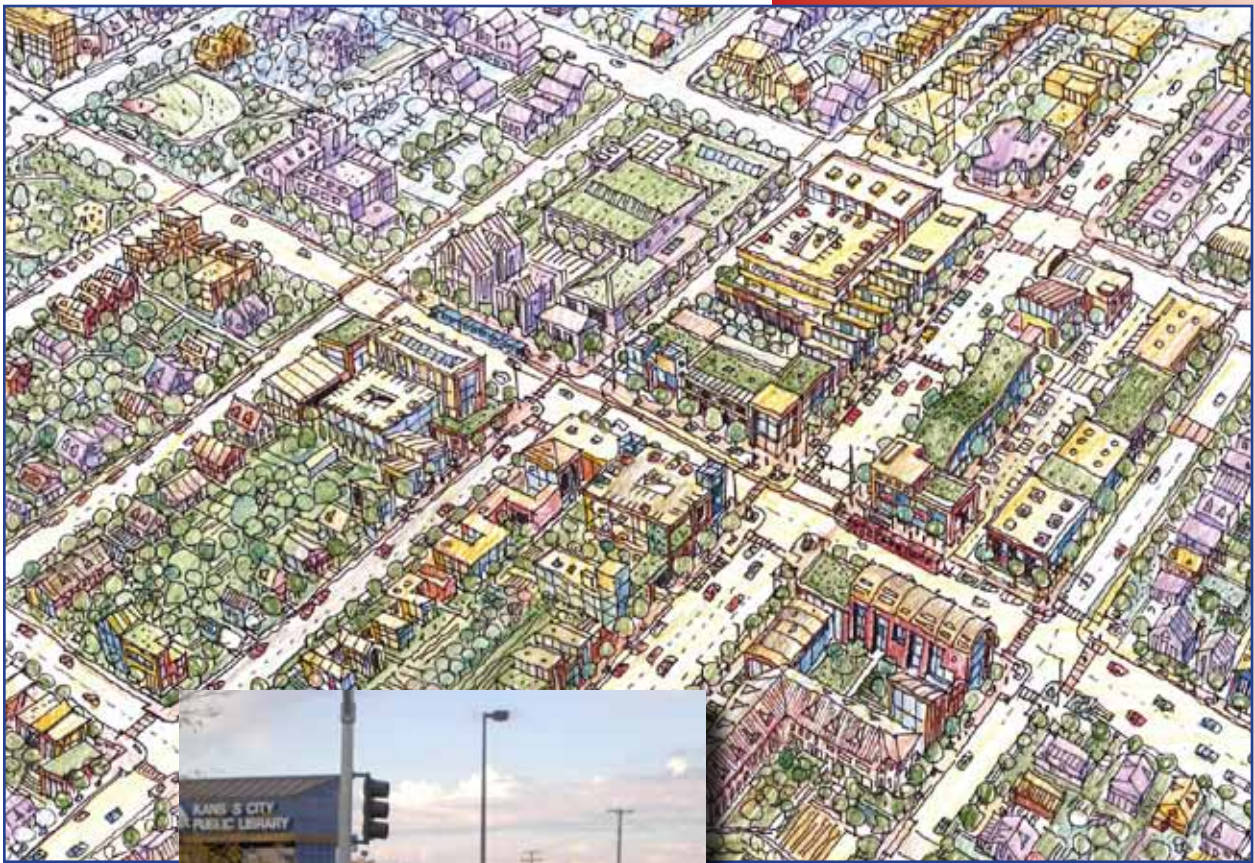




HEART OF THE CITY AREA PLAN



City Planning and Development Department
Citywide Planning Division

Adopted April 21, 2011



KANSAS CITY
MISSOURI

RESOLUTION NO. 110159

Approving the Heart of the City Area Plan as a guide for the future development, redevelopment and public investment within the area bounded generally by Interstate 70 on the north, The Paseo and Woodland Avenue on the west, Emanuel Cleaver II Blvd on the south and the Blue River on the east; and amending the Blue Valley Neighborhood Plan, the Oak Park North Area Plan, and the Oak Park South Area Plan by deleting the portion of these plans covered by the Heart of the City Area Plan; and repealing and replacing the Downtown East Area Plan, the Santa Fe Area Plan, and the Washington Wheatley/Wendell Phillips/Downtown East Neighborhood Planning Study. (685-S; 517-S-1; 385-S-16; 219-S-15; 242-S-8; 214-S-7; 413-S-12)

WHEREAS, on April 27, 2000, the City Council by Resolution No. 000443 adopted the Blue Valley Neighborhood Plan; and

WHEREAS, on December 16, 1976, the City Council by Resolution No. 47190 adopted the Oak Park North Area Plan; and

WHEREAS, the City Council amended said Oak Park North Area Plan on April 13, 1989, by Resolution No. 63760; and the City Council further amended said plan on February 13, 1997, by Resolution No. 970096; and the City Council further amended said plan on June 17, 1999, by Resolution No. 990674; and the City Council further amended said plan on September 27, 2001, by Resolution No. 011206; and the City Council further amended said plan on June 6, 2002, by Resolution No. 020562; and the City Council further amended said plan on August 15, 2002, by Resolution No. 020911, and the City Council further amended said plan on December 5, 2002, by Resolution No. 021355; and the City Council further amended said plan by Resolution No. 031335 on January 8, 2004, and the City Council further amended said plan by Resolution No. 040330 on April 15, 2004; and the City Council further amended said plan by Resolution No. 041232 on December 9, 2004; and the City Council further amended said plan by Resolution No. 050509 on May 19, 2005; and the City Council further amended said plan by Resolution No. 060823 on October 5, 2006; and

WHEREAS, on August 18, 1977, the City Council by Resolution No. 48098 adopted the Oak Park South Area Plan; and

WHEREAS, the City Council amended said Oak Park South Area Plan on June 1, 1989, by Resolution No. 63217, and the City Council further amended said plan on March 26, 1992, by Resolution No. 920133, and the City Council further amended said plan on June 30, 1994, by Resolution No. 940643, and the City Council further amended said plan on June 5, 1997, by Resolution No. 970571, and the City Council further amended said plan on May 20, 1999, by Resolution No. 990583, and the City Council further amended said plan on September 27, 2001, by Resolution No. 011205, and the City Council further amended said plan on October 24, 2002, by Resolution No. 021198; and the City Council further amended said plan on January 4, 2004, by Resolution No.

RESOLUTION NO. 110159

031334; and the City Council further amended said plan on January 13, 2005, by Resolution No. 041369; 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 Downtown East Area 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 the City Council further amended said plan by Committee Substitute for Resolution No. 100049 on March 11, 2010; 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 Santa Fe Area 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 the City Council further amended said plan by Committee Substitute for Resolution No. 100049 on March 11, 2010; and

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 the City Council further amended said plan by Committee Substitute for Resolution No. 100049 on March 11, 2010; and

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

WHEREAS, legal notice for the public hearing before the City Plan Commission was published on January 3, 2011, in conformity with State and local laws; and

RESOLUTION NO. 110159

WHEREAS, the City Plan Commission considered such repeals and amendments of existing plans and approved the new plan on January 18, 2011; and

WHEREAS, after all interested persons were given the opportunity to present testimony, the City Plan Commission did on January 18, 2011, recommend approval of the proposed repeals and amendments of existing plans and approval of the Heart of the City Area Plan; and

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

WHEREAS, the policies within the Heart of the City Area Plan, which will serve as the plan of record for this area, are consistent with the policies of the *FOCUS Kansas City Plan* and any future amendments to the Heart of the City 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 Heart of the City Area Plan; and

WHEREAS, said framework provides a guide for future development and redevelopment of the area, for specific and general policies to guide future decisions, 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 Heart of the City Area Plan; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section A. That the Heart of the City Area Plan is hereby adopted as a guide for the future development and public investments for that area generally bounded by Interstate 70 on the north, the The Paseo and Woodland Avenue on the west, Emanuel Cleaver II Boulevard on the south and the Blue River on the east. A copy of the Heart of the City Area Plan is attached hereto, in substantial form, and is hereby approved.

Section B. That the Downtown East Area Plan, the Santa Fe Area Plan, and the Washington Wheatley/Wendell Phillips/Downtown East Neighborhood Planning Study are hereby repealed and replaced by the Heart of the City Area Plan.

Section C. That the Blue Valley Neighborhood Plan, the Oak Park North Area Plan, and the Oak Park South Area Plan are hereby amended by deleting the portion of these plans that are covered by the Heart of the City Area Plan.

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Section D. That the Heart of the City 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 Heart of the City Area Plan hereinabove, all public notices have been given and hearings have been had as required by law.



Authenticated as Passed

[Signature]
Mack Funkhouser, Mayor

[Signature]
Vickie Thompson-Carr

Vickie Thompson-Carr, City Clerk
APR 21 2011

Date Passed

CREDITS and acknowledgments

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The Honorable Mark Funkhouser

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Troy Schulte

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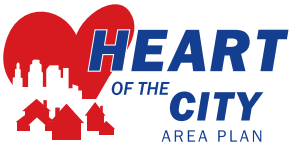
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PLAN PURPOSE

and process



Introduction

The *Heart of the City Area Plan* builds on previous planning efforts and responds to current challenges to define a collective long term vision for the Heart of The City community. This vision is most succinctly described by the four primary plan objectives (see *The Vision* for more detail):

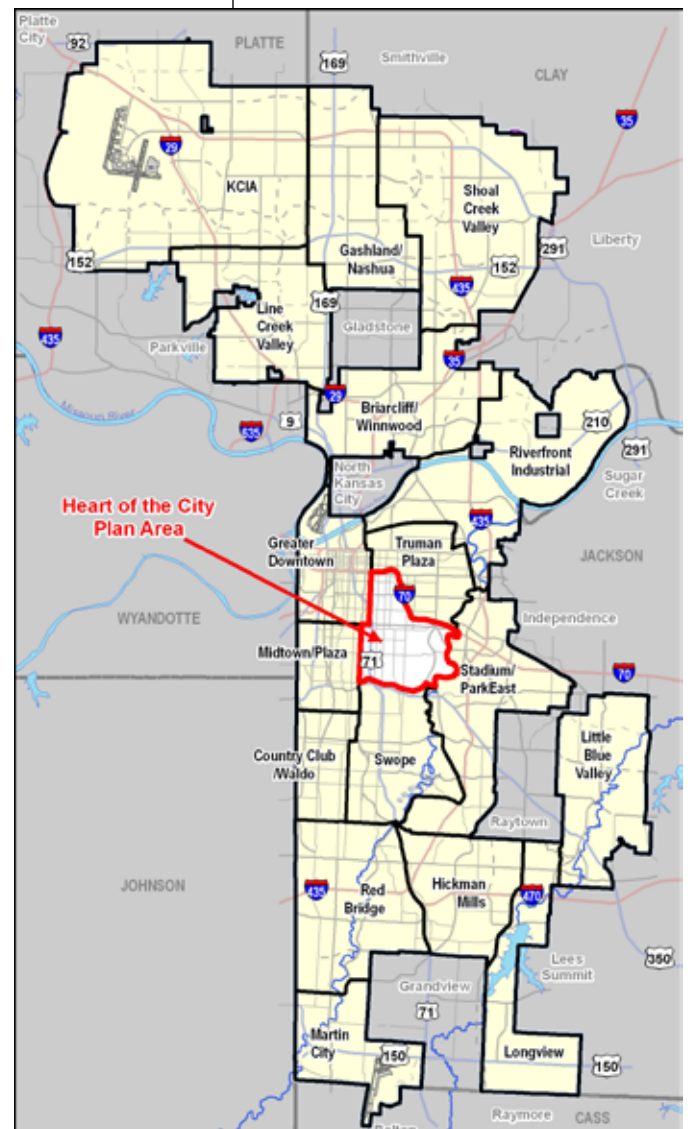
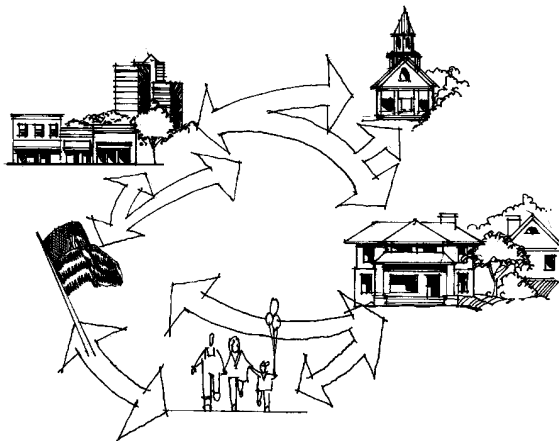
- **People First** – Focus on human investments, creating residents that are productive, healthy and caring.
- **Create Jobs** – Increase employment opportunities within the Heart of the City and provide job skills.
- **Promote Sustainability** – Use sustainable practices to guide policy recommendations and development decisions.
- **Repopulation** – Increase population and focus on rebuilding desirable urban neighborhoods.

The plan carefully blends community input and values with extensive technical analysis and research to create a set of guidelines, policies and action steps to implement the Vision and achieve these primary goals.

What is an Area Plan

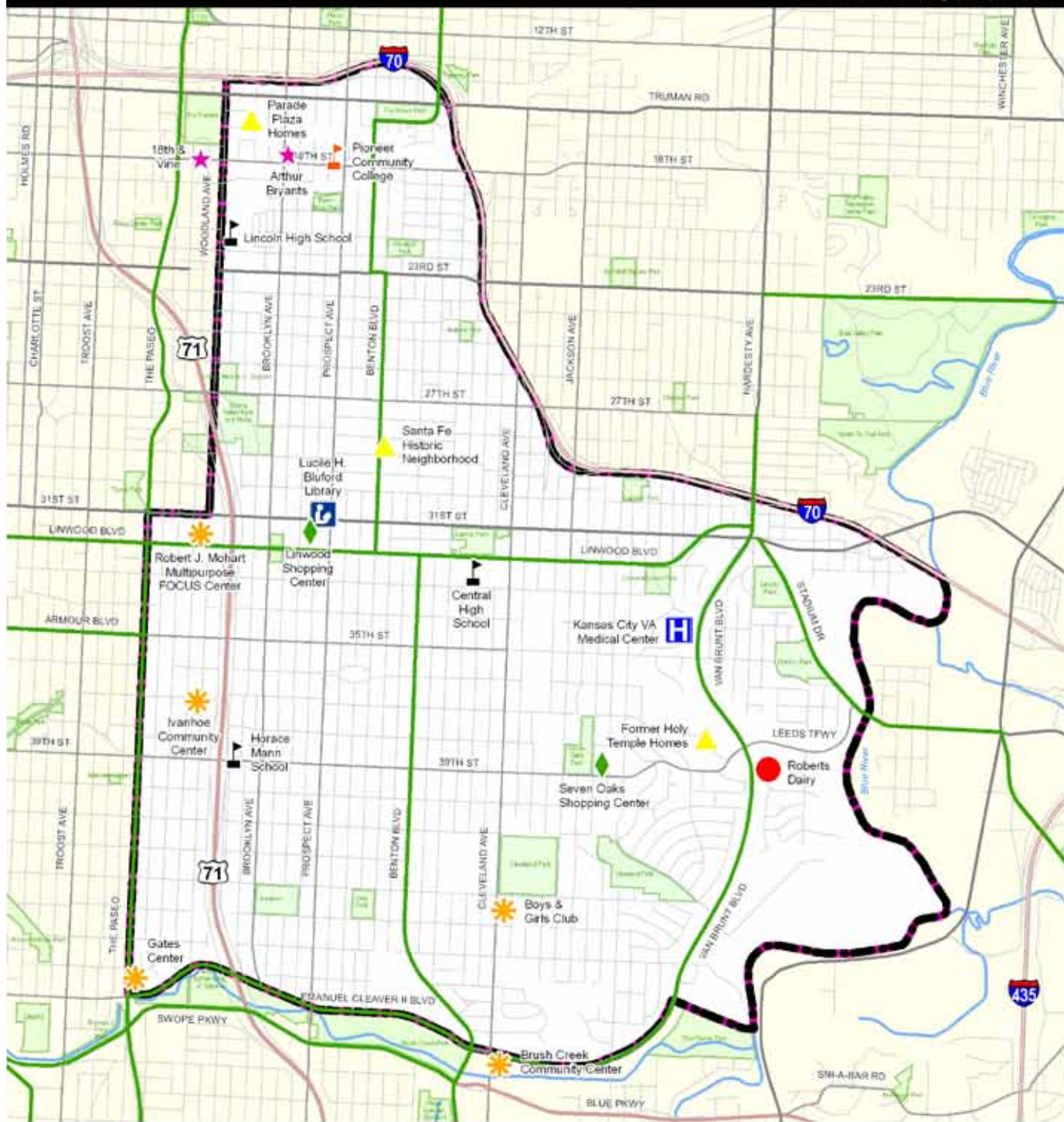
Area plans recommend strategies to help realize a community's long term vision for the future and provide a proactive, comprehensive framework to guide decisions on land use, housing, infrastructure, community development, and public services. Area plans provide both proactive strategies (phased action steps which are outcome driven) and reactive guidelines (evaluation tool to guide future decision making). The *Heart of The City Area Plan* will be used by the City and the Community together and will become an element of our Comprehensive Plan. The city is divided into 18 geographic areas for which area plans are being prepared.

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.

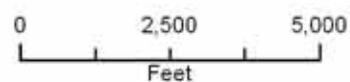


Vicinity Map

Heart of the City Area Plan



- Study Area
- Freeway
- Expressway
- Primary Arterial
- Secondary Arterial
- Parkways
- Local Streets
- City Limit



PLAN PURPOSE

and process



Plan Area

The Heart of the City is located just southeast of the Central Business District and is generally bound by:

- North: Interstate 70
- South: Emanuel Cleaver II Boulevard
- East: The Blue River
- West: Woodland Avenue and The Paseo

The plan area includes such landmarks and districts as the Blue River corridor, Prospect corridor, Bruce R. Watkins Drive, Santa Fe historic neighborhood, Pioneer Community College, Linwood Shopping Center, Robert J. Mohart Multi-Purpose Center, and the V.A. Hospital.

Area Overview

The urban core is the real and symbolic heart of our city and home to some of the city's most historic and venerable neighborhoods. Over the past six decades, the Heart of the City has suffered the effects of segregation, out-migration and disinvestment. High crime and deteriorating physical conditions, coupled with vacant houses and buildings has taken a particularly heavy toll on the Heart of The City.

But the area boasts many assets; beautiful boulevards, historic homes and strong community ties; all of which lend to its unique urban character. Close proximity to the Central Business Corridor provides access to jobs, entertainment and cultural amenities and the central location of the area provides quick access to much of the region.

In many ways, the area is poised for resurgence. Although vacant lots are numerous, with supporting infrastructure still in place, they represent abundant capacity for new development. Initiatives such as the Green Impact Zone promise to focus resources in the area and advance community revitalization goals. However, much work remains.

The *Heart of the City Area Plan* will guide the work to come with a policy framework and action plan designed to overcome recent challenges, address the unique issues facing Heart of The City neighborhoods, and sustain the momentum of recent successes.





the VISION

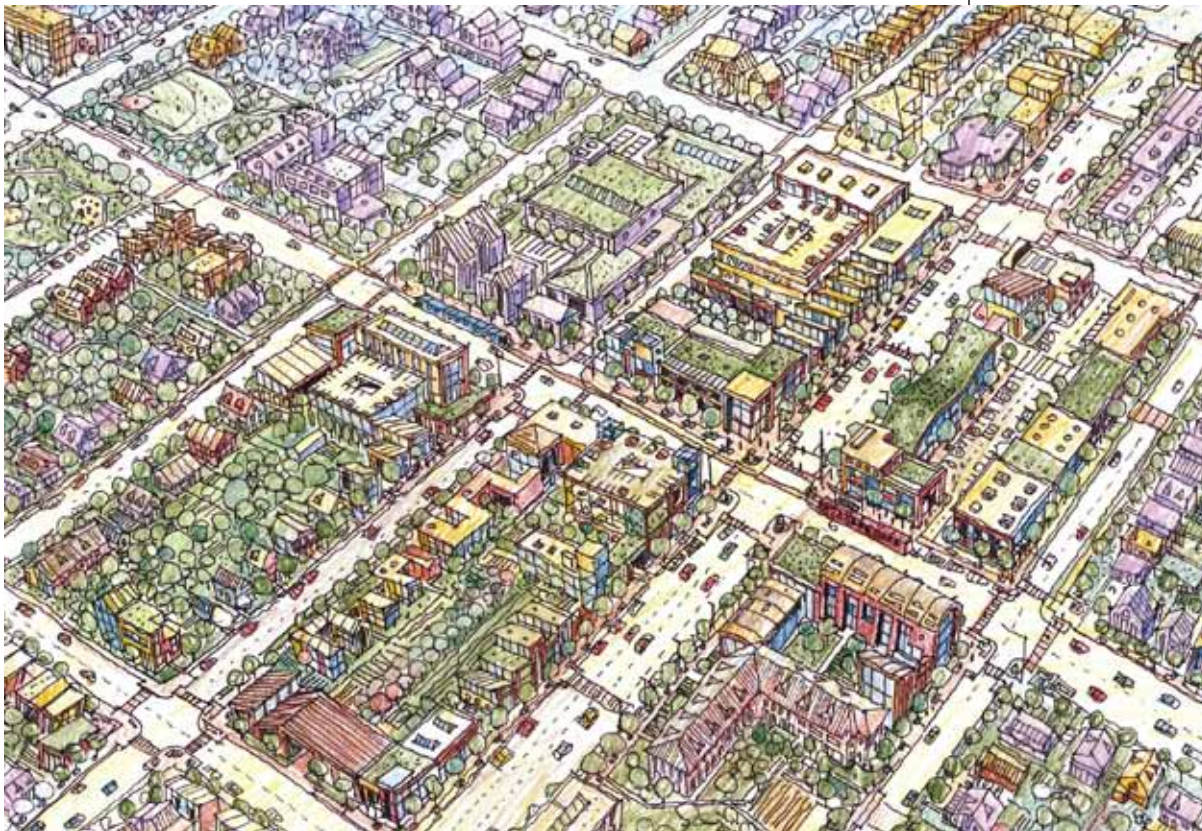


Vision Statement

The following vision statement emerged from the public workshops, steering committee meetings, and the planning team's observations.

