

2016

North Kansas City Master Plan



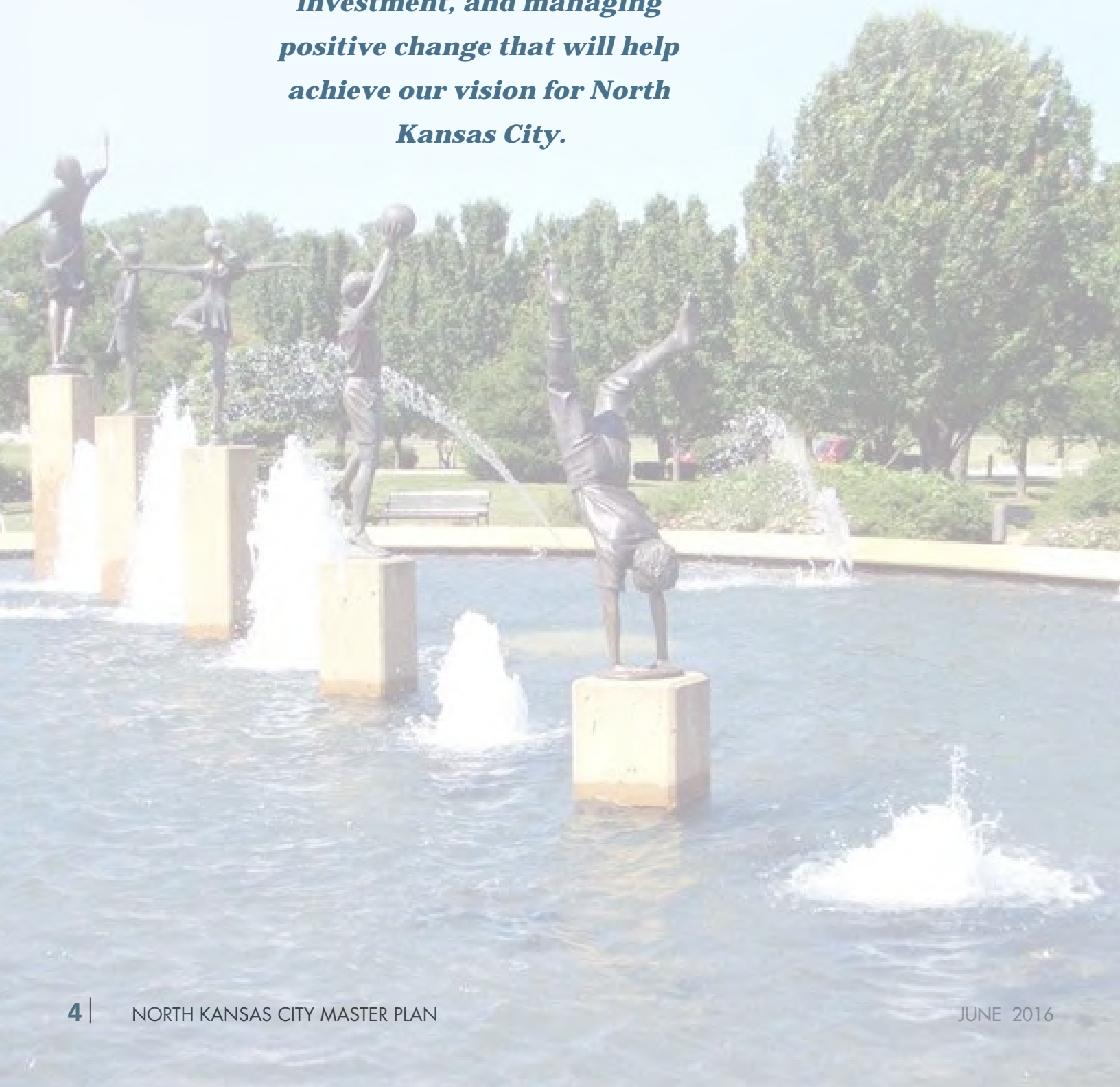




Table of Contents

5	Introduction
6	Context
8	The Vision
12	The Planning Effort
16	Our Community- Frameworks
34	Our Expanded Downtown
38	Implementation
65	Appendices

The time is now to seize the opportunity by strengthening what is already working in the community, creating vibrant destinations, attracting new investment, and managing positive change that will help achieve our vision for North Kansas City.



Introduction

Introduction to the Plan

The North Kansas City Master Plan is designed to represent the voice of the community and guide the future growth of the City in a coordinated, efficient, and effective manner.

After numerous meetings and conversations with stakeholders, community members, business owners, young professionals, and city officials, the resulting consensus is that North Kansas City is a city optimally positioned to leverage current trends and market dynamics, is a city that has invested in and primed itself for a significant number of new and planned business and residential investments, and is characterized by a strong knit community that wants to see the city flourish in the future.

North Kansas City is proactive in pursuing opportunities. Northgate Village is a development that changed North Kansas City's market position in the region by providing new types of housing and attracting more young adults and families, as well as empty nesters. The Armour Road Redevelopment Area is ready for future development and seeking private sector development partners as this site emerges as a major economic engine for the community.

Everyday the business mix in North Kansas City is changing in a manner that incorporates historically industrial based businesses with growing professional, creative, and technology businesses. This is a market-driven evolution that North Kansas City is prepared to capitalize on through strategic policies, investments and organizational structuring.

There is a desire and momentum is building within the community to see North Kansas City thrive and achieve its vision for the future.

The vision within this plan captures the desire of the community and guides public and private decision-making related to future physical development of the City. Building on previous plans and extensive public participation, this plan is a commitment to best practices that support the vision, goals and objectives of the community.

The foundation of this plan is based on five themes:

- **Grow business opportunity;**
- **Expand population;**
- **Create memorable places;**
- **Build a multi-modal network; and**
- **Enhance community character.**

These five themes are supported by principles that lay the groundwork for success.

As the city's primary planning and policy document, this plan is designed for use by residents, businesses and developers, nonprofit organizations, elected and appointed officials, the City's administrative staff, and others with a stake in the future of the community. Implementation of the plan will depend not only on government, but on cooperative partnerships across all facets of the community.

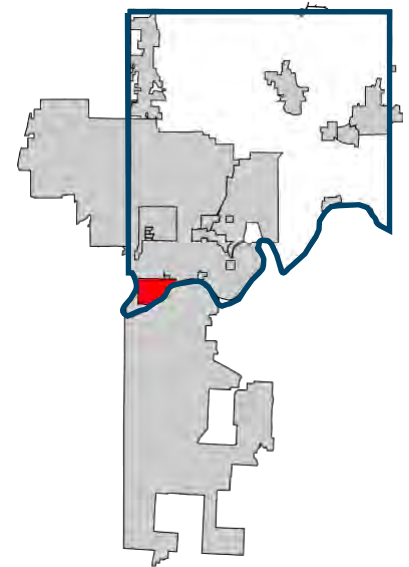


Regional Context

North Kansas City is a city located on the southwest corner of Clay County Missouri with Kansas City bordering it on the south, Kansas City, KS to the west and Avondale on the north. The area encompasses 4.63 square miles of which 4.39 miles is land and .24 square miles is water. The Missouri River runs along the south border of the city. The main access corridors into the City are Burlington Street (north and south), Interstate 29 and Interstate 35, Armour Road, Vernon Street, Walker Road, and Chouteau Parkway.

Community Context

North Kansas City is “land locked” as it is bounded by the Missouri River on the South and on all other sides by Kansas City, Missouri. The vast majority of the land in North Kansas City has been built on; therefore recent population and employment growth have been small, as growth is largely dependent on the availability of sites for development. North Kansas City actually lost population from 2000 (pop. 4,714) through 2014 (pop 4,218).



Location of North Kansas City, MO in Clay County.

The Northgate development offset some of this population loss by adding approximately 800 housing units. Economic growth in NKC is subject to similar conditions; in order to grow or diversify jobs, suitable buildings and sites need to be created or adapted for the changing market conditions in the City.

NKC's location and infill community context also creates opportunities, albeit different and in ways more challenging to capture than in suburban communities with large amounts of vacant land. Nationally, the demand for well-located and urban housing and workplaces is growing. This market trend is affecting urban neighborhoods and close-in suburbs and can be a force for positive community and economic development if harnessed and embraced. By leveraging the town's strengths, telling the community's own authentic story and creating new opportunities, the city is positioned to become a more attractive place to live, work and come together.

North Kansas City is a tight knit community that has a strong sense of pride in the small town characteristics and feel of the area. The community is safe, friendly, and affordable. It possesses valuable assets such as Macken Park, a popular North Kansas City gathering place, the quaint shops, local breweries and restaurants in downtown North Kansas City, and the community center.



Northgate Village townhomes

Downtown - Downtown is the heart of North Kansas City. The main street character along with the high visibility along Armour Road continues to attract new businesses.

Cinder Block Brewery - Located on 18th Street is a local brewery that chose North Kansas City for its access to downtown Kansas City and its small town feel along with a variety of complementary businesses surrounding it

Macken Park - Is a 60-acre park that is a very important part of the North Kansas City community. This park hosts many activities including sports leagues, walking, picnicking, and concerts.

YMCA - The Community Center provides the community with many recreation opportunities and a place where the residents can come together.





The Vision

The following vision statement was developed from the extensive stakeholder feedback. It should be referred to when making development decisions within the study area. Detailed vision and 'themes' or goals for North Kansas City were formed through an open and interactive process with the Advisory Committee. A series of principles are listed under the themes that will need to be employed in future design or policy adoption.

The vision for North Kansas City is to support existing places and create unique and sustainable activity centers, with enhanced character that can be branded to grow economic development and support the community.

VISION THEMES

1

Grow and attract new and innovative business opportunities to create jobs, support local economy, and increase tax base.

- Increase development densities and include a vibrant mix of residential, office, retail and civic uses.
- Promote proximity to Kansas City, access to Interstate-35, and North Kansas City's quality of life to attract new innovative businesses.
- Create a range of great places and destinations to attract the "Creative Class".
- Identify vacant, abandoned, or underutilized assets and determine suitable potential for reuse and redevelopment.
- Leverage areas of existing investment to target new economic growth in focus areas such as the Swift Corridor.
- Target key growth industries for investment, including biosciences, technology, financial services, manufacturing and logistics.
- Focus retail and restaurant activity on the Armour Road and a limited number of adjacent or intersecting key corridors (e.g. Swift and Erie).



2

Attract new residents and increase homeownership rates that support sustainable economic and social benefits.

- Implement multiple strategies aimed to double daytime and nighttime population.
- Encourage a full spectrum of housing options for more people to age-in-place.
- Increase the supply of townhomes, loft style, multi-family options around centers of activity and along transit corridors.
- Promote "lifestyle" neighborhoods that are not currently available in North Kansas City.
- Assemble vacant and underutilized properties in focus areas for larger development opportunities.
- Create welcoming and engaging destinations and public spaces.
- Assist low- and moderate-income renters to make the transition to homeownership.
- Expand housing to support retail businesses.
- Consider City participation in additional catalyst developments to build on the success of Northgate.



3

Establish memorable destinations to create authentic and diverse public spaces, while expanding the range of attractions and economic development opportunities.

- Increase the number of programmed events and activities in parks and public spaces.
- Develop compact, walkable, mixed-use neighborhoods centered on active places.
- Build a variety of connected mixed-use places that integrate employment, shopping, housing and recreation within neighborhoods.
- Reuse vacant and underutilized sites as locations for community gardens and other event spaces.
- Ensure people of all ages have access to a rich and vibrant public realm.
- Design corridor streetscapes with consistent materials to provide an enjoyable and safe experience for the pedestrian.
- Enhance Macken Park as an amenity linked with other public open spaces.
- Identify potential redevelopment sites or buildings for adaptive reuse.



4

Build a safe multimodal network and enhance the pedestrian-scaled environment.

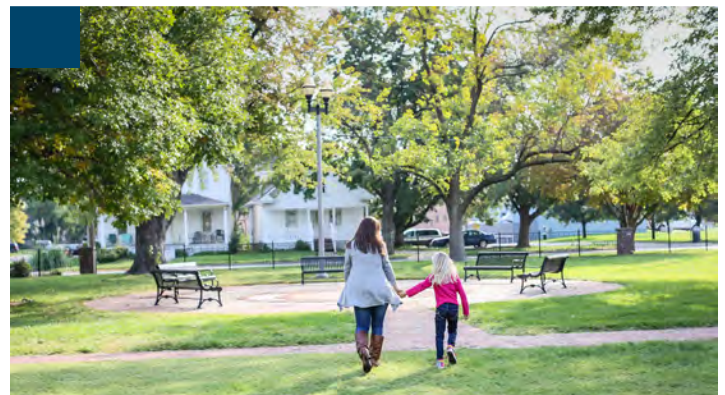
- Maximize connectivity and safe pedestrian use of the street grid through direct connections among arterials, collectors and local roads.
- Create new and enhanced bike lanes where suitable to give commuters and the community a sustainable option for travel or leisure.
- Implement a parking management strategy that provides parking and circulation solutions throughout the city.
- Connect parks and open spaces to regional parks and destinations through bike and pedestrian trail systems.
- Improve streetscape character to promote active development uses and pedestrian activity.
- Improve physical connections to Downtown KCMO.
- Maintain safe and effective truck improvement through industrial areas.



5

Preserve and enhance the local identity, uniqueness, and arts and culture assets of the North Kansas City community.

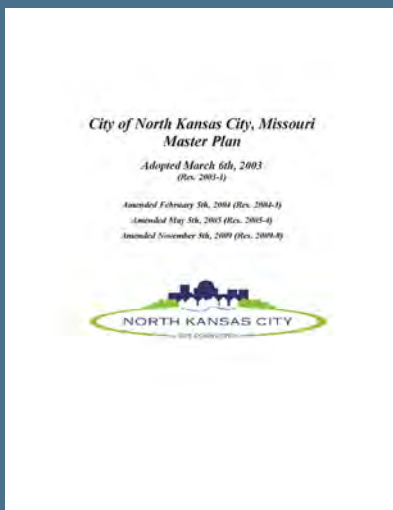
- Enhance the character of gateways into the city.
- Use landscaping and enhanced streetscape design to promote walking, biking and activity on the sidewalks.
- Connect activity centers to corridors through the use and placement of consistent streetscapes and identity treatments.
- Encourage public art on highly visible places in various temporary and permanent forms.
- Create high quality design standards and guidelines for public and private development.
- Establish clear and safe pedestrian and bicycle connections to and from highly used public areas such as parks and downtown destinations.



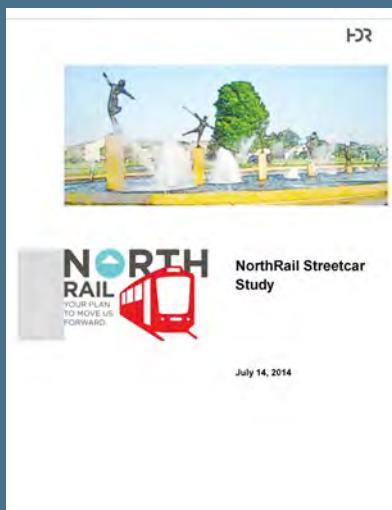


The Planning Effort

Representatives of the City, community stakeholders, private sector interests and the broader community are engaged in the process of understanding the opportunities and challenges associated with achieving the vision set forth in this plan. Based on analysis and outreach, a series of illustrative framework plans and strategies form the core of the plan. These frameworks and strategies inform policies aimed at leveraging public improvements and new investments that support and enhance the character and condition of the existing community. This Planning effort recognizes a strong foundation of previously adopted plans.



NKC Master Plan 2003-2009



North Rail Street Car Extension Study



Burlington Corridor Study

City of North Kansas City, Missouri Master Plan: Adopted in 2003 and amended in 2009, the Master Plan served as a guide for public and private development decisions in accordance with existing and future needs of the community and to promote the general welfare. It is a document that was intended to be amended over time as conditions and/or community preferences and visions change. In this case, NKC has been experiencing growth and change in various areas and is in need of a new vision with a set of principles that will guide how to achieve the vision for the city.

North Rail Streetcar Study: The study, completed in 2014, aimed at looking into the potential for an extension of the Kansas City Missouri (KCMO) Main Street starter line to the north, across the Missouri River. The goals of the study were to assess and detail the general feasibility of a northern streetcar extension, identify the preferred way and route to extend the streetcar line to the north, from downtown KCMO into North Kansas City and the Northland, and develop an implementation strategy to support eventual rail service extension into the Northland.

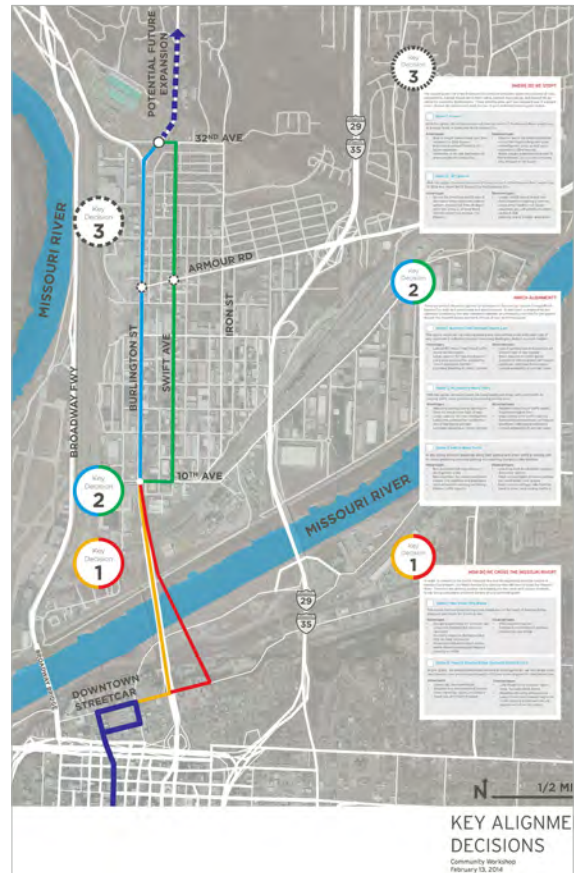


Armour Road Redevelopment Area Framework Plan 2014: The plan includes a framework plan for development and goals. It describes the fundamental planning and design principles that guide short and long term development. A series of benchmarks are included in the plan to showcase inspirational developments with a critical mass of activity with walkable and mixed-used environment that results in place making. The plan also includes design guidelines that provide a clear intent and direction for design solutions that have greater return on investment, enhance the environment, reduce operating cost and promote long term economically vitality.

North Oak / Burlington Corridor Transit Study 2013: This study examined how transit can be a catalyst for and can support a renewed and sustainable corridor. It identified options to enhance transit service along the corridor and described options for sustainable development that supports higher-level transit service. The corridor assessment also examines bicycle and pedestrian movement and how land use changes around nodal locations would help support future transit service. It was built on a vision that the Mid-America Regional Council (MARC) and its partners in the Kansas City region share of achieving sustainability through the creation of vibrant, green, and connected centers and corridors.



Burlington Corridor Study 2009: This plan was developed after a strong consensus among the community stakeholders of endorsing the potential of Burlington to become a vibrant and successful urban boulevard and an iconic thoroughfare in North Kansas City. The Burlington Corridor Plan is a plan that addresses long-range urban design, streetscape, and land use, transportation and development goals for the corridor. It recommends coordination of public and private development actions over the next 20 years for the lots and blocks abutting Burlington Street. The Burlington Plan calls for a more active and pedestrian-oriented environment to emerge through many incremental projects over time. The Burlington's Plan's vision is to: Transform Burlington Street to serve as an entry, a destination, and a mixed use center that represents the safe, amiable and walkable character of greater North Kansas City.



North Rail Street Car Report

Kansas City Area Development Council identifies the following key industries:

Biosciences (Professional, Scientific, and Technical Services)

Contact Centers (Administrative and Support Services)

Data Centers (Information)

Transportation and Distribution (Transportation and Warehousing)

Manufacturing (Multiple Sectors)

Technology; and

Financial Services

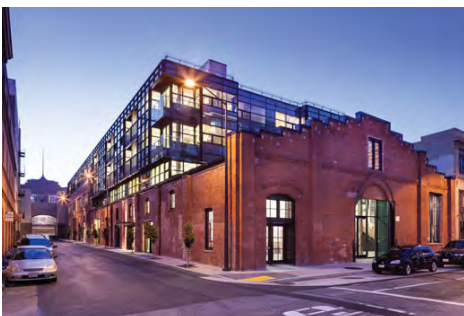
Market Drivers

The Market Assessment included in the Plan and numerous stakeholder interviews identified several important market and economic factors that are influencing NKC's evolution. These are largely positive trends and factors that can be leveraged into economic and community development in NKC.

- **Access and Infrastructure** – A defining characteristic is the City's location at the center of the Kansas City region and near the intersection of major north-south (I-29 and I-35) and east west (I-70) trucking routes. Four Class 1 railroads also converge in or near North Kansas City. This regional and national trucking and rail access is the foundation of NKC's success as an industrial and distribution location. It is also appealing to other types of businesses that serve the greater Kansas City market. Kansas City International Airport (MCI) is located 15 minutes away, a major asset for businesses serving a national market.
- **Evolution of Industrial Districts** – Many U.S. (and international) cities have older industrial districts ringing their Central Business Districts coinciding first with railroad and river transportation networks and later with highways. As manufacturing and distribution has modernized, industrial building user and location needs have changed. As businesses relocate to more modern facilities, they are being replaced by different business types. In many regions, these urban industrial areas appeal to small businesses, small or local manufacturing or wholesale operations, and artists. Start-up creative, professional, and technology firms who seek low cost adaptable building space are also increasingly being found in transitioning industrial areas.
- **Demand for Urban Locations** – Demographers, consumer and market research firms, and the Urban Land Institute have documented the shift in real estate demand for well-located (often urban) housing and workplaces. A growing portion of young (under 35) workers prefer housing located close to jobs, entertainment, and in a diverse and exciting urban environment. Knowledge and high skill firms also value workplace locations in these environments as an amenity for attracting their target workforce.
- **Access to Technology** – NKC has a redundant fiber optic network serving every address in the City. Speeds of 1 gigabyte per second are available to residences; even higher speeds are available to businesses. This asset is attracting technology entrepreneurs, home based technology businesses, data centers, and small to mid-sized businesses that require high internet speeds and a strong fiber optic backbone network.
- **Adaptable Building Stock** – Trends in conversion of former industrial buildings to residential, office, and commercial uses are not limited to 1800s multi-story "loft" style buildings. These conversions, especially for offices, creative and shared workspaces, breweries, and other commercial establishments are also occurring in mid-century single story buildings in NKC and in CBD-edge industrial districts.



Mural in Kansas City Downtown features a historic building. Photo courtesy of shiftingthebalance.org



Adaptive Reuse Building.
Photo by HKS and Martin Co.



- **Small Town Character** – Among all the numerous characters traits of North Kansas City, the one that makes it unique is its small town character. People in the community have a strong sense of pride in their friendly community. Neighbors want to know each other and there is a strong desire to be more connected to each other using events and activities. In talking with the residents, visitors, business owners, young professionals and city officials, it was revealed that people were drawn to the safety and security of the community, its high walkability, and access to great healthcare and transportation. Macken Park, the Library, City services for residents, and the community center were some of the strong assets that the community felt that define the quality of life of North Kansas City. The downtown area also contributes substantially to the character of NKC. The downtown is a neighborhood and pedestrian oriented central business district destination. It pre-dates many of the current conventional development practices, which has created a unique environment for commercial activity in North Kansas City. The ‘main street’ type of downtown has retained a viable commercial component that has drawn additional businesses to the area. For example, Armour road offers high visibility to businesses with a large volume of traffic but has also maintained a pedestrian character.



Building on 14th Street is an example of adaptable building stock.



Town Square in North Kansas City contributes to small town character



Screenland Armour Theater enhances Armour Road’s sense of place.

- Armour Road embodies a character, look, and heritage that is not found in any other part of North Kansas City.
- Armour Road has evolved over time, representing multiple generations and unique heritage of the community.
- Activities such as movie going and dining are vital to a sense of place. The theater can attract more activity and increase the activity throughout the day.
- This area of Armour Road is pedestrian friendly with attractive amenities such as this building’s facade and adjacent window displays.



Traditional neighborhoods make up significant part of North Kansas City.



Mural at Macken Park enhances aesthetic of the community.



Citywide Frameworks

Citywide frameworks consist of three main frameworks; Character Areas, Mobility, and Open Space and Trails Types. Each of these frameworks provide guiding principles for the character development North Kansas City desires for its community. Character Areas describe different geographic areas of North Kansas City based on the use and physical features that differentiate them. Mobility addresses the appropriate design of the different types of streets throughout the study area. Open Space and Trails Types includes sustainable open spaces and pedestrian and bicycle paths. The framework guiding principles should be used for any future development or redevelopment to ensure compatibility of the goals and principles set forth in this plan.

The vision for North Kansas City is to support existing places and create unique and sustainable activity centers, with enhanced character that can be branded to grow economic development and support the community.

Where We Thrive

Character areas are geographic locations of North Kansas City that are distinguished by use as well as the 'look and feel' of the neighborhoods. The elements that determine the quality of development and compatibility include other factors besides land use. They include design of buildings, extent of green space, parking areas, relationships of buildings to the site, landscaping, amount of open space and public spaces street, sidewalk amenities, signage and other aesthetic enhancements. This approach to development and redevelopment by character is a shift from planning by land use.

The following character area types describe the desired community character for specific locations/areas, relating directly to the Character Areas Framework Map below. The character area types should be used to achieve the desired character in redevelopment, infill, and new development areas as development proposals emerge for the desired long term vision.



The Avenues neighborhood is one of the oldest residential neighborhoods in North Kansas City. It is characterized by small single-family housing and streets lined with trees.

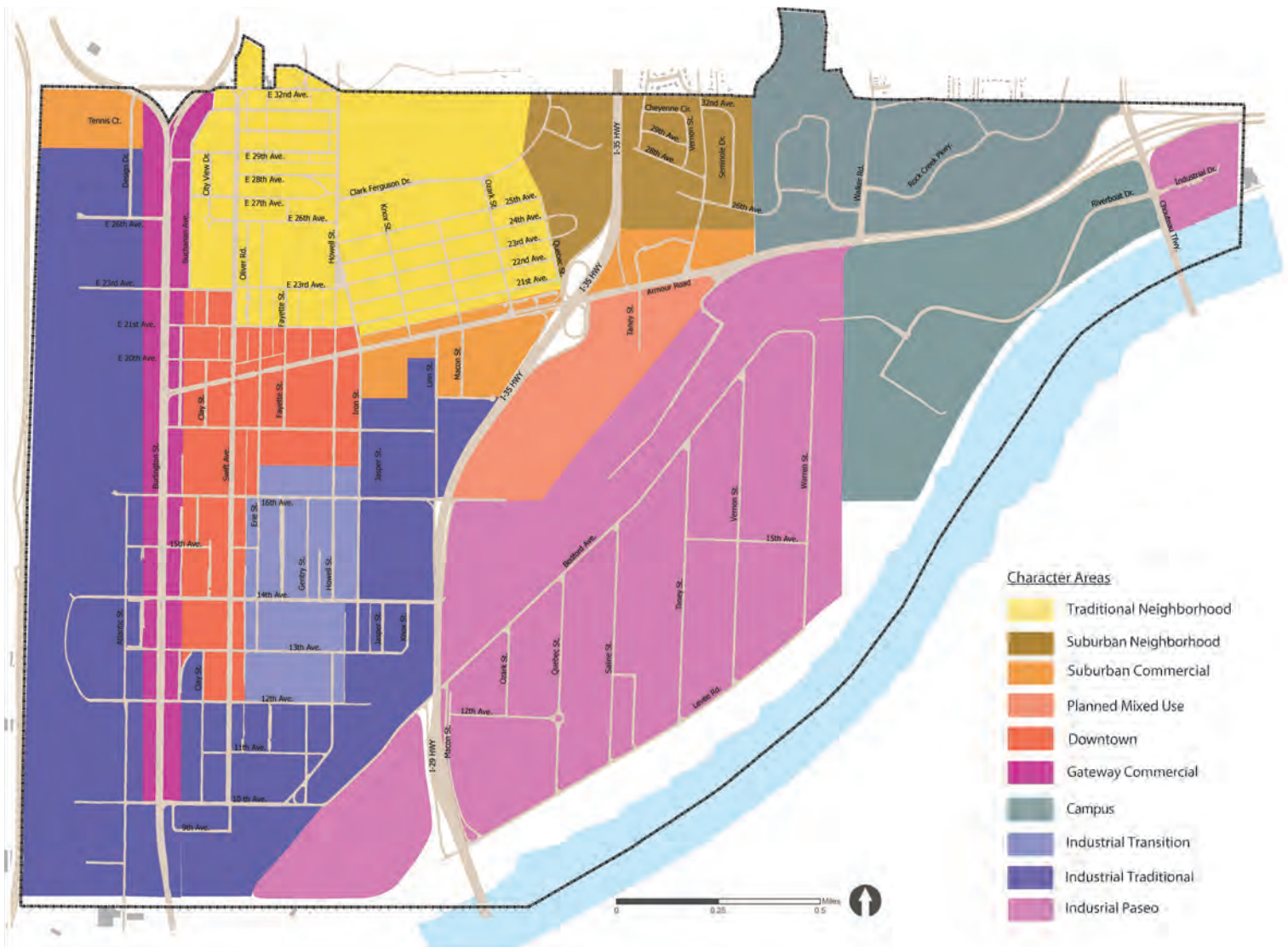


Figure 1
Character Area Map

Traditional Neighborhood

Includes a mix of housing types, including smaller lot single-family to smaller scale multi-family residential (duplexes to courtyard apartment buildings) with some small scale or neighborhood-serving commercial uses, particularly at the edges of the neighborhood. There are opportunities throughout for infill, renovations and additions.

Set backs: approximately 20-40 feet.

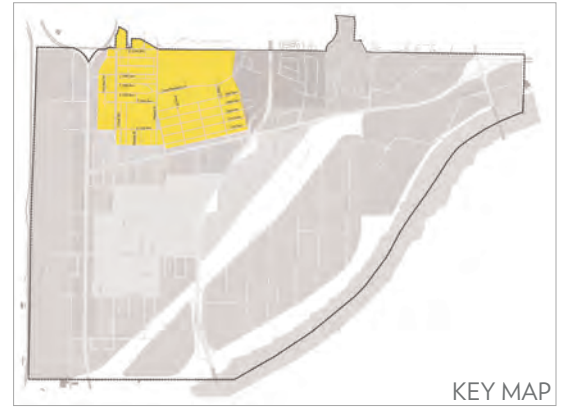
Height range: 1-2 stories

Streets: grid pattern and some with alley access

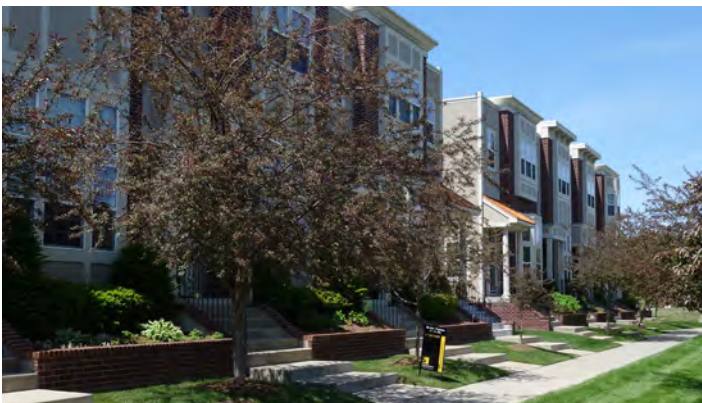
Parking: On-street informally accommodated; individual driveways from the street or alleys

Where: The Avenues, Northgate Village, Sunny Hills, and traditional neighborhood north of the downtown.

Activity: This area is currently an area of stability with some areas undergoing redevelopment with additional housing units.



KEY MAP



Northgate mixed-use residential with wide set backs accommodate sidewalks and landscaping to create a pedestrian friendly environment.



The Avenues - single-family and duplex housing.



Northgate multi-family housing with signage, and pedestrian crosswalks enhance neighborhood identity.



Northgate- new single family housing

Issues:

- Due to age, the older residential neighborhoods have experienced some decline.
- Small size lots that are not in conformance to modern standards (The Avenues).

Planning Strategies:

- Existing grid system is optimal for walking environments.
- Preserve housing stock as unique residential character.
- Add features to enhance neighborhood identity (public art , improved landscape elements, signage, etc).
- Maintain and improve pedestrian connections between downtown , the adjacent civic uses and nearby parks.
- Sustain the design character and development criteria and standards that address the desires of the community.

Suburban Neighborhoods

These neighborhoods offer relatively uniform housing types and densities that are segregated from other types and from non-residential uses. Larger scale residential with larger lots and setbacks. Less walkable with curvilinear street standards.

Set backs: 20-60 feet

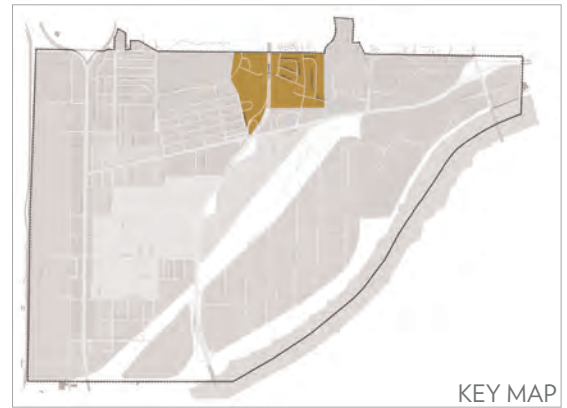
Height range: 1-3 stories

Streets: curvilinear streets with cul-de-sacs

Parking: on-street, private garage

Where: River Forest, Sunny Hills

Activity: These neighborhoods are considered to be stable and the focus should be on enhancing the character of the neighborhood. Maintain and reinforce this area as desired neighborhood to live in.



KEY MAP



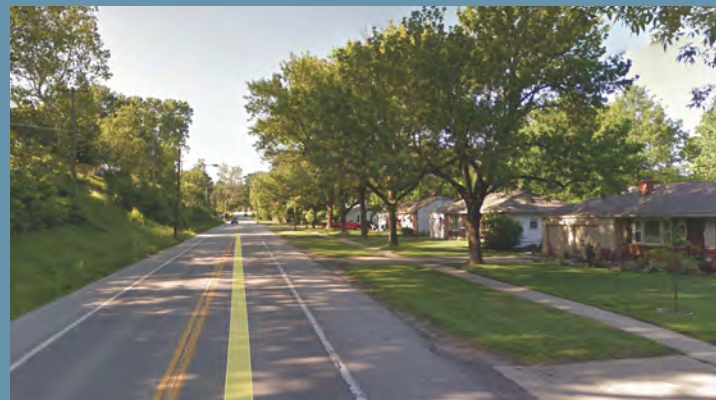
Multi-Family Housing. The Briarcliff City Apartments in Kansas City, MO. Landscape features, sidewalks enhance neighborhood.



River Forest Neighborhood, Single Family Housing.



Multi-Family Housing. Sunny Hills in North Kansas City.



River Forest Neighborhood, Single Family Housing.

Issues:

- Lack of connectivity to pedestrian/bike trails
- Isolated from other parts of North Kansas City

Planning Strategies:

- Opportunity for infill, renovations, and additions.
- Private and public investments in this area should prioritize pedestrian and bicycle connections while preserving the ecological functions of the open space.
- Enhance sidewalks with pedestrian lights and additional landscape treatments.
- Enhance physical linkages between other suburban neighborhoods and other parts of North Kansas City.

Downtown

Traditional downtown development that includes a wide range of land uses, including multi-family, retail, commercial, and accessory industrial (arts & crafts manufacturing, primarily off the main streets). It is the civic, entertainment and cultural heart of the community. Heavy emphasis on walkability and active streetscape along Armour and Swift Street.

Set backs: 0-15 feet

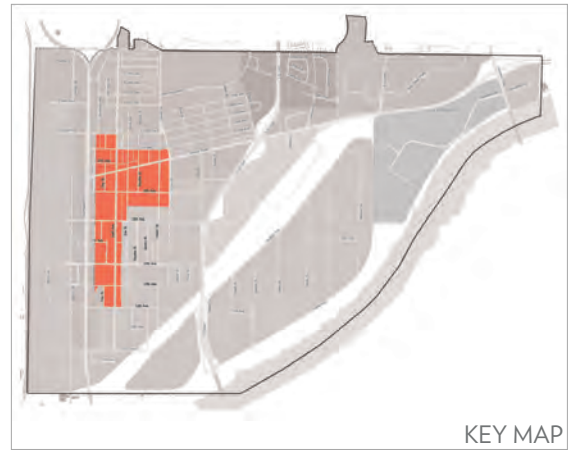
Height range: 2-5 stories

Streets: grid pattern, small blocks with streets design to encourage pedestrian activity

Parking: on street, shared parking behind buildings, structured parking

Where: area around the downtown core and Swift corridor

Activity: This area is considered to be a stable area of the community with transitional areas along Swift to the south.



Diversity of businesses can increase active hours and make the city more vibrant.



Addition of pedestrian amenities such as seating, lighting, signage, and planters enhance the pedestrian experience and add character to the area.



Mixed-use development architectural style should blend in with existing character of North Kansas City.



Photo Compliments of Kimberly Wolff

Adaptive reuse of buildings can serve a wide variety of uses.

Issues:

- Armour Road is too wide and traffic speed is too fast for pedestrian oriented downtown environment.
- Many under utilized or vacant buildings.
- Some buildings are not in conformance with building codes.

Planning Strategies:

- Promote a diversity of businesses that can increase the active hours along Armour Road and Swift Street
- Promote design of this area to be a vibrant center of innovation, art and collaboration, integrated into the surrounding community.
- Take advantage of existing grid patterns to enhance transit, pedestrian, bicycle and automobile circulation and connectivity
- Re-adapt buildings to appeal to different demographics and businesses
- Promote a transitional mix of uses south of the immediate downtown area particularly along Swift Street.

Campus

A small district that primarily serves one entity or tenant, but may incorporate a mix of land uses or functions within the district. This area respects the context in which it is built and creates interconnections with the surrounding community. Groups of buildings and spaces related to each other through purpose, design and visual association between design elements.

Set backs: varies, buildings face major streets or common spaces.

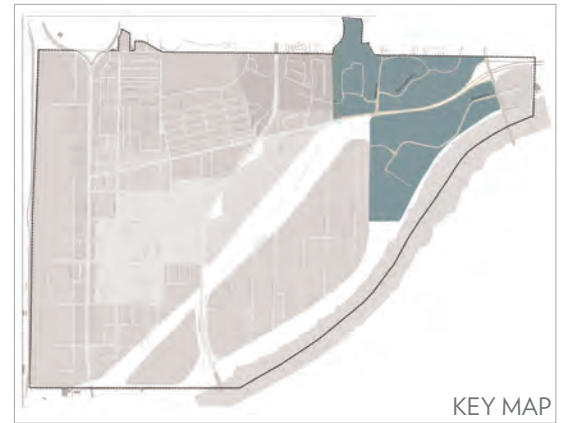
Height range: 2-10 stories

Streets: large blocks with limited intersections in a curvilinear form

Parking: shared surface or structured parking located adjacent to building

Where: Cerner Corporation area, NKC Hospital, Harrah's Casino

Activity: This area is an area of stability.



KEY MAP



Activity nodes create an environment where employees and the community can gather.



Campus plan integrated with community brings people together and breaks down physical barriers.



Mix of uses around campus offers employees and community options and encourages pedestrian activity.



Promote bike and pedestrian friendly campuses that connect to citywide bike and pedestrian routes.

Issues:

- Not integrated into the overall context of the City
- Lack of pedestrian connections to other parts of NKC

Planning Strategies:

- Encourage “activity nodes” at key access points to enhance places for both downtown and campus employees to converge.
- Encourage campus plans to be integrated into the City.
- Enhance walkability within the campus area as well to the surrounding areas, increasing walkability throughout NKC.

Suburban Commercial

Auto-oriented commercial areas, typical of suburban development patterns. Suburban commercial includes commercial activities that cater primarily to nearby residents versus the larger community or region. These areas are generally located next to major roads or existing residential neighborhoods. These areas may include light-industrial uses or office complexes, strip type retail and restaurants. Existing characteristics is primarily single-story, single-use or multi-tenant horizontal buildings.

Set backs: Varies. Buildings face streets or interior streets, with sidewalks and landscaping.

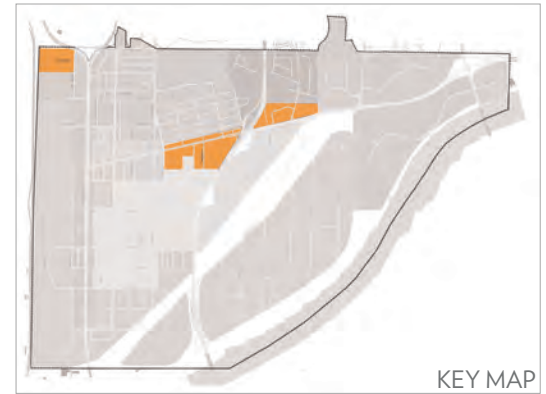
Height range: 1-3 stories

Streets: Usually along major corridor

Parking: shared on-street lot

Where: Along Armour Road, between Iron Street and east of Vernon Street.

Activity: This area is an area of stability.



KEY MAP



Enhanced landscape minimizes impact of parking areas.



Design of buildings should remain compatible and enhance the character of the surrounding residential neighborhoods.



Pedestrian routes enhance walkability and accessibility of customers.



Pedestrian friendly suburban commercial development.

Issues:

- Predominantly vehicle oriented
- Not very pedestrian friendly
- Vast parking lots front the businesses/uses

Planning Strategies:

- Include pedestrian circulation routes connected to sidewalks, impermeable surfaces, adequate landscaping, and space for public transit.
- Design should ensure that these buildings remain compatible with the character of the surrounding residential neighborhoods.
- Consider building vertically, adding floors above
- Enhance landscape to minimize the impacts of non-residential uses and associated parking areas.
- Impacts should be mitigated through buffering and architecture of the buildings.

Industrial Traditional

Full range of industrial uses, from warehousing/logistics to manufacturing. The area maintains a consistent street grid. A system of alleys both vehicular and rail exist in association with much of the street grid. This area has heavy truck traffic, but street connections throughout the area remain consistent. There is limited connection between this industrial area and Industrial-Pase area due to the interstate.

Set backs: Varies, but supports urban form

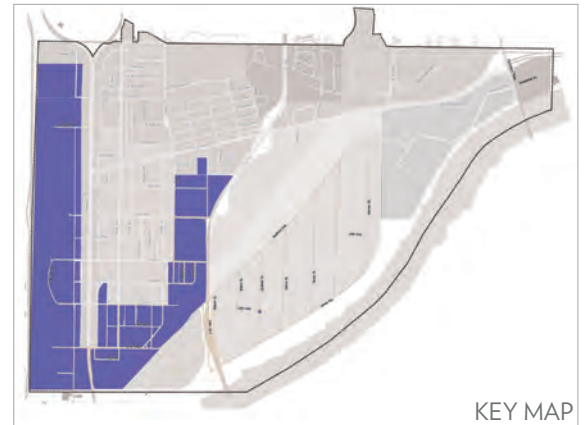
Height range: 1-4 stories

Streets: grid patterns with some alleys

Parking: On-site, shared parking lots, on-street parking

Where: West of Burlington Street, south of 12th Street, between Iron Street and Interstate Highway 35.

Activity: This area is considered stable but in need of support to maintain stability.



KEY MAP



Add bike lanes and sidewalks where appropriate to expand bike route network and transportation options.



Support existing industrial uses and prevent incompatible encroachment.



Abandoned railroad spurs create opportunities for future alley connections.



Enhance industrial buildings with landscaping.

Issues:

- Very wide streets
- Lack of pedestrian amenities to connect workers to transit routes

- Heavy truck traffic

Planning Strategies:

- Support existing industrial uses and prevent incompatible encroachment
- Consolidated number of curb cuts to make sidewalks more continuous and pedestrian friendly
- Encourage addition of bike lanes where appropriate
- Trucks must be supported in addition to other modes

- Sidewalks should be constructed where they don't exist and should be improved where they do exist to a minimum of five feet
- Encourage reuse of buildings where appropriate
- Abandoned railroad spurs create opportunities for future parking or alley connections
- Need to strengthen connections through this area and to adjacent areas and major traffic routes

Industrial Transition

The area includes uses such as industrial, light manufacturing, warehousing, start-up businesses, office research and development, technology space, recreational uses, logistics and other support businesses. It is characterized by more industrial-style development, in which some buildings can be converted into different uses. This area should be a zone of innovation and collaboration, integrated into the surrounding community.

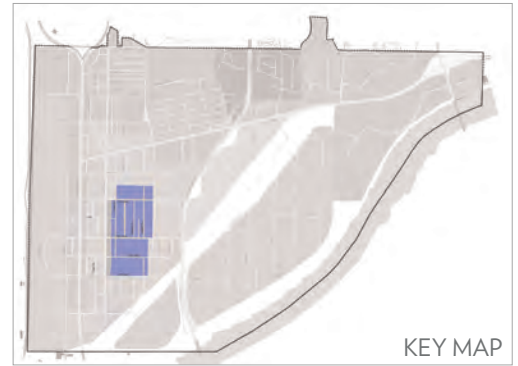
Set backs: Varies, but supports urban form and its respective streetscape and typology.

Height range: 1-5 stories

Streets: Grid pattern with alleys

Parking: On-site, shared parking lots, structures and on-street parking.

Where: Generally, between Downtown and Industrial character areas.



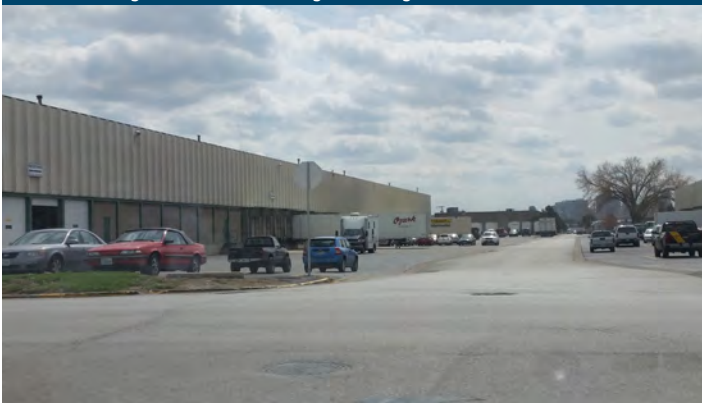
Activity: This area is considered an area of transition where both re-investment in existing properties and redevelopment are expected over the life of this plan.



Buildings can be converted for a wide range of uses including light manufacturing, distribution, storage, and high-tech.



Landscape buffer and sidewalks enhance look and feel of area.



Wide streets can accommodate access connections for various modes of transportation including trucks, pedestrian, and bicycles.



Enhanced warehouse buildings can add character to area.

Issues:

- Preservation of existing industrial properties
- Wide variety of uses creates concerns regarding compatibility
- Future business compatibility with existing uses
- Maintain truck access in coordination with other transportation users

- Pedestrian safety at intersections
- Length of blocks inhibit multi-modal access and connections to the downtown

Planning Strategies:

- Encourage re-investment in existing structures and industrial uses wherever appropriate
- Maintain and improve access connections for industrial traffic while balancing connections for multiple modes (pedestrian, bicycle) into other areas of North Kansas City
- Support adaptive re-use of buildings where appropriate

- Support City investment in employment-dense industrial uses through use of incentives
- Create a safer environment for bicyclists and pedestrians
- Maximize and enhance any alley access points that currently exist
- Break down block size with alleys for improving connectivity and walkability
- Improve streetscape and landscaping

Industrial Paseo

This area is located in the southeast area of North Kansas City and is home to many industrial oriented businesses and employers. Transportation access to the rail and road systems are of primary importance. The edge of this area is highly visible to people passing through North Kansas City on I-35. The internal portions of this area are isolated from the other parts of North Kansas City.

Set backs: Varies

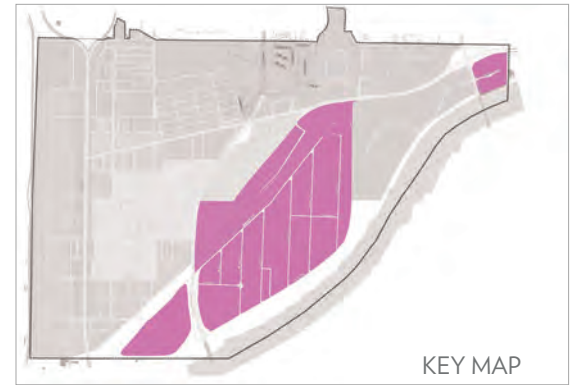
Height range: Mainly one story

Streets: Long with north-south blocks

Parking: On-site

Where: East of Interstate, primarily in Paseo Industrial District

Activity: This area is considered stable



Green areas provide opportunity for stormwater management.



Adaptive reuse of buildings is encouraged to enrich additional activity in the surrounding area.



Provide landscape buffer to improve appearance of loading areas and public-rights-of way.



Enhance industrial buildings with landscaping.

Issues:

- Stormwater management and protection of levee system critical for long-term protection of area from flooding threats
- Limited connections to rest of the city (Bedford/ 10th Avenue, Chouteau)

Planning Strategies:

- Support ongoing re-investment in property
- Coordination with levee district is important to long-term flood protection

Planned Mixed Use

This area is intended to provide a unique place that provides a variety of employment, commercial, residential, and entertainment uses supported with high density residential dwellings. The planned mixed-use is intended to create a vibrant urban setting that includes a variety of uses within walking distance as well as transit options and adjacent surrounding areas.

Set backs: 0-20 feet

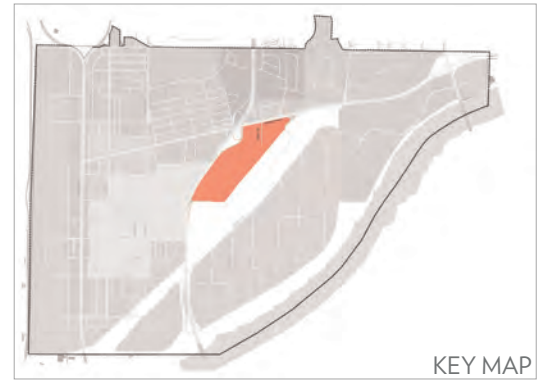
Height ranges: 2-5 stories

Streets: grid streets, alleys, roundabouts,

Parking: on-street, shared lots and structures

Where: ARRA site

Activity: This area is an area of change.



KEY MAP



Development should address living , working , shopping and entertainment.



Development should include open space areas for the community to come together.



Promote charming architecture with entrances on the street and pedestrian focused design.



Landscape amenities provide a pleasant pedestrian environment.

Issues:

- Site is physically disconnected from other areas in North Kansas City
- Limited access points
- Railroad edge
- Highway edge
- Geometry of land

Planning Strategies:

- Promote high-density, mixed use that could include office, retail, restaurant, upper level residential, hotel/ hospitality and destination retail or entertainment
- Enhance public portions of the road right-of-way in this area through urban design elements
- Please refer to the Armour Road Redevelopment Area Framework Plan, 2014

Gateway Commercial

Includes areas that directly contribute to the regional branding and character of North Kansas City. Uses can include a diverse mix, and incorporate auto and pedestrian development patterns. Buildings are oriented to the principal street and front setback areas include design treatments that reflect the character of North Kansas City.

Set backs: 10-20 feet

Height range: 2-5 stories

Streets: gateway corridor, feeds into grid pattern, bicycle and pedestrian friendly

Parking: on street parking, shared lots behind buildings

Where: along Burlington Street and half block east and west of Burlington Street.



KEY MAP



Wider building set backs provide more room for pedestrian amenities and activities.



New development should be pedestrian friendly and environmentally responsible .



Buffered and protected bike lanes bicycle tracks provide a safe environment for bicyclists.



New developments along east side of Burlington should encourage retail, residential with consistent street frontage and pedestrian scale design.

Issues:

- Not pedestrian friendly (narrow sidewalks, lack of pedestrian-scale lighting, narrow pedestrian amenity zone)
- Vehicle oriented businesses
- Lack of pedestrian activity
- High-speed traffic
- Lack of sense of arrival in North Kansas City
- No pleasant aesthetic design

Planning Strategies:

- Encourage wider building setbacks to create a wider amenity zone for pedestrians
- Create a safer environment for bicyclists throughout the length of Burlington Street
- Reinforce connections between downtown Kansas City and downtown North Kansas City
- Create gateways and landmarks to mark sense of arrival
- Encourage development on both sides of Burlington to become a mixed use pedestrian friendly destination while allowing drive-thrus and other auto-oriented uses on the west-side of the corridor



How We Move

Sustainable places are those that encourage people to walk, bike, or use public transportation rather than take their personal vehicle. A mobility system that is well planned, interconnected and that offers multiple modes of transportation options can positively affect the overall quality of life of the community. This system is intended to bring people and places together to enhance the vitality of the neighborhoods. North Kansas City's mobility framework maximizes opportunities for multiple mobility modes. Realizing this vision will require the provision of more and improved sidewalks, connected multi-use paths, and safe bike lanes. Landscaping can provide shade and generate visual interest to draw walkers down the sidewalks; that same level of visual interest can subconsciously slow down drivers. Pedestrian-friendly signage provides visual appeal and does not block sidewalks and walkways. The following sections include design recommendations for the various street types as well as urban open spaces and trails and should be considered when evaluating city investments in street improvements.



