



**2018 MISSOURI MUNICIPAL LEAGUE**

**INNOVATION AWARD**

**NOMINATION SUMMARIES**



## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Belton – City of Belton Composting Program (Large City Category – population 15,000 – 30,000)**

The city of Belton began a two-year composting pilot program on June 20, 2017. Biosolids management is an important part of wastewater treatment. As landfill regulations become more stringent, it has become clear to Belton, and should be clear to other cities, that biosolids disposal in landfills could eventually end. Treating biosolids can be done by composting, incineration, lime stabilization or land application. Other new technologies and methods have recently been introduced to the industry. During the development of the wastewater treatment master plan, the City purchased and leased land and evaluated “landfilling” options for biosolids disposal.

At that time, landfilling presented the lowest operating costs. Since 2010, when the master plan was finalized, the biosolids industry has grown and the perception of re-using treated biosolids has changed. For those reasons, the city of Belton decided to move forward with the construction of a composting facility. The facility was by and large constructed in-house, with only installation of a fabric top for the storage bar contracted out to A&B Construction. The goal of the composting project is to divert 20 percent or approximately 250 cubic yards or 28 dry tons of the sludge produced by the Belton Wastewater Treatment Facility. The 20 percent goal was achieved the first six months of operation, June 30 to Dec. 31, 2017.

### **Cape Girardeau – The Cape SportsPlex (Extra Large City Category – population more than 30,000)**

The city of Cape Girardeau, along with citizen, business and tourism collaboration, recognized that “Sports is Big Business” in Cape and initiated a feasibility study to review facility types that, if constructed, would provide a positive economic impact to the area. The local voter approved restaurant tax has proven to be a strong investment in infrastructure for this purpose. The selected facility is a \$12 million, 121,000-sq.-ft. state-of-the-art sports venue now called the CAPE SPORTSPLEX. The main purpose is to drive hotel/restaurant business during the cooler fall/winter months when hotel capacity is lower. The CAPE SPORTSPLEX opened May 6 of this year and has already made a major impact with event and tournament bookings five of the seven weekends that the facility has been open. As of this writing the most recent tournament held last weekend was the “Under Armor Super Select Basketball Series.” Even though they are still in the summer months, the current schedule of events has exceeded expectations for the City, local business and their tourism partners.

### **Clayton – Chapman Plaza and Falls (Large City Category – population 15,000 – 30,000)**

The Chapman Plaza and Falls Project was the culmination of years of public engagement and philanthropic passion to recreate the north end of Shaw Park as a community space that will be enjoyed for generations. Originally dedicated in 1937, Charles A. Shaw Park is home to some of the best athletic facilities in the St. Louis, area as well as playgrounds, trails, pavilion and beautiful landscaped areas. The north quadrant of the park, however, had long existed as a steep hillside, usable as a sledding hill in the winter but with little use for the remainder of the year. Master plans done for the park called for some development of this area, but no one considered what the area could become without budgetary constraints. In 2012, local businessman, Bob Chapman, the Chairman and CEO of Barry-Wehmiller, Inc., a global capital equipment and engineering consulting company headquartered in Clayton, met with Clayton city staff and the Clayton Century Foundation and expressed his interest in helping develop and fund a plan to turn this underutilized area into a beautiful oasis for the community. In October 2017, this project opened with immense community pride in the transformation of a liability into an incredible asset.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Columbia – Community Scholars Program (Extra Large City Category – population more than 30,000)**

The Community Scholars Program provides at-risk students and their families with the support they need and is centered on the fundamental premise that it takes a whole community to raise a child. This innovative program utilizes community partnerships to more effectively target existing resources to empower the students to achieve success in high school and in life. The program was successfully implemented in the summer of 2017 by the city of Columbia and Hickman High School. At-risk, ninth grade students participated in a summer school class that included job shadowing opportunities with city staff in order to jump start the State of Missouri's A+ Scholarship program. These students had the opportunity to earn one unit of high school credit and up to 12 hours of job shadowing, that counted towards the 50 hours of unpaid tutoring or mentoring for the A+ scholarship. The City's CARE program assisted the teachers by providing job readiness skills training and an opportunity to apply for a CARE summer job in 2018. Together, the City and Hickman High School are developing a curriculum guide and forms to make the program easily replicable and scalable in other communities.

