus Center. At this meeting, we will focus on the Northland’s Civic Infrastructure – those relationships, roles, practices and structures that are crucial for regional collaboration. At our first meeting, common themes emerged regarding the region’s Civic Infrastructure such as communication and working effectively together across jurisdictional lines. This next meeting will provide us with an opportunity to look at how it would look like if we were collaborative at an ideal level, how we work now as a region and what we can do to be even more effective.

Again, excellent work at our first meeting! I look forward to seeing all of you again on the 26th!



Framing the Future of
Clay and Platte Counties

Notes from the Small Group Discussion
“Pressing Issues and Challenges in Addressing the Issues”
January 12, 2011

Note: The notes below are “raw” information taken directly from the notes of the recorders during this small group discussion. Every entry is included to show how often the comment appeared. The theme clusters are my interpretation of the notes. Some comments could be placed in other categories. The clusters illustrate the inter-connectedness of the different categories, connections that we must take into consideration as we continue ahead in this process.

I. What are the pressing issues that are impacting the overall health of the Northland region?

Issues Related to Children and Families

Kid’s health –obesity
Childhood obesity/overall health
Child hunger
Family
Affordable living
Pockets of poverty
Kids-expanded afterschool activities

Issues Related to Collaboration and Communication

Uniting small communities
Uniting community –embracing community
More community collaboration
Community-how to come together when we are so spread out
Multiple communities
Collaborations

A process to facilitate county-wide effectiveness and efficiency (i.e. when a community service is trying to help county-wide or both counties instead of the service organization being required to meet/speak to every community)

Involve younger people – they are the future

Collaborative communication between cities as northland grows

Communication between communities

People making decisions

Any communication to KC overall

Communication regarding the northland

Urban vs. rural

Different demands/expectations of rural vs. suburban

No newspaper in the Northland

Cross county, cross state

Connectivity of all problems

Jackson County most of population centered

KC city government power over northland

Compete for KC dollars

Overhang with KC

Finding percentages from KC constantly changes in government

- Do we get a fair share of resources from KC
- Public transportation, police, fire, parks, etc.

State/county/city

Signage – be prepared for community promotion

Being proactive

Difficult to navigate all the systems in place

Can't ignore challenges – may appear to be fine

Issues Related to Diversity

Social Issues – Embracing Diversity

Embracing diversity

Embracing diversity

Diversity (social)

Issues Related to Economic Development

Economic Development

Economy

Economy and schools

Economic health

Economic health

Overall economy

Impact of economy

Jobs, new businesses

Quality jobs – skilled workforce, not the same incent or KC earning tax

Jobs/Higher pay levels

Upper Management and Professional type jobs are needed

Higher Paying jobs

Higher paying jobs are not here

Business Attraction/Retention to build tax base

Competitive business environment
Attract new businesses
Attracting large business without “giving away the farm”
Small business owner challenges
Small businesses
Class A office property
Inadequate office space at a level comparable to Briarcliff
Inexpensive office space to encourage entrepreneurship
Inexpensive offices for people who are starting their own businesses
Unoccupied facilities
Costco and fine dining
64th/129th retail placements

- Better utilization of existing facilities/expense (land use); Privately driven
- Shopping/dining
- Metro north mall and Antioch Mall
- Overland Park shopping and living
- People living here, but not shopping and dining

Aesthetic control over communities (appearance and attractiveness)
Jackson County is the hub of attention for the KC area

Issues Related to Education

Education
Education
Education
Education (early, public, higher)
Education – concern about budget cuts, teacher salaries too low
School cuts
Adequate funding for schools
Economy and schools
Schools – so large, diverse, not so rosy
Maintaining quality of education
Grad schools

Issues Related to Fiscal Sustainability

Lack of resources
Lack of resources
Taxes/Revenue
Availability, access to and sharing of resources
Social service infrastructure dwindling because of economy
Inaccessibility to credit markets

Issues Related to Health/Healthcare

Healthcare for all
Adequate healthcare for all (rural)
Healthcare
Health
Good health care
Health/Mental health

Mental Health

Health – obesity, mental health, and welfare needs

Dental health

Lack of dental care for adults

- Medicaid – no adult, no public health dental in northland
- Prevention

Uninsured

Issues Related to Homelessness

Homeless – day center, meals, overnight, mail p.o. box, male shelters

No emergency shelter for homeless

Homeless/no emergency shelters.

No emergency homeless shelter in northland

Issues Related to Housing

Affordable housing

Affordable housing

Housing that is affordable and adaptable

Affordable/Adaptable housing

Issues Related to Infrastructure

Infrastructure problems

Infrastructure-sustain it, allow for growth, family, strength

Infrastructure – sustain it, sustain growth

Infrastructure needs – older neighborhoods not be maintained

Infrastructure – hard to drive private investment without sufficient infrastructure (older infrastructure and lack of developed areas – a resource issue)

Infrastructure/planning-water, sewer, sidewalks

Sewer system (infrastructure)

Issues Related to Mental Health

Mental Health

Mental health

Mental health

Mental Health

Mental healthcare due to lost jobs and sick family members

Health/Mental health

Issues Related to Public Safety

More crime

Crime – vehicles and safety

Crime

Crime – shooting at Brighton and Parvin

Fire protection districts

Changing public safety needs

Ambulance response

Issues Related to Recreation

Parks and Recreation-trails/parks outside activities/dogs
Recreation opportunities

Issues Related to Seniors

Senior assisted living centers
Focus, fear of change among senior residents

Issues Related to Sustainability

Sustainability

Build up, Not Out

- Building up blighted areas (not abandon)
- Preserve green space
- Increase population density

Sprawl

Higher concentration of people

False perceptions in regards to growth

Land locked areas

Trash collection/recycling

City services

Issues Related to Transportation

Public Transportation

Underprivileged need transportation to reach jobs, healthcare

Transportation

Transportation spread out across the Northland

Transportation – multi-modal

Transportation-multi-modal

Transportation

Transportation – travel modes, need so much but is so expensive

Transportation – large geographic area without a center

Transportation

- getting resources to people

Transportation

Transportation, getting around

Traffic

Traffic patterns – Zona Rosa, Liberty, presentation of streets

East-West Travel

Buses only serve work only, operation costs, multi-modal

II. What makes it difficult to address these issues?

Difficulties Related to the Tough Economy

Economy-revenue-taxes

People are struggling – seeing crime that we haven't seen before

Difficulties Related to Economy

Economic conditions
Economic issues
Kansas giving tax abatements vs. Missouri
National economic situation
National economic concerns – cautious
Depression (mental health) over economic concerns
Education budget cuts

