

CERTIFICATION

STATE OF MISSOURI

COUNTY OF JACKSON

I, Kim Drury, City Clerk of City of Oak Grove, Missouri, certify that the attached is a true and accurate copy of the 2023 Comprehensive Plan Strong Roots Bright Future Resolution No(s). 23-01 and 23-02 adopted by the City of Oak Grove, and it has been in full force and effect at all times from and after February 7, 2023.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Oak Grove at my office this 3rd day of March, 2023.



City Clerk, *Kim Drury*

SEAL



**STRONG
ROOTS.
BRIGHT
FUTURE.**

OAK GROVE
COMPREHENSIVE PLAN

ADOPTED FEBRUARY 21, 2023

the **olsson** studio

RESOLUTION NO. 23-01

**A RESOLUTION OF THE PLANNING AND ZONING COMMISSION
ADOPTING THE COMPREHENSIVE PLAN FOR THE CITY OF OAK GROVE,
MISSOURI.**

WHEREAS, the City of Oak Grove has a duly constituted Planning and Zoning Commission as required by law; and

WHEREAS, the Planning and Zoning Commission of the City of Oak Grove, Missouri (the “Commission”), is required by Section 89.340 of the Revised Statutes of Missouri and Section 400.070 of the Municipal Code of the City to “make and adopt a city plan for the physical development of the municipality”; and

WHEREAS, Olsson Studios consulting engineers and planners has prepared a comprehensive plan that includes reports, maps, charts, drawings, and descriptive and explanatory matters titled the “Strong Roots, Bright Future” Oak Grove Comprehensive Plan (the “Plan”); and

WHEREAS, the Plan seeks to guide the coordinated development for the City which will, in accordance with existing and future needs, best promote the general welfare, as well as efficiency and economy in the process of development; and

WHEREAS, after due public notice in the manner prescribed by law, a public hearing was held by the Commission on February 7, 2023 regarding the Plan; and

WHEREAS, having received public input and reviewed and discussed the Plan, the Commission desires to adopt the Plan.

NOW THEREFORE, BE IT RESOLVED BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF OAK GROVE, MISSOURI, as follows:

SECTION 1. That the “Strong Roots, Bright Future” Oak Grove Comprehensive Plan, dated December 20, 2022, is hereby approved and adopted as the city plan for the physical development of the municipality as required by law.

SECTION 2. All maps, descriptive matter and other matters in the Plan are intended by the Commission to be a part of the Comprehensive Plan.

SECTION 3. All prior comprehensive plans, portions thereof, updates thereto, or additions thereto, are hereby repealed to the extent they are inconsistent with the Plan.

SECTION 4. The Secretary of the Commission is instructed to:

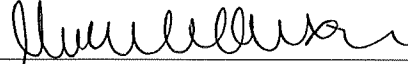
1. Record the action taken by the Commission to adopt the Plan by signature on the Plan and file a copy of the Plan in the office of the Commission.
2. Prepare a copy of the Plan to be certified to the Board of Aldermen and the Office of the City Clerk.
3. Provide copies of the Plan to the offices of the Recorder of Deeds in Jackson County and Lafayette County to be made available as required by law.

APPROVED AND ADOPTED by a majority of the full membership of the Planning and Zoning Commission for the City of Oak Grove, Missouri, this 7th day of February, 2023.



Chairman, *Eric Mitchell*

ATTEST:



Secretary of the Commission

RESOLUTION NO. 23-02

A RESOLUTION ACCEPTING CERTIFICATION TO THE BOARD OF ALDERMEN OF THE COMPREHENSIVE PLAN FOR THE CITY OF OAK GROVE, MISSOURI

WHEREAS, pursuant to the provisions of Chapter 89 RSMo and Chapter 400 of the Municipal Code of the City of Oak Grove, Missouri (the “City Code”), the City’s Planning and Zoning Commission approved Resolution No. 23-01 on February 7, 2023, adopting the “Strong Roots, Bright Future” Oak Grove Comprehensive Plan (the “Plan”) as the comprehensive plan for the City; and

WHEREAS, Section 400.080 of the City Code requires a copy of the Plan adopted by the Planning Commission to be certified to the Board of Aldermen; and

WHEREAS, in accordance therewith, the Board of Aldermen desires to acknowledge receipt of the copy of the Plan certified to it and to express its support for the Plan adopted by the Planning and Zoning Commission.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF OAK GROVE, MISSOURI, as follows:

SECTION 1. That the Board of Aldermen accepts certification of and acknowledges receipt of the “Strong Roots, Bright Future” Oak Grove Comprehensive Plan approved and adopted by the City’s Planning and Zoning Commission by Resolution No. 23-01 on February 7, 2023, and expresses its support for the Plan.

SECTION 2. That in accordance with Section 89.360 RSMo, a copy of the Plan is hereby certified to office of the City Clerk and shall be made available for public inspection during normal office hours.

SECTION 3. That this Resolution shall be in full force and effect from and after its approval and adoption by the Board of Aldermen.

PASSED AND ADOPTED by the Board of Aldermen for the City of Oak Grove, Missouri, this 21st day of February, 2023.



Mayor, Dana Webb

ATTEST:



City Clerk, Kim Drury



HELLO, OAK GROVE!

MATTHEW RANDALL

Oak Grove City Administrator

The future is bright! Oak Grove is rooted in a deep sense of community. We are bonded by our shared history and connected to the future through our mutual goals. That sense of community was integral in the development of this comprehensive plan (Plan). This Plan is the community’s vision. It reflects our history, expresses our shared goals, and provides a vision for how the community will function both today and into the future.

“A goal without a plan is just a wish,” (Antoine de Saint-Exupéry). This Plan is our guide to building our future not by simply wishing it to be so but by taking measured, thoughtful, and purposeful actions to build upon our strong roots toward a bright tomorrow.

This Plan is a 20-year long-term vision to guide Oak Grove by defining the city’s goals, actions, and initiatives so that we can build our Oak Grove future together. This Plan is designed to be used by anyone interested in the future of Oak Grove. Great communities do not just happen; they require engagement, care, and committed focus.

I am excited to present Oak Grove’s “Strong Roots, Bright Future” comprehensive plan.

MUCH APPRECIATION TO

... all participants in the planning process. Your time, technical expertise, and guidance was critical to the development of the Oak Grove Comprehensive Plan.

MAYOR AND BOARD OF ALDERMEN

Dana Webb, Mayor

Jeremy Taylor, Alderman Ward I

Rachel Kilmer, Alderwoman Ward I

Pam Pope, Aldermen Ward II

Kelly Nadeau, Alderwoman Ward II

Jim Shrout, Alderman Ward III

Tracey Newcomer, Alderwoman Ward III

PLANNING AND ZONING COMMISSION

Dana Webb, Mayor

Eric Mitchell, Chairman

Jeremy Taylor, Liaison

Bill Collins

Jim Dent

Eric Mitchell

Jared Sears

Dennis Evans

Michelle Alexander

Jim Boss

TECHNICAL COMMITTEE

Matthew Randall, City Administrator

Tom Degenhardt, Public Works Director

Scott Matson, Parks and Recreation Director

Kim Drury, City Clerk

Justin Petray, Building Official

Mike Childs, Police Chief

Corey Alford, Public Works Superintendent

STAKEHOLDER COMMITTEE

Jason Barnett

Tiffany Barnum

Shayla Baxter

Jarrold Best

Tracy Carpenter

Jim Dent

Shelby Drury

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Brandon Fricke

Daren Fristoe

Daniel Graham

Terry Griffith

Ruth Ann Hafner

Mindy Hampton

Rebecca Hite

Tom Huffington

Jeff Jennings

Brenda Johnson

Melissa Johnson

Lane Letchworth

Nathan Long

Jennifer Mausbach

Randy McClain

Meg Melchert

Tammi Mercer

Thomas Meyer

Eric Mitchell

Olivia Neal

Tracey Newcomer

Kimberly O'Hare

Cameron Olson

Jeff Osborne

Shannon Purkey

Angel Rausch

Raena Reisdorph

Steve Richards

Cory Rohs

Jackson Schnieders

John Spaar

Hannah Spaar

Carol Stiegemeyer

Jaylin Storm

Kevin Stucker

Maeghan Timothy

Tina Ussery-Franklin

Kimberly Utz

Amy Vajnar

Jodie Vickers

Robbie Votaw

Rob Votaw

Clayton Ward

Tony Ward

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SECTION **ONE**

STRONG ROOTS: INTRODUCTION

Section 1 provides the foundation from which the comprehensive plan (Plan) is based. This section sets the scene for the Plan and answers why this planning process and resulting document is necessary, how this document is used, and what the planning process entailed.

PLAN OVERVIEW

This Plan serves as a guide for the identification and implementation of Oak Grove's unified vision for the future. It builds upon the community's values and points Oak Grove in the direction of its desired growth using a variety of strategic tactics. The Plan addresses critical topics that will shape the way Oak Grove continues to develop, including:

- Future land use recommendations based on input from stakeholders, the public, the Board of Aldermen, the Planning and Zoning Commission, and city staff members, fused with the findings from the Economic and Market Analysis (see **Appendix D** for full report).
- Economic development strategies that go beyond business recruitment and retention.
- Future housing options, with the ideal housing mixture clarified to ensure that existing and projected populations will have diverse and affordable housing choices.
- Transportation opportunities that enhance connectivity and mobility among residents and visitors.
- Outdoor recreation and enhanced entertainment options designed to enhance residents' quality of life.
- Sustainability and resiliency opportunities woven throughout all recommendations to balance community desires, financial feasibility, and environmental needs.

The planning process culminated in an integrated document (this Plan!) that reflects the needs and desires of the community and guides future decision making related to the strategic and sustainable growth of Oak Grove. The Plan provides a framework for the development of future public policy pertaining to development, redevelopment, infrastructure improvement and expansion, transportation and connectivity, and provision of community services and amenities.

What is a Comprehensive Plan?

At its core, a comprehensive plan is a vision for the future on a community scale. Comprehensive plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive plan is a living document that incorporates best practices, new technology, and current trends relevant to a community. A comprehensive plan examines what a community is, where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 10 to 20 years and is revisited often to ensure its relevance.

PLANNING AREA

The planning area consists of the entirety of the City of Oak Grove, as shown in **Figure 1.1**. Oak Grove is just 27 miles east of Kansas City, residing largely in Jackson County, with a small section of the city residing in Lafayette County, Missouri. Oak Grove is subdivided by Interstate 70 (I-70), which runs east to west out of Kansas City, by Broadway that runs north to south and turns into Missouri H (MO-H) on the north end of I-70, and by the railroad tracks that run east to west just north of 12th Street as it runs through Oak Grove.

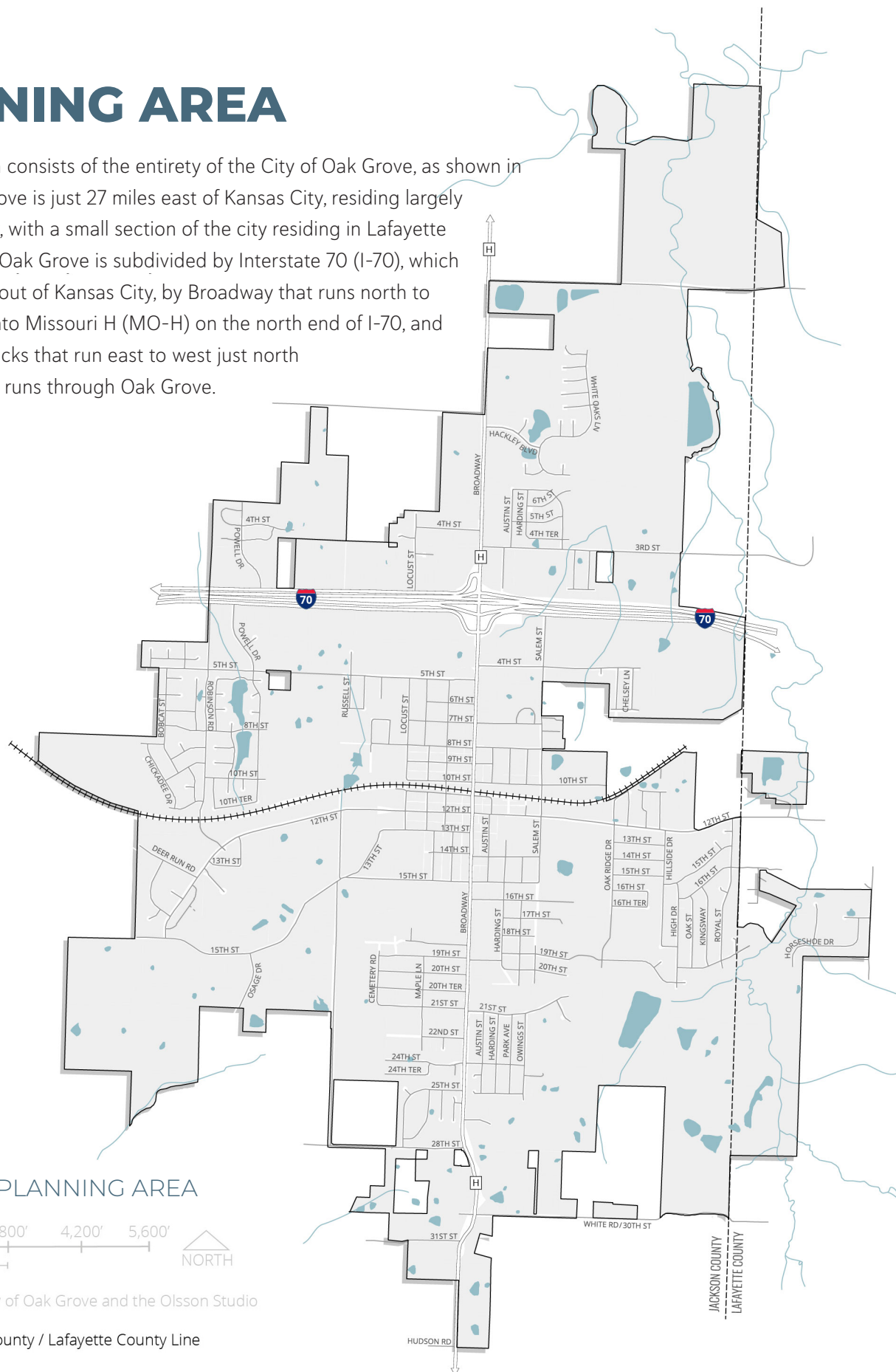


FIGURE 1.1 PLANNING AREA



Data Sources: City of Oak Grove and the Olsson Studio

--- Jackson County / Lafayette County Line

OAK GROVE'S STRONG ROOTS

Proper comprehensive planning considers the history of a community, as an understanding of the past permits better decision making for the future. **Figure 1.2** illustrates the city's history, starting in the 1800s.

FIGURE 1.2 OAK GROVE'S HISTORY TIMELINE

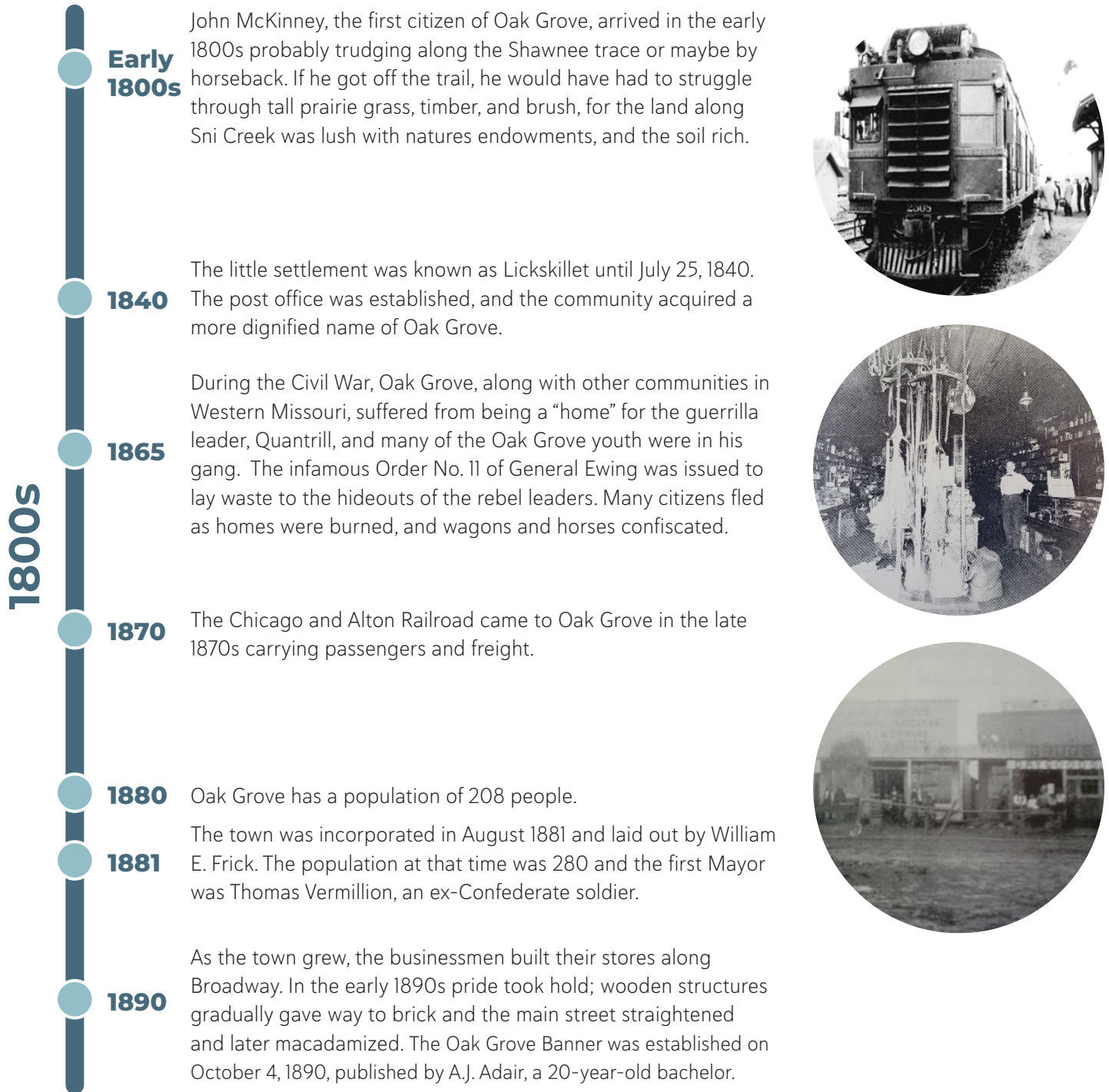


FIGURE 1.2 OAK GROVE'S HISTORY TIMELINE (CONTINUED)

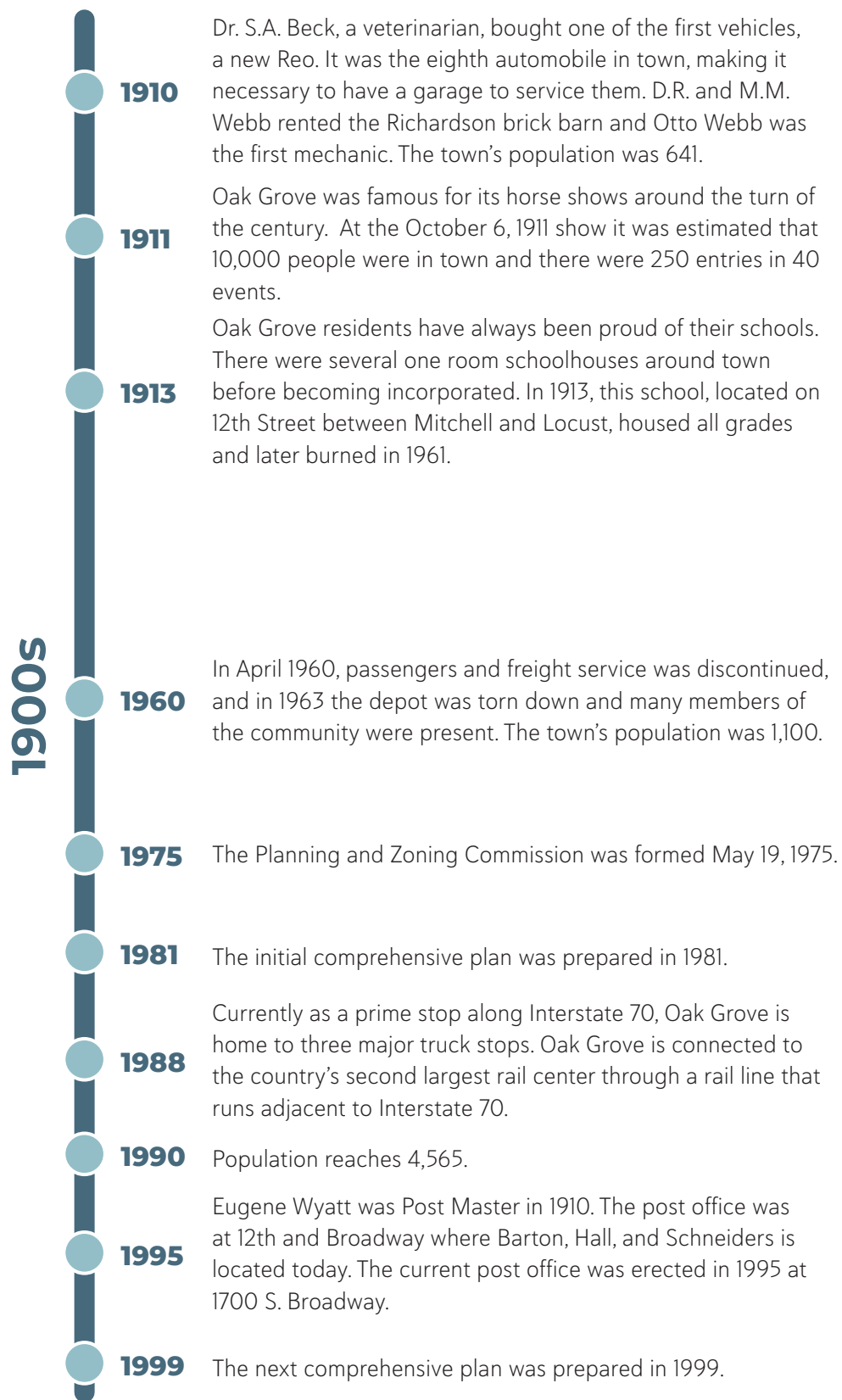
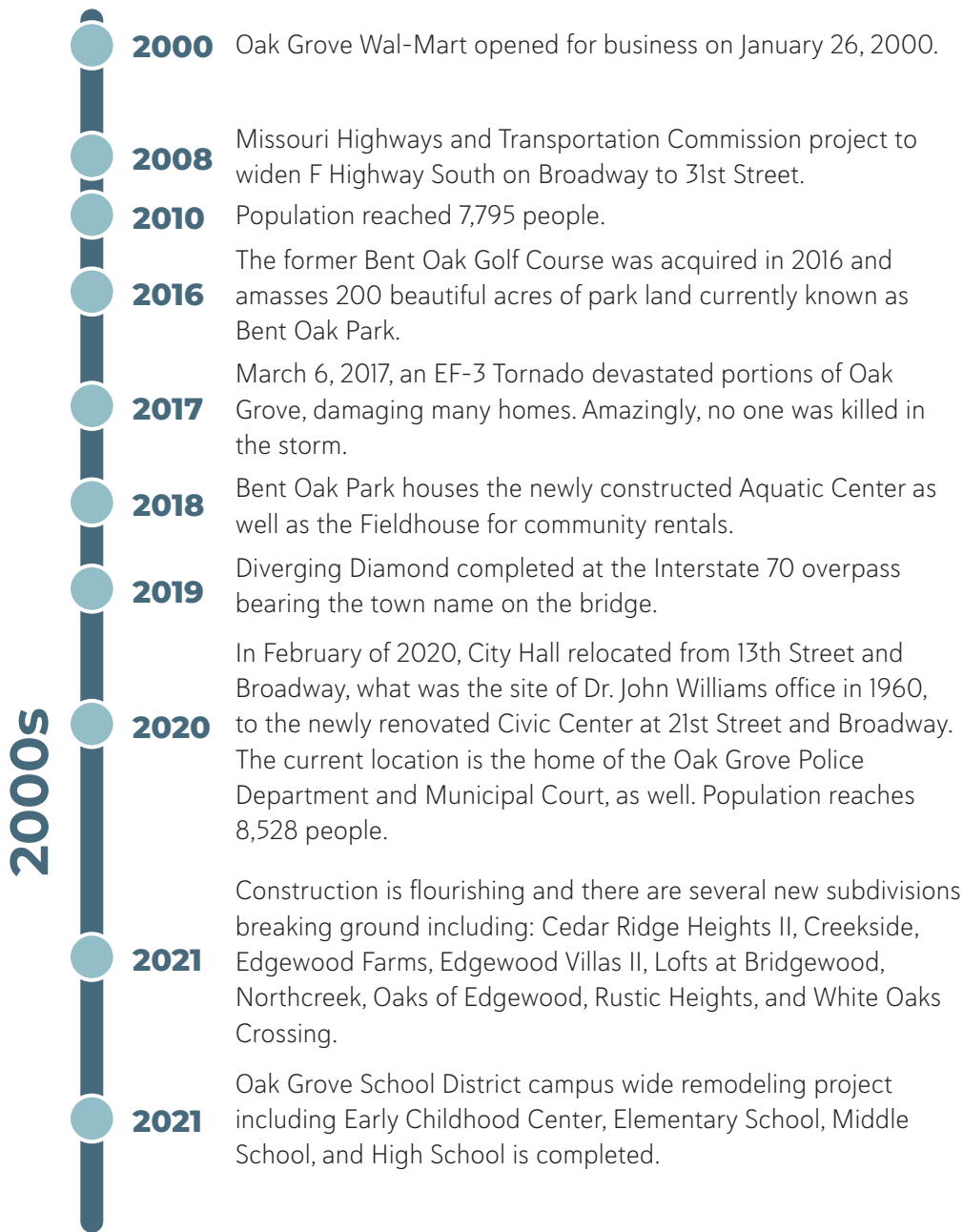


FIGURE 1.2 OAK GROVE'S HISTORY TIMELINE (CONTINUED)



Regional Context

The city is made up of approximately 3,200 acres, or 4.9 square miles, of area including 0.04 square miles of water. Oak Grove sits along I-70 between Grain Valley and Bates City, on the west side of Missouri, north of the midpoint between Iowa on the north and Arkansas on the south.

Oak Grove's location along I-70 provides convenient connectivity to other cities and highways in Missouri, including Kansas City just 27 miles to the west, Columbia 96 miles to the east, and the St. Louis metropolitan area 181 miles to the east, each located along I-70.

The city is located less than 50 miles from the Kansas City International Airport, which provides connectivity all over the world and less than 30 miles from the Kansas City, Missouri Union Station which provides Amtrak connectivity to several major cities throughout the county.

THE WHY

Oak Grove's previous comprehensive plan was adopted in 1999. The 1999 comprehensive plan contained the following sections: Housing and Population; Economic Development; Community Services and Facilities; Physical Characteristics; Transportation and Infrastructure; and Existing and Future Land Use. Since 1999, the city has been shaped by planning efforts executed through both long- and short-range planning and zoning decisions.

Now, over two decades later, long-range planning and visioning is necessary for Oak Grove to continue flourishing. Changing technology, thought patterns, and development best practices make it increasingly important for communities to conduct long-term planning practices and look toward the future.

The intent of the Plan is to create a community-wide vision that resonates with the public at-large. This planning process answered the following questions:

Where is Oak Grove today?

This question defines what is loved about Oak Grove, what needs improvement, and the current realities of the city.

Who does Oak Grove want to be?

The only sustainable path forward is one that has community buy-in. By asking the question of who Oak Grove wants to be, recommendations for the future were created.

How do we get there?

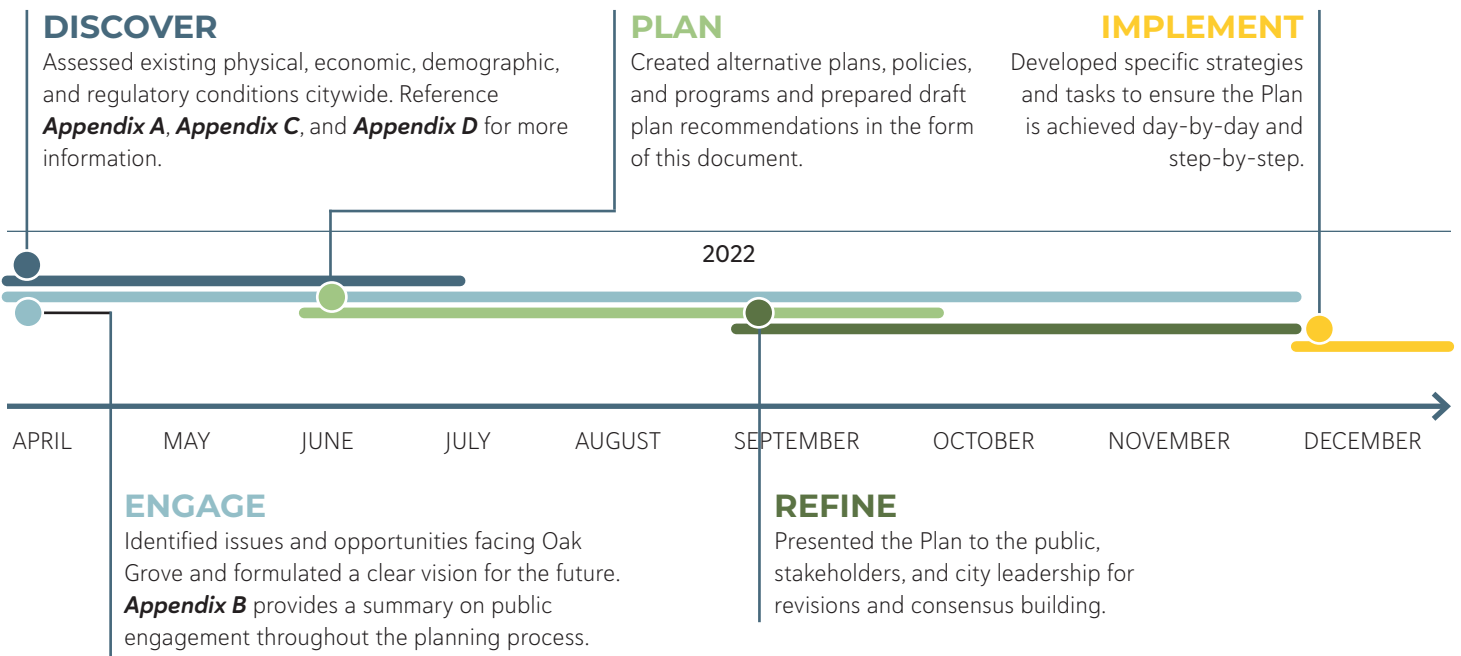
This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and city staff members on track to make Oak Grove what the community wants and needs.

PLANNING PROCESS

The Plan development process took approximately eight months and consisted of five primary phases: *Discover*, *Engage*, *Plan*, *Refine*, and *Implement*. From *Discover*, where a baseline understanding of Oak Grove was developed; to *Engage* where the community shared its voice; to *Plan* and *Refine* when the actual road map for the future of topics like development, connectivity, and housing were recorded; to *Implement* when the Plan is put to work for the community.

Figure 1.3 demonstrates the planning process timeline.

FIGURE 1.3 COMPREHENSIVE PLAN TIMELINE



PLAN ORGANIZATION

The Plan is organized into six sections and four appendices. The first two sections introduce the Plan and its structure. **Section 1** explains how the Plan came to be, why it is necessary, and how it should be integrated into daily decisions. **Section 2** describes the vision and values that contribute that set the tone and theme for the goals, policies, and implementation strategies.

Sections 3 through **5** provide the Plan's recommendations as they relate to future land use; growth and development patterns; transportation and connectivity; and parks, recreation, and open space. These sections are where the recommendations exist to guide Oak Grove as the city works to make this Plan's vision a reality.

Section 6 outlines the city's action plan when it comes to implementing the Plan. Action by action, it answers what the task at hand is, who is responsible for participating in its successful completion, what timeline the task should be completed within, and what values it supports.

Lastly, the appendices provide detailed background information that was considered comprehensively to form the Plan. From existing conditions to community engagement, existing plans and studies, and the independent economic and market analysis, the appendices provide information that is referenced throughout the Plan recommendation chapters **Sections 3** through **5**).

Keeping this Plan Fresh

This Plan should be reviewed and revised periodically to respond to shifts in economic or demographic conditions, new changes in state and federal law, the impacts of existing policies and past decisions, and new implementation tools or resources that would benefit outcomes. At least once a year, the Planning and Zoning Commission should review or reconsider the Plan or portions of the Plan and may propose amendments. Without regular evaluation and monitoring of the Plan's progress, the Plan will lose its effectiveness in achieving and upholding a shared vision for Oak Grove.

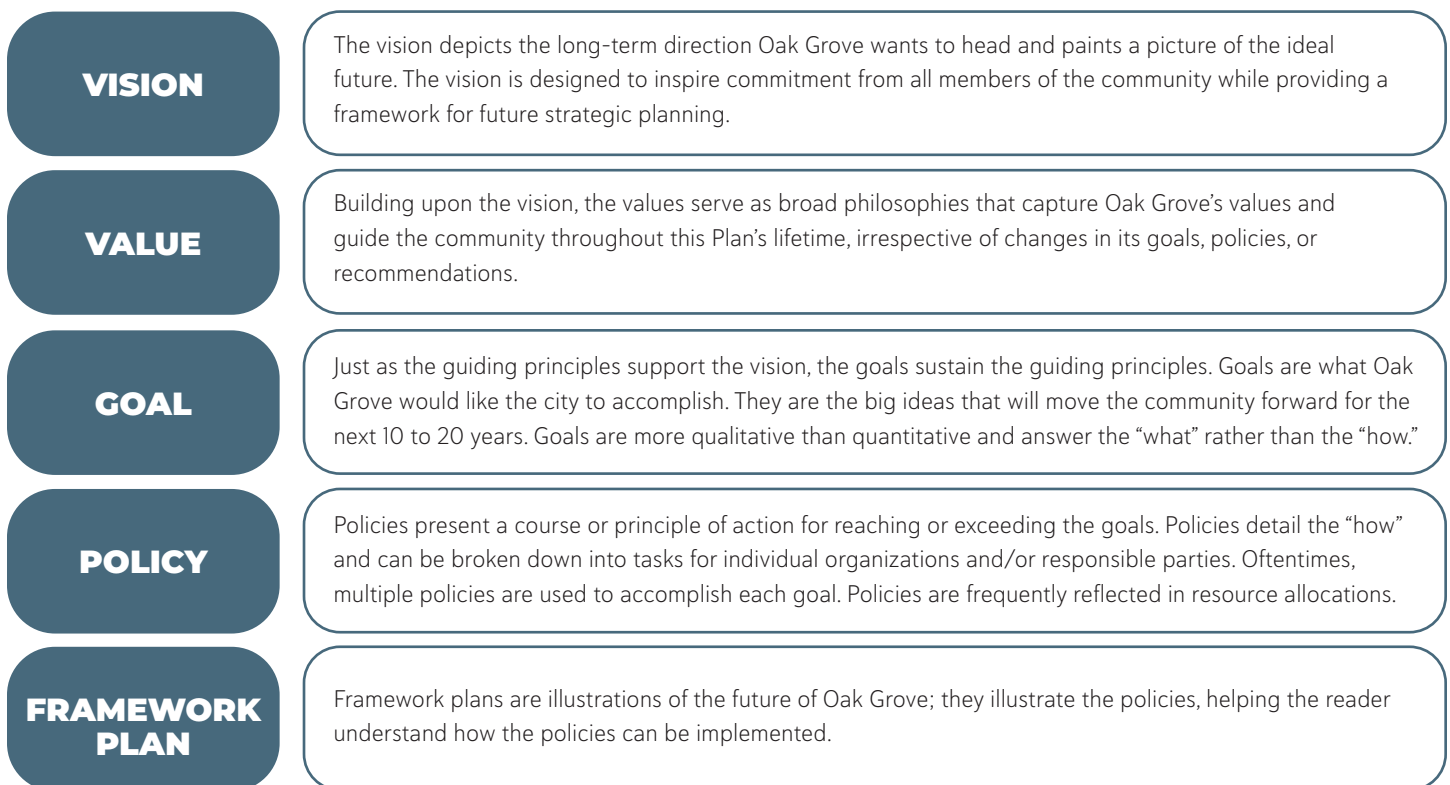
HOW TO USE THIS PLAN


This Plan is intended to be a living document and reference point for the city. As city staff members, elected leaders, and community members make decisions for Oak Grove, this Plan serves as the lens through which they consider the appropriateness of proposed changes. This Plan serves as the roadmap toward Oak Grove’s determined vision for the future through the development decisions, zoning changes, and community changes that face the city. Part of the review process includes ensuring alignment with the comprehensive plan, which works to guard the city’s established long-term goals through short-term decisions. This Plan uses a variety of terms in its structure, including vision, value, goal, policy, and framework plan. Reference **Figure 1.4** to understand what these terms mean and how they work together.

This Plan is used to:

- Establish a strategic vision for the future of Oak Grove.
- Provide policy guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide city staff members’ day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others interested in Oak Grove’s plans for the city’s priorities and expectations for development.
- Maintain an implementation strategy (**Section 6**) that helps achieve the community’s vision for Oak Grove.

FIGURE 1.4 PLAN STRUCTURE





SECTION TWO

BRIGHT FUTURE: VISION AND VALUES

Section 2 describes the consensus-built vision and core values of Oak Grove that are the backbone of the goals, policies, and framework plans within this Plan. The vision and core values were developed based on the input gathered throughout the public engagement process on the issues, concerns, and opportunities facing the city, as detailed in **Appendix B**.

OAK GROVE'S VISION OF A **BRIGHT** FUTURE

The vision statement is an expression of future aspirations and paints a picture of what Oak Grove seeks to become within approximately 10 years. Identifying the vision and core values are critical to the planning process, as they are woven into every recommendation (goal, policy, framework plan, or strategy) that defines this Plan. Each recommendation in this Plan aims to achieve the vision and support the core values, at least in part.

A vision statement is an inspirational statement that describes an idealistic future. It reveals what a community most hopes to be and achieve in the long-term without getting into the specifics of how it will be accomplished. A vision statement answers important questions about what a community cares about, who in their population they want to serve, and what lasting impact they hope to have on its residents.

This vision statement was crafted by stakeholder committee members and vetted by members of the public. It is a true community vision, written in the present tense, of Oak Grove's ***BRIGHT FUTURE***.



Oak Grove is a **welcoming** and **safe** place where people and businesses plant roots and grow together – leading to an **economically sound** and **vibrant** community.



STRATEGIC GROWTH AND ECONOMIC VITALITY



LIVABILITY AND SENSE OF COMMUNITY



CONNECTED NEIGHBORHOODS



ENVIRONMENTAL HARMONY

CORE VALUES

Core values are defined beliefs or principles that are of central importance. While Oak Grove is made up of multiple individuals, it is important to define the community's values. Communitywide values and any given community member's individual values may be similar, but it is important for a community to work together to determine what they hold dear as one community.

The core values of a city facilitate decisions and underline all actions; they are the core elements of how the community sees itself and where it wants to go in the future. Core values educate current and future residents (and those interested in investing in a community, such as developers) and leaders about the community's identity.

Oak Grove's community core values should be considered when the city is making decisions regarding policies, developments, investments, and more. Note that the core values are not listed in order of importance.

STRATEGIC GROWTH AND ECONOMIC VITALITY

While strengthening and supporting existing businesses, an environment must be fostered that continually supports appropriate and diverse new development, redevelopment, and infill. As growth opportunities increase, it is imperative to protect the desired future land use fabric of the city by having a community-built plan in place so that growth is deliberate. A healthy and vibrant economy requires a balance of residential and non-residential development. Oak Grove must actively pursue opportunities to revitalize underutilized commercial corridors and centers, establish new employment areas, and attract new businesses to the community. As Oak Grove continues to grow, opportunities to expand retail, dining, entertainment options downtown and other mixed use centers should be encouraged, as should the integration of future housing needed to support new businesses. Maintaining sufficient inventory of land and space available for office and industrial uses will also be essential to provide opportunities for new businesses and allow existing businesses to sustain or expand their operations while supporting a strong tax base.

LIVABILITY AND SENSE OF COMMUNITY

Oak Grove recognizes the importance of people (long-time residents, new residents, business owners, etc.) feeling like they have a place within the community - a feeling of inclusion. To this end, Oak Grove strives to bring all community members together by providing a rich diversity of activities and places. Oak Grove must increase place-based activities that appeal to and engage all segments of the community, as residents value the ability to live in a growing, vibrant community while also maintaining the ability to know their neighbors and local business owners. Downtown Oak Grove is a significant asset to this end; this area can emerge as a community destination through ongoing revitalization efforts and an influx of public and private investment. Oak Grove residents' social and recreational needs are of high priority; the city must focus on the expansion of unique shopping, dining, entertainment, educational, and recreational opportunities that appeal to residents, as well as visitors from around the region.

CONNECTED NEIGHBORHOODS

Oak Grove's neighborhoods are a critical component of the community's hometown feel. Both long-time and new residents value Oak Grove's friendly atmosphere, recreational opportunities, and varied housing options to meet mixed needs. Oak Grove's neighborhoods (new and existing) must continue to provide diverse, quality living formats to appeal to people in all stages of life. As Oak Grove continues to grow, it is important to reinvest in older neighborhoods, while ensuring new neighborhoods provide the quality of life desired by the community. Neighborhoods - new and old - must be viewed as a single unit, whereby everyone within the neighborhood has convenient and safe access to high quality recreational opportunities, education, goods, and services.

ENVIRONMENTAL HARMONY

As a community, Oak Grove must value environmental sustainability and resiliency improvements by protecting sensitive natural areas, investing in energy and water efficiency upgrades where feasible, encouraging solar power usage, and more. Focusing on infill and revitalization of underutilized properties is also a sustainable undertaking, as it makes it easier for Oak Grove residents to live closer to jobs, services, and amenities – improving quality of life while also reducing vehicle miles traveled and associated impacts on the environment. As Oak Grove looks to the future, the environmental, economic, and social needs of the community must be continually considered – and balanced – in plans for future growth and day-to-day decision-making. Achieving this objective will require an expanded focus on sustainable development practices, infill and redevelopment, higher density and mixed use development in targeted locations, emergency operations, public safety, and hazard mitigation.

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SECTION **THREE**

BRANCH OUT: LAND USE FRAMEWORK

Section 3 describes the preferred and appropriate land uses and opportunities for greenfield development and revitalization and infill areas throughout Oak Grove. The creation of united neighborhoods, a revitalized downtown, and employment opportunities is especially infused throughout the following goals, policies, and framework plans.

GOALS AND POLICIES

Goal 3.1

Promote a balanced mixture, density, and distribution of land uses.

Policy 3.1.1 Future Land Use Framework

Support development patterns and zoning regulations that expand growth and opportunities for Oak Grove, per *Figure 3.2 Future Land Use Framework Plan*. Consider revisions to the Municipal Code to support the uses set forth in *Figure 3.2*.

Policy 3.1.2 Infill and Redevelopment

Support the redevelopment of vacant/underutilized sites, surface parking lots, and buildings, particularly near the downtown area. Focus higher density infill and redevelopment in areas along major transportation corridors in proximity to retail hubs, particularly the southeast and southwest quadrants of the I-70 and Broadway interchange, and the north I-70 frontage road near Powell Drive.

Policy 3.1.3 Annexation

Where appropriate, explore opportunities for property annexation in line with *Figure 3.1 Growth Framework Plan*. Annexation allows formerly unincorporated properties to receive municipal services. Controlled annexation can yield a more logical land use development pattern, permitting additional variety of land uses and more efficient connectivity. Annexation should be mutually beneficial for both the property being annexed, as well as the city. Therefore, annexation should be based on landowner consent.

Goal 3.2

Develop and adopt a downtown master plan.

Policy 3.2.1 Funding

Identify funding for a downtown master plan to provide specific and detailed guidance for downtown Oak Grove's revitalization. A downtown master plan is the guiding policy document that contains the vision for the future of a downtown. The master plan establishes the framework, strategies, and priorities for achieving the vision, based on: (1) a comprehensive analysis of the existing conditions, (2) broad community and stakeholder engagement and feedback, and (3) coupled with national best practices in urban design, economic development, cultural and historic preservation, and urban planning. Of specific focus for Oak Grove's downtown master plan should be streetscape and public gathering space design concepts.

Policy 3.2.2 Scope of Services

Prepare a scope of services for a downtown master plan that includes target industry sector analysis, land use planning, economic development goals and policies, stakeholder and public engagement, analysis of connectivity and accessibility, streetscape enhancement concepts, and design guidelines.

Policy 3.2.3 Public Engagement

Develop a downtown master plan with robust stakeholder input, inclusive public engagement, and both in-person and virtual engagement opportunities.

Policy 3.2.4 Implementation and Community Improvement District

Following adoption of the downtown master plan, pursue creation of a downtown community improvement district to create a funding source for downtown improvements and plan implementation.

Goal 3.3

Encourage and promote quality community design and aesthetics.

Policy 3.3.1 Design Guidelines

Establish modern design guidelines and/or standards for commercial development to create a consistent aesthetic that contributes to the development and redevelopment of the city.

Policy 3.3.2 Public Spaces

Support the transformation of downtown Oak Grove and public spaces including sidewalks, pocket parks, and other outdoor gathering spaces. Expand the use of distinct design elements, street trees, public art, landscaping, wayfinding, and other features to unify open areas and create spaces that are inviting, connected, accessible, and attractive for people.

Policy 3.3.3 Monitor Parking Requirements

Prepare for future transportation technologies by monitoring regional discussions related to electric charging infrastructure, autonomous vehicles, and other emerging technologies that could have a significant impact on the transportation network and parking requirements. Monitor best practices in development parking requirements and consider changes to parking requirements when necessary.

Policy 3.3.4 Improved Neighborhood Design

Encourage “continuity of design” in existing neighborhoods to guide building design and materials and create architecturally complementary neighborhoods.

Goal 3.4

Promote quality living opportunities for all.

Policy 3.4.1 Age-in Place Opportunities

Encourage development that enhances the ability of community members to transition to different housing options within the community as their needs and lifestyles change over time.

Policy 3.4.2 Universal Design Standards

Better utilize existing regional housing resources, and advance universal design standards to promote accessibility in new housing options.

Policy 3.4.3 Accessibility

Maximize connections among housing, transportation, health care, recreation, and city services to facilitate health, participation, and quality of life for older adults.

Goal 3.5

Expand housing choice and opportunities.

Policy 3.5.1 Mixture of Housing Types

Ensure that the Future Land Use Framework Plan (see *Figure 3.2*) and Municipal Code provide opportunities for a mixture of housing styles largely including single family and some multifamily options at varying densities and price points.

Policy 3.5.2 Mixture of Housing Prices

Actively work with developers (both small and large) to fill in gaps in the range of available housing prices points throughout the city. Ensure the Municipal Code and other development requirements, such as minimum dwelling size, do not inhibit development of affordable and attainable housing formats. In recent years, homebuilders have primarily targeted entry-level housing priced from the low \$200s to mid-\$300s. In coming years, the market for move-up housing priced at \$350,000 or more is anticipated to improve. Efforts should be made to also facilitate affordable for-sale housing.

Policy 3.5.3 Existing Housing Stock

Support the retention and rehabilitation of existing housing stock as a core component of the affordable and attainable housing supply in the region.

Policy 3.5.4 Stabilization and Revitalization

Work with residents and property owners in neighborhoods experiencing signs of distress to promote stabilization and revitalization and assist at-risk populations. Prioritize infrastructure improvements (e.g., sidewalks, curb and gutter, etc.) and other neighborhood enhancements that address safety, connectivity, or other quality of life considerations.

Policy 3.5.5 Regional and Federal Housing Initiatives

Work with regional and federal partners, including local and regional housing authorities, to provide safe, stable, and attainable housing through updates to education and outreach, allocation of resources, and targeted updates to codes and regulations.

Goal 3.6

Enhance and maintain overall property quality and maintenance.

Policy 3.6.1 Code Enforcement

Strengthen property owner maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where city services requests are greatest.

Policy 3.6.2 Code Enforcement Practices

Clearly define minimum requirements to ensure property inspections consistently meet city standards.

Policy 3.6.3 Property Maintenance Practices

Support and encourage residents, landlords, and building owners to provide routine property maintenance.

Policy 3.6.4 Public Education Practices

Develop and implement an educational program focused on property maintenance rules and ordinances. Organize a biannual citywide clean-up day to assist with the educational program.

Goal 3.7

Develop in harmony with existing natural features.

Policy 3.7.1 Natural Features Preservation

Use existing natural features as a guide for areas that are not appropriate to develop or require mitigation measures to preserve the environment, including wetlands, heavily wooded areas, stream corridors, floodways, and floodplains (see *Figure A.4*).

Policy 3.7.2 Natural Features Integration

Promote the integration of natural areas - mature trees, stream corridors, steep slopes, and other features - into the layout and design of new development to protect sensitive landscapes and maximize the protection of open spaces in Oak Grove.

Policy 3.7.3 Cluster Development

Densify appropriate areas of the city to protect contiguous open space areas from development. Focus development efforts on existing city boundaries to avoid unnecessary sprawl (except for identified growth areas shown on *Figure 3.1*).

Policy 3.7.4 Low Impact Development (LID)

Encourage the use of low impact development (LID), green infrastructure, and other site planning strategies to reduce impermeable surfaces on a site. Analyze suburban retrofitting redevelopments for opportunities for inclusion of LID. Consider green infrastructure measures in public right-of-way, especially in the recommended downtown streetscape enhancements.

Goal 3.8

Concentrate higher density developments near services and amenities.

Policy 3.8.1 Downtown Housing

Support a mixture of creative attached and multifamily housing options within downtown Oak Grove and the surrounding area. Transition the density and intensity of housing options along the edge of the downtown core where it abuts existing single-family neighborhoods and community uses. Identify potential infill residential development sites that are walkable to downtown, and that could suit single-family homes, patio homes, duplexes, and small multifamily communities.

Policy 3.8.2 Relationship to Adjacent Neighborhoods

Require transitions in height, scale, and building mass along the shared street frontage or lot line(s) where proposed higher density developments and housing styles abuts areas of existing or planned single family housing.

Policy 3.8.3 Suburban Retrofitting

Create a practice of suburban retrofitting within the city to revitalize underutilized, dated developments. Any suburban retrofits should include a diverse variety of land uses - not only residential and retail or office - but also medical, educational, civic, flex, entertainment, co-working spaces, and transportation facilities. Consider the widescale use of low impact tactics that allow for natural stormwater filtration, such as street daylighting, bioswales, and depaving.

Policy 3.8.4 Mixed Use Node Development

As Oak Grove grows, the existing truck stops at the intersection of I-70 and Broadway *may* not be the highest-and-best use for these locations. While these establishments are major sales tax generators for the city, they do not serve as an aesthetically pleasing gateway into Oak Grove. Given the freeway location, access, visibility, and parcel size, long-term redevelopment options might include big-box retailers, anchored shopping centers, offices, medical, co-working spaces, and hotels.

Goal 3.9

Actively pursue a diverse economic that is resilient to economic uncertainty.

Policy 3.9.1 Business Retention and Attraction

Attract and retain business clusters that will create a sustainable business culture by proactively selecting building sites for future businesses and making them shovel ready; working with the Chamber of Commerce to strengthen and expand business retention strategies; and using economic, technical, and administrative incentives to create a business-friendly environment for existing and new businesses.

Policy 3.9.2 Shovel-Ready Sites

Prioritize the creation of employment opportunities. A current constraint for economic growth in Oak Grove is the lack of available inventory commercial and industrial space. Creating additional “shovel-ready” development sites for industrial and commercial uses will be critical in fostering future economic growth.

Policy 3.9.3 Target Industries

Create attraction strategies for key future growth industries, including logistics and warehouse operations. Future expansion of industrial land uses is best suited in two established areas, including the northwest quadrant of the I-70 and Broadway interchange and 12th Street corridor along the rail line, per *Figure 3.2*.

GROWTH FRAMEWORK PLAN

Given Oak Grove’s relatively small size (6.38 square miles), presence of just one I-70 interchange, rolling topography at the southern ends, regional placement, and the presence of the Special Flood Hazard Area to the north, urban expansion will favor areas to the north and west of the city over the lifetime of this Plan. Growth of any sort must be community-appropriate, measured, and meaningful, as infill opportunities exist within current city boundaries. **It is important to note that the growth framework plan only identifies areas of potential inclusion into the city’s boundaries, but growth can also refer to development, redevelopment, and infill within current city boundaries.**

Potential future city limits are shown in **Figure 3.1**, which illustrates the areas that should be considered for potential annexation over the lifetime of this Plan. Future annexation should be based on both filling in existing city boundary gaps and thoughtfully responding to urban growth pressures that arise. **Note that actual annexations would be based on the availability of infrastructure and landowner consent.**

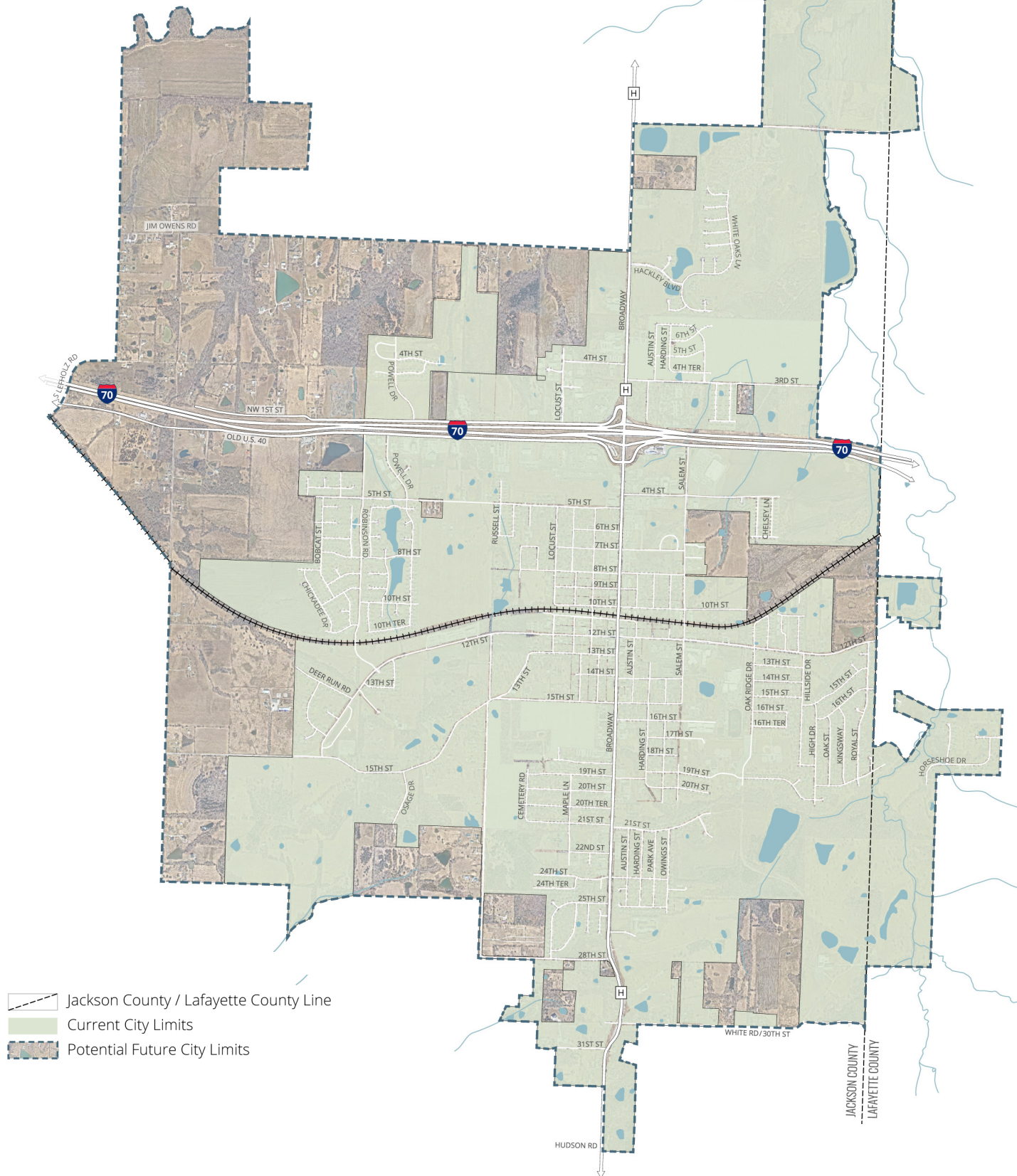
The Western Corridor

It is recommended that Lefholz Road become the “western corridor” of Oak Grove, and the likely western extent of the city’s potential future annexations. With the potential of a new I-70 interchange constructed at Lefholz Road, the city should capitalize on the increased north-south access across I-70, and the ability to grow an additional commercial and mixed use node. The possibility of a new interchange also presents the opportunity for additional residential land (both single family and multifamily residential).

FIGURE 3.1 GROWTH FRAMEWORK PLAN



Data Sources: City of Oak Grove and the Olsson Studio



FUTURE LAND USE FRAMEWORK PLAN

Future land use patterns for Oak Grove are based on community input, city staff member and leadership guidance, the economic and market analysis, and planning best practices. No piece of input was considered on its own. Together, these factors dictated **Figure 3.2**, and created the Future Land Use Framework Plan. **Figure 3.2** will guide future land use decisions as development, redevelopment, and improvement opportunities present themselves to the city. It is important to note that future land uses are not zoning classifications. Future land uses are a guide to ensure the city can achieve its long-term vision through short-term decisions, whereas zoning is regulatory.