Street Types

The roadway alternatives are made up of four (4) street typologies : Commercial Street (Urban and Suburban), Gateway Street (Burlington Corridor), Residential Street (Urban and Suburban), and Industrial District Street. This section includes a description and dimensional guidelines for four (4) typical street types that occur throughout NKC.

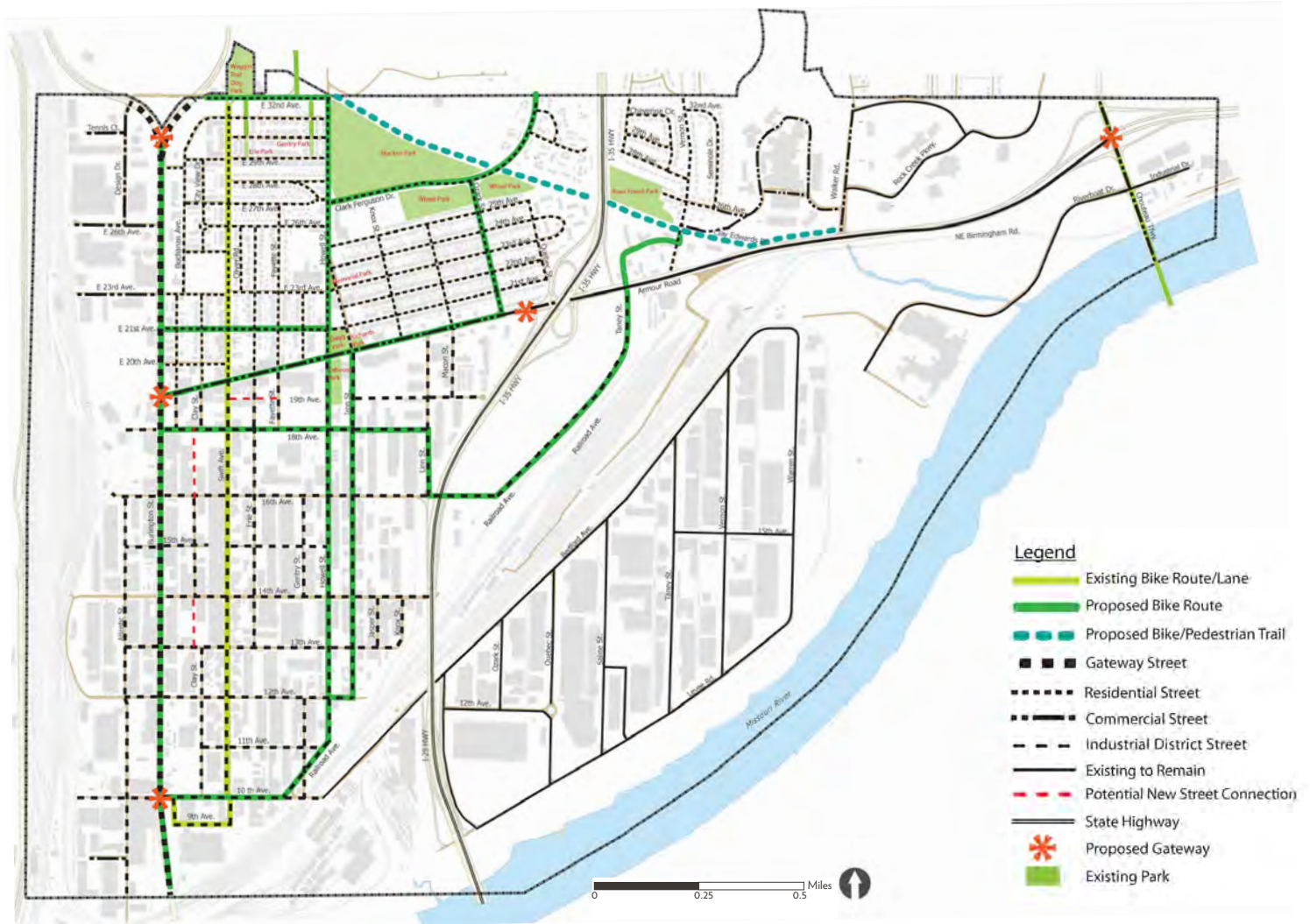
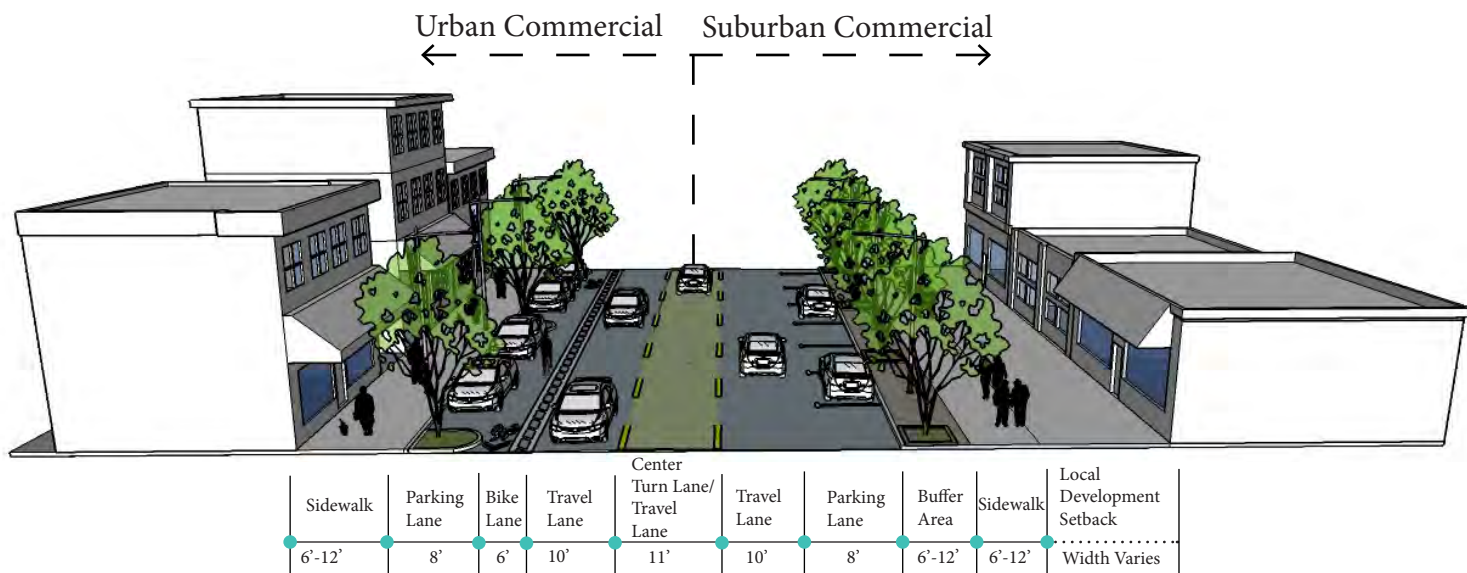


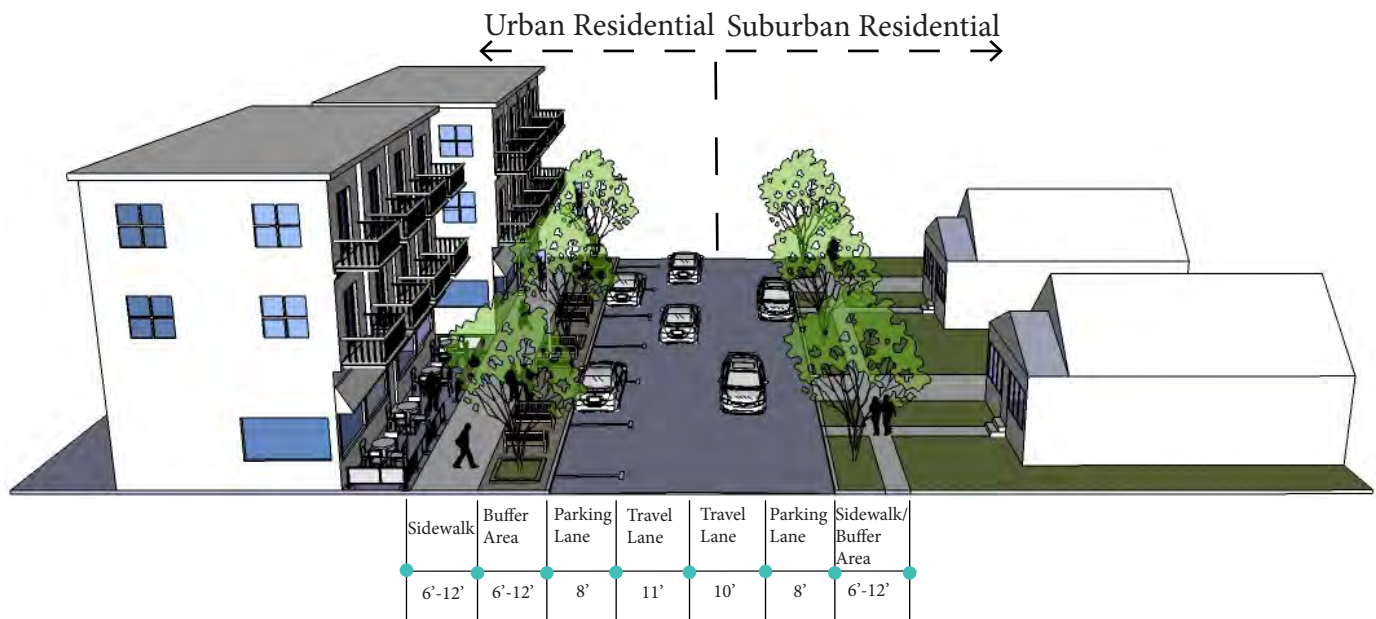
Figure 2
Open Space and Mobility Map



Commercial Street (Urban and Suburban)

The Commercial street type is characterized by handling high levels of activity and pedestrian volumes, frequent parking turnover, high volume of through traffic, direct access to businesses, bicycle lanes and key transit routes. These streets should have generous sidewalks to cater to a high volume of local and visiting pedestrians and should reflect a high level of amenity and quality.

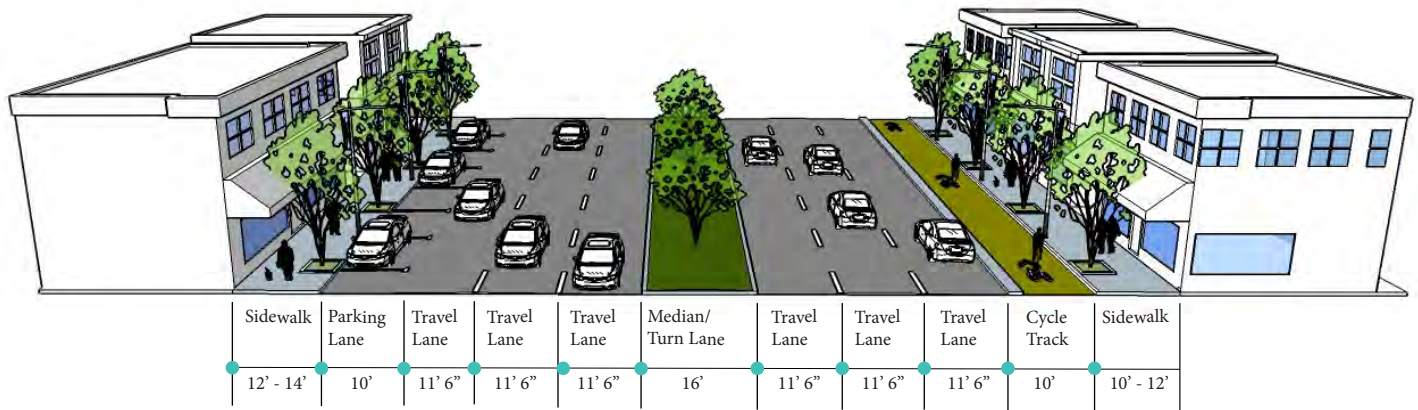
- **Travel Lanes:** Intended for vehicular travel and should include two(2) lanes on each side of the street, with each lane a maximum of eleven (11) feet wide.
- **Sidewalks:** intended for pedestrian travel and to provide direct access to businesses. A rich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned. Sidewalks should occur on both sides of the street and be a minimum of six (6) feet wide and could expand to twelve (12) feet wide.
- **Bike Lane:** intended for bicycles. Bike lanes along commercial streets should be six (6) feet wide, located on both sides of the street, and should include a two (2) foot wide strip that separates the bike lane from the adjacent travel lane.
- **Intersection Treatments:** intended to balance the needs of vehicular turning movements and provide safe pedestrian crossings. To minimize the width of intersections, a maximum of one (1) dedicated right turn lane should be allowed. Pedestrian refuge areas should be located when pedestrian crossing areas exceed thirty-three (33) feet.
- **Street Trees:** intended to provide shade and promote a consistent street character. Trees should be protected and located in tree grates along urban commercial streets. Trees should be located to create a consistent canopy at maturity with minimal maintenance requirements. Characteristics of the installed species should dictate spacing. Placement of trees should anticipate signage locations.
- **Median Treatments/Center Turn Lane:** intended to allow for left turns onto streets at intersections, and not intended for left turn access to private property. Median treatments can include raised and surface solutions, and should include pedestrian refuge areas at intersections, and enhanced character utilizing accent materials at intersections. Medians should be a maximum of eleven (11) feet wide.
- **Pedestrian Lighting:** intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include, building entrances, parking areas and transit stops.
- **Character Amenities:** intended to enhance street character and provide amenities for all users. Typical elements can include pole banners, planter areas and boxes, benches, and bike racks.
- **Setbacks:** intended to provide desired separation between the public right-of-way and private development. The character of building edges along streets is a strong determinate for pedestrian use. Pedestrian activity along streets will likely increase in areas where building entrances are directly located off sidewalks or multiuse paths.



Residential Street (Urban and Suburban)

There are two types of residential streets; urban and suburban. The urban areas have higher residential densities and higher level of pedestrian activity as well as through traffic. These streets should have generous sidewalks, plantings and furnishings as well as include places for neighbors to gather. Suburban areas have lower residential densities and less pedestrian activity. These streets connect the private with the public domain and link different parts of the neighborhood. They should be designed to minimize through traffic with narrow streets and low speeds. They should also provide safe and inviting places to walk.

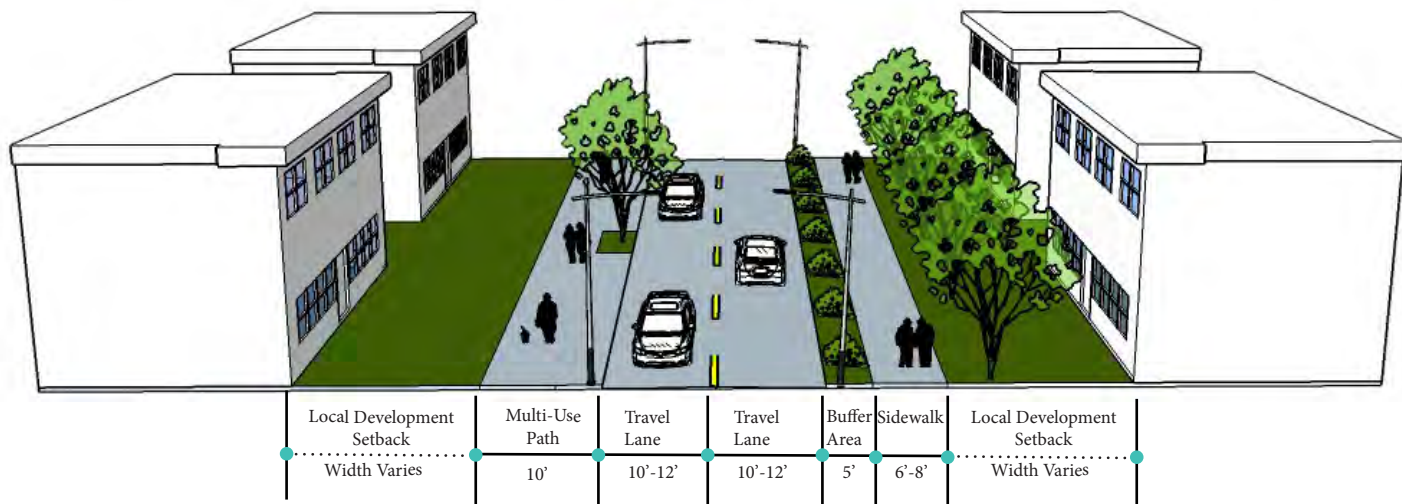
- **Travel Lanes:** intended for vehicular travel and should include one (1) travel lane on each side of the street, with each lane a maximum of eleven (11) feet wide.
- **Sidewalks:** intended for pedestrian travel. A rich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned. Sidewalks should occur on both sides of the street and be six (6) feet wide minimum and could expand to twelve (12) feet.
- **Bike Lane:** intended for bicycles and some personal mobility devices. Bike lanes, if provided, should be six (6) feet wide.
- **On-Street Parking:** intended as a component of a broader parking strategy while also creating a buffer between pedestrians and travel lanes. On-street parking should include eight (8) foot lanes on each side of the street and designed and managed in conjunction with adjacent businesses and uses.
- **Street Trees:** intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8) feet tall. Trees should be protected and located in tree grates in an urban setting. Characteristics of the installed species should dictate spacing, and should not exceed one and a half canopies wide.
- **Pedestrian Lighting:** intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include parking areas, and transit stops.
- **Character Amenities:** intended to enhance street character and provide amenities for all users. Typical elements can include pole banners, planter boxes, seating, and bike racks.
- **Setbacks:** intended to provide desired separation between the public right-of-way and private development. The character of building edges along urban residential streets is a strong determinant for pedestrian use. Pedestrian activity along urban residential streets will likely increase in areas where building entrances are directly located off sidewalks.



Gateway Street (Burlington Street)

The gateway street is characterized by a wide street (three lanes each direction) divided by a landscaped median. This street has significant traffic volume at peak hours. There is on street parking along the east side of Burlington Street. Sidewalks are recommended to be wide enough to encourage and enable pedestrian activity. A buffered 2-way cycle track applied on one side of the street offers a safe and high-quality experience to bicycles. This street should serve as an entry and destination of NKC as well as support future private sector revitalization and redevelopment activities throughout the corridor through sustainable infrastructure investment and beautification.

- **Expand pedestrian and bicycle amenities.** Incorporate consistent street tree treatments, landscaping, sidewalks, and pedestrian lighting.
- **Create buffered bike lanes.** Provide a larger separation between the on-street bikeway and adjacent travel lane to support bicyclists of all abilities. A buffered bike lane is comprised of a striped separation, with a minimum width of 18 inches, between the bike lane and vehicle travel lane.
- **Manage access through the street network.** Access management practices could be improved to control direct parcel access where secondary access is feasible. This plan however recognizes the turning criteria required for parcels served by large format trucks.
- **Travel Lanes:** Intended for vehicular travel and should include two (2) lanes on each side of the street, with each lane a maximum of eleven and a half (11'-6") feet wide.
- **Sidewalks:** construct sidewalks wide enough to accommodate pedestrian activity and improve those that exist.
- **Bike Lane/Bicycle Track** :intended for bicycles. Bike lanes along commercial streets should be ten (10) feet wide, located on the east sides of the street, and should include a two (2) foot wide strip that separates the bicycle track from the adjacent travel lane.
- **Intersection Treatments:** pedestrian crossings should be improved with up-to-date ramps, crosswalks, and signal control.
- **Street Trees:**intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8) feet tall.
- **Median Treatments:** intended to allow for left turns onto streets at intersections, and not intended for left turn access to private property. Median treatments can include raised and surface solutions with landscaping, and should include pedestrian refuge areas at intersections, and enhanced character utilizing accent materials at intersections. Medians should be a maximum of sixteen (16) feet wide to allow for the planting of trees and other plant materials.
- **Pedestrian Lighting:** intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include, building entrances, parking areas and transit stops.
- **Character Amenities:** Promote the addition of street art/ public art
- **Setbacks:** intended to provide desired separation between the public right-of-way and private development. The character of building edges along streets is a strong determinate for pedestrian use. Pedestrian activity along streets will likely increase in areas where building entrances are directly located off sidewalks.



Industrial District Street

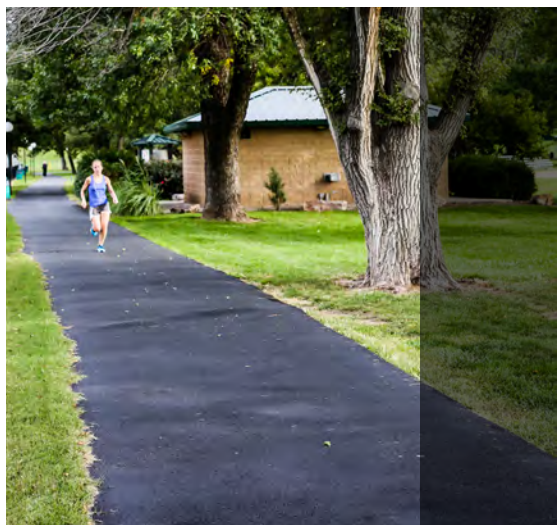
These streets are located around industrial Traditional and Transition District areas. These streets have high vehicular traffic, but are also designed to accommodate pedestrians and bicycles. Sidewalks are encouraged on both sides of the street with walkways directly leading to building entrances. Independent multi-use pedestrian and bicycle paths are encouraged as providing an alternative means of transportation. Pedestrian crossing at intersections should be enhanced to increase pedestrian visibility and safety.

- **Travel Lanes:** intended for vehicular travel and should include one (1) travel lane on each side of the street, with each lane a maximum of twelve (12) feet wide. Attention should be paid to corner radii to accommodate industrial traffic.
- **Sidewalks:** intended for pedestrian travel. A rich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned or where there is a concentration of workers using public transportation. Sidewalks should occur on both sides of the street and be six (6) feet wide minimum.
- **Parking:** shared parking adjacent to buildings, structured parking. On-street parking is permitted where it can be accommodated without interfering with traffic movement.
- **Street Trees:** intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8) feet tall.
- **Character Amenities:** intended to enhance street character and provide amenities for all users. Typical elements can include seating, and bike racks.
- **Setbacks:** intended to provide desired separation between the public right-of-way and private development. Development setback varies.



Open Space and Trails Types

Trails and open space are an integral part of the NKC community. These spaces should help NKC community live healthy engaged and positive lives. Families want more walkable communities with engaging public spaces that encourage social interaction between all types of people. The Public spaces/ open spaces are intended to take the form of both passive and active spaces and each with a different form and function. The trails are planned to be multi-use and provide connectivity to the various types of open spaces , neighborhoods, schools, commercial and entertainment areas. This robust network of diverse open spaces connected to trails ensures community benefit by enhancing the community health and wellness. Below is a brief description of their intent and principles.



Trails

Trails are intended to provide safe multi-use trails that connect the NKC community, physically (internally and externally), socially and economically.

- Integrate trails and trail access into residential and commercial development
- Integrate the needs of diverse users and modes of transportation within the trail system
- Improve the connectivity of the trail system within NKC and to the regional trail system
- Provide adequate amenities along the trail system
- Develop trail routes/loops throughout NKC using a combination of trails sidewalks, and bike lanes , where appropriate
- Provide safe and equitable access between trail and trip origin and destinations



Bike Lanes/Routes

Bicycling is an affordable and popular mode of transportation that supports social interaction, provides physical activity and produces no pollution. The NKC community would greatly benefit from building safer, improving and connecting bicycle facilities.

- Build and maintain a safe, connected, and attractive network of bicycle facilities throughout the city.
- Secure funding to implement bicycle facility improvements.
- Provide facilities to make bicycle transportation more convenient such as bike racks. Lockers, route signs,
- Develop an on- and off- road network of bicycle facilities that connect all part of NKC as well as to the surrounding cities
- Encourage a wide variety of partnerships to develop and maintain bicycle facilities, support bicycle education, and encourage more people to bicycle



Gateway Areas

These areas represent a unique opportunity to create a highly visible arrival point in and out of North Kansas City and improve the city's curb appeal. These gateways are intended to help enhance the visual and urban design qualities of the specific areas shown on page 27 and to reflect the character of NKC.

- An appropriate sense of transition and arrival should be provided at each gateway.
- Establish gateways with landscaping, artwork, signage, and other sculptural elements
- Support public investments in NKC gateways by identifying and promoting commercial uses nearby
- Enhance view sheds from the entry points of NKC
- Emphasize pedestrian views to focal points or wayfinding markers
- Support elements that reflect elements of local culture, natural landscape, built form or community history, helping to define community boundaries



Pocket Parks / Plazas

These spaces are public spaces intended to offer traditional park amenities, such as benches and playground equipment, trees and plants. They can also be plaza with some landscape and more hardscape. They can also make use of a strip of land that contains abandoned/obsolete buildings, vacant land or other unused spaces. They can be located in an urban area surrounded by commercial buildings.

- Develop easily accessible and comfortable public spaces for the community
- Accommodate as many different users as possible, according to neighborhoods needs
- Consider placing one small park within every x# of blocks
- Incorporate environmentally friendly features such as pervious surfaces, bio-filters landscaping beds, LED lighting, and solar power amenities.
- Encourage the involvement of community interest, support, and participation in the planning and maintenance process



Purpose

In order to leverage private investment, not only do public improvements have to be integrated in their design and built in ways that encourage private investment, but new private development also has to be designed and built to create safe and memorable places that attract investment.

The character of new development is determined through its urban form components, which includes but not limited to: building massing, relationship of other uses, design of adjacent streets and edges, relationship to nearby parking, open space and plazas, and the use of architectural materials and methods. The treatment of these components not only defines the character of places, but more importantly, the ability for development to create places that will attract ongoing private investment.

To help a neighborhood evolve, target opportunities for incremental changes, such as infill or public improvements while still reinforcing the scale and character of the area

The Downtown Boundary

The boundary of the expanded downtown extends from 12th to 23rd Avenue and from Burlington to Jasper Street. The expanded downtown area was selected based on the capacity to stimulate short-term redevelopment to the ability and readiness of this area to support longer-term projects. This area also contains two important connections and linkages (Armour Road and Burlington Street), key development and improvement opportunities and a catalyst projects. It is important to capitalize and build on the energy that has already been created.

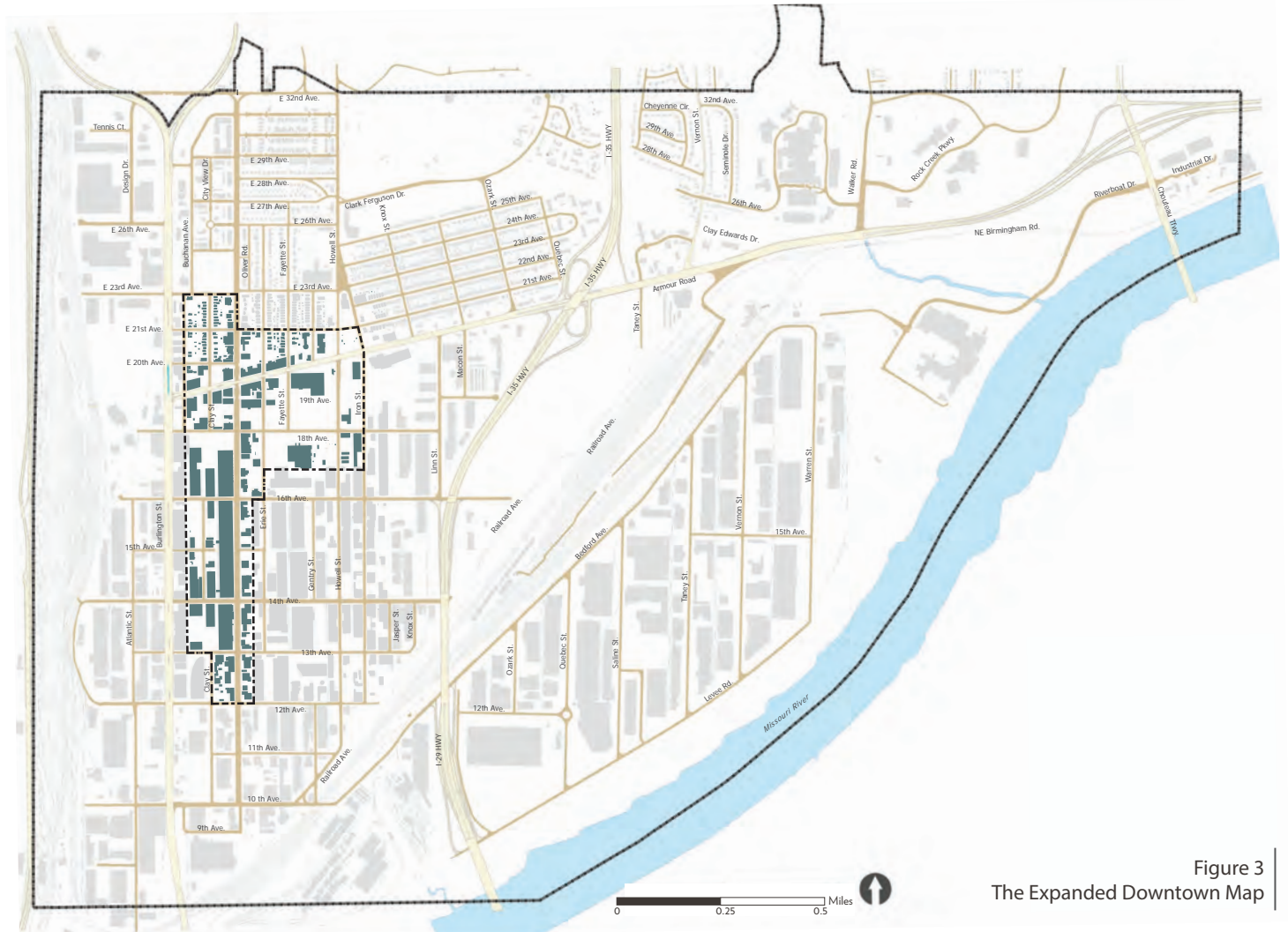


Figure 3
The Expanded Downtown Map

Redevelopment Typologies

The following pages include two redevelopment land use typologies envisioned for the downtown. Each of these two types on page 36 and 37 illustrate the relationship of urban form conditions for mixed use commercial and mixed used residential. Each typology includes characteristics that should be used to inform development policy and guide the character of development.

Mixed Use Commercial

The mixed use commercial typology applies to most of the downtown area and seeks to create a pedestrian friendly environment with a variety of uses that enable people to live, work, play and shop in one place. It also includes several different uses that work together. Generally the ground floor will be utilized mainly by commercial/retail with some office or residential above. It also promotes a variety of residential products not currently available in this area such as row housing.

Mixed Use Residential

The mixed use residential typology applies mostly to the area north of Armour Road, where there is already a mix of housing and commercial uses. This area seeks to promote diverse housing options/ units in close proximity to services, retail, offices, and transit. While this typology is heavier on the residential use, it still brings other compatible uses together.

Mixed- Use Commercial Development Typology

Density: 2-5 story buildings and 70 - 80% lot coverage

Land Use Mix: Ground floor retail, office uses, neighborhood services, commercial above

Pedestrian: Wide sidewalks, convenient connections, and community amenities

Community Character: Flexible community gathering spaces, civic uses, street amenities, and neighborhood services

Complementary Adjoining Uses: Mixed-use residential

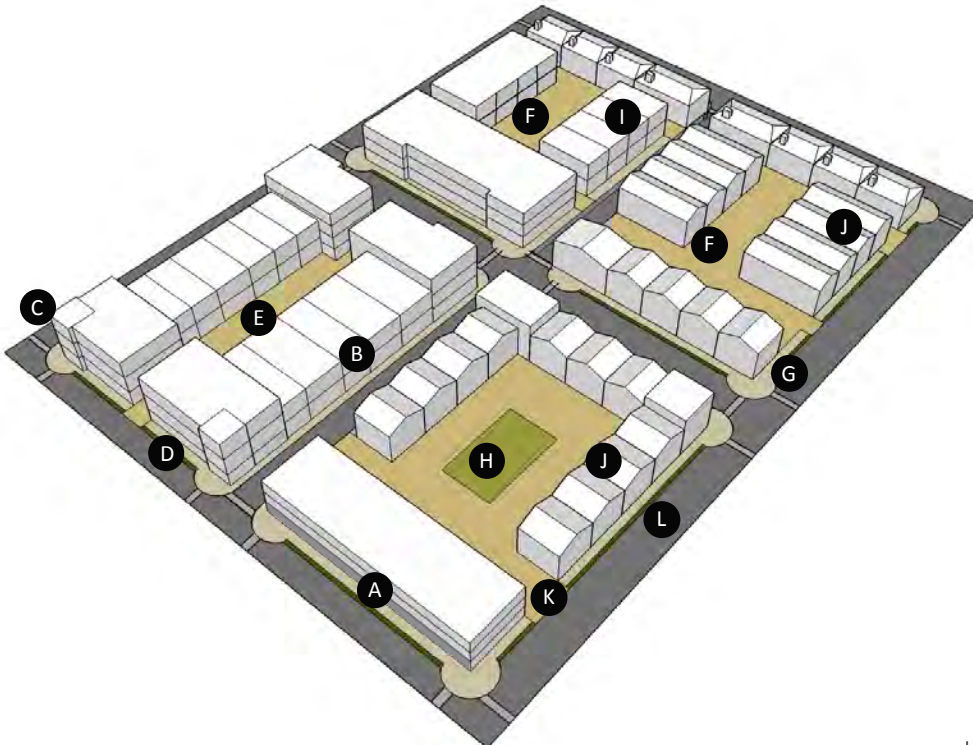


Figure 4
Mixed-Use Commercial Typology

- A Continuous ground-floor retail and streetscape
- B Less stories at mid-block allows sunlight to reach the street and provides variation along the building
- C Mixed-use buildings / ground floor retail oriented to street corners
- D Commercial units oriented towards streetscape allow more “eyes on the street” for enhanced security
- E Alleys provide service access for buildings and provides a transition area for building scale and use
- F Surface parking to the rear or side of building
- G Curb extensions with striped crosswalks. Curb radii should be a maximum of 8 feet
- H Landscaped area provides a break area for workers
- I Reduced setback and similar architectural styles on either side of the block balance and unify streetscape
- J Multi-family mixed use units with articulated facades complimentary to mixed-use commercial units
- K 6 foot wide minimum sidewalk separated from curb with linear planting area suitable for trees and streetscape amenities
- L Local street width: 38 feet maximum curb to curb.

Mixed- Use Residential Development Typology

Density: 12-50 units per acre, 2-4 story buildings and 70 - 80% lot coverage

Land Use Mix: Ground floor retail or office uses, neighborhood services, residential above, single family

Pedestrian: Wide sidewalks, convenient connections, and community amenities

Community Character: Flexible community gathering spaces, street amenities, and neighborhood services

Complementary Adjoining Uses: Mixed-use commercial medium density

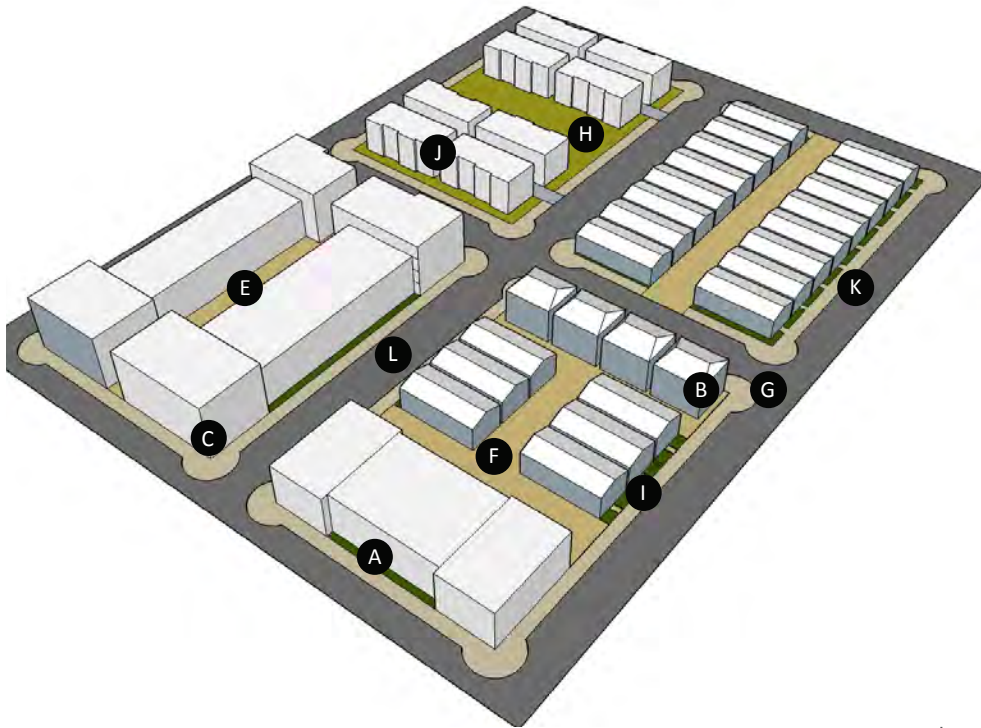


Figure 5
Mixed-Use Residential Typology



- A** Continuous ground-floor retail / office activates streetscape
- B** Single-family attached townhouses with attached parking in rear
- C** Mixed-use buildings / ground floor retail oriented to street corners
- D** Residential units oriented towards streetscape allow more “eyes on the street” for enhanced security
- E** Alleys provide service access for buildings and provides a transition area for building scale and use
- F** Surface parking to the rear or side of building
- G** Curb extensions with striped crosswalks. Curb radii should be a maximum of 8 feet.
- H** Play area
- I** Reduced setback and similar architectural styles on either side of the block balance and unify streetscape
- J** Multi-family units with articulated facades complimentary to attached single family units
- K** 6 foot wide minimum sidewalk separated from curb with linear planting area suitable for trees and streetscape amenities
- L** Local street width: 38 feet maximum curb to curb.



Achieving the Vision

Achieving the long-term vision established for North Kansas City will require leadership and commitment. This section provides the policy and regulatory framework to enable the vision; however continued leadership will be critical to the long-term success of North Kansas City. Achieving the vision hinges on three overarching principles: raise the bar for creating quality development, implement a long term infrastructure plan that is based on successive development and a full build-out scenario, and strengthen the community's capacity for economic development. Following is a description of each of the principles.

Achievement of the vision, citywide and focus area frameworks, and catalyst projects in this plan requires our communitywide commitment and continual focus on the vision.

1. Raise the Bar for Development

North Kansas City has many development opportunities. However, the character of any new development or redevelopment will impact the quality of development that will be achieved throughout the rest of the city. The standard has to be set high and continued throughout the city. The following actions are required to raise the bar for development in the City.

Focus on Creating Destinations, not Projects

The North Kansas City Master Plan identifies areas in the city that should develop as focal centers. The areas could include existing under utilized neighborhoods and industrial/commercial areas that provide needed services, but do not create places of destination. Destination places will include a broad range of mixed uses, designed at the highest quality level and representative of the city character, and be well connected to other destinations in North Kansas City through various modes of transportation.

Market Regionally and Nationally

A key for raising the bar for building destination developments is to work with a range of local, regional and national developers. It can be difficult for some local developers to leverage the resources to build complete destinations. Many times, this type of development will require the resources of large regional or national developers that have brokerage relationships and can attract long term anchor tenants and provide opportunities for local developers to respond to the local market demand. Marketing these larger companies can be accomplished through participation at a number of regional and national conferences, or contracting with a consultant group specializing in regional and national marketing, or contracting with a development consultant tasked to secure relationships with regional and national developers to build a market-based development program.



Build High-Quality Dense Development

A key part of achieving the community vision for North Kansas City is to build higher density places. This type of development should be more compact, nodal development with higher residential densities and greater commercial intensity. Building denser higher-quality places will leverage development synergies and lead to lower total infrastructure costs, due to compact design; more multi-modal options, due to a closer proximity to a range of uses; and increased municipal revenues, due to increased development and business growth. When evaluating development proposals, The City must ensure that approved developments achieve the densities recommended in the master plan. These densities can be established through the development review process and the evaluation of Conceptual Development Plans, which must show residential densities and commercial intensity for approval of the North Kansas City Planning Commission. Base densities can be enforced reserving of economic incentives for projects that establish these densities.

Leverage Catalytic Opportunities

Each new development project that is evaluated by the city for approval should be assessed for its ability to catalyze adjacent complementary development. This is especially important for projects that could require any form of public subsidy or incentive. Part of the evaluation criteria for subsidy or incentive should be based on how much potential revenue the anticipated incentive will provide over a pre-established period, for instance, 10 years. Projects that have the opportunity to catalyze more revenue for the city should be given higher priority and reviewed against additional evaluation criteria to assure overall community benefits outweighs overall community impacts.

Secure Long-term Partnerships

Achieving higher quality development will require creating numerous long-term partnerships. It will be important to work with developers that will hold and manage a portion of the development they build, rather than build and sell to an investment company. This relationship will help ensure that quality development will be built and maintained. Additionally, it will be important to identify possible benefactors and donors for projects. These relationships can provide tax incentives to some organizations while reducing the amount of public funds that will be required to achieve desired development. Partnering with institutions, like some non-profit organizations, foundations and academic institutions can be beneficial since community development may be part of their overall mission. These organizations can either provide grants or low interest loans to provide gap financing for some projects.

2. Implement a Long-term Street & Open Space Improvement Program

The North Kansas City vision will be built over time, through multiple development cycles. A critical component to achieving successive development is to establish and implement a long-term street and open space program, including: streets, open space, and associated public facilities. New development should leverage existing infrastructure when possible, rather than necessitate new facilities.

Streets

The interrelation of the street network and land use greatly affects the quality of life for the entire community. The ability to shape future growth and economic development in functional, programmatic and aesthetic ways also relies heavily on this relationship. The City's street network is laid out on a grid and should be designed to accommodate pedestrians, bicycles, transit riders. Streets should be active urban spaces that connect major destinations and neighborhoods in a quality and experiential way, maintaining walkable block sizes and reflecting the character of the area. See page 30, Street Types diagram.

Open space

Connected, high-quality open space will form a key component of a long-term infrastructure program. The open space and mobility framework presented in the Plan on page 27 is based on interconnected streets, trails and neighborhood parks or plazas. Development should leverage open space opportunities and integrate open space as part of the planning and development process. The City should encourage development to provide, operate and maintain public open space components as part of development agreements, thereby allowing development to implement and maintain portions of the open space framework. Dedicated funds, separate from existing parks funding, should be established to provide key open space components that will catalyze development.

3. Strengthen the Community's Capacity for Economic Development

Critical to the achievement of North Kansas City's redevelopment goals is the capacity for the City to undertake economic development activities, including marketing the community's competitive advantages, attracting developers, and facilitating redevelopment activity. Successful economic development includes monitoring the return on investment made by the community and ensuring that these activities remain aligned with the long-term goals of the community.

It is clear that the business community values the City as a partner in economic development efforts, but the City should ensure that its efforts are not duplicative and add long-term value. The City's past economic development efforts were overly focused on traditional marketing and real estate brokerage activities that duplicated some private sector efforts and did not add long term value. Moving forward, City economic development efforts should focus on activities that bring a strong return on the investment of time or public dollars dedicated to these efforts.



Area Wide Funding and Financing Tools

Missouri law authorizes the use of several funding and financing tools that can be used to further the economic and community development needs and goals of North Kansas City. These tools are listed and summarized in Table 2, on page 42. Some district formation tools provide more control to property owners and voting members within the districts regarding the types of improvements and activities to be funded or financed. The City can provide most of the same functions with its existing powers. Districts can, however, provide needed flexibility to fund or finance specific improvements or programs. The most promising tools for North Kansas City are Tax Increment Financing (TIF), Community Improvement Districts (CIDs), and the Local Economic Development Option Sales Tax (LOEDST), as discussed below.

Incentives such as TIF and property tax abatement are best used in a narrow and strategic manner where there is a clear need to provide incentive to gain greater public benefit or to cure a ‘market failure’. These situations include helping to offset redevelopment costs which are higher than suburban greenfield development costs, site remediation, and gap financing. District formation tools such as a CIDs enable the pooling of funds from multiple property owners to finance projects that have mutual benefit. While projects such as streetscape improvements could be constructed property by property, they can be planned and coordinated to a higher level of quality and more cost effectively when done at a larger scale.

Tax Increment Financing (TIF)

TIF can be used at an area-wide or district level, or on individual properties or projects. TIF is perhaps the most widely used tool by local governments to incentivize new development, redevelopment, and the elimination of blight. It has been used throughout the Kansas City region to provide gap financing and additional incentives to redevelopment and urban renewal projects. This is because TIF captures the new ‘incremental’ property and sales taxes (and utility taxes) generated by new development or redevelopment above a base value. The resulting tax increment can be used to pay for redevelopment costs, site environmental remediation, and infrastructure improvements, among a wide variety of eligible costs. TIF can also be used as ‘gap financing’ to incentivize developers for

building ‘above the market’, wherein TIF fills the gap between project costs that a project can bear (and still be profitable) under the existing market conditions, and a higher level of quality or land use density above what sale prices and rents support.

As the use of TIF has spread it has become more controversial because of the impact on other taxing districts whose revenues may be diverted. If it is overused at the local level, the cumulative impacts of too many TIF areas divert revenue from a City’s general fund and affect its ability to maintain a high level of service to its citizens. The City used TIF to facilitate the Northgate Village redevelopment, which has largely been seen as a successful project that accomplished its goals of increasing housing values, owner occupancy, and addressing infrastructure needs.

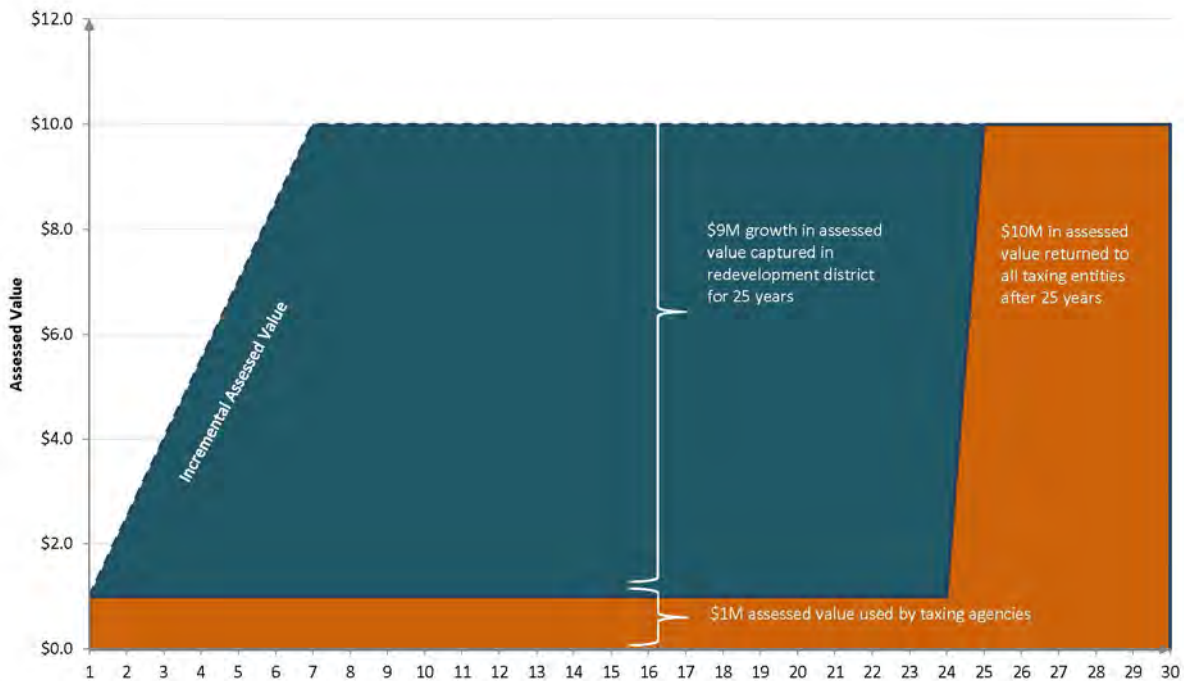


Table 1
Recommended Projects



Use of TIF

- North Kansas City should use TIF strategically and in limited situations where public benefit will be realized when it is used. TIF should be used in areas where there are strong indications of private investment interest, and its incentive will provide just enough incentive to initiate or accelerate private investment. The investment of public TIF dollars should leverage additional private investment.
- If TIF is established too early or in areas where private investment is unlikely, less increment will be captured as the ‘clock’ on the 23-year TIF runs out. Any public investment/ improvements paid for from TIF may not leverage additional private investment.
- A “but for” test should always be applied critically when using TIF. The test is if the project would have occurred “but for” the public investment. Incentives and subsidies should only be used when needed to protect public funds and to avoid inflating land prices as the assumption of TIF or other incentives becomes imbedded in the market.
- Projects to be funded could include any variety of redevelopment and revitalization activities, streetscape improvements, lighting and signage enhancements, utility upgrades, and enhancing public spaces.

- TIF can also be used as “gap financing” to incentivize developers to build to a higher quality or higher land use density than supported by the market.

Transportation Development Districts (TDD)

TDDs can be formed by property owners to finance transportation and transit improvements such as intersection improvements, interchanges, signals, streets, bridges, and parking garages. TDDs can levy up to a 1.0 percent sales tax, new property taxes, and special assessments (e.g., a per square foot or per acre assessment) with the level of assessment varying according to the benefit to each property. These revenues can be used to pay debt service on loans or bonds.

Use of TDD

- A TDD could be formed in North Kansas City to construct new parking facilities in the downtown area, such as a parking garage, public parking with hydraulic car lifts, and improvements to Burlington Street, or any variety of roadway improvements.
- Funding streetscape improvements is not specifically authorized in a TDD; the tool is oriented to “hard infrastructure.”

Community Improvement District (CID)

CIDs are a highly flexible district tool that can be applied to individual development or redevelopment projects, or to larger districts and neighborhoods. CIDs can be used in many settings as they do not require a finding of blight unless they will be used for demolition and redevelopment activities. CIDs are a separate legal entity from their host City and are formed by a petition from the property owners representing the majority of the assessed value within the district boundaries. As such, they are governed by a board elected by the district voting members. CIDs are similar to TDDs but have broader authorization in the types of projects and activities they can fund. Capital projects include most types of hard infrastructure (e.g. roads, drainage), and a wide range of public spaces (new or enhanced), public buildings and meeting spaces, childcare facilities. CIDs can also fund ongoing activities such as maintenance, operating events and facilities, and marketing tourism and economic development.

Forming a CID essentially asks district members to “tax themselves”. They therefore require broad support for the projects or activities to be paid for in the district. CIDs can levy sales (up to 1.0 percent) and property taxes (no maximum), and special assessments which can be bonded against. Special Business Districts are similar to CIDs, although CIDs have the advantage of higher potential property tax levies (greater financing capacity), and are preferred in the financial markets over Special Business Districts (SBDs) due to legal interpretations of certain election provisions.

Use of a CID

- A CID could be formed in any area of North Kansas City where there is interest from property owners in enhancing their surroundings to increase customer traffic, make it more marketable, or to improve business operations.
- A CID could be used to fund parking, circulation, and access management improvements around the downtown area, and along the Burlington, Erie and Swift corridors.
- A downtown parking structure could be financed through a CID.
- A variety of streetscape, public space, park, bicycle and pedestrian improvements could be funded throughout North Kansas City.
- A CID could fund the construction and operation of indoor or outdoor multipurpose event facilities, a public market, or to market local businesses and economic development opportunities.

Local Option Economic Development Sales Tax (LOEDST)

Municipalities can levy up to a 0.5 percent sales tax dedicated to economic development purposes. The funds can be used for activities such as marketing, job training, and seeding small business grant and loan programs. LOEDST funds can also be used to raise matching funds needed to qualify for state and federal grant programs. LOEDST funds are highly flexible and can be used for infrastructure costs in business and office parks. LOEDST funds are not diverted by TIF, and a governing body must approve its inclusion in a CID or NID.

Use of a LOEDST

- A 0.25 percent LOEDST in North Kansas City would raise approximately \$750,000 per year based on the 2015 budget and sales tax collections, and a 0.5 percent LOEDST would raise approximately \$1.5 million per year. A 0.5 percent tax would raise the City’s total sales tax rate to 7.225 percent, still well below Kansas City, MO sales tax rates which range from 8.1 % to 10.35%.
- A LOEDST could be used to define and implement an economic development program in North Kansas City including staffing and marketing expenses, although administrative expenses are limited to no more than 25 percent of revenues. While LOEDST funds cannot be bonded, they would generate a significant amount of revenue that could pay for some infrastructure projects on a pay-as-you-go basis.
- A business start-up grant or revolving loan fund could be established with a LOEDST to build on the momentum of new businesses and artisans locating in North Kansas City.



Project-Specific Tools

Tax Abatement

Chapter 353 and Chapter 100 property tax abatements (reductions and exemptions) are, along with TIF, common economic and redevelopment incentive tools. Chapter 353 can be used only in areas where there is a finding of blight and provide broad tax abatement in redevelopment areas, or a specific incentive to an individual property or development. Chapter 100 can be used to fund industrial revenue bonds (IRBs) used to help attract new manufacturing and office businesses and does not require a finding of blight.