*We must build on the area's extensive assets
to become a model urban community
and reaffirm the central city
as the rightful and vibrant Heart of The City.
The Heart of the City will be a community where...*

- investments in people occur along with investments in desirable urban neighborhoods;
- where density supports needed services and amenities;
- where people and businesses are treated as the customers and the community is treated as the product; and
- where jobs are plentiful and accessible.



Achieving the Vision

4 Primary Goals

The following goals support the Vision Statement and are the core components of the plan. These are the most important goals to accomplish the plan Vision and are the guiding framework for the detailed recommendations to follow:

PEOPLE FIRST

Focus on human investments, creating residents that are productive, healthy and caring.

Core Tactics:

- Create clean, safe and walkable communities using sustainable approaches (see Development Guidelines).
- Provide quality education opportunities and lifelong learning for residents.
- Improve the job readiness and productivity of area residents (see workforce strategies in the Economic Development chapter).
- Pursue green approaches to infrastructure and public spaces to improve air quality and water quality and reduce health risks to area residents.
 - ~ Implement green buffers along highways to reduce noise and other pollution.
- Encourage and promote alternative modes of transportation that encourage active lifestyles and help to reduce pollution.
 - ~ Ensure adequate access to jobs and services.
- Improve recreation opportunities for area residents (provide year-round opportunities).
- Focus on preventative health care including individual and societal health.
- Pursue crime reduction and prevention strategies.
 - ~ Apply Crime Prevention Through Environmental Design principles.
 - ~ Create dense, active neighborhoods to create “eyes on the street”.
 - ~ Create a more active public realm that is safer for all users.
 - ~ Implement the *KC Safe City Initiative Plan*.
- Improve access to healthy food.
 - ~ Identify the extent of the food desert in HOTC
 - ~ Attract additional full-service grocery stores.
 - ~ Encourage healthy options in convenience stores and schools.
 - ~ Create more community gardens and backyard gardens.



CREATE JOBS

Increase employment opportunities within the Heart of the City and provide job skills.

Core Tactics:

- Utilize the HOTC Employer survey to better direct business retention and assistance efforts.
- Create and implement a proactive, targeted, and layered economic development strategy that focuses on business retention/attraction; workforce development; and improving HOTC neighborhoods.
- Prioritize infrastructure improvements that support job growth and new development.
- Develop a coordinated, comprehensive employment and job-training system that is accessible to all residents
- Create partnerships between employers and schools at all levels to maintain a direct relationship between skills taught and jobs in demand.
- Strengthening HOTC neighborhoods to reinforce job attraction and retention efforts (see Housing and Neighborhood strategies).
 - ~ Aggressively pursue repopulation to provide a broader customer base for area businesses and create a larger local pool of potential employees.
 - ~ Utilize public realm improvements to create an appealing and active public realm that will help attract and retain businesses to the area.
- Promote entrepreneurship to encourage new job opportunities for area residents.
- Ensure adequate areas for employment uses in proximity to residents.
 - ~ Promote a jobs/housing balance.
 - ~ Encourage dense nodes of activity along key transit corridors (Linwood, Truman and Prospect) to improve access to jobs.
- Create an interconnected multimodal transportation system to ensure access for area employers and businesses.
 - ~ Promote as a marketing tool.
 - ~ Preserve access to regional highways.



PROMOTE SUSTAINABILITY

Use sustainable practices to guide policy recommendations and development decisions.

Core Tactics:

- Promote sustainable building practices and reinforce alternative modes of transportation in new development.
- Encourage sustainable economic development.
- Pursue repopulation efforts which will:
 - ~ Place more people closer to jobs in the urban core;
 - ~ Reduce commute times and distances;
- Support green infrastructure solutions; encourage infill development and better utilization of existing infrastructure; and promote more efficient and cost effective approaches to infrastructure construction and maintenance.
 - ~ Increase “green solutions” in the public realm that contribute to stormwater management, reduce the urban heat island and improve air and water quality.
- Promote alternative modes of transportation, increasing transportation options and decreasing dependency on single occupancy automobiles.



Achieving the Vision - 4 Primary Goals, continued

REPOPULATION

Increase population and focus on rebuilding desirable urban neighborhoods.

Core Tactics:

- Aggressively pursue the 3-part housing and neighborhood revitalization strategy (Stabilize, Redevelop and Maintain).
- **STABILIZE** - Create the policies, organizations and tools necessary for redevelopment and continued maintenance of the area while employing measures to stabilize and enhance area neighborhoods.
 - ~ Pursue code enforcement and vacant lot strategies,
 - ~ Create/refine policies and regulations;
 - ~ Focus on service delivery and
 - ~ Build capacity.
- **REDEVELOP** - Begin redevelopment efforts (implementing tools and policies established in Stabilize phase).
 - ~ Identify areas of strength;
 - ~ Target and layer resources to those areas;
 - ~ Coordinate capital improvements with development efforts; and
 - ~ Continue stabilization strategies.
- **MAINTAIN** - Focus on sustaining momentum of redevelopment efforts and maintenance of vacant lots and other private property and infrastructure.
 - ~ Create a land bank and other entities (i.e. Community Improvement Districts) to assist with area maintenance;
 - ~ Inventory and track infrastructure condition;
 - ~ Track housing and neighborhood livability metrics; and
 - ~ Continue to improve the capacity of area organizations responsible for plan implementation.



HOUSING

and neighborhoods



Housing Goal – Focus on areas of strength and utilize layered approaches to build desirable urban neighborhoods and repopulate the Heart of the City. Build capacity, focus, target and finish what we’ve started.

Neighborhood Livability Goal – Develop the services, amenities and education opportunities necessary to support clean, safe, attractive and desirable neighborhoods. Preserve the unique urban character of existing neighborhoods and recreate it in new neighborhoods.

Relationship to Plan Goals

The recommendations in this chapter promote the following goals of the plan:

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Housing and Neighborhood strategies support the development of healthy neighborhoods which are clean, safe and walkable; reduce health risks to residents; provide quality education opportunities; and improve access to employment.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

Strengthening HOTC neighborhoods reinforces job attraction and retention efforts by making the area more attractive to employers. Repopulation of the area will provide a broader customer base for area businesses and create a larger local pool of potential employees.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

The Housing and Neighborhood strategies encourage the repopulation of the Heart of the City, placing more people closer to jobs in the urban core; reducing commute times and distances; reinforcing alternative modes of transportation; better utilizing existing infrastructure; and contributing to economic and fiscal sustainability.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The overarching goal of the Housing and Neighborhoods Chapter is to repopulate the Heart of The City with strategies designed to create desirable neighborhoods; promote density and housing choice; and focus redevelopment efforts.

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.

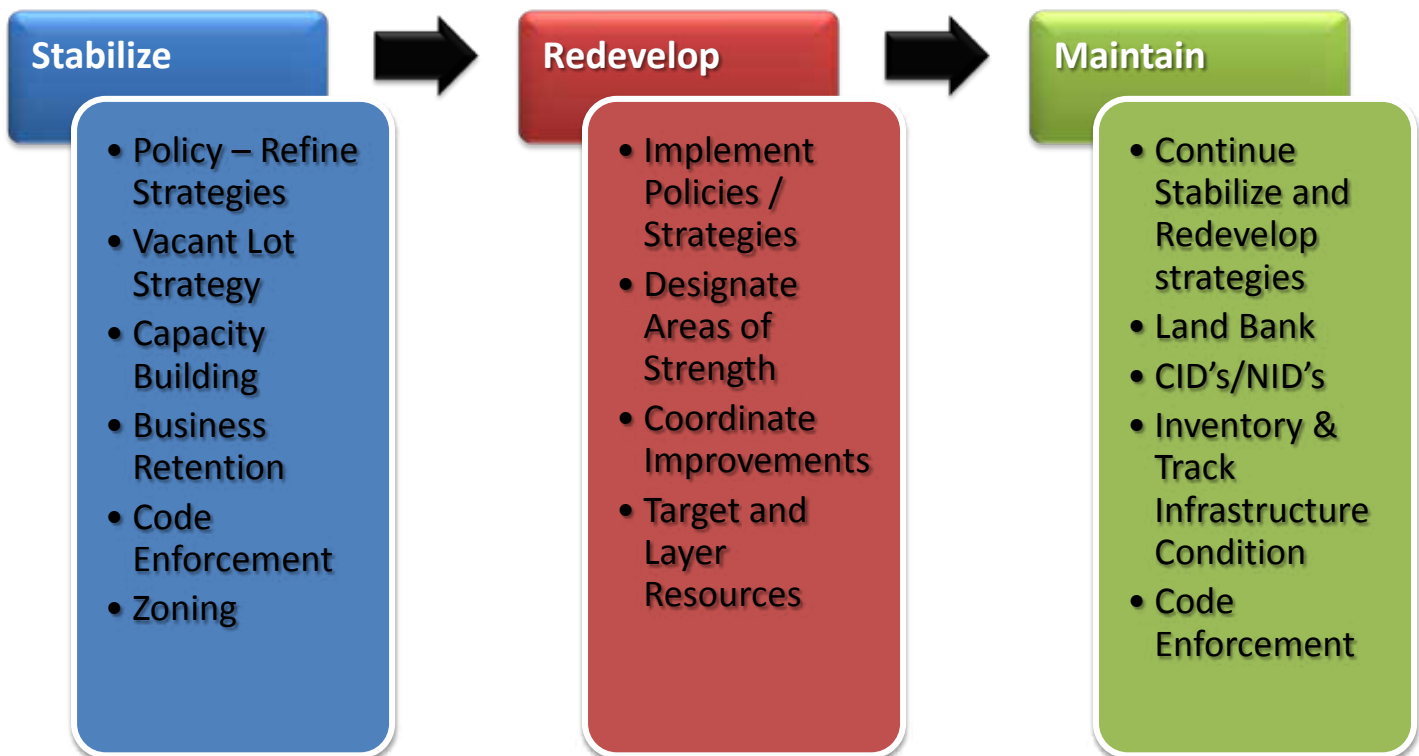
– FOCUS Kansas City Plan



Three Primary Strategies

The Housing and Neighborhood Livability framework is organized into three primary strategies:

1. **Stabilize** – Create the policies, organizations and tools necessary for redevelopment and continued maintenance of the area while employing measures to stabilize and enhance area neighborhoods. Many stabilization measures identified in this phase are critical to the Maintain phase as well.
2. **Redevelop** – Begin to implement redevelopment efforts (implementing tools and policies established in Stabilize phase). This strategy also provides guidelines and goals for redevelopment efforts to achieve.
3. **Maintain** – This phase focuses on sustaining momentum of redevelopment efforts and maintenance of vacant lots and other private property and infrastructure. It includes the continuation and evolution of many of the activities identified in Stabilize.



These three primary strategies are intended to provide some guidance about the general sequence for housing and neighborhood activities. There are some critical path elements imbedded in this framework, however it is not a rigid or linear process and activities from different phases will overlap and may be initiated/ completed concurrent with other phases.

HOUSING

and neighborhoods



STABILIZE

Pursue code enforcement and vacant lot strategies, create/refine policies and regulations; focus on service delivery and build capacity.

GUIDING PRINCIPLES

Stabilize, Rebuild and Market Desirable Neighborhoods

Preserve and Enhance Neighborhood Character

- Implement design guidelines, downzoning (see Land Use Chapter), code enforcement and enhancements to public spaces.
 - ~ Utilize the 11 Quality Places Characteristics from the *FOCUS Kansas City Plan* to guide future efforts to create desirable, and more livable neighborhoods.
- Design new houses to be consistent with the historic urban character of the area (see Infill Housing Guidelines).
 - ~ At a minimum, utilize the Development Guidelines for new development.
 - ~ Implement overlay zoning or historic districts where appropriate (see Land Use and Development Chapter) The *FOCUS Kansas City Plan* recommends to adopt new neighborhood zoning classifications and to create classification of Heritage Neighborhoods.



Implement measures to Stabilize HOTC Neighborhoods

- Improve code enforcement.
 - ~ Promote the legal and moral responsibilities of property ownership.
 - ~ Coordinate enforcement efforts with resources for maintenance/repairs.
 - ~ Target code enforcement, clean sweeps and rehab to blocks adjacent to areas targeted for redevelopment and to blocks with chronic and long standing problems.
 - ~ Train residents to identify and report violations.
 - ~ Coordinate with vacant lot prevention strategies (see below).
 - ~ Continue vacant property registration and expand rental licensing.
- Improve basic infrastructure and service delivery.
 - ~ Create an inventory and assess the condition of infrastructure within each neighborhood (see Maintain strategies).
 - ~ Utilize community surveys to identify City service priorities and needs. Direct service delivery and capital improvement funding accordingly.
- Address Foreclosures (see also Human Investment Chapter).
 - ~ Proactively apply homebuyer/mortgage counseling/education, and post foreclosure counseling/assistance.
 - ~ Focus on preventing predatory practices though education and services.

The FOCUS Kansas City Plan recommends to continue the expansion of community policing.

The FOCUS Kansas City Pan recommends to implement and expand the Clean Sweep Program



Improve neighborhood safety and crime prevention.

- Apply Crime Prevention Through Environmental Design principles to new development.
- Create dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.
- Create an inviting and well maintained public realm which generates activity. An active public realm will be safer to all users.
- Implement the *KC Safe City Initiative Plan* (adopted by the City Council in 2002).

Reduce trash, illegal dumping and litter.

- Understand and monitor the scope of the problem. Measure and track the litter index for the area.
- Identify priority areas that are highly visible, particularly around “areas of strength”.
- Expand clean sweeps, trash carts and other programs.
- Implement the *Prospect Corridor Strategic Plan* and the *KC Safe City Initiative Plan* recommendations to “Break the Cycle of Trash”:
 - ~ clean it up.
 - ~ maintain it.
 - ~ prevent it from falling back into the trash cycle.

Manage Vacant Lots

Apply both interim and long term strategies.

- Interim approaches might include urban gardening and opportunities for green storm water mitigation (see Infrastructure Chapter).
- Long term objective should be redevelopment (see Redevelop strategy below).

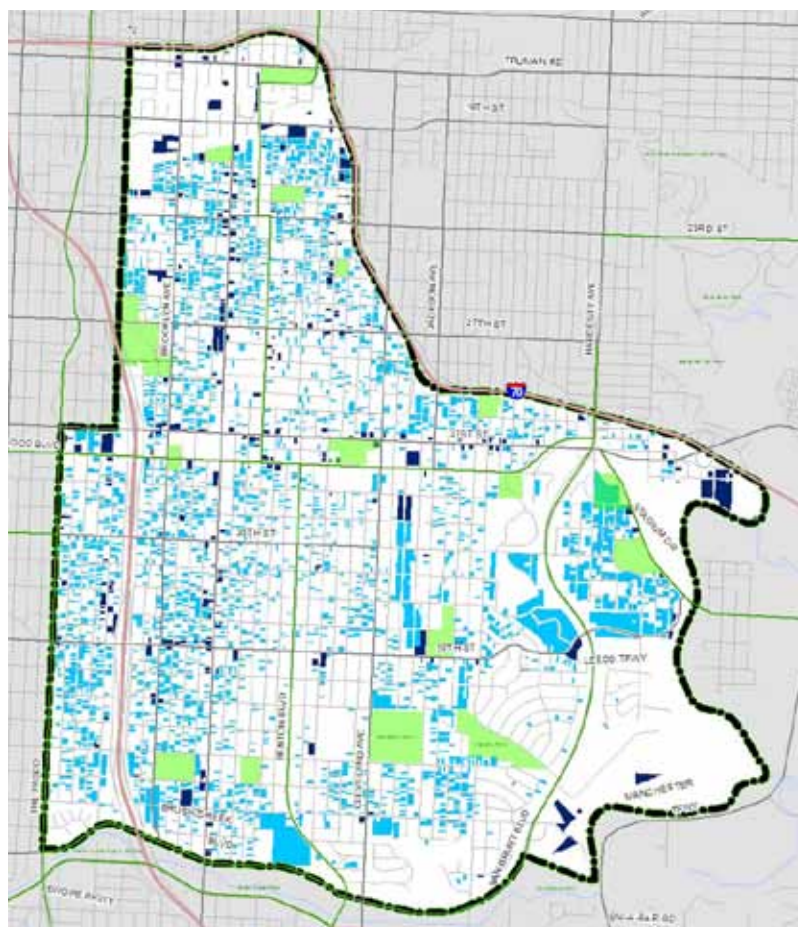
HOUSING

and neighborhoods



Implement a 4-part Vacant Lot Strategy:

1. Work to improve vacant lot management/maintenance and implement strategies designed to prevent additional vacant lots.
 - ~ Maintenance of lots and measures to prevent the creation of additional lots should have priority over “temporary” or interim uses for vacant lots.
 - ~ Employ prevention measures – Identify areas susceptible to additional abandonment or demolition and target code enforcement and rehabilitation resources/incentives.
 - ~ Coordinate with redevelopment planning and prioritize in “areas of strength”.
2. Create a land bank.
 - ~ The Land Bank would receive all tax delinquent properties and be empowered to assemble, sell, and manages properties.
 - ~ Proceeds from sales would fund management and maintenance of lots.
 - ~ Land bank would prepare and package lots for redevelopment.
 - ~ Explore pilot Land Bank in HOTC.
3. Speed up delinquency and tax lien process.
 - ~ Work with Jackson County to create an abbreviated tax delinquency process.
4. Adjust property tax structure.
 - ~ Establish a pilot area where land is taxed more than buildings as a dis-incentive for vacant land.
 - ~ Explore a pilot area in HOTC (coordinated with redevelopment efforts and “areas of strength”).



Vacant Parcels – Opportunities for infill development are abundant with vacant commercial (dark blue) and vacant residential lots (light blue) accounting for 24% of the parcels in the area (4,584 lots) and 13.9% of the total land area. Most of these are vacant residential lots (4,127 parcels), representing the 4th largest land use in terms of land area (626 acres, 12% of the total area).

Build Capacity (ability to implement) and Identify Organization(s) to Champion HOTC Area

- Ensure City staff has adequate resources, support and skills to implement housing initiatives.
- Increase capacity of area Community Development Corporations to carry out the Housing and Human Investment goals(see Maintain strategies).
 - ~ Create new organizations where needed.
- Continue to organize neighborhoods with common goals and issues to work together to bring attention and needed resources to the area and to assist with area marketing efforts.

Create a Comprehensive Housing Strategy

- Strategy should be demand based and include an assessment of housing needs and market conditions:
 - ~ Strategies will be intended to meet projected needs for housing types, based on job growth and other identifiable economic and demographic trends.
 - ~ Conduct an assessment of the housing market and housing needs. Include analysis of existing needs for housing by age, income and other factors and compare to existing supply.
- Coordinate the Comprehensive Housing Strategy with economic development strategies. Pursue a Jobs/Housing Balance.
 - ~ Conduct an analysis of the transportation system to evaluate access to jobs.
- Include strategies which address capacity building.
- Identify leading public improvements.
- Address access to capital and identify tools and economic incentives necessary to accomplish goals and where to apply them strategically.
- Include strategies to address quality education and other factors which may affect the housing market.
- Include strategies to address marketing of the area – successes and positive aspect of neighborhoods.
- The Comprehensive Housing Strategy will establish goals and policies to guide the Consolidated Plan.

Ensure that Development/Revitalization Programs and Tools are Addressing Needs and Plan Goals

- Track performance of tools and evaluate against plan goals.
- Ensure that tools/incentives are working in unison to achieve plan goals.
 - ~ Implement New Tools recommendations.
- Conduct analysis of existing tools, programs and incentives that considers the following:
 - ~ Are they sufficient to attract private investment?
 - ~ Are they directing investment to the right areas (targeted areas)?
 - ~ What's Working, What's Not and What's Needed?
 - ~ To what extent do tools favor large project vs. small projects; new construction vs. rehabilitation, etc?
- Develop new tools or revise existing as necessary.

HOUSING

and neighborhoods



REDEVELOP

Identify areas of strength; target and layer resources to those areas; coordinate capital improvements with development efforts; and continue implementing strategies identified in "Stabilize".

GUIDING PRINCIPLES

Target Redevelopment to Areas of Strength and Finish What We Start

- Identify areas of strength, which are areas with the greatest potential for long term, sustained success. The Potential Areas of Strength map show areas with recent growth and potential for additional growth. Areas of strength should ideally exhibit the following characteristics:
 - ~ The largest concentrations of private development (residential and commercial).
 - ~ Largest increases and/or stability in population, housing units and jobs.
 - ~ Area previously identified for targeting of public funds.
 - ~ Additional factors which may indicate a stronger revitalization potential such as a successful school, strong institutional anchor, etc.
- Create "critical mass" and avoid isolating new developments.
 - ~ Finish an area before moving to adjacent areas.
 - ~ Focus on building neighborhoods, not houses.
 - ~ Start small, think big - Focus on individual blocks within areas of strength.
 - ~ Stabilize/strengthen surrounding blocks as redevelopment occurs (new infill, rehab, and code enforcement).
- Proactively layer resources together.
 - ~ Pursue funding sources other than traditional HUD funds.
 - ~ Align the Consolidated Plan, capital improvement planning and other resources to direct funds to "areas of strength".
 - ~ Lead with targeted public investments to support private investment.
 - ~ Apply development incentives and tools proactively in areas of strength.
 - ~ Provide education and assistance to developers on available development tools and funding sources and how they can be layered together.
- Be proactive, holistic and targeted.
 - ~ Create a Land Bank and utilize it to proactively assemble land for redevelopment.
 - ~ Clearly communicate the City's role and interest in working with the developer community to pursue residential projects.
 - ~ Apply development tools strategically, proactively and in layers.
- Support the development goals of the *Vine Street District Economic Development Plan*.

