



greater
downtown
area plan



CITY OF FOUNTAINS
HEART OF THE NATION



KANSAS CITY
MISSOURI



In Remembrance of Tom Levitt

September 8, 1951 to September 21, 2009

The project team and Steering Committee would like to acknowledge the contributions of Tom Levitt in the development of this plan and countless other planning endeavors that have made Kansas City a better place. Tom passed away before the plan was completed, but his hard work, diligent review and thoughtful input as a member of the Steering Committee are embodied in the recommendations of this plan.

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 100049

Approving the Greater Downtown Area Plan, as amended, as a guide for the future development, redevelopment and public investment within the area bounded generally by the city limits of North Kansas City on the north, the state line on the west, 31st Street on the south and Woodland Avenue on the east; and amending the Garfield-Independence Plaza Area Plan, the Downtown East Area Plan, the Santa Fe Area Plan, the Main Street Corridor Land Use and Development Plan, and the Washington Wheatley/Wendell Phillips/Downtown East Neighborhood Planning Study by deleting the portion of these plans covered by the Greater Downtown Area Plan; and repealing and replacing the Beacon Hill/Longfellow Area Plan, the Central Industrial District Area Plan, the Columbus Park Area Plan, the Downtown Industrial Area Plan, the Downtown Land Use and Development Plan, the Market Square Area Plan, and the Westside Area Plan. (Case Nos. 675-S, 201-S-9, 242-S-6, 214-S-6, 581-S-6, and 413-S-10)

WHEREAS, on July 15, 1976 the City Council by Resolution No. 46714 adopted the Beacon Hill/Longfellow Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 48098 on August 18, 1977; and the City Council further amended said plan by Resolution No. 951661 on January 11, 1996; and the City Council further amended said plan by Resolution No. 970897 on August 14, 1997; and the City Council further amended said plan by Resolution No. 971679 on December 22, 1997; and the City Council further amended said plan by Resolution No. 980227 on April 9, 1998; and the City Council further amended said plan by Resolution No. 980905 on August 13, 1998; and the City Council further amended said plan by Resolution No. 980988 on September 10, 1998; and the City Council further amended said plan by Resolution No. 990353 on April 8, 1999; and the City Council further amended said plan by Resolution No. 001614 on January 4, 2001; and the City Council further amended said plan by Resolution No. 020440 on May 23, 2002; and the City Council further amended said plan by Resolution No. 021301 on November 14, 2002; and the City Council further amended said plan by Resolution No. 021502 on January 9, 2003; and the City Council further amended said plan by Resolution No. 031194 on November 20, 2003; and the City Council further amended said plan by Resolution No. 041017 on September 30, 2004; and the City Council further amended said plan by Resolution No. 050098 on February 17, 2005; and the City Council further amended said plan by Resolution No. 050246 on April 7, 2005; and the City Council further amended said plan by Resolution Number 051105 on September 29, 2005; and the City Council further amended said plan by Resolution No. 060331 on April 13, 2006; and the City Council further amended said plan by Resolution No. 071094 on December 6, 2007; and

WHEREAS, on May 27, 1976 the City Council by Resolution No. 46558 adopted the Central Industrial District Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 53893 on June 18, 1982; and the City Council further amended said plan by Resolution No.

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 100049

001611 on February 20, 2001; and the City Council further amended said plan by Resolution No. 031368 on January 29, 2004; and

WHEREAS, on January 7, 1999 the City Council by Resolution No. 961290 adopted the Columbus Park Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 060059 on February 2, 2006; and

WHEREAS, on June 15, 1978 the City Council by Resolution No. 49188 adopted the Downtown Industrial Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 980549 on June 25, 1998; and the City Council further amended said plan by Resolution No. 991627 on January 13, 2000; and the City Council further amended said plan by Resolution No. 020942 on August 29, 2002; and the City Council further amended said plan by Resolution No. 030117 on February 20, 2003; and the City Council further amended said plan by Resolution No. 040576 on July 1, 2004; and the City Council further amended said plan by Resolution No. 050413 on April 28, 2005; and the City Council further amended said plan by Resolution No. 050825 on July 28, 2005; and the City Council further amended said plan by Resolution No. 051467 on January 5, 2006; and the City Council further amended said plan by Resolution No. 060533 on June 8, 2006; and the City Council further amended said plan by Resolution No. 070208 on March 29, 2007; and

WHEREAS, on March 27, 1984 the City Council by Resolution No. 56871 adopted the Downtown Land Use and Development Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 031126 on October 23, 2003; and the City Council further amended said plan by Resolution No. 040858 on August 26, 2004; and

WHEREAS, on September 13, 1984 the City Council by Resolution No. 56871 adopted the Market Square Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 63985 on May 18, 1998; and the City Council further amended said plan by Resolution No. 011285 on September 27, 2001; and the City Council further amended said plan by Resolution No. 040419 on May 6, 2004; and the City Council further amended said plan by Committee Substitute for Resolution No. 050483 on August 4, 2005; and

WHEREAS, on September 22, 1971 the City Council by Resolution No. 40166 adopted the Westside Area Plan; and

WHEREAS, the City Council amended said plan by Committee Substitute for Resolution No. 971137 on September 4, 1997; and the City Council further amended

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said plan by Resolution No. 021193 on October 24, 2002; and the City Council further amended said plan by Resolution No. 030839 on August 14, 2003; and the City Council further amended said plan by Resolution No. 041186 on April 14, 2005; and the City Council further amended said plan by Resolution No. 050414 on April 28, 2005; and the City Council further amended said plan by Resolution No. 051462 on January 5, 2006; and

WHEREAS, on January 28, 1977 the City Council by Resolution No. 46636 adopted Garfield-Independence Plaza Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 930263 on April 15, 1993; and the City Council further amended said plan by Resolution No. 981092 on September 24, 1998; and the City Council further amended said plan by Resolution No. 990382 on April 15, 1999; and the City Council further amended said plan by Resolution No. 991463 on December 16, 1999; and the City Council further amended said plan by Resolution No. 020273 on April 4, 2002; and the City Council further amended said plan by Resolution No. 060096 on February 23, 2006; and

WHEREAS, on October 19, 1978 the City Council by Resolution No. 49636 adopted the Downtown East Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 63757 on April 13, 1989; and the City Council further amended said plan by Resolution No. 920054 on February 13, 1992; and

WHEREAS, on January 14, 1977 the City Council by Resolution No. 47288 adopted the Santa Fe Area Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 61470 on October 15, 1987; and the City Council further amended said plan by Resolution No. 64818 on November 22, 1989; and the City Council further amended said plan by Resolution No. 940972 on September 1, 1994; and the City Council further amended said plan by Resolution No. 020441 on May 23, 2002; and the City Council further amended said plan by Resolution No. 020913 on August 15, 2002; and the City Council further amended said plan by Resolution No. 030187 on March 6, 2003; and

WHEREAS, on January 9, 2003 the City Council by Resolution No. 021500 adopted the Main Street Corridor Land Use and Development Plan; and

WHEREAS, the City Council amended said plan by Resolution No. 030570 on May 29, 2003; and the City Council further amended said plan by Resolution No. 031372 on January 22, 2004; and the City Council further amended said plan by Resolution No. 070314 on April 5, 2007; and the City Council further amended said plan by Resolution No. 071097 on December 6, 2007; and

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WHEREAS, on March 5, 1992 the City Council by Resolution No. 920198 adopted the Washington Wheatley/Wendell Phillips/Downtown East Neighborhood Planning Study; and

WHEREAS, the City Council amended said plan by Resolution No. 960082 on March 14, 1996; and the City Council further amended said plan by Resolution No. 980754 on July 23, 1998; and the City Council further amended said plan by Resolution No. 001634 on January 4, 2001; and the City Council further amended said plan by Resolution No. 010066 on January 25, 2001; and the City Council further amended said plan by Resolution No. 020439 on May 23, 2002; and the City Council further amended said plan by Resolution No. 041161 on November 18, 2004; and the City Council further amended said plan by Resolution No. 070305 on April 5, 2007; and

WHEREAS, the stakeholders of the Greater Downtown Area in conjunction with the City Development Department have conducted a study delineating the characteristics of the Greater Downtown Area; and

WHEREAS, legal notice for the public hearing before the City Plan Commission was published on June 16, 2009, in conformity with State and local laws; and

WHEREAS, the City Plan Commission considered such repeals and amendments of existing plans and approved the new plan on December 15, 2009; and

WHEREAS, after all interested persons were given the opportunity to present testimony, the City Plan Commission did on December 15, 2009, recommend approval of the proposed repeals and amendments of existing plans and approval of the Greater Downtown Area Plan; and

WHEREAS, the *Greater Downtown Area Plan* has incorporated the policies of the *FOCUS Kansas City Plan* and other appropriate planning documents; and

WHEREAS, the policies within the *Greater Downtown Area Plan*, which will serve as the plan of record for this area, are consistent with the policies of the *FOCUS Kansas City Plan*. Any future amendments to the *Greater Downtown Area Plan* should be guided by and comply with the policy direction set forth in the *FOCUS Kansas City Plan*, adopted by Resolution No. 971268 on October 30, 1997; and

WHEREAS, as a result of the study, the City Development Department has proposed a framework for the orderly development and redevelopment within the *Greater Downtown Area*; and

WHEREAS, said framework provides a guide for future development and redevelopment of the area, for specific and general policies to guide future decisions,

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 100049

and for identification of public and private needs throughout the community and possible solutions to those needs; and

WHEREAS, the City Development Department has incorporated its findings in the *Greater Downtown Area Plan*; and

WHEREAS, after considering additional testimony, the Council has determined it appropriate to modify certain select portions of the *Greater Downtown Area Plan* related to the height of buildings along 17th Street; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section A. That the *Greater Downtown Area Plan* is hereby adopted as a guide for the future development and public investments for that area generally bounded by the City Limits of North Kansas City on the north, the State Line on the west, 31st Street on the south and Woodland Avenue on the east. A copy of the *Greater Downtown Area Plan* is attached hereto, in substantial form, and is hereby approved subject to the following modifications:

1. Pages 17 and 18 shall be modified to increase the height limitation from 35 feet to 55 feet along 17th Street between Baltimore and Central.
2. Add two footnotes to left hand margin of page 18 as follows:
 - a. On 17th Street between Baltimore and Central, all signage should be below the maximum height of the building.
 - b. On 17th Street between Baltimore and Central, the roof top of all buildings should not include any habitable structure exceeding the maximum height limitation (i.e., penthouse).

Section B. That the Beacon Hill/Longfellow Area Plan, the Central Industrial District Area Plan, the Columbus Park Area Plan, the Downtown Industrial Area Plan, the Downtown Land Use and Development Plan, the Market Square Area Plan, and the Westside Area Plan are hereby repealed and replaced by the Greater Downtown Area Plan.

Section C. That the Garfield-Independence Plaza Area Plan; the Downtown East Area Plan; the Santa Fe Area Plan; the Main Street Corridor Land Use and Development Plan; the Washington Wheatley/Wendell Phillips/Downtown East Neighborhood Planning Study are hereby amended by deleting the portion of these plans that are covered by the Greater Downtown Area Plan.

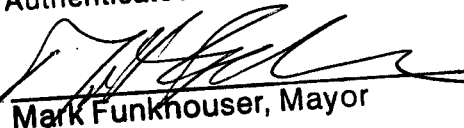
COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 100049

Section D. That the *Greater Downtown Area Plan* is consistent and complies with the FOCUS Kansas City Plan, adopted on October 30, 1997, by Committee Substitute for Resolution No. 971268, and is adopted as a supplement to the FOCUS Kansas City Plan.

Section E. That the Council finds and declares that before taking any action on the proposed *Greater Downtown Area Plan* hereinabove, all public notices have been given and hearings have been had as required by law.



Authenticated as Passed


Mark Funkhouser, Mayor


Vickie Thompson, City Clerk

MAR 11 2010

Date Passed

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 100050

Directing the City Manager of Kansas City, Missouri and pledging the City Council of Kansas City, Missouri to assist the Greater Downtown Area Plan Implementation Committee in activities related to the recommendations of the Greater Downtown Area Plan for an area generally bounded by the City of North Kansas City on the north, 31st Street on the south, Woodland Avenue on the east and State Line Road on the west.

WHEREAS, the City Manager and Department Directors of Kansas City, Missouri and the City Council of Kansas City, Missouri have pledged to assist in the process of updating its 18 Area Plans, and to implement the policies of the City's comprehensive plan, FOCUS Kansas City; and

WHEREAS, the City Council of Kansas City, Missouri has expressed the importance of involving the public in a transparent planning process in creating these plans and to then implement the recommendations of the area plans; and

WHEREAS, the Greater Downtown Area Plan represents a collective community vision for the plan area, led by a steering community appointed by the Mayor and involving hundreds of stakeholders; and

WHEREAS, the Greater Downtown Area Plan provides a comprehensive guide that is intended to capitalize on the area's strengths and provide a proactive strategy to realize the community vision; and

WHEREAS, upon adoption by the City Council, all area plans, including the Greater Downtown Area Plan, will be the policy plans of record that will provide guidance for issues and implementation strategies related to land use, urban design, public realm improvements, transportation, infrastructure, housing and economic development issues within the area described above; and

WHEREAS, the Mayor and Council desire to utilize the recommendations within adopted area plans as a guide to future decision making and to support the community whenever practical or feasible in their efforts to carry out those recommendations; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

That the Council hereby directs the City Manager of Kansas City, Missouri and pledges the City Council to participate in the Greater Downtown Area Plan Implementation Committee and to consult the plan recommendations when making decisions which affect the planning area.



Authenticated as Passed

[Handwritten Signature]

Mark Funkhouser, Mayor

Vickie Thompson

Vickie Thompson, City Clerk

MAR 11 2010

Date Passed

CREDITS and acknowledgments

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The Honorable Mark Funkhouser

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Troy Schulte


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Russ Johnson	2 nd District
Ed Ford	2 nd District-at-Large
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PREPARED FOR

The City of Kansas City, Missouri

PREPARED BY

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INTRODUCTION



This Plan represents a collective vision for the Greater Downtown Area that will capitalize on our strengths and lead us progressively toward the city core we want to become. We believe this is the exact time to find solutions that improve quality of life, protect precious natural capital, and strengthen economic vitality to competitively position Downtown as the region's cultural, economic, and activity center. There are many initiatives that can move forward without significant new financial investments and many others that will result in economic benefits over time. The Plan reflects the needs and hopes of all neighborhoods within the area and outlines a path to nurture a vibrant, healthy society that embraces its heritage and celebrates its role as the real and symbolic heart of Kansas City.

This is an ambitious plan made possible by the high level of agreement behind its recommendations. Every recommendation came directly from extensive community outreach, in-depth team analysis and past work by stakeholder groups. The dedication of the community to crafting the Plan reinforces the importance of implementation even when disagreements occur because the collective vision is compelling.

In a 1917 article by George Kessler, the individual credited with the creation of our Parks and Boulevards system, Kessler bemoans the lack of planning over the previous 20 years that prevented our city from becoming "one of the most beautiful in the world." His work in Kansas City is largely credited with reversing that trend and setting in motion many of the positive physical attributes of our modern community. Much good planning has occurred since Kessler, but it is time for us to carry on Kessler's legacy and put into motion, with clarity of purpose, the ideas we hold in common for the future of our community.

"As a strong and vital core, a vibrant downtown strengthens the entire region, making Kansas City more competitive with other successful cities in attracting workers and visitors from the region and beyond"

– Kansas City Downtown Corridor Strategy, Sasaki Associates, June 2005

“Home to our most venerable neighborhoods, active commercial centers, significant cultural institutions and the majority of our historical assets, the urban core is the real and symbolic heart of our city. Enhancing its health and vibrancy is critical to the long-term success of our entire Metropolitan Area.”

– FOCUS Kansas City Plan, Plan for the Heart of the City



INTRODUCTION TO AREA

Downtown is the heart of the Kansas City region and its health and vibrancy are in many ways linked to the health of the larger community. This is why the recent downtown resurgence is so significant and remarkable.

With an economic development boom in excess of \$5.2 billion since 2000, few cities can match the progress Kansas City has been able to achieve in such a short period of time. A resurgence in residential growth combined with the construction of major community anchors and commercial developments have positively transformed downtown as a place to live, work and play. Accompanying public sector planning and investment have complemented this infusion of private development. The momentum from these accomplishments is strong and must be sustained in order to realize the Vision for Greater Downtown.

Strengthening neighborhoods adjacent to the Downtown Core is a parallel need. Just as the health of downtown and the region are linked, so are the health of the downtown core and its surrounding neighborhoods. Diverse challenges face downtown neighborhoods including increasing development pressures, outdated plans, economic distress, and inadequate housing and infrastructure. There are also mounting concerns about our ecological systems, the need to stoke our local economy, and quality of life.

The *Greater Downtown Area Plan* provides strategies to sustain the rebirth of the downtown core, while providing solutions to the unique needs of Greater Downtown neighborhoods.

Planning is the process by which a community assesses what it is and what it wants to become, then decides how to make it happen. Specifically, planning guides public policy decisions on development, infrastructure and public services.

Purpose of an Area Plan

The city is divided into 18 areas for which individual “area plans” are being prepared. These plans implement the policies of the *FOCUS Kansas City Plan* on an area-basis, recommend strategies to help realize a community’s long-range vision for the future and provide a comprehensive framework to guide public policy on land use, housing, infrastructure, community development, and public services. Area plans are both proactive (identify actions and strategies) and reactive (provide criteria to evaluate proposals and assist decision-making).

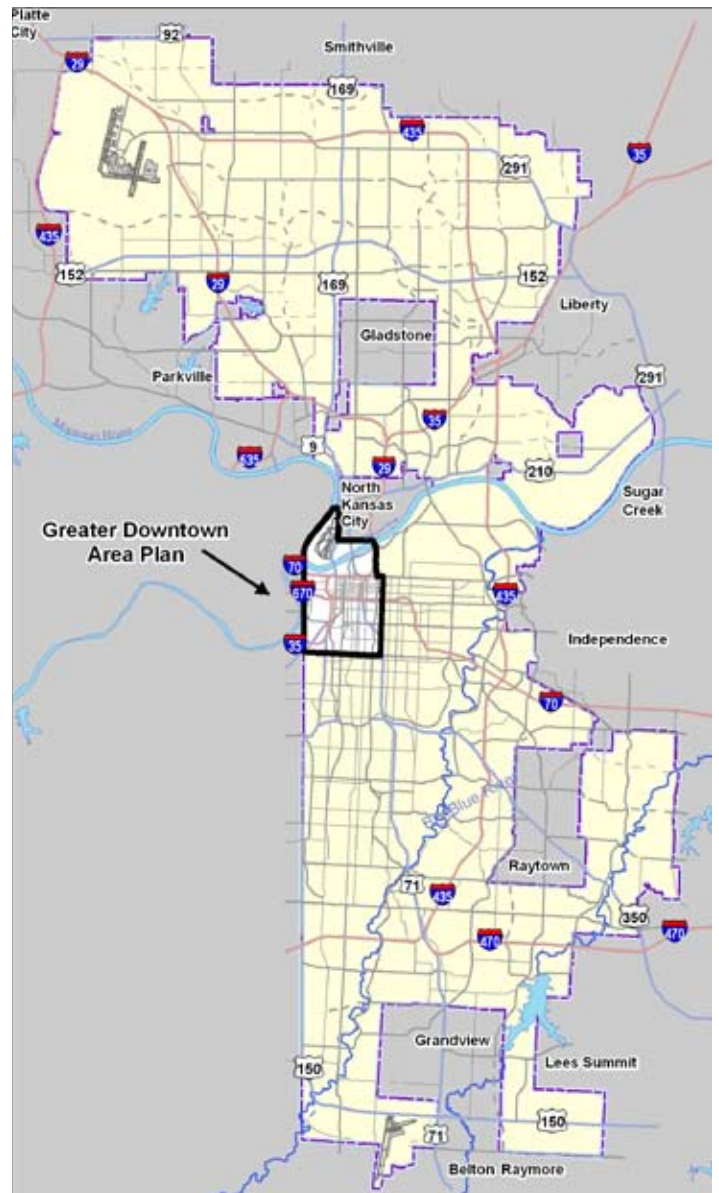
The core principles of the plan are born from community input and the plan is the result of the artful blending of community values with technical analysis.

BOUNDARIES

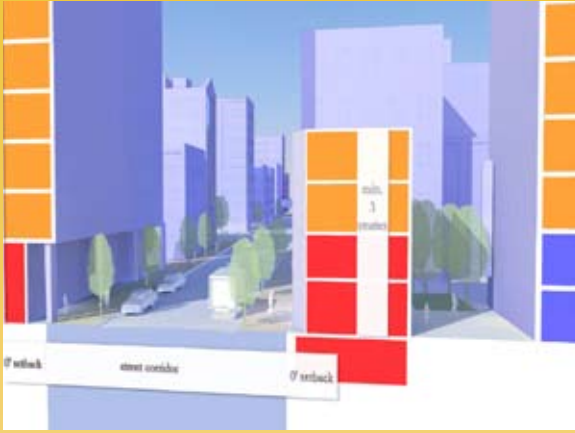
The Greater Downtown Area includes 14 diverse neighborhoods in Kansas City, Missouri (see map) on both sides of the Missouri River from 31st Street on the south, North Kansas City on the north, State Line on the west, and Woodland Avenue on the east.



GREATER DOWNTOWN



The following elements complement the vision statement by reflecting the character of downtown neighborhoods and describing intended future outcomes of successful plan implementation. Downtown Neighborhoods should be:



Urban – Dense and diverse mix of buildings and uses situated on compact pedestrian scale blocks with high lot coverage and typically at a higher scale and intensity than other areas of the City.



Thriving – Attract and retain sufficient residents, businesses, visitors and institutional anchors to support needed services and commerce and continue to be the center of business, government, culture, entertainment and tourism.

Sustainable – Downtown development is rooted in the ideology of triple bottom line performance. This means that the social (people), economic (prosperity) and environmental (planet) systems are aligned to work toward the Plan vision and that none of these systems are compromised in the process.



Livable – Provide the diversity, culture, amenities, services, employment, housing options and education opportunities that urban dwellers desire.



Vibrant – An active and lively 24 hour environment* with a diverse array of events, attractive public spaces, and opportunities for social interaction.



Walkable – The highest pedestrian level of service is achieved and transportation alternatives are abundant. Street crossings are not barriers, routes are direct, sidewalks are continuous, wide and in good condition, private development and public spaces are designed to encourage pedestrian activity.



Distinct – Providing an environment unique to the region and an inviting alternative to suburban living.



Safe – An environment where residents and visitors alike feel safe during night or day and characterized by a dense, active environment with many “eyes on the street”.



Authentic – The character of downtown development (public and private realm) should reflect the culture and history of Downtown Neighborhoods and should not include forced elements that are non-urban, artificial or simulated (while also not precluding creative or innovative elements).



Connected – Provide visual and physical connections between neighborhoods and districts. Roadways should connect, not divide neighborhoods.

* **24-hour environment** refers to a community where people live, work, and play. The term is used prevalently in the *FOCUS Kansas City Plan* to describe how Downtown should be.

Achieving the Vision

5 Primary Goals

The following goals support the Vision Statement and are the core components of the plan. These also serve as the differentiator from past plans and a common thread uniting the neighborhood feedback and recommendations. These are the most important goals to accomplish the plan Vision and are the guiding framework for the detailed implementation recommendations found in later chapters.



CREATE A WALKABLE DOWNTOWN

Elevate walking as the most important mode of transportation (not ignoring the importance of vehicular traffic).

- Expand Pedestrian Zone designations and pedestrian level of service standards.
 - Perform evaluations of new Pedestrian Zones.
 - Implement Pedestrian Zone improvements recommended in the Walkability Plan
- Utilize the pedestrian scale to guide design decisions.
- Avoid disruption of the dense urban street grid and maintain pedestrian scale blocks.
- Implement development standards for walkability to support, encourage and reinforce pedestrian activity.
- Implement a district parking strategy (park once for multiple destinations)
- Conduct and maintain a complete inventory of pedestrian infrastructure
- Complete key gaps in the sidewalk system
- Rework the City’s sidewalk maintenance policy.
- Coordinate sidewalk closures ensuring that one side of the street remains open.
- Develop a “Citywalk” pedestrian loop

Connect all districts with safe, walkable pathways.

- Implement streetscape improvements, focusing on Corridor Streets
- Improve street crossings, bridges, underpasses and railroad crossings and mitigate barriers. Investigate alternatives to the existing highway system including:
 - Capping I-670 south of the Downtown Loop.
 - Study alternative alignments for I-35 south of the Loop.
 - Study transforming the interstate system to the north of the Downtown Loop into a boulevard.
 - Improve the overpasses adjacent to the Central Business District.
 - Improve public spaces to enhance the pedestrian experience and encourage pedestrian activity.

Support transportation options beyond automobile.

- Create “Complete Streets” and implement *Bike KC* and the *Trails KC Plan*.
- Where determined appropriate implement road diets and lane narrowings and improve bikeability
- Encourage non-automobile parking in new developments to make downtown more bike, scooter and motorcycle friendly.
- Develop and implement bicycle level of service standards
- Pursue transit options:
 - Pursue fixed guide way transit along a dense transit corridor (generally along the Grand Ave./Main Street corridor), and implement transit oriented development
 - Pursue commuter rail and enhanced connections to regional transit.
 - Market transit and improve quality of transit information.
 - Enhance the development of connected mixed-use activity centers which serve as nodes for the transit system.



DOUBLE THE POPULATION DOWNTOWN

Create and implement a comprehensive Housing Policy for Greater Downtown.

- Develop proactive and clear policy to provide “gap” financing to subsidize private investment.
- Identify leading public and private improvements.
- Develop an entity that can serve as a real estate developer in the public interest.
- Remove zoning and other barriers to new housing in Downtown neighborhoods. Encourage new areas of mixed use development.
- Implement housing efforts in concert with economic development efforts.

Attract and retain residents by providing a dynamic urban experience, amenities, quality education options and housing choices.

- Align City service delivery with residents needs.
 - Conduct periodic reexamination of the “where,” “how,” “how much” and “what kind” of City services are needed
- Improve public education choices.
- Market downtown neighborhoods
- Preserve and restore historic buildings
- Create attractive and inviting public spaces and streetscapes to make the area more appealing.

Promote Density.

- Encourage higher densities and strategic infill consistent with the recommendations of the Land Use Plan and the building height map.
- Ensure an adequate transportation system for all modes to accommodate future population and employment growth.

Provide Diverse Housing Options and increase housing opportunities for those with moderate and low incomes.

- Promote mixed income housing.
- Create land grants or loans for home owners going into foreclosure.
- Continue to access state funding resources (as available) to rehabilitate older buildings with historic tax credits and other incentives.
- Explore new possibilities to finance low-income housing such as tax credits for home-buyers, revolving loan funds, and the Affordable Housing Trust Fund.
- Accommodate homeless/disadvantaged population - Consolidate and improve the social services delivery system.

Track progress in housing

- Track the change in the area’s housing stock, projects underway, and the need among low and moderate income households.
 - Use metrics identified in this plan.

Achieving the Vision - 5 Primary Goals, continued



INCREASE EMPLOYMENT DOWNTOWN

Attract new businesses and foster development by leveraging the unique qualities of downtown; geographic center, access to transportation and cultural amenities.

Create a proactive economic development strategy which is outcome oriented.

- Create a comprehensive and goal oriented strategy.
- Include strategies to address high office vacancy.
- Build on the Downtown Council's (DTC) marketing initiative.
- Develop a green tech incubator to help grow green jobs.
- Create a streamlined, proactive, and coordinated tax incentive policy.
- Identify industries to target for recruitment, retention, and expansion.
- Create development strategies for the Vine Street District, West Bottoms, Paseo West, and Harlem.

Pursue focused and targeted approaches and finish what we've already started.

- Be holistic; employ more than incentives.
- Direct public investments and marketing to lead private investment.
 - Implement infrastructure improvements which support and attract future growth.
- Utilize incubators, marketing efforts, job training, land assembly and other tactics.
- Improve core public service needs.
- Pursue strategies to increase housing options and create a larger employee pool living downtown.
- Ensure an adequate transportation system for all modes to accommodate existing and future population and employment growth.
 - Address vehicular access and capacity issues and ensure adequate truck access.
- Promote the Downtown Airport as an economic engine and transportation hub.

Create new tools, policies and procedures.

- Foster small businesses and small projects.
- Balance infill and rehabilitation.
- Create new tools which are easier to use and apply them in priority areas.
- Reward projects which reach certain thresholds.
- Continue to improve the City permitting and development process.



RETAIN AND PROMOTE SAFE, AUTHENTIC NEIGHBORHOODS

Maintain the unique character of our neighborhoods.