Chapter 353 abatements can provide enough incentive to stimulate private development as they reduce project operating costs and land carrying costs. They do not generate as much financing capacity as TIF because TIF captures the new incremental revenues created from private investment and rising property values, whereas abatement reduces the property tax burden on new development.

Some area cities, notably Independence, are using Chapter 353 to provide incentives for residential improvements that remove blighted conditions and improve residential neighborhoods. Establishment of a Chapter 353 tax abatement is prohibitively expensive for individual residential property owners. A neighborhood-wide revitalization project can provide a long-term incentive for residential property improvement, filling a gap in incentive programs.



The Avenues Neighborhood

Funding or Financing Tool	Revenue Type	Possible NKC Applications
Area Wide Tools		
<ul style="list-style-type: none"> • Tax Increment Financing (TIF) • Also project specific 	<ul style="list-style-type: none"> • Captures incremental property, sales, and “economic activity” taxes above the “base year” tax levels. • Incremental taxes fund project costs • Can be bonded (up to 23 years) 	<ul style="list-style-type: none"> • Major redevelopment projects and areas • Streetscape improvements • Gap financing to increase development densities • Infrastructure upgrades • In use in Northgate Village • Potential use at ARRA site
<ul style="list-style-type: none"> • Transportation Development Districts (TDD) • Also project specific 	<ul style="list-style-type: none"> • Sales tax up to 1.0% • Special assessments • Property tax • Tolls/fees for use • Can be bonded up to 40 years 	<ul style="list-style-type: none"> • Improvements to Burlington Street • Downtown parking garage • Access and circulation improvement to road network in focus areas
<ul style="list-style-type: none"> • Community Improvement District (CID) • Also project specific 	<ul style="list-style-type: none"> • Sales tax up to 1.0% • Special assessments • Property taxes (no max.) • Can be bonded up to 20 years 	<ul style="list-style-type: none"> • Pedestrian plaza • Arts and event spaces • Sidewalk cafes and other retail uses along commercial corridors • Parking garage downtown • Events and marketing

Table 2
Area Wide and Project Specific Tools

Funding or Financing Tool	Revenue Type	Possible NKC Applications
Area Wide Tools		
<ul style="list-style-type: none"> • Special Business Districts (SBD) 	<ul style="list-style-type: none"> • Property tax up to \$0.85 • Business license tax up to 50 percent of other business license taxes in the district • Special assessments (N/A for population <350,000) • Allows bonds up to 10 percent of total assessed value of district (up to 20 years) 	<ul style="list-style-type: none"> • Pedestrian plaza • Childcare facilities • Arts and event spaces • Sidewalk cafes and other retail uses along commercial corridors • Parking garage downtown • Public services
<ul style="list-style-type: none"> • Neighborhood Improvement Districts (NID) 	<ul style="list-style-type: none"> • Allows bonds (as general obligation bonds) (up to 20 years) 	<ul style="list-style-type: none"> • Street improvements, lighting, and safety improvements. • Water-efficient storm and drainage systems • Neighborhood parks improvements
<ul style="list-style-type: none"> • Property Tax Abatement Under Chapter 353, RSMO 	<ul style="list-style-type: none"> • Refunds property taxes to encourage new investment • Up to 25 years • 100% abatement first 10 years; 50 to 100% over the next 15 years 	<ul style="list-style-type: none"> • Redevelopment of blighted areas
<ul style="list-style-type: none"> • Local Option Economic Development Sales Tax (LOEDST) 	<ul style="list-style-type: none"> • Sales tax up to 0.5% 	<ul style="list-style-type: none"> • Redevelopment of downtown • High-skilled job training programs • Matching grant funds • Economic Development Organizations
Project Specific Tools		
<ul style="list-style-type: none"> • Property Tax Abatement Under Chapter 100, RSMO (for Industrial Development Bonds, IDBs) 	<ul style="list-style-type: none"> • Allows tax-exempt or tax-abated bonds at lower interest rates than those through conventional financing • Applies to all property and sales taxes for the project • PILOTS optional at municipality's discretion 	<ul style="list-style-type: none"> • Incenting major employers • Expanding campus • Expanding industrial businesses

Table 2
Area Wide and Project Specific Tools (continued)

Development Policies

Establishing consistent guidance and regulations for new development and redevelopment through public policies will provide quality assurances for the City, while offering predictability of processes and approvals for developers and investors. Additionally, properly crafted and administered policies can create a transparent review and approval process that can save significant time for applicants, and therefore, provide significant development incentive. This section outlines the policy recommendations that are required to achieve desired development and community character.

Utilize the Master Plan in Decision-Making

This master plan is intended to serve as a guide for continued redevelopment and reinvestment within North Kansas City. However, adoption of the plan itself will not change how the City legally regulates the land uses and development. This plan is not intended to be site-specific with individual requirements or recommendations attached to individual properties. Instead, it is a policy document that developers and decision-makers can use when evaluating future redevelopment and reinvestment opportunities. In the future, staff and City boards should utilize this plan when considering any zoning action and evaluate the proposal against this plan's vision, applicable redevelopment typologies, planning strategies for the applicable character area, the mobility framework, and the open space and trail types. This plan is supported by the community and by utilizing the plan during the decision-making process, the City will be more transparent in its processes.

Zoning Ordinance Amendments

One of the most direct methods of implementing the recommendations of this master plan is to undertake revisions to the City's existing zoning ordinance. While there are still many relevant portions of the existing ordinance, several key improvements will be necessary to fully implement the vision of this plan.

Modernize the Overall Ordinance

Predictability and flexibility are key concepts in modern zoning ordinances. For North Kansas City, this means a regulatory framework that clearly states the city's expectations for development and redevelopment, but also provides for flexibility in how to achieve those expectations. Providing more flexibility by encouraging an applicant to propose alternatives that meet or exceed the city's expectations opens up the potential for the exploration and discovery of truly creative development techniques leading to better development solutions. By working with developers in this manner, the city can provide greater predictability through streamlining regulatory processes and review procedures. As part of this modernization, the City can also begin to incorporate citywide design standards and guidelines into the zoning ordinance that are essential to communicating design quality expectations, and are intended to enable the City to work together with developers and businesses to build quality places that will continue to attract investment.

Eliminate the Pyramidal Scheme of Permitted Uses

The City's current zoning ordinance is based on an outdated pyramidal scheme of permitted uses where, with few exceptions, the industrial districts are the most permissive, allowing for all uses in the more restrictive zoning districts including any residential and commercial uses permitted across the City. While a modern zoning ordinance must embrace flexibility and provide for a broader mixture of uses, allowing too broad of a mix poses a significant risk of eroding the industrial base in the City if more residential, office, and commercial uses begin to encroach into the industrial areas. At the other end of the spectrum, because the residential and low-intensity commercial districts only allow for limited types of uses, there is difficulty in embracing a mixture of residential and commercial uses where it is appropriate. An update to the zoning ordinance should focus on creating vibrant places but also ensure the long-term viability of the City's industrial core. To accomplish this, an updated ordinance should maintain existing zoning districts in areas where the focus is on reinforcing the established uses (e.g., the Avenues, the Paseo Industrial District, etc.). In other areas, the zoning districts will need more revisions to make them more character driven, in areas where the character or form (See next bullet) of development is the priority over the regulation of land uses.



Form-Based Zoning for the Downtown

This plan identifies an expanded area of the downtown where there is a desire to focus short-term and long-term efforts into redevelopment and revitalization. Within this area, this plan envisions redevelopment that will fall within one of two different typologies detailed on pages 36 through 37 that speak to how redevelopment projects will look related to the form of development. An update to the zoning ordinance should work to codify these typologies through the development of form-based zoning for the entire area. At its core, form-based zoning is where the character and form of the development takes precedence over the use of the land and buildings. This type of zoning is considered very prescriptive by establishing mandates for development setbacks, scale, building massing, height, etc. Not only does this set up the form of the development, it also begins to establish a baseline density of activity through encouraging, if not requiring, multiple stories with a mixture of uses. By incorporating this zoning, the City will be establishing the predictability of expectations that will streamline redevelopment.

Eliminate the Burlington Corridor Overlay District

Building on the concept of place-based zoning, one key change that is necessary is the elimination of the Burlington Corridor Overlay District. The district, as written, is complicated and so restrictive that it could stifle development options that the City would otherwise want to embrace. An updated zoning ordinance should incorporate a new zoning district for the Burlington Corridor that not only eliminates the overlay zoning districts but the base districts (commercial and industrial) as well. The new district should incorporate key requirements that establish the form of development such as building location, site improvements, and access, which may vary over the course of the corridor, but that provide more flexibility in development options than the existing overlay district.



Establish Open Space/Park Requirements

This master plan outlines the importance of trails, parks, and recreation to the future of North Kansas City. An updated zoning ordinance should establish some open space and/or urban plaza requirements for larger redevelopment projects to help create additional green spaces or gathering spots within the community based on the type of development (e.g. gateways versus pocket parks or plazas, etc.) and the overall impact the development will have on the surrounding area. The more urban and dense the project, the smaller the open space can be but at the same time, such smaller spaces should have more improvements such as seating, public art, water features, or unique designs that will help in the creation of a sense of place.

Parking Management Plans

Automobile parking will continue to be a valuable resource in North Kansas City which will require deliberate management and creative solutions. A parking management plan will require a high level of design, coordination, and management. The City should:

- Manage parking, loading and operations in the public-right-of-way to encourage safety, economic vitality, and livability;
- Regulate off-street parking to achieve mode share objectives, promote compact and walkable urban form, and promote the vitality of commercial and employment areas;
- Identify opportunities to invest in public parking at key locations that support redevelopment of adjacent buildings and areas;
- Encourage the shared use of parking and vehicles to maximize the efficient use of urban space; and
- Promote the development of new bicycle parking facilities that includes dedicated bike parking and bike share operations in the public-right-of-way.

Management and Organization

Administrative roles and responsibilities

Critical to achieving desired redevelopment/development in North Kansas City will be the ability for the City to create a community development support system that ensures development is in line with desired outcomes, continually monitors the economic impacts of development efforts, and successfully executes complex development agreements that represent the community's best interest.

In the past the City has relied on an approach in which the City becomes a development speculator (e.g. purchasing and clearing land to entice development interest). In the future the City must realign its focus to reduce risk yet proactively entice the development that it desires. To do this the following outline identifies the key roles and responsibilities of various City entities that are involved in the community development support system:

City Council

- Evaluate and strategically align financial investment and economic development policies with the vision for North Kansas City.
- As the elected decision-makers of the community, ensure consistent and equitable application of City policies and regulations.
- Lead the discussion, within and outside the community, regarding positive qualities of North Kansas City and proactive change that moves North Kansas City toward its vision for the future. Retain the integrity of the development process through the consideration of recommendations from advisory boards, such as the Planning Commission, and city staff, and utilizing appropriate levels of discretion regarding the disclosure of information.

Planning Commission

- Review and provide recommendations regarding development proposals in light of the desired outcomes as stated in adopted city plans and polices.
- Provide input and understand city capital improvement projects, outside of specific development proposals, in order to serve in a coordinating capacity when evaluating development proposals and making recommendations to the City Council.
- Routinely and proactively evaluate development related plans / policies, working with city staff to develop and recommend adjustments or new plans and policies that align with the desired directions or outcomes of recent decisions.
- Serve as an educational voice to the community regarding the development process that seeks to solve problems and achieve desired community outcomes.

City Staff

- Prepare, monitor implementation progress, and revise long-range community plans – comprehensive plans, area/ neighborhood plans, corridor plans, etc. – and physical development and design policies for consideration by the Planning Commission and City Council.
- Provide daily planning and regulatory functions related to land use, property and building development/maintenance, and urban design.
- Support Planning Commission functions related to the physical development of North Kansas City.
- Serve as a direct resource to citizens and property/business owners and proactively provide education and guidance related to the planning processes and functions of the department.

City Staff

- Prepare community infrastructure plans that are consistent with the desired vision and outcomes of the North Kansas City master plan.
- Provide guidance in regard to infrastructure provision and maintenance through the development of annual budgets and 5 to 10 year capital improvement planning.
- Conduct daily operations of infrastructure systems in a manner that ensures reliable service and long-term sustainability in support of the physical development of North Kansas City.
- Provide internal (city staff) review, lead by the Community Development Department, of development proposals for identification and coordination purposes related to physical development/ design concerns among various departments.
- Seek to resolve problems with development proposals by communicating concerns and issues to development applicants for revision or response purposes prior to formal consideration of development proposals by the Planning Commission or City Council.

Structured Economic Development Effort

- **Economic Development** (contract position – currently needed - may be housed in the Community Development Department or in City Administration)
 - Point person to spearhead proactive economic development activities that attract development interest to North Kansas City.
 - Serve as a liaison to developers in regard to the application and use of financial and economic development policies and tools.
 - Work directly with the Business Council and various metropolitan and regional economic development groups to promote North Kansas City development initiatives and proactively identify development opportunities that meet the desired vision for North Kansas City.
- **Longer-term organization** (should be laying the organizational groundwork currently so that the City can move quickly to implement when needed – Trigger 1) when multiple redevelopment / development projects appear on the horizon and the market forecast is positive in regard to additional projects; or Trigger 2) when the City determines that a lack of development projects is no longer acceptable and/or there is a desire to take a more aggressive approach to stimulate such projects)
 - Engage in activities and utilize funds / powers, as authorized by the Governing Body and applicable statutes, to promote and execute commercial, mixed-use and industrial development projects.
 - Support identified goals and projects in the master plan and work closely with the Community Development Department and the City in all efforts so that various functions are understood and coordinated early in the promotion and attraction process to avoid issues / conflicts arising later.

Organizational Evolution

In the short term, building economic development capacity will require the City to take on some activities to fill the gap. In the intermediate to long term, the City should work with the business community to develop an economic development organization that will bridge the divide between the public and private sectors and attract redevelopment.

Short-term

Continue to conduct economic development projects and activities (reactive and proactive). These activities should focus on the competitive advantages of North Kansas City, and should include renewed efforts to market the City's fiber optic network as a competitive advantage for business. Use existing staff and create a new staff or contract position to focus on economic development efforts. Current staffing reflects positions with multiple responsibilities and tasks. Economic development activities could be housed in the Community Development Department or with the City Administrator's Office.

Mid-term

Create a North Kansas City Economic Development Council to work with the economic development staff and the business community. Such an entity will not have the same powers/authorities as a Development Authority, but could be broad based in representation including the city, business council, regional chamber, and economic development councils. This would formalize a focus on North Kansas City oriented economic development efforts and communication among existing entities beyond City Hall.

Long-term

Create a formal Development Authority with a director and staff, authorized by and accountable to the Governing Body. This authority may serve in the capacity of setting direction and making decisions regarding day-to-day development projects in North Kansas City. This authority may be supported by a Community Improvement District or Local Option Economic Development Sales Tax.



Catalytic Area Strategies

Moving forward, the vision will be achieved partly through development, redevelopment and enhancement to specific areas of North Kansas City. Well planned and designed projects in key locations have the potential to dramatically transform these areas and in turn catalyze further investment and public improvements in the surrounding areas. Four key areas have been identified based on the different types of redevelopment projects as well as their capacity to stimulate short term development to their ability to foster long term partnering opportunities that will benefit both the public and private sectors.

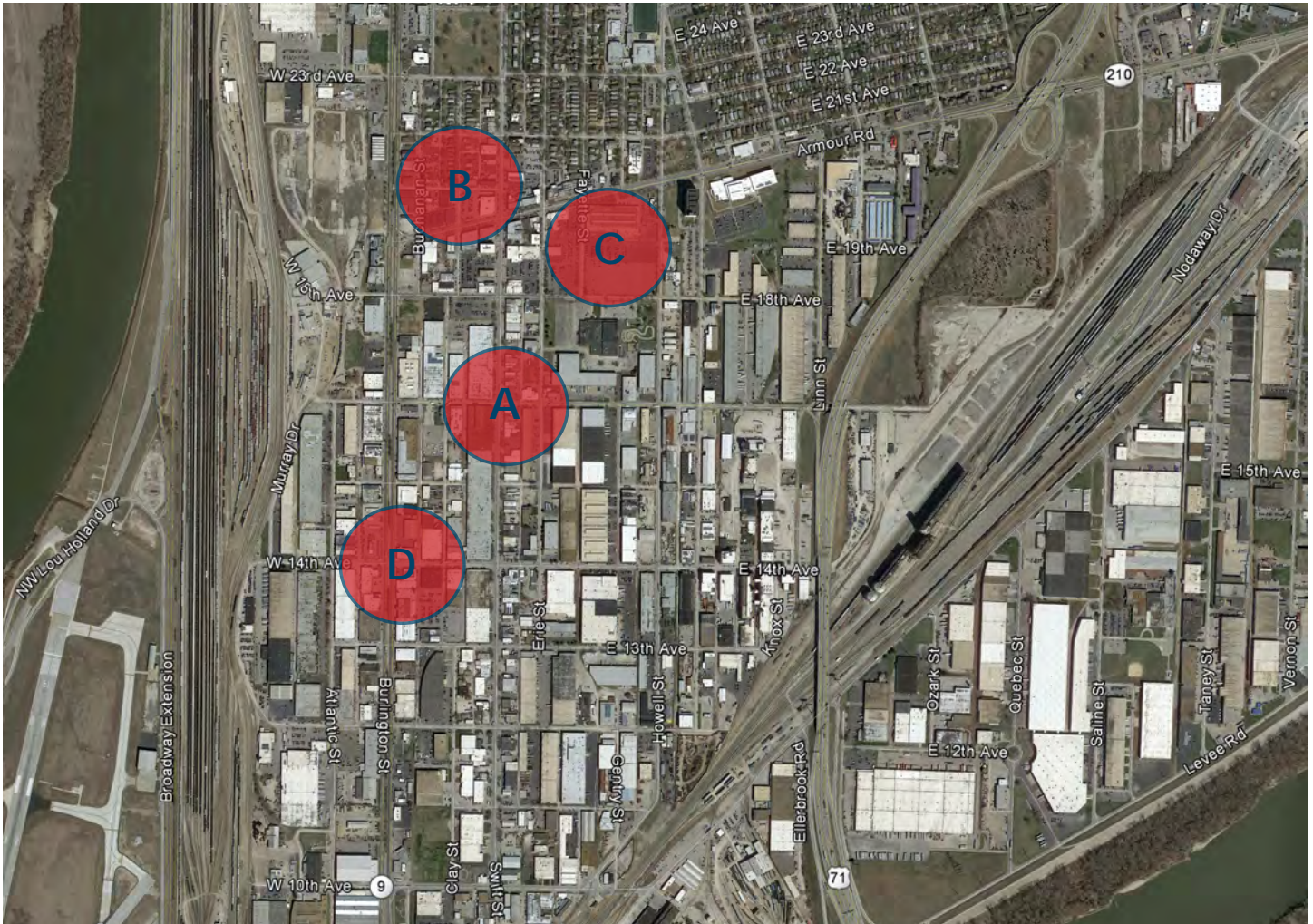
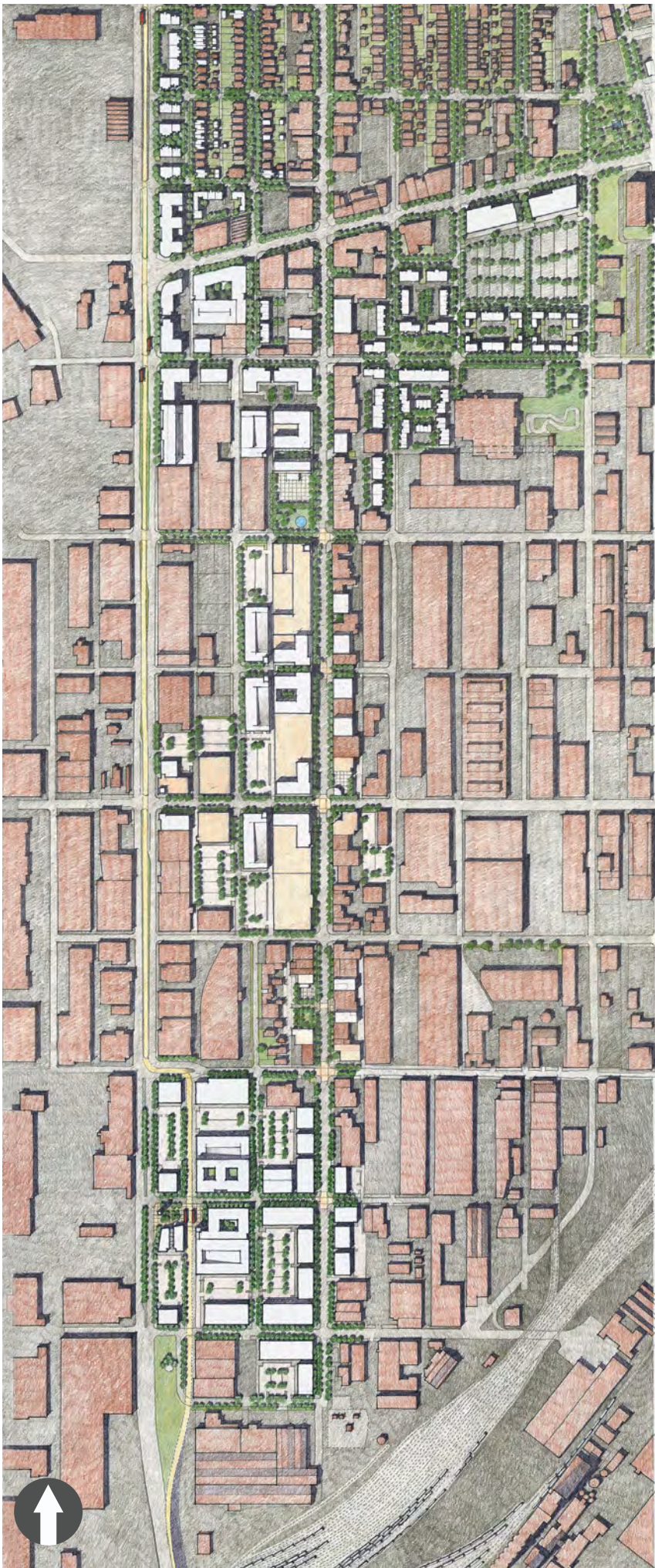









Figure 6
Catalytic Areas

- A Commercial Redevelopment:**
Swift Street & 16th Avenue
- B Residential Redevelopment:**
Clay Street & 20th Avenue
- C Downtown Redevelopment:**
Howell Street & 18th Avenue
- D Gateway Redevelopment:**
Burlington Street & 14th Avenue

North Kansas City Illustrative Master Plan



Legend

-  Existing Buildings
-  New Proposed buildings/uses/parking garages
-  Renovated buildings with new uses
-  New parking lots
-  Streetcar stops
-  Streetcar route
-  Plazas

A Swift Commercial Redevelopment (Swift Street & 16th Avenue)

Opportunity

Swift Street and 16th Avenue are located in an area that is primarily industrial with some new small industrial related businesses. This area is considered a transition area because it is situated between the downtown and the industrial center of NKC. Most of the buildings are one story warehouses that do not meet current building code standards, which may create challenges but at the same time add to the existing character and future potential for this area. Despite the current type of development being primarily for industrial uses, the area sits on a grid pattern, with buildings that front the street, which is an opportunity for creating and enhancing a pedestrian and bicycle friendly environment. There are many opportunities to maintain and improve access for adjacent industrial traffic, while balancing connections for multiple modes of transportation. The area also has an extensive building stock which could be re-used and redeveloped into a mixture of office, light industrial, retail, and residential uses as live/work units (with offices , shops or studios on ground floors and residential above).

Specific Implementation Strategy

- Development Vision- develop/ create new residential and retail opportunities by building vertically. Mixed use residential development should be encouraged on Swift Street extending to Burlington Street. Buildings should be redeveloped and designed with ornamentation, architectural character and engaging facades fronting the streets.
- Capital Projects Needed to attract investment- streetscape improvements should include widening of the sidewalks, consider enhancing this area with a warm paving pattern, landscaping and upgraded pedestrian lighting. Improvement should respect the needs of industrial businesses to maintain access. Open space (in form of a pocket park or pocket plaza). This area is a key node in the planned bicycle network through the City, so enhanced bicycle facilities are required.
- Community Benefits - This transition area can benefit from a more active and inviting streetscape, more options to live / work in North Kansas City. The creation of a unique city center character neighborhood of North Kansas City where people want to live.

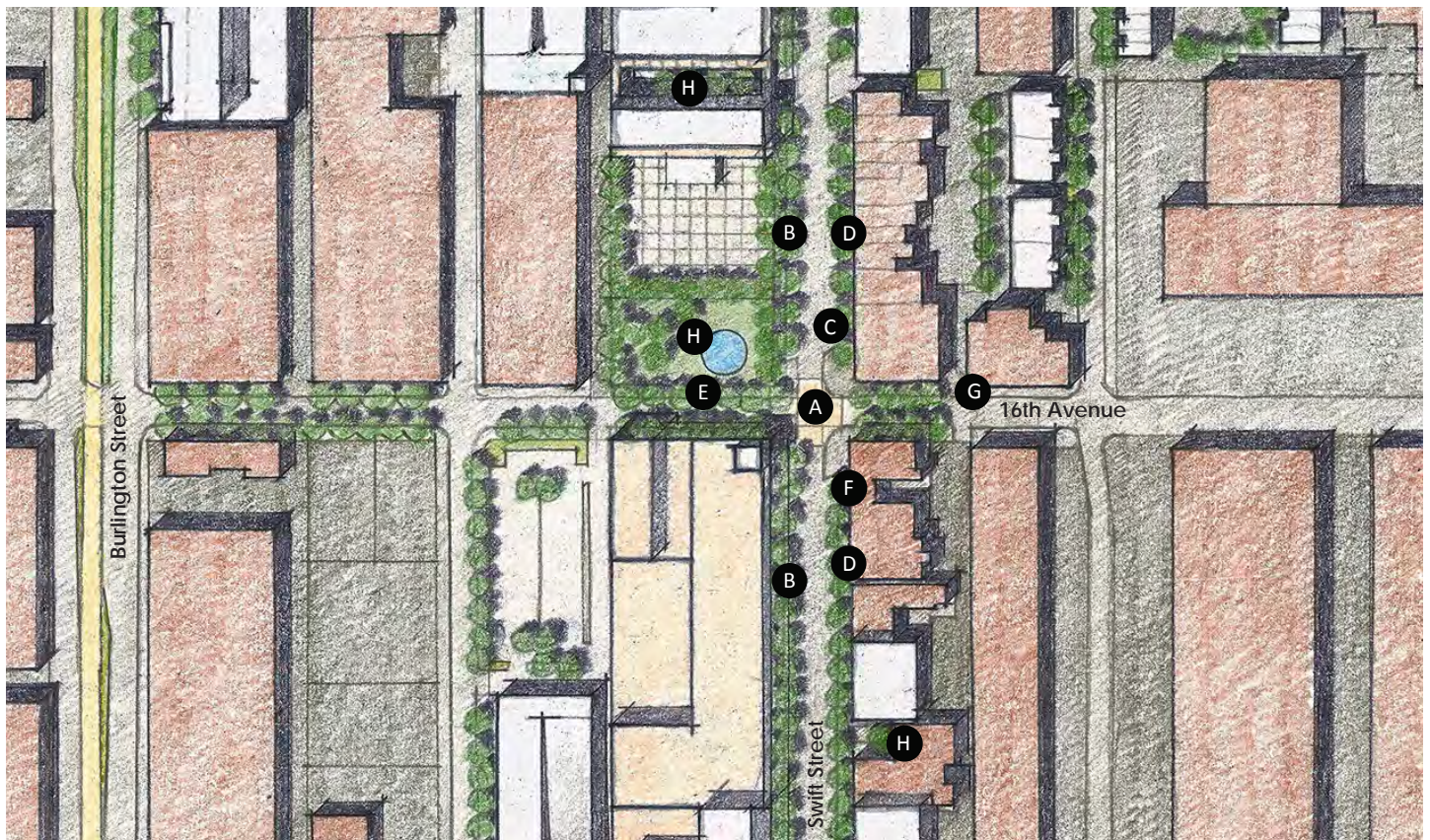


Figure 7

Swift Adaptive Redevelopment Area

Capital Improvement Recommendations

- | | |
|--|--|
| <ul style="list-style-type: none"> A Provide enhanced crosswalks B Widen sidewalks C Add roadway striping - add bike sharrow on 16th Avenue D Install additional trees / landscaping | <ul style="list-style-type: none"> E Relocate / move utility poles obstructing sidewalk F Provide amenities at key bus stops G Add sidewalk H Provide outdoor public space |
|--|--|

B Residential Redevelopment (Clay Street & 20th Avenue)

Opportunity

This area is located where the downtown (commercial land use) and residential area north of Armour Road meet. Downtown North Kansas City is a “main street” type of downtown that has a strong commercial component and a large volume of traffic, both pedestrian and vehicular. The neighborhoods surrounding the downtown consist of traditional single-family detached housing with porches, narrow tree lined streets, and sidewalks. Some of the housing in the nearby area has declined and is smaller than the current market demand. Nevertheless, these neighborhoods thrive due to the proximity of downtown, so pedestrian connections to the downtown should be maintained and enhanced with streetscape improvements, gateways, signage, and landscaping. All the neighborhoods in the surrounding areas should sustain the area as a viable place to live incorporating the rehabilitation of homes with new home types and styles. All these new developments should occur at a scale and design compatible with existing residential uses.

Specific Implementation Strategy

- Development Vision - cultivate a unique neighborhood character that is authentic to North Kansas City, the focus of future redevelopment and enhancements should revolve around supporting neighborhoods as a place to live and within walking distance to the downtown.
- Capital Projects Needed to attract investment- Pedestrian Safety Improvements (enhanced crosswalks, intersection improvements, signage, gateways,)
- Community Benefits - Increased sense of pride among NKC community, attracts more people, enhances safety, increases value of properties, increased tax base, increases population to support neighborhood services and activate the surrounding streets and commercial areas.



Capital Improvement Recommendations

- | | |
|---|---|
| A Provide enhanced intersection | E Relocate / move utility poles obstructing sidewalk |
| B Widen sidewalks | F Provide pedestrian amenities |
| C Add/upgrade signage | G Provide pedestrian lighting |
| D Install additional trees/landscaping | |

Figure 8
Residential Redevelopment Area

C Downtown Redevelopment (18th Avenue)

Opportunity

Downtown North Kansas City is identified as a pedestrian oriented area central business district that pre-dates many current conventional development practices. Armour Road is the “main street”, of the downtown, offering high visibility to businesses and a pedestrian environment. While the downtown area has retained a viable commercial component, it lacks diversity in uses and also has vacant lots and buildings south of Armour Road that are underutilized and have not been developed for their best use and highest value. The area around Howell Street and 18th Avenue is characterized by extensive surface parking, one story warehouse buildings and a bowling alley. This area could benefit from more diversity by developing it to include wider variety of uses, such as commercial, entertainment, office and residential. Any new development should extend the streetscape and building character of the downtown. In addition, any necessary on-site parking should be located towards the interior of blocks or alley, and allow for on street parking. Redevelopment should maintain and encourage active pedestrian uses such as retail, restaurants, and neighborhood services on the street level. This can increase the active hours along Armour and give more life to the street. Redevelopment and rehabilitation of buildings in this area should allow residential uses on upper floors provided building codes and safety issues are adequately addressed.

Specific Implementation Strategy

- Development Vision- Develop the Northwest corner parking lot into a mixed-use development (mix of residential, retail and offices) , enhance the links to Armour Road and other areas of the city, increase connectivity though bike and pedestrian friendly streets.
- Capital Projects Needed to attract investment - street enhancements/ improvements, parking plan/strategy, wider sidewalks, more trees
- Community Benefits - increased tax base, more residential opportunities and options, shops , services , economic diversity, unique neighborhood, sense of pride, help create population

Capital Improvement Recommendations

- A Provide enhanced intersection
- B Widen sidewalks
- C Install additional trees/landscaping
- D Relocate / move utility poles obstructing sidewalk
- E Add sidewalks
- F Provide ADA ramps



Figure 9
Downtown Redevelopment Area

D Gateway Redevelopment (Burlington Street & 14th Avenue)

Opportunity

Burlington Street and 14th Avenue is located at the southern end of Burlington Corridor . It is surrounded by a mix of industrial and commercial uses made up of large warehouses and small commercial buildings with extensive surface parking. There is an great opportunity to redefine this area in a way that promotes an attractive, grand entry facade for North Kansas City and leverages the proximity and connection to downtown Kansas City. As a gateway into NKC, this area should be heavily focused on pedestrian improvements, public art and future development.

Specific Implementation Strategy

- Development Vision - Develop new projects on in fill sites/ parking lots and reuse existing buildings, improve/enhance connections to downtown NKC ,
- Capital Projects Needed to attract investment- Streetscape enhancements (for pedestrians , bicycles). establish gateways including artwork, signage and other sculptural elements at the 'entry' /transition points between focus areas and distinguish NKC's identity within Kansas city area.
- Community Benefits - Showcases and represents the unique character of North Kansas City as a unique , vibrant and attractive place to live , work, visit, play, etc. Creating an extensive streetscape improvement plan would enhance the pedestrian connectivity to the surrounding areas of North Kansas City.



Capital Improvement Recommendations

- | | |
|---|---|
| A Provide enhanced intersection | E Relocate / move utility poles obstructing sidewalk |
| B Add sidewalk /widen sidewalk | F Add ADA ramps |
| C Add gateway element/ signage | G Improved transit stops |
| D Install additional trees/landscaping | H Provide public open space |

Figure 10
Gateway Redevelopment Area

Prioritization and Phasing

Redevelopment will occur in multiple phases over the coming decades. Value will be built over time based on successive, high quality development of unique places. The previous section describes the capital improvement program for infrastructure projects that can serve to spur development. This section outlines phasing assumptions for the focus area.

Phasing Assumptions

As discussed previously in this plan, market conditions are favorable for office, retail and residential uses to be developed in the expanded downtown area. Phasing will be primarily influenced by private development interest. However, there are a number of influences that can affect phasing and new private investment. Two of the most significant influences are: 1) the construction of significant public improvements, and 2) the ability to secure development agreements for catalytic projects. For instance, when the northern extension of the streetcar is approved, it is anticipated that development will be significantly stimulated.

Near Term Phasing

Based on existing market dynamics, private development is poised to logically extend south of Armour Road and east of Burlington Street, due to competitive property costs, quality of building stock, and character of the area. The catalytic areas described in the previous section represent logical near term phasing opportunities if public and private partnerships and agreements can be formed. Specific areas can be leveraged through the improvement of, or commitment to make needed infrastructure improvements, similar to those identified in the Capital Improvement Program described in the previous section.

Influence of the ARRA Site

At the same time, it is possible for the ARRA site to absorb new uses. However, it is anticipated that the market for the ARRA site and downtown area is the same. It is assumed that new development in each district will complement the other.

Longer Term Phasing

Over the next 10-30 years, new investment in the downtown area will catalyze other adjacent areas, including the expansion of residential north of Armour Road and the possible conversion of additional industrial land to a higher and better use.



North Kansas City's Armour Road Redevelopment Area (ARRA) is available for redevelopment at the crossroads of I-29/35 and I-70.

- **Immediate** redevelopment opportunity
- Ideal for **high-density, mixed-use**, that could include office, retail, restaurant, upper level residential, hotel/hospitality and destination retail or entertainment
- 64+/- acres of **city-owned property**
- Visible to **over 130,000 cars daily**
- Site **division** possible
- **Framework Plan** with first phase infrastructure complete
- **Engineering plans** underway
- **Environmental assessments** complete
- Access to city-owned **high-speed fiber**
- **Development agreement** with 25,000 square-foot Jewelry Store in place
- More than **24,000 daily** workforce commuters

READY TO REDEVELOP? SO ARE WE.
Contact us to learn more about North Kansas City's ARRA Site.
Mike B. Smith • mbsmith@nkc.org • Assistant City Administrator
2010 Howell St. • North Kansas City, MO 64116 • 816.412.7814 • www.nkc.org

Armour Road Redevelopment Area Brochure

Focus Area Development Scenario

An important strategy in this Plan is to increase the density of development, particularly for housing and mixed use retail/commercial space, in the Focus Areas. Discussions during the Master Plan process suggested a long term goal of doubling the City’s population, and a physical parcel analysis determined that the Focus Area could accommodate this amount of growth with targeted redevelopment. Increased development densities, measured as more population per acre, can provide a number of benefits to North Kansas City. In the broadest sense, higher densities increase in the number and diversity of land uses and activities, which in turn create a more vibrant community.

Stores, restaurants, and other businesses benefit from a densely populated trade area because there are more customers per square mile and therefore more sales potential. Employers can benefit from a larger concentration of skilled labor, and proximity to work increases quality of life and productivity. For example, full scale supermarkets stores require a population of approximately 10,000 within their trade area to justify a new store. Currently, there isn’t enough housing in North Kansas City to attract a full scale supermarket.

From a civic standpoint, cities need a strong tax base to provide schools, parks, capital improvements, and other municipal services at a high level of service. Higher development densities increase municipal revenues over the same service area, and some services can be provided more efficiently when development is concentrated such as law enforcement, street maintenance, garbage collection and other linear infrastructure maintenance.

A planning level illustration of the fiscal implications of adding higher density housing to the Focus Areas is provided below. The Focus Area is approximately 389 acres, of which 11 acres are residential with approximately 300 housing units. The remainder is industrial and commercial. Just over 2,000 new housing units would be needed to double the City’s population, and the focus area can accommodate this amount of development at an average density of 30 dwelling units per acre (approximately three story housing). Roughly 20 percent of the focus area would need to change to add this new housing; the other 80 percent could remain as is or evolve with the market over time – it would likely increase in value and host more active and vibrant businesses. Additional residential units will require, as well as promote, new commercial activity, which will in turn create a more vibrant city core.

With the City’s current property tax of \$1.1659 per \$100 of assessed value, the Focus Area currently generates an estimated \$594,000 in annual property tax. Adding over 2,000 housing units would generate up to an additional \$550,000 in property taxes per year. On a per-acre basis, this equates to approximately \$3,000 per acre compared to the current \$1,500. These figures do not include sales tax, which would increase substantially with population if more resident spending can be captured within the City.

	Current Focus Area (2015)	New Residential Development (at 30 D.U. / Acre)	Focus Area After Redevelopment
Total Acres	389	72	389
Residential Units	11 300	72 2,160	83 2,460
Total Assessed Value	\$50,974,020	\$47,606,400	\$98,580,420
Commercial	\$47,316,060	----	\$47,316,060
Residential	\$3,657,960	\$47,316,060	\$51,264,360
Average Per Unit	\$12,193	\$22,040	\$20,839
Total Property Tax	\$594,306	\$555,043	\$1,149,349
Per Acre	\$1,527	\$7,709	\$2,953
Per Unit	\$142	\$257	\$243

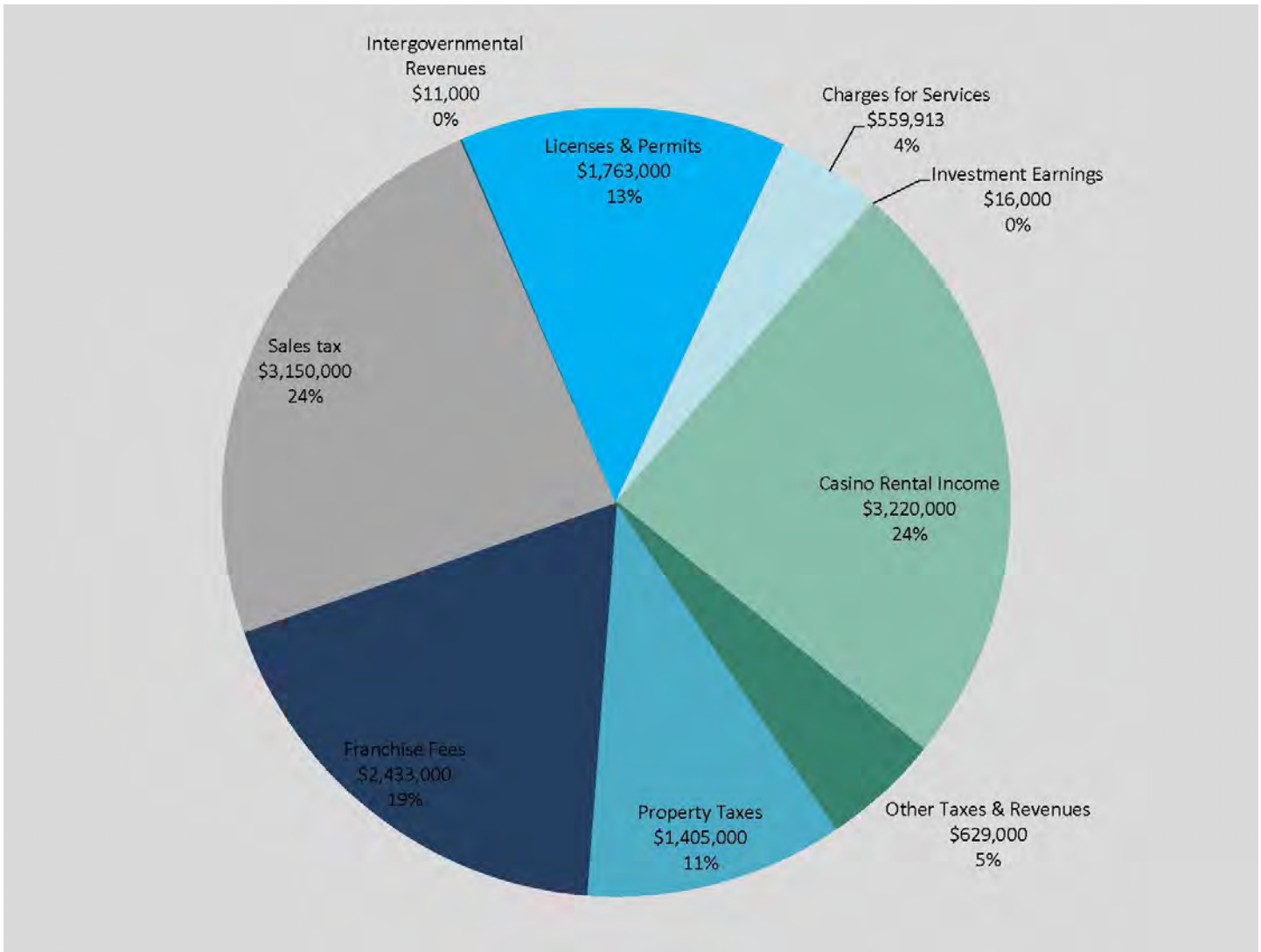
Source: City of North Kansas City ; ESRI ArcGIS; Economic & Planning Systems

Table 4
Fiscal Implications

Fiscal Sustainability

North Kansas City's largest sources of revenue are sales tax with \$3.15 million (23.9%) of the \$13.2 million General Fund and rental income from the Harrah's Casino at \$3.2 million (24.4%). Property tax comprises \$1.4 million or 10.6 percent of the budget. The Casino land rental income represents a large amount of revenue to the City but it is dependent on the continued success of a single business. This Plan also contains an overall strategy of economic diversification

and increased residential density, which will contribute to revenue diversification in property and sales tax. Land use change can take time, however, and the City should be mindful of the potential need to make up future diminution in Casino revenues. Adjusting to this potential change slowly over time by increasing property and sales tax revenue gradually may be easier than being faced with the need to suddenly raise taxes and fees to cover a sudden loss in revenue.



Source: City of North Kansas City Annual Budget FY 14-15; Economic & Planning Systems

Table 5
City of North Kansas City Annual Budget

Next Steps

Conduct policy alignment activities

1. Update development codes and policies to ensure alignment with this plan's vision and goals.
2. Assess budgetary and capital improvement policies and processes for consistency with plan vision and goals.
3. Identify, evaluate, develop, and adopt policy regarding the use of economic development tools and resources.

Assess organizational capacity and participatory effectiveness

1. Re-energize and equip representatives to represent the city effectively.
2. Create and conduct an organizational audit to identify gaps in organizational capacity.
3. Increase visibility and engagement with area community and economic development oriented groups.
4. Conduct targeted economic development marketing campaign focused on competitive advantage of fiber network in the city.

Intentionally seek to broaden plan ownership and engagement

1. Engage the Planning Commission as the foundation of a plan implementation committee and establish a method for including the business community in this effort. Set parameters for the work of this group.
2. Develop a North Kansas City Citizens Leadership Academy to build a next generation of community leadership.
3. Develop a “roadshow” or other outreach presentation to increase awareness regarding the vision.
4. Establish a periodic implementation monitoring system to evaluate the effectiveness and commitment to implementation and determine recommendations for plan adjustments and future recommendations.

Take steps to ensure North Kansas City is redevelopment ready

1. Identify viable downtown area projects and advance these projects through the budgeting process.
2. Ensure that regulatory and incentive policies are in place to facilitate redevelopment and ensure that NKC is “redevelopment ready.”
3. Establish duties and parameters for a part time/contract Economic Development staff and evaluate readiness to move forward.

Invest in North Kansas City through catalyst public improvements

1. Aggressively pursue Burlington Corridor Design improvements.
2. Build streetscape improvements along Armour Road, between downtown and interstate, focusing on an overall road diet east of Fayette.
3. Make gateway improvements at key locations.
4. Implement bike sharrows as a first step in expanding the Open Space/Trails network.

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Appendix A - Market Analysis



The Economics of Land Use



Report

North Kansas City Master Plan: Market Assessment

Prepared for:

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July 13, 2015

EPS #133090

Table of Contents

1.	MARKET CONTEXT AND INFLUENCES.....	1
	Demographics	2
	Housing.....	7
	Neighborhoods	9
	Economic Context	9
2.	MARKET CONDITIONS	14
	Industrial Market	14
	Office Market.....	16
	Office and Industrial Development Strategies.....	18
	Retail and Commercial Development.....	19
	Retail Development Strategies	25

List of Tables

Table 1	Population Change, 2000 and 2014	3
Table 2	Household Types, 2010	5
Table 3	Household Income, 2014.....	5
Table 4	Total Employment in Kansas City, MO MSA by Industry, 2013.....	10
Table 5	Top Employers in the City, 2015	12
Table 6	Kansas City Region Industrial Rents and Vacancy Rates	15
Table 7	Kansas City Office Market Summary.....	17
Table 8	Total Household Income	19
Table 9	Retail Expenditure Potential by Store Type, North Kansas City	20
Table 10	Supportable Retail Square Feet, North Kansas City.....	21
Table 11	Retail Demand from Employee Spending.....	23

List of Figures

Figure 1	Population by County, 2000 and 2014	2
Figure 2	Age Distribution for Head of Household.....	4
Figure 3	Distribution of Households by Income Range, 2014	6
Figure 4	Residential Building Permits, 2003- 2014	7
Figure 5	Housing Inventory by Units in Structure, 2000-2014	7
Figure 6	Housing Units by Tenure by City, 2014	8
Figure 7	Median Home Value, 2014	8
Figure 8	Total Jobs and Average Wages by Industry, Kansas City, MO-KS, MSA, 2013	11
Figure 9	Commuting Patterns, North Kansas City, 2011	13
Figure 10	Industrial Inventory and Growth Trends.....	14
Figure 11	Office Inventory and Growth Trends.....	16
Figure 12	NKC Retail Trade Area.....	24

1. MARKET CONTEXT AND INFLUENCES

North Kansas City's (NKC) location within greater Kansas City, along with the regional and local real estate market conditions, influences the economic opportunities identified and evaluated in this Master Plan. A defining characteristic is the City's location at the center of the region and near the intersection of major north-south (I-29 and I-35) and east west (I-70) trucking routes. I-35 has been called the "NAFTA Highway" (North American Free Trade Agreement) as it is a major trucking route between Mexico, the U.S., and Canada. Four Class 1 railroads also converge in or near North Kansas City: Kansas City Southern, Norfolk Southern, Union Pacific, and Burlington Northern Santa Fe. This regional and national trucking and rail access is in large part why NKC has been successful as an industrial and distribution business location.

Most of the existing development in NKC is industrial and much of NKC's industrial building stock is dated and obsolete by modern standards. However, the City's central location in some ways outweighs the building characteristics. Industrial vacancies in NKC are below 5 percent, indicating a strong market. NKC is particularly appealing to Kansas City region businesses because of its central location; they can serve the entire region easily from NKC. Kansas City International Airport (MCI) is also located 15 minutes away, which will be a major asset if more professional and creative service businesses are pursued. These local and regional businesses understand the local market, and can utilize smaller and older buildings, while many national firms seek larger and more modern facilities.

Another important locational factor in NKC's evolution is the proximity to Downtown Kansas City. Many U.S. (and international) cities have older industrial districts ringing their Central Business Districts (CBDs), coinciding first with railroad and river transportation networks and later with highways. As manufacturing has been globalized and industrial building user needs have changed, these industrial areas have also changed. As businesses relocate to more modern facilities, they are being replaced by different business types. In many regions, these urban industrial areas appeal to small businesses, small or local manufacturing or wholesale operations, artists, and start-up creative and technology firms. The conversion of industrial buildings to residences is also increasingly common in these areas. The drivers of these trends include:

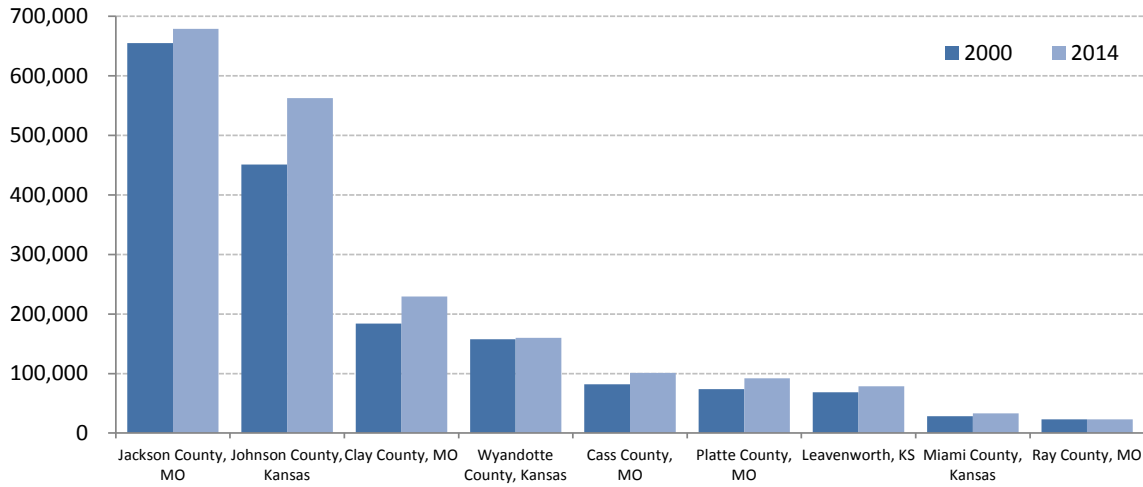
- An increasing preference, particularly among younger (under 35) workers, for housing located close to jobs, entertainment, and a diverse and exciting urban environment especially if it is competitively priced,
- Well located real estate, but at lower costs than in established central city neighborhoods and business districts, and
- Increasing demand for flexible workspace for occasional use for remote workers to convene, or as a lower cost option for full-time on-site workers.

These trends, location factors, and market forces will continue to influence NKC's evolution and this Plan will help the City leverage and balance them. This Market Assessment provides an overview of the demographic, economic, and market conditions in NKC and identifies the types of land use change and development demand that can be expected. Based on this market evaluation and on land use conditions, the Master Plan also identifies a number of catalytic projects, and investments that can be implemented to meet the goals of the Plan.

Demographics

North Kansas City is located in Clay County and is largely surrounded by Kansas City, MO. Clay County's current population is 229,724 (**Figure 1**). Of the nine counties in the MARC region, Clay County is the third most populous county, after Jackson and Johnson County. Along with Johnson County and Platte County, Clay County experienced the highest percentage population growth between 2000 and 2014, each with a total increase of approximately 25 percent.

Figure 1
Population by County, 2000 and 2014



Source: U.S. Census Bureau; ESRI; Economic & Planning Systems

The population of North Kansas City is 4,281. It decreased between 2000 and 2014 by an estimated 433 residents (**Table 1**). Elsewhere in Clay County, the population increased, at an annual average rate of 1.6 percent. Clay County's growth outpaced the rest of the MARC region, which grew an average rate of 0.7 per year. In nearby Kansas City, MO, the most populous city in the region, the growth rate was 0.4 percent per year.

There were similar growth trends in household totals. One household is a group of people, related or unrelated, living in one housing unit. The number of households in North Kansas City decreased between 2000 and 2014 from 2,546 to 2,405. Elsewhere in Clay County, the number of households increased, at an annual average rate of 1.6 percent. This growth outpaced the rest of the MARC region, which grew an average rate of 0.9 per year. In Kansas City, MO, the growth rate was 0.5 percent per year.