Creating Critical Mass:



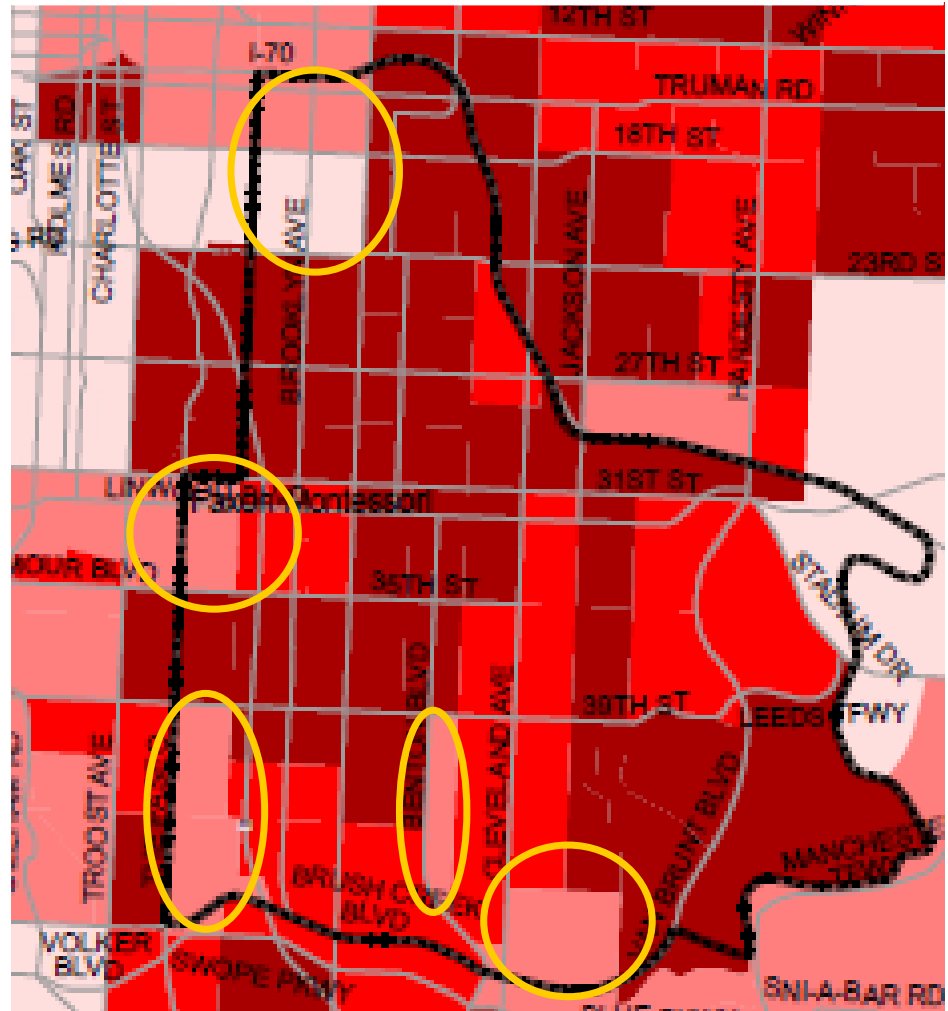
This illustration compares sporadic development (above) to the preferred approach of coordinated development (below).






The FOCUS Kansas City Plan recommends to create a pool of low interest or no interest loans for basic upkeep and maintenance of residential property.

Potential Areas of Strength*

(areas that are either stable or improving)



- | | | |
|---|------------------|--|
|  | Declining | Change Indicators Include:
•Job Change 2000-2007
•Non Res. Building Change 2000-2009
•Housing Unit Change 2000-2009
•Population Change 2000-2008 |
|  | Stable | |
|  | Improving | |

*Additional analysis required to refine and select areas of strength. See additional factors to consider.

HOUSING

and neighborhoods



Promote Density in Key Areas to Support Economic Development and Transportation Goals

- Develop higher density in appropriate areas (see the Land Use Chapter):
 - ~ along transit corridors,
 - ~ in Mixed Use nodes,
 - ~ along major thoroughfares)
- Preserve low density areas and prevent encroachment of higher density or non-residential uses.
- Maintain traditionally higher “urban” densities throughout the Heart of the City.

Provide Diverse Housing Options

- Avoid concentrating low income housing and increase amount of market rate housing.
 - ~ Establish goals for market rate housing in new development.
 - ~ Discourage new developments which provide only below-market rate housing (balance with affordable housing goals).
 - ~ Work with the Housing Authority to explore ways to avoid and reduce high concentrations of subsidized housing units.
- Include housing diversity and market rate housing goals in the Consolidated Plan. Use to evaluate CDBG and HOME funding applications
- Explore the use of development tools and funding sources that allow the sale of homes to households above 80% of the area median income.
 - ~ Determine the extent to which existing tools can be modified to reduce income restrictions and identify funding sources which have fewer restrictions on income (while still supporting affordable housing goals).
 - ~ Establish a Neighborhood Revitalization Strategy Area (NSRA) designation (or similar program) in areas targeted for new construction and rehabilitation (see areas of strength).
 - ~ Identify alternative sources of funds which carry fewer or no income restrictions
- Continue to ensure there is an adequate supply of affordable housing.
 - ~ Monitor the supply of affordable housing and balance with the goal of increasing market rate or non-income restricted housing (see Comprehensive Housing Strategy).



The FOCUS Kansas City Plan recommends to create high-density residential options based on historic Kansas City apartment models.

The FOCUS Kansas City Plan recommends to decentralize, modernize and aggressively manage Public housing. Maintain/Create a Land Bank and other entities (i.e. CIDs) to assist with area maintenance; inventory and track infrastructure condition; track housing and neighborhood livability metrics; and continue to improve the capacity of area organizations responsible for plan implementation. Much of this phase is the continuation of those actions and strategies identified in the Stabilize phase.

The FOCUS Kansas City Plan Quality Places to Live and Work principles recommend to continue enhancing neighborhood character and creating desirable neighborhoods; and supports complete neighborhood downzonings and overlay zoning.

MAINTAIN

Create a Land Bank and other entities (i.e. CIDs) to assist with area maintenance; inventory and track infrastructure condition; track housing and neighborhood livability metrics; and continue to improve the capacity of area organizations responsible for plan implementation.

Much of this phase is the continuation of those actions and strategies identified in the Stabilize phase.

GUIDING PRINCIPLES

Continue to Pursue Stabilization Measures

- Continue to implement Vacant Lot and code enforcement strategies, particularly those related to maintenance and prevention.
- Continue foreclosure counseling and assistance.
- Continue to build capacity.
 - ~ Establish organizations with adequate staff to champion the area and its needs.
 - ~ Utilize tools such as Community Improvement Districts and Neighborhood Improvement Districts to organize area stakeholder, fund services and improvements and proactively advocate for the community's vision and area issues.
 - ~ Utilize existing organizations where feasible or appropriate before creating new organizations.

Track Indicators for Housing and Neighborhood Livability

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. Suggested metrics include the following:
 - ~ Population/Households
 - ~ Vacant lots
 - ~ Housing Type – Affordable/Subsidized vs. market rate
 - ~ Housing vacancy and status (not on market)
 - ~ Homeownership
 - ~ Housing Conditions
 - ~ Percentage of residents who indicate their next move will be in the area
 - Also track reason for move 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).
 - ~ Average Rent
 - ~ Number and Value of New Projects

HOUSING

and neighborhoods



- Track metrics related to neighborhood livability
 - ~ Number of Schools Open/Closed (by type).
 - ~ Crime Statistics (trends).
 - ~ Litter index.
 - ~ Access to healthy food – Monitor number of grocery stores and compare to number of convenience stores.
 - ~ Monitor (and attempt to reduce) the number of predatory lending establishments.
 - ~ Monitor resident satisfaction surveys.

Maintain Area Infrastructure

- Conduct an inventory and assessment of area infrastructure
 - ~ Use an assessment/inventory tool similar to those currently being utilized in other areas of the city (i.e. Downtown Council).
 - ~ Utilize the inventory to prioritize and track improvements and measure progress.
 - ~ Update inventory periodically and as improvements are made.
- Pursue redevelopment/repopulation efforts to increase tax revenues to pay for maintenance programs.

Market Area Neighborhoods

- Launch a marketing and branding effort for area neighborhoods.
 - ~ Highlight and publicize success stories.
 - ~ Partner with area real estate professionals.

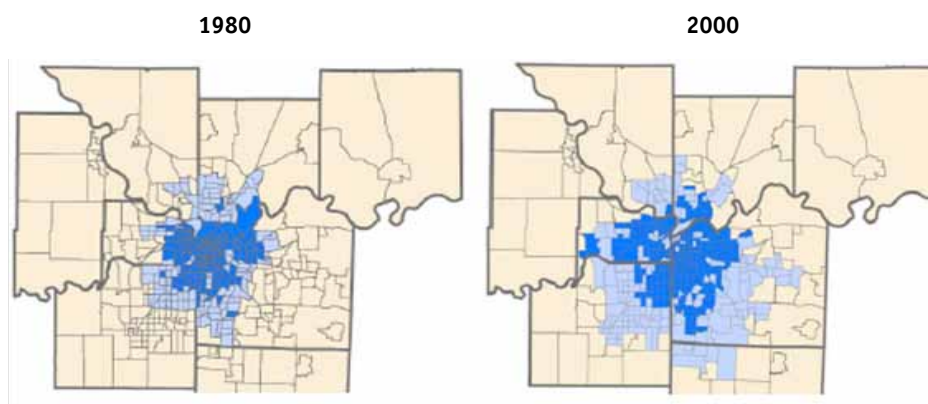
Pursue Regional Approaches

- Support regional growth management to encourage development in the inner core.
 - ~ Since 1980, the region's residential land area has increased three times faster than population.
 - ~ "Inner Core" has lost population since 1940.
 - ~ When land use expands faster than population some previously developed areas of the region experience population decline, even as new areas grow.



The FOCUS Kansas City Plan recommends to commit 20-25% of the City's capital improvement funding to Core Neighborhoods

Population Growth and Decline in the Kansas City Urbanized Area



Source: Comprehensive Economic Development Strategy Plan, Metropolitan Kansas City, Mid-America Regional Council Community Services Corporation, 2009.



ECONOMIC DEVELOPMENT



Increase employment opportunities within the Heart of the City and provide job skills. Focus on proactive and layered efforts to create an environment which encourages business retention and growth.

Relationship to Plan Goals

The economic development recommendations promote the following goals of the plan:

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Economic Development strategies support human investment by improving the job readiness and productivity of area residents. Strategies also support resident productivity by improving access to employment.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

The Economic Development strategies support job growth and retention goals by creating and implementing a proactive, targeted, and layered economic development strategy which focuses on business retention/attraction; workforce development; and improving HOTC neighborhoods to make them more appealing to businesses and employers.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

The Economic Development strategies support development in the city's core which utilizes existing infrastructure and buildings. Increasing job opportunities in the Heart of The City also places jobs closer to people, supports repopulation efforts, reduces commutes, reinforces alternative modes of transportation, and contributes to economic and fiscal sustainability.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The Economic Development strategies support repopulation efforts by improving Heart of The City neighborhoods and increasing job opportunities for area residents.

“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)



70% of employers who responded to the HOTC Employer Survey had less than ten employees.

34% of employers who responded to the HOTC Employer Survey were not-for-profit.

Employers who responded to the HOTC Employer Survey indicated the most important assistance needed to retain the business in KCMO was:

- financial assistance:32%*
- infrastructure 15%*
- blight remediation 15%*
- workforce development and attraction assistance 15%*

Three Primary Strategies

The strategies in this chapter are organized into 3 primary topics:

- 1. Business** - Retain and attract employers to the area and increase job opportunities for HOTC residents.
- 2. Workforce** - Prepare workforce and assist employers with recruitment.
- 3. Place** - Improve Area Image.

BUSINESS

Retain and attract employers and jobs to the Heart of the City. The priority should be on retaining and expanding existing businesses. Efforts should include improving business outreach and assistance (particularly to small businesses), organizing employers to pursue common goals and targeting job attraction employers to key sectors which show the most promise in the area. A secondary emphasis should be placed on new business creation.

GUIDING PRINCIPLES

Increase employment opportunities within HOTC - Identify strategies to attract and retain businesses.

Identify strategies and alternative approaches to business retention and assistance for small businesses, which account for a majority of the areas employers.

- Small businesses fall “under the radar” for existing business retention and assistance efforts which are typically targeted to businesses with more than 40 employees.
- The large number of small businesses requires a new approach and potentially additional resources.

Direct assistance and retention efforts to better meet the needs of area employers.

- There is a large percentage of not-for-profit organizations which may have different assistance needs than are typically offered to for-profit businesses (i.e. tax incentives/redirection may not be a useful tool)
- The HOTC Employer Survey indicates that many area buildings are aging (56% of the buildings were more than 50 years old) which may indicate a need for assistance with facility renovations and upgrades.
- Utilize the HOTC Employer Survey to direct and focus business retention and assistance efforts.
 - ~ Conduct additional interviews/focus groups to refine assistance needs
 - ~ Proactively direct assistance to those employers planning to expand
 - Nearly half of HOTC employers indicated they planned to either expand or renovate in their current location in the next three years.

ECONOMIC DEVELOPMENT



Organize Area Businesses and Employers

- Identify an organization(s) to champion area businesses and their needs.
 - ~ Utilize tools such as Community Improvement Districts to fund needed services and improvements.
 - ~ Utilize existing organizations wherever possible to address needs
 - Create new organizations only where none exist.
- Increase participation in local business/trade associations.
 - ~ Identify reasons for low participation.
 - ~ Identify what services are desired by area employers and work with area business organizations to provide.
 - ~ Market services provided by area organizations.

Target Key Industries - Focus job attraction efforts to those sectors which show the most promise in the area.

- Complete an analysis to determine sectors that show promise. Include as part of an overall Economic Development Strategy.
- Capitalize on the areas relatively strong industrial and office markets (relatively low vacancy and competitive rents compared to the City).¹
- Recognize the not-for-profit sector as a growth opportunity in job attraction efforts.
- Focus on maintaining a diverse mix of businesses with quality jobs.
- Foster Small Business Development and Small Projects.
 - ~ Create policies and provide the tools, process and structure to foster small business development.
 - ~ Develop tools specifically designed for small projects and small businesses.
- Develop Area Workforce (see "Workforce" below).

Encourage new business assistance and incubation

- Focus on new business creation to increase jobs in the HOTC.
- Increase the number of new employers.

Coordinate Housing and Economic Development Efforts.

- Pursue a Jobs/Housing Balance.

77% of employers who responded to the survey indicated they are not a member of a local business association.

Relatively few of the employers who responded to the HOTC Employer Survey were new to the area (only 8% had been there two years or less).

¹ Based on information provided by the Economic Development Corporation of Kansas City

Ensure that development tools/revitalization programs and tools are addressing needs and plan goals.

Examine existing tools and programs to determine the following:

- Are they enough to attract investment (to cover the gap)?
- Are they directing investment to the right areas (targeted areas)?
- Do they foster small projects and small businesses (are existing tools too expensive/difficult to use)?
- What's Working, What's Not and What's Needed?
- Ensure that tools/incentives are working in unison to achieve plan goals.
- Integrate New Tools recommendations.

Proactively apply tools in priority areas (see "Place" below).

- Create new tools which are easier to use and apply them in priority areas.
- Establish thresholds which reward projects that meet established priorities of the Plan.

Track performance of tools. Evaluate against plan goals.

Create a Comprehensive Economic Development Strategy

The Economic Development Strategy should include the following components:

- Proactive, outcome oriented strategies.
- Address access to capital.
- Leading Public Infrastructure (what are key strategic opportunities).
- Education/Workforce development strategies.
- Analysis of existing tools recommendations for new tools.
- Capacity Building strategies.
- Marketing/Branding strategies.
- Develop a strategy to address high retail vacancy rates.
- Identify competitive advantages to be leveraged.
- 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.

ECONOMIC DEVELOPMENT



WORKFORCE

Prepare the workforce and improve access to jobs. Efforts should focus on job training (particularly for skills needed by area employers), recruitment assistance for employers and ensuring the transportation system effectively provides access to jobs for area residents.

GUIDING PRINCIPLES

Improve the availability and quality of the workforce for area employers

Provide recruiting and job training assistance to area businesses and residents.

- Work with area schools and employers to identify those skills which are in demand or are lacking.
- Partner with the local schools, the Green Impact Zone, Full Employment Council and others to develop strategies.
- Elevate the “life skills” of area residents (see Human Investment Chapter).

Focus on preventative health care, enhancing city life and workforce productivity (see Human Investment Chapter).

Conduct focus groups and business interviews to determine the types of recruiting assistance needed.

Improve Access to Jobs for HOTC Residents

Coordinate transportation improvements with job access.

- Implement transit, bike routes and trail improvements that improve access to areas with high concentrations of jobs (see Transportation Chapter).
- Conduct a housing/transportation study that examines low-income residents’ ability to access major employment centers.

Within the next 2 years, 50% of employers surveyed expected their employment needs to increase, 42% felt they would stay the same, and 6% felt their needs would be decreasing.

According to the HOTC Employer Survey, recruitment problems were related to the community (17%), the industry (18%), and various other causes (17%).



PLACE

Revitalize HOTC Neighborhoods and Improve Area Image. Place priority on implementing the Housing and Neighborhood Development Strategies. Also pursue crime prevention, critical infrastructure and aesthetic improvements (see Public Realm Chapter) in employment areas, particularly along image streets.

GUIDING PRINCIPLES

Target Redevelopment to Areas of Strength and Finish What We Start

Identify areas of strength and proactively target resources to cause development.

- Identify areas with the greatest potential for long term, sustained success.
- Coordinate where possible with Housing and Neighborhood Development strategies and development initiatives.

Leverage the momentum of recent successes. Complete projects already started.

Examine large land owners (City and Land Trust) and develop strategies for development of properties.

Be Proactive and Use Layered Approaches – More Than Incentives

Lead with targeted public investments and marketing to support / attract private investment.

Utilize improved City service delivery, public realm improvements, enhanced public transit, land assembly, job training, incubators, etc.

Improve access to capital.

- Identify programs that can provide improved access to capital for area businesses and employers.
- Market programs to area businesses.

Launch a branding and marketing campaign for the area.

- Highlight the positive characteristics of the area.
- Market the areas competitive strengths - central location, good highway and rail access and available land.

ECONOMIC DEVELOPMENT



Revitalize HOTC Neighborhoods - Focus on Removal of Blight and other factors which contribute to negative area image.

Implement Housing /Neighborhood Strategies (see Housing and Neighborhood Development Chapter).

Ensure that economic development projects improve surrounding neighborhoods.

- Avoid an inward focus within the boundaries of the site.
- Encourage improvements to surrounding area as development projects occur (e.g. TIF projects that direct some increment to improving housing in adjacent neighborhoods).

Revitalize struggling commercial corridors.

Implement streetscape and other aesthetic improvements.

Create an inventory and assessment of infrastructure conditions.

- Work with the City to implement infrastructure improvements (maintenance requests, PIAC requests, etc.)
- Prioritize and track improvements (see Infrastructure Chapter).

Create CIDs and build capacity in other organizations to champion and provide services for commercial districts.

Consolidate commercial uses to mixed use nodes/activity centers. (see Land Use Plan).

- The high retail vacancy and the Commercial Demand Analysis suggest that the area has an excess amount of commercial zoning, even for future population.
- Consider rezoning areas which may no longer be viable for retail uses (see the Land Use Plan).



“Strip commercial streets should over time gradually transition into nodal commercial streets, with commercial uses concentrated at major intersections

– FOCUS Kansas City Plan”

Analyze the purchasing power of each neighborhood relative to current services available.

- Utilize drill down data.²
- Use the analysis as a marketing tool.

² Drill Down is a study conducted by Social Compact and UMKC which used unconventional data to uncover persons missed by the US Census.

Pursue Regional Approaches

Explore growth management.

- Integrate regional transportation planning into economic development initiatives.
- Identify strategies that maximize the benefits of regional roadways
 - ~ Improvements and enhancements to I-70
 - ~ Explore shifts in traffic patterns as a result of Bruce R Watkins Drive

Establish and Track Benchmarks/Metrics

- Retail vacancy
- Taxable Sales
- Jobs and Number of Establishments
- Unemployment (area residents)
- Population/Households
- Industrial vacancy
- Office vacancy
- Periodically update the HOTC Employer Survey to track changes in employers' perceptions and needs

HUMAN INVESTMENT



Human Investment Goal – Build social and human capital together with physical capital, focusing on human investments which create productive, healthy, caring, informed and empowered citizens.

Relationship to Plan Goals

This chapter provides recommendations to guide resources and investments in the social needs of residents. The recommendations promote the following goals of the plan:

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The central purpose of the Human Investment chapter is to provide strategies to advance this goal. Strategies focus on the social needs of residents helps to bring a holistic approach to community redevelopment, improving both the physical and social environment.

CREATE JOBS - Increase employment opportunities within the Heart of The City and provide job skills:

By providing strategies to promote entrepreneurship and ensure residents are adequately prepared to enter the workforce.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions:

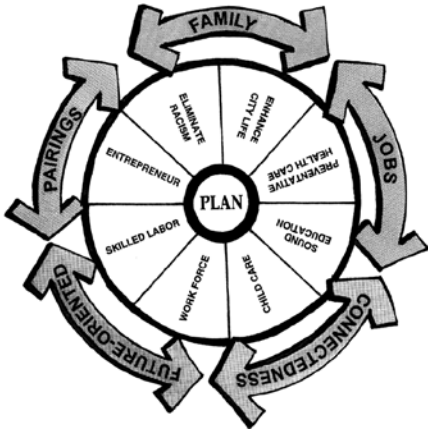
By providing strategies that focus on the “people” portion of the “triple bottom line” used to guide sustainable decisions (people, planet, and prosperity).

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods:

By encouraging the creation of healthy communities, improving education options, and providing needed social services which are critical components of a desirable urban neighborhood.

“We, as Kansas Citians, envision our city as a people-centered community. From economic development to the readability of street signs, we consider people first. Kansas City shapes and guarantees its future by examining first and foremost the impact of every decision on future generations.

– FOCUS Human Investment Plan”



Big Ideas/Guiding Principles

The *FOCUS Human Investment Plan* clusters around eight core strategies:

- Eliminating Racism
- Promoting Entrepreneurism
- Developing a Skilled Labor Force
- Preparing People for Work
- Promoting Universal Child Care and Development
- Providing Sound Education and Lifelong Learning
- Focusing on Preventive Health Care
- Enhancing City Life

ELIMINATING RACISM

- Involving all segments of the community in denouncing racism and racist behaviors, in welcoming social diversity.
- Promoting human rights for all; and expanding community policing while at the same time actively improving police-community relations, particularly in low-income communities.