- Identify and protect iconic features and buildings
- Create a system of Historical/Cultural/Information points
- Continue civic art and expand 1% for art
- Implement Public Realm improvements.
 - Implement streetscape improvements on Corridor Streets to connect activity centers.
 - Establish a system of district gateways
 - Use public realm improvements as a marketing and economic development tool.
 - Program and improve security in parks
 - Reconnect to the Missouri River.

Promote compatible infill.

- Ensure changes in the urban fabric reflect and strengthen the existing urban character of downtown neighborhoods.
 - Implement design guidelines for new development.
 - Adhere to the development guidelines (land use, building height, etc.)
 - Explore appropriate overlay zoning districts (historic, pedestrian, conservation, etc.)

Repair streets, sidewalks, and other infrastructure, and develop programs to keep them maintained and clean.

- Implement strategies to improve the maintenance of public infrastructure and decrease long-term costs.

Keep residents and visitors safe.

- Promote dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.
- Implement guidelines to ensure that new development is designed to be safe using Crime Prevention Through Environmental Design principles
- Create an inviting and well maintained public realm which generates activity. An active public realm will be safer to all users.

Achieving the Vision - 5 Primary Goals, continued



PROMOTE SUSTAINABILITY

Use sustainable practices to guide policy recommendations and development decisions.

- Align the social (people), economic (prosperity) and environmental (planet) systems to work toward the Plan vision.
 - Implement sustainable economic development.
 - Recognize and support downtown infill development and reuse of historic buildings as a sustainable approach to development
 - Continue to reinforce Kansas City as an emerging leader in green infrastructure.

Enhance existing infrastructure and utilize new development as a means to improve air and water quality, manage stormwater and mitigate urban “heat island”.

- Promote sustainable building practices and reinforce alternative modes of transportation in private development:
 - Green storm water management strategies.
 - Rainwater harvesting and greywater reuse.
 - Encourage renewable energy sources and highly efficient building systems (mechanical, electrical and plumbing).
 - Encourage sustainable materials.
 - Create provisions to allow urban agriculture.
 - Create incentives for green or sustainable practices.
 - Explore density bonuses or other incentives for green construction practices.



- Increase transportation options and promote alternative modes of transportation, decrease dependency on single occupancy automobiles.
- Implement green solutions in infrastructure and public realm improvements.
- Increase greenspace, better utilize existing open space and expand urban forestry.

LAND USE and DEVELOPMENT

Relationship to Five Plan Goals

The chapter provides recommendations to guide future development in Greater Downtown. These recommendations promote the following goals of the plan:

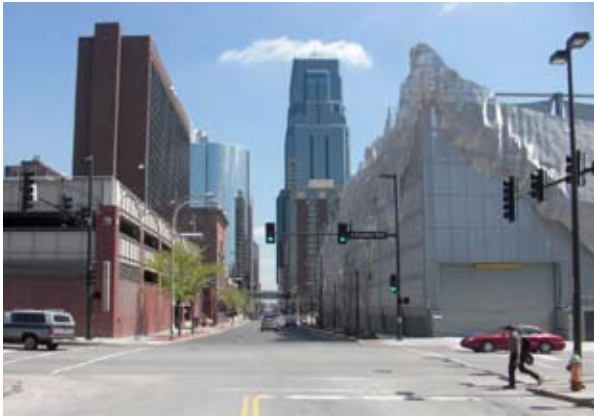
- **Double the Population** – By delineating and encouraging new areas of mixed use development (including residential).
- **Increase Employment** – By encouraging and focusing density along the central business corridor and future transit corridor.
- **Create a Walkable Downtown** – By encouraging private development to be designed to support, encourage and reinforce pedestrian activity.
- **Retain and Promote Safe, Authentic Neighborhoods** – By providing guidelines to ensure that new development is designed to be safe, enforcing code requirements, and ensuring changes in the urban fabric reflect and strengthen the existing character of downtown neighborhoods.
- **Promote Sustainability** – By promoting sustainable building practices, reinforcing alternative modes of transportation in new development and encouraging sustainable economic development.

The Land Use Plan

The Land Use Plan should be consulted with the Building Height Map and Development Guidelines to guide the appropriate land use, character, scale and intensity of future development.

The Land Use Plan promotes the densest activity in the Downtown Loop and Crown Center districts as well as a dense transit corridor focused on Main Street and Grand Avenue from the River Market to Crown Center. This Corridor will provide the density needed to support transit and expanded amenities. Large areas of the West Bottoms, Crossroads, Paseo West, and 18th and Vine are designated for mixed-use, allowing these industrial areas to grow organically and create a varied and vital urban fabric. Although mixed uses are predominant, the Land Use Plan also delineates areas to preserve existing (and future) residential neighborhoods.

The following land use designations for the Greater Downtown Area Plan are for planning purposes and do not represent a change to existing zoning.



DOWNTOWN CORE (DC)

The DC is primarily intended to promote high-intensity office and employment growth within the downtown core. The DC district regulations recognize and support downtown's role as a center of regional importance and as a primary hub for business, communications, office, government, retail, cultural, educational, visitor accommodations, and entertainment. The DC district also accommodates residential development, both in a stand-alone high-density form and mixed with office and retail uses. This land use classification corresponds with the DC zoning district within the new zoning ordinance.



DOWNTOWN MIXED-USE (DMX)

The DMX district is primarily intended to accommodate office, commercial, custom manufacturing, some light industrial, public, institutional and residential development, generally at lower intensities than in the DC district. The DMX district promotes a mix of land uses both horizontally (i.e. adjacent to one another) and vertically (i.e. within the same building). This land use classification corresponds with the DX and DR zoning districts within the new zoning ordinance.



DOWNTOWN RESIDENTIAL (DR)

The DR district is primarily intended to accommodate residential development and small-scale commercial uses on lower floors, with residential units above. This land use classification corresponds with the DR zoning district within the new zoning ordinance.



INDUSTRIAL (I)

The I district is primarily intended to accommodate manufacturing, warehousing, wholesale and industrial uses. The regulations are intended to promote the economic viability of manufacturing and industrial uses; encourage employment growth; and limit the encroachment of unplanned residential and other non-industrial development into industrial areas. This land use classification corresponds with the "M2" and "M3" zoning categories within the new zoning ordinance.



MIXED-USE NEIGHBORHOOD (MUN)

The MUN district is primarily intended to accommodate and promote neighborhood serving retail sales or service uses, as well as mixed-use development consisting of businesses used on a building's lower floors and residential uses on upper floors. This land use classification corresponds with the B1 and B2 zoning categories within the new zoning ordinance.



RESIDENTIAL LOW (URBAN)

Primarily intended for single family detached residential development. In order to be consistent with the historic development of single family neighborhoods in Greater Downtown, a density between 4 and 8.7 units per acre is appropriate for single-family detached developments. This land use classification generally corresponds to the R-5, R-6, R-7.5 and R-10 zoning categories within the new zoning ordinance. Neighborhood Conservation Overlay zoning is also recommended to more effectively match the density, intensity or established character of an area.



RESIDENTIAL MEDIUM

Intended for a variety of residential building types that allows up to 8.7 units per acre. This land use classification corresponds to the R.5, R.6 and R7.5 zoning categories within the new zoning ordinance.



RESIDENTIAL MEDIUM-HIGH

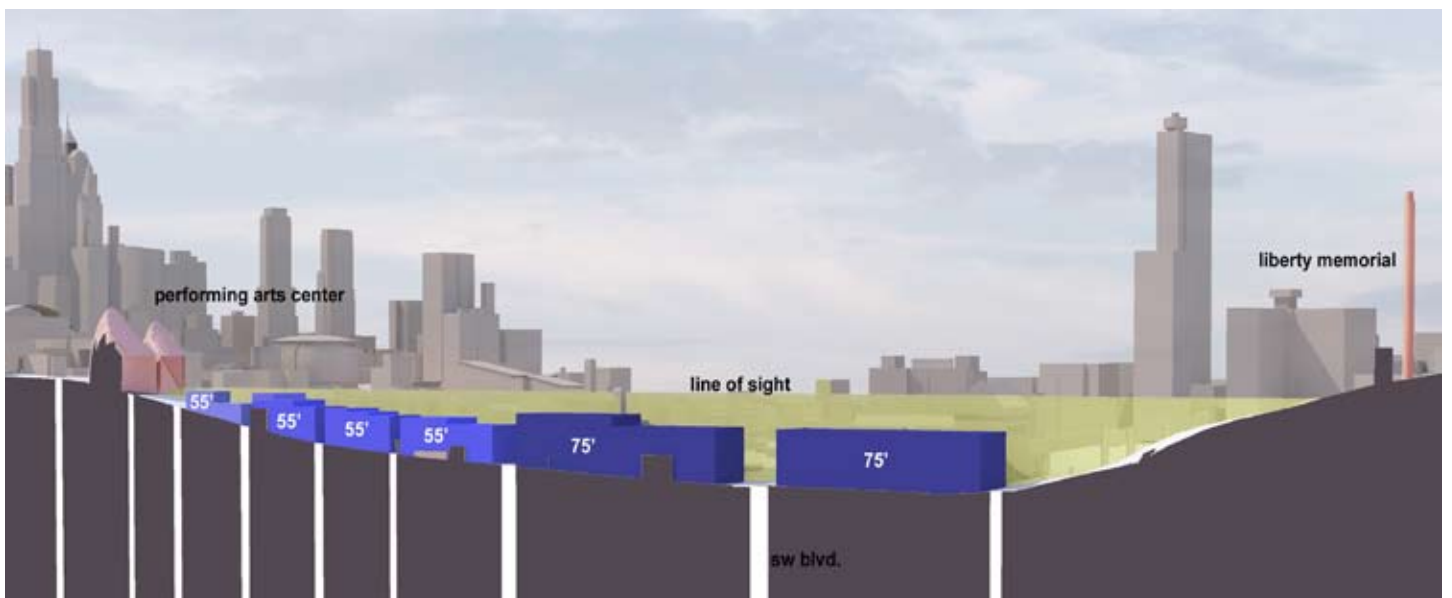
Includes small lot single-family development, town homes, duplexes and apartments up to 17.4 units per acre. This land use classification corresponds to the R2.5 zoning category within the new zoning ordinance.

Building Height

The height recommendations are intended to balance increased height and density with protecting key views, (particularly of the Liberty Memorial and the Performing Arts Center), and neighborhood character, as well as approach and departure corridors for the Charles B. Wheeler Downtown Airport. New development should conform to these recommendations and provide appropriate transitions when adjacent to areas of lower height and intensity. These recommendations should be used in conjunction with the Land Use Plan and Development Guidelines.

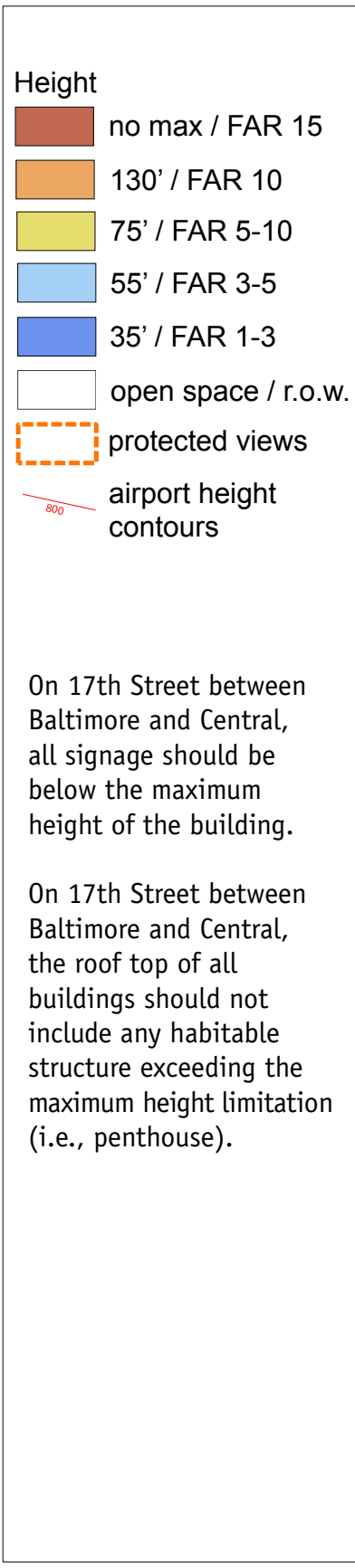
Recommendations

- Encourage density and increase the types of views that tend to occur within a rich urban fabric with quality architecture and public spaces.
- Transition from higher scale areas to less intensive areas by gradually stepping height down to be sensitive to neighborhood scale and character.
- All exceptions to the building height recommendations should be consistent with the plan Vision and goals (see page 72 for plan amendment process). A height study should accompany any proposed exception where view corridors may be impacted which illustrates 3-dimensionally (and with various sections views) the relationship of the height of the building to protected views (see map).
- Coordinate with design guidelines and establish appropriate scale and articulation of new building development with streetscape and street type for pedestrian and transit oriented activity.
- No changes to existing ordinances or codes that regulate height around the airport should be made that might negatively impact airport operations.



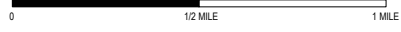
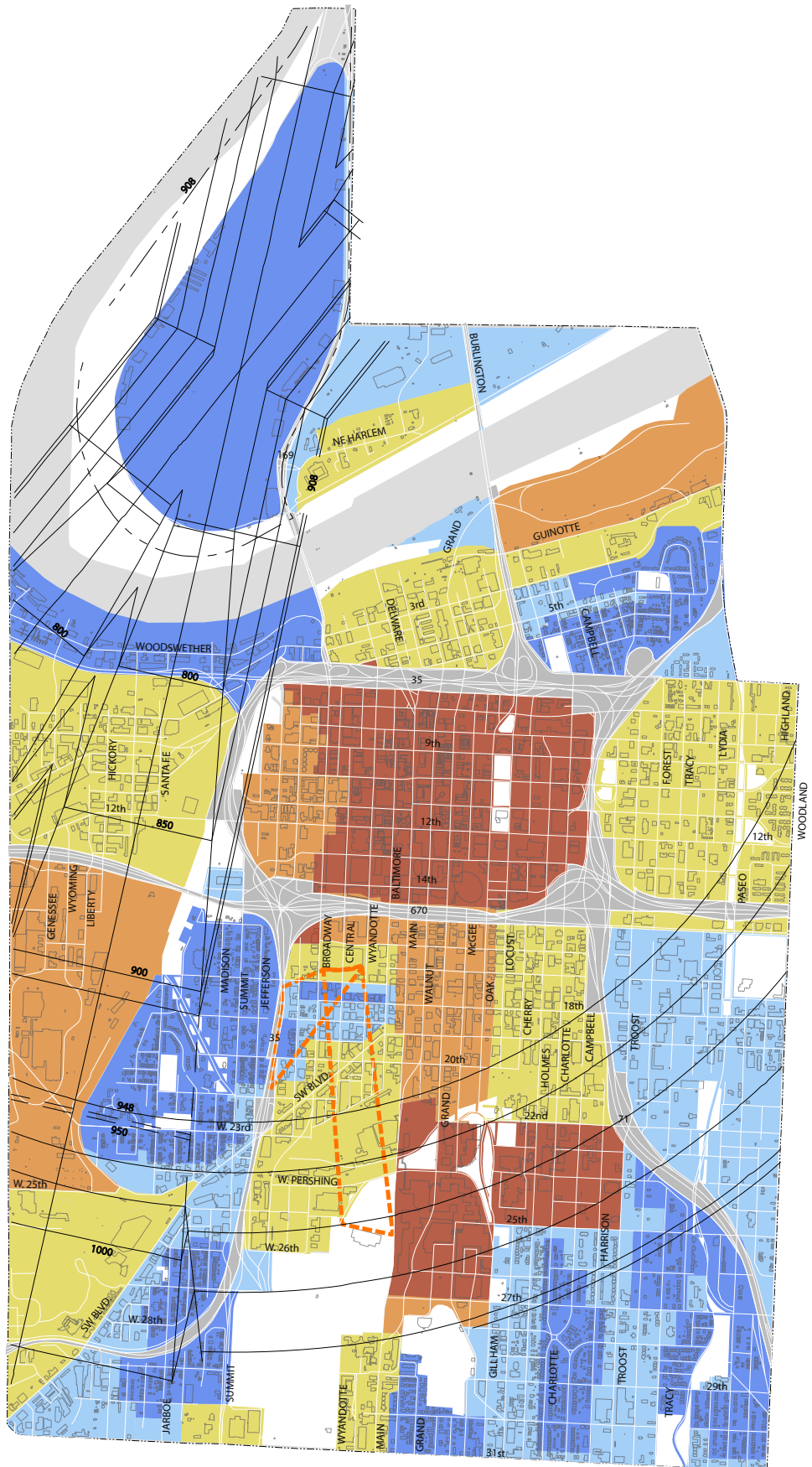
Section view of recommended heights (looking east).

Recommended Buildings Height Map



On 17th Street between Baltimore and Central, all signage should be below the maximum height of the building.

On 17th Street between Baltimore and Central, the roof top of all buildings should not include any habitable structure exceeding the maximum height limitation (i.e., penthouse).



Guiding Principles

All future development should incorporate the following guiding principles:

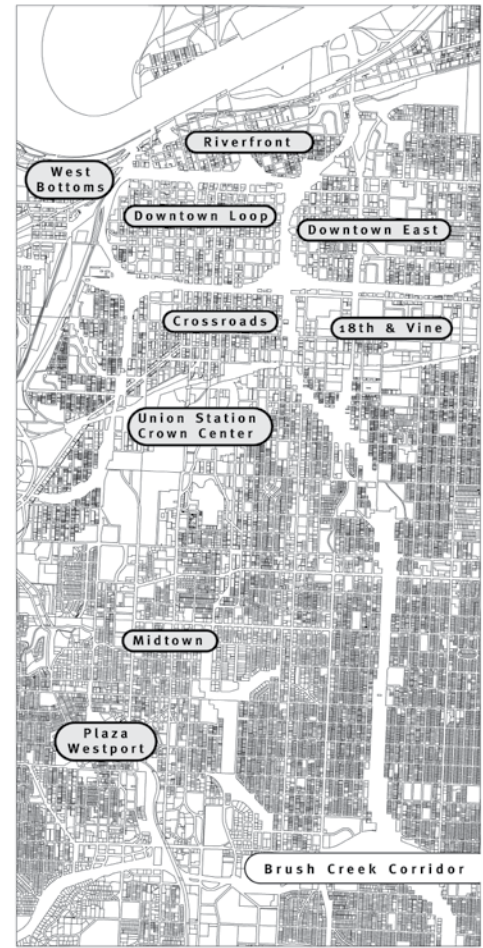
REINFORCE AND EMBRACE DENSE, MIXED USE DEVELOPMENT IN THE CENTRAL BUSINESS CORRIDOR (CBC)

Maintain the CBC (see map) as the densest area of the region.

- Maintain Downtown and the CBC as:
 - A regional office/employment center.
 - The center of government.
 - The most important cultural destination.
 - The center of entertainment, convention and tourism activity.
 - A significant retail destination.
- Concentrate the highest density and scale of development within the Downtown Loop and the Crown Center/Hospital Hill districts. Connect these districts with a dense transit corridor utilizing Transit Oriented Development generally along Grand Avenue/Main Street (See Land Use Plan and Building Height Map).

CONNECT NEIGHBORHOODS AND ACTIVITY CENTERS

- Link commercial/business, mixed use, and residential areas with various transportation modes and community amenities.
 - Improve the connectivity between neighborhoods and enhance the sense of arrival to the area.
 - Enhance the development of connected mixed-use activity centers which serve as nodes for the transit system. (See Activity Centers Map within the Public Realm Chapter)



Map of the Central Business Corridor



Underpass in the Westside neighborhood



SUPPORT MIXED USE DEVELOPMENT IN AREAS CURRENTLY DOMINATED BY INDUSTRIAL DEVELOPMENT

- Allow some industrial/business areas to evolve into mixed use areas as has happened in the Crossroads and River Market districts (see Land Use Plan).
 - Explore changes to heavy industrial zoning districts to conditionally allow residential development.



PROVIDE ADEQUATE INFRASTRUCTURE

Adequate infrastructure, including streets, sewers, and water should be provided before (or at such time as) an area develops. Infrastructure should support planned levels of development.

PROMOTE SUSTAINABLE DEVELOPMENT

New development should follow the “sustainability” principles of equity, environment and economic development. Emphasize stormwater management approaches which enhance environmental stewardship. Sustainable materials should be encouraged within new development.

- Pursue requirements and incentives for sustainability in new development.



PROMOTE COMPATIBLE DEVELOPMENT AND PREVENT ENCROACHMENT

- Protect neighborhoods on the edges of the CBC from commercial and other encroachment (see the Land Use Plan for areas designated for residential land use).
- Where higher intensity uses abut lower intensity uses adequate transition in height and density should be provided (see Transition Guidelines).



ENCOURAGE THE PRESERVATION AND ADAPTIVE RE-USE OF HISTORIC BUILDINGS

Historic buildings (whether designated or not) contribute to the area identity and should be preserved and integrated into new development when feasible.

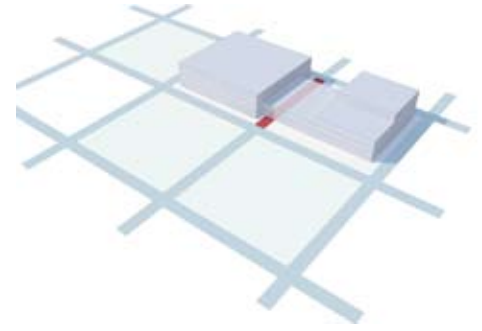
- Development projects requesting incentives should be encouraged to preserve any historic resources.
- Explore the use of the Historic Overlay District or similar zoning tool.

ENCOURAGE URBAN DEVELOPMENT

Incorporate elements and characteristics unique to the urban core in new development (see Vision Chapter, pages 6-7).

PRESERVE THE STREET GRID

Avoid disruption of the dense urban street grid and maintain pedestrian scale blocks. Consolidation into “super blocks,” street closures and vacations that incrementally erode the character and connectivity of the area should be avoided. Impacts of a single project may seem small, but the cumulative impacts of these decisions are significant.



SUPPORT TRANSIT

Apply the concepts of Transit-Oriented Development (TOD) along transit corridors and near future transit stations:

- Focus density.
- Encourage a variety of uses and housing types and prices.
- Create an environment that is designed for cycling and walking, with adequate facilities and attractive street conditions.
- Reduce parking requirements to be comparable with conventional development.
- Ensure that transit stops and stations that are convenient, comfortable and secure.
- Proactively apply incentives to encourage Transit Oriented Development.



Existing conditions at 16th and Grand Avenue.



Conceptual application of Transit-Oriented Development principles.



Recommendations

- Encourage higher densities and strategic infill consistent with the recommendations of the Land Use Plan and the building height map.
- Discourage the creation of new surface parking lots that result from the demolition of an existing building.
 - Temporarily convert vacant lots into pocket parks with neighborhood adopt a park programs, public/private strategies
- Create landscaping regulations that encourage appropriate plant and tree choices (native, good performance in terms of habitat, stormwater absorption, etc.).
- Encourage non-automobile parking in new developments to make downtown more bike, scooter and motorcycle friendly.
- Develop and implement bicycle level of service standards (as recommended in the *FOCUS Kansas City Plan*) and integrate into the development process.
- Examine the possibility of counting street parking to satisfy a portion of off-street parking requirements.
- Establish an ordinance that determines appropriate areas for future 3 a.m. liquor licenses and allows for swifter enforcement/administrative action towards all locations that violate the liquor laws.

“Sensitive uses that are not desirable from a special interest point-of-view, should be appropriately screened and designed to be compatible with the overall neighborhood or community character. Such uses also should not be concentrated in a particular area and should demonstrate some community benefit”.

– *FOCUS Kansas City Plan*

- Explore making vacant or unused City-owned properties available for purchase for development consistent with recommendations of this plan.
- Implement neighborhood downzonings where consistent with the policies of the plan.
- Promote sustainable development standards and incentives in the development code including provisions for:
 - Creating provisions for urban agriculture.
 - Density bonuses or other incentives for green construction practices.
 - Encourage renewable energy sources in new development.
 - Employing steps designed to mitigate the urban heat island effect in the plan area, including:
 - Develop urban forestry methodology, regulations and native planting lists
 - Highly efficient building systems (mechanical, electrical and plumbing)
 - Maximization of passive solar and wind principles
 - Encourage the installation of productive rainwater runoff mitigation strategies such as:
 - Green roofs
 - Cisterns
 - Reuse of rainwater and greywater
 - Native streetscaping/bioswales
 - Pervious paving
- Develop and implement a comprehensive economic development strategy for Greater Downtown (See Revitalization and Economic Development Chapter).
- Integrate applicable development guidelines in development proposals.
- Encourage private institutional partners to create “Master Plans” for their future development that coordinate future expansions with the goals of this plan.

PUBLIC REALM

Relationship to Five Plan Goals

The chapter provides recommendations to improve the quality of the public realm, characterized by a connected street grid with attractive, well-defined public spaces which support a wide variety of activities. The recommendations in this chapter promote the following goals of the plan:

- **Double the population** – By creating inviting, well programmed public spaces and amenities to attract and retain residents.
- **Increase Employment** – By using public realm improvements to lead private investment and creating an attractive and active public realm that will help attract businesses to the area.
- **Create a Walkable Downtown** – Improving public spaces enhances the pedestrian experience and encourages pedestrian activity.
- **Retain and Promote Safe, Authentic Neighborhoods** – Attractive and well maintained public spaces can encourage investment and upkeep on adjacent private property. A more active public realm will also be safer and hospitable to all types of users.
- **Promote Sustainability** – Public realm improvements should incorporate landscaping and “green solutions” that contribute to stormwater management, heat island mitigation and air quality.

Guiding Principles

CONNECT THE NEIGHBORHOODS

Public streets and outdoor spaces play an integral role in stitching together the urban fabric. The downtown street grid has enormous potential to increase connectivity between neighborhoods which is vital to creating a walkable downtown area.

Creating continuity downtown will require raising the design standards of the entire street grid, reinforcing the grid with dense transit corridors, improving gateways into the downtown area.

FILL THE GAPS

As we connect the neighborhoods in the downtown area we must concurrently fill the gaps in the urban fabric. Vacant lots, surface parking lots, and suburban style development detract from the urban environment. A well-defined urban space has multi-story buildings placed on either side of the street with little or no setback.

ACTIVATE THE PUBLIC REALM

This strategy involves programming spaces and increasing the amenities in the public realm to attract people. When the urban environment has a high level of connectivity and spatial definition, people will be naturally drawn to it. Until then, this strategy involves programming spaces to attract people and increasing the amount of amenities for people in the public realm. Focusing development around activity centers and parks is a good way to build on downtown’s strengths and create momentum.



The planning area is divided by highways, railroads and the Missouri River which serve as barriers between neighborhoods.



This photo was taken from the roof of City Hall in 1945 illustrates the build-out in the Crossroads District during this era.

Photo courtesy of Missouri Valley Special Collections - Kansas City Public Library, Kansas City, Missouri



Recommendations

MITIGATE BARRIERS

The following strategies can help repair the urban fabric.

- Improve underpasses and railroad crossings.
 - Basic lighting and maintenance improvements.
 - Activate underpasses, such as the Interstate 35/Southwest Boulevard underpass with activities like a bazaar or skateboard park.
 - Work with the railroads to improve connectivity in areas where their facilities create barriers (see the Walkability section of the Transportation Chapter).
- Investigate alternatives to the existing highway system including:
 - **Capping I-670 south of the Downtown Loop.** Enhance Truman Road, develop buildings up to the edge of the roadway, and cap the highway with programmed greenspace (see illustration below).
 - **Study alternative alignments for I-35 south of the Loop.** When the time comes to replace the I-35 structure south of the Loop, a study should be initiated to evaluate alternatives (see Transportation Chapter).
 - **Transform the interstate system to the north of the Downtown Loop into a boulevard.** (see the Roadways section of the Transportation Chapter).
 - **Improve the overpasses adjacent to the Central Business District.** Currently overpasses are predominately designed to accommodate motorized vehicle traffic. In the future they should be designed to better accommodate all modes of transportation.



Conceptual improvements over I-670 create green space and development opportunities (South Loop Link study).



Well-defined sidewalks and lighting help mitigate the barrier between the Paseo West and 18th and Vine neighborhoods.



Dirt, debris and broken glass litter the sidewalk and add to the perception of an unsafe environment in this underpass.



Public art installed along this overpass creates a better pedestrian experience.

