CITY OF GRAIN VALLEY BOARD OF ALDERMEN
REGULAR MEETING AGENDA

MAY 13, 2019
7:00 P.M.

OPEN TO THE PUBLIC

LOCATED IN THE COUNCIL CHAMBERS OF CITY HALL
711 MAIN STREET – GRAIN VALLEY, MISSOURI

ITEM I: CALL TO ORDER
- Mayor Mike Todd

ITEM II: ROLL CALL
- City Clerk Theresa Osenbaugh

ITEM III: INVOCATION
- Derek Steinmuller of LifeConnection Church Grain Valley

ITEM IV: PLEDGE OF ALLEGIANCE
- Boy Scout Troop #322

ITEM V: APPROVAL OF AGENDA
- City Administrator Ryan Hunt

ITEM VI: PROCLAMATIONS
- None

ITEM VII: CITIZEN PARTICIPATION
- Citizens are Asked to Please Limit Their Comments to Two (2) Minutes

ITEM VIII: CONSENT AGENDA
- April 2019 – Court Report
- April 2, 2019 – Park Board Meeting Minutes
- April 22, 2019 – Board of Aldermen Regular Meeting Minutes
- April 24, 2019 – Planning and Zoning Meeting Minutes
- May 13, 2019 – Accounts Payable

ITEM IX: PREVIOUS BUSINESS
- None

ITEM X: NEW BUSINESS

- None

ITEM XI: PRESENTATIONS

- Communities for All Ages – Cathy Boyer-Schesol

ITEM XII: PUBLIC HEARING

- None

ITEM XIII: ORDINANCES

ITEM XIII (A) **An Ordinance Appointing Jamie Logan as the City Clerk of the City of**
B19-14 **Grain Valley**
1ST & 2ND READ

To appoint Jamie Logan as the City Clerk for the City of Grain Valley

ITEM XIII (B) **An Ordinance Ratifying the Appointment of Susan Watkins as Judge,**
B19-15 **Grain Valley, Missouri, Municipal Division, Circuit Court of Jackson**
1ST & 2ND READ **County, Missouri, and Setting the Pay Therefore**

To ratify the appointment and compensation of Susan Watkins as Municipal Judge made by the Board of Aldermen

ITEM XIV: RESOLUTIONS

ITEM XIV (A) **A Resolution by the Board of Aldermen of the City of Grain Valley,**
R19-25 **Missouri Acknowledging, Supporting and Promoting the KC Communities for All Ages and Mid-America Regional Council's Communities for All Ages Initiative**

To become a designated city in the "Communities for All Ages" initiative

ITEM XIV (B) **A Resolution by the Board of Aldermen of the City of Grain Valley,**
R19-26 **Missouri Authorizing the City Administrator to Enter into an Agreement with Jackson County, Missouri for Distribution of Combat Funds of $87,204.00 for the 2019 Fiscal Year**

To collect payment from Jackson County, Missouri's Combat Tax (Anti-Drug Sales Tax) in the amount of $87,204.00

ITEM XIV (C) **A Resolution by the Board of Aldermen of the City of Grain Valley,**
R19-27 **Missouri Approving a Three (3) Year Cooperative Agreement Between the City and the Grain Valley Partnership**

To provide the budgeted investment support to the Grain Valley Partnership, a 501 (c)(3) corporation of Missouri

ITEM XIV (D) R19-28 **A Resolution by the Board of Aldermen of the City of Grain Valley, Missouri Adopting the City of Grain Valley, Missouri Economic Development Incentives Policies and Procedures**

To establish guidelines to direct the use of and provide a uniform process for requesting economic development incentives

ITEM XIV (E) R19-29 **A Resolution by The Board of Aldermen of the City of Grain Valley, Missouri Authorizing the City Administrator to Enter Into an Agreement with Entercom Kansas City for Media Services**

To enhance Grain Valley's recognition and economic development opportunities in the region

ITEM XV: CITY ATTORNEY REPORT

- City Attorney

ITEM XVI: CITY ADMINISTRATOR & STAFF REPORTS

- City Administrator Ryan Hunt
- Deputy City Administrator Ken Murphy
- Assistant City Administrator Theresa Osenbaugh
- Chief of Police James Beale
- Finance Directors Cathy Bowden and Steven Craig
- Parks & Recreation Director Shannon Davies

ITEM XVII: BOARD OF ALDERMEN REPORTS & COMMENTS

- Alderman Shea Bass
- Alderman Tom Cleaver
- Alderman Bob Headley
- Alderman Jayci Stratton
- Alderman Nancy Totton
- Alderman Yolanda West

ITEM XVII: MAYOR REPORT

- Mayor Mike Todd

ITEM XIX: EXECUTIVE SESSION

- Legal Actions, Causes of Action of Litigation Pursuant to Section 610.021(1), RSMo. 1998, as Amended
- Leasing, Purchase or Sale of Real Estate Pursuant to Section 610.021(2), RSMo. 1998, as Amended
- Hiring, Firing, Disciplining or Promoting of Employees (personnel issues), Pursuant to Section 610.021(3), RSMo. 1998, as Amended
- Individually Identifiable Personnel Records, Personnel Records, Performance Ratings or Records Pertaining to Employees or Applicants for Employment, Pursuant to Section 610.021(13), RSMo 1998, as Amended

ITEM XX: ADJOURNMENT

PLEASE NOTE

THE NEXT SCHEDULED MEETING OF THE GRAIN VALLEY BOARD OF ALDERMEN IS A REGULAR MEETING ON MAY 27, 2019 AT 7:00 P.M. THE MEETING WILL BE HELD IN THE COUNCIL CHAMBERS OF THE GRAIN VALLEY CITY HALL

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE CITY CLERK AT 816.847.6211 AT LEAST 48 HOURS BEFORE THE MEETING

THE CITY OF GRAIN VALLEY IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS

UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE BY CALLING 816.847.6211

Consent Agenda

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MUNICIPAL DIVISION SUMMARY REPORTING FORM

Refer to instructions for directions and term definitions. Complete a report each month even if there has not been any court activity

I. COURT INFORMATION	Contact information same as last report ☐	
	Municipality: GRAIN VALLEY	Reporting Period: April, 2019
Mailing Address: 711 MAIN	Software Vendor: Tyler Technologies	
Physical Address: 711 MAIN	County JACKSON	Circuit: 16
Telephone Number: (816) 847-6240	Fax Number: (816) 847-6209	
Prepared By: Kari Boardman	E-mail Address kboardman@cityofgrainvalley.or	iNotes ☐
Municipal Judge(s): SUSAN WATKINS	Prosecuting Attorney: JEREMY COVER	

II. MONTHLY CASELOAD INFORMATION	Alcohol & Drug related Traffic	Other Traffic	Non-Traffic Ordinance
A. Cases *(citations / informations)* pending at start of month	130	1,501	285
B. Cases *(citations / informations)* filed	16	85	15
C. Cases *(citations / informations)* disposed			
1. jury trial *(Springfield, Jefferson County, and St. Louis County only)*	0	0	0
2. court / bench trial - GUILTY	0	0	0
3. court / bench trial - NOT GUILTY	0	0	0
4. plea of GUILTY in court	11	26	7
5. Violations Bureau Citations *(i.e., written plea of guilty)* and bond forfeitures by court order *(as payment of fines / costs)*	0	18	3
6. dismissed by court	12	12	11
7. *nolle prosequi*	0	0	0
8. certified for jury trial *(not heard in the Municipal Division)*	0	0	0
9. **TOTAL CASE DISPOSITIONS**	23	56	21
D. Cases (citations / informations) pending at end of month [pending caseload = (A + B) - C9]	123	1,530	279
E. Trial de Novo and / or appeal applications filed	0	0	0

III. WARRANT INFORMATION *(pre- & post-disposition)*		**IV. PARKING TICKETS**	
1. # Issued during reporting period	33	# Issued during period	0
2. # Served/withdrawn during reporting period	72	☐ Court staff does not process parking tickets	
3. # Outstanding at end of reporting period	342		

MUNICIPAL DIVISION SUMMARY REPORTING FORM

I. COURT INFORMATION	Municipality: GRAIN VALLEY	Reporting Period: April, 2019

V. DISBURSEMENTS

Excess Revenue (minor traffic and municipal ordinance violations, subject to the excess revenue percentage limitation)		Other Disbursements cont.	
Fines - Excess Revenue	$ 6,242.13	EQUIPMENT REIMB DWI	$ 158.00
Clerk Fee - Excess Revenue	$ 576.00		$
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Excess Revenue	$ 17.76		$
Bond forfeitures (paid to city) - Excess Revenue	$ 0.00		$
Total Excess Revenue	$ 6,835.89		$
Other Revenue (non-minor traffic and ordinance violations not subject to the excess revenue percentage limitation)			$
Fines - Other	$ 8,959.26		$
Clerk Fee - Other	$ 804.00		$
Judicial Education Fund (JEF) ☒ Court does not retain funds for JEF	$ 0.00		$
Peace Officer Standard and Training (POST) Commission surcharge	$ 112.00		$
Crime Victims Compensation (CVC) Fund surcharge - Paid to State	$ 798.56		$
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Other	$ 24.79		$
Law Enforcement Training (LET) Fund surcharge	$ 230.00		$
Domestic Violence Shelter surcharge	$ 450.00		$
Inmate Prisoner Detainee Security Fund surcharge	$ 0.00		$
Sheriff's Retirement Fund (SRF) surcharge	$ 341.00		$
Restitution	$ 1,446.83		$
Parking ticket revenue *(including penalties)*	$ 0.00		$
Bond forfeitures *(paid to city)* - Other	$ 0.00		$
Total Other Revenue	$ 13,166.44	**Total Other Disbursements**	$ 952.00
Other Disbursements: Enter below additional surcharges and/or fees not listed above. Designate if subject to the excess revenue percentage limitation. Examples include, but are not limited to, arrest costs, witness fees, and board bill/jail costs.		**Total Disbursements of Costs, Fees, Surcharges and Bonds Forfeited**	$ 20,954.33
INCARCERATION REIMBURSEMENT	$ 550.00	**Bond Refunds**	$ 1,020.00
OFFICER REIMBURSEMENT DWI	$ 244.00	**Total Disbursements**	$ 21,974.33

GRAIN VALLEY PARK BOARD
MINUTES
April 2, 2019

Meeting called to order at 7:00 P.M. by President Brad Welle.

ROLL CALL:

PRESENT: Brad Welle (President), Terry Hill, Norm Combs, Jared English, Brian Bray, Alderman Jayci Stratton, Shannon Davies (Director)

ABSENT: Nathan Hays (Vice President), Becky Gray (Secretary), Don Caslavka, Chuck Harris

CONSENT AGENDA:

a. **APPROVAL OF MINUTES:** Motion by Norm Combs and seconded by Jared English to approve the February Minutes. Motion carried.

TREASURER'S REPORT:

a. **REVIEW OF ACCOUNTS PAYABLE/EXPENDITURES/REVENUES:** Shannon highlighted and explained the more notable expenditures such as the Goose Beacons that were installed at Butterfly Trail Park and the spring, youth baseball/softball league expenses in the summary report.

CITIZEN COMMENTS: none

COMMITTEE REPORTS:

a. **Veteran's Tribute –** Norm Combs
   i. Nothing new to report.

OLD BUSINESS:

a. **Park Signage –** Shannon Davies
   i. We are waiting on final proofs of each sign from the sign company. Once we get those approved, we will proceed with the order

b. **Cross Creek Trail Project** – Shannon Davies
   i. Not much additional work has been completed at the site since the last meeting due to the rainy weather and wet grounds.

c. **Additional Park Land (Butterfly Trail)** – Shannon Davies
   i. Nothing new to report.

d. **Park Land North of I-70** – Shannon Davies
   i. Discussion centered on being proactive with any available land north of I-70 and identify areas where it makes sense to have park land so that it is already designated before the planned park and area around it is developed.

e. **Bond Issuance for Trails –** Shannon Davies
   i. Nothing new to report.

f. **Trails Master Plan Review –** Shannon Davies
   i. Shannon will meet with Jared and Nathan to prioritize and identify those trail segments that we could possibly issue bonds for.

g. **Picnic Table Shelters** – Group Discussion
   i. Shannon provided the board with an aerial of Monkey Mountain Park. This is the proposed park for the 3 new picnic table shelters that were budgeted for this year. The board identified areas in Monkey Mountain Park where they would like to see the shelters installed.

h. **Grant Application** – Shannon Davies
   i. Nothing new to report. We should hear something in the next 2-3 months.

NEW BUSINESS:

a. **Community Campus Planning** - Shannon Davies
   ii. The City will be interviewing construction firms over the next few weeks. SAPP Design + Helix, the firm that will be assisting us with the planning of this complex will begin scheduling meetings with staff, elected officials and stakeholders within the community to start soliciting feedback on what this community needs within this future campus.

DIRECTOR'S REPORT

1. **<u>Operational Updates</u>**
   a. Ag-lime Replacement: All new ag-lime has been placed on the infields and walkways at Monkey Mountain Park.
   b. Water Line Replacement: The new water lines have been installed now providing water to all 4 baseball fields. The trenches have been filled and seeded with straw coverage.
   c. Picnic Table Purchase: The new picnic tables for the Armstrong Park shelters and the Pavilion arrived, have been assembled, and have replaced the existing picnic tables.

DIRECTOR'S REPORT

d. Spring Baseball/Softball Update: Registration has concluded. We have 540 kids registered making 49 total teams for this spring season.
e. 2019 Pool Season Update: We have began taking reservations from residents for private pool parties. Some improvements to the pool this year will include a new, 2-flume pool slide and we will be replacing the GVB grates.

1. **City Updates**
   a. Administrative Staffing Changes: Ken Murphy, the Assistant City Administrator is now Deputy City Administrator. Theresa Osenbaugh, the City Clerk is now the Assistant City Administrator. Khalilah Holland, the Assistant to the City Administrator is now the Human Resources Director.
   b. New Finance Director: Finance Director Cathy Bowden will be retiring at the end of May. Steven Craig has been hired to fill that vacancy. Steven is currently the City Administrator for Oak Grove.
   c. Municipal Elections: Occurred today. 3 seats for Board of Aldermen were on the ballot.

2. **Past/Current Programs/Special Events**
   a. Painting Party
   b. "Hands-Only" CPR
   c. Teddy Bear Sleepover
   d. Spring Karate

3. **Upcoming Programs/Special Events**
   a. Community Garden – April 1
   b. Pre-school Players Soccer – April 6
   c. Storybook Trail – April 12

TOPICS FOR NEXT MEETING:

a. Park Signage
b. Cross Creek Park Trail Project
c. Additional Park Land Designation (Butterfly Trail)
d. Park Land North of I-70
e. Bond Issuance for Trails
f. Grant Application
g. Picnic Table Shelters
h. Trails Master Plan Review

ADJOURNMENT:

Motion by Norm Combs, seconded by Jared English, to adjourn. Motion carried. Meeting adjourned at 8:03 PM.

Next regular meeting will be April 30, 2019.

ITEM I: CALL TO ORDER

- The Board of Aldermen of the City of Grain Valley, Missouri, met in Regular Session on April 22, 2019 at 7:04 p.m. in the Council Chambers located at Grain Valley City Hall
- The meeting was called to order by Mayor Mike Todd

ITEM II: ROLL CALL

- City Clerk Theresa Osenbaugh called roll
- *Present: Bass, Bamman, Headley, Stratton, Totton, West*
- *Absent:*

-QUORUM PRESENT-

ITEM III: INVOCATION

- Invocation was given by Darryl Jones

ITEM IV: PLEDGE OF ALLEGIANCE

- The Pledge of Allegiance was led by Alderman West

ITEM V: APPROVAL OF AGENDA

- No Changes

ITEM VI: PROCLAMATIONS

- None

ITEM VII: CITIZEN PARTICIPATION

- None

ITEM VIII: CONSENT AGENDA

- March 2019 – Court Report
- April 8, 2019 – Board of Aldermen Regular Meeting Minutes
- April 15, 2019 – Board of Aldermen Special Meeting Minutes
- April 22, 2019 – Accounts Payable
- *Alderman West made a Motion to Approve Consent Agenda*
- *The Motion was Seconded by Alderman Bamman*
    - No Discussion

DRAFT

- *Motion to Approve Consent Agenda was voted on with the following voice vote:*
  - *Aye: Bamman, Bass, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-MOTION APPROVED: 6-0-

ITEM IX: PREVIOUS BUSINESS

- City Prosecutor
  - Mayor Todd, Alderman Headley and Alderman Stratton, along with City Administrator Hunt, interviewed candidates for City Prosecutor positions; 3 were selected to be interviewed, however, one accepted a Jackson County judgeship leaving two to be interviewed; both candidates handled the interviews well, each bringing different aspects to the positions; one had a trial background and the other has been a prosecutor in other cities; Lauber Municipal Law is recommend to fulfill the role of City Prosecutor with Jeremy Cover being the primary prosecutor
- *Alderman Bamman made a Motion to allow City Administrator Hunt to negotiate the fee for City Prosecutor services and enter into an agreement with Lauber Municipal Law*
- *The Motion was Seconded by Alderman Stratton*
  - No Discussion
- *Motion to allow City Administrator Hunt to negotiate the fee for City Prosecutor services and enter into an agreement with Lauber Municipal Law*
- *was voted on with the following voice vote:*
  - *Aye: Bamman, Bass, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-MOTION APPROVED: 6-0-

ITEM X: PRESENTATION

- None

DRAFT

ITEM XI: RESOLUTIONS

Resolution No. R 19-22: A Resolution Authorizing the City Administrator to Approve the Midwest Public Risk (MPR) 2019-2020 Plan Elections and Rates for Employee Health, Dental and Vision Benefit Coverage

- City Attorney Julian Hartner read **Resolution No. R19-22** by title only
- *Alderman West moved to accept Resolution No. R19-22 as read*
- *The Motion was Seconded by Alderman Headley*
    - City Administrator Hunt reminded the Board that the insurance plan year runs from July 1- June 30 of each year
    - Alderman Headley asked for a summary of the total end costs when all employees have selected their plans
- *Resolution No. R19-22 was voted upon with the following voice vote:*
    - *Aye: Bamman, Bass, Headley, Stratton, Totton, West*
    - *Nay: None*
    - *Abstain: None*

-RESOLUTION NO. R19-22 APPROVED: 6-0-

Resolution No. R 19-23: A Resolution by the Board of Aldermen of the City of Grain Valley, Missouri Adopting the Elected Officials Operating Guidelines and Public Meeting Guidelines for Citizen Participation

- City Attorney Julian Hartner read **Resolution No. R19-23** by title only
- *Alderman Stratton moved to accept Resolution No. R19-23 as read*
- *The Motion was Seconded by Alderman Bamman*
    - City Administrator Hunt shared the final version of the guidelines was included in the Board packet
- *Resolution No. R19-23 was voted upon with the following voice vote:*
    - *Aye: Bamman, Bass, Headley, Stratton, Totton, West*
    - *Nay: None*
    - *Abstain: None*

-RESOLUTION NO. R19-23 APPROVED: 6-0-

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Resolution No. R 19-24: A Resolution by the Board of Aldermen of the City of Grain Valley, Missouri Authorizing the City Administrator to Enter into an Agreement with McCown Gordon Construction, LLC for Construction Manger Services

- City Attorney Julian Hartner read **Resolution No. R19-24** by title only
- *Alderman Bamman moved to accept Resolution No. R19-24 as read*
- *The Motion was Seconded by Alderman Totton*
    - City Administrator Hunt shared this is the process to move forward with the feasibility of a complex as Sni-A-Bar and Buckner Tarsney
    - Assistant City Administrator Osenbaugh shared the contract was reviewed by legal and edits have been provided this evening for each Aldermen at their seats
    - Assistant City Administrator Osenbaugh shared that with the contract there is an option for a Guaranteed Maximum Price savings clause; staff is suggesting that the percentage be set at 25% which means that if savings is found in the project, McCown Gordon will keep 25% for the first $200,000 in savings and the City will recover 75% of the first $200,000 in savings; any additional savings will be returned to the City in full; this encourages cost savings and efficiency
    - Alderman Headley asked McCown Gordon if the construction team would be the same group working on the schools; the group is a different group
- *Resolution No. R19-24 was voted upon with the following voice vote:*
    - *Aye: Bamman, Bass, Headley, Stratton, Totton, West*
    - *Nay: None*
    - *Abstain: None*

-RESOLUTION NO. R19-24 APPROVED: 6-0-

ITEM XII: ORDINANCES

Bill No. B19-10: An Ordinance Amending Chapter 600 of the Code of Ordinances of the City of Grain Valley, Missouri, Pertaining to Alcoholic Beverages

- City Attorney Julian Hartner read **Bill No. B19-10** for its second reading by title only
- *Alderman Bamman moved to accept second reading of **Bill No. B19-10** making it Ordinance #2463*
- *The Motion was Seconded by Alderman Headley*
    - Section of Code has been revised and will bring alcohol regulations up to date
- ***Bill No. B19-10** was voted upon with the following roll call vote:*
    - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*

DRAFT

- *Nay: None*
- *Abstain: None*

-Bill No. B19-10 BECAME ORDINANCE #2463: 6-0-

Bill No. B19-11: An Ordinance Amending the 2019 Comprehensive Fee Schedule of the City of Grain Valley, Missouri

- City Attorney Julian Hartner read **Bill No. B19-11** for its second reading by title only
- *Alderman West moved to accept second reading of **Bill No. B19-11** making it Ordinance #2464*
- *The Motion was Seconded by Alderman Totton*
  - Update to the comprehensive fee schedule in alignment with the updated alcoholic beverages code
- ***Bill No. B19-11** was voted upon with the following roll call vote:*
  - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-Bill No. B19-11 BECAME ORDINANCE #2464: 6-0-

Bill No. B19-12: An Ordinance Authorizing the City of Grain Valley, Missouri to Enter into an Equipment Lease Purchase Agreement, as Lessee, with State Bank of Missouri, as Lessor, with Respect to the Acquisition and Installation of In-Car Video Systems and Computers

- City Attorney Julian Hartner read **Bill No. B19-12** for its first reading by title only
- *Alderman Totton moved to accept first reading of **Bill No. B19-12** bringing it back for a second reading by title only*
- *The Motion was Seconded by Alderman Bamman*
  - Lease agreement will allow the purchase of in-car systems for the police department; this is a budgeted item which replaces nine units; ordinance provides for acquisition and installation of the assets
  - Alderman Bamman asked when the lease is over if the property will be able to belong to the City; property does become the cities for a nominal amount
  - Grain Valley Bank was contacted, in addition to State Bank, to see if there was interest in the lease; State Bank became the winning bid

DRAFT

- ***Bill No. B19-12*** *was voted upon with the following voice vote:*
  - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-Bill No. B19-12 Approved for a Second Reading: 6-0

- City Attorney Julian Hartner read **Bill No. B19-12** for its second reading by title only
- *Alderman Totton moved to accept the second reading of* ***Bill No. B19-12*** *making it Ordinance #2465*
- *The Motion was Seconded by Alderman Bamman*
  - No Discussion
- ***Bill No. B19-12*** *was voted upon with the following roll call vote:*
  - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-BILL NO. B19-12 BECAME ORDINANCE #2465: 6-0-

Bill No. B19-13: An Ordinance Declaring the Results of the General Election Held in the City of Grain Valley, Missouri on April 2, 2019

- City Attorney Julian Hartner read **Bill No. B19-13** for its first reading by title only
- *Alderman Bamman moved to accept first reading of* ***Bill No. B19-13*** *bringing it back for a second reading by title only*
- *The Motion was Seconded by Alderman Headley*
  - Mr. Hunt notified the Board that this is to certify the April 2, 2019 election results
- ***Bill No. B19-13*** *was voted upon with the following voice vote:*
  - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-Bill No. B19-13 Approved for a Second Reading: 6-0

- City Attorney Julian Hartner read **Bill No. B19-13** for its second reading by title only
- *Alderman Bamman moved to accept the second reading of* ***Bill No. B19-13*** *making it Ordinance #2466*

DRAFT

- *The Motion was Seconded by Alderman Headley*
  - No Discussion
- ***Bill No. B19-13** was voted upon with the following roll call vote:*
  - *Aye: Bass, Bamman, Headley, Stratton, Totton, West*
  - *Nay: None*
  - *Abstain: None*

-BILL NO. B19-13 BECAME ORDINANCE #2466: 6-0-

- Mayor Todd presented a plaque to Alderman Bamman and thanked him for his dedication and service to the City of Grain Valley

-MAYOR TODD CALLED FOR A RECESS AT 7:44PM; THE REGULAR MEETING WAS CONTINUED AT 7:49PM-

Item XIII: ELECTED OFFICIAL OATH OF OFFICE

- Assistant City Administrator/ City Clerk Theresa Osenbaugh administered the Oath of Office to the following elected officials:
  - Tom Cleaver, Alderman Ward I
  - Nancy Totton, Alderman Ward II
  - Shea Bass, Alderman Ward III

ITEM XIV: NEW BUSINESS

- None

ITEM XV: ORDINANCES

- None

ITEM XV: RESOLUTIONS

- None

ITEM XVII: CITY ATTORNEY REPORT

- City Attorney Hartner thanked Alderman Cleaver and Alderman Totton for attending the recent elected officials training; Alderman Totton appreciated the training

DRAFT

ITEM XVIII: CITY ADMINISTRATOR & STAFF REPORTS

- City Administrator Ryan Hunt
  - Partnership Annual Gala is Friday, April 26th; Mr. Hunt has been elected President of the Partnership Board
- Finance Director Cathy Bowden
  - None
- Assistant City Administrator/City Clerk Theresa Osenbaugh
  - MML Elected Officials Conference will be held June 6-7th in Columbia; those interested should let Ms. Osenbaugh know
  - Provided update on Grain Valley Community Complex; staff have toured several facilities around the area; first invitation public meeting will be held this week and later open public meetings will occur; design plans won't actually be seen until closer to fall
  - Currently have one business who has not responded to repeated attempts to obtain a business license; Codes Enforcement Officer Draper will be sent out to make contact with the business
  - Household Hazardous Waste event will be held on Saturday, April 27th from 8AM-12PM
- Chief James Beale
  - Prescription drop-off event will be held Saturday, April 27th from 10AM-2PM

ITEM XIX: BOARD OF ALDERMEN REPORTS & COMMENTS

- Alderman Shea Bass
  - None
- Alderman Tom Cleaver
  - None
- Alderman Bob Headley
  - Congratulated the new and reelected Board members
- Alderman Jacyi Stratton
  - None
- Alderman Nancy Totton
  - None
- Alderman Yolanda West
  - None

ITEM XX: MAYOR REPORT

- Mayor Mike Todd

DRAFT

- Board of Aldermen Pictures will be taken on May 13th, 6:00 PM in the downstairs of City Hall; Aldermen should wear a City logo shirt for the group picture

ITEM XXI: EXECUTIVE SESSION

- None

ITEM XXII: ADJOURNMENT

- The meeting adjourned at 8:01 p.m.

DRAFT

Minutes submitted by:

_____ _____
Theresa Osenbaugh Date
Assistant City Administrator/City Clerk

Minutes approved by:

_____ _____
Mike Todd Date
Mayor

ELECTED OFFICIALS PRESENT	ELECTED OFFICIALS ABSENT	STAFF OFFICIALS PRESENT
Mayor Mike Todd		City Attorney Julian Harter
Alderman Chris Bamman		City Administrator Ryan Hunt
Alderman Shea Bass		City Clerk Theresa Osenbaugh
Alderman Tom Cleaver		Finance Director Cathy Bowden
Alderman Bob Headley		Chief of Police James Beale
Alderman Jayci Stratton		
Alderman Nancy Totton		
Alderman Yolanda West		

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ITEM I: CALL TO ORDER

- The Planning & Zoning Commission of the City of Grain Valley, Missouri, met in Regular Session on April 24th, 2019 in the Council Chambers of the Grain Valley City Hall
- The meeting was called to order at 6:31 by Debbie Saffell

ITEM II: ROLL CALL

- *Present: Kevin Browning*
- *Present: Bob Dimmitt*
- *Absent: Elijah Greene*
- *Present: Debbie Saffell*
- *Present: Craig Shelton*
- *Present: Justin Tyson*
- *Present: Scott Shafer*
- *Present: Bob Headley (BOA Liaison)*
- ***There was a quorum***

ITEM III: PLEDGE OF ALLEGIANCE

ITEM IV: APRROVAL OF MINUTES

- Kevin Browning motioned to approve the minutes from the March 20th, 2019 regular meeting; the motion was seconded by Justin Tyson; Commission approved 6-0 to approve the minutes.

ITEM V: CITIZEN PARTICIPATION

- None

ITEM VI: PUBLIC HEARING

- Conditional Use Permit – An application for a Conditional Use Permit requesting approval of a Grill & Bar at 206 Harris Street which is zoned M-1 light industrial
    - Staff gave an overview of the request and stated that as previously relayed to the applicant and her attorney, the planning and zoning commission by code doesn't have the authority to approve the request.
    - Tina Brunner (applicant) gave her reasons for wanting to open the bar on Harris

St. The applicants attorney spoke to the commission to understand what was being said. He stated that he was the third attorney on the case and believes there was some miscommunication and that he understood that they were requesting the wrong thing. He said he was in agreement that the only avenue they could go down was a rezoning request. The applicant asked to have her application pulled for the night.

- The public hearing was closed at 6:55

ITEM VII: ACTION ITEMS

- Site Plan – QuikTrip
  - Staff gave an overview of the site plan application and talked about the similarities to the access restrictions facing Casey's and Taco Bell across from this site on Buckner Tarsney. Staff worked with the applicant to ensure that access was still possible from this site to the rest of the northwest corner of the interchange.
  - Erik Eckhart was in attendance to answer questions on behalf of QuikTrip. He stated that this project was fast tracked, and he wanted to open as soon as possible. The general construction time is 4 to 5 months.
  - Craig Shelton asked about traffic concerns. Staff stated that traffic was looked at during the time of design of the interchange improvement project and there wasn't really anything that could be done.
  - Scott Shafer motioned to approve the site plan for QuikTrip; the motion was seconded by Kevin Browning. Commission approved 6-0.

ITEM VIII: PREVIOUS BUSINESS

- None.

ITEM IX: NEW BUSINESS

- Staff stated that the HHW mobile event would be on April 27th at Pink Hill Park in Blue Springs.

ITEM X: ADJOURNMENT

- There being no further business, Justin Tyson motioned to adjourn the March 20th, 2019 Planning Commission Meeting; seconded by Scott Shafer; Commission approved 6-0.

Commissioners Present	Commissioners Absent	Staff Officials Present
Debbie Saffell	Elijah Greene	Ken Murphy – Deputy City Administrator
Kevin Browning		Julian Hartner – City Attorney
Craig Shelton		
Justin Tyson		
Bob Dimmitt		
Scott Shafer		
Bob Headley		

-The Regular Meeting Adjourned at 7:08 PM-

Commissioners Present	Commissioners Absent	Staff Officials Present
Debbie Saffell	Elijah Greene	Ken Murphy – Deputy City Administrator
Kevin Browning		Julian Hartner – City Attorney
Craig Shelton		
Justin Tyson		
Bob Dimmitt		
Scott Shafer		
Bob Headley		

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DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
NON-DEPARTMENTAL	GENERAL FUND	MO DEPT OF REVENUE	MISSOURI WITHHOLDING	2,123.88
		FRATERNAL ORDER OF POLICE	EMPLOYEE DEDUCTIONS	336.00
		AFLAC	AFLAC AFTER TAX	62.51
			AFLAC CRITICAL CARE	6.78
			AFLAC PRETAX	184.61
			AFLAC-W2 DD PRETAX	168.94
		JACKSON COUNTY CIRCUIT COURT	VANDERLINDEN	352.76
		MIDWEST PUBLIC RISK	DENTAL	124.04
			OPEN ACCESS	389.76
			OPEN ACCESS	151.58
			HSA	210.70
			HSA	1,226.60
			VISION	3.21
			VISION	38.32
			VISION	88.54
			VISION	31.92
		HSA BANK	HSA - GRAIN VALLEY, MO	471.33
			HSA - GRAIN VALLEY, MO	347.71
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	245.24
		CITY OF GRAIN VALLEY -FLEX	FLEX - DEPENDENT CARE	102.62
		ICMA RC	ICMA 457 %	508.26
			ICMA 457	353.57
			ICMA ROTH IRA	30.00
		INTERNAL REVENUE SERVICE	FEDERAL WH	6,162.79
			SOCIAL SECURITY	4,234.69
			MEDICARE	990.36
			TOTAL:	18,946.72
HR/CITY CLERK	GENERAL FUND	VALIDITY SCREENING SOLUTIONS	CRAIG	98.00
			HUGES	40.00
			MCAHAN	40.00
			MCANERNEY	40.00
			MYERS	45.00
			OLSON	40.00
			PENDERGRASS	45.00
			SCHOLTZ	40.00
			TURMAN	40.00
			WACKER	80.00
			WEEMS	40.00
			MARTIN	40.00
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	6.00
		ROBERT W ODELL	ANNUAL FIRE SAFETY SERVIC	1,292.55
		INSIGHT PUBLIC SAFETY AND FORENSIC CON	PSYCHOLOGICAL SERVICES	1,800.00
		CONCENTRA MEDICAL CENTERS	HUGHES, EMILY	86.00
			SCHOLTZ, JESSE	86.00
			OLSON, TESSA	86.00
			WEEMS, JORDYN	86.00
			MYERS, STEVEN	86.00
			WACKER, JANISE	86.00
			HACKETT, PATRICIA	37.00
			TURMAN, REECE	86.00
			TOTAL:	4,325.55
INFORMATION TECH	GENERAL FUND	NETSTANDARD INC	MAR 19 DataSafe Backups	1,750.00
			MAY 19Netstandard Clarity	3,707.90
			04/12-05/11OFFICE 365	1,386.33

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		ESRI INC	ArcGIS Publisher	2,250.00
		CDW GOVERNMENT	Dell Optiplex 7060	6,424.64
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	227.12
			CELLULAR SERVICE 04/19-05/	40.01
			MURPHY/OSENBAUGH TABLET	1,699.98
			HUNT USAGE	82.91-
			TOTAL:	17,403.07
BLDG & GRDS	GENERAL FUND	KCP&L	600 BUCKNER TARSNEY RD	27.07
			596 BUCKNER TARSNEY	6.49
			CAPPELL & FRONT, PH, PUBLI	4.88
			618 JAMES ROLLO CT	82.72
			618 JAMES ROLLO CT	21.46
			711 MAIN ST	967.28
			620 JAMES ROLLO CT	111.19
			517 GREGG	190.59
		SC REALTY SERVICES	Custodial Services	1,579.05
			TOTAL:	2,990.73
ADMINISTRATION	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	360.40
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	27.00
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	12.05
		AFLAC	HUNT PREMIUMS	2.25
			HUNT PREMIUMS	27.96
			HUNT PREMIUMS	32.19
		MIDWEST PUBLIC RISK	ADMIN HEALTH	337.11
			DENTAL	21.85
			DENTAL	14.07
			DENTAL	17.28
			OPEN ACCESS	154.67
			HSA	198.66
			HSA	72.25
			VISION	5.48
		HSA BANK	HSA - GRAIN VALLEY, MO	22.50
			HSA - GRAIN VALLEY, MO	100.00
		NORTH AMERICAN SAVINGS BANK	JULY 2019 LAND PAYOFF	42,021.61
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	78.09
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	58.30
			HUNT HEADSET	199.99
			HUNT: RETURNED ITEM	89.99-
		ICMA RC	EMPLOYEE DEDUCTIONS	105.68
		LAUBER MUNICIPAL LAW LLC	ED MATTERS	2,437.50
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	362.91
			MEDICARE	84.87
			TOTAL:	46,664.68
ELECTED	GENERAL FUND	SUMMIT LITHO INC	CITY VIEW SPR SUM 2019	4,523.50
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	80.02
			TOTAL:	4,603.52
LEGAL	GENERAL FUND	LAUBER MUNICIPAL LAW LLC	CITY ATTORNEY	6,493.00
			TOTAL:	6,493.00
FINANCE	GENERAL FUND	TROUTT BEEMAN & CO PC	2018 AUDIT	18,500.00
		MO DEPT OF REVENUE	MISSOURI WITHHOLDING	0.50
		MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	216.89

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	12.00
		MIDWEST PUBLIC RISK	DENTAL	8.79
			DENTAL	17.28
			HSA	240.79
		HSA BANK	HSA - GRAIN VALLEY, MO	75.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	19.82
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	168.72
			MEDICARE	39.46
			TOTAL:	19,299.25
COURT	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	149.65
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	12.00
		MIDWEST PUBLIC RISK	DENTAL	17.59
			DENTAL	2.96
			HSA	240.79
			HSA	44.79
		HSA BANK	HSA - GRAIN VALLEY, MO	75.00
			HSA - GRAIN VALLEY, MO	8.57
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	14.55
		LAUBER MUNICIPAL LAW LLC	CITY PROSECUTOR	5,310.50
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	286.62
			MEDICARE	67.04
			TOTAL:	6,230.06
VICTIM SERVICES	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	123.25
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	12.00
		MIDWEST PUBLIC RISK	DENTAL	34.56
			HSA	522.52
		HSA BANK	HSA - GRAIN VALLEY, MO	100.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	12.83
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	51.83
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	139.09
			MEDICARE	32.53
			TOTAL:	1,028.61
FLEET	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	68.76
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	6.00
		MIDWEST PUBLIC RISK	DENTAL	17.28
			HSA	120.40
		HSA BANK	HSA - GRAIN VALLEY, MO	37.50
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	7.17
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	54.37
			MEDICARE	12.72
			TOTAL:	324.20
POLICE	GENERAL FUND	MISSOURI LAGERS	EMPLOYER CONTRIBUTIONS	3,800.85
			MONTHLY CONTRIBUTIONS	348.06
		STATE BANK OF MISSOURI	CLOSING COSTS	1,575.00
			IN-CAR COMPUTERS/CAMERAS	2,314.61
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	324.00
		VISA-CARD SERVICES 1325	CONF LODGING	920.22
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	1,002.53
			BULK GASOHOL/DIESEL	136.61
			BULK GASOHOL/DIESEL	850.40
			BULK GASOHOL/DIESEL	107.21
		COMCAST	HIGH SPEED INTERNET	149.85

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		MIDWEST PUBLIC RISK	DENTAL	211.08
			DENTAL	380.16
			OPEN ACCESS	618.70
			OPEN ACCESS	1,342.58
			OPEN ACCESS	590.86
			BELLMYER	52.20
			STAAT	35.18
			BELLMYER	481.60
			PALECEK	385.26
			BELLMYER	14.08
			PALECEK	6.42
			STAAT	7.82
			HSA	794.62
			HSA	2,407.90
			HSA	3,657.64
		HSA BANK	HSA - GRAIN VALLEY, MO	750.00
			HSA - GRAIN VALLEY, MO	900.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	350.63
			APR 19 DISABILITY CORR	10.18
		CITY OF INDEPENDENCE	RADIO SYSTEM	9,601.20
		MOTOROLA SOLUTIONS INC	PORTABLE RADIO	8,474.80
			BATTERY	170.40
			REMOTE MIC	141.60
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	887.11
			CELLULAR SERVICE 04/19-05/	80.02
			CELLULAR SERVICE 04/19-05/	192.98
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	2,789.05
			MEDICARE	652.30
			TOTAL:	47,515.71
ANIMAL CONTROL	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	100.71
			TUTTLE CORRECTION	196.06-
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	24.00
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	57.97
			BULK GASOHOL/DIESEL	86.14
		MIDWEST PUBLIC RISK	OPEN ACCESS	309.35
			TUTTLE	618.70
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	20.36
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	51.83
		OAK GROVE ANIMAL CLINIC	BOARDING	15.00
			VET CARE	537.36
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	80.05
			MEDICARE	18.72
			TOTAL:	1,724.13
PLANNING & ENGINEERING	GENERAL FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	459.28
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	33.00
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	36.39
			BULK GASOHOL/DIESEL	47.28
		MIDWEST PUBLIC RISK	DENTAL	50.88
			HSA	696.48
		HSA BANK	HSA - GRAIN VALLEY, MO	216.94
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	44.74
			APR 19 DISABILITY CORR	3.45
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	353.90
			MEDICARE	82.77

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		MOLLE CHEVROLET INC	2019 CHEVY COLORADO	22,435.00
			TOTAL:	24,460.11
NON-DEPARTMENTAL	PARK FUND	MO DEPT OF REVENUE	MISSOURI WITHHOLDING	443.40
		FAMILY SUPPORT PAYMENT CENTER	SMITH CASE 91316387	138.46
		AFLAC	AFLAC CRITICAL CARE	3.48
			AFLAC PRETAX	15.38
			AFLAC-W2 DD PRETAX	18.66
		MIDWEST PUBLIC RISK	DENTAL	29.21
			HSA	261.27
			VISION	15.48
			VISION	4.30
		HSA BANK	HSA - GRAIN VALLEY, MO	72.50
			HSA - GRAIN VALLEY, MO	103.54
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	35.72
		CITY OF GRAIN VALLEY -FLEX	FLEX - DEPENDENT CARE	220.83
			FLEX PLAN	112.50
		ICMA RC	ICMA 457 %	217.35
			ICMA 457	496.50
			ICMA ROTH IRA	45.96
			ICMA ROTH IRA	1.00
		INTERNAL REVENUE SERVICE	FEDERAL WH	1,132.59
			SOCIAL SECURITY	943.12
			MEDICARE	220.60
			TOTAL:	4,531.85
PARK ADMIN	PARK FUND	NETSTANDARD INC	MAY 19 NETSTANDARD CLARIT	617.98
		MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	493.61
		AT&T	U-VERSE PARK MAINT	68.09
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	32.40
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	74.01
			BULK GASOHOL/DIESEL	191.68
		AFLAC	HUNT PREMIUMS	0.45
			HUNT PREMIUMS	5.59
			HUNT PREMIUMS	6.44
		MIDWEST PUBLIC RISK	ADMIN HEALTH	67.42
			DENTAL	4.37
			DENTAL	3.52
			DENTAL	76.04
			OPEN ACCESS	30.94
			HSA	834.35
			HSA	48.16
			VISION	1.10
		HSA BANK	HSA - GRAIN VALLEY, MO	15.00
			HSA - GRAIN VALLEY, MO	220.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	55.15
		SUMMIT LITHO INC	CITY VIEW SPR SUM 2019	1,357.05
			CITY VIEW SPR SUM 2019	3,166.45
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	51.83
		ICMA RC	EMPLOYEE DEDUCTIONS	21.14
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	373.70
			MEDICARE	87.41
			TOTAL:	7,903.88
PARKS STAFF	PARK FUND	MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	380.33
		KCP&L	701 SW EAGLES PKWY BALLFIE	217.40

