

A map of the Troost-Emanuel Cleaver II Boulevard area in Kansas City, Missouri. The map shows a grid of streets including Rockhill Rd, Emanuel Cleaver II Blvd, Troost Ave, and Volker Blvd. Several parks and landmarks are labeled, such as Gillham Park, Southmoreland Park, Frank A. Theis Park, Kauffman Legacy Park, and the Nelson-Atkins Museum of Art. Three rectangular areas are highlighted with a red dashed border, indicating the sites for the redevelopment project. The text 'Land Clearance for Redevelopment Authority' is overlaid on the bottom right of the map.

# TROOST-EMANUEL CLEAVER II BOULEVARD REDEVELOPMENT & IMPLEMENTATION PLAN

Planning Sustainable Places Program

Land Clearance for Redevelopment Authority



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**Planning Sustainable Places Program**

November 2013

# ACKNOWLEDGMENTS

## LAND CLEARANCE FOR REDEVELOPMENT AUTHORITY (LCRA)

- Joseph Egan, Executive Director
- Jenna Wilkinson, Development Services Specialist

## CONSULTANT TEAM

### Collins Noteis & Associates

- Vicki Noteis, AIA, President

### Taliaferro & Browne, Inc.

- Leonard Graham, PE, President
- Meg Babani, ASLA, Project Manager
- Greg Pfau, RLA, LEED AP

### Wallace Roberts & Todd (WRT)

- Steve Hammond, Principal in Charge
- Yogesh Saoji, AIA, AICP, LEED BD+C, Project Manager
- Garlan Capita, Urban Designer

### Development Strategies

- Robert M. Lewis, AICP, CEcD, Principal
- Matt Wetli, AICP, Associate
- Pat Shortal, Planning Technician

### Parson & Associates

- Jason Parson, Principal



## CITY OF KANSAS CITY, MO

- Bob Langenkamp, Director, Planning & Development Department
- John DeBauche, City Planner, Long Range Planning Division
- Kellie Johnston-Dorsey, City Planner, Long Range Planning Division

## STEERING COMMITTEE MEMBERS

- Diane Binckley
- Karen Christiansen
- Daniel Edwards
- Michael Frisch
- Ollie Gates
- Carol Grimaldi
- Anita Maltbia

## NEIGHBORHOOD ADVISORY COMMITTEE MEMBERS

- |                  |                     |                      |
|------------------|---------------------|----------------------|
| • Brian Ball     | • Matt Heinrich     | • Cathryn Simmons    |
| • Spark Bookhart | • Jessica Hogenkamp | • Angie Splittgerber |
| • Dianne Cleaver | • Peter Hughes      | • Wanda Taylor       |
| • Greg Corwin    | • Seft Hunter       | • Vickie Tucker      |
| • Colin Gage     | • Gabe Okafor       | • Jim Wanser         |
| • Sandra Hayes   | • John Pajor        |                      |

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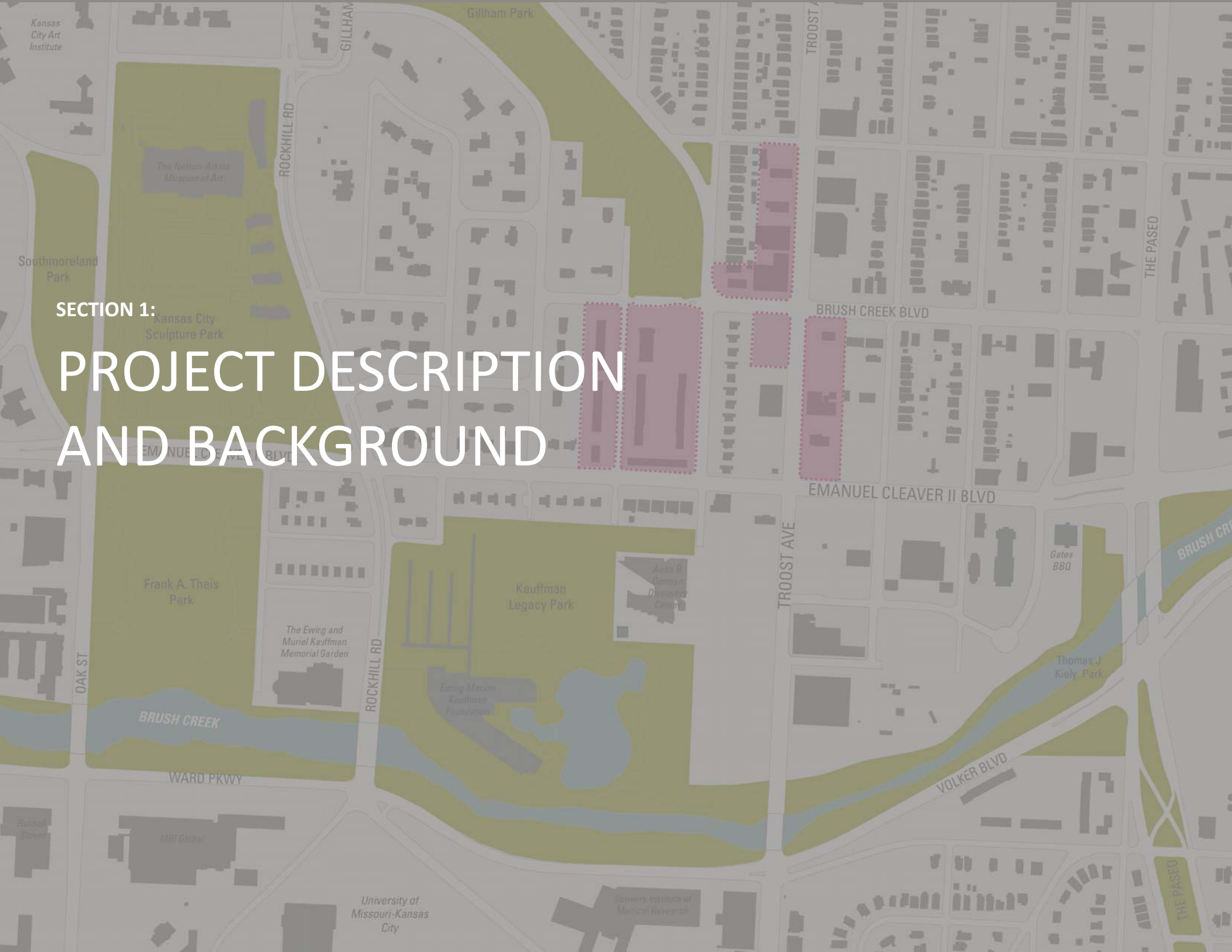
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SECTION 1:

# PROJECT DESCRIPTION AND BACKGROUND



## SECTION 1: PROJECT DESCRIPTION AND BACKGROUND

### 1.1 Introduction

The Troost & Emanuel Cleaver II Boulevard Redevelopment and Implementation Plan provides a realistic, yet visionary and catalytic redevelopment plan for an important part of Kansas City, Missouri’s urban center. This project is part of the Creating Sustainable Places (CSP) Initiative, sponsored by Mid-America Regional Council (MARC) and funded by a grant from the U.S. Department of Housing and Urban Development.

The initial phase of the CSP program produced sustainable development plans for six key transit corridors in the metropolitan area, including the Troost Avenue Corridor in Kansas City, Missouri. This plan is funded from the same grant as a second-phase implementation-oriented project awarded to the Land Clearance for Redevelopment Authority (LCRA). The LCRA is a public redevelopment agency that is part of the city’s Economic Development Corporation. It has a long history of active and innovative redevelopment success with private developers and public partners. The LCRA received this grant in order to accomplish the following:

- Provide blight analysis, market evaluations, conceptual design and redevelopment financing strategies for 4 key project areas near the intersection of Troost Avenue and Emanuel Cleaver II Boulevard, (an area bounded by 45th Street on the north, Brush Creek on the south, Campbell Street on the west and an Paseo boulevard on the east).
- Enhance recent transportation improvements along Troost Avenue, Brush Creek Boulevard and Emanuel Cleaver II Boulevard.
- Incorporate or reinstitute principles of sustainable land use, multi-modal transportation and an urban character for higher quality mixed-use, residential and commercial uses.
- Emphasize adaptive reuse of historic buildings and respect the historic neighborhood scale with any recommended infill development.
- Identify catalyst projects that will help promote and spur future private investment along the corridor.
- Engage the community in the planning process.

The LCRA identified four primary redevelopment sites for the planning area bound by 45 Street on the north, Brush Creek and Volker Boulevard on the south, Campbell Street on the west and Paseo Boulevard on the east. The area is unique in its wealth of parks, boulevards and green space, the MAX Bus Rapid Transit line, proximity to both of the city’s major universities, the Country Club Plaza and the Brush Creek greenway amenities.

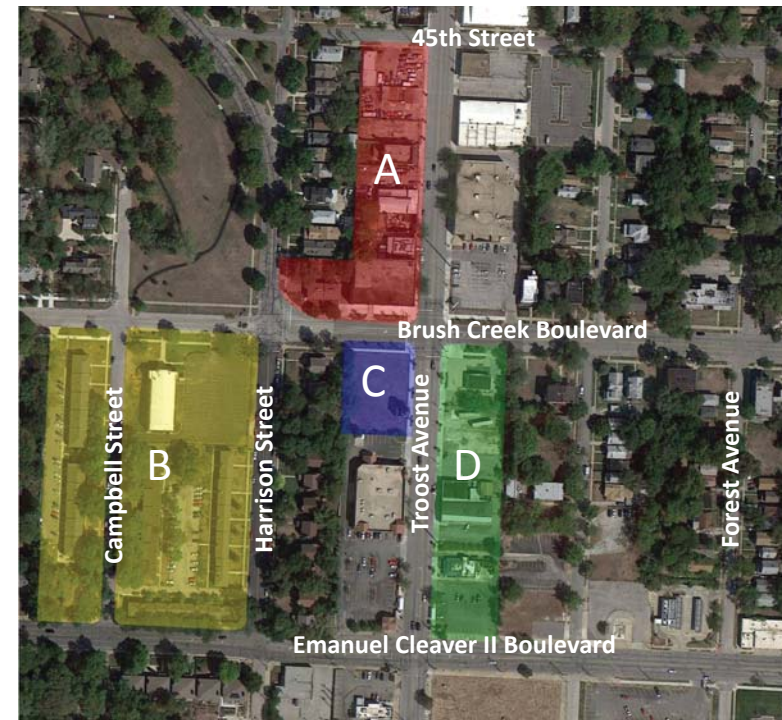


FIG. 1-1 Map showing four primary redevelopment sites.

