



# CITY OF SMITHVILLE VISION AND STRATEGIC ACTION PLAN PROJECT

## THINK-TANK WORKSHOP REPORT

June 8, 2019



City of Smithville, Missouri

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This report summarizes the visioning and planning session held in Smithville, Missouri on June 8, 2019. Approximately 70 Smithville community members and stakeholders participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the City of Smithville Vision and Strategic Action Plan process, which aims to develop a community vision and action plan that will guide City decision-making for the next five to ten years.

June 8, 2019

Report Prepared by:



Think-Tank Hosted by:



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## 1.0 INTRODUCTION

The City of Smithville (<https://www.smithvillemo.org>) is located on the northern edge of the Kansas City metropolis. It is anchored by a high performing school district, Smithville lake and a recently rejuvenated Main Street. With a population of 10,249 in 2018, the city is growing and has experienced significant population increase since the 1990's.

With a relatively new and energized leadership that is looking forward, along with a new resident population, including many young families, the City of Smithville has embarked upon the City of Smithville Vision and Strategic Action Planning process. The planning process aims to represent the whole community, reflecting core community values and addresses emerging trends and issues. The Vision and Strategic Action Plan will direct efforts and resources towards a defined vision for the future employing a roadmap that is realistic, achievable and sustainable. This vision looks out as far as 2030. The visioning and strategic planning process aims to provide a response to the following questions:

- What should the City of Smithville become?
- What makes the City of Smithville unique and special and how can the City use these characteristics to prepare for the future?
- How will community stakeholder preferences fit into this vision?

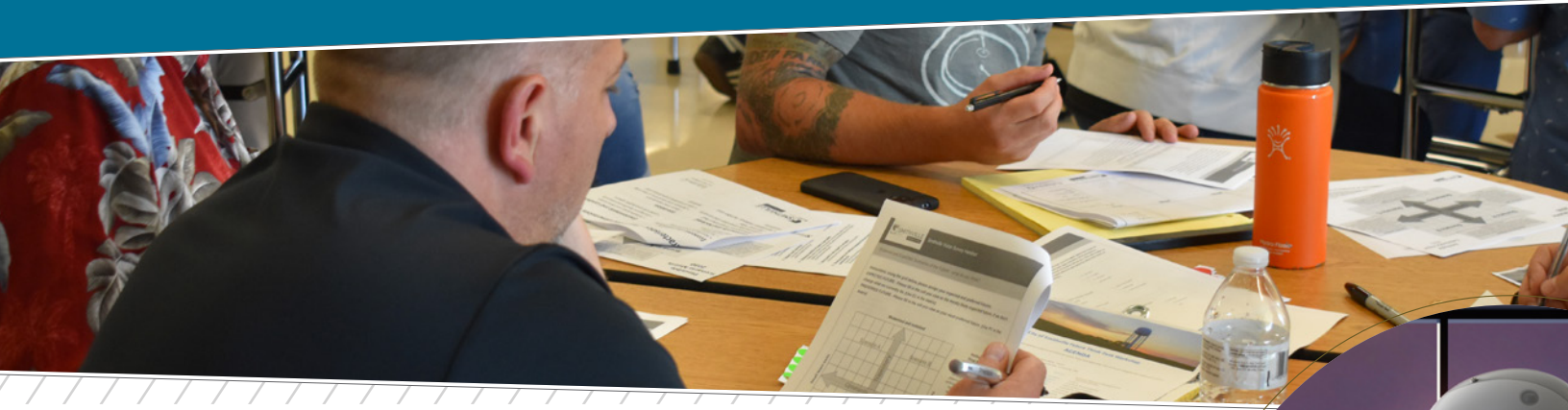
The project has been built on previous Smithville community studies and plans. These include:

- Smithville Strategic Plan (2007)
- Smithville Strategic Plan Update (2015-17)
- Smithville Branding Initiative (2016)
- Citizen Survey (2019)

This scenario-based Think-Tank report summarizes the City of Smithville visioning and planning workshop that took place on June 8, 2019. The components of planning work for this project thus far have included a community survey completed by over 400 community members. This input, along with assistance from the Smithville leadership, helped to create the axes of the scenario matrix framework and guide the Think-Tank discussions.

The Smithville Think-Tank was a fascinating opportunity for community stakeholders to take a 'deep-dive' into community visioning through a scenario-planning process.





## 2.0 FORCES SHAPING THE FUTURE

The Think-Tank provided a forum for participants to explore the forces of change shaping the future of Smithville. Prior to the Think-Tank, a community survey was conducted to gather insight into the community's perceptions of trends influencing their future, including the most significant perceived opportunities and threats facing the City.

### 2.1 MACRO TRENDS

Participants at the Think-Tank explored four areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to Smithville in terms of how well prepared they considered themselves.

Specifically, the trend areas included:

- Demographics, population and mass urbanization
- Changing macro-economics and societal values
- Energy, food, water and changing climate
- Technology, and the next industrial revolution

Of particular relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Manufacturing is at the forefront of this transformation, but other industries are also quickly developing such as agriculture, health care, biomedical research, infrastructure, energy, transportation and mobility, shipping and logistics, food services, hospitality, financial services, and retail.