FIGURE 3.2 FUTURE LAND USE FRAMEWORK PLAN

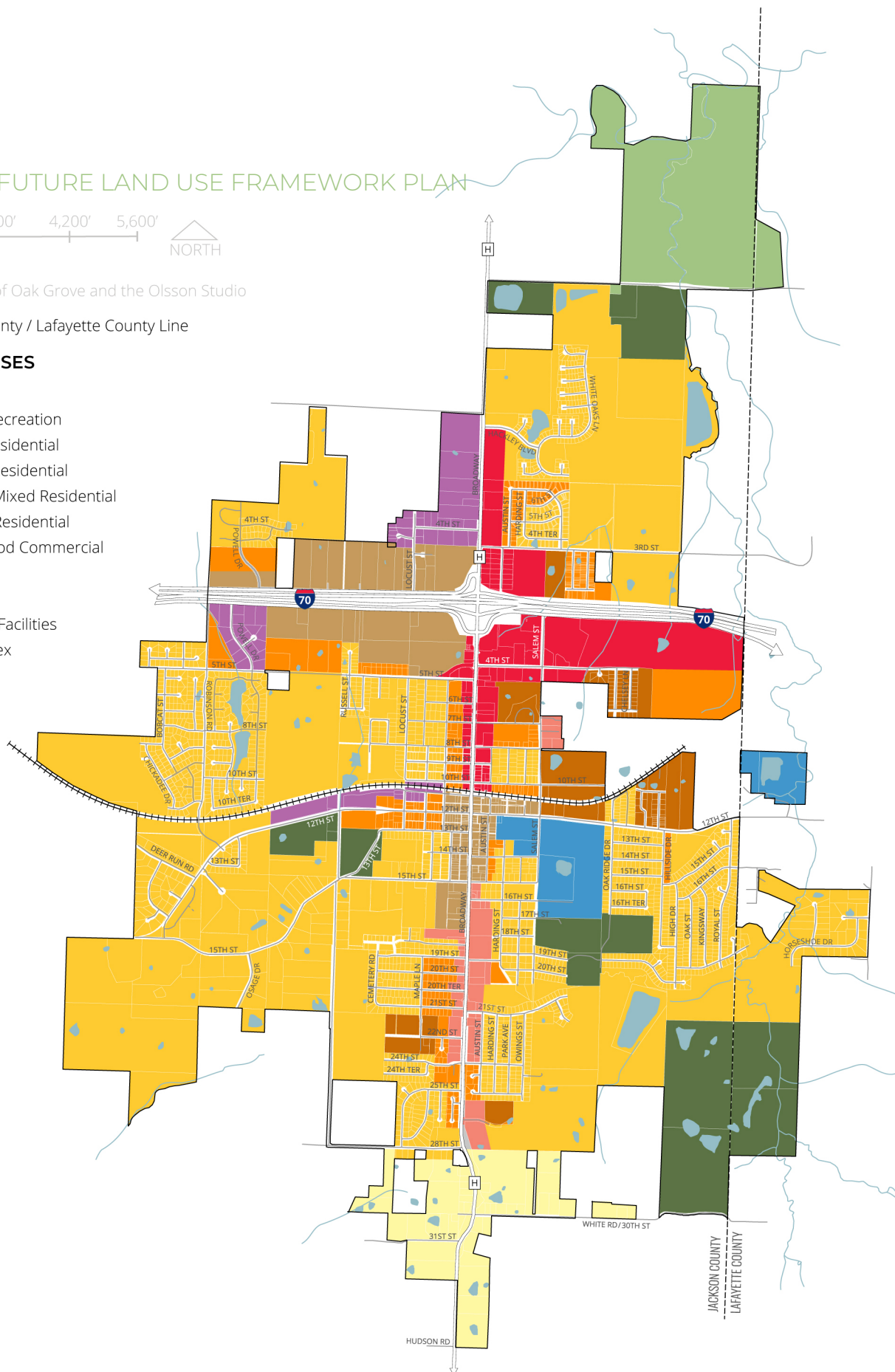


Data Sources: City of Oak Grove and the Olsson Studio

Jackson County / Lafayette County Line

FUTURE LAND USES

- Open Space
- Parks and Recreation
- Large Lot Residential
- Traditional Residential
- Traditional/Mixed Residential
- Multifamily Residential
- Neighborhood Commercial
- Commercial
- Mixed Use
- Community Facilities
- Industrial/Flex



FUTURE LAND USE CATEGORIES



Open Space

Open Space is represented by undeveloped, preserved, or dedicated space that may be used for resource conservation, buffering, greenways, and shared use paths. The Open Space category also includes publicly owned lands that are used for watershed protection, hazard protection, and natural resource protection. Open Space areas are largely unprogrammed natural areas that contain wetlands, tree cover, wooded areas, water features, and non-mowed native landscape. Open Space uses provide natural wildlife habitat. Typically, areas existing as Open Space are not developable due to topography, floodplains, floodways, or other natural/physical constraints.

Parks and Recreation

Parks and Recreation represents public lands dedicated to parkland, including neighborhood, community, and regional facilities. This use includes open space, playgrounds, gardens, greens or lawns, meadows, woods or trees, ponds or streams, walkways and paths, fountains, civic plazas, shelters and picnic areas, and amphitheaters and performance space. It also includes areas utilized for sports, active play, and recreation uses, including sports fields and courts, sports facilities, adventure play, bicycle facilities, and museums. Parks and Recreation can include accompanying infrastructure, such as spectator facilities and seating, support and maintenance facilities, concessions, restrooms, meeting rooms, landscaping, and parking.



Large Lot Residential

Large Lot Residential is a single family, detached residence on a large, and often more rural, lot with abundant open space, scenic views, and green space between adjacent uses or other residences. Additional property uses may include small hobby, or production farms, and equestrian ranches.

Large Lot Residential does not need to be part of a planned subdivision. Typically, Large Lot Residential lots are a minimum of two acres.



Traditional Residential

The Traditional Residential land use includes a single family, detached residential uses on a lot, typically located in a subdivision. This land use category does not include attached units. It includes a variety of lot and home sizes. Lots are arranged in a variety of layouts, such as gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary, but are smaller than Large Lot Residential, with front setbacks accommodating a driveway and front yard. The Traditional Residential use includes both single family neighborhoods and infill residential that can be located around higher density areas of a community, while serving as a transitional residential use from Large Lot Residential to Traditional/Mixed Residential and/or Multifamily Residential.

Traditional Residential should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character and are prioritized. Neighborhoods within this category should include mobility amenities, such as shared use paths, and may include amenities private to the development, including swimming pools, parks, playgrounds, and general open space. Such neighborhoods should be connected to the overall parks, open space, and sidewalk system.



Traditional/Mixed Residential

Traditional/Mixed Residential is a residential neighborhood that allows for a mixture of single family detached housing lots, as well as complementary, small-scale, and low-density attached housing, including townhomes, row homes, duplexes, and live-work units. It is a transitional neighborhood that provides a buffer between traditional subdivision-oriented single family neighborhoods to more intense uses, such as multifamily residential, commercial corridors, or mixed uses. Additionally, it provides housing choice in a lower density, mixed residential neighborhood. A specific percentage of housing format mixture is not provided due to variability; however, single family uses would typically account for the largest percentage of residences in the use.

Like Traditional Residential, Traditional/Mixed Residential lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary and are smaller than Large Lot Residential uses, with front setbacks accommodating a driveway and front yard.

Traditional/Mixed Residential neighborhoods should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character and are therefore required. Traditional/Mixed Residential neighborhoods should be connected to the overall parks, open space, and trail system in the city somehow.



Multifamily Residential

Multifamily Residential represents a neighborhood or style of housing that is made up of attached housing, including townhomes, row homes, duplexes, triplexes, quadplexes, and apartments. In many cases, several multifamily buildings are located on a single site. Multifamily Residential should be concentrated along transportation corridors and nodes of development, in and around the downtown area, and/or where there is a cluster of destinations, including retail, dining, entertainment, employment, recreation, and parks.

Multifamily Residential serves as a buffer between major transportation corridors, industry, commercial uses, and less intense residential uses. The character and style of such uses is largely varied but should focus on community desires and character appropriateness. Design at the street level is important, as is the site planning to properly plan for parking, landscape, buffering, screening, amenities, retaining walls, and stormwater control.

Neighborhood Commercial

Neighborhood Commercial provides commercial, retail, service, and office uses to the immediate surrounding neighborhoods. Found at key neighborhood intersections, the use is often a single corner pad site or a modest in size and scale single strip center. It often includes service uses mixed with convenience uses, and may include specialty, boutique, unique, one of a kind, or small office uses.

The character of Neighborhood Commercial includes single story buildings that are in a style and material mixture that are compatible with the surrounding residential neighborhoods. Sites should include landscape, buffered side and rear yards, sidewalks, and connectivity to the sidewalk system. Any accompanying service requirements are screened and/or in an enclosure. Parking requirements are modest due to the scale and size of the use (when compared to Community uses).



Commercial

Commercial uses are commercial and business in nature, including retail, service, restaurants, office, and other non-industrial and commerce-based businesses. This land use category includes neighborhood retail centers, regional retail development, pad sites, standalone restaurants or retail, service providers, banks, lodging, and office uses. It includes fast food, convenient food, and other dining facilities, and allows drive-thru windows.

Development size depends on the current market needs or specific needs of tenants, both of which change over time. The types of commercial entities offered should also consider the population served (e.g., neighborhood versus commercial). Critical considerations include access, visibility, topography, parking, infrastructure, proximity to customers, and transportation. Commercial uses provide sales of goods and services to consumers, are important employment centers, and provide for tax base diversification.

Found at key intersections and along major roadways, the use can range from individual pad sites or small to large scale single strip centers and lifestyle centers. It has a communitywide draw that may become regional. This category includes small- to medium-sized anchor tenants as well as supporting small shop tenants, with local, regional, and possibly national tenants. Primary access is directly onto at least one major roadway.

The character of Commercial includes individual buildings/pad sites or multi-building developments. Multi-building developments should be interconnected with pedestrian access and complement surrounding neighborhoods or development patterns. The sites should include landscape, buffered side/rear yards, sidewalks, and connectivity to the sidewalk system with service requirements screened and/or in an enclosure.



Mixed Use

Mixed Use contains a variety of land uses developed together in a coordinated manner. The mixture can be horizontal, vertical, or hybrid mixed use, meaning:

- **Horizontal Mixed Use:** This mixed use style features side-by-side uses, such as a retail building next to multifamily living. Each use is on its own respective site with shared parking, pedestrian connectivity, and overall site design/aesthetic.
- **Vertical Mixed Use:** This mixed use style refers to stacked uses, such as ground floor retail with second floor office and third and fourth floor living units.
- **Hybrid Mixed Use:** This represents a blend of both horizontal and vertical mixed use.

This land use category allows for flexibility of uses that fit the area while unifying those elements and providing shared amenities. Mixed Use allows the opportunity to concentrate people, employment, and service needs in each location, while sharing infrastructure, transportation, parking, and a unique user experience. Mixed Use development patterns should be concentrated in the downtown area and along major transportation corridors and their intersections.



Industrial/Flex

Flex and industrial uses are intended for businesses focused on manufacturing, assembly, storage, warehousing, distribution, research and development, technology, service, transportation, raw materials handling and storage, outdoor storage and handling, repair and maintenance, and waste management. This land use classification considers both light industrial and flex/innovation uses, and general medium- to heavy-industrial uses.

Flex and industrial uses also serve important employment centers and help diversify the tax base of the city. Lot size demands vary specifically by business and operation type, although most demand flat sites and accommodations for larger areas under roof or large storage areas or yards, and/or significant areas for access, movement, and turning of trucks. Market demands, availability, access to transportation, access to workforce, access to utilities and infrastructure, site development needs, and lot size are critical considerations.

Community Facilities

The Community Facilities use considers public and semi-public uses that provides for the necessary functions of the community which include schools, faith organizations, cemeteries, public utilities, city buildings or facilities, public safety facilities, hospitals, etc. Size and site requirements depend entirely on use, as do access and parking requirements. Regardless of Community Facility type, appropriate buffers should be implemented between adjacent land uses and screening should be used for any exterior storage associated with the use.

DOWNTOWN REVITALIZATION FRAMEWORK PLAN

While typically small in physical size, downtowns are largely valuable, diverse, efficient, and resilient on multiple levels, and often are reflections of a community's economic health. Downtowns create a critical mass of activities where commercial, cultural, and civic activities are concentrated. This concentration facilitates business, learning, and cultural and social exchange. From driving tax revenue and business activity to hosting a concentration of resources, amenities, and social infrastructure, downtowns play a pivotal role in the long-term health of a city. A 2020 study by the International Downtown Association showed that downtowns outpaced their cities in residential growth between 2000 and 2018, growing an average of 40 percent against the citywide average of 15 percent.

Downtowns across the county are experiencing a resurgence of investment by the cities in which they exist, as well as from the private development community of both large and small businesses. Several studies point to the fact that downtown revitalization protects property values in surrounding residential neighborhoods, which in Oak Grove's case, are some of the older residential neighborhoods that would benefit from adjacent investment.

Figure 3.3 presents a high-level Downtown Revitalization Framework Plan that identifies opportunities for public and private investment. As a general recommendation, downtown revitalization must focus on increasing day and nighttime foot traffic by diversifying the land uses and business activities, including retail businesses, eating and drinking establishments, residential over ground floor commercial, and community gathering space. As stated in the Goals and Policies subsection of this section, it is recommended that a full downtown master plan is developed for downtown Oak Grove to identify the ideal mixture of land uses, necessary transportation and parking improvements, aesthetic enhancements, and more.

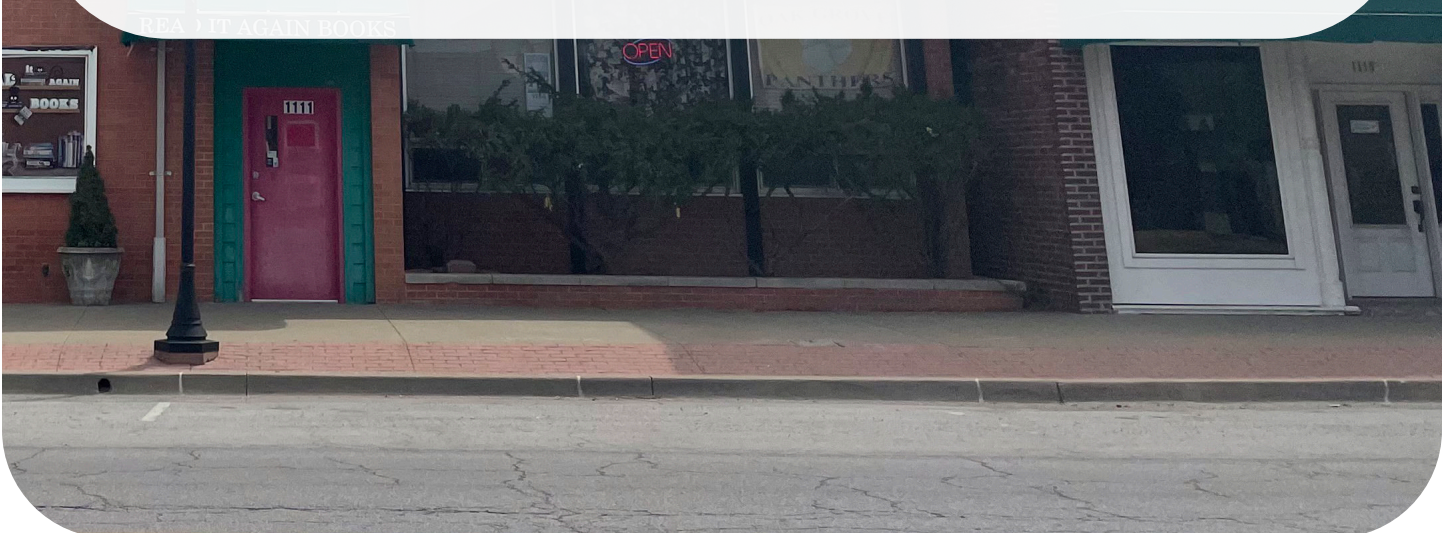
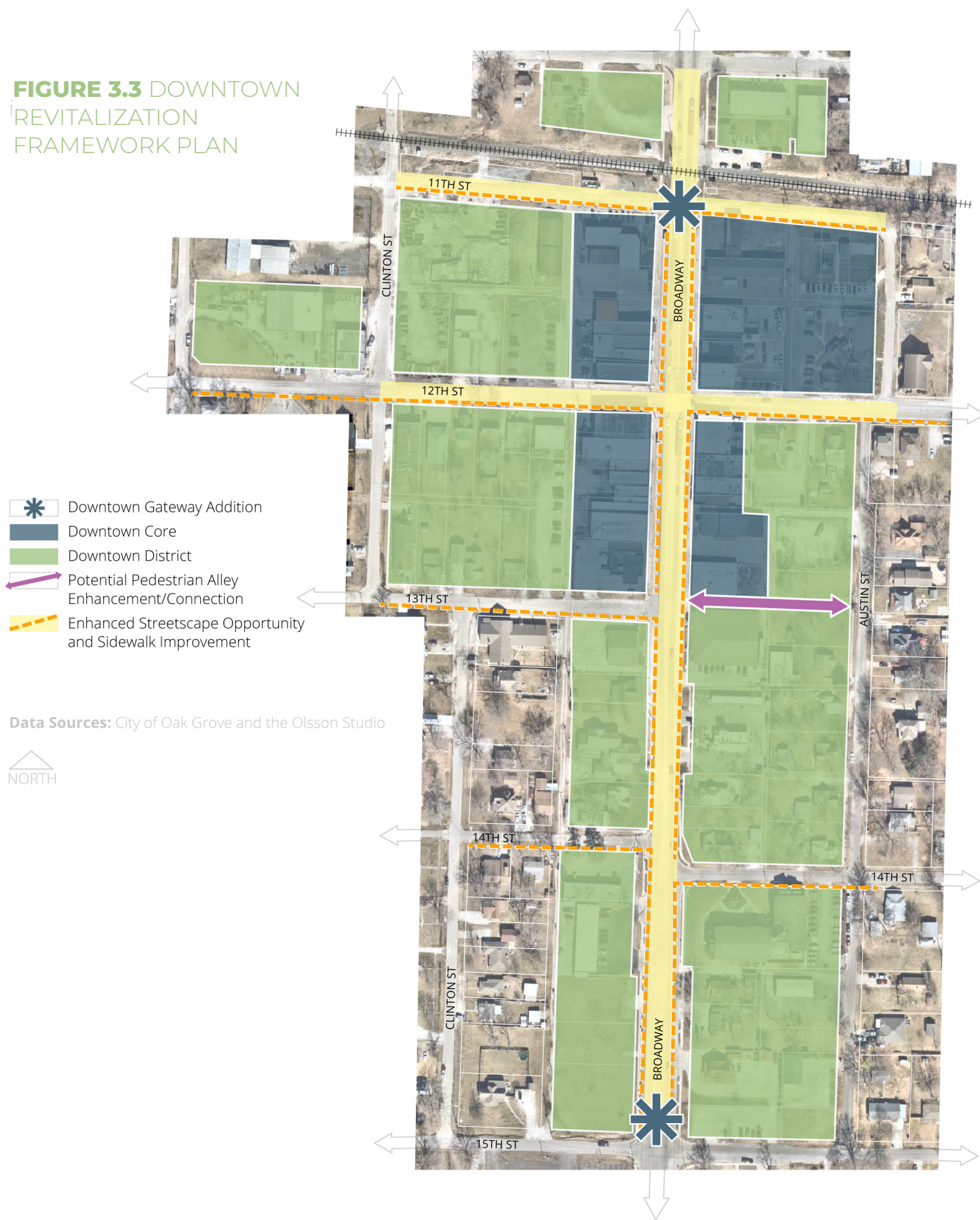


FIGURE 3.3 DOWNTOWN REVITALIZATION FRAMEWORK PLAN



Downtown Core

Downtown Oak Grove's current footprint is relatively small, presenting the opportunity to expand its reach. The current downtown core is located along Broadway from 11th Street to 13th Street. Downtown's existing business mixture includes financial services, insurance, legal, dentist, salon/barber shop, clothing boutiques, restaurant, and automotive businesses. Expansion of the downtown core is recommended. It is important that the architecture and character of new developments within the downtown core complement existing building stock and fill in the missing pieces of the streetwall along Broadway.

Downtown District

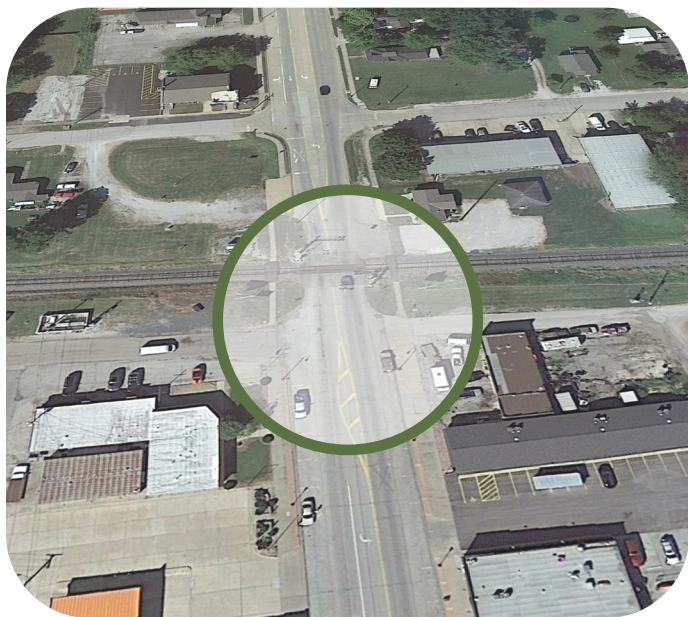
Downtowns are often only thought of as the densest concentration of buildings and activities, but healthy downtowns consider an expanded idea of downtown, which includes adjacent properties, such as surrounding neighborhoods. This "downtown expansion" idea then allows for more flexibility in attracting multiple types of support residences and businesses. To this end, **Figure 3.3** expands the traditional boundary of the downtown Oak Grove to include areas outside of the downtown core.

Through a downtown planning process, existing, but underutilized, properties in the downtown district should be considered for future redevelopment, including redevelopment as office, retail, and multifamily housing. The handful of multistory buildings fronting Broadway have the potential to accommodate upper floor office space and rental housing. Providing more opportunities for residential units - renter- or owner-occupied - would provide a population base to support future retail, office, and entertainment, while increasing pedestrian activity in the downtown area.

Redevelopment potential extends into parts of the existing neighborhoods adjacent to downtown, as well as the parcels fronting Broadway just south of downtown. Such areas could be considered for additional mixed use development that provides more space for eating and drinking establishments, retail of multiple scales, and residential of multiple formats (apartments, townhomes, duplexes, etc.). Redevelopment efforts should aim to improve downtown's image and vitality by promoting a walkable downtown and supporting a more balanced mixture of land uses and business activities.

Downtown Gateway Additions

Gateways, which often mark the boundaries of an area of a city, will play an important role in downtown Oak Grove's revitalized identity. Gateways can establish a brand or identity and welcome visitors. A downtown gateway feature is recommended for installation at (1) 11th Street and Broadway and (2) 15th Street and Broadway. Both intersections are the natural downtown entry points, as Broadway will remain the primary thoroughfare through downtown, and north and south through Oak Grove. It is envisioned that the gateway at 11th Street and Broadway will function as the primary downtown gateway and will include an overhead feature with ample landscaping enhancements. In turn, the recommended gateway at 15th Street and Broadway is secondary in nature and recommended to include complementary column gateway features with associated landscaping enhancements.



11TH STREET AND BROADWAY INTERSECTION



15TH STREET AND BROADWAY INTERSECTION



Gateways can exhibit a variety of forms and designs, but play an important role in distinguishing entrypoints into specific areas of a city.

Enhanced Streetscape Opportunities and Sidewalk Improvements

Streetscaping is a term that is used to describe the natural and built fabric of the street and defined as the design quality of the street and its visual effect. The concept of streetscaping recognizes that a street is a public place where people can engage in various activities.

While building architecture and density largely define a downtown, it is what happens at the street level that defines how people can and will use the urban environment. The benefits of downtown streetscaping are vast, but some key benefits include:

- Helps improve the quality of an urban environment and acts as a vehicle for involving the community in environmental improvements.
- Assists in creating a sense of place, uniqueness, and civic pride.
- Can celebrate a place, historical heritage, or highlight certain characteristics that relate to a specific site.
- Increases the property value of nearby homes and businesses.
- Provides recreational spaces that encourage healthier and more active lifestyles.

Downtown Oak Grove is ripe for public realm improvements, and it is improvements within the public realm that will demonstrate to the private sector that revitalization and investment is welcome within downtown. It is critically important that the design of the streetscape is context-sensitive and has boundaries to ensure safe travel for all roadway users.

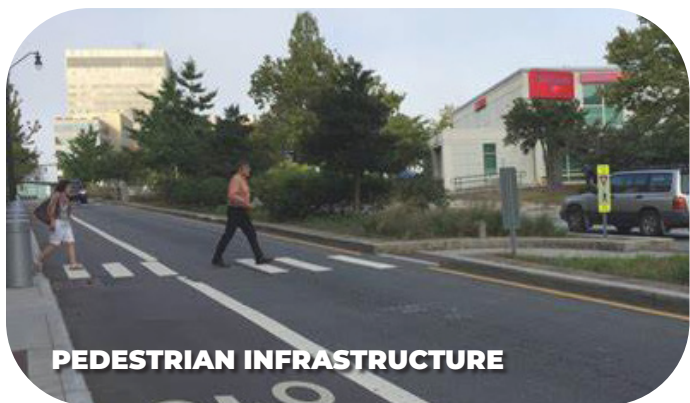
Downtown streetscape enhancement opportunities are identified in **Figure 3.3** and include:

- 11th Street from Clinton Street to Austin Street
- 12th Street from Clinton Street to Austin Street
- Broadway from 10th Street to 15th Street

Examples of streetscape elements to consider include:

- Wider sidewalks (that provide space for walking, sidewalk sales, outdoor dining, etc.),
- Curb extensions (that extend the sidewalk and provide an opportunity for social interaction, offering a safe refuge for pedestrians crossing streets),
- Landscaped buffers (that use trees and planting to create a visual and noise buffer between pedestrians and vehicles),
- Planters (that add color, texture, and interest to the streetscape),
- Seating (that provides a place to rest and socialize with others),
- Public art (that enhances a sense of place, civic pride, and visual appeal to a public space),
- Lighting (that increases a sense of pedestrian safety, security, and comfort), and
- Bike parking (that can be both functional and serve a public art).

VIBRANT STREETSCAPES: A KIT OF PARTS





Pedestrian Alley Enhancement/Connection

Alleys are narrow lanes for pedestrians or service that are found between or behind buildings. Originally, alleys were integrated into cities to provide functional services, including trash access, deliveries, utilities, and parking. Now, cities are taking their alleyways back and converting them to more exciting and pedestrian-forward uses.

Alleyways may seem daunting to activate since they can be dark as they are shielded from natural light, have uneven surfaces from heavy vehicle use, and the presence of overhead utilities. However, some simple upgrades can go a long way. Some suggestions include the following:

- Overhead string lights offer a cost-effective solution that bring ambiance as well as much needed brightening.
- Flower and plant boxes underneath windows bring life into the space.
- Simple seating options, such as weatherproof chairs offer places for people to sit or mingle.
- Public art in the form of sculptures or murals.
- Outdoor rugs by shops and restaurants conceal unsightly areas of the ground while elevating the aesthetic and making the alley feel like a place instead of a forgotten corridor.
- Fencing and screening around trash and recycling receptacles or utility boxes make the alleyway feel more intentional and pedestrian-oriented while still allowing space for functional needs of shops and restaurants.
- Enhanced pavement can signify importance in the pedestrian network.

Public Gathering Opportunity

While it is important to have a diverse mixture of businesses and offerings downtown, public gathering spaces must be embedded within a downtown to allow for seasonal events, passive recreation, organic gatherings of people, and the creation - in part - of a sense of place.

The ultimate programming and location of a public gathering space in downtown Oak Grove should be determined by a transparent community engagement process. Though, such a space should be flexible in nature, programmable, and potentially accommodate a permanent farmers' market, as the current area used for the farmers' market is small in scale. It is also important that the design of this public gathering opportunity includes green space.

Downtown Economic Incentives

Economic incentives should be explored and potentially administered to assist in the revitalization of downtown Oak Grove. Possible incentives might include a façade improvement program, streetscape improvements, tax abatement for qualified building improvements, and grants for storefront restoration and second floor residential development.



The image above is of a downtown farmers' market pavilion in Memphis, TN. (Image credit: www.commercialappeal.com)

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SECTION **FOUR**

BRANCH OUT: MOBILITY & UTILITIES FRAMEWORK

Section 4 describes the recommendations for improving the safety and efficiency of traffic flow around Oak Grove, both for vehicular and non-vehicular modes of transportation. The goals and policies included in this section are intended to maintain and improve current infrastructure while preparing for future growth.

GOALS AND POLICIES

Goal 4.1

Maintain existing infrastructure and continually monitor needs for new transportation infrastructure.

Policy 4.1.1 Capital Improvements Program

Regularly prepare a Capital Improvements Program (CIP) for annual improvements to transportation and utility infrastructure.

Policy 4.1.2 Roadway Functional Classification System

Establish a functional classification of streets, including highways, arterials, collectors, and local streets to provide a clear plan for the city to manage access and improve connectivity.

Policy 4.1.3 Transportation Master Plan and Master Streets Plan

Develop a regularly updated transportation master plan and master streets plan to properly guide necessary future roadway connections and accessibility.

Policy 4.1.4 General Maintenance Plan

A general maintenance plan should be developed that outlines annual improvements to the transportation network to be incorporated into the CIP.

Policy 4.1.5 Public Utility Education

Promote educational material for acceptable solid waste disposal and recycling opportunities.

Goal 4.2

Improve roadways that are unsafe or inefficient for vehicular traffic.

Policy 4.2.1 Roadway Connections

Construct new sections of roadway to connect existing gaps, as shown in *Figure 4.1*.

Policy 4.2.2 Roadway Improvements

Implement the roadway improvements and re-routes shown in *Figure 4.1*, including new roadway pavement, curb repair or addition, and sidewalk repair or addition.

Policy 4.2.3 Roadway Realignment

Implement the realignment of 4th Street, as shown in *Figure 4.1*, and evaluate other roadway connections that could be realigned to improve ease of traffic flow.

Policy 4.2.4 Rail Crossing Improvements

Update and improve the rail crossing at Clinton Street.

Goal 4.3

Improve and enhance pedestrian and bicycle connectivity and infrastructure.

Policy 4.3.1 Pedestrian Safety Analysis

Conduct a pedestrian safety analysis to understand areas of need and potential safety and connectivity improvements.

Policy 4.3.2 Sidewalk Infill

Create a sidewalk infill and maintenance prioritization program and funding stream.

Policy 4.3.3 Sidewalks in New Development

Require consistent sidewalks in new neighborhood developments and connections to external sidewalk networks where possible.

Policy 4.3.4 Complete Street Multimodal Improvements

Improve multimodal infrastructure along the routes shown in *Figure 4.1* to facilitate vehicle, pedestrian, and bicycle travel using Complete Street best practices. Bicycle travel can include on-street travel lanes, shared use markers, or off-street shared pedestrian paths. Consider the creation of a Complete Streets policy.

Policy 4.3.5 Pedestrian and Bicycle Master Plan

Complete a more robust needs analysis for bicycle and pedestrian infrastructure by developing a Pedestrian and Bicycle Master Plan.

Policy 4.3.6 Signalized Intersections

Add signalized crossings along 12th Street to improve pedestrian access to the schools.

Policy 4.3.7 Streetscape Enhancements

Create a friendlier environment for non-motorized traffic around downtown by wider sidewalks where feasible, additional landscaping, lighting, wayfinding signage, and other design and aesthetic considerations.

Goal 4.4

Construct new roadways where connectivity is needed.

Policy 4.4.1 Royal Street

Extend Royal Street to the north to 4th Street and to the south to White Road/30th Street with an updated entrance to Bent Oak Park.

Policy 4.4.2 Northeastern North/South Connection

Create a north/south connection between 3rd Street and Gillespie Road.

Policy 4.4.3 Oak Ridge Drive

Extend Oak Ridge Drive to the south along the former utility roadway to Bent Oak Park, merging with the Royal Street extension south to White Road/30th Street.

Policy 4.4.4 8th Street Connection

Connect 8th Street from Powell Drive to Sheridan Road.

Policy 4.4.5 Northwestern North/South Connection

Create a north/south connection from 1st Street to Jim Owens Road.

Policy 4.4.6 4th Street

Extend 4th Street to the east to meet the Royal Street extension.

Goal 4.5

Improve north-to-south connectivity within the city.

Policy 4.5.1 I-70 Interchange Feasibility Analysis

Implement a feasibility analysis to determine future need for additional access across I-70. Studies should include the Missouri Department of Transportation (MoDOT) and Grain Valley and consider future growth, development, and traffic increase. An identified opportunity is a new interchange at Lefholz Road.

Goal 4.6

Use gateway features to mark the entryways into Oak Grove.

Policy 4.6.1 Gateways

Define major community gateways through distinctive signage, landscaping, public art, consistent branding, and other features that convey the spirit and identity of Oak Grove while also distinguishing it from adjacent communities. Entry points for primary and secondary gateway placements are shown on the Mobility Framework Plan in **Figure 4.1**.

Goal 4.7

Address ongoing utility infrastructure issues and opportunities.

Policy 4.7.1 Address Drainage Issues

Monitor areas of spot flooding within the city and prioritize such areas for improvements to the drainage systems.

Policy 4.7.2 Modern Infrastructure Improvement Plans

Utilize the city's current Water Master Plan (2015) and Wastewater Master Plan (2010) to guide necessary utility infrastructure improvements to support existing development and new development. Appropriately monitor the need for utility infrastructure extensions and improvements through regular planning efforts and budgeting practices.

Policy 4.7.3 Geographic Information Systems

Invest in and utilize the city's geographic information systems and data management software to quantify and predict utility infrastructure maintenance needs.

MOBILITY FRAMEWORK PLAN

The transportation network works as a collective system to flow both vehicular and non-motorized traffic throughout the city. This Plan recommends improvements in key areas to enhance the overall system to benefit traffic flows, connectivity, accessibility, and safety. **Figure 4.1** illustrates these recommended mobility improvements, which affect vehicular, pedestrian, and bicycle travel.

Planned Roadways

Roadways that are currently planned for construction are shown to provide a more accurate illustration of what the roadway network could look like with the recommended changes. Existing plans were considered while conceptualizing the Mobility Framework Plan.

Recommended Roadway Connections

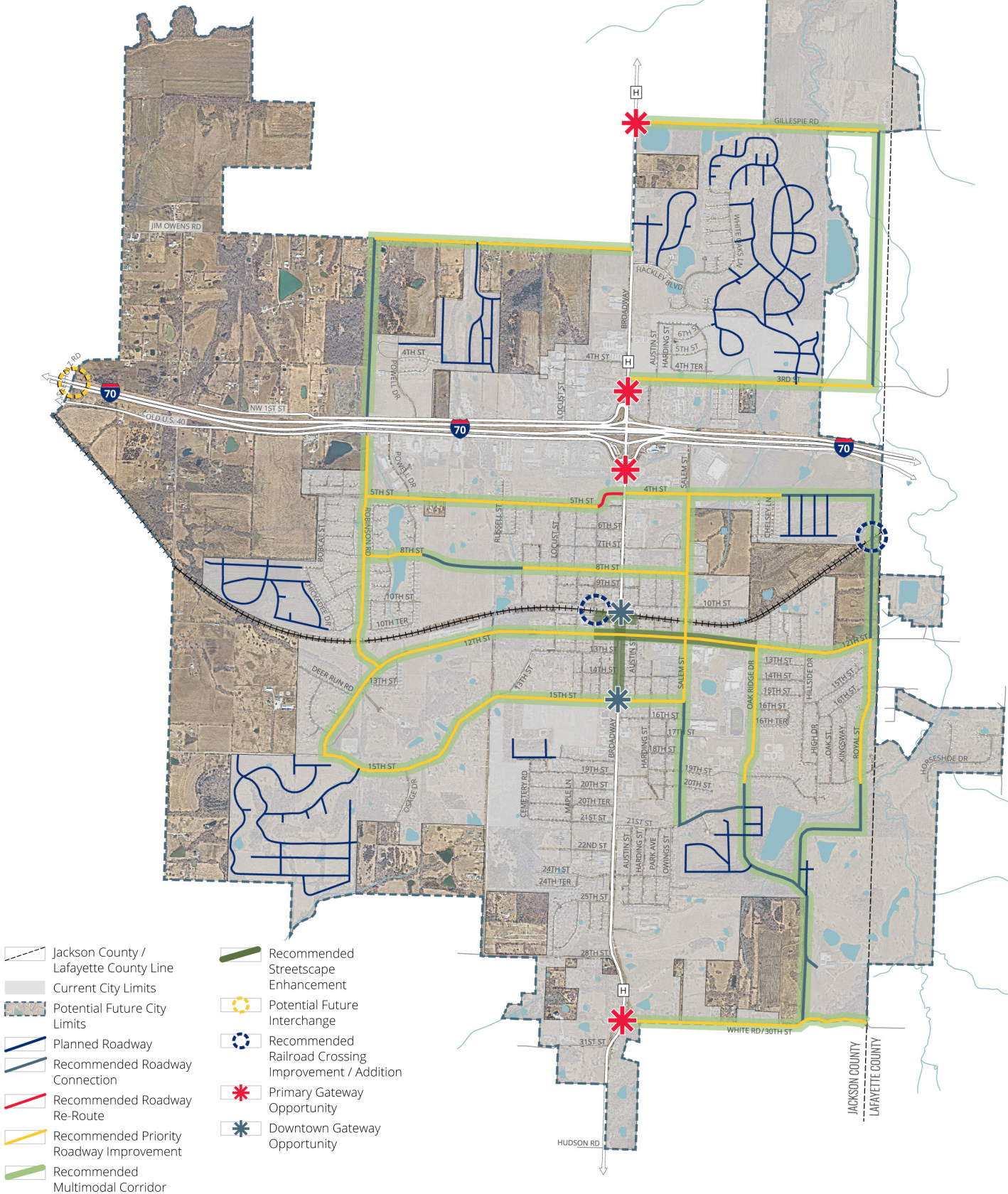
The following new roadway connections are recommended to improve circulation in the existing street network:

- **Extend Royal Street to the north to 4th Street and to the south to White Road/30th Street** with an updated entrance to Bent Oak Park.
- **Create a north/south connection between 3rd Street and Gillespie Road.** This could eventually connect to the Royal Street extension with a new I-70 overpass in the long-term future.
- **Extend Oak Ridge Drive to the south** along former utility roadway to Bent Oak Park, merging with the Royal Street extension south to White Road/30th Street.
- **Connect 8th Street from Powell Drive to Sheridan Road.**
- **Create a north/south connection from 1st Street to Jim Owens Road**, which could potentially connect to Robinson Road with an overpass or underpass to connect across I-70.
- **Extend 4th Street to the east** to meet the Royal Street extension.

FIGURE 4.1 MOBILITY FRAMEWORK PLAN

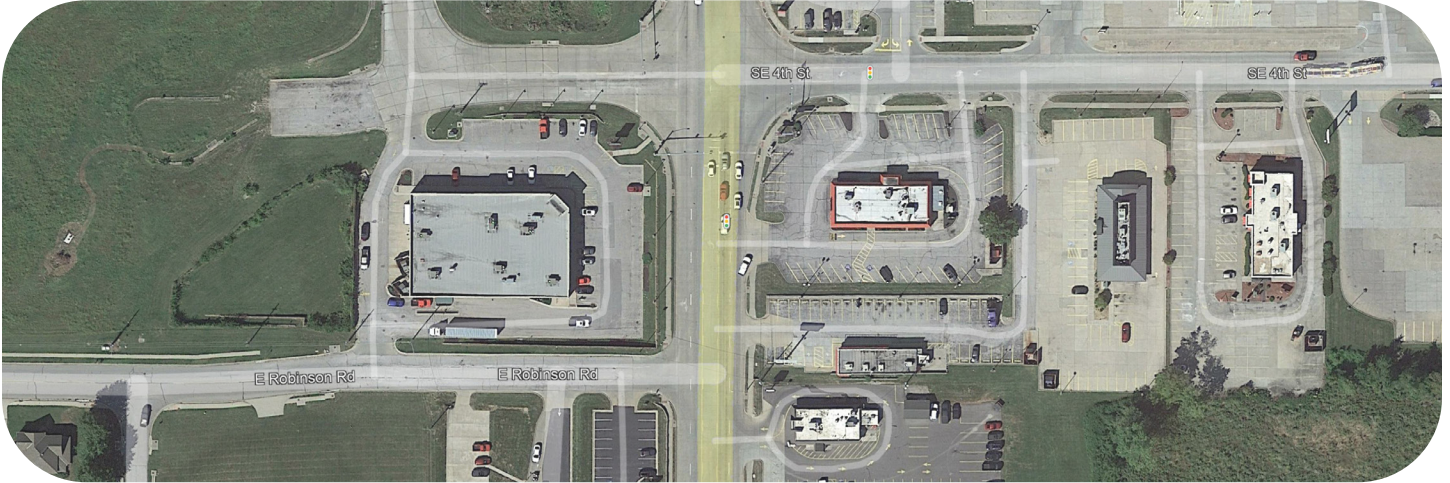


Data Sources: City of Oak Grove and the Olsson Studio



Recommended Roadway Re-Route

A realignment is recommended at the intersection of Broadway, 4th Street, and 5th Street by connecting 5th Street to the existing driveway on the west side of Broadway, then connecting east across Broadway to 4th Street.



4TH STREET TO 5TH STREET REALIGNMENT POTENTIAL

Priority Roadway Improvements

Roadway sections that are well-traveled thoroughfares, including those anticipated to experience traffic increase with future development, have been highlighted as priorities for improvements. Such improvements include both vehicular and non-vehicular infrastructure updates. The intent of the improvements is to ensure each roadway meets or exceeds current standards for safe traffic flow.

Rail Crossings

The existing rail crossing at Clinton Street should be updated to ensure the safe crossing of vehicular and non-vehicular traffic. Additionally, a new rail crossing is needed along the new Royal Street extension to 4th Street.

Streetscape Enhancements

Roadways with more pedestrian traffic than others, both current and anticipated, are designated for streetscape enhancements. Such enhancements include landscaping, wayfinding, seating areas, lighting, and other design and aesthetic considerations for pedestrian traffic. These corridors are located downtown and connect to the school campuses along 12th Street.

Key Multimodal Corridors

Corridors identified as multimodal corridors should include pedestrian and bicycle infrastructure alongside vehicular roadway traffic. This includes sidewalks for pedestrians and either on-street bicycle infrastructure (e.g., bike lanes or shared lane markings) or off-road bicycle paths. Shared multimodal trails for use of pedestrians and bicyclists are also an option where space allows. Each roadway recommended as a new connection or priority improvement is also recommended as a key multimodal corridor.

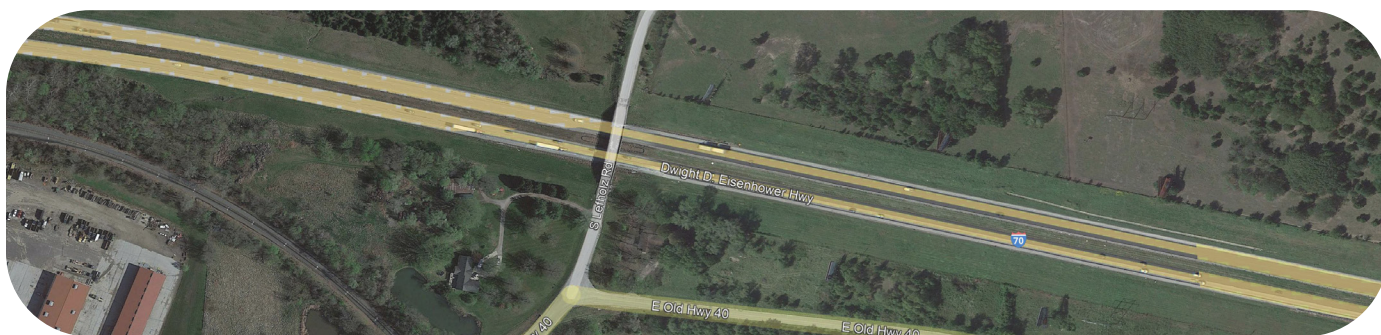


Multiple options exist to add safe pedestrian and bike infrastructure to Oak Grove, such as shared multimodal paths or bike lanes.

Future Connections across I-70

As both Oak Grove and Grain Valley continue to grow, the I-70 interchanges will become increasingly congested. Future construction of a new interchange in the western portion of Oak Grove would serve the growing residential neighborhoods and provide an opportunity to support commercial, office, and multifamily development.

The Main Street I-70 interchange in Grain Valley is four miles west of the Broadway interchange in Oak Grove. Between the interchanges is an overpass at Lefholz Road. Construction of a new interchange is likely beyond the timeline of this Plan but should be considered in the future. Discussions with Grain Valley and MoDOT should occur to determine the future likelihood and location of a future I-70 interchange.



POTENTIAL LOCATION FOR NEW I-70 INTERCHANGE AT LEFHOLZ ROAD

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SECTION FIVE

BRANCH OUT: PARKS & RECREATION FRAMEWORK

Section 5 acknowledges that public gathering and recreational spaces serve important roles and can take many forms. Ranging from mildly programmed open spaces to downtown pavilions to outdoor amphitheaters, variety exists for bringing community members together. Such spaces provide valuable community destinations that allow for fellowship, active and passive recreation, and appreciation for the natural environment. Parks and recreational uses provide communities an opportunity to stand out in their offerings, even generating regional draw for specific facilities.

GOALS AND POLICIES

Goal 5.1

Expand and connect pathways/trails to parks and recreational facilities.

Policy 5.1.1 Connectivity to Bent Oak Park

Connect Bent Oak Park to downtown so that residents can bike or walk to the park and swimming pool.

Policy 5.1.2 Connectivity to Parks

Provide additional connectivity to other parks throughout Oak Grove, particularly from east to west.

Policy 5.1.3 Trail Network

Create a plan to expand (through the recommended Pedestrian and Bicycle Master Plan) and maintain the current trail network so that residents can walk to the downtown, parks, and to other parts of the community. Ensure that certain trails are slated to be paved, graveled, or ADA-compliant for resident use.

Policy 5.1.4 Bike Trails

Increase bike trails throughout and around the city, providing ample connectivity as a mode of transportation or as a recreational activity.

Goal 5.2

Promote and establish additional green space and parks throughout the city.

Policy 5.2.1 Downtown Green Space

Identify opportunities for green space in the downtown area, especially within existing right-of-way. Ensure this action is included in a downtown master plan as a necessary component.

Policy 5.2.2 Establish Neighborhood Parks

Identify vacant or blighted lots and provide a small park space for city residents to use. Remain flexible in the programming of such parks to allow for creative uses, such as community gardens, outdoor plazas, and more.

Goal 5.3

Increase community events, festivals, and programming to engage residents and attract visitors.

Policy 5.3.1 Special Events

Collaborate with current businesses and cultural interests to expand existing events and create new ones that support local businesses and foster a greater sense of community within Oak Grove.

Policy 5.3.2 Programs and Activities

Provide residents with access to a variety of recreational and wellness services and programs, such as a robust farmers' market, festivals, youth sports leagues, and group fitness programs.

Policy 5.3.3 Volunteerism and Community Stewardship

Create a biannual volunteer event where residents can pick up litter, improve local amenities, and clean blighted areas within the community. Advertise and connect community members with volunteering opportunities throughout the year.

Goal 5.4

Update current park equipment and diversify and add new amenities.

Policy 5.4.1 Accessibility and Usability

Incorporate universal design features, such as ramps, restrooms, frequent benches, hard surface paths, and adequate lighting to improve the accessibility and usability of park facilities for all residents, regardless of age or ability.

Policy 5.4.2 Existing and New Park Equipment

Update existing park amenities, including playground equipment, fencing, signage, restrooms, benches. Repair any damaged items and remove those that cannot be repaired. Identify any unsafe conditions for young children. Modernize current playground equipment and install needed shelter houses at Frick Park.

Policy 5.4.3 Additional and Unique Park Amenities

Identify underutilized park space and add new amenities such as a disc golf course, dog park, pump track, or pickle ball courts.

Goal 5.5

Determine a designated community gathering place and provide year-round activities.

Policy 5.5.1 Community Space

Identify a location for a community space that can host public gatherings such as a farmers' market or outdoor events. Ensure that it has an outdoor as well as indoor capacity.

Policy 5.5.2 Consistent Programming

Ensure that the community space has regular programming throughout the year. This not only brings continuity to the location but builds the community's expectation that the space will be used regularly for events.

Goal 5.6

Establish a parks and recreation master plan and identify mechanisms for continuity of park space.

Policy 5.6.1 Parks and Recreation Master Plan

Create a parks and recreation master plan with an established timeline and detailed goals and projects.

Policy 5.6.2 Development Requirements

Incorporate open space and park access into future development, redevelopment, and revitalization projects.

Policy 5.6.3 System Maintenance

Protect the long-term health of the parks, open space, sidewalk, and pathways system through regular maintenance and monitoring issues over time to address changing community demands and needs.

Policy 5.5.4 Funding Mechanisms

Identify and secure a range of funding sources that will enable the implementation of recommendations for individual parks, sidewalks, pathways, and recreational programs.

Community Feedback regarding Parks and Recreational Amenities

Goal 5.4 centers around updating current park equipment and providing the community with new amenities. The stakeholders during the visioning workshop supplied numerous ideas of how to improve the parks in Oak Grove and generate a higher sense of community with activities. This includes providing enhancement to Frick Park, Bent Oak Park, and Webb Park. For more information, please refer to **Appendix B**.

- **Frick Park** was identified as needing a shelter house, bathroom upgrades, a walking trail, and park equipment specifically for young children (e.g., swings). There was also an idea to add sled lanes during the winter for sledding.
- It was suggested that **Webb Park** needed press boxes for sports games, and updated concession stands.
- **Bent Oak Park** received a high amount of attention during the workshop. Participants suggested adding walking paths and additional amenities to the space such as soccer fields, a sporting complex.
- It was mentioned that Carroway Lake could use walking trails.
- There was the idea to start a small disc golf course at **Upper Frick Park**. Its central location would make it easier for residents to visit.

In general, community members expressed a desire for more programming and available activities. A few ideas were a theater in the park, an outdoor theater, a farmers' market, and events like park festivals and food truck nights. Coordination with area cities such as Odessa, Bates City, and Grain Valley to create areawide events was also suggested.

A photograph of a dog sliding down a yellow slide into a pool of water. The dog is in the middle of the slide, and water is splashing around it. A person's arm and hand are visible on the right side of the slide, holding the dog. The background is slightly blurred, showing other people and structures at what appears to be a park or water park.

PARKS AND RECREATION FRAMEWORK PLAN

Parks and recreational amenities are valued by the Oak Grove community, and stakeholder and public engagement made clear the desire for additional amenities, upgrades to existing amenities, and connectivity between amenities. This Plan recommends proper maintenance of the existing facilities, the addition of new facilities to existing parks, and the creation of at least one new park. **Figure 5.1** illustrates the proposed location of the new park.

Potential Future Park

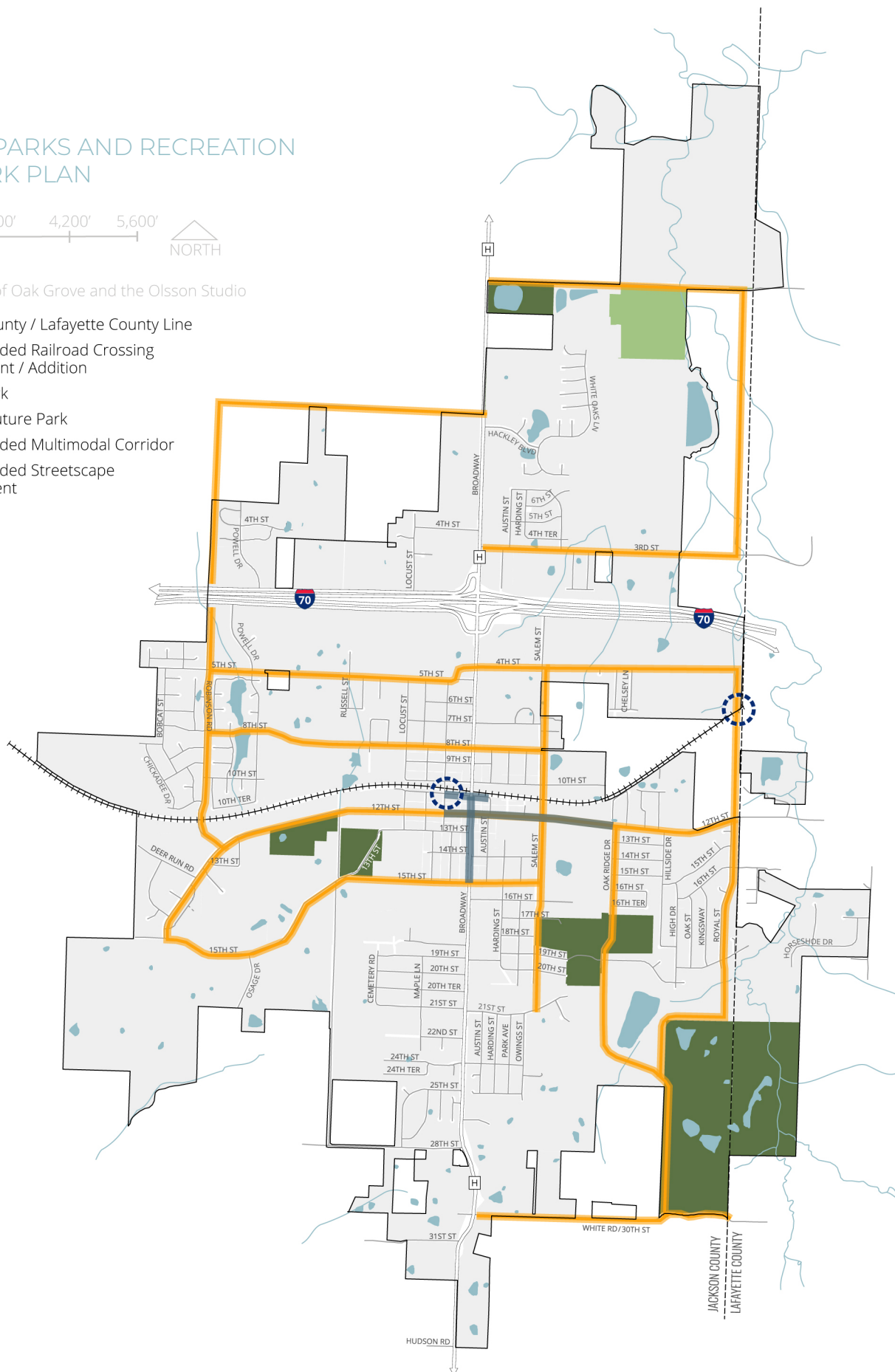
A new park site was identified in the far northeast corner of the city. The size of the identified property is large enough to accommodate a modestly sized disc golf course. Future study of this park location is recommended.

FIGURE 5.1 PARKS AND RECREATION FRAMEWORK PLAN



Data Sources: City of Oak Grove and the Olsson Studio

- Jackson County / Lafayette County Line
- Recommended Railroad Crossing Improvement / Addition
- Existing Park
- Potential Future Park
- Recommended Multimodal Corridor
- Recommended Streetscape Enhancement



Public Gathering Opportunity

As shown in **Figure 3.3**, a new public gathering space is recommended within downtown. As previously stated, this area should allow for seasonal events, passive recreation, organic gatherings of people, and the creation - in part - of a sense of place.

While it is recommended that the ultimate programming of this space be determined by a transparent community engagement process, this area should be flexible in nature, programmable, and potentially accommodate a permanent farmers' market, as the current area used for the farmers' market is small in scale. It is also important that the design of this public gathering opportunity includes green space.

Community Programming Ideas

In addition to the goals and the subsequent policies that are listed above, the following community programming ideas are recommended to provide safe, exciting, and enriching opportunities for singles, families, youth, professionals, and seniors alike to enjoy in Oak Grove.

- **Recreational leagues.** Increase the availability of organized and semi-competitive recreational leagues for all ages in Oak Grove. This could include soccer, volleyball, kickball, pickleball, tennis, golfing, disc golf, and others. These programs provide fun ways for residents to connect, meet people, and stay healthy.
- **Community events.** Increase the amount and variety of community events throughout the year. Work with local farmers and creators to provide farmer's market and/or a month-long holiday market. Instigate additional citywide events like film nights in the park, music festivals, arts and crafts fairs.
- **Family friendly activities.** Provide additional activities that are non-sports related for residents to enjoy. A few ideas for consideration would be mini-golf, street fair games, disc golf, community art classes, language classes, or an arthouse movie theater.
- **Children, youth, and teen destinations.** Oak Grove currently has limited options for the youth in the community to gather. The city recommends providing unique, engaging opportunities for this population to be safe while also having fun. These opportunities could include a splash pad, pump track, disc golf course, or additional playground equipment.
- **Recreation complex.** To support families with sport-age children and adults looking for more activity, create a recreation complex with a baseball/softball field, soccer pitch, and sports field.
- **Dining and cuisine experiences.** Add additional dining options, providing residents with local restaurants that specialize in unique cuisine to the area. To better gauge the feedback from the community the city could host a food truck festival, allowing a chance for locals to try different flavors.
- **Community center.** While the facility at Bent Oak Park provides space for hosting events, additional event space could be beneficial, such as a gym, workout facilities, an indoor track and training areas, and conference rooms. An outside venue could provide space for markets, fairs, and other programming.



SECTION **SIX**

BLOOM: ACTION PLAN

Section 6 ties together all the goals, policies, and framework plans in to a unified action plan. This section sets forth specific actions that various departments, bodies, and organizations should take to advance the Plan. Although planning is a fluid and continuous process, adoption of this Plan begins a collaborative journey of implementing the recommendations and holding a promise to the community to do what has been stated is desired.

COMPREHENSIVE PLAN MAINTENANCE AND MONITORING

This Plan is a living document, with the action plan being one of the most fluid components. As actions are completed or priorities shift based upon continued community input, staff availability, and/or political will, this action plan (and other components of the Plan) should be regularly visited and modified.

In Missouri, planning commissions are required to create and adopt a city plan for the physical development of the municipality, which reflects the planning commission's recommendations for land use. State statutes also require that community zoning regulations be based on recommendations stated by a comprehensive plan.

With the pace of change, unknown future opportunities, unforeseen circumstances, or unintended consequences, the Plan should be occasionally reviewed. If, after analysis, it is recommended to be modified, it should be updated. While the timeline of implementation of a plan is 10 to 20 years, the general lifetime of an effective plan is closer to 10 years. To this end, it is recommended that this Plan be reviewed annually to evaluate progress made; undergo revision every five years; and be fully rewritten every 10 years.

HOW TO USE THIS ACTION PLAN

With the research and analysis that occurred and the community engagement that took place, now it is time to put the Plan to work. Adoption of this Plan is the first step to putting the recommendations into action, so to realize the vision set by the community.

Integral to implementation efforts are the following overarching sentiments:

- **The Plan as a guiding document.** The Plan should be actively used and incorporated into daily decision making and policy guidance for future land use, development and redevelopment, transportation, and parks and recreation.
- **Engage Plan champions.** Maintain active participation from members of the stakeholder committee and technical committee who championed the Plan during the process and can provide excitement and momentum during implementation.
- **Active communication.** Implementation strategies must be shared transparently amongst city staff, community leaders, and residents.
- **Celebrate little wins.** Celebrate the early advancements of the Plan's vision and understand the long-term action plan for a **BRIGHT FUTURE**.

