

SWOPE AREA PLAN



KANSAS CITY, MISSOURI



ADOPTED MONTH XX, 20XX

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INTRODUCTION

01

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The Swope area is generally bounded by Emanuel Cleaver II Boulevard on the north, the Blue River on the east, The Trolley Track Trail on the south and Troost Ave/The Paseo on the west (see map). The Swope Area Plan builds on previous planning efforts and responds to current challenges (population loss, declining commercial corridors and disinvestment) to define a collective long term vision for the Swope community. This vision is most succinctly described by the following Plan Aspirations which serve as the framework for the plan's organization and implementation strategies (see page ??? for more detail about the Plan Aspirations).

- **LIVABLE** - Revitalize neighborhoods and provide needed services and amenities
- **CONNECTED** - Improve connections and improve transportation options
- **THRIVING** - Support and enhance areas of employment and create thriving business districts
- **SUSTAINABLE** - Create a sustainable community that is economically, environmentally, and socially healthy and resilient.
- **TARGETED** - Build on previous investments and areas of citywide impact

The Swope Area has numerous plans in place that provide a framework to guide future development and initiatives. Many are older and in need of an update while others are more recent. The Swope Area Plan will integrate all of this previous planning and update strategies and recommendations where needed. The following plans (or portions of them) are within the Swope area:

- South Development Area Plan (1971)
- East Meyer Area Plan (1977)
- Oak Park South Area Plan (1977)
- Brush Creek Corridor Plan (1997)
- Marlborough Area Plan (1978 – Draft)
- Town Fork Creek Area Plan (1978)
- South Central Area Plan (1980)
- Southtown 200 Policy Plan (1989)
- Blue Parkway Land Use and Development Plan (1992)
- Mount Cleveland Neighborhood Plan (1996)
- Eastgate Land Use and Development Plan (2001)
- 63rd Street Corridor Plan (2002)
- Brush Creek Economic Development Plan (2003)
- Blue Hills Neighborhood Plan (2004)
- Town Fork Creek Neighborhood Plan (2005)
- Blue River Greenway Plan (2005)
- Swope Park Master Plan (2008)
- 63rd Street Capital Improvement Plan (2013)
- Marlborough CATALYST Plan (2014)
- Troost Corridor Redevelopment Plan (2014)



PURPOSE OF AN AREA PLAN

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

Area plans are guided by a range of Citywide planning documents including the FOCUS Kansas City Plan (the City's comprehensive plan), the Trails KC Plan, and others. The area plan applies the broad citywide policies from these documents to a smaller area of the city, typically at a higher level of detail. Area plans sometimes recommend amendments to these upper level plans, but generally try to work within their policy framework. Other neighborhood and corridor plans that were completed prior to the area plan have been integrated into the area plan document.



FIGURE 1.0 KANSAS CITY PLAN HIERARCHY



Just as there is a hierarchy of plans in the City there is a hierarchy of policies within the area plan. The plan's Vision statement is a broad, high level policy statement. It is intended to communicate an overarching intent for the plan as well as describe a future outcome for the Swope area which is used to guide all of the plans recommendations and strategies. The vision statement sets the direction for all of the planning recommendations and strategies within the plan and it will guide implementation of the plan when it is done.

This Vision is further refined in the Plan Aspirations (see page ???) which are the most important goals to accomplish the plan Vision and are the guiding framework for the detailed recommendations that follow in each chapter (Land Use, Transportation, etc...).

The Vision and Aspirations are further refined in the goal statements for each chapter by providing the specific strategies and policies necessary to achieve the vision for the area.

Each chapter begins with a goal statement and a description of how it relates to each of the Plan Aspirations. This is followed by a set of Guiding Principles, which provides the framework for the topics covered within the chapter. These are followed by specific recommendations, actions and strategies related to each chapter topic. Key actions for implementation are also highlighted in each chapter to identify those projects which are most critical to carry out.



FIGURE 1.1 AREA MAP

AREA OVERVIEW

02

DRAFT



PLANNING AREA LOCATION

AREA IN RELATION TO THE CITY

The Swope Planning Area is located generally in the southeast portion of Kansas City's urban core, just southeast of the Country Club Plaza, and approximately 3.5 miles south of the Downtown Loop. The area is generally bounded by the Brush Creek Corridor on the north; the Blue River Corridor and Swope Park on the east; the Trolley Track Trail Corridor on the south; and Troost Avenue/The Paseo Blvd on the west. See the vicinity map for the general location within the City and region.

The Swope Area is a unique blend of urban neighborhoods, employment centers and natural corridors and is home to some of the City's most treasured assets. The area contains diverse landmarks and districts such as:

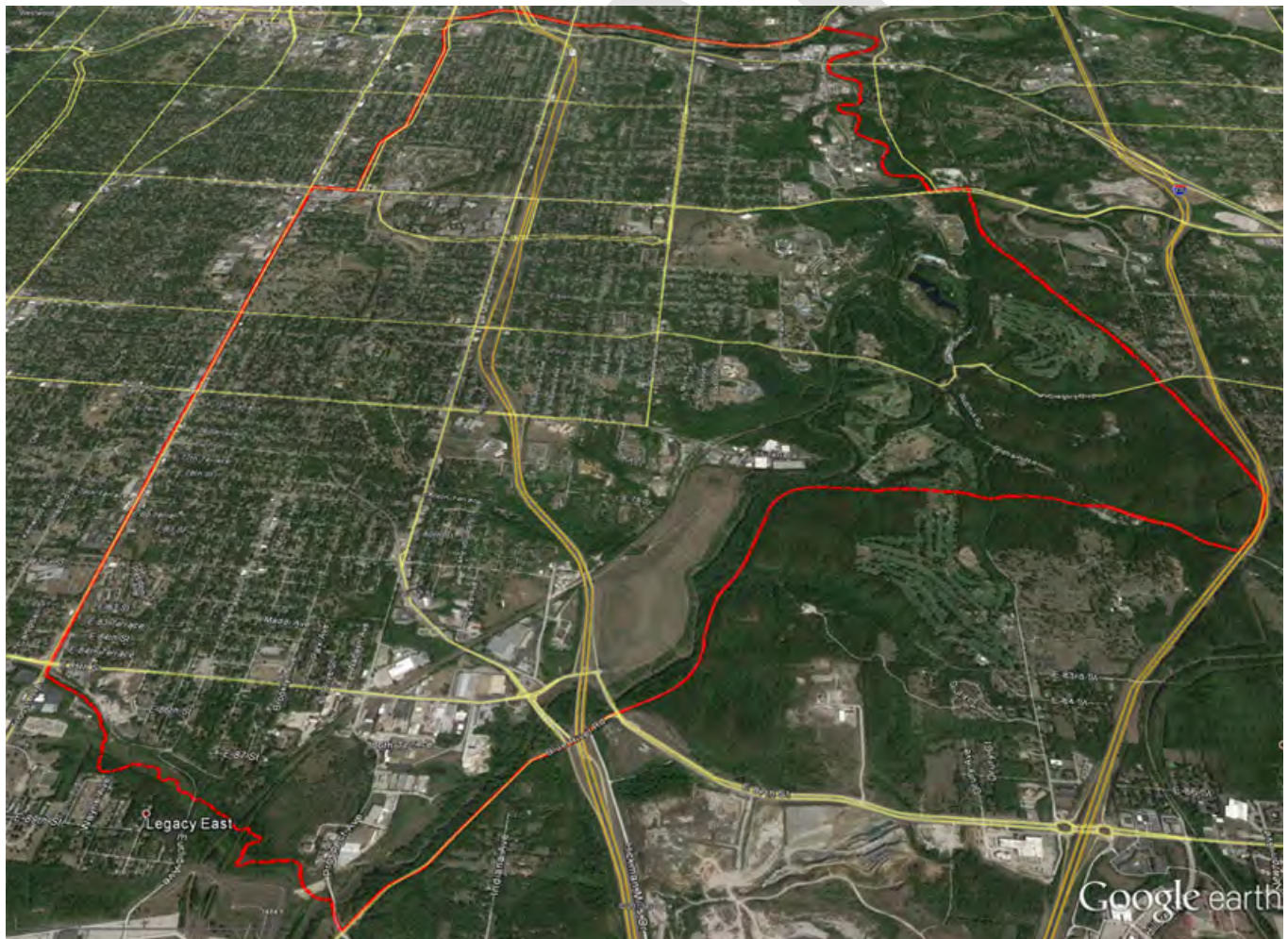


FIGURE 2.0 VICINITY MAP

- Brush Creek Corridor
- Blue River Corridor
- Troost Avenue Corridor
- 63rd Street Corridor
- Prospect Ave. Corridor
- Bruce R. Watkins Drive Corridor
- Historic Boulevards such as The Paseo, Meyer Boulevard, and Swope Parkway
- The Landing Shopping Center
- Swope Park, including the Kansas City Zoo and Starlight Theater
- Research Medical Center
- Business Parks such as Dodson, Byrns Ford, Blue Banks and Swope Park

The Swope area is bordered on three sides by stream and natural corridors, and includes a diverse array of urban neighborhoods, employment areas and other activity centers. The area is home to several of the City's most treasured assets and recognizable landmarks including Swope Park, Bruce R Watkins Drive and Brush Creek. Neighborhoods within the area range from historic urban areas with older traditional homes to newer conventional "suburban" style residential development. The area enjoys access to an extensive transportation system providing a high level of access to local and regional destinations.

Swope Park is the dominant landmark in the area and a major regional attraction. The park is one of the largest urban parks in the country at 1,805 acres and the crown jewel of the KC Parks system.¹ The park is named in honor of Colonel Thomas H. Swope, a philanthropist who donated the land to the city in 1896. Swope Park has a variety of amenities that serve the entire region, including the Kansas City Zoo, Lakeside Nature Center, two golf courses, community gardens, Starlight outdoor amphitheater, an equestrian center, a flying disc course, and a community center. In addition to hosting regional attractions, Swope Park serves a vital recreational role for residents. The continual development and expansion of park amenities provides economic stimulus to an otherwise under served area.²

The City Beautiful Movement grew out of the 1893 Report of the Board of Park and Boulevard Commissions of Kansas City, MO, presented by George Kessler, a landscape architect, to the Board of Park Commissioners. Although the entire parks and boulevard system, and its effect on city development, is a representation of the City Beautiful movement, Swope Park is perhaps most closely associated with the movement in Kansas City. Swope Park is Kansas City's most prominent landscape architectural contribution to the City Beautiful Movement. The Swope area also boasts an extensive network of beautiful and historic boulevards and parkways which are part of the original system planned by George Kessler in 1893. These corridors played a significant role in guiding and shaping the development of the Swope Area and they will continue to play an important role in the future development and revitalization of the Swope Area.

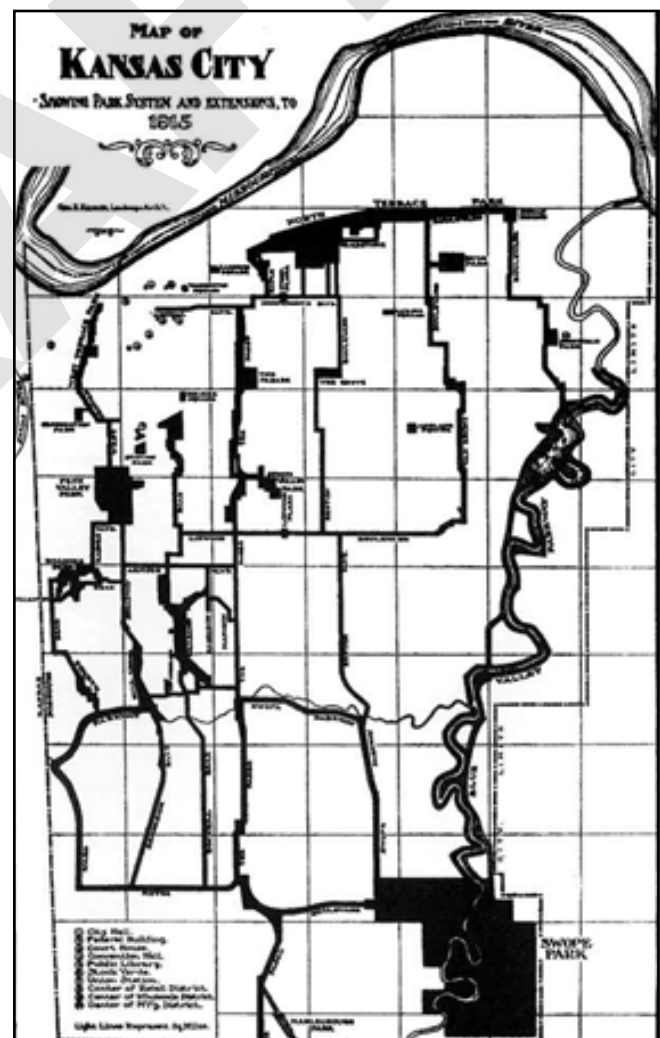


FIGURE 2.1 MAP OF KANSAS CITY, 1915

1 <http://kcparks.org/park/swope-park/>

2 <http://www.cityparksalliance.org/why-urban-parks-matter/frontline-parks/parks/220-swope-park>

AREA IN RELATION TO ADJACENT AREAS

The Swope Area Plan boundaries are not intended to be hard lines that divide the area from the rest of the city. There are many social and physical connections shared between the Swope area and surrounding areas and many of the issues addressed in this plan cross these boundaries and are relevant to adjacent areas. This is particularly true where major corridors like Troost, Brush Creek and the Blue River lie along the edges of the plan area and impact communities equally on either side.

The Swope area is most connected to the older, urban neighborhoods that lie along its north and west boundaries. While areas to the north are generally in a more distressed state, areas to the west are generally more stable.

Areas to the south and east of the planning area (across the Blue River and south of the Trolley Track Trail) are typically more sparsely developed and are not well connected to the Swope Area due to the river and railroad barriers. The southern edge of the planning area marks the boundary between older, more urban neighborhoods and newer suburban development to the south.

The Swope area shares many of the same economic, social and environmental challenges as other urban neighborhoods in Kansas City. And the Swope Area Plan provides strategies for these shared challenges that have potential for replication outside of the Swope Area. Examples include the overall housing and neighborhood revitalization strategy and the strategy to address the large number of vacant lots (see Vacant Lot Strategy on page ???). These have the potential to be applied in other similar areas of the City which share common issues.

AREA DESCRIPTION

Over the past decades, the planning area has declined as a result of outmigration and disinvestment. High crime rates coupled with aging and deteriorating infrastructure has plagued the area. Additionally, higher than average vacancy and foreclosure rates have added to the challenges facing the area. However there are numerous assets in the area that can be built on including: historic boulevards, Swope Park, the Blue River, Brush Creek, well organized neighborhoods, public transportation and quick highway access, which are all positive attributes to the area.

Several recent initiatives bring the potential for new investment to the area. The Blue River Flood Control project, Brush Creek enhancements, Swope Park improvements, and the Middle Blue/Target Green project are providing improvements to area infrastructure along with strategies to leverage private investment. A new City led initiative to redevelop vacant land at 63rd and Prospect will provide opportunities for growth and revitalization.

The Swope Area Plan contains policies designed to make certain that the City is able to sustain the momentum of recent successes and initiatives while providing strategies to address the unique challenges facing the Swope Planning area.

VISION FOR THE AREA & PLAN ELEMENTS

03



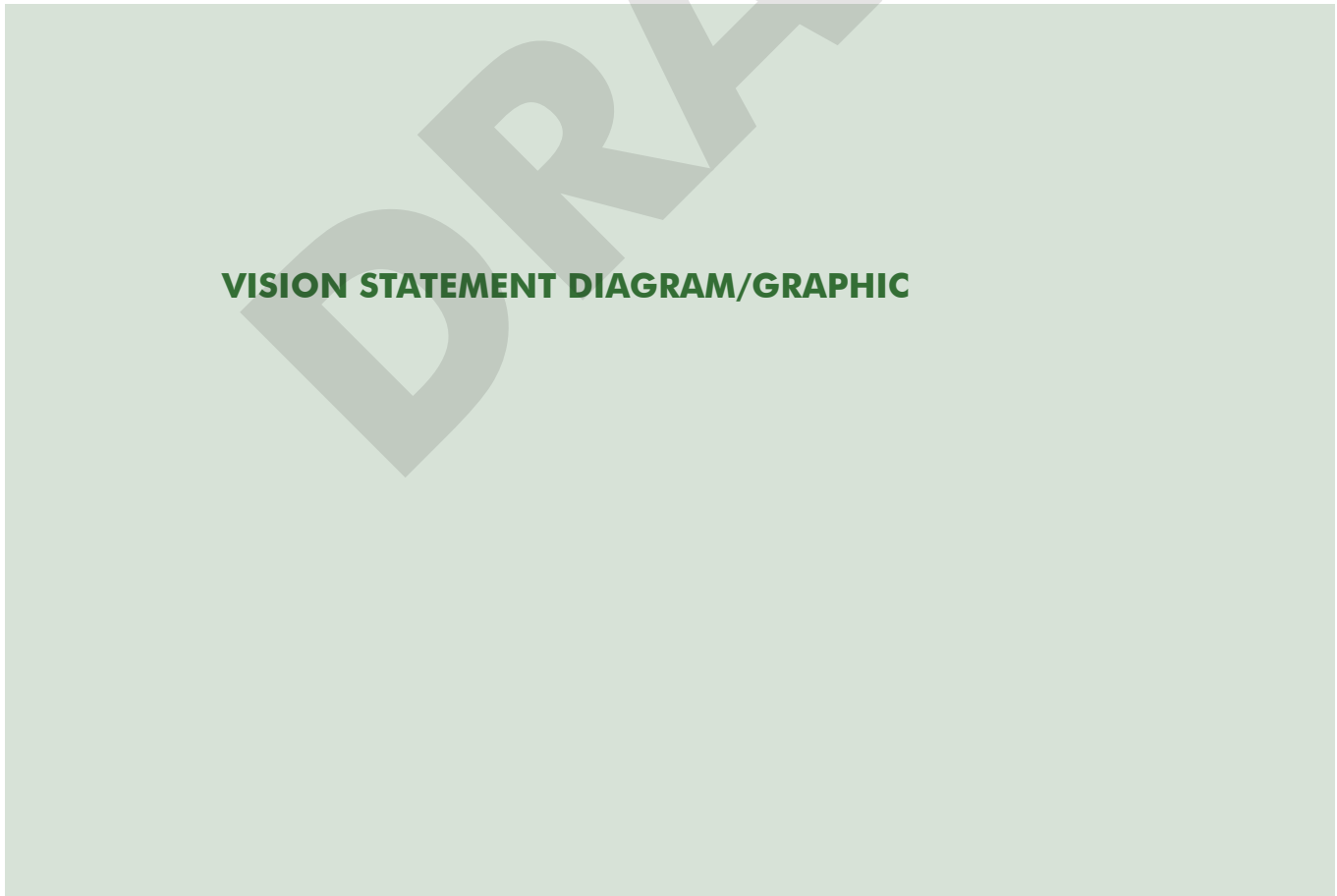


VISION STATEMENT PURPOSE

The Vision Statement for the Swope Area Plan captures key themes, issues and priorities and documents the desired changes of the community refined through the public planning process. It describes an intended future outcome and sets the direction for future strategies and initiatives. It also guides all plan policies and recommendations. It was developed by synthesizing all input received from the community, the Steering Committee and information obtained through a survey of Swope area residents.