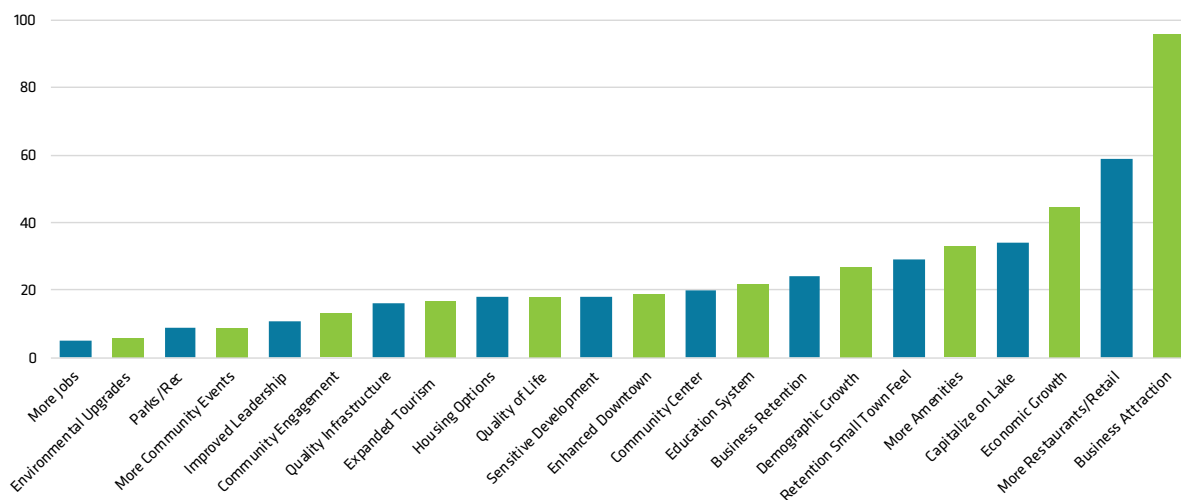




## 2.2 VIEWS OF THE FUTURE – OPPORTUNITIES FOR SMITHVILLE

In order to ascertain where Smithville should focus its efforts in leveraging resources, survey respondents were asked to describe in narrative form what they believed are the greatest opportunities for Smithville over the next 10 years. Business Attraction, More Restaurants and Retail, Economic Growth and Capitalizing on Smithville Lake ranked as the biggest opportunities.

**What do you believe are the biggest opportunities for Smithville over the next 10 years? (n=251)**



Examples of community members responses below indicate some of the perspectives on the biggest opportunities for Smithville:

- “There are so many areas for Smithville to grow. With so many people coming to the area to enjoy the lake throughout the season, more shopping would be a great addition”.
- “Retain the small-town feel, but there is a lot of room for growth. This is a great community. We all just need to work together and do what is right to keep the small-town feel but have more choices for dining and shopping”.
- “We need new businesses to create growth within our community. This would create new jobs, housing and schooling opportunities”.
- “We need commercial and industrial growth, while maintaining a quality town to raise a family.”

Energetic and thoughtful leadership will be needed to guide the Smithville community as it leverages the growth opportunities it has looking forward to 2030.



DataInsight

### DATA INSIGHT:

- Business Attraction is seen as the greatest opportunity facing Smithville, with a desire for more restaurants and retail.
- The retention of Smithville’s small-town feel is seen as a key opportunity. To grow Smithville and retain its small-town feel will require a sensitive approach to growth.

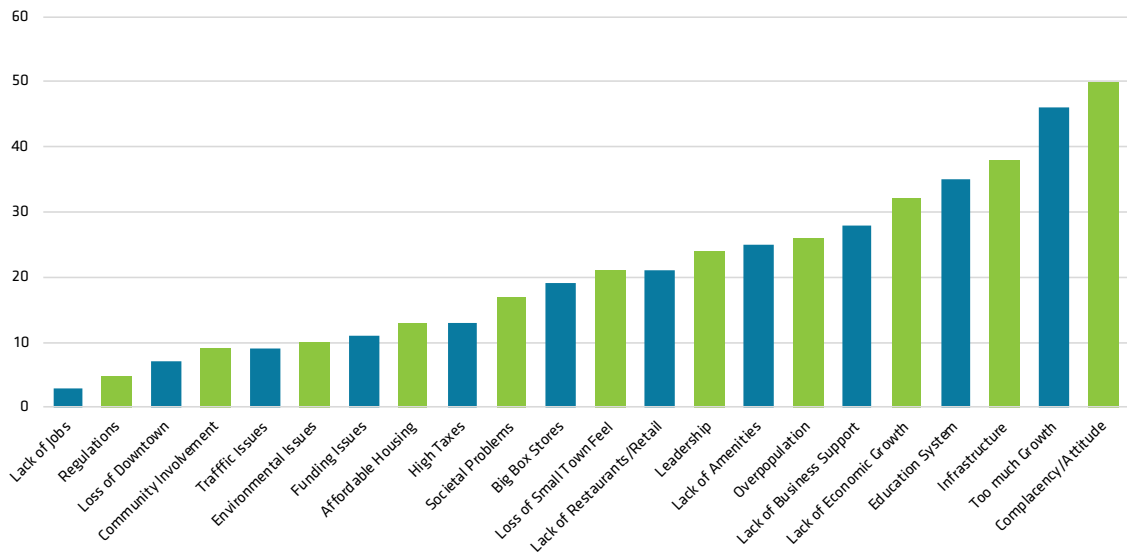


Fear of change, complacency and too much growth are issues that may impede Smithville moving forward successfully towards 2030. Communities need to be proactive to plan and manage their growth.

## 2.3 VIEWS OF THE FUTURE – BIGGEST THREATS TO SMITHVILLE

As a measure where community members considered themselves unprepared or threatened by future impacts, survey respondents were asked to cite in narrative form, what they believe are the biggest threats facing Smithville over the next 10 years. Initial results show considerable concern over community attitude, too much growth and infrastructural needs as well as retaining the quality of the education system

**What do you think are the biggest threats to the future of Smithville in the next 5-10 years? (n=260)**



Examples of community members responses below indicate some of the perspectives on the biggest challenges/threats for Smithville:

- “Overgrowth without appropriate planning to manage the growth is a concern, as well as citizens who are uninterested in any community growth or change”.
- “Overpopulation for our infrastructure, which is actually already happening”.
- “Fear of change. At the same time, losing our small-town feel. There needs to some sort of balance there”.
- “People who don’t want Smithville to change at all, because it already has. Refusing to support change is what will ruin the town”.



DataInsight

### DATA INSIGHTS:

- Complacency and fear of change were cited as key threats to the future of Smithville. While the community is seen as a key strength, this will be an issue to address in order to align thinking on progress in the community.
- Addressing perceived threats to the community will take significant and sensitive leadership in order to address issues in the community.
- There will need to be a balance between growth and addressing infrastructural needs.