The action plan is organized as a series of matrices to clearly lay out the steps that will advance the Plan. Although each recommendation is inherently interrelated, action steps are organized by the four core values:

- Strategic Growth and Economic Vitality (**Table 6.1**)
- Livability and Sense of Community (**Table 6.2**)
- Connected Neighborhoods (**Table 6.3**)
- Environmental Harmony (**Table 6.4**)

Specific actions are described that, when completed, will help advance the goals, policies, and recommendations of the Plan. For each action described, there is an accompanying responsible party/parties, recommended time frame to complete the action, and resources required to do so.

Action

Actions describe the program, process, or plan that advances the strategy to implement.

Participants

The implementation of the Plan is a collaborative effort that extends beyond city staff. This element of the action plan identifies roles and responsibilities in advancing the described strategy, including both the owner/lead of the action, as well as those who play a supporting role.

Timing

Implementation takes time and some actions require more effort than others. This part of the action plan states when an action should be completed to maintain community momentum and implement actions that are necessary to complete other identified actions.

- **Immediately (0-1 year):** To be completed within the first year of Plan adoption. These actions directly advance other actions and/or address critical issues.
- **Short-Term (1-3 years):** To be completed within the first three years of Plan adoption.
- **Long-Term (3 or more years):** To be completed three or more years after Plan adoption.
- **Continuous (ongoing):** These actions are ongoing efforts either already underway or to be integrated into day-to-day city staff responsibilities.

Investment

The resources necessary to see a task through include city staff time, collaborations or partnerships, existing funding streams, securing new funding mechanisms, outside support, or some combination thereof.

- **City Staff Time:** City staff play an important role in the implementation process and many of the actions will rely primarily on this group. Even if city staff are not listed as the primary resource, their involvement in initiation and/or coordination of the necessary parties will play a critical role.
- **Partnership:** Many actions cannot be completed by city staff alone and will require additional support. Collaborating with organizations that have additional capacity and/or political influence to advance the implementation of the Plan may be necessary. Entities could include the Mid-America Regional Council (MARC), Jackson County, Lafayette County, Oak Grove Chamber of Commerce, Community Services League, Park Board, MoDOT, and others.
- **Outside Support/Funding:** Some actions will require support or funding outside of existing city funding streams and/or staff capacity. This could include procuring grants to fund special projects or studies, soliciting special services beyond capacity or capability of the city, or other external support mechanisms.

ACTION PLAN

TABLE 6.1 STRATEGIC GROWTH AND ECONOMIC VITALITY

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ENHANCE BUSINESS RECRUITMENT AND RETENTION			
<p>Work with the Oak Grove Chamber of Commerce to update the city’s business recruitment and retention strategy to be in line with best practices. Work with the Community Services League to align these actions with overall efforts for employment and economic stability. Identify target industries that align with the community’s vision and identify and prioritize investments and infrastructure and amenities in Oak Grove’s employment areas. Market available incentives to individuals, property owners, and organizations seeking to open new businesses or expand existing businesses in Oak Grove. Promote Oak Grove as a desirable place for remote work.</p>	<p>Lead: Community Development Department Support: City Administrator, Oak Grove Chamber of Commerce, Community Services League</p>	<p>Short-term</p>	<p>City staff time, partnership</p>
TARGET GROWTH AREAS			
<p>Use Figure 3.1 Growth Framework Plan, Appendix D - Economic and Market Analysis, and Figure 3.2 Future Land Use Framework Plan to focus on target growth areas. Assign priority to each of these target growth areas (e.g., Tier 1/Priority 1, Tier 2/Priority 2, etc.). Use these areas to understand where expansion of services, infrastructure, and development should be directed.</p>	<p>Lead: Community Development Department Support: City Administrator, Oak Grove Chamber of Commerce</p>	<p>Short-term</p>	<p>City staff time</p>
CONTINUE TO KEEP SALES TAX LOCAL			
<p>Oak Grove’s pull factor of 1.19 (i.e., Oak Grove captures retail sales at a rate 1.19 times the statewide average) is noteworthy and should be capitalized on and maintained. Support development, redevelopment, and reuse projects for new commercial space targeted at goods, services, and experiences people are leaving Oak Grove for to help keep dollars local. Allow for the development of those uses per the recommendations of Figure 3.2 Future Land Use Framework Plan. Do so appropriately and in line with community aesthetics and values.</p>	<p>Lead: Community Development Department Support: City Administrator, Oak Grove Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time</p>

TABLE 6.1 STRATEGIC GROWTH AND ECONOMIC VITALITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ENHANCE OFFICE OFFERINGS			
<p>Currently, Oak Grove supports just 48,211 square feet of office space. Over the past decade, no new office space has been built and since 2017 the office market has been operating at below market equilibrium vacancies. Through 2040, Oak Grove is projected to support the need for 23,000 to 41,000 square feet of owner-occupied and speculative office space. To attract and support prospective businesses, provide opportunities to grow and attract more Class A office development to support future quality office tenants. Consider alternative office developments, such as mixed use developments, coworking spaces, and live-work buildings that appeal to a variety of tenants and industries, especially within downtown Oak Grove.</p>	<p>Lead: Community Development Department Support: Oak Grove Chamber of Commerce, City Administrator</p>	<p>Continuous</p>	<p>City staff time, partnership</p>
INCREASE INDUSTRIAL MARKET OPPORTUNITIES			
<p>By 2040, industrial job growth in Oak Grove is projected to support the need for approximately 242,500 to 395,000 square feet of owner-occupied and speculative industrial space. Support the need for increased industrial space to accommodate this expansion in line with Figure 3.2 Future Land Use Framework Plan. Capitalize on the presence of I-70 to attract logistics and warehousing companies.</p>	<p>Lead: Community Development Department Support: Oak Grove Chamber of Commerce, City Administrator</p>	<p>Continuous</p>	<p>City staff time, partnership</p>
OFFER DIVERSE AND FLEXIBLE HOUSING OPTIONS			
<p>Encourage a wide mix of both owner-occupied and rental housing units suitable for accommodating a broad population, including higher density and mixed use development near employment centers. Provide opportunities for infill housing developments within the downtown area and adjacent neighborhoods, which could include single family homes, patio homes, duplexes, and small multi-family properties.</p>	<p>Lead: Community Development Department Support: Oak Grove Chamber of Commerce, City Administrator</p>	<p>Continuous</p>	<p>City staff time, partnership</p>

TABLE 6.1 STRATEGIC GROWTH AND ECONOMIC VITALITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
UTILIZE PUBLIC PRIVATE PARTNERSHIPS			
<p>To gain momentum for downtown revitalization, consider structuring a viable Public Private Partnership (PPPs). A PPP is when a public sector and the private sector (typically a business) partner to solve a problem more efficiently and effectively than either could do on their own. PPPs come in many forms, including up-front incentives, tax abatements, publicly-provided infrastructure, low-interest loans, grants, and many others. Explore PPPs that are most beneficial to the city’s goals for downtown Oak Grove.</p>	<p>Lead: Community Development Department Support: City Administrator, Oak Grove Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time, partnership</p>
SUPPORT DENSIFICATION AND DIVERSIFICATION OF DOWNTOWN			
<p>Garner support for local business and property owners in their efforts to revitalize underutilized buildings, construct infill development, and activate sites to attract and retain unique businesses, entertainment, and experiences in downtown Oak Grove. Encourage a balance between residential development and commercial, retail, office, and/or mixed use. Consider tax abatements, permit fee waivers, density allotments, and other strategies to encourage the densification and activation of downtown. Additional economic incentives could be administered, including a façade improvement program, streetscape improvements, and grants for storefront restoration.</p>	<p>Lead: Community Development Department Support: City Administrator, Oak Grove Chamber of Commerce</p>	<p>Continuous</p>	<p>City staff time, outside support/funding</p>

TABLE 6.1 STRATEGIC GROWTH AND ECONOMIC VITALITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
EXPLORE DOWNTOWN HISTORIC PRESERVATION OPPORTUNITIES			
<p>Because older commercial buildings can be expensive to restore and renovate, explore designating downtown Oak Grove as a National Register District. Doing so would benefit downtown in two significant ways. First, the historic district designation would assist in “branding” downtown and improve the sense of place. Second, historic tax credits would be available to property owners to financially assist with repairs, renovation, and restoration of the buildings. The national designation would not place restrictions on the buildings unless the owners decided to take advantage of the historic tax credit program.</p>	<p>Lead: Community Development Department Support: Oak Grove Chamber of Commerce</p>	Short-term	City staff time
ADDRESS NEIGHBORHOOD TRANSITIONS AROUND DOWNTOWN			
<p>Develop an overall set of design guidelines for downtown Oak Grove. The guidelines should provide a cohesive and easy-to-understand playbook for the revitalization and redevelopment of the area. It should include guidelines and requirements in the public realm including streets, sidewalks, access, on-street parking, streetscape, signage, wayfinding, district branding, and public amenities. It should also include guidelines for redevelopment of existing structures, parking, site development, amenities, lighting, and other specific redevelopment issues. Additionally, the guidelines should provide for specific regulation of more intense uses adjacent to less intense residential uses, which includes transition and edge compatibility of existing single family residential uses and newer more intense uses. These issues include height, setback, intensity, streetscape, access, and on-street parking.</p>	<p>Lead: Community Development Department Support: Public Works Department, City Administrator</p>	Immediately	City staff time, outside support/funding

TABLE 6.1 STRATEGIC GROWTH AND ECONOMIC VITALITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
CREATE A DEVELOPMENT REVIEW GUIDE			
<p>Create a Development Review Guide as a resource for residents, first-time or one-time developers, seasoned developers and consultants, and city staff. A Development Review Guide would provide clarity on the development review process within the City of Oak Grove. Development review exists to ensure each new development or redevelopment aligns with the community vision for the future, as reflected in this Plan. A Development Review Guide should provide guidance on the steps to be taken from the time an application is submitted to approval of the Planning and Zoning Commission and City Council. The guide should address land use, zoning, transportation, traffic, neighborhood/community fit and appropriateness, adjacent land use compatibility, density, utilities, stormwater, tree preservation, and more.</p>	<p>Lead: Community Development Department Support: City Administrator, Public Works Department, Parks and Recreation Department</p>	<p>Immediately</p>	<p>City staff time, outside support/funding</p>
ALIGN ZONING DISTRICTS WITH THE COMPREHENSIVE PLAN			
<p>Align land use categories in Figure 3.2 Future Land Use Framework Plan with the Zoning Code.</p>	<p>Lead: City Administrator Support: Community Development Department</p>	<p>Immediately</p>	<p>City staff time</p>

TABLE 6.2 LIVABILITY AND SENSE OF COMMUNITY

ACTION	PARTICIPANTS	TIMING	INVESTMENT
ESTABLISH A DOWNTOWN COMMUNITY TASK FORCE			
<p>Create a Downtown Community Task Force to provide support to city staff during the future development, redevelopment, and revitalization of downtown while providing the community perspective regarding these decisions. The Downtown Community Task Force would serve as an additional filter for the future of downtown to help ensure plans submitted are in line with both this plan and community desires.</p>	<p>Lead: City Administrator Support: Oak Grove Chamber of Commerce</p>	<p>Short-term</p>	<p>City staff time, partnership</p>
INCREASE PUBLIC ART AND MONUMENTATION			
<p>Continue to support and promote the arts through events and both temporary and permanent installations to showcase the arts community. Integrate public art throughout the city with special emphasis in downtown Oak Grove and at community gateways that define Oak Grove, including along major corridors and public spaces. Work with local artists and consider both rotating and permanent displays.</p>	<p>Lead: Oak Grove Chamber of Commerce Support: Public Works Department, Parks and Recreation Department, City Administrator</p>	<p>Continuous</p>	<p>City staff time, outside support/funding</p>
ENHANCE COMMUNITY PROGRAMMING			
<p>Support and bolster the efforts of the existing Parks and Recreation programming and seek new opportunities and experiences for residents. Pay special attention to how future programs could better provide for underserved community members through discounted or free offerings, after-hours programming, etc. Work with local and regional partners to share opportunities and ideas.</p>	<p>Lead: Parks and Recreation Department Support: Oak Grove Chamber of Commerce, City Administrator</p>	<p>Continuous</p>	<p>City staff time, partnership</p>

TABLE 6.2 LIVABILITY AND SENSE OF COMMUNITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
DEVELOP A PARKS AND RECREATION MASTER PLAN			
<p>Dedicate funding and time to the creation of a comprehensive parks and recreation master plan that provides guidance and policy direction. A parks and recreation master plan should evaluate current parks and recreation facilities, services, and programs and make recommendations to meet current and future needs. Conduct robust community engagement and utilize best practice research.</p>	<p>Lead: Parks and Recreation Department Support: City Administrator, Public Works Department, City Administrator, Parks Board</p>	<p>Short-term</p>	<p>City staff time, outside support/funding</p>
DEVELOP A DOWNTOWN MASTER PLAN			
<p>Dedicate funding and time to the creation of a comprehensive downtown master plan that provides guidance and policy direction. A downtown master plan should include target industry sector analysis, land use planning, economic development goals and policies, stakeholder and public engagement, analysis of connectivity and accessibility, streetscape enhancement concepts, and design guidelines. Conduct robust community engagement and utilize best practice research.</p>	<p>Lead: City Administrator Support: Community Development Department, Public Works Department, Oak Grove Chamber of Commerce</p>	<p>Short-term</p>	<p>City staff time, outside support/funding</p>
CREATE A DOWNTOWN COMMUNITY IMPROVEMENT DISTRICT			
<p>Pursue the creation of a downtown community improvement district to have a funding source for downtown improvements and implementation of the downtown master plan.</p>	<p>Lead: City Administrator Support: Community Development Department, Public Works Department, Oak Grove Chamber of Commerce</p>	<p>Short-term</p>	<p>City staff time, outside support/funding</p>
CONSTRUCT A DESTINATION COMMUNITY GATHERING PLACE DOWNTOWN			
<p>Develop a significant community gathering place in downtown Oak Grove to provide a visible, high-quality, flexible community amenity that is highly programmable to draw residents and visitors to the heart of downtown. The space should accommodate programmed events as well as casual, non-programmed uses.</p>	<p>Lead: City Administrator Support: Community Development Department, Public Works Department, Oak Grove Chamber of Commerce</p>	<p>Short-term</p>	<p>City staff time, outside support/funding</p>

TABLE 6.2 LIVABILITY AND SENSE OF COMMUNITY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
PROMOTE NEIGHBORHOOD BEAUTIFICATION, REVITALIZATION, AND STABILIZATION			
<p>Oak Grove has strong and established neighborhoods that should not only be protected but supported in continued maintenance and upkeep. City code enforcement officers should be educated about what is and is not allowed in certain residential areas to maintain aesthetic and safety standards, while supporting residents who struggle with the level of upkeep expected. To this end, consider the creation of a Good Neighbor Program to appoint volunteer ambassadors that serve as support for code enforcement officers, as well as assistance to struggling homeowners. This could include assistance with mowing, trash and debris clean up, tree trimming, painting, and more to stabilize neighborhoods. To encourage compliance, provide incentives for homeowners that follow through on code enforcement violations after the first notification.</p>	<p>Lead: Community Development Department Support: Good Neighbor Program, Public Works Department</p>	Continuous	City staff time, partnership
IDENTIFY AND PROTECT HISTORIC RESOURCES			
<p>Conduct a historic resources survey of areas perceived to have historic value, including existing neighborhoods and downtown Oak Grove, to identify potentially eligible structures and/or districts. For structures and/or districts identified, update the Zoning Code to institute formal protections. Historic properties and districts preserve the integrity of Oak Grove's history while creating new funding mechanisms for their upkeep and/or revitalization.</p>	<p>Lead: Historical Resources Expert Support: State Historic Preservation Office, National Parks Service, Community Development Department</p>	Long-term	Outside support/funding

TABLE 6.3 CONNECTED NEIGHBORHOODS

ACTION	PARTICIPANTS	TIMING	INVESTMENT
IMPLEMENT A CAPITAL IMPROVEMENTS PROGRAM			
<p>An annual Capital Improvement Program should be initiated to assess citywide transportation and utility infrastructure needs, review areas of priority on a regular basis, and designate funding for prioritized improvement projects. Annual assessments and prioritization ensure that city staff is on the same page and improvement needs across the community are being addressed. A general maintenance plan should be developed that outlines annual improvements to the transportation network to be incorporated into the CIP.</p>	<p>Lead: Public Works Department Support: City Administrator, Community Development Department, Parks and Recreation Department, Public Safety Department</p>	Continuous	City staff time
IMPLEMENT A ROADWAY FUNCTIONAL CLASSIFICATION SYSTEM			
<p>Establish a functional classification of streets, including highways, arterials, collectors, and local streets to provide a clear plan for the city to manage access and improve connectivity.</p>	<p>Lead: Public Works Department Support: City Administrator, Community Development Department</p>	Short-term	City staff time
DEVELOP A TRANSPORTATION MASTER PLAN AND MASTER STREETS PLAN			
<p>Develop a regularly updated transportation master plan and master streets plan to properly guide necessary future roadway connections and accessibility.</p>	<p>Lead: Public Works Department Support: City Administrator, Community Development Department</p>	Short-term	City staff time, outside support/funding
CONDUCT I-70 INTERCHANGE FEASIBILITY ANALYSIS			
<p>Implement a feasibility analysis to determine future need for additional access across I-70. Studies should include the MoDOT and Grain valley and consider future growth, development, and traffic increase. An identified opportunity is a new interchange at Lefholz Road.</p>	<p>Lead: Public Works Department Support: City Administrator, Grain Valley, MoDOT</p>	Long-term	City staff time, outside support/funding

TABLE 6.3 CONNECTED NEIGHBORHOODS (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
PRIORITIZE CONNECTIONS IN UNDERSERVED NEIGHBORHOODS			
<p>Add funding into a Capital Improvement Plan dedicated to a street maintenance program focusing on completing missing sections of sidewalks to enhance pedestrian connectivity. Prioritize older neighborhoods that lack connections to enhance multimodal options for residents.</p>	<p>Lead: Public Works Department Support: Parks and Recreation Department, Community Development Department</p>	<p>Short-term, continuous</p>	<p>City staff time</p>
ADOPT A COMPLETE STREETS ORDINANCE			
<p>Consider adoption of a complete streets policy to ensure the development of a sustainable environment that considers all aspects of transportation in the design and implementation of street and related infrastructure projects. The foremost intent of a complete streets policy is to protect the health, safety, and well-being of residents and visitors, including those with disabilities. A complete streets policy should intend that the design and construction of all street projects should including complete streets elements, as feasibility and funding allows.</p>	<p>Lead: Public Works Department Support: City Administrator, Community Development Department</p>	<p>Short-term</p>	<p>City staff time</p>
COLLABORATE ON REGIONAL MULTIMODAL TRANSPORTATION INITIATIVES			
<p>Advocate for Oak Grove's transportation system at the regional level to find new partnerships and funding opportunities to support build out of the future roadway system and pedestrian/ bicyclist infrastructure. Participate in meetings and discussions with MARC on the implementation of their Regional Transportation Plan to leverage regional efforts at the local level - both for the vehicular transportation system and bicyclist/ pedestrian network.</p>	<p>Lead: City Administrator Support: Public Works Department, MoDOT, MARC</p>	<p>Continuous</p>	<p>City staff time, partnership</p>

TABLE 6.3 CONNECTED NEIGHBORHOODS (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
PREPARE FOR FUTURE TRANSPORTATION TECHNOLOGIES			
<p>Take an active role in regional planning for high-frequency transit and other investments that can enhance connections between Oak Grove and other destinations within the Kansas City metropolitan area. Monitor regional discussions related to electric vehicle charging infrastructure, autonomous vehicles, vertical take-off and landing drones, and other emerging technologies that could have a significant impact on the transportation network, parking requirements, and city investments in the decades to come.</p>	<p>Lead: Public Works Department Support: Community Development Department, MoDOT, MARC, Rails-to-Trails Conservancy</p>	<p>Continuous, long-term</p>	<p>City staff time, partnership</p>
PRESERVE EXISTING NEIGHBORHOODS			
<p>Preserve existing housing stock that supports important community needs, particularly in older neighborhoods. Opportunities for in fill and revitalization should be considered on a lot-by-lot or case-by-case basis. Available state and local incentive programs should be utilized in the revitalization of existing neighborhoods and housing stock.</p>	<p>Lead: Community Development Department Support: Public Works Department</p>	<p>Immediately</p>	<p>City staff time</p>
ENHANCE AND INFILL EXISTING NEIGHBORHOODS			
<p>Provide for public right-of-way enhancements in existing older neighborhoods. Enhancement opportunities include wayfinding, street trees, sidewalks, storm sewers, and curb and gutter improvements. Utilize available state and local incentives and programs as well as annual dedicated commitments to provide funding for neighborhood enhancements over time.</p>	<p>Lead: Public Works Department Support: Community Development Department</p>	<p>Continuous</p>	<p>City staff time, outside support/funding</p>
PROTECT NEIGHBORHOOD TRANSITIONS			
<p>Modify city codes and regulations to ensure compatibility in transitions between greater intensity uses and residential uses. Modifications should focus on the edges and adjacency of differing uses and can include height, form, setbacks, lighting, screening, fencing, and landscaping.</p>	<p>Lead: Community Development Department Support: City Administrator, Public Works Department, Public Safety Department</p>	<p>Immediately</p>	<p>City staff time</p>

TABLE 6.4 ENVIRONMENTAL HARMONY

ACTION	PARTICIPANTS	TIMING	INVESTMENT
EXPAND AND STRENGTHEN PROTECTIONS FOR ENVIRONMENTALLY SENSITIVE FEATURES/OPEN SPACE			
<p>Review and update the Unified Development Code Regulations to include expanded protections for stream corridors, riverbanks, floodplain and floodway areas, steep slopes, and existing trees. Identify and include other measures that reduce impermeable surfaces during the development and redevelopment process, such as requiring low impact development (LID) for new developments and green infrastructure techniques that reduce impermeable surfaces and return stormwater to a natural state. Specifically, revise open space requirements to mandate that the minimum amount of open space by development site be concentrated. Additionally, draft and adopt a tree preservation ordinance to minimize tree removal during the development process. Review tree preservation efforts during the site plan review process.</p>	<p>Lead: Public Works Department Support: Parks and Recreation Department, Community Development Department</p>	<p>Short-term, continuous</p>	<p>City staff time, outside support/funding</p>
ENSURE MODERN INFRASTRUCTURE IMPROVEMENT PLANS			
<p>Utilize the city's current Water Master Plan (2015) and Wastewater Master Plan (2010) to guide necessary utility infrastructure improvements to support existing development and guide responsible future growth and development. Appropriately monitor the need for utility infrastructure extensions and improvements through regular planning efforts and budgeting practices. Ensure that improved utility infrastructure is as efficient as possible and that natural resources are being used responsibly at a sustainable rate.</p>	<p>Lead: Public Works Department Support: Community Development Department</p>	<p>Continuous</p>	<p>City staff time, outside support/funding</p>

TABLE 6.4 ENVIRONMENTAL HARMONY (CONTINUED)

ACTION	PARTICIPANTS	TIMING	INVESTMENT
EXPAND USE OF GEOGRAPHIC INFORMATION SYSTEMS			
<p>Invest in and utilize the city’s geographic information systems and data management software to quantify and predict utility infrastructure maintenance needs. Accurate data that is readily available is a crucial component for making responsible short-term decisions that may have long-term impacts on the community.</p>	<p>Lead: Public Works Department Support: Community Development Department, City Administrator</p>	Short-term	City staff time, outside support/funding
EXPLORE ALTERNATIVE ENERGY OPTIONS			
<p>Provide opportunities, partnerships, etc., for land/property owners and developers who wish to install solar panels, wind turbines, and geothermal heating/cooling systems. Rely on local and regional partners for best practices on this matter. Use incentives for alternative energy to attract new businesses to Oak Grove.</p>	<p>Lead: Community Development Department Support: Public Works Department, City Administrator</p>	Continuous	City staff time
CLUSTER DENSITY STRATEGICALLY			
<p>In line with Figure 3.2 Future Land Use Framework Plan, direct density and higher intensity uses along major transportation corridors and their intersections, including I-70 and Broadway. Development and redevelopment efforts should be focused along these major corridors, their intersections, and downtown Oak Grove to preserve open space, protect transitions from higher to lower intensity uses, and appropriately buffer larger footprint developments to neighboring uses (particularly residential areas). Review and update Zoning Code and development standards accordingly.</p>	<p>Lead: Community Development Department Support: City Administrator</p>	Immediately	City staff time

APPENDIX A: EXISTING CONDITIONS

Long-range planning must be founded on an understanding of a community's past and present.

Appendix A presents a summary of the analysis of the current state of the City of Oak Grove. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Appendix A provides an overview of Oak Grove's place and role within the region, natural and physical characteristics, and demographic and economic trends.

EXISTING LAND USE

Oak Grove is located on the west side of Missouri, just 27 miles east of Kansas City, residing largely in Jackson County, with a small section of the city residing in Lafayette County, Missouri. The city occupies approximately 4.9 square miles—or 3,200 acres—of land area, along I-70, between Grain Valley and Bates City. As shown in **Figure A.1**, land uses along I-70 are largely commercial-retail at its intersection with Broadway/MO-H, with multifamily residential, single family residential, and agriculture/open space/water to the east and west of that interchange.

Oak Grove's current land uses reflect single family residential throughout the city with a heavier concentration of single family uses stemming out from the commercial, public/semi-public, and office land uses along Broadway/MO-H. On the outskirts of the city, agriculture/open space/water and parks and recreation uses exist. The city supports a modest inventory of industrial development, principally concentrated along I-70 and the railroad tracks near 12th Street. Portions of the Oak Grove remain undeveloped, with most of the undeveloped land located in the northeast and outer portions of the city.

Figure A.1 illustrates these land use patterns.



Key Takeaways

Oak Grove's existing land uses are heavily single family residential in nature with concentrated areas of commercial, public/semi-public, and industrial along the two major corridors of I-70 and Broadway/MO-H, with some industrial and commercial uses along the railroad tracks, as well. Much of the outer portions of Oak Grove are made up of agricultural/open space/water and parks and recreation uses, while other portions of Oak Grove's land remain undeveloped to date.

FIGURE A.1 EXISTING LAND USE

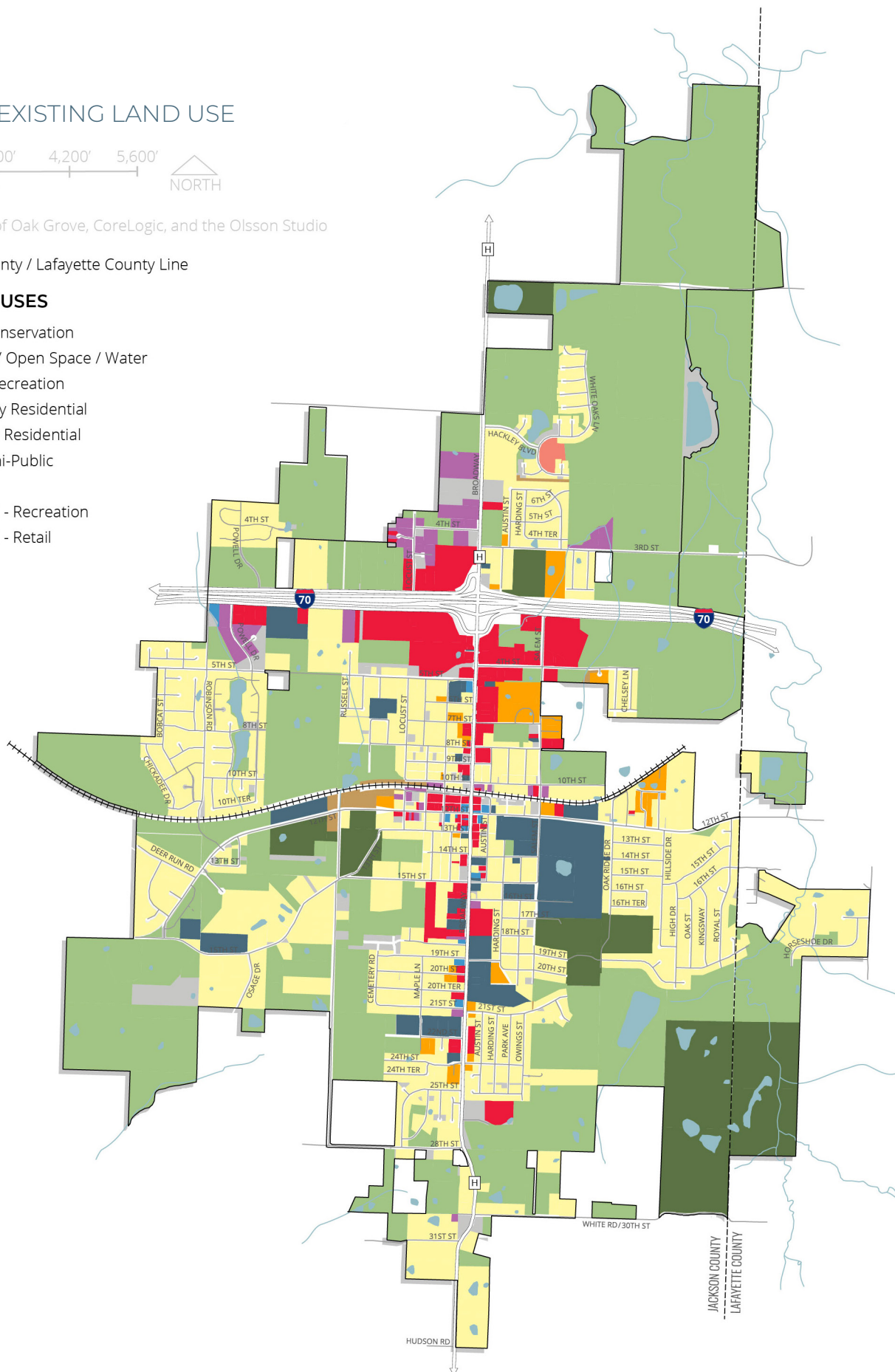


Data Sources: City of Oak Grove, CoreLogic, and the Olsson Studio

Jackson County / Lafayette County Line

EXISTING LAND USES

- Natural / Conservation
- Agriculture / Open Space / Water
- Parks and Recreation
- Single-Family Residential
- Multi-Family Residential
- Public / Semi-Public
- Office
- Commercial - Recreation
- Commercial - Retail
- Industrial
- Other



EXISTING ZONING

Figure A.2 illustrates existing zoning with the community. Oak Grove currently has 10 zoning districts in the Unified Development Code, which include:

- A Agricultural District
- C-1 Neighborhood Commercial District
- C-2 Central Business District
- C-3 High Intensity Commercial District
- M-1 Light Industrial District
- M-2 Heavy Industrial District
- R-1 Single-Family Dwelling District
- R-2 Two-Family Dwelling District
- R-3 Multiple-Family Dwelling District
- PUD Planned Unit Development District

Currently, no land is zoned M-2 Heavy Industrial District nor C-1 Neighborhood Commercial District within the city. Zoning district by acreage is provided from highest to lowest percentage of total acreage in **Table A.1**.

TABLE A.1 EXISTING ZONING ACREAGE BREAKDOWN

ZONING DISTRICT	ACRES	PERCENTAGE OF TOTAL ACREAGE
R-1	1,805	45.4%
A	687	17.3%
C-3	618	15.5%
PUD	402	10.1%
C-2	171	4.3%
R-3	123	3.1%
M-1	119	3.0%
R-2	51	1.3%
TOTAL	3,976	100%

Key Takeaways

I-70 and Broadway/MO-H serve as the major commercial corridors for Oak Grove. The most intense zoning districts are located along these routes to capture industrial and commercial traffic from the interstate. C-3, or High Intensity Commercial District, is mostly seen along I-70 at its intersection with Broadway/MO-H. Zoning along Broadway/MO-H to the south of I-70 transitions to C-2, or Central Business District, which includes the downtown commercial area. While the current commercial and industrial zoning is strategically placed along these corridors, there are a few instances of residential and agricultural zones directly adjacent to areas zoned for industrial or high intensity commercial uses with no buffer. Another item to note is that the city does not have a specific zoning designation for parks or recreational uses. Parks are currently either located in areas zoned R-1 Single-Family Dwelling District or A Agricultural District.

FIGURE A.2 EXISTING ZONING

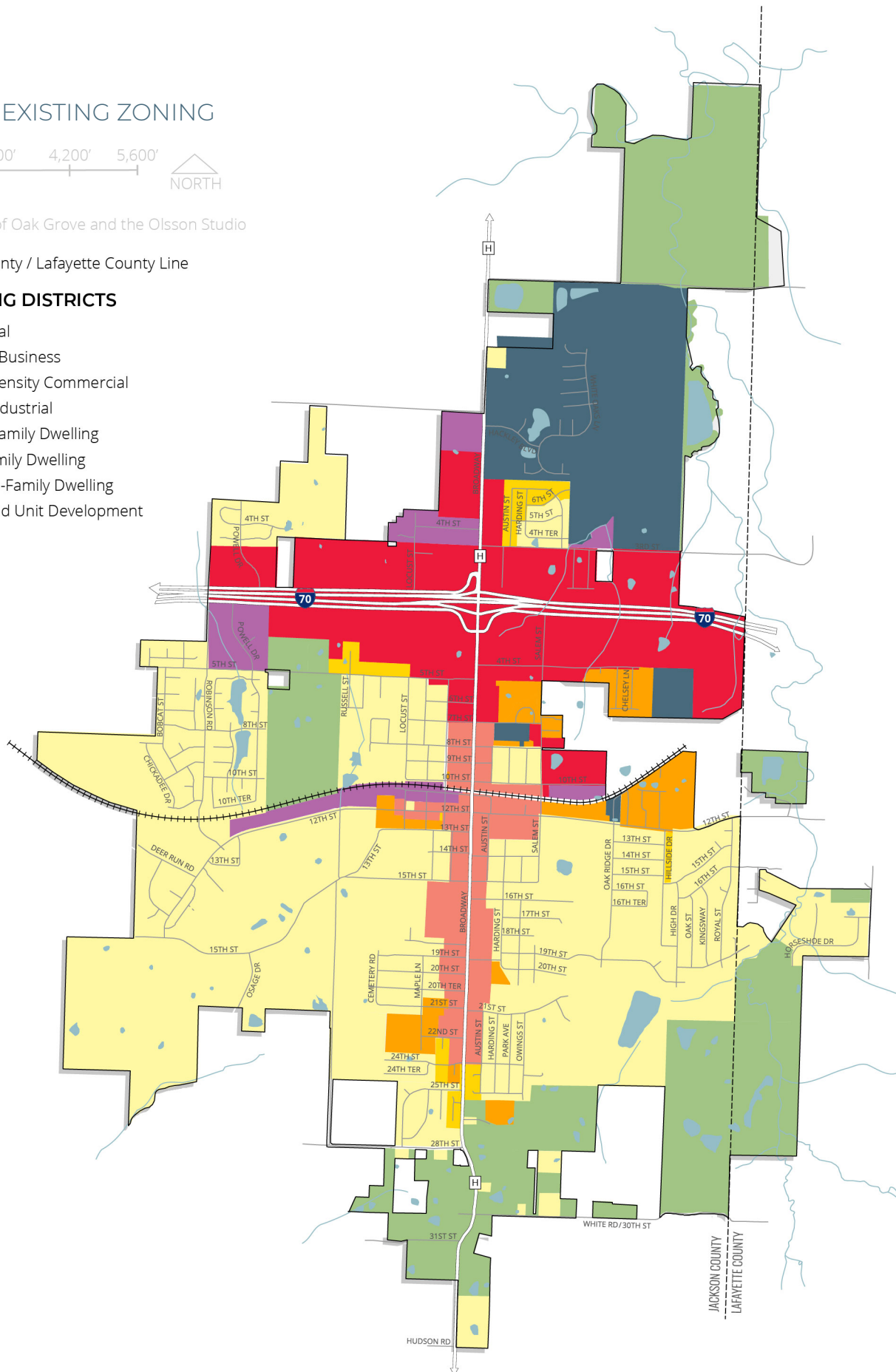


Data Sources: City of Oak Grove and the Olsson Studio

Jackson County / Lafayette County Line

EXISTING ZONING DISTRICTS

- A** Agricultural
- C-2** Central Business
- C-3** High Intensity Commercial
- M-1** Light Industrial
- R-1** Single-Family Dwelling
- R-2** Two-Family Dwelling
- R-3** Multiple-Family Dwelling
- PUD** Planned Unit Development



EXISTING PARKS, RECREATION, AND DESTINATIONS

Parks and recreation areas contribute to the high quality of life enjoyed by Oak Grove residents. The city has continued to invest in such facilities to improve and increase recreational opportunities, which are listed below:

- **Bent Oak Park** is located at the former site of Bent Oak Golf Course. The property was acquired in 2016 and turned into a park shortly after, utilizing the former golf cart paths for walking trails throughout the 200-acre site. The Oak Grove Aquatic Center and the Oak Grove Fieldhouse event space are both located at the park as well, which opened in 2018 and 2019, respectively.
- **Caraway Lake** is a three-acre fishing lake in the northern part of the city. The stocked lake requires a permit from the city to fish.
- **Frick Park** is a 57-acre park that has equestrian facilities, athletic fields, and playground equipment. The park regularly hosts rodeos, soccer leagues, and football leagues.
- **The Skate Park** was built in 2006 and is located behind the Oak Grove Civic Center building on Broadway/MO-H.
- **Webb Park** is home to multiple lighted baseball/softball fields, sand volleyball courts, tennis courts, and an outdoor basketball court. The park is located near the Oak Grove school buildings and serves as the home of the Oak Grove High School baseball and softball teams, along with the Oak Grove Little League baseball and softball leagues.
- **Davis Center Memorial Park** is located directly east of Davis Memorial Center and includes a walking trail, benches, park shelter, and horseshoe pits.



Key Takeaways

Oak Grove has a wide variety of quality recreational facilities and offerings, especially for comparable cities of its size. The more recent investment in such facilities, such as the work completed at Bent Oak Park, indicates momentum for continued improvements and expanded offerings as the population of the city continues its steady growth.

EXISTING TRANSPORTATION AND CONNECTIVITY

Oak Grove's transportation network consists of a collection of facilities that primarily serve vehicular traffic, but freight railroad service also runs through the city. Limited active transportation infrastructure for pedestrians and bicyclists exists. Jurisdiction (also known as ownership) of the city's transportation and connectivity network is illustrated in **Figure A.3**.

Roadway Network

The City of Oak Grove has immediate access to I-70, which is a four-lane divided interstate that functionally divides the city north and south. The city's roadway network consists of primary and secondary arterials, residential/commercial/industrial collectors, rural collectors, local roads, marginal access streets, alleys, sidewalks, and pedestrian ways.

The major arterial street within Oak Grove that provides direct routes to major destinations in the city is Broadway/MO-H, which is generally identified as an "arterial." Broadway, which turns into MO-H on the north side of I-70, runs north to south through Oak Grove, serving as the largest local arterial and the major entry-point into Oak Grove when entering the city from I-70.

Several collector streets exist throughout Oak Grove, which provide a vital link between the arterial streets and neighborhood streets. One such example is 12th Street, which runs east to west, parallel with I-70, just south of the railroad. Twelfth Street turns into Golden Belt Road on the east side of the city and meets up with E.R.D. Mize Road on the west side of the city. Twelfth Street runs close to the center of the city and provides connectivity to residential, commercial, and industrial areas throughout Oak Grove. Another collector street in Oak Grove is 15th Street, which provides connectivity to single-family residential and parks and recreation uses on the west side of Broadway/MO-H, as well as the commercial and public development along the street.

The remaining roads throughout Oak Grove are considered local streets, which provide direct access from local residential commercial streets to adjacent properties. Overall, the condition of the transportation network throughout the city is good. Some of the collector streets and local roads have cracked and crumbling pavement, shoulder drop-offs, poor sight distance, and lack of signage.

Existing Right-of-Way and Pavement Width Standards

Oak Grove has not adopted a master streets plan, but does specify minimum right-of-way and minimum pavement widths of all proposed streets, as seen in **Tables A.2** and **A.3**, per Sections 405.435(5) and 405.435(6) of the Unified Development Code.

TABLE A.2 MINIMUM RIGHT-OF-WAY FOR PROPOSED STREETS

TYPE OF STREET	RIGHT-OF-WAY
Broadway (south of I-70 and north of 21st Street)	100 feet minimum
Broadway (north of I-70 and south of 21st Street)	120 feet minimum
Primary arterial	120 feet minimum
Secondary arterial	80 feet minimum
Residential/commercial/industrial collector	60 feet minimum
Rural collector	80 feet minimum
Local	50 feet minimum
Marginal access street	40 feet minimum
Alleys	20 feet minimum
Pedestrian ways	8 feet minimum

Parkways: Any street designated as a parkway will ordinarily require thirty (30) feet of right-of-way in addition to the right-of-way required above.

Minimum highway right-of-way shall be established by the Missouri Department of Transportation.

Every cul-de-sac shall terminate in a circular turnaround having a minimum right-of-way diameter of one hundred (100) feet.

TABLE A.3 MINIMUM PAVEMENT WIDTH FOR PROPOSED STREETS

TYPE OF STREET	PAVEMENT WIDTH
Primary arterial	56 feet minimum
Secondary arterial	48 feet minimum
Residential/commercial/industrial collector	36 feet minimum
Rural collector	36 feet minimum
Local	28 feet minimum
Marginal access street	28 feet minimum
Pedestrian ways	6 feet minimum
Sidewalk	4 feet minimum

Parkways: The Planning and Zoning Commission may establish supplemental standards for parkways.

Cul-de-sac: The minimum pavement width for a cul-de-sac shall be a radius of 39 feet from the centerpoint.

FIGURE A.3 EXISTING ROADWAY JURISDICTION

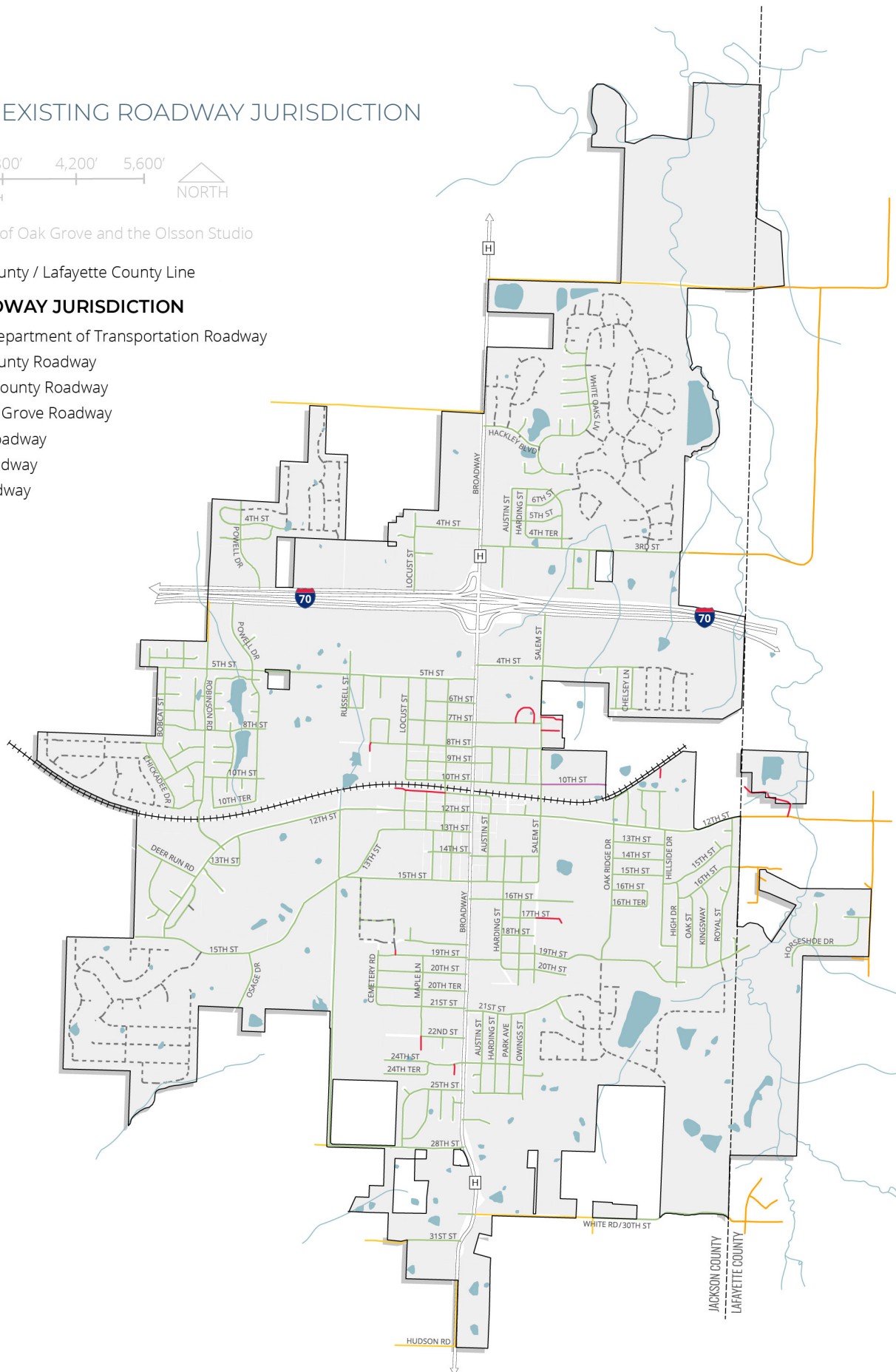


Data Sources: City of Oak Grove and the Olsson Studio

Jackson County / Lafayette County Line

EXISTING ROADWAY JURISDICTION

- Missouri Department of Transportation Roadway
- Jackson County Roadway
- Lafayette County Roadway
- City of Oak Grove Roadway
- Planned Roadway
- Private Roadway
- Paper Roadway



Active Transportation

While Oak Grove does not have any designated bike routes, limited dedicated infrastructure for active transportation exists. On Salem Street, between the Oak Grove Middle School and Elementary School campuses, there is a dedicated path that runs from 14th Street to 21st Street, either alongside Salem Street or independently as a non-motorized pathway. The path connects the school campuses to the playing fields at Webb Park. Additionally, there are walking paths that loop around the former golf course at Bent Oak Park.

Public Transportation

Oak Grove does not have public transportation services outside of the bus system for the Oak Grove R-VI School District, which is operated by Apple Bus Company.

Railroads

There is currently an active rail line that bisects the city near 10th Street. The railroad is owned and operated by Kansas City Southern Railway Company (KCSR), a Kansas City-based transportation holding company that largely serves the central and south-central United States.

Key Takeaways

Vehicular transportation is a main source of revenue for Oak Grove considering its situation along I-70, and, as such, the roadway system around the highway has been prioritized for car and truck traffic. Sidewalks are present along most major and local roadways, but active transportation infrastructure is generally lacking. Topography is a challenge to such infrastructure.

Walkability

The definition of walkability is simple: a walkable place is easy to walk around. Walkable communities come in various sizes and styles depending upon where they are in the country; whether they are in a city, suburban area, or small town; and whether they have public transit. Walkability depends upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel.

Walkability of a community is widely measured using the U.S. Environmental Protection Agency's National Walkability Index. The methodology describing the process of creating the Walkability Index can be found [here](#). The index is based on measures of the built environment that affect the probability of whether people walk as a mode of transportation: street intersection density, proximity to transit stops, and diversity of land uses. Although numerous factors influence walking, this limited set of variables simplifies the index and makes it accessible to a general audience.

Based on the index, Oak Grove is not highly walkable. Oak Grove's census tracts range from 1.0 to 10.2 on the index. The score represents the relative walkability of a block group compared to other block groups across the country. The more central portion of Oak Grove is more highly walkable (7.2 to 10.2 index value) than other areas of the city.

EXISTING NATURAL FEATURES

This section of the Plan briefly describes the environmental features of Oak Grove and existing risks and opportunities associated with the natural landscape of the area. These environmental features are illustrated in **Figure A.4**.

Floodway and Floodplain

Flood risk has been mapped throughout the city through the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program. FEMA typically identifies flood-prone areas through detailed hydrologic and hydraulic modeling and occasionally through approximate methods to assist with planning, management, and risk assessment within watersheds.

Portions of Oak Grove reside within a Special Flood Hazard Area (SFHA) 100-year floodplain, primarily on the northern and eastern portions of the city, though most of this floodplain and floodway is not within the Oak Grove city limits. The City of Oak Grove regulates some activity within and near floodplains and their associated floodways, where applicable.

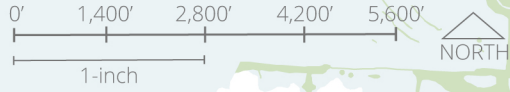
Wetlands, Waterbodies, and Waterways

Water and water-like resources, including wetlands, waterbodies, and waterways, are dispersed throughout the city. Oak Grove has a small creek system stemming from Sni-A-Bar Creek on the northeast end of Oak Grove, starting north of I-70 and branching out toward the north and east parts of the city. Sni-A-Bar Creek originates from the Missouri River, just east of Wellington, only 15 miles to the northeast of Oak Grove. Freshwater wetlands surround much of this creek system directly north of the northern city boundary and toward the west end of the city. Creeks enter the city from the east side and permeate the residential and agricultural parts of the city on the east side. Freshwater ponds can also be found intermittently throughout the city in both residential and agricultural and open space areas.

Key Takeaways

Oak Grove has a large natural creek system and freshwater wetlands on the northern and eastern parts of the city with tributaries permeating city limits largely from the east. While the majority of the 100-year floodplain associated with this creek system does not cross into the Oak Grove city limits, there is some overlap on the eastern part of the city. Several freshwater ponds and bodies of water exist throughout the City of Oak Grove.

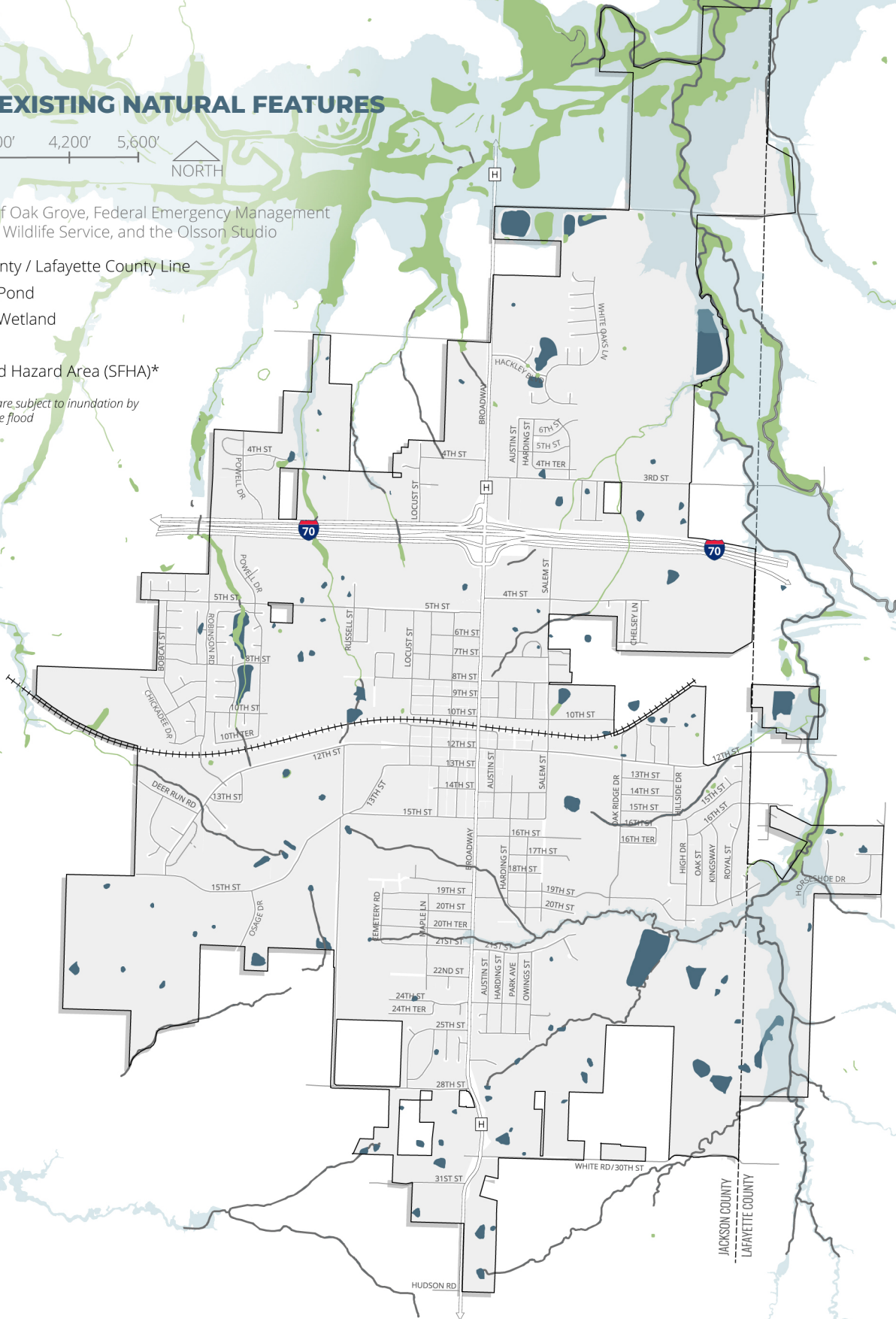
FIGURE A.4 EXISTING NATURAL FEATURES



Data Sources: City of Oak Grove, Federal Emergency Management Agency, U.S. Fish and Wildlife Service, and the Olsson Studio

- Jackson County / Lafayette County Line
- Freshwater Pond
- Freshwater Wetland
- Riverine
- Special Flood Hazard Area (SFHA)*

**Special Flood Hazard Areas are subject to inundation by the one percent annual chance flood*



EXISTING UTILITIES

To ensure the proper infrastructure for future development, redevelopment, or maintenance as the population grows, it is necessary to review the existing utility infrastructure within the city. **Figure A.5** illustrates, in part, the existing utilities within the city.

Water

The City of Oak Grove's water is largely purchased wholesale from the City of Independence, just 11 miles to the west of Oak Grove. However, some parts of southwest Oak Grove are served by Jackson County Rural Water District 17. The water system from these two sources serves approximately 3,100 residential customers and 200 commercial customers. Oak Grove has two water boosters and 316,726 linear feet of water mains, ranging from four to 12 inches in width and made of ductile iron and PVC.

Oak Grove has a 1.5MG water tower located at Frick Park off 12 Street, and a 0.5MG standpipe just south of the city. The city contains 493 fire hydrants and 1,333 water valves with connectivity to the water system. Oak Grove provides up to 1020 gallons per minute because of a 2013 agreement with the City of Independence. Oak Grove has continued this partnership with Independence, purchasing 208,046,726 gallons of water from Independence in 2021 for the Oak Grove water system.

Wastewater

The wastewater system within the city is owned and operated by the city through a 1.3 million gallons per day (GPD) design optimal flow wastewater treatment plan built in 2006, which has five million GPD max capacity. The wastewater system has a lagoon for bypass and overflow if necessary, and all effluent passes through the six city-owned lift stations.

The sewer system has 252,218 linear feet of gravity sewer mains, ranging from eight to 30 inches in width and made of vitreous clay pipe and PVC. The sewer system has 1,046 sanitary sewer manholes and 33,036 linear feet of sanitary force main. The wastewater treatment processes about 900,000 gallons per day in average dry weather and has a capacity of approximately 1.5 million GPD.

FIGURE A.5 EXISTING UTILITIES

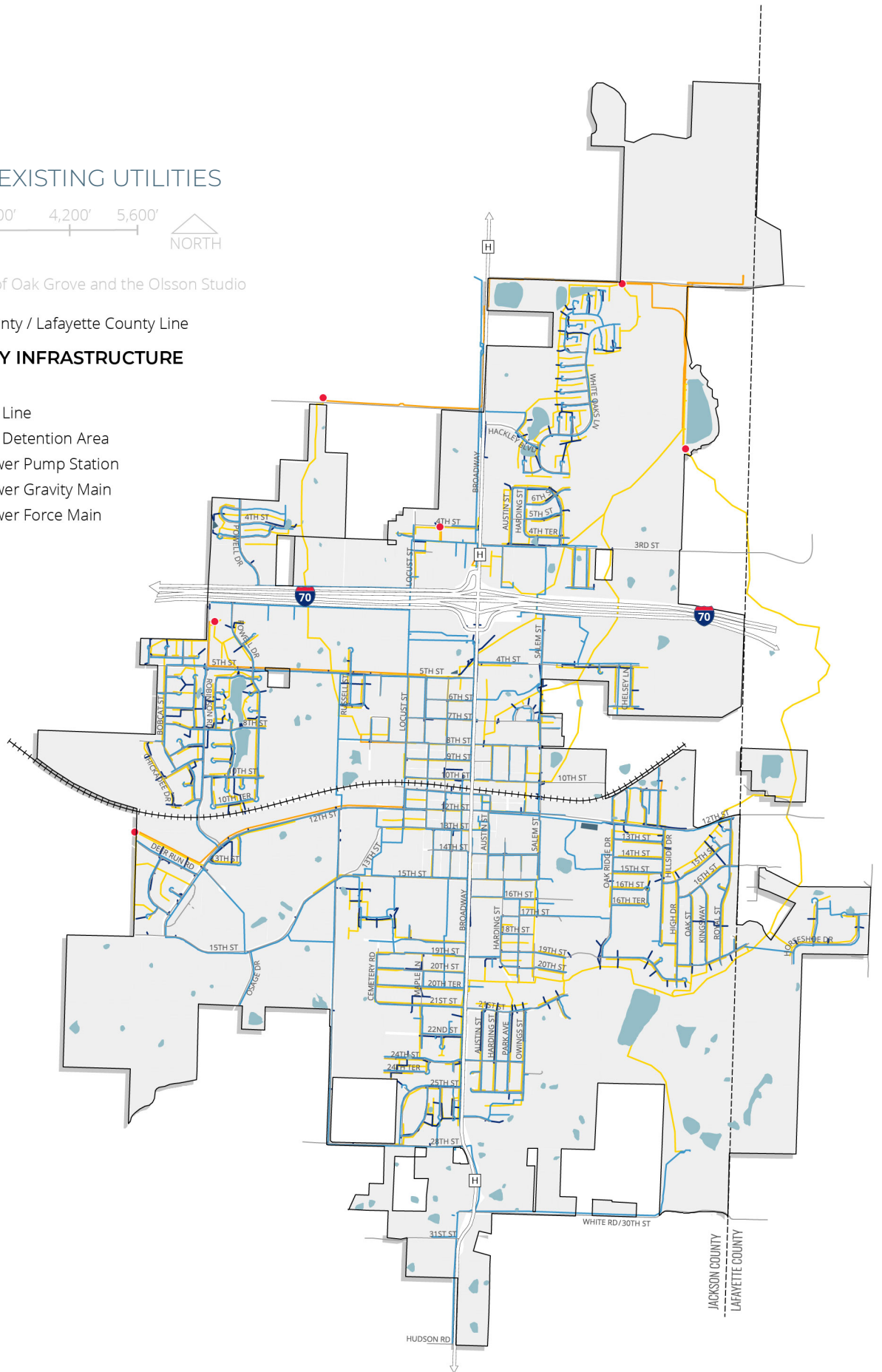


Data Sources: City of Oak Grove and the Olsson Studio

Jackson County / Lafayette County Line

EXISTING UTILITY INFRASTRUCTURE

- Water Line
- Stormwater Line
- Stormwater Detention Area
- Sanitary Sewer Pump Station
- Sanitary Sewer Gravity Main
- Sanitary Sewer Force Main



Stormwater

Stormwater runoff is generated from rain and snowmelt events that flow over land and are conveyed to downstream waterbodies such as lakes and rivers. In urban areas, impervious surfaces, including paved streets, parking lots, and building rooftops, generate large amounts of stormwater runoff that is collected in underground collection systems and swiftly conveyed downstream. In rural or less developed areas, stormwater runoff generally flows over pervious ground and is partially intercepted by forested areas and infiltrated into the undisturbed soil, generating less runoff than urban areas.

