

GLADSTONE, MISSOURI

COMPREHENSIVE PLAN 2022

GROWING TOGETHER





Prepared for the City of Gladstone, Missouri

by Shockey Consulting
with CFS Engineers

November 2022

TABLE OF CONTENTS

04 **Letter from the Gladstone City Council**

05 **Acknowledgments**

06 **Introduction**

Geographic Location
Brief History
Community Profile
Comprehensive Plan Purpose
Plan Alignment
Planning Process

10 **Community Engagement**

Authentic Engagement
Stakeholders
Engagement Activities
Engagement-by-the-Numbers

13 **Promotion & Communication**

15 **Overall Themes**

16 **Community Vision**

17 **Community Goals**

18 **CHAPTER 1: Community Identity**

22 **CHAPTER 2: Safe & Healthy Community**

Public Health
Public Safety
Recreation & Leisure

30 **CHAPTER 3: Built Environment**

Neighborhoods & Housing
Mobility & Transportation
Public Facilities
Infrastructure & Utilities

44 **CHAPTER 4: Natural Environment**

Natural Resources & Resiliency

48 **CHAPTER 5: Resilient Economy**

Jobs & Workforce
Economic Development

56 **CHAPTER 6: Current Land Use**

62 **Land Use Principles**

64 **Future Land Use Plan**

Future Land Use Map
Future Land Use Categories
Downtown District
Character Areas
Redevelopment Opportunities

73 **Implementation**

Implementation Plan
Implementation Matrix

Supplemental Documentation

Process Diagram
Current Snapshot
Generation Profiles
Online Engagement Report

LETTER FROM THE GLADSTONE CITY COUNCIL



To the Gladstone community:

On behalf of our Planning Commission and wonderful City staff, we are excited and honored to present the 2022 Gladstone *Growing Together* Comprehensive Plan. This important community initiative follows in the footsteps of the *Gladstone: Shaping Our Future* groundwork and continues its efforts to advance the Gladstone community.

We are indebted to our residents, business community, and invested neighbors who recognize the importance of this work and offered invaluable time, efforts, and input into the planning process. This plan is truly yours and represents our community's collaborative, innovative, and future-forward spirit. Your involvement helped shape the recommendations outlined within the Comprehensive Plan and establish a community vision that will guide our future growth for the next twenty years.

As a community, we are fortunate to already offer a high quality of life and so many wonderful opportunities and amenities to our friends, family, neighbors, and patrons. We are confident that this plan will continue to enhance our strengths and provide direction as we embrace the inevitable, yet exciting, changes ahead.

We remain committed to the betterment of our wonderful community and look forward to attracting opportunities that benefit everyone. We ask for your ongoing involvement, support, and feedback as we continue *Growing Together*.

With gratitude,
Your City Council



ACKNOWLEDGMENTS

CITY COUNCIL

Bill Garnos

Mayor

Jean Moore

Mayor Pro Tem

R.D. Mallams

Council Member

Tina Spallo

Council Member

Les Smith

Council Member

Tom Frisby

Council Member (former)

PLANNING COMMISSION / ADVISORY COMMITTEE

Chase Cookson

Spencer Davis

Mike Ebenroth

Alicia Hommon

Brenda Lowe

Gary Markenson

Jennifer McGee

Maitland Mehlhaff

Katie Middleton

Kim Murch

Cameron Nave

James New

Bill Turnage

Larry Whitton

Christian Williams

CITY LEADERSHIP TEAM

Scott Wingerson

City Manager

Bob Baer

Assistant City Manager

Dominic Accurso

Director of Finance

Sean Daugherty

Fire Chief

Fred Farris

Police Chief

Austin Greer

Director of Community
Development

Justin Merkey

Director of Parks, Recreation
& Cultural Arts

Tim Nebergall

Director of Public Works

Becky Jarrett

Executive Assistant

Kris Keller

City Clerk

Charlene Leslie

HR Administrator

Alan Napoli

Community Development
Administrator

PHOTO CREDITS

City of Gladstone

Shockey Consulting

INTRODUCTION

GEOGRAPHIC LOCATION

The suburban community of Gladstone, Missouri sits in the northern portion of the Kansas City metropolitan area, conveniently located – an estimated ten-minute drive – from both downtown Kansas City, Missouri and the Kansas City International Airport (MCI). Primary access to Gladstone includes Missouri Route 1 (N Prospect Avenue / NE Antioch Road) and Missouri Route 283 (N Oak Trafficway). Gladstone sits within the greater transportation network which includes Missouri Route 152, U.S. Route 169, and Interstates 29, 35, and 435.

Gladstone encompasses approximately nine square miles of land. Kansas City, Missouri and the villages of Oakview, Oakwood, Oakwood Park, and Oaks completely surround this Clay County community, establishing clear municipal boundaries and land-locked conditions in respect to outward expansion.

BRIEF HISTORY

The Sauk, Fox, and Osage indigenous American Indian tribes originally inhabited the region known today as Clay County and Gladstone, Missouri. European settlement of this part of Missouri occurred following the Lewis and Clark expedition in 1804.

Records document Jonathon Q. Atkins and Willard E. Winner as two of the prominent property owners of land that today make up portions of Gladstone. Other early landowners include William Brown, Lazarus Wilcox, Simon Hudson, Peter Woods, George Goode, and John Jefferies.

Atkins built his family home circa 1826. Portions of the original farmstead, home, and outbuildings exist today as the Atkins-Johnson Farm and Museum and serve as an important community amenity. This property was listed on the National Register of Historic Places in 2007.

Winner founded the town of Linden with a 240-acre portion of his land, incorporating parcels purchased from the Hudson family. The town of Linden originally encompassed 44 square blocks, including what is today known as Central Park. Linden served as a stop along the Quincy, Omaha, and Kansas Railroad, and sat on the “highway” that connected New Orleans, Louisiana and Winnipeg, Canada.

The City of Gladstone incorporated in 1952 in reaction to the City of Kansas City’s plan to annex the town of Linden. The early leaders possessing this foresight included Lynn Allen, Chalky Woods, “Doc” Gould, and Joe Berry, among others. By 1959, Kansas City quickly annexed the remaining land surrounding Gladstone.

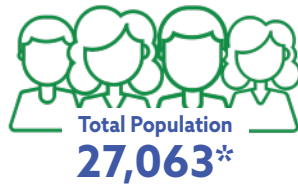
Gladstone elected its first mayor, Jack Riggs, and City Council in 1953. In 1961, Gladstone transitioned to a council-manager government with Cole Hendrix as the first City Manager and Paul Degenhardt as the first mayor under this structure.



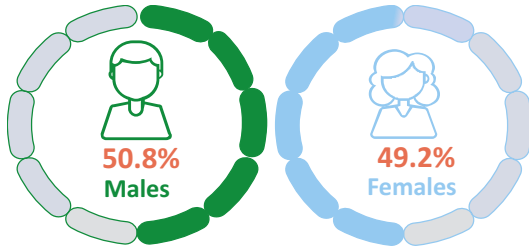
COMMUNITY PROFILE

2020 CENSUS

The April 1, 2020 U.S. Census Bureau reports a City of Gladstone population of 27,063.



*Gladstone, April 2020 Census
2020 ACE 5-year estimate: 27,365

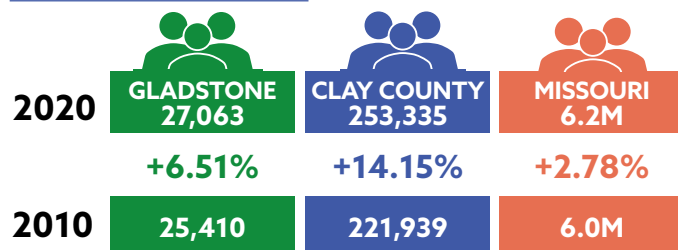


Source: ACS, 2020

GLADSTONE IS GROWING

Gladstone grew by 6.5 percent between 2010 and 2020, compared to Clay County's growth of over 14 percent. The State of Missouri's population also grew, but at a slower rate, indicating that Gladstone continues to attract people to live in the community.

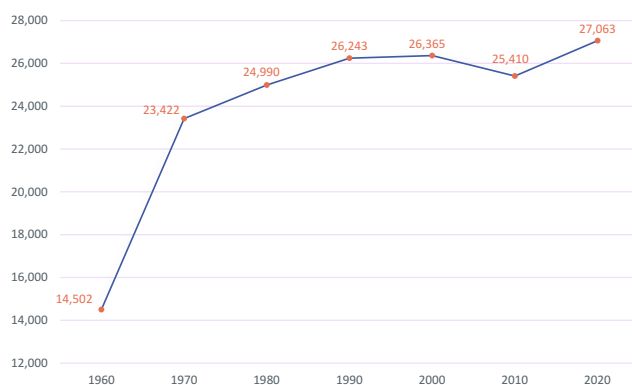
POPULATION GROWTH



This data provides a comparison of population growth - Gladstone, Clay County, and Missouri have experienced an increase in population since 2010.

Source: US Census Bureau, 2010 and 2020 Decennial

GLADSTONE POPULATION (DECENNIAL CENSUS)

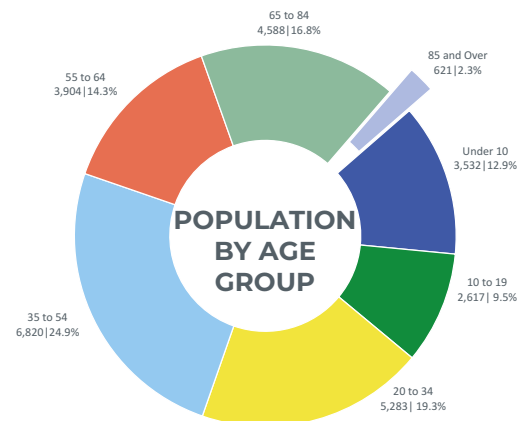


Source: US Census Bureau, 1960 - 2020

GLADSTONE IS GETTING OLDER

Since the 2010 Decennial Census, Gladstone's average age increased by over seven percent. The community has a median age of 41.6 which is comparatively older than the National, State of Missouri, and Clay County averages. The 55 to 84 year-old cohort experienced the greatest growth between 2010 and 2020 while the 10 to 19 year-old cohort saw the greatest decrease. Eighteen percent of Gladstone's population is age 65 or older, with about 39 percent aging into retirement in the next 20 years. Currently, just over 20 percent of the population encompasses those ages 20 to 34.

The City of Gladstone partners with the First Suburb Coalition, KC Communities for All Ages, and the Mid-America Regional Council (MARC) as an established Community for All Ages. This designation signals the community's desire and commitment to meet the needs and interests of the very old, the very young, and everyone in between, regardless of their life stage.

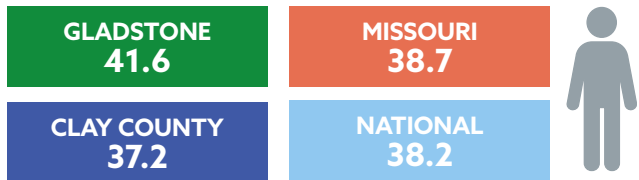


Source: ACS, 2020

	2010 ACS	2020 ACS	Percent Change
Under 10 years	3,232	3,532	9.3%
10 to 19 years	3,447	2,617	-24.1%
20 to 34 years	4,460	5,283	18.5%
35 to 54 years	7,105	6,820	-4.0%
55 to 64 years	2,979	3,904	31.1%
65 to 84 years	3,719	4,588	23.4%
85 years and older	559	621	11.1%
Total Population	25,501	27,365	7.3%

Source: ACS, 2010 & 2020

MEDIAN AGE



Source: ACS, 2020

GLADSTONE IS GETTING MORE DIVERSE

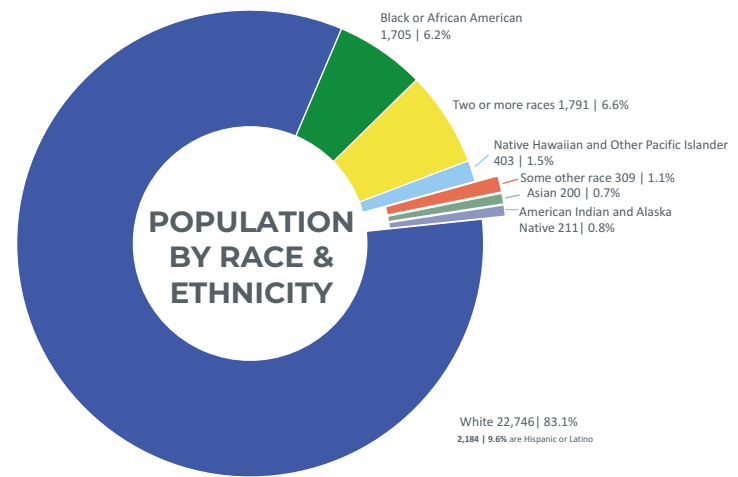
Since the 2010 Decennial Census:

- the Hispanic or Latinx population increased by 17 percent;
- the Black or African American population almost doubled, growing by 97 percent; and
- the population identifying as two or more races increased by over 170 percent.

	2010	2020	Percent change
White	23,079 90.5%	22,746 83.1%	-1.4%
*White, Hispanic, or Latinx	1,862 8.1%	2,184 9.6%	17.3%
Black or African American	866 3.4%	1,705 6.2%	96.9%
American Indian and Alaska Native	100 0.4%	211 0.8%	111.0%
Asian	411 1.6%	200 0.7%	-51.3%
Native Hawaiian and Other Pacific Islander	0 0.0%	403 1.5%	100%
Some Other Race	383 1.5%	309 1.1%	-19.3%
Two or more races	662 2.6%	1,791 6.5%	170.5%
Total Population	25,501	27,365	7.3%

*White, Hispanic, or Latinx percent of population calculated as percent of total white population

Source: ACS, 2010 & 2020



Source: ACS, 2020

COMPREHENSIVE PLAN PURPOSE

Comprehensive Plans and community-led initiatives act as catalysts for change and opportunity for alignment as such efforts look toward transformational impact in the future. The 2004 *Gladstone on the Move...Citizens Making a Difference* community strategic planning initiative and 2008 Comprehensive Plan demonstrate the beginning of such impact for the Gladstone community. Most recently, the 2016 *Gladstone: Shaping Our Future* strategic planning process set out with a similar transformational desire to move Gladstone forward as a premier destination.

Today, the community enjoys such amenities as the Gladstone Community Center, Linden Square, and other improvements to downtown, all of which have unquestionable foundation in these former planning initiatives.

Under statute R.S.Mo. 89.310, the State of Missouri provides the authority for municipalities to prepare and adopt a Comprehensive Plan. Regulation and implementation of the City of Gladstone's Comprehensive Plan falls under the authority of the Planning Commission.

The 2022 *Growing Together* Comprehensive Plan supersedes the 2008 Comprehensive Plan yet aims to further the transformational impact within Gladstone. The new Comprehensive Plan establishes a 20-year aspirational community vision to responsibly guide Gladstone's future development and redevelopment.

The Comprehensive Plan outlines a framework of goals, strategies, local actions, policies, and performance measures to achieve the vision and provide the necessary implementation tools to the City of Gladstone elected officials and staff. This public document intends to evaluate all aspects of living, working, and playing in Gladstone and guide physical and economic development through land use to best support the highest quality of life.

PLAN ALIGNMENT

The 2022 *Growing Together* Comprehensive Plan serves as an overarching framework that supports the many initiatives already underway in Gladstone, demonstrates an understanding of existing plan documents, and includes relevant recommendations in the framework. The referenced existing plan documents include:

- Annual Water Quality Report, 2020
- A Stronger Gladstone – Land Use Productivity Study, 2021
- Citizen Satisfaction Survey, 2020
- City of Gladstone Budget, 2021
- City of Gladstone 2012-2016 Capital Improvement Program (CIP), 2014
- City of Gladstone Comprehensive Annual Financial Report (CAFR), 2020
- City of Gladstone Comprehensive Plan, 2008
- City of Gladstone Fire Department 5- and 10-Year Plans, 2021
- Clay County Comprehensive Plan, 2008
- Cultural Arts Master Plan, 2014
- Emergency Operations Plan, 2021
- Facility Study Plan, 2015
- KC Communities for All Ages, A Toolkit for Cities, 2013
- MARC ConnectedKC 2050
- MARC Regional Plan for Sustainable Development, 2014
- NKC School District Strategic Plan, 2017-2022
- National League of Cities First Suburbs Coalition Regional Housing Summit Summary Report, 2019
- North Oak Corridor Transit Study, 2019
- Parks Master Plan, 2012
- Sidewalk Master Plan, 2015
- Stormwater Master Plan, 2015
- Water Distribution System Master Plan – Executive Summary, 2015
- Water & Wastewater Utilities Regulations, 2014

PLANNING PROCESS

The planning process for the 2022 *Growing Together* Comprehensive Plan launched in September 2021. As suggested in the tagline, the process sought to engage stakeholders at all levels to reach consensus on how the Gladstone community can achieve their desired future by *Growing Together*. The process incorporated various engagement tools and techniques to effectively inform, consult, involve, collaborate with, and empower participants related to planning concepts impacting the Gladstone community.

The subsequent Comprehensive Plan intends to document what *Growing Together* entails, including working together toward a shared community vision, understanding the critical issues facing Gladstone, recommending action items and partnerships required to be a quality community that welcomes and supports all.



COMMUNITY ENGAGEMENT

ENGAGEMENT GOALS

The planning process aimed to actively engage stakeholders throughout the community and focused on achieving a cross-sectional representation reflective of the community demographics, including age, race and ethnicity, and geographic location. This approach to engagement is essential to ensure that the Comprehensive Plan accurately reflects community values and addresses community priorities and needs for all. Additionally, it builds public understanding, ownership, and support of the adopted Comprehensive Plan, resulting in more effective implementation.

To ensure cross-sectional representation in the community engagement process, participants had the option to provide demographic information at the completion of each engagement activity, especially the online surveys. This information allowed the project team to track participation in real time. Engagement outreach methods pivoted, as necessary, to address gaps in engagement.

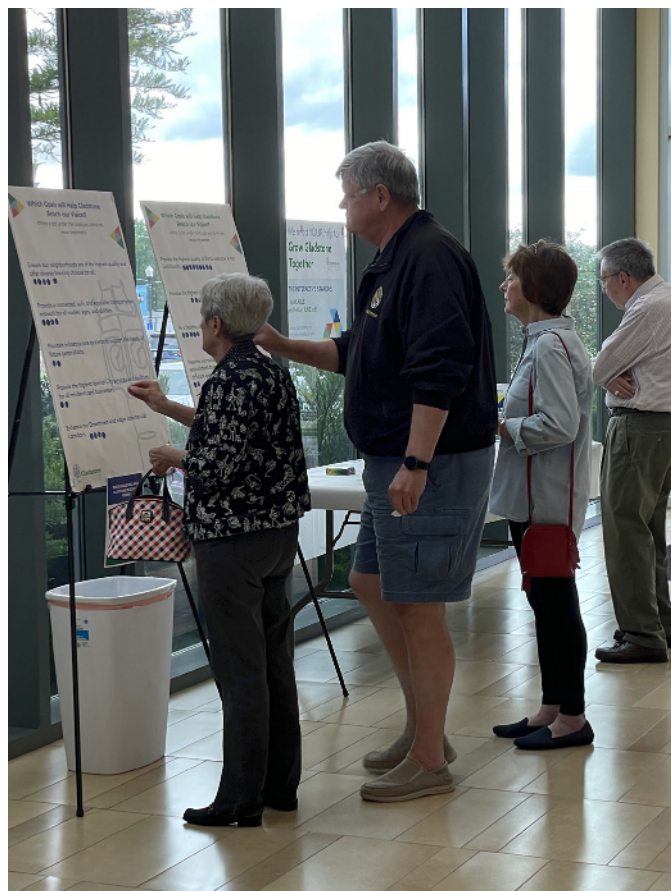
STAKEHOLDERS

A wide range of stakeholders were consistently informed, involved, and consulted throughout the *Growing Together* planning process. These groups evaluated and provided insight related to Gladstone issues and opportunities and helped shape and review various Comprehensive Plan components.

- City Council
- Planning Commission / Advisory Committee
- City of Gladstone Boards & Commissions
- City Leadership Team
- Gladstone Area Chamber of Commerce
- Rotary Club of Gladstone

- Neighborhood Leaders
- Gladstone Community – Residents, Businesses, and Visitors

The *Growing Together* Advisory Committee consisted of 15 community members. This critical stakeholder group represented the Gladstone community voice, supported the community engagement efforts, provided in-depth insight related to redevelopment opportunities and priorities, shaped the goals and strategies, helped develop the future land use plan and policies, and serve as ongoing champions for the Comprehensive Plan implementation.



ENGAGEMENT ACTIVITIES

Gladstone residents, business owners, employees, and visitors had a variety of ways in which to provide important feedback and input on topical elements to help shape the Comprehensive Plan recommendations.

ONLINE ENGAGEMENT

The *Growing Together* Comprehensive Plan webpage launched on January 18, 2022. Stakeholders engaged in topical surveys throughout the planning process until their close on July 31, 2022.

Community engagement participants could register on the webpage to receive project updates and notifications about upcoming engagement opportunities. Registration was not required to complete any of the online surveys or other engagement activities. Those choosing to register provided their name and email address.

IN-PERSON ENGAGEMENT

Gladstone community members could also participate in several in-person engagement opportunities to enhance and supplement the online engagement efforts.

Interactive Community Event

An Interactive Community Event was held in the Gladstone Community Center West Entrance Lobby from Tuesday, May 24 to Friday, June 3, 2022. Participants provided input to a variety of engagement activities, including community visioning, location-based issue and opportunity identification, and goal prioritization. Paper copies of the online topical surveys were available as were comment cards for general community and Comprehensive Plan feedback. The activity content and ways to engage considered participants of all ages and abilities. The Gladstone Community Center tracked 5,260 member scan-ins during the Interactive Community Event timeframe, not including party and banquet guests or swim lesson and team participants.

Stakeholder Meetings

Specific stakeholder groups participated in focused discussions with the project team to gather input to Comprehensive Plan topics.

- Gladstone Area Chamber of Commerce Board, May 12, 2022
- Rotary Club of Gladstone, May 24, 2022
- City Boards / Commissions + Neighborhood Leaders, May 25, 2022
- City Boards / Commissions + Neighborhood Leaders, June 16, 2022

ENGAGEMENT BY THE NUMBERS

(*complete Online Engagement Report provided as supplemental documentation)



335 REGISTERED PARTICIPANTS

828

ENGAGED PARTICIPANTS
(Total Activity Contributions)



214

COMMUNITY VISION
SURVEY RESPONSES

53

BIG IDEA
FORUM RESPONSES

85

QUALITY OF LIFE
SURVEY RESPONSES

198

NEIGHBORHOODS & HOUSING
SURVEY RESPONSES

103

TRANSPORTATION & MOBILITY
SURVEY RESPONSES

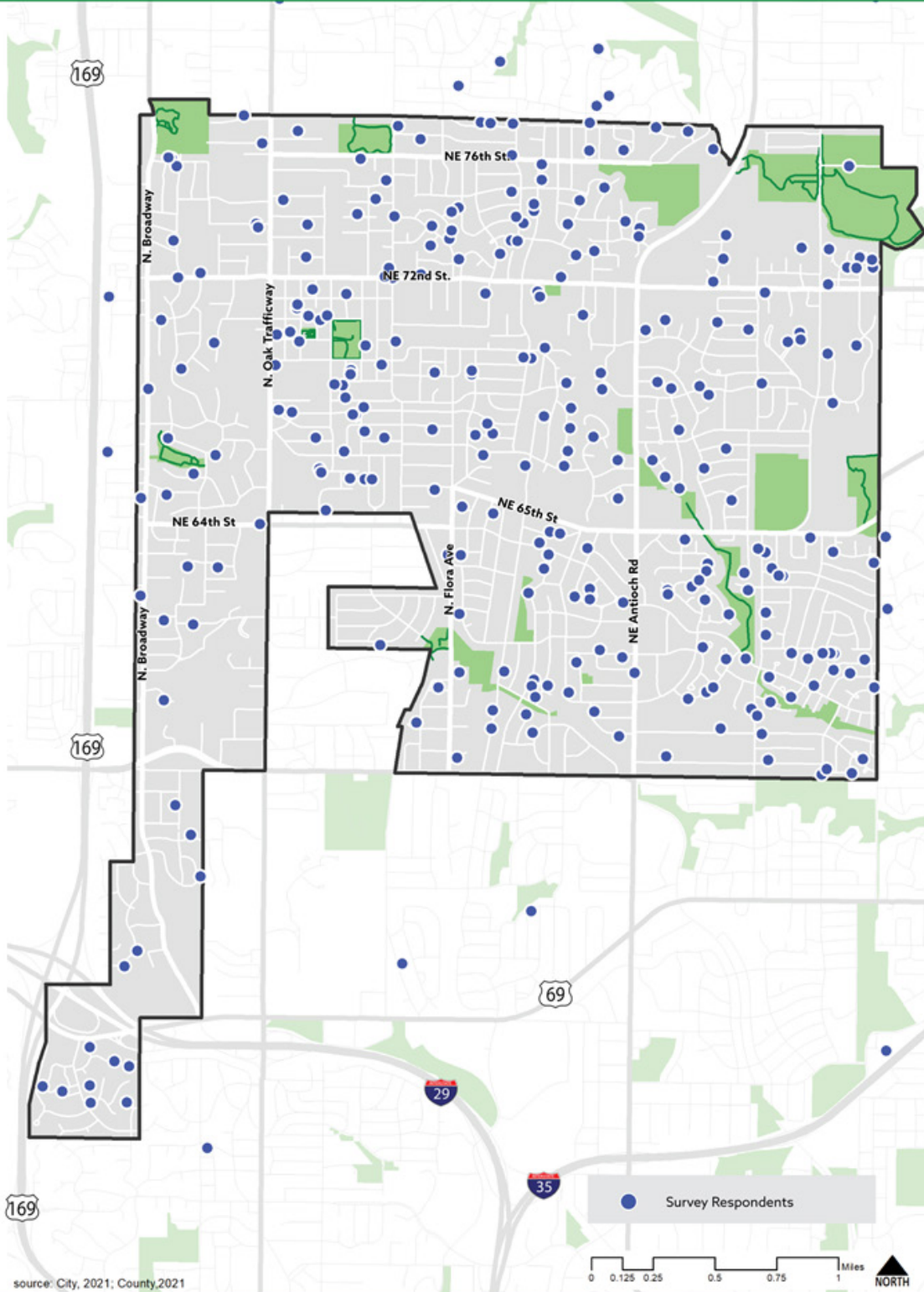
84

NATURAL ENVIRONMENT
SURVEY RESPONSES

91

RESILIENT ECONOMY
SURVEY RESPONSES

Survey Respondents



PROMOTION & COMMUNICATION

STAKEHOLDER E-BLASTS

Comprehensive Plan Registrants (4 E-Blasts):

- April 15, 2022 (185 recipients)
- May 11, 2022 (239 recipients)
- May 20, 2022 (251 recipients)
- July 8, 2022 (290 recipients)

City of Gladstone Boards & Commissions (2 E-Blasts):

- February 2022: Comprehensive Plan Promotion Announcement (79 recipients)
- July 8, 2022: Survey Close Announcement (79 recipients)

Neighborhood Leaders (1 E-Blast):

- July 8, 2022: Survey Close Announcement (90 recipients)

Gladstone Community Center Mailing List (2 E-Blasts):

- February 2022: Comprehensive Plan Promotion Announcement (approx. 20,000 recipients)
- July 2022: Survey Close Announcement (approx. 20,000 recipients)

Gladstone Area Chamber of Commerce Mailing List (3 E-Blasts):

- February 2022: Comprehensive Plan Promotion Announcement (550 recipients)
- May 2022: Project Update (550 recipients)
- July 2022: Survey Close Announcement (550 recipients)

GLADSTONE MAGAZINE

May 2022 Edition, Comprehensive Plan Promotion Article

- Distributed to 13,534 addresses

November 2022 Edition, Comprehensive Plan Update Article

- Distributed to 13,534 addresses

PROMOTIONAL POP-UP EVENTS

Walk N' Wag @ Atkins-Johnson Farm & Museum

- April 30, 2022

Gladstone Summertime Bluesfest @ Oak Grove Park

- June 17 & 18, 2022

Gladstone Annual 4th of July Independence Day Celebration @ Oak Grove Park

- July 4, 2022

Theater in the Park @ Gladstone Amphitheater

- July 8 – 9, 2022: Legally Blonde
- August 12 – 14, 2022: Li'l Abner

Linden Square Concert Series @ Linden Square

- July & August, 2022

SOCIAL MEDIA CAMPAIGN

28 total posts on both City of Gladstone social media platforms

Each post estimates a "reach" (feed appearance) of 500 people on average.