### **Desloge – Poly Com System (Medium City Category – population 5,000 – 15, 000)**

In late 2016, discussions began between the city of Desloge Board of Aldermen, the court clerks, the municipal judge, the mayor, and administrator to explore a way to streamline court proceedings. They were also attempting to avoid liability of transporting offenders from the county jail to the city of Desloge Court. At that time, the City was using Skype to conduct business from the St. Francois County Jail to city court. However, it was inconsistent and rarely worked properly. Often times, they had to transport offenders anyway due to current methods failing. The municipality needed a more reliable method to conduct court business. They needed a way to reduce the time their officers spent on transporting and investing in this process. The idea to purchase a PolyCom Video System was brought up, and in January of 2017, this became a reality. Quickly they began to realize the new system was going to solve problems and enhance efficiency. It has been much more reliable and has yet to cause an issue when being used. This enhancement could easily be transitioned to other cities to improve their current practices.

### **Florissant – Community Service Dog Program (Extra Large City Category – population more than 30,000)**

Since the inception of the Community Service Dog program, Officer Mahn and Eddie, service dog, have proven to be very successful and an asset to the community. It has helped bring a closer bond between the citizens of the community and the police department. The unique style of utilizing a dog's unconditional affection and enthusiasm for people to bring happiness to the community is like no other. With the help of Eddie, Officer Mahn is bridging any gap between the Florissant Police Department and the community that is served.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Fulton – Economic Development Merger (Medium City Category – population 5,000 – 15, 000)**

At one time, there were four different economic development organizations in Fulton designed to help spur business growth. However, there were areas of economic development that were being neglected, such as recruiting retail businesses. To solve this and other problems, Fulton Mayor LeRoy Benton suggested that the separate groups merge into one organization. Following months of discussion, boards of the Fulton Area Chamber of Commerce, Fulton Area Development Corporation and the Show Me Innovation Center agreed to form a new organization known as the Callaway Chamber of Commerce. However, this was only the beginning. Following the hiring of a new chamber director, a strategic plan was created to address current businesses, as well as trying to entice new businesses to Fulton. The results of the merger have been significant. Most noticeably, the vacant storefronts have declined dramatically. In 2016, 20 of 30 empty buildings found tenants by the end of the year. Also, chamber membership has increased by 109 in the past two years and new events such as the Business Breakfast, Callaway Women’s Network and a pitch competition have been added to the organization’s offerings.

### **Grandview – Smart City. Small City. (Large City Category – population 15,000 – 30,000)**

In 2015, Grandview began utilizing small digital apps and other technologies intended to increase efficiency in city departments and to engage citizens. In the brief time since then, the multi-year “*Small City. Smart City.*” initiative has shown that while small cities like Grandview may lack density and wealth, they are smart cities! Some of these Smart City applications have included:

- Public Works employing a digital app to assess the condition of city streets.
- Finance harvesting data and using data analytics to forecast revenue. As a result, Government Finance Officers Association (GFOA) named Grandview a “2017 Top Ten Revenue Forecaster.”
- Finance implementing a new credit card system citywide allowing digital municipal payments; and also making Grandview the first city in Jackson County to accept credit cards for property tax payments.
- Communications deploying advanced citizen engagement tools and emergency notification system.
- Creating online applications and forms citywide.

Results so far show increased revenues, citizen engagement and efficiency. Currently, to advance the Smart City strategy, the public-private partnership of Grandview Missouri and Burns & McDonnell have taken on the “*Small City. Smart City.*” initiative together. In November 2017, Burns & McDonnell issued the Smart Cities Request For Information (RFI) with the goal of determining what additional technologies are applicable in a first-ring suburb.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Independence – “Independence Works” Workforce Development Initiative (Extra Large City Category – population more than 30,000)**

The city of Independence launched the "Independence Works" Workforce Development Initiative in an effort to provide unemployed and underemployed persons in their community with the resources they need to qualify for, and obtain, quality jobs in the region. Their strategy for achieving this objective not only included developing a partnership to provide career training, it also involved organizing a task force to identify various workforce development resources; aggregating those resources on one interactive online location; and adopting a communication plan to spread the word to those in need. In essence, the city of Independence identified all the workforce tools, put them in one toolbox, and used technology to help those in need to locate and open that toolbox. This initiative has great applicability for other cities as virtually every community has, to some degree, unemployed persons looking for work; underemployed persons looking to improve their skills to get better jobs; and employers desperate to find qualified employees.