Difficulties Related to Money/Revenue/Costs

\$\$\$, revenue
Funding
Funding
Funding for city services
Attracting small business-EDC and Chamber

Difficulties Related to Collaboration/Communication

Newspaper/communication with community
Communicating need
Communication between mayors and city officials of those communities

Difficulties Related to Processes to Address the Issues

Lack of unification
Multi-Jurisdictional
Geographic spread
So many jurisdictions
Fragmented communities
Maintain communities when we are so spread out
Geography of two counties and multiple communities spread out – challenge of getting on the same page together
Need to continue working together – not in silos
Interconnectivity of issues
Awareness of how everything affects everything else
Understanding need
Understanding the needs
People too busy, fragmented, isolated
Solutions need to be put in place to address all issues
Being proactive
Education and information and awareness
Staying in our “comfort zones”
Getting people involved-willing to serve
Unknown attributes
Knowing what makes people want to stay
Homeless stigma – no one wants it
Lack of signage
Access to mental health
Keeping up with Growth

Difficulties Related to Transportation

Transportation, some people don't have cars

Transportation and bus

Lack of bus routes in the Northland

Cost of transportation

Other Comments:

Unique Resources to Further Develop

Airport

Caves

River

Unique Ideas to Consider

Major research university (we have Park, William Jewell and Maple Woods but focus on a new direction)

Major family fun center: mini-golf, bowling, laser tag, etc.



Framing the Future of
Clay and Platte Counties

Memorandum

To: Vision North Stakeholders
From: Derek Okubo, National Civic League
Date: January 27, 2011
Re: Meeting Two, Next Meeting

Congratulations on an excellent job in our second meeting! At this past meeting, we focused on accessing the Northland's civic infrastructure – those roles, networks and practices that are used by regions to effectively make challenging decisions and address tough issues.

The Civic Index was developed in the 1980's when a large manufacturing company asked the National Civic League to conduct a number of strategic planning projects in communities around the country where they had manufacturing centers. NCL facilitators of the planning efforts met monthly to learn from one another as the planning progressed. What they were surprised to find was that while the different communities were facing very similar challenges, some communities were doing quite well overall and others were seriously struggling. Why was this so?

Further investigation into what differentiated "working" communities from "struggling" communities revealed certain competencies/capacities that those higher functioning communities fulfilled and employed on a regular basis. Research showed that those communities that struggled were deficient in those same key areas.

Thus, much like physical infrastructure of roads, sewer and power lines help a community function, the National Civic League coined the term "Civic Infrastructure" to describe those capacities that are needed to help communities effectively make decisions and solve problems. Issues don't stop communities as much as communities stop themselves in how they address those issues.

To help assess the Northland's civic infrastructure, participants in our second meeting filled out a Civic Index survey tool based on their individual perceptions of the different components. These individual perceptions were then shared with others at their tables where the small groups came to agreement on

the two strongest components/areas and the two areas where improvement was needed. These small group discussion notes are transcribed later in these notes.

The strong areas can be used to help us in addressing the issues that we will begin identifying and addressing in subsequent meetings. For instance, an astounding 94% of participants in meeting two felt that residents agreed and strongly agreed that residents identified with being a part of the Northland. This sense of regional pride can play a key role in addressing areas regarding our economic and educational health and other areas.

For those areas where improvement is needed, it is likely we will need to develop some action steps in our future planning to ensure that those factors are addressed. For instance, if we want to develop resource-sharing approaches, then the plan will need to include an action step of creating a collaborative network of key players where shared goals and practices are agreed to in order to make the resource sharing work. It was also noted that non-profits have collaborated well in the Northland and could provide models for other cross sector collaboration.

The individual surveys were tallied and percentages totaled for each component. There were some areas of rough consensus and other areas where perceptions were clearly split and consensus was not present. In such an area where a consensus was not present, more discussion may be needed to gain needed clarity and agreement in order to effectively employ the approaches to address a related issue.

At our February 16 meeting, we will review the draft vision statement, hear some early findings from our focus groups with youth and communities of color and conduct a community scan with the help of a data snapshot of the Northland provided by MARC. We will use our work to date to take a first cut at our Key Performance Areas – those areas that we will focus our planning on for the remainder of the process.

Again, nice work thus far in this project! We look forward to seeing you at the next meeting at **Maple Woods Campus Center, February 16, 5:30 p.m. – 8:30 p.m.**

Vision North Clay and Platte Counties Regional Civic Index Survey Results

Please circle the responses below that best reflects your agreement or disagreement with each statement	Strongly Disagree	Disagree	Agree	Strongly Agree
Shared Northland Vision				
1. Our Northland region has a shared vision of what it wants to become in the future.	2%	66%	32%	0%
2. Our Northland region has a long-term strategic plan to achieve that vision.	10%	68%	22%	0%
3. What happens in the Northland region is largely a matter of chance.	11%	57%	30%	2%
4. Community members in the Northland clearly know what makes it unique in comparison to other metropolitan regions.	3%	14%	73%	10%
Community Engagement in the Northland				
1. Northland community members identify with being a part of the Northland region.	0%	6%	56%	38%
2. Most people in Northland have a mindset toward problem solving to address regional issues rather than who is to blame for the problem.	3%	48%	46%	3%
3. Community members in the Northland are willing to step beyond parochial boundaries to make a greater impact in the region.	2%	33%	59%	6%
4. It is not difficult to get people to step forward to participate to address Northland issues.	2%	24%	66%	8%
Public Institutions in the Northland				
1. The local governments and other public institutions in the Northland are perceived as accountable and trustworthy by constituents.	2%	21%	66%	11%
2. Local government services in the Northland are provided equally to all parts of the region.	12%	49%	37%	2%
3. Local government and public institutions create opportunities for residents to participate in the Northland regional problem solving.	2%	30%	65%	3%
4. Our local governments and public institutions work effectively together on shared regional challenges.	3%	48%	46%	3%
Roles of Non-Profits in the Northland				
1. Non-profits manage turf issues and collaborate well with each other on shared challenges across the region.	0%	18%	69%	13%
2. Non-profits feel it is important to listen to community members in determining priorities and planning programs.	0%	10%	77%	13%
3. Non-profits communicate with each other and show a willingness to share resources to achieve bigger results.	0%	18%	70%	12%
4. Nonprofit organizations work well with public and private sectors in solving problems in the region.	0%	24%	68%	8%
Businesses in the Northland				
1. The local businesses partner with non-profits, schools and community-based entities to improve the region.	0%	16%	67%	17%
2. Businesses play a philanthropic role in the region.	0%	18%	62%	20%
3. The businesses encourage Northland region volunteerism among their employees.	2%	27%	63%	8%
4. Businesses in the region buy from one another, thus helping to sustain the economy in the Northland.	3%	45%	47%	8%

