

# *Gladstone: Shaping Our Future*



December 28, 2016



Gladstone: An innovative, welcoming community with outstanding business, educational and recreational opportunities for all.

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## Letter from the Co-Chairs

Dear Council and Community,

It has been an honor to serve as co-chairs of the *Gladstone: Shaping Our Future* strategic planning process. We began this process with the aim of sustaining a high quality of life for the future of the City of Gladstone. This document outlines ideas that a diverse group of residents suggest we implement to move Gladstone forward as the premier destination to live, work and play in the Kansas City metropolitan region.

The widespread participation in this strategic planning process has been positive. The city extended a community-wide invitation to join the process, and all who showed interest were welcomed as stakeholders. In the end, more than 100 community members participated – a group reflecting Gladstone’s diverse perspectives with representatives from private and public groups, people of all ages, races and economic classes. This group reflects the pride that community members have in Gladstone and their dedication to keep the city moving forward. We thank all of the stakeholders for investing their time and talents in this important project.

We were able to identify emerging needs and engage community stakeholders in addressing these priorities in an effective and measurable way. We have identified goals, strategies and action steps to make Gladstone an even better place. This plan will help guide the direction of Gladstone for years to come.

The Initiating Committee went above and beyond to provide the foundation for this process to occur. The committee’s visionary leadership was responsible for guiding this positive, community-wide effort.

We also thank the city for its support and efforts to make our time together more comfortable and enjoyable as well as productive. The participation of city staff and their commitment to our city’s success are also recognized and appreciated. Finally, this effort would have been impossible without the generosity of many local businesses and individuals who provided critical resources to sustain the effort.

Jenny McGee – Co-Chair



Tina M. Spallo – Co Chair





## Executive Summary

*Gladstone: Shaping Our Future* in many ways continues a 13-year-long conversation and partnership between Gladstone residents and their local government. In 2003, the National Civic League (NCL) facilitated conversations and meetings through which Gladstone residents identified key priorities and charted the community's course for its next 15 years. That process and the subsequent report, *Gladstone on the Move*, led to the city and community partnering to design and build the community center, develop Linden Square and create the Gladstone Leadership Academy – among many other changes. In 2014, having achieved many of the key goals from *Gladstone on the Move* (several years ahead of schedule), the City of Gladstone, with the help of NCL, was ready to re-engage Gladstone residents to develop a new strategic plan that would build upon the accomplishments of *Gladstone on the Move*.

This report, *Gladstone: Shaping Our Future*, continues that conversation and seeks to further strengthen the partnership between residents and the city. For more than 25 years, NCL has facilitated visioning and strategic planning processes in hundreds of communities nationwide, but Gladstone stands out for its clear commitment to ongoing engagement between residents and the city. The principle behind *Gladstone: Shaping Our Future*, as with all of NCL's strategic planning processes, is that a strategic plan should be more than a laundry list of demands. To be meaningful and relevant, it must be resident-led, intentionally inclusive, based on consensus and a true partnership between residents and city.

Throughout the process, Gladstone residents led the way, defining the vision, establishing goals and balancing competing priorities. City staff supported residents – when called upon – throughout the process, providing administrative support and research. The role of NCL was to help provide structure and facilitation, thus enabling residents to focus on exploring the community they wanted to create and charting the course to achieve their goals.

### About the National Civic League

National Civic League is a 122-year old, nonpartisan, nonprofit organization based in Denver, Colorado committed to creating inclusive, thriving communities by inspiring, supporting and recognizing equitable approaches to community decision-making.

For more than 25 years, the National Civic League has facilitated visioning and strategic planning processes in hundreds of communities nationwide. NCL's expertise is helping local governments and institutions engage and involve community stakeholders in an inclusive process that leads to tangible outcomes, feasible action plans and an appropriate implementation strategy. [www.ncl.org](http://www.ncl.org)

## The Process

The work of *Gladstone: Shaping Our Future* was divided into three phases.

- 1) Initiating (September 2015 – April 2016)
- 2) Stakeholder (April 2016 – January 2017)
- 3) Implementation (January 2017 – beyond)

### Initiating Phase (September 2015 – April 2016)

The initiating phase of the project began in September 2015 with discussions between NCL and the city about potential members for the Initiating Committee (IC). Together the city, council and NCL sought to create a committee inclusive – to the extent possible – of the diversity of views and experiences found among Gladstone residents. The city council appointed 11 committee members and charged them with developing a process that ensures all voices are included in the conversations. The IC was tasked with getting the project off the ground, creating the timeline and structure necessary to lay the foundation for the visioning effort and planning in the second phase.

Between November 19, 2015, and February 16, 2016, the Initiating Committee and representatives from NCL met five times to establish the framework for the project. The committee's work also included identifying leadership for the stakeholder phase (co-chairs), creating a list of stakeholders to invite to participate, choosing a project name, fundraising and managing all project logistics.

### Stakeholder Phase (April 2016 – January 2017)

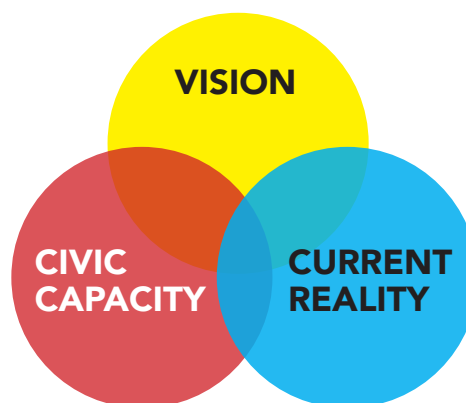
Beginning with the April 26 Kickoff Event, the stakeholder phase of the project brought together more than 100 Gladstone residents to debate, discuss and dream about the community's future. The first priority for stakeholders was to identify a vision around which the community could rally.

The stakeholders set forward a bold vision for the community:

*Gladstone: An innovative, welcoming community with outstanding business, educational and recreational opportunities for all.*

After selecting a vision for Gladstone, stakeholders worked to develop a strategic plan for creating the community they envision. This work was organized into key performance areas (KPAs), the main areas, issues or topics which are strategically important to moving the community forward and achieving the vision.

KPAs were selected by considering and aligning three elements – the community's vision, the community's civic capacity and the current state of affairs locally. Stakeholders assessed Gladstone's civic capacity using the NCL's Civic Index. To better understand the current realities facing Gladstone, stakeholders received briefings and information from numerous sources about existing efforts, local needs and resources. This research was further strengthened by a city-wide survey conducted by ETC Institute ([www.etcinstitute.com](http://www.etcinstitute.com)).



Focusing on KPAs, which sat at the intersection of these three areas, ensured that the work was realistic, rooted in the community's current challenges and capacity and aligned with stakeholders' vision for Gladstone.

The key performance areas selected through *Gladstone: Shaping Our Future* are (alphabetically):

- Arts, Recreation and Education
- Economic Development
- Environmental Stewardship
- Health and Safety
- Infrastructure and Transit
- Neighborhoods and Housing

Numerous issues and topics beyond these six require attention and are important to the health and well-being of Gladstone or any community. *Gladstone: Shaping Our Future* is not a complete catalogue of every topic or issue of importance, but it serves as a strategic plan for prioritizing actions with the greatest impact on achieving residents' vision for the community.

Within each of the six performance areas, stakeholders identified a mini-vision around which to organize their work. KPA members selected three to six goals considered essential for reaching their mini-vision and ultimately helping Gladstone to become an innovative, welcoming community with outstanding business, educational and recreational opportunities for all. Each goal is supported by a rationale statement that explains why the goal is critical for the community, along with a strategy statement describing the approach to achieving the goal. Each goal is supported by a series of action steps connected with responsible parties (those charged with taking the action), a timeline for action and potential resource options. Lastly, each of the goals includes a list of performance measures that enable the community to track progress toward the goal over time.

This report, which pulls together the strategic plans for each of the six key performance areas, is intended to serve as the starting point for implementation, the final phase of the project.

(Note: The timeline of stakeholder meetings is included in the appendix on page 58.)

### **Implementation Phase (January 2017 – ongoing)**

The implementation phase begins with the delivery of this report - *Gladstone: Shaping Our Future*. The Implementation Committee – a group of 10-20 key stakeholders from across the community – is charged with coordinating with the city, community and other key responsible parties to put the plan into action over the coming years.

Implementation Committee members will ensure that key perspectives, groups, institutions and ideas are represented and drive the work moving forward. Rather than narrowly focusing on each KPA, the Implementation Committee is charged with looking at the community as a whole and prioritizing actions to achieve the greatest impact.

## Summary of Outcomes

As described earlier, the stakeholder phase produced a shared vision for the future of Gladstone:

*Gladstone: An innovative, welcoming community with outstanding business, educational and recreational opportunities for all.*

Using this vision as their North Star, stakeholders identified six areas (KPAs) that will be critical to Gladstone reaching its full potential. The descriptions below summarize the strategic plan for each KPA and paint a picture of the vision Gladstone residents want to achieve.

**Arts, Recreation and Education:** This plan envisions a future in which Gladstone is “*an innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.*” To this end, the plan prioritizes the creation of a Gladstone Arts and Cultural Center, developing a new generation of young leaders, creating a mobile app that enables residents to learn about the myriad services and recreational opportunities the city has to offer and, finally, the creation of a new logo that captures the fresh energy and potential of the community.

**Economic Development:** Building on the success of *Gladstone on the Move*, this plan works to strengthen the cohesion and vibrancy of downtown Gladstone, continues to identify and acquire parcels of land for further development and supports existing businesses with coaching and mentoring. With these efforts, Gladstone will be “*a city utilizing an innovative approach to expanding economic opportunities and retaining existing businesses that will cater to all demographics.*”

**Environmental Stewardship:** This plan includes ways for Gladstone to grow “*...as a community that educates, supports and facilitates a world class environment for energy efficiency, green spaces and transportation.*” The plan includes a focus on moving to a single trash service, becoming more bike-friendly, providing opportunities for residents to reduce their environmental impact and preparing for changes from autonomous vehicles and other transportation technologies.

**Health and Safety:** “*Gladstone should aspire to be the healthiest and safest community in the Kansas City Metro Area.*” To reach this lofty vision, the plan focuses on providing public safety personnel with the space, equipment and training necessary to keep residents safe and healthy. To further help residents achieve their health goals, this plan seeks to create a position to help residents navigate the various services available, increase access to healthy food and strengthen Gladstone’s support for those facing mental health issues.

**Infrastructure and Transit:** This plan sets out actions to achieve a vision of “*...a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.*” These efforts include reducing the city’s dependence on the Kansas City sanitary sewer system, identifying measures to make streetlights revenue neutral and undertaking several transportation efforts that will make it easier to get around town.