### **Jefferson City – City-University Cooperative Community Center (Extra Large City Category – population 15,000 – 30,000)**

Jefferson City has long needed a community recreation center. In 2015, the city of Jefferson City Department of Parks, Recreation and Forestry (JCPR) and Lincoln University announced their plans to build and co-operate a wellness and recreation center. The partnership aimed to create a facility that was equally available to community members and university students. On its own, Lincoln University had plans to provide a student fitness center. JCPR had secured funds to build a multi-court gymnasium. By combining resources, the organizations were able to offer their respective users double the benefits. The Linc opened its doors Feb. 20, 2017. Amenities include a four-court gymnasium with elevated walking track; meeting/classroom space; state-of-the-art fitness center; concessions; and administrative offices. The City is proud to report that The Linc has allowed for enhanced community partnerships and expanded recreational offerings for a wider demographic.

### **Kansas City – #PickYourPriority! – Evolving Resident Engagement (Extra Large City Category – population more than 30,000)**

In 2013, the city of Kansas City developed a comprehensive, renewable Five-Year Citywide Business Plan (CWBP) that would include three essential components: the City's strategic plan, a financial strategic plan, and a five-year planning model. The CWBP guides financial and operational alternatives through the planning and budget process. The City then recognized the crucial importance of resident engagement in the planning process and created resident work sessions. These sessions provide residents the opportunity to learn about the CWBP and to directly influence the plan through activities that simulate the City's budget process. "PICK YOUR PRIORITY" is an interactive game where residents vote on the city programs they believe the City should focus on. The game was incredibly simple, yet very powerful in actively engaging the participants to think about the programs within the context of the City's entire service portfolio. In 2017, the City evolved the resident work sessions to provide a realistic simulation of the City's annual CWBP and budget process. The simulation mimicked the City's budgetary process: seeking general information (focus groups); narrowing down priorities (prioritization exercise); and determining those programs that could be increased/decreased in the city's budget (balancing act).

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Kimberling City – City Newsletter (Small City Category – population less than 5,000)**

The Kimberling City Newsletter was created because the City had no means of consistent communication with citizens or the business community. This is the first newsletter published by the city since incorporation in 1973. Because citizens had no facts or information, many were frustrated, confused and angry by the way the City operated. They did not know why decisions were made or why issues were not addressed. Citizens were unaware of City events or even who staffed the different departments within the administration. Understanding city ordinances, their definitions and how they were enforced had also become a source of contempt. The creation of the city newsletter by the mayor, board of aldermen and city staff has resolved this communication void. The citizens look forward to receiving the newsletter updates in the mail. Issues are mailed because a substantial portion of the population are senior citizens without internet access. In these issues, citizens learn about upcoming city meetings, status of infrastructure improvements, permits, fees and ordinance enforcement. Kimberling City has recognized the need for communication and they have addressed the need in a positive and transparent manner. An informational newsletter is applicable to any city, large or small.

### **Kirkville – City-Owned Asphalt Plant (Large City Category – population 15,000 – 30,000)**

In 2015, the City realized that its approach to street maintenance was failing. The City commissioned a pavement condition analysis to assess all city streets that revealed that, at the current rate of maintenance, the City would continue to fall behind. Following additional research, evaluation and planning, a plan was established. Simultaneously, the City Council approved the creation of a Street Construction Crew and placed a renewal of an existing economic development sales tax on the April 2016 ballot, with 75 percent of generated funds dedicated to local infrastructure. Voters approved this measure by nearly 73 percent. Finally, the council approved the purchase of an asphalt plant at a cost of \$1.3 million. This decision allows the City to manage its costs, asphalt quality, asphalt delivery, and grants the ability to recycle unused materials. With a cost savings of more than \$30,000 per mile of overlay, the asphalt plant will pay for itself in approximately five years. Last year, 18 blocks were paved at a faster rate and lower cost than previously possible. Additionally, the city of Kirkville is partnering with the University of Missouri to develop an asphalt mix design for the harsh freeze/thaw environment.

### **Kirkwood – Story Walk (Large City Category – population 15,000 – 30,000)**

The Story Walk is the result of collaboration between the city of Kirkwood's Parks and Recreation Department and the city library. Initially, the library was approached by a local boy scout who wanted to create a meaningful and long-lasting community project for his Eagle Scout badge. The library saw the opportunity to combine literacy skills with healthy outdoor exercise. The Story Walk is a permanent addition to Kirkwood Park, the City's largest park. It consists of installments around Walker Lake that display a two-page spread from an engaging picture book. Families can walk the trail that runs around the lake and experience the beauty of the park and lake while also reading and following along in an engaging story. For young readers, the pages can be read to them, and for older readers, they can read the story to others. The book on display will be changed every six weeks. The Story Walk can be used by other cities who want to give families another way to enjoy parks and trails while also encouraging literacy skills in young readers.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Lee's Summit – Water Utilities Service Center (Extra Large City Category - population 15,000 – 30,000)**

