

CITY OF RAYTOWN
PLANNING & ZONING COMMISSION
WORK SESSION

AGENDA

Raytown City Hall
Board of Aldermen Meeting Chambers
10000 East 59th Street
March 6, 2025
7:00 pm

1. **Election of Officer(s)**
2. **Welcome by Chairperson**
3. **Call meeting to order and Roll Call**

Meyers:	Thurman:	Emerson:	Sneddon:
Jean-Paul:	Frazier:	Stock:	Bruenger:
Morales:			
4. **Approval of Minutes – February 6, 2025, Regular Meeting Minutes**
 - a) Revisions
 - b) Motion
 - c) Second
 - d) Additional Board Discussion
 - e) Vote
5. **Public Discussion** (Regarding matters not on this agenda only)
6. **Old Business:** None
7. **New Business:**
 - A. Draft Comprehensive Plan Presentation.**
 1. Presentation of the Draft Comprehensive Plan by The Lakota Group.
 2. Facilitated discussion.
8. **Other Business: None.**
8. **Set Future Meeting Date – The next Regular Planning Commission Meeting is Scheduled for Thursday, April 3, 2025, at 7:00 PM.**
9. **Adjourn**

CITY OF RAYTOWN
PLANNING & ZONING COMMISSION
REGULAR MEETING
MINUTES

February 6, 2025
7:00 pm
Council Meeting Chambers

1. **Welcome by Chairperson.** Chairman Meyers called the meeting to order at 7:00 P.M.

2. **Call meeting to order and Roll Call.** Secretary Stock called roll.

Thurman: Present	Jean-Paul: Absent	Frazier: Present
Emerson: Present	Meyers: Present	Sneddon: Present
Bruenger: Present	Stock: Present	Morales: Present

3. **Approval of Minutes:** Minutes of December 5, 2024, Regular Meeting were approved 7-0 upon a motion by Ms. Stock and a second by Ms. Bruenger. Mr. Frazier abstained due to being absent from that meeting.

VOTE: Motion passed 7-2-0.

4. **Public Discussion:** Mr. Morris Melloy stood to discuss a previous application.

5. **Old Business:** None.

6. **New Business:**

A. **Case No.:** PZ-2025-01

Applicant: Chickoiyah Brown, Me 2 You Career Academy, LLC.

Reason: Requesting the approval of a Conditional Use Permit for *“Schools, private or parochial and non-profit”* to be located at 9808 E. 66th Terrace and 9817 E. 66th Street.

1. **Introduction of Application by Chairman.**

Chairman Meyers introduced the application.

2. **Explanation of any ex parte’ communication from Commission members regarding the application.**

No members reported any ex parte’ communications regarding this application.

3. **Swearing in of all speakers by City Attorney that plan to give testimony during hearing.**

All persons expecting to speak on the application were sworn in.

4. Entering of all relevant exhibits into the public record.

Shana Kelly, Planning & Zoning Coordinator, entered the staff report, Power Point, and supporting documents into the public record.

5. Staff Presentation of Applications.

Shana Kelly, Planning & Zoning Coordinator, provided the Power Point presentation, addressing the background of the request, and purpose of the requested Conditional Use Permit application.

6. Commission questions for Staff.

Chairman Meyers asked if any Commissioners had questions for Staff. There were none.

7. Presentation of Application by Applicant.

Ms. Chickoiyah Brown, of Me 2 You Career Academy, stood to give the background of the school and the request for the approval of the Conditional Use Permit. Mr. Sneddon inquired if they intended to keep their current location open. Ms. Brown stated that they do not. Ms. Stock stated that she was happy to see the building occupied after it's been vacant for a number of years.

8. Request for Public Comment by Chairman.

Chairman Meyers asked if anyone in the audience would like to speak on this project. Alderman Greg Walters stood to state that several of his questions had been answered by the applicant. He expressed a desire for the Board of Aldermen to be better informed of Planning cases as he was not aware of this case until a few minutes prior to the meeting. Chairman Meyers explained that the Planning Commission meetings are always held on the first Thursday of the month. Mr. Walters stated that he, and the the rest of the Board of Aldermen, did not receive any paperwork from City Hall informing him of the case. He stated that information about this meeting was not posted on the City website. Mr. Meyers asked what specific questions he had. He inquired if they intended to have two facilities. Mr. Meyers stated that the applicant had explained that they will only have the one new facility and that the previous location will be closed. Aldermen Walters inquired if this would affect the City's tax base in any way. The City Attorney stated that we would have to look into that further and that if the property value increases, the taxing value increases.

Alderwoman Emerson stated that there was a sign posted in the yard of the property and that properties within 185 feet of the subject property were sent a letter. Alderman Walters stated that he did not know about the case. Alderwoman Emerson stated that the agenda was put out on the Friday prior to the meeting.

Ms. Kelly stated that Planning Cases are listed on the Weekly Report that the Board of Aldermen are provided every week and that this case has been on the Weekly Report for a number of weeks. She explained that the agenda and the full packet are always posted to the City website the Friday prior to the Thursday of the Planning Commission meeting, and that it may be found by going to the City's Event Calendar and clicking on the link for that day.

Alderman Walters stated that he would like to know more about the school. Ms. Brown stood to give her educational background and experience. Mr. Frazier asked when the facility on Troost was closed. Ms. Brown stated that they closed that facility in December of 2024, during their break and that they are currently teaching classes online only. They plan to begin in-person classes in March of this year. Mr. Frazier asked when they first looked at opening at this particular facility. Ms. Brown stated that they found this facility in October (2024). Mr. Frazier inquired if they had purchased the site or leasing. Ms. Brown stated that they are leasing. Mr. Bruenger asked how students are recruited. Ms. Brown responded that the majority of students come from referrals from others as well as from non-profit organizations.

Mr. Melloy returned to the podium. He stated that almost all schools are non-profit. He expressed concerns with the City's tax base and how non-profit organizations affect it. Ms. Kelly reminded the Commission that the building has been vacant for approximately four years, that it could potentially be vacant for many more, and that the influx of one-hundred plus people at one time for any given session of classes will certainly increase the City's tax base via sales taxes from neighboring businesses, etc.

Mr. Frazier agreed with Ms. Kelly's comments and asked if the property owner would still have to pay taxes. The City Attorney responded that, yes, they would. Mr. Frazier stated that, considering the paid property taxes and the increased number of people in Raytown, he considered this case to be a benefit for the City.

Mr. Sneddon responded to Mr. Melloy's comments regarding the majority of schools being non-profit, stating that this is not true. He asked if the property owner, Monopoly Acquisitions, is a non-profit organization. Ms. Brown responded that they are not. Mr. Sneddon asked if the school is non-profit. Ms. Brown responded that they are for-profit, not non-profit. Mr. Sneddon responded that this clarifies much from the previous discussion.

9. Commission Discussion.

Chairman Meyers asked if the Commission had any additional comments. Mr. Frazier stated that he hopes that the questions from Alderman Walters and his constituents have been answered and added that Planning cases are published in "*The Daily Record*," and that he should bring up his concerns regarding the tax base at the Board of Alderman meeting.

Chairman Meyers stated this Planning case was mentioned during the Economic Development report given by Missy Wilson at the Board of Aldermen meeting on Tuesday, February 4, 2025.

10. Commission Decision to Approve, Conditionally Approve or Deny the Application.

Ms. Stock made a motion to approve the application with the four conditions, the first condition being amended. Mr. Morales seconded the motion.

VOTE: Motion passed 8-1-0.

7. Other Business: None

8. Set Future Meeting Date – The next Regular Planning Commission Meeting is scheduled for Thursday, March 6, 2025, at 7:00 PM.

9. Adjourn

The meeting was adjourned at 7:39 PM.

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RAYTOWN COMPREHENSIVE PLAN | VISIONING



MEMO: DRAFT GOALS + STRATEGIES

November 22, 2024

Revised January 7, 2025

This memo presents draft Goals and Strategies for discussion and refinement. After consultation and revisions, the Goals and Strategies will serve as a framework for the Comprehensive Plan, where they will be expanded into a narrative form.

The Goals and Strategies are organized into seven thematic pillars:

1. Economic Development
2. Housing and Neighborhoods
3. Mobility
4. Future Land Use
5. Infrastructure
6. Parks, Recreation, and Quality of Life,
7. Operational Excellence

After initial review by City staff, we anticipate sharing a second draft with the Steering Committee for further discussion. (The Goals and Strategies already incorporate some of the ideas and feedback gathered at the November 13 community workshop.)

When the strategies are further developed in the draft Comprehensive Plan, some strategies will include case studies that can serve as models for Raytown.

Pillar 1: Economic Development

Goal 1: Revitalize downtown.

Raytown's historic downtown occupies an important position as the heart of the city and remains an anchor of Raytown's identity. Downtown Raytown's commercial core is smaller than it once was; loss of urban fabric over time and changes in road design have adversely affected the downtown experience. Yet there remains a commercial center that can be revitalized and expanded: historic downtowns throughout the country have been reinvented and revitalized, breathing new life into historic buildings and becoming community living rooms and, even, destinations. Downtown Raytown has that potential, too.