**Neighborhoods and Housing:** By helping form more neighborhood associations, clarifying local codes (and educating residents about them) and developing ways to celebrate the different neighborhoods, Gladstone will become *“a network of unique and welcoming neighborhoods that foster a safe and friendly community for residents to grow and proudly call home.”*

## Moving Forward

For nearly a year, Gladstone residents debated, discussed, considered and examined the community they want to create in the years to come. Throughout the process, NCL stressed that residents would have to be willing to step forward and partner with local government and other institutions to achieve these goals and realize their vision. So, rather than a wish-list, this report is a statement about what residents value, what they believe Gladstone can become and where they believe they can help create a better community.

This report captures the vision and goals of Gladstone residents. The next step requires strategic implementation, focused action and collaboration between the city and residents. Guided by the vision set forth for the community and each of the KPAs, the implementation effort will require establishing priorities and refining goals or actions as circumstances change or new challenges emerge.

The name given to this process and report speaks to Gladstone’s engagement ethic and awareness of the work still to be done. Shaping the future captures residents’ sense that the future they envision is far from guaranteed and therefore must be formed through intentional action over time. Obvious though it may seem, the future they envision is shared – “our” future – implicating residents, government, business and others in the work to be done to create a better Gladstone.

Gladstone, stands ready to shape its future.

## Strategic Plans

This section of the report pulls together the plans created in each of the six key performance areas (KPA).

### About this Report

The bulk of this report is organized around goals, strategies and actions set out by each of the KPAs. KPAs are presented alphabetically. The structure is the same for each goal:

Along the side of the page is the **name of the KPA** and across the top is the **vision for the KPA**.

Below that is the **goal**, followed by the **rationale** for addressing that goal and a **strategy**.

Below the strategy is a chart of the **key actions** necessary to achieve the goal, **responsible parties** – those responsible for taking the action, a **timeline** and potential **resource options**.

Finally, below each action chart are **measures of success** – ways to track progress toward the goal.

**Arts, Recreation and Education**

An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.

**Goal 1: Establish Gladstone as a vibrant pillar for arts and cultural enrichment through the creation of an innovative, dedicated Arts and Cultural Center.**

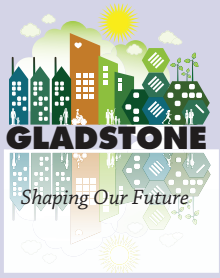
**Rationale:** We feel it is crucial that Gladstone develop an Arts and Cultural Center to enrich the minds and hearts of our community and to serve as an example of our city's unique character. Our research and outreach efforts confirm that there is much enthusiasm and many potential partners for the creation of an Arts and Cultural Center in the heart of Gladstone that would do for the arts what the Community Center has done for recreation.

**Strategy:** Our discussions and research suggest we focus on developing a multiple purpose year-round accessible facility that would include features such as a theater space for stage and screen, dedicated galleries, art studios, maker spaces, media labs and a commercial/ educational kitchen, among others.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Finalize programming – finish collecting data, including site evaluations and clearly identifying target functions of the space	City staff, Shaping Our Future (SOF) Implementation members, Arts Board and identified partners	Jan. 2017 – June 2018	Sales tax and city funding - see appendix page 61 for budget details
2. Prioritize functions – narrow and order the potential functions with input from citizens, outreach partners and city officials	City staff, SOF Implementation members, Arts Board and identified partners	June 2017 – March 2019	Partner funding, National Endowment of the Arts grant, as well as city funding
3. Petition for partners – formalize concept materials and outreach to potential partners	City staff, SOF Implementation members, Arts Board and identified partners	June 2017 – March 2020	City staff and partners time and resources
4. Develop comparative plans – consolidate activities into one or more plans for formal review	City staff, SOF Implementation members, Arts Board and identified partners	March 2020 – Jan. 2021	City staff and partners time and resources

**Measures of Success:**

- Establish educational, non-profit and private partnerships
- Establish/broaden Gladstone Arts program to begin seed program (stakeholders, fundraiser, prototype indoor drama program)
- Establish four or more major arts events (possibly seasonally) facilitated by an Arts and Cultural Center
- Break ground on Arts and Cultural Center



# ARTS, RECREATION AND EDUCATION

An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.



Photo Credit: Confluence



An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.

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ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Finalize programming – finish collecting data, including site evaluations and clearly identifying target functions of the space	City staff, Shaping Our Future (SOF) Implementation members, Arts Board and identified partners	Jan. 2017 – June 2018	Sales tax and city funding - see appendix page 60 for budget details
2. Prioritize functions – narrow and order the potential functions with input from citizens, outreach partners and city officials	City staff, SOF Implementation members, Arts Board and identified partners	June 2017 – March 2019	Partner funding, National Endowment of the Arts grant, as well as city funding
3. Petition for partners – formalize concept materials and outreach to potential partners	City staff, SOF Implementation members, Arts Board and identified partners	June 2017 – March 2020	City staff and partners time and resources
4. Develop comparative plans – consolidate activities into one or more plans for formal review	City staff, SOF Implementation members, Arts Board and identified partners	March 2020 – Jan. 2021	City staff and partners time and resources

#### Measures of Success:

- Establish educational, non-profit and private partnerships
- Establish/broaden Gladstone Arts program to begin seed program (stakeholders, fundraiser, prototype indoor drama program)
- Break ground on Arts and Cultural Center
- Establish four or more major arts events (possibly seasonally) facilitated by an Arts and Cultural Center



An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.

## Goal 2: Develop a mobile application offering that serves to connect and showcase our city.

**Rationale:** We feel it is crucial to ensure that Gladstone residents are able to connect and more easily make use of the vital civic services and information, and other opportunities (businesses, trails, events and the like) available in Gladstone. A city-specific app will serve to further distinguish Gladstone's commitment to innovation and reinforce the great opportunities available to residents.

**Strategy:** We believe that an app is the most effective approach to reaching this goal. We support the prioritization of the development of a mobile solution that will become a permanent asset in the city's portfolio of services.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Work with existing technical solutions to create a mobile-ready version of existing sites	City staff	Jan. 2017 – Oct. 2018	City staff time and web resources
2. Launch initial Android/iOS compatible app to mirror and connect to existing content	City staff and an app developer	Oct. 2018 – Dec. 2019	Code for America and Girls Who Code; sustainability can come from a model similar to Gladstone Magazine through member support, sponsorship or ads
3. Integrate city services, including health and public safety information, city calendar and potentially pay services	Gladstone Chamber of Commerce – identifying business listings/information, City staff, Gladstone Leadership Academy	Dec. 2019 and continuing thereafter	Potential for sponsorship or ads
4. Partner with business and community leaders to expand functions and services	Gladstone Chamber of Commerce, Local interested businesses, Groups and organizations	Jan. 2020 and continuing thereafter	Potential for sponsorship or ads

### Measures of Success:

- Increase year-to-year traffic to mobile-ready version of existing sites
- Launch of an app for Android/iOS platforms and increase usage each year by 5 percent

An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.

**Goal 3: Establish a youth-outreach program (GladCorps) that serves to connect and grow future civic leaders with educational and service opportunities in our city.**

**Rationale:** We feel it is crucial that Gladstone develop a formal leadership and service program for our youth to connect, educate and encourage our future leaders.

**Strategy:** Our strategy for achieving this goal is to expand the concepts of the Gladstone Future Leaders Academy to local high school-aged youth. We envision including local service and business partnership opportunities and developing a program that will provide a strong link between the current and future leaders of our community. To bolster the connection between youth and the community we believe that the GladCorps should pursue service projects to align with implementation of the city's goals, offering participants a stake in the city's legacy and providing them with strong practical experiences.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Identify educational partners and participation requirements	A new board of existing planners for Future Leader's Academy, Partner organizations (schools, county government, youth outreach orgs, MARC, etc.), New volunteer leaders to help lead/seed the program	Jan. 2017 – Jan. 2018 with 2018 school year as proposed start	Volunteers would help the project run well, however, a paid position to oversee the youth and provide appropriate credentials for school records, etc. will ensure success. Options include a Vista position or United Way volunteers
2. Revise Future Leaders Academy for high school audience and develop and coordinate service opportunities that develop leadership and career skills	Future Leaders Academy Alumni	Jan. 2018 – June 2018	Potential to partner with NKC schools around developing relevant curriculum
3. Develop a model where participants and alumni direct the future and expansion of the program; Establish year-round opportunities for youth involvement and leadership in the city through ties to the program	Program alumni, City staff, Program volunteers/staff	June 2018 and continuing thereafter	City staff time and resources, Program staff or volunteer
4. Partner with business and community leaders to expand functions and services	Business community, Staff or volunteers of the program	June 2018 and continuing thereafter	Program staff or volunteer, Business community contributions

**Measures of Success:**

- 5 – 10 students served in year of the program with 10 percent increase each year

An innovative arts and cultural beacon that serves to connect, educate and grow a diverse and vibrant community.

**Goal 4: Develop a fresh Gladstone branding strategy that serves to market, educate and celebrate our city.**

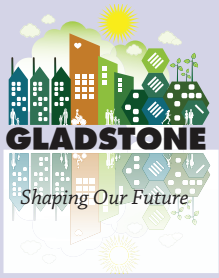
**Rationale:** For Gladstone to remain a vibrant community, we believe the city must develop a fresh branding strategy that encourages growth, while building on and telling the story of our successes.

**Strategy:** Our discussions and research suggest we consider a rebranding effort of Gladstone's motto and logo and modernize our marketing efforts to reflect the current goals and assist in guiding the city's future. Changing the entire branding and logo profile for the City of Gladstone will require too much funding to complete at once, but as resources are replaced or renewed, the new branding can be incorporated. Therefore, as we pursue new branding materials, we suggest a strategy that phases in the new logo. Newly created materials and promotions will incorporate the new logo as soon as it is completed.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Develop a new city slogan and city logo	Graphic designer, City staff, SOF members	Jan. 2017 – Jan. 2019	Existing renewal fees for replacing logo and City staff time
2. Develop social media and commercial targets	City staff	Jan. 2018 and continuing thereafter	City staff time
3. Invest in strategic mass communication solutions	City staff	Jan. 2019 and continuing thereafter	City staff time and resources

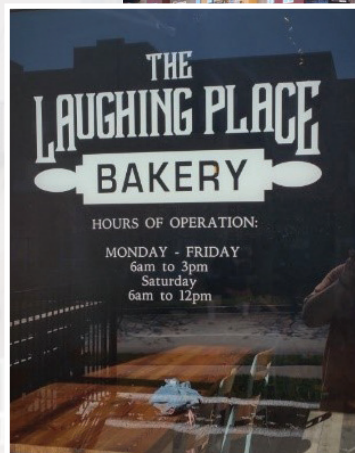
**Measures of Success:**

- Develop a new city slogan and logo
- Increase percentage of city vehicles with the new logo in years 4, 6 and 10 of this effort



# ECONOMIC DEVELOPMENT

Gladstone: A city utilizing an innovative approach to expanding economic opportunities and retaining existing businesses that will cater to all demographics.