For years, the city of Lee's Summit Water Utilities Department operated in aging, disjointed and inefficient spaces and facilities. The department's more than 50 employees were scattered across the City in three separate locations that did not meet basic operational and space needs. Through community collaboration, customer input and careful financial planning, Lee's Summit water utilities was able to design and build a new, state-of-the-art facility that not only met the space needs of the current department, but provides expansion opportunities for the anticipated full-build out of the City and department. The Water Utilities Service Center, that opened Dec. 15, 2017, brought the entire department into a single location, centralizing services and improving operational effectiveness. This means better services for current and future customers. Additionally, this \$14.6 million project, was fully funded through utility rates without the issuance of debt, while at the same time the utility was able to enhance the investment and maintenance of the water and sewer infrastructure and maintain some of the lowest combined water and sewer rates in the Kansas City metropolitan area. This project was driven by the Water Utilities Project Team, Water Utilities Advisory Board and Community Advisory Groups.

### **Maryville – Conference Center at Mozingo Lake (Medium City Category – population 5,000 – 15, 000)**

The Conference Center at Mozingo Lake Recreation Park is the newest premier event venue in Missouri. Over five years in the making, the story of the city-owned facility is one of vision, determination, municipal innovation and community support. Project leaders envisioned the project as a crown jewel complex to boost tourism and elevate other amenities. After rebranding the park through a partnership with students at Northwest Missouri State University, staff assisted grass roots effort to build a hybrid golf course, ultimately designed by golf legend Tom Watson. Momentum continued to include acquiring a Boulders Inn & Suites Hotel and securing a 1/8 cent sales tax for construction of the conference center. In addition to accommodating events up to 500 persons, it supports 27 holes of golf through a new pro shop and cart storage. Two indoor golf swing bays provide a unique entertainment and training opportunity. The facility includes a full-service restaurant, leased to a popular farm-to-table company. The project provides an example of how communities can leverage public-private investments to drive community tourism and quality of life.

### **Moscow Mills – Historic School to City Hall (Small City Category – population less than 5,000)**

In the summer of 2015, the administration of the city of Moscow Mills approached the Troy R-III School District about the possibility of purchasing the historic Crabapple School. The building, constructed around 1905, was located immediately next to Highway 61. In August of 2016, the purchase of the building and acreage was executed. As Moscow Mills has returned to record growth, the need for a new city hall was obvious. The current 800 sq.-ft.-facility was long overdue for replacement. In addition, the City's police department had to be housed in storefront quarters on the other side of town. This made communication between the city departments problematic. With the renovation and upgrades made to the building, the city of Moscow Mills has a great location to conduct city business, functions and meetings in one location. The new city hall's location along Highway 61 is also beneficial for marketing and visibility of the community. The building was designed to serve the citizens of Moscow Mills for at least the next 25 years. Members of the city staff, officials and local groups helped to make this project a reality.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Nixa – Nixa Solar Farm (Large City Category – population 15,000 – 30,000)**

The Nixa Solar Farm project had three main objectives: 1) to provide cost savings over the long-term; 2) to reduce the City's carbon footprint into the future; 3) to bolster the city's reputation as a progressive community. Missouri's largest solar farm was developed west of town, providing about 9 percent of the City's current annual electric demand. The 25-year purchase power agreement will save the city \$2.5 million dollars, while reducing the City's carbon footprint by more than 10,500 metric tons per year. Positive press coverage bolstered the City's reputation as a progressive community capable of working in public/private partnerships to develop large projects with tangible benefits for the community. Other cities, whether they own their own electric system or not, could also achieve cost savings, reduce environmental impact, and enhance their progressive reputation by working with the private equity firms, co-ops or investor owned utilities, to develop solar arrays. The City's savings came primarily from reduced transmission costs because of the solar farm's proximity.