- Facebook: 5,100 followers
- Twitter: 3,631 followers



COMPREHENSIVE PLAN WEBPAGE

Monthly visits to gladstone.mo.us/ComprehensivePlan/:

January 2022:	50
February 2022:	1,150
March 2022:	2,668
April 2022:	765
May 2022:	1,436
June 2022:	989
July 2022:	375

YARD SIGNS & BANNERS

Comprehensive Plan promotional yard signs displayed at:

- Gladstone City Hall
- Gladstone Community Center
- Gladstone Parks & Trails:
 - ◆ Central Park
 - ◆ Linden Square
 - ◆ Oak Grove Park
 - ◆ Hobby Hill Park East / West
 - ◆ Happy Rock Park East / West
 - ◆ Hidden Hollow Park
 - ◆ Sycamore Park
 - ◆ Flora Park West
 - ◆ Hamilton Heights Park
- North Kansas City Public Schools in Gladstone

Comprehensive Plan promotional banners displayed at:

- Gladstone City Hall
- Gladstone Community Center

PROMOTIONAL FLYERS

Comprehensive Plan promotional flyers distributed to:

- Stakeholder meeting attendees
- Advisory Committee members
- Gladstone Sheltered Bus Stops
 - ◆ N Oak Trafficway @ 70th Street
 - ◆ Antioch Road / N Prospect Avenue @ 68th Street
 - ◆ Antioch Road / N Prospect Avenue @ 72nd Street
- Gladstone Community Center
- Mid-Continent Public Library – Antioch Branch
- Apartment Complexes
- Restaurants
- Faith Communities
- Laundromats



OVERALL THEMES

WHAT WE HEARD:

Residents and businesses enjoy a high level of City services

Expand amenities

Desire for greater diversity and inclusion to be a more welcoming community

Improve walkability and connectivity throughout Gladstone

Focus on redevelopment and revitalization of major corridors, especially N. Oak Trafficway

Improve safety in the community

Invest in infrastructure improvements both for existing neighborhoods and new development



COMMUNITY VISION

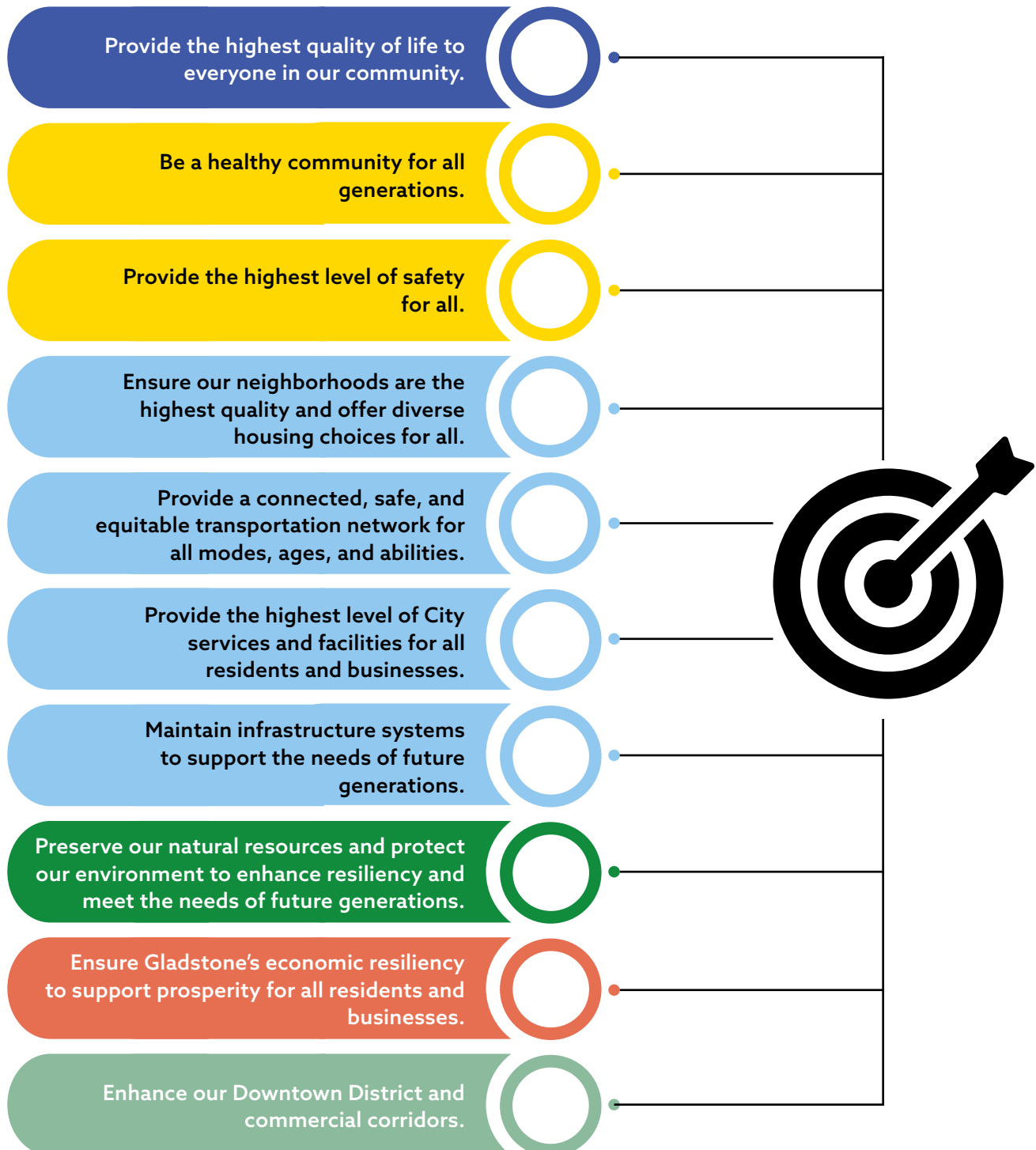


**IN 20
YEARS...**

Our welcoming, diverse, safe, and affordable neighborhoods and revitalized commercial corridors attract all to Gladstone.

Our engaged residents, commitment to innovation, quality services, great amenities, and central location drive Gladstone's vibrant future.

COMMUNITY GOALS



CHAPTER 1:

COMMUNITY IDENTITY

GOAL

Provide the highest quality of life to everyone in our community.

CONTEXT

Community identity encompasses the past, present, and future and is essential to creating a cohesive image and reputation for a community. Community identity enriches residents' quality of life and serves as a means to attract visitors. Unique attractions, cultural amenities, a community's physical appearance, and branding work together to create a strong sense of community for residents and businesses.

When communities have a strong sense of identity, residents are more likely to be involved and businesses are more likely to invest in the community. Planning for diverse, equitable, and inclusive communities that embody a welcoming spirit and sense of belonging is a fundamental underpinning for developing a sense of community.

INSIGHT

LIVABILITY

The American Association of Retired Persons (AARP) rates communities through a Livability Index score, which considers the many factors that play prominent roles in residents' quality of life. Gladstone scores a Livability Index of 59 compared to that of 50 for the average U.S. community. Gladstone excels related

AARP LIVABILITY INDEX SCORE



The livability score rates the overall livability of **Gladstone** from 1 - 100. It's based on the average score of seven categories - housing, neighborhood, transportation, environment, health, engagement, and opportunity. Scoring measurements begins at the neighborhood level and outward to the state level.

74 Opportunity	65 Neighborhood	Gladstone does not score below average in any of the seven livability categories.
73 Engagement	55 Health	
	53 Housing	
	49 Transportation	
	47 Environment	

to opportunity and engagement yet scores slightly above or just below average in the categories of neighborhoods, health, housing, transportation, and environment.

The City's Neighborhoods Commission supports efforts to facilitate and encourage community awareness of and participation in neighborhood and community activities and events as a means to enhance resident quality of life. This commission comprises six citizen members appointed by the Mayor and City Council for three-year staggered terms.

CULTURAL AMENITIES & UNIQUE ATTRACTIONS

The Atkins-Johnson Farm and Museum remains one of the oldest continuously occupied homes in Clay County. The original two-story log cabin was built between 1831 and 1834 and is listed on the National Registry of Historic Places as a 1900-era Missouri farmstead. The current museum displays original family heirlooms and artifacts discovered during the restoration process and many special exhibits related to farm life and local history. A 60-foot by 600-foot heritage garden contains vegetables, herbs, and flowers to educate visitors on heirloom produce grown on farms before 1900. The Farm and Museum serve as a unique destination for school-aged children, creating a quaint historic pocket of preserved farmland and the Big Shoal Cemetery. Residents and visitors enjoy annual events, including the Restoration Run and the harvest of sunflowers, pumpkins, and sweet corn. The Farm also hosts many educational exhibits throughout the year. Fundraising efforts aim to provide the necessary funding to maintain preservation of the Farm and expand exhibits.

Beyond providing fitness and recreation opportunities, the Gladstone Community Center provides space for community meetings, banquets, and classes. The community center serves as a regional draw and sense of pride for the Gladstone community.

COMMUNITY EVENTS

Gladstone hosts a variety of community events throughout the year for residents, businesses, and visitors. The Gladstone Parks, Recreation, and Cultural Arts Department oversees the majority of community events, but often partners with other organizations and agencies like the Gladstone Area Chamber of Commerce. Popular events include the summer concert series, movie nights, Walk 'n Wag, Blues Fest, Whiskey Fest, Fiesta on the Square, and the Food.Art.Drink Festival many of which occur in Linden Square, Gladstone's central outdoor gathering space.

The top 3 types of events community survey respondents want to have more of include:

1. Food Festivals
2. Concerts, plays, or musicals
3. Markets

Theatre in the Park events also draw families to Oak Grove Park and the amphitheater throughout the summer. The original amphitheater was built in 1988. Today's permanent structure was built in 2002 thanks to community and City efforts. Gladstone's Theatre in the Park is a nonprofit organization and one of the only organizations in the region that offers high-quality musical productions free of charge to the community annually.

PUBLIC ART

Gladstone supports the arts and actively works to integrate and highlight public art throughout the community.

The City's Arts Commission comprises three members appointed by the Mayor and City Council. This groups recommends projects that enhance the City of Gladstone using money designated for this purpose from the Capital Improvements budget. The City also sponsors a rotating artist show exhibited at the Gladstone Community Center. The 2014 Cultural Arts Master Plan establishes the vision for the arts in Gladstone and guides strategies for advocacy for the arts, partnerships, and expanded programming.

Community survey respondents ranked 'increase local arts, culture, shopping, and entertainment options' as the **NUMBER ONE** strategy to retain and attract residents.



TRENDS & FORESIGHT

According to the U.S. Department of Commerce's Bureau of Economic Analysis (BEA), arts and cultural economic activity increased 3.7 percent in 2019 after rising 2.3 percent in 2018. Arts and cultural economic activity accounted for 4.3 percent, or \$919.7 billion, of current-dollar gross domestic product (GDP) in 2019. There is a significant correlation between the attachment and sense of place people feel towards the place they live and GDP growth. Arts districts help retain vernacular culture and ensure a dynamic community that aids in overall livability. Integrating cultural and recreational resources into our community planning makes them more human, accessible, and innovative over time.

COVID-19 undoubtedly impacted every aspect of our communities and daily lives. The pandemic put acute pressure on an already fragile ecosystem of the culture sector. The year 2020 was characterized by cancellations and, at best, postponements of festivals, carnivals, exhibitions, and performances worldwide. Many public spaces and cultural infrastructure closed overnight, impacting our museums and libraries to art galleries, theatres, and music venues.

While it is still early for an accurate assessment of the full impact of COVID-19 on the culture sector, early reports are emerging. In the United States alone, Americans for the Arts estimates the economic impact on the arts and culture sector to be a \$4.5 billion loss. UNESCO estimates that on April 20th, 2020, 90 percent of countries with World Heritage Sites were closed or partially closed to the public. While the first phase of cultural recovery focused on response measures, the next stage remains critical. Different sets of challenges regarding the role of the culture sector in community recovery and ways of supporting the culture sector will mark new progress into a new normal.





CHAPTER 2:

SAFE & HEALTHY COMMUNITY

GOAL

Be a healthy community for all generations.

TOPIC: Public Health

CONTEXT

Healthy habits are crucial to sustaining a healthy life and increasing residents' overall quality of life. Access – physical, financial, and language – to various facilities that provide physical and mental health care is essential improving the overall health of a community.

Health care is a critical component to individual healthy. Many experience barriers to adequate health care including lack of insurance, access to providers and specialists, low awareness of available programs and services, limited transportation to reach health care providers, and social stigmas surrounding mental health care.

INSIGHT

OVERALL COMMUNITY HEALTH

Through their Livability Index, the American Association of Retired Persons (AARP) gives the Gladstone community a 'health' index score of 55, compared the national average of 50. This score considers smoking and obesity prevalence, access

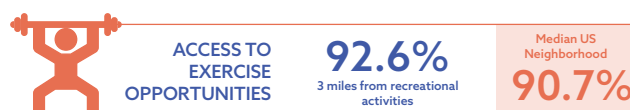
to exercise opportunities, health care professional shortage areas, preventable hospitalization rate, and patient satisfaction rates.

According to the AARP, Gladstone reports a preventable hospitalization rate of 51.3 percent, slightly higher than the national median for U.S. neighborhoods of 48.5 percent. This data suggests health care providers in Gladstone effectively treat patients through outpatient care.



Source: AARP Livability Index, 2018

The AARP also reports that nearly 93 percent of Gladstone residents live within a three-mile access radius to exercise opportunities, which exceeds the median U.S. neighborhood.



Source: AARP Livability Index, 2018

HEALTH CARE PROVIDERS

Gladstone's location within the Kansas City metropolitan area provides access to multiple major health care providers near Gladstone, including North Kansas City Hospital, St. Luke's North, and Liberty Hospital. Gladstone also benefits from renowned medical centers and facilities from the University of Kansas, located just outside Gladstone in Kansas City.

Tri County Mental Health Services, Inc. also serves Gladstone's residents and provides mental health care, substance use treatment, prevention, and wellness activities for Clay, Platte, and Ray counties in metropolitan Kansas City, Missouri. The Metropolitan Council of Community Mental Health Centers represents the public mental health system in the Kansas City area and provides mental health services and resources to Gladstone residents.

NEARBY MAJOR HEALTH CARE PROVIDERS

North Kansas City Hospital (6.9 miles)	St. Lukes North (7.2 miles)	Liberty Hospital (11.4 miles)
--	---------------------------------------	---

HEALTH COVERAGE

Health insurance can be a barrier to accessing health care as the cost of care is higher than ever. About 90 percent of Gladstone residents have health insurance, according to the 2020 American Community Survey estimates. This percentage aligns with the state of Missouri. However,

- The top 3 health concerns for Gladstone residents include:**
1. **Mental health (e.g., depression, anxiety)**
 2. **Availability of fitness & recreation opportunities**
 3. **Cost of health care**

HEALTH CARE COVERAGE

	Population With Health Insurance	Population With No Health Insurance	Population < 19 Years of Age Without Health Insurance
Gladstone	90.1%	9.9%	8.7%
Missouri	90.6%	9.4%	5.8%

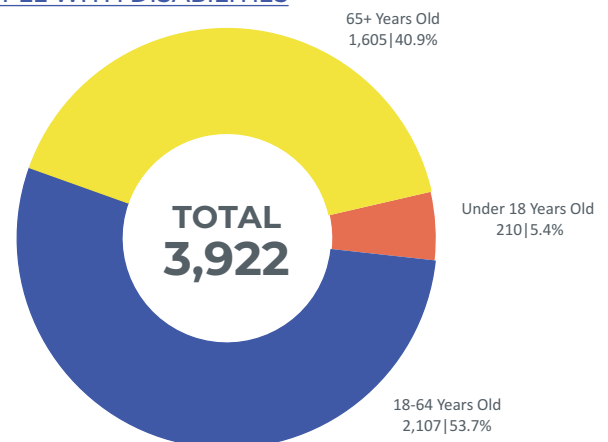
Source: ACS, 2020

Gladstone has a slightly higher number of residents less than 19 years old without health insurance than state figures.

DISABILITIES

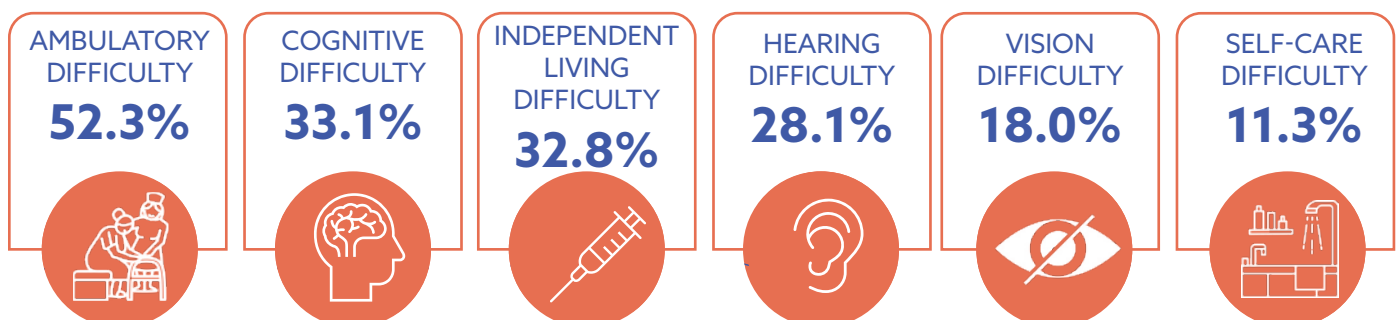
Nearly 4,000 Gladstone residents live with a disability, accounting for almost fifteen percent of the total population. The 18 to 64 years old population experience slightly fewer disabilities (40.9 percent) than those in the 65 and older cohort (53.7 percent). The most common disability in Gladstone is ambulatory, or mobility, difficulty. These figures reflect the aging population of Gladstone and the importance

PEOPLE WITH DISABILITIES



Source: ACS, 2020

TYPE OF DISABILITIES OF PEOPLE LIVING IN GLADSTONE



Source: ACS, 2020

of implementing strategies to remain a community for all ages and abilities.

Cognitive difficulty and independent living challenges are also prevalent in the community. Fortunately, Gladstone's senior living facilities provide excellent care to those impacted by disabilities.

TRENDS & FORESIGHT

The COVID-19 pandemic exposed shortfalls and disparities in the global health care system, impacted our health care system permanently, and highlighted the mental health crisis. Advancements and improved access to technology will play essential roles in how we improve health care for all. Telehealth has been growing recently and only accelerated by the pandemic. Telehealth allows access to specialized physicians and mental health experts in a much wider range of communities, such as smaller and rural communities that often lack these professionals. This access is crucial in preventative care. The negative

economic impact experienced nationally and by many communities as a result of the COVID-19 pandemic has also prompted change in the public and private health sectors to improve resiliency against infection diseases.

Across generations, people are integrating wellness into their lifestyle as a part of everyday living. For example, social media has made fitness and wellness more accessible, including physical fitness and healthy diets. It has also played a prominent role in de-stigmatizing mental health challenges through mindfulness practices and shared stories. In addition, the retiree generation of baby boomers is seeking active retirements where they can live close to activities and parks to enjoy recreation and time with friends and family. This trend leads to an increased desire for multigenerational programs and facilities for grandparents to walk, bike, and play with their grandchildren.

TOPIC: Public Safety

CONTEXT

Public safety is essential to a community's overall quality of life. Public safety includes the perception of safety as well as the actual statistics. Public safety involves not only crime prevention but also increasing the personal well-being of residents and building healthy, cohesive, vibrant, and engaged communities. Safe cities attract new residents and development and give businesses the confidence to invest in the community. People who don't feel safe in their community are less likely to get involved or participate in community activities, which impacts a community's overall health and well-being.

INSIGHT

The City of Gladstone provided public safety services to residents and businesses under a singular Public Safety Department until 2021,

Community survey respondents ranked 'safety' as Gladstone's 2nd greatest strength.

when it officially split into separate Police and Fire/EMS Departments. This division provides improved service delivery through increased efficiency and specialized training, greatly benefitting the overall safety of the Gladstone community.

Public safety services received the highest satisfaction levels from the 2020 ETC Community Survey participants regarding how quickly police, fire, and EMS respond to emergencies. The survey also reported 86 percent of Gladstone residents as having a 'very safe' or 'safe' overall feeling in the community.

POLICE

Gladstone has four police districts managed by well-trained personnel. Many of Gladstone's police officers are certified in Crisis Intervention Training (CIT) with the internal goal of having all officers certified soon. This certification trains officers to better



PERSONNEL

POLICE CHIEF 1

CAPTAINS 2

MANAGER 1

SERGEANTS 7

CORPORALS 5

SWORN POLICE 49

Source: Gladstone Police Department, 2022

respond to mental health-related calls and provides de-escalation techniques. The Police Department also participates in community relationship-building events like National Night Out and Coffee with a Cop. The department also maintains a good relationship with the North Kansas City School District through School Resource Officers. Gladstone police also implement community policing techniques through programs like the Safe Residence Program and Volunteers in Policing.



11 PATROL VEHICLES

8 NON-EMERGENCY VEHICLES

SERVICES & PROGRAMS

Gladstone Safe Residence Program
Volunteers in Policing (VIPs)

Source: Gladstone Police Department, 2022

CRIME RATES & CALLS FOR SERVICE

The Federal Bureau of Investigation and the Missouri State Highway patrol use City-reported crime records to track criminal offenses across the country to provide insight into crime rates and trends. Compared to the state of Missouri, Gladstone experiences fewer violent and property crimes per 1,000 people. Gladstone also experiences significantly lower violent and property

POLICE

GLADSTONE		MISSOURI		NATIONAL	
2020 VIOLENT CRIME	2020 PROPERTY CRIME	2020 VIOLENT CRIME	2020 PROPERTY CRIME	2020 VIOLENT CRIME	2020 PROPERTY CRIME
4.9	24.9	5.4	25.3	4.0	19.6
RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000

KANSAS CITY		NORTH KANSAS CITY	
2020 VIOLENT CRIME	2020 PROPERTY CRIME	2020 VIOLENT CRIME	2020 PROPERTY CRIME
15.7	41.3	9.0	113.3
RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000

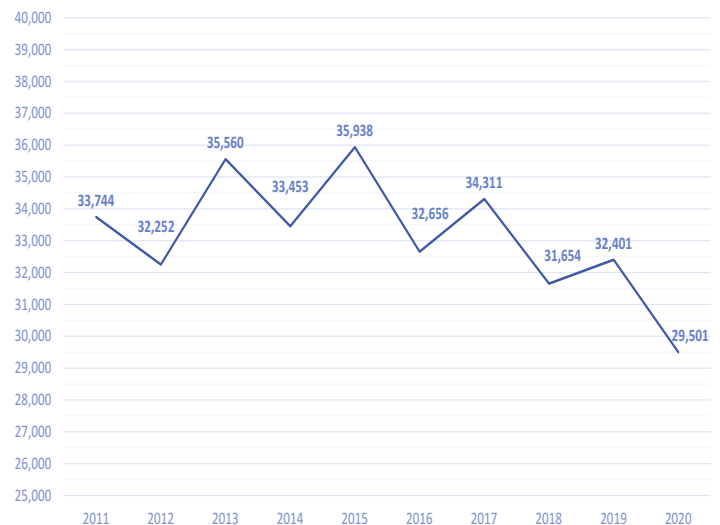
Violent Crimes are offenses against people where force or the threat of force is used against victims.

Property Crimes include the offenses of burglary, larceny-theft, motor vehicle theft, and arson (does not include fraud). Property Crimes are offenses where money or property are taken, but there is no force or threat of force against the victims.

As of January 1, 2021 the FBI officially adopted the NIBRS method of crime reporting and has encouraged all agencies to do the same to enhance the overall quality of crime data collected by law enforcement. Because NIBRS reports have become more detailed, and agencies have transitioned at different times, crime rates may appear higher due to system changes rather than increased crime.

Source: Decennial Census, 2020; Missouri State Highway Patrol Crime Reporting, 2020; FBI Crime Statistics, 2020

POLICE, FIRE & EMS CALLS FOR SERVICE 2011 - 2020



Source: Gladstone Police, Fire, and EMS Departments, 2022

crime rates compared to the immediately adjacent Kansas City, Missouri neighbor and slightly further neighbor of North Kansas City, Missouri.

Overall, Gladstone has experienced a downward trend in calls for service across police, fire, and EMS between 2011 and 2020.

FIRE & EMS

Two fire stations house Gladstone's fire and EMS services. The Gladstone Fire Department maintains an ISO rating of 2 on a scale of 1 to 10, with ten being the worst. Strong ISO ratings help ensure lower homeowner insurance rates due to their measure of a lower risk of severe fire damage to property. The City of Gladstone



FIREFIGHTERS

39

Fire Chief 1
Battalion Chief 4
Captains 6



Average Response Time
3.5 minutes

2 FIRE STATIONS



2	Pumper Trucks
1	Aerial Trucks
4	Other Vehicles

Source: Gladstone Fire Department, 2022

provides emergency ambulance service originating within the City limits. It is offered to residents at no out-of-pocket cost with applicable insurance.

MUTUAL AID

The City of Gladstone Police and Fire Departments actively maintain mutual aid agreements with Kansas City, Missouri to enhance public safety for the community, as needed. Gladstone also has strong working relationships with other northland communities, including Liberty, Riverside, Smithville, Kearney, and Excelsior Springs, among others.

TRENDS & FORESIGHT

Racial justice issues involving public safety professionals and practices have spurred the development of strong national movements to change police tactics, implement community policing programs, and demilitarize police services. These changes will continue to drive the evolution of public safety departments, resulting in additional and continuously updated training demand. Therefore, improving and supporting strong relationships between first responders and residents is highly critical.

Community policing coupled with the enhancement of integrated technology are increasingly prevalent trends. Public safety departments introduce new technologies such as artificial intelligence and data analytics to improve the level of service. Integrating technology also streamlines processes and allows more time for community interaction to build much needed rapport and trust.

A study published in the Journal of the NPS Center for Homeland Security and Defense in 2017 cites generational differences as a contributing factor to the problem of recruitment and retention efforts for public safety departments. Many fire departments struggle with successfully attracting talent from Generation Y (Millennials). According to the study, outdated marketing, hiring, and testing practices are partially to blame.

It is going to be essential for public safety leaders to adopt different mindsets and models in response to large-scale, ongoing change and become more flexible and adaptable.

TOPIC: Recreation & Leisure

CONTEXT

Accessible and plentiful recreation opportunities create physically and mentally healthier communities. Parks serve as an excellent opportunity for recreation and leisure and provide a range of purposes, including:

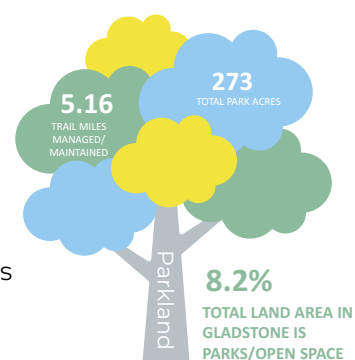
- health and environmental benefits,
- economic value, and
- enhanced cultural identity.

Parks also help preserve and protect the environment. Many of these facilities have resiliency in mind as communities face increasing challenges and impacts of our changing weather patterns. Parks can serve as multi-benefit landscapes that protect against flooding, clean and filter stormwater, produce shade, and prevent heat island effects.

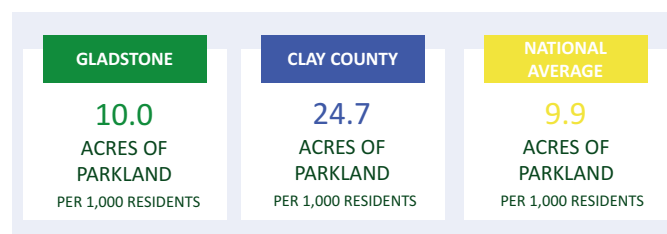
INSIGHT

PARK & TRAIL SYSTEM

Gladstone residents enjoy approximately 273 acres of developed parkland across 13 parks, equating to 10.0 acres per 1,000 residents. This figure is nearly equivalent to the national average of 9.9 acres of parkland per 1,000 residents.



Source: Gladstone Parks & Recreation, 2022
GIS, 2022



Source: Gladstone Parks & Recreation; Clay County, Mo Parks & Recreation, 2021

Gladstone's park system includes:

- 72nd Street Tennis Courts
- Central Park
- Flora Park (East & West)
- Hamilton Heights Park
- Happy Rock Park (East & West)
- Hidden Hollow Park
- Hobby Hill Park (East & West)
- Little Gully Park
- Maple Woods Environmental Area
- Meadowbrook Park
- Oak Grove Park
- Rock Creek Meadows
- Sycamore Park

Community survey respondents ranked Oak Grove Park and Happy Rock Park as the top 2 parks that could benefit from more attention.

The parks include 5.16 miles of internal managed and maintained trails. Dedicated green and open space throughout the community support the park and trail system, including Shady Lane Greenway, Brooktree Greenway, the Atkins-Johnson Farm, and multiple cemeteries. The combined parks and open spaces account for 8.2 percent (353 acres) of Gladstone's total acreage.

Gladstone residents also benefit from parks just outside city limits, such as Englewood Park, Davidson Park, Big Shoal Greenway, Brookhill Park, and Morgan Tract Park. These parks contribute to the fact that 69 percent of Gladstone residents live within a 10-minute



Parks Outside of Gladstone within a 10 minute walk to Gladstone Residents:

Englewood Park
Davidson Park
Big Shoal Greenway
Brookhill Park
Morgan Tract Park

walk of a park, trails, and open spaces. This number is higher than the national average of 55 percent.

