

RESOLUTION R-24-70

A RESOLUTION ADOPTING A MISSION STATEMENT, VISION STATEMENT, AND GOALS FOR THE CITY OF GLADSTONE, MISSOURI, FOR 2025.

WHEREAS, the Council of the City of Gladstone believes that developing and implementing goals is a critical component in successfully managing the municipal resources entrusted to them; and

WHEREAS, the Council of the City of Gladstone recognizes that clearly articulated goals provide a valuable communication tool between a City government and its constituents; and

WHEREAS, the Council of the City of Gladstone is committed to implementing policies and allocating resources to promote these goals.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, AS FOLLOWS:

THAT, the following Mission Statement, Vision Statement, and Goals are adopted for the City of Gladstone, Missouri:

MISSION STATEMENT

“The City Council, Boards, Commissions, and City Staff are inspired and invested to enhance Gladstone’s quality of life and sense of community through innovative and effective leadership and inclusive citizen engagement.”

GLADSTONE VISION

- Invested in becoming an even more welcoming and inclusive community.
- A vibrant commercial center with revitalized corridors at North Oak and Antioch Road and an innovative financial strategy that encourages economic development and redevelopment.
- A diverse quality housing stock that encourages community investment, provides opportunities to age in place, and becomes a destination to raise families.
- Gladstone is a recognized leader and provides innovative contribution to regional issues.
- Continued strong and innovative partnerships that help us ensure a high quality of life.
- An inspiring sense of place with a clear identity including an emphasis on arts and culture. You know you are in Gladstone.
- A strong commitment to public safety and City infrastructure investment.
- An inspired, innovative, and invested City staff.
- Cooperative relationships with citizens highlighted by inclusive citizen engagement and participation.

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Based on the Mission and Vision, the City Council establishes the following Goals:

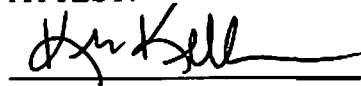
2025 CITY COUNCIL GOALS

1. Keep Gladstone as a safe place with a focus on crime prevention, traffic enforcement, and the recruitment and retention of high-quality police officers, firefighters and EMS personnel.
2. Continue commitment to downtown, commercial corridors, and under-developed areas through effective and innovative infrastructure and redevelopment strategies.
3. Provide the resources and support the strategies to continue to improve residential and commercial code enforcement.
4. Build an event center to replace the existing barn on the Atkins-Johnson Farm to provide long-term programming opportunities.
5. Prioritize infrastructure for neighborhood revitalization to meet the needs of our residents and encourage quality residential density and homeowner investment to preserve and increase housing values.
6. Promote initiatives to beautify Gladstone by encouraging civic engagement and community pride.
7. Promote diversity, equity, and inclusion in all that we do to continue to be a welcoming city to everyone.
8. Continue to improve and build communication strategies to better inform and engage our residents.
9. Continue towards developing Flora Park as an all-inclusive recreational space.
10. Explore funding opportunities for improving infrastructure, roads, and amenities.
11. Prepare for the opportunities and challenges that will come with the World Cup 2026.

INTRODUCED, READ, PASSED, AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 11TH DAY OF NOVEMBER 2024.


Tina M. Spallo, Mayor

ATTEST:


Kris Keller, City Clerk



Request for Council Action

RES ☒ # R-24-70

BILL ☐ # City Clerk Only

ORD ☐ # City Clerk Only

Date: 10/29/2024

Department: General Administration

Meeting Date Requested: 11/11/2024

Public Hearing: Yes ☐ Date: Click here to enter a date.

Subject: Resolution adopting a Mission Statement, Vision Statement, and Goals for 2025

Background: On October 16, 2024, the City Council and Leadership Team convened at Fire Station #2 to outline goals for the upcoming year. The session was facilitated by Mike Mowery from Strategic Government Resources (SGR).

City staff delivered several presentations showcasing project updates and proposed initiatives for 2025. Additionally, the City Council engaged in discussions about pressing issues affecting the community. The attached Resolution and Final Report reflect the outcomes of this planning process and detail the updated goals for 2025.

Budget Discussion: N/A

Public/Board/Staff Input: N/A

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor.

Bob Baer
Department Director/Administrator

CW
City Attorney



Gladstone City Council Retreat

Final Report

October 16, 2024

The Gladstone City Council held a retreat on Wednesday, October 16, 2024, at Fire Station #2. The retreat was attended by the Council, the City Manager's Office, City Clerk, and the Department Directors and was open to the public. The retreat was facilitated by Dr. Mike Mowery, the President of Leadership Development for SGR. The purpose of the retreat was to discuss the Council's strategic vision and set goals. This report is a summary of the major discussion items, and it includes the new goals set by the Council.