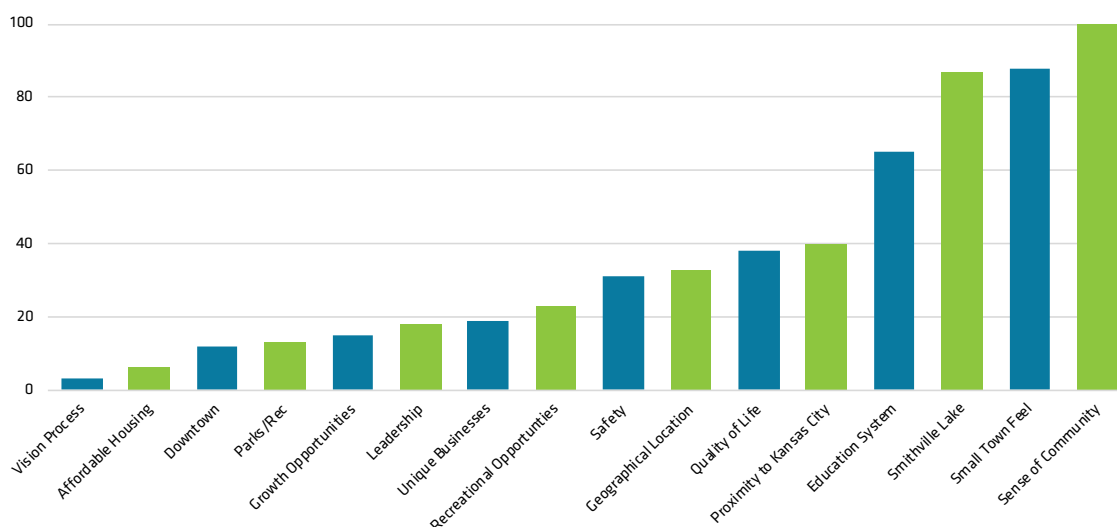


Smithville's 'sense of community' is seen as its greatest strength, together with a cherished small-town feel. The community will need to work together to embrace change and 'thread the needle' to create a shared vision.

## 2.4 VIEWS OF THE FUTURE – SMITHVILLE’S STRENGTHS

Survey respondents were asked to cite in narrative form, what they believe are Smithville's strengths. Initial results show that the sense of community, Smithville's small town feel, Smithville lake and the education system are seen as Smithville's greatest strengths.

**What do you think are Smithville's strengths? (n=258)**



Examples of community members responses below indicate some of the perspectives on Smithville's strengths:

- “Smithville is a strong community with traditional values. Also, Smithville has the wonderful downtown heritage district and the beautiful lake which helps to draw many visitors”.
- “The small-town feel, and safety are great strengths.”
- “Small-town America with a beautiful lake and access to a great American city”.
- “The small-town feel, friendly people, a fantastic school reputation, strong chamber of commerce and an open city administration and mayor who have a vision for growing Smithville”.



**DataInsight**

### DATA INSIGHTS:

- Smithville's sense of community and quality of life associated with its small-town feel are seen as complimentary to its proximity to Kansas City.
- Leadership was seen as a strength and there was appreciation for the work that the city administration and mayor are doing for the Smithville community.
- Smithville's education system was seen as one of the city's greatest strengths.





## 3.0 ASSESSING ATTRIBUTES OF SUCCESSFUL COMMUNITIES

The following attributes have been developed by Future iQ and adapted from numerous community indicators and workshop exercises.

### 1. **Evidence of strong community pride and inclusive culture**

Successful communities are often showplaces of care, attention, history and heritage. They celebrate their success and have a strong and positive local attitude and support a culture of risk taking and innovation. Diversity is often celebrated and people are welcomed.

### 2. **Invest in the future – built to last!**

People believe that something worth doing is worth doing right. In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future. Expenditures are considered investments in the future, including investments in people.

### 3. **Participatory approach to community decision making**

Even the most powerful of opinion leaders seem to work toward building consensus. The stress is on working together toward a common goal and the focus is on positive results. People collaborate and share resources.

### 4. **Creatively build new economic opportunities**

Successful communities build on existing economic strengths in a realistic way; and explore new economic opportunities provided by the 'new economy'. They actively seek out new opportunities and ideas for new businesses.

### 5. **Support local businesses**

Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

### 6. **Deliberate transition of power to new leaders**

People under 40 regularly hold key positions in civic and business affairs. Women (and people from 'minority groups') often hold positions as elected officials, plant managers, and entrepreneurial developers.

### 7. **Strong belief in and support for education**

Good schools are the norm and centers of community activity.

### 8. **Strong presence of traditional institutions that are integral to community life**

Churches, schools and service clubs are strong influences on community development and social activities.

### 9. **Willingness to seek help from the outside**

People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs. They seek out the best ideas and new people to help build their community strengths.