Aerial Photo courtesy of Bill Tice



Gladstone: A city utilizing an innovative approach to expanding economic opportunities and retaining existing businesses that will cater to all demographics.

### Goal 1: Continue development and re-imagination of Gladstone's downtown.

**Rationale:** Given the importance of the downtown corridor and its current state, we recommend a continued focus over the next 10 years on the growth and development of North Oak Trafficway between 68th and 72nd streets, as well as continued work to get the proposed parkway project underway. We believe it is critical to continue the progress and protect the investment Gladstone has already begun with the building of Linden Square projects.

**Strategy:** We advocate for a strategy that focuses on both small immediately achievable projects that will have maximum impact on the growth and protection of Gladstone's current investment into the Linden Square/Downtown Gladstone area. At the same time, we believe the city and others must be nimble enough to identify and capitalize on larger, keystone projects that will determine future community longevity and increased revenue capability.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Clearly define boundaries of focus as area between 68th and 72nd streets on North Oak Trafficway and west toward 169 Hwy (Future Parkway)	SOF implementation committee, Linden Square Merchant's Association	Jan. 2017 and ongoing	City staff time and resources
2. Engage residents and business leaders to establish clear priorities for what specific properties need attention	SOF implementation committee, Linden Square Merchant's Association, City staff, Gladstone Chamber of Commerce	Begin in Jan. 2017 and create list of priorities by Dec. 2017, continue to engage and reprioritize moving forward	Local businesses and community groups
3. Host a local school competition to create a recognizable "Gladstone landmark" design for painting the water tower over Linden Square	City Manager's Office, Gladstone Arts Council, Linden Square Merchant's Association, North Kansas City School staff	June 2017 – Dec. 2018	Current funds earmarked for painting of water tower, Local businesses to donate/ collaborate on a prize package for the winning school
4. Build an archway welcoming people into Linden Square	City staff, Capital Improvement Committee, Arts Council	Begin in Jan. 2017 to be completed by Dec. 2022	Gladstone Arts Council Gladstone Downtown Arts District, NEA "Our Town" Grants
5. Develop a plan for a common theme that would allow continuity of properties in Downtown	City staff	Jan. 2017 – Dec. 2024	Gladstone Arts Council, Master Gardener's Association

#### Measures of Success:

- Increase in tax revenue stemming from North Oak Trafficway and Linden Square businesses
- Visible beautification and cohesion of "Downtown Gladstone" between 68th and 72nd streets on North Oak Trafficway leading into Linden Square
- A completed archway project leading into Linden Square/Downtown Gladstone

Gladstone: A city utilizing an innovative approach to expanding economic opportunities and retaining existing businesses that will cater to all demographics.

**Goal 2: Encourage and support city's existing proactive land acquisition in accordance with current Gladstone Master Plan.**

**Rationale:** Gladstone is unable to expand its boundaries, so the city needs to continue playing a proactive role in development to remain competitive with other communities. Increased economic development equals an increase in tax revenue that will keep Gladstone economically healthy now and in the future.

**Strategy:** Our suggested strategy relies on the city continuing to actively look for developers, while pursuing local, county, state and nationwide marketing strategies.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Acquire land in creation of Downtown Gladstone – Reach critical mass for developers to take interest.	City staff	Jan. 2020 and ongoing	Research and develop a dedicated source of revenue to go after opportunities as necessary. Propose a ½ cent sales tax for economic development and land acquisition ( <i>see appendix page 60 for projected revenue</i> ). Actively consider a Community Improvement District sales tax. City staff time and resources and resident advocacy
2. Continue to actively market Downtown Gladstone to developers, and let them see the benefits of developing in Gladstone	City staff	Jan. 2017 and ongoing	Gladstone 18 business owners, Farmers Market President, The Heights Management, City staff time and resources
3. Keep the vision of a hotel/ event space as a key priority when the parkway plan comes to reality	City staff, Residents and Chamber of Commerce	Coinciding with development of the parkway	City staff time and resources, TIGER grants, MDOT

**Measures of Success:**

- Developers begin to build new and exciting projects that will enhance and grow the economic and tax base in the City of Gladstone

Gladstone: A city utilizing an innovative approach to expanding economic opportunities and retaining existing businesses that will cater to all demographics.

### Goal 3: Business retention.

**Rationale:** Gladstone needs to retain current businesses to attract new business. Additionally, it is less expensive to retain than to obtain business, so when considering the economic health of the city, it makes sense to focus on retention of current businesses. Along with attracting new business, we recognize a very real need for a continuing plan to retain current businesses.

**Strategy:** Focus on supporting individual businesses through wise use of available and future resources. Review current programs to increase awareness of available resources.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Creation of a business mentoring and resource program	Chamber of Commerce, Linden Square Merchants Association, Economic Development Department, Volunteers from successful businesses to serve as mentors	Jan. 2019 and continuing thereafter	Volunteers from successful businesses Gladstone Area Chamber of Commerce and Economic Development Department, SCORE (Service Corps of Retired Executives), KCSOURCELINK, EDC
2. Educate current and new business owners about the \$20,000 low interest rate loan through the CDC, as well as loan programs through Clay County EDC and Midwest Small Business Finance	CDC Board and Operating Committee, Gladstone Economic Betterment Council, Economic Development Department	June 2017 and continuing thereafter	Flyer/brochure/literature created for mentors or as a resource available through City Economic Development Office and Chamber of Commerce

### Measures of Success:

- Increased number of business retained
- Increased number of new businesses that remain viable 3 – 5 years after opening





# ENVIRONMENTAL STEWARDSHIP

Leading the Northland as a community that educates, supports and facilitates a world class environment for energy efficiency, green spaces and transportation.





Leading the Northland as a community that educates, supports and facilitates a world class environment for energy efficiency, green spaces and transportation.

### Goal 1: Move toward a single trash service for the city.

**Rationale:** A single trash service will lead to safer, less congested streets. Fewer trucks means less traffic, noise and air pollution in neighborhoods, a reduction in emissions and fuel consumption, as well as less wear-and-tear on roads, all of which would result in savings in city road repair. Furthermore, we believe that a single service will result in greater recycling participation and more competitive rates for Gladstone residents.

**Strategy:** We propose actively engaging residents in discussion about the potential of moving to a single trash service, while creating an implementation group to help support the transition.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Put out notice that city is considering a single hauler	Environmental Management Advisory Committee (EMAC), City staff	Jan. 2017 – Dec. 2017	City staff time and resources
2. Get RFPs from businesses (recycling, yard waste/compost, bulky items)	EMAC, City staff	Jan. 2018 – Dec. 2018	City staff time and resources
3. Establish an implementation committee under EMAC	EMAC	Jan. 2017 – Dec. 2019	City staff time and resources
4. Talk to neighborhoods for two years (period of notice) about their concerns as well as potential benefits of a single hauler; Talk to HOAs who use a single hauler	SOF Implementation Committee, Resident advocates	Jan. 2017 – Dec. 2019	City staff time and resources

#### Measures of Success:

- Reduction in road repair costs – comparing the five years prior to adopting single hauler vs. the first five years of single hauler service
- Reduction in air pollution
- Reduction of hauler complaints
- Increase the number of bids received by city from companies
- Reduction in cost for residents

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## Goal 2: Make Gladstone bike-friendly.

**Rationale:** Biking has numerous health benefits and can reduce emissions and the community's carbon footprint by lessening dependence on cars. Biking will also encourage further use of parks.

**Strategy:** Promote biking throughout Gladstone by advocating for the health benefits of biking, encouraging use of local businesses by enhancing bike-ability of local retail centers and continuing to develop bike trails.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Create a citizen-based advocacy group	Parks & Recreation Department, Residents	Jan. 2017 – Dec. 2019	City staff time and resources
2. Promote development of bike clubs and cycling events	Kansas City cycle clubs and shops	April 2017 – Oct. 2017	City staff time, Bike clubs, Social media
3. Advocate to local businesses on becoming bike friendly; Explore bike lending/renting stations along business corridors	Advocacy groups, Chamber of Commerce, City staff	June 2017 – Dec. 2019 and ongoing	Chamber staff time and resources, City staff time and resources
4. Support bike safety education	MO Highway Patrol, Public libraries for venues and marketing partners	Begin Jan. 2017 – first materials/sessions delivered in June 2017 and continuing thereafter	Library staff time and resources
5. Continue development of bike trails in parks, potentially add bike rental stations in parks	Parks & Recreation Department	June 2017 and ongoing	City staff time and resources

### Measures of Success:

- Added trails (total feet or miles)
- Bike club membership growth
- Added bike events or opening of new bike shop
- Addition/use of bike lending stations
- Increased number of bike safety education attendees
- Increased amount of bike traffic in bike lanes

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**Goal 3:** To engage residents in their own efforts to be good environmental stewards, offer comprehensive education on energy, sustainability and environmental stewardship and its associated benefits and cost savings.

**Rationale:** Many residents would live “greener” if they knew how, if they understood code requirements, if they could connect with other residents with similar interests, if they had better access to information and resources and understood the health effects and cost savings of energy conservation and other “green” practices.

**Strategy:** We will achieve this goal by working to provide an ongoing communication and education program to promote multiple aspects of environmental stewardship and by leveraging existing events to provide opportunities to engage residents as well as various local groups.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Support development of Atkins-Johnson Farm education center, especially to support exhibits/education in how changing farming practices affect environment and food quality/safety	Friends of A-J Farm, 4-H, County Extension office, Beekeepers, Farmers market/food-to-table people, EMAC, Residents	Jan. 2017 – ongoing in accordance with A-J Farms planning <sup>1</sup>	Friends of A-J Farms, Grants
2. Ongoing communication campaign: making use of the water bill, social media, Gladstone magazine and website	City staff, Partner organizations with environmental stewardship message to communicate	Jan. 2017 – ongoing	City staff time and resources, Vendors pay for their exhibit space to offset city costs, Chamber staff time and resources
3. Create and host an Annual Fair – “Green Gladfest” – with booths for vendors, lightning talks, kids’ tent and demonstrations	City to organize event (like a Green Gladfest, could initially be part of homeowner show in spring, work with Chamber of Commerce); Partner orgs with environmental sustainability message to teach/demo “Green” vendors could be recorded for Gladstone website podcasts/videocasts; Kids’ orgs (Scouts, etc.) to work kids’ tent	Begin work in Jan. 2017 with the first event launching in June 2017 and continuing thereafter	Vendors could pay for booth space

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ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
4. Partner with arts organizations to promote bees and butterflies event; could be a tent at Gladfest or part of "Green Gladfest" or its own event, could move to Atkins-Johnson Education Center once built	Arts organizations, Science education groups (butterflies and bees exhibits), Martha Lafite Thompson Nature Sanctuary, Northland Garden Club	Jan. 2017 and continuing thereafter	Vendors could pay for booth space
5. Partner with other organizations to have annual tour - energy efficient homes and businesses in partnership with homes tours, community gardens/ native gardens/ pollinator-friendly gardens with garden tours, etc.	Realtors, Vendors of green home improvement products, Garden clubs, MO DNR, GoNative, Nurseries, Community gardeners	May 2017 begin building partnership and continuing thereafter; home tour alternates with garden tour annually	Sponsorships from green home products, Ads in the brochure, Donations

**Measures of Success:**

- Number of exhibitors and attendees at "Green Fest"
- Increase social engagement measures
- Number of media mentions in Kansas City papers or other media regarding Gladstone's green efforts
- Increased traffic/membership at Atkins-Johnson Farm, farmer's markets, nature organizations, etc.
- Increased number of homes and businesses receiving energy audits, adding energy conservation or recycling features



Evaluate and prepare for new and emerging transportation technology to maximize the benefits to the environment while minimizing their costs to Gladstone.