Diversity in the Northland				
1. The Northland region recognizes and celebrates the diversity of its community members (ages, ethnicities, genders, religions, and sexual orientation and expression).	8%	60%	32%	0%
2. The Northland region takes the extra steps to ensure diverse populations are included in regional activities.	12%	56%	32%	0%
3. Diverse groups (age, ethnicity, gender, religion, sexual orientation and expression) in Northland are regularly involved in decision-making that directly impacts them.	10%	69%	21%	0%
Information Sharing in the Northland				
1. Community members in the Northland are well informed of the plans and goals of their governing entities.	5%	62%	28%	5%
2. The average citizen in Northland knows how to access information on regional issues.	12%	62%	26%	0%
3. There are multiple mechanisms for local governments, institutions, businesses, non-profits and residents to hear about issues, activities and opportunities to collaborate.	9%	37%	49%	5%
4. Traditional and new social media are a credible source of information in the Northland.	7%	38%	50%	5%
Reaching Consensus in the Northland				
1. Though key players in the Northland may disagree over ideas, these disagreements do not typically lead to a breakdown in progress.	2%	24%	71%	3%
2. Leaders in the Northland are able to resolve controversial issues in a win/win manner.	0%	26%	72%	2%
3. The Northland has neutral conveners and forums to resolve pressing regional conflicts and challenges.	0%	51%	47%	2%
4. The Northland is willing to try new ideas to solve problems.	2%	22%	69%	7%
Crossing Jurisdictional Lines				
1. The public institutions in the Northland have mechanisms to work with each other to address region-wide challenges.	4%	32%	59%	5%
2. Leaders in the Northland consistently set aside their own interests for the broader community good.	5%	57%	34%	4%
3. The public institutions have demonstrated the ability to effectively address shared regional issues.	2%	52%	42%	4%
4. Community agencies and businesses effectively coordinate their activities on shared issues.	4%	48%	46%	2%
Building Leadership in the Northland				
1. The Northland's residents have ample opportunities to learn about the rights and responsibilities of being a "citizen" in the region.	0%	38%	57%	5%
2. Programs exist in the Northland to develop and encourage emerging leaders.	0%	22%	66%	12%
3. Youth and adult programs provide avenues for immediate application of new skills.	0%	36%	60%	4%
4. Our leadership programs develop new leaders that reflect the diversity of our Northland region.	4%	47%	49%	0%
Ongoing Learning in the Northland				
1. The Northland region rarely repeats the same mistakes over and over again.	4%	70%	26%	0%
2. Residents see their community building efforts in the region as on-going and long term.	2%	23%	69%	6%
3. Throughout the Northland, local communities do a good job of documenting the learning that has emerged from previous efforts and sharing it with others.	2%	53%	45%	0%
4. The Northland has a report card or bench marking system to gauge its quality of life.	4%	61%	33%	2%

Table Civic Index Discussion Notes

Note: These notes were transcribed verbatim from the Civic Index Worksheets filled out at each table. Duplicative responses are included to show how many times the response appeared.

Sheet One: Assets/Strengths

What Civic Index Components are the STRONGEST?

Community Engagement

- Community Engagement
- Northland community members identify themselves as a part of the Northland. This provides a sense of ownership and pride – a rallying point to get things done
- Northland community members identify with being part of the Northland
- Northland community members I.D. with being a part of the region
- Northland community members identify with being a part of the Northland region
- Identity and pride of the Northland
- Strong sense of community pride and uniqueness
- Community Engagement in the Northland
- Big support of non-profits, schools, CBO's

Business

- Businesses in the Northland
- Businesses in the Northland
- Strong business connection to the community
- Northland businesses are very willing to give to their community
- Businesses in the Northland - really support community
- Local business partners with non-profits and community-based entities
- The Northland Chamber and its array of services including Leadership Development
- Support for jobs – example Ford Motor Company

Non-profits

- Roles of Non-profits
- Roles of Non-profits in the Northland
- Role of Non-Profits in the Northland
- Non-profits
- Not for Profits
- Nonprofit organizations work well with public and private sectors in solving problems in the region
- 18 year old organizations – private/public agencies working together; done because \$\$ are going south

Building Leadership

- Building leadership
- Youth and Northland Leadership sponsored by Chambers
- Northland Neighborhoods/Extension – EXCEL Leadership
- Pryor Leadership

Public Institutions

- Public institutions work together (e.g., school districts, communities, counties)
- Public institutions in the Northland
- Have a strong presence in the public institution structure, education, hospitals

Others Mentioned

- Resources/Opportunities – Parks, recreation, hospitals, school districts
- Shared Northland Vision
- Information sharing – you can find info if you look for it

How can we utilize these components to help the Northland become an even healthier region?

Non-profits

- Supported and coordinated activities
- Non-profits always seeking collaboration – building on what’s already in existence; businesses constantly seeking partnerships
- Use as a model for other entities in partnerships to maximize resources
- Have the non-profit share information with other sectors; how they problem solve and address challenges with other entities; how they come to a consensus
- Cooperation among non-profits could be used by the different cities to share resources. While there is some overlaps in services the non-profits always find ways to provide
- Improvement in the access to services
- Non-profit and corporate/business need to balance collaborate, cooperate for general betterment of community
- Have some representatives from succeeding non-profits sit on boards that are decision-making entities
- Giving attitude

Business

- Marry the sense of pride in community and pride in your job through company connections
- Networking – tiered ability to communicate, collaborate with clients, employees, leaders, greater community (Example: NEBA – Northland Educational Business Alliance; NCSC Harvest Ball ties all the components together)
- Consider uniting all the EDC's into 1 EDC, not Clay/Platte
- Great transportation-highways and airport, great schools, both K12 and college; how do we use that to bring in more and larger business
- Northland Chamber – especially for business and the two EDC's
- Provide mentoring to support businesses in the Northland

Community Engagement

- The “WILL”
- Greater promotion of the positive aspects of the Northland
- Capitalize on our strengths to build the bridges needed to care for our areas of opportunity
- IDing oneself as a Northlander will help you to achieve larger goals within non-profits and businesses in the Northland
- Build on existing programs and success rather than trying to replicate additional ones

Public Institutions

- Strong leadership with a shared vision
- Public institutions lead with community involvement
- Communication between public institutions regionally - need to work together to strengthen communication

Building Leadership

- Tap into new grads and participants when developing and implementing strategic plan Provide opportunities
- Relationship building (Vision North 2010)
- Growth

Vision

- All the communities realize their uniqueness, but fail to market it for the benefit of all Northlanders

Sheet Two: Enhancements/Improvements

What TWO Civic Index Components must be enhanced to strengthen our collaborative opportunities?