PROGRAMS, AMENITIES, & FACILITIES

Recreation and leisure programming largely fall under the responsibility of the Parks, Recreation, and Cultural Arts Department. This department provides an abundance and wide range of year-round activities and programs for all ages, from swimming lessons and youth sports programs to senior programming. The Parks and Recreation Advisory Board assists the department by reviewing the park system and recreation programs and making recommendations to City Council.

Gladstone's parks provide most of the outdoor amenities, including sports courts and fields, disc golf, fishing lake, playgrounds, and pool. The Gladstone Community Center provides additional amenities, including three indoor pools and fitness center, and also hosts many of Gladstone's recreation programs. This facility provides great benefit to the community, with nearly 14,000 memberships in 2021.



Source: Gladstone Parks & Recreation, 2022

* Includes a wide variety of parks, trails, and open space so long as there is no barrier to entry for any portion of the population.

Examples of parks includes:

- Publicly-owned local, state, and national parks, trails, and open space
- School with a joint-use agreement with the local government
- Privately-owned parks that are managed for full public use

Source: The Trust for Public Land, 10-minute walk

The City of Gladstone maintains a strong relationship with the North Kansas City School District. The relationship results in joint use facilities and co-sponsorship of youth programs, including the North Kansas City School District Natatorium, Oak Grove Park restrooms and concessions, and youth volleyball and basketball leagues. Other partners include 4-H, the Atkins-Johnson Farm & Museum, and the Clay County Senior Services.

Community survey respondents identified the top 3 most valuable amenities:

1. **Hiking, biking, and trails**
2. **Neighborhood parks and playgrounds**
3. **Community Center**

Gladstone's Parks, Recreation, and Cultural Arts Department strives for innovation and offers opportunities such as the E-Sports league hosted in

the community center and flag football program through the National Football League.

REVENUE

Gladstone has a 1/4-cent community improvement sales tax that is split between the Parks, Recreation, and Cultural Arts Department

and the Public Works Department. This sales tax provides funding for park improvement project and shared stormwater management and mitigation implementation. Additional revenue sources include park shelter reservation fees and Community Center memberships. The department currently operates from the 2012 Parks Master Plan.

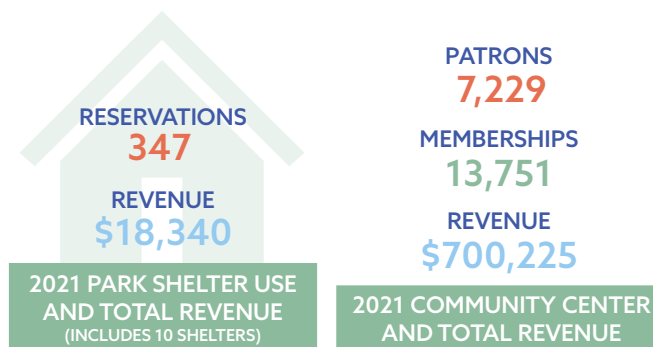
Community survey respondents identified programming to encourage additional youth participation, including gaming, a skate park, movie nights, and robotics.

TRENDS & FORESIGHT

The renewed interest in parks, trails, and walkable environments are positives gleaned from the pandemic and a trend predicted to continue long-term. The expansion of pedestrian spaces in dense urban areas, the growth of outdoor dining on urban streets, the conversion of roads to bike lanes and trails, and the installation of "parklets" in parking spaces and former travel lanes have opened all kinds of possibilities for new types of urban parks.

One of the strongest emerging trends for parks and recreation is the focus on health and health equity. The COVID-19 pandemic magnified this trend with skyrocketing social isolation and loneliness rates. This trend will continue well beyond the pandemic and intertwine with a greater emphasis on meeting communities' social needs with a holistic focus on well-being and access to parks and green spaces. The director of health for the National Recreation and Parks Association (NRPA) believes parks and recreation will play an increased role in supporting mental health and well-being. Strong cross-sector partnerships with public health departments, school systems, and social service agencies will be essential.

How residents want to use parks and recreation facilities is also changing. Recent trends include drone racing and gaming in parks, pickleball, and axe. In addition, multigenerational recreation and leisure activities are also growing as older generations desire more active retirements for themselves and how they spend time with grandchildren.

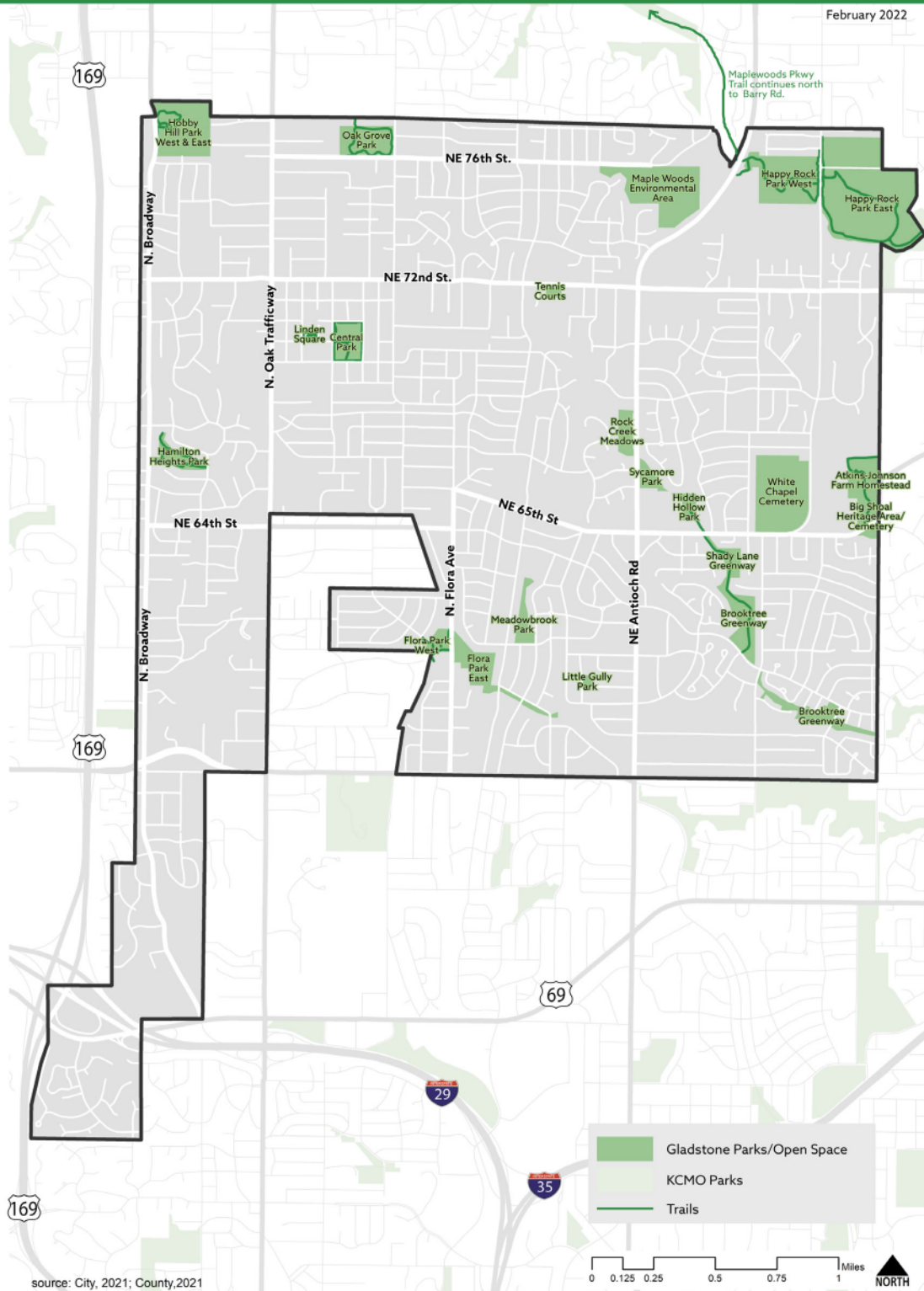


Source: Gladstone Parks & Recreation, 2022

Parks, Greenways, and Trails



February 2022



CHAPTER 3:

BUILT ENVIRONMENT

GOAL

Ensure our neighborhoods are the highest quality and offer diverse housing choices for all.

TOPIC: Neighborhoods & Housing

CONTEXT

Neighborhoods often serve as a primary factor in attracting and retaining residents when choosing where to live. Charming, inclusive, and community-minded neighborhoods offering a variety of housing options contribute to vibrant communities and provide a high quality of life.

Offering a variety of housing types and prices increases diversity. Providing different housing options ensures communities offer homes to residents as the population grows, ages, and changes. In addition, providing attainable housing (more affordable for more people) ensures communities can offer options to those individuals who often struggle to live where they work, ultimately strengthening the local economy.

INSIGHT

COMMUNITY FOR ALL AGES & LIFE STAGES

Gladstone actively participates in the Mid-America Regional Council's (MARC) First Suburbs Coalition and KC Communities for All Ages. Both groups develop programs and tools to support suburbs, help

communities respond to a rapid increase in an aging population, and make communities more welcoming for all age groups. Gladstone earned Gold level recognition as a Community for All Ages for applying an age-lens to plans and adopting policies that address issues for all ages. To maintain Gold recognition, Gladstone continues adjusting and updating policies to reflect an aging population that desires to stay in their homes longer.

Gladstone has several senior living facilities to support the senior population not able to stay in their homes, including two nursing homes with residential care, four senior living communities, and two assisted living communities.

SENIOR LIVING FACILITIES

2 Nursing Homes & Residential Care

4 Senior Living

2 Assisted Living Communities

AVERAGE COST OF ASSISTED LIVING
GLADSTONE **\$3,000/mo**
NATIONAL **\$3,500/mo**

Source: caring.com

In 20 years, Gladstone community survey respondents would like to ensure housing:

1. **Attracts families (75%)**
2. **Accommodates all life stages and generations (67%)**
3. **Accommodates older residents who want to stay in their homes (49%)**
4. **Attracts small business owners and start-ups (41%)**
5. **Attracts young professionals (27%)**

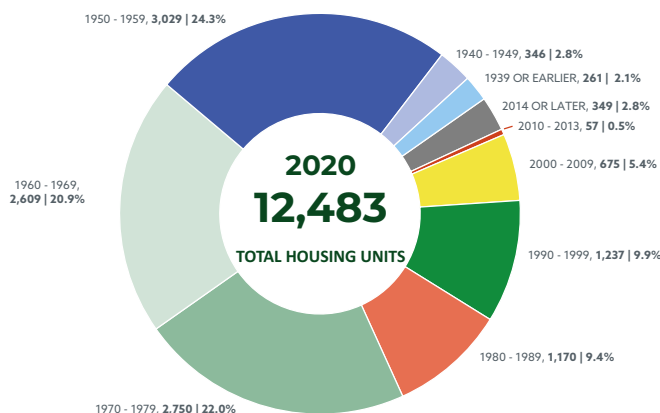
ESTABLISHED NEIGHBORHOODS

Gladstone serves as a bedroom community within the Kansas City metropolitan area. Gladstone offers well-established neighborhoods primarily characterized by single-family residences that occupy almost 63 percent of the community's total land acreage and approximately 80 percent of all parcels.

'Improve neighborhood infrastructure and curb appeal to encourage reinvestment in older homes' was identified as the top strategy to help Gladstone thrive and support everyone.

As an established community with older neighborhoods, Gladstone's housing stock consists of nearly 67 percent of homes built between 1950 and 1980. This 30-year period produced the common and recognizable housing types such as ranch-style

AGE OF HOUSING (BY YEAR BUILT)



Source: ACS, 2020

and midcentury split-level homes. Only three percent of Gladstone's total housing stock developed after 2010 and the Great Recession of 2008.

Home and property maintenance is essential for sustaining quality neighborhoods. However, maintenance expenses can often cause a burden to elderly residents on fixed incomes and those residents with lower incomes. While the City does not have a maintenance assistance program, other resources exist for homeowners. Many regional programs, such as Gladstone-based Clay County Seniors, Northland Neighborhoods Inc., and Rebuilding Together Kansas City aid with home repairs and safety modifications for seniors and lower-income households.

INFILL

Gladstone lacks an abundance of available land for new residential development. Most available land for residential development exists as vacant parcels, or more often, parcels prime for redevelopment within existing neighborhoods. These infill opportunities already have access to existing infrastructure, minimizing costs often associated with new development. It is essential to consider the surrounding context when approaching infill development to maintain the neighborhood's character.

HOUSING UNITS BY STRUCTURE

Gladstone's housing stock predominantly consists of single-family detached structures, though some duplex, townhome, and multi-family options also exist.

607 Units built prior to 1950 **5%**

19% of the housing stock was built between 1980-1999
2,407 units

406 Units built since 2010 after Great Recession **3%**

Source: ACS, 2020




According to community survey respondents, the top 3 ways to ensure access to safe, quality housing are:

1. **Maintenance and repair assistance programs (71%)**
2. **Management of absentee landlords (55%)**
3. **Proactive code enforcement (33%)**

HOUSING COST

According to the 2010 and 2020 American Community Surveys (ACS), Gladstone experienced a decrease in housing units valued between \$50,000 to \$149,999. Conversely, the units priced between \$150,000 and \$299,999 grew by over 56 percent.

HOUSING UNITS BY STRUCTURE

2020 ACS			
TOTAL HOUSING UNITS 12,483			
Single-Family			
Detached	66.9%	8,352	
Duplex or Townhome	6.4%	796	
Multi-Family			
2 units	1.9%	240	
3 to 4 units	4.1%	512	
5 to 9 units	7.0%	874	
10 to 19 units	7.3%	908	
20+ units	5.1%	633	
Mobile Homes	109	0.9%	
Boat, RV, Van, Etc.	59	0.5%	

A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters which have direct access from the outside of the building or through a common hall.

The single-family statistics include fully detached, semidetached (semiattached, side-by-side), row houses, and townhouses that must be separated from the adjacent unit by a ground-to-roof wall in order to be classified as a single-family structure.

Units built one on top of another and those built side-by-side that do not have a ground-to-roof wall and/or have common facilities (i.e., attic, basement, heating plant, plumbing, etc.) are not included in the single-family statistics.

Source: ACS, 2020

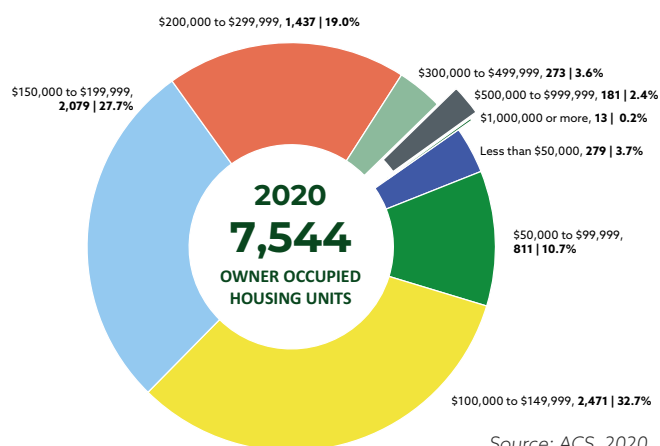
The top 3 housing needs to support all ages and life stages in Gladstone, according to community survey respondents, are:

1. Housing that allows seniors to age in place
2. Small single-family homes on small lots
3. Housing options for first-time home buyers

2010 ACS

# of Units	% of Units	Housing Values	% Change by Category	2020 ACS	# of Units	% of Units
178	2.4%	Less than \$50,000	↑ 56.7%		279	3.7%
954	12.8%	\$50,000 to \$99,999	↓ -15.0%		811	10.7%
3,302	44.3%	\$100,000 to \$149,999	↓ -25.2%		2,471	32.7%
1,750	23.5%	\$150,000 to \$199,999	↑ 18.8%		2,079	27.6%
1,043	14.0%	\$200,000 to \$299,999	↑ 37.8%		1,437	19.1%
176	2.4%	\$300,000 to \$499,999	↑ 55.1%		273	3.6%
20	0.2%	\$500,000 to \$999,999	↑ 805%		181	2.4%
34	0.4%	\$1,000,000 or more	↓ -61.8%		13	0.2%
7,457	100%	Total Owner Occupied Units	↑ 1.2%		7,544	100%

Source: ACS, 2010 and 2020



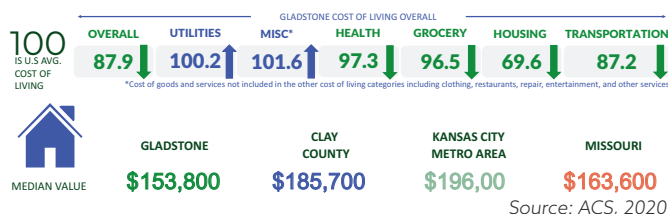
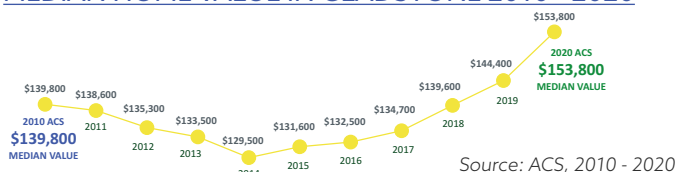
During the same period, the median home value in Gladstone increased from \$139,800 in 2010 to \$153,800 in 2020.

With rising housing costs throughout the Kansas City metropolitan area, Gladstone's housing costs remain more affordable than Clay County, the KC metropolitan area, and Missouri. In fact, the ACS reports significantly lower housing costs in Gladstone compared to the average U.S. community.

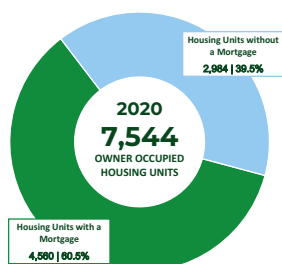
Rents also increased from \$723 per month in 2010 to \$939 per month in 2020. The slight percentage shifts indicate a stable market.

Between 2010 and 2020, Gladstone's owner-occupied housing decreased from 64 percent to 60 percent. Of those owner-occupied housing units in Gladstone, 60 percent have a mortgage. Conversely, renter-occupied housing increased from 30 percent to 33 percent. Despite the increase in renter-occupied housing, Gladstone did not experience a devaluation in single-family homes.

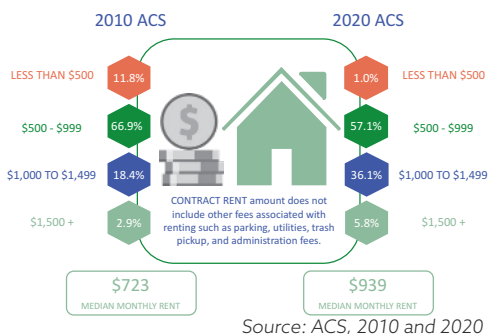
MEDIAN HOME VALUE IN GLADSTONE 2010 - 2020



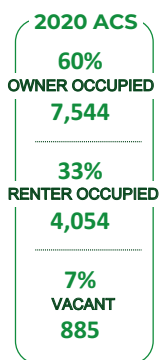
MORTGAGE STATUS



GROSS RENT



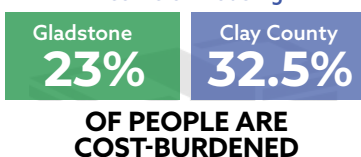
OCCUPANCY



COST BURDEN

The U.S. Department of Housing and Urban Development (HUD) defines cost-burden families as those who pay 30 percent or more of their income for housing and associated expenses like utilities. With inflation rising faster than wage growth, many homeowners and renters struggle to keep up with the demand of housing costs. The Center for Neighborhood

Cost-burdened is described as spending 30% or more of monthly income on housing



Source: Center for Neighborhood Technology, 2018

Technology reports that 23 percent of Gladstone residents are cost-burdened, which compares lower than Clay County cost-burdened figures of 32.5 percent.

TRENDS & FORESIGHT

MISSING MIDDLE HOUSING

Missing middle housing types help fill the gap between traditional detached housing units and large multi-unit apartment or condominium buildings, including duplexes, triplexes, townhomes, and small apartment structures. Missing middle housing supports generational needs, first-time homebuyers, and every life stage, lifestyle, and income level in between. Incorporating missing middle housing throughout the community – particularly as infill development in proximity to existing infrastructure and transit – provides a more balanced mix of housing choices and offers increased attainability for a larger portion of the community.

Community survey respondents are most supportive of the following ADU typologies:

1. Interior conversion: converting an existing space such as an attic or basement
2. Above garage: a unit built above a garage

Prioritizing missing middle housing also encourages innovative housing types such as accessory dwelling units (ADUs) and cottage courts, among others.

Accessory dwelling units often support populations with lower income levels or those looking to downsize yet maintain independent living. ADUs include secondary structures permitting on existing residential property and dwelling units above garages.

ATTAINABLE HOUSING

Housing affordability impacts communities throughout the nation. Mixed-use development and missing middle housing strategies help address affordability concerns by increasing density to best leverage land and utility costs.

Housing attainability especially becomes an issue for essential workforce like teachers and public safety officers, individuals on fixed incomes or with disabilities, and younger generations who have the added weight of high student loan debt.

MULTIGENERATIONAL HOUSING

Trends indicate that the American household composition is shifting to multigenerational households and homes with non-related roommates, often a result of housing attainability issues. Many individuals, especially those in Generation X, are experiencing situations where their children move home to cope with rising housing costs. At the same time, these individuals may also be caring for senior parents unable to live independently. Trends also indicate that younger generations wait longer to get married and have children, lending to many co-housing arrangements among single adults.

SENIOR HOUSING

The Baby Boomer generation will be the largest senior-aged cohort in world history. This increase presents challenges regarding where these will live and how they will receive care. Many empty nesters and retirees want smaller homes or maintenance-free housing options that allow them to spend time and energy elsewhere. Others, however, desire to age in place, remaining safe, independent, and comfortable in their own homes and communities, regardless of their age, income, or abilities. Regardless of the housing type, it is important for seniors to be connected to the services and amenities needed for care, socialization, and leisure.

GOAL

Provide a connected, safe, and equitable transportation network for all modes, ages, and abilities.

TOPIC: Mobility & Transportation

CONTEXT

Robust transportation networks that include advanced mobility options ensure long-term livability and quality of life. Transportation networks include roadways, bridge crossings, sidewalks, trails, public transit, bus stops, parking, airports, navigable waterways, trains, traffic signals, and general traffic technology.

A modern transportation system not only needs to cover foundational elements of connectivity, safety, and efficiency to achieve satisfactory levels of mobility but also needs to look toward the future. While a robust management system for pavement and sidewalks can help sustain current conditions for a time, all transportation infrastructure will eventually need to undergo a renewal process. Redesign of streets accomplishes several goals, including meeting minimum design requirements, meeting accessibility standards, reducing crash frequency, minimizing travel time delay, and increasing multimodal transportation

options. Each community's transportation network needs a renewal process to remain highly attractive to tourists, new businesses, and new families.

INSIGHT

CONNECTIVITY

Gladstone's location within the Kansas City metropolitan region provides opportunity to connect its population of more than 27,000 residents with regional amenities and experiences. Local connectivity also remains critical to Gladstone's residents. The roadway network builds upon the relationship with land uses while linking the natural highlights of the community, including Gladstone's downtown, commercial arterials, neighborhoods, parks, and schools. These locations and all other community amenities play a role in the vibrancy of the community and connecting each of these locations requires a transportation network that matches the context of daily living.



NATIONAL AVERAGE: 2 CARS PER HOUSEHOLD

Source: Center for Neighborhood Technology, 2018

250

**STREET MILES IN
GLADSTONE**

Source: Gladstone GIS, 2021

20,915

**AVG HOUSEHOLD
VMT (VEHICLE MILES
TRAVELED)**

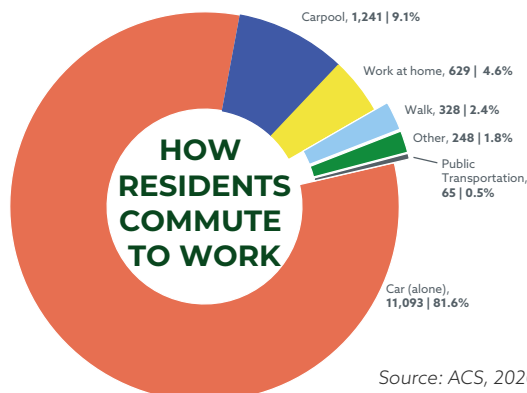
Source: Center for Neighborhood
Technology, 2018

VEHICLES & ROAD NETWORK

With 250 street miles in Gladstone, the highest used mode of work travel is by car, accounting for over 90 percent of trips. An average household in Gladstone travels 20,915 miles per year and spends \$12,513 per year on transportation costs. Previous engagement efforts with Gladstone residents indicated that transportation priorities for residents focus on maintenance of roads and streets (priority 1), the flow of traffic and congestion management (priority 2), and the quality and quantity of trails (priority 3).

Gladstone's primary thoroughfares provide transportation and connectivity not only for residents, employees, and business patrons within the community, but also for roadway users passing through Gladstone. In consideration of Gladstone's heaviest traveled roadways, the list below ranks the highest volumes of traffic within city limits:

1. NE Antioch Road/N Prospect Ave/Missouri Route 1 (5 lanes) - 22,000 vehicles per day
2. N Oak Trafficway (5 lanes) - 16,100 vehicles per day
3. N Broadway (4 lanes) - 15,500 vehicles per day



4. NE/NW 72nd Street (4 lanes) - 14,200 vehicles per day
5. NE 64th Street (2 lanes) - 6,900 vehicles per day

On average, three-lane roadways can handle 15,000-20,000 vehicles per day while two-lane roadways can manage 10,000 vehicles per day. Gladstone's existing street network adequately serves the traffic volumes and flow, minimizing the need for additional motor vehicle lanes. Based on expected demand for the planned Gladstone Parkway, daily traffic could be as high as 8,500 vehicles per day by 2040.

Community survey respondents identified the following top transportation issues:

1. **Maintenance of existing infrastructure (streets, roads, trails, sidewalks, etc.)**
2. **Safety (too many accidents, dangerous intersections)**
3. **The need or overuse of cars to reach destinations (as a personal choice or the result of few other options)**

The City manages 14 traffic signals and has actively replaced older equipment over the past decade to keep traffic flowing and minimize congestion. These signal improvements incorporate improvements to sidewalk ramps and crossing safety enhancements. Improved intersections within the past two years include:

- N Broadway & NW 72nd Street,
- N Oak Trafficway & NE 72nd Street,
- N Troost Ave & NE 72nd Street, and
- N Prospect Ave/Missouri Route 1 & NE 65th Terrace.

HOUSEHOLDS IN GLADSTONE SPEND

\$12,513
ON TRANSPORTATION
COSTS EVERY YEAR

AVERAGE \$.60 PER MILE
UBER RANGES \$1.29 - \$2.00
BASE FARE PER MILE

Source: Center for Neighborhood
Technology, 2018

MEAN TRAVEL TIME

**GLADSTONE MEAN TRAVEL
TIME TO WORK**
22.0 MINUTES

NATIONAL AVERAGE IS
26.9 MINUTES

Source: ACS, 2020

WALKING & BIKING FACILITIES

Sidewalks, recreational trails, and bike lanes provide great benefit to communities, including:

- Freedom of choice between travel options, reducing overall motor vehicle traffic;
- Added connectivity between neighborhoods, commercial destinations, community services, and recreation and cultural amenities;
- Amenities that attract and retain families and workforce;
- Cleaner air quality through increased trips by walking and bicycling; and
- Advancing community health objectives through increased trips by walking and bicycling.

The City's Public Works Department expands active transportation modes and has constructed several off-street recreational trails, including Rock Creek Trail and Happy Rock Trail. In 2021, Rock Creek Greenway Trail Phase 2 project completed a significant gap between Hidden Hollow

Park and Sycamore Park. On-street bike lanes currently exist on Old Pike Road and segments of Broadway, Agnes Avenue, and 64th/Antioch. The planned Linden Connector Trail along 68th Street and 68th Terrace will include a combination of bike lanes and a shared-use path.