### 10. **Communities are self-reliant**

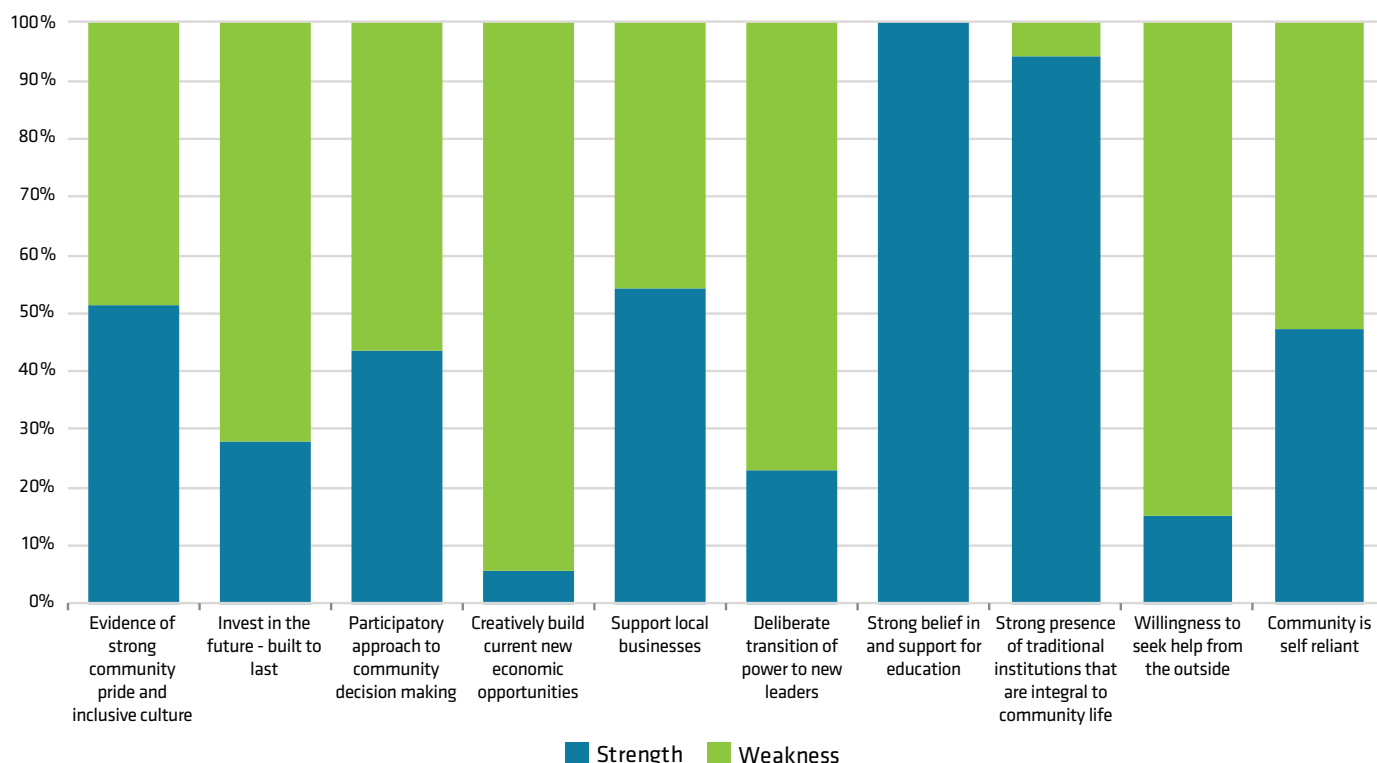
There is a wide-held conviction that, in the long run, 'You Have to Do It Yourself'. Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.



### Community assessment – strengths and weaknesses

Think-Tank participants discussed the top ten attributes in a large-group discussion. Participants then ranked each attribute as either a strong or weak attribute of Smithville. This exercise was adapted from “The Heartland Centre for Leadership Development: 20 Clues to Rural Survival,” and was informed by The Arkleton Center for Rural Research through the Dynamics of Rural Areas (DORA).

### Attributes of Successful Communities – City of Smithville – June 2019



### DataInsight

### DATA INSIGHTS:

- Smithville residents perceived strength around attributes that reflect traditional values, such as ‘Strong belief in and support for Education’, and ‘Presence of traditional institutions that are integral to community life’.
- The areas of weakness were predominately the ‘forward looking’ attributes, including ‘Creatively build new economic opportunities and ‘Deliberate transition of power to new leaders’.
- These results suggest that Smithville will need to strengthen its focus on building capacity to be more ‘future ready’.



Scenario planning provided a way to explore various plausible futures, and to consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about the preferred future, and a consideration of the intended and unintended consequences.

## 4.0 SCENARIO-BASED THINK-TANK

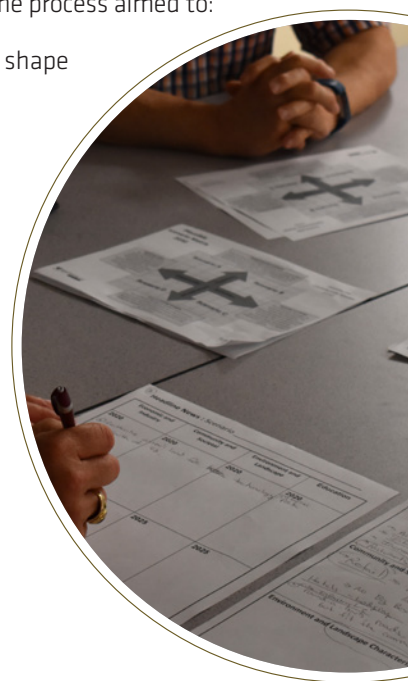
The City of Smithville Think-Tank was conducted on June 8, 2019, at Smithville High School. The workshop explored how the City of Smithville would change by 2030 and consisted of:

- A review of global trends and the impact of these trends on Smithville
- Formulation of the different plausible scenario 'spaces' and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community and economic development in Smithville
- Identification of the preferred future and critical action steps to achieve the preferred future

The Think-Tank began with an in-depth presentation on future trends and global conditions before moving on to conduct scenario planning for the City of Smithville. Future IQ's scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the City of Smithville looking out to 2030
- Create and describe four plausible long-term scenarios for the City
- Begin exploring alignment around a shared future vision
- Examine the strengths and weaknesses of the community as perceived by the citizens

The scenarios developed during this Scenario Planning process and outlined in this report are important in order to provide a framework to discuss future possible outcomes and implications for the City of Smithville. Workshop deliberations can assist in identifying key actions for the City and how various groups might best contribute to future developments.