## 1.2 Troost Avenue Corridor

The identified project boundaries represent the midtown area of Troost Avenue, a 13-mile long corridor in the heart of the city extending from downtown to 95th Street. Historically, Troost grew south with the rest of the city between 1880's and World War II as a streetcar route, feeding the growth of single family neighborhoods south of 27th Street. Just east of downtown Kansas City, Troost Avenue formed the western boundary of an area between 9th Street and 27th Street that became the city's Black Heritage Area – the only surviving neighborhood where African Americans could live after the waves of immigration from the south after the Civil War. When this color barrier at 27th Street was finally ruled unconstitutional by the Supreme Court in 1948, pent-up demand for space and housing resulted in movement to the south, which was met with block-busting and redlining practices. The toll through the 1950's and 1960's was white flight, abandonment of a once-thriving black economic culture and continued disinvestment in all parts of the central city for 60 years. Troost Avenue became the undeserved, but symbolic dividing line in a very segregated city, both racially and economically.

The corridor can be characterized into three main areas as shown in the adjoining diagram for the purposes of this study. They include the Downtown area (from 4th Street to Interstate 635), the Mid-Corridor area between Interstate 635 and Interstate 435, and the Village West area (west of Interstate 435).

Significant amounts of undeveloped or greenfield land exist within the mid-corridor area. This land generally has good road access, and will likely be cheaper and/or easier to acquire than underutilized and infill sites or properties within the downtown area.



1926 Photograph of the intersection of 47th & Troost



Historic Photograph of the NE Corner of 47th & Troost



Historic Photograph of SE Corner of 46th & Troost



The Corridor Today

The city began to recognize the consequences of this prolonged disinvestment in its central city in the 1990's and although many other challenges in the city compete for resources and visionary thinking, the FOCUS Kansas City Plan created strategies for rebuilding the urban core. A new plan for the Troost Corridor was completed in the late 1990's, along with Neighborhood Self-Assessment Strategies and policies regarding targeting of redevelopment tools. In the last 20 years, not only has significant public investment been made in the area, but private investment has begun to follow. Some of these projects include:

- The Troost MAX Bus Rapid Transit line opened on Troost as the 2nd BRT line in the city, bringing transportation improvements for transit, automobiles, pedestrians and bicyclists. These include streetscape improvements, rain gardens and new MAX stations.
- New streetscape improvements for Brush Creek Boulevard and Emanuel Cleaver II Boulevard.
- The newly constructed Troost Bridge over Brush Creek.
- The Brush Creek flood control and beautification improvements.
- The establishment of the Green Zone.
- Gates & Sons Development of Plaza East.
- Construction of the Kauffman Foundation and the Missouri Conservation Commission's Discovery Center.
- The Bloch Addition to the Nelson-Atkins Museum of Art.
- Additions and campus improvements at both Rockhurst University and the University of Missouri at Kansas City.
- Renovation of Bancroft School.
- Change in property ownership along Troost with innovative uses.
- Continued investment in the Hyde Park, Rockhill, Manheim, Squire Park and Troostwood neighborhoods.



Troost MAX BRT Park 'n Ride Station - Troost and 31st Street

This area is also home to some of the city's most influential civic institutions, including the Nelson-Atkins Museum of Art, the Kansas City Art Institute, the Kauffman Foundation, the Stowers Institute, members of the former Brush Creek Community Partners, the Green Zone, the Urban Neighborhood Initiative, Rockhurst University and the University of Missouri at Kansas City. One of the positive outcomes of this planning project is the renewed conversation between these organizations and their surrounding neighborhoods and property owners about the future of Troost. Creating new partnerships to work toward the same goals will enhance the area's chances of successful implementation.

With a managed and strategic approach to implementing this community-driven, targeted plan for redevelopment, it is possible to not only stabilize this important urban node, but to revitalize its historic character and strengthen the mixed-income neighborhoods on both sides of Troost that continue to improve and thrive.



Gates Plaza East Development - Troost and Emanuel Cleaver II Boulevard



### 1.3 Community Engagement

Active, informed and engaged community participation is critical in any Kansas City, Missouri planning project. Citizens in this corridor however have been actively involved for years and have been specifically involved in the Creating Sustainable Places initiative, the recently completed Troost Avenue Corridor Plan, the follow-up work on the protective zoning overlay, the current update of the City's Plaza/Midtown Area Plan and numerous development proposals. Representatives from Squire Park, Center City, Manheim, North, Central and South Hyde Park and the Rockhill neighborhoods have all been active in the decision-making for these planning efforts.

The Troost & Emanuel Cleaver II Boulevard Redevelopment and Implementation Plan was led by an Advisory Group of civic volunteers (see Acknowledgements) with the support and guidance of the LCRA staff and the consultants. They met at the beginning of the process to develop shared goals and to select the consultant team and participated in all the public meetings throughout the planning process.

The community engagement process was directly integrated into the planning work through a concentrated period of time in June, 2013 for a week-long planning charrette. Through meetings with neighborhoods, property owners, the Advisory Group and two open public meetings, the consultant team shared data about existing conditions and a market analysis. With input and direction from participants, the team developed alternative scenarios for future development and a preferred direction.

The public was invited again for a final meeting in late October, 2013 to review the results of the final plan and redevelopment recommendations. The planning and design process is explained further in the section on Alternatives Development. The LCRA Board, City staff and several City Council Members were also updated throughout the process.





SECTION 2:

# SUMMARY OF MARKET ANALYSIS



## 2.1 Kansas City Area Context

The Troost Corridor has long been a figurative and actual “dividing line” in Kansas City, between a walkable, service, and job-rich environment on the west side that today appeals to knowledge workers (those engaged in non-routine problem solving and/or creative professions such as engineers, programmers, architects, scientists, accountants, and lawyers) and an underserved, and largely minority community to the east for which barriers have long been present to achieving the core tenets of the American Dream: prosperity, education, higher quality housing, security, and upward mobility.

A good understanding of the existing conditions along the Troost Corridor is necessary in order to analyze the potential for redevelopment opportunities that coincide with market trends, to evaluate the context in which strategic decisions need to be made, and to explore specific catalytic projects that can create the foundation for a more sustainable future for the corridor and the neighborhoods that surround it.

A number of demographic and consumer preference trends are merging in a way that will make the urban core of Kansas City more attractive for new investment and economic vitality than has been the case for many years. As rehabilitation and reinvestment on the west side of Troost continues to improve and make more neighborhoods healthy places to live, work, and play, market momentum will

likely steer toward the commercial and retail uses along the Troost corridor itself as well as the neighborhoods to the east.

### Population Changes

While the populations in Kansas City and the Kansas City metro area increased during the past decade, the Troost corridor and the areas around it lost population—particularly east of Troost, which experienced a 22 percent decrease. However, the populations in the Troost Corridor and east of Troost are not expected to decrease further through 2016, while the remaining three areas shown on the following table are projected to increase slightly. This projected turn of events

### Demographic Trends

Description	Troost Corridor	East of Troost	West of Troost	Kansas City	Kansas City MSA
<b>Population</b>					
2016 Projection	24,541	25,147	33,077	482,930	2,141,252
2011 Estimate	24,581	25,213	32,119	463,492	2,051,278
2010 Census	24,658	25,333	31,781	459,787	2,035,334
2000 Census	28,155	32,480	33,395	441,545	1,836,038
Growth 2011-2016	0%	0%	3%	4%	4%
Growth 2010-2011	0%	0%	1%	1%	1%
Growth 2000-2010	-12%	-22%	-5%	4%	11%

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would represent a breakthrough for the Troost Corridor, and is likely a result of the anticipated increase in the desirability of close-in neighborhoods.

### Household Trends

As household incomes increase, home values often follow a similar trajectory. The median home value for the area east of Troost is significantly lower than the other regions, although the proportion of homeowners is much greater than in the area west of Troost. These data perhaps indicate that there is a larger percentage of seniors east of Troost (seniors tend to have high home ownership rates, despite low incomes) and young singles west of Troost (who are inclined to rent).

Housing demand throughout the Troost corridor appears diminished compared to other areas of the Kansas City Metro, due to the relatively low occupancy rates. Yet this has more to do, in many instances, with obsolete housing, as opposed to lack of desirability of urban living. The corridor may benefit from updates or adaptive reuse of the existing housing stock, as well as the addition of a mix of retail and employment.