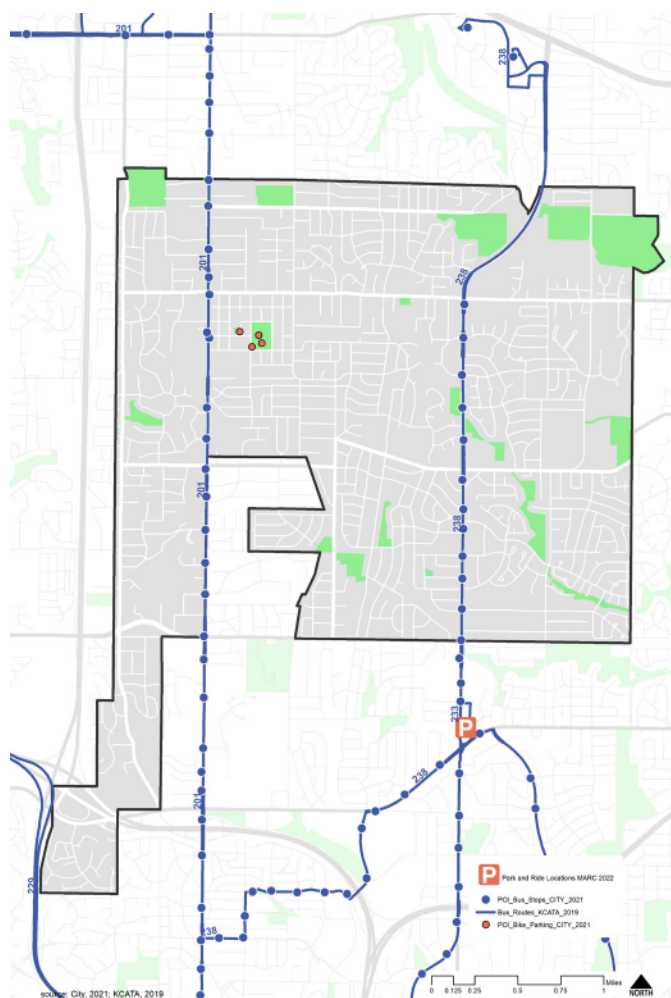
Top 2 ways to improve mobility, according to community survey respondents, include:

- 1. Filling gaps in sidewalk network to improve connectivity and walkability**
- 2. Increasing safe pedestrian crossings to improve walkability and accessibility**

BUS & LIGHT RAIL TRANSIT

Gladstone residents and businesses enjoy access to Kansas City's regional public transportation system. The Kansas City Area Transportation Authority's (KCATA) RideKC provides bus routes running along NE Antioch Road/N Prospect Ave/Missouri Route 1 (Route 238 Meadowbrook) and N Oak Trafficway (Route 201 North Oak). For NE Antioch Road/N Prospect Ave/Missouri Route 1, times between bus arrivals are 1 hour. For N Oak Trafficway, times between bus arrivals are 30 minutes or 1 hour, depending on the time of day. RideKC started their free fare program in 2020,

KCATA BUS ROUTES



expanding public transportation access to many throughout Gladstone and the rest of the Kansas City metropolitan region.

The 2019 North Oak Corridor Transit Study called for rapid bus transit service with buses arriving every 15 minutes on weekdays and every 30 minutes on evenings and weekend days. Enhanced bus stops will be modeled after the MAX bus stops along Main Street, Troost Avenue, and Prospect Avenue in Kansas City, Missouri.

The KC Streetcar began operation in 2016. Current routes serve Main Street between River Market and Crown Center in Kansas City, Missouri. Expansion is underway to continue service south along Main Street to the Plaza and the University of Missouri-Kansas City campus. As expansion opportunities increase, N Oak Trafficway represents an excellent opportunity for connectivity. Discussions to encourage and refine demand for streetcar and light rail travel options will occur in the near future.

COMPLETE STREETS

Complete Streets provide a planning and design approach to traditional road infrastructure to better incorporate multimodal transportation. These efforts increase awareness, access, safety, and comfort for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Established communities often implement road diets to reduce motor vehicle lanes to achieve the required space needed to achieve Complete Street infrastructure. This concept is possible in Gladstone, but only under special conditions in specific locations (e.g., a segment of N Oak Trafficway in the Downtown District) and with a broader investigation of traffic data and desire for priority access for bus rapid transit or light rail.

TRENDS & FORESIGHT

PEDESTRIAN CONNECTIVITY

Cities are focusing more and more on pedestrian connectivity to attract new businesses and families. One of the most valuable ways to increase the wealth of a community is to complete the sidewalk network and expand the recreational trail network with more direct connections to neighborhoods. Wide sidewalks along thoroughfares and recreational trails along streamways help transform walking, jogging, and biking options. Through pedestrian infrastructure, parks become linked to other parks and greenway corridors become a larger ecosystem. The more interconnected an off-road trail network becomes, the more outstanding the contribution toward long-term economic magnetism and community health. These pedestrian enhancement projects often involve a Complete Street make-over, which adds a stormwater management system, addresses any pavement failures, and fixes driveways within a roadway's right-of-way. As the City of Gladstone manages roadway projects, transportation planning is needed to reserve resources for reinvestment into neighborhood roadways and streetscapes. In tandem with roadway resurfacing or reconstruction of streets, sidewalk projects positively affect home value, aesthetic value, and safety.

TRANSPORTATION SAFETY SOLUTIONS

Current avenues of success to enhance transportation safety involves access management, pedestrian crossings, and traffic calming, and all three are

necessary to achieve a high level of community attractiveness.

- Access management improvements benefit the entire community by reducing crash frequency and addressing intersection and driveway issues. Medians, turning lanes, and driveway consolidation are typical considerations to improve safety.
- Enhancements to pedestrian crossings include pedestrian refuge islands, raised crosswalks, and raised intersections.
- Traffic calming solutions include on-street parking, curb extensions, street trees, and roundabouts.

DRIVING INFORMATION TECHNOLOGY

KC Scout is a cross-jurisdictional Intelligent Transportation Systems (ITS) program in the KC area that relays roadway emergencies to ensure drivers are aware of upcoming situations. Most people recognize the Dynamic Message Boards along highways that display travel times or warn of downstream vehicle congestion. ITS also extends into SMART work zones, traffic signal connectivity, highway observation cameras, operation centers, data collection systems, Highway Advisory Radio (HAR), emergency signal preemption, incident management response, and vehicle to infrastructure intercommunication. ITS will continue to play a more significant role in travel time efficiency. Gladstone benefits from early knowledge of crash locations and how best to select an alternative route that maximizes the efficiency of the entire transportation network.

VEHICLE EVOLUTION

Fully-autonomous vehicles will be widely available in the commercial market in the next 10 to 20 years and will undoubtedly change the operations of our nation's transportation network. Fully autonomous vehicles will also impact personal vehicle travel, shifting jobs for drivers and allowing people to reclaim time otherwise spent driving or commuting. People will likely continue to increase spending for delivery services, taxi services, and transit services. Companies like Uber, Lyft, and other tech companies continue to transform the transportation industry and are implementing prototypes of fully autonomous vehicles. These changes to personal vehicle ownership demand will impact communities in the future as parking needs may diminish and curb-to-curb drop-offs become more prevalent.

GOAL

Provide the highest level of City services and facilities for all residents and businesses.

TOPIC: Public Facilities

CONTEXT

Public facilities include buildings, property, services, and technologies that benefit the public. Public facilities and City services play a significant role in resident satisfaction. To best meet the community's needs, facilities must be accessible, comfortable, and convenient to the public. Municipalities often own and operate many of the available public facilities. However, community partners such as school districts, public higher education institutions, library districts, and counties may also own and operate public facilities within a community. These types of facilities don't fall under City responsibility.

Understanding costs associated with lifecycles, design, construction, operation, and maintenance of public facilities saves communities substantial finances and resources. Thriving communities efficiently and effectively operate and maintain existing facilities and plan for new facilities to meet the community's changing needs.

INSIGHT

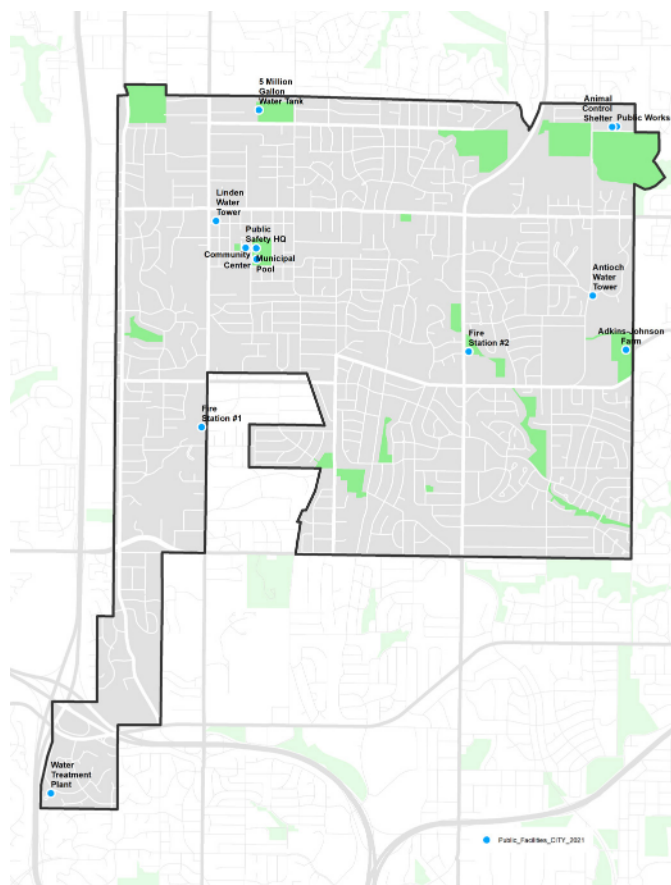
CITY OF GLADSTONE FACILITIES

The primary public facilities owned, operated, and maintained by the City of Gladstone include:

- City Hall
- Gladstone Community Center
- Police Department
- Fire Stations #1 and #2
- Atkins-Johnson Farm and Museum

- Parks, Recreation, & Cultural Arts Department park properties and associated facilities and equipment (e.g., amphitheater, sports courts, pavilions, pools, playgrounds, etc.)
- City trails
- Public Works Building and associated facilities
- Animal Control Shelter

PUBLIC FACILITIES





Gladstone's City Hall and the Police Department joint facility are currently under renovation. The renovated facility will provide enhanced accessibility, more offices, and updated aesthetics. The new design also offers state-of-the-art evidence facilities, a new jail, and better workout space for the Police Department. Additionally, the new facility includes expanded dispatch services, serving as a co-location for Liberty and Clay County emergency medical dispatching.

Gladstone's Fire Station #2 also received renovation approval in 2021. Facility upgrades include a larger training room, new offices, and expanded bunk room amenities.

Beyond these renovation projects, the City of Gladstone remains committed to enhancing public facilities to ensure accessible and equitable services to all. Additionally, the City continues to implement sustainable building practices, when feasible. These efforts include:

- The use of solar energy at the Gladstone Community Center and water treatment plant.
- The use of gas also at the Gladstone Community Center, which saves \$7,000 to \$8,000 on average annually.
- The replacement of incandescent or fluorescent lighting to more energy-efficient LEDs.
- Using hybrid vehicles in the City's fleet, where appropriate.

PARTNER FACILITIES

Several community partners also offer public facility space to the community, including the Mid-Continent Public Library – Antioch Branch, the North Kansas City School District schools, and the Northland Innovation Center.

CITY SERVICES

Gladstone residents and businesses enjoy a very high level of City service delivery and high level of customer service, as City staff remain very accessible to meet community members' needs. The 2020 ETC Community Survey reports high satisfaction levels ('very satisfied' or 'satisfied') across all aspects of City services:

- Overall quality of fire services: 93%
- Overall quality of ambulance services: 92%
- Overall quality of parks and recreation programs and facilities: 89%
- Overall quality of police services: 87%
- Overall quality of customer service received from City employees: 78%

TRENDS & FORESIGHT

ACCESSIBILITY

People expect accessible, healthy, and safe City facilities. The Americans with Disabilities Act (ADA) requires accessible public facilities. As the population ages, the need for fully accessible public facilities grows. Additionally, facilities must consider all mobility devices, including strollers and wheelchairs, among others.

JOINT-USE FACILITIES

Many communities explore opportunities for joint-use facilities with other local agencies or community partners. These joint-use facilities take advantage of underutilized community building spaces to maintain service levels and meet resident needs while working within lean budgets. Innovative facilities designed or retrofitted with shared spaces address the community's social, educational, recreational, and civic needs. Some municipalities also incorporate community gathering spaces and amenities near public buildings to increase the benefit of city-owned facilities.

TECHNOLOGY

Advances in technology make it possible for cities to change the way they conduct business to meet the needs of residents and businesses better. Prosperous cities often employ smart technologies to improve city services' delivery, operation, and evaluations while reducing long-term costs. As online operations increase, cities must prioritize data system protection. In addition, the COVID-19 pandemic increased demand for remote access to City services in many places across the nation. When appropriate, technology allows cities to transition municipal services from in-person to online access.



GOAL

Maintain infrastructure systems to support the needs of future generations.

TOPIC: Infrastructure & Utilities

CONTEXT

Infrastructure incorporates all structures, facilities, streets, sidewalks, and utility connections that establish a community's physical function. Utilities include the supply of drinking water, stormwater, wastewater, electricity, communication, gas, and other distribution and collection services. As reported by the American Society of Civil Engineers (ASCE), the State of Missouri scores an overall grade of 'C-' for infrastructure. The ASCE considers grade 'A' infrastructure as exceptional and fit for the future, often the result of being newly installed or rehabilitated. These facilities remain resilient enough to withstand any future severe weather conditions. Conversely a grade of 'F' describes failing and critically unfit infrastructure for its purpose.

Infrastructure and utilities installation and maintenance comprise the highest costs for communities and a community's ability to reconstruct critical infrastructure depends on available funding resources. Strategic investment remains paramount. Communities managing debt payments for past projects often have to underfund essential services, making many infrastructure and utility projects a low priority despite experience significant price increases over time. Constant and consistent maintenance remains the best strategy to minimize the need for complete reconstruction projects and extend the service life of community assets.

Beyond basic improvements to existing city services and utilities, communities attract new businesses

by updating utility connections and maintaining community property improvements. Infrastructure and utilities can play a prominent role in property value and a community's visual profile.

INSIGHT

OVERALL CONDITION

Gladstone scores an overall infrastructure grade of "C" to "C-" in the categories of aviation, bridges, drinking water, rail, ports, and wastewater/stormwater. Dams, levees, inland waterways, energy, and roads score in the "D+" to "D-" range.



250

LANE MILES*

*Does not include private, state or county roads or highways.

STREETS

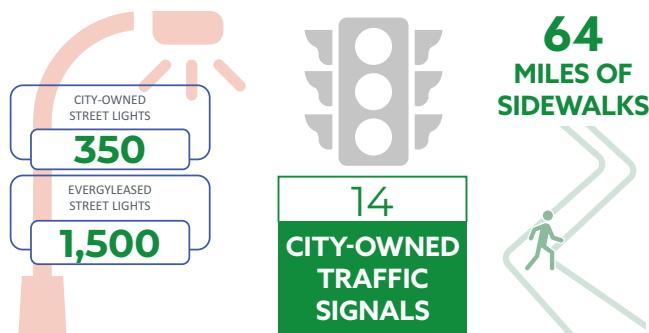
The City of Gladstone maintains a street network of 250 lane miles throughout the community, not including private, state, or county roads or highways. The majority of Gladstone's streets rank in 'satisfactory' or 'good' condition. Another 77 lane miles rank 'fair' and 14 rank 'poor.' Less than three total lane miles rank 'very poor,' 'serious,' or 'failed.'

The typical service life of maintained asphalt pavement is seven years. In comparison, concrete pavement lasts twenty years, although construction costs are higher for concrete. The most damaging factor for pavement health is the weight of trucks and the freeze and thaw cycles of the seasons. Since all pavement faces wear and tear, required ongoing maintenance costs can grow more and more each year until

PAVEMENT CONDITION INDEX TOTALS BY CATEGORY



Source: Gladstone Public Works, 2021



Source: Gladstone Public Works, 2022

significant roadway reconstruction is needed. Major rebuilding of streets costs millions of dollars. However, establishing partnerships to submit successful applications for funding grants, makes communities better positioned to move forward with roadway maintenance and rehabilitation projects.



Source: Missouri Department of Transportation, 2022

To support the street infrastructure, Gladstone has 350 owned streetlights, 1,500 leased streetlights, and 14 City-owned traffic signals. These components help improve nighttime and overall safety for travel. With improved lighting technology, the City can transition existing street lighting to comply with the National Electrical Safety Code updates, utilize energy-efficient LEDs, and work towards dark sky goals to manage light pollution and energy waste.

Gladstone also contains five bridge structures and manages 64 miles of sidewalk within the community.

Community survey respondents ranked 'infrastructure (roads, sidewalks, etc.) as the 3rd greatest challenge for Gladstone.

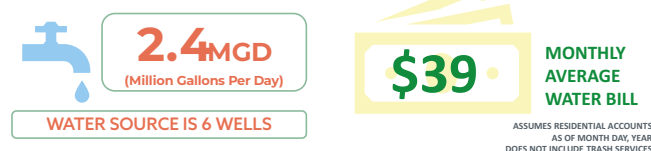
WATER, WASTEWATER, & STORMWATER

Gladstone's utilities encompass 135 miles of water main, 120 miles of wastewater pipe, and 45 miles of stormwater pipe infrastructure.

The community's drinking water comes from 6 wells with pumps that send water towards treatment, then storage in water towers, and then distribution throughout the city. The City of Kansas City, Missouri, handles wastewater outflow.

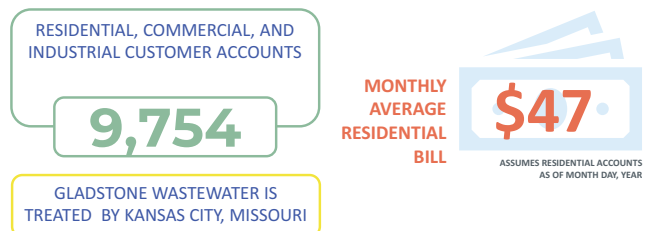
WATER

WATER DEMAND



PUMPING EQUIPMENT	6	WATER TOWERS	2
STORAGE TANK	1	MILES OF WATER MAIN	135
SIZE OF LINES 4" - 24"			

Source: Gladstone Public Works, 2022

WASTEWATER

2,500 MANHOLES	120 MILES OF SEWER PIPE	6" - 24" SIZE OF LINES
----------------	-------------------------	------------------------

Source: Gladstone Public Works, 2022

Adding curb and gutter to replace roadside ditches means installing additional stormwater inlets and pipes that outflow to the nearest stream or river. Managing stormwater is a significant endeavor, considering that impervious surfaces reduce rainfall absorption. New land use developments require a stormwater detention area on site. Detention systems decrease water surges that otherwise cause soil erosion and habitat damage.

To manage the cost of utilities for Gladstone residents and businesses, infrastructures require a more robust maintenance budget.

STORMWATER

45 MILES

OF

STORMWATER PIPE

*These assets are City-owned and maintained by Public Works. Does not include any private, state or county systems.

PIPE DIAMETER

12" to 96"

STORMWATER INLETS
(CURB, FIELD, ETC.)

2,107

Source: Gladstone Public Works, 2022

TRENDS & FORESIGHT

GREEN INFRASTRUCTURE

In recent years, Best Management Practices (BMPs) of green infrastructure have been refined. The aim is to create miniature replicas of wetland systems to allow for greater capture of rainwater for ecological restoration with minimal need for post-construction maintenance. BMP deployments provide sustainable approaches to conservation and offer showcase areas for STEM activities for students to grow interested in protecting their community's natural stream ways and animal stewardship.

COMMERCIAL REVITALIZATION

Beyond the physical maintenance and repair of existing commercial properties, revitalization of corridors

and commercial districts often requires roadway and sidewalk improvements, traffic calming, parking lot improvements, new landscaping, signage updates, and utility upgrades. For example, some downtowns and commercial districts are investing in burying overhead power distribution lines to enhance resiliency especially in severe weather, improve corridor and district appearance, and provide opportunity for improved telecommunication and fiber utility infrastructure.

RENEWABLE ENERGY

The market for renewable energy production continues to advance across the country with more options for wind farming and turbine manufacturing. According to the U.S. Energy Information Administration, about 11 percent of the power in the U.S. comes from renewable energy sources. Renewables include biomass, geothermal, hydropower, and solar. Advancements in solar panels also continue to flourish. New prototypes can process both light and heat from solar radiation. Biomass production and bio-fuel products are additional renewable solutions that utilize inedible corn fiber, sorghum, and switchgrass. Petroleum and natural gas remain significant resources for the nation, although renewable energy production has tripled in the past 20 years.



CHAPTER 4:

NATURAL ENVIRONMENT

TOPIC: Natural Resources & Resiliency

GOAL

Preserve our natural resources and protect our environment to enhance resiliency and meet the needs of future generations.

CONTEXT

NATURAL RESOURCES

A community's environmental, social, and economic well-being largely derives from preserving and managing natural resources.

Natural resources include:

- air, water, and soil health,
- open and natural spaces,
- wildlife habitats, and
- our overall ecosystems.

RESILIENCY

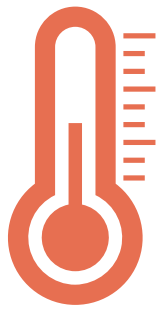
Protecting the natural environment is critical for the health of humans, plants, and animal populations, as well as our long-term climate. New development often threatens and reduces areas of natural resources if not well-managed. Resilient communities prioritize the balance between development growth and the protection of natural resources.

As weather patterns change, communities face an increased frequency of extreme weather events such as flooding, drought, and extreme heat. These events often threaten infrastructure, human safety, biodiversity, water supply, and economic viability. Natural disasters of all types typically disproportionately affect vulnerable populations, including the elderly, very young, minorities, and economically distressed individuals. Mitigating changing weather patterns helps ensure a safe and sustainable community for all.

By mid-century, the Midwest region expects to experience more than 20 additional days with temperatures over 95 degrees. Additionally, the area anticipates increased concentrated rainfall events that are further apart in frequency, resulting in extended periods of consecutive dry days in the summer months. According to the Weather Channel's Climate Distribution Index, the Kansas City region ranks 5th in the list of the top 25 U.S. cities expected to be most impacted by these changing weather patterns in the future.

CLIMATE OUTLOOK

Midwest Temperature Change



By mid-century

20+ more days

Over **95** degrees

Concentrated rainfall events

Increased length of consecutive dry days in summer

Source: Mid-America Regional Council (MARC), Climate Outlook

Weather Channel report ranks Kansas City Region **5th** in the **Top 25** list of U.S. cities to be most impacted by climate change

Source: The Weather Channel Climate Distribution Index

INSIGHT

ECOSYSTEM

Gladstone sits in the western Corn Belt Plains, Rolling Loess Prairies. This region consists of irregular plains to open low hills, with intermittent and perennial streams. There is a mixture of Big Bluestem and Indiangrass prairie and bur-oak woodland. While Gladstone is 95% developed, pockets of wooded and green space areas remain. Preserving these natural spaces can serve as an economic driver by attracting visitors and retaining residents by enhancing the overall quality of life.

Gladstone carries out a prescribed burn to Rock Creek Meadow every three years to maintain a healthy meadow and wildflowers, ultimately improving the health of the region's ecosystems and habitats. Burns are a healthy natural process for prairies to make room for new growth while removing invasive species and dried debris, reducing fuel for wildfires. Prescribed burns also provide nutrients to the soil that prairie species need to thrive.

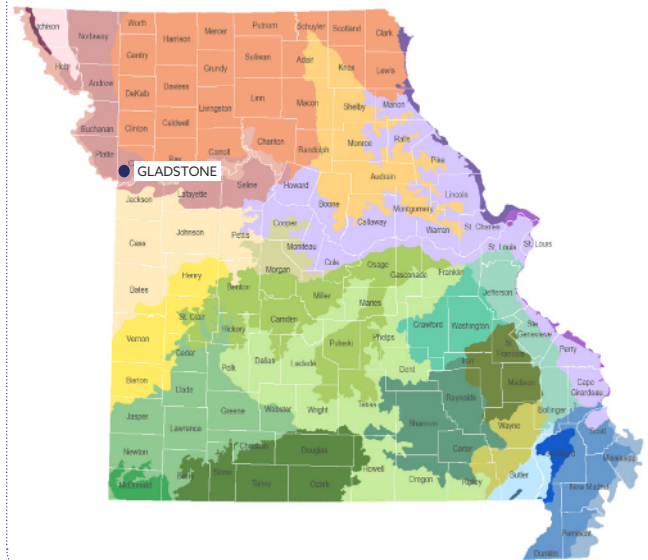
The top 2 sustainability priorities, according to community survey respondents, are:

1. Sustainably manage growth and development to conserve land (53%)
2. Preserve natural areas and habitats (50%)

GLADSTONE IS LOCATED IN THE WESTERN CORN BELT PLAINS - ROLLING LOESS PRAIRIES, A LEVEL IV ECOREGION

Includes irregular plains to open low hills with intermittent perennial streams. Areas of moderate to thick loess over clay loam till.

Vegetation includes big bluestem-indiangrass prairie, and bur-oak woodland.



Source: U.S. Environmental Protection Agency (EPA), Ecoregions by State

NATURAL RESOURCES & AIR QUALITY

Trees cover nearly 34 percent of Gladstone, providing habitats, beauty, shade, and recreation to the community. Gladstone has been recognized as a Tree City USA for almost 20 years and celebrates Arbor Day annually. The Parks and Recreation Board serves as the Tree Board for Gladstone.

Trees also aid in air quality. The Environmental Protection Agency's (EPA) Air Quality Index (AQI) shows that residents of Gladstone enjoy good-to-moderate air quality and do not experience unhealthy or hazardous air quality. According to the EPA, most air pollutants in the metro derive from passenger vehicles and domestic fuel burning.

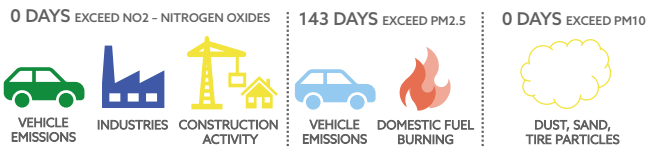


Source: i-Tree Canopy, 2022

AIR QUALITY INDEX TOTALS FOR CLAY COUNTY AREA



POLLUTION TYPES



Source: Environmental Protection Agency (EPA), 2019 AQI - Clay County

Respondents of the BIG IDEA forum shared that in 20 years they hope to see 'more trees and plenty of greenspace.'

Gladstone passed a resolution in support of the Mid America Regional Council's (MARC) Climate Action Plan, which has a regional goal of achieving net zero greenhouse gas

emissions by 2050. This plan defines goals surrounding transportation, energy, finance, resilient homes and buildings, industry management, and more.

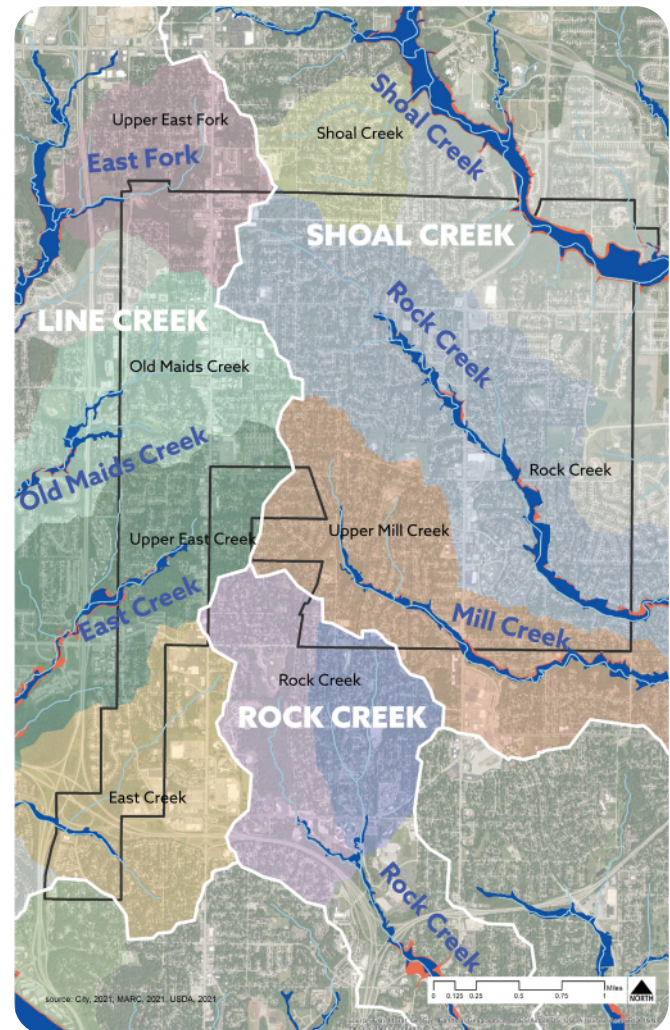
WATER RESOURCES

Gladstone sits within three primary watersheds: Line Creek, Shoal Creek, and Rock Creek. The U.S. Environmental Protection Agency reports no impaired waterbodies within the City of Gladstone.

Gladstone's Stormwater Management Plan (SWMP) includes Best Management Practices (BMP) and measurable goals to reduce stormwater pollution. Gladstone utilizes the Mid-America Regional Council's (MARC) water quality public outreach and education programs to enhance awareness of pollution and water quality for Gladstone residents and businesses. This program helps the City to continue leveraging its membership in MARC to meet SWMP goals. The City of Gladstone reports biennially to the Missouri Department of Natural Resources on facilitating the Stormwater Management Plan.

Fortunately, Gladstone does not experience frequent severe flooding. However, the Gladstone Parks

WATER RESOURCES



and Recreation Department works closely with Public Works to effectively integrate stormwater management and mitigation strategies. Most of Gladstone's green infrastructure projects exist in the park system. Examples include the conservation of floodplain land at Happy Rock Park and a system of linear detention basins as part of the Rock Creek Greenway Trail.