The Vision Statement does not provide details about how the vision is to be achieved. The strategic elements that create the road map for achieving the Vision begin within the Plan Aspirations and continue to be refined within the individual chapters that follow. All of these recommendations are guided by the Vision Statement. The following diagram illustrates the relationship of the Vision Statement, the Primary Plan Aspirations and topics within each chapter (Land Use, Transportation etc..).

Collectively these recommended projects and initiatives are designed to help realize the Vision. As plan implementation progresses there may be additional projects and opportunities that emerge which support the Vision that are not listed within this plan. These projects should be evaluated against the Vision, Plan Aspirations and the decision making criteria.



VISION STATEMENT DIAGRAM/GRAPHIC

FIGURE 3.0 DESCRIPTION

VISION STATEMENT

The Swope area will be a community of desirable urban neighborhoods which provides a high quality of life by offering diverse choices for housing, transportation, shopping and services, employment, quality schools, culture, and recreation in a secure and well maintained environment.

The following statements add further clarification and detail to the Vision Statement:

- Clean and attractive neighborhoods will balance rehabilitation of historic homes with quality, compatible infill.
- Incompatible and blighting uses will be replaced with needed, businesses, retail, services and amenities.
- Quality schools and ample recreation and activities for youth will be a key selling point to attract families to area homes.
- New development will improve area appearance and image with an emphasis on placemaking.
- Implementation of a new vacant lot strategy will transform blighted properties into neighborhood amenities and productive uses.
- The area's historic and environmental resources, and urban character will be preserved and enhanced through high-quality, sustainable development.
- Improved street connections, trails, transit and transportation options will provide access to area jobs, services and recreation.
- Strategic infrastructure investments will reinforce housing and economic development goals.
- Area floodplains, stream corridors and natural areas will provide multiple benefits for storm water management, natural habitat, recreation and transportation.
- Neighborhoods will continue to be well organized and with increased capacity, coordination and communication will help ensure the realization of plan goals.



FIGURE 3.1 WORD CLOUDS¹ FROM FIRST PUBLIC MEETING (NOV 17, 2012) AND MINDMIXER IDEAS (WORDLE.COM AND TAGXEDO.COM).

¹ An image composed of words used in a particular text or subject, in which the size of each word indicates its frequency or importance.



PLAN ASPIRATIONS

The Plan Aspirations support the Vision Statement of the plan and are the core action components of the plan. These are the most important goals to accomplish the plan Vision and are the guiding framework for the detailed recommendations. Like the Vision Statement, these aspirations are derived from and shaped by community stakeholder input and vetted through the planning process. The Plan Aspiration for the Swope Area Plan are:

- **LIVABLE** - Revitalize neighborhoods and provide needed services and amenities
- **CONNECTED** - Improve connections and improve transportation options
- **THRIVING** - Support and enhance areas of employment and create thriving business districts
- **SUSTAINABLE** - Create a sustainable community that is economically, environmentally, and socially healthy and resilient.
- **TARGETED** - Build on previous investments and areas of citywide impact

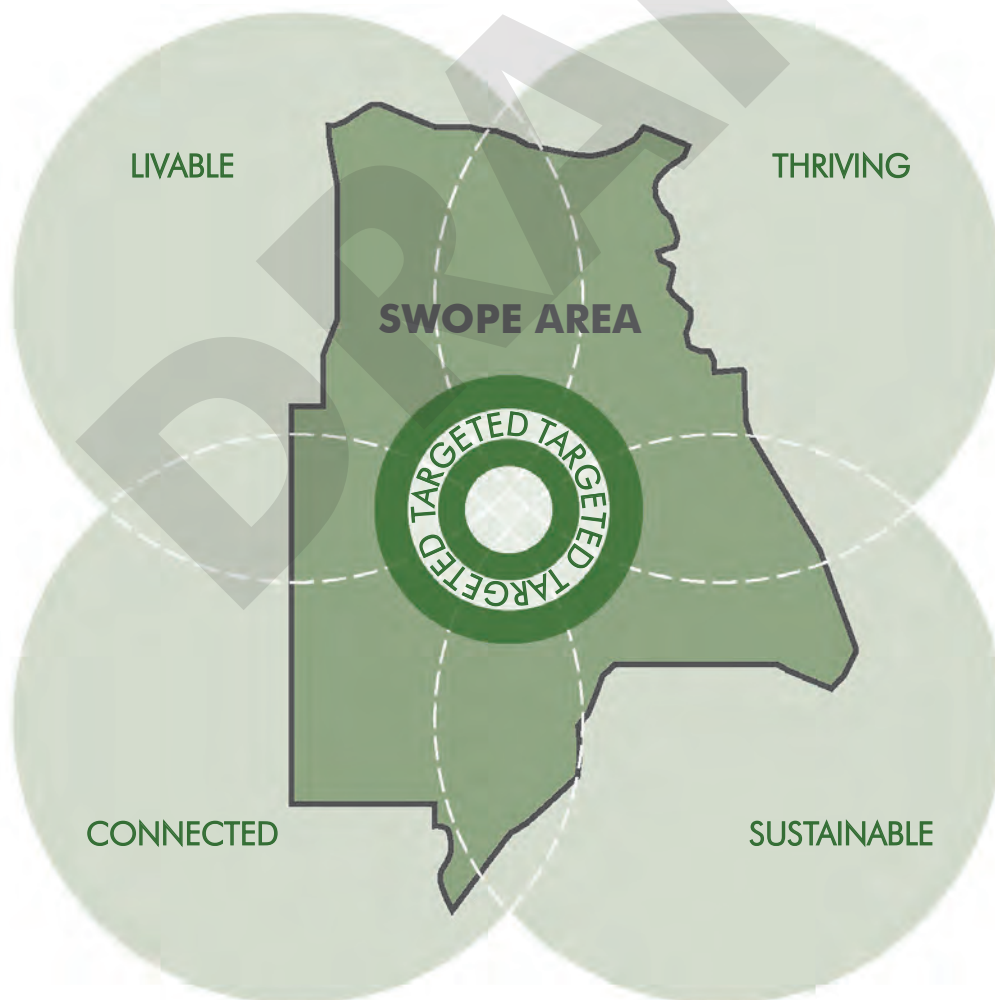


FIGURE 3.2 PLAN ASPIRATIONS DIAGRAM

LIVABLE

REVITALIZE NEIGHBORHOODS AND PROVIDE NEEDED SERVICES AND AMENITIES

CORE TACTICS:

- Create a Comprehensive Housing Strategy and implement the 3 part housing and neighborhood development strategy (Stabilize, Revitalize and Maintain)
- Target Redevelopment to Focus Areas - Proactively target resources to incent development.
- Manage Vacant Lots - Implement both short and long term strategies to manage undeveloped/vacant areas. (See 4-part Vacant Lot Strategy on page ??)
- Implement strategies to improve code enforcement, neighborhood safety and crime prevention, and reduce trash, illegal dumping and litter.
- Improve basic infrastructure.
 - Maintain area infrastructure - Conduct an inventory and assessment of area infrastructure
 - Develop a strategy to provide sewers to existing neighborhoods and to connect homes currently on septic systems
- Incorporate community benefits and neighborhood development initiatives into planned infrastructure projects and economic development initiatives.
- Market Area Neighborhoods - Launch a marketing and branding effort for area neighborhoods
- Promote High Quality, Compatible Development.
 - Implement the Land Use Plan and development form guidelines in new development
 - Downzone single-family neighborhoods to where supported by the Land Use Plan. Explore overlay zoning where appropriate (e.g. Historic Overlay)
 - Ensure development reinforces the existing urban character of the area.
 - Prevent Encroachment into Neighborhoods - Neighborhoods should be well connected to but appropriately buffered from adjacent development
- Ensure residents have multiple options (walking, biking, automobile and transit) to move about the city and access jobs, healthcare, shopping and education (see Transportation strategies).
- Improve area parks and implement an open space system to improve air and water quality and provide opportunities for trails and recreation.
- Enhance, expand, and/or create parks and recreational facilities and opportunities.
- Create and promote visually attractive Image Streets and corridors -
 - Implement streetscape enhancements and new development standards on Primary Image Streets, Parkways and Boulevards
- Provide Diverse Housing Options - Avoid concentrating low income housing and increase amount of market rate housing.



FIGURE 3.3 DESCRIPTION



FIGURE 3.4 DESCRIPTION

CONNECTED

IMPROVE CONNECTIONS AND IMPROVE TRANSPORTATION ACTIONS

CORE TACTICS:

- Create a transportation system that increases connections between area neighborhoods and activity centers.
 - Maintain a highly connected urban street grid which frame pedestrian scale blocks and create new street connections where needed.
 - Provide pedestrian crossing of major barriers where needed. Prioritize safe crossings on Bruce R. Watkins Drive.
 - Designate new Pedestrian Zones and Corridors and complete walkability assessments.
 - Create an integrated system of on-street and off-street bike routes and multi-use trails.
 - Preserve and improve public access to trail and stream corridors throughout the Swope Area.
- Create Complete Streets – 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.
- Ensure that new development is integrated with the transportation system
 - Developments should be walkable, accommodate bike users and connect to adjacent trails and transit stops.
 - Implement Transit oriented Development (TOD) along primary transit corridors and near major transit stations
 - Activity centers and mixed use areas should be compact and walkable and be located in close proximity and be well connected to residential areas.
- Ensure good access to business and employment areas (see Transportation Chapter) –
 - Implement new access improvements to employment areas as needed.
- Focus new employment uses along major transit corridors and in TOD areas (see page??) and utilize trails and bike routes to provide access to activity centers.
- Prioritize transit improvements and enhancements to the Primary Transit Corridors: Troost Avenue, Prospect Avenue/Bruce R. Watkins Corridor, 63rd Street, Trolley Track/85th Street and the Brush Creek Corridor.



FIGURE 3.5 DESCRIPTION



FIGURE 3.6 DESCRIPTION



FIGURE 3.7 DESCRIPTION

THRIVING

SUPPORT AND ENHANCE AREAS OF EMPLOYMENT AND CREATE THRIVING BUSINESS DISTRICTS

CORE TACTICS:

- Improve business retention and attraction.
 - Target Key Industries as Identified in the Advance KC Plan - The Health Sciences & Services, Specialized manufacturing and Nonprofit Management have the greatest potential within the Swope Area.
- Prepare the workforce, improve access to jobs and assist employers with recruitment needs.
- Improve the area image, attractiveness and appearance.
 - Stabilize, revitalize and maintain Swope Neighborhoods. Pursue code enforcement, crime prevention, critical infrastructure and aesthetic improvements, particularly along image streets.
 - Launch a marketing and branding effort for the Swope area.
- Target development to Focus Areas and ensure the economic development initiatives are working in conjunction with other Focus Area initiatives.
- Maximize the benefits of regional highways. Create development strategies for key highway access points on Bruce R. Watkins Drive.
- Create sustainable land use patterns to ensure long term viability of commercial districts:
 - Promote density, particularly in Corridors and Nodes.
 - Consolidate commercial uses to mixed use nodes at major intersections.
 - Encourage mixed use development over single use development.
 - Discourage expansion of commercial zoning for new retail development.
- Ensure that tools/incentives are working to achieve plan goals. Conduct analysis of existing tools, programs and incentives. Develop new tools or revise existing as necessary.

- Create special districts (CID's) and incentive areas to assist with revitalization efforts in struggling commercial areas.
- Strengthen industrial areas and identify additional areas for industrial development.
 - Continue to implement flood mitigation and manage stormwater to help make employment areas more viable.
- Ensure adequate vehicular access and capacity to support development goals. Explore new street connections and access where needed.
- Improve the Jobs/Housing Balance by training of area residents; attracting employers who better align with the skills of area residents; and transportation system improvements that better connect area residents with area jobs.



FIGURE 3.8 DESCRIPTION



FIGURE 3.9 DESCRIPTION

SUSTAINABLE

CREATE A SUSTAINABLE COMMUNITY THAT
IS ECONOMICALLY, ENVIRONMENTALLY, AND
SOCIALLY HEALTHY AND RESILIENT.

CORE TACTICS:

- Implement the Open Space Plan.
 - Create an interconnected system of open spaces which include opportunities for recreation, storm water management and habitat restoration.
 - The open space system will also house important cultural and historic landmarks.
 - Implement an Urban Forestry program to include trees in permanent open spaces (e.g. highway right-of way).
 - Enhance and expand parks and recreational facilities.
- Improve air and water quality through a multi-modal transportation system that reduces automobile emissions.
 - Promote alternative modes of transportation, increase transportation options and decrease dependency on single occupancy automobiles.
 - Promote a land use pattern that is consistent with the carrying capacity of natural resources.
- Promote green infrastructure.
 - Implement green and sustainable stormwater solutions in streetscape improvements and in City-owned facilities.
 - Implement urban gardening and opportunities for green storm water mitigation in area vacant lots.
- Promote sustainable development.
 - Integrate sustainable approaches to storm water management, energy efficiency, alternative energy production, and sustainable building techniques (e.g. low embodied energy), in new development (see Development Guidelines).
 - New development should add value to surrounding areas, promote physical and social connections and reinforce community identity.
- New development should create safe, healthy and livable communities which meets the daily employment, shopping, care and educational needs of area residents.
- Promote sustainable economic development.
 - Actively market the area's environmental quality and seek to attract "clean" industries
 - Consider social benefits and environmental benefits in economic development initiatives and encourage sustainable building practices and business operations
- Support regional growth management to encourage development in the inner core.
 - Increase area population to better utilize existing infrastructure, reduce commute times and distances by placing people closer to jobs, and alleviate development pressure on outlying areas.



FIGURE 3.10 DESCRIPTION



FIGURE 3.11 DESCRIPTION

TARGETED

BUILD ON PREVIOUS INVESTMENTS AND AREAS OF CITYWIDE IMPACT

An overarching purpose of the Swope Area Plan is to encourage the targeting of initiatives and investments to Focus Areas, which are areas of citywide impact and where significant public investments have been made.

FOCUS AREAS

A key theme that emerged from dialogue with area stakeholders during the planning process is that often major public investments are made in the area without realizing anticipated private investment or maximizing the overall return on investment. There was discussion that better “follow through” was needed with more sustained focus and commitment by the City and others to leverage private investment.

The Swope area has been the recipient of several major investments in flood control, green infrastructure, roadways, parks, and trails. These investments have created new landmarks like the Bruce R Watkins Drive Corridor and enhanced existing citywide assets like the Brush Creek Corridor, the Blue River Corridor and Swope Park. Other emerging investment areas include the 63rd Street / Town Fork Creek corridor where significant public investments are planned or underway which will lead the way for major redevelopment, and the Marlborough Community/Middle Blue Basin, where significant investments in green infrastructure are being made creating opportunities for additional community revitalization.

These investments should be used to leverage additional investments, promote revitalization, and provide community benefits.

These are areas where substantial investments have been made (both public and private) and where there is an opportunity to maximize the impact of these investments. In order to ensure long term positive growth within the Swope area there needs to be a continued commitment to focus on these areas and to layer additional resources and

programs. These areas should be targeted for additional public investment, economic development initiatives, housing and neighborhood revitalization efforts and other initiatives to maximize benefits. Projects and initiatives in these areas should be publicized to demonstrate a commitment to the area, generate excitement and interest, and create confidence in potential investors.

Other partners are needed to take on coordination, communication and to carry out parallel initiatives that complement the public improvement project and to continue initiatives once improvements are complete. Often these areas have some institutional anchors or community organizations to “champion” the area, and where these organizations are absent initial efforts should be to create them.