**Goal 4: Evaluate and prepare for new and emerging transportation technology to maximize the benefits to the environment while minimizing their costs to Gladstone.**

**Rationale:** Advances in transportation technology (“smart” cars, electric vehicles, autonomous vehicles, drones, “smart” streetlights that adjust traffic flow in real time, etc.) are here or on the horizon, and they have the potential to conserve non-renewable energy, reduce emissions and reduce noise pollution. They might also affect use of city emergency services, prompt code revisions, have tax implications and more.

**Strategy:** Use available means to evaluate the impact of new transportation technology as those impacts become measurable to establish best practices for the environment and the city.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Coordinate with MARC to study autonomous vehicles, electric vehicles, drones and other tech on emissions, noise pollution, energy use as well as other implications (demands on city services, code revisions, taxes, etc.)	MARC (Mid-America Regional Council), UMKC Center for Applied Environmental Research, City staff	Jan. 2017 and continuing thereafter as technology evolves	Staff time and resources from all responsible parties
2. Explore costs and potential locations of electric auto charging stations	KCP&L, City staff	Jan. 2017 – Dec. 2017	City staff time and resources
3. Engage with local Ford officials about testing autonomous vehicles in Gladstone	City Council and City staff	Jan. 2017 and ongoing	City Council and staff time and resources
4. Explore implications of drones and drone deliveries (e.g., from Amazon)	MARC, Universities, FAA, Amazon, City staff	Jan. 2017 – Dec. 2019	City staff time
5. Ask city to establish a city-community team to collect and analyze information about new transportation technology and the implications for the city; use city site to provide info on new technology and how the city is adapting	City staff, Residents	Begin Jan. 2017 and to be established by Dec. 2017 and continuing thereafter	City staff time and resources, Interested residents, Leveraging existing website space

**Measures of Success:**

- Air pollution measures reduced
- City compares favorably to similar cities in its adjustment to new transportation technology with minimal adverse incidents
- Positive return on investment for city



# HEALTH AND SAFETY

Gladstone should aspire to be the healthiest and safest community in the Kansas City Metro Area.



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### Goal 1: Address Department of Public Safety facility and equipment needs.

**Rationale:** We want to enable the Gladstone Department of Public Safety (GDPS) to acquire the tools it needs to help ensure a safe community. Based on conversations with city staff and others, we believe these critical needs should be considered with all possible urgency and include:

- *Adding a new Public Safety/Justice Center*
  - o This new center will allow the municipal court to move out of the City Hall facilities and into its own space. This allows for additional jail cells that are safer and more secure for personnel and prisoners and for more secure transfer of prisoners between vehicles and facilities. Additional benefits include: greater space for interviews, interrogations, secure evidence storage, training, a space for community outreach events, secure parking for fleet vehicles, increased working space for personnel and secure equipment storage.
- *Adding more space at Fire Station 2 – Antioch Road*
  - o As Fire Station 2 provides more and more services, its limited space is problematic. Expansion would enable more space for staff, equipment and supplies, thereby improving efficiency and effectiveness. Expanding Fire Station 2 would allow for the creation of a low cost clinic<sup>2</sup> which has been an effective model in other cities to help decrease health crisis situations through increased access to preventative care.
- *Adding a ladder truck to the fire department fleet*
  - o With new, taller buildings in Gladstone, a fire truck with increased height capacity will be useful to maintain adequate fire suppression without relying on as much mutual aid from other departments.
- *Adding an ambulance to the EMT fleet*
  - o As Gladstone has seen a marked increase in ambulance calls over the last five years, expansion of the fleet is critical to ensure our residents continue to have access to some of the best EMT services in the metro.

**Strategy:** Raising funds through city budgets, bonds, taxes, grants and possible partnerships with county and state public safety offices are all possible avenues to help fund these ventures. Building public support through outreach like Coffee with a Cop and distributing information about existing resources will also help encourage public adoption of this goal.



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ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Update and assess GDPS needs related to a justice center, develop outline based on that assessment	Director of GDPS, Chamber of Commerce, City staff, City Council	Jan. 2017 – Dec. 2018	City staff time and resources
2. Develop funding strategy for GDPS needs	City Accountant, City Manager, City Council, Residents	Jan. 2017 – Dec. 2019	City staff time and resources
3. Education and outreach to the community about relevant needs, challenges and rationale for public safety investments	GDPS, City Social Media Manager, SOF Implementation Committee	Jan. 2018 and ongoing	Residents, Public Safety Outreach Events, Local TV and radio stations, Gladstone app once it's been developed
4. Explore financing options and secure funding	City Accountant, City Council, Residents, City Clerk – Election Team, City staff, Contractors, Director of GDPS, Residents	Jan. 2017 and ongoing	Grants, Existing budget monies, Citizen voted options (bonds, taxes)
5. Secure/select land for Justice Center and build the Center*	City Staff, Contractors	Jan. 2018 – Dec. 2022	Explore partnerships adding extra space (i.e. art gallery, office spaces, conference rooms, etc.); as well as locating County, State, and Federal Agencies (i.e. Missouri State Highway Patrol, FBI, Clay Co. Sheriff office) within our justice center
6. Secure/select land for Fire Station 2 and build <sup>3</sup>	Director of GDPS, Residents	Jan. 2020 – Dec. 2024	City staff time and resources
7. Identify specific fire truck needs and capacities	Director of GDPS, City staff	Jan. 2018 – Dec. 2018	City staff time and resources
8. Secure funding for fire truck	Director of GDPS, City staff	Jan. 2019 – Dec. 2021	Potential to seek support from new developers
9. Purchase fire truck	Director of GDPS, City staff	Jan. 2022	City staff time and resources with potential for private developer investment
10. Identify specific ambulance needs and capacities	Director of GDPS, City staff	Jan. 2022 assess need for new ambulance based on call volume	City staff time and resources
11. Secure funding for ambulance	Director of GDPS, City staff		City staff time and resources
12. Purchase ambulance	Director of GDPS, City staff		City staff time and resources

#### Measures of Success:

- Building new justice center
- Increasing space at fire station 2
- Increase access to care via a clinic at the justice center or the fire station 2
- Purchasing a fire truck
- Purchasing an ambulance



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## Goal 2: Strengthen and support the connection between public safety and the community.

**Rationale:** A strong connection between public safety personnel and the community builds a greater sense of trust and respect for all involved. By intentionally strengthening those connections and interactions beyond times of crisis, Gladstone is preparing residents and public safety staff to create and support a healthier and safer community.

- *Increase community involvement, transparency and outreach in the Gladstone Public Safety Department*
  - o Public safety personnel help build trust between the community and the Department, allows emergency personnel to see the people they serve outside of crisis situations and encourages self-policing or reporting. Additionally, community oversight boards allow residents to know they have a voice and role to play in keeping Gladstone safe<sup>4</sup>.
- *Increase training opportunities for Public Safety Officer*
  - o Continual, regular training for officers provides them the tools they need to respond to evolving threats with confidence and encourages safer resolutions to conflicts. Volunteers in Police Service (VIPS) reduces strain on officers and allows them to focus their efforts in more critical areas.
- *Add a social worker to act as a citizen advocate and liaison between Mid-America Regional Council (MARC), Northland Health Alliance, Tri-County Mental Health, Public Safety Officers and Gladstone residents*
  - o A citizen advocate can help residents navigate the public safety and mental and physical health services, while reducing the strain on officers when interacting with people with mental health needs. A citizen advocate can help ensure Gladstone is responsibly, respectfully dealing with mental health issues and avoiding criminalizing mental health care needs.
- *Consider updating ambulance billing policy to reduce unnecessary calls*
  - o Reducing need for mutual aid and strain on EMT services can be partially addressed by increasing access to preventative care, increasing awareness of existing services and creation of a low cost clinic at the fire station. However, we feel updating the ambulance billing policy could ease repetitive utilization of EMT services and unpaid ambulance bills, allowing EMTs to better serve residents in more critical need.

**Strategy:** Strengthening the capacity of Gladstone public safety and deepening its connection to the community require several concurrent strategies. We want to continue offering outreach and events to increase positive relationships between public safety and citizens. In addition to public events, a focus on increased training opportunities for officers is critical to their success in building strong community relationships.

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We also see a citizen advocate as a critical component of these efforts, helping residents navigate the various Gladstone services available. Changes to the ambulance billing policy requires only the approval of council and the city manager; however, we believe a strategy focused on educating people about the challenges created by the current process and encouraging support for review and revision is important.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Explore and implement more opportunities for GDPS outreach like Chill with a Cop	GDPS Public Outreach Officer(s), Residents	Jan. 2017 and ongoing	Churches, Businesses, Senior Centers, Community Center, Residents and City staff
2. Creation of Community Oversight Board for Public Safety <sup>4</sup>	Residents, City staff, City Manager, City Human Resources Department, City Council	Jan. 2017 – Dec. 2018 and continuing thereafter	City Manager, National best practices
3. Explore additional training needs and opportunities for GDPS officers	Director of GDPS	Jan. 2017 to Dec. 2017 – preliminary report to be updated and sustained thereafter	Community Oversight Board, City Council, City Manager, City Human Resources Department
4. Evaluate existing policies to encourage de-escalation and non-lethal force for GDPS	Director of GDPS	Jan. 2017 with a public report to be completed by Jan. 2019, reviewed yearly thereafter	City Council, Community Oversight Board, National best practices
5. Add a social worker/ Citizen Advocate to city staff	City Human Resources Department	Jan. 2018 – Dec. 2018 and sustained thereafter	City Council, City staff
6. Research ways to reduce strain on ambulance service	City Manager	Jan. 2017 to be completed in Dec. 2018 with periodic revision and updates	Actuary research firm on current statistics, Evaluate social worker effectiveness, GDPS data, City staff time
7. Engage residents around billing changes for ambulance services and pursue revisions to the policy	City Council, City Manager, Residents	Begin Jan. 2019 – Jan. 2021 or later as discretion requires	City staff time and resources, Resident advocacy

### Measures of Success:

- Regular (monthly/bimonthly/quarterly) outreach events with GDPS
- No officer-citizen interaction deaths
- Increased access to care via social worker
- 10 percent decrease in EMS mutual aid requests

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**Measures of Success, continued:**

- 10 percent decrease in diabetic critical care calls
- 5 percent reduction in the number of patients who are served by EMS 11 or more times annually
- Increase in the number of resident-generated tips about crime
- Decrease in cold cases
- Increased positive outlook among residents and police

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### Goal 3: Strengthen mental health care support for residents in Gladstone.