Bridging Diversity

- Diversity – something missing in this room!
- Lack of diversity where decisions are happening
- Identifying and hearing from diverse populations Diversity
- Diversity
- Diversity in the Northland
- Diversity in the Northland
- Bridging diversity in the Northland
- Diversity - understanding
- Diversity-Schools with up to 70 different languages
- Diversity – expand it to communities (not just gender and ethnic diversity)

Information Sharing

- Communication
- Communication/information sharing – average person unaware how access information
- Information Sharing
- Information sharing in the Northland
- Information Sharing is very questionable
- Local information sharing, effective communication, extending an open hand
- Need credible information sources (i.e., newspapers)

Shared Vision

- Shared Northland Vision
- Shared Northland Vision
- Shared Northland Vision
- Shared Northland vision and strategic plan
- Shared vision – if there one no one knows it
- Development of a shared vision for the Northland

Crossing Jurisdictional Lines

- Crossing jurisdictional lines
- Crossing jurisdictional lines
- Crossing jurisdictional lines
- Crossing jurisdictional lines

Local Government and Public Institutions

- Local government services provided equally
- Local government services are provided equally
- Public institutions in the Northland

Others

- Reaching consensus
- Ongoing learning
- Lack of larger community engagement

Describe what it would look like with EACH COMPONENT MENTIONED ABOVE if we were functioning at an optimal level in those areas?

Vision

- There would be a network of mutual support
- Prestige and recognition
- Communicate clearly and aggressively
 - Responsible party for implementation
 - Follow up
- Northland needs longtime strategic plan in which EDC's, commissions, et all, are invested, not competing-a little competition is okay
- We would have a regional strategic plan
- All municipalities with common goals, a forum to work together, interact then ability to share that with all residents

Diversity

- Identify and engage leaders
- Education and reach out
- Consistent opportunities for meaningful collaboration that is representative of the community demographics as a whole
- Multiple communities within each school district
- Issue: Patronizing –people who speak for communities, not representative of the true picture. Need to identify/develop leaders within groups who can adequately/effectively speak on group's behalf/advocate.
- Percentage of ethnic diversity would be represented in all facets of community – education, government, corporate
- Decision making where all income levels are represented
- All walks of life working together crossing gender, age, income, ethnicity, race, etc.

Information Sharing

- Shared financial goals overall
- Some joint programming on community access channels
- Regional-wide information sharing system, i.e., one website that markets the Northland as one entity worthy of settling in
- Multiple forms of public transportation, multiple forms of active lifestyle activities, walking trails, bike trails
- Communication – centralized electronic resource for Northland information
- Major communication entities (print and television) would share info and online resources would be easier to access and find – social networking
- We need to understand what we do well and promote that to outsiders effectively to add business and service

Crossing Jurisdictional Lines

- Mayors of many communities meet to discuss issues-should include KCMO
- Flu Shot example – Lines drawn, city vs. city vs. county
- School district boundaries are cross cutting
- General public don't care about jurisdictions, just service
- All counties/cities, rural and non-rural would be communicating needs/wants/goals to try to meet regional goals
- Services would be negotiated at a regional level
- The turf wars would stop; mayors and school districts could share services and not duplicate employees and equipment
- Businesses buying local

Public Institutions

- Consistency in community services, e.g., trash pickup, snow removal, lighting, etc. would allow for a nearly undetectable border between cities

What do we need to do in order for us to head toward that optimal level?

Vision

- Lose the “me first” attitudes
- Building the “will”
- Be open to new approaches and break down barriers
- Communicate clearly and aggressively
- Responsible party for implementation
- Follow up
- Find commonalities within counties and amongst communities
- Identify resources needed

Bridging Diversity

- Identify and engage leaders
- Education and reach out
- Identifying and developing leaders from within individual sectors and groups
- Identify the groups; find out what their needs are, build solutions that encompass the greatest benefit for all groups
- Corporations offer benefits to same sex population
- Schools implement “Anti-Bullying” programs to facilitate mutual respect
- Institutions need to be a snap shot of our population
- A lot of diversity – numerous communities, multitude of components, know how to come together
- Leadership development
- Individually take more risks and go out of your comfort zone and organizations
- Challenge leadership to embrace diversity actively and not just gestures alone
- Planning and zoning laws need to be factored because of needs of varied subcultures

Information Sharing

- Providing choices that are “healthy”
- Creating an environment that allows people to choose what is best for them
- Share resources
- The right platforms of communication to get the word out
- Get it started – have unifying branding for signs and tourism
- Northland web page – Cerner possible solution
- Make sure that key decision-makers are participating in the communication process
- Need to promote on a broader basis

Community Engagement

- Build confidence in participation,
- Recognize efforts that show results

Crossing Jurisdictional Lines

- Luck
- Break down barriers/fragmentation
- Create a Northland website
- Regional councils – a Northland Regional Council
- Joint city and county services would be in place

Public Institutions

- Equal access to all services

VISION NORTH

Framing the Future of Clay and Platte Counties

Memorandum

To: Vision North Stakeholders
From: Derek Okubo, National Civic League
Date: February 18, 2011
Re: Meeting 3 and Upcoming Meeting 4

Congratulations on making substantive strides in our process. At this last meeting, we reviewed the draft vision statement that was prepared by fellow stakeholders Steph Hart and Michelle Cronk. Stakeholders provided constructive feedback to strengthen the statement even more. Steph and Michelle will take the feedback and make tweaks to the statement.

Dean Katerndahl of the Mid-America Regional Council presented regional economic, education and health data to the stakeholders to provide a snapshot and a starting point for the group to assess the region's current status. In small groups, participant's answered the following questions:

- What information stands out and what does it mean for you?
- What are the underlying factors that we must consider when analyzing this data?
- What are the strengths that we can build upon?
- What are the opportunities that we have inside and outside the Northland?
- What are the potential dangers that we have to consider inside and outside the Northland region?
- Without any intervention and we find ourselves down the road in 10 years, what is our potential future in the Northland?
- Based on this information and what has been discussed in previous meetings, what does your group think are the key areas that we must focus our planning on? Pick four areas.