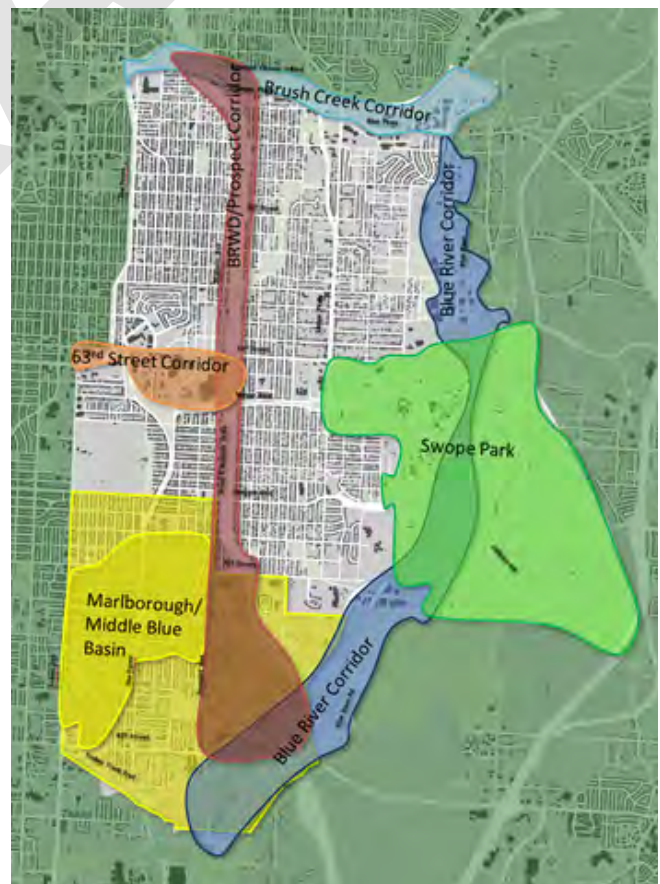


FIGURE 3.12 FOCUS AREA LOCATION MAP

If this targeting occurs in a comprehensive way with appropriate community support, these areas will have the best chance of sustained revitalization and community benefits.

Through the analysis of past significant City, State and Federal infrastructure initiatives within the Swope area, the following locations have been designated as Focus Areas:

- Prospect/Bruce R Watkins Drive Corridor (see page 61)
- Blue River Corridor and Swope Park (see page 76)
- Marlborough/Middle Blue Basin (see page 94)
- Brush Creek Corridor (see page 110)
- 63rd Street Corridor (see page 114)

For each of these areas, a Sub Area Plan has been prepared which summarizes the strategies and recommendations for the area from previous plans as well as those identified in the Swope Area Plan. These Sub Area Plans have been placed within those chapters that are most relevant to the area.

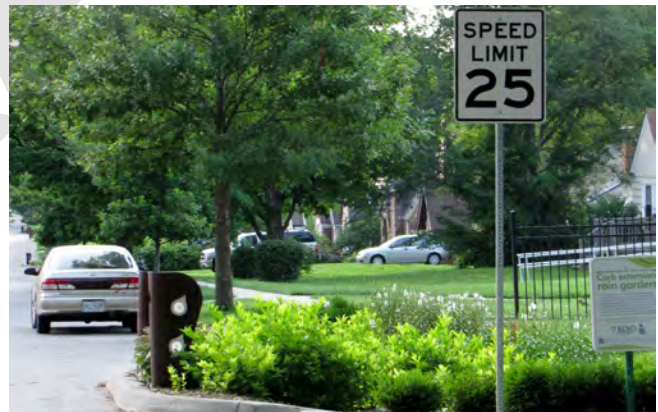


FIGURE 3.13 DESIGNATED FOCUS AREA CHARACTER IMAGES



PLAN ELEMENTS

LAND USE AND DEVELOPMENT

GOAL

To provide a guiding framework for the future development of the Swope area which results in a predictable development pattern; creates quality development that maintains the urban character of the area; and integrates land use patterns with the transportation and natural systems. Create an attractive public realm which enhances area identity and livability, supports development goals and reinforces connections between neighborhoods.

CHAPTER ORGANIZATION

The Land Use and Development chapter, starting on page 21, provides a framework for the future development of the Swope Area. The Land Use Plan (LUP) establishes a recommended future land use pattern. The Development Form map creates a framework for the appearance and site layout of future development. The Image Streets and Gateways recommendations and strategies are designed to create attractive streetscapes and gateways along Image Streets.

TRANSPORTATION

GOAL

Create an interconnected multi-modal transportation system in the Swope area that integrates with land use patterns, connects neighborhoods and businesses, and increases transportation choice.

CHAPTER ORGANIZATION

The Transportation chapter, starting on page 41, provides recommendations to guide the development of a multi-modal transportation system in the Swope area, including roads, walkability, biking and transit.

OPEN SPACE AND ENVIRONMENT

GOAL

Develop and maintain a system of connected open spaces that preserves and enhances natural , cultural and recreational features, promotes a land use pattern that is consistent with the carrying capacity of the land, creates active and passive recreational opportunities, protects environmentally sensitive areas and habitats, and helps to manage stormwater and improve air and water quality.

CHAPTER ORGANIZATION

The Open Space and Environment chapter, starting on page 65, contains strategies and recommendations to establish a connected open space system, as well as guidelines for stormwater management, and recommendations to implement flood control improvements and address septic systems

HOUSING AND NEIGHBORHOODS

GOAL

Develop and maintain the services and 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. Focus on areas of strength and utilize layered approaches to build desirable urban neighborhoods and increase population and employment in the Swope area.

CHAPTER ORGANIZATION

The Housing and Neighborhoods chapter, starting on page 83, contains a 3 part strategy framework for the revitalization of Swope area neighborhoods: Stabilize, Revitalize and Maintain. Stabilization strategies are centered on establishing necessary policies and building capacity required to implement future initiatives. Revitalization strategies begin to implement redevelopment efforts (implementing tools and policies established in Stabilize phase). Maintenance strategies focus on sustaining momentum of revitalization initiatives.

ECONOMIC DEVELOPMENT

GOAL

Increase employment opportunities within the Swope area and provide job skills. Focus on proactive, targeted and layered efforts to create an environment which encourages business retention and growth.

CHAPTER ORGANIZATION

The Economic Development chapter, starting on page 99, is organized around 3 primary strategy areas: business strategies, workforce strategies, and place strategies. Business Strategies are designed to help retain and attract employers to the area and increase job opportunities for Swope residents. Workforce Strategies are designed to help prepare the workforce and assist employers with recruitment needs. Place Strategies are designed to improve area image and attractiveness.

LAND USE AND DEVELOPMENT

04

the
LANDING
shopping center



GOAL

To provide a guiding framework for the future development of the Swope area which results in a predictable development pattern; creates quality development that maintains the urban character of the area; and integrates land use patterns with the transportation and natural systems. Create an attractive public realm which enhances area identity and livability, supports development goals and reinforces connections between neighborhoods.



CHAPTER ORGANIZATION

The Land Use and Development chapter contains a set of guidelines and strategies to direct the future physical development of the Swope Area, starting with the Guiding Principles, which are the “big ideas” related to the physical development of the Swope area. These principles are embodied in the more specific Land Use and Development Form recommendations and the Image Streets and Gateways recommendations. The Land Use Plan (LUP) depicts where various types and intensities of land uses should be located and establishes a recommended future land use pattern. The Development Form map creates a framework for the appearance and site layout of future development. Together the LUP and Development Form recommendations provide a construct for the future development of the Swope area. The Image Streets and Gateways recommendations and strategies are designed to create attractive streetscapes and gateways along Image Streets. The Development Form Guidelines provide a framework for quality development that is consistent with the Swope Area Plan vision, goals and objectives and the principles in the FOCUS Kansas City Plan. These guidelines should be used in conjunction with the Land Use Plan and Development Form recommendations to provide a framework to shape future development in Swope Area.

“Land-use patterns throughout the urban core should shift away from the strip commercial development to nodal development, or mixed-use centers”

- **FOCUS Kansas City Plan**

RELATIONSHIP TO PRIMARY ASPIRATIONS

The principles, recommendations and strategies in the land use chapter support each of the primary aspirations as shown below. The “livable” aspiration is the most closely aligned with land use and development strategies.



FIGURE 4.0 DESCRIPTION



GUIDING PRINCIPLES

The following principles provide the policy framework for the recommendations and policies that follow for the land use and development strategies in the swope area. These guiding principles support and provide additional detail for the chapter goal and primary aspirations.

PROMOTE HIGH QUALITY, COMPATIBLE DEVELOPMENT

The Land Use Plan and development form guidelines together are designed to ensure that new development meets a minimum standard of quality. It is necessary to apply these guidelines in both a reactive (to evaluate individual development proposals) and proactive way (incorporate relevant components into the Development Code and apply new zoning tools in the area). New development should be consistent with the Development Guidelines (as applicable) and provide a sufficient level of architectural detail, design and constructed with good quality materials. Requests to change zoning or amend this plan should be weighed against the Decision Making Criteria to evaluate consistency with plan objectives. Historic structures should be preserved and new development should be harmonious with the historic character.

PREVENT ENCROACHMENT INTO NEIGHBORHOODS

Neighborhoods should be well connected to but appropriately buffered from adjacent districts, nodes and corridors. Development within neighborhoods should be compatible and harmonious with the character of adjacent neighborhoods, provide appropriate transitions to adjacent properties and be well integrated with the natural environment (see Development Guidelines). Building design and orientation, site layout, density, massing and scale should be compatible with adjacent residential neighborhoods. Where higher intensity uses abut lower intensity uses transitions should be provided (see Transitions in Development Guidelines). Multi-family or non-residential development should be focused within corridors and nodes and should be prohibited within established single-family residential areas.

ENCOURAGE URBAN DEVELOPMENT

Development should maintain and reinforce the existing urban fabric of the Swope Area. Development should generally be denser than suburban environments with a more diverse mix of buildings and uses situated on compact pedestrian scale blocks (block lengths generally no longer than 600 ft.) with high lot coverage and typically at a higher scale and intensity than other areas of the City. Street and alley closures are discouraged to maintain a connected and walkable environment and avoid the creation of large “super blocks”. Street connections should be re-established whenever possible. Development should be walkable and integrate all modes of transportation and users. Development is supported by a dense, highly connected street grid network.

REVITALIZE STRUGGLING COMMERCIAL CORRIDORS AND PROMOTE COMPACT “NODE” DEVELOPMENT

Many commercial corridors and districts in the Swope area are struggling and there is a need to consolidate commercial uses at nodes which are supported by increased density along mixed use and residential corridors between nodes. Therefore the land use plan attempts to focus commercial uses and encourage density in appropriate areas with the goal of creating a more sustainable land use pattern. New commercial zoning for retail development should be discouraged and non-retail development and mixed use development should be encouraged in commercially zoned areas

ENSURE ADEQUATE SUPPLY AND ACCESS TO EMPLOYMENT LAND USES TO FACILITATE ACCESS TO JOBS AND JOB GROWTH.

The Land Use Plan identifies the location of mixed use, office and industrial areas which has been integrated with the future transportation system depicted in the Transportation Chapter. This helps to ensure access for area residents and employers. Key initiatives include revitalizing area commercial corridors and better utilizing industrial areas adjacent to the Blue River which have the potential to bring many jobs to the Swope area and improve the jobs/housing balance.

REDEVELOP VACANT/UNDERUTILIZED AREAS

Vacant lots are the 2nd largest land use in the Swope Area, including more than 2,100 properties. Most of these are residential lots. The Swope Area Plan contains a vacant lot strategy designed to holistically tackle this growing problem and return as many of these lots as possible to productive use. The 4 part strategy includes both short and long term strategies and should be coordinated and prioritized in Target Areas.



FIGURE 4.1 DESCRIPTION



FIGURE 4.2 DESCRIPTION

PROMOTE SUSTAINABILITY

New development should integrate “green” elements and sustainable approaches to storm water management, energy efficiency, alternative energy production, sustainable building materials (e.g. low embodied energy), and integrate transit, walking and biking in private development (see Development Guidelines). New development should be economically sustainable as well by striving to add value to surrounding areas, promote physical and social connections between areas and reinforce the community identity. New development should help to create a safe and healthy and livable community which meets the daily employment, shopping, care and educational needs of area residents.

ENSURE THAT LAND USE PATTERNS AND THE TRANSPORTATION SYSTEM ARE MUTUALLY REINFORCING AND SUPPORT ALTERNATIVE MODES OF TRANSPORTATION

All new development should be well integrated with and support the transportation system. Streets should form a connected network of pedestrian scale blocks (block length generally no more than 600ft) and should safely accommodate all modes of transportation. Developments should be walkable and connect to adjacent trails and accommodate bike users by providing bike parking. Development near transit stations and along Transit Corridors should incorporate the principles of Transit Oriented Design (mix of transit supportive uses, compact, dense and pedestrian focused, reduced parking). Activity centers and mixed use areas should be located in close proximity and be well connected to residential areas to provide convenient access to services and goods. 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.

CREATE AND PROMOTE VISUALLY ATTRACTIVE IMAGE STREETS AND CORRIDORS

The Image Streets and Gateways strategies are intended 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 on “Image Streets” and should be coordinated with infrastructure, transportation and development initiatives. The Primary Image Streets are the most important image streets in the Swope area 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. Development on all image streets (see page ??) should provide high quality, complementary, sustainable and visually pleasing buildings, materials, landscaping, and signage (see Development Guidelines). Development along Primary Image Streets should exhibit the highest quality and reflect a positive area image. Visual clutter (e.g. billboards, razor wire) and “sensitive uses” (e.g. cell towers, junk yards) along primary image streets should be removed when possible as new development occurs.

LAND USE PLAN & DEVELOPMENT FORM RECOMMENDATIONS

The Swope Area Land Use Plan (LUP) and Development Form Guidelines work together to shape future development. The LUP prescribes where specific land use types and densities should be located while the Development Form guidelines describe how the built environment should look, feel and function (independent of the type of use). Both the LUP and the Development Form recommendations should be used together to evaluate future development proposals and to guide future zoning changes.

LAND USE PLAN

The Land Use Plan is a guide for future development requests and rezonings. It depicts an intended future development pattern and describes the character, intensity and location of various types of land uses. The LUP is intended to prevent future land use conflicts, safeguard natural resources and plan for the orderly and predictable development of the Swope Area. The plan helps to ensure that land uses and the transportation system are integrated and support each other. It is also a reflection of the community's values and aspirations for the future development of the Swope area. The LUP is a guide which does not represent a zoning document. Implementation of the land use plan will happen incrementally on individual sites through the development review process as well as in larger areas through the application of new zoning districts and overlays. The land use categories and definitions are described below and on the proceeding pages. A more detailed Land Use Plan is provided in Appendix ?? on page ??.



RESIDENTIAL LOW

Primarily intended for single family detached residential building types up to 7.2 units per acre. This land use classification corresponds with the “R-6,” “R-7.5,” and “R-10” zoning categories within the zoning ordinance.



RESIDENTIAL MEDIUM

Intended for a variety of single family, semi-attached, townhome, and two-unit building types that allow up to 8.7 units per acre. This land use classification corresponds with the “R5” zoning category within the zoning ordinance.



RESIDENTIAL MEDIUM-HIGH

Includes small lot single-family development, townhomes, two-unit houses, and multi-unit houses (3 to 8 dwelling units) up to 17.4 units per acre. This land use classification corresponds with the “R-2.5” zoning category within the zoning ordinance.



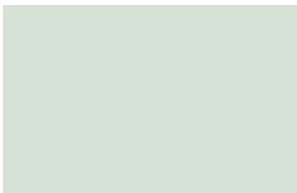
MIXED USE NEIGHBORHOOD

Primarily intended to accommodate and promote neighborhood serving retail sales or service uses, as well as mixed-use development consisting of business uses on a building's lower floors and residential uses on upper floors. This type of vertical, mixed-use development that includes a variety of business and residential choices should enhance the pedestrian environment of the community. Encouraging residential development in mixed-use areas provides increased housing choice and promotes higher density housing. This land use classification corresponds with the "B1" zoning category within the 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 correspond with the "B2" zoning category within the zoning ordinance.



COMMERCIAL

Primarily intended to accommodate "heavier" commercial activities and/or operations that are not found in or compatible with mixed-use neighborhood oriented environments. Included are large-scale commercial development targeted in designated areas along major arterials with highway access. This land use classification corresponds with the "B3" and "B4" zoning category within the zoning ordinance.



OFFICE

Primarily intended to accommodate professional, administrative and corporate office uses (uses that require a large public interface should be reserved for Commercial and Mixed-Use areas).



LIGHT INDUSTRIAL

Primarily intended for industrial uses that might include light manufacturing, warehousing, wholesale storage, distribution centers, office parks and will allow on-site customers and other less intensive industrial uses. These areas are intended to promote the economic viability of 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 "M1" zoning category within the 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. Institutional uses are allowed in a variety of zoning categories, depending on their specific use and intensity.