Many historic downtowns have followed the Main Street America model, a practical way of organizing a comprehensive approach to the many aspects of successful revitalization. Raytown has an active volunteer Main Street Association that has worked on streetscape design, long-range planning, beautification, events, and other projects.

In addition, at the time of this comprehensive planning effort several new businesses have recently opened downtown, including retail and drinking establishments. Nevertheless, a few long-term anchors have closed, and vacancies remain. The revitalization of any downtown area, including downtown Raytown, depends on a holistic approach that improves appearances, establishes positive identity, attracts foot traffic, and supports new and existing businesses.

Strategy 1: Redevelop the downtown Green Space.

Potential Actions:

- Promote the Opportunity Site concepts contained in this Comprehensive Plan.
- Commission a development feasibility study.
- Issue a developer request for proposals, specifying desired components (e.g., mixed-use, scale of development, setback requirements, number of market-rate housing units, etc.)
- Consider establishing incentives in addition to tax abatement for the area that includes downtown and the Green Space.

Strategy 2: Establish regular event programming downtown to attract foot traffic.

For many downtown areas, including downtown Raytown, lack of foot traffic is a barrier to creating economic vibrancy. But foot traffic can be elusive if customers are not drawn to, or aware of, downtown businesses. Programming and events help to build regular foot traffic which, in turn, can support new business development. Additional event programming can be undertaken in collaboration with Raytown Main Street Association.

Potential Actions:

- Map out an annual events calendar that includes music, holiday parades, farmers market, art walks, or other festivals, all taking place downtown.
- Create interactive artistic interventions and installations downtown that change throughout the year. [Examples to be provided in plan.]
- Establish business promotions and loyalty programs.

Strategy 3: Grow local businesses through “economic gardening” and incubation.

Revitalizing downtown is going to require significant incentives, at least initially, in order to generate momentum. The City does not need to be the only source of financial incentives, but it should consider where it can have the greatest impact through strategic use of available funds.

Potential Actions:

- Identify local cottage businesses in Raytown or outside the city that could mature into downtown brick-and-mortar businesses.
- Consider offering a business plan competition with a cash reward toward startup costs.
- Develop targeted incentives with a goal of reactivating downtown commercial spaces. Examples of targeted incentives could include “white box” assistance (e.g., facilitating the improvement of poor-condition interior spaces and reuse of vacant commercial spaces), restaurant or kitchen equipment assistance (e.g., to specifically attract restaurants), or sprinkler incentives (e.g., to help overcome barriers to building reuse and meet life safety codes).

Strategy 4: Create an attractive and inviting environment downtown.

Facade Design Standards for the CBD are established in the Municipal Code Sec. 50-397 and sign standards in Sec. 50-398. Greater levels of regulation apply to the “Town Square.”

Potential Actions:

- Consider modifying the Design Standards to reduce the level of design regulation outside the Town Square Neighborhood but within the CBD, as currently defined.
- Consider replacing the Design Standards for the entire CBD (as currently defined) with a form-based code. Form-based codes control for height, volume, and setbacks, but are less prescriptive and allow a wider range of design solutions.
- Establish a facade improvement design assistance and incentive grant program.
- Establish storefront signage design assistance and incentive program.
- Consider high-quality artistic murals for blank downtown walls.
- Undertake placemaking projects to create “people spots” and activity zones downtown.
- Redevelop the Fox Drugs site and encourage reuse the neon signs as part of placemaking and downtown identity design. [Plan will show case study of neon sign reuse]

- De-emphasize parking as a barrier to development and emphasize walkability through reduced surface parking and shared parking agreements.

Strategy 5: Improve downtown safety.

Potential Actions:

- Install pedestrian-scaled downtown lighting.
- Improve downtown pedestrian crossings and bicycle mobility. (See Mobility pillar)
- Facilitate access to KCMO, county, and nonprofit services and shelter for unhoused persons.
- Consider walking and bike patrols within the downtown and near the Rock Island Trail.

Strategy 6: Reduce the size of the Central Business District boundaries.

The Central Business District as currently defined (see illustration) encompasses commercial and residential areas, particularly north of 62nd Street, that are not commonly understood as “downtown” by a Raytown resident or visitor. While the intent to create, over time, a walkable area with greater density of development is well-founded, it is more effective to start with a smaller core area and expand the district over time, as the development market strengthens.

Potential Actions:

- Redefine the core downtown/CBD boundary to reflect a tighter area that is perceived by users as the functional commercial district. It should include the “Town Square” and the “CBD Employment Center” immediately south of the Town Square (as delineated in the 2002 Central Business District Plan. [Illustration to be included in the Plan document.]
- Focus downtown revitalization activities in the core downtown area for greater impact.

Strategy 7: Establish a staffed downtown management program.

Experience has shown that revitalizing a historic downtown requires a sustained, staffed effort. Main Street America, the preservation-based economic development program, pioneered an organizational model that includes design and aesthetic improvements, promotion and marketing, and economic vitality. Such a model could bring new focus and resources that could broaden the work of the Raytown Main Street Association.

Potential Actions:

- Identify an organizational model for a staffed Main Street program in Raytown as an independent nonprofit.
- Seek assistance from Missouri Main Street Connection and/or Main Street America.
- Identify funding sources for the staffed program and establish a comprehensive work plan. (E.g., consider an incentive district that includes the historic downtown and future development of the Green Space)
- Engage and develop relationships with commercial property owners.
- Engage and develop relationships with downtown business owners.

- Establish market-based economic development strategies for downtown that differentiate its position within Raytown and within the region.
- Leverage the Missouri 353 Tax Abatement redevelopment incentive through an Urban Redevelopment Corporation.

Goal 2: Leverage the potential of Rock Island Trail.

The Rock Island Trail is an important asset for Raytown with significant potential for economic impact. It is both an amenity for residents and a destination for visitors. Its adjacency to downtown means it could draw a significant number of trail users to become customers of trail-accessible Raytown businesses. The trail is also a unique asset that may influence the attraction of new residents to the city and the attraction of new businesses to downtown.

Strategy 1: Create Trail-connected experiences.

Potential Actions:

- Use placemaking strategies to create engaging public spaces for trail users.
- Organize trail-adjacent food truck events on weekends (e.g., see agreement/permission from County to use parking area).
- Organize competitive regional events on the trail, such as races or walk-a-thons.
- Organize Trail-connected family events.

Strategy 2: Pursue Trail-connected economic development.

Potential Actions:

- Expand outdoor-related businesses to locations near the trail, such as a bike shop, outfitter, or exercise-related equipment.
- Encourage the development of amenity businesses like restaurants, juice bars, cafés, and drinking establishments near the trail.
- Install wayfinding signage so trail users are directed to food and drinking establishments in the downtown.

Strategy 3: Assure the safety of the Trail experience.

Potential Actions:

- Work with County to improve lighting in and around the trail, especially to encourage shoulder-season use when days are shorter.
- Work with County to implement bike patrols near and along the trail in addition to the County Park Ranger's patrols.
- Consider security cameras on the trail and around parking areas in partnership with County.

Goal 3: Address under-performing shopping centers.

While some shopping centers in the city show healthful signs of full occupancy and recent investment, others exhibit increased vacancies and decreased investment. The declining centers are likely manifestations of several factors, including the aging of the shopping centers themselves, the changing nature of retail and shift to online shopping, and lack of investment in upgrading the buildings, parking, and landscape. The following strategies can address strengthening faltering centers or reimagining their redevelopment for new or mixed uses.

Strategy 1: Revitalize under-performing shopping centers.

Potential Actions:

- Build relationships with shopping center owners.
- Based on a market study, identify niche strategies for specific centers, based on their tenant mix, physical footprint, and market.
- Assist owners in making aesthetic upgrades (e.g., by providing landscaping concepts or building improvement design assistance).

Strategy 2: Explore feasibility of redeveloping under-performing shopping centers as mixed-use projects.

Conceptual Actions:

- Partner with owners on feasibility studies
- Consider redevelopment incentives

Goal 4: Leverage the proximity and visitor potential of the sports stadiums.

The future of GEHA Field at Arrowhead Stadium and Kauffman Stadium is uncertain as the team owners and the City of Kansas City consider alternative locations. Nevertheless, the stadiums will remain in their current location for at least several years and, perhaps, permanently. A visitor to the stadiums is likely unaware of their proximity to Raytown, and Raytown businesses have not significantly leveraged those visitors' potential spending. Even if the stadiums' long-term plan is not yet known, the City and its private-sector partners can still adopt strategies to benefit local businesses.

Strategy 1: Develop new lodging options within Raytown

Potential Actions:

- Commission a feasibility study for hotel development, and/or issue a developer RFP. Reference the opportunity site concepts for the parcel adjacent to the Wellness Center.
- Modify municipal code to allow development of short-term lodging in existing buildings, especially in anticipation of the 2026 FIFA World Cup.