Relevant housing characteristics and comparisons for the Troost corridor, east of

#### Household Overview

Description	Troost			Kansas City	
	Corridor	East of Troost	West of Troost	Kansas City	MSA
<b>Housing Units (2010)</b>	15,052	16,742	24,379	230,678	892,548
<b>Occupied Housing Units (2010)</b>	11,433	12,374	18,500	197,702	806,044
Occupancy Rate	76%	74%	76%	86%	90%
<b>Housing Units by Units in Structure (2000)</b>					
1, Detached	52%	66%	26%	63%	70%
1, Attached	3%	4%	2%	4%	5%
2+	46%	30%	72%	34%	26%
<b>Tenure of Occupied Housing Units (2010)</b>					
Percent of Owner Occupied Units	42%	48%	26%	57%	68%
Percent of Renter Occupied Units	58%	52%	74%	43%	32%
<b>Median Housing Value (2010)</b>	\$89,865	\$48,154	\$122,172	\$112,775	\$139,090
<b>Median Year Built (2000)</b>	1941	1945	1940	1960	1970
<b>Average Commute Time (2000)</b>	22	26	19	22	23

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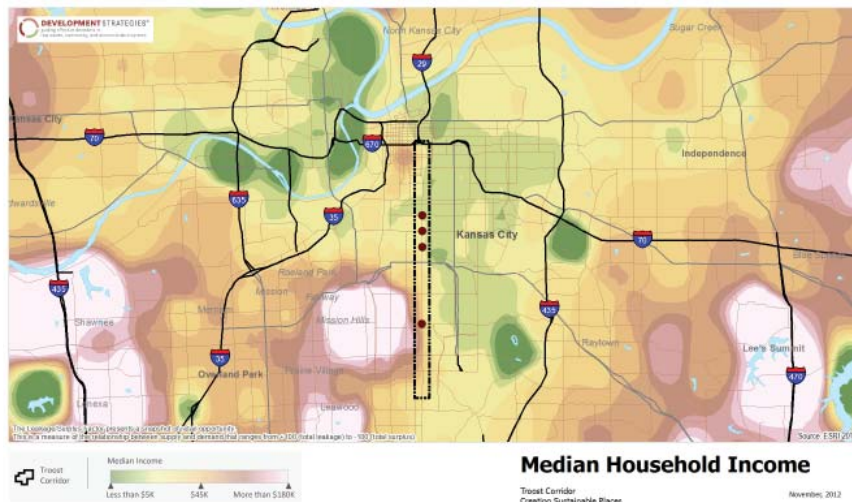
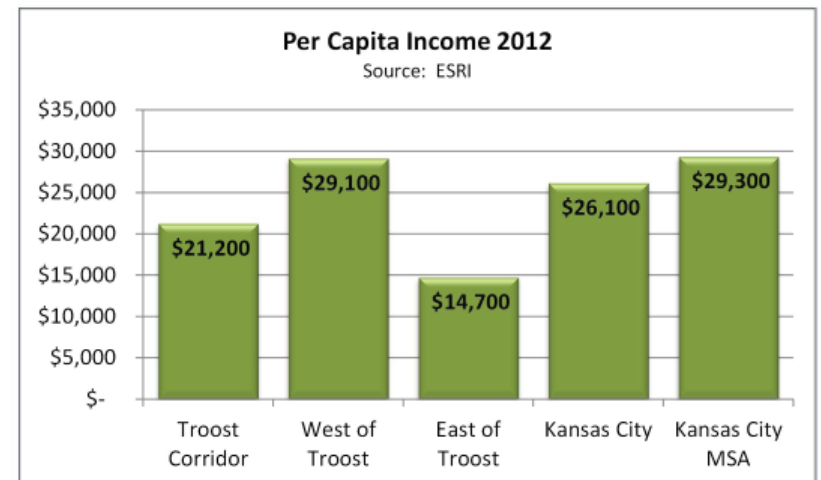
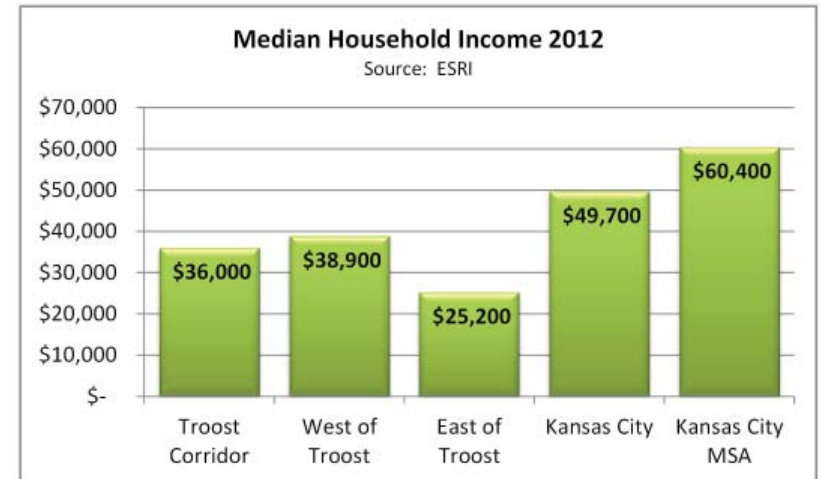
\* Data from 2010 are projections based off of the 2000 Census, and 2000 data is from the 2000 Census

Troost market area, west of Troost market area, Kansas City, and Kansas City MSA are summarized in the following table.

### Income Characteristics

Educational attainment and income are closely correlated, as household income data demonstrates. Again, the same theme is present—residents on the west side of Troost are more prosperous generally well-off than residents on the east side. The median annual household income in the entire Troost Corridor is \$36,000, which is 43 percent higher than in the East of Troost market area (\$25,200), but eight percent lower than in the west of Troost market area (\$38,900). About 38 percent of households in the Troost Corridor earn less than \$25,000 per year—barely a living wage for a family: 50 percent east of Troost and 33 percent west of Troost.

Interestingly, the Metropolitan Statistical Area (MSA) has the highest median household income of the five study areas, at \$60,400—much higher than the combined median income for even the neighborhoods West of Troost. Yet a closer look at the data shows that is because the west of Troost area has more single-person households and, thus, fewer two-income households. On a per capita basis, incomes west of Troost are comparable to the regional average. This



The Troost Corridor is a dividing line between higher and lower incomes in Kansas City, offering an opportunity to attract more spending power to the corridor and increasing the incomes of households to the east.

## 2.2 Key Market Components

### Apartments

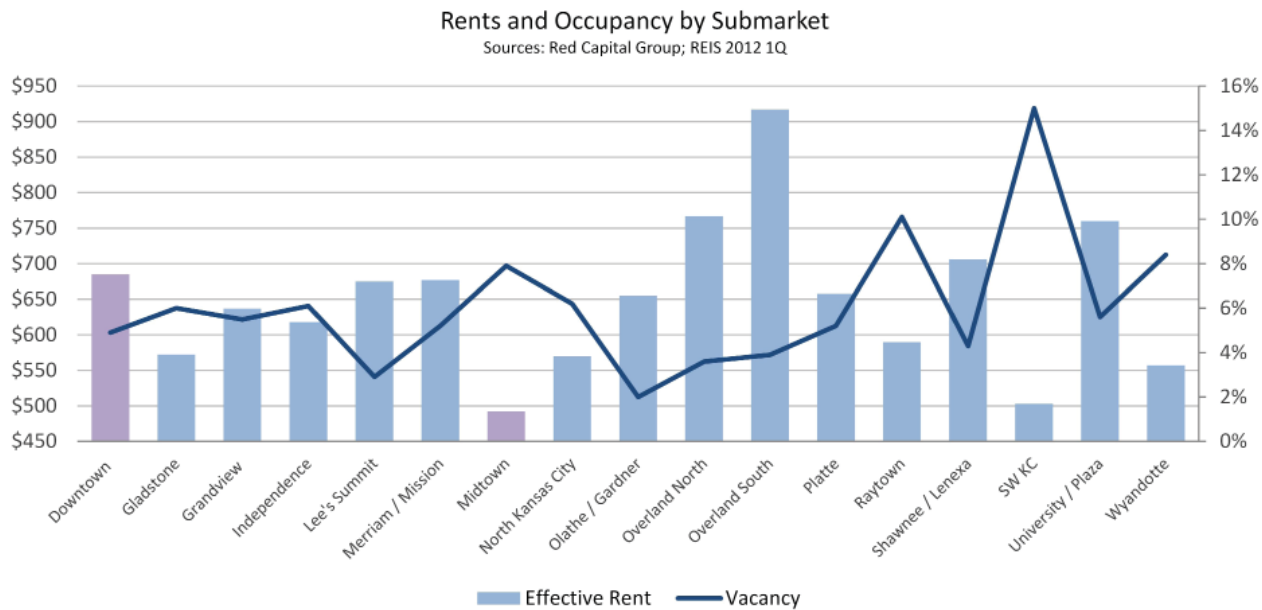
While affordability is generally considered a positive, problems arise in securing loans for new projects and maintaining existing projects when rents are depressed. The project areas generally reflect the apartment market conditions referred to as Midtown in the chart below, which displays data provided by REIS—an apartment rent research firm. Generally, but not entirely, the study area is also in the shadow of the Country Club Plaza and the University of Missouri Kansas City, so it has a great opportunity to achieve market rents more closely associated with the second bar from the right on the graph (University/Plaza). Indeed, the western apartments on Campbell Street in Project Area B already demonstrate some of that strength. But incentives and reinvestment tools are certain to be necessary to realize quality development throughout the project areas. Fortunately, demand for quality affordable housing is deep, so, to the degree that incentives and tools are able to deliver units to the market, they are likely to be well-received.

### Retail

Retail options are somewhat limited, due to a lack of buying power in the area and existing competition along Emanuel Cleaver II Boulevard as well as in the Plaza area. With more housing development, especially east of Troost, a sufficient amount of traffic and access (cars and pedestrians) can generate demand for specialty shops and cafes. Using the historic structures for regional attractions (brew pubs, art galleries), could help to expand the market draw of this area for an eclectic mix of consumers and businesses.

### Office

Troost is not an established office corridor, so opportunities for conventional office are sharply limited. However, in light of an aging population and consequent increasing demand for medical services, there is reason to be optimistic about opportunities for medical office space in the corridor in coming years.





### 2.3 Project Areas A - D

The four project areas defined for the redevelopment study area have distinct characteristics even while they are closely related to one another and the larger geographic context. Moreover, they are each representative of many of the conflicting social and economic issues persistently faced by Troost corridor advocates.



Former Fire Station



Auto business north of former Auto World building



Former Auto World building



Apartments west of Auto World

**Study Area A** demonstrates classic urban deterioration found along much of Troost but mixed with two historic and architecturally significant structures which hold promise for creative re-occupancy. These are what are referred to here as the Auto World building and the former fire station. The deteriorated sites, therefore, can be significantly improved with sound reinvestment anchored on these two strong buildings.