Table 1
Population Change, 2000 and 2014

	2000	2014	2000-2014		
			Total	Ann. #	Ann. %
Total Population					
9-County MARC Region [1]	1,321,423	1,463,116	141,693	10,121	0.73%
Clay County, MO	184,006	229,724	45,718	3,266	1.60%
Kansas City, MO	441,545	468,098	26,553	1,897	0.42%
North Kansas City, MO	4,714	4,281	-433	-31	-0.69%
Total Households					
9-County MARC Region	496,332	560,549	64,217	4,587	0.9%
Clay County, MO	72,558	90,274	17,716	1,265	1.6%
Kansas City, MO	183,981	196,250	12,269	876	0.5%
North Kansas City, MO	2,546	2,405	-141	-10	-0.4%

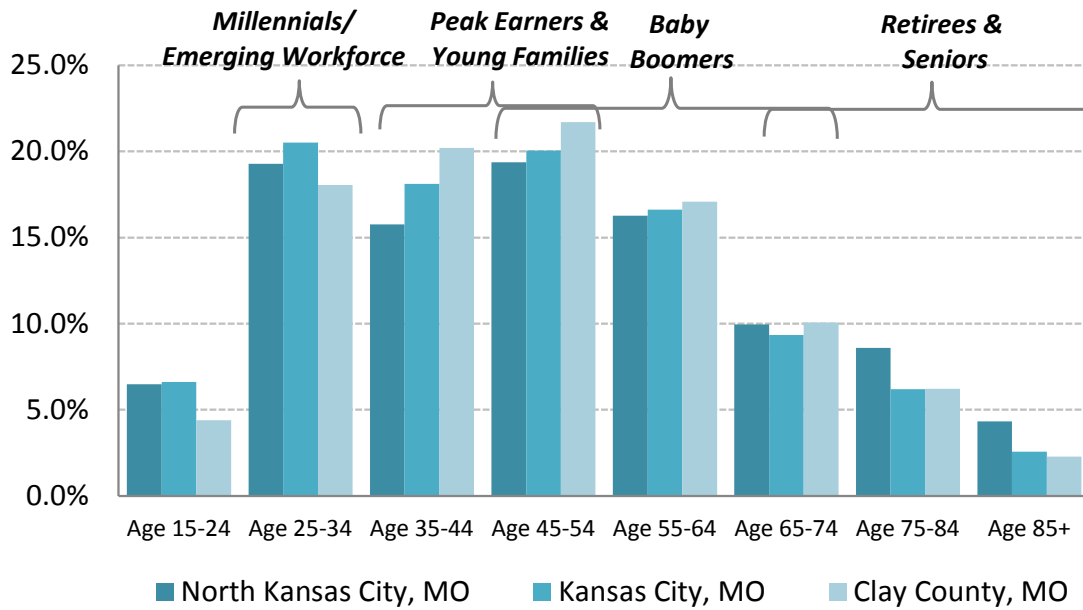
[1] 9-County MARC Region includes: Johnson, Leavenworth, Miami, Wyandotte (KS), Cass, Clay, Jackson, Platte, and Ray (MO) Counties

Source: U.S. Census Bureau; ESRI; Economic & Planning Systems

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Overall, NKC has above average concentrations of young and old age groups. This age distribution has unique implications for housing demand. Millennials, between the ages of 25 and 34, make up 19.3 percent of householders. On the other end, retirees and seniors, those who are 75 and older, make up approximately 13 percent of the population. NKC has a lower concentration of people in the middle age brackets (peak earners and young families, baby boomers), than is evident in the rest of the region (**Figure 2**). In terms of housing demand, these data suggest that rental, entry-level ownership, and low-maintenance empty nester and senior housing is appropriate in NKC from a market perspective.

Figure 2
Age Distribution for Head of Household



Source: ESRI; Economic & Planning Systems

North Kansas City has fewer households with children compared to surrounding communities. In North Kansas City, 17 percent have children living in the home (**Table 2**). In Kansas City, MO, 30 percent of households have children and 35 percent in Clay County have children. North Kansas City has a higher proportion of households ages 25 to 34 as well as 75 and older, which partially explains the lower proportions of households with children. The average household size is 1.8, which is considerably lower than in surrounding communities.

Table 2
Household Types, 2010

Description	North Kansas City, MO		Kansas City, MO		Clay County, MO	
	#	% of Total	#	% of Total	#	% of Total
Total Households	2,361	100%	192,406	100%	87,217	100%
Households without Children	1,958	83%	135,516	70%	56,788	65%
1 Person	1,255	53%	66,749	35%	22,861	26%
Roomates	228	10%	16,581	9%	5,339	6%
Households with Children	403	17%	56,890	30%	30,429	35%
with Two Parents	165	7%	30,270	16%	20,994	24%
with One Parent	238	10%	26,620	14%	9,435	11%
Average Household Size	1.8		2.3		2.5	

Source: U.S. Census 2010; Economic & Planning Systems

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The average household income in North Kansas City is lower than in Kansas City, MO and in the rest of Clay County. In 2014, the average household income was \$42,838, the median household income was \$34,678, and the per capita income was \$24,091 (**Table 3**).

Table 3
Household Income, 2014

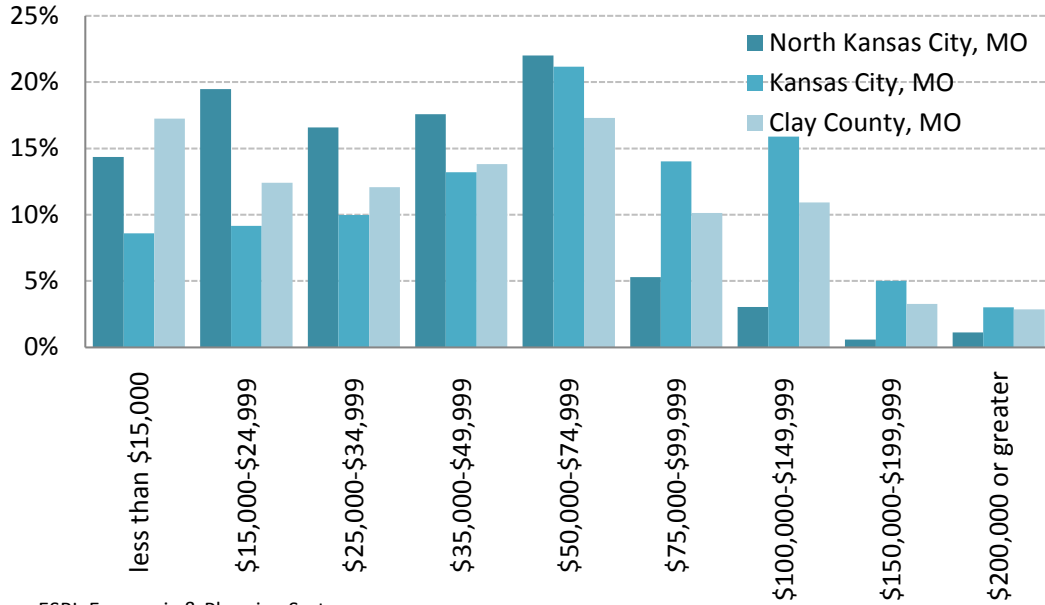
Description	North Kansas City, MO	Kansas City, MO	Clay County, MO
Average Household Income	\$42,838	\$61,068	\$74,976
Median Household Income	\$34,678	\$42,827	\$58,255
Per Capita Income	\$24,091	\$25,785	\$29,583

Source: ESRI; Economic & Planning Systems

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The distribution of households by household income reveals that only 10 percent of North Kansas City’s households earn more than \$75,000 per year, compared to 27 percent in Kansas City, MO and 38 percent in the rest of Clay County (**Figure 3**). Overall, North Kansas City has more households in the income ranges below \$75,000 than the surrounding communities, a figure which upscale retailers consider the threshold for entering a market.

Figure 3
Distribution of Households by Income Range, 2014

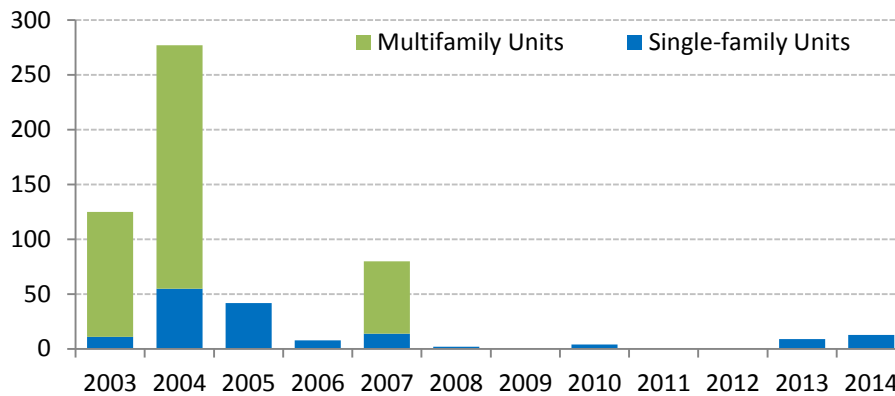


Source: ESRI; Economic & Planning Systems

Housing

As a landlocked city, the amount of new housing construction that can occur is tied to land or redevelopment site availability. In contrast, suburban communities have more undeveloped land and can annex new areas to accommodate growth. Consequently, there has been little housing construction in North Kansas City other than in the Northgate development (**Figure 4**). In 2003, Northgate developed its first phase of single family detached homes and townhomes. In 2004, Northgate opened CityView, a 400-unit apartment village.

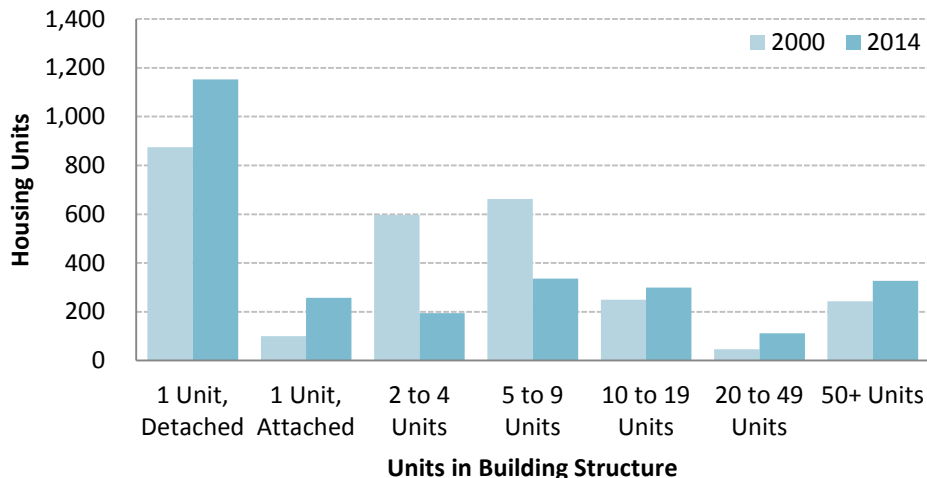
Figure 4
Residential Building Permits, 2003- 2014



Source: U.S. Census C-40; City of North Kansas City; Economic & Planning Systems

The housing stock in North Kansas City is comprised of 49 percent single-family dwelling units, and 51 percent multifamily dwelling units (2 or more units in a structure). Since 2000, the inventory of single-family homes and multifamily housing over 10 units has increased, while apartments with 2 to 9 units decreased (a total of 729 units lost from these categories). This change in housing inventory composition is largely attributed to the redevelopment activity for Northgate.

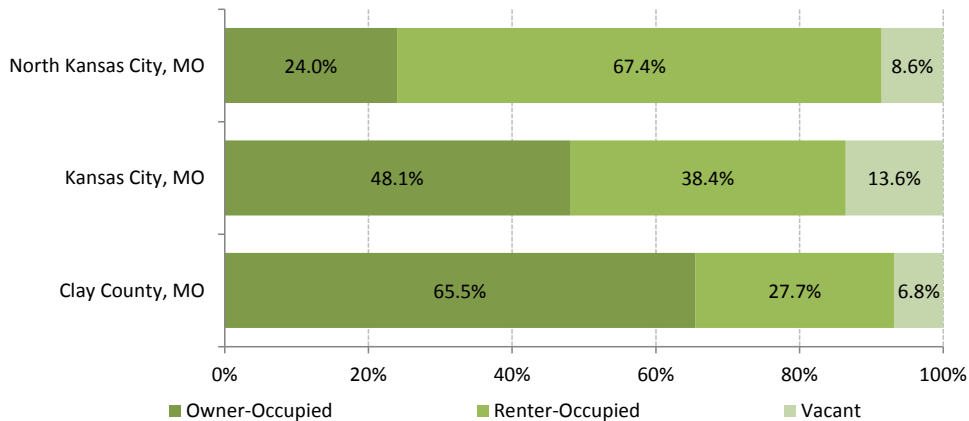
Figure 5
Housing Inventory by Units in Structure, 2000-2014



Source: ESRI; Economic & Planning Systems

North Kansas City has a larger percentage of renters than owners compared to surrounding communities with 67.4 percent of households renting. Many urban neighborhoods occupied predominantly by renters can be stable neighborhoods if they have access to jobs, training, education, and services. Kansas City, MO has 38.4 percent renter households, and Clay County has of 27.7 percent renter households (**Figure 6**). Since nearly two-thirds of the residential inventory is comprised of single-family detached and attached homes, many of these renters are living in single-family homes, particularly in the Avenues.

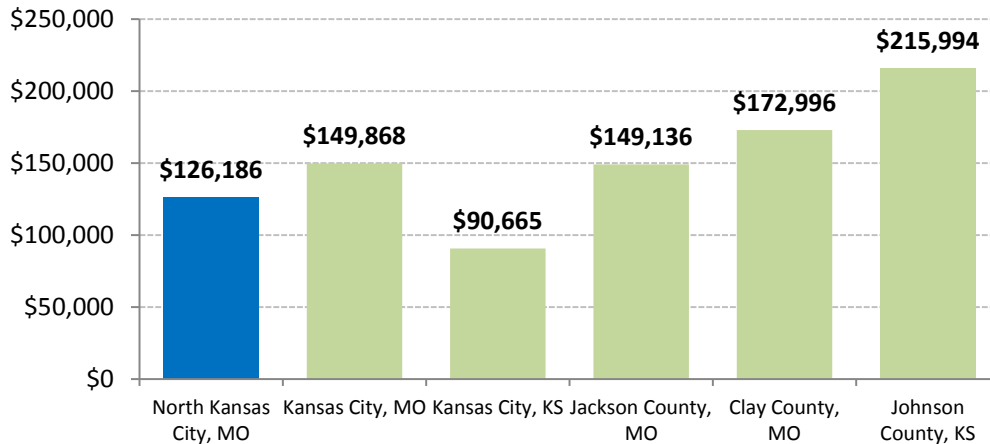
Figure 6
Housing Units by Tenure by City, 2014



Source: ESRI; Economic & Planning Systems

The median home value in North Kansas City is \$126,186 (**Figure 7**). The majority of homes in the city (70 percent) are valued between \$50,000 and \$150,000. Median values in Kansas City, MO, and Clay County are higher at \$149,868 and \$172,996 respectively. Johnson County, KS has the highest average home values in the region, at \$215,994.

Figure 7
Median Home Value, 2014



Source: ESRI; Economic & Planning Systems

Neighborhoods

Northgate

Northgate is an urban village that includes 96 single-family homes, 29 patio homes, and 94 row homes (219 total). The neighborhood is located between Burlington and Howell streets, across from Macken Park in North Kansas City. It was developed under a partnership between Hunt Midwest and the City of North Kansas City. The homes range in price from the low \$200,000s to mid \$300,000s. Northgate Village also includes CityView, which is comprised of 400 multifamily apartments with studio, one, and two-bedroom rents of \$990 to \$1,350 and Gardens at Northgate, a 180-apartment senior living complex with average one and two-bedroom rents of \$700 to \$950.

Northgate Village offers a unique “walkable” neighborhood serving a number of lifestyles, incomes and living options. Amenities include landscaped parks, brick crosswalks, a pedestrian-friendly grid layout and fiber-optic high speed internet service. Northgate Village is a 10-minute drive from Downtown Kansas City.

Avenues

The Avenues is the residential neighborhood of 21st through 25th Avenues between Iron Street and Quebec Street. This 16-block neighborhood is a middle income community comprised of a mixture of seniors aging in place and young family renters. The housing stock located here comprises of bungalows and ranches built in the 1940s. Many owners have lived here since then, and by now are empty-nesters or have moved elsewhere and rent out their homes to younger households. Due to the age of the buildings and a lack of upkeep, many of the homes are not up to code; the City is currently evaluating solutions to improve the quality of the existing housing. The average home value in this neighborhood ranges between \$75,000 and \$120,000.

River Market

While River Market is outside NKC, this up and coming neighborhood has been a popular redevelopment area in recent years. Its close proximity and prior grit makes it a noteworthy example of the growing demand for urban housing which North Kansas City could capture. River Market stretches north of the downtown Interstate 70 loop to the Missouri River, and is bordered by the Broadway Bridge on the west and the Heart of America Bridge on the east. The large riverfront warehouses have been converted into residential lofts, restaurants, bars, shops, cafes, and ethnic markets. Several firms have recently relocated into the district to capitalize on the new young professional talent in the neighborhood. River Market has positioned itself as a dense, mid- to high-rise rental market for residential due to its proximity to close-in commercial activity and downtown employment. One-bedroom rents average from \$1,200 to \$1,700 per month compared to \$1,000 to \$1,200 for a one-bedroom apartment in Northgate.

Economic Context

Economic Base

The Kansas City Area Development Council identifies the following industries as the area's current key industries:

- Biosciences (Professional, Scientific, and Technical Services)
- Contact Centers (Administrative and Support Services)
- Data Centers (Information)
- Transportation and Distribution (Transportation and Warehousing)
- Manufacturing (Multiple Sectors)
- Technology; and
- Financial Services

From an employment perspective, Government is the largest industry in Kansas City, MO MSA with 161,104 employees. After Government services, the second largest industry in the region is Health Care and Social Assistance, with over 123,000 employees (**Table 4**). HCA Midwest Health System, which spans 10 hospital campuses, is the largest private employer in the MSA with over 9,300 employees. Including other offices in the region, Cerner is another top employer, with 8,300 employees around the world (4,400 in the KC region).

Retail Trade is the third largest industry, with 107,440 employees. Professional, Scientific, and Technical Services, Manufacturing, and Administrative and Support Services are among the other major industries in the region.

Table 4
Total Employment in Kansas City, MO MSA by Industry, 2013

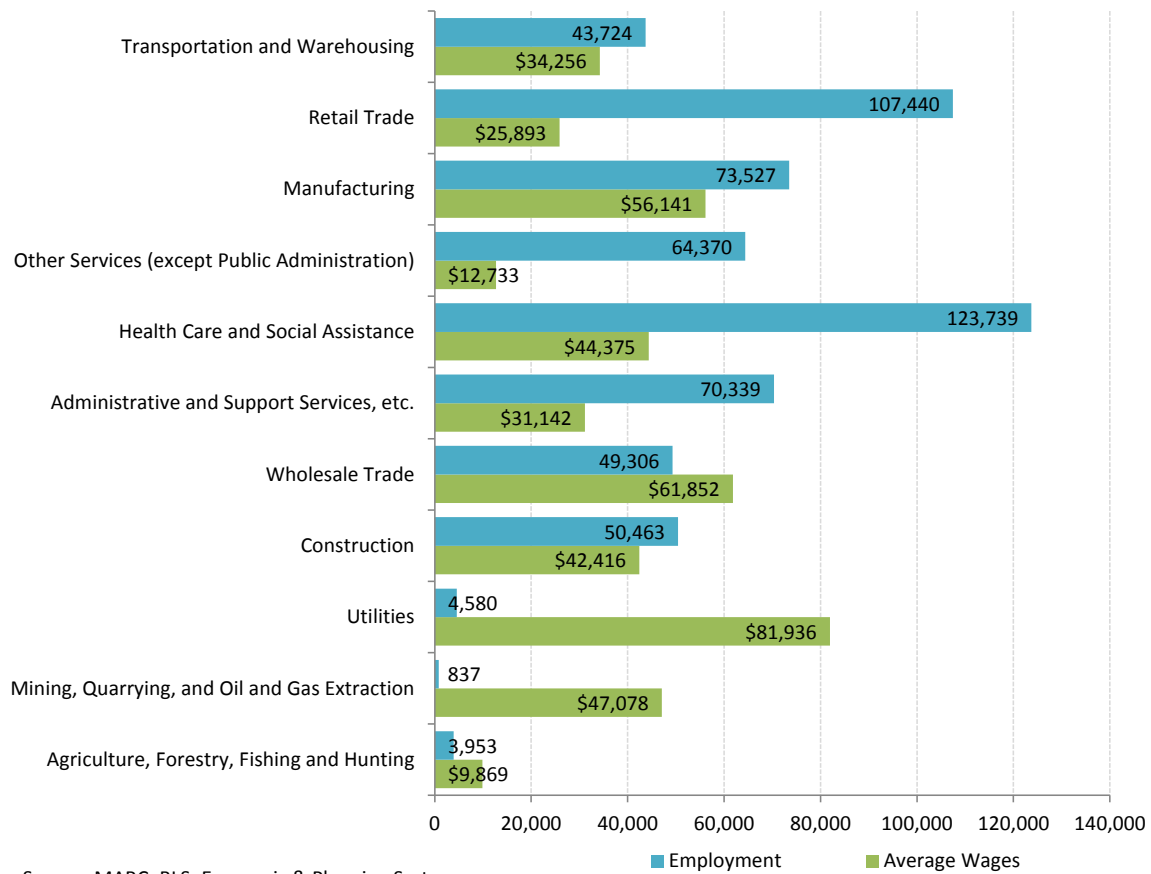
	Total Employment	% of Total
Agriculture, Forestry, Fishing and Hunting	3,953	0.4%
Mining, Quarrying, and Oil and Gas Extraction	837	0.1%
Utilities	4,580	0.4%
Construction	50,463	4.7%
Wholesale Trade	49,306	4.6%
Information	27,349	2.5%
Finance and Insurance	53,867	5.0%
Real Estate and Rental and Leasing	16,630	1.5%
Professional, Scientific, and Technical Services	82,787	7.7%
Management of Companies and Enterprises	17,389	1.6%
Administrative and Support Services, etc.	70,339	6.5%
Educational Services	18,515	1.7%
Health Care and Social Assistance	123,739	11.5%
Arts, Entertainment, and Recreation	19,865	1.8%
Accommodation and Food Services	84,693	7.9%
Other Services (except Public Administration)	64,370	6.0%
Government	161,104	15.0%
Manufacturing	73,527	6.8%
Retail Trade	107,440	10.0%
Transportation and Warehousing	<u>43,724</u>	<u>4.1%</u>
Total	1,074,477	100.0%

Source: MARC; Economic & Planning Systems

H:\133090-North Kansas City, MO Comp Plan\Data\133090-MARC Employment for MSA.xlsx\TABLE Employment MSA

The average wage in each industry is one indicator of that industry's contribution to the economy, as shown in **Figure 8**. Higher wage jobs support higher household incomes and support additional service jobs and demand fewer public and social services. They are also an indication of worker productivity and skill levels. Key industries (low to medium employment, high wage), such as utilities, wholesale trade, and manufacturing, support higher household incomes and, consequently, more disposable income which supports services from secondary industries, such as retail trade and personal services.

Figure 8
Total Jobs and Average Wages by Industry, Kansas City, MO-KS, MSA, 2013



Source: MARC; BLS; Economic & Planning Systems

The top six employers in North Kansas City are Cerner Corporation, a healthcare IT supplier, the North Kansas City Hospital, Harrah's Casino, the Henry Wurst, Inc. printing company, Helzberg's Diamond Shops, and Ingredion, a corn starch manufacturer (**Table 5**).

Table 5
Top Employers in the City, 2015

Name	Product/Service	Employees
Cerner Corporation	Healthcare software, IT data-storage	4,400
North Kansas City Hospital	Not-for-profit acute care health facility	3,000
Harrah's Entertainment	Casino entertainment and hotel	1,600
Henry Wurst, Inc.	Printing	250
Helzberg's Diamond Shops	Fine jewelery retail stores	230
Ingredion	Cornstarch materials exports	230

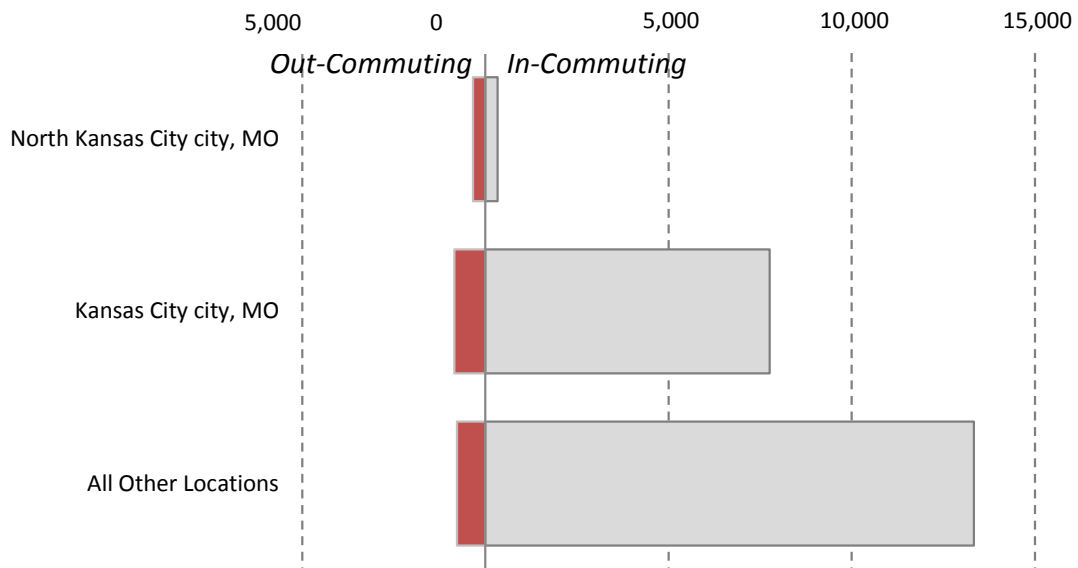
Source: City of North Kansas City, Economic & Planning Systems

H:\133090-North Kansas City, MO Comp Plan\Data\133090-NKC Employment and Commuting.xlsx\TABLE Top Employers NKC

Commuting Patterns

A distinguishing characteristic of North Kansas City is the large number of in-commuters compared to residents. North Kansas City has a daytime population of 34,700 compared to the resident population of 4,281. The majority of the service demands are therefore related to employees and commercial development rather than the resident population. The majority of employees in the city commute from Kansas City, MO and other nearby locations (Independence, Gladstone, Overland Park, Kansas City, KS, etc.) as shown **Figure 9**. In 2011, approximately 7,800 Kansas City, MO residents commuted to North Kansas City for work. In contrast, few North Kansas City residents commute out to other locations for work. In 2011, approximately 2,700 residents commuted to Kansas City, MO and other locations outside of the city for work.

Figure 9
Commuting Patterns, North Kansas City, 2011



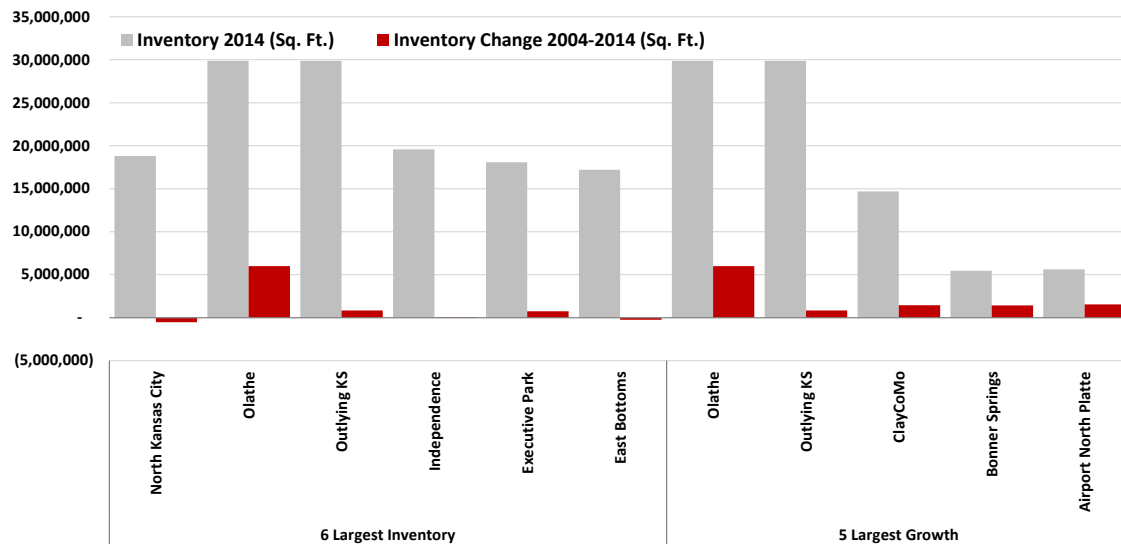
Source: LEHD 2011; Economic & Planning Systems

2. MARKET CONDITIONS

Industrial Market

The North Kansas City industrial submarket is the 6th largest submarket in the Kansas City region industrial market with 18.8 million square feet of space (**Figure 10**). The Olathe (Johnson County, KS) and Outlying Kansas submarket along west Interstate 70 are the two largest submarkets with nearly 30 million square feet each. The Executive Park submarket, located along the south side of the Missouri River between I-35 and I-435 contains 18.0 million square feet, and the East Bottoms area in Kansas City contains slightly less than 18 million square feet. The East Bottoms and Executive Park area are similar to North Kansas City in that they are centrally located with older industrial buildings that still have low vacancies due to their central location. While these central submarkets are large players in the regional industrial market, they have very little land capacity for growth.

Figure 10
Industrial Inventory and Growth Trends



Most of the growth in the industrial market is occurring in the suburban and outlying submarkets including the Olathe, ClayCoMo, Bonner Springs, and Airport and North Platte County submarkets. These areas have ample vacant land for the development of modern high ceiling warehousing and manufacturing facilities with large truck trailer storage and maneuvering areas. National and international businesses from major industries discussed earlier locate in these business parks.

Many buildings in North Kansas City have ceiling heights of 12 to 18 feet which is well below the standard of 24 to 36 feet clear span today. In addition, limited trailer storage, and truck and employee parking has been cited as an issue for North Kansas City industrial property. Despite the older building stock, NKC is still an attractive location for firms headquartered in the Kansas City region (regional and local firms). Businesses in NKC industrial space include a wide variety of trades including wholesale food distributors, building materials suppliers, construction/general contracting companies, printers, and packaging manufacturers and wholesalers.

The industrial vacancy rate in NKC is currently 5.8 percent, which is on the lower end of the range relative to other major markets (**Table 6**). While average rents are lower than other markets, they reflect the older building stock and parking and access constraints mentioned above. Low vacancy is a good indicator of strong demand for industrial space, and local property owners have stated that the NKC market is stable and desirable for local and regional businesses.

Table 6
Kansas City Region Industrial Rents and Vacancy Rates

Submarket	Average Rent (Triple Net)	Vacancy Rate
6 Largest Inventory		
North Kansas City	\$3.50	5.8%
Olathe	\$5.01	5.1%
Outlying KS	\$4.20	6.1%
Independence	\$4.64	9.0%
Executive Park	\$4.62	5.5%
East Bottoms	\$3.67	10.9%
5 Largest Growth		
Olathe	\$5.01	5.1%
Outlying KS	\$4.20	6.1%
ClayCoMo	\$5.01	8.5%
Bonner Springs	\$5.99	3.5%
Airport North Platte	\$5.67	9.9%
Kansas City Market	\$5.07	6.5%

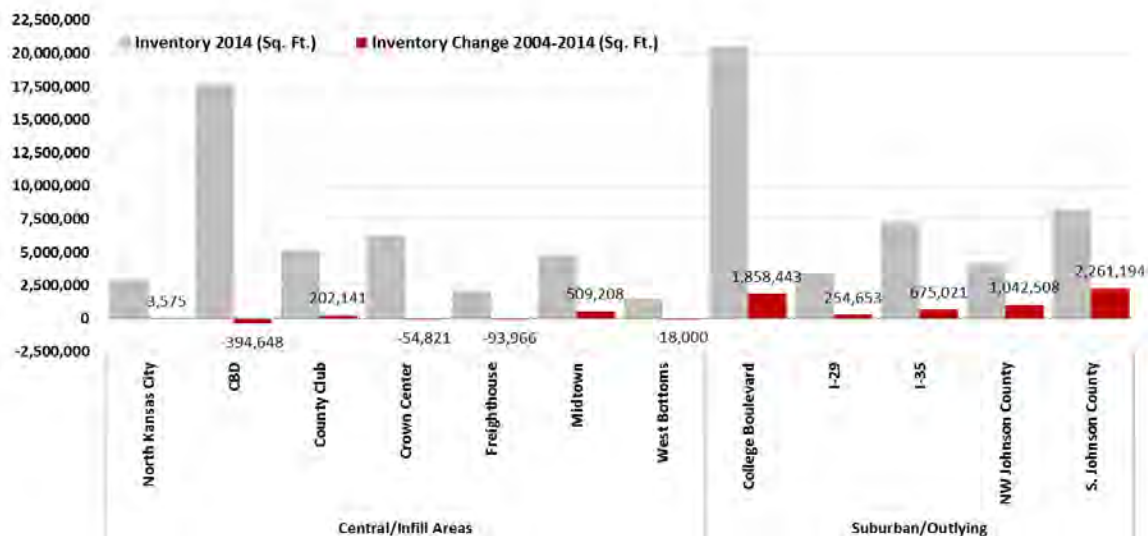
Source: CoStar, Economic & Planning Systems

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Office Market

In contrast to the industrial market in which NKC is one of the largest submarkets, NKC has only a small amount of office space, with 2.5 million square feet (**Figure 11**). The Cerner campus is 1.4 million square feet and is not included in these figures which mostly include multi-tenant buildings rather than owner-occupied buildings. Nearly 2.0 million square feet of this space is classified as medical office space and is concentrated in and around the North Kansas City Hospital campus. In contrast, the Downtown Kansas City, MO Central Business District (CBD) has 17.5 million square feet, and the College Boulevard corridor in Johnson County, KS has just over 20 million square feet. NKC has had little measureable growth in office space since 2004 with only 3,575 square feet of new inventory recorded in the brokerage statistics.

Figure 11
Office Inventory and Growth Trends



With more available land and fewer complexities related to infill and redevelopment, the vast majority of the growth in office space, like industrial space, is occurring in the suburban submarkets. The College Boulevard corridor added 1.9 million square feet from 2004 through 2014, and the Johnson County, KS submarkets added over 3.2 million square feet. NKC did not have any growth of regional significance.

Much of North Kansas City's office space is medical office which typically rents at a premium compared to standard business office space. The 1.8 million square feet of Class B space in NKC is largely medical office, with rents in the \$25 per square foot range (**Table 7**). Smaller professional office spaces along Swift Street and Armour Road, such as the Town Square and Northtown Professional buildings have lease rates in the high teens per square foot. Since per square foot rents are typically higher for small spaces, this suggests that quality office space in NKC rents for prices similar to Downtown Kansas City office space. The rent levels for quality space also suggest that NKC can be a desirable office location if quality space can be provided.

Table 7
Kansas City Office Market Summary

Class	North Kansas City	CBD	Country Club	Crown Center	Midtown
Class A					
Inventory	---	5,225,006	2,850,444	2,538,635	564,310
Average Rent	---	\$18.29	\$22.87	\$18.42	---
Vacancy Rate	---	23%	11%	24%	---
Class B					
Inventory	1,869,749	10,068,920	1,980,650	2,717,901	2,240,511
Average Rent	\$17.62	\$15.33	\$22.85	\$17.53	\$15.28
Vacancy Rate	2%	14%	8%	5%	6%
Class C					
Inventory	370,594	2,331,498	284,586	967,938	1,968,974
Average Rent	\$11.53	\$17.06	\$19.52	\$3.26	\$12.94
Vacancy Rate	6%	6%	6%	12%	6%

Source: CoStar, Economic & Planning Systems
H:\133090-North Kansas City, MO Comp Plan\Data\133090-Office.xlsx\Summary_Class

An important emerging trend in NKC is the conversion of industrial buildings to office space. Over the past five to 10 years several small engineering, architecture, and software and information technology firms have moved into NKC. Some of these firms have moved into former industrial or obsolete retail/commercial buildings that have been modestly renovated and converted to office and flexible workspace. These firms are attracted by lower rents than Downtown Kansas City, the central location, a three gigabyte per second fiber optic network, and the fact that North Kansas City does not have an earnings tax. Kansas City, MO collects a 1.0 percent earnings tax on all employees working in Kansas City.

Developers and property owners report that the industrial building costs are low enough that they can be acquired and converted to office space and rental at rates sufficient to cover renovation costs. This activity is occurring gradually along the three corridors east of Burlington: Clay, Swift, and Erie. The largest costs in these types of conversions are upgrading the HVAC, lighting, and fire protection systems to modern efficiency and building code standards.

Office and Industrial Development Strategies

Industrial

It is unlikely that industrial space will grow significantly in NKC. This is primarily due to the lack of suitable sites on which to build modern industrial and flex buildings with adequate truck and parking facilities. It is conceivable that some industrial property could be assembled and redeveloped over time, primarily in the Passaic Industrial District as this area has larger parcel sizes that require less land assemblage. However this is largely speculative and would be in the distant future. A risk for NKC is the decline in the quality of industrial space if it is not maintained, and continued competition with newer suburban space as industrial needs evolve. New uses should be identified for areas where buildings are obsolete for traditional industrial use.

- The best industrial districts that are functioning with industrial businesses should be stabilized to allow them to continue to generate economic activity.
- The conversion of industrial property to other uses should be encouraged in the areas where this is already occurring, such as the Swift, Erie, and Clay corridors.
- Areas of obsolete and poor quality buildings should be identified and targeted for land assemblage and redevelopment with other uses.

Office

As noted above, the market for office space in NKC is in small young “creative” firms including technology, engineering, architecture, media, custom product fabrication and design, and other firms seeking an urban environment. It is possible that the ARRA site could be attractive to a large corporate user if there is an identified opportunity. Given the infill and redevelopment context, new office construction or conversions will be smaller in scale and targeted at local and regional firms and new business startups.

Adaptive Reuse

While the overall industrial market is strong, there are many buildings that are in disrepair or are functionally obsolete for continued industrial use. Some buildings are suitable for adaptive reuse – the conversion of an existing building from its current use to another use.

- Residential – the most desirable industrial buildings to convert to residential space are multistory mill type buildings such as those found in the River Market, Crossroads, and West Bottoms area. NKC does not have many multistory industrial buildings of this type with the exception of the Northland Lofts building.
- Office – Several professional firms (engineering, architecture), creative businesses (web services, marketing), and technology and IT support firms have moved into former industrial buildings that have been renovated and converted to office space.
- Other/Flexible Uses – The Cinder Block and Big Rip breweries have located in former industrial buildings and include seating areas for the tasting rooms. Small custom fabrication and manufacturing firms utilize these older buildings as well. In high visibility and high traffic locations, many buildings are suitable for retail use. Data centers are also emerging in NKC due to the high quality fiber optic network.

The conversion of former industrial buildings to office, retail/commercial, and other flexible uses is occurring on the Clay, Swift, and Erie corridors. This market trend presents an opportunity to diversify the employment base and attract new amenities to NKC. Some buildings are more attractive than others. Local real estate experts suggested that buildings that have 12 to 16 foot ceilings and wood structural components are the most suitable. These can be retrofitted with additional windows and simple but modern interior finishes that are attractive in today's market, especially to firms with a younger workforce.

Retail and Commercial Development

North Kansas City has one of the few true walkable traditional "Main Streets" in the Kansas City region along its Armour Road corridor. This is a major asset to the community and should be a priority area in the Master Plan. The mix of businesses includes many types found in small downtown areas, such as restaurants, cafes, bars, boutique retail, and small office buildings and comprises a total of approximately 500,000 square feet of development.

Retail Demand

The amount of retail space that a community can support is a function of its population or number of households and its corresponding retail spending patterns and income levels. The geography of the community's retail trade area, and the competitive retail supply in that trade area, also need to be considered. This section provides estimates of the amount of retail space that can be supported in NKC at different hypothetical levels of household growth. Four estimates of supportable retail space (retail demand) are provided. First, retail demand is estimated at 2,405 households, the current number of households in the City. Next, retail demand is estimated if NKC were to grow to include 5,000, 7,500, and 10,000 households.

The total spending by NKC households is estimated by multiplying the average household income by the number of households (**Table 8**). The existing 2,405 households generate \$103 million in total household income (THI).

Table 8
Total Household Income

ACS Based THI	Households NKC 2014	Households		
		5,000	7,500	10,000
Households (ACS 2014)	2,405	5,000	7,500	10,000
Average Household Income (ACS 2014)	<u>\$42,838</u>	<u>\$42,838</u>	<u>\$42,838</u>	<u>\$42,838</u>
Total Household Income (\$000s)	\$103,025	\$214,190	\$321,285	\$428,380

Source: US Census of Retail Trade; ACS; Economic & Planning Systems

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Next, the estimated proportion of household income spent on retail goods is applied to the total household income figures for each scenario. As shown, the 2,405 existing households spend approximately \$37.7 million on retail goods, or 36.6 percent of household income (**Table 9**).

Table 9
Retail Expenditure Potential by Store Type, North Kansas City

Store Type	% of THI	Households			
		2,405 Existing 2014	5,000	7,500	10,000
Trade Area, THI (\$000s)	100.0%	\$103,025	\$214,190	\$321,285	\$428,380
Convenience Goods					
Supermarkets and Specialty Grocery Stores	6.5%	\$6,679	\$13,886	\$20,828	\$27,771
Convenience Stores (incl. Gas Stations) ^{1, 2}	2.7%	\$2,830	\$5,884	\$8,826	\$11,769
Beer, Wine, & Liquor Stores	0.5%	\$519	\$1,078	\$1,617	\$2,157
Health and Personal Care	3.2%	\$3,271	\$6,800	\$10,200	\$13,600
Total Convenience Goods	12.9%	\$13,299	\$27,648	\$41,472	\$55,296
Shopper's Goods					
General Merchandise					
Traditional Department Stores	0.7%	\$763	\$1,586	\$2,380	\$3,173
Discount Department Stores	1.3%	\$1,373	\$2,854	\$4,281	\$5,708
Warehouse clubs & supercenters	4.7%	\$4,882	\$10,151	\$15,226	\$20,301
All other general merchandise stores	0.7%	\$687	\$1,427	\$2,141	\$2,855
Subtotal	7.5%	\$7,705	\$16,018	\$24,028	\$32,037
Other Shopper's Goods					
Clothing & Accessories	2.7%	\$2,800	\$5,822	\$8,733	\$11,643
Furniture & Home Furnishings	1.0%	\$1,070	\$2,225	\$3,337	\$4,449
Electronics & Appliances	1.2%	\$1,240	\$2,577	\$3,866	\$5,155
Sporting Goods, Hobby, Book, & Music Stores	0.9%	\$930	\$1,933	\$2,900	\$3,867
Miscellaneous Retail	1.1%	\$1,173	\$2,439	\$3,658	\$4,878
Subtotal	7.0%	\$7,213	\$14,996	\$22,494	\$29,992
Total Shopper's Goods	14.5%	\$14,918	\$31,014	\$46,521	\$62,029
Eating and Drinking	6.0%	\$6,163	\$12,813	\$19,220	\$25,626
Building Material & Garden					
Total Building Material & Garden	3.3%	\$3,357	\$6,980	\$10,470	\$13,960
Total Retail Goods (\$000s)	36.6%	\$37,737	\$78,456	\$117,684	\$156,911

¹Convenience Stores w/Gas (44711) are multiplied by 50% to exclude gas sales

Source: Census of Retail Trade, Economic & Planning Systems

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Retail spending potential is translated to retail square feet by dividing the household spending potential by store type by typical sales per square foot estimates for each store type. These are the minimum sales thresholds that the retailers in each category would need to achieve to justify a new store. As shown, the current population supports nearly 17,000 square feet of grocery space, which is substantially less than the standard new supermarket formats of 55,000 to 65,000 square feet (**Table 10**). At 7,500 households, there would be just enough spending to support a full service supermarket.

The general merchandise category contains department stores (e.g., Macy's, Neiman Marcus) and discount retailers such as Target, Wal-Mart, and Kohl's. It also includes warehouse and wholesale clubs such as Costco and Sam's Club. Standard store sizes for department stores are approximately 75,000 square feet, and up to approximately 125,000 square feet for supercenters. Warehouse and wholesale clubs are typically at least 100,000 square feet as well. At 7,500 households, the spending in the general merchandise category is sufficient to support one store in this category such as a discount department store. However, as will be discussed, attracting a store like this may still be challenging given NKC's trade area geography and the presence of existing competition just to the north.

Table 10
Supportable Retail Square Feet, North Kansas City

Store Type	Required Sales Per Sq. Ft.	Supportable Sq. Ft.			
		2,405 Households	5,000 Households	7,500 Households	10,000 Households
Convenience Goods					
Supermarkets and Specialty Grocery Stores	\$400	16,697	34,714	52,071	69,428
Convenience Stores (incl. Gas Stations) ^{1,2}	\$400	7,076	14,711	22,066	29,421
Beer, Wine, & Liquor Stores	\$300	1,729	3,594	5,391	7,188
Health and Personal Care	\$400	<u>8,177</u>	<u>17,000</u>	<u>25,500</u>	<u>34,000</u>
Total Convenience Goods		33,679	70,019	105,028	140,038
Shopper's Goods					
General Merchandise					
Traditional Department Stores	\$200	3,815	7,932	11,898	15,864
Discount Department Stores	\$300	4,576	9,514	14,271	19,028
Warehouse clubs & supercenters	\$500	9,765	20,301	30,452	40,602
All other general merchandise stores	\$200	<u>3,433</u>	<u>7,136</u>	<u>10,704</u>	<u>14,273</u>
Subtotal		21,589	44,883	67,325	89,767
Other Shopper's Goods					
Clothing & Accessories	\$350	8,001	16,633	24,950	33,267
Furniture & Home Furnishings	\$250	4,280	8,898	13,348	17,797
Electronics & Appliances	\$500	2,479	5,155	7,732	10,310
Sporting Goods, Hobby, Book, & Music Stores	\$350	2,657	5,524	8,286	11,048
Miscellaneous Retail	\$250	<u>4,692</u>	<u>9,755</u>	<u>14,633</u>	<u>19,511</u>
Subtotal		22,109	45,966	68,948	91,931
Total Shopper's Goods		43,698	90,849	136,274	181,698
Eating and Drinking	\$350	17,609	36,609	54,913	73,217
Building Material & Garden	\$300	1,549	3,220	4,830	6,441
Total Retail Goods		96,535	200,697	301,046	401,394

¹Convenience Stores w/Gas (44711) are multiplied by 50% to exclude gas sales

Source: Census of Retail Trade, Economic & Planning Systems

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The other shoppers goods category contains clothing, hobby, book, music, sporting goods, and miscellaneous retail stores found in malls, open air lifestyle retail centers, downtown areas, and smaller community shopping centers. There is therefore more flexibility in the building formats for these store types, although national retailers often have strict trade area demographic requirements and site location requirements for new stores. The current population supports just over 22,000 square feet of space. The current store mix in downtown meets some of this demand from NKC residents. At 7,500 households, demand would grow to nearly 70,000 square feet which is enough to create "critical mass" in a downtown retail setting, or to tenant a community shopping center anchored by a grocer.

In the restaurant and bar (eating and drinking) category, the current population supports just under 20,000 square feet of space. There are roughly 25 restaurants in NKC currently, including a mix of sit down restaurants which includes Chappell's, a destination sports bar, the Le Monde Bakery, a popular bakery with locals, and other fast food, sit down, and barbeque restaurants. Expanding restaurants may be challenging without additional population growth or employment growth. There is not enough demand in the building material category to be of any significance.

Employee Spending

There are a large number of employees in NKC compared to its population. Employee spending contributes primarily to businesses that serve this daytime demand, such as restaurants, coffee shops, and some convenience goods. The majority of convenience goods and grocery purchases are made close to home, rather than close to work. Using the upper end of spending averages for suburban employees (largely office employees based on available data), the 34,000 non-resident employees in NKC create demand for 10,000 to 15,000 square feet of retail and restaurant space (**Table 11**). This is equivalent to approximately half a square foot of space per employee.

Expanding employment, particularly in high wage knowledge-based industries, will further support demand in restaurants and bars and some miscellaneous retail. This will help to reinforce "Main Street" (Armour Road) retail conditions.

Table 11
Retail Demand from Employee Spending

Description	Spending Factors	Sales per Sq. Ft.	Supportable Sq. Ft.
Nonresident Employees	34,000		
Weekly Spending per Employee [1]			
Discount Stores/General Merchandise	\$18.00		
Grocery, Drug, Convenience	\$40.00		
Shoppers Goods	\$55.00		
Sit Down Restaurants	\$7.00		
Fast/Quick Serve Restaurants/Delis	<u>\$11.00</u>		
Total	\$131.00		
Annual Spending by Store Type [2]			
Discount Stores/General Merchandise	\$620,000	\$300/Sq. Ft.	2,100
Grocery, Drug, Convenience	1,377,000	\$400/Sq. Ft.	3,400
Shoppers Goods	1,894,000	\$300/Sq. Ft.	6,300
Sit Down Restaurants	241,000	\$350/Sq. Ft.	700
Fast/Quick Serve Restaurants/Delis	<u>379,000</u>	\$350/Sq. Ft.	<u>1,100</u>
Total	\$4,511,000		13,600
Sq. Ft. of Demand Per Employee			0.40

[1] International Council of Shopping Centers (ICSC) Survey of Office Workers. Suburban Setting with ample retail offerings.

[2] Annualized at 48 weeks to account for vacations and holidays.

Source: ICSC, Economic & Planning Systems

H:\133090-North Kansas City, MO Comp Plan\Models\133090-Retail TPI 07-01-2015.xlsx\Employees

NKC Retail Trade Area

The retail demand projections shown above need to be considered along with the geography of NKC's retail trade area and the competitive store/shopping center inventory. The Missouri River is an important feature that divides the three mile radius north and south (**Figure 12**). There is also a large amount of industrial development along the river with little population. The physical and perception barrier created by the river, and the low population density in much of this three mile radius reduces the potential population that can be served by retailers located in NKC. For day-to-day retail, the NKC trade area is north of the river.

The Vivion Road corridor, 2.5 to 3.0 three miles to the north along North Oak Traffic Way, and Chouteau Traffic Way corridors have several retail centers tenanted with warehouse clubs, home improvement centers, discount retailers, and department stores. The Barry Road and Highway 152 interchanges with I-29/US-71 another 2.0 miles to the north has a large agglomeration of regional retail with 1.4 million square feet in the North Oak Village and Chateau Crossings Shopping Centers and over 500,000 square feet in the Antioch Center currently being redeveloped after a period of slowed activity following the recession.

Vivion Road, a major east/west artery, carries nearly 20,000 cars per day. North Oak Trafficway, long considered one of the major north/south arteries serving the northland retail area, carries over 26,000 cars per day. In addition, Interstate 29 has over 78,000 cars per day.

Figure 12
NKC Retail Trade Area



Retail Development Strategies

Based on the retail market analysis above, this section provides recommendations on strengthening and expanding retail in NKC. Having enough retail to meet resident and employee needs is important to quality of life as well as business attraction and retention.

- **Housing and population** – The small population in NKC is the major limiting factor to additional retail and restaurant growth. This challenge is not unique to NKC; the retail-housing balance is a “chicken and egg” problem especially in small communities – additional retail space is needed to attract residents and businesses, but more residents are needed to support the retail space. The Master Plan should identify sites or districts for residential infill development and redevelopment to increase NKC’s population. Apartments, lofts, and townhomes are all within reason from a market perspective, and should be executed with attention to urban design and architectural character (in the style of redeveloped River Market, Crossroads) in order to serve young, active families and to elevate the building quality within the city.
- **Business Types** – NKC’s market niche for retailers and restaurants is local or Kansas City region-based businesses. The retail demand analysis indicated that the opportunities for traditional anchor-driven retail development are limited in NKC by the small trade area size and competition in Kansas City North. There is a growing food cluster in NKC with two breweries and a distillery. Additional specialty food and restaurant businesses could be pursued to create a food/restaurant district. Combined with light manufacturing space, some retail businesses could also operate as showrooms for specialty products made in NKC. Examples from other urban edge industrial areas include clothing, sporting goods (bicycle building), personal and household accessories, art, and custom furniture. If enough of these businesses can be aggregated, it can create a regional destination in NKC. The plan should focus on low-cost flexible commercial space that can accommodate a wide variety of uses.
- **Armour Road “Main Street”** – Retail and restaurant development performs best when there is a “critical mass” of space. Critical mass is achieved when there are multiple store and restaurant types located closely together to provide options, comparison shopping, and the sense that there is a place or destination. As the City’s original commercial district, Armour Road is recommended to be the focal point for additional retail/commercial infill development.
- **ARRA Site** – The ARRA site has direct highway access and good visibility. It is also large enough to accommodate standard suburban retail formats. It is possible that a “one in the market” retailer could be interested in this site. Examples of one in the market retailers include Ikea (located in Merriam, KS), Cabela’s (located in The Legends), or Alamo Drafthouse (Power and Light District), or others that could emerge. The ARRA site framework plan calls for higher densities than suburban retail formats typically build; flexible and creative site planning may be needed to accommodate this type of use.
- **Burlington Corridor** – Access to property along the Burlington Corridor is limited in most areas to right-in-right-out (RIRO) access. The high travel speeds along this corridor, and perception that it is something to get through on the way to Kansas City, have limited retail development potentials along this corridor. Northgate has experienced challenges in attracting additional retail due to these factors.