PROMOTE ENTREPRENEURISM

- Encourage investment in locally owned businesses to help generate wealth amongst residents.
- Identify supply needs and other niches that new businesses fill with talented and energetic local entrepreneurs.
- Teach the values and rewards of entrepreneurship in schools; celebrate entrepreneurial successes by Kansas Citians.
 - ~ Partner with Kansas City Missouri School District (KCMSD) and other area schools to educate students about entrepreneurship.
- Establish supports in the form of advanced business mentoring and special capital pools to support local entrepreneurs throughout each stage of development of the enterprise.
 - ~ Develop programs and incentives for small businesses and entrepreneurs (see Economic Development Chapter).
 - ~ Partner with the EDC and other agencies to address issues and concerns illuminated by the HOTC Employer Survey.
 - ~ Improve small business outreach (see Economic Development Chapter).
- Establish special supports and programs for the minority entrepreneur by encouraging minority business start-ups and capital set asides.

HUMAN INVESTMENT



DEVELOP A SKILLED LABOR FORCE (see Economic Development Chapter for more)

- Efforts should focus on job training (particularly for skills needed by area employers), and recruitment assistance for employers.
- Developing a coordinated, comprehensive employment and job-training system that is accessible to all residents.
- Creating partnerships between employers and schools at all levels to maintain a direct relationship between skills taught and jobs in demand.
 - ~ Work with area schools, employers, Full Employment Council and others to identify those skills which are in demand or are lacking.
 - ~ Provide vocational training in fields of growth (see Economic Development Chapter for sectors that show promise).

PREPARE PEOPLE FOR WORK

- Expand and continually upgrade programs that provide comprehensive employment development services;
 - ~ Provide technical training for prospective workers.
 - ~ Direct job seekers to resources to assist with resume writing, interview skills etc.
- Devise programs that re-integrate senior citizens into the work force.
- Strengthen and expand the capability of local institutions of higher learning to deliver continuing education especially in the technical and management areas.
- Improve Access to Jobs for HOTC Residents.
 - ~ Implement transit, bike routes and trail improvements that improve access to areas with high concentrations of jobs (see Transportation Chapter).
 - ~ Conduct a housing/transportation study that examines low-income residents' ability to access major employment centers.

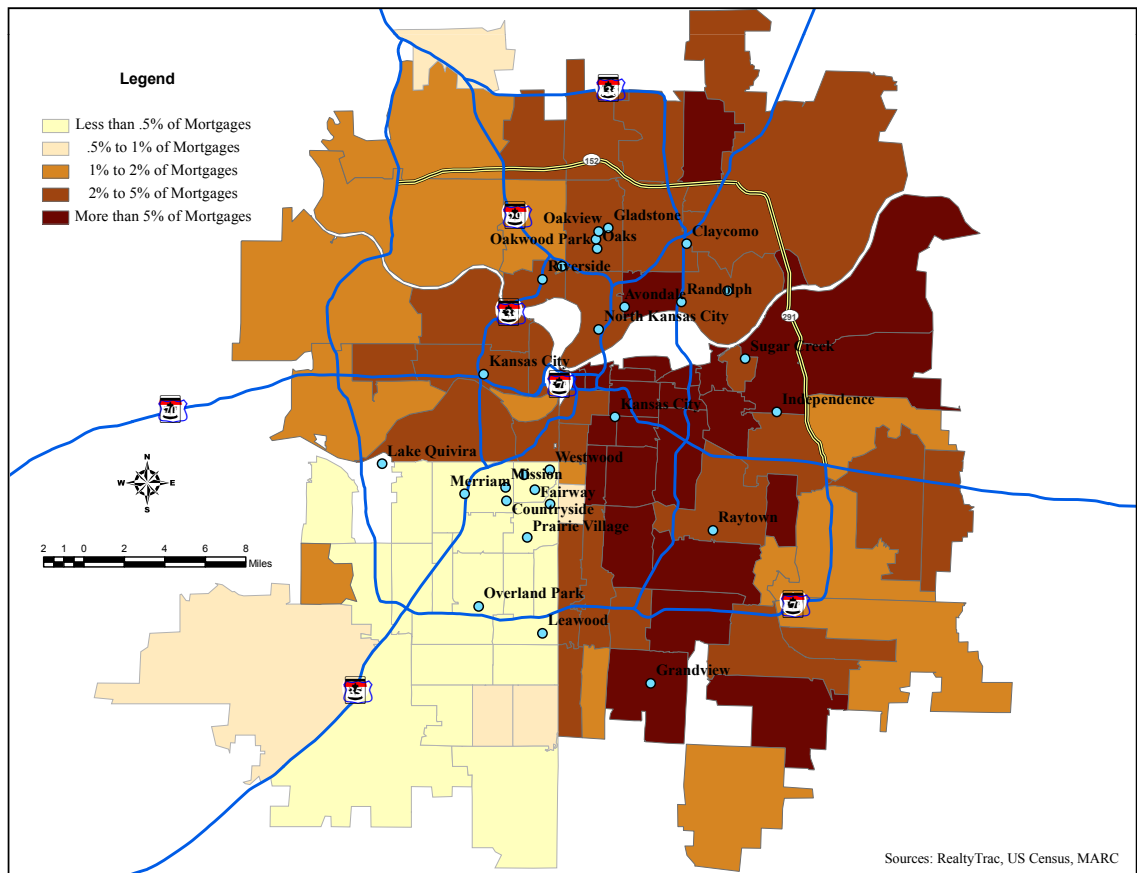
PROMOTE UNIVERSAL CHILD CARE AND DEVELOPMENT

- Expand and enhance successful early-childhood programs.
- Improve the variety and availability of recreational programs for children and youth.
 - ~ Assess the need/demand for additional community center space in the area.
- Encourage additional low cost high quality child care services along transit routes.

PROVIDE SOUND EDUCATION AND LIFELONG LEARNING

- Ensure that all children and youth have safe places to learn, play and socialize, as well as positive role models.
- Enhance and expand site-based school management opportunities and other educational innovations so that schools can respond more directly to student and community needs and demands.
- Encourage high level relationship between the City and the KCMSD.
 - ~ Proactively work with neighborhoods to determine the reuse of closed school buildings.
 - ~ The repurposing of closed schools should support the recommendations of the *Heart of The City Area Plan*.
- Work to improve education options for families in the HOTC, including high performing charter schools.
- Promote continuing education programs.
- Promote programs designed to develop the life skills of area residents:
 - ~ Support financial literacy and homeownership classes.
 - ~ Foreclosures - Proactively apply homebuyer/mortgage counseling/education, and post foreclosure counseling/assistance.
 - ~ Focus on preventing predatory practices through education and services.

2007 Foreclosures in the Core Metro Area



HUMAN INVESTMENT



- Provide sound education and lifelong learning.
 - ~ Ensure that all children and youth have safe places to learn, play and socialize, as well as positive role models; and
 - ~ Enhance and expand site-based school management opportunities and other educational innovations so that schools can respond more directly to student and community needs and demands.
 - ~ Encourage high level relationship between the City and the KCMSD.
- Proactively work with neighborhoods to determine the reuse of closed school buildings.
- The repurposing of closed schools should support the recommendations of the *Heart of The City Area Plan*.
- Work to minimize duplicate functions.
- Work with area schools to identify ways that the City can support school needs.
- Identify areas where Parks and Recreation and schools can collaborate and partner.
- Consider proximity to schools (open or closed) when prioritizing CDBG proposals.
 - ~ Work to improve education options for families in the HOTC, including but not limited to high-performing charter schools.
- Encourage additional partnerships and collaboration between KCMSD and charter schools, including potential KCMSD sponsorship.
 - ~ Promote continuing education programs.
 - ~ Promote programs designed to develop the life skills of area residents:
- Support financial literacy and homeownership classes.
- Foreclosures - Proactively apply homebuyer/mortgage counseling/education, and post foreclosure counseling/assistance.
- Focus on preventing predatory practices through education and services.
 - ~ Encourage area residents to get personally invested in the lives of district scholars.
 - ~ Partner with area employers to provide internships for district scholars

FOCUS ON PREVENTATIVE HEALTH CARE, ENHANCING CITY LIFE

- Expand public education programs and services that motivate citizens to take responsibility for their own well-being.
- Expand and promote family-oriented wellness programs.
- Declare Kansas City to be a “Drug-Free City” and launch an all-out attack on illegal drugs and other unhealthy addictive substances.
- Reduce violent crime and domestic violence of all types.
- Coordinate health services.
 - ~ Create an inventory of health care service needs and availability.
 - ~ Identify gaps in service, and opportunities to consolidate services.
- Focus on community health issues.
 - ~ Lead Paint
 - ~ Rat Abatement
 - ~ Diabetes Education
 - ~ Hypertension
 - ~ Healthy Eating

- Ensure that goals of the Health Department are incorporated into the plan.
 - ~ Continue to partner with the Health Department to deploy resources and provide needed guidance on health related issues.
- Improve access to Healthy Foods:
 - ~ Understand the scope of the problem – Assemble mapping and data to measure the extent of the problem in the HOTC area.
 - ~ Develop strategies to address access to healthy foods including (but not limited to) the following:
 - Encourage community gardening (see also vacant lot strategies).
 - Promote more healthy food options in schools and convenience grocery stores.
- Reduce the crime rate especially the domestic and violent crime rates.
 - ~ Encourage community policing and support efforts to promote strong relationships between the community and Police Department.
 - ~ Educate the community on crime prevention measures.
 - ~ Apply Crime Prevention through Environmental Design principles to new development.
 - ~ Promote dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.
 - ~ Create an inviting and well maintained public realm which generates activity. An active public realm will be safer to all users.
 - ~ Implement the *KC Safe City Initiative Plan* (adopted by the City Council in 2002).

ENHANCE CITY LIFE

- Foster a high level of efficiency, coordination and cooperation among arts organizations.
- Expand patronage for and participation in the arts, in part by increasing the involvement of young people and by broadening the artistic and cultural diversity among organizations and participants.

ESTABLISH AN INFORMATION CLEARINGHOUSE FOR SOCIAL SERVICES AND PROVIDERS

- Conduct a needs analysis and inventory of available services to determine where gaps might exist and appropriately distribute resources based on the needs.
- Examine the current marketing of services i.e. 211 and make the necessary changes to ensure adequate knowledge of the services and resources available.
- Promote communication between services providers to eliminate duplication of services and misallocation of funds.

LAND USE

and development



Goal: Create quality, compatible development which is sensitive to the neighborhood context and that supports neighborhood revitalization, repopulation and job growth goals.

Relationship to Plan Goals

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

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Land Use and Development strategies support the development of healthy and livable neighborhoods. The chapter supports the creation of clean, safe and walkable communities using sustainable approaches that improve air and water quality and reduce health risks to residents. Strategies also support resident productivity by improving access to employment.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

The Land Use and Development strategies support job growth and retention goals by ensuring adequate areas for employment uses in proximity to residents. Employment opportunities are increased by encouraging a jobs/housing balance and encouraging dense nodes of activity along key transit corridors to improve access to jobs.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

The Land Use and Development strategies promote sustainable building practices, reinforce alternative modes of transportation in new development and encourage sustainable economic development.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The Land Use strategies support the repopulation of the Heart of the City by focusing density to appropriate areas (see the Land Use Plan) and providing a framework for new development that creates desirable urban neighborhoods (see Development Guidelines).





Guiding Principles

FOCUS COMMERCIAL USES TO NODES

Consolidate commercial uses to mixed use nodes/activity centers. Eliminate strip commercial zoning pattern.

- Focus commercial uses to key nodes (see Mixed Use areas on Land Use Plan).
 - ~ Mixed use areas should be concentrated at key nodes along primary transit corridors.
- Discourage expansion of commercial zoning for new retail development and encourage non-retail development or mixed use development in commercially zoned areas.
 - ~ Retail vacancy in the Heart of the City is high and rents are low. Many areas zoned for commercial have developed with non-commercial uses.
 - ~ Commercial demand analysis for the Heart of the City estimates a future demand that is less than 1/3 of the area currently zoned for commercial uses (the Land Use Plan reflects this future demand and reduces the area recommended for commercial uses accordingly).
- Mixed use areas should be located in close proximity and be well connected to residential areas to provide convenient access to services and goods (particularly quality grocery stores).
 - ~ Mixed Use areas should create a compact, walkable development pattern with commercial uses that are connected to and integrated in a compatible manner with adjacent residential areas (see Development Guidelines).
 - ~ FOCUS Kansas City Plan - Land-use patterns throughout the urban core should shift away from the strip commercial development to nodal development, or mixed-use centers.



SUPPORT DEVELOPMENT/REVITALIZATION GOALS

Ensure adequate supply and appropriate location of employment land uses to facilitate access to jobs and job growth.

Ensure good access to employment areas (see Transportation Chapter).

- Preserve and enhance access to existing employment and mixed use areas.
 - ~ If access to regional highways is altered, examine impacts to the land use plan and revise as necessary to reflect new access patterns.
 - ~ Coordinate recommendations from the I-70 Draft First Tier Environmental Impact Statement (FTEIS) with future land use recommendations, particularly those which change or consolidate access to/from I-70.
- Locate new employment uses along major transit corridors.
- Ensure that trails and bike routes provide access to employment and mixed use areas (see Transportation Chapter).
 - ~ Amend designated bike route system as necessary.
 - ~ Prioritize those trail and bike route segments that provide access to employment areas and activity centers.
 - ~ Build neighborhood connector trails and bike routes to connect to Trails KC network.



LAND USE

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Better utilize vacant or underutilized commercial and industrial areas (see Economic Development Chapter).

- Identify key vacant industrial tracts and pursue site specific strategies to encourage development (e.g. brownfield remediation and infrastructure improvements, etc).
- Explore strategies to better utilize industrial land adjacent to the Blue River.
 - ~ Enforce existing codes for auto salvage and junk yards in industrial areas adjacent to the Blue River.
 - ~ Examine impacts and benefits of recent flood control improvements on the Blue River and determine areas that are no longer in the 100-year floodplain. Pursue amendments to floodplain maps accordingly.
 - ~ Discourage development in those areas still within the floodplain and work to remove existing buildings and junk/salvage yards over time.

Strengthen existing industrial areas and identify additional opportunities for industrial development (see Economic Development Chapter).

- Utilize the results of the HOTC Employer Survey to improve service delivery and infrastructure to improve business attraction and retention.
 - ~ Focus assistance and services based on the priorities identified in the HOTC Employer Survey.
- Consider new or expanded industrial zoning where access and infrastructure are sufficient (all changes in zoning should be consistent with Development Guidelines and should be weighed against the Decision Making Criteria).
- Market the benefits for relocation into the Heart of the City i.e. highway access, railroad access, etc.

PROMOTE HIGH QUALITY, COMPATIBLE DEVELOPMENT AND PREVENT ENCROACHMENT.

Implement the land use plan recommendations and integrate development guidelines into new development.

- New development should be consistent with the Development Guidelines (as applicable) and requests to change zoning or amend this plan should be weighed against the Decision Making Criteria.
- Incorporate minimum development standards into the development code.

Ensure that new development is compatible and harmonious with the character of surrounding neighborhoods (see Development Guidelines).

- Building design, site layout, density, massing and scale should be compatible with adjacent properties.
- Integrate with existing development and the natural environment.

Prohibit multi-family development within established single-family residential areas.

- Downzone neighborhoods from multi-family zoning to single-family zoning districts where supported by the Land Use Plan.



Limit commercial expansion into established residential areas along major corridors.

Development along Primary Image Streets (see Public Realm Chapter) should exhibit the highest quality and reflect a positive area image.

- Avoid visual clutter (e.g. billboards, razor wire) and “sensitive uses” (e.g. cell towers, junk yards) along primary image streets.

Explore overlay zoning where appropriate:

- Primary Image Streets – Implement development standards to preserve/enhance character.
- Pedestrian Overlay – Pedestrian Zones (Linwood/31st Street and Prospect; Linwood & Van Brunt), and Mixed Use/Multi-Modal Centers
- Historic/Conservation Overlay – Generally most applicable to Residential Low Density (Urban) areas to preserve/restore historic character.

PROMOTE SUSTAINABILITY

Ensure new development is sustainable.

- Encourage sustainable approaches to storm water management, energy efficiency, alternative energy production, building materials, and integrate transit, walking and biking in private development (see Development Guidelines).
 - ~ Emphasize storm water management consistent with the goals of the Wet Weather Solutions Program.
- Preserve open space and create additional open space and public spaces where feasible in new development.
- Avoid development in stormwater “depressional” areas (see Infrastructure Chapter) and floodplains.



ENCOURAGE URBAN DEVELOPMENT

Development in the Heart of the City should have an urban character (see Development Guidelines)

Incorporate elements and characteristics unique to the urban core, including:

- 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.
- Historic structures are preserved and new development is harmonious with the historic character.
- Development is walkable and integrates all modes of transportation and users.
- Development is supported by a dense, highly connected street grid network.
 - ~ Avoid street closures and vacations and reestablish street connections wherever possible.



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REDEVELOP VACANT/UNDERUTILIZED AREAS

- Implement short and long term strategies to manage undeveloped/vacant areas (see Housing and Neighborhoods Chapter).
- Apply proactive, targeted and layered approaches (applying multiple strategies simultaneously) to redevelop underutilized areas.
- Focus on areas of strength and coordinate efforts. Finish projects before moving to new areas. Avoid creating scattered pockets of new development which are surrounded by blight.
- Explore temporary uses such as urban agriculture to manage stormwater until redevelopment occurs.



SUPPORT TRANSIT AND MULTIMODAL TRANSPORTATION

Apply the concepts of Transit-Oriented Development (TOD) along the primary transit corridors (Linwood Blvd, Truman Road and Prospect Ave), at mixed use centers and near future transit stations (see graphic below):

- Mix of land uses - encourage a variety of uses and housing types.
- Compact, higher density of housing and activity than typical development.
- Include a transit stop or station that is a center of activity. Ensure that transit stops are convenient, comfortable and secure.
- Easily accessible via all modes of transportation. Create an environment that is designed for cycling and walking.
- Provides a public place of activity.
- Provides transit supportive uses (those that cater to convenience goods and service needs of residents, employees, and transit stop users)
- Emphasize pedestrian access to buildings, placing parking lots behind buildings and buildings near the street.
- Reduce parking requirements. Proactively apply incentives for TOD.
- Avoid Transit “Adjacent” Development - Development near transit that is not oriented to or connected to transit and has the same parking ratio, roadway design, density, mix of uses and auto usage as any other development.

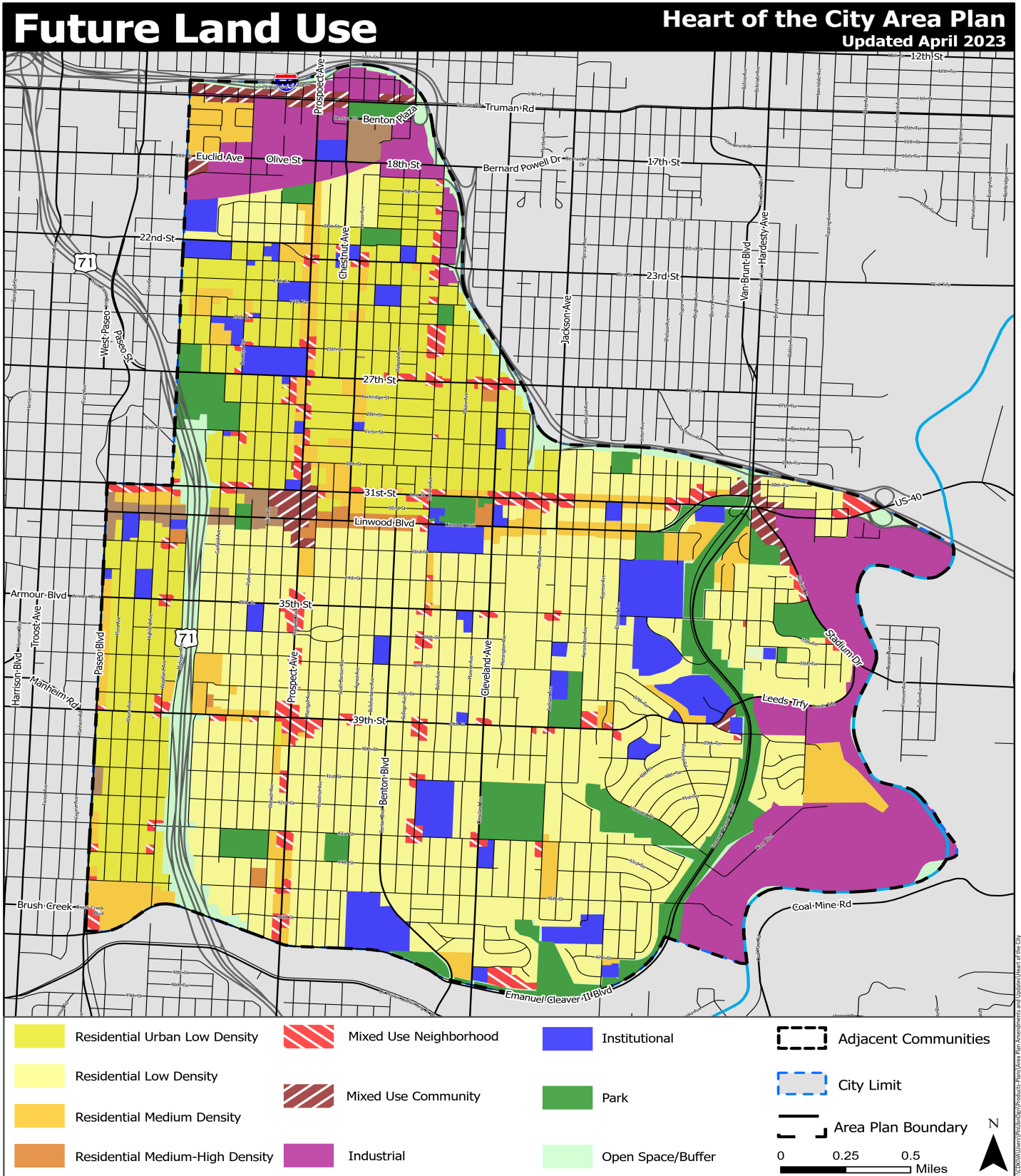


a. Streetscape & Crosswalk Improvements
 b. Mixed-Use Development
 c. Parking Structure
 d. Light-Rail Stop
 e. Multi-Family Residential
 f. Park
 g. Housing Infill



The Land Use Plan

The Land Use Plan provides a framework for future development decisions. The map below is based upon the values and aspirations of area residents, property owners, business owners and others who participated in the planning process. The land use categories and definitions are described on the following pages.