**Rationale:** In thinking about the health and safety of Gladstone residents, it is essential that we address the mental health care deficiency<sup>5</sup> that exists in Gladstone for people of all ages by partnering with area mental health care providers. In addition, implementing an anti-bullying, suicide prevention and anti-trauma campaign for school-aged kids will improve the mental health of Gladstone's youth.

**Strategy:** To bolster mental health care in Gladstone we want to partner with established, effective health care coalitions that are already working to better serve the Northland and help minimize redundancies and maximize resource investments. We want to pursue a strategy that makes it clear to potential partners that our community is open to hosting a partnership facility.

We also want to strengthen community partnerships that include volunteer components to get parents, neighbors, churches and youth involved and supports the physical and mental health of the community and engages the community as stakeholders in their health and the health of future generations.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Partner with Tri-County Mental Health in their current research initiative	Tri-County Mental Health, City Council, City staff	Jan. 2017 and continuing thereafter	Northland Health Alliance, KC Resiliency, Signs of Suicide and Bullying
2. Create a Gladstone Mental Health Coalition <sup>6</sup>	City Social Worker, Residents	Jan. 2019 (after hiring City Social Worker Goal 2, Step 5)	Community volunteers, Churches, Parents, Neighborhood groups, Public Safety Department, Girls on the Run, Boy/Girl Scouts
3. Research and initiate opportunities for anti-bullying, anti-suicide, anti-trauma campaigns with North Kansas City Schools (NKCS) and private schools	City Social Worker, Gladstone Mental Health Coalition, NKCS, Parents, Residents	Start developing plan in Jan. 2018 and launch pilot program for Antioch Middle or Meadowbrook in Jan. 2020, rolled out to other schools over time	Oshkosh, WI Scarf Program <sup>7,8</sup> , GDPS, North Kansas City school counselors/social workers, Tri-County Signs of Suicide program, Community volunteers
4. Create campaign to reduce opioid dependence; Ask doctors to take Surgeon General's Opioid Prescription Pledge; Ask patients to talk with their doctors about alternative pain management options	City Social Worker, Local prescribers, Gladstone Mental Health Coalition	Starting in June 2017 with a launch date of Jan. 2019 with efforts continuing thereafter (Linked to City Social Worker (Goal 2, Step 5)	Surgeon General, City seminars, Articles in Gladstone Magazine/ social media/ city app, City staff time and resources

#### Measures of Success:

- Increase in early identification and intervention of mental health care patients in Gladstone
- Decrease in discipline reports related to bullying in schools
- Decrease in suicide, overdoses and addiction cases



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#### Goal 4: Strive for 100 percent of Gladstone residents to have health insurance.

**Rationale:** Preventative care and healthy lifestyle choices reduce critical care needs, catches diseases early to allow for more successful treatment, provides residents with a better quality of life and reduces health care costs in the long term.

**Strategy:** Our strategy for achieving this lofty goal is to increase awareness of, and access to health care and health care choices. We will pursue this through communication and education efforts that leverage the Gladstone app, email newsletter, social media presence, Gladstone Magazine and other media platforms. We believe that development of a local low-cost Firehouse Clinic – as identified in goal 1 will also help address this goal.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Partner with those developing the Gladstone app to increase healthcare information and education opportunities within the app	SOF Implementation Committee, City App Development Team, Social Media Manager, City Social Worker, Residents	Jan. 2020 and continuing thereafter	Northland Health Alliance, County Health Administrator, City staff time and resources
2. Sponsor insurance education events to increase awareness and coverage for residents	City Social Worker	Lay the ground work beginning in June 2017 with the first event to launch Jan. 2019 *after establishment of City Social Worker (Goal 2, Step 5)	Gladstone Community Center, Assisted Living Facilities, WIC/ Health Center offices, NKCS, Antioch Library
3. Explore additional options for education via email campaign, newsletters, local publications, social media and other media platforms to increase education and awareness of existing health care services	City Social Worker	Jan. 2019 and continuing thereafter	Northland Shepard Center, Antioch Library, NKCS – Adult Learning Department, CLAIM <sup>9</sup> Volunteers, Samuel U. Rodgers Health Center, Northland Health Alliance, Tri-County Mental Health, Clay Co. Health Dept., Northland Lifestyle Magazine

#### Measures of Success:

- 150 attendees at education events
- 10 percent decrease in urgent care/critical care for preventative illness (i.e. diabetic crisis)
- 100 percent insurance coverage for residents

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### Goal 5: Increase access to healthy food via community and back yard garden programs and food sharing.

**Rationale:** No Gladstone resident should go hungry. Access to food, ideally healthy food, is a fundamental building block for health. Helping residents stay healthy leads to children who are better able to focus in school, a stronger adult workforce and numerous other societal benefits.

**Strategy:** Our strategy for increasing access to healthy food leverages residents' interest in growing their own food as well as facilitating greater food sharing. Updating city ordinances, and encouraging homeowner associations to be more supportive of city hens<sup>10</sup>, rabbits and composting would create a more food-friendly Gladstone.

A focus on home-grown food could be further advanced through partnerships with local organizations (Harvesters, Cultivate KC, Giving Grove, farm at Englewood Baptist Church, MU Extension/Master Gardeners, NKCS, City of Gladstone and Atkins-Johnson Farm) to allow greater community access to gardens and education. Similarly, we will work to encourage Gladstone and North Kansas City Schools to allow community gardens on underutilized portions of their properties.

In addition to strengthening residents' capacity to grow their own food, we want to develop partnerships that would enable people or groups to navigate the needed information to begin food sharing or donation program, this could include working with grocery stores to donate excess produce to food donation programs or developing free farmers market programs.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Assess Gladstone's current food distribution and garden sharing programs	Gladstone Farmers Market	Begin in Jan. 2017 with a report by Jan. 2018	Harvesters, Giving Grove, HyVee, Walmart, Olio app <sup>11</sup> , MEANS database <sup>12</sup>
2. Draft an updated ordinance regarding food growing at home	Gladstone Needs Hens	Jan. 2018 – Dec. 2018	Food Not Lawns
3. Create a Gladstone Community Gardening Coalition to increase access to healthy foods via more food gardens	Englewood Baptist Church	Begin recruitment in Feb. 2017 with a targeted launch of March 2018	University of MO Extension, Cultivate KC, Oakhill Day School, KC's After the Harvest
4. Increase awareness of food distribution and gardening programs <sup>13 14</sup>	Community Gardening Coalition, City Social Worker	Begin to develop materials March 2017 and launch communications by Jan. 2018 and sustained thereafter	Assessment from goal 5 step 1, NKCS, City, Clay Co. Extension, A-J Farm's Assessment from Goal 5 Step 1, Partnership with Englewood Baptist Church/ Gladstone Community Gardening Coalition, WIC, Doctors' offices, Grocery stores

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**Measures of Success:**

- 10 percent increase in the number and/or yield of community gardens/urban gardens
- Decrease in hunger-related illnesses
- Decrease in youth going hungry at night or over the weekends
- Plant 40 fruit or nut trees for public consumption – creation of a food forest
- Increase in amount of public or private land used for this purpose
- Showcase five gardens on urban garden tour



# INFRASTRUCTURE AND TRANSIT

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.



Aerial Photo courtesy of Bill Tice





Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

**Goal 1: Reduce dependence on Kansas City, Missouri’s sanitary sewer system and utilize best management practices for storm water conservation and discharge.**

**Rationale:** Residents of Gladstone do not have a voice in the management and fiscal control of the existing sanitary sewer system beyond its borders. City staff have no control over the sewer system beyond Gladstone’s borders. Reducing runoff and creating the infrastructure to preserve water resources reflects a clean and healthy city while also protecting the environment from runoff pollution and reduces volume of water to be treated by Kansas City, Missouri.

**Strategy:** Explore innovative ways to reduce runoff into public watersheds. Implement best management practices into municipal construction standards. Pursue partnerships with other Northland communities to reduce costs and maintain high quality service.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Request city change months when water usage is calculated from Oct. – Dec. to Nov. – Jan.	Public Works, City Attorney, Finance Department, Kansas City	Begin in Jan. 2017 and finish by Dec. 2022	City staff time, Resident advocacy support
2. Network with other Northland communities to identify potential cost saving measures for sewage collection through shared services/ contracts	Riverside, Clay County, Pleasant Valley, NKC, Parkville, Gladstone Public Works	Begin in Jan. 2017 and continue thereafter	City staff time and resources
3. Consider the formation of a sewer and water Citizen’s Advisory Committee	Residents, Public Works, City Attorney	Begin in Jan. 2017 and complete by Dec. 2022, sustain thereafter	City staff time, Resident advocacy support
4. Education campaign on water conservation to reduce costs to citizens (provide educational materials in monthly water bills)	Citizen Advisory Committee, Public Works	Begin in Jan. 2017 with the first communications launching in June 2017 and continue thereafter	American Water Works Association, Water Environment Federation
5. Establish program to offer homeowners opportunity to pay to repair or reconstruct private sewer laterals as part of sewer maintenance contracts within city	Public Works, Citizen Advisory Committee, Homeowners	Jan. 2019 – June 2022	City staff time, Resident advocacy support

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
6. Encourage citizen use of rain barrels and integrate storm water storage at city facilities for irrigation use through storm water garden demonstrations, rain barrel classes, etc.	Public Works, MARC, Citizen Advisory Committee, Homeowners	Begin Jan. 2020 with education launching in Dec. 2022 and continuing thereafter	Parks Department at Atkins-Johnson Farm
7. Integrate LEED and ENVISION principles into all city development facilities projects	Public Works, Architects/Engineers	Begin efforts in Jan. 2017 to be completed by Jan. 2018 and sustained thereafter	City staff time and resources