Strategy 2: Attract spending of stadium visitors into Raytown

Potential Actions:

- Design and install wayfinding signage that addresses stadium-goers and leads them to Raytown restaurants and bars
- Work with Raytown Chamber of Commerce and Tourism to promote Raytown restaurants and bars to stadium goers (e.g., through targeted/geofenced social media advertising and other channels).

Goal 5: Guide business development on 350 Highway.

The 350 Highway corridor serves primarily as a high-speed transitway through the city. Its auto-oriented shopping centers, drive-through businesses, and auto-related businesses are consistent with the road design. The 2007 350 Highway Plan still provides useful guidance on the road's physical and economic development. Unlike historic downtown Raytown, 350 Highway was not designed as a unique place; it is competing with highway-oriented development across city jurisdictions. New business development will depend largely on traffic volumes, demographics, and redevelopment feasibility.

Strategy 1: Facilitate redevelopment on 350 Highway to make it more strategic.

Potential Actions:

- Engage with commercial brokers and shopping center owners to gain a better understanding of opportunities and barriers.
- Identify potential sites for land assembly and redevelopment.
- Gain understanding of driver demographics through geofencing. (e.g., Placer.ai)
- Identify target businesses that align with highway users and commuters with a goal to create an economically supportive environment. Communicate that plan to brokers.

Strategy 2: Improve aesthetic experience on 350 Highway.

Potential Actions:

- Require landscaping and screening designs around uses that detract from 350 Highway's visual experience
- Work with MoDOT to incorporate traffic calming and pedestrian accommodations. (See Mobility pillar)

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Pillar 2: Housing and Neighborhoods

Goal 1: Encourage the repair, rehabilitation, and owner occupancy of Raytown's single-family homes

Raytown's existing stock of attainable post-World War II single-family housing is one of the city's strongest assets - attractive to young couples, families, as well as seniors who choose to age in place. At the same time, many of Raytown's homes require substantial rehabilitation to bring them up to contemporary market standards. Modest home values in the community, while slowly rising, make such investments difficult for many new and existing owner-occupants and limit developer interest in undertaking rehabilitation projects. To the detriment of the housing stock and the city overall, private equity firms and outside investors are often attracted to less-well-maintained homes that can be acquired inexpensively and converted to rental units.

Strategy 1: Support homeowners with critical maintenance, home repairs, and substantial rehabilitation projects.

Potential actions:

- Establish a home improvement grant program that focuses on critical health and safety repairs, furnace or boiler replacement, accessibility improvements for seniors and the disabled, and energy efficiency.
- Working with community and banking partners, establish an affordable lending program to help existing homeowners undertake substantial rehab projects including kitchen and bath upgrades, finishing basements or attics, and modest additions. The loan could be converted to a grant, deferred for recapture at sale, or forgiven over a period of time based on continued owner occupancy.
- Consider establishing a tax abatement program for intended owner-occupants who purchase and rehab previously vacant homes that require substantial rehabilitation.
- Explore opportunities to partner with a local community development finance institution or regional bank to develop and manage potential lending programs.
- Connect homeowners with county, state, and other resources offering direct assistance, grants, or low-interest repair loans.

Strategy 2: Expand developer interest and capacity to invest in the redevelopment and sale of existing homes.

Potential actions:

- Establish a developer education and outreach program aimed at encouraging contractors, small developers, and others to undertake projects in Raytown.

- Partner with a local community development finance institution or community development corporation to create an integrated technical assistance, acquisition, and construction lending program to help local developers scale capacity.

Goal 2: Preserve and enhance the character of Raytown’s distinctive post-World War II homes and residential neighborhoods.

Strategy 1: Establish a “Raytown Ranch Revival” program that rebrands the community’s concentration of 1950s to 1970s ranch homes as not just attainable but also unique, cool, and desirable.

Potential actions:

- Create an educational (non-regulatory) style-guide that profiles the architecture of different types of ranch homes in Raytown and provides repair and rehabilitation guidance and best practices. The guide could also address landscaping and energy efficiency.
- To help owners and potential buyers understand their homes better, create a ranch home DIY educational checklist that provides seasonal guidance on home repairs and maintenance.
- Create model plans for substantial ranch home rehabilitation efforts that respect existing architecture. Homeowners who use plans could receive expedited permitting, reduced permit fees, or other incentives.
- Offer home repair workshops and seminars to owners of ranch homes and related post-World War II housing. Programming could address kitchen and bath rehab, energy efficiency, roof repairs, and landscaping.
- Create a certified ranch-home membership program that creates pride of ownership but also can be used to promote educational programs, grants, incentives, and other resources.
- Create an annual or semi-annual ranch rehab awards program. The awards could celebrate the best kitchen rehab, best landscaping, best restoration, and best overall rehabilitation.

Goal 3: Identify strategies to improve the management, maintenance, and repair of Raytown’s rental housing stock.

While Raytown remains a city of homeowners, it does have a substantial stock of medium and high-density apartments and a growing number of single-family rentals. There are some newer or recently renovated apartments, but the majority are older and exhibit the impacts of deferred maintenance and lack of reinvestment. This includes units/buildings designated as affordable housing. In 2019, Raytown enacted a Rental Dwelling Maintenance Regulation establishing permitting, inspection, and minimum maintenance standards for all rental housing which has helped to improve residential maintenance.

Strategy 1: Expand enforcement of Rental Dwelling Maintenance Regulation

Potential actions:

- Identify tools and resources to enhance the capacity of existing enforcement staff
- Explore the use of court-ordered limited receivership to make repairs to distressed rental housing where the property owner lacks capacity or is non-responsive to enforcement efforts.
- Connect responsive landlords with county, state, and other resources offering flexible, low-interest repair loans.

Strategy 2: Support efforts to rehabilitate or redevelop existing apartment buildings while preserving units set aside as affordable housing.

Potential actions:

- Identify opportunities to use LIHTC or other state and federal affordable housing funding programs to support the redevelopment of existing medium and high-density apartments.
- Explore opportunities to partner with a community development finance institution or regional bank to develop and manage potential lending programs.

Strategy 3: Support efforts to secure vacant, distressed, foreclosed, or low-cost homes listed on the Multiple Listing Service (MLS) for owner-occupants and limit acquisition of rental of properties by private-equity firms, outside investors, and speculators.

Potential actions:

- Partner with the Land Trust of Jackson County to proactively secure tax-foreclosed homes for redevelopment and sale.
- Underwrite or work with a private partner to establish an acquisition-hold fund that can compete with cash buyers for low-cost homes on the market, foreclosed properties held by banks, or buildings held by other portfolio buyers. Acquired properties could be sold directly to owner-occupants as part of a purchase-rehab strategy or made available to a cohort of local developers, recapitalizing the fund.

Goal 4: Promote denser residential and mixed-use housing development at strategic locations in Raytown.

As a “land locked” city surrounded primarily by Kansas City, Raytown will need to identify opportunities to encourage and support denser or vertical residential and mixed-use development to expand its tax base and attract additional residents. Much of this new development can take the form of so-called “missing middle” housing – duplexes, townhomes, and small apartment buildings – along with more moderately-scaled residential-over-retail. Any increases in density should be

targeted to strategic sites that enhance connectivity and walkability, and be carefully planned and designed to be compatible with existing development.

Strategy 1: Explore necessary updates to zoning code, development regulations, permitting processes and fees, and entitlement processes to allow for denser development

Potential actions:

- Revise zoning regulations to offer greater flexibility for missing-middle housing, particularly in areas with access to local retail, commercial, and other amenities
- Rezone key or under-developed parcels for denser residential and mixed-use development
- Evaluate use of form-based code overlay districts to establish clear guidelines for building form, design, and use in areas prioritized for mixed-use development
- Facilitate collaborative processes with residents, property owners, and developers to align expectations for development in key areas.
- Ensure compatibility between denser residential and mixed-use projects and adjacent smaller-scale residential or commercial areas to preserve neighborhood character while promoting growth

Strategy 2: Promote and incentivize mixed-use development in strategic locations.

Potential actions:

- Prioritize the “greenspace” bound by East 62nd Street, Blue Ridge Boulevard, and Raytown Road for mixed-use residential and retail development.
- Initiate a developer RFP for the “greenspace” site and/or other Opportunity Sites.

Pillar 3: Mobility

Goal 1: Make Raytown streets safer.

Enhancing safety on Raytown streets, particularly reducing speeding and eliminating dangerous driving, emerged as a key focus in community discussions. Raytown's major roads, including Raytown Road, 63rd Street, and Highway 350 – a state arterial bisecting the city – facilitate convenient vehicle access through the city and to nearby Kansas City, but pose significant challenges to multimodal access and account for a disproportionately high number of crashes. Community members also routinely expressed a desire to make Highway 350 a more attractive corridor and not just a pass-thru for residents and visitors of Raytown.

