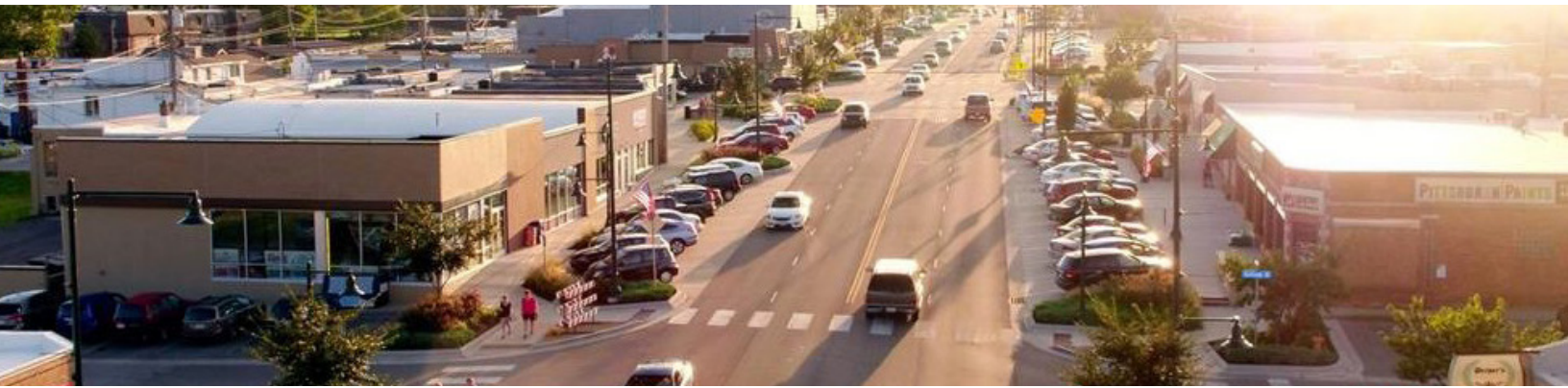


tomorrow together

2040 mission comprehensive plan



DRAFT 08-17-2023

Acknowledgments

City Council and Mayor

Sollie Flora, Mayor
Hillary Parker Thomas, Ward I
Trent Boultinghouse, Ward I
Lea Loudon, Ward II
Mary Ryherd, Ward II
Debbie Kring, Ward III
Kristin Inman, Ward III
Ben Chocie, Ward IV
Ken Davis, Ward IV

This plan was developed and finalized with the generous input and time from Mission's former council members.

Planning Commission

Stuart Braden, Ward I
Wayne Snyder, Ward I
Cynthia Smith, Ward II
Megan Cullinane, Ward III
Brian Schmid, Ward III
Charles Troppito, Ward III
Mike Lee, Chair, Ward IV
Robin Dukelow, Ward IV
Amy Richardson, Ward IV

Steering Committee

Cathy Boyer-Sheshol
Cherron Williams
Debbie Kring
Jacque Gameson
Josh Thede
Lolly Cerda
Pete Christiansen
Robin Dukelow
Robynn Haydock

City Staff

Laura Smith - City Administrator
Brian Scott, Deputy City Administrator - Planning and Development Services
Emily Randel, Deputy City Administrator - Administrative and Finance Services
Celia Duran, Public Works Director
Penn Almoney, Parks and Recreation Director
Dan Madden, Police Chief
David Martin, City Attorney
Kaitlyn Service, Planner (2020-2021)
Karie Kneller, Planner (2021-Present)

Consultants

CONFLUENCE



Special Thanks

The Tomorrow Together Comprehensive Plan was made possible through the input of numerous Mission residents. Their input helped to shape the vision laid out in the Tomorrow Plan and was an invaluable component of the planning process.

Table of Contents

1.0 Introduction.....	4
2.0 Strategic Opportunities in Mission.....	12
3.0 Future Land Use Plan.....	15
4.0 Natural Features and Environment.....	22
5.0 Parks and Recreation.....	42
6.0 Transportation and Mobility.....	54
7.0 Economic Revitalization.....	81
8.0 Housing and Neighborhoods.....	110
9.0 Infrastructure Maintenance and Enhancements.....	139
10.0 Implementation.....	153
11.0 Appendix.....	170
■ <i>Appendix A - Existing Condition Report.....</i>	171
■ <i>Appendix B - Public Input Summary.....</i>	240

1.0 Introduction

1.0 INTRODUCTION

1.1 Background and Purpose

Mission, Kansas, is a small city located within the Kansas City metropolitan area. The first-ring suburban community was incorporated in 1951. Since then, its population has grown to just under 10,000 residents. Mission offers residents a high-quality of life with convenient access to amenities and major job centers in the region. The Tomorrow Together Comprehensive Plan was created to help guide the future growth and development of Mission through the year 2040 and beyond.

Plan Background

Mission has a long history of thoughtful planning documents, reports and analysis. Mission’s last comprehensive plan was completed in 2007. In 2018, Mission staff and leadership began the process of updating the comprehensive plan and sought the assistance of a consultant team led by Confluence and assisted by WSP, Leland Consulting Group, and Collins Noteis and Associates, LC.

Plan Purpose

The purpose of this comprehensive plan is to help guide growth and development for Mission through the year 2040 and beyond. This plan will assist the City in decision-making as it relates to issues including land use and zoning, housing, commercial and industrial development, sustainability, and the environment, transportation and mobility, parks and recreation, and community facilities and services.

Legal Basis

The Comprehensive Plan was prepared and adopted pursuant to the authority granted by the State of Kansas under Kansas Statutes, Chapter 12. – Cities and Municipalities, Article 7. - Planning and Zoning (K.S.A. 12-741 through 12-775). As authorized by Kansas Statutes, preparation of the plan includes comprehensive surveys

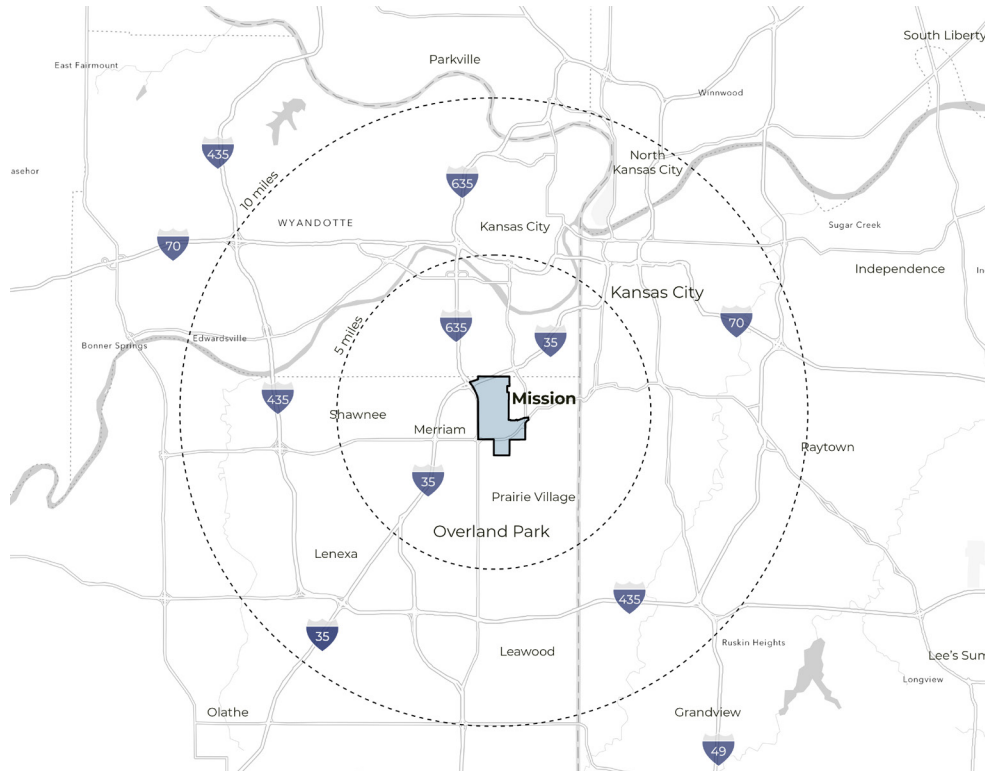


Figure 1.1 - Regional Context Map

and studies of past and present conditions and trends relating to land use, population and building intensity, public facilities, transportation and transportation facilities, economic conditions, natural resources, and other elements deemed necessary within Mission’s city limits.

Requests to rezone or otherwise modify the zoning of a property should be reviewed for conformity with the adopted comprehensive plan. Per K.S.A. 12-757, rezonings, if in accordance with the land use plan or the land use element of the comprehensive plan, shall be presumed to be reasonable.

Pursuant to Kansas Statutes, at least once each year, the Planning Commission shall review or reconsider the plan.

1.2 Plan Process

Plan Process

The Tomorrow Together Comprehensive Plan was completed over four main phases.

■ **Phase 1: Project Kick-Off, Research, and Analysis**

Phase 1 included all the initial meetings with the Comprehensive Plan Steering Committee (CPSC) and a joint workshop with the Planning Commission and City Council. A majority of the technical analysis of Mission's existing conditions were performed during this phase.

■ **Phase 2: Vision, Input, and Direction**

Phase 2 included the majority of the public engagement and visioning. A mix of engagement exercises were completed to identify common themes and desires from the Mission community. This included one-on-one stakeholder interviews, a public workshop, an interactive engagement website, and an additional joint workshop.

■ **Phase 3: Draft Plan and Evaluation**

The planning document was written in Phase Three. Multiple meetings with the CPSC took place during this phase as draft chapters were completed. This phase also included an additional joint workshop and ended with a public open house to reveal the plan draft to the public for review and comment.

■ **Phase 4: Final Plan and Adoption**

Phase 4 included a final Planning Commission and City Council workshop, followed by public hearings. The City Council received the Planning Commission's recommendation and public comments, and after due consideration, adopted the Tomorrow Together Plan.

The Tomorrow Together Comprehensive Plan was developed in the midst of the COVID-19 pandemic which caused several delays in the planning process and the ultimate formulation of the plan. Many people worked hard to bring this plan to fruition including previous City Council and Planning Commission members.

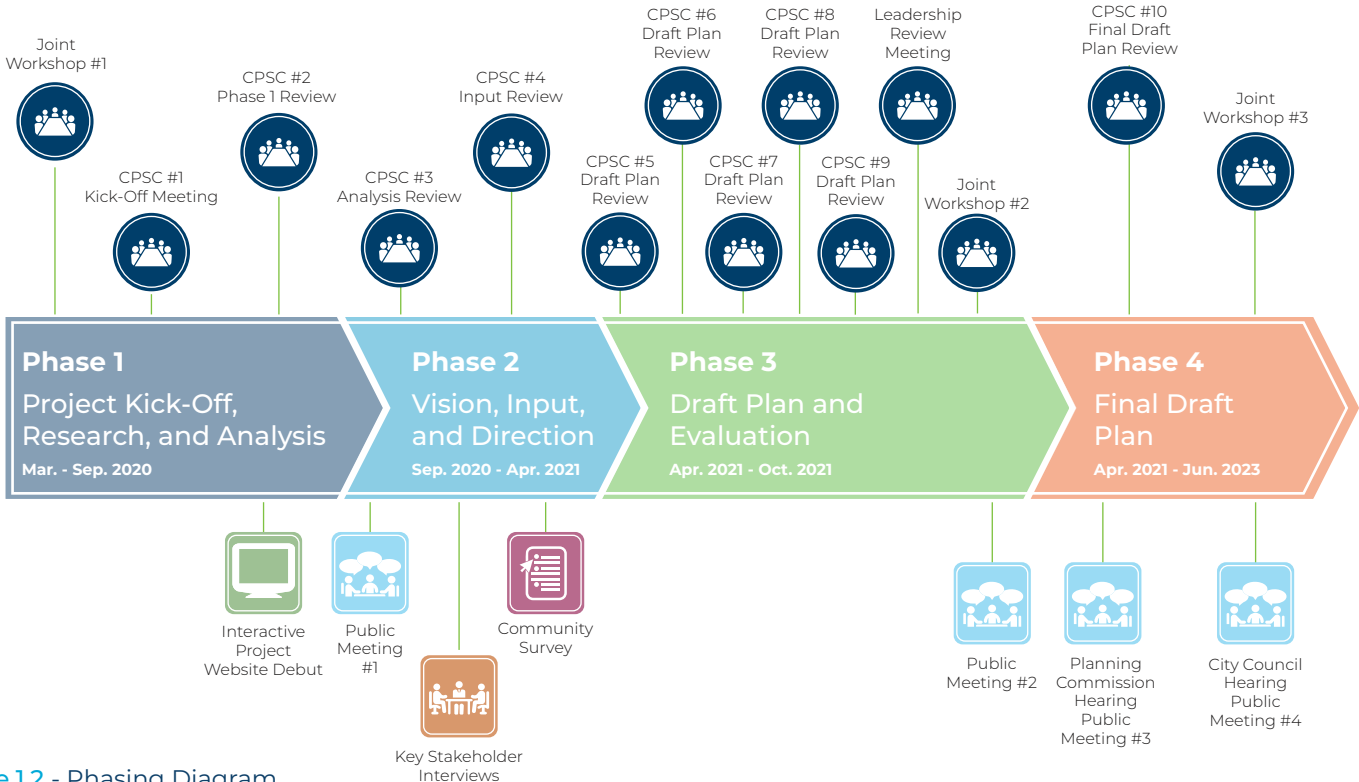


Figure 1.2 - Phasing Diagram

1.3 Vision Statement

The City of Mission, Kansas is an inviting, sustainable, and inclusive city that genuinely embraces people of all ages and backgrounds, respects and nurtures all environments, and puts people first. We are a vital connection point for easy access to the entire metro area and we recognize our important role as a connector of people, and places and prosperity.

Our citizens benefit from our unique position in the metro area and our commitment to providing a quality of life that is distinctly different from other cities. We do this by emphasizing and constantly improving our walkable neighborhoods and diverse housing options. We encourage continued growth and economic development of our eclectic Downtown that respects its history and authentic character. We invest in sustainable practices for our public infrastructure, parks, and trails. We connect our neighborhoods and businesses with multi-modal transportation options with special consideration for all ages and incomes. Our continuing commitment to these key principles relies on the active and ever-improving civic involvement of our residents and a shared focus on *Tomorrow Together*.

We embrace and look forward to the many changes we will experience in the 21st Century. We plan ahead for new technologies and opportunities that will connect our residents and enhance our quality of life. Mission is a great place to grow up and grow old.

The Tomorrow Together Plan Vision Statement was developed through a collaborative process with the CPSC and planning consultants and reflects careful thought and consideration for the collective vision of the City of Mission.

1.4 KC Community for All Ages

Background

The Kansas City Community for All Ages (KCCFAA) is an initiative that came about due to the recognition that Kansas City suburbs must evolve and adapt to better serve the residents who call them home. Suburbs grew at rapid rates as a response to post-war housing demand, and Baby Boomers called these houses homes. Baby Boomers are aging, becoming our senior population, and Millennials are coming of age.

The intent of the program is to make communities age-friendly by addressing a variety of themes. These themes include:

- Aging in Place
- Housing
- Transportation
- Walkability
- Parks and Recreation
- Community Facilities
- Health Care and Healthy Living

Community for All Ages Recognition Program

Mid-America Regional Council, the First Suburbs Coalition, and the KC Communities for All Ages established a recognition program to commend and celebrate communities within the KC Metro that are working toward awareness, assessment, and implementation of Community for All Ages initiatives. Figure 1.4 presents the tasks communities must accomplish before earning recognition at three-tiered levels.



Figure 1.3 - Community for All Ages-Related Strategy Icon

Source: KC Communities for All Ages, 2013

Community for All Ages in the Tomorrow Together Plan

Throughout the comprehensive plan, designations are denoted for strategies that contribute to Mission's efforts to maintain its gold level recognition. Figure 1.3 presents the icon used throughout this plan to identify these strategies. The strategies address the key themes identified by KCCFAA from the list above.



Bronze Recognition

Mission achieved Bronze level recognition in 2015

- Adopted a resolution to become a Community for All Ages.
- Made a presentation to governing bodies, department staff, and relevant commissions on becoming age friendly and the Communities for All Ages program, and took at least two of the following actions:
 - Held at least one community meeting to discuss Communities for All Ages issues and presented information.
 - Prepared written materials on age-friendly communities and distributed them to the public.
 - Established a speakers bureau to share information with neighborhood groups, businesses and civic groups.
 - Put information about demographic changes and CFAA on the City's website.



Silver Recognition

Mission achieved Silver level recognition in 2016

- Met the requirements for Bronze level.
- Formed a Community for All Ages committee of community members (or assign tasks to an existing committee) and had members use the Communities for All Ages Checklist to assess the community and issued a report based on the findings and recommendations resulting from the assessment process.



Gold Recognition

Mission achieved Gold level recognition in 2018

- Met the Bronze and Silver level criteria.
- Adopted a Communities for All Ages Plan or include a Community for All Ages component in a major local plan, such as a comprehensive plan, strategic plan or park plan.

Figure 1.4 - Community for All Ages Recognition Program Requirements

1.5 Summary of Goals

The planning process focused on six (6) major themes. These themes were inspired by the City's previous Comprehensive Plan and modified to reflect current conditions and public input gathered through the development of this new plan. These six (6) major themes form the basis of Chapters 4 through 9 of this Comprehensive Plan, ensuring it reflects the main priorities of Mission. These themes also influence the principles incorporated into the Future Land Use Plan, which is detailed in Chapter 3.

Natural Features and Environment

- Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.
- Connect development and redevelopment opportunities to sustainable practices and utilize a sustainability "lens" in all city decisions. Connect these opportunities to the Kansas City Regional Climate Action Plan that the City has endorsed.
- Implement the City's climate action policies with consideration to the regional plan.
- As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.
- Support and encourage new development and redevelopment in Mission that is sustainable.

Parks and Recreation

- Maintain and preserve existing open space and natural features to enhance the character of the built environment, promote neighborhood stability, public health and safety, and provide for outdoor recreation and visual enjoyment.
- Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails.
- Plant more trees, protect natural ecosystems, and use native plants.
- Invest in ongoing maintenance and park enhancements, including restrooms, playground equipment, seating options, and other amenities.
- Ensure parks and recreational spaces are compliant with ADA standards and available to users of all ages and abilities.
- New or newly redeveloped public spaces should include Universal Design Features.

Transportation and Mobility

- Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.
- Plan for a multi-modal transportation/mobility system **that supports future-focused transportation** such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.

- Develop flexible policies that allow the City to adapt to future needs within prepared criteria regarding safety, efficiency, and access.
- Tie current and future mobility plans to the City's economic development strategy and neighborhood stabilization.
- Recognize Johnson Drive as a major connection for local and metropolitan residents. Slow traffic at key points and provide well-marked crosswalks for pedestrians.
- Coordinate with MARC, KCATA, and surrounding communities to support the SmartMoves 3.0 Regional Plan and incorporate updated transit technology for transit facilities, transit routes, micro-transit options, electric and automated vehicles, and street cars.
- Explore the feasibility of reconfiguring the Johnson Drive and Metcalf Avenue crossing to encourage economic development activity and improved access to Downtown Mission.
- Explore future public street alignments within the Form Based Code District as outlined in the West Gateway FBC to enhance access, connectivity, and redevelopment efforts.

1.5 Summary of Goals

Economic Revitalization

- The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.
- Promote a mix of office, retail, and residential uses along the Johnson Drive commercial corridor of the city.
- Promote a sustainable, diverse economy.
- Promote consistent public identity at city gateways. This is an opportunity to incorporate creative entry-ways as part of renewed efforts for redevelopment.
- Continue to build positive redevelopment without losing the unique character of residential and commercial districts.
- Build on the success of the Johnson Drive Corridor improvement project. This area with wide sidewalks, friendly neighbor interactions, and local shops creates a unique mix of charm and practicality that resonates with citizens and visitors.
- Respect the character and authenticity of Downtown when redeveloping and building new or infill projects to maintain a thriving district.
- Use fresh and innovative signage.
- Encourage property owners to refresh building facades and outdated store fronts through the use of city grants or special programs.
- Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.

Housing and Neighborhoods

- Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.
- Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.
- Reduce impact on residential properties through effective transitional land uses policies and development standards.
- Add Missing Middle zones to address infill development and reduce barriers to transitional and higher-density uses.
- Continue building upon positive redevelopment trends and promote a positive city-wide image of Mission in residential and commercial areas.
- Continue emphasis on code enforcement to maintain the aesthetic, life, health, and safety of the community.
- Develop an on-going strategy to protect and expand affordable housing in Mission.
- Create an environment that supports the application of Accessory Dwelling Units (ADUs).

Infrastructure Maintenance and Enhancement

- Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.
- Focus on primary infrastructure issues first - streets, sidewalks, curb and gutter, stormwater needs, etc.
- Continue to inventory existing conditions for maintenance and replacement.
- Coordinate improvements with other planned utility maintenance, repair, or replacement.
- Plan and include costs for added amenities that support the City's goals: people-oriented improvements, improved signage, streetscapes, outdoor sidewalk use, crosswalks, and neighborhood needs.

1.6 When to Use This Document

A Comprehensive Plan like the Tomorrow Together plan can be used in many circumstances. Below are some common examples of how this plan will be used.

A. Land Use Decisions

Comprehensive plans should be regularly referenced by the City when making decisions about development proposals, rezonings, code updates, capital improvement planning and budgeting, and policy formation. The Tomorrow Together plan identifies goals, strategies and action items to help implement the vision of the community.

B. Evolving Document

While comprehensive plans are thorough, they should not sit on shelf or remain stagnant. Comprehensive plans should be regularly referenced and updated when necessary to reflect changing conditions. Mission should perform an annual review the entire plan to identify changed conditions or accomplished action items. These efforts will help ensure the community vision is being implemented.

C. Informational Tool

Comprehensive plans are an inventory of the existing conditions of a community that can act as an information management tool for a city. Interested residents, elected officials or city staff can reference this plan to help guide or understand decisions around policies and programs.

D. Marketing Material

The plan can be used by the City as marketing material to highlight what is important to the community, as well as, future plans and priorities. This can help to attract new residents, new business owners, and future development opportunities.

E. Engagement Tool

The process for creating a new comprehensive plan is an opportunity for residents and stakeholders to directly engage in goal setting for a community. It provides an opportunity for the City to gain feedback from residents and local business owners on a wide set of topics. The engagement exercises can help to identify what aspects of the community help best define the community's character, strengths and weaknesses.

F. Policy Decisions

Comprehensive plans are often used to justify decision making by city leadership because of the amount of analysis and public input that went into the creation of the plan. Policy is a function of the governing body, and the Comprehensive Plan will help guide decision-making at the government leadership level.

2.0 Strategic Opportunities

2.1 Strategic Opportunities

The following strategies represent a variety of physical improvements the City should consider that seek to address the opportunities and concerns expressed by the community. These strategic opportunities are a result of extensive existing conditions analysis and public engagement/steering committee input. These strategies represent a variety of physical improvements the City should consider that seek to address the opportunities and concerns expressed by the community.

Complete Streets

Additional streetscape enhancements on various corridors, including Complete Street elements, should be further explored.

Possible Nall Avenue Extension

As illustrated in Roeland Park's recently updated Comprehensive Plan, Mission should work with Roeland Park and Kansas City, Kansas to explore the possibility of an extension of Nall Avenue to the north to serve a future development area adjacent to Interstate-35.

Mixed-Use Development

Mixed-use along Johnson Drive and Martway corridors.

Large Scale Redevelopment to the North

Explore opportunities to promote larger scale redevelopment of properties in the northwest area of the City. Take advantage of Metcalf frontage with new residential and mixed-use developments to provide increased density and support commercial activity.

Metcalf Avenue Improvements

Encourage trail acquisition and construction along with streetscape improvements along the Metcalf Corridor.

Shawnee Mission Parkway/ W 63rd Street Improvements

Explore opportunities for a multi-jurisdictional corridor study of Shawnee Mission Parkway and West 63rd Street to address integrated transit, mobility, trail connectivity, enhancements and aesthetics, and land use.

Rock Creek Trail Improvements

Explore green infrastructure opportunities for functionality, enhancement, and beautification along the Rock Creek corridor.

Gateways and Wayfinding

Enhance community gateways and identify new wayfinding signage opportunities to direct residents and visitors to Mission destinations.

Trail and Sidewalk Network

Connect schools and parks via an integrated on- and off-street trail and sidewalk network.

Multi-Family Housing

Identify incentive programs for existing multi-family housing to encourage re-investment in amenities, revitalization, and maintenance of affordable housing options within the community.

The following page shows the strategic opportunities map that was generated as part of the Tomorrow Together Comprehensive Plan process. This map helps us visualize a set of place-specific recommendations for the community that are referenced throughout the plan.

2.1 Strategic Opportunities

LEGEND

- Mission City Limits
- Parks and Pathways
- Public/Semi-Public
- Medium-Density Residential
- High-Density Residential
- Mixed-Use Medium-Density
- Mixed-Use High-Density

Opportunities

- Mixed-Use District
- Metcalf Ave Improvements
- Shawnee Mission Pkwy/63rd Street Improvements
- Johnson Drive Improvements
- Rock Creek Trail/Green Infrastructure Improvements
- Bike Lane with Street Trees
- Marked Share the Road
- Nall Avenue Extension
- Major Arterial Roadway
- Major Gateway

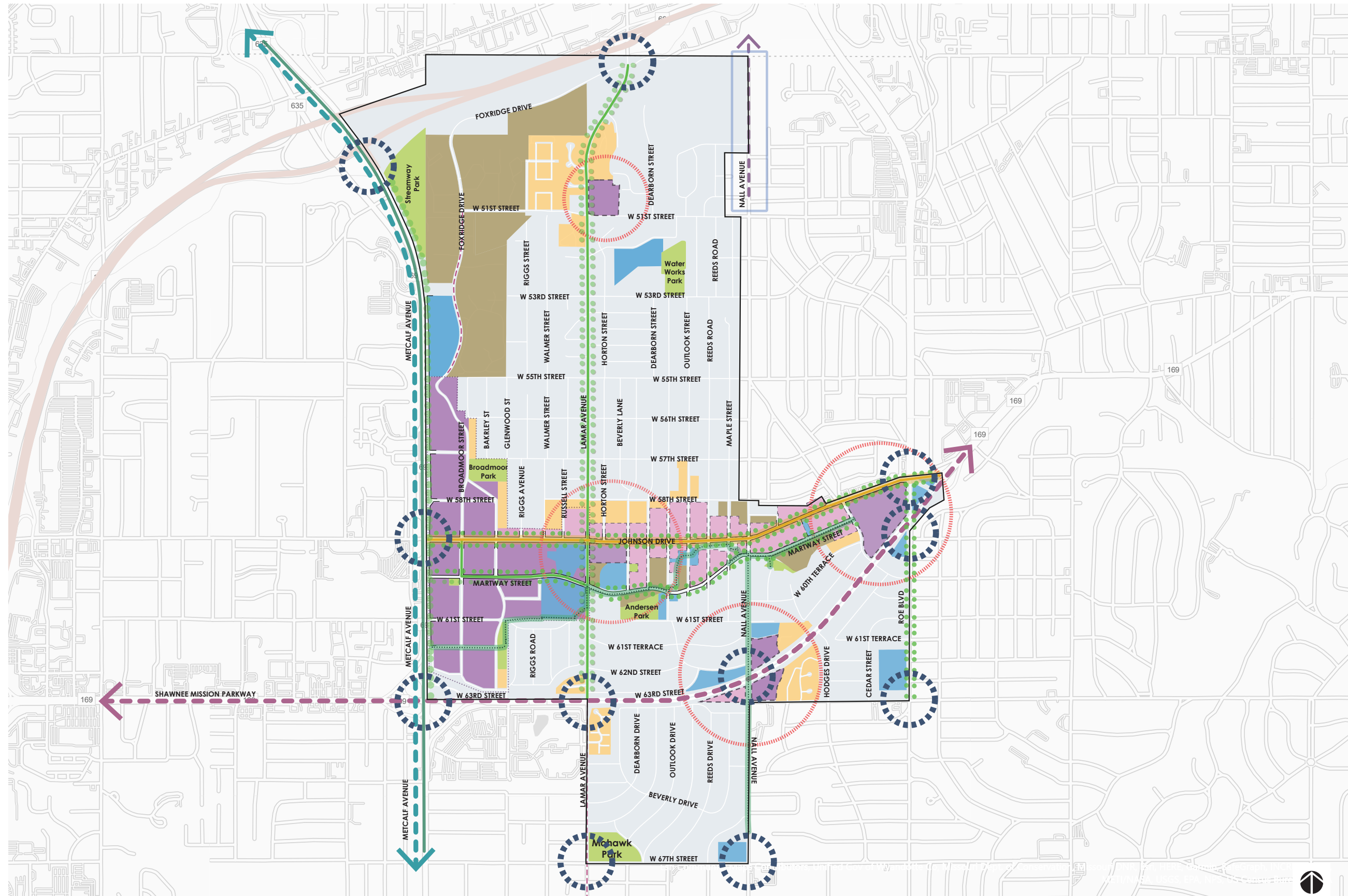


Figure 2.1 - Strategic Opportunities Map

3.0 Future Land Use Plan

3.0 FUTURE LAND USE

3.1 Existing Land Use in Mission

Existing Land Use

The existing land uses in Mission provides a baseline understanding of the community. By understanding the composition of housing, commercial businesses, and public spaces, strategies for future land uses were developed that balance the needs and desires of the community with the reality of what exists today.

The most dominant existing land use is low-density residential, accounting for just over half of the community. This is not surprising for a suburban area. Collectively, close to 15% of the land use is multi-family (medium or high density). Mission also has a healthy mix of commercial (8.8%), office (7.8%), and light industrial (5.0%) land uses. These land uses are sometimes referred to as employment-driven land uses. Just over 4% of land remains open space or undeveloped.

Existing Land Use Categories

Figure 3.2 shows existing land use. Land uses were divided into the following categories based on use or occupancy by parcel.

- **Low-Density Residential**
Includes single-family detached homes.
- **Medium-Density Residential**
Includes duplexes or townhomes.
- **High-Density Residential**
Includes apartments or condos.
- **City/Public/Semi-Public**
Includes City or other government-owned land, schools, and churches.
- **Parks and Recreation**
Includes parks and pathway areas.
- **Open Space/Undeveloped**
Includes all undeveloped or vacant land that is not a park.
- **Commercial**
Includes retail, restaurants, and other service/commercial uses.
- **Office**
Includes office and medical uses.
- **Light Industrial/Warehouse**
Includes all industrial, light industrial and warehouse uses.

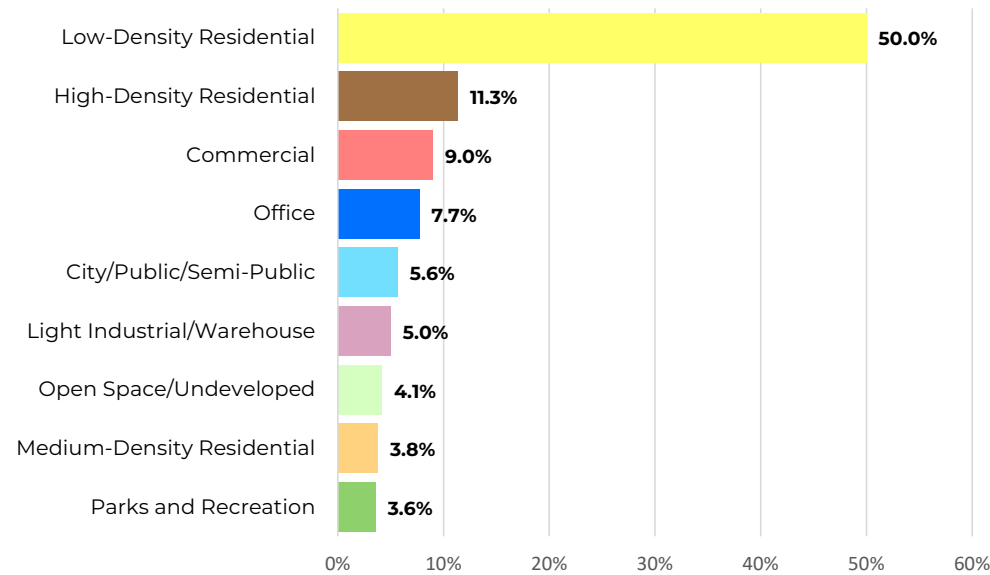


Figure 3.1 - Future Land Use Breakdown by Percentage

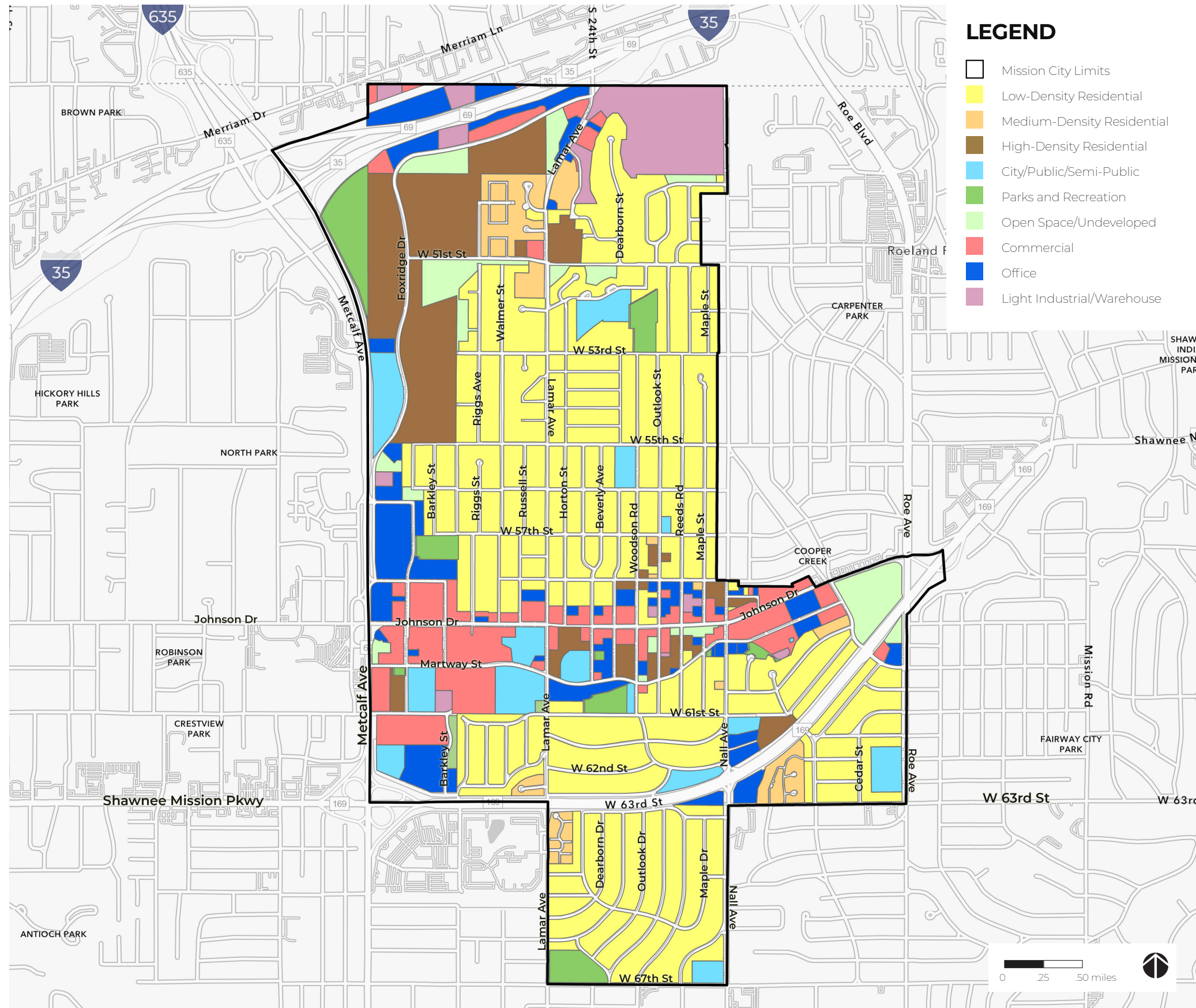


Figure 3.2 - Existing Land Use

3.2 Future Land Use Definitions

Future Land Use Definitions

The Future Land Use Plan includes several land use categories. The definitions for each type are below.

Low-Density Residential

Includes detached single-family residential, single-family residential bi-attached, single-family residential with one accessory dwelling unit, civic uses, schools, and churches.

Density: 3 to 6 dwelling units/acre



Medium-Density Residential

Includes horizontally attached rowhouses and townhomes. Also includes "Missing Middle" housing typologies such as duplexes/triplexes/fourplexes, courtyard apartments, cottage courts, and multi-plexes.

Density: 6 to 12 dwelling units/acre



High-Density Residential

Category includes vertically attached residential apartments and condos.

Density: 12 or more dwelling units/acre



Commercial

Includes typical retail uses such as sales or services, hotels, motels, and restaurants.

*Density: 0.25 FAR or greater

**Floor Area Ratio (FAR) is the measurement of a building's floor area in relation to the size of the lot/parcel that the building is located. FAR is illustrated as a decimal number, and is derived by dividing the total floor area of the building by the total area of the parcel.*



3.2 Future Land Use Definitions

Future Land Use Definitions

The Future Land Use Plan includes several land use categories. The definitions for each type are below.

■ **Office**

Activity during normal business hours that includes administrative, professional, and research; may serve as a transition from residential to commercial uses.

Density: 0.25 FAR



■ **Business Park/Light Industrial**

Includes typical medium- or large-scale office and light industrial uses.

Density: 0.30 FAR



■ **Mixed-Use High-Density**

Includes pedestrian-friendly mix of housing, office, and retail uses in either a multi-story building (vertical mixed-use) or in a cohesive development of separate or attached buildings (horizontal mixed-use).

Density: 3.0 to 10.0 FAR for retail/office and 50 or more dwelling units/acre for residential



■ **Mixed-Use Medium-Density**

Includes pedestrian-friendly mix of housing, office, and retail uses at medium densities in either a multi-story building (vertical mixed-use) or in a cohesive development of separate or attached buildings (horizontal mixed-use).

Density: 1.0 to 3.0 FAR for retail/office and 12 to 45 dwelling units/acre for residential



3.2 Future Land Use Definitions

Future Land Use Definitions

The Future Land Use Plan includes several land use categories. The definitions for each type are below.

■ **Parks and Pathways**

This category includes parks, recreation land, and trail areas.



■ **Public/Semi-Public**

Includes government-owned land, schools, churches, museums, and institutions.



3.3 Future Land Use Plan

Future Land Use

Figure 3.4 shows the Future Land Use Plan for Mission. The breakdown is shown in Figure 3.3 by total percent of acres. The dominant land use remains Low-Density Residential, which is not unusual for a suburban community. Mixed-Use High-Density and Mixed-Use Medium-Density comprises over 15% of land in the city limits while Medium-Density Residential comprises 5.8% of the future land uses and High-Density Residential is shown comprising 10.8%.

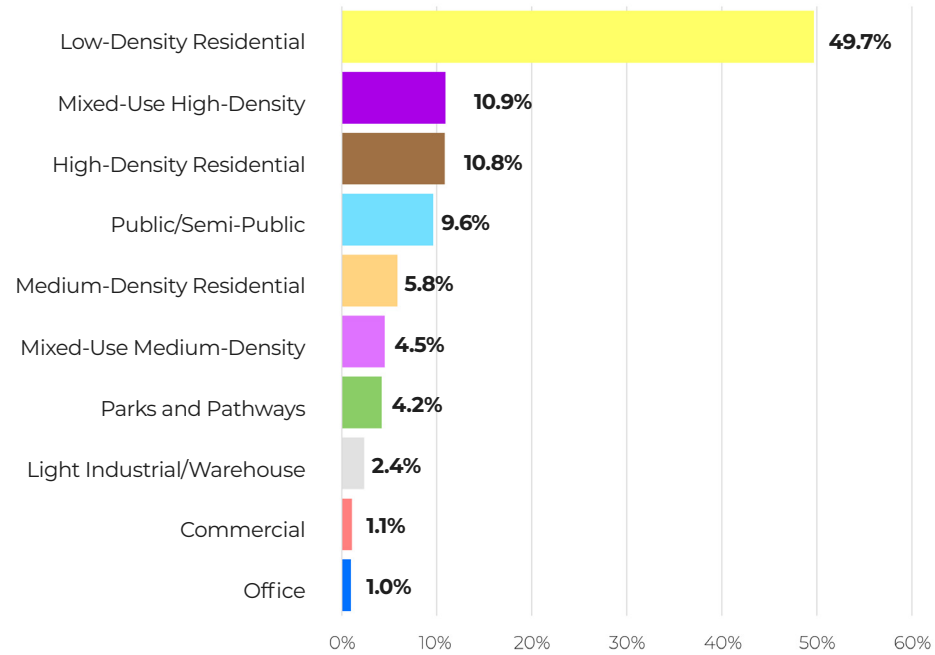


Figure 3.3 - Future Land Use Breakdown by Percentage

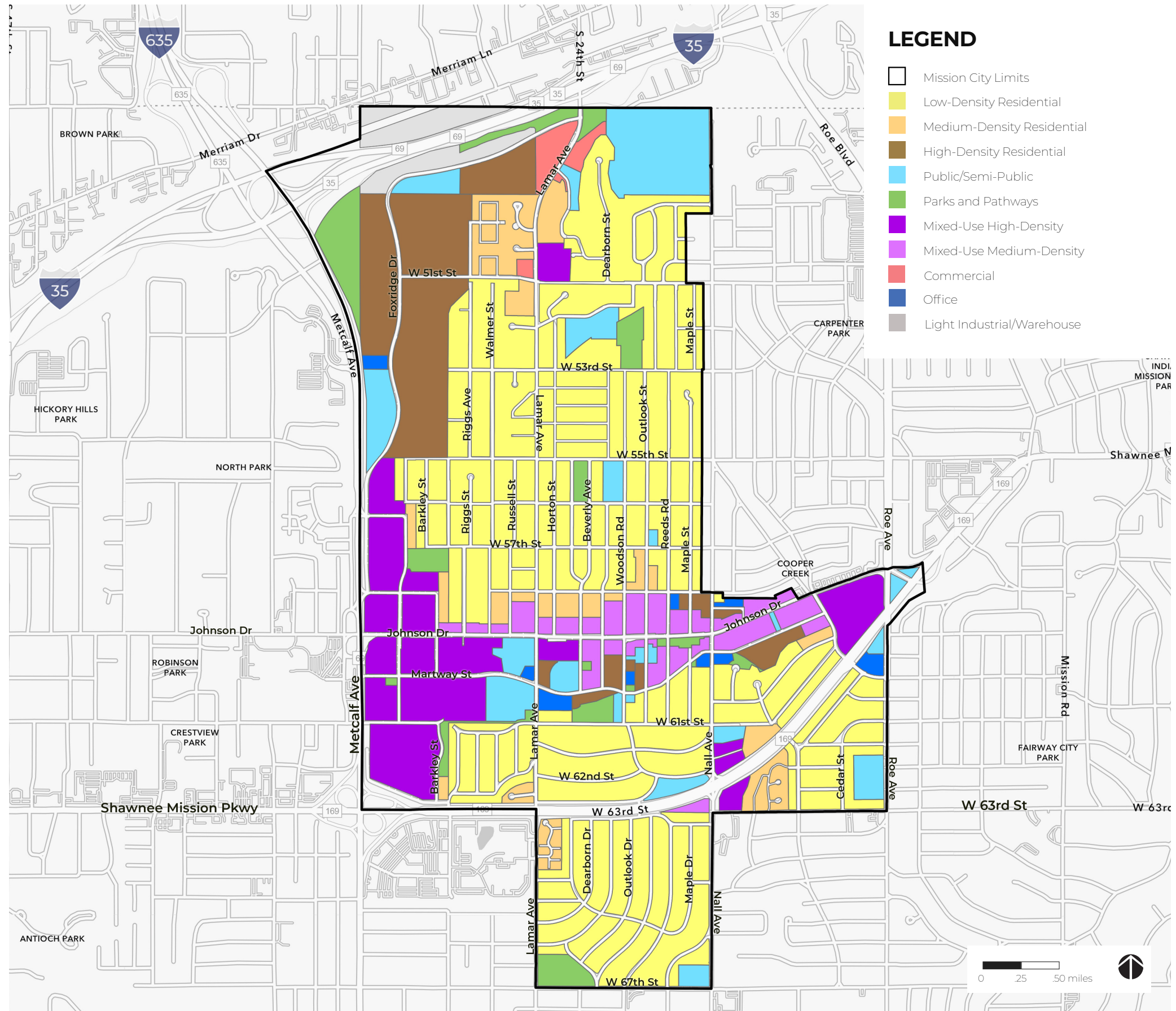
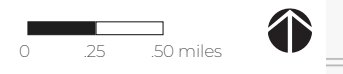


Figure 3.4 - Future Land Use Plan



3.0 FUTURE LAND USE

3.3 Future Land Use Plan

Comparing Land Use Plans

Mission is land-locked and almost completely built-out. Therefore, much of the community remains unchanged between the existing and future land use plan. The existing built environment is generally high-quality and well-functioning. However, there are some key areas where future land use may change.

These areas include:

- A** Mixed-Use near Lamar Avenue and W 51st Street
- B** Mixed-Use in the West Gateway area
- C** Medium and high-density residential north of Johnson Drive
- D** Mixed-Use near Nall Avenue and Shawnee Mission Parkway

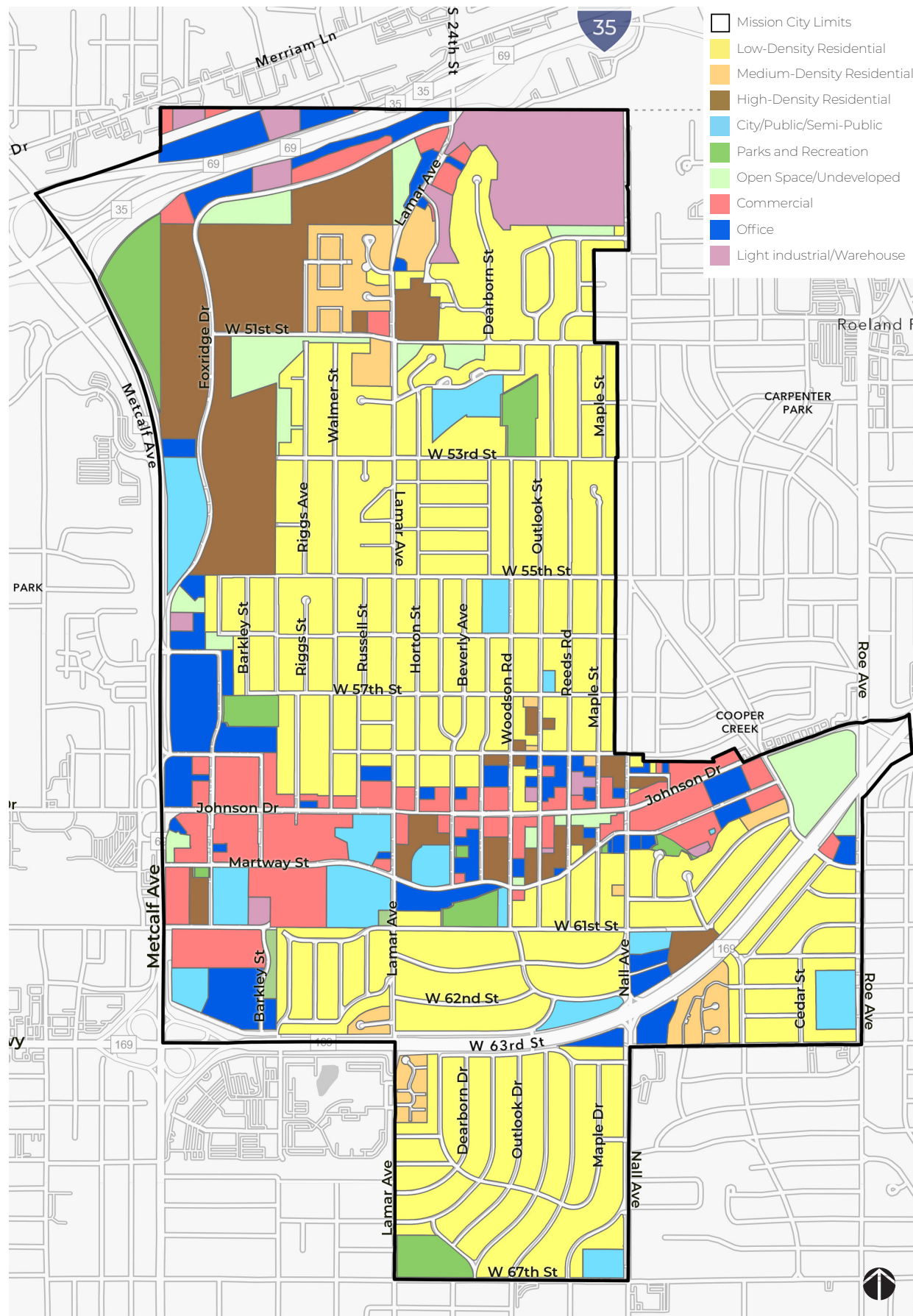


Figure 3.5 - Existing Land Use

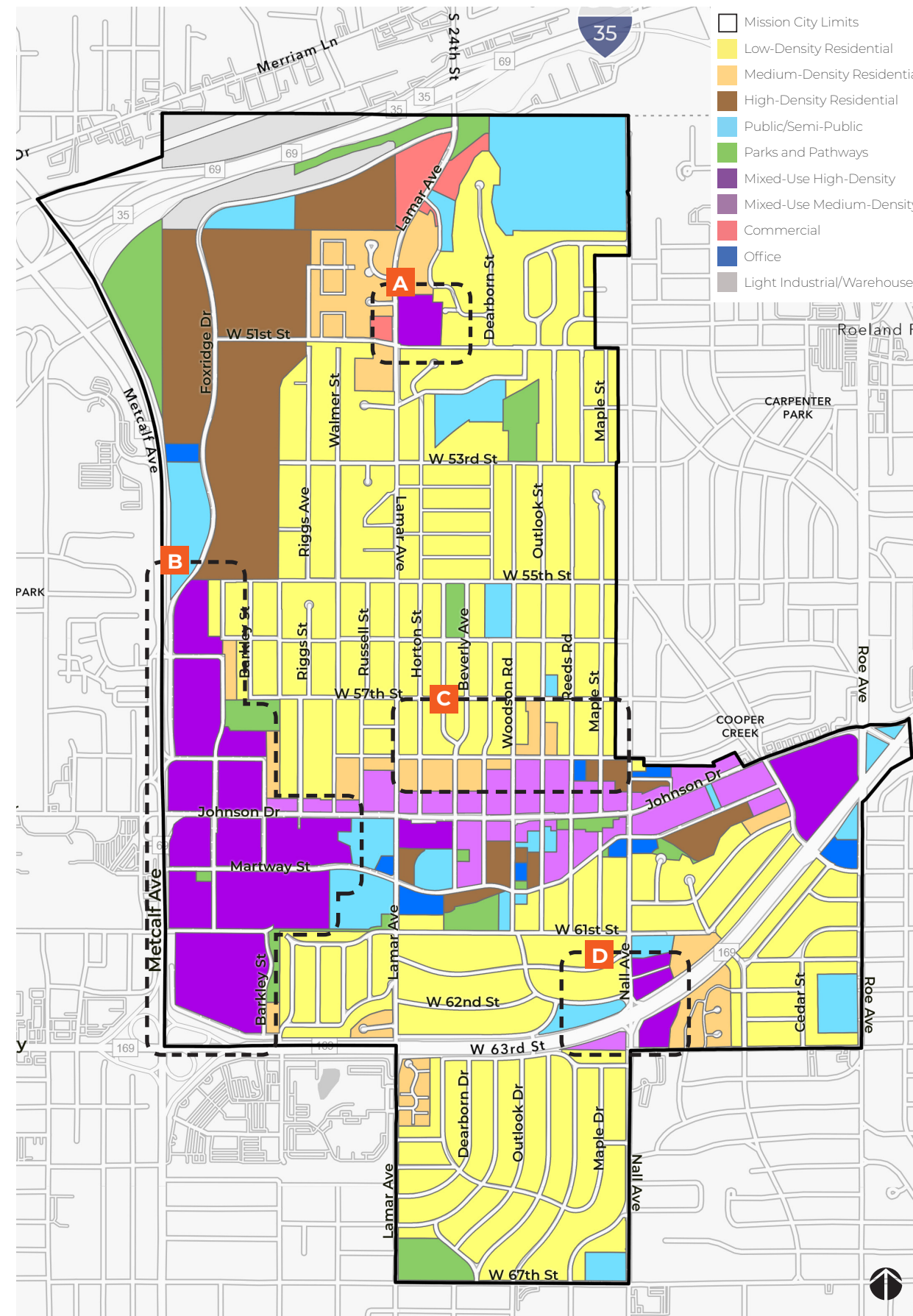


Figure 3.6 - Future Land Use

4.0 Natural Features and Environment

4.1 Natural Features Overview

Mission's natural features include floodplain and urban tree cover. Both features present unique opportunities to think creatively and enhance the natural environment while addressing stormwater management.

Floodplain

There are two key locations within Mission that are identified as floodplains (Figure 4.1). The first location is the Turkey Creek floodplain. Turkey Creek runs parallel to I-35 in the northernmost section of Mission and the floodplain areas are located in the northern parts of Streamway Park and in the industrial areas along I-35.

Another floodplain exists along the Rock Creek Channel between Johnson Drive and Martway Street. This floodplain extends from Lamar Avenue to Roeland Drive and continues east into the City of Fairway.

There are many commercial and residential parcels within the floodplain limits from Woodson Street to Roe Avenue along the creek. Flooding mostly occurs around the daylighted areas of Rock Creek.

Urban Tree and Grass Cover

Mission has a substantial amount of urban, residential tree cover. Areas with less dense tree cover are along the Johnson Drive commercial corridor and secondary corridors that branch out from Johnson Drive, including much of the Form Based Code District. A tree canopy analysis estimates the percentage of tree cover in the community at around 30.64% with a margin of error of +/- 2.48%. This represents approximately 515 acres of tree cover with a margin of error of around +/- 42 acres. According to the U.S. Forest Service, the national average for percent of tree cover in urban areas is around 27%. Mission exceeds this average percent coverage by 4%.