The notes from this small group discussion are attached to this memo. The key areas all fell within the realm of the vision statement (which is a common occurrence and a good sign) – Education, Health, Economic Development, Transportation and Infrastructure and Quality of Life.

At the next meeting, we will break into work teams by topic. You may self-select into that area that you are most interested in participating. We will focus on the tasks to be completed and how you will work together as a team in order to be optimally effective. We will also hear a brief report from two grad students who have been conducting focus groups on this process with youth and communities of color.

From this point forward, you will be working primarily in these work teams. While we will provide time for the teams to work during our regular stakeholder meeting time, you will have to meet in between meetings from time to time.

We are at that exciting point in the process where we hand things over to you to begin developing your strategic plans.

Meeting Notes from February 16

Note: These notes are taken from the recorders notes at each of the tables. Each notation is transcribed as documented on the notes. Duplicative responses are recorded in these notes to provide us with the number of times the thought was discussed across groups.

What information stands out to you and what does it mean for you?

- Clay vs. Platte data
- Poorer, fatter, diabetes
- Getting poorer, fatter and diabetic
- Obesity being over national average
- 3 issues of diabetes, obesity, poverty
- Preventable diseases – Platte County is higher than the national average; Clay County is not successfully addressing previous diseases
- Easy to have rose-colored glasses; “we don’t have those issues here”
- Income level
- Transportation and Infrastructure
- Economic Development
- How quickly the Northland is growing
- Rate at which poverty is growing – growing faster than population growth and in suburbs – outsourcing
- Locations of urgent care center
- Walkability, poverty? Rural vs. urban populations

What are the underlying factors that we must consider when analyzing this data?

- Right to Work Laws/Labor Unions
- National and political environment
- Significant economic changes have occurred since this information was gathered

What are the strengths that we can build upon?

- Better end of the spectrum
- In general, we fall toward the better end of the demographic
- Northland contributes equally to the jobs/population
- A wide variety – 2 large universities, lots of assistance, lots of medical
- Jobs vs. Living
- Strong workforce – stable, productive quality, strong work ethic
- Stability of management/ownership business – but this is changing
- Education level of population
- Highly educated in the Northland
- Strong government and community strength

- Collaboration and communication
- Pride in the Northland
- Non-profits
- Desire to continue to identify as the Northland
- Diverse educational opportunities
- Diverse housing opportunities
- Road infrastructure today

What are the opportunities that we have inside and outside the Northland?

- Services for city dwellers
- Have comprehensive and coordinated services for the growing needs
- Focus on treatment not rewarding prevention
- Discuss what can we do – Have frank discussions not just with service agencies but with the public and with funders
- Charity hospital such as Truman
- Singles don't feel welcome
 - Young professionals without families (there is no draw)
 - We can make it what we want it to be
- Arts is a quality of life issue
- More elaborate parks
- Amenities in the Northland
- Community volunteerism-People are willing to get involved
- Overcrowded community centers
- Educated and advanced workforce
- School districts
- Need \$ - financing and space to attract business
- Those that work here, may shop here instead of the city
- Attract science/technology business- increase education levels will eventually increase health/economic levels
- New business – attract by TIF
- Think Bigger – professional office parks
- Attractive place to work
- Northland Regional Chamber
- Corporate Woods Example
- Planning and Zoning, Policy changes – don't need a McDonald's for every street corner
- Policy changes – Planning and Zoning
- Public transportation
- Light rail (Northland being excluded)
- 60% of Clay County land is available
 - Shape it (all close)
- Communication
- Growing population

What are the potential dangers that we have to consider inside and outside the Northland region?

- We leave Northland to shop, entertainment, etc. Disposable \$ are going outside the Northland
- Economy

- Being across the River, we are close to the heart of the city, new populations are requiring more assistance
- Competing with government incentives of Kansas
- Opposition to development
- Unplanned development/Intelligent growth
- Lack of coordinated growth
- Lack of infrastructure, bridges – I-35 corridor
- Political Environment
- Erosion of Educational Opportunities due to failure to meet previous disease demands and increase primary care
- Funding cuts to education (unfunded mandates)
- Decrease in tax
- Not changing to our environment – need to be fluid/agile yet not reactive
- Northland has an aging population
 - Watch aging housing
 - Sustaining homes before they deteriorate further
 - Older neighborhoods are missing sidewalks
- No insurance for workers
- New burdens on providers
- Untreated Mental Health
- Substance abuse
- 54%-94% - increase in poverty
- HCA/KC Foundation cannot serve Clay/Platte Counties with funds to improve except the KC part!!! No good health funding! Not fair!
- Thinking too small
- Conflicting identity crisis
- Increase in obesity, Increase in poverty
- If healthcare needs are not met there will be increased job loss, home foreclosures
- Unclear language “family friendly”, “economic development”, “quality of life”

Without any intervention and we find ourselves down the road in 10 years, what is our potential future in the Northland?

- Stagnation
- Stagnant Growth/Communities will not grow cohesively
- Lack of options for improving transportation
- Lack of diversification of industry

Based on this information and what has been discussed in previous meetings, what does your group think are the key areas that we must focus our planning on? Pick four areas.

- Education – schools=educated workforce, jobs, income
- Education
- Education – preschool, K-12, college
- Education
- Education
- Education – culture of high expectations
- Healthcare

- Health
- Health
- Health – specialty services, increased primary care, access for uninsured
- Health and Healthcare
- Transportation and Infrastructure
- Transportation
- Transportation
- Infrastructure
- Infrastructure – coordinated growth
- Economic Development
- Sustainable Employment with livable wages
- Quality of Life – add a “happiness” factor-change name to “Happiness Factor”
- Neighborhoods
- Regional Vision – focused efforts
- Coordination/information

VISION NORTH

Framing the Future of
Clay and Platte Counties

Memorandum

To: Vision North Stakeholders
From: Derek Okubo, National Civic League
Re: Meeting 4, Upcoming Meeting Reminders
Date: March 3, 2011

Congratulations on reaching this point in the project. This is an important step in the process where place the remainder of the process in your hands as you develop the content of the strategic plan in your hands...the strength of the plan is entirely dependent on your creativity and innovation. I am excited to see what emerges from your work together.

At meeting four, we broke into work teams by interest. Those teams are:

- Economic Development
- Education
- Health/Healthcare
- Transportation/Infrastructure
- Quality of Life

Mark Miles introduced the work team chairs that were appointed by him, Karla and the coordinating committee.