Results of Advanced Council Interviews and Questionnaires

Prior to the retreat the Council was asked to complete a questionnaire regarding some of their hopes and expectations for the retreat. Below is a summary of the results from those questionnaires.

1. What do you hope to accomplish from the retreat?

- Opportunity to spend time in a relaxed, open setting to hear priorities from other Council members/staff and set roadmap for next year.
- I hope to accomplish the creation of a comprehensive set of goals, which will provide clear direction for the future of Gladstone.
- Review and reset our stated goals and objectives. Would like to discuss and see where we have concurrence on certain specific projects and ideas (but which may not rise to the level of a City goal or objective). Would also like to give each Council member an opportunity to discuss any specific ideas or concerns they may have.

2. What Progress Do You Perceive has been achieved with Last Year's Goals?

- Good progress on current goals and objectives.
- There are specific goals that have been targeted, not completed due to the ability to borrow money. Overall, I feel like we have addressed the majority of our goals, whether by action or ongoing planning and development.
- COP issued, so funds in place to accomplish some of our goals for last year—water projects, AJ Farm event center, etc. Completion of City Hall and Police Station renovations.

3. What is stalled?

- Neighborhood revitalization
- Not stalled, but some of the big projects take a long time (and patience) to complete.
- Projects never go as fast as we all would wish. Designs being finalized for Dog Park. Flora Park and N. Oak in the works.

4. How is Council functioning as a team?

- I think the Council has a great working relationship; could not be better. We all are pulling in the same direction; everyone is very congenial and respectful of each other's opinions.
- The City Council is functioning together at the highest level. We have respect for each other and truly enjoy working together.
- Council is as cohesive as it has been in the last 12 years. Spencer is good. No real weirdos or extremists.

5. How are Council relations with Staff?

- Good. I believe each Council member interacts differently with senior staff, but overall Council is generally respectful and unified (and without micro-managing).
- Relations with staff and Council are excellent. We have a very professional leadership team who work together well under the City Manager's capable leadership. Responses to questions and citizen issues are excellent and timely.
- The Council works very well with Senior Staff and trust in their abilities to run our city efficiently.

6. What are important topics to discuss at the retreat?

- Policing and recruitment strategies, Business recruitment, and housing density.
- Need to replace the asphalt path around Oak Grove Park with a concrete trail.
- Need to work toward trail and pedestrian access along Old Antioch (to connect Carriage Hills to Happy Rock Park).

- Consider establishing a “safety city” at Happy Rock Park for children to learn how to ride their bike and rules of the road.
- Replace and upgrade the cycling equipment at the Community Center fitness area (not *instead* of current planned equipment replacement, but *in addition to* it).
- Need to move the Speed Limit signs on Missouri Route 1 (near 73rd Terrace, across from the Walmart entrance) further north (but within the City limit).
- Need to replace the asphalt path by the softball complex (connecting the parking lot to the trail) at Happy Rock Park with concrete.

7. What does Council need to be focused on right now?

- Setting the best possible goals for the year ahead.
- Working with City Staff to oversee the millions of dollars scheduled to be spent for infrastructure improvements.
- Transitioning to a new Finance Director.
- Dog park.
- Atkins-Johnson Farm barn project.
- North Oak improvements.

8. What do you want this Council to be known for?

- Continuing with progress on making Gladstone a great place to live. City government is fiscally conservative, and lives within its means.
- My hope is that we are known as an accessible and responsive Council who always has the needs of our residents first and foremost; that we are fiscally responsible with City funds, and are forward-thinking, open to new ideas, welcoming to all.
- The council does not settle for mediocrity, we demand excellence from City Staff as they provide the best in services and development for Gladstone.

9. SWOT Analysis (Strengths)

- Working collaboratively with City Staff to accomplish annual goals, welcoming public input and providing outstanding city services.
- I think our City is known to be very citizen-oriented. City departments and Council are accessible and responsive to our residents. We listen, we act based on their needs.
- The city services we provide (fire, police, EMS, public works, our parks/trails) are exemplary.
- Our professional staff and leadership team are exceptional talents and leaders for this City.

- We are known to developers to be a friendly, accommodating City with which to do business.
- Our 'home town' feel! We are NOT Kansas City, nor do we wish to be!
- Financial strength.
- People and volunteers committed to the community.
- Desirable place to live, raise a family, and grow old.
- Infrastructure improvements based on objective priorities, identified through master plans.
- All Council members serve at large and are non-partisan.