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			ARMSTRONG PARK 041503	164.71
			ARMSTRONG PARK 098095	16.88
			ARMSTRONG PARK 017576	305.66
			28605 E HWY AA #4	18.70
			JAMES ROLLO SHELTER #2	61.55
			618 JAMES ROLLO CT	41.36
			ARMSTRONG PARK	3.54
			6100 S BUCKNER TARSNEY RD	83.95
			28605 E HWY AA	175.37
			618 JAMES ROLLO CT	10.74
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	36.00
		MIDWEST PUBLIC RISK	DENTAL	35.18
			DENTAL	34.56
			HSA	397.31
			HSA	481.58
		HSA BANK	HSA - GRAIN VALLEY, MO	150.00
			HSA - GRAIN VALLEY, MO	100.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	32.51
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	328.02
			MEDICARE	76.72
			TOTAL:	3,152.07
RECREATION	PARK FUND	ALLIED REFRESHMENT	CONCESSION DRINKS	239.00
			CONCESSION DRINKS	962.50
		SAMS CLUB/GECRB	CONC PRODUCT & SUPPLIES	154.85
			CONC PRODUCT & SUPPLIES	1,135.29
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	58.66
			MEDICARE	13.72
			TOTAL:	2,564.02
COMMUNITY CENTER	PARK FUND	MELODY TAYLOR	04/08-04/15 SILVERSNEAKERS	50.00
			04/08-04/19 SILVERSNEAKERS	150.00
		MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	133.95
		KCP&L	713 MAIN ST	1,003.59
			713 MAIN #A	151.83
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	12.00
		MIDWEST PUBLIC RISK	DENTAL	17.59
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	13.90
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	51.83
		FREDAH JOHNSTON	04/09-04/18 LINE DANCING	151.00
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	182.74
			MEDICARE	42.75
			TOTAL:	1,961.18
POOL	PARK FUND	MIRACLE RECREATION EQUIPMENT CO	2-Flume Pool Slide	17,239.88
		MIDWEST POOL MANAGEMENT	Pool Management Services	20,615.00
			TOTAL:	37,854.88
NON-DEPARTMENTAL	TRANSPORTATION	MO DEPT OF REVENUE	MISSOURI WITHHOLDING	114.19
		FAMILY SUPPORT PAYMENT CENTER	DZEKUNSKAS CASE 41452523	30.00
		AFLAC	AFLAC PRETAX	6.67
			AFLAC-W2 DD PRETAX	13.79
		MIDWEST PUBLIC RISK	DENTAL	10.82
			OPEN ACCESS	21.65
			HSA	33.72
			HSA	88.42

DEPARTMENT	FUND	VENDOR NAME		DESCRIPTION	AMOUNT
				VISION	1.55
				VISION	1.56
				VISION	4.19
		HSA BANK		HSA - GRAIN VALLEY, MO	35.67
				HSA - GRAIN VALLEY, MO	32.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO		MAY 2019 DISABILITY	7.34
		CITY OF GRAIN VALLEY -FLEX		FLEX - DEPENDENT CARE	29.68
		ICMA RC		ICMA 457	33.31
		INTERNAL REVENUE SERVICE		FEDERAL WH	379.36
				SOCIAL SECURITY	242.41
				MEDICARE	56.71
				TOTAL:	1,143.04
TRANSPORTATION	TRANSPORTATION	NETSTANDARD INC		MAY 19Netstandard Clarity	370.80
		MISSOURI LAGERS		MONTHLY CONTRIBUTIONS	307.01
		KCP&L		618 JAMES ROLLO CT	82.72
				GRAIN VALLEY ST LIGHTS	11,198.19
				618 JAMES ROLLO CT	21.46
				711 MAIN ST	82.91
		STANDARD INSURANCE CO		MAY 19 STANDARD LIFE INSUR	26.40
		VANCE BROTHERS INC		ASPHALT	1,230.50
		HAMPEL OIL INC		BULK GASOHOL/DIESEL	57.73
				BULK GASOHOL/DIESEL	95.26
		MIDWEST PUBLIC RISK		DENTAL	20.11
				DENTAL	40.87
				OPEN ACCESS	102.08
				HSA	158.93
				HSA	275.11
				HSA	304.55
		HSA BANK		HSA - GRAIN VALLEY, MO	85.69
				HSA - GRAIN VALLEY, MO	98.29
		DEVELOPERS HELPERS LLC		PULVERIZED TOPSOIL	690.00
		THE LINCOLN NATIONAL LIFE INSURANCE CO		MAY 2019 DISABILITY	29.14
				APR 19 DISABILITY CORR	3.45
				APR 19 DISABILITY CORR	2.10
		APAC KANSAS INC		ROCK STOCK	539.15
				ROCK STOCK	1,098.95
		VERIZON WIRELESS		CELLULAR SERVICE 04/19-05/	40.78
		INDEPENDENT SALT COMPANY		STREET SALT	2,162.76
				STREET SALT	2,343.43
		MURPHY TRACTOR & EQUIPMENT CO.		GENERATOR REPAIR PARTS	295.47
				GENERATOR REPAIR PARTS	5.05
		INTERNAL REVENUE SERVICE		SOCIAL SECURITY	242.41
				MEDICARE	56.71
				TOTAL:	22,068.01
PUBLIC HEALTH	PUBLIC HEALTH	GRAIN VALLEY SCHOOL DISTRICT		SENIOR LUNCHEON J-MAR	1,088.75
				TOTAL:	1,088.75
NON-DEPARTMENTAL	WATER/SEWER FUND	MO DEPT OF REVENUE		MISSOURI WITHHOLDING	858.03
		FAMILY SUPPORT PAYMENT CENTER		DZEKUNSKAS CASE 41452523	120.00
		AFLAC		AFLAC PRETAX	40.63
				AFLAC-W2 DD PRETAX	112.68
		MISCELLANEOUS	BRAY, DANIEL	20-118600-12	65.54
			THACKER, DAVID	20-118700-13	65.54
			ELLIOTT, JOHN	20-121400-14	65.54

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		JACKSON, CAROLYN S	20-125300-00	24.74
		CHARTWELL REALTY	20-151441-05	15.54
		BASILE, ANTHONY	20-151651-02	15.54
		ASKEW, JASON	20-199530-11	67.88
		ROYAL, KELLI	20-567040-01	65.54
		MALLE, JAMIE	20-567110-01	62.22
		REED, KIM	20-568150-03	61.20
		DAVCOR, INC	20-568500-07	15.54
		RANDLE, JOYCE	20-599320-04	15.54
		SHAW SUPPLY	20-603600-05	15.96
		SHAW SUPPLY	20-603700-03	15.96
		DAVE RICHARDS HOME B	20-623666-00	15.54
		WARD DEVELOPMENT	20-682797-00	1.74
		PATTERSON, WESLEY	20-682812-07	52.13
		BLEIBAUM, KYLA	20-700100-15	4.91
		SMITH, BRITNY	20-701550-11	31.08
		BEST, PAMELA	20-707020-01	4.61
		THOMAS, AMY	20-707030-02	50.74
		DAVE RICHARDS HOME B	20-721026-00	15.54
		MIDWEST PUBLIC RISK	DENTAL	73.31
			OPEN ACCESS	86.62
			HSA	168.55
			HSA	505.38
			HSA	117.99
			VISION	6.19
			VISION	10.56
			VISION	16.77
			VISION	7.98
		HSA BANK	HSA - GRAIN VALLEY, MO	301.74
			HSA - GRAIN VALLEY, MO	272.16
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	47.99
		CITY OF GRAIN VALLEY -FLEX	FLEX - DEPENDENT CARE	188.53
		ICMA RC	ICMA 457 %	253.10
			ICMA 457	264.12
			ICMA ROTH IRA	14.00
		INTERNAL REVENUE SERVICE	FEDERAL WH	2,887.38
			SOCIAL SECURITY	1,742.59
			MEDICARE	407.54
			TOTAL:	9,252.41
WATER	WATER/SEWER FUND	NETSTANDARD INC	MAY 19Netstandard Clarity	741.58
		PEREGRINE CORPORATION	APR 19 BILL PRINT & MAIL	601.83
			APR 19 BILL PRINT & MAIL	116.41
		MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	1,077.27
		KCP&L	825 STONEBROOK DR	45.06
			1301 TYER RD UNIT A	125.81
			618 JAMES ROLLO CT	103.40
			110 SNI-A-BAR BLVD	79.84
			1301 TYER RD UNIT B	189.13
			618 JAMES ROLLO CT UNIT B	1,775.47
			618 JAMES ROLLO CT	26.83
			711 MAIN ST	165.82
			1012 STONEBROOK LN	74.67
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	90.60
		BLUE SPRINGS WINWATER CO	PARTS FOR H2O MAIN REPAIR	1,000.00
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	115.46

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			BULK GASOHOL/DIESEL	196.56
		AFLAC	HUNT PREMIUMS	0.90
			HUNT PREMIUMS	11.18
			HUNT PREMIUMS	12.88
		SHI INTERNATIONAL CORP	Liteshow	1,101.78
		TURNER & MICHAEL CONSTRUCTION	CONCRETE WORK	2,535.00
		MIDWEST PUBLIC RISK	ADMIN HEALTH	134.84
			DENTAL	8.74
			DENTAL	56.88
			DENTAL	138.76
			OPEN ACCESS	204.17
			OPEN ACCESS	61.87
			ALTON	35.18-
			ALTON	481.58-
			ALTON	7.82-
			HSA	397.30
			HSA	838.56
			HSA	870.37
			HSA	229.96
			VISION	2.19
		HSA BANK	HSA - GRAIN VALLEY, MO	261.19
			HSA - GRAIN VALLEY, MO	336.57
		NORTH AMERICAN SAVINGS BANK	JULY 2019 LAND PAYOFF	21,010.80
		SC REALTY SERVICES	Custodial Services	95.70
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	121.57
			APR 19 DISABILITY CORR	8.04
			APR 19 DISABILITY CORR	4.20
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	81.55
		MURPHY TRACTOR & EQUIPMENT CO.	GENERATOR REPAIR PARTS	590.91
			GENERATOR REPAIR PARTS	10.10
		ICMA RC	EMPLOYEE DEDUCTIONS	42.27
		NEPTUNE TECHNOLOGY GROUP INC	COMPOUND H2O METER/PARTS	2,466.91
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	871.32
			MEDICARE	203.78
			TOTAL:	38,711.45
SEWER	WATER/SEWER FUND	NETSTANDARD INC	MAY 19Netstandard Clarity	741.58
		PEREGRINE CORPORATION	APR 19 BILL PRINT & MAIL	601.82
			APR 19 BILL PRINT & MAIL	116.42
		MISSOURI LAGERS	MONTHLY CONTRIBUTIONS	1,077.26
		KCP&L	WOODLAND DR	271.50
			405 JAMES ROLLO DR	243.00
			1326 GOLFVIEW DR	211.14
			618 JAMES ROLLO CT	103.39
			618 JAMES ROLLO CT	26.84
			711 MAIN ST	165.81
			1017 ROCK CREEK LN	23.14
		STANDARD INSURANCE CO	MAY 19 STANDARD LIFE INSUR	90.60
		HAMPEL OIL INC	BULK GASOHOL/DIESEL	115.46
			BULK GASOHOL/DIESEL	196.56
		AFLAC	HUNT PREMIUMS	0.90
			HUNT PREMIUMS	11.19
			HUNT PREMIUMS	12.87
		MIDWEST PUBLIC RISK	ADMIN HEALTH	134.85
			DENTAL	8.73
			DENTAL	56.83

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			DENTAL	138.81
			OPEN ACCESS	204.17
			OPEN ACCESS	61.87
			HSA	397.31
			HSA	838.52
			HSA	870.37
			HSA	229.95
			VISION	2.18
		HSA BANK	HSA - GRAIN VALLEY, MO	261.18
			HSA - GRAIN VALLEY, MO	336.57
		NORTH AMERICAN SAVINGS BANK	JULY 2019 LAND PAYOFF	21,010.80
		SC REALTY SERVICES	Custodial Services	95.70
		THE LINCOLN NATIONAL LIFE INSURANCE CO	MAY 2019 DISABILITY	121.57
			APR 19 DISABILITY CORR	8.04
			APR 19 DISABILITY CORR	4.20
		VERIZON WIRELESS	CELLULAR SERVICE 04/19-05/	81.55
		MURPHY TRACTOR & EQUIPMENT CO.	GENERATOR REPAIR PARTS	590.91
			GENERATOR REPAIR PARTS	10.10
		ICMA RC	EMPLOYEE DEDUCTIONS	42.26
		INTERNAL REVENUE SERVICE	SOCIAL SECURITY	871.25
			MEDICARE	203.71
			TOTAL:	30,590.91
NON-DEPARTMENTAL	GENERAL FUND	KCMO CITY TREASURER	KC EARNINGS TAX WH	39.59
		GRAIN VALLEY SCHOOL DISTRICT	HOLCOMBE RESTITUTION	1,000.00
		HAMPEL OIL INC	CJC FUEL	410.76
		SHERIFFS RETIREMENT SYSTEM	APR 2019 SHERIFFS RETIREME	341.00
		JEREMIAH ROBERTS	NELSON RESTITUTION	150.00
		TARA DIEHL	MILLER RESTITUTION	100.00
		RICKY WOODERSON	SKILLMAN RESTITUTION	500.00
		HOPE HOUSE	APR 19 DOMESTIC VIOLENCE	450.00
		MO DEPT OF REVENUE	APR 19 CVC FUNDS	798.56
		MO DEPT OF PUBLIC SAFETY	APR 19 TRAINING FUND	112.00
			TOTAL:	3,901.91
HR/CITY CLERK	GENERAL FUND	PETTY CASH	SUNSHINE REQUEST POSTAGE	1.28
			OSENBAUGH/HOLLAND: MOCCFOA	24.00
		ARC PHYSICAL THERAPY PLUS LP	WORKSTEPS: BELLMYER/THOMPS	450.00
		WAGEWORKS	APR 2019 MONTHLY FEES	68.00
		RECOGNITION PLUS	NAME BADGE: LOGAN	11.50
		CONCENTRA MEDICAL CENTERS	LOGAN SCREENING	86.00
		GRAIN VALLEY NEWS	PW MAINT WORKER EMPLOYMENT	10.00
		INDEPENDENCE EXAMINER	CITY ENGINEER	130.00
			TOTAL:	780.78
INFORMATION TECH	GENERAL FUND	OFFICE DEPOT	SPEAKERS/HIGHLIGHTERS/2YR	34.37
		HOME DEPOT CREDIT SERVICES	COMPUTER SUPPLIES	124.85
			SALES TAX REFUND	10.94-
		RYAN HUNT	REIMBURSEMENT FOR WINDOWS	102.50
			TOTAL:	250.78
BLDG & GRDS	GENERAL FUND	BATTS COMMUNICATIONS SERVICES INC	MAY 19 MAINTENANCE	125.00
		ORKIN	SERVICE 04/11/19	300.00
		GENERAL ELEVATOR	MAY SERVICE	141.00
		SITEONE LANDSCAPE SUPPLY LLC	DANDELION SPRAY	85.79
		HOME DEPOT CREDIT SERVICES	CONCRETE REPAIR	112.74

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			WALL BASE ADHESIVE/SCOTCHB	14.97
			FEBREZE/SIZE 10 BLK PVC BO	34.11
		JAKES INDUSTRIAL INC	5 EXHAUST FAN UNITS	150.00
		GREGS LOCK & KEY SERVICE INC	LABOR TO REKEY ONE LOCK CY	86.00
			TOTAL:	1,049.61
ADMINISTRATION	GENERAL FUND	PETTY CASH	NADEAU: RAPIO LUNCHEON	8.00
			NADEAU: RAPIO LUNCHEON	8.00
			CHIESA/BOWDEN: GFOA MEETIN	30.00
			NADEAU: RAPIO LUNCHEON	8.00
		SAMS CLUB/GECRB	ANNUAL MEMBERSHIP	127.50
			KITCHEN SUPPLIES	52.88
		OFFICE DEPOT	BATTERY/STAPLER/PAPER/COFF	43.82
		MISSOURI CITY/COUNTY MANAGEMENT ASSOCI	OSENBAUGH MEMBERSHIP	75.00
			TOTAL:	353.20
ELECTED	GENERAL FUND	MVP AWARDS & MORE	PLATES	40.00
			TOTAL:	40.00
FINANCE	GENERAL FUND	PETTY CASH	TAX FORMS	53.98
		MALLORY CHIESA-CULLUM	CHIESA: MEALS FOR NATL GFO	182.00
		MVP AWARDS & MORE	PLATES	19.00
			TOTAL:	254.98
COURT	GENERAL FUND	CITY OF BLUE SPRINGS	MAR 19 PRISONER HOUSING	245.00
		PETTY CASH	BOARDMAN NOTARY	6.00
		KARI BOARDMAN	BOARDMAN: MEALS MACA TRAIN	136.50
		TAN-TAR-A RESORT	BOARDMAN: LODGING	440.24
			TOTAL:	827.74
FLEET	GENERAL FUND	CLARKS TOOL & EQUIPMENT	ELECTRONIC LEAK DETECTOR	109.95
			3/8 TITANIUM IMPACT	199.95
		ADVANCE AUTO PARTS	LOW VIS OIL W/UV DYE	18.99
			XL RAVEN PWDR FREE/BRAKE C	70.62
			24) OIL 5W30 FULL SYN	143.52
			3) BUG & TAR REMOVER	11.97
		OREILLY AUTOMOTIVE INC	1QT TRANS FLD	95.88
			OIL FILTER	10.98
			STRING INSRT	8.87
			WIRE LOOM	57.00
		CINTAS CORPORATION # 430	PW/WOLTZ UNIFORMS	9.76
			PW/WOLTZ UNIFORMS	9.76
			TOTAL:	747.25
POLICE	GENERAL FUND	PETTY CASH	CAKE FOR CITIZENS ACADEMY	39.43
			IN HOUSE TRAINING SUPPLIES	29.83
		SAMS CLUB/GECRB	KITCHEN SUPPLIES	79.40
		OFFICE DEPOT	ENVELOPES	26.09
			FODLERS/LABELS	71.24
			FILE FOLDERS	8.98-
		OREILLY AUTOMOTIVE INC	CABIN FILTER	17.09
			KEY FOB CASE	15.27
		KC WIRELESS INC	ANTENNA	26.50
		MISCELLANEOUS	KENNETH HICKS:	75.00
		LAW ENFORCEMENT TARGETS INC	TRAINING AMMUNITION/PHOTO	175.53
		REJIS COMMISSION	APR 19 LEWEB SUBSCRIPTION	307.95

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			TOTAL:	854.35
ANIMAL CONTROL	GENERAL FUND	HD GRAPHICS & APPAREL	ANIMAL CONTROL POLOS	213.00
			TOTAL:	213.00
PLANNING & ENGINEERING	GENERAL FUND	SAMS CLUB/GECRB	KITCHEN SUPPLIES	53.70
		OFFICE DEPOT	PENS	28.99
			BATTERY/STAPLER/PAPER/COFF	34.91
			PENS	28.99
		OREILLY AUTOMOTIVE INC	ROCKER SWTCH/CABLE	14.49
		THE EXAMINER	CUP APPROVAL FOR GRILL AND	39.69
			TOTAL:	200.77
NON-DEPARTMENTAL	PARK FUND	KCMO CITY TREASURER	KC EARNINGS TAX WH	21.21
			TOTAL:	21.21
PARK ADMIN	PARK FUND	SAMS CLUB/GECRB	ANNUAL MEMBERSHIP	212.50
		WALMART COMMUNITY	STAFF MTG SUPPLIES	59.86
			ID BADGES	8.12
		OFFICE DEPOT	BADGE, NAME	65.50
			TOTAL:	345.98
PARKS STAFF	PARK FUND	BOYD R SMITH	LOCATES AT FOOTBALL FIELD	156.25
		ADVANCE AUTO PARTS	10) 5/16" X 25' FUEL HOSE	9.20
			2) OIL 10W30 SUPER SYN	15.98
		OREILLY AUTOMOTIVE INC	COPPER PLUG	9.96-
			COPPER PLUG/OIL & AIR FILT	31.41
		BLUE SPRINGS WINWATER CO	CREDIT FOR MM WATER	273.45-
		SITEONE LANDSCAPE SUPPLY LLC	DANDILION SPRAY	182.13
		HOME DEPOT CREDIT SERVICES	BALLFIELD/CC PAINT	32.99
		FRY & ASSOCIATES INC	CLOVER PARK SWINGS	230.60
		PACKET LAYER CONSULTING	MM CAMERAS - TECHNICAL SUP	150.00
		T & W STEEL CO	SUPPLIES FOR WINDSHIELD	30.77
		JOHN DEERE FINANCIAL	SPRAYER REPAIR	27.39
		LAWN & LEISURE	PAWL/HOSE	44.51
			TOTAL:	627.82
RECREATION	PARK FUND	WALMART COMMUNITY	CONCESSION PRODUCTS	56.00
			CONCESSION PRODUCTS	59.46
		HD GRAPHICS & APPAREL	PRESCHOOL SOCCER SHIRTS	456.00
		BSN SPORTS INC	CATCHER GEAR/BBSB MASK	245.75
			CATCHER GEAR/BBSB MASK	163.76
			TOTAL:	980.97
COMMUNITY CENTER	PARK FUND	BATTS COMMUNICATIONS SERVICES INC	MAY 19 MAINTENANCE	12.50
		UNIFIRST CORPORATION	JANITORIAL SUPPLIES	101.66
		OVERHEAD DOOR	SERVICE ON CC OUTSIDE DOOR	281.60
		WALMART COMMUNITY	SUPPLIES	4.97
			SUPPLIES	7.41
			MEETING ROOM TV REPLACEMEN	244.90
		PUR-O-ZONE INC	FLOOR SCRUBBER REPAIR	130.00
		SITEONE LANDSCAPE SUPPLY LLC	DANDELION SPRAY	85.79
		HOME DEPOT CREDIT SERVICES	CONCRETE REPAIR	112.75
			BALLFIELD/CC PAINT	39.15
			HOOKS	7.94
			CC BLD MAINTENANCE	26.45

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		DAYMARK SOLUTIONS INC	FULL COLOR RIBBON	206.25
			TOTAL:	1,261.37
POOL	PARK FUND	HOME DEPOT CREDIT SERVICES	PAINT SUPPLIES	81.48
		DAYMARK SOLUTIONS INC	FULL COLOR RIBBON	206.25
			TOTAL:	287.73
TRANSPORTATION	TRANSPORTATION	BATTS COMMUNICATIONS SERVICES INC	MAY 19 MAINTENANCE	12.50
		GARY S KLEOPPEL	12'-5/32 TORSION CABLES	21.90
		PETTY CASH	PARKISON: MEALS DUDE UNIVE	12.00
		SAMS CLUB/GECRB	KITCHEN SUPPLIES	7.82
		OFFICE DEPOT	BATTERY/STAPLER/PAPER/COFF	10.17
		OREILLY AUTOMOTIVE INC	TBI GASKET	0.96
			MICRO-V BELT	7.99
			MEGACRIMP/HYD HOSE	19.46
		ORKIN	SERVICE 04/11/19	60.00
		BLUE SPRINGS WINWATER CO	20) 24X20 DUAL WALL W/BELL	379.00
		VANCE BROTHERS INC	TARBUSTER	230.00
			APWA TYPE 3 RECYCLED SURFA	245.50
			FINE MIX	245.00
		HOME DEPOT CREDIT SERVICES	50LB QUIKRETE PLAY SAND/HI	40.86
			AUTOMATIC CENTER PUNCH	5.98
			REBAR TIE WIRE/TORQUE WREN	6.58
			REBAR TIE WIRE/TORQUE WREN	17.99
			5.0 CU FT PORTABLE CONCRET	59.80
		FIRST AID CORP	BLUE PUMICE HAND SOAP	24.34
			BLUE PUMICE HAND SOAP	34.44
		CINTAS CORPORATION # 430	PW/WOLTZ UNIFORMS	24.16
			PW/WOLTZ UNIFORMS	24.16
		VIKING-CIVES MIDWEST INC	CYLINDER	185.00
			CYLINDER	185.00
		MOLLE CHEVROLET INC	BODY	31.04
			CONDENSER	29.26
			TOTAL:	1,920.91
DEBT SERVICE	DEBT SERVICE FUND	UMB BANK NA	GVM3 GO RFDG BDS SRS 2013	53.00
			TOTAL:	53.00
NON-DEPARTMENTAL	WATER/SEWER FUND	KCMO CITY TREASURER	KC EARNINGS TAX WH	8.53
		MO DEPT OF REVENUE	APR 19 SALES TAX	3,334.64
			APR 19 SALES TAX	66.70-
			TOTAL:	3,276.47
WATER	WATER/SEWER FUND	BATTS COMMUNICATIONS SERVICES INC	MAY 19 MAINTENANCE	50.00
		GARY S KLEOPPEL	12'-5/32 TORSION CABLES	43.80
		MISSOURI RURAL WATER ASSOC	MARTIN: TRAINING FEE	62.50
		PETTY CASH	PARKISON: MEALS DUDE UNIVE	24.00
		SAMS CLUB/GECRB	KITCHEN SUPPLIES	15.66
		WALMART COMMUNITY	25LB XBLUTAB/6LB GRANULES	85.84
		OFFICE DEPOT	BATTERY/STAPLER/PAPER/COFF	20.38
		OREILLY AUTOMOTIVE INC	TBI GASKET	1.90
			MICRO-V BELT	16.00
			MEGACRIMP/HYD HOSE	38.91
		TRI-COUNTY WATER AUTHORITY	CONSUMPTION	15,200.64
			DEBT	63,091.24
		ORKIN	SERVICE 04/11/19	120.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		BLUE SPRINGS WINWATER CO	VALVE BOX RISER	117.00
		STEVEN SMITH	1000) SHUT OFF TAGS	35.00
		HOME DEPOT CREDIT SERVICES	AUTOMATIC CENTER PUNCH	11.98
			REBAR TIE WIRE/TORQUE WREN	13.16
			REBAR TIE WIRE/TORQUE WREN	35.99
			5.0 CU FT PORTABLE CONCRET	119.60
		FIRST AID CORP	BLUE PUMICE HAND SOAP	48.69
			BLUE PUMICE HAND SOAP	66.89
		MID AMERICA METER INC	ABB/AMCO METER-NEW EWCR RE	148.62
		CINTAS CORPORATION # 430	PW/WOLTZ UNIFORMS	48.31
			PW/WOLTZ UNIFORMS	48.31
		TYLER TECHNOLOGIES INC	MAY 19 MONTHLY FEES	97.00
		UMB BANK NA	GV13 WW & SS RFDG SRS 2013	159.00
		RYAN HUNT	REIMBURSEMENT FOR WINDOWS	51.25
		MOLLE CHEVROLET INC	BODY	62.06
			CONDENSER	58.51
			TOTAL:	79,892.24
SEWER	WATER/SEWER FUND	BATTS COMMUNICATIONS SERVICES INC	MAY 19 MAINTENANCE	50.00
		GARY S KLEOPPEL	12'-5/32 TORSION CABLES	43.80
		MISSOURI RURAL WATER ASSOC	MARTIN: TRAINING FEE	62.50
		PETTY CASH	PARKISON: MEALS DUDE UNIVE	24.00
		SAMS CLUB/GECRB	KITCHEN SUPPLIES	15.66
		OFFICE DEPOT	HOOKS	19.95
			BATTERY/STAPLER/PAPER/COFF	23.95
		OREILLY AUTOMOTIVE INC	TBI GASKET	1.90
			MICRO-V BELT	16.00
			MEGACRIMP/HYD HOSE	38.91
		ORKIN	SERVICE 04/11/19	120.00
		HOME DEPOT CREDIT SERVICES	AUTOMATIC CENTER PUNCH	11.98
			REBAR TIE WIRE/TORQUE WREN	13.16
			REBAR TIE WIRE/TORQUE WREN	35.99
			5.0 CU FT PORTABLE CONCRET	119.60
		FIRST AID CORP	BLUE PUMICE HAND SOAP	47.69
			BLUE PUMICE HAND SOAP	66.89
		CINTAS CORPORATION # 430	PW/WOLTZ UNIFORMS	48.31
			PW/WOLTZ UNIFORMS	48.31
		TYLER TECHNOLOGIES INC	MAY 19 MONTHLY FEES	97.00
		UMB BANK NA	GV13 WW & SS RFDG SRS 2013	159.00
		RYAN HUNT	REIMBURSEMENT FOR WINDOWS	51.25
		MOLLE CHEVROLET INC	BODY	62.06
			CONDENSER	58.51

* REFUND CHECKS *

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
NON-DEPARTMENTAL	WATER/SEWER FUND	BORCHERS, CHRIS	US REFUNDS	83.33
			TOTAL:	1,319.75

FUND TOTALS		
100	GENERAL FUND	211,483.71
200	PARK FUND	61,492.96
210	TRANSPORTATION	25,131.96
230	PUBLIC HEALTH	1,088.75
400	DEBT SERVICE FUND	53.00
600	WATER/SEWER FUND	163,043.23
	GRAND TOTAL:	462,293.61

SELECTION CRITERIA

SELECTION OPTIONS

VENDOR SET: 01-CITY OF GRAIN VALLEY
VENDOR: All
CLASSIFICATION: All
BANK CODE: All
ITEM DATE: 4/13/2019 THRU 5/03/2019
ITEM AMOUNT: 99,999,999.00CR THRU 99,999,999.00
GL POST DATE: 0/00/0000 THRU 99/99/9999
CHECK DATE: 0/00/0000 THRU 99/99/9999

PAYROLL SELECTION

PAYROLL EXPENSES: NO
EXPENSE TYPE: N/A
CHECK DATE: 0/00/0000 THRU 99/99/9999

PRINT OPTIONS

PRINT DATE: None
SEQUENCE: By Department
DESCRIPTION: Distribution
GL ACCTS: NO
REPORT TITLE: C O U N C I L R E P O R T
SIGNATURE LINES: 0

PACKET OPTIONS

INCLUDE REFUNDS: YES
INCLUDE OPEN ITEM:YES

Ordinances

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CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	B19-14	
AGENDA TITLE	**AN ORDINANCE APPOINTING JAMIE LOGAN AS THE CITY CLERK OF THE CITY OF GRAIN VALLEY**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Ryan Hunt, City Administrator	
FISCAL INFORMATION	Cost as recommended:	Not applicable
	Budget Line Item:	Not applicable
	Balance Available:	Not applicable
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To appoint Jamie Logan as the City Clerk for the City of Grain Valley	
BACKGROUND	In a special meeting held April 15, 2019, the Board of Aldermen voted to offer Jamie Logan the position of City Clerk. This ordinance will certify the results of the vote.	
SPECIAL NOTES	None	
ANALYSIS	None	
PUBLIC INFORMATION PROCESS	None	
BOARD OR COMMISSION RECOMMENDATION	Board of Aldermen Recommends Approval	
DEPARTMENT RECOMMENDATION	Staff Recommends Approval	
REFERENCE DOCUMENTS ATTACHED	Ordinance	

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

BILL NO. *B19-14* ORDINANCE NO. _____
SECOND READING _____
FIRST READING _____

AN ORDINANCE APPOINTING JAMIE LOGAN AS THE CITY CLERK OF THE CITY OF GRAIN VALLEY

WHEREAS, Section 115.200 of the Municipal Code of the City of Grain Valley directs the Board of Aldermen to elect a Clerk to be known as the City Clerk, whose duties and term of office shall be fixed by ordinance; and

WHEREAS, Chapter 79 of Missouri State statute requires a City Clerk be employed by the City; and

WHEREAS, at a special meeting held on April 15, 2019, the Board of Aldermen of the City of Grain Valley voted to appoint Jamie Logan as the City Clerk;

WHEREAS, in compliance with City code, the City Clerk is to be recognized by ordinance.

NOW THEREFORE, BE IT ORDAINED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: Jamie Logan is appointed as the City Clerk of the City of Grain Valley and is authorized to perform all duties as City Clerk.

Read two times and PASSED by the Board of Aldermen this _____day of _____, *2019*, the aye and nay votes being recorded as follows:

ALDERMAN BASS	_____	ALDERMAN CLEAVER	_____
ALDERMAN HEADLEY	_____	ALDERMAN STRATTON	_____
ALDERMAN TOTTON	_____	ALDERMAN WEST	_____
MAYOR *(in the event of a tie only)*	_____		

Approved as to form:

Lauber Municipal Law
City Attorney

Mike Todd
Mayor

ATTEST:

Theresa Osenbaugh
Assistant City Administrator

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CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	B19-15	
AGENDA TITLE	**AN ORDINANCE RATIFYING THE APPOINTMENT OF SUSAN WATKINS AS JUDGE, GRAIN VALLEY, MISSOURI, MUNICIPAL DIVISION, CIRCUIT COURT OF JACKSON COUNTY, MISSOURI, AND SETTING THE PAY THEREFORE**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Ryan Hunt, City Administrator	
FISCAL INFORMATION	Cost as recommended:	$26,821.20
	Budget Line Item:	Multiple Line Items Municipal Court 100-15
	Balance Available:	-
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To ratify the appointment and compensation of Susan Watkins as Municipal Judge made by the Board of Aldermen	
BACKGROUND	The Board of Aldermen appointed Susan Watkins as Interim Municipal Judge in February of 2019 and later negotiated a compensation package upon permanent appointment to the position.	
SPECIAL NOTES	None	
ANALYSIS	None	
PUBLIC INFORMATION PROCESS	None	
BOARD OR COMMISSION RECOMMENDATION	None	

DEPARTMENT RECOMMENDATION	Staff Recommends Approval
REFERENCE DOCUMENTS ATTACHED	Ordinance

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

BILL NO. *B19-15* ORDINANCE NO. _____
SECOND READING _____
FIRST READING _____

AN ORDINANCE RATIFYING THE APPOINTMENT OF SUSAN WATKINS AS JUDGE, GRAIN VALLEY, MISSOURI, MUNICIPAL DIVISION, CIRCUIT COURT OF JACKSON COUNTY, MISSOURI, AND SETTING THE PAY THEREFORE.

WHEREAS, Judge John Jack's resignation was received on January 24, 2019; and

WHEREAS, the resignation of John Jack as Municipal Judge was accepted by the Mayor and Board of Aldermen and deemed effective immediately; and

WHEREAS, by Grain Valley Municipal Code, Section 115.260, the Mayor, with the consent of the Board of Aldermen, shall have the power to appoint the Judge of the Grain Valley, Missouri, Municipal Division, Circuit Court of Jackson County, Missouri; and

WHEREAS, by Grain Valley Municipal Code, Section 115.260, the Board of Aldermen shall have the power to fix the compensation of said Municipal Judge; and

WHEREAS, the Mayor and Board of Aldermen have appointed Susan Watkins to act and to serve as Judge of the Grain Valley, Missouri, Municipal Division, Circuit Court of Jackson County, Missouri for a term commencing on April 15, 2019 and ending on April 15, 2023.

NOW THEREFORE, BE IT ORDAINED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: . The appointment of Susan Watkins as Judge of the Grain Valley, Missouri, Municipal Division, Circuit Court of Jackson County, Missouri as indicated above is hereby ratified and approved, and Susan Watkins is appointed for a period of four (4) years, commencing April 15, 2019 and ending April 15, 2023, at a monthly salary of $2,000.00, to include an additional monthly phone stipend of $60.00 and certain budgeted training expenses effective during said term.

Read two times and PASSED by the Board of Aldermen this _____ day of _____, *2019*, the aye and nay votes being recorded as follows:

ALDERMAN BASS	_____	ALDERMAN CLEAVER	_____
ALDERMAN HEADLEY	_____	ALDERMAN STRATTON	_____
ALDERMAN TOTTON	_____	ALDERMAN WEST	_____

MAYOR _____
(in the event of a tie only)

Approved as to form:

Lauber Municipal Law City Attorney	Mike Todd Mayor

ATTEST:

Theresa Osenbaugh
Assistant City Administrator/City Clerk

Resolutions

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CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	R19-25	
AGENDA TITLE	**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI ACKNOWLEDGING, SUPPORTING AND PROMOTING THE KC COMMUNITIES FOR ALL AGES AND MID-AMERICA REGIONAL COUNCIL'S COMMUNITIES FOR ALL AGES INITIATIVE**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Theresa Osenbaugh, Assistant City Administrator	
FISCAL INFORMATION	Cost as recommended:	N/A
	Budget Line Item:	N/A
	Balance Available:	N/A
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To become a designated city in the "Communities for All Ages" initiative	
BACKGROUND	The Communities for All Ages initiative recognizes communities that have taken steps to become more welcoming to residents of all ages.	
SPECIAL NOTES	A community can earn one of three levels of recognition based on the extent of work completed to become a Community for All Ages (Bronze (Awareness), Silver (Assessment), Gold (Implementation).	
ANALYSIS	N/A	

PUBLIC INFORMATION PROCESS	After approval, the initiative will be promoted via social media, the City website and the senior citizen luncheon.
BOARD OR COMMISSION RECOMMENDATION	N/A
DEPARTMENT RECOMMENDATION	Staff Recommends Approval
REFERENCE DOCUMENTS ATTACHED	Resolution, Communities for All Ages Toolkit, and Communities for All Ages checklist

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

RESOLUTION NUMBER
R19-25

A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI ACKNOWLEDGING, SUPPORTING AND PROMOTING THE KC COMMUNITIES FOR ALL AGES AND MID-AMERICA REGIONAL COUNCIL'S COMMUNITIES FOR ALL AGES INITIATIVE

WHEREAS, the City of Grain Valley has worked in partnership with the First Suburbs Coalition, KC Communities for All Ages, and the Mid-America Regional Council; and

WHEREAS, the First Suburbs Coalition, KC Communities for All Ages, and the Mid-America Regional Council have, through the efforts of its membership, developed a Communities for All Ages Toolkit attached hereto as Exhibit "A"; and

WHEREAS, the First Suburbs Coalition, KC Community for All Ages and the Mid-America Regional Council have, through the efforts of its membership, developed a Communities for All Ages Checklist, attached hereto as Exhibit "B", as an official tool for communities, in order to help them orient their physical and service efforts to meet the needs of residents of all ages; and

WHEREAS, the City of Grain Valley intends to utilize the checklist to assess City policies, programs and investments to ensure they are responsive to the needs of all residents of the City; and

WHEREAS, the Board of Aldermen desires the City of Grain Valley to be recognized as a Communities for All Ages city.

NOW THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: The City of Grain Valley supports the promotion of KC Communities for All Ages as a strategy for developing vibrant, prosperous communities for all its residents.

SECTION 2: The City of Grain Valley will work with KC Communities for All Ages, MARC, CCSS, and other regional partners to further promote the Communities for All Ages concepts, strategies and policies.

SECTION 3: City staff is hereby authorized to work with the KC Communities for All Ages, the Mid-America Regional Council, and other regional partners to promote the Communities for All Ages concepts, strategies and policies, and to attain certification for the City of Grain Valley as a Community for All Ages.

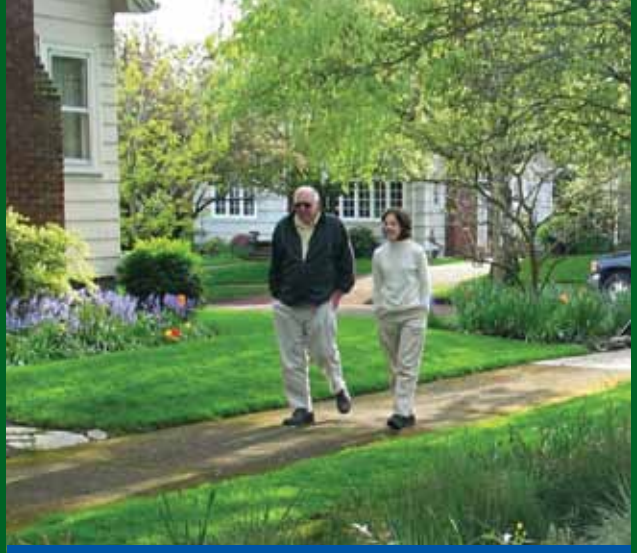
PASSED and APPROVED, via voice vote, (-) this ____ Day of _____, 2019.

_____

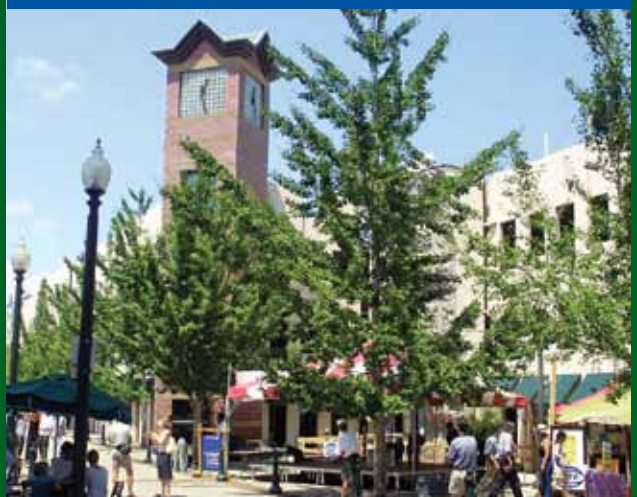
Mike Todd
Mayor

ATTEST:

_____
Theresa Osenbaugh
Assistant City Administrator/City Clerk



Making Your Community Work for All Ages



A Toolkit for Cities

first KC suburbs
Conserving the Past . . . Creating the Future

KC Communities for All Ages

July 2013

Making Your Community Work for All Ages

A Toolkit for Cities

July 2013

first KC suburbs
Conserving the Past . . . Creating the Future

KC Communities for All Ages

Programs of
MARC
MID-AMERICA REGIONAL COUNCIL

The toolkit is made available through the Community AGEnda: Improving America for All Ages grant sponsored by the Pfizer Foundation and Grantmakers in Aging, with local funding through the WJ Brace Charitable Trust, Bank of America, Trustee, and in partnership with Jewish Heritage Foundation of Greater Kansas City.