- Economic Development – Alison Wurst
- Education – Jennifer Buckmaster
- Health/Healthcare – Rod Oathout
- Transportation/Infrastructure – Brian Bechtel
- Quality of Life – Hilary Wheat

I explained the reasoning behind appointment of the chairs – that I learned the hard way from previous experience from other projects around the country in the 1990s. In some cases, strong personalities would force their way into the leadership position within the group and force their personal agenda and

preconceived ideas on the entire work team. In such cases, other ideas were pushed aside, internal conflicts emerged, power struggles ensued and the work team would nearly implode. By identifying and appointing trusted and balanced chairs from the beginning to facilitate the work team's discussion, we can ensure all ideas are heard and no pre-determined ideas from the leadership will dominate the discussion. Co-chairs may be selected from within the group.

The work teams started their discussions by talking about questions related to what they pledged to bring to the table and how they would work together and communicate. Disagreements are a natural part of the process and when they emerge, provide opportunities to identify key points. When unhappiness occurs, talk to that person rather than only about that person with other people. When challenges and the solutions are successfully addressed and agreed to, these agreements will surely strengthen the group, the plan and ultimately positively impact the Northland.

I reviewed how the process would work from this point forward. Each work team has until July to complete 11 planning tasks. These tasks include the following:

1. Review the work to date – identifying those areas related specifically to your topic.
2. Customize and tweak (if necessary) the mini-vision of your KPA from the draft vision statement.
3. Assess the current situation of your KPA; come to a shared understanding of the current status of your KPA in the Northland (strengths, weaknesses, opportunities and threats - avoid jumping directly to developing strategies);
4. Identify and agree on the priority issues within your KPA (Must have Northland focus)
5. Develop a rationale statement for why addressing the priority issue is important for the Northland
6. Identify the strategy or strategies to bring about the desired change the priority issue
7. Develop “big” action steps for each strategy
8. Identify “impacted and affected parties” (responsible parties) who must be involved in the implementation of each action step.
9. Develop the timeline
10. Identify resource options
11. Develop Measures for the KPA

I also reviewed the planning benchmarks and schedule for the remainder of the process:

Mar 30, 2011	Stakeholder Session 5 - Evaluating Key Performance Areas (Work Session on Steps 1, 2 and 3)
Apr 20, 2011	Stakeholder Session 6 - Evaluating Key Performance Areas (Large Group Report on Steps (1, 2 and 3)
May 11, 2011	Stakeholder Session 7 - Evaluating Key Performance Areas (Work Session on Steps 4, 5 and 6)
June 1, 2011	Stakeholder Session 8 - Evaluating Key Performance Areas (Large Group Report on Steps, 4, 5 and 6)

June 22, 2011 Stakeholder Session 9 - Action Planning and Implementation Strategies **(Work Session on Steps 7 - 11)**

July 13, 2011 Stakeholder Session 10 - Action Planning and Implementation Strategies **(Final Large Group Report on Steps 7-11)**

During the large group report outs, each team will present their work to date to the broader stakeholder group for feedback, suggestions, discussion and consensus on the direction. The reports also help in other areas:

- Prevents narrow interests from dominating the planning;
- Helps identify areas of overlap across groups and where coordination and integration opportunities exist – we are coming up with one Vision North plan and not five different ones; and
- Provides buy-in from the whole stakeholder group – everybody gets the opportunity to participate in other groups other than their own.

I also stressed the importance of being problem-solvers rather than merely problem-identifiers. The aspects of problem identification are easy (negativity is generally easier), taking the extra steps of being problem solving is more challenging, but also more powerful and constructive. Rather than saying, “that will never happen”, consider instead “what needs to be in place to ensure it does happen?” When someone says, “We tried that before and it didn’t work,” ask a question like, “Knowing what we know now, what has to be in place to make sure it does work next time?” These are the same types of questions that inventors and engineers continually ask themselves all the time in their work. It’s how we were able to get the moon and back.

When presenting ideas, provide solid rationales for why your proposed strategy is important for the Northland. If unclear, ask for concrete examples and other questions of one another to gain clarity. Work teams identified information that they need to help them make good decisions and who would collect it. They discussed who else they needed to have at the table and who would recruit them. In those cases where those individuals could still not come to the table, the team discussed ways to outreach them. Finally, key questions that they want to ask Northlanders that would hold a stake in their issue were developed. These questions will be used through survey tools to gain further input and provide direction and focus.

At the next meeting, we will have a brief report from our grad students that were running focus groups throughout the Northland with youth and communities of color. We will hear their findings and allow you to utilize those revelations for your work in your topic area. The remainder of the meeting will be in work teams. Some teams will work in the large room and others in classrooms (we just have to put the chairs and tables in those classrooms back how we found them).

Thanks again for your participation. I look forward to seeing you on the 30th!

Addendum B

Community Wellness Work Session Notes

Memorandum

To: Vision North – Key Performance Area – Health/Healthcare
From: Rod Oathout, Health/Healthcare KPA Committee, Chairman
Date: March 11, 2011
Re: Key Performance Area – Health/Healthcare
March 2, 2011 meeting minutes

The following statements and information was collected from the discussion of the Health/Healthcare Key Performance Area (KPA) Committee held on March 2, 2011.

Work Team Operating Agreements

There was a short discussion to agree on the work team operating agreements. The group was asked to share “why they were interested in this KPA?” The following statements were recorded in order they where mentions:

- Ensuring that all residences have access to the healthcare
- Residences are underserved
- Understand and address “gaps” in services
- Improve public health
- Choice
- Mental health services – underserved and not served correctly
- Education in prevention of chronic diseases
- Health care policy development
- End of life care

What do you bring to the process?

- Knowledge
- Passion for the subject
- Information and data

What are your expectations of each other as team members?

- Engaged in the process
- Open minded
- Listen to different point of view. Don’t judge.

How will you handle disagreements or process issues?

- Honest, direct communication
- Likely that everyone on the committee may not agree on every issue

How will you communicate (e.g., does everyone have email)?

- Communication will primarily through email
- Plan to use email for information share and planning
- Decisions and important discussions topics reserved for the committee meetings

Who do you need at the table? How will you get them there? Who will do it?

The group discussed individuals and organization that should be present for our meetings. The following is a summary of the discussion:

- Northland Hospital representatives.
- Mental health care providers. Tri-county Mental Health was specifically mentioned.
- Private healthcare providers (i.e. physicians, dentists, etc.)
- Consumers of public health services.
- Faith based organizations
- Educators
- Recreation providers.

What immediate information needs do we have? Who can collect it?