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Appendix B - Zoning Framework



ZONING FRAMEWORK

The purpose of this report is to provide a framework for the update of the North Kansas City Zoning Ordinance to modernize the City's main form of land development policies as well as implement the North Kansas City Master Plan. The recommendations in this framework report are intended to provide general guidance for a future update of the City's zoning without creating a line-by-line dissection. These recommendations are based not only on the development strategies outlined in the Master Plan but also on discussions with City staff, elected officials, appointed planning officials, and stakeholders that represent community interests, all of whom provided insight into the City's current regulations.

The intent of this report is to summarize the strengths and weaknesses of the existing regulations in terms of usability, organization, and substantive standards, and to provide options for improvement. This framework also includes a proposed outline for the new regulations.

It is important to keep in mind that this evaluation does not necessarily identify every issue or individual problem with the existing regulations but tries to focus on broader issues that will need direction prior to the actual text amendments.

ANALYSIS OF THE EXISTING ZONING ORDINANCE

Modernizing the City's zoning ordinance does not necessarily require that the City throw out their existing regulations but rather, focus on some targeted revisions to the district structure, updating the design standards, and improving the usability of the document. All of these issues are discussed further within the individual section discussions below.

Section 17.04.020 – Purpose and Intent

The purpose and intent statements for the entire zoning ordinance are important to identifying the legislative intent of the document as well as the individual districts. The existing statements will need to be completely rewritten to better reflect the Master Plan Vision and Vision Themes. For example, the existing purpose sentence in 17.04.1020 (B)(3) states that ordinance is set up to "accomplish certain standards and objectives by: preventing the overcrowding of land through regulating and limiting the height and bulk of buildings hereafter erected as related to land area;" This type of language is very common in many ordinances and is often a carryover from historical desires to prevent overcrowding of buildings in very urban cities. While the prevention of overcrowding is still an important purpose, a better statement might be that "this ordinance is designed to help define North Kansas City's vision of a community with compact, walkable neighborhoods that are designed to enhance community character and create a sense of place." This is a purpose statement that can be tied directly back to the Master Plan.

In addition to incorporating more of the Master Plan's vision into the purpose statement, this section should generally be revised to avoid negative language. There are several statements that use the term "limiting" such as "...limiting the building or setback lines...", "...limiting the

intensity of the use...” and “...limiting the powers and duties of the administrative officers and bodies...” While not intentional, this can give a reader the perception that the City is trying to be overly controlling of activities. An example of a revision to the existing language is to replace statement 17.04.1020 (B)(10) that reads

“Defining and limiting the powers and duties of the administrative officers and bodies as provided hereinafter;” with language such as an intent to “establish open and transparent review procedures that streamlined development rules when the proposed activities are compatible with the North Kansas City Master Plan and complies with the requirements of this ordinance.”



Section 17.08.010 – Definitions

Whenever a community undertakes a comprehensive rewrite of their zoning regulations, it is necessary to also comprehensively rewrite the glossary of definitions. Terms that are no longer used need to be eliminated and new terms will have to be incorporated based on the language that is added as part of the process. Additionally, it is always a good idea to evaluate the definitions that will remain to remove or revise any definitions that are unnecessary or confusing. For example, the term “bulk” is defined in this section as it relates to the scale and massing of buildings. Unfortunately, it is used in a broader manner throughout the ordinance. In some cases it is about buildings but the term is also used in relation to landscaping (i.e., bulk plants) or even to address bulk sales. It will be important to consider where terms need to be defined and/or clarified in this section versus where the City can rely on the standards to be detailed enough to define the term.

Chapter 17.12 – Zoning Districts Designated and the Regulation of Uses

One of the key reasons for updating the zoning ordinance is to enhance the opportunity for development and reinvestment envisioned by the Master Plan. One of major areas of change needed to accomplish this goal is to evaluate the existing zoning district structure (number and types of districts), where and how uses are allowed, and the specific standards that apply to those districts and uses. The zoning district changes suggested by this framework are summarized in Table 1 and are more fully discussed in the sections for the individual districts.



TABLE 1: SUMMARY OF PROPOSED ZONING DISTRICT CHANGES	
Existing District	Summary of Suggested Changes
P-C Public/Civic District	Maintain with some revisions.
R-1A Low Density Single-Family Residential District	Maintain with revisions to focus on compatibility for infill and redevelopment.
R-1B High Density Single-Family Residential District	
R-2 Two-Family Residential District	Maintain with some revisions.
R-3 Cluster or Garden-Type Residential District	
R-4 Medium Density Apartment District	
R-5 High Density Apartment District	Maintain this district in the zoning ordinance text but make it a discontinued district.
C-0 Non-Retail Business District	Maintain with some revisions.
C-1 Local Business District	Consider eliminating this district.
C-2 Retail Business District	Completely revise to become a new downtown, form-based zoning district.
C-3 Service Business District	Maintain and revise to serve as the City's general business district outside of Downtown and the Burlington Corridor Districts
M-T Industrial Transition District	New District
M-1 Limited Industrial District	Maintain with some revisions.
M-2 General Industrial District	
G-1 Gaming and Amusement District	
Burlington Corridor Overlay District	Change this district from an overlay district to a base zoning district.
Planned Unit Development	Maintain with some revisions.

In addition to the suggested changes to the district structure summarized above, there are two overall improvements that should be addressed in an update to the zoning ordinance. The first is the elimination of an outdated pyramidal scheme of uses that was identified as an implementation strategy in the Master Plan. The second is to update the list of uses permitted, or conditionally permitted, in North Kansas City and then utilize a use table to allow users to easily identify where and how uses are permitted across all zoning districts. Each of these recommendations is discussed more fully below.

1. Eliminate the Pyramidal Scheme of Permitted Uses

As stated in the Master Plan, the City's current zoning ordinance is based on an outdated pyramidal scheme of permitted uses where, with few exceptions, the industrial districts are the most permissive, allowing for all uses in the more restrictive zoning districts including any residential and commercial uses permitted across the City. While a modern zoning ordinance must embrace flexibility and provide for a broader mixture of uses, allowing too broad of a mix poses a significant risk of eroding the industrial base in the City if more residential, office, and commercial uses begin to encroach into the industrial areas. At the other end of the spectrum, because the residential and low-intensity commercial districts only allow for limited types of uses, there is difficulty in embracing a mixture of residential and commercial uses where it is appropriate. An update to the zoning ordinance should focus on creating vibrant places but also ensure the long-term viability of the City's residential and industrial cores through the review and update of the list of permitted uses based on the vision of the individual character areas within the City.

2. Utilize a Use Table to Identify Permitted Uses

We recommend that the City include a use table in any zoning ordinance update to illustrate where and how uses are permitted within each zoning district. The City currently utilizes a form of a use table within the Burlington Corridor Overlay District when identifying distinctions between the different areas of the corridor; however, the table does not identify a comprehensive list of uses but rather identifies where there are differences with the base zoning districts. With all the other zoning districts, there is simply a list of permitted uses in each district's section of the ordinance. This is then supplemented by a list of uses that may be considered as conditional uses in Chapter 17.84, making it very difficult to consider how and where a particular use is permitted in any individual district, let alone across all districts. Utilizing tables to illustrate allowed uses within each district is an effective method of illustrating uses both in a single district and in district-to-district comparisons.

As part of the development of a use table, the City should also use the update of a zoning ordinance to reevaluate the list of uses allowed in the City and consider if the uses are too broadly defined or too specific. For example, in the C-O District, there is a list of "other offices" allowed in the district that identifies the types of professional offices permitted but the way the language is written, it is very restrictive in that the offices allowed are limited to those in the list. The problem occurs when you consider common office users that fall outside of the list. For example, the list includes architects but not planners, interior designers, landscape architects, or other related professions. This is an example when the list of uses may be too restrictive and the City would be better off identifying "professional offices" with a strong definition of what that includes with some allowances for consideration of similar or related uses.

TABLE 1222-3: PERMITTED PRINCIPAL USES

Use Category and Use Type		Base Zoning Districts											Use-Specific Standards in Section:	
Use Category	Use Type	A-1	R-1A, R-1B, R-1C, or R-1D	R-2	R-3	O-1	B-1	B-2	B-3	I-1	I-2	P-1		PUD
Agricultural Uses														
Agriculture and Agricultural Services	Agriculture (Raising of Crops)	P	P	P	P	P	P	P	P	P	P	P	P	
	Agriculture (Livestock)	PS	---	---	---	---	---	---	---	---	---	---	---	1222.05(b)(1)
	Community Gardens	PS	PS	PS	PS	---	---	---	---	---	---	PS	PS	1222.05(b)(2)
	Farm Implement Sales and Service	C	---	---	---	---	---	---	C	---	---	---	---	
	Greenhouses and Nurseries	PS	---	---	---	---	---	---	P	---	---	---	P	1222.05(b)(3)
Residential Uses														
Group Living	Small Residential Facilities	PS	PS	PS	PS	---	---	---	---	---	---	PS	PS	1222.05(c)(1)
	Large Residential Facilities	---	---	PS	PS	---	---	---	---	---	---	PS	PS	1222.05(c)(1)
	Dormitories	---	---	---	---	---	---	---	---	---	---	P	P	
	Fraternal or Sororities	---	---	---	C	---	---	---	---	---	---	P	P	
	Skilled Nursing or Personal Care Facilities	---	---	---	C	C	C	---	C	---	---	PS	PS	1222.05(c)(2)
Household Living	Dwelling, Multi-Family (Apartment Building with 9 or more units)	---	---	---	PS	---	---	---	---	---	---	PS		1222.05(c)(3)
	Dwelling, Multi-Family (Apartment House with 4 to 8 units)	---	---	---	PS	---	---	---	---	---	---	PS		1222.05(c)(3)
Household Living	Dwelling, Multi-Family (Attached up to 6 units)	---	---	---	PS	---	---	---	---	---	---	PS		1222.05(c)(3)
	Dwelling, Single-Family	P	P	P	P	---	---	---	---	---	---	---	P	
	Dwelling, Three-Family	---	---	---	P	---	---	---	---	---	---	---	P	
	Dwelling, Two-Family	---	---	P	P	---	---	---	---	---	---	---	P	
	Narrow Lot Developments	---	C	C	C	---	---	---	---	---	---	---	PS	1222.05(c)(4)
	Permanently Sited Manufactured Homes	PS	PS	PS	PS	---	---	---	---	---	---	---	PS	1222.05(c)(5)

Partial sample of a use table identifying the permitted residential and agricultural uses along the right side and all of the districts across the top.

Chapter 17.14 – P-C, Public/Civic District

Many communities maintain a district specific for public, civic, and other institutional uses to allow for areas of the City for these sometimes large scale or multi-building/multi-use public-oriented uses. The City does not currently have any areas zoned for this district but it is appropriate to maintain it if there is potential for such uses. However, we recommend revising the language to:

- Reconsider how the uses are allowed in other districts compared to this district. If a public use is allowed in another zoning district with little to no development standards, there is little incentive to request this zoning district. It may be more appropriate to make the uses permitted by-right in this zoning district but conditionally permitted in other districts, as allowed by law.
- The design guidelines are too vague with language like “encouraged,” “dominant,” and “should” without any additional guidance as to how that language may be interpreted so the City can end up not having the ability to say no to certain proposals because of the lack of clear and predictable standards. The guidelines need to be revised to provide more objective requirements for things like buffering, traffic impacts, and parking.

Chapter 17.16 – R-1A, Low Density Single-Family Residential District

The R-1A District should be retained for the purposes of protecting existing residential neighborhoods in the City, particular those with a density similar to the River Forest subdivision. Some modifications to consider in an effort to link the district more closely to the Master Plan include:

- Adjust zoning district boundaries to cover those areas classified as the Suburban Neighborhood Character Area in the Master Plan. This adjustment of the zoning district boundary may not precisely follow the character area boundary due to the existence of higher density development or existing PUDs.
- The City might also consider renaming the district Suburban Neighborhood to more closely align it with the applicable area.
- Incorporate neighborhood compatibility standards for any infill development that will require any new homes retain the scale and massing of existing homes and sites within the same block. This will help retain the character of the neighborhood. However, the City should also allow for the possibility of the complete redevelopment of an entire block without being subject to the compatibility standards.

Chapter 17.20 – R-1B, High Density Single-Family Residential District

The R-1B District should also be retained for the purposes of protecting existing residential neighborhoods but with more of a focus around those areas within the Traditional Neighborhood Character Area of the Master Plan. Like the R-1A District recommendations, the City should consider adjusting the boundaries to focus on areas such as the Avenues while allowing other areas, such as Northgate, City View, and areas zoned as R-2, to retain that existing zoning. This district should also contain similar neighborhood compatibility standards as identified in the R-1A District.

Chapter 17.24 – R-2, Two Family and Rooming House Residential District

The R-2 District is only located in one area of the City but it does provide for a housing option that is not necessarily available elsewhere and as such, the City should retain this district with minimal changes. In updating the zoning ordinance, the City might consider renaming the district as the R-2 Two Family Residential District as it does not appear that rooming houses are permitted, let alone encouraged, and so there is no need to incorporate the use in the name of the district. Within this district, the City might consider incorporating the neighborhood compatibility standards suggested for the single-family residential districts but such regulations should allow for both single-family or two family housing options.

Chapter 17.28 – R-3, Cluster or Garden-Type Residential District

Like the R-2 District, the R-3 District only applies to one area of the City and that is the Sunny Hills development. The district is set up like many of the other base zoning districts with a list of permitted uses and related site development standards but the final requirement of the district states that any development will require a PUD review, essentially ruling out any by-right development under the district requirements. For this reason, the City consider revising the

district to allow for a number of low-intensity, multi-family residential uses by-right with stronger design standards. These standards may establish the specific types of multi-family structure types that would be allowed in the district including the possibility of cottage homes, apartment houses, rowhouses, or other similar types of multi-family residential building types (See illustrative examples below) provided they meet some enhanced design standards. This will allow for the removal of the PUD requirements and will give the City some predictability of what types of multi-family residential uses could be constructed on the site if Sunny Hills was to be redeveloped without mandating a PUD.



The top left image illustrates a cottage development with multiple small homes on a single lot, organized around a common green space. The top right image is a multi-family apartment house that has the appearance of a large single-family home but contains multiple dwelling units. The bottom image illustrates a low-density townhome development.

Chapter 17.32 – R-4, Medium Density Residential District

The R-4 District should be retained as it provides for an important intensity of housing necessary to promote the goals of population growth in North Kansas City. The City should consider some minor changes to the district including:

- Providing more definition to what “medium-density apartment buildings” means. There is no definition of such use in the ordinance with only the term “apartment” defined. The City might incorporating the multi-family housing type examples shown in the examples above as part of a permitted use table and then identifying which of those housing types are allowed in the R-4 District as well as any related design standards. Furthermore, the maximum density should be stated to ensure clear and predictable standards.

- Eliminate references to housing specific for senior citizens. The City should encourage the development of housing for seniors by ensuring that the uses and housing types allowed in this district would provide that opportunity but there is no need to call that out as a separate use because the City would like to attract people of all ages.
- In general, the City can eliminate any standards such as the one under Section 17.32.030 that states “all buildings exceeding two and one-half stories shall be equipped with elevators.” This is something that should be dictated by the applicable building code or at the developer’s initiative rather than as a zoning requirement.

Chapter 17.36 – R-5, High Density Residential Apartment District

The R-5 District is currently only applied to the site of the Northland Lofts, which is one of the highest density residential developments in the City. The Master Plan recommendations prioritize residential density around the Burlington Street Corridor or in and around Downtown North Kansas City rather than other areas of the City and this calls into question the need for the R-5 District to be maintained.

Instead of eliminating the district, which would make the Northland Lofts a nonconforming use, the City should consider maintaining the text of the district but making the district a discontinued zoning district that would not be permitted to be used in any other area of the City after the effective date of any zoning amendment. This would allow the lofts as a conforming use, that could be rebuilt or expanded in accordance with the R-5 District but would prevent additional R-5 zoning in other areas of the City not so envisioned in the Master Plan.



Chapter 17.40 – C-0, Non-Retail Business District

The C-0 District is currently the zoning that applies to the hospital site. Per its name, the district is focused on allowing for non-retail uses such as professional or administrative offices, hospitals, and other medical uses. With the City’s pyramidal zoning, the district even allows for most of the types of residential housing permitted in the residential districts. This type of non-retail district is a good zoning option to maintain as it supports business development, particularly for larger scale developments such as the hospital. The City should consider some minor revisions, such as using somewhat broader definitions for the different types of office uses allowed in the district. This will likely be addressed if the City utilizes a use table and undertakes a comprehensive evaluation of the uses allowed in the community. Additionally, while this district is focused on non-retail uses, the City should also consider allowing up to 10% to 15% of any building’s square footage to be used for retail purposes to allow for cafes, banks, or other similar uses that might serve the daily needs of employees or visitors.

Chapter 17.44 – C-1, Local Business District

The City should consider eliminating the C-1 District. There are only a few small areas zoned C-1 and the vast majority of the areas are within portions of the City that will be covered by the Burlington Corridor or Downtown zoning districts. In addition to the zoning not necessarily being relevant or necessary anymore, the list of permitted uses is so detailed that it could end up being limiting for uses that fall outside of the list. For example, the list of permitted uses include shops that sell artist and hobby supplies but does not appear to allow the sale of art unless staff were to classify art as “novelties.”

Chapter 17.48 – C-2, Retail Business District

The C-2 Retail Business District currently serves essentially as the City’s Downtown zoning district. For this reason, it seems appropriate to utilize this district as the foundation for a zoning district to address the recommendations for change outlined in the Master Plan including those areas designated as the Expanded Downtown Focus Area. The recommendations for change within this district are substantial as the Master Plan suggests with a change to focus more on the form of the development (e.g., relationship to the street, scale, massing, density, etc.) rather than uses and general design guidelines. The following is a summary of the significant changes needed to implement the plan for the area:



- Given that the district will be designed for a very specific area of the City, the district should be renamed appropriately. If this area is going to be known as the Downtown area, even though it will extend much further south than the existing zoning, then it should be renamed as such. It will help from the standpoint of usability when reading the code.
- This will be a much larger area than the existing district with a wide mixture of existing building styles, existing uses, and general site layouts, let alone recommendations for future redevelopment typologies (See Master Plan.). For this reason, the district might incorporate either 1) a regulating plan based on the individual streets, a plan common to many true form-based codes; or 2) a series of sub-districts that will break the district down a bit further for the purposes of defining the character of development rather than uses. For example, the treatment of development that faces Armour Road is likely to be treated differently than development along Swift Street or the portion of Burlington Street that falls within the focus area. For each of these major areas, how the building is built in relation to the main corridor may vary both in setback and height. A regulating plan or sub-district approach can treat these differently but still regulate the area as a whole. In the same manner, the treatment of side streets and alleys is likely going to be different so one of the two approaches offers a method of evaluating the character designed for these sub-street types.

- While the regulation of land uses should not be the primary focus of zoning regulations in this district, they will still need to be addressed. For example, most residential uses should be focused on the second floor, at least along the major corridors. Additionally, while the City should encourage a wide range of active uses in this area, there are likely some industrial uses and auto-oriented uses (e.g., drive-throughs) that the City should prohibit or strictly regulate within the entire district.
- The design guidelines found in the existing C-2 District will need to be revised and reorganized. Many of the guidelines, such as the one stating to avoid long, monotonous walls, are standards that should apply to most nonresidential buildings except industrial buildings. These types of universal architectural and design standards should be moved to the chapter proposed for architectural standards or site development standards, as applicable. The City should focus more on establishing the building envelope and some basic building requirements (e.g., façade variations, transparency, building orientation, etc.) and avoid mandating a singular architectural style. The purpose behind this is to allow for some flexibility in design of the buildings. Additionally, provisions should be added to encourage the preservation of older building facades where such facades contribute to the unique character of North Kansas City.
- It will be important that all development standards and guidelines be crafted to require pedestrian compatibility as a part of promoting walkable neighborhoods. To the maximum extent feasible, access to parking lots and loading activities should be funneled along the side streets and alleys so that pedestrian activity is focused along the primary street corridors.



Chapter 17.52 – C-3, Service Business District

With the elimination of the C-1 District and revisions to the C-2 District to serve Downtown, the C-3 District should remain to serve as the City's general business district that may serve both pedestrians and auto-oriented traffic. The list of uses should be reconsidered as part of an overall evaluation of uses because like the C-1 District, the list of permitted uses is so detailed as to be restrictive. The current district completely prohibits residential dwellings and in doing so would prevent any mixed use buildings such as apartments on the second floor above retail or live/work units. While the Master Plan envisions those types of mixed uses primarily in Downtown and along the Burlington Corridor, allowing for mixed uses in other districts allows for more housing options. As is highlighted in the next section on the proposed zoning framework, any development with the C-3 District should be subject to enhanced design standards for parking, landscaping, signage, and architectural to ensure quality design for the City's commercial areas.

New Chapter – M-T, Industrial Transition District

In order to fully implement the recommendations of the Master Plan, the City will need to incorporate one new zoning district to designate areas for industrial transition uses. These areas are where there is a significant amount of existing industrial uses and buildings but, due to its location near Downtown, may also be an appropriate use for more transitional uses such as office, business support uses, or research and development. The existing M-1 District can serve as a basic foundation for the creation of this new district with allowances for a broader list of land uses and enhanced design standards that will make this area a blend of the extended Downtown and nearby industrial areas.

Chapter 17.56 – M-1, Limited Industrial District and Chapter 17.60 – M-2, General Industrial District

Both the M-1 and M-2 Industrial Districts should be carried forward as part of any update to the zoning ordinance. Given the overall zoning enhancements discussed in other parts of this report, these districts require few other changes to continue to serve as the zoning for the City's industrial areas.

Chapter 17.64 – G-1, Gaming and Amusement District

The G-1 District was designed to specifically serve as the zoning for the Harrah's Casino. The district should be carried forward with only minor revisions so that it may be integrated into the larger zoning update.

Chapter 17.66 – Burlington Corridor Overlay District

The Burlington Corridor is a key gateway and corridor for the City, one that has been difficult to address because of the wide variety of buildings, uses, and access along the full length of the corridor. Over the years, the City has undertaken numerous studies of the corridor that ultimately led to the current overlay district. While the overall intent of the existing district is fairly clear, the regulations are complicated and in some cases, seem to conflict. Furthermore, several of the standards are so detailed that they potentially prevent creative development that would otherwise meet the purpose of the district. In order to address this, the City should consider the following changes:

- Change the overlay district into a base zoning district – Given that the overlay is subdivided into three sub-areas, it would be quite simple to change this to a base zoning district and treat it as a unique area of the City and as such, simplify how development is regulated along this corridor. The new district should maintain some distinction between the three different areas (north, central, and south) but the areas should be further refined, especially since a portion of the corridor lies within the Master Plan's Downtown Focus Area and may ultimately be addressed in a revised C-2 Downtown District. Undertaking this recommendation will mean that a potential developer will not have to consider the requirements of two zoning districts.

- Incorporate the new base district within the use table so it is clear what uses are allowed within each of the areas, again, without having to go back and forth between an base zoning district and overlay zoning district.
- Completely reevaluate all of the building standards and design guidelines – A major part of the confusion with this district is that there is an early section on site and building standards followed immediately by design guidelines, which also address site and building design issues. In some cases, these standards and guidelines seem to conflict depending on the interpretation of the language. An example of this is that Section 17.66.060 (D) establishes building standards for transparency (windows and doors) that talks about ratios of the front façade that have to be transparent between two feet and eight feet in height above street level. This standard is fairly complicated in and of itself but as you continue to go through the chapter, there is Section 17.66.070 (design guidelines) that also has transparency requirements that first states “that street level facades **should** include **significant** proportions of transparent display windows” (discretionary language in bold) and then states that windows starting at a level greater than 3.5 feet above street level do not count toward the transparency requirement. These two regulations ultimately say the amount of windows you are required to have are based on the height of the façade between two and eight feet above street level but you can’t count windows within some of that area toward the transparency. There are other examples of these conflicts and use of discretionary standards that make it difficult to understand any specific requirements. Any update for this district needs to take a comprehensive look at all of the requirements.
- As mentioned above, there is a significant amount of discretionary language that could lead to a variety of interpretation issues as to whether a development even meets certain standards or guidelines because of the lack of definitions or other quantifying information. For example, in Section 17.66.070 (A), there is a statement that “all buildings shall be placed on the lot to shape **positive public space** in the Burlington Corridor...” The section goes on to suggest consulting with an adopted plan but there is no description of what is meant by the term positive public space. One person might interpret that to mean that the space enhances the corridor while another might interpret it to mean that there is a break in the line of building façade to create a public space. In reevaluating the standards, the City needs to give a lot of thought to what are the clear and predictable standards that should be applied to the corridor and focus on those standards. Discretionary language should only be used when additional information is given to make it fairly clear what the City envisions with the guideline.
- In order to provide as much flexibility in the design of new buildings, the focus of the design in the corridor should be on the building scale, height, location relation to the street, and general massing requirements. In some cases, such as the requirements for transparency, the requirements may be so detailed that it prevents reasonable redevelopment options or the possibility of creative architectural designs. As with the C-2 District revisions, the standards related to the form of the development may be varied based on the sub-areas if there is still a need to make such a distinction based on the vision of this corridor.

- Some of the standards, such as those for landscaping and screening, should be updated and then considered for application to more areas of the City than just the Burlington Corridor. The current landscaping requirements for the rest of the City are minimal and there is a need to provide at least some basic requirements for other parts of North Kansas City.

Chapter 17.68 – Mobile Homes and Mobile Home Parks

If the City wants to continue to allow for the possibility of mobile homes and mobile home parks with North Kansas City, the language of this chapter should be incorporated within the use table and use-specific standards discussed earlier.

Chapter 17.70 – Planned Unit Development

The City's current regulations for PUDs are fairly modern and should be carried forward within any zoning ordinance update with some minor revisions including:

- There is no real reason to refer to conditional uses within a PUD given the level of review the district already receives. The language in Section 17.70.030 should be revamped to simply state that any uses proposed as part of a PUD will be reviewed during the sketch plan and rezoning application review.
- The City might need to reconsider its definition of a Mixed Use PUD because with the revisions proposed as part of this framework, there will be zoning districts that already allow for a mixture of uses such as residential, office, and commercial so it will be difficult to set the threshold of a Mixed Use PUD as "two land uses which are not allowed together in any other single zoning district." Instead, a Mixed Use PUD should simply include two different uses from a set of categories that may include residential, office, commercial, industrial, public, or institutional.
- The existing review procedure should be carried forward as it reflects the most common PUD review procedure when a rezoning is required.

Chapter 17.72 – Height and Area Requirements

This chapter contains some general provisions for how to measure height and various setback and area calculations. These types of regulations may need some minor modifications or additions based on the updated zoning districts and design standards but should generally be maintained in any zoning ordinance update.

Chapter 17.76 – Parking and Loading Requirements

The City has a set of parking and loading requirements that are very common to similar communities. The standards establish minimum ratios of parking requirements based on the size or intensity of the use. The City even goes so far as setting up a very complicated table of parking requirements related to shared parking that appears to be very difficult to administer given the potential for different interpretations of the land uses. As an alternative, the City should consider eliminating all of the parking ratio requirements with the exception of parking requirements for residential uses. Instead, the City should incorporate requirements that states

that the applicant is required to illustrate how the amount of parking they propose is sufficient based on the availability of on-street parking, proximity to any public parking lots, and the estimated need for parking based on the proposed use. First, most property owners don't want to risk a lack of parking for their building as it poses a risk for gaining financing as well as attracting tenants. Furthermore, there are a number of resources available to City staff related to best practices in parking to provide staff with the authority they would need to deny an application if it is truly under parked. Finally, the staff should also have the authority to deny applicants who have too much parking surface unless they propose a shared parking approach. This is almost similar to the City's approach to loading activities currently located in Section 17.76.050 where the City simply requires that there be adequate loading facilities for nonresidential uses.

In addition to the above alternative approach to parking, the City should update the landscaping and screening requirements for parking areas to promote natural stormwater treatment as well as the use of native landscaping. Any landscaping or screening requirements that incorporate vegetation should really be moved to the overall landscaping requirements as suggested in the next section of this report.

Keep in mind that the Master Plan contains recommendations for a larger parking management plan for the entire City so it may be necessary to consider additional zoning revisions related to those plans.

Chapter 17.78 – Landscaping and Screening

The current landscaping and screening chapter is overly broad in that it simply requires the submittal of a landscaping plan with no real standards for the amount required or the location of the landscaping. The City should develop more detailed landscaping standards that sets out some basic requirements for on-site landscaping, facilities that need to be screened (e.g., dumpsters, certain parking lots, mechanical equipment, etc.), and landscaping of large parking areas. The standards should be designed for a compact urban environment but should also include options for complying with the standards to allow for some flexibility in the design.



Urban buffering standards allow for appropriate screening of certain uses within a more compact setting.

Chapter 17.70 – Nonconformities

The City's current regulations for address nonconforming uses, lots, and structures are in good shape and make an excellent distinction between the different types of nonconformities. Such language should be carried forward into any zoning ordinance update.

Chapter 17.84 – Conditional Uses

A conditional use review is a very flexible tool for the City to retain. It offers the City the ability to consider certain land uses on a case-by-case basis after considering the individual site. However, instead of setting these out in an entirely separate chapter, as the City currently does, those uses that the City might allow with conditional use approval should be incorporated within the use table described earlier. By doing that, the City can establish if a use is permitted by-right (without a conditional use review) in any given district or if it is permitted as a conditional use all within the same table. Additionally, any of the use-specific standards identified in this chapter should be updated and consolidated with all other use-specific standards found throughout the existing ordinance.

Chapter 17.88 – Accessory Uses

This chapter contains most of the City's regulations related to accessory uses for all zoning districts. The regulations reflect fairly common treatment of accessory uses such as garages, and pools. The City should carry forward these regulations with consideration given to the following recommendations:

- As with the principal uses, the City should incorporate a use table for illustrating where and how accessory uses are permitted across all zoning districts. This approach will ensure consistency in the use of terms and standards regardless of the zoning district.
- The City currently addresses some of the most common accessory uses but should consider expanding the regulations to address newer uses such as outdoor dining areas, outdoor bulk sales, outdoor displays, and community gardens.

Chapter 17.96 – Zoning Applications and Procedures

This chapter establishes all of the review procedures necessary for the administration of the zoning ordinance and, for the most part, the City's procedures allow for staff level review for most site plan applications and only require board level reviews for discretionary or legislative decisions. This approach is quite typical of modern ordinances because it takes the approach of making it simple to develop a project when in compliance with the City's zoning. In updating the zoning ordinance, the City should consider some of the following enhancements:

- **Remove the Lists of Submittal Requirements**
There are several areas of the existing ordinance that include long lists of the exact number of plans and information required as part of a specific review procedure. Not only does this add to the length of the regulations, it complicates matters when the City wants to amend the submittal requirements because the lists are part of the adopted text and any change requires a text amendment. We recommend the specific application submittal requirements be removed from the new regulations and maintained as a checklist outside of the zoning ordinance. This makes the zoning less cumbersome, and ensures changes in application submittal requirements can be easily made without formal amendments to the ordinance.

- **Maintain the Complete Application Requirements**

Some of the City's zoning requirements already reflect some modern techniques. One of these is the complete application requirement that specifies that no application can move forward without the applicant having submitted all the relevant information. This allows staff and City boards to have all information needed to make good decisions and prevents information from being submitted at the last minute. The City should maintain this requirement in any update.

- **Consider an Alternative Review Procedure**

The City currently has provisions for considering variances where an applicant can request a reduction or lowering of an established standard. The City should also consider the addition of an alternative review procedure that would allow an applicant to propose an alternative to an established standard that equals or exceeds the original standard. This can be a valuable tool for development where the City is open to new ideas for development that were not envisioned as part of the zoning ordinance update but that would be a better approach than the zoning requirement. It allows for unique alternatives to development without going through a variance, that requires a practical difficulty to approve, or without going through the more complicated PUD process. An example of how this procedure could be used is, as an example, where the landscaping standards require a vegetative screening of any surface parking lots, an applicant could propose an alternative screen that perhaps uses an art installation, a non-traditional fence/wall material, or some other alternative that will bolster the purpose of the zoning but without reducing the standard.

- **Relocate the Master Plan Amendment Procedure**

In the summary table within this chapter, the City identifies the review boards involved in a master plan amendment request but there is no formal procedure included in this chapter. Information on the plan amendment process is located in Section 2.40.130, under the chapter regarding the Planning Commission. In order to streamline the overall ordinances, it may be more appropriate to move the master plan amendment process to the same chapter as all other related development procedures so they are all in one place and easy to locate.

- **Update the Review Criteria for Each Procedure**

The City establishes review criteria for some of its review procedures, such as variances, where the City sets out what the applicable review board (e.g., Planning Commission, BZA, etc.) should consider when making a decision. These types of review criteria are not established for each procedure so it is not always clear what the review boards will take into consideration when making a decision. For example, it is unclear what criteria the Planning Commission or City Council use when making a decision on zoning map amendments. The City should establish a clear set of review criteria for each procedure to provide for a more transparent process.

Chapter 17.100 – Administration and Enforcement

The provisions in this chapter is language that should be carried forward as part of any zoning ordinance update. The only change the City should consider is to expand the language to provide additional information on the actual review procedure for building permits, land use permits, and certificates of occupancy and consolidate those procedures with the City's other review procedures discussed earlier. This change provides clear information to a user about which staff person or board is reviewing the permit and the process by which it is reviewed.

RECOMMENDATIONS RELATED TO REGULATIONS OUTSIDE THE ZONING ORDINANCE

The zoning ordinance is not the only ordinance that regulates development and redevelopment in the City. As part of any zoning ordinance update related to the Master Plan, the City should also reevaluate the following Chapters of its Code of Ordinances:

- **Title 2: Administration and Personnel** – Per an earlier section, the master plan amendment procedure that is located in this title should be relocated to a single chapter covering all review procedures related to planning and zoning. Additionally, if the City updates the zoning ordinance including adding new procedures and revamping existing procedures, this title should be checked to ensure that there are no conflicts between this title and the updated zoning ordinance.
- **Title 12: Street, Sidewalks, and Public Places** – The Master Plan, along with other plans adopted by the City, make a number of recommendations related to street and sidewalk design as well as the overall public spaces. While this chapter does not get into precise design standards, this title should be reviewed as part of a comprehensive update to ensure that there is nothing that would prevent implementation of the adopted plans as well as remove any conflicts.
- **Chapter 15.44: Signs, Billboards, Awnings, and Street Clocks** – The City's sign ordinance is not located within the zoning ordinance. This is not entirely unusual as a number of communities do this for an ease of enforcement, but there are close ties between the sign regulations and zoning. For this reason, especially given the proposed changes to the zoning district structure as well as redevelopment typologies in the Master Plan, this chapter should be evaluated alongside any zoning ordinance amendments.

FRAMEWORK FOR A MODERN ZONING ORDINANCE

As described in the first part of this report, the City’s existing zoning ordinance provides a good foundation for the creation of a modern set of zoning regulations. While the first part of the report focused on the issues with the existing ordinance, this section provides a framework for an updated ordinance in the form of an annotated outline of such future ordinance. The annotations related back to the recommendations from the first part of the report supplemented by information on additional elements that City should incorporate with their zoning regulations.

The following is a proposed outline for an updated North Kansas City Zoning Ordinance that reflects the reorganization and major substantive changes discussed in this report.

Title 17 – Proposed North Kansas City Zoning Ordinance Outline	
Chapter	Chapter Name
17.04	General Provisions
17.08	Zoning Districts and Principal Uses
17.12	Accessory and Temporary Use Regulations
17.16	Site Development Standards
17.20	Architectural Standards
17.24	Open Space Standards
17.28	Landscaping and Buffering
17.32	Parking, Access, and Mobility
17.36	Additional Development Standards
17.40	Administration and Enforcement
17.44	Review Procedures
17.48	Nonconformities
17.52	Definitions

Chapter 17.04: General Provisions

This chapter will reflect much of the same language in the City's existing general provisions chapter (existing Chapter 17.04) that will include basic provisions for the entire ordinance. This section is not intended to include any development standards or substantive regulations but will specify that compliance with the ordinance is mandatory. Some of the major sections within this chapter should include, at a minimum, the following sections:

- **Purpose and Intent** – a revised purpose statement as described in the previous section of this report.
- **Title**
- **Authority**
- **Applicability**
- **Relationship with the North Kansas City Master Plan** – a provision that establishes how zoning and development should be in compliance with the Master Plan
- **Relationship with Other Laws** – a common provisions that addresses how the City deals with conflicts between the zoning ordinance and any other adopted laws, including state or federal laws.
- **Interpretation**
- **Severability**

Chapter 17.08: Zoning Districts and Principal Uses

This section will identify where and how uses are per permitted in all of the zoning districts through incorporate of a use table as described earlier. In addition to the use table, this chapter should also include any district specific standards that might not fall within the category of other chapters, and any use-specific standards. The latter are the standards currently found scattered through the ordinance including, but not limited to, standards that apply to mobile homes, telecommunication towers, etc. As with the existing Chapter 12.12 (Zoning Districts Designated and Regulation of Uses), this chapter should also include the language that designates the zoning districts (with any changes), establishes the zoning map, and rules for interpretation of zoning district boundaries.

In developing a use table, the City should avoid being too detailed in its list of uses. It is not necessary to list out every potential type of retail use (e.g., book store, clothing store, grocery store, etc.) or there is a risk that the City may inadvertently prohibit uses. Instead, the use table should try to list uses by common groupings and categories unless it is necessarily to make special distinctions (e.g., residential out-patient treatment centers). Each of those uses or common groupings should then be defined in the updated definitions chapter with those definitions including example lists – not exhaustive lists – of use types. For example, the use table may include the term "retail and service uses" and then the definition for that term would be "establishments primarily engaged in the sale of goods and materials to the general public. Retail commercial uses may include, but are not limited to, bookstores, antique stores, convenience stores, bakeries, grocery stores, and other similar uses." Additionally, the new

ordinance should include a similar use provision that allows staff to evaluate each use and if it is not specifically listed in the use table, determine if it is similar enough in character and intensity to be regulated as a listed use. This will give the City a lot more flexibility in the regulation of uses.

Chapter 17.12: Accessory and Temporary Use Regulations

This chapter will contain all regulations related to accessory and temporary use regulations. The City should consolidate these into a single chapter because they tend to be used separately from other regulations. For example, it is common for a resident to want to look up the regulations for fencing or detached garages without having to look through all of the other standards of the zoning ordinance that tend to be focused on larger-scale development.

Chapter 17.16: Site Development Standards

This chapter should consolidate all the site development standards found within each of the zoning districts include, but not limited to, minimum lot area, setbacks, build-to-lines, minimum and/or maximum height requirements, as well as the rules for measuring any of these standards. The information could be assembled with a site development table that quickly illustrates the requirements for all districts, much in the same fashion as the proposed use table.

Chapter 17.20: Architectural Standards

The City currently only has general architectural standards for portions of Downtown and the Burlington Corridor Overlay District. As the City looks to update its zoning regulations, it will be simple enough to consolidate all architectural standards within a single chapter. Furthermore, in order to further the goal of creating quality places within North Kansas City, the City should consider implementing general architectural design standards for all nonresidential uses and not just those along the Burlington Corridor or in Downtown. The standards do not have to be extensive but they can elevate the quality of development so that there is a cohesive character of development within the City.

Chapter 17.24: Open Space Standards

The Master Plan speaks to the need to have open spaces and trails as integral parts of any development in the City as it contributes greatly to the feel of a space as much as the quality of life. In order to fully implement this concept, the City should incorporate open space requirements as part of any zoning ordinance update. The standards should first specify the amount of open space required within each development, based on the scale of development, as well as specific design standards for improvement. Such standards should take into account the location of the site (e.g., gateway area versus a development with a block, etc.) so that open spaces near gateway areas can be improved in a method that serves as a welcome point into the City or as a transition to a different area of the City. If the development is more internally located, the open space design standards should require the creation of urban plazas that might have seating areas, gathering spots, public art, or even recreational equipment such as playsets, chess/checkers tables, or similar enhancements. These types of requirements will

ensure that developments are not just focused on the establishment of buildings but are intended to incorporate areas of connection with the public realm along the sidewalks and streets.

Chapter 17.28: Landscaping and Buffering

As stated earlier, the current landscaping and screening chapter could benefit from the creation of Citywide standards to clarify where landscaping and screening is required and what materials can be used for screening, in particular.

Chapter 17.32: Parking, Access, and Mobility

Per the recommendations for treatment of parking outlined in the previous section, regulations for parking, loading, access, and general mobility should be completely modernized in an effort to be more flexible in the accommodation of parking and help implement a vision of walkable neighborhoods.

Chapter 17.36: Additional Development Standards

This chapter will be where we recommend the City group a number of standards that are small enough that they do not generate a need for individual chapters but are important nonetheless. Standards that could be incorporated within this chapter include, but are not limited to:

- General performance standards that are currently buried in some of the district language. An example of these standards are the performance standards that apply to industrial districts currently located in the existing Section 17.56.020.
- Outdoor lighting standards that address issues related to lighting in parking areas or building lighting. These standards are intended to ensure a sense of safety in areas such as parking lots as well as prevent conflicts between nonresidential areas adjacent to residential dwellings.

Chapter 17.40: Administration and Enforcement

This chapter will carry forward most of the language that is now found in the existing Chapter 17.100 including information on the staff members responsible for staff level review and the enforcement procedures for violations.

Chapter 17.44: Review Procedures

This section will summarize all of the review procedures in a step-by-step method similar to the existing Chapter 17.96. Per the earlier recommendations, this section should include the additional alternative equivalent review procedure as well as consolidate other procedures for land use permits, certificates of occupancy, etc.

Chapter 17.48: Nonconformities

Per the earlier recommendations, the City should carry forward its current regulations for nonconforming uses, nonconforming structures, and nonconforming lots with only minor revisions.

Chapter 17.52: Definitions

This chapter should consolidate all definitions for the zoning ordinance with appropriate updates based on the revised language. This chapter should also contain any rules of construction that are currently found in the separate general provisions chapter.

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Appendix C - Burlington Corridor Design



BURLINGTON CORRIDOR COMPLETE STREET PLAN



CONFLUENCE

NORTH
KANSAS CITY
Virtually Urban. Supremely Suburban.

APRIL 27, 2016

FOREWORD

The Burlington Corridor has faithfully served the City of North Kansas City and the Northland area as an important vehicular transportation connection over the Missouri River into Downtown Kansas City. The range of land uses adjacent to and served by this corridor are beginning to transform from primarily industrial to include a mixture of commercial, office, industrial, and service-related businesses that are adapting to meet the evolving needs of the surrounding community. This project offers the City of North Kansas City, Missouri an exciting opportunity to establish a strong and unifying vision for transforming the Burlington/Route 9 corridor into a vibrant and sustainable “complete street” served by all modes of transportation. With proper care and attention, this corridor can provide a welcoming gateway for North Kansas City to continue attracting high-quality redevelopment and revitalization opportunities.

This plan builds on prior recommendations of the Burlington Corridor Study, the Burlington Corridor Overlay District, and recent infrastructure improvements by the Missouri Department of Transportation (MoDOT). The recommendations contained herein are based on a foundation of community engagement efforts – focused on involving local business/property owners and citizens in shaping the future vision for this corridor.

This project was supported through a grant from the Mid-America Regional Council’s (MARC) Planning Sustainable Places Initiative - a regional program funded by the state-allocated Surface Transportation Program (Livable Communities Pilot) and intended to assist communities to explore transportation network improvements that enhance the quality of life and support long-term community growth.

ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION	1
CHAPTER TWO: PARTNERS AND PROCESS	9
CHAPTER THREE: PLAN VISION	21
CHAPTER FOUR: IMPLEMENTATION	33



CHAPTER ONE: INTRODUCTION

"The Secret of Getting Ahead is Getting Started"
-Mark Twain

PROJECT OVERVIEW

This project reflects a significant opportunity to transform the visual appearance and functional characteristics of the existing Burlington Corridor in North Kansas City. It is intended to establish a strong and unifying vision to guide its revitalization. The approximately 2-mile long study area includes the existing right-of-way width for this corridor, which is also part of MoDOT's 9 Highway corridor connecting with other Northland destinations.

This corridor connects Downtown Kansas City over the Heart of America Bridge and through the City of North Kansas City. At the southern end, the Heart of America Bridge contains the only dedicated bicycle/pedestrian crossing over the Missouri River – which represents a significant opportunity to extend and strengthen these connections further into Kansas City's Northland area. This corridor also provides direct access to Downtown North Kansas City, located along Armour Road just east of its intersection with Burlington Street.

At the northern end, Burlington splits into two different corridors as it nears the Children's Fountain – which is located just south of 32nd Avenue. To the west is a continuation of the 9 Highway corridor connecting to the Cities of Riverside and Parkville and to more northern portions of Kansas City, Missouri. To the east the corridor transitions into North Oak Trafficway and extends further north connecting to other northern portions of Kansas City, Missouri and the City of Gladstone.

HISTORY

In the early 1900's, and prior to being developed into what we now refer to as North Kansas City, this area of approximately 3,500 acres was only accessible by ferry or by traveling over the Hannibal Bridge from the City of Kansas City, Missouri located just south of the Missouri River. Earlier attempts to develop this land were unsuccessful, including those of Willard Winner – a visionary speculator who began one of the largest real estate development expansion in Clay County.

Winner attempted to construct a new bridge over the Missouri River in 1887 as an attempt to develop the area into a large scale industrial district that could also benefit from improved railroad access that offered a quicker route through the area without travelling over numerous vehicular streets. He was able to raise funds to construct nine piers for this bridge in 1889-1890, but was not able to complete the project. His property and interests were obtained in 1902 by the Armour Swift Burlington (ASB) syndicate, which was forged between the Armour and Swift meat packing industries and the Burlington Railway. All but two of these piers eventually formed the foundation for the ASB Bridge, constructed in 1911 by the North Kansas City Development Company to carry both trains and vehicular traffic over the river. This same company was also responsible for working with the Army Corps of Engineers to construct a levee on the north side of the Missouri River to protect this land for future development.

Once the ASB Bridge was completed, the Kansas City, Clay County, and St. Joseph Interurban Railway was extended in 1913 along what is now known as the Burlington Corridor – connecting this area all the way north to St. Joseph, Missouri. This corridor was originally utilized only for rail travel, and included stops in North Kansas City at Liberty Road (what is today known as Armour Road) and other locations to the north. The corridor continued to expand to include vehicular traffic to serve the needs of this growing community, and eventually the Interurban Railway was discontinued.

HIGHWAY BRIDGE CONNECTION

The Heart of America Bridge is now one of three primary vehicular connections into Downtown Kansas City from the Northland. As a part of this existing network of highways, providing efficient and effective vehicular traffic flow needs to be carefully considered as part of any adjustments to the ultimate configuration of the corridor. Any adjustments can create varying degrees of impact on the effectiveness of each of these three bridge crossings to adequately handle anticipated travel demand.

MoDOT and the City of Kansas City, Missouri, in conjunction with other municipalities and agencies, are preparing to embark on a much broader study concerning the adjacent 169 Highway corridor to the west that includes options for repairing / replacing the Broadway Bridge and potentially reconfiguring the North Loop in Downtown Kansas City, Missouri. This upcoming study effort may also influence the ultimate traffic flow needs for each of these three Missouri River bridge crossings, and should also take into consideration the results of this study effort and the community's vision for enhancing and revitalizing the Burlington Corridor as part of this overall network.



FIGURE 1.1 HISTORIC PHOTO OF BURLINGTON CORRIDOR



FIGURE 1.2 HISTORIC PHOTO OF ARMOUR ROAD

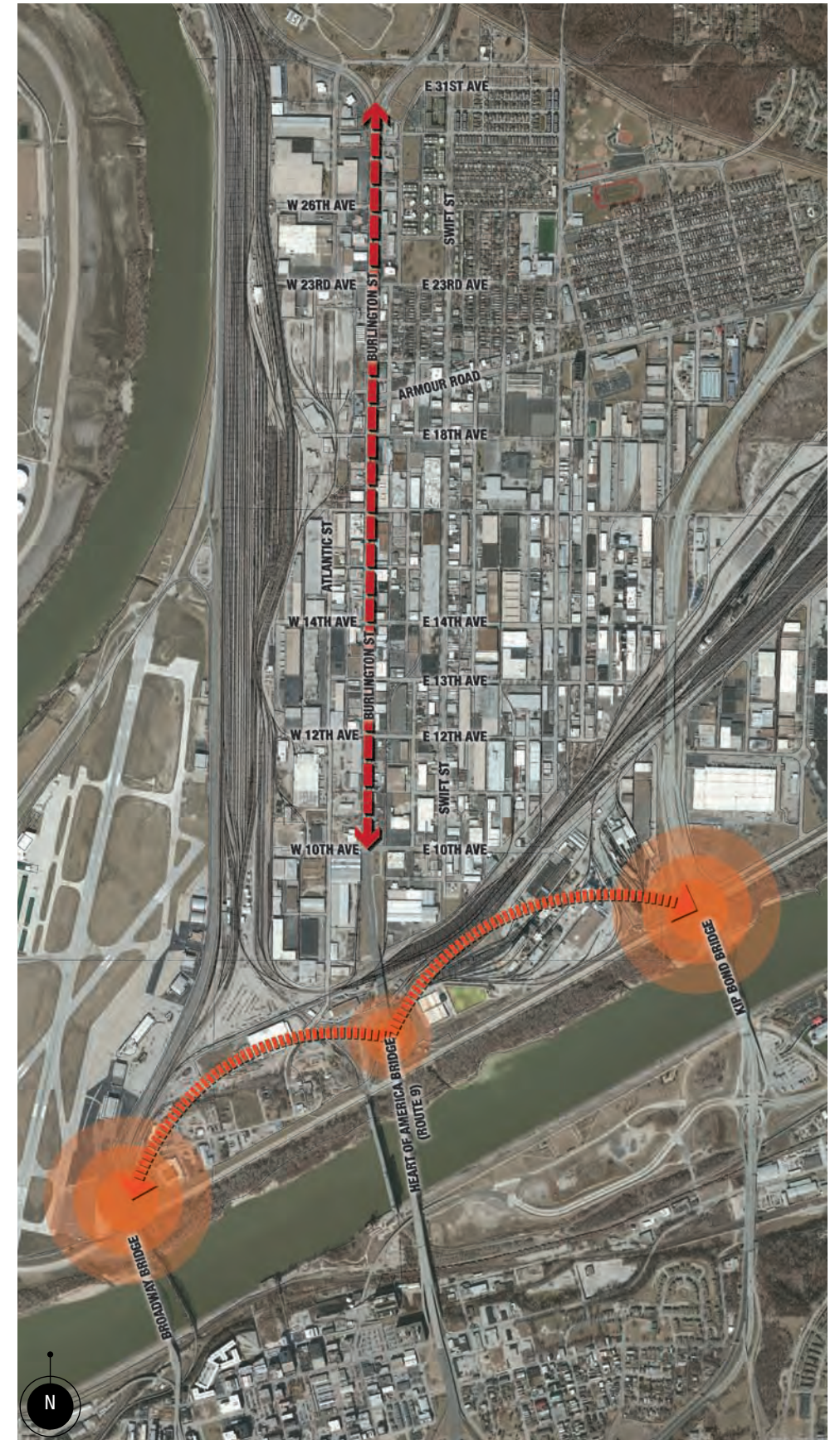


FIGURE 1.3 HIGHWAY CONNECTIONS DIAGRAM

ALIGNING PLANNING EFFORTS

This Complete Street Plan seeks to balance North Kansas City's community desire to attract and support a broad range of land uses and transit connectivity along this corridor in the future. This corridor bisects a linear swath of land on the west side of Burlington, which in many ways appears isolated from the range of activities occurring on the west side of the corridor. Opportunities to improve connectivity east-west across the corridor need to be explored, including slowing traffic down and improving sight lines and visual access to both sides of the corridor. Through coordinating and aligning the community and transportation planning efforts for all of these projects in the near future, it is the planning team's goal to provide an enhanced visual appearance and physical environment along the Burlington Corridor – allowing it to achieve its potential as a vital transportation linkage for MoDOT and as a welcoming gateway for North Kansas City and the surrounding community.

A CATALYST FOR REDEVELOPMENT

This corridor has historically served dual roles - connecting "THROUGH" the study area while also connecting people "TO" North Kansas City's Downtown area, which serves as the community's heart. In many ways, this dual role benefited the City in its formative years to establish a strong industrial base with close proximity to Kansas City's Downtown. Over time, newer industrial districts have been built throughout the metropolitan area, providing much larger modern facilities. Some of the corridor's existing buildings are showing their age, while others have recently been converted into creative office and commercial ventures. This emerging trend is on the cusp of establishing a critical mass – especially east along 18th Avenue where a cluster of eateries, a brew pub, and a distillery have been located. Revitalizing this corridor can become a catalyst for bolstering redevelopment and revitalization efforts in this area.