Table of Contents

1. Communities For All Ages 1
- 1.1 Communities for All Ages 2
- 1.2 Achieving Communities for All Ages in KC first suburbs 2
- 1.3 Greatest Generation, Silent Generation, millennials, boomers and Generations X and Y 3
- 1.4 Aging in place 4
- 1.5 Using this document 5
- 1.6 Resources 6

2. Community & Neighborhood Environment 7
- 2.1 Building a sense of community and neighborhood environment 7
- 2.2 Development codes and land use 10
- 2.3 Safety and security 16
- 2.4 Resources 18

3. Housing 19
- 3.1 Housing choices 19
- 3.2 Housing adaptability 24
- 3.3 Resources 28

4. Transportation 29
- 4.1 Transportation planning and facility design 30
- 4.2 Walkability 35
- 4.3 Public transit 38
- 4.4 Transportation Services 40
- 4.5 Resources 42

5. Community Services & Facilities 43
- 5.1 Social services and facilities 44
- 5.2 Educational services 46
- 5.3 Volunteer and work opportunities 47
- 5.4 Financial services 50
- 5.5 Access to information 52
- 5.4 Resources 52

6. Health Care & Healthy Living 53
- 6.1 Recreational services and facilities 54
- 6.2 Health care services and facilities 56
- 6.3 Healthy eating 58
- 6.4 Resources 60

7. Putting It All Together 61
- 7.1 Planning a Community For All Ages initiative 63
- 7.2 Leadership development 74
- 7.3 Resources 75

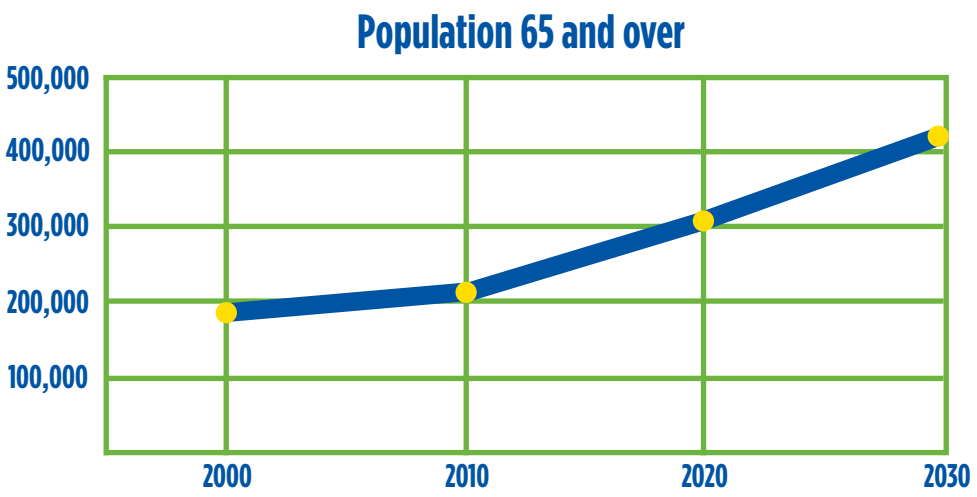
8. Bibliography 76

1 Communities For All Ages

The contents of this toolkit are designed to help local government officials consider measures to improve the quality of life and opportunities for healthy living for older adult residents in metropolitan Kansas City's older suburbs. The First Suburbs Coalition, a Mid-America Regional Council (MARC)-supported organization of 19 older suburban communities on both sides of the state line, will use this toolkit as a resource to ensure that the needs of an increasingly diverse population are met.

The changes that local officials make to improve neighborhoods, facilities and services for older adults will serve all residents. Improvements to the pedestrian environment, to the local transit system, to recreational programs, and to communication and engagement tools will serve everyone. The changes suggested in this toolkit are intended to strengthen our first suburbs as high-quality communities for all ages.

The demographic trends are clear and compelling — our older adult population is expected to increase as the baby boom generation moves into retirement. Other trends are compelling as well. Many of the baby boomers will remain active and engaged in their communities. Some will want to move to different housing, such as the homes and apartments offered in many older suburbs that are close to family, friends and services.



The Kansas City metropolitan area's older adult population ages 65 and older is expected to nearly double over the next 20 years.

1.1 Communities for All Ages

Mid-20th century suburbs in America, like Kansas City's first suburbs, came about because of the vast housing expansion that occurred to meet the needs of soldiers returning from World War II. The war had delayed marriages for several years, and new wealth from a post-war boom encouraged larger families. Suddenly, a large mass market for housing emerged. It was cheaper for developers working to meet this demand to build new houses around the fringes of downtowns. Affordable automobiles and an expanding network of roads made it easy for builders to offer homes further away from city centers served by bus, trolley and rail.

Atlanta Regional Commission's Lifelong Communities are cities and neighborhoods that provide opportunities for healthy living. These areas appeal to both young and old, include parks and outdoor spaces, meet the needs of individuals who do not drive, and are convenient to shopping and recreational opportunities. (Photo courtesy of ARC)

For the last 60 years or so, the suburbs did exactly what they were intended to do — provide houses and services for families that raised the generation of Americans we now call the baby boomers. But, as those baby boomers have aged, it is time to reevaluate the role that the suburbs play in housing and serving the American population. We believe that it is possible for Kansas City's first suburbs to evolve, in response to new trends and needs, as communities for all ages.

1.2 Achieving communities for all ages in Kansas City's first suburbs

The basic idea behind communities for all ages is to create and foster an active, caring and welcoming community that promotes respect, diversity and inclusion of all ages and cultures. In Kansas City's first suburbs, this approach is intended to improve quality of life for all residents.

The Kansas City region's demographic makeup is changing. Over the next 30 years, the population of the Greater Kansas City region is expected to expand from today's two million to an estimated 2.7 million. Nationally, life expectancy at birth, currently about 78 years, is increasing at the rate of roughly 1.5 years per decade. The number of Americans age 65 or older, a mere 20 million in 1970, is on track to rise from about 40 million today to some 70 million by 2030. The 85+ population will more than triple from 5.8 million in 2010 to 19 million in 2050. In addition, the number of centenarians in the U.S. grew from 2,300 in 1950 to 79,000 in 2010 — and may top 600,000 by 2050.

In 1970, 82 percent of the households in Johnson County were families headed by a husband and wife. In 2010, that number was 56 percent and it continues to drop. The Kansas City region has grown to include more single-person households, more households without children and more households headed by ethnic and racial minorities than ever before.

By 2040, the proportion of people over the age of 65 will top 20 percent, and people under the age of 18 will make up almost 23 percent of the population. As a result, the oldest and the youngest populations combined will make up almost half of all U.S. residents.

Multigenerational Planning — Family-Friendly Communities Briefing Papers 02, APA.

First surburbs homes in Independence, Mo.

The Kansas City region's First Suburbs Coalition includes the Missouri cities of Gladstone, Grandview, Independence, Kansas City, North Kansas City, Raytown, Riverside and Sugar Creek, and the Kansas cities of Fairway, Kansas City, Merriam, Mission, Mission Hills, Mission Woods, Overland Park, Prairie Village, Roeland Park, Westwood and Westwood Hills.

1.3 Greatest Generation, Silent Generation, millennials, boomers and Generations X and Y

A community for all ages seeks to meet the needs of the very old, the very young and everyone in between.

The Greatest Generation and the Silent Generation

The Greatest Generation includes people who grew up during the Great Depression and lived through World War II. They were old enough to fight in the war and to lead it. Today, there are approximately 4.5 million people over the age of 85.

Members of the Silent Generation were born between 1925 and 1942 — between World War I and World War II. They are also often referred to as the postwar generation — old enough to participate in the economic boom that following World War II, and to become the parents of the demographic bulge we know as the baby boom.

Baby boomers

The baby boomers are the generation of individuals born after World War II between the years 1946 and 1964. During this 18-year period, more than 76.4 million children were born, making up more than 40 percent of the nation's population at the time.

Today, the oldest boomers are in their late 60s. By 2030, one in five Americans will be older than 65. The aging of the population will place a strain on social welfare systems and require us to rethink how we build and manage our communities.

Boomers have redefined what it is to "age." As many retire, they are more active than previous generations. They have good health care, are mentally and physically fit and are living longer.

Millennials

At the younger end of the community for all ages spectrum is the millennial generation. The millennials are those individuals born between 1980 and 2000. Millennials, sometimes referred to as "Generation Y," are the children of the post-World War II baby boom generation. Researchers have estimated there are around 76 million millennials in the United States.

For the most part, millennials have grown up with the Internet and their interests are much different than those of their parents. Millennials are more progressive than other age groups living today. They're also more progressive than previous generations were at their age. In addition, a number of studies, including one by the Center for American Progress, anticipates millennials will be the first American generation to do less well economically than their parents. This age group also faces economic challenges associated with young families, including housing costs, child care and health insurance.

The millennials are likely to be the motivating force behind future economic growth. This generation prefers to live close to urban areas, places a greater

importance on location than house size, and is concerned about environmental sustainability and "green" practices. Such preferences will help to promote mixed-use, walkable communities that are, in fact, more green. In a 2011 survey by RCLCO, a real estate research firm, one-third of millennials surveyed indicated they would pay more to live where they could walk to shops, work and entertainment. More than half the survey respondents said they would trade lot size for proximity to shopping and work.

Planning for all generations

The needs of millennials must also be considered when planning for boomers to age. The two generations want many of the same things. Both want affordable housing, jobs, high-quality education, recreation opportunities, high-quality health care and walkable communities. By emphasizing the concepts of communities for all ages, we can meet the needs of boomers, millennials and the generations in between.

Older citizens, families with young children and the young adult population share many common needs, interests and concerns. The key community components that the elderly need to successfully age in place are the same as those needed by young adults and families with children: safe, walkable neighborhoods, a complete range of services nearby (child care, senior centers, parks, food stores, health care, etc.), an opportunity for civic engagement, affordable and mixed-use housing and adequate transportation options (Lynott et al. 2009).

Multigenerational Planning — Family-Friendly Communities Briefing Papers 02, APA

1.4 Aging in place

Baby boomers led to the creation of suburbs around the country, as developers began to buy land outside the cities to build enough houses to accommodate demand. The first suburbs in metropolitan Kansas City are no exception. The G.I. Bill subsidized low-cost mortgages for soldiers and they used the money to buy homes. The houses in the first suburbs are typical of structures that were developed nationwide in the first wave of post-World War II suburban development.

Accessible remodeling such as this sloping ramp from driveway to front door accommodates people through all life stages. (Photo used with the permission of KC MASS Services, Inc.)

The boomers are now at the front end of a new trend, which is the desire to age in place.

Many older adults prefer to remain in their own homes for as long as possible. As long as they are healthy, can afford to live in their current homes and are able to live with an acceptable level of independence, the idea of aging in place works well. In the first suburbs, some older adults prefer to age in place because they are comfortable in the neighborhoods they have lived in for years.

According to a recent survey by AARP, up to 90 percent of older Americans want to age in place.

www.aarp.org/content/dam/aarp/research/surveys_statistics/il/2012-Boomer-Housing-Survey-AARP.pdf

Older adults have the option of staying in their homes if there is sufficient support from family, friends and local organizations. Some communities promote the idea of "two left, two right," meaning that each person in a neighborhood looks out for the two neighbors to the left and the two to the right. For example, one 85-year-old woman has an agreement with her neighbor that if her papers haven't been picked up from her driveway within a certain period of time, she should be checked on.

Some older adults are forced to move out of their homes because they cannot take care of themselves, do not have a sufficient support structure in place or cannot afford to stay where they are. The inability to keep up with house maintenance is an issue, because it leads to unsafe or unsanitary conditions.

Other older adults don't have a choice. Those who can't afford to make the necessary repairs to their homes and can't afford to move anywhere else wind up aging in place by default. Their neighborhoods and homes are often in disrepair. Property values are low in neighborhoods where properties are in poor condition — the sale of homes in such neighborhoods often does not bring the sellers enough funds for replacement housing.

Recreation and leisure activities are important for individuals of all ages to develop useful skills, mental abilities and creativity, as well as promote feelings of self-expression. (Photo courtesy of Depositphotos.com)

1.5 Using this document

Use this toolkit as the starting point for community-level discussion. The goal is to implement proven strategies to meet the needs of all first suburbs' residents. It is intended for use by community leaders, elected officials, community planners and other groups and individuals involved with promoting Kansas City's first suburbs as communities for all ages.

Each section includes a brief introduction, a summary of recommended strategies, key questions that need to be addressed, detailed discussions of the strategies and sources of information.

"We need to think in a completely different way about this new generation of older adults. We tend to treat aging as though it were a disease, rather than a stage of life. We need to work with civic leaders to help them understand the many opportunities that arise from the aging of the population."

Ruth Finkelstein, ScD, Senior Vice President for Policy and Planning at The New York Academy of Medicine and Director of Age-Friendly New York City.

1.6 Resources

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- The Center for Practical Bioethics. "Baby Boomers and the Ethics of Aging." Co-produced by the Robert Wood Johnson Foundation, Intel, Pfizer and American Association of Homes and Services for the Aging (AAHSA). 2007. www.youtube.com/watch?v=LeejtZmjyqg&feature=youtube_gdata_player.
- WhatIs.Com. Millennials. http://whatis.techtarget.com/definition/millennials-millennial-generation.

2 Community & Neighborhood Environment

Creating a community for all ages requires local governments to address both the opportunities for residents to engage in community life and the physical environment that enables residents to live, work, play and interact with one another.

2.1 Building a Sense of Community

Each of the Kansas City region's 19 first suburbs has its own sense of community. Many residents take great pride in their neighborhoods, as evidenced by well-kept homes and yards and positive comments about the quality of life. Nationwide, however, older adults often feel alienated because it is difficult for them to participate in neighborhood activities, and that trend is also present among some residents of Kansas City's first suburbs.

A common goal for decision makers in the first suburbs is to develop an affordable, livable, sustainable community that meets the needs of all ages. The first suburbs were developed during a time when such issues as walkability, energy efficiency and environmental sustainability were not uniformly addressed during the planning process. This process has been changing to achieve more sustainable results.

In January 2013, KC Communities for All Ages (KCC) and the First Suburbs Coalition (FSC) encouraged older adults to participate in three focus groups to address community-specific issues. Both older and younger participants noted that younger members of the community do not often get engaged in public life. All generations see advantages to organizing community activities so that all ages mix and contribute. The group made recommendations to address these concerns, including seniors helping in schools, students helping in seniors' homes, young families taking leadership roles in neighborhoods and community affairs, and community centers that bring generation s together in one place.

"Inclusive planning" is a concept that emphasizes involving people of all ages in decisions about their community and creating ways to encourage all to remain involved in community events and activities. Future planning must consider the needs of families with young children, older adults, young professionals, newcomers and more established residents if the first suburbs are to reach their potential.

Summary of Chapter 2:

Building a sense of community

Strategy 1 Ensure all residents have opportunities to express opinions.
Strategy 2 Support existence of "third places."
Strategy 3 Maintain existing visual and physical character.
Strategy 4 Implement wayfinding programs.

Development codes and land use

Strategy 1 Promote higher-density and mixed use.
Strategy 2 Implement policies that focus development.
Strategy 3 Consider altering regulations limiting one home per lot.
Strategy 4 Promote use of local land banks.
Strategy 5 Communicate desired development to developers.
Strategy 6 Promote compact development.
Strategy 7 Encourage redevelopment and infill development.
Strategy 8 Use durable materials.
Strategy 9 Emphasize importance of public space.

Safety and security

Strategy 1 Consider reverse 9-1-1 phone systems.
Strategy 2 Get residents involved to improve safety.
Strategy 3 Enhance safety and inclusiveness.

"What should young people do with their lives today? Many things, obviously. But the most daring thing is to create stable communities in which the terrible disease of loneliness can be cured."

Kurt Vonnegut

Questions

Key questions regarding community sense of place include the following:

- Does each first suburb have locations that provide community members a sense of place? This may be a public space or private space, such as a downtown, community center, park, or other place identified within the community where community residents gather.
- Does the community celebrate its unique and special qualities?
- Are there clearly defined boundaries or entry points into the community that let people know when they are in one area versus another to build neighborhood identity?
- Is there consistency in design standards that help create visual continuity?
- Do residents have an opportunity to learn about the history of their town and neighborhood?
- Are special events held that allow older adults, young people and other age groups an opportunity to experience the richness of the community's special places?

The Merriam, Kan., farmers market is a busy community destination on Saturday mornings.

Ways to enhance community sense of place

Strategy 1 – Ensure that all first suburb residents, including older adults and young families, have opportunities to express their opinions in public decision-making processes so that programs, events and public spaces meet their needs.

- As local communities appoint boards and commissions, appointments should reflect the diversity of the city, including youth, young family members and older adults. Temporary committees may also be among options for structuring community input in less formal ways.
- Web-based community engagement tools, such as MindMixer.com, can be used to raise questions and solicit feedback from the community on issues related to aging and creating an age-friendly region.
- Convene focus groups or conduct electronic or mail-in surveys as necessary to gain the perspectives of older adults or other underrepresented age groups or populations.
- Identify organizations and groups serving older adults within your community that convene on a regular basis, and use these meeting venues to share information and seek input.
- Make sure older adults are regularly consulted by public, voluntary and commercial services on how best to meet the needs of older adults in the first suburbs.

Strategy 2 – Support existence of "third places" in the first suburbs. The term "third places" refers to social environments where participants build relationships. They help build stronger networks, create a sense of community and support grassroots action. "Third places" can be used to share information, enable residents to receive local services, or provide recreational activities. Possible locations are community centers, churches and coffee shops.

- Make publicly owned spaces easier to access for such uses. Nonprofits, private entities, or neighborhood organizations could be encouraged to pursue joint-use agreements with schools, churches, fire stations and public entities.

Strategy 3 – Maintain the existing visual and physical character of the first Suburbs, especially those neighborhoods that can be considered historic (which now includes many of them that are 50 years or older).

Park Place in Leawood, Kan., offers mixed use spaces — restaurants, retail, entertainment, offices, hotels and residential units — with an inviting and walkable "main street" atmosphere.

- First suburbs should evaluate existing structures in their communities that may qualify as historic and outline a historic preservation strategy for the community. For those structures of particular historic value, the community should take steps to apply for state or national register designation.
- Define policies that govern teardowns of existing, non-historic houses with the intention to build new, larger structures. If teardowns occur, new construction should be consistent in scale, location and appearance to existing residential structures in a given neighborhood.

- Require or encourage developers to use design guidelines with forms, patterns, colors and textures of materials outlined so that proposed projects respect the design quality of existing neighborhoods.

Strategy 4 – Implement wayfinding programs that provide both residents and visitors with an understanding of the unique features around them. Wayfinding refers to signage and other physical features and graphic communication to help travelers become oriented to a place or find their way to locations. A place name and point-of-interest sign program that is distinctive to a particular corridor or region will better connect people to places and promote a sense of identity for those places.

Neighborhood parks act as gateways to healthy, prosperous and connected communities. (Photo courtesy of EDAW)

2.2 Development codes and land use

A basic goal behind communities for all ages is to establish land use patterns that provide safe, affordable, and enjoyable places for all residents to live, work, play and engage in community life. Zoning defines the legal rights and uses for a property that follows from decisions made during land use planning. It is a tool for managing land use generally applied to all properties within a given area.

Land-use decisions help define the basic structure of neighborhoods. These policies determine the layout and location of public infrastructure such as streets, water and sewer lines, parks and other public facilities. The design of neighborhoods also has a major impact on growth patterns and level of density. Local governments typically are responsible for decisions about the type, scale, density and ultimate use of land.

Traditional zoning used by most first suburbs has separated land uses, resulting in limited housing options. Most houses in the Kansas City region's first suburbs are single-family, detached dwellings. As the needs of households become more diverse or change over time, many households have found it difficult to move to another type of dwelling — an apartment or townhome rather than a detached home, for instance — within the community.

It is important for empty nesters and older adults to either adapt their current residence or find a suitable new home as the needs of their households change over time. National studies find that older adults prefer to age in place and remain close to familiar institutions, friends and family. Many older adults desire smaller spaces with less maintenance demands and increased universal design options.

The emphasis of traditional zoning on single-family housing often prevents such options as mixed-use development, shared housing and cottage housing. There are fewer reasons to separate and buffer different uses through zoning, due to the development of more refined tools for identifying and preventing undesirable impacts of development, regardless of use. In fact, there are many advantages to locating different uses near each other.

Communities should address the needs of all residents and seek to improve their quality of life to create more livable neighborhoods in the first suburbs. That means taking into account the needs of a more diverse population — by age, income, household composition, health and other factors.

It also means laying out a street pattern that helps promote walkability, create a sense of community, and moves vehicular and pedestrian traffic most efficiently.

Smart land management promotes the concepts of mixed uses and greater density in developing or redeveloping land. One of the main reasons to allow mixed use is to promote a greater variety of housing choices by including smaller units and more multi-unit options than is typical in new suburban development. Greater density promotes walkability, less expensive housing options and more efficient use of infrastructure.

Mixed use itself is not a new idea. Housing above stores, for example, was common in village centers before the advent of zoning. Mixed use provides easy access for residents within and nearby such developments to a variety of public and private providers of goods and amenities, including banks, post offices, restaurants and pharmacies.

> "One of the marvelous things about community is that it enables us to welcome and help people in a way we couldn't as individuals. When we pool our strength and share the work and responsibility, we can welcome many people, even those in deep distress, and perhaps help them find self-confidence and inner healing."
>
> Jean Vanier, Community and Growth

Kansas City's first suburbs are working with MARC to prepare a Model Sustainable Development Code and to conduct code audits to assist local communities to identify ways to modify codes to create more sustainable development. Among the considerations in developing the model code are creating healthy communities and meeting the needs of persons of all ages.

Questions

Key questions regarding land use and development policy:

- Does a land-use plan take into account the needs of an aging population?
- Do policies encourage private developers to produce adequate amounts and mixes of housing and commercial services?
- Does a zoning code allow mixed-use and pedestrian-friendly development?
- Do uses create activity at different times of the day?
- Are key uses within convenient walking distance of each other?
- Do different land uses support each other economically?
- Do buildings visually fit with the neighborhood, and do they complement each other?

The Planning and Development Department in the city of Asheville, N.C., works to promote the orderly, harmonious use of land and improve the quality of life for Asheville's diverse community and future generations. (Photo courtesy of Dan Burden, PBIC Image Library)

Ten principles of high-quality development in first suburbs are:

- Create a range of housing opportunities and choices.
- Create walkable neighborhoods.
- Encourage community and stakeholder collaboration.
- Foster distinctive, attractive places with a strong sense of place.
- Make development decisions predictable, fair and cost-effective.
- Mix land use.
- Preserve open space, natural beauty and environmentally-sensitive areas.
- Provide a variety of transportation choices.
- Strengthen and direct development toward existing communities.
- Take advantage of compact building design.

Ways to enhance land use policies

Strategy 1 – Promote higher-density and mixed-use development of under-used properties or when redevelopment opportunities emerge. Change zoning and land-use policies as needed to encourage diverse uses, diversify housing types and increase densities. Support mixed-use development in residential areas, particularly along major transportation corridors or at key intersections so needed services and amenities are close to where people live and work.

- Most traditional, single-family subdivisions in older suburbs have three to five dwelling units per acre. Residential portions of developments aiming for higher densities would benefit from a modest increase in overall density of four to eight dwelling units per acre, depending upon location.
- When redevelopment allows for a larger mixed-use development project, it is recommended that a variety of housing types be offered. These types of housing could include: single-family detached, single-family attached or multi-unit dwellings.
- Large, mixed-use projects with street frontages greater than 100 feet should incorporate traditional massing and facade techniques, such as dividing the facade into modular bays and creating opportunities for relief and variation in both the vertical and horizontal plane.
- Often, redevelopment projects within first suburbs are smaller in scale. Communities achieve greater housing choices when at least some residential development is located above commercial space ("vertical mixed-use"). Jurisdictions sometimes impose special limits on such development to deal with potential negative impacts, e.g., "residential uses should not exceed 50 percent of the ground floor building space per parcel" (to encourage a sufficient amount of commercial space in ratio to the residences provided); "vertical mixed-use buildings must comply with all standards for non-residential buildings;" "building(s) should have at least one primary entrance facing a major street, or is/are directly accessed by a sidewalk or plaza within 20 feet of the primary entrance" (to encourage lively mixing among uses); or "at least 40 percent of the building's front facade (measured horizontally in linear feet) should be located within 20 feet of the front property line; windows or window displays are provided along at least

Northgate Village in North Kansas City, Mo., offers many different housing options, from apartments to single-family homes, in a village-style, walkable setting.

40 percent of the building's facade" (to provide a pleasing public realm that reads as a commercial streetscape).

Strategy 2 – Carefully consider how to mix multiple developments, both existing and new, to reduce distances between residences, shopping sites, recreation, health care facilities and other community features. Public policies and investments can be directed to focus development where it can be served most efficiently and affordably.

- At signalized intersections of major streets, encourage development of such pedestrian-oriented, community-serving commercial uses as a bookstore, coffee shop or local market.
- Create a dynamic, uninterrupted pedestrian zone by avoiding excessive side-yard setbacks between buildings. A zero setback from the side property line(s) can be encouraged in denser developments. Variations in the zero-setback policy may be appropriate when the resulting setback provides greater accommodation for pedestrian circulation, improves the pedestrian realm, or encourages sidewalk dining areas or enhanced building entries.

Strategy 3 – Consider altering regulations that limit land use to only one single-family home per lot.

- Adopt an ordinance allowing accessory dwelling units, family/caregiver suites and other housing options in single-family zones.
- Permit infill development on vacant lots that resembles single-family homes, but which accommodates two or three small households (this depends on lot size, location and the ability to provide adequate on- or off-street parking).

This high-density housing in Woodstock, Ga., combines part preservation, part new construction to create mixed-use structures that create a strong neighborhood character while respecting architectural tradition. (Photo courtesy of EDAW)

Strategy 4 – Promote the use of local land banks or other tools that enable local governments to gain control of problem properties and help manage proper redevelopment.

- Missouri and Kansas statutes enable communities to establish land banks as a way to manage properties that have been abandoned or where property taxes are in serious arrears. Communities are able to ensure that the transfer of properties occurs to new owners that will create increased value and remove blighting influences from neighborhoods.
- A land bank could combine individual lots in order to create a larger site that may be of more interest to developers that want to put together alternative forms of housing or mixed-use development.

Strategy 5 – Work with private developers to encourage the types of developments desired by the first suburbs, such as mixed-use development, affordable rental or for-sale housing.

- Developers may identify financing gaps within first suburbs redevelopment. Local officials should consider the use of incentives, given the financial gap for project feasibility, quality of the development proposal and compatibility with community land-use goals. Potential incentives may include the following: land assembly, increased height (also known as increased floor area ratio, or FAR); increased lot coverage; more units per acre; reduced parking; reduced fees; streamlined permitting; city-funded infrastructure improvements; property tax abatement; tax increment financing (TIF); or additional governmental spending on infrastructure, amenities or services.
- A more frequently used incentive is a "density bonus," in which a developer is allowed to increase a project's density if the project responds to community objectives. Developers benefit because they increase the quantity of their product in relation to their highest fixed cost, the acreage to be developed, thus reducing per-unit cost, making it more affordable to a wider market.

Strategy 6 – Promote compact development that is consistent with traditional development for the first suburbs.

- Compact development means that buildings, parking areas, streets, driveways and public spaces are developed in a way that shortens trips and lessens dependence on the automobile, thereby reducing levels of land consumption, energy use and air pollution.

This first suburb neighborhood in Prairie Village, Kan., offers inviting sidewalks, legacy trees, parks and open spaces.

Strategy 7 – Focus on encouraging redevelopment and infill development that help create a strong sense of community and promote walkability.

- Orient buildings to minimize blocking sunlight and take advantage of natural light and views to neighboring buildings, walkways and open space. This approach is consistent with the type of development that would have occurred in the early years of the first suburbs.
- Street-facing building facades should incorporate articulation and mix of color and materials to create visual diversity and interest along the streetscape, subject, of course, to a reasonable amount of compatibility with existing structures.

Concepts of LEED™ for Neighborhood Development (LEED-ND) and SITES (Sustainable Sites Initiative) should be promoted in the first suburbs. Both are sets of voluntary national guidelines and performance benchmarks for sustainable land design, construction and maintenance practices. LEED-ND focuses on location and community pattern, while SITES focuses on site-scale projects. These concepts are similar to those being used for Communities for All Ages.

- Conduct a visual preference survey to show examples of projects that could be implemented to help create communities for all ages. This type of poll can be used to gather feedback on what residents prefer and provide a basis for guidelines.
- Create design guidelines for new construction for use by developers.

Strategy 8 – Use durable materials such as concrete, metal, masonry, stone, glass and tile on buildings within the neighborhoods. Use local and regional materials whenever feasible. This strategy and similar approaches are part of a larger focus on implementing sustainable practices and reducing the carbon footprint of buildings — the largest consumer of energy in the American economy.

- Build structures with high-quality designs and materials that allow for changing uses over time (rather than disruptive, begin-again demolition), with safe, walkable streets and sidewalks, and convenient parking choices.
- Building plans, facades and architectural details should create visual interest at the street level (e.g., staggering the frontage of the building, recessing doors and windows, providing awnings and canopies for weather protection and scale, and visually extending interior spaces outside through paving and glazing to create the concept of an indoor/outdoor room, etc.).

Strategy 9 – Emphasize the importance of parks, open space, public plazas and other public spaces in the first suburbs.

- All residential areas should be within one-eighth of a mile of public open space. "Open space" can consist of such varied places as central open spaces ("village greens"), pocket parks, active recreation facilities, community gardens and passive green space.
- Survey current users of parks, gardens and other public gathering places in the first suburbs in order to establish priorities, amenities and the locations of future facilities.
- Expand programs to encourage development of more small, flexible, close-to-home parks. These could include neighborhood pocket parks, community gardens, informal natural play areas, restored creeks and landscaped rights-of-way with trees, shrubs and flowers.
- Design and orient courtyards and plazas so they allow the majority of the space to have direct sunlight for the duration of the day to eliminate damp, dark corridors for the health and safety of the pedestrian. Shade trees or other sun-screening elements should be incorporated in the design to provide areas of rest and relief from the sun. Focal elements such as sculptures, art or water features should be incorporated into courtyard and plaza design.

MetroGreen® is a planned 1,144-mile interconnected system of public and private natural areas, greenways and trails linking communities throughout the Kansas City metropolitan area.

An Age-Friendly Community Checklist prepared by Jefferson Area Board for Aging (www.jabacares.org/uploads/documents/Livable_Communities_Checklist_9-12.pdf), located in Virginia, helps a community assess its policies and capacity for making a county, town, or neighborhood livable for people of all ages. Using this assessment checklist on an annual basis will allow cities to chart progress in critical areas such as housing, transportation, health care and community design.

2.3 Safety and security

Safety and security are important in every first suburbs neighborhood. These neighborhoods must be perceived as safe (which we will use here to mean that residents are secure from harm in terms of both physical danger and crime) in order to meet the needs of a multi-generational community. Both young families and older adults may voice concerns about the safety of their neighborhoods. Communities should promote features expressly intended to enhance safety for all ages and abilities. One of the best ways to promote the concept of communities for all ages is to improve the sense of physical safety and security, especially at night.

Questions

Key questions regarding how to address a neighborhood's safety and security:

- Do older adults say they feel safe living in the community?
- Do families allow their children unstructured play time in the neighborhood?
- Does the community have a neighborhood watch program?
- Does the community offer visits by police and fire officials to assess properties and identify ways to increase crime prevention or fire safety?
- Do first responders receive training on how to be sensitive to the changing needs of adults as they age? Do first responder agencies allow older adults to connect devices that call for assistance to 9-1-1 centers?
- Do police and fire departments actively focus on preventing falls and other injuries and threats to older adults?

Ways to enhance safety and security

Strategy 1 – Consider using reverse 9-1-1 phone systems that notify all residents of an emergency and encourage them to check on their neighbors.

Strategy 2 – Get residents involved in helping to improve safety in the first suburbs.

- Encourage neighborhood associations to complete surveys noting possible improvements that could enhance safety. For example, make note of shrubs that should be pruned, sidewalks that pose tripping hazards or lighting that should be repaired.

Local police departments often have programs where they visit neighborhoods to talk about safety and security issues in a community.

- Establish a neighborhood watch program, ElderFriends program (www.elderfriendsinc.org), or a similar program that encourages residents to help out neighbors as needed. These programs are particularly useful for older adults who don't have families to offer support.

Strategy 3 – Promote community features expressly intended to enhance safety and inclusiveness for persons of all ages and abilities.

- Provide safe, off-road walking paths and sidewalks designed to be highly visible, with few if any hidden areas that could present safety concerns.
- New homes should be sited and configured to minimize areas of poor visibility from the street or adjacent homes (e.g., maintaining a consistent front yard setback with neighbors).
- Security lights should be used to illuminate a potentially dark or non-secure area. Flood and spot lights should be avoided as they often create glare or light trespass on neighboring properties.

Crime Prevention through Environmental Design (CPTED) is based upon the premise that proper design and effective use of the built environment can reduce crime and improve quality of life. CPTED's goal is to prevent crime by designing a physical environment that positively influences human behavior. The theory is based on four principles: natural access control, natural surveillance, territoriality and maintenance.

www.cops.usdoj.gov/Publications/e0807391.pdf

2.4 Resources

- Arizona State University Herberger Center for Design Excellence. Livable Communities: An Evaluation Guide. AARP Public Policy Institute. 2005.
- Design Guidelines for a Lifetime Community. Philip B. Stafford, PhD., Director, Center on Aging and Community at the Indiana Institute on Disability and Community. 2012. www.lifetimecommunities.org/files/other%20reports/Design_Guidelines2013.pdf.
- First Suburbs Coalition / KC Community For All Ages focus groups, 2013. Reports and findings: www.kc4aic.org/SiteResources/Data/Templates/t2.asp?docid=618&DocName=Current%20Initiatives.
- Jefferson Area Board for Aging Staff and Advisory Council. Livable Communities for All Ages Annual Checklist. 2011.
- Livable Communities for Aging Populations: Urban Design for Longevity. M. Scott Ball, 2012.
- M. Scott Ball. Aging in Place — A toolkit for Local Governments. Atlanta Regional Commission. www.atlantaregional.com/File%20Library/Local%20Gov%20Services/gs_cct_agingtool_1009.pdf.
- Metropolitan Area Planning Council (MAPC). Mixed Use Zoning — Citizens' Guide Supplement, Things to Consider in Reviewing Mixed Use Proposals. A companion piece to Mixed Use Zoning: A Citizens' Guide.
- Pocket Neighborhoods: Creating Small-Scale Community in a Large Scale World. Ross Chapin, 2011.
- Residential Pattern Book for the City of Roanoke. November 20, 2008.
- Stanford Center on Longevity. Livable Community Indicators for Sustainable Aging in Place. 2013) http://longevity3.stanford.edu/wp-content/uploads/2013/03/mmi-livable-communities-study.pdf.

3 Housing

Housing should be accessible, affordable and adaptable to the changing needs of residents of all ages.

3.1 Housing choices

Local officials should address the challenge to ensure a sufficient variety of housing choices within the first suburbs to meet the needs of older adults as well as other residents.

Current economic, social and governmental trends will affect housing demand in the first suburbs, including:

- More single-person households.
- More households without children.
- More diverse households.
- More stringent home buying requirements, including larger down payments.
- Increasing property values affecting homeownership affordability.

With the economic downturn that began in 2008, buyers are focusing more on buying homes where they want to live and stay, instead of buying homes as investments and moving frequently. Buyers are also becoming wary of the costs of commuting long distances. This makes the first suburbs attractive to potential buyers who seek well-built, well-maintained homes in convenient, close-in neighborhoods with mature landscaping. Moreover, the market hasn't changed for homes in neighborhoods that offer the kinds of strong schools, public safety, economic diversity and vitality, efficient local government, and recreational and cultural amenities that can be found in the first suburbs.

Home types in the first suburbs are predominantly single-family, detached dwellings. The *First Suburbs Coalition Idea Book* (2010) provides detailed descriptions of the characteristics of each type of housing, as well as recommendations for how to maintain and remodel the typical homes found in the Kansas City region's first suburbs. Collectively, these single-family architectural types, mixed with newer commercial and sometimes more varied housing structures, contribute to the visual character of the first suburbs.

Existing homes in the Kansas City region's first suburbs are expected to maintain their value. There will also be an increased demand for greater housing diversity in form, affordability and design for all ages. The greatest challenge may be encouraging builders who typically provide standard, suburban-style "green field" development (building on previously undeveloped land) to adapt their business model and produce different types of housing products.

Summary of Chapter 3:

Housing choices

Strategy 1 Ensure affordable, accessible and supportive housing.

Strategy 2 Highlight homes for older adults.

Strategy 3 Ensure units support independent living.

Strategy 4 Institute property tax relief for older homeowners.

Strategy 5 Expand affordable home repair services for older adults.

Strategy 6 Encourage "affinity retirement communities."

Housing adaptability

Strategy 1 Promote "visitability."

Strategy 2 Encourage universal design standards.

Strategy 3 Reconstruct or renovate an existing house to meet the needs of residents.

Strategy 4 Distribute educational materials that teach homeowners about potential health issues relating to homes.

Strategy 5 Maintain, enhance or add porches to houses within the First Suburbs, as appropriate.

Sycamore Green, located in Charlotte, N.C., is a residential development designed to integrate low-income residents into a market-rate apartment complex. (Photo courtesy of Stewart Engineering)

Greater housing diversity could include a full range of long-term living arrangements and community resources to enable older adults to maintain their independence. Smaller homes adapted to the needs of older adults, multi-unit options such as apartments and condominiums and single-level duplexes or multiplexes need to be a part of the mix. Ownership arrangements that include landscaping and maintenance will be increasingly desirable for adults as they age.

Alternative housing models could also be more fully implemented in the first suburbs. These include accessory dwelling units (ADUs, which are self-contained living units built into or attached to existing single-family dwellings), shared housing (co-residence of unrelated individuals within one housing unit) and co-housing that includes older adults. Older adults who wish to remain in their communities close to family and friends will require a wide range of housing choices to include assisted living, continuous care retirement centers (with living arrangements from independent to nursing care) and long-term nursing homes.

Choice is closely related to affordability. Smaller housing units, especially those configured as multiple dwelling units in a single structure, are more likely to be affordable. Federal guidelines say a financially healthy household should have to spend no more than 30 percent of its income on shelter. Families stretched beyond that level are considered "cost burdened." There is a shortage of smaller homes for both young families and older adults who have limited budgets in some of the first suburbs. The lack of housing options is problematic for older adults wanting to downsize and stay in the same neighborhood.

One concern is that older adults could be priced out of the housing market in the first suburbs. Older adults who are unable to cover their housing costs often have to face leaving their homes and moving into low-cost housing, group homes, a nursing home or co-residing with relatives. Some older adults have paid off their homes but are unable to pay for home maintenance or modifications that are needed for safety and accessibility. First suburbs should pay close attention to the impact of rising property values on fixed-income homeowners who may find it increasingly difficult to cover all costs of homeownership, especially property taxes, and develop long-term policies to address the problem.

A "visitable" house with a zero-step entry can accommodate visitors and residents of any age and ability. (Photo used with the permission of KC MASS Services, Inc.)

The term "visitability" refers to housing designed so that all homes — not merely those custom-built for occupants who currently have disabilities — offer features that make the home easier for mobility-impaired people to live in and visit. The features that make a home visitable are, naturally, also helpful for owners who become disabled or decide to age in place.

Questions

Key questions regarding housing choices:

- How can the public and private sector work together to reduce the risk in addressing demand for new housing products not yet proven by the market?
- What steps can be taken to keep rents and prices affordable?
- If an older adult were to leave a current home, are affordable housing options available in the same community?
- Are accessibility standards (universal design) being incorporated into new housing construction?
- Are assisted living options available and affordable to residents?
- Does zoning permit a variety of housing types?

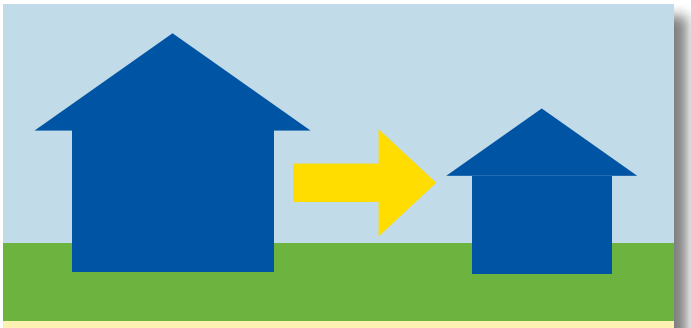
"The needs and expectation of housing change with age. Housing options in our communities should reflect these evolving needs and expectations."

A Blueprint for Action: Developing a Livable Community for All Ages — National Association of Area Agencies on Aging

Ways to improve housing options

Strategy 1 – Ensure that a range of affordable, accessible and supportive housing is available that meets the needs of older adults seeking to age in place.

- Discourage "age-restricted communities" that limit flexibility for residents.
- Evaluate the possibility of allowing single-family homeowners to share their homes, including subletting parts of their residence to provide additional income streams, security and companionship.
- Consider cohousing options within the first suburbs. The Cohousing Association of the United States (www.cohousing.org) describes cohousing as "a type of collaborative housing in which residents actively participate in the design and operation of their own neighborhoods."



According to the American Housing Survey, between 2010 and 2030, 74 percent of the change in housing demand will come from those who are 65 or older. This age group will be looking to either age in place or downsize. According to Chris Nelson, professor at the University of Utah, speaking of this age group, "If they are unable to age in place, they will be actively down-sizing. Boomers will force the transformation of the urban landscape."