To manage this stormwater runoff, the City of Oak Grove maintains 81,119 linear feet of storm sewer pipe including 1,106 inlets, junction boxes, and end sections. Roadside ditches and driveway pipes are maintained by the property owners throughout the city. Oak Grove also contains 20 stormwater detention basins including natural, constructed, and underground, all maintained by homeowners' associations and private businesses.

Electricity

The city's electric services are provided by Evergy. In 2018, Kansas City Power and Light (KCP&L) and Westar Energy, Inc., merged to form Evergy. The merger was completed by the end of 2019. Most commonly, distribution of electrical power is via transmission lines, utility poles, and underground conduit. Oak Grove leases 374 streetlights from Evergy, distributed throughout the community.

Evergy's infrastructure currently meets the needs of the city. An annual load increase is used for new individual houses or retail business. Communication with developers is vital for Evergy to plan for larger projects (greater than one megawatt [MW]), however, current infrastructure meets the needs of customers in Oak Grove.

Key Takeaways

The City of Oak Grove has the utilities and infrastructure to support its current development, equipped with 316,726 linear feet of water mains for the water system, 252,218 linear feet of gravity sewer mains for the wastewater system, and 81,119 linear feet of storm sewer pipe for the stormwater system, all of which run throughout the city and serve residents' needs. The city also has sufficient electricity, with 374 streetlights and electrical services throughout the city, provided by Evergy.

While the city is equipped with the necessary water, wastewater, and stormwater infrastructure, Oak Grove must continue to anticipate development toward the goal of providing efficient and effective utility service into the future.

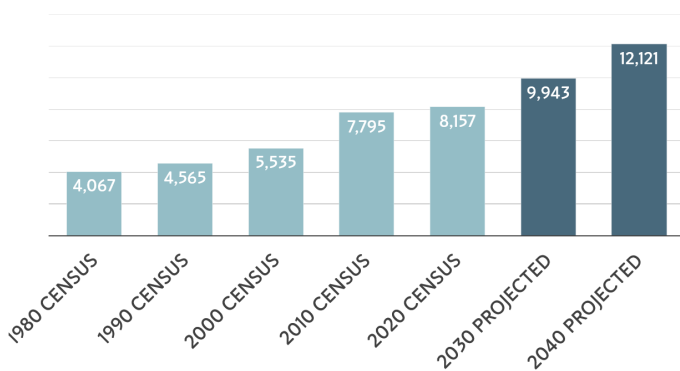
EXISTING DEMOGRAPHICS

Oak Grove is considered part of the Kansas City Metropolitan Statistical Area and is located less than 30 miles east of downtown Kansas City on I-70, offering residents convenient access to jobs and amenities. As part of the analysis of existing conditions, a full Economic and Market Analysis was completed and is provided in **Appendix D**. The following subsections overview the Economic and Market Analysis' findings.

Population Growth

Oak Grove currently supports a population of 8,157 residents. The population boomed from 2000 to 2010, increasing by nearly 41 percent with 2,260 new residents. Population growth has continued at a more moderate rate from 2010 to 2020, increasing by 4.6 percent with 362 new residents. By 2040, Oak Grove is forecast to add between 3,964 and 5,209 new residents, as seen in **Figure A.6**.

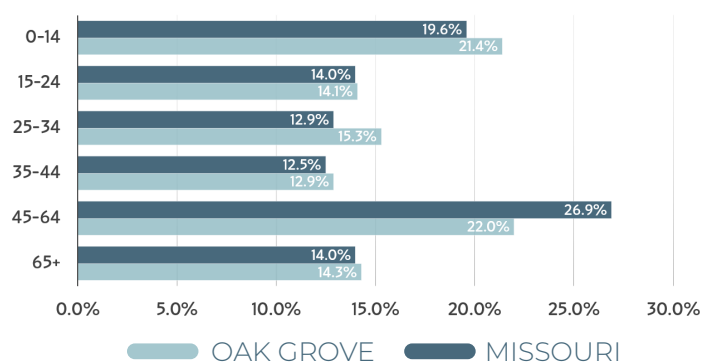
FIGURE A.6 CITY POPULATION TRENDS



Population Age

The distribution of population by age was broken into the following age groups: children (under 15 years), adolescents (between 15 and 24), young adults (between 25 and 34), family/working adults (between 35 and 44), empty nesters (between 45 and 64), and elderly (65 and older). Compared to Missouri state population distribution, the population of Oak Grove is more evenly distributed among the six age groups than the state population, as seen in **Figure A.7**. The range between population groups in Oak Grove is 9.1% compared to 14.4% for the state of Missouri. The most noticeable difference between the group distributions can be seen in the empty nester group between 45 and 64 years old. This group makes up 26.9% of the state population but only 22.0% of the population of Oak Grove. Oak Grove has a higher population among the rest of the age groups than the state, with the most drastic differences within the under 15 age group (21.4% of Oak Grove versus 19.6% of Missouri residents) and the 25 to 34 age group (15.3% of Oak Grove versus 12.9% of Missouri residents).

FIGURE A.7 POPULATION BY AGE



Household Composition

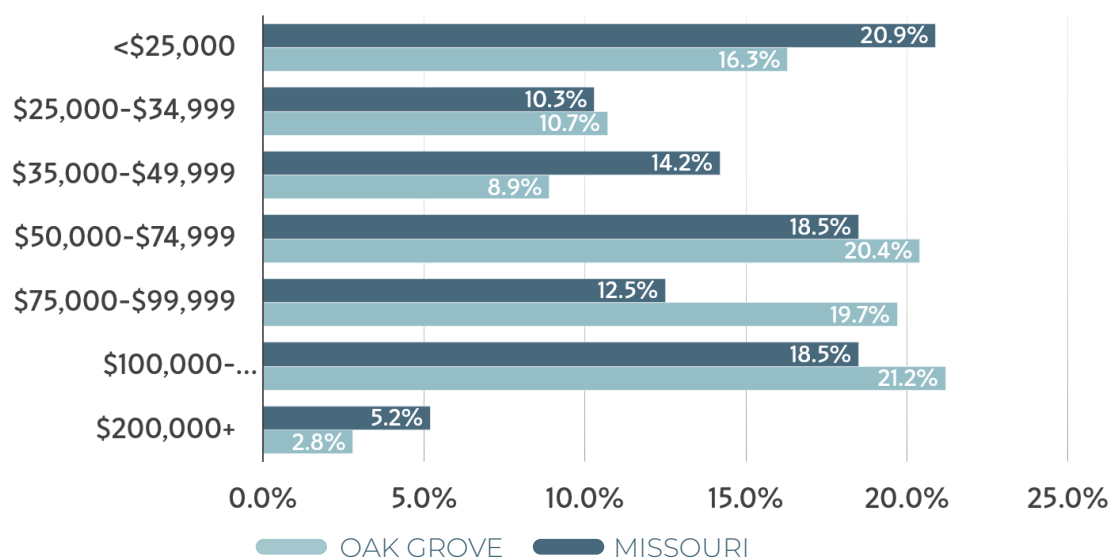
Oak Grove currently supports a total of 2,874 households. Of that, 74.9% are defined as family households (married couples with or without children) and 44.7% of all households have children present. Oak Grove's household composition possesses well above average rates for both families and married couples with children and below average for householders living alone. In the State of Missouri, 65.3% of households are defined as family households and 31.8% of all households have children present. Householders living alone make up 20.3% of households in Oak Grove compared to 28.3% statewide.

The average household size in Oak Grove is 2.80 persons, which is slightly above the state average of 2.44 persons, and the average family size is 2.93, about equal to the state average of 3.00.

Household Income

The median household income for Oak Grove is higher than the state average at \$65,024 compared to \$54,596 for the State of Missouri. There is also a much lower rate of households in Oak Grove earning less than \$35,000 and a much higher rate of households earning between \$50,000 to \$149,000 than the statewide averages, as seen in **Figure A.8**.

FIGURE A.8 HOUSEHOLD INCOME



Educational Attainment

Compared to the State of Missouri, the Oak Grove population has lower levels of educational attainment with 19.7% of Oak Grove residents over the age of 25 holding a bachelor's degree or higher, compared to 30.0% statewide. The educational attainment level with the highest population percentage is high school graduate or equivalent, with 35.6% of the total population of Oak Grove over the age of 25.


Poverty Index

Prepared by the U.S. Department of Housing and Urban Development, the Low Poverty Index captures the depth and intensity of poverty in a given neighborhood. The index uses both family poverty rates and public assistance receipt, in the form of cash-welfare, such as Temporary Assistance for Needy Families (TANF). The index is a linear combination of two vectors, the family poverty rate and the percentage of households receiving public assistance. The poverty rate and public assistance for neighborhoods are determined at the census tract level. Values are inverted and percentile ranked nationally. The resulting values range from 0 to 100. The higher the score, the less exposure to poverty in a neighborhood. **Figure A.9** illustrates the poverty index across Oak Grove.





Oak Grove experiences varying levels of poverty according to the Low Poverty Index. The areas with the lowest scores are located directly south of I-70 and at the northeast quadrant of the I-70 and Broadway/MO-H intersection. The areas of Oak Grove experiencing the least amount of poverty are located on the Jackson County side of the city.

FIGURE A.9 EXISTING POVERTY INDEX

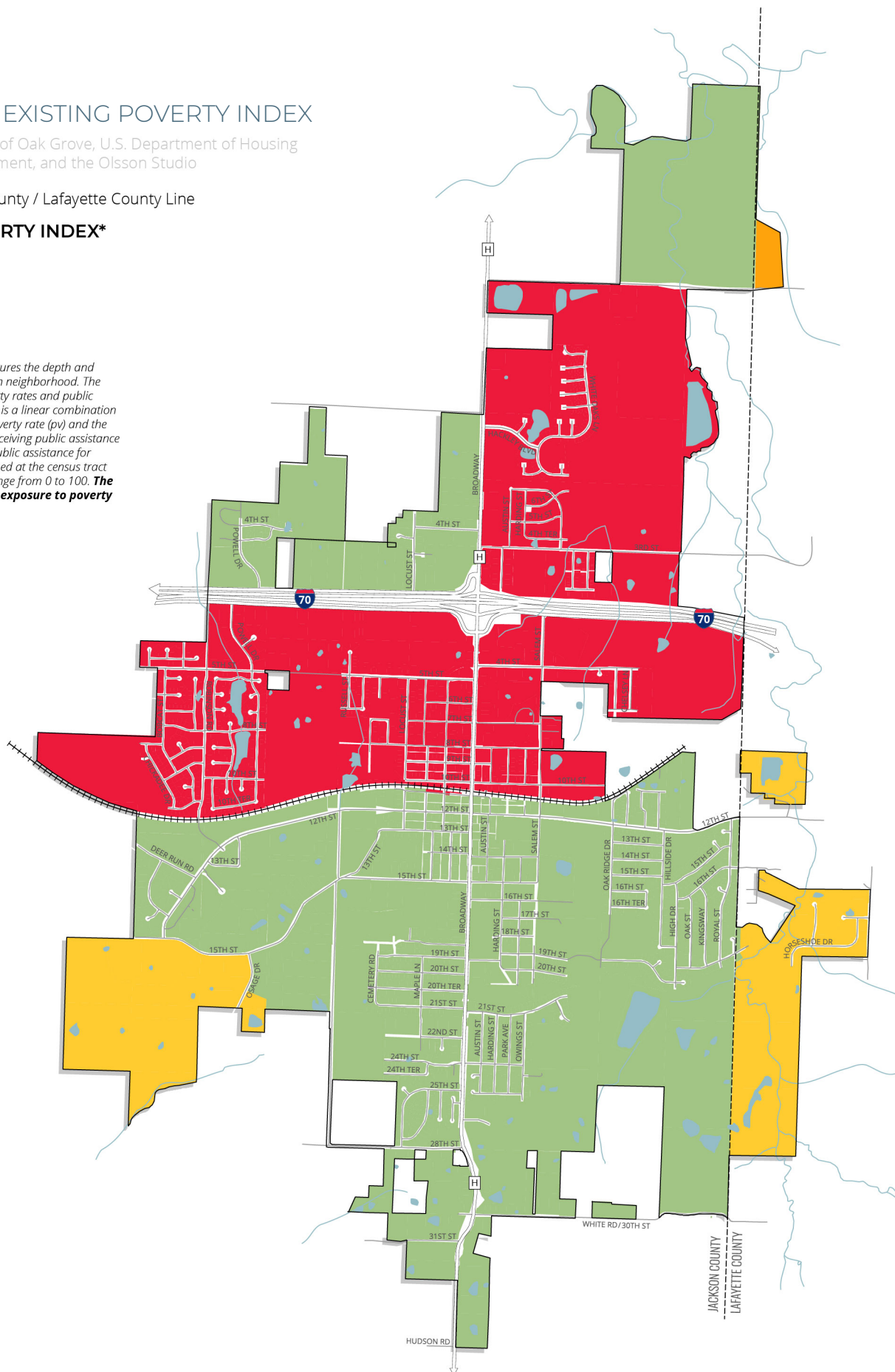
Data Sources: City of Oak Grove, U.S. Department of Housing and Urban Development, and the Olsson Studio

 Jackson County / Lafayette County Line

EXISTING POVERTY INDEX*

-  21% - 40%
-  41% - 60%
-  61% - 80%
-  81% - 99%

*The Low Poverty Index captures the depth and intensity of poverty in a given neighborhood. The index uses both family poverty rates and public assistance receipt. The index is a linear combination of two vectors, the family poverty rate (pv) and the percentage of households receiving public assistance (pa). The poverty rate and public assistance for neighborhoods are determined at the census tract level. The resulting values range from 0 to 100. **The higher the score, the less exposure to poverty in a neighborhood.**



Social Vulnerability

The Centers for Disease Control and Prevention's Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. The SVI can help public health officials and local planners better prepare for and respond to emergency events like hurricanes, disease outbreaks, or exposure to dangerous chemicals. The higher the SVI value, the most socially vulnerable the residents within that census tract are to emergencies such as natural weather events, disease outbreaks, and exposure to dangerous chemicals. **Figure A.10** illustrates SVI across Oak Grove.


SVI is measured on a scale of 0 to 1, with 1 being the most socially vulnerable. Oak Grove experiences mild to moderate levels of SVI with scores ranging from 0.001 to 0.689. The most vulnerable populations are located directly south of I-70 and at the northeast quadrant of the I-70 and Broadway/MO-H intersection, which is also where the highest levels of poverty are located.

Key Takeaways




The convenient location and high quality of life for Oak Grove residents are two contributing factors for projected population increase. Population growth will generate demand for increased housing, retail goods and services, restaurants, and commercial and industrial space. The household composition characteristics suggest that detached single-family housing may be one of the largest housing needs soon. Considering the above average household income levels, Oak Grove would likely support above average retail sales, housing values, and residential rent. A limiting factor to population growth may be the geographic area of the city, which is just 6.38 square miles, and the capacity of city utilities and services to continue supporting residents. According to the Low Poverty Index and SVI data, the same areas of Oak Grove are experiencing the highest rates of poverty and the most social vulnerability.

FIGURE A.10 EXISTING SOCIAL VULNERABILITY

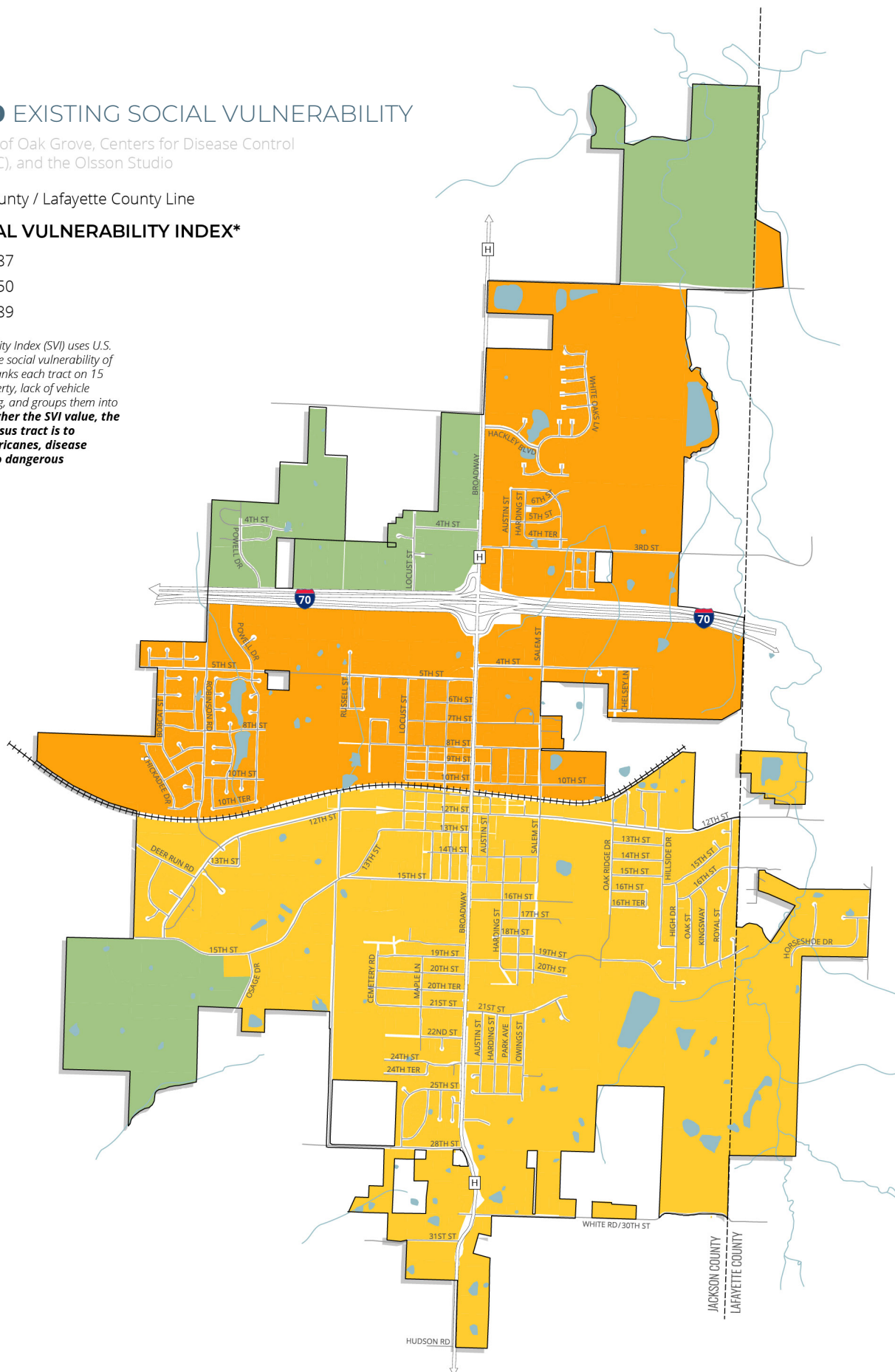
Data Sources: City of Oak Grove, Centers for Disease Control and Prevention (CDC), and the Olsson Studio

 Jackson County / Lafayette County Line

EXISTING SOCIAL VULNERABILITY INDEX*

-  0.001 - 0.187
-  0.187 - 0.450
-  0.450 - 0.689

*The CDC's Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. **The higher the SVI value, the more vulnerable that census tract is to emergencies, such as hurricanes, disease outbreaks, or exposure to dangerous chemicals.**



EXISTING EMPLOYMENT CONDITIONS

Employment conditions directly impact population, income, and retail expenditures and are reliable indicators of general economic conditions, housing demand, and demand for commercial and industrial space. Analyzing employment trends and patterns is an important component to understanding overall existing conditions.

Employment Trends

Over the past decade, Jackson County has experienced modest growth in employment and decrease in unemployment. Employment peaked in 2019 at 10,587 jobs and an unemployment rate of 3.6 percent, which was consistent with the state and national averages. The COVID-19 pandemic resulted in a loss of 13,312 jobs in 2020, raising the unemployment rate for the county up to 5.5 percent. 2021 saw a rebound in employment consistent with the modest growth experienced prior to the pandemic. The leading employment sector within Jackson County is healthcare and education, comprising 23.5 percent of all jobs.

Major Employers

Oak Grove supports a less diverse employment base than Jackson County as a whole, with the retail trade sector accounting for 43.1 percent of total employment in the city compared to 11.4 percent countywide. The retail sector supports freeway-related services such as truck stops, fast food restaurants, and retailers. Walmart and the Oak Grove 70 Petro Stop are both major employers. The healthcare and education sector also comprises a large percentage of Oak Grove jobs, with Oak Grove Nursing and Rehab and the school district as two other major employers.

Key Takeaways

Projected population growth is promising for future employment growth in Oak Grove, as it will create growing retail, professional services, and finance sectors along with warehouse and logistic opportunities attracted to the presence of I-70. Through 2040, Oak Grove is projected to support annualized job growth between 1.75 percent and 2.25 percent, yielding 1,125 to 1,725 new jobs.

APPENDIX B: PUBLIC ENGAGEMENT SUMMARY

Appendix B summarizes the stakeholder and public engagement opportunities that were conducted to collect valuable input that helped guide this planning process. Stakeholder and public engagement is a critical component of any public planning process as it capitalizes on the knowledge and desires of those who know the community best.

A good plan is developed with the community, and not just for it. Through a series of online and in-person engagement opportunities, the planning team was able to collaborate with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan. **Appendix B** summarizes both that process and its outcomes.

PROJECT MARKETING

Multiple media outlets were utilized to ensure Oak Grove's stakeholders and residents were aware of the opportunities to be involved in the planning process. Such communication channels included a dedicated project website, a postcard mailer, a flyer, the city's social media accounts, press releases, and email blasts.

Project Website

A website (www.oakgrovecompplan.com) was created to provide a landing page for anyone interested in learning about the planning process. The website provided information on a variety of topics related to the Plan, including:

- A project overview, which details the purpose of the Plan and the goals of the planning process
- A project timeline that shows the phases of the project
- A listing of the different ways to engage in the planning process as a member of the public (e.g., public survey, in-person open house, virtual open house, etc.)
- Project downloads that summarize findings at engagement events and the Plan drafts; an
- An opportunity to ask questions or provide comments to the city.

The website was regularly updated throughout the planning process as the “one-stop-shop” for project-related information.

Postcard Mailer

A postcard mailer was mailed to all city households that encouraged residents to take the community survey, join the email list (to receive email blasts), and participate in the public open house.

Flyer

A flyer was distributed at a city-hosted Food Truck Night event that encouraged residents and stakeholders to visit the project website.

Press Releases

Four press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project website. The four press releases focused on the following topics:

- Press Release 1: project kick-off
- Press Release 2: community survey and in-person public open house
- Press Release 3: public open house
- Press Release 4: virtual open house advertisement

Social Media

The City of Oak Grove's Facebook page (www.facebook.com/cityofoakgrove.com) was used to inform people about the planning process, solicit participation in events, and invite residents to take the online survey and participate in the in-person and virtual public open houses.

Email Blasts

The project website provided the public with the option of joining the contact list to receive project communications. Various e-blasts were sent to those who opted into email notifications about the project to provide information on engagement opportunities.

OAK GROVE
COMPREHENSIVE PLAN

Have your say in Oak Grove's bright future!

Oak Grove's new comprehensive plan is under development and we need your help to determine the city's priorities.

What is a comprehensive plan, and why should it matter to me?

A comprehensive plan is a long-range document that guides the city's future growth and development and priorities. It is a road map to visualize where we want to go as a city and the path to reach that destination. Your input in the planning process is essential to ensure our **bright** future.

Take the Survey
You are invited to share your priorities for the city's future. Take the survey on the project website from now until June 19, 2022!

Join the Email List
Sign up for project update emails and event information on the project website.

Participate in the Open House
Sign up for project update emails to learn about the open house as details are announced.

www.oakgrovecompplan.com

VIRTUAL

COMPREHENSIVE PLAN

PUBLIC OPEN HOUSE

Tell us what you envision for the future of your city!

Available now through July 31 at 11:59 p.m. via the project website

oakgrovecompplan.com

OAK GROVE
COMPREHENSIVE PLAN

Marketing Materials and Graphics

The graphics to the left are examples of the marketing and outreach materials designed and distributed for the planning process.

A unified brand was created for the Plan, including set colors, fonts, and logo. The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.

The logo created for the Plan is complementary to the city's logo, utilizing the common oak tree theme. The Plan logo also incorporated the Plan's tagline, **Strong Roots. Bright Future.**

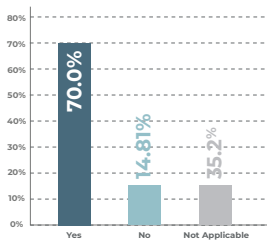
During the comprehensive planning process. In an effort to support transparency, no comments have been edited or changed.

COMMUNITY SURVEY

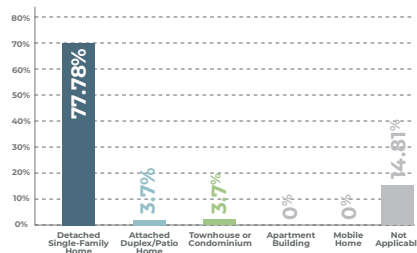
As part of the public engagement process, a community survey was distributed to residents and stakeholders, which was the first primary public engagement opportunity. The survey results were used to identify potential areas of focus for the planning process.

The survey was available from April 29 to June 19, 2022, via the project website. The survey was completed by 447 people, which is a statistically significant response rate based on Oak Grove's population - at a 95 percent confidence level (industry standard) and 4.51 percent margin of error (better than industry standard). The results of the survey are detailed briefly with the following graphics.

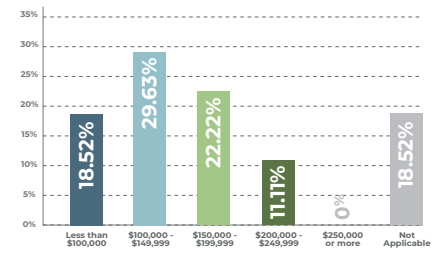
If you currently rent housing in Oak Grove, would you consider buying a home in Oak Grove in the future?



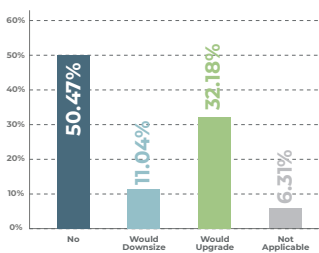
If you currently rent housing in Oak Grove and would consider buying a home if adequate housing were available, what type of housing would you consider purchasing?



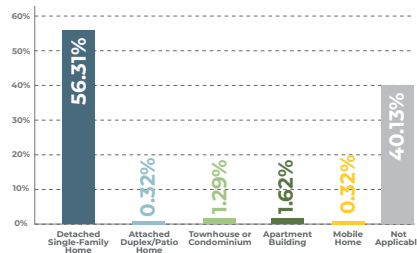
If you currently rent housing in Oak Grove and would consider buying a home if adequate housing were available, what price range would you prefer?



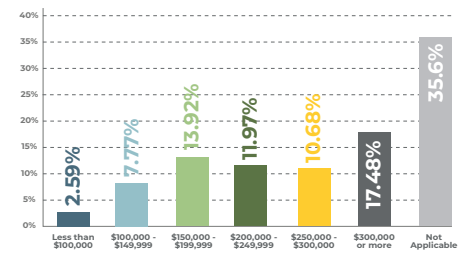
If you currently own a home in Oak Grove, would you consider downsizing or upgrading if adequate housing were available?



If you would consider downsizing or upgrading your current home in Oak Grove, what type of housing would you prefer?



If you would consider downsizing or upgrading your current home in Oak Grove, what price range would you prefer?



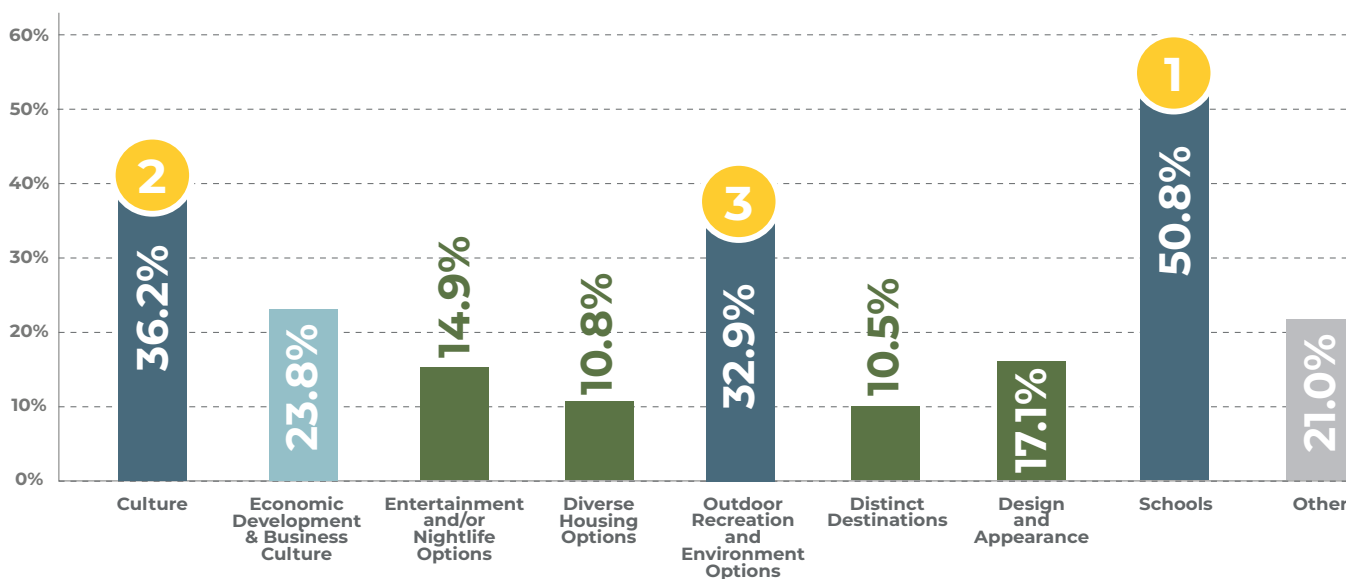
If you stay in/come to Oak Grove on weekdays/weekends, which types of destinations are you most likely to visit within Oak Grove?



If you leave/do not enter Oak Grove on weekdays/weekends, which types of destinations are you most likely to visit in other communities?

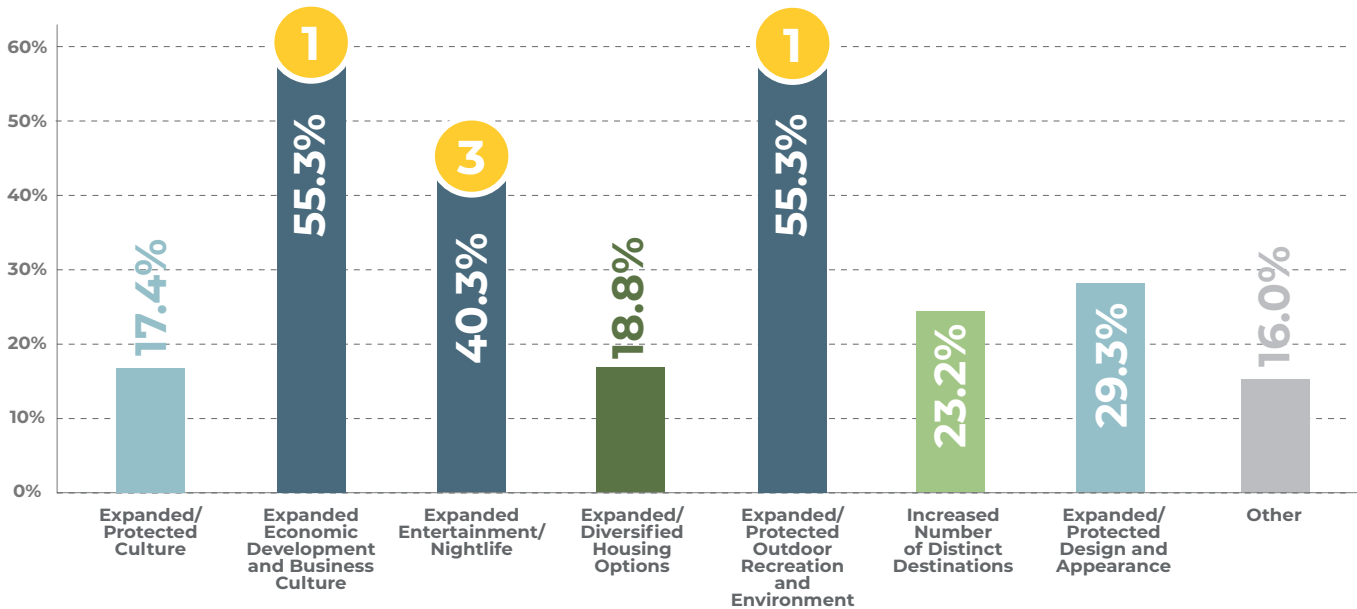


What do you value about Oak Grove?

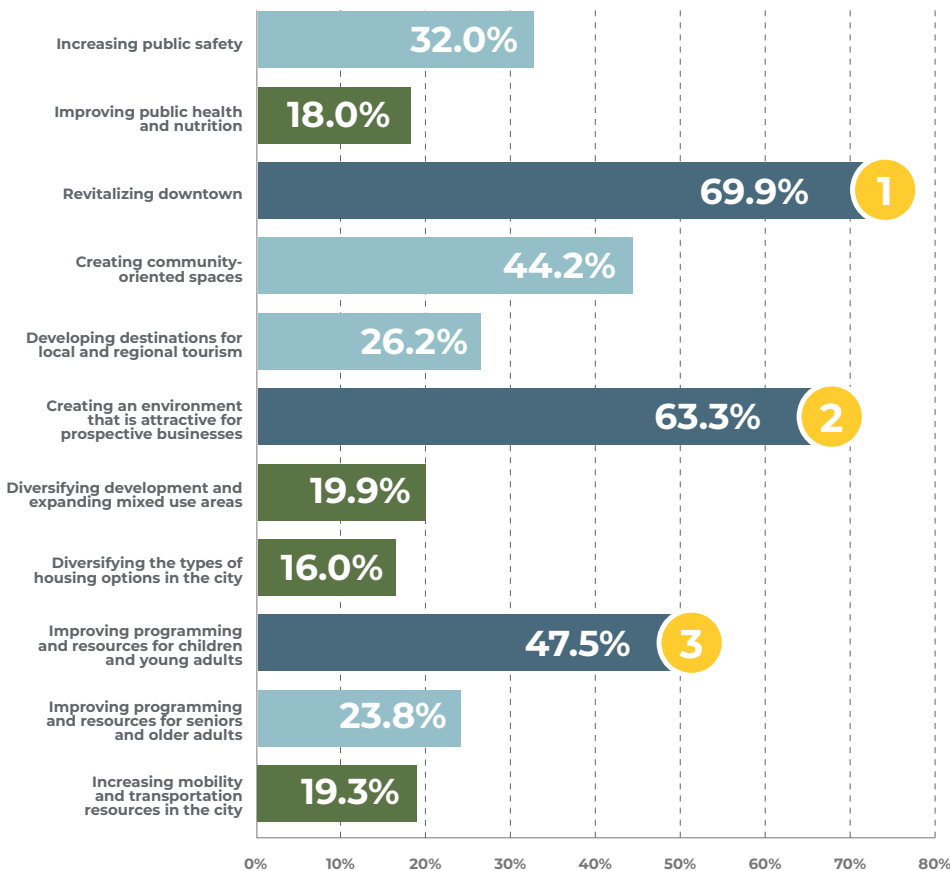


The text on this page includes verbatim public comments recorded during the comprehensive planning process. In an effort to support transparency, no comments have been edited or changed.

What would you most like to see for the future of Oak Grove?



Of the following choices, what are the top five opportunities for Oak Grove?



Which housing-type developments are most needed and appropriate in Oak Grove?



86.4%
Single family homes



26.2%
Mixed Use Developments



20.4%
Townhomes/Duplexes

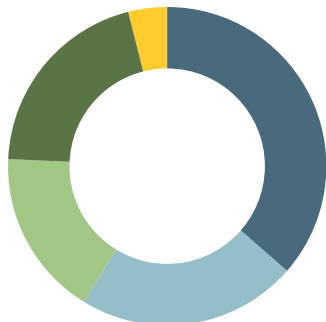


17.7%
Apartments



16.0%
Accessory dwelling units

How long have you lived in Oak Grove?



4.0%
Less than 1 year

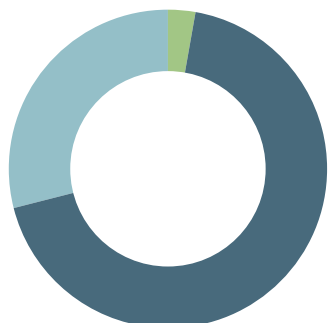
20.3%
1-5 years

17.0%
6-10 years

22.3%
11-20 years

36.4%
21 or more years

What is your gender?

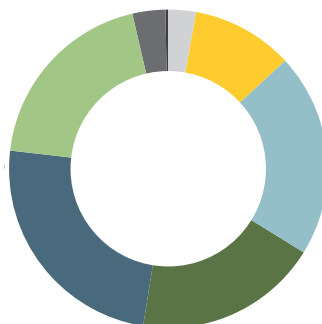


36.4%
Female

22.3%
Male

17.0%
Prefer not to say

What is your age?



0.3%
17 years or younger

3.4%
18-24 years

19.6%
25-34 years

24.3%
35-44 years

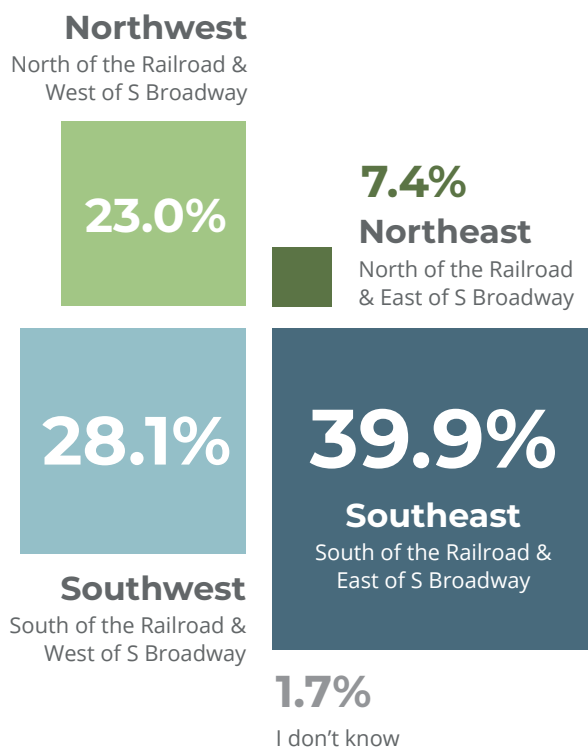
18.7%
45-54 years

20.7%
55-64 years

10.3%
65-74 years

2.8%
75 years or older

Which quadrant of the city do you live in?



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VISIONING AND PLANNING WORKSHOP

Why Visioning?

Public engagement serves as a critical milestone in any planning process. Not only is the visioning and planning workshop (workshop) the first in-person opportunity for community members, stakeholders, and city staff members to meet and work together, it is the time when the collective tone for the process to come was set. The goal of the workshop is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

The workshop is a time when participants are initially encouraged to ignore price tag and timing concerns. The process is meant to first uncover the needs, wants, and desires without being clouded by constraints. Visioning intentionally strips away what often holds people back from being truly honest about what they want to see. Once the needs, wants, and desires of the community have been fully explored, the constraints and roadblocks can be discussed. With the openness that comes from sharing with one another about what is desired, a more informed conversation can be had about impediments, obstacles, and dislikes.

During the workshop, the existing conditions of the city were examined within their respective areas: land use and development; transportation and connectivity; economic development and vibrancy; and parks, recreation, and natural features. Members of the community were encouraged to discuss and share what is and is not working within those areas.

In addition to providing a dedicated time and space for community members to participate actively in the planning process, this time is also important for the planning team, allowing them the opportunity to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations being had between neighbors, acquaintances, city staff members, and city leadership with their constituents is invaluable to shaping the Plan.

Visioning Workshop Overview

Before a plan's vision and ultimate plan can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future of the city; (2) to gather local knowledge related to the issues and opportunities facing the city; and (3) to build consensus around a multifaceted solution. As the first step in this planning process, a visioning and planning workshop was held by the planning team.

The visioning and planning workshop was held on June 28-29, 2022. The event was held at the Oak Grove Fieldhouse at 1300 SE 30th Street, Oak Grove, Missouri 64075. The two-day workshop was attended by the planning team, stakeholder committee members, and technical committee members.

The stakeholder committee was made up of property owners, business owners, and other key stakeholders who have a vested interest in the future of the county. The Technical Committee was made up of representatives from the city administration that would, in part, be responsible for implementing portions of the Plan.

In preparation for the visioning and planning workshop, the planning team designed a project brand and logo, developed a project website, created a public survey, conducted a site visit to the city, and carried out an existing conditions evaluation. These matters were presented to the committees at the visioning workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises. These sessions are described and illustrated in the following subsections.



NEEDS, WANTS, DESIRES, BARRIERS, OBSTACLES, AND ANNOYANCES

In the next activity, the stakeholders were asked to look at the Needs, Wants, Desires, Barriers, Obstacles, and Annoyances results from the community survey. Members of the community were able to comment and record their needs, wants, and desires, barriers, obstacles, and annoyances for the city in a community survey that was available to them prior to the stakeholder meeting. They are defined as follows:

- **Needs:** We need to address this critical issue.
- **Wants:** If we had the choice, we would choose to have this...
- **Desires:** Wouldn't it be nice if..., but if we don't get it, that's okay.
- **Barriers:** Immovable objects or obstructions that we must go around. (We cannot simply eliminate them; we must define a path that minimizes or mitigates them.)
- **Obstacles:** Things that can be surmounted or changed (hopefully in our best interest); get in the way of what we want to accomplish (but not just a nuisance). (We can go over, through, or around them, but we must engage directly with them.)
- **Annoyances:** Things we just do not like; tend to be nuisances and personal; do not prevent you from achieving your goals.

To allow the stakeholders an opportunity to discuss amongst themselves, the planning team broke the participants into small groups. Each of these small groups was given ample time to have discussion and record their responses, identifying their own needs, wants, and desires, barriers, obstacles, and annoyances for the city. All responses are listed in *Full Documentation of Responses*.

After the allotted time, each group was tasked with prioritizing the top three from each category (e.g., three needs, three wants, etc.). After thirty minutes and each group had their top three responses for each of the six categories, the groups chose a spokesperson to report back their priorities to the entire group. **Table B.1** through **Table B.6** detail each groups' priorities, by category. This provided a chance for each group to synthesize and understand different perspectives within the larger stakeholder group. While some of the prioritized items were similar, some were different.

The text on this page includes verbatim public comments recorded during the comprehensive planning process. In an effort to support transparency, no comments have been edited or changed.

TABLE B.1 GROUP ONE'S PRIORITIES

NEEDS

- Streets/sidewalks, Oak Ridge crossing
- Downtown revitalization
- Attracting business infrastructure

WANTS

- Creating OG as a destination
- Attractive housing market
- Trash service/recycle

DESIRES

- Over/under RR tracks, Through streets
- Destination
- Golf course and Farmer's market

BARRIERS

- Funding
- Geographic limitations
- Annex more

OBSTACLES

- Someone researching outside funding
- Economic development
- I-70 access

ANNOYANCES

- Aesthetics
- MoDOT
- Trash receptacles

TABLE B.2 GROUP TWO'S PRIORITIES

NEEDS

- Improve infrastructure
- More affordable housing to attract younger families
- Welcoming signage at highway, pointing downtown

WANTS

- Help business grow and attract new businesses
- Ugraphc parks turf/tennis courts
- Beautification of downtown

DESIRES

- Trail to pool
- Entertainment venues
- Stoplights at 4th/Salem and 12th/Salem

BARRIERS

- Parking downtown = pave farmers' market
- Train track through downtown
- Funds for downtown beautification

OBSTACLES

- Locations for businesses to grow
- Team to find funding
- Apathy to change

ANNOYANCES

- Signage and billboards
- Road maintenance
- Homes and businesses kept in better condition

TABLE B.3 GROUP THREE'S PRIORITIES

NEEDS

- Downtown revitalization (more commercial space)
- More income-based and affordable housing
- Sidewalks/connectivity to Bent Oak Park

WANTS

- Expand/enhance amenities (farmers' market, parks)
- More community programming
- More street lighting

DESIRES

- City beautification/curb appeal
- Bent Oak Park used to fill sidewalk access
- Big box development along I-70

BARRIERS

- Lack of parking
- Additional city funding
- Need secondary corridor/traffic is bad

OBSTACLES

- Railroad crossing at Broadway
- Funding
- Lack of diversity and types of businesses

ANNOYANCES

- Upkeep of homes and businesses
- Confusing/old signage
- New growth versus old traditions

TABLE B.4 GROUP FOUR'S PRIORITIES**NEEDS**

- Additional infrastructure
- Beautification drawing businesses
- Streets

WANTS

- Parks and recreation
- Entertainment
- Parking and outdoor market

DESIRES

- Railroad fulltime crossing
- Diverse business
- Sidewalks

BARRIERS

- Money
- Existing use of space/land
- Railroad track

OBSTACLES

- Infrastructure
- Balance of business/residents
- Location of community center

ANNOYANCES

- Close-mindedness
- Overall appearance of downtown
- Execution/ implementation

TABLE B.5 GROUP FIVE'S PRIORITIES**NEEDS**

- Sidewalk and roads updated and smooth
- Easy access to park and aquatic center, Bent Oak
- Infrastructure for new housing/business

WANTS

- Beautification of town
- Outdoor family space, parks, trees, golf, events

DESIRES

- Outdoor park and activities (dog park/market)
- I-70 access/through streets (beyond 12th and Broadway)
- Stop lights

BARRIERS

- Funding
- Permits/fees (perception)
- Infrastructure

OBSTACLES

- Planning zoning restrictions
- Funding, granting
- Access to I-70

ANNOYANCES

- Beautification
- No forward mindset
- Signage and parking

TABLE B.6 GROUP SIX'S PRIORITIES**NEEDS**

- Housing
- Community communication
- Connecting city streets, sidewalks, signs

WANTS

- Business growth
- Parks, update and promote activities
- Roads/sidewalks

DESIRES

- Additional access to I-70 growth
- Beautification efforts, signs
- Add farmers market/river market

BARRIERS

- Funding
- Lack of building north of town
- Truck traffic, parking

OBSTACLES

- Need for more funding, explore funding options
- Additional access to I-70 with help from MoDOT
- Planning and zoning restrictions

ANNOYANCES

- Lack of space and parking
- City appearance

Enforce speed limit/safety

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ISSUES AND OPPORTUNITIES TOPIC STATIONS

For the next activity, the stakeholder committee members were separated into new groups. These new groups were then asked to go to multiple topic stations posted throughout the room. The stakeholders were led through a series of questions concerning four large topic categories. They are the following:

Land Use and Development

- Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate; use red dots to indicate where you think growth is not appropriate.
- Following the legend, indicate on the map where new land uses are appropriate. Add as many dots as you'd like.
- What areas should be focused on for redevelopment and infill? What types of development would be acceptable? Use the red dot to show us where and your sticky notes to tell us why.
- What areas should be targeted for development? Use a green dot to show us where and your sticky note to tell us why.
- Are there existing land uses that are misplaced?
- What kind of housing should be developed?

Parks, Recreation, and Natural Features

- What recreational and entertainment options are missing and desired within Oak Grove?
- Should new parks or recreational amenities be developed within the city? If so, where? Use your green dots to show us where and your sticky notes to tell us why.
- What attractions, programs, and events would you like to see in Oak Grove that do not currently exist?
- Where should green/open space be preserved within the city? Use your green dots to show us where and your sticky notes to tell us why.
- Of the parks and recreation amenities that currently exist, are there any that are undersized or in need of upgrades?

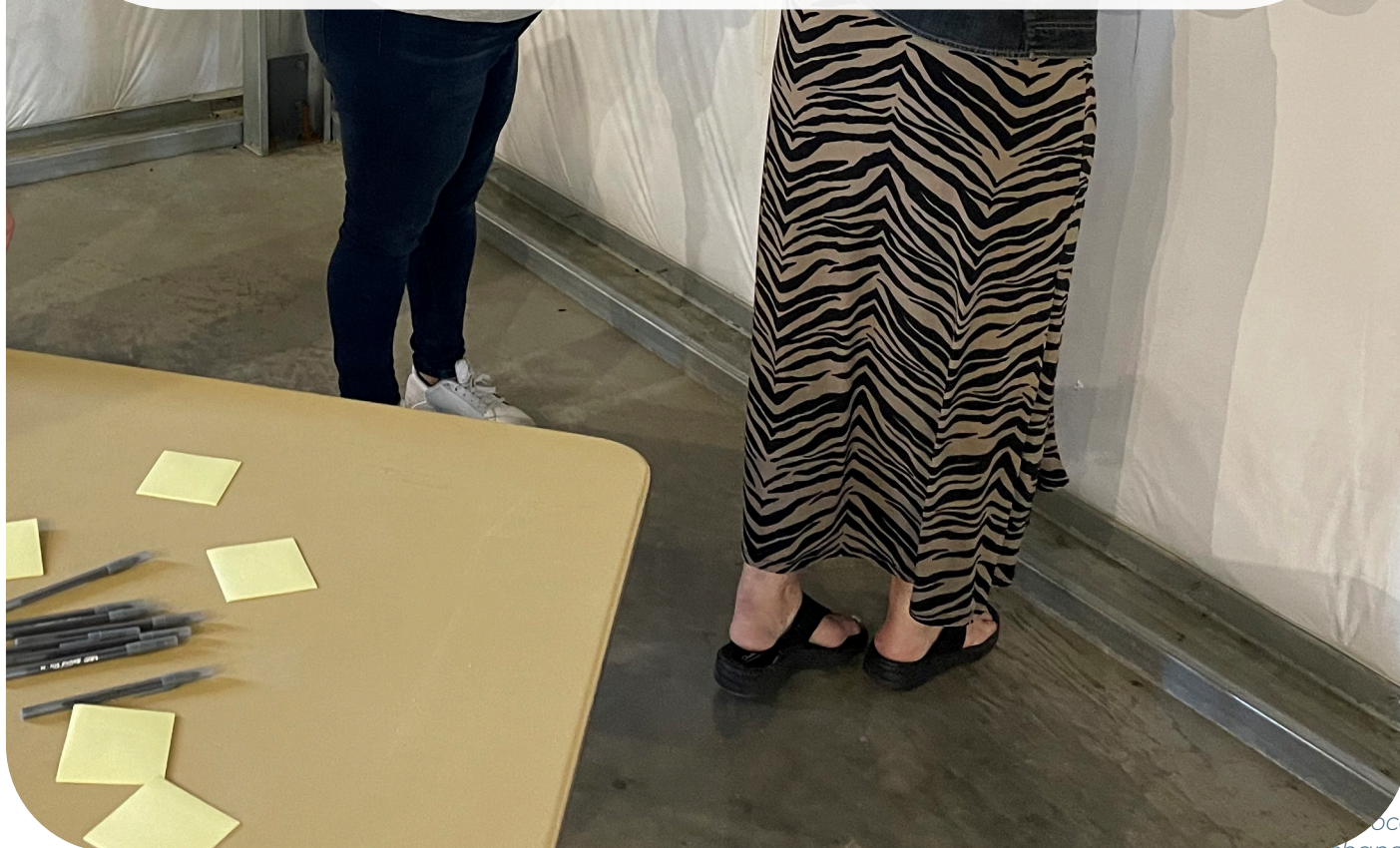
Transportation and Connectivity

- Where is it difficult to walk in Oak Grove? What are your missing connections? Use the yellow dots to show us where the sidewalk network should be improved/filled in and your sticky notes to tell us why.
- Where would you like to ride your bike in Oak Grove? What type of infrastructure would you like to have available for biking (i.e., off-road trails, road shoulders, painted bike lanes, etc.) Use your yellow dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure.
- What would make walking or biking around the city more enjoyable?
- Are there missing major thoroughfares or collectors (i.e., main, higher traffic roadways) that should exist but do not?
- What roads need upgraded to pavement?
- Where do you notice transportation safety issues within the city?

Economic Development and Vibrancy

- What types of new businesses and services would you like to attract to Oak Grove?
- What assets does the city currently have that could be leveraged to bring in new businesses the community desires?
- Where are the most desirable areas to bring in new office and business uses? Use the blue dots to show us where and your sticky notes to tell us why.
- What part of Oak Grove do you consider to be “the heart” or central gathering area? If you do not think there is one, why is that so?
- What does the revitalization of downtown mean/look like to you?
- What are the ways that we could welcome more people to Oak Grove (i.e., future residents and tourists)?

These stations were also equipped with aerial maps and supplies so that individuals may record their comments and place-colored dots that correspond to the topic questions. This activity allows an open dialogue amongst participants and allows the stakeholders a chance to engage with a new group of community members. In addition to pertinent questions for each topic, each topic station had the participants place dots on the aerial maps and provide their commentary via sticky notes. These comments were collected and are listed below in the *Full Documentation of Responses*.



in an effort to support transparency, no comments have been edited or changed.

Day Two Summary

On the second day of the visioning workshop, the planning team provided the stakeholder and technical committees with a summary of what was heard during the previous day.

VISION STATEMENT SMALL GROUP EXERCISE

Stakeholders then were split into six groups and developed their own vision statements. The planning team stepped the stakeholders through the different elements and purposes of a vision statement through three different overarching questions, including:

1. What do you care deeply about?
2. Who do you want your community to serve?
3. What impact do you want your community to have?

Stakeholders discussed their answers to these three questions as a group and drafted their vision statements based on their small groups' consensus. The group vision statements were drafted at the visioning and planning workshop, and are shown on the following page.

These potential vision statements represent the beginning of a unified vision for the city. The planning team displayed each statement at the public open house to gain additional feedback from the larger community.

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“To create a welcoming community serving everyone while focusing on safety, vibrance, and opportunity through integrity, transparency, education, and service.”

“The City of Oak Grove’s mission is to become an economically strong and prosperous community that promotes diversity, continues to innovate, and creates a welcoming and positive environment for all community members and visitors.”

“Oak Grove is an inclusive, friendly, and safe steadily – growing community with an emphasis on its local schools and business – while maintaining a high quality of services.”

“Oak Grove is a warm, welcoming, inclusive community where families and businesses can safely build the lives they are hoping for.”

“Our vision is for Oak Grove to be a safe, supportive, and serving community for all people, providing opportunities in a thriving town, strengthened by spirit and pride.”

“Our compassionate, caring community with a strong and prideful heritage that values faith, service, and education, committed to continuing to grow together toward a bright future.”

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PUBLIC OPEN HOUSE (IN-PERSON AND VIRTUAL)

Later that day, members of the community were invited to an in-person public open house at which they could review the public survey results, the existing conditions analysis provided by the planning team, and the stakeholder responses gathered from previous day's exercises.

The in-person public open house was held on June 29, 2022, at the Oak Grove Fieldhouse (1300 SE 30th Street, Oak Grove, Missouri 64075) from 5:30 p.m. to 7:30 p.m. Approximately 45 people attended the in-person public open house.

Community members were able to freely move around the space and engage with the featured materials; no formal presentation was given by the planning team. They also had the opportunity to add their own responses to these materials, providing the opportunity to agree, disagree, or expand upon what was previously heard. Supplies to record their responses were provided.