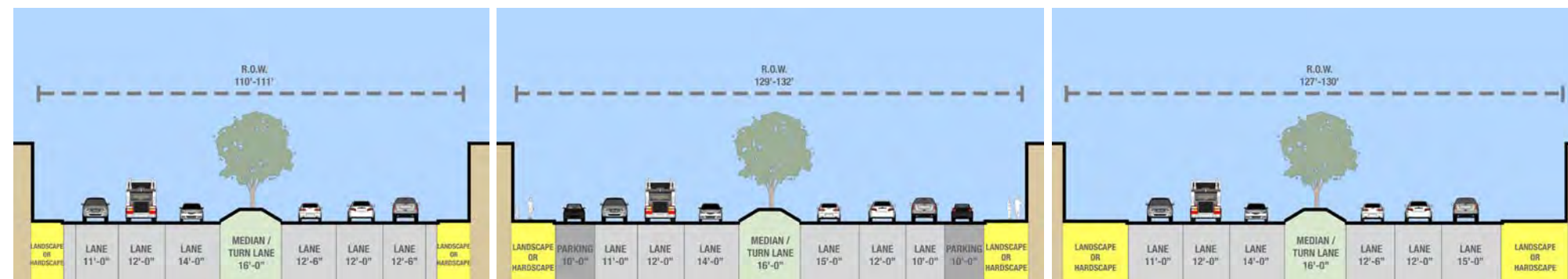
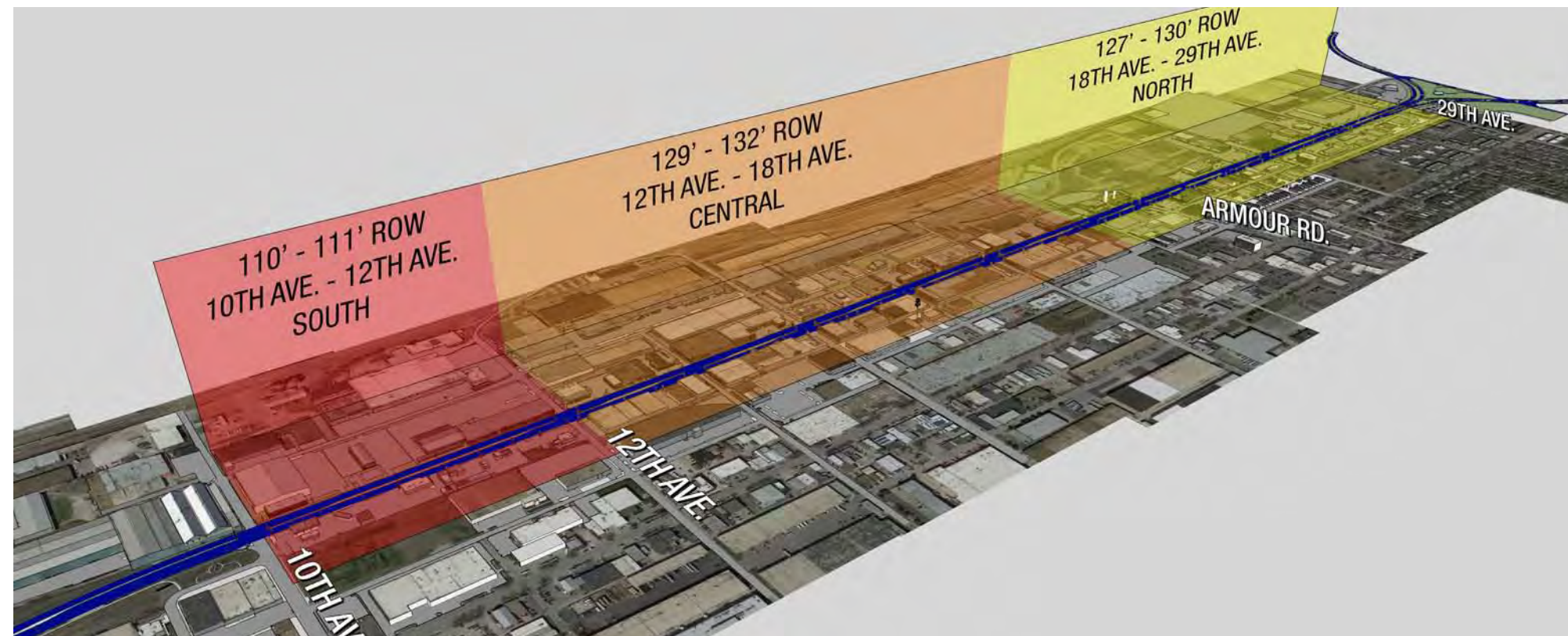


FIGURE 1.4 EXISTING RIGHT-OF-WAY SECTIONS ALONG THE BURLINGTON CORRIDOR

STUDY OUTCOMES - A COMPLETE STREET APPROACH

While this corridor links to other Northland areas, it also has to serve North Kansas City's business and resident needs and desires for a bright future. This includes integrating bicycle and pedestrian improvements and opportunities for expanded transit. Through creating a more welcoming experience while also increasing the range of transportation options available, this area can become even more attractive for market-rate development and revitalization efforts. This corridor can play a significant role in improving the quality of life for those that live and work in North Kansas City, and this plan is intended to guide the community's efforts to that end.

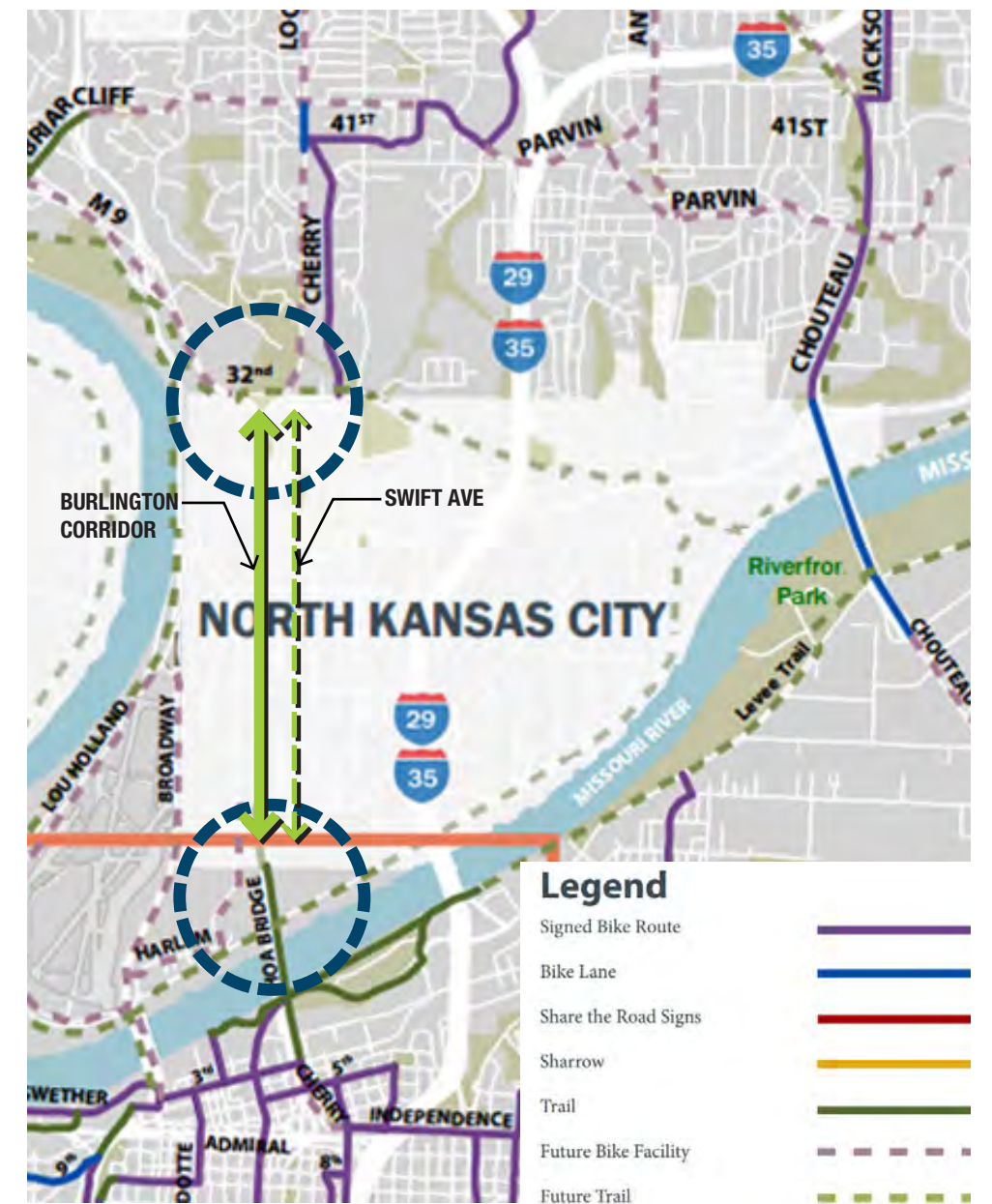


FIGURE 1.5 EXISTING BIKE TRAILS MAP

EXISTING CONDITIONS

This corridor is a relatively fast moving, vehicular-oriented street serving as a major connection into Downtown Kansas City, Missouri. The corridor's appearance is tired, including the bermed/landscaped medians that were built in the late 1980's. These existing tree and shrub plantings are nearing the end of their useful life, with several that have died and not been replaced over time.

The range of uses and the corridor's relationships with adjacent buildings, parking lots, and sidewalks also varies considerably as one travels from south to north along the corridor. A few observations for each of three segments along the corridor are highlighted below:

SOUTHERN SEGMENT

This segment is the narrowest in the corridor (110' in width), and there are no sidewalks or on-street parking located from 10th to 12th Avenue. Several smaller buildings surrounded by parking and access drives are located on the east side of the corridor. The west side of this segment contains primarily commercial/industrial uses. This segment provides some unique challenges due to the limited right-of-way width available.



FIGURE 1.7 BURLINGTON BETWEEN 10TH AVE AND 12TH AVE LOOKING SOUTH

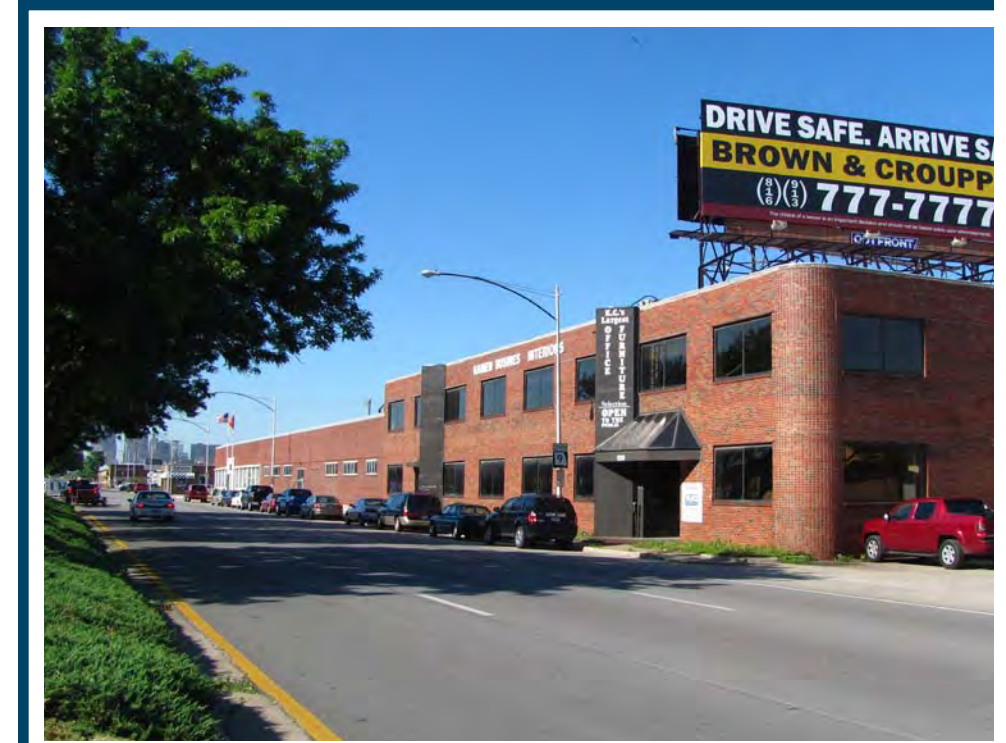


FIGURE 1.8 BURLINGTON BETWEEN 13TH AVE AND 14TH AVE LOOKING SOUTH



FIGURE 1.6 EXISTING SITE PLAN

CENTRAL SEGMENT

The central segment runs from 12th Avenue to 26th Avenue, with a right-of-way width ranging from 129'-132' wide. Most of this portion of the corridor includes on-street parallel parking and sidewalks on both sides, and a mixture of larger and smaller commercial/industrial buildings placed directly adjacent to the existing right-of-way to form a strong connection with the street. A few of these properties have loading docks facing Burlington, and many properties rely on direct vehicular access to the corridor. There are also several properties available for redevelopment through this stretch. There have been several recent building revitalization and construction projects east of the corridor along 18th Avenue, which is creating momentum for additional redevelopment in this particular area. This segment contains the Armour Road/Downtown North Kansas City connection as well as residential areas approximately one block east of the corridor north of Downtown.

NORTHERN SEGMENT

This encompasses the area from 26th Avenue north to the Children's Fountain, where the corridor splits leading into either 9 Highway or North Oak Trafficway. This segment does not include on-street parking on either side of the roadway and has limited sidewalks. It contains primarily commercial buildings generally placed in a more suburban pattern located further away from the street and surrounded by areas of vehicular parking and circulation. There are several residential areas to the east located just one block away adjacent to the northern portions of this corridor.

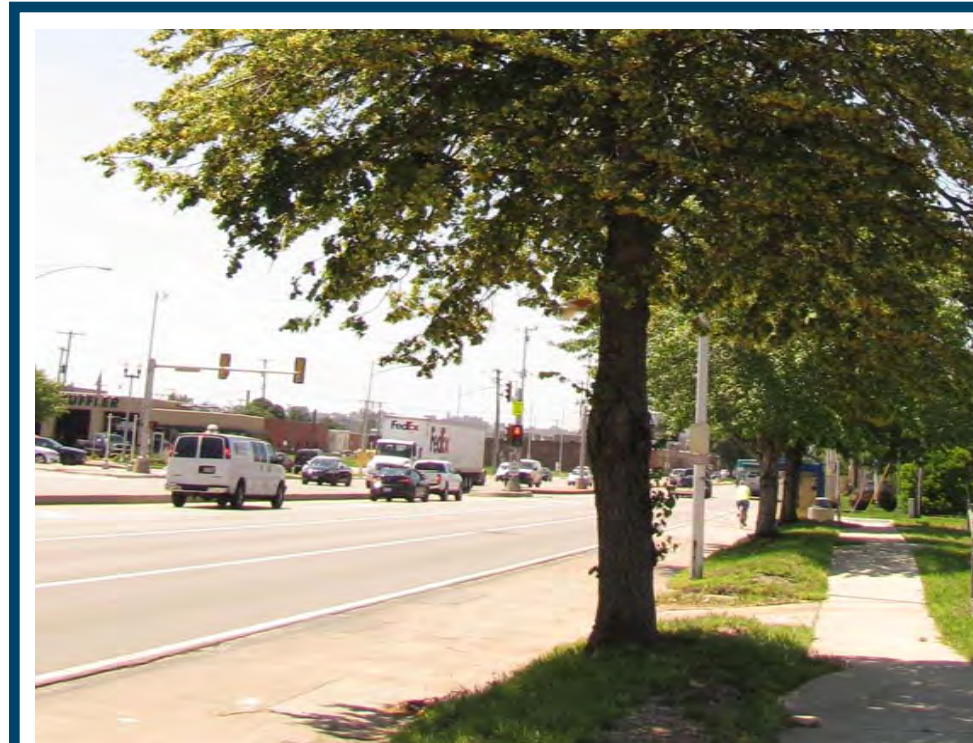


FIGURE 1.9 BURLINGTON NEAR ARMOUR ROAD LOOKING SOUTH



FIGURE 1.10 BURLINGTON BETWEEN 26TH AVE LOOKING SOUTH



UTILITIES

As part of a previous corridor transit study, utilities that may have facilities located in or along the Burlington Corridor were identified. Additional coordination and analysis to determine location of existing facilities in relation to proposed corridor improvements will be key in maintaining project schedule and budget. In an effort to identify utilities and mitigate these steps early in the design phase of the project, potential utility providers are listed below.

- MGE
- Veolia Energy
- KCP&L
- NKC – Signals, Lighting, Water Mains, Storm & Sanitary Sewers
- Zayo
- Time Warner Cable
- Surewest
- T.W. Telecom
- Verizon/MCI/Brooks
- LINKCity
- Comcast
- Level 3
- Century Link (Lightcore, Qwest)
- AT&T
- AboveNet

BICYCLE/PEDESTRIAN CONNECTIVITY

The existing Heart of America Bridge provides the metropolitan area’s only designated pedestrian/ bicycle crossing over the Missouri River. This bike route currently continues further north along Swift Avenue through North Kansas City, which is a few blocks to the east of the Burlington Corridor. As a result of this project, the City is starting the process to coordinate with MARC to officially change the designated north-south bicycle facility from Swift Avenue to the Burlington Corridor, which will provide significant efficiency benefits for extending connections further north along the North Oak Corridor and further west into Riverside and Parkville along the 9 Highway Corridor.

STORMWATER

The corridor’s existing storm water drainage consists of a closed system using curb & gutter with grated inlets to convey the storm water. The entire stretch of Burlington from 10th Avenue to just north of 29th Avenue (past Ruby Tuesday’s) has recently been upgraded to curb & gutter with grate inlets on both the outside and inside of the north and southbound travelways as the means of catching and conveying the surface storm water. The use of grate inlets along the outside and inside of the travelways help maximize the width of the travelway while allowing vehicles to encroach on these inlets without causing damage and still conveying the amount of water needed to keep the roadway traversable during significant rain events.

The stretch of Burlington Street near 29th Avenue north to 32nd Avenue has an open ditch type drainage system, and will need to be upgraded with storm sewers and curb & gutter to accommodate new bicycle and pedestrian improvements. A quick review of the capacity of the corridor’s existing pipe system using the Manning equation revealed that most of the pipes are potentially undersized, and a more detailed analysis of the constricting downstream outlets will need to be performed during the next stage of streetscape design to determine potential for any system upgrade investments.

TRANSIT

There are a few existing bus lines that serve this area along the Burlington corridor, including routes 142 (North Oak), 132 (Gracemor), and 135 (Winwood/69 Highway). MoDOT recently made some additional pedestrian accessibility enhancements at several key intersections to improve cross-walk and accessibility in the corridor. The role of transit along the corridor will continue to grow in importance as the City of North Kansas City and other areas of the Northland continue to experience higher demand for new residential redevelopment and revitalization opportunities.

With the addition of new streetcar service in Downtown Kansas City, and the provision of additional bus service and mobility enhancements throughout the transit system, the relationship of dense redevelopment and available transit service is becoming stronger. This corridor provides significant opportunities to expand this trend into the Northland area.

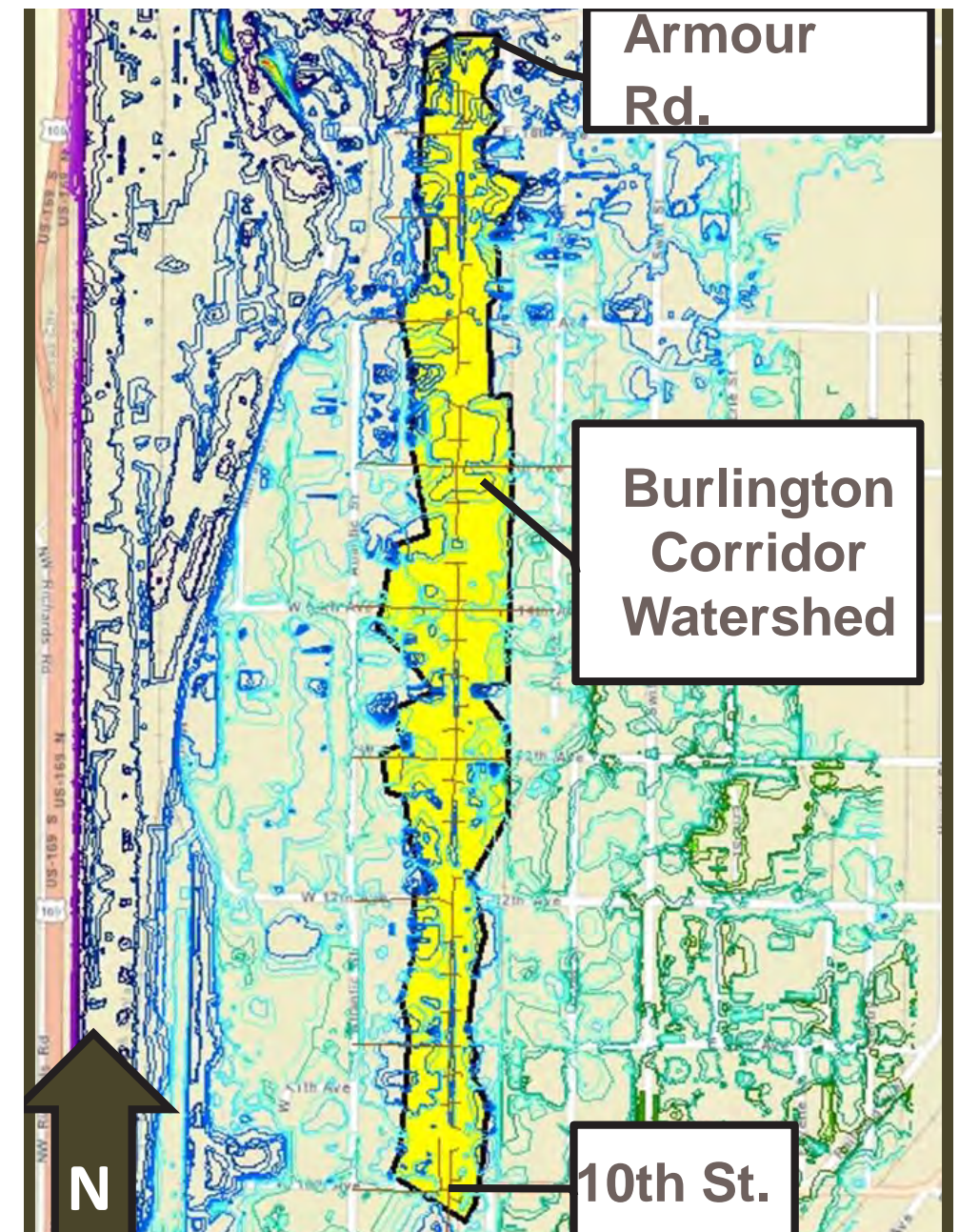
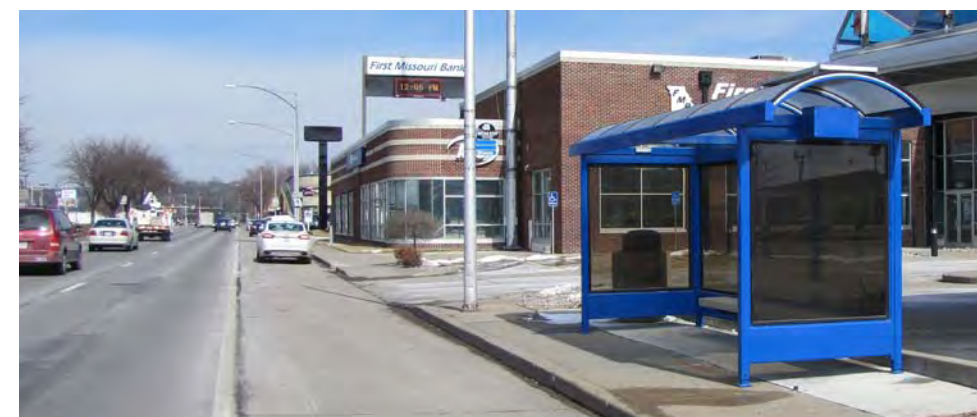


FIGURE 1.11 EXISTING CONDITIONS ALONG THE BURLINGTON CORRIDOR



FIGURE 1.12 EXISTING CONDITIONS ALONG THE BURLINGTON CORRIDOR

LIGHTING

There is continuous street lighting throughout the study area from south of 10th Avenue through 32nd Avenue. A majority of these poles are spaced directly across from each other throughout the corridor, with the exception of the area south of 10th Avenue, where they transition to a staggered spacing. Typical spacing ranges from 130'-170' depending on where side streets, driveways, etc. are located. The light poles generally are located directly behind the back of curb. Other instances of light pole locations include between the curb and sidewalk, behind the sidewalk, or within the sidewalk if additional space is not available. There are no existing pedestrian-scaled light fixtures in use along the Burlington Corridor.

TRAFFIC SIGNALS

There are existing signals along the Burlington Corridor at the intersections of 10th Avenue, 12th Avenue, 14th Avenue, 16th Avenue, Armour Rd., 23rd Avenue, 26th Avenue, and 32nd Avenue intersections. Due to the nature of commuting traffic using this corridor each workday, these signals are timed and coordinated by MARC's Operation Green Light program (OGL). OGL is intended for areas that have high vehicular volumes and multiple signals, and they are operated together as a system to keep vehicles efficiently moving through the corridor to minimize delays experienced at the signals. Burlington has three lanes in each of the northbound and southbound directions, requiring any left turn movements onto east/west side streets to be protected movements only

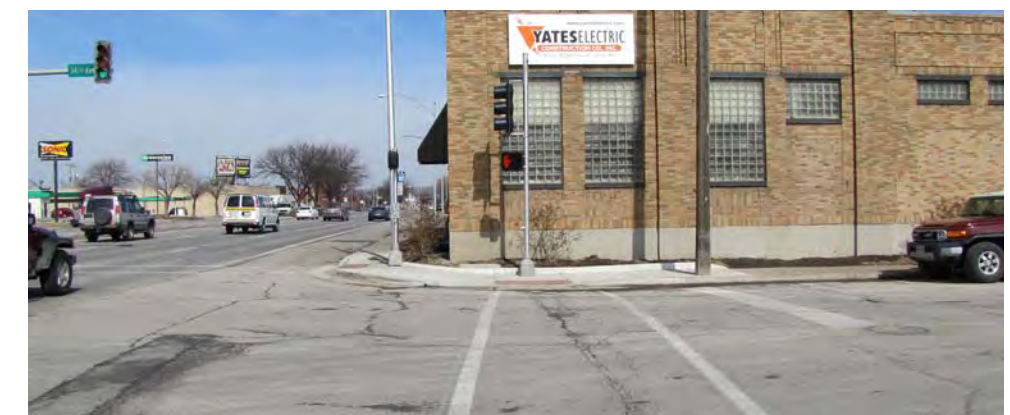


(green arrows). Mast arm signal poles are located in the median noses at most every intersection, with the exception of the 26th Avenue and 32nd Avenue intersections. There is a limited amount of developable land west of Burlington with relatively low traffic volumes. The side streets in general have one phase to make their through or permissive left turn movements at a green light, which allows more time for the Burlington Corridor's through phase. The side street signal heads are mounted on pedestal poles at each of the corners. The Burlington/North Oak Trafficway "split" contains a two-phase signal where southbound and northbound Burlington (MO-9) proceeding in one phase, and southbound North Oak Trafficway proceeding into the Burlington Corridor in the next. Northbound Burlington to North Oak Trafficway is a free movement (not signalized).

CROSSWALKS

At each of the signalized intersections there are generally at least one east-west 6' wide crosswalk across Burlington, and at least one north-south 6' wide crosswalk across the side streets – with pedestrian signal heads and push buttons for each crossing. At 10th Avenue, there are east-west crossings across Burlington at the north and south intersection approaches, and a north-south crossing at the west approach across 10th Avenue. The 12th, 14th, and 16th Avenue intersections have crossings at the east, north and west approaches. Armour Road is a 3-legged intersection with a north and east crossing. There is no sidewalk at the southwest corner of 23rd Avenue, leaving only a north and east crossing connection. There is a full crossing at 26th Avenue. There is no sidewalk or crossings at the Burlington/North Oak Trafficway intersection, and there is only a crossing on the south approach at the 32nd Avenue intersection.

At the unsignalized intersections with smaller side streets, there are no Burlington crossings. However, there are striped crosswalks across the side streets where sidewalks exist on each side (13th and 15th Avenues). Sidewalks at one or both of the western quadrants of the 18th and 21st Avenue intersections do not exist, and the crosswalk areas are only striped along the east approach.



TRAFFIC

The corridor currently carries an average of approximately 30,000 vehicles per day (ADT), of which about 10% is comprised of heavy vehicles. It is a divided urban arterial with three lanes in each direction, and a raised 16-foot wide median which shadows left-turn lanes at each cross-road intersection. There is a separate on-street parking lane on each side of the street north of the 12th Avenue intersection. Signalized intersections generally include full vehicle and pedestrian actuation.

At the south end of the study area beyond the 10th Avenue intersection, Burlington extends to the Heart of America Bridge over the Missouri River. In the southbound direction, the bridge continues to carry three lanes of traffic into Downtown Kansas City's central business district.

In the northbound direction, the bridge carries only two lanes, with the outside shoulder lane converted to a barrier-protected, non-motorized trail. Between the north end of the bridge and 10th Avenue, the street width transitions to three lanes in the northbound direction, and the full median width is developed.

Under the most recently available 2014 intersection turning movement counts, all of the intersections are projected to function at Level of Service (LOS) B or better in the morning peak period. During the evening peak, the 10th Avenue and Armour Road intersection operates at LOS C, with the other intersections operating at B or better. Under future 2040 traffic, based on growth rates projected by the MARC regional travel demand model, the intersections operate at LOS C or better in the morning peak hour. However, in the evening peak, the 10th Avenue intersection is projected to operate at LOS F, and the Armour Road intersection is projected at LOS D. All of the other intersections are projected to operate at LOS B or better in the evening peak.

By observation, it was noted that during peak periods, all three lanes at the northbound approach to the 10th Avenue intersection were equally utilized when traffic approached the intersection during the red phase—effectively using most of the lane capacity at the beginning of the green phase. During the latter portions of the green phase, once a free flow condition was attained, it was noted that the majority of the northbound through traffic remained in the interior two lanes across the intersection. Based on this observation, the 10th Avenue intersection capacity analysis was performed under the presumption that all three through lanes were used equally effectively.



FIGURE 1.13 EXISTING CONDITIONS ALONG THE BURLINGTON CORRIDOR



CHAPTER TWO: PARTNERS AND PROCESS

“Alone We are Smart. Together We are Brilliant.”
-Steven Anderson, Educator

ADVISORY COMMITTEE AND COMMUNITY

The City appointed several existing property owners, business owners, and citizens to participate as an Advisory Committee to provide guidance to the planning team during the study. A tour of other significant streetscape projects was held at the beginning of the project, and information was provided to this committee at key stages of the planning process to allow informed decisions to be made in shaping the recommendations contained herein.

The following meetings were conducted during this process:

Project Kick-Off Meeting + Bus Tour | September 3, 2015

Advisory Committee #1 | October 6, 2015

Public Meeting #1 | October 7, 2015

Advisory Committee #2 | November 12, 2015

Public Meeting #2 | November 18, 2015

Advisory Committee #3 | January 29, 2016



GOALS

Through this process, a series of three primary goals were created by the Advisory Committee to guide the transformation of this corridor, including goals to improve its physical appearance, to support redevelopment efforts, and to integrate a “complete street” design approach that integrates all modes of transportation.

APPEARANCE

Transform the corridor’s physical appearance – embracing the existing industrial character to strengthen NKC’s authentic sense of place

REDEVELOPMENT

Support future private-sector revitalization and redevelopment activities throughout the corridor through sustainable infrastructure investment and beautification

COMPLETE STREET

Integrate all modes of transportation into the future vision for the corridor – including vehicles, transit, pedestrians, and bicyclists.



FIGURE 2.1 ADVISORY COMMITTEE AND PUBLIC ENGAGEMENT EXERCISES



FIGURE 2.3 QUESTION 1: CURRENT CORRIDOR CHARACTERISTICS



FIGURE 2.4 QUESTION 2: FUTURE CORRIDOR CHARACTERISTICS

PLANNING PROCESS + INPUT

The Advisory Committee, residents, property, and business owners in the City of North Kansas City were involved at key stages of the planning process. This included both in-person meetings and presentation, along with online questionnaires available through City's website and social media outlets for those unable to attend the meetings.

A series of questions were posed to the Advisory Committee and the Community to gauge their opinions about existing conditions and their initial thoughts for transforming the corridor. The planning team engaged participants in hands-on activities and exercises designed to gather more in-depth information. Utilizing the input received at each stage of the process, the team shaped the project's goals and final plan recommendations to match the community's future vision for the corridor. When compared with each other, the input and direction received from both the Advisory Committee and the Community were almost identical.

QUESTIONNAIRE

An initial questionnaire containing seven questions was utilized at the outset of the project to gather input from both the Advisory Committee and the Community. When asked to describe the corridor as it appears today, comments included words like ugly, industrial, fast, busy, and unappealing (see Figure 2.3). These and other responses were assembled to form a "word cloud" highlighting responses that were received most with larger lettering. When asked to describe how they'd like the corridor to look in the future, words such as welcoming, bike-friendly, appealing, green, safe, slower, and destination were given. The results of these exercises provided an initial glimpse into the Community's desire for transforming the appearance of this corridor.

Additional exercises were undertaken to understand their opinions and preferences on a variety of topics related to revitalizing the corridor.

QUESTIONNAIRE

HEADLINE EXERCISE

QUESTIONS:

1. List five words that describe the corridor today:

2. List five words that describe how you'd like the corridor to be in the future:

3. One thing that makes me excited about this project is...

4. What types of uses, activities or features are missing along the corridor?

5. If you left North Kansas City for 10 years and then returned, what portions of the Burlington Corridor would you hope remained unchanged?

6. What portions would you hope have been improved?

7. On the sliding scale shown below, please fill in the appropriate circle that best suits what you would like the future orientation of the Burlington corridor to look like.

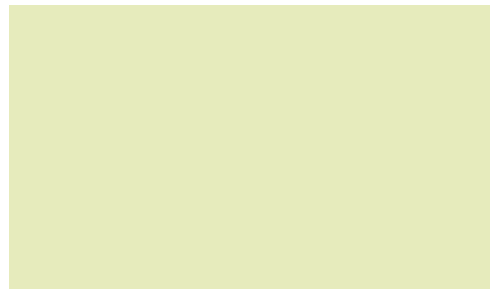
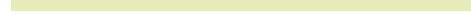


FIGURE 2.2 ADVISORY COMMITTEE AND PUBLIC ENGAGEMENT EXERCISES

FIGURE 2.5 ADVISORY COMMITTEE AND PUBLIC ENGAGEMENT EXERCISES

FIGURE 2.6 ADVISORY COMMITTEE QUESTIONNAIRE AND HEADLINER INPUT

Question 3: One thing that makes me excited about this project is...

Responses for what makes people excited about this project were directly related to the image and safety of the corridor. Many participants commented on how they were excited about the project's potential and its ability to improve the overall image of North Kansas City.

Question 4: What type of uses, activities or features are missing along the corridor?

The top three responses received for uses missing along the corridor included retail, walkability and bicycling. These responses were consistent for both the Advisory Committee and the Community.

Question 5: If you left North Kansas City for 10 years and returned, what portions of the Burlington Corridor would you hope remain unchanged?

When asked what portion of the Burlington Corridor should remain unchanged, the top responses were 'nothing.' However, the Community and Advisory Committee participants both recognize that Burlington serves as an important and efficient north-south connection between Downtown and the Northland, and the overall functionality should remain unchanged. The industrial character of the corridor and the bicycle connection across the bridge were also mentioned as items to remain unchanged.

Question 6: What portions would you hope have been improved?

The top features nominated for improvement include bicycle facilities, pedestrian improvements, and creating a welcoming gateway feature or element to notify pass-through traffic and visitors that they have arrived in the City of North Kansas City.

Question 7: Fill in the appropriate circle that best suits what you would like the future orientation of the Burlington Corridor to look like.

The last question asked all participants to rank on a sliding scale how the future of the Burlington Corridor should be designed – ranging from auto-oriented to pedestrian-oriented design approaches. The average responses calculated to approximately a 50/50 split, providing a strong balance for accommodating pedestrian needs as well as vehicular needs as part of the future vision for the corridor.

IMAGE PREFERENCING

A wide range of example project images were provided at both the Advisory Committee and Community Public Meetings to receive thoughts and opinions about the type of visual character and features participants would like to see along the Burlington Corridor. Each participant received several green and red dot stickers to provide their input on their most and least preferred images. Many green dots were placed on items they preferred such as bicycle/pedestrian integration, the look and feel of the future corridor appearance with streetscape amenities, signage and identity-related features, and revitalized landscape median treatments. Those with an industrial vibe garnered higher votes.

Images garnering the most red dots as participants' least preferred examples included those that appeared to be too modern or sleek, landscapes that appeared bare or with little visual interest, and elements that appeared to be too traditional or historic in nature.

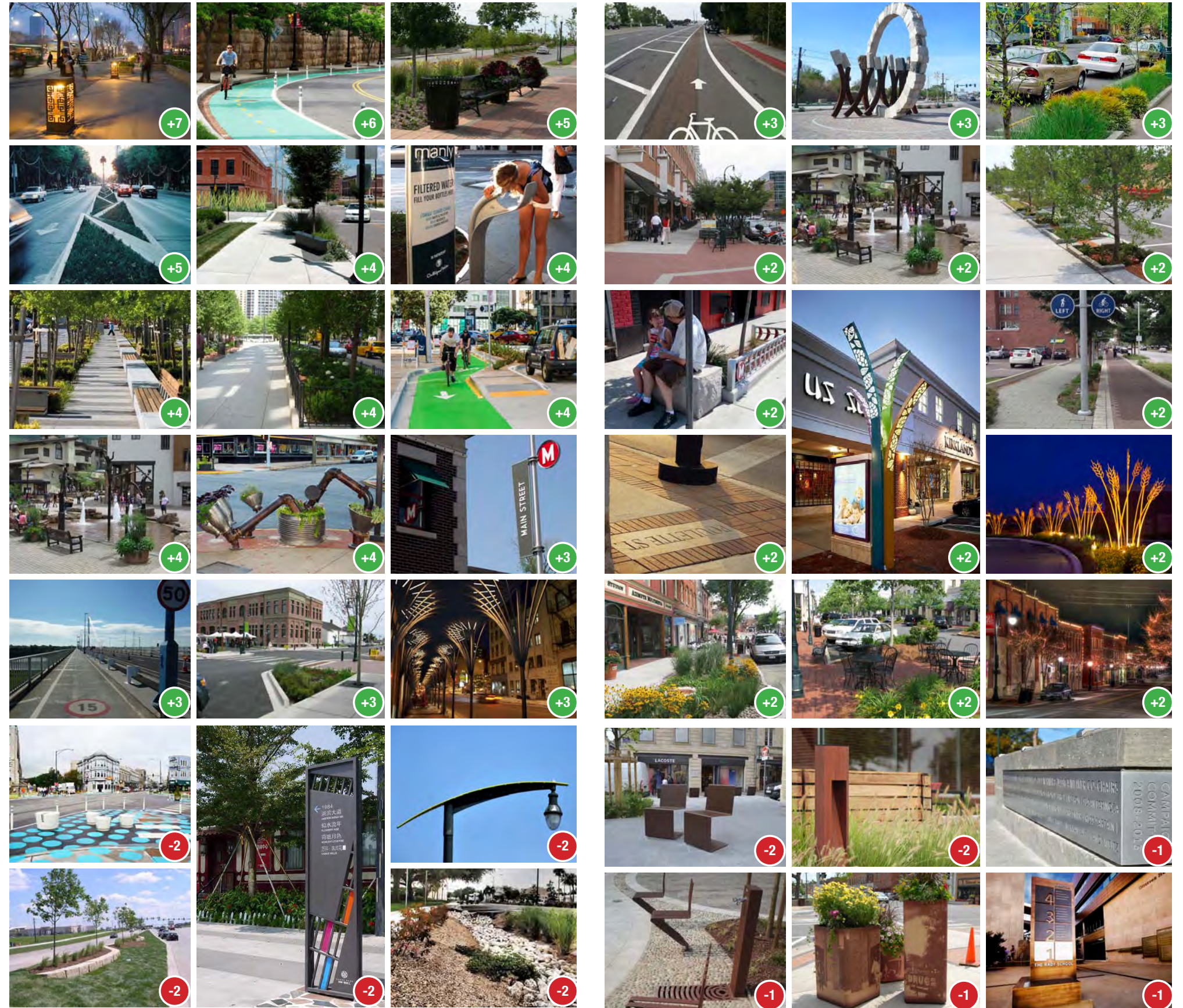


FIGURE 2.7 IMAGE PREFERENCING RESULTS

ROADWAY CONFIGURATION CONCEPTS

In addition to the questionnaires and image preference exercises, the planning team asked for additional input from the Advisory Committee and the Community regarding four initial alternative roadway configuration concepts. These four concepts were developed to explore a variety of methods for incorporating bicycles and pedestrian activity into a reconfigured corridor design. These concepts ranged from a variety of on-street bicycle lane configurations to the use of a two-way dedicated cycle track.

OPTION A

This concept offered six foot wide directional on-street bike lanes to be located on each edge of the corridor and very wide pedestrian sidewalks. In order to accomplish this, all on-street parallel parking on both sides of the street would be removed. Berming of the median island would remain in this concept.

OPTION B

This concept was similar to Option A in that both offered directional on-street bike lanes and the removal of all on-street parking along the corridor. Berming of the median island would remain in this concept. This concept provided a slightly narrower bicycle lane at five foot wide, and incorporated linear rain garden landscape areas on each side of the roadway between the sidewalks and bicycle lanes. These rain gardens could assist in treating storm water runoff, and decreased the space available for sidewalk and streetscape amenities.

OPTION C

This concept shifted the bicycle lanes to the east side of the corridor – into a two-way cycle track placed between the sidewalk and the roadway. A cycle track allows for bikes to travel both directions within the designated space, similar to what occurs today crossing over the Heart of America Bridge. Berming of the median island would remain in this concept, and provision for on-street parallel parking along the west side of the corridor was incorporated. The resulting sidewalk widths of 10'-12' on both sides was smaller than Options A and B, but still much wider than existing conditions.

OPTION D

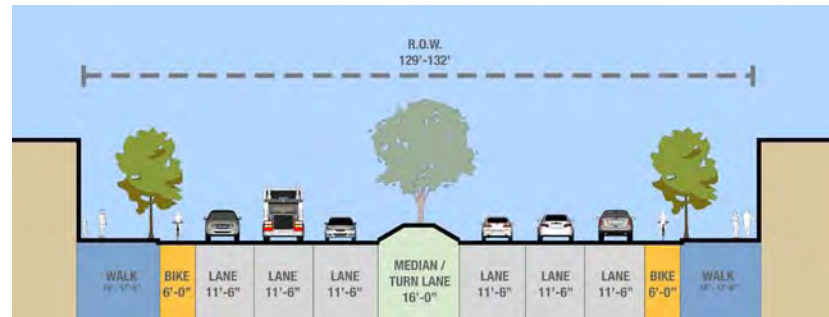
This concept maintained on-street parallel parking on both sides of the corridor, while incorporating five foot wide bicycle lanes on either side of the corridor located between the sidewalk and roadway edge. This option provided the narrowest sidewalks of all three options and included the widest cross-section of street infrastructure. It also included removing the bermed median to improve visibility throughout the corridor.

INITIAL SUPPORT FOR CYCLE TRACK OR BIKE LANES

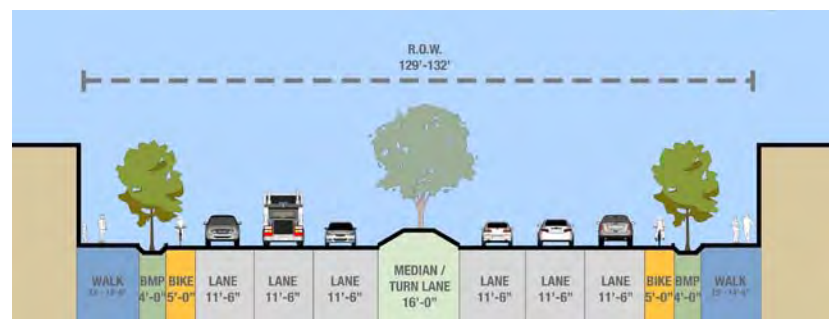
As a result of these initial exercises, it was clear from both the Advisory Committee and the Community that options for incorporating bicycles into the corridor were preferred, and additional study and analysis would be necessary for both cycle track and bicycle lanes would be needed. The differences and benefits of both approaches were discussed, including the desire to remove the bermed median and to incorporate opportunities for landscaped rain gardens into the design of the corridor. Getting a better understanding regarding the potential impact of removing on-street parallel parking stalls on the east side was also identified as a need in conjunction with this additional analysis.

OPTION

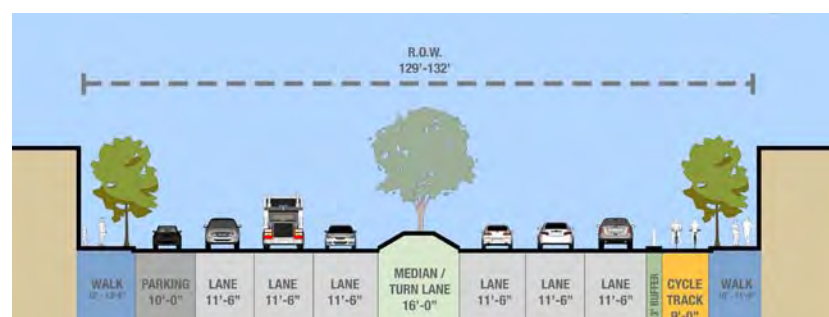
A



B



C



D

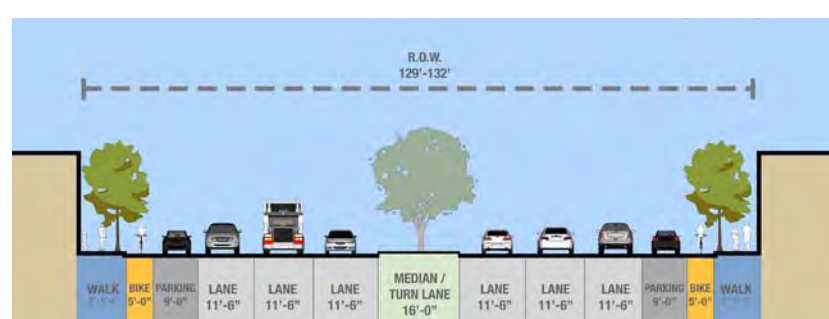


FIGURE 2.8 ROADWAY CONFIGURATION OPTIONS

BIKE LANES

Additional design concepts were developed to further explore the option of integrating bicycle lanes into the design for the corridor. Utilizing on-street parallel parking as a buffer on both sides of the corridor in this option, the bicycle lanes were placed near the curb line on each edge of the roadway.

Due to the location of Downtown NKC and all of the residential neighborhoods being located on the east side of the corridor, the use of bicycle lanes in this particular instance creates a challenging dynamic for those interested in riding in the southbound direction. This requires riders to cross over Burlington to access the southbound bicycle lanes, which does not create the safest and most accessible connection. Connecting these lanes to the existing Heart of America Bridge trail facility would also require crossing over the corridor at 10th Avenue, and continuing these lanes northward along 9 Highway and North Oak Trafficway would require similar crossing movements.

There were numerous comments and opinions about the merits and drawbacks of this approach as a result of this analysis. These limitations, and in comparison to the benefits afforded by the cycle track option, a preference for the cycle track emerged.

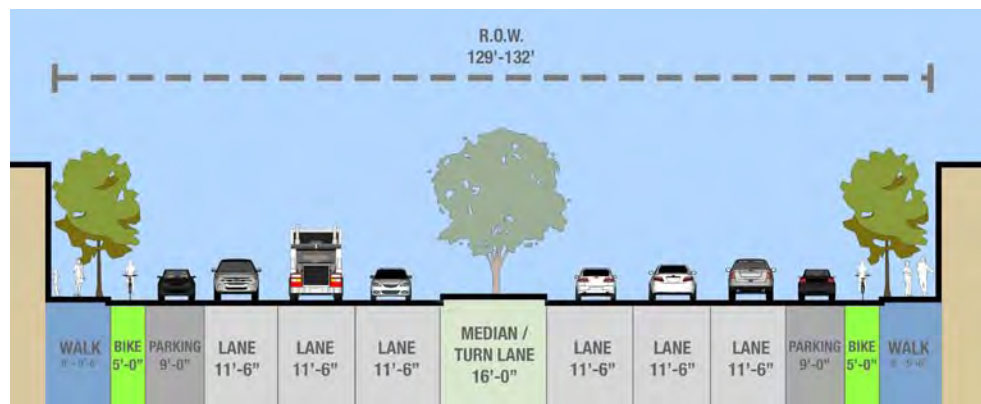


FIGURE 2.9 BIKE LANE

CYCLE TRACK

A two-way cycle track concept proposed along the Burlington Corridor provides a direct connection from the extension of the existing Heart of America Bridge trail facility. Locating the cycle track along the east side of the corridor provides a safer accessibility for residents and businesses, the majority of which are located along this side of the corridor. This placement also creates a more family-friendly dedicated bicycling facility that can eventually lead to more straightforward extensions along both the 9 Highway and North Oak Trafficway corridors, and provide flexibility to eventually transition to bicycle lanes or off-street multi-use paths along these corridors to eventually connect with other areas of the Northland.

OFF-STREET MULTI-USE PATH

Due to the narrower right-of-way in the section located between 10th and 12th Avenue, bicycles would utilize an off-street multi-use path along the east side of the corridor. This option explored maintaining vehicular lane widths in the 11' to 11'-6" width range consistently through the corridor, while also maintaining the consistent 16' width of the median.

Based on initial analysis of this option, concerns were expressed relating to the available width of the multi-use path and the conflicts with pedestrian activity that would occur during this two-block stretch of the corridor. Further refinement of this cross section was needed to explore shifting the centerline of the roadway to the west slightly, reducing the width of the median, and increasing the width of the eastern side of the corridor to a more functional multi-use path for both pedestrian and bicycle uses.

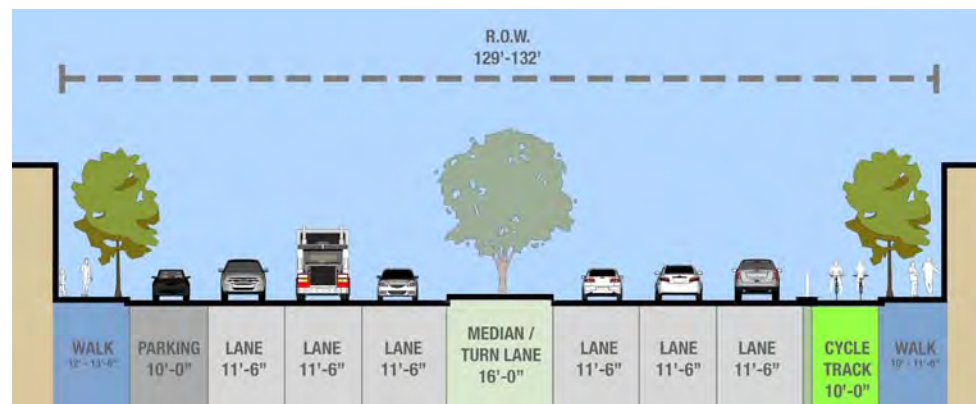


FIGURE 2.10 CYCLE TRACK

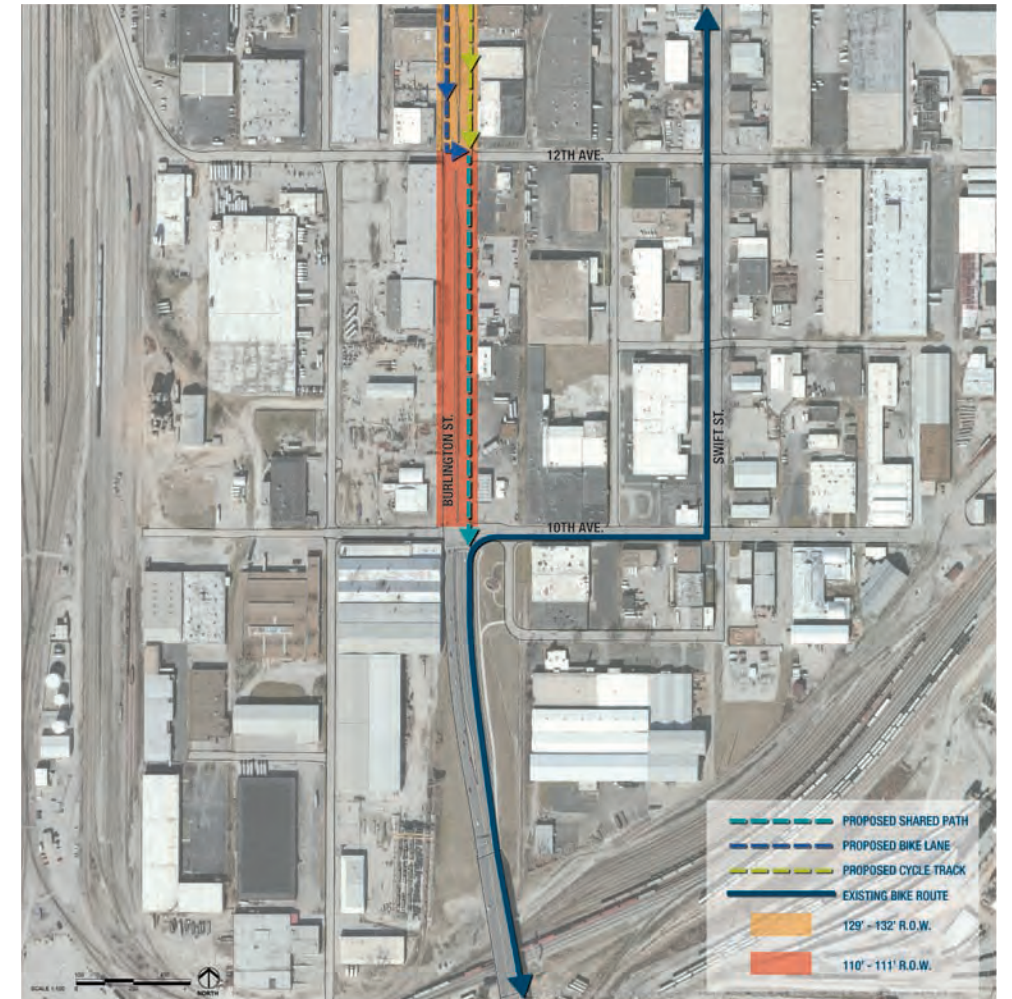


FIGURE 2.11 BIKE LANE, CYCLE TRACK, AND MULTI-USE PATH POTENTIAL SYSTEM

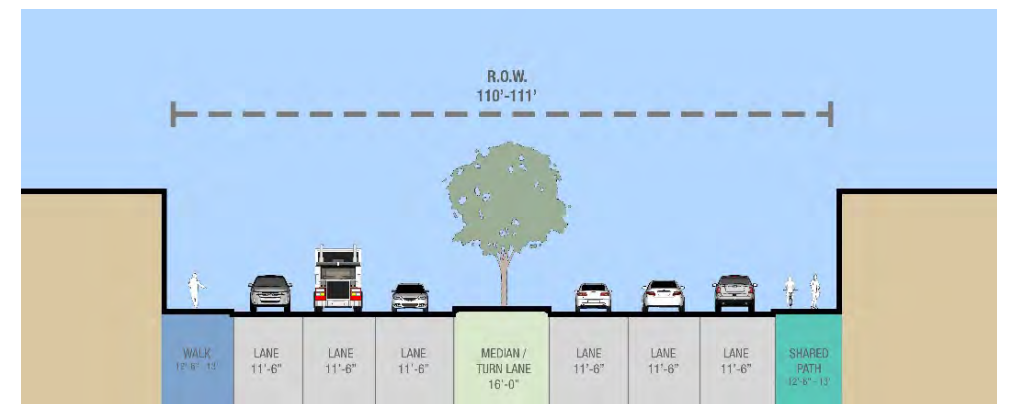


FIGURE 2.12 MULTI-USE PATH



FIGURE 2.0 EXISTING TRANSIT STOP LOCATIONS



FIGURE 2.13 POTENTIAL SCENARIO FOR STOP OPTIMIZATION



FIGURE 2.14 EXAMPLE PHOTOS OF TRANSIT + BICYCLE INTEGRATION

TRANSIT INTEGRATION

There are several existing bus transit stops along the Burlington Corridor today. These are generally located every one to two blocks on either side of the corridor, and primarily occur near the intersection. The KCATA is currently involved in optimizing these and other transit stops throughout their entire system serving the Kansas City metropolitan area.