Third Street Cottages consist of eight detached, one-bedroom-plus loft cottages clustered around a garden courtyard with detached parking. The city of Langley, Wash. (pop. 1100), was the first to adopt an innovative "Cottage Housing Development." (Photo courtesy of Ross Chapins Architects)

- Conduct an audit: (1) list housing types allowed in the jurisdiction in question according to acreage affected (vacant and built) and numbers existing; (2) work with MARC to compare these findings to regional supply and demand; (3) determine if any changes need to be made to zoning and land use ordinances in order to add new housing options or expand existing ones; and (4) if changes are needed, elected officials can add new housing types during updates of comprehensive plans and implementation of the land use element of these plans.
- Change or streamline zoning and building code reviews for senior housing, which can reduce costs and provide affordable housing for seniors.
- Provide both rental and for-sale housing options. On one hand, people are fearful of rental property because of the potential of lowered property values and their perception that they are not as well maintained as owner-occupied homes. On the other hand, they see the lack of

affordable apartments as a deterrent to younger people moving into the community. The former problem can be resolved by stringent community enforcement of property maintenance and ensuring high-quality design and materials in new construction and landscaping.

- Nonprofits can be used to match parties based on needs and capabilities, pre-screen applicants and follow up afterwards. Most organizations that perform this service are supported by sources other than people seeking their help.
- Promote programs that allow and encourage students to live with older adults. These are particularly effective in areas near local colleges and universities. A Kansas City-based initiative, The Homesharing Program (www.sccentral.org/aging-in-community/homesharing-program), can help both homeowners and students.
- Develop suburban group homes. One response of some suburban communities is fostering the creation of small group homes. These can provide support and community for residents in a familiar suburban setting.

The Jordan is a complex of 90 affordable apartments in Arlington, Va., acquired through land a swap with JBG Companies. Amenities include a community center, water play area for children, a library and a public transit subsidy for residents. (Photo courtesy of Harkins Builders)

Strategy 2 – Highlight homes that are designed specifically to meet the needs of older adults by ensuring that more information about such homes is available to buyers.

- Develop a rating program similar to the ENERGY STAR program (www.energystar.gov), but for universal design standards instead of energy efficiency.
- Coordinate with the Association of Realtors and its Senior Real Estate Specialist (SRES) program to provide universal design information to buyers and sellers of residential property.
- Invite realtors in the first suburbs to participate in the program.

Strategy 3 – Ensure that a significantly increased number of new or refurbished housing units in the First Suburbs that support independent living are available to older residents of low and moderate incomes.

- Utilize services such as www.kcmetrohousing.org to help first suburb residents find affordable housing. KCmetrohousing.org is an Internet-based housing locator service for those seeking housing and for landlords with properties for rent. The website provides additional services for tenant service professionals, public housing authorities, governments and state housing agencies.
- Preserve and expand rental housing for older adults with limited incomes by encouraging mixed-income housing.

Strategy 4 – Institute property tax relief programs for older homeowners.

- Offer options to homeowners such as deferred payment of property taxes, which would be paid off when the house is sold. Eligibility and the amounts allowed can be based on a sliding scale determined by income.
- Allow older homeowners to work off a portion of their tax obligation by performing services needed by the community.

Strategy 5 – Expand current offerings for affordable home repair services for older adults. Some older adults have paid off their homes, but can't afford to maintain the homes because repairs are needed.

- Develop a funding source that provides financial support for older adults who need help paying for repairs.
- Provide a combination of grants and low interest loans for older adults who need to update their homes.
- Defer repayment of a loan until the house is sold; or the loan can be forgiven over time based on a sliding scale reflecting income.

A cohousing development is typically a group of dwelling units combined with common facilities and a program that encourages social interaction, such as weekly meals cooked and eaten together, common gardens or shared babysitting. These developments are set up legally as either a collection of individually owned units with a homeowners association that owns the common facilities, or as a condominium or housing cooperative. According to the Cohousing Association, more than 200 cohousing projects have been completed or are under development in the U.S.

Strategy 6 – Encourage "affinity retirement communities" that target retirees with a common interest or lifestyle. This trend is expected to increase in popularity as boomers begin to retire in greater numbers. Examples of affinity communities include those that emphasize golf, tennis, horseback riding, art and music, the culinary arts, and other interests. The number of university-based retirement communities targeted at alumni has doubled in the last decade.

3.2 Housing adaptability

Buying an older house may make financial sense for those looking to purchase a home. In most communities, money goes further when buying an older house instead of building a new one. Lower cost is one reason young families are attracted to homes in the first suburbs. The houses are smaller and more affordable than in many newer developments, plus the neighborhoods have the amenities that young families seek, including high-quality schools and proximity to downtown Kansas City and other employment centers.

Universal design features in a remodeled home can include larger doorways and open spaces that will accommodate a wheelchair. (Photo used with the permission of KC MASS Services, Inc.)

Universal design is becoming an important element of housing choice. This is a practice that seeks to create environments, objects and systems that can be used by as many people as possible and is intended to create places for people of all ages and abilities. For housing, universal design typically features lever faucets and door handles, roll-under sinks in kitchens and bathrooms for wheelchair users, and wider doorways. For owners, such features mean that a wider market may exist when it comes time to sell and, should they choose to stay in the home, that it will accommodate their own changing needs over time.

Elected officials should create policies that require or encourage developers of new construction or restoration to provide universal design or simple visitability, as many houses in the first suburbs don't have these features.

Universal design, integrated into this stylish kitchen, provides lowered countertops at the island, a perfect height for a wheelchair user, as well as drawers and a microwave that are easily accessible. (Photo courtesy of Phil Tauran)

A circular grab bar in a shower is attractive as well as being a safety feature. (Photo used with the permission of KC MASS Services, Inc.)

According to the Centers for Disease Control and Prevention (CDC), Americans over age 65 are six times more likely to have an accident at home than at work. Universal design minimizes hazards and the adverse consequences of accidents or unintended actions, provides warnings of hazards, errors and fail-safe features. It also provides privacy, security and safety equally to all users.

The concept of universal design is to plan products and environments to be usable to the greatest extent possible by people of all ages and abilities, as well as promote safety, comfort and convenience.

Universal design is especially important for those who want to age in place, which all too often means continuing to live in homes designed for young, healthy families with children. These homes need things such as stairs, doorknobs, grab bars, counter heights and door widths to be redesigned or replaced.

One option is to repair or upgrade existing homes rather than move older adults. Many older adults moved into the first suburbs years ago and now have to determine if they can — or should — continue to stay in their homes. Some houses can be upgraded fairly easily to accommodate the needs of older adults and allow for aging in place.

Questions

Key questions regarding housing adaptability:

- Is an older house worth repairing and updating?
- Would it be more affordable to upgrade a home than to relocate?
- Are experienced contractors available to help with house upgrades or repair projects?
- Are contractors properly licensed, bonded and insured to do the work?
- Are the contractors listed, and in good standing, on the government Consumers Affairs Office and the Better Business Bureau?
- How can existing houses be upgraded to be more sustainable and energy efficient?

Purple Heart Homes, based in North Carolina, is helping veterans make home modifications that allow them to remain in their homes. Through its Veterans Aging in Place program, the organization provides funds to widen doorways, renovate bathrooms and create a barrier-free first floor living space.

www.purplehearthomesusa.org

Ways to improve housing adaptability

Strategy 1 – Promote the concept of "visitability" as a way for homeowners to make updates needed to improve accessibility for all ages and promote aging in place.

A "visitable" home is built to include the following:

- Route from a public sidewalk, driveway or garage to an entry.
- Entry without steps.
- Doorways wide enough to accommodate most mobility devices (typically a minimum of a two-foot-ten-inch door).
- Living space on the entry level.
- Route throughout the entry level accessible by someone in a wheelchair.
- Toilet and lavatory on the entry level.
- Access to a kitchen on the entry level.
- Outlets and switches at a reachable height.

Strategy 2 – Encourage development of residential units (single-family or multi-family development) that meet or exceed universal design standards.

In Libertyville, Ill., this 26-home development was built on School Street, an urban, walkable community where front porches are set near the sidewalks and residents are connected to their neighborhood. Each lot was designed with a different plan to avoid the "cookie cutter" look. (Photo courtesy of EDAW)

- Enforce the requirements of the Fair Housing Act and Americans with Disabilities Act and encourage universal design.
- Coordinate with the Building Industry of America and their Certified Aging in Place Specialist (CAPS) program to provide training on universal design for builders, remodelers and property owners. Encourage builders in the first suburbs to become familiar with the CAPS program.
- Maintain a database of qualified CAPS builders and make this information available to first suburbs residents. (An online directory of qualified CAPS professionals is available through the National Association of Homebuilders at www.nahb.org/reference_list.aspx?sectionID=1391.)
- Expedite the permitting process for construction so that residents can easily make changes such as installing wheelchair ramps and updating bathrooms. Implement a streamlined process for approving construction projects related to adapting homes for all ages.

Strategy 3 – Reconstruct or renovate an existing house to address the individual needs of the residents.

- Emphasize functionality over return on investment (ROI). ROI is a performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. Any home renovation project will return at least one-half its cost and most return over three-quarters of the investment. For older adults, there could be some ROI, but it is unlikely.
- Conduct courses on how to prepare homes for retirement. Homeowners can undertake many upgrades gradually, in small steps, over 10 or 15 years, rather than waiting for retirement.

The National Association of the Remodeling Industry (NARI) has identified a 10-step process to guide remodel planning.

- Step One: Assess your current situation.
- Step Two: Decide how long you intend to live in your present home.
- Step Three: Define the areas of the home you want to change.
- Step Four: Allow plenty of time for the remodel.
- Step Five: Use a reputable contractor.
- Step Six: Create a realistic budget.
- Step Seven: Get a comprehensive proposal from your contractor.
- Step Eight: Have a signed contract in hand before any work begins.
- Step Nine: Tie payments to work stages.
- Step Ten: Keep your perspective.

- Review zoning setback and other requirements to determine if the lot size accommodates the requirements of proposed housing modifications.

Strategy 4 – Distribute educational materials that teach homeowners about potential health issues relating to homes including indoor air quality, mold and mildew, gas leaks, asbestos, lead levels, dust, contaminated soils, insects and rodents, radon, and carbon monoxide.

- Provide information on how to assess potential health issues related to a home. The information could be on a website or provided as a simple printed handout.
- Provide materials about how to fix potential health issues in the home, such as installing carbon dioxide sensors to regulate fresh airflow.

Strategy 5 – Maintain, enhance or add porches to houses within the first suburbs, as appropriate. Front porches enhance opportunities for social interaction between people sitting on the porches and pedestrians walking by.

3.3 Resources

- Aging in Place Initiative. A Blueprint for Action: Developing a Livable Community for All Ages. Washington, DC: May 2007. www.n4a.org/pdf/07-116-N4A-Blueprint4ActionWCovers.pdf.
- Concrete Change. http://concretechange.org/visitability/visitability-defined/.
- First Suburbs Coalition. Green Remodeling Idea Book – Updating Post-World War II Homes. 2010.
- The Green Building Certification Institute. www.gbci.org.
- Home Builders Association of Greater Kansas City (Resources for Contractors) www.kchba.org.
- McIlwain, John K. Housing in America – The Baby Boomers Turn 65. Urban Land Institute Terwilliger Center for Housing. 2012.
- National Association of Home Builders Green Building Program. www.nahbgreen.org.
- National Association of the Remodeling Industry. www.nari.org.
- Paarlberg, Kimberly, RA, Staff Architect, ICC. "Designing for "Visitability" – Type C Dwelling Units in the 2009 ICC A117.1." Licensed Architect, Volume 17, Number 1, Spring 2013.
- Piepkorn, Mark, and Alex Wilson. Green Building Products: The GreenSpec Guide to Residential Building Materials. Gabriola Island: New Society Publishers, 2008.
- Residential Pattern Book for the City of Roanoke. November 20, 2008.
- US Green Building Council (USGBC). Green Home Guide. www.greenhomeguide.org.

4 Transportation

Much of our culture has been influenced by motor vehicles. Roads dominate the American landscape and for the last 70 years or so, we have been building our cities and towns around the automobile. In general, the first suburbs are an example of this auto-oriented development pattern.

We drive everywhere — to work, to school, to stores and to parks. Our modern transportation system has served as the backbone of our economy and provided Americans great mobility, but there have also been negative impacts. Low-density land use is inefficient and expensive, and environmental and cultural impacts have been significant. Local and state governments are challenged with maintaining our current transportation infrastructure.

Maintaining accessibility and livability while meeting the mobility needs of new generations of residents, and a growing number of older residents, requires careful attention to numerous transportation issues. Some of these issues are longstanding — congestion and safety, for example. Others are more recent. Bicycle planners for two generations have dreamed that the bicycle would emerge from purely recreational use to become a major element of the home-to-work commuter pattern. That dream is now rapidly becoming a reality in many cities across the United States. Communities that work to address their mobility needs in imaginative, innovative ways will be well positioned for success in the 21st century.

"Transportation is the way we physically connect with each other. Having a variety of options that are flexible to meet the needs of the individual is the hallmark of a livable community."

Growing Older in Clark County, Wash., Clark County Aging Readiness Task Force. www.clark.wa.gov/planning/aging/documents/AgingReadinessApril2012web.pdf

"The livability of a community depends in part on multiple mobility options that allow residents of all ages and abilities to connect with their communities."

Beyond 50.05: A Report to the Nation on Livable Communities: Creating Environments for Successful Aging – AARP

Summary of Chapter 4:

Transportation planning and facility design

Strategy 1 Ensure transportation plans consider all ages.
Strategy 2 Coordinate transportation planning with land use planning.
Strategy 3 Promote bicycle trails, lanes and programs.
Strategy 4 Slow down vehicle traffic.
Strategy 5 Modify roads to address potential concerns of older drivers.
Strategy 6 Provide parking where it is needed.
Strategy 7 Improve safety at intersections for all users.

Walkability

Strategy 1 Conduct a walkability assessment.
Strategy 2 Promote pedestrian scale.
Strategy 3 Add sidewalks as needed.
Strategy 4 Develop multiuse trails.
Strategy 5 Provide overhead shelter.
Strategy 6 Add textures and details to site furnishings.

Public Transit

Strategy 1 Promote public transportation.
Strategy 2 Maximize transit effectiveness.
Strategy 3 Maximize transit riders' positive experiences.
Strategy 4 Develop transit stops.

Transportation Services

Strategy 1 Address boundary issues.
Strategy 2 Provide personalized transportation.
Strategy 3 Explore alternative modes of public transportation.
Strategy 4 Take a holistic look at transportation services.
Strategy 5 Expand programs to assess driving competence of older adults.

4.1 Transportation planning and facility design

Transportation planning is the best way to take positive steps to enhance mobility options, including public transportation, walking, bicycling and specialized transportation for residents of all ages. It is important to develop a range of options and implement the best strategies that will benefit all residents, including older adults.

Transportation planning leads to specific projects that can impact the quality of life in the first suburbs. For example, one strategy is to implement "road diets" wherever possible. A road diet can address a variety of needs such as improving the appearance of a street in a particular neighborhood, discouraging long-distance commuting patterns (and encouraging it elsewhere, or accommodating it through more transit), calming busy traffic, improving pedestrian safety and encouraging greater bicycle use. A road diet could also involve removing one or more travel lanes from an existing roadway and using the additional space for bicycle lanes, wider sidewalks with landscaping buffers, street furniture and other amenities.

A related strategy is "livable streets," also referred to as "complete streets," which are roadways designed to allow for safe and convenient travel by all users, including motor vehicles, pedestrians (including those with disabilities), transit vehicles and bicyclists, both along and across the corridor. Implementing the complete street concept is one way to help ensure walkability. As the name implies, streets can be regarded as serving all users, not simply drivers of automobiles, and become attractive, safe open spaces. Policies and infrastructure changes to accomplish complete streets are guided by three principles:

1. Reducing vehicle travel speeds, particularly in areas used by both automobiles and pedestrians.
2. Improving the physical layout of streets to make it easier for drivers and pedestrians to navigate.
3. Enhancing visual cues and information for drivers and pedestrians.

Transportation planning also enables the up-front adoption of other best practices used increasingly in progressive strategies. In addition to complete streets, a similar approach is "context sensitive solutions" to balance the needs for travel with surrounding land uses and respect for community character. The term "green streets" is used to describe environmentally sustainable practices, which use native plantings in green buffers to address stormwater management. The use of bioswales, retention areas and street plants benefits water quality, improves visual appearance of the roadway and reduces the need for expensive culverts. If maintained, native plantings reduce the need for expensive operations, including watering. Green street solutions are integral to traffic-calming devices like roundabouts, pedestrian refuge islands and curb extensions, all of which are consistent with a complete streets approach.

Questions

Key questions regarding transportation planning for communities for all ages:

- Can most residents walk or use a community transportation option to get to a grocery store, doctor's office and pharmacy?
- Are there roads designed for safe driving, with clear and unambiguous signage, traffic stops and pedestrian crosswalks?

Issaquah Highlands, Wash., combines access to woods, trails, open space and parks with an urban-village lifestyle of convenience. As the city features a network of sidewalks and trails, residents find it easy to walk or to bike. (Photo courtesy of Chris Overdorf)

- Does transportation planning involve collecting input from residents of all ages?
- Do upcoming transportation projects include practices such as complete streets, context sensitive solutions and sustainable design?

Ways to improve transportation planning

Strategy 1 – Ensure that transportation plans for the first suburbs consider the needs of all ages and abilities, while also taking into consideration cultural, natural and visual resources.

- Consult Transportation Outlook 2040, the Kansas City region's long-range transportation plan, which describes how the region will manage, operate and invest in its multimodal transportation system for the next several decades. This plan is updated every five years.
- Consider the special needs of older adults by consulting the Framework for Senior Mobility (www.bloch.umkc.edu/mwcnl//initiatives/documents/Kansas-City-Framework-for-Senior-Mobility.pdf) The framework describes the strategies and goals needed to address the mobility needs of seniors. The report was prepared by the Mr. Goodcents Foundation and Midwest Center for Nonprofit Leadership, with funding from the Jewish Heritage Foundation.
- Partner with MARC to support the implementation of the Regional Older Adult Transportation and Mobility Action Plan (estimated completion Fall 2013).
- Analyze crash and injury data involving local older adults. This can identify trouble spots and priority areas for redesign in the first suburbs. Initiate research to identify best practices and local priorities to reduce crashes involving older motorists and pedestrians.

There is a growing need for accessible, safe trails to accommodate bikers and connect parks, points of interests and neighborhoods. (Photo courtesy of Harris County Flood Control District)

Strategy 2 – Coordinate transportation planning with land-use planning and other planning that focuses on neighborhood improvements.

- Coordinate land-use planning, community development, urban revitalization, open space planning and transportation planning efforts to ensure that all of the pieces "fit" with each other.
- Encourage interconnected streets, which disperse traffic, reduce trip length and connect neighborhoods. Maintain existing street grids, which encourage walking and biking by offering direct routes and travel alternatives parallel to high-volume streets. This type of street system also disperses traffic more equitably among all streets, gives drivers alternative routes to reach their destinations and establishes a sense of community by allowing all streets to lead to community focal points.
- Minimize the use of cul-de-sacs and avoid dead-end streets within new developments. Ensure that new streets are interconnected with each other and with streets on abutting properties in a grid or modified grid pattern.
- Use a "street connectivity index," which is derived by dividing the number of links (straight stretches or road) by the number of nodes (intersections). For example, a development with 36 links and 21 nodes would have a connectivity index of 1.71 (36/21). For new developments greater than 15 acres or more, new streets should have a street connectivity index of 1.40 or more.
- Review the American Planning Association's Model Street Connectivity Standards Ordinance, which is part of its research on smart land development. (www.dcat.net/workshoptoolkit/Workshop_Toolkit/Smart_Growth_files/chapter4.pdf)

Strategy 3 – Promote bicycle trails, lanes and programs.

- Safe, comfortable, convenient bicycling facilities provide a cost-effective way for the first suburbs to improve mobility, livability and public health, while reducing traffic congestion and carbon dioxide emissions.
- Include bicycle parking at public facilities and require private development to accommodate safe bicycle parking for employees, customers and others.

Angled crosswalks not only provide a safety refuge for pedestrians, but also encourages pedestrians to look for oncoming traffic before crossing the roadway. (Photo courtesy of EDAW)

Strategy 4 – Slow down vehicle traffic and make neighborhoods safer for biking and walking.

- Include traffic-calming devices such as medians, traffic islands, traffic circles, roundabouts, narrow lanes, double teardrop interchanges and chicanes (horizontal lane shifts requiring cars to weave slightly from the standard straight line). Some traffic calming has already been introduced in Kansas City's first suburbs.
- Extend length of crossing signals at selected crosswalks to ensure adequate time for older adults, disabled and slow pedestrians to cross streets safely.
- Construct pedestrian islands as refuges in the medians of selected multi-lane streets. These pedestrian islands should be used where there are crosswalks connected to parks, community centers and other public gathering places. Construct benches or other seating options if the median is wide enough.
- Pedestrians should have a clear and direct route from on-site parking to building entries and public sidewalk systems. The circulation path should be direct, continuous and free of barriers.

The Atwood Linear Park Greenway is a trail 0.9 miles in length in Huntsville, Ala. It is a multi-use walking and biking trail that connects Jones Family Park to the Valley Hill Country Club. (Photo courtesy of EDAW)

There are currently 11 active B-Cycle stations in downtown Kansas City where members can rent a bike for a small fee.

Strategy 5 – Modify road geometry and features to address potential concerns of older and inexperienced drivers and to improve pedestrian safety.

- Convert two-way-stop intersections to four-way-stop intersections in busy areas. Four-way stops are safer and easier to navigate.
- Provide brighter stop lights and pavement markings throughout the first suburbs.
- Increase the size of lettering on street-name and directional signs to make them more readable.
- Provide protected left-turn signals at busier intersections. Left-turn signals make it easier for drivers of all ages to turn safely. (A U.S. Department of Transportation study is needed to determine if a left-turn signal is appropriate for a given location.)

Strategy 6 – Meet parking demand where needed, but reduce the physical and visual impact of parking to create a more pedestrian-friendly community.

- Allow on-street parking in more urbanized areas where slower speed limits are implemented, streets are wide enough to accommodate the parking, and the parking

Pedestrian crosswalks should be easily accessible and visible, making it safer and easier for pedestrians, bicyclists and drivers to share roadways. (Photo courtesy of Dan Burden, PBIC Image Library)

can be implemented safely and efficiently. Address the configuration of on-street parking and allowable credit toward off-street parking requirements during site/design review.

- Corner lot developments should be accessed by vehicles from a side street.
- Parking should be located to the rear of the site in a parking lot, within the building or in a separate structure.
- Require attractive landscaping (fencing, hedging, street trees, flower beds, etc.) along the edges of parking lots where they meet the sidewalk, to reduce the visual blight caused by bare parking lots and to improve the pedestrian experience.
- Reduce or waive minimum off-street parking standards. Allow applicants to request a reduction to or waiver of parking standards based on a parking impact study.
- Permit valet parking where a valet parking plan is approved with the site/design review application. This approach will reduce the demand for large parking lots in front of restaurants and stores.

Strategy 7 – Address intersections to improve safety for all users, including design and marking of crosswalks, use of island refuges and signal crossing timing.

Promote midblock crossing treatments recognized as Federal Highway Administration Proven Safety Countermeasures, specify medians and pedestrian crossing islands in urban and suburban areas, (http://safety.fhwa.dot.gov/provencountermeasures/fhwa_sa_12_011.pdf) and incorporate pedestrian hybrid beacon, also known as the High intensity Activated crossWalK or HAWK (http://safety.fhwa.dot.gov/provencountermeasures/fhwa_sa_12_012.pdf).

The "zebra" crosswalk is an adaptation of the ladder design, created to keep pedestrians together where they can be seen by motorists and cross the street more safely. (Photo courtesy of Dan Burden)

- Upgrade pedestrian signals to make it easier for all ages to cross the road. Increase the size of text, use larger buttons and add audible tones.
- Increase traffic signal cycle length for older adults, children and those with mobility disabilities.
- Evaluate the use of leading pedestrian intervals or (LPI) to establish pedestrian right-of-way in advance of turning vehicles.

- Evaluate the use of "bulb-out" curb extensions at intersections to reduce the turning radius of vehicles while shortening crosswalk distance.
- Address low light conditions with improved lighting.

Endorse the practice of Pedestrian Road Safety Audits at high pedestrian crash locations (http://katana.hsrc.unc.edu/cms/downloads/PedRSA.reduced.pdf).

Effects of aging on pedestrian travel

Local communities should consider whether infrastructure changes are necessary as the population of older adults increases. The aging process causes a deterioration of physical, cognitive and sensory abilities. They are listed below as indicated by the following research organizations: Federal Highway Administration, National Highway Traffic Safety Administration and the University of North Carolina Highway Safety Research Center.

- Decreased visual acuity, poor central vision, reduced ability to scan the environment.
- A reduced range of joint mobility.
- Reduced ability to detect and localize different sounds.
- Reduced endurance.
- Reduced tolerance for extreme temperature and environment.
- Decreased agility, balance and stability.
- Inability to quickly avoid dangerous situations.
- Slower reflexes.
- Excessive trust that other motorists will obey traffic laws.
- Impaired judgment, confidence and decision making abilities.

Source: Walkinginfo.org, Pedestrian and Bicycle Information Center.

4.2 Walkability

First suburbs can be enhanced by improving opportunities for residents to walk from neighborhoods to services. Walking improves health for both young and old, promotes social interaction, reduces dependency on cars and reduces energy demands.

Many neighborhoods, however, were not designed for pedestrians. Many of the neighborhoods in the first suburbs were designed with a greater emphasis on vehicular circulation. The focus on the automobile after World War II resulted in many neighborhoods with wide streets and no safe sidewalks for pedestrian travel. Older adults in neighborhoods that do not promote walkability have fewer opportunities to be physically active — an important element to remaining independent. Many sidewalks in the first suburbs are narrow and in need of repair. Uneven sidewalks or those with physical barriers are responsible for many outdoor falls among older adults. Falling is a specific indicator of the health of older adults, and one of the greatest endangerments to their long-term quality of life.

Sidewalks have not been constructed in some neighborhoods because of narrow rights-of-way. In other neighborhoods, small front yards are fronted by stormwater culverts that further reduce available space and complicate sidewalk installation. Specific infrastructure changes to improve walkability include sidewalk repair, widening existing sidewalks to improve accessibility for those who use wheelchairs or strollers, new pedestrian pathways or sidewalks, improved street lighting, installation of public benches and traffic-calming measures.

Homeowners in the first suburbs are often responsible for maintenance of the sidewalk associated with their property. This is a long-standing practice in many jurisdictions, established to minimize public costs of sidewalk maintenance. This

can discourage neighborhoods from supporting the development of comprehensive pedestrian circulation. That policy is changing, particularly in modest-income neighborhoods or along roadways leading to schools and other community facilities.

Within the Kansas City area, some examples of walkable neighborhoods and communities include Brookside and Westport in Kansas City, Mo., North Kansas City, Mo., Fairway and Prairie Village, Kan. Some of the walkable areas were developed by J.C. Nichols, who believed in including grocery stores and other services within walking distance of residential development. He called his method "planning for permanence." His objective was to "develop whole residential neighborhoods that would attract an element of people who desired a better way of life, a nicer place to live and would be willing to work in order to keep it better."

Questions

Key questions regarding walkability:

- Does a given neighborhood have safe, well-designed sidewalks that can take its residents where they want to go, such as a nearby grocery or drugstore?

Residents benefit from walkable communities, where sidewalks, trails and street crossings are safe, accessible and comfortable for people of all ages and ability levels. (Photo courtesy Kevin Robert Perry)

- Is the community dedicating local transportation funding to walkability projects?
- Are ideas promoted for mixed-use development that allow for compact projects that emphasize pedestrian connectivity?

Ways to enhance walkability

Strategy 1 – Conduct a neighborhood walkability assessment to determine how easy it is to walk in the first suburbs.

- A walkability assessment is an evaluation of the walking environment to identify improvements to increase pedestrian access and safety to important destinations. For communities that have already done walkability assessments, these should be updated if they are more than five years old. A walkability assessment can also be part of a neighborhood asset inventory that pinpoints parks, trails, bike lanes, grocery stores, restaurants, community gardens, farmers' markets, coffee shops, faith centers, schools, medical services, libraries and transit services.

One example of a walkability assessment tool is Walk Score, (www.walkscore.com) an interactive website that helps users find a walkable place to live by calculating a walk score for any address. Walk Score uses data from Google, Education.com, Open Street Map, (www.openstreetmap.org) and Localeze (www.neustar.biz/infoservices/solutions/localeze) to calculate a score, ranging from 0 to 100, based on the location of five categories of amenities: education, retail, food and entertainment

The Walkability Checklist is another tool for determining the walkability of a neighborhood. The tool provides both immediate answers and long-term solutions to a neighborhood's potential problems. (http://drusilla.hsrc.unc.edu/cms/downloads/walkabilitychecklist.pdf)

Strategy 2 – Promote the pedestrian scale of the first suburbs.

- Much of the existing built environment in the region's first suburbs was designed at a human, pedestrian-oriented scale. Local officials should promote development of height of buildings to street width ratios to create a streetscape that is consistent with a pedestrian scale when proposing reinvestment for residential and commercial structures. A ratio somewhere around 1:2 to 1:3 is considered ideal. Width is measured horizontally between opposing building fronts. Height is measured from the sidewalk to the building's eaves, minus dormers. For example, a typical street (60-80 feet wide) would have buildings about 35 feet tall (two to three stories) next to sidewalks, 35:60 or 35:80, which converts to about 1:1.7 to 1:2.3.

Strategy 3 – Sidewalks are already included in some sections of the first suburbs, but not in others.

- Pedestrian walkways or sidewalks should connect primary building entrances to one another along commercial corridors.

In order for a street to draw large numbers of pedestrians, large concentrations of people must either live within walking distance, or the street must encourage public gatherings, such as street festivals or public markets. (Photo courtesy of Dan Burden, PBIC Image Library)

- Clearly marked pedestrian walkways should also connect all on-site common areas, parking areas, open space and recreational facilities.
- Sidewalks within a private development should connect to existing public sidewalks on abutting tracts and other nearby pedestrian destination points and transit stops.
- The number of curb cuts for vehicular entry into the site should be minimized so that pedestrian and bicycle areas are safe, secure and passable.
- As new infill homes are constructed, a walkway should connect the main entrance of the house to the public sidewalk or street.

Strategy 4 – Develop multi-use trails that link residential areas and public gathering spaces with parks and public open space.

- Many communities have local trail systems to complement the MetroGreen regional system, which enables safe travel for pedestrians to local destinations.
- Stream corridors, utility easements and old railroad corridors offer opportunities to create greenway corridors and offer trail linkages.

> **"Only 40 years ago, almost half of our children walked or biked to elementary school. Now, just 13 percent do. Half of the remaining 87 percent are driven to school in a car, the remainder in buses (school-provided or sometimes city buses)."**
>
> Susan Piedmont-Palladino. "Walking the Walk." National Building Museum.

Street signs not only give wayfinding information, but can also be complemented by architecture, placemaking and other factors. (Photo courtesy of Dave Alden)

Strategy 5 – Provide overhead shelter for shade and protection from weather. These structures could be associated with bus and transit stops, recreation areas or other public gathering spaces in the first suburbs. Provide seating along walkways to enable pedestrians to rest at intervals.

- Transit operators have added bus shelters and benches at many locations to improve comfort for transit riders.
- Seating and covered areas within parks could be located in areas closer to street frontage so those walking have a shorter distance to travel for shade and rest.

Strategy 6 – Add textures and details to site furnishings to add visual interest at the pedestrian scale. This could include public art, wayfinding kiosks and other site amenities.

4.3 Public transit

Every community needs transportation that is affordable, accessible, flexible, reliable and safe. State and local areas should work to expand transportation choices and evaluate the impact of state and local regulations and land-use policy on transportation systems. Community leaders should help create and adapt public transportation systems to meet the needs and preferences of residents of all ages.

Public transit is important for older adults who no longer drive. For some, it is no longer safe to drive. Others may prefer not to own an automobile or can't afford one. Still others prefer to minimize their driving, even if they still retain access to an auto. Accessibility of transport to families and children is also important to maintain community mobility.

In Kansas City, 43 percent of the region's residents have access to transit within one-half mile of their residences. Most public transit services are limited in terms of routes, hours and frequency of service. There are numerous special transportation services for older adults and those with disabilities, yet services are often limited due to demand, geography and trip purpose.

The first suburbs will benefit from providing reliable, well-used transit. Mixed-use projects that offer high value to host communities in terms of service, commerce, population growth, housing, property tax revenues and ridership will be stimulated by transit-oriented development.

MARC's Smart Moves Transit Plan articulates a vision for how transit should serve the Kansas City metropolitan area. It proposes a primarily bus-based system, including bus rapid transit (BRT) along priority corridors that connect people to employment and activity centers.

MARC. Creating Sustainable Places. March 2011

Questions

Key questions regarding public transportation:

- Can most residents walk or use a community transportation option to get to a grocery store, doctor's office or pharmacy?
- Are accessible, affordable, senior-friendly and dependable transportation options available to reduce dependence on single-occupancy car travel?
- Are bus stops within walking distance of housing and community facilities for older adults? (Defined as approximately one-third mile.)
- Is the bus system well used?

Ways to improve public transportation for communities for all ages

Strategy 1 – Promote public transportation that meets the needs of all first suburbs residents.

- Continue working with the region's public transit providers — KCATA, Johnson County Transit, Independence Transit and Unified Government Transit. These providers have worked with other transit providers to improve public and special transit services for older adults. Work with special transportation providers to ensure residents of first suburbs are aware of specialized services.
- Educate the public about the benefits of mass transit in order to get past the stigma and misunderstandings associated with riding the bus. The more ridership these systems can attract, the greater the likelihood of public support of investment for further improvements in the efficiencies and experiences of the system — a virtuous cycle.

A transit stop for Kansas City's ATA MAX, a bus rapid-transit line that runs on two well-traveled corridors.

The city of Decatur, Ga., recently implemented a shuttle program for residents age 50 and older. The program runs from 10 a.m. to 2 p.m. on Wednesdays and brings older adults to the downtown community center. Older adults can call and reserve a spot. Decatur is looking to expand the program to include more days and a wider range of times.

Strategy 2 – Maximize transit effectiveness.

- Ensure that public transportation is reliable and frequent, including nights and weekends.
- Give individuals financial and other incentives to use alternative modes of transportation. For example, taxi cabs, limos and other personal forms of transportation could receive subsidies for transporting older adults.
- Provide connections between major residential and employment centers.
- Ensure key attractions and services are accessible by public transportation.

- Place transit stops close to public gathering areas to make them as accessible as possible to those who do not drive. Work with the local transit agency to adjust routes so older adults have direct access to health care and social services.

Strategy 3 – Maximize transit riders' positive experiences.

Work with public transit providers to plan routes that meet residents' needs. The considerations should include strategies to reduce riders' wait time and provide information to avoid long waits at the transit stop or missed rides. KCATA's WebWatch is one program that provides real-time bus monitoring. (www.kcata.org/maps_schedules/webwatch/)

- Work with transit providers to post the route number, stop number and phone contact number at all stops and shelters to enhance rider security and planning.
- Work with transit providers to offer frequent travel cards and discounted fares for use by older adults.

Strategy 4 – Develop transit stops so they are an integral part of the community.

- Ensure each transit stop includes shelter, benches, security lighting, wayfinding signage, landing pads and other site amenities as appropriate.
- Locate transit stops adjacent to pedestrian-oriented amenities, such as courtyards and plazas.
- Include drop-off zones near entrances of public facilities to make it easier for older adults to be dropped off and picked up.

4.4 Transportation services

Transportation providers should be encouraged to market their services to older residents and private retailers. Medical providers should be encouraged to help arrange for transportation service for older customers. Many older drivers experience specific difficulties related to the driving environment and these issues need to be a ddressed, as well.

Questions

Key questions regarding transportation services for older adults:

- Do state and local areas promote a range of affordable transportation and mobility options that meet diverse needs and preferences?
- For those that have difficulty walking or driving, are there other safe and convenient transportation options available (in addition to rides from friends or family, or public transportation)?

Ways to improve transportation services for communities for all ages

Strategy 1 – Address boundary issues that serve as obstacles for providing transportation services.

- Address laws and ordinances that are restrictive in nature.

The Kansas City area offers several local services that provide transit for older adults who need extra help. See Resources on p. 42 for a list of local older adult transit providers.

- Work out an agreement that allows transportation services to cross boundaries. Many public transit efforts are limited by city, county or state boundaries. There are several different agencies, each covering a slightly different area.

Strategy 2 – Provide personalized transportation to enable users to go where they need to go, when they need to go, car-free — to shop or dine, meet friends, get to the airport, see a doctor, etc.

- Work with transit providers to offer paratransit transport services for frail older adults and disabled residents.

Support and promote volunteer driver programs, such as Catholic Charities' Senior Express Transportation Program (www.catholiccharities-kcsj.org/honoring-older-adults-with-care-and-dignity/senior-express-transportation-program-kansas-city-and-st-joseph-), Jewish Family Services' Jet Express (www.jfskc.org/services/older-adult-services/jet-express-2/) and ITN*GreaterKansasCity* (www.itngreaterkansascity.org/), which were created to offer safe, affordable transportation alternatives to older adults no longer able to drive.

Strategy 3 – Explore alternative modes of providing public transportation.

- Encourage vehicle sharing among health institutions, human service providers and other organizations with fleets that may be used at different times.
- Support the use of neighborhood electric vehicles as an alternative to using a traditional automobile or walking. Peachtree City, Ga., uses electric golf carts for circulation within the community.
- Promote bike-sharing programs within the first suburbs. Include three-wheeled bikes to provide greater stability for older adults.
- Promote car-sharing programs such as ZipCar, Hertz on Demand and Greenwheels.

Car-sharing programs like Zip Car, "the car for people who don't want one," offer an alternative to both public transit and car ownership. The University of Missouri–Kansas City and Rockhurst University provide access to the Zip Car program on their campuses. (Photo Zip Car)

- Offer incentives to groups and organizations to provide group transportation services for their older adults.
- Provide smaller shuttle buses to serve senior centers.
- Improve access to medical transportation for older adults.

Strategy 4 – Identify project opportunities that take a more holistic look at providing transportation services.

- Work with local recreation organizations and agencies to integrate transportation services.
- Consider funding a mobility manager to coordinate transportation services for older adults within the first suburbs. This could be a joint position between several organizations or agencies.

Strategy 5 – Expand programs that provide transportation assistance to older adults, or assist older adults in assessing their competence behind the wheel.

- Coordinate with physical therapists, health experts and providers of aging services in the first suburbs to better understand the challenges facing older drivers.

- Require volunteer drivers for programs that provide transportation to older adults to participate in an annual driving test to ensure they are qualified to provide this service in a safe, effective manner.
- Support state and national efforts to require vision and driving assessments for older drivers. Reward older adults for taking safe-driving classes.

4.4 Resources

- American Planning Association's Model Street Connectivity Standards Ordinance. www.planning.org/research/smartgrowth/.
- CH2M Hill with EDAW. 2002. A Guide to Best Practices for Achieving Context-Sensitive Solutions. National Cooperative Highway Research Program Report 480. Transportation Research Board.
- Complete Streets. www.completestreets.org.
- Context Sensitive Design Solutions. www.contextsensitivesolutions.org.
- Framework for Senior Mobility. Midwest Center for Nonprofit Leadership, University of Missouri-Kansas City. 2009. http://bloch.umkc.edu/mwcnl//initiatives/documents/Framework-for-Senior-Mobility-2-3-10.pdf.
- Guide for the Planning, Design, and Operation of Pedestrian Facilities, American Association of State Highway and Transportation Officials (AASHTO), 2004 Available for purchase from AASHTO, https://bookstore.transportation.org/item_details.aspx?id=119.
- Guidelines for Residential / Mixed Use Projects in Transit Oriented Developments (TOD). Sierra Club Loma Prieta Chapter, Sustainable Land-Use Committee. http://lomaprieta.sierraclub.org/sites/default/files/GuidelinesforResMixedUse-rev10.9-18-12.pdf.
- Harrell, Rodney, Allison Brooks, and Todd Nedwick. Preserving Affordability and Access in Livable Communities: Subsidized Housing Opportunities near Transit and the 50+ Population. Washington, DC: AARP Public Policy Institute, September 2009. Kerschner, Helen, and Joan Harris. "Better Options for Older Adults." Public Roads 70, no. 5 (March/April 2007). Retrieved Sept. 17, 2009, from www.tfhrc.gov/pubrds/07mar/03.htm.
- Kansas City area older adult transportation providers:
  - Dial-a-Ride (Independence, Missouri) — 816/325-7399.
  - Dial-a-Ride (Kansas City, Kansas) — 913/573-8351.
  - Catholic Charities' Senior Express Transportation Program (www.catholiccharities-kcsj.org/honoring-older-adults-with-care-and-dignity/senior-express-transportation-program-kansas-city-and-st-joseph-).
  - Jewish Family Services' Jet Express (www.jfskc.org/services/older-adult-services/jet-express-2/).
  - The JO - Special Edition, GoodRide, EasyRide — 913/782-2210.
  - ITNGreaterKansasCity (www.itngreaterkansascity.org/).
  - OATS, Inc. — 573/443-4516.
  - Senior Group Transportation (Wyandotte Co., Kan.) — 913/573-8351.
  - Share-a-Fare (Kansas City, Mo.) — 816/346-0810.
  - The Whole Person, Inc. — 816/561-0304; TTY 531-7749.
- Pedestrian Facility User's Guide: Providing Safety and Mobility, p. 56, http://katana.hsrc.unc.edu/cms/downloads/PedFacility_UserGuide2002.pdf.
- Pedestrian Road Safety Audits and Prompt Lists www.walkinginfo.org/library/details.cfm?id=3955.
- Sipes, James L., and Matthew L. Sipes. Creating Green Roadways: Integrating Cultural, Natural and Visual Resources into Transportation. Island Press. 2013.
- Smart Moves Transit Plan. Update 2008. www.kcsmartmoves.org.
- Smart Transportation Guidebook. http://conservationtools.org/libraries/1/library_items/824-Smart-Transportation-Guidebook-Planning-and-Designing-Highways-and-Streets-that-Support-Sustainable-and-Livable-Communities.
- Transportation Outlook 2040. MARC. www.marc.org/2040.