The stations at the in-person open house included:

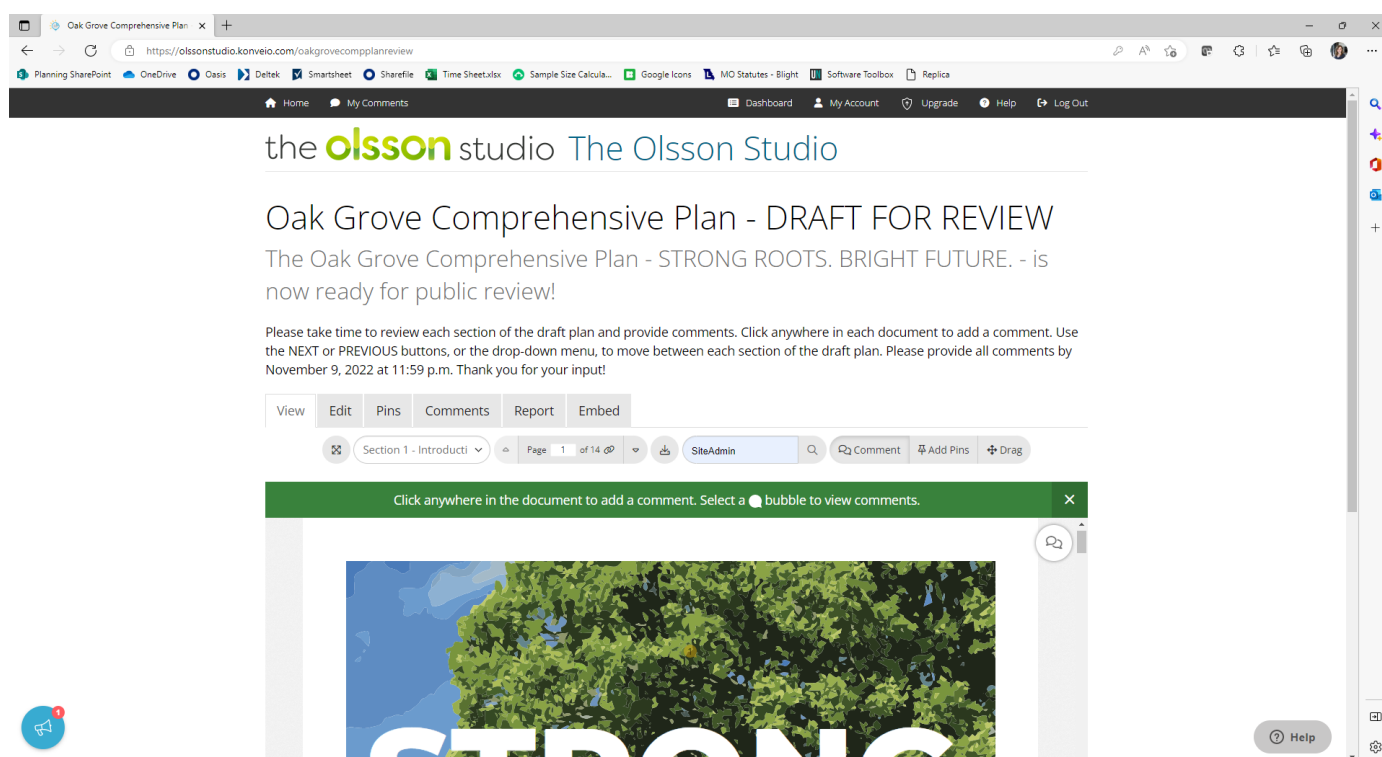
- 1. Sign In**
- 2. Welcome!** *Read these posters to understand the format of this open house and tell us where you live (if you're comfortable sharing).*
- 3. Plan Overview.** *Learn more about what a comprehensive plan is and what is studied as part of this process.*
- 4. Existing Conditions.** *Learn more about the existing state of Oak Grove.*
- 5. Survey Results.** *Review a summary of the community survey results. The full survey results are available at www.oakgrovecompplan.com.*
- 6. Issues and Opportunities: Land Use and Development.** *Review the posters and answer the questions via sticky notes.*
- 7. Issues and Opportunities: Parks, Recreation, and Natural Features.** *Review the posters and answer the questions via sticky notes.*
- 8. Issues and Opportunities: Transportation and Connectivity.** *Review the posters and answer the questions via sticky notes.*
- 9. Issues and Opportunities: Economic Development and Vibrancy.** *Review the posters and answer the questions via sticky notes.*
- 10. Initial Ideas.** *The following posters present initial draft ideas that could be considered for the comprehensive plan. Please review and leave comments via sticky notes.*
- 11. What Did We Miss?** *Let us know if the planning team missed anything that you feel should be addressed. Write your comment on a sticky note and place it on this table.*

For those that were unable to make the in-person public open house, a virtual public open house was available via the project website. Like the in-person public open house, the virtual option was divided into different stations, allowing participants to navigate between the stations by using a drop-down menu. As they followed the questions through the virtual open house, participants were able to pin their comments to the pages of the virtual stations. A total of 44 comments were received via the virtual public open house. These comments were gathered and incorporated into *Full Documentation of Responses*.

ONLINE DRAFT PLAN REVIEW

An initial draft of the Plan was uploaded online to Konveio for stakeholders to review. Konveio is an online engagement platform that allows participants to comment directly on documents, while also making it simple to organize, understand, and compile the input that was received.

The online draft Plan was available for stakeholders to review from October 10, 2022 to November 9, 2022. Participants were asked to review each section of the draft Plan and provide their thoughts and comments directly on the Plan. After the review period ended, the comments were downloaded and recorded verbatim. All comments from this review period are listed as follows.



The image above shows the Konveio home page for the online draft Plan review period.

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ONLINE DRAFT PLAN REVIEW COMMENTS

- I like the “Strong Roots” theme!
- The timeline is a nice addition to the report!
- This timeline is helpful in terms of what we’re trying to accomplish and when.
- I’m wondering if “Education” can be worked in somewhere in here since it is vital to our community’s future. Just a thought...
- The solar panel placement still needs to be revised. At present, Oak Grove’s Unified Development Code currently states that “The placement of solar energy systems or equipment on roofs of principal buildings is preferred and encouraged,” yet in the very same point, it also says “The front slope of the principal building shall not be used for the installation of solar energy systems or its components.”
- Blue Springs, Lees Summit, and Independence all allow for placement of solar panels on the roof of a home - whether it’s the front slope or not. There is no safety measure or other reasoning for Oak Grove residents to be unable to do so - it’s all because someone, at some point, decided it wasn’t “pretty.”
- This policy only punishes people with homes that face south and west, forcing them to put solar panels in less than ideal locations - often meaning they have to purchase additional panels just to get the same amount of energy they would if the panels actually got to face the sun. It’s not very cost efficient for those families, which may mean the difference between going solar and skipping it altogether. If environmental harmony and encouragement of solar panels is to be a part of this plan, then the code must change to allow for flexible placement of panels and allow Oak Grove to actually grow.
- You should check the alderman minutes from 10/17. :)
- A non for profit was recently formed. Downtown Oak Grove: Come Grow with Us. Formed in July of 2022. Is this group associated with Oak Grove Comprehensive? It seems to have similar downtown goals. It has a fundraising event coming October 22, 2022. There is very little information available.
- I don’t agree with smaller lot sizes - most people are moving to OG to have more space, not less.
- Funding from where? Failure to complete past projects & failure to maintain what we currently have do not support the idea of more/new being ideal for this community.
- Viewing the unincorporated neighboring land for annexation before we identify all opportunities for existing land
- This is not an eminent domain situation, the property owners of the neighboring unincorporated land shouldn’t have to worry about the city attempting to annex and rezone their land for any purpose.
- Where does funding come for this? How does this support Current Business? 5 businesses are out in 1 year - we have an absolutely awful reputation for business retention.
- Annexation from current landowners to suit local government errant needs and wants? Nope...
- The city cannot even effectively use current tax revenue efficiently to maintain roads as it is, so the city will ask for higher taxes, just to squander the money elsewhere. Nope...
- Smaller lot sizes will make the town seem more crammed. People move to the suburbs to get away from packed cities.
- Landowners do not always want the municipal services (or taxes that come with them) provided by a city. This is not a good argument for annexation.
- There has to be a cutoff of office space rented out in the downtown district, especially on Broadway. With as much traffic that comes through, gift, home decor, clothing, specialty shops and cafe’s need to be on Broadway to make people want to stop and stay! With only 2 shops left, adding more and more “offices” is just pushing those kind of consumers away.

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ONLINE DRAFT PLAN REVIEW COMMENTS (CONTINUED)

- WE DO NOT NEED ANY MORE MULTIFAMILY OPTIONS IN OG!!!! We need to focus on single family residents. Apartments, duplexes, etc...are mainly for families who are not here to set their roots. We need families who are planning on setting their roots here and who will support our smaller businesses. The apartments that are being built behind the grocery store are a joke. The kind of people who will be able to afford that kind of money want to be closer to where all the fun and action is. Sadly, Oak Grove does not have those kind of options. Before long those apartments will be low income so that they can fill the building. I am a generational resident. My grandparent were from Oak Grove and I am sad to say that I am SO disappointed in the direction that OG is heading. I want OG to grow and thrive! To do this we need to pull in families who will stay and invest in our community. Even though our schools recently went through a renovation, we didn't add enough space to provide adequate room for the type of growth that comes along with all these multifamily options. Therefore our class sizes will increase dramatically and our students will suffer.
- PLEASE stop allowing multifamily residents to be built in OG!!!!!!”
- There should be strong consideration for sidewalks and safety measures in neighborhoods, especially those in walking distance by schools, parks, and business locations. More specifically, Oak Ridge and Hillside Drive do not have sidewalks where there is high traffic.
- Love the idea of a city wide clean up!
- Codes already struggling to keep up, what is the plan to get them to a sustainable workload?
- Access to affordable housing is very important, but what is the aim of trying to add density for the sole purpose of growth?

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FULL DOCUMENTATION OF RESPONSES

Needs

- Diversity
- The City needs a plan to attract new businesses and jobs to keep the citizens in Oak Grove to do their business. A plan to repair streets in the older neighborhoods instead of fixing the streets in the newest part of the city first.
- Additional/attractive commercial space to attract new businesses
- Aggressive and pro-active approach to tackle Code Enforcement issues to attract new business and population growth. Neighborhood blight warrants continued blight and is the number one deterrent for community growth.
- repair the older railroad crossing in town. The street downtown needs to be repaired.
- OG has to find ways to keep up with the offerings (businesses, programming, parks, etc.) of the communities surrounding us (GV and Odessa).
- Make sure the City's infrastructure keeps up with the growth.
- OG needs more single family homes to help attract younger families.
- More single family homes
- Oak Grove needs to create / maintain reasons for residents to stay in town each day. More local jobs, shopping and other amenities.
- Single family homes that are affordable and suited to first-time home buyers.
- We need the ability to attract restaurants and businesses, big and small, to keep the family dollar in town rather than two miles west.
- Upgrades to buildings, streets, and general cleanup of empty lots/buildings to make a more presentable environment to attract more business and residential growth.
- Safe, inexpensive and convenient transportation option for children wanting to get to and from the swim center.
- Oak Grove needs ways for people who do not have children in school/did not grow up here to connect into. Recreation opportunities? Downtown shopping? What does it mean to be involved in Oak Grove?
- Downtown off Broadway public parking
- The city needs to make a consistent planning and financial commitment to upgrades and expansion of sewer and water mains. Where core infrastructure exists, development will follow.
- Foster Community. Better collaboration between the city and our local organizations, businesses, and residents. Including improved communication and local events and activities.
- Streets, primarily arterial and collector streets are the backbone of every community. It seems like the city of Oak Grove has historically not consistently made planning or construction of major roadways a consistent priority, mostly just allowing road use and upgrades to happen when and where use and development happens to occur, resulting in piece meal upgrades along major routes and routinely incomplete and generally non-functional traffic routes. The city should be more pro-active in designating major thoroughfares and funding their uniform planning, development and completion, including redundant travel routes.
- OG needs to enhance some of the more traveled side streets including sidewalks including better access to the Bent Oaks Park and recreation center.
- Access to the Aquatic Center and Fieldhouse that is safe for kids to walk or bike
- While a city's infrastructure is always important, attracting business and promoting growth is just as vital for all communities.
- Single Family Homes to attract a younger demographic
- 15th street pedestrian crossing on Broadway lights changed to match 21st street pedestrian crossing
- Larger Business Community
- Better access to the Aquatic Center and Bent Oak Park. Possibly looking at some type of golf course or partnering with someone to run it so it doesn't cost the city much. Adding a dog park.
- Sidewalk construction throughout the city has historically been inconsistent. For several years the city had an annual allocation of funding to repair existing walks and fill in gaps in the existing sidewalk system in areas of heavier foot traffic. It seems like the City has largely abandoned its commitment to sidewalks and pedestrian pathways
- Attractive Downtown
- "This city has no "curb appeal". Entire main strip/downtown/and road frontage is bland to say the least. Whenever I come to Oak Grove all I see is "spend your money here then go home". There isn't a small visitor center, historical society building, any visible parks, or any other attraction to say "You are welcome here and we'd like you to stay"!

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Safe and Great School
- Accessible and safe route for Residents wishing to utilize Bent Oak Park by foot/bike.
- Blight can be seen in deteriorating and abandoned homes and buildings, as well as unkept vacant lots with trash, high weeds, and abandoned vehicles. Unfortunately, it's not just an urban problem as Oak Grove struggles with each characteristic hindering the ability to attract better businesses needed for economic growth. There are citizens, homes, and businesses that truly put forth the effort to keep property values up, but when the lot next door doesn't it is what people remember.
- Helping struggling businesses
- Attract and retain businesses to the community, especially downtown.
- Oak Grove in order to be proactive rather than reactive, must plan for and address future needs for water, wastewater, street and park upgrades.
- Construct a street with curbs, guttering, lighting, and sidewalk to Bent Oak Park and Pool.
- Upgrades to heavily utilized side streets - particularly those surrounding Webb Park & the school's campus.
- Improve the cities infrastructure, particularly water and sewer
- Oak Ridge Drive crossing and extension to 30th Street

Wants

- Recycling program
- Additional restaurants, shopping, etc. better utilization of "downtown"
- Adding more amenities to local parks, including benches and a paved walking trail
- Maintenance of major roadways, especially repairs to Broadway Street that last more than 12 months
- Add new equipment in the parks. Add new programs such as a dog park, some type of golf course and frisbee golf course.
- Help business grow. Attract new businesses such as Restaurants, retail and a full service grocery store.
- An updated gym/ workout facility.
- Expand / enhance local 'quality of life' amenities such as public gathering places, farmers market, parks, bike trails, etc.
- Upgrade to our existing parks, new equipment and additional activities.
- Construct an outdoor venue that could accommodate outdoor City events and possibly Farmer's Market.
- Repair of streets in older neighborhoods such as Oak Meadow and Royal Oaks Subdivisions. Also the street in the older part of town west of Broadway
- An established program and site for citizens to be able to discard unwanted items without having to rely on a trash service to pickup. This would enable Code Enforcement Officers to work with the citizens rather than issue citations for violation. It would also encourage citizens to be pro-active rather than re-active.
- The addition of small parks in residential areas would be great. However, there must be sidewalks for everyone to get to them safely. The area of town North of I-70 is basically cut off from the rest of town at this time
- sidewalks to our parks
- I want what Mr. McClain has stated. All good ideas!
- Identify and prioritize completion of public infrastructure impediments (roads, sidewalks, water / sewer).
- Provide incentives for downtown businesses to make their buildings appealing.
- City Trash Service, Waste Disposal, and recycling. Regular city wide clean up for debris and large items.
- Widening of all older streets with the addition of curbs and guttering.
- City Soccer League
- Better infrastructure, and complete roadway connections between SE neighborhoods for ease of traffic and opening a corridor to Bent Oak.
- Upgrade field lighting on fields #3 & #6
- Upgrades to the existing Farmer's Market to pull in additional vendors and customers.
- Local public transit for citizens with lack of transportation, including taking children to the Aquatic Center
- continue Aquatic Center attraction additions such as large slide and splash pad
- A steadier and more active, locally grown business community
- A permanent outdoor structure for downtown events. Examples: Farmers Market, Presentations, Special occasions.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Increase street lighting in all older neighborhoods or wherever patrons deem necessary.
- Beautification of “downtown”
- Educating the residents as to what businesses offer instead of conjecture and gossip. Education regarding what is a turn lane vs a loading zone vs a parking space.
- Construct additional tennis courts.
- Dog Park
- Add a couple parks with more modern style playgrounds, North of I-70 maybe...
- Expand Bent Oak Park to include a golf course.
- Expand the bike/walking trail throughout the city and include the parks.
- Install turf on at least one baseball and one softball field.
- Construct sidewalks wherever they are not already existing.
- Major upgrade on programs and facilities to promote activities for children and families, community events, involve other close cities (Odessa, Bates City, Grain Valley, etc.) in discussions to make area wide events and participation. Network ideas to gain new insights instead of struggling with the same old things year after year.
- I want more business in the downtown area that enhance OG’s appeal for our own patrons and surrounding communities like eateries, shopping and entertainment.

Desires

- More trees along Broadway
- Some sort of organized transportation to downtown KC
- Indoor swim facility @ aquatic center for public + school use (swim team)
- Gas station away from I-70
- Additional nightlife aimed at the 21-35 demographic
- I’ll second what Tracey said and add the golf course to that.
- Our backroads/Country roads are very fun to drive and we seem to have a lot of people who are into driving. Potentially some kind of rally race event?
- A second through-street to get entirely through town, which is not blocked by railroad, eventually with an I-70 Interchange
- More opportunities for small town connections of our neighbors and community members. (park festivals and food truck night is a great start). Ways to build community unity!
- Big box retailers and restaurants along the I-70 corridor to spur more economic growth and sales tax revenue. This will help fund the much-needed infrastructure issues that seem to be a major topic.
- We could use some additional roads crossing I-70 to connect our community as we build up the North side
- Aggressively target, pursue and incentivize businesses to create more local jobs in Oak Grove, both north and south of I-70.
- Beautification efforts, especially at I-70, that provide an impression that Oak Grove is a lovely community to live, shop, and work. The truck stops are definitely important to the economy, but “hides” what else is offered here.
- Would love to see Bent Oak Park, or another location, have a fenced in Dog Park. Many community members take their dogs to Blue Springs Dog Park and therefore patronize Blue Springs businesses before and after.
- “An updated workout/gym facility.
- Common shared “meeting space” for all the small, home businesses to utilize. “
- A Railroad depot/entrance structure at the railroad crossing.
- Working to retaining a grocery store, so people have more than one choice for food shopping
- Additional access to I-70 maybe by utilizing the outer roads. The addition of the divergent diamond on the bridge helps for now but won’t be sufficient as we get much larger.
- More locations for business rental. The aged buildings for rent take of lot of maintenance for small business owners.
- Implement targeted approach to current business retention. Connecting businesses to each other in the community with City Hall. Expanding communication amongst businesses on a regional level, beyond the City’s borders.
- Family destination businesses to spur other tenants which support it. Such as a Main Event, trampoline parks, or combined activity-based business which restaurants and other shops will usually follow to accommodate needs of before or after activity.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- A small business center, localized, and easily accessible area in an existing structure that anyone who has a small business or startup/work from home, etc., that has the resources to help them succeed.
- Walking trails
- Railroad crossing that is an under/overpass for vehicles (possible Fulks road)
- A more modern and accessible Farmer's Market area similar to Lee's Summit or even River Market (obviously on a smaller scale)- would be nice if it could be multi use.
- Construct an over the top of the railroad crossing for emergency situations.
- youth activity
- Local attractions Golf Course
- Subsidize the "Den" to allow for expansion or provide education/recreation programs for students outside of school days/hours.
- Would be nice to see more sidewalk improvement/connectivity for those who enjoy walking- also to allow better access to businesses from neighborhood areas.
- improved maintenance along I-70 by MODOT around commuter parking and interchange
- Add a programable traffic light and all the school district entrance/exits to alleviate heavy traffic times.
- More restaurant choices
- Art installations, city branding and beautification
- Bent Oak growth to its full potential. Pickle Ball courts. Dog Park. Enhance the "Walk trail". Splash pad.
- Stop lights at 4th and Salem and 12th and Salem intersections.

Barriers

- Investors
- Parking is an issue for businesses & community events
- Funding and other resources are limited
- Persona that the City's rates and fees are to "make money". The rates and fees that are charged fund the services that it provides and maintain infrastructure for its citizens.
- More businesses around the I-70 corridor. Upgrade beautify the downtown area.
- Division of city (north/south), industrial businesses to residential, train (no way around), current road conditions, town being unable to come to a consensus on issues for the betterment of all.
- The truck traffic and the area around Broadway & I-70 is a driving force for our economy while also a hinderance for commutes to work out of town. Better secondary corridors east and west and on both sides of 70.
- Many of those who are part of the new growth in Oak Grove have no connection to the community beyond living here
- Funding even "NEEDS" projects is always challenging.
- I-70 corridor is the main focus of economic development for OG.
- Train track running through town- no way to get around it under it or over it
- parking on the street downtown.
- School and emergency services funding is too low.

Obstacles

- No I-70 Interchange @ west rear oaks of Edgewood
- The RR crossing on Broadway
- No team that consistently explores outside funding sources, grants, state program money doesn't seem to be in place to secure funds for beautification projects, children's summer programs, etc.
- Need more funding for projects.
- Planning and Zoning, Business restrictions that need to be revised to reflect the "Oak Grove size" business.
- Providing clear and thorough information to people as directly and timely as possible. Some feel apathy about change, or a pessimistic view that things cannot be improved. This is true of any group, so it is finding how to affect change.
- Limited tax base
- Balance of local business to big box/chains in order to give the town character and make sure local residents benefit

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Attraction and retention of businesses to OG. Maximizing limited resources.
- Again, funding is at least an obstacle to MANY projects, but hopefully can be addressed as an “obstacle” NOT a “barrier.”
- Community center built outside of town
- Some street projects require cooperation from the Missouri Department of Transportation (MODOT), Kansas City Southern Railway Company (KCSR), and EVERGY (utilities).
- Additional access to I-70 needs to be accepted by MoDOT as a NEED. Starting the communication with them now puts our City on there “radar”.

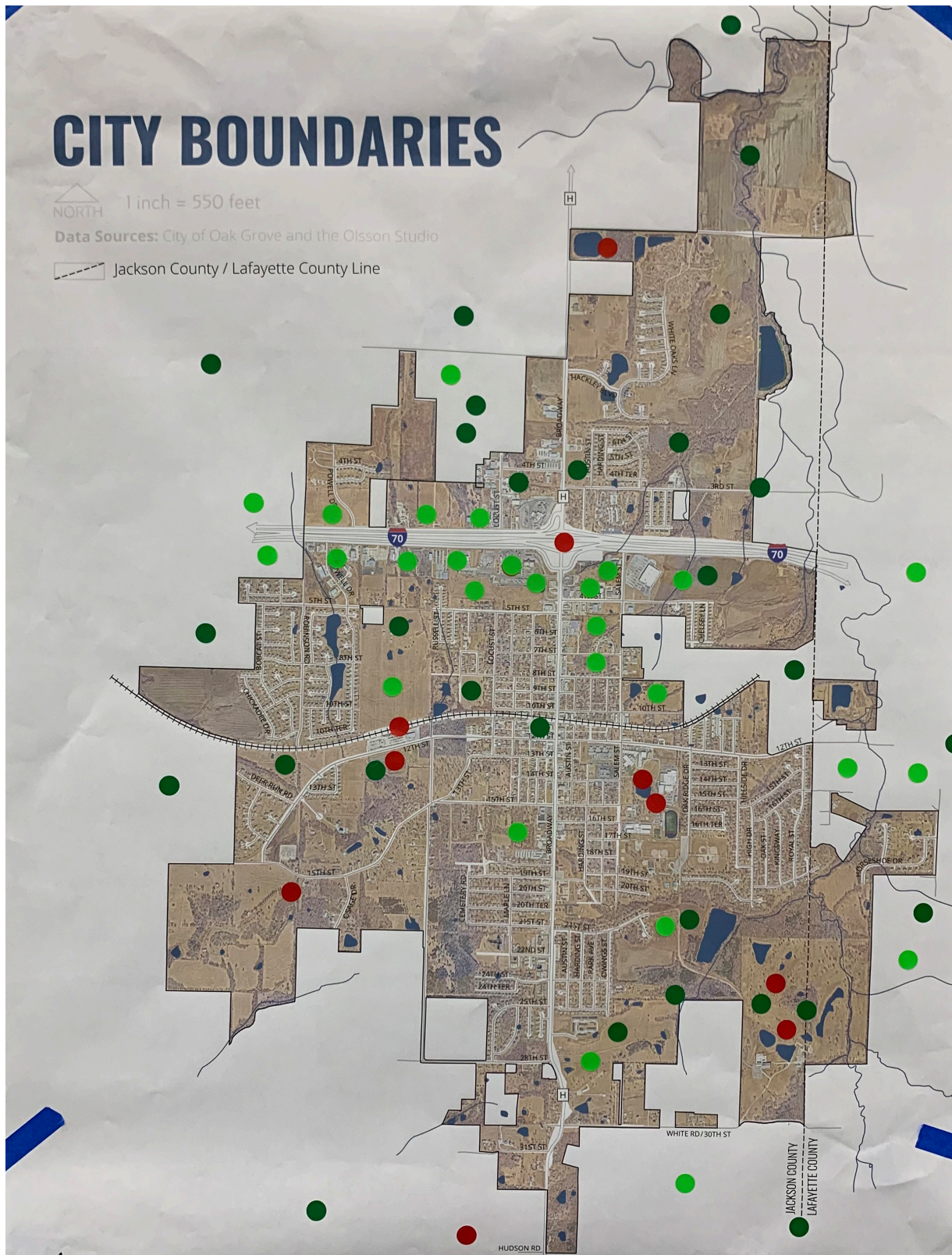
Annoyances

- Signage and parking
- Removal of old business signs
- Space seems to be an issue to allow for parking & commercial development.
- Proposals for the sake of change and don't offer practical reasoning or advantages or as some say, “A solution looking for a problem.” Conversely, this thought process should not be used to oppose a rationale if a suggestion addresses a concern even if is somewhat uncommon.
- Homes and businesses being kept in better condition
- Everyone not working together to achieve common goals, unkept signs and business frontage, unwillingness to adapt to new ideas.
- Continuing to do things just because “that's the way they have always been done”. We have to be open minded to allow the city to grow and thrive.
- Agreeing with others here- the appearance of the city overall- unkempt businesses and buildings with old signs- not being used etc./landscaping in some of these areas.
- Downtown buildings look to be falling down and construction started and then not completed
- road maintenance
- Missouri State Legislature continuing to cut taxes and funding for programs that local entities have been burdened with funding.
- The appearance and or upkeep of unused billboards, painting of businesses, and empty businesses that so no sign of being used. Some of the awnings are showing signs of wear. Crosswalk lights don't seem to function. Speed limits are often ignored around these crosswalk areas.
- Mr. Childs hit the nail on the head. I concur.
- A repost, but blight can be seen in deteriorating and abandoned homes and buildings, as well as unkept vacant lots with trash, high weeds, and abandoned vehicles. Unfortunately, it's not just an urban problem as Oak Grove struggles with each characteristic hindering the ability to attract better businesses needed for economic growth. There are citizens, homes, and businesses that truly put forth the effort to keep property values up, but when the lot next door doesn't it is what people remember.
- Not all businesses/owners devote the attention to detail and to appearance that others do. I applaud the ones who do, thank you!
- Lack of connectivity through town/easy to navigate off-highway access to Grain Valley.
- Closed minded thinking.
- Expansive brainstorming with an engaged audience (residents, business owners, elected officials and all other stakeholders) is needed to truly move the City forward.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Land Use and Development: *Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate; use the red dots to indicate where growth is not appropriate.*



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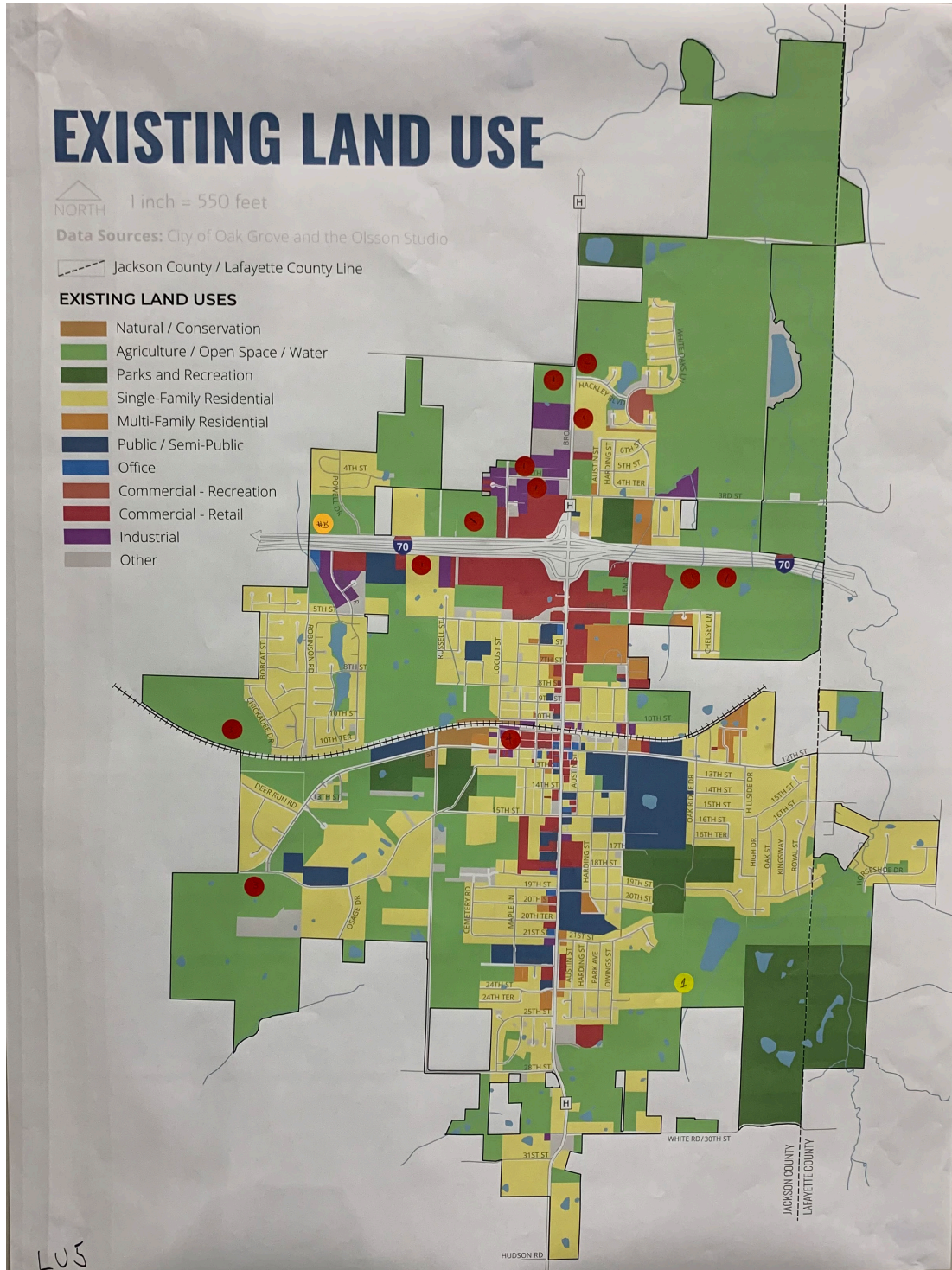
FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Housing mixed use (Annex)
- Annex (x6)
- Housing mixed use (x3)
- Housing for families with park in area
- Green space or parking
- Parks and family entertainment option on this side of city.
- Why did you build the swimming pool way far from where the kids live? The poor kid can't walk that far. Provide free uber?
- Like the pool location for long term. We need better access and more activity's outdoors for area.
- My God! Get rid of that ugly Huge yellow chair. Wow.
- Cracker Barrell type restaurant
- Gather area and social venue and bigger farmer's market
- Playground/Bike Path - Currently there are no park offerings north of I-70 for Oak Grove residents.
- Public transportation to nearby cities.
- Add a second exit off of I-70 at the bridge already in place just west of our current exit. help ease congestion at peak times of the day/evening.
- The semi trailer traffic is creating issues with the normal car traffic, 10 years ago or longer Oak Grove was not a booming community, cars and semi trailer were able to use the same road with no issues. With the increase of residence in Oak Grove the area around Quick Trip is extremely busy with semi trailers. If at all possible to work with the state of Missouri to create a different exits for the large semi's to use to get to their truck stops.
- Let's fix the bad roadway on Broadway south of Casey's to Sonic. This section of road is in bad shape, why was this section not repaired when the state placed new concrete on the other sections on Broadway?
- The sidewalks in and around town are anywhere from adequate to non-existent. Right in the downtown area, they're fine. But lots of neighborhoods don't have them at all.
- Create bike/walking trail from the Webb park area out to the pool. While we're there - playground equipment and a large shelter house or two at the pool/city hall
- The park around/behind the pool could be a really special place. There is room and potential for biking/walking trails and a community garden, a gazebo, and a kids' playground. Also, access to the park could be added at 19th or somewhere so the parking by the pool wouldn't be too full.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Land Use and Development: Are there existing land uses that are misplaced? Use a red dot to show us where. Number your red dot on the map. Reference the number on your sticky note below.



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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Land Should be offered as commercial recreation
- Single Family
- Commercial
- Mr. Trash concrete areas should relocate
- New offramp from I-70. New commercial, restaurants, and mixed-use housing
- What kind of housing should be developed?
- Senior Housing/ maintenance provided
- Below \$250k single family homes...builder incentives?
- Homes for people to “move up” and stay in OG
- Low income multifamily
- 2nd homes - upgrade to keep families in OG
- Apartments (x2)

Land Use and Development: *Are existing city codes/regulations too restrictive in anyway? If so, how? Be specific.*

- Banners for businesses current code doesn't allow new open coming soon or other banners without a permit and they are impossible to contact
- City needs more codes or rules for unkept homes/yards
- City needs to work with existing business to promote growth
- City codes are too restrictive!
- Businesses need signs for advertisement
- I agree!
- I apologize that I am not able to share specifics as the concerns expressed have been more general. There appears to be concerns over small businesses encountering significant hurdles to get and keep their entrepreneurial efforts open.
- Again, I apologize that I have not been given detailed specifics, but from information that has been shared with me, there appears to be an issue with inconsistencies with the enforcement of some codes regarding property maintenance. In addition, some inconsistencies regarding what some owners are required to do with their properties while others are not held to those standards.

Land Use and Development: *What kind of housing should be developed?*

- single family homes. The Oak Grove R6 school district should always be included in any planning additional housing, no matter what type of housing that may be, in order for them to plan accordingly to be able to continue providing the great education students receive
- Lower income housing options are a need for the student population we are currently serving at the school district. Some of these families are living out of hotel rooms, the KOA and recently even a storage unit. There's a need here that Oak Grove could capitalize on.
- I have had citizens share there needs to be more “forever homes” with larger lots for families wanting to leave their “starter homes.”

Parks and Recreation: *What recreational and entertainment options are missing and desired within Oak Grove?*

- Bike/walking trail connecting the parks (x7)
- Yes!
- American dining location/ comfort food (x4)
- Mural/arts, Fontaine area “business park” (x2)
- Shelter house at Frick (x2)
- Dog Park (x4)
- Internet Café/E-sports area, Add press boxes to HS baseball/softball fields
- Better fitness center for age groups (x2)
- Changing the community festival place/name/date does allow consistency or a following (x2)
- Play on sculpture art, fountains, native area only with plants of Missouri on trail.
- Community theater

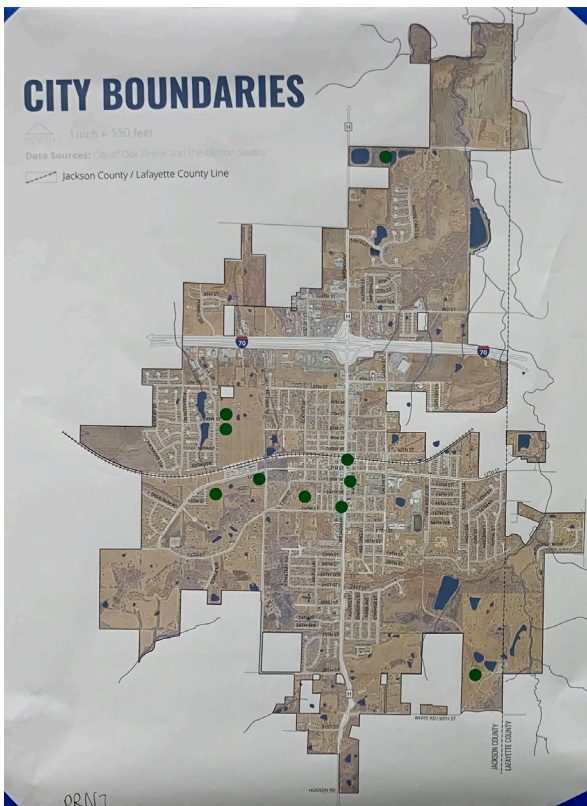
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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- An event center (x2)
- Outdoor theater/market (x2)
- Downtown patio sitting area, also used for outdoor concerts w/ nearby access to sandwiches and drinks
- Recreation like bowling, arcade, walking/running path, actual farmer's market
- Too many oriented activities and parks. Not all families are into sports something like mini gold would be fun.
- Ice skating/indoor event arena
- We need an indoor area such as a building/gymnasium for our Oak Grove youth to use for recreation and activities.
- I've often wondered if there were a way to make Frick Park Hill a safer place for the community to sled. Is it crazy to think about digging out or creating sled lanes down that hill?
- Playground equipment and shelter house out at the pool - walking/biking trail leading there and into the city webb park area.
- There does not seem to be a lot for teens to do. I know there is the den downtown, and that's great. But that seems to be it outside of some organized sports.

Parks and Recreation: *Should new parks or recreational amenities be developed within the city? If so, where? Use a green dot to show us where and your sticky notes to tell us why.*

- Expand existing parks, careway
- Disc golf = start with a small course@ upper rick park B/C Its centrally located and easily accessible. (x3)
- Expand the Frick Park area (x2)
- Fick add stuff, better restrooms, better play area (x3)
- Add sidewalks, amenities, activities, soccer fields to Bent Oak (x4)
- Add shelters to Frick Park
- Create safe trails that connect town from one end to next (x3)



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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Parks and Recreation: *What attractions, programs, and events would you like to see in Oak Grove that do not currently exist?*

- Golf course
- 9 golf course
- We had the Christmas train one year. Would like to see again.
- Public ball courts (x3)
- Movies in the park (collab of city/school/library?) (x2)
- Yes!
- Youth sports league
- Soccer league
- Outdoor theatre (x2)
- Theatre in the park
- Support the “Den” (x3)
- Increase the sports tournaments to bring in \$\$ to local business
- Sports complex out at Bent Oak
- Concerts in the park (x5)
- School swim team (x2)
- Organized community clean ups.
- Any restaurant besides Mexican food (x5)
- Agree, I’m over Mexican food
- Activities for kiddos under 5 years old. (And programming)
- Down home cooking sit down type restaurants
- Yes, an outdoor theatre. Example, use a building close the business district to project some fun family movies during late spring through early fall, on a Friday or Saturday night.
- New park/golf course neo oaks of Edgewood on 5th St.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Green space adjacent to downtown. (x2)
- Bent Oak should be preserved as a green space - not over-developed!!! (x4)
- Some development is needed to Bent Oak. Better access, better trails more thing to do in the green space. Bike trails, rentals of paddle boards, kayaks, etc.
- Annex (x3)
- The Old Kelly Jo's Building show little sign of being developed, It's proximity to the OG. Historical Society might work well. (x2)
- Knock the bar down for a parking lot for downtown businesses (x2)
- It's nice to feel like you are outside of city limits yet you're not.
- Of the parks and recreation amenities that currently exist, are there any that are undersized or in need of upgrades?
- Frick could use upgrade
- Add swings
- All park parking lots
- Lower Frick Park needs to be developed more with all the housing in that area. (x2)
- Bring golf course back, expand the community center activities
- Press box @ field 3 Webb park for high school & American legion games for high school softball
- Additional space for youth practice areas
- Upgrades to Bent Oak Park & Frick Park (x2)
- Parking near t-ball fields near OG Primary
- Additional space for youth practice areas
- Walk trail @ Carroway Lake
- Paved walking trail within a park. (x4)
- Tennis Courts
- Webb Park Update (x2)
- All outdoor spaces need love

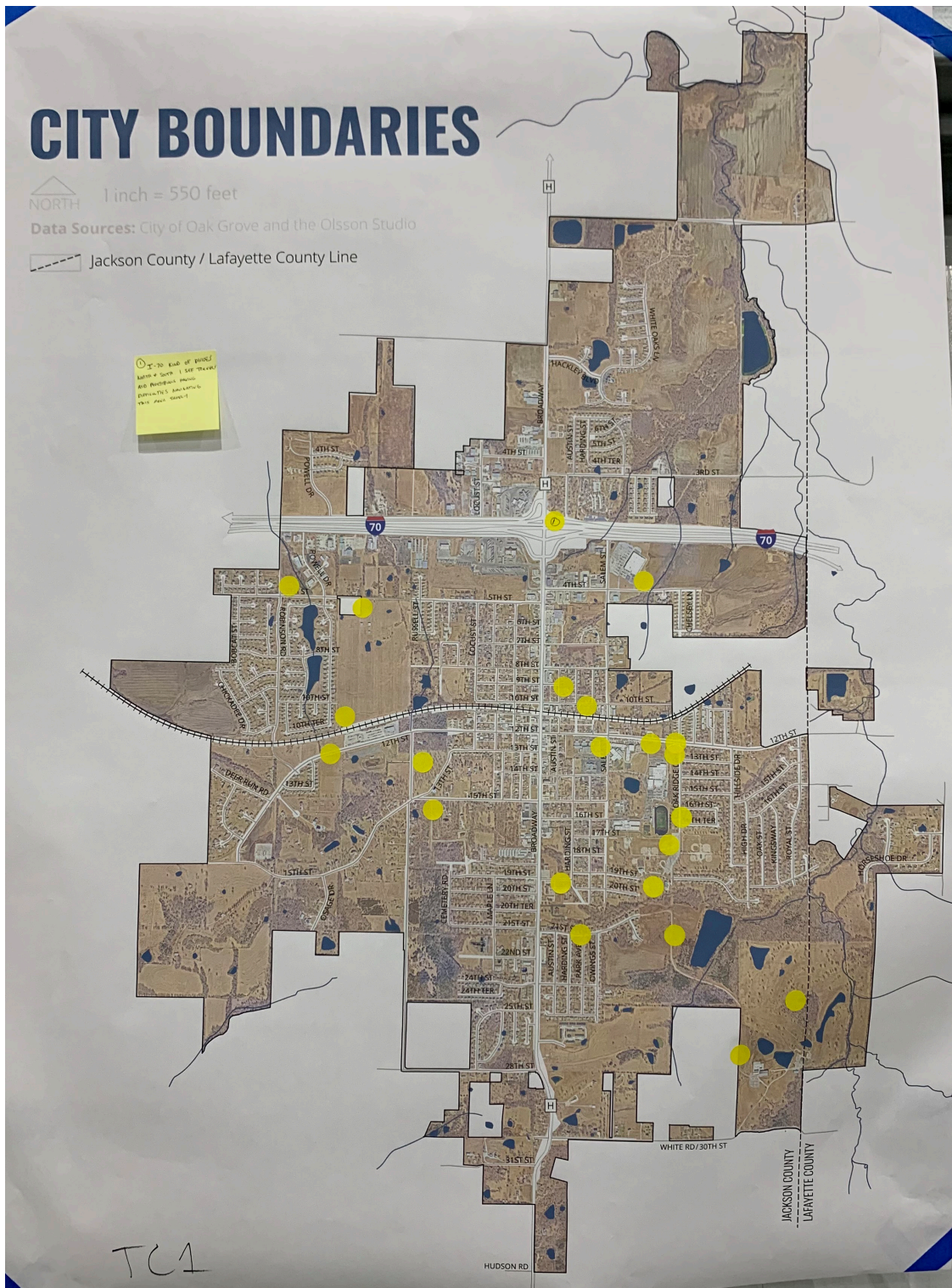
Parks and Recreation: Of the parks and recreation amenities that currently exist, are there any that are undersized or in need of upgrades?

- Pool/Field House needs paved parking lot and wider entrance driveway.
- I would like to see more use of Frick park. Maybe a paved level walking trail for those of us who are elderly and don't do well with inclines and cracks in the pavement etc.
- Frick park shelter house and bathroom are in need of some upgrades or TLC
- Our new pool need areas with more shade. My grandchildren used the pool a couple of days ago and said there where rocks on the bottom of the pool, they did scrape the bottom of their feet. I believe someone is throwing rocks in the pool from outside. someone needs to verify that the pool is safe to use prior to opening it.
- The kids' playgrounds are only okay. Webb park feels like it's mostly ball fields, and Frick is for the rodeo.
- Turf fields and more tennis courts
- Press boxes on HS Baseball/softball updated concession stand(s)
- Baseball parks and other park accessibility.
- Frick Park equipment for tots and pk aged kids!
- All park area needs a facelift!
- Playground equipment at Webb and Fricke (not very safe area)

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Transportation and Connectivity: *Where is it difficult to walk in Oak Grove? What are your missing connections? Use the yellow dots to show us where the sidewalk network should be improved/filled in and your sticky notes to tell us why.*



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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- To and from Oaks of Edgewood to Downtown to Walgreens/Bank area
- Second, I-70 exit west of mile marker 28
- Completely unsafe for kids to reach Bent Oak Park and aquatic center by bike or on foot.
- To and from pool
- Sidewalks to and from schools *safety*
- Yes!
- 12th street crossing from day care to elementary
- Sidewalks that exist and are accessible for those with mobility challenges
- Sidewalks need to be more accessible for wheelchair and other mobility issues
- I-70 kind of divides North + South. I see truckers and pedestrians having difficulties navigating this area safely.
- To and from pool. I was concerned when the pool was moved out here because children could no longer ride their bikes to and from the pool.
- Connect new development behind swings to Webb sidewalks along 15th.
- Sidewalks need to be more accessible for wheelchair and other mobility issues.
- Where would you like to ride your bike in Oak Grove? What types of infrastructure would you like to have available for biking (i.e., off-road trails, road shoulders, painted bike lanes, etc.) Use your yellow dots to show us where and your sticky notes to tell us your preferred type of biking infrastructure.
- Most people will ride bike so waste of money.
- We have sidewalks??? Where??
- Nice wide sidewalks that connect the parks to ride through town specifically Webb Park (schools) to Bent Oak Park
- It's difficult for anyone living north of the highway to walk anywhere. It's difficult for kids that live anywhere but the east central OG to walk to the schools or the park. It's difficult to walk to the library unless you live directly behind it.

Transportation and Connectivity: *What would make walking or biking around the city more enjoyable?*

- Trails being lit
- Missouri is not a biking community
- Lighting on trails, continuous connected loops for walking
- Bike trails that go across traffic areas
- Trails that connect (or signs) (x2)
- Paved walking trails within a park
- More “welcoming” nighttime lighting (string lights) etc.
- Smoother sidewalks and continuity (x2)
- Yes (x2)
- Yeah! Have you looked at those sidewalks? And you just redid the high school.
- Connecting trails through the city (x2)
- Having trails would help.
- Expanding on the original 1980 bike trail.
- Better lighting! Broadway is very dim in dark hrs. Paths that are not in heavily trafficked areas (running around cars is loud/distracting)
- Bike trails are a feel-good item but will not be used.

Transportation and Connectivity: *Are there missing major throughfares or collectors (i.e., main, higher traffic roadways) that should exist but don't?*

- Fix the offset at 4th/5th and Broadway by Walgreens
- Better outer- roads along I-70 (N&S)
- More highways access
- Another I-70 exchange
- Agree
- Additional access to I-70

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Transportation and Connectivity: *What roads need upgraded to pavement?*

- Frick Park parking lot
- Fulks Rd, use to be pavement

Transportation and Connectivity: *Where do you notice transportation safety issues within the city?*

- South F Highway from sonic to the S curve. 45-50 mph traffic 50% of the time
- 4 way stop at schools
- 12th and Salem
- I 3rd 12th & Salem
- Manholes on main roads have sunk making large dips in roads
- Baseball tournaments parking is very unsafe. Not enough parking or sidewalks
- Drop off and pick up near OGP, OGE, OG MS
- Yes
- Safe access to pool/ community center for kids
- Yes
- Narrow lanes don't support safe turns, cars or trucks
- 12th and Salem better dedicated turn lines
- All roads to primary during drop off/pickup, transportation routes between all schools are haphazard and unsafe.
- With all the SW 15th Street housing additions... the street itself is not ready for the increase in traffic.
- As a pedestrian as well as cyclist, I could click on almost any intersection as dangerous. The warning/crossing signals across Broadway are a great idea, but in practice, very few motorists seem to think they apply to them. I'm not sure what more could be done to alleviate this particular problem. The sidewalks around town are also in need of repair, or to even be built! Other than the sidewalks along the business district of Broadway, side street sidewalks are bumpy, uneven, full of people's belongings, or non-existent. I realize much of the problem with the dangers of walking and or cycling in Oak Grove lies with the motorists. Public education and common courtesy are tough to instill.
- The semi-trailer traffic is creating issues with the normal car traffic, 10 years ago or longer Oak Grove was not a booming community, cars and semi-trailer were able to use the same road with no issues. With the increase of residence in Oak Grove the area around Quick Trip is extremely busy with semi-trailers. If at all possible, to work with the state of Missouri to create a different exit for the large semis to use to get to their truck stops.
- There is a lot of traffic on Broadway and lots of tractor trailers. I'd like to see more pedestrian friendly areas.

Transportation and Connectivity: *How do you feel about the level and quality of public safety services currently?*

- PSS are doing a great job - but increased supervision of teens at Webb would be nice.
- PSS need higher pay to increase staffs (x3)
- Need more funding to pay our public safety officials what they deserve (x4)
- Vandalism @ parks
- I think our public safety is doing a great job

Economic Development and Vibrancy: *What types of new businesses and services would you like to attract to Oak Grove?*

- Restaurants/family friendly x a lot
- Lan center, internet café, esports for kids
- Sit down dining
- Golf course, more restaurant options (sit down)
- Yes
- Gas station
- Utilize truck stop kitchens and size to draw a couple key food chains to feed OG and traveling Americans. We have Mexican covered!
- Sit down restaurants
- Distillery, Places to eat (x2)

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

- Big box retailers visible from I-70
- Dining with salads/ healthy options (x2)
- Healthy dining/more options other than Mexican and fast food.
- Family center arcade, educational hands-on activity.
- More small shops in downtown. Antique Stores, Boutiques, Café's, Make downtown a 1-day destination place!
- Cracker Barrel restaurant (x3)
- Recycling services (x2)
- Sit down, southern dining, breakfast spot with comfort food, Chick-fil-A!
- We need to bring back unique small business and provide incentives for these businesses to revitalize our downtown. Such as quilting store, ice cream shop, a diner that serves breakfast and lunch.
- It would be great to have Price Chopper and/or Aldi's come to OG. It would also be great to have more places to eat (not fast food).
- quality restaurant, café
- A few of the businesses we already have are great - Brew Co., OG Nutrition, OG Chiropractic, the various clothing/home decor boutiques (I think there are four or so of those?). To second another comment, I think there are some specialty type businesses that could be great and/or some that are already here could use some boosting. A quilting/yarn/crafting store, a soda fountain/ice cream shop, maybe a diner or even a pizzeria. There seem to be some art studios or makers workshops, but I am never sure of where they are or what they do. Finally, not sure how this could be remedied, but some of the difficulty with OG small businesses is that they're spread out among the strip malls - which makes them hard to find and difficult to move from one to another

Economic Development and Vibrancy: *What assets does the city currently have that could be leveraged to bring in new businesses the community desires?*

- Higher income average than MO?
- Access to I-70 plenty of room to the North
- We have a higher house-hold income our town should retire this
- Diversity
- Location off I-70
- Small town close city
- Where are the most desirable areas to bring in new office and business uses? Use the Blue Dots to show us where and your sticky notes to tell us why.
- A new I-70 exit and business center
- Anywhere there is room expand up or out
- Renovate vacant building and revamp on used space
- Industrial Park North of I70 could be expanded.

Economic Development and Vibrancy: *What part of Oak Grove do you consider to be "the heart" or center gathering area? If you do not think there is one, why is that so?*

- Future: Bent Oak Park, Current: Webb Park area (x2)
- The schools but would love to see an area downtown (x3)
- Schools
- Webb Park
- Not obvious there is one!
- 12th and Broadway, Farmers Market
- 12th and Broadway
- Webb park --- needs a lot of love and advertisement.
- We do not have one.
- Schools/ 4 way
- 12th to 19th on Broadway could put wonderful new businesses all the way. Clean up current businesses.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Economic Development and Vibrancy: What does the revitalization of downtown mean/look like to you?

- Improving appearance, parking, new businesses (x2)
- “Ditto”
- Signs throughout town directing to major spots in OG
- Bulldoze start over on the old building
- Upgraded Farmers Market, trash cans, bench seating, flowers, murals, lighting
- A sign directing visitors to downtown area (x2)
- Curb appeal, more commercial space, rental housing walkable to bars/restaurants to attract younger residents
- Green space adjacent to downtown (x2)
- Improved, unified look that is welcoming and functional (x2)
- Yes (x2)
- As a business owner it means growth and longevity in one location. To hire and grow.
- Farmers market, plants, seasonal decoration for holidays
- Mural and walking space “business park”
- Parking is an issue in downtown.
- More diverse business and services (i.e., dining options!) More parking
- Updated awnings & signage that do not detract from historical buildings.
- A bustling downtown area with shops and restaurants - pedestrian friendly.
- Some of this has already started happening via the chamber of commerce, but OG could really lean in to the holidays/ community celebrations. Lick Skillet Days, the Trail for Treats, Easter bunny thing, etc. are all great. More of that.

Economic Development and Vibrancy: What are ways that we could welcome more people to Oak Grove (i.e., future residents and tourists)?

- Reasons to stay (entertainment)
- Dog park
- Yes (x2)
- Billboard “Oak Grove! More than a Gas Station!”
- Multifamily housing & affordable single-family homes
- Would love to see a sports complex out near Bent Oak/ Pool (could be a future central gathering area)
- Promote open-mindedness to welcome new ideas + cultures (x2)
- Make I-70 look more appealing and inviting. It is NOT.
- Updating Baseball Fields, bring in more events (tournaments, play offs), press boxes on HS Baseball + softball, updated concessions stand, explore e-sports opportunities for kids (lan center/arcade)
- Advertising (Billboard, travel mag, Mo Dept Signs on I-70).
- Promote Diversity
- Manufacturing job etc. That don’t pay minimum wage
- Diverse job market. Higher paying.
- Diversify leadership and elect women and diverse race individuals (X2)
- Attempt to keep extremely racist talk and toxicity off at community FB pages.
- Be nice to new residents
- More housing for middle class (200k) Figure out how to make the truck stops less noticeable as you pull in. Our exit looks ROUGH when you pull in.

Potential Goals/Policies for Downtown Revitalization

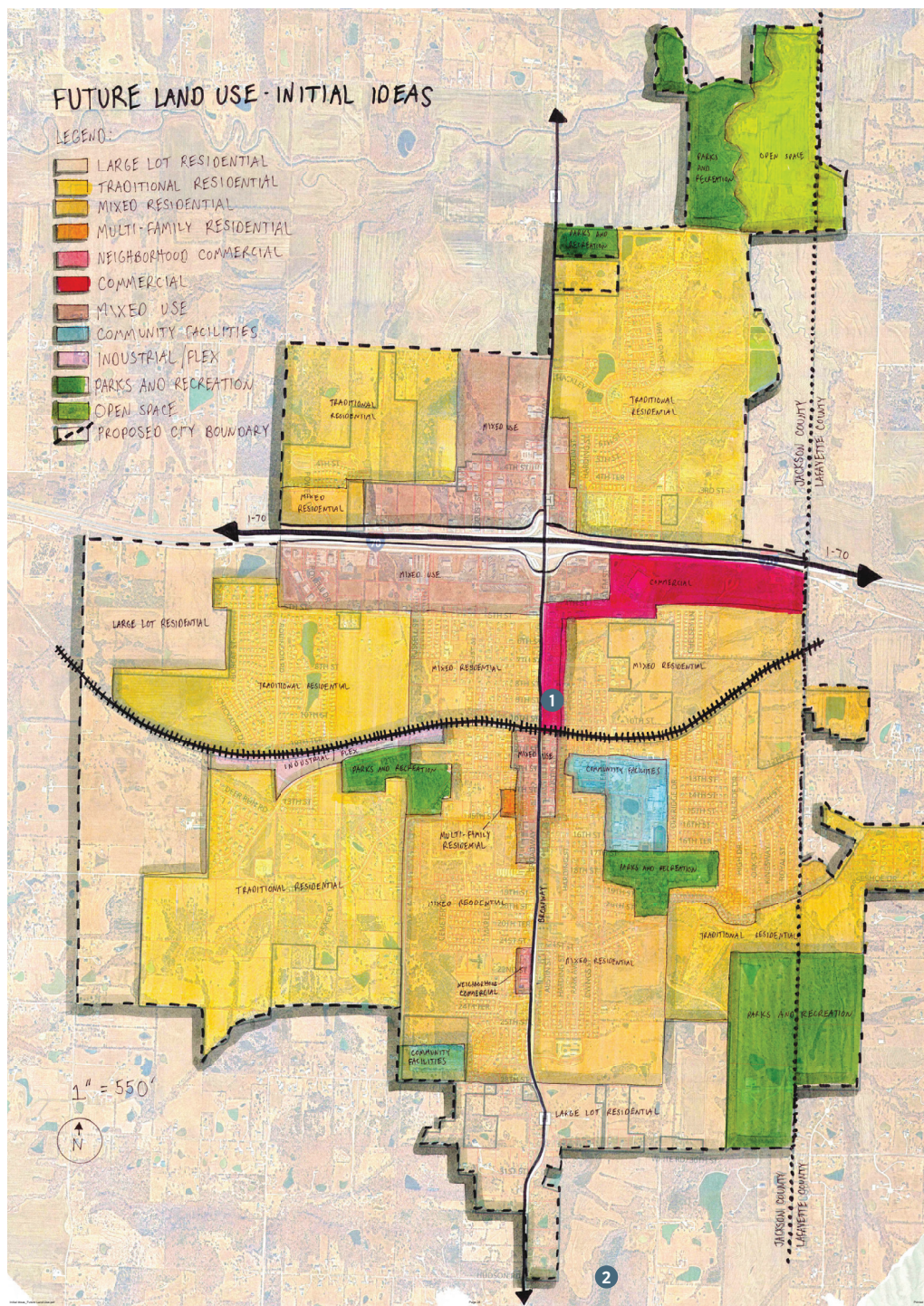
- Open up downtown for more retail space & not so much office space or restaurant or cafe.
- Trash services that show up and don’t lie about showing up don’t change rates with not notice, respectful of property and customers.

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Initial Ideas: Future Land Use

- **Comment #1:** With all these new housing divisions and the population of our beloved small town growing, will there also be a need for newly built schools?
- **Comment #2:** A Chick-fil-a would be a refreshing addition to downtown oak grove in place of waffle house or vaper maven...please if you have a heart.



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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Draft Vision Statements

The directions for this activity stated: Oak Grove's stakeholder committee developed six potential vision statements for the city. Please indicate which statement (or portions of statements) that you like red or green dots! Feel free to write corrections or your suggestions on sticky notes and place them on the table.

Planner's Note: Due to some ambiguity, it seems that community members may have used the dots to indicate what they liked about the vision statements, but also what they believed to be true about the community.

To create a welcoming community serving everyone while focusing on safety, vibrance, and opportunity through integrity, transparency, education, and service.

- Everyone (one green dot)
- Safety (one green dot)
- Opportunity (one green dot)
- Education (one green dot)
- Service (one green dot)

The City of Oak Grove's mission is to become an economically strong and prosperous community that promotes diversity, continues to innovate, and creates a welcoming and positive environment for all community members and visitors.

- Economically strong (one green dot)
- Prosperous community (one green dot)
- Diversity (two green dots)
- Positive (two green dots)
- All community (two green dots)
- General green dots (five)

Oak Grove is an inclusive, friendly, and safe steadily - growing community with an emphasis on its local schools and business - while maintaining a high quality of services.

- Inclusive (two green dots, three red dots)
- Friendly (three red dots, one green dot)
- Steadily (red dot)
- Local schools (four green dots)
- Business (two red dots)

Oak Grove is a warm, welcoming, inclusive community where families and businesses can safely build the lives they are hoping for.

- Warm (one red dot)
- Welcoming (one red dot)
- Inclusive (one red dot)
- Businesses (one red dot)
- Safely build (one green dot)
- General dots (four green dots)

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FULL DOCUMENTATION OF RESPONSES (CONTINUED)

Our vision is for Oak Grove to be a safe, supportive, and serving community for all people, providing opportunities in a thriving town, strengthened by spirit and pride.