Residents were asked about the use of public spaces in the downtown area and the uses that were most important to them. The top four, in order, were:

- 1) enhanced streetscapes
- 2) walkable connections to other neighborhoods
- 3) additional landscaping, trees, pocket parks
- 4) public plazas and gathering spaces



Entry gateway at the Broadway foyer



CREATE COMPLETE STREETS

Downtown streets should accommodate pedestrians, cyclists, and automobiles. The level of design for all streets should be raised by providing streetscape and public space. Priority should be given to Corridor Streets for improvements.

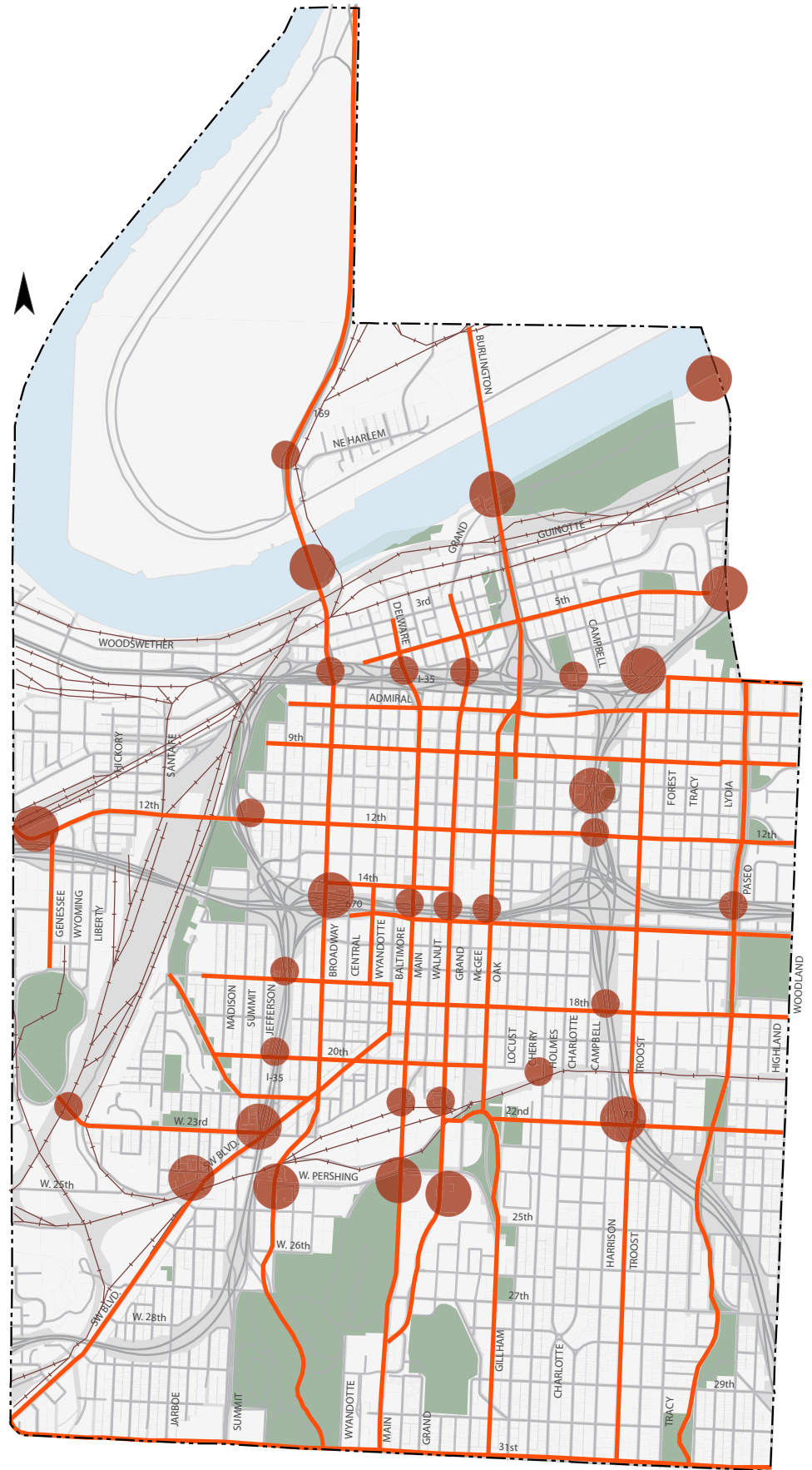
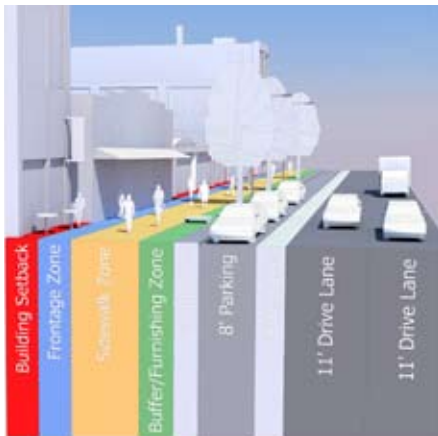
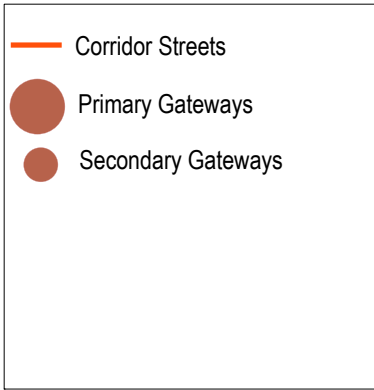
- Corridor Streets (see map on page 27) form connections between neighborhoods. Their larger capacities often support denser development and greater, more diverse, transportation loads. Streetscape improvements on these Corridor Streets are among the highest priorities, beginning with streets that connect major activity centers.
- Implement the Downtown Streetscape Plan standards. Focus on corridor streets.
- Support Transit Corridors
 - Focus initial streetscape improvements on streets identified as corridors that support transit oriented development.
- Reinforce walking as the primary mode of transportation (see Transportation Chapter).
- Implement road diets and improve bikeability (see Transportation Chapter).
- Implement minimum streetscape enhancements on all downtown streets.
 - Encourage the use of native plantings that do not require much moisture or maintenance.
 - Use consistent lighting & signage and provide street furniture near activity centers and transit corridors.

GATEWAYS

Create a series of gateways to communicate entry into a distinct area and help define edges. They may be physical landmarks, signs that mark a transition or simply discernible changes in built character. There are two general types of gateways in the Greater Downtown Area: primary gateways that signify entry into the downtown area and secondary gateways that designate passage between neighborhoods or districts (see Gateways Map).

- Invest in streetscape improvements and gateway features/signage at identified gateways.

Streets



CONNECT ACTIVITY CENTERS

The following are eight major activity centers in the Greater Downtown Area, which are destinations for arts, dining, and entertainment – each with a unique flavor. Each one offers the opportunity to uncover the heritage of the city, with interesting architecture, street activity, and special events, in a way that complements the core areas of the downtown.



Saturday morning shopping at the City Market



The "living room" area in the Power and Light District



The Crossroads has grown into a hub of activity, led by artists and entrepreneurs that have opened shops and galleries there.

CITY MARKET

A major venue in the River Market is home to one of the largest farmers' markets in the Midwest. The Steamboat Arabia Museum, a rich variety of restaurants and shops, and a diversity of housing options complement the City Market.

POWER & LIGHT DISTRICT

The new shopping and entertainment district in Downtown Kansas City. This area is adjacent to the Sprint Center, Bartle Hall, and the Municipal Auditorium.

CROSSROADS ARTS DISTRICT

A mixed use district, located south of the downtown loop, with art galleries, small businesses, local restaurants, and apartments side-by-side with light industrial uses. This area will benefit from the Kauffman Center for Performing Arts.

18TH & VINE JAZZ DISTRICT

This world premier Jazz district is home to the American Jazz Museum, the Negro Leagues Baseball Museum, and the Gem Theater. Restaurants and a variety of housing complement these uses.



The historic Gem Theater is a community anchor within the 18th and Vine Jazz District.

LIBRARY DISTRICT

The Library District has undergone one of the largest transformations of any district in Downtown. The former historic First National Bank has been renovated into Kansas City's new Central Library, the "bookshelf" parking garage was built, and extensive streetscaping has been completed. This amazing cultural amenity served as a catalyst initiating the development of over one million square feet of obsolete office space into hundreds of units of market rate condominiums and apartments as well as affordable workforce housing. The Library District is also home to live theatre venues and several of Downtown's architecturally significant buildings, making it one of the more charming neighborhoods Downtown.*

* Downtown Opportunities report, Downtown Council of Kansas City, Missouri, 2007.

AMERICAN ROYAL

The livestock and horse show grounds are a recognizable landmark within the historic commercial center of the West Bottoms.

The plan's recommendations to change the future land use map in the West Bottoms from largely Heavy Industrial to Downtown Mixed Use will serve as an opportunity for development of a new activity center with office, residential, commercial and the remaining industrial uses in the area.

CROWN CENTER AND HOSPITAL HILL

Shopping, entertainment, hotels, and a residential community surround the world headquarters of Hallmark Inc. Crown Center square is a major venue that functions as an outdoor gathering space for dining and festivals.

UNION STATION

The historic transportation hub of downtown Kansas City contains restaurants, shops, and exhibits and is in close proximity to the Liberty Memorial World War I Museum.



Union Station



Library District



The American Royal



Crown Center

"Each of these areas should feel urbane, connected, and pedestrian friendly. Although topography is always a factor in Kansas City, the character of the streets lined with active uses and building entries should compel people to choose walking over driving short distances."

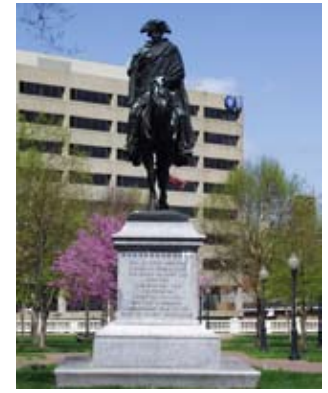
— Kansas City Downtown Corridor Strategy, Sasaki Associates (2005)



The Kauffman Center for the Performing Arts Center under construction



Liberty Memorial





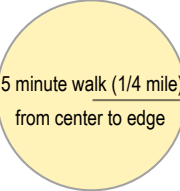


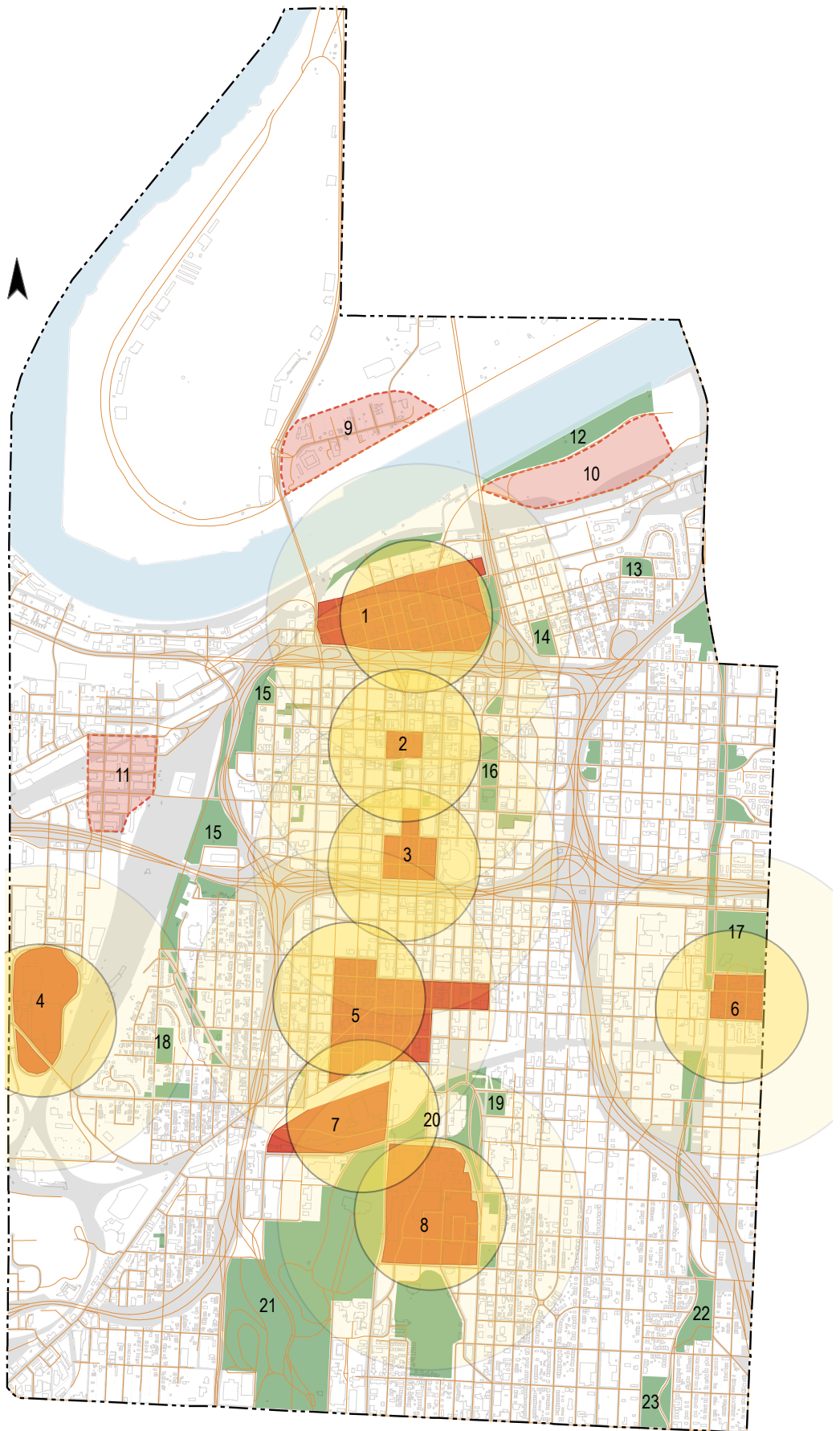
Washington Square Park

Recommendations

- Connect activity centers and public gathering spaces. Prioritize investments in streetscape projects that connect existing activity centers (see Transportation Chapter).
- Create vibrant urban community nodes that integrate neighborhood services with living, working, shopping, eating, cafes, and night life (see Revitalization and Economic Development Chapter).
- Reduce the need for automobile usage in activity centers by targeting and incentivizing dense mixed use development within ¼ mile of existing activity centers and transit stops as identified on the Activity Center Map.
- Concentrate development on focal points that tie together activity centers.
 - Activity Centers near Washington Square Park need stronger connections and a more cohesive identity. With medical students and employees, office workers, visitors, and residents, Union Station, Hospital Hill, Crown Center, and Liberty Memorial will become stronger as an urbane district as future development occurs.
 - The emphasis on the Downtown Loop should be on completing major projects that have begun, while at the same time investing in small entrepreneurial businesses that add unique interest and activity, including restaurants and shops.
 - Develop the remainder of the centers, to highlight Kansas City’s heritage and complement the focal areas.
 - Connect the Kauffman Center for the Performing Arts with other downtown destinations.

Activity Centers & Parks

	ACTIVITY CENTER
1	The River Market
2	Library District
3	The Power & Light District
4	American Royal
5	The Arts District
6	18th and Vine
7	Union Station
8	Crown Center
	FUTURE ACTIVITY CENTER
9	Harlem
10	The Riverfront
11	West Bottoms
	PARKS & OPEN SPACE
12	Berkley Riverfront Park
13	Garrison Park
14	Columbus Park
15	West Terrace Park
16	Illus Davis Park
17	The Parade Park
18	Observation Park
19	Hospital Hill Park
20	Washington Square Park
21	Penn Valley Park
22	Spring Valley Park
23	Troost Park
	POCKET PARKS & PLAZAS
	5 minute walk (1/4 mile) from center to edge



PARKS AND OPEN SPACE

When designed for human use and effectively programmed, downtown parks can function as gathering spaces or activity centers.



The Riverfront Heritage Trail will help to bring people to the Missouri River riverfront.

Recommendations

- Program existing parks with diverse activities to focus maintenance resources and usage (trail, game fields, band shells, playgrounds, etc).
- Improve security of existing parks.
- Improve appeal and safety of Penn Valley Park with people oriented amenities and programming consistent with the Park Department's Penn Valley Park Master Plan.
 - Create walkable connections to surrounding areas.
 - Connect to bike arterial.
- Redevelop Barney Allis Plaza.
 - Redesign and redevelop the Plaza at street level.
 - Develop and program an amphitheater.
- Encourage, through incentives and Zoning and Development Code requirements, the creation of pocket parks or similar small amenities in pedestrian priority zones.
- Promote residential development, new schools and small local business development around parks.
- Encourage a low maintenance landscape of native plants.
 - Remove volunteer vegetation.
- Make the Missouri River a priority natural and cultural resource.
 - Encourage sustainable mixed use development, high density housing, office space and community attractions adjacent to Richard L Berkley Riverfront Park.
 - Make improvements designed to provide access to the river.
 - Increase non-motorized river crossing opportunities (pedestrian bridges).
- Use open space for urban forestry to improve air quality and mitigate heat island effect (see land use) including areas around the highways.



PUBLIC SIGNAGE

Effective signage in the public realm conveys instructional information simply and elegantly and adds to a way-finding system in a way that enhances and reinforces the district or neighborhood character.

Recommendations

- **Character of Signage** - Signage should reinforce area character, not define it. Signage identifying specific districts should be visible but secondary to surrounding character.
 - Banners are recommended over standard district signage
- **Standard Signage** - Reduce traffic signage to the minimum allowed within city signage standards. In locations where multiple signs are necessary, consolidate signage to fewer poles in order to reduce visual clutter. This is particularly important in pedestrian focus areas and on priority streets.
- **Improve Way-finding** - Build upon the City's existing way-finding signage system to make the location of the City's natural and cultural assets easier for the visitor to understand.
 - Fully fund effective wayfinding signage system.
- **Pedestrian vs. Vehicular Signage** - Signage is most effective when it is focused towards either vehicular or pedestrian traffic, not both. The design and scale of signage should be appropriate for the audience.



18th and Vine – Automobile oriented directional signs assist visitors to locate districts within the area.



Pedestrian Oriented directional signs are helpful for visitors to orient themselves within the Downtown Districts.



AREA IDENTITY

Features that add to the Greater Downtown Area's identity include historic buildings, architecture that exemplifies different eras, and features that memorialize the past and reflect the current culture. The area identity map identifies features that add to area identity. For example, Union Station, a historic building, exemplifies an era, the Charlie Parker Statue at 18th and Vine memorializes the past, and the memorial fountain in the Westside Neighborhood reflects current cultural identity. The clusters of historic brick buildings in the West Bottoms, the art-deco architecture in the urban core, and the eclectic built character of the Crossroads are all further examples of features that add to area identity.



Kansas City Livestock Exchange building in the West Bottoms



This whimsical sculpture in the Garment District provides both visual interest and a nod to the history of the area.

Recommendations

- Identify and protect existing iconic features and buildings - The city should identify existing features and opportunities for new identity features. New identity features should be encouraged on both an area-wide scale, such as the Performing Arts Center, and a neighborhood scale.
- Infill development should respond to and complement existing district and neighborhood character through the recommendations of the Urban Design Matrix and Development Guidelines (see Land Use chapter).
- Promote historic preservation.
- Use public realm improvements as a marketing and economic development tool.
- Expand 1% for Art fund - Expanding the 1% for Art fund can catalyze the construction of new identity features. Civic art should:
 - Be incorporated into public infrastructure projects.
 - Explore opportunities to express local history and identity through functional and ornamental design elements and works of civic art.
 - Mark gateways.
- Create a system of Historical/Cultural/Information points which could:
 - Establish a set of strategic educational points within the downtown.
 - Take the form of plaques mounted on buildings, information on transit shelters, murals, commemorative sculpture, elements in the sidewalk, walking tour brochures.
 - Provide elements, programs or brochures that tell what happened in a place.

PREVIOUS PUBLIC REALM RECOMMENDATIONS

This plan incorporates by reference streetscape and public realm recommendations in the following plans which will remain in place:

- 2nd Street Infrastructure and Development Plan
- Downtown Streetscape Master Plan
- East Downtown PIEA Urban Design Framework
- 12th Street Design Guidelines for Streetscape Improvements
- Old Film Row Urban Design Concept Plan
- 18th Street Connector Plan
- Main Street Corridor Land Use and Development Plan and the Main Street Streetscape Plan
- Berkley Park Master Plan
- Library District Streetscape Plan

TRANSPORTATION

Relationship to Five Plan Goals

Based on strong community support, the overarching goal of this chapter is to make walkability the highest transportation priority in the downtown area. Other goals of the chapter are to improve access for commerce, support multi-modal transportation options including bicycle, public transit, and automobiles; understand parking needs in the downtown area; and explore sustainable solutions. The recommendations in this chapter promote the following goals of the plan:

- **Double the population** – By creating a walkable downtown that is appealing to urban dwellers.
- **Increase Employment** – By providing a transportation system that supports existing development and encourages future growth.
- **Create a Walkable Downtown** – By elevating the importance of walkability and providing strategies and infrastructure to ensure Downtown is walkable.
- **Retain and Promote Safe, Authentic Neighborhoods** – By promoting pedestrian activity, which creates more “eyes on the street”. Strategies in the Chapter also improve pedestrian safety (i.e. improved street crossings, etc.) and sidewalk maintenance.
- **Promote Sustainability** – By promoting alternative modes of transportation, increasing transportation options and decreasing dependency on single occupancy automobiles.



The intent of FOCUS is to increase the ease of, and broaden the options for, moving about our city, and to create logical extensions of the existing transportation network. ... Many people will walk if there is a direct, continuous, safe, pleasant, and secure pedestrian route for doing so. People will ride bicycles if they can do so safely. People will use public transit if it is convenient and pleasant and there are pedestrian connections between the transit stop and destination. People will use modes of transportation besides the automobile if the other modes provide reasonable options. Moving about the city requires attention to, and integration of, many different ways of moving from place to place – called multi-modal transportation.

– FOCUS Kansas City Plan



66% of residents ranked “walkable connections” as “very important”, a higher ranking than any other public spaces issue.

– GDAP Survey

Recommendations

WALKABILITY

Throughout the planning process walkability emerged as a high priority and a major policy statement arising from the process is “Make walkability the highest transportation priority in the downtown area.” The following recommendations support this policy:

CREATE COMPLETE STREETS AND CONTINUE TO IMPLEMENT STREETScape IMPROVEMENTS.

Create streets that support all modes of transportation, not just the automobile, and provide a minimum level of streetscaping on all streets (see Public Realm Chapter).

CONDUCT AND MAINTAIN A COMPLETE INVENTORY OF PEDESTRIAN FACILITIES IN THE DOWNTOWN AREA.

This should be done in order to have a benchmark to measure progress and facilitate a data-driven prioritization process. The inventory should include sidewalk location, width, type, and condition.

COMPLETE GAPS IN THE SIDEWALK SYSTEM

Fill gaps in the pedestrian network and create policies that result in unified sidewalk and public realm design (see Public Realm Chapter). Some notable gaps in the pedestrian system include (from the Kansas City Walkability Plan):

- The 12th Street overpass. The only non-interstate connection between downtown and the West Bottoms. Every other crossing of the loop includes some sort of pedestrian facility (see Barriers Map).
- American Royal Drive surrounding Kemper Arena, and Wyoming Street leading to the Arena.
- The steep topography and intersection safety concerns between Hospital Hill and Crown Center (along the Gillham Road/Locust Street/Pershing Avenue corridor) hampers what could be a high-volume east-west pedestrian movement.
- The topography in Penn Valley Park and the Liberty Memorial site hampers east-west pedestrian connectivity.
- Main Street lacks an east-side sidewalk from 27th Street to Pershing Road.



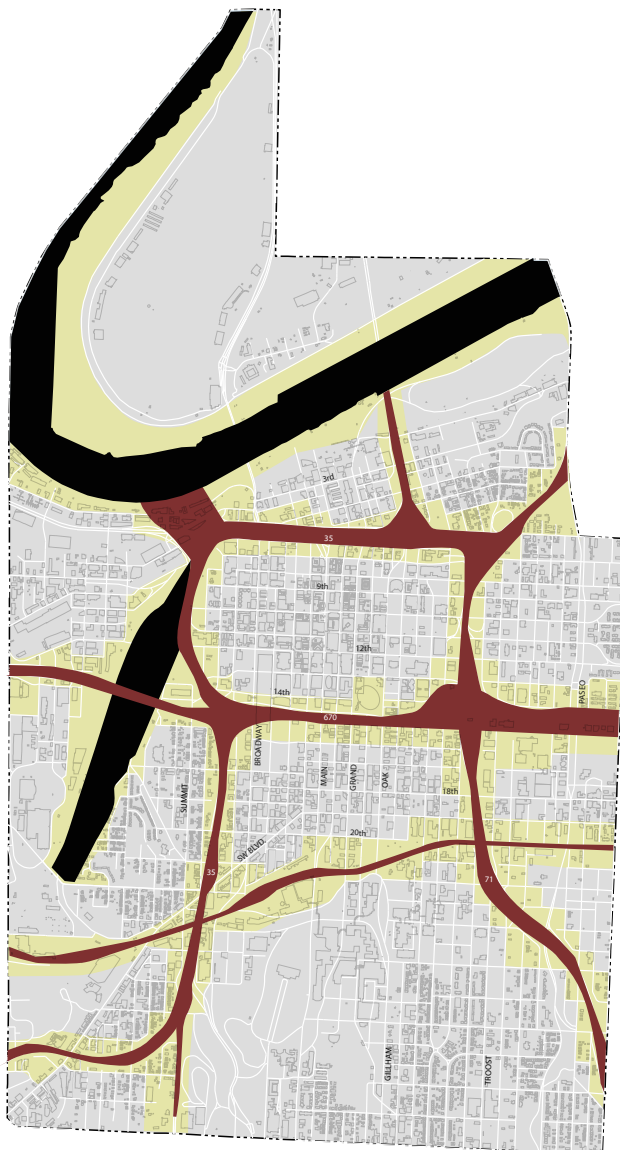
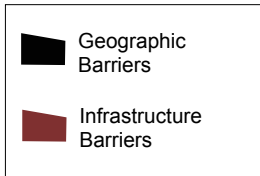
REMOVE BARRIERS AND IMPROVE CONNECTIONS BETWEEN NEIGHBORHOODS AND ACTIVITY CENTERS

More than just filling sidewalk gaps, this strategy addresses large barriers between neighborhoods which limit connections (e.g. the Missouri River, the interstate system, and railroad lines - see Barriers to Connectivity Map).

- Provide additional connections when feasible. There should ideally be four crossings per mile, realizing that this is not feasible on some of the larger barriers (i.e. Missouri River and some railroad lines).
- Improve the quality of existing connections. Existing connections should be enhanced according to the recommendations of the Public Realm chapter.
- Improve the overpasses adjacent to the Central Business District. Continue pedestrian enhancements to overpasses, as has been done on the south side of the Loop (Pedestrian Strands project).
- Focus improvements to enhance connections between Activity Centers (see Public Realm Chapter)
 - Implement the 18th Street Connector Project



Pedestrian Barriers



Permeability

Barrier	Crossings per mile
South Loop	12.5
East Loop	8.7
North Loop	7.0
US-71 South	5.7
I-670 West	5.4
I-70 West	4.5
Midtown Tracks	4.1
I-35 South	3.6
West Loop	2.6
Quality Hill Bluff	1.1
US 169	0.9
MO River	0.8

One measure of connectivity across these barriers is their relative “permeability”: the number of pedestrian crossings per mile.

When asked which three items (of a list of ten) they thought should receive the most emphasis from City leaders over the next two years “condition of sidewalks in neighborhood” was the second most popular choice of residents, and the number one choice of business owners.

– GDAP Survey

The proposed standard level of service for all public improvements and private developments in Pedestrian Zones are as follows:

Directness.....	A
Completeness	A
Street Crossings	B
Visual Interest and Amenities ...	B
Security	B

(see Kansas City Walkability Plan for more information)

COMPLETE THE TRAILS KC PLAN

The connections included in the City’s approved plan will eliminate some of the gaps in the pedestrian network. Completion of the Riverfront Heritage Trail is of particular importance. However, trail implementation should be determined by the priorities identified in the *Trails KC Plan*.

SIDEWALK MAINTENANCE

Rework the City’s sidewalk maintenance policy, as recommended in a 2006 audit.

- Draft a revised sidewalk policy for City Council consideration.
- Work with neighborhoods to implement a systematic sidewalk inspection program.
- Explore opportunities to provide financial assistance to property owners with limited incomes. Sidewalk policy should be sensitive to overburdening small businesses or individual property owners.
- Direct staff to adequately train and supervise sidewalk inspectors.