5 Community Services & Facilities

One of the major indicators of a healthy community is the presence of well-used community facilities. Community and recreation centers, universities, libraries, museums, parks and other public facilities are important for communities for all ages because they enable people to connect, share experiences and communicate with each other. Chapter 2, Community and Neighborhood Environment, offers insights into physical community design and facilities that encourage social interaction.

The services provided by first suburb communities are also essential to make each community a desirable place to live. When we make choices about where to live, community services such as lifelong learning, intergenerational programs and volunteer opportunities play a large part in how we perceive those places as working. Facilities and programs for recreation, adult learning, art performances, senior day-visit centers, access to the Internet, fitness centers and other programs all enrich community life and help older adults age in place more easily.

Baby boomers are more active and more involved than past generations. They tend to regard retirement as an opportunity to do something new and different. The first suburbs need to consider facilities, programs and activities to keep boomers involved.

There is a public health aspect to encouraging older adults to participate in community programs. Those not engaged in their communities can feel alienated. Older adults who are socially isolated are at risk for a number of negative outcomes, including depression or chronic illness. Conversely, older adults who have an active social life typically have fewer disabilities, lower mortality risks and better mental health.

Encouraging residents to help make decisions about the services and facilities they have access to or need is an important part of developing and enhancing community services and facilities. People engaged in their communities are more active and more involved with their neighbors and community and take more responsibility for their own lives. The community benefits from having feedback from the programs users that enables identification of service improvements.

Summary of Chapter 5

Social services and facilities

- Strategy 1 – Create opportunities for intergenerational interaction.
- Strategy 2 – Encourage organizations to collaborate in using existing facilities.
- Strategy 3 – Provide services geared specifically for older adults.
- Strategy 4 – Encourage programs that promote the social and physical health of older adults.

Educational services

- Strategy 1 – Ensure that lifelong learning programs are available for older adults.
- Strategy 2 – Develop continuing education programs that focus on aging well.
- Strategy 3 – Support programs that address the learning needs of home-bound older adults.
- Strategy 4 – Address the "digital divide," with objectives that include enabling all residents (especially older adults) to understand digital data, find information on the web and stay up to date with advances in technology.

Volunteer and work opportunities

- Strategy 1 – Make it easy for people to volunteer their time and services.
- Strategy 2 – Increase opportunities for meaningful volunteer activities.
- Strategy 3 – Develop an "older adult talent pool" to help older adults in obtaining paid jobs and volunteer positions.
- Strategy 4 – Promote opportunities for older adults to continue working.

Financial services

- Strategy 1 – Establish programs providing financial information for residents.
- Strategy 2 – Offer educational programs on retirement, social security and financial planning for residents of all ages.
- Strategy 3 – Protect homeowners from escalating property tax bills.
- Strategy 4 – Work with the Kansas City Regional Association of Realtors to ensure that the number of senior real estate specialists who understand housing issues associated with older adults is sufficient for current and future needs.
- Strategy 5 – Think outside the box to consider potential funding and program efficiencies outside traditional approaches.

Access to Information

- Strategy 1 – Promote existing information and referral services.

5.1 Social services and facilities

The types of social services provided by a community have a major impact on quality of life. With changing demographics, one of the biggest issues is demand. For example, demand is rising within the first suburbs for senior centers, because many existing community centers do not have the space or resources to address the specific needs of older adults.

Places, activities and events that promote intergenerational contact are important. A particular value of community facilities is that they enable the sharing of stories from one generation to the next. As such conversations occur and the stories get told, communities for all ages are enriched.

Questions

Key questions regarding social services and facilities:

- Is it easy for residents of all ages, backgrounds and cultural interests to participate in social activities within the community?
- Do older adults have opportunities to socialize with family, friends and neighbors?

- Are there community centers, recreation centers, parks and other places where older people can socialize?
- Are there specific programs and places where older adults and young people are brought together to share their strengths?

Ways to enhance social services and facilities

Strategy 1 – Create opportunities for intergenerational interaction.

- Implement a foster grandparent program. This type of program benefits adults and children and encourages their interaction.
- Encourage interaction of older adults with younger residents at existing community centers within the first suburbs.
- Provide opportunities for older adults to work with school kids and become involved in school activities under the guidance of school officials.
- Provide opportunities for youth community service projects that offer occasions to work with older adults.
- Provide opportunities for intergenerational learning around arts and cultural production.

In Ithaca, New York, a local Head Start program is permanently housed at a retirement community. Each week, the seniors work with preschoolers on a variety of activities such as reading, singing and crafts. The intergenerational program allows older people to participate in the mentorship of younger community members.

Family-Friendly Communities Briefing Papers 02, American Planning Association.

Increasing the opportunity for older adults to interact with younger children can help decrease loneliness, boredom and depression while increasing self-esteem. (Photo courtesy of Catholic Charities of Northeast Kansas Foster Grandparents program.)

Strategy 2 – Encourage organizations to collaborate in using existing facilities.

- Promote alternative uses of existing public facilities for use by older adults where appropriate, especially for early-phase response to rising demand for services until more permanent arrangements can be established.
- Collaborate with schools, hospitals and other nonprofit organizations in the first suburbs for potential off-site programming.
- Pursue joint-use agreements with schools, churches, fire stations and other facilities that could be used to provide services for older adults.

Strategy 3 – Provide services geared specifically for older adults.

- Provide home support services such as home maintenance, meals on wheels, yard care, grocery assistance, library delivery and other services.
- Encourage businesses to provide customer services to accommodate older clients, such as "no rush" supermarket lines, drive-through pharmacies, and shopping and delivery services.

Water aerobics and other physical fitness classes offer older adults the opportunity to stay active and socialize. (Photo courtesy of Agoromedia.com)

Strategy 4 – Encourage programs that promote the social and physical health of older adults.

- Increase the availability and awareness of opportunities to address issues of older adults' social isolation. Offer access to a variety of activities, including social, educational, cultural or recreational opportunities.
- Encourage and support the development of a neighborhood-based senior peer advocacy program. When people experience frustrations, worries and concerns, they typically turn to their friends for help and support. Trained peers can act as the first rung on the ladder for access to resources from programs and professionals.
- Educate residents, service providers and first responders to watch for and report changes in everyday patterns in the neighborhood.
- Encourage and promote the development of a voluntary, vulnerable-population registraty for emergency service providers.
- Establish an "elder justice center" that investigates and supports prosecution of suspected cases of abuse to elder and other vulnerable adults.

5.2 Educational services

Learning is a lifelong activity. A robust range of accessible cultural and educational enrichment sites, events and opportunities enables all residents to contribute to the cultural life of the first suburbs.

Training is an opportunity that should be available for all ages. For teenagers and younger adults, training is way to gain valuable skills to augment their formal education. Training can help contractors and builders become familiar with building issues that may impact universal design and aging in place. Educational opportunities are especially important for older adults who desire to keep their minds active by learning new things. They often seek training to learn specific skills associated with a hobby, job opportunity or volunteer activity.

The millennial generation is adept at using the Internet, but older adults are often not as familiar with this technology's capabilities and many tend to use it far less. First suburbs should work to provide opportunities for older adults to gain more technological skills to ensure they are aware of the range of services offered by their communities and have access to information about jobs and volunteer opportunities.

Questions

Key questions regarding educational services and facilities:

- Are there training courses available for all ages?
- Are there opportunities in your community at which older adults can continue learning?
- Are informational programs about aging well available to older adults?
- Are low-cost programs that teach computer skills available and marketed to older adults?
- Are ther opportunities in your community for intergenerational education programs?

Providing opportunities for older adults to learn about technology can open the door to new ways of connecting and exploring the world, as well as encourage the confidence to learn additional skills. (Photo courtesy of Cambridge, Mass., Community Television.)

Ways to enhance educational services

Strategy 1 – Ensure that lifelong learning programs are available for older adults.

- Promote online courses that are available to older adults.
- Work with local institutions of higher learning to create "senior academies" with traditional classroom offerings.

Strategy 2 – Develop continuing education programs that focus on aging well.

- Offer programs at community centers that teach about aging well. These programs could include discussions about health, financing, home repairs, physical activity, social interaction and working after retirement (a change of career or volunteerism opportunities).
- Consider "mobile" programs where trainers go to churches, independent-living housing developments and other community settings to teach about aging well.

Strategy 3 – Support programs that address the learning needs of home-bound older adults.

- Support services that deliver library books, movie rentals and other recreational materials to home-bound older adults

Strategy 4 – Address the "digital divide" to enable all residents (especially older adults) to understand digital data, find information on the web, and stay up-to-date with advances in technology.

- Develop programs that lend or sell modestly priced laptop computers or other digital technology to older adults with limited funds.
- Look at creative ways to partner with organizations to offer digital technology classes, such as at community centers, at libraries, or as part of potluck dinners that combine food with learning opportunities.
- Provide opportunities for older adults to check out digital tools, or use them in public settings such as the library or community center.

5.3 Volunteer and work opportunities

Residents in the first suburbs should have opportunities to be actively involved in their community. Young families and older adults need to be involved in order to help shape their communities. Older adults are often interested in taking classes, volunteering their time, participating in social organizations and clubs, and signing up for physical fitness activities.

For older adults who don't necessarily need to be paid for their efforts, volunteer programs are a good way to stay active. Research has found that volunteerism among older adults can reduce the risk of mortality and increase measures of physical and mental health. The quality of life of all residents is enhanced by the many volunteer activities of older adults, and their continued involvement in the social and civic life of their communities. Volunteer opportunities for older adults should be widely promoted and easily accessed in the first suburbs.

Some older adults prefer to keep working, but opportunities may be limited because employers often do not regard adults over retirement age as part of the workforce. For some, working is a way to stay busy and be a productive member of society. For others, working is a necessity to help pay bills.

- The Colorado Employer Toolkit: EngAging the Mature Workforce offers examples of best practices for older workers and state-specific resources to assist employers.
- The California Employment Development Department's Employer Toolkit offers age-neutral strategies that businesses can use to maximize the skills and expertise of older workers.
- The Pennsylvania Department of Aging developed an employer toolkit for health care providers that contains information on recruiting and retaining older workers.
- The California State Personnel Board launched Boomerang in 2008 to better connect public sector retirees to job opportunities and help meet state workforce needs.

Questions

Key questions regarding work and volunteer opportunities:

- Is there a central clearinghouse that people can visit or call to learn about volunteer opportunities?
- Are older adults aware of volunteer opportunities within their community?
- Have older adults been surveyed about their volunteer interests?
- Has the city evaluated the full range of opportunities for volunteers within city government and identified a volunteer coordinator to help ensure a quality experience for the volunteers and added value to the city?
- Do local nonprofits and other community organizations provide meaningful volunteer opportunities suited to older adults?
- Are the important contributions of older residents to the city's economy recognized?
- Are employment practices and benefits supportive of older adults?

Ways to enhance volunteer and work opportunities

Strategy 1 – Make it easy for people to volunteer their time and services.

- Establish a single review process for volunteers to gain approval to work on selected projects offered by multiple programs or organizations. This combined approach will help streamline the process, saving both time and money.
- Simplify forms that are required for someone to volunteer and save the information as part of a central database, so an application only has to be submitted once.
- Establish one website where potential volunteers can find out about the review process and the forms to complete for various volunteer

Volunteering in the community can lead to a more active lifestyle, both mentally and physically, which leads to more socialization, a boost in self-esteem and reduced stress. (Photo courtesy of EDAW)

Older adults have a great deal of knowledge and experience to share. Being able to share their skills with others is beneficial for everyone.

opportunities. This could involve working with local technology experts or a local startup company to implement a web-based application that presents volunteer opportunities.

Maintain a list of volunteer opportunities. In some cities and towns, a municipal department such as a community services department maintains this type of list. Organizations such as the United Way (www.uwgkc.org and www.unitedway-wyco.org), Corporation for National and Community Service (www.nationalservice.gov) and Volunteer Match (www.volunteermatch.org) maintain searchable databases of volunteer opportunities. Shepherd's Center Central's Coming of Age: Kansas City website provides a list of volunteer opportunities for the 50+ population (www.comingofage.org/kansascity).

Strategy 2 – Increase opportunities for meaningful volunteer activities.

- Campaign to get local organizations to commit to making volunteer positions available. Address organizations' needs for volunteer recruitment, coordination and supervision, perhaps through a volunteer services coordinator, who can serve several organizations or obtain grants for organizations' costs.
- Develop volunteer opportunities that encourage families, neighbors and friends to volunteer together. This has the extra benefit of adding to the sense of community already existing among participants.
- Take advantage of programs such as Coming of Age, developed by Temple University that trains nonprofits about how to work with older volunteers.

Coming of Age: Kansas City is a metro-wide initiative led by Shepherd's Center Central that promotes civic involvement, lifelong learning and community leadership in the 50+ population. The program offers an interactive website for older adults that connects them to personal growth opportunities, community service and paid/unpaid work; Explore Your Future workshops for community and corporate groups to help people envision the next phase of life; and Learning Labs training for nonprofit professionals to prepare high impact opportunities for engaging those 50+ in their organization's mission.

- Provide opportunities for individuals to exchange services and receive "credit" or a stipend for their volunteer work. This approach is being used in a number of cities that have limited budgets, but need help. It provides older adults an opportunity to stay busy while also earning something of value, and it helps communities obtain extra help in an affordable way.

Strategy 3 – Develop an "older adult talent pool" to help older adults obtain paid jobs and volunteer positions.

- Survey older adults about their specific talents and interests and share this information with potential employers or organizations seeking volunteer help.

- Coordinate with businesses and organizations and encourage them to rethink existing opportunities and how they could be filled by older adults.

Strategy 4 – Promote opportunities for older adults to continue working.

- Increase awareness among organizations about senior-friendly employment policies.
- Provide incentives for businesses to hire older adults.
- Keep older adults informed about existing and upcoming job opportunities.

5.4 Financial services

Financial issues for residents typically fall into two distinct categories: affordability and investment. Concerns about affordability revolve around managing rising costs on fixed incomes, including tax increases, and the high cost of health care and housing. Retirees must consider cost-of-living expenses when making decisions about whether to move into independent living properties, nursing homes or to secure nursing services at home. On the investment side, older adults see a need for reliable, financial advice that is trustworthy and offered with their best interest at heart. Their concerns are fueled by a volatile financial environment, scams that prey on older adults and housing affordability issues.

Policies implemented by first suburbs community leaders can have a large impact on the financial resources of their residents. Special funding can be provided to retrofit homes to make them more usable as residents' mobility needs change. Services that require little or no driving reduce the large drain on limited incomes represented by residents' use of an automobile for transportation (true for residents of all ages). Simply providing reliable information that allows residents to manage their concerns can be helpful.

Meeting the costs of care as older adults become infirm is a financial issue for families. The impact on both older and younger generations can be considerable, and there are profound economic and societal costs involved as well.

The average duration of caregiving exceeds four years, and requires an average of 25 hours per week. The Metlife Report on the Health Status of the 40+ Population estimates total wage, Social Security and private pension losses due to caregiving could range from $283,716 for men to $324,044 for women, and average of $303,880.

Divided by 4.5 years (estimated average duration) and multiplied by the 9.7 million people age 50+ caring for their parents, the amount lost every year by these caregivers is estimated at more than $655 billion.

Questions

Key questions regarding financial resources:

- Is it easy to get information about programs and training to address residents' financial concerns?
- Are property taxes a major concern for fixed-income homeowners?
- Are agencies and organizations that provide financial services working in the most coordinated way possible?

Ways to enhance financial services

Strategy 1 – Establish programs providing financial information for residents.

- Present information to homeowner associations, retiree groups and similar organizations about financial options and opportunities.
- Promote the availability of credible information on websites to help residents find detailed information about financial issues.

Strategy 2 – Offer educational programs on retirement, social security and financial planning for residents of all ages.

- Inform older adults about the availability of such courses.
- Work with libraries and community organizations to promote financial security among residents, particularly older adults. Encourage working adults to participate in such courses long before they reach retirement age. Offer an introductory short course that packages the most critical information in menu format to encourage deeper exploration in later courses as participants become interested.

Strategy 3 – Protect homeowners from escalating property tax bills.

- Work with state and county officials to examine different property tax incentives to help older homeowners maintain financial security in their homes. Evaluate property tax "homestead" exemptions for older adults and, where available, educate residents about how to access such exemptions.
- Work with state officials to identify ways to enable older workers to gain some tax advantage for their employment or volunteer service. Massachusetts offers a senior property tax work-off program that allows older adults to "volunteer" for a public realm job and get compensated by abatement on property taxes instead of a salary. The Senior Tax Worker Program in Boulder County, Colo., is a good example of a program where senior workers are assigned to nonprofit organizations and gain a tax benefit.
- Work with the state to implement property tax caps that limit or freeze the growth of the assessed value of a person's property. This approach prevents increases in the amount paid in the future. Review states that have adopted property tax caps that may offer model legislation, including Maryland, California, Iowa, Arizona, Florida, Washington and Texas.

The NewHolly neighborhood in Seattle provides approximately 1,400 units of affordable housing to individuals or families with a wide range of incomes. (Photo courtesy of EDAW)

Strategy 4 – Work with the Kansas City Regional Association of Realtors to ensure that the number of senior real estate specialists who understand housing issues associated with older adults is sufficient for current and future needs.

Strategy 5 – Think outside the box to consider potential funding and program efficiencies outside traditional approaches.

- Work with businesses in the first suburbs to make vouchers or discounts available to older adults in need of services that can be provided locally.
- Coordinate application processes among agencies that provide financial services to income-eligible older adults. Encourage agencies to offer sign-up times at city hall or other locations within easy access of older adult communities.

5.5 Access to information

One goal of a community for all ages is to ensure that information about services, programs and opportunities is widely available to all residents in the first suburbs.

Questions

Some of the key questions about access to information:

- Is critical information available to all residents in the first suburbs in a wide range of formats?
- How can outreach efforts be improved for older adults and other residents in the first suburbs?
- Do older adults receive critical information in a timely manner?
- Do older adults know how to access support services?

Ways to enhance access to information

Strategy 1 – Promote existing information and referral services.

- Promote the availability of information on services through United Way's 2-1-1 service and the Area Agencies on Aging information and referral services.
- Survey residents to determine if their information needs are being addressed and offer this feedback to information and referral services.

5.6 Resources

- Area Agencies on Aging — There are three Area Agencies on Aging serving older adults in the the greater Kansas City region.
  - Mid-America Regional Council (MARC) serves the region and is the home for the Area Agency on Aging for Cass, Clay, Jackson, Platte and Ray counties in Missouri. www.marc.org/aging.
  - Johnson County Human Services & Aging is the home of the Area Agency on Aging in Johnson County, Kansas. http://hsa.jocogov.org/aging/aging.shtml.
  - Wyandotte/Leavenworth Area Agency on Aging serves older adults in these two counties in Kansas. www.wycokck.org/aging.
- Coming of Age. www.comingofage.org.
- Coming of Age: Kansas City. www.comingofage.org/kansascity.
- Executive Summary — Genworth 2012 Cost of Care Survey. Genworth Financial 2012 Cost of Care Survey. www.genworth.com/dam/Americas/US/PDFs/Consumer/corporate/Key_Findings1.pdf.
- MASS Resources. Massachusetts Real Estate Tax Exemptions. www.massresources.org/real-estate-tax-exemptions.html.
- Multigenerational Planning — Using smart growth and universal design to link the needs of children and the aging population. Family-Friendly Communities Briefing Papers 02, American Planning Association.
- The Senior Tax Worker Program, Boulder County, Colo.
- Shepherd's Center — There are four Shepherd's Center organizations in the Kansas City metropolitan region:
  - Shepherd's Center Central www.sccentral.org.
  - Shepherd's Center of Kansas City, Kansas www.shepherdscenterkck.org.
  - Shepherd's Center of the Northland www.shepherdscenternorth.org.
  - Shepherd's Center of Raytown www.shepherdscenterraytown.org.
- United Way of Greater Kansas City Volunteer Center http://unitedwaygkc.org/volunteer/volunteer_lndg.html.
- United Way of Wyandotte County Volunteer Center. https://community.unitedway-wyco.org/comm/Article.jsp?ArticleID=126.

6 Health Care & Healthy Living

First suburbs should evaluate their infrastructure and services to create healthy communities for residents of all ages. Opportunities for physical activity, safe travel, healthy homes and healthy eating are elements of a healthy community. Rising health care costs and increases in chronic health conditions require communities to focus attention on public health.

Access to health care is necessary for older adults, who are more likely to live with multiple chronic conditions, such as heart disease, diabetes and dementia. According to research by the National Institutes of Health, around 80 percent of older Americans have a chronic health condition and half have two or more.

Summary of Chapter 6

Recreational services and facilities

- Strategy 1 – Provide parks and public open space in the first suburbs within walking distance of residential areas.
- Strategy 2 – Develop creative ways to use parks as meeting places for community groups or neighborhood associations.
- Strategy 3 – Develop physical fitness classes targeted toward older adults.

Health care services and facilities

- Strategy 1 – Ensure there are adequate health care facilities within the first suburbs for older adults and others who need care.
- Strategy 2 – Ensure that older adults in the first suburbs have access to health care services that address varying levels of need.
- Strategy 3 – Help establish guidelines that make it easier to provide affordable, effective health care.

Healthy eating

- Strategy 1 – Work with community organizations to support a healthy food network that includes all of the first suburbs.
- Strategy 2 – Develop a "healthy food store" incentive program.
- Strategy 3 – Promote opportunities for older adults in the first suburbs to purchase groceries online.
- Strategy 4 – Explore the possibility of creating and sustaining local urban agriculture through community gardens in the first suburbs.

6.1 Recreational services and facilities

Research has shown that physical and mental well-being is directly related to physical activity. According to the National Recreation and Park Association, local park and recreation opportunities play a critical role in creating a healthy and vibrant community for all ages. Growing evidence indicates a strong link between park and recreation systems and physical and mental health, youth development, social well-being, economic vitality and opportunities for aging in place. Access to recreational services and facilities help promote a healthy lifestyle.

Community programs that offer sports-oriented activities not only improve energy levels for participants, but can also increase mental alertness and logical or tactical thinking. (Photo courtesy of the city of Alpharetta, Ga.)

Questions

Key questions regarding recreational services and facilities:

- Do residents of the first suburbs have nearby access to recreational services and facilities?
- Are there sufficient parks and public open spaces?
- Do residents have opportunities to participate in exercise and wellness programs?
- Are there recreational programs geared specifically for older adults?

The Trust for Public Land has launched ParkScore, a program rating the park systems of the 40 most populous U.S. cities. (It scores cities, not metropolitan areas.)

Ratings are based equally on three factors: park access, which measures the percentage of residents living within a 10-minute walk of a park (approximately one-half mile); park size/acreage, which is based on a city's median park size and the percentage of total city area dedicated to parks; and services and investment, which combines the number of playgrounds per 10,000 city residents and per capita park spending.

"We hope that city leaders, park providers and park advocates will use the information at www.parkscore.tpl.org as a valuable tool to help plan park improvements," says Peter Harnik, director, Center for City Park Excellence, Trust for Public Land. "Over the long run, a rising ParkScore will mean healthier people, higher property values, and more vibrant and livable communities."

Source: www.parkscore.tpl.org as reported by the National Park and Recreation Association, http://parksandrecreation.org/2012/July/Briefly-Noted

Ways to enhance recreational services and facilities

Strategy 1 – Provide parks and public open space in the first suburbs within walking distance of residential areas. Design parks and open spaces to be inviting to persons of all ages and abilities.

- Ensure that public spaces are clearly defined and function as gathering areas that are safe for all users.
- Incorporate public open space into neighborhoods. Many urban and suburban developments lack sufficient parks and open space; limited vacant land and tight budgets make it difficult to acquire more land for parks, but even small "pocket" parks add value to neighborhoods.
- Protect valuable cultural and natural resources by incorporating them into public open space.

- Evaluate current parks to ensure that facilities are inviting and appropriate for older adult users, including seating, shade, walking paths, signage, parking, water and restrooms.

Strategy 2 – Develop creative ways to use parks as meeting places for community groups or neighborhood associations.

- Install shelters, gazebos and lighting for evening gatherings.
- Work out partnership agreements with groups that want to use parks and public open space. For example, these groups could help maintain public facilities in exchange for being able to use the facilities.

According to the National Council on Aging (www.ncoa.org), the most effective physical activity programs for older adults encompass the following 10 principles:

1. Set a specific goal for increasing older adult participation in physical activity.
2. Encourage physical activity as part of a healthy lifestyle.
3. Promote everyday tasks as opportunities for physical activity.
4. Offer a variety of group-based physical activity programs and self-directed opportunities that are suitable for older adults.
5. Offer physical activity programs that feature one or more components of physical activity (cardiovascular, strength, flexibility, balance).
6. Conduct a census of active aging programs in the community or city.
7. Ensure that programs are safe and effective and are tailored to meet the needs of individual participants.
8. Offer instruction in proper technique and provide adequate supervision.
9. Include behavioral support strategies to increase motivation and promote retention.
10. Address risk management and injury prevention.

Physical fitness classes for older adults can include walking programs, gardening, hiking, swimming, aerobics — or tap dancing classes such as this one at an Independence, Mo., senior center.

Strategy 3 – Develop physical fitness classes targeted toward older adults.

- Advance awareness of the benefits of regular physical activity and promote the availability of recreational and exercise opportunities for older adults.
- Teach physical fitness courses at local community centers or other local public facilities.
- Offer physical fitness classes in association with neighborhood organizations and activities.

Philadelphia has developed an "age-friendly parks checklist" to ensure its parks are inviting and accessible to people of all ages and abilities. This checklist includes the following:

- Sidewalks are wide, free of obstructions, with curb cuts.
- There are shaded areas, structures and paths in shade.
- Outdoor seating is well designed, abundant and maintained.
- Pavements are non-slip and pervious.
- Stairways have railings and stair tips are painted.
- Bike paths are separate from pedestrian walkways.
- Public toilets are clean, well-maintained and accessible.
- Crosswalks feature visual and audio cues, with adequate crossings.
- Paths can accommodate a wheelchair.
- Buildings are well-signed and accessible.
- Safety is promoted by good street lighting.
- Safety is promoted by emergency call boxes.
- Safety is promoted by patrols and community education.
- Drivers yield to pedestrians at intersections and crossings.
- Food services are accessible and have healthy foods.
- Designated quiet areas are well-respected and monitored.
- Programming is designed with particular age groups in mind.
- Water fountains are sufficient in number.
- There is accessible, sheltered, well-marked public transit.
- There is a designated drop-off and pick-up area.
- All signage in the park is large with a clear font type.
- There is available parking near the park entrance.
- Prominent signage about properly leashed animals is present.
- If the park is big, there is accessible, sheltered, well-marked public transportation around the park to different sections.

6.2 Health care services and facilities

It is important to have adequate health care services and facilities to meet the needs of first suburb residents. Residents of all ages need ready access to adequate health care.

Questions

Key questions regarding health care facilities:

- Are health care facilities available?
- Are there affordable modes of transportation to get to health care facilities?
- Are assisted living facilities for older adults within your community or nearby? Do hospitals and medical centers include geriatric, Alzheimer's and rehabilitation facilities?
- Are an adequate number of geriatric-trained physicians, nurses and allied health professionals available to treat older community members?

Because the number of older adults who desire to live independently at home is increasing, the demand for qualified health care professionals with adequate training to serve the needs of older adults is also increasing.

Ways to enhance health care services and facilities

Strategy 1 – Ensure there are adequate health care facilities within the first suburbs for older adults and others who need care. These facilities include intermediate care (nursing) homes, skilled nursing homes, personal care homes and residential care facilities. Nearby facilities preserve family connections and reduce costs of care when family assistance can take place in association with health care professionals' guidance.

- Encourage the location of health facilities in close proximity of the first suburbs.
- Work with local ambulance services to ensure services are adequate to meet the needs of a growing older adult population.
- Ensure that transportation services are available for trips to and from health care facilities, hospitals and medical centers.
- Encourage opportunities to provide technologically advanced health care in homes, such as video conferences between medical providers and patients, to deliver virtual "house calls."

Strategy 2 – Ensure that older adults in the first suburbs have access to health care services that address varying levels of need.

- Encourage health care institutions and businesses to offer services to assist those in need with activities of daily living, including personal care, licensed home healthcare, cooking, cleaning and light housekeeping.
- Work with local public health departments to improve the rate of adult immunizations by broadening access points and improving coordination and communication between providers and the community.

Offering older adults on-site health care support, such as home health nursing, transportation and home-delivered meals, can increase the number of older adults who remain in their home while they age.

- Work with area health care organizations to offer certain health services at community facilities, such as hearing tests, hearing aid cleaning and blood pressure checks.
- Work with area health care organizations to provide a range of accessible education and outreach programs on healthy choices and preventive services.

Strategy 3 – Establish guidelines that make it easier to provide affordable, effective health care.

- Increase advocacy for improving cost and coverage for health care.
- Support policies and practices that enable family caregiving by employees, such as allowing pooling of leave to aid co-workers, and flex-time schedules.
- Provide adult day health care and other respite programs to assist families.
- Encourage employers to provide on-site adult day care facilities for employees' family members. The programs would provide care for adult dependents that need minimal intervention services.

6.3 Healthy eating

Access to affordable, healthy foods is a basic necessity for all ages, including older adults. Poor diets and physical inactivity increase health risks for both children and older adults. Conversely, research has shown that people who live in neighborhoods with easy access to grocery stores, farmers markets and other healthy food providers have healthier diets, lower rates of obesity and are healthier in general.

Questions

Key questions regarding healthy eating:

- Do people of all ages have access to healthy food choices?
- Is it easy to make healthy food choices?
- Do older adults have access to healthy food?
- Do local neighborhoods provide farmers markets, community gardens or other opportunities to obtain fresh food?

Ways to enhance healthy eating

Strategy 1 – Work with community organizations to support a healthy food network that includes the first suburbs.

This network could help ensure that older adults and other residents have access to healthy, fresh foods and understand the role of nutritious foods in preserving health.

- Provide community dinners and pantries to ensure everyone has enough to eat.
- Encourage the expansion of senior meal programs to meet the needs of those that need the service. This includes home-delivered meal programs.
- Work with organizations such as KC Healthy Kids and its Food Policy Coalition to encourage healthy eating by addressing enhanced local production, improved school and institutional healthy food options, and addressing food deserts (those areas where full-service grocery stores are lacking) and access to healthy foods.
- Assess your community's retail food stores to ensure that all parts of the community are served. If food desert areas are identified, work with developers to encourage the location of new retail stores.

Strategy 2 – Develop a "healthy food store" incentive program.

- Develop a program to encourage existing liquor stores, convenience stores and ethnic markets to stock fresh produce and other healthful foods.
- Identify stores willing to participate in the healthy food program.

Initiatives such as MARC's Healthy Corner Store program bring fresh and healthy foods into neighborhoods where it's difficult to find nutritious options.

- Collaborate with the Mid-America Regional Council and its Healthy Corner Store program to expand healthy food in older neighborhoods that do not have full-service groceries.
- Target key neighborhoods that have high concentrations of liquor and convenience stores and lack fresh and healthful food options. Identify stores willing to participate.

The Food Trust (http://thefoodtrust.org) is a nationally recognized nonprofit dedicated to ensuring that everyone has access to affordable, nutritious food and information to make healthy decisions. The Food Trust has developed a comprehensive approach to improving food access, which combines nutrition education and increased availability of healthy, affordable foods. The organization is located in Philadelphia, and is a key partner of Get Healthy Philly.

Strategy 3 – Promote opportunities for older adults in the first suburbs to purchase groceries online.

- Work with older adults to make sure they have access to the digital tools needed to do online grocery shopping.
- Provide training classes about the basics of online grocery shopping, including a cost comparison with more traditional grocery shopping.
- Provide financial help for those that need to use these types of services. This could include coupons, vouchers or other approaches that can be redeemed instantly to lower costs.

Strategy 4 – Explore the possibility of creating and sustaining local urban agriculture through community gardens in the first suburbs.

- Promote urban agriculture as an opportunity for older adults and the younger generation to work together for the benefit of the community. This could include community gardens, orchards and farmers' markets.
- Develop a volunteer, nonprofit or supportive organization that works with parks departments to improve, advocate for and expand local community gardening and farmers' markets.
- Concentrate efforts on fundraising, securing land and organizing educational activities and events.

Community gardens not only encourage healthy eating, but also foster a sense of community identity, ownership and stewardship. (Photo courtesy of Chris Overdorf)

6.4 Resources

- American Community Garden Association. How to Start a Community Garden. http://communitygarden.org/learn/starting-a-community-garden.php.
- Building a Healthier Heartland. www.healthyheartland.ning.com.
- The Building Healthy Community for Active Aging Steering Committee. Ten Strategies for Ensuring Commitment to Active Aging. www.epa.gov/aging/bhc/pdf/2007-0512-ten-active-aging-strategies.pdf.
- Food and Nutrition Information Center. Older Adults General Nutrition Resource List. National Agricultural Library, USDA. May 2010. www.nal.usda.gov/fnic/pubs/olderadults.pdf.
- The Food Trust. http://thefoodtrust.org.
- Healthy People Toolkit. www.phf.org/resourcestools/Pages/Healthy_People_2010_Toolkit.aspx.
- Kansas City Community Gardens. www.kccg.org.
- KC Food Policy Coalition. www.kcfoodpolicy.org.
- KC Healthy Kids. www.kchealthykids.org.
- Mid-America Regional Council. Creating Sustainable Places. March 2011, www.marc.org/sustainableplaces/RPSD032111.pdf.
- Philadelphia Age-friendly Parks Checklist. www.pcacares.org/Files/age-friendly_checklist_June_2011.pdf.
- Piedmont-Palladino, Susan. “Walking the Walk.” National Building Museum. www.nbm.org/intelligentcities.
- University of Missouri Extension. http://extension.missouri.edu.

7 Putting it All Together

This toolkit suggests a wide array of actions to enhance the first suburbs as communities for all ages. There are many ideas to pursue and it may be difficult to determine where to start. Not all recommendations in this toolkit can be implemented at one time, so it is important to set priorities. This concluding chapter suggests a community action process for addressing the opportunities and challenges in a holistic, integrated way.

Communities for All Ages is an example of a cross-cutting goal or filter — a lens through which every program, policy, budget line, staff decision and other action of a first suburb can be examined. At every turn as decisions are made, community leaders in the first suburbs should ask, "How can this decision support our vision of creating a community for all ages?"

Open communication is critical among community leaders, residents, organizations and agencies that support the concept of communities for all ages. Without open communication, it is not possible to develop a community that reflects the wants and needs of its residents.

One goal of a community for all ages is for residents to participate in making decisions about the community. In particular, the participation of older residents can be beneficial in ensuring that decisions about changes to neighborhoods, facilities and programs are suited to the growing population of older users.

Summary of Implementation Strategies

Engage: Make a plan for civic engagement and dialogue

- Step 1 – Establish a community advisory group or coalition with broad representation from community interests.
- Step 2 – Task this group with helping to define and guide specific steps.
- Step 3 – Provide leadership for continued collaboration needed across a wide array of partners.
- Step 4 – Maintain open lines of communication.

Assess Needs, Opportunities and Constraints: Develop a good base of information

- Step 1 – Develop an understanding of the community's key characteristics.
- Step 2 – Review existing ordinances and policies, and seek information about planned and proposed projects.
- Step 3 – Identify existing community services.
- Step 4 – Ask community leaders and residents what they need.
- Step 5 – Develop a simple, documented assessment.

Set Goals: Establish clear goals and obtainable objectives for achieving a community for all ages

- Step 1 – Discuss the findings and conclusions from the needs assessment.
- Step 2 – Write broadly stated goals.
- Step 3 – Consider how to measure the goals and write objectives supporting them.
- Step 4 – Seek community buy-in for goals and objectives.

Analyze and Act: Identify and set priorities for projects and strategies

- Step 1 – Develop a list of candidate ideas for action.
- Step 2 – Set priorities.
- Step 3 – Incorporate the advisory group's guidance into the community's comprehensive plans and the plans for existing services and programs.
- Step 4 – Collaborate among all players involved in communities for all ages.

Inform the Public

- Step 1 – Create a communications plan.
- Step 2 – Continue to seek public input as the work evolves.
- Step 3 – Identify volunteer opportunities for all ages.
- Step 4 – Encourage interaction among residents to help build a community for all ages.
- Step 5 – Market existing and new community services and promote successes within the community.
- Step 6 – Create programs in the first suburbs promoting the concept and enhancing public communication about communities for all ages.

Evaluate

- Step 1 – Establish a formal, periodic evaluation process.
- Step 2 – Report to the public on progress.

7.1 Planning for a Community for All Ages initiative

Engage: Make a plan for civic engagement and dialogue

The first task in establishing a first suburb as a community for all ages is to develop a plan for engaging civic leaders, residents, experts and other stakeholders. Following are suggested steps to engage residents:

Step 1 – Establish a community advisory group or coalition with broad representation from community interests — neighborhoods, nonprofit and civic organizations — and a variety of age groups.

The advisory group need not be large. In fact, a lean and nimble group dedicated to open communication with the community may be more effective.

The advisory group needs the support of elected officials and administrative leaders. Residents are more likely to pay attention when the group is appointed by elected leaders and when elected leaders routinely engage with the group.

Public workshops provide an opportunity for local residents to participate in the planning process. (Photo courtesy of EDAW)

- Establish informal committees to focus on topics or projects. Revolving participation builds community awareness and brings to light individuals with leadership potential for undertaking further work as the program grows.
- Provide staffing for advisory groups. While it is possible to create an all-volunteer effort, volunteers are far more effective when "powered" by someone charged with the logistics of keeping the group moving. The staff can be a first suburb employee or someone with whom the first suburb has contracted specifically to guide the group.
- Assign a volunteer leader with executive or administrative experience who is willing to dedicate substantial time to fulfill this role.
- Hire a consultant with expertise in such issues as housing, community health services and other topics.

Step 2 – Task this group with helping to define and guide the following steps:

- Assess needs and gather other information; identify opportunities and constraints.
- Set goals and objectives.
- Analyze possibilities for strategies that will achieve the goals and objectives.
- Decide on top priorities for action and lay out work programs.

Step 3 – Provide leadership for continued collaboration needed across a wide array of partners:

- Meet on a regular basis to check progress of goals and programs.
- Inform the public; a key part of the role of coalition members should be to generate enthusiasm about communities for all ages.

- Build leadership.
- Identify options for funding to support project implementation.

Step 4 – Maintain open lines of communication.

Community residents should believe they are part of the process and share thoughts with the advisory group and community leaders. Residents of all ages need to have an opportunity to get involved and share their opinions.

Part of the role of this coalition is to impart the sense that "we're all in this together." Holding informal meetings, giving presentations to community groups and attending community events will help build community dialogue and awareness of the goals and strategies to build a community for all ages. The following points may also be useful in making a plan for civic engagement and dialogue:

- Conduct open meetings with notice and agendas provided well in advance, using a media release and email announcements.
- Advertise for volunteers for the revolving committees, with each individual having well-defined responsibilities and a willingness to stay committed. Let residents know they are being heard. Document what residents are saying and, when appropriate, indicate how specific issues are being addressed. Communicate ultimate results to residents, so they will know how community leaders responded to concerns.

Discussion forums such as this one in Gladstone, Mo., encourage older adult residents to participate in local planning efforts.

Research shows a positive association between engaging in civic activities and better health in later life.

Multigenerational Planning — Family-Friendly Communities Briefing Papers 02, APA.

Assess needs, opportunities and constraints: Develop a good base of information

Another critical task is to understand existing needs, opportunities and constraints. What are the demographic characteristics of the community's population in terms of age, income, neighborhood characteristics, distribution of different neighborhoods across the community and services that residents already use or need? What policies continue to shape your community's growth and enhancement?

As information is gathered, take notice. Are there good ideas and projects at work already? Is there something missing? Does someone express a need or note a mismatch in service, target population or available information? Nothing is too small to record and discuss, although ultimately, the aim is to produce a simple overview and analysis.

Some of this information might be organized to support periodic evaluation of progress in creating a community for all ages, a process that is discussed in a later task. The Jefferson County Board for Aging in Virginia has created an annual checklist that suggests key ideas to track on a continuing basis, which can also guide development of the initial needs assessment. (www.jabacares.org/uploads/documents/Livable_Communities_Checklist_9-12.pdf).

Step 1 – Develop an understanding of key characteristics in your first suburb.

Develop a comprehensive inventory of existing features that are consistent with concepts of a community for all ages.

- Enable the mapping of places where a high proportion of seniors are aging in place (naturally occurring retirement communities, or NORCs). It can also be helpful to determine their financial stability. For example, federal guidelines say a financially healthy household should have to spend no more than 30 percent of its income on shelter; families stretched beyond that level are considered "cost burdened." To what extent are NORCs indicative of cost-burdened residents unable to move, and to what extent are there desirable characteristics of these NORCs to imitate?
- Map locations of health care facilities, schools and other community facilities (public or nonprofit, including faith-based), and commercial areas providing for residents' daily needs.
- Include places where public gatherings and events occur and "third places," areas where residents socialize outside of home and work, such as coffee shops and parks.

Step 2 – Review existing ordinances and policies to understand how they already or could promote communities for all ages and seek information about planned and proposed projects that may have an impact.

- Have community leaders, elected officials and city planners collaborate on this task, working through an advisory group subcommittee or other well-advertised process that also enlists public participation.
- Utilize existing resources. To help first suburbs get started with this step, MARC is currently developing a model development code and conducting reviews of existing land-use ordinances in several first suburbs which correlates strongly to communities for all ages (see Chapter 2). Combining sustainability concepts with communities for all ages is a useful way of building a broad coalition for community initiatives that, overall, will improve quality of life. The results of this study are available from MARC and can provide the basis for a more in-depth look at issues community by community.