A “complete streets” approach establishes guidelines to design and operate roads that accommodate all users safely and comfortably, including pedestrians, cyclists, transit riders, and motorists. Complete street policies ensure that street designs and retrofits consider the needs of everyone, often incorporating features like wider sidewalks, bicycle lanes, crosswalks, and accessible routes for individuals with disabilities. Other policy measures, like a Safety Action Plan, can be particularly impactful because they open up Raytown to more federal funding streams that can help fill funding gaps when implementing safety improvements.

Traffic calming measures reduce the risk of accidents and enhance safety for pedestrians and cyclists, making Raytown neighborhoods more livable. By slowing down traffic, these interventions also decrease noise and air pollution, creating a healthier and more enjoyable environment for residents. Together, complete streets and traffic calming initiatives will improve road safety, encourage active mobility, and will help Raytown create a more inclusive and efficient transportation environment, not just on Highway 350, but on all roads throughout the city.

Strategy 1: Implement traffic calming measures.

Potential actions:

- Implement safe streets infrastructure and traffic calming measures, prioritizing the following elements, among others, along streets and at intersections with higher crash rates involving pedestrians and bicyclists:
 - Narrower lanes
 - Curb extensions
 - More frequent pedestrian crossing opportunities
 - Marking crosswalks at all legs of an intersection
 - Rectangular rapid flashing beacons (RRFBs)
 - High-intensity activated crosswalks (HAWK signals)
 - Reduced curb turning radii
 - Pedestrian refuge islands
 - Chicanes
 - Landscaping, such as curbed planters, raised medians, or street trees

- Raised crosswalks and intersections
- Speed feedback signals
- Establish a traffic calming policy that determines which traffic calming measures are appropriate on certain streets. The policy should include criteria for project eligibility, a transparent process for community engagement, and guidelines for evaluating and prioritizing traffic calming measures. The policy should also address funding mechanisms, maintenance responsibilities, and methods for assessing the effectiveness of implemented measures.
- Redesign intersections to improve visibility and reduce conflicts between vehicles and pedestrians.
- Concentrate traffic calming measures on local streets and at intersections with higher rates of injury crashes:
 - 63rd Street, particularly at the Blue Ridge Boulevard, Raytown Road, and Blue Ridge Cutoff intersections. Particular emphasis should be on implementing traffic calming measures like narrowed lanes, high-visibility crosswalks, curb extensions, and pedestrian crossing signals approaching the downtown (along 63rd Street from the east and west towards Raytown Trafficway) to slow speeding vehicles and encourage a safer and more enjoyable pedestrian experience in the area.
 - Gregory Boulevard, particularly at the Blue Ridge Boulevard and Raytown Road intersections.
 - Blue Ridge Cutoff between 67th Street and 55th Street.
 - Raytown Road, particularly in the downtown area and between 70th Terrace and 83rd Street, with particular emphasis on crossing Highway 350.
 - Blue Ridge Boulevard from 63rd Street to 59th Street. Implementing complete street components will maximize safety for all modes on this stretch that experiences over 20,000 vehicles per day and connects residents to Raytown High School.
- Coordinate with MoDOT to implement roadway safety improvements at Highway 350 intersections. Highway 350 has the highest rate of crashes resulting in injury of all streets in Raytown.

Strategy 2: Adopt a Complete Streets Policy.

Potential actions:

- Engage political leaders, educate stakeholders, and form partnerships to communicate the need for safe streets and gather support in advancing a Complete Streets Policy.
- Pass a binding Complete Streets ordinance, law, or resolution.
- Set clear goals that are tailored to the needs of Raytown residents and ensure that improvements address the needs of undeserved and vulnerable communities.
- Set implementation guidelines including design standards, a project prioritization framework, and clear performance metrics that track and report on progress.

Strategy 3: Pursue funding to develop a Safety Action Plan and implement safety improvements.

Potential actions:

- Commit to the USDOT's National Roadway Safety Strategy as an "Ally in Action". As an Ally in Action, Raytown will have access to safety resources that the USDOT has developed.
- Assess funding opportunities with MoDOT through the Show-Me-Zero program.
- Develop a Safety Action Plan with the aim to eliminate all traffic-related deaths and serious injuries.
- Set clear, measurable goals to reduce accidents and fatalities within a specific timeframe, such as reducing pedestrian fatalities by a certain percentage over five years.

Goal 2: Implement and maintain a complete, accessible, and safe **pedestrian network** that connects all Raytown residents to schools, key community destinations, and the downtown.

Walkability, and the desire for greater pedestrian access, were among the most commonly cited mobility-related issues in Raytown. The existing pedestrian network has significant gaps, creating barriers to access and unsafe walking conditions, particularly near schools and along and across Highway 350. Implementing a complete, safe and accessible pedestrian network ensures everyone in Raytown, including non-drivers and those with mobility challenges, can access essential services and participate fully in community life.

Strategically investing in pedestrian facilities, primarily sidewalks and crosswalks, will allow more residents and visitors to walk to schools, parks, grocery stores, the Rock Island Trail, and the downtown, among other destinations. The most complete sidewalk facilities in the city are on Raytown Road, through downtown on 63rd Street, and on Blue Ridge Boulevard north of 63rd Street. As the city strives to make the downtown a more attractive destination, building off these existing pedestrian facilities will help expand access to/from the area and to more residential neighborhoods, schools, parks, and community destinations.

Highway 350 is a major barrier to pedestrian access in Raytown. Highway 350 has only three pedestrian crossings: at Gregory Boulevard, Raytown Road, and Walmart Drive, but none of these intersecting streets have sidewalks on both sides. The long gaps between crossings impose significant time penalties for pedestrians trying to reach destinations on the opposite side of the highway. Coordinating with MoDOT will be critical to implementing pedestrian (as well as roadway and bicycle) safety improvements on Highway 350. Addressing these pedestrian crossing gaps is a high priority for the City.

Sidewalks alone don't determine whether walking feels comfortable: a pleasant streetscape, traffic speed, frequent crossings, and the presence of trees or landscape buffers separating pedestrians from traffic all affect the comfort of walking and play a role in people's decision to walk in Raytown. The following strategies and actions will strengthen the city's ongoing efforts to make areas safe for pedestrians and introduce new approaches for improving access and safety for all.

Strategy 1: Address gaps in the sidewalk network and widen sidewalks that do not meet ADA accessibility standards.

Potential actions:

- Prioritize filling sidewalk gaps within one-quarter mile of schools.
- Ensure sidewalks are continuous, well-maintained, and accessible to all users, including those with disabilities.
- Prioritize filling sidewalk gaps approaching intersections and crosswalks.
- Install new sidewalks on Gregory Boulevard, Raytown Road, and Walmart Drive approaching intersections with Highway 350.
- Install new sidewalks to improve access to downtown from residential neighborhoods, particularly from the north side of 63rd Street from Ash Court to Woodson Road.

Strategy 2: Enhance crosswalks and improve crossings.

Potential actions:

- Increase the frequency of crosswalks throughout Raytown, especially near schools and parks and along high-trafficked arterials like Blue Ridge Boulevard, Gregory Boulevard, and Blue Ridge Cutoff.
- Install high-visibility crosswalks with safety features such as pedestrian signals, adequate lighting, and curb extensions to reduce crossing distances, particularly at intersections with high collision rates, around schools, and in the downtown.
- Ensure all legs of intersections with 63rd Street in the downtown are clearly marked and have pedestrian crossing signals.
- Install curb extensions in the downtown area to shorten crossing lengths and slow vehicular traffic.
- Explore expansion of paid or volunteer crossing guards at intersections near schools.
- Explore adding raised crosswalks at intersections near schools.

Strategy 3: Enhance streetscapes in the downtown.

Potential actions:

- Improve the downtown streetscape with benches, landscaping, public art, painted crosswalks, and public plazas to ensure a comfortable, safe, and more enjoyable pedestrian experience.
- Add consistent pedestrian-scale lighting throughout the downtown.
- Widen sidewalks along 63rd Street and shorten crossing distances at the Raytown Trafficway intersection to create a more comfortable and safer pedestrian environment and create a welcoming “gateway” to the downtown district.
- Continue the maintenance of existing landscaping, street furniture, and public spaces, especially in the downtown area.

Strategy 4: Work with MoDOT to implement improvements to Highway 350.

Potential actions:

- Coordinate with the State to implement safety and accessibility improvements to the sidewalks and all intersections along Highway 350. Particular emphasis should be on employing improvements at intersections with Raytown Road, Gregory Boulevard, Maple Avenue (entrance to the Hy-Vee Grocery Store), Sterling Avenue (providing access to Raytown South High School) and Woodson Road (providing access to the Herndon Career Center).
- Implement sidewalks on both sides of streets that intersect with Highway 350. On Highway 350, there are only three pedestrian crossings within Raytown—at Gregory Boulevard, Raytown Road, and Walmart Drive.