- Vision (one green dot)
- Safe (three green dots)
- Supportive (one green dot)
- Serving (one green dot)
- All people (two green dots)
- Opportunities (three green dots)
- Spirit (two green dots, one red dot)
- Spirit and pride (green dot)
- Pride (two green dots)
- General dots (one green dot)

Comments:

- Newcomers definitely feel like outsiders.
- I attend church at New Life & am a faithful person but adding FAITH in the statement does not make (or mean) OG is an all inclusive town in today's world. "A caring community with a prideful heritage. A compassionate community that values people, education, and service. A community committed to controlled growth and a bright future"

Our compassionate, caring community with a strong and prideful heritage that values faith, service, and education, committed to continuing to grow together toward a bright future.

- Prideful (four red dots)
- Heritage (three red dots)
- Faith (four green dots, four red dots)
- Education (five green dots)
- General dots (two green dots)
- Comments:
- Which Faith do we value? There isn't just one in OG!
- Which parts of our heritage are we proud of? Certainly not all parts :(
- Do we have heritage?

What Did We Miss?

- Update electric infrastructure, sink powerlines, or cut and maintain trees.
- Causes elec. Outages annually. Just fix the problem.
- I appreciate that the city is requesting input from the residents. I think a large convention center would draw in much needed money to our area. My property taxes are quickly getting out of control; some property tax relief from a sales tax at the convention center could help all of us offset the Jackson County tax burden.
- Looks good! I appreciate the work the team has already done. Looking forward to seeing how improvements look once they're implemented.

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APPENDIX C: SUMMARY OF RELEVANT PLANS AND STUDIES

A critical component of any planning process is examining what has already been done. By reviewing the recommendations of recent plans, the work of this Plan is more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity at a broader scale instead of multiple plans for the same general area that have an individualistic approach. Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan. A summary of related plans is provided.

OAK GROVE VISIONING STRATEGY SESSION (2020)

In 2020, city staff members completed a visioning session to begin setting a unified set of goals and objectives for the future. The goal for the session was to build a foundation for a future planning process. This Plan will adapt and expand on the work completed during the session.

The group established a set of goals, strategies, and indicators under five categories. Goals under the five categories are detailed below:

SENSE OF COMMUNITY

- Goal: Oak Grove residents feel connected to their community and each other.

SAFE AND HEALTHY COMMUNITY

- Goal: Oak Grove's parks and facilities are easily accessible and attract residents and visitors.
- Goal: Oak Grove is a safe community with a low crime rate.

HOUSING AND NEIGHBORHOODS

- Goal: Oak Grove has a variety of quality housing types at all price points and neighborhoods that connect to community amenities.

ECONOMY

- Goal: Oak Grove attracts and retains businesses and has a diverse tax base.

INFRASTRUCTURE

- Goal: Oak Grove proactively maintains, funds, and maximizes the use of infrastructure.

WASTEWATER MASTER PLAN (2015)

The purpose of the 2015 wastewater master plan was to provide a study that analyzed the current system by level of compliance with the Missouri Department of Natural Resources. Recommendations in the plan are based on overall system performance and projected future needs. The creation of a wastewater master plan was a recommendation from the 1999 comprehensive plan.

The Oak Grove North Wastewater Treatment Plant (WWTP) was upgraded in 2006 with a new facility. The plan is focused on the performance of the WWTP and its current and future needs. Recommendations in this plan include system replacement and repair needs, cost analysis, and repair alternatives to fit budgetary constraints.

WATER SYSTEM MASTER PLAN UPDATE (2010)

The 2010 update to the water system master plan includes recommendations for improvements to meet the needs of the city for the next 10 years. The improvements included in the plan are meant to accommodate future growth while increasing the level of service to existing customers.

Plan recommendations include ensuring long-term, emergency, and secondary water supply sources from surrounding cities, along with updating mapping resources within the city to predict supply needs more accurately. The plan also stresses the importance of revisiting system-wide needs with changes to growth and population projections. Specific projects listed in recommendations include the following:

- Relocate the south booster pump station as part of the Broadway/MO-H widening project,
- Relocate the Broadway/MO-H water main,
- Complete the Frick Park water tower project, and
- Connect water mains for tower and pump station supply.

OAK GROVE COMPREHENSIVE PLAN (1999)

The previous comprehensive plan was written in 1999. It sets a 20-year vision for the city by addressing current conditions and proposing recommendations under six categories: (1) Housing and Population; (2) Economic Development; (3) Community Services and Facilities; (4) Physical Characteristics; (5) Transportation and Infrastructure; and (6) Existing and Future Land Use.

Oak Grove has continued to experience a steady pattern of growth, and the 1999 update tracks the changes in growth-related issues. Challenges and opportunities presented as a response to growth in the 1981 plan were expanded on to create new recommendations. This Plan continues to address these challenges by analyzing existing conditions, understanding how issues and priorities have changed over time, and including applicable recommendations as action items. Several of the recommendations involve taking a closer look at the plan categories after the comprehensive planning process to gain a broader understanding of specific issues to address. These recommendations include:

- Create a Parks Master Plan to highlight areas of improvement and potential parks facilities;
- Create a Pedestrian Greenways Master Plan to identify opportunities for active transportation connections;
- Create a Master Street Plan that includes a street classification system and design standards;
- Create a citywide Capital Improvements Plan (CIP) to be updated annually;
- Create a Downtown Master Plan to set a unified vision and design for downtown Oak Grove; and
- Organize a Design Review Committee to ensure aesthetic consistency with new developments.

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APPENDIX D: ECONOMIC AND MARKET ANALYSIS

This appendix outlines market strategies and opportunities for the future of Oak Grove, providing an objective review of market conditions within the city and recommendations for improvements and future uses. Please note this report does not represent the recommendations of the Oak Grove Comprehensive Plan, but was used in the formulation of the final Plan recommendations as it provides objective, market-based information.

SUMMARY OF MAJOR FINDINGS

Olsson has been retained to prepare a Comprehensive Plan for the City of Oak Grove, Missouri. As a sub-consultant to Olsson, Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates demographic, economic, and real estate market trends impacting future land use patterns in Oak Grove, Missouri.

Based on the findings of the *Economic and Market Analysis* the following topics are addressed 1) 20-year demand projections in Oak Grove for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities. The study findings and recommendations are summarized in the text to follow.

Demographic and Economic Trends

Oak Grove is the eastern most city in Jackson County situated approximately 28 miles from Kansas City on I-70. Oak Grove's smalltown environment at the edge of the Kansas City MSA offers convenient access to jobs, shopping, and entertainment. The population boomed from 2000 to 2010 when the city grew nearly 41 percent, adding 2,260 residents. The city's population growth continued at a more moderate pace from 2010 through 2020, increasing by just 4.6 percent, adding 362 residents.

Over the next twenty years Oak Grove's I-70 location and high quality of life are expected to fuel continued population growth. A limiting factor will be the city's small geographic area of 6.38 square miles. By 2040, Oak Grove is forecast to add 3,964 to 5,209 residents and 1,125 to 1,725 jobs, generating demand for new housing, retail goods and services, eating and drinking establishments, and commercial and industrial space.

When compared to that of the State of Missouri, Oak Grove's household composition possesses well above average rates for both of families and married couples with children and below average householders living alone. Oak Grove's household composition characteristics suggest a propensity for detached single-family housing.

Oak Grove's median household income of \$65,024 compares to \$54,596 for Missouri, with a much lower rate of households earning less than \$35,000 and a much higher rate of high-income households earning \$50,000 to \$149,999. Oak Grove's household income levels can support above average retail sales, housing values, and residential rents.

The Oak Grove population is less educated than the overall Missouri population with 19.7 percent of all residents ages 25+ attaining a bachelor's degree or better, compared to 33.4 percent for Jackson County and 30.0 percent for Missouri.

To conclude, Oak Grove is located within the fast-growing Jackson County which is included in the Kansas City MSA. The I-70 corridor serves as one of Jackson County's leading employment centers. While Oak Grove is the eastern most community in Jackson County its location along I-70 provides the opportunity to capitalize on future population and employment growth. Over the next 20 years Oak Grove is anticipated to experience increased urban pressures leading to escalating population and employment growth.

Real Estate Market Trends

The study evaluated Oak Grove's retail, office, industrial, and housing markets. The text to follow summarizes the major study findings.

Retail Market Overview

The Costar database identified 39 retail properties in Oak Grove totaling 380,237 square feet of building area.

South Broadway (State Highway F) serves as Oak Grove's principal retail corridor with concentrations at the I-70 interchange and in the historic downtown. As of the first quarter 2021, the existing inventory of retail space in Oak Grove was operating at a healthy vacancy rate of 1.1 percent. The limited supply of vacant commercial space available for lease places a constraint on the ability of prospective businesses to enter the Oak Grove retail market.

From 2016 through 2021, the Oak Grove retail market operated at healthy vacancy levels ranging from 1.7 percent to 3.3 percent. Most of existing retail space is owner-occupied. The low overall vacancy rate suggests additional near-term retail space is supportable.

Oak Grove's population of 8,157 residents and estimated TAC of 9,698 people illustrates that shoppers are being attracted from outside of the city. The above average rate of retail sales capture stems from Oak Grove's I-70 location and presence of truck stops, fast food restaurants, and a Walmart Supercenter that draw out-of-town shoppers. Oak Grove's pull factor of 1.19 further illustrates the ability to capture retail sales from outside of the community.

Employment Market Overview

Office-related employment in the legal and finance, insurance, and real estate sectors account for just 3.6 percent of Oak Grove's total employment, compared to 21.0 percent statewide.

Industrial-related employment in the manufacturing and wholesale trade sectors accounts for 5.2 percent of Oak Grove's total employment, compared to 29.0 percent statewide.

Given Oak Grove's peripheral location within the Kansas City MSA, it maintains a modest inventory of office space with 14 properties totaling just 48,211 square feet of building area. Office tenants serve the professional and healthcare serve needs of the local population. As Oak Grove continues to grow the need for additional professional and medical office space will arise.

Since 2017, the Oak Grove office market has operating at below market equilibrium vacancies ranging from 0.0 percent to 6.3 percent. By year-end 2021, all the office buildings in Oak Grove were fully occupied. The absence of vacant office space places a constraint on the ability of existing businesses to expand and prospective businesses to open in Oak Grove.

Oak Grove is located within the Blue Springs industrial submarket that maintains 5.27 million square feet of space. Given the presence of I-70, logistics and warehouse space accounts for 80 percent of the total inventory. Oak Grove's location along the I-70 corridor will offer the opportunity to capitalize on the growing demand for logistics and warehouse space.

Oak Grove supports a modest inventory of industrial development with the principal concentration surrounding the I-70 and Broadway interchange. By the first quarter 2022, Oak Grove maintained 161,662 square feet of industrial space, of which 94 percent is warehouse space. Again, the limited availability of space places constraints on the ability of existing industrial businesses to expand and prospective businesses to enter the market.

Residential Market Overview

Oak Grove is a rural community at the edge the Kansas City MSA that experiencing escalating urban pressures. Since 2000, the inventory of housing units in Oak Grove have increased by nearly 55 percent, totaling 3,123 housing units by 2020. Oak Grove's housing stock mix is influenced by its rural character. Characteristics of Oak Grove's housing stock include:

- Detached single-family housing accounts for 75.6 percent of Oak Grove’s housing stock, exceeding the statewide rate of 70.4 percent. Multi-family housing accounts for 17.5 percent of Oak Grove’s housing stock compared to 20.0 percent for Missouri.
- During 2020, owner-occupied housing in Oak Grove accounted for 68.2 percent of the entire occupied housing stock with renter-occupied accounting for 31.8 percent.
- Homeowners in Oak Grove are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes accounted for 97.2 percent of all occupied owner-occupied housing units. Meanwhile, just 28.1 percent renters occupy detached single-family homes.
- Properties with two units were the most popular attached housing product for renters accounting for 20.7 percent of all renter-occupied units. Multi-family properties with ten or more units account for just 8.3 percent of all renter-occupied units.
- Oak Grove’s housing stock is newer than the statewide inventory with 21.6 percent of the existing inventory built since 2000 and just 13.7 percent built prior to 1960.
- Over the past decade the median housing value in Oak Grove has lagged the statewide norm. By 2020, Oak Grove’s median value of \$146,100 compared to \$163,600 for Missouri. Oak Grove’s new housing market is primarily priced from the low \$200’s to mid-\$300’s.
- The Oak Grove for-sale housing market is affordable, targeting first-time homebuyers, young families, and empty nesters. Just over 53 percent of the homes in Oak Grove are valued under \$150,000, compared to 44.2 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for just 23.6 percent of Oak Grove’s housing stock compared to 37.7 percent statewide.

From 2012 through 2021, 387 single-family housing units were permitted for construction by the City of Oak Grove. Single-family new home construction has grown from just two homes permitted for construction in 2012 to a high of 105 single-family home permits by 2021. New home construction remained strong through the first four months of 2022 with 31 homes permitted.

In the coming two decades Oak Grove will support escalating levels of new home construction as the Kansas City MSA continues to expand, and buyers seek an improved quality of life and new, more affordable housing. As the housing market matures a wider range of housing product and price points will be supportable, including move-up single-family homes, townhomes, and large-scale apartment properties.

As of the date of this report eight residential subdivisions are approved or planned for future development in Oak Grove totaling 1,503 residential lots and 308 multi-family dwelling units.

Study Conclusions

Based on the findings of the *Economic and Market Analysis*, 20-year demand projections for commercial and industrial space and residential housing were forecast and citywide development opportunities identified.

Commercial, Industrial, and Residential Demand Projections

The table on the following page summarizes demand through 2040 in the City of Oak Grove for commercial and industrial space as well as residential housing units.

By 2040, Oak Grove’s increased population and strong retail pull are forecast to generate additional retail sales capable of supporting 225,000 to 288,000 square feet of new retail space.

From 2022 through 2040, office-related job growth in Oak Grove is projected to support the need for 23,000 to 41,000 square feet of owner-occupied and speculative office space.

By 2040, industrial job growth in Oak Grove is projected to support the need for approximately 140,000 to 223,400 square feet of owner-occupied and speculative industrial space.

Through 2040, Oak Grove is forecast to experienced mounting urban pressures, producing steady population growth and the need for additional housing. From 2022 through 2040, the City of Oak Grove’s forecast population growth and latent demand are anticipated to create the need for 1,597 to 2,079 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 4-unit multi-family structures in favor of large-scale apartment properties.

Forecast Retail, Office, Industrial and Residential Demand Oak Grove, Missouri; 2022 to 2040

	Growth Population	2019-2040 Jobs	Net Conservative	Gain Optimistic
Retail	3,964 - 5,209		225,000 SF	288,000 SF
Office		90 - 173	23,000 SF	41,000 SF
Industrial		203 - 345	242,500 SF	345,000 SF
Housing	3,964 - 5,209		1,597 DUs	2,079 DUs
Ownership Units			1,038 DUs	1,455 DUs
Rental Units			559 DUs	728 DUs

Assuming an average floor-area-ratio (“FAR”) of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 dwelling units per acre for single-family and 15 dwelling units per acre for multi-family, through 2040 the City of Oak Grove is estimated support the development of 375 acres to 381 acres of land under the conservative scenario and 519 acres to 527 acres under the optimistic scenario.

Forecast Land Area Absorption in Acres Oak Grove, Missouri; 2022 to 2040

Land Use	Conservative Scenario	Optimistic Scenario
Retail	22.40 - 25.80	28.70 - 33.10
Office	1.76 - 2.11	3.12 - 3.75
Industrial	13.91 - 15.90	22.68 - 25.92
Single-Family Residential	297	416
Multi-Family Residential	40	49
Total Acres	375.07 - 380.81	518.5 - 526.77

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Oak Grove for retail, office, industrial, and housing have been identified.

Given Oak Grove’s infrastructure, topography, freeway and highway access, and existing land use patterns, over the next twenty years urban expansion will favor the northern and western portions of the city. Limiting factors for the city’s future urban growth include its small size (6.38 square miles), presence of just one I-70 interchange, and rolling topography at the southern end.

Future annexation that both fill in city boundary gaps as well as expansion of the city limits where urban growth pressures exist would make prime land available for development. Actual annexations would be based on the availability of infrastructure and landowner consent.

Retail businesses in Oak Grove are concentrated at the intersection of I-70 and South Broadway as well as the downtown area. The existing retail market is small and lacks many everyday goods and services, forcing residents to seek goods and services elsewhere. In general, land fronting the south side of I-70 east of South Broadway as well as South Broadway from 5th Street south to downtown should be considered for future commercial uses.

As Oak Grove grows, the existing truck stops at the intersection of I-70 and South Broadway *may* not be the highest-and-best use for these locations. While these establishments are major sales tax generators for the City, they do not serve as an aesthetically pleasing gateway into Oak Grove. Given the freeway location, access, visibility, and parcel size, long-term redevelopment options might include big-box retailers, anchored shopping centers, offices, and hotels. This report recommends considering that all four quadrants of the I-70 and South Broadway interchange could be designated for future mixed-use development capable of accommodating retail, industrial, office, hotel, and multi-family residential uses.

The downtown core is located along Broadway from 11th Street to 13th Street. Downtown's existing business mix includes financial services, insurance, legal, dentist, salon/barber shop, clothing boutiques, restaurant, and automotive businesses. Expansion of the downtown core is recommended.

Redevelopment efforts should aim to improve downtown's image and vitality by promoting a walkable downtown and supporting a more balanced mix of land uses and business activities including retail businesses and eating and drinking establishments. Recommended infrastructure improvements include entry features on Broadway at both 11th Street and 15th Street, streetscapes along Broadway and 12th Street into the adjacent neighborhoods, open space at Broadway and the rail line, and uniform signage. A public gathering space within downtown should be added; the space should serve as programmable space and potentially a permanent farmers market. Infill housing could be introduced as a component of mixed-use buildings and on under-utilized properties.

Creating employment opportunities should be a priority of the Oak Grove Comprehensive Plan. A current constraint for economic growth in Oak Grove is the lack of available inventory commercial and industrial space. Creating additional "shovel-ready" development sites for industrial and commercial uses will be critical in fostering future economic growth.

Key future growth industries in Oak Grove include logistics and warehouse operations. Future expansion of industrial land uses is best suited in two established areas, including the northwest quadrant of the I-70 and Broadway interchange and 12th Street corridor along the rail line.

INTRODUCTION

As a sub-consultant, Olsson, Inc. has retained Canyon Research Southwest, Inc. to assist in the preparation of the City of Oak Grove, Missouri Comprehensive Plan (“Planning Area”). The sub-consultant agreement calls for the following scope of work.

1. An economic and market analysis that evaluates the potential for the City of Oak Grove to support future development of a variety of land uses and housing types.
2. Attendance at a visioning and planning workshop.
3. Land use recommendations resulting from the findings of economic and market analysis and visioning and planning workshop.

Study Objective and Scope of Work

The *Economic and Market Analysis* evaluates the historic, current, and future demographic, economic, and real estate market forces that influence the City of Oak Grove’s future urban growth patterns. In doing to the report consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The *Demographic and Economic Analysis* section of the study assists in identifying the Planning Area’s demographic and economic trends on the future demand for commercial and industrial space as well as residential housing units. Planning Area demographic characteristics and economic forces evaluated include population growth, household composition, age distribution, household income, educational attainment, and employment growth and composition.

The *Market Analysis* portion of the study evaluates competitive retail, professional office, industrial, and residential market trends impacting the Planning Area. The market trends for each prospective land use were evaluated by quantifying such market forces as the current inventory of housing units and commercial/industrial space, construction activity, and development patterns.

Based on the study findings, the Planning Area’s long-term demand projections are prepared quantifying the need for additional commercial and industrial space as well as residential housing units and land absorption estimates are provided. Based on the results of the long-term demand projections future land use patterns and development opportunities are identified.

Planning Area Defined

The City of Oak Grove (“Planning Area”) is located within northwest quadrant of the State of Missouri and is considered a portion of the 14-county Kansas City metropolitan statistical area (“MSA”). A post office called Oak Grove has been in operation since 1840, however the town was originally called Licksillet. The city was incorporated 1878 and was named for a grove of oak trees near the original town site. Oak Grove is rich in history and has retained its small-town atmosphere.

Oak Grove is the eastern most city in Jackson County situated approximately 28 miles from Kansas City on I-70. Jackson County is highly urbanized with a population exceeding 717,000 residents, accounting for 25 percent of the metropolitan population. Portions of eastern Oak Grove are within Lafayette County that is rural in character with 33,000 residents. The continued expansion of the Kansas City MSA is anticipated to fuel the city’s future population and urban growth. A comparison of the City of Oak Grove, Jackson County, and State of Missouri demographic characteristics is provided in the table on page 3.

Compared to Jackson County and Missouri, Oak Grove is much more of a tradition family community with family households accounting for three-quarter of all households and married couples representing over half. Given the high percentage of families, Oak Grove's adolescent and young adult population is large than the county and statewide averages. Oak Grove's population is less educated with 19.7 percent of all residents ages 25+ attaining a bachelor's degree or better, compared to 33.4 percent for Jackson County and 30.0 percent for Missouri. Despite the below average educational attainment Oak Grove's median household income exceeds the county and statewide levels with 61.3 percent of households earning \$50,000 to \$149,999 annually.

The aerial photograph on page 4 illustrates Oak Grove's land area and depicts the Planning Area boundaries. The City of Oak Grove's zoning map on page 5 depicts the city's current urban development as predominantly residential with Broadway Street south of the I-70 interchange serving as the principal commercial corridor.

The city boundaries encompass approximately 6.38 square miles of land area. Oak Grove supports a current population of 8,157 residents. Population growth in Oak Grove has accelerated over the past two decades, up from 5,535 residents in 2000. Oak Grove is a commuter community with 78.3 percent of residents working outside of the community with the mean travel time to work of 27.1 minutes.

Oak Grove's residential housing stock totals 3,123 dwelling units comprised of 2,360 detached single-family housing units, 169 attached single-family dwellings, 238 duplex units, 307 multi-family dwelling units, and 49 mobile homes. The housing stock is older with 78.4 percent of all dwelling units built prior to 2000. Single-family homes account for three-quarters of Oak Grove's occupied housing stock with owner-occupied housing accounting for 68.2 percent.

I-70 provides direct vehicular access from Oak Grove west to the Kansas City MSA and Jackson County suburban communities of Independence and Grain Valley. Over the past several decades eastern Jackson County has experienced steady population growth with I-70 serving as a major commercial and employment corridor.

Oak Grove, Jackson County, and Missouri Demographic Trends

Demographic Characteristic	City of Oak Grove	Jackson County	State of Missouri
Population			
2000 Census	5,535	654,880	5,595,211
2010 Census	7,795	674,158	5,988,927
2020 Census	8,157	717,204	6,268,203
2026 Forecast	8,269	733,697	6,407,412
Households by Type (2021)			
Total Households	2,874	274,804	2,375,611
Family Households	74.9%	60.8%	65.3%
Married Couple Family	51.8%	40.1%	48.4%
With Own Children	27.1%	17.2%	20.7%
Nonfamily Households	4.9%	7.4%	6.4%
Householder Living Alone	20.3%	31.8%	28.3%
All Households with Children	44.7%	31.3%	31.8%
Distribution of Population by Age (2021)			
0-14 Years	21.4%	18.7%	19.6%
15-24 Years	14.1%	12.1%	14.0%
25-34 Years	15.3%	14.3%	12.9%
35-44 Years	12.9%	13.4%	12.5%
45-64 Years	22.0%	23.1%	26.9%
65+ Years	14.3%	18.3%	14.0%
Distribution in Household Income (2021)			
Less than \$15,000	5.5%	11.3%	11.0%
\$15,000 - \$24,999	10.8%	10.2%	9.9%
\$25,000 - \$34,999	10.7%	8.7%	10.3%
\$35,000 - \$49,999	8.9%	12.2%	14.2%
\$50,000 - \$74,999	20.4%	17.7%	18.5%
\$75,000 - \$99,999	19.7%	13.7%	12.5%
\$100,000 - \$149,999	17.4%	15.8%	13.5%
\$150,000 - \$199,999	3.8%	5.7%	5.0%
\$200,000+	2.8%	4.6%	5.2%
Median Household Income	\$65,024	\$58,413	\$54,596
Educational Attainment for Residents 25+ Years (2021)			
Total Population 25+	5,199	490,135	4,329,896
Less than 9th Grade	2.0%	2.6%	2.7%
9th - 12th Grade, No Diploma	4.9%	5.6%	6.4%
High School Graduate	32.0%	24.2%	25.6%
GED/Alternative Credential	3.6%	4.0%	4.5%
Some College, No Degree	28.2%	22.6%	22.5%
Associate Degree	9.6%	7.1%	8.3%
Bachelor's Degree	13.9%	20.9%	18.2%
Graduate/Professional Degree	5.8%	12.5%	11.8%

Source: Esri Business Analyst and U.S. Census

ECONOMIC AND DEMOGRAPHIC ANALYSIS

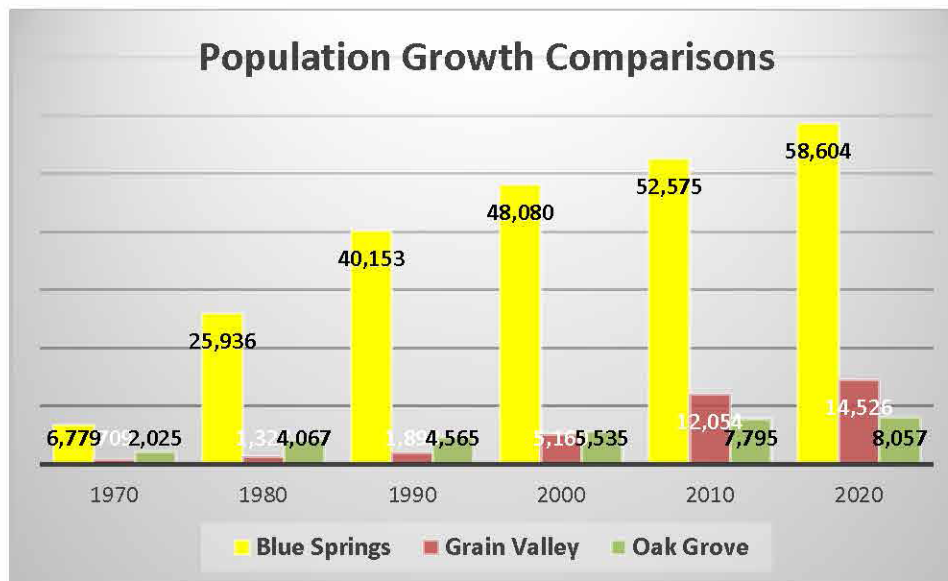
This section of the study examines the economic and demographic factors impacting real estate development patterns in the City of Oak Grove. Historic demographic trends were provided by the U.S. Census Bureau with 2021 estimates and 2026 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying Oak Grove’s economic and demographic characteristics will assist in forecasting the future demand for commercial and industrial space as well as residential housing units.

Population Growth Trends

Oak Grove’s smalltown environment at the edge of the Kansas City MSA offers convenient access to jobs, shopping, and entertainment. The population boomed from 2000 to 2010 when the city grew nearly 41 percent, adding 2,260 residents. The city’s population growth continued at a more moderate pace from 2010 through 2020, increasing by just 4.6 percent, adding 362 residents.

Future population growth within the City of Oak Grove was estimated based on such factors as continued job growth in eastern Jackson County along I-70, the availability of developable residential land, and continued urban expansion of the Kansas City MSA. The Mid-America Regional Council forecasts Jackson County to add 22,521 residents through 2030 and 27,341 residents from 2030 to 2041.

Within the I-70 corridor in eastern Jackson County, Oak Grove is accompanied by the cities of Blue Springs and Grain Valley. The neighboring cities of Blue Springs and Grain Valley are in closer proximity to the Kansas City MSA urban edge, and their historic population growth can provide insight into future growth in Oak Grove. In 1970, all three cities were small rural communities with populations of 6,779 residents for Blue Springs, 709 residents for Grain Valley, and 2,025 residents for Oak Grove. Over the past five decades all three cities experienced strong population growth as eastern Jackson County continued to grow and expand outward.



Given that Blue Springs is situated the closest to the urban edge it has experienced the strongest population growth over the past five decades. From 1970 to 1980 the city’s population exploded, growing by 283 percent to 25,936 residents. Since that time Blue Springs population has continued to grow, reaching 58,604 residents by 2020. From 1970 through 2020, the Blue Springs population increased by 51,825 residents, equating to an average annual growth rate of 4.5 percent.

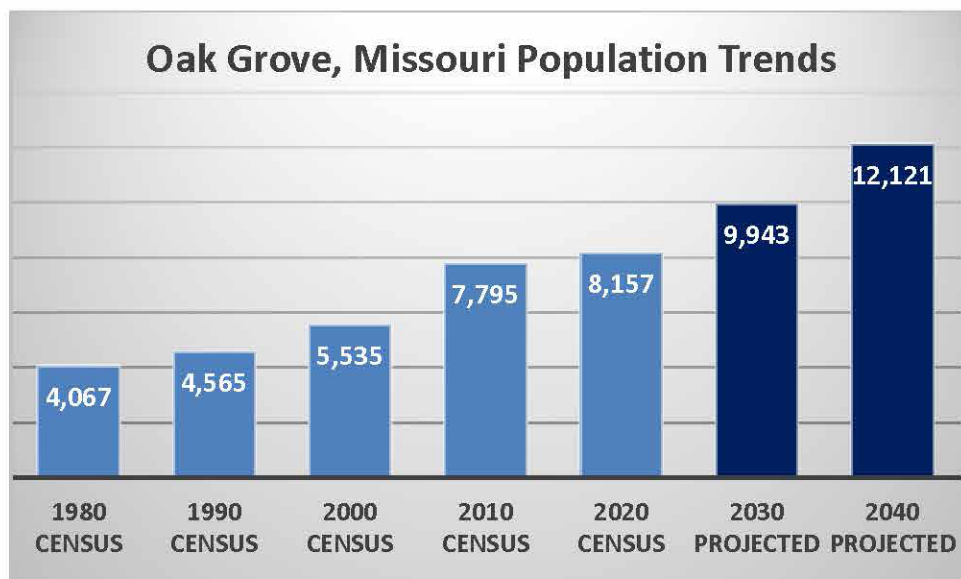
In 1970, Grain Valley was a smaller community than Oak Grove with 709 residents. By 2010, the Grain Valley population of 12,054 residents exceeded the Oak Grove population of 7,795 residents. By 2020, the Grain Valley population reached 14,526 residents. From 1970 through 2020, the Grain Valley population increased by 13,817 residents, averaging 6.2 percent annually. From 2000 to 2020, the city population grew at an annual rate of 5.3 percent.

In 1970, the Oak Grove population stood at 2,025 residents. From 1970 to 1980 the city population more than doubled, adding 2,042 residents. By 2020, the Oak Grove population reached 8,157 residents and was the smallest of the three eastern Jackson County cities. From 1970 through 2020, the Oak Grove population increased by 6,032 residents, averaging 2.2 percent annually.

Since 1970, all three cities in eastern Jackson County have realized accelerated population growth. Population growth was strongest closest to the urban edge, and weakest farthest to the east. These population trends are expected to continue with Oak Grove capturing accelerated growth as urbanization continues eastward.

As of the date of this study, seven residential projects totaling 696 single-family homes and 132 apartment units are approved for development in Oak Grove with four others in the planning stage totaling 1,428 housing units. A limiting factor in Oak Grove's future population growth will be its small geographic area of 6.38 square miles. Future annexation will support increased population growth.

By 2040, Oak Grove's population is conservatively forecast to increase by 48.6 percent, adding 3,964 new residents. Under a more optimistic scenario Oak Grove's population will grow at an annualized rate of 2.5 percent, yielding approximately 5,200 new residents through 2040.



Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail expenditures and housing needs. According to Esri Business Analyst, as of 2021 an estimated 2,874 households resided in Oak Grove with an average household size of 2.8 persons. Family households account for 74.9 percent of all households with 44.7 percent of all households having children present. Married couple families account for 51.8 percent of all households, of which 27.1 percent had related children.

Over the past six decades the average household size in the United States has declined steadily, from 3.33 persons in 1960 to 2.52 persons by 2020. This declining household size has played a factor in changing housing needs.

Oak Grove’s average household size of 2.8 persons is supported by the high rate of families and married couples with children. The table below provides a comparison of households by type for the City of Oak Grove and State of Missouri

City of Oak Grove Households by Type

Household Type	City of Oak Grove	State of Missouri
Total Households	2,874	2,375,611
Family Households	74.9%	65.3%
Married Couple Households	51.8%	48.4%
With Related Children	27.1%	20.7%
Other Family (No Spouse Present)	23.0%	16.7%
With Children Present	11.5%	11.0%
Householder Living Alone	20.3%	28.3%
All Households with Children	44.7%	31.8%
Average Household Size	2.80	2.44
Average Family Size	2.93	3.00

Source: Esri Business Analyst.

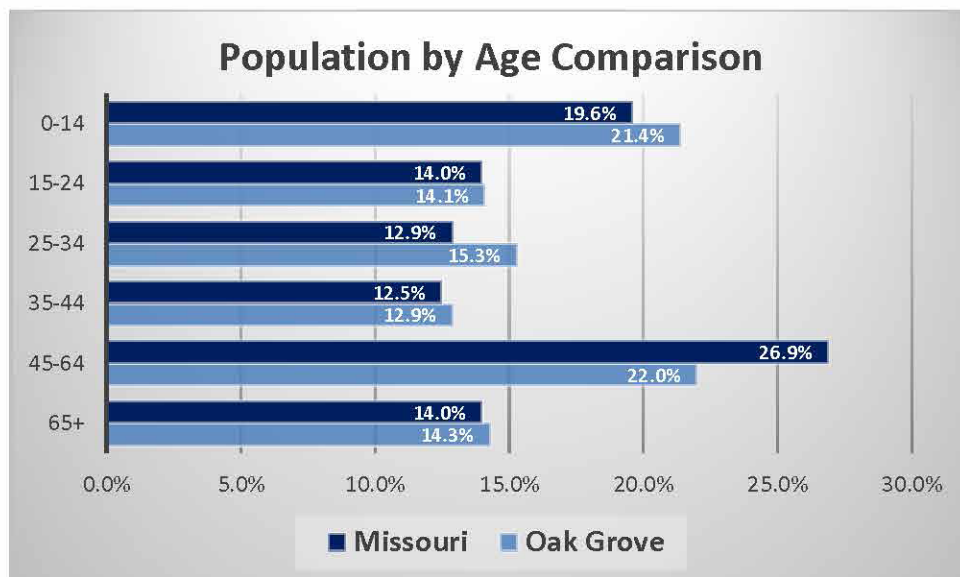
When compared to that of the State of Missouri, Oak Grove’s household composition possesses well above average rates for both of families and married couples with children and below average householders living alone.

Oak Grove’s household composition characteristics suggest a propensity for detached single-family housing.

Population Age Distribution

Age is an important factor in consumer identity, since consumption patterns, housing needs, and financial situation can change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States is expected to have an important impact on the retailing and housing industries.

The bar chart below provides a comparison of the Oak Grove and Missouri population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.



Esri Business Analyst estimates that while in 2021 empty nesters ages 45 to 64 years comprised Oak Grove's largest age group with 22.0 percent of the total population, it lagged the statewide norm of 26.9 percent. Another major deviation is Oak Grove's children population share of 21.4 percent far exceeded the statewide rate of 19.6 percent. Oak Grove also supports a much lower percentage of young adults ages 25 to 34 years. For all other age cohorts, Oak Grove's share is consistent with that of the state.

Children ages 0 to 14 years are not consumers per se, but their presence within a household generates retail expenditures on apparel, accessories, and groceries. This age group accounts for 21.4 percent of the Oak Grove population which exceeds the statewide average due to the rate of family households and married couples with children present.

The adolescent population ages 15 to 24 is a key demographic for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 14.1 percent of the Oak Grove population. By comparison, adolescents account for 14.0 percent of the Missouri population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 15.3 percent of the Oak Grove population which compares to the statewide rate of 12.9 percent. The Oak Grove young adult population has a significant impact on the local workforce, retail goods and services, and housing market.

The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 12.9 percent of the Oak Grove population, compared to 12.5 percent of the statewide population.

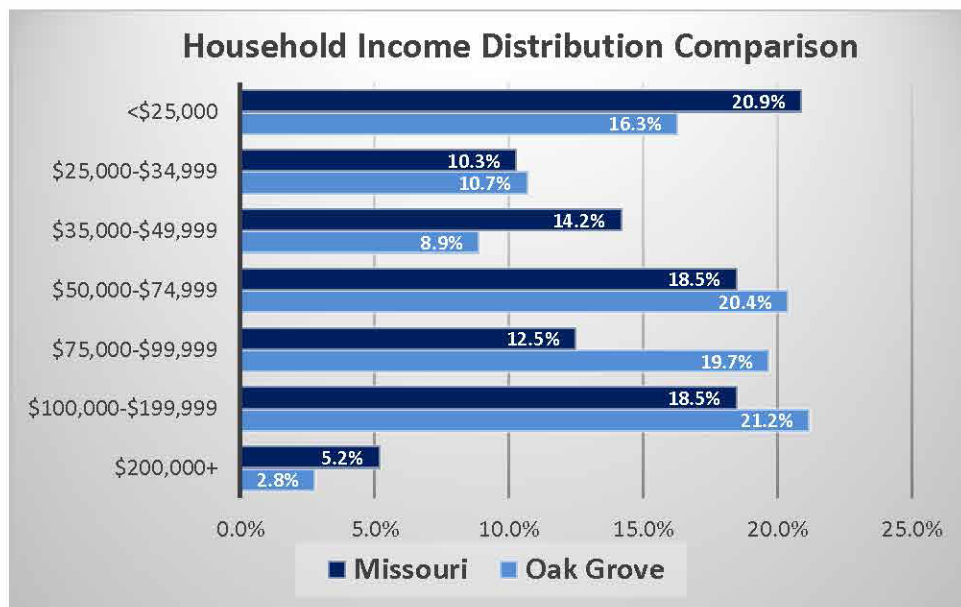
Oak Grove's population ages 45 to 64 years account for 22.0 percent of the total population, compared to 24.6 percent statewide. This empty nester age group provides opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Residents 65+ years of age account for 14.3 percent of the Oak Grove population, compared to 14.0 percent of the

statewide population. The senior population poses a growing market for healthcare, senior housing, and downsized housing.

Household Income Distribution

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for Oak Grove and State of Missouri are outlined in the bar chart below.



Oak Grove's median household income of \$65,024 compares to \$54,596 for Missouri, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$50,000 to \$199,999. An estimated 16.3 percent of Oak Grove households earn less than \$25,000 annually, compared to 20.9 percent statewide. Meanwhile, 61.3 percent of Oak Grove households earn \$50,000 to \$149,999 compared to 49.5 percent statewide. Oak Grove's household income levels can support above average retail sales, housing values, and residential rents.

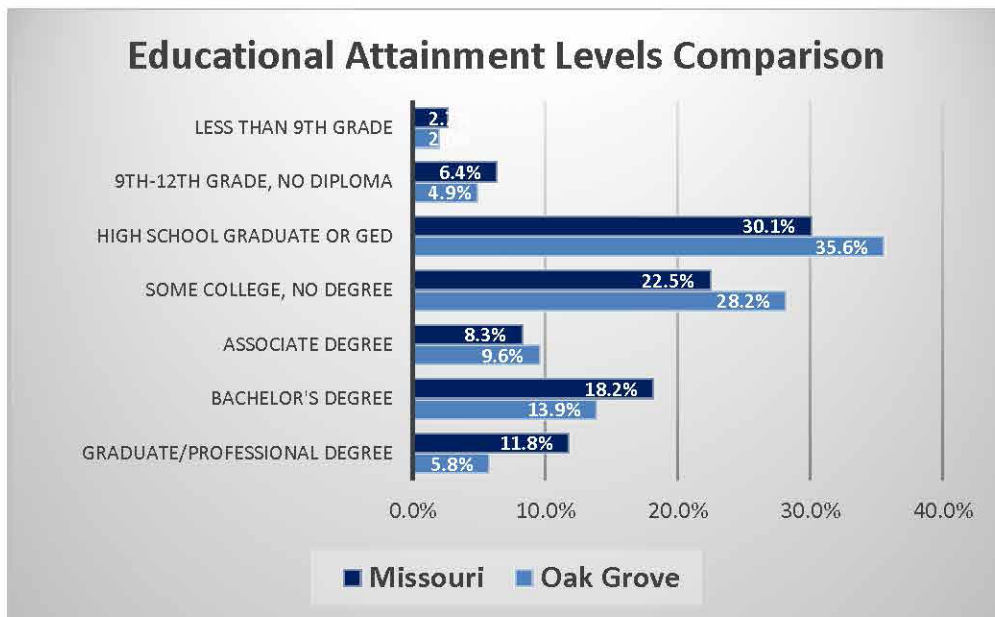
An estimated 10.7 percent of Oak Grove households earn \$25,000 to \$34,999 annually compared to 10.3 percent statewide. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median rent in Oak Grove of \$857 per month as reported by the U.S. Census requires annual household incomes within the mid-range of the \$25,000 to \$34,999 income bracket.

Oak Grove's entry-level housing valued between \$100,000 and \$199,999 accounts for 49.5 percent of the total housing stock. Based on standard lending practices, households earning \$50,000 to \$74,999 represent the entry-level, for-sale housing. According to the U.S. Census, an estimated 20.4 percent of Oak Grove households earn \$50,000 to \$74,999, compared to 18.5 percent statewide.

High-income households with annual incomes of \$100,000 or more account for 24.0 percent of all Oak Grove households compared to 23.7 percent for Missouri. These households represent potential demand for luxury for-sale housing priced more than \$500,000 as well as luxury automobiles, retail goods and services, travel, and entertainment.

Educational Attainment

Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between Oak Grove and State of Missouri as provided by Esri Business Analyst.



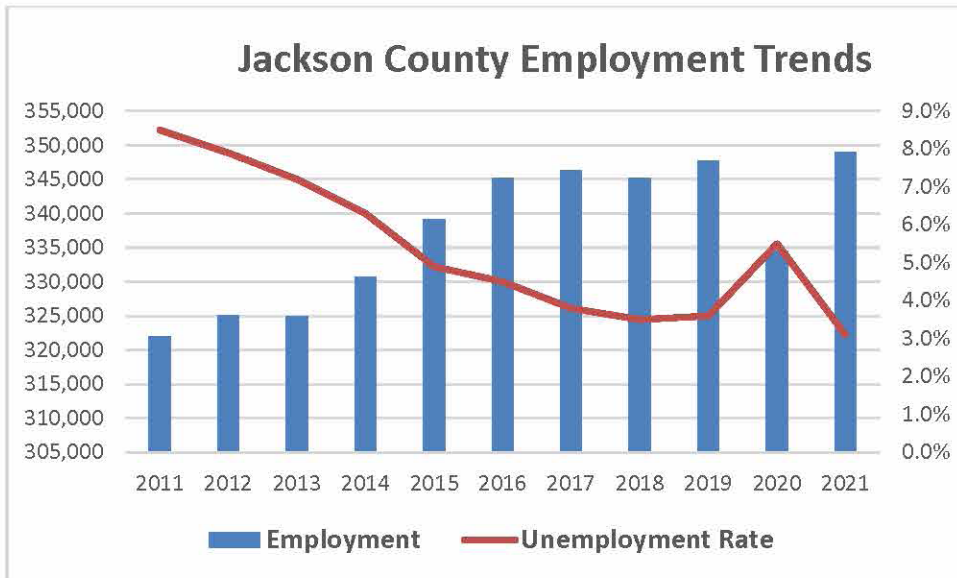
Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

The Oak Grove population is less educated than the overall Missouri population with 19.7 percent of all residents ages 25+ attaining a bachelor's degree or better, compared to 33.4 percent for Jackson County and 30.0 percent for Missouri.

Employment Trends

Since gains in employment generally fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing values, reduced commute times, and higher quality of life can motivate employees to relocate to the community where their job exists.

The City of Oak Grove is in far eastern Jackson County. According to the U.S. Bureau of Labor Statistics, coming out of the Great Recession employment in Jackson County grew at a modest rate from a low of 10,234 jobs in 2013 to a peak in 2019 at 10,587 jobs and an unemployment rate of 3.6 percent, consistent with the state and national averages. The COVID-19 pandemic reversed the decade long employment growth with the loss of 13,312 jobs in 2020, pushing the unemployment rate to 5.5 percent. During 2021, the economy rebounded with the unemployment rate declining to just 3.1 percent. Average annual employment levels for Jackson County from 2010 through 2020 are depicted in the bar chart below.



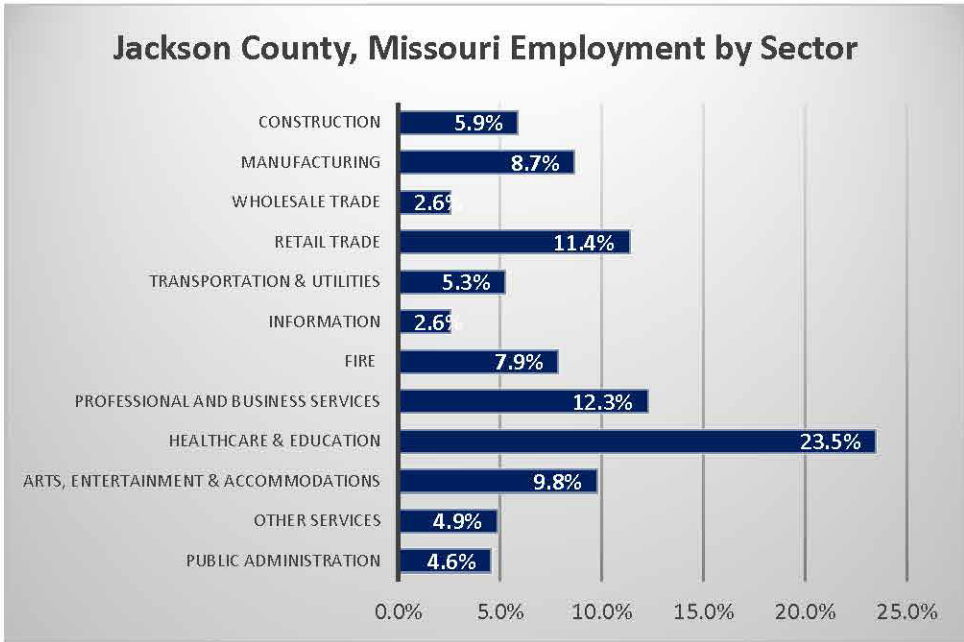
Unemployment rate comparisons from 2010 through 2021 for Jackson County, State of Kansas, and United States are depicted in the table on the following page. From 2010 to 2014, while following a similar downward pattern the unemployment rate for Jackson County trended higher than both the statewide and national averages. From 2015 to 2019, the Jackson County unemployment rate performed at or near the levels of both Missouri and the United States. During 2020, the COVID-19 pandemic inflated the County’s unemployment rate to 5.5 percent, compared to 4.4 percent for Missouri and 6.7 percent for the nation. During 2021, Jackson County outperformed both the state and nation with an unemployment rate of just 3.1 percent.

Unemployment Rate Comparison

Year	Jackson County	State of Missouri	United States
2010	10.4%	9.4%	9.3%
2011	8.5%	7.8%	8.5%
2012	7.9%	7.0%	7.9%
2013	7.2%	6.6%	6.7%
2014	6.3%	5.7%	5.6%
2015	4.9%	4.5%	5.0%
2016	4.5%	4.3%	4.7%
2017	3.8%	3.5%	4.1%
2018	3.5%	3.2%	3.9%
2019	3.6%	3.5%	3.6%
2020	5.5%	4.4%	6.7%
2021	3.1%	3.9%	3.9%

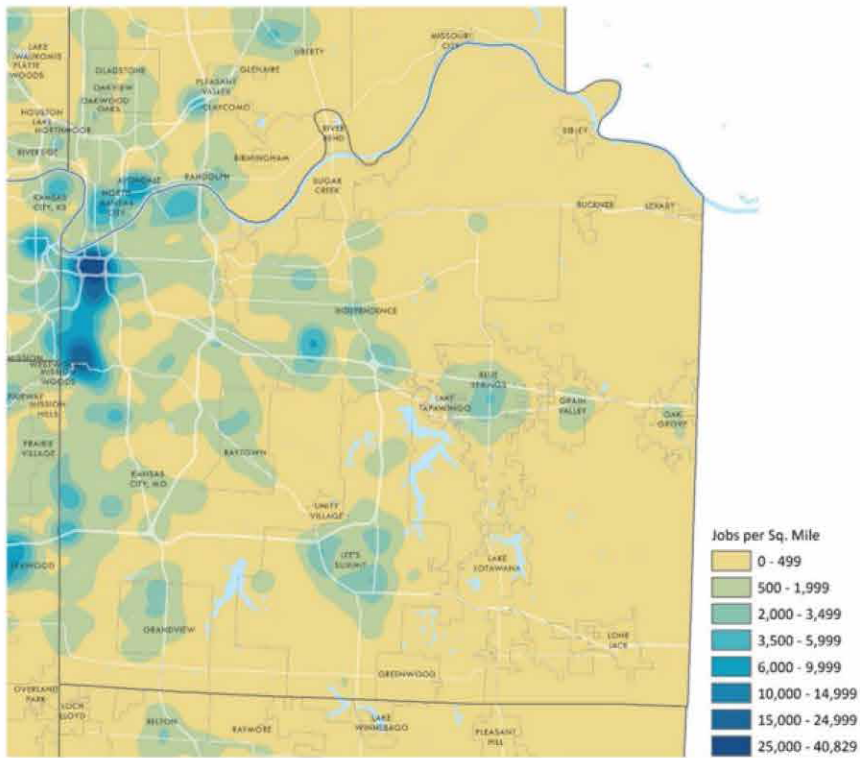
Source: U.S. Bureau of Labor Statistics.

Leading employment sectors in Jackson County include: 1) healthcare and education, 2) professional and business services, 3) retail trade, 4) arts, entertainment, and accommodations, and 5) manufacturing.



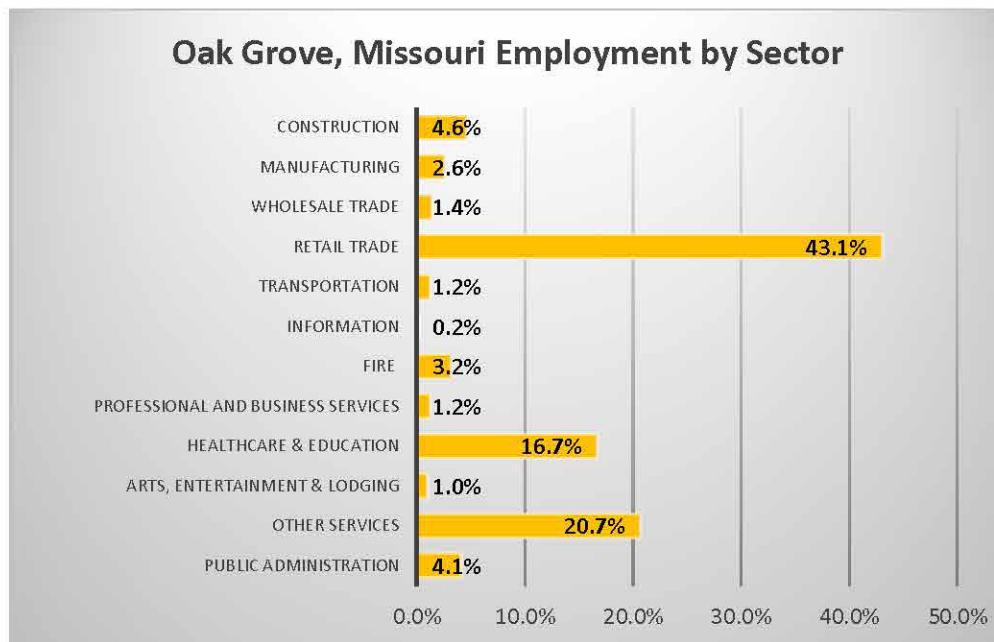
As illustrated by the graphic below, downtown Kansas City serves as the principal concentration of employment within Jackson County. Suburban employment centers are concentrated along the freeway corridors of Interstates 70, 435, and 470 with leading employment centers including Lee's Summit, Independence, and Blue Springs. Oak Grove will benefit from the continued employment growth within the I-70 corridor.

Jackson County Employment Centers



Oak Grove is primarily a bedroom community, supporting a less diverse employment base the Jackson County as a whole. According to Esri Business Analyst, 243 businesses operate in Oak Grove, employing 2,883 workers. The retail trade sector is Oak Grove’s largest job generator, accounting for 43.1 percent of total employment. By comparison, retail sector jobs account for just 11.4 percent of employment in Jackson County. Oak Grove’s retail sector supports freeway related uses such as truck stops and fast-food restaurants. Walmart is also a major employer.

Other leading employment sectors in Oak Grove include other services (20.7 percent) and healthcare and education (16.7 percent). By comparison, these sectors account for 4.9 percent and 23.5 percent of employment in Jackson County.



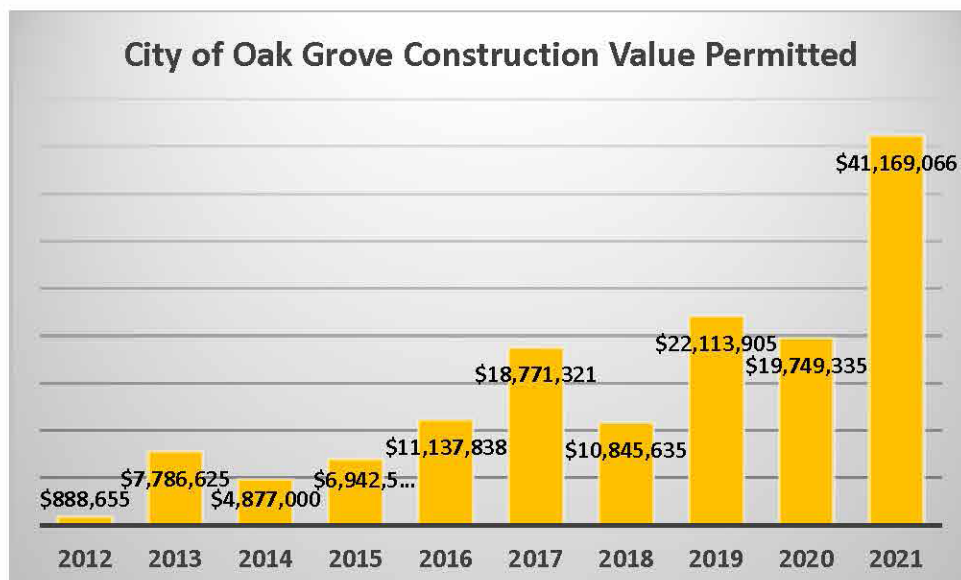
Future employment growth in Oak Grove will stem from population growth creating growing retail, professional services, and finance sectors as well as warehouse and logistic firm attracted to the presence of I-70. From a current employment base of 2,883 jobs, through 2040 Oak Grove is forecast to support annualized job growth of 1.75 percent to 2.25 percent, yielding 1,125 to 1,725 new jobs.

To conclude, Oak Grove is located within the fast-growing Jackson County which is included in the Kansas City MSA. The I-70 corridor serves as one of Jackson County’s leading employment centers. While Oak Grove is the eastern most community in Jackson County its location along I-70 provides the opportunity to capitalize on future population and employment growth. Over the next 20 years Oak Grove is anticipated to experience increased urban pressures leading to escalating population and employment growth.

Construction Activity

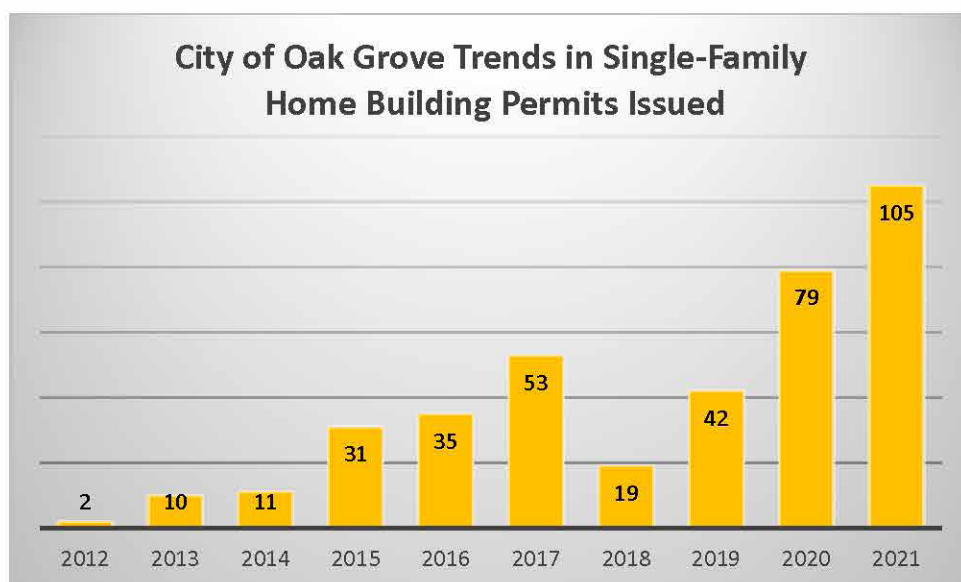
Total annual construction activity permitted by the City of Oak Grove from 2012 through 2021 is illustrated by the bar chart on the following page. Construction activity in Oak Grove grew steadily from just \$888,655 in value to nearly \$18.8 million by 2017. During that time new home construction was the principal driving force in construction activity.

Commencing in 2019, construction activity boomed reaching \$41.2 million by 2021. Commercial construction accounted for 43.5 percent of the total permitted construction value as several new buildings and additions were built, including Hy-Vee Dollar Fresh. Through April 2022, construction volumes have continued to escalate with \$20.0 million in construction permitted by the City, including \$13.2 million in commercial construction.



From 2012 through 2021, 387 single-family housing units were permitted for construction by the City of Oak Grove. From 2012 through 2014 just 23 single-family homes were permitted for construction in Oak Grove as the national housing market was recovering from the housing bust of the late 2000's. Annual building permit levels during this time frame ranged from a low of two single-family homes in 2012 to a high of eleven homes in 2014.

Starting in 2015, new house construction activity began to accelerate with the issue of 31 single-family home building permits. Despite the negative impacts of the COVID-19 pandemic on the national economy, single-family construction reached a high of 105 homes permitted in 2021. New home construction activity remained strong through the first four months of 2022 with 31 homes permitted. With several active subdivisions and several others approved for development, single-family home construction levels in Oak Grove are anticipated to grow over the next several years.



From 2012 through 2021, \$41.3 million in new commercial construction was permitted for construction by the City of Oak Grove. Commercial construction levels remained modest from 2012 through 2017.