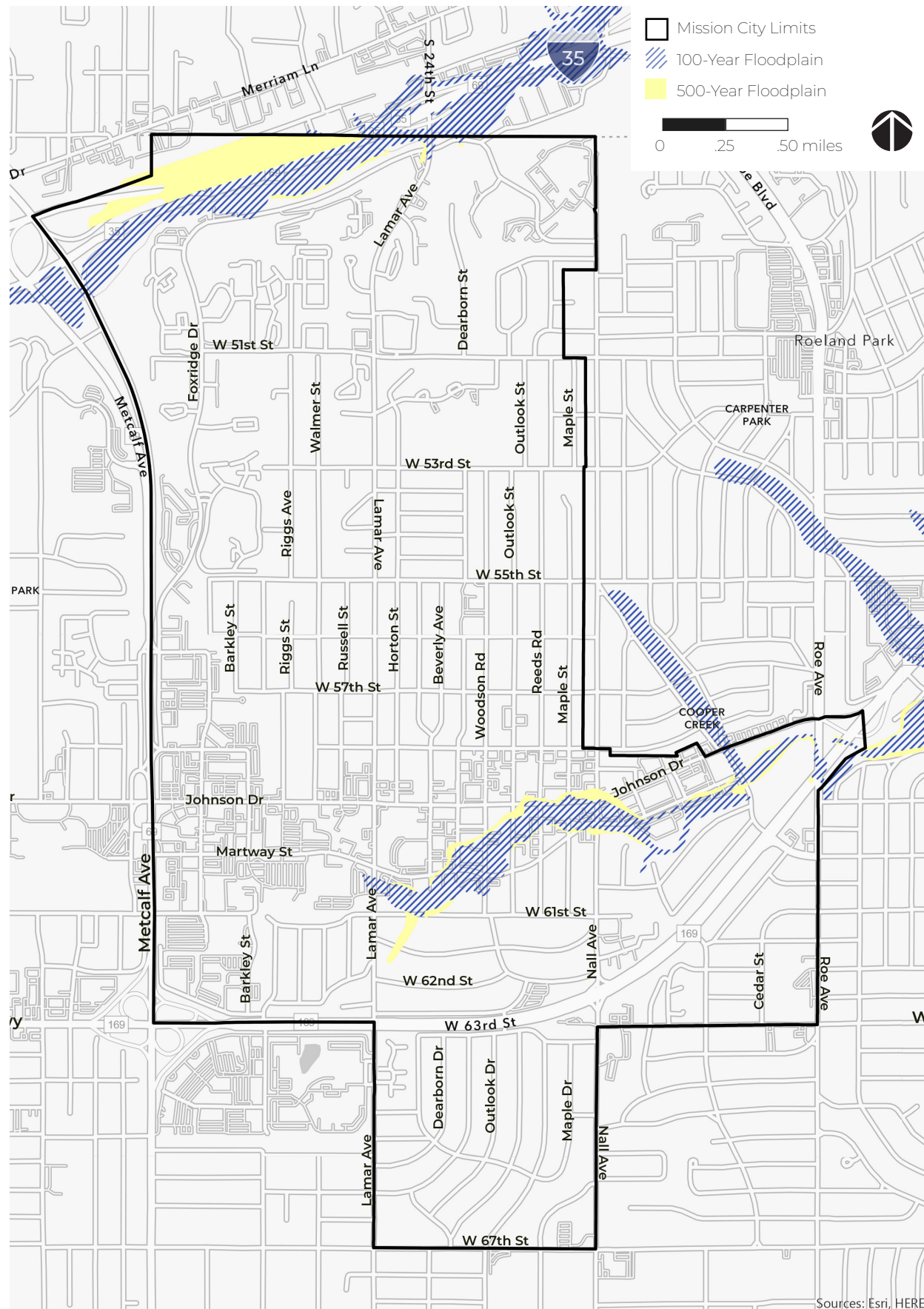


Figure 4.1 - Floodplain

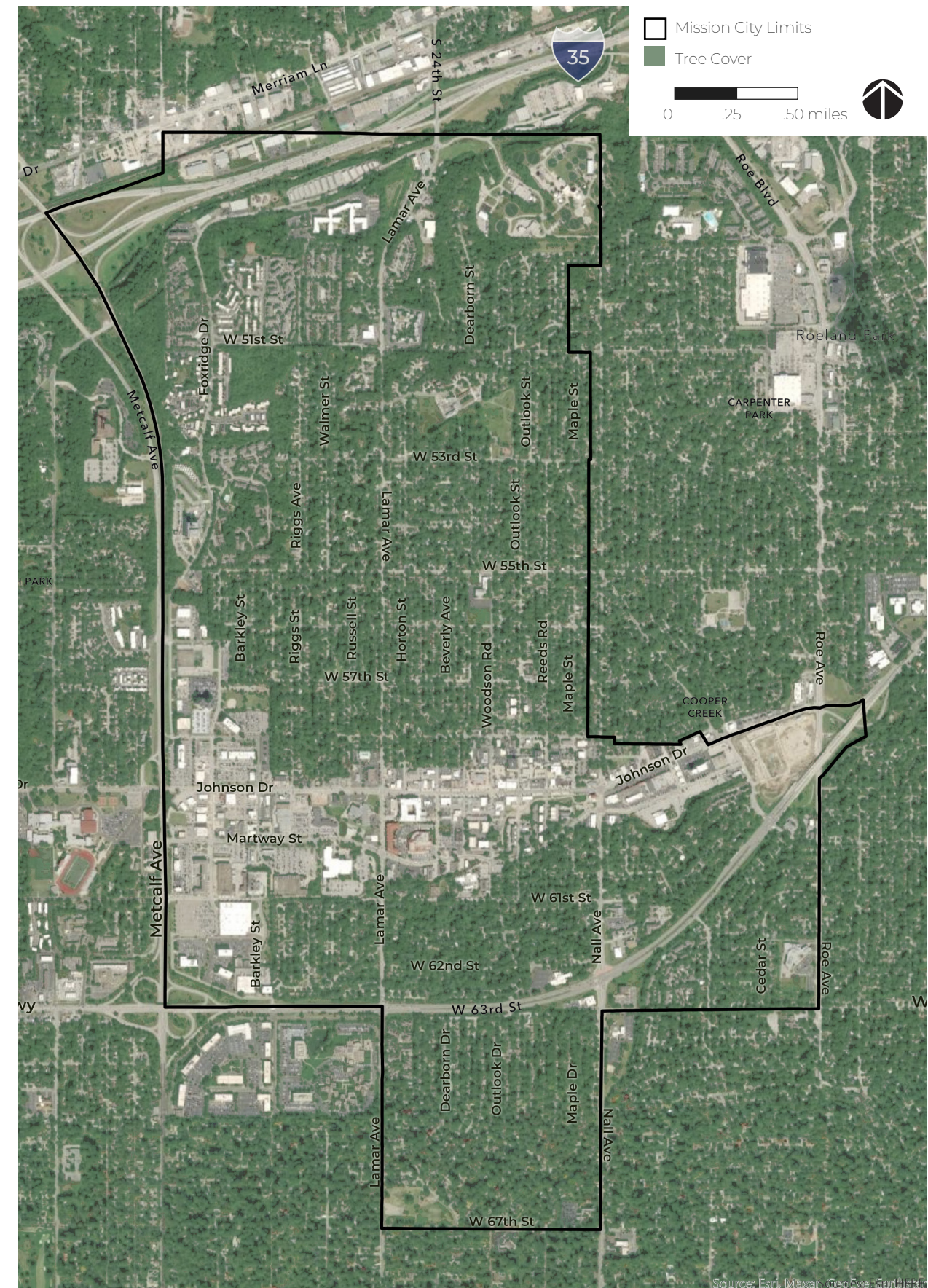


Figure 4.2 - Approximate Tree Cover

4.0 NATURAL FEATURES AND ENVIRONMENT

4.1 Natural Features Overview (Continued)

Slope

The natural topography of Mission was analyzed to determine if there were any areas where a slope preservation ordinance might be appropriate. Steep slopes are worth preserving for several reasons:

- They provide important habitats for plants and animals.
- Provide more mature forests and tree canopy which helps lower temperatures in the summer and helps contribute to the capture of carbon dioxide from the environment.
- Steep slopes can be less desirable areas for development due to greater site development costs and the risk that extreme weather conditions pose to steeper topography.

The red and orange areas of Figure 4.3 represent areas with steeper slopes - mainly in the northern portion of the community. The dark and light green colors represent areas that have flatter topography - most of the core residential area in the center of the community. A slope preservation ordinance may be appropriate for areas of northern Mission.

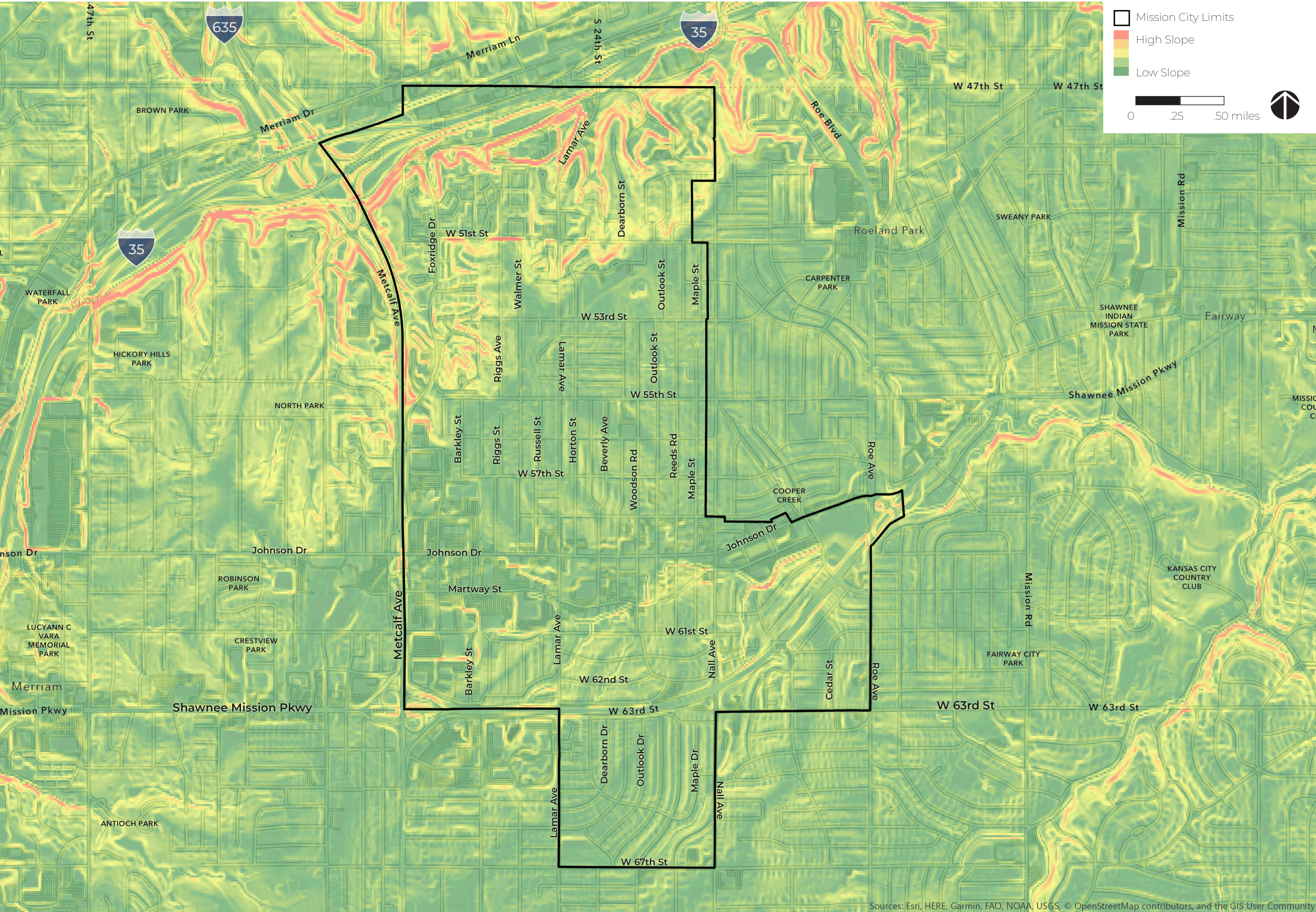


Figure 4.3 - Slope

Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

4.2 Public Input Summary

Public Input Summary

Mission has a proud history of visionary planning and successful implementation, including becoming a Gold Level - Community for All Ages, completing storm water and channel improvements along Rock Creek, and endorsing the regional Climate Action Plan.

Sustainability, the natural environment, and being a welcoming community for all continue to be a high priority in Mission as reflected by the input received during the public engagement process. This plan not only celebrates the past successes of the community but encourages and supports the continuation of these efforts, drawing from the positive momentum seen in Mission.

DirectionFinder Survey 2021

Mission hired ETC Institute to perform a statistically valid survey in the spring/summer of 2021. Results pertaining to natural resources and sustainability are below.

- When asked to rank “importance of various factors” for residents’ decisions to live in Mission, 57% of respondents said it was “very” or “extremely” important for Mission to be an environmentally conscious /sustainable community.
 - When asked “What are the three most significant issues you think Mission will face over the next five years?”, 21% of respondents chose “sustainability/protecting the environment.”
 - When asked about the degree of agreement with statements of support for increased city investment in current and future unmet needs, 68% either agreed or strongly agreed with “sustainability/environment.”
- When asked which items residents would most support for increased community investments, 23% responded that “sustainability/environment” were among their top three concerns.
 - When asked what sustainability programs that residents have used in the past or would like to use in the future (by % of responses), respondents indicated the following:
 1. Curbside glass recycling - 60%
 2. Recycling bins in city facilities and parks - 53%
 3. Renewable energy efforts- solar panels and wind turbines - 44%
 4. Grant program to promote residential energy efficiency programs - 41%
 5. Stormwater mitigation- rain barrels, rain garden, etc - 38%
 6. Curbside food waste composting - 28%
 7. Alternative fuel vehicles (electric, natural gas, etc.) - 28%
 8. Water quality education - 14%
 9. Other - 3%
 - When asked about level of agreement for the statement “the City should integrate more sustainability measures/ practices”, 67% agreed or strongly agreed.
- ETC also conducted surveys in 2007, 2011, and 2015.

Public Input Summary Report

Approximately 6.2% (24 total comments) of the map activity comments were sustainability ideas. Sustainability ideas included community gardens, making city services more efficient and environmentally conscious, implementing green community amenities, and utilizing green infrastructure.

Other comments included:

- More electric charging ports.
- LEED standards for new residential and commercial construction throughout the city.
- Expanded recycling opportunities.
- More green infrastructure along the Rock Creek corridor.
- Sustainable enhancements to streetscapes.

4.3 Goal 1

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Green Infrastructure along Rock Creek

Green infrastructure refers to a collection of systems and practices that seek to mimic natural processes to deal with stormwater. Green infrastructure allows stormwater to be infiltrated, evaporated, or stored and used later. The goal of green infrastructure is to manage stormwater as close to the site as possible. There are several green infrastructure solutions that are suitable for the areas along the Rock Creek corridor.

Bioretention Facilities

Bioretention facilities are shallow basins or depressions to allow stormwater to percolate through permeable surfaces such as soil, grass, mulch or plantings. They can be aesthetic as well as useful infrastructure solutions.

Permeable Pavement and Pavers

Permeable pavement and pavers are a pavement type with high porosity that enables rainwater to pass through and filter into the ground to reduce the amount of stormwater runoff on site.

Tree Cover

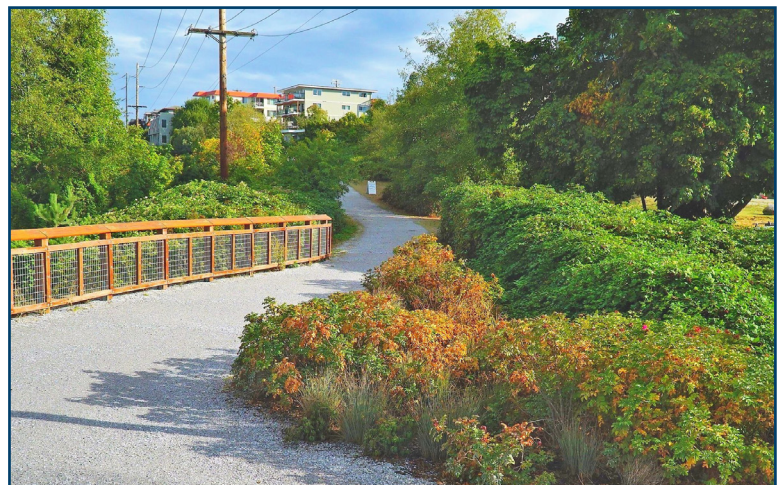
Additional tree cover along the channel could help stabilize soils and help to slow and filter rainwater similar to functions of rain gardens or bioretention facilities.

Rain Gardens

Rain gardens are made of native shrubs, mulch, and flowers in a small depression within a landscape that are designed to pool and slowly reabsorb stormwater while filtering sediment and chemicals.



Bioretention Facility



Rain Garden/Bioretention



Permeable Pavers



Rain Garden

Figure 4.4 - Green Infrastructure Examples

4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Rain Garden

Rain gardens are an example of a green infrastructure solution that could improve open space along Rock Creek to help manage runoff from heavy rain events.

Figure 4.5 is a diagram depicting how a rain garden along the corridor might work. Runoff could flow into the depressed landscape bed where it would be temporarily stored and filtered slowly into the soil.

Rain gardens or other similar bioretention facilities can also serve as aesthetic enhancements for the Rock Creek corridor when thoughtfully planted with native plant species or wildflowers.

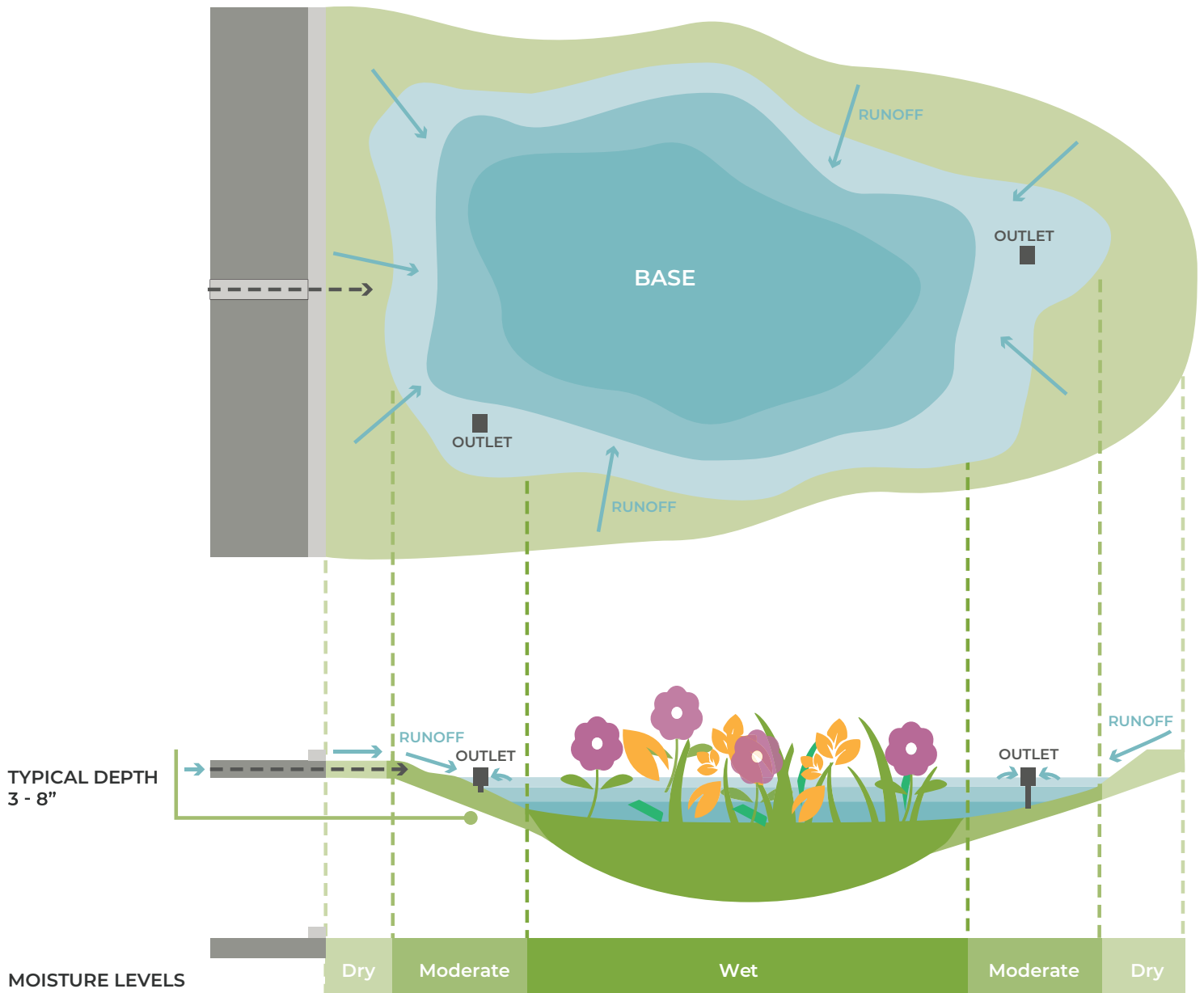


Figure 4.5 - Rain Garden Diagram

Source: Confluence

4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Green Infrastructure Pilot Project

There are several locations along Rock Creek that are suitable for green infrastructure, including the publicly-owned vacant lots located adjacent to the channel or within the trail right-of-way in grassy areas.

Integrating green infrastructure within these locations could help with stormwater runoff, contribute to sustainability goals, and greatly enhance the look, feel, and user experience of the trail. The cluster

of vacant lots near Outlook Street and Johnson Drive could be an opportunity to create a larger green infrastructure project as a special mini park.

One way to construct these green infrastructure projects could be through community funding through donations. A family or individual could have their named placed on a special feature such as a piece of public art, permeable paver, or a bench. The combination of the

public art and green infrastructure installation could transform a vacant lot into a destination for residents and visitors. Additionally, the success of this pilot project could spur interest in green infrastructure projects elsewhere in the community.



Figure 4.6 - Rain Garden with Large Flower Bed

A public art component could spell out Mission with the names of donors etched into the letters like this example from St Paul, MN

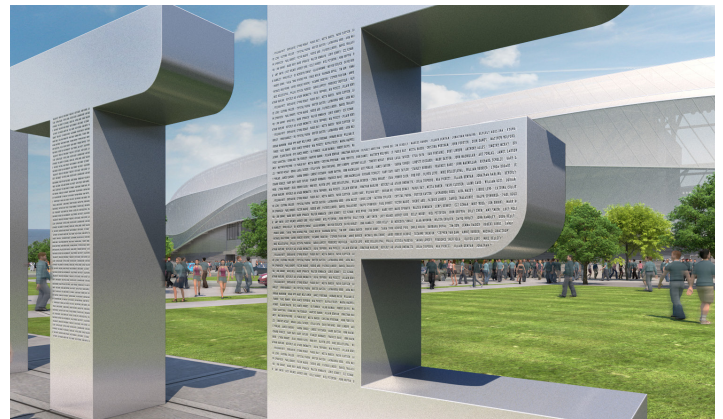


Figure 4.7 - Public Art with Etched Names

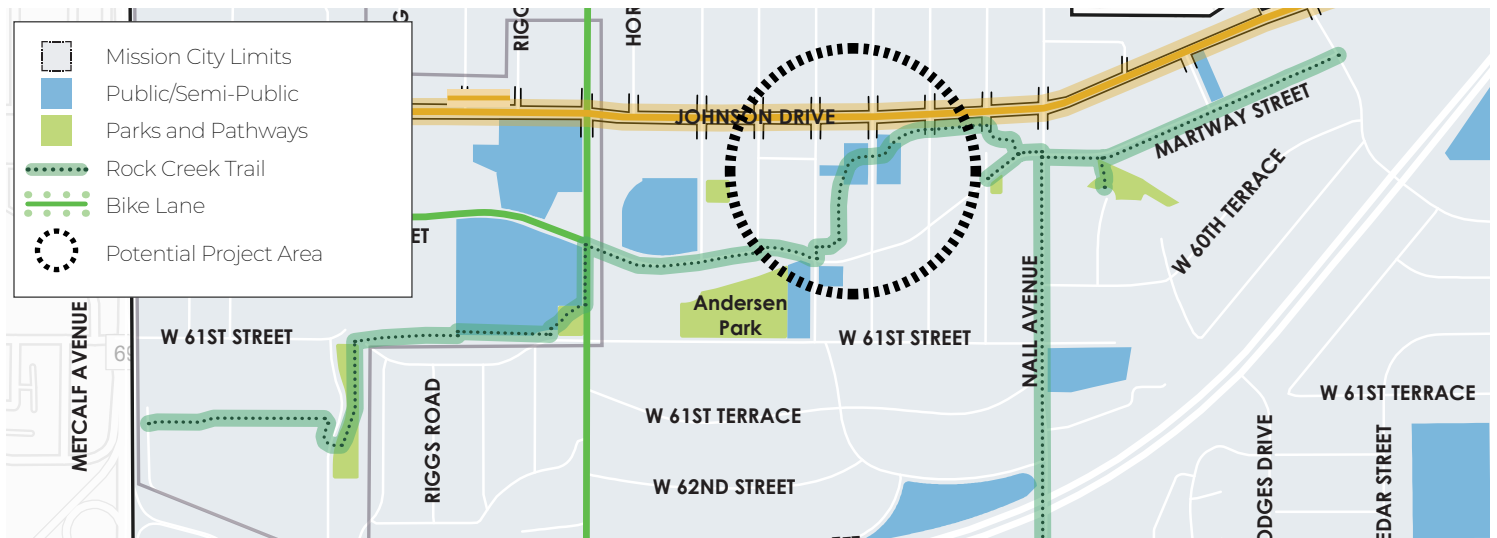


Figure 4.8 - Rock Creek Trail and Public/Semi-Public Land Uses

4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Green Infrastructure Pilot Project

Figure 4.9 shows how one of the vacant lots along the Rock Creek Trail near Outlook Street and Johnson Drive could be reimagined as a pilot project for green infrastructure. A large rain garden could be included with trees, grass, and a permeable paver path. An eye-catching public art piece could help transform this site into an engaging mini park. This pilot project could spark excitement about expanding green infrastructure to strategic parts of other nearby vacant lots, in other places along the trail, and elsewhere in the community.

1A Strategies for Mission

Add green infrastructure along the Rock Creek corridor

Green infrastructure along the Rock Creek corridor would prevent and reduce the severity of flooding, decrease runoff, improve water quality, and enhance the user experience of the trailway.

- › Explore the potential of community-funded green infrastructure projects along the Rock Creek corridor.
- › Develop a City-owned vacant lot along the Rock Creek corridor near Outlook Street and Johnson Drive as a pilot green infrastructure project or mini park with a public art or placemaking feature.



Figure 4.9 - Possible Pilot Project for Green Infrastructure Expansion/Mini Park

4.0 NATURAL FEATURES AND ENVIRONMENT

4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Green Infrastructure in the Community

Besides the Rock Creek corridor, other parts of the community, including parks, public and private land, are suitable for green infrastructure solutions. Green infrastructure includes green roofs, rain barrels for water collection, and detention ponds.

Green Roofs

Green roofs are roofs that include vegetation that help capture and use stormwater on site to support the plantings and reduce runoff. These features also help with urban heat island effect.

Rain Barrels

Rain barrels are used to collect rainwater that can be used for landscape and lawn watering.

Detention/Retention Basins

Detention/retention basins are depressions that collect water runoff to reduce the amount of water conveyed to storm sewers and streams. The basins release water slowly into the stormwater system.

Mission should continue to promote and incentivize green infrastructure solutions throughout the community. Efforts should be made to expand these methods, particularly on public land.



Green Roof - Commercial



Green Roof - Residential



Rain Barrel



Detention Pond

Figure 4.10 - Additional Green Infrastructure Examples

1B Strategies for Mission

Promote green infrastructure on public and private property

Green infrastructure should be encouraged throughout Mission, including on public and private property, to reduce the severity of flooding, decrease runoff, improve water quality, and increase quality of life in the community.

- > Continue to promote the use of green infrastructure solutions on public and private property in Mission.
- > Review the zoning code to identify any major barriers to implementing green infrastructure and ways to streamline the process.
- > Promote shared structured parking instead of surface parking to make room for more green space.

4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Rock Creek Flooding

The City of Mission completed a Rock Creek Master Plan in the early 2000s. Recommendations of the plan were to create green spaces with appropriate development where feasible along the channel.

In 2021, the City completed improvements to the channel between Nall Avenue and Roeland Drive. A block wall was installed to address erosion at a cost of approximately \$4 million. That project was completed in spring 2021.

Long-term, additional strategies will be needed to address any floodplain or stormwater issues in the corridor.

1C Strategies for Mission

Balance the needs of the environment and economic developments along the Rock Creek corridor

Long-term, Mission will need to address flooding and erosion, environmental sustainability, and economic development priorities along the Rock Creek corridor.

- *Aim for a balance between greenspace/permeable ground cover and built environment in the areas along Rock Creek between Lamar Avenue and Roeland Drive.*
- *Incentivize greenspace and sustainable site design for projects located along the Rock Creek corridor.*



Figure 4.11 - Rock Creek Trail

4.3 Goal 1 *(Continued)*

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Environmental Design and Public Safety

Public safety can be enhanced through merging public safety principles with environmental design. This concept and set of principles are commonly referred to as Crime Prevention Through Environmental Design (CPTED). According to The National Crime Prevention Council (NCPC) the goal of CPTED is to prevent crime by designing a physical environment

that positively influences human behavior. The NCPC lists four main elements of CPTED:

Natural Surveillance

Criminals do not want to be seen, so create circulation that maintains sight lines.

Natural Access Control

Use fences, shrubs, and landscaping to control site circulation.

Territorial Reinforcement

Maintain clear boundaries between public and private areas using physical elements or landscaping

Maintenance and Management

Create attractive places that enhance the community aesthetic.



Figure 4.12 - Examples of Crime Prevention Through Environmental Design



4.3 Goal 1 (Continued)

Goal 1 - Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.

Environmental Design and Public Safety

The NCPC recommends several strategies to integrate elements of Crime Prevention Through Environmental Design (CPTED) into community planning including:

- Use windows to keep “eyes on the street.”
- Orient new development to the street.
- Design the site to promote natural observation of open space and public sidewalks.
- Use proper lighting that provides safety without being excessive.
- Landscaping, sidewalks, lighting, and fencing should clearly guide pedestrian movement through an area.
- Clearly delineate public and private spaces.
- Involve police and fire staff in the development review process.

CPTED principles could be applied to the review of developments or redevelopments throughout Mission. The CPTED strategies that more obviously apply specifically to the Rock Creek Trail include proper lighting, designing to promote natural observation of open space and public sidewalks, clearly delineated public and private spaces, maintenance and management of properties along the trail, and landscaping to help guide pedestrian movement in an area.

Many of the CPTED principles are complementary to the standards set forth by a Community for All Ages such as design related to visibility and access. Merging these two

initiatives into the design process of public spaces in Mission will benefit all throughout the community and make the public spaces of Mission a destination for the entire region.

1D Strategies for Mission

Integrate principles of design and public safety when evaluating developments or improvements for projects that impact public spaces including open space and parks

These principles could help enhance public space throughout the community including the Rock Creek Trail.

- *Fully integrate Crime Prevention Through Environmental Design principles as part of the development review process.*
- *Redevelop vacant lots along Rock Creek Trail, as open space - at a minimum incorporate green infrastructure and CPTED design principles.*
- *Identify opportunities to merge CPTED and Community for All Ages principles into site design for public spaces.*



Figure 4.13 - Example of CPTED Design

The image above shows how the use of proper lighting and delineated walkways/ bikeways can help promote a sense of safety in a park area.

4.4 Goal 2

Goal 2 - Connect development and redevelopment opportunities to sustainable practices and utilize a sustainability “lens” in all city decisions. Connect these opportunities to the Kansas City Regional Climate Action Plan that the City has adopted.

Defining Sustainability

The United Nations defines sustainable development as “development that meets the needs of the current generation without compromising the ability of future generations to meet their own needs.”

At its core, sustainability is a future-oriented framework for decision-making. Sustainability is most often associated with the environment but the environment is only one of several interconnected elements.

Sustainability also means balancing the needs of the environment with those of the economy and equity.

For example, it may be best for the environment if all non-electric cars were removed from the roadways immediately. However, our economic system and infrastructure network is not currently equipped for the transition (which would hurt the economy) and electric cars are expensive, while public transit is limited (which can create an equity issue for those with limited means or low-income levels who rely on cars to get to their jobs). A more sustainable approach would be to develop infrastructure systems that enable more environmentally sensitive approaches to be possible, and to work to decrease the infrastructure and cost-barriers associated with electronic vehicles.

Balancing competing needs should be a factor in decisions made by Mission leadership and its residents.

Decision-Making Framework

When Mission is making key decisions about how, where, and when to invest resources, a sustainability lens should be used.

For a given project, plan, or major decision, associated social, economic, and environmental impacts should be identified. Through this process

it should be easier to evaluate a sustainable outcome.

Whenever possible, the City should seek to achieve the option that brings them closest to the balance of social, economic, and environmental benefits.



Source: Confluence

Figure 4.14 - Sustainability Framework

4.4 Goal 2 (Continued)

Goal 2 - Connect development and redevelopment opportunities to sustainable practices and utilize a sustainability “lens” in all city decisions. Connect these opportunities to the Kansas City Regional Climate Action Plan that the City has adopted.

Climate Action KC Plan

The Climate Action KC Plan was the work of the Mid-America Regional Council and Climate Action KC and was completed in 2021. An overarching goal of the plan is to set out a strategy to achieve net zero emissions in the Kansas City region by 2050. The plan “creates a voluntary framework to guide and align local action in ways that make a difference for the entire Kansas City region.”

The plan provides a list of strategies, actions and policies Kansas City metro communities can reference to become more sustainable.

The plan is divided into several categories:

- Collaboration and leadership
- Transportation
- Energy generation
- Finance and innovation
- Urban greening
- Healthy, resilient homes, and buildings
- Food systems
- Industry and resource management
- Community resilience

In October 2021, the City Council passed a resolution endorsing the KC Regional Climate Action Plan, recognizing its goal of a net zero emissions for the metropolitan region by 2050, and committing to review and implement, as appropriate, the solutions and strategies included in the plan. The City should continue to use this plan as a reference for regional and community sustainability efforts.

2A Strategies for Mission

Consider the economic, equity, and environmental aspects of sustainability when making decisions for the community

These principles could help enhance public space throughout the community including the Rock Creek Trail.

- › *Review decisions on funding, programming, and planning through a sustainability framework that considers the likely impact on the environment, economy, and equity.*
- › *Seek to make decisions that promote sustainability.*
- › *Continue to support the actions and policies recommended within the Climate Action KC plan, using it as a guide as appropriate.*



Figure 4.15 - Regional Climate Action Plan

4.5 Goal 3

Goal 3 - Implement the City's climate action policies with consideration to the regional plan.

The City of Mission has done extensive planning and discussion around the topics of sustainability. Compared to many other cities, Mission has focused decision-making on the topic and has addressed many issues that improve economic vitality, the environment, and social justice. Still, more can be done.

Mission has been consistently working toward sustainability, but implementation and follow through can sometimes fall short due to changing policies or priorities. There are several things the community can do to renew the sense of urgency and excitement around sustainability goals.

Update or Review the Climate Action Plan

Updating the 2009 Climate Action Plan would be useful. Times and technology have changed significantly since this report was first created. A full or partial update of the report could help raise awareness and excitement about the ideas and vision for a new plan. An additional benefit of reviewing the report could be to identify what action steps were or were not attainable, and why goals were not attained, so that new action steps could be better tailored to the community.

Community Greenhouse Gas Emissions Report

For a plan looking at a timeframe of 2020 to 2040 or beyond, updated green house gas (GHG) emissions reports at specific intervals could help identify strategies and action items as strategies are implemented. A new GHG report should be conducted regularly to evaluate progress toward reducing Mission's carbon footprint.

Funding

To help implement the Climate Action Plan, Mission should continuously seek diverse funding sources. Funding could come from local fundraising efforts, national foundations, or county, state, and federal grants among other options.

Community Support

Finally, another way to help advance implementation of the Climate Action Plan is to garner heightened support from the public. Strong displays of community support for the goals, policies and action items outlined in the report can help provide the political capital needed to follow through to adoption. Education and marketing campaigns about the plan could help with this strategy. Education, along with a partial or complete update of the plan could spark new and innovative ways to address climate change locally. Setting a good example could have wide-reaching effects.

3A Strategies for Mission

Reinvigorate Mission's commitment to reaching its Sustainability and Climate Action Plan goals and community targets

Mission has a strong history of planning for sustainability - a renewed vigor for accomplishing these action items and goals is needed to get to the next level.

- › *Review and update the 2009 Climate Action Plan to identify action items that are no longer relevant, completed, or new opportunities.*
- › *Perform updated greenhouse gas inventories on a regular basis to reflect existing conditions more accurately and continue to monitor.*
- › *Continue to use the Sustainability Committee's scorecard on development review to ensure new projects are in line with the community's values and sustainability goals.*
- › *Actively seek funding for community sustainability initiatives.*

4.6 Goal 4

Goal 4 - As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.

Mission is a landlocked, nearly fully built-out community. There are limited areas available for more density which can help increase the underlying assessed valuation for Mission. Additionally, the built-out nature of the City provides limited opportunities for new parks or open space to be added.

One way to add open space and tree canopy while also promoting new mixed-use and more intense redevelopment is to incentivize the addition of greenspace, outdoor gathering space and tree canopy into site design of new redevelopment plans.

There is a growing, national trend of privately-maintained gathering spaces included within new developments that provide residents, shoppers, and employers with outdoor amenities. Residents are attracted to the outdoor space and retailers can see the benefit of increased foot traffic and providing a more experiential retail environment to compete with online sales. There are two important strategies to implement this idea: design standards and incentives.

Landscaping zoning code regulations may be amended to codify stipulations for outdoor amenity spaces within large-scale developments. By enhancing the design standards of multi-family residential or mixed-use developments, the City can ensure that new developments incorporate dynamic and functional outdoor amenities.

The City should incentivize quasi-public green space for developments of varying sizes; the size of the public amenity space corresponding to the size of the development, along a sliding scale.

4A Strategies for Mission

Expand greenspace and protect tree cover by encouraging both to be integrated into new development or redevelopment

New developments or redevelopments should include open space in the site plan and incorporate existing and new tree cover into site design.

- › *Adopt a policy to incentivize private development to include outdoor gathering spaces.*
- › *Review and update zoning code regulations requirements related to landscaping of multi-family, commercial, and mixed-use developments.*
- › *Encourage developers to view existing tree cover or other sensitive environmental features as a site amenity rather than an obstacle.*
- › *Explore creative alternatives to greenspace requirements in developments if sites are not supportive of conventional requirements.*

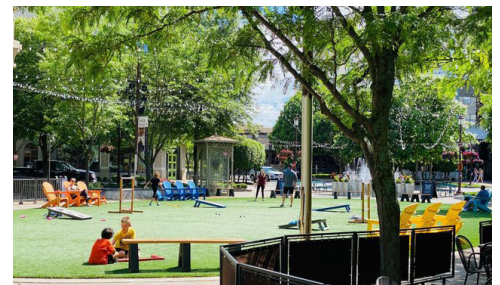


Figure 4.16 - Examples of Privately Maintained and Developed Public Spaces

4.6 Goal 4

Goal 4 - As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.

Tree Cover

The benefits of prolific tree cover within a community include:

- Removing pollutants from air, soil, and water.
- Protecting communities from the urban heat island effect by keeping streets and neighborhoods cool.
- Capturing rainfall and stormwater.
- Reducing respiratory illnesses.
- Encouraging outdoor activities.
- Increasing the overall quality of life.
- Increasing property values.
- Reducing crime levels.

Mission has long realized the importance of protecting the urban tree canopy, especially in residential neighborhoods and parks. According to the 2021 DirectionFinder Survey, 41% of respondents said they would like to see more trees planted in Mission's outdoors parks and on city property. This could be accomplished by promoting an existing donation program that opens up the ability for Mission residents and businesses to plant trees in memoriam or in celebration.

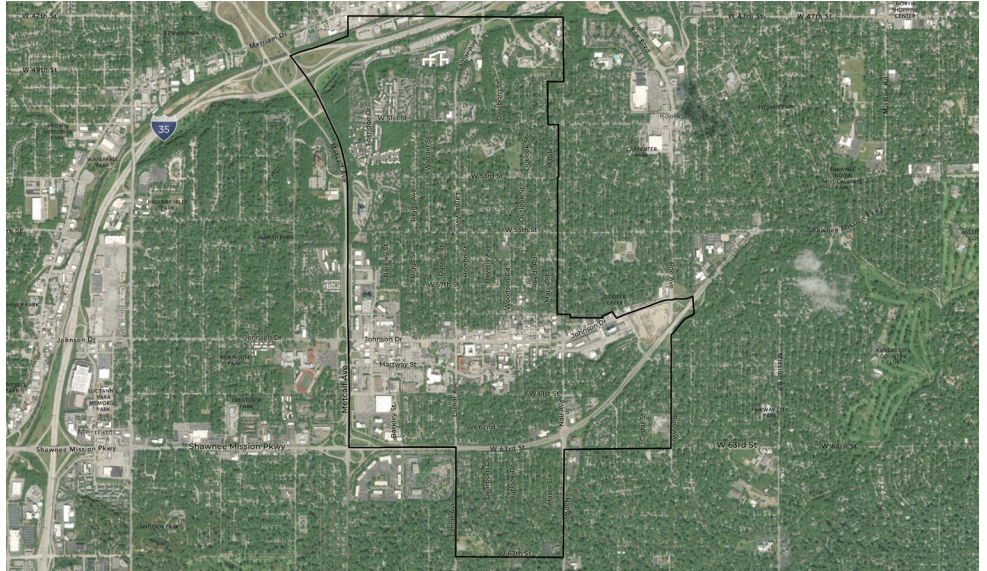


Figure 4.17 - Existing Mission Tree Cover

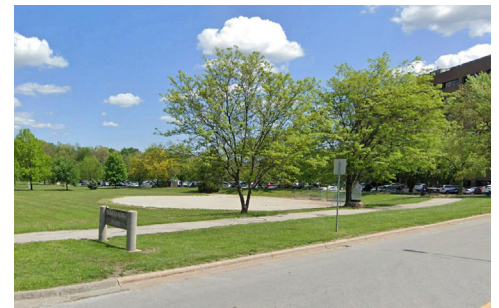


Figure 4.18 - Existing Tree Cover on Mission's Streets and in Mission's Parks

4B Strategies for Mission

Preserve and increase Mission's tree canopy

The tree cover and natural features in Mission provide many environmental, social, and even economic benefits and should be preserved as much as possible.

- Continue to preserve tree cover by integrating existing trees into site designs as an amenity.
- Create and adopt a tree preservation ordinance (using MARC's model tree preservation ordinance as a guide) to protect Mission's tree cover.
- Actively follow the current Tree Plan to ensure tree species diversity within Mission.
- Consider requiring that for every tree removed, two additional trees must be planted.

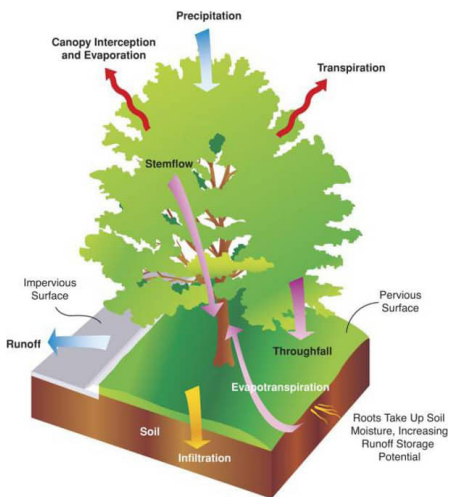


Figure 4.19 - Benefits of Street Trees
Source: smarttreespacific.org

4.6 Goal 4

Goal 4 - As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.

Natural Resource Preservation

While Mission is largely a fully built-out community, there are areas with little to no development - primarily where there are steeper slopes in the northern portion of the community and in select areas along the Rock Creek channel.

Undeveloped steep slopes in the northern portion of Mission are important and sensitive ecological environments that are vulnerable to erosion. Degradation of these conditions can lead to habitat loss, alter drainage patterns, and intensify flooding- which is already a major concern throughout the Turkey Creek watershed.

Incorporating trails into steep slope areas is a strategic way to preserve these sensitive areas while also increasing the recreational amenities within Mission. Mission should investigate opportunities and work with adjacent property owners to see if this is a viable strategy.

Slope preservation ordinances can be customized to fit the needs of Mission but in general these types of ordinances place restrictions on developments within areas that have a certain percentage of slope; usually between 15% and 25%. Mission would benefit in the following ways from adopting a slope preservation ordinance:

- Expand wildlife habitat preservation.
- Opportunities for recreational amenities in steep slope areas.
- Mature tree coverage helps to combat climate change and reduces the urban heat island effect.

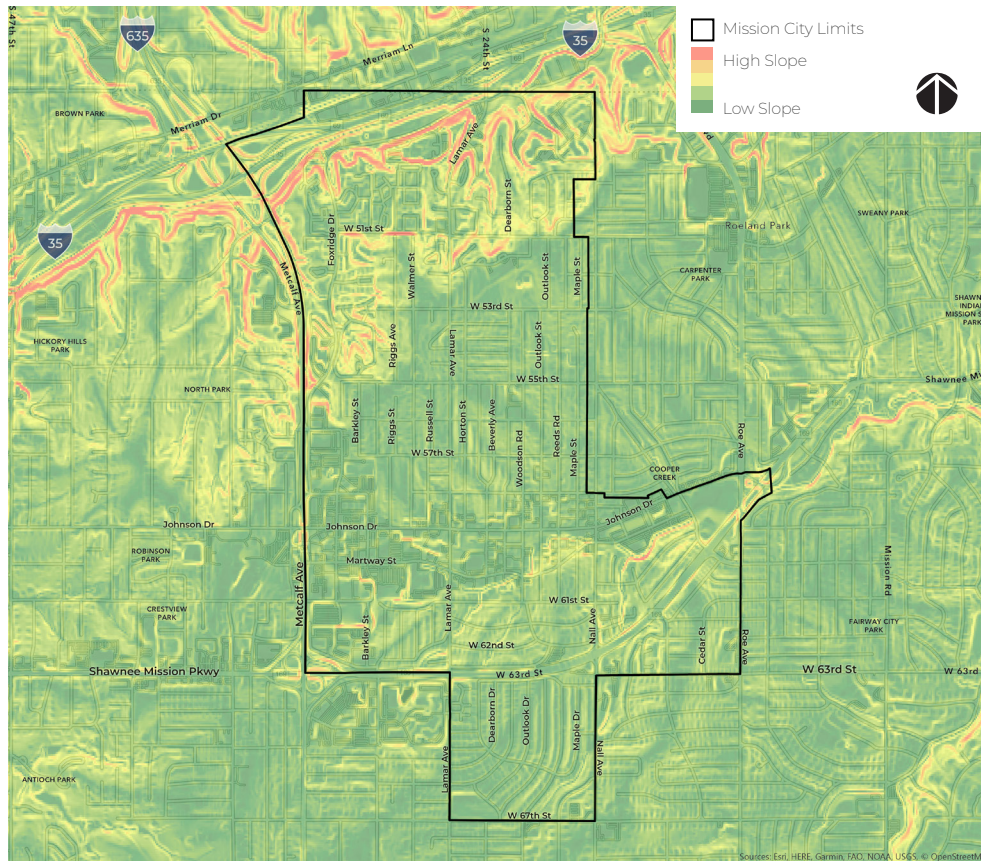


Figure 4.20 - Slope Map

4C Strategies for Mission

Maintain Mission’s natural features

Creek corridors and steep slopes offer many environmental and social benefits to Mission and should be actively maintained as the community develops.

- Adopt a steep slope preservation ordinance to regulate or prevent development in areas with slopes over a certain percentage.
- Study the feasibility of additional trail connections through steep slope areas as a means for slope preservation.

4.6 Goal 4

Goal 4 - As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.

Native Plantings

There is a nation-wide trend for native landscaping because of the benefits these plants provide to the local environment. According to the U.S. Forest Service, native plants are beneficial because they:

- Do not require fertilizers and require fewer pesticides.
- Require less water than lawns and help prevent erosion.
- Help reduce air pollution.
- Provide shelter and food for wildlife.
- Promote biodiversity.
- Promote stewardship of the local area's natural heritage.
- Are aesthetically pleasing and increase visual interest within parks and along streets.

Native plants are naturally adapted to the local climate and soil conditions. They flourish and provide important benefits. Native species support local pollinator populations and serve as food for insects, birds, and other animals.

Native plants can be used in a wide variety of environments ranging from personal gardens, streetscape plantings, and within public parks or city-owned property. Often, community garden volunteer groups support the maintenance of native plantings.

Mission should actively work with groups such as the Kansas Native Plant Society, a group that encourages awareness and appreciation of native plants in Kansas through education, stewardship, and scientific knowledge, to implement native plantings throughout the community.



Figure 4.21 - Native Streetscape Plantings



Figure 4.22 - Examples of Native Plantings and Native Planting Groups

4D Strategies for Mission

Encourage use of native plants throughout Mission

Planting native species offers many environmental benefits and should be encouraged throughout the community.

- Create and adopt a native plants ordinance to require use in private developments and actively use native plantings in public parks and green spaces.
- Support the creation of gardening groups to help maintain native plants throughout the community, especially within City-owned parks and on City property.

4.7 Goal 5

Goal 5 - Support and encourage new development and redevelopment in Mission that is sustainable.

Sustainability Commission

The Sustainability Commission advises the Council on policies pertaining to sustainable practices that impact the natural environment, the economy, and the community.

The Commission frequently references existing plans including *Remodeling for Accessible Homes Guidebook* (2021), the *KC Regional Climate Action Plan* (2021), the *KC Climate Action Playbook* (2019), the *Comprehensive Sustainability Plan* (2015), the *Communities for All Ages Checklist* (2015), the *Sustainability Program and Initiatives Plan* (2010), and the *Mission Climate Action Plan* (2009), and *Greenhouse Gas Inventory* (2008).

Sustainability Scorecard

One important tool the Sustainability Commission developed is the Sustainability Scorecard. The scoreboard is a voluntary program for prospective development projects that “seeks to reward those making sustainable choices in new construction, redevelopment, or renovations.”

The Sustainability Scorecard has been used on several projects

- throughout Mission including:
- Mission Gateway
- Cornerstone Commons
- Mission Trails


Residence on Rock Creek
The scorecard is provided to the developer who can fill out the document and present the results to the committee. High scoring projects can be awarded a Bronze, Silver, Gold, or Platinum rating by the Sustainability Committee, which is then passed on to the Planning Commission and City Council.

Currently, the process is voluntary and non-binding.

5A Strategies for Mission

Continue to encourage sustainability measures for new development and redevelopment projects in Mission

- *Expand the use of the Sustainability Scorecard for all new developments or redevelopments that substantially change or alter the site.*
- *Consider providing a tiered financial incentive for developments or redevelopments that earn a Bronze, Silver, Gold or Platinum-level designation on their project.*
- *Actively involve the Sustainability Commission on any future update to the Sustainability and Climate Action Plan.*
- *Incentivize existing businesses to achieve higher sustainability standards when renovating existing buildings.*



SUSTAINABLE MISSION
Making a sustainable difference in Mission, Kansas

Project: _____
 Expected completion: _____
 Project Team: _____

Building Scorecard (Revised December 2018)

Please complete all sections that are applicable to this project. Check any boxes for areas that apply to the work, and use the blank area to explain further. You may also assign point totals for each section; though these will be reviewed and a final score determination will be made by the Mission Sustainability Commission. Additional explanations and clarifications for each item can be found in the building scorecard supplemental document.

1. Will this project pursue any sustainable building certifications? Include rating details.
2. Site Development, Land Use, Location and Transportation Impact

<input type="checkbox"/> a. Pre-design site assessment	<input type="checkbox"/> b. Preserve natural resources	<input type="checkbox"/> c. Manage storm water
<input type="checkbox"/> d. Landscape irrigation	<input type="checkbox"/> e. Manage plants/ vegetation	<input type="checkbox"/> f. Manage soils/ erosion control
<input type="checkbox"/> g. Site waste management	<input type="checkbox"/> h. Walking/ bicycle paths	<input type="checkbox"/> i. Bicycle storage
<input type="checkbox"/> j. Changing/ shower facilities	<input type="checkbox"/> k. Carpool/ car share	<input type="checkbox"/> l. EV charging
<input type="checkbox"/> m. Bus access	<input type="checkbox"/> n. Heat island mitigation	<input type="checkbox"/> o. Reduce light pollution

Points scored - _____ out of 20

Figure 4.23 - Page from the Sustainability Scorecard

5.0 Parks and Recreation

5.0 PARKS AND RECREATION

5.0 Existing Conditions

Parks and Recreation Overview

Parks and community recreation facilities greatly enhance the quality of life for residents of a community and are an important component to evaluate when undertaking a long-range planning effort. Mission has an extensive portfolio of parks, community facilities, and trails. Below, Mission’s parks are listed and evaluated for overall level of service.

In addition to outdoor parks, Mission has several other parks, recreation amenities, and programs including:

- Powell Community Center
- Youth/adult/age 50+ programs
- Mission Family Aquatic Center
- Mission Market

More detailed information on the existing park facilities can be found in the Existing Conditions report of this Comprehensive Plan (page 169) as well as in the Mission Parks and Recreation Master Plan.