IMPROVE STREET CROSSINGS

Broadway Boulevard, Southwest Boulevard, 3rd Street, and Main Street are all key corridors that would benefit from improvements to pedestrian crossings. See the *Kansas City Walkability Plan* for more specific recommendations. The City should also implement automatic walk signals at signalized intersections, particularly within pedestrian zones (see map).

SIDEWALK CLOSURES

Coordinate sidewalk closures for construction, public improvements and utility maintenance to ensure that there is a visible path for pedestrians (both sides of street not closed at the same time).

IMPLEMENT THE PEDESTRIAN LEVEL OF SERVICE (LOS) CRITERIA IN THE KANSAS CITY WALKABILITY PLAN

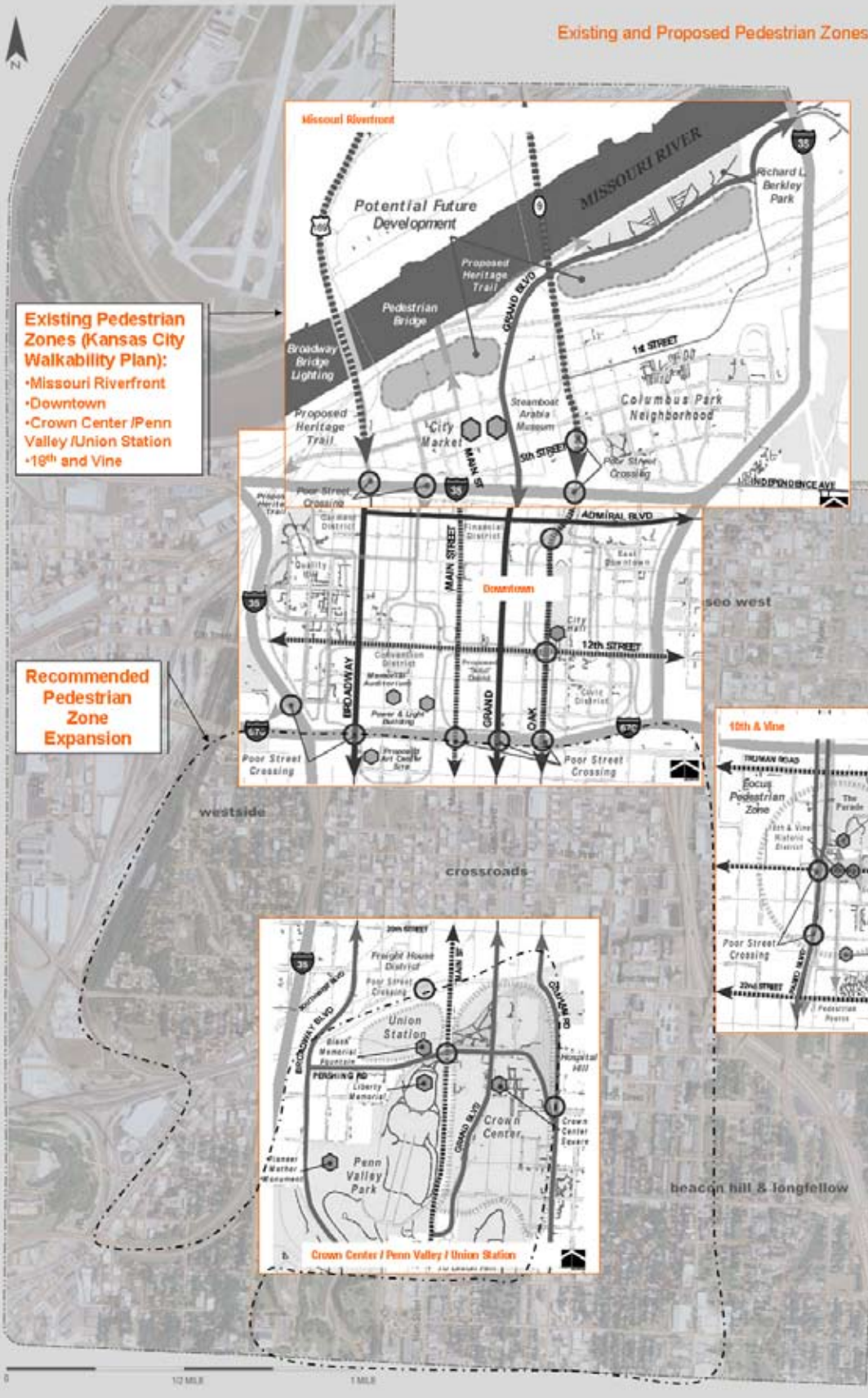
- Incorporate the LOS standards as recommended in the Kansas City Walkability Plan into development plans, and street and bridge improvements.
- Implement walkability improvements as recommended in the Kansas City Walkability Plan Pedestrian Zone Case Study Evaluations for downtown Pedestrian Zones (Missouri Riverfront, 18th & Vine, Downtown, Crown Center/Penn Valley/Union Station).
- Expand Pedestrian Zone designations (see map) to ensure highest level of service and perform assessment of new zones similar to the Pedestrian Zone Case Study Evaluations in the Kansas City Walkability Plan: assess existing conditions; recommend improvements to achieve minimum LOS; and provide implementation strategy (costs, phasing).

Existing and Proposed Pedestrian Zones

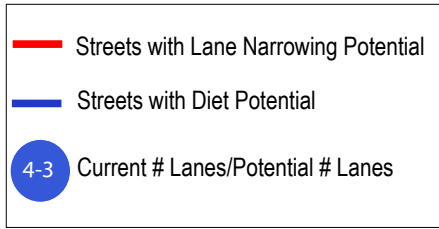
Existing Pedestrian Zones (Kansas City Walkability Plan):

- Missouri Riverfront
- Downtown
- Crown Center / Penn Valley / Union Station
- 19th and Vine

Recommended Pedestrian Zone Expansion

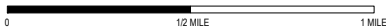
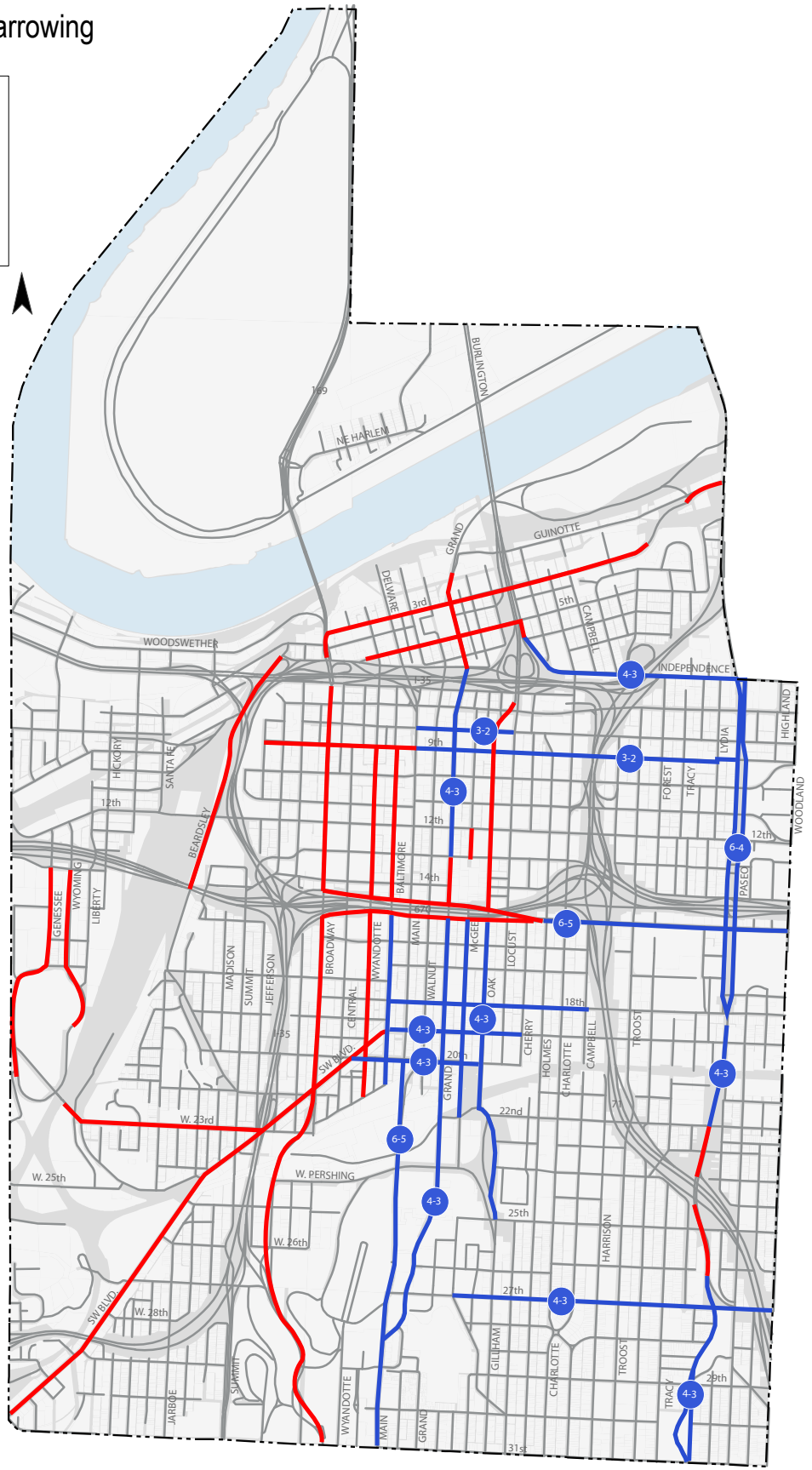


Potential Road Diets & Lane Narrowing



PURSUE ROAD DIETS ON RECOMMENDED ROADWAYS

The definition of a “road diet” includes the removal of unneeded lanes from a roadway to provide additional space for other functions (most notably, improved pedestrian and bicycle accommodations, on-street parking). An example is Baltimore Avenue in the Crossroads Neighborhood to allow for on-street parking. The “Complete Streets” concept also looks at narrowing streets, without removing lanes, to achieve the same goal. The downtown area’s dense grid system allows many vehicular routing options, diffusing traffic and providing an opportunity to consider these tactics. The Road Diet Map illustrates areas where lanes could potentially be removed (based on an initial review of daily traffic volumes), as well as locations where road narrowing may be an option. It is cautioned that each roadway would need more detailed traffic engineering studies before finalizing decisions to “re-purpose” pavement.



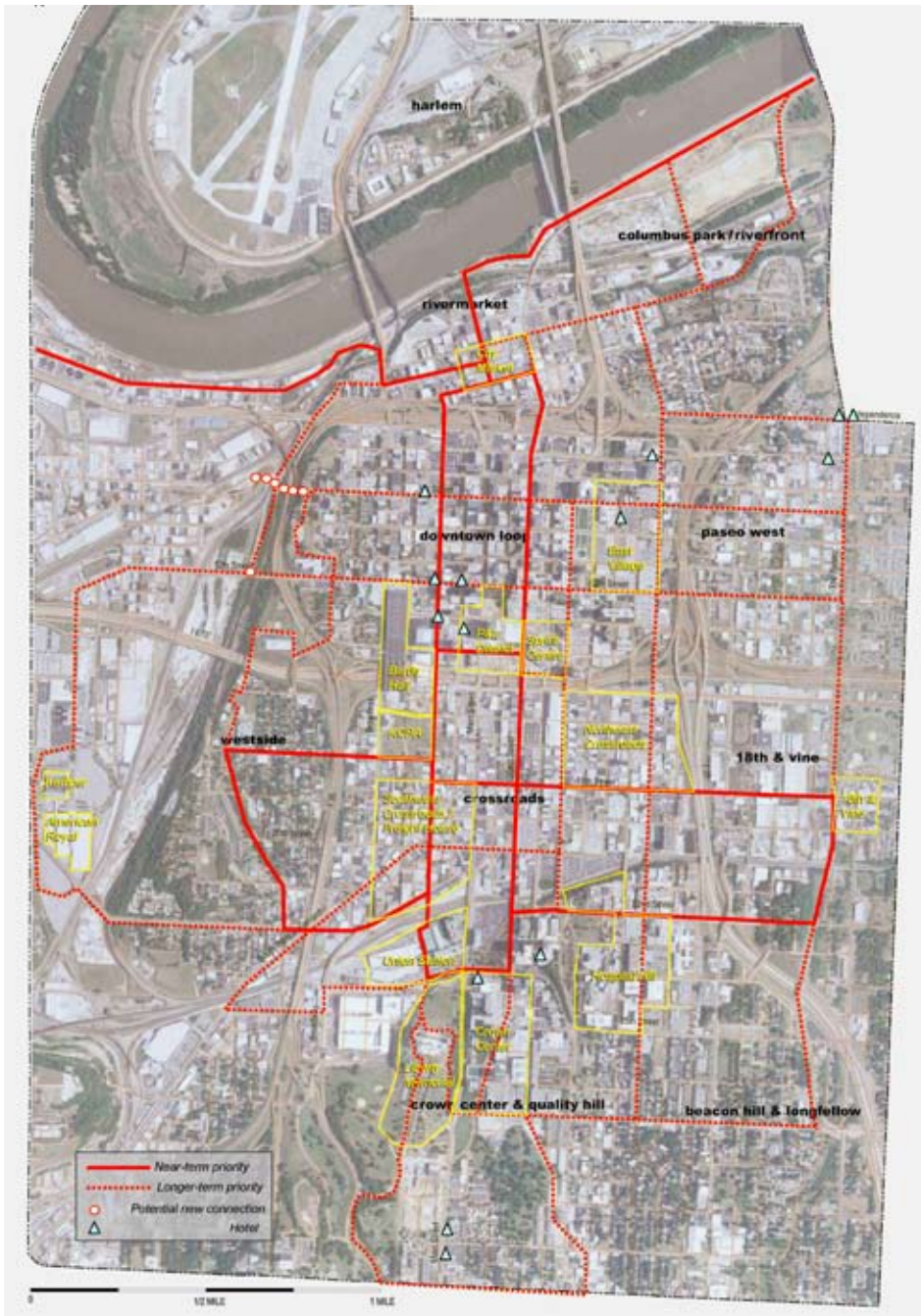


INCREASE THE SAFETY OF THE PUBLIC REALM

As mentioned earlier, safety is important to the public when considering walkability. Safety recommendations include the following:

- **Apply Walkability Plan Criteria.** Includes visibility from adjacent buildings, good line of sight, lighting and separation from passing vehicles.
- **Improve security at underpasses.** In addition to lighting, these spaces should be programmed (see Public Realm recommendations).
- **Implement Guidelines for Public Spaces and Development.** Examples include providing “eyes on the street”, improved street lighting and better programming of parks.

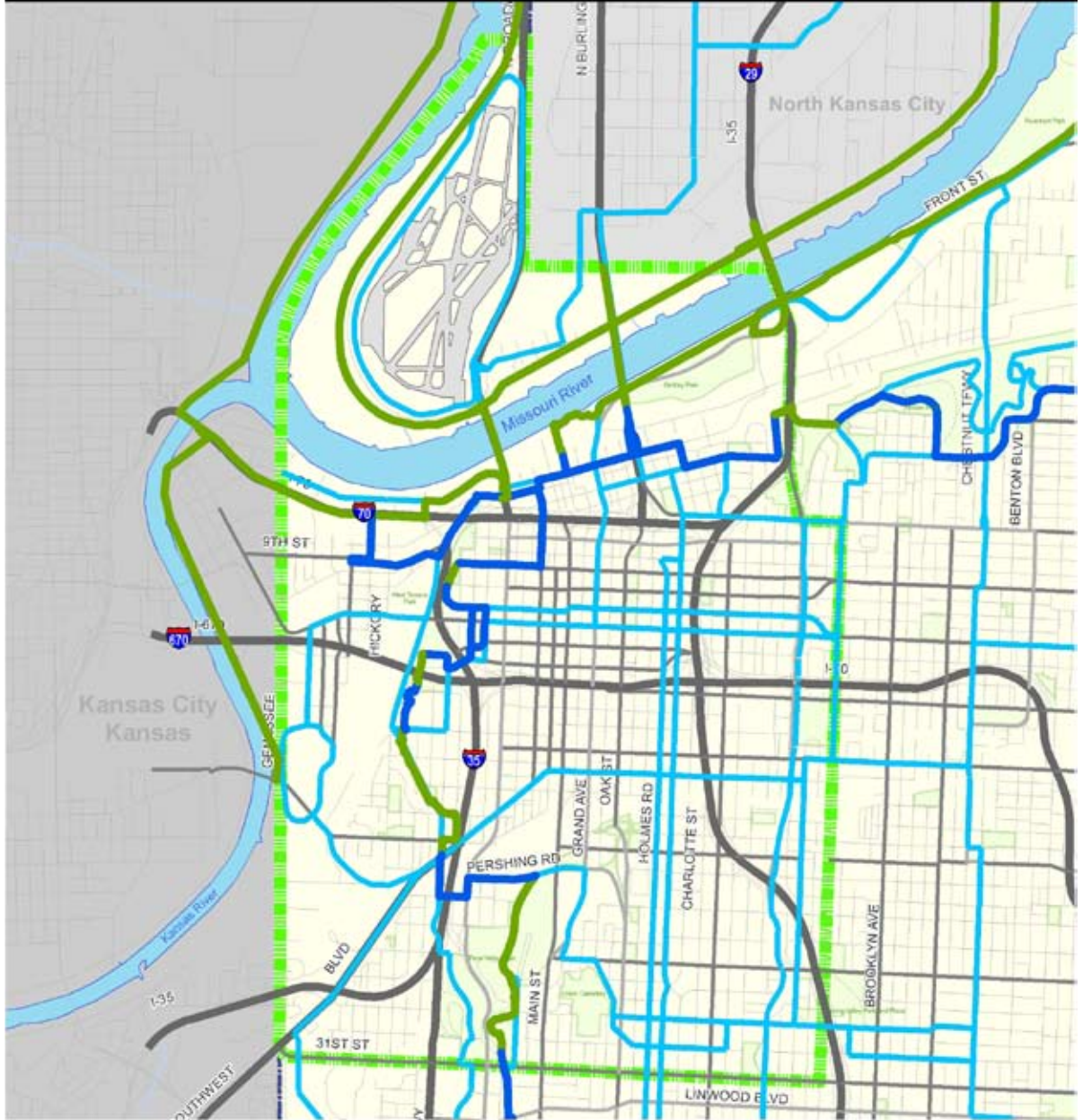
Proposed “Citywalk” concept






DEVELOP A “CITYWALK” PEDESTRIAN LOOP


By emphasizing provisions for tourists/visitors, this loop could connect major attractions and function and serve as a model for walkability improvements throughout the rest of downtown. The Citywalk should include maps to be provided to the public and markers along the loop to designate historical buildings or points of interest. Pedestrian infrastructure, streetscape improvements, and public art would need to be attractive to destination oriented pedestrians.

Bicycle Routes and Trails





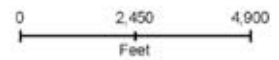
Bicycle Routes

-  City Limit
-  Local Streets
-  Study Area

 Bicycle Route per Major Street Plan

Trails KC Plan

-  Off-Street
-  On-Street





BICYCLE

Many of the walkability recommendations previously mentioned would also facilitate bicycle transportation. Additional bicycle-specific recommendations include:

BICYCLE FRIENDLY COMMUNITY DESIGNATION

Achieve Platinum designation by League of American Bicyclists by 2020. This is a program which recognizes communities that actively support bicycling and demonstrates bicycle-friendliness in five areas: engineering, education, encouragement, enforcement, and evaluation/planning. The other recommendations included in this section support this initiative.

BIKE LANES

Implement bike lanes along routes designated in the *Major Street Plan* and additional recommended routes. The City's plan includes bicycle routes on many downtown streets (see map). Where width allows, streets recommended for Road Diets should be striped with bike lanes.

LEED GUIDELINES

Encourage LEED guidelines for bike parking in publicly subsidized projects. Provide secure bike racks and/or storage as near as practicable to the building entrance for at least five percent of all building users for commercial or institutional buildings; provide covered storage facilities for bicycles for at least 15 percent of the building occupants for residential buildings.

EMPHASIZE INFRASTRUCTURE

Make bike infrastructure a consideration with new projects.

- For street improvements, bicycle infrastructure, including lanes and parking should be included.
- Develop and implement bicycle level of service standards (as recommended in the *FOCUS Kansas City Plan*) and integrate into the development process.

STREET STANDARDS

Critique and revise city street standards to reflect current bike safety thinking. This includes adopting the "complete streets" mentality described earlier in this document, by designing roadways in consideration of all users. Bicycle friendly storm grates and traffic signal activators that detect bicyclists and scooters should also be utilized.



TRANSIT

Transit recommendations are geared toward ensuring that public transit is frequent, reliable and safe:

DEVELOP TRANSIT ALTERNATIVES

Explore fixed guideway transit along the Grand Ave./Main Street corridors, and implement transit oriented development. The expansion of bus rapid transit (BRT) underway on Troost Avenue can serve as a model for future additions. MARC's Smart Moves plan shows this corridor, and others, as part of future "Commuter service" and "Urban service" routes. It is recommended that the Smart Moves plan continue to be supported. Several past plans have recommended some sort of circulator transit for downtown, such as a trolley or similar operation. It is recommended that such a system be pursued, connecting downtown's major destinations.

IMPROVE SERVICE TO WESTSIDE

Transit service in the southwest portion of this neighborhood has been reduced. Restoring it would essentially return universal transit coverage to the downtown area.

TRANSIT-RELATED INFORMATION

Improve the quality of transit-related information system-wide. The MAX line has proved a solid success, and its use of Intelligent Transportation Systems (ITS) technology in reporting waiting times to customers (among other applications) is one of its most visible distinctions. This should be replicated elsewhere in the transit system.

MARKET TRANSIT SERVICES

Continue to increase marketing of transit services and include in downtown marketing – both to residents and visitors.

IMPLEMENT PARK AND RIDE TO KCI

It is recommended that the existing KCATA Route 129 be enhanced to provide service to a downtown park-and-ride, perhaps the 3rd Street/Grand Street location (which would allow direct connections with the MAX line), with more frequent service and stops at all three airport terminals.

PURSUE COMMUTER RAIL

Explore a commuter rail connection at Union Station to better connect Downtown to suburban areas and elsewhere.

FOLLOW DENSIFICATION

Dense Mixed Use development and Transit Oriented Development (TOD) should be targeted along the Transit Corridor (see map) to ensure the viability of existing transit and future mass transit (see the Land Use Plan and Development Guidelines).

REGIONAL TRANSIT

Support, market, and enhance connections to regional transit. Greyhound, Amtrak, and Johnson County Transit all provide service to the downtown area. These need to be emphasized and coordinated as part of the overall transportation strategy for downtown.

69% of businesses felt that expanded regional transportation would be "very" or "somewhat" helpful to attracting employees.

– GDAP Survey

86% of residents surveyed stated they would use light rail. If the stations were within a five minute walk, 98% of those would use light rail and 84% would use light rail within a ten minute walk (five minute bike ride).

– GDAP Survey

PARKING

The following recommendations are geared toward reducing the amount of surface parking and creating a more efficient system in the downtown area:

SURFACE PARKING LOTS

Discourage new large surface parking lots. Implement district/shared parking strategies to reduce demand for surface lots and create a policy that prohibits large new lots.

PARKING MANAGEMENT STRATEGY

Work with the Downtown Council to implement a parking management strategy. Establish a parking management district. Such a construct would facilitate a consistent approach to pricing and other parking management issues.

Conduct a street parking inventory and policy that distinguishes between types of uses, encouraging convenience for visitors and people attending after hours activities and events.

CONSOLIDATION OF LOTS

Actively encourage consolidation of lots into structured parking at the periphery of activity centers. Referred to as “freeing the middle”, consolidation into structures increases efficiencies. Pulling parking to the periphery helps to calm the heart of activity centers, promoting a more walkable downtown.

STANDARDIZE PARKING IDENTIFICATION

Encourage use of a standardized parking symbol on all public and private lots. Way finding advantages include:

- reducing driver frustration and wasted time in the automobile.
- creating the perception of a unified parking system.
- enhancing the sense of the downtown as a destination.

ENCOURAGE TRANSIT-ORIENTED DEVELOPMENT

Reduce the need for parking by encouraging Transit-Oriented Development (TOD). These types of developments can reduce parking demand and support a shared-parking approach.

RECONFIGURE STREET PARKING

Reconfigure street parking per the 22nd Street Replacement and Crosstown Circle Plan and Old Film Row Plan. These plans recommended “road diets” and additional on-street parking on the following streets: 18th Street, generally from Baltimore Street to Campbell Street, Baltimore Street from Truman Road to 20th Street (already complete), 20th Street from Southwest Boulevard to McGee Street, and 19th Street from Baltimore Street to Locust Street.



ROADWAYS

The following recommendations are designed to achieve the goals of managing congestion and mitigating traffic impacts:

PRESERVE/ENHANCE THE GRID

A continuous grid street system helps to diffuse traffic and maximize access to businesses. It is recommended that the grid system in the downtown area be preserved (by discouraging street vacations) and even restored wherever possible – most notably, by converting many of the one-way streets to two-way operation.

PURSUE SIGNAL TIMING IMPROVEMENTS

Continue efforts to improve signal communications, coordination and timing downtown. Signal removals contemplated in the CBD Traffic Circulation Study should also be evaluated and pursued.

SUPPORT TRUCK MOVEMENTS

Accommodate trucks on downtown streets. It is recommended that, in developing “complete streets”, road diets, and streetscape plans, that truck-related needs be considered. This may entail designing certain streets to better accommodate truck connections. Commercial truck traffic through Neighborhoods should be discouraged, particularly on 3rd Street in the River Market and on 26th and 27th Streets in the Westside Neighborhood.

REGIONAL TRANSIT PLANNING

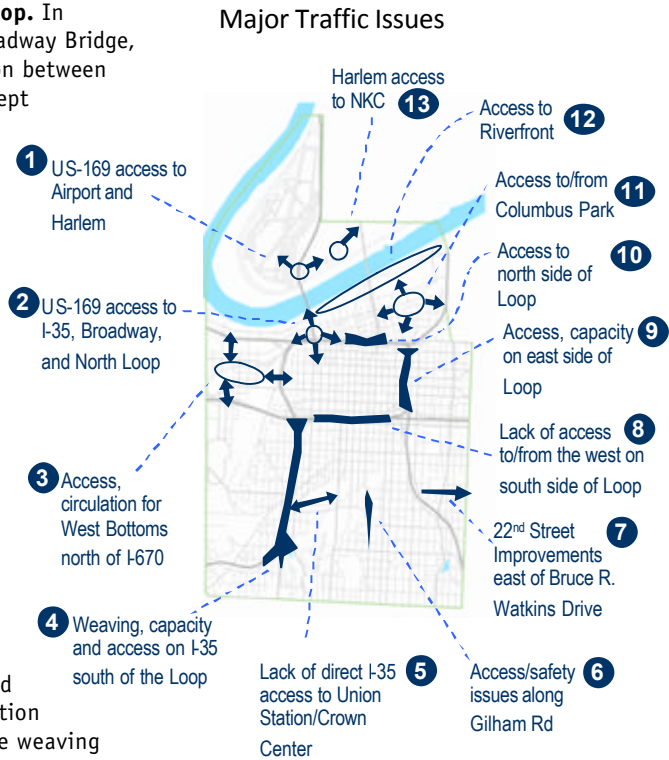
Integrate downtown transportation systems with regional transportation planning. It is important to keep the needs of the downtown area in focus when planning regional transportation systems. Since many of the region’s most important transportation facilities (I-35, I-70, I-670, I-29, US-71, MO-9) pass through the downtown area, regional decisions affect local opportunities.