### **North Kansas City – Armour Road Pop-Up Parklet (Small City Category – population less than 5,000)**

The Armour Road Pop-Up Parklet was a one-day demonstration project that included the installation of decorative crosswalks; a temporary park in three downtown parking spaces; and a temporary bike lane as a way to demonstrate the recommendations of the Armour Road Complete Street Plan, engage the community and build support for future street improvements. The pop-up event was successful in engaging with many more community members than a typical public meeting, including many who had not previously attended a public meeting. The event also garnered an extremely high level of media interest that is not typical for a public meeting. The pop-up was covered by three TV stations, a radio station and the *Kansas City Star*. The project was led by staff from the Community Development and Public Works Departments, with assistance from consultants working on the Armour Road Complete Street Plan. The project also drew on assistance from Better Block KC, the Missouri Chapter of the American Planning Association, and TrailNet for supplies and technical assistance. The project showed how unique, hands-on events can result in increased community engagement, greater visibility for a proposed project, and support for future improvements.

### **Ozark – Partnership in Progress (Large City Category – population 15,000 – 30,000)**

Partnership in Progress is a joint effort between the Ozark School District and the city of Ozark Board of Aldermen that began in September 2012 and is ongoing. Both boards agreed that they needed a process that would improve communication and ensure mutual understanding of the goals of the School District and the Board of Aldermen. With members of both boards changing as terms expire, this forum creates a process that survives the turnover that occurs with the elections. The initial goal of the partnership is to better the community. The partnership meets on a quarterly basis and has expanded to include participation of the Ozark Chamber of Commerce. Initial benefits of the partnership is that the staff of the school district and the city of Ozark know the key contacts in each organization. Improved communication has helped the school and the City align their respective goals so that they better serve the residents of the City. Key deliverables from the process is the annual State of the Community Dinner, improved construction projects, the Trail and Parks Committee (Ozark Trace), and an Economic Incentive Plan that is supported by the school and the City.



## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **Peculiar – A Peculiar Way to Survey Sewers (Small City Category – population less than 5,000)**

Unmanned Aerial Vehicles (UAV's), commonly known as drones, are having a fascinating effect on the design of public facilities and infrastructure. The engineering community is embracing this emerging technology and finding ways for drones to enhance their basic design services. Drones combined with 3D photography are being used to upgrade surveying and construction drawing development. The city of Peculiar is located at the fringe of the Kansas City metropolitan area. As the KC metropolitan area grows, Peculiar has new demands and decisions to make by city leaders on how to embrace the associated growth while providing quality basic services. For Peculiar, their sanitary sewer service was quickly exceeding capacity. In 2011, the City conducted a study of their sanitary sewer system that identified that much of its main interceptors would be undersized in only a few years. The report determined that upsizing their sewer system was necessary to maintain a level of service for their existing and future citizens. The design engineer, George Butler Associates, Inc., proposed using a drone to enhance the surveying for the new interceptor design. Based on the findings, the City approved the project to install 28,000 feet of interceptor sewer.

### **St. Charles – Pavement Preservation Plan (Extra Large City Category – population 15,000 – 30,000)**

This year saw the start of the city of Saint Charles' Department of Engineering's new pavement management plan. Traditionally, roads have been maintained in a worst-first approach by municipalities throughout the country. This approach may be intuitive, that the worst streets deserve the greatest attention, but it is inefficient and unsustainable. The City of Saint Charles' new pavement plan that was implemented included three different thicknesses of asphalt overlays ( $\frac{3}{4}$ ", 1" & 2") and a road preservation treatment called High Density Mineral Bond (HDMB). HDMB was developed to meet the demand for asphalt preservation on residential roadways without the negative side effects of chip or slurry seals. HDMB was engineered to preserve the native asphalt binder before oxidative damage occurs. This treatment is recognized as the most cost-effective strategy for managing asphalt pavement. The city of Saint Charles was the first in its area to utilize the HDMB treatment. Since implementing this new plan, the City is averaging \$5.16 per square yard for asphalt repairs, versus \$15.20 per square yard in 2016.

### **St. Joseph – One Garage...Parking for All (Extra Large City Category - population 15,000 – 30,000)**

Highlighting the eastern gateway to downtown St. Joseph was a circa 1974 parking structure that was structurally unsafe and aesthetically unappealing, not to mention less than 50 percent functional. It was not a picturesque welcome to downtown. That changed when, in 2014, Mosaic Life Care announced their decision to invest in downtown. Relocating 200 employees to downtown also meant finding an equivalent number of parking spaces. The result is a public/private partnership to build a new structure that addressed parking needs in the area along with providing 34,000 square feet of retail storefront. The storefronts have the potential to generate more than 100 new jobs in the downtown area. Fast forward to 2018, the entrance to downtown now shines with a functional and visually pleasing building that will have significant economic benefit to downtown, as well as provide safe and adequate parking for both tenants and visitors. This project was successful, in large part, due to the collaboration of the City and Mosaic, along with great partnerships with the architect, general contractor and support of downtown property owners. Other communities with aging downtown infrastructure and parking problems can benefit from a public/private partnership project to help with the regrowth of their downtown.