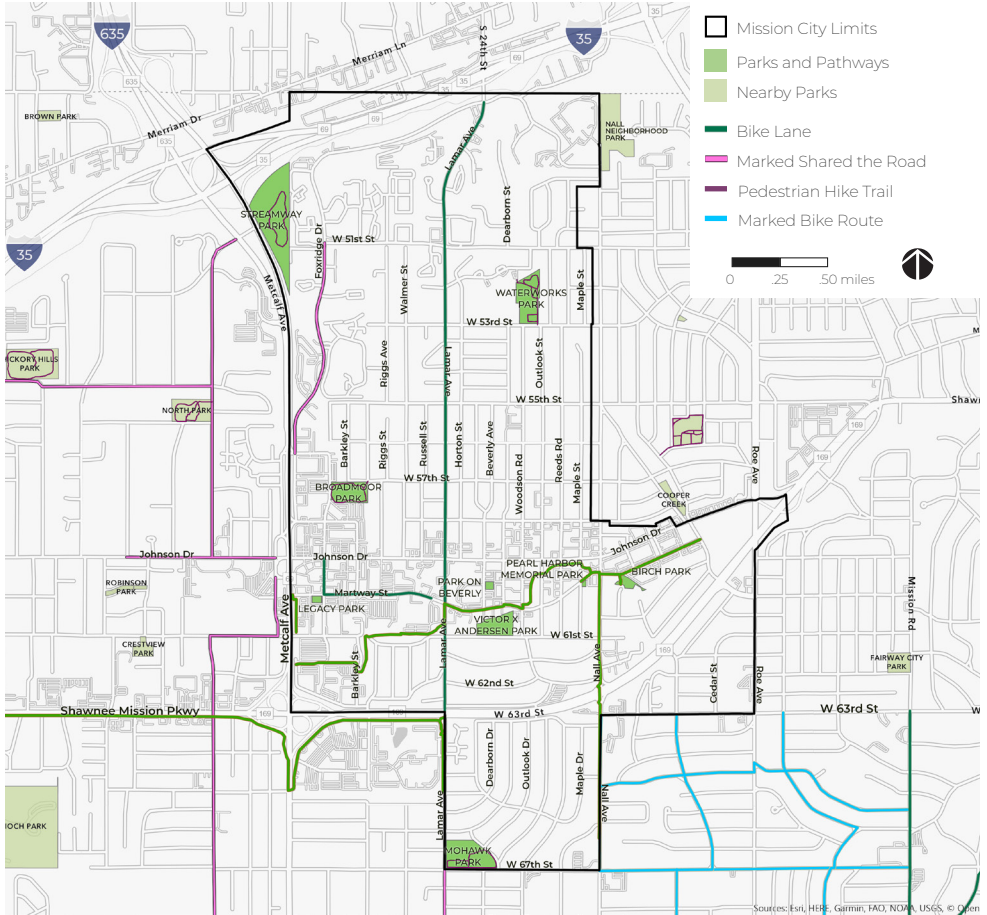


Figure 5.1 - Existing Park Facilities

Parks	Acres
Andersen Park	2
Broadmoor Park	5
Mohawk Park	8
Legacy Park	0.5
Park on Beverly	0.5
Pearl Harbor Memorial Park	0.25
Streamway Park	5
Waterworks Park	3
TOTAL	24.25 acres

Table 5.1 - Mission Park Acres

Level of Service Analysis	Total
Existing Park Acres	24.25
Existing Population (2020)	9,961
Level of Service	2.45
Total Park Acres/1,000 residents	

Table 5.2 - Mission Park Level of Service (LOS) Analysis

Level of Service

The Level of Service (LOS) for Mission’s system was calculated on the National Recreation and Park Association’s (NRPA) standard of 10 acres of parkland per 1,000 residents. According NRPA, cities should aim to have 10.5 acres per 1,000 residents. Based on the City’s 2020 population, Mission alone does not meet the level of service recommended for total park acres (Table 5.2). However, there are over 80 acres of additional park space nearby in neighboring communities, as shown in Figure 5.1, to help fill the level of service gaps.



Figure 5.2 - Existing Park and Recreation Facilities and Amenities

5.0 Existing Conditions *(Continued)*

Walk Time Analysis

When evaluating and analyzing the existing parks facilities within a community, it is important to look at service areas through a walk-time analysis. The map to the right shows darker blue areas of Mission that are within a 5-minute walk time of a park. The lighter blue color shows the 10-minute service area and the yellow color is a 15-minute service area. All three classifications are considered reasonable walk times for parklands.

As shown in Figure 5.3, there are only a few isolated spots within Mission that are not within a 15-minute walk of a City-owned park. However, there are parks in adjacent communities that are very close to Mission's city limits. The areas of Mission not within a 15-minute walk of a Mission-owned park facility are generally near these other park facilities which helps to supplement the overall level of service.

Emphasis should be placed on creating a safe and welcoming trail or sidewalk network to facilitate stronger connections between residential neighborhoods and city parks.

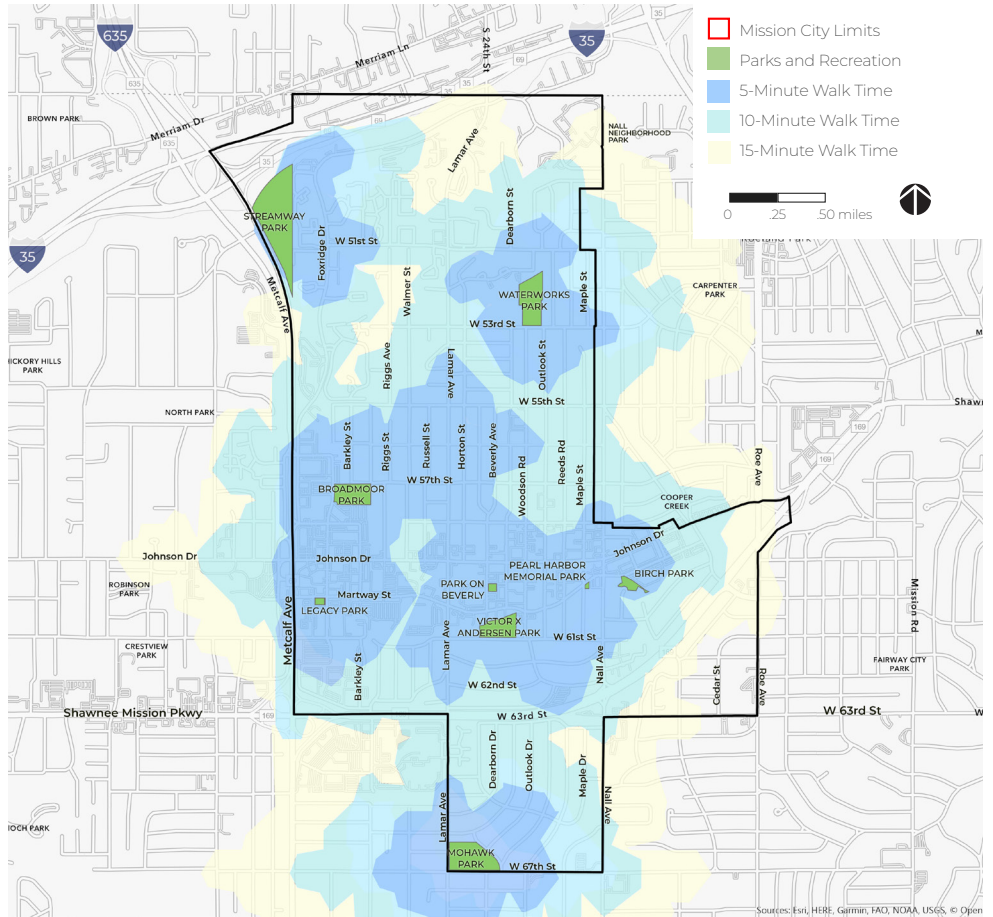


Figure 5.3 - Park Walk Time Analysis Map



Figure 5.4 - Existing Parks in Mission

5.1 Goal 1



Goal 1 - Maintain and preserve existing open space and natural features to enhance the character of the built environment, promote neighborhood stability, public health and safety, and provide for outdoor recreation and visual enjoyment.

Maintaining Existing Facilities

The first step in having a quality parks system, is maintaining the existing facilities and natural features to ensure they continue to serve the community's needs. According to the 2021 City of Mission DirectionFinder Survey, 58% of residents are satisfied with the current condition of park amenities. While this is above the national average (51%), there is room for improvement. Additionally, according to the survey, residents believe the current condition of amenities and the maintenance of city parks and green spaces should receive the most emphasis in the future.

With Mission being a built-out community, there are limited opportunities for new park spaces. As such, maintaining, enhancing, and updating the current parks will be critical to ensure the community's overall health and recreational opportunities remain vibrant. Emphasis on maintaining existing parks facilities is also more economically and environmentally sustainable.

The data provided by the community survey is also supported by the input received during the public engagement process of the comprehensive planning effort. Many of the existing parks and trails were indicated as residents' favorite places, proving that the existing park facilities are worth investing in and enhancing. Examples of parks highlighted as residents' favorite places can be found in the Public Input Summary located in the Appendix.

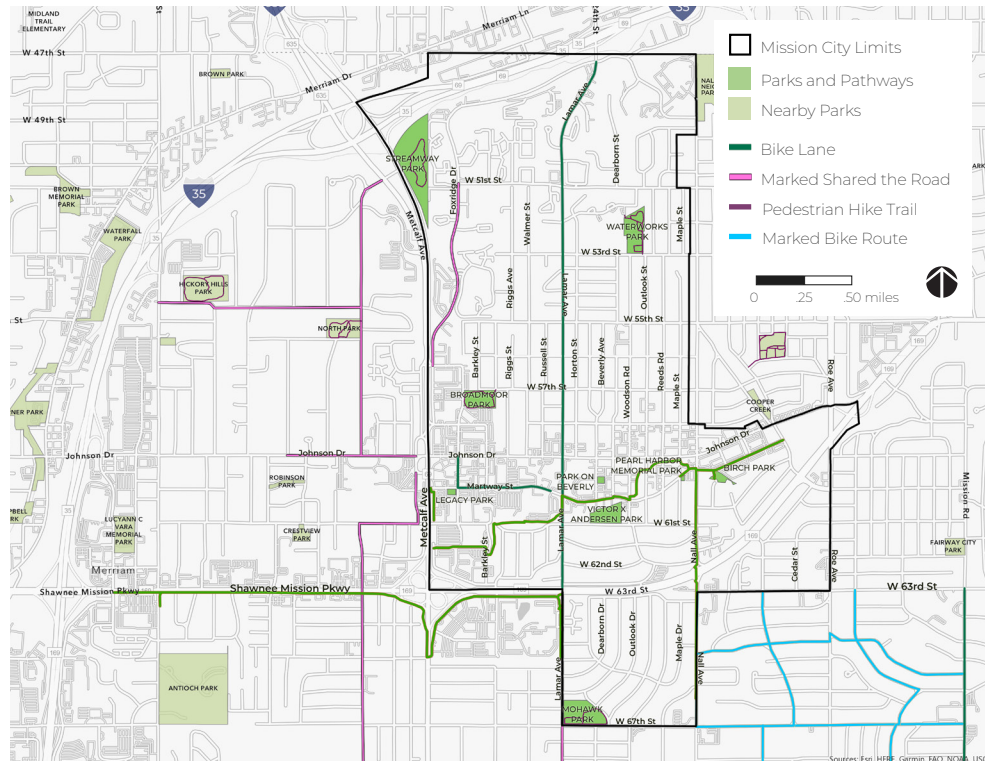


Figure 5.5 - Existing Parks and Trails Map - Mission and Adjacent Communities

1A Strategies for Mission

Regularly review Mission parks and recreation facilities

Mission should conduct regular reviews of park facilities including all of the various equipment, amenities, and programming to evaluate if maintenance is needed or if a particular element should be updated or phased out.

- Continue to regularly evaluate parks and recreation trends when facility planning.
- Regularly perform life cycle evaluations as well as community surveying to ensure programs and facilities continue to meet the desires of Mission residents.
- Refer to Public Input Summary and community survey to review amenities that are desired by the community and develop strategy for the implementation of those amenities.



5.1 Goal 1 (Continued)

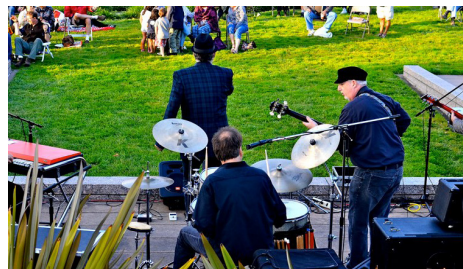
Goal 1 - Maintain and preserve existing open space and natural features to enhance the character of the built environment, promote neighborhood stability, public health and safety, and provide for outdoor recreation and visual enjoyment.

Wayfinding Signage

Another important factor in ensuring existing parks and facilities are well-used amenities within Mission, is enhancing the visibility and awareness of park facilities, not only for residents but visitors as well. Wayfinding signage around the community and within park facilities helps guide potential park users and emphasize the corridors that connect parks with facilities. Tactical or low-cost and temporary methods are also an option in the short-term as longer range, more extensive improvements to parks and corridors are planned.



Figure 5.6 - Tactical Wayfinding Signage



The City of Mission should actively work to promote city park spaces and facilities in the various outreach methods at the City's disposal. This could include newsletters, social media posts and mailers. The City should also continue to work with neighborhood and community groups to utilize park spaces and gather further feedback for needed improvements.



Figure 5.7 - Existing Wayfinding Signage placed in 2021 in Downtown Mission

1B Strategies for Mission

Increase visibility and awareness of existing park facilities

- › Continue to highlight parks, amenities, and events in community newsletters and social media posts to increase awareness of these facilities.
- › Continue to actively promote parks with neighborhood and community groups.



5.1 Goal 1 (Continued)

Goal 1 - Maintain and preserve existing open space and natural features to enhance the character of the built environment, promote neighborhood stability, public health and safety, and provide for outdoor recreation and visual enjoyment.

Trail Amenities

Mission has a collection of trail corridors that extend in all directions; the most well-used of which is the Rock Creek Trail, south of Johnson Drive. While there is a desire for more trails, discussed later in this chapter, improvements to the existing trail network are also important to consider. Trail signage and amenities such as bike parking and repair stations, seating, lighting, and green infrastructure elements are all beneficial elements when considering trail enhancements.

Public art can also enhance the existing trail network and be another unique element that increases the use of trails throughout the community. Public art installations can be permanent or rotate, focusing on local artists while simultaneously becoming a destination for the region.



Figure 5.9 - Example of Trail Signage



Figure 5.10 - Examples of Trail Amenities

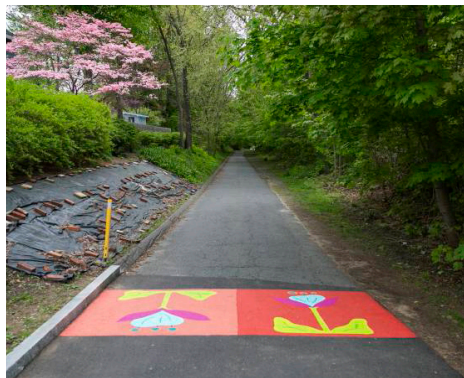


Figure 5.8 - Examples of Public Art

1C Strategies for Mission

Improve existing trail network in Mission

An extensive and well-maintained trail network can become a highly used amenity that serves to safely and efficiently connect Mission's residents to parks and recreation facilities.

- Enhance existing trail network with amenities such as signage, bike parking and repair stations, seating, lighting, and green infrastructure elements.
- Incorporate public art along trail corridors to add unique placemaking elements and increase the user experience and overall quality of life for residents.

5.2 Goal 2



Goal 2 - Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails.

Pedestrian and Bicycle Trails

Generally, the southern portion of the community is well-served by existing parks facilities as indicated by the walk-time analysis map on page 41. Subsequently, the greatest need for additional park space is in the northern portion of Mission. As mentioned, Mission is a built-out community, limiting opportunities for additional park space. Therefore, the City should focus on enhancing the existing trail and sidewalk connections between park facilities and look for additional trail connection opportunities. With the relatively small geographic area of Mission, enhancing the connections between parks will help alleviate the unequal distribution of park facilities and make them more accessible through safe and comfortable routes.

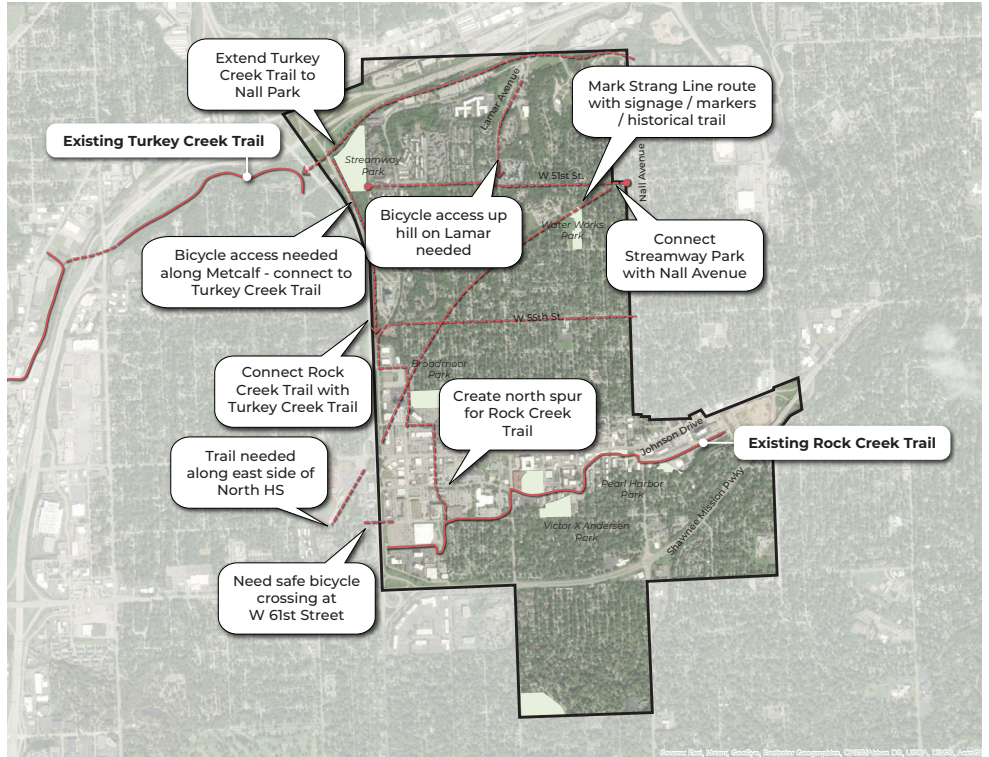


Figure 5.13 - Public Feedback - Desired Trail Connections and Enhancements



Figure 5.11 - Clearly Defined/Visible Trail Crossing at Roadway

As part of the public participation process, we asked for preferences about desired trail connections on the interactive website. The

results of this activity are summarized in the figure above. Recommendations will be considered for future project development.

2A Strategies for Mission

Expand trail network throughout the city so that all residents are within ¼ mile of the trail network

- Conduct a city-wide trail feasibility study for additional trail corridors and prioritize projects based on public feedback, funding options; working with necessary property owners to alleviate any concerns. The feasibility study should identify right-of-way acquisition needs, cost to construct, and prioritized project list.
- Enhance trail crossings at all roadways to prioritize cyclists and pedestrians.
- Allocate resources to acknowledge the historic Strang Line Interurban Railroad by utilizing wayfinding/educational signage to commemorate its local and historical significance; implement trail segments where possible.



Figure 5.12 - Examples of Historic Trail Signage



5.2 Goal 2 (Continued)

Goal 2 - Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails.

Outdoor Gathering Spaces

A long-lasting outcome of the COVID-19 pandemic is the increased use of public spaces/parks and the realization of the importance of these spaces. In dense, urban areas, communities used creativity to allow streets, parking spaces, and parking lots to be used as public gathering spaces. In many cases, this was accomplished by rethinking and reflecting on the needs of the entire community, not just the need to move or park cars.

Mission has the opportunity to adapt current city codes and ordinances to allow for the flexible use of streets and parking areas to encourage gatherings and events. The photo examples to the right show how parking spaces or entire travel lanes were reallocated to accommodate outdoor seating and larger gatherings.



Figure 5.15 - Examples of Streets Being Used as a Public Amenity



Figure 5.14 - Streets as Public Spaces

2B Strategies for Mission

Allow for the flexible and creative use of streets/parking areas for public gathering

Gathering spaces can be incorporated into public spaces through more flexible city codes and ordinances.

- › Adopt policies that allow for strategic corridors and/or parking areas to be used for gatherings, activities, and events on a regularly scheduled basis.
- › Evaluate the Downtown district to determine if any streets could be permanently closed to traffic and opened for additional public space.

5.2 Goal 2 *(Continued)*

Goal 2 - Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails.

Mission Market

The Mission Market is a popular community space and an asset that connects residents and visitors with farmers and artisans. Currently, the market operates on a narrow grass lot between Johnson Drive and Rock Creek Trail.

There is the general consensus within the community that the market could benefit from permanent site amenities that would support both vendors and patrons and encourage use during times when the market is not active. The space is in the heart of Downtown and could be enhanced further to support both programmed and passive uses. Communities across the country have seen the economic and social advantages of permanent amenities which contribute to vibrancy and activity in the districts where they are located.



Figure 5.16 - Images of the Mission Market

2C Strategies for Mission

Continue to support the Mission Market

The Mission Market is an important community asset that would benefit from continued investment and branding efforts.

- › Allocate funding for permanent market site improvements that support the long-term viability of the Mission Market.
- › Complete a master plan for the market area and adjacent parking to create a new community gathering place for residents along Johnson Drive.
- › Continue funding for staff, programming, and branding support for the Mission Market.



5.4 Goal 3

Goal 3 - Invest in ongoing maintenance and park enhancements, including restrooms, playground equipment, seating options, and other amenities.

Maintenance and Enhancements

Mission is a diverse community and the parks should reflect that diversity in the types of amenities and spaces they provide for residents. As mentioned earlier in this chapter, Mission should continue to evaluate how well the park system meets the needs and desires of residents.

Routine surveying of community priorities as it relates to parks as well as a continued understanding of industry-wide trends can help Mission's parks continue to adequately serve residents and visitors.

An important part of parks evaluation is ensuring there is funding in place to deliver the improvements and enhancements the community wants. Parks should be viewed as an amenity that serve a wide variety of needs and provide benefits for all users. Mission's parks should provide fundamental facilities such as restrooms, playground equipment and seating, but also destination elements designed to attract local and regional patrons.

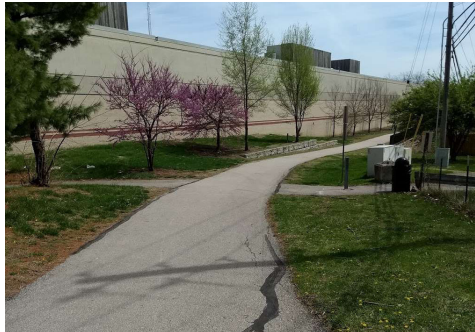


Figure 5.17 - Existing Park Amenities in Mission

3A Strategies for Mission

Adequately fund, maintain, and enhance Mission's parks

Mission's parks should continue to be viewed as a vital resource within the community and be funded, maintained, and enhanced.

- › Adequately fund parks for necessary enhancements and maintenance needed to provide high-quality public spaces for the community.
- › Regularly perform life cycle evaluations as well as community surveying to ensure programs and facilities continue to meet the needs and priorities of Mission residents.

5.5 Goal 4



Goal 4 - Ensure that parks and recreational spaces are compliant with ADA standards and available to users of all ages and abilities.

Parks for All

The Tomorrow Together Plan Vision Statement describes Mission as, "an inclusive city that embraces people of all ages and backgrounds." This vision is supported by Mission's Gold Level designation in the Mid-America Regional Council's (MARC) Community for All Ages program. One way in which this vision can be realized is in Mission's parks and recreational spaces.

Parks are places for residents and visitors of all ages and physical abilities and should contain programs and elements that can be used by everyone. This philosophy translates to everything from well-maintained pathways and play surfaces, seating elements, ADA accessible restrooms, and drinking fountains, to inclusive sports and play amenities.

Inclusive playgrounds are specially designed for users of all ability levels including those with limited mobility, sensory, visual, or hearing impairments. The implementation of these types of amenities has been growing nation-wide. Communities with inclusive park features tend to be regional destinations.

Another example of an inclusive park feature are trails designed for people with autism. Trails of this nature can include different stations, from cuddle stations to alone zones and spaces for different physical activities. An autism nature trail could be a regional attraction and valued amenity, likely increasing the use of Mission's parks and demonstrating Mission's vision to be a community for all.



Figure 5.18 - Inclusive Park Features, Including Autism Trail (Top Right)

4A Strategies for Mission

Ensure Mission's parks are accessible and usable to everyone

Mission's parks should be accessible and usable to all who live in the community and visit from the region.

- Perform regular analysis of Mission's parks level of accessibility for all different ages and physical abilities.
- Implement key improvements to address accessibility issues.
- Fund inclusive park amenities, such as an autism trail, to increase the usership and value of Mission's Parks, and to improve the quality of life for residents.

5.6 Goal 5



Goal 5 - New or newly redeveloped public spaces should include Universal Design Features.

Universal Design

A specific tool that can be used to ensure public spaces in Mission are accessible to all users, is to implement Universal Design principles in public parks, recreation areas, and other public spaces. The United States Access Board defines Universal Design as, "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design." In terms of park and recreation design, Universal Design relates to the design of pathways, playground and exercise equipment, public facilities such as restrooms, and various other park components in Figure 5.20. Universal Design adheres to the seven principles shown in Figure 5.19 and are intended to create environments where users of all physical abilities have the same opportunities as those without physical challenges.

The photos are some examples of universally designed equipment.

Below are ways Mission can support Universal Design:

- Develop an awareness strategy (website/mailers/social media).
- Develop educational handout materials, website references, and resource links oriented towards residents and public facility users.
- Coordinate separate information and instructional sessions to bolster support for Universal Design elements in public parks and public facilities.

Universal Design Standards

> Principle 1: Equitable Use

The design is useful and marketable to people with diverse abilities.

> Principle 2: Flexibility in Use

The design accommodates a wide range of individual preferences and abilities.

> Principle 3: Simple and Intuitive Use

Use of the design is easy to understand, regardless of the user's experience.

> Principle 4: Perceptible Information

The design communicates necessary information effectively to the user.

> Principle 5: Tolerance of Error

The design minimizes hazards and the adverse consequences of unintended actions.

> Principle 6: Low Physical Effort

The design can be used efficiently and comfortably and with minimum fatigue.

> Principle 7: Sized for Approach/Use

Appropriate size and space is provided to approach, reach, manipulate and use.

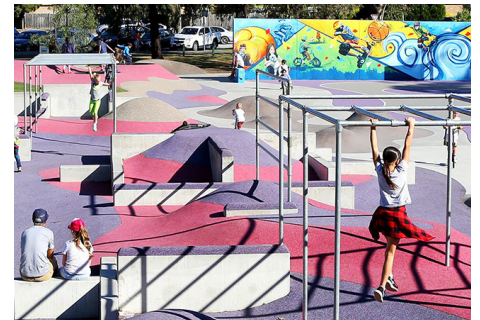


Figure 5.19 - Universal Design Principles

Figure 5.20 - Examples of Universal Designed Park Components

5A Strategies for Mission

Incorporate Universal Design features into Mission's parks and recreation spaces

Mission's parks should be accessible and usable to all who live in the community and visit from the region.

- > Create and adopt ordinance to require universally designed components in parks, and recreational or public spaces in Mission.
- > Perform regular analysis of parks' accessibility for different ages and physical abilities.
- > Implement key improvements to address accessibility issues.

6.0 Transportation and Mobility

6.1 Existing Conditions

Street System Overview

Mission's existing roadway system that is made up of local, collector, and arterial roadways.

Local Street

Local streets (shown in blue in Figure 6.1) are primarily used to gain access to residential properties, and discourage through traffic. Local roads are typically low speed with limits between 20-30 mph.

Collector Street

Collector streets (shown in yellow) are major and minor roads that connect local roads with arterials. Collectors have lower speeds and shorter distances than arterials with speed limits between 35-55 mph.

Arterial Streets

Arterial streets (shown in orange) are high-capacity urban roads functioning to deliver traffic from collector roads to major arterials (interstates or freeways).

Major Arterial Streets

Major Arterials (shown in red) are the highest roadway classification. They provide the highest functional mobility and high speeds (55-75 mph) with limited access points.

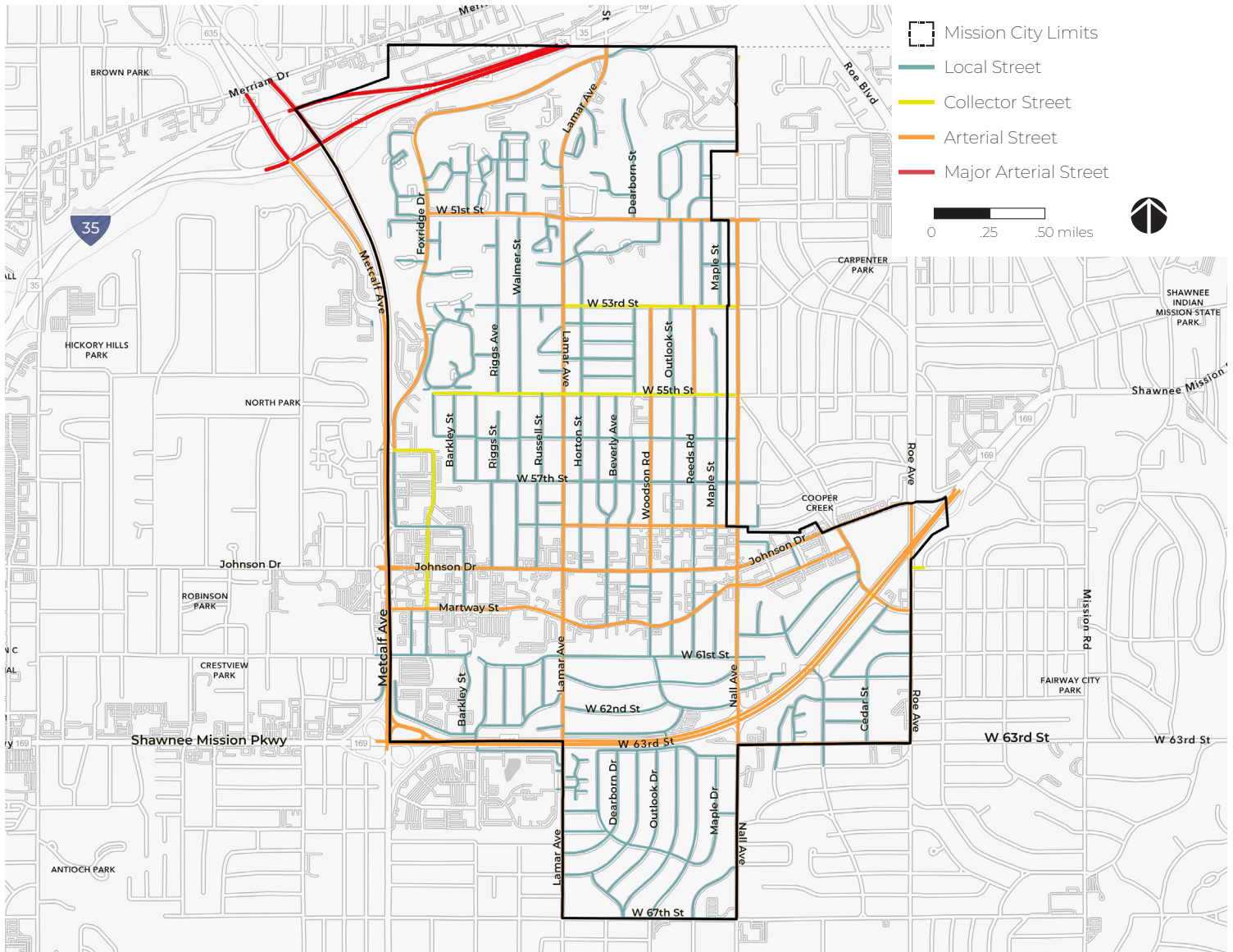


Figure 6.1 - Street System in Mission

6.1 Existing Conditions *(Continued)*

Transit System Overview

Figure 6.2 shows the transit system available in Mission and the nearby area. A transit center located on Mission's east side enables more viable public transit ridership than many other suburban communities.

The main routes through Mission include 401 Metcalf-Plaza, 402 Johnson-Quivira, 403 Antioch-Olathe, and 435 JoCo to Downtown. Most of these routes run near or along the Johnson Drive and Martway Street corridors. Bus stops located within and immediately adjacent to Mission are shown in the map below.

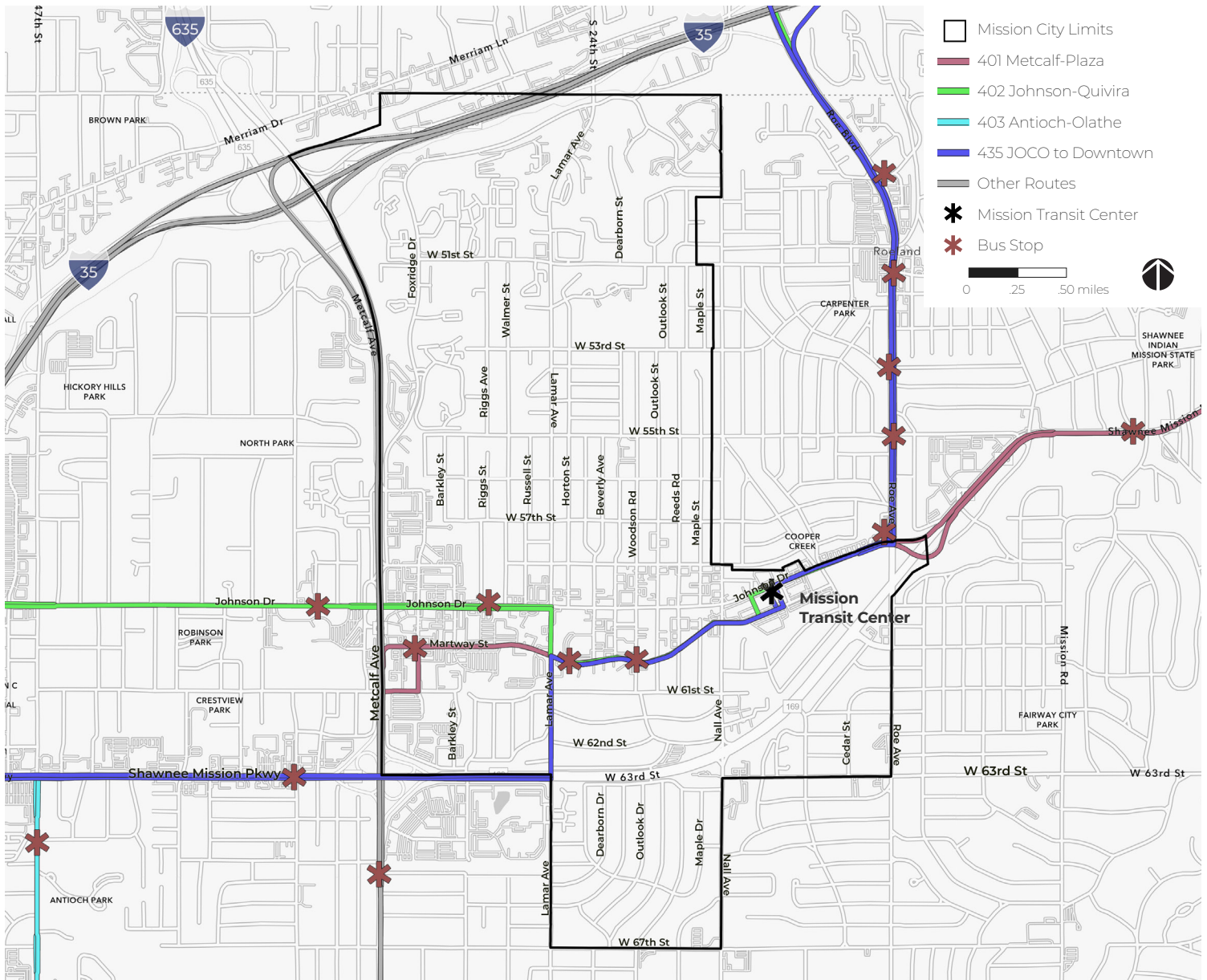


Figure 6.2 - Existing Transit Stops/Routes



6.3 Goal 1

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

Increasing Walkability

The 2021 DirectionFinder survey shows that 75% of respondents think walkability and accessibility in the community is either “extremely” or “very important.” Walkability and bikeability are major factors people use to evaluate where they want to live and businesses use to evaluate where to locate. Increasing opportunities for walking and biking also helps improve personal fitness, improve air quality, reduce noise pollution, and improve mental health, all of which have major public health and quality of life benefits.

Walking and biking facilities also have quantifiable economic benefits, including higher values for adjacent properties. Utilizing the KDOT Benefit-Cost Tool developed for the Kansas Active Transportation Plan, it is estimated that the Rock Creek Trail in Mission has an economic benefit to the City of approximately \$14.8 million over a 30-year period and increased residential property values by \$18.0 million. Expanding the trail system to 8-miles in total length (in addition to the 1.5-mile-long Rock Creek Trail) could result in an additional \$60 million in economic benefits over the next 30 years.

Today, much of Mission is highly walkable and bikeable. Almost every resident in the city can access City services, retail and dining destinations, and the Mission Transit Center within a 30-minute walk or a 10-minute bike ride. The street grid system provides direct routes throughout the city, with the exception of the barriers posed by Metcalf Avenue (US-69) and Shawnee Mission Parkway (US-56). However, very few streets in the city have sidewalks, and even fewer have bicycle facilities. With a high-quality, connected network of sidewalks, trails, and bike lanes, residents will be able to easily walk and bike safely throughout the city. Mission should expand the sidewalk, bike lane, and trail network to improve health, quality of life, and economic development.



Sidewalk along Johnson Drive



Sidewalk in Form Based Code district



Sidewalk along Beverly Avenue



Sidewalk along Lamar Avenue

Figure 6.3 - Existing Sidewalk Conditions in Mission

1A Strategies for Mission

Maintain, improve, and expand the sidewalk network throughout Mission

The residents of Mission will be well served by a thorough, connected, and well-maintained sidewalk network.

- *Improve pedestrian access along Johnson Drive and throughout Downtown Mission.*
- *Construct new sidewalks, as feasible, on major corridors such as Foxridge Drive, Lamar Avenue, Nall Avenue, 63rd Street, 61st Street, 55th Street, 53rd Street, and 51st Street so that these major arterials have continuous sidewalks on both sides of the street and safe crossings spaced a minimum of ¼ mile apart.*
- *Identify residential streets with opportunities to construct new sidewalks.*

6.3 Goal 1 (Continued)

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

The graphic to the right indicates the roadways where new sidewalks could be constructed where feasible on both sides of the road. While many streets in Mission need additional sidewalk coverage, these corridors should be prioritized.

- █ Foxridge Drive
- █ Lamar Avenue
- █ Nall Avenue
- █ 63rd Street
- █ 61st Street
- █ 55th Street
- █ 53rd Street
- █ 51st Street

Walk Friendly Communities

Mission should consider becoming a certified Walk Friendly Community (walkfriendly.org). This national program recognizes communities that promote walkability through the core values of:

- █ Safety
- █ Health
- █ Equity
- █ Environment
- █ Economics

After a period of self-assessment, communities who participate in this program receive detailed feedback about what they are doing right and what can be improved, the necessary justifications for making improvements, and recognition for acting on the provided suggestions.

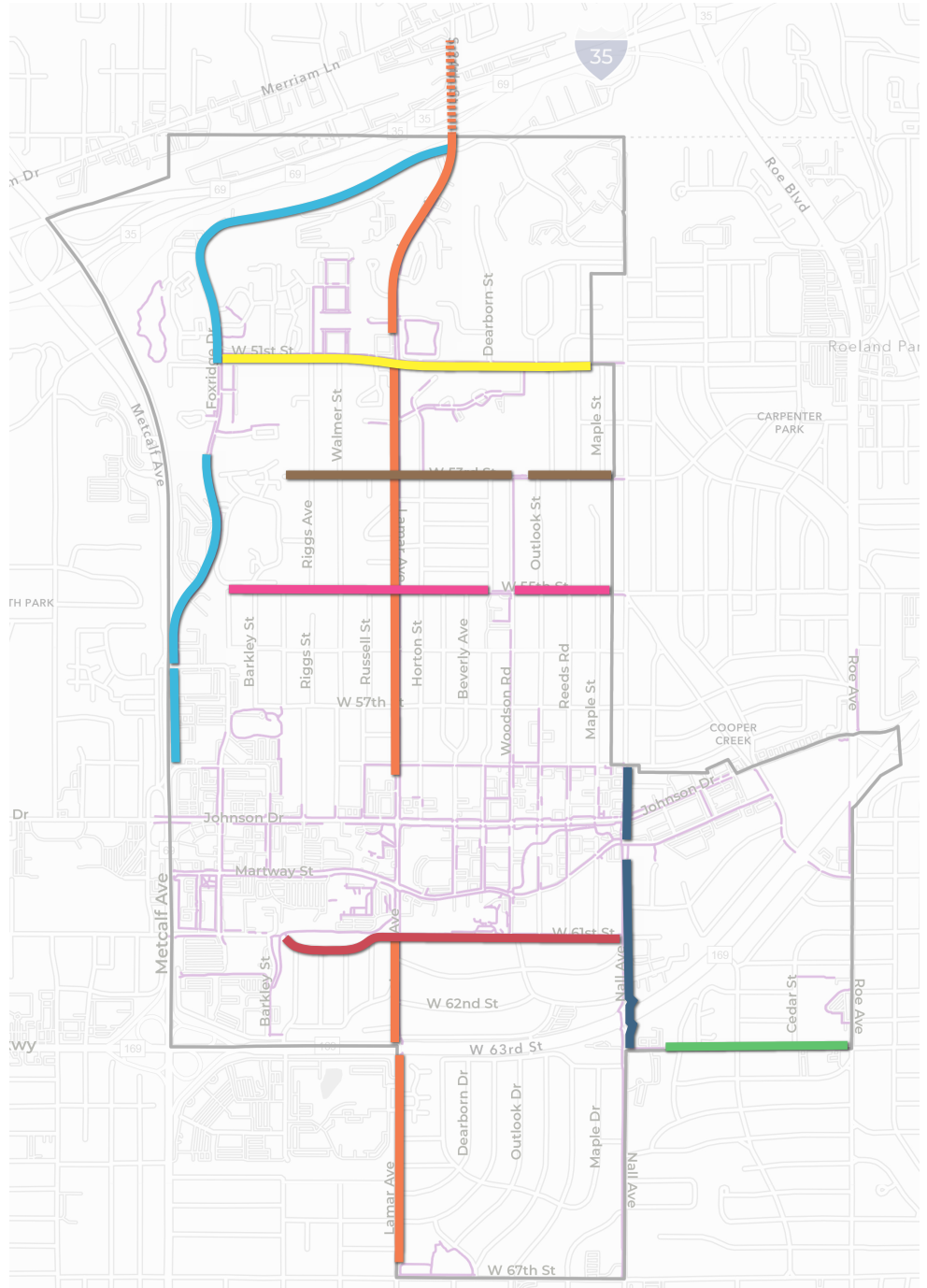


Figure 6.4 - New Sidewalk Connections



6.3 Goal 1 (Continued)

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

Improve Pedestrian Crossings

In Kansas, 80% of serious pedestrian injuries occur where no crosswalk is present. There is additional risk where crosswalks are poorly marked, have low visibility or do not have the proper safety mechanisms along major roadways.

One strategy to improve pedestrian crossings is to ensure they are well marked and highly visible. Flashing pedestrian lights, known as HAWK beacons, have been used throughout the Kansas City area and could be a good option for some locations in Mission.

Mission should prioritize improved crossings at major arterial roads, which currently act as a barrier to pedestrian circulation. These locations include:

- Shawnee Mission Parkway at Lamar Avenue, Nall Avenue, Roeland Drive, and Roe Avenue
- Metcalf Avenue at 61st Street
- Lamar Avenue at I-35

Many comments about additional or improved crossings are mentioned in the Public Engagement Report located in the Appendix. Specific locations that should be evaluated include:

- W 67th Street at Lamar Avenue
- Shawnee Mission Parkway at Woodson Road
- Shawnee Mission Parkway at Nall Avenue
- Additional crossing amenities near Highlands Elementary and Rushton Elementary

Recommendations from the Safe Routes to School Study conducted in 2014 identify improvements to many of these same corridors/intersections.



Figure 6.5 - HAWK Beacon for Mid-Block Pedestrian Crossings



Figure 6.6 - Well-Marked Pedestrian Crosswalks

1B Strategies for Mission

Add and improve key crossing locations along major arterial roadways

Improvements to strategic pedestrian crossings throughout the City of Mission will increase the quality of life for all residents.

- Partner with KDOT to improve pedestrian access to, and across, Shawnee Mission Parkway (US-56) at Lamar Avenue, Nall Avenue, Roeland Drive, and Roe Avenue and across Metcalf Avenue (US-69) at 61st Street and Johnson Drive. Construct intersections with wide sidewalks, high-quality ADA ramps, and direct routes across the major streets on all four legs of the intersections whenever feasible.
- Partner with the Unified Government of Kansas City, Kansas and Wyandotte County and KDOT to reconstruct the Lamar Avenue interchange with I-35 to include high-quality pedestrian and bicycle facilities across the Interstate.
- Consider applying for the Walk Friendly Communities program to receive recognition for ongoing improvements and for use in branding and marketing the community to future residents.

6.3 Goal 1 (Continued)

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

Below are additional locations for potential improved pedestrian crossings.

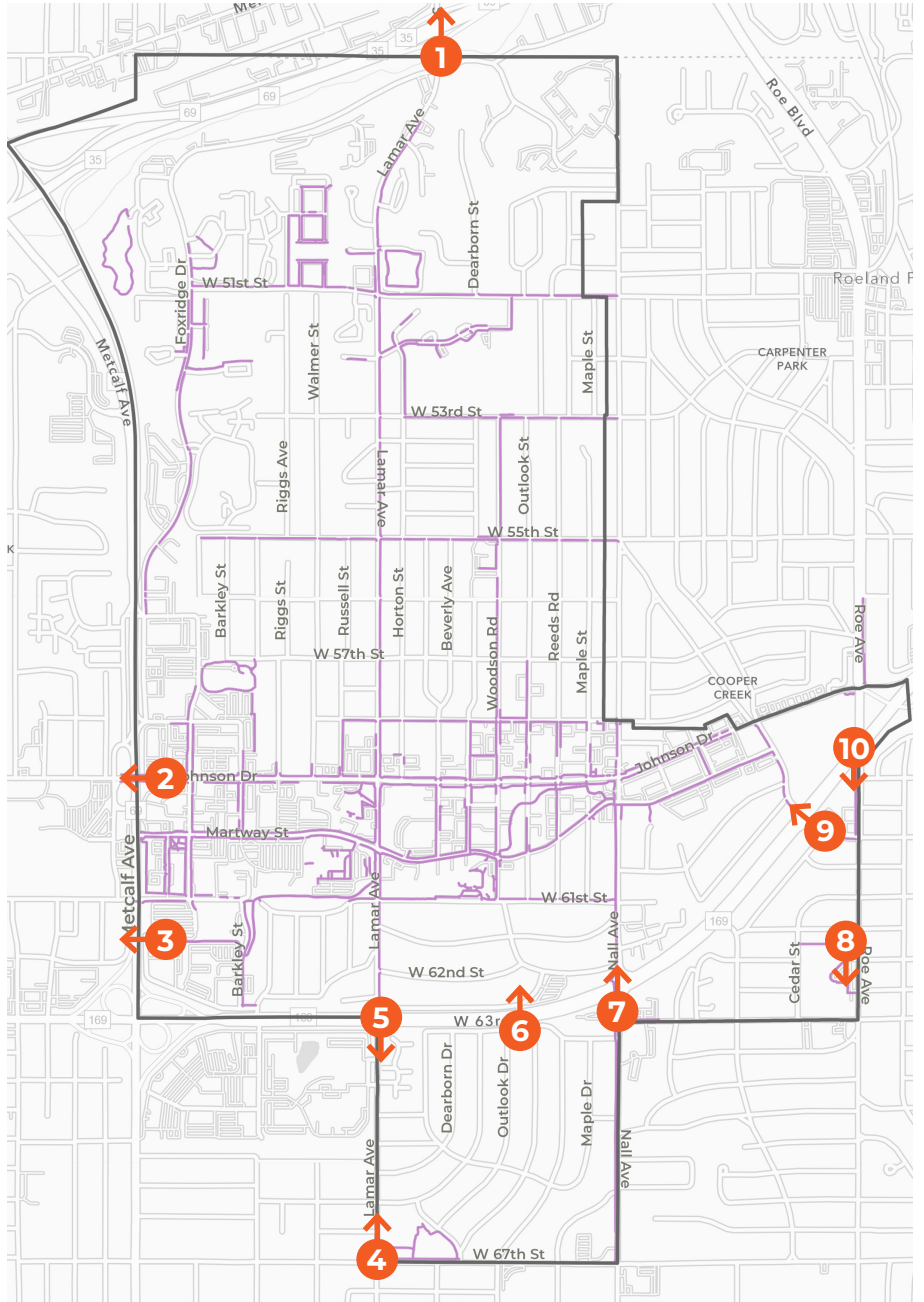


Figure 6.7 - Locations to Evaluate for Improved Pedestrian Crossings as Identified by Public Input

6.3 Goal 1 *(Continued)*

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

Facility Design Recommendations

How pedestrian facilities are designed is equally as important as where they are located. The existing sidewalks along Lamar Avenue (Figure 6.8) are located directly on the curb of the street, and provide little space between pedestrians and relatively fast-moving traffic. In 2022, the City began to evaluate public rights-of-way to make travel safer for disabled persons.

When upgrading existing facilities or implementing new facilities, the following documents should be referenced and adhered to:

- Manual on Uniform Traffic Control Devices (MUTCD)
- Public Rights of Way Accessibility Guidelines (PROWAG)
- American Association of State Highway Transportation Officials (AASHTO) Policy on Geometric Design of Highways and Streets (the "Greenbook")

Public input indicates the preference for multi-purpose paths as the most preferred streetscape enhancement. Wide, multi-purpose paths can comfortably accommodate pedestrians and cyclists simultaneously. Mission should study locations where this type of amenity could be applied.



Figure 6.8 - Existing Sidewalk Condition along Lamar Avenue - Sidewalk on Only One Side of the Road and Inadequate Distance from Moving Traffic



Figure 6.9 - A Vegetated Buffer Creates a Safe and Comfortable Environment for both Pedestrians and Vehicles



Figure 6.10 - Multi-Purpose Paths were Indicated as the Most Preferred Streetscape Enhancement

6.3 Goal 1 (Continued)

Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.

Traffic Calming Measures

Pedestrian comfort and safety is negatively impacted by the speed of adjacent traffic. Many of the key corridors for vehicular traffic in Mission also serve as important pedestrian connections to retail, entertainment, and residential developments, especially along Johnson Drive and in the Downtown.

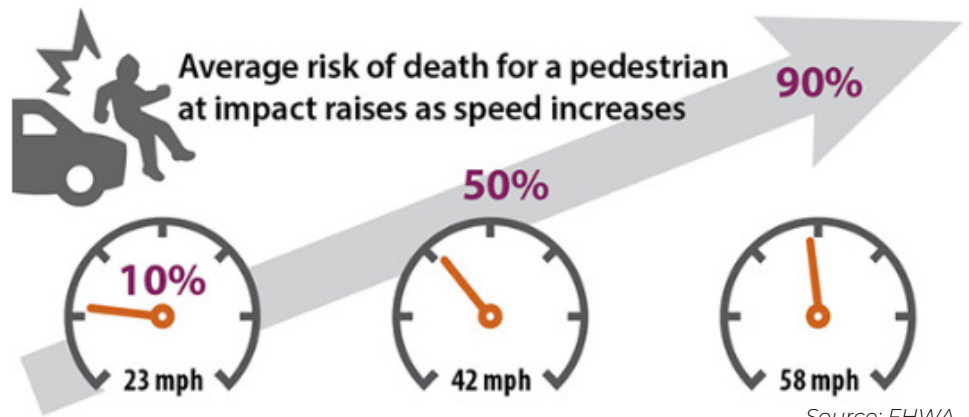
According to the Federal Highway Administration (FHWA), there is a strong correlation between vehicle speed and fatality risk for pedestrians during collisions. A typical fatality rate when a person is hit at 23 mph is around 10%, a number that increases to 50% at 42 mph (Figure 6.11).

Efforts to reduce the speed of traffic in high pedestrian areas should be added to strategic corridors throughout Mission, especially where there are faster speeds alongside high pedestrian counts. Speed limit reductions are one way to reduce speeds, but other traffic calming features should be explored.

Potential traffic calming measures for Mission to consider include:

- Chicanes
- Corner Extensions/Bulb-Outs
- Median Barriers
- Median Islands
- On-Street Parking
- Raised Intersections
- Realigned Intersections
- Road Diets
- Roundabouts/Mini Roundabouts
- Speed Bumps

The city should identify suitable locations for traffic calming based on traffic counts/speeds and areas ripe for pedestrian activity. Community input and engineering input should be considered when identifying the most suitable and desired traffic calming measure to install.



Source: FHWA

Figure 6.11 -Relationship Between Impact Speed and Pedestrian Fatality



Figure 6.12 -Traffic Calming Measures

1C Strategies for Mission

Incorporate traffic calming features along strategic corridors to promote safe and comfortable walkability

Traffic calming measures can help reduce the risk and severity of collisions between pedestrians and vehicles and should be installed along major corridors.

- Identify suitable locations for traffic calming installations based on traffic counts/speed and areas with high pedestrian activity potential.
- Work with city engineers and the public to determine the most suitable traffic calming technique to add to each proposed area.



6.4 Goal 2

Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.

Specialized Transit

Public transit services are becoming more flexible and nimble to serve communities. Public transit systems and operations are trending towards smaller, customized and 'on-demand' services to provide residents with more options than a private vehicle. According to the 2021 DirectionFinder survey, 64% of respondents said the availability of public transportation options is an important factor. Specialized transit can encourage higher transit ridership.