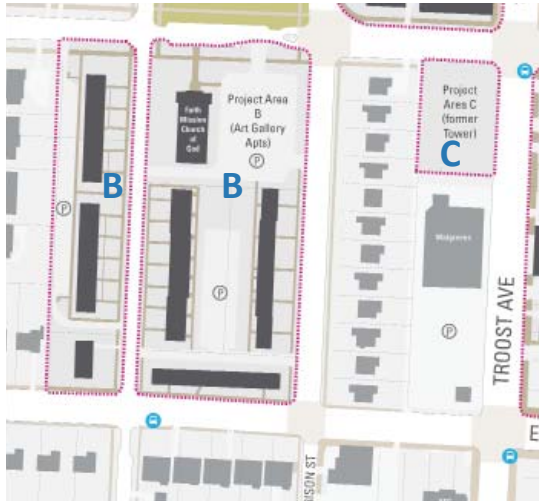
The original designation of Project Area A, however, is too heavily influenced by opportunities and conditions across Troost to the east. The northern portion of that block is designated here as Project Area A2, while the original area is called A1. Area A2 is the site of the Christian Fellowship Church depicting a better site plan and more efficient space.



Study Areas A1 and A2



Christian Fellowship Church



Art Gallery Apartments on the west side of Harrison



Faith Mission Church of God

**Study Area B** illustrates a west-to-east investment pattern among the three almost identical apartment complexes that is a microcosm of the Troost corridor, even though Project Area B is entirely on the west side of Troost. The apartments to the west have already undergone a market-driven reinvestment by the property owner who is taking good advantage of this location virtually adjacent to the formidable homes in the Rockhill Neighborhood just to their west. The middle set of apartments have been undergoing a lesser amount of upgrade with indications that market conditions are not quite as strong, even though they are also on Campbell Street. The complex on the east, fronting Harrison Street, has not experienced notable reinvestment in the recent past, much like many parts of Troost which is a block away.



Art Gallery Apartments on the east side of Campbell

**Study Area C** is a vacant lot which suggests many opportunities, particularly because it sits on the corner of one of the city's Boulevards. But its lack of redevelopment is characteristic of much along Troost—seemingly good locations ready for redevelopment yet remaining vacant. Notably, however, this parcel, along with the Auto World building, have been recently purchased by a single investor, which is an indication that market forces may be improving.



Project Area C - SW corner of Troost and Brush Creek Blvd.



**Study Area D** contains viable businesses but in declining structures, which suggests that the property owners do not feel comfortable enough about the commercial and real estate markets to make significant upgrades. Market analysis shows that maintaining the hardware store at this location is a good idea, but it needs a better structure. The corner at Brush Creek Boulevard is also suited for a higher quality development if perceptions of market decline in the corridor can be overcome.

Investments just to the south along Emanuel Cleaver II Boulevard, principally under the leadership of Ollie Gates, are strongly indicative that market conditions are on the rise. While Emanuel Cleaver II Boulevard is redeveloping into a much more automobile-oriented commercial corridor than is appropriate for the narrower and more historic Troost corridor, it carries a substantial amount of vehicular traffic and its revitalization is important to attracting reinvestment in the two blocks along Troost just to the north. The image of this important route is improving with recent streetscape and public infrastructure commitments, as well as new private commercial development.

The hurdles to realizing private investment in the four project areas are, therefore, lower than they are in other places along the Troost corridor. That said, a number of challenges remain, not the least of which are the costs of site acquisition, assembly, remediation, and preparation for new development—which are far greater than those encountered on “greenfield” sites in suburban locales.



SE corner of Troost and Brush Creek Boulevard



East side of Troost between Emanuel Cleaver II Blvd. and Brush Creek Boulevard



NE corner of Troost and Emanuel Cleaver II Boulevard

SECTION 3:

# Planning Concepts





### 3.1 Charrette Process

The preliminary plan for the study area was developed through an intensive three-day planning workshop process (called a charrette) during which the Consultant Team worked closely with the Advisory Committee, key stakeholders, the community, and LCRA/City staff to articulate a vision for the area and develop and review development concepts for the four target sites identified by the LCRA. The charrette center was located at UMKC, just outside the study area, where the planning team had convenient access to the area and local stakeholders could drop in to participate in the process.

Day #1 of the charrette focused on the identification of issues and opportunities, and included: field work to understand the area's functional and urban design character; interviews with landowners and area stakeholders to understand their concerns and visions for the area; and a community workshop to discuss preliminary perceptions of the area and ideas for its future. Day #2 focused on the formulation of preliminary redevelopment concepts and strategies during the day, followed by a second community workshop during the evening to review and solicit feedback on a preferred direction. On Day #3, the planning team developed a single, refined development concept for the area that reflected community preferences for the area. In the evening the concept was presented and discussed with the community to confirm the direction both overall and on specific sites.

### 3.2 Project Goals and Objectives

During the charrette, the formulation of the initial redevelopment scenarios was based on a series of goals and objectives set forth by the LCRA, including the following:

- Increase investment potential by leveraging the area's existing assets;
- Contribute to the creation of a distinctive identity and sense of place;
- Identify improvements that will support a walkable, transit-oriented neighborhood;
- Connect the institutional assets in the vicinity with neighborhood needs;
- Enhance access and connectivity to the area for all modes of mobility; and
- Promote sustainable development practices.

### 3.3 Alternative Development Concepts

The series of land use and development concepts developed for the study area explored alternative strategies for achieving these redevelopment goals, with the focus being on leveraging the area's assets and mitigating identified issues. In addition, the alternatives were informed by review of existing conditions in the area, input from local landowners and stakeholders, and a preliminary analysis of market conditions and demand in the larger area.

Three alternative land use and development scenarios were developed (see Figures 3.1, 3.2 & 3.3). The alternatives explored options for the four LCRA-identified sub-areas, as well as for two additional areas that were identified as presenting opportunities to advance revitalization of the Troost corridor and its integration with adjoining neighborhoods. These two areas include the Christian Fellowship Church property that extends between Troost and Forest avenues along the south side of 45th Street, and a series of vacant parcels along the west side of Forest Avenue south of Brush Creek Boulevard.

The alternative scenarios explored the development capacity of the strategic sites, the potential mix of uses that could be accommodated, and related parking and circulation requirements. In addition, the alternatives exploration helped to identify associated strategic actions that would support the redevelopment of the identified strategic sites and contribute to a more vibrant and sustainable neighborhood, including: changes in land use, urban form enhancements, public realm improvements, parking strategies, bicycle and pedestrian facilities, enhanced connectivity to transit and surrounding uses, etc.



FIG. 3-1 Development Option #1



FIG. 3-2 Development Option #2



FIG. 3-3 Development Option #3

## Option #1

- Introduces institutional-type uses at Troost/Brush Creek Boulevard intersection to serve as “community anchors” that:
  - Establish a neighborhood presence for local institutions;
  - Bring employment to the area; and
  - Reinforce community pride and identity.
- Proposes new ground floor retail on the community anchors sites, in the former fire station, and on a redeveloped Tru-Value Hardware site.
- Clusters live/work units around the community anchors as a strategy for:
  - Generating positive near-term change while the area’s retail identity is being established
  - Establishing active ground level facades;
  - Creating affordable opportunities for local residents to start new businesses.
- Redevelops the Art Gallery Apartments (between Harrison and Campbell) with for-sale townhouses.
- Redevelops the Faith Mission Church site with high density apartments/condos that front onto Brush Creek Boulevard and Gillham Park.
- Redevelops the small apartment building on the northeast corner of Brush Creek Boulevard and Harrison Street with townhomes that are more in keeping with the scale and character of existing housing.
- Fills in vacant and under-utilized sites along Forest Avenue with townhouses that are complementary in character and scale to existing residential development.
- Redevelops parcels on the west side of Troost, north of the former fire station, with residential apartments.
- Redevelops the Christian Fellowship Baptist Church property on the east side of Troost with a combination of church facilities and apartments along Troost and townhouses along Forest Avenue.



FIG. 3-1 Development Option #1

## Option #2

- Limits redevelopment to four plan-designated sites
- Places strong emphasis on introducing more housing
  - Rehabs existing Auto World building for loft units, and redevelops the adjoining auto-oriented uses with apartments and/or townhouses.
  - Redevelops parcels on the west side of Troost, north of the former fire station, with residential apartments and/or townhouses.
  - Develops the vacant parcel on the southwest quadrant of Troost and Brush Creek Boulevard with apartments.
  - Redevelops the parcels on the southeast corner of Troost and Brush Creek Boulevard with apartments.
  - Rehabs the Art Gallery Apartments along Harrison and Emanuel Cleaver II Boulevard.
  - Rehabs the small apartment building on the northeast corner of Brush Creek Boulevard and Harrison Street.
- Proposes limited amount of new retail:
  - Incorporates small, ground-level retail at corners of buildings (i.e., not full ground floor) that frame the intersection of Troost and Brush Creek Boulevard.
  - Rehabs former fire station for retail.

## Option #3

- Rehabs existing Auto World building and redevelops adjoining auto-oriented uses to accommodate business incubator/flex space that can support the creation of new businesses.
- Develops the vacant parcel on the southwest quadrant of Troost and Brush Creek Boulevard for retail.
- The housing strategy is the same as in Option #1, except:
  - Redevelops existing apartments west of Campbell Street with for-sale townhouses, and
  - Develops vacant parcels along Forest Avenue with townhouses, rather than live/work units.



FIG. 3-2 Development Option #2



FIG. 3-3 Development Option #3



### 3.4 Preliminary Preferred Development Concept

Based on the community’s review of the alternative development scenarios, a Preferred Development Concept (see Figure 3.4) was constructed developed that combined key land use and development components from the three alternatives. The Preferred Development Concept includes the following direction:

- Introduce new development on the southwest corner of Troost and Brush Creek Boulevard to accommodate “community anchor” type use(s);
- Adaptively reuse the existing Auto World building and redevelop adjoining parcels with flex/business incubator space;
- Redevelop sites along Troost with creative live/work space that can transition to retail, and as much ground floor retail as can be attracted in the near term;
- Infill vacant and under-utilized parcels along Forest Avenue with townhouse development;
- Develop vacant sites along Emanuel Cleaver II Boulevard (at Forest Avenue) with retail;
- Redevelop apartments located west of Troost with townhouses;
- Redevelop the Faith Mission Church site with high density apartments/condos that front onto Brush Creek Boulevard and Gillham Park;
- Redevelop the Christian Fellowship Baptist Church property with a combination of church facilities and apartments along Troost and townhouses along Forest Avenue.