### Measures of Success:

- Request is made and evaluated for renegotiation of how the water rates are calculated and the accuracy of wastewater volume being paid to Kansas City, Missouri for treatment
- Establishment of a Gladstone Citizen Advisory Committee for water, sewer and storm water issues
- Establishment of a functional program within Gladstone for citizens to use to repair or reconstruct private sewer laterals at the same time as public sewer repair work is occurring in their neighborhoods

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

**Goal 2: Enhance opportunities to bike and walk as transportation modes to business and city services.**

**Rationale:** Biking and walking help create a sense of community and make the area more attractive to new residents.

**Strategy:** We suggest creating mechanisms to enhance and supplement the current infrastructure to better facilitate bikers and walkers.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Consider expansion of off-street bike paths along N. Oak (Englewood to 72nd Street), 72nd Street (Broadway to east city limit), N. Antioch (Englewood to 76th Street) and future 68th Street to N. Oak to connect citizens to businesses	MODOT, Public Works, Economic Development Department, Chamber of Commerce, Biking Community representatives	Jan. 2020 – Dec. 2022	Business owner participation, Economic Development taxes, TIGER grants
2. Expand dedicated bike lanes on major east/west collectors to connect to major off-street bike corridors	Public Works Department, Biking community representatives	Jan. 2020 – Dec. 2022	TIGER grants
3. Study feasibility of “Green Box” <sup>15</sup> street markings at major intersections as part of overall city transportation plan	Public Works Department, Biking community representatives	Jan. 2020 – Dec. 2022	City staff time and resources
4. Integrate bike lane/ dedicated independent bike corridor expansion study with existing sidewalk master plan	Public Works Department, Biking community representatives	Jan. 2018 – Dec. 2019	City staff time and resources
5. Integrate “Complete Street” principles into all city road projects	Public Works Department	Jan. 2017 and ongoing	City staff time and resources, America Walks grants and resources

**Measures of Success:**

- Completion of connecting bike corridors to businesses along North Oak (Englewood to 76th), 72nd Street (Broadway to MO1), and extension of MO1 bike corridor south of 64th Street all the way to Englewood Road
- Reduction of biking barriers at all high traffic intersections/roadways within Gladstone currently requiring on-road intersection crossing or non-distinguished bike lane consideration (Green Box intersection method for all intersections with shared roadway)

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

**Goal 3: Enhance traffic flow and safety of major intersections and continue pursuit of direct highway access to encourage the implementation of the downtown master plan.**

**Rationale:** Support of the downtown master plan and encourage economic development.

**Strategy:** Pursue public-private partnerships to bring hotel and development into Gladstone.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Road development of 68th Street/70th Street corridor	Public Works Department	Jan. 2017 – Dec. 2022	City staff time and resources
2. Identify real estate/commercial property developer to drive property acquisition and financing assistance	Economic Development Department, Chamber of Commerce	Jan. 2017 – Dec. 2022	Public-private partnership approach
3. Pursue funding options for reconstruction or reconfiguration of key intersections including 72nd/MO1, 72nd/N. Oak, Englewood/N. Oak, Englewood/MO1 and 64th/MO1	Public Works, MODOT, City of Kansas City, Missouri	Jan. 2017 – Dec. 2022	Grant resources, TIGER grants

**Measures of Success:**

- Completion of 68th/70th Street Parkway
- Reduction of accidents at key intersections and improved traffic flow at peak hours of use



Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

**Goal 4: Provide adequate street lighting for all residents of Gladstone utilizing all modern technologies.**

**Rationale:** A well-lit community is a safe community and all avenues of revenue should be explored. If there are benefits to reap from modern technologies, Gladstone should seek those benefits.

**Strategy:** Explore innovative ways to make streetlights revenue generators or revenue neutral.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Pursue renegotiation of terms of streetlight contract/lease agreement with KCP&L	City Attorney, Public Works Department	March 2017 – June 2018	Partial funding from savings incurred from reduction in lease payments to KCP&L through potential energy savings contracting methods. Potential partial funding from leases charged to utilities, service providers utilizing space on city-owned light poles (once light poles are acquired)
2. Investigate feasibility of purchase of streetlights from KCP&L or phasing out of KCP&L owned streetlights	Public Works Department	Start in Jan. 2017 to be completed by June 2018 (for prioritized locations) Secondary locations to begin in Jan. 2019 and finalized by Dec. 2022 for all community streetlights	City staff time and resources
3. Investigate use of streetlights for autonomous vehicle/ future SMART infrastructure to retain city control of expansion of future/construction in city right of way	Public Works Department, City Attorney	Start in Jan. 2017 to be completed by June 2018 (for prioritized locations) and finalized by Dec. 2022 for all community streetlights	City staff time and resources
4. Develop framework for leasing space on city-owned infrastructure, such as streetlights and traffic signal poles to private firms looking to expand future SMART infrastructure into Gladstone	Public Works Department, City Attorney	Start in Jan. 2017 to be completed by June 2018 (for prioritized locations) and finalized by Dec. 2022 for all community streetlights	City staff time and resources

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

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**Measures of Success:**

- Acquisition and upgrade of streetlights prioritized along MO1, N. Oak, 72nd Street, Troost, Flora, and City Center corridor
- Acquisition or upgrade of all streetlights to drive energy efficiency at reduced annual cost
- Retain control or pursue full ownership of streetlights while achieving a minimum of “revenue neutral” or better on all streetlight power, maintenance and upgrade costs within 5 – 8 years

Provide a well-planned and maintained, resident-centered infrastructure system that anticipates the needs of Gladstone for future generations.

**Goal 5: Enhance the public transportation for Gladstone as recommended in *Gladstone on the Move*.**

**Rationale:** Enhanced public transportation provides movement for citizens and access to businesses and services for citizens within the city limits.

**Strategy:** Explore public transportation for citizens and circulator transportation within the city that supplement Kansas City Area Transportation Authority (KCATA). Continue to work with KCATA to improve current routes, stops and access within the city to serve as many people as possible.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Improved "short bus" transit options (east/west corridor) North of the River	KCATA, City, North Kansas City Schools, Surrounding north of the river suburbs, Outreach to public transit users in the Gladstone community	Jan. 2019 – Dec. 2022	MARC, College planning/urban design programs as a senior design project
2. Consider public-private partnership for improved transit options (like BRIDJ buses <sup>14</sup> )	KCATA, City, NKC Schools, Surrounding north of the river suburbs	Jan. 2019 and continuing thereafter	City staff time and resources, Chamber of Commerce, Resident advocacy

**Measures of Success:**

- Increased transit options north of the river
- Increased ridership to north of the river locations besides the airport (Zona Rosa, Parkville, Liberty, Gladstone, Redeveloped Metro North, Costco, Boardwalk, North Kansas City, hospitals and urgent care facilities)



# NEIGHBORHOODS AND HOUSING

A network of unique and welcoming neighborhoods that foster a safe and friendly community for residents to grow and proudly call home.



Aerial Photo courtesy of Bill Tice





A network of unique and welcoming neighborhoods that foster a safe and friendly community for residents to grow and proudly call home.

**Goal 1: Every neighborhood in Gladstone that wants one has either a Homeowner Association or Neighborhood Association.**

**Rationale:** Healthy neighborhoods are critical to strengthening Gladstone. Building upon the work from *Gladstone on the Move*, which helped create 12 organized, active neighborhoods, we want to expand this to encompass each of the city's 23 neighborhoods. We recognize Gladstone must truly invest in neighborhood engagement through increased connection with city administration and its citizens.

**Strategy:** We want to focus our efforts on those neighborhoods without a strong presence of neighborhood identity and involvement and to develop additional Gladstone resources to assist in maintaining relationships with neighborhood leadership.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Research national and local examples of effective organizing approaches for creating neighborhood associations or HOAs and identify strategies for Gladstone	Gladstone Community Development, City Council, Neighborhood Commission, Volunteers	Begin Jan. 2017 create a report, memo on strategies by Dec. 2017	Neighborhood Associations, Northland Neighborhood, Inc. (NNI), Seattle Neighborhoods Association <sup>17</sup> , Neighborhood groups in KC metro
2. Engage residents in neighborhoods without HOAs/Associations through Gladfest, door-to-door or other means to better understand why their area doesn't have an association	Gladstone Community Development, City Council, Neighborhood Commission, Volunteers	Begin Jan. 2017 and continue through Oct. 2017	Neighborhood Associations, Northland Neighborhood, Inc. (NNI), Gladfest, other festivals and events
3. Research best practices and modify current city laws to allow neighborhoods who request Neighborhood and Homeowner Associations to establish them and enact recommended policies	Gladstone Community Development, City Council, Neighborhood Commission, Volunteers	Jan. 2017 – Dec. 2017	Neighborhood Associations, Northland Neighborhood, Inc. (NNI), Seattle Neighborhoods Association, other KC metro groups
4. Begin neighborhood organizing efforts drawing on insights from action steps 1,2 and 3	Gladstone Community Development, City Council, Neighborhood Commission, Volunteers	Jan. 2018 – Jan. 2022	Gladstone Community Development, City Council, City staff time, Neighborhood Commission, Volunteers
5. Encourage and fund Associations' block/street parties to increase neighborhood interactions (Porchfest) <sup>18</sup>	Residents, Neighborhood Commission	Jan. 2017 and sustained thereafter	Resident and city staff time and resources, online resources such as social media and NextDoor
6. Create a "Welcome Packet" with information about the area events and opportunities and reader-friendly Gladstone city codes	Gladstone Community Development, City Council, Neighborhoods/Homeowner Assoc., Neighborhood Commission	Jan. 2017 – Dec. 2019	Neighborhood Associations, NNI

**Measures of Success:**

- Increased number of block or street parties
- Associations' creation of Welcome Packet with increased distribution

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**Goal 2:** Establish new, clear and easily accessible city codes that align the neighborhoods to universal standards and increase compliance.

**Rationale:** The KPA recognizes that code enforcement and alignment were frequently cited concerns for *Gladstone: Shaping Our Future* stakeholders. The 2016 Direction Finder Survey found that code enforcement was the area of city services with the lowest level of satisfaction. In addition, certain areas within specific neighborhoods need focused efforts from the city to reduce violations and increase desirability.