This trend represents a major shift for public transit options in a suburban community like Mission. Historically, suburban transit ridership has been low due to accessibility challenges at bus stops, inconvenient stop locations, and long routes that often require several bus changes along the way. Micro transit seeks to reduce many of the real and perceived obstacles to public transit.

Locally, RideKC's Micro Transit service is a shared-ride/ride hailing service in which riders can request specific pick-up and drop off locations within a specific zone (Figure 6.13). This zone covers a large area of Johnson County including Overland Park, Olathe, Merriam, Shawnee, and Mission.

The addition of micro transit services in Mission may be a great opportunity to reverse the trend of lower ridership and encourage more residents to utilize this mode of travel.



Figure 6.11 - Micro Transit Van at Mission Transit Center

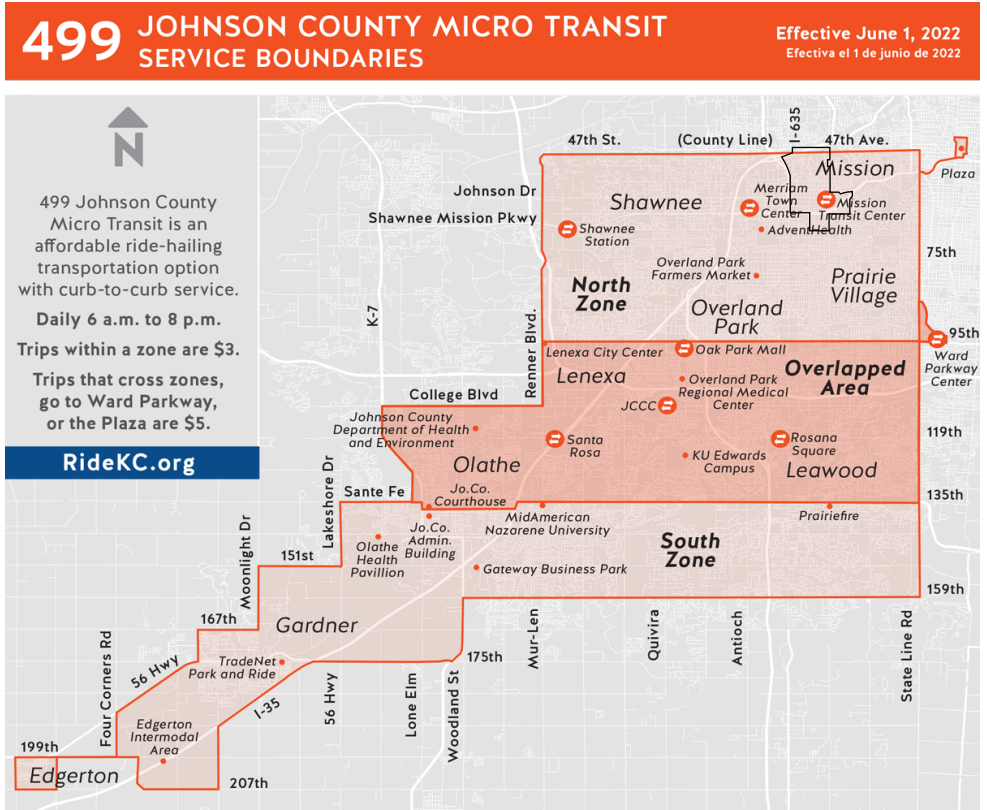


Figure 6.13 - Micro Transit Services Coverage Area

2A Strategies for Mission

Support and expand specialized transit services in Mission

Mission's residents would be well-served by an individualized and more local transit system provided by RideKC.

- In coordination with Johnson County and KCATA/RideKC, develop a micro transit awareness program to increase ridership.
- Engage with residents to identify potential routes.
- Include information on the City's website for micro-transit options and utilize social media to inform the public about transportation opportunities.



6.4 Goal 2 (Continued)

Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.

Public Bike Rental

Bike sharing has become a popular feature in many cities and communities of all sizes in recent years. Planners, urbanists, and city leaders have recognized the importance of providing this service to residents as a strategic way to offer equitable recreational and environmentally-friendly commuter options.

Locally, BikeWalkKC and RideKC have been instrumental in providing low-cost biking options throughout Kansas City including offering E-Powered bicycles. Currently, there are no bike share stations within the City of Mission but given the relatively small geographic size of the city and the proximity to other cities and large employment centers, a bike share program could be well-utilized.

According to BikeWalkKC’s website, 37% of car trips in the Kansas City region are less than five miles. This short distance is easily bikeable, given the proper infrastructure and opportunities to do so. This statistic, coupled with the fact that nearly 25% of Mission’s residents have a commute of 15 minutes or less, strengthens the feasibility of a successful bike share program. Additionally, BikeWalkKC offers affordable annual memberships and has partnered with RideKC to offer combined bike/bus options.

The City of Mission should strengthen an existing relationship with BikeWalkKC and pursue local grant and sponsorship opportunities to bring bike share options to the community.



Figure 6.14 - RideKC Bike Share Station and Riders

2B Strategies for Mission

Support public bike rentals and mobility hubs

Mission should support bike rental programs to provide more transit and recreational opportunities for residents.

- Review city codes and ordinances to implement a bike share program.
- Partner with BikeWalk KC to implement a bike share program in strategic locations throughout the city.
- Regularly evaluate the demand for alternative transportation options within Mission.



6.4 Goal 2 (Continued)

Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.

Electric Cars

Electric vehicles (EVs) continue to grow in popularity and practicality. It will be incumbent upon communities like Mission to provide and support infrastructure to make EVs a convenient and cost-effective solution and to help mitigate global climate change.

Currently, power companies such as Evergy, have implemented power charging stations at various locations including parks, community centers, and major commercial areas. However, charging stations will need to become much more prevalent in the built environment to support mass use.

Mission has the opportunity to be on the forefront of EV infrastructure and technology by implementing the necessary elements now, and to slowly build the necessary infrastructure to support this mode of transportation in the future. The strategy should be incremental in its approach but consistently prioritized to stay ahead of the curve. Mission can be a model suburban community within the Kansas City region and nationally for providing electric charging stations.

Furthermore, Mission should look beyond providing just electric charging stations. Future technologies should also incorporate other technologies like public WiFi, transit and weather information, and other smart technology features. This will set Mission apart from adjacent communities, advance the City into the future, and provide for the needs of current and future residents.



Figure 6.15 - Charging Stations Located at Hy-Vee in Mission



Figure 6.16 - Charging Station Incorporated into Streetscape

2C Strategies for Mission

Implement infrastructure to support electric modes of transportation on public and private properties

Mission should strive to be a regional leader in implementing electric vehicle infrastructure.

- *Work with local utility companies to implement electric charging stations along key corridors and at strategic community activity centers.*
- *Develop design standards for how charging stations may be incorporated into the public right-of-way.*
- *Implement EV fleet vehicles and public charging stations.*
- *Adopt an ordinance to encourage multi-family developments to implement EV charging on-site.*

6.4 Goal 2 (Continued)

Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.

Automated Vehicles

Similar to electric vehicles, automated vehicles will one day be a common sight all over the country. While testing and approvals for mass use are still in the works, Mission can be proactive in its approach to develop city-wide policies and ordinances that will accommodate automated vehicles, while also ensuring streets are safe for all users.

According to the Eno Center for Transportation, there are several things communities must think about to be ready for this transportation technology. Many predict autonomous vehicles will reduce the overall quantity of personal vehicles as travelers could share rides with those traveling to the same destination. This could reduce the need for large parking lots or on-street parking and increase the need for more drop off/loading zones and charging station locations.

Mission should begin thinking about this future technology now and implement the necessary groundwork for policies and ordinances that will provide a transition to the implementation of new technology and infrastructure in the future.



Figure 6.17 - Conceptual Graphic Depicting Autonomous Vehicles on City Streets

Source: Rand Corporation

2D Strategies for Mission

Strategize planning efforts to support future-focused transportation

Autonomous vehicles will someday dominate Mission's roads. The City should begin planning for this reality now.

- › *Strategize future amendments to zoning code that will facilitate future-focused transportation (ex. lower parking requirements, denser developments, etc.).*
- › *Determine where designated space is needed to support autonomous vehicles such as drop-off zones.*



6.5 Goal 3

Goal 3 - Develop flexible policies that allow the City to adapt to future needs within prepared criteria regarding safety, efficiency, and access.

Complete Streets

The first step to develop a plan addressing issues of safety, efficiency, traffic, and mobility, is adopting a “Complete Street” ordinance. The National Association of City Transportation Officials (NACTO) promotes streets as the “lifeline of a community” that should support public use, vibrant businesses, and create flexible and safe environments for collaboration and use by everyone.

Locally, several communities have adopted Complete Streets policies. Kansas City, Missouri’s policy stipulates all transportation facilities owned by the City, and future plans, shall adhere to the intent of the policy and put the needs of all users and abilities at the forefront of decision making. This policy addresses the design of:

- Sidewalks
- Refuge islands
- Curb extensions
- Traffic calming measures
- Traffic signals
- Accessible curb ramps
- Bicycle lanes
- Separated bikeways
- Multi-use trails
- Bicycle parking facilities
- Signage
- Street trees
- Public transportation stops



Figure 6.18 - Two Examples of Complete Streets

3A Strategies for Mission

Adopt Complete Streets Plan city-wide

Complete Streets are livable streets and adopting a city-wide ordinance, will codify Mission’s values of pedestrian-oriented streets and corridors.

- › *Adopt a city-wide Complete Streets Plan.*
- › *Actively implement Complete Streets policies in city-wide projects where appropriate.*



6.5 Goal 3 (Continued)

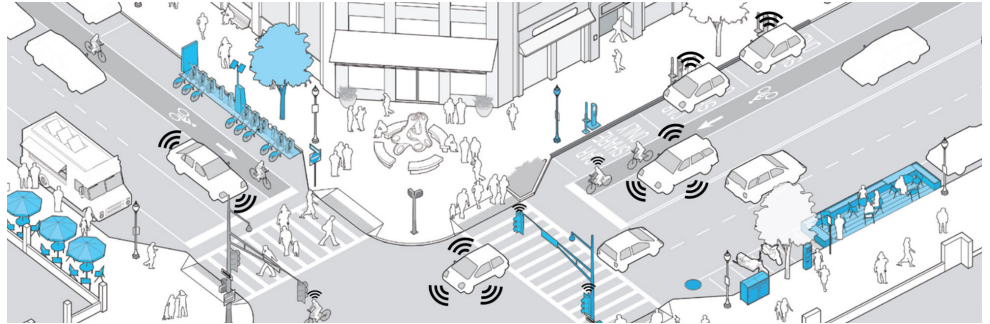
Goal 3 - Develop flexible policies that allow the City to adapt to future needs within prepared criteria regarding safety, efficiency, and access.

Flexible Complete Streets

Complete Streets ordinances are inherently flexible and adaptable because of their 'kit-of-parts' structure. When implementing a complete streets ordinance, a city can select elements that reflect its values and priorities. Cities may also implement various Complete Street aspects differently based on contextual limitations or opportunities and the values of the community.

In addition to traditional physical elements, Mission should adopt a Complete Streets policy that supports the incorporation of the technology and infrastructure necessary to support future modes of transportation. This could include electric and automated vehicles and bicycle and pedestrian counters to track the use of streets by various modes.

Mission should refer to the National Association of City Transportation Officials' (NACTO) Blueprint for Autonomous Urbanism (Figure 6.18). This guide book outlines specific action items cities should be taking now in terms of policies, transportation and infrastructure design, zoning for density and affordability, parking ordinances, and many others.



Source: Boston.gov

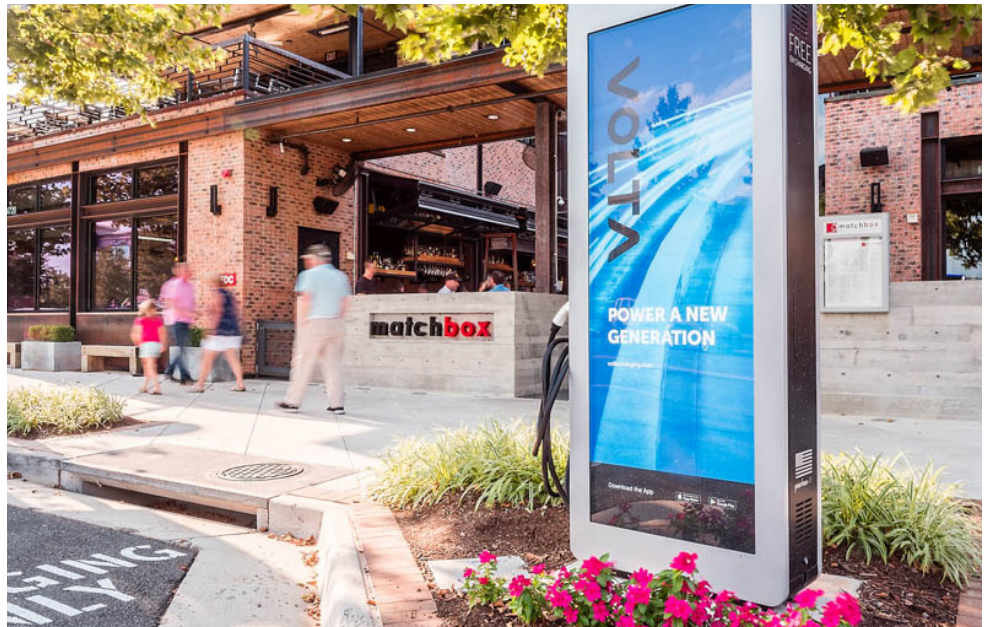


Figure 6.20 - Technology Incorporated into Streetscape Design - Ashburn, VA

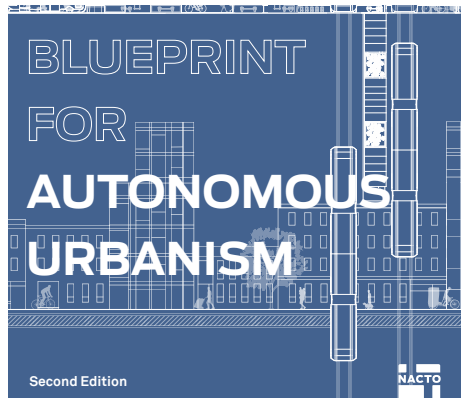


Figure 6.19 - Blueprint for Autonomous Urbanism

3B Strategies for Mission

Implement a flexible Complete Streets ordinance

Mission's Complete Street ordinance should be flexible to incorporate future technologies and infrastructure.

- Work with the Mid-America Regional Council (MARC) to develop a technology-focused and flexible Complete Streets ordinance.
- Refer to NACTO's Blueprint for Autonomous Urbanism for specific policy and planning action items related to future transportation technologies.

6.5 Goal 3 (Continued)

Goal 3 - Develop flexible policies that allow the City to adapt to future needs within prepared criteria regarding safety, efficiency, and access.

Intersection Safety

Intersections are a necessary component of any functional transportation or mobility system. They help connect people that are driving, walking, or riding a bicycle. However, inevitably whenever paths intersect, conflict points are created. According to the FHWA, roughly one-quarter of traffic fatalities and about one-half of all traffic injuries in the U.S. are attributed to intersections.

A common strategy to increase intersection safety is following the Safe System approach, which calls on communities to proactively design roadways or intersection features in ways that anticipate human errors and reduces risk of severe injury or death. Strategies include:

Minimizing and Modifying Conflict Points

Conflicts are minimized when intersections are designed to improve visibility for all users, increase driver awareness via signs or raised intersections or access management.

Reducing the Speed of Vehicles

Reducing vehicle speed reduces the severity of accidents and the risk of death. Lower speed limits and traffic calming measures (discussed in greater detail in Goal 1 of this chapter) can help.

Improving Visibility at Intersections

Improving visibility at intersections can be achieved through methods such as “daylighting” intersections. This strategy removes on-street parking at the corners to allow drivers and pedestrians to better see each other. Street lighting can also help improve visibility as well as lights on scooters, or bicycles, and reflective clothing. Intersections themselves can be made more visible by incorporating features such as raised intersections or painted crosswalks.

Providing Space and Protection for Pedestrians and Bicyclists

Providing space and protection for pedestrians and bicyclists occurs when different users are better separated within a roadway. By providing dedicated sections of right-of-way for different users, a street can reduce conflict points. This can include sidewalks or cycle tracks for pedestrians/bicyclists or separated turn lanes. Another strategy is to separate users in time, where cars and pedestrians/bicyclists are given separate times to go through intersections such as a pedestrian scramble (Figure 6.21).

Intersection safety should continue to be top of mind and the city should regularly review policies and codes regarding intersection safety.

Vision Zero Plans

Vision Zero plans provide direction specifically around the vision to eliminate all traffic-related deaths and severe injuries in the community. Mission should consider creating an action-oriented Vision Zero plan to help with overall intersection and traffic safety.



Figure 6.21 - Pedestrian Scramble

3C Strategies for Mission

Regularly review policies and enforce codes to maintain safe rights-of-way and visibility at intersections

Intersections can be designed to anticipate human error and reduce the likelihood and severity of injury or death from accidents.

- Review policies and codes regarding right-of-way and intersection design using the FHWA's Safe System approach.
- Explore creating a Vision Zero plan.

6.6 Goal 4 (Continued)

Goal 4 - Tie current and future mobility plans to the City’s economic development strategy and neighborhood stabilization.

Transit-Oriented Developments

According to the Federal Transit Administration, transit-oriented development (TOD) “typically includes a mix of commercial, residential, office, and entertainment centered around - or located near - a transit station.” Access and density around transit facilities help make TOD projects successful and vibrant.

The RideKC Transit center located in Mission, within the Downtown Mixed-Use land use designation, is in close proximity to mixed-use, high-density, and medium-density residential land uses as indicated by the Future Land Use Plan. All these factors are the right ingredients for successful transit-oriented development policies. Additionally, with implementation of the SmartMoves 3.0 Regional Plan (discussed in Goal 6 of this chapter), Mission is well-positioned to experience the positive benefits of increased transit ridership. Mission should capitalize on that and support developments that have strong transit-oriented design.

TOD projects have many benefits besides the convenience of public transit routes. Other benefits include:

- Expanded walkability and livability of a community.
- Increased housing choices.
- Increased economic opportunities.

Due to Mission’s limited transit stations and routes, the local trail network should also be encouraged as a means of transit. Today, the trails are primarily used for recreational purposes, but as Mission becomes denser and population grows, the trail network has the opportunity to provide multi-modal transportation options for those that live and work within Mission.

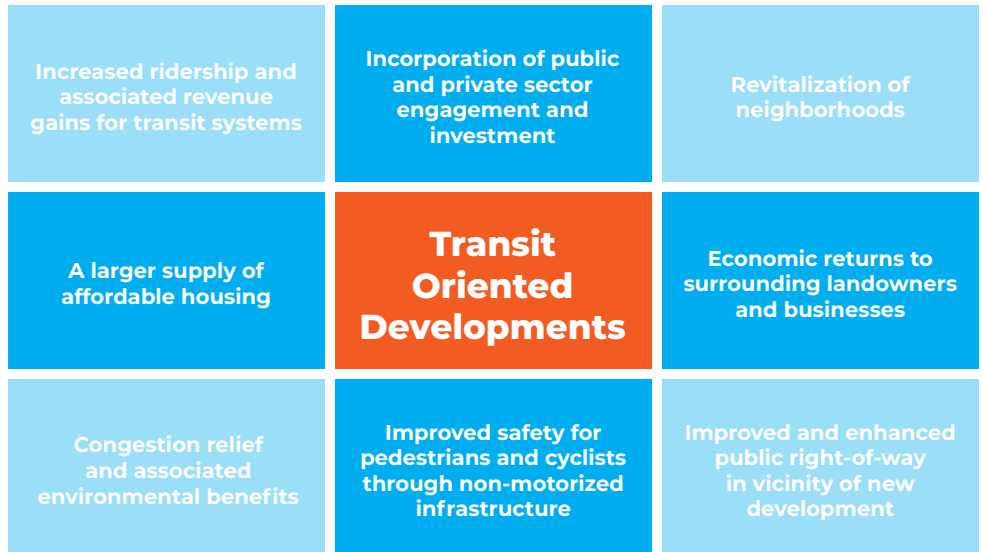


Figure 6.23 - Benefits of Transit-Oriented Developments
Source: Federal Transit Administration



Figure 6.24 - Example of a Transit-Oriented Development

4B Strategies for Mission

Develop policy to support Transit-Oriented Developments

Transit-oriented developments support walkability, bikeability, transit ridership, and increased economic diversity and commercial activity.

- Implement Transit-Oriented Development policy in strategic districts, centered around transit facilities.



6.6 Goal 4 (Continued)

Goal 4 - Tie current and future mobility plans to the City's economic development strategy and neighborhood stabilization.

Neighborhood Streets-Oriented Infrastructure

Mission's low-density residential neighborhoods are a valued asset within the community, providing Mission much of its character and attracting many families. Public input shows that retaining neighborhood character is a high priority. Street design within residential neighborhoods supports this goal.

The street network in Mission is largely grid-based, with many long, straight stretches that do little to discourage high vehicular speeds. In addition to constructing new sidewalks throughout residential neighborhoods, different variations of road treatments can also help protect local streets from higher speeds and provide opportunities for increased pedestrian and green infrastructure amenities.

Chicanes offer one potential option. Chicanes are small islands within the roadway, either along the curb line or in the middle of the roadway, which create intentional obstacles so vehicles must slow for appropriate navigation (Image 1 in Figure 6.23). Landscape and green infrastructure can be seamlessly incorporated into chicanes. Additionally, mid-block crossings can be incorporated with center chicanes, which also serve as refuge islands for pedestrians.

Green stormwater infrastructure elements can also act as traffic calming features (Images 2 and 3 in Figure 6.25). With high support for green stormwater infrastructure incentives, as indicated by the 2021 DirectionFinder survey, this approach could help preserve neighborhoods while also addressing environmental challenges.



Figure 6.25 - Examples of Traffic Calming Elements such as Chicanes (1), Landscaped Bump-Outs Incorporating Green Stormwater Infrastructure (2 and 3)

4C Strategies for Mission

Implement infrastructure upgrades and traffic calming elements on local streets as a means of neighborhood preservation

Slower traffic and added greenery will help preserve the character of Mission's residential neighborhoods.

- › Work with neighborhood groups and residents to evaluate the need to develop a strategic plan for traffic calming elements throughout Mission.
- › Once a traffic calming plan is completed, develop landscaping standards for special treatments on local streets including but not limited to chicanes and curb bump-outs.
- › Implement green infrastructure where appropriate and where needed.

6.7 Goal 5

Goal 5 - Recognize Johnson Drive as a major connection for local and metropolitan residents. Slow traffic at key points and provide well-marked crosswalks for pedestrians.

Johnson Drive

Johnson Drive offers a great example of a traditional Downtown in northeast Johnson County. It boasts a vibrant mix of retail shops, housing, dining, entertainment, and recreational facilities all within walking and biking distance of most residents in Mission. Johnson Drive also has vehicle access to adjacent arterials such as Metcalf Avenue (US-69), Shawnee Mission Parkway (US-56), and Roe Boulevard.

Over the past decade, the City has made major investments in the corridor's public realm by reducing vehicular travel lanes, improving sidewalks, adding amenities, and providing major landscaping upgrades between Lamar Avenue and Nall Avenue. This investment supports the vibrancy of the area, helping bolster existing businesses, and bringing new businesses to the area.

Additional streetscape improvements could fully leverage the corridor for economic development and resident quality of life. The City should expand the pedestrian-scale improvements west of Lamar Avenue where feasible to emphasize a sense of walkability. There is widespread support from the community to make Mission a more walkable and bikeable community, so continued efforts to slow traffic along the corridor, improve safety, and create an environment inviting to pedestrians should be prioritized.



Figure 6.26 - Roadway Corridor in Johnson County that Recently Experienced a Road Diet and went from 4-Lanes to 3-Lanes

5A Strategies for Mission

Continue to improve pedestrian experience along Johnson Drive

Johnson Drive should be a place for everyone; cars, bikes, pedestrians, and users of all physical abilities.

- › Evaluate opportunities to construct center median islands with landscaping and trees between Metcalf Avenue and Roe Boulevard where left turns are not necessary for business access.
- › Explore feasibility of other traffic-calming techniques that do not adversely impact emergency vehicle access and traffic operations between Metcalf Avenue and Roe Boulevard.

6.7 Goal 5 (Continued)

Goal 5 - Recognize Johnson Drive as a major connection for local and metropolitan residents. Slow traffic at key points and provide well-marked crosswalks for pedestrians.

Connecting Downtown Mission and the West Gateway District

Currently, Downtown Mission and the West Gateway District are viewed as two distinct areas within the City, separated by only a few short blocks. As Mission continues to grow and densify, particularly in these two areas, the City should explore the feasibility of extending Downtown improvements westward, connecting these two areas visually and physically.

It is important to note that Downtown Mission and the West Gateway district, can still have their own distinct identities. However, fundamental roadway and streetscape elements such as lane configurations, lighting, landscaping, seating, and signage should remain consistent to create a cohesiveness that expresses the same values of walkability and placemaking.

Given Mission’s relatively small geographic footprint, if the Downtown road diet improvements and streetscaping amenities were to extend to Metcalf, residents and visitors could experience a unique and consistent public right-of-way along the entire length of Johnson Drive. This experience would set Mission apart from adjacent communities and make it a memorable driving and walking experience.

Extended Downtown Streetscape Improvements

Existing Downtown Streetscape



Figure 6.27 - Downtown Streetscape Treatments that could be Extended West of Lamar Avenue

5B Strategies for Mission

Explore feasibility of extension of Downtown improvements west of Lamar Avenue to Metcalf Avenue

Extending Downtown improvements towards Metcalf will help connect the West Gateway district to Downtown Mission, benefiting both districts.

- > Conduct a feasibility study for extending corridor improvements between Lamar Avenue and Nall Avenue to the west of Lamar Avenue toward Metcalf Avenue.
- > Invest in additional landscaping, amenities, widened sidewalks, and added pedestrian crossings between Metcalf Avenue and Lamar Avenue.



6.7 Goal 5 (Continued)

Goal 5 - Recognize Johnson Drive as a major connection for local and metropolitan residents. Slow traffic at key points and provide well-marked crosswalks for pedestrians.

Continue focus on pedestrian safety

Improvements made to Johnson Drive (Lamar to Nall) in recent years improved pedestrian safety, but a continued focus will be important.

In 2022, a road diet was completed on Johnson Drive between Lamar Avenue and Nall Avenue. This included reducing four travel lanes to two, with a center turn lane. Reduced traffic speeds and crossing distances for pedestrians will improve safety along the corridor. In addition to these improvements, Mission should consider installing high-visibility crosswalks and signs, rapid rectangular beacons, and pedestrian refuge islands. New pedestrian crossings should be considered where needed and should not be more than 600-feet apart from one another where feasible.

In addition to improvements along Johnson Drive, it is important to improve and add sidewalks north and south of the corridor, extending to nearby roadways and neighborhoods.

Another action Mission can take to make the pedestrian environment safer is to develop and implement an access management policy. Multiple entrances and curb cuts along a corridor present challenges for pedestrians, especially those with physical impairments, and any consistent reduction in driveways will create a safer walking environment.



Figure 6.28 - Examples of Pedestrian Refuge Island (1) and Rapid Rectangular Flashing Beacons (2)

5C Strategies for Mission

Improve pedestrian access and safety

Recent improvements along Johnson Drive have improved pedestrian safety but efforts to prioritize walkability and bikeability are necessary.

- › Improve existing marked pedestrian crosswalks with high-visibility signs, rapid rectangular flashing beacons (RRFBs), and pedestrian refuge islands in appropriate locations.
- › Add new, high-quality pedestrian crossings on Johnson Drive as appropriate. Crossing locations should be spaced no more than 600' apart between Metcalf Avenue and Roe Boulevard on Johnson Drive.
- › Construct sidewalks, widen sidewalks, and improve sidewalk connections north and south of Johnson Drive to the Rock Creek Trail, Martway Street, and to residential areas surrounding Johnson Drive.
- › Develop and implement an access management policy aimed to reduce the number, and narrow the width of, commercial driveways along Johnson Drive.

6.8 Goal 6

Goal 6 - Coordinate with MARC, KCATA, and surrounding communities to support the SmartMoves 3.0 Regional Plan and incorporate updated transit technology for transit facilities, transit routes, micro-transit options, electric and automated vehicles, and street cars.

SmartMoves 3.0 Transit System

The SmartMoves 3.0 plan, developed by the Mid-America Regional Council and partners, is the Kansas City region's 20-year plan for transit and mobility that focuses on efficient, high-ridership transit service linked by strategically-located mobility hubs.

As the harmful effects of global climate change increase, it is important to focus on bolstering public transit ridership to decrease the overuse of personal vehicles and the heat trapping exhaust they produce. While providing service is important, it is not enough to encourage higher ridership. The service should be reliable and frequent, and amenities that increase comfort for current and

future riders should be prioritized. These values are fundamental to the SmartMoves 3.0 Plan and with Mission's focus on sustainable efforts, the community would be well-served to support this plan.

The plan identifies key regional rapid transit corridors that would provide frequent, seven-day transit services. In each of these corridors, transit vehicles would arrive every 15 minutes or less. Transit stops on these corridors would have enhanced passenger amenities with shelters and other information for passengers, making transit more seamless, reliable, and user-friendly.

Shawnee Mission Parkway is identified as a rapid transit corridor with a stop at Roe Boulevard in Mission. Along with proper improvements made to strategic connecting corridors, this amenity will serve the community well.

According to MARC's website, mobility hubs within the SmartMoves3.0 network, including the one in Mission, should:

- Build on existing activity transit centers.
- Integrate technology to pay for, plan, and track trips.
- Connect transit and on-demand services with biking and walking services and routes.
- Be supported by enhanced amenities and urban design considerations.

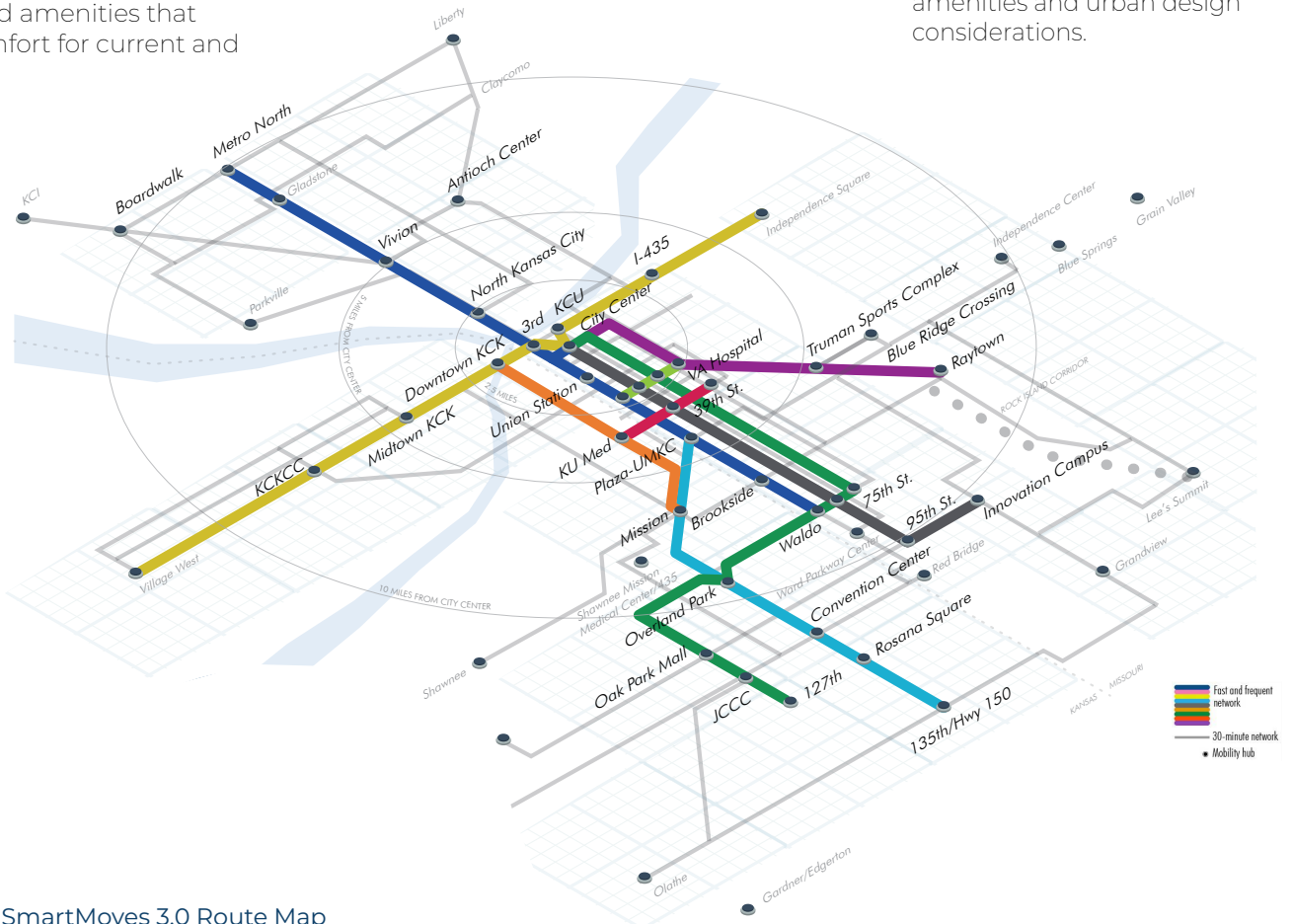


Figure 6.29 - SmartMoves 3.0 Route Map
Source: kcsmartmoves.org



6.8 Goal 6 (Continued)

Goal 6 - Coordinate with MARC, KCATA, and surrounding communities to support the SmartMoves 3.0 Regional Plan and incorporate updated transit technology for transit facilities, transit routes, micro-transit options, electric and automated vehicles, and street cars.

Leveraging Mission's strategic location along major transit corridor

Mission is currently one of the critical public transit hubs in Johnson County and the Kansas City metro region with the Mission Transit Center (MTC) located along Johnson Drive. The transit center is a covered facility that allows for convenient, safe, and efficient passenger transfers at an off-street location.

The MTC has six bus boarding bays, provides displays for bus arrival time information, and public WiFi. The Kansas City metro continues to plan for future improved mobility and public transit. The current vision for this regional transit system is known as SmartMoves 3.0. As mentioned previously, the plan identifies multiple corridors that would connect the bi-state region with high-frequency transit lines. The plan also includes new 'Mobility Hubs' to facilitate transfers between multiple modes of mobility, including bikes, scooters, walking, Uber/Lyft, carshare, and others. The Shawnee Mission Parkway corridor is included in the SmartMoves plan and the MTC is identified as an important mobility hub.

To maintain Mission's place as a major transfer location for the regional transit system, the City should collaborate closely with partners at Johnson County, KCATA, and MARC as the OneRideKC initiative rolls out and as transit enhancement plans continue to evolve in the years ahead.

*"The OneRideKC plan will **bring together regional community members** to establish **a vision and financing plan** for the future mobility in the Kansas City region."*

*"**Transit is key** to RideKC's four core pillars of access: **jobs, housing, healthcare** and **education** on a **foundation of social equity.**"*

*"Ultimately, the goal is to **impact the lives of people** in multiple jurisdictions and **improve connectivity** between regional communities."*

Figure 6.30 - Key Components of the OneRideKC Initiative
Source: RideKC



Figure 6.31 - Mission Transit Center

6A Strategies for Mission

Engage with KCATA and regional leaders as regional transit plans such as OneRideKC develop

It is important to ensure the City of Mission has a voice in future transit planning efforts and initiatives.

- › Actively participate in planning for the OneRideKC Regional transit plan to ensure Mission retains its critical place in the overall regional transit system.
- › Partner with Johnson County for future high-frequency transit in the Metcalf Avenue/Shawnee Mission Parkway Corridor, building upon previously completed Bus Rapid Transit planning.
- › Explore partnerships to extend the KC Streetcar route(s) into Mission to further expand multi-modal transportation opportunities.



6.8 Goal 6 (Continued)

Goal 6 - Coordinate with MARC, KCATA, and surrounding communities to support the SmartMoves 3.0 Regional Plan and incorporate updated transit technology for transit facilities, transit routes, micro-transit options, electric and automated vehicles, and street cars.

Meeting the needs of today and the future

As transit corridors and stops are enhanced in the future to meet changing transportation and environmental challenges, mobility hubs will provide many different services and technologies. In Kansas City, the East Village Transit Center at the corner of Charlotte Street and 12th Street, is a good local example of a modern transit hub facility that seeks to provide the necessary amenities to encourage transit ridership.



Figure 6.32 - RideKC East Village Transit Center - Charlotte Street/12th Street

Moving forward, however, more will need to be done. According to the website Intelligent Transport (www.intelligenttransport.com), mobility hubs should “deliver significant improvements for the environment, boost mental and physical health, and create places which everyone living nearby can be proud of.” The website goes on to say that mobility hubs have the ability to attract new economic opportunities including new shops and commercial ventures. Mobility hubs should therefore be viewed as both a destination as well as a conduit to move around the region.

Amenities that should be implemented in the future at the Mission Transit Center include:

- Bus rapid transit service.
- Electric vehicle charging stations.
- Ride sharing drop-off/pick-up location.
- Micro-mobility options such as bike share and scooters.
- Incorporated technology.
- Services such as parcel drop off locations and Amazon lockers.
- Facilities that enhance the user experience such as restrooms, tables/chairs, food, and drink.



Figure 6.33 - Necessary Components for a Mobility Hub in the Future

Source: Intelligent Transport

6B Strategies for Mission

Work with Johnson County and transit leaders to prepare the Mission Transit Center for future transit technologies

Public transit’s capabilities and accessibility will be changing for the better. The Mission Transit Center should be helping these changes take root.

- *Begin planning for upgrades to the Mission Transit Center to prepare for electric bus charging and other technology improvements to the facility.*
- *Plan for multi-modal mobility hub inclusion at the MTC that could include bike share, scooter share, park and ride, and rideshare.*

6.9 Goal 7

Goal 7 - Explore the feasibility of reconfiguring the Johnson Drive and Metcalf Avenue crossing to encourage economic development activity and improved access to Downtown Mission.

Reconfiguring the intersection at Metcalf and Johnson Drive has long been discussed as a concept that could enhance Mission's West Gateway and encourage redevelopment along Johnson Drive. A new design could become a significant arrival point for Mission, bolstering visibility and access to support the Johnson Drive corridor.

A concept study is recommended to identify the anticipated costs and revitalization benefits associated with reconfiguration of the intersection. Anticipated benefits include:

- Safer/easier vehicular and pedestrian access into Mission from Metcalf Avenue.
- Redevelopment opportunities on both sides of Metcalf Avenue, where surface parking and underutilized properties exist.
- Gateway opportunity (iconic signage, destination green space) for the Metcalf Avenue and Johnson Drive intersection, creates a true "front door" into Mission.

Any new developments in this location would be subject to the West Gateway Form Based Code which promotes denser development and walkability.

The City of Mission should explore partnering with the City of Overland Park and KDOT to commission a study and explore implementation opportunities that can benefit all parties.



Figure 6.34 - Existing Conditions at Metcalf Avenue as Viewed From Johnson Drive

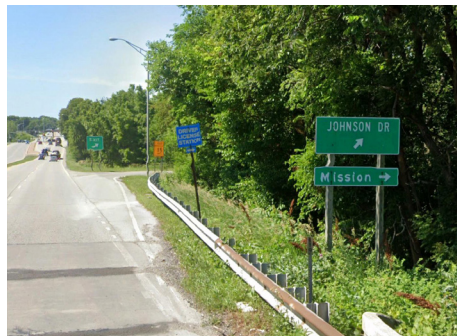


Figure 6.35 - Inadequate Gateway Signage for Mission Along Metcalf Avenue

7A Strategies for Mission

Commission a feasibility study for the conversion of the interchange at Metcalf Avenue and Johnson Drive covering aspects of traffic safety, traffic operations, and bicycle and pedestrian access

The Metcalf and Johnson Drive intersection can become a major gateway into Mission and spur additional development.

- Identify public and private partnership opportunities to fund this concept study, including KDOT and the City of Overland Park.
- Explore potential for TIF, CID, TDD, and/or other strategic financing initiatives to assist with implementation.
- Identify funding opportunities such as Surface Transportation Program (STP) funding or other federal discretionary grants programs.

6.10 Goal 8

Goal 8 - Explore future public street alignments within the Form Based Code District as outlined in the West Gateway FBC to enhance access, connectivity, and redevelopment efforts.

The West Gateway Form Based Code, written in 2007 and updated in 2014, outlines a regulating plan for the area of Mission between Metcalf Avenue and Lamar Avenue. In addition to developing a vision for a more walkable and urban development form, the overlay district also proposes street realignment to enhance access, connectivity, and redevelopment efforts.

The graphic to the right indicates those proposed street realignments, which include:

- A** **Foxridge Drive**
Coming from the north, Foxridge would realign with Broadmoor Street, and the existing alignment adjacent to Metcalf Avenue would be removed, allowing for more development opportunities.
- B** **Broadmoor Street**
(north of Johnson Drive)
Broadmoor would connect to Foxridge Drive.
- C** **Barkley Street**
An extension of Barkley would connect from W 58th Street to Broadmoor.
- D** **Broadmoor Street**
(south of W 61st Street) An extension of Broadmoor would continue south of W 61st Street and continue to the existing office park, just north of Shawnee Mission Parkway.
- E** **Walmer Street**
Walmer would extend across Johnson Drive and connect to Martway Street and the Hy-Vee shopping area.

- F** **Barkley Street**
The gap between Martway Street and W 61st Street would be filled so Barkley Street would extend from Broadmoor Street to Squibb Road.
- G** **New Roadway (57th St.)**
A proposed roadway extending from the realigned Foxridge Drive and Metcalf Avenue would provide additional access to new developments in this area as well as Broadmoor Park. The access would be right-in/right-out on Metcalf Avenue.

The City of Mission should study the feasibility and cost for these road alignments. Additionally, any new roadway or realigned corridor should be designed to accommodate all users (vehicles, bicyclists, pedestrians, etc.) safely and comfortably.

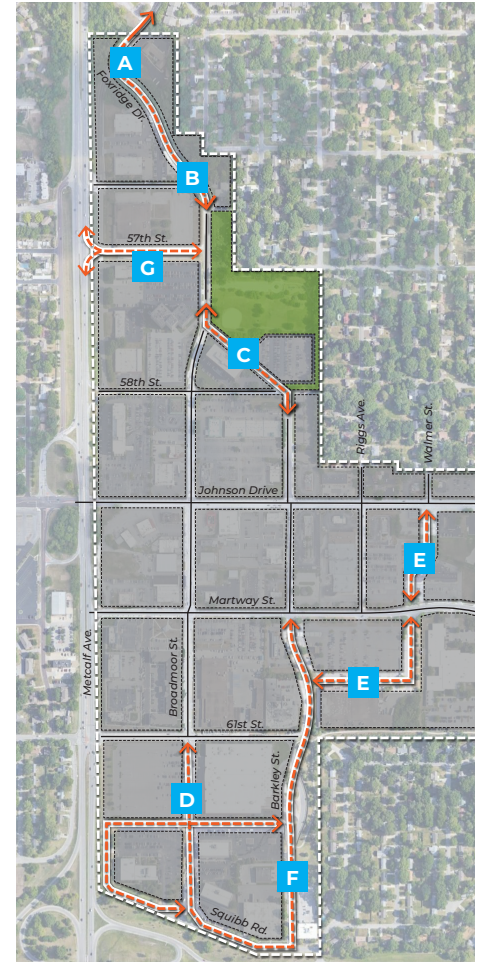


Figure 6.37 - Potential Road Realignments in the Form Based Code District

8A Strategies for Mission

Look at opportunities for future street alignments in the West Gateway District

Mission should continue to study the benefits of street alignments in terms of land use redevelopment potential, connectivity, and access.

- › Study the feasibility and cost of new roadway alignments in the Form Based Code District.
- › Develop phasing strategy for the implementation of road realignments.

7.0 Economic Revitalization

7.1 Goal 1

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

Johnson Drive Corridor Today

The Johnson Drive Corridor runs east-west between Metcalf Avenue and Roe Boulevard in Mission. The corridor can be divided into three districts: West Gateway, Downtown, and East Gateway.

West Gateway District

The first six blocks of the west side of Johnson Drive are part of the West Gateway Form Based Code District. This overlay district restricts the form of development in the area. Currently, this district is generally

auto-centric, but the intent of the Form Based Code is to develop a vibrant pedestrian environment.

Downtown Mission District

Downtown Mission begins at approximately Lamar Avenue on the west, and ends at Nall Avenue on the east. The area is characterized by its lower-intensity mixed-use environment with many traditional one and two-story storefronts. There has been recent progress made along Johnson Drive

by enhancing the streetscape and adding pedestrian amenities in this area.

East Gateway District

The East Gateway District runs from Nall Avenue to the eastern edge of Mission at Roe Boulevard. While some streetscape enhancements extend into this district, it has a different look and feel than Downtown. There are more street-fronting parking lots and larger building setbacks.



Figure 7.1 - West Gateway, Downtown, and East Gateway Districts

7.1 Goal 1 (Continued)

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

West Gateway - Johnson Drive

Figure 7.3 shows the West Gateway section of the Johnson Drive corridor. The majority of this district is commercial with a few office or public buildings. Much of the development in the area is standalone retail or big box retail with an abundance of surface parking.

Recent developments in the West Gateway district include requirements in the Form Based Code. This has resulted in some buildings that have smaller setbacks and a more activated street frontage.

While public input revealed that Form Based Code implementation has not been perfect, the intent behind the regulations has moved the area in a positive direction. A review of the Form Based Code should be prioritized to adjust some rules based on experience with implementation.

Private and public development in this section of Johnson Drive should continue to be a focus area for Mission. This is a main gateway into the community and development/redevelopment activities should help promote and enhance Mission's positive image.



Figure 7.2 - Cornerstone Commons

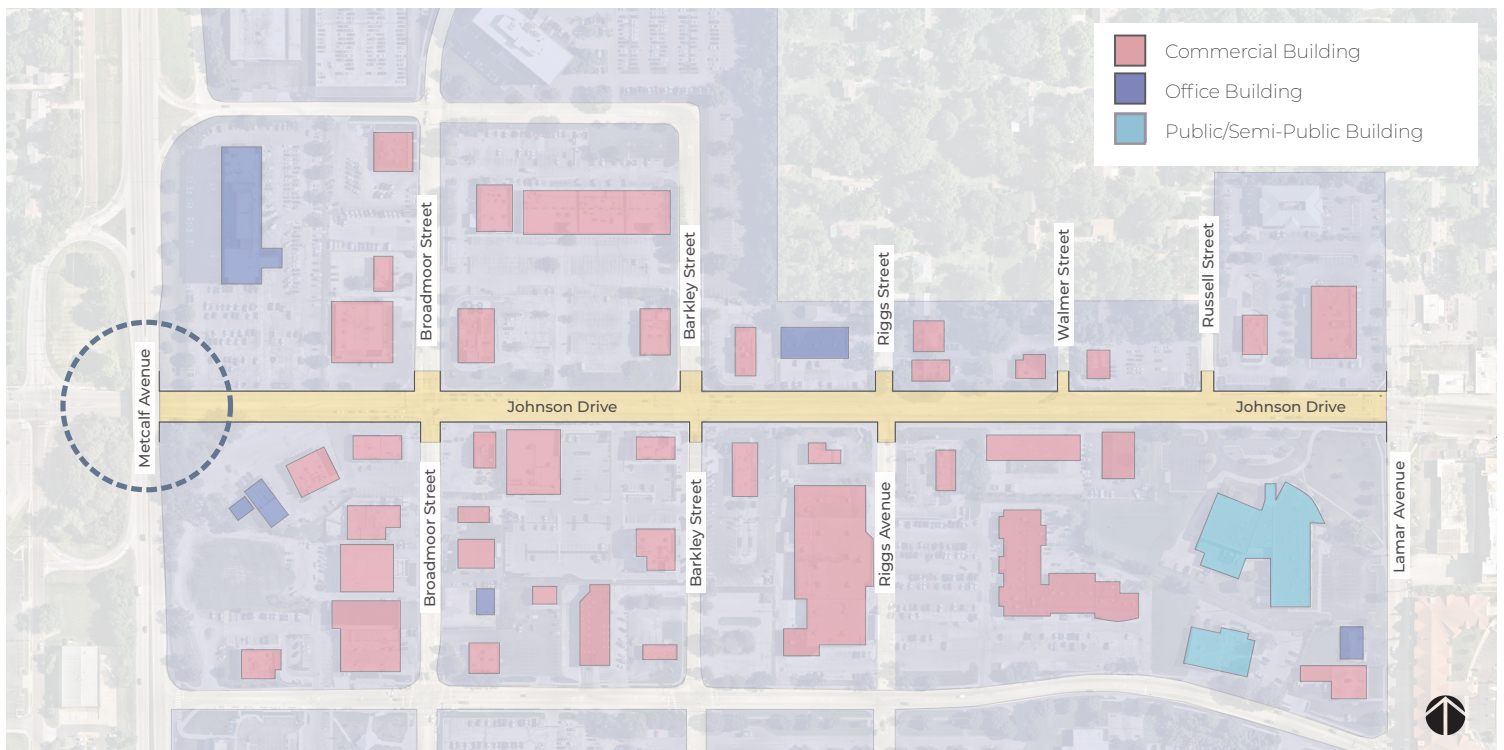


Figure 7.3 - Existing Land Use in the West Gateway District along Johnson Drive

7.1 Goal 1 *(Continued)*

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

West Gateway District

While private development will be a main driver of redevelopment in the West Gateway, there are some public improvements that to consider in the future. Improving the pedestrian experience and streetscape amenities will spur private investment and redevelopment opportunities.

Another consideration for this zone of Johnson Drive is to reconsider the intersection at Metcalf Avenue, as previously discussed.

Pedestrian Enhancements

Pedestrian and bicycle amenities and traffic calming enhancements used along the Downtown section of Johnson Drive could be extended west in the future. These strategies will become more important as redevelopment reduces parking along the corridor.

Key Entryway

This section of Johnson Drive is one of the community's primary gateways. Larger, more attractive gateway signage, as well as the redevelopment of key parcels and streetscape enhancements, will help improve this western entry point.

Metcalf - Johnson Intersection

The timeline for redevelopment of underutilized parcels in the West Gateway could be shortened by reconsidering the Metcalf Avenue and Johnson Drive intersection. The City should engage with neighboring communities such as Overland Park and Johnson Drive to review the viability of this option.

The study could include the following:

- Outline anticipated costs and potential for KDOT/Overland Park partnership in conjunction with funding opportunities.

- Explore modifications and development potential for the properties surrounding the intersection (both in Overland Park and in Mission) and provide guidance for redevelopment at the new intersection.
- Explore potential for a transit-oriented development associated with a comprehensive economic development strategy to support implementation.



Figure 7.4 - Pedestrian Enhancement Opportunities on Johnson Drive



Figure 7.5 - Gateway Opportunities on Johnson Drive



Figure 7.6 - Existing Development on Johnson Drive - East of Metcalf Avenue

7.1 Goal 1 (Continued)

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

West Gateway Form Based Code

Throughout the public input process, feedback included the need to review the guidelines set out in the Form Based Code. Mission should review the Form Based Code, with special attention given on the following:

- Confirm the proposed street realignments.
- Study and prepare a set of recommendations for required sidewalk widths and amenities along the Johnson Drive corridor.
- Study and prepare a set of recommendations to confirm the status of a proposed expansion for Broadmoor Park.
- Modify or remove the proposed Walmer extension in the existing requirements.
- Study and prepare a set of recommendations to integrate Complete Street multi-use trail connections within existing street rights-of-way within the district to provide better trail connectivity; adjust the required street alignments accordingly.
- Review and update building design standards to ensure the standards are reasonable, resulting in the desirable building quality and appearance.

If at some point in the future the West Gateway Form Based Code were to be removed, the overarching principles of the code (as identified in the 2005 West Gateway Vision Plan) should still be encouraged in the area. This includes the desire for a walkable district with diverse building types, interesting pedestrian realms and streetscapes, signature parks, and an innovative transit system.

1A Strategies for Mission

Continue to enhance the West Gateway District

Mission should take steps to address issues and opportunities associated with the West Gateway, including the West Gateway Form Based Code.

- *Extend streetscape improvements along Johnson Drive from Lamar Avenue to Metcalf Avenue where feasible.*
- *Perform a review of the West Gateway Form Based Code (FBC) to determine solutions within the code itself, or through supplementary planning processes, to address issues realized during the implementation of the FBC.*
- *Work with existing and potential businesses to encourage existing operations to continue and to entice new commercial and retail uses.*

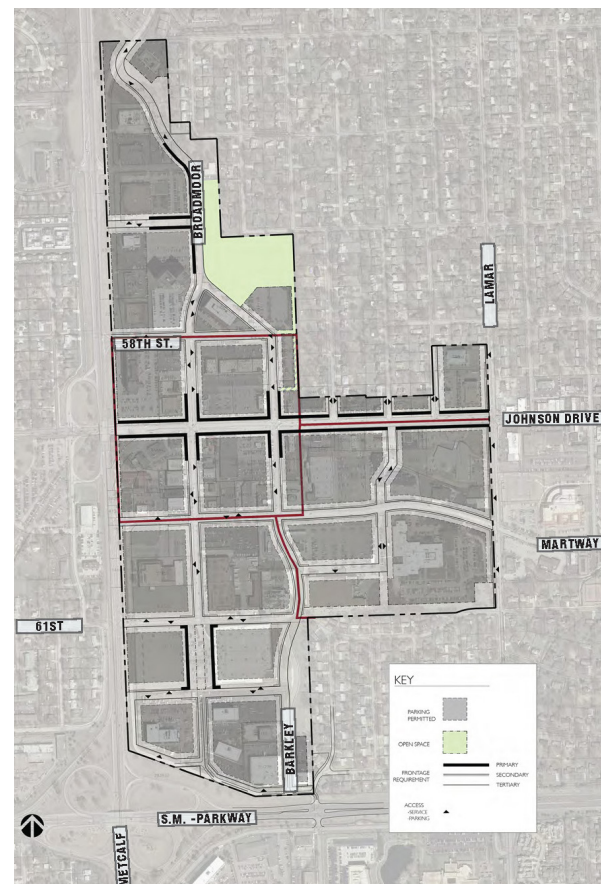


Figure 7.7 - Excerpt from Form Based Code

7.1 Goal 1 (Continued)

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

Downtown Business District

The Downtown area of Johnson Drive has benefited from public improvements such as streetscape enhancements and pedestrian amenities. New developments such as The Locale have also enhanced the area. The City should continue its investment in streetscapes, pedestrian amenities, and traffic calming in this area.