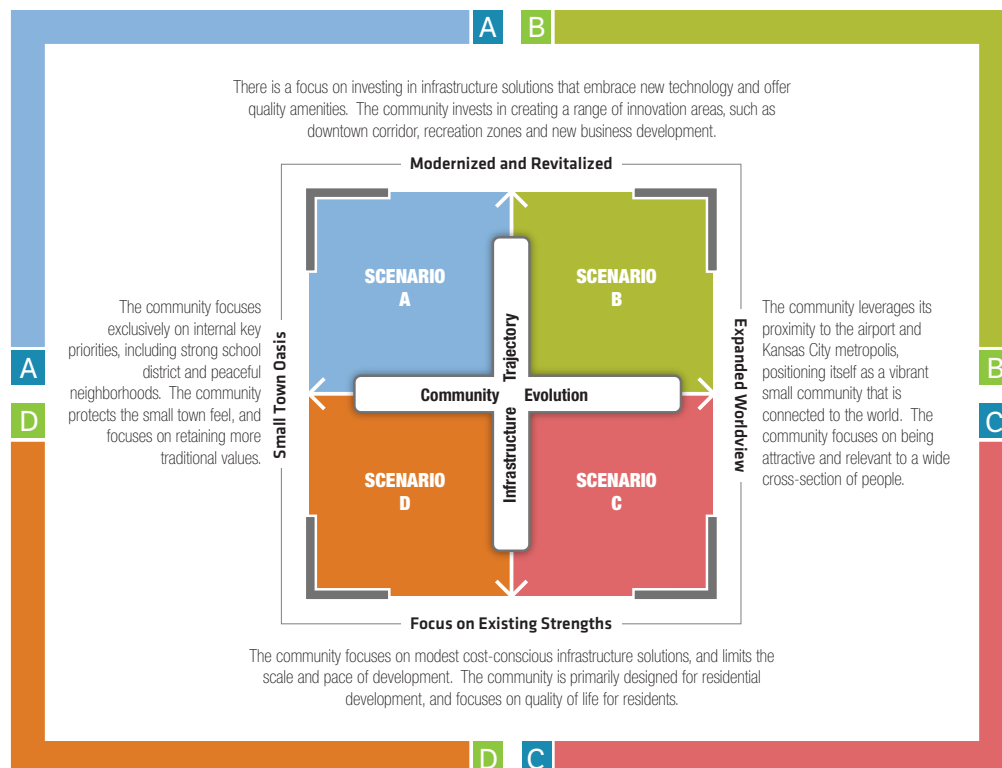
## 5.0 CREATING THE SCENARIO FRAMEWORK

Based on the Community survey responses and key input from the City of Smithville, themes were identified to become the basis for two axes on the scenario matrix. The two axes identified were **Infrastructure Trajectory** and **Community Evolution**.

Think-Tank participants were presented with the scenario matrix, defined by the two major axes of 'Infrastructure Trajectory' and 'Community Evolution' (see diagram). Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Smithville in 2030 under the conditions of the scenario quadrant that they had been given:

- Economic and industry impacts
- Environmental and landscape impacts
- Community and societal impacts
- Educational impacts

After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario would occur using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. The participants in their working groups used the combination of the axis for their particular scenario, taking into account the description at the end point of each axis. This formed the different characteristics of each scenario. Output from the Think-Tank workshop with some light editing for the purposes of consistency and clarity is included in the following sections.

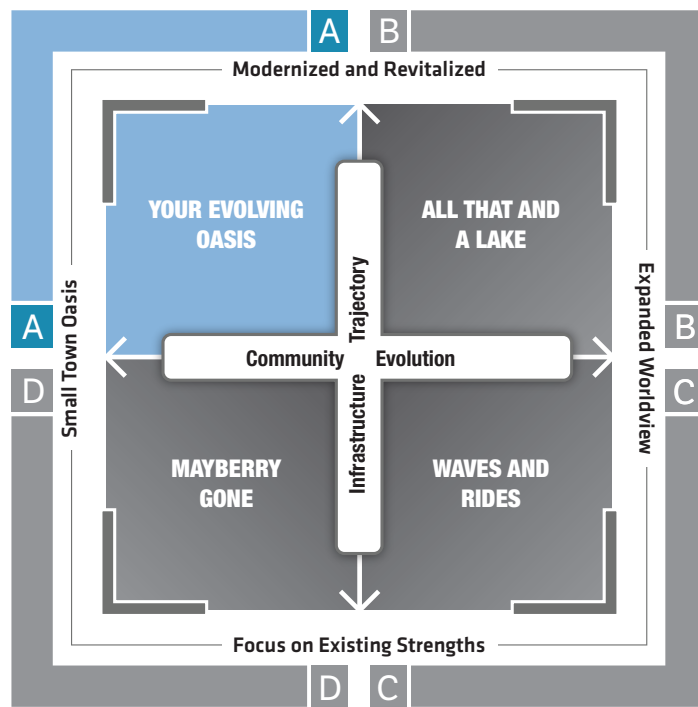






## 5.1 SCENARIO A: YOUR EVOLVING OASIS

This scenario forecasts a future where the City of Smithville retains its small-town feel and modernizes its infrastructure to support traditional priorities. Zoning laws are implemented to control industry growth, and tax breaks are given to those businesses that are environmentally friendly and innovative. Traditional values guide investment practices in education and economic development that focus on the downtown corridor, recreation zones, environmental sustainability and new business development. People looking for a small-town feel are drawn to Smithville's modernized community which may place added pressure on housing availability and city infrastructure. The traditional orientation and values, over time may limit the community's ability to attract certain skillsets needed to support new businesses and an educated workforce. Smithville is protective of its small-town oasis feel but eventually struggles to keep up in a world that is rapidly changing.



The "Your Evolving Oasis" scenario paints a future where Smithville tries to strike a careful balance between retaining the 'small-town' character and investing in modernization. Over time, this tension begins to constrain the community's successful progress.



In the 'Your Evolving Oasis' scenario, residents enjoy a bucolic and charming community experience. The 'small-town' character creates an intimate and family-based experience. However, the community fails to offer suitable housing and amenities to older residents and they begin to leave.

## SCENARIO A CHARACTERISTICS - Your Evolving Oasis – 2030

The characteristics of this scenario paint a future where Smithville focusses inward on its core values and quality of life. Creating the protected oasis feel is a paramount resident focus, and this leads to a strong emphasis on environmental, educational and recreational aspects. However, this insular focus ultimately drives Smithville into a 'bedroom community' scenario, where the economy and industry sector is narrowed to primarily lifestyle and recreation related businesses.



### Economy and Industry

**The economy becomes increasingly focused on recreational and healthy lifestyle businesses.**

- The appeal of the community drives residential demand, resulting in a shortage of lodging and housing options.
- Technology and industrial parks are created to the south of Hwy 92, to take manufacturing out the community core.
- Investment in civic infrastructure races to catch up with the residential growth and demands of the residents.