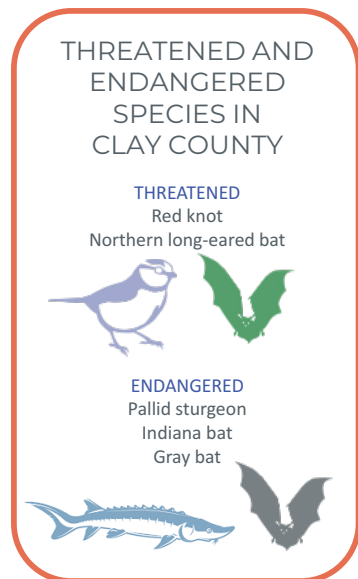
The 3rd top sustainability priority, according to community survey respondents, is: Protect water quality of our streams and waterbodies (44%)

WILDLIFE

The U.S. Fish & Wildlife Service lists several threatened and endangered species in Clay County, Missouri. The threatened species include the Red Knot and Northern Long-Eared Bat. The endangered species include the Pallid Sturgeon, Indiana Bat, and Gray Bat.

The Kansas City metropolitan region sits within the Midwest Flyway for migratory songbirds and Monarch butterflies. More than 325 bird species make the journey along the Mississippi, Missouri, and Lower Ohio Rivers to the Makenzie River and Hudson Bay in Canada.

Planting native species throughout the community and protecting environmental health and natural resources supports the habitats and ecosystems for the wildlife, improving their outcomes.



Source: U.S. Fish & Wildlife Service,
Midwest Region Endangered Species
- Missouri

This plan addresses both natural and man-made disaster response, identifies community shelter locations, and outlines the outdoor and emergency warning system procedures.

TRENDS & FORESIGHT

Issues of sustainability and resiliency increase in importance as natural and man-made disasters continue to impact local communities regionally, nationally, and across the globe. The need for resilient practices is dire as weather patterns continue to change and extreme events such as flooding, droughts, hurricanes, and fires increase.

Many companies and governments are making bold energy reduction goals to reduce their greenhouse gas emissions and mitigate changing weather patterns. These efforts include increasing renewable energy sources, expanding electric vehicle use and cleaner transportation options, and implementing stormwater management strategies through green infrastructure like rain barrels, green roofs, rain gardens, and on-site water treatment. An increasing number of municipalities are considering urban forests, greening, and the integration of nature-based solutions (NBS) to solve various challenges ranging from environmental challenges to mental health.

EMERGENCY MANAGEMENT

The City of Gladstone's Emergency Operations Plan outlines core concepts, capabilities, and actions to be taken by the local government officials and cooperating private or non-governmental organizations to:

- mitigate or prevent disasters and reduce the vulnerability of the community as a whole;
- establish or define capabilities for protecting residents and businesses from the effects of disasters;
- respond effectively to the actual occurrence of disasters; and
- provide for community recovery following any disaster involving extensive damage to infrastructure.



CHAPTER 5:

RESILIENT ECONOMY

GOAL

Ensure Gladstone's economic resiliency to support prosperity for all residents and businesses.

TOPIC: Jobs & Workforce

CONTEXT

JOBS

Job creation is a substantial element of a strong economy. Employed residents that receive living wages have the income to spend on food, clothing, entertainment, and other services in their community. The more individuals can spend, the greater the demand (buying power), thus positively impacting a community's economic base.

Communities that support a diverse workforce, provide attainable housing options, and support educational attainment and opportunities increase their ability to fill and attract jobs in the community.

EDUCATION

Education is a powerful force for advancing opportunity, prosperity, and growth. A robust education system is fundamental to ensuring people can acquire the skills they need to thrive and plays a significant role in quality of life. Communities with high educational attainment and opportunities often see lower crime rates and higher civic involvement levels. Education also comes in the form of lifelong learning

– the pursuit of knowledge through ongoing, voluntary, and self-motivated means for personal development or career advancement. Community organizations, programs, and facilities often provide such opportunities outside formal education institutions. Lifelong learning benefits communities through enhanced social inclusion, active citizenship, and increased resident prosperity. Lifelong learning opportunities also increase competitiveness and employability, ultimately expanding the number of skilled and employable people.

INSIGHT

WORKFORCE

Located minutes from Downtown Kansas City, Gladstone serves as a bedroom community within the metropolitan region. Gladstone's workforce comprises more than 14,800 individuals, including the civilian employed population age 16 years and older, 813 unemployed residents, and those in the armed forces. The 2020 American Census Survey (ACS) reports an unemployment rate in Gladstone of 5.5 percent, slightly higher than both Clay County and the State of

Missouri. This rate compares similarly to pre-COVID figures, indicating the community and resident employment remained resilient to the disruptor.

LABOR FORCE

14,808
WORKFORCE

66.1% OF RESIDENTS OVER THE AGE OF 16 PARTICIPATE IN THE WORKFORCE

PEOPLE IN GLADSTONE WORKFORCE

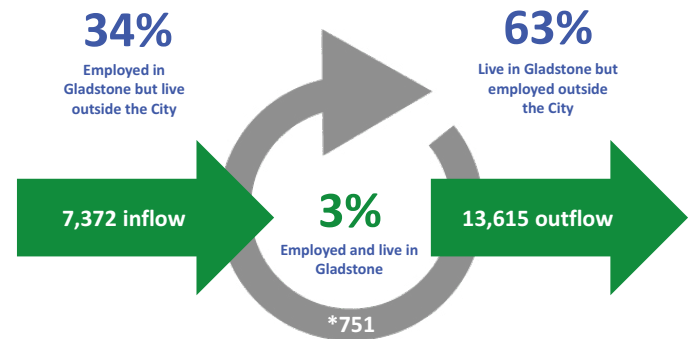
0.7% OF THE KANSAS CITY METROPOLITAN AREA WORKFORCE ARE GLADSTONE RESIDENTS

UNEMPLOYMENT RATE		
GLADSTONE	CLAY COUNTY	MISSOURI
5.5%	4.1%	4.5%

Sixty-three percent of Gladstone residents work outside of Gladstone, while thirty-four percent of Gladstone's workforce lives outside of Gladstone. Only three percent of Gladstone's residents also work in the community.

Gladstone's workforce mainly commutes from Clay County and Jackson County, with over thirty percent coming from Kansas City, Missouri. Over forty percent of Gladstone residents leave Gladstone to work in Kansas City, Missouri.

EMPLOYMENT INFLOW & OUTFLOW



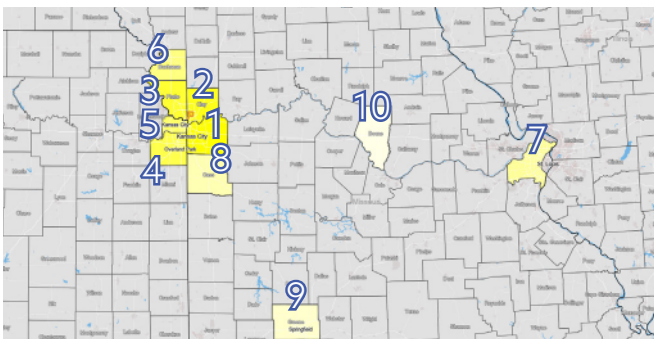
Source: U.S. Census Bureau, OnTheMap, 2019

WHERE THE GLADSTONE WORKFORCE LIVES BY COUNTY



County (Top Ten)	# of Workforce	% of Workforce
1 Clay County	3,209	39.5%
2 Jackson County	1,736	21.4%
3 Platte County	848	10.4%
4 Johnson County	317	3.9%
5 Wyandotte County	225	2.8%
6 St. Louis County	197	2.4%
7 St. Louis City	145	1.8%
8 Cass County	129	1.6%
9 Buchanan County	106	1.3%
10 Clinton County	68	0.8%
All Other Locations	1,143	14.1%
Total Workforce	8,123	100%

WHERE RESIDENTS ARE LEAVING TO WORK BY COUNTY



County (Top Ten)	# of Workforce	% of Workforce
1 Jackson County	4,487	31.2%
2 Clay County	4,232	29.5%
3 Platte County	1,755	12.2%
4 Johnson County	1,318	9.2%
5 Wyandotte County	833	5.8%
6 Buchanan County	260	1.8%
7 St. Louis County	199	1.4%
8 Cass County	106	0.7%
9 Greene County	92	0.6%
10 Boone County	77	0.5%
All Other Locations	1,007	7.0%
Total Workforce	14,366	100%

The U.S. Census Bureau maps the Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), describing geographic patterns of jobs by their employment locations and residential locations, and the connection between.

Source: U.S. Census Bureau, OnTheMap, 2019

WHERE THE GLADSTONE WORKFORCE LIVES BY CITY

City (Top Ten)	# of Workforce	% of Workforce
1 Kansas City, MO	3,019	37.2%
2 Gladstone, MO	751	9.2%
3 Independence, MO	432	5.3%
4 Kansas City, KS	210	2.6%
5 Liberty, MO	206	2.5%
6 Lee's Summit, MO	167	2.1%
7 St. Louis, MO	145	1.8%
8 Blue Springs, MO	123	1.5%
9 Smithville, MO	100	1.2%
10 Overland Park, KS	96	1.2%
All Other Locations	2,874	35.4%
Total All Workforce	8,123	100%

WHERE RESIDENTS ARE LEAVING TO WORK BY CITY

City (Top Ten)	# of Workforce	% of Workforce
1 Kansas City, MO	6,105	42.5%
2 North Kansas City, MO	860	6.0%
3 Kansas City, KS	800	5.6%
4 Liberty, MO	787	5.5%
5 Gladstone, MO	751	5.2%
6 Overland Park, KS	491	3.4%
7 Independence, MO	446	3.1%
8 Riverside, MO	303	2.1%
9 Lenexa, KS	285	2.0%
10 Lee's Summit, MO	278	1.9%
All Other Locations	3,260	22.7%
Total All Workforce	14,366	100%

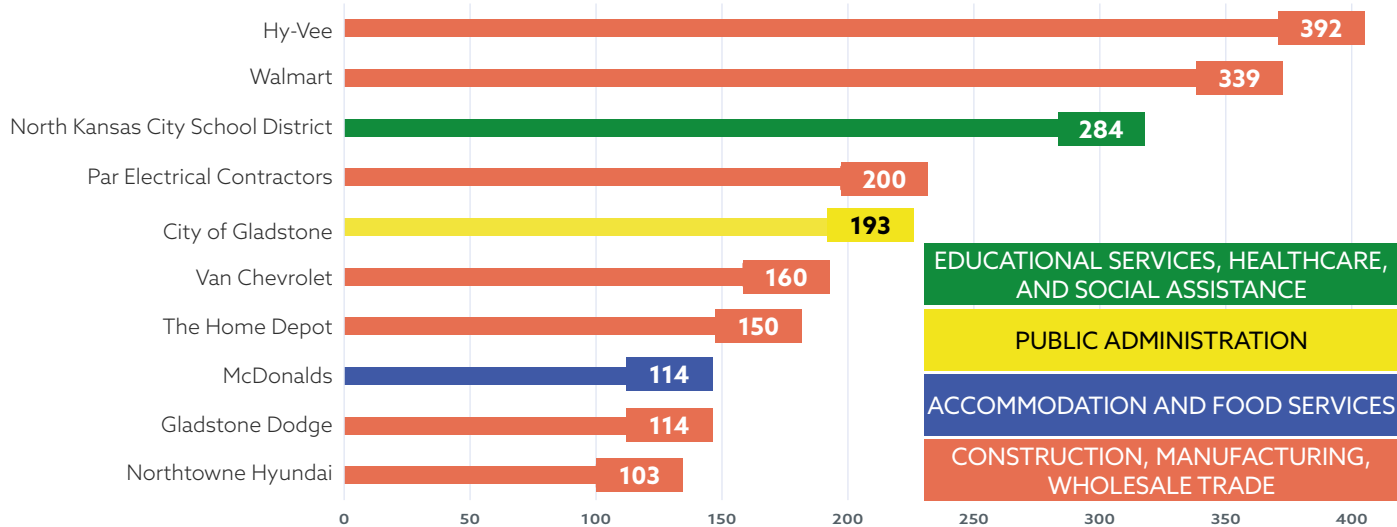
The U.S. Census Bureau maps the Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), describing geographic patterns of jobs by their employment locations and residential locations, and the connection between.

Source: U.S. Census Bureau, OnTheMap, 2019

JOB SECTORS & MAJOR EMPLOYERS

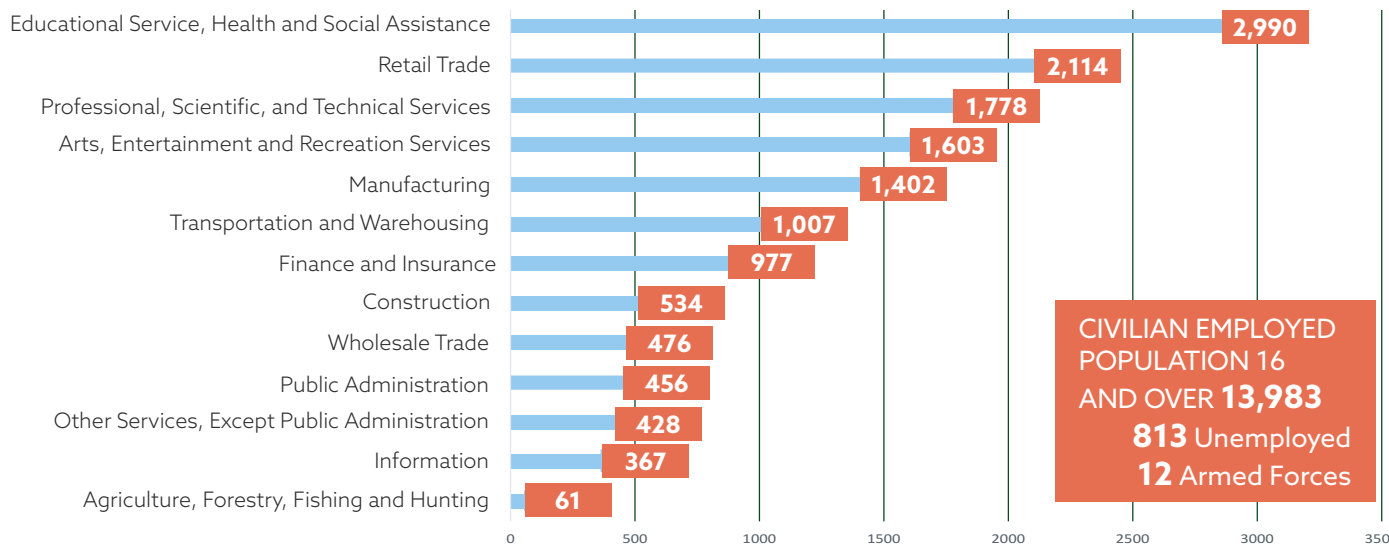
Hy-Vee, Walmart, and the North Kansas City School District are Gladstone's largest three employers. These align with Gladstone's top three employment sectors: educational service, health, and social assistance; retail trade; and professional, scientific, and technical services.

MAJOR EMPLOYERS IN GLADSTONE



Source: Gladstone Budget, 2021

EMPLOYMENT SECTORS OF GLADSTONE RESIDENTS



Source: ACS, 2020

EDUCATION

Gladstone continually invests in education, understanding that a robust education system not only attracts families for a sustainable community but also contributes to a skilled, educated workforce.

The North Kansas City (NKC) School District serves Gladstone residents. There are four elementary schools and one middle school within Gladstone's city limits. Oak Park High School sits just north of Gladstone. The NKC School District boasts a 95 percent graduation rate, significantly higher than state averages.

The North Kansas City Schools Early Education Center is also located in Gladstone and opened in 2021 with the support of NKC Schools residents for the district's 2020 no-tax-increase bond issue. In addition to preschool, the center offers special education ranging from specialized instruction, speech and language therapy, physical therapy, and occupational therapy. The center provides services in either a special education preschool setting, a community preschool setting, or by appointment. The center also offers resources for parents of children not yet old enough for preschool or kindergarten through the Parents as Teachers program.

The Northland Innovation Campus (NIC) is a unique development highlighting Gladstone's commitment

ONE PUBLIC SCHOOL DISTRICT	2021 GRADUATION RATE	
	NORTH KANSAS CITY 74	MISSOURI
	95.1%	89.2%

Source: Missouri Department of Elementary & Secondary Education, 2021

North Kansas City 74 Schools

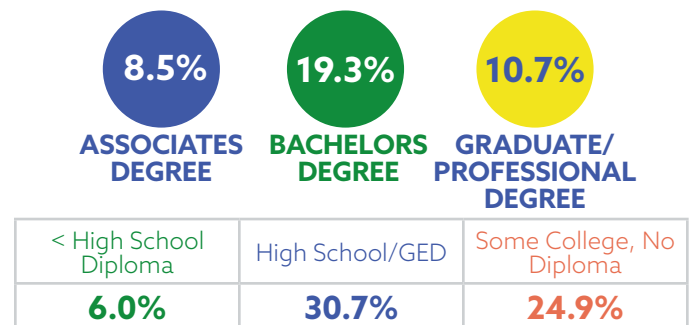
ELEMENTARY SCHOOLS	22	MIDDLE SCHOOLS	6	HIGH SCHOOLS	4
--------------------	----	----------------	---	--------------	---

Source: North Kansas City Schools 2021 - 2022 District Profile

NKC Schools In Gladstone City Limits	Elementary:	Middle School:
	<ul style="list-style-type: none"> Chapel Hill Linden West Meadowbrook Oakwood Manor 	<ul style="list-style-type: none"> Antioch
	Other:	
	<ul style="list-style-type: none"> Early Education Center 	

Northland Innovation Campus	SAGE Center
	Northwest Missouri State University

2020 EDUCATION ATTAINMENT



Source: ACS, 2020

to and value of education. The NIC houses the North Kansas City School District's Students in Academically Gifted Education (SAGE) Program. It includes a multipurpose cafeteria, open learning spaces, and a collaborative teaching space that is versatile and filled with bright, creative colors. Northwest Missouri State University also leases space in the building and offers many undergraduate programs and dual credit coursework as part of its partnership with the Northland Center for Advanced Professional Studies (CAPS). This successful public-private partnership enhances economic value while serving the needs of

students, employers, and the region.

Less than 40 percent of Gladstone residents have an education attainment of Associates Degree or higher.

Community Vision Survey respondents ranked 'K-12 Public Schools' as Gladstone's 3rd greatest strength.

TRENDS & FORESIGHT

Automation, higher education, and better quality of life expectations are leading most Americans to choose locations first and then find jobs. The expansion of work-from-home flexibility in corporate America resulting from the COVID-19 pandemic adds to this trend. Many people can work remotely and never commute to an office. Providing attainable housing options, vibrant neighborhoods, excellent connectivity, and access to recreation ensures communities can provide the quality of life people desire.

TOPIC: Economic Development

CONTEXT

Economic resilience relates to a community's ability to foresee, adapt to, and advantageously leverage changing conditions. Resilient economies demonstrate the ability to:

- recover quickly from a disruptor,
- withstand a disruptor, and
- avoid the disruptor altogether.

Resiliency often stems from strong economic development programs that integrate city planning, public works and infrastructure, education and training, fiscal sustainability, and additional city management responsibilities.

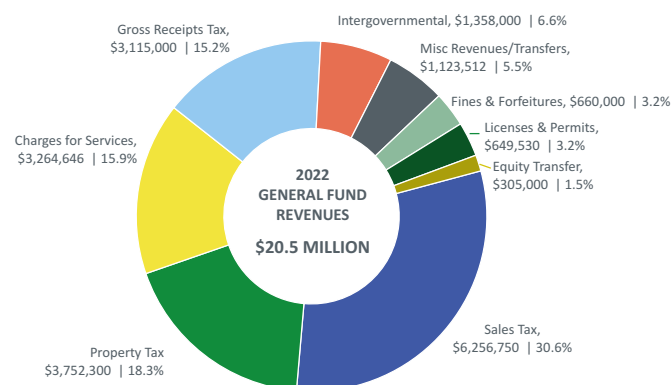
The Great Recession of 2008 and the most recent COVID-19 pandemic exposed vulnerabilities in many economic plans, challenging communities nationwide and highlighting the importance of focusing on resilient economic strategies.

INSIGHT

FINANCES

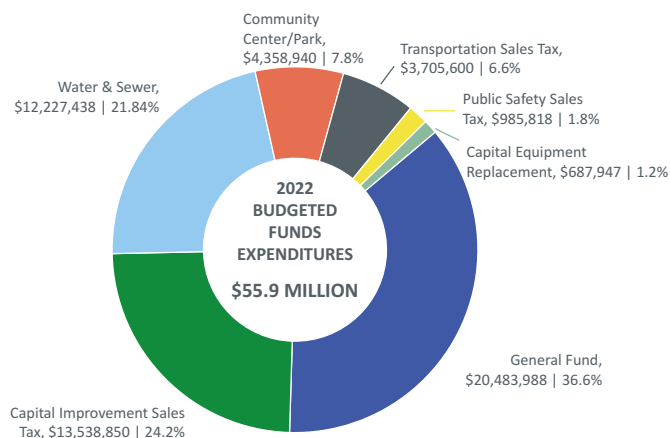
Property and sales taxes contribute nearly 50 percent of Gladstone's General Fund revenues. The General Fund provide funding for many of the City's services and department expenditures to maintain Gladstone's quality of life, including the Police and Fire/EMS

2022 GENERAL FUND



Source: Gladstone Annual Budget, 2022

2022 BUDGETED EXPENDITURES



Source: Gladstone Annual Budget, 2022

Departments, Parks and Recreation, and Public Works. Gladstone also has a Use Tax, which provided benefit during the pandemic given the demand of online shopping. Protecting and expanding these revenue sources remains critical to ensure fiscal sustainability.

Gladstone has historically experienced stable financial growth and maintained good financial management

BOND RATING



Long-Term Rating
General Obligation Debt

Long-Term Rating
Series 2021A Certificates of Participation

Source: S&P Global Ratings, 2021

policies and practices as identified by the Standards and Poors Global Ratings (S&P). S&P Global Ratings assigned its 'AA-' long-term rating to Gladstone with an anticipated amount of \$15.43 million. In addition, the 'AA' long-term rating on the city's general obligation (GO) debt and the 'AA-' long-term rating on the city's previously issued COPs were affirmed. The outlook remains stable with Gladstone's environmental and governance risks aligning with the sector standards.

DEVELOPMENT

Gladstone's Community Development Department is a diverse division of city government that deals with many daily and long-term issues within the city. One of the department's focuses is on economic development.

Gladstone has seen over \$150 million in redevelopment over the last five years. To help ensure desired development and an efficient process, the City seeks opportunities to purchase available land in support of public and private-public developments, when appropriate. The City of Gladstone has utilized the Missouri Department of Economic Development's Chapter 100 Bonds, which have served as a successful incentive for developers. The Northland Innovation Campus serves as a successful example of these development efforts.

Gladstone's location within the region provides value to economic development in the following ways:

- attracting residents to live in Gladstone, but work nearby;
- attracting new businesses; and
- attracting development or redevelopment opportunities.

According to community survey respondents, 3 of the 5 top economic development priorities include: more restaurant, local retail, and entertainment options.

The other 2 top priorities include improved aesthetics and better sidewalk amenities.

PARTNERS

The Gladstone Area Chamber of Commerce, incorporated in 1966, serves the Gladstone area business and residential communities by striving to promote, improve, and protect the social and business environment within the area. The Chamber acts as the voice for small businesses. The Chamber co-sponsors community festivals with the City of Gladstone, partners with area schools and school districts, and sponsors multiple events designed to bring the business community together to build relationships.

Additionally, several regional agencies exist to support economic development within the region, including the Clay County Economic Development Council and the Kansas City Area Development Council.



Over 60% of survey respondents purchase goods online 'often' or 'very often' (meaning one or more times per week).

Top response for goods purchased: 'specialty items that I can't find in Gladstone' (70% of respondents).

SUPPLY & DEMAND

Community engagement participants ranked promoting, supporting, and investing in businesses that service local needs and/or support locally owned and produced goods and services as the

top priority for Gladstone's growth and economy.

The Gladstone community offers a variety of goods and services to its residents and other business patrons. However, survey results indicate that Gladstone residents purchase goods online or in surrounding communities frequently. The Use Tax helps recover some of the revenue that leaks to online shopping and non-Gladstone businesses.

TRENDS & FORESIGHT

Changes in consumer spending and shopping preferences significantly impact local, regional, and national retail trends. For example, malls and strip commercial development have fallen out of favor, replaced by retail that offers experiential shopping and dining in environments with strong characters, like downtowns.

Changes in the retail markets significantly influence sales tax growth. The U.S. has approximately five times the retail space per capita than Europe. These figures indicate a surplus resulting from over-building if population numbers, spending trends, and retail demands don't align to support the amount of available space.

Another rapidly growing retail trend is e-commerce or online shopping. National e-commerce sales increased steadily over the last two decades. Online sales accounted for only one percent of retail sales in 2000, while the peak for online sales hit 16.1 percent of all retail sales in April 2020. This spike reflects the reactions and stay-at-home mandates that accompanied the COVID-19 pandemic. An additional impact of the pandemic is increased companies shifting to more remote working. This trend will create more opportunities for employees to choose where they live and create the potential desire for flex spaces and coworking offices. While stay-at-home mandates and the intensity of lockdowns fade, these trends will likely have lasting impacts on how consumers and employees participate in the economy.

Nearly 50% of survey respondents visit surrounding communities for goods and services 3+ times a week.

The top reasons: restaurants (81%), entertainment (75%), and medical services (68%).





CHAPTER 6:

CURRENT LAND USE

GOAL

Enhance our Downtown District and commercial corridors.

CONTEXT

LAND USE

Land use refers to the activity and function of a parcel of land. Activities and functions range from residential to commercial and industrial to parks. Zoning ordinances serve as the primary tool in guiding land use decisions related to development. They regulate and define how land can be used and developed (e.g., building height, setbacks, lot coverage, parking requirements, transitions, buffers, etc.).

ENVIRONMENTAL ANALYSIS

Land use designation considers the analysis of the physical environment, which encompasses both natural and human-made features. Understanding the physical environment helps guide decision-making related to development in specific locations within the community, as natural and human-made features present constraints or opportunities.

Natural features include bodies of water, soil suitability, environmentally sensitive areas, natural drainage basins, slopes, floodplains, and wooded areas. Human-made features include brownfields, physical structures, infrastructure, parks, and underground mines or quarries.

BEST PRACTICES

Supplemental to the environmental analysis, land use principles and planning best practices also aid in guiding decision-making related to parcel designation and location.

- **Access:** Residents should have ready access to essential services, opportunities, amenities, variety, and other community members.
- **Choice:** Providing people with more choices in housing options, amenities, jobs, and recreation opportunities improves the overall quality of life.
- **Compact Development:** Compact development patterns encourage the activation of spaces so people can gather to support local businesses, meet new people, make connections, and feel integral to the community. Compact development also supports reduced infrastructure needs.
- **Compatibility:** Compatibility refers to proposed uses that are the same or complementary to their surroundings in terms of scale, traffic, and operational impact. Effective land use planning prevents conflict or incompatibility between adjacent uses.
- **Connection:** Connecting services, people, and places improves quality of life. Connection relates to transportation infrastructure (e.g., trails, sidewalks, streets, regional transit) and technology infrastructure (e.g., EV charging, broadband).
- **Density:** There must be enough people to support a diversity of businesses in a compact land area – 1,000 to 2,000 residents within a ¾-mile radius (15-minute walk) can support one block of commercial retail.
- **Diversity:** Land uses must be mixed to provide a wide variety of amenities nearby.

- **Intensity:** The intensity of development impacts demand on infrastructure and City services. The least intense development is park space, with the most intense being regional commercial and industrial park development.
- **Placemaking:** Placemaking creates identity, encourages community gathering for an enhanced sense of belonging, improves quality of life for residents, attracts visitors, and encourages a concentration of multiple activities and amenities.
- **Proximity:** Things must be close.
- **Service Efficiency:** Land use patterns evaluate maximizing the City's ability to provide high-quality, cost-effective services such as water, sewer, and public safety to residents and businesses.
- **Transportation Planning:** Land use patterns connect to street typology. Their relationship guides infrastructure investment decisions to ensure adequate service of expected future land uses.

INSIGHT

CURRENT LAND USE

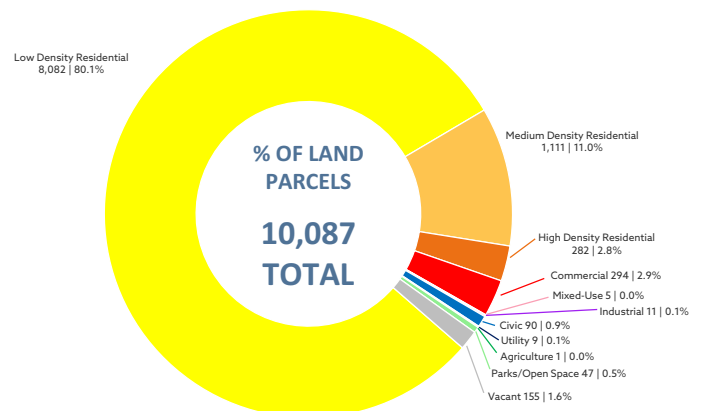
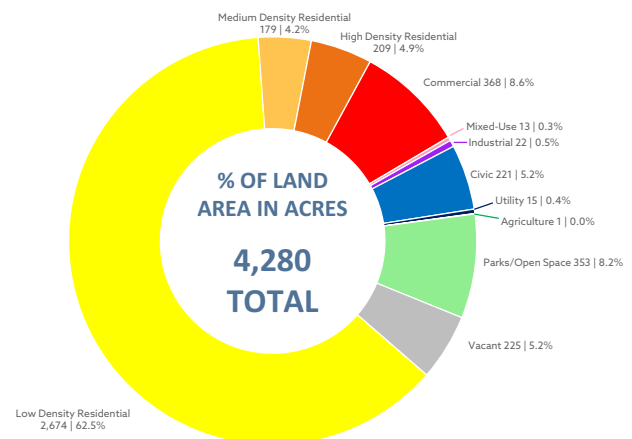
Gladstone encompasses approximately nine square miles of land, of which nearly 95 percent is currently developed. Only about five percent of Gladstone's acreage remain undeveloped, not including land already designated for parks and open space. Gladstone is land-locked, completely surrounded by the City of Kansas City, Missouri, providing no opportunity for expansion. This condition creates a fairly compact community with just over 4,000 persons per square mile.