FIG. 3-4 Preliminary Preferred Development Concept

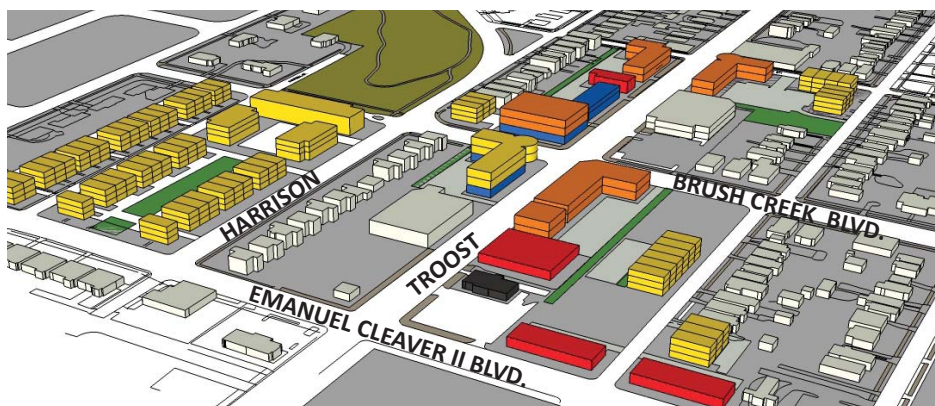


FIG. 3-5 Alternative Option for Faith Mission Church site

### 3.5 Underlying Economic Development and Urban Design Strategies

The development recommendations for individual sites within the study area are informed by a series of underlying economic development and urban design strategies designed to achieve the broader LCRA and community vision for the area. These strategies include the following:

#### Economic Development Strategy

- **Add rooftops.** Add quality housing that will attract new residents and add vitality to the area;
- **Create a retail destination.** Add retail to serve the surrounding area and attract people to the area;
- **Engage the area's institutions.** Attract an institutional presence that can serve as a “community anchor” that connects the larger community to the area;
- **Promote new businesses.** Explore development of creative live/work units as a strategy for incubating new businesses;
- **Repair residential neighborhoods.** Infill vacant and under-utilized parcels with new quality housing, and reinvest in existing housing stock; and
- **Promote near-term solutions.** Explore the use of events, temporary “pop-up”-type uses, and other “tactical urbanism” strategies to energize and activate the area in the near term and establish a positive new identity for the area.



Photos on this page are examples of live/work units and temporary “pop-ups”



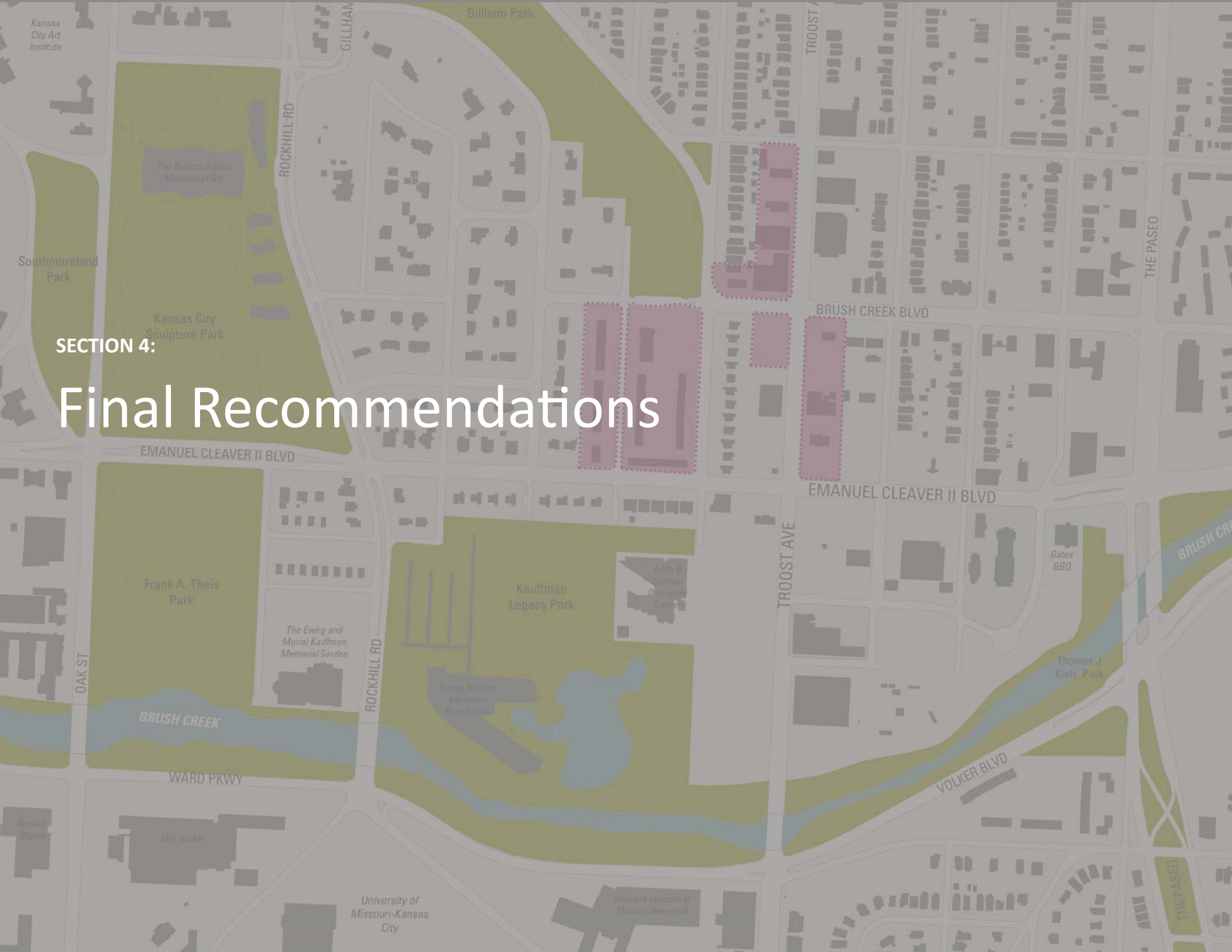
## Urban Design Strategy

- **Focus on place-making.** Add uses, quality development, and physical improvements that make the area an attractive, vibrant and identifiable destination.
- **Create an activity node.** The area is ideally located to be a locus of activity where a number of different neighborhoods come together. The area should become a “seam” that unifies the area, rather than the demarcation line that it has historically been. **Create a ‘walkable’ district.** Design the two-block section of Troost between Emanuel Cleaver II Boulevard and 45th as a comfortable pedestrian district that complements and contrasts with the auto-orientation of Emanuel Cleaver II Boulevard.
- **Establish a center.** The combination of location and redevelopment potential makes the intersection of Troost and Brush Creek a natural focal point for the district. Buildings and improvements should be designed to create an active and engaging node where it feels natural for people to congregate.
- **Enhance connectivity.** Provide facilities and improvements to enhance safe and convenient connections to the area from surrounding areas by all modes of travel—walking, cycling, transit and driving. Focus on linking the area’s cultural and institutional assets to the district and to each other.
- **Add a mix of uses.** New development should include a vertical and horizontal mix of uses that contributes an around-the-clock vitality to the area by mixing retail, entertainment, employment and residential uses.
- **Establish a consistent street wall.** New development should site buildings up to the sidewalk to create a well-defined public realm by creating a consistent street wall (i.e., eliminating gaps created by vacant lots and surface parking lots).
- **Design buildings with ‘active’ facades.** Building facades should engage the public streetscape by orienting building entrances, storefront windows, residential balconies, etc. directly to the street and providing transparent ground floor windows that add visual interest to the pedestrian realm.
- **Enhance the pedestrian environment.** Create a comfortable and attractive pedestrian environment by introducing streetscape improvements such as generous and well-maintained sidewalks, consistent street tree planting, bulb-outs and improved crosswalk markings, and pedestrian-scale street lights.
- **Incorporate “green infrastructure.”** Incorporate rain gardens, permeable paving, and other techniques into streetscape design to capture and treat storm water and add greenery to the public realm.
- **Reduce the prominence of parking.** Reduce the economic, aesthetic and functional impact of parking by: minimizing parking requirements near transit; allowing on-street parking to count against retail parking requirements; and locating parking so it is screened from public view.
- **Improve public safety by design.** Design new development to support natural surveillance by users and property owners that reduces the potential for crime and illicit behavior by creating “eyes on the street.”
- **Leverage existing assets.** Adapt and reuse distinctive architectural assets such as the Auto World building and the former fire station, and promote sensitive infill and reinvestment in the neighborhood’s distinctive residential buildings.



SECTION 4:

# Final Recommendations



**The Preferred Concept** provided the basis for more detailed economic feasibility analyses and outreach to affected landowners. Based on the findings from these two activities, the Preferred Development Concept was further revised to better reflect recent property ownership changes, landowner intentions and market viability. The following are the primary changes made to the Preferred Concept.