Starting in 2017, new commercial construction began to accelerate with \$4.85 million in building permits issued. By 2021, a reported \$17.9 million in commercial construction was permitted. New retail buildings and store remodels account for much of the new commercial construction over the past several years as retailers were responding to the heightened housing construction and population growth. Several new retail buildings were constructed (i.e., Dollar Tree), stores remodeled, (i.e., Walmart and KFC/Taco Bell), existing commercial space converted (Hy-Vee Fresh redeveloped an existing grocery store space), and new tenant build-out.

Through the first four months of 2022, commercial construction remained strong with \$13.2 million permitted, accounting for 66 percent of all building permit value. Commercial construction in Oak Grove is anticipated to remain active over the next several years in response to continued new home construction and population growth.

MARKET ANALYSIS

The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting Oak Grove, Missouri. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development in Oak Grove.

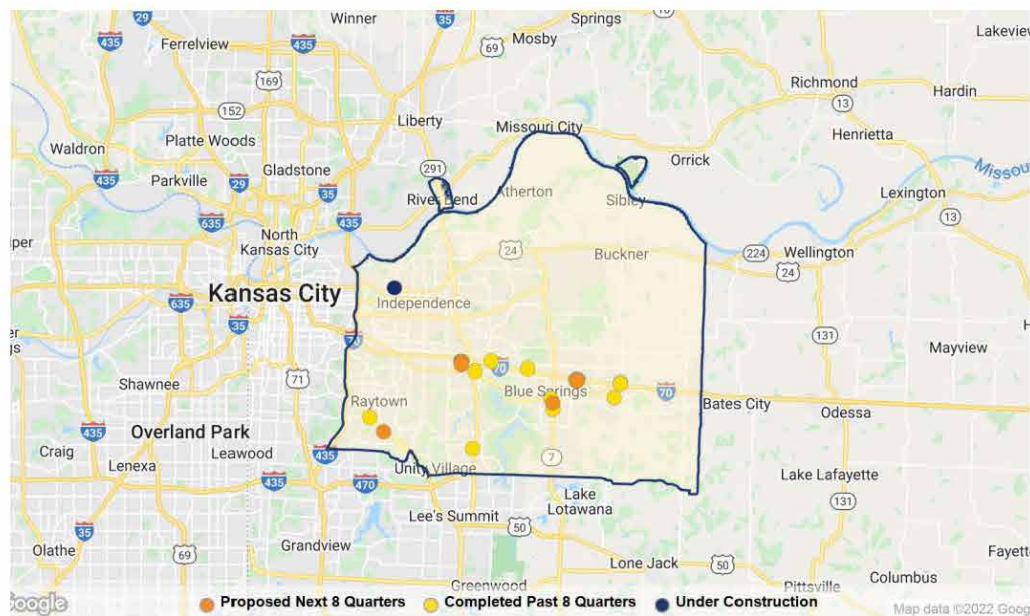
Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting Oak Grove and forecasts future demand for commercial space.

Retail Market Overview

East Jackson County Submarket

According to the *Kansas City Retail Submarket Report* published by CoStar, Oak Grove is located within the East Jackson County submarket also consisting of the cities of Independence, Blue Springs, Raytown, and Grain Valley. The East Jackson County submarket is depicted below.



By the first quarter 2021 the inventory of retail space in the East Jackson County submarket totaled 18.2 million square feet, or 14.2 percent of the Kansas City MSA total. General retail and neighborhood shopping center space accounted for all the total inventory with 8.3 million square feet and 5.0 million square feet, respectively. The Independence Center area at the intersection of I-70 and 470 serves as the submarket's largest retail hub.

As of the first quarter 2022, the East Jackson County submarket was operating at a cumulative vacancy rate of 7.8 percent which exceeds the metropolitan rate of 5.0 percent. Mall and neighborhood center properties are most overbuilt at vacancies of 31.9 percent and 11.8 percent. During the first quarter 2021, the East Jackson County submarket experienced negative absorption of 7,429 square feet of retail space. Just 3,500 square feet of retail space is currently under construction within the East Jackson County submarket.

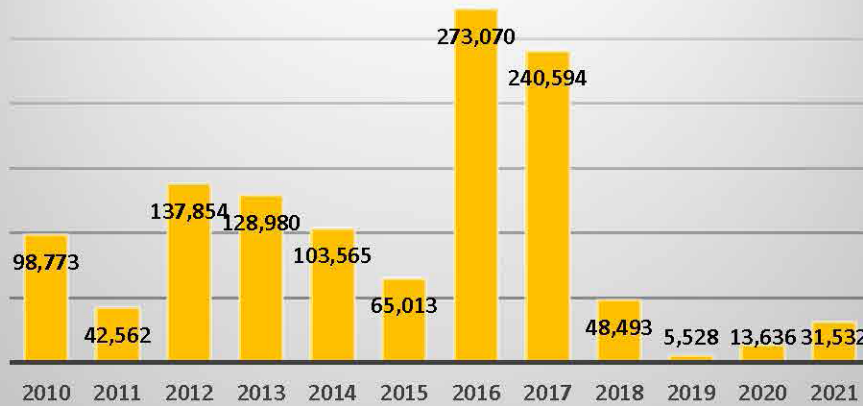
East Jackson County Submarket Retail Market Conditions; 2022 Q1

Center Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2022 Q1	Space U/C
Malls	1,176,513	31.9%	\$24.41	5,838	0
Power Center	3,081,135	5.4%	\$18.05	-3,509	0
Neighborhood Center	4,986,669	11.8%	\$11.12	27,343	0
Strip Center	951,429	9.4%	\$12.13	3,358	0
General Retail	8,327,166	2.6%	\$12.24	-40,459	3,500
Totals	18,522,912	7.8%	\$13.67	-5,891	3,500

Source: CoStar.

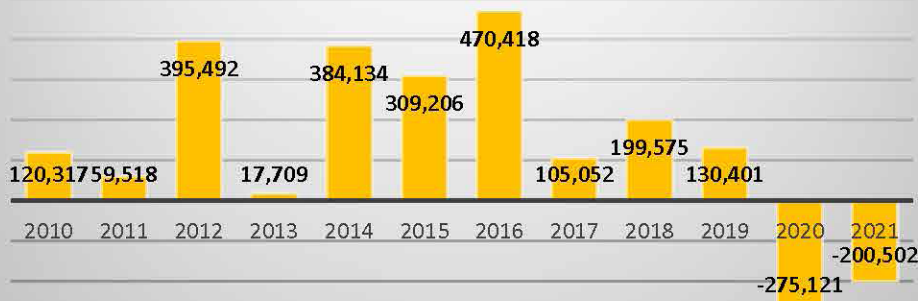
From 2010 through 2021, CoStar reported 1.19 million square feet of retail space was constructed in the East Jackson County submarket. Retail construction peaked in 2016 and 2017 with the completion of 513,664 square feet of space. New retail construction activity has declined significantly since 2018 with the addition of just 99,189 square feet of space.

East Jackson County Submarket Trends in New Retail Inventory (Sq. Ft.)

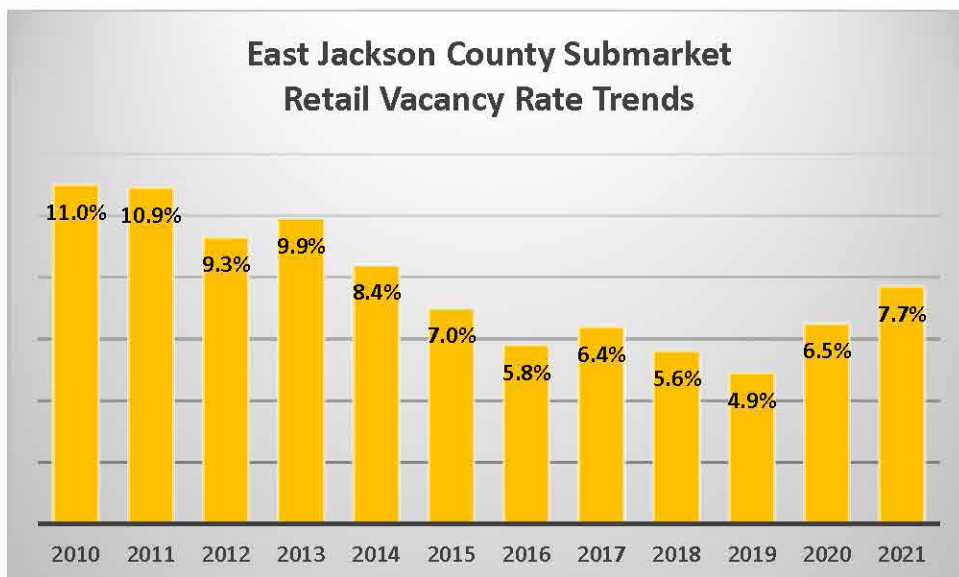


From 2010 through 2021, Costar reported 1.72 million square feet of retail space was absorbed in the East Jackson County submarket. Retail space absorption peaked from 2012 through 2016 with the net occupancy of 1.68 million square feet of space. Given the negative impact of the COVID-19 pandemic on the retail industry, during 2020 and 2021 net absorption of retail space in the East Jackson County submarket has totaled -475,623 square feet of space.

East Jackson County Submarket Trends in Retail Space Absorption (Sq. Ft.)



With net space absorption outpacing new construction from 2010 to 2019, the overall retail vacancy rate for the East Jackson County submarket declined steadily from a high of 11.0 percent in 2010 to a healthy 4.9 percent by year-end 2019. Negative space absorption over the past two years pushed the overall vacancy rate up to 7.7 percent by year-end 2021.



To conclude, the East Jackson County supports one of the largest concentrations of retail space within the Kansas City MSA led by the I-70 corridor. Tenant demand and new retail construction was a result of continued population growth. Prior to the pandemic net space absorption outpace new additions to supply, yielding a vacancy rate of just 4.9 percent by 2019. The COVID-19 pandemic has adversely impacted market conditions marked by modest new construction, negative space absorption, and rising vacancies. Despite the recent negative market trends, continued population growth in the East Jackson County submarket will produce future retailer demand and development opportunities.

Oak Grove Retail Market Trends

To provide a micro perspective of the competitive retail market the Costar database was searched for existing shopping centers and retail buildings in Oak Grove. The search identified 39 retail properties totaling 380,237 square feet of building area. South Broadway (State Highway F) serves as Oak Grove's principal retail corridor with concentrations at the I-70 interchange and in the historic downtown. As of the first quarter 2022, the existing inventory of retail space in Oak Grove was operating at a healthy vacancy rate of 1.1 percent.

The South Broadway and I-70 hub support traditional freeway interchange retail uses such as big-box retailers, fast food restaurants, convenience stores, and strip centers. A Walmart Supercenter anchors this retail destination, accompanied by such retailers as Walgreens, Dollar Tree, McDonalds, KFC, Taco Bell, Pizza Hut, Waffle House, Wendy's, Hardees, Dairy Queen, QT, and bp. A Dollar Fresh Market owned by HyVee recently opened, providing residents with another grocery option.

Downtown Oak Grove served as the city's original central business district. Located along South Broadway from 11th Street to 13th Street, downtown supports a mix of banking, financial services, insurance, bakery, dental, barber, florists, printing, gift, and automotive businesses.

From 2016 through 2021, the Oak Grove retail market operated at healthy vacancy levels ranging from 1.7 percent to 3.3 percent. Most of existing retail space is owner-occupied. The low overall vacancy rate suggests additional near-term retail space is supportable.



As Oak Grove’s population continues to grow, an expanded retail market will become viable with new development driven by end-users with speculative development less common.

Trade Area Capture

Information about a community’s retail trade area can help assess the ability of local merchants to attract and capture the retail business of residents. The trade area capture (“TAC”) is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales}} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}$$

If the TAC estimate is larger than the community’s population, it suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community’s population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

The City of Oak Grove population is estimated at 8,157 residents and per capita income of \$27,101. For the FY ending June 30, 2021, the Missouri Department of Revenue reported local sales tax collections for the City of Oak Grove of \$3,287,751, equating to taxable sales of \$109,591,700.

Esri Business Analyst estimated the 2020 population for Missouri at 6,268,203 residents and per capita income of \$30,929. Based on FY 2021 general state sales tax collections of \$2.43 billion reported by the Missouri Department of Revenue the state’s per capita retail sales are \$12,897.

$$\text{Trade Area Capture} = \frac{\$109,591,700}{\$12,897} \times (\$27,101 / \$30,929) = 9,698 \text{ Residents}$$

Oak Grove’s population of 8,157 residents and estimated TAC of 9,698 people illustrates that shoppers are being attracted from outside of the city. The above average rate of retail sales capture stems from Oak Grove’s I-70 location and presence of truck stops, fast food restaurants, and a Walmart Supercenter that draw out-of-town shoppers.

Retail Pull Factor

Pull factors (“PF”) measure a community’s ability to attract shoppers, residents, and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community’s retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g., the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community’s population.

Dividing Oak Grove’s TAC of 9,698 residents by the city’s population of 8,127 residents yields a pull factor of 1.19, indicating the city captures retail sales at a rate 19 percent above the statewide average. Despite the pull factor, Oak Grove supports a modest retail market with residents required to shop in neighboring communities to meet most shopping needs.

Retail Space Demand Estimates

As of year-end 2021, Oak Grove’s inventory of 380,237 square feet of retail space was operating at a healthy vacancy rate of 1.7 percent. A market equilibrium vacancy rate is generally considered to be in the 7.0 percent range. This section of the study provides conservative and optimistic retail space demand estimates from 2022 to 2040 for the City of Oak Grove.

Supportable retail sales are a function of consumer population and income levels. A trade area’s total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

The City of Oak Grove’s 2020 population is estimated at 8,157 residents with the per capita income estimated at \$27,101, yielding total personal income of approximately \$137 million. Based on the *U.S. Census Bureau Annual Retail Trade Survey* and Oak Grove’s per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to approximately 40 percent of total personal income. While the City’s current retail pull factor is 1.19, this study applied a balanced pull factor of 1.00 to estimated future captured retail sales.

By 2040, Oak Grove’s population is conservatively forecast to increase by 3,964 residents. A more optimistic scenario has the City’s population increasing by 5,209 residents by 2040. For this analysis per capita income, average retail sales per square foot, and pull factor remained constant.

Under the conservative scenario, by 2040 Oak Grove’s population growth is forecast to capture new retail goods and services sales of \$43 million, supporting approximately 187,000 square feet of new occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2040, Oak Grove is forecast to capture new retail goods and services sales of \$56.5 million and approximately 245,500 square feet of new occupied retail space.

Forecast Retail Space Demand from Population Growth Oak Grove, Missouri; 2022 - 2040

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2022-2040)	3,964	5,209
Per Capita Income	\$27,101	\$27,101
Total Gross Personal Income	\$107,428,364	\$141,169,109
% Income Spent on Retail Goods and Services	0.40	0.40
Supportable Goods and Services by City Residents	\$42,971,346	\$56,467,644
Pull Factor	1.00	1.00
Total Supportable Retail Goods & Services Sales	\$42,971,346	\$56,467,644
Average Retail Sales Per Sq. Ft.	\$230	\$230
Retail Space Demand 2022-2040 (Sq. Ft.)	186,832	245,511

Source: Canyon Research Southwest, Inc.; April 2022.

Accounting for the current inventory of vacant commercial space in Oak Grove and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City of Oak Grove is estimated to support the need for approximately 225,000 to 288,000 square feet of new retail space.

Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2040 would absorb an estimated 22.4 to 25.8 acres of commercial land under the conservative scenario and 28.7 acres to 33.1 acres under the optimistic scenario.

Supportable New Retail Space Estimates Oak Grove, Missouri; 2022 - 2040

City of Oak Grove New Retail Space Estimates 2022-2040	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
Oak Grove Inventory of Occupied Retail Space 2021 Q4	375,887	375,887
Forecast Retail Space Demand 2022-2040	186,832	245,511
Total Occupied Retail Space Inventory 2040	562,719	621,398
Market Equilibrium Retail Space Need (7% Vacancy)	605,074	668,170
Less: Existing Inventory of Retail Space 2021 Q4	-380,237	-380,237
Supportable New Retail Space 2022-2040	224,837	287,933
Supportable Development Acres		
20% FAR	25.8	33.1
23% FAR	22.4	28.7

Source: Canyon Research Southwest, Inc.; July 2022.

Employment Market Analysis

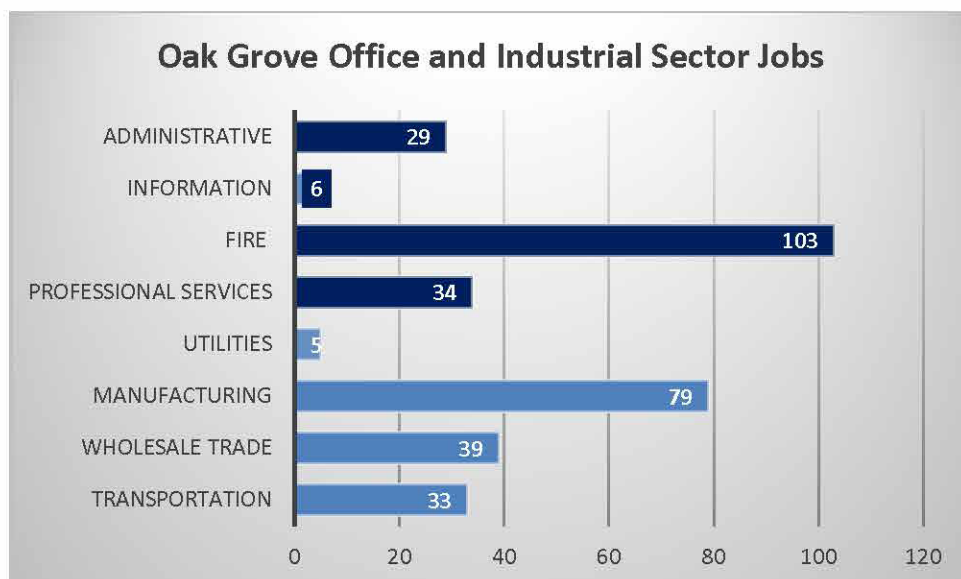
This section of the study evaluates professional office and industrial market conditions directly impacting Oak Grove. The goal is to identify future opportunities for Oak Grove to support employment-related development.

Employment-Related Business Mix

For this analysis industrial-related employment is defined as the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal and finance, insurance, and real estate (FIRE) sector. In the bar chart below industrial-related sectors are highlighted in “blue” with office-related sectors highlighted in “purple”.

According to Esri Business Analyst, office-related employment in Oak Grove consists of 172 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for just 6.0 percent of total employment. By comparison, office-related jobs account for 21.0 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support approximately 20,800 to 23,400 square feet of occupied professional office space.

Industrial-related employment in Oak Grove totals 156 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 5.4 percent of total employment. By comparison, industrial-related jobs account for 29.0 percent of employment in Missouri. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels can support approximately 135,000 to 150,000 square feet of occupied industrial space.



Competitive Office Market Trends

This section of the study provides historic office market trends directly impacting Oak Grove.

East Jackson County Office Market

According to the *Kansas City Office Submarket Report* published by CoStar, Oak Grove is located within the East Jackson County submarket which also includes the cities of Independence, Raytown, Blue Springs, and Grain Valley. Office buildings are segmented into three categories based on quality and amenities provided. These building categories include Class A, B, and C, each of which is defined below.

Class A Buildings

Class A office properties represent the newest and highest quality buildings in the market. Class A buildings possess high-quality building infrastructure, are well located, have good access, and are professionally managed. As a result of this, they attract the highest quality tenants and command the highest rents.

Class B Buildings

Class B buildings are generally a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to Class A status through renovations such as facade and common area improvements. Class B buildings are not functionally obsolete and are well maintained.

Class C Buildings

Class C is the lowest classification of office building. These are older buildings located in less desirable areas and are often in need of extensive renovation. Architecturally, these buildings are the least desirable, and building infrastructure and technology is outdated. As a result, Class C buildings have the lowest rental rates, take the longest time to lease, and are often targeted as re-development opportunities.

According to CoStar, the East Jackson County submarket maintains 7.14 million square feet of office space, or 5.6 percent of the Kansas City MSA office market inventory. Most of the existing office space in the East Jackson County submarket is located within the I-70 and 470 corridors. By the first quarter 2021 the East Jackson County submarket was operating at an overall vacancy rate of 6.3 percent, and an average rent of \$17.72 per square foot. By comparison, by the first quarter 2022, the 126.7 million square feet of office space in the Kansas City MSA was operating at a vacancy rate of 9.7 percent and an average rent of \$20.87 per square foot.

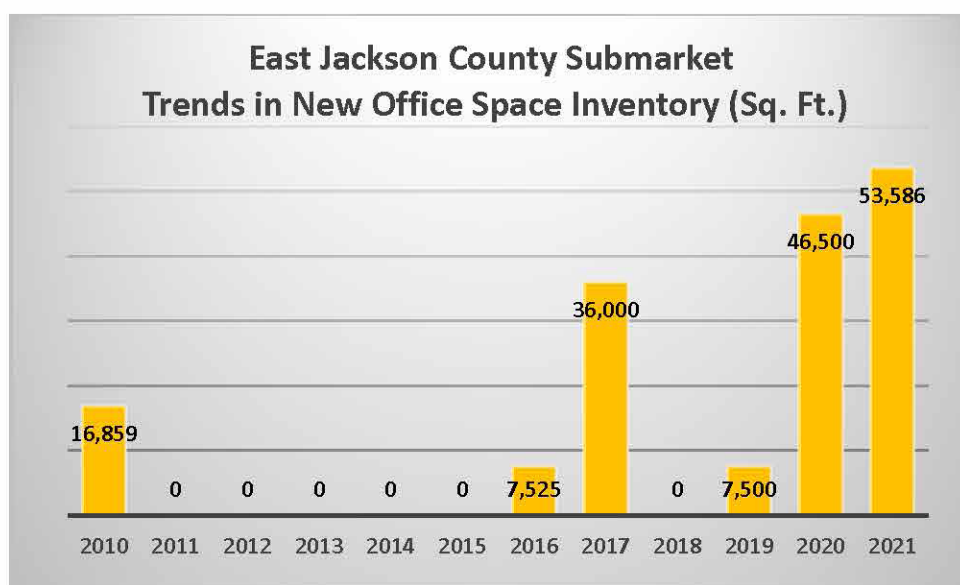
Class A properties accounts for the smallest inventory of space in the East Jackson County submarket totaling just 214,510 square feet, or a 3.0 percent share. Class A space is 88.0 percent occupied at an average rent of \$23.69 per square foot. Class B office properties total 3.13 million square feet of space operating at a 94.9 percent occupancy and an average rental rate of \$19.84 per square foot. Class C office properties possess the largest inventory of space totaling 3.8 million square feet, operating at an overall occupancy of 93.0 percent and an average rent of \$15.64 per square foot. As of the first quarter 2022, no new office space was under construction in the East Jackson County submarket.

East Jackson County Submarket Office Market Conditions; 2022 Q1

Building Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2022 Q1	Space U/C
Class A	214,510	12.0%	\$23.69	2,838	0
Class B	3,133,074	5.1%	\$19.84	-11,278	0
Class C	3,796,040	7.0%	\$15.64	6,624	0
Totals	7,143,624	6.3%	\$17.72	-1,816	0

Source: CoStar.

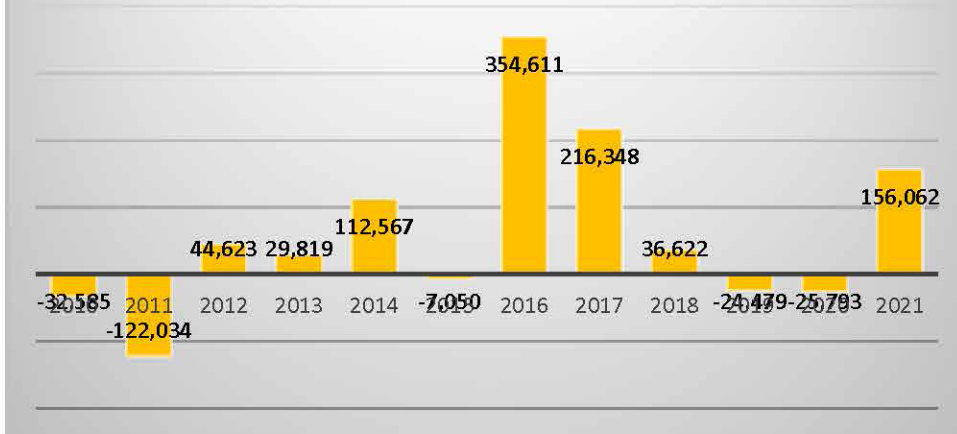
Since 2010, Costar reported just 167,970 square feet of office space was added to the East Jackson County submarket. Despite the impact of the COVID-19 pandemic on the national office market, during 2020 and 2021 a total of 100,086 square feet of new office space was constructed in the East Jackson County submarket. Most of which was medical office product.



Proposed future office building construction is reported at just a 10,000 square foot building at 1023 Luttrell Road scheduled to break ground by October 2022. Long-term new office development will continue to be located predominantly within the I-70 and 470 corridors.

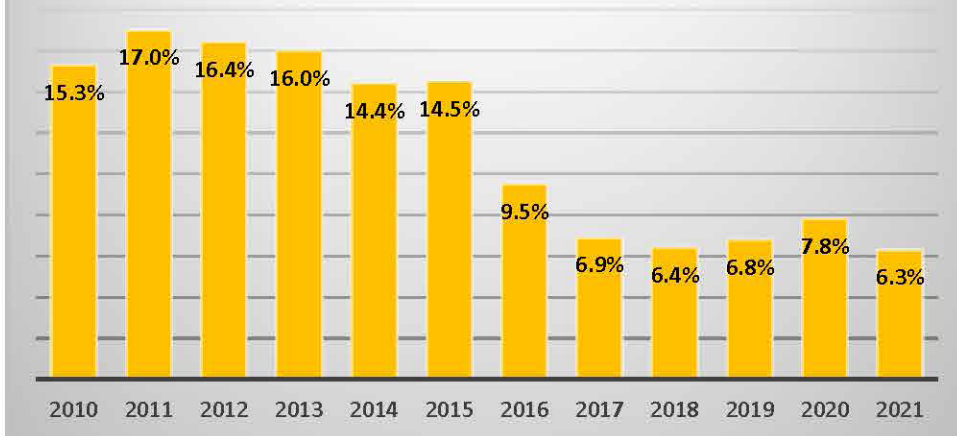
Since 2010, Costar reported net office space absorption in the East Jackson County submarket totaling 738,711 square feet of space. Office space absorption peaked in 2016 and 2017 with the net occupancy of 570,959 square feet of space. Negative office space absorption was reported in 2019 and 2020, due in part to the negative impact of the pandemic on the tenant demand for space. In response to an uptick in new office construction activity and an improving economy net absorption rebounded during 2021 with 156,062 square feet of space.

East Jackson County Submarket Trends in Office Space Absorption (Sq. Ft.)



Since 2010, with net absorption outpacing new supply, the overall office vacancy rate for the East Jackson County submarket followed a downward trend from a high of 17.0 percent in 2011 to a low of 6.4 percent in 2018. By year-end 2020 the vacancy rate climbed to 7.8 percent with net absorption of -50,272 square feet of space during 2019 and 2020. In response to the completion of 53,589 square feet of new office space and net absorption of 156,062 square feet of space, by year-end 2021 the overall vacancy rate declined to a healthy 6.3 percent.

East Jackson County Submarket Office Space Vacancy Rate Trends



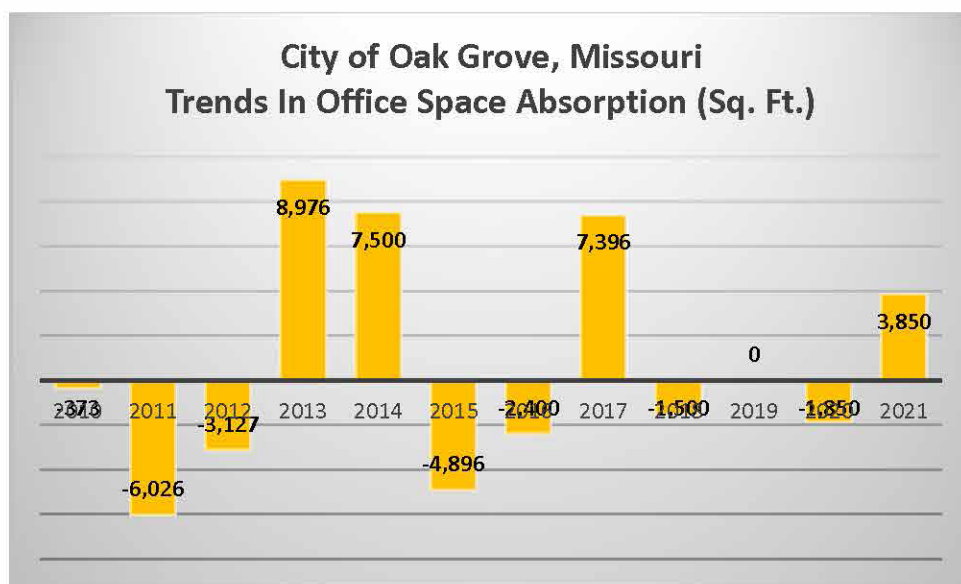
To conclude, East Jackson County submarket maintains 7.14 million square feet of professional office space. Of all the Kansas City MSA suburban office submarkets only College Boulevard, South Johnson County, Northeast Johnson County, and I-35 Corridor possess larger inventories of office space. While the COVID-19 pandemic has slightly impacted the office market through the modest contraction of occupied space, the operating conditions remains healthy. Continued employment and population growth should assist in increasing the need for professional services and occupied office space with the I-70 corridor remaining as the most desirable location for tenant demand and new construction.

Oak Grove Office Market Trends

South Broadway serves as city's office district occupied by service firms such as banks, financial planners, insurance agencies, construction companies, and healthcare providers. Oak Grove's office market is small with tenants serving the needs of the local population.

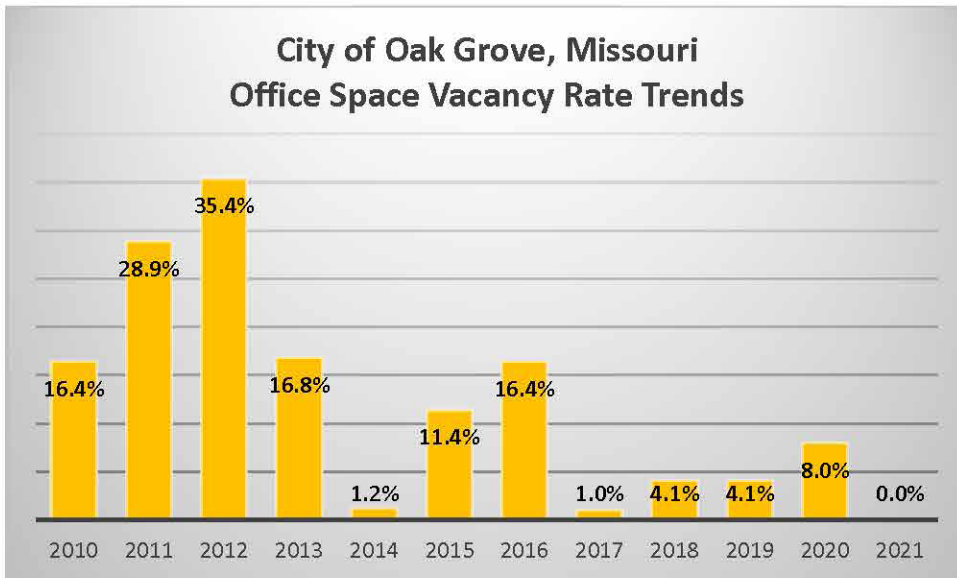
Existing office buildings in the City of Oak Grove were surveyed by consulting Costar. Oak Grove supports a modest inventory of office space with 14 properties totaling just 48,211 square feet of leasable area. Existing office buildings are small, ranging in size from 1,300 square feet to 7,396 square feet.

Since 2010, no new office buildings have been constructed in Oak Grove and a net 7,550 square feet of space has been absorbed. Office space absorption peaked in 2013 and 2014 totaling 16,476 square feet of newly occupied space.



Since 2017, the Oak Grove office market has operating at below market equilibrium vacancies ranging from 0.0 percent to 6.3 percent. By year-end 2021 the 14 office buildings in Oak Grove were fully occupied. The bar chart on the following page depicts the office market's year-end vacancy rate trends since 2010.

To conclude, given Oak Grove's peripheral location within the Kansas City MSA, it maintains just a modest inventory of office space with tenants serving the professional and healthcare serve needs of the local population. As Oak Grove continues to grow the need for additional professional and medical office space will arise.



Competitive Industrial Market Trends

This section of the study provides historic industrial market trends directly impacting Oak Grove.

Blue Springs Industrial Submarket

According to the *Kansas City Industrial Submarket Report* published by CoStar, Oak Grove is located within the Blue Springs, Missouri submarket which includes Blue Springs and several rural communities to the north and east. The Blue Springs submarket boundaries are illustrated below.



According to Costar, by the first quarter 2022 the Blue Springs submarket maintained 5.27 million square feet of industrial space consisting of 4.26 million square feet of logistics and warehouse space, 708,475 square feet of specialized industrial space, and 296,933 square feet of flex space. The predominance of logistics and warehouse space stems from the presence of I-70 which is a major east-west transportation corridor through the Midwest.

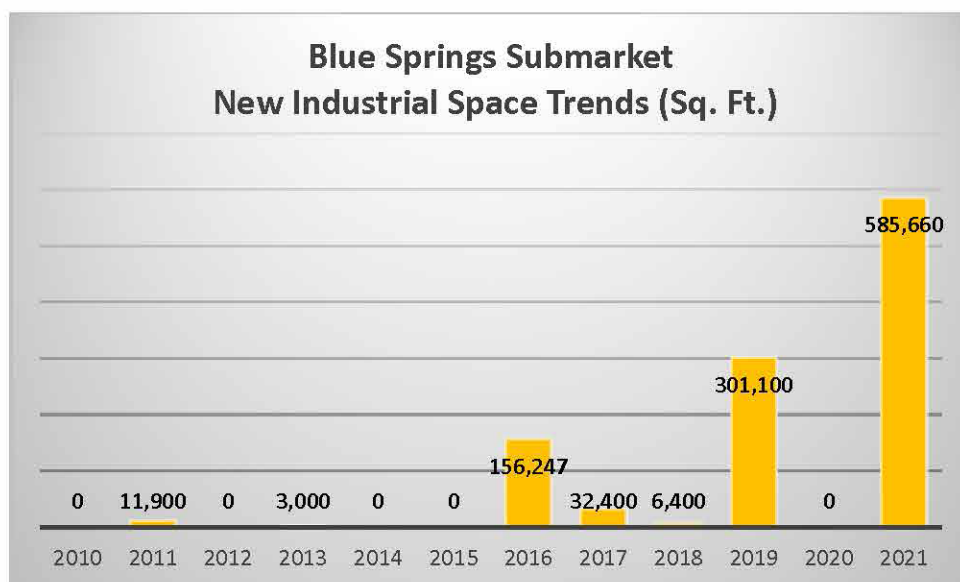
As of the first quarter 2022, the Blue Springs submarket was operating at a healthy vacancy rate of 4.1 percent which is slightly below the Kansas City MSA average of 4.6 percent. During the first quarter 2021, 600,168 square feet of industrial space was absorbed into the Blue Springs submarket, all of which was logistics and warehouse space.

Blue Springs, Missouri Submarket Industrial Market Conditions; 2022 Q1

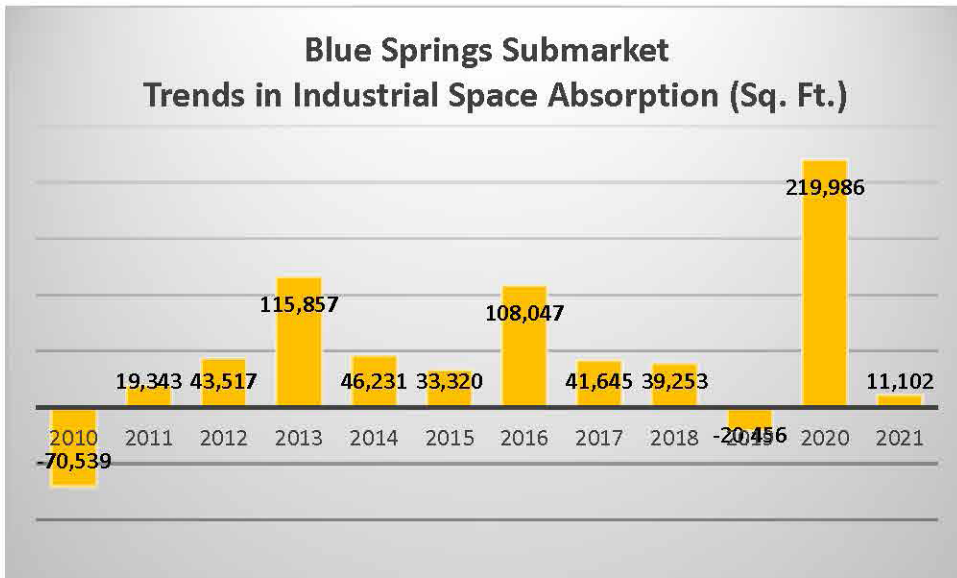
Building Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2021 Q1	Space U/C
Logistics / Warehouse	4,262,819	3.9%	\$6.44	600,168	62,700
Specialized Industrial	708,475	0.0%	\$6.98	0	0
Flex	296,933	16.2%	\$10.65	0	0
Totals	5,268,227	4.1%	\$6.75	600,168	62,700

Source: CoStar.

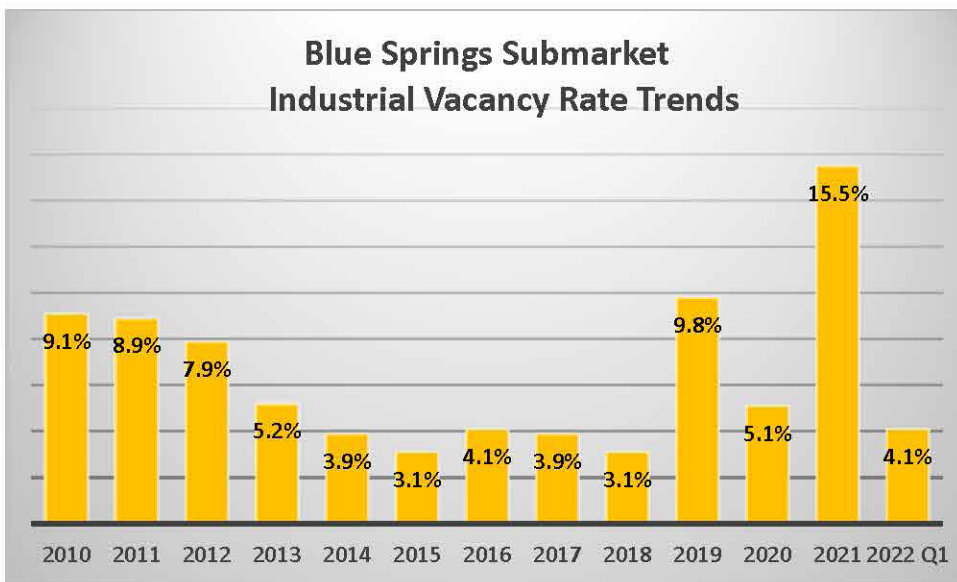
Since 2010, Costar reported that 1.1 million square feet of new industrial space was constructed in the Blue Springs submarket, led by logistics and warehouse space totaling 852,807 square feet. During 2021, Flint Development completed construction of the 585,660 square foot Blue Springs Logistics Center at the northeast corner of I-70 and Tyer Road. At the close of the first quarter 2022, 62,700 square feet of industrial space was under construction in the Blue Springs submarket.



From 2010 through 2021, Costar reported 587,306 square feet of industrial space was absorbed in the Blue Springs submarket. Annual net space absorption remained modest through 2019. Prompted by an upturn in new construction activity the net absorption of industrial space reached 219,986 square feet during 2020. With the completion of the Blue Springs Logistics Center net space absorption reached 600,168 square feet during the first quarter 2022. The recent upturn in new construction and tenant demand validates the Blue Springs submarket's attraction as a logistics center.



From 2010 through 2018, the overall industrial vacancy rate for the Blue Springs submarket improved reaching a low of 3.1 percent in both 2015 and 2018. With the completion of 886,760 square feet of industrial space from 2019 to 2021, the overall vacancy rate peaked at 15.5 percent by year-end 2021. With the newly completed Blue Springs Logistics Center reaching full occupancy during the first quarter 2022 the overall vacancy rate improved to 4.1 percent.



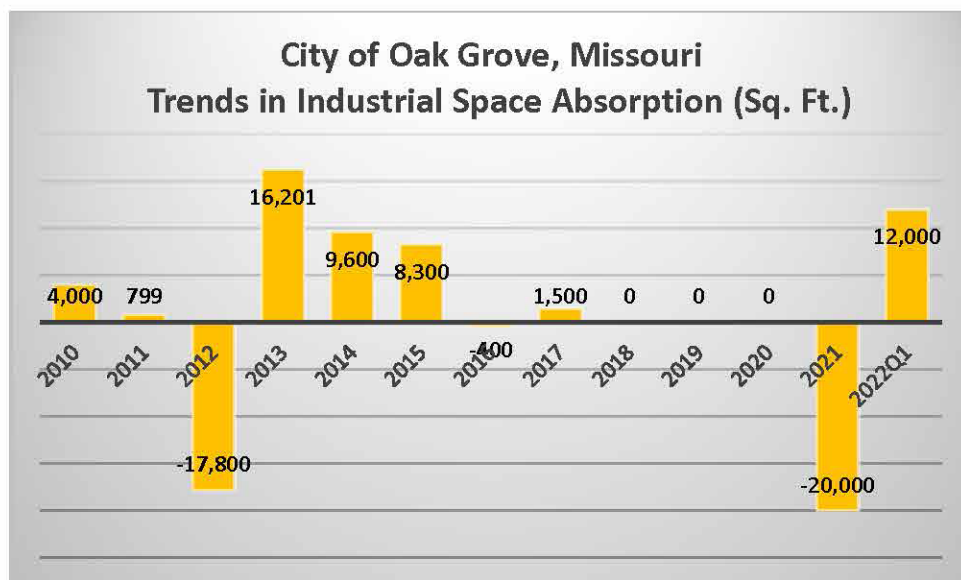
Oak Grove Industrial Market Trends

The City of Oak Grove supports a modest inventory of industrial development with the principal concentration surrounding the I-70 and Broadway interchange. By the first quarter 2022, Oak Grove maintained 22 industrial buildings totaling 161,662 square feet of space. Buildings range in size from 1,300 square feet to 14,500 square feet. Warehouse space is the predominant product type with 152,450 square feet of space. Rents average \$6.00 per square foot.

No new industrial space has been constructed in Oak Grove since 2010. The most recent industrial building construction occurred in 2003 and 2004 with the completion of four buildings totaling 43,650 square feet of space. Eight buildings totaling 67,612 square feet were completed from 1991 through 1999.

Ward Development is in the process of annexing 30 acres of land into Oak Grove located south of I-70 at the western edge of the city limits. The land is planned for the construction of 250,000 square feet to 275,000 square feet of flex office and industrial space. The construction a new I-70 interchange between Oak Grove and Grain Valley would provide the opportunity to open more land up for industrial development. Direct freeway access would be ideal for attracting warehouse and logistics companies.

Since 2010, Oak Grove has supported net absorption of 14,200 square feet of industrial space. Industrial space absorption peaked from 2013 to 2015 totaling 34,101 square feet of newly occupied space. After three years of no industrial space absorption, -20,000 square feet was reported during 2021, pushing the overall vacancy rate to 14.8 percent by year-end. During the first quarter the market rebounded with 12,000 square feet of space occupied. The bar chart below illustrates annual industrial space absorption trends since 2010 for Oak Grove.



From a peak of 24.2 percent in 2012, Oak Grove's industrial vacancy rate declined steadily to 2.5 percent in 2017, where it remained through 2020. Despite the negative impact of the COVID-19 pandemic on the national economy, the Oak Grove industrial market has remained resilient, operating at an overall vacancy rate of 7.4 percent as of the first quarter 2022. The bar chart on the following page illustrates annual industrial vacancy rate trends since 2010 for Oak Grove.



To conclude, given Oak Grove’s peripheral location within the Kansas City MSA, it maintains just a modest inventory of industrial space, most of which is warehouse product. Due to Oak Grove’s located along I-70, as the city continues to grow the need for additional industrial space will escalate.

Forecast Space Demand

Professional office and industrial space demand projections for the City of Oak Grove through the year 2040 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By the fourth quarter 2021, Oak Grove supported 48,211 square feet of office space. The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on location, competition, access, project scale, etc.

From 2010 through 2021, no new office buildings were constructed in the City of Oak Grove and a net 7,550 square feet of office space was absorbed.

According to the Bureau of Labor Statistics, by March 2022, office-related employment in the Kansas City MSA totals 275,500 jobs in the information, financial activities, and professional and business services sectors. Collectively, these sectors account for 25.7 percent of total employment. From 2010 through 2019 (pre-pandemic), office-related employment in the Kansas City MSA increased at an annualized rate of 1.4 percent, adding 32,600 jobs.

Office-related employment in Jackson County totals 74,848 jobs, equating to 23.7 percent of total employment. The Kansas City metropolitan area’s continued population growth and urban expansion is anticipated to have an increasingly positive impact on the Jackson County economy.

According to Esri Business Analyst, 243 businesses operate in Oak Grove, generating a total of 2,883 jobs. From 2022 through 2040, job growth in the City of Oak Grove is projected to support an estimated 1,125 to 1,725 new

jobs. The City of Oak Grove currently supports 172 office-related jobs, equating to 6.0 percent of total employment. Over the next twenty years the share of office-related employment in Oak Grove is anticipated to escalate as the need for professional and financial services increases. Office-related employment is forecast to account for 8 percent to 10 percent of total job growth, yielding 90 to 173 new jobs.

Office space demand created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 square feet of office space that accounts for both owner-occupied and speculative office space. From 2022 through 2040, office-related job growth in Oak Grove is projected to support the need for 18,000 to 34,600 square feet of owner-occupied and speculative office space.

Forecast Professional Office Space Demand Oak Grove, Missouri; 2022 to 2040

	Conservative Scenario	Optimistic Scenario
Oak Grove, Missouri		
Office-Related Employment Growth	90	173
Net Office Space Demand (Sq. Ft.)	18,000	34,600
Average Annual Office Space Demand (Sq. Ft.)	947	1,821

Accounting for the current inventory of vacant office space in Oak Grove and a market equilibrium vacancy rate of 7.0 percent, through 2040 Oak Grove is estimated to support the need for approximately 23,000 to 41,000 square feet of new office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast office space need through 2040 would absorb an estimated 1.76 to 2.11 acres of commercial land under the conservative scenario and 3.12 acres to 3.75 acres under the optimistic scenario.

Supportable New Office Space Estimates Oak Grove, Missouri; 2022 - 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Oak Grove Inventory of Occupied Office Space 2021 Q4	48,211	48,211
Forecast Office Space Demand 2022-2040	18,000	34,600
Total Occupied Office Space Inventory 2040	66,211	81,811
Market Equilibrium Office Space Need	71,195	89,044
Less: Existing Inventory of Office Space 2021 Q4	-48,211	-48,211
Supportable New Office Space 2022-2040	22,984	40,833
Supportable Development Acres		
25% FAR	2.11	3.75
30% FAR	1.76	3.12

Source: Canyon Research Southwest, Inc.; July 2022.

Industrial Space

By the fourth quarter 2021, Oak Grove supported 161,662 square feet of industrial space. Since 2010, Costar reported 14,200 square feet of industrial space was absorbed in Oak Grove.

The demand for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries.

According to the Bureau of Labor Statistics, by March 2022, industrial employment in the Kansas City MSA totaled 295,900 jobs in the manufacturing and trade, transportation, and utilities sectors. Collectively, these sectors account for 27.6 percent of total employment. From 2010 through 2019 (pre-pandemic), industrial-related employment in the Kansas City MSA increased at an annualized rate of 1.4 percent, adding 35,900 jobs.

Industrial-related employment in Oak Grove totals 156 jobs in the manufacturing, wholesale trade, transportation, and warehousing sectors, or 5.4 percent of total employment. Through 2040, the City of Oak Grove is forecast to add 1,125 to 1,725 jobs. Industrial employment in Oak Grove is forecast to increase significantly due to the presence of I-70 and rail, accounting for 18 to 20 percent of total job growth, adding an estimated 203 to 345 jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios of 1.0 job per 1,000 square feet of light manufacturing, warehouse, and flex industrial space.

From 2022 through 2040, industrial job growth in Oak Grove is projected to support the need for approximately 203,000 to 345,000 square feet of owner-occupied and speculative industrial space.

Industrial Space Demand Forecasts Oak Grove, Missouri; 2022 to 2040

	Conservative Scenario	Optimistic Scenario
Oak Grove, Missouri		
Industrial-Based Employment Growth	203	345
Industrial Space Demand (Sq. Ft.)	203,000	345,000
Average Annual Industrial Space Demand (Sq. Ft.)	10,684	18,158

Accounting for the current inventory of vacant industrial space in Oak Grove and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City of Oak Grove is estimated to support 242,500 to 395,000 square feet of new occupied industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2040 would absorb an estimated 13.91 to 15.9 acres of industrial land under the conservative scenario and 22.68 acres to 25.92 acres under the optimistic scenario.

Supportable New Industrial Space Estimates Oak Grove, Missouri; 2022 - 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
Oak Grove Inventory of Occupied Industrial Space 2021 Q4	161,662	161,662
Forecast Industrial Space Demand 2022-2040	203,000	345,000
Total Occupied Industrial Space Inventory 2040	364,662	506,662
Market Equilibrium Industrial Space Need (7% Vacancy)	392,110	544,798
Less: Existing Inventory of Industrial Space 2021 Q4	-149,662	-149,662
Supportable New Industrial Space 2022-2040	242,448	395,136
Supportable Development Acres		
35% FAR	13.91	25.92
40% FAR	15.90	22.68

Source: Canyon Research Southwest, Inc.; July 2022.

Advantages of Oak Grove in attracting office and industrial development include direct I-70 access, presence of truck stops and a rail line through town, proximity to Kansas City, and adequate utilities.

Residential Housing Market Analysis

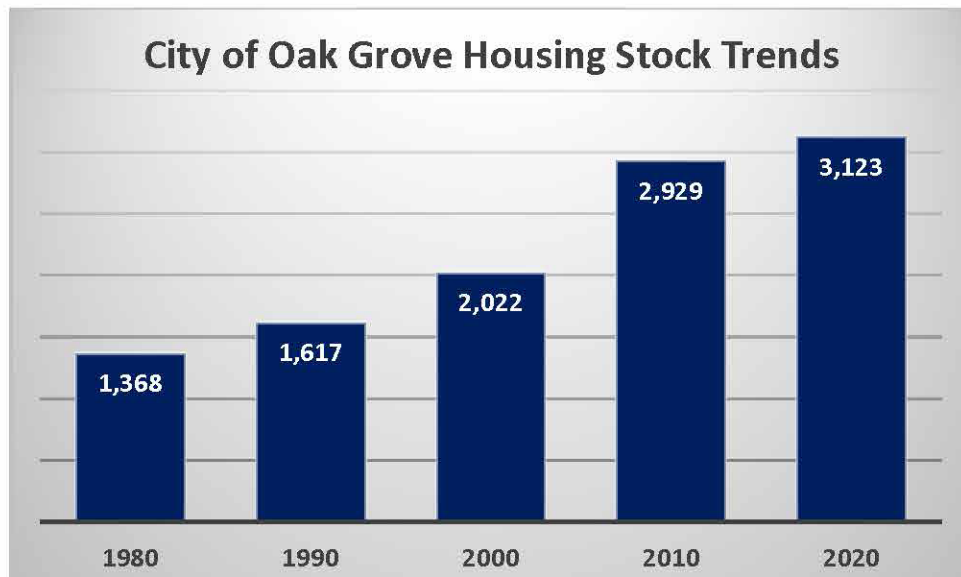
This section of the report evaluates the City of Oak Grove's single-family and apartment markets with the goal to identify current and future opportunities to support new housing stock.

Housing Stock Characteristics

To identify the City of Oak Grove's existing housing stock characteristics this section of the study addresses the total inventory of dwelling units, occupancies, age, and mix of housing types as well as trends in new housing construction activity.

Housing Inventory Trends

The 1980 Census reported the Oak Grove housing stock at 1,368 dwelling units. By the 2010 Census Oak Grove's housing stock increased by 114 percent to 2,929 dwelling units. From 2010 through 2020, the Oak Grove housing stock increased by 194 dwelling units.



Housing Stock Mix

Oak Grove’s housing stock mix is influenced by its rural character whereby single-family dwellings are the predominant housing type. According to the U.S. Census Bureau, detached single-family housing accounts for 75.6 percent of Oak Grove’s housing stock, exceeding the statewide rate of 70.4 percent.

Multi-family housing accounts for 17.5 percent of Oak Grove’s housing stock compared to 20.0 percent for Missouri. Properties with 2 to 4 dwelling units account for most of Oak Grove’s multi-family housing stock, totaling 443 dwelling units. Large-scale multi-family properties with 20 or more dwelling units account for just 0.9 percent of the Oak Grove housing stock compared to 5.0 percent for Missouri.

Oak Grove, Missouri Housing Stock by Type; 2020

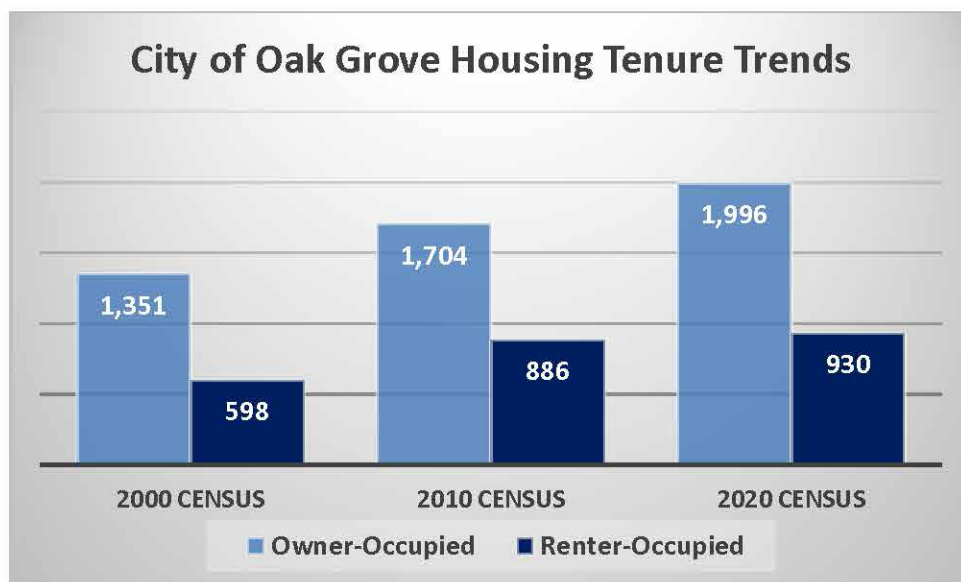
Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	2,360	75.6%	70.4%
1-Unit, Attached	169	5.4%	3.4%
2 Units	238	7.6%	3.3%
3 or 4 Units	205	6.6%	4.6%
5 to 9 Units	58	1.9%	3.8%
10 to 19 Units	16	0.5%	3.3%
20+ Units	28	0.9%	5.0%
Mobile Home	49	1.6%	5.9%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	3,123	100.0%	100.0%

Source: U.S. Census Bureau.

Housing Tenure Trends

The 2000 Census reported that 1,949 housing units were occupied in Oak Grove, including 1,351 owner-occupied units and 598 renter-occupied units. The housing tenure mix included 66.9 percent owner-occupied and 29.7 percent renter-occupied housing units. From 2000 to 2010, the number of owner-occupied housing units in Oak Grove increased 26.1 percent to 1,704 units while the inventory of renter-occupied housing units rose 48.2 percent to 886 housing units.

The share of owner-occupied housing units in Oak Grove has grown from 66.9 percent in 2000 to 68.2 percent by 2020. By comparison, during 2020 homeownership in Missouri amounted to 67.1 percent of all occupied housing units.

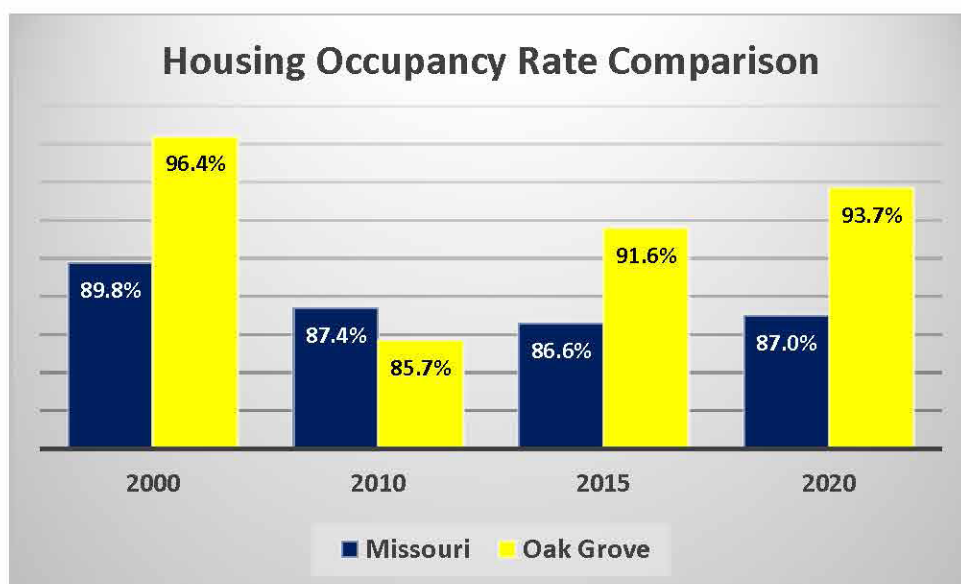


From 2000 through 2020, the housing tenure for Oak Grove increased by 645 owner-occupied housing units and 332 renter-occupied housing units.

Housing Occupancy Trends

The U.S. Census reported the overall occupancy rate for existing housing in Oak Grove declined from 96.4 percent in 2000 to 85.7 percent by 2010. The downward trend in the occupancy rate was due in part to the lingering housing crisis and a boom in new housing construction.

According to the *American Community Survey* published by the U.S. Census Bureau, Oak Grove's housing occupancy rate rebounded from 2010 to 2015 improving to 91.6 percent. Over the ensuing five years the housing occupancy rate continued to improve reaching 93.7 percent by the 2020 Census. By comparison, during 2020 the overall occupancy rate for Missouri was 87.0 percent.