**Strategy:** Gladstone needs to create additional specific rules and regulations for rental and investment properties. Work with Gladstone to write additional clear and concise messaging for homeowners. Work with Gladstone Mobile App (Arts, Recreation and Education Goal 2) to populate city regulations and codes.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Educate all citizens on existing Gladstone codes, their purpose and how they can be used to enhance neighborhoods by providing new and current residents with a reader-friendly list of the most common codes along with the leadership for the neighborhood in which they live	Gladstone Community Development, Codes Department, Residents	Jan. 2017 – Dec. 2017 code list completed then ongoing outreach to share list with residents	Community Development Department, Neighborhood Groups and Homeowner Assoc., Neighborhood Commission, NNI, Social media and NextDoor
2. Organize a network of neighborhood leaders who will work together to strengthen and relate to the neighborhood problems	City staff, Neighborhood Commission, Neighborhood leaders	March 2017 and continuing thereafter	Community Development Department, Neighborhood Groups and Homeowner Assoc., Neighborhood Commission, NNI

**Measures of Success:**

- Creation of the most common code violation list

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### Goal 3: Highlight public, private and parochial school options and opportunities to potential home buyers.

**Rationale:** The KPA recognizes that school choice, success and opportunity drives city and regional livability and desirability among potential homebuyers and current residents.

**Strategy:** Find and post school information and scoring metrics on home listing sites, the city's website and Gladstone mobile app. Share information about the North Kansas City School District with potential homebuyers through all media.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Incorporate Kauffman Foundation, EdWise website, North Kansas City Public School ratings and information into prominent realty websites such as Reece & Nichols, RE/Max and more	Community Development Department, City Council, Neighborhoods/Homeowner Assoc., Neighborhood Commission, Realty companies	Begin assembling information in Jan. 2017 with updates to key sites by Jan. 2018 and continuing thereafter	Neighborhood Associations, NNI, N. Kansas City School District, Kauffman Foundation, Northland Innovation Campus
2. Add North Kansas City school information to the Gladstone website with special section on Gladstone website	Gladstone Community Development Department, Neighborhood Commission	Gather information starting in Jan. 2017 with initial updates to the site starting in June 2017 and expanding after	City staff time and resources

#### Measures of Success:

- Increased views on social media
- Increased number of new families choosing Gladstone due to strong school system

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#### Goal 4: Increase crime prevention techniques through environmental design (CPTED).

**Rationale:** Crime prevention and strategic initiatives nurture a safe community for residents to grow, invest and improve their local and regional area. Low crime communities are heavily sought after by homebuyers, investors and increase business growth opportunities.

**Strategy:** We believe Gladstone should pursue CPTED certification. This includes integrated recommendations into Gladstone's city codes, community layout, community spaces and streets.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Increase the number of neighborhoods that participate in Intelligent Crime Prevention and Neighborhood Watch Programs	Gladstone Police Department, Residents, Neighborhoods/Homeowner Assoc., Neighborhood Commission	Engage neighborhoods beginning Jan. 2018 and continue thereafter	Neighborhood Assoc., Homeowner Assoc., NNI
2. Continue to streamline efforts with the Police Department on community policing efforts; identify focus areas that require attention and strategies to combat specific crime issues	Gladstone Police Department, Residents, Officers, Neighborhoods/Homeowner Assoc., Neighborhood Commission	2018 and continuing thereafter	City Council, Neighborhood Assoc., Homeowner Assoc., NNI
3. Research best practices for CPTED (crime prevention through environmental design)	Gladstone Police Department, Residents	Jan. 2017 and ongoing	City staff time and resources, Neighborhoods/Homeowner Assoc.

#### Measures of Success:

- Lower crime rates within the community



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**Goal 5: Develop specific signage and neighborhood street signs to celebrate neighborhood uniqueness.**

**Rationale:** A strong community identity with beautification projects and unique neighborhoods will increase desirability of Gladstone.

**Strategy:** Extremely successful communities have found ways to tie the neighborhoods together and help give each neighborhood an identity.

ACTION STEPS	RESPONSIBLE PARTIES	TIMELINE	RESOURCE OPTIONS
1. Review best practices on integrating community artwork, signage and gardens to increase appeal	Neighborhoods/Homeowner Assoc., Neighborhood Commission, Residents	Begin June 2017 with report by June 2018, continue research and learning thereafter	City Council, Gladstone Public Works Department, Community Development, NNI
2. Determine if there are grant opportunities to assist with funding community signage development	Neighborhoods/Homeowner Assoc., Neighborhood Commission	Begin research in Jan. 2017 with results by Jan. 2018 and pursue opportunities thereafter	Residents, NNI

**Measures of Success:**

- Increased signage and beatification projects in neighborhoods
- Increased number of grants applied for and received each year



# ACKNOWLEDGEMENTS

## Acknowledgements

## *Gladstone: Shaping Our Future Leadership*



**Tina Spallo – Co-Chair**

**Jenny McGee – Co-Chair**

### **Initiating Committee**

Lisa Brotherton  
Chase Cookson  
Nick Ensign  
Justin Hough  
Brenda Lowe  
Jennifer McGee  
Katie Middleton  
James New  
Alan Ringhausen  
Jocelyn Rivard  
Sarah Van Duser

### **Coordinating Committee**

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Alicia Hommon  
Jinny Kyle  
Barry McCullough  
Jenny McGee  
Katie Middleton  
Carol Rudi  
Les Smith  
Tina Spallo  
Eugene Suter  
Bill Tice  
Bill Turnage

## KPA Leadership

### Arts, Recreation and Education

**Co-chairs:** Travis Smith McKee and Bill Tice

**Members:** Susan Bowman, Daniel Bohrer, Hester Duisik, Frederick Felix, Danny Fowler, David Stanley, Larry Thrasher, Annie Walsh, Gwen Weakley



### Economic Development

**Co-chairs:** Joe Barney and Andy Talbert

**Members:** Amy Harlin, Alicia Hommon, Sam Middleton, Les Smith, Mike Spaby, Greg Strasser, Bill Turnage, Eric Woods



### Environmental Stewardship

**Co-chairs:** Brenda Pfannenstiel and Adam Richardson

**Members:** Joseph Gaul, Jinny Kyle, Katie Middleton, Heather Sebel, Arlene Segal, Eugene Suter



### Health and Safety

**Co-chairs:** Lisa Eaton and Kristin Tartar

**Members:** Jenny McGee, Robert Settich, Ximena Somoza, Teresa Tunstill, Kathleen Welton, Gary E. Zaborac



### Infrastructure and Transit

**Co-chairs:** Nick Ensign and Alan Ringhausen

**Members:** Sharon Euler, Ronald Guglielmino, Beverly Johnson, Karen Merkel, Larry Newport, David R. Peironnet, Carolyn Webb



### Neighborhoods and Housing

**Co-chairs:** Eric Duvall and Carolyn Meyer

**Members:** Charles Dobbs, Linda Dobbs, Nancy Felix, JoAnn Fisher, Sheila Juenger, Jami Lewis, James New, Marie Perry, Jocelyn Rivard, Shirley Rocha, Terri Trecuzzi



# City Staff Who Supported the Work of the KPAS

City staff who worked to provide information and research to resident stakeholders are listed below with their department.

Dominic Accurso	Finance
Bob Baer	Public Safety
Beth Clark	Public Safety
Debra Daily	Finance
Mike Hasty	Public Safety
Melinda Mehaffy	Economic Development
Justin Merkey	Parks, Recreation & Cultural Arts
Alan Napoli	Community Development
Tim Nebergall	Public Works
Anthony Sands	Public Works
Craig Slaughter	Community Development

A special thank you to Scott Wingerson, Austin Greer and Melinda Mehaffy for their support throughout this process.



## Strategic Plan Process Participants

The following stakeholders participated in meetings to share their thoughts and insights into how to shape Gladstone's future.

Marilyn Ahnefeld	Olga D'Harlingue	Jim Hampton
Anne Alexander	Angui Deng	Amy Harlin
Merna Andersen	Charles Dobbs	Aja Hartman
Brenda Aviles	Linda Dobbs	Lisa Henak
Ed Aviles	Hester Duisik	Peggy Henderson
Gary Bainter	Eric Duvall	Alicia Hommon
Joseph Barney	Lisa Eaton	Karen Hoops
Stephan Barr	Mike Ebenroth	Sophia Hull
Bob Bateman	Nick Ensign	Beverly Johnson
Wayne Beer	Sharon Euler	Lenette Johnson
Daniel Bohrer	Fred Felix	Kevin Jolly
Elena Bonjour	Nancy Felix	Sheila Juenger
Susan Bowman	JoAnn Fisher	John Juenger
Ann Bradley	Shirley Fisher-Rocha	Teresa Kester
Lisa Brotherton	Danny Fowler	Cary Kiefer
Michael Chambers	Thomas Frisby	Jinny Kyle
Maria (Mary) Clark	Paul Garcia	Jami Lewis
Richard Conn	John Garner	Teresa (Teri) Mann
Julie Conn	Joseph Gaul	Gary Markenson
Alyssa Corcoran	Julie Govaker	Carolyn May
Kyle Corcoran	Heather Green	John May
Mary Cross	Ronald Guglielmino	Bill McCleary



## Strategic Plan Process Participants

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Gwen Weakley  
Carolynn Webb  
Kathleen Welton  
Tarama Wennekota  
Carol Whiteside  
Eric Woods  
Gary Zaborac  
DD Zimmerman  
Richard Zuniga

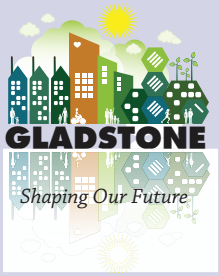


## Sponsors and Supporters

AKKA Karate USA  
Bill Tice's Drone Photography Service  
Black & Veatch Corp.  
Fairview Christian Church  
Funky Monkey Popcorn  
Joe Gaul  
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Gladstone Area Chamber of Commerce  
Gladstone Bowl  
Gladstone Community Center  
Gladstone Economic Betterment Council  
Gladstone Walmart  
Laughing Place Bakery  
Linden Baptist Church  
Jackson County Parks and Recreation  
Karen & Dean Merkel  
KC Chiefs  
KC Royals  
Jean Moore  
Les & Laura Smith  
Mazuma Credit Union  
Office Max  
Pam & Terry Smitka  
Snow and Co  
Tirzah at Salon Jubilee  
DD & David Zimmerman