Goal 3: Implement and maintain a complete, accessible, and safe, **bicycle network that connects all Raytown residents to the Rock Island Trail, parks, schools, and key community destinations.**

Raytown has the benefit of access to the Rock Island Trail, which residents cite as one of the city’s most important assets. Many streets in Raytown, particularly within residential neighborhoods, are low-speed and lightly trafficked, offering opportunities to establish safe bicycle infrastructure that connects to the Rock Island Trail. Neighborhood greenway facilities can be a suitable option to expanding connections to the Trail, parks and to other community destinations. Neighborhood greenways are designed to prioritize biking while reducing traffic and vehicle speeds. They typically include traffic calming measures like speed humps, traffic circles, chicanes, and curb extensions to help slow vehicle traffic, making the street safer for bicyclists and pedestrians alike.

Currently, only a portion of the planned shared-use path along Highway 350 has been completed. If expanded, this facility can be a major asset for bicyclists and pedestrians. To maximize the value of this facility, the city will have to work with MoDOT to see that the path is extended and safe crossing infrastructure applied at all intersections. Raytown may also have opportunities to implement facilities separated from vehicle traffic on other roads with higher traffic volumes and speeds.

The future bicycle network should prioritize connections to Raytown's assets, including its parks, the Rock Island Trail, schools, and the downtown. By implementing targeted bicycle facilities such as neighborhood greenways, separated bicycle lanes, secure crossings, bicycle parking, and seamless routes, Raytown can make bicycling a more attractive and practical transportation option for residents. The strategies and actions outlined below combine physical improvements, policy measures, and educational initiatives aimed at advancing and promoting safe bicycling throughout Raytown.

Strategy 1: Implement a bicycle network primarily comprised of neighborhood greenways and dedicated off-street paths.

Potential actions:

- Create a network of neighborhood greenways connecting key destinations such as schools, parks, the downtown district, and the Rock Island Trail. Ensure these facilities are well-marked and accompanied by directional signage.
- Roadways with higher vehicle volumes or speeds require bicycle facilities separated from vehicle traffic, either using protective barriers or off-street trails. Explore the feasibility of separated facilities, including shared-use paths, which accommodate both pedestrians and bicyclists on paths that are at least 10 feet wide.
- Resume maintenance of and implement an ongoing maintenance plan for the bicycle lane on 87th Street.

Strategy 2: Expand the shared-use path along Highway 350.

Potential actions:

- Extend the Rock Island Trail shared-use path along Highway 350 by building out the trail connection on the south side of the road. This path can significantly enhance the active transportation network in Raytown and provide easy-to-use and safe connectivity to numerous community destinations.

Strategy 3: Establish a bicycle parking ordinance and expand the availability of bicycle parking.

An ordinance will require that bicycle parking is provided by new and updated developments, and at priority locations including at parks, schools and city-owned buildings.

Potential actions:

- Amend zoning to require short-term and long-term bicycle parking at all public buildings. Short-term bicycle parking is designed for quick and convenient access and often includes features like bike racks located near building entrances, retail areas, or transit stations, prioritizing ease of use and visibility. Long-term bicycle parking is intended for extended durations, such as for employees, residents, or commuters, and typically offers secure, sheltered, and weather-protected facilities like bike lockers, enclosed bike rooms, or monitored storage areas.
- Amend zoning to require short- and long-term bicycle parking at places of employment and multi-unit residential buildings.
- Outline design standards for safe, secure, easy-to-use bicycle parking, including specific bicycle rack styles and placement guidelines.
- Add bicycle parking in the downtown.

Strategy 4: Ensure that all new and existing bicycle facilities are equipped with the appropriate safety and traffic calming measures.

Potential actions:

- Establish additional traffic calming measures with future and existing bicycle facilities to reduce vehicle speeds, enhance visibility, and reduce the risk of collisions with bicyclists and pedestrians.
- Implement narrowed vehicle lanes, speed humps, raised crosswalks, bicycle lanes with physical barriers, and reduced speed limits to improve safety for all road users along bicycle routes.

Strategy 5: Add directional wayfinding.

Potential actions:

- Install clear and visible directional wayfinding that exhibits the identity of Raytown. If the city pursues a neighborhood greenway system, it would be accompanied by signage indicating what streets are included and could also include branded signs indicating nearby destinations such as parks, schools and downtown. Ensure that clear wayfinding to and from the Rock Island Trail is installed to encourage trail users to access local businesses in Raytown.

Strategy 6: Promote bicycle safety and education.

Potential actions:

- Conduct safety campaigns and workshops to educate cyclists and drivers on sharing the road safely.
- Liaise with Raytown schools to provide bicycle safety education at the k-8 level and strengthen driver education programs by emphasizing pedestrian and bicyclist behavior.
- Establish programs like Safe Routes to School that will focus on securing funding for infrastructure improvements near schools.

Strategy 7: Coordinate with neighboring communities to ensure existing and future bicycle networks connect residents to jobs and destinations throughout the region.

Potential actions:

- Coordinate with Kansas City to connect Raytown to the regional trail network and transit facilities outside of Raytown.
- Enable different agencies, cities, and communities to work together effectively to address shared challenges.
- Establish more consistent bicycle safety measures and better overall transportation networks.

Open Space & Recreation

The City of Raytown offers a variety of recreational and open space opportunities, including sites managed by the Parks and Recreation Department, natural areas, and State Trails. As the city grows and evolves, it is essential to preserve open spaces in key areas and ensure that residents and visitors have access to parks. Currently, parks and recreation areas are not differentiated within zoning districts. Clearly distinguishing these areas from conservation spaces will better serve the community and help guide proper use of land for the future.

Natural Conservation

The Natural Conservation designation is intended for open spaces owned by private entities, the city, or quasi-public agencies. This designation encompasses environmental corridors, natural areas, wetlands, waterways, lakes, cemeteries, and other open spaces with significant ecological, cultural, or scenic value. Its primary purpose is to protect and preserve these natural areas, offering passive recreational opportunities such as trails, wildlife observation points, and interpretive nature centers. Examples of Natural Conservation areas include Mt. Olivet Catholic Cemetery and the Rock Island Trail.

- **Primary Uses:** Natural Areas, Wetlands
- **Secondary Uses:** Trails, Open Space
- **Correlating Zoning:** N

Parks and Recreation

The Parks and Recreation category encompasses parks or other outdoor recreational areas owned and managed by the City of Raytown. These areas support a range of activities, including walking paths, picnic areas, athletic fields, playgrounds, swimming pools, basketball and tennis courts, and recreation centers. Appropriate uses within each city park are guided by its specific classification and standards, outlined in the City's Parks and Recreation Master Plan.

- **Primary LU:** Parks, Recreation Facilities, Athletic Fields, Playgrounds
- **Secondary LU:** Institutional
- **Correlating Zoning:** N/A

Residential

Preserving and maintaining Raytown's small-town charm while meeting current and future housing needs is a central priority of the future land use strategy. This can be achieved by broadening the range of housing types within the community and re-evaluating the traditional separation of residential and commercial land uses. Expanding Raytown's housing options to include various lot-sized single-family homes, townhomes, multi-family developments, and other housing types near bustling commercial hubs is an integral part of this approach. Integrating residential uses within other land use areas will also enhance livability in Raytown.

The future land use strategy introduces a Mixed Neighborhood Land Use designation, where residential uses remain the primary focus while allowing for compatible neighborhood-serving

uses. This approach encourages a vibrant, active community atmosphere and strengthens Raytown's identity as a diverse, well-connected city.

Traditional Neighborhood

Traditional Neighborhoods is the predominant land use in the city, consisting of detached and attached residential homes in walkable neighborhoods designed to conventional subdivision attributes including long blocks, curvilinear streets, and access to parks and open space. Traditional Neighborhoods offer a mix of housing options, although single-family detached is the predominant housing type, and allow for neighborhood-serving uses and amenities, such as recreational and open spaces, and institutional uses for residents of all ages. These neighborhoods offer easy access to schools, shopping centers, parks, and community facilities.

- **Primary LU:** Detached Single Family
- **Secondary LU:** Attached Single Family, Institutional, Parks and Recreation
- **Correlating Zoning:** R-1, R-2

Mixed Neighborhood

Mixed Neighborhoods offer a balanced blend of residential options and compatible non-residential uses, designed to support low- to medium-density neighborhoods. Located strategically near key commercial hubs like Highway 350 and the downtown core, these areas serve as transitional buffers, enhancing both the vibrancy and connectivity of traditional residential neighborhoods.

Mixed Neighborhoods support a diverse range of housing types, from single-family homes to townhomes and smaller apartment buildings, catering to a variety of household sizes and income levels. This mix promotes affordability and inclusivity, ensuring that residents can find housing options that meet their needs. In addition, neighborhood-serving commercial and institutional uses—such as small retail stores, cafes, and community centers—are integrated into these areas, fostering convenience, walkability, and a sense of community. Streetscapes and open spaces within Mixed Neighborhoods are designed to promote a pedestrian-friendly environment, with sidewalks, bike lanes, and green spaces enhancing accessibility and quality of life.