ADDRESS ACCESS AND CAPACITY CONCERNS THROUGH IMPROVEMENTS

The Major Traffic Issues Map illustrates major downtown traffic issues. These issues are described in more detail below:

- 1. US-169 access to airport and Harlem.** In conjunction with future improvements to the Broadway Bridge, improve access and safety to and from the airport and Harlem.
- 2. US-169 access to I-35, Broadway, and North Loop.** In conjunction with future improvements to the Broadway Bridge, pursue a more direct freeway-to-freeway connection between these two important regional facilities. This concept as suggested in the Northland-Downtown MIS.
- 3. Access and circulation for the West Bottoms north of I-670.** Freeway access to/from the West Bottoms is fairly limited. Pursue more direct access to the West Bottoms from I-70. As redevelopment occurs in the West Bottoms, pursue circulation improvements to the local street system to provide more direct interstate access. Complete improvements being designed for the Forrester Viaduct, to better connect the West Bottoms to Beardsley Road. Pursue improvements to the 12th Street Viaduct, including repairs and pedestrian considerations.
- 4. Weaving, capacity and access on I-35 south of the Loop.** Weaving issues exist in both the northbound and southbound directions of this segment of I-35. The 22nd/23rd Street Replacement and Crosstown Circle Plan recommended a collector-distributor (C-D) concept on this portion of I-35. This system would eliminate much of the weaving by consolidating local access onto the C-D facility. It is recommended that this concept be pursued.
- 5. Lack of direct I-35 access to Union Station/Crown Center.** The 22nd/23rd Street Replacement and Crosstown Circle Plan recommended reconfiguring the interchange at I-35/Southwest Trafficway/Broadway to provide more direct access to Broadway and the Crown Center/Union Station area. The plan also recommended considering a new ramp access to I-35 at Southwest Boulevard to help divert trucks from 20th Street and 27th Street. It is recommended that these concepts be pursued.
- 6. Access/safety issues along Gillham Road.** The configuration of the “intersection” of Gillham Road and Pershing Road presents concerns with regard to safety. The 22nd/23rd Street Replacement and Crosstown Circle Plan recommended extending 22nd Street from McGee Street to Main Street which would reduce traffic at the Gillham Road/Pershing Road intersection. However, the safety concerns would remain. It is recommended that a comprehensive study of improvements to this intersection be conducted, including control and configuration options, as well as consideration of alternative connections between Pershing Road and Gillham Road.
- 7. Complete 22nd/23rd Street improvements including widening 22nd Street to four lanes east of Bruce R Watkins Drive to Brooklyn, ultimately providing a connection to I-70 to the east.**
- 8. Access to the west on the south side of the Loop.** The Wyandotte on-ramp to westbound I-670 was removed during the Bartle Hall expansion and a commitment was made by the City to replace the ramp in another downtown location at a date to be determined. The need and subsequent location for a replacement ramp should be identified. Any proposed location for a replacement ramp should be coordinated with proposed South Loop Link improvements.
- 9. Access and capacity on east side of the Loop.** The Northland MIS recommended additional I-29 lanes north of the Loop, and proposed tying them into the local street system with direct one-way frontage roads using Charlotte Street and Harrison Street. It is recommended that studies of this and other concepts for the east side of the Loop be completed to determine feasibility.



10. **Access to/from the north side of the Loop.** The north side of the Loop includes several access ramps in each direction – resulting in tight ramp spacing, and many weaving issues. It is recommended that a study be conducted to address these issues which enables access to north loop properties and explores concepts recommended in the “Sasaki Plan” (Downtown Corridor Strategy).
11. **Access to/from Columbus Park.** Currently, Columbus Park has heavy exposure but extremely limited direct access to the interstate. It is recommended that Columbus Park, especially from the west and to/from I-29, be studied and incorporated appropriately into future plans for the Loop and I-29.
12. **Enhance access to the Riverfront.** Improving access to the Riverfront is important to the future development of the area and should be incorporated into development planning as well as other infrastructure planning efforts, such as improvements to the Heart of America Bridge, a new single point exchange to the new Christopher Bond Bridge and front Street extension.
13. **Harlem Access to North Kansas City.** If the Harlem area is ever to redevelop, the connection to North Kansas City must be strengthened. Initiate a study to determine access options including considerations for grade-separated railroad crossings.

OTHER RECOMMENDATIONS

CHARLES B. WHEELER (DOWNTOWN) AIRPORT

Promote the Downtown Airport as an economic engine and transportation hub. The Master Plan for the Wheeler Downtown Airport aims to increase the number of operations by 70% ultimately. Interstate connections to the airport need to be strengthened, and access will always be an important consideration. It is recommended that the expansion of the airport per the Master Plan be supported.



STUDY ALTERNATIVE ALIGNMENTS FOR I-35 SOUTH OF THE LOOP

When the time comes to replace the I-35 structure south of the Loop, a study should be initiated to evaluate alternatives, including to realign I-35. This plan does not endorse a specific alignment. However, an alignment to the west should be explored. Impacts to access should be carefully considered. This recommendation should not deter needed improvements and upgrades.

TIE TRANSPORTATION RECOMMENDATIONS TO LAND-USE DECISIONS

The City is currently developing a detailed citywide travel demand forecasting model that will help quantify anticipated impacts of development. It is recommended that this and other tools be used as mechanisms to, at the very least, understand the infrastructure needs associated with land-use decisions, and at most, to encourage/require development to “pay its way” in terms of needed transportation improvements.

REINFORCE AND EXTEND THE BOULEVARD SYSTEM

Kansas City’s world-famous historical Boulevard system was conceived by George Kessler over 100 years ago, and is still being refined and expanded. It is recommended that roadway improvements in the downtown area respect the many designated Boulevards and Parkways, and find ways to enhance this system where possible.

WATERBORNE TRANSPORTATION

The river is not perceived as a transportation system by most Kansas Citians and barge traffic is low. There is limited recreational use of the river (e.g., the cross-state Missouri River 340 race), but it is not a pervasive activity. It is recommended that, in conjunction with the development of the Riverfront, transportation and recreation options along the Missouri River be explored.

SUPPORT RAIL FREIGHT NEEDS

Kansas City has a very dense rail network, and serves as an important national rail freight hub. The downtown area contains approximately 29 miles of rail track, the vast majority of which is grade-separated from the streets and highways. It is recommended that rail freight continue to be considered in transportation and development decision-making. Items might include opportunities to close or grade-separate at-grade crossings, support for rail-freight infrastructure needs (e.g., increased capacity), and support for rail-served developments and industry.



I-35 over Southwest Boulevard, not long after its construction in the 1950s



INFRASTRUCTURE

Relationship to Five Plan Goals

The overarching goal for this chapter is to encourage sustainable solutions for Greater Downtown water, sewer and stormwater infrastructure as a way to improve the public realm, decrease long-term costs, steward our water resources, and stimulate job growth. The recommendations in this chapter promote the following goals of the plan:

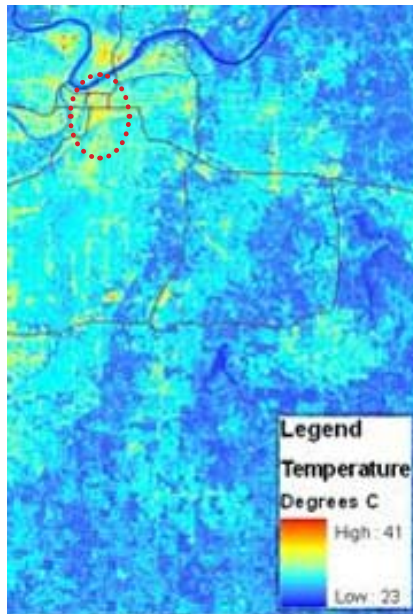
- **Double the population** – By improving basic infrastructure to make downtown neighborhoods more desirable.
- **Increase employment** – By completing ongoing infrastructure projects and making targeted improvements that help to support and attract future growth.
- **Create a Walkable Downtown** – By promoting green infrastructure which make these areas more attractive and comfortable to pedestrians.
- **Retain and Promote Safe, Authentic Neighborhoods** – By providing strategies to improve the maintenance of public infrastructure and decrease long-term costs.
- **Promote Sustainability** – By promoting a continued trend towards infrastructure solutions that reinforce Kansas City as an emerging leader in green stormwater infrastructure.

GUIDING PRINCIPLES

IMPLEMENT SUSTAINABLE, GREEN SOLUTIONS AND ACHIEVE MULTIPLE BENEFITS

Kansas City has made a strong commitment to becoming a green city, demonstrated by no less than ten green initiatives since 2005. Green solutions cannot completely replace traditional solutions based on pipe conveyance. However, traditional approaches to stormwater management and urban development have failed at many levels by deteriorating water quality, increasing flooding and contributing to overflows of the combined sewer system. Green Solutions offer the direct benefit of reducing stormwater runoff volume, pollutants and treatment cost, in addition to multiple indirect benefits:

- Cleaner Water
- Cleaner Air
- Reduced Urban Temperatures
- Moderated Impact of Climate Change
- Increased Energy Efficiency
- Source Water Protection
- Aesthetic Community Benefits



This image shows the relative temperature of Downtown. Enhanced green infrastructure can reduce urban hot spots. (image source: Mid America Regional Council).

For Kansas City to become the model New American City, commitment to investment in the most basic and essential city services is a high priority. ... These fundamental responsibilities are:

- *To protect the lives and property of Kansas Citizens*
- *To be responsible stewards of the public's capital assets*
- *To safeguard the natural environment*

– FOCUS Kansas City Plan

In terms of public infrastructure, Kansas City will place significant emphasis on using existing infrastructure in order to get the full benefit from investments already made, as well as on providing the highest quality new improvements where economic benefits clearly justify new investment. Providing for the long-term maintenance and operation of public assets will be a high priority. ... Concentrating investments to achieve efficiency and mutually supportive benefits will also be important in future decision-making.

– FOCUS Kansas City Plan

NEW PROJECTS WITHIN THE PLAN AREA WILL ADHERE TO THE CITY'S WET WEATHER SOLUTIONS PROGRAM GUIDING PRINCIPLES

- **Sustainable:** Through strong creative leadership and a stewardship ethic, the Wet Weather Solutions Program will take action to manage the City's water resources in a sustainable way.
- **Watershed-based:** Considers all sources of problems and solutions so that strategies account for the interrelationship of water, land use, air quality, and human communities within a watershed, leading to project outcomes with multiple benefits.
- **Maximize environmental, community and economic benefits:** Prefer options that create multiple benefits for the community, environment, and the regional economy so that the legacy is a stronger, more appealing, and more prosperous community.
- **Financial:** Manage the community's resources with a long-term view, pursuing fairness in the distribution of the economic benefits and burdens.

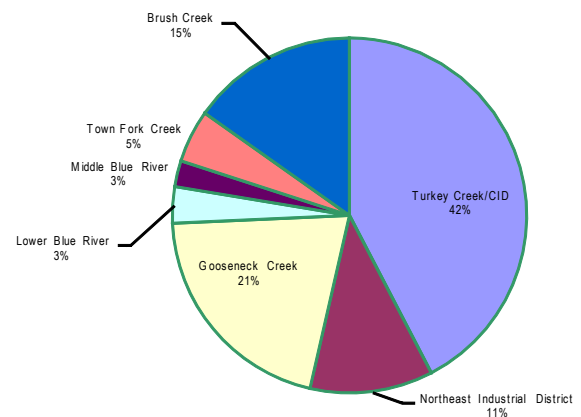
ADDRESS MAINTENANCE AND UPGRADES TO AGING INFRASTRUCTURE

The majority of the existing water, sanitary and storm infrastructure systems in the GDAP study area are 80-100 years old, or older. Maintenance or replacement of aging infrastructure, streets, curbs, gutters, sidewalks, water, and sewer lines is one of the most costly challenges in this area of the city.

ADDRESS COMBINED SEWER OVERFLOWS

While the GDAP planning area represents only 15% of the combined sewer area, it accounts for more than half of the annual overflow volume of combined sewage flows. The two basins that encompass the GDAP area - Turkey Creek/CID and Northeast Industrial District - contribute 53% of the total annual overflow volume from combined sewer overflows in the City.

Existing Overflow Volume 6.3 Billion Gallons/Year



FOCUS IMPROVEMENTS AND COORDINATE PROJECTS

Focus improvements where they will have the greatest economic benefit as part of a comprehensive economic development strategy.

Coordinate projects in order to maximize use of public funds. On-going planning and implementation should occur between City Planning and Development and other departments and agencies.

Recommendations

PROVIDE QUALITY BASIC INFRASTRUCTURE FOR ALL DOWNTOWN NEIGHBORHOODS

- The infrastructure in some areas is old and deteriorated (e.g. the West Bottoms). Leading public investments in basic infrastructure in these areas is critical to attracting new development.
- Perform infrastructure inventory for each GDA neighborhood and create a Capital Improvement Management Plan with annual updates.

UTILIZE PUBLIC SPACES TO IMPLEMENT GREEN SOLUTIONS

- Adopt city-wide design standards for all green solution projects in the public right-of-way, incorporating APWA Best Management Practices and providing flexibility in design.
- Implement an Urban Forestry program to include both streetscaping as well as trees in permanent open spaces (e.g highway right-of way).
- Design streetscape improvements to include green solutions.
- Showcase green solutions in City-owned facilities Downtown.

CREATE INCENTIVES FOR GREEN SOLUTIONS

- Create incentives to implement green solutions.
- Look for federal programs and recognitions that will help establish Kansas City as a national leader in stormwater best management practices.

GIVE PRIORITY CONSIDERATION TO INFRASTRUCTURE PROJECTS THAT:

- Facilitate new development in priority areas.
- Improve basic infrastructure and other City services in areas like the West Bottoms where infrastructure is deteriorated.
- Have multiple benefits:
 - Improvements are designed to address secondary objectives (as identified in this plan). For example, a stormwater improvement that also improves the public realm, water quality, air quality and reduces the heat island.
 - Improvements are coordinated to implement other improvements simultaneously.
- Enhance safety/reduce potential damage (flood control projects receive high priority).
- Lead to private investment projects or development.
- Have financial leverage, such as matching grants or multiple funding sources.



Broken catch basin in the West Bottoms

The average tree in KCMO intercepts 1,469 gallons of rainfall/year.

The average tree in KCMO saves \$39.56 in stormwater mitigation costs.

The average tree in KCMO saves .17 MWh in electricity per year, at a cost savings of \$13.02/year. (2007 costs)

The average tree in KCMO saves 22.9 THERMS of natural gas, at a cost savings of \$22.43/year. (2007 costs)

Total energy: Average KCMO tree saves over \$35/year in energy costs

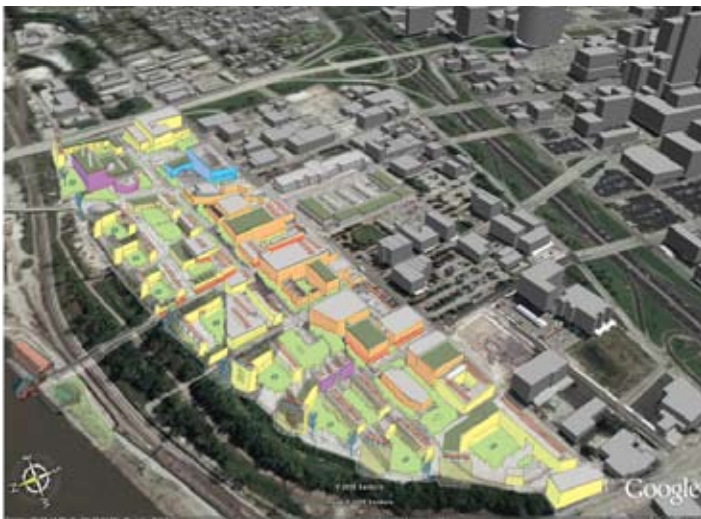
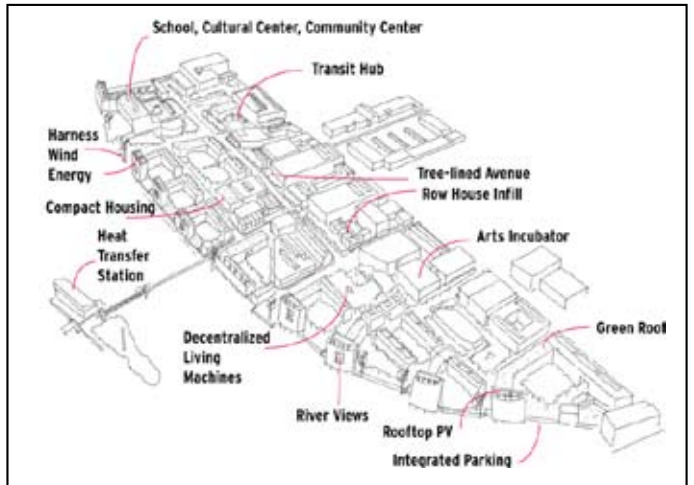
- Kansas City Parks and Recreation Department

MEASURE LIFE-CYCLE COSTS OF MAINTENANCE AND REPLACEMENT COSTS FOR INFRASTRUCTURE PROJECTS

- Establish a large scale green solution pilot area within Greater Downtown to track construction cost, maintenance, and relative effectiveness of green solutions in an urban environment.
- Define method to quantify life cycle costs.
- Address maintenance and upkeep of green solutions in the public right-of-way before installation.
- Improve public and interdepartmental access to information about where capital projects are being constructed and use standard format across departments. Information should be centralized. Provide interactive/printable online maps.
- Blend landscape architecture and civil engineering disciplines in the design of successful green solutions.

DECREASE IMPERVIOUS SURFACE WHILE INCREASING DENSITY

- Identify green solutions pilot/demonstration projects and areas.
 - Public support and acceptance is strong in neighborhoods like the Rivermarket and West Bottoms, representing an opportunity to establish a green solutions pilot area.
- Build upon 10,000 rain gardens program to create more urban rain gardens downtown.
- Promote and encourage building practices that effectively manage stormwater (reduced impervious surface, improved water quality, rainwater harvesting, trees/landscaping to improve air quality, etc.).
- Encourage development projects requesting incentives to provide public spaces, which include pervious surfaces and landscaping.



These five illustrations display the conceptual "greening" of the River Market neighborhood.

PROPOSED WATER INFRASTRUCTURE

The following projects have been recommended in the Overflow Control Plan (OCP) and KC-One Stormwater Master Plan for the Turkey Creek/CID drainage basin and Northeast Industrial District:

- Overflow Control Plan - Proposed System Improvements:
 - Sewer Separation. Separate Sewers in approximately 66 acres upstream of 31st & Broadway, and provide stormwater treatment facility.
 - Rehabilitate Existing Turkey Creek pumping station; Construct new 48" dia. force main to Westside WWTP (replace existing main).
 - Increase system storage upstream of Santa Fe Pumping Station through construction of next phase of Freighthouse District Storm Sewer Improvements.
 - Construct Approx. 7,400 ft. of 26 ft. diameter deep storage tunnel parallel to existing OK Creek Culvert from Turkey Creek Pumping Station to 21st & Grand.
 - Construct New pumping station for dewatering tunnel (pump to Westside WWTP through new force main from Turkey Creek Pumping Station).
 - Provide storage in existing OK Creek culverts through construction of automated control gates.
 - Turkey Creek basin is identified as a primary Focus Area for implementing green solutions.
 - Rehabilitate sewers and provide green solutions in the portion of the NEID basin within Greater Downtown.
- KC-One Stormwater Master Plan Improvements for Turkey Creek/NEID.
 - This plan includes \$477M in stormwater conveyance for Turkey Creek/NEID, comprised of a series of 12 storm tunnel segments ranging in diameter from 4-ft to 20-ft in diameter. The 26-foot diameter OK Creek tunnel and pump station planned in the Overflow Control Plan will also be utilized by this project, providing mutual benefit. The Turkey Creek portion of the project is currently under construction (2015 estimated completion date).

HOUSING and neighborhood IDENTITY

Relationship to Five Plan Goals

The overarching goal of this chapter is to increase and ultimately double the population of the downtown area. This will be accomplished by meeting the housing needs and desires of residents with diverse and equitable housing options, and promoting livable neighborhoods with rich history and unique identity needed to retain and attract residents. Doubling the population reinforces the other plan goals:

- **Double the Population** – By providing a diverse range of housing options and enhancing the unique character of downtown neighborhoods to attract and retain residents.
- **Increase Employment** – A larger population downtown (and therefore a larger employee pool) will help attract and retain businesses to the area.
- **Create a Walkable Downtown** – As more people live downtown, the streets will become more active with people and the services and amenities they support.
- **Retain and Promote Safe, Authentic Neighborhoods** – More “eyes on the street” improves the actual and perceived safety of the downtown area. Strategies in the chapter are designed to create stronger, healthier neighborhoods which are clean and well maintained.
- **Promote Sustainability** – Increasing density downtown places more people closer to jobs, reduces commute distances and times, reinforces alternative modes of transportation, capitalizes on existing infrastructure, and contributes to economic and fiscal sustainability.

Guiding Principles and Recommendations

MAINTAIN IDENTITY

Each neighborhood in the GDA has a strong identity. Investment and development should align with that identity to support authentic places.

- The City and community should market the identity of Downtown neighborhoods both within the City and to visitors and tourists.
- In order to preserve the Downtown Area’s history and character, older buildings should be rehabilitated into new housing stock via the use of historic tax credits and other incentives wherever feasible instead of being torn down.



In order for Kansas City to be the successful New American City, neighborhoods must be livable. Livable neighborhoods connect people physically and socially. They have an identity based on physical character, people, history, or resident involvement. They meet the housing needs and desires of people. And they are healthy in terms of housing conditions, neighborhood cleanliness, and the health of the people who live in them. Neighborhood identity, connectedness, health, and meeting the housing needs of all are essential to building the New American City.

– FOCUS Kansas City Plan



Only 38% of residents expressed satisfaction with the quality of City services and 25% were satisfied with the value received for their tax dollars and fees.

– Resident Survey

CREATE LIVABLE NEIGHBORHOODS

In order to attract new residents as well as retain a higher percentage of existing residents, downtown neighborhoods must provide a high quality of life for a diverse range of people and families. Neighborhoods must be safe, healthy, and provide transportation alternatives and must offer the right housing options and amenities for people in every phase of life.

- Provide a “complete community” that reduces barriers to attracting people downtown (quality schools, jobs, transit, retail, parks, etc.).
 - Increase education options for downtown residents and families.
 - Tax incentive projects should include improvements within the neighborhoods like streetscape and sidewalk repairs and housing grants.
 - The City should direct service delivery to retain existing residents and attract new residents. The City and community should conduct periodic reexamination of the “where,” “how,” “how much” and “what kind” of City services provided in the Greater Downtown, given increasing and changing residential patterns.
 - Housing initiatives need to be planned and implemented in concert with economic development efforts. A strong, diverse resident population needs economic activity (retail, grocery, restaurants, etc) and vice-versa.
 - Provide appropriate regulation of noise to prevent loud noises in late evening and early morning.

BE TARGETED AND EQUITABLE

Public investments should be targeted to lead and support private investment in housing and new tools should be developed to attract new housing. There is also a need to make sure that all neighborhoods in the Plan area benefit from the Plan and its initiatives. At least some – but not all – investments, should target the less advantaged communities in the area.

- Create and implement a comprehensive Housing Policy for Greater Downtown.
 - Develop proactive and clear policy for the City to work with developers to provide “gap” financing to subsidize private investment.
 - Identify leading public and private improvements.
 - Develop an entity that can serve as a real estate developer in the public interest.
 - Remove zoning and other barriers to new housing in Downtown neighborhoods.

Only 37% of residents indicated that their next move would likely be in the downtown area. Of those, 50% expected to be looking for a condominium, 30% would be looking for a single family home, 10% for a multi family rental home and 7% for a duplex or triplex. 68% expected to purchase.

– Resident Survey



PROVIDE DIVERSE HOUSING OPTIONS

Every neighborhood should have a mixture of housing options. Although each neighborhood may have slightly different models for diversity, there should be a minimum expectation for affordability and a mix of housing types throughout the greater downtown area.

- Track units by housing type and availability and monitor demand for various housing types. Make information readily available to the public.
- Provide adequate housing options to retain existing residents.
- Increase amount of mid-priced rental housing units to meet current demand for Downtown housing.
- Cluster high density housing near activity centers with amenities.
- Allow residential in the West Bottoms and other previously prohibited areas, particularly where there is opportunity for use of Historic Tax Credits.
- Increase housing opportunities for those with moderate and low incomes.
 - Promote mixed income housing; do not create concentrations of low income housing.
 - Create land grants or loans for home owners going into foreclosure.
 - Continue to access state funding resources (as available) to rehabilitate older buildings with historic tax credits and other incentives [e.g., West Bottoms has many of the remaining buildings not yet rehabbed].
 - The City should explore other possibilities to finance low-income housing (in addition to low-income and historic tax credits) such as tax credits for home-buyers below certain income levels, revolving loan funds, and accessing funds from the newly created Affordable Housing Trust Fund from fees on Freddie Mac and Fannie Mae.
 - Accommodate homeless/disadvantaged population - Consolidate and improve the social services delivery system at a single location.

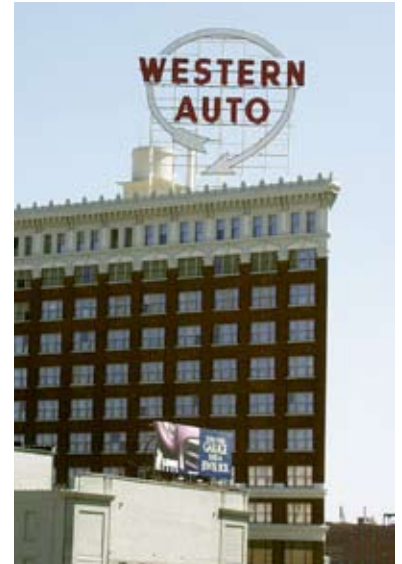
PROMOTE DENSITY

Creating a critical mass of people and services is important to the sustainability of individual neighborhoods and the entire greater downtown area. Neighborhood centers with centralized amenities and vibrant urban districts attract visitors and make the unique neighborhoods more accessible. The increase in economic sustainability created by centralizing amenities also strengthens the tax base of the area.

BUILD SOCIAL CAPITAL

Although many of the neighborhoods in the Downtown area are known for their strong neighborhood associations there is always room to build the social capital of the area.

- Neighborhoods with active and united associations should work to maintain their current state and those without established or active organizations should work to create better communication and community coordination.
- Neighborhood leaders should work to create a better system for inter-neighborhood communication.
- Explore the creation of a unified or “umbrella” neighborhood organization for GDA neighborhoods.
- Improve communication between the City and neighborhood groups.



81% of residents were “very supportive” or “somewhat supportive” of an increased population to support desired businesses.

– Resident Survey

Only 27% of residents were satisfied with the effectiveness of City communication with the public.

– Resident Survey



TRACK PROGRESS IN HOUSING

Metrics should be used to track the change in the area's housing stock, projects underway, and the need among low and moderate income households. Proposed metrics include:

- Percentage of Downtown residents who indicate their next move will be downtown. Also track reason for move (price, livability, services, etc..) and type of housing sought.
- Sales Data
 - Average Days on Market
 - Number of Homes Sold (including change from previous year).
 - Average Sales Price (including change from previous year).
- Median Value of Housing Stock
- Average Rent
- Number and Value of New Projects – Separated by Rentals and Sales .
- Number and Value of Projects Using Historic Tax Credits.
- Measures to be Calculated on Decennial Census:
 - Percent of Extremely Low-Income ¹ Renter Households with a Severe Housing Burden. ²
 - Percent of Very Low-Income Renter ³ Households with a Severe Housing Burden.
- To monitor progress towards its key housing goals, the effort should:
 - Track and compare investments in both the rehabilitation of existing housing stock and new infill housing developments so as to ensure that there is a balance between the two and to monitor effectiveness.
 - Develop annual or biannual metrics to track the change in the area's housing stock, its value, housing projects underway, and the need among low and moderate income households.

¹ Extremely Low-Income households defined as those with income at or below 30% of area median.

² Severe housing burden defined as spending more than 50 % of income on housing costs.

³ Very Low-Income households defined as those with income between 30% and 50% of area median.

revitalization and **ECONOMIC DEVELOPMENT**

Relationship to Five Plan Goals

The over arching goal of this chapter is to competitively position Downtown to attract residents and businesses and foster new development (with an emphasis on a diverse mix of businesses and high wage jobs). The recommendations in this chapter promote the following goals of the plan:

- **Double the population** – A larger population downtown (and therefore a larger employee pool) will help attract and retain businesses to the area
- **Increase Employment** – By implementing a proactive, layered and focused economic development strategy.
- **Create a Walkable Downtown** – As more people live and work downtown, the streets become more active with people and the services and amenities they support.
- **Retain and Promote Safe, Authentic Neighborhoods** – More “eyes on the street” improves the actual and perceived safety of the downtown area. Strategies in the chapter are designed to attract new development and investment which in-turn improves the overall maintenance and health of downtown neighborhoods.
- **Promote Sustainability** – The utilization of existing infrastructure and reuse of historic buildings is a sustainable approach to development. Increasing density downtown places more people closer to jobs, reduces commutes, reinforces alternative modes of transportation, capitalizes on existing infrastructure, and contributes to economic and fiscal sustainability.

Guiding Principles and Recommendations

SUSTAINABLE ECONOMIC DEVELOPMENT

Create the conditions which foster economic growth, the outcome of which is an improvement in the quality of life.