Gladstone's extents include 4,280 acres and nearly 10,100 parcels. Low Density Residential accounts for the greatest land use category. The majority of

Gladstone's commercial development lies along N Oak Trafficway and NE Antioch Road / N Prospect Avenue and characterized predominantly by strip commercial.

EXISTING LAND USE

	% IN PARCELS	% IN ACRES
LOW DENSITY RESIDENTIAL	80.1%	62.5%
MEDIUM DENSITY RESIDENTIAL	11.0%	4.2%
HIGH DENSITY RESIDENTIAL	2.8%	4.9%
COMMERCIAL	2.9%	8.6%
MIXED USE	0.0%	0.3%
INDUSTRIAL	0.1%	0.5%
CIVIC	0.9%	5.2%
UTILITY	0.1%	0.4%
AGRICULTURE	0.0%	0.0%
PARKS/OPEN SPACE	0.5%	8.2%
VACANT	1.6%	5.2%



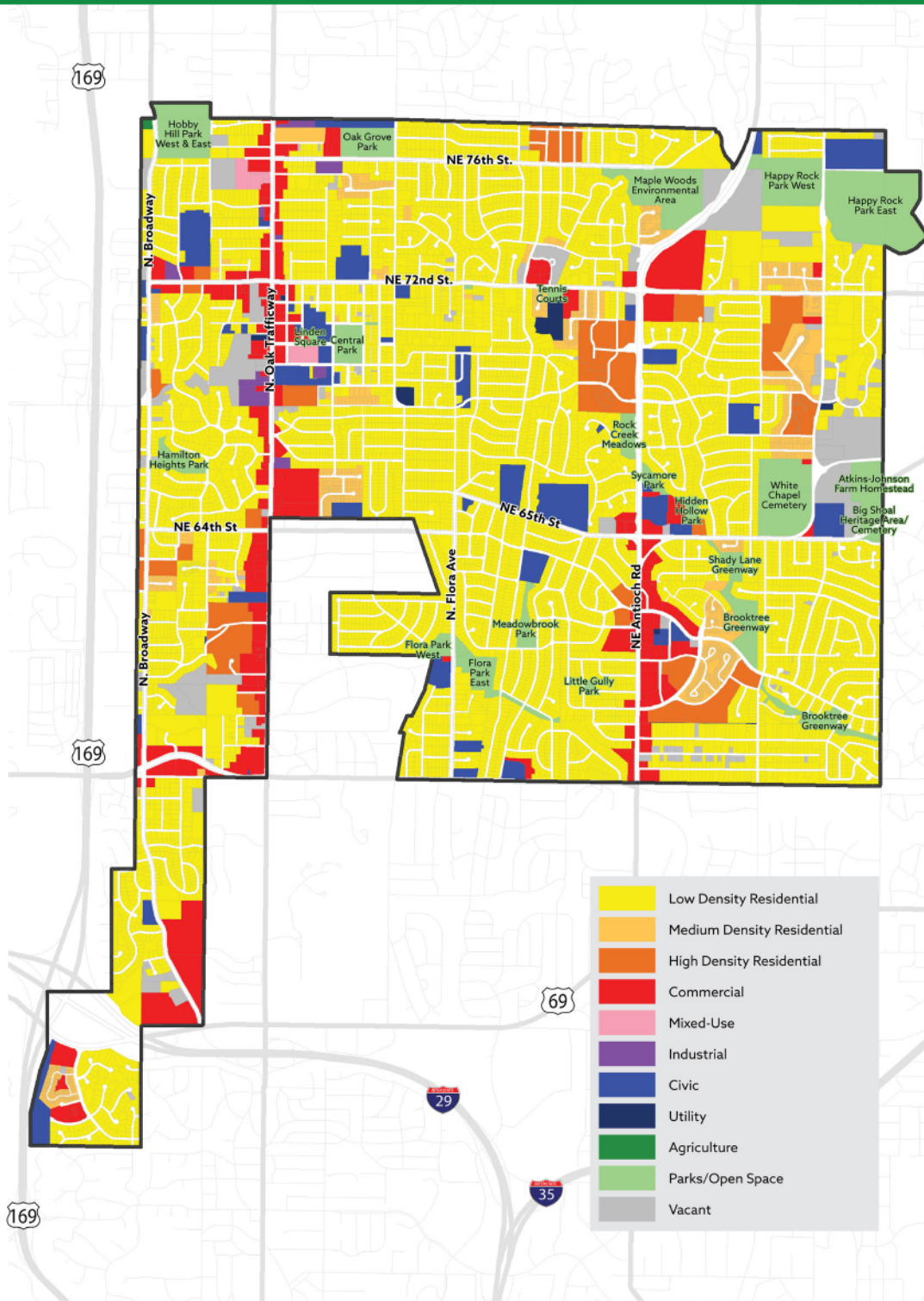
95% GLADSTONE IS DEVELOPED **225 ACRES VACANT OR UNDEVELOPED**

PERSONS PER SQUARE MILE

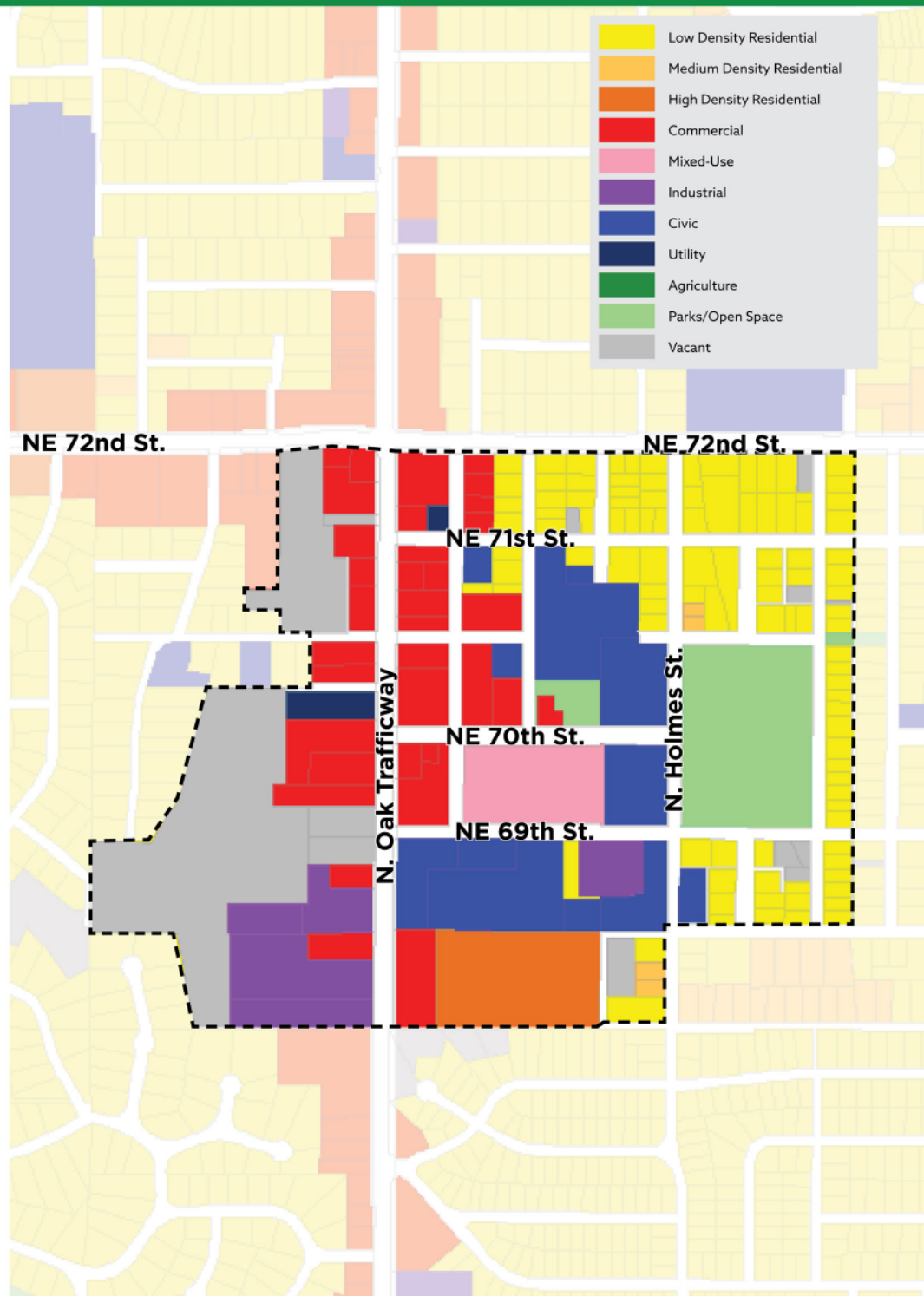
PRAIRIE VILLAGE, KS	GLADSTONE, MO	LIBERTY, MO
3,691	4,048	1,042

Source: Gladstone GIS, 2022

Current Land Use



Current Land Use: Downtown District



ENVIRONMENTAL ANALYSIS

The primary environmental features that impact Gladstone's land use patterns include:

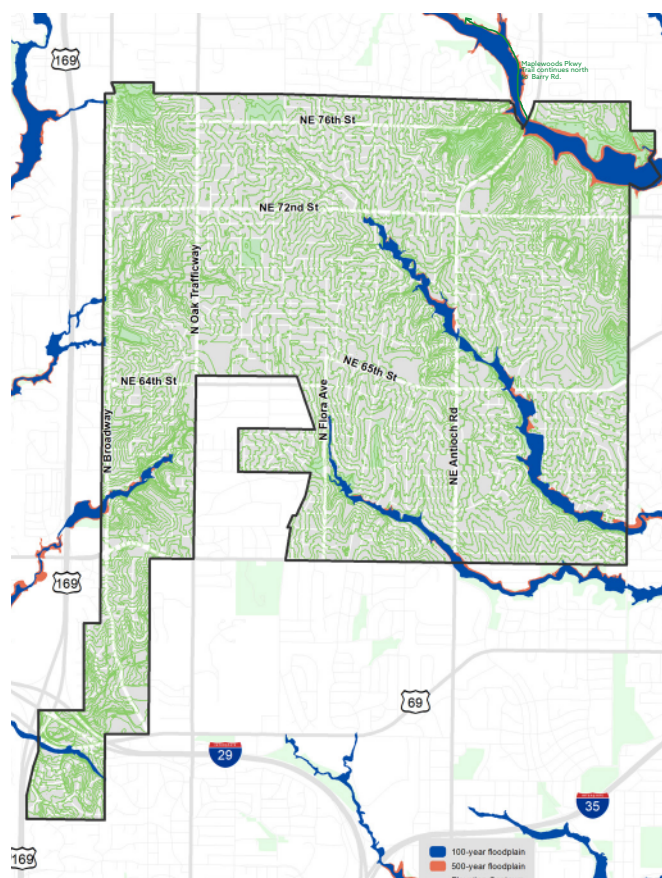
Slopes & Suitable Soils

Several areas within Gladstone contain concentrations of steep slopes and/or rocky soils that present constraints to development. That is not to say development isn't possible in these areas, however, it may significantly impact the cost of new development.

Floodplain

The majority of Gladstone lies outside of floodplain areas identified by the Federal Emergency Management Agency (FEMA). However, land along Shoal Creek and other low-lying areas fall within FEMA's 100-year flood hazard designation, which refers to a one percent chance of flooding any given year. Very little land falls within FEMA's 500-year floodplain (0.2% chance of flooding in any given year). The City of Gladstone makes all efforts to best utilize floodplain land for recreational amenities like parks and trailways, thus mitigating property damage to residential and commercial structures.

FLOODPLAINS & CONTOURS



**GLADSTONE FLOODPLAIN INCLUDES
470 PARCELS* IN THE REGULATED FLOODPLAIN
(5% OF ALL PARCELS)**

*Primarily parks and open space

Source: Gladstone GIS, 2022

Transportation Network

Much of Gladstone's land use and development patterns strongly relate to regional infrastructure. The most predominant of these infrastructure factors include the north-south thoroughfares of N Oak Trafficway (Missouri Route 283) and NE Antioch Road / N Prospect Avenue (Missouri Route 1). There are fewer thoroughfares providing direct connection within the community east-to-west.

CURRENT DEVELOPMENT PATTERNS

Single-lot and small strip development comprise most of Gladstone's commercial development. Some exceptions include big box retail in both the southwest and northeast areas of the community.

PERMITS

2019		
	VALUE	PERMITS
RESIDENTIAL	\$948,461	NEW 3 ADDITION 17
COMMERCIAL	\$6,576,574	NEW 2 ADDITION 16
SIGNS	\$202,240	NEW 15 ADDITION 18
MISCELLANEOUS	\$9,045,952	945
2020		
	VALUE	PERMITS
RESIDENTIAL	\$2,121,361	NEW 8 ADDITION 22
COMMERCIAL	\$22,697,091	NEW 3 ADDITION 18
SIGNS	\$130,646	NEW 23 ADDITION 7
MISCELLANEOUS	\$18,537,153	675
2021		
	VALUE	PERMITS
RESIDENTIAL	\$195,000	NEW 1 ADDITION 1
COMMERCIAL	\$25,000	NEW 0 ADDITION 1
SIGNS	\$0	0
MISCELLANEOUS	\$17,182,541	1,609

**2020 SPENT \$43,486,251 COMPARED TO \$17,402,541
FROM 2021**

Source: Gladstone Community Development, 2021

Residential and commercial development remained fairly constant between 2019 and 2020, according to City permit records. However, both categories experienced a significant decrease in permits in 2021. Conversely, the number of Gladstone's miscellaneous permits increased significantly in 2021 from 2020 figures though valuation remained nearly the same. These trends are likely a result of the COVID-19 pandemic impacts.

In 2017, the ISO's Building Code Effectiveness Grading Schedule gave Gladstone's building departments' effectiveness as to building construction regulations a score of 4 for both commercial and residential. Gladstone's score will be re-evaluated in 2022.

LAND PRODUCTIVITY

In 2021, Gould Evans (now Multistudio) produced the A Stronger Together Productivity Study. This report demonstrates the interconnected relationship between land use, City expenditures, and revenues generated through property tax. Gould Evans' study evaluated the productivity (or value per acre) of Gladstone's land by parcel, the average of which was found to be \$75,000 per acre. The study makes the case for more compact residential development to achieve more dwelling units per acre, thus generating greater property tax revenue. The report also shows Gladstone's recent dense, mixed-use developments have higher land productivity than traditional strip commercial development which are often characterized by large parking lots. Given Gladstone's land-locked nature, most development opportunities will take the form of redevelopment and revitalization in order to enhance land productivity and performance.

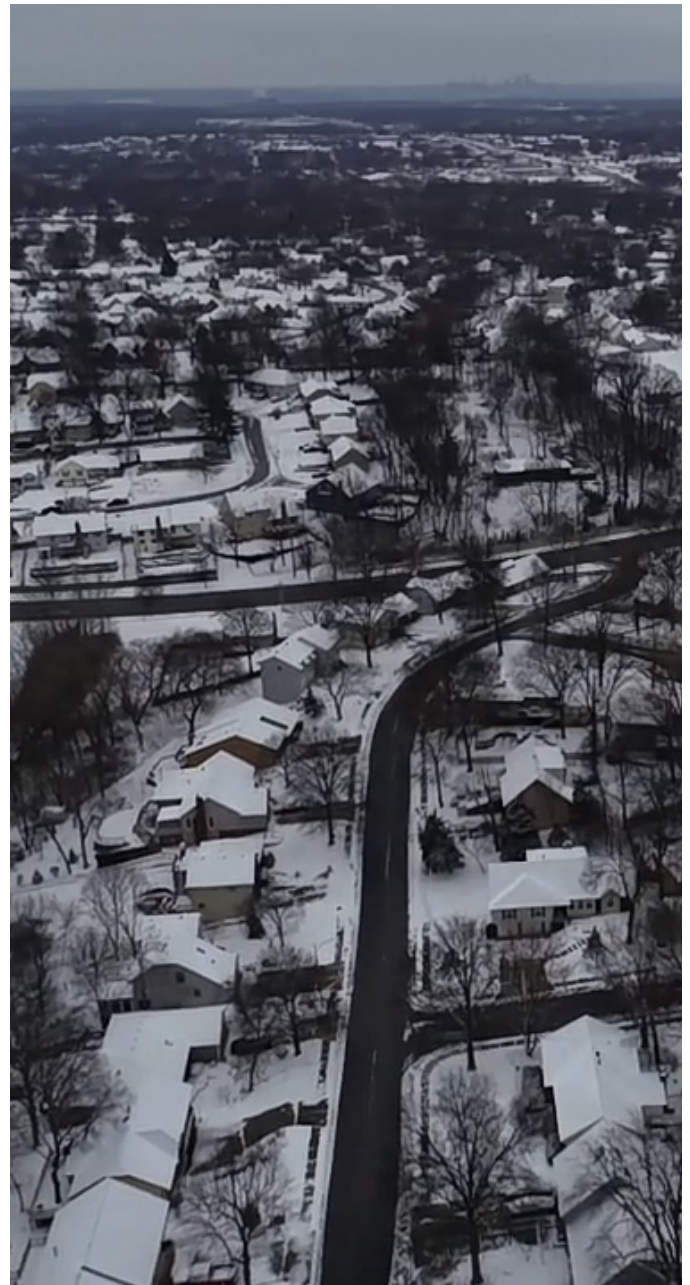
TRENDS & FORESIGHT

MIXED-USE DEVELOPMENT

Urbanized populations tend toward communities and neighborhoods that offer more walkable amenities near more, and often denser, housing options. Higher density, mixed-use development concepts are also often considered more socio-economically diverse places that support a broader reach into potential market segments. The economic, social, and cultural-benefit analysis of such development patterns suggests alignment with the everchanging shifts in demographics and economic trends.

EXPERIENTIAL DEVELOPMENT

Current retail shifts favor experiential retail and dining in architecturally diverse places instead of big box stores. Experiential developments may include boutique shops that combine e-commerce with brick-and-mortar stores, outdoor dining, landscaping and open space, and opportunities for events. Collective management of these developments coordinates business hours, creates standard marketing policies, assures consistent exterior designs, and evaluates changing market opportunities while giving an impression of spontaneity and adventure.



LAND USE PRINCIPLES

The Land Use Principles will guide the decision-making process of the City Council and Planning Commission in the evaluation of development and redevelopment proposals and opportunities. The development community and business owners will be expected to take actions that align with these policies to achieve the community vision, goals, and strategies outlined in the 2022 *Growing Together* Comprehensive Plan.

COMMUNITY REDEVELOPMENT: Downtown District & Commercial Corridors

- Ensure the urban design framework of new development and redevelopment is compatible with the character of the community.
- Encourage new development and redevelopment that accommodates new housing choices.
- Promote development and redevelopment that increases density.
- Promote the renovation and/or redevelopment of existing linear commercial strips and older commercial properties.
- Prioritize development and redevelopment that incorporates a mix of uses.
- Establish design guidelines for development and redevelopment along corridors in the community.
- Establish design guidelines for development and redevelopment within the Downtown District.

- Implement aesthetic improvements at primary entrances to promote Gladstone's community identity.
- Prioritize the revitalization and redevelopment of underutilized land to increase productivity and community appearance.
- Support development and redevelopment that include enhanced amenities at the human scale (e.g., benches, landscaping, lighting, waste receptacles, signaling, etc.).
- Ensure development and redevelopment positively impact traffic safety and congestion for all modes of transportation.

COMMUNITY REDEVELOPMENT: Neighborhoods

- Ensure infill development is well-integrated and compatible with existing neighborhoods.
- Provide a range of high-quality, innovative housing choices and price levels tailored to residents of diverse ages, races and ethnicities, and incomes.
- Prioritize infrastructure improvement projects that enhance existing neighborhoods.

SUSTAINABILITY & RESILIENCY: Services & Facilities

- Continue to analyze sustainable practices at all levels of City government.
- Continue measures to enhance resource efficiency and institute pollution and waste reduction practices.
- Balance preservation of historic places with maintenance and necessary updates to ensure accessibility for all ages and abilities.
- Plan for utility upgrades and expansion to accommodate future growth.

SUSTAINABILITY & RESILIENCY: Development

- Promote implementation of sustainable practices in private development. Evaluate innovative methods and incentives as necessary.
- Encourage sustainable materials and building practices in new development, rehabilitation, and redevelopment projects.
- Prioritize the development or redevelopment of parcels already served by or with access to existing infrastructure and services.

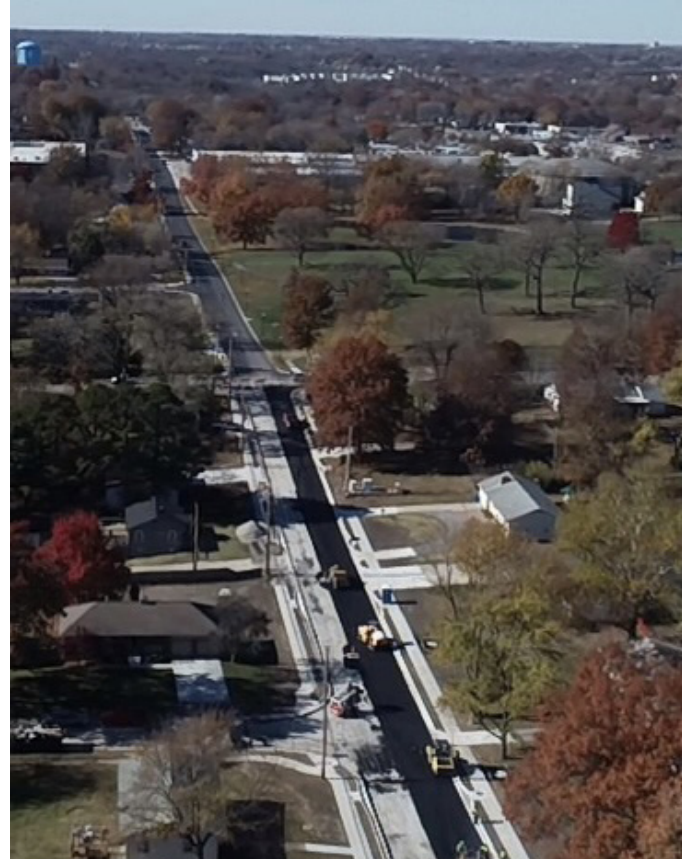
SUSTAINABILITY & RESILIENCY: Environment

- Maintain healthy urban forests and promote tree planting to increase shading, maintain air quality, and mitigate stormwater runoff.
- Emphasize stormwater management and increase integrated design methods to enhance environmental stewardship and natural resource preservation.
- Remove invasive species and promote native planting throughout the community to mitigate stormwater runoff, support a balanced and healthy ecosystem, and provide habitat for pollinator species.

- Protect sensitive lands, including steep slopes and geographically unstable areas, containing natural features that are environmentally significant, easily disturbed by human activity, or more costly to build upon.

CONNECTIVITY

- Provide a sustainable, well-designed, and connected network of neighborhoods, parks and open spaces, and civic institutions within walking distance of shops, services, jobs, and transportation services.
- Prioritize development and redevelopment that improve pedestrian connectivity throughout Gladstone.
- Transition land use patterns and intensity to make sure connected, adjacent uses are compatible and complementary.



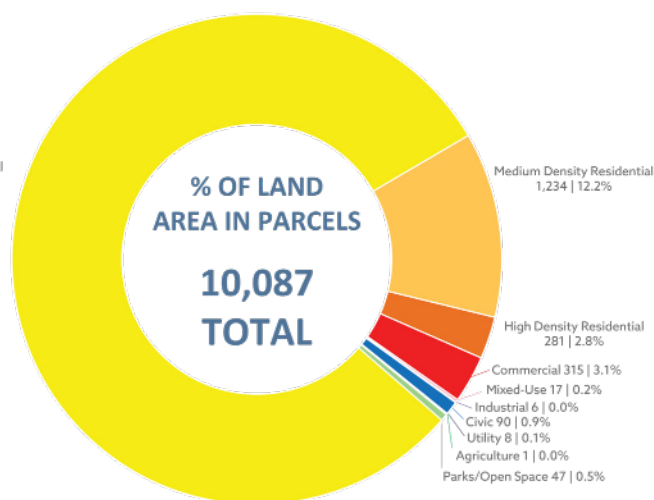
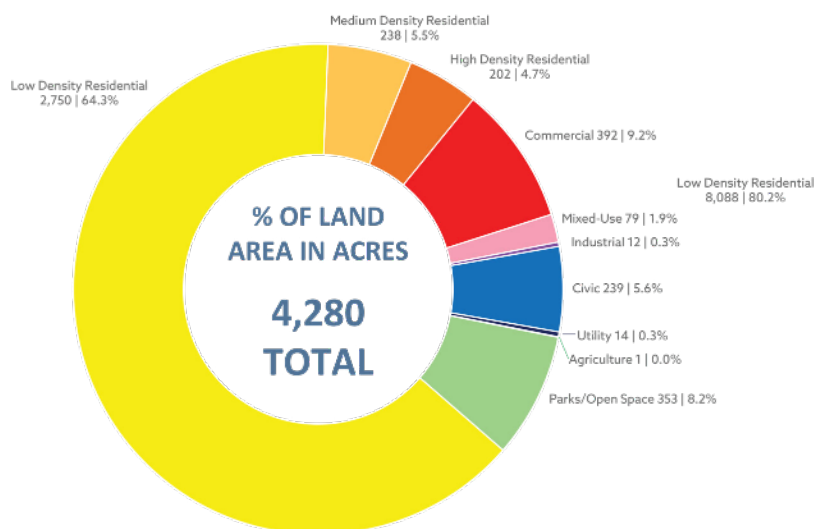
FUTURE LAND USE PLAN

FUTURE LAND USE MAP

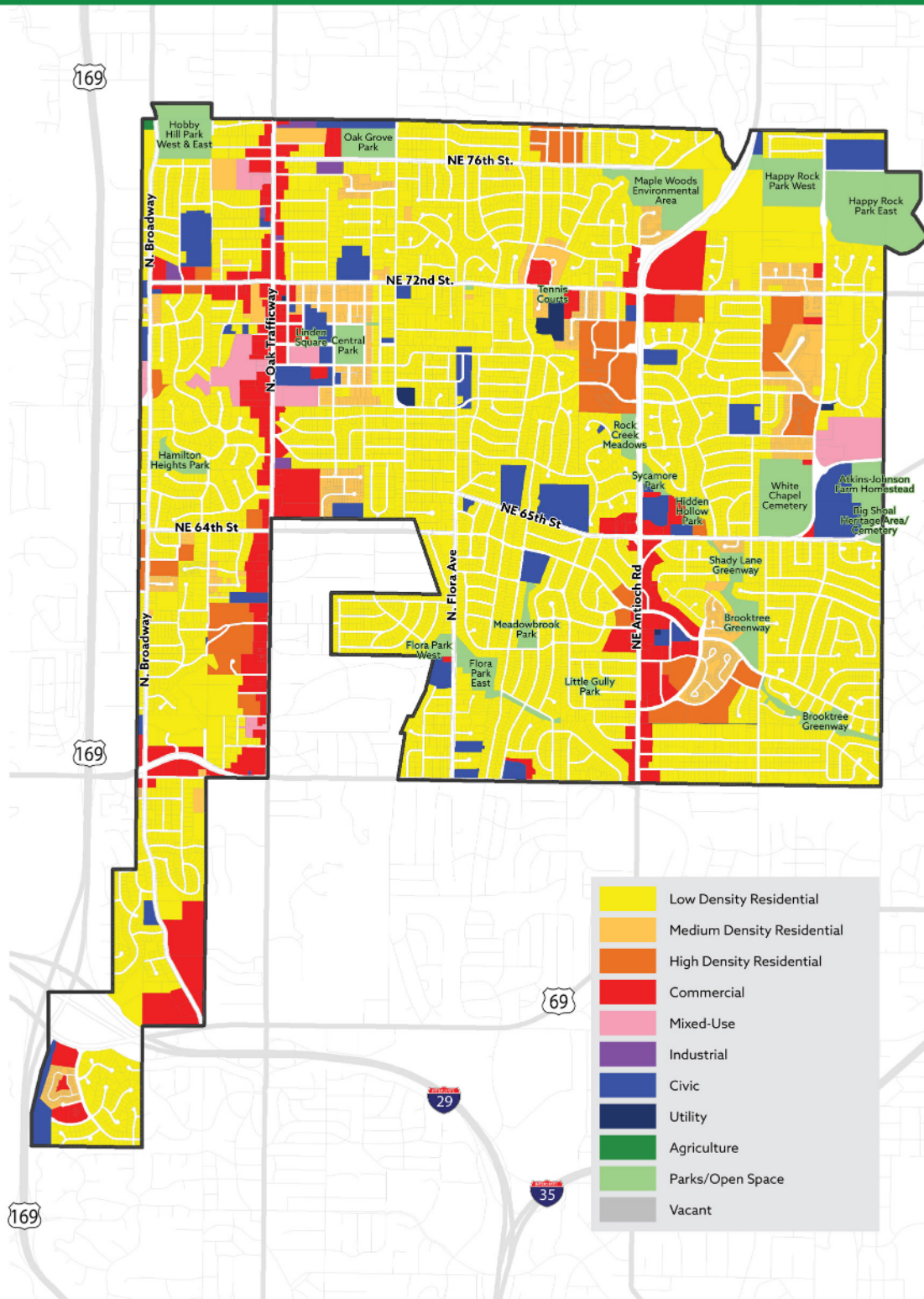
The Future Land Use Map depicts the location, type, and characteristics of future development and redevelopment throughout Gladstone. The map guides future decision-making based on community input to ensure that growth and land use outcomes result from planning and purposeful action. The future land use patterns reinforce the community vision, goals, strategies, and policies outlined in the 2022 *Growing Together Comprehensive Plan*. The Future Land Use Map indicates the desired future land use designation if, and only if, the parcel becomes available for development or redevelopment. The Future Land Use Map does not imply that any current use of a parcel will be impacted.