Farmers markets and community gardens not only provide healthy food options, but provide an opportunity for social interactions. (Photo courtesy of Depositphotos.com)

Step 3 – Identify existing community services being offered in the first suburbs.

- Establish an electronic database of local, regional and state organizations and agencies providing services within your community to gather information about services provided and populations served. Ask these providers about their needs and gaps in service of which they are already aware.
- Ensure older adults are regularly consulted by public, voluntary and commercial services on how best to meet the needs of older adults in the first suburbs.

Step 4 – Ask community leaders and residents what they need.

Ask community leaders and residents to help define what is important in the first suburbs and how best to maintain or improve existing neighborhoods. There is a wide variety of ways to collect this information; the best approach is to consider a combination of several:

- Use web-based community engagement tools, such as MindMixer.com, to raise questions and solicit feedback from the community. Dialogue can also be encouraged through such other tools as email, Facebook, Twitter, texting, smartphone applications and other means, plus websites geared specifically for selected age groups.
- Convene focus groups or conduct electronic or mail-in surveys to gain the perspective of older adults or other under-represented age groups or populations.
- Hold small group meetings in neighborhoods or seek public input at neighborhood gatherings.
- Encourage residents to attend public meetings organized by the advisory committee to receive public input. Use traditional communication approaches to get the word out since not all residents — especially older adults — have access to digital technology. This includes the telephone, hand-delivered flyers, announcements at public gatherings, bulletin boards and other traditional approaches for public outreach.

When local residents are asked about what they want in their communities, most indicate a preference for trails, sidewalks and other elements that improve walkability.

Step 5 – Develop a simple, documented assessment.

Collecting this information is an ongoing process. In start-up phase, however, it is best to define a process, a product and a deadline and move on to other tasks in order to gain momentum and get results.

Aim for sufficient information for an adequate baseline — data that the community can continue to track, year after year. Have a discussion about implications and record the advisory group's sense of needs, opportunities and constraints.

- Hold a series of advisory group meetings in public settings to consider findings, offering the public and stakeholders one last round of opportunities for input.
- Finalize the document and use this "milestone moment" to raise public dialogue in local media about findings and conclusions.

Set goals: Establish clear goals and obtainable objectives for achieving a community for all ages

Setting goals clearly follows from the previous task. An advisory committee should be eager to get to this point, after gathering information and reaching conclusions about needs, opportunities and constraints.

What are clear goals and attainable objectives? Some planners use the "SMART" acronym, adapted from Paul J. Meyer's book Attitude is Everything, to describe the characteristics of good goals: Specific, Measurable, Attainable, Relevant and Time-bound.

A goal might be less measurable than its related objectives, particularly in the short run. For example, a goal might be "create a fully walkable community." An objective helps to define what's meant by "fully walkable," for example, 75 percent of the community's entire population can reach 75 percent of community services needed by walking less than one-half mile via sidewalks and trails.

Step 1 – Discuss the findings and conclusions from the needs assessment.

Keeping discussion at a broad, visionary level, imagine what a community for all ages would look like. Who lives there? How do they live? What do their homes look like? How do they participate in community life? How do they shop? What's fun to do and where do they play? How do new (and old) residents learn what's going on? How do they get around? If progress is made, what will be the good things that happen as a result? How will individuals and the community benefit?

Watch out for the premature "eureka moment," in which participants leap to a solution or strategy before adequately defining the problem or the vision. This can short-circuit the idea-making and consensus-building qualities of dialogue that should enrich abilities to identify and design strategies later.

Sometimes communities write down their vision before writing out goals and objectives. This exercise can be helpful when there are widely varying views and experiences represented within a group. A wide-ranging dialogue permits an exchange of views and allows everyone to be both teacher and student. Perhaps in this case "make our town a community for all ages" is sufficient as guidance, and thus the advisory group can proceed to writing goals that make such a visionary statement come to life in more specific ways.

- Consider facilitation. If the group remains small, eight or fewer, it may be possible to conduct this discussion without the help of a facilitator — someone who knows how to manage a group discussion and help the group reach conclusions. Otherwise, consider getting such help for this step.
- Consider inviting other stakeholders to participate in this advisory group exercise. Examining the needs assessment and the process of input to date, what skills and insights would be beneficial that the advisory committee itself may not be able to offer?
- Ask elected and appointed officials to nominate extra participants or participate themselves (e.g., city manager, city planning director, city council).

Step 2 – Write broadly stated goals.

Consider developing at least one goal for the topics treated in this toolkit: community and neighborhood environment; housing; transportation; community services (educational,

This Raytown, Mo., neighborhood offers attractive front porches that invite social interaction.

Sylvester Powell, Jr., Community Center in Mission, Kan., offers physical fitness facilities, classes and meeting spaces for community forums and other events.

social, financial); health care and healthy living; and recreation. Write them in ways designed to help community leaders and residents envision the changes and benefits of undertaking the work needed to achieve the goals.

- If a facilitator is brought in to help with the visioning step, consider building into the process an exercise for writing draft goals.
- Ask a small subcommittee to finalize the goals and bring them back to the advisory group for refinement into a final draft for public review. Do not take time to "wordsmith" final goals as a group exercise unless the group is small (eight or fewer).

Step 3 – Consider how to measure the goals and write objectives supporting them.

When will it be known that significant progress has been made in meeting goals? As discussed above in the example of a goal and objective for a "walkable community," bring visionary goals down to reality by writing measurable objectives.

In general, goals remain more fixed from year to year (although these, too, should be open to adaptation); objectives can be altered as the community gains experience and makes progress. Objectives should be attainable within a reasonable amount of time; it can be discouraging for both leaders and followers to miss the mark — but beware also of constraining ambitions too greatly.

- Assign a small subcommittee to draft objectives and bring them back to the advisory group for refinement and public review; as with the goals themselves, it is inadvisable to "wordsmith" final objectives as a group exercise unless the group is small (eight or fewer).

Step 4 – Seek community buy-in for goals and objectives.

- Hold a series of advisory group meetings to consider goals and objectives in public settings, offering the public and stakeholders opportunities for input.
- Include a presentation before the city council during public review.
- Finalize goals and objectives and use this second "milestone moment" to raise public dialogue in local media about them.

Analyze and act: Identify and set priorities for projects and strategies

The advisory group is ready to decide on positive action when there is sufficient information about goals and objectives firmly in hand. A process is needed for identifying projects, strategies and priorities, since it is not possible to implement all recommendations in this toolkit.

Step 1 – Develop a list of candidate ideas for action.

The needs assessment, goals and objectives will reveal issues faced by the community. Discussions will undoubtedly already have exposed potential projects, strategies and priorities. In addition, begin a structured review of the strategies throughout this toolkit and note the ones most suited with alterations as needed.

It may be important to identify the most efficient and cost-effective ways to provide new or enhanced community services. Emphasize long-term financial stability for new projects and services — how will the community maintain these projects and services over the long term? On the other hand, do not allow a concern about cost to prevent developing a full list of candidates. It may be that cost will affect how the advisory group sets priorities, but an idea deserves fair consideration during the first pass in developing options.

- Identify needed community projects. This could include new facilities, such as community centers, senior centers, schools, museums or other structures.
- Identify needed new or improved programs or educational opportunities. Identify services geared specifically for older adults, if community assessment suggests the need.
- For each idea, develop a simple statement of need. Why is this idea important, what benefits could this idea deliver or what problems could it solve?
- Develop a one-page work plan and estimated budget for how best to achieve each project or strategy.

The Colorado pedestrian/bicycle bridge improves pedestrian and bicycle access between Colorado Station and adjacent neighborhoods. (Photo courtesy of Colorado Department of Transportation)

- Categorize the final list according to the topics in this toolkit: community and neighborhood environment; housing; transportation; community services (educational, social, financial); health care and healthy living; and recreation.
- Review policy and programmatic ideas in public settings, offering the public and stakeholders opportunities for input on the ideas, and gain a sense of how these audiences would choose among them for top priorities.
- Include a presentation before the city council during public review.
- Finalize the candidate list and use this to raise public dialogue in local media about ideas for action.

Below are the seven types of project collaborations developed by Age-friendly Philadelphia.

- **Make parks more age-friendly.**
- **Help public transportation become more accessible.**
- **Increase opportunities for flexible housing.**
- **Improve walkability.**
- **Enhance neighborhood social capital.**
- **Improve access to fresh foods.**
- **Educate the next generation of leaders.**

Step 2 – Set priorities.

There are several ways to decide priorities. Following solid dialogue through committee and community processes, sometimes a group might decide there is clear choice for one or a few projects that can be done in a short period given existing funding and sufficient focus. These "early action" and/or "first phase" strategies would receive the community's immediate attention. The advisory group might allow the remaining list to stand, or it could adjust the list as appropriate to indicate which ideas would be "on deck" for next, mid-term

action. The remainder would provide guidance for longer-term action, to be reviewed periodically to see if it is time to turn the community's attention to accomplishing additional work.

If the advisory group and city leaders agree, it may be desirable for the city council to make the final choices. They are, after all, in control of city resources — the funding and staffing needed to accomplish many (although presumably not all) of the ideas on the list. In other cases, the community's elected and appointed leaders may wish the advisory group to carry out the final priority-setting, but reserve the right to make their own adjustments once the group has done its work.

Step 3 – Incorporate the advisory group's guidance into the community's comprehensive plans and the plans for existing services and programs.

Community parks provide accessible and inviting spaces that meet the recreational and social needs for people of all ages. (Photo courtesy of James Sipes)

While the ideas and priorities identified by the communities for all ages initiative are important, they are only advisory until they are adopted by the agencies and organizations responsible.

Step 4 – Organize the long-term effort of collaboration among all players involved in communities for all ages.

In a "cross-cutting" visionary program affecting numerous players, it is helpful to create a structure or forum for creating a continuing culture of collaboration and accountability in working toward established goals — what we will call "the collaborative body." The advisory group could remain constituted and permanently in charge of encouraging responsible agencies and organizations to adopt the ideas of the planning process and take action accordingly, or a different group might be charged with this task. That existing or new group might also be given responsibility and resources for accomplishing some of the ideas for action.

No matter what approach is chosen, the role of that body should include enlisting public support and maintaining some level of accountability by informing the public.

Inform the public

Each preceding task has included recommendations for public outreach to ensure that everyone is informed of the planning process. The responsibility of informing the public continues once the planning process is complete and implementation is underway.

This task calls for seeking public support by "getting the word out" about creating a community for all ages. It also creates tools and approaches for informing residents about services that will improve their choices and quality of life. It will engage them in ways that will benefit the neighborhood or the community at large. Ideas for such general information sharing and civic engagement are also found in Chapter 5.

Alderwood Court Senior Apartments in Lynnwood, Wash., participates in a program that provides affordable rental apartment homes for senior residents. (Photo courtesy of EDAW)

Some ideas offered here might be undertaken individually by city agencies or nonprofit organizations that are drawn into collaboration with the communities for all ages initiative. Those responsible for such implementation would report routinely on their work to the continuing collaborative body described above.

Step 1 – Create a communications plan.

An effective, robust communications and outreach plan is needed to help "sell" the idea of communities for all ages in each of the first suburbs. Traditional strategies, creative ideas and modern technology should combine to inform, update, educate and actively refer residents, businesses and organizations to services and programs available for older adults and their families.

All planning follows a process similar to the one described here for creating an action plan: assess the need, including inventorying existing programs; analyze options; and set priorities for action. In the case of a communications plan, the collaborative body or other responsible party would first look at what communications are already being undertaken by contributing parties, then look for ways to improve those efforts and address gaps and, finally, document the actions to be undertaken in priority order or groupings.

- Communications plans also have an element of marketing to them: they should identify messages and audiences, and specify the media best suited to convey those messages to each audience.
- Consider branding: adopting a logo, "tag line" (short saying), graphic design and other consistent, identifying elements will support the messages and aid public recognition. The branding led by MARC could pave the way for more specific efforts in each community.
- Performance measures should be specified in the plan, so that over time adjustments can be made to stretch limited dollars as effectively as possible.

Note: The remaining steps are not necessarily in priority order — the communications plan would help to guide final decision-making.

Step 2 – Continue to seek public input as the work evolves.

- Use web-based community engagement tools to raise questions and solicit feedback from the community. Other tools such as email, Facebook, Twitter, texts, smartphone applications and other means, plus websites geared specifically for selected age groups and neighborhoods may also be useful to encourage dialogue.
- Many cities are in the process of adopting applications that allow citizens to contribute information in an ongoing fashion. Monitor them and consider the potential of developing something similar for a community for all ages initiative. Applications include: www.codeforamerica.org, www.shareabouts.org, www.localdata.com and www.seeclickfix.com.
- Convene focus groups or conduct electronic or mail-in surveys as necessary to gain the perspectives of older adults or other under-represented age groups or populations.

Step 3 – Identify volunteer opportunities for all ages.

Chapter 5 emphasizes the importance of encouraging volunteerism in first suburbs — it not only helps the organization receiving the services, but also benefits those participating and the community at large.

- Find opportunities to match older adults to with volunteer opportunities that match their skills and desires.

A "virtual village" provides a place for members to obtain basic services, such as rides to the doctor, referrals to local service providers and maintenance of homes. More than 60 such virtual villages have been organized in communities around the country and new ones are in formation. One of the pioneer villages is Beacon Hill Village in Beacon Hill, Boston, now celebrating its 10th year.

Step 4 – Encourage interaction among residents to help build a community for all ages.

- Use nonprofit groups to help create "virtual villages" that serve as a network of support for older adults and other residents in the first suburbs. Support existence of "third places" in the first suburbs. The term "third places" refers to social environments where participants build relationships. They can be used to share information, enable residents to receive local services or provide recreational activities. Possible locations are community centers, churches and coffee shops.

Step 5 – Market existing and new community services and promote successes directly within the community.

- Inform residents about existing and new services and facilities.
- Prepare weekly notices to be shared via television, newspapers, Internet and other media.
- Encourage Internet bloggers to post information that would be beneficial to older adults in the first suburbs.

Step 6 – Create programs in the first suburbs supporting public communication about communities for all ages.

- Promote and participate in Older Americans Month in May of each year.
- Incorporate booths, activities and programs as part of local events, festivals and celebrations within the first suburbs that are targeted specifically to recognize, engage and celebrate older adults.

Farmers markets are held in public spaces, usually on a particular day of the week, where local farmers can sell produce to the public. (Photo courtesy of Depositphotos.com)

- Develop an annual region-wide senior resource guide that provides important community-based information for older adults. This could be a companion piece with local newspapers or magazines, or it could be uploaded onto locally operated Internet sites. Deliver the resource guide door to door — perhaps through Meals on Wheels to older adults who have limited mobility.
- Coordinate weekly "aging well" media segments available to older adults in the first suburbs. Work with local television and radio stations to air weekly shows geared toward making life easier for older adults in the first suburbs and Kansas City region.

Evaluate

The "SMART" acronym mentioned earlier in this chapter, concerning qualities of effective goals, has been updated in recent years to "SMARTER." In addition to Specific, Measurable, Attainable, Relevant and Time-bound, E and R stand for Evaluate and Re-evaluate. No plan is perfect. The best support for a plan is the ongoing consideration of progress, with as much measurement of performance as possible.

Step 1 – Establish a formal, periodic evaluation process.

- Consider including residents in evaluation and program leadership positions; fine-tune community programs to match community needs as they evolve and change.

Step 2 – Report to the public on progress.

- Provide periodic updates to the public. It is important for the process itself to be highlighted occasionally through well-publicized public reminders. Many organizations routinely issue annual reports. Perhaps the first suburb could issue a special annual report on this topic alone, or all participants in the continuing, collaborative body might agree to devote two pages in each of their annual reports to a collectively developed annual report.

Providing bike trails not only encourages physical activity among residents of all ages, but can decrease traffic congestion.

Securing funding for building communities for all ages

No community can afford to undertake all of the ideas identified in this toolkit at one time. Affordability is likely to weigh heavily in the determination of priorities in the community action plan. Partnerships are also critical. Not all funds to achieve a community for all ages need be raised directly by the first suburb.

Key questions to ask when exploring funding options:

- Is there adequate funding to help implement goals for creating a community for all ages?
- Are all potential funding sources being explored?
- Are there opportunities for public/private partnerships?

As each first suburb makes its budget over the years, small course corrections in local spending can gain two-for-the-price-of-one advantages, as suggested in the preceding section. Ideas in this toolkit will require special funding, to be voted through use of the first suburb's general revenues or through creative local financing such as bonds, business improvement districts, tax increment financing and other special taxing authorities.

Raising funds can be accomplished through grant applications to regional, state and federal agencies and foundations, or through collaboration with such regional funding agencies as United Way and community foundations. Corporations and businesses in the community may also be interested in supporting certain initiatives in the first suburb's final plan. Creative ways of attracting local support are also possible — for instance, a "gift catalog" for donations to make improvements in a park or community facility.

This toolkit cannot provide a manual for fundraising, but there are many resource books, training opportunities, networks and sources of expertise available within local government and among partners. Three key actions are recommended:

- As actions are identified for the communities for all ages action plan, include budget estimates and sources of funding.
- Using these identified sources of funding as one building block, undertake a "resource development plan;" that is, a plan listing actions and priorities for how the community will build the relationships and resources needed to support the additional costs of creating a community for all ages. Set specific goals and designate the resources needed, such as staff or volunteer time for grantwriting.
- Tap into existing first suburb budgets to understand trends and find ways to leverage this spending to cover the costs of ideas in the communities for all ages action plan.

Some communities have dining centers, where older adults can come together to enjoy a meal, meet and talk with friends and find out about community services and programs.

7.2 Leadership development

A broad vision and the elements of a plan for a community for all ages are crucial for leadership, but leaders themselves are also necessary. A robust public process for enlisting participants is one way to identify and cultivate such leaders. Deliberately planning for leadership development and informing community leaders is another way.

Leadership development activities could be undertaken on a regional basis. Training can be expensive to develop and offer, but finding ways to collaborate on a regional basis would stretch limited dollars. Moreover, community leaders would find their training experience enriched by meeting their peers from across the region.

Step 1 – Appoint advisory boards that reflect the diversity of the city, including youth, young family members and older adults. This gains crucial multiple perspectives and enlarges the leadership pool.

Step 2 – Develop training courses specifically for community leaders that focus on communities for all ages.

- Offer a series of courses for community leaders about issues facing older adults and communities for all ages. These could be short courses that focus on a specific subject, such as home renovations for aging in place, creating age-friendly playgrounds or creating a walkable neighborhood. Such courses could be developed in collaboration with existing institutions of higher learning.
- Create a certification program for community leaders who take a specific number of courses and make certification a requirement for regional recognition of high-performing communities for all ages initiatives. Or, extend certain resources to enable communities to carry out such initiatives, such as grants or technical assistance. Require certification through continuing education to strengthen and ensure ongoing education of community leaders. The series of courses described in the first bullet could be adjusted as appropriate to enable certification maintenance.

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Become a Community for All Ages

A checklist to help you become age friendly

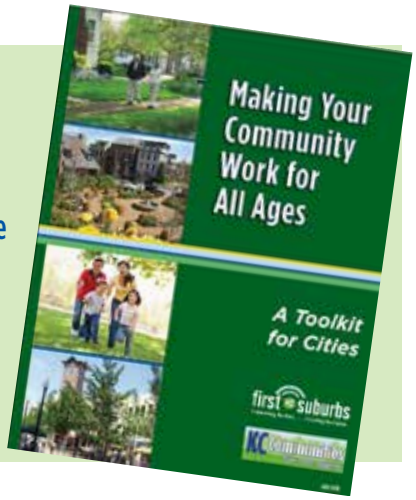
KC Communities for All Ages

September 2014

Does your city or county need tools to help it become a Community for All Ages? This checklist is designed to be used together with *Making Your Community Work for All Ages — A Toolkit for Cities* as a way to raise awareness, plan actions and assess your city for age friendliness.

The first suburbs of Kansas City, established nearly 60 years ago, have done exactly what they were intended to do — provide homes and services for families that raised the generation of Americans we now call the baby boomers. But, as the baby boomers have aged, and the oldest of the generation known as the millennials (young adults born between 1982 and 2004, now age 10 to 32) have come into adulthood, it is time to reevaluate the role that the suburbs play in housing and serving the American population.

Making Your Community Work for All Ages — A Toolkit for Cities provides detailed information on steps that communities can take to become more age friendly. The toolkit is available at www.kccfaa.org, or contact Cathy Boyer-Shesol at cboyer@marc.org or 816/701-8246 to get a printed copy.



Kansas City's first suburbs can evolve in response to new trends and needs as communities for all ages.

A community for all ages seeks to meet the needs and interests of the very old, the very young and everyone in between. A key driver for this work is the rapidly changing older adult demographics.

The post-war population swell known as the baby boom is paving the way for the next "baby boomlet," the generation known as the millennials that followed the smaller Generation X (ages 33 to 53) population. Today, the oldest baby boomers are in their late 60s. By 2030, one in five Americans — or 72,774,000 million — will be older than 65, while researchers estimate there will be 76 million millennials in the U.S. at that time.

In the Greater Kansas City area, more than 416,000 residents will be 65 or older in 2030, while approximately 633,000 millennials will live here. Historically, the needs and interests of older adults have been seen as vastly different from younger generations and those of families with young children.

Today, research shows that communities that are adapting to meet the needs of its older adult citizens raise the quality of life in ways that also appeal across the age spectrum.

Ample evidence supports the idea that consumer demand for healthy communities — walkable, vibrant places designed around transit and green spaces — has never been higher. Numerous studies show that demand for compact, mixed-use, transit-accessible development far outstrips current supply. Walkable communities are in such high demand, in fact, that homes in such areas bring from 40 to 100 percent higher sales and lease prices than those in more traditional, automobile-oriented communities.

Consumer demand for healthy communities is particularly prominent among millennials, who are increasingly seeking alternatives to the automobile-centered land-use patterns of the generations before them.

Integrating health into planning and development policy can become an economic development strategy — a tool to attract a skilled workforce and to build an innovative and sustainable economic base.* Evidence shows a connection between highly-connected residents and the resilience of their community. Policies and programs that support keeping people in their homes and connected to their networks and communities allows residents of all ages to feel safe and comfortable. This connectedness contributes to a sense of well-being, as well as the ability to respond to unforeseen problems.

* Source: Eitler, Thomas W., Edward T. McMahon, and Theodore C. Thoerig. *Ten Principles for Building Healthy Places.* Washington, D.C.: Urban Land Institute, 2013.

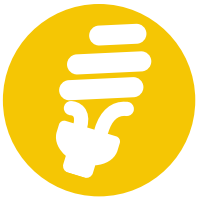
The Kansas City region is taking on the challenge of creating communities for all ages by developing this checklist to be used alongside *Making Your Community Work for All Ages: A Toolkit for Cities*. The toolkit was designed to help local government officials consider measures to improve the quality of life and opportunities for healthy living for older adult residents in the Kansas City region's older suburbs, as well as address the needs and interests of residents of all ages.

This draft checklist was developed by KC Communities for All Ages and the First Suburbs Coalition for use by officials and staff of the region's First Suburbs' communities. Based on the Checklist of Essential Features of Age-friendly Cities, which is being used by hundreds of communities around the U.S., it identifies policy and program options in six categories that city leaders can implement to be considered a community for all ages. Although piloted by First Suburbs cities, all cities will find the policy and program options valuable as they adapt to changing community demographics.

How to use this checklist

Communities throughout the nation face dramatic demographic changes — doubling of the older adult population over the next 20 years, fewer families with children, more millennials and more people of color. In response, communities are beginning to plan for these changes, and conversations focus on how the demographic shifts will impact communities and what actions communities should take to prepare for the future. The Communities for All Ages Program and the First Suburbs Coalition have developed this checklist to help communities evaluate current conditions to answer these questions. Below are some ways you can use the checklist to help your community build a community for all ages.

To raise awareness



Use the checklist to build community awareness of the changing demographics of U.S. communities.

Before a community can develop strategy or take actions to build a multi-generational community, it's best to build awareness of the expected demographic changes and why it's important to address them. This information needs to be shared with not only civic, business and public leaders, but the broader community as well. Following are some suggested steps that will help your community spark a conversation about communities for all ages and build community understanding for action:

1. Determine who will convene the conversation.
    - The local jurisdiction can serve as the convener, OR
    - A third party may serve as the convener of the conversation. This might be a local business, social service agency or other community organization.
    - It is important for the convener of the conversation to have knowledge and connections to the community.
    - If the convener is not the local government, be sure to include elected officials and city staff. They will have important information about the city and be interested to hear the discussion.
2. Define specific goals for the conversation. What is the purpose of the conversation? To provide information so residents are more informed about changes in the city's makeup? To lay the groundwork for future planning? Also decide what, if anything, will happen after the discussion is completed — participants will want to know what's next.
3. Gather data and information.
    - Get the most up-to-date demographic data for your jurisdiction from:
        - Your local planning department.
        - Mid-America Regional Council — www.marc.org/Data-Economy.
        - U.S. Census Bureau — http://quickfacts.census.gov.
    - Access additional background information from organizations such as the American Planning Association, Urban Land Institute, AARP, Journal of Aging and Social Policy, and the National Association of Realtors. Here are some good examples:
        - *Investing in Place: Two Generation's View on the Future of Communities* www.planning.org/policy/polls/investing/pdf/pollinvestingreport.pdf.

- *Multigenerational Planning: Using Smart Growth and Universal Design to Link the Needs of Children and the Aging Population* www.planning.org/research/family/briefingpapers/pdf/multigenerational.pdf.

- Make sure you have the most up-to-date version of the checklist from www.kccfaa.org.
- Use Making Your Community Work for All Ages – A Toolkit for Cities, July 2013, available from www.kccfaa.org.
- Provide a facilitator to lead the community discussion. This individual will keep the meeting on track and ensure that everyone has the opportunity to participate.

4. Identify and convene a group including:
   - Elected officials and city staff. Be sure to include planning, parks and recreation, public works, transportation, communication and administration staff.
   - Community partners: community-based organizations, faith-based organizations, businesses such as developers, remodelers, real estate professionals.
   - Residents: diverse, multi-generational resident representation.
5. Provide a clear ending to the conversation and direction if participants want to know or do more.
6. Share your feedback with other cities through MARC's KC Communities for All Ages and First Suburbs Coalition (cboyer@marc.org).

To plan action

By considering the checklist's policies and actions whenever a city is setting goals and priorities, or when a city is developing or revising its plans (such as a comprehensive plan), it can position itself to be a community for all ages. Here are some suggested steps a city can take:

1. Develop a clear description of how the checklist can supplement other planning or prioritization processes.
2. Gather data and information.
   - Up-to-date demographic data for city and region. (See sources above.)
   - Existing plans (comprehensive plan, parks and recreation master plan, transportation plan, etc.).
   - City policies.
   - Making Your Community Work for All Ages — A Toolkit for Cities. (See source above.)
3. Identify and convene a group including:
   - Elected officials and city staff: Be sure to include planning, parks and recreation, public works, transportation, communication and administration staff.
   - Community partners: community-based organizations, faith-based organizations, businesses such as developers, remodelers, real estate professionals.
   - Residents: diverse, multi-generational resident representation.
4. Document in meeting notes how the checklist was used. Note specific examples if the checklist and toolkit caused the group to reconsider or adjust priorities, proposed policies or actions for the city.
5. Share your feedback with other cities through MARC's KC Communities for All Ages and First Suburbs Coalition (cboyer@marc.org).

To assess your city

As communities engage in this work, they will want to track whether city policies and actions increasingly reflect those outlined in the checklist, and the impacts policies and actions are having on housing, transportation, outdoor spaces and buildings, social and civic participation and the availability of services. A city could consider these steps:

1. Identify staff or consultant resources dedicated to tracking and measuring progress.
2. Decide on the time intervals for making the assessment; for example, every two years, or every time a specific plan is updated.
3. Determine the extent to which plans have been updated and implemented. For example: comprehensive plan, parks and recreation master plan, transportation plan or Communities for All Ages Action Plan.
4. Measure, to the extent possible, the return on investment, or the benefits (tangible and intangible) that result from using the checklist to periodically gauge progress.
5. Involve stakeholders and the public in the assessment.
6. Document the findings and report them to the community.
7. Share your feedback with other cities through MARC's KC Communities for All Ages and First Suburbs Coalition (cboyer@marc.org).

The checklist includes both policy development (Policy) and implementation (Actions) criteria.

It was tested by four pilot communities during the spring of 2014 — Gladstone and Raytown, Missouri, and Prairie Village and Mission, Kansas. The testing process has helped in the refinement of the checklist.

There is now regional discussion about criteria and steps toward a Communities for All Ages recognition program and possible certification, based on the foundational work of these four pilot communities.

A workbook version of this checklist, with space for recording your information and progress, will be available in August 2014 at www.kccfaa.org.

This checklist will be revised as necessary. Visit www.kccfaa.org for the latest version.

1 Public outdoor spaces and buildings

(See *Making Your Community Work for All Ages — A Toolkit for Cities*, Chapter 2)

Locate, design and construct public facilities to allow for connectivity with neighborhoods and other destinations, and enable maximum use and benefit by residents, visitors and employees of all ages.

Cities are responsible for the location, design and construction of parks, trails, community centers, city halls and other public facilities and spaces. Most communities have assessed these facilities to ensure compliance with the Americans with Disabilities Act (ADA), and some have taken steps to make improvements beyond the minimums established by ADA.

Physical limitations and mobility needs must be considered when designing and creating both outdoor spaces and buildings. Residents with physical limitations are more comfortable, safe and active when communities consider and address their needs in the design of public buildings and spaces. The following policies and actions provide guidance on maximizing physical accessibility to public spaces for all levels of ability and age.

Policy

1-A The city develops and implements age-friendly policies that consider the needs of persons of all ages in the siting, design and development of public spaces. Examples include: parks and other outdoor spaces, walkways, outdoor seating, streetscapes and buildings.

1-B The city plans and constructs bike and pedestrian facilities to maximize use and safety for all users. Examples include: width, surface material and expected use. The city may use the American Association of State Highway and Transportation Officials' (AASHTO) Highway Safety Manual standards or other recognized standards for bicycle and pedestrian facility design.

1-C The city designs and builds its public buildings to meet the needs of residents of all ages. Examples include: easy-to-read signage and accessible elevators, ramps, railings and stairs, and non-slip floors.

1-D The city prioritizes safety in parks and neighborhoods. Examples include: providing good street lighting, trimmed trees and bushes and other appropriate safety measures.

1-E The city involves residents of varying ages and abilities in planning for the siting and design of public outdoor spaces and buildings.

Action

1-F The city provides seating areas in public outdoor spaces and outside public buildings in recognition that residents have different levels of mobility and stamina.

1-G Stairways on public property, including within park facilities, are designed and constructed to maximize safety. Examples include: railings and painted or taped stair tips to distinguish each step.

1-H The city provides ample parking and drop-off areas near the entrances to public facilities that meets mobility and accessibility needs of all citizens. (ADA requirements are an expected minimum, the composition of the community and the expected use of a facility may dictate additional spaces to improve resident experience at public facilities.)

1-I The city considers the mobility needs and stamina of all citizens in accessing city services and provides flexible customer arrangements. Examples include: separate waiting lines and seating if the wait is long, special queues and service counters and online and mail-in access.

1-J The city encourages walkability in downtown areas.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

2 Housing and commercial development

(See Making Your Community Work for All Ages — A Toolkit for Cities, Chapter 3)

Provide age-friendly housing options.

Studies document that older citizens wish to "age in place." Buyers and renters of all ages are becoming wary of the costs of commuting long distances. Communities that provide a range of age-friendly housing options will retain their older adult residents and provide an attractive alternative for all ages looking for housing.

Cities have a role in the siting and design of housing and commercial development through their planning and regulatory processes. Through these processes, cities can impact how well development meets the needs of all populations.

Policy

2-A The city conducts an audit of its development codes to ensure that a range of housing options are allowed, particularly in places connected to public transit, employment centers and community services.

2-B The city has in place policies to allow for and encourage a range of housing options, including accessory and shared dwellings that meet the needs of all ages and generations.

2-C The city evaluates and streamlines its building code review processes to be consistent with adopted plans and policies, including those that reduce costs and provide housing in a range of cost points.

2-D The city has in place policies that encourage developers to include features in new or restored housing stock that meets the different mobility needs of as many people as possible. Cities may refer to universal design, enabling design, visitability features or other design elements.

2-E The city evaluates its zoning and building code review processes to ensure that the siting and design of commercial properties consider the needs of users of all ages.

Action

2-F The city uses its property maintenance enforcement to support neighborhood quality and, as appropriate, assists property owners in identifying resources to maintain their homes.

2-G The city and its partners make information available about housing options within the city that meet different mobility and dependence levels.

2-H The city has a property tax relief program for homeowners with a fixed income who meet defined criteria (if allowed under state law).

2-I The city and its partners offer residents information about assessing and protecting their property to strengthen crime prevention.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

3 Transportation and mobility

(See Making Your Community Work for All Ages — A Toolkit for Cities, Chapter 4)

Ensure that the community transportation system meets the needs of all users.

Healthy, vibrant communities provide multiple, accessible transportation options that contribute to the independence of all residents. Young adults, baby boomers and all ages increasingly seek and choose communities where they can walk, bike or access transit to get to school, work, services and entertainment.

There are many resources available to help a city meet this criterion, including guidelines and checklists provided by the National Complete Streets Coalition (www.smartgrowthamerica.org/complete-streets), U.S. Department of Transportation National Highway Traffic Safety Administration Bikeability Checklist (www.nhtsa.gov/people/injury/pedbimot/bike/bikeability/); Bicycle Friendly America (www.bikeleague.org/bfa); and Walk-Friendly Communities. (www.walkfriendly.org/). These guidelines help communities ensure that the transportation system meets the needs of all users. Cities can work proactively with local transit operators to plan and implement transit services to address the needs of their residents and workforce.

Policy

3-A The city addresses multiple transportation modes in its comprehensive plan.

3-B The city has adopted a Complete Streets resolution or comparable policy and is taking steps to implement the policy.

3-C The city — with or without a transit partner — works to ensure public transportation stops and stations have infrastructure that meets the needs of all ages and abilities. Examples include: shelter with lighting, benches and curb cuts.

3-D The city and its partners review and consider adoption of older driver and pedestrian safety provisions in the region's long-range safety plan. The city may use *Toward Zero Deaths 2013–2017*, or other recognized standards as guidance.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

Action

3-E The city works with partners, including transportation providers, to develop and implement strategies to support independence of non-drivers and those with additional needs for assistance in using transportation options.

3-F The city and its partners provide resource information on where residents can find transportation options.

3-G The city constructs pedestrian facilities to allow for safe travel to transit stops and stations from neighborhoods and other locations.

3-H The city and its partners provide resource information for determining older driver competency and the supports available for transitioning from driver to passenger.

3-I The city has considered application for or has achieved the Walk-Friendly Community designation from the Pedestrian Bicycle Information Center. (www.walkfriendly.org)

3-J The city has considered application for or has achieved the Bicycle Friendly Community designation from the League of American Bicyclists. (www.bikeleague.org/bfa)

4 Social inclusion, communication and participation

(See Making Your Community Work for All Ages — A Toolkit for Cities, Chapters 2 and 5)

Include all residents in developing community activities and adapt communication strategies for multiple audiences.

By leveraging the knowledge, skills and abilities of all residents and including them in decision-making, communities create a competitive advantage for themselves. Cities will benefit when residents of all ages are an integral part of a community and the cities are knowledgeable about their diverse needs.

Meaningful participation in affordable community activities helps residents to develop relationships, maintain good health and have a sense of belonging. Cities obtain input from all residents to develop community activities that will engage residents and meet their needs.

Policy

4-A The city and its partners understand the demographic makeup of residents, engages with the community and then designs programming, including recreational opportunities, that respects the needs and interests of diverse populations.

4-B The city has a comprehensive communication plan with marketing and outreach strategies and tools that include diverse public imagery, depicting all ages, cultures and abilities.

4-C The city communications plan requires that information about accessibility of facilities and transportation options is included when publishing information about city activities and events.

Action

4-D The city communication plan includes strategies to work with partners to inform people at risk of social isolation about community activities and events.

4-E The city partners with community organizations to develop and implement opportunities for utilizing and showcasing the skills and contributions of all ages, cultures and abilities.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

5 Civic participation and employment

(See Making Your Community Work for All Ages — A Toolkit for Cities, Chapter 5)

Provide opportunities for residents to be involved and keep all residents informed of city affairs and of employment and volunteer opportunities and other ways to be engaged.

With increased levels of involvement in community affairs and civic life, citizens are well positioned to build connections and support communities for all ages.

Cities will benefit from welcoming residents to be employed or become involved in city affairs. Input and participation from residents of all ages will strengthen the city's programs and services.

Policy

5-A The city has a policy in place to encourage civic participation by all age groups in the community.

Action

5-B The city maintains and promotes a list of volunteer and employment opportunities within city government and offers an easy means to apply, including drop in, mail, on line and telephone.

5-C The city provides flexible options for volunteers of all ages and abilities, including training, recognition and guidance.

5-D The city encourages stakeholders, community organizations and nonprofits serving its community to work with volunteers of all ages, cultures and abilities, using best practices and guidelines for volunteer engagement and management promoted by organizations such as the Shepherd Center's Coming of Age, the United Way of Greater Kansas City, United Way of Wyandotte County and Nonprofit Connect.

5-E The city and its partners encourage local businesses to adopt flexible employment practices to meet the needs of citizens of all ages.

5-F The city and its partners develop an outreach plan to ensure residents of all ages are included in community and civic conversations.

5-G The city ensures that meeting locations are accessible to all residents and meet the communication needs and challenges of diverse populations.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

6 Community and health services

(See Making Your Community Work for All Ages — A Toolkit for Cities, Chapter 6)

Offer a range of community and health services that address the needs of all ages.

Many residents desire easy access to a range of health and social services. Communities that address the community and health services needs of residents can generate value from both a real estate and a community health perspective.

Local governments may offer a range of direct services at their public facilities or work with private for-profit or nonprofit providers to deliver services using city facilities. In some cases, communities identify health needs and encourage private providers to locate programs and services in the city.

Policy

6-A Applicable city plans recognize the need for health care services that are accessible to all residents and served by transportation options.

Action

6-B The city, in partnership with area health care organizations, makes arrangements to offer health services at community facilities. Examples include: hearing tests, hearing aid cleaning, flu shots, blood pressure checks, etc.

6-C The city, in partnership with the local public health department, publicizes plans and services to improve the rate of immunizations among city residents.

6-D The city has educated personnel to ensure those who work with the public are knowledgeable about specialized needs for citizens of different ages and abilities. Personnel are also trained in applicable reporting requirements of abuse or neglect, regardless of age.

6-E The city promotes and enables the location of full-service grocery stores and retail establishments to expand the availability of healthy food options.

6-F The city works with local ambulance providers to ensure city demographic information is incorporated into planning for services.

6-G The city, in partnership with area health care organizations, has developed and implemented education programs about healthy choices and preventive services, including the benefit of smoking cessation.

6-H The city encourages healthy eating by providing information to residents about programs such as home-delivered meals, food banks or other resources.

6-I The city encourages healthy eating and community participation by supporting community gardens and other initiatives that promote healthy eating.

6-J The city and its partners provide referrals to those residents identified as needing more intensive services.

To record your progress, a workbook version of the checklist will be available at www.kccfaa.org in August 2014.

The Mid-America Regional Council's Creating Sustainable Places initiative offers a wealth of resources to planners, developers and city officials interested in moving their communities forward. From data and reference materials to interactive websites, these tools can help communities make better decisions about how they grow and develop.

Envision Tomorrow

Envision Tomorrow is a powerful software tool that allows users to simulate and compare land-use and development choices. By creating scenarios at multiple levels and adding well-researched data and local market information, planners can use the tool to place a wide range of economic, environmental, transportation, housing and cost information in the hands of decision-makers and communities.

Sustainability Indicators

MARC collects a wealth of data on our region's population, employment, income, transportation, air quality and education levels to help communities identify critical needs, initiate action and measure their progress over time. These data sets are available through an indicators website, which tracks the region's progress towards becoming more sustainable.

Natural Resources Inventory

The Natural Resources Inventory is a detailed and valuable tool for development decisions, giving municipalities and private developers a detailed inventory of what is on the ground, from vegetation and topographical features, to roadways and structures. This data will help communities conserve or restore natural resources during the development process.

Sustainable Code Framework

The Sustainable Code Framework will help local governments evolve their codes and ordinances to accommodate a changing vision for their communities. With this online resource library of building codes and ordinances tied to local examples, communities now have a toolkit at their fingertips when looking to affect positive change in their communities without getting held back by outdated or incomplete policies

Visualization Tools

New visualization tools include both a reference library and technical assistance to help communities build a vision and analyze potential options for future development. By combining photos of local development with the power of digital image manipulation, city officials and developers will be able to create, refine and clearly communicate their vision for development and redevelopment in their communities.

For more information on the tools available from Creating Sustainable places, contact Dean Katerndahl at 816-701-8243 or deank@marc.org.

first KC suburbs
Conserving the Past . . . Creating the Future

MARC
MID-AMERICA REGIONAL COUNCIL

KC Communities for All Ages

KC Communities for All Ages is an initiative of the Mid-America Regional Council (MARC), with major funding from the Pfizer Foundation and in partnership with Grantmakers In Aging, with local funding from the Jewish Heritage Foundation and the WJ Brace Charitable Trust, Bank of America, Trustee. KCC has joined with the First Suburbs to lead the development of practical tools for cities in the Kansas City region.