- **Primary LU:** Detached Single Family, Attached Single Family, Townhomes
- **Secondary LU:** Multi-family, Neighborhood Commercial and Services, Institutional, Parks and Recreation
- **Correlating Zoning:** R-1, R-2, R-3

Multi-Family Residential

The Multi-Family Residential land use designation supports the development of vibrant, higher-density neighborhoods that integrate seamlessly with nearby commercial centers and institutional hubs. Designed to foster walkability and accessibility, these areas create a lively, urban environment where residents can meet their daily needs within a short walk or bike ride.

This designation accommodates a variety of housing options, including multi-family apartments, townhomes, and mixed-use buildings that blend residential units with ground-floor retail or services. By allowing these mixed-use developments, the Multi-Family Residential designation

encourages a dynamic mix of activities and amenities that support a sense of community and promote local businesses. Pedestrian-friendly streetscapes, accessible transit options, and thoughtfully designed open spaces enhance connectivity, inviting residents to engage with their surroundings and reinforcing a neighborhood feel = within higher-density settings.

- **Primary LU:** Townhomes, Multi-family, Mixed-Use
- **Secondary LU:** Commercial and Services, Institutional, Parks and Recreation
- **Correlating Zoning:** R-3

Commercial, Mixed-Use, and Employment

The Commercial, Mixed-Use, and Employment land use designations aim to enhance Raytown's tax base, diversify its land use mix, and establish a distinctive community identity through character-driven improvements in key areas. These districts focus on integrating housing into emerging areas to meet housing demands while attracting new businesses to the community. By improving aesthetics and upgrading streetscapes, these areas will foster a vibrant, livable environment that not only supports economic growth but also strengthens Raytown's sense of place and community identity. The result will be a cohesive, dynamic community that appeals to both residents and businesses alike.

Community Commercial

The Community Commercial designation is concentrated along Raytown's primary (non-highway) commercial corridors, including Blue Ridge Blvd and Raytown Trafficway. These areas feature a mix of shopping centers and stand-alone businesses that serve the community's everyday needs. Enhancing the appearance and functionality of these commercial areas is a priority, with urban design goals that include improving building facades, upgrading storefronts, refining signage, consolidating curb cuts, and enhancing landscaping and streetscape elements.

Encouraging new development to orient storefronts toward the sidewalk will foster a more inviting and visually appealing shopping environment, promoting walkability and a cohesive streetscape. These improvements will not only attract shoppers but also contribute to the overall aesthetic and vitality of Raytown's commercial corridors, creating welcoming, accessible spaces that strengthen the city's sense of place.

- **Primary LU:** Commercial
- **Secondary LU:** Office, Institution, Open Space, Multi-family
- **Correlating Zoning:** NC

Downtown District

The Downtown District includes the historic downtown along 63rd Street from Raytown Trafficway to Blue Ridge Road and extending two blocks south and one block north. This district is a focal point for preserving and enhancing Raytown's historic charm and emphasizes creating a vibrant, pedestrian-friendly environment through placemaking initiatives, streetscape improvements, and a focus on both business retention and attraction.

The district aims to attract a diverse mix of local businesses, restaurants, and boutique shops that reflect the community's identity, fostering a unique sense of place that draws both residents and visitors. Introducing new residential options—such as lofts, apartments, and townhomes—into the Downtown District will reinvigorate the area by bringing more people closer to its amenities. This added residential presence supports a lively, active streetscape throughout the day and evening, reinforcing downtown's role as a vibrant mixed-use district. The Downtown District's future vision combines a strong sense of history with modern amenities, making it a key destination within Raytown and a catalyst for community pride and economic vitality.

- **Primary LU:** Retail, Office, Personal Service, Entertainment, Restaurants
- **Secondary LU:** Single-Family Attached, Multi-Family, Institutions, Parks and Recreation
- **Correlating Zoning:** TS

Highway Commercial

The Highway Commercial designation is confined to commercial areas along Highway 350, primarily catering to larger-format and big-box retail establishments, with substantial parking areas and consolidated access points from the highway. These uses are designed to be auto oriented, accommodating regional visitors and providing convenient access for a broader customer base.

To enhance functionality and visual appeal, improvements in landscaping, wayfinding, and pedestrian connections within these areas can create a more cohesive environment. The Highway Commercial designation supports Raytown's role as a regional shopping destination while maintaining efficient access and ample space for high-traffic, large-scale commercial uses.

- **Primary LU:** Commercial, Office, Employment Centers
- **Secondary LU:** Natural Areas, Parks, Entertainment
- **Correlating Zoning:** HC

Industrial and Employment

The Industrial and Employment land use designations are concentrated in three key areas within Raytown: north of 59th Street, south of the downtown area, and along the eastern edge of Highway 350. These zones are intended to accommodate light industrial uses, office parks, and employment centers, providing spaces for business and economic activity.

To ensure the compatibility of these areas with surrounding neighborhoods and land uses, effective buffering strategies and the integration of open spaces are essential. Thoughtful landscaping, setbacks, and green spaces will help create a transition between industrial and residential areas, enhancing the overall environment while supporting the vitality of Raytown's employment sectors. This ensures that industrial and employment uses can coexist harmoniously within the community.

- **Primary LU:** Light Industrial, Office Parks, Employment Centers
- **Secondary LU:** Commercial and Services, Open Space
- **Correlating Zoning:** M

Other

Public & Institutional

The Public and Institutional category applies to non-open space properties and facilities owned by public or quasi-public agencies. This designation includes a variety of essential services and resources, such as libraries, public schools, hospitals, and other facilities operated by federal, state, county or local agencies. This category may also encompass civic, cultural, educational, and healthcare facilities accessible to the public, including community centers, public safety buildings, and educational campuses. These sites are integral in meeting community needs, enhancing quality of life, and serving as centers for public engagement, education, health, and safety.

- **Primary LU:** Government Facilities, Schools,
- **Secondary LU:** Open Spaces, Parks, Recreation Facilities, Healthcare Facilities
- **Correlating Zoning:** N/A

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Pillar 5: Infrastructure

Goal 1: Promote fairness and predictability in financing capital improvements.

A healthy, sustainable, and equitable Capital Improvement Plan (CIP) is a critical component to a community's annual budget and directly impacts citizens' quality of life. A CIP is a community planning and fiscal management tool used to coordinate the location, timing, and financing of capital improvements over a multi-year period, typically in five-year cycles.

City Staff and elected and appointed officials function better without capital surprises when it comes to operating and governing their community. To assist in making impactful and equitable decisions regarding projects and funding, revenue forecasting is required. The CIP often loses funding due to revenue shortfalls.

Strategy 1: Evaluate and align capital planning across the organization.

Potential actions:

- Ensure the capital improvement process and the resulting CIP institutionalizes collaboration between departments and enables links between annual budgets, and short and long term-infrastructure planning.

Strategy 2: Review and refine the capital improvement programming process.

Potential actions:

- Create an organizational and responsibility flow chart to memorialize the capital improvement program.
- Ensure the programming process includes the creation of standardized forms detailing project information, estimated costs, and schedules.
- Create opportunities for citizen and stakeholder engagement and input into the process.

Strategy 3: The Capital Improvement Program should ensure projects are selected based on data-informed needs, guided by public policy, and driven by an annual review and renewal process.

Potential actions:

- Identify and formalize what the CIP includes, typically a listing of all capital projects, equipment, and recently completed major studies, program length, and a five-year plan and budget.

- Incorporate the CIP into the City’s annual budget by reference.
- Conduct a formal inventory of all city-owned properties and assets including condition assessment, deferred maintenance, and documentation of any needs for all physical assets.
- Define capital versus ordinary maintenance expenditures by writing them into the capital improvement process and program.

Strategy 4: Evaluate existing funding mechanisms for municipal infrastructure (Capital Projects).

Potential actions:

- As part of the annual CIP planning and adoption process, review the three ways to finance capital projects: debt issuance, pay-as-you go financing, and public-private partnerships.
- Review the Transportation Sales Tax, Capital Sales Tax, and Park Sales Tax and forecast revenues to coincide with the five-year CIP project list planning document.
- Incorporate this information into the CIP budget and five-year CIP plan.

Goal 2: Maximize return on infrastructure investment for Raytown.

As an early suburb of Kansas City, Raytown must address the challenges associated with aging and sometimes inadequate infrastructure to ensure its ability to provide services to those that rely on them. Raytown must attend to the challenges presented in the maintenance and upgrading of infrastructure and utilities to assure a high quality of life for its residents and the long-term health of the city.

Strategy: Partner with public service providers to ensure sustainable redevelopment at the regional level.