### Community and Societal

**The community is very focused on school-aged families and creating the idyllic location to raise children.**

- Community investments focus on shared infrastructure such as community centers, YMCA, farmers markets and entertainment areas.
- Neighborhoods are clearly defined and there are active local heritage groups that build a strong sense of local community and celebrate history.
- There is an abundance of community events and attractions, that provide the residents with rich cultural experiences.



### Environmental and Landscape

**Environmental sustainability is a high priority, complemented with healthy lifestyle amenities and options.**

- There is significant strategic landscaping to encourage native plants and habitat areas.
- Green construction is encouraged, and the city implements full recycling and sustainable practices using Smart technologies.
- The community has an abundance of trails and multi-modal options, that link neighborhoods to the schools, downtown, and lake recreation areas.



### Educational Impacts

**Education is a high priority and the community pursues a focus on technology and innovation.**

- Education becomes a broader community goal, with a greater number of adults pursuing life-long learning.
- An innovation center is created to link innovation in technology to education, reaching across all ages. This aims to boost the local skilled workforce.
- There are a greater range of education options, with home learning, online groups and a high performing school district.

#### 2020 HEADLINE NEWS:

"Smithville announces plan to eliminate single use plastic bags and straws by 2022"



#### 2025 HEADLINE NEWS:

"Grand Opening of new community center in Smithville"



#### 2030 HEADLINE NEWS:

"Older population leaves Smithville due to no assisted living centers"

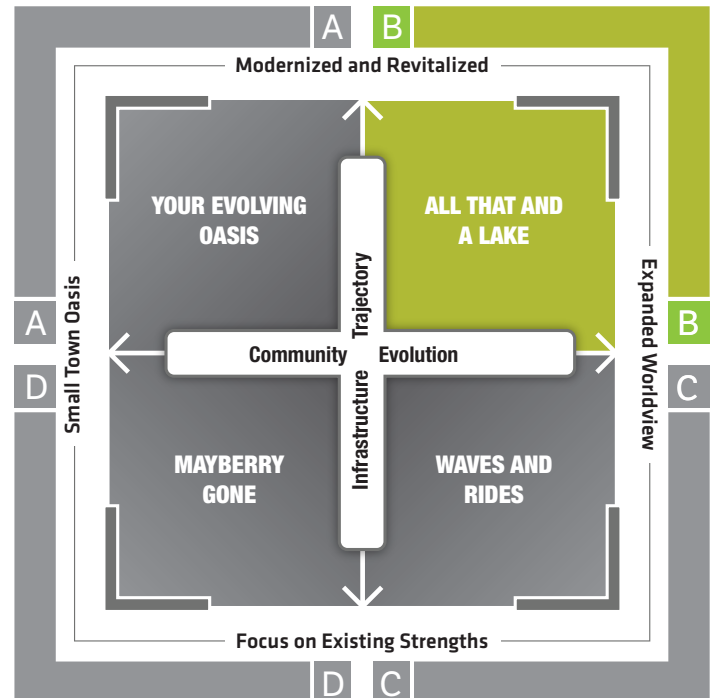






## 5.2 SCENARIO B: ALL THAT AND A LAKE

This scenario forecasts a future where Smithville invests in modernization and connectivity both regionally and to the outside world. The City's proximate location to the interstate as well as its international airport makes it a convenient and attractive location for business development and easy access. Smithville's investment in new technologies and quality amenities such as free Wifi for all, a full-service hospital and affordable housing options attracts new business and a diverse younger demographic to the City. Population growth is matched with investment in infrastructural solutions that connect trails and the lake to downtown. Partnerships with Kansas City and neighboring communities relieve the pressure of population growth and provides greater connectivity and sharing of services and amenities. New schools and educational facilities are built, and the educational system expands to include life-long learning opportunities for adults. The overall 'vibe' of the City is a growing community that maintains a high quality of life, is relevant, welcoming of newcomers, and connected to the world.



The 'All that and a lake' scenario paints a future where Smithville strives to couple together an orientation towards modernized and revitalized and an expanded worldview. This creates a new future for the community and delivers many benefits, however there are some growing pains.





In the 'All that and a lake' scenario, the community transforms into a vibrant, outward looking city, that retains the appeal of a small city community, coupled with the advantages of modern amenities. This paints a future of an engaged and active community.

## SCENARIO B CHARACTERISTICS - All that and a Lake - 2030

The characteristics of this scenario paint a future where Smithville focusses outward and on modernization. This brings a lot of change to the community, but with good planning and investment this delivers significant benefit to the residents and the local businesses. However, this future brings with it the challenge of managing change and growth and working to balance interests.



### Economy and Industry

**The economy grows based on strong tourism, technology and residential construction sectors.**

- The community embraces new technology and provides amenities like community-wide free Wifi.
- The community attracts small and start-up technology, agribusiness and engineering companies, who are attracted by the location and the community approach.
- Green and 'bio-based' businesses are encouraged and help shape the town as a 'go-to' place for innovation.



### Community and Societal

**Strong regional connectivity delivers better services, and the community attracts a diverse population.**

- The community enjoys a more diverse population and attracts young professional families.
- There is a high degree of connectivity and collaboration built within the social fabric, helping create a stronger sense of a shared community.
- There is a focus on multi-cultural events and more community activities such as farmers markets, arts and cultural shows.



### Environmental and Landscape

**An environmental focus drives green building, recreation trails and innovative mixed-use spaces downtown.**

- There is a dramatic expansion of connectivity in the community with trails and networks of pathways, that connect all the key community nodes together.
- There is a strong focus on sustainability and the community introduces high-tech resource, waste management and renewable energy systems.
- Streetscaping and city infrastructure is built on a smart city approach, creating safe and inviting community areas.



### Educational Impacts

**Schools are very successful with a growing student population, and there are more diverse educational offerings.**

- The school system is well resourced and able to remain competitive on technology and innovation training.
- There is a focus on broader adult and student learning, and offering constant re-skilling courses for local people, helping create a skilled local workforce.
- Expansion of the school infrastructure is supported by the community to create high-tech learning and innovation environments.