- Create quality jobs.
- Strengthen the economy and build the wealth of Kansas City.
- Sustain a high quality of life.
- Promote stewardship of the City’s resources.
- Maintain and develop affordable, quality housing opportunities.
- Promote comprehensive opportunities for education, skills development and life-long learning.¹



The central city is home to an exciting, involved and committed business citizenry. These prized organizations are not taken for granted; the city will focus first on the retention of existing businesses to ensure that support of them is in balance with efforts to attract new businesses. It will then work to attract new businesses, encouraging their location in central city areas targeted for development and redevelopment initiatives. These areas will be designed to cluster businesses into activity centers to create the opportunities inherent to dense urban environments. These efforts will be driven by the primary goals of maintaining and creating good jobs for the people of Kansas City.

– FOCUS Kansas City Plan,
Plan for the Heart of the City
(Urban Core Plan)

¹ Economic Development and Incentive Task Force, Policy Recommendations, August 2007

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

While the City's EDI policy guides the use of incentives (reactive and process oriented), what is needed is a comprehensive economic development strategy (proactive and goal oriented) that incorporates the opportunities and needs of the Greater Downtown Area (GDA). An economic development strategy would:



- Develop a strategy to address high office vacancy rates.
- Explore a variety of strategies including the use of incubators, incentives, marketing/branding, etc.
- Build on the Downtown Council's (DTC) marketing initiative. Look for ways to leverage individual neighborhood character and events.
- Develop a green tech incubator to help grow green jobs.
- Finalize a streamlined, proactive, and coordinated tax incentive policy.
- Identify competitive advantages to be leveraged and challenges to be overcome.
- Identify roles, responsibilities and partnerships in economic development.
- Identify opportunities for high-wage job growth and small business growth.
- Identify industries to target for recruitment, retention, and expansion (see "Maintain Business Diversity").
- Leverage best practices from other cities.
- Conduct a systematic review of development incentives to align their application and administration with the objectives and priorities outlined in this plan. Explore opportunities to consolidate, simplify and utilize incentives more creatively. Evaluate tools being used in other communities.
- Create development strategies for the Vine Street District, West Bottoms, Paseo West, and Harlem to shape a vision for development and appropriate mix of uses in each neighborhood.



FOCUS AND PRIORITIZE

While no area should be excluded from incentive eligibility, the city must be deliberate and targeted with economic development strategies to advance the goals of this plan. Examples of specific tactics include:

- Leverage the momentum of recent successes (i.e. Power and Light District) and focus on completing projects already started.
- Create new tools which are easier to use and apply them in priority areas.
- Direct public investments and marketing to lead private investment.
- Establish thresholds which reward projects that meet established priorities of the Plan.

HOLISTIC APPROACH

Employ more than incentives alone to attract private investment and do so in a focused manner.

- Efforts should include capital improvements, City services and amenities, public realm improvements, enhanced public transit, land assembly, job training and other tactics.
- Address and improve core public service needs (education, public transit, water/sewer).
- Continue to improve the City permitting and development process:
 - Complete and implement the collaborative work of the EDC and City to allow for a single point of entry and consistent EDC/City project manager.
 - Communicate improvements to the development industry.
 - Increase City coordination and accountability to ensure that: a) responses to private developers are consistent; and b) issues and delays are minimized and addressed.
- Work with the Downtown Council on recent efforts to brand and market the Downtown Area, highlighting the advantages of Kansas City.
- Capitalize on emerging funding and publicity mechanisms:
 - Explore opportunities for public realm improvements in conjunction with major new stormwater infrastructure investments.
 - Arts influences are continuing to emerge and should be encouraged.
 - Black Heritage District Economic Development Plan.
 - Mayor's New Tools program.

INCREASE GROCERY/RETAIL SERVICES IN THE GDA

Develop an interactive strategy with population growth objectives, requiring public-private partnerships.

- Focus this initiative on under-served areas surrounding the Downtown Core such as 18th and Vine.
- Complete a gap analysis to demonstrate the purchasing power of each neighborhood relative to current services available (i.e., average incomes may not attract private investment, so need to emphasize density of population and aggregate income).





MAINTAIN BUSINESS DIVERSITY

Grow and maintain a diverse mix of businesses and industries providing high-paying jobs. Target industries with a focus on quality jobs and diverse industries.

- Complete a SWOT analysis of each target industry to better understand the opportunities and areas for improvement to encourage development of each industry (e.g., site/building availability, workforce, incentives and funding, infrastructure, etc.).
- Sectors that show promise in the GDA include:
 - Hospital/healthcare services.
 - Life sciences (e.g., the Downtown Corridor Strategy recommends capacity for 250,000-300,000 square feet of research space).
 - Green technology jobs (energy, design, research).
 - Creative economy including galleries and other arts related businesses.
 - Printing and publishing.
 - Architecture and engineering.
 - Universities.
 - Specialized manufacturing and distribution.
 - Document transaction and record management.
 - Communications and graphic design.
 - Regional financial center.



CREATE SYNERGY

Focus complementary uses strategically together to reinforce existing districts, anchors and activity centers and protect previous City investments:

- Government office buildings in the Government District.
- Hotel and entertainment projects in the Power and Light and Convention District.
- New cultural destinations in Union Station.
- New large office projects in the Downtown Loop.
- Health care/life sciences in Hospital Hill.
- Creative economy in the River Market.
- Logistics and distribution in the West Bottoms and the airport.
- Design, communications and arts businesses in the Crossroads Arts District.



FOSTER SMALL BUSINESSES

Create policies and provide the tools, process and structure to foster small business development. Conduct a comprehensive examination of the way the City and its development agencies focus resources to address small business development and small projects. Develop tools specifically designed for small projects and small businesses.

FACILITATE SMALL PROJECTS

The cost and complexity often associated with incentive programs can put them out of reach for smaller projects. Develop and promote tools to simplify the process and assist small projects.

BUILD COMMUNITY

Development projects requesting incentives should improve the surrounding physical environment and facilitate connections. Avoid an inward focus within the boundaries of the site.

BALANCE INFILL WITH REHABILITATION

Explore the extent to which existing tools favor rehabilitation over new construction and develop new tools or mechanisms as needed to encourage infill in key areas where the stock of historic buildings is less abundant.

MAINTAIN GREATER DOWNTOWN AS THE REGIONAL CENTER

Ensure that Greater Downtown continues to be the center of culture, employment, government, and entertainment.

IMPROVE FISCAL HEALTH

Sustaining the fiscal health of the City must be a top priority, including efforts to increase the tax base and be more transparent regarding fiscal conditions, incentives, and other municipal finance issues.

CREATE A “24 HOUR CITY”

As the population begins to increase continued economic development is catalyzed. A larger population can support more retail space and create a larger labor pool. It attracts the amenities desired by a creative workforce and bolsters the attractiveness of downtown for future employers. Population growth must occur through a mutual respect of a mixed use community.

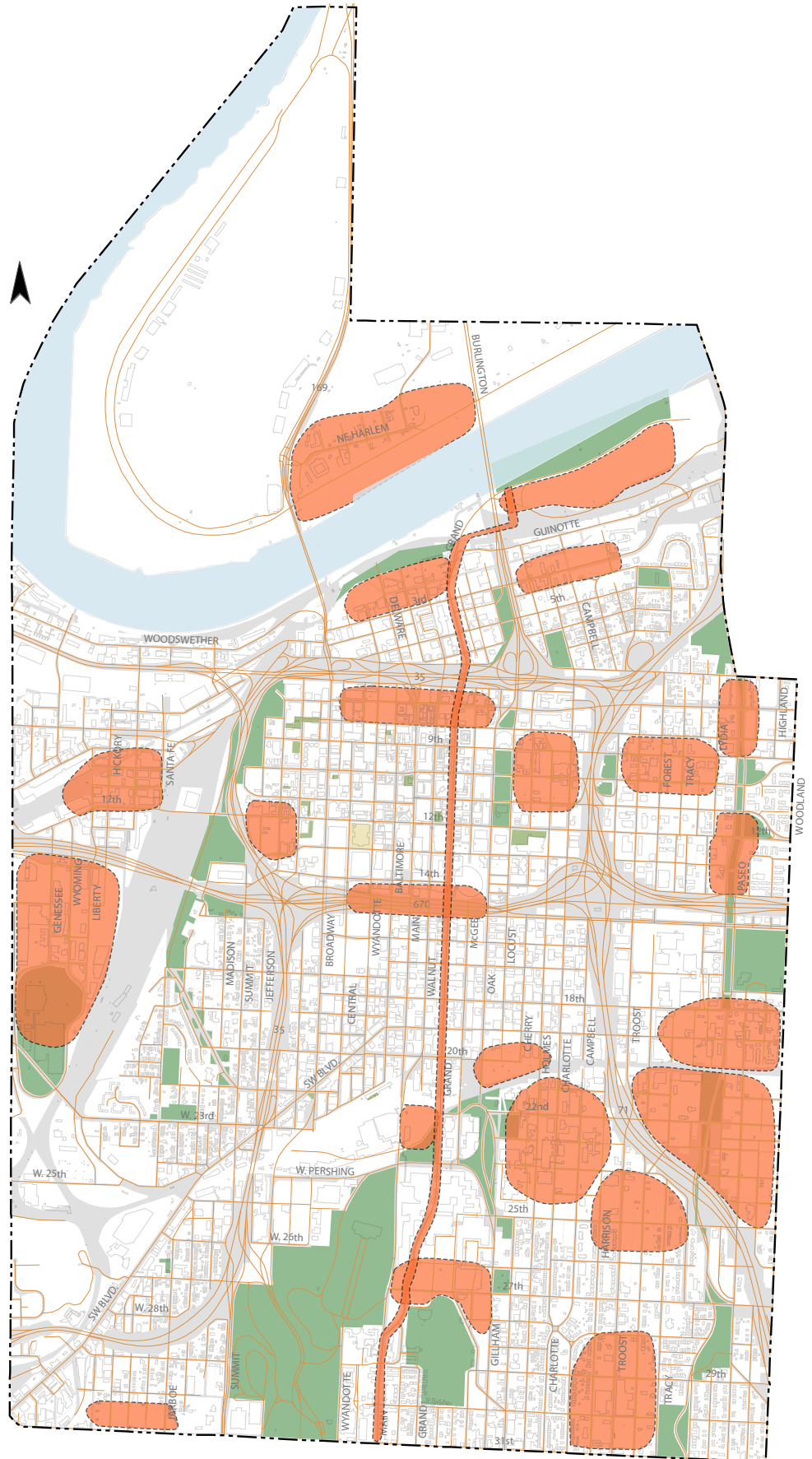


Development Opportunities



DEVELOPMENT OPPORTUNITIES

The Development Opportunities Map identifies areas with the potential for larger development projects. Generally, these are areas where development is currently underway or being planned, or areas which make important connections or fill critical gaps. This map does not show the numerous opportunities for small infill projects or building renovations.



Performance Measures and Targets

Performance measures to set targets for improvement and track conditions and progress over time are critical.

The following performance measures should be tracked to assess the economic development conditions and improvement in the Greater Downtown Area. The table that follows presents the current value for key indicators along with a suggested “target” for improvement for 2020.

- Resident Employment and Unemployment Rate
- Household Income
- Number of Business Establishments and Employees
- Population (annual estimates)
- Office Space Occupancy by Class
- Office Lease Rates
- Retail Space Occupancy and Lease Rates
- Taxable Sales (volume, seasonal trends, by ZIP Code)
- Downtown Area Innovative Industries. Track the number of establishments and employment ranges for the following industries:
 - Professional and Business Services.
 - Education and Healthcare.
 - Information.



Economic Indicator	Current Performance	2020 Target
Unemployment Rate	17.6%	10.0%
Median Household Income	\$29,277	\$40,000
Business Establishments (number)	2,493	3,500
Business Establishments (5-year avg growth)	1.3%	2.5%
Job Growth Rate (5-year average)	3.8%	5.0%
CBD Office Space Vacancy*	21.5%	15.0%
Taxable Sales (mill \$)	\$1,508	\$2,500
Taxable Sales (5-year average growth)	-1.7%	3.0%
Innovative Industries (establishments)		
Professional and Business Services	578	700
Education and Health Care	133	200
Information	120	200
Innovative Industries (5-year avg growth)		
Professional and Business Services	3.9%	5.0%
Education and Health Care	0.9%	4.0%
Information	2.9%	5.0%

* Colliers, Turley, Martin, Tucker – Kansas City market research office (first quarter, 2009)

EDUCATION

Goal

Ensure quality education options for downtown residents and families.

In order to achieve the goal of doubling the population, Greater Downtown must be perceived as a quality place to raise children. The resident survey results indicate there is work to be done in this area. Central to this issue is the perceived lack of quality options for k-12 education. Whether or not this perception is based on fact, it must be addressed to achieve the plan's goals.

Recommendations

Increase and improve education options for downtown residents. Strategies may include the following:

- Partner with the Kansas City, Missouri School District, the business community, and other stakeholders to explore all education alternatives and lobby for a comprehensive approach to education.
- Explore the creation of a downtown charter school or like schools with special areas of expertise. Some examples include schools with sustainability / business / language focus.
 - Research other communities with successful downtown education solutions (i.e. Des Moines).
- Recognize and support programs that are already started – such as the KIPP and the Performing Arts Camp.
- Develop links with community colleges to take advantage of job training programs.

Find champions to change reality and perceptions.

- Market success stories of families in the area who have found quality public education for their children.



Quality of Life Issues.

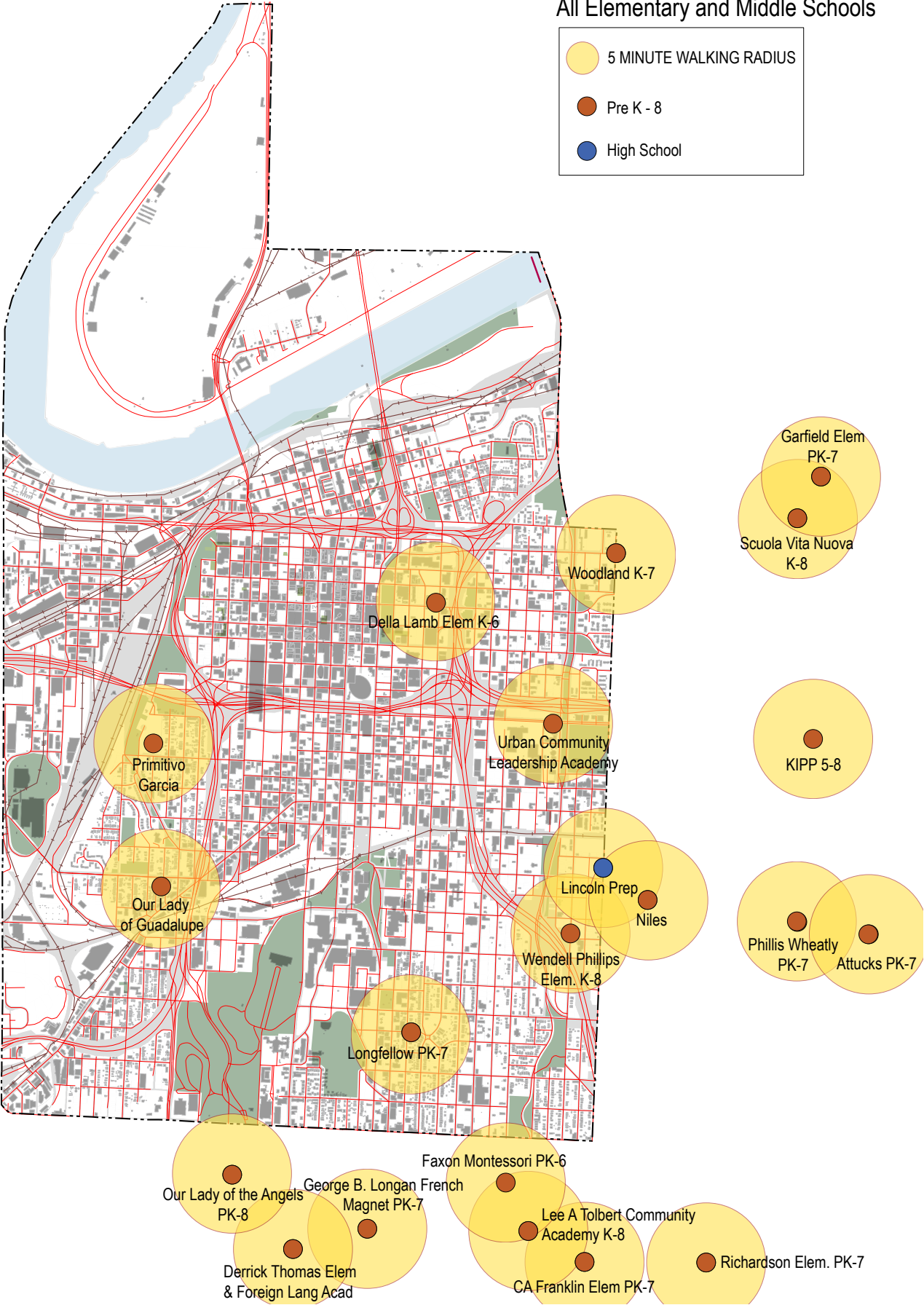
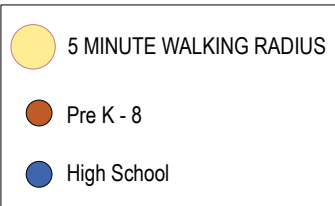
While 72% of residents felt downtown was a “good” or “excellent” place to live, 68% felt it was a “below average” to “poor” place to raise children.

– Resident Survey

Sixty-five percent (65%) of those surveyed felt that there was a lack of quality schools available to residents of the downtown area.

– Resident Survey

All Elementary and Middle Schools



IMPLEMENTATION

More than any other comment, the number one public concern surrounds the implementation of the Plan. After significant personal investment in the planning process everyone wants to see this plan implemented. This requires a high level of trust and cooperation between citizens, elected officials, city staff, city boards, businesses, community organizations, and other governmental organizations - all of whom need to move forward together. The Implementation Chapter identifies phasing, priorities, and responsible parties. The following points represent some of the over-arching elements of the implementation plan:

- **Focus and Finish What We've Started** – Stick to the game plan and complete projects in order. When undertaking a project or policy, finish before moving on to the next area.
- **Align City Hall** – The vision of the Plan is kept by everyone who contributed to the work, but they will need the support of City departments to coordinate efforts and be effective. It is critical that new projects from every department happen in conjunction with the Plan.
- **Keep Stakeholders Involved** – No one knows the issues as well as the collective group of stakeholders participating in this Plan. Those connections must be maintained and stakeholders must remain engaged. The Stakeholders should be proactive about Plan implementation and be empowered to champion the vision and projects.
- **Think About the "In Common" Benefits** – Rise above individual projects and opinions and use the common vision to get the necessary work completed.
- **Start with Policy** – Many changes can be made quickly and for relatively little monetary investment. Establishing policy first also creates the necessary framework for future implementation activities.
- **Be Bold (but Prudent)** – Overwhelming support exists for bold evolutions of policy and new projects.
- **Identify Plan Champions** – Not only for overall plan implementation, but individual champions will be needed for each project to maximize the chance of success.

Plan Administration

PLAN OWNERSHIP

The plan requires champions. To be successful and realize the plan vision, it is imperative for the community to be a proactive partner and to remain engaged in implementation activities. Success also hinges on coordination of City activities. The plan must become the City's plan, with ownership and responsibility of all City agencies. The City and the community must strive to move forward in unison toward common goals. Key elements of an implementation program include:

- Build strong, consistent leadership in support of the Plan.
- Identify a strong community champion to take a lead role in implementation. Create an Implementation Committee as steward of the Plan with representation from the City Council (4 members who represent the GDAP area), the Downtown Council, all GDAP neighborhoods, and City staff (City Planning, Public Works, CIMO, and City Managers Office). The committee should be empowered by the City to oversee plan implementation activities, address unforeseen issues and proposed plan amendments. Review by the committee will ensure compatibility with goals and guidelines expressed within the GDAP. The committee will reside under the auspices of the City Planning Department. Each neighborhood representative has one vote and may only vote on issues within their neighborhood. GDAP issues that fall within multiple neighborhoods are voted on by each impacted neighborhood. It is recommended that the committee be co-chaired by the Downtown Council and the City Planning Department.
- Coordinate actions between City departments and incorporate plan recommendations into City service delivery.
- Improve communication between city and neighborhoods.
- Initiate a coordinated and targeted capital improvement and economic development program.

AMENDMENTS

Amendments and exceptions to the plan are anticipated. The plan is intended to be flexible and provide guidance should unforeseen conditions arise. However, as amendments and exceptions are made, care should be taken not to incrementally erode the overall vision. All proposed amendments and exceptions should be evaluated by the Implementation Committee and weighed against the Vision Statement, the Five Plan Goals and the Decision Making Criteria prior to being considered by the decision-making body (City Council, Parks Board, BZA, etc.).

Implementation Matrix

The general phasing of implementation projects is outlined in the following pages. The grouping of projects by year has been done to establish a general order and prioritization. It is not the expectation that these projects will necessarily be completed in the specified year. Furthermore it is anticipated that many projects will require much more than a single year to complete. For each project the matrix identifies the following:

- Entities primarily responsible for implementation (not necessarily the project champion – just the entity most likely to carry out the project).
- Potential partners (secondary responsibility).
- A chapter reference for more information about the project.
- Which of the five plan goals that the project supports.

Ongoing Items

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
OG-A. Continue to use the survey tool to evaluate success and gauge community priorities and needs.	●	○			appendix b, 87	●	●	●	●
OG-B. Improve the connectivity between neighborhoods and enhance the sense of arrival to the area.	●			○	land use, 19; public realm, 23		●		●
OG-C. Develop and implement bicycle level of service standards and integrate into the development process.	●				land use, 22; transportation, 43	●	●		
OG-D. Implement neighborhood downzonings where consistent with the land use plan	●		○		land use, 22				●
OG-E. Create standards and incentives to promote sustainable development	●				land use, 22	●		●	
OG-F. Implement “Master Plans” for large institutional stakeholders which integrate the goals of this plan.				●	land use, 22	●	●	●	●
OG-G. Improve underpasses and railroad crossings to improve connectivity	●				public realm, 24		●		●
OG-H. Investigate alternatives to the existing highway system.	●				public realm, 24; transportation, 49	●	●	●	
OG-I. Implement minimum streetscape on all streets and enhanced streetscape on Corridor Streets (starting with links between activity centers)	●				public realm, 26	●	●	●	●
OG-J. Create a series of gateways to communicate entry into a distinct area and help define edges	●			○	public realm, 26				●
OG-K. Improve Way-finding - Build upon the City’s existing way-finding signage system.	●				public realm, 33				●
OG-L. Conduct and maintain a complete inventory of pedestrian facilities in the downtown area.	○	●			transportation, 36	●	●		●
OG-M. Complete Gaps in the Sidewalk System.	●				transportation, 36	●	●		●
OG-N. Improve street crossings along key corridors.	●				transportation, 38	●	●		●
OG-O. Perform a Walkability Assessment for new Pedestrian Zones.	●				transportation, 38	●	●		●
OG-P. Pursue road diets on recommended roadways.	●				transportation, 40	●	●		●

Ongoing Items

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
OG-Q. Implement bike lanes and trails.	●				transportation, 43	●	●		●
OG-R. Address maintenance and upgrades to aging infrastructure. Provide quality basic infrastructure for all downtown neighborhoods.	●				infrastructure, 52			●	●
OG-S. Address Combined Sewer Overflows.	●				infrastructure, 52	●			●
OG-T. Focus improvements and coordinate projects.	●				infrastructure, 52				●
OG-U. Utilize Public Spaces to Implement Green Solutions, and create incentives for green solutions.	●				infrastructure, 53	●	●	●	
OG-V. Create Livable Neighborhoods to attract and retain residents.	●			○	housing, 58			●	●
OG-W. Be Targeted and Equitable with public investments to lead and support private investment. Ensure that all neighborhoods benefit.	●				housing, 58			●	●
OG-X. Provide Diverse Housing Options - Every neighborhood should have a mixture of housing options.	○			●	housing, 59			●	●
OG-Y. Build Social Capital – Improve City and neighborhood communication, explore unified neighborhood organization.	●		●		housing, 59			●	●
OG-Z. Create policies and tools to foster small businesses and small development projects.	●				economic development, 64			●	

0

Initial Steps

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
0-A. Align City Departments to coordinate initiatives	●				implementation, 71	●	●	●	●
0-B. Create a Downtown Housing Policy	●				housing, 58	●		●	●
0-C. Identify Plan Champion, Form Implementation Committee(s) and Identify Staff	●	○	○		implementation, 71	●	●	●	●
0-D. Development Code 6 Month Review. Integrate Plan Goals	●					●	●		●
0-E. Revisit Sidewalk Maintenance Policy	●				vision, 8; transportation, 38		●		●
0-F. Create a proactive downtown economic development strategy and craft new economic development tools for small businesses and small projects.	●				vision, 10; land use and development, 22; economic development, 62	●	●	●	●
0-G. Implement and support the Black Heritage District Economic Development Plan	●			○	economic development, 63	●	●	●	●
0-H. Provide quality basic infrastructure for all downtown neighborhoods.	●				infrastructure, 53	●	●	●	●
0-I. Establish Policy for Liquor Permits	●		○		land use, 22				●
0-J. Track Performance Measures for Housing and Economic Development	●	○			housing, 60; economic development, 67	●		●	

1st Year

Project	Responsible Entities:					Plan Chapter/Page	Goal Supported				
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers			Sustainability	Walkability	Double Population and Employment	Safety and Maintenance	
1-A. Convention Hotel - Completion of a feasibility and funding study	•			•		appendix d, 104; economic development, 64	•		•		
1-B. Complete Power & Light District by encouraging buildout and finding a tenant for Sprint Center	○	•		•		appendix d, 104; economic development, 63	•	•	•		
1-C. Connect Kauffman Center for the Performing Arts with other Downtown Destinations (streetscape, way finding)	•		○			public realm, 30		•			
1-D. Build 12th St Viaduct & Forrester Viaduct	•					appendix d, 104; transportation, 47		•		•	
1-E. Penn Valley Park Improvements : Washington Lake/Off Broadway Theater/Skateboard Park Part 2	•		○			appendix d, 104; public realm 32	•	•	•	•	
1-F. Improve appeal and safety of Penn Valley Park (consistent with the Penn Valley Park Master Plan)	•		○			appendix d, 104; public realm 32	•	•	•	•	
1-G. Further accommodate homeless/disadvantaged population, building on past work - consolidate and improve the social services delivery system		•	•			housing, 59	•			•	
1-H. Market "tool kit for small business" and "New Tools"	•	•		○		economic development, 64	•		•		
1-I. Create Overlay Zoning (Pedestrian, Historic, Sustainability). Customize with Community Input.	•	○	○	○		land use, 20, 22	•	•	•	•	
1-J. Implement Troost Bus Rapid Transit	•					appendix d, 104; transportation, 44	•	•	•		
1-K. Evaluate and implement a rubber tire trolley circulator to connect downtown destinations.	•	•				appendix d, 104; transportation, 44	•	•	•		
1-L. Improve bike ability on two N-S routes and two E-W routes (coordinate with Road Diets)	•					appendix d, 104; transportation, 43	•	•			
1-M. Implement Parking Management Strategy	•	•				transportation, 45	•	•		•	
1-N. Implement road diet on two streets (Potentially 3rd and 20th)	•					appendix d, 104; public realm, 26; transportation, 40, 45	•	•		•	
1-O. Design and construct the 18th Street Connector, as recommended in the 22nd/23rd Street Connector Study	•					public realm, 30; transportation, 37		•		•	
1-P. Connecting to river: Construct Riverfront Heritage Trail ASB Bridge underpass and Wetlands Ecosystem project	•					appendix d, 104; public realm, 23; transportation, 37, 42-44	•	•			
1-Q. Implement and support the Hospital Hill/Crown Center Master Plan				•		appendix d, 104	•	•	•	•	
1-R. Improve programming and access of Washington Square Park.	•	•		○		appendix d, 104; public realm, 32; transportation, 62		•	•	•	

1st

Year

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
1-S. Evaluate development potential of area surrounding Washington Square	●	●		○	appendix d, 104; public realm, 30; economic development, 60	●	●	●	
1-T. Create Complete Streets Policy	●				public realm, 26-27; transportation, 36, 40	●	●		●
1-U. Craft Transit Oriented Development Corridor Policy	●				land use, 19, 21; transportation, 44, 45	●	●	●	
1-V. Invigorate 18th and Vine development project / partnership	○	●		○	appendix d, 104; public realm, 37; transportation, 37, 38; economic development, 63,66	●	●	●	●
1-W. Improve Street Crossings on Broadway, Southwest Blvd, 3rd & Main, and other targeted locations	●				transportation, 38		●		●
1-X. Focus on Beacon Hill development	●			●	appendix d, 104; economic development, 66	●	●	●	●
1-Y. Move East Village mixed-use development forward.	○			●	appendix d, 104; economic development, 66	●	●	●	●
1-AA. Continue to improve the City permitting and development process	●	○		○	economic development, 63	●		●	
1-BB. Find a champion to work with KCMO School District, neighborhoods and business leaders to increase education options for downtown residents and families	●	○	○		education, 69	●		●	
1-CC. Current transportation studies to integrate: improving direct I-70 access to West Bottoms, and I-35/Loop for alternate scenarios	●				appendix d, 104; transportation, 46	●	●		
1-DD. Start construction of the Front Street Extension connecting the Christopher S. Bond Bridge to the Grand Avenue viaduct.	●				appendix d, 104			●	