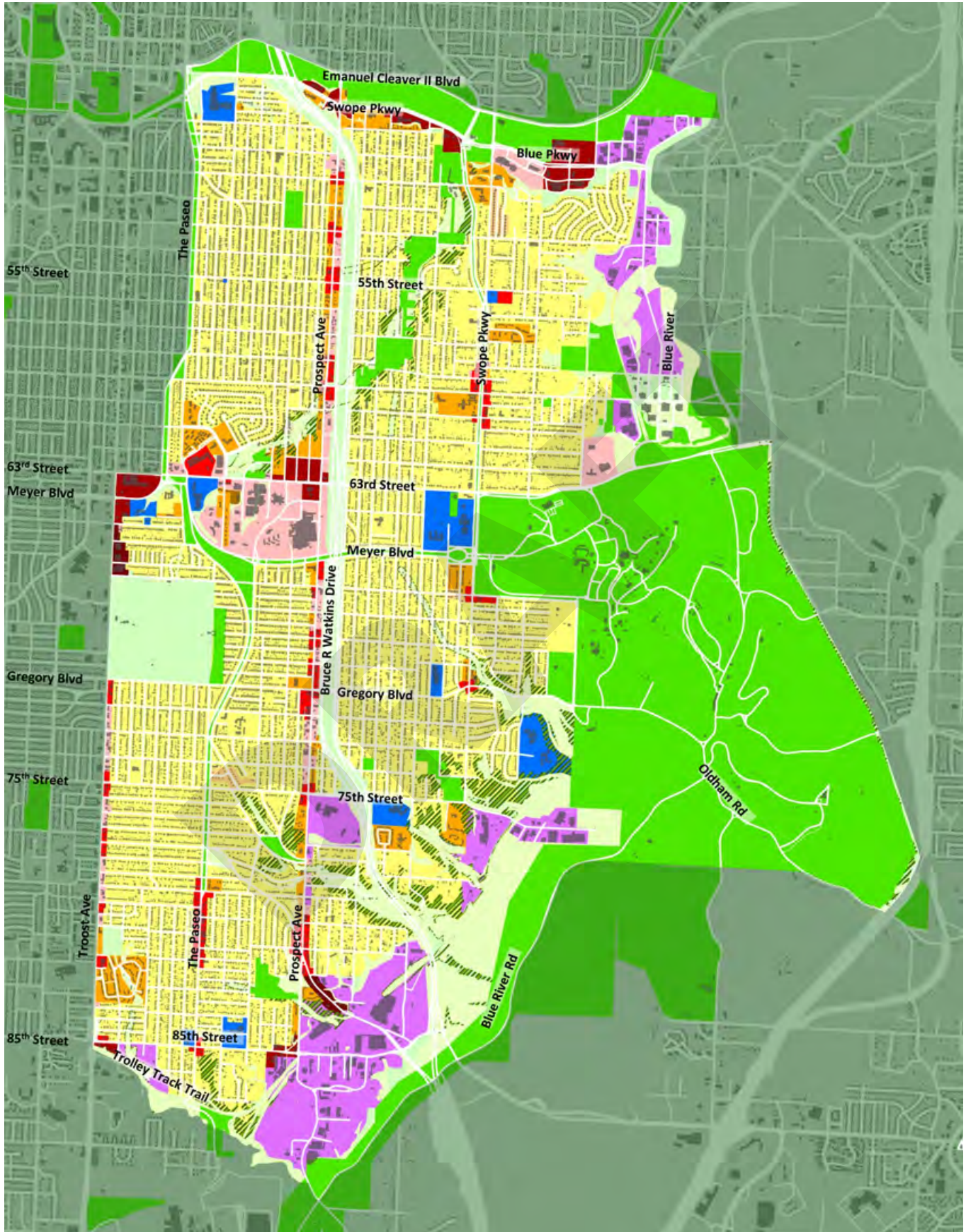


FIGURE 4.3 LAND USE CATEGORIES



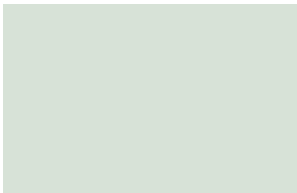
PARKS

Public or private land reserved for parks and parkways that is intended to accommodate active and passive parklands, trails, recreational uses, or any other lands reserved for permanent park or recreation purposes.



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, archaeological findings, etc.).



CONSERVATION DISTRICT

Areas intended for conservation or open space developments. Conservation Districts are intended to encourage flexibility in design standards (example: reduced lot sizes or increased density) in exchange for 60% or 30% open space preservation. These areas will provide additional open space and recreational amenities for residents, preserve environmentally sensitive resources as well as reduce stormwater runoff and water pollutants. This land use classification corresponds with the Conservation Development option for “R” Districts within the zoning ordinance.



DEVELOPMENT FORM

The Development Form Map is intended to guide the key components that define distinct places - building scale and orientation; streetscapes and civic spaces; and unique design details. There are 4 types of areas that comprise the framework for the Development Form Guidelines. These areas are described below.

CORRIDORS

Linear land use patterns typically along major roadways that quickly transition to different patterns - either at nodes or off of side streets (1/2 to 1 block depth of corridor pattern is typical). Corridors are generally Residential or Mixed-Use. Corridors are typically major roadways that connect districts, nodes, and neighborhoods featuring a greater density of commercial and/or residential uses.

DISTRICTS

Regional destinations that are a distinct place - different from surrounding areas - through common activities or themes among uses, the intensity of building patterns, the design characteristics of buildings and civic spaces. Districts typically have a defined "center" and recognized edges or transitions to surrounding areas.

NEIGHBORHOODS

Areas for household living featuring primarily residential land uses, but occasionally supported by related civic or institutional uses (parks, community centers, schools). There are a variety of neighborhoods that differ primarily by: the mix of building types, the design character of buildings and public spaces; the road patterns and civic space (parks, boulevards, etc.)

NODES

A small, compact area that diverges from the surrounding patterns, but due to scale and design complements both the function and character of the area. Nodes generally serve as a center of activity but can have different intensities of use and building scale.

A set of development guidelines unique to each area type will be developed as part of the area plan implementation process which include the following elements:

- Streets and Circulation
- Civic and Public Spaces
- Site Arrangement
- Building Scale and Orientation
- Parking and Access
- Landscaping and Screening

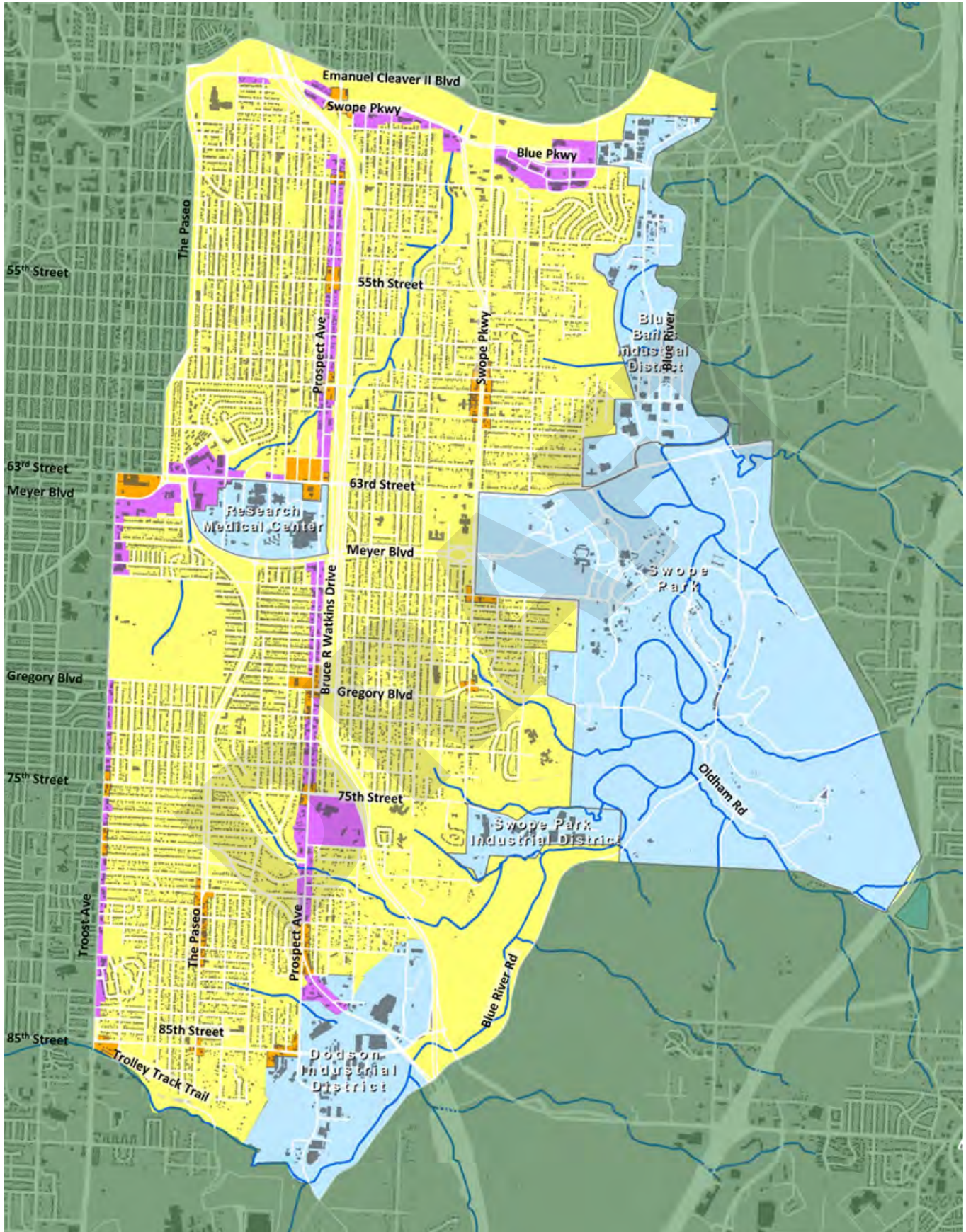


FIGURE 4.4 DEVELOPMENT FORM MAP

LAND USE PLAN AND DEVELOPMENT FORM STRATEGIES

IMPLEMENT THE LAND USE PLAN AND INTEGRATE DEVELOPMENT GUIDELINES INTO NEW DEVELOPMENT.

- Integrate land use and development guidelines into the development review process:
 - Apply the Development Guidelines (as applicable – see page ??) in all new development plans and explore ways to proactively apply new zoning tools and incorporate development standards (based on the Development Guidelines) into the development code.
 - Weigh all requests to amend this plan against the Decision Making Criteria.
 - Encourage applicants for development in the area to meet with neighborhood groups prior to public hearings to present plans, discuss conformance with the area plan and solicit feedback.
- Apply appropriate zoning districts and overlays and incorporate new standards in the development code:
 - Downzone single-family neighborhoods to appropriate zoning districts where supported by the Land Use Plan.
 - Primary Image Streets – Implement new development standards in these corridors to preserve/enhance character and ensure the highest quality development and appearance.
 - Explore overlay zoning where appropriate.
 - Pedestrian Overlay – Pedestrian Zones and Transit Corridors (Brush Creek Corridor, 63rd Street, Troost Avenue and Prospect Avenue), and Mixed Use areas (see page??).
 - Historic / Conservation Overlay – Generally most applicable to Residential Low Density (Urban) areas to preserve/restore historic character.
 - Transit Oriented Development (TOD) Overlay - Prepare “Station Area Plans” near future streetcar stations and enhanced bus routes on Primary Transit Corridors (see page ??) and apply TOD zoning. Prioritize areas near streetcar stations (Trolley Track Corridor/85th Street).

CREATE SUSTAINABLE LAND USE PATTERNS TO ENSURE LONG TERM VIABILITY OF COMMERCIAL DISTRICTS:

- Promote density in appropriate areas, particularly in Corridors and Nodes.
- Consolidate and focus commercial uses to mixed use nodes at major intersections.
- Encourage mixed use development over single use commercial development.
- Eliminate the strip commercial zoning pattern and discourage new strip commercial development.
- Discourage expansion of commercial zoning for new retail development and encourage non-retail development or mixed use development in commercially zoned areas.

ENSURE THAT NEW DEVELOPMENT IS INTEGRATED WITH THE TRANSPORTATION SYSTEM (SEE ALSO TRANSPORTATION CHAPTER)

- Create Complete Streets that accommodate all modes of travel in new development
- Integrate transit, walking and biking in new development through site layout, street design and amenities.
- Require pedestrian connections between new development and adjacent developments, trails, parks and other open spaces and transit stops.

- Implement a system of connected streets and neighborhoods as the area continues to develop.
 - Require a minimum distance between street connections in new development and implement a Connectivity Index requirement (see Transportation Chapter).
- Require trail connections from neighborhoods and mixed use districts to regional trails (see Trails and Bike Routes plan in Transportation Chapter) as development occurs.
- Apply the concepts of Transit-Oriented Development (TOD) near future streetcar stations and along the primary transit corridors.

BETTER UTILIZE VACANT OR UNDERUTILIZED COMMERCIAL AND INDUSTRIAL AREAS (SEE ECONOMIC DEVELOPMENT CHAPTER).

- Create special districts (CID's) and incentive areas to assist with revitalization efforts in struggling commercial areas.
 - Organize businesses and property owners and build capacity through the creation of special districts (CID's), business associations, etc...
 - Priority should be given to the Prospect Avenue, Brush Creek and 63rd Street Corridors as well as the three industrial/business districts (Blue Banks, Swope and Dodson)
 - Explore ways to provide incentives, or funding (loans and grants) for site improvements, particularly along primary image corridors (see page ???).
- Strengthen existing industrial areas and identify additional opportunities for industrial development (see Economic Development Chapter).
 - Utilize a periodic survey of employers to target service delivery and infrastructure improvements for business attraction and retention.
 - 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).
 - Identify key vacant industrial tracts and pursue site specific strategies to encourage development (e.g. brownfield remediation and infrastructure improvements, etc...).
 - Market the benefits of locating a business in the Swope area i.e. highway access, railroad access, recent and ongoing flood protection, etc...
 - Examine impacts and benefits of recent Blue River flood control improvements. 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.
 - Enforce existing codes for auto salvage and junk yards in industrial areas adjacent to the Blue River.



FIGURE 4.5 DESCRIPTION



FIGURE 4.6 DESCRIPTION

- Ensure good access to business and employment areas (see Transportation Chapter) –
 - Implement new access improvements to areas like Swope Industrial Park and other areas as needed.
 - If access to regional highways is altered, examine impacts to the land use plan and revise as necessary to reflect new access patterns.
 - Focus new employment uses along major transit corridors and in TOD areas (see page??) and utilize trails and bike routes to provide access to activity centers (see Transportation Chapter).
- Manage Vacant Lots
 - Implement short and long term strategies to manage undeveloped/vacant areas (see Vacant Lot Strategy on page ???)

KEY ACTIONS AND STRATEGIES - LAND USE AND DEVELOPMENT

- Downzone neighborhoods from multi-family zoning to single-family zoning districts where supported by the Land Use Plan.
- Explore overlay zoning where appropriate.
- Implement new development standards to preserve/enhance character of Primary Image Streets and ensure highest quality development and appearance.

DRAFT

IMAGE STREETS AND GATEWAYS

The Image Streets and Gateways map provides a framework to prioritize and target future enhancements to area roadways to improve area appearance and reinforce a positive area image.

IMAGE STREETS

These streets help set the “tone” of the area by establishing visual and aesthetic standards. Development on all image streets should provide high quality, complementary, sustainable and visually pleasing buildings, materials, landscaping, and signage (see Development Guidelines). Primary Image Streets are the most important image streets in the Swope area should exhibit the highest quality development and reflect a positive area image.

The Primary Image Streets in the Swope Area include:

- Troost Avenue
- Prospect Avenue and Bruce R. Watkins Drive
- 63rd Street
- Emanuel Cleaver II Boulevard, Swope Parkway and Blue Parkway (Brush Creek Corridor)

Some of these corridors require significant enhancements to create the desired image, while others already exhibit a positive image. All of the areas boulevards and parkways are also important image streets, which are typically more residential in character than other image streets. Emphasis should be placed on maintaining existing street trees, landscaping, pergolas, fountains and other features along these important and historic corridors. Many of the existing streetscape enhancements and gateway features occur on area boulevards and parkways.

GATEWAYS

Features that 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. There may be multiple smaller gateway opportunities within a major gateway. Minor Gateways - are smaller than Major Gateways and generally highlight entry points into the area nodes, districts, corridors and neighborhoods.

Gateways can include features such as fountains, monuments, public art, landscaping and signage. Gateways should announce entry into an area as well as reinforce the areas character.



FIGURE 4.7 EXISTING GATEWAY/UNDERPASS BELOW THE PASEO



FIGURE 4.8 EXISTING GATEWAY ON 63RD STREET

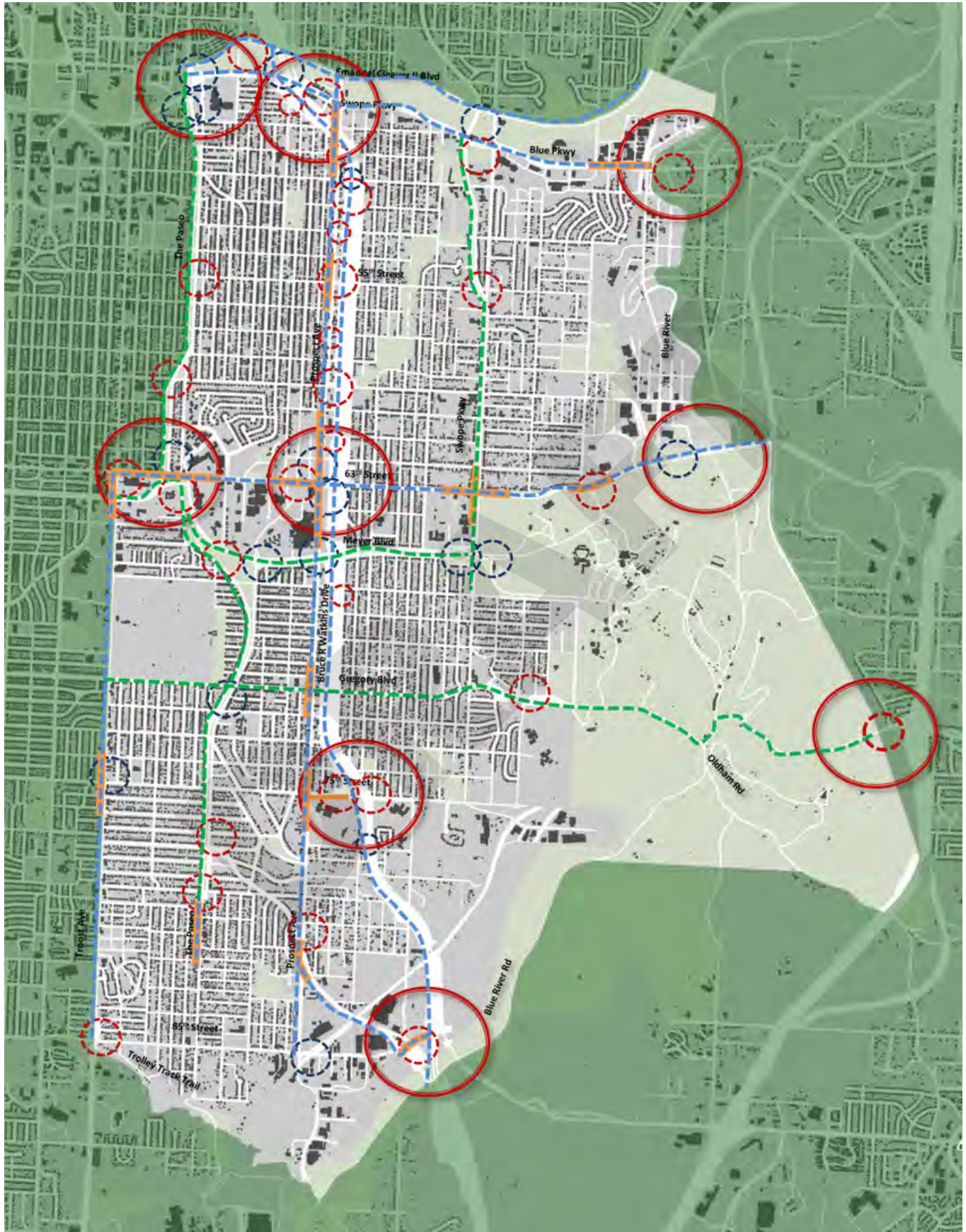


FIGURE 4.9 IMAGE STREETS AND GATEWAYS



IMAGE STREETS AND GATEWAY STRATEGIES

STREETSCAPE IMPROVEMENTS SHOULD BE PRIORITIZED ON “IMAGE STREETS” (SEE IMAGE STREETS AND GATEWAYS MAP) AND SHOULD BE COORDINATED WITH INFRASTRUCTURE, TRANSPORTATION AND INFILL DEVELOPMENT INITIATIVES.