Potential actions:

- Encourage public-private partnerships to leverage private sector experience, expertise, and resources for utility and infrastructure upgrades and modernization.
- Continue working with the Mid-America Regional Council (MARC) and abutting jurisdictions to identify partnership opportunities.
- Continue coordination activities with abutting jurisdictions and public services entities to deliver essential services.

Goal 3: Maintain a high level of service for infrastructure and utilities as Raytown continues to mature.

Like all cities, as Raytown matures so do its infrastructure systems. These large and costly systems require continual maintenance and eventual replacement at the end of their designed lifecycle. When these systems fail, they will negatively impact citizens, businesses, and the community's ability to provide services. Proactively preparing for these events is an essential function of municipal government and a critical component when protecting the lives and financial stability of the community.

Strategy 1: Expand upon the current sanitary sewer maintenance and improvement efforts.

Potential actions:

- Continue preventative maintenance and document maintenance activities via GIS mapping.
- Incorporate identified sanitary sewer collection projects into the five-year CIP.

Strategy 2: Build upon the existing stormwater master plan and improvement program.

Potential actions:

- Continue to utilize the community's involvement in identifying problematic flooding areas throughout the city and comparing that feedback with modeled information.
- Require stormwater best management practices for redevelopment to reduce flash flooding issues.
- Utilize stormwater information modeled in 2024 along with identified stormwater plan projects and incorporate into the five-year CIP.

Goal 4: Increase the public's understanding of the importance of capital improvements and the CIP process.

Citizens understand they depend on their community's infrastructure multiple times every day and that those systems must be maintained. A communication plan that informs citizens of capital project accomplishments and needs will build public support for informed decisions.

Strategy 1: Develop a public communication plan to explain the city’s capital needs, options, and strategies regarding capital projects.

Potential actions:

- Assess capabilities of the City’s website and the Public Information Office to develop a communication plan.
- Work with the City’s Public Affairs Officer and Information Technology Department to determine website and information technology capabilities.
- Create a narrative that discusses the City’s capital needs, how they are funded and the source of those funds.
- Promote public works successes (such as the capacity management and operation maintenance program (CMOM) started in 2012 that touches every sewer line at least once every five years) to the public through channels like the City’s website and social media channels.
- Promote information regarding the use of sensors and predictability software to educate and raise awareness of the 10-year Infiltration and Inflow (I/I) program for sewer.
- Communicate Capital Project needs through a master list.

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Pillar 6: Parks, Recreation, and Quality of Life

Goal 1: Provide support to the Raytown Parks and Recreation Department to enhance the parks and open spaces network.

The Raytown Parks and Recreation Department oversees a network of six parks within the city and two just beyond its borders, all featuring a variety of amenities such as sports fields, playgrounds, trails, and community gathering areas. These well-maintained parks offer extensive recreational options that appeal to residents of all ages, making them highly valued spaces within the community. By providing ongoing support to the Parks and Recreation Department, Raytown can continue to enhance these spaces and expand recreational services, ensuring they remain a premier resource for residents to enjoy.

Strategy 1: Actively pursue the city-wide Parks and Recreation Master Plan.

Potential Actions:

- Address the specific needs and opportunities outlined in the Master Plan.
- Seek diversified funding sources, including government and foundation grants, private donations, and public-private partnerships.
- Follow a phased approach to the master plan, allowing for gradual implementation and adjustments as needed.
- Support grant writing and application processes by utilizing city resources and expertise.

Strategy 2: Broaden and diversify public and recreational programming.

Potential Actions:

- Conduct an annual review of recreational programs to assess success, identify gaps, and ensure inclusive options for all backgrounds, abilities, and ages.
- Use surveys and public input tools to gather feedback on programming from participants.
- Create affordable and inclusive programming to maximize participation and access.
- Create community-focused programs for teens and other underrepresented groups to foster engagement and inclusivity.

Strategy 3: Enhance and modernize existing parks and green spaces.

Potential Actions:

- Improve safety, accessibility, and amenities so parks are welcoming and usable for all residents.
- Add new features to existing parks like walking trails, seating, play areas, splash pads, dog parks, and sports fields.

- Collaborate on maintenance and infrastructure improvements to ensure high standards across parks facilities.

Strategy 4: Strengthen connections between parks and community assets through green space corridors, pedestrian paths, and bike lanes.

Potential Actions:

- Improve wayfinding and safe crossings to enhance pedestrian and bike access to Raytown’s destinations.
- Partner with environmental organizations to maintain and enhance green corridors, creating continuous, accessible paths between neighborhoods and other community assets.

Goal 2: Expand the network of parks and open spaces to ensure recreational opportunities are accessible for all residents.

By one assessment measure, the National Recreation and Park Association standard, Raytown’s parks and open space system shows a shortage of 144 acres of parkland to meet community demand. Currently, only 30 percent of residents (approximately 8,829 people) have a recreation area within walking distance of their homes, while 47 percent (13,630 residents) can access a park within a five-minute drive. Addressing these accessibility gaps through the development of smaller parks in southern neighborhoods of the city will increase walkable access, while adding parks in northern areas will ensure a more balanced distribution of recreational spaces across the city.

To expand the parks and recreation system, Raytown can integrate parks and open spaces into new developments, form partnerships with local institutions such as the School District and activate the Green Space near downtown. These efforts will create a more inclusive, accessible, and vibrant park network for the entire community.

Strategy 1: Address the park acreage deficit by developing new green spaces in underserved areas.

Potential Actions:

- Identify small, underutilized parcels in neighborhoods to convert into pocket parks, neighborhood parks, and community gardens.
- Collaborate with residents to design these new parks in alignment with neighborhood-specific needs.
- Pursue grants from state and federal programs, philanthropic organizations, and environmental nonprofits focused on urban park development and green space access.
- Establish a dedicated fund within the city’s budget for park acquisition, development, and maintenance, ensuring sustained investment in underserved neighborhoods.
- Use flexible infrastructure like movable planters, benches, and play equipment to create adaptable outdoor areas that can be relocated as needed.

Strategy 2: Integrate public recreation and green spaces into redevelopment initiatives.

Potential Actions:

- Create a set of guidelines for developers to prioritize green space inclusion in both residential and commercial redevelopment.
- Require new developments to incorporate publicly accessible green spaces to further extend community access.
- Pursue efforts to redevelop the Green Space downtown with a public gathering space.

Strategy 3: Build community partnerships to grow and sustain Raytown's parks and open spaces network.

Potential Actions:

- Partner with nearby towns and cities to share facilities such as athletic fields, indoor pools, and programming to expand access to recreational amenities.
- Collaborate with schools, churches, non-profits, and local businesses to transform their outdoor areas into shared green spaces.

Goal 3: Cultivate a unique identity for Raytown that strengthens community wellbeing and builds strong regional recognition.

Raytown's strong sense of community and small-town charm are reflected in the warmth of its people and the local events that bring residents together. While this identity is well recognized internally, there is an opportunity to enhance and promote it more broadly across the region. By developing a clear community vision, cohesive brand, and unified identity, Raytown can amplify its appeal, celebrating its unique character and establishing itself as a vibrant, welcoming destination. This strengthened identity will not only reinforce community pride but also attract visitors, businesses, and partnerships that contribute to Raytown's growth, regional recognition, and overall quality of life.

Strategy 1: Develop a cohesive brand and marketing campaign for Raytown that reflects its character, history, and community values.

Potential Actions:

- Launch targeted marketing campaigns that highlight Raytown's attractions, events, parks, and local businesses to foster pride among residents and attract regional visitors.
- Ensure consistent identity across city materials, signage, and online platforms.
- Partner with local businesses, schools, and organizations to promote Raytown as a vibrant and welcoming community within the region.

Strategy 2: Expand and diversify community events that celebrate Raytown's culture, diversity, and local talent.

Potential Actions:

- Establish a program of community events that includes festivals, seasonal markets, outdoor concerts, and art showcases.
- Host wellness-oriented events and activities that encourage community engagement and active lifestyles, such as fun runs, farmers' markets, and health fairs.
- Collaborate with local organizations and regional partners to attract and host signature events, establishing Raytown as a hub for cultural and recreational activities within the area.

Strategy 3: Create inviting public spaces that foster community pride.

Potential Actions:

- Integrate art installations, murals, and creatively designed gathering spaces into the built environment.
- Support placemaking efforts that reflect the unique identity of Raytown neighborhoods and highlight the community's values, history, and natural beauty.

Goal 4: Preserve natural areas to promote long-term environmental sustainability.

Preserving green spaces and natural areas is essential for Raytown's environmental resilience, community wellbeing, and quality of life. For Raytown, these areas also create valued recreational spaces and offer opportunities for residents to connect with nature, fostering a sense of pride and responsibility for local ecosystems. By prioritizing sustainable practices and environmental education, Raytown can build a strong foundation for long-term sustainability, ensuring that natural areas remain vibrant and accessible for future generations. This commitment not only strengthens Raytown's identity as a community that values its natural resources but also positions it as a model for environmental stewardship within the region.