2nd Year

Project	Responsible Entities: ● Primary ○ Secondary					Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers	Sustainability		Walkability	Double Population and Employment	Safety and Maintenance	
2-A. Implement South Loop Link study recommendations (Defer to South Loop Link study for appropriate timeframe)	●			○	appendix d, 104; public realm, 24	●	●		●	
2-B. Study Light Rail/Streetcar and Transit Oriented Development along Grand Avenue/Main Street: potential for short-run fixed rail solution	●				land use, 21; public realm, 26; transportation, 44; economic development, 63	●	●	●		
2-C. Identify future use for American Royal/Kemper	●			○	appendix d, 104; land use, 22; public realm, 29	●			●	
2-D. Complete Broadway Streetscape (Broadway Bridge to Southwest Boulevard)	●				appendix d, 104	●	●		●	
2-E. Implement a urban pilot area for green storm water solutions	●		○		appendix d, 104; infrastructure, 54	●	●		●	
2-F. Rework entry and exit ramps to the North Loop	●				transportation, 47				●	
2-G. Develop metrics for improving the fiscal health of the City.	●				economic development, 67	●		●		
2-H. Develop district signage program and way-finding system	●	○			public realm, 33		●			
2-I. Support West Bottoms redevelopment as a mixed use community	○			●	vision, 22; land use, 13, 20; public realm 29; housing, 58; economic development, 66	●	●	●	●	

3rd

Year

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
3-A. Provide Bike/Pedestrian Connections over River	●				transportation, 37, 42-43	●	●		●
3-B. Address revitalization of Southwest Boulevard through public improvements, development and maintenance strategies	●	○		○	appendix d, 104; public realm, 26-27; transportation, 49	●	●	●	●
3-C. Underpass revitalization: Improvements to basic lighting and maintenance as well as inclusion of activities such as bazaars or skateboard parks - Southwest Blvd. (1/year, after Southwest Blvd., Bartle Hall underpass)	●				public realm, 24-25		●		●
3-D. Complete 22nd/23rd Street	●				transportation, 47-48		●		●
3-E. Find permanent Downtown Steamboat Arabia location		●			appendix d, 104	●			
3-F. Strengthen Union Station		●			appendix d, 104; public realm, 29-30; transportation, 44; economic development, 64	●	●		
3-G. Build upon 10,000 Rain Gardens initiative to create more urban rain gardens Downtown	●	○		○	infrastructure, 54	●			●
3-H. Create resource efficient building performance guidelines.	●				land use, 22	●			
3-I. Work with neighborhoods to implement downzonings where consistent with the policies of the plan	●		●		land use, 22				●

mid

4-8 years

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
M-A. Construct additional viaducts to provide access to the Riverfront	●				appendix d, 104		●	●	
M-B. Reconfigure Richard L Berkley Riverfront Park and create a sustainable, mixed use urban village	●			●	appendix d, 104	●	●	●	●
M-C. Fund Town of Kansas Archeological Site	●				appendix d, 104;	●		●	
M-D. Develop a green tech incubator in Paseo West	●	●			economic development, 62, 66	●		●	
M-E. 22nd Street improvements east of Bruce R Watkins (71 Hwy)	●	○			transportation, 47-48	●	●		●
M-F. Support programming and market parks managed by Parks and Recreation	●	○	○		public realm, 32	●	●		●
M-G. Develop City Walk pedestrian loop for tourists as a model of pedestrian improvements (to include site markers and maps)	○	●			transportation, 41		●		●
M-H. Improve public transit service to Westside	●				transportation, 44	●	●		
M-I. Support, market and enhance connections to regional transit including Greyhound, Amtrak and Johnson County Transit	●	○			transportation, 44	●	●	●	
M-J Convert excessive one-way streets to two-way	●	○			transportation, 46	●	●		●
M-K. Improve Columbus Park access to and from I-29 and the Loop	●				transportation, 47-48	●			●
M-L. Promote the Downtown Airport as economic engine, improve access and expand as per Master Plan	●			○	transportation, 48	●		●	
M-M. Create life-cycle cost policy	●				infrastructure, 54	●			●

mid

4-8 years

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
M-N. Bolster code enforcement program	●				land use, 13	●	●	●	●
M-O. Expand urban forestry in open space areas including areas around highways.	●			○	land use, 22 public realm, 32, 33; infrastructure, 51, 53	●	●		●
M-P. Identify targeted commercial corridors for the establishment of a façade rebate program	●			○	economic development, 63	●	●	●	●

long

8+ years

Project	Responsible Entities: ● Primary ○ Secondary				Plan Chapter/Page	Goal Supported			
	City/ Government Agency	Business Community	Neighbor - hoods	Property Owners/ Private Developers		Sustainability	Walkability	Double Population and Employment	Safety and Maintenance
L-A. Build out Crown Center Mixed Use Redevelopment	○			●	appendix d, 104; land use, 22; public realm, 30	●	●	●	
L-B. Investigate Harlem Redevelopment	○			●	appendix d, 104; economic development, 66			●	●
L-C. Improve more direct I-70 access to West Bottoms	●	●			transportation, 47	●		●	
L-D. OK Creek deep tunnel; Overflow Control Plan project from Grand Ave to State Line Road	●				infrastructure, 55	●			●
L-E. I-35 and Loop study for alternates	●				transportation, 49	●	●	●	●
L-F. Develop a new cultural attraction in Greater Downtown such as a Kansas City Aquarium	●	●			appendix d, 104	●	●	●	
L-G. Achieve Platinum designation by League of American Bicyclists	●				transportation, 43	●	●		●
L-H. Develop downtown Park and Ride to Kansas City International Airport	●				transportation, 44	●	●	●	
L-I. Address access and capacity concerns to address Major Traffic Issues	●				transportation, 47-48		●		●
L-J. Declare strategic vacant City-owned property surplus, therefore available for purchase.	●			○	land use, 22	●		●	●
L-K. Redesign Barney Allis Plaza at street level with amphitheater	●				appendix d, 104; public realm, 32		●		●
L-L. Update Greater Downtown Area Plan	●	●	●	●		●	●	●	●

Decision Making Criteria

A major role of the plan is to provide a basis for decision-making based upon the vision identified through the process. The decision making criteria is intended to be used as a quick reference guide for decision-makers when reviewing development applications or other proposals within the plan area:

1. Will the proposed development or action **advance the goal of creating a walkable Downtown**. Examples that advance this goal include:
 - Adhering to the plan’s Development Guidelines (pedestrian oriented buildings, pedestrian scale blocks, encourage street level pedestrian activity, etc.).
 - Satisfying the minimum Level of Service criteria in the *Kansas City Walkability Plan*.
 - Supporting transportation alternatives:
 - Create “Complete Streets” and incorporate recommendations of the *Trails KC Plan*.
 - Reinforce a dense transit corridor with Transit Oriented Development or otherwise improve access to transit (if not on the Transit Corridor).
 - Implement the walkability and bikeability recommendations (see Transportation Chapter).
 - Providing connections between districts and activity centers with direct, safe, and walkable pathways.
 - Implement streetscape improvements, improve street crossings and mitigate barriers (see Public Realm and Transportation Chapters).

2. Will the proposed development or action **advance the goal of doubling the population and increasing employment by attracting and/or retaining residents and businesses**. Examples that advance this goal include:
 - Providing a dynamic urban experience, amenities, quality education options and diverse housing choices.
 - Improve perceptions of education choices.
 - Reinforcing Greater Downtown as the center of culture, employment, government, and entertainment.
 - Pursuing holistic, targeted approaches consistent with a Comprehensive Economic Development Strategy.
 - Advance or complete projects already started.
 - Strategically target economic development tools.
 - Provide leading public improvements that are likely to attract additional private investment
 - Promote small projects and infill projects.
 - Encourage formation and growth of small businesses.
 - Providing improvements to infrastructure and the public realm which will attract private investment.

3. Will the proposed development or action **Retain and Promote Safe, Authentic Neighborhoods**. Examples that advance this goal include:
 - Maintaining the unique character and improving the appearance of Downtown neighborhoods.
 - Incorporate the elements and characteristics of “Urban Development” (see Vision Chapter and Land Use and Development Chapter).
 - Preserve or enhancing historic buildings and icons.
 - Implement Public Realm improvements as recommended in the plan.
 - Adhere to the land use, building height and development guidelines.
 - Improving neighborhood health.
 - Encourage increased home ownership.
 - Reduce vacancies.
 - Improve neighborhood housing conditions.
 - Repairing streets, sidewalks and other infrastructure and maximizing the use of public funds.
 - Target infrastructure improvements to priority areas.
 - Coordinate multiple improvements concurrently to prevent “digging the same hole twice”.
 - Provide multiple benefits (i.e. water quality, stormwater management, and recreation/transportation).
 - Keeping residents and visitors safe.
 - Promote dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.
 - Integrate principles of Crime Prevention Through Environmental Design.

4. Will the proposed development or action **Promote Sustainability**. Examples that advance this goal include:
 - Adhering to the plan’s Development Guidelines.
 - Protecting or enhancing environmental resources.
 - Implementing green solutions in infrastructure and public realm improvements.
 - Increasing greenspace or better utilizing existing open space and expanding urban forestry.
 - Implementing sustainable economic development.
 - Supporting multi-modal transportation.
 - Providing alternative energy production and/or reducing energy consumption integrating green roofs, rain gardens and other storm water BMPs.
 - Providing measures to reduce the “Urban Heat Island”.

5. Other
 - Will the proposed development or action provide an efficient, predictable, and orderly pattern of development by. Examples that advance this goal include:
 - Adhering to the Plan’s land use recommendations.
 - Providing adequate water, sewer, and roads to accommodate proposed development.
 - Making logical extensions of existing infrastructure or improvements within the priority areas established in this Plan.
 - Allow for efficient and adequate delivery of City services (i.e. police, fire, etc.).

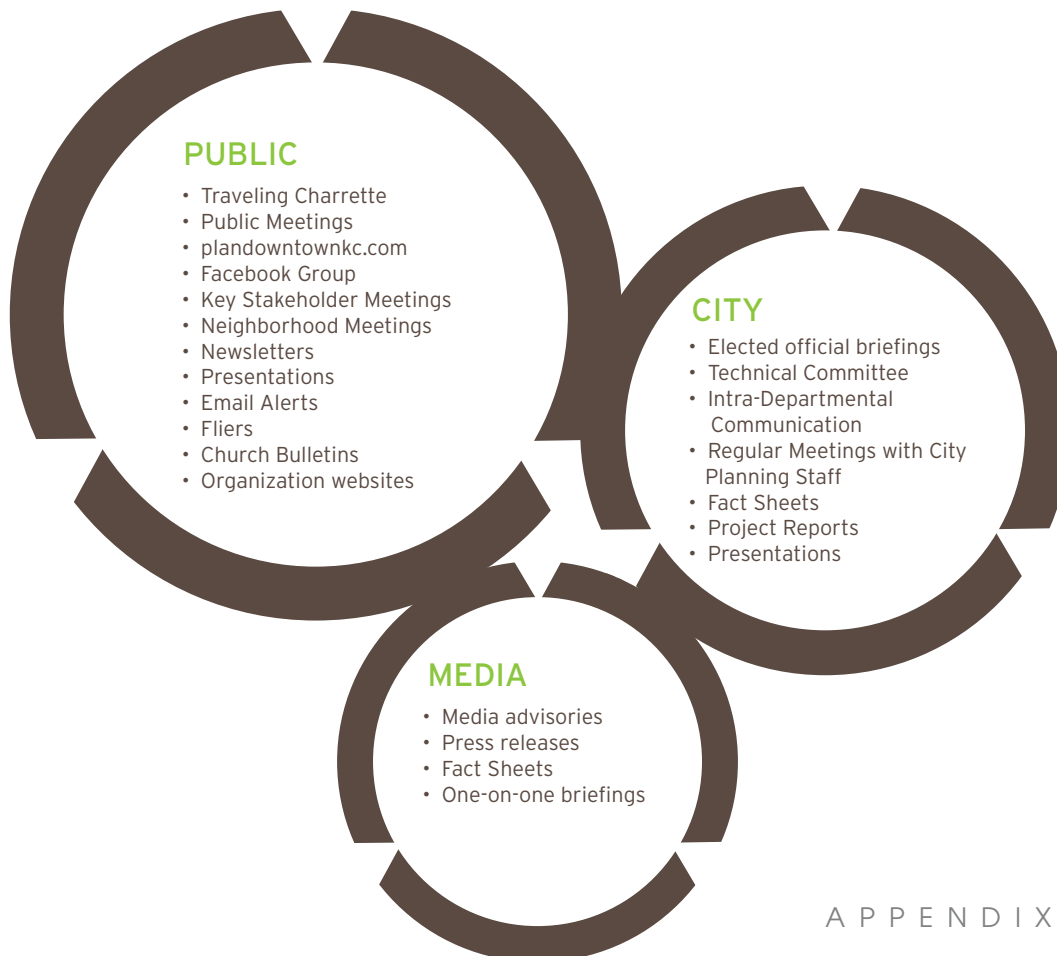
appendix A

PUBLIC INVOLVEMENT



What We Heard

We took to heart the feedback from many area residents and stakeholders that it was important to involve as large a group as possible and reach out to those who might not be the most vocal. The team had the opportunity to reach out, listen and learn through surveys, traveling workshops, public meetings, a web-site, newsletters, steering committee meetings and neighborhood meetings. Despite the diversity of the downtown area, it was immediately apparent that the neighborhoods had much in common. Downtown residents and businesses are interested in improving the pedestrian connections between neighborhoods, exploring green solutions, increasing opportunities for local businesses and entrepreneurship, enhancing public transportation, creating better gathering spaces and improving safety. Importantly, we reached consensus that doubling the downtown population was the best long-range, comprehensive strategy to meet these goals.





Steering Committee meeting



Public meeting in Columbus Park



A "traveling charrette" at First Fridays in the Crossroads



A young child writes her vision for the city with chalk art

Process

With two public meetings held even before the process began, the *Greater Downtown Area Plan* team was committed to transparency and quality public involvement from the start. These have been the hallmarks of every phase of the planning process.

The planning process included extensive interaction with area residents and stakeholders utilizing:

- **Community Survey** of both residents and businesses (see Companion Products).
- Mayor-appointed **Steering Committee** composed of community leaders and representatives from each of the 14 neighborhoods.
- **Technical Committee** composed of representatives of City departments and other institutional agencies.
- Interactive **Public Meetings**, as well as additional meetings with individual neighborhood groups, institutional partners and other area stakeholders.
- **Traveling Charrettes** (appearances at area events) to engage citizens and stakeholders who are not interested in public meetings while raising awareness about the Plan and its importance.

Community Outreach Tools

- Project Web site – www.plandowntownkc.com: A website was created to provide general project information, project updates, calendar of public meetings and participation opportunities and resource materials. In addition, the website utilized interactive technologies, such as an online forum and photo posting to collect public comments.
- Newsletter – six project newsletters detailing upcoming public participation opportunities and providing updates on the community dialogue and overall progression of the project were published electronically at key points during the process.
- The planning process was publicized through outreach to local news media, meeting flyer distribution (to 75 locations within the area), email blasts, advertisement on City Government Channel (Channel 2) and various community calendars.



COMPANION PRODUCTS

Technical Findings

A detailed analysis of Market Conditions (including housing market and economic development), Transportation Systems, Infrastructure, Land Use and Urban Design (including a study of building heights) were completed in support of the plan.

Data Book

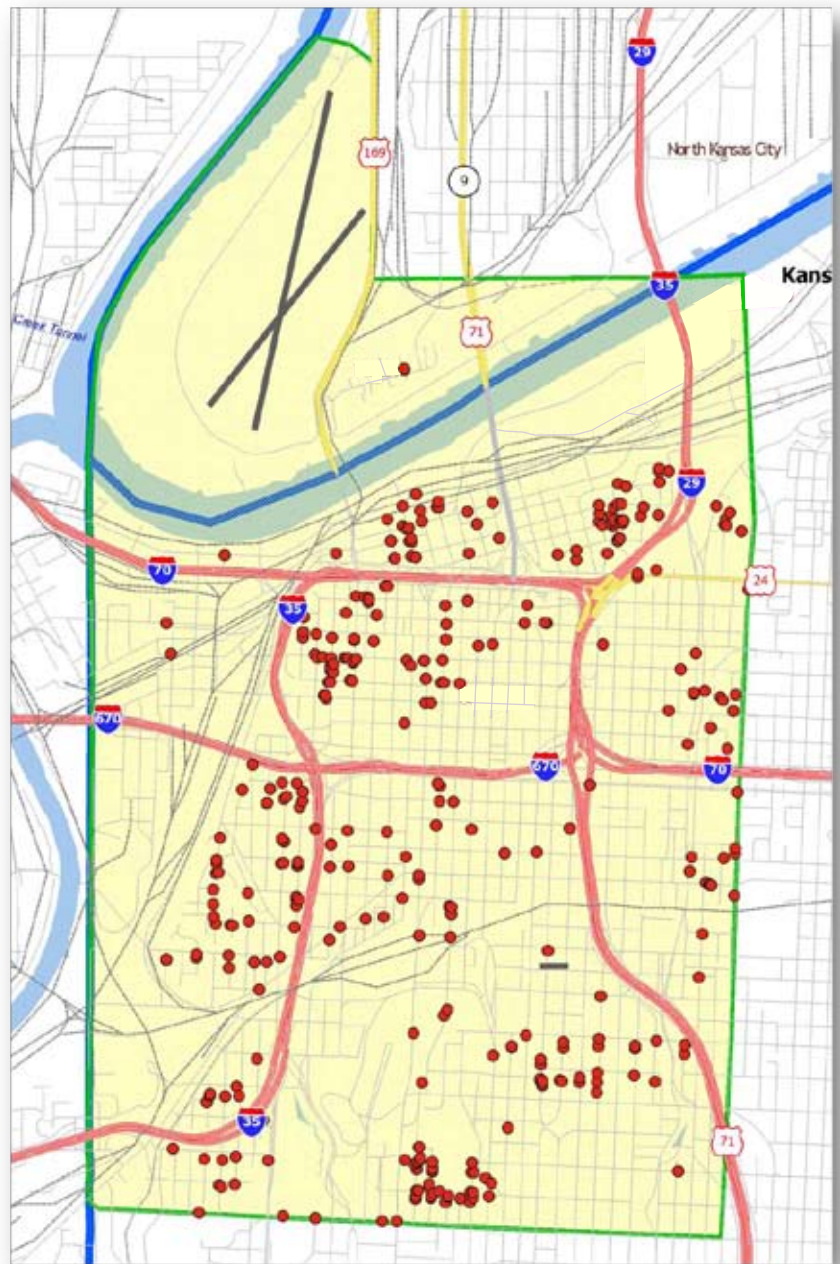
A collection of background and supporting information for the development of the *Greater Downtown Area Plan*. The Data Book can be found online at www.kcmo.org/planning/ and provides the following:

- relevant facts, trends and key issues that serve as a foundation for recommendations
- information about past, on-going and planned initiatives in the Plan Area
- a preliminary list of planning issues to be addressed in the plan

Community Survey

One of the key instruments used to inform the plan was a survey of downtown residents (questionnaire mailed to 3,500 residents) and businesses (questionnaire mailed to 3,000 businesses). The purpose of the surveys was to provide a statistically valid measurement of the opinions of residents and businesses on the many issues relevant to plan. The results established direction for plan recommendations; provided balanced input on the opinions of residents and businesses in all neighborhoods; and helped determine priorities for the plan. Some findings are on the opposite page.

A recommendation of this plan is to continue to use the survey tool to evaluate the success of plan implementation and to monitor community (resident and business) priorities and needs.



Map illustrating the distribution of survey respondents (residents)

Community Memoir

Through an interview and research process, the team also created a Community Memoir to document our rich history through collective reflection. Divided into 3 parts, the memoir includes an historical context of each neighborhood, illustrated with historical images; completed questionnaires; and children's artwork from 4th grade classes at Primitivo Garcia and Woodland Elementary Schools. Students illustrated their neighborhoods and communities with paper, crayons, markers, glue, newspaper and words. Samples of their work are shown here.



I drew this park because me and my aunt Diana go and play on the slide and go through the tunnel as if it were a cafe. I like to play in the park with all my neighborhood friends.
- Priscila Segoviano



My picture is about no violence or fighting. It is about sharing and being respectful.
- Vanessa Mancha



I would like for everybody to see this picture because I think it is cool. Also people could learn about the neighborhoods around here to feel maybe a bit better to the area. I hope people like this picture.

- Kyler



In my neighborhood people be fighting, yelling, people be having guns, people be having drugs, people be going to the police for nothing.

- Emoni Williamson



My picture is about the violence in my neighborhood. I want it to stop I saw this man shooting at the red truck.

- Prince Heererea



These are the things about my neighborhood: 1. My neighborhood is very peaceful and quiet. 2. My neighborhood is also made for children - it has a park the park is very fun but also safe. My neighborhood is very big and it has a lot of trees. That is all about my neighborhood!

- Yanna

91% of residents and 81% of businesses agree that it is Very Important or Somewhat Important to establish building guidelines for ENERGY EFFICIENCY AND ENVIRONMENTAL PERFORMANCE.

88% of residents and 80% of businesses say that it is either Very Important or Somewhat Important to establish building guidelines for new developments that are compatible with the current CHARACTER OF THE NEIGHBORHOODS of the Area.

The three most important components of PUBLIC SPACE to residents are: enhanced streetscapes; walkable connections; and additional landscaping, trees and pocket parks.

47% of businesses think that the Greater Downtown Area is a BUSINESS-FRIENDLY COMMUNITY.

69% of businesses say that it would be Very Helpful or Somewhat Helpful to have an expanded REGIONAL TRANSPORTATION SYSTEM to attract employees.

88% of residents rate the Area as a neutral or poor place to RAISE KIDS.

56% of businesses say that they are in favor of REDUCED PARKING REQUIREMENTS for all businesses within close proximity of new or existing transit stations. 36% are not in favor.

85% of residents say they would use LIGHT RAIL if located within a 5-minute walk of where they wished to board.

Residents are neutral or dissatisfied with the IMAGE of their neighborhood (50%), the quality of SERVICES provided by City (63%) and the VALUE received for tax dollars and fees (75%).

74% of residents are either very supportive or somewhat supportive of HIGHER DENSITY DEVELOPMENT near light rail stations.

81% of residents are either Very Supportive or Somewhat Supportive of an INCREASED population to support goods and services.

68% of residents would use TRAILS to get to work or shop frequently or a majority of the time.

76% of residents and 65% of businesses are in support of economic incentives for existing developments to REVITALIZE UNDERUTILIZED AREAS.

94% of residents and 90% of businesses felt it is important to PRESERVE HISTORIC BUILDINGS AND HERITAGE of the Downtown area.

While upgrading the sewer system, 88% of residents and 80% of businesses agree that other issues should be upgraded simultaneously such as: street, curb and sidewalk improvements and GREEN ENHANCEMENTS that help with stormwater runoff, appearance and air quality.

69% of residents say that their neighborhood is PEDESTRIAN FRIENDLY.

Residents and businesses agree that the top two CITY SERVICES that should receive emphasis over the next two years are: traffic flow; and condition of streets, sidewalks and curbs.

50% of residents WORK in the Greater Downtown Area.

79% of residents feel neutral or UNSAFE in downtown parks during the day and 83% feel neutral or unsafe in neighborhoods other than their own during the day.

appendix C

DEVELOPMENT GUIDELINES

PURPOSE AND USE

These guidelines provide a framework for quality design that is consistent with the Greater Downtown Area Plan vision, goals and objectives and the principles in the *FOCUS Urban Core Plan* and the *FOCUS Quality Places to Live and Work*. These guidelines should be used in conjunction with the Land Use Plan and Building Height recommendations to provide a framework to shape future development in Greater Downtown.

RELATIONSHIP TO FIVE PLAN GOALS

- **Double the Population** – By delineating and encouraging new areas of mixed use development (including residential).
- **Increase Employment** – By encouraging and focusing density along the central business corridor and future transit corridor.
- **Create a Walkable Downtown** – The design guidelines ensure that pedestrian amenities are provided and strive to produce the walkable urbanity to support public transit and 24-hour communities with broad economic bases.
- **Retain and Promote Safe, Authentic Neighborhoods** – Urban design can have a major impact on safety. Recommendations focus on encouraging the design of defensible spaces and greater overall transparency between buildings and the street. Strategies that aim to increase pedestrian street activity will also have a positive impact on perceived and actual safety downtown. Urban design improvements should be designed to minimize the need for maintenance. Maintenance should be shared by public and private entities and responsibilities should be well-defined before construction.
- **Promote Sustainability** – The guidelines encourage sustainable building practices which improve air and water quality, reduce energy consumption, and encourage alternative modes of transportation.

COMPONENTS

This section includes two components – the Urban Design Matrix, and the Development Guidelines.

- **Urban Design Matrix** - The urban design matrix illustrates the ideal design elements based on district type (see diagrams) and street type. The Functional Use Diagrams reflect the general character of the various districts downtown.
- **Development Guidelines** - The guidelines supplement the Functional Use Diagrams and provide more detail about the character, scale, design and layout of development projects.

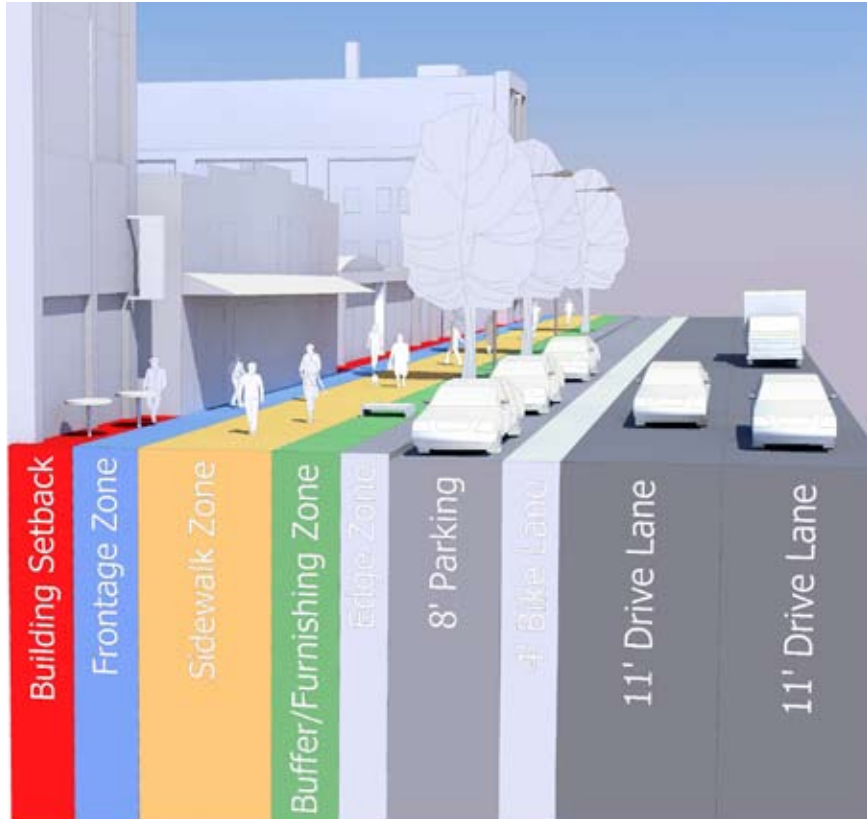


URBAN DESIGN MATRIX

The Urban Design Matrix makes ideal design recommendations based on district and street type. The goal of the matrix is to influence the general scale and massing patterns, not to dictate building style and materials.