- Create a streetscape plan for Primary Image Streets (see prioritized segments on map).
- Ensure a minimum streetscape appearance for all streets in the Swope area.
- Encourage development which enhances these corridors and discourage uses which may detract from the appearance or character of the corridor.
- Remove and/or reduce visual clutter (billboards, communication towers, pole signs or excessive signage, etc...).

IMAGE STREETS WILL 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.
- Streetscape enhancements should include “green” stormwater management elements as well as landscaped open spaces.

CREATE A HIERARCHY OF GATEWAYS (SEE IMAGE STREETS AND GATEWAYS MAP) WHICH INCORPORATE THE FOLLOWING GUIDELINES:

- Gateways should be integrated into new developments, neighborhoods and districts and should be incorporated with overall streetscape design where appropriate.
- Gateways and intersection enhancements should include vertical architectural features or focal points constructed of high-quality materials such as stone, cast stone, tile, metal, or masonry and a combination of the following elements:
 - Landscaping, water features and public art.
 - Plazas with pedestrian amenities such as seating, shade, and triangulation elements.
 - Decorative lighting, walls or fencing.
 - Monument-style signs, if appropriate, with landscaping to announce district or municipality.
 - Incorporate pedestrian crossings into gateway design.
- At nodes and major intersections along primary image streets develop intersection enhancements such as gateways and landscaped focal points (see Development Guidelines).

KEY ACTIONS AND STRATEGIES - IMAGE STREETS AND GATEWAYS

- Focus on improving appearance of “image” streets (see Image Streets and Gateways map on previous page) and focus streetscape enhancements and infill development along these corridors.
 - Create a streetscape plan for Primary Image Streets (see prioritized segments on map on previous page).
 - Remove and/or reduce visual clutter (billboards, communication towers, pole signs or excessive signage, etc...).
- Create a hierarchy of gateways (see Image Streets and Gateways map) to provide a visual “point of reference” or “announcement” as well as a visual transition from one area to another.
- Development Form Guidelines



FIGURE 4.10 DESCRIPTION

TRANSPORTATION

05

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GOAL

Create an interconnected multi-modal transportation system in the Swope area that integrates with land use patterns, connects neighborhoods and businesses, and increases transportation choice.



CHAPTER ORGANIZATION

The Transportation Chapter provides recommendations to guide the development of a multi-modal transportation system in the Swope area, including roads, walkability, biking and transit.

"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



RELATIONSHIP TO PRIMARY ASPIRATIONS

The transportation chapter supports each of the primary aspirations in the following ways. These descriptions serve to further refine the overall transportation goal. The “connected” aspiration is the most closely aligned with transportation strategies and is emphasized below.

LIVABLE

LIVABLE: Increase transportation options and residents ability to move about the city. Maintain the walk able community character that urban dwellers value.

CONNECTED

Improve connections and broaden transportation options

THRIVING

Ensure access for area employers and businesses. Enhance employment opportunities by improving access to jobs for area residents.

SUSTAINABLE

Promote alternative modes of transportation, increase transportation options and decreasing dependency on single occupancy automobiles.

Focus on connecting neighborhoods and activity centers within the Swope area, as well as improving connections to regional destinations through better utilization of regional roadways, transit systems and trails.

FIGURE 5.0 DESCRIPTION



GUIDING PRINCIPLES

The following guiding principles apply to all modes of transportation (automobiles, bikes, pedestrians and transit). Additional guiding principles related to specific modes are included in the “core strategies for each mode” section.

ACCOMMODATE ALL MODES AND PROMOTE CHOICE IN TRANSPORTATION

This plan promotes a “balanced” transportation system that considers the needs of vehicles, transit, pedestrians, and bicycles. Streets in the Swope area should be “complete streets”, which safely accommodate all modes. New roads and new development should support transit strategies; implement walkability level of service guidelines; include facilities for biking and provide connections to area trails.

CREATE A CONNECTED COMMUNITY

Create a transportation system that increases connections between area neighborhoods and activity centers, promoting a cohesive community and orderly development.

PRESERVE THE AREA’S URBAN CHARACTER THROUGH CONTEXT SENSITIVE DESIGN

Context-sensitive road designs should be encouraged that preserve/enhance walkable pedestrian scale blocks, historic parkways and boulevards, integrates active public spaces adjacent to the roadway and reduces or mitigates barriers to pedestrian and bicycle mobility.

ENSURE THAT THE TRANSPORTATION SYSTEM AND DEVELOPMENT PATTERNS ARE MUTUALLY REINFORCING

The transportation system will ensure access to area activity centers and neighborhoods and direct future development in an orderly manner. Future development will likewise reinforce and support the transportation system with complementary land uses, appropriate densities, site layout and design.



FIGURE 5.1 DESCRIPTION



FIGURE 5.2 DESCRIPTION



WALKABILITY STRATEGIES

DESIGNATE NEW PEDESTRIAN ZONES AND CORRIDORS AND COMPLETE WALKABILITY ASSESSMENTS OF NEW PEDESTRIAN ZONES (SEE PEDESTRIAN CASE STUDY EVALUATIONS IN THE KANSAS CITY WALKABILITY PLAN)

- Brush Creek (expand existing zone east to the Blue River)
- Swope Park
- Prospect Corridor
- Troost Corridor
- Trolley Track Trail
- All designated TOD areas along planned streetcar route, other future fixed guide way or rapid transit stops/corridors.....

IMPLEMENT THE WALKABILITY PLAN LEVEL OF SERVICE GUIDELINES IN NEW DEVELOPMENT.

- Complete Walkability Studies for new development
- Explore application of appropriate zoning overlays (e.g. pedestrian overlay and transit oriented development overlay) and additional walkability standards in the development code in Pedestrian Zones/Corridors and TOD areas.
- Complete Neighborhood Walkability Assessments (using methodology in the Walkability Plan) to identify priority improvements to existing neighborhoods. Prioritize high need areas (see map), activity centers adjacent to high need areas and areas around schools.

MAINTAIN AND ENHANCE A HIGH LEVEL OF STREET CONNECTIVITY:

- Maintain the urban street grid and pedestrian scale blocks. Street and alley vacations are discouraged because they erode street connectivity and pedestrian mobility.
- Maximize street connections and implement future street system (see map page ??).
- Provide pedestrian connections where street connections are not provided or where pedestrian connections are indirect.



FIGURE 5.3 DESCRIPTION



FIGURE 5.4 DESCRIPTION

IDENTIFY ROAD DIET CANDIDATES AND IMPLEMENT TRAFFIC CALMING MEASURES WHERE WARRANTED.

- Priority should be given to Pedestrian Zones, Pedestrian Corridors, Primary Transit Corridors and TOD areas.
- Apply appropriate Major Street Plan typologies (e.g. Activity Street). See “Complete Streets on page ???.

IMPROVE SIDEWALK MAINTENANCE BY REWORKING THE CITY’S SIDEWALK MAINTENANCE POLICY, AS RECOMMENDED IN A 2006 AUDIT:

- 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.

PRIORITIZE PEDESTRIAN IMPROVEMENTS IN:

- “High need” areas (see map on next page). Initial priority should be on Pedestrian Zones, Pedestrian Corridors and Activity Centers (particularly those with no pedestrian improvements) within or adjacent to High Need areas
- Pedestrian Zones, Pedestrian Corridors and Primary Transit Corridors
- Schools (explore Safe Routes to School opportunities)
- Activity Centers with no pedestrian improvements.
- Other Activity Centers and



FIGURE 5.5 DESCRIPTION



FIGURE 5.6 DESCRIPTION

ADDRESS PEDESTRIAN BARRIERS CREATED BY RIVERS, MAJOR HIGHWAYS AND RAILROAD TRACKS. MAJOR PEDESTRIAN BARRIERS IN THE AREA INCLUDE RAILROADS, RIVERS AND HIGHWAYS (SEE MAP):

- Although there are several barriers to pedestrian mobility in the area (see map), Bruce R. Watkins Drive sees the most pedestrian traffic and has the highest need for new safe pedestrian crossings.
 - Work with MoDOT to study Bruce R. Watkins Drive and determine safe pedestrian crossings where “improvised” crossings now occur.
 - Analyze condition and pedestrian level of service of existing crossings of major barriers. First objective should be to accommodate safe pedestrian crossings before removing pedestrian access.
- Create new pedestrian crossings where needed (see map).
 - Ensure adequate number/frequency of crossings (permeability) where feasible. Ideal frequency is 4 crossings per mile (see map for existing crossing frequency). Explore additional crossings where warranted.

KEY ACTIONS AND STRATEGIES - WALKABILITY

- Complete walkability assessments of new pedestrian zones and corridors.
- Rework the City's sidewalk maintenance policy.
- Address unsafe Bruce R. Watkins Drive pedestrian crossings.



FIGURE 5.7 DESCRIPTION

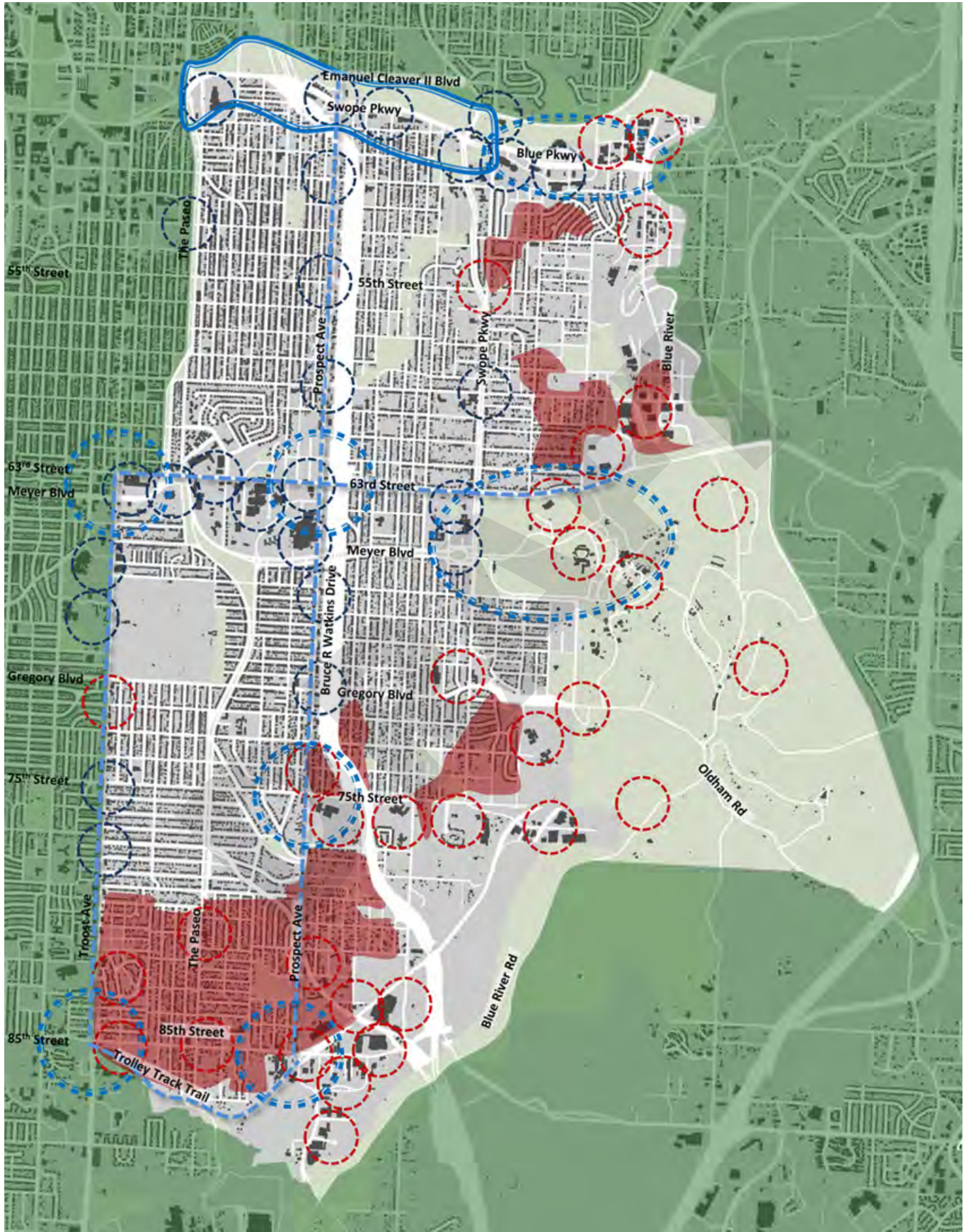


FIGURE 5.8 WALKABILITY RECOMMENDATIONS



FIGURE 5.9 PEDESTRIAN BARRIERS



TRAIL AND BIKE ROUTE STRATEGIES

GUIDING PRINCIPLE - CREATE AN INTEGRATED SYSTEM OF ON-STREET AND OFF-STREET BIKE ROUTES AND MULTI-USE TRAILS

The system should be comprised of a hierarchy of on-street and off-street trails and bike routes that are well-connected to area neighborhoods and activity centers and that serve both a recreational and transportation function. The Swope area will benefit from a regional trail system (Blue River, Brush Creek, and Trolley Track Trail) and a system of neighborhood connections will ensure access to these corridors.

- Create a coordinated system of on and off street bike routes and multi-use trails to serve both a recreational and a transportation function. The following framework is recommended to establish a hierarchy of trails..
 - First Level – Trail and bike route “spines”:
 - Transportation – The “spines” of the system should generally be bike lanes and sidewalks or adjacent multi-use paths on the following arterial streets (see map).
 - Recreation – The three regional trails (Brush Creek, Blue River and Trolley Track Trail) should serve as the recreational spines.
 - First Level Trails and Bike Routes should be the top priority.
 - Second Level - Connect neighborhoods to Trails KC “spines” (see “neighborhood connectors” on Trails and Bike Routes map):
 - Transportation – The second level routes should be “Major Connectors” (see map) which should include striped bike lanes, or “share the road” signs at a minimum (with sidewalks).
 - Recreation - A series of neighborhood connectors will provide local access to regional trails and should be built as off-street multi-use paths.
 - Third Level - Implement the remaining “Bike/ped Connectors” depicted on the Trails and Bike Routes map located on many of the remaining through/collector streets.
- Amend the Bike KC network accordingly to reflect the routes recommended in this plan.
 - Coordinate bike routes with road diet/lane narrowing candidates (see “Create Complete Streets”). Adjust bike route designations accordingly.
- Implement trails and bike Routes in new development by requiring construction of neighborhood connector trails and preservation of corridors for trails depicted on the Trails and Bike Routes map.

KEY ACTIONS AND STRATEGIES – BIKE ROUTES AND TRAILS

- Prioritize improvements to First Level Trails and Bike Routes.
- Amend the Bike KC network accordingly to reflect the routes recommended in this plan.
- Identify road diet candidates and coordinate with priority Bike Routes.