## ***2018 MISSOURI MUNICIPAL LEAGUE INNOVATION AWARD NOMINATION SUMMARIES***

### **St. Peters – Spencer Creek Stabilization Improvements Boardwalk Trail (Extra Large City Category – population 15,000 – 30,000)**

St. Peters residents and visitors are benefitting from an impressive new project along a city landmark, Spencer Creek. The Spencer Creek Bank Stabilization Improvements and Boardwalk Trail Project combined naturalized creek stabilization and restoration systems, with one of the longest elevated boardwalk trail systems in the Midwest to address severe erosion and replace a segment of a popular park trail. Ideal Landscape Group was the contractor and GBA were engineers on the project. The project is an essential segment of the City's stormwater management plan, funded by the "Prop P" sales tax approved in 2012. Other cities may have successful results with this kind of innovative effort combining the need for a public works project with a significant enhancement to quality of life for their residents, while encouraging a healthy lifestyle! Project objectives also help achieve key priorities set forth in the City's Vision 2025 Strategic Plan: "In 2025, My Hometown will be Safe, Healthy, Prosperous, Sustainable, Innovative, Connected and Community." In addition to the stream improvements, the 280-foot elevated boardwalk is an impressive new landmark in the City's 20-mile paved trail system and meets regulations of the Americans with Disabilities Act.

### **West Plains – Greater Ozarks Center for Advanced Technology (Medium City Category – population 5,000 – 15, 000)**

Reeling from some key economic development losses and a community clamoring for more jobs, the leaders in West Plains, Missouri knew something needed to be done, and fast. Putting aside traditional rivalries and forging a spirit of collaboration rarely seen in today's society, representatives from Missouri State University-West Plains, the South-Central Career Center of the West Plains School District, and the city of West Plains created a unique alliance to bring technological training in demand by manufacturers to area residents. Their goal: To provide the citizens of West Plains with better careers through hands-on education and training. This is the story of how the Greater Ozarks Center for Advanced Technology, the state's first advanced manufacturing training facility, was born in West Plains.

### **Willard – D.A.R.E./PAL Outdoor Character Camp (Medium City Category – population 5,000 – 15, 000)**

When people think of innovation, their minds often think of the latest new "app" or technology gadget that can change lives. However, innovation in land use can have an equally large impact on the lives within a community. The city of Willard has committed to repurposing land through an intentional process, that intertwines activity between the schools, businesses and the local government. Beginning in 2012, the Willard Police Department, the Police Athletic League (PAL) program, and volunteers envisioned using overgrown and unutilized city property to provide a place where youth could interact with police officers beyond their participation in the schools D.A.R.E. program. By accomplishing this outcome, an excellent outdoor environment for the youth to be strengthened in the areas of responsibility, honor, self-control and discernment has been realized. Today, youth can center on those competencies with police instructors while learning the science of boxing, tactical jiu-jitsu and camping through this new D.A.R.E./PAL Outdoor Character Camp.

**CONGRATULATIONS TO THE 2018  
INNOVATION AWARD WINNERS**

**NORTH KANSAS CITY  
ARMOUR ROAD POP-UP PARKLET  
(SMALL CITY CATEGORY –  
POPULATION LESS THAN 5,000)**

**WILLARD  
D.A.R.E./PAL OUTDOOR CHARACTER CAMP  
(MEDIUM CITY CATEGORY –  
POPULATION 5,000 – 15,000)**

**NIXA  
NIXA SOLAR FARM  
(LARGE CITY CATEGORY –  
POPULATION 15,000 – 30,000)**

**COLUMBIA  
COMMUNITY SCHOLARS PROGRAM  
(EXTRA LARGE CITY CATEGORY –  
POPULATION MORE THAN 30,000)**

**THANK YOU TO ALL THOSE  
MUNICIPALITIES  
THAT SUBMITTED NOMINATIONS FOR  
THIS YEAR'S  
INNOVATION AWARDS!**

**IT IS TRULY APPRECIATED!**

**REMEMBER...**  
**IF YOU HAVE A GREAT INNOVATIVE  
PROGRAM OR PROJECT THAT YOUR  
MUNICIPALITY HAS IMPLEMENTED,  
WATCH FOR INFORMATION FOR  
SUBMITTING YOUR PROJECT LATER  
THIS YEAR!**