LAND USE

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Land Use Categories

INDUSTRIAL

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 "MI" and "M2" zoning categories within the new zoning ordinance.

INSTITUTIONAL

Areas designated as Institutional include a variety of public and quasi-public uses and facilities including but not limited to: schools, churches, and public facilities that are government owned. More intensive uses like hospitals, and large government office buildings should be limited to appropriate non-residential areas.

MIXED-USE NEIGHBORHOOD

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.

MIXED-USE COMMUNITY

Primarily intended to accommodate and promote a variety of community-serving retail sales or service uses generally of a higher intensity and larger scale than what is allowed in Mixed-Use Neighborhood areas. This category should include a mix of business and residential uses designed to enhance the pedestrian environment of the community and will correspond with the B3 zoning category within the new zoning ordinance.

PARKS

Public or private land reserved for parks and parkways that is intended to accommodate active and passive parklands, trails or recreational uses.





OPEN SPACE

Consists of private or public lands that are in some way either temporarily or permanently reserved from development, including lands unsuitable for development. This includes but is not limited to creeks and stream buffers, floodplains, woodlands, severe slopes, and buffer zones around natural resources (areas difficult for development due to topography, hydrology, aged woodlands, archeological findings, etc.)



RESIDENTIAL LOW (URBAN)

Primarily intended for single family detached residential development at typically higher densities consistent with the historic development of single family neighborhoods. 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 LOW

Primarily intended for single family detached residential Development, but allows a variety of residential building types up to 5.8 Units per acre. This land use classification will correspond to the R7.5 and R-10 zoning categories within the new zoning ordinance.



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.

INFRASTRUCTURE



Goal: Ensure a sustainable and well maintained infrastructure system capable of supporting business and neighborhood development.

Relationship to Plan Goals

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Infrastructure Strategies encourage green infrastructure approaches which are designed to improve air quality and water quality and reduce health risks to area residents.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

Infrastructure improvements are a key component of the strategies to attract new jobs and development and retain existing employers. A central theme of the plan is to prioritize improvements that support job growth and new development.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

The Infrastructure Strategies support green solutions; encourage infill development and better utilization of existing infrastructure; and promote more efficient and cost effective approaches to infrastructure construction and maintenance.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The Infrastructure Strategies are mutually reinforcing with the goal to repopulate the Heart of the City. Quality infrastructure is a key element of desirable neighborhoods and fuels new development and repopulation efforts. Likewise, repopulation will provide the tax base to effectively maintain area infrastructure and implement improvements.

Guiding Principles

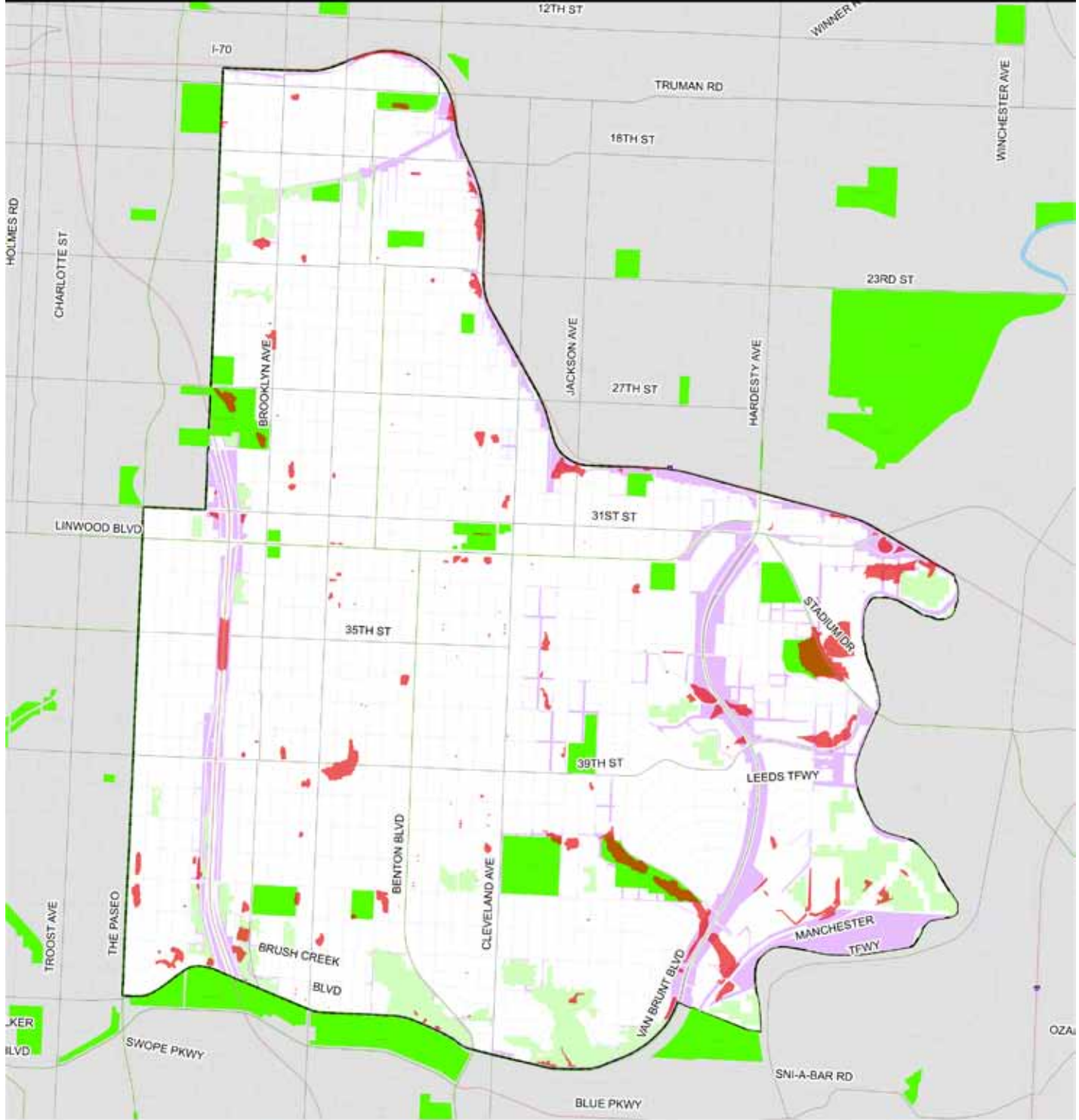
Provide adequate infrastructure to support development goals.

Coordinate capital projects with Housing and Economic Development strategies.

- Lead with public investments – Proactively identify strategic capital improvement projects to support redevelopment goals.
 - ~ Identify key improvements that may catalyze additional private investment, retain jobs or stabilize neighborhoods.
 - ~ Consider creating a special redevelopment fund to be used to implement projects on a short term basis and leverage additional funds.
 - ~ Identify projects through a proactive economic development strategy.

Open Spaces and Drainage Depression Areas

Heart of The City Area Plan



INFRASTRUCTURE

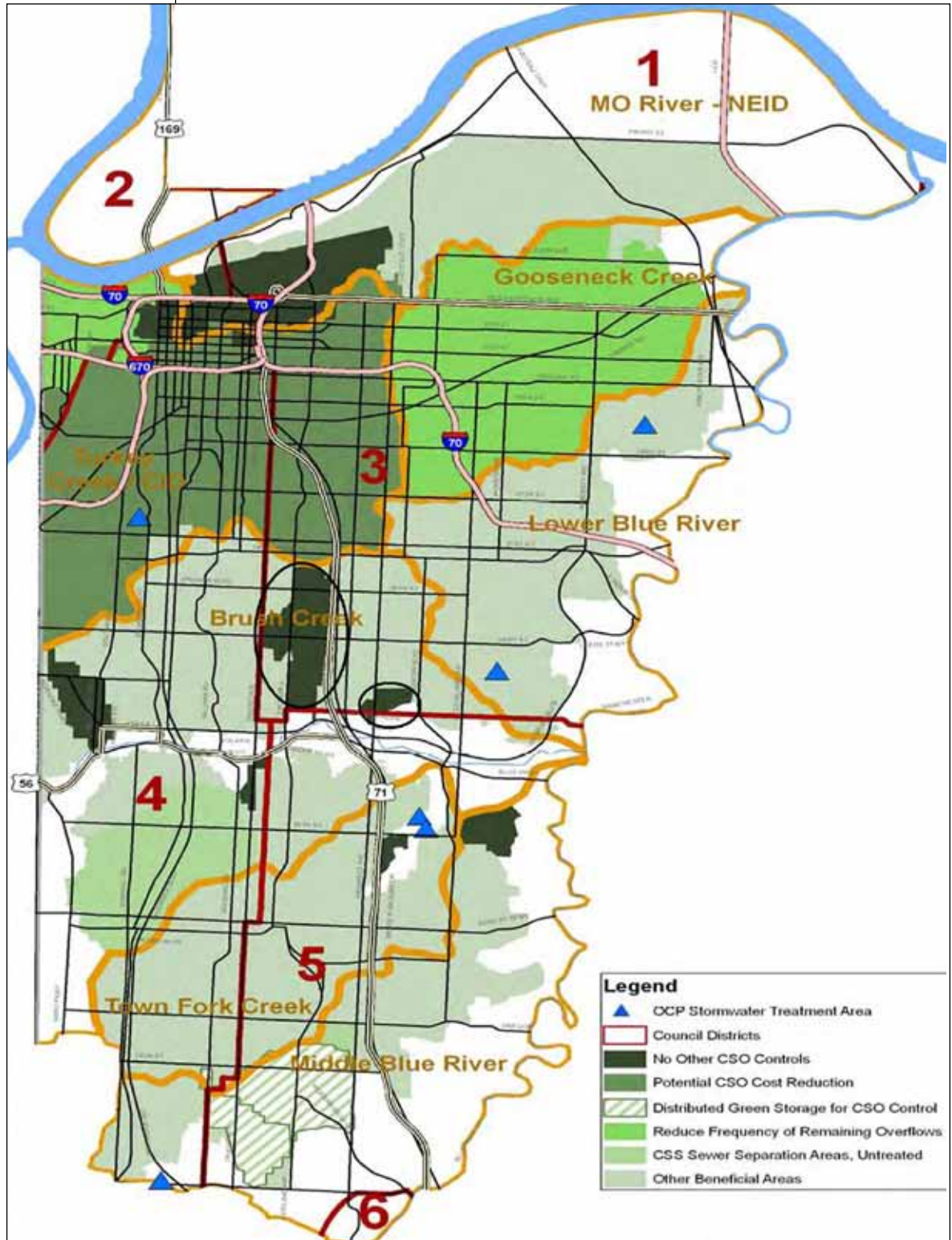
- Target capital resources together with housing, economic development and neighborhood resources and incentives.
 - ~ Leverage private investment by directing incentives, loans, weatherization funds, etc., to areas where significant capital investments are to be made. Include these considerations in capital project planning.
 - ~ Identify potential opportunities for redevelopment created by large scale capital improvements (e.g. combined sewer improvements).
- Improve inadequate infrastructure and maintenance of aging infrastructure to stabilize existing neighborhoods and retain existing businesses.
 - ~ Create and maintain an inventory of infrastructure conditions in each neighborhood. Use the inventory to prioritize improvements.
 - ~ Conduct periodic surveys to residents and employers to identify infrastructure priorities and needs and direct services and resources accordingly.
- Utilize recent flood control improvements as an economic development tool.
 - ~ Examine impacts and benefits of recent flood control improvements on Brush Creek and the Blue River. Determine areas that are no longer in the 100-year floodplain and pursue amendments to floodplain maps accordingly.
- Implement the recommendations of the Vine Street District Economic Development Plan.
 - ~ Street improvements should be completed in areas where targeted development projects are underway through the district.

Implement sustainable infrastructure solutions and achieve multiple benefits.

Identify Opportunities for Innovative Stormwater Management Techniques.

- Strategies for Private Property:
 - ~ Explore the use of vacant lots for green storm water management (see also Vacant Lot strategies in the Housing and Neighborhoods Chapter).
 - Consider revising demolition specifications in City contracts to include grading lots for zero net stormwater runoff.
 - Implement green stormwater solutions on vacant lots that are best suited or demonstrate the most benefit (typically in upper areas of watershed). Work with the Water Services Department to identify lots using the KCONE “green filter” data and other data.
 - Design green solutions with neighborhood input and implement only with a long term maintenance plan.
 - ~ Identify undisturbed depressional areas to implement non-structural BMPs.
 - ~ Implement green and sustainable stormwater solutions in new development.
 - Decrease impervious surface while increasing density.
- Strategies for Public Spaces:
 - ~ Utilize Public Spaces to Implement Green Solutions (see also Public Spaces)
 - 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.
 - Address maintenance and upkeep of green solutions in the public right-of-way before installation.
 - ~ Implement green solutions in City-owned facilities.





INFRASTRUCTURE



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.

Implement sustainable solutions in the "Green Solutions Focus Areas"

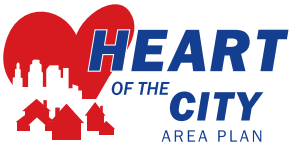
- The Overflow Control Plan designates two Green Solutions Focus Areas in the HOTC (see dark green areas on map). Work with the Water Services Department to provide technical assistance in identification and implementation of green solutions in these areas.

Coordinate projects – avoid digging the same hole twice.

- Improve public and interdepartmental access to information about where capital projects are being constructed and use standard format across departments.
~ Create centralized database of all capital projects. Provide interactive/printable online maps.
- Identify opportunities for project coordination during large scale capital improvements like the Overflow Control Plan.
~ Consult this plan for opportunities to coordinate other improvements to walkability, trails, road diets, streetscape, gateways, etc.

Prioritize Infrastructure Projects

- Facilitate new development in priority areas.
- Address secondary objectives (as identified in this plan) - for example, a storm-water improvement that also improves the public realm, water quality, air quality and reduces the heat island.
- Are coordinated to implement other improvements simultaneously.
- Have financial leverage, such as matching grants or multiple funding sources.



TRANSPORTATION



Goal – Create an interconnected multi-modal transportation system that integrates with land use patterns, connects neighborhoods and businesses, reduces automobile dependency and increases transportation choice.

Relationship to Plan Goals

The recommendations in this chapter promote the following goals of the plan:

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Transportation strategies support human investment goals by improving walkability and bikeability; encouraging green solutions and alternative modes of transportation which help to reduce pollutants; and ensuring a transportation system to provide access to jobs and services.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

An interconnected multimodal transportation system reinforces job attraction and retention efforts by ensuring access for area employers and businesses. The system will also enhance employment opportunities by improving access to jobs for area residents.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

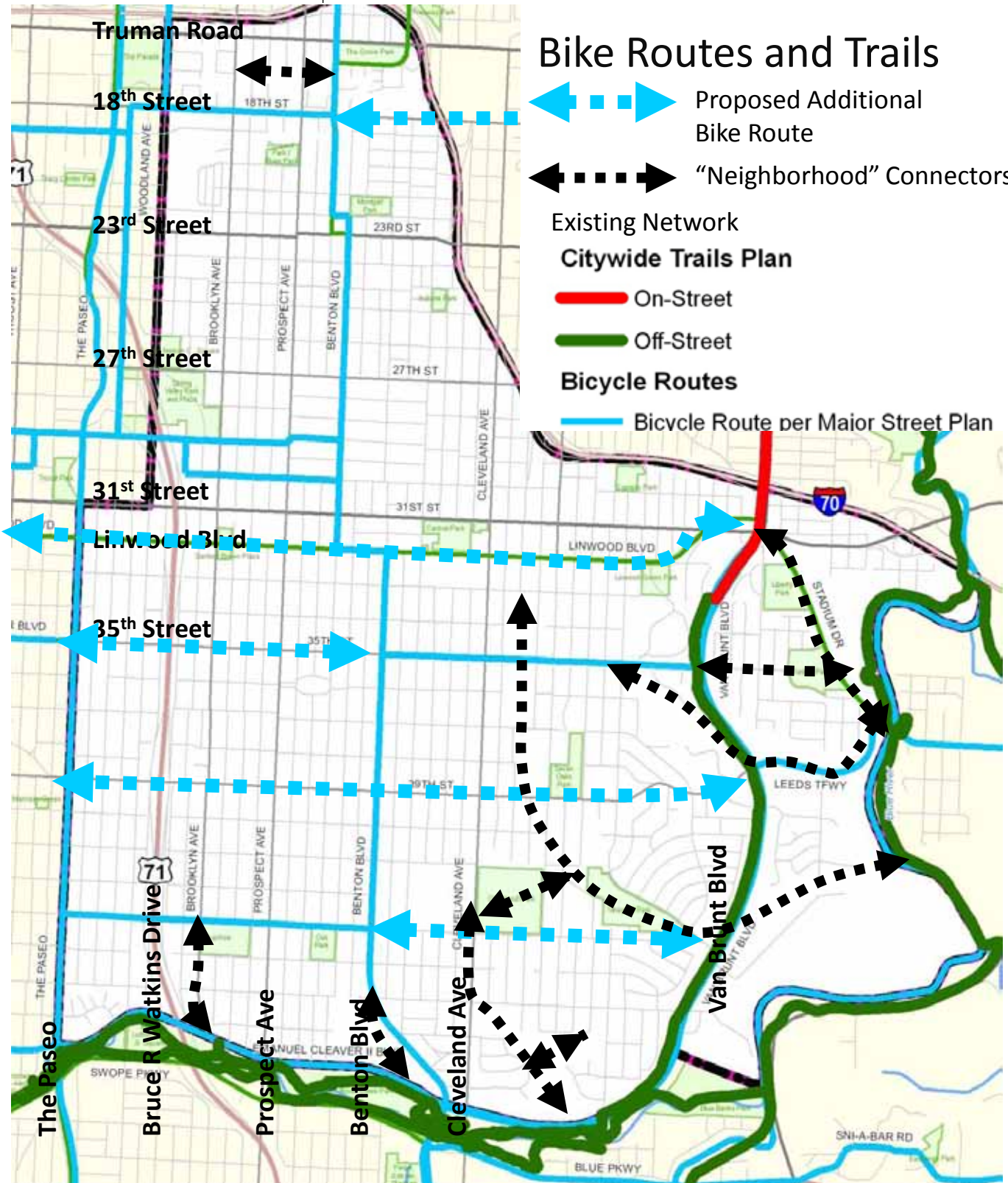
The Transportation strategies support sustainability by promoting alternative modes of transportation, increasing transportation options and decreasing dependency on single occupancy automobiles.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The Transportation strategies support repopulation by providing the transportation options that are appealing to urban dwellers and critical to desirable urban neighborhoods. The strategies also ensure a future transportation system with adequate capacity to support and accommodate future growth.

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



TRANSPORTATION

Guiding Principles

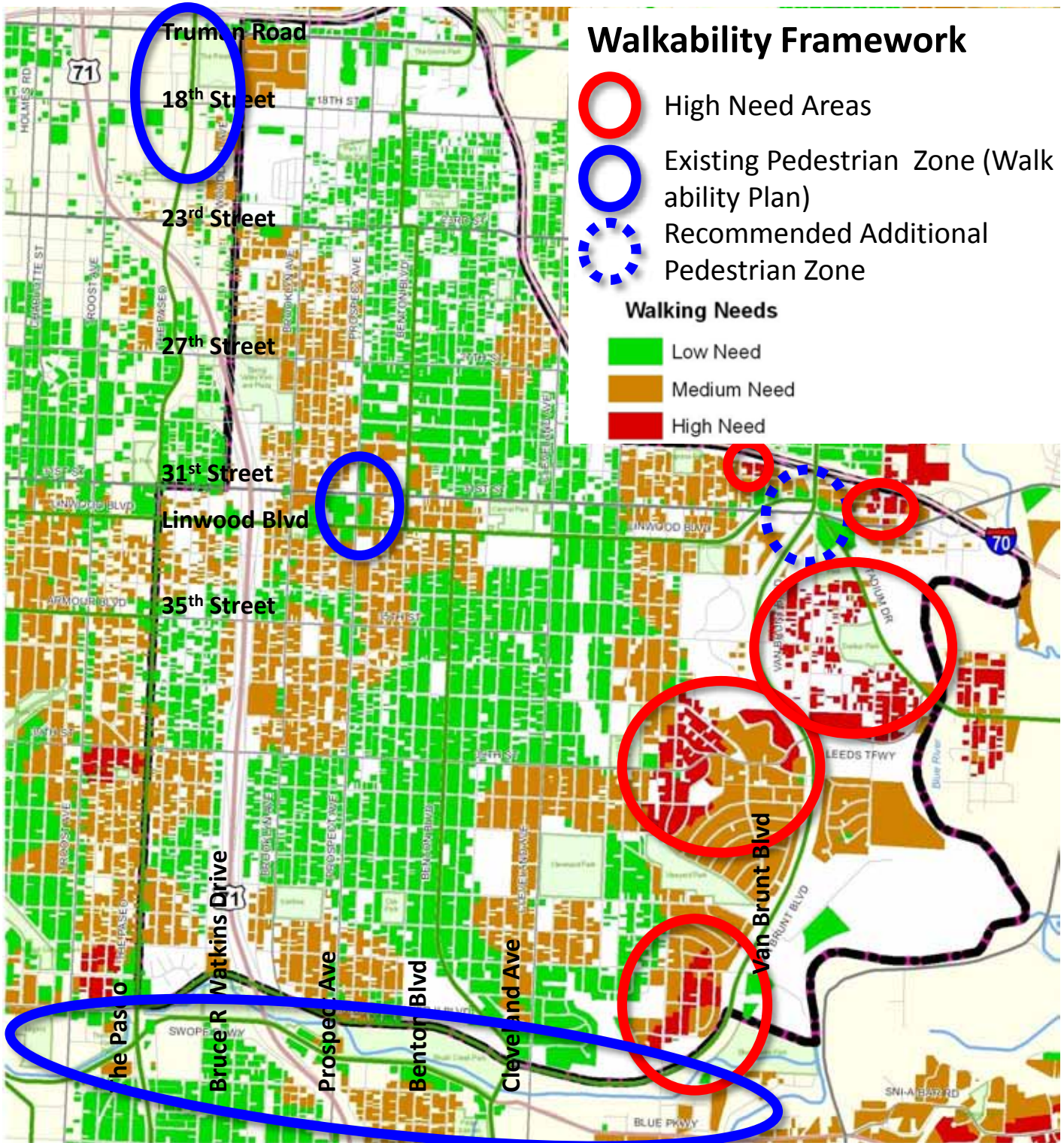
PROVIDE CHOICE IN TRANSPORTATION

TRAILS/BIKE ROUTES

Create a coordinated system of on and off street bike routes and multi-use trails.