The group discussed the data desired for review as part of our process. The following is a summary of the discussion:

- Statistics on uninsured and underinsured
- Demographics
- Public health services provided. Accessibility to residents.
- Summary of public and private health care organizations
- Health statistics

Representatives present from the Platte and Clay County health departments indicated that this information was readily available. Those people agreed to bring this information to the next meeting. There was a short discussion that this information will be vast and difficult to digest in the time allowed. It will be important to focus on the information applicable to the specific discussion topics.

Develop approximately five questions that could be used in a survey to gather information from Northland residents that would be useful in our discussion

The following is a summary of the questions. These questions are documented in draft format. It was agreed that additional “word-smithing” would be necessary before use.

1. What are health care providers’ biggest issues?
2. What are the biggest barriers for receiving adequate health care? A. Transportation. B. Cost. C. Culture. D. Timeliness.
3. How do you gain knowledge of public health service providers? A. Social Worker. B. Social media. C. Newspaper. C. Word of Mouth. D. Word of mouth. E. Referral. F. Not applicable.
4. How do we develop a more collaborative health care environment?
5. Would you participate in a health maintenance incentive?
6. What makes health services a value?
7. Are you familiar with products that may present a health risk?

Review Mini-Vision

Although the committee mentioned our mini-vision during the discussion, there was not a formal discussion on the content of this statement. The health Focus Committee Mini-Vision is provided below. Its content will be discussed during the meeting held on March 30, 2011.

A comprehensive network of health systems, including public and private providers, ensures quality, affordable health care to citizens in all stages of life. Ease of access to all levels of care measurably impacts the overall physical and mental health of the Northland.

ACTIONS:

1. Team to confirm Mini-vision at March 30, 2011 meeting.
2. Team to review meeting minutes (available on www.visionnorth.org) for the first four sessions extracting issues related to health/healthcare.
3. Team to review survey questions and re-phase as necessary. Survey questions need to be finalized by the end of the meeting scheduled for March 30, 2011.
4. County public health representative to provide health statistics mentioned during the meeting.

Next Meeting Time: March 30, 2011 at 5:30pm. The following is a preview of the topics planned for discussion at the next meeting.

1. Review the work to date:

- What have we discussed thus far in this process that directly relates to your Key Performance Area?
- What haven't we discussed that needs to be brought up in this task force?
- What trends/issues have emerged?
- What additional information do you need to make good decisions?
- Where can you get that information?
- Who else do you need at the table? Who do you need to present to your group?
- Assign members in retrieving the information and recruiting those individuals.

2. Review and tweak (if necessary) the mini-vision of your KPA:

- Does the mini-vision for your area describe what would be ideally happening as a result of your topic being successfully addressed in 10 years?
- If not, what needs to be added? Remember that the vision focuses on end outcomes, not the means to reach it. The plan you develop will describe the means.
- This mini-vision is your target for your KPA. All strategies should lead to this desired end result.

3. Assess the current situation of your KPA (avoid the temptation of jumping directly to developing strategies):

- Review the information that you collected.
- What does the information tell you? Remember, data does not tell you "why." Therefore, be sure to explore and consider underlying factors that could be influencing the situation and impacting your KPA.
- Who do you need to bring in (persons with expertise) to speak to the situation? What questions do you need answered?
- Note: Understand that you will never have all the information that you need. Avoid "paralysis by analysis." There comes a point where you have to move on and make decisions.

Memorandum

To: Vision North – Key Performance Area – Community Wellness
From: Rod Oathout, Community Wellness KPA Committee, Chairman
Date: April 12, 2011
Re: Key Performance Area – Community Wellness
March 30, 2011 meeting minutes

The following information was collected from the discussion of the Community Wellness Key Performance Area (KPA) Committee held on March 30, 2011.

Name Change

There was discussion by the KPA Committee participants that the current term “Health/Health Care” classification does not accurately describe goals and outlook of our team. Many suggestions for name revisions were discussed. The team finally settled on “Community Wellness” as the new name of our Key Performance Area (KPA).

SWOT Analysis

The group discussed Strengths, Weaknesses, Opportunities, and Threats (SWOT) associated with Community Wellness in the Northland. The following is a summary of the discussion:

Strengths

- Resources
 - Number of hospitals
 - Quality of hospitals
 - Number of doctors, especially specialists (note threats)
 - Quality of doctors
- Schools
- NHCA
- FQHC- 2 total programs offered in 3 locations
- Community Focus
- Inpatient Hospice
- Long-term Acute Care Center
- Mental Health Center
- Women Infant Care Center
- Domestic Violence Center
- Funding through county taxes for senior care, mental care, and developmental disabilities
- Recreation Programs

Weaknesses

- Communication of available services
- People to Primary Care Physicians less than nation average (see statistics in Threats)
- Location of Primary Care Physicians

- Transportation to Primary Care Physicians
- Dentist – accessibility and affordability
- Mental Health/Behavioral – accessibility and affordability
- Obesity, especially in youth, and impact on chronic diseases. The following statistics (Adult BMI index) were mentioned during the meeting:
 - Clay (2010) 30%
 - Platte (2010) 29%; (2007) 27%; (2003) 29%

Opportunities

- Improved service integration
- Recreation
- Health Home – Mental, Wellness, Entire being
- Education – services available, moderation/balance
- Nutrition

Threats

- Reduced number of Primary Care Physicians. The following are statistics (ratio of people to PCP) were mentioned during the meeting
 - Clay (2010) 1362 to 1
 - Platte (2010) 1258 to 1
 - National (2010) 631 to 1
- Recruiting new doctors to be Primary Care Physicians
- Work force development
- Current health care system is built to treat illness
- Nutrition

Review Mini-Vision

The Community Wellness team discussed our Mini-Vision Statement. The following is the outcome of this discussion.

An integrated community that ensures quality, affordable, accessible, and comprehensive health services at all stages of life focusing on prevention and wellness.

Although everyone in attendance was comfortable with this statement, the team agreed that this mini-vision statement was a “work in progress” subject to review and discussion at future meetings.

ACTIONS:

5. Review Mini-vision and provide comments/feedback.
6. County public health representatives to bring (or clarify data already provided) current and past statistics regarding ratio of Primary Care Physicians to People and obesity in Platte and Clay Counties.

Next Meeting Time: April 20, 2011 at 5:30pm. The primary purpose of this meeting will be to “report-out” our SWOT analysis and Mini-Vision Statements and obtain feedback from the entire Vision North Team.

Memorandum

To: Vision North – Key Performance Area – Community Wellness
From: Rod Oathout, Community Wellness KPA Committee, Chairman
Date: May 24, 2011
Re: Key Performance Area – Community Wellness
May 11, 2011 meeting minutes

The following information was collected from the discussion of the Community Wellness Key Performance Area (KPA) Committee held on May 11, 2011. The topics of discussion were to quantify goals and priority Issues; develop rationale statements; and consider strategies for implementation within the Community Wellness Key Performance Area.