As such, the Burlington Corridor is slated to be analyzed by their staff sometime in the near future. It is anticipated that the number and final location of these transit stops along the corridor will be consolidated as a result of this process.

For the purposes of this study, we have provided a concept-level review of these stop locations and created an anticipated consolidation to occur at approximately two block intervals along the corridor. The final locations of these transit stops will need further coordination with the KCATA and the City of North Kansas City as improvements to the transit system and the corridor are made in the future.

As part of the complete street design approach for transforming the Burlington corridor, it is paramount that improved public transportation be considered and integrated into the vision and goals for enhancing this corridor. As stated previously, the Burlington Corridor serves as a vital north-south linkage to Kansas City's Northland area. Its role in providing and promoting improved transit service along the 9 Highway and North Oak Trafficway corridors will enhance accessibility for both existing and future residential and commercial development in these areas.

The integration of these transit stations into the design of the street was an important factor considered as part of the overall corridor design. Examples of similar innovative design solutions were explored and considered while formulating an appropriate transit solution for this particular application. Through discussion with KCATA staff during the design process, a specific challenge was identified for providing safe bus access to transit stations when adjacent to dedicated bicycle lanes and facilities.

Conflicting movements of bicycles mixing with buses trying to pull up to the curb have created some safety concerns in other areas of the region where bicycle lanes have been installed. This situation is compounded when the need arises to assist any riders in need of additional accessibility assistance boarding or de-boarding the bus. Deploying the automatic ramp from the bus door requires approximately eight feet of sidewalk space to allow for appropriate accessibility in these situations – a condition not consistently provided throughout the existing network of transit stops in the system.

The need to augment the alignment of the proposed cycle track adjacent to these transit stations became clear, and opportunities to properly address this situation were explored by the design team in response to these concerns and challenges. This provided a significant opportunity to develop a creative solution while maintaining the framework of our overall approach for transforming the corridor.

ROADWAY AND PARKING ANALYSIS

The existing corridor configuration is shaped to accommodate vehicular traffic, and is primarily focused on that use and its specific needs. In order to explore opportunities for modifying the corridor to accommodate and integrate other modes of transportation in a stronger way, it was important to understand the existing vehicular turning movements and access to adjacent properties, as well as on-street parking conditions along the corridor.

TURN LANES

In addition to the left turn lanes located in the median area, there are a handful of locations along the east side of the corridor where additional roadway lanes have been constructed to facilitate right-hand turning movements. These are located at the 10th Avenue and Armour Road intersections, and at the entrance into Quick Trip located just south of 29th Avenue. These turning movements create conflicts with anticipated pedestrian and bicycle activity along the corridor, and need to be considered for modification as part of the new design to reduce the anticipated conflicts while encouraging stronger visibility of cyclists and pedestrians.

DRIVEWAY APRONS + ACCESS

There are numerous properties adjacent to the corridor where multiple driveway aprons/access points are provided connecting to Burlington. These driveway access points can create challenging, and in some cases dangerous, crossings for pedestrians and bicyclists. They can also have a negative impact on traffic flow throughout the corridor.

EXISTING PARKING CONDITIONS

There are currently on-street parking spaces available on each side of the corridor, generally located between 12th Avenue and 26th Avenue. A total of 136 on-street parking spaces currently exist on the west side, and approximately 105 parking stalls are located on the east side of the corridor. In order to understand how these parking spaces are currently being used by adjacent businesses, a “day in the life” analysis of existing on-street parking was conducted during a typical weekday – including several times throughout the day to gauge the usage and location of this on-street parking.

The observation began with a tour of the corridor at 8:30 in the morning, when it was noted that approximately 23 parking stalls were in use on both sides of the corridor. These were primarily clustered between 12th and 14th Avenues, with a smaller amount located near 15th Avenue and a small amount located on both sides northward leading towards 23rd Avenue.

This observation continued again at 12:30pm that same day, when it was observed that approximately 30 parking stalls were in use on the west side of the street – again clustered primarily in the area between 12th and 16th Avenues. Approximately 20 parking stalls were in use on the east side, generally noted to be in the same location as were observed that morning.

A final observation was made that day at 5:00pm, when it was noted that approximately 10 parking stalls were in use on the west side, and 13 parking stalls were in use on the east side. Most of these stalls were again in similar locations as previously observed.

ADDITIONAL PARKING

Additional analysis was undertaken to explore available public parking lots located in proximity to the corridor. It was noted that a 266 space lot was recently constructed by the City near 14th Avenue on the southern end of the corridor. Another 129 space City parking lot is also available closer to Armour Road near 18th Avenue. These lots provide significant additional public parking for businesses located along the east side of the Burlington corridor, and were not observed to be parked at anywhere near capacity during this observation period.

These observations indicate that the corridor’s on-street parking stalls are generally utilized for all-day employee parking, and are not necessarily being utilized for in and out short-term parking traffic associated with commercial businesses along the corridor. From these observations, it is clear that the amount of space and pavement currently dedicated to on-street parking is currently going unused, and there are opportunities to significantly reduce this parking and to take advantage of available City parking lots while still meeting the needs of businesses along the corridor.

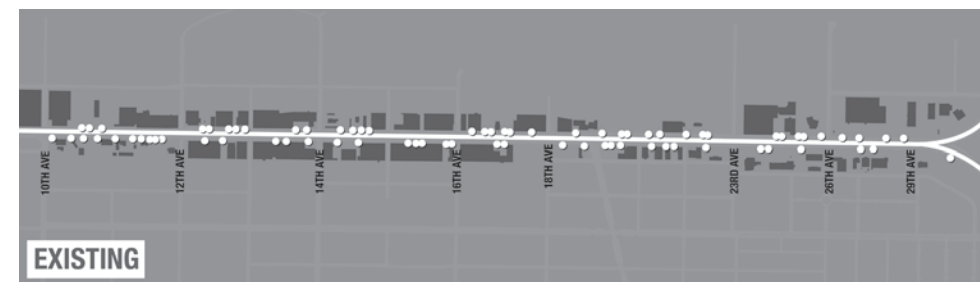


FIGURE 2.15 EXISTING DRIVE APRONS AVAILABLE ALONG BURLINGTON (APPROX.)



FIGURE 2.16 EXISTING DRIVE APRONS UNDER USED ALONG BURLINGTON



FIGURE 2.17 EXISTING TURN LANES AVAILABLE

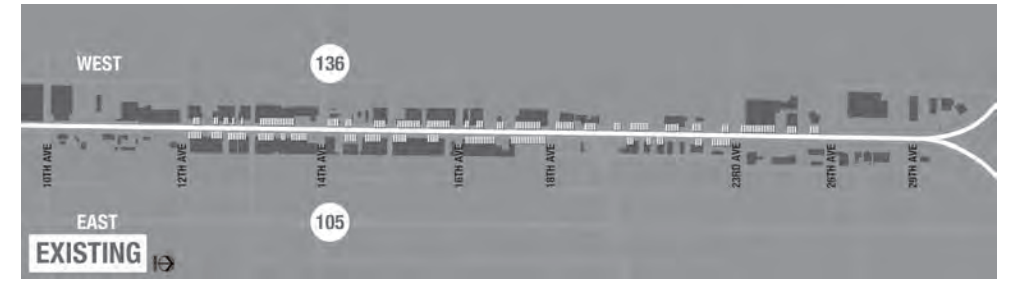


FIGURE 2.18 EXISTING PARKING STALLS AVAILABLE ALONG BURLINGTON (APPROX.)



FIGURE 2.19 EXISTING PARKING STALLS UTILIZED AT 8:30 AM ALONG BURLINGTON



FIGURE 2.20 EXISTING PARKING STALLS UTILIZED AT 12:30 PM ALONG BURLINGTON



FIGURE 2.21 EXISTING PARKING STALLS UTILIZED AT 5:30 PM ALONG BURLINGTON



FIGURE 2.22 EXISTING PARKING STALLS AVAILABLE FOR SUPPORT PARKING NEAR BURLINGTON

TREE INVENTORY AND ASSESSMENT

The corridor is currently home to a variety of trees, and a concept-level analysis was provided as to their current condition and location along the corridor. These existing trees include Honey Locust and Ash as well as a few others.

The location of each of these existing trees is noted on the color-coded map located on this page, which also includes a rating as to their current health and condition. These trees should be taken into account for replacement and/or integration into future streetscape design and planning for the use of trees along the corridor.

Trees noted in relatively good condition were primarily found in several areas of median plantings, as well as on the northern end of the corridor.

Trees noted in fair condition, highlighted in yellow, are generally scattered throughout the corridor – with some concentration on the west side of the corridor in the northern end.

Trees noted in poor condition are nearing the end of their life or have suffered serious health setbacks. They are indicated in red on the map, and are primarily clustered in the central part of the core between 14th and 18th Avenues – with a few located in random locations along the corridor.

There were also a handful of dead trees noted along the corridor in various locations. Some of these included several Ash trees that appear to have been affected by the Emerald Ash Borer, which has become a growing trend here in the United States and in our area that is significantly affecting the lifespan of this species.

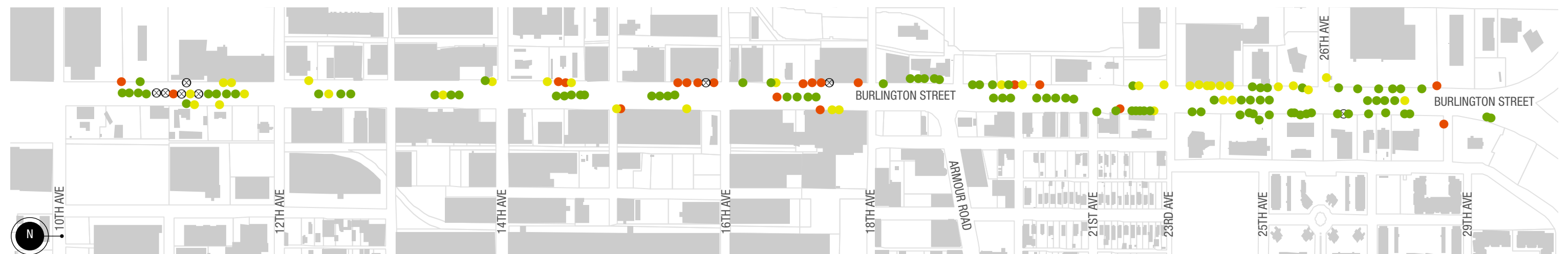


FIGURE 2.23 TREE INVENTORY AND ASSESSMENT ALONG BURLINGTON

CORRIDOR STREETScape APPROACH

While this corridor also serves a larger segment of the Northland, its location in North Kansas City provides a unique opportunity to respond to the significant land uses it has served. This includes creating a unique and authentic visual appearance that compliments the role it has played in establishing North Kansas City with its strong industrial heritage.

In considering the 2-mile long corridor and the length of time it takes for one to travel from one end to the other, the Advisory Committee chose a design approach that creates a sense of visual consistency throughout the corridor, yet incorporates additional pedestrian-friendly features and amenities in a more concentrated manner as one approaches Armour Road from either the north or the south. Armour Road provides the “welcome mat” into Downtown North Kansas City from Burlington, and this approach creates additional visual interest along the corridor as one gets closer to this key intersection.

DESIGN INFLUENCES

A review of existing conditions, patterns, and materials was undertaken to explore the unique flavor and visual vocabulary of the corridor and its adjacent uses. This provides an underlying framework from which to build a unique and complementary streetscape design vision. Several industrial buildings, modern influences, and transportation elements were considered and evaluated to create a series of patterns and materials for use in the overall design of the streetscape.

Several alternative design concepts were created for review and consideration to test the application of these influences in different ways. A series of street and pedestrian lights utilizing curves, angles, and ninety-degree supporting arms were explored for use. A wide range of other types of streetscape design devices were also developed for consideration.



FIGURE 2.0 CORRIDOR STREETScape CONCEPT: HIGH FREQUENCY

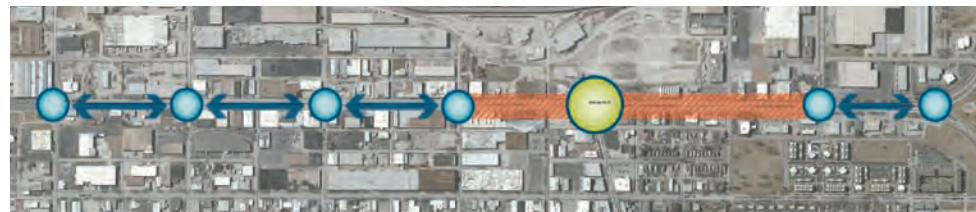
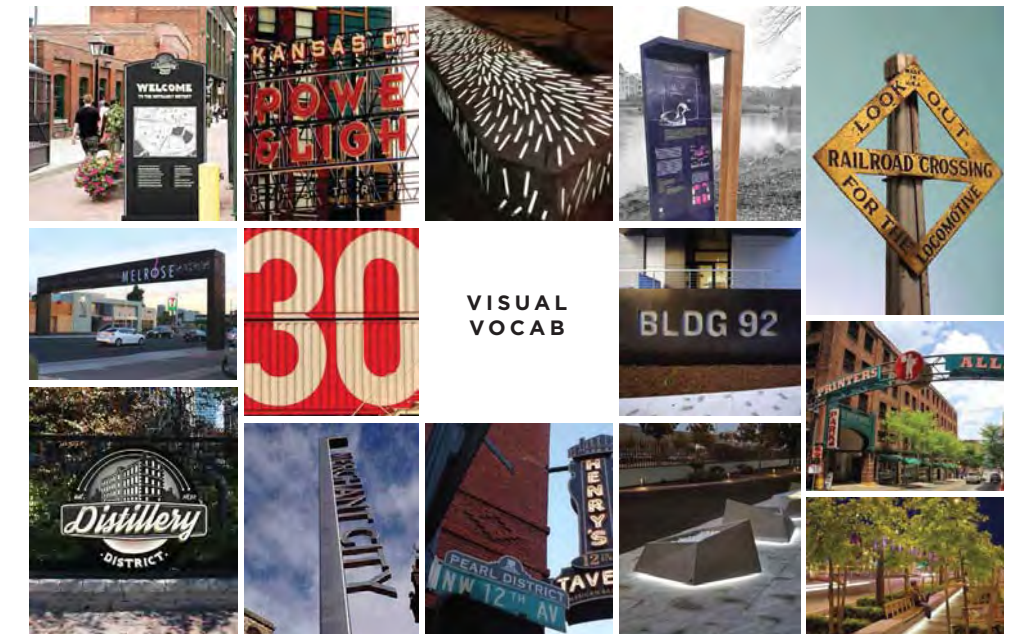
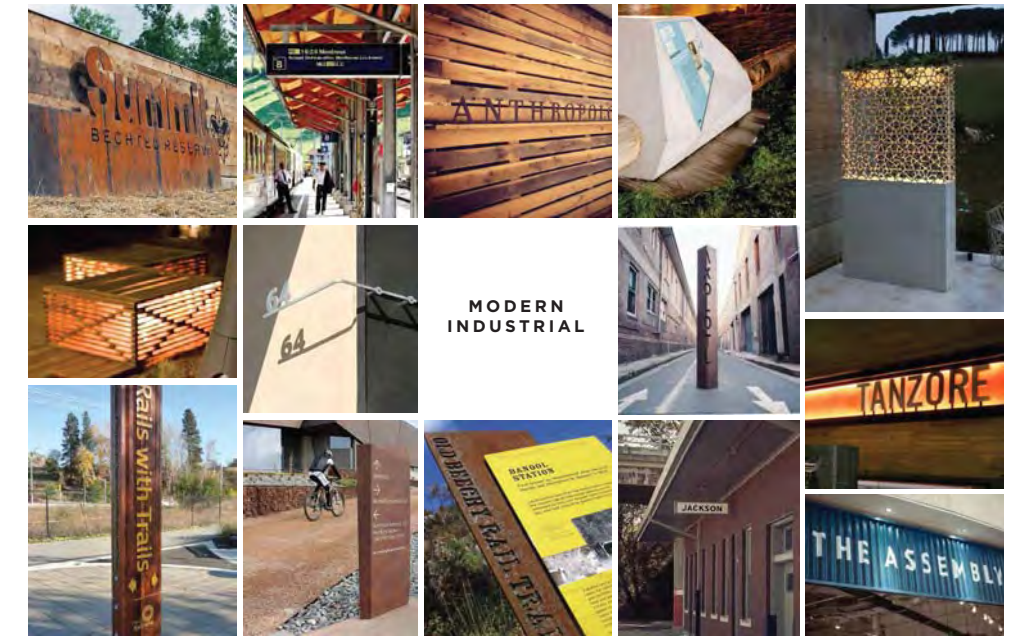


FIGURE 2.24 CORRIDOR STREETScape CONCEPT: CENTRAL DISTRICT



FIGURE 2.25 CORRIDOR STREETScape INSPIRATION CONCEPTS





CHAPTER THREE: PLAN VISION

“Vision is the Art of Seeing What is Invisible to Others.”
-Jonathan Swift

BURLINGTON VISION AND REVITALIZATION

Through a series of interactive and engaging meetings with the Advisory Committee and the Community, a unifying vision for the corridor was created. What is today a tired and well-worn urban street is envisioned to become a vibrant, sustainable, and multi-modal spine that not only serves the surrounding area's transportation needs - but also will support and attract high-quality redevelopment and revitalization within the City of North Kansas City.

By improving the aesthetic appearance of this corridor, the City of North Kansas City will be making a profound statement to the development community in the Kansas City area. This corridor will serve as a unique and welcoming gateway into the City, and is anticipated to become the most "complete street" in the entire metropolitan area.

The corridor is slated to become the Kansas City Metropolitan Area's first dedicated cycle-track – a two-way bicycle facility that will utilize the existing on-street parking lane on the east side of the street. New trees, landscape, pedestrian and street lighting, signage, transit features, and pedestrian amenities will be integrated into this plan to serve all modes of transportation efficiently and effectively.

This corridor will be unlike any other, as it will have a unique look and feel that truly reflects the area it serves. The streetscape design will infuse energy and industry as primary components driving the aesthetic design decisions.

The design has also been crafted in a way that allows for incremental implementation through alternative construction and funding strategies for the City to consider. These strategies also take into account long-term use of the corridor as a primary transit spine serving other areas of the Northland and connecting into Downtown Kansas City.



FIGURE 3.1 PROPOSED BURLINGTON CORRIDOR VISION



The proposed design incorporates three lanes of traffic flowing in each direction, with a center turn lane that provides left turning movements at key intersections. The design also incorporates on-street parallel parking along the west side of the corridor. It provides expanded pedestrian sidewalk areas, sometimes referred to as “bump-outs” at major intersections. These can also be utilized for transit shelters and other pedestrian amenities located in these areas.

New pedestrian crosswalks are anticipated to be provided at street intersections, and the sidewalk bump outs significantly reduce the distance a pedestrian has to walk from one side of the street to the other when crossing.

All traffic signals are anticipated to be located on the corners of the intersections, and will be removed from their center location in the medians where they currently exist. These traffic signals will also be designed along the east side to provide directional signals for those using the cycle track, which will utilize the existing on-street parking lane on the east side of the corridor.

Truck turning radii will be taken into account at intersections to ensure turning movements are not inhibited, while still providing expanded areas for pedestrian activity behind the back of curb. Additional opportunities for landscape enhancements and placement of pedestrian amenities will help to address and soften the visual appearance of the corridor while promoting more pedestrian activity adjacent to existing commercial industrial buildings. Several of these existing buildings have transformed over the years to more commercial and restaurant types of uses, and this trend is anticipated to continue in the near future. The design of the street should further assist and promote this type of transformation in both the short and long-term.



FIGURE 3.2 PROPOSED BURLINGTON CORRIDOR VISION + SUPPORT IMAGES

DESIGN SOLUTIONS

CYCLE TRACK

To maintain three lanes of vehicular travel consistently through all areas of the corridor, as well as to provide a two-way buffered cycle track, and to do so consistently throughout the corridor provided a significant challenge and opportunity for the design team to explore.

The narrowest section of right-of-way between 10th and 12th Avenues on the south end of the corridor provided the most significant challenge. In this location, the design proposes three 11-foot wide travel lanes in each direction, a narrower median that is reduced from 16-feet existing to 12-feet in width, to allow for the construction of a 10-foot wide cycle track on the east side of the roadway while also accommodating wider sidewalks and amenity zones adjacent to the outer edges of the right-of-way.

This configuration will require a slight shift to the west of the existing centerline of the street, and will require some geometric transition to the existing centerline location both south of 10th Avenue leading to the HOA Bridge, as well as north of 12th Avenue to tie back in to the existing centerline of the corridor. The 12-foot median will still provide room for a left turn lane in both directions at the 10th and 12th Avenue intersections.

For areas north of 12th Avenue, the typical cross-section will become three travel lanes in each direction with a width of 11 to 11.5-feet, a median of 16-feet in width to provide turn lanes at intersections, and an on-street parking lane for parallel parking on the west side that is 10-feet. This provides a wider sidewalk and amenity zone on each edge of the right-of-way in addition to the 10-foot cycle track located on the east side of the corridor.

The outside lane in the northbound direction on the east side of the corridor is anticipated to be utilized for any temporary loading or unloading and/or temporary parking for existing businesses adjacent to the east edge of the corridor. This loading condition is similar to what occurs in the corridor today at a few locations, and will require additional coordination and discussion between MoDOT and the City of North Kansas City as part of the final design process for these corridor enhancements. Any use of this lane will need to be time sensitive so as not to conflict with rush hour traffic at the end of each work day in the northbound direction.

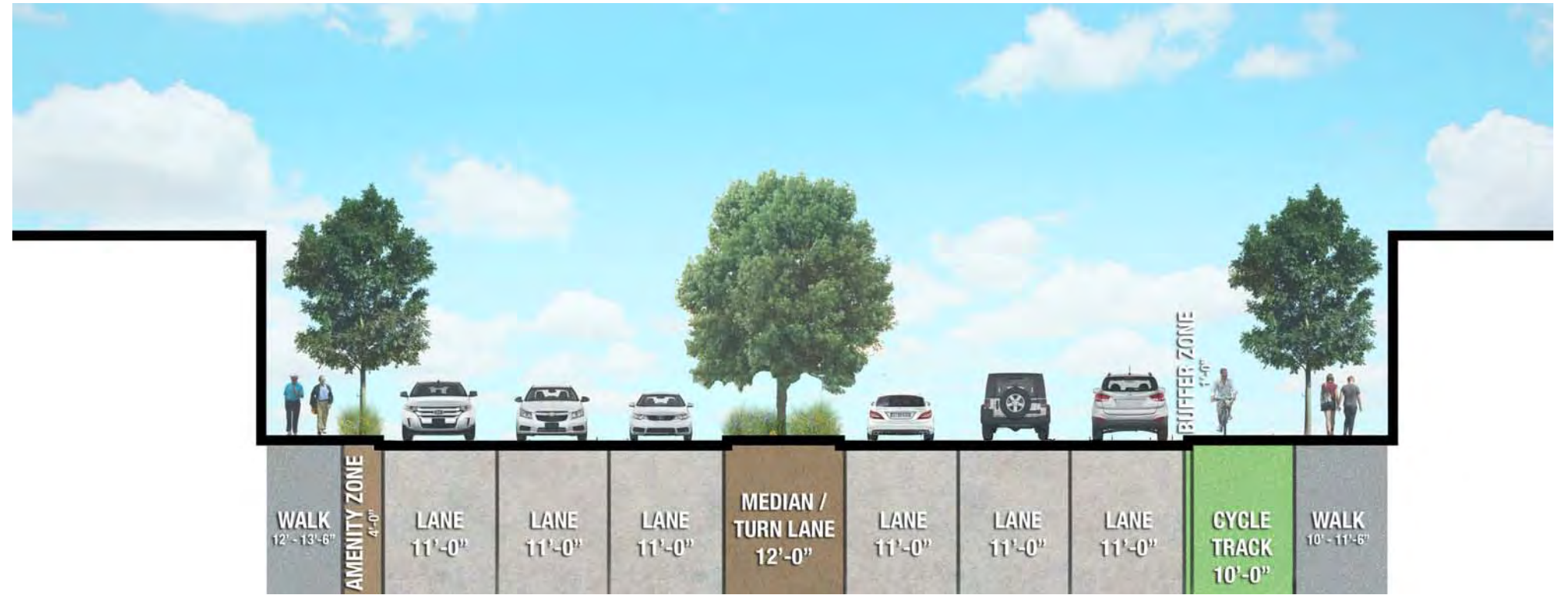


FIGURE 3.4 PROPOSED CYCLE TRACK SECTION FROM 10TH AVE TO 12TH AVE

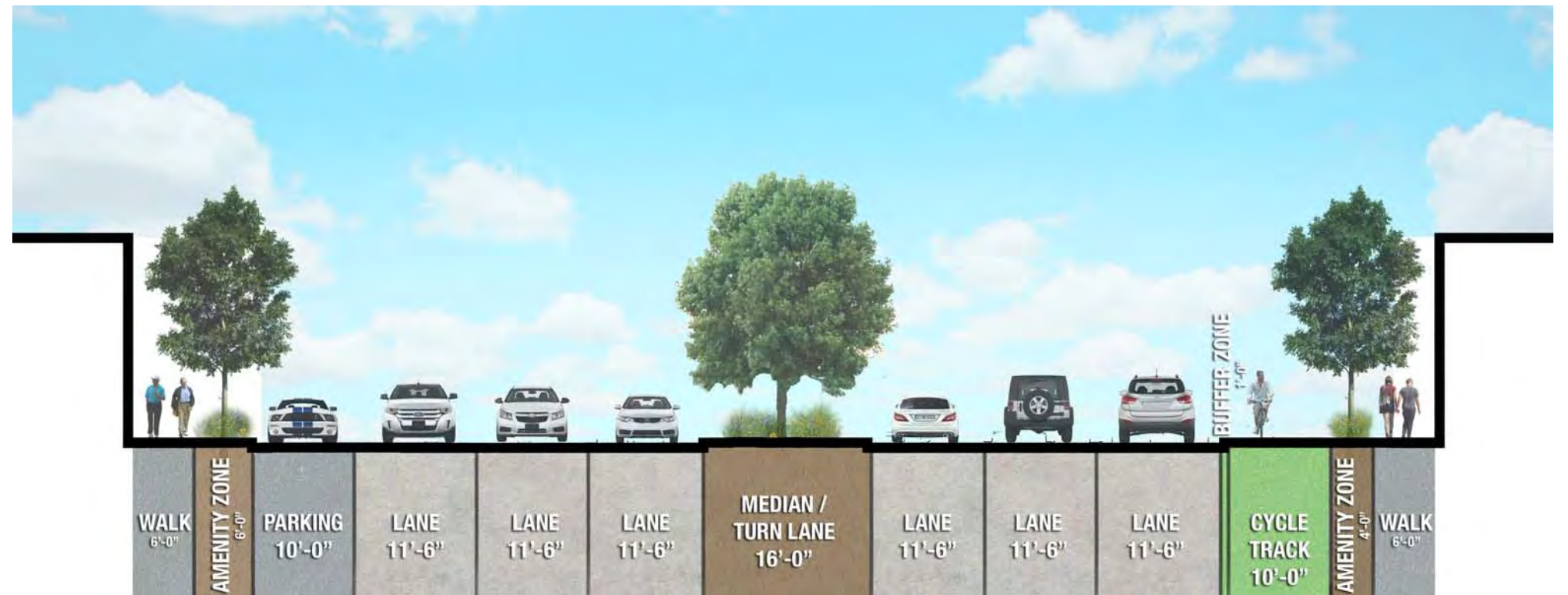


FIGURE 3.5 PROPOSED CYCLE TRACK SECTION FROM 12TH AVENUE, NORTH



FIGURE 3.6 PRECEDENT CYCLE TRACK EXAMPLE



FIGURE 3.8 PRECEDENT CYCLE TRACK EXAMPLE



FIGURE 3.7 LOOKING SOUTH AT ARMOUR AND BURLINGTON, LOOKING SOUTH, MODEL VIEW



FIGURE 3.9 TRANSIT STOP, MODEL VIEW

The use of bus stops along the east side of the corridor creates a unique challenge and opportunity, as it integrates with the proposed cycle track alignment. There is the potential for significant conflict in picking up and dropping off passengers while the cycle track is in use. In fact, this is occurring with new bike lanes that have been constructed in several corridors throughout the Kansas City metropolitan area, and was identified as a key issue by the KCATA. The design team explored alternatives and examples to develop a creative solution to minimize and/or eliminate this conflict.

Our solution was to develop an 8-foot wide transit island that allows the station to be placed on the edge of the roadway, which provides a large enough platform for the bus to deploy its automatic handicap ramp for access.

This requires the alignment of the cycle track to be adjusted slightly to the east. In conjunction with this alignment shift, the cycle track will be reduced in width to 8-feet total at these locations, and the adjacent sidewalk will also be narrowed a few feet to accommodate these improvements.

The result creates a uniquely integrated system of bicycle, pedestrian, and transit improvements that also elevate the appearance and visibility of these transit stations significantly by placing them in prominent locations adjacent to the travel lanes. A similar approach on a slightly smaller scale has been implemented in a few cities in the United States thus far, but has not yet been implemented in the Kansas City area.

MEDIAN ENHANCEMENT

In addition to enhancing the pedestrian sidewalk areas on either side of the roadway, additional landscape and corridor identification elements are anticipated to be placed in the medians. These elements include weathering steel with decorative patterns that complement the overall streetscape theme, with aesthetic lighting to enhance their appearance at night.



FIGURE 3.10 MEDIAN TREATMENT, MODEL VIEW

KIT OF PARTS

The overall streetscape theme for this Corridor is named “energized industrial”. The collection of streetscape enhancement items is referred to as a “kit of parts”, which is basically a menu of available items that can be placed throughout the corridor to provide a consistent overall look and feel. These elements include lighting, site furnishings, bike racks, benches, planters, transit shelters and kiosks, and thematic elements.

Due to the area’s historic industrial influence, the design anticipates finding some large industrial equipment or components that may be available and are no longer in use. These pieces can be integrated into the design and placed at highly visible locations throughout the corridor, elevating them to “art” that reflects the role they played in making North Kansas City such a strong industrial hub.

This motif involves new street lights and pedestrian lights using 90-degree angles and integrated permanent banners and identification elements. The use of wood, raw and painted metal is anticipated for use in the amenities and features throughout the corridor. These material choices are intended to reflect a modern industrial flare that compliments the corridor’s history, while speaking to its anticipated future as a vibrant commercial and mixed-use corridor.

By utilizing these elements consistently on both sides of the corridor, a unifying design can be created that begins to address and strengthen the connection from the east side to the west side of the corridor. The existing west side properties are much smaller in comparison to the east side, and these corridor enhancements and modifications are intended to improve the connectivity and visual consistency for both sides of the corridor.

During the final design of the streetscape, final refinements and materials selections will be made to implement these recommendations and to support this underlying theme for enhancing the corridor.

There are numerous examples in the Kansas City metropolitan area where communities have invested in similar streetscape and corridor enhancements like these, and significant private development and revitalization activities have occurred in conjunction with and as a result of these improvements. It is anticipated that this enhancement project will have similar results for North Kansas City.

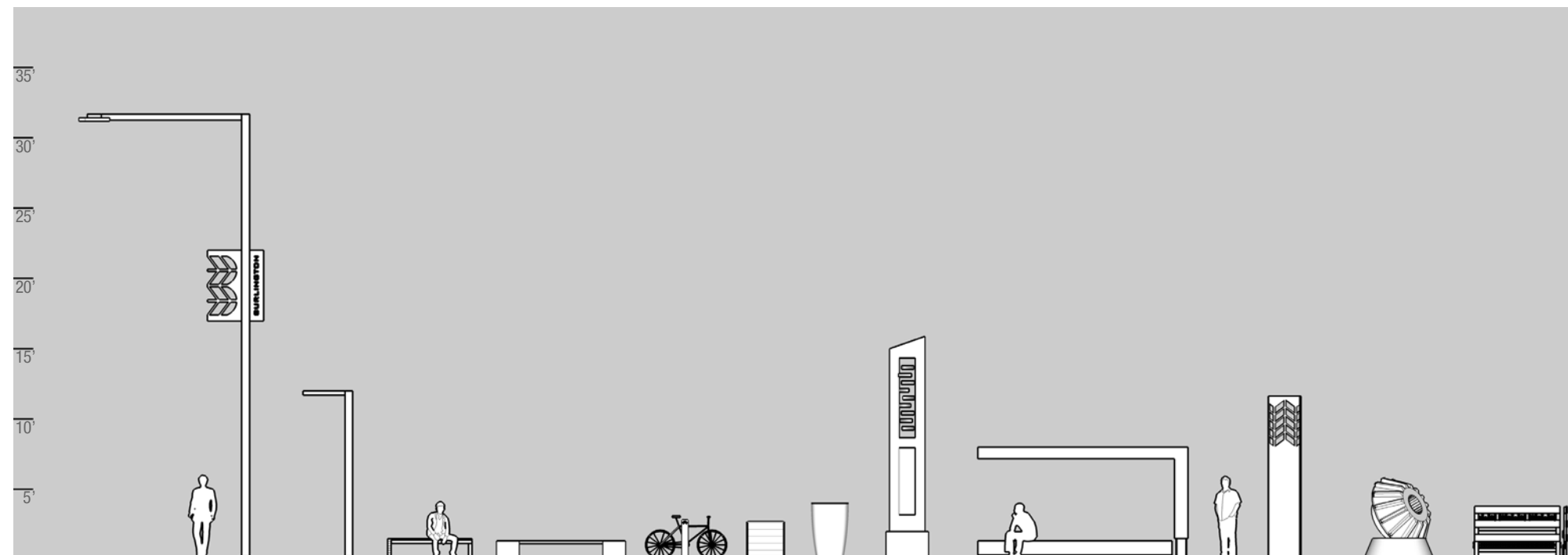


FIGURE 3.11 PROPOSED KIT OF PARTS SECTION

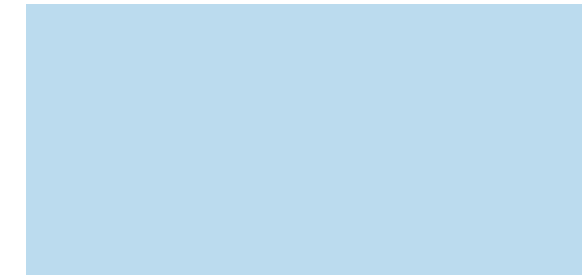
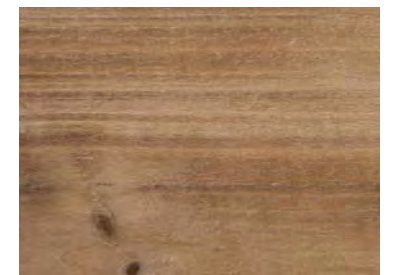


FIGURE 3.12 KIT OF PARTS PRECEDENT IMAGES

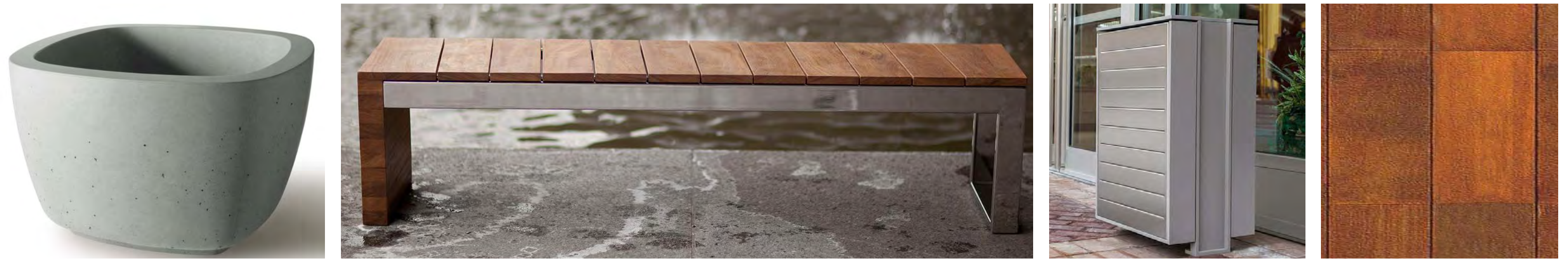


FIGURE 3.13 KIT OF PARTS PRECEDENT IMAGES

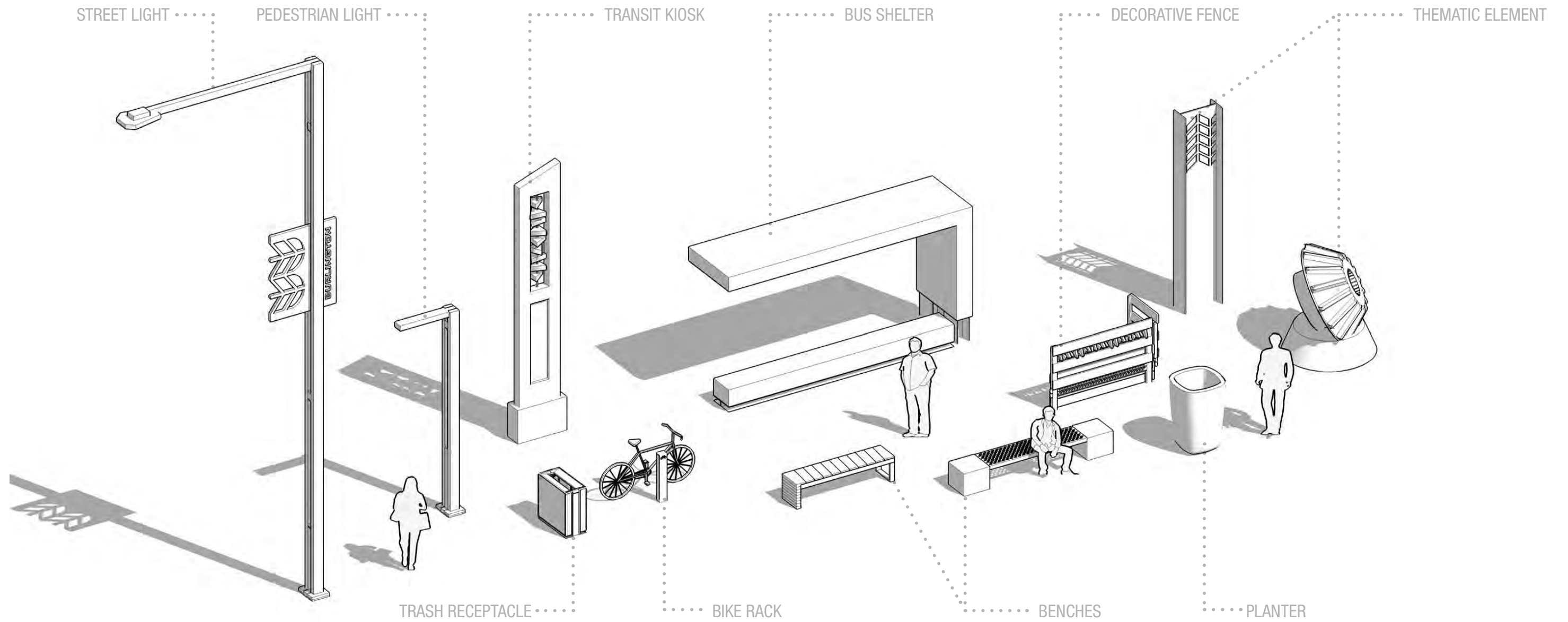


FIGURE 3.14 PROPOSED KIT OF PARTS

CORRIDOR POTENTIAL

A series of before and after images have been created as part of this study to illustrate the eventual transformation of the corridor. Examples include the Armour Road and Burlington intersection, with a view looking north.

EXISTING CONDITIONS

This view looking north illustrates the auto-dominated nature of the existing corridor, including wide and numerous driveway aprons leading into surface parking lots, undefined on-street parking lanes, and very narrow sidewalk conditions for pedestrians.

PROPOSED STREETScape

This view illustrates the proposed improvements to the corridor including new pedestrian and street lighting, new trees and landscape plantings, and the integration of the transit shelter and cycle track along the east side of the street. Better defined crosswalks for pedestrians are also integrated at this intersection.

POTENTIAL REDEVELOPMENT + REVITALIZATION

The series of illustrations on this page anticipates a future condition including mixed-use development along the corridor. New multi-story buildings are indicated to be placed adjacent to or in close proximity to the right-of-way, and provides a much stronger relationship between buildings and the activity on the street. This truly transforms the personality and visual appearance of the existing corridor.

This illustration provides a hypothetical example of what could be developed on adjacent parcels, and does not represent a specific development proposal. It is merely provided as an example of the transformative impact a project like this can have over time.

FUTURE DOWNTOWN GATEWAY

This series of illustrations on the opposing page indicates transformation of the Armour Road and Burlington intersection looking east towards Downtown North Kansas City. It incorporates a future gateway feature element over Armour Road and additional streetscape enhancements and redevelopment possibilities for this area.

FUTURE ARCHITECTURAL CHARACTER

The building images on the opposite page represent a sampling of preferred architectural character examples for adjacent redevelopment and revitalization along the corridor. These reflect some of the preferred images selected by the Advisory Committee and members of the Community during the planning process.



FIGURE 3.15 ARMOUR AND BURLINGTON, LOOKING NORTH: EXISTING CONDITIONS



FIGURE 3.16 ARMOUR AND BURLINGTON, LOOKING NORTH: PROPOSED STREETScape



FIGURE 3.17 ARMOUR AND BURLINGTON, LOOKING NORTH: POTENTIAL REDEVELOPMENT + INFILL



FIGURE 3.18 ARMOUR AND BURLINGTON, LOOKING EAST: EXISTING CONDITIONS



FIGURE 3.19 ARMOUR AND BURLINGTON, LOOKING EAST: PROPOSED STREETScape



FIGURE 3.20 ARMOUR AND BURLINGTON, LOOKING EAST: POTENTIAL REDEVELOPMENT + INFIL



FIGURE 3.21 DEVELOPMENT EXAMPLES

PROPOSED BURLINGTON CORRIDOR

The plan and adjacent photos illustrate the surrounding context and streetscape improvements. The plan provides the land-uses along the corridor which reflect the City's latest master planning efforts. The supporting images provide the transformation that this corridor will have on Burlington and North Kansas City.



FIGURE 3.23 PROPOSED CORRIDOR VIEW



FIGURE 3.24 PROPOSED CORRIDOR VIEW

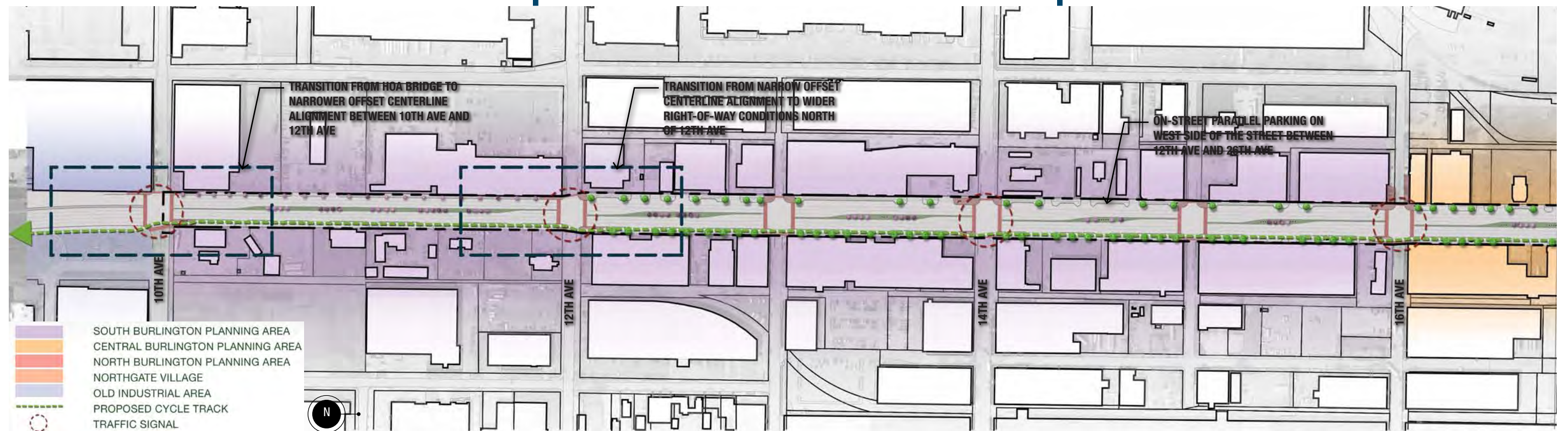


FIGURE 3.22 PROPOSED BURLINGTON CORRIDOR



FIGURE 3.25 PROPOSED CORRIDOR VIEW



FIGURE 3.26 PROPOSED CORRIDOR VIEW





CHAPTER FOUR: IMPLEMENTATION

INTRODUCTION

The Burlington Corridor Vision has great momentum – sustaining that momentum will be the continued support from the community, Advisory Committee and local leadership. The decisions from this chapter are based on these groups participating in an open dialogue and guiding the next steps for the future of this corridor.

The chapter provides the necessary tools and next steps to implementing the Burlington Corridor recommendations. The Chapter includes:

- Engineering Exploration: Outlining additional project needs and challenges in taking the next step towards implementation.
- Cost Opinion Assumptions: Providing the basis for what is included in the cost opinion.
- Cost Opinion: The cost opinion is based on 2016 costs for all improvements. The costs will need to be adjusted accordingly over time.
- Phasing Opportunities: Describes phasing options and the preferred approach.
- Implementation Priorities: Provides priorities based on public and Advisory Committee input.
- Funding Opportunities: Identifies applicable funding programs to pursue.

ENGINEERING EXPLORATION

The Burlington Corridor Complete Street Plan has identified areas of further exploration as part of the next step in the development of the streetscape project. The items below will need to be addressed and considered when developing a construction document set.

ROADWAY & MEDIAN WIDTH TRANSITIONS

The segment from 10th to 12th Avenue has the tightest right-of-way, thus requiring a smaller 12-ft median to maintain the three lanes of traffic in each direction along with the inclusion of the 10-ft cycle track. The rest of the corridor segments from 12th to 29th Avenue will have a 16-ft wide median and will allow for maintaining three lanes of traffic in each direction along with a buffer and the cycle track. There will need to be some pavement and median width transition design work to determine the rate of transition from south of 10th Avenue to the 10th to 12th Avenue section, as well as from this section to north of 12th Avenue.

RIGHT-OF-WAY

The segment from 29th to 32nd Avenue have some right-of-way constraints and challenges. There doesn't appear to be enough width to allow for two northbound lanes of traffic, the cycle track and a sidewalk, so more analysis of this area along with design discussions between the City of North Kansas City and MoDOT should occur to determine if any lane continuity modifications or the purchasing of additional right-of-way could resolve this issue. The Burlington Corridor in general has little excess right-of-way, with the proposed sidewalk behind the existing sidewalk in many locations. Avoiding utility poles and installing ADA compliant curb ramps and pedestrian signal poles all within right-of-way may be difficult at some locations.

UTILITIES

Below is a list of these potential utilities that will need to be vetted in order to determine if they exist and/or are impacted by the proposed improvements:

- MGE
- Veolia Energy
- KCP&L
- NKC – Signals, Lighting, Water Mains, Storm & Sanitary Sewers
- Zayo
- Time warner Cable
- Surewest
- T.W. Telecom
- Verizon/MCI/Brooks
- Google Fiber
- Comcast
- Level 3
- Century Link (Lightcore, Qwest)
- AT&T
- AboveNet

BUS SHELTERS

The design for these facilities will need to meet ADA compliance requirements, accommodate surrounding utilities, and avoid conflict with the cycle track and sidewalk design improvements.



FIGURE 4.1 LOOKING SOUTH, NORTH OF 29TH AVENUE

DRAINAGE

Drainage could be an issue as the area is very flat. Any time an existing inlet is covered up by a cycle track or bumpout and a new inlet is added it could affect the drainage, especially if they are placed at a low point. Care should be taken to note the direction of gutter flow and where inlets are placed so as to not have ponding and ensure all the water is captured.



FIGURE 4.2 BUS STOP INTEGRATION

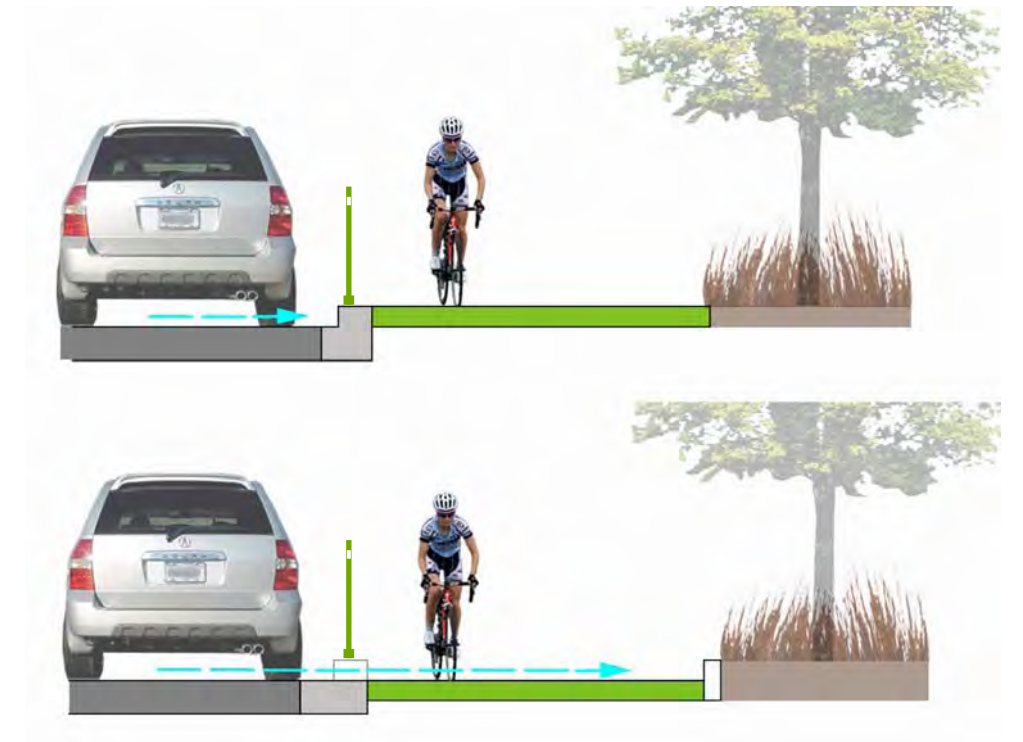


FIGURE 4.3 PROPOSED CORRIDOR DRAINAGE OPTIONS

COST OPINION ASSUMPTIONS

REMOVAL OF IMPROVEMENTS

Along with the construction of new improvements, there will always be the need to demolish or remove the existing facilities that are being replaced. A modest budget was included for each segment to account for the removal of existing improvements and facilities.