#### 4.1 Response to Landowner Input

- The small 8-unit apartment complex at Brush Creek Boulevard and Harrison was recently purchased and is being renovated. No changes are proposed for this property in the plan, which supports small scale residential on this site.
- Owners of the apartments along the west side of Campbell Street have invested in significant upgrades to their apartments. No changes are proposed for this property.
- The Auto World building was recently purchased and the new owner is proposing to rehabilitate this previous auto dealership building into space for antique/vintage car storage and workspace with the possibility of ground floor retail. The owner is stabilizing the building repairing code violations. The currently proposed use will move people and activity into this long-vacant building, without prohibiting future use as residential lofts or live/work space as the market improves.
- The new owner of the Auto World building has also recently purchase the vacant parcel on the southwest corner of Troost and Brush Creek Boulevard just north of the Walgreen’s, with no specific plans for its development as yet.
- During the planning process, the southeast corner of Troost and Brush Creek Boulevard was purchased and proposed for a new Family Dollar store, amid significant neighborhood opposition. The use is allowed by the current zoning and the site plan was approved by the City. The building is proposed to face south, with parking between it and the existing hardware store, and the rear and side of the building facing the streets at the property line. Although this use is allowed, the Consultant Team and the community recommend a more substantial mixed use project on this significant corner to anchor the scale of the neighborhoods and provide both retail and office or apartments above.

#### 4.2 Response to Market Analysis

- Given the costs of replacing the existing buildings, the recommendation for the Art Gallery Apartments is to retain the current configuration of apartments in the area but with substantial improvements to the structures and units, rather than replacing with townhouses.



FIG. 4-1 Proposed Site Plan

### 4.3 Plan Recommendations by Sub-area

#### Project Area A1: West Side of Troost between Brush Creek Blvd. & 45th Street

- **Land Area:** 1.89 acres
- **Ownership:** Seven (7) different property owners
- **Development Program:**
  - New Development: 35,000 square feet of live/work space
  - Adaptive Reuse of Existing Buildings: 42,500 square feet total in two buildings.
  - Auto World building includes 39,000 square feet, with 3,500 square feet of ground floor retail and 35,500 square feet of residential lofts.
  - The Former Fire Station includes 3,500 square feet, with 1,750 square feet of ground floor retail, and 1,750 square feet for 2nd floor retail, office or residential.
- **Uses:**
  - Residential: 30 loft units
  - Live/Work: 42-66 units (depending on whether units are 2 or 3 stories)
  - Retail: 5,250-7,000 square feet (depending on second floor use in Fire Station)
- **Development Character:**
  - Building Heights: 2-3 stories
  - Development Intensity: FAR = 1.3 (Auto World & live/work to Fire Station)
  - FAR = 1.2 (live/work bldg. south of Fire Station)
  - Key Building Characteristics:
    - Buildings set up to the back edge of the sidewalk along Troost and 45th Street.
    - Tall ground floor spaces (at least 15') in order to accommodate transition to retail in the future.
    - Ground level facades designed to engage the public streetscape and facilitate future transition to retail (e.g., storefront type windows, high degree of transparency, articulated entries, etc.).



FIG. 4-2 Proposed Use Plan Sub-area A1

- **Parking:** Surface parking located to the rear of buildings, plus potential for tuck-under parking with rear access. The intent is that parking for development north and south of the former Fire Station would be shared and connected via a drive aisle to the rear of the Fire Station building. Parking access would be limited to one driveway off 45th Street and one off Troost Avenue in order to reduce the number of curb cuts along Troost.
- **Projected Development Costs:**

Use	Loft Apartments w/ retail (Auto World)	Live/Work Apartments	Live/Work Apartments	Restaurant (Fire Station)
		Option 1, Two-Story	Option 2, Three-Story	
Units/SF	30 units and 3,600 SF of retail space	42 units or 38,000 SF	66 units or 59,000 SF	3,500 SF
Total Development Cost	\$5,300,000	\$7,600,000	\$10,800,000	\$555,000

## Project Area A2: East Side of Troost at 45th Street (Christian Fellowship Church Property)

- **Land Area:** 1.41 acres
- **Ownership:** Single landowner
- **Development Program:**
  - New Development: 19,000 square foot gymnasium/community center facility and 24,000 square feet of residential development.
- **Uses:**
  - Residential: 10-13 townhouse units
  - Gymnasium/Community Center: 19,000 square feet
- **Development Character:**
  - Building Heights: 2-3 stories
  - Development Intensity: FAR = 0.7 (townhomes)  
FAR = 1.2 (church & community anchor)
  - Key Building Characteristics:
    - Gymnasium/worship building set up to the back edge of the sidewalk along Troost and 45th Street. Townhouses have small (e.g., 10') front yard setback from Forest Avenue.
    - The design of the new facility fronting Troost and 45th Street need to have active facades with windows that engage the public street (i.e., not blank walls).
    - Ideally, the gym entrance will be located at the corner of Troost and 45th Street and special articulation of the building (e.g., chamfered or rounded corner, accentuating features, etc.) used to engage and activate the intersection.
    - Townhouses will be oriented to front onto Forest Avenue to reinforce the residential character and neighborhood fabric



FIG. 4-2 Proposed Use Plan Sub-area A2

- **Parking:** Surface parking will be located on the interior of the site so that it is generally screened from view from Troost Avenue and from Forest Avenue. Parking access will be provided from driveways on 45th Street and Forest Avenue. Given the location of the church parking on the interior of the site, parking for the townhouses will be in front-loaded garages accessed from Forest Avenue.
- **Projected Development Costs:**

Use	Townhomes Option 1, Large	Townhomes Option 2, Smaller	Church Addition (Cost Only)
Units/SF	10 units @ 2,400 SF	13 units @ 1,900 SF	19,000 SF
Total Development Cost	\$3,400,000	\$3,400,000	\$1,800,000

### Project Area B: Art Gallery Apartments between Harrison & Campbell Streets

- **Land Area:** 3.48 acres
- **Ownership:** Three property owners
- **Development Program:**
  - Substantial Rehabilitation: 52,000 square feet of residential apartments.
- **Uses:**
  - Residential: 64 apartment units
- **Development Character:**
  - Building Heights: 2-3 stories
  - Development Intensity: FAR = 0.5 (developed)
  - Key Building Characteristics:
    - Maintain existing historic character of apartment buildings.
    - A third floor could be introduced to the existing two-story apartments if it helps the financial feasibility and market viability of major rehabilitation. Such additions would need to maintain the character of the existing buildings.
    - Landscape improvements to the front yards should be considered as a means of enhancing the appeal of the apartments in the market. For example, rock walls might be introduced along the west side of Harrison Street to complement the historic walls along the east side.
- **Parking:** Surface parking will be located on the interior of the site, behind the buildings, as it currently is.
- **Projected Development Costs:**



FIG. 4-4 Proposed Use Plan Sub-area B

Use	Art Gallery Apartments
	<b>Substantial Rehabilitation</b>
Units/SF	64 units @ 760 SF
Total Development Cost	\$6,275,000



### Project Area C: Southwest Quadrant of Troost and Brush Creek Boulevard

- **Land Area:** 0.53 acres
- **Ownership:** Single property
- **Development Program:**
  - New Development: 28,500 square foot mixed use building, including 9,500 square feet of community anchor space on ground floor and 19,000 square feet of upper story office or residential.
- **Uses:**
  - Ground Floor: 9,500 square feet of community anchor and/or retail uses
  - Upper Floors: 26 apartment units or 19,000 square feet of office
  -
- **Development Character:**
  - Building Heights: 3 stories
  - Development Intensity: FAR = 1.2 (developed)
  - Key Building Characteristics:
    - Building set up to the back edge of the sidewalk along Troost and Brush Creek Boulevard.
    - Tall ground floor spaces (at least 15') in order to provide flexibility for retail or other future uses.
    - Ground level facades designed to engage the public streetscape (e.g., storefront type windows, high degree of transparency, articulated entries, etc.).
    - The building entrance at the corner of Troost and Brush Creek Boulevard should make a strong architectural statement with special articulation of the building (e.g., chamfered or rounded corner, accentuating features, etc.) to engage and activate the intersection.
- **Parking:** Surface parking located to the rear of buildings. Parking access would be limited to one driveway off Brush Creek Boulevard and one (or none, if possible) off Troost Avenue in order to reduce the number of curb cuts along Troost.

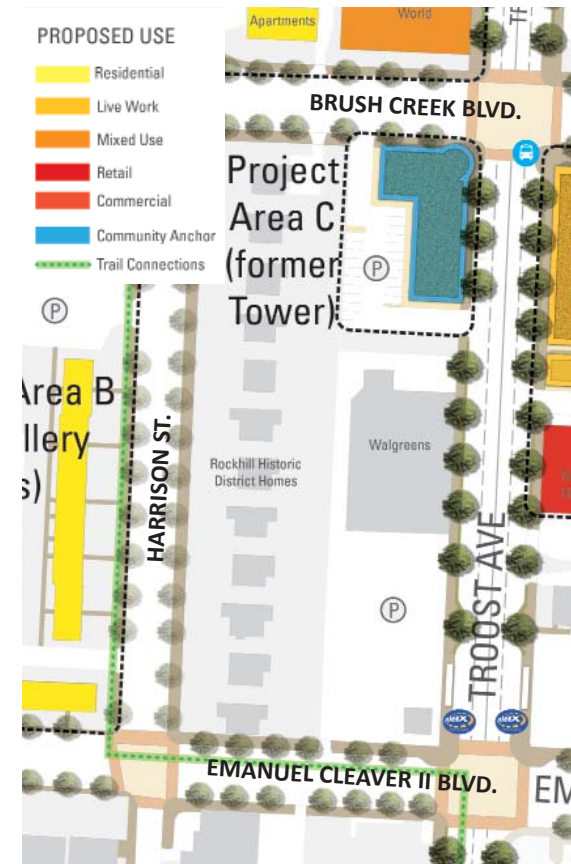


FIG. 4-5 Proposed Use Plan Sub-area C

#### • Projected Development Costs:

Use	Community Anchor, Mixed-Use Building
	<b>New Construction, Apts or Office w/ Retail</b>
Units/SF	26 units and 10,000 SF of retail space
Total Development Cost	\$5,300,000

### Project Area D: Southeast Quadrant of Troost and Brush Creek Boulevard

- **Land Area:** 1.92 acres
- **Ownership:** Single property owners
- **Development Program:**
  - New Development: 26,200 square feet of live/work and 14,400 square feet of residential.
  - Rehabilitation/Redevelopment: 9,000 square feet of retail.
- **Uses:**
  - Live/Work: 26 units
  - Retail: 9,000 square feet
  - Residential: 6 townhomes
- **Development Character:**
  - Building Heights: 2-3 stories
  - Development Intensity: FAR = 0.7 (townhomes)
  - FAR = 1.4 (hardware & live/work building)
  - Key Building Characteristics:
    - Building set up to the back edge of the sidewalk along Troost and Brush Creek Boulevard.
    - Tall ground floor spaces (at least 15') in order to accommodate transition to retail in the future.
    - Ground level facades designed to engage the public streetscape and facilitate future transition to retail (e.g., storefront type windows, high degree of transparency, articulated entries, etc.).
    - The building entrance at the corner of Troost and Brush Creek Boulevard should make a strong architectural statement with special articulation of the building (e.g., chamfered or rounded corner, accentuating features, etc.) to engage and activate the intersection.