10. Weaknesses

- Neighborhood revitalization
- Land-locked. Surrounded by KCMO. "Development" consists mostly of RE-development.
- Limited revenue. City provides complex and high-visibility services that all residents rely on.
- KCATA and the lack of public transportation.
- Communication. We've made progress in this area, but more can and should be done to reach out to our residents with concerns they need to know about and communicate all the good things the City is accomplishing.
- Aging infrastructure will continue to be a challenge for a City of our age. These improvements take massive amounts of financial resources and aren't the 'big and shiny' new projects that residents like to see. Yet, a water main break and no water in someone's neighborhood is a huge cause for resident complaints. It will be our challenge to continually communicate all the progress we are making in these areas and the commitment we have made to address these issues.

11. Opportunities

- Our weaknesses should also become our opportunities!
- Gladstone has been very successful securing grant funding for road and trail improvements. We have the opportunity to earn even more due to our ability to follow through with said projects and prove our worth.
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12. Threats

- Divisive political environment.
- General distrust of government.
- Fragile police-community relations.
- Proposed North Oak Street improvements.
- Growing number of homeless people and their need for services.
- City Staff are challenged to complete several large projects in the next couple of years. We cannot allow that to hold us back from accomplishing future goals.
- Development of new areas to our north and continued development in Liberty and surrounding communities will always be a threat to Gladstone’s commercial and housing options.

13. Short-term Goals

- Continue aggressive efforts to hire quality professionals for police/fire/EMS.
- Push forward to continue the progress we have achieved/are achieving toward improved water resources.
- Keep momentum going toward Flora Park, Dog Park, AJ Farm Event Space, N. Oak improvements.
- Completing stated capital projects and supporting our staff in doing so.
- Continue progress and/or completion of major projects, including the dog park, AJ Farm barn project, 72nd Street pickleball courts, Hobby Hill disc golf course improvements, etc.
- Continue to get the message out about the City’s infrastructure improvements, traffic enforcement, and public safety challenges.

14. Mid-term Goals

- Staffing will continue to be an issue and this must be addressed by evaluating wage trends, and forecasting retirements as our staff age, to be competitive in the recruitment of outstanding talent.
- Use the results of the Community Survey to guide us toward a deeper understanding of resident needs and concerns.

15. Long-term Goals

- Focus on prioritizing the most appropriate and vibrant re-development opportunities for the City. History has shown that 'holding out' for the best possible fit can be frustrating and challenging, but also in the best interests of the community (i.e. Summit Grill). We need to be aggressive and constant in our efforts to find great quality fits for the limited spaces we have.
- Consider acquisition of properties like we did when The Heights was developed in order to create meaningful opportunities for the potential development of needed housing and/or commercial spaces.
- Evaluate Boards and Commissions. Some of these groups are simply not effective. Trying to recruit a resident for a group that meets rarely or does not have a significant agenda or priorities is not a way to promote citizen engagement in our community. Recent improvements in tasking the Neighborhood Commission with more/new responsibilities is a good start.
- Continue to try to engage our residents in meaningful opportunities to serve the City.
- Housing Density development and revitalizing our older neighborhoods by developing a community people want to invest in by purchasing older homes and renovating them to today's standards. This includes affordability, diverse housing options, inclusivity, and recreational amenities.

Discussion Items

Below is a list of items that staff reported on and/or the Council discussed without making any particular decisions. In addition to the items listed below, the Council discussed the items that were listed in the responses to the questionnaire.

- North Oak
- Water Tower
- Flora Park
- KCATA/IRIS
- Ambulance billing
- Gladfest
- World Cup 2026
- Dispensary Ordinance
- Delta 9 Hemp-Based Beverages

- Walking Trail Improvements at Oak Grove Park
- Airbnb
- Vivion Road Trail
- NE Antioch Improvements – Pleasant Valley Road to 72nd Street
- AJ Farm Event Center
- Water Plant Improvements/Transmission Lines
- NE 76th Terrace Stormwater/Hobby Hill Parking
- Dog Park
- Additional Water Main Replacement Funding
- Road District – Clay County
- Future Water Issues – Next Projects
- Citizen Surveys
- Further Communication Strategies
- Commerce Triangle
- Pickleball Courts

Gladstone Mission Statement

The Council reviewed the Mission Statement and affirmed their commitment to it without making any changes.

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Gladstone Vision Statements

The Council reviewed the Gladstone Vision Statements and made some adjustments to them. The following statements were unanimously supported by the Council.

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