After rebounding from the housing crisis, housing occupancies for Oak Grove significantly outpaced the statewide average. During 2000, Oak Grove’s housing occupancy rate of 96.4 percent compared favorably against that of 89.2 percent for Missouri. By 2010, the trend reversed with Oak Grove’s occupancy rate lagging the statewide average. During 2020, Oak Grove’s housing occupancy rate improved to 93.7 percent, significantly outpacing the statewide average of 87.0 percent.

Age of Housing Stock

The table on the following page compares the age of Oak Grove’s housing stock with that of the State of Missouri as reported by the U.S. Census Bureau.

Oak Grove’s housing stock is newer than the statewide inventory with 21.6 percent of the existing inventory built since 2000 and just 13.7 percent built prior to 1960. By comparison, 18.3 percent of the state’s housing stock was built since 2000 with 28.5 percent built prior to 1960. Oak Grove’s newer housing stock can be attributed to the population boom since 2000.

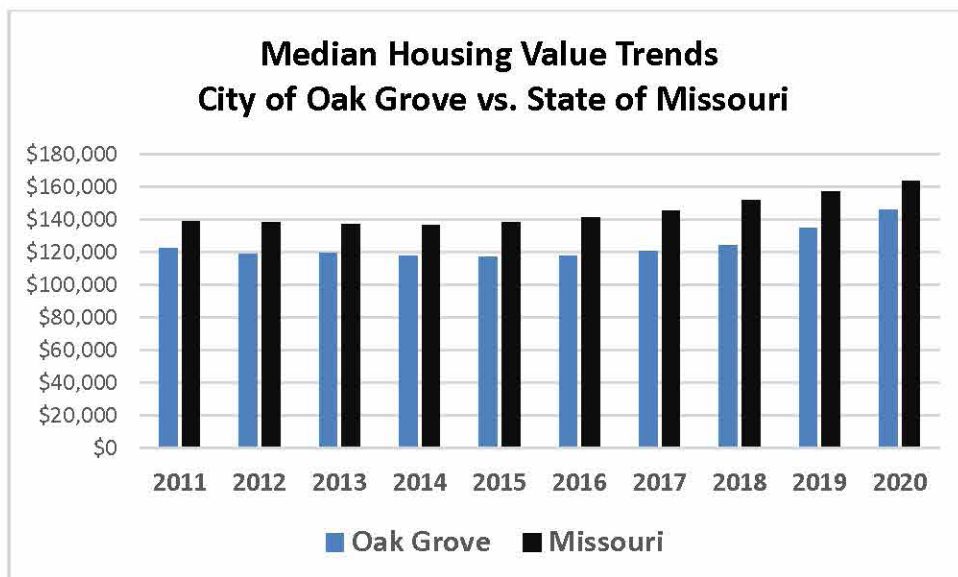
Oak Grove, Missouri Housing Stock by Year Built

Year Structure Built	# of Units	% of Total	% of Missouri
Total Housing Units	3,123		2,804,664
Built 2014 or Later	84	2.7%	2.8%
Built 2010 to 2013	77	2.5%	2.5%
Built 2000 to 2009	513	16.4%	13.0%
Built 1990 to 1999	628	20.1%	14.3%
Built 1980 to 1989	356	11.4%	12.0%
Built 1970 to 1979	760	24.3%	15.3%
Built 1960 to 1969	279	8.9%	11.4%
Built 1950 to 1959	163	5.2%	10.0%
Built 1940 to 1949	55	1.8%	4.7%
Built 1939 or Earlier	208	6.7%	13.8%

Source: U.S. Census.

Housing Values

According to the *American Community Survey*, during 2011 Oak Grove’s median housing value of \$122,400 lagged the statewide median of \$138,900. Lower housing values are common among rural communities given the lower demand and household income levels. Stemming from the national housing bust and Great Recession, the median housing value for both Oak Grove and the State of Missouri declined steadily from 2010 through 2015. Since 2016, the median housing value has rebounded in Oak Grove and statewide. From 2015 to 2020, the median home value in Oak Grove rose by 24.7 percent to \$146,100 compared to an 18.2 percent increase for Missouri. The bar chart below provides a comparison of median housing values for Oak Grove and the State of Missouri from 2011 to 2020.



The Oak Grove for-sale housing market is affordable, targeting first-time homebuyers, young families, and empty nesters. According to the U.S. Census Bureau, 53.1 percent of the homes in Oak Grove are valued under \$150,000, compared to just 44.2 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for just 23.6 percent of Oak Grove's housing stock compared to 37.7 percent statewide.

Housing Value Comparison; 2020 City of Oak Grove vs. State of Missouri

Price Range	City of Oak Grove	State of Missouri
Less than \$50,000	2.3%	8.7%
\$50,000 - \$99,999	11.5%	16.9%
\$100,000 - \$149,999	39.3%	18.6%
\$150,000 - \$199,999	23.5%	18.0%
\$200,000 - \$299,999	15.0%	19.8%
\$300,000 - \$499,999	7.4%	12.8%
\$500,000+	1.2%	5.1%

Source: U.S. Census Bureau.

Occupancy by Housing Type

Homeowners in Oak Grove are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. According to the U.S. Census Bureau, during 2020 owner-occupied housing in Oak Grove accounted for 68.2 percent of the entire occupied housing stock with renter-occupied accounting for 31.8 percent. By comparison, owner-occupied housing accounts for 66.8 percent of Missouri's total occupied housing stock with renter-occupied accounting for 33.2 percent. Oak Grove's above average median household income may contribute to the high rate of homeownership.

For 2020, according to the U.S. Census Bureau, of Oak Grove's total housing stock of 3,123 dwelling units, an estimated 2,926 dwelling units were occupied, including 1,996 owner-occupied housing units and 930 renter-occupied housing units. Detached single-family homes accounted for 97.2 percent of all occupied owner-

occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 28.1 percent of all occupied rental units.

Properties with two units were the most popular attached housing product for renters accounting for 20.7 percent of all renter-occupied units. Properties with 3 or 4 dwelling units account for 16.1 percent of all renter-occupied units, while structures with one unit attached account for 13.6 percent of all renter-occupied units. Large-scale multi-family properties with ten or more units account for just 8.3 percent of all renter-occupied units.

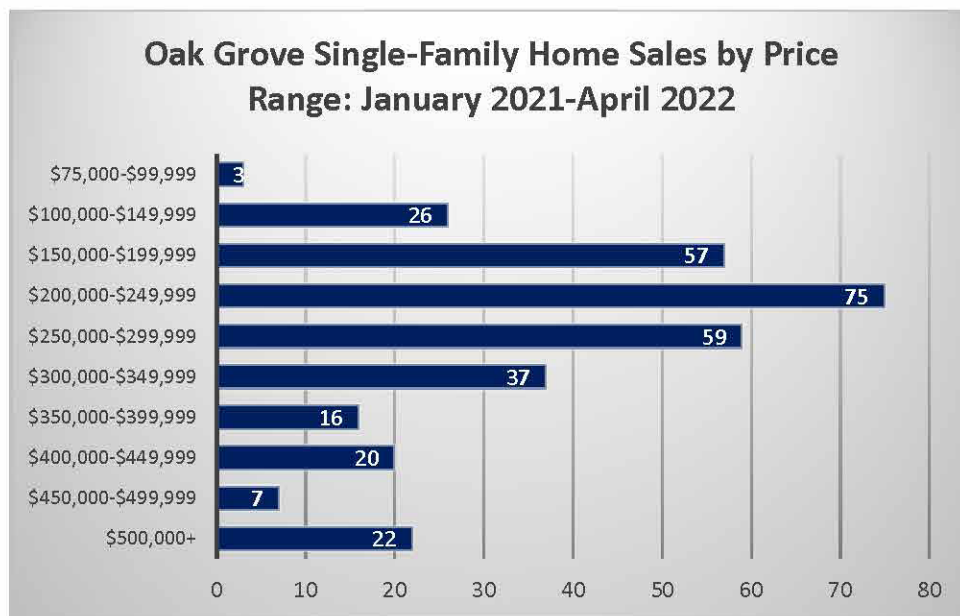
City of Oak Grove Occupied Housing Stock by Type - 2020 Owner-Occupied vs. Renter-Occupied Housing

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	2,926	1,996	930
Units in Structure			
1-Unit, Detached	73.7%	97.2%	28.1%
1-Unit, Attached	4.6%	0.0%	13.6%
2 Units	7.1%	0.0%	20.7%
3 or 4 Units	6.1%	0.9%	16.1%
5 to 9 Units	3.6%	0.0%	10.6%
10 or More Units	2.8%	0.0%	8.3%
Mobile Home and other Types of Housing	2.1%	1.9%	2.6%
Totals	100.0%	100.0%	100.0%

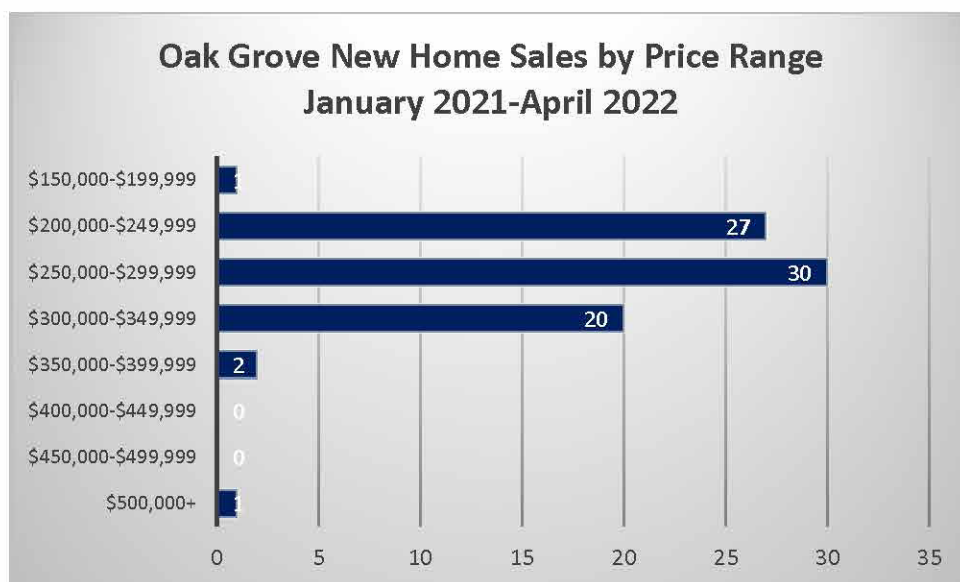
Source: U.S. Census Bureau.

Housing Sales

Recent housing sales data was tracked from the Multiple Listing Service to provide insight into sales velocity, pricing, and bedroom mix. As the bar chart below illustrates, from January 2021 through April 2022 a total of 322 single-family homes sold in Oak Grove. The median home value was \$299,900. Homes selling for \$200,000 to \$249,999 supported the highest velocity with 75 sales, or 23.3 percent of all sales. Homes selling for \$250,000 to \$299,999 totaled 59 sales, followed by homes priced from \$150,000 to \$199,999 with 57 sales. Older homes in established neighborhoods generally sell for under \$250,000. Home priced at over \$600,000 were large estate homes on large acreage.

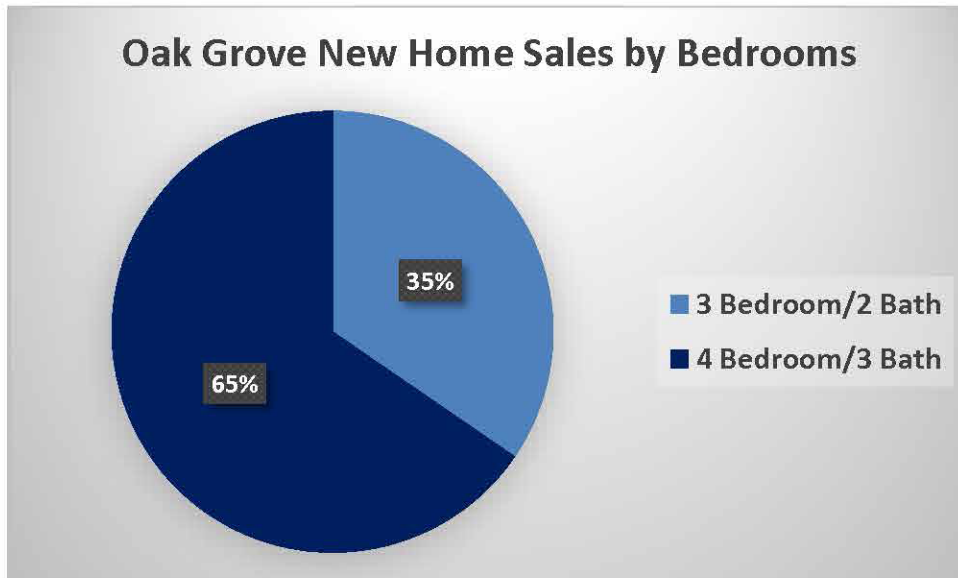


Homes built since 2020 accounted for one-quarter of all sales since January 2021. Sales prices ranged from \$199,150 to \$602,000, with a median price of \$261,300. Homes selling for \$250,000 to \$299,999 accounted for 37 percent of all sales since January 2021, followed by \$200,000 to \$249,999 at 33.3 percent and \$300,000 to \$349,999 at 24.7 percent. Just three new homes sold for more than \$350,000.



The pie chart below illustrates the bedroom mix for new homes sold since January 2021. Three-bedroom models accounted for 35 percent of all new home sales since January 2021 with four-bedroom models totaling 65 percent. This mix of home model types supports Oak Grove's new housing market is geared primarily towards young families with children.

Oak Grove New Home Sales by Bedrooms



New Housing Market

Oak Grove's new housing market is primarily priced from the low \$200's to mid-\$300's catering to young families and empty nesters. New residents are attracted to the excellent school district and parks, more affordable home prices, convenient access to jobs, and smalltown atmosphere.

Primary challenges of the new housing market include a limited inventory of product, increasing construction costs placing upward pressure on sales prices, escalating mortgage rates, and rolling topography at the south end of the city. The presence of several truck stops at the only I-70 interchange at Broadway make for a less than desirable first impression of Oak Grove.

White Oaks Crossing is actively developing at the northeast quadrant of Oak Grove. The 365-acre community features a 15,000 square foot clubhouse with a pool and spa, walking trails, and fishing lakes. At the date of this study, 15 new homes were for sale within White Oaks Crossing ranging in price from \$199,990 to \$315,982.

Ward Development and Country Club Homes have built and sold approximately 150 homes within the Oaks at Edgewood. This residential community is located south of I-70 and features a clubhouse, walking trails, a lake, and homeowners association. Homes sales range in price from approximately \$250,000 to \$350,000. Ward Development is planning Edgewood Farms consisting of 330 lots with homes to be priced from \$450,000 to \$700,000.

North Creek is Oak Grove's newest single-family community located just north of I-70 at 1st Street. The community will be developed in five phases and is designed for 240 homesites and a community pool. Fifteen homes have been completed or under construction in Phase 1 with 33 additional lots sold to builders. Homes are priced from the mid-\$200's to \$300's.

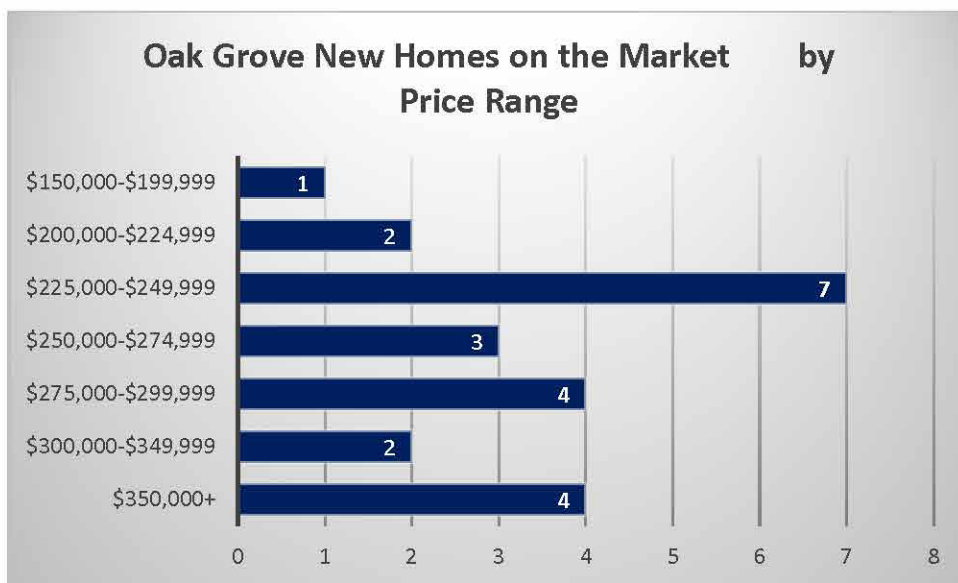
According to the City of Oak Grove Planning Department, several residential subdivisions have received municipal approval or are in the planning stages. As of the date of this report eight residential subdivisions are approved or planned for future development in Oak Grove totaling 1,503 residential lots and 308 multi-family dwelling units.

City of Oak Grove Residential Project Status

Subdivision	# of Acres	# of Lots	# of Units	Status
Edgewood Villas 2nd	9.10	26		Infrastructure Under Construction
Lofts at Bridgewood	9.60		132	Infrastructure Under Construction
North Creek 2nd	12.12	34		Infrastructure Complete
Oaks of Edgewood	62.08	191		Preliminary Plat Approved
Rustic Heights	17.55	40	176	Infrastructure Grading
Creekside (Future Phases)	84.71	224		Preliminary Plat Approved
White Oaks (Future Phases)		716		Preliminary Plat Approved
North Creek (Future Phases)		272		
Totals	195.16	1,503	308	

Source: City of Oak Grove.

As of the date of this study, 23 new homes were for sale in Oak Grove. Two-, three-, and four-bedroom models offer 1,067 square feet to 2,700 square feet of livable area priced from \$199,990 to \$550,025, averaging \$289,499. Three-bedroom models are the most popular. As the bar chart below illustrates, homes priced from \$225,000 to \$249,999 account for 30 percent of all new homes currently on the market.



Oak Grove is a rural community at the edge the Kansas City MSA that is experiencing escalating urban pressures. Since 2000, the inventory of housing units in Oak Grove have increased by nearly 55 percent, totaling 3,123 housing units by 2020. Characteristics of Oak Grove's housing include:

- Detached single-family housing accounts for 75.6 percent of Oak Grove's housing stock, exceeding the statewide rate of 70.4 percent. Multi-family housing accounts for 17.5 percent of Oak Grove's housing stock compared to 20.0 percent for Missouri.
- During 2020, owner-occupied housing in Oak Grove accounted for 68.2 percent of the entire occupied housing stock with renter-occupied accounting for 31.8 percent.
- Homeowners in Oak Grove are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes accounted for 97.2 percent of all occupied owner-occupied housing units. Meanwhile, just 28.1 percent renters occupy detached single-family homes.

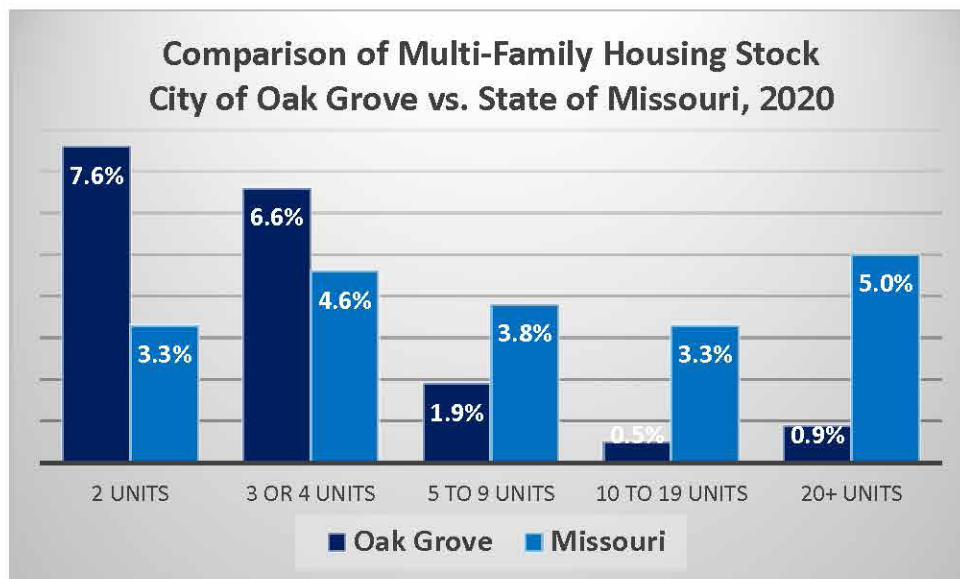
- Properties with two units were the most popular attached housing product for renters accounting for 20.7 percent of all renter-occupied units. Multi-family properties with ten or more units account for just 8.3 percent of all renter-occupied units.
- Oak Grove’s housing stock is newer than the statewide inventory with 21.6 percent of the existing inventory built since 2000 and just 13.7 percent built prior to 1960
- Since 2010, the median housing value in Oak Grove has lagged the statewide norm. By 2020, Oak Grove’s median value of \$146,100 compared to \$163,600 for Missouri. Oak Grove’s new housing market is primarily priced from the low \$200’s to mid-\$300’s.
- The Oak Grove for-sale housing market is affordable, targeting first-time homebuyers, young families, and empty nesters. Just over 53 percent of the homes in Oak Grove are valued under \$150,000, compared to 44.2 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for just 23.6 percent of Oak Grove’s housing stock compared to 37.7 percent statewide.

In the coming two decades Oak Grove will support escalating levels of new home construction as the Kansas City MSA continues to expand, and buyers seek an improved quality of life and new, more affordable housing. As the housing market matures a wider range of housing product and price points will be supportable, including move-up single-family homes, townhomes, and large-scale apartment properties.

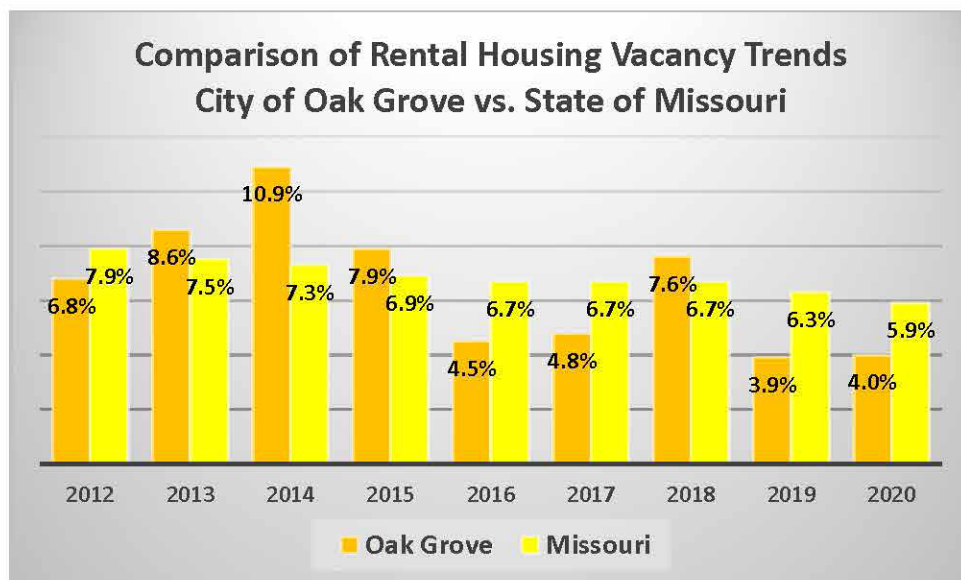
Oak Grove Apartment Market

According to the U.S. Census Bureau, as of 2020, Oak Grove’s inventory of multi-family housing totaled 545 dwelling units, or 17.5 percent of the city’s total housing stock. By comparison, multi-family housing accounts for 20.0 percent of the Missouri housing stock.

Multi-family properties consisting of 2 to 4 dwelling units account for 14.2 percent of Oak Grove’s total housing stock, compared to 7.9 percent statewide. Apartment properties with 20 or more units account for just 0.9 percent of Oak Grove’s total housing stock, compared to 5.0 percent statewide. The predominance of smaller multi-family properties is common among rural cities.

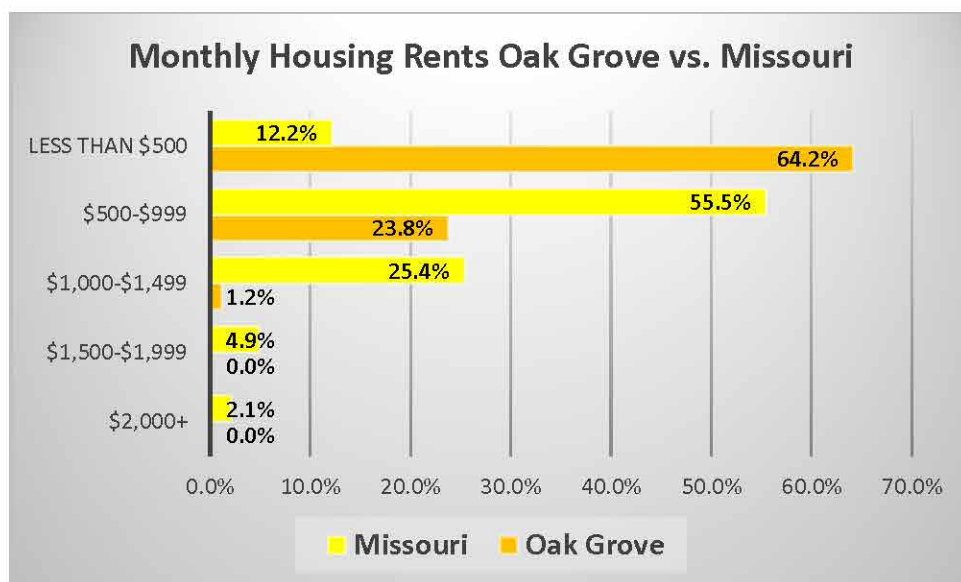


According to the *American Community Survey*, from 2013 through 2015 Oak Grove’s rental housing market operated at a vacancy rate above that for Missouri. From a high of 10.9 percent in 2014, Oak Grove’s rental housing vacancy rate steadily declined to a well below market equilibrium rate of 4.5 percent by 2016 and 4.8 percent in 2017. Following an increase to 7.6 percent in 2018, during 2019 and 2020 the average vacancy rate ranged from 3.9 percent to 4.0 percent, well below the statewide averages. Healthy vacancy rate trends over the past several years suggest Oak Grove may be able support additional new rental housing stock.

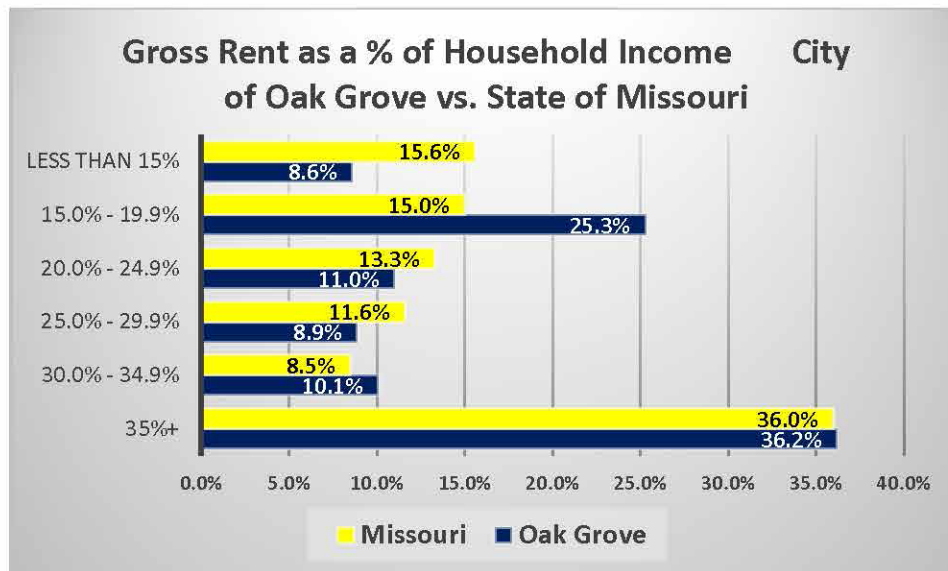


According to the *American Community Survey 2020*, 64.2 percent of Oak Grove's rental stock support rents of less than \$500 per month, compared to 12.2 percent statewide. This disparity in low rents suggest Oak Grove may support a higher rate of income-based rental housing.

An estimated 23.8 percent of Oak Grove's rental stock support rents of \$500 to \$999 per month, compared to 55.5 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for just 1.2 percent of Oak Grove's rental market with no housing stock renting for excess of \$1,500 per month.



Housing stress occurs when the cost of housing (either as rent or as a mortgage) is high relative to household income. A household spending 30 percent or more of its income on housing can be considered under housing stress. The gross rent for 46.3 percent of renter households in Oak Grove accounts for 30 percent or more of total income compared to 44.5 percent statewide, suggesting a slightly above average need for affordable and income-based rental housing.



Seven income-based rental communities totaling 158 dwelling units operate in Oak Grove, including five family and two senior income-based properties. The income-based rental communities are funded through HUD, LIHTC, or Section 515. It was reported that the properties typically operate and full occupancy with waiting lists, suggesting a need for additional income-based rental housing in Oak Grove.

Large-Scale Apartment Properties

Large-scale apartment properties with 20 or more rental units in Oak Grove, Missouri were identified by conducting a search on CoStar for. According to CoStar, Oak Grove has seven large-scale apartment properties totaling 269 dwelling units. Three apartment properties totaling 168 dwelling units are market-rate with four income-based properties totaling 101 dwelling units.

Market-rate apartment properties in Oak Grove include the 107-unit Jakes's Crossing, 40-unit Oak Grove Duplexes, and 21-unit Oak Grove Apartments. Jake's Crossing is a duplex community with 2-story, 2- and 3-bedroom units renting for \$785 to \$921 per month.

Income-based rental apartments include both family and senior properties. Family properties include the 33-unit Westchester Village of Oak Grove and 24-unit Oak Grove Properties. Income-based senior communities include the 24-unit Heather Oaks Apartments built in 1990 and 20-unit Oak Grove Estates built in 1989.

The table on the following summarizes annual operating trends since 2010 for the large-scale apartment properties in Oak Grove. The properties are older were built from 1985 through 1997. The existing apartment properties in Oak Grove are low amenity properties that achieve well below average market rents for the Kansas City MSA.

Throughout the past decade the large-scale apartment properties in Oak Grove have operated at a health vacancy rate well below the Kansas City MSA norm. By year-end 2021, just eight vacant apartments were available for lease yielding a healthy vacancy rate of 3.0 percent. By comparison, the Kansas City MSA apartment market is operating at an average vacancy rate of 6.1 percent.

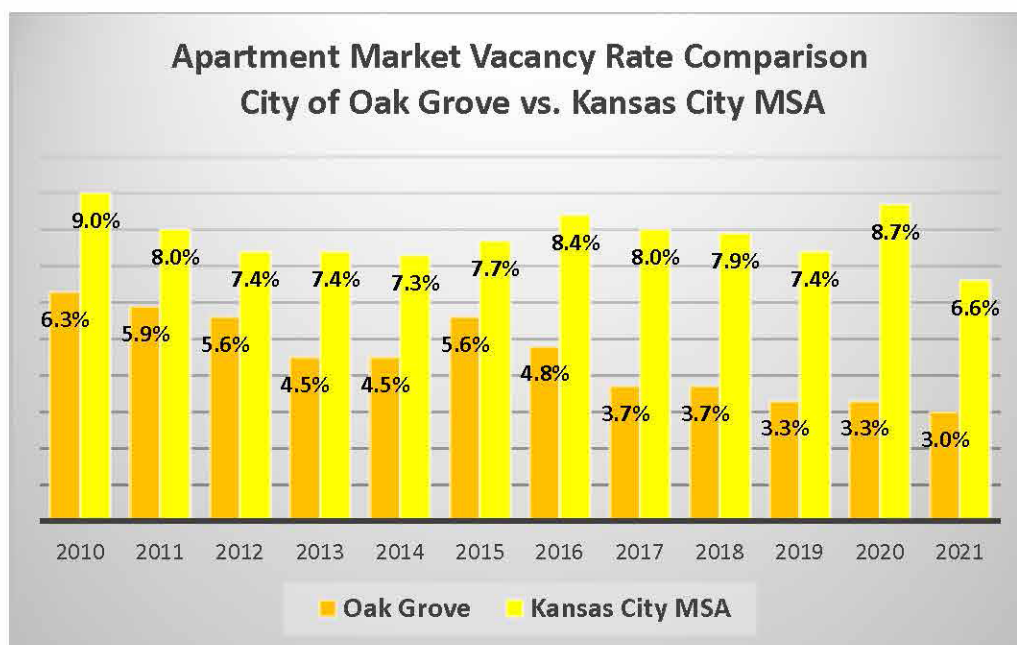
Oak Grove Apartment Market Trends

Year	Inventory # of Units	New Supply	Vacant Units	Vacancy Rate	Average Rent/Mo.	Kansas Vacancy	City MSA Rent/Mo.
2010	269	0	17	6.3%	\$647	9.0%	\$819
2011	269	0	16	5.9%	\$651	8.0%	\$828
2012	269	0	15	5.6%	\$657	7.4%	\$841
2013	269	0	12	4.5%	\$663	7.4%	\$860
2014	269	0	12	4.5%	\$649	7.3%	\$876
2015	269	0	15	5.6%	\$646	7.7%	\$906
2016	269	0	13	4.8%	\$659	8.4%	\$933
2017	269	0	10	3.7%	\$665	8.0%	\$947
2018	269	0	10	3.7%	\$675	7.9%	\$968
2019	269	0	9	3.3%	\$682	7.4%	\$1,003
2020	269	0	9	3.3%	\$691	8.7%	\$1,016
2021	269	0	8	3.0%	\$704	6.6%	\$1,099
2022 YTD	269	0	8	3.0%	\$709	6.1%	\$1,136

Source: CoStar.

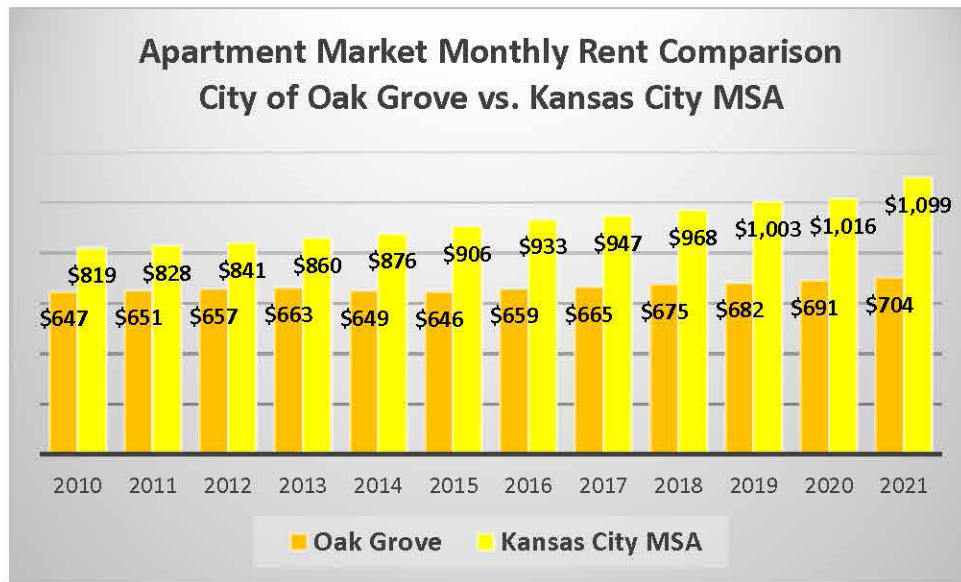
Over the past decade the average rent increased by just 9.6 percent, reaching \$709 per month by the first quarter 2022. By comparison, the average rent in the Kansas City MSA is \$1,136 per month. The well below market rents achieved by Oak Grove apartment properties stem from their age, lack of community amenities, and large amount of income-based apartment units.

From an average vacancy rate of 6.3 percent in 2010, the Oak Grove apartment market improved to a low of 3.0 percent by 2021. As illustrated by the bar chart below, throughout the past decade Oak Grove's apartment market vacancy rate has significantly outperformed the Kansas City MSA.



Oak Grove's average monthly apartment rent rose from \$647 in 2010 to \$704 by 2021. However, since 2010,

Oak Grove’s average apartment rent lagged the Kansas City MSA average. As the bar chart below illustrates, by year-end 2021 the average rent of \$704 per month for Oak Grove compared to the Kansas City MSA norm of \$1,099 per month.



Oak Grove’s large-scale apartment properties are generally older, with the entire inventory of existing rental units built prior to 2000. The properties are small in scale ranging from 8 to 40 dwelling units and lack the property amenities and unit features common among newer apartment properties in the Kansas City MSA. Income-based properties account for over one-third of Oak Grove’s rental apartment stock.

The age of Oak Grove’s rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate apartments. Ward Development is currently under construction on a 132-unit Lofts at Bridgewood located south of the Walmart Supercenter. The project plan calls for 1- and 2-bedroom units ranging in size from 900 square feet to 1,100 square feet of livable space.

Forecast Housing Demand

Residential housing demand estimates for the City of Oak Grove through the year 2040 were forecast based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age.

Demographic characteristics and historic population growth trends for Oak Grove were provided by the U.S. Census Bureau. Housing characteristics for Oak Grove were provided by the *American Community Survey*. Population growth projections for Oak Grove were generated by Canyon Research Southwest based on historic growth patterns within the neighboring cities of Blue Springs and Grain Valley, increasing urban growth within the I-70 corridor, existing infrastructure, and employment growth in eastern Jackson County.

The *American Community Survey* estimates Oak Grove’s 2020 residential housing stock at 3,123 dwelling units, operating at an overall occupancy rate of 86.2 percent. The occupied housing stock included 1,483 owner-occupied units (59%) and 1,030 renter-occupied units (41%). A total of 402 vacant housing units were reported. Oak Grove’s average household size is 2.32 persons.

From 2012 through 2021, the City of Oak Grove issued building permits for a total of 387 new residential housing units. As of the date of this study, seven residential projects totaling 696 single-family homes and 132

apartment units are approved for development in Oak Grove with four additional projects in the planning stage totaling 1,428 housing units.

The Mid-America Regional Council forecasts Jackson County to add 22,521 residents through 2030 and 27,341 residents from 2030 to 2041.

The neighboring cities of Blue Springs and Grain Valley are in closer proximity to the Kansas City MSA urban edge, and their historic population growth can provide insight into future growth in Oak Grove. From 1970 through 2020, the Blue Springs population increased by 51,825 residents, equating to an average annual growth rate of 4.5 percent. Over the same 50-year timeframe, the Grain Valley population increased by 13,817 residents, equating to an average annual growth rate of 6.2 percent.

Oak Grove's 2020 population was estimated at 8,157 residents. From 2022 to 2040, Oak Grove's population is forecast to add 3,964 to 5,209 new residents.

Supportable residential housing absorption over the next twenty years will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

Housing Need from Population Growth

Net population and household growth are the largest single drivers of the need for new housing units. From 2022 through 2040, the City of Oak Grove population is forecast to increase by 3,964 to 5,209 new residents. According to the U.S. Census Bureau, the City of Oak Grove's average household size is 2.80 persons. The City of Oak Grove's forecast population growth through 2040 is estimated to yield an estimated 1,416 to 1,860 new households and occupied housing unit.

Latent Housing Demand

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium generally supports a 92 percent to 95 percent occupancy rate. Healthy markets require approximately 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets with vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the market. The *American Community Survey 2020* of Oak Grove's housing stock of 3,123 dwelling units a total of 197 housing units were vacant, equating to an overall occupancy rate of 93.7 percent.

Through 2040, population growth is anticipated to result in the need for 1,416 to 1,860 additional housing units, bringing the total inventory to 4,342 to 4,786 occupied housing units.

At market equilibrium occupancy rate of 92 percent, by 2040 Oak Grove's inventory of vacant and unoccupied housing stock would total 378 to 416 dwelling units. Given the 2020 inventory of 197 vacant housing units in Oak Grove, latent housing demand through 2040 is estimated at 181 to 219 dwelling units.

Total Housing Demand

From 2022 through 2040, the City of Oak Grove’s forecast population growth and latent demand are anticipated to create the need for an estimated 1,597 to 2,079 housing units.

Forecast Residential Housing Need Oak Grove, Missouri; 2022-2040

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock	3,123	3,123
Less: Vacant Housing Units	197	197
Occupied Housing Units	2,926	2,926
Population Growth Housing Demand		
Population Growth 2022-2040	3,964	5,209
Average Household Size	2.8	2.8
New Occupied Housing Units	1,416	1,860
Latent Housing Demand		
Occupied Housing Units 2020	2,926	2,926
Plus: Population Growth Housing Demand	1,416	1,860
Occupied Housing Units 2040	4,342	4,786
Market Equilibrium Vacant Units (8.0%)	378	416
Less: Vacant Housing Units 2020	197	197
Estimated Latent Housing Demand	181	219
Total Housing Unit Need 2022-2040	1,597	2,079

Oak Grove’s current mix of occupied housing units is approximately 68 percent owner-occupied and 32 percent renter occupied. Given the city’s population age composition, household income levels, and existing and under construction housing stock, from 2022 through 2040 the housing demand is estimated to be segmented 65 percent owner-occupied and 35 percent renter occupied. Therefore, by 2040 the mix of new occupied housing is estimated at 1,038 to 1,351 homeownership units and 559 to 728 rental units.

The City of Oak Grove’s mix of future housing demand is best determined by evaluating the City’s population demographics with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Entry-level householders are generally single or couples without children in their early 20’s and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 14.1 percent of the Oak Grove population with those 25 to 34 years of age accounting for 15.3 percent, both of which exceed the statewide norms. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 42.5 percent of Oak Grove residents are high school graduates or less.

An estimated 27.0 percent of Oak Grove households earn less than \$35,000 annually with 16.3 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 15.3 percent of Oak Grove residents are 25 to 34 years of age with 29.3 percent of residents attaining an associate degree or higher. An estimated 8.9 percent of households earn \$35,000 to \$49,999 annually and 20.4 percent of households earn \$50,000 to \$74,999 annually.

Move-up homebuyers are typically in their late 30's to 40's, married with children. There is a total of 30.7 percent of households in Oak Grove with children. An estimated 12.9 percent of Oak Grove residents are 35 to 44 years of age with 13.9 percent of residents attaining a bachelor's degree and 5.8 percent of residents possessing a graduate or professional degree. An estimated 19.7 percent of households earn \$75,000 to \$99,999 annually and 24.0 percent of households earn \$100,000 or more annually.

To conclude, Oak Grove's population demographics provide a strong market for both entry-level and move-up for-sale housing as well as market-rate and income-based rental housing. Household income levels support entry-level for-sale housing priced from \$200,000 to \$350,000 and move-up for-sale housing priced at \$350,000 and more.

The table on the following page summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2040, the market share for single-family housing in Oak Grove is expected to remain relatively consistent to trends over the past twenty years. The market share of 2- to 4-unit multi-family structures is anticipated to drop off in favor of large-scale apartment development.

In summary, through 2040, Oak Grove is forecast to experienced mounting urban pressures, producing steady population growth and the need for additional housing. From 2022 through 2040, the City of Oak Grove's forecast population growth and latent demand are anticipated to create the need for 1,597 to 2,079 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 4-unit multi-family structures in favor of large-scale apartment properties.

Forecast Housing Demand by Product Type Oak Grove, Missouri; 2022-2040

	2020	Estimate	% of Total	2040 Forecast	
	# of Units	% of Total		Conservative Scenario	Optimistic Scenario
Forecast Housing Demand					
Total Housing Units	3,123			1,597	2,079
Occupied Housing Units	2,926				
Owner-Occupied	1,996	68.2%	65.0%	1,038	1,351
Renter Occupied	930	31.8%	35.0%	559	728
Housing Demand by Type					
Single-Family Detached	2,360	75.6%	70.0%	1,118	1,455
Single-Family Attached	169	5.4%	2.0%	32	42
2 to 4 Units	443	14.2%	5.0%	80	104
5 to 9 Units	58	1.9%	3.0%	48	62
10+ Units	44	1.4%	20.0%	319	416

Source: U.S. Census and Canyon Research Southwest, Inc.

Community Housing Survey

As part of the online community survey conducted by Olsson, questions were included to ascertain the types of for-sale and rental housing desired by both residents and non-residents of Oak Grove. A total of 447 people participated in the survey. This section of the study provides a summary of the community housing survey findings.

93.7 percent of respondents live in a single-family home, with only 2.7 percent residing in an attached duplex/patio home and 0.9 percent in an apartment.

82.1 percent of respondents live in Oak Grove with 17.9 percent residing outside of Oak Grove.

Reasons for not living in Oak Grove include other (73.2%), lack of affordable for-sale and rental housing (9.9%), lack of quality for-sale and rental housing (8.5%), and limited retail businesses and restaurants (8.5%).

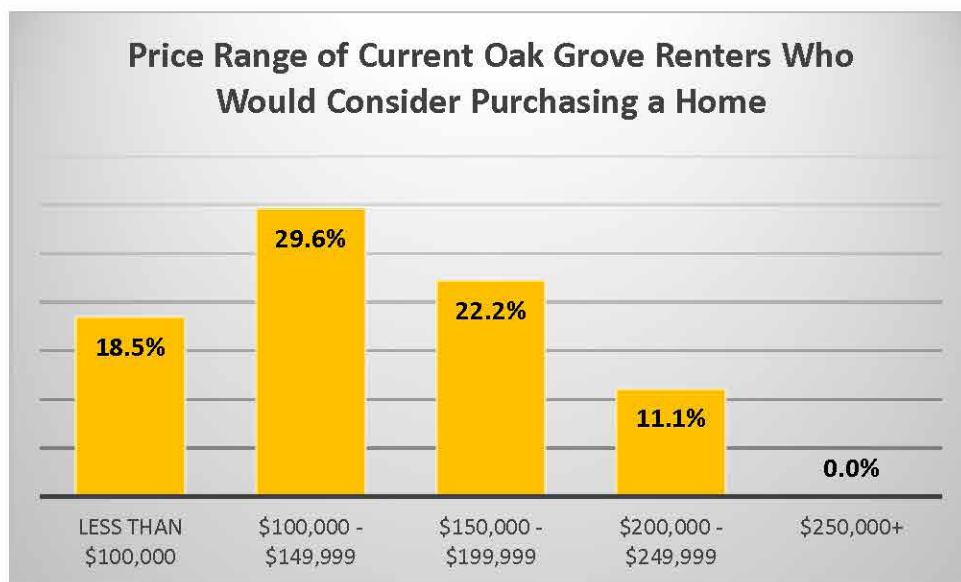
For those respondents living in Oak Grove, 36.4 percent lived in the city for 21 or more years, 22.3 percent for 11 to 20 years, and 17.0 percent for 6 to 10 years. Newcomers to Oak Grove were 20.3 percent living 1 to 5 years and 4.0 percent less than one year.

91 percent of respondents are homeowners while 8.5 percent are renters.

Of those respondents who are rents, 40.7 percent pay \$750 to \$999 per month in rent with 33.3 percent paying \$600 to \$749 per month. Only 11.1 percent of renters pay \$1,000 or more per month.

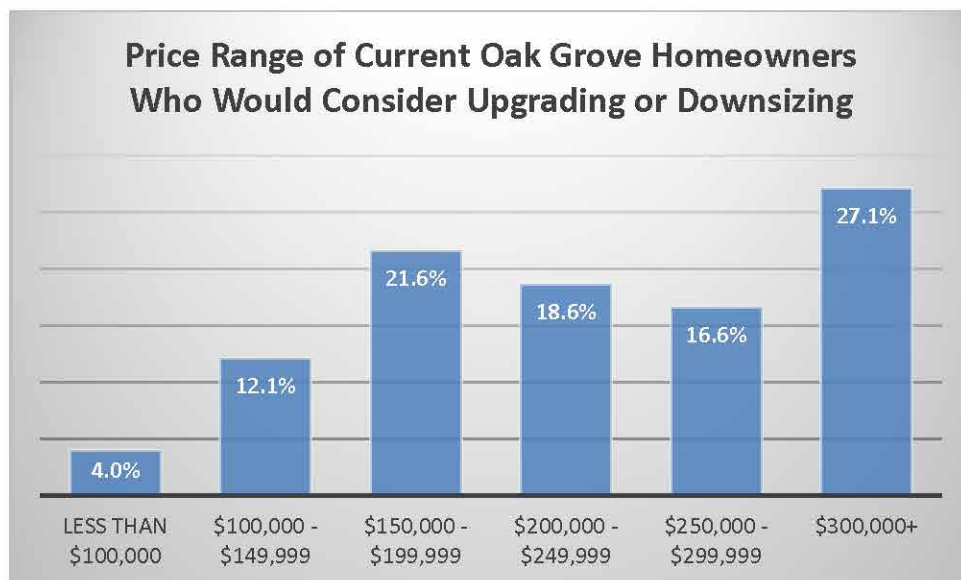
70.4 percent of current renters would consider purchasing a home in Oak Grove. 77.8 percent of renters who would consider purchasing a home prefer a single-family home.

Of those respondents who currently rent housing in Oak Grove a would consider purchasing a home, the preferred price ranges are \$100,000 to \$149,999 (29.6%) and \$150,000 to \$199,999 (22.2%), suggesting a need for affordable, entry level housing.



32.2 percent of current homeowners in Oak Grove would consider upgrading if adequate housing was available and 11.0 percent would downsize. 94 percent of those that responded prefer a single-family home.

27.1 percent of current homeowners in Oak Grove who would consider upgrading or downsizing would pay \$300,000 or more, with 21.6 percent would pay \$150,00 to \$199,999 and 18.6 percent would pay \$200,000 to \$249,999, suggesting a need for upscale, for-sale housing.



55.1 percent of those respondents not currently living in Oak Grove would consider moving to Oak Grove if quality, affordable housing was available. 80.9 percent would prefer purchasing a single-family home.

50.9 percent of nonresidents would consider purchasing a home in Oak Grove priced at \$250,000 or more, followed by 25.4 percent from \$200,000 to \$249,999. Only 11.9 percent would consider purchasing a home priced under \$150,000.

Price Range of Nonresidents of Oak Grove Who Would Consider Purchasing a Home

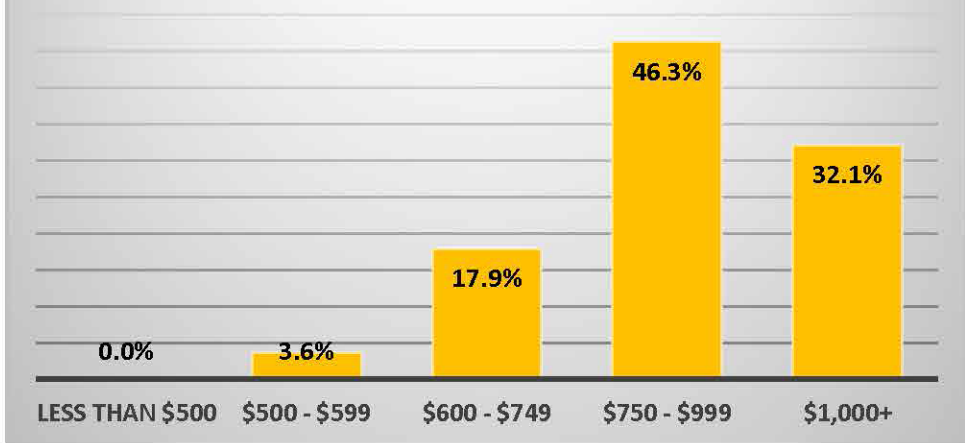


Of those nonresidents who would consider purchasing a home in Oak Grove, 50 percent would prefer a 3-bedroom home with 43.3 percent preferring a 4+ bedroom home and 6.7 percent a 2-bedroom home.

Two-thirds of non-residents who would consider renting housing in Oak Grove would prefer a single-family home, followed by an attached duplex or patio home (18.5%), townhouse or condominium (11.1%), and an apartment (3.7%).

46.4 percent of nonresidents who would consider renting housing in Oak Grove would prefer paying a monthly rent of \$750 to \$999, followed by \$1,000 or more (32.1%), and \$600 to \$749 (17.9%).

Monthly Rent Nonresidents Would Consider Paying for Rental Housing in Oak Grove



STUDY CONCLUSIONS

Based on the findings of the *Economic and Market Analysis* the following topics are addressed 1) 20-year demand projections in Oak Grove for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities.

Forecast Commercial, Industrial and Residential Demand

Retail, office and industrial space and residential housing unit demand was forecast for the City of Oak Grove, Missouri through the year 2040. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2040, Oak Grove's increased population and strong retail pull are forecast to generate additional retail sales capable of supporting 225,000 to 288,000 square feet of new retail space.

From 2022 through 2040, office-related job growth in Oak Grove is projected to support the need for 23,000 to 41,000 square feet of owner-occupied and speculative office space.

By 2040, industrial job growth in Oak Grove is projected to support the need for approximately 140,000 to 223,400 square feet of owner-occupied and speculative industrial space.

Through 2040, Oak Grove is forecast to experienced mounting urban pressures, producing steady population growth and the need for additional housing. By 2040, the City of Oak Grove's forecast population growth and latent demand are anticipated to create the need for 1,597 to 2,079 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 4-unit multi-family structures in favor of large-scale apartment properties.

Forecast Retail, Office, Industrial and Residential Demand Oak Grove, Missouri; 2022 to 2040

	Growth Population	2022-2040 Jobs	Net Conservative	Gain Optimistic
Retail	3,964 - 5,209		225,000 SF	288,000 SF
Office		90 - 173	23,000 SF	41,000 SF
Industrial		203 - 345	242,500 SF	345,000 SF
Housing	3,964 - 5,209		1,597 DUs	2,079 DUs
Ownership Units			1,038 DUs	1,455 DUs
Rental Units			559 DUs	728 DUs

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 dwelling units per acre for single-family and 15 dwelling units per acre for multi-family, through 2040 the City of Oak Grove is estimated support the development of 375 acres to 381 acres of land under the conservative scenario and 519 acres to 527 acres under the optimistic scenario.

Forecast Land Area Absorption in Acres Oak Grove, Missouri; 2022 to 2040

Land Use	Conservative Scenario	Optimistic Scenario
Retail	22.40 - 25.80	28.70 - 33.10
Office	1.76 - 2.11	3.12 - 3.75
Industrial	13.91 - 15.90	22.68 - 25.92
Single-Family Residential	297	416
Multi-Family Residential	40	49
Total Acres	375.07 - 380.81	518.5 - 526.77

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Oak Grove for retail, office, industrial, and housing have been identified.

Given Oak Grove's infrastructure, topography, freeway and highway access, and existing land use patterns, over the next twenty years urban expansion will favor the northern and western portions of the city. Limiting factors for the city's future urban growth include its small size (6.38 square miles), presence of just one I-70 interchange, and rolling topography at the southern end.

Future annexation that both fill in city boundary gaps as well as expansion of the city limits where urban growth pressures exist would make prime land available for development. Actual annexations would be based on the availability of infrastructure and landowner consent.

Retail businesses in Oak Grove are concentrated at the intersection of I-70 and South Broadway as well as the downtown area. The existing retail market is small and lacks many everyday goods and services, forcing residents to seek goods and services elsewhere. Land fronting the south side of I-70 east of South Broadway as well as South Broadway from 5th Street south to downtown should be considered for future commercial uses.

As Oak Grove grows the existing truck stops at the intersection of I-70 and South Broadway *may* not be the highest-and-best use for these locations. While these establishments are major sales tax generators for the City, they do not serve as an aesthetically pleasing gateway into Oak Grove. Given the freeway location, access, visibility, and parcel size, long-term redevelopment options might include big-box retailers, anchored shopping centers, offices, and hotels. All four quadrants of the I-70 and South Broadway interchange should be considered for future mixed-use development capable of accommodating retail, industrial, office, hotel, and multi-family residential uses.

The downtown core is located along Broadway from 11th Street to 13th Street. Downtown's existing business mix includes financial services, insurance, legal, dentist, salon/barber shop, clothing boutiques, restaurant, and automotive businesses. Expansion of the downtown core is recommended.

Redevelopment efforts should aim to improve downtown's image and vitality by promoting a walkable downtown and supporting a more balanced mix of land uses and business activities including retail businesses and eating and drinking establishments. Recommended infrastructure improvements include entry features on Broadway at both 11th Street and 15th Street, streetscapes along Broadway and 12th Street into the adjacent neighborhoods, open space at Broadway and the rail line, and uniform signage. A public gathering space within downtown should be added; the space should serve as programmable space and potentially a permanent farmers market. Infill housing could be introduced as a component of mixed-use buildings and on under-utilized properties.

Creating employment opportunities should be a priority of the Oak Grove Comprehensive Plan. A current constraint for economic growth in Oak Grove is the lack of available inventory commercial and industrial space. Creating additional “shovel-ready” development sites for industrial and commercial uses will be critical in fostering future economic growth.

Key future growth industries in Oak Grove include logistics and warehouse operations. Future expansion of industrial land uses is best suited in two established areas, including the northwest quadrant of the I-70 and Broadway interchange and 12th Street corridor along the rail line.

Providing the opportunity to support a wide mix of both owner-occupied and rental housing products suitable for accommodating a broad population should be a priority. Given the presence of existing infrastructure and a large inventory of vacant land, over the next twenty years, the northern and western portions of the city are best suited to support single-family subdivisions of varying densities. In recent years homebuilders have primarily targeted entry-level housing priced from the low \$200's to mid-\$300's. In coming years, the market for move-up housing priced at \$350,000 or more is anticipated to improve. Efforts should be made to also facilitate affordable for-sale housing.

The opportunity exists for infill housing within the downtown area and adjacent neighborhoods. The city should identify areas of potential infill residential development. Ideal properties for infill residential development include properties that are walkable to downtown. Single-family homes, patio homes, duplexes, and small multi-family communities should be considered as possible housing formats.

Large-scale apartment sites are best located along major transportation corridors and in proximity to retail hubs and employment centers. Ward Development's construction of a 132-unit apartment community south of Walmart is a prime example of a location in proximity to a retail hub.

The Comprehensive Plan should include additional park land. An appropriate location for park land is the extreme northeast quadrant of the city that is impacted by a floodplain. Both passive and active recreational amenities could be accommodated at this location.

As both Oak Grove and Grain Valley continue to grow, the I-70 interchanges serving these cities will become increasingly congested. Construction of a new I-70 interchange at the western portion of Oak Grove would serve the growing residential neighborhoods and provide the opportunity to support development of a master planned commercial and employment center featuring a mix of compatible and complimentary land uses such as anchored shopping centers, business/industrial park, hotels, and large-scale apartment communities. The Main Street interchange in Grain Valley is four miles west of the South Broadway interchange in Oak Grove. Discussions with Grain Valley and MoDOT should occur to determine the future likelihood and location of a future I-70 interchange.

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COMPREHENSIVE PLAN
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