FUTURE LAND USE

	% IN PARCELS	% IN ACRES
LOW DENSITY RESIDENTIAL	80.2%	64.3%
MEDIUM DENSITY RESIDENTIAL	12.2%	5.5%
HIGH DENSITY RESIDENTIAL	2.8%	4.7%
COMMERCIAL	3.1%	9.2%
MIXED USE	0.2%	1.9%
INDUSTRIAL	0.0%	0.3%
CIVIC	0.9%	5.6%
UTILITY	0.1%	0.3%
AGRICULTURE	0.0%	0.0%
PARKS/OPEN SPACE	0.5%	8.2%



Future Land Use



FUTURE LAND USE CATEGORIES

LOW DENSITY RESIDENTIAL

Low Density Residential areas primarily consist of single-family detached residential dwellings.

Additional Approved Uses: schools, religious institutions, civic, parks/open space

Associated Zoning: R1 (Single-Family), RP1 (Planned Single-Family)

MEDIUM DENSITY RESIDENTIAL

Medium Density Residential areas consist of a variety of residential building types, generally up to eight dwelling units per acre (8 DU/acre). This land use category supports missing middle housing typologies, including small-lot single-family, attached residential development, townhomes, cluster housing, and multiplexes.

Additional Approved Uses: schools, religious institutions, civic, parks/open space

Associated Zoning: H1 (Cluster Housing), HP1 (Planned Cluster Housing), R2 (Two-Family), RP2 (Planned Two-Family), R3 (Garden Apartments), RP3 (Planned Garden Apartments)

HIGH DENSITY RESIDENTIAL

High Density Residential areas include a variety of residential building types that exceed eight dwelling units per acre (8 DU/acre). This land use category includes higher density apartment or condo building types.

Additional Approved Uses: schools, religious institutions, civic, parks/open space

Associated Zoning: R4 (Apartments), RP4 (Planned Apartments)

COMMERCIAL

Commercial areas primarily consist of retail, professional offices, or low-intensity medical facilities. Specific commercial land use will be regulated by Gladstone's zoning regulations.

Additional Approved Uses: schools, religious institutions, civic, parks/open space

Associated Zoning: C0 (Non-Retail), C1 (Local Business), C2 (General Business), C3 (Commercial), C4 (Warehouse/Storage), CP0 (Planned Non-Retail), CP1 (Planned Local Business), CP2 (Planned General Business), CP3 (Planned Commercial), CP4 (Planned Warehouse/Storage)

MIXED-USE

Mixed-Use areas primarily consist of development and redevelopment where dense residential, commercial, and civic uses support each other. Mixed-Use development increases density in either a horizontal (low-rise, 1 to 2 stories) or vertical (mid-rise, 3 to 6 stories) pattern. Mixed-Use areas support access to transit and provide pedestrian and bicycle connectivity. Parking is less prominent than pedestrian features. Development in Mixed-Use areas should prioritize and incorporate green and open spaces.

Additional Approved Uses: schools, religious institutions, civic, parks/open space, medium density residential, high density residential

Associated Zoning: CP3 (Planned Commercial), MXD (Mixed-Use)

INDUSTRIAL

Industrial areas consist of light manufacturing, warehousing, wholesale, and storage.

Additional Approved Uses: N/A

Associated Zoning: C4 (Warehouse/Storage), CP4 (Planned Warehouse/Storage), M1 (Light Industrial)

CIVIC

Civic areas include public and semi-public lands that primarily consist of governmental, educational, hospital, religious, or non-profit use.

Additional Approved Uses: N/A

Associated Zoning:

UTILITY

Utility areas consist of land dedicated to private or public utility production, distribution, or storage facilities.

Additional Approved Uses: N/A

Associated Zoning:

PARKS/OPEN SPACE

Park/Open Space areas consist of public or private land reserved for active and passive parkland, trails, recreation uses, environmentally sensitive areas, customary accessory activities, and any other lands reserved for permanent open space purposes, including cemeteries.

Additional Approved Uses: N/A

Associated Zoning:

■ DOWNTOWN DISTRICT

(SEE MAP ON PAGE 68)

The planning process established a defined Downtown for the City of Gladstone, known as the Downtown District. The north-south boundaries encompass parcels between NE 68th Street/NE 68th Terrace and NE 72nd Street. The east-west boundaries encompass parcels between N Oak Trafficway and N Campbell Street, including the immediately adjacent parcels along both of those thoroughfares to the west and east, respectively. The district also includes the large vacant parcels having access to N Oak Trafficway to the west of the thoroughfare.

The Downtown District establishes a central community anchor which includes civic facilities such as City Hall, the Gladstone Community Center, Linden Square, and Central Park. The retail, commercial, and institutional development in the district intends to support those civic functions and provide additional services within close proximity to neighborhoods and residential development.

The defining of the Downtown District intends to allow for special review by the City Council and Planning Commission as parcels become available for new development and redevelopment. Design guidelines will establish recommendations and standards to:

- ensure compatibility with the community character,
- increase pedestrian connectivity and safety,
- accommodate missing middle housing,
- prioritize revitalization of underutilized parcels,
- enhance the appearance, and
- strengthen the identity of the Downtown District.

■ CHARACTER AREAS

ENTERTAINMENT (SEE MAP ON PAGE 69)

Stakeholders consistently communicated a desire for increased restaurant, retail, and entertainment options in Gladstone. N Oak Trafficway, the community's primary thoroughfare, and the new Downtown District provide prime opportunity to concentrate such amenities. This location does not preclude development of restaurants, retail, and entertainment

options in other portions of the community, but rather suggests a prioritized area that supports enhanced community identity, access to current and future transportation opportunities, and proximity to services, similar development, and existing neighborhoods.

CULTURAL (SEE MAP ON PAGE 70)

The historic Atkins-Johnson Farm and Museum, located along the eastern boundary of Gladstone along NE Pleasant Valley Road, serves as a cultural anchor and attraction for the community. Development of the privately-owned vacant land to the north of NE Pleasant Valley Road should prioritize uses that support the Atkins-Johnson Farm and Museum's cultural significance. Commercial and civic uses should capitalize on the regional draw of this institution in addition to supporting existing and new, dense residential development.

PRESERVATION (SEE MAP ON PAGE 71)

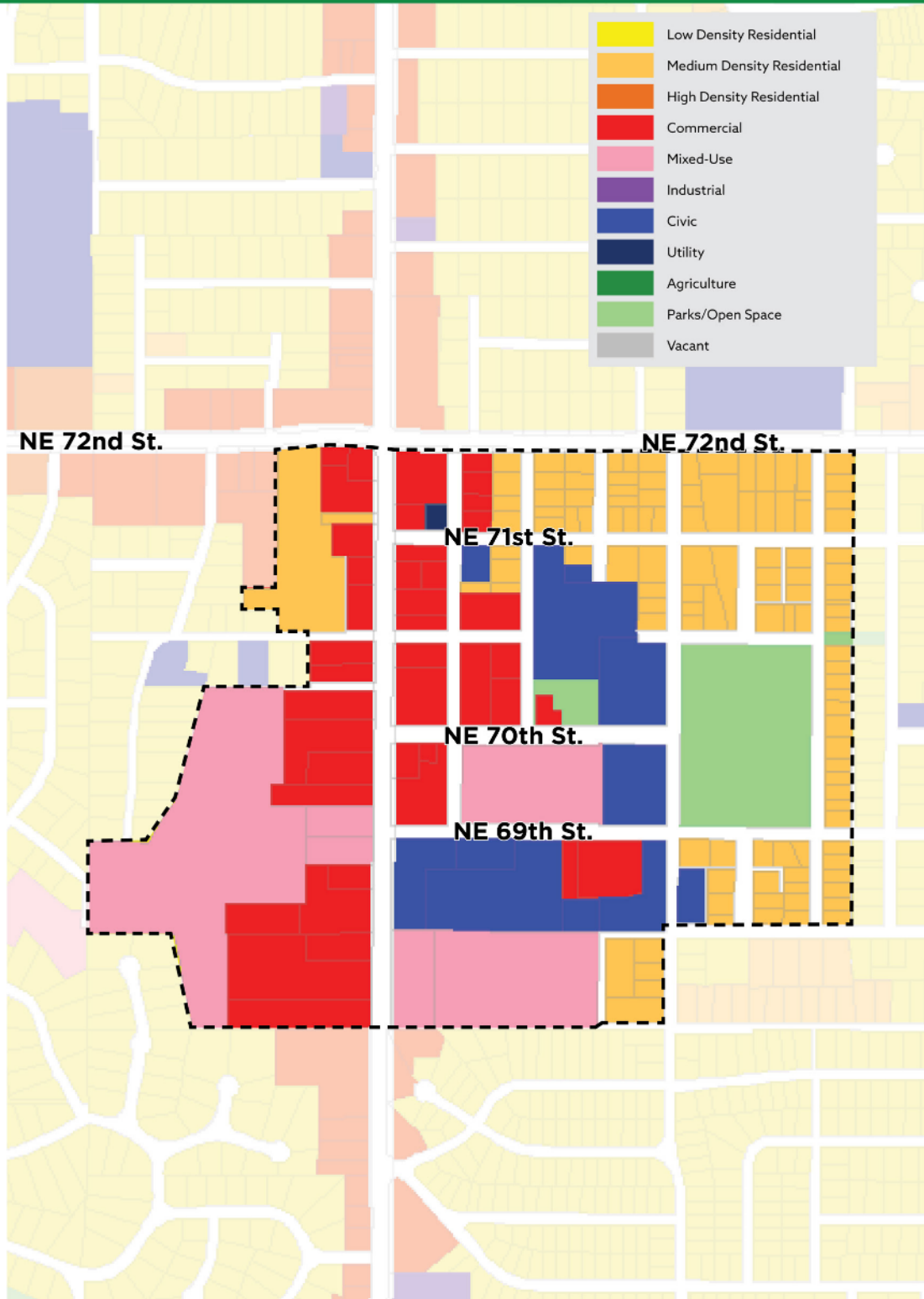
Gladstone offers development opportunities in the form of vacant parcels throughout the community. Many of these parcels contain natural features that provide benefit to the Gladstone residents and the environment. In some cases, these natural features may even present development constraints. Such natural features include steep slopes, wetlands, floodplain, stream buffers, soil conditions, and wooded areas, among others. The Future Land Use Map identifies the desired future use of these parcels. However, as development opportunities arise for these parcels, the City encourages developers to consider preservation of as much of the natural features as possible to maintain their benefits to the surrounding existing residents and natural environment.

■ REDEVELOPMENT OPPORTUNITIES

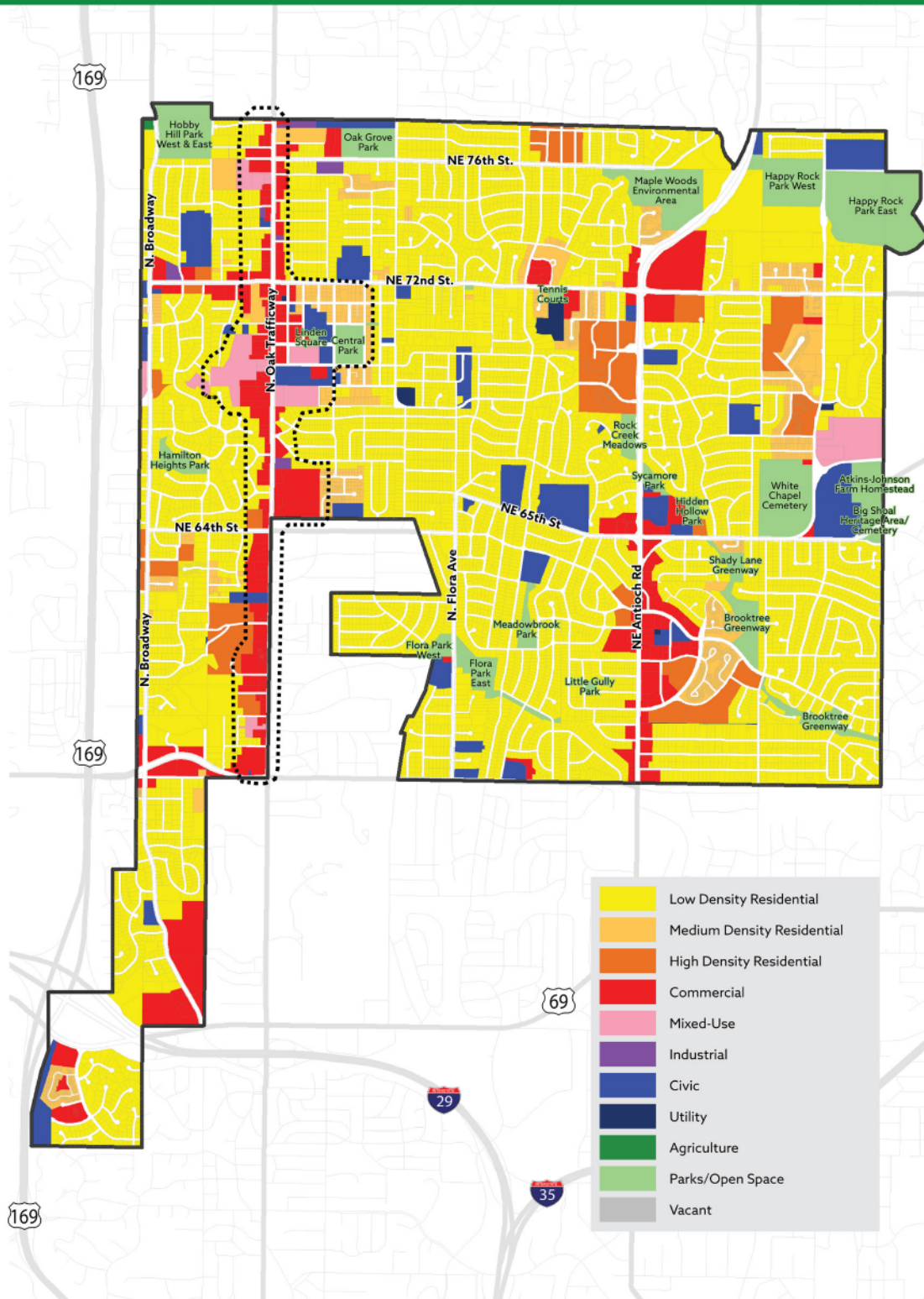
(SEE MAP ON PAGE 72)

City Council identified six priority parcels for redevelopment to support the overall community vision outlined in this Comprehensive Plan. This prioritization signals a desire to work with the community and interested partners in developing mutually beneficial enhancements to Gladstone.

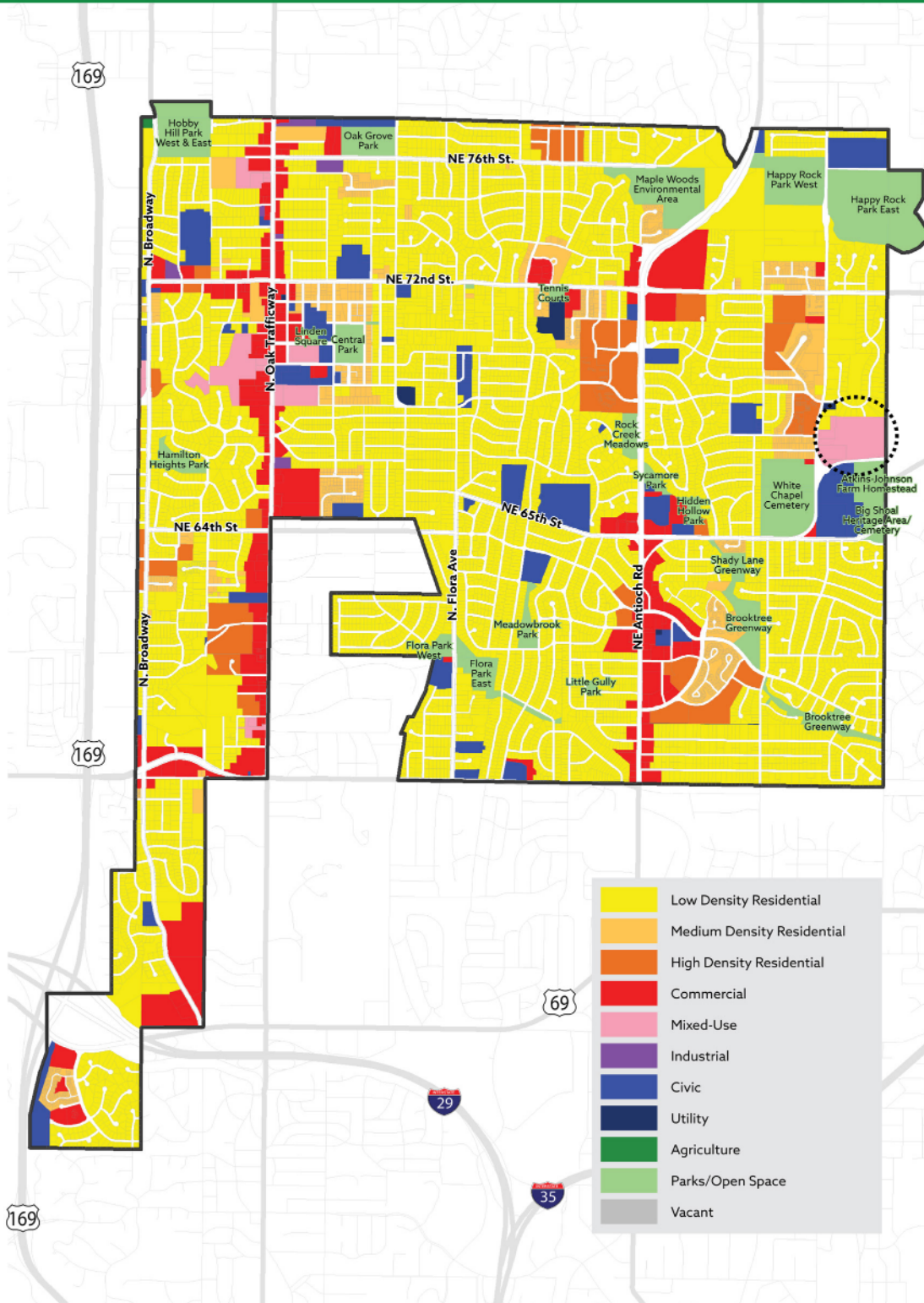
Future Land Use: Downtown District



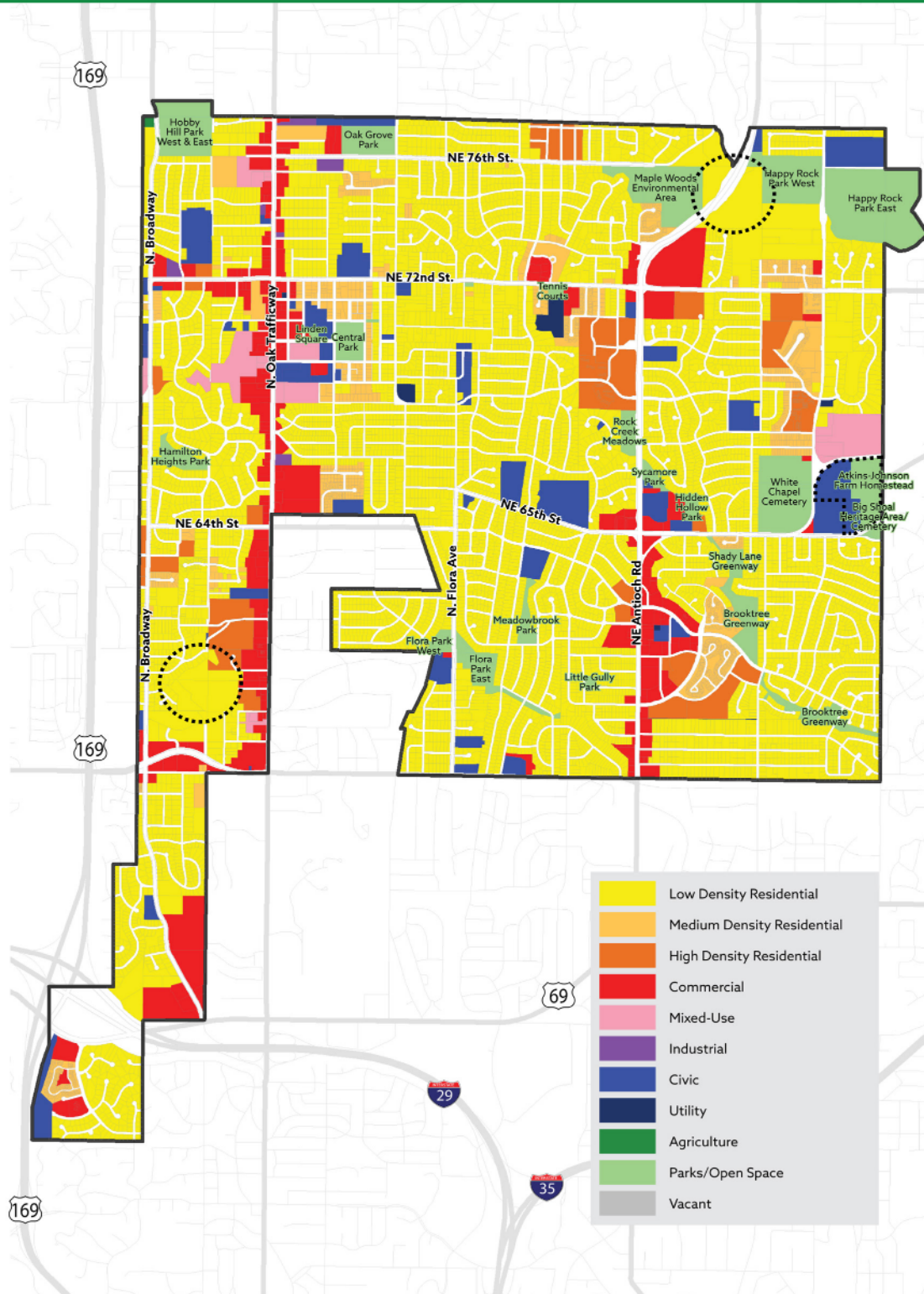
Character Area: Entertainment



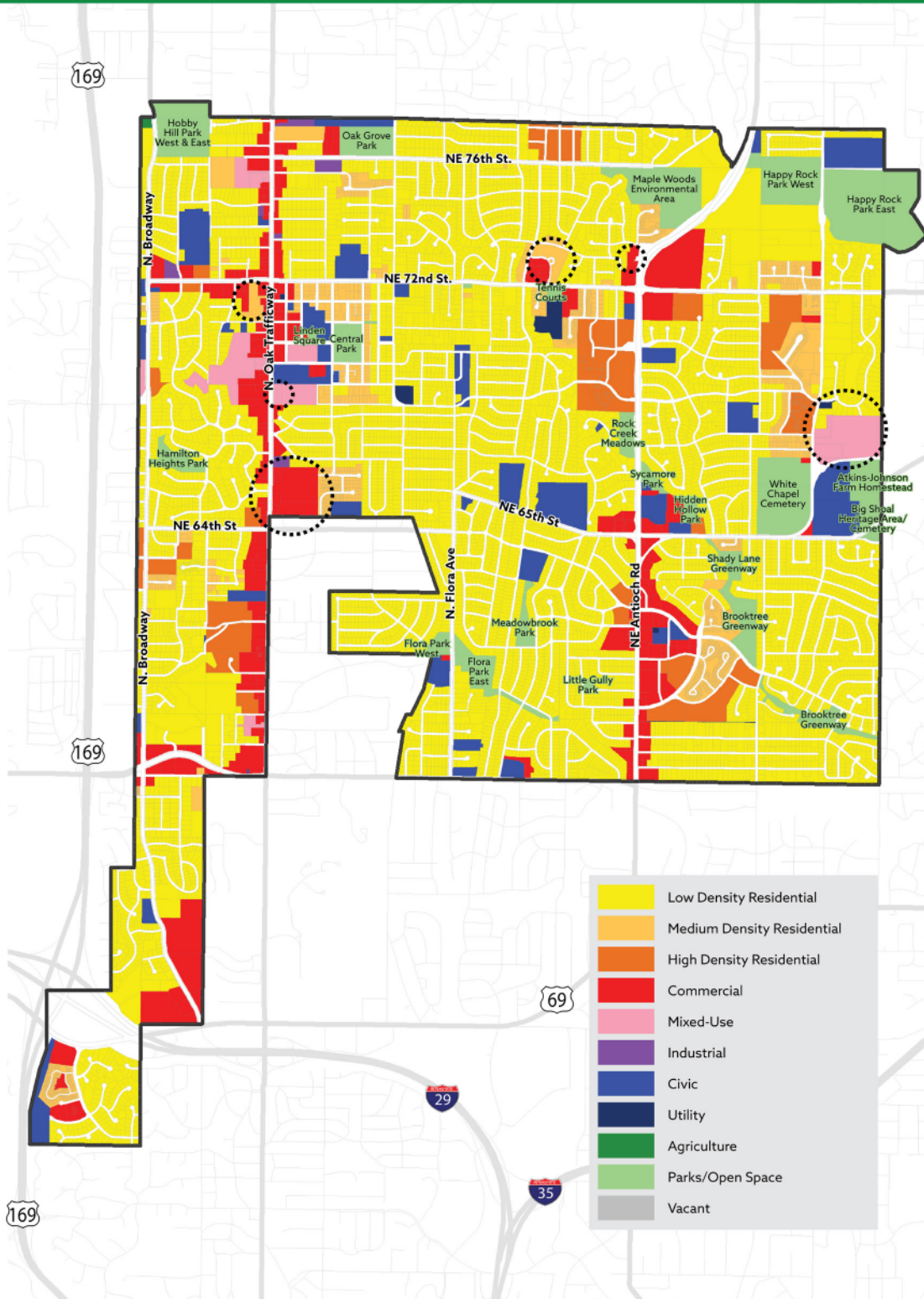
Character Area: Cultural



Character Area: Preservation



Redevelopment Opportunities



IMPLEMENTATION



IMPLEMENTATION PLAN

ALIGNMENT

The 2022 *Growing Together* Comprehensive Plan guides the City of Gladstone's City Council and Planning Commission in the decision-making processes related to community growth, development, and redevelopment. This plan also serves as the overarching framework for key implementation tools, including the City's Strategic Plan, Capital Improvement Program (CIP), and Budget. Alignment between these planning efforts and processes helps ensure progress in achieving the community vision.

Goals, strategies, and local actions established in the Comprehensive Plan framework often help the City Council, Planning Commission, and staff set priorities for the coming years. The five-year Capital Improvement Program (CIP) captures such priorities related to the investment in facilities and infrastructure and include streets, water, wastewater, stormwater, parks, and public facility projects. The CIP and Comprehensive Plan alignment is critical since land development and infrastructure availability are interrelated.

Subsequent planning initiatives (e.g., area master plans, transportation studies, etc.) resulting from the adoption of the Comprehensive Plan should also align with the overall framework established herein.

REVIEW

A Comprehensive Plan is a living document. Therefore, the Planning Commission should review the 2022 *Growing Together* Comprehensive Plan at least every other year. Review provides the City of Gladstone:

- Opportunity to make necessary adjustments to the goal, strategy, local action, policy, and priority elements of the plan to meet shifting demographic and economic market demands while still aligning with the community vision.
- Ability to update the Future Land Use Map to reflect significant shifts in development trends, market demand, and opportunities.
- Evaluation and measurement of progress toward achieving the Comprehensive Plan goals via performance measures.
- Communication of Comprehensive Plan strategy and local action accomplishments from the previous period.
- Identification of local actions to be pursued under future budgets.
- Development of new strategies or local actions that are necessary to include to achieve the vision and goals.
- Identification of elements of the Comprehensive Plan that pose challenges to implementation.
- Review of land use amendments to ensure that changes do not result in unintended policy shifts.