- Prioritize those trail segments that improve access to jobs and activity centers
 - ~ Plan trails for both recreational and transportation purposes.
- Identify “neighborhood connector” trails to connect to the *Trails KC Plan* system (see map)
 - ~ *Trails KC Plan* segments within HOTC include: Van Brunt Boulevard, Emanuel Cleaver II Boulevard, and the Blue River Corridor).
 - ~ Explore feasibility of existing street grid and sidewalks as potential components of Trail/Bike route system.
- Re-examine the bike route network:
 - ~ Designate additional east-west bike routes (see map for recommended routes). The existing bike route system is predominated by north-south routes. There is a need for stronger east to west connections through the area.
 - ~ Integrate bike routes with trails. Reduce redundancy and overlap. Clarify where both are recommended and where one or the other is sufficient.
- Integrate the trails system with parks and large City-owned tracts.
- Coordinate with Road Diet/Lane Narrowing candidates (see “Create Complete Streets” below).
 - ~ Examine major streets for road diet/lane narrowing opportunities
 - ~ Adjust bike route designations (add/move) accordingly





TRANSPORTATION

WALKABILITY

Conduct and maintain a complete inventory of pedestrian facilities in the area (see also Infrastructure Chapter).

- 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.

Improve sidewalk maintenance

- Rework the City's sidewalk maintenance policy, as recommended in an April 2006 performance audit (prepared by the City Auditor's office).
 - ~ Draft a revised sidewalk policy.
 - ~ 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.

Implement the pedestrian level of service (LOS) criteria in the Kansas City Walkability Plan.

- Incorporate the LOS standards 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 Pedestrian Zones (Linwood & Prospect, Brush Creek Corridor)*.

Expand Pedestrian Zone designations (see map):

- Linwood/31st and Van Brunt (proposed)
- Complete an assessment of new zones similar to the Pedestrian Zone Case Study Evaluations in the Kansas City Walkability Plan
 - ~ Evaluate and document existing conditions; recommend improvements to achieve minimum LOS; and provide implementation strategy (costs, phasing).

Increase pedestrian safety.

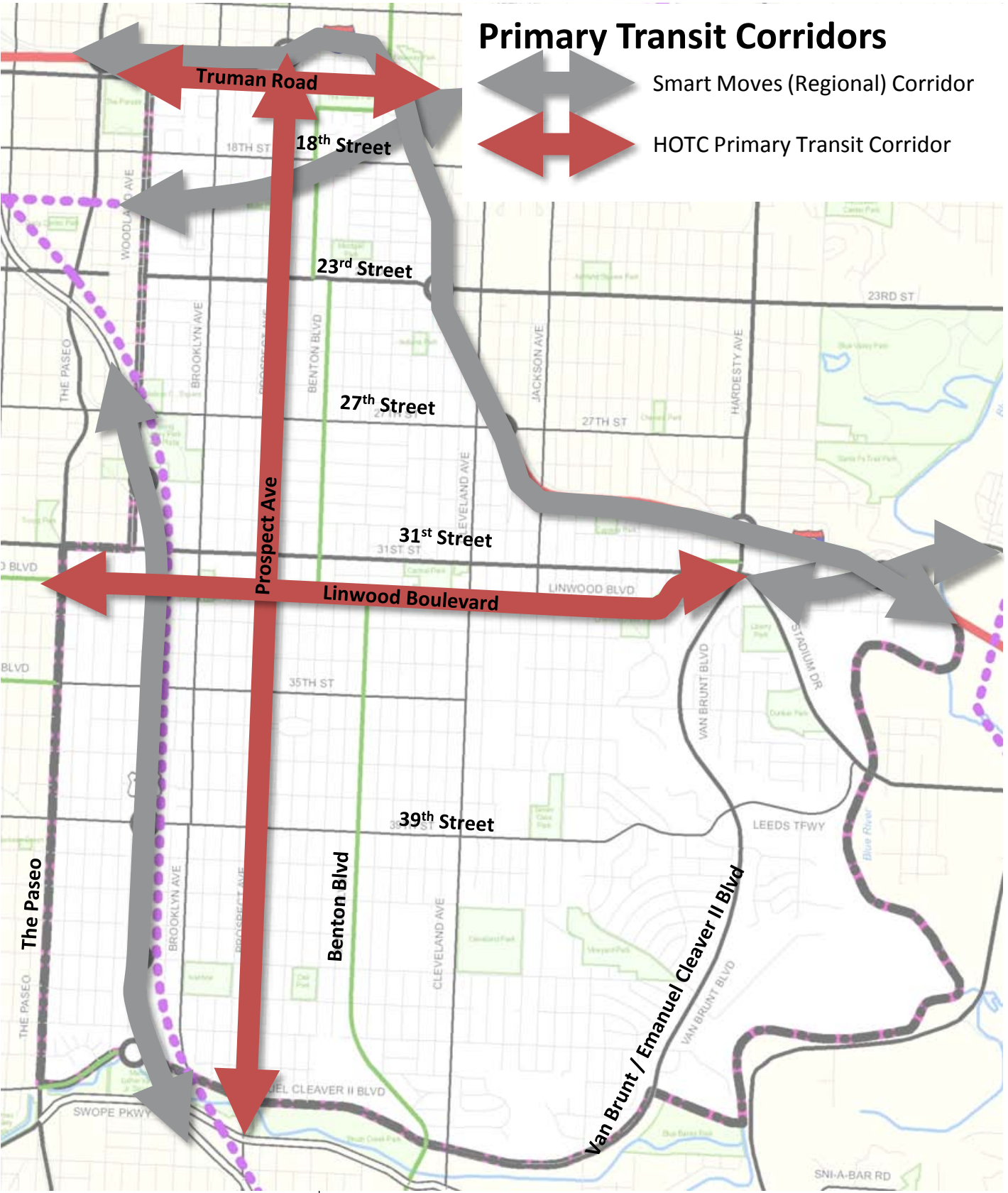
- Implement traffic calming measures where warranted.
 - ~ Traffic calming measures should be guided by resident input, relevant traffic data, functional classification of the street and emergency access needs.
 - ~ Avoid street closures which disrupt connectivity to solve traffic calming problems. Pursue other solutions where feasible. Coordinate with Road Diet/Lane narrowing recommendations (see Trails and Bike Routes).
- Apply Walkability Plan Criteria. Includes visibility from adjacent buildings, good line of sight, lighting and separation from passing vehicles.
- Implement Guidelines for Public Spaces and Development. Examples include providing "eyes on the street", improved street lighting and better programming of parks.

Prioritize pedestrian improvements in:



- Pedestrian Zones (Linwood/31st and Prospect Ave).
- Primary Transit Corridors (Prospect Ave, Linwood Blvd. and Truman Road)
- "High need" areas (see map).
- Schools (explore Safe Routes to School opportunities)

Identify areas to apply new zoning tools (see Land Use chapter and also the Barriers section on the following pages.





Primary Transit Corridors

-  Smart Moves (Regional) Corridor
-  HOTC Primary Transit Corridor

TRANSPORTATION



TRANSIT

Prioritize transit improvements to the 3 Primary Transit Corridors (see map), which are: Prospect Avenue; Truman Road; and Linwood Boulevard.

- The top priority for improvements is Prospect Avenue.
- Focus density (land use), pedestrian improvements, bike routes and trails, and streetscape/gateway improvements on these 3 corridors.
- Implement enhanced transit service (such as Bus Rapid Transit or Light Rail) on the 3 Primary Corridors.
 - ~ Prioritize Bus Rapid Transit (BRT) on Prospect Avenue.
- Implement improvements to bus stops (benches, shelters, etc.) along the 3 primary corridors.
 - ~ Prioritize improvements to the Linwood/Prospect and Linwood/Van Brunt (which are also Pedestrian Zones).
- Light Rail Transit on Linwood Blvd. – Consider and encourage the inclusion of light rail on Linwood Blvd. (from Prospect Ave. to the Central Business Corridor) in any future planning for light rail (or other fixed guide way transit).
- Establish Transit Oriented Design (TOD – see Land Use Chapter) requirements for development along the 3 Primary Transit Corridors.



Coordinate trails and bike routes with transit.

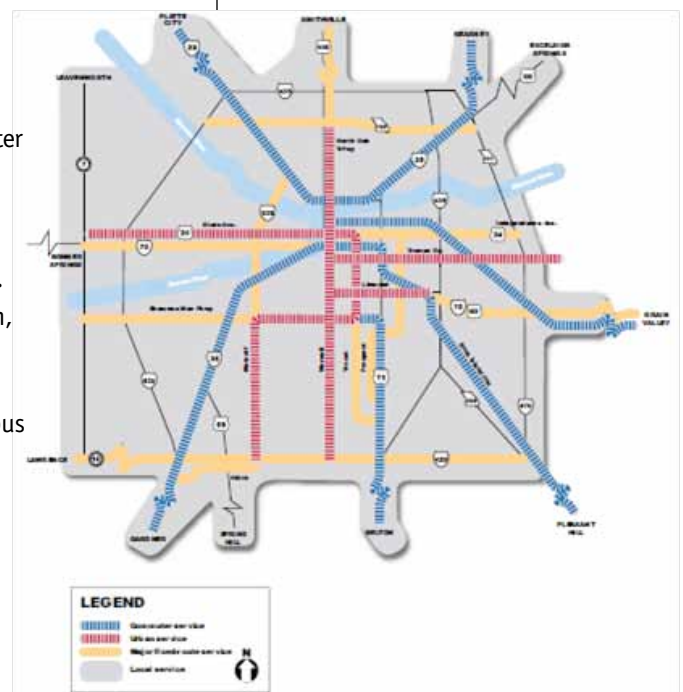
- Ensure that future trail and bike routes connect to the transit system, particularly the 3 Primary Transit Corridors).

Conduct a study of the transit system to ensure that residents (particularly low-income and disabled residents) can adequately access major job centers.

- Include analysis of 2010 Census data about where people work to determine what transit improvements would provide access to jobs.
- Coordinate with housing initiatives.

Implement the Smart Moves regional transit plan.

- **I-70: Commuter Service** – Express bus services short term. Commuter rail in future.
- **Rock Island Railroad: Commuter Service** - Long term, light-rail potential.
- **U.S. 71: Commuter Service** - Elevate from high-level bus to rail.
- **Truman Road: Urban Service** - Bus rapid transit in the near term, or rail in the future.
- **Linwood: Urban Service** - Broadway to Van Brunt.
- **Prospect Avenue: Major Fixed Route** - Future higher-intensity bus service along the length of the corridor.
- **I-70/U.S. 40: Major Fixed Route** - Future higher-intensity bus service along the length of the corridor. ¹



¹ SMART MOVES REGIONAL TRANSIT VISION – 2008 UPDATE, Mid-America Regional Council



TRANSPORTATION



BARRIERS

Address pedestrian barriers created by rivers, major highways and railroad tracks. Major Pedestrian Barriers in the area include (see map).

- Interstate 70
- Bruce R. Watkins Drive
- Brush Creek
- Blue River/Union Pacific Railroad tracks
- Kansas City Terminal railway tracks

Analyze condition and pedestrian level of service of existing crossings of major barriers.

Enhance/soften barriers (see Public Spaces chapter):










- Streetscape and aesthetic improvements.
- Green space, urban forestry and landscaping.
- Public art.

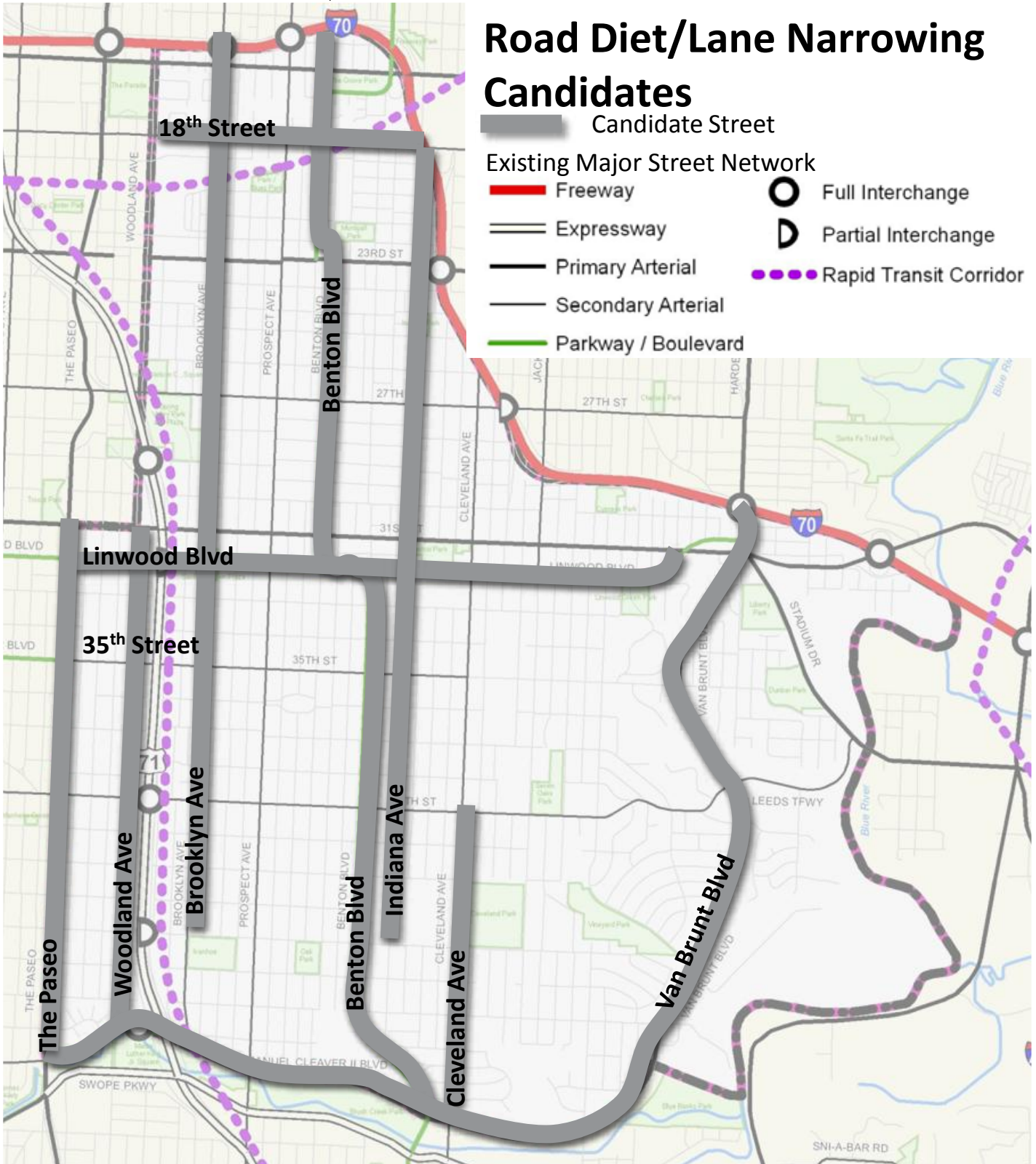
Ensure adequate number/frequency of crossings (permeability) when feasible.

- Ideal frequency is 4 crossings per mile.
- Explore additional crossings where warranted (see map for existing crossing frequency).

Coordinate with trail/bike route planning.

Road Diet/Lane Narrowing Candidates

-  Candidate Street
- Existing Major Street Network**
-  Freeway
-  Expressway
-  Primary Arterial
-  Secondary Arterial
-  Parkway / Boulevard
-  Full Interchange
-  Partial Interchange
-  Rapid Transit Corridor



TRANSPORTATION



Photo courtesy of the National Complete Streets Coalition

Complete Streets are roadways designed and operated to enable safe, attractive, and comfortable access and travel for all modes and users of all ages and abilities.

CREATE COMPLETE STREETS

Create and adopt standards for complete streets.

Explore road diet/lane narrowing opportunities.

- Examine the roads identified as candidates for road diets/lane narrowing (see map).
- Conduct additional analysis as necessary to determine feasibility, appropriateness and scope of diet.
- Implement Streetscape improvements along Primary Transit Corridors (See also Image Streets in Public Realm Chapter).

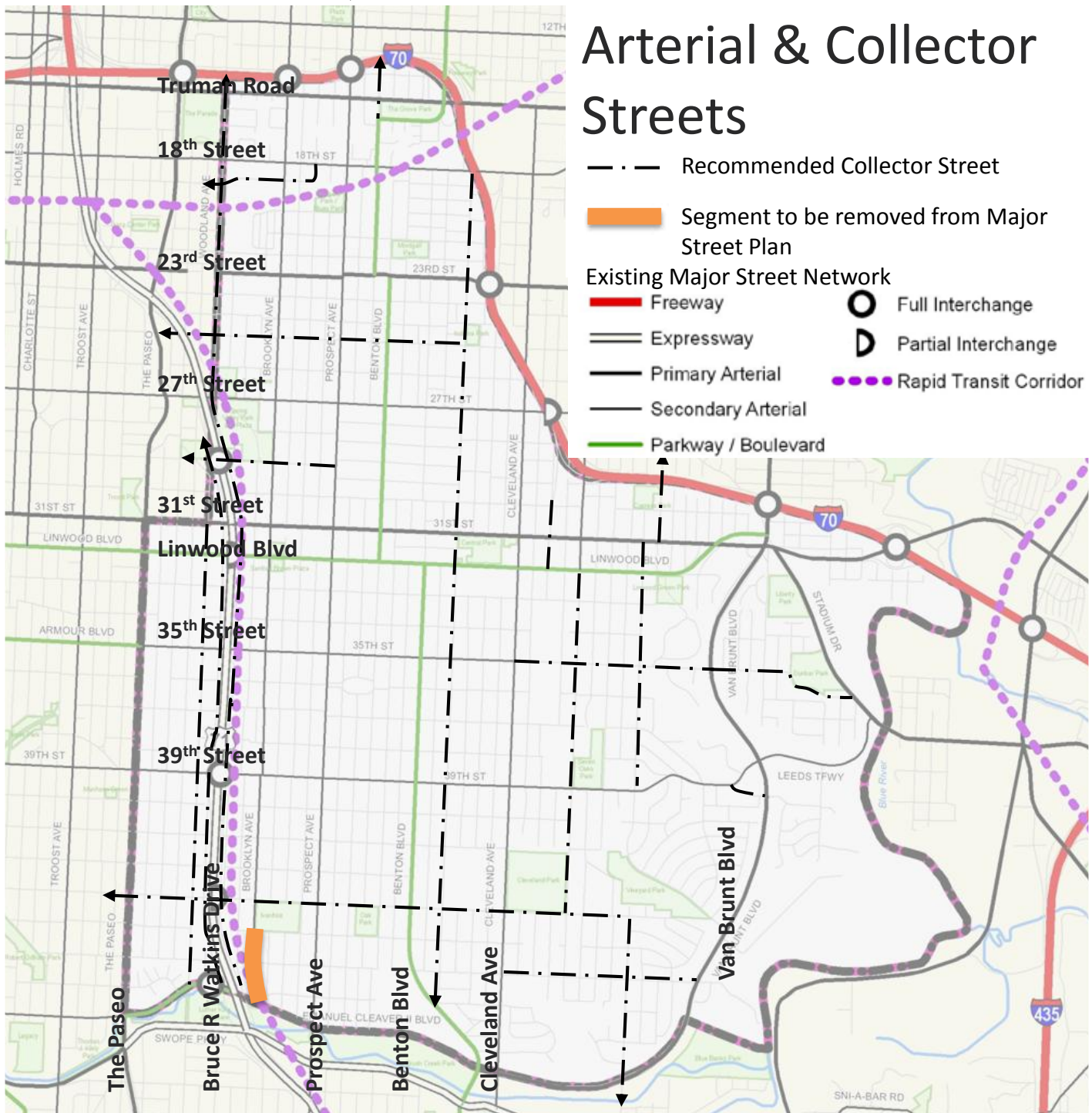
Prioritize complete street enhancements to the 3 Primary Transit Corridors.

- Ensure the appropriate street typology in the Major Street Plan.
- Utilize a street typology for the 3 Primary Transit Corridors that have a high level of service for transit pedestrians, bikes and streetscape.

Build the 22nd/23rd Street Connector as a complete street with pedestrian, bicycle, automobile and public transportation (see also Major Street Plan below).

- Ensure that future phases of this roadway are designed and built to accommodate all modes of transportation.

Arterial & Collector Streets



TRANSPORTATION



ENSURE ADEQUATE VEHICULAR ACCESS AND CAPACITY TO SUPPORT DEVELOPMENT GOALS

VEHICULAR CIRCULATION AND ACCESS

Analyze traffic circulation patterns.

- Street system is mostly built, but some improvements planned (22nd/23rd Street).
 - ~ Identify and prioritize needed improvements and explore ways to implement planned street improvements.
- Analyze capacity of streets (based on current and future development).
 - ~ Explore implications of shifts in traffic patterns as a result of the opening of Bruce R Watkins Drive.
 - ~ Identify Road Diet/Lane narrowing candidates and implement where feasible.
- Explore strategies to improve street connections and access where needed.

Major Street Plan

- Identify gaps (segments either not constructed or with fewer than 4 lanes) in the major street system and explore ways to implement planned street improvements. Gaps in the system include the following:
 - ~ 22nd/23rd Street.
 - ~ 35th Street.
 - ~ 39th Street (Emanuel Cleaver II Blvd to Jackson Avenue).
 - ~ Cleveland Avenue (north of 35th Street).
 - ~ Brooklyn Avenue (south of 44th Street) - Not constructed.
- Identify streets that should be added or removed to arterial system or reclassified (see map).
- Identify and designate a collector street system (see map).

Maximize the Benefits and Reduce the Impacts of Regional Highways.