#### 2020 HEADLINE NEWS:

"Recreation zone created to help fund recreation amenities for next 10 years"



#### 2025 HEADLINE NEWS:

"City announces new mixed-use development adjacent to downtown"



#### 2030 HEADLINE NEWS:

"Smithville maintains top ranked school status amid population growth and diversity"

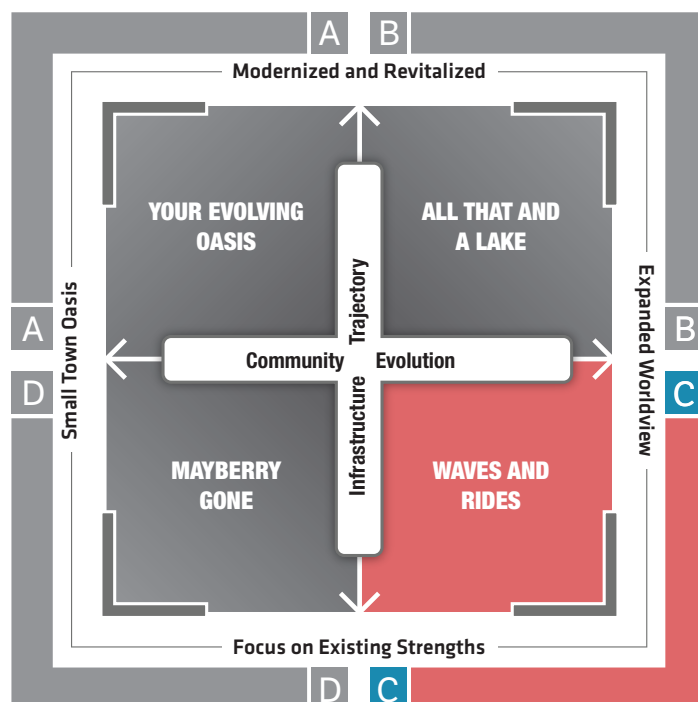






## 5.3 SCENARIO C: WAVES AND RIDES

This scenario forecasts a future where Smithville leverages its proximity to the airport and Kansas City to attract people, businesses, tourism and growth that support existing community strengths. New residents are drawn to high quality schools and teachers, and investments are made in robotics and technology driven curriculum. Targets are set for specific types of retail opportunities in the community, and economic development continues to focus on residential development and quality of life for its residents. Over time, population growth overburdens a cost-conscious community, and housing options become limited for new residents. Unwillingness to invest in new infrastructure solutions to handle growth eventually discourages new businesses and a younger demographic looking for modernized connectivity. The population of Smithville ages in place, but the young professionals have difficulty remaining in the community due to the lack of professional opportunities.



The 'Waves and Rides' scenario is a future where Smithville opens up to the world and attracting new people but is anchored by cost conscious traditional approaches. This scenario initially shows great promise but fades as the community is unable to deliver solutions to growth.



In the 'Waves and Rides' scenario, the social fabric of Smithville changes as it attracts new people interested in the advantages of the location. Initially there is a boost of vibrancy and excitement, however this feeling fades as the community infrastructure struggles to cope.

## SCENARIO C CHARACTERISTICS - Waves and Rides – 2030

The characteristics of this scenario paint a future where Smithville focusses outwards to capitalize on its proximity to the airport and attracts people who are looking for a different experience. This leads to a boost in visitation and people, but the limitation of public resources quickly means the amenities get overwhelmed. The paradox of this growth is that it erodes the intimate small town feel to which people were originally attracted.



### Economy and Industry

Due to limited funding, economic development is forced to find creative ways to expand, such as using the shared economy.

- There is a surge in new and innovative types of housing options such as lofts downtown and town homes.
- Increased visitation helps give a boost to tourism and recreation dependent businesses.
- More shared economy ventures help offer accommodation options for visitors.



### Community and Societal

Population grows with the appeal being the good schools and proximity to airport, attracting more professional working families.

- There is a greater mix of people moving to Smithville, with more people attracted by the proximity to airport.
- New ideas are brought to the community, as engaged new residents participate in decision making.
- There are greater options for housing serving young professionals and active retirees.



### Environmental and Landscape

The growing population drives more housing and transit options such as 'park and ride', making the landscape more urbanized.

- Entrance statements on the approaches to town are erected to create the sense of a 'destination community'.
- There is a stronger focus on community streetscape appeal, to be attractive for visitors.
- More people use multimodal methods of transportation, giving the community a small urban feel.



### Educational Impacts

The schools grow quickly and become overburdened, with increasing student numbers, but experiences difficulty in funding expansion and innovation.

- The school system is a major draw for educated professional working families.
- There is a greater diversity in the school student population, nudging the curriculum to a more outward global orientation.
- There is a desire for a greater focus on innovation in the schools, but there is frustration with a limited funding capacity.

#### 2020 HEADLINE NEWS:

"Smithville recreation offering expanding to attract Kansas City and international visitors"



#### 2025 HEADLINE NEWS:

"Downtown declared the new 'Northland Hotspot' with evening night life"



#### 2030 HEADLINE NEWS:

"Smithville struggles with its approach of modest cost-conscious infrastructure solutions"







## 5.4 SCENARIO D: MAYBERRY GONE

This scenario forecasts a future where through over-development, and lack of planning, Smithville gradually loses its small-town feel. Smithville's reputation for great schools and churches, low taxes and strong family orientation initially attracts new residents in droves. The city grows, driven by large private residential developments. Initially, family-based tourism brings visitors to the excellent sports facilities, the lake, winery and downtown area. However, the lack of investment in the local infrastructure and amenities means these areas get overwhelmed and congestion results. As a fiscally conservative community, Smithville residents begin to increasingly resist raising taxes to support growth, especially for expanded education and infrastructure. Housing prices rise, and affordability becomes an issue for young families and older residents. The lack of strong commercial development restricts the City tax revenue streams, making investment in community amenities difficult. Eventually the quality of life deteriorates and the small-town feel of Smithville fades away to become a bedroom community to Kansas City.