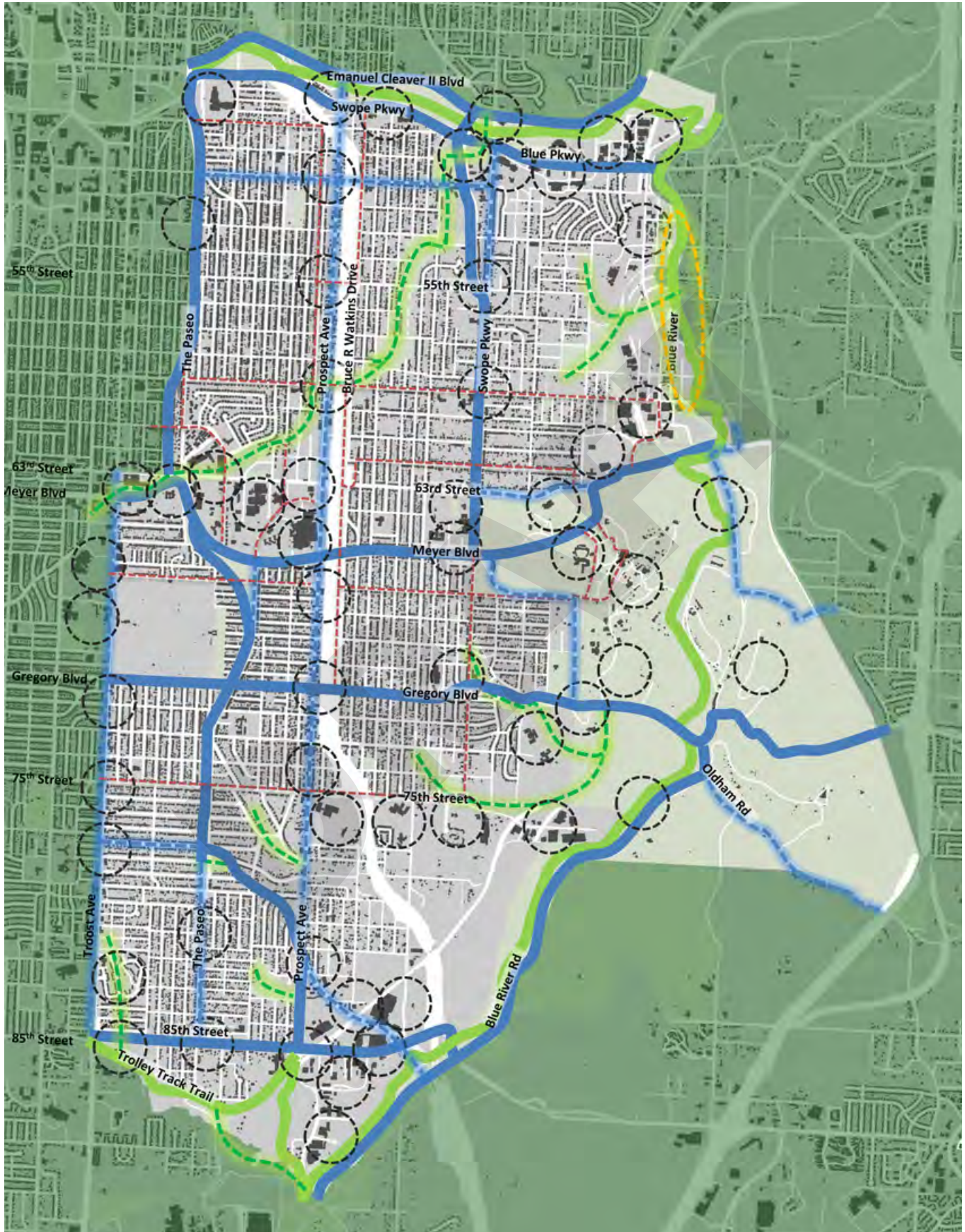


FIGURE 5.10 BIKE ROUTES AND TRAILS



TRANSIT STRATEGIES

PRIORITIZE TRANSIT IMPROVEMENTS AND ENHANCEMENTS TO THE PRIMARY TRANSIT CORRIDORS (SEE MAP): TROOST AVENUE, PROSPECT AVENUE/BRUCE R WATKINS CORRIDOR (U.S. 71); 63RD STREET, TROLLEY TRACK/85TH STREET AND THE BRUSH CREEK CORRIDOR.

- The top priority for improvements is the Prospect and Bruce R Watkins Drive corridor.
- Establish TOD requirements for development in designated TOD areas and along the Primary Transit Corridors (see map for recommended areas).
 - Create Station Area Plans for TOD areas and apply TOD Overlay Zoning.
- Focus density (land use), pedestrian improvements, bike routes and trails, and streetscape/gateway improvements on these corridors.
- Implement improvements to bus stops (benches, shelters, etc..) along the Primary Transit Corridors.

COORDINATE TRAILS AND BIKE ROUTES WITH TRANSIT.

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

EXPLORE MODIFICATIONS TO BUS ROUTES TO BETTER IMPROVE ACCESS TO ACTIVITY CENTERS.

- 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.

TRANSIT SYSTEM RECOMMENDATIONS BY AREA:

PROSPECT / BRUCE R WATKINS DRIVE CORRIDOR RECOMMENDATIONS:

The U.S. 71 Transit Study recommends that the appropriate locally preferred alternative (LPA) must serve both urban and suburban users and that a phased should be employed. While rail is the long-term goal for transit enhancement in the corridor, shorter term strategies were identified to prime the area for enhanced transit.

- Near Term Strategies
 - Advance Prospect MAX.
 - Expand existing express bus service along U.S. 71, leading to express BRT on U.S. 71.
 - Continue negotiations with host railroads to implement Commuter DMU service.
 - Develop funding solutions for expanded corridor transit services.
- Long-Term Strategies
 - ??Sun?? and advocate future streetcar phases on the corridor as future streetcar extensions are planned.
 - Expand and enhance Commuter DMU operations.
 - Identify and advance a fixed-guideway rail alternative within the U.S. 71 Bruce R. Watkins corridor.

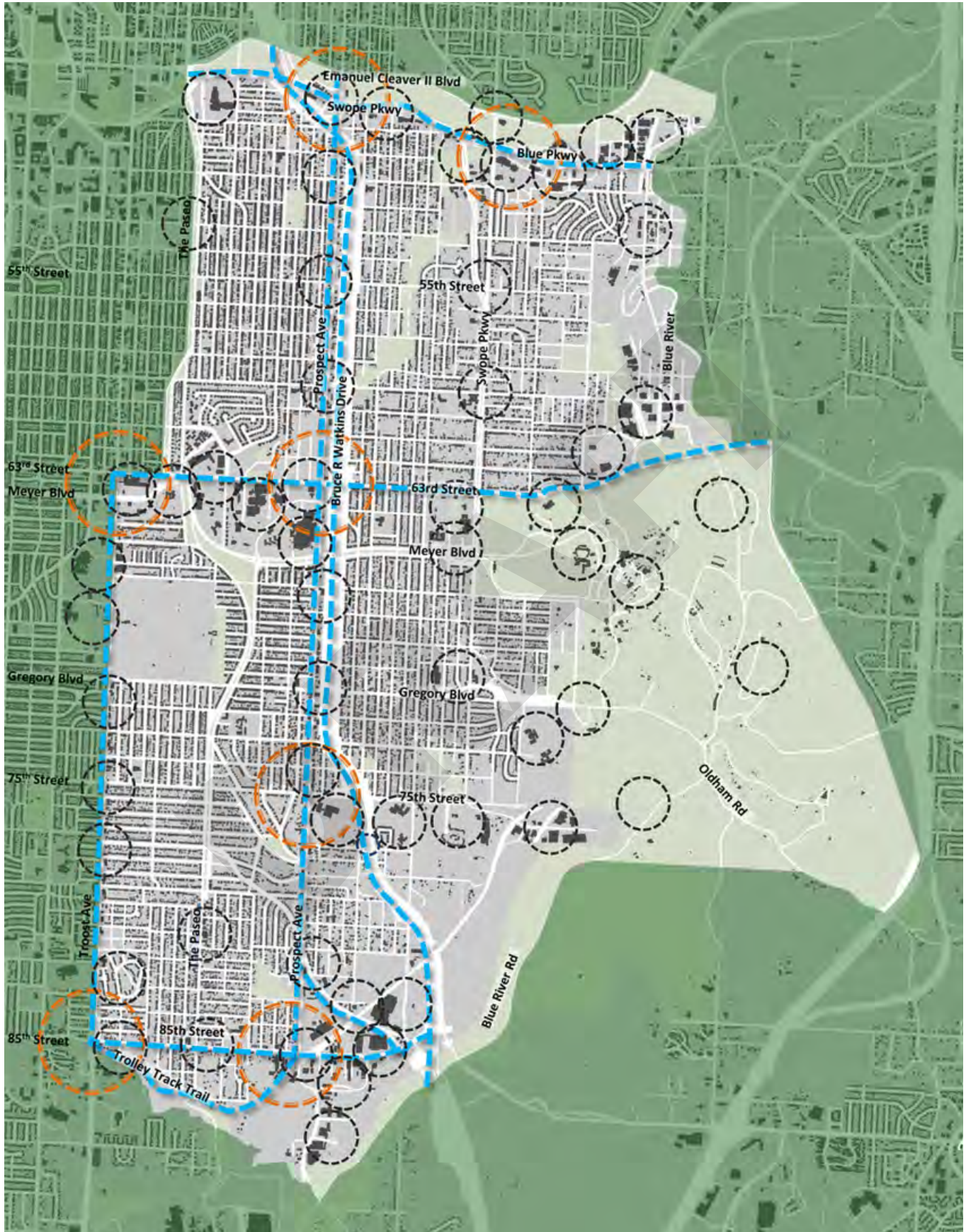


FIGURE 5.11 TRANSIT FRAMEWORK

- Next Steps
 - Advance design and federal funding request for Prospect BRT.
 - ??Near-term express bus and rail solutions.??
 - Develop plan for a local funding mechanism to support program implementation.¹
- Create station area plans and apply TOD development standards at 63rd Street for proposed BRT on Prospect Avenue and U.S. 71. Explore additional TOD planning along Prospect at Brush Creek, 75th Street and 85th Street.

TROOST CORRIDOR RECOMMENDATIONS:

- Explore extension of future streetcar phases on Troost and ??continue?? to future streetcar on Trolley Track Trail or 85th Street corridor.
- Implement transit oriented development requirements in areas around 63rd Street and 85th Street intersections.

STREETCAR - 85TH STREET/TROLLEY TRACK TRAIL CORRIDOR RECOMMENDATIONS:

- Streetcar Transit on the Country Club right of way (Trolley Track Trail corridor) – Consider and encourage the inclusion of streetcar (or fixed guide way transit) on the Country Club right of way (Trolley Track Trail corridor) in any future planning for streetcar (or other fixed guide way transit).
- Complete station areas plans around future streetcar stations (once they are identified) and apply transit oriented development zoning and development standards (see map for potential areas).

63RD STREET CORRIDOR RECOMMENDATIONS:

- Explore a future east-west enhanced bus route (MAX route).
- Create Station Area plans and apply TOD development standards at Troost Avenue and Prospect Avenue/Bruce R. Watkins Drive.

BRUSH CREEK CORRIDOR RECOMMENDATIONS:

- Explore a future east-west enhanced bus route (MAX route)
- Create Station Area plans and apply TOD development standards at Prospect Avenue/Bruce R. Watkins Drive and Elmwood/Swope Parkway.
- Explore future east-west enhanced bus routes (MAX route) on 63rd Street and Brush Creek corridor.

KEY ACTIONS AND STRATEGIES - TRANSIT

- Prioritize Bus Rapid Transit (BRT) on Prospect Avenue and explore future streetcar ??transit??
- Implement express BRT and commuter DMU recommendations from the U.S. 71 Transit Study Locally Preferred Alternative, May 2013.
- Create station area plans for designated TOD areas and implement TOD requirements for development.
- Study bus routes to ensure residents have adequate access to job and activity centers.
- Advance streetcar (or fixed guide way transit) in the Country Club right of way, Troost Avenue and/or Prospect Avenue/Bruce R. Watkins Drive.

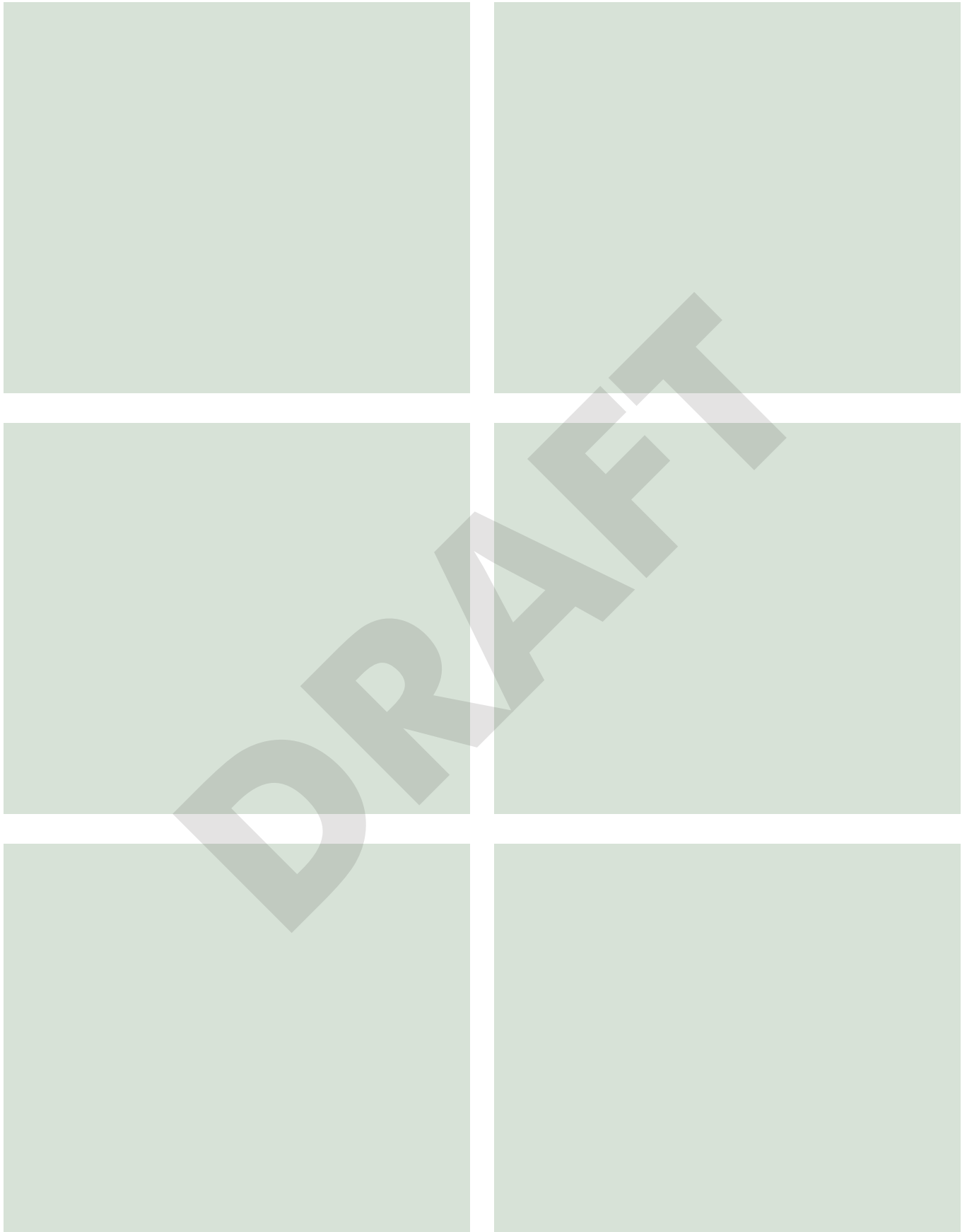


FIGURE 5.12 TRANSIT IMAGES



ROADWAY STRATEGIES

GUIDING PRINCIPLES

MAINTAIN AND ENHANCE AN INTERCONNECTED STREET SYSTEM, INCLUDING A COMBINATION OF ARTERIAL AND COLLECTOR STREETS

A system of through streets with frequent street connections and small block sizes will distribute traffic and provide multiple route options, provide access for existing and future neighborhoods; help to minimize the capacity needs (and therefore, required width) of individual streets; and help create a walkable and bikeable community and maintain the areas urban character.

STRATEGICALLY CREATE NEW STREET CONNECTIONS WHERE NEEDED AND IMPROVE THE CAPACITY AND SAFETY OF EXISTING ROADS TO ENSURE ADEQUATE VEHICULAR ACCESS TO SUPPORT DEVELOPMENT GOALS

Although the street system in the area is mostly built out, there are areas where street improvements are needed (areas with sub-standard roads, low street connectivity or poor access). An “economical” road system should be planned and built to meet existing and future needs (roads should be the minimum width required to accommodate anticipated traffic). A system of collector and through streets should be implemented to support and reduce traffic load on major streets. New roads and roadway improvements should be strategically coordinated with development goals.

ROADWAY RECOMMENDATIONS

CREATE COMPLETE STREETS

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 and adopt standards for complete streets.
- Roadways within Pedestrian Zones, TOD areas or which are Primary Transit Corridors should be complete streets.
- Ensure the appropriate street typology in the Major Street Plan - Utilize a street typology, such as Activity Street typology, in the Major Street Plan (MSP) for the Primary Transit Corridors that have a high level of service for transit pedestrians, bikes and streetscape. Amend the MSP as needed,.
- Explore road diet/lane narrowing opportunities.
 - Examine the Swope area roads to identify candidates for road diets/lane narrowing.
 - Conduct additional analysis as necessary to determine feasibility, appropriateness and scope of road diet
- Implement Streetscape improvements along Primary Transit Corridors and Primary Image Streets (See also Image Streets in Public Realm Chapter).