Future investments in the area from both the private and public sector, should include adding more open space and gathering areas to enhance a sense of place.

A priority should be made to maintain occupied first-floor storefronts in this area. The City should work with small businesses and developers to avoid vacant first-floor buildings.

Creative options that activate the street include allowing fitness centers and communal spaces on first floors with wide, transparent windows. These spaces would ideally be open to the public as a

community resource, but resident-only amenities would still activate the street front. Mission could also work with building owners to provide rent subsidies to support specialty retail stores and restaurants.

1B Strategies for Mission

Continue to invest in Downtown Mission

Mission should continue enhancing Downtown Mission and identify ways to work with private development to continue to improve the corridor.

- › Continue to provide public investment in the Downtown district through continued improvements to the streetscape and pedestrian amenities.
- › Take advantage of opportunities to expand open space, parks, or gathering spaces in or near Downtown.
- › Work with the private sector to prevent long-term vacancies on the ground floor.

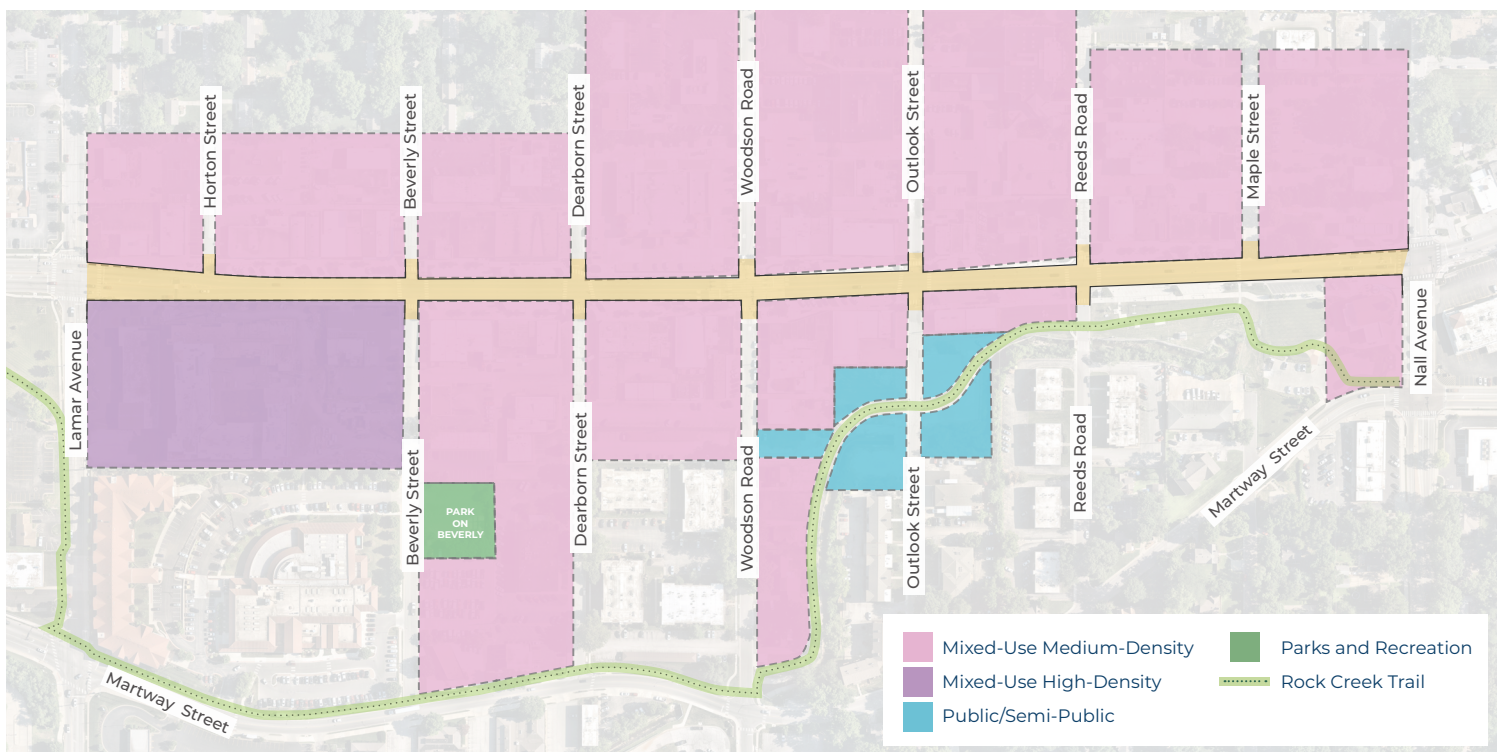


Figure 7.8 - Future Land Use for Downtown Mission

7.1 Goal 1 (Continued)

Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.

East Gateway

The East Gateway has great potential and a new mixed-use development has been in the works for several years.

Besides the development planned at the Gateway site, current development along the corridor is similar to Downtown, but has more street-facing parking lots with larger setbacks. Any redevelopment in this area should have a flexible mix of uses that provide opportunities for residential and commercial growth in Mission.

Pedestrian Enhancements

While there have been some pedestrian enhancements along this stretch of Johnson Drive, a full extension of the pedestrian and traffic calming enhancements should be extended into the East Gateway.

East Gateway Redevelopment Plan

The City may wish to consider creating an updated vision for the East Gateway to ensure this section of Johnson Drive reaches its full potential.

Based on the location, public input, and needs assessment, the future vision should include the following:

- Outdoor gathering space.
- Integration of sustainability features such as green infrastructure.
- Mixture of housing types at various price points.
- Walkability and character consistent with Mission's identity.
- Missing middle housing.



Figure 7.9 - Aerial of East Gateway District

1C Strategies for Mission

Create a new community-led vision for the East Gateway District

- › Create a new master plan for the East Gateway District that is based on community vision.
- › Integrate sustainability measures and a strong open space/gathering space component.
- › Create a walkable neighborhood that enhances the East Gateway District along Johnson Drive.
- › Extend Johnson Drive streetscape enhancements into the East Gateway District.
- › Support enhancement of the properties on Martway Street near the East Gateway District as part of any improvement effort for the district.

7.2 Goal 2

Goal 2 - Promote a mix of office, retail, and residential uses along the Johnson Drive commercial corridor of the city.

Why Mixed-Use

As a landlocked community with limited redevelopment sites, Mission should prioritize mixed-use development within the Johnson Drive corridor. Mixed-Use development can add both commercial businesses (and the associated tax dollars) as well as higher-density housing options, to provide patrons for new and existing businesses.

Mixed-use developments should include a variety of office, retail, and multi-family residential uses in multi-story buildings; ideally with retail uses on the first floor. The associated density allows mixed-use

developments to make financial sense financially for developers, as well as providing a built-in customer base. Residential uses are typically not encouraged on the first-floor so this valuable space can be reserved for uses that activate the street.

Notably, mixed-use buildings can be more difficult to execute for developers, and requiring retail uses on the first-floor can be a challenge in a constrained and evolving retail economy. Allowing flexibility by only requiring first-floor retail use on the street-facing front half of the building can lessen the amount of building square footage devoted

to commercial leasing. Promoting creativity for acceptable first-floor uses, such as allowing a first-floor fitness facility for the building residents, can also be an effective method to maintain the desired street level activation without required retail leasing.

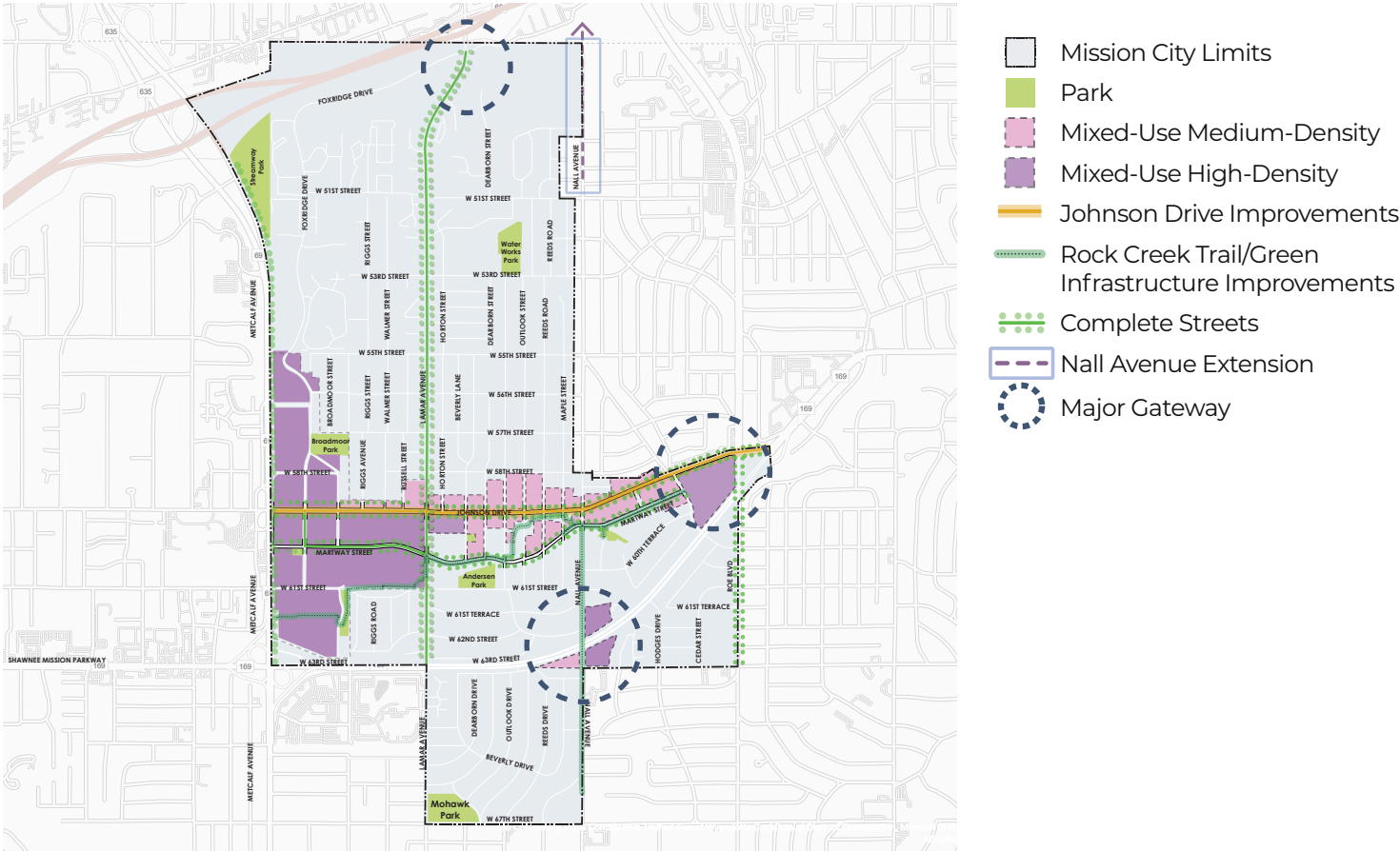


Figure 7.10 - Strategic Opportunities for Mission with Mixed-Use Highlighted

7.2 Goal 2 (Continued)

Goal 2 - Promote a mix of office, retail, and residential uses along the Johnson Drive commercial corridor of the city.

Making the Most of Mixed-Use

As a land-locked community with limited redevelopment opportunities, Mission faces unique employment challenges. It may no longer make sense to dedicate an entire redevelopment for purposes of workforce employment.

Additionally, the constantly changing state of brick-and-mortar retail and office space requires cities to allow more flexibility than ever in mixed-use areas. While residential uses are rarely on the first-floor, mixed-use developments should be flexible, allowing users to more easily retrofit and accommodate changing needs.

Activated First-Floor Uses

There are several options for activated first-floor uses:

Community Services

One option is to locate a residential community's services, such as the building's gym, on the first-floor. While not technically commercial or office use, this can provide the same type of activated street frontage found along commercial corridors. If development becomes more attractive for retail or office use, the space can be adaptively reconfigured to accommodate market demand.



Figure 7.11 - 'The Locale' Mixed-Use Development on Johnson Drive

Coworking Spaces

With the rise of work-from-home arrangements, multi-family renters are demanding adequate work space. This could lead to an increased need for two-bedroom or one-bedroom with den units. Another option would be shared coworking spaces included in mixed-use developments. Shared workspace could be another possible use for the first-floor of a mixed-use development. These amenities, such as cafes or coffee shops, serve as other coworking spaces.

Live Work Units

As shown in Figure 7.14, mixed-use developments that provide live-work units is another option. Live-work units are on the first-floor of a mixed-use building. Units may be a studio or small shop space for an individual and the second or third-story is the dwelling unit.



Figure 7.12 - First-Floor Gym Space



Figure 7.13 - First-Floor Coworking Space



Figure 7.14 - Live-Work Units

2A Strategies for Mission

Promote flexible mixed-use developments along the Johnson Drive corridor

Flexible mixed-use developments allow the City, developer, residents, and other users to adapt to changing economic conditions while remaining viable.

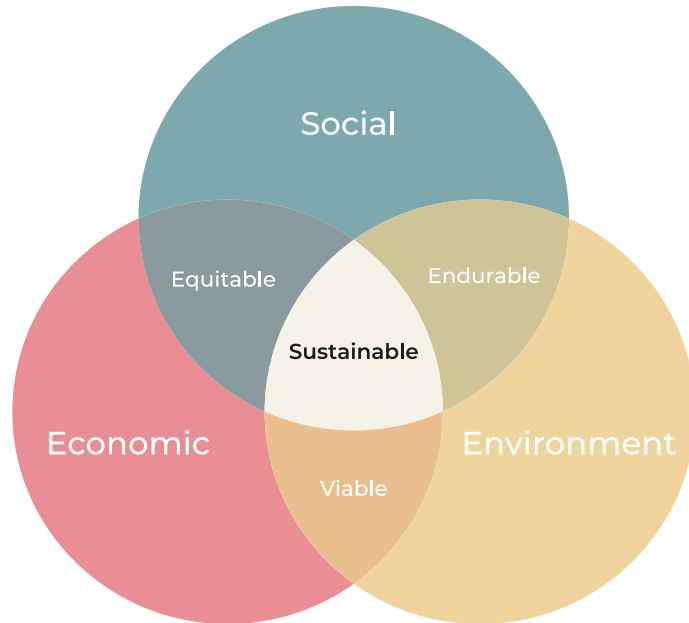
- › Promote flexible mixed-use developments in accordance with the Future Land Use Plan.
- › Allow for more flexible, activated first-floor uses as a way to provide additional amenities and maintain an active ground floor.

7.3 Goal 3

Goal 3 - Promote a sustainable, diverse economy.

A sustainable, diverse economy is one that provides a high-quality of life, with jobs and opportunities for today, and the future. It is resilient to market swings because it is composed of a wide range of employment opportunities and a workforce that is spread throughout a variety of different sectors.

A sustainable economy is focused on the jobs of today and tomorrow. In practice, this means a combination of business retention and expansion. A future-oriented economy also requires the ability to adapt and respond to technological changes. Infrastructure improvements are necessary to support job growth and industry shifts.



7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Business Retention

Business retention is one of the most important things a city can do for economic development. Investing in relationships with businesses already rooted in Mission can protect important jobs, industry, and services. It is much harder to replace lost jobs or services than to retain a happy business owner.

Key strategies for business retention are to maintain open lines of communication, be responsive to requests, and proactively solicit feedback about how to improve services. Mission should strive to meet annually or bi-annually with key business owners in Mission. These check-in meetings can help identify possible issues that can deter business development. Likewise, it is important that issues or ideas that arise from these meetings are taken seriously lead to action whenever possible.

Table 7.1 shows the estimated total number of jobs for the top ten largest industries in Mission based on 2018 U.S. Census Bureau, Center for Economic Studies, LEHD data. Mission is not dominated by one industry but has a strong presence of Professional, Scientific and Technical Services, Manufacturing, Health Care and Social Assistance, Retail Trade, and Accommodation, and Food Service industries (highlighted in blue in Table 7.1).

Total Jobs by Industry Sector	Mission Based Jobs		Mission Resident Jobs	
	Industry	Total	%	Total
Professional, Scientific, and Technical Services	1,315	14.8%	779	13.2%
Manufacturing	1,055	11.9%	287	4.9%
Health Care and Social Assistance	1,055	11.9%	988	16.8%
Retail Trade	994	11.2%	586	9.9%
Accommodation and Food Services	900	10.8%	446	7.6%
Administration and Support	602	6.8%	365	6.2%
Information	435	4.9%	136	2.3%
Educational Services	412	4.6%	463	7.9%
Wholesale Trade	382	4.3%	281	4.8%
Construction	375	4.2%	170	2.9%

Table 7.1 - Mission Total Jobs by Top 10 Industry Sectors (2018 U.S. Census Bureau, Center for Economic Studies, LEHD)

3A Strategies for Mission

Foster a healthy relationship between the City and existing businesses

Business retention is a cornerstone of any good economic development strategy for a community. Mission should actively seek a positive relationship with business owners.

- › Regularly meet with existing business owners in Mission to identify and improve opportunities to assist with growth and development.
- › Perform targeted outreach to fill existing commercial properties that have long-term vacancy.
- › Consider adopting a vacant property tax to encourage new activity and reduce blight/empty store fronts on properties with long-term vacancies.
- › Develop a strategy to incentivize and retain desired small business mix for business growth.
- › Conduct a review of city codes and policies to identify business growth and development barriers.

7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Business Attraction

Attracting new businesses supports and enhances existing businesses and services. Mission should continue to actively seek new economic development opportunities for the community.

Key elements of business attraction include:

Workforce

Regional competition can deplete Mission's workforce. Marketing Mission's convenient location and lower cost of living can help keep Mission attractive to a range of workers in various industries.

Facilities

Mission has several corridors where new businesses could thrive. Making sure these corridors are attractive and ready for new users or redevelopment, and ensuring effective marketing, is key.

Business Climate

Mission should ensure that it is a consistent and reliable partner to businesses. One way to do this is by streamlining the permitting and review process so that requests are handled in a timely and efficient manner.

Quality of Life

Mission offers a high-quality of life at a more affordable price than other nearby Johnson County communities as shown in Table 7.2.

Typical Costs

Mission should consider the typical cost of doing business compared to surrounding communities and strive to be competitive.

3B Strategies for Mission

Actively seek new business opportunities in key commercial corridors

Mission can promote business attraction by focusing on workforce availability, available facilities, overall business climate, improving its quality of life, and ongoing review of the costs of doing business in Mission.

- › Create opportunities for small business growth in Mission.
- › Continue to market Mission as an attractive location for business growth.
- › Ensure Mission's commercial corridors remain attractive for potential new business development.
- › Be a good business partner by providing consistent and fair assistance to parties interested in doing business in Mission.
- › Invest in quality of life improvements within the community to remain an attractive option for residential and business growth.
- › Regularly compare the cost of doing business in Mission to that of neighboring communities to ensure competitiveness.
- › Encourage new developments to provide a variety of tenant space sizes for retail storefronts, providing space for startup businesses as well as larger, more established operations.



	Mission	Roeland Park	Prairie Village	Johnson County
Population (2020)	9,618	6,871	22,957	609,863
Population Change (2010 - 2020)	+3.4%	+2.0%	+6.9%	+11.8%
Median Age	33.4	34.8	39.4	37.8
Median Household Income	\$64,703	\$73,786	\$88,196	\$91,650
Median Home Value	\$203,600	\$194,800	\$316,800	\$277,500
Median Gross Rent	\$1,016	\$1,152	\$1,387	\$1,147

Table 7.2 - Mission Compared to Nearby Communities and Johnson County

Source: U.S. Census Bureau ACS

7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Adapting to Change

Mission should continue to be flexible to adapt to changing circumstances in the economic and social environment.

Similarly, Mission should be prepared to react to changing technological needs of residents and businesses. Mission is fortunate to be well-served by widely available broadband internet with high-speed internet. Continuing to market this amenity and provide swift action on future broadband updates is key. Mission should also expand WiFi access in parks and other public gathering spaces throughout the community. Currently, Andersen and Broadmoor Parks would benefit from this amenity.

The uncertainty of office space in the future also requires that Mission is flexible from an occupancy and zoning perspective to support continued work from home options. There may be more renovations or expansions of accessory dwelling units to accommodate future working conditions.

3C Strategies for Mission

Remain adaptable to changes in economic conditions while continuing to protect community interests

The COVID-19 pandemic is the most recent example of a situation that required communities to be flexible and resilient. Mission should be adaptable to changing circumstances in retail, residential, and office uses that continue to protect community interests.

- › *Be prepared to adjust to changing economic conditions, technological advancements, and new preferences and priorities.*
- › *Provide guidance to homeowners seeking Accessory Dwelling Units for work-from-home spaces.*
- › *Provide WiFi access in parks and other public gathering spaces.*



Figure 7.15 - Outdoor Dining



Figure 7.16 - Accessory Office Structure



7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Continued investment in transit, as well as pedestrian and bicycle amenities, can help create a sustainable economy. A robust transportation network provides access to a diverse workforce for locals and area commuters who do not rely solely on vehicles. Multi-modal access also promotes equitable means for workers to attain economic prosperity.

Transit Accessibility

Mission is relatively well-served in terms of transit within the metro area. Mission has a RideKC Transit Center located at 5251 Johnson Drive, which provides park-and-ride transit services. There are several bus lines that serve Mission. Additionally, Mission is within the service area for the micro-mobility service in the metro. However, improvements to the transit mobility of the community will be needed to increase ridership for everyday commuters. Mission should actively seek efforts to expand or improve transit access in the city.

Pedestrian Accessibility

In conjunction with transit access improvements, Mission should continually seek to improve the ability of residents to either walk to work or access other services. This means safe crossings for more heavily trafficked streets, a consistent and quality sidewalk presence, and adequate streetscape and signage to help make the journey enjoyable and safe.

Bicycle Accessibility

Biking is also a viable option for residents commuting or accessing services within the community. Investment in bike lanes, bike amenities such as repair stations, and bike racks, will promote a safe and efficient bike network, further reducing the use of personal automobiles.

3D Strategies for Mission

Enhance transit and pedestrian/bicycle infrastructure as a means of economic development

The ability to rely on transit, walking or biking as a means of commuting will help maintain Mission as an attractive place for business and the workforce.

- › Work with regional partners and transit agencies to expand transit options in Mission over time.
- › Continue to improve pedestrian and bicycle connectivity and safety in Mission.



Figure 7.17 - Transit Center



Figure 7.18 - Example of a Well-Marked Crosswalk

7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Think Beyond Johnson Drive







Focus and attention is given to the Johnson Drive corridor because of its prominence and unique character. However, there are other commercial areas that warrant attention. This includes Lamar Avenue and Foxridge Drive near Interstate 35, as well as Nall Avenue and Shawnee Mission Parkway.

Lamar Avenue and I-35

Lamar Avenue is a major entry point into the City of Mission from Interstate 35. Currently, this area lacks a sense of place. Lamar Avenue brings vehicles, pedestrians, and cyclists to the heart of Downtown Mission on Johnson Drive. Signage for Downtown Mission would also be appropriate for this location.

In addition to gateway signage, there are opportunities for enhanced mobility improvements. There is evidence of a desired path along Foxridge Drive indicating the consistent presence of pedestrians in the area. The City has planned improvements in this area, and this area are planned and should consider how those improvements connect to other parts of the City and adjacent communities.

Figure 7.21 shows strategic opportunities for this area, which include enhanced gateway signage and complete streets on Lamar Avenue. These improvements could help to further activate this area.

-  Mission City Limits
-  Park
-  Medium-Density Residential
-  High-Density Residential
-  Complete Streets
-  Major Gateway

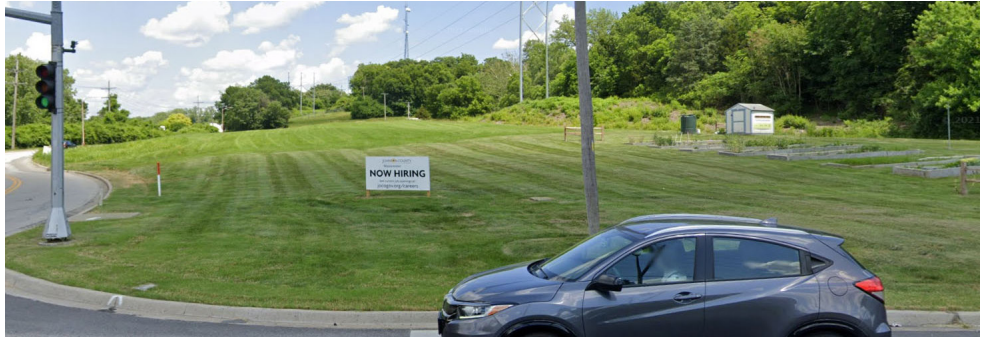


Figure 7.19 - SE Corner of Lamar Avenue and Foxridge Drive

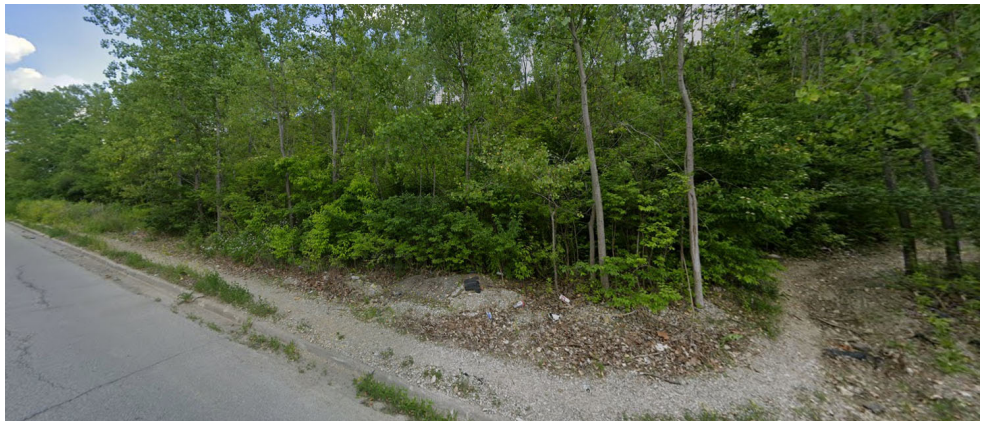


Figure 7.20 - Desired Path along Foxridge Drive

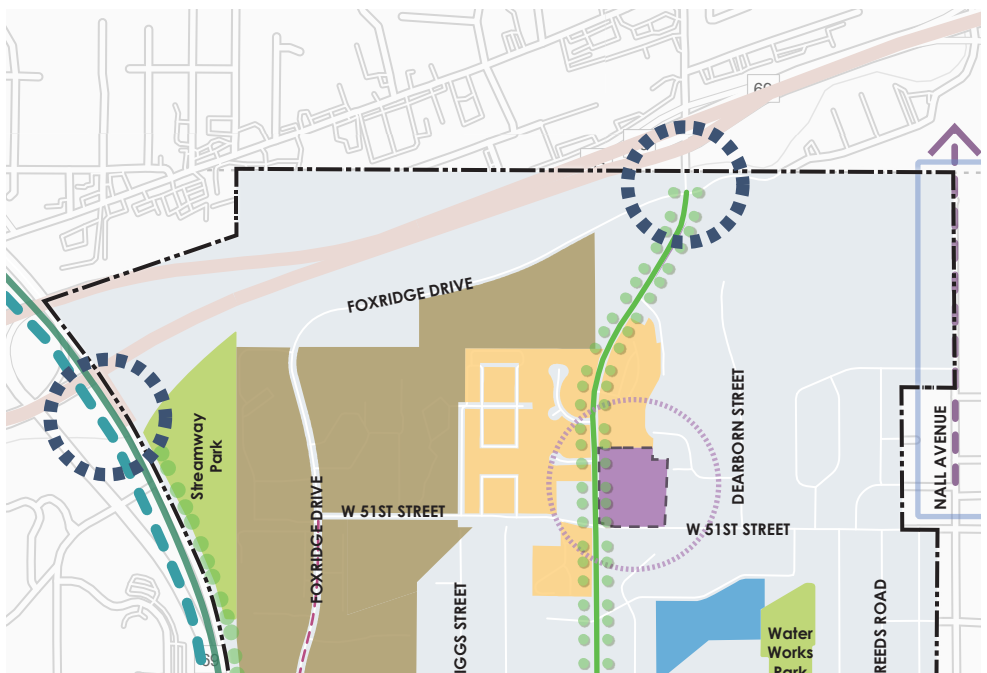


Figure 7.21 - Strategic Opportunities for Lamar Ave and I-35

7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Nall Avenue and Shawnee Mission Parkway

The intersection at Nall Avenue and Shawnee Mission Parkway is another site that could benefit from redevelopment at a higher density. The current development on the site serves the community well, however, if there is an interest in redevelopment on the site in the future, the City should support these efforts.

The Future Land Use Plan shows most of this intersection as Mixed-Use. Figure 7.22 shows strategic opportunities, which include the addition of key gateway signage and placemaking elements. Additionally, the strategic opportunities map calls for a multi-jurisdictional study of the Shawnee Mission Parkway corridor to address ways to integrate transit, transportation, trail connectivity and enhancements, aesthetics, and land use of the corridor.

Long-term, the City should be open to redevelopment of this intersection to build on the success of the Johnson Drive corridor and the accessibility provided by Shawnee Mission Parkway.

3E Strategies for Mission

Support the growth and enhancement of all of Mission's commercial areas

While Johnson Drive is important, attention should also be given to key areas such as Lamar Ave and I-35 as well as Nall Avenue and Shawnee Mission Parkway.

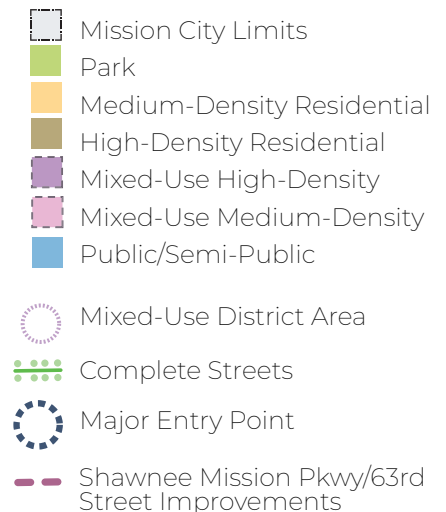
- › Seek multi-jurisdictional support for a corridor study along Shawnee Mission Parkway including transportation, transit, trails, and land use.
- › Support growth and development of Mission's commercial areas, including potential expansion of mixed-use developments.



Figure 7.22 - Strategic Opportunities for Nall Avenue and Shawnee Mission Parkway



Figure 7.23 - SE Corner of Nall Avenue and Shawnee Mission Parkway



7.3 Goal 3 (Continued)

Goal 3 - Promote a sustainable, diverse economy.

Incentives/Assistance

Mission, like many other communities in the region, has used a variety of economic incentive tools to promote strategic development. The City should use a targeted approach to prioritize development opportunities as necessary.

Economic Development Policy

Mission should create clear, consistent, and formal economic development policies regarding financial incentives. These policies could help set clear expectations for businesses and developers.

Mission should carefully explore incentive options and detail specific criteria that provide a net benefit to the community while adhering to the community's greater vision. This could include business growth, providing an amenity or service, adding quality jobs, including environmentally-driven practices, offering affordable housing, or investing in people or skills.

Further, the City should review existing business codes and policies to identify opportunities to streamline and simplify access. Additional support could go toward minority-owned businesses to support diversity and inclusion.

3F Strategies for Mission

Use incentives and assistance programs to expand and support community priorities and values

Incentives and assistance programs can help private business owners or developers to pursue projects and improvements that benefit the greater community's interest.

- › Create clear and consistent economic development policies.
- › Continue to fund, manage, and market existing grants and programs.
- › Review development codes and policies to identify ways to streamline the development review process.
- › Identify strategies that can improve local economic development prospects for minority-owned businesses to support diversity and inclusion.



Figure 7.24 - Existing Businesses in Mission

7.4 Goal 4

Goal 4 - Promote consistent public identity at city gateways. This is an opportunity to incorporate creative entry-ways as part of renewed efforts for redevelopment.

Mission Rebranding

The City of Mission recently underwent a rebranding initiative to modernize the City's branding. The new City logo has vibrant colors and an iconic graphic linking the community together as one. This rebranding provides a positive public image of the City, demonstrating a consistent look for communication and outreach efforts. Mission's gateways and main entry points should be equally attractive and effective at setting a positive tone.



Figure 7.25 - City of Mission's Updated Logo

Gateway Identity

Mission has eleven major entry points that welcome residents and visitors into the community. These entry points are at major transportation nodes, that transition to local roads, which connect to residential neighborhoods. Figure 7.26 shows the locations of key nodes in Mission. Development and further enhancement should be encouraged around these major gateways.

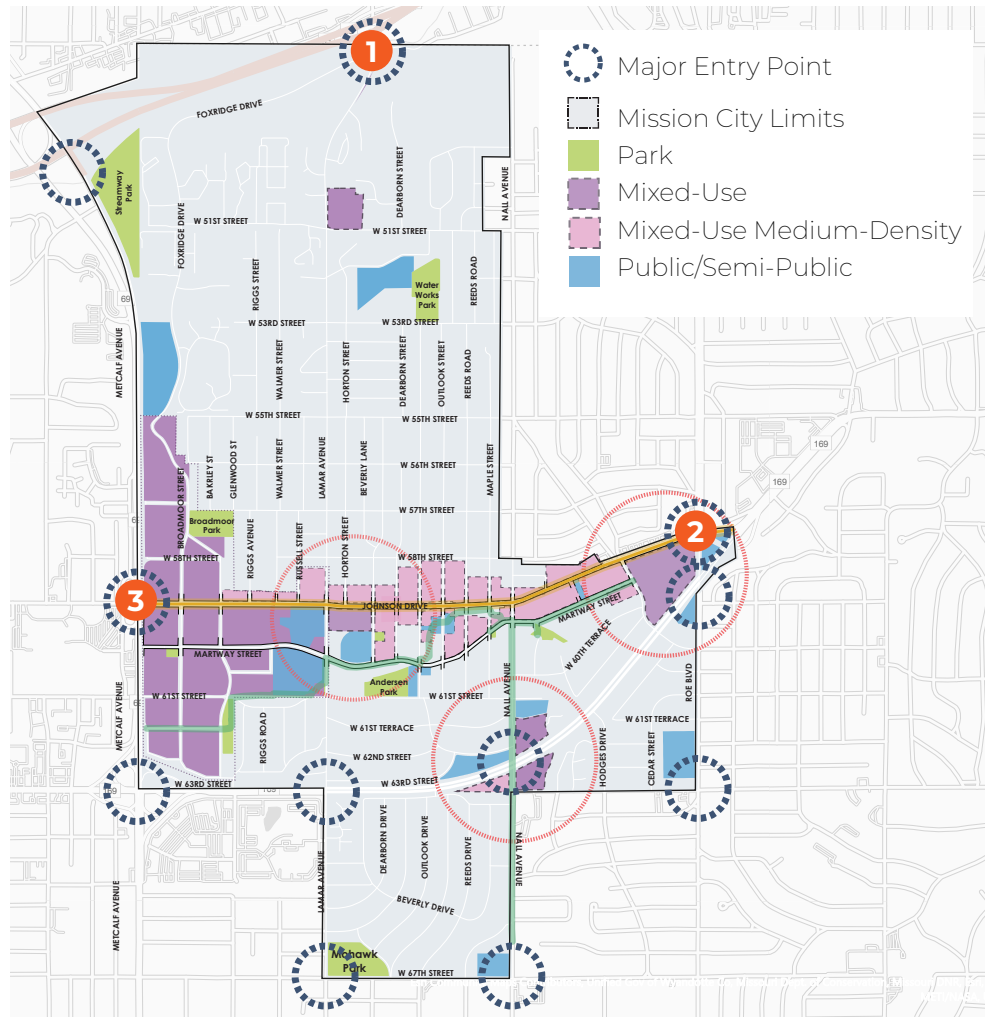


Figure 7.26 - Major Entry Points

4A Strategies for Mission

Encourage development and enhancement in and around major gateways in Mission

The eleven identified gateways serve as major entrances to the city and are desirable locations to add enhanced gateway signage and development.

- Identify parcels that are undeveloped or available for redevelopment.
- Brand the gateways with iconic monuments and signage.
- Actively promote the gateways for development.

7.5 Goal 5

Goal 5 - Continue to build positive redevelopment without losing the unique character of residential and commercial districts.

The Comprehensive Plan Steering Committee was tasked with identifying conditions within Mission that have developed since the previous comprehensive plan was adopted and indicate whether they thought those conditions were "positive," "average," or "poor." The results of that activity are listed below.

"Positive" Conditions

The steering committee identified the following attributes as "positive" included:

- Increased walkability of Johnson Drive and pedestrian signals.
- Mission Market space.
- Shared amenities with community spaces.
- Facade facelifts.

These positive conditions generally promote walkable public spaces that facilitate community gathering and can be thought as incremental improvements to the physical and social fabric of the community.

"Average" Conditions

Community conditions identified by the steering committee as "average" include:

- Parking/traffic flow in the West Gateway District.
- Concessions made to the amount of on-street parking on Broadmoor Street.
- Outdoor spaces created due to COVID-19.
- Improvements to Johnson Drive where pedestrian challenges remain.
- Large amounts of surface parking and unused spaces behind Capitol Federal.



Figure 7.27 - Positive Conditions in Mission as Identified by the Steering Committee



Figure 7.28 - Pedestrian Improvements Made to Johnson Drive/Broadmoor Identified as "Average Conditions" by the Steering Committee

These conditions were identified as "average" because they generally do not prioritize streetscape improvements that aim to slow down traffic and create an attractive, safe pedestrian environment.

"Average" conditions notably prioritize parking lots which could be one reason for a lower quality perception.

"Poor" Conditions

The committee identified the following conditions that create "poor" perceptions:

- High-traffic speeds prevents certain corridors from being a key location for commercial development.

- Parking lots along Johnson Drive lack interesting features and are obstacles to additional green space.

- Vacant properties.

A common trait these "poor" conditions have is their focus on cars and parking rather than the pedestrian experience.

7.5 Goal 5 (Continued)

Goal 5 - Continue to build positive redevelopment without losing the unique character of residential and commercial districts.

Key Takeaways

To help build upon the positive conditions that have developed in Mission, there are several key takeaways that should be taken into consideration:

- Existing and future environs should be designed to promote walkability, a sense of place, and space for community gathering.
- Gathering spaces, even if temporary, should be prioritized along with public and private investments.
- Building facades should be maintained to reflect the high-standards of the community and to ensure they remain productive contributors to Mission's economic and social output.
- Vehicles should be accommodated but in a strategic way that doesn't detract from the pedestrian experience.

5A Strategies for Mission

Seek development that enhances the unique character of Mission by building upon successful past redevelopment

Mission should continue to incorporate good design, density, and style elements that were successful in recent redevelopments.

- › *Continue to encourage high-quality design and building material standards for mixed-use redevelopment or infill.*
- › *Continue to extend streetscape enhancements and traffic calming features as feasible along the full extent of Johnson Drive.*
- › *Incentivize high-quality signage in existing commercial, redevelopment, or infill sites.*
- › *Encourage density and human-scaled developments along key corridors.*

7.6 Goal 6

Goal 6 - Build on the success of the Johnson Drive Corridor improvement project. This area with wide sidewalks, friendly neighbor interactions, and local shops creates a unique mix of charm and practicality that resonates with citizens and visitors.

Johnson Drive Corridor Improvement Project

The Johnson Drive Corridor has been improved through strategic enhancements of the streetscape and the addition of pedestrian amenities, especially in the Downtown area. The public input process revealed that many would like to see these improvements extended throughout the entire corridor where feasible.

There are several other corridors in Mission that could benefit from this type of streetscape treatment. Martway Street, Roe Blvd, Lamar Avenue and Metcalf Avenue as possible Complete Street/pedestrian/streetscape enhancement corridors (Figure 7.30).



Figure 7.29 - Example of Existing Streetscape Improvements

6A Strategies for Mission

Continue to extend the Johnson Drive Corridor improvement treatment to other corridors throughout Mission

Johnson Drive has benefited from streetscape enhancements. Mission should strategically extend this treatment to other key corridors in the community.

- › Continue to extend the Johnson Drive corridor improvements to the entire stretch of Johnson Drive as feasible.
- › Strategically extend the Johnson Drive corridor improvement treatment to key corridors throughout Mission including Lamar Avenue, Martway Street, Metcalf Avenue, and Roe Blvd as feasible.



Figure 7.30 - Priority Complete Street Corridors

7.7 Goal 7

Goal 7 - Respect the character and authenticity of Downtown when redeveloping and building new or infill projects to maintain a thriving district.

Main Street Program

The Kansas Department of Commerce offers a Main Street Program which is a self-help, technical assistance program that targets revitalization and preservation of Downtown districts. The program is based on development of a comprehensive strategy that includes four key areas: organization, design, promotion, and economic vitality.

To become a Designated Kansas Main Street community, registrants must participate in a competitive, annual application process. The process includes attending an Application Workshop and attaining recommendation by the Review Team based on an evaluation of a community's capacity to achieve success. The completed application must demonstrate:

- Public and private support for the program, as well as the capability of the applicant to successfully implement the local Main Street program.
- Financial capability to employ a paid professional director, fund a local Main Street Program, and support Downtown-related projects.
- A cohesive and distinct variety of business activity in the proposed Main Street Program area.
- Interest in, and commitment to, historic preservation in the Downtown.

If selected, Mission could receive:

- Comprehensive technical assistance to spur economic development Downtown.
- Training for strategic planning, program capacity building, and organizational management.
- Individualized training for Main Street managers, boards, and other Main Street participants.
- Attendance at statewide, Main Street-specific, quarterly trainings and professional development opportunities.
- Access to design services on an as-needed basis to help Downtown property owners undertake effective rehabilitation, restoration, adaptive re-use, and infill projects, as well as the reimagining of public spaces within the district.
- Access to state and national grants (when available).



More information can be found at:

<https://www.kansascommerce.gov/program/community-programs/main-street/>

7A Strategies for Mission

Seek new opportunities to enhance Downtown Mission through available programs and grants

Mission should continue to seek various opportunities to enhance, support, and fund improvements in the Downtown.

- > *Explore the benefits of becoming a "Designated Kansas Main Street" through the Kansas Department of Commerce.*
- > *Actively seek other grant opportunities to improve Downtown Mission.*

7.8 Goal 8

Goal 8 - Use fresh and innovative signage.

Integrating Logo Colors

Mission could take advantage of the new city logo as inspiration for signage and create a signage plan for the entire Johnson Drive corridor. Mission's new logo has a strong color palette that could be used to inspire new district branding. The Downtown district may have a distinct type of signage to highlight its unique style and nature.

Below are some district signage examples.

8A Strategies for Mission

Create and design signage for Mission's three Downtown districts that represent the unique character of each area

Mission's Johnson Drive corridor would benefit from additional signage that differentiates between the three unique districts to help create an enhanced sense of place and serve as a marketing tool for the community.

- › Create three unique areas of signage and branding for the three districts along Johnson Drive or a single signage plan for the entire Johnson Drive corridor.
- › Consider emphasizing colors from the new Mission logo within the new Downtown District signage.

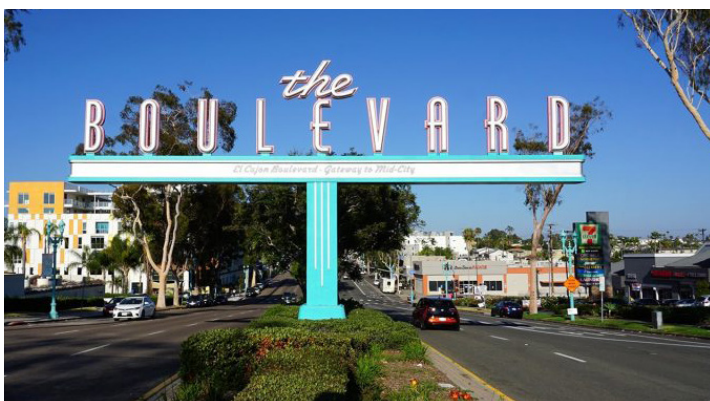


Figure 7.31 - Examples of Gateway Signage

7.9 Goal 9

Goal 9 - Encourage property owners to refresh building facades and outdated store fronts, through the use of city grants or special programs.

Facade Improvement Programs

Facade improvement programs incentivize private investment in high-quality improvements to upgrade the appearance of buildings and properties. These programs typically focus on the exterior of the building or property.

Mission currently has a Business Improvement Grant (BIG) program that supports local businesses through funding for exterior building repairs or improvements and qualified energy efficiency upgrades. Successful applicants are reimbursed at 50% of approved costs, with the City's share not to exceed \$10,000 per project annually, or \$2,000 for a sign replacement project.

Table 7.3 indicates money spent through the BIG program and the amount leveraged since 2004.

	Totals
City Grant Amount	\$485,426.40
Property Owner Investment	\$995,424.01
Total Investment	\$1,480,850.41

Table 7.3 - BIG Program Overview

Qualifying exterior improvements include:

- Building Repairs
- Building improvements
- Sidewalk and Streetscapes
- Signs (\$2,000 maximum)

Qualifying energy efficiency improvements include:

- Interior/Exterior Lighting Systems
- Building Mechanical Systems
- Hot Water Systems

- Building Envelope
- Electric Vehicle Charging Stations

Mission should continue to fund and support the B.I.G. program as a means to encourage property owners to make facade improvements. The City should work to ensure all commercial property owners, especially along Johnson Drive, are aware of the program.

Design Idea Book

One roadblock to a business taking advantage of the B.I.G. program might be inability to create a vision for the updates. It would be useful for the City to create and maintain a design idea book for facade improvements to help inspire business owners along Johnson Drive to participate.

Gaining Excitement

One successful improvement project can often spur more activity if business owners can see the impact.

To get local business owners excited, Mission could turn the process into a competition. Business owners could submit plans or ideas for how their improvement could benefit the entire corridor and the winner could receive an additional benefit.

Expanded Programming

While the B.I.G. program does provide incentives for facade improvements, the program does not include interior improvements nor does it reference sustainability improvements, which are an important community priority.

One opportunity to improve the B.I.G. program would be to expand the program to include interior improvements that enhance the sustainability of existing sites, such as energy efficiency windows or HVAC. Another option would be to create a separate assistance program focused solely on interior energy efficiency improvements.

9A Strategies for Mission

Support Mission businesses that want to improve building facades and enhance the property's sustainability

Mission should continue to support and incentivize facade improvements as well as sustainability investments for commercial buildings along Johnson Drive.

- Continue to fund and promote the Mission Business Improvement Grant (B.I.G. Program).
- Create a design idea or guideline book to help inspire business owners to take advantage of the facade improvement program.
- Identify a strategy to spur excitement about participating in the B.I.G. program.
- Expand the B.I.G. program or create a new program to incentivize interior/ exterior improvements that support sustainability initiatives.

7.9 Goal 9 *(Continued)*

Goal 9 - Encourage property owners to refresh building facades and outdated store fronts, through the use of city grants or special programs.

Facade/Property Improvements

The images in Figure 7.32 are examples of successful renovations in Mission as a result of the B.I.G Program. Improvements included:

- Facade painting
- Repaved parking lots
- New signage
- Window Replacement
- Facade upgrades



Figure 7.32 - Facade Improvements in Mission

7.10 Goal 10

Goal 10 - Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.

Broadband Connectivity Today

Currently, Mission is one of only twelve cities in Kansas that has 100% broadband coverage and fiber access. According to *Broadband Now*, Mission is the 6th most connected city in Kansas ahead of Prairie Village and Shawnee, but behind Lenexa, Leawood, and Overland Park.

Residential fiber service is available to 100% of people living in Mission. There are 21 internet providers in Mission with 9 of those offering residential service and 17 companies offering business internet services. *Broadband Now* estimates only 0.1% of consumers in Mission (approximately 26 people) have access to 1 or fewer internet providers.

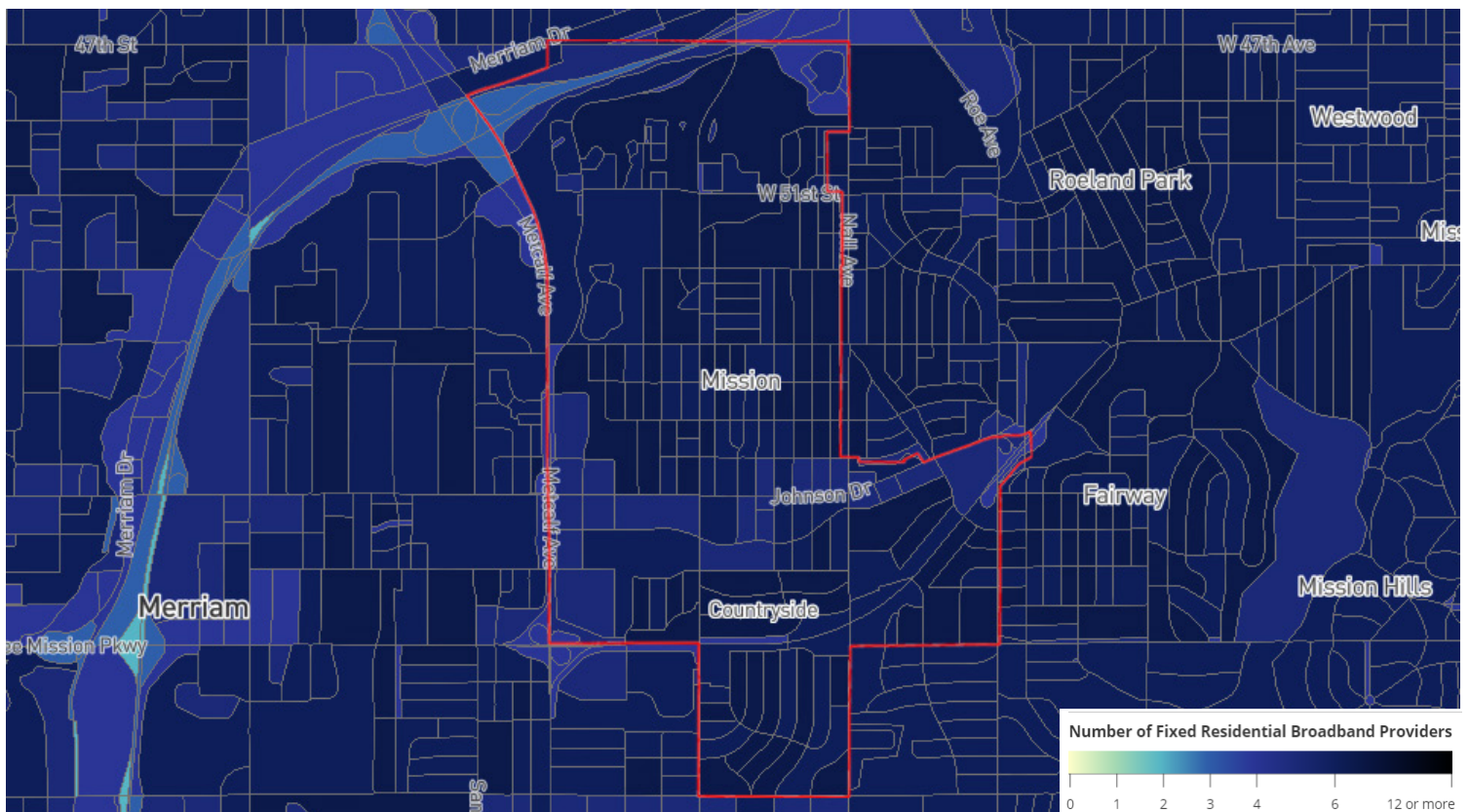
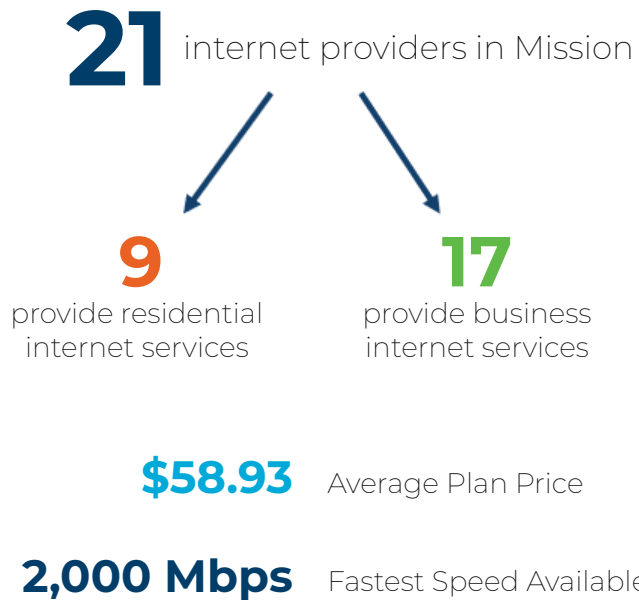


Figure 7.33 - Number of Fixed Residential Broadband Providers

7.10 Goal 10 *(Continued)*

Goal 10 - Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.

Internet Speeds in Mission

Table 7.4 shows the download speeds and availability of different internet providers in Mission. The table shows that many providers with wide availability in Mission have high download speeds of between 1 second and 8 seconds per 1 GB. However, the average download speed in Mission is 65.67 Mbps. This is 48.4% slower than the average in Kansas and 56.6% slower than the national average. It appears as if the presence of four significantly slower internet providers (HughesNet, Wisper Internet, Packet Layer and Viasat) contribute to this lower

average speed. The fastest speeds for these providers and their coverage within the city is shown in Table 7.5

These slower internet speed providers also seem to provide a lower priced internet option for residents. For example, the listed price per month for Consolidated Communications is between \$15 - \$35 per month whereas Google Fiber is \$70 monthly. Slower internet speeds therefore appear to be a matter of choice and cost rather than an availability issue.