The 'Mayberry Gone' scenario is a future where Smithville tries to retain the 'small-town' character and is focused on cost-conscious options. The lack of public resources ultimately sees the community fail to make critical investments, and it falls behind.



In the 'Mayberry Gone' scenario, residents struggle to maintain their small-town feel. As this dream fades away, conflict in the community increases, between those who are fighting for change, and those who are resisting change.

## SCENARIO D CHARACTERISTICS - Mayberry Gone – 2030

The characteristics of this scenario paint a future where Smithville loses it way. The community tries hard to retain its small-town feel, but with the lack of civic investment and planning, the population increase overwhelms the community. Quickly the community recreation facilities see congestion and overuse. The fundamental character of the community begins to pivot, and it becomes a dormitory community for people working in the Kansas City metropolis.



### Economy and Industry

**Residents resist raising taxes to support growth, which leads to larger private sector development.**

- Private Home Owner Associations become more popular, to retain investment and property values.
- Initially the community sees strong visitation based on recreation facilities, but these become congested.
- Over time, the business sector suffers as the community loses its charm, and restaurants and boutique shops close.



### Community and Societal

**The community fights to maintain the small town feel but lacks the resources to invest in the community amenities and infrastructure.**

- The population growth overwhelms the community services, and people are less connected.
- The bulk of the population work elsewhere, and the community drifts to becoming a bedroom community.
- The community begins to be left behind; as growth and innovation occurs in surrounding communities.



### Environmental and Landscape

**Existing recreation areas face congestion and overuse, and some trails and facilities fall into disrepair.**

- The extensive trail network and the strong recreational areas become overused and degraded, as no investment is made.
- Environmental quality degrades as inadequate investment is made in watershed and habitat management.
- The visual appeal of the community declines, as development grows in an unplanned manner.



### Educational Impacts

**Limited resources slow investment, and there is a challenge to maintain a positive reputation.**

- The school district seeks more funds for critical expansions but fails to gather support community support.
- The school district performance begins to decline as overcrowding and lack of investment takes its toll.
- Out of necessity, parents and groups, seek alternatives to traditional education.

#### 2020 HEADLINE NEWS:

"New 200 home self-contained private community breaks ground in Smithville"



#### 2025 HEADLINE NEWS:

"Local business sector struggles, as community loses its character and feel"



#### 2030 HEADLINE NEWS:

"Smithville left behind; as growth and innovation occurs all around"







## 6.0 NEXT STEPS

The results from the Think-Tank will be taken out to the citizens of Smithville through a series of Community Engagement Sessions in late June 2019, ensuring broad and inclusive engagement. The heat maps which identify the preferred and expected futures, generated from the Think-Tank will be presented. The engagement sessions will include:

- Outline and discussion of key issues, trends and economic drivers of the region
- Outline of the scenarios developed by the Think-Tank group
- Discussion about potential implications and impacts of each scenario
- Completion of detailed input survey

The results from the Engagement survey will be collected and presented on the initiative's interactive data visualization platform. This will allow stakeholders to examine the data collected from surveys themselves, explore levels of alignment or divergence around key topics, and selectively filter to view perspectives from their own sector, or other profile category.

The Stakeholder Analysis Summary will be produced to convey the results of the overall engagement process to date. All engagement information will be compiled to provide a detailed analysis of the community's views and desires for the future.

All collected research and information will be synthesized to generate multiple planning options in an initiative and priority project matrix. These multiple initiatives and priorities will form the basis for recommendations for the final City of Smithville Community Vision and Strategic Plan.

The Think-Tank workshop group will be invited to reconvene in September 2019. At this second workshop, all participants will review the draft Plan for Action and provide input. This workshop will allow the community members to review the compiled input and validate the final findings and plan for the region.





## 7.0 ACKNOWLEDGEMENTS

Smithville community stakeholders engaged in the Think-Tank workshop and discussions with great enthusiasm. Their passion and interest ensured the discussions were thoughtful, and the outcomes reflective of the city's perspectives. This dedication is reflective of the deep commitment Think-Tank participants have to the future of their community.

Future iQ would like to acknowledge the substantial time, coordination and direction for the project given by Cynthia Wagner and Nickie Lee, from the City of Smithville, and Mayor Damien Boley.

The dedication, professionalism and collaboration of Smithville leadership and citizens are immense assets to the City.

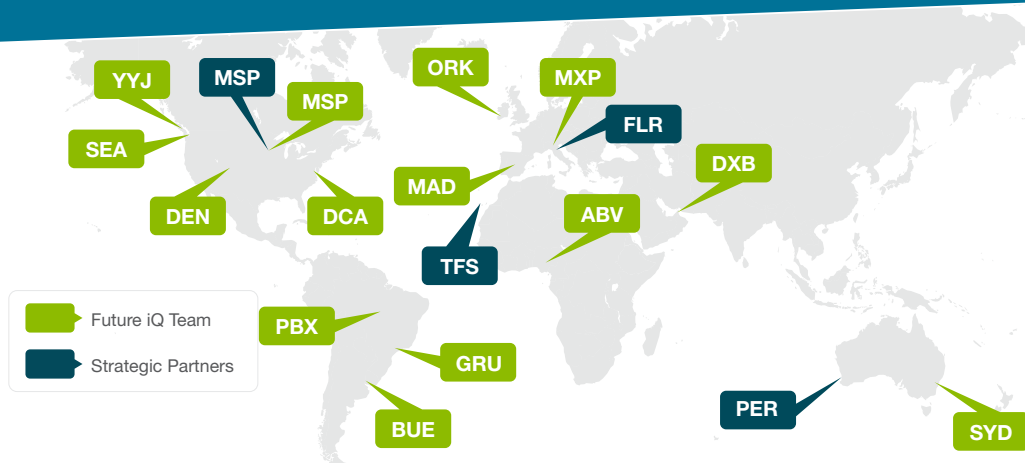
## 8.0 CONTACT DETAILS

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## 9.0 ABOUT FUTURE IQ

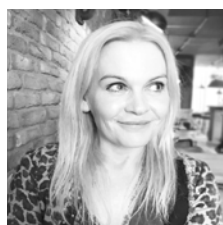
Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects [visit www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

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