The City Council should conduct goal evaluations and updates to the Comprehensive Plan every five years to ensure progress in working toward the community vision, considering:

- Changes in community needs and other conditions that form the basis of the Comprehensive Plan,
- Fiscal conditions and the ability to finance public investments recommended by the Comprehensive Plan,

- Ongoing community support of the Comprehensive Plan's goals and policies, and
- Changes in federal or State of Missouri laws that impact the City's implementation tools.

COMMUNITY ENGAGEMENT

It is essential for an effective planning process to continue stakeholder engagement during the implementation, updating, and amending of the 2022 *Growing Together* Comprehensive Plan. Consistent engagement ensures that the public remains aware of and involved in ongoing decisions.

FUNDING IDENTIFICATION

Funding mechanisms remain essential to successful implementation. Sources may include City funds, external grants, or private investments. As applicable, City staff or contracted parties should research financial opportunities to support implementation. Identifying available funding mechanisms helps influence the City's budget planning process and Capital Improvement Program (CIP).

ZONING ORDINANCE REVIEW & AMENDMENTS

The City of Gladstone should evaluate zoning regulations following the adoption of the Comprehensive Plan to ensure alignment with the community vision, goals, strategies, local actions, and policies.

PERFORMANCE MEASURES

Performance measures, or indicators, aid in tracking progress toward achieving the goals outlined in the Comprehensive Plan. The indicators provide staff with a starting point with the intention that the performance measures may be refined throughout plan implementation, as data becomes available or as new indicators are established.

IMPLEMENTATION MATRIX

The Implementation Matrix identifies strategies and local actions in support of achieving the community vision and goals. The strategies and local actions serve as the implementation tools and techniques available to the elected officials and staff and intend to coordinate all municipal planning initiatives.

The 2022 *Growing Together* Comprehensive Plan intends to enhance coordination, partnership, support, and encouragement between the City of Gladstone and external agencies and organizations. External partnerships increase implementation effectiveness and leverage resources for achieving local and regional planning goals. When appropriate, partner agencies will be identified to support the City's implementation efforts of local actions. These partnerships may change based on expertise, resources, and availability.

A projected timeframe for completion for each local action is also identified in the Implementation Matrix to provide prioritization for the elected officials and staff. Factors for prioritization may include available funding and resources, community impact, or other indications provided in the stakeholder and community engagement process.



GOAL: Provide the highest quality of life to everyone in our community.

PERFORMANCE MEASURES:

- Demographic statistics (e.g., population by age and race/ethnicity)
- Voter turnout in local elections
- AARP Livability Index
- Number of participants at community events
- Citizen satisfaction survey

STRATEGY: Promote diversity, equity, and inclusion in all aspects of our community.

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> ● Continue to identify outreach and employee recruitment efforts to capture under-represented groups. 	✓			
Practice Improvements: <ul style="list-style-type: none"> ● Embrace month celebrations through City communications. ● Conduct training for all City employees and elected officials. 	✓ ✓			
Plan Development: <ul style="list-style-type: none"> ● Increase community engagement efforts in planning initiatives. 		✓		
Policy & Code Adjustment: <ul style="list-style-type: none"> ● Use comprehensive language in materials and job postings; evaluate and update existing materials as necessary. 	✓			
Partnerships & Collaboration: <ul style="list-style-type: none"> ● Cultivate partnerships with trusted community leaders and liaisons to fully represent all groups within Gladstone. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> ● Identify barriers to serving on City Boards and Commissions for under-represented groups and look for new ways to make civic leadership and participation more accessible. ● Identify opportunities to increase the involvement of Gladstone's youth. ● Continually evaluate fees to ensure City facilities and programming remain accessible to all. 	✓ ✓			✓
Programs or Services: <ul style="list-style-type: none"> ● Expand community events to include cultural celebrations. ● Expand opportunities to increase resident engagement and volunteering across community initiatives. 	✓	✓		
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> ● Ensure facilities are welcoming and accessible to all. 				✓

STRATEGY: Strengthen community identity through City branding and enhanced communications.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Provide translation of City materials to ensure inclusivity and accessibility in targeted community outreach and regular communications. Encourage trusted partners and liaisons to relay information to their community groups to expand the reach of City communications. 				✓
Practice Improvements: <ul style="list-style-type: none"> Continue to ensure cohesion in all City communications, events, and programming to promote the Gladstone brand. Grow Gladstone's social media following and effectively promote City news and events to all generations through these channels. 	✓			✓
Plan Development: <ul style="list-style-type: none"> Develop a plan to improve gateways, signage, and wayfinding that promote Gladstone's identity for residents, businesses, and passersby 		✓		
Partnerships & Collaboration: <ul style="list-style-type: none"> Enhance partnership with Homeowner and Neighborhood Associations to help promote and distribute City communications to residents 	✓			
Programs or Services: <ul style="list-style-type: none"> Establish a regular community-wide newsletter (physical or digital) to inform residents of events and Gladstone news, how to get involved, and available City services and programs. 				✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Ensure all public facilities incorporate the City's branding. 	✓			

STRATEGY: Enhance our community events, cultural arts, and unique amenities.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Strengthen awareness of the Atkins-Johnson Farm and Museum events and programming through all City communication channels. 	✓			
Practice Improvements: <ul style="list-style-type: none"> Preserve historical sites, features, and structures to highlight the history of Gladstone. 				✓
Plan Development: <ul style="list-style-type: none"> Identify additional funding opportunities to continue and enhance public art projects and plans. 				✓

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with local universities and the North Kansas City School District to increase educational opportunities at the Atkins-Johnson Farm and Museum. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Survey residents to gather feedback on additional programming or events to include in the community schedule. 	✓			
Programs or Services: <ul style="list-style-type: none"> Expand exhibit and programming opportunities (e.g., community gardening, etc.) at the Atkins-Johnson Farm and Museum. Create a storybook walking trail to increase awareness of Gladstone's history. Increase seasonal programming of the Gladstone Amphitheater. 	✓	✓ ✓		
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Enhance patron experience at the Atkins-Johnson Farm and Museum through expanded technology integration to support expanded programming (e.g., geocaching, drone racing, etc.). Continue to use parks and other public facilities for community events and programming. 				✓ ✓



GOAL: Be a healthy community for all generations.

PERFORMANCE MEASURES:

- AARP Livability Index
- Percent of population within a 10-minute walk to a park/recreation facility
- Access to exercise opportunities
- Percent of population with health insurance
- Preventable hospitalization rate
- Cost of Living Index (Health)

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
STRATEGY: Improve access to mental and physical health care services.				
Education & Outreach: <ul style="list-style-type: none"> Serve as a resource for mental and physical health care facilities and services available in Gladstone (e.g., resource page on City's website, etc.). 	✓			
Practice Improvements: <ul style="list-style-type: none"> Support local mental health care nonprofit organizations to increase access and awareness for all. 				✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Support the North Kansas City School District to help ensure adequate mental health care resources are available to the community's youth. Strengthen partnerships with private mental and physical health care providers. 				✓ ✓

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Identify existing barriers to mental and physical health care services to understand the needs of Gladstone residents. Assess the feasibility of expanding Crisis Intervention Training to include follow-up calls to offer additional support and supplemental resources to individuals experiencing mental health issues. Inventory existing mental and physical health care programs readily accessible in Gladstone in case of a community crisis. 	✓			
Programs or Services: <ul style="list-style-type: none"> Encourage community events and programming that promote healthy lifestyles and healthy eating. Continue to provide Crisis Intervention Training and trauma-informed care for police officers. 				✓ ✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Promote joint-use facilities to provide additional space and programming for health care providers, the City, and the community. 				✓

STRATEGY: Maintain and enhance recreational facilities, programming, and amenities.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Continue to promote recreational programs, facilities, and services available to Gladstone residents. Continue to provide information to residents regarding available senior recreation programs and partnerships. 				✓ ✓
Practice Improvements: <ul style="list-style-type: none"> Continue to serve persons of all ages and abilities when developing programming and facilities. Use National Recreation and Park Association metrics to evaluate Gladstone's park system and amenities. 	✓			✓
Plan Development: <ul style="list-style-type: none"> Develop a plan for equipment maintenance and replacement and identify funding, as needed. 	✓			
Partnerships & Collaboration: <ul style="list-style-type: none"> Maintain partnership with the North Kansas City School District to continue operation of the Gladstone Community Center and Natatorium. Maintain partnership with the North Kansas City School District to ensure recreational programming and events are available to Gladstone's youth. 				✓ ✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Evaluate additional funding sources to maintain levels of service of recreational programming, facilities, and equipment. 	✓			

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Programs or Services: <ul style="list-style-type: none"> Conduct an audit of all parks and recreation program participation levels and ages. Identify gaps in existing programming and services; assess what facilities, programs, or amenities will fulfill anticipated future needs. Evaluate staffing needs to maintain existing programming and plan recruitment efforts to meet future needs. 	✓			
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Develop a fully accessible and inclusive playground. 		✓		

STRATEGY: Ensure parks and open spaces are connected and within a 10-minute walk of all neighborhoods.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Policy & Code Adjustment: <ul style="list-style-type: none"> Ensure development policies include green or open space requirements. Maintain subdivision easement requirement policies to allow for new trails and connection to existing park and trail systems. Consider requiring a portion of landscape buffers be used for shared paths. 	✓			✓ ✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with other community organizations and agencies with recreation facilities to increase shared, public access. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Assess current parks and plan future park system needs to continue to exceed NRPA metrics of 9.9 acres of parkland per 1,000 residents as the community grows. Inventory trails and sidewalks to ensure ADA compliance and maintain levels of service. 	✓			✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Increase connectivity between parks and the trail networks. 			✓	



GOAL: Provide the highest level of safety for all.

PERFORMANCE MEASURES:

- Percent of survey respondents rating public safety personnel good or excellent for: competence, demeanor, courtesy, and fairness
- Overall perception of public safety
- Crime rates

STRATEGY: Reduce crime and enhance the feeling of safety throughout Gladstone.

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> ● Continue to enhance community engagement and outreach regarding public safety issues. ● Continue to promote police, fire, and EMS programs and services. ● Use social media to educate the community about crime prevention. ● Maintain strong relationships between the Police and Fire Departments and Gladstone's student population. ● Provide a resource list of designated "Safe Places" within the community. 	✓			✓ ✓ ✓ ✓
Practice Improvements: <ul style="list-style-type: none"> ● Ensure the safety of all residents. ● Actively maintain police officer training (e.g., CIT, etc.) to exceed best practice and national standard levels of service. ● Increase efficiency and create an interagency emergency dispatch services location. ● Implement community policing and de-escalation techniques and methods. ● Enhance police, fire, and EMS recruiting practices to ensure a diverse staff who reflect the overall community. ● Enhance crime reporting methods and processes and maintain transparency in communication. 	✓	✓ ✓ ✓ ✓		✓
Plan Development: <ul style="list-style-type: none"> ● Continue succession planning to grow future leaders within the fire and police departments. 				✓
Policy & Code Adjustment: <ul style="list-style-type: none"> ● Maintain police, fire, and EMS policies and manuals that meet national standards and requirements. 				✓
Partnerships & Collaboration: <ul style="list-style-type: none"> ● Maintain mutual agreements with regional public safety partners to support emergency and disaster service needs in Gladstone. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> ● Assess police and fire equipment and training needs. 	✓			

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Programs or Services: <ul style="list-style-type: none"> Explore increased public safety programming (e.g., CPR training, emergency preparedness courses, medication collection boxes, officer ride-along, Citizen's Academy, etc.) for community members. 		✓		
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Continue to enhance police and fire facilities to ensure they meet national standards and levels of service. 				✓



GOAL: Ensure our neighborhoods are the highest quality and offer diverse housing choices for all.

PERFORMANCE MEASURES:

- Housing values & Gross rent rates
- Code enforcement cases resolved
- Number of housing units by type

STRATEGY: Promote reinvestment in existing neighborhoods.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Connect residents to resources that provide technical assistance for retrofitting their homes to allow them to age in place. 	✓			
Practice Improvements: <ul style="list-style-type: none"> Encourage renovation and revitalization of the existing older housing stock. 	✓			
Policy & Code Adjustment: <ul style="list-style-type: none"> Provide proactive and consistent code enforcement of City policies, design guidelines, and building codes. 	✓			
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with Homeowners and Neighborhood Associations to assist the elderly and individuals with fixed incomes with property maintenance. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Conduct a neighborhood and housing condition inventory to establish a baseline of improvement priorities. 				✓
Enforcement & Incentives: <ul style="list-style-type: none"> Monitor demand for infill housing and ensure infill residential development is cohesive with the community and neighborhood character. 				✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Prioritize infrastructure improvements that support neighborhood revitalization (e.g., water and wastewater systems, sidewalks, curb and gutter, and stormwater mitigation, etc.). 				✓

STRATEGY: Increase available housing type and price point options to accommodate all generations, life stages, and incomes.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> ● Provide educational communication to elected officials and the greater community regarding the definitions and benefits of providing housing options that accommodate all generations, life stages, and incomes. 				✓
Practice Improvements: <ul style="list-style-type: none"> ● Preserve existing older housing stock as a means to achieve attainable housing options. ● Prioritize the development of missing middle housing stock. ● Identify opportunities to increase housing options that meet future market demands of senior populations (e.g., maintenance-free villas, patio homes, cluster cottages, etc.). ● Promote attainable housing options in locations served by transportation and existing infrastructure. 				✓ ✓ ✓ ✓
Plan Development: <ul style="list-style-type: none"> ● Plan for increased housing density that is within walking distance to nearby retail and services. 		✓		
Policy & Code Adjustment: <ul style="list-style-type: none"> ● Evaluate existing City policies to ensure allowance for missing middle housing typologies (e.g., small-lot residential, patio homes, Accessory Dwelling Units, etc.). 		✓		
Partnerships & Collaboration: <ul style="list-style-type: none"> ● Continue partnership with the Mid-America Regional Council to maintain status as a "Community for all Ages." 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> ● Assess market trends and demands every five years to ensure Gladstone achieves and maintains attainable price points. ● Conduct an inventory of the existing housing stock that is valued at or below the defined attainable price point. 	✓ ✓			
Programs or Services: <ul style="list-style-type: none"> ● Connect residents to resources regarding first-time home buyer programs and services. 	✓			



GOAL: Provide a connected, safe, and equitable transportation network for all modes, ages, and abilities.

PERFORMANCE MEASURES:

- Feet of sidewalk or trail gaps
- Crash rates
- Mode of commuting to work
- Travel times
- Cost of Living Index (Transportation)

STRATEGY: Increase connectivity throughout Gladstone.

TIMEFRAME

Plan Development:

- Develop a long-term arterial street plan in support of anticipated economic development and growth.

Partnerships & Collaboration:

- Partner with local agencies to advance unified and connected community transportation networks.

Inventory, Assessment, or Survey:

- Maintain a sidewalk and trail gaps inventory to identify necessary improvements to increase connectivity.


Facilities or Infrastructure Improvements:

- Ensure sidewalks and trails are well maintained and connected without gaps.
- Activate the transitional greenway space between the U.S. Route 169 interchange and the Downtown District through the planned Gladstone Parkway and shared-use path (extension of 68th Street).
- Increase the sidewalk and trail networks to expand connectivity throughout the community.

Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
	✓		
			✓
			✓
			✓
	✓		
	✓		

STRATEGY: Enhance multimodal transportation options for all.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Practice Improvements: <ul style="list-style-type: none"> Prioritize development that includes integration of walking, biking, and transit access with highly efficient transitional space between modes. Maintain awareness of new transportation technologies and evaluate implementation opportunities. 				✓ ✓
Plan Development: <ul style="list-style-type: none"> Consider developing Complete Street plans and implementing related principles for Gladstone's major thoroughfares, where appropriate. Plan for well-designed, highly visible transit stations for the planned KCATA Bus Rapid Transit (BRT) to include high level passenger amenities, pedestrian access, bike share stations, wayfinding, and SMART app mobility notifications for arrival times. 	✓ ✓			
Policy & Code Adjustment: <ul style="list-style-type: none"> Right-size parking lot requirements for development sites with options to negotiate required parking spaces based on proximity to transit stops and bicycle routes. Evaluate regulations for car-sharing services with consideration for on-street and off-street parking limitations. 				✓ ✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Assess capacity for all transportation modes and plan a thoroughfare system with right-sized travel to address current traffic conditions. Continue to assess connectivity to the regional fixed rail system should there be an opportunity in the future. 		✓		✓
Programs or Services: <ul style="list-style-type: none"> Evaluate opportunities to increase transportation options for elderly and disabled populations. 				✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Implement multi-use paths, where possible, when upgrading collector streets. Evaluate opportunities to expand funding for the City's Street Maintenance Program to include bike lane striping, where applicable. Invest in improved pedestrian and bicycle transportation facilities along N Oak Trafficway. 		✓		✓ ✓

STRATEGY: Improve safety for all modes of transportation in Gladstone.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Practice Improvements: <ul style="list-style-type: none"> Limit extraneous driveways along major roadways and encourage shared access points located a safe distance away from major intersections with adequate vehicle storage length for vehicles entering and exiting a site. Implement transportation engineering best practices throughout Gladstone that consider installation of protected intersections, pedestrian refuge islands, pedestrian hybrid beacons (HAWK signals), greenspace separation between the curb and sidewalk, and curb bump-outs. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Continue to assess areas with high traffic conflicts with left-turning vehicles and evaluate opportunities for increased access management. 				✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Continue updating pedestrian routes connecting to schools, parks, and commercial centers to include pedestrian crossings with audible pushbuttons, shorter pedestrian crossings, high visibility pavement markings, retroreflective signs, activated warning lights, pedestrian warning beacons, and raised sidewalk crossings. Install bike facilities, where possible, that include either a striped buffer between bikes and cars and "conflict zone" green pavement markings for bike lanes approaching intersection stop bars. 		✓		✓

 GOAL: Provide the highest level of City services and facilities for all residents and businesses.	PERFORMANCE MEASURES:			
	<ul style="list-style-type: none"> Expenditures per capita Citizen satisfaction survey ADA compliance of public facilities Number of documented online processes for service efficiency 			
STRATEGY: Ensure public facilities equitably serve all Gladstone residents and businesses and provide the highest level of City service delivery.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Provide education regarding proper etiquette for acceptable recycling materials to decrease contamination and maximize the amount of waste that can be recycled. 				✓
Practice Improvements: <ul style="list-style-type: none"> Look for opportunities to expand collaborative efforts and opportunities between City departments. 	✓			

TIMEFRAME			
Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing

Plan Development: <ul style="list-style-type: none"> Plan for equitable distribution of facilities throughout the community as the population grows to maintain levels of service. Create an Accessibility Plan to ensure ADA compliance standards of all public facilities. 	✓			✓
Programs or Services: <ul style="list-style-type: none"> Continue to provide snow removal services that exceed regional standards. Continue to evaluate the need for and community benefit of a single waste disposal service for Gladstone. 		✓		✓
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Invest in technology, as necessary, to improve efficiency of and access to City services. Leverage the newly renovated Fire Stations, Police Department, and City Hall to improve City service delivery. 	✓			✓




GOAL: Maintain infrastructure systems to support the needs of future generations.

PERFORMANCE MEASURES:

- Annual infrastructure investment as a percent of total value, or percent of miles of pipe/streets/etc. replaced
- Pavement Condition Index (PCI)
- Cost of Living Index (Utilities)

STRATEGY: Plan for new and upgraded infrastructure to support redevelopment and future growth.				
TIMEFRAME				
Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing	
Education & Outreach: <ul style="list-style-type: none"> Provide educational communication about the connection of stormwater systems to streams and water quality and what residents and businesses can do to reduce motor vehicle residuals, trash, illegally disposed liquids, and lawn chemical runoff. 				✓
Practice Improvements: <ul style="list-style-type: none"> Continue to evaluate opportunities to expand implementation of green infrastructure systems throughout Gladstone (e.g., rain gardens, bioswales, permeable pavements, green parking, etc.). 				✓
Plan Development: <ul style="list-style-type: none"> Develop a long-term implementation plan, budget, and maintenance program for undergrounding utilities. Develop a plan and procedure for incorporating SMART technologies on City-owned street light poles. Continue to update plans for water, wastewater, and stormwater system maintenance and upgrades. 		✓		✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with internet service providers to identify new opportunities for system consistency and higher speeds. 				✓

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Invest in technology to monitor and evaluate utility and infrastructure performance and notify of issues. Continue the replacement of aging infrastructure to manage disruption in service. Install additional electric vehicle fast-charging stations in key locations throughout Gladstone. Install low-maintenance Best Management Practices (BMPs) for stormwater systems as a sustainable alternative to concrete structures. Continue the City's Street Maintenance Program to ensure road infrastructure conditions exceed best practice levels of service. 	✓			✓ ✓ ✓ ✓

 **GOAL: Preserve our natural resources and protect our environment to enhance resiliency and meet the needs of future generations.**

PERFORMANCE MEASURES:

- Percent compliance with water, wastewater, and stormwater regulations
- Air Quality Index
- Tree coverage
- Number of sustainable practices implemented

STRATEGY: Preserve and protect high quality green space, habitats, and sensitive lands and maintain environmental standards.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Utilize relevant City Boards and Commissions to educate the community about environmental programming and protection issues. 				✓
Practice Improvements: <ul style="list-style-type: none"> Maintain recognition as a Tree City USA. Preserve Gladstone's tree coverage. 				✓ ✓
Plan Development: <ul style="list-style-type: none"> Update and implement the tree and shrub replacement and maintenance plan. 	✓			
Policy & Code Adjustment: <ul style="list-style-type: none"> Ensure adherence to regulations that protect air quality. Ensure adherence to regulations that protect water quality. 				✓ ✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with the Mid-America Regional Council on Planning Sustainable Places grant opportunities. 			✓	
Programs or Services: <ul style="list-style-type: none"> Establish an Adopt-a-Street or Adopt-a-Trail program. 	✓			

STRATEGY: Adhere to sustainable and resilient practices and policies.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Practice Improvements: <ul style="list-style-type: none"> ● Improve extreme weather preparedness. ● Consider a messaging alert system to increase residential awareness of severe weather. 	✓ ✓			
Plan Development: <ul style="list-style-type: none"> ● Ensure structures are not in FEMA floodplain areas to mitigate property damage. ● Incorporate changing weather pattern planning into emergency preparedness plans, with a focus on extreme heat and flooding events. 	✓	✓		
Policy & Code Adjustment: <ul style="list-style-type: none"> ● Consider adopting a Solar-Ready Roof Ordinance to require new development to be designed with a roof and electrical system to be ready for a solar panel array if the owner so chooses. ● Consider adopting green street policies to aid in stormwater management. 			✓ ✓	
Partnerships & Collaboration: <ul style="list-style-type: none"> ● Encourage utility providers to increase alternative energy and fuel sources to build resiliency. ● Partner with Bridging the Gap and others to provide programming and educational opportunities for residents and youth. 	✓		✓	
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> ● Assess opportunities and benefits to increasing the number of electric vehicles in the City's fleet. ● Assess opportunities to adopt regional sustainable planning initiatives. ● Conduct an audit of urban heat-vulnerable areas and identify opportunities to offer protective shading and green infrastructure elements, especially along major active transportation corridors. 		✓ ✓	✓	
Enforcement & Incentives: <ul style="list-style-type: none"> ● Consider using incentives to encourage developers to incorporate green building practices. ● Encourage energy and water efficient residential and commercial development. ● Encourage energy efficient lighting (e.g., LEDs) for commercial development and City-owned streetlights, and work towards dark sky goals. ● Incentivize commercial development to incorporate electric vehicle charging stations. 	✓ ✓ ✓	✓		
Programs or Services: <ul style="list-style-type: none"> ● Recognize local businesses that have made substantial efforts to incorporate sustainable practices. 	✓			

	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Design parking lots and medians that assist in stormwater retention to prevent runoff. Plant native species on public property and in rights-of-way as landscape features to reduce maintenance, provide natural habitats for pollinator species, and aid in stormwater mitigation. Incorporate resilient infrastructure design into emergency planning and preparedness. Evaluate how public facilities can serve as resilience shelters in times of natural disasters or extreme weather incidents. Continue to evaluate opportunities to increase solar energy in City facilities. 	✓	✓		✓ ✓ ✓



GOAL: Ensure Gladstone's economic resiliency to support prosperity for all residents and businesses.

PERFORMANCE MEASURES:

- Sales tax revenue per capita
- Per capita, median household, and median family incomes
- Unemployment rate
- Employment inflow and outflow
- Population below the poverty line
- Number of job training and/or alternative education programs
- Education attainment levels

STRATEGY: Increase Gladstone's available workforce.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Education & Outreach: <ul style="list-style-type: none"> Promote Gladstone's high quality of life, amenities, and City services to attract a skilled, well-paid workforce. 	✓			
Practice Improvements: <ul style="list-style-type: none"> Encourage workforce diversity in public and private businesses – employing a wide variety of people in terms of age, cultural background, physical ability, race and ethnicity, religion, and gender identity. Ensure City job postings have transparent salaries and benefits to attract high quality and qualified candidates. Review job descriptions through an equity lens. 	✓			✓ ✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Seek opportunities to partner with local education systems such as Northwest Missouri State University and the North Kansas City School District to provide traditional and non-traditional education programming. 				✓
Programs or Services: <ul style="list-style-type: none"> Leverage educational facilities and organizations to promote lifelong learning programs, opportunities, and resources. Encourage institutions to increase vocational and certificate training programs that align with market demands and skill needs. 				✓ ✓

STRATEGY: Increase retail, restaurant, and entertainment options to enhance Gladstone's draw in the region.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Practice Improvements: <ul style="list-style-type: none"> Pursue development that meets the needs of Gladstone residents to capture more sales and reduce the need to travel to other communities for certain goods and services. Work to attract experiential and other businesses that offer unique entertainment and retail opportunities. 	✓			
Partnerships & Collaboration: <ul style="list-style-type: none"> Leverage regional relationships with economic development partners to promote Gladstone and enhance new business attraction. 				✓
Inventory, Assessment, or Survey: <ul style="list-style-type: none"> Identify opportunities for land acquisition as necessary to guide desired redevelopment. 				✓
Enforcement & Incentives: <ul style="list-style-type: none"> Evaluate incentive packages for certain types of development. 		✓		
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Identify infrastructure improvements that would support the attraction of new businesses (e.g., fiber technology, etc.). Ensure development generates enough revenue to fund the portion of City services and infrastructure required to support it. 	✓			✓

STRATEGY: Support small, local, and entrepreneurial business development.	TIMEFRAME			
	Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
Practice Improvements: <ul style="list-style-type: none"> Promote, support, and invest in businesses that service local needs and provide locally produced goods and services. 				✓
Partnerships & Collaboration: <ul style="list-style-type: none"> Partner with the Gladstone Area Chamber of Commerce to support existing business retention and expansion efforts. 				✓
Enforcement & Incentives: <ul style="list-style-type: none"> Consider incentivizing commercial property owners to revitalize their existing buildings and properties to improve the appearance of Gladstone's corridors. 	✓			
Programs or Services: <ul style="list-style-type: none"> Continue to evaluate opportunities to support incubator businesses in vacant commercial spaces. 	✓			
Facilities or Infrastructure Improvements: <ul style="list-style-type: none"> Invest in fiber technology infrastructure to improve local business service delivery. 		✓		



GOAL: Enhance our Downtown District and major commercial corridors.

PERFORMANCE MEASURES:

- Percent of land identified as underutilized and underperforming
- Density
- Property value by acre

STRATEGY: Prioritize infill and redevelopment opportunities supported by existing infrastructure and services.

Policy & Code Adjustment:

- Establish design guidelines for the Downtown District.
- Establish unified design and landscaping guidelines for Gladstone's major commercial corridors to enhance community aesthetics.
- Consider Payment In Lieu of Taxes (PILOT) programs for infill and redevelopment opportunities.

Inventory, Assessment, or Survey:

- Continue to identify areas prime for redevelopment.

Enforcement & Incentives:

- Provide proactive and consistent enforcement of City policies, design guidelines, and building codes.

TIMEFRAME

Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
✓	✓		
✓			
			✓
			✓

STRATEGY: Encourage efficient growth through mixed-use development patterns.

Policy & Code Adjustment:

- Ensure City regulations, ordinances, and policies support and encourage mixed-use development (e.g., density, height restrictions, parking requirements, etc.). (OG)

Partnerships & Collaboration:

- Partner with mixed-use developers to establish Gladstone as an area ready for such development opportunities. (MT)

Enforcement & Incentives:

- Provide proactive and consistent enforcement of City policies, design guidelines, and building codes. (OG)

Facilities or Infrastructure Improvements:

- Ensure infrastructure capacity can support dense development in identified areas of the community. (MT)

TIMEFRAME

Short Term (1-5 years)	Medium Term (6-10 years)	Long Term (11-20 years)	Ongoing
			✓
	✓		
			✓
	✓		



Gladstone

COMPREHENSIVE PLAN

Growing Together