Strategy 1: Integrate native planting, stormwater management, and wildlife habitats into public spaces.

Potential Actions:

- Restore natural features such as creeks, prairies, and wooded areas to expand green spaces and improve environmental health.
- Implement native planting and stormwater best management practices (BMPs) in city parks, public properties, and recreation areas to increase ecological resilience and manage runoff.
- Design open spaces with habitats that support local wildlife, enhancing biodiversity and creating healthier ecosystems for future generations.

Strategy 2: Promote environmental education and community engagement.

Potential Actions:

- Establish community gardens and host gardening programs to build environmental awareness and encourage social connections around green initiatives.
- Install educational signage in parks and natural areas that highlights native species, local ecosystems, and sustainable practices to inspire public stewardship.
- Collaborate with schools, local organizations, and environmental groups to organize events such as tree-planting days, native plant workshops, and conservation projects, engaging residents in hands-on sustainability efforts.

Pillar 7: Operational Excellence

Goal 1: Excellence in Governance

A core tenet of good city governance is continued excellence in elected leadership. Serving in local public office is an honor and has a direct effect on the lives of aldermen's fellow citizens and neighbors. Yet in most suburban communities elected and appointed offices are unpaid, and the positions require a large time commitment. Elected and appointed local leaders are also often exposed to the burden of public critique. These and other factors have made it challenging for many cities to inspire citizens to run for office.

In Raytown, elected leadership has been consistent in recent years, but long tenures on the Board of Aldermen also suggest that younger members of the community have not been inspired to run for office. This phenomenon is also observed on some city commissions.

The Board of Aldermen and other city commissions can play a role in furthering a legacy of excellence in governance by helping to inspire other Raytown citizens to participate in local governance.

Strategy 1: Use city commissions as resource for future elected local leaders

Potential Actions:

- Promote boards and commissions, and what they do, through the city's communications channels.
- Appoint more young residents to boards and commissions in order to encourage engagement of new civic leaders.

Strategy 2: Promote greater understanding of the function and needs of city government.

Potential Actions:

- Promote in-person and virtual attendance options for Board of Aldermen meetings and encourage public participation.
- Hold neighborhood meetings or coffees where aldermen engage citizens on current City issues.
- Use social media channels to educate the public on city government functions.

Strategy 3: Aim for excellence in experience with City boards and commissions.

Potential Actions:

- Conduct exit interviews or experience surveys among aldermen, commissioners, and board members.
- Conduct satisfaction or experience surveys among those who have business before a commission or board.

Goal 2: Aspire to excellence in City professional staff.

Throughout the comprehensive planning process Raytown citizens often expressed their appreciation and respect for the professional staff at City Hall. Through good management and service, the city's administrative staff have succeeded in building a new and positive reputation.

The marketplace for talent has become particularly tight in recent years and Raytown competes with nearby suburbs and KCMO when hiring for positions in administration, police, and fire. Budget realities have meant that Raytown has often been in a weaker salary position when seeking to attract talent. The City has done exceptionally well in light of this competition.

The continuation of Raytown's good management will require investing in current staff and remaining competitive in the regional marketplace.

Strategy 1: Invest in City professional staff.

Potential Actions:

- Conduct regular competitive salary review.
- Anticipate potential personnel losses and ensure retention.
- Invest in continuing training.

Strategy 2: Assess customer satisfaction with City Hall customer service.

Potential Actions:

- Conduct customer satisfaction surveys among residents accessing City Hall services.
- Invite suggestions on improving programs or procedures.

Goal 3: Financial health

The City shows a high degree of fiscal responsibility and has delivered clean audits in recent years. City government operates within its means but remains under-resourced in funding many important initiatives, from road and infrastructure repair to downtown revitalization. Residents accustomed to relatively low property taxes have resisted rate increases and bond projects despite their expressed desire for improvements in many categories of work. Raising revenues will be necessary to achieve the level of excellence that both the Board of Aldermen and the city's professional staff strive to deliver.

Strategy 1: Educate the public on revenue sources and uses.

Potential Actions:

- Socialize and educate the public on the City’s needs and the importance of municipal revenue to the long-term health of Raytown.
- Host neighborhood-based community forums to help the public understand spending priorities and revenue sources.
- Present a wish list of priorities and invite informal voting on residents’ priorities.

Strategy 2: Study feasibility of new revenue generation.

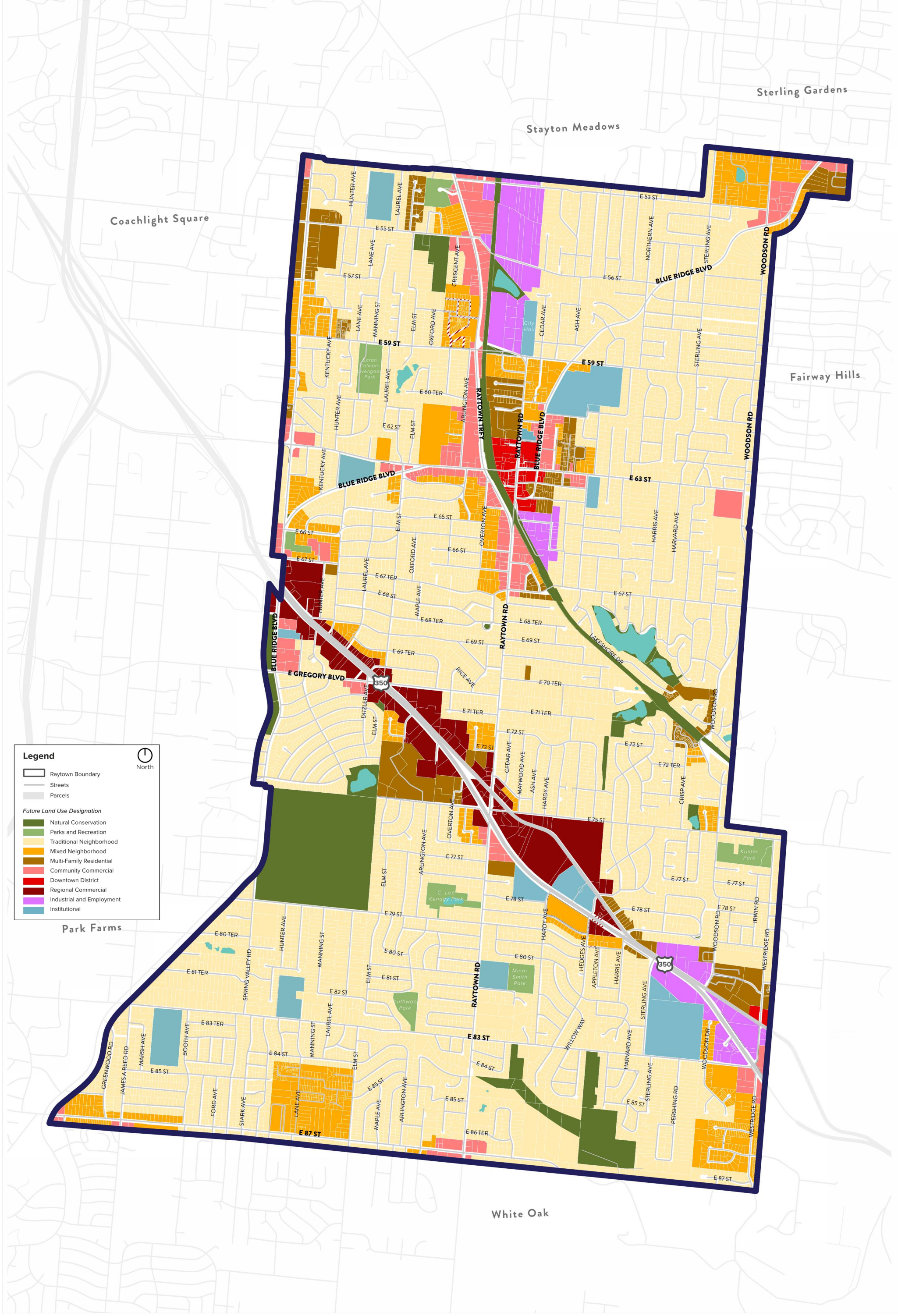
Potential Actions:

- Commission fiscal impact studies, as needed (e.g., for potential TIF districts, millage rate increases, sales/cannabis tax revenue)
- Conduct benefit-cost analysis of potential TIF districts, mixed-use developments, etc.

Strategy 3: If the property tax rate were raised, consider tax mitigation programs for residents in specific circumstances.

Potential Actions:

- Consider a homestead exemption for owner-occupants.
- Consider a tax freeze for seniors.
- Consider tax relief for long-time owner occupants.



Legend

- Raytown Boundary
- Streets
- Parcels

Future Land Use Designation

- Natural Conservation
- Parks and Recreation
- Traditional Neighborhood
- Mixed Neighborhood
- Multi-Family Residential
- Community Commercial
- Downtown District
- Regional Commercial
- Industrial and Employment
- Institutional