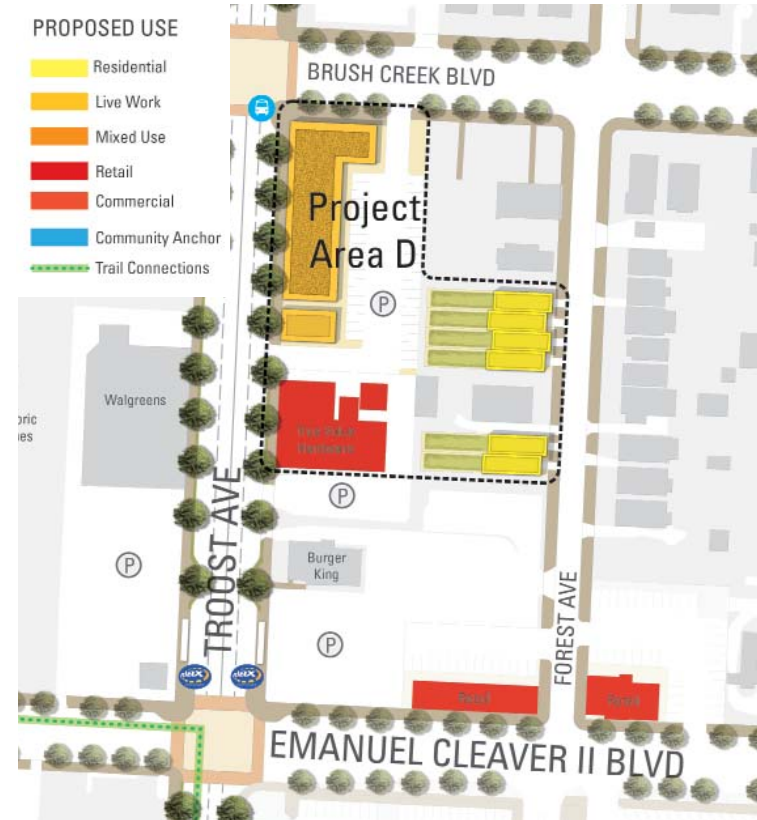


FIG. 4-6 Proposed Use Plan Sub-area D

- **Parking:** Surface parking located to the rear of buildings. Parking access would be limited to one driveway off Brush Creek Boulevard and one (or none, if possible) off Troost Avenue in order to reduce the number of curb cuts along Troost.
- **Projected Development Costs:**

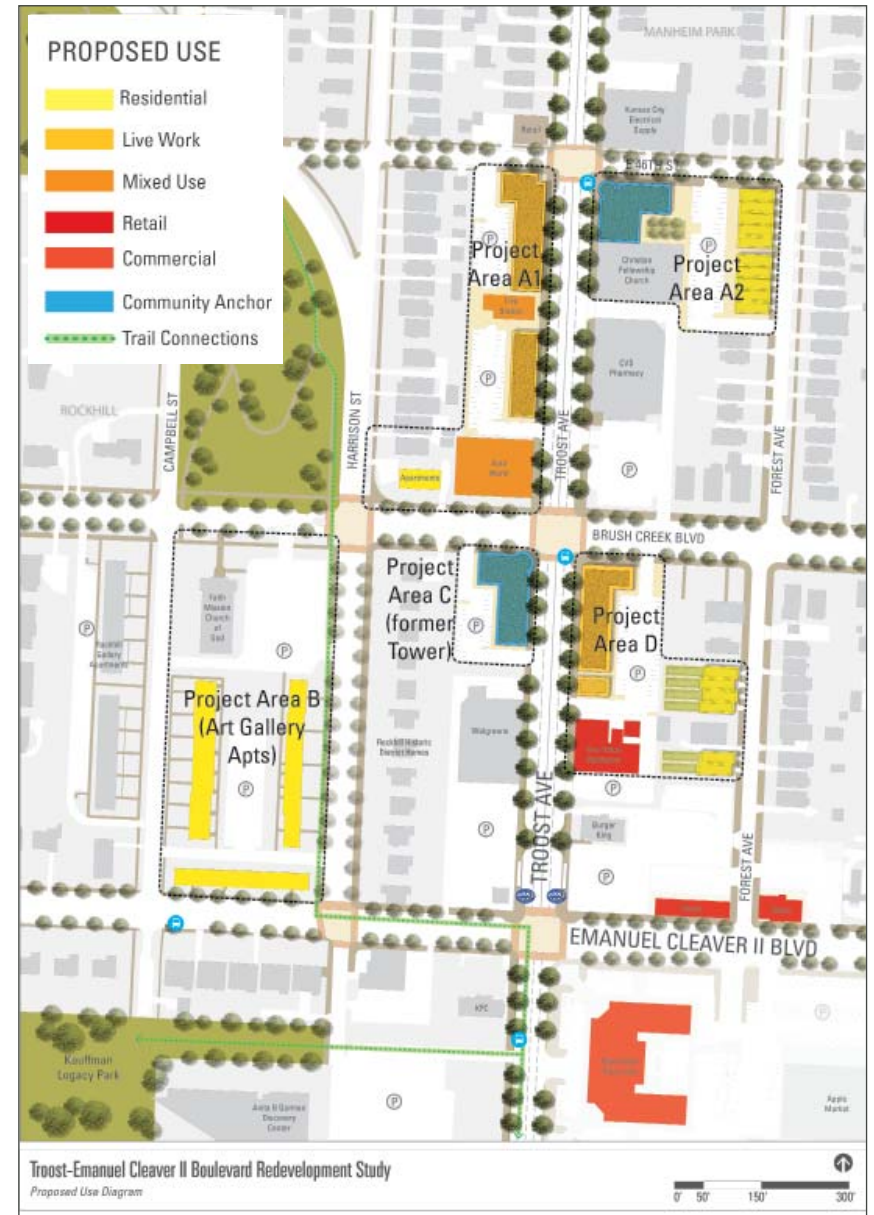
Use	Live/Work Apartments	Townhomes	Townhomes	True Value
	<b>Two-Story</b>	<b>Option 1, Large</b>	<b>Option 2, Smaller</b>	<b>(Acquisition and Rehab)</b>
Units/SF	26 units or 24,000 SF	6 units @ 2,400 SF	7 units @ 1,900 SF	9,000 SF
Total Development Cost	\$5,100,000	\$2,040,000	\$1,884,167	\$1,500,000

### Combined Project Area Development Costs Summary

Use	Units	SF
New Apartment (including Live/Work) Units*	148	130,450
Rehabbed Apartment Units	64	49,000
New Townhomes @ 1,900 SF	20	38,000
New Retail Space		17,100
Rehabbed Retail Space		9,000
New Institutional Space		19,000
<b>Total</b>	<b>232</b>	<b>262,550</b>
<b>Total Project Costs</b>		<b>\$55,000,000</b>
Total Project Value		\$45,900,000
Tax Abatement Awarded **		\$7,600,000
Historic Tax Credits		\$2,600,000
<b>Project Value + Incentives</b>		<b>\$56,100,000</b>

\* Totals assume higher density live/work apartments in A1 and Community Anchor in project area C developed with apartments

\*\* Includes a mix of 10-year 100 percent abatement and 25-year partial abatement (100% years 1-10, 50% years 11-25) depending on the incentives needed to close individual project funding gaps.



## 4.4 Public Realm Enhancement Concepts

In addition to the above recommendations for private development, there are a number of improvements to the public realm that will contribute significantly to the area's revitalization, including the following:

- Implement a consistent planting of street trees along key streets to enhance the area's visual character and identity, and improve pedestrian comfort. Specifically, coordinated street tree planting should be considered for Troost Avenue, Brush Creek Boulevard, and Harrison Street.
- Implement intersection improvements that promote pedestrian activity by enhancing pedestrian safety. Such enhancements include bulb-outs (i.e., curb extensions) that calm traffic and shorten crossing distances; crosswalk markings and pavement patterns that highlight pedestrian crossing zone; and pedestrian-activated crossing signals alert drivers of the presence of pedestrians.

- Consider replacing existing cobra head street lights on the two-block section of Troost and on Brush Creek one block either side of Troost, with more attractive and pedestrian scaled lights that identify the area as a distinct destination with its own identity.
- Continue to incorporate green infrastructure components into the design of the area's streets, as has been done on Brush Creek Boulevard.
- Enhance pedestrian and bicycle connections between Robert Gillham Park and open space resources to the south by incorporating improvements to Harrison Street between Brush Creek Boulevard and Emanuel Cleaver II Boulevard. Bicycle improvements need further analysis, but could include incorporation of bike lanes or the use of sharrows. Pedestrian improvements should include the addition of a sidewalk along the Harrison Street frontage of the Faith Mission Church to provide a continuous connection.



FIG. 4-7 Section through Troost looking east on Brush Creek Blvd.