- Identify potential development opportunities at key highway access points particularly at mixed-use centers identified in the FOCUS Kansas City Plan:
 - ~ 31st/Linwood and Woodland.
 - ~ 39th Street from Woodland to Brooklyn.
 - ~ 27th Street and Indiana.
 - ~ 31st/Linwood and Van Brunt).
 - ~ Truman Road.
- Implement improvements and enhancements to I-70 (I-70 MIS).
 - ~ Coordinate with economic development goals and business retention/attraction efforts.

- Implement measures to soften/buffer highways from adjacent neighborhoods (see “Barriers” above and the Public Realm chapter for more).
- Improve Air Quality and Public Health in the Heart of the City through landscape buffers along on I-70, Bruce R Watkins Drive and the railroads (see Public Realm Chapter and Human Investment Chapter).
- Implement the “Freeway Forest” idea from the *FOCUS Kansas City Plan* and the I-70 landscape buffer concept from the Washington Wheatley Neighborhood Action Plan² (see Public Realm chapter).

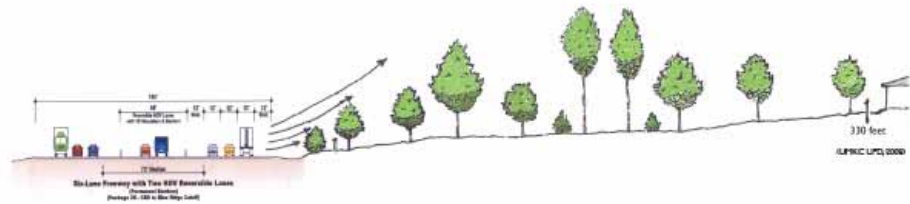


Illustration courtesy of Washington Wheatley Neighborhood Action Plan, 2008 (UKKC Urban Planning and Design).

² Washington Wheatley Neighborhood Association and UMKC Urban Planning & Design, December 2008

PUBLIC REALM



Goal – Create an attractive public realm which enhances area identity, supports a wide variety of activities and reinforces connections between neighborhoods.

Relationship to Plan Goals

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

PEOPLE FIRST - Focus on human investments, creating residents that are productive, healthy and caring.

The Public Spaces strategies support human investment goals by encouraging a more active public realm that is safer for all users,; encouraging enhancements to highways designed to reduce noise and other pollution; and improving recreation opportunities for area residents.

CREATE JOBS - Increase employment opportunities within the Heart of the City and provide job skills.

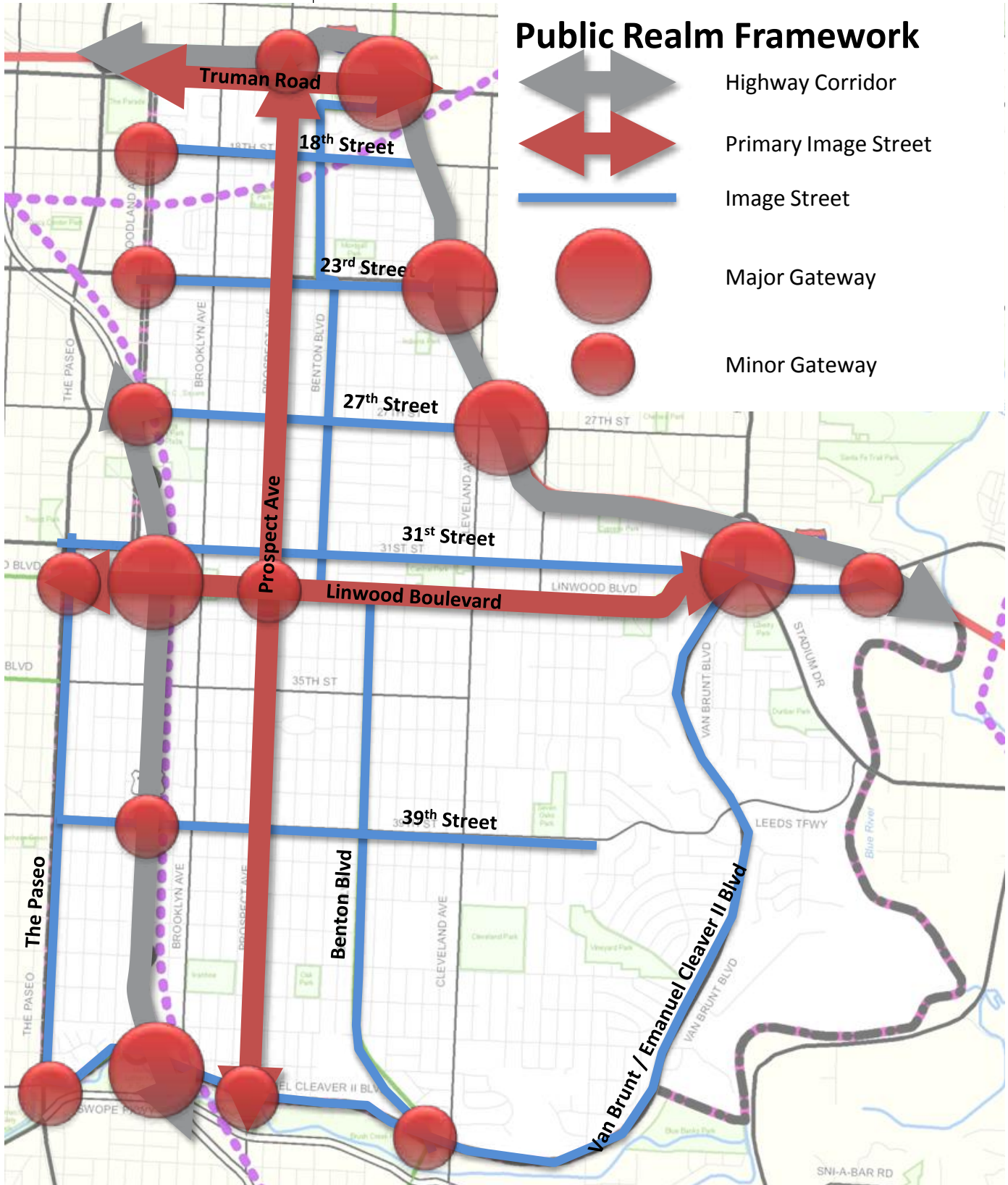
The Public Spaces strategies support job creation by using public realm improvements to lead private investment and creating an appealing and active public realm that will help attract and retain businesses to the area.

PROMOTE SUSTAINABILITY - Use sustainable practices to guide policy recommendations and development decisions.

The Public Spaces strategies support sustainability by increasing the “green solutions” in the public realm that contribute to stormwater management, reduce the urban heat island and improve air and water quality.

REPOPULATION - Increase population and focus on rebuilding desirable urban neighborhoods.

The Public Spaces strategies support repopulation by creating inviting, well programmed public spaces and amenities to attract and retain residents. Attractive and well maintained public spaces can also encourage investment and upkeep on adjacent private property and a more active public realm will be safer for all users.



PUBLIC REALM

Guiding Principles

The Public Realm Chapter is intended to provide strategies to improve the appearance of public streets, increase the activity in public spaces and to enhance area identity and sense of place. These improvements should be prioritized to key “Image Streets” and should be coordinated with the housing and economic development initiatives. These strategies are organized around the following guiding principles:

- Connect Neighborhoods and Activity Centers.
- Activate the Public Realm and Increase Recreational Opportunities.
- Reinforce and Enhance Area Appearance and Identity.

Connect Neighborhoods and Activity Centers

Create and promote visually attractive streets and corridors.

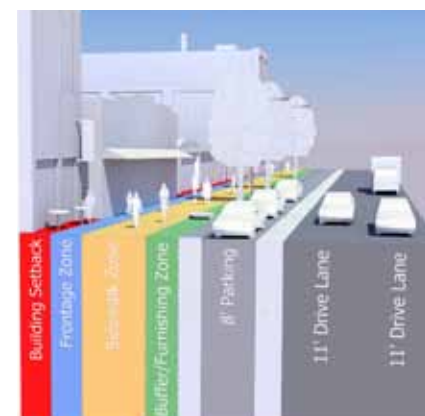
- Focus on improving appearance of key “image” streets (see below).
- Focus streetscape enhancements and infill development along key image streets.
- Encourage development which enhances these corridors and discourage uses which may detract from the appearance or character of the corridor.
- Ensure continued maintenance of enhancements on Bruce R. Watkins Drive and Brush Creek corridors.

Create a system of Great Streets (Image Streets) and revitalized boulevards.

- Identify and designate key “Image Streets” (see map - also referred to as Great Streets).
- **Primary Image Streets** – These are the most important image streets in HOTC and aesthetic/streetscape enhancements should be a priority on these corridors. These streets help set the “tone” of the area by establishing visual and aesthetic standards. The Primary image streets are:
 - ~ Truman Road
 - ~ Prospect Avenue
 - ~ Linwood Boulevard

Other Image/Great Streets (see map) in the Heart of the City are:

- Highway Corridors (Interstate 70, Bruce R. Watkins Drive)
- Boulevards and Parkways (The Paseo, Benton Blvd, Emanuel Cleaver II Blvd, Van Brunt Blvd),
- 18th Street
- 23rd Street
- 27th Street
- 31st Street
- 39th Street



“Landscape existing highways within the core to emulate boulevards - The extensive grass covered highway buffer zones will be landscaped with trees, shrubs and flowers to enhance the prominent highway system as it passes through the central city, providing a symbolic link to the boulevard system.”

– FOCUS Kansas City Plan



Illustration courtesy of Washington Wheatley Neighborhood Action Plan, 2008 (UMKC Urban Planning and Design).

Image Streets ideally have the following characteristics:

- Diversity and density of activity.
- Development which enhances the appearance of the corridor.
- Safety for pedestrians.
- Attractive streetscape amenities such as lighting, benches, signage, trees, etc.
- Access to desirable goods and services.

Improve connections across barriers (see map)

- Look for opportunities to soften barriers and edges.
 - ~ Implement the “Freeway Forest” idea from the *FOCUS Kansas City Plan* and the I-70 landscape buffer concept from the Washington Wheatley Neighborhood Action Plan¹
 - ~ Implement urban forestry in highway right of way and riparian restoration along the Blue River.
 - ~ Implement the Blue River Greenway² concept.
 - ~ Continue enhancements along Brush Creek and Bruce R Watkins Drive.
- 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. Blue 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 highway and railroad overpasses. Continue pedestrian enhancements to overpasses, as has been done on Bruce R. Watkins Drive.



² Blue River Greenway Master Plan Study, Phase 1 Report. U.S. Army Corps of Engineers, Kansas City District Kansas City, MO Public Works, January 2005

PUBLIC REALM

Activate the Public Realm and Increase Recreational Opportunities

- Integrate trails into public parks and open space (see Transportation chapter).
- Provide year-round recreation opportunities.
 - ~ Conduct a survey to determine the demand for additional community center or other indoor recreational facilities.
- Explore recreation and community use as a potential reuse of closed public schools.
- Program parks to meet neighborhood needs.
 - ~ Identify resources to maintain parks and boulevards to high standard.
 - Work to reduce the number of parks rated as poor while increasing the number within the good to fair category.



	Park Rating			
	Good	Fair	Poor	Excellent
HOTC Number of Parks	4	12	3	0
Percent	21.05%	63.16%	15.79%	0.00%
Overall City Rating	37.70%	42.60%	16.00%	3.00%

source: Park System Inventory And Analysis) 2017 Master Plan

- Implement the recommendations of the Parks Master Plan.
 - ~ Design and program public spaces to accommodate a variety of activities and users.
 - ~ Encourage public spaces in new development, particularly in mixed use centers.



Reinforce and Enhance Area Appearance and Identity

Create a hierarchy of gateways (see Public Realm Framework) to provide a visual “point of reference” or “announcement” as well as a visual transition from one area to another.

- **Major Gateways** - are major focal points generally located at the edge of the Plan Area, major interchanges or at the intersections of primary image streets. Examples include I-70 and Van Brunt Blvd; and 31st Street/Linwood Blvd and Bruce R Watkins Drive.
- **Minor Gateways** - are smaller than Major Gateways and are generally located within the Plan Area, highlighting particular districts, corridors of distinction and neighborhoods.
 - ~ Implement district and neighborhood gateways as recommended in previous neighborhood and area plans (e.g. Washington Wheatley Neighborhood Action Plan, 2008).
 - ~ Integrate gateways into new developments and emerging new districts (e.g. Vine Street District).
- Create a visually contiguous roadway system through design that respects surrounding land uses.
- Remove and/or reduce visual clutter.
- Enhance the individual character of area districts and neighborhoods.
 - ~ Identify existing unique districts. Create new unique districts as redevelopment occurs.
 - ~ Construct district/neighborhood markers.
 - ~ Identify individual landmarks, iconic buildings and features and preserve/enhance them.
 - ~ Explore the application of historic landmark designations, historic districts and overlay zoning tools.
 - ~ Implement the Development Guidelines to preserve/enhance the character of HOTC neighborhoods.
 - ~ Expand and promote Public Art in HOTC.
- Coordinate improvements with revitalization efforts.



IMPLEMENTATION



The Implementation Chapter identifies phasing, priorities, and responsible parties. The following points represent some of the over-arching elements to guide plan implementation:

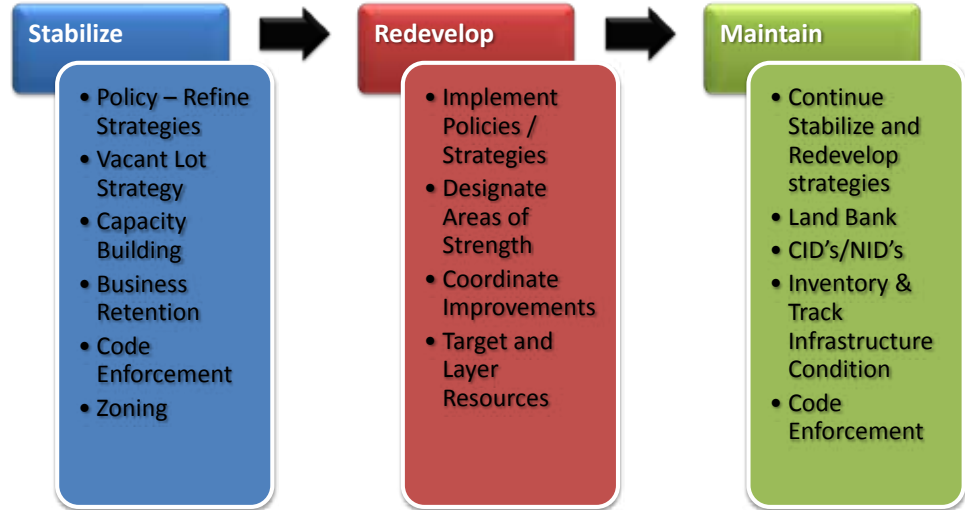
- **Focus and Finish What We've Started** – Stick to the game plan and complete projects in order. When undertaking a project or policy, finish before moving on to the next area.
- **Align City Hall** – The vision of the Plan is kept by everyone who contributed to the work, but they will need the support 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.
- **Keep Community Informed** – Continued outreach to the community will be important to ensure community buy-in and support on projects and developments.
- **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.
- **Identify Plan Champions** – Not only for overall plan implementation, but individual champions will be needed for each project to maximize the chance of success.

Overall Priority - Housing and Economic Development Strategies

Those strategies designed to halt the decline of the area, remove blighting factors (e.g. vacant lots) and ultimately lead to the redevelopment of the Heart of the City emerged as the top priorities for implementation during the planning process. The following related projects were identified as the top priorities:

- **Addressing Vacant Lots** – Implement the 4-part Vacant Lot Strategy: lot management, land bank, tax delinquency, and revised property tax structure.
- **Create a Development Strategy** – Create a Comprehensive Housing and Economic Development Strategy.
- **Implement Targeting** – Target and layer resources to redevelop in Areas of Strength.

Furthermore, the Housing and Neighborhood strategies should generally be used as the framework to guide overall plan implementation. The three-part Housing and Neighborhood Strategy should be the general organizing framework for all implementation activities.



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 that is empowered by the City to oversee plan implementation activities, address unforeseen issues and review proposed plan amendments. Review by the committee will ensure compatibility with goals and guidelines expressed within the plan.
- Coordinate actions between City departments and other agencies (i.e. KCATA), and incorporate plan recommendations into service delivery.
- Improve communication between city and neighborhoods.

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



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 following decision making criteria should be used to guide to evaluate proposed amendments to the plan and when reviewing development applications or other proposals within the plan area:

PEOPLE FIRST

FOCUS ON HUMAN INVESTMENTS, CREATING RESIDENTS THAT ARE PRODUCTIVE, HEALTHY AND CARING.

Will the proposed development or action *Promote Human Investment goals?*
Examples that advance this goal include:

- Improve access to healthy food.
- Promote active lifestyles.
- Create clean, safe and walkable communities (see Development Guidelines).
- Reduce health risks to area residents (reduce pollutants in the ground, air and/or water).
- Provide quality education opportunities and lifelong learning for residents.
- Improve the job readiness and productivity of area residents and improve access to jobs and services.
- Improve recreation opportunities for area residents.
- Improve preventative health care including individual and societal health.
- Implement crime reduction and prevention strategies.

CREATE JOBS

INCREASE EMPLOYMENT OPPORTUNITIES WITHIN THE HEART OF THE CITY AND PROVIDE JOB SKILLS.

Will the proposed development or action *Implement Job Creation Goals?* Examples that advance this goal include:

- Improve business retention and assistance efforts (see HOTC employer survey results).
- Provide infrastructure improvements that support job growth and new development.
- Improve employment and job-training that is accessible to all residents (including partnerships between employers and schools).
- Strengthen HOTC neighborhoods to reinforce job attraction and retention efforts (see Housing and neighborhood strategies).
- Promote entrepreneurship to encourage new job opportunities for area residents.
- Ensure adequate areas for employment uses in proximity to residents.

- Improve the transportation system to ensure access for area employers and businesses.
- 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.

PROMOTE SUSTAINABILITY

USE SUSTAINABLE PRACTICES TO GUIDE POLICY RECOMMENDATIONS AND DEVELOPMENT DECISIONS.

Will the proposed development or action *Promote Sustainability*? Examples that advance this goal include:

- Adhering to the plan's Development Guidelines.
- Promote sustainable building practices.
- 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.
- Promote alternative modes of transportation, increasing transportation options and decreasing dependency on single occupancy automobiles.
- 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".

IMPLEMENTATION



REPOPULATION

INCREASE POPULATION AND FOCUS ON REBUILDING DESIRABLE URBAN NEIGHBORHOODS.

Will the proposed development or action advance the goal of *repopulating the Heart of the City* by implementing the 3-part housing and neighborhood revitalization strategy (Stabilize, Redevelop and Maintain)? Examples that advance this goal include:

- Improving or maintaining the unique urban character of HOTC neighborhoods.
 - ~ Incorporate the elements and characteristics of “Urban Development”.
 - ~ Preserve or enhancing historic buildings and icons.
 - ~ Implement Public Realm improvements.
 - ~ Adhere to the land use and development guidelines.
- Stabilizing, rebuilding and marketing desirable neighborhoods.
- Improving code enforcement, basic infrastructure and service delivery.
- Addressing foreclosures.
- Improving neighborhood safety and crime prevention.
- Reducing trash and illegal dumping.
- Implementing the 4-part vacant lot strategy.
- Creating or implementing a Comprehensive Housing Strategy.
- Targeting redevelopment to Areas of Strength and completing a project before moving on.
- Creating “critical mass” to avoid isolating new developments.
- Coordinating capital improvements with development efforts.
- Creating density in key areas to support economic development and transportation goals.
- Providing diverse housing options consistent with the character of existing housing.
- Creating a land bank and other entities (i.e. Community Improvement Districts) to assist with area maintenance and redevelopment.
- Inventorying and tracking infrastructure condition
- Tracking housing and neighborhood livability metrics
- Improving the capacity of area organizations responsible for plan implementation.
- Pursuing regional approaches (e.g. regional growth management)

Implementation Matrix

The general phasing of implementation projects is outlined in the following pages. 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).
- General phasing (short, mid, and long term and ongoing tasks).