Mid-America Regional Council | 600 Broadway, Suite 200 | Kansas City, MO 64105
www.marc.org

CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	R19-26	
AGENDA TITLE	**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH JACKSON COUNTY, MISSOURI FOR DISTRIBUTION OF COMBAT FUNDS OF $87,204.00 FOR THE 2019 FISCAL YEAR**	
REQUESTING DEPARTMENT	Police Department	
PRESENTER	James W. Beale Sr., Chief of Police	
FISCAL INFORMATION	Cost as recommended:	Not Applicable
	Budget Line Item:	100-00-45000
	Balance Available:	Not Applicable
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To collect payment from Jackson County, Missouri's Combat Tax (Anti-Drug Sales Tax) in the amount of $87,204.00	
BACKGROUND	None	
SPECIAL NOTES	Upon execution of this agreement, a payment equal to one-half of the contract amount, totaling $43,602.00, will be submitted to the City of Grain Valley and the remaining amount will be submitted to the City prior to the end of the City's fiscal year.	
ANALYSIS	None	
PUBLIC INFORMATION PROCESS	None	

BOARD OR COMMISSION RECOMMENDATION	None
DEPARTMENT RECOMMENDATION	Staff Recommends Approval
REFERENCE DOCUMENTS ATTACHED	Resolution & Agreement

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

RESOLUTION NUMBER
R19-26

A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH JACKSON COUNTY, MISSOURI FOR DISTRIBUTION OF COMBAT FUNDS OF $87,204.00 FOR THE 2019 FISCAL YEAR

WHEREAS, the City of Grain Valley has requested funds provided by the Jackson County Anti-Drug Tax Fund to assist the City in defraying certain costs of its Drug Abuse Resistance Education (DARE) Program; and

WHEREAS, upon execution of this agreement, a payment equal to one-half of the agreed amount, totaling $43,602.00, will be issued to the City of Grain Valley; and

WHEREAS, the remaining amount of $43,602.00 will be submitted to the City prior to the end of the City's 2019 fiscal year.

NOW THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: The City Administrator is hereby authorized to enter into an agreement with Jackson County, Missouri for distribution of COMBAT funds of $87,204.00 for the 2019 fiscal year.

PASSED and APPROVED, via voice vote, (-) this __ Day of _____, 2019.

_____
Mike Todd
Mayor

ATTEST:

_____
Theresa Osenbaugh
Assistant City Administrator/City Clerk

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Jackson County
COMBAT
415 East 12th Street, Ninth Floor
Kansas City, Missouri 64106
jacksoncountycombat.com

Vincent M. Ortega
Director
(816) 881-3886

Dawna Shumate
Deputy Director
(816) 881-3510

COMBAT
Commissioners:
Mark S. Bryant
Gene Morgan
Keith Querry
Joseph Spalitto, DDS
Lanna Ultican
Kelvin L. Walls, M.D.
Larry Beaty
John B. Boyd

Fax:
(816) 881-1416

TO: Executive Directors

FROM: Carol Lillis, Office Administrator

RE: Jackson County COMBAT Contract

Enclosed you will find three (3) copies of your agency 2019 COMBAT funding contract. Please sign, notarize and return all 3 contracts to me:

Jackson County Courthouse
415 E. 12th St., 9th Floor COMBAT
Kansas City, MO 64106
Attn: Carol Lillis

If you need to have the contracts notarized, I will be happy to do so for you free of charge. Please contact me at 816-881-1415 to make an appointment.

Thanks

Res. 20131

AGREEMENT
(2019 COMBAT Drug Commission DARE)

AN AGREEMENT by and between Jackson County, Missouri, hereinafter referred to as "County", and, **CITY OF GRAIN VALLEY, MISSOURI 711 MAIN STREET GRAIN VALLEY, MO 64029**, hereinafter referred to as "the City" made and entered into this _____ day of _____, 2019.

WHEREAS, the City has requested funding from County's Anti-Drug Sales Tax Funds to assist the City in defraying certain costs of its Drug Abuse Resistance Education (DARE) or similar anti-drug program; and,

WHEREAS, the County's Jackson County Drug Commission recommended and the County Legislature approved the City's request as an appropriate expenditure of Anti-Drug Sales Tax Funds; and,

WHEREAS, this Agreement provides a suitable mechanism by which the designated County funds shall be disbursed to the City;

NOW THEREFORE it is agreed by and between the parties as follows:

1. The County agrees to pay to the City a total amount not to exceed **$87,204.00**. Upon execution of this contract, an advance payment equal to one-half of the contract amount, totaling **$43,602.00** will be submitted to the City. Prior to September 30, 2019, and upon receipt and approval of the previous DARE Semester Report, the final payment shall be made. This award is contingent upon collection of sales taxes as budgeted at the time of the contract award. If COMBAT funds are reduced, contractor will be informed of necessary contract revisions, as provided for in this Agreement.

2. The County agrees and acknowledges that the City shall use the proceeds of this Agreement, together with City funds and any federal or state grant funds which may have been awarded, to cover certain expenses of its DARE or similar anti-drug program, all as is more fully set out in the funding request and other documents attached hereto as Exhibit A.

3. The City agrees that all proceeds of this Agreement shall be subject to audit by the County's Legislative Auditor or such other auditor as the County may designate. Additionally, the City agrees to contract for the performance of a comprehensive audit in conformance with the Single Audit Act of 1984, and to forward two copies of the audit report to the Jackson County Drug Commission, one of which will be forwarded to the County's Department of Finance and Purchasing.

4. The City shall provide an annual program report at the end of each calendar year summarizing all activities of its DARE or similar anti-drug program to the Jackson County Drug Commission containing such particulars as said Commission might specify.

5. If the City receives or obtains any media attention because of this project, the City is required to acknowledge that funding for the project is from COMBAT funds. Printed material involving this program shall contain the COMBAT logo and a COMBAT sign shall be posted at the program site(s) for the duration of the contract.

6. This Agreement shall be effective as of January 1, 2019, and extend through December 31, 2019, for expenses incurred during the same time period.

7. The City shall indemnify, defend, and hold the County harmless from any and all claims, liabilities, damages, and costs (including reasonable attorney's fees directly related thereto) to the extent allowable by law caused by the negligence or willful misconduct of the City or its employees, agents or representatives.

8. If the City shall default in the performance or observation of any term or condition herein, the County shall give the City ten (10) days' written notice setting forth the default. If said default shall continue for ten (10) days after the City receives written notice thereof, the County may at its election terminate the Agreement and withhold any payments not yet made to the City. Said election shall not in any way limit the County's or the City's right to sue for breach of contract.

9. The City warrants that no officer or employee of the County, whether elected or appointed, shall in any manner whatsoever be interested in or receive any benefit from the profits or emoluments of this Agreement.

10. Pursuant to §285.530.1, RSMo, City assures that it does not knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the State of Missouri and/or Jackson County, and shall affirm, by sworn affidavit and provision of documentation, its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services. Further, City shall sign an affidavit, attached hereto and incorporated herein as Exhibit B, affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services.

11. This Agreement may be terminated for any reason or no reason by either of the parties upon thirty (30) days written notice to the party's designated fiscal representative. All services and payments shall continue through the effective date of termination. Termination of this Agreement shall not constitute a waiver of the rights or obligations which the County or the City may be entitled to receive as provided in this Agreement, or be obligated to perform under this Agreement

for services prior to the date of termination. Should this Agreement terminate, all County written materials of any kind must be delivered and returned by the City to the County within ten (10) days of the termination of this Agreement.

IN WITNESS WHEREOF, this Agreement has been executed this _____ day of _____, 2019.

APPROVED AS TO FORM:

_____
Bryan O. Covinsky
County Counselor

JACKSON COUNTY, MISSOURI

By: _____
Frank White, Jr.
County Executive

ATTEST:

_____
Mary Jo Spino
Clerk of the County Legislature

CITY OF GRAIN VALLEY, MISSOURI

By: _____

Title: _____

Date: _____

REVENUE CERTIFICATE

I hereby certify that there is a balance otherwise unencumbered to the credit of the appropriation to which this contract is chargeable, and a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made, each sufficient to meet the obligation of **$87,204.00**, which is hereby authorized.

_____
Date

_____
Director of Finance and Purchasing
Account No.008-4403-56005

Res. 20131

GRAIN VALLEY DARE
RES:20131

Exhibit A: AGENCY/PROGRAM BUDGET INFORMATION
(Jan 1, 2019 - Dec 31, 2019)

Budget Categories	Proposed COMBAT D.A.R.E. Budget	Other Funding Amount	Name of Other Funding Sources	Total Program Cost
Personnel-Salaries	$ 38,984.00	$ 4,331.00	City of Grain Valley General Fund	$ 43,315.00
Payroll Taxes		$ 3,132.84	City of Grain Valley General Fund	$ 3,132.84
Fringe Benefits	$ 3,898.40	$ 15,869.74	City of Grain Valley General Fund	$ 19,768.14
Auditing/Accounting Services	$ -	$ -		$ -
Evaluation	$ -	$ -		$ -
Postage	$ -	$ -		$ -
Printing	$ -	$ -		$ -
Meeting Expense	$ -	$ -		$ -
Mileage (Local Travel)	$ 3,500.00	$ -		$ 3,500.00
Travel (Out of Town)	$ 2,000.00	$ -		$ 2,000.00
Training	$ 3,000.00	$ -		$ 3,000.00
Memberships	$ 120.00	$ -		$ 120.00
Other:	$ -	$ -		$ -
Indirect Administration	$ 3,898.40	$ -		$ 3,898.40
Phone service	$ 2,500.00	$ -		$ 2,500.00
Office Supplies & Equipment	$ 7,552.00	$ -		$ 7,552.00
RMS Software	$ 1,000.00	$ -		$ 1,000.00
Uniforms	$ 5,000.00	$ -		$ 5,000.00
DARE supplies/promos/giveaways	$ 4,251.20	$ -		$ 4,251.20
T-Shirts	$ 3,500.00	$ -		$ 3,500.00
Graduation	$ 3,000.00	$ -		$ 3,000.00
Summer DARE activities	$ 5,000.00	$ -		$ 5,000.00
	$ -	$ -		$ -
	$ -	$ -		$ -
	$ -	$ -		$ -
	$ -	$ -		$ -
	$ -	$ -		$ -
	$ -	$ -		$ -
	$ 87,204.00	$ 23,333.58		$ 110,537.58

1. Funds may not be used to provide capital improvements (Article 6, Section 23 of the MO Constitution).

2. Funds may not be used to pay salaries for functions that have traditionally been performed by volunteers.

3. Funds may not be used to pay rent, utilities, or equipment.

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Exhibit B

WORK AUTHORIZATION AFFIDAVIT

As a condition for any service provided to the County, a business entity shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services.

Business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit.

Every such business entity shall complete the following affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. The completed affidavit must be returned as a part of the contract documentation.

This affidavit affirms that **City of Grain Valley, Missouri**, is enrolled in, and is currently participating in, E-verify or any other equivalent electronic verification of work authorization operated by the United States Department of Homeland Security under the Immigration Reform and Control Act of 1986 (IRCA); and, **City of Grain Valley, Missouri**, does not knowingly employ any person who is an unauthorized alien in conjunction with the contracted services.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

_____	_____
Authorized Representative's Signature	Printed Name
_____	_____
Title	Date

Subscribed and sworn before me this _____ day of _____, 2019. I am commissioned as a notary public within the County of _____, State of _____, and my commission expires on _____.

_____	_____
Signature of Notary	Date

CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	R19-27	
AGENDA TITLE	**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI APPROVING A THREE (3) YEAR COOPERATIVE AGREEMENT BETWEEN THE CITY AND THE GRAIN VALLEY PARTNERSHIP**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Ryan Hunt, City Administrator	
FISCAL INFORMATION	Cost as recommended:	$25,000
	Budget Line Item:	170-70-72000
	Balance Available:	$25,550
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To provide the budgeted investment support to the Grain Valley Partnership, a 501 (c)(3) corporation of Missouri	
BACKGROUND	None	
SPECIAL NOTES	None	
ANALYSIS	None	
PUBLIC INFORMATION PROCESS	None	
BOARD OR COMMISSION RECOMMENDATION	None	
DEPARTMENT RECOMMENDATION	Staff Recommends Approval	

REFERENCE DOCUMENTS ATTACHED	Resolution & Cooperative Agreement

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

May 13, 2019

RESOLUTION NUMBER
R19-27

A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI APPROVING A THREE (3) YEAR COOPERATIVE AGREEMENT BETWEEN THE CITY AND THE GRAIN VALLEY PARTNERSHIP

WHEREAS, the Board of Aldermen of Grain Valley, Missouri is dedicated to the constant improvement of the City of Grain Valley (City) by investing in economic development; and

WHEREAS, the Grain Valley Partnership was formed to partner with the City in the promotion of economic development endeavors; and

WHEREAS, the City of Grain Valley is a major financial contributor to the Partnership, and both organizations desire to memorialize their operational and strategic partnership through the formal adoption of an Agreement for services.

NOW THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: the Board of Aldermen of the City of Grain Valley, Missouri agrees that the Grain Valley Partnership shall, in consideration of a three year agreement and financial support from the City over the next City fiscal year totaling $25,000, provide the following services for Grain Valley and as set forth hereafter in Exhibit A.

PASSED and APPROVED, via voice vote, (-) this ____ day of _____, 2019.

_____
Mike Todd
Mayor

ATTEST:

_____
Theresa Osenbaugh
City Clerk/Assistant City Administrator

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Exhibit A

COOPERATIVE AGREEMENT BETWEEN THE CITY OF GRAIN VALLEY, MISSOURI AND THE GRAIN VALLEY PARTNERSHIP

This Agreement made and entered into as of the _____th day of _____, _____, by and between the CITY OF GRAIN VALLEY, MISSOURI, hereinafter referred to as "GRAIN VALLEY" or "City", and the GRAIN VALLEY PARTNERSHIP, hereinafter referred to as the "PARTNERSHIP".

WHEREAS, the City desired to create an independent, membership based Partnership be formed that would be comprised of Board members; and

WHEREAS, the Mayor of Grain Valley commissioned the Grain Valley Economic Development Task Force to research and create the Grain Valley Economic Development Corporation; and

WHEREAS, on April 11, 2008, the Grain Valley Economic Development Corporation a 501 (c)(3) corporation was created by the filing of the articles of incorporation with the Missouri Secretary of State; and

WHEREAS, the Grain Valley Economic Development Corporation merged with the Grain Valley Chamber of Commerce to form the Grain Valley Partnership; and

WHEREAS, the City of Grain Valley is a major financial contributor to the Grain Valley Partnership, and both organizations desire to memorialize their operational and strategic partnership through the formal adoption of an Agreement for services.

NOW, THEREFORE, BE IT AGREED by the City of Grain Valley, Missouri, hereinafter referred to as "City," and the Grain Valley Partnership, hereinafter referred to as "the Partnership," that the Partnership shall in consideration of a three year agreement of financial support from the City over the next City fiscal year totaling $25,000, provide the following services for Grain Valley and as set forth hereafter:

1. The Partnership will work with existing businesses to identify and address growth opportunities and work to resolve impediments to growth and retention. Through daily communication with existing businesses, the Partnership will monitor trends and conditions, provide guidance and adjust needed services to maintain and expand Grain Valley' business base.

2. The Partnership shall be responsible for promoting the general economic welfare of the City. It is understood that the purpose of the Partnership is to encourage economic development in the City of Grain Valley with the primary focus of creating and retaining jobs and increasing and retaining capital investment within the City. The function of the Partnership will be to define broad business development objectives, to recommend action plans to fulfill those objectives, and to develop budgets to support the program, all of which will be reviewed and approved by the Partnership's Board of Directors and will be submitted to the Board of Aldermen for consideration and approval each year on or before October 1.

3. Membership of the Partnership will consist of business entities, organizations and individuals who pay an annual membership fee to the PARTNERSHIP. The Partnership shall also include members who are not under obligation to pay an annual membership fee as follows: the Mayor of Grain Valley and/or designee; the City Administrator or their designee; a designee of the Central Jackson County Fire Protection service; and a Grain Valley School District designee. All of which shall be designated in the organizations by-laws.

4. The PARTNERSHIP Board of Directors shall review, approve and recommend the PARTNERSHIP annual business plan, budget and annual appropriation request, and submit such requests to the City for consideration and final approval by the Board of Aldermen. The budget for the operation of the PARTNERSHIP shall identify both estimated private sector funding levels and those funds to be requested from the City for various expense items.

5. The PARTNERSHIP Board of Directors shall have complete responsibility and authority for all budget issues, payroll, personnel, operating accounts, and/or facility and capital needs as identified annually and as funded through financial and/or in-kind contributions to the PARTNERSHIP. The PARTNERSHIP will develop policies to govern the day-today operations of the organization. The PARTNERSHIP will provide a copy of its policy manual to the City as it is updated from time to time.

6. The City agrees to provide funding for the PARTNERSHIP in an amount authorized in the City's annual budget. The budgeted amount from the City for 2019 is $25,000. The City shall make all funds approved by the Board of Aldermen available for use by the PARTNERSHIP upon execution of this Agreement and on January 1st in subsequent years. All public and private funds received by the PARTNERSHIP shall be restricted solely for economic development purposes as determined by the Board of Directors. The PARTNERSHIP shall submit a detailed line-item annual budget request to the City upon request to meet City budget planning requirements.

7. The PARTNERSHIP will provide monthly detailed financial report to the Grain Valley Board of Aldermen and will provide comprehensive quarterly written reports documenting business activity related to the overall mission of the PARTNERSHIP.

8. The PARTNERSHIP shall make itself available to provide verbal report and presentations to the Board of Aldermen upon request, and submit upon request written reports for the City Administrator's use regarding activities, accomplishments and priority issues developed in accordance with the terms of this Agreement and annual PARTNERSHIP business plan. In addition, frequent verbal and written updates of a confidential nature for projects and organizational matters will be provided to the city administrator and the Mayor as representatives of the City. The PARTNERSHIP will also submit an Annual Report to the City prior to the PARTNERSHIP's annual meeting commencing in April of each calendar year. The PARTNERSHIP will formally present at two meetings of the Board of Aldermen, one after the PARTNERSHIP annual meeting, and one after the adoption of the City's annual budget to update the Board on goals, accomplishments, and future strategic priorities.

9. The City and/or its duly authorized agent shall be entitled to inspect and audit all books and records of the PARTNERSHIP for compliance with the City's approved budget and the PARTNERSHIP agrees to make such books and records available to and for the City, upon formal request from the City, and will complete an independent annual audit of the PARTNERSHIP's financial records and publicly report such findings.

10. The PARTNERSHIP will cooperate fully with the City and consult with the City in receiving recommendations concerning operations and management during the presentation and review of the current and proposed annual business plan and proposed budget request of the City, including auditor's recommendations.

11. This Agreement shall run for a period of three years from the initial date of January 1, 2019 and shall be subject to renewal and renegotiation on or before the contract's expiration on December 31, 2021.

12. In the event that either party should seek to terminate this Agreement, which may be terminated for any reason whatsoever, the party seeking to terminate the Agreement shall give written notice of no less than one hundred eighty (180) days to the other party prior to termination of said Agreement. The foregoing notwithstanding, termination of this Agreement shall occur no earlier than six months following the expiration of the then current annual appropriation. At the expiration or termination of this Agreement the PARTNERSHIP shall deliver to the City any unexpended City funds, which shall be identified as the pro-rata percentage of the City's overall contribution to the PARTNERSHIP's budget for the current year of operations. All items of tangible property will be considered purchased by the PARTNERSHIP from private sector membership and shall be considered PARTNERSHIP property. The City agrees that if the City terminates this Agreement, it will reimburse the PARTNERSHIP for any reasonable contractual obligations agreed to or incurred by the PARTNERSHIP in furtherance of this approved Agreement prior to receiving written notice of the termination.

13. INDEPENDENT CONTRACTOR. It is specifically acknowledged, understood and agreed that the PARTNERSHIP will be acting as a free and independent contractor under the terms of this Agreement and that no person employed by the PARTNERSHIP in any capacity whatever shall be considered to be an employee of Grain Valley for any purpose whatever. The parties hereto each agree that they shall not:

a. Represent in any manner the relationship between them to be anything other than an independent contractor relationship, or

b. Represent in any manner that either party has any authority to bind the other in any third party contractual relationships whatsoever or as to any financial incentive that may be made available to a third party.

14. Under this Agreement, GRAIN VALLEY shall not be deemed to be the employer, partner, joint venture, an associate or any kind of legal designee of PARTNERSHIP in connection with or flowing from this Agreement, other than that of an independent contractor.

15. The PARTNERSHIP shall have exclusive control over the methods and the order in which work arising under this Agreement is accomplished.

16. ASSIGNMENT. This Agreement, or any interest herein, shall not be assigned, transferred or otherwise encumbered, under any circumstances by the PARTNERSHIP without the express, written permission of Grain Valley.

17. SUBCONTRACTORS. The PARTNERSHIP, subject to policies and procedures adopted by the PARTNERSHIP, may engage the services of any subcontractors or other professional associates in connection with services covered by this Agreement. The City of Grain Valley shall not be liable or responsible for funding any agreements, obligations, or services beyond those which are specifically approved by the City.

18. EXTRAORDINARY BUDGET ISSUES. During the course of this Agreement, the PARTNERSHIP agrees to comply with any unique request from the City to reduce budget spending. Such requests would be

consistent with any other budget reductions or financial amendments imposed on other City departments and/or service areas. The PARTNERSHIP may, apart from the normal budgeting process, request from the City, additional emergency funding needed because of unforeseen circumstances, soaring costs, or other unique expenses related to a one-time development opportunity not anticipated or known at the time the budget was prepared and approved. Such request shall be made in writing to the City Administrator. The City is under no obligation to approve such request.

19. DEFAULT. Grain Valley, at its option, may by written notice to the PARTNERSHIP, declare this Agreement in default if the PARTNERSHIP defaults in the performance of any of its obligations. In the event the PARTNERSHIP is given written notice of the default, the PARTNERSHIP shall have thirty (30) days to cure the default from the date of the written notice requiring a default to be cured. If the default is not cured within the required time period, Grain Valley may immediately terminate the Agreement notwithstanding any provisions herein to the contrary. The PARTNERSHIP, at its option, may by written notice to Grain Valley, declare this Agreement in default if Grain Valley defaults in the performance of any of its obligations hereunder. If Grain Valley fails to cure said default within thirty (30) days of the date of the written notice requiring default to be cured, the PARTNERSHIP may immediately terminate the Agreement notwithstanding any provision herein to the contrary.

20. INDEMNIFICATION. The PARTNERSHIP shall indemnify to the extent permitted by law and save harmless and defend Grain Valley, its agents, servants and employees from and against any claim, demand or cause of action of whatsoever kind or nature arising out of error, omission or negligent act of the PARTNERSHIP, its agents, servants or employees occurring in the performance of activities or services under this Agreement. Grain Valley shall indemnify to the extent permitted by law and save the PARTNERSHIP harmless and defend the PARTNERSHIP, its agents, servants, and employees from and against any claim, demand or cause of action whatsoever or whatsoever kind or nature arising out of error, omission or negligent act of Grain Valley, its servants or employees in the performance of services under this Agreement but only to the extent of damages directly resulting from the error, omission or negligent act.

21. NOTICES. When either party desires to give notice to the other, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the patty for whom it is intended, at the place last specified, and the place for giving of notice in compliance with the provisions of this paragraph. For the present, the parties designate the following as the respective places for giving of notice, to wit:

City of Grain Valley:
City Administrator
711 S. Main Street, Grain Valley Missouri 64029

Grain Valley Partnership:
1452 Eagles Parkway
Grain Valley, Missouri 64029.

22. MODIFICATIONS. No modification, amendment or alteration of the terms or conditions contained herein shall be effective unless contained in a written document executed by the patties hereto.

Exhibit A

Witnessed whereof, the parties have hereunto executed this Agreement this _____th day of _____, 2019 after being duly authorized by the Board of Aldermen of the City of Grain Valley and the Board of Directors of the Partnership.

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CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	R19-28	
AGENDA TITLE	**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI ADOPTING THE CITY OF GRAIN VALLEY, MISSOURI ECONOMIC DEVELOPMENT INCENTIVES POLICIES AND PROCEDURES**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Ryan Hunt, City Administrator	
FISCAL INFORMATION	Cost as recommended:	N/A
	Budget Line Item:	N/A
	Balance Available:	N/A
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To establish guidelines to direct the use of and provide a uniform process for requesting economic development incentives	
BACKGROUND	The Board of Aldermen held workshops in February and March of 2019 to review the Economic Development Incentives Polices and Procedures document and determine the usage standards for these incentives.	
SPECIAL NOTES	N/A	
ANALYSIS	N/A	
PUBLIC INFORMATION PROCESS	N/A	
BOARD OR COMMISSION RECOMMENDATION	N/A	

DEPARTMENT RECOMMENDATION	Staff Recommends Approval
REFERENCE DOCUMENTS ATTACHED	Resolution & Economic Development Incentives Policies and Procedures

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

May 13, 2019

RESOLUTION NUMBER
R19-28

A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI ADOPTING THE CITY OF GRAIN VALLEY, MISSOURI ECONOMIC DEVELOPMENT INCENTIVES POLICIES AND PROCEDURES

WHEREAS, the City of Grain Valley is dedicated to achieving the highest quality of development, services, infrastructure, and quality of life for is citizens; and

WHEREAS, the Board of Aldermen recognizes the importance to have goals, standards, guidelines, and preferences related to the usage of economic development incentives; and

WHEREAS, the Board of Aldermen recognizes the importance of having a uniform, transparent and well-informed path for businesses and developers to seek economic development incentives;

WHEREAS, the Economic Development Incentives Policies and Procedures will allow for accountability in the delivery of the promised investment in the community.

NOW THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: The Board of Aldermen of the City of Grain Valley adopts the Economic Development Incentives Policies and Procedures.

PASSED and APPROVED, via voice vote, (-) this ____ Day of _____, 2019.

_____
Mike Todd
Mayor

ATTEST:

_____
Theresa Osenbaugh
Assistant City Administrator/City Clerk

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The City of Grain Valley, Missouri

Economic Development Incentives Policies and Procedures

Adopted and approved by the Board of Aldermen
this ____ day of _____, 2019

City of Grain Valley, Missouri
711 Main Street
Grain Valley, MO 64029
(816) 847-6200
www.cityofgrainvalley.org

PURPOSE STATEMENT

The City of Grain Valley is dedicated to achieving the highest quality of development, services, infrastructure, and quality of life for its citizens. One of the primary keys for achieving these goals is to enhance and expand the local economy. Competition for attracting new businesses and employers, as well as retaining the ones already in existence in the community, can be aggressive from time to time at national, regional, interstate, and intrastate levels. For this reason, the City recognizes that the appropriate use of economic development incentives may be necessary in the correct circumstances to aid the City in reaching its full economic potential.

The purpose of this document is two-fold: First, the policy component of this document establishes the goals, standards, guidelines, and preferences of the City to direct the use of economic incentives to ensure that these incentives are used in a way that advances the City's economic goals. These policies allow the City to be proactive (not reactive) with respect to requests from developers and businesses to create the public-private partnerships, which are the real result of granting incentives in any instance. These policies serve as a guide to developers and businesses far and wide to attract those having concepts, ideas, and plans that closely match the development needs of the City. Conversely, these policies also inform the development and business community that incentives for businesses already supported in the City, or for which there is no longer a community need, may be more difficult to obtain.

Second, the procedures component of this document establishes a uniform, transparent, and well-informed path for businesses and developers to follow when seeking economic development incentives of the City. We believe that through a standard approach the expectations of applicants can be managed at reasonable levels, which leads to a more positive experience for those seeking incentives. The uniform application of these procedures ensures that the goals and needs of the City are being specifically considered for each economic development incentives request, which leads to greater long-term success of the program as a whole. Finally, these procedures address the ongoing execution of each approved incentive application thereby confirming that the applicant will be held accountable for delivering the promised investment in the community, which in turn builds confidence in the City's incentives program by its citizens and the other affected taxing jurisdictions that are the City's neighbors.

Nevertheless, the applicability of the differing incentives programs often varies from project to project, and the Board of Aldermen's decision to grant incentives is discretionary, based upon one or more of the criteria set forth in this document and other outside factors. The Board of Aldermen is under no obligation to approve any requested incentives that are not required by state or local laws, and it reserves the right to deviate from these policies and procedures at its sole discretion when doing so is deemed to be in the best interests of the City.

GENERAL POLICY AND PROCEDURE GUIDELINES

To implement the City's economic development incentive program, certain overarching concepts apply. These concepts, which are listed in detail below, fall into the categories of both the policy and procedural components of the City's overall program. Applicants with the highest likelihood of success will address each of these general policy issues and procedural steps in addition to the policy issues and procedural steps that apply to the specific economic incentive tool or tools applied for and described in more detail in this document.

General Policy Matters

- When funds exist, either from the City's budget or supplementary grants or other funding sources, or a combination thereof, the City should obtain, maintain, and update a market study designed to identify the economic development needs of the City for utilization in the review of economic development requests.
- Applicants must demonstrate that the private investment (through equity, private financing, or a combination thereof) is greater than the incentives requested. The preferred ratio of investment to incentive is 3:1 (i.e., the incentives request should be 25% or less of the total proposed project costs).
- The purpose of any requested incentive is to provide additional funding for a specific City-designated economic development goal; or, if not, the applicant has provided justification and supporting documents (e.g., third-party market studies, etc.) explaining why the purpose of the request should be a City-designated economic development goal.
- To ensure that the City's interests are adequately protected and that the citizens and current business partners of the City of Grain Valley are not bearing the burden of the costs to review requests for public aid through economic development incentives, applicants will be required to enter into a funding agreement whereby the applicant provides funds to the City to obtain professional consultants necessary to aid in determining the appropriate levels of assistance for the proposal, project feasibility, developer's financial capacity, and a legal review of the application, the approval process, and the negotiation and implementation of applicable agreements. The City's expenses may include, but is not limited to, fees for special legal and financial consultation, market study reviews, appraisal reviews, and if applicable, bond underwriters and bond counsel. These costs may be reimbursed through the incentive program as allowed by law.
- When the level and type of economic development incentives reaches or exceeds an appropriate amount, the City will conduct, and the applicant should expect to provide, a review of its relevant business experience, financial condition, ability to carry out the proposed project, and criminal background. Applicants are notified that the level of scrutiny into the applicant's background will

vary ratably with the amount of public incentives and public risk associated with the level of incentives requested in the application.

- Projects utilizing funds created from the development to reimburse development costs ("pay-as-you-go") are highly encouraged. The use of public debt should be limited to only that amount absolutely necessary, which fact will be the applicant's responsibility to justify in the approval process.
- Incentive requests for projects that involve property acquisition by eminent domain are highly discouraged.

General Procedural Requirements

- Applicants for any economic development incentive program granted by the City must schedule and attend a pre-application meeting with City staff prior to submitting an application.
- The City will provide basic forms, a summary of the application, review, and consideration process, applicable statutory requirements, and an estimated timeline for the approval process, in addition to other relevant information, at the pre-application meeting.
- Applicants will be expected to work with City staff and, when applicable, City consultants, while preparing the applicable "official" document to be placed on file with the City, thus triggering the applicable statutory review process.
- Applicants will be required to enter into a funding agreement whereby the applicant provides funds to the City to obtain professional consultants necessary to aid in determining the appropriate levels of assistance for the proposal, project feasibility, developer's financial capacity, and a legal review of the application, the approval process, and the negotiation and implementation of applicable agreements. An initial deposit will be required before the City's staff and consultants will begin work processing the applicant's proposal. The amount of the funding agreement deposit will vary depending upon the application or applications filed, and applicants are hereby notified that the funding agreement will contain an "evergreen" clause whereby the applicant must replenish the fund as it is used to ensure the full amount of the deposit is available to the City for use in reviewing the application. Applicants are placed on notice that the costs associated with a funding agreement are not refundable in the event that the application is not approved. Payment of the associated costs does not guarantee approval of the application by the TIF Commission or Board of Aldermen, whose decisions shall remain at their sole discretion.
- Applicants shall consider reimbursement of the City's costs to review and consider the approval of the application, and in the event the application is approved, to administer the incentive program while it remains active, as a component of the overall project costs. Applicants also shall provide a mechanism for the prompt payment of the City's costs in its application. The City's costs associated with the consideration of the approval of an application shall be paid in full at the time of any applicable hearing or meeting to consider a recommendation of approval or the approval of the application. The City reserves the right to postpone such hearing or meeting until the necessary payments have been made.

POLICY AND PROCEDURE GUIDELINES FOR
TAX INCREMENT FINANCING (TIF) INCENTIVES

Overview

Tax Increment Financing (TIF) is a public funding mechanism to assist private development of an area within the City. TIF may only be used: 1) when there is evidence the development would not occur without public assistance; and 2) when the project area qualifies as a blighted area in accordance with state statutes.

TIF is a financial tool used to capture the increase in property taxes and sales taxes created as a result of the redevelopment of an approved area within the City. TIF by itself does not cause an increase in property or sales tax rates. 100% of the incremental increase in property tax revenues (known as payments in lieu of taxes or "PILOTs") and 50% of the incremental increase in local sales and use tax revenues (known as economic activity taxes or "EATs") generated in an approved TIF redevelopment area as a result of the completion of a development project will be captured and directed to a TIF special allocation fund. The PILOTs and EATs may then be used to reimburse a private developer for eligible expenses or to repay principal and interest on bonds used to finance the eligible expenses for a maximum of 23 years from the date a TIF redevelopment project was activated.

See pages 15 – 18 of the Grain Valley Incentive Utilization Guidelines for additional information on Tax Increment Financing.

Statutory Requirements

By law, the City must determine that certain requirements have been met before approving a Tax Increment Financing Plan filed by the applicant. These requirements are set forth under Sections 99.805 to 99.865 of the Revised Statutes of the State of Missouri (RSMo) (the "TIF Act").

Policy Guidelines

In addition to meeting the statutory requirements referenced above, the City has established several criteria that will be applied in the review and evaluation of applications for TIF financing. In general, applications that meet each of the evaluation criteria will be viewed most favorably. However, TIF applications that do not meet all of the criteria listed herein may be approved if the application demonstrates that the TIF Plan and project or projects on the whole is of vital economic interest to the City. The City's evaluation criteria for TIF applications are as follows:

1. The proposal must demonstrate a substantial and significant public benefit by eliminating blight, financing desirable public improvements, strengthening the City's economic and employment base through the creation of new jobs or retention of existing employment, positively impacts

surrounding areas, creates economic stability, facilitates economic self-sufficiency, aids in the implementation of the City's comprehensive development plan and economic development strategies, and serves as a catalyst for further high quality development or redevelopment in the City.

2. Proposals for the redevelopment and/or infill of deteriorating areas within the City will be given more favorable consideration than projects for the redevelopment of "green field" areas.
3. The applicant must provide evidence that the applicant has thoroughly explored alternative financing methods and has a track record which demonstrates the financial and technical ability to complete the project.
4. TIF assistance to the project should generally not exceed 25% of total project costs. However, project assistance above 25% may be considered in circumstances where the developer:
    a. has a proven track record in completing successful projects comparable in scope and scale,
    b. documents the developer's financial capacity to complete the proposed project; and
    c. demonstrates that tenant commitments are already in place for a significant portion of the proposed project.
    d. demonstrates the need for additional assistance in order to achieve a reasonable rate of return of the proposed project.
5. Proposals requesting TIF assistance should have a ratio of three to one (3:1) in comparing potential increased revenue to the City from all sources to the value of the incentives provided, measured over the term of the TIF project.
6. Generally, TIF applications which encompass a project area of less than 3 acres will be discouraged.
7. In evaluating the employment potential of a proposed redevelopment, the following shall be taken into consideration: (a) number of additional employees that will be hired as a result of the project and whether they are likely to be hired from the local population; (b) skill and education levels required for the jobs expected to be created by the project; (c) range of salary and compensation for jobs expected to be created by the project; and (d) potential for executive relocation. TIF projects that create jobs with wages that exceed the community average will be viewed favorably.
8. TIF applications for new or expanded office, commercial, or industrial and manufacturing projects will be viewed more favorably than new or expanded retail projects. TIF applications for retail and service commercial projects should be limited to those projects that encourage an inflow of new customers from outside the City or that will provide services or fill retail markets that are currently unavailable or in short supply in the City as documented in a professionally prepared market study. New or expanded industrial and manufacturing projects, especially those projects that are for end users that are a science, research technology, or engineering based business related to agricultural, biological, life sciences, information technology, or engineering research, will be given more favorable consideration than new or expanded warehouse type uses based upon the projected employment per square foot.
9. TIF applications for the development of commercial, office and industrial projects that would stabilize existing commercial, office and industrial areas that have or will likely experience deterioration will be favored.
10. TIF applications that include the development of business areas, or the redevelopment of existing business areas, shall include information as to the business type of the major tenants of the TIF

area. In addition, a thorough market analysis should be completed that identifies: (1) the population areas from which the project will draw; and (2) the businesses of similar types that would be competing with the TIF area businesses.

11. TIF applications for new residential development projects (other than a limited number of residential units which are creatively integrated into commercial or retail projects) will not be considered. TIF applications for the redevelopment of existing residential areas will generally be disfavored.
12. Government-issued financing related to TIF applications.
    a. If an applicant's financing plan includes a request for the City or another governmental entity at the City's request (e.g., an industrial development authority or the Missouri Economic Development Financing Board ("MDFB")) to issue notes and/or bonds to finance the project, the applicant shall enter into an agreement with the City regarding the terms of such financing prior to the consideration of the approval of the application, which financing terms shall be incorporated into a redevelopment agreement for the implantation of the redevelopment plan upon the approval of the application, as applicable.
    b. TIF applications requesting the issuance of bonds or notes shall be required to demonstrate using a third-party revenue consultant selected by the City that the payments-in-lieu of taxes and/or economic activity taxes expected to be generated will be sufficient to provide debt service coverage of at least 1.30 times the projected debt service on any tax increment financing bonds or notes. This limitation may be modified for projects that involve the redevelopment of existing structures or the assembly and clearance of land upon which existing structures are located. The debt service coverage ratio provided in this subsection is for guidance only, the actual ratio will be determined through negotiations of the parties in the context of an actual request for incentives through an application.
    c. Applications requesting the City to issue annual-appropriation backed bonds are prohibited.
13. If the TIF application is being recommended based upon specifically delineated benefits that are projected to flow to the City as a result of the development, such as increased employment opportunities, increased ad valorem or economic activity taxes, or construction of public infrastructure, language will be included in the development agreement that stipulates that the City's assistance to the developer may be reduced if satisfactory evidence is not shown that the degree, nature and/or quality of the benefits have been generated to the City by the project in accordance with the timeline provided in the application.
14. Applications that include the utilization of a Community Improvement District (CID), Transportation Development District (TDD), Neighborhood Improvement District (NID), or other private or public financing mechanisms that result in reducing the term of the TIF project and/or reduce the burden on affected taxing jurisdictions will be viewed more favorably.
15. Notwithstanding the foregoing, TIF applications that, based upon the above guidelines, would not otherwise be favorably considered or do not meet any of the above referenced criteria, shall be viewed favorably by the City if the application clearly demonstrates that the project as a whole or a portion of it is of vital interest to the City and will significantly assist the City by eliminating blight, financing desirable public improvements, strengthening the City's economic and employment base

through the creation of new jobs or retention of existing employment, positively impacting surrounding areas, creating economic stability, facilitates economic self-sufficiency, aiding in the implementation of the City's comprehensive development plan and economic development strategies, and serving as a catalyst for further high quality development or redevelopment in the City.

Expenses Eligible for Reimbursement

Subject to the requirements of the TIF Act, expenses eligible for reimbursement under a TIF proposal may include, but are not limited to, the following:

a. Studies, surveys, plans and specifications.
b. Fees incurred by either the City or the applicant, or both, for professional services such as architectural, engineering, legal, marketing, financial, and planning.
c. Site preparation, including demolition of structures, clearing and grading of land.
d. Constructing public infrastructure such as streets, sewers, utilities, parking, and lighting.
e. Financing costs including bond issuance.
f. Relocation costs if persons or businesses within the redevelopment area are displaced.

City Application/Approval Process

The applicant is required to first meet with staff in a pre-qualification conference to determine project eligibility. An application may then be submitted to the City's Administration Department for review and processing. A copy of the formal application may be obtained through the Administration Department.

Provided that the application exhibits initial feasibility in the opinion of City staff as determined by the information exchanged in the pre-qualification conference, the applicant will be required to enter into a funding agreement with the City to cover the City's expenses associated with the TIF consideration and approval process, as provided in the City's General Policy and Procedural Guidelines. The City's expenses may include, but is not limited to, fees for special legal and financial consultation, market study reviews, appraisal reviews, and if applicable, bond underwriters and bond counsel. Applicants are placed on notice that the costs associated with a funding agreement are not refundable in the event that the application is not approved. Payment of the associated costs does not guarantee approval of the application by the TIF Commission or Board of Aldermen, whose decisions shall remain at their sole discretion.

Care will be exercised in the use of TIF incentives to thoroughly evaluate each project to ensure that the benefits that will accrue from the approval of the project are appropriate, in relation to the TIF incentive provided to and the costs that will result from the project, and that the project, when viewed from this prospective, benefits the City as a whole.

Each project, and the location at which it is proposed, is unique and, therefore, every proposal shall be evaluated on its individual merit, including its potential economic benefit, potential impact on the City's service levels, its overall contribution to the City's economy and its consistency with the City's goals and objective as expressed in the Comprehensive Plan and other adopted or City endorsed

planning or strategic documents. The applicant is expected to work with the City's staff and consultants to prepare the TIF Plan prior to the applicant's formal submittal of the final TIF Plan for TIF Commission and Board of Aldermen review and approval.

Following a public hearing before the City's TIF Commission and approval of the TIF Plan by the Board of Aldermen, the City and the applicant shall enter into a redevelopment agreement for the purpose of governing the implementation of the TIF Plan.

GENERAL POLICY AND PROCEDURE GUIDELINES
FOR THE USE OF COMMUNITY IMPROVEMENT DISTRICT (CID) INCENTIVES

Overview

A Community Improvement District (CID) is a special purpose district in which property owners voluntarily impose a funding mechanism upon themselves to fund a broad range of public improvements and/or services to support business activity and economic development within specified boundaries. Created by an ordinance of the Board of Aldermen, establishment of the CID is considered after the receipt of a petition, signed by owners of real property, representing more than 50 percent of the assessed valuation within the proposed CID boundary and over 50 percent per capita of all owners of real property.