SUBGRADE COMPACTION

In conjunction with the sidewalk and/or cycle track, the pavement type selection from the 2008 Trails KC Plan document outlined that 6 inches of compacted subgrade must accompany the 6-inch reinforced concrete sidewalk or cycle track pavements.

TUBULAR MARKERS

As part of the elevated cycle track option, tubular markers will be used to give the bike rider an additional feeling of safety and separation from automobile traffic. The curb and gutter and elevated track should help give a sense of separation, but also assumed that it was important to place tubular markers on 30-ft spacing.

CONCRETE SAFETY BARRIERS

The use of concrete safety barriers can provide the bike rider an additional feeling of safety and separation from automobile traffic when the cycle track is at roadway level and is delineated only by the edge line, dashed center line and conflict area paint. The safety barrier will separate the roadway and the cycle track, but at driveways and street crossings the barrier will be tapered down to allow vehicles to pass without obstruction.



FIGURE 4.4 BARRIER EXAMPLES

CURB RAMPS

It was assumed that curb ramps shall be made out of concrete and will meet or exceed the requirements as set forth by the current PROWAG and APWA design standards. It was further assumed that there would be a curb ramp at every street or entrance crossing for estimation purposes.

TRUNCATED DOMES

It was assumed that these domes will be made out of materials as set forth by the current PROWAG and APWA design standards. It was further assumed for estimation purposes that there would be truncated domes located only at street crossing locations.

SIDEWALK / CYCLE TRACK

It was assumed that the pavement for this facility will include 6-inch reinforced concrete on a 6-inch compacted subgrade as approved by the 2008 Trails KC Plan document. This document identified several different pavement section types for non-equestrian trail pavement and sidewalk. The 6-inch reinforced concrete section type was chosen since the cycle track and sidewalk would be located in an urban setting and adjacent to each other.

CURB & GUTTER

For purposes of this estimate it was assumed that all of the new proposed curb and gutter along the east and west sides of Burlington Street, as well as along the center median islands would be a modified APWA CG-1 type curb & gutter. In order to preserve as much travel-way as possible the use of this 1-foot curb & gutter section is essential.

CYCLE TRACK PAVEMENT MARKINGS

The use of solid 6-inch pavement marking along the outer edges and a dashed 4-inch pavement marking down the center of the cycle track was important in the clear delineation of the cycle track versus the actual sidewalk. For purposes of this estimate, waterborne paint was assumed, but pavement marking tape could be an alternative option.

CONFLICT AREA PAINT

A green visible paint was included in areas where the cycle track will be crossing a street, a driveway or an entrance. The conflict areas vary in size and are generally the width of the cycle track (10-ft) by the length of the street, driveway or entrance crossing. The green color alerts the bike rider that he/she should be aware of the potential for crossing vehicular traffic.

PERMANENT SODDING

As part of the estimate it was assumed that a four foot swath of sod would be placed in locations where new curb & gutter and new sidewalk are being proposed. There will be a four foot green space between the curb & gutter and the front of the sidewalk. Also, it was assumed that there would be that same 2-ft sodded buffer between the cycle track and the sidewalk to help separate the two pedestrian facilities.

RAIN GARDEN

According to the MARC, rain gardens can absorb 30 percent more water than the same size area of regular seeded or sodded lawn. Based on APWA & MARC's BMP Manual for Stormwater Quality, the rain garden must be able to handle the treatment of 1.4-inches of the first flush rainfall. For purposes of the cost estimate it was assumed that all the median areas could be converted to rain gardens to retain and treat surface runoff from the Burlington Street pavement. This structural BMP is an engineered system that can be used to enhance stormwater runoff quality of urban/suburban runoff coming from roadway pavement, roof tops, driveways, lawns of residential neighborhoods, small commercial areas or parks. It is recommended that a registered landscape architect, horticulturist, or plant ecologist should be included in the design early to ensure that the performance of these facilities is optimized.

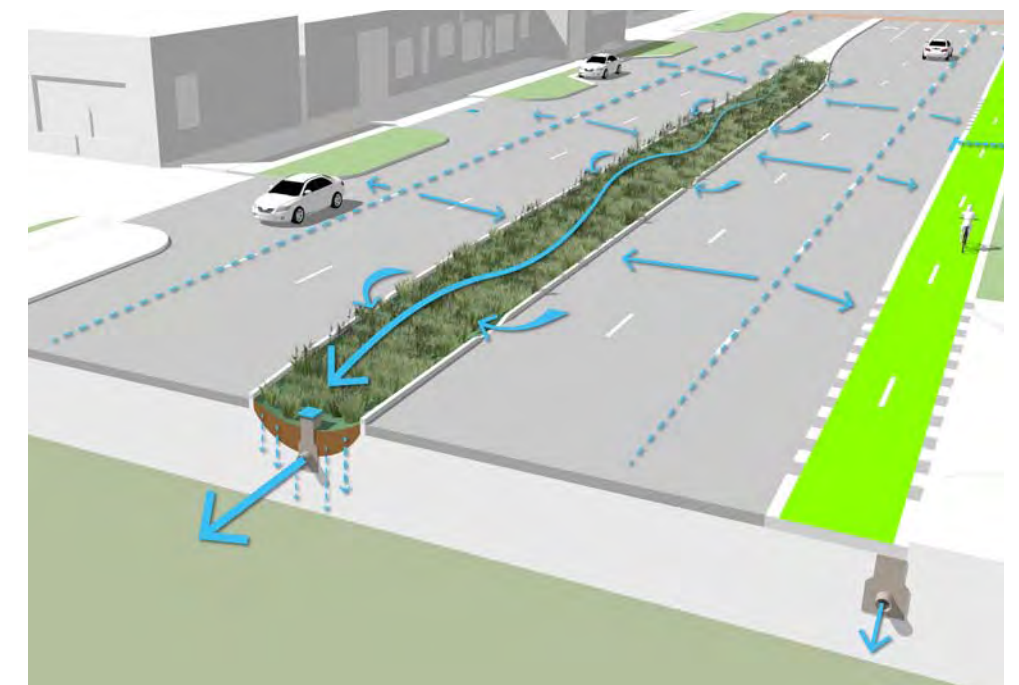


FIGURE 4.5 PROPOSED MEDIAN RAIN GARDEN

BIKE BOX

A bike box is a green colored area at a signalized or signed intersection that allows bicyclists to pull in front of waiting traffic in order to make a turn. The box is intended to reduce car-bike conflicts, increase cyclist visibility and provide bicyclists with a head start after coming to a stop. The box typically extends the width of one or more travel lanes and provides room for several bicyclists. Bike boxes are used in conjunction with bike lanes, from which bicyclists pedal directly into the box. The boxes have no intended function when traffic is already in motion at signalized intersections. Bike boxes work best at intersections with a high volume of bicyclists, they improve cyclists' visibility, they allow a left-turning bicyclist to reach a better position for making a safe turn, they allow bicyclists to reduce exposure to vehicle tailpipe emissions, and are also thought to elevate the "status" of bicyclists relative to motor vehicles. This application seems to lend itself well at the intersection of 32nd Avenue and Burlington St. / N.Oak Trafficway which is at the northern extents of the project corridor.

LIGHTING

Street lighting was designed to MoDOT illumination standards for continuous lighting. A 30-foot mounting height and 150 Watt (or LED equivalent) were assumed. The existing lighting will be in conflict with proposed features such as the cycle track, so completely new installations were assumed. Consideration was also given to pedestrian lighting. The street luminaires selected provide light in a pattern that illuminates back to the sidewalk to meet pedestrian lighting requirements. Between 16th and 23rd Avenue, pedestrian luminaire heads are added to the street lighting poles for aesthetics and the pedestrian nature of the area. SantaCole Candela streetlight and poles (see attached photo) were selected for street and pedestrian lighting.

SIGNALS

Due to the lane shift on existing Burlington Street, traffic signals will need to be completely reconstructed at the 10th and 12th Avenue intersections. Traffic signals will be designed to MoDOT and MUTCD standards. The existing mast arm signal poles currently are placed in the median island noses of Burlington. For those options where the median will be removed for a rain garden, the new mast arm signal poles will need to be installed outside of the roadway, resulting in new signalized intersections. Where the existing mast arm poles can remain in place, assumptions were made to retrofit the cycle track and bike signal heads with the existing signals (see attached photo). New posts are assumed to be needed on the east side of the intersections and to be adjacent to the new sidewalk ADA curb ramps with the bike signal heads, but the remaining signals can stay in place (with the exception of possibly moving a few overhead signal heads on the mast arm to center over the travel lanes).

DRAINAGE INLETS

Sections on the east side of the road with an elevated cycle track will cover up the existing drop inlets in the shoulders. New inlets are assumed between the roadway and cycle track at locations where the elevated cycle track covers up an existing inlet. There are a couple of options for the type of inlet to be used. There is a curb inlet, where the drainage opening is on the curb line and the inlet sets behind the inlet. This would cause the inlet to be partially in the cycle track. For this option, the cycle track should be jointed at and doweled into the inlet so there is no differential in elevations due to settling differences. The other option is a drop inlet with a grate, where the inlet sits under the curb and gutter. There are no settling issues with the cycle track to deal with, but the grates need to be out of the roadway and within the shoulder to comply with MoDOT standards. Currently the design is a 1-foot curb and gutter, and the minimum drop inlet size is 2'x2'. Reducing the lane widths by approximately 6-inches would be one way to acquire the extra width needed to contain the drop inlets in the shoulders adjacent to the elevated cycle track if curb inlets are still a concern. No extra width would be required in the median curb or west edge of pavement as curb inlets could be used without settling concerns for the cycle track, or drainage flumes would be used in the median where rain gardens are present. For the purposes of the cost estimate, curb inlets were assumed. Field inlets are also assumed to be needed in the median where the rain garden is installed as an overflow protection for flows that can't be contained in the rain garden itself. A field inlet was assumed to be installed approximately every 200-feet in the rain garden.



FIGURE 4.6 BIKE BOX EXAMPLE

STORM SEWER REPLACEMENT

Where new inlets are installed a contingency factor was assumed for pipe replacement of the connecting pipes in case the age or deterioration would prohibit using the existing drainage infrastructure. Most of the outside inlets connect to the median and median inlets and outlet down the side streets. Where outside inlets are being replaced due to the elevated cycle track (east side) or curb bumpouts (west side), the length of connecting pipe to the median was calculated. Where median inlets were also being affected whether due to new curb inlets on the road or area inlets in the median, the length of pipes in the median was calculated. An initial estimate of 50 percent pipe replacement was assumed to calculate storm sewer installation.



FIGURE 4.7 LIGHTING POLE EXAMPLE

DRAINAGE FLUMES

Drainage flumes were assumed to be installed in medians where there will be a rain garden (see attached drawing). They were placed at locations where there are currently drop inlets at the median.

SPECIAL PAVING

Special paving is located at the intersection crosswalks. The paving material is a colored concrete with painted pavement markings for design motif. Final paving design to meet MODOT and APWA standards.

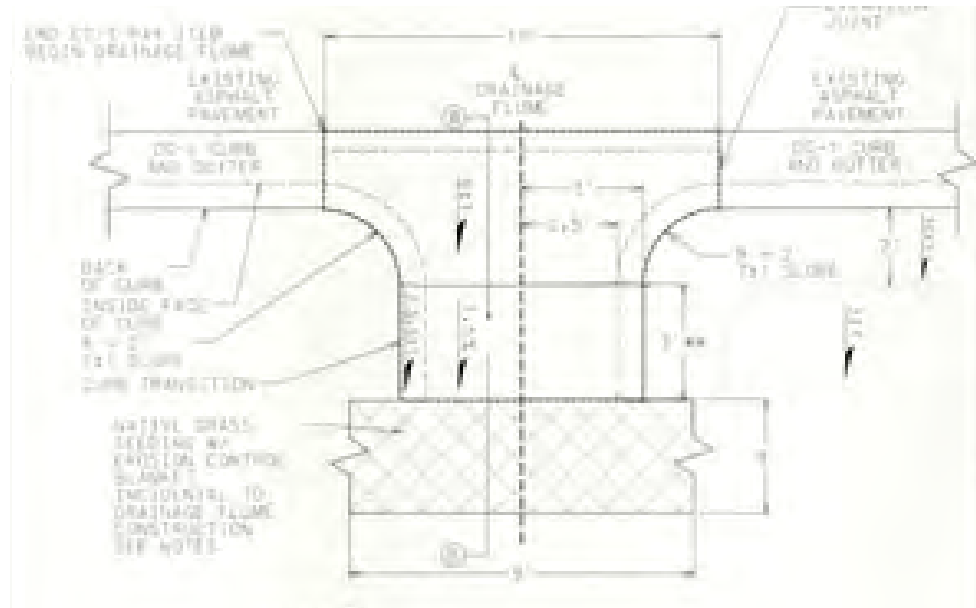


FIGURE 4.8 DRAINAGE FLUME EXAMPLE

INDUSTRIAL THEMATIC ELEMENTS

Decorative thematic features are anticipated for use in medians and landscape areas throughout the corridor. These are custom fabricated from weathering steel that include punched metal design motifs. It is anticipated that each of these thematic features will have its own concrete footing and basic up-lighting.

The Industrial Thematic Elements are either found industrial elements from neighboring manufacturers for restoration and re-use along the corridor or custom elements that reflect the industrial components that sustained the manufacturing industries over the years. A footing is anticipated for all of these elements as well as basic up-lighting.



FIGURE 4.10 PROPOSED THEMATIC ELEMENT

BUS SHELTER/TRANSIT KIOSK

The bus shelter and transit kiosk will be fabricated with wood, steel/aluminum paneling and internally lit or have recessed lighting. The kiosk will have a digital screen similar to the KCATA MAX Line kiosks. Further development of the bus shelter and transit kiosk need to meet KCATA guidelines and standards.

DECORATIVE FENCING

The decorative fencing includes, metal or aluminum paneling, steel frame and concrete footings. All steel frame, metal and aluminum paneling to be powder coated.

SITE FURNISHINGS

Site furnishings include, bike rack, trash receptacle, bench and free standing planter. The bike racks (Capital), trash receptacle (Apex) and bench (Duo) are Forms and Surfaces products. The free standing planter shall have a small, medium and large concrete planter by Landscape Forms (Larkspur). All installation is assumed to be per manufacturer's standard recommendations.

ARMOUR GATEWAY AND SIGNAGE

The gateway and signage are anticipated to be steel frame (painted and weathering), wood and brick veneer and punched metal. This cost is a place holder as the City of North Kansas City is currently developing a gateway signage master plan that is not part of this study.



FIGURE 4.9 SITE FURNISHING EXAMPLES



FIGURE 4.11 PROPOSED DECORATIVE FENCING



FIGURE 4.12 ARMOUR GATEWAY AND SIGNAGE SCENARIO

COST OPINION

The cost outlined are an opinion of probable construction costs based on current information. Costs are influenced by market conditions, changes in scope and inflation. These costs opinions are provided for initial order of magnitude budgeting purposes, and will adjust with the scope of the project as portions of the corridor proceed into implementation.

There were three different estimates completed for this study: non-elevated cycle track; elevated cycle track; and hybrid elevated cycle track.

NON-ELEVATED CYCLE TRACK

The non-elevated cycle track provided a cost opinion that kept the cycle track at the road elevation and provided a concrete barrier (MODOT – Type B) for protection. This approach allowed the existing storm drains to remain in place with no retrofitting required.

SEGMENT DESCRIPTION	Extension
10 TH - 12 TH	\$ 1,983,643
12 TH - 13 TH	\$ 541,662
13 TH - 14 TH	\$ 752,717
14 TH - 15 TH	\$ 609,890
15 TH - 16 TH	\$ 829,636
16 TH - 18 TH	\$ 927,688
18 TH - ARMOUR	\$ 1,228,697
ARMOUR - 20 TH	\$ 597,821
20 TH - 21 ST	\$ 557,789
21 ST - 23 RD	\$ 709,603
23 RD - 26 TH	\$ 1,104,571
26 TH - 29 TH	\$ 733,339
29 TH - 32 ND	\$ 759,618
2016 Engineer's Estimate Sub-Total	\$ 11,336,671
Contingency (20%)	\$ 2,267,334
2016 Engineer's Estimate of Construction Cost	\$ 13,604,005
MOBILIZATION (4%)	\$ 544,160
Private Utility Relocation - Project Costs (2%)	\$ 272,080
Design Engineering Consultant (10%)	\$ 1,360,401
Construction Phase Services/Inspection (7%)	\$ 952,280
TOTAL - Non-Construction project costs	\$ 3,128,921
TOTAL PROJECT COST	\$ 16,732,926

FIGURE 4.13 NON-ELEVATED CYCLE TRACK COST OPINION

ELEVATED CYCLE TRACK

The elevated cycle track is a 6" raised track above road elevation. This approach provided cost for the concrete elevated track and the potential storm sewer retrofits that link the current storm sewer system to the proposed curb edge to effectively capture the roadway storm water.

HYBRID ELEVATED CYCLE TRACK

The hybrid elevated cycle track only took into account the implementation of the east side of the Burlington Corridor. This provided the cost to review a potential phase-1 approach by installing only east side improvements.

The preferred approach is the elevated cycle track. The table below illustrates the block by block cost for the entire project for all three cost opinions.

SEGMENT DESCRIPTION	Cost
10 TH - 12 TH	\$ 1,967,438
12 TH - 13 TH	\$ 578,557
13 TH - 14 TH	\$ 759,667
14 TH - 15 TH	\$ 621,610
15 TH - 16 TH	\$ 837,226
16 TH - 18 TH	\$ 938,363
18 TH - ARMOUR	\$ 1,235,822
ARMOUR - 20 TH	\$ 602,411
20 TH - 21 ST	\$ 561,374
21 ST - 23 RD	\$ 717,573
23 RD - 26 TH	\$ 1,100,301
26 TH - 29 TH	\$ 757,859
29 TH - 32 ND	\$ 776,053
2016 Engineer's Estimate Sub-Total	\$ 11,454,251
Contingency (20%)	\$ 2,290,850
2016 Engineer's Estimate of Construction Cost	\$ 13,745,101
MOBILIZATION (4%)	\$ 549,804
Private Utility Relocation - Project Costs (2%)	\$ 274,902
Design Engineering Consultant (10%)	\$ 1,374,510
Construction Phase Services/Inspection (7%)	\$ 962,157
TOTAL - Non-Construction project costs	\$ 3,161,373
TOTAL PROJECT COST	\$ 16,906,474

FIGURE 4.14 ELEVATED CYCLE TRACK COST OPINION

SEGMENT DESCRIPTION	Cost
10 TH - 12 TH	\$ 1,819,988
12 TH - 13 TH	\$ 402,721
13 TH - 14 TH	\$ 443,545
14 TH - 15 TH	\$ 452,018
15 TH - 16 TH	\$ 529,693
16 TH - 18 TH	\$ 737,755
18 TH - ARMOUR	\$ 1,002,099
ARMOUR - 20 TH	\$ 517,787
20 TH - 21 ST	\$ 430,861
21 ST - 23 RD	\$ 480,076
23 RD - 26 TH	\$ 717,223
26 TH - 29 TH	\$ 615,859
29 TH - 32 ND	\$ 636,053
2016 Engineer's Estimate Sub-Total	\$ 8,785,676
Contingency (20%)	\$ 1,757,135
2016 Engineer's Estimate of Construction Cost	\$ 10,542,811
MOBILIZATION (4%)	\$ 421,712
Private Utility Relocation - Project Costs (2%)	\$ 210,856
Design Engineering Consultant (10%)	\$ 1,054,281
Construction Phase Services/Inspection (7%)	\$ 737,997
TOTAL - Non-Construction project costs	\$ 2,424,846
TOTAL PROJECT COST	\$ 12,967,657

FIGURE 4.15 HYBRID ELEVATED CYCLE TRACK COST OPINION

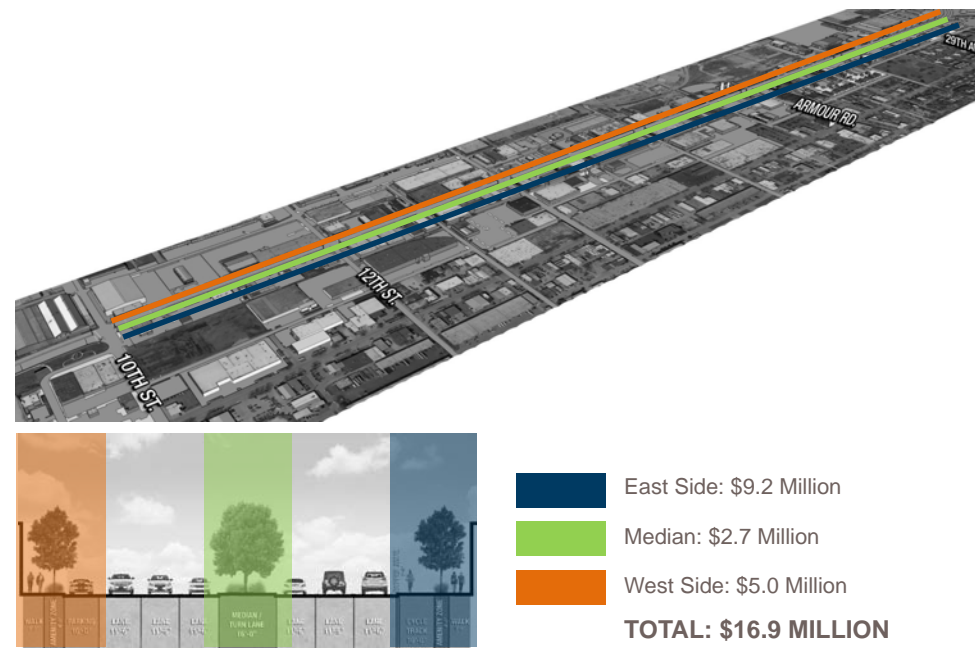


FIGURE 4.16 EAST / WEST SCENARIO 1

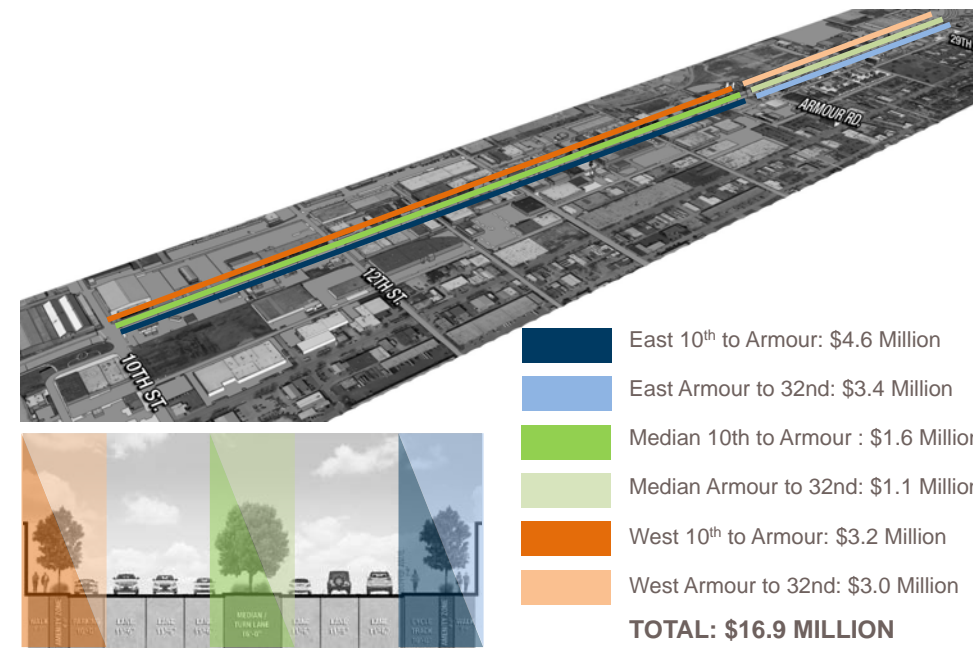


FIGURE 4.18 EAST / WEST SCENARIO 2

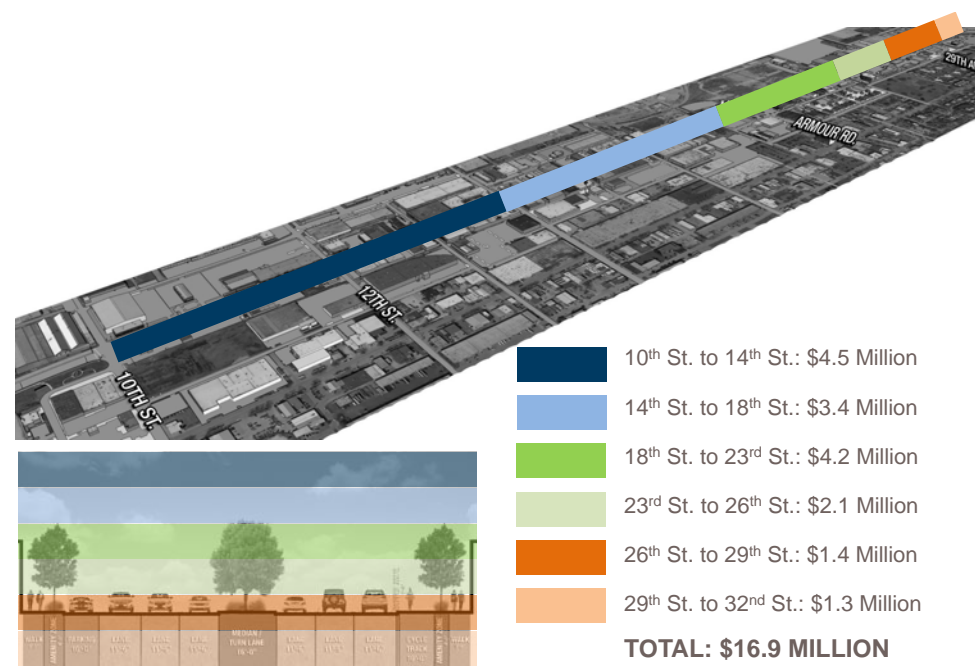


FIGURE 4.17 NORTH / SOUTH SCENARIO 1

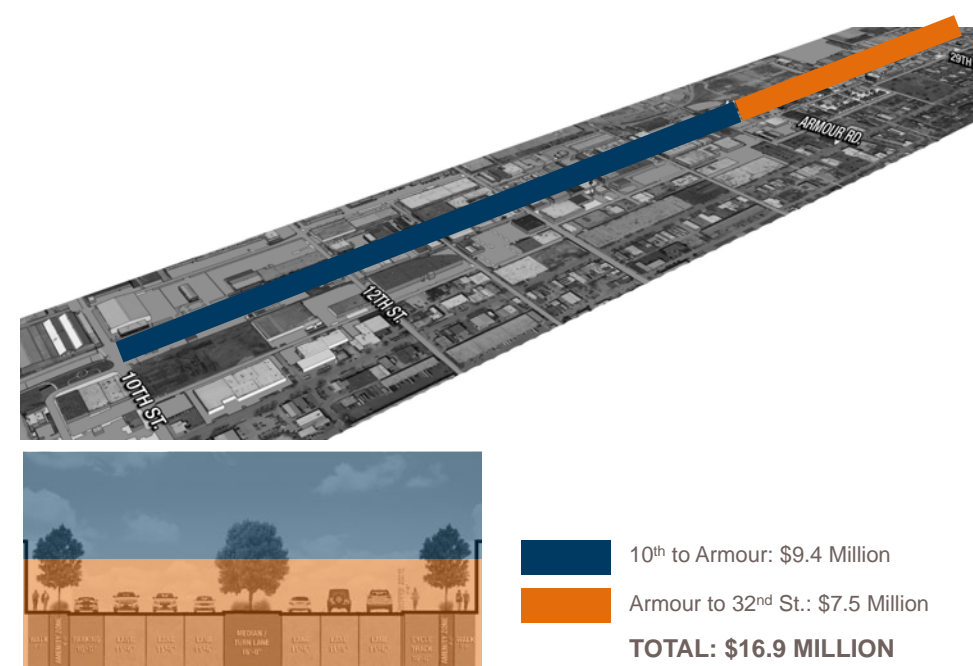


FIGURE 4.19 NORTH / SOUTH SCENARIO 2

PHASING OPPORTUNITIES

Numerous phasing options were studied and presented to the Advisory Committee for review and consideration. Phasing of this long corridor is critical in developing the plan for implementation.

The phasing options include:

- East/West
 - Scenario-1
 - Scenario-2
- North/South
 - Scenario-1
 - Scenario-2

EAST / WEST PHASING STRATEGY

Scenario 1

The East/West phasing approach breaks the corridor into three phases – East Side, Median and West Side. The Advisory Committee preferred the East/West phasing as it allows phase-1 of scenario 1 to take the cycle track the entire length of the corridor – making the median and west side improvements future phases as funding became available. The cycle track as part of phase-1 will help secure funding resources and make a substantial impact for the corridor – setting the stage for future phases.

EAST / WEST PHASING STRATEGY:

Scenario 2

Scenario 2 for East/West is still divided out into three phases (East Side, Median and West Side) with the idea of finishing the East Side, Median and West Side up to Armour Road first, then continuing north of Armour once the other three phases south are completed.

NORTH / SOUTH PHASING STRATEGY

Scenario 1

This approach segments the corridor in phases from 10th Avenue going north as funding allows. The improvements would be the entire corridor for the entire ROW width. This allows the City to build the corridor in stages but lacks the connectivity and the effectiveness that they cycle track can have on the corridor with the segmented approach.

Scenario 2

Scenario 2 develops a phasing plan that provides all streetscape improvements from 10th Avenue to Armour Road. This approach provides a critical mass of improvements for Phase-1. Phase-2 and future phases would be north of Armour Road to 32nd Avenue.

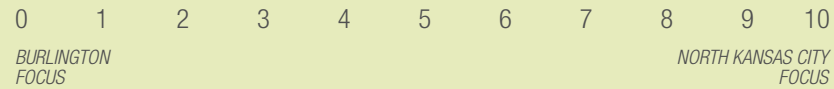
BURLINGTON CORRIDOR PRIORITIES

The planning team asked the Advisory Committee members to fill out their preferences as it pertains to the next steps for the Burlington Corridor. Committee members provided input on their overall support for the Burlington Corridor vision, the future branding preference of the corridor, streetscape components and their overall preference for implementation and phasing strategy. The results of each question are illustrated on this page.

QUESTIONNAIRE

QUESTIONS:

1. Please indicate your preference for the use of branding/identification signage. Should it be focused more on identifying Burlington, on identifying North Kansas City, or a combination of both?



2. Please indicate your level of support for the proposed corridor improvements:



3. Please rank the following 10 components for improving the Burlington Corridor, with 1 being your highest priority and 10 being your lowest priority:

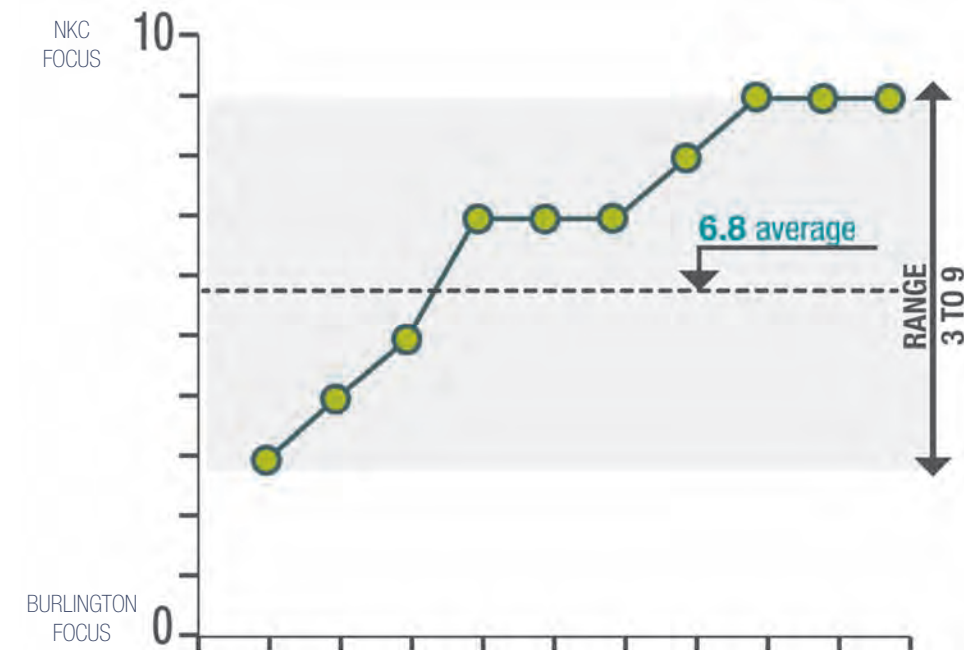
- ___ Median Replacement / Rain Garden
- ___ Street Trees and Landscape
- ___ Site Furnishings and Streetscape Amenities
- ___ Branding / Identification Signage
- ___ Streetlight Replacement
- ___ Pedestrian Lighting
- ___ Cycle Track Construction
- ___ Thematic Industrial Art Elements
- ___ Transit Features
- ___ Downtown NKC Gateway Feature at Armour

4. Please indicate your preference for a construction phasing strategy:

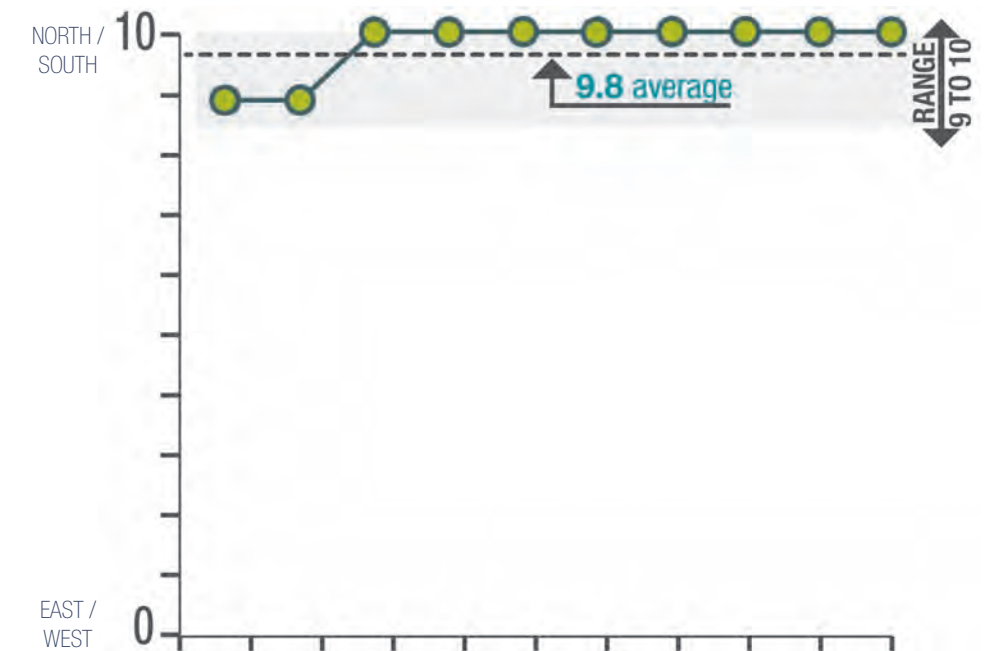


FIGURE 4.20 QUESTIONNAIRE

QUESTION 1: Please indicate your preference for the use of branding/identification signage. Should it be focused more on identifying Burlington, on identifying North Kansas City, or a combination of both?



QUESTION 2: Please indicate your level of support for the proposed corridor improvements.



QUESTION 3: Please rank the following 10 components for improving the Burlington Corridor, with 1 being your highest priority and 10 being your lowest priority:

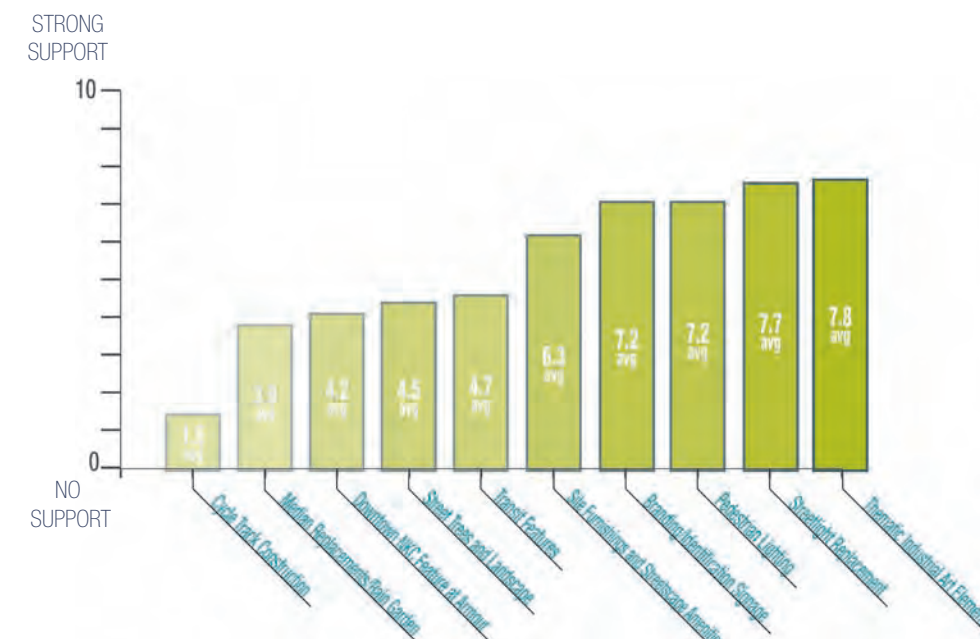
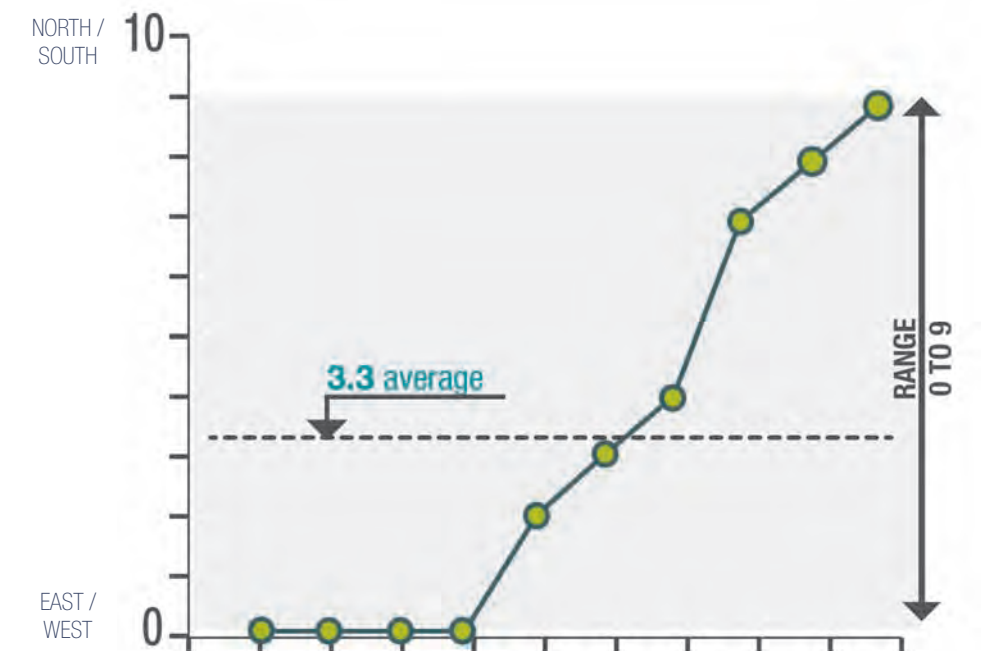


FIGURE 4.21 QUESTIONNAIRE RESULTS

QUESTION 4: Please indicate your preference for a construction phasing strategy:



FUNDING STRATEGIES

Understanding that the City has limited sources from which to generate capital for implementation, additional strategies should be utilized to pursue assistance and/or funding. Efforts should also be made to prioritize which public improvements are desired to be implemented initially, and to advocate for their consideration and inclusion in the City's Capital Improvements Plan (CIP), which prioritizes the construction of future public infrastructure improvements. Leveraging available capital funds as part of a larger overall project effort will likely improve the opportunities for securing additional public funds and provide for quicker realization of the vision for the Burlington Corridor. The table below describes several sources of funding that may be potentially available for the project.

FEDERAL

Most of the federal funding sources are administered through the Missouri Department of Transportation (MoDOT) and the Mid-America Regional Council (MARC). Most, but not all, of these funding programs are oriented toward transportation versus recreation, with an emphasis on reducing auto trips and providing inter-modal connections.

SURFACE TRANSPORTATION PROGRAM (STP)

The STP provides states with flexible funds which may be used for a wide variety of projects on any Federal-aid Highways including the NHS, bridges on any public road, and transit facilities. Bicycle and pedestrian improvements are eligible activities under the STP. This covers a wide variety of projects such as non-road facilities, off-road trails, sidewalks, crosswalks, bicycle and pedestrian signals, parking, and other ancillary facilities. The modification of sidewalks to comply with the requirements of the Americans with Disabilities Act is also an eligible activity.

TRANSPORTATION ENHANCEMENTS (TE)

This program funds projects that serve a transportation need and can be used to build a variety of pedestrian, bicycle, streetscape and other improvements that enhance the cultural, aesthetic, or environmental value of transportation systems.

CONGESTION MITIGATION AIR QUALITY (CMAQ)

Funds are used to pay for transportation projects, including bicycle and pedestrian improvements that improve air quality.

SAFE ROUTES TO SCHOOL (SR2S)

Grants are used to identify and reduce barriers and hazards to children walking or biking to school. This program includes funding for construction.

NATIONAL HIGHWAY SYSTEM (NHS)

This program funds improvements to rural and urban roads that are part of the NHS, including the interstate system. Bicycle and pedestrian facilities within NHS corridors are eligible activities for NHS funds.

HIGHWAY SAFETY IMPROVEMENT PROGRAM

Funds projects designed to achieve significant reduction in traffic fatalities and serious injuries on all public roads and pedestrian/bike pathways.

FEDERAL TRANSIT ADMINISTRATION (FTA)

The FTA funds could be used for various elements of the Burlington Corridor plan. In addition to traditional transit projects, including intermodal facilities such as bicycle parking at park and ride and transit stations, these funds can be used to secure right-of-way for transit/rail corridors.

CITY/COUNTY

DEVELOPMENT FUNDS

Tax Increment Financing (TIF) Plan areas, Transportation Development Districts (TDD) and Community Improvement Districts (CID) capture tax increment or additional taxes for the benefit of the project area. These funds are eligible for corridor infrastructure improvements.

GENERAL FUNDS

Trails Tax: There are numerous taxing tools available for trail development that can be used individually or in combination:

- Sales tax
- Property tax
- Gas tax
- Specific purchase tax (e.g., bike purchases)

Combined Tax

A combined tax initiative also presents opportunities for securing corridor improvement funding. Incorporating corridor development into other City programs. Other programs may be large enough that including the corridor improvements doesn't perceptibly change the magnitude of the tax, yet will make the overall tax package more attractive to the public.

Real-Estate Transfer Fee

A real-estate transfer fee could be charged for each real-estate transaction recorded within the corridor to generate funding. The amount generated, based on rates from other municipalities that have implemented a similar fee would not be significant, but could be used for specific funding needs.

City-County Partnerships

The Burlington corridor is part of a larger system that includes priorities of Clay, Platte and Jackson Counties. North Kansas City must collaborate with County agencies to more effectively build out the regional system and help each entity achieve mutual goals. Clay and Platte County have dedicated funding that can be used for trails.

VOLUNTEERS, CORPORATE AND CIVIC RESOURCES

Non-profit partners: Kansas City River Trails, Inc. is an excellent example of how civic volunteer groups can promote and develop trails in a city. This non-profit entity has worked collaboratively with various City departments for funding and implementation assistance and has used its private status to acquire matching corporate funds and grants that the City may not have been able to obtain.

Local Foundations

Local foundations aligned with sustainability, greenways, exercise, trails or bicycling may provide a source of private funds.

Individual Sponsorships

Individuals, businesses, or corporations may be interested in sponsoring elements of the project. Naming rights, plaques or other forms of recognition are typically placed on constructed pieces in the corridor. Sponsorship is also a good way to fund corridor elements such as benches, trash receptacles, and interpretive areas.

A STRATEGICALLY FLEXIBLE CORRIDOR PLAN

One of the primary benefits of this overall design and planning approach for reconfiguring and revitalizing the Burlington Corridor is that it provides flexibility for future transportation connectivity and transit planning. This corridor is ideally located as a vital transit connector serving North Kansas City and other established areas of the Northland. This Complete Street Plan has been crafted to balance the needs of vehicular traffic today, as well as the anticipated needs of expanded transit service in the future – allowing the corridor to become the Kansas City metropolitan area’s most complete street in existence.

This design approach can eventually support enhanced bus service, bus rapid transit (BRT) service, and other fixed-guideway transit service (streetcar or light rail). These bus service improvements can occur with no change to the proposed roadway configuration, and the new stations can be designed to eventually support these service offerings with integrated technology, conduits, and other related infrastructure improvements that allow future adaptability and upgrades.

By strategically relocating the existing traffic signals and streetlighting improvements from numerous locations in the medians along this corridor, this design approach provides a significant opportunity to eventually integrate a streetcar or light-rail transit service utilizing the median. Should the need or desire for this new transit service eventually become more important than maintaining three vehicular travel lanes in each direction, the roadway can be reconfigured in the future to utilize the median and the adjacent southbound lane for a wider corridor that can support rail and transit station construction, as well as the potential for vehicular left turn lanes as needed along the corridor. This new transit service can either be extended further north either along 9 Highway to the west and/or along the North Oak Trafficway corridor to the east.

In similar fashion, the northbound lane on the eastern side of the corridor can also be reconfigured to eventually become designated on-street parallel parking to further buffer the cycle track from vehicular travel lanes. The pedestrian-friendly curb “bump-outs” at each intersection could be expanded at key intersections and locations to better define this parking area and travel lanes.

This overall corridor strategy can eventually result in providing wider pedestrian walkways and on-street parallel parking on the east and west sides of the corridor, a cycle track that better connects North Kansas City and other areas of the Northland over the Missouri River, two lanes of vehicular traffic in each direction, and the ability for fixed-guideway transit service to be accommodated in the median along this corridor.

Due to this area’s close proximity to Downtown Kansas City and its strategic location at the gateway to the Northland, this corridor has amazing potential. It can serve the community’s future transportation needs while simultaneously becoming a hub for future mixed-use and high-density residential and commercial development that allows North Kansas City to continue to grow sustainably to meet the community’s needs – today and tomorrow. The time has come to invest in its future, and to see its potential realized.

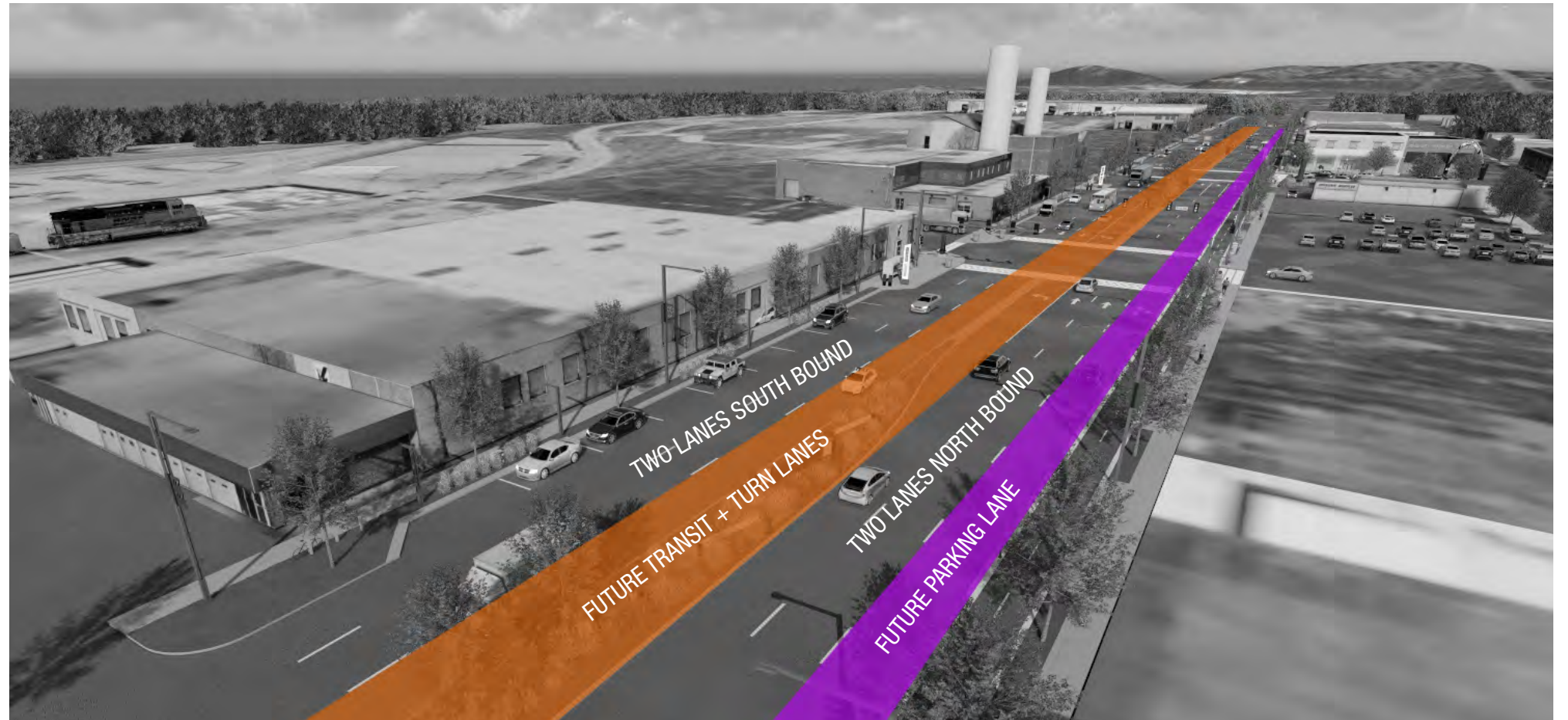


FIGURE 4.22 BURLINGTON CORRIDOR - FUTURE SCENARIO

NORTH KANSAS CITY PLANNING COMMISSION

RESOLUTION 2016 –1

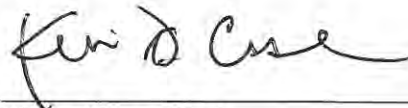
A RESOLUTION ADOPTING THE NORTH KANSAS CITY MASTER PLAN.

- WHEREAS,** the City of North Kansas City, Missouri (the “City”) is a third class city and political subdivision duly organized and validly existing under the Constitution and laws of the State of Missouri; and
- WHEREAS,** the City is empowered to prepare a city plan to guide and accomplish the coordinated development of the municipality to best promote the general welfare, as well as efficiency and economy in the process of development; and
- WHEREAS,** the City engaged Parsons Brinckerhoff to assist in the preparation of the a new North Kansas City Master Plan; and
- WHEREAS,** Parsons Brinckerhoff and City staff engaged the community in the planning effort though open houses, community workshops, key person interviews, and online surveys; and
- WHEREAS,** a twelve-member Advisory Committee guided and oversaw the process of developing the new Master Plan and provided its endorsement of the final draft to the City Council; and
- WHEREAS,** the North Kansas City Master Plan is a result of community input, visioning, and guidance; and
- WHEREAS,** the North Kansas City Master Plan establishes a vision for North Kansas City to support existing places and create unique and sustainable activity centers, with enhanced character that can be branded to grow economic development and support the community; and
- WHEREAS,** the North Kansas City Master Plan contains a detailed implementation section to guide the ongoing execution of the plan and the achievement of its vision for the future; and
- WHEREAS,** the Planning Commission held the required public hearing concerning the adoption of the Master Plan on June 2, 2016, after publishing public notice of said hearing.

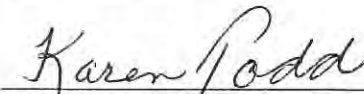
NOW, THEREFORE, BE IT RESOLVED by the Chair and members of the North Kansas City Planning Commission, as follows:

1. The Planning Commission hereby adopts the 2016 North Kansas City Master Plan, including the following:
 - a. Appendix A: Market Assessment
 - b. Appendix B: Zoning Framework
 - c. Appendix C: Armour Road Redevelopment Area Framework Plan
 - d. Appendix D: Burlington Corridor Complete Street Plan
2. The Planning Commission hereby directs staff to file a copy of the plan with the office of the Clay County Recorder of Deeds.

DONE this 2nd day of June, 2016.



Kevin Case, Chair



Karen Todd, Secretary

2016

North Kansas City
Master Plan