## 4.5 Long-term Redevelopment/Enhancement Concepts

The recommendations of this study are not seen as an end point in and of themselves. Rather, they are intended as catalysts that will stimulate even greater change and improvement in the area's quality of life and economic vitality. The following are a few concepts for the broader area that arose from the community planning process:

- Existing development does not always reflect the long-range vision for the area. When existing automobile-oriented development along Troost Avenue, such as the Burger King, Walgreens and CVS, begin to redevelop, landowners should be encouraged to implement more pedestrian-oriented development patterns consistent with the recommendations of this study. For example, locate buildings up to the sidewalk, locate parking behind buildings, promote shared parking within the retail district, encourage mixed use, etc.
- While it is accepted that retail development along Emanuel Cleaver II Boulevard is generally more automobile-oriented, new development should be sited to give more positive definition to the corridor and promote more pedestrian activity. New development should not be permitted that locates parking between the public sidewalk and the building façade, and drive-thru businesses should generally be discouraged.
- In order to enhance the study area's connection to the neighborhoods and major institutions to the south, landowners along Troost Avenue between Emanuel Cleaver II Boulevard and Volker Boulevard should be encouraged to consider infill development that activates and positively defines the corridor, and creates an attractive and comfortable transition between the two areas. Similarly, improvements to the public right-of-way should transform Troost Avenue into a "complete" street that comfortably and attractively balances the needs of pedestrians, bicyclists, transit riders and drivers.
- The area has a wealth of open space and institutional assets. Creating stronger connections between those assets was a theme that had strong resonance amongst the community stakeholders. Integrating a "community anchor" into the heart of the study area is one manifestation of this concept. Another was to create a safe and attractive network of on- and off-street pedestrian and bicycle facilities that will facilitate community access to and between the area's parks and institutions. A third concept was to integrate a cultural component into this network that would incorporate public art and interpretive elements that would further unify and revitalize the area.



FIG. 4-8 Looking north on Troost Avenue at Brush Creek Boulevard

## 4.6 Implementation Strategy

Implementation of the Troost-Emanuel Cleaver II Redevelopment Plan will require a sustained, coordinated effort on behalf of the community, businesses, institutions and government agencies that believe in its objectives and anticipated outcomes over time. To reach the goals outlined below, the following action steps are recommended.

### GOALS

1. Sustain interest in and attention to the aggressive implementation of the redevelopment plan over the near to long term – the next 25 years.
2. Adopt policies, guidelines, and regulations to resist economic and related forces that would undermine or compromise the redevelopment plan.
3. Engage private interests – developers, banks, brokers, property owners – together with city, county, and state interests in an effective public/private partnership to build the future in accordance with the redevelopment plan.
4. Expand, reinforce, and diversify the walkable and multi-modal transportation options while assuring sufficient resources for community growth.

### ACTION STEP #1

***Utilize Kansas City’s land trust or other land banking mechanism to pool public and civic funds and acquire strategic properties critical to achieving plan objectives.***

A land trust is simple in concept: It establishes a pool of “patient money” (or several such pools, each dedicated to a discrete land use objective) to acquire and hold key properties for future development in accordance with the redevelopment plan. Properties to be held by the trust would be ones that otherwise would likely be developed in the short term in a manner that would preclude or compromise ultimate implementation of the plan. The “patient” funds can be:

- private and profit motivated (not necessarily profit-maximizing) but long term in outlook,
- private, but civic motivated in that profit is not an objective, and/or
- public, and dedicated to enabling a future public use such as open space, parks, trails, road or transit rights-of-way, or sites for other public facilities.



## ACTION STEP #2

### ***Fully evaluate options for “closing the gaps” between private redevelopment capital estimates and projected market value.***

In light of the relatively weak economic environment of the study area, market values of improved properties recommended by the redevelopment plan are not likely to be as high as the development costs required to achieve highest and best uses. In today’s dollars, estimated redevelopment costs for private properties are about \$55 million while resulting market values are likely to total about \$46 million for the recommended projects. Attracting private equity and lending for such a gap will be almost impossible without intervention in or advocacy from the public sector. Depending on the project, this intervention may take the form of extended property tax abatement for improvements, historic preservation tax credits, tax increment financing, benefits from a community improvement district, use of various housing tax credits for affordable units (which should be mixed with market-rate units), business growth incentives from federal and state governments (e.g., federal New Markets Tax Credits, state Missouri Works program), low-interest loans, and even civic contributions for grants and revolving loan funds.

Preliminary analysis demonstrates that aggressive use of 25-year property tax abatement coupled with historic tax credits can close this approximately \$9 million gap. In all likelihood, however, a broader mix of programs will provide more flexibility for financing options. Moreover, since it will take several years to implement all of the proposed redevelopment, later projects should benefit with higher market valuations when earlier projects are completed, thus reducing future financing gaps.



Existing street scene along Troost

## ACTION STEP #3

### ***Establish an on-going public-private management and implementation organization to be the protector and champion of the redevelopment plan and of measures required for its implementation.***

The process and organizational mechanism that led to the creation of the redevelopment plan needs to be extended to ensure its implementation. This will require either formalizing this responsibility as part of the roles and responsibilities of the Land Clearance for Redevelopment Authority, or creating a new non-profit corporation to act as a public/private partnership comprised of, for example, the LCRA, the Green Impact Zone, the surrounding neighborhood organizations, the universities, property owners, and residents. This might take the form of a self-funding Community Improvement District (CID) under the enabling laws of the state of Missouri, (which is currently under discussion), or it might take a separate form, such as an organization affiliated with Missouri’s Main Street Program. Further exploration of this organizational strategy should include linkages with other components of the Troost and/or Emanuel Cleaver II Boulevard corridors.

This organization would have as its primary objective to maintain a unified “front” in dealing with government officials and organizations as well as with prospects for investment in the planning area, working in common, under a “compact” that transcends changes in political and civic leadership over time. Some of the key activities of the group should include:

- Maintain communication with and input from various public and private interest groups in the community.
- Appear before the City Plan Commission and the Council’s Planning and Zoning Committee in support of actions in accordance with the plan and, as importantly, in opposition to contrary proposals. As the need arises to amend or extend the plan, the organization should lead the way in advocating progressive plan refinements.
- Meet with City Council, city staff, KCATA, utilities, and representatives from the Parks and Recreation Department to explain the plan and solicit support in concept and in substance with regard to its implementation.

#### ACTION STEP #4

***Formally adopt the redevelopment plan in its entirety as part of the newly updated Plaza/Midtown Area Plan and /or separately as the official plan of record for the area.***

It is important that the City Council of Kansas City adopt the overall plan in principle as land use policy for its planning and zoning responsibilities. Development proposals that deviate from this plan should require an amendment to the Area Plan, with the required public hearings. Once adopted, the redevelopment plan should be periodically reviewed by LCRA and City Planning and Development staff to determine what, if any, revisions may be necessary in response to changing trends and circumstances.

#### ACTION STEP #5

***Complete the new proposed Troost Corridor Zoning Overlay with the recommendations from this plan determining the allowed land uses and development guidelines.***

A core principle of the redevelopment plan is that it embraces and encourages mixed use buildings and sites which are consistent with changing urban demographics and transportation systems. Where possible, subject sites within the redevelopment plan should be re-zoned in accordance with the plan and, if necessary, more appropriate zoning categories/districts should be created through the propose overlay. This is an all-important strategy for effective plan implementation and will likewise streamline the local project approval process while eliminating or simplifying some of the steps required of developers and property owners.



Existing street scene along Troost



#### ACTION STEP #6

***Prepare a capital improvements plan and program to anticipate and fund necessary public infrastructure on a timely basis – roads, water, sewers, parks, open space and trails, high speed communication, etc.***

While many such improvements have already been made in the redevelopment area, effective and safe multi-modal transportation components of a capital improvement program for the planning area are fundamental to implementation of the redevelopment plan. Together these systems provide the basic structure to hold together and service the other live, work, play components of land use – different kinds and densities of residential, office, retail and institutional uses. Without well-planned and executed capital improvements systems, the value of private and public investments will suffer inconsistency and uncertainty. The updated capital improvements plan should be coordinated with city staff and PIAC (Public Improvements Advisory Committee) representatives from both the 3rd and 4th Council Districts.owners.



### ACTION STEP #7

***Take the redevelopment plan “on the road” to state and federal government representatives, legislative leaders, other appropriate Kansas City organizations, institutions, civic leaders, and neighborhood advocates.***

While many of the most appropriate organizations and individuals have been involved in this specific planning process, personal visits following plan adoption will assure that lines of communication are open for the long run. These organizations and people will become advocates for plan implementation, will be able to assist with public and political processes, and can be sources of funding and sound advice.



### ACTION STEP #8

***Create a public relations and marketing program designed to attract private investors and development talent committed both to realizing the plan and, conversely, to resisting public and private actions and investments that are not compatible with the plan.***

To be most effective, the redevelopment plan needs to become almost a “household word” – a community project with wide support and acceptance. This will require a steady “drum beat” of communication that focuses on the benefits of its realization and then on progress toward its realization as it is made. The elements of this effort would include:

- Regular reports to the City Council and City Plan Commission.
- Web page.
- Progress reports to key local leadership groups and individuals.
- Articles in local and regional media.
- Direct contact with development organizations with demonstrated talent and track record - locally, regionally or nationally – whose participation would enhance the quality and scope of the plan’s implementation.
- Create a “name” or “brand” for the planning area—perhaps tied to adjacent development, neighborhoods and institutions that can be marketed to elicit premium values and a preferred image throughout the region and nation.



Kansas City Art Institute

Southmoreland Park

Kansas City Sculpture Park

EMANUEL CLEAVER II BLVD

Frank A. Theis Park

The Ewing and Muriel Kauffman Memorial Garden

Kauffman Legacy Park

Anna B. Gorman Discovery Center

Ewing Mervin Kauffman Foundation

Gates BBQ

Thomas J. Kiely Park

BRUSH CREEK

WARD PKWY

MRI Global

University of Missouri-Kansas City

Stowers Institute of Medical Research

TROOST AVE

EMANUEL CLEAVER II BLVD

VOLKER BLVD

BRUSH CREEK BLVD

THE PASEO

THE PASEO

Gillham Park

GILLHAM

TROOST AVE

BRUSH CREEK