A CID may be established either as a separate political subdivision that is distinct from the municipality or as a not-for-profit corporation. If the CID is organized as a political subdivision, the District can impose a sales tax in 1/8% increments up to 1% on most retail sales and/or a real property tax. If the CID is organized as a non-profit corporation, it may only impose special assessments to finance the cost of improvements and services. The District, if desired, may issue tax-exempt revenue bonds to finance capital improvement projects for up to 20 years.

Responsibility for repayment of CID bonds lies solely with the District. As such, the City does not pledge its full faith and credit behind the repayment of the bonds. In terms of governance, a board of directors made up of the representatives of business owner, property owners, and voters either elected or appointed by the City of Grain Valley Board of Aldermen oversees District activities.

If the District is funded solely through special assessments, a not-for-profit agency can serve as the administrator. Although the CID is established with the approval of the Board of Aldermen, once formed the District operates independently in accordance with the provisions set forth in the petition and Missouri State Law.

See pages 23 – 24 of the Grain Valley Incentive Utilization Guidelines for additional information on Community Improvement Districts.

Statutory Requirements

By law, the City must determine that certain requirements have been met before approving the establishment of a Community Improvement District. These requirements are set forth under Sections 67.1401 - 67.1571 of the Revised Statutes of the State of Missouri (RSMo) (the "CID Act").

Policy Guidelines

In addition to meeting the statutory requirements referenced above, the City has established several criteria that will be applied in the review and evaluation of applications for the establishment of a CID. In general, applications that meet each of the evaluation criteria will be viewed most favorably. However, CID applications that do not meet all of the criteria listed herein may be approved if the application demonstrates that the CID proposal on the whole provides a substantial and significant public benefit to meet identified economic development needs in the City. The City's evaluation criteria for CID applications are as follows:

1. CIDs which are established for the purpose of: (1) reducing the time a TIF project is active and/or offsetting the burden of TIF incentives on the affected taxing jurisdictions; or (2) providing all or a portion of the funding needed to construct public improvements that have been identified as a long-term goal of the City's capital improvements plan are highly favored.
2. The applicant should work with City staff and consultants to ensure that a proposed sales tax would not cause the cumulative sales tax rate within the proposed CID boundaries to exceed eleven percent (11%).
3. Perpetual CIDs having a sales tax as a funding mechanism are disfavored.
4. CIDs formed primarily for the purpose of funding common area maintenance costs are discouraged.
5. The CID petition shall require that at least two (2) members of the Board of Directors shall be an elected or appointed official or employee of the City.
6. The CID petition shall provide that the Board of Aldermen must review and approve the CID's annual budget before it is presented for approval by the CID's Board of Directors.
7. CID petitions which provide that the CID Board of Directors will be appointed by the Mayor with the consent of the Board of Aldermen are favored.
8. A CID formed to provide sustainable funding for an organization having the purpose of promoting the City's historic downtown shopping district would be strongly encouraged.
9. Petitions which propose the issuance of CID bonds are discouraged.
10. The use of a CID as a substitute for traditional homeowners associations is encouraged; provided that the proposed CID is established as a not-for-profit corporation.

City Application/Approval Process

CID applicants are required to first meet with staff pre-qualification conferences to determine project eligibility. An application may then be submitted to the Administration Department for review and processing. A copy of the formal application may be obtained through the Administration Department. Applicants may be required to enter into a funding agreement with the City pursuant to the General Policy and Procedure Guidelines provided as a component of the City of Grain Valley's Economic Development Policies and Procedures.

Prior to the applicant's formal submittal of the final CID Petition with the City Clerk for Board of Aldermen review and approval, the applicant is expected to work with the City's staff and consultants to prepare the CID petition to ensure that it substantially complies with statutory requirements. Once the review process has been completed, the petitioner(s) may file the petition pursuant to the CID Act in the office of the City Clerk. Upon receipt of the petition, the City Clerk, upon the advice of the City

Attorney or Special Counsel, or his or her designee, shall make a final determination of whether the petition substantially complies with statutory requirements. Following confirmation that the petition complies with these requirements, a public hearing will be held by the Board of Aldermen. The Board of Aldermen would then consider whether to approve an ordinance to establish the CID.

Following the establishment of the CID, the City and the CID board shall enter into a cooperative agreement for the purpose of establishing the terms of the relationship between the City and the CID board. Once established, the CID applicant will either seek to impose a sales tax and/or a property tax within the district, or to levy a special assessment within the district in accordance with the procedures and provisions set forth in the CID Act.

GENERAL POLICY AND PROCEDURE GUIDELINES FOR THE USE OF TRANSPORTATION DEVELOPMENT DISTRICT (TDD) INCENTIVES

Overview

Transportation Development Districts (TDD) are independent political subdivisions organized to levy sales taxes, property taxes, or special assessments to pay for the construction of roads, bridges, interchanges, intersections, parking facilities or other transportation related improvements. Unlike CIDs, TDDs are approved and organized by order of the circuit court. A TDD petition is a law suit filed by the petitioners against the Missouri Highways and Transportation Commission and the affected local transportation authority, which may include the City (provided that the City is not the petitioner). Property owners may petition for the creation of a district as large as several counties or as small as a single parcel of property. The TDD Act also allows for the governing body of local transportation (in the City's case, the Board of Aldermen) to file a petition to form a TDD. As long as the TDD is proposed to construct transportation related improvements, any property is eligible to be included in a TDD.

TDDs may generate revenues through sales taxes (up to 1%), ad valorem taxes on real and personal property (up to ten cents per $100 assessed valuation), special assessments, or tolls. The TDD is authorized to issue bonds on its own behalf, utilizing these captured taxes and assessments to pay debt service on bonds issued to construct transportation projects. Either the Missouri Department of Transportation (MoDOT) or the City are required to sponsor projects and must agree to accept maintenance responsibilities for completed projects. When the project costs are paid off (or if applicable, the bonds financing the project costs are paid off), the TDD is terminated.

See pages 27 – 28 of the Grain Valley Incentive Utilization Guidelines for additional information on Transportation Development Districts.

Statutory Requirements

While City approval of a TDD is not specifically required by law, it is in an applicant's best interest to coordinate the filing of a petition for the formation of a TDD for which the City is a local transportation authority with the City before doing so. The City will aid the applicant in determining whether the requirements for a valid TDD have been met before asking the Board of Aldermen to adopt a resolution in support of the formation of the proposed TDD. These requirements are set forth under Sections 238.200 – 238.275 of the Revised Statutes of the State of Missouri (RSMo) (the "TDD Act").

Policy Guidelines

The City may pass a resolution endorsing (or opposing) projects prior to the time of the circuit court review of petitions filed to establish a proposed TDD. Additionally, for proposed TDDs which include the City as a local transportation authority, the City has a statutory right to file a petition in support of or opposing the formation of the TDD. The City will support the formation of a TDD only in circumstances where projects create substantial public benefits by advancing the City's goals.

In addition to meeting the statutory requirements referenced above, the City has established several criteria that will be applied in the review and evaluation of applications for the formation of a TDD within the City's jurisdictional boundaries. In general, applications that meet each of the evaluation criteria will be viewed most favorably. However, TDD proposals that do not meet all of the criteria listed herein may be approved if the application demonstrates that the TDD proposal on the whole provides a substantial and significant public benefit to meet identified economic development needs in the City. The City's evaluation criteria for TDD applications are as follows:

1. TDDs which are established for the purpose of: (1) reducing the time a TIF project is active and/or offsetting the burden of TIF incentives on the affected taxing jurisdictions; or (2) providing all or a portion of the funding needed to construct public improvements that have been identified as a long-term goal of the City's capital improvements plan are highly favored.
2. The applicant should work with City staff and consultants to ensure that a proposed sales tax would not cause the cumulative sales tax rate within the proposed TDD boundaries to exceed eleven percent (11%).
3. TDD petitions requiring that at least two (2) members of the TDD Board of Directors shall be an elected or appointed official or employee of the City are highly favored.
4. TDD petitions that require the Board of Aldermen to review and approve the TDD's annual budget before it is presented for approval by the TDD's Board of Directors are highly favored.
5. Petitions which propose the issuance of TDD bonds are discouraged.

City Application/Approval Process

TDD applicants are required to first meet with staff for pre-qualification conferences to determine project eligibility. An application may then be submitted to the Administration Department for review and processing. A copy of the formal application may be obtained through the Administration Department. Applicants may be required to enter into a funding agreement with the City pursuant to the General Policy and Procedure Guidelines provided as a component of the City of Grain Valley's Economic Development Policies and Procedures.

Prior to the applicant's formal submittal of the final TDD Petition with the Circuit Court Clerk, the applicant is expected to work with the City's staff and consultants to prepare the TDD petition to ensure that it complies with statutory requirements and City policy. Among the issues to be resolved in this process is whether the City will be the petitioner as the local transportation authority, or whether the property owners will file the petition. Once the review process has been completed, City staff will forward the matter to the Board of Aldermen, which will consider a resolution of support in favor of the formation of the TDD.

After the Board of Aldermen's determination, the petitioner(s) may file the petition with the Circuit Court Clerk pursuant to the TDD Act. If the Board of Aldermen has approved a resolution of support in favor of the formation of the TDD, the City will cooperate with the petitioners in the prosecution of the case, as is required by whether the City is the petitioner or a respondent. If the Board of Aldermen has not approved a resolution of support in favor of the formation of the TDD, the City reserves its right to file an answer in opposition to the petition.

Once the TDD is formed by the circuit court, the City and the TDD board should enter into a cooperative agreement for the purpose of establishing the terms of the relationship between the City and the TDD Board of Directors.

GENERAL POLICY AND PROCEDURE GUIDELINES
FOR THE USE OF NEIGHBORHOOD IMPROVEMENT DISTRICT (NID) INCENTIVES

Overview

Unlike the CID or TDD, a Neighborhood Improvement District (NID) is not an entity separate from the City, but rather the designation of a special district in which special assessments are imposed to finance public improvements, including acquisition, construction, engineering, legal and related costs. Temporary notes are issued by the municipality to pay the costs of the improvements and related costs. Once the construction of the improvements is completed, the temporary notes are paid by the NID bonds, which are in turn retired through special assessments against property owners in the area in which the improvements are made. NID bonds cannot exceed 125% of the estimated cost of the improvements established in the NID petition. The cost of the public improvements assessed against property owners in the district are apportioned in a manner commensurate to the amount of benefit received from such improvements. NID bonds are counted against the City's constitutional debt limits.

The creation of a NID may be established by one of two methods. The first is by a favorable vote of qualified voters living within the boundaries of the proposed district. The second is through a proper petition signed by at least two-thirds of the owners of record of all real property within the proposed district. In both instances, approval by the City's Board of Aldermen is required in order to establish the NID.

See pages 25 – 26 of the Grain Valley Incentive Utilization Guidelines for additional information on Neighborhood Improvement Districts.

Statutory Requirements

By law, the City must determine that certain requirements have been met before approving the establishment of a Neighborhood Improvement District (NID). These requirements are set forth under Sections 67.453 to 67.475 of the Revised Statutes for the State of Missouri (RSMo) (the "NID Act").

Policy Guidelines

The City of Grain Valley is prepared to approve petitions for Neighborhood Improvement Districts (NID) to facilitate business activity, economic development, and expedited neighborhood improvement through the participation of property owners to fund public infrastructure within Grain Valley. Because the City issues special obligation bonds that count against its constitutional debt limits, decisions to approve the establishment of a NID will be determined on a case-by-case basis and approved only where there is a clear demonstration of substantial and significant public benefit. Improvements funded by a NID must be purely public in nature, meaning that the improvement will be owned, operated, and

maintained by the City after completion and must remain open for public use. At a minimum, all statutory requirements must be met.

City Application/Approval Process

NID applicants are required to first meet with staff pre-qualification conferences to determine project eligibility. An application may then be submitted to the Administration Department for review and processing. A copy of the formal application may be obtained through the Administration Department. Applicants may be required to enter into a funding agreement with the City pursuant to the General Policy and Procedure Guidelines provided as a component of the City of Grain Valley's Economic Development Policies and Procedures.

Prior to the applicant's formal submittal of the final NID Petition with the City Clerk for Board of Aldermen review and approval, the applicant is expected to work with the City's staff and consultants to prepare the NID petition to ensure that it substantially complies with statutory requirements. Once the review process has been completed, the petitioner(s) may file the petition pursuant to the NID Act in the office of the City Clerk. Upon receipt of the petition, the City Clerk, upon the advice of the City Attorney or Special Counsel, or his or her designee, shall make a final determination of whether the petition substantially complies with statutory requirements. Petitions that comply with the statutory requirements will be forwarded to the Board of Aldermen for consideration, subject to the procedural requirements established in the NID Act. Under certain conditions a cooperative agreement may be required to establish the terms of the relationship between the City and the applicants filing the NID petition.

GENERAL POLICY AND PROCEDURE GUIDELINES
FOR THE USE OF CHAPTER 100 INDUSTRIAL DEVELOPMENT INCENTIVES

Overview

Missouri law, specifically, Chapter 100 RSMo, establishes a framework by which cities may issue industrial revenue bonds to finance industrial development projects for private corporations, partnerships or individual companies. Under Chapter 100, the city issues bonds to finance real and/or personal property for eligible development projects. Eligible projects include warehouses, distribution facilities, research and development facilities, office industries, agricultural processing facilities, service facilities (which provide interstate commerce); and manufacturing plants.

Through Chapter 100, the city also may provide "tax abatement" for land, improvements, or personal property related to the industrial development project. Whether by purchase financed through industrial revenue bonds or conveyance of a fee interest in the subject property, the City obtains ownership of the real and/or personal property and leases it back to the company under a lease-purchase agreement. In the event that the property is financed by industrial revenue bonds, the lease agreement will require the company to make rent payments that are sufficient to pay the principal and interest on the bonds as they come due. Most commonly, the bonds are purchased by the company, but can be sold on the open market. If industrial revenue bonds are not used to finance the acquisition of the property, rents are otherwise established in the lease-purchase agreement.

In the event that the property is held in the name of the city during the lease term, such property is tax exempt, thus creating "tax abatement" for the company. The company later assumes or regains ownership of the property at the end of the term of the bonds and/or lease-purchase agreement. In addition to property tax "abatement," the company also may benefit from a sales tax exemption for construction materials and/or equipment for the project; provided the city will own the property being constructed. If the full "abatement" of taxes is more than is necessary to make the project feasible, the City may require the company to make payments in lieu of taxes ("PILOTs") to offset the excess benefits. Chapter 100 requires PILOTs to be paid to all affected taxing jurisdictions in proportion to their ad valorem tax levies.

Statutory Requirements

The city must approve a "plan for industrial development" pursuant to Section 100.050 of the Revised Statutes for the State of Missouri (RSMo). These plans are typically drafted by the applicant, with input from the city's staff and consultants, for approval by the Board of Aldermen. All Chapter 100 Plans must include, at a minimum, a description of the project and its estimated costs, a statement of the source of funds to be expended for the project, and a statement of the terms upon which the facilities to be provided by the project will be leased or otherwise disposed by the City.

If the Chapter 100 Plan will involve the issuance of revenue bonds or the conveyance of a fee interest in real property to the City, the plan must also include a statement identifying each taxing district affected by the project, the most recent equalized assessed valuation of the property included in the project and an estimate of the projected

assessed valuation at the completion of the project, a cost benefit analysis for each taxing jurisdiction, and a statement identifying any PILOTs to be made.

Policy Guidelines

In addition to complying with the statutory requirements referenced above, the City has established several criteria that will be used to review and evaluate applications for Chapter 100 financing and tax abatement. To qualify for Chapter 100 tax abatement, each of the following should be satisfied:

1. Show a clear demonstration of public purpose and economic benefit through the advancement of the City's economic development goals, which include expanding the tax base, creating quality jobs, and spurring development in targeted City locations which are identified as highly desirable for Chapter 100 assistance as indicated on the map on file with the City Clerk.

2. Demonstrate the project would not occur "but for" the incentives offered. The incentive should make a difference in determining the decision of the business to locate, expand or remain in the City; and would not otherwise occur without the availability of the abatement.

3. Include evidence provided by the business that demonstrates the company's financial stability and capacity to complete the project. The City may utilize a financial advisor of its choosing to assist in this determination.

4. Ensure the City, Jackson County, the Grain Valley School District, or any other taxing jurisdiction affected by the incentive would not receive less total real and personal property tax revenue from the property than was received prior to the granting of tax abatement.

5. Comply with the City's Comprehensive Plan.

6. Be environmentally compatible with the specific location and the surrounding area. Preference will be given to businesses that do their own pre-treatment or do not require extensive environmental controls.

7. Comply with the statutory requirements set forth in Sections 100.010 to 100.200 RSMo. Applications that do not meet all of these criteria may be approved if the application clearly demonstrates that the project, as a whole, is of vital economic interest to the City.

Abatement Guidelines

[RESERVED- to be approved at a later date]

City Application/Approval Process

The applicant is required to first meet with City staff and/or consultants in a pre-qualification conference to determine project eligibility. An application may then be submitted to the office of the City Clerk for review and processing. A copy of the formal application form may be obtained through office of the City Clerk.

If the project meets the policy guidelines outlined above, the company will be invited to submit a plan for industrial development ("Chapter 100 Plan") as outlined under Section 100.050 RSMo. The Chapter 100 Plan will then be considered for formal approval by the Grain Valley Board of Aldermen.

Following approval of the Chapter 100 Plan, the City and the applicant shall enter into a Chapter 100 lease-purchase agreement which will govern the terms of the abatement. The agreement shall require that an annual report be submitted to the City by March 1 of each year. The report shall cover the time period of January 1 through December 31 of the previous year and include a detailed accounting of project. The agreement may include a claw-back provision requiring specified performance on issues such as new jobs created as a condition for granting and maintaining the abatement.

GENERAL POLICY AND PROCEDURE GUIDELINES
FOR THE USE OF CHAPTER 353 URBAN REDEVELOPMENT INCENTIVES

Overview

Chapter 353, RSMo, encourages the redevelopment of blighted areas through the abatement of real property taxes. To be eligible for tax abatement, either the City or a private entity must form an Urban Redevelopment Corporation ("URC") pursuant to the Urban Redevelopment Corporations Law. In order to establish an URC, articles of association must be prepared in accordance with the general corporations law of Missouri.

Chapter 353 authorizes tax abatement on real property taxes for a period up to 25 years. For up to the first 10 years, the statute provides for 100% abatement on the increased assessed value of the improvements on the property (excluding land). For a period of up to an additional 15 years, Chapter 353 allows for abatement of 50% to 100% on the actual assessed value of the property (land and improvements). Payments in lieu of taxes may be required by the City to reduce the amount of the abatement authorized by statute and to ensure no loss of existing property tax revenues by taxing jurisdictions such as the City and school district. Tax abatement is not available for personal property taxes on equipment or machinery.

Statutory Requirements

By law, the City must determine that certain requirements have been met before approving a development plan ("353 Plan") filed by the Urban Redevelopment Corporation (URC). These requirements are set forth under 353.020 to 353.150 of the Revised Statutes for the State of Missouri (RSMo).

General Abatement Procedures

1. Development Plan: Urban redevelopment corporations have the power to operate one or more redevelopment projects pursuant to a development plan which has been authorized by the City after holding a public hearing. The City may assist in the preparation of a development plan. The City must make a finding of blight regarding the area included within the development plan. This finding will be based on a blight study provided by the applicant and approved by City staff and consultants.

   It is anticipated that each redevelopment area (district) may have several projects; the number, location and construction details of which cannot be predicted at this time. Each project shall prepare a project plan that will implement the development plan approved for the redevelopment area. Preparation of each project plan within a redevelopment district shall be the responsibility of the developer/property owner and require its own public hearing and is included as an amendment to the development plan. Each individual project within a larger district covered by a development plan need not make a blight finding each time a project is considered.

2. Tax Impact Analysis: Chapter 353 requires the governing body to hold a public hearing regarding any proposed development plan. Before the public hearing, the governing body must furnish to the political entities whose boundaries include any portion of the property to be affected by tax abatement notice of the

scheduled public hearing and a written statement of the impact on ad valorem taxes such tax abatement will have on the taxing entities. When establishing a district with several properties, a tax impact analysis will be prepared at the time the specific project is considered by the Board of Aldermen.

3. Development Performance Agreement: The development performance agreement, between the City, the property owner and the URC, describes the obligations to carry out the development plan. Among the provisions that are included in the redevelopment performance agreement are procedures for acquiring property, the tax abatement period, the schedule for construction, and procedures for the transfer of title to the property. The agreement shall require that an annual report be submitted to the City by March 1 of each year the abatement is in place. The report shall cover the time period of January 1 through December 31 of the previous year and include a detailed accounting and status of the project.

4. Abatement Program: Once a project has been approved, and the redevelopment corporation has taken title to real property, that real property shall not be subject to assessment or payment of general ad valorem as provided in the Plan and consistent with Chapter 353.

   The City may, as included within a project's Development Performance Agreement allow abatement at a rate and for an additional number of years provided in the Plan and consistent with Chapter 353. The Board of Aldermen shall determine the length of time for this period of abatement based upon the amount of investment and adherence to the Policy Guidelines. A standard abatement period during this second period shall be from 1 to 5 years except as allowed within the Policy Guidelines below.

Policy Guidelines

In accordance with Missouri law, the City of Grain Valley will consider the granting of Chapter 353 abatement incentives where the property has been found to be a "blighted area." In addition to this statutory requirement, each of the following criteria should be satisfied:

1. Show a clear demonstration of public purpose and economic benefit through the advancement of the City's economic development goals which include expanding the tax base, creating quality jobs, and spurring development in targeted City locations, which are identified as highly desirable for Chapter 353 assistance as indicated on the map on file with the City Clerk.

2. Demonstrate the project would not occur "but for" the incentives offered. The incentive should make a difference in determining the decision of the business to locate, expand or remain in the City and would not otherwise occur without the availability of the abatement.

3. Include evidence provided by the business that demonstrates the company's financial stability and capacity to complete the project.

4. Ensure that the City, Jackson County, the Grain Valley School District, or any other taxing jurisdiction affected by the incentive would not receive less total real and personal property tax revenue from the property than was received prior to the granting of the tax abatement.

5. For commercial projects, include a capital investment valued at $1 million or more for a new business or $500,000 or more for expansion of an existing business.

6. Be compatible with the specific location and the surrounding area. The proposed use must be clean, nonpolluting and consistent with all development ordinances and codes. The applicant is responsible for

conducting all necessary environmental audits and taking any and all remedial action necessary as required by the City or any other governmental entity.

7. Properties receiving tax abatement must be maintained in compliance with minimum standards, codes, and ordinances of the City.
8. The improvements included within the request for abatement for rehabilitation projects shall be at least 50% exterior improvements so as to be visible to the public.
9. Comply with the statutory requirements set forth in Sections 353.020 - 353.150 RSMo. Chapter 353 applications which do not meet some of these criteria may be approved if the application clearly demonstrates that the project, as a whole, is of vital economic interest to the City.
10. Payments in lieu of taxes (PILOTs) may be imposed by the City and paid by the property owner if deemed appropriate for the project. PILOTs are paid on an annual basis to replace all or part of the real estate taxes, which are abated. PILOTs shall be made to the County Collector by December 31st of each year. The City Clerk shall furnish the Collector with a copy of the agreement by which the PILOTs are imposed. The PILOTs must be allocated to each taxing district according to their proportionate share of ad valorem property taxes. 353.110.4, RSMo.
11. Upon determination that the provisions within the development plan are not being satisfied (i.e. use, operate, maintain), the City may proceed with revocation of tax abatement.
12. Subject to the statutory requirements of Chapter 353, applications for Chapter 353 partial real property tax abatement may be approved where not all of the above criteria are met if the application clearly demonstrates that the project, as a whole, is of vital economic interest to the City. Because the approval of such partial real property tax abatement is granted within the discretion of the Board of Aldermen, an application's satisfaction of the above criteria does not guarantee that Board of Aldermen approval will be granted. Projects that produce other forms of additional revenue (e.g., an increase in City's sales tax revenue) may be considered for a longer tax abatement period upon Board of Aldermen approval.

City Application/Approval Process

The applicant is required to first meet with staff in a pre-qualification conference to determine project eligibility. Applications for the City's 353 program will be accepted by the City staff on behalf of the Urban Redevelopment Corporation. Filing fees as established in the City's schedule of fees and charges are required with the application to cover the cost of staff and/or City consultants' time for review and processing the application and mailings and public notices. An application may then be submitted to the office of the City Clerk for review and processing. A copy of the formal application form may be obtained from the office of the City Clerk.

If the project meets the policy guidelines outlined above, the URC will be invited to submit a redevelopment plan covering the area proposed for redevelopment. The redevelopment plan, which shall include a blight study, will then be considered for formal approval by the Grain Valley Board of Aldermen after a required public hearing.

Following approval of the redevelopment plan, the City and the URC shall enter into a performance agreement which will govern the terms of the abatement. The agreement shall require that an annual report be submitted to the City by March 1 of each year. The report shall cover the time period of January 1 through December 31 of the previous year and include a detailed accounting of project. The agreement may include a claw-back provision requiring specified performance on issues such as new jobs created as a condition for granting and maintaining the abatement.

GENERAL POLICY AND PROCEDURE GUIDELINES
FOR THE USE OF SALES TAX REIMBURSEMENT INCENTIVES

Overview

Sales Tax Reimbursement agreements are a funding mechanism allowed by Missouri law that may be used to achieve a public benefit through funding public infrastructure. Under such an agreement, municipalities have the ability to annually appropriate the increase in sales taxes created by new private capital investment to offset a portion of their project investment costs. The sales tax increment must be used for a public purpose, primarily through the funding of public improvements. Under such an agreement, a portion of City sales taxes captured from the increased sales generated by the project would be reimbursed to the company for eligible expenses.

Statutory Requirements

Under Section 70.220 of the Revised Statutes of the State of Missouri (RSMo), municipalities are authorized to contract and cooperate with private firms or corporations for the planning, development, construction, acquisition or operation of public improvements.

Policy Guidelines

The City of Grain Valley is prepared to approve sales tax reimbursement agreements that would result in the stabilization of a strategically important under-utilized retail center or which would facilitate the adaptive re-use of historic properties. In addition, the following criteria should be satisfied:

1. Demonstrate that the project would prevent a significant loss in existing sales tax revenue or make a significant contribution to the overall health and well-being of the local economy.

2. Show a clear demonstration of public purpose and economic benefit through the advancement of the City's economic development goals, which include the retention and expansion of the tax base and job retention and creation.

3. Demonstrate that the project would not occur "but for" the incentives offered. The incentive should make a difference in determining the decision of the business to expand or remain in the City and would not otherwise occur without the availability of the sales tax reimbursement.

4. Include evidence provided by the company that demonstrates the firm's financial stability and capacity to complete the project.

5. Ensure the City or any other taxing jurisdiction affected by the incentive is not receiving less total sales tax revenue from the property than was received prior to the granting of the sales tax reimbursement.

6. Generally ensure the term of the reimbursement should not extend beyond 10 years from approval.

City Application/Approval Process

The applicant is required to first meet with staff in a pre-qualification conference to determine project eligibility. A copy of the formal application form may be obtained from, and submitted to, the office of the City Clerk.

Upon consent from the Board of Aldermen, the City and an applicant will enter into a performance agreement. An additional opportunity to hear public comments will be permitted upon the first reading of an ordinance to approve a performance agreement. The agreement shall require that annual reports be submitted to the City by March 1 of each year. The report shall cover the time period of January 1 through December 31 of the previous year and include a detailed accounting of project. The agreement may include a claw-back provision requiring specified performance on issues such as new jobs created as a condition for granting and maintaining the abatement.

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CITY OF GRAIN VALLEY BOARD OF ALDERMEN AGENDA ITEM		
MEETING DATE	05/13/2019	
BILL NUMBER	R19-29	
AGENDA TITLE	**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH ENTERCOM KANSAS CITY FOR MEDIA SERVICES**	
REQUESTING DEPARTMENT	Administration	
PRESENTER	Theresa Osenbaugh, Assistant City Administrator	
FISCAL INFORMATION	Cost as recommended:	$15,000
	Budget Line Item:	100-10-76200: $7,500 600-60-76200: $3,750 600-65-76200: $3,750
	Balance Available:	Not Applicable
	New Appropriation Required:	[ ] Yes [X] No
PURPOSE	To enhance Grain Valley's recognition and economic development opportunities in the region	
BACKGROUND	None	
SPECIAL NOTES	None	
ANALYSIS	None	
PUBLIC INFORMATION PROCESS	None	
BOARD OR COMMISSION RECOMMENDATION	None	

DEPARTMENT RECOMMENDATION	Staff Recommends Approval
REFERENCE DOCUMENTS ATTACHED	Resolution & Agreement

CITY OF GRAIN VALLEY **STATE OF MISSOURI**

May 13, 2019

RESOLUTION NUMBER
R19-29

A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY, MISSOURI AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH ENTERCOM KANSAS CITY FOR MEDIA SERVICES

WHEREAS, the Board of Aldermen of the City of Grain Valley desire continued residential and economic growth; and

WHEREAS, the Citizen's survey conducted in 2018 indicated a desire for proactive measures which encourage existing and new business redevelopment; and

WHEREAS, the opportunities proposed by Entercom Kansas City will provide for an improved presence of Grain Valley in the region through increased media exposure.

NOW THEREFORE, BE IT RESOLVED by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

SECTION 1: The City Administrator is hereby authorized to enter into an agreement, attached as Exhibit A, with Entercom Kansas City for the 2019 fiscal year.

PASSED and APPROVED, via voice vote, (-) this __ Day of _____, 2019.

Mike Todd
Mayor

ATTEST:

Theresa Osenbaugh
Assistant City Administrator/City Clerk

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GENERAL SERVICES AGREEMENT
FOR
MARKETING/ MEDIA PROPOSAL

THIS AGREEMENT is entered into as of the ____ day of _____, 2019 (the "Effective Date"), by and between Entercom Kansas City, located at 7000 Squibb Road, Mission, KS 66202 (the "Service Provider") and the City of Grain Valley, Missouri, a Missouri municipal corporation (the "City").

WHEREAS, the City desires to engage the Service Provider to provide services to the City regarding marketing the City via radio promotion, as more fully described in Exhibit A, entitled "Grain Valley 2019 Media Proposal" – (also referred to as the "Scope of Work" for agreement purposes) attached hereto and incorporated herein by reference.

NOW, THEREFORE, in consideration of the promises and mutual covenants between the parties and for other good and valuable consideration the receipt of which is acknowledged by the parties, they agree as follows.

1. **Term of Agreement**.

The Term of this Agreement shall be for the 2019 fiscal year with the purpose of marketing/ communications to the public.

2. **Scope of Services**.

The Service Provider shall provide the Scope of Work requested by the City. The Service Provider will hire, train, supervise, direct the work of, and discharge all personnel engaged by them to perform the Scope of Work. The Service Provider is solely responsible for payment of wages, salaries, fringe benefits and other compensation of, or claimed by, the Service Provider's personnel in the performance of the Scope of Work, including, without limitation, contributions to any employee benefit plans and all payroll taxes.

The Service Provider will utilize the personal services of its staff to deliver the Scope of Work. The Service Provider may also engage third-party contractors and other parties in connection with its performance of the Scope of Work, subject to prior approval by the City.

In addition to the Scope of Work to be provided pursuant to this Agreement, the City may select the Service Provider to provide further marketing of the City. This Agreement is non-exclusive. In the event the Service Provider is engaged to provide such services, the City and the Service Provider shall enter into a written supplemental agreement describing the scope of services to be provided by the Service Provider and the City, providing for compensation for services to be provided by the Service Provider, and providing completion times for said services.

3. **Compensation and Invoices**.

A. The City agrees to compensate the Service Provider, for radio marketing in accordance with the Compensation Schedule contained in Exhibit A.

B. The City will pay all proper invoices within thirty (30) days of receipt. The following establishes the invoice procedure:

1. The Service Provider must submit itemized invoices to the City of Grain Valley on a calendar month basis. Invoices must be submitted to accounts payable showing the amount billed, locations of services and date of work done. Invoices must include Service Provider's name, company, address, and contact information for submission of payment.

4**. The City's Responsibilities**.

The City shall give prompt notice to the Service Provider of any matters of which the City becomes aware that may affect the Scope of Work of the Service Provider. The City shall cooperate with the Service Provider in performing the Scope of Work by making available at reasonable times and places relevant City documents and pertinent City officers and employees to advise, assist, consult and direct the Service Provider, per Exhibit A, "Grain Valley 2019 Media Proposal."

5. **Relationship of Parties.**

It is the intent of the parties that the Service Provider shall be an independent contractor in its capacity hereunder. Nothing herein shall be construed to create an employer-employee relationship. All services performed pursuant to this Agreement shall be performed by the Service Provider as an independent contractor. The Service Provider shall not have the power to bind or obligate the City except as set forth in this Agreement or as otherwise approved by the City in writing.

6. **Notices**.

Any notice, approval or other communication between the City and the Service Provider pursuant to this Agreement shall be made in writing and shall be deemed to be effective upon receipt or refusal of service and may be given by personal delivery, courier, reliable overnight delivery or deposit in the United States mail, postage prepaid, registered or certified, return receipt requested, to the address specified below or to such other address as may later be designated by written notice of the other party:

The City:	City of Grain Valley Attn: Sara Nadeau, Public Information Officer 711 Main St. Grain Valley, Missouri 64029

Entercom Communications:	Entercom Kansas City Attn: Mark Miller 7000 Squibb Rd. Mission, KS 66202

Nothing contained in this section shall be construed to restrict the transmission of routine communications between representatives of the City and the Service Provider.

7. **Disputes**.

In the event of a dispute between the City and the Service Provider arising out of or related to this Agreement, the aggrieved party shall notify the other parties of the dispute within a reasonable time after such dispute arises in an effort to resolve the dispute by direct negotiation or mediation. During the pending of any dispute, the parties shall continue diligently to fulfill their respective obligations hereunder. The parties agree to participate in a minimum of two (2) hours mediation to attempt to resolve any dispute hereunder, and said mediation is a condition precedent to filing any type of lawsuit or claim. The parties will attempt to select a mutually-agreeable mediator, but, if they cannot agree, then each party will submit the name of a mediator, and those two (2) mediators will select a third mediator whose designation shall be binding upon the parties. The parties shall equally pay for the costs of the mediation.

8. **Waiver**.

A waiver by any party of any breach of this Agreement by any other party shall only be in writing. Such a waiver shall not affect the waiving party's rights with respect to any other or further breach or the same kind of breach on another occasion.

9. **Severability**.

The invalidity, illegality, or unenforceability of any provision of this Agreement or the occurrence of any event rendering any portion or provision of this Agreement void shall in no way affect the validity or enforceability of any other portion or provision of this Agreement. Any invalid, illegal or unenforceable provision shall be deemed severed from this Agreement, and the balance of this Agreement shall be construed and enforced as if it did not contain the particular portion or provision held to be invalid, illegal or unenforceable. The parties further agree to amend this Agreement to replace any stricken provision with a valid, legal and enforceable provision that comes as close as possible to the intent of the stricken provision. The provisions of this Section shall not prevent this entire Agreement from being invalidated should a provision which is of the essence of this Agreement be determined to be invalid, illegal or unenforceable.

10. **Entire Agreement; Governing Law**.

This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior and contemporaneous agreements and negotiations with respect thereto. This Agreement may be amended only by a written instrument signed by all parties. This Agreement shall be governed by the laws of the State of Missouri. In the event this Agreement is litigated, venue shall be proper only in the Circuit Court of Jackson County, Missouri.

11. **Termination**.

The obligation to provide further services under this Agreement may be terminated by either party upon thirty (30) days' advance written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. In the event of termination, Service Provider will be paid for all services rendered to the date of termination, all Reimbursable Expenses. If any work or service hereunder is in progress, but not completed as of the date of termination, then said contract may be extended upon written approval of the City until said work or services are completed and accepted.

12. **Assignment**.

Neither the City nor the Service Provider shall assign any rights or duties under this Agreement without the prior written consent of the other party, which consent may be granted or withheld in such other party's absolute discretion. Nothing contained in this Section shall prevent the Service Provider from engaging independent Service Providers, associates, and subcontractors to assist in performance of the Scope of Work subject to prior approval by the City.

13. **No Third Party Rights**.

The provisions of this Agreement shall not be deemed to create any third party benefit hereunder for any member of the public or to authorize any one, not a party hereto, to maintain suit pursuant to the terms of this Agreement.

14. **Counterparts**.

This Agreement may be executed in separate counterparts.

15. **Good Faith Efforts and Cooperation**.

The parties agree to use good faith efforts in a professional manner in the performance of their services and covenants in this Agreement and to cooperate at all times and coordinate their activities as necessary during the Term of this Agreement to assist in performance of the Scope of Work and to ensure performance of the Scope of Work in an efficient and timely manner.

16. **Authority.**

Each party represents to the other parties that it has the power and authority to enter into this Agreement and that the person(s) executing it on its behalf has the power to do so and to bind it to the terms of this Agreement. The City represents that it has taken all action necessary or appropriate to authorize the City to execute, deliver and perform this Agreement and to cause it to be binding upon the City. The Service Provider represents that it has taken all action necessary or appropriate to authorize it to execute, deliver and perform this Agreement and to cause it to be binding upon the Service Provider.

17. **Covenant Against Contingent Fees.**

The Service Provider warrants that the Service Provider has not employed or retained any company or person, other than a bona fide employee working for the Service Provider, to solicit or secure this Agreement, and that Service Provider has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, the City shall have the right to annul this Agreement without liability or, at its discretion, to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

18. **Ownership of Documents.**

Payment by City to Service Provider as provided herein shall vest in City title to all drawings, sketches, studies, analyses, reports, models, and other paper, documents, computer files, and material produced by Service Provider exclusively for the Scope of Work performed pursuant to this Agreement up to the time of such payments, and the right to use the same without other or further compensation, provided that any use for another purpose shall be without liability to the Service Provider. Service Provider will provide City will drawings, sketches, studies, analyses, reports, models, and other paper, documents, computer files, and material produced by Service Provider exclusively for the Scope of Work within five (5) business days of receiving a request by City for the same, subject to reasonable reproduction costs but not search time costs.

19. **Compliance with Laws.**

Service Provider shall comply with all federal, state, and local laws, ordinances, and regulations applicable to the Scope of Work. Service Provider shall secure all licenses, permits, etc. from public and private sources necessary for the fulfillment of its obligations under this Agreement.

20. **Inspection of Documents.**

Service Provider shall maintain all records pertaining to the Scope of Work for inspection, upon reasonable advance notice and during normal business hours at Service Provider's place of business, by a City representative during the contract period and for ten (10) years from the date of final payment for each individual project performed pursuant to this Agreement.

21. **Indemnification and Hold Harmless.**

Service Provider shall indemnify and hold harmless City and its officers, agents, employees, elected or appointed officials, and attorneys, each in their official and individual capacities, from and against judgments, damages, losses, expenses, including reasonable attorneys' fees, to the extent caused by the negligent acts, errors, omissions, or willful misconduct of Service Provider, or its employees, or subcontractors, in the performance of Service Provider's duties under this Agreement, or any supplements or amendments thereto.

22. **Professional Responsibility.**

Service Provider will exercise reasonable skill, care, and diligence in the performance of its services in accordance with customarily accepted professional engineering practices. If Service Provider fails to meet the foregoing standard, Service Provider will perform at its own cost, and without reimbursement from City, the professional engineering services necessary to correct errors and omissions that are caused by Service Provider's failure to comply with above standard.

25. **Tax Exempt.**

City and its agencies are exempt from State and local sales taxes. Sites of all transactions derived from this Agreement shall be deemed to have been accomplished within the State of Missouri.

26. **Safety.**

In the performance of the Scope of Work, Service Provider shall comply with the applicable provisions of the Federal Occupational Safety and Health Act, as well as any pertinent federal, state and/or local safety or environmental codes.

27. **Anti-Discrimination Clause.**

Service Provider and its agents, employees, or subcontractors shall not in any way, directly or indirectly, discriminate against any person because of age, race, color, handicap, sex, national origin, or religious creed.

IN WITNESS WHEREOF, the Service Provider and the City have executed this Agreement as of the Effective Date.

GRAIN VALLEY, MISSOURI:

Signature: _____

Name: _____

Title: _____

ENTERCOM KANSAS CITY:

Signature: _____

Name: _____

Title: _____

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Grain Valley 2019 Media Proposal

Exhibit "A"

Dana & Parks "live"

- 98.1FM KMBZ is proposing a "live" broadcast of two of their shows on Friday September 6th. Jayme & Wickett will broadcast from 10 am-2 pm Dana/Parks will broadcast from 2 pm-6 pm. We have built in a commercial and promotional bank to support Grain Valley activities in Q4 2019.
- Dana/Parks Promotional plan:
- 25x recorded (:15's) to air the week of the broadcast (9/2-9/5)
- 25x "live" mentions within 98.1FM Shows the week of the broadcast (9/2-9/5)
- A total of 50x recorded (:60's) commercials to promote Q4 Grain Valley events including Trail or Treat, National Night Out and the Holiday Festival.
- Total Investment: $0
- In the event of inclement weather or any other circumstances except for a breaking news event the broadcast will move to the Grain Valley Price Chopper location.
- _____ _____
- City of Grain Valley Entercom Kansas City 98.1fm KMBZ NEWS·TRAFFIC·WEATHER

Royals Baseball

- 610 Sports Radio/Kansas City Royals baseball branding campaign.
- Royals Baseball plan: 162 regular season games
- 162x (:30's) to air in 610 Sports local Royals pre-game show. These commercials air within drive time 6p-6:30p.
- 40x (:30's) to air in 610 Sports local Royals post-game show.

- Total 2019 Royals Investment: $15,000.00

- _____, _____
- City of Grain Valley Entercom Kansas City

98.1fm KMBZ NEWS·TRAFFIC·WEATHER

2019 Grain Valley Media Proposal

Summary & Expectations:

- Grain Valley will be responsible for the staging for the remote broadcast.
- KMBZ will be responsible for commercial writing, voicing and editing
- KMBZ will be responsible for engineering at the remote broadcast

98.1fm KMBZ NEWS•TRAFFIC•WEATHER