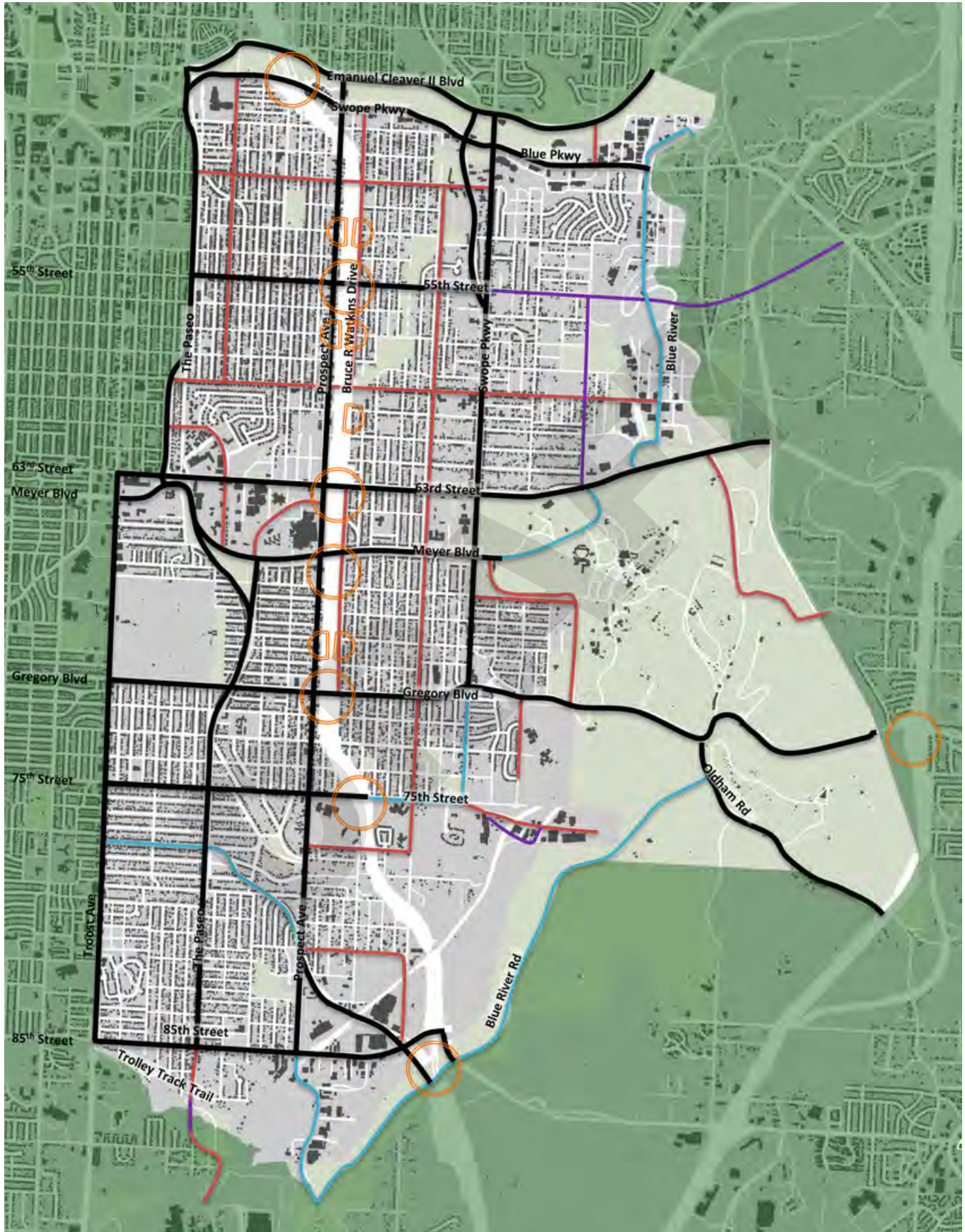


FIGURE 5.13 FUTURE STREET SYSTEM

CREATE A CONTEXT-SENSITIVE SYSTEM OF “THROUGH” STREETS (ARTERIAL AND COLLECTOR STREETS) THAT CAN SUPPORT ANTICIPATED GROWTH WHILE ALSO MAINTAINING THE URBAN CHARACTER OF THE SWOPE AREA.

- Ensure adequate frequency of “through” streets and street connections to provide ample alternative routes, minimize the number of lanes required for any given facility, and facilitate biking and walking.
- Implement “Connectivity Index” requirements for new development.
 - Establish a requirement for minimum distance between street connections including connections to adjacent development or vacant property.
- Amend the Major Street Plan to add arterial streets, as recommended in the “Future Street System” map.
- Implement the proposed collector street system (see Future Street System map) to support major streets by preserving existing right of way, ensuring future connections points and potentially by requiring the construction of street segments where warranted. Explore the adoption of the collector street system as an element of the Major Street Plan.

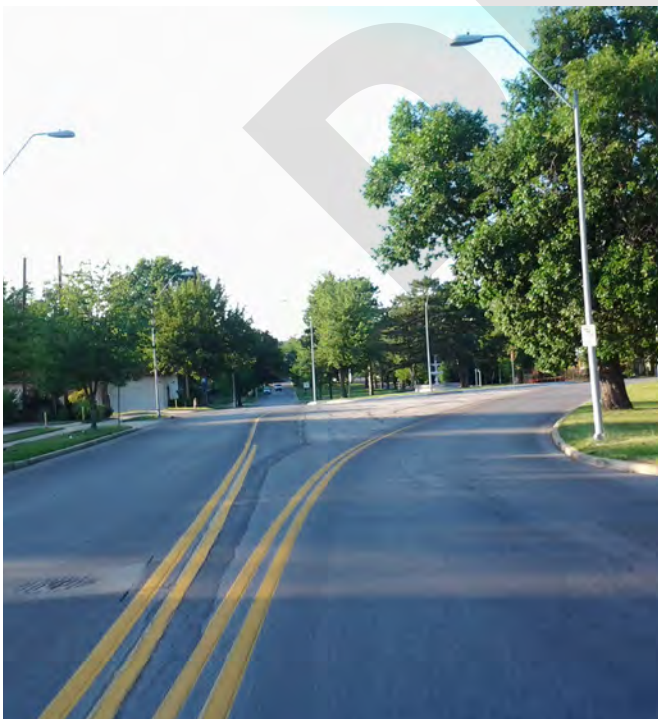


FIGURE 5.14 DESCRIPTION

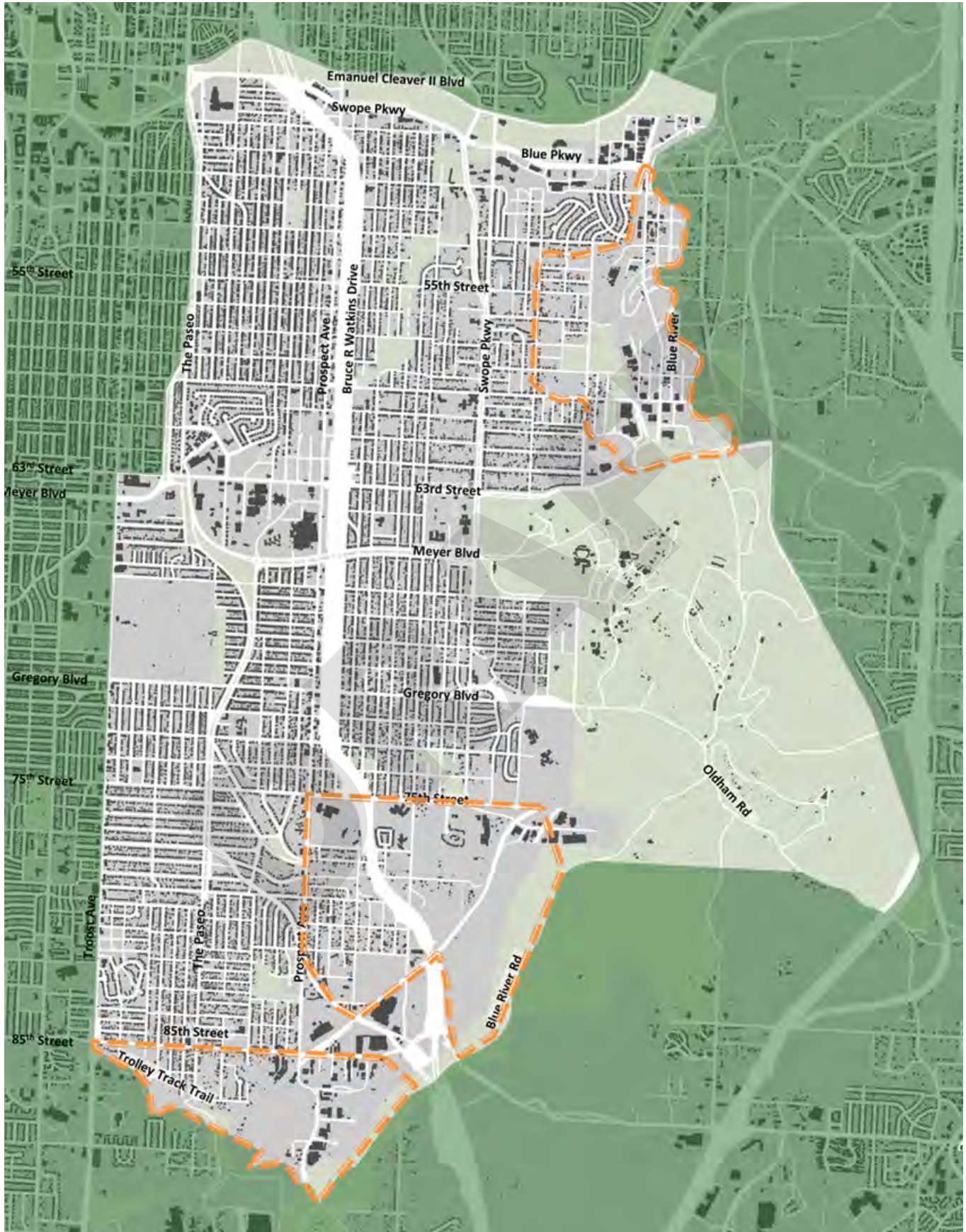


FIGURE 5.15 AREAS WITH POOR STREET CONNECTIVITY

ENSURE ADEQUATE VEHICULAR ACCESS AND CAPACITY TO SUPPORT DEVELOPMENT GOALS

- Analyze traffic circulation patterns:
 - 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 (where excess capacity exists) and implement where feasible.
 - Explore strategies to improve street connections and access where recommended (see Future Street System map).
 - Study improvements needed in areas with low street connectivity.
- Maximize the Benefits and Reduce the Impacts of Regional Highways
 - Create development strategies for key highway access points on Bruce R. Watkins Drive, particularly at mixed use nodes identified in the land use plan.
 - Implement measures to soften/buffer Bruce R. Watkins Drive from adjacent neighborhoods (see also “Barriers”)
 - Implement the “Freeway Forest” idea from the FOCUS Kansas City Plan
 - Improve air quality and public health in the Swope area through landscape buffers along Bruce R Watkins Drive.

KEY ACTIONS AND STRATEGIES - ROADS

- Analyze capacity of streets explore road diet/lane narrowing opportunities.
- Amend the Major Street Plan to add arterial streets, as recommended in the “Future Street System” map.
- Implement measures to soften/buffer Bruce R. Watkins Drive from adjacent neighborhoods (see also “Barriers”).



FOCUS AREA: PROSPECT / BRUCE R. WATKINS DRIVE CORRIDOR

Bruce R Watkins Drive was conceived in the 1950s as a freeway linking the downtown and the southeast part of the city. After being stalled by a class action lawsuit from the early 70s to the mid-80s, it is now completed as an enhanced roadway. Prospect Avenue parallels it closely south of Brush Creek. Bruce R. Watkins Drive is a unique roadway, with over \$32.5 million in enhancements including landscaping, bridge and retaining wall amenities, continuous lighting and pedestrian lighting. There will be potential to attract private development to follow the major public investment, particularly at mixed-use nodes on Prospect Avenue where major east-west streets intersect Bruce R. Watkins Drive/Prospect Avenue at 55th Street, 59th Street, 63rd Street, Gregory Boulevard and 75th Street.

Specific strategies for the Prospect Avenue / Bruce R Watkins Drive (BRWD) Corridor are summarized here:

- Maximize Development Potential
 - Proactively market the corridor to take advantage of improved access and visibility. Apply development incentives and layer other resources strategically to complement development initiatives.
 - Establish a CID or similar organization with the capacity to carry out corridor initiatives, provide services and champion area interests and needs
 - Prioritize completion of 63rd and Prospect redevelopment and implement development guidelines.
 - Create an enhanced Town Fork Creek greenway amenity to improve redevelopment feasibility and options. Integrate watershed, greenway and trail improvements.
 - Build in safe pedestrian/trail crossing on BRWD.
 - Focus commercial land uses to “nodes” (see map) This nodal development pattern will:
 - Concentrate the visual impact
 - Maximize access to new development
 - Have the greatest potential market from pass-through traffic, and
 - Minimize encroachment on residential neighborhoods.
 - Encourage uses with higher vehicular access need between Prospect and BRWD and near highway access points.
 - Encourage uses on west side of Prospect that create a buffer and transition into neighborhoods (reduce intensity and scale of development)
 - Target businesses that complement the healthcare and manufacturing niches in existing employment centers at 63rd Street and 85th Street (See Economic Development Chapter).
- Improve Corridor Appearance
 - Build on previous investments in BRWD landscaping and aesthetic improvements by creating additional gateway and streetscape enhancements at key locations.
 - Establish a CID to help maintain
 - Ensure that development visible from the highway and along Prospect Avenue exhibits high quality design which promotes a positive corridor image.
 - Work to reduce billboards along the corridor, focusing on those which may pose a threat to BRWD landscaping enhancements and those near gateway locations.

- Plan for Transit – Both Prospect Avenue and BRWD are “Primary Transit Corridors”
 - Plan for and encourage TOD at key transit nodes..
 - Create a Station Area Plans streetcar stations and apply appropriate zoning (e.g. TOD Overlay Zoning).
 - Consider TOD land use regulations near Prospect MAX stations and enhanced transit stations on BRWD.
 - Improve walkability in areas adjacent to BRT stations
- Implement Bike Route and Trail Improvements
 - Prospect Avenue is a First Level Bike Route and one of the top priorities for bike improvements in the Swope Area.
 - Explore “parallel” routes on adjacent streets (e.g. Wabash Ave. and Chestnut Ave.)
 - Coordinate with stormwater, transit and redevelopment projects.
- Improve Pedestrian Mobility / Mitigate Barriers and Improve Safety
 - Conduct a study to evaluate existing “improvised” pedestrian crossing points (see page ??), determine appropriate measure



FIGURE 5.16 DESCRIPTION



FIGURE 5.17 DESCRIPTION

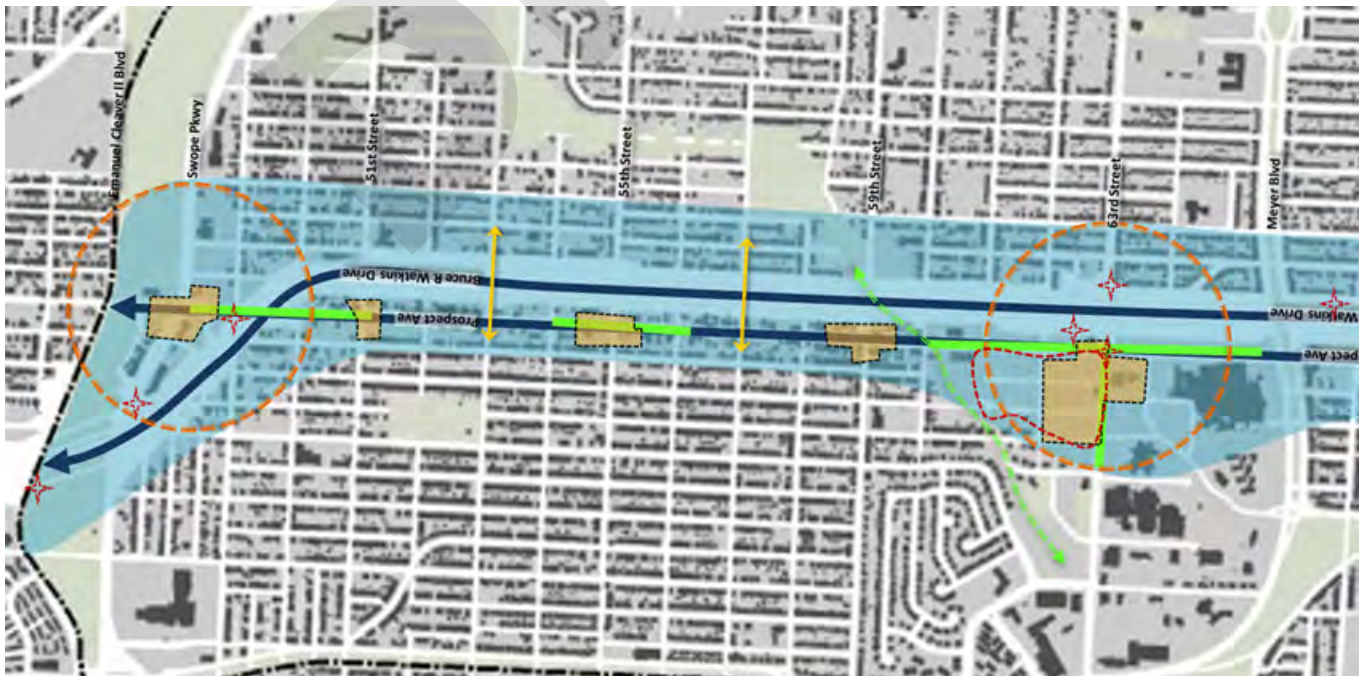


FIGURE 5.18 PROSPECT / BRUCE R. WATKINS DRIVE CORRIDOR PLAN



FIGURE 5.19 DESCRIPTION



OPEN SPACE AND ENVIRONMENT

06

DRAFT



GOAL

Develop and maintain a system of connected open spaces that preserves and enhances natural, cultural and recreational features, promotes a land use pattern that is consistent with the carrying capacity of the land, creates active and passive recreational opportunities, protects environmentally sensitive areas and habitats, and helps to manage stormwater and improve air and water quality.



CHAPTER ORGANIZATION

The Open Space and Environment strategies and recommendations for the Swope area were identified to establish a connected open space system for the area, guide stormwater management, and recommend flood control improvements. The chapter starts with the Guiding Principles, which are the “big ideas” related to Open space and environmental issues in the Swope area. These are followed by more specific recommendations for open spaces, stormwater management, flood control and sewers.

“An abundance of natural and built resources exist within the park creating a unique environment unmatched in the metropolitan area. Resources such as the Kansas City Zoological Park, Starlight Theatre, Kessler Commons, Swope Memorial Golf Course, Heart of America Golf Academy, Blue River and the Lakeside Nature Center make Swope Park the crown jewel of the Kansas City parks system.”

– The Master Plan for Swope Park, February 2008

“In Kansas City, as in any major metropolitan area, natural resources influence development patterns. Systems such as topography, slopes, vegetation, wildlife habitats, water resources, floodplains, and soils can greatly impact the cost of development. When ignored, they can impose risks to life and property. The FOCUS Citywide Framework Plan promotes the preservation and protection of the city’s sensitive natural and historic resources. Equally important, however, is the promotion of quality development, in harmony with the natural environment that will serve the current residents of the city and future generations.

There are many areas of unique environmental value including relatively pristine upland hardwood forests; riparian habitats, prairie remnants, and other irreplaceable resources that should be maintained and protected. In addition, the city’s tree canopy should be safeguarded.”

– FOCUS Kansas City Plan

RELATIONSHIP TO PRIMARY ASPIRATIONS

The principles, recommendations and strategies in the open space and environment chapter support each of the primary aspirations as shown below. The “sustainable” aspiration is the most closely aligned with open space and environment strategies.