Mission, as part of the greater Kansas City metro area, is fortunate to have received early access to Google Fiber. In 2012, Google announced Kansas City would be the metro area selected for expansion of its fiber optic internet expansion. Mission received expansion of Google Fiber capabilities in 2016. Since then, 99.9% of the community has Google Fiber available to them at their location. This is a significant perk seen only in a few select areas of the country.

Location	Average Download Speed
Mission	56.26 Mbps
Kansas	92.9 Mbps
United States	135 Mbps

Table 7.4 - Average Download Speeds by Area

Internet Provider	Fastest Download Speeds	Coverage in Mission
HughesNet	25 Mbps	100%
Wisper Internet	25 Mbps	100%
Packet Layer	100 Mbps	100%
Viasat	100 Mbps	100%

Table 7.6 - Internet Providers with Slowest Speeds in Mission

Provider	Speed	Type	Time to Download 1GB	Availability
Google Fiber	2,000 Mbps	Fiber	4s	99.9%
Consolidated Communications	1,000 Mbps	Fiber	8s	49.5%
ATandT Internet	949 Mbps	IPBB and Fiber	8s	99.3%
Spectrum	1,000 Mbps	Cable	8s	100.0%
EarthLink	1,000 Mbps	DSL and Fiber	8s	99.3%
Viasat Internet	1,000 Mbps	Satellite	1m 21s	100.0%
Consolidated Communications	100 Mbps	Cable	1m 21s	6.2%
HughesNet	25 Mbps	Satellite	5m 27s	100.0%

Table 7.5 - Summary of Fastest Internet Providers in Mission

7.10 Goal 10 (Continued)

Goal 10 - Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.

Fiber Friendly Community

Broadband Now has recognized Mission as a Fiber Friendly Certified City. This designation can be claimed by Mission because 90% or more of residents have access to at least one fiber broadband provider based on the FCC's Form 477 deployment data.

Mission should continue to market its availability of high-speed broadband access, including Google Fiber, among others. A first step could be for Mission to claim and promote its status as a Fiber Friendly Community. While mainly symbolic, it lets current and future residents and business owners know Mission is ready for the digital future.

Marketing Broadband Access

While Mission has excellent broadband coverage and availability, it lags in terms of average download speeds. The low average speed seems to stem from three lower-speed providers in the area. Mission internet users with lower speeds may be choosing to use the suboptimal speed because of their limited need for high-speed internet, the cost of higher speeds, or a lack of awareness of an alternative. While the City is limited in what it can do to impact need or cost, it can help raise awareness.

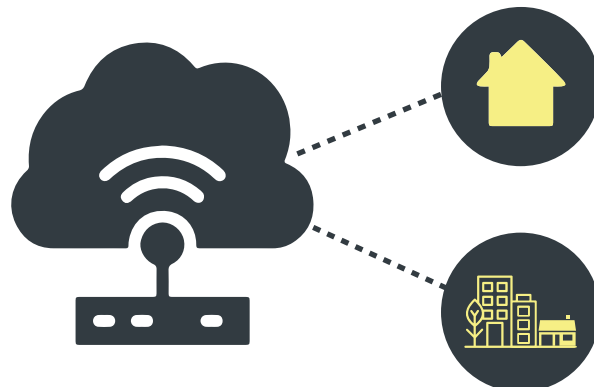
Access to high-quality internet services is important to remain competitive as a community, allow residents the option to more easily work from home, and to help improve workflow for business owners. Mission should continue to actively market the availability of high-speed internet for residents and business owners. Additionally, Mission should consider adding public WiFi in more parks and public spaces to enhance connectivity options.

10A Strategies for Mission

Promote awareness of Mission's high-speed broadband connectivity capabilities

Despite access to very high-speed internet, Mission lags behind in average download speeds. Marketing and expanding use of high-speed internet can help promote awareness and expansion of broadband usage.

- › Claim and promote Mission's status as a Fiber Friendly Community.
- › Continue to promote the widespread availability of very high-speed broadband internet in the community to residents and business owners.
- › Add public WiFi to Mission parks and public spaces.





7.10 Goal 10 (Continued)

Goal 10 - Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.

Smart City Initiatives

Smart City Initiatives are actions and policies that use advanced technology and data to enhance the quality of life in a community through improved management, services, and resources.

According to Spectrum Smart Cities, Smart City initiatives can include all of the following:

- Smart traffic management designed to reduce commute times and alleviate congestion.
- Smart parking programs that identify open spaces on a mobile phone app.
- Smart City street lighting that conserves energy by dimming when lights are not needed.
- Smart building technology that reduces energy consumption through closer monitoring of HVAC and lighting systems.
- Smart grid and smart water management programs that deliver energy more effectively and cost-efficiently.
- Smart waste management technology that lets sanitation crews know when bins need to be emptied.
- Visual surveillance that helps law enforcement identify and apprehend criminals.
- Wearable police cameras that improve transparency.
- Monitoring of critical infrastructure, climate, and real-time conditions throughout the city to improve public safety, to flag potential issues, and to support first responders.

Some Smart City initiatives make more sense for Mission to pursue as a smaller city within a larger metro area. Others require more regional approaches to become financially viable.

Efforts such as responsive city street lighting and energy conscious HVAC and interior lighting are feasible for a smaller community to implement. Policies regarding visual surveillance and police transparency are also measures the City can and has undertaken.

A comprehensive review of Smart City policies and initiatives should be conducted. This could be included in updates to the Sustainability and Climate Action Plan as recommended in the Natural Features and Environment section.

10B Strategies for Mission

Promote Smart City initiatives in Mission and actively pursue regional partnerships

Through the integration of technology and data, Mission should seek to enhance quality of life, improve efficiency of services and programs, and make Mission a more sustainable community.

- *Evaluate Smart City initiatives for Mission to pursue.*
- *Seek opportunities to work with regional partners on Smart City initiatives.*
- *Utilize Smart City initiatives to track use of parks, trails, and sidewalks to identify areas for prioritization and improvement.*

8.0 Housing and Neighborhoods

8.1 Existing Conditions

Existing Land Use in Mission

Figure 8.3 shows the existing land uses in Mission. The land use categories were derived from the use or occupancy by parcel. Of the existing land uses in Mission today, the most dominant category is Low-Density Residential, accounting for just over half of the community (50.2%). In terms of residential land uses, Medium-Density Residential accounts for 3.7% of the total land uses, while High-Density Residential is 11.0%. Residential land uses in Mission comprise a total 64.9% of the community.



Figure 8.1 - Low- and High-Density Land Uses

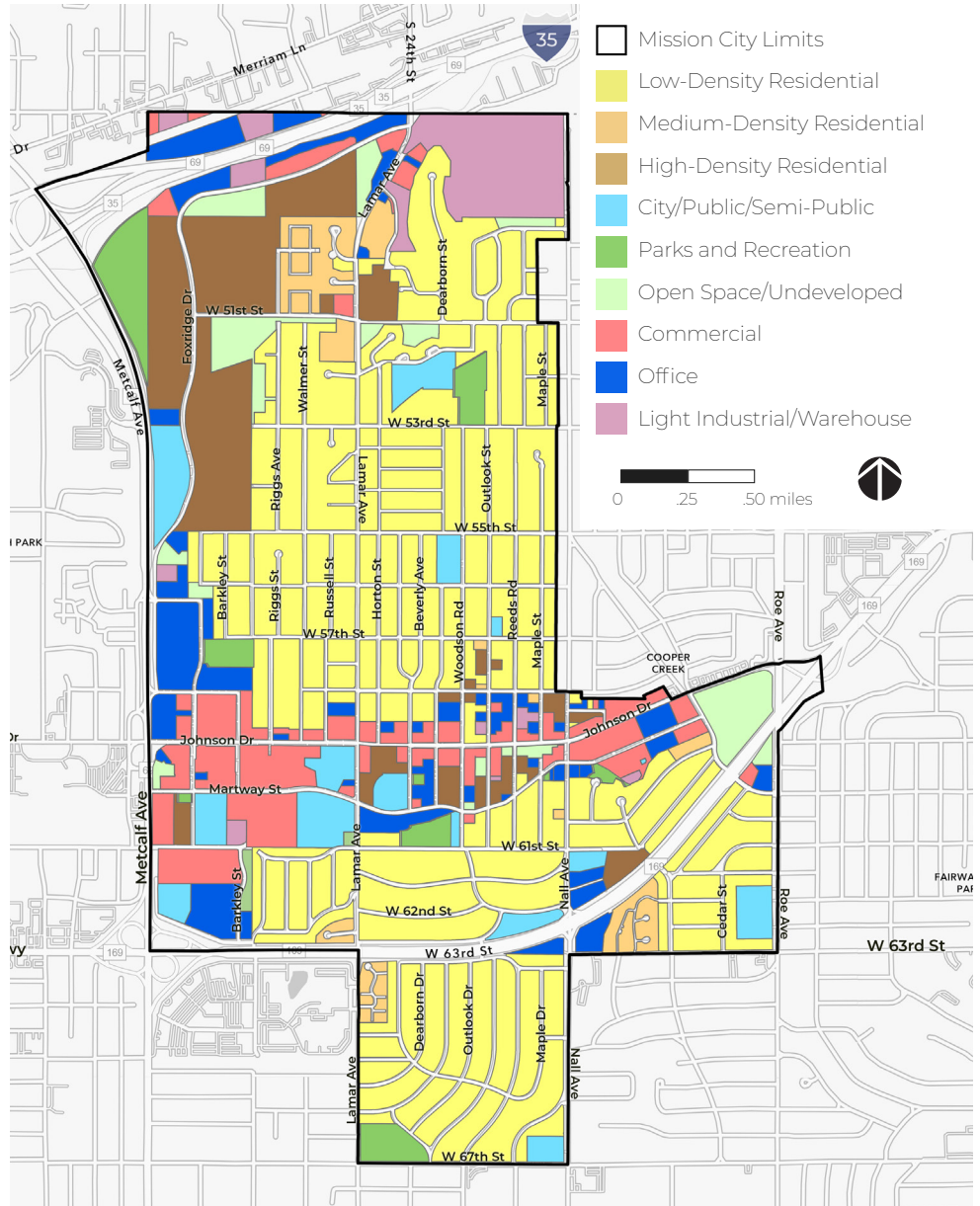


Figure 8.3 - Existing Land Use Map



Figure 8.2 - Commercial Land Use along Johnson Drive



Figure 8.4 - Park Land Use

8.1 Existing Conditions *(Continued)*

Current Housing Stock

As previously stated, Low-Density Residential is the most dominant land use category in Mission. Residential land uses contribute to nearly 65% of all land use categories. Figures 8.7 and 8.8 illustrate the presence and location of Low-Density Residential and Medium- and High-Density land uses, respectively.



Figure 8.5 - Low-Density Residential Land Use



Figure 8.6 - Medium-Density Residential Land Use

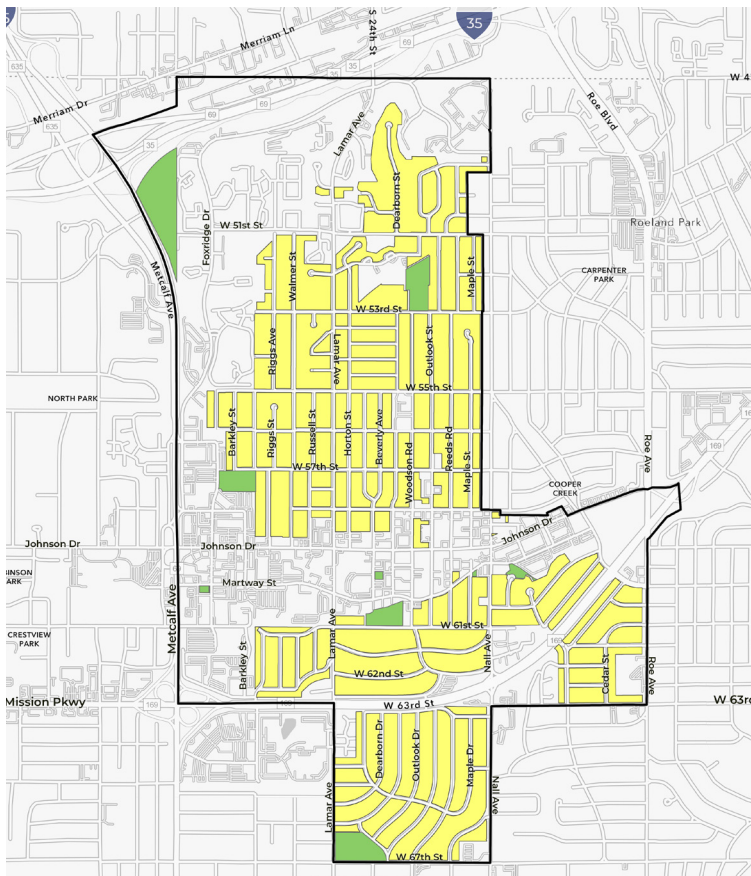


Figure 8.7 - Areas of Low-Density Residential

- Mission City Limits
- Low-Density Residential
- Parks and Recreation

0 .25 .50 miles



Figure 8.8 - Areas of Medium- and High-Density Residential

- Mission City Limits
- Medium-Density Residential
- High-Density Residential
- Parks and Recreation

0 .25 .50 miles



8.1 Existing Conditions (Continued)

Age of Housing in Mission

Figure 8.9 illustrates the age of the single-family housing stock in Mission. The low-density designation includes detached single-family homes and bi-attached single-family homes. 1948 to 1968 experienced the most construction, followed by a smaller peak in development from 1969 to 1995. These trends are also highlighted in the Existing Conditions report, located in the Appendix.

Due to the land-locked nature of the city, there has been relatively little new construction of single-family homes since the mid-1990s. This lack of new construction coupled with the demand for new single-family housing and new, upscale multi-family developments means that it is imperative to promote effective development and redevelopment strategies for single-family and multi-family housing.

The following sections outline goals and strategies that address the challenges in Mission today and prepare the community for the future.

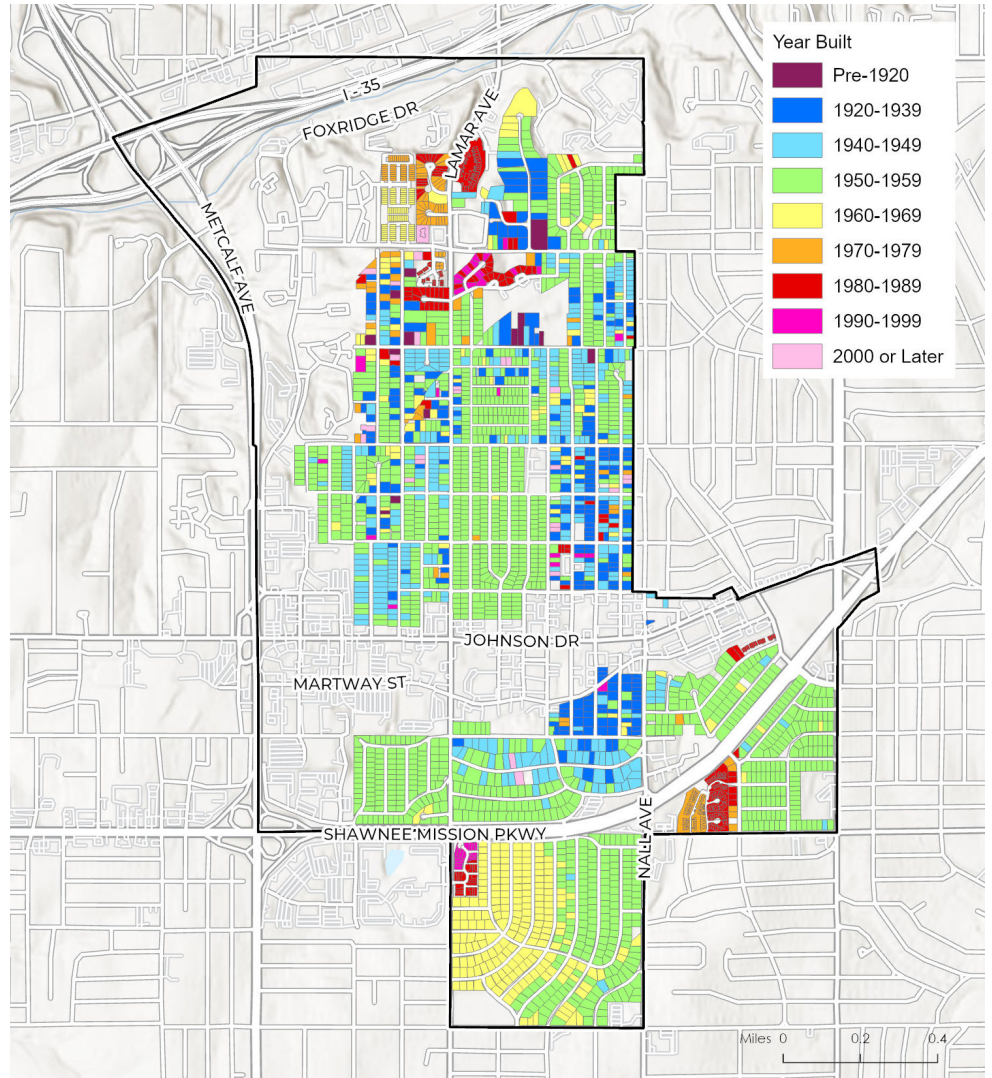


Figure 8.9 - Single-Family Housing - Year Built

Source: City of Mission, 2020

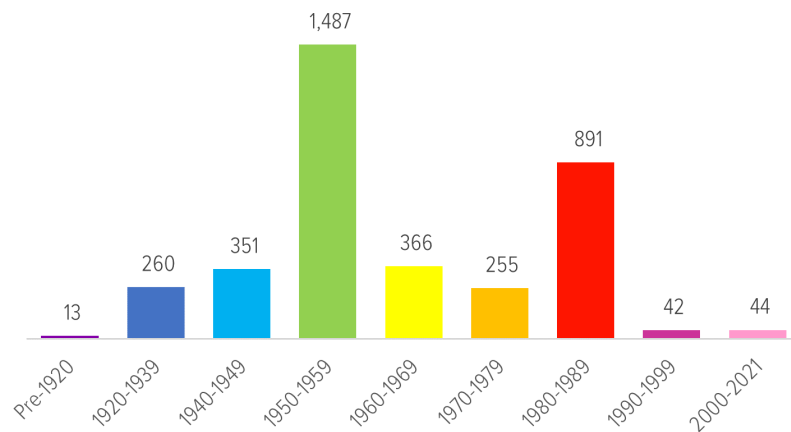


Figure 8.10 - Year of Housing Construction

Source: City of Mission, 2020



8.2 Goal 1 (Continued)

Goal 1 - Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.

Infill Development

Infill development is a vital strategy to accomplish this goal because of its efficient use of land resources. This method of development identifies vacant or dilapidated parcels and leverages existing infrastructure for new housing developments.

Establishing new infrastructure is often very expensive. Therefore, utilizing existing infrastructure is a method for cost-efficient development and reduces the stress on the overall system by maintaining existing structures.

Infill development can also positively impact the viability of the neighborhood. Often times, on-going maintenance of vacant or dilapidated parcels can become a nuisance for the City. Redeveloping the site and placing maintenance back into the hands of homeowners or renters, reduces the burden on the City and introduces new households into the neighborhood.

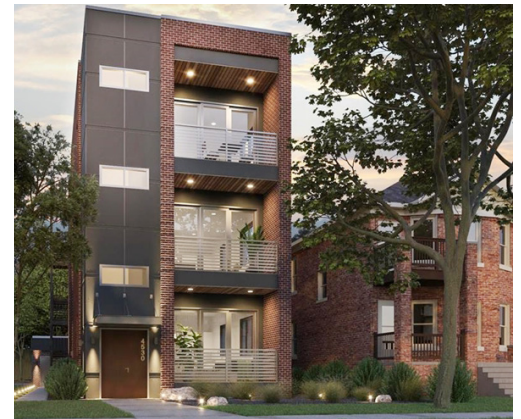


Figure 8.11 - Examples of Infill Redevelopment

1A Strategies for Mission

Allow for creative infill housing development

Infill development leverages existing infrastructure and is an efficient use of land resources and should be encouraged in neighborhoods as a form of redevelopment.

- › Identify vacant or dilapidated parcels for infill redevelopment.
- › Establish a residential design standard to maintain the character and quality of life in neighborhoods.
- › Leverage existing market demand for single-family and multi-family residential housing through redevelopment.

8.2 Goal 1 (Continued)

Goal 1 - Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.

Opportunities for new residential developments are limited, as Mission has limited available land.

In addition to the proposed High-Density Residential land, there are other opportunities to increase density. Leveraging future and existing land uses, areas within both the Mixed-Use Medium-Density and Mixed-Use High-Density provide opportunities to establish denser developments and pair residential and commercial uses.

Both of these districts seek to provide increased density that promotes walkable neighborhoods for residents. The existing mid-rise and high-rise structures provide the framework for new developments that will fit with the surrounding context.

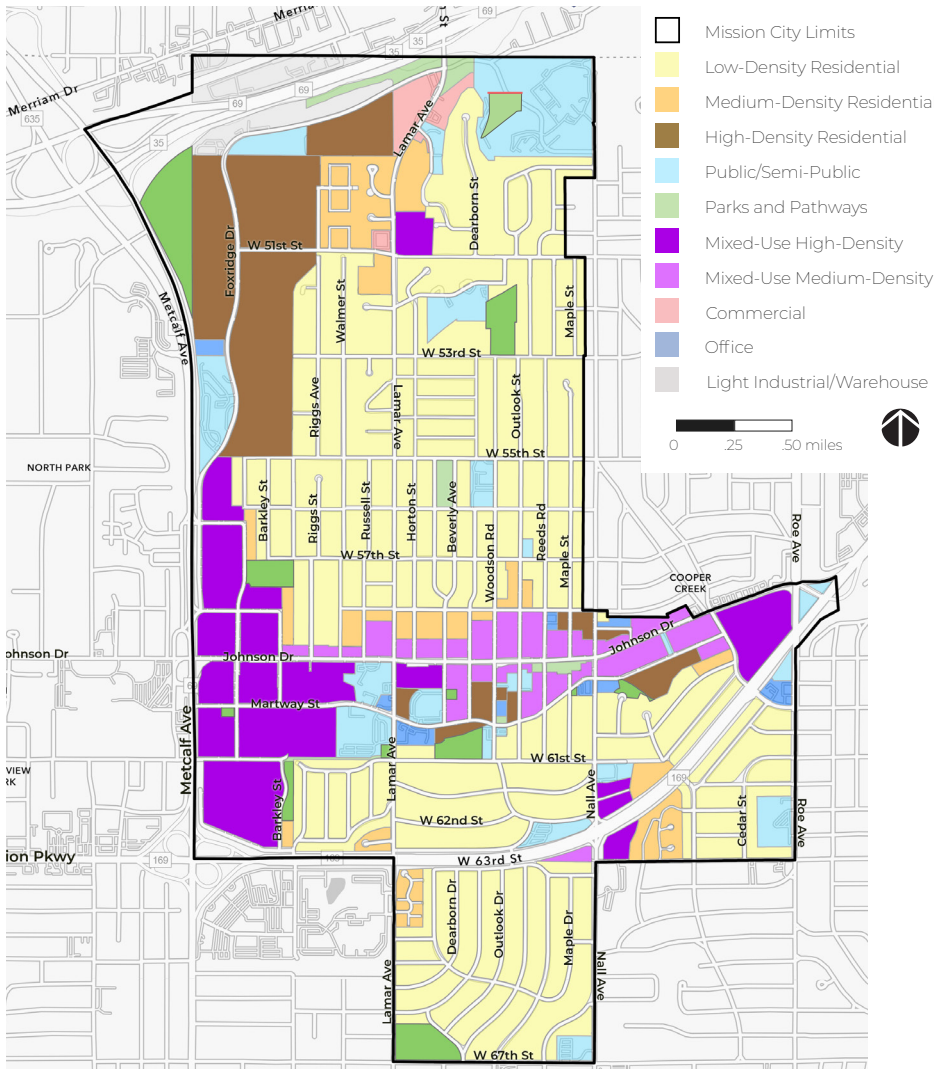


Figure 8.12 - High-Density, Medium-Density Residential, and Mixed-Use Districts in the Future Land Use Map



Figure 8.13 - Precedent Redevelopments



8.2 Goal 1 (Continued)

Goal 1 - Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.

Large Scale Multi-Family Mixed-Use

Multi-family mixed-use developments are typically dense, large structures that offer a variety of residential unit types and commercial space opportunities. Due to the larger scale of this type of development, there should be a strategy to encourage development of this scale near similarly dense developments to retain the character of low-density neighborhoods in other parts of the city. However, this type of development can be smaller in scale and serve as a strategic transitional development between more-dense developments along major arterial corridors and the adjacent low-density neighborhoods.

The Future Land Use Map shows mixed-use (MU) along Johnson Drive, Martway Street, North Lamar Avenue, and West 63rd Street. Variations in densities and floor area ratios (FAR) create a diverse urban fabric with an even greater variety of uses.



Figure 8.14 - "The Locale" Multi-Family Mixed-Use on Johnson Drive



Figure 8.15 - Example of a Multi-Family Mixed-Use Development

1B Strategies for Mission

Create multi-family developments in mixed-use zones

Mixed-Use developments allow for a variety of densities and uses and should be leveraged for multi-family residential applications.

- › Utilize the Future Land Use Map to identify parcels for multi-family mixed-use developments.
- › Consider densities and floor area ratios (FAR) that provide a variety of uses and opportunities within the redevelopment corridors.
- › Incorporate and encourage multi-family residential in new mixed-use developments when possible.



8.2 Goal 1 (Continued)

Goal 1 - Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.

Form Based Code

The City of Mission adopted a Form Based Code District bordered by Metcalf Ave on the west, Lamar Ave on the east, 55th St to the north, and 63rd St to the south, encompassing approximately 130-acres in western Mission. The Code was updated in 2014 and is still applied today.

Form Based Code differs from conventional zoning practices in the way in which it regulates the form rather than the use. The Form Based Code is intended to produce high-quality built environments. This is accomplished by defining building facades, form and massing, and scale and types of streets and blocks. This differs from conventional zoning practices because it focuses on controlling more of the experience and aesthetic of the environment, rather than the land uses that are present.

While the regulation of uses cannot be controlled within the Form Based Code District, coordination between the City and developers can open the door for discussions on residential uses. By incorporating residential uses within Form Based Code District developments, the sense of place and community is strengthened through the balance created between the residential and commercial land uses.

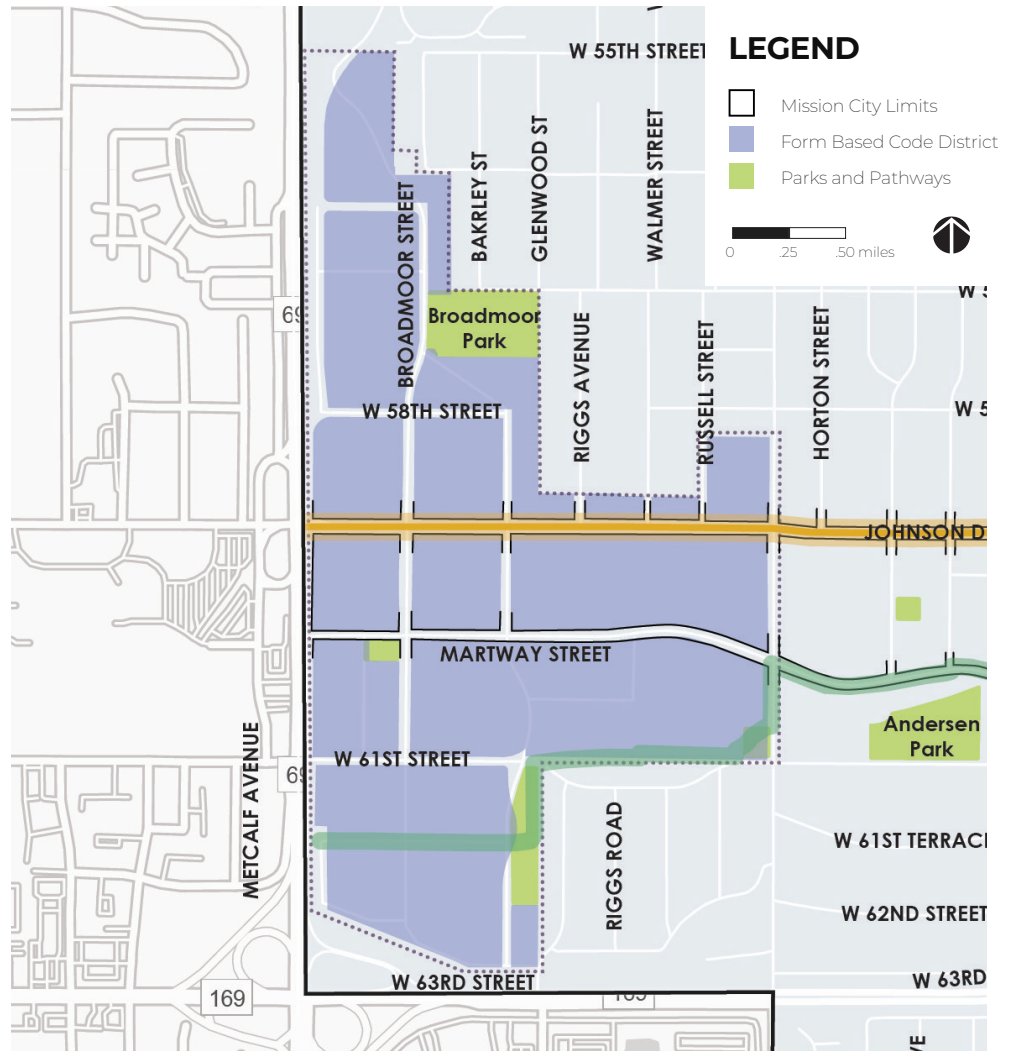


Figure 8.16 - Form Based Code District

1C Strategies for Mission

Examine the existing Form Based Code District for new developments and redevelopments

The Form Based Code provides the opportunity to create a high-quality neighborhood and built environment for new residential developments and should be applied appropriately.

- > Locate areas within the Form Based Code District that could include residential uses.
- > Coordinate with developers to encourage residential uses within the district.

8.3 Goal 2 (Continued)

Goal 2 - Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.

First Coalition Suburbs Idea Book

In the Kansas City region, a First Suburbs Coalition Idea Book provides insight into renovations and designs for older World War II housing stock.

Mission's housing stock was primarily constructed after World War II. Specific to the Kansas City Metropolitan area, the Mid-American Regional Council and First Suburbs Coalition hired Piper-Wind Architects to create a 40-page guide with illustrations and elements that can be renovated or added in homes built during the post-war decades.

The book introduces various types of post-WWII homes with visual representation of each style. Detailed information is provided on:

- Massing, proportion, and scale
- Windows and doors
- Exterior appearance
- Two-car garages
- Remodel scenarios
- Tips for remodeling
- Project financing
- Universal Design

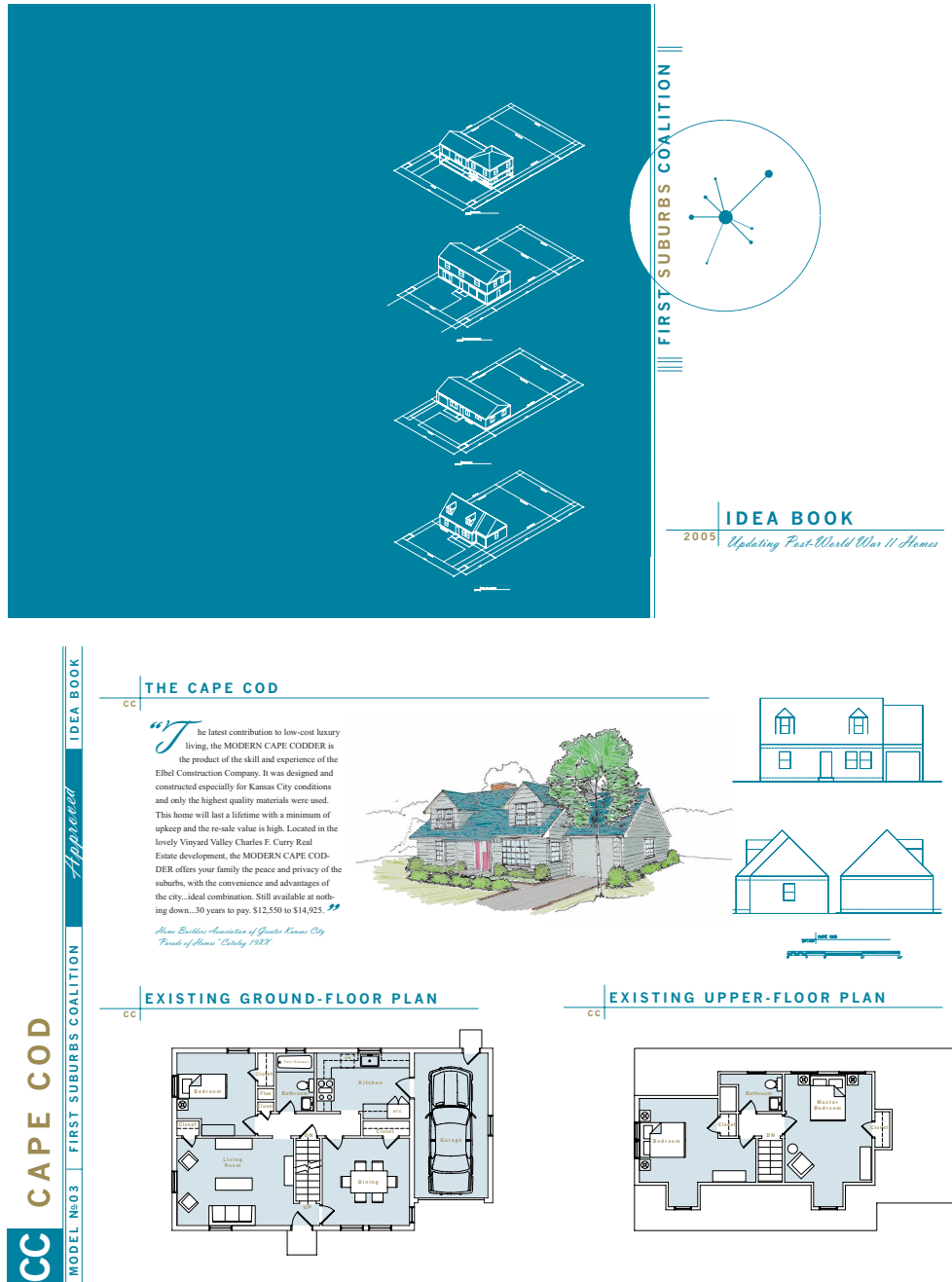


Figure 8.17 - Samples from the First Coalition Suburbs Idea Book Publication



8.3 Goal 2 (Continued)

Goal 2 - Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.

Universal Design Standards

According to The United States Access Board, Universal Design (UD) is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. In terms of residential development, Universal Design relates to the design of entrances, doorways, corridors, and other smaller details of home construction to ensure the home is accessible to everybody today and in the future. Universal Design adheres to seven principles (Figure 8.19) and are intended to create environments where all users of all abilities have equitable opportunities.

Universal	Accessible
Step-Free Entrance	
Graded entry	Ramps Vertical platform lifts
Circulation	
Widened doors (including pocket doors or barn doors)	Stair lifts
Widened hallways	
Elevator	
Bathroom	
Located on main level	Grab bars
Curbless shower	Knee space at sink
Maneuvering room	
Handholds	
Kitchen	
Located on main level	Lowered counters
Maneuvering room	Knee space at sink and as worksurface
Stove tops	
Front control ranges	
Lowered microwaves	Lowered storage
Drawer base cabinets	
Multiple work surface heights	
Bedroom	
Located on main level	Bed bar to assist getting into and out of bed
Laundry	
Located on main level	Reacher to get clothes out of washer or dryer
Front-control/front-loading washer and dryer	

Figure 8.18 - Examples of Universal and Accessible Design Features

Universal Design Standards

> Principle 1: Equitable Use

The design is useful and marketable to people with diverse abilities.

> Principle 2: Flexibility in Use

The design accommodates a wide range of individual preferences and abilities.

> Principle 3: Simple and Intuitive Use

Use of the design is easy to understand, regardless of the user's experience.

> Principle 4: Perceptible Information

The design communicates necessary information effectively to the user.

> Principle 5: Tolerance of Error

The design minimizes hazards and the adverse consequences of unintended actions.

> Principle 6: Low Physical Effort

The design can be used efficiently and comfortably and with minimum fatigue.

> Principle 7: Sized for Approach/Use

Appropriate size and space is provided to approach, reach, manipulate and use.

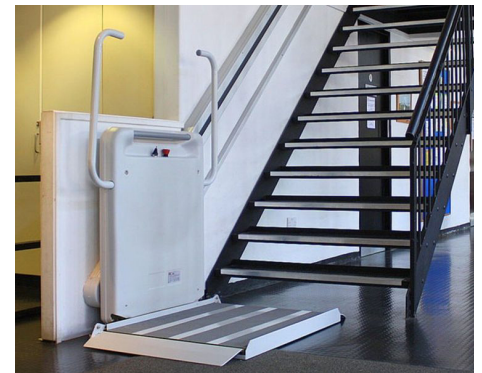
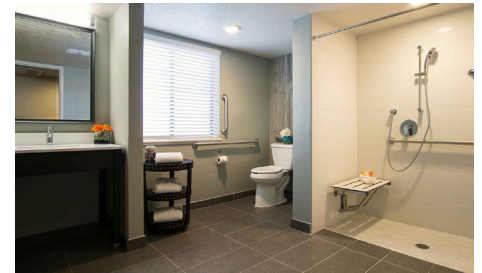


Figure 8.19 - Universal Design Standards

Figure 8.20 - Universal Design Standards Applied in Residences

2A Strategies for Mission

Implement Universal Design features in residences

Homes in Mission should be adaptable and accessible to all residents, regardless of physical abilities, and should be designed accordingly.

- > Provide resources to educate residents and developers about accessibility challenges in homes and how to make the appropriate modifications to improve accessibility.
- > Consider the status of existing city infrastructure and overall accessibility according to Universal Design standards.
- > Recommend Universal Design features in new residential developments.



8.3 Goal 2 (Continued)

Goal 2 - Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.

Grants and Assistance Programs

The City of Mission offers a number of funding opportunities and programs for residents with the intent to keep neighborhoods healthy and maintain a high-quality of life.

Mission Possible

The Mission Possible program assists Mission homeowners with the removal of physical barriers, dilapidated structures, qualifying minor home repairs, house painting, and tree trimming. Funds are awarded based on the applicant's income, eligibility to receive Medicare/Social Security disability benefits, involvement in code case resolution and other factors. There is an application available on the City's website.

Source: City of Mission, Grants and Assistance Programs Webpage

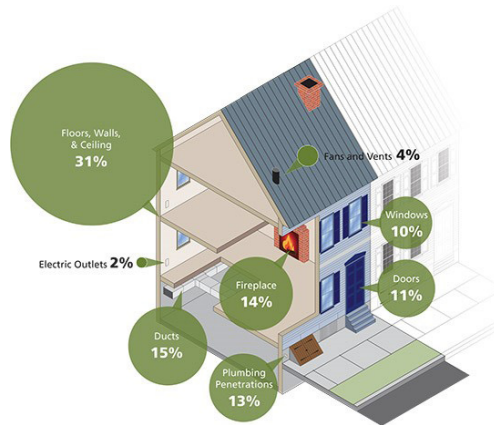


Figure 8.21 - Weatherization and Energy Efficiency in Homes

Kansas Housing Resource Corporation

The Kansas Housing Resource Corporation (KHRC) is a self-supporting, nonprofit corporation that provides assistance to homeowners and renters across the state of Kansas. One of the programs KHRC offers is the Weatherization Assistance Program. Older homes are often inefficient and lose energy and heat through single-pane windows, drafts and leaks, poorly sealed doors and windows, lack of quality insulation, and outdated lighting fixtures. Improving energy efficiency of the entire home improves and modernizes the structure and creates a healthier and safer home. Applications for this program can be found on the KHRC website.



2B Strategies for Mission

Promote grant and assistance programs available for housing revitalization at the local, county, and state levels

There are numerous grant and assistance programs that could reduce the cost burden of construction and updating homes.

- › Expand marketing of available programs to the public.
- › Coordinate with local neighborhood groups to inform about opportunities.
- › Expand existing programs to further encourage residential revitalization.



8.4 Goal 3

Goal 3 - Reduce impact on residential properties through effective transitional land uses policies and development standards.

Land Use Buffers

In land use planning, it is best practice to encourage transitional development between high-density mixed use and low-density residential. Housing types such as townhomes or rowhouses can serve as a “stair-step” in densities and structure heights while also providing additional residential offerings within the community. Changes in policy and zoning, such as defining transition zones or corridors, establishing standards for

buffer distances and gradual density shifts, can help manage this strategy. By doing this, neighborhood identities are fortified and higher property values are sustained. Additionally, the gradual shift in the built environment increases the understanding of behavioral expectations and can serve as a method of traffic calming in neighborhoods due to the variations of street typologies and setbacks associated with housing typologies.

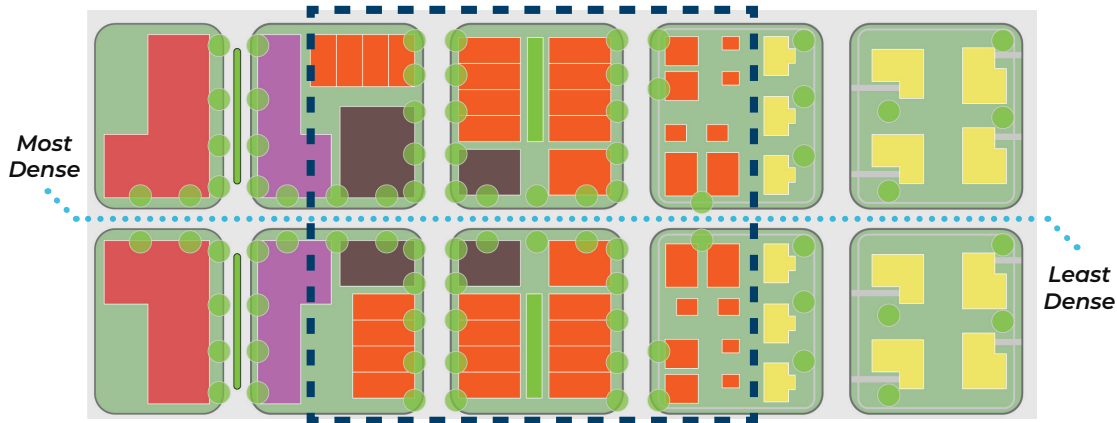


Figure 8.22 - Transitional Development Strategy

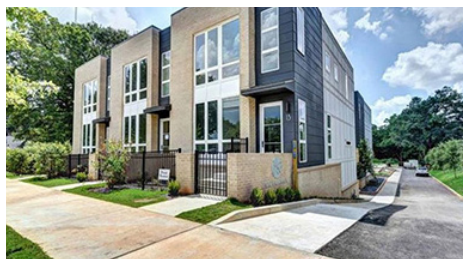


Figure 8.23 - Examples of Transitional Residential Development

3A Strategies for Mission

Utilize buffers for gradual density shifts in neighborhoods

Buffers can be proposed for newer developments and redevelopment to retain the existing character and provide smoother transitions in uses and housing typologies.

- › Define transition zones and/or corridors for dense, commercial spaces to large-lot single-family neighborhoods.
- › Establish standards for buffer distances and gradual density shifts.
- › Create a guide that can be utilized by developers to demonstrate what variety of typologies fall under the buffer category.
- › Within existing Low Density Residential areas, require that redevelopment at higher densities only occur when an entire block is assembled for redevelopment.

8.4 Goal 3 (Continued)

Goal 3 - Reduce impact on residential properties through effective transitional land uses policies and development standards.

Redeveloping Patterns

In the Future Land Use Map, intentional transition zones are suggested, extending from the primary commercial nodes into low-density residential areas. These transitional spaces include uses for medium-density residential and mixed-use structures that

gradually decrease the densities of structures in the area. The gradual decrease establishes a cohesive built environment, aimed at protecting property values, housing conditions, and occupancy.

These Mixed-Use High-Density, Mixed-Use Medium-Density, and Medium-Density Residential zoned

areas are more likely to be the parcels that will be redeveloped in Mission. It is important to take note of this potential trend and ensure the transitions in densities occur in a manner which ensures the stability of existing residential neighborhoods.

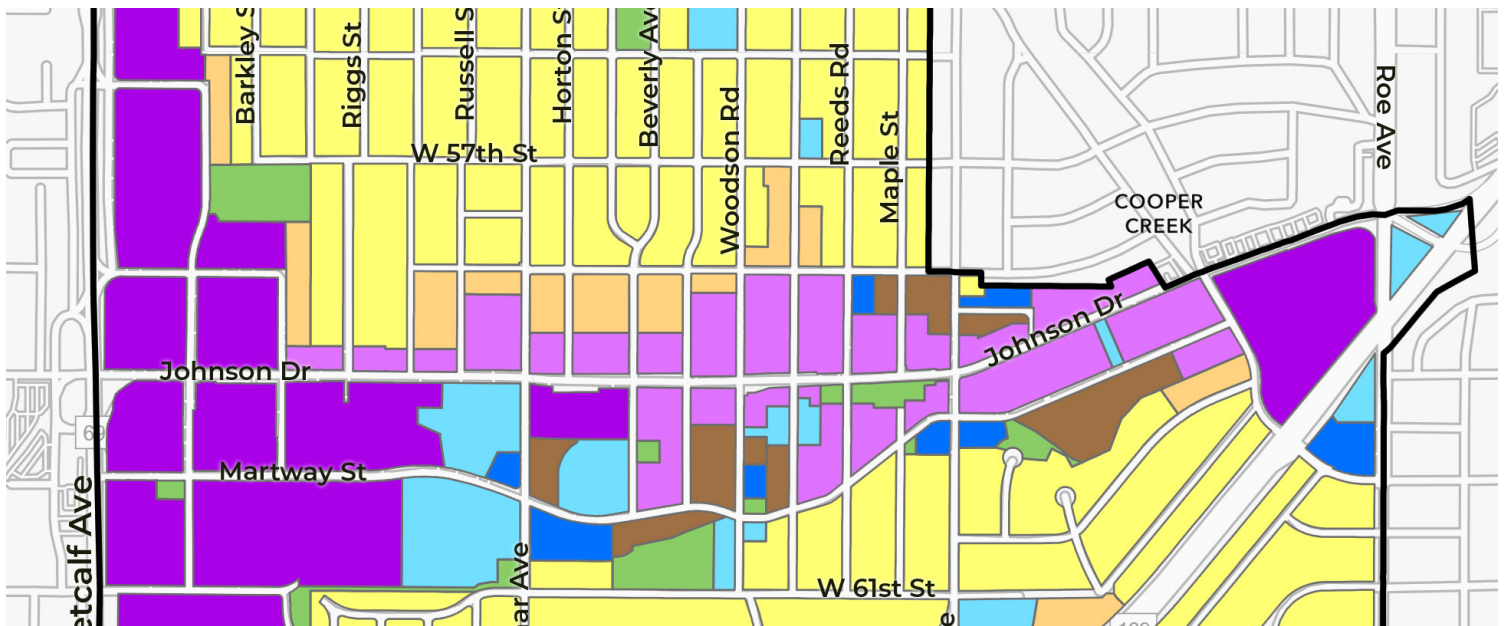


Figure 8.24 - Transitional Development Incorporated into the Future Land Use Plan

LEGEND

- Mission City Limits
- Low-Density Residential
- Medium-Density Residential
- High-Density Residential
- Public/Semi-Public
- Parks and Pathways
- Mixed-Use High-Density
- Mixed-Use Medium-Density
- Office
- Light Industrial/Warehouse



3B Strategies for Mission

Intentionally redevelop along transitional land uses

Mission should encourage new, denser developments along transitional zones to decrease the negative impacts of nearby commercial land uses on existing low-density residential areas.

➤ Coordinate with developers to encourage multi-story higher-density developments within transitional zones adjacent to lower-density neighborhoods.

➤ Conduct an annual review to track property value impacts throughout development within transitional zones/corridors.



8.4 Goal 3 (Continued)

Goal 3 - Reduce impact on residential properties through effective transitional land uses policies and development standards.

Site Development Standards

Depending on the zoning district, minimum and maximum building setbacks are established to promote a dynamic streetscape, provide efficient site layout and circulation, and build visibility. To establish consistent character and context, standards can be set for items such as:

- Front yard setbacks
- Side yard setbacks
- Rear yard setbacks
- Floor-to-area ratio (FAR)
- Building separation
- Accessory structure maximum height
- Minimum percentage open space
- Minimum lot size
- Minimum lot width

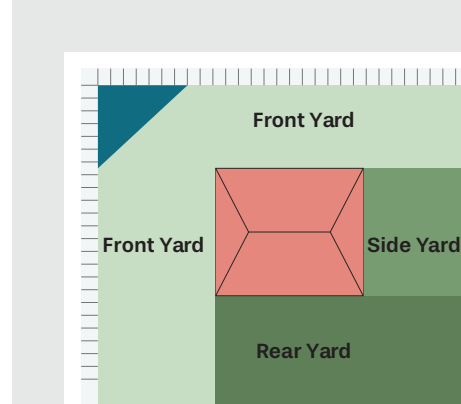
3C Strategies for Mission

Adopt site development standards for residential land uses

Site development standards can be leveraged to establish character and connections throughout neighborhoods.

- > Identify priority features that the City would like to regulate as baseline characteristics in all neighborhoods.
- > Meet with local residents to identify goals and standards they feel would benefit the community.
- > Create a guide detailing what is allowed and prohibited for developers and residents.

CORNER LOT EXAMPLE



STANDARD LOT EXAMPLE

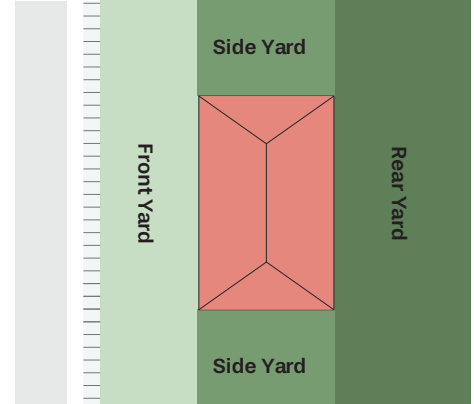


Figure 8.25 - Examples of Site Design Standards for Setbacks

Source: Confluence

8.4 Goal 3 (Continued)

Goal 3 - Reduce impact on residential properties through effective transitional land uses policies and development standards.

Residential Design Standards

House size should be considered according to the area and neighborhood context. A trend in neighboring communities is parcel consolidation and the construction of larger homes. The potential is for the larger home to depart from the character of the surrounding neighborhood. Out-of-character redevelopments can have adverse effects on the existing neighborhood and homeowners.

Residential design standards for new home construction or renovation may help avoid detrimental impacts of development that is not consistent with surrounding homes. The goal is to facilitate redevelopment in a way that enhances Mission's character and quality of life. Examples of Residential Design Standards include:

- Overall size of the home
- Architectural details
- Exterior building materials
- Limiting impervious surfaces
- Setbacks
- Open space requirements



Potential Residential Design Standard Features

- | | |
|---|---|
| <p>1 Driveway Standards
<i>Defines approach and layout of driveways.</i></p> | <p>4 Wall and Roof Articulation
<i>Illustrates the dimensionality of materials along the façade.</i></p> |
| <p>2 Garage Door Standards
<i>Illustrates and defines acceptable details.</i></p> | <p>5 Windows
<i>Defines the location, type, and layout of windows.</i></p> |
| <p>3 Exterior Building Materials
<i>Sets a material standard throughout the city.</i></p> | <p>6 Open Space Requirements
<i>Establishes the minimum open space allowed for residential buildings.</i></p> |

3D Strategies for Mission

Implement residential design standards related to the scale, setback, footprints, etc. for housing in Mission

Mission should adopt Residential Design Standards to create complementary new-build guidelines.

- › *Engage with residents to define potential standards.*
- › *Coordinate with Code Enforcement to ensure seamless application and communication with residents and developers.*
- › *Explore tear-down and re-build standards and create a guidebook or amended zoning codes for implementation.*

8.5 Goal 4

Goal 4 - Add Missing Middle zones to address infill development and reduce barriers to transitional and higher-density uses.

Missing Middle Housing

The term missing middle refers to a specific mix of housing that is neither single-family nor multi-family in its nature. These structures include duplexes, bungalow courts, townhomes, live/workspaces, and other typologies. Often, these types of development serve as transitional corridors due to their slightly larger densities than conventional, low-density housing.

The typologies encapsulated in the missing middle bubble are deemed as “missing” due to the decreased construction of these homes today and in the past forty years. Historically, these homes have been affordable, without assistance, to middle-income households and are rapidly decreasing as they are replaced with large-lot single family homes or multi-family structures.