Review Mini-Vision

The Community Wellness team reviewed our Mini-Vision Statement. A few “tweaks” to the mini-vision were agreed too.

An integrated health community that ensures quality, affordable, accessible, and comprehensive health services at all stages of life focusing on prevention and wellness.

GOALS

The group discussed goals and priority associated with Community Wellness in the Northland. The following is a summary of the discussion:

- Assign a champion for implementation of goals.
- Health Homes
- Access to community services through education and communication of resources.
- Continue to expand health care access to uninsured and underinsured.
- Create a walk able community to promote healthy lifestyle.
- Prevention, wellness strategy through integration and pooling of resources.

The image of a Community Wellness umbrella was discussed where the terms: Illness Care, Access to Services, Education, Wellness, Mental Health, Physical Activities, and Oral Health form the shelter and the Champion holds the handle.

Each item that created the shelter of the Community Wellness umbrella was discussed asking the questions “Why is this important?” (ie rationale statement) and “How can it be implemented?”.

ILLNESS CARE

Why: Necessary for maintaining chronic conditions (keep from getting sicker)
How: Education – Knowledge of illness prevention; Health Care Home; Accountable care organizations

ACCESS TO SERVICES

Why: Improved quality of life; Access to services not equal between diversity as a whole.

How: Educate; Transportate (not a misspelled word – intended to rhyme).

EDUCATION

Why: Change from a reaction based health system to a prevention based health system.

How: Public relations; consistent, simple message broadcast through all media.

WELLNESS

Why: Prevention is key; Wellness is cheaper than illness.

How: Organized wellness programs in schools, employers, senior living; Community health fairs; Nutrition education.

MENTAL HEALTH

Why: Need – Suicide rate in Platte County is higher than average; Youth and adult substance abuse; Life expectancy for individuals with mental health issues decreases by an average of 25-years.

How: Development of health homes; education; peer support; better laws.

PHYSICAL ACTIVITIES

Why: Key to physical and mental health; positive impact on obesity and chronic diseases.

How: Promote walking community; employer based wellness programs.

ORAL HEALTH

Why: Affects overall health, heart health, nutrition; In youth, affects school attendance; In adults, affects work attendance and efficiency; Care is primarily reactionary.

How: Improved access to care for individuals that uninsured or underinsured.

Next Meeting Time: June 1, 2011 at 5:30pm. The primary purpose of this meeting will be to “report-out” our discussions from the May 11, 2011 meeting and obtain feedback from the entire Vision North Team.

Memorandum

To: Vision North – Key Performance Area – Community Wellness
From: Rod Oathout, Community Wellness KPA Committee, Chairman
Date: June 28, 2011
Re: Key Performance Area – Community Wellness
June 22, 2011 meeting minutes

The following information was collected from discussions of the Community Wellness Key Performance Area (KPA) Committee held on June 22, 2011.

Review

The team reviewed our mini-vision:

An **integrated** health **community** that ensures quality, affordable, accessible, and **comprehensive** health **services** at all stages of life focusing on **prevention and wellness**.

The team reviewed our brainstorming ideas shared at the report-out on June 1, 2011:

- Assign a champion for implementation of goals
- Development of Community Health Homes
- Access to community services through education and communication of resources
- Continue to expand health care access to uninsured and underinsured
- Create a walk able community to promote healthy lifestyle
- Prevention, wellness strategy through integration and pooling of resources

The team also reviewed the key strategies shared at the report-out on June 1, 2011:

- Illness Care
- Access to Services
- Education
- Wellness
- Mental Health
- Physical Activities
- Oral Health

The team also review comments made by the audience during the report-out held on June 1, 2011:

- Felt there is a tie in with Economic Development. We should take into consideration the small business owners and individuals starting new businesses – very difficult (or expensive) to get insurance, and many are not insured.
- Health Assessment and looking at data. Data is showing accidental deaths – need to address injury prevention. Examples: Senior fall rate and unintentional accidents (cars)
- Health care employers like Cerner as a resource.
- Jr. League – Has a focus on childhood nutrition and obesity. Work on developing partnerships with Healthy Government and other appropriate contacts.
- The faith based community can be a resource for communication.

Objective

The objective of this work session was to identify the Action Steps for the Community Wellness KPA. Goals included: identify a champion for each action step; consider resource options; and suggest a timeline for implementation. It was agreed that actions steps should be strategic in nature leaving many of the details to the designated Champion. It was also agreed that our team should focus our ideas finding commonalities among the Key Strategies discussed in previous meeting.

The team agreed to three main action steps:

- **Prevention** leading to **Wellness**
- **Education** with an emphasis on **Communication**
- **Access** in the form of transportation; number of providers; affordability and timeliness of service

Prevention/Wellness

Proposed Champion: Northland Health Care Advisory Council. Members of this Council were discussed. A suggestion to include community members was widely agreed too among the meeting attendees.

Actions Steps and Timelines:

- Review health current statistics and quantify data. 6-month timeframe
- Establish a baseline for the data assessment and identify areas to focus energy. 90-days timeframe
- Create an action plan based on the focus areas identified in the data assessment. 90-days timeframe

Team agreed that the Champion should strongly consider the following issues:

- Coordinated and consistent message to the public.
- Chronic diseases, Nutrition, Physical Activity, Mental Health, Oral Health, Vision, Speech & Hearing.

Education/Communication

Proposed Champion: Northland Service Community Coalition.

Actions Steps and Timeline:

- Revise Health Service Resource Manual. Yearly reoccurrence.
- Study communication styles to be more affective to all. 1-year timeframe
- Use and coordinate effort with similar manual developed by MARC.
- Coordinate manual content with Northland Health Care Advisory Council.
- Coordinate manual content with the "Dial 211" initiative.
- Study other means to supplement funding for manual creation and maintenance.

Access

Proposed Champion: Northland Health Care Advisory Council.

Actions Steps and Timelines:

- Review health current statistics and transportation information and quantify data. 6-month timeframe
- Establish a baseline for the data assessment and identify areas to focus energy. 90-days timeframe

- Create an action plan based on the focus areas identified in the data assessment. 90-days timeframe
- Transportation KPA was identified as a resource.
- MARC and KCATA were also identified as resources.

Our Final Meeting Time: July 13, 2011 at 5:30pm. The primary purpose of this meeting will be to “report-out” the results of this work session.