Context	Downtown Residential				Downtown Mixed Use		Downtown Core	
	Residential		Dense Res./Commercial		Complete	Corridor	Complete	Corridor
	Complete	Corridor	Complete	Corridor				
Primary Building Entrance Orientation	front, side	front, side	front, side	front	front, side	front	front	front
Min. First Floor Building Facade Transparency	na	na	none	60%	40%	60%	40%	60%
Maximum Setback (from property line)	20 ft.	15 ft.	15 ft.	0 ft.	10 ft.	0 ft.	0 ft.	0 ft.
Surface Parking Access/Location (excluding driveways)	rear, side	rear, side	rear, side	rear, side	rear, side	rear, side	rear, side	rear
Pedestrian Zone								
Recommended Total Ped. Zone Width	11 ft.	13 ft.	10 ft.	17 ft.	15 ft.	23 ft.	20 ft.	26 ft.
Frontage Zone Width	na	na	na	5 ft.	5 ft.	5 ft.	5 ft.	5 ft.
Sidewalk Width	6 ft.	8 ft.	6 ft.	8 ft.	10 ft.	10 ft.	10 ft.	10 ft.
Buffer/Furnishing Zone Width	5 ft.	5 ft.	4 ft.	4 ft.	0 ft.	5 ft.	5 ft.	8 ft.
Edge Zone Width	0 ft.	0 ft.	0 ft.	0 ft.	0 ft.	3 ft.	2 ft.	3 ft.
Street Tree Spacing	50 ft.	50 ft.	50 ft.	30 ft.	50 ft.	30 ft.	30 ft.	30 ft.
Street Lighting	street	street	street	street, ped	street	street, ped	street, ped	street, ped
Vehicular Zone (based on collector thoroughfares)								
Desired Operating Speed (mph)	25	30	30	30	30	30	30	30
Design Speed	Design Speed should be a max. of 5 mph over operating speed.							
Number of Through Lanes	2	2 to 4	2	2 to 4	2 to 4	2 to 4	2 to 4	4
Lane Width	10-11 ft.	10-11 ft.	10-11 ft.	10-11 ft.	10-11 ft.	10-11 ft.	10-11 ft.	10-11 ft.
Parallel On-Street Parking Width (where applicable)	7 ft.	7 ft.	7 ft.	8 ft.	8 ft.	8 ft.	8 ft.	8 ft.
Min. Combined Parking/Bike Lane Width (where applicable)	13 ft.							
Vertical Alignment Use AASHTO minimums as a target, but consider combinations of horizontal and vertical per AASHTO Green Book								
Medians (14' where applicable)	none	none	none	painted	painted	painted, raised	painted	painted, raised
Bike Lanes (preferred min. width) (where applicable)	5-6 ft.							

Note: Angled parking may also be appropriate on certain streets.



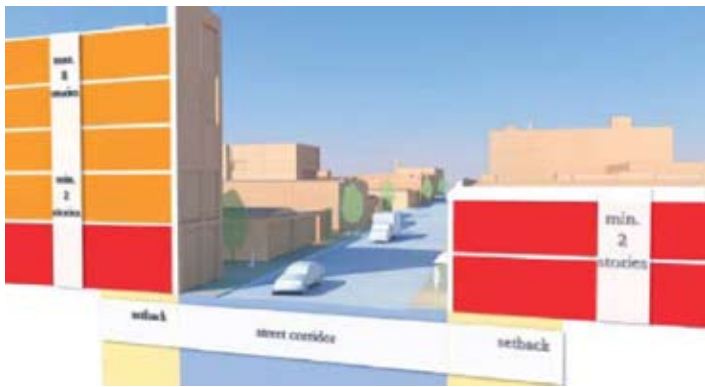
The following Functional Use Diagrams illustrate the general elements that future development should achieve and represent the most characteristic elements of each of the functional areas.



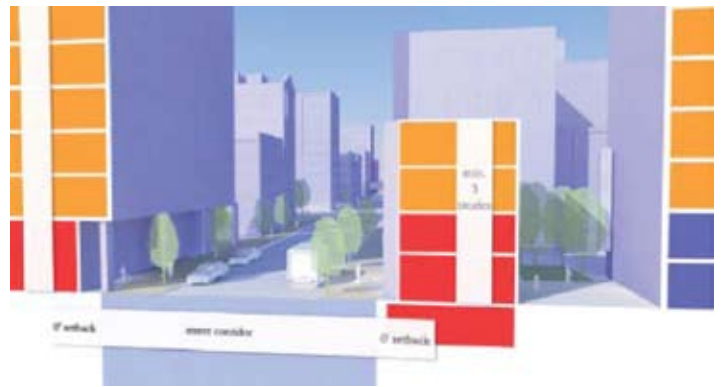
Residential districts represent areas consisting of single family structures, or a mix of single family and smaller scale multi-plex units. Pockets of commercial uses and public facilities such as schools are highly encouraged.



Downtown Residential districts are districts with a mix of commercial and residential structures. The residential units in these districts tend to be in multi-plex structures of various sizes, or in upper floors of commercial structures.



Downtown Mixed Use districts contain commercial uses, but are most successful when incorporating many diverse uses.



Downtown Core districts represent the most dense urban environments. They are most successful when they contain a broad mix of commercial, residential, and other uses.

Guidelines

INTENT

- The following design recommendations are supplemental to the Urban Design Matrix and Diagrams and are intended to guide future development plans.
- The guidelines are intended to be flexible. Not every guideline will apply for every project. However, as many guidelines as are practicable, feasible and applicable to the unique site characteristics should be incorporated into development plans. Exceptions to the guidelines should be weighed against the Vision Statement and the Decision Making Criteria (see Implementation Chapter).
- Application of the guidelines should respond to factors such as the scope of the project (i.e. project size, new construction vs. renovation) and existing site characteristics.
- These guidelines are not intended to be all inclusive of acceptable materials and/ or design features or to preclude or inhibit creative and eclectic ideas.



PARKING

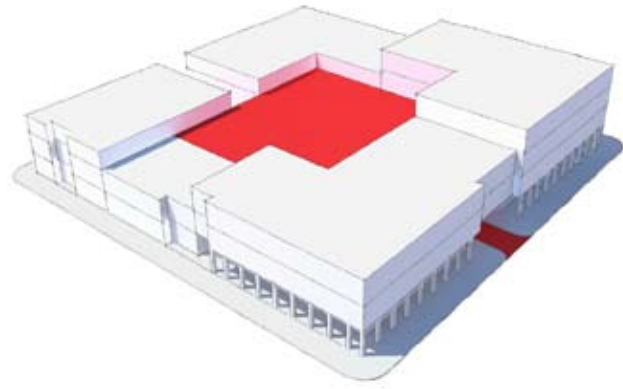
GENERAL PARKING GUIDELINES

- On-Street parking should be preserved whenever possible.
- Parking lots should include bicycle and scooter parking facilities and be designed with designated pedestrian pathways.
- Encourage LEED guidelines for bike parking in publicly subsidized projects. Provide secure bike racks and/or storage as near as practicable to the building entrance for at least five percent of all building users for commercial or institutional buildings; provide covered storage facilities for bicycles for at least 15 percent of the building occupants for residential buildings.
- Parking lot lighting and light from vehicles should not glare into adjacent properties. Consider light in access drive location. Vehicle entrances and pedestrian entrances should be clearly marked and visible from the street.
- Curb cuts for parking lots should be kept to a minimum. Access should be from alleys (1st choice) or major arterials (2nd choice) instead of residential streets.
- Parking should be located at the rear of the property behind buildings, or in a mixed use garage. Where this is not feasible, parking beside the building may be appropriate but parking should comprise a small percentage of the street frontage on the block. Where feasible, parking is encouraged to be in below grade structures (ensuring safety through both active and passive security measures).

SURFACE PARKING LOTS

- Additional surface parking lots in mixed use areas, particularly those with street frontage, are discouraged.
- All surface parking lots are encouraged to incorporate Green solutions including (but not limited to) the following:
 - Generous landscaped areas with plants suited to the urban landscape, adequate planting area and quality soils.
 - Managing stormwater on-site utilizing BMPs including, but not limited to native plantings, porous pavement and bio-retention swales.
- At a minimum, all surface parking lots are encouraged to provide a combination of perimeter and interior landscaping per the Downtown Surface Lot Design Guideline requirements (Chapter 52). Provide direct, and safe pedestrian connections through the lot.
- If walls are utilized to screen surface parking lots, materials should complement the architectural character of the associated building.
- Multiple small parking lots are more desirable than single large lots. Larger surface lots should be subdivided with landscaped islands including shade trees.





STRUCTURED PARKING

- Structured parking garages should be located on the interior or rear of the block surrounded by buildings whenever possible or at the zero lot line.
- When located along a street frontage, and where feasible, developments are encouraged to include first floor pedestrian active uses such as retail and services.
- The exterior finish and architectural articulation should enhance the facade design, complement surrounding buildings and screen the parking area. Blank walls on parking structures are discouraged, particularly on Corridor Streets (see page 27).
- Parking structure façades should relate to the scale, proportion, and character of the district.
- Openings should be screened to obscure parked vehicles. Ramps and sloping floors should not be expressed on the outside of the building, particularly on a facade with frontage on a primary street.
- Where screening reduces visibility for “natural surveillance”, other security measures should be provided.
- Structured parking lots should incorporate green solutions where possible, that may include the following:



Site Considerations:

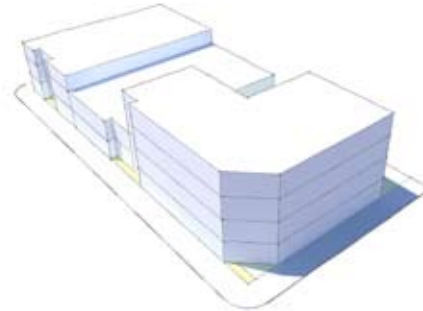
- Provide accommodations for bicycle storage, bus drop, etc.
- Allow preferred parking for car pools and hybrid vehicles.
- Provide location for storm water filtration and infiltration from garage deck.
- Provide street trees and other landscaping opportunities as native species.
- Provide high albedo rating top deck surface.

Energy Considerations:

- Use energy efficient lighting with daylight sensors, time clocks and possible motion detectors.
- Create façade that provides for greater daylight penetration into the garage.
- Use energy efficient elevator equipment.
- Consider use of renewable generation at the top deck.

ORIENTATION AND SETBACKS

(Refer to the Functional Use Diagrams)



- In the Downtown Core and some other mixed use areas, buildings should be built to the property line. Buildings should define the street edge. Additional setback may be considered for purposes that augment street level pedestrian activity and extend the public realm including:

- Outdoor café
- Primary entrance enhancement
- Sidewalk retail
- Extension of the pedestrian realm
- Public plaza
- Landscaping which is complementary and accessory to pedestrian activity and public spaces (not the primary use).
- Where appropriate or feasible, the enhancement and utilization of alleys as public space is encouraged.



- In mixed use areas buildings should maintain and reinforce street level pedestrian activity regardless of size or use. This might include a design that:
 - Provides street-level, pedestrian-oriented uses.
 - Maintains a continuous, transparent, highly permeable and active street wall.
 - No more than 25% of any primary street frontage should be occupied by uses with no need for pedestrian traffic. Drive-through uses are discouraged.

- Buildings should define a majority of the street edge. Surface parking lots, large courtyards, plazas and open space areas are encouraged behind or along side buildings.

- On residential streets, buildings may be set back (see Functional Use Diagrams) to allow for landscaped planting beds. For rowhouses, elements like stoops should provide rhythm and interest along the street.

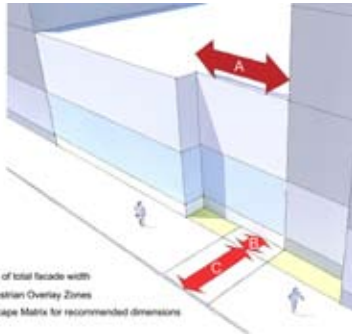
- Buildings should have a primary entrance facing and directly accessible from the public street, rather than oriented towards side or rear parking areas. For corner lots in mixed use areas, building entrances are encouraged on both streets.

- Buildings are encouraged to have multiple entrances that open out to the public realm of the street.

- New development should incorporate design elements and interpretive signage that communicate the individual character of the area.

- Large blank walls along streets should be avoided whenever possible. Where blank walls are unavoidable they should receive design treatment to increase pedestrian comfort and interest. Some possible methods for treating blank walls include:
 - Installing vertical trellis in front of the wall with climbing vines or plant materials.
 - Setting the wall back and providing a landscaped or raised planter in front of the wall.
 - Providing art over a substantial portion of the blank wall surface.
 - Dividing the mass of the wall to create a visual impression of a series of smaller buildings or sections.

- In residential areas, garages should be located behind residences and accessed from an alley when possible.



TRANSITIONS

(See Building Height Map and Land Use Plan)

- Create transitions between areas of different scales and intensities that are as seamless as possible and avoid abrupt transitions.
- Transitions may be provided through use of complementary materials and architectural character, setbacks, scale, and orientation of buildings.
- Transitions between high scale buildings and low scale buildings may be achieved by gradually stepping height down.
- Small green spaces, courtyards, squares, parks and plazas should be used whenever possible as a way to provide transitions between uses.
- A combination of landscaping, walls, fences and/or berms should be used where other transitions tools are not possible or not adequate, but should not mask areas from view and decrease “natural surveillance”.
- Building elevations facing a less intensive use shall provide “finished” edges using materials consistent with primary elevations and adjacent neighborhood.
- Developments should be designed to minimize ingress or egress from commercial projects into adjacent residential neighborhoods.

LIGHTING

- All new development should include a site lighting plan.
- Glare and spillage into adjacent properties should be kept to a minimum through the use of cut-off fixtures or other devices. Low noise level lights should be used.
- All sidewalks and walkways in mixed use areas on Corridor Streets (or as specified in district streetscape plans) should have pedestrian level lighting.
- The design of exterior light fixtures should be consistent throughout a development, or within a district, but not throughout the planning area. The type and size of fixtures should be as consistent as possible along a single block.



ARCHITECTURAL CHARACTER AND MATERIALS

- Architectural materials should complement the character of the existing built environment through use of high quality, durable materials. Suggested materials include brick, wood, metal, glass, concrete, stone, stucco, cast stone, terracotta, tile and masonry. High quality sustainable architectural materials are also encouraged.
- New downtown buildings should be designed in such a way that they don't appear to have been built significantly earlier than they were.
 - Care should be taken to avoid nostalgic reproductions and confusion of the historical record.
 - This guideline does not preclude consideration of the use of materials, scale or massing found on older buildings. Preservation or restoration of original facade materials is desired. Applied 'faux' facades or other inappropriate materials should be removed.
- Non-urban construction materials, such as imitation masonry, or plywood are discouraged.
- Encourage public art to be integrated into the building/site design.
- Create buildings with human scale.
 - Buildings should be designed with a variety of scales, creating a scale and level of detail at the street level appropriate to the pedestrian.
 - Clearly articulating different uses at lower building levels will aid in creating a sense of human scale in mid- and high-rise buildings.



FENESTRATION

- Provide ‘transparency’ or openness to create a visual connection at the street level. The street level of commercial/mixed use structures should have a dominant transparent quality.
- Windows at the street level of all buildings should be transparent. Reflective glass is discouraged.
- Building renovation projects are encouraged to restore windows to the original design and restore window openings that have been closed during past renovations.



AWNINGS AND CANOPIES

- Awnings and canopies are encouraged on non-residential facades and should include the following elements:
 - Be made of durable materials like an opaque fabric material, canvas or resin.
 - Be a color compatible with the building façade.
 - Building signage may be integrated as part of the overall awning and canopy design.
 - Be incorporated into the overall building design (including the supporting framework) and enhance the overall character of the area.
- Architectural elements that project from the building, such as building-mounted lighting, awnings, canopies and signage, should be designed so as to ensure pedestrian safety and comfort.



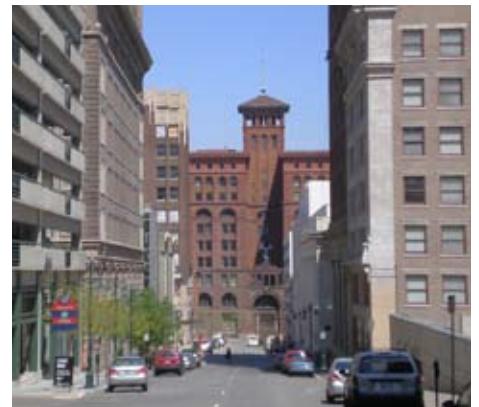
SIGNAGE

- All signs should be made of high quality and durable materials.
- The design of the sign should complement the character of the building or structure and the surrounding neighborhood.
- Signage should focus towards either vehicular or pedestrian traffic, not both. The design and scale of signage should be appropriate for the audience.
- Pedestrian-oriented signs, such as blade signs affixed perpendicular to the building or suspended from a canopy and artistic signs are encouraged.
- Signs should reinforce and enhance the neighborhood character not define it.
- Window signs that are painted or etched on display windows are encouraged and should preserve first floor transparency.
- Sandwich board signs, subject to City approval, may be appropriate for street level uses.
- Signs must not obscure important architectural features.
- New billboards, freestanding pole mounted signs and pylon signs are inappropriate with the character of Downtown and are strongly discouraged.
- Existing billboards should be removed whenever possible, particularly when tax incentives are requested.
- Blinking, flashing, neon, electronic or moving signs are discouraged.

(Refer to the Public Realm Chapter for more recommendations relating to signs in public spaces)

ACCESS

- Small pedestrian scale blocks should be utilized in development projects. Large “superblocks” which degrade the existing street connections are discouraged.
- When large developments do occur, they should be designed to maintain pedestrian permeability. There should be at least one pedestrian-through connection every block (approximately every 600 feet).
- Pedestrian walkways and plazas should be clearly delineated or spatially separated from parking and driveways through use of elements including bollards, lighting, landscaping, and special pavement treatments.
- Alleys should be integrated with overall access and site circulation whenever possible.
 - Where buildings are built to the alley edge, consider opportunities for alley display windows and secondary customer or employee entries.
 - Where intact, historic alley facades should be preserved along with original features and materials.
 - Efforts to create public spaces out of alleys are encouraged.
- Provide convenient access for service and delivery vehicles without disrupting pedestrian flow.
- Provide direct, safe and convenient access to public transit facilities and integrate into the overall site design whenever possible.
- Buildings should have pedestrian entrances accessible directly from the adjacent street.
- Ensure design that is accessible to all people including those with physical limitations. All access improvements including sidewalks and crosswalks shall meet the requirements of the Americans with Disabilities Act Accessibility Guidelines (ADAAG).
- Curb cuts should be kept to a minimum within mixed use areas. Continuous curb cuts are not appropriate anywhere within the planning area.
- When commercial uses abut residential areas, there should be a pedestrian connection (public or private) from residential area to the commercial area at least once a block.



MASSING AND PROPORTION

- The massing and proportion of buildings should generally be consistent with the Functional Use Diagrams and with adjacent historic buildings.
- Significant departures in height and mass can be visually disruptive. Building proportions should strive for a cohesive rhythm.
- The design of buildings should respond to unique aspects of the site, such as prominent locations at the termini of key streets and view corridors, prominent locations on bluffs and overlooks, the relationship to nearby historic or landmark buildings, or corner locations.

ROOFS

(see also Sustainability Guidelines)

- Flat roofs are encouraged in areas where it is the dominant roof type. Flat roofs should incorporate a parapet or other screening device along facades facing public streets, to help screen rooftop mechanical systems.
- Pitched roofs should only be used in areas where they are prevalent. Materials for pitched roofs are encouraged to incorporate a color that complements the general character of the building. Mansard or false roofs are discouraged.
- Sustainable design techniques and materials such as green roofs are encouraged to reduce the amount of storm water runoff, enhance the local environment and reduce energy costs.
- Roofs should be designed and constructed in such a way that they acknowledge their visibility from taller buildings and from the street.

SCREENING

- All screening should be designed to maintain visibility for “natural surveillance”.
- Screen storage, loading docks, and parking facilities and incorporate Crime Prevention Through Environmental Design (CPTED) principles in design.
- Mechanical and technology equipment should be screened from view from public streets.
- Waste dumpsters and recycling receptacles should be screened on all sides, with a gate or door for access. The recommended enclosure should be complementary with the building facade materials and landscaped for additional screening. Shared waste dumpsters and recycling areas are encouraged.
- Any wall or fences shall be constructed of durable materials such as masonry, wrought iron or heavy wood. Plywood, chain link, and transparent materials are not appropriate.
- Any lights or outdoor speakers should be arranged to reflect the light and transmit the noise away from adjacent buildings (see Lighting Guidelines).



SUSTAINABILITY

(See also Land Use recommendations)

- LEED Certification or equivalent sustainable design is encouraged, particularly for public facilities and projects requesting incentives.
- Stormwater Management - Green Solutions and BMPs that achieve multiple benefits are encouraged. Examples include, but are not limited to:
 - Pervious Surfaces.
 - Rainwater Harvesting.
 - Landscaping and Street Trees.



- Promote and encourage building practices that effectively manage stormwater (reduced impervious surface, improved water quality, rainwater harvesting, trees/landscaping to improve air quality, etc.).
- Energy - Energy efficient design and measures to reduce energy consumption are encouraged. Examples include, but are not limited to:
 - Providing alternative energy production.
 - Employing efficient design practices, utilize efficient heating and cooling technology, and proper solar orientation.
- Materials - “Sustainable” materials are encouraged (see Building Materials).
- Reduce Heat Island and improve air quality.
 - Minimize impervious hard surfaces and provide trees and landscaping.
 - Consider green roof or light color of roof to reduce heat.
- Transportation and Mobility - Encourage transit, biking and walking.
- Waste - Provide opportunities for recycling/composting.
- Encourage development projects requesting incentives to provide public spaces.

appendix D

CATALYST PROJECTS



Grand Street Streetscape



Neighborhood Connections



Penn Valley Park

What are Catalyst Projects?

A concept borrowed from the Kansas City Downtown Corridor Strategy (Sasaki Associates, 2005), Catalyst Projects have the potential to trigger redevelopment in the surrounding area. These projects will each contribute to the attainment of the Plan goals. The following list was created by public and steering committee meetings in conjunction with team recommendations. The Implementation Chapter identifies phasing and the entities responsible for catalyst projects. This is a list of specific projects and not an exhaustive list of plan recommendations. Individual plan chapters should be consulted for additional projects and strategies.



Reconnect with the Riverfront



South Loop Link



Light rail

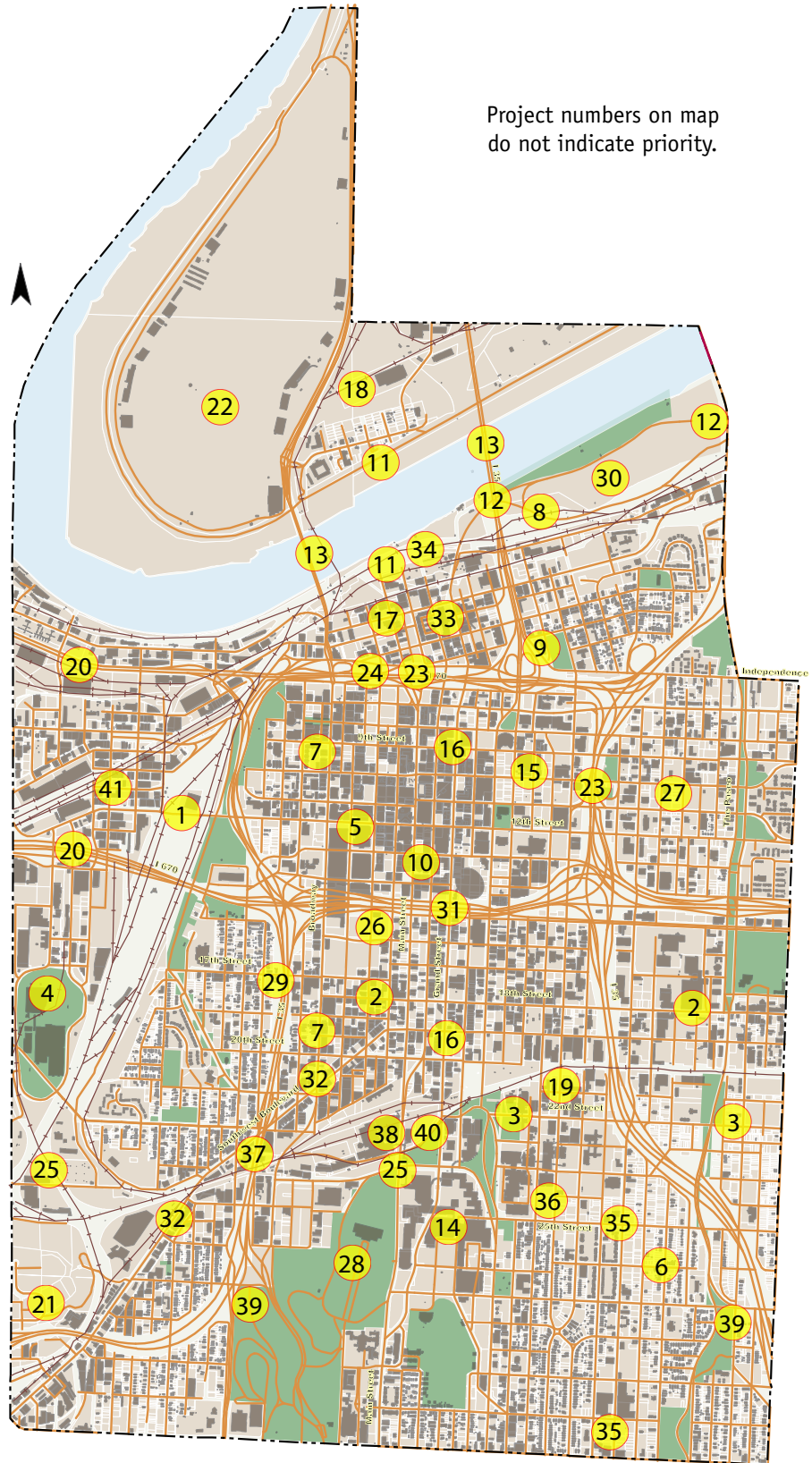
Site Specific Projects

- 1 12th Street Viaduct
- 2 18th Street Connector
- 3 22nd St. Streetscape
- 4 American Royal Master Plan
- 5 Barney Allis Plaza Reconfiguration
- 6 Beacon Hill Neighborhood Revitalization
- 7 Broadway Streetscape
- 8 Charlotte Viaduct
- 9 Columbus Park Interstate Access
- 10 Complete Power & Light Dist.
- 11 Connect to the River via Riverfront Heritage Trail and Wetlands Project
- 12 Connect to River by Single Point Interchange and New Front Street Connected to Grand Avenue Viaduct
- 13 Connections over River via Broadway Mode Share
- 14 Crown Center Mixed Use Redevelopment
- 15 East Village Development
- 16 Grand Streetscape
- 17 Greening the River Market
- 18 Harlem Redevelopment
- 19 Hospital Hill Master Plan
- 20 Improve Interstate Access to W. Bottoms
- 21 Industrial Park Development
- 22 Leverage Downtown Airport
- 23 Neighborhood Connectors
- 24 North Loop Rework Entry and Exit Ramps
- 25 OK Creek Deep Tunnel
- 26 Performing Arts Center Precinct
- 27 Paseo West Green Tech Incubator and Neighborhood Revitalization
- 28 Penn Valley Park Master Plan Implementation
- 29 Study Interstate Alternatives
- 30 Riverfront Mixed Use Project
- 31 South Loop Link
- 32 SW Blvd Revitalization
- 33 Steamboat Arabia
- 34 Town of Kansas Archeological Site Museum
- 35 Troost BRT Streetscape
- 36 UMKC Capital Projects: Health Sciences, Dentistry Addt, and Fitness Center
- 37 Underpass Revitalization
- 38 Union Station
- 39 Urban Lake Projects
- 40 Washington Park Programming
- 41 West Bottoms Mixed Use Development

Other Projects

- City Walk Pedestrian Loop
- Commuter Rail
- Expanded BRT
- Finish Neighborhood Revitalization Projects
- Improve Bikeability on Two N-S and 2 E-W Arterials
- Light Rail
- OCP Green Solutions
- Park and Ride to KCI
- Road Diets
- Trolley Circulator Loop
- Convention Hotel
- Downtown Boulevard
- GSA Headquarters
- KC Aquarium

Project numbers on map do not indicate priority.



0 1/2 MILE 1 MILE

Iconic Features and Buildings

- 1 Heart of America Bridge
- 2 Richard L Berkley Riverfront Park
- 3 City Market & Steamboat Arabia
- 4 Federal Courthouse & Davis Park
- 5 City Government District
- 6 Paseo Boulevard
- 7 1 Kansas City Place
- 8 Sprint Arena
- 9 Power & Light Building/District
- 10 Bartle Hall
- 11 West Bottoms Warehouse District
- 12 Livestock Exchange
- 13 Performing Arts Center
- 14 18th & Vine
- 15 Union Station
- 16 Westside Fountain
- 17 Liberty Memorial
- 18 The Scout
- 19 Freighthouse
- 20 American Royal/Kemper Arena
- 21 Crown Center
- 22 Library