Missing middle refers to the middle scale of housing that lands between single-family and multi-family on

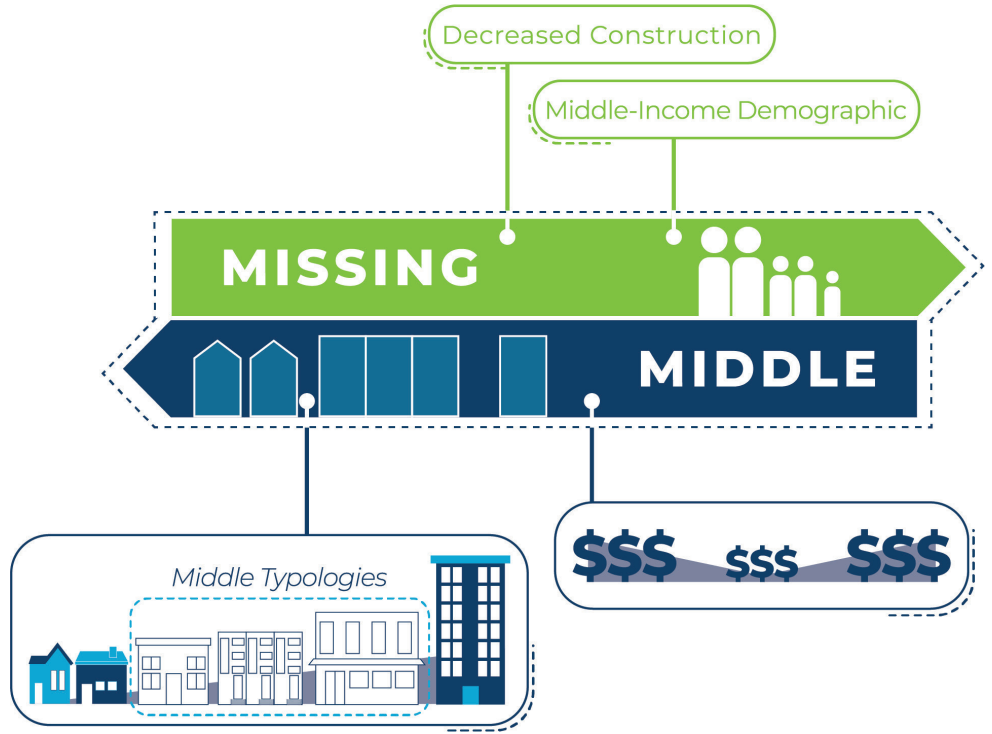


Figure 8.26 - Defining Missing Middle Housing



Figure 8.27 - Missing Middle Housing Types
Image Source: Opticos Design, Inc.



8.5 Goal 4 (Continued)

Goal 4 - Add Missing Middle zones to address infill development and as a method to transition between land uses and low-density neighborhoods.

Benefits of Missing Middle Housing

The implementation of Missing Middle housing results in a varied housing market and alternatives to low-density, single-family housing, and conventional multi-family developments. Missing Middle housing typologies include:

- Townhomes
- Rowhouses
- Duplex/triplex/fourplex
- Courtyard apartments
- Bungalow or cottage courts
- Multiplex
- Live/work spaces

Missing Middle homes are able to adapt to market changes with more ease than conventional single-family homes. The commercial and retail market is volatile and often leaves buildings vacant as it fluctuates. Missing Middle housing is intended to occupy denser buildings, larger footprints, and upper story levels, making it a prime candidate for reuse and conversion (Figure 8.28). As retail uses vacated the area, Missing Middle housing was able to fill the void and provide a varied housing typology.



Figure 8.28 - Resiliency of Missing Middle Housing

Image Source: Opticos Design, Inc.



Figure 8.29 - Examples of Missing Middle Housing

Image Source: Opticos Design, Inc.



8.5 Goal 4 (Continued)

Goal 4 - Add Missing Middle zones to address infill development and as a method to transition between land uses and low-density neighborhoods.

Obstacles to Missing Middle Housing

Missing Middle developments encounter barriers when it comes to approving and developing these types of homes. These barriers include, but are not limited to, parking minimums and zoning. In any given American city, it is likely that the vast majority of residential land is zoned as low-density single family residential. Within this land use category, duplexes are often allowed, but are still confined to the development standards of single-family homes, while the other types of Missing Middle housing are often illegal to develop under the zoning code.

Parking Minimums

Parking minimums restrict potential locations for Missing Middle housing and detract from its sole purpose of increasing density on smaller lot sizes. By ridding Missing Middle developments of parking minimums, project viability increases, while prescriptive lot sizes decrease.

Zoning Codes

There are few zoning codes in the nation that enable Missing Middle housing. Minimum lot sizes, development standards, and the abundance of single-family zoning inhibit the opportunities for the Missing Middle. Minimum lot sizes are often still too large to place these smaller, denser developments. Development standards, such as setbacks and maximum densities, restrict the potential for small-scale buildings with multiple units on small-to-medium-sized lots. Cities have attempted to mitigate these issues by allowing up to three units on any lot, including those zoned as single family residential or by updating zoning codes or land development codes to enable Missing Middle housing.

4A Strategies for Mission

Promote Missing Middle Housing that complements the context and scale of surrounding properties

Mission's location prohibits outward expansion. Therefore, opportunities for development and redevelopment of low-density and multi-family housing should be encouraged.

- › Reduce barriers, such as zoning or parking minimums, for developers to maximize opportunities to increase Missing Middle Housing options.
- › Update zoning code to enable Missing Middle Housing typologies in transitional zones.
- › Identify infill lots for potential Missing Middle opportunities.

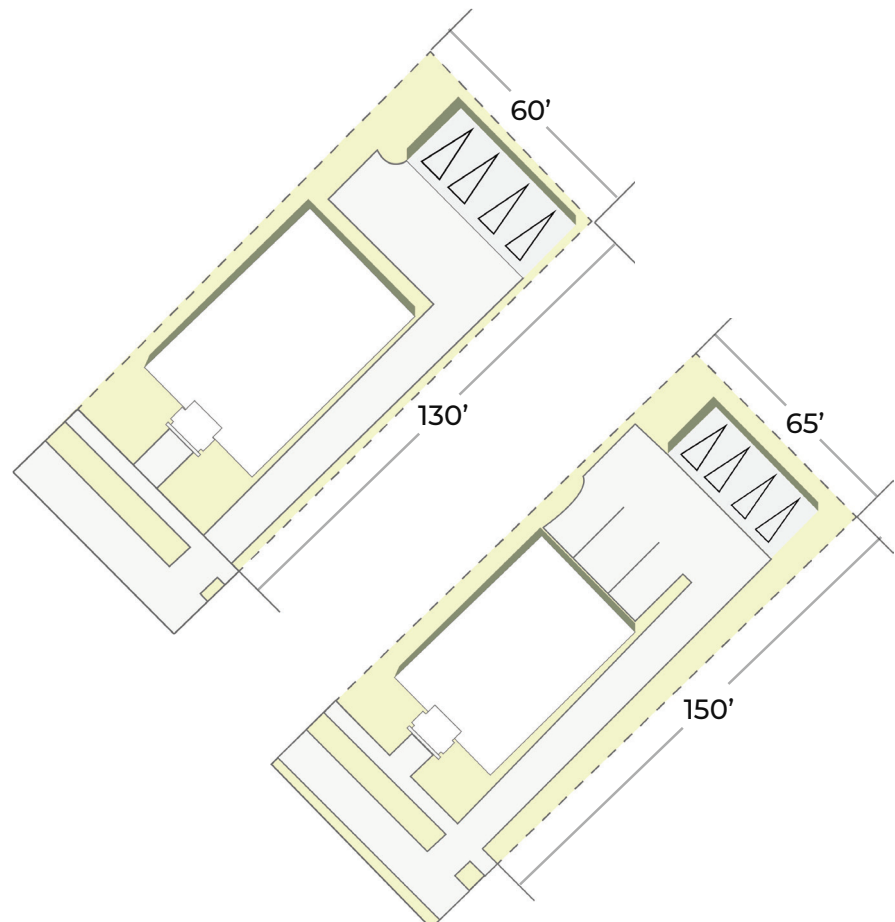


Figure 8.30 - Parking Minimums and Space Required

Graphics adapted from: Opticos Design, Inc.



8.6 Goal 5

Goal 5 - Continue building upon positive redevelopment trends and promote a positive city-wide image of Mission in residential and commercial areas.

Neighborhood Grant Program

The City of Mission offers a Neighborhood Grant Program for the preservation and renewal of neighborhoods. The grant provides up to \$500 to help resident-based groups build and preserve the community through various programs and activities. Some potential activities or programs include neighborhood newsletters or email lists, sponsoring block parties, information workshops, or other community-building activities. An application for the grant can be found on the City's website. Grants are awarded on a first-come, first-served basis.

Spring Programming

- Neighborhood Spring Cleaning
- Refresh Planting Boxes
- Place New Neighborhood Signage

Fall Programming

- Leaf Clean Up
- Pumpkin Carving Party
- Neighborhood Trick-or-Treat

Summer Programming

- Neighborhood Swim Party
- Popsicle Party
- Back to School Grill Out

Winter Programming

- Holiday Donation Box
- Holiday Carols
- Hot Cocoa Party



Figure 8.31 - Block Parties Utilizing the Neighborhood Grant Program

5A Strategies for Mission

Assist resident-based groups in Mission neighborhoods

Neighborhood groups greatly support the sense of community, and Mission should continue to assist these resident-based groups.

- › Continue existing initiatives to support neighborhood groups.
- › Consider the expansion of neighborhood group funding to allow for larger improvements and engagement activities.
- › Establish a community calendar for neighborhood events to increase interactions and events.
- › Publicize grant-funded neighborhood activities in city publications.



8.6 Goal 6

Goal 6 - Continue emphasis on code enforcement to maintain the aesthetic, life, health, and safety of the community.

Rental Inspection Program

The goal of any rental housing inspection program is to make sure residents have safe and decent housing. A further benefit of an inspection program can be better property maintenance, stable property values, and fewer property nuisance complaints.

The City of Mission adopted a multi-family rental inspection program in 2007 to protect the health, safety, and general welfare of renters in Mission. Single-family rental properties may be inspected upon tenant request. Per Chapter 635 Rental Dwelling of the Mission Municipal Code:

- The City must inspect 5% of multi-family units annually.
- Units can be vacant, made-ready, or occupied.
- Inspections should include the building interior, exterior, common areas, and basement.
- If any unit is deemed to be substandard or unfit, the inspector may inspect additional units.

The City of Mission should consider expanding the current rental inspection program to cover more rental units in order to ensure its rental housing stock is not only safe but is well maintained for the benefit of the building tenants and neighboring properties.



Figure 8.32 - Apartments in Mission

Exterior Inspections

- Chimney
- Doors
- Driveway
- Electrical
- Exterior walls and surface areas
- Exterior trim
- Fence
- Foundation
- Guttering
- Outside storage
- Premises identification
- Roof
- Stairs, rails, porches, and decks
- Trash cans and storage of solid waste
- Weeds
- Windows and glass doors

Interior Inspections

- Access to unit
- Appliances
- Ceilings
- Electrical services/hazards
- Elevators
- Exits
- Floors
- Garbage and debris
- Heating equipment
- Water heater
- Interior air quality
- Interior stairs and common halls
- Sink
- Smoke detectors
- Stove or range
- Toilet
- Tub or shower
- Ventilation in bathroom
- Walls
- Wash basin
- Windows
- Other

6A Strategies for Mission

Expand the Inspection Program to annually include more multi-family units

There is already a lengthy inspection process for multi-family developments that could be expanded to cover more units annually.

- Increase the goal of multi-family inspections from 5%-10%.
- Include a survey for renters regarding maintenance care provided by landlords or property management companies.
- Review the process annually to ensure efficiency and safety.



8.6 Goal 6 (Continued)

Goal 6 - Continue emphasis on code enforcement to maintain the aesthetic, life, health, and safety of the community.

Code Enforcement

Code enforcement can be a big challenge for communities, requiring significant staff time to respond to complaints, investigate, and issue formal violation notices or citations. The City of Mission takes an active approach to code enforcement through its “Be A Good Neighbor” campaign (Figure 8.34). The “Be A Good Neighbor” campaign identifies common codes around a residential property that require upkeep. Details for each area of common code violations are provided. Information on how to report a code violation can be found on the City’s website.

In addition to the “Be A Good Neighbor” campaign, the City may wish to consider proactive, property-by-property inspection by code enforcement. These inspections (typically by car windshield) can focus on one neighborhood or area at a time, eventually covering all of Mission. Handwritten, courtesy notices can be left at the door for violations to quickly inform property owners of the requirements and encourage voluntary compliance. Formal code enforcement action can be taken against habitual violators and those that ignore courtesy notices. Overtime, this may help reduce code violations in Mission as more and more property owners are educated on the requirements and learn that they may be subject to enforcement action.

Outdoor Storage

The City provides a list of prohibited garbage accumulating on or in any property. These items include:

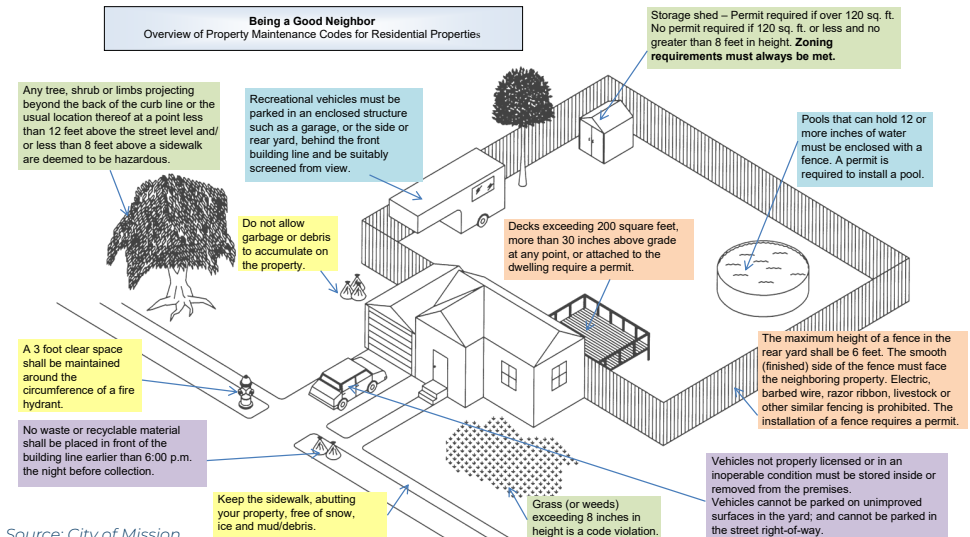
- Filth
- Excrement
- Lumber
- Tree Limbs
- Wood
- Glass
- Rocks
- Dirt
- Cans
- Containers
- Paper
- Trash
- Plastic
- Petroleum products
- Styrofoam
- Metal
- Discarded appliances or household items
- Offensive or disagreeable things or substances

Property Maintenance

Property owners should keep their property in a clean, sanitary, and safe condition. Mission’s Neighborhood Services team enforces codes dealing with exterior walls, guttering, roofs, windows, driveways, accessory structures, fences, or trees.

Inoperable and Abandoned Vehicles

Vehicles must have current registration on the vehicle, legally street operable, and move every 14 days.



Source: City of Mission

Figure 8.33 - “Be A Good Neighbor” Handout Provided by the City of Mission

6B Strategies for Mission

Educate property owners and neighborhoods on code and code violations

When all residents receive the same information and hold one another accountable, there are greater chances of naturally maintaining property without violations.

- Invite the Neighborhood Services Team to speak to neighborhood groups on maintenance and code enforcement.
- Actively promote code enforcement and general code information with the “Be A Good Neighbor” initiative.
- Review the process annually to ensure efficiency and safety throughout the city.
- Consider creating a periodic, property-by-property windshield inspection and courtesy notice code enforcement program.

Yard Maintenance

Property owners are required to keep weeds shorter than eight inches in height. Any untended or uncontrolled woody vine or bush shall be removed, as it is considered a nuisance.

Trash and Recycling Containers

Trash and recycling should not be placed at the street earlier than 5 p.m. the night before scheduled pick up.

8.8 Goal 7

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Affordable Housing

Ensuring stable housing costs for both renter and owner-occupied units allows residents to prosper in other areas of life and continue to advance the quality of life in Mission. Other areas of life can include proper health maintenance through a healthy diet or doctor's visits, education, and other long-term goals. Housing is a fragile, and often unpredictable, market, but can be managed through various initiatives and strategies.

HUD Definitions

Housing affordability is measured by cost-burden analyses and area median income (AMI). The Department of Housing and Urban Development (HUD) defines housing cost-burdened individuals and families as spending more than 30 percent of income on housing costs. AMI is defined annually by HUD and represents the AMI for a household of four. Percentages of this baseline number are then calculated to project extremely low income, very low-income, and low income categories in the community. These statistical analyses can assist the community to obtain grants and assistance to produce or maintain affordable housing.

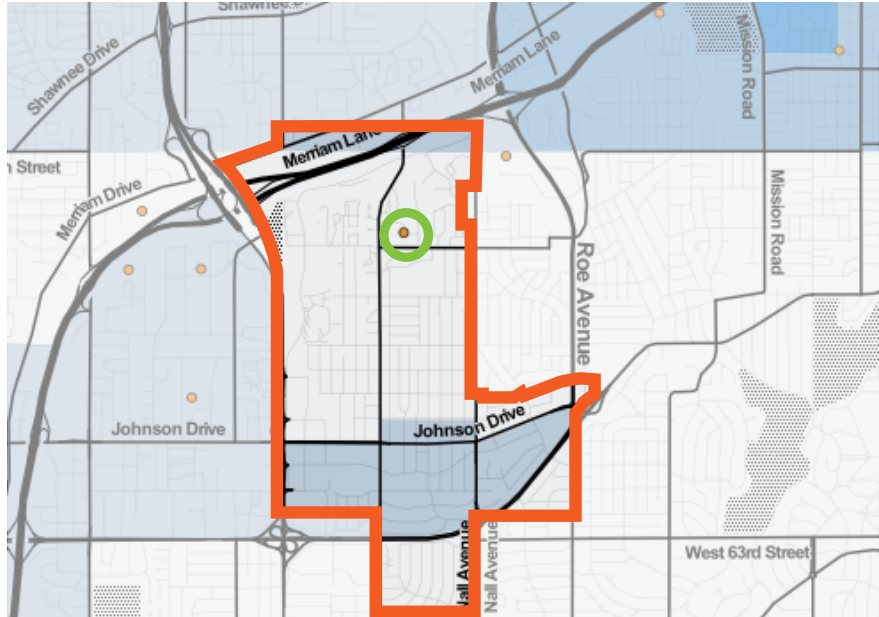


Figure 8.34 - Location of Designated Affordable Housing in Mission
Source: Center on Budget and Policy Priorities

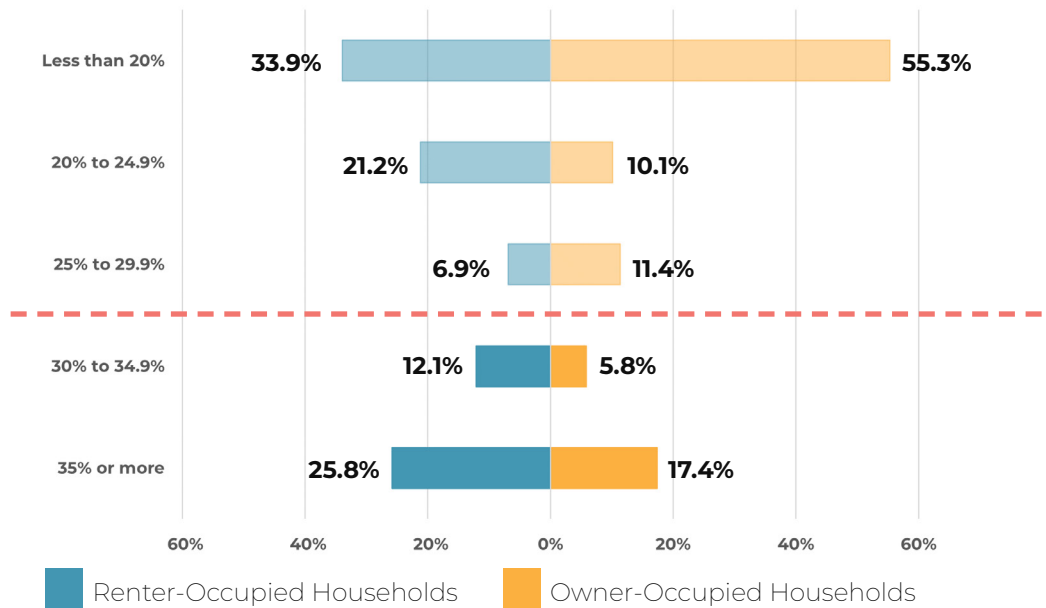


Figure 8.35 - Percentage of Household Income Spent on Rent and Mortgages
Source: U.S. Census Bureau ACS 5-Year Estimates 2020

8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Housing Affordability in Mission

Mission is located in the Kansas City HUD Metro Fair Market Rent Area (HMFA), the most expensive place to live in the State of Kansas. Housing by occupation type is fairly evenly split between renter-occupied (53.3%) and owner-occupied (46.7%) units. To afford a two-bedroom Fair Market Rate (FMR) unit and not be considered housing cost-burdened, an individual must make an hourly wage of \$19.63 per hour at 40-hours per week.

Today, the estimated average hourly wage of renters in Johnson County is \$17.08 per hour. Affordable rent at \$17.08 per week, 40-hours per week is \$888 per month. The estimated median gross rent for Mission is \$984 per month, with a median value of owner-occupied housing with a mortgage of \$1,424. This data shows a need to produce more affordable rental and owner-occupied housing throughout Mission to financially stabilize households and support the community as a whole.

HOUSING IN MISSION



Figure 8.36 - Out of Reach Housing Report Statistics for the Kansas City HMFA

Source: National Low Income Housing Coalition, Out of Reach, 2021

8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Johnson County Community Housing Study

Johnson County conducted a housing study in partnership with RDC Planning and Design. This study, completed in 2021, analyzed existing and projected housing market conditions for each jurisdiction and corresponding provided recommendations. In this study, Mission is classified as a "mid-tier community." The key findings for Mission included:

- Clustered redevelopment through the year 2030 will be the most productive construction method.
- About 168 additional owner-occupied units should be priced below \$272,000 (2021 dollars).
- Approximately 117 rental units need to be produced with rents below \$1,000 per month.

An additional key finding pertains to the \$50,000-\$74,999 household income bracket. This income bracket is the second highest in the community and is predominately filled with owner-occupied housing. The value range of "attainable homes" in this bracket is \$125,000-\$199,999, while "attainable rentals" are \$1,000-\$1,499 per month. Homes in these price points are typically older and are highly desired due to lower and higher incomes brackets also purchasing at this price point. The expansion of this price point is crucial to the availability of affordable housing options in Mission.

Source: Johnson County Community Housing Study 2021, RDC Planning and Design

HOUSEHOLDS AND ATTAINABILITY RANGES

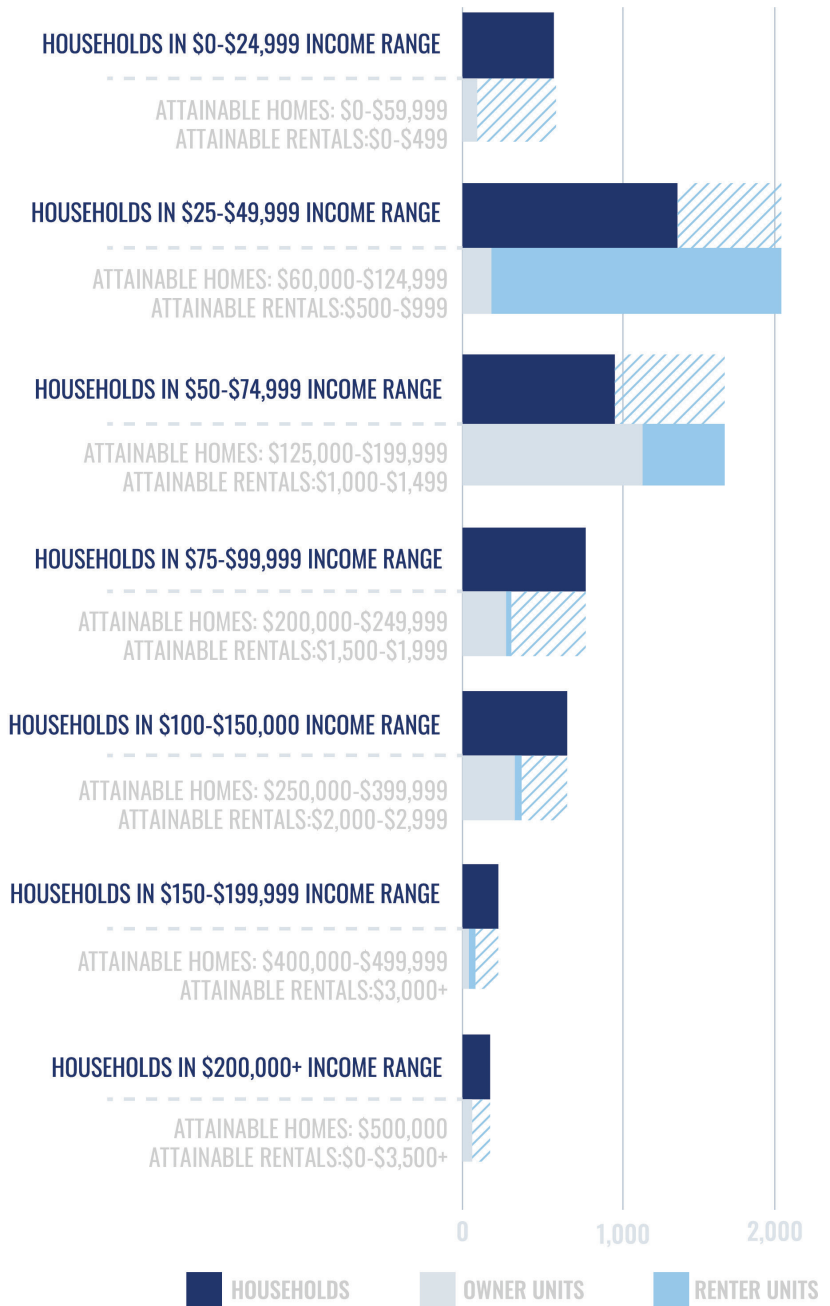


Figure 8.37 - Households and Attainability Ranges
Source and image edited from the Johnson County Community Housing Study, 2021

8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Defining Affordability in Mission

Thirty-six percent of the estimated 2,400 renter-occupied households in Mission are considered housing cost-burdened. To produce a rental housing stock that better reflects the needs of the community, there are two key considerations:

- Potential to establish an affordability requirement for all future medium- and high-density developments.
- Setting a definition of affordability in Mission.

For all future medium- and high-density developments, requiring at least 20 percent affordable units will increase the number of accessible units to targeted income brackets and reduce the percentage of renter households that are currently housing cost-burdened.

The next step is to truly define what is “affordable” in the community. This definition may be fluid and adaptable, reflecting the changing needs of the community.

The estimated median household income in Mission is \$64,703. A household of four earning \$69,300 annually is at 80 percent of AMI in the Kansas City region and is considered low-income. Households of four earning \$43,300 and \$26,200 are considered very low-income (50% AMI) and extremely low-income (30% AMI) respectively (See Table 8.1).

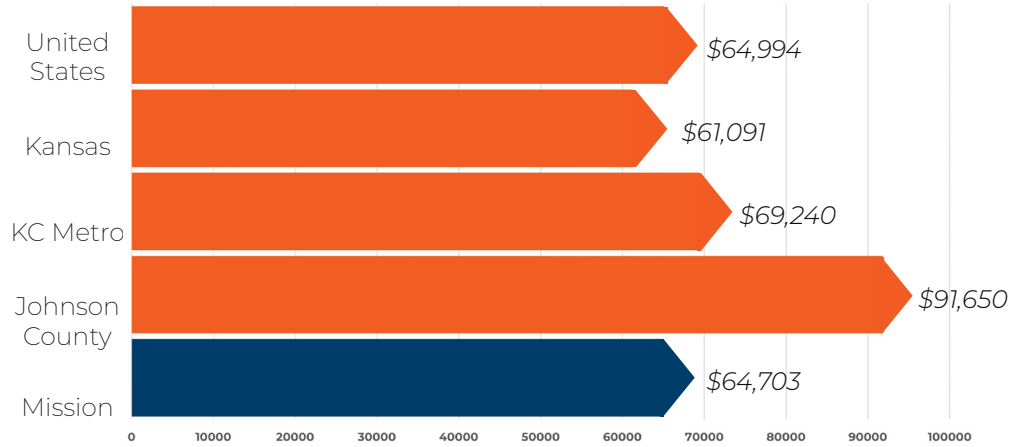


Figure 8.38 - Median Household Income in the Region
Source: U.S. Census Bureau ACS 5-Year Estimates 2020

Kansas City, MO-KS HUD Metro FMR Area FY 2021 Income Limits

Category	Classification	1-Person	2-Person	4-Person
30% AMI	Extremely Low-Income	\$18,200	\$20,800	\$26,200
50% AMI	Very Low-Income	\$30,350	\$34,650	\$43,300
80% AMI	Low-Income	\$48,550	\$55,450	\$69,300

Table 8.1 - Area Media Income

Household Income in Mission

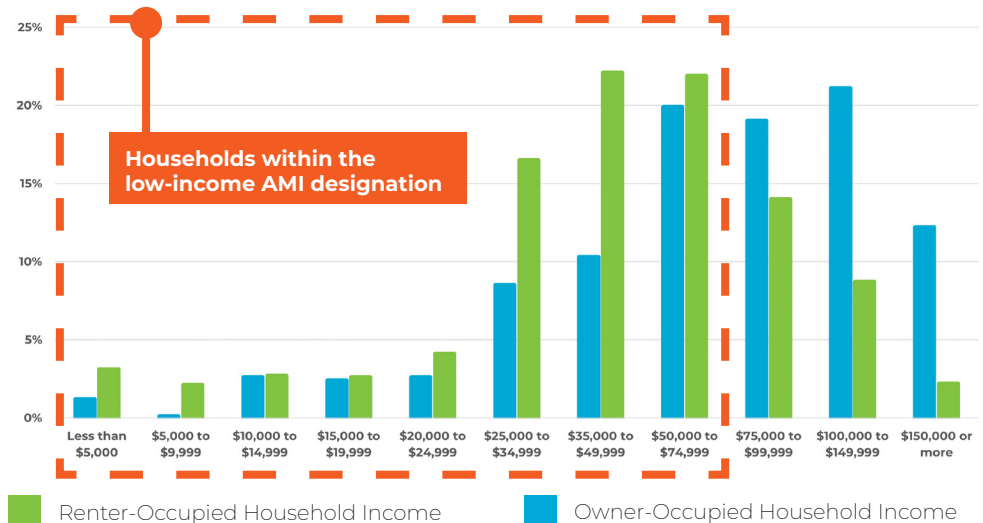


Figure 8.39 - Household Income in Mission



8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.



Term of Affordability

It is imperative to ensure that the term of affordability lasts for generations to protect existing affordable housing and expand affordable housing stock. The suggested term of affordability is typically 30 years and is renewable upon each sale of a property. This secures a consistent number of affordable units within a new

development that remain accessible to low-income households for generations. Modifying the term period may be considered, and in some cases, aligning the term of affordability with TIF mechanism's may be the best course of action.

One opportunity the City may consider is adopting a term of affordability for future multi-family developments. Each

development would be required to ensure a percentage of the entire development is affordable for a specific number of years. Regulations would be enforced by the City and reported annually to ensure that developers are abiding by the ordinance.



7A Strategies for Mission

Set a term of affordability for new developments in Mission

Mission should set a term of affordability to provide adequate access to affordable housing for generations to come.

- > Adopt a term of affordability for all future residential developments.
- > Establish a team to report and review affordability in the city to make sure the market reflects the needs of the community.



8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Building Design Standards

Residents of affordable units often experience “othering” or micro-aggressions from neighbors or community members. This can be compounded if the resident is a person of color in a primarily white-occupied development. Affordable units should meet certain design standards to produce a uniform appearance that is consistent with the neighborhood context. This design standard can include:

- Distributed locations throughout the building on all floors.
- Non-distinguishable exterior and shared space appearances from market rate units. Interior layouts, designs, materials, and finishes should be functionally equivalent, but need not be identical.
- Unit types, including the size and number of bedrooms, should be proportional to market rate units.
- Entrances, common areas, and amenities should be available to both affordable and market rate units.

7B Strategies for Mission

Establish building design standards for new affordable residential developments

Residential building design standards are a useful method to establish an equitable affordable housing market in Mission, residential building design standards are a useful method.

- Identify applicable standards to apply to new residential developments.
- Communicate with developers to educate them on the intent of these standards.
- Establish a checklist for all new developments to ensure that the building design standards are being applied.

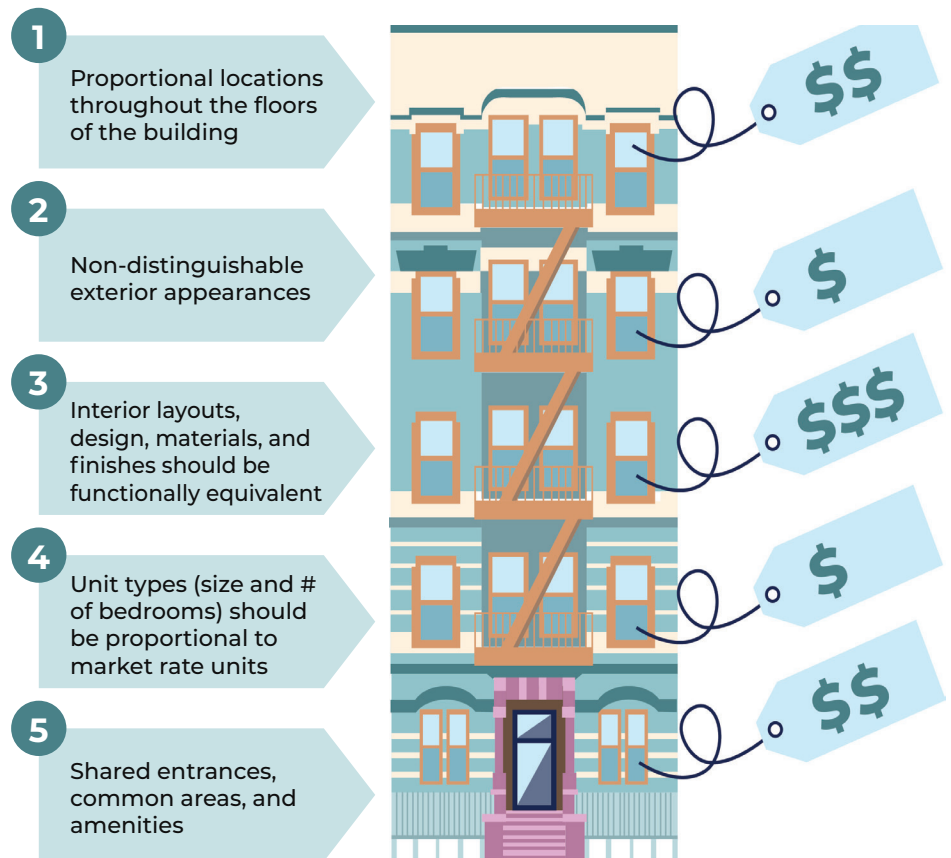


Figure 8.40 - Building Design Standards for Affordable Housing



8.8 Goal 7 (Continued)

Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.

Housing Mobility

As resident incomes increase upward mobility occurs as residents are financially able to move from home-to-home throughout the community. In a typical housing life cycle, a resident enters the community as a renter and transitions into an entry-level homeowner. The next move is to a larger, single-family home as their family grows. Finally, the family transitions back into a smaller home potentially senior housing as residents age. Establishing and maintaining diverse housing typologies attracts various demographics and allows existing residents to move throughout the community as they progress through life.

Partnerships

Establishing partnerships is a way to potentially take some of the burden off developers and the City when expanding the affordable housing market in Mission. Potential partnerships could include:

- United Community Services of Johnson County
- Kansas Housing Corporation
- National Housing Trust Fund
- Johnson County
- Kansas Housing Assistance Program

7C Strategies for Mission

Ensure there are move-up ready homes in Mission

Residents in Mission are in a variety of life phases and require a menu of housing types to better suit specific needs.

- Analyze household demographics to reflect housing needs.
- Identify areas where varied housing typologies can be expanded or redeveloped.
- Coordinate with City, County, and State groups for housing assistance and partnerships.



Figure 8.41 - Move-Up Housing Diagram





8.9 Goal 8

Goal 8 - Create an environment that supports the application of Accessory Dwelling Units (ADUs).

Accessory Dwelling Units

Accessory Dwelling Units (ADUs) are smaller, independent residential dwelling units located on the same lot as a stand-alone single-family home. Sometimes called in-law apartments or granny flats, ADUs are self-contained apartments, cottages, or small residential units that provide financial flexibility for owners through supplemental rental income. Benefits of allowing and encouraging ADUs in Mission include:

- ADUs can be an affordable housing option.
- ADUs can house people of all ages (young families seeking entry-level homes, allow for multi-generational households, and downsizing options for empty nesters).
- ADUs typically have a reduced footprint and require fewer materials than conventional homes.
- ADUs help reduce sprawl and build in additional pockets of density throughout the community.

An additional method to encourage redevelopment would be for the City to consider adopting a single-family zoning district that allows smaller lots. Mission currently has the minimum lot size for R-1 Single Family Residential set at 6,600 square feet, with a minimum lot width of 70-feet and depth of 110-feet. This is a large lot dimension that could be amended to allow ADUs or split lots. The City could also allow or grant platting standards that encourage infill development.

Short-term rentals, sometimes called vacation rentals or party rentals, are individual dwelling units rented for less than 30-days and typically via an online marketplace such as Airbnb.

8A Strategies for Mission

Develop criteria and standards for Accessory Dwelling Units where appropriate

Additional infill development and financial flexibility are just two benefits of Accessory Dwelling Units that Mission should enable in low-density zoned districts.

- › Amend the current zoning code to allow for Accessory Dwelling Units.
- › Consider adopting an additional single-family residential category that has a smaller lot size, allowing for dense, infill development and smaller buildings.
- › Update the zoning code to regulate short-term rentals.

They can include single-family homes, townhomes, and individual apartment or condo units. Although sometimes a desired alternative to staying at a hotel, short-term rentals can remove much needed owner-occupied units and long-term rental

units from the housing market. They can further be a source of concern for neighboring residents. The City should consider regulating on short-term rentals to help preserve its housing stock.



Figure 8.42 - Accessory Dwelling Unit Configurations

9.0 Infrastructure Maintenance and Enhancements

9.1 Goal 1

Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.

As a landlocked community with limited opportunities for development or redevelopment, much of Mission's growth, from an employment and population perspective, will come from redevelopment opportunities. The Future Land Use Plan for Mission through 2040 depicts existing development and land uses (Figure 9.1). There are several key areas that allow opportunities for new growth and redevelopment. Notable areas include:

- West Gateway Form Based Code District
- Downtown mixed-use areas along Johnson Drive
- Mission gateway site in the East Gateway
- Mixed-Use area at Nall Ave and Shawnee Mission Pkwy/63rd St
- Medium-density residential north of Johnson Drive near the downtown commercial district

Mission should continue to invest in quality of life improvements that will attract interest and encourage redevelopment of under-utilized or vacant sites. Improvements such as stormwater management, pedestrian/bicycle infrastructure enhancements, street maintenance and streetscapes, and parks and trail enhancements and expansions should be important budget considerations.

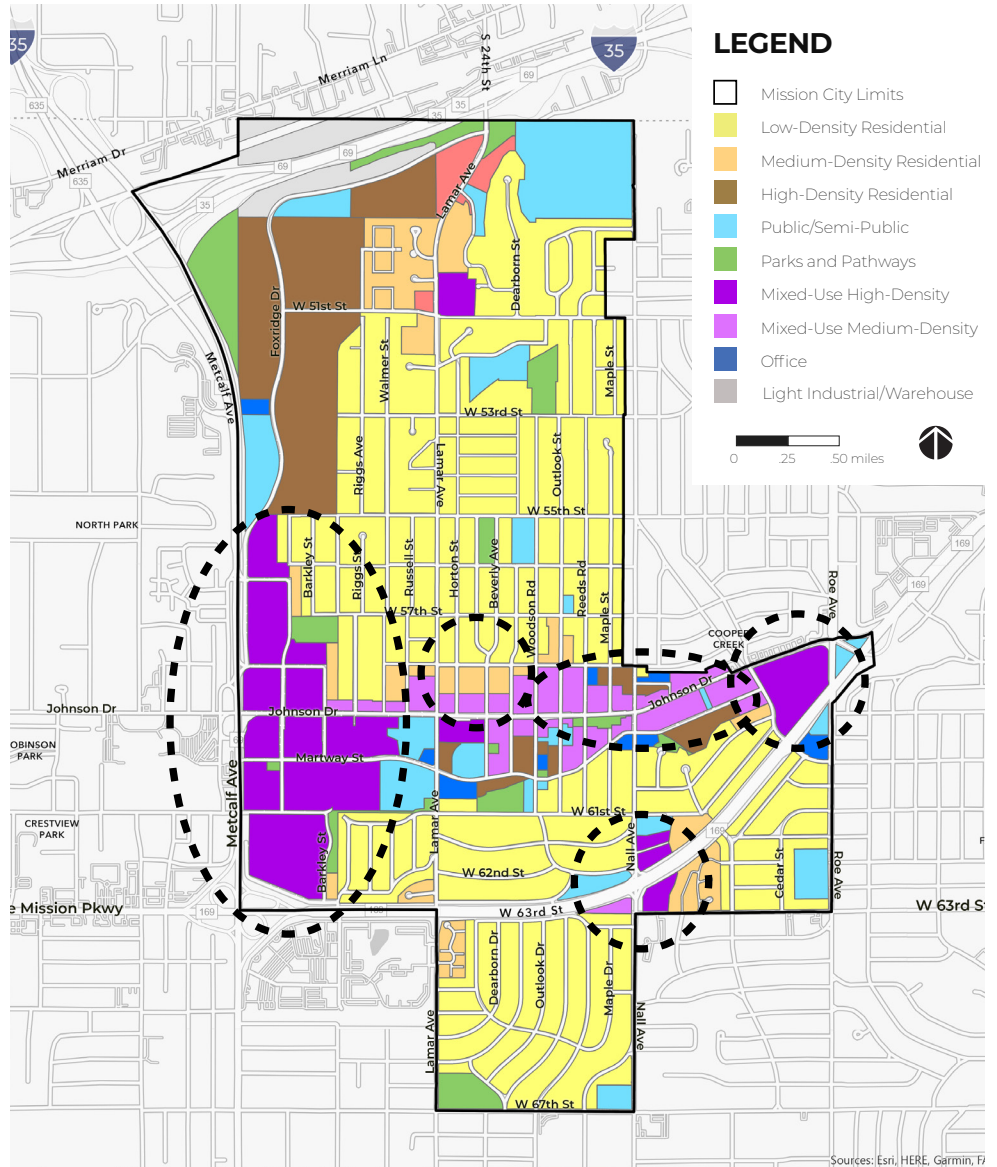


Figure 9.1 - Potential Redevelopment Sites

9.1 Goal 1 (Continued)

Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.

Stormwater Management

Stormwater management, especially along the Rock Creek corridor, will be key to the success of Johnson Drive and Martway Street. The City has already taken significant steps to mitigate flooding in this area through property acquisitions within the floodplain and channel improvements. Maintenance of traditional gray infrastructure should be prioritized alongside green infrastructure improvements to create a resilient stormwater infrastructure system. Additional green infrastructure along the Rock Creek corridor will help to improve the quality of life and sense of place in this area. Mission should continue to fund both gray and green stormwater improvements as part of their Capital Improvements Planning (CIP) and budgeting.

Green infrastructure improvements could help decrease the impacts of stormwater and reduce severity of flooding while providing an attractive amenity for residents and visitors. As outlined in Chapter 4.0 – Natural Features and Environment, there are opportunities for green infrastructure enhancements on the publicly owned properties along the Rock Creek channel. This could be combined with expanded parks and open space to increase greenspace. A publicly-funded public art structure combined with green infrastructure could create an attractive mini park. This could spur additional green infrastructure projects around the community. Funding for these improvements could be a combination of City funds and private donations.

1A Strategies for Mission

Continue to allocate funding for stormwater management, including gray and green infrastructure solutions

Continued investment in stormwater management, especially in the Rock Creek corridor, will help promote redevelopment of the Johnson Drive and Martway Street area, and should include gray and green infrastructure improvements.

- › Maintain and improve gray stormwater infrastructure.
- › Expand funding and implementation of green infrastructure solutions for stormwater management such as green streets, permeable pavement, bioretention, and green roofs.
- › Utilize publicly-owned land along the Rock Creek corridor as a location for green infrastructure that can be an amenity and mini park/greenway.

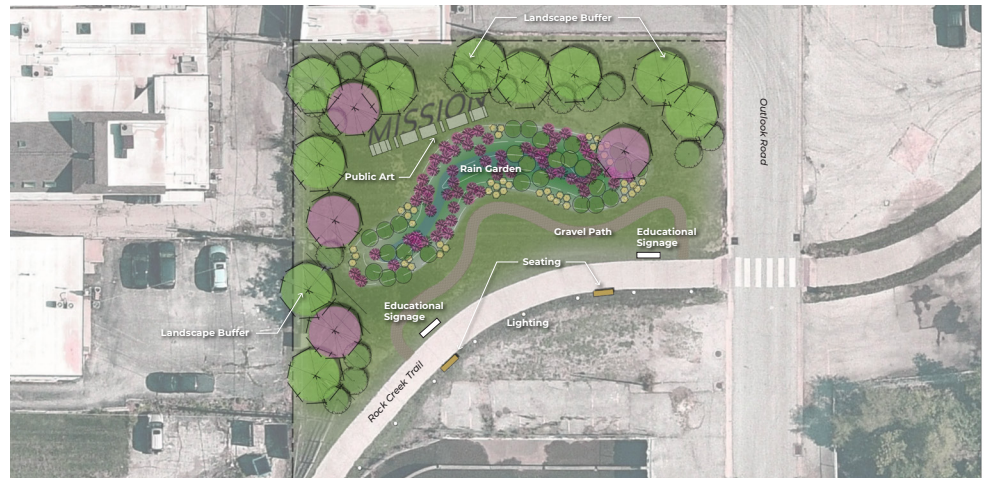


Figure 9.2 - Possible Pilot Project for Green Infrastructure Expansion/Mini Park



Figure 9.3 - Examples of Green Infrastructure



9.1 Goal 1 (Continued)

Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.

Pedestrian/Bicycle Infrastructure Enhancements

One way Mission can encourage growth and development is to continue to fund pedestrian and bicycling infrastructure enhancements. Completed work along sections of Johnson Drive near Downtown has helped transform the user experience in the area. These types of improvements should be planned for the remaining sections of Johnson Drive as well as other corridors in the community. Bike lanes were recently added to Lamar Avenue from just south of Foxridge Drive to W 58th Street, adding an important bicycle connection through this area of the city. Sidewalk expansions, and additional bicycle infrastructure, should be expanded to ensure every road has a sidewalk on at least one side whenever feasible. These quality of life improvements will make Mission more attractive to residents and potential businesses. Allocating funds to these types of improvements should be a budget priority in future years.

Figure 9.4 indicates the roadways where new sidewalks may be constructed on both sides of the street. While many streets in Mission need additional sidewalk coverage, these corridors should be prioritized.

- █ Foxridge Drive
- █ Lamar Avenue
- █ Nall Avenue
- █ 63rd Street
- █ 61st Street
- █ 55th Street
- █ 53rd Street
- █ 51st Street

1B Strategies for Mission

Continue to fund pedestrian and bicycle infrastructure enhancements along Mission roads

Continued investment in bicycle and pedestrian improvements in Mission will enhance the quality of life and make Mission an attractive community in which to live and work, providing a catalyst for growth.

- Add pedestrian enhancements and traffic calming to Johnson Drive where feasible as outlined in Chapter 6.0 - Transportation and Mobility.
- Complete a bike/pedestrian plan.

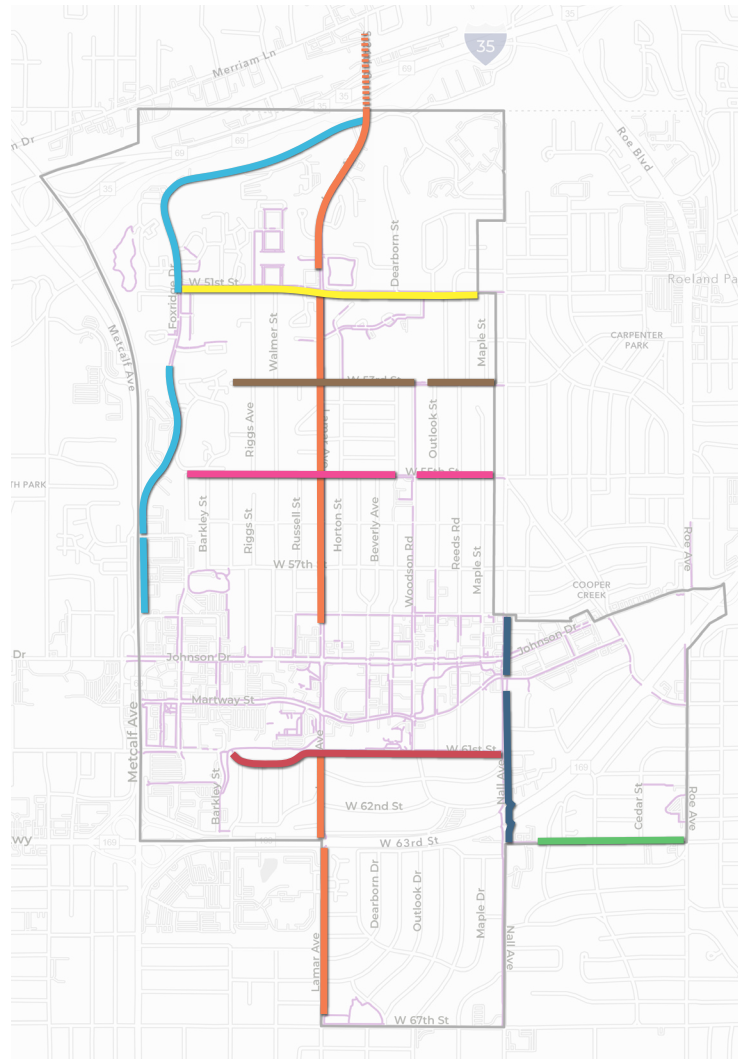


Figure 9.4 - Locations for New Sidewalks



9.1 Goal 1 (Continued)

Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.

Parks and Trails Enhancement

Mission has a great park system that serves residents of all ages. While Mission’s overall level of service, defined by amount of acreage of parks per 1,000 residents, is below national benchmarks, residents can easily access tens of acres of parks just outside the city limits in neighboring communities such as Overland Park, Roeland Park, Merriam, or Fairway. A good park system needs to be continually maintained to serve the evolving needs and desires of residents. Mission’s budget should continue to prioritize parks. Mission should conduct regular surveys of residents to identify the type of park amenities and improvements that are the

highest priorities. Additionally, the City should conduct a life cycle analysis to determine when or if facilities or programs should be phased out or receive maintenance.

While Mission residents have great access to parks, residents would benefit from additional parks and open space throughout the city. This could be achieved by encouraging or requiring public open space as part of any mixed-use development or by utilizing some of the vacant publicly owned lots along the Rock Creek Trail. As part of the West Gateway Form Based Code review, as recommended in Chapter 6.0 – Transportation and Mobility and Chapter 7.0 – Economic

Revitalization, Mission should make a decision about expanding Broadmoor Park as shown in the plan. If the results of the review support park expansion, it should be prioritized through the budgeting process.

Another investment that can increase quality of life and attract new residents and businesses is trail expansion. Allocating funding for trail expansion and improvements should be included in any CIP budget planning.



Figure 9.5 - Active and Passive Recreation Activities

1C Strategies for Mission

Continue to improve and maintain Mission parks and trails while expanding the system as opportunities emerge

Mission should continue to invest funding for its parks and trails; to maintain and enhance existing facilities, as well as take advantage of new opportunities for expansion.

- › Routinely survey residents about parks, recreation, and trail preferences to ensure facilities and programs reflect the desires of the community.
- › Maintain park and trail facilities, performing life cycle analyses to identify facilities or programs that should be phased out or replaced over time.
- › Incorporate public open space or gathering space into new mixed-use areas.
- › Create green infrastructure-based mini parks or greenways along the Rock Creek Trail.
- › Expand the Mission trail system.



9.1 Goal 1 (Continued)

Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.

Streets and Streetscapes

Streetscape enhancements along the Downtown section of Johnson Drive should be expanded along the entire stretch of Johnson Drive, as well as several other corridors (Figure 9.6). The overall goals of the street system should be to balance the need for enhanced safety with the need for traffic efficiency. Mission should allocate funding to be used in coordination with neighborhoods to identify the type of streetscape improvements that would address issues. This could include streetscape beautification or traffic calming measures. There will not be a one-size-fits-all approach to streetscape management, listening to the views of Mission residents will help identify specific improvement types. Planned road maintenance for existing streets should incorporate streetscape enhancements as part of the budget to reduce the need for repeated improvement in the same area.

As a built-out community, Mission's focus is not on new streets, but on street maintenance and streetscape enhancements. However, as recommended in Chapter 6.0 – Transportation and Mobility and Chapter 7.0 – Economic Revitalization, Mission should reevaluate the West Gateway Form Based Code, including a specific review of the plan's recommended street realignments. The results of this review should be built into the City budget based on the results.

1D Strategies for Mission

Maintain Mission's roads and provide neighborhood specific streetscape enhancements to improve safety and placemaking

Mission should continue to maintain its existing street system and integrate street-specific pedestrian enhancements and traffic calming.

- › Continue to maintain Mission's streets to balance efficiency with safety.
- › Work with businesses, neighborhood groups, and residents to identify any street-specific traffic calming elements throughout Mission.
- › Evaluate the road realignments recommended within the West Gateway Form Based Code District and plan/budget for streets still desired within the community.
- › Look into opportunities to use pervious paving materials where possible for public and private roadways.

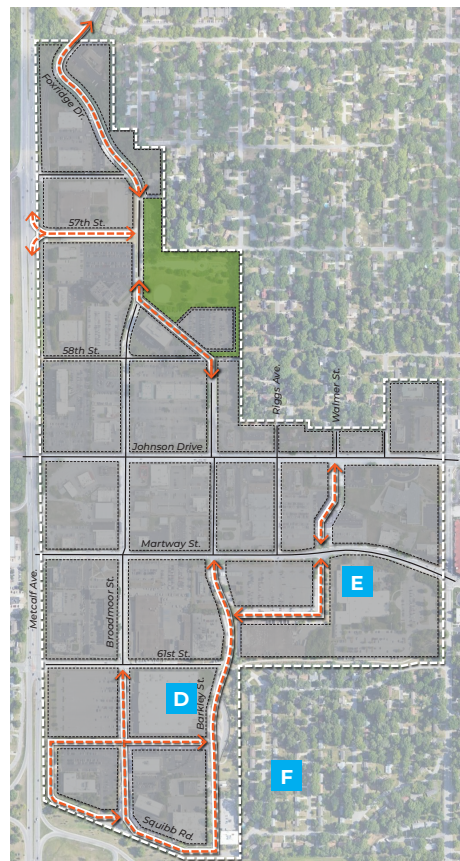


Figure 9.6 - Potential Road Realignments in the Form Based Code District



9.2 Goal 2

Goal 2 - Focus on primary infrastructure issues first - streets, sidewalks, curb and gutter, stormwater needs, etc.