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/ Social Service Agency	Short	Mid	Long	Ongoing
Housing									
Stabilize									
Implement 4-part Vacant Lot Strategy.	●		○			●		●	
Work to stabilize neighborhoods through improved code enforcement, rental licensing, vacant property registration, basic infrastructure and service delivery.	●		○						●
Implement design guidelines, downzoning and overlay zoning (see Land Use)	●		○				●		
Improve Crime Prevention	●								●
~ Apply Crime Prevention Through Environmental Design principles to new development.	●								●
~ Promote dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.	●								●
~ Create an inviting, active and well maintained public realm.	●								●
~ Implement the KC Safe City Initiative Plan	●							●	
Reduce Trash and Illegal Dumping									●
~ Measure and track the litter index for the area.	●					●			●
~ Identify priority areas that are highly visible, particularly around “areas of strength”.	●					●			●
~ Expand clean sweeps, trash carts and other programs to help reduce and prevent litter.	●						●		●
~ Implement the Prospect Corridor Strategic Plan and the KC Safe City Initiative Plan recommendations to “Break the Cycle of Trash”.	●							●	●
Address Foreclosures (see also Human Investment Chapter).	○				●	●			
~ Proactively apply homebuyer/mortgage counseling/education.	○				●	●			
~ Focus on preventing predatory post-foreclosure practices through education and services.	○				●	●			
Improve capacity of area organizations and identify organizations to champion the HOTC Area and individual districts/neighborhoods	○	○	○		●	●			
Create a Comprehensive Housing Strategy	●		○	○	○	●			
Conduct an analysis of the use and performance of development tools and evaluate against plan goals.	●			○			●		

IMPLEMENTATION



Redevelop									
Target Redevelopment to Areas of Strength	●								●
~ Identify/Designate Areas of Strength	●			○		●			●
~ Target and layer resources together in those areas	●			○			●		●
Provide Diverse Housing Options and Increase Market Rate Housing	●			○	○				●
~ Establish and implement goals for market rate housing in new development.	●					●			●
~ Work with the Housing Authority to explore ways to reduce high concentrations of subsidized housing units.	●					●			●
~ Include housing diversity and market rate housing goals in the Consolidated Plan.	●					●			●
~ Explore the use of development tools and funding sources that allow the sale of homes to households above 80% of the area median income.	●			○	○		●		
~ Determine the extent to which existing tools can be modified to reduce income restrictions and identify funding sources which have fewer restrictions on income (while still supporting affordable housing goals).	●			○	○			●	
~ Establish a Neighborhood Revitalization Strategy Area (NSRA) designation (or similar program) in areas targeted for new construction and rehabilitation (see areas of strength).	●			○	○	●			
~ Identify alternative sources of funds which carry fewer or no income restrictions	●						●		
~ Continue to ensure there is an adequate supply of affordable housing. (Monitor the supply of affordable housing)	●			○	○				●
Examine large land owners (e.g. City and Land Trust) and develop strategies for development of properties.	●			○				●	

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/ Social Service Agency	Short	Mid	Long	Ongoing
Housing									
Maintain									
Track Indicators for Housing and Neighborhood Livability	●								●
Maintain Area Infrastructure	●			○					●
~ Conduct an inventory and assessment of area infrastructure	●					●			●
Launch a branding and marketing campaign for the area.		○	○		●		●		●
Pursue Regional Approaches	●							●	●
~ Support regional growth management to encourage development in the inner core.	●							●	●
Identify strategies which maximize the benefits of regional roadways.	●			○				●	
~ Identify potential development opportunities at key highway access points.	●			○				●	

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/Developers	Community/Social Service Agency	Short	Mid	Long	Ongoing
Economic Development									
Utilize the HOTC Employer Survey results to improve to business attraction and retention.	●	○			○	●			●
~ Identify strategies and alternative approaches to business retention and assistance for small businesses	●	○				●			
~ Direct service delivery, assistance and retention efforts to better meet the needs of area employers.	●	○					●		
Implement strategies to organize area businesses and employers	●	○			○				
~ Explore tools such as Community Improvement Districts.	●	○			○		●		
~ Work with existing organizations to address needs	●	○			○	●			
~ Identify and explore reasons for low participation in existing organizations (see HOTC Employer Survey)	●	○			○	●			
~ Market services provided by area organizations.	●	○			○		●		●
Identify and Target Key Industries - Focus job attraction efforts to sectors which show the most promise.	●					●			●
Foster Small Business Development and Small Projects	●						●		
~ Create policies and provide the tools, process and structure to foster small business development.	●						●		
~ Develop tools specifically designed for small projects and small businesses.	●						●		
Create a Comprehensive Economic Development Strategy	●					●			
Improve the availability and quality of the workforce for area employers	●	○			○				●
~ Provide recruiting and job training assistance.	●	○			○		●		●
~ Conduct focus groups and business interviews to determine the types of recruiting assistance needed.	●	○			○	●			
~ Work with area schools and employers to identify those skills which are in demand or are lacking	●	○			○	●			●
~ Partner with the local schools, the Green Impact Zone, Full Employment Council and others.	●	○	○		○	●			●
~ Seek partners to help elevate the "life skills" of area residents (see Human Investment Chapter).	○	○			●		●		●
Improve Access to Jobs for HOTC Residents	●	○		○				●	
~ Implement walkability, transit, bike and trail improvements that improve access to areas with high concentrations of jobs (see Transportation).	●							●	
~ Conduct a study to assess low-income residents' ability to access major employment centers.	●					●			
Improve access to capital.	●	○			○		●		
~ Identify needs and programs and market to area businesses and employers	●	○			○	●			
Develop a marketing/branding program highlighting the advantages of the area.	●	○			○		●		
Revitalize struggling commercial corridors.	○	●		○	○			●	
~ Implement streetscape and other aesthetic improvements.	●						●		
~ Create an inventory and assessment of infrastructure conditions to prioritize and track improvements.	●					●			
~ Identify/create entities to organize businesses, provide services and champion commercial districts.	●	○			○	●			
~ Consolidate commercial uses to mixed use nodes (implement the Land Use Plan).	●			○				●	
~ Analyze the purchasing power surrounding each commercial area.	●	○			○		●		
Establish and Track Benchmarks/Metrics	●					●			●

IMPLEMENTATION



Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/Social Service Agency	Short	Mid	Long	Ongoing
Human Investment									
Eliminating Racism	○				●				●
~ Involve all segments of the community in denouncing racism.	○				●				●
~ Expand community policing and work to improve police-community relations.	●								●
Promote entrepreneurship (see Economic Development Chapter)	●	○							●
Develop a skilled labor force (see Economic Development Chapter)		○			●				●
Prepare people for work (see Economic Development Chapter)		○			●		●		●
~ Expand and upgrade programs that provide comprehensive employment services;		○			●		●		●
~ Devise programs that re-integrate senior citizens into the work force.		○			●		●		●
~ Strengthen and expand continuing education programs.		○			●		●		●
Promote universal child care and development	○				●	●			●
~ Expand and enhance successful early-childhood programs					●	●			
~ Improve the variety and availability of recreational programs for children and youth	○				●		●		
~ Encourage additional low cost high quality child care services along transit routes.	○				●		●		
Provide sound education and lifelong learning	○				●				●
~ Ensure that all children and youth have safe places to learn, play and socialize, as well as positive role models.	○				●		●		
~ Enhance and expand site-based school management opportunities and other educational innovations.					●		●		
~ Establish a high level relationship between the City and the KCMSD.	●				○	●			
~ Work to improve education options for families in the HOTC,					●		●		●
~ Promote continuing education programs.					●		●		●
~ Promote programs designed to develop the life skills of area residents.					●		●		●
~ Encourage area residents to get personally invested in the lives of district scholars.					●	●			●
~ Partner with area employers to provide internships for district scholars		○			●	●			
Focus on preventative health care, enhancing city life	●				○	●			●
~ Expand public education programs for wellness.	●				○	●			
~ Declare Kansas City to be a "Drug-Free City" and launch an attack on illegal drugs.	●				○	●			●
~ Work to address community health issues (e.g. lead paint, healthy eating)	●				○	●			●
~ Improve access to Healthy Foods:	○	○			●	●			
~ Reduce the crime rate especially the domestic and violent crime rates.	●				○	●			●
Enhance City Life	●				○			●	
~ Foster a high level of coordination and cooperation among arts organizations.	●				○			●	
~ Promote patronage for and participation in the arts.	●				○			●	
Establish an information clearinghouse for social services and providers.	○				●	●			●

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/Social Service Agency	Short	Mid	Long	Ongoing
Land Use									
Implement the development guidelines in new development	●		○	○					●
~ Incorporate minimum development standards into the development code.	●		○	○		●			
Downzone neighborhoods from multi-family zoning to single-family zoning districts where supported by the Land Use Plan.	●		○				●		
Explore overlay zoning where appropriate:	●	○	○				●		
~ Primary Image Streets – Implement development standards to preserve/enhance character.	●	○					●		●
~ Pedestrian Overlay – Pedestrian Zones (Linwood/31st Street and Prospect; Linwood & Van Brunt), and Mixed Use/Multi-Modal Centers	●	○					●		
~ Historic / Conservation Overlay – Generally in Residential Low Density (Urban) areas.	●	○	○				●		
Apply the concepts of Transit-Oriented Development (TOD) along the primary transit corridors, at mixed use centers and near transit stations	●			○			●		●
Monitor MoDOT plans and examine land use impacts of any proposed access consolidation on I-70.	○	●	○			●			
Identify key vacant industrial tracts and create site specific strategies to encourage development .	●						●		
Explore strategies to better utilize land adjacent to the Blue River:	●							●	
~ Enforce existing codes for auto salvage and junk yards in areas adjacent to the Blue River.	●					●			
~ Examine impacts and benefits of recent flood control improvements and de-terminate areas that are no longer in the 100-year floodplain. Pursue amendments to floodplain maps accordingly.	●						●		
~ Discourage development in those areas still within the floodplain and work to remove existing buildings and junk/salvage yards over time.	●								●

IMPLEMENTATION



Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/ Social Service Agency	Short	Mid	Long	Ongoing
Infrastructure									
Support Development Goals –									
Proactively identify strategic capital improvement projects to support redevelopment goals	●			○					●
~ Through the Economic Development Strategy, identify key improvements.	●			○		●			
~ Explore a special redevelopment fund for short term projects.	●						●		
~ As large scale capital improvements (e.g. combined sewer improvements) are implemented, explore opportunities for redevelopment.	●			○				●	●
Improve inadequate infrastructure and maintenance of aging infrastructure.	●								●
~ Create and maintain an inventory of infrastructure conditions in each neighborhood.	●						●		●
~ Conduct periodic surveys to residents and employers to identify infrastructure priorities and needs.	●	○				●			●
Utilize recent flood control improvements as an economic development tool.	●	○		○				●	
~ Examine impacts and benefits of recent flood control improvements on Brush Creek and the Blue River.	●						●		
~ Pursue amendments to floodplain maps accordingly.	●						●		
Implement the recommendations of the Vine Street District Economic Development Plan.	●			○				●	
Implement Sustainable Infrastructure									
Explore the use of vacant lots for green storm water management (see also Vacant Lot strategies).	●		○	○			●		
~ Consider revising demolition specifications to grade lots for zero net stormwater runoff.	●					●			
~ Identify vacant lots that demonstrate the most benefit and implement green stormwater solutions.	●					●			
Identify undisturbed depressional areas to implement non-structural BMPs and reserve from development.	●					●			
Implement green and sustainable stormwater solutions in new development (see development guidelines)	○			●		●			●
Implement an Urban Forestry program	●	○		○				●	
Implement green solutions in City-owned facilities and public improvements	●						●		●
Coordinate projects (avoid digging the same hole twice).	●								●
~ Create centralized database of all capital projects. Provide interactive/printable online maps.	●						●		●
~ Consult this plan for opportunities to coordinate other improvements to walkability, trails, road diets, streetscape, gateways, etc.	●					●			●

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/ Social Service Agency	Short	Mid	Long	Ongoing
Transportation									
Bike Routes and Trails									
Identify and prioritize trail segments that most improve access to jobs and activity centers (prioritize trails that serve both recreational and transportation purposes).	●	○	○			●			
Build neighborhood connector trails and bike routes to connect to Trails KC network.	●		○					●	
Amend designated Bike Routes (see Bike Routes and Trails map).	●					●			
Examine major streets for road diet/lane narrowing opportunities (coordinate with trail/bike route priorities)	●	○	○				●		
Walkability									
Conduct and maintain an inventory of pedestrian facilities.	●	○	○			●			●
Rework the City's sidewalk maintenance policy, as recommended in a 2006 audit.	●						●		
Incorporate pedestrian LOS standards into development plans, and street and bridge improvements.	●			○		●			●
Implement improvements in pedestrian zones as recommended in the Kansas City Walkability Plan.	●					●			
Expand Pedestrian Zone designations (Linwood/31st and Van Brunt).	●					●			
~ Complete an assessment of new zones.	●					●			
Implement traffic calming measures where warranted (Coordinate with road diets).	●						●		●
Identify areas to apply new zoning tools (see Land Use chapter).	●		○	○			●		
Analyze condition and pedestrian level of service of major barrier crossings.	●						●		
Ensure adequate crossings (permeability) where feasible.	●							●	
Enhance/soften barriers (see Public Spaces chapter).	●							●	
Transit									
Implement Bus Rapid Transit (BRT) on Prospect Avenue.	●	○					●		
Implement transit enhancements (service and infrastructure) along the 3 primary corridors.	●					●			
~ Prioritize improvements to the Linwood/Prospect and Linwood/Van Brunt (also Pedestrian Zones).	●					●			
Include Linwood Blvd in any future planning for light rail	●							●	●
Establish Transit Oriented Design requirements for development along the 3 Primary Transit Corridors.	●		○	○				●	
Implement the Smart Moves regional transit plan.	●	○	○	○				●	
Study transit system to ensure that residents can adequately access major job centers.	●				○		●		

IMPLEMENTATION



Roads	●								
Create and adopt standards for complete streets.	●						●		
Prioritize complete street enhancements to the 3 Primary Transit Corridors.	●						●		●
Build the 22nd/23rd Street Connector as a complete street	●							●	
Analyze capacity of streets (based on current and future development)	●						●		
~ Analyze impact of Bruce R Watkins Drive.	●						●		
~ Implement Road Diet/Lane narrowing where feasible.	●						●		
Amend the Major Street Plan (see Arterial and Collector Streets map).	●						●		
Identify and designate a collector street system	●					●			
Implement measures to soften/buffer highways from adjacent neighborhoods	●							●	

Project	Responsible Entities: ● Primary ○ Secondary					Timeframe			
	City/ Government Agency	Business Community	Neighborhoods	Property Owners/ Developers	Community/ Social Service Agency	Short	Mid	Long	Ongoing
Public Realm									
Implement streetscape enhancements to improving appearance of key “image” streets (Prospect Ave, Linwood Blvd and Truman Rd).	●	○						●	
Create a hierarchy of gateways – Identify priority gateways to implement enhancements.	●							●	
Develop strategies to ensure continued maintenance of enhancements on Bruce R. Watkins Drive and Brush Creek corridors.	●						●		●
Conduct a survey to determine the demand for additional community center or other indoor recreational facilities	●					●			
Explore recreation and community use as a potential reuse of closed public schools.	●		○			●			
Work to reduce the number of parks rated as poor while increasing the number within the good to fair category.	●						●		●
Enhance the individual character of area districts and neighborhoods.	○	●	●				●		●
~ Construct district/neighborhood markers and promote Public Art in HOTC.	○	●	●				●		●
~ Identify individual landmarks, iconic buildings and features and develop strategies to preserve/enhance them.	○	●	●				●		●
~ Implement the Development Guidelines to preserve/enhance the character of HOTC neighborhoods.	●			○		●			●
Identify and prioritize those improvement which fuel revitalization efforts.	●	○	○			●			●



APPENDIX A:

design guidelines



Purpose and Use

These guidelines provide a framework for quality design that is consistent with the *Heart of the City 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 to provide a framework to shape future development.

Intent

- The following design recommendations 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.
- 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

- Additional on-street parking is encouraged where feasible and existing on-street parking should be preserved whenever possible.
- Parking lots should include bicycle and scooter parking facilities and landscaped and clearly delineated pedestrian pathways.
- Encourage LEED guidelines for bike parking. 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 local 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).
 - ~ Promote neighborhood access – especially non-auto access – by disallowing commercial designs that place parking between the structure and the street.



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 bioretention swales.
- All surface parking lots are encouraged to provide a combination of perimeter and interior landscaping and provide direct, safe and well delineated 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, parking structures are encouraged to include first floor pedestrian active uses such as retail and services.
- Facades should be enhanced through exterior finishes and architectural articulation which complement surrounding buildings and screen the parking area. Blank walls on parking structures are discouraged, particularly on Primary Image Street (See Public Realm Chapter).
- 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 and sustainable elements that may include the following (see also Sustainability guidelines):
 - ~ Provide accommodations for bicycle storage, bus drop, etc.
 - ~ Provide location for storm water filtration and infiltration from garage deck.
 - ~ Provide high albedo rating top deck surface.
 - ~ Create façade that provides for greater daylight penetration into the garage.
 - ~ Consider use of renewable generation at the top deck.

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design guidelines



Orientation and Setbacks

- In mixed use areas, buildings should be built to the property line and define the street edge. Additional setback may be considered for purposes that augment street level pedestrian activity and extend the public realm such as outdoor cafés, sidewalk retail, extension of the pedestrian realm, and public plazas
- 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, active, transparent and highly permeable street wall.
- In mixed use area 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.
- In mixed use areas buildings should define a majority of the street edge. Surface parking lots, large courtyards, plazas and open space areas are encouraged behind or alongside buildings.
- On residential streets, buildings may be set back to allow for landscaped planting beds.
- 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.
- Large blank walls along streets should be avoided whenever possible. Where blank walls are unavoidable they should be designed to increase pedestrian comfort and interest, through landscaping, art, or by dividing the mass of the wall into sections.
- In residential areas, garages should be located behind residences and accessed from an alley when possible.



Transitions

- 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.
- Transitions should be achieved without sacrificing connections.

Lighting

- Glare and spillage into adjacent properties should be kept to a minimum. Low noise level lights should be used.
- All sidewalks and walkways in mixed use areas on major 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.

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.

Fenestration

- 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.

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Awnings and Canopies

- Awnings and canopies are encouraged on nonresidential facades.
- Awnings and canopies should 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 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.
 - ~ Signs should reinforce and enhance the neighborhood character not define it.
- Signage should focus towards either vehicular or pedestrian traffic, not both. The design and scale of signage should be appropriate for the audience.
- In mixed use areas, pedestrian oriented signs, such as blade signs affixed perpendicular to the building or suspended from a canopy and artistic signs are encouraged.
- 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 the area 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.



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 (see also Infill Housing Guidelines)

- 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.

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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 also 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 - nergy 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.

Infill Housing Guidelines

- Homes should have prominent front doors facing the street. Garages should not face the street. They should be located on the side or rear of structures and accessed by drive connected to the street or by alley.
- Porches facing the street are encouraged in order to promote social interaction and provide passive ‘eyes on the street. Porches should be the full width of the house and at least 8-foot in depth.
- New development should utilize traditional building materials such as brick, stone and clapboard siding.
- New construction should relate to the mass, pattern, alignment and proportion/ scale of the existing or traditional housing stock (see the following pages for illustrations, definitions, and a description of traditional architectural styles found in the area)

APPENDIX A:

design guidelines

ALIGNMENT

Alignment is the arrangement of objects in a straight line. The directional emphasis of those objects is also important (i.e. horizontal, vertical, north/south). Alignment also may refer to how a building is sited on a lot and how the setbacks relate to other buildings along the street.

The floor lines, roof, windows, and entry of the third house do not align with those typically found along this street.



PROPORTION/SCALE

Proportion is a ratio which compares the dimensions of one object to another. Proportion can be used to relate elements of a building (i.e. windows, porches, trim) to the building as a whole, or it can relate one building to another. When the dimensions of an element or a building are too small or too large, it is described as being “out of scale”.

Although the second house reflects alignment in the placement of the windows, entry, cornice and roof, its proportions are not appropriate. Note the large horizontal windows, the double doors, and the overall width of the house.



MASS

Mass deals with the size of a building (or building part) as well as its form. The dimension of height, width, and depth contribute to a building's overall volume (the amount of space a structure occupies). The form of a building gives shape to a building's volume.

The volume and form of the third house distracts from the streetscape.



PATTERN

Pattern is the arrangement of similar objects in a regular and repetitive manner. Patterns can be found within individual buildings, such as the arrangement of windows, or in groupings of buildings along a street.

The patterns found along this street are not reflected in the second house. Unlike the other houses, this house has disproportionate windows, no porch, a low hip roof, and sits low to the ground.



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TRADITIONAL SINGLE FAMILY HOUSING STYLES

The following are three common traditional architectural styles found throughout the Heart of The City that can be used as an additional guide for future infill housing:

CRAFTSMAN BUNGALOW

The Craftsman Bungalow is typically characterized as a small 1 or 1 ½ Story house, with two gables facing the street. Additional features typically present in a Craftsman Style Bungalow include:

- Low pitched roof
- Wide eaves with exposed roof rafters
- Decorative braces
- Porch with square columns
- One or one and a half stories
- Built in cabinets, shelves, and seating
- Stone chimneys
- Gabled dormers
- Sloping foundation

FOUR SQUARE

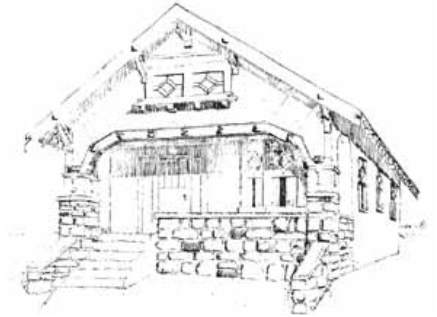
The American Foursquare House is typically characterized as a 2 ½ story boxed shape structure with a pyramidal or hipped roofline. Additional features of the Four Square home include:

- Four room floor plan
- Low hipped roof with deep overhang
- Large central dormer
- Full width porch with wide stairs
- Brick, stone or wood siding

SHIRTWAIST BUNGALOW

The Shirtwaist Bungalow are 2 and 2 ½ story houses, with the stories being of different building material. Additional features present in a Shirtwaist Bungalow include:

- A gable roof facing the street, with a porch echoing the main roof gable
- Brick or limestone covering the front with of the house
- A second story bay
- A bellcast gable roof with dormer
- A gable within a gable
- A dormer with a Palladian window





APPENDIX B:

companion products



The following products were prepared to support the development of the area plan:

Technical Findings

A detailed analysis of Market Conditions (including commercial demand), Transportation Systems, Infrastructure, Land Use and Urban Design were completed in support of the plan. Furthermore, “Best Practices” research was conducted for topics such as vacant lot management.

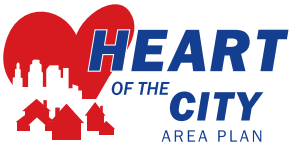
Data Book

A collection of background and supporting information for the development of the *Heart of the City Area Plan*. The Data Book 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

Employer Survey

One of the key instruments used to inform the plan was a survey of area employers (questionnaire mailed to all businesses within the area and the Green Impact Zone). The purpose of the surveys was to provide a statistically valid measurement of the opinions and needs of businesses and employers. The results established direction for plan recommendations; provided balanced input on the opinions and needs of employers in all neighborhoods; and helped determine priorities for the plan. 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.



APPENDIX C:

plan process



In order to be successful, an area plan must address the community's primary issues. Therefore, public participation was essential for preparing the *Heart of The City Area Plan*. The concepts, vision primary goals and final recommendations in the plan are the result of an extensive, inclusive and transparent public process that identified and addressed the areas challenges and opportunities. The planning process included extensive interaction with area residents and stakeholders utilizing:

- Mayor-appointed **Steering Committee** composed of residents, neighborhood leaders, property owners, business owners, and faith based leaders. The committee was utilized to articulate the overall direction and review principles and concepts throughout the planning process
- **Technical Committee** composed of representatives of City departments and other agencies provided technical expertise and guidance on a range of issues.
- Interactive **Public Meetings**, as well as additional meetings and presentations with individual neighborhood groups, institutional partners and other area stakeholders.
- **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.
- **Employer Survey** of area businesses and institutions (see Appendix B, Companion Products).

Community Outreach Tools

The planning process was publicized through email blasts, mailings, and various community calendars, newsletters and phone trees, in addition to two primary methods:

PROJECT WEB SITE

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. A page was also created on the social network web site, Facebook.

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.