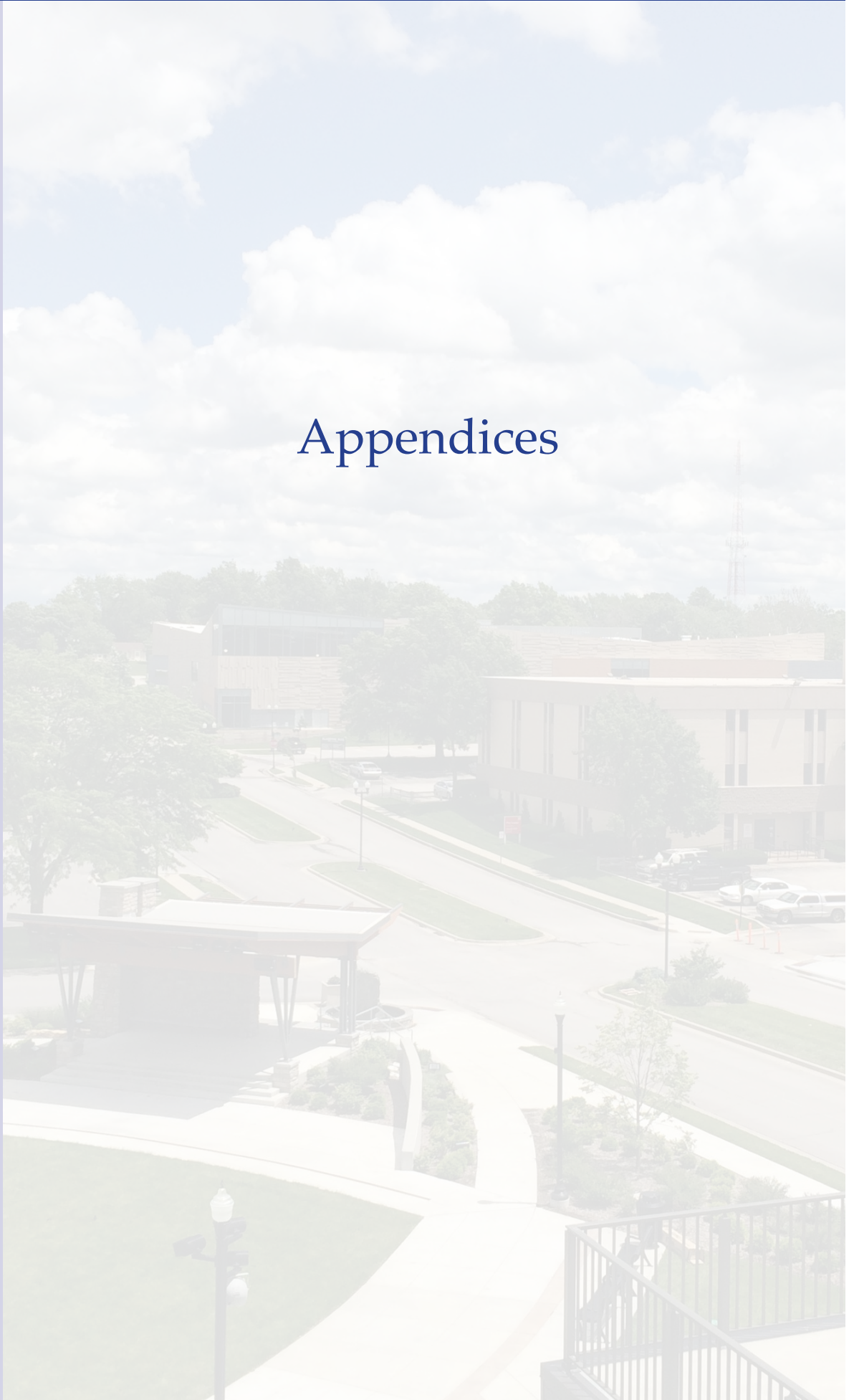






# APPENDICES

## Appendices



## Stakeholder Process Timeline

### Stakeholder Phase

<b>April 26, 2016</b>	<b>Kickoff Town Hall</b> A discussion of goals, processes, and the project timeline
<b>May 17, 2016</b>	<b>Community Vision and Civic Infrastructure</b> Defining our vision for the community and exploring means to achieve it
<b>June 7, 2016</b>	<b>Environmental Scan   Current Trends and Realities</b> What outside events and trends will affect the future of Gladstone?
<b>June 28, 2016</b>	<b>Selection of Key Performance Areas</b> Identifying the areas that we will be working on
<b>July 19, 2016</b>	<b>Evaluating Key Performance Areas: Setting our mini-vision</b> Evaluating the current and future state of each key performance area and selecting a mini-vision for each KPA
<b>Aug. 30, 2016</b>	<b>Evaluating Key Performance Areas: Identifying overlap and developing goals</b> Identifying overlap in key performance areas and identifying goals and rationale
<b>Sept. 20, 2016</b>	<b>Evaluating Key Performance Areas: Prioritizing goals and strategies</b> Prioritizing the goals and objectives associated with each key performance area
<b>Oct. 11, 2016</b>	<b>Action Planning and Implementation Strategies: Finalizing action steps</b> Agreeing to action steps, responsible parties, and timeline and measures of success
<b>Nov. 1, 2016</b>	<b>Wrap-Up: Reviewing the draft and final critiques</b> Provide final critiques, suggestions and edits to KPA draft plans



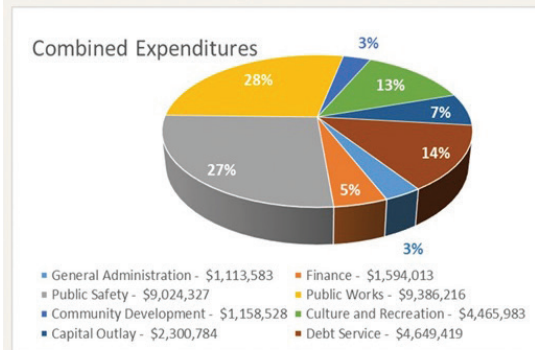
## Glossary of Terms / Abbreviations / Acronyms

A-J	Atkins Johnson Farm
CLAIM	The Missouri State Health Insurance Assistance Program
CPTED	Crime prevention through environmental design
EMAC	Environmental Management Advisory Committee
GDPS	Gladstone Department of Public Safety
HOAs	Homeowner Association
KCATA	Kansas City Area Transit Authority
KCMO	Kansas City, Missouri
KCPL	Kansas City Power and Light
KPA	Key performance area
MARC	Mid-America Regional Council
MEAN	Matching Excess and Need
NCL	National Civic League
NNI	Northland Neighborhood, Inc.
NKC	North Kansas City
SOF	<i>Gladstone: Shaping Our Future</i>
TIGER	Transportation Investment Generating Economic Recovery (grants)
UMKC	University of Missouri, Kansas City

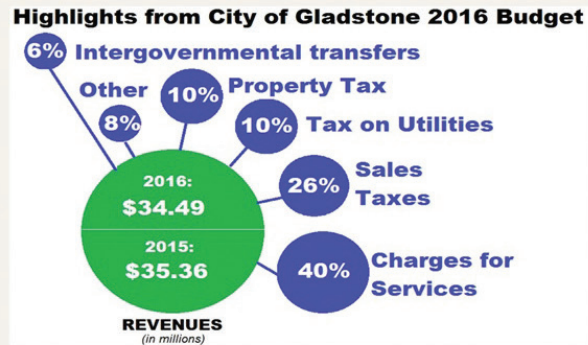
## Current Budget

The chart below, provided by the city, illustrates current city expenditures and sources of revenues. It also provides a comparison between Gladstone and its local neighbors in terms of property and sales taxes.

### How Revenues are Spent



### How the City Funds Services



### Property Tax – Tax Comparison

City	Property	City	Sales
Parkville	1.78	Raytown	8.23%
Kansas City	1.60	Kansas City	8.10%
Raytown	1.58	Liberty	8.10%
Lee's Summit	1.57	Grandview	7.98%
Grandview	1.50	Lee's Summit	7.73%
North Kansas City	1.17	<b>Gladstone</b>	<b>7.73%</b>
Liberty	1.01	Blue Springs	7.48%
<b>Gladstone</b>	<b>.93</b>	Independence	7.48%
Blue Springs	.75	Parkville	7.10%
Independence	.74	North Kansas City	6.73%
Average	\$ 1.26	Average	7.65%

2016 Budget for .929 property tax = \$3,345,087

Each .01 = \$35,969

### Sales Tax

Sales Taxes	Current	Max	Available
General	1.00%	1.00%	0.00%
Fire Protection	0.00%	0.25%	0.25%
Storm Water / Parks / CC	0.25%	0.50%	0.25%
Transportation	0.50%	0.50%	0.00%
Economic Development	0.00%	0.50%	0.50%
Capital Improvements	0.50%	0.50%	0.00%
Public Safety	0.25%	0.50%	0.25%
	2.50%	3.75%	1.25%

.25% = Approximately \$816,500 in revenue

## Resources Referenced

### Environmental Stewardship: Goal 2

- <sup>1</sup> <http://www.nationalcivicleague.org/wp-content/uploads/2016/12/Visioning-Workshop-FI-NAL-Report.pdf>

### Health and Safety: Goal 1

- <sup>2</sup> <http://www.hayward-ca.gov/discover/news/oct15/hayward%E2%80%99s-trailblazing-%E2%80%9Cfirehouse-clinic%E2%80%9D-set-open>
- <sup>3</sup> Create space in fire station or justice center for a small clinic (i.e. Hayward, CA Healthcare Clinic in the Firehouse); partners, additional resources include: Northland Health Alliance, Clay Co Health, TriCounty Mental Health <http://www.kccareclinic.org/contact>

### Health and Safety: Goal 2

- <sup>4</sup> US Department of Justice Citizen Review of Police; Approaches & Implementation <https://www.ncjrs.gov/pdffiles1/nij/184430.pdf>

### Health and Safety: Goal 3

- <sup>5</sup> <http://www.clayhealth.com/DocumentCenter/View/278>
- <sup>6</sup> <http://www.npr.org/sections/health-shots/2016/10/17/498270772/how-gaps-in-mental-health-care-play-out-in-emergency-rooms>
- <sup>7</sup> <http://www.thenorthwestern.com/story/news/2016/08/08/help-create-anti-bully-scarves/88416308/>
- <sup>8</sup> <http://fox11online.com/news/local/fox-cities/oshkosh-groups-knitting-scarves-to-help-stop-bullying>

### Health and Safety: Goal 4

- <sup>9</sup> <http://missouricclaim.org/>

### Health and Safety: Goal 5

- <sup>10</sup> <http://sarahsnodgrass.com/blog/sarahs-guide-to-backyard-chicken-regulations-in-the-kansas-city-area/>
- <sup>11</sup> <https://olioex.com/>
- <sup>12</sup> <https://www.meansdatabase.com/>
- <sup>13</sup> <http://www.seattle.gov/neighborhoods/programs-and-services/p-patch-community-gardening/p-patch-list/beacon-food-forest>
- <sup>14</sup> <http://beaconfoodforest.org/>

### Infrastructure and Transit: Goal 2

- <sup>15</sup> <http://nacto.org/publication/urban-bikeway-design-guide/intersection-treatments/bike-boxes/>

### Infrastructure and Transit: Goal 5

- <sup>17</sup> <http://www.bridj.com/welcome#how>

### Neighborhoods and Housing: Goal 1

- <sup>17</sup> <http://www.seattle.gov/neighborhoods/programs-and-services>
- <sup>18</sup> <http://www.porchfestkc.com/>