The condition of Mission's infrastructure is vital to maintain a high-quality of life for residents and to alleviate undue financial and logistical burdens that result from deferred maintenance. In many ways, infrastructure affects the day-to-day lives of residents and visitors alike and influences the quality of life and livability of a community. Mission could experience many new, high-quality developments and vibrant public spaces but if the infrastructure is not maintained, many of the City's efforts may be undone.

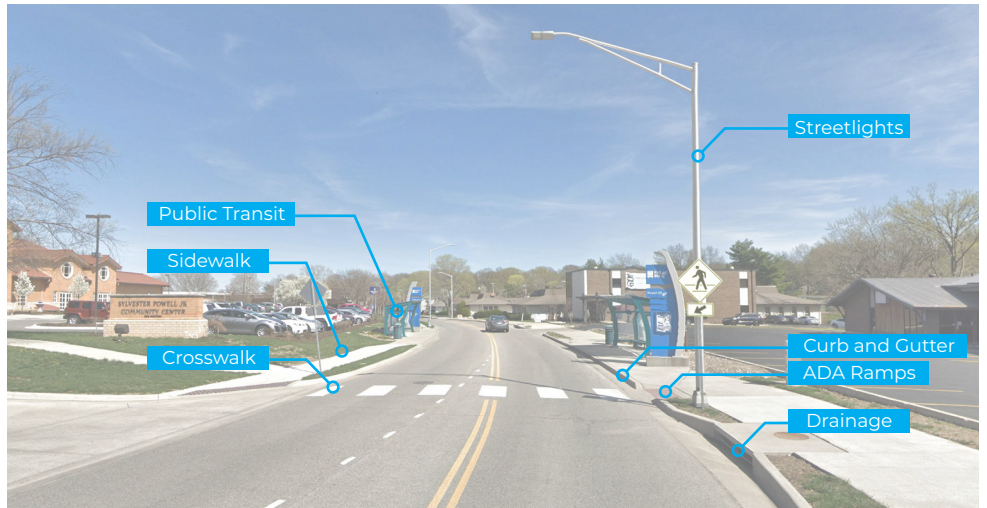


Figure 9.7 - Examples of Primary Infrastructure in Mission

Special and unique placemaking elements should be incorporated into city infrastructure updates to add identity and interest whenever possible. Infrastructure doesn't have to be mundane and boring. It can also add to the overall quality of life and uniqueness of a community. For example, sidewalks can incorporate stamped art features or various paving patterns to convey a story or the history of a specific location. Mission should emphasize this creative approach with future infrastructure upgrades.



Figure 9.8 - Painted Electric Box as a Creative Way and Cost-Effective Way to Make Infrastructure Elements Unique and Add to the Sense of Place

Ultimately, Mission should focus on primary infrastructure maintenance and upgrades, and view these elements as elements that not only provide a fundamental service, but also add to the quality of life and make the city a more livable and unique place.

2A Strategies for Mission

Focus on primary infrastructure issues

Streets, sidewalks, curbs and gutters, and stormwater infrastructure are fundamental elements within the city and should be prioritized.

- > Proactively approach primary infrastructure maintenance and enhancement.
- > Incorporate placemaking elements in infrastructure projects whenever possible.

9.3 Goal 3

Goal 3 - Continue to inventory existing conditions for maintenance and replacement.

Mission's infrastructure continually needs to be maintained, improved, or replaced. These efforts can create financial stresses for its residents. Adopting a proactive approach to infrastructure maintenance helps alleviate unanticipated problems.

The 2021 ETC DirectionFinder Survey asked participants about their satisfaction with current levels of city maintenance for a variety of city facilities and infrastructure. The condition of curbs, gutters and sidewalks received the highest level of dissatisfaction, and 49% of survey participants indicated that the condition of curbs, gutters, and sidewalks should receive the most emphasis over the next two years.

In recent years, the City of Mission has conducted asset inventories for streets, stormwater, sidewalks, and other public facilities to streamline the maintenance process for vital pieces of infrastructure. This process should continue and a thorough analysis of existing infrastructure conditions should inform the City about how to best prioritize infrastructure projects. In addition to the elements currently being inventoried, the following infrastructure should also be included:

- Green infrastructure
- Curbs and gutters
- Urban tree canopy

Mission currently uses "Report a Concern" on the City website, where residents can submit concerns regarding infrastructure.



Figure 9.9 - Example of Smart Phone Application Launched by the City of Mercer Island, Washington

3A Strategies for Mission

Thoroughly analyze inventory of current infrastructure conditions

An infrastructure conditions analysis will assist the City to proactively deal with ongoing maintenance and replacement of critical infrastructure.

- › Continue to perform a more thorough audit of existing infrastructure conditions.
- › Explore developing an application/portal for residents to submit infrastructure condition documentation in real time to better assist with the City's ongoing tracking of sidewalk condition.

9.3 Goal 3 (Continued)

Goal 3 - Continue to inventory existing conditions for maintenance and replacement.

After completing a thorough inventory of existing conditions, the next logical step would be to work to increase the resiliency of Mission's infrastructure. Resilient infrastructure is designed to maintain operations amidst extreme weather or climate conditions and is adaptable to evolving best practices. Resilient infrastructure systems approach problems from a regional perspective whenever possible and incorporate the natural environment into the system through blue and green infrastructure elements.

Mission should develop a prioritized list of risk mitigation techniques and strategies to address various threats and vulnerabilities to determine possible consequences, the timeframe of possible impacts, and strategies to reverse potential damages imposed by each risk.

A resilient infrastructure system should also consider social equity, specifically how the infrastructure supports long-term resilience to climate change and weather risks that could have especially negative impacts on more vulnerable residents of Mission.

One example of infrastructure resiliency is a strategy to bury all overhead utilities. This process is an expensive and long-term endeavor but ultimately will save tax-payer money by protecting utilities from extreme weather events. Mission should consider creating a policy to require developments of a certain size to bury all adjacent utilities underground. This policy will help the city facilitate this effort in making the city more resilient.



Figure 9.10 - Blue-Green Infrastructure Example

3B Strategies for Mission

Prioritize system resiliency in all infrastructure improvements

Mission should emphasize long-term system resiliency when planning for infrastructure improvements to help support a more adaptable and responsive system.

- › Continue to evaluate technology to meet sustainability goals related to climate change.
- › Develop a list of risk mitigation techniques and strategies to address vulnerabilities within Mission's infrastructure.
- › Incorporate resiliency strategies into planned and future infrastructure improvements.
- › Create a policy to require developments of a certain size to bury all utilities underground.



9.5 Goal 5

Goal 5 - Plan and include costs for added amenities that support the City’s goals: people-oriented improvements, improved signage, streetscapes, outdoor sidewalk use, crosswalks, and neighborhood needs.

People-Oriented Improvements

By implementing people-oriented improvements, rather than prioritizing vehicles, the built environment turns its focus on the residents of the community. A human-centric community is accessible to the youth and elderly, offers a variety of modes of travel, and places a priority on public space serving the community’s residents.

People-Oriented improvements include a variety of amenities: walkability, bikeability, access to transit, and well-managed public space. By making these improvements, equitable opportunities arise for mobility and commuters.

The ability to walk and bike in a community are major factors people use to evaluate where they would like to live. In the 2021 DirectionFinder Survey, walkability, bikeability, and the incorporation of additional pedestrian amenities were the three highest ranked items residents would like to see prioritized in the next two years. Improvements of this kind could be sidewalk and trail expansion, connectivity, safety buffering between modes of transit, improved crossing conditions, or implementing bicycle infrastructure (Figure 9.12).



Figure 9.12 - Examples of Potential People-Oriented Improvements

5A Strategies for Mission

Prioritize people-oriented Improvements

Mission residents have a desire for easier mobility throughout the community and the City should work to improve these conditions.

- › *Improve access for people-oriented transit throughout Mission.*
- › *Include people-oriented improvements in the annual CIP plan for incremental improvements throughout the city.*
- › *Annually review completed improvements to measure progress toward improving people-oriented infrastructure.*



9.5 Goal 5 (Continued)

Goal 5 - Plan and include costs for added amenities that support the City's goals: people-oriented improvements, improved signage, streetscapes, outdoor sidewalk use, crosswalks, and neighborhood needs.

Signage and Streetscape

As discussed in Chapter 7.0 - Economic Revitalization, Mission's recent rebranding presents an opportunity to aid placemaking and streetscaping. The addition of signage and branding throughout Mission will assist in creating streetscapes and place identifiers to better suit the activities and businesses located there. Streetscaping enhancements could include painting buildings, decluttering and clean up, plantings and gardens, or enhancing the overall aesthetic.

Outdoor Sidewalk Use

During the COVID-19 pandemic, there was an opportunity to re-think how we use space. One of the most common applications was the reconfiguration of sidewalks as public/private gathering space. Many restaurants expanded their dining rooms to the sidewalk, allowing them to carry on with business while allowing patrons to enjoy the outdoors and safely interact with one another. The benefits of these reconfigured spaces did not go unnoticed in many communities, and are still being utilized as permanent fixtures. Mission should explore these opportunities for residents to enjoy outdoor dining and support local businesses in their endeavors.

Crosswalks

Chapter 6.0 - Transportation and Mobility discussed the importance of pedestrian safety. Ensuring that existing crosswalks have high visibility signs, rapid rectangular flashing beacons (RRFBs), or pedestrian refuge islands are integral pieces to a well-rounded pedestrian network.



Figure 9.13 - Example Crosswalk Improvement



Figure 9.14 - Outdoor Sidewalk Use



Figure 9.15 - Neighborhood Traffic Calming

5B Strategies for Mission

Enhance amenities to support neighborhoods and residents

These amenities are key pieces of infrastructure to support the high-quality of life existing in Mission today and should be continually maintained and enhanced.

- › Consider opportunities to exempt and approve non-conforming uses of outdoor sidewalk spaces for public use.
- › Meet with local residents from neighborhoods to specify infrastructure needs.



9.5 Goal 5 (Continued)

Goal 5 - Plan and include costs for added amenities that support the City’s goals: people-oriented improvements, improved signage, streetscapes, outdoor sidewalk use, crosswalks, and neighborhood needs.

The final step to provide people-oriented improvements requires combining them with Mission’s infrastructure and streetscapes. This is accomplished by redefining roadways, providing designated spaces for pedestrians, bicyclists and transit, improving existing conditions, and encouraging multimodal ridership where possible. This variety provides new opportunities both by attracting residents to the community and by being an economic driver for increasing the foot traffic throughout the city.

Complete Streets

Chapter 6.0 *Transportation and Mobility* references the City of Kansas City for having adopted a Complete Streets Policy. The policy regulates the design and character of:

- Sidewalks
- Refuge islands,
- Curb extensions
- Traffic calming measures
- Traffic signals
- Accessible curb ramps
- Bicycle lanes
- Separated bikeways
- Multi-use trails
- Bicycle parking facilities
- Signage
- Street trees
- Public transportation stops



Figure 9.16 - Examples of Complete Streets

“Complete Streets are streets for everyone” (Smart Growth America, 2021). There is not one definition of what a Complete Street is - they are unique in every application. The intent of Complete Streets is to slow speeds, create a safe, walkable environment, provide access regardless of ability or socioeconomic status, and connect the entire community.

5C Strategies for Mission

Leverage Complete Streets Policy for people-oriented improvements

The residents of Mission wish to live in a more walkable, bikeable, and transit-friendly community. The City should prioritize these desires for all future infrastructure improvements.

- Set aside capital improvement funds to prioritize Complete Street initiatives throughout Mission’s major and minor corridors.

9.6 Goal 6

Goal 6 - Prioritize sustainability practices for all developments in Mission.

Sustainable Development

Sustainability should be incorporated into all developments in Mission. As mentioned earlier in Chapter 4, Mission already offers a sustainability scorecard program through the Sustainability Commission. This voluntary program allows projects to receive a bronze, silver, gold, or platinum rating depending on the amount of sustainability measures included in the development. This score is then passed on to the Planning Commission and City Council during the development review process.

Sustainability should be approached and viewed through the three lenses: environment, economy, and equity. For infrastructure sustainability this could mean a project that works with the natural features (environment) that is also cost effective (economy) and considers the groups most or least impacted by improvements or new development (equity).

Mission should consider ways to strengthen the sustainability requirements for new developments. This could be accomplished by offering incentives for developments that provide certain sustainability features such as blue or green infrastructure within the site design.

Mission could also consider requiring certain sustainability measures to be included within city ordinances or zoning classifications. This decision would need to be weighed carefully, however, so as to not discourage reinvestment or development.



Figure 9.17 - Green Infrastructure Example

6A Strategies for Mission

Strengthen sustainability requirements and best management practices

Mission should require or incentivize sustainability measures to be included within new developments or redevelopments.

- › Explore the possibility of requiring or incentivizing developments and redevelopments to utilize sustainability best management practices.
- › Utilize the City's Sustainability Scorecard to assess any changes or alterations to sites.
- › Continue to coordinate efforts with the Sustainability Committee.

10.0 Implementation

Chapter 10 of the tomorrow together plan is often referred to as the Implementation Plan. It summarizes the goals and strategies outlined in each of the previous chapters and provides a priority and approximate time frame toward accomplishment.

Priority is high, medium, or low and is intended to indicate the goal's alignment with other stated objectives and policy directives of the City. Time frames are 1-3 years, 3-5 years, 5+ years, or ongoing and are intended to indicate what would be a realistic period of time to accomplish the goal or make significant progress toward accomplishment.

The time frame for a particular goal may not always directly correlate to the priority of that goal. In other words, a goal that is identified as having a high priority may not necessarily have a time frame of 1-3 years. There are several factors such as financial resources and time required for accomplishing a goal that necessitate a more realistic time frame of 3-5 years or longer. Furthermore, many goals are identified in the Implementation Plan as ongoing. Ongoing means that these are continual goals that the City is working toward achieving, with no specific time frame for completion. These are goals that the City keeps at the forefront when considering new projects, evaluating or developing programs and services, or even conducting daily activities. In doing so, these goals become "best practices."

Finally, it should be noted that the tomorrow together comprehensive plan is not a static document, but rather one that will evolve and change over time as the City's operational environment and guiding principles evolve. The City is required by state statute to revisit and update its comprehensive plan at least once a year. In so doing, the Implementation Plan will undoubtedly change over time as it is re-evaluated and updated.

Natural Features and Environment

	Strategy	Priority	Time Frame
<p>Goal 1: Continue investment in Rock Creek flood abatement and storm water infrastructure and prioritize green solutions and BMPs wherever possible. Avoid creating public safety and environmental hazards.</p>			
1A	Add green infrastructure along the Rock Creek corridor	Medium	3-5 years
<p>Explore the potential of community-funded green infrastructure projects along the Rock Creek corridor.</p> <p>Develop a City-owned vacant lot along the Rock Creek corridor near Outlook Street and Johnson Drive as a pilot green infrastructure project or mini park with a public art or placemaking feature.</p>			
1B	Promote green infrastructure on public and private property	Medium	Ongoing
<p>Continue to promote the use of green infrastructure solutions on public and private property in Mission.</p> <p>Review the zoning code to identify any major barriers to implementing green infrastructure and ways to streamline the process.</p> <p>Promote shared structured parking instead of surface parking to make room for more green space.</p>			
1C	Balance the needs of the environment and economic development along the Rock Creek corridor	Medium	3-5 years
<p>Aim for a balance between greenspace/permeable ground cover and built environment in the areas along Rock Creek between Lamar Avenue and Roeland Drive.</p> <p>Incentivize greenspace and sustainable site design for projects located along the Rock Creek corridor.</p>			
1D	Integrate principles of design and public safety when evaluating developments or improvements for projects that impact public spaces including open space and parks	Medium	1-3 years
<p>Fully integrate Crime Prevention Through Environmental Design principles as part of the development review process.</p> <p>Redevelop vacant lots along Rock Creek Trail, as open space - at a minimum incorporate green infrastructure and CPTED design principles.</p> <p>Identify opportunities to merge CPTED and Community for All Ages principles into site design for public spaces.</p>			
<p>Goal 2 - Connect development and redevelopment opportunities to sustainable practices and utilize a sustainability “lens” in all city decisions. Connect these opportunities to the Kansas City Regional Climate Action Plan that the City has adopted.</p>			
2A	Consider the economic, equity, and environmental aspects of sustainability when making decisions for the community	High	Ongoing
<p>Review decisions on funding, programming, and planning through a sustainability framework that considers the likely impact on the environment, economy, and equity.</p> <p>Seek to make decisions that promote sustainability.</p> <p>Continue to support the actions and policies recommended within the Climate Action KC plan, using it as a guide as appropriate.</p>			

Natural Features and Environment

	Strategy	Priority	Time Frame
Goal 3 - Implement the City's climate action policies with consideration to the regional plan.			
3A	Continue Mission's commitment to reaching its Sustainability and Climate Action Plan goals and community targets	High	Ongoing
<i>Review and update the 2009 Climate Action Plan to identify action items that are no longer relevant, completed, or new opportunities.</i>			
<i>Perform updated greenhouse gas inventories on a regular basis to reflect existing conditions more accurately and continue to monitor.</i>			
<i>Continue to use the Sustainability Committee's scorecard on development review to ensure new projects are in line with the community's values and sustainability goals.</i>			
<i>Actively seek funding for community sustainability initiatives.</i>			
Goal 4 - As a land-locked community, encourage new development and redevelopment projects to include greenspace, and protect and expand the tree canopy in both commercial and residential areas.			
4A	Expand greenspace and protect tree cover by encouraging both to be integrated into new development or redevelopment	High	1-3 years
<i>Adopt a policy to incentivize private development to include outdoor gathering spaces.</i>			
<i>Review and update zoning code regulations requirements related to landscaping of multi-family, commercial, and mixed-use developments.</i>			
<i>Encourage developers to view existing tree cover or other sensitive environmental features as a site amenity rather than an obstacle.</i>			
<i>Explore creative alternatives to greenspace requirements in developments if sites are not supportive of conventional requirements.</i>			
4B	Preserve and increase Mission's tree canopy	High	1-3 years
<i>Continue to preserve tree cover by integrating existing trees into site designs as an amenity.</i>			
<i>Create and adopt a tree preservation ordinance (using MARC's model tree preservation ordinance as a guide) to protect Mission's tree cover.</i>			
<i>Actively follow the current Tree Plan task to ensure tree species diversity within Mission.</i>			
<i>Consider requiring that for every tree removed, two additional trees must be planted.</i>			
4C	Maintain Mission's natural features	Low	Ongoing
<i>Adopt a steep slope preservation ordinance to regulate or prevent development in areas with slopes over a certain percentage.</i>			
<i>Study the feasibility of additional trail connections through steep slope areas as a means for slope preservation.</i>			
4D	Encourage use of native plants throughout Mission	High	Ongoing
<i>Create and adopt a native plants ordinance to require use in private developments and actively use native plantings in public parks and green spaces.</i>			
<i>Support the creation of gardening groups to help maintain native plants throughout the community, especially within City-owned parks and on City property.</i>			

Natural Features and Environment

	Strategy	Priority	Time Frame
Goal 5 - Support and encourage new development and redevelopment in Mission that is sustainable.			
5A	Continue to encourage sustainability measures for new development and redevelopment projects in Mission	High	1-3 years
<i>Expand the use of the Sustainability Scorecard for all new developments or redevelopments that substantially change or alter the site.</i>			
<i>Consider providing a tiered financial incentive for developments or redevelopments that earn a Bronze, Silver, Gold or Platinum-level designation on their project.</i>			
<i>Actively involve the Sustainability Commission on any future update to the Sustainability and Climate Action Plan.</i>			
<i>Incentivize existing businesses to achieve higher sustainability standards when renovating existing buildings.</i>			

Parks and Recreation

	Strategy	Priority	Time Frame
Goal 1 - Maintain and preserve existing open space and natural features to enhance the character of the built environment, promote neighborhood stability, public health and safety, and provide for outdoor recreation and visual enjoyment.			
1A	Regularly review Mission parks and recreation facilities	High	Ongoing
<i>Continue to regularly evaluate parks and recreation trends when facility planning.</i>			
<i>Regularly perform life cycle evaluations as well as community surveying to ensure programs and facilities continue to meet the desires of Mission residents.</i>			
<i>Refer to Public Input Summary and community survey to review amenities that are desired by the community and develop strategy for the implementation of those amenities.</i>			
1B	Increase visibility and awareness of existing park facilities	High	Ongoing
<i>Continue to highlight parks, amenities, and events in community newsletters and social media posts to increase awareness of these facilities.</i>			
<i>Continue to actively promote parks with neighborhood and community groups.</i>			
1C	Improve existing trail network in Mission	High	Ongoing
<i>Enhance existing trail network with amenities such as signage, bike parking and repair stations, seating, lighting, and green infrastructure elements.</i>			
<i>Incorporate public art along trail corridors to add unique placemaking elements and increase the user experience and overall quality of life for residents.</i>			
Goal 2 - Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails.			
2A	Expand trail network throughout the city so that all residents are within ¼ mile of the trail network	Medium	Ongoing
<i>Conduct a city-wide trail feasibility study for additional trail corridors and prioritize projects based on public feedback, funding options; working with necessary property owners to alleviate any concerns. The feasibility study should identify right-of-way acquisition needs, cost to construct, and prioritized project list.</i>			
<i>Enhance trail crossings at all roadways to prioritize cyclists and pedestrians.</i>			
<i>Allocate resources to acknowledge the historic Strang Line Interurban Railroad by utilizing wayfinding/educational signage to commemorate its local and historical significance; implement trail segments where possible.</i>			

Parks and Recreation

	Strategy	Priority	Time Frame
Goal 2 - Enhance parks and recreational spaces that provide for outdoor activities, gathering spaces, and pedestrian and bicycle trails. (continued)			
2B	Allow for flexible and creative use of streets/parking areas for public gathering	Medium	1-3 years
Adopt policies that allow for strategic corridors and/or parking areas to be used for gatherings, activities, and events on a regularly scheduled basis.			
Evaluate the Downtown district to determine if any streets could be permanently closed to traffic and opened for additional public space.			
2C	Continue to support the Mission Market	High	1-3 years
Allocate funding for permanent market site improvements that support the long-term viability of the Mission Market.			
Complete a master plan for the market area and adjacent parking to create a new community gathering place for residents along Johnson Drive.			
Continue funding for staff, programming, and branding support for the Mission Market.			
Goal 3 - Invest in ongoing maintenance and park enhancements, including restrooms, playground equipment, seating options, and other amenities.			
3A	Adequately fund, maintain, and enhance Mission's Parks	High	Ongoing
Adequately fund parks for necessary enhancements and maintenance needed to provide high-quality public spaces for the community.			
Regularly perform life cycle evaluations as well as community surveying to ensure programs and facilities continue to meet the needs and priorities of Mission residents.			
Goal 4 - Ensure parks and recreational spaces are compliant with ADA standards and available to users of all ages and abilities.			
4A	Ensure Mission's parks are accessible and usable to everyone	High	Ongoing
Perform regular analysis of Mission's parks level of accessibility for all different ages and physical abilities.			
Implement key improvements to address accessibility issues.			
Fund inclusive park amenities, such as an autism trail, to increase the usership and value of Mission's parks, and to improve the quality of life for residents.			
Goal 5 - New or newly redeveloped public spaces should include Universal Design Features.			
5A	Incorporate Universal Design features into Mission's parks and recreation spaces	Medium	Ongoing
Create and adopt ordinance to require universally designed components in parks, and recreational or public spaces in Mission.			
Perform regular analysis of parks' accessibility for different ages and physical abilities.			
Implement key improvements to address accessibility issues.			

Transportation and Mobility

	Strategy	Priority	Time Frame
Goal 1 - Make pedestrian safety a high priority, especially on Johnson Drive and Downtown.			
1A	Maintain, improve, and expand the sidewalk network throughout the city	High	1-3 years
<i>Improve pedestrian access along Johnson Drive and throughout Downtown Mission.</i>			
<i>Construct new sidewalks, as feasible, on major corridors such as Foxridge Drive, Lamar Avenue, Nall Avenue, 63rd Street, 61st Street, 55th Street, 53rd Street, and 51st Street so that these major arterials have continuous sidewalks on both sides of the street and safe crossings spaced a minimum of ¼ mile apart.</i>			
<i>Identify residential streets with opportunities to construct new sidewalks.</i>			
1B	Add and improve key crossing locations along major arterial roadways	High	3-5 years
<i>Partner with KDOT to improve pedestrian access to, and across, Shawnee Mission Parkway (US-56) at Lamar Avenue, Nall Avenue, Roeland Drive, and Roe Avenue and across Metcalf Avenue (US-69) at 61st Street and Johnson Drive. Construct intersections with wide sidewalks, high-quality ADA ramps, and direct routes across the major streets on all four legs of the intersections whenever feasible.</i>			
<i>Partner with the Unified Government of Kansas City, Kansas and Wyandotte County and KDOT to reconstruct the Lamar Avenue interchange with I-35 to include high-quality pedestrian and bicycle facilities across the Interstate.</i>			
<i>Consider applying for the Walk Friendly Communities program to receive recognition for ongoing improvements and for use in branding and marketing the community to future residents.</i>			
1C	Incorporate traffic calming features along strategic corridors to promote safe and comfortable walkability	Medium	Ongoing
<i>Identify suitable locations for traffic calming installations based on traffic counts/speed and areas with high pedestrian activity potential.</i>			
<i>Work with city engineers and the public to determine the most suitable traffic calming technique to add to each proposed area.</i>			
Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles.			
2A	Support and expand specialized transit services in Mission	Low	Ongoing
<i>In coordination with Johnson County and KCATA/RideKC, develop a micro transit awareness program to increase ridership.</i>			
<i>Engage with residents to identify potential routes.</i>			
<i>Include information on the City's website for micro-transit options and utilize social media to inform the public about transportation opportunities.</i>			
2B	Support public bike rentals and mobility hubs	High	Ongoing
<i>Review city codes and ordinances to implement a bike share program.</i>			
<i>Partner with BikeWalk KC to implement a bike share program in strategic locations throughout the city.</i>			
<i>Regularly evaluate the demand for alternative transportation options within Mission.</i>			
2C	Implement infrastructure to support electric modes of transportation on public and private properties	Medium	1-3 years
<i>Work with local utility companies to implement electric charging stations along key corridors and at strategic community activity centers.</i>			
<i>Develop design standards for how charging stations may be incorporated into the public right-of-way.</i>			
<i>Implement EV fleet vehicles and public charging stations.</i>			
<i>Adopt an ordinance to encourage multi-family developments to implement EV charging on-site.</i>			

Transportation and Mobility

	Strategy	Priority	Time Frame
<p>Goal 2 - Plan for a multi-modal transportation/mobility system that supports future-focused transportation, such as electric cars, automated vehicles, specialized transport services (including privately owned ride-share and delivery services), and public rental bicycles. (continued)</p>			
2D	<p>Strategize planning efforts to support future-focused transportation</p>	Medium	Ongoing
<p><i>Strategize future amendments to zoning code that will facilitate future-focused transportation (ex. lower parking requirements, denser developments, etc.).</i></p>			
<p><i>Determine where designated space is needed to support autonomous vehicles such as drop-off zones.</i></p>			
<p>Goal 3 - Develop flexible policies that allow the City to adapt to future needs within prepared criteria regarding safety, efficiency, and access.</p>			
3A	<p>Adopt a Complete Streets Plan city-wide</p>	High	1-3 years
<p><i>Adopt a city-wide Complete Streets Plan.</i></p>			
<p><i>Actively implement Complete Streets policies in city-wide projects where appropriate.</i></p>			
3B	<p>Implement a flexible Complete Streets ordinance</p>	High	Ongoing
<p><i>Work with the Mid-America Regional Council (MARC) to develop a technology-focused and flexible Complete Streets ordinance.</i></p>			
<p><i>Refer to NACTO's Blueprint for Autonomous Urbanism for specific policy and planning action items related to future transportation technologies.</i></p>			
3C	<p>Regularly review policies and enforce codes to maintain safe rights-of-way and visibility at intersections</p>	Medium	Ongoing
<p><i>Review policies and codes regarding right-of-way and intersection design using the FHWA's Safe System approach.</i></p>			
<p><i>Explore creating a Vision Zero plan.</i></p>			
<p>Goal 4 - Tie current and future mobility plans to the City's economic development strategy and neighborhood stabilization.</p>			
4A	<p>Utilize the Future Land Use Plan to support higher-density mixed-use developments where appropriate</p>	High	Ongoing
<p><i>Refer to the Future Land Use Plan when considering new projects in designated higher-density, mixed-use districts.</i></p>			
<p><i>Codify density standards where appropriate.</i></p>			
<p><i>Adopt strategies that incentivize increased density and diverse uses in transit-served areas that increase walkability and bikeability.</i></p>			
4B	<p>Develop policy to support Transit-Oriented Developments</p>	Medium	Ongoing
<p><i>Implement Transit-Oriented Development policy in strategic districts, centered around transit facilities.</i></p>			
4C	<p>Implement infrastructure upgrades and traffic calming elements on local streets as a means of neighborhood preservation</p>	Medium	Ongoing
<p><i>Work with neighborhood groups and residents to evaluate the need to develop a strategic plan for traffic calming elements throughout Mission.</i></p>			
<p><i>Once a traffic calming plan is completed, develop landscaping standards for special treatments on local streets including but not limited to chicanes and curb bump-outs.</i></p>			
<p><i>Implement green infrastructure where appropriate and where needed.</i></p>			

Transportation and Mobility

	Strategy	Priority	Time Frame
Goal 5 - Recognize Johnson Drive as a major connection for local and metropolitan residents. Slow traffic at key points and provide well-marked crosswalks for pedestrians.			
5A	Continue to improve pedestrian experience along Johnson Drive	High	3-5 years
<i>Evaluate opportunities to construct center median islands with landscaping and trees between Metcalf Avenue and Roe Boulevard where left turns are not necessary for business access.</i>			
<i>Explore feasibility of other traffic-calming techniques that do not adversely impact emergency vehicle access and traffic operations between Metcalf Avenue and Roe Boulevard.</i>			
5B	Explore feasibility of extension of Downtown improvements west of Lamar Avenue to Metcalf Avenue	High	1-3 years
<i>Conduct a feasibility study for extending corridor improvements between Lamar Avenue and Nall Avenue to the west of Lamar Avenue toward Metcalf Avenue.</i>			
<i>Invest in additional landscaping, amenities, widened sidewalks, and added pedestrian crossings between Metcalf Avenue and Lamar Avenue.</i>			
5C	Improve pedestrian access and safety	High	Ongoing
<i>Improve existing marked pedestrian crosswalks with high-visibility signs, rapid rectangular flashing beacons (RRFBs), and pedestrian refuge islands in appropriate locations.</i>			
<i>Add new, high-quality pedestrian crossings on Johnson Drive as appropriate. Crossing locations should be spaced no more than 600' apart between Metcalf Avenue and Roe Boulevard on Johnson Drive.</i>			
<i>Construct sidewalks, widen sidewalks, and improve sidewalk connections north and south of Johnson Drive to the Rock Creek Trail, Martway Street, and to residential areas surrounding Johnson Drive.</i>			
<i>Develop and implement an access management policy aimed to reduce the number, and narrow the width of, commercial driveways along Johnson Drive.</i>			
Goal 6 - Coordinate with MARC, KCATA, and surrounding communities to support the SmartMoves 3.0 Regional Plan and incorporate updated transit technology for transit facilities, transit routes, micro-transit options, electric and automated vehicles, and street cars.			
6A	Engage with KCATA and regional leaders as regional transit plans such as OneRideKC develop	Low	Ongoing
<i>Actively participate in planning for the OneRideKC Regional transit plan to ensure Mission retains its critical place in the overall regional transit system.</i>			
<i>Partner with Johnson County for future high-frequency transit in the Metcalf Avenue/Shawnee Mission Parkway Corridor, building upon previously completed Bus Rapid Transit planning.</i>			
<i>Explore partnerships to extend the KC Streetcar route(s) into Mission to further expand multi-modal transportation opportunities.</i>			
6B	Work with Johnson County and transit leaders to prepare the Mission Transit Center for future transit technologies	Low	Ongoing
<i>Begin planning for upgrades to the Mission Transit Center to prepare for electric bus charging and other technology improvements to the facility.</i>			
<i>Plan for multi-modal mobility hub inclusion at the MTC that could include bike share, scooter share, park and ride, and rideshare.</i>			

Transportation and Mobility

	Strategy	Priority	Time Frame
Goal 7 - Explore the feasibility of reconfiguring the Johnson Drive and Metcalf Avenue crossing to encourage economic development activity and improved access to Downtown Mission.			
7A	Commission a feasibility study for the conversion for the interchange at Metcalf Avenue and Johnson Drive covering aspects of traffic safety, traffic operations, and bicycle and pedestrian access	High	1-3 years
<i>Identify public and private partnership opportunities to fund this concept study, including KDOT and the City of Overland Park.</i>			
<i>Explore potential for TIF, CID, TDD, and/or other strategic financing initiatives to assist with implementation.</i>			
<i>Identify funding opportunities such as Surface Transportation Program (STP) funding or other federal discretionary grants programs.</i>			
Goal 8 - Explore future public street alignments within the Form Based Code District as outlined in the West Gateway FBC to enhance access, connectivity, and redevelopment efforts.			
8A	Look at opportunities for future street alignments in the West Gateway District	Low	Ongoing
<i>Study the feasibility and cost of new roadway alignments in the Form Based Code District.</i>			
<i>Develop phasing strategy for the implementation of road realignments.</i>			

Economic Revitalization

	Strategy	Priority	Time Frame
Goal 1 - The Johnson Drive Corridor is the longstanding retail district within Mission and should be enriched by future public projects and private redevelopment.			
1A	Continue to enhance the West Gateway District	Medium	3-5 years
<i>Extend streetscape improvements along Johnson Drive from Lamar Avenue to Metcalf Avenue where feasible.</i>			
<i>Perform a review of the West Gateway Form Based Code (FBC) to determine solutions within the code itself, or through supplementary planning processes, to address issues realized during the implementation of the FBC.</i>			
<i>Work with existing and potential businesses to encourage existing operations to continue and to entice new commercial and retail uses.</i>			
1B	Continue to invest in Downtown Mission	High	1-3 years
<i>Continue to provide public investment in the Downtown district through continued improvements to the streetscape and pedestrian amenities.</i>			
<i>Take advantage of opportunities to expand open space, parks, or gathering spaces in or near Downtown.</i>			
<i>Work with the private sector to prevent long-term vacancies on the ground floor.</i>			
1C	Create a new community-led vision for the East Gateway District	Low	Ongoing
<i>Create a new master plan for the East Gateway District that is based on community vision.</i>			
<i>Integrate sustainability measures and a strong open space/gathering space component.</i>			
<i>Create a walkable neighborhood that enhances the East Gateway District along Johnson Drive.</i>			
<i>Extend Johnson Drive streetscape enhancements into the East Gateway District.</i>			
<i>Support enhancement of the properties on Martway Street near the East Gateway District as part of any improvement effort for the district.</i>			

Economic Revitalization

	Strategy	Priority	Time Frame
Goal 2 - Promote a mix of office, retail, and residential uses along the Johnson Drive commercial corridor of the city.			
2A	Promote flexible mixed-use developments along the Johnson Drive corridor	High	3-5 years
<i>Promote flexible mixed-use developments in accordance with the Future Land Use Plan.</i>			
<i>Allow for more flexible, activated first-floor uses as a way to provide additional amenities and maintain an active ground floor.</i>			
Goal 3 - Promote a sustainable, diverse economy.			
3A	Foster a healthy relationship between the City and existing businesses	High	1-3 years
<i>Regularly meet with existing business owners in Mission to identify and improve opportunities to assist with growth and development.</i>			
<i>Perform targeted outreach to fill existing commercial properties that have long-term vacancy.</i>			
<i>Consider adopting a vacant property tax to encourage new activity and reduce blight/empty store fronts on properties with long-term vacancies.</i>			
<i>Develop a strategy to incentivize and retain desired small business mix for business growth.</i>			
<i>Conduct a review of city codes and policies to identify business growth and development barriers.</i>			
3B	Actively seek new business opportunities in key commercial corridors	High	1-3 years
<i>Create opportunities for small business growth in Mission.</i>			
<i>Continue to market Mission as an attractive location for business growth.</i>			
<i>Ensure Mission's commercial corridors remain attractive for potential new business development.</i>			
<i>Be a good business partner by providing consistent and fair assistance to parties interested in doing business in Mission.</i>			
<i>Invest in quality of life improvements within the community to remain an attractive option for residential and business growth.</i>			
<i>Regularly compare the cost of doing business in Mission to that of neighboring communities to ensure competitiveness.</i>			
<i>Encourage new developments to provide a variety of tenant space sizes for retail storefronts, providing space for startup businesses as well as larger, more established operations.</i>			
3C	Remain adaptable to changes in economic conditions while continuing to protect community interests	Medium	Ongoing
<i>Be prepared to adjust to changing economic conditions, technological advancements, and new preferences and priorities.</i>			
<i>Provide guidance to homeowners seeking Accessory Dwelling Units for work-from-home spaces.</i>			
<i>Provide WiFi access in parks and other public gathering spaces.</i>			
3D	Enhance transit and pedestrian/bicycle infrastructure as a means of economic development	Medium	Ongoing
<i>Work with regional partners and transit agencies to expand transit options in Mission over time.</i>			
<i>Continue to improve pedestrian and bicycle connectivity and safety in Mission.</i>			

Economic Revitalization

	Strategy	Priority	Time Frame
Goal 3 - Promote a sustainable, diverse economy. (continued)			
3E	Support the growth and enhancement of all of Mission's commercial areas	Medium	Ongoing
<i>Seek multi-jurisdictional support for a corridor study along Shawnee Mission Parkway including transportation, transit, trails, and land use.</i>			
<i>Support growth and development of Mission's commercial areas, including potential expansion of mixed-use developments.</i>			
3F	Use incentives and assistance programs to expand and support community priorities and values	High	Ongoing
<i>Create clear and consistent economic development policies.</i>			
<i>Continue to fund, manage, and market existing grants and programs.</i>			
<i>Review development codes and policies to identify ways to streamline the development review process.</i>			
<i>Identify strategies that can improve local economic development prospects for minority-owned businesses to support diversity and inclusion.</i>			
Goal 4 - Promote consistent public identity at city gateways. This is an opportunity to incorporate creative entry-ways as part of renewed efforts for redevelopment.			
4A	Encourage development and enhancement in and around major gateways in Mission	Medium	Ongoing
<i>Identify parcels that are undeveloped or available for redevelopment.</i>			
<i>Brand the gateways with iconic monuments and signage.</i>			
<i>Actively promote the gateways for development.</i>			
Goal 5 - Continue to build positive redevelopment without losing the unique character of residential and commercial districts.			
5A	Seek development that enhances the unique character of Mission by building upon successful past redevelopment	High	Ongoing
<i>Continue to encourage high-quality design and building material standards for mixed-use redevelopment or infill.</i>			
<i>Continue to extend streetscape enhancements and traffic calming features as feasible along the full extent of Johnson Drive.</i>			
<i>Incentivize high-quality signage in existing commercial, redevelopment, or infill sites.</i>			
<i>Encourage density and human-scaled developments along key corridors.</i>			
Goal 6 - Build on the success of the Johnson Drive Corridor improvement project. This area with wide sidewalks, friendly neighbor interactions, and local shops creates a unique mix of charm and practicality that resonates with citizens and visitors.			
6A	Continue to expand the Johnson Drive Corridor improvement treatment to other corridors throughout Mission	Low	Ongoing
<i>Continue to extend the Johnson Drive corridor improvements to the entire stretch of Johnson Drive as feasible.</i>			
<i>Strategically extend the Johnson Drive corridor improvement treatment to key corridors throughout Mission including Lamar Avenue, Martway Street, Metcalf Avenue, and Roe Blvd as feasible.</i>			

Economic Revitalization

	Strategy	Priority	Time Frame
Goal 7 - Respect the character and authenticity of Downtown when redeveloping and building new or infill projects to maintain a thriving district.			
7A	Seek new opportunities to enhance Downtown Mission through available programs and grants	Medium	Ongoing
Explore the benefits of becoming a "Designated Kansas Main Street" through the Kansas Department of Commerce.			
Actively seek other grant opportunities to improve Downtown Mission.			
Goal 8 - Use fresh and innovative signage.			
8A	Create and design signage for Mission's three Downtown districts that represent the unique character of each area	Low	3-5 years
Create three unique areas of signage and branding for the three districts along Johnson Drive or a single signage plan for the entire Johnson Drive corridor.			
Consider emphasizing colors from the new Mission logo within the new Downtown district signage.			
Goal 9 - Encourage property owners to refresh building facades and outdated store fronts through the use of city grants or special programs.			
9A	Support Mission businesses that want to improve building facades and enhance the property's sustainability	High	1-3 years
Continue to fund and promote the Mission Business Improvement Grant (B.I.G. Program).			
Create a design idea or guideline book to help inspire business owners to take advantage of the facade improvement program.			
Identify a strategy to spur excitement about participating in the B.I.G. program.			
Expand the B.I.G. program or create a new program to incentivize interior/exterior improvements that support sustainability initiatives.			
Goal 10 - Incorporate new technologies for city-wide broadband access and Smart City strategies to provide easy access to information for residents, commercial properties, visitors, and stakeholders.			
10A	Promote awareness of Mission's high-speed broadband connectivity capabilities	Low	Ongoing
Claim and promote Mission's status as a Fiber Friendly Community.			
Continue to promote the widespread availability of very high-speed broadband internet in the community to residents and business owners.			
Add public WiFi to Mission parks and public spaces.			
10B	Promote Smart City Initiatives in Mission and actively pursue regional partnerships	Low	Ongoing
Evaluate Smart City initiatives for Mission to pursue.			
Seek opportunities to work with regional partners on Smart City initiatives.			
Utilize Smart City initiatives to track use of parks, trails and sidewalks to identify areas for prioritization and improvement.			

Housing and Neighborhoods

	Strategy	Priority	Time Frame
Goal 1 - Promote effective development and redevelopment of sustainable single-family and affordable multi-family housing options for all ages.			
1A	Allow for creative infill housing development	High	5+ years
<i>Identify vacant or dilapidated parcels for infill redevelopment.</i>			
<i>Establish a residential design standard to maintain the character and quality of life in neighborhoods.</i>			
<i>Leverage existing market demand for single-family and multi-family residential housing through redevelopment.</i>			
1B	Create multi-family developments in mixed-use zones	Medium	Ongoing
<i>Utilize the Future Land Use Map to identify parcels for multi-family mixed-use developments.</i>			
<i>Consider densities and floor area ratios (FAR) that provide a variety of uses and opportunities within the redevelopment corridors.</i>			
<i>Incorporate and encourage multi-family residential in new mixed-use developments when possible.</i>			
1C	Examine the existing Form Based Code District for new developments and redevelopments	High	1-3 years
<i>Locate areas within the Form Based Code District that could include residential uses.</i>			
<i>Coordinate with developers to encourage residential uses within the district.</i>			
Goal 2 - Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.			
2A	Encourage Universal Design features in residences	Low	3-5 years
<i>Provide resources to educate residents and developers about accessibility challenges in homes and how to make the appropriate modifications to improve accessibility.</i>			
<i>Consider the status of existing city infrastructure and overall accessibility according to Universal Design standards.</i>			
<i>Recommend Universal Design features in new residential developments.</i>			
2B	Promote grant and assistance programs available for housing revitalization at the local, county, and state levels	High	Ongoing
<i>Expand marketing of available programs to the public.</i>			
<i>Coordinate with local neighborhood groups to inform about opportunities.</i>			
<i>Expand existing programs to further encourage residential revitalization.</i>			

Housing and Neighborhoods

	Strategy	Priority	Time Frame
Goal 3 - Reduce impact on residential properties through effective transitional land uses policies and development standards.			
3A	Utilize buffers for gradual density shifts in neighborhoods	High	3-5 years
Define transition zones and/or corridors from dense, commercial spaces to large-lot single-family neighborhoods.			
Establish standards for buffer distances and gradual density shifts.			
Create a guide that can be utilized by developers to demonstrate what variety of typologies fall under the buffer category.			
Within existing Low Density Residential areas, required that redevelopment at higher densities only occur when an entire block is assembled for redevelopment.			
3B	Intentionally redevelop along transitional land uses	High	Ongoing
Coordinate with developers to encourage multi-story higher-density developments within transitional zones adjacent to lower-density neighborhoods.			
Conduct an annual review to track property value impacts throughout development within transitional zones/corridors.			
3C	Adopt site development standards for residential land uses	High	1-3 years
Identify priority features that the City would like to regulate as baseline characteristics in all neighborhoods.			
Meet with local residents to identify goals and standards they feel would benefit the community.			
Create a guide detailing what is allowed and prohibited for developers and residents.			
3D	Implement residential design standards related to the scale, setback, footprint, etc. for housing in Mission	High	1-3 years
Engage with residents to define potential standards.			
Coordinate with Code Enforcement to ensure seamless application and communication with residents and developers.			
Explore tear-down and re-build standards and create a guidebook or amended zoning codes for implementation.			
Goal 4 - Add Missing Middle zones to address infill development and reduce barriers to transitional and higher-density uses.			
4A	Promote Missing Middle Housing that complements the context and scale of surrounding properties	High	3-5 years
Reduce barriers, such as zoning or parking minimums, for developers to maximize opportunities to increase Missing Middle Housing options.			
Update zoning code to enable Missing Middle Housing typologies in transitional zones.			
Identify infill lots for potential Missing Middle opportunities.			
Goal 5 - Continue building upon positive redevelopment trends and promote a positive city-wide image of Mission in residential and commercial areas.			
5A	Assist resident-based groups in Mission neighborhoods	Medium	Ongoing
Continue existing initiatives to support neighborhood groups.			
Consider the expansion of neighborhood group funding to allow for larger improvements and engagement activities.			
Establish a community calendar for neighborhood events to increase interactions and events.			
Publicize grant-funded neighborhood activities in city publications.			

Housing and Neighborhoods

	Strategy	Priority	Time Frame
Goal 6 - Continue emphasis on code enforcement to maintain the aesthetic, life, health, and safety of the community.			
6A	Expand the Inspection Program to annually include more multi-family units	Medium	Ongoing
<i>Increase the goal of multi-family inspections from 5%-10%.</i>			
<i>Include a survey for renters regarding maintenance care provided by landlords or property management companies.</i>			
<i>Review the process annually to ensure efficiency and safety.</i>			
6B	Educate property owners and neighborhoods on code and code violations	High	1-3 years
<i>Invite the Neighborhood Services Team to speak to neighborhood groups on maintenance and code enforcement.</i>			
<i>Actively promote code enforcement and general code information with the "Be A Good Neighbor" initiative.</i>			
<i>Review the process annually to ensure efficiency and safety throughout the city.</i>			
<i>Consider creating a periodic, property-by-property windshield inspection and courtesy notice code enforcement program.</i>			
Goal 7 - Develop an on-going strategy to protect and expand affordable housing in Mission.			
7A	Set a term of affordability for new developments in Mission	Medium	1-3 years
<i>Adopt a term of affordability for all future residential developments.</i>			
<i>Establish a team to report and review affordability in the city to make sure the market reflects the needs of the community.</i>			
7B	Establish building design standards for new affordable residential developments	Medium	3-5 years
<i>Identify applicable standards to apply to new residential developments.</i>			
<i>Communicate with developers to educate them on the intent of these standards.</i>			
<i>Establish a checklist for all new developments to ensure that the building design standards are being applied.</i>			
7C	Ensure there are move-up ready homes in Mission	Medium	3-5 years
<i>Analyze household demographics to reflect housing needs.</i>			
<i>Identify areas where varied housing typologies can be expanded or redeveloped.</i>			
<i>Coordinate with City, County, and State groups for housing assistance and partnerships.</i>			
Goal 8 - Create an environment that supports the application of Accessory Dwelling Units (ADUs).			
8A	Develop criteria and standards for Accessory Dwelling Units where appropriate	Medium	3-5 years
<i>Amend the current zoning code to allow for Accessory Dwelling Units.</i>			
<i>Consider adopting an additional single-family residential category that has a smaller lot size, allowing for dense, infill development and smaller buildings.</i>			
<i>Update the zoning code regulations to regulate short-term rentals.</i>			

Infrastructure Maintenance and Enhancements

	Strategy	Priority	Time Frame
Goal 1 - Prioritize city budget allocations for continued and anticipated development needs in Mission over the next two decades and beyond.			
1A	Continue to allocate funding for stormwater management, including gray and green infrastructure solutions	High	3-5 years
<i>Maintain and improve gray stormwater infrastructure.</i>			
<i>Expand funding and implementation of green infrastructure solutions for stormwater management such as green streets, permeable pavement, bioretention, and green roofs.</i>			
<i>Utilize publicly-owned land along the Rock Creek corridor as a location for green infrastructure that can be an amenity and mini park/ greenway.</i>			
1B	Continue to fund pedestrian and bicycle infrastructure enhancements along Mission roads	High	1-3 years
<i>Add pedestrian enhancements and traffic calming to Johnson Drive where feasible as outlined in Chapter 6.0 - Transportation and Mobility.</i>			
<i>Complete a bike/pedestrian plan.</i>			
1C	Continue to improve and maintain Mission parks and trails while expanding the system as opportunities emerge	High	1-3 years
<i>Routinely survey residents about parks, recreation, and trail preferences to ensure facilities and programs reflect the desires of the community.</i>			
<i>Maintain park and trail facilities, performing life cycle analyses to identify facilities or programs that should be phased out or replaced over time.</i>			
<i>Incorporate public open space or gathering space into new mixed-use areas.</i>			
<i>Create green infrastructure-based mini parks or greenways along the Rock Creek Trail.</i>			
<i>Expand the Mission trail system.</i>			
1D	Maintain Mission's roads and provide neighborhood specific streetscape enhancements to improve safety and placemaking	High	1-3 years
<i>Continue to maintain Mission's streets to balance efficiency with safety.</i>			
<i>Work with businesses, neighborhood groups, and residents to identify any street-specific traffic calming elements throughout Mission.</i>			
<i>Evaluate the road realignments recommended within the West Gateway Form Based Code District and plan/budget for streets still desired within the community.</i>			
<i>Look into opportunities to use pervious paving materials where possible for public and private roadways.</i>			
Goal 2 - Focus on primary infrastructure issues first - streets, sidewalks, curb and gutter, stormwater needs, etc.			
2A	Focus on primary infrastructure issues	Medium	Ongoing
<i>Proactively approach primary infrastructure maintenance and enhancement.</i>			
<i>Incorporate placemaking elements in infrastructure projects whenever possible.</i>			
Goal 3 - Continue to inventory existing conditions for maintenance and replacement.			
3A	Thoroughly analyze inventory of current infrastructure conditions	Medium	Ongoing
<i>Continue to perform a more thorough audit of existing infrastructure conditions.</i>			
<i>Explore developing an application/portal for residents to submit infrastructure condition documentation in real time to better assist with the City's ongoing tracking of sidewalk condition.</i>			

Infrastructure Maintenance and Enhancements

	Strategy	Priority	Time Frame
Goal 3 - Continue to inventory existing conditions for maintenance and replacement. (continued)			
3B	Prioritize infrastructure resiliency in all utility improvements	Medium	Ongoing
<i>Continue to evaluate technology to meet sustainability goals related to climate change.</i>			
<i>Develop a list of risk mitigation techniques and strategies to address vulnerabilities within Mission's infrastructure.</i>			
<i>Incorporate resiliency strategies into planned and future infrastructure improvements.</i>			
<i>Create a policy to require developments of a certain size to bury all utilities underground.</i>			
Goal 4 - Coordinate improvements with other planned utility maintenance, repair, or replacement.			
4A	Coordinate infrastructure upgrades for the benefit of financial efficiency and quality of life improvements	High	Ongoing
<i>Continue to coordinate infrastructure improvements and maintenance based on the collective vision of this plan and the community.</i>			
<i>Actively view infrastructure upgrades as quality of life improvements.</i>			
<i>Incorporate Complete Streets elements, as discussed in Chapter 6.0, whenever possible while upgrading infrastructure.</i>			
Goal 5 - Plan and include costs for added amenities that support the City's goals: people-oriented improvements, improved signage, streetscapes, outdoor sidewalk use, crosswalks, and neighborhood needs.			
5A	Prioritize people-oriented improvements	Medium	Ongoing
<i>Improve access for people-oriented transit throughout Mission.</i>			
<i>Include people-oriented improvements in the annual CIP plan for incremental improvements throughout the city.</i>			
<i>Annually review completed improvements to measure progress toward improving people-oriented infrastructure.</i>			
5B	Enhance amenities to support neighborhoods and residents	Medium	Ongoing
<i>Consider opportunities to exempt and approve non-conforming uses of outdoor sidewalk spaces for public use.</i>			
<i>Meet with local residents from neighborhoods to specify infrastructure needs.</i>			
5C	Leverage Complete Streets Policy for people-oriented improvements	High	1-3 years
<i>Set aside capital improvement funds to prioritize Complete Street initiatives throughout Mission's major and minor corridors.</i>			
Goal 6 - Prioritize sustainability practices for all developments in Mission.			
6A	Strengthen sustainability requirements and best management practices	High	Ongoing
<i>Explore the possibility of requiring or incentivizing developments and redevelopments to utilize sustainability best management practices.</i>			
<i>Utilize the City's Sustainability Scorecard to assess any changes or alterations to sites.</i>			
<i>Continue to coordinate efforts with the Sustainability Committee.</i>			

11.0 Appendix