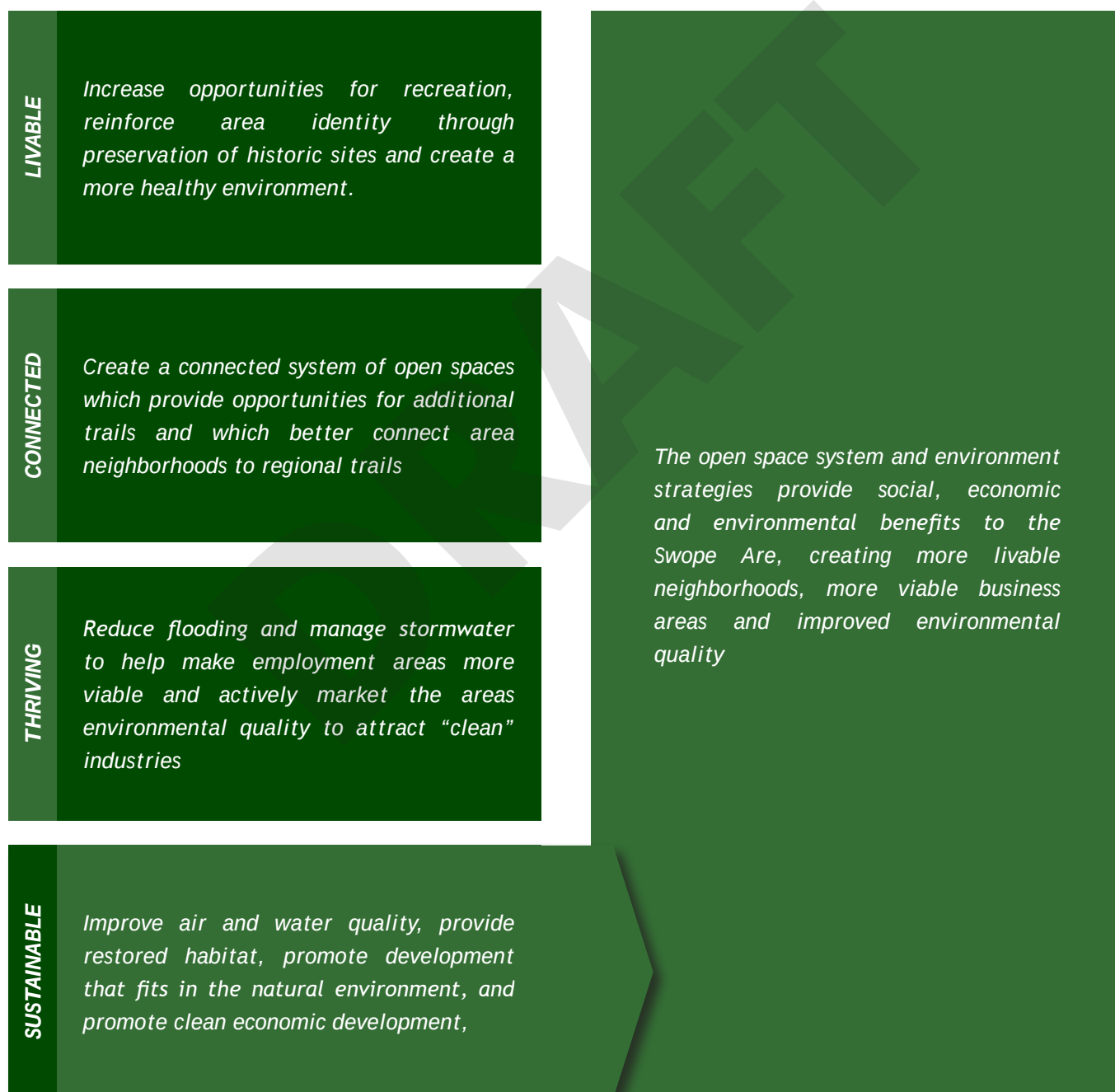


FIGURE 6.0 DESCRIPTION



GUIDING PRINCIPLES

The following principles provide the policy framework for the recommendations and policies that follow for the open space and environment strategies in the swope area. These guiding principles support and provide additional detail for the chapter goal and primary aspirations.

CREATE AN INTERCONNECTED SYSTEM OF OPEN SPACES WHICH INCLUDE OPPORTUNITIES FOR RECREATION, STORM WATER MANAGEMENT AND HABITAT RESTORATION.

These spaces will provide benefits for air and water quality, reduce the urban heat island, stormwater management, trails and recreation, and will provide increased protection for environmentally sensitive areas such as wetlands, flood plains, steep slopes, wildlife habitat areas, unique geological formations, etc. The open space system will also house important cultural and historic landmarks. The planned open space system will build on existing parks and open spaces in the area, particularly along the Blue River Corridor, and will be created through a variety of partnerships on both public and private land. A key component of this open space system will be to implement proposed improvements and enhancements to area parks as proposed in the Kansas City, Missouri Comprehensive, Parks, Recreation and Boulevards Master Plan.

CONTINUE TO IMPLEMENT FLOOD MITIGATION AND OTHER RELATED PROJECTS WHICH IMPROVE THE VIABILITY OF BUSINESS AREAS AND LIVABILITY OF AREA NEIGHBORHOODS.

Flood control improvements have been underway for some time on both the Brush Creek Corridor and the Blue River Corridor. It is important to sustain funding and complete remaining projects in these areas. These corridors as well as the other creeks and streams in the area are an important part of the proposed open space system. Habitat restoration and other conservation projects should be pursued, particularly in areas where flood mitigation improvements have resulted in a low quality habitat. There are also areas with high concentrations of septic systems which can impact water quality and neighborhood livability. Strategies should be pursued to ensure that septic systems are properly functioning and eventually to connect homes in the area to the public sewer system.

PROMOTE A LAND USE DEVELOPMENT PATTERN THAT IS CONSISTENT WITH THE CARRYING CAPACITY OF NATURAL RESOURCES.

The land use plan (see page ???) incorporates the proposed open space system and recommends areas where conservation or clustered development should occur to minimize impacts to sensitive environmental areas. Furthermore, inclusion of connected open spaces will be encouraged in new development plans.

PROMOTE “GREEN” SOLUTIONS AND IMPLEMENT SUSTAINABLE INFRASTRUCTURE SOLUTIONS AND ACHIEVE MULTIPLE BENEFITS.

Coordinate Wet Weather Improvements with other neighborhood improvement initiatives, encourage green solutions and 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.

PROMOTE AIR AND WATER QUALITY INITIATIVES.

The open space system will help to improve both water quality and air quality, however additional measures should be pursued. Good air and water quality should be promoted through a variety of initiatives including multi-modal transportation improvements, land development strategies which reduce vehicle miles traveled, and the retention and attraction of environmentally sound, clean businesses and management of urban and agricultural runoff. Air quality can be improved by reducing automobile emissions and attracting nonpolluting businesses. Promotion of green infrastructure and stormwater "BMP's" in new development and public improvements contribute to water quality.



FIGURE 6.1 DESCRIPTION

OPEN SPACE STRATEGIES

The proposed open space system (see map on page ??) is comprised of floodplains and stream corridors, steep slopes, wetlands, parks, transportation corridors and natural depression areas. The system of open spaces and parks combined accounts for approximately 3,600 acres or about 40% of the total Swope area. The system will provide opportunities for recreation, storm water management and habitat restoration, provide important environmental benefits and will also house important cultural and historic landmarks. The following strategies support the development of this open space system.

IMPLEMENT THE PROPOSED OPEN SPACE PLAN (SEE MAP) BY RESERVING FLOODPLAINS, STEEP SLOPES, WETLANDS, DEPRESSION AREAS, AND OTHER SENSITIVE ENVIRONMENTALLY AREAS FROM FUTURE DEVELOPMENT (AT A MINIMUM). THIS PLAN INCLUDES:

- Avoiding development in natural depression areas that hold stormwater
- Creating new wetlands and preserve/expand existing
- Preserve steep slopes and mature wooded areas
- Prevent development in floodplains
- Utilize the open space system for stormwater best management practices (green solutions)
- Incorporate transportation corridors and other public spaces into the open space system as appropriate.

PROMOTE A LAND USE DEVELOPMENT PATTERN THAT IS CONSISTENT WITH THE CARRYING CAPACITY OF NATURAL RESOURCES AND THE ABILITY TO PROVIDE SERVICES.

EMPLOY CONSERVATION AND/OR OPEN SPACE STYLE DEVELOPMENT AT A MINIMUM IN AREAS DESIGNATED AS "CONSERVATION DEVELOPMENT" IN THE LAND USE PLAN.



FIGURE 6.2 DESCRIPTION

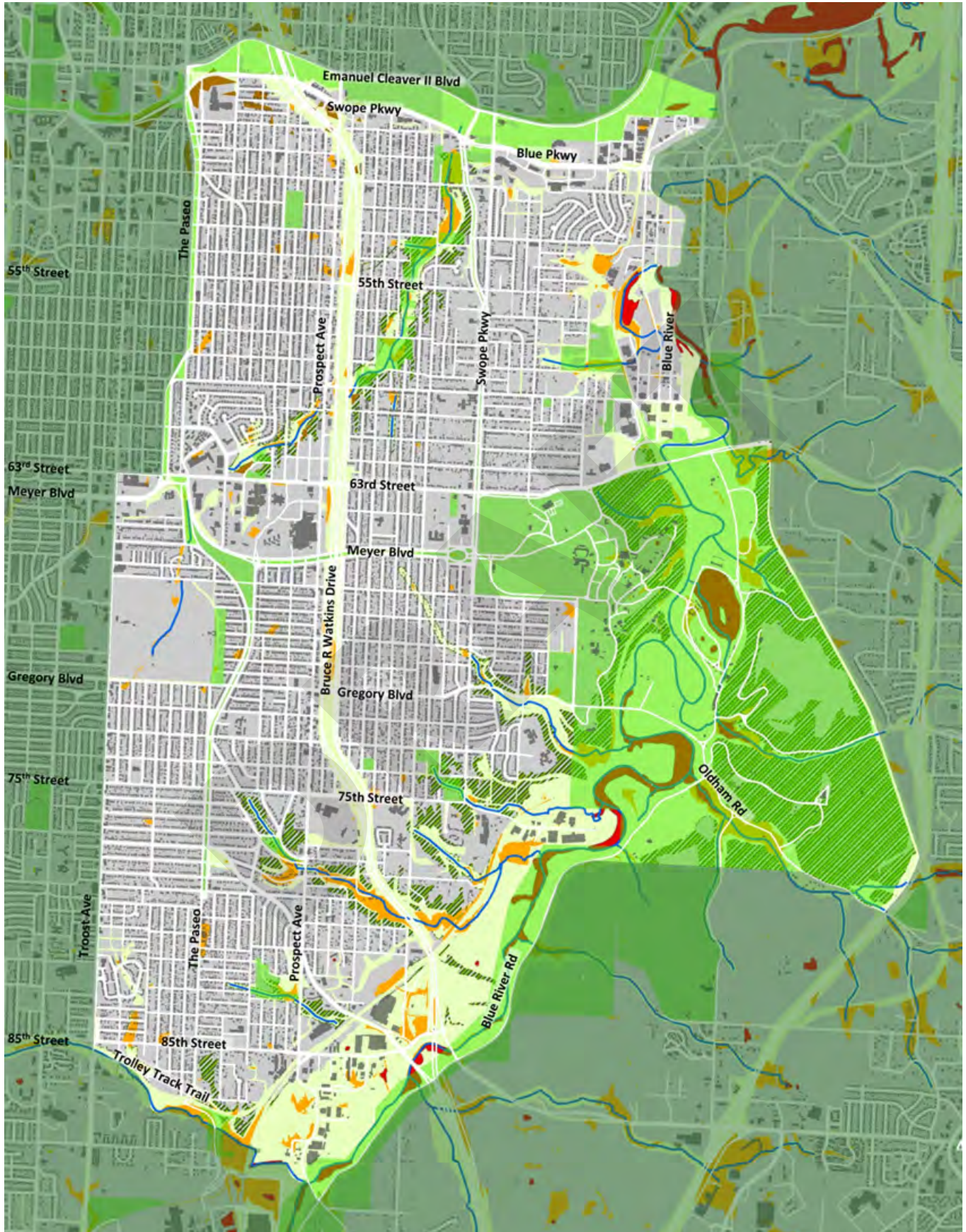


FIGURE 6.3 OPEN SPACE PLAN

INCORPORATE THE OPEN SPACE SYSTEM RECOMMENDATIONS INTO NEW DEVELOPMENT PLANS.

MAINTAIN AND FREQUENTLY UPDATE THE OPEN SPACE AREAS MAP AS NEEDED.

- Utilize Mid-America Regional Council's Natural Resources Inventory to update map and prioritize habitat restoration areas and conservation areas.
- Review revised floodplain maps for the Swope area when completed and integrate the results into the land use plan and the open space plan.

PURSUE HABITAT RESTORATION AND CONSERVATION PROJECTS.

- Create criteria to identify priority habitat restoration areas. Proactively identify priority and sensitive areas and implement restoration and conservation measures.
- Evaluate properties being earmarked for development to determine the merits of maintaining these properties, or portions of these properties, as open space.
- Pursue options and funding sources for the periodic acquisition of properties and easements.
- Partner with land trusts to secure open space lands and to assist in the stewardship of these lands.

ENHANCE, EXPAND, AND/OR CREATE PARKS AND RECREATIONAL FACILITIES AND OPPORTUNITIES.

- Implement proposed improvements and enhancements to area parks as proposed in the Kansas City, Missouri Comprehensive, Parks, Recreation and Boulevards Master Plan.
 - See Swope Park sub area plan for detailed recommendations for Swope Park.
- Preserve and improve public access to the Brush Creek Trail, Town Fork Creek Trail, Blue River Trail and Trolley Track Trail as well as stream corridors throughout the Swope Area.
- Develop a network of trail systems throughout the Swope area (see Transportation Chapter, page ??).



FIGURE 6.4 DESCRIPTION

PRESERVE THE CHARACTER OF HISTORICAL SITES AND STRUCTURES THROUGHOUT THE SWOPE AREA.

- Develop an inventory and map of local historic sites and buildings.
- Investigate the merit of establishing historic district(s) within the Swope Area.
- Seek local and national historic registry designation for worthy properties.
- Work with the Civil War Round Table and the Parks and Recreation Department to preserve and restore the Byram's Ford Battlefield site.
 - Implement the master plan for the Big Blue Battlefield Park (see page???)
 - Implement greenway elements proposed in the Blue River Greenway Master Plan (see page ??)



FIGURE 6.5 BYRAMS FORD BATTLEFIELD



FIGURE 6.6 BIG BLUE BATTLEFIELD PARK

STORMWATER MANAGEMENT, FLOOD MITIGATION, AND SEWER STRATEGIES

IMPLEMENT STORMWATER IMPROVEMENTS AS RECOMMENDED IN THE KCONE PLAN, THE OVERFLOW CONTROL PLAN AND THE THREE WATERSHED PLANS IN THE SWOPE AREA: TOWN FORK CREEK, MIDDLE BLUE AND BRUSH CREEK.

- Continue to look for ways to incorporate additional green solutions and implement community benefits and neighborhood development initiatives as improvements are made.

IMPLEMENT BEST MANAGEMENT PRACTICES (GREEN SOLUTIONS).

- Implement green and sustainable stormwater solutions in Public Spaces:
 - Design streetscape improvements to include green solutions.
 - Implement an Urban Forestry program to include both streetscaping as well as trees in permanent open spaces (e.g. highway right-of way).
 - Implement green solutions in City-owned facilities.
- Require BMP's in new development and implement BMP's in the Open Space system (see map).
- Possible green solutions to be incorporated into the design are:
 - Implement the Stream Setback requirements for new development
 - Reserve large open spaces for infiltration
 - Vegetation such as native grasses and shrubs and trees that use large quantities of water
 - Integrate pervious pavement
 - Curb extension swales
 - Street trees
 - Permeable pavement sidewalks
 - Use of permeable pavement outside of road ways
 - Green roofs

- Stormwater planters
- Capture and reuse stormwater

SEE MARLBOROUGH CATALYST SUB AREA PLAN ON PAGE ??? FOR MORE DETAILED RECOMMENDATIONS FOR THE MIDDLE BLUE BASIN/TARGET GREEN PROJECT.

FLOOD CONTROL STRATEGIES

- Continue improvements to the Brush Creek Corridor and the Blue River Corridor to ensure that flood protection work is completed in these two important areas.
- Coordinate habitat restoration and conservation projects with flood control projects and in areas where flood control projects have been previously completed.
- Utilize the Middle Blue River Federal Urban Waters partnership to coordinate initiatives and to collaborate to pursue funding opportunities.
- See Brush Creek and Blue River sub area plans on page ??? for more detailed recommendations for each of these areas.



FIGURE 6.7 DESCRIPTION

SEWERS AND SEPTIC SYSTEM STRATEGIES

- Develop a strategy to provide sewers to existing neighborhoods and to connect homes currently on septic systems (see map).
- Develop a specific rules and guidelines for septic system closure in the Swope area, including a septic system inspection program..
- The City will be making a significant investment in the Septic Tank Closure Program as part of the Overflow Control Program; this program should be investigated to determine its applicability to the Swope area.
- Many homeowners' properties will not be adjacent to the trunk sewer lines, and thus there will be branch sewers required. Payment for these branch sewers, if not funded by the City, may require the formation of sewer districts. Districts would allow homeowners with septic systems benefiting from the branch sewers to share the cost of the conveyance to the trunk sewer lines.
- The City currently has a Supplemental Environmental Project (SEP) program which can provide grants for income qualifying households/homeowners. This program helps pay the cost of taking homes off of septic systems and connecting them to sewers where they are available.
- Homeowners with septic tanks could be required to connect to the sanitary sewer system at their own cost, once sewer is available in their area and their septic system fails. Failure would be identified during inspections, which would occur upon the sale of a home. Failure could be defined as:
 - Sewage surfacing (indicating a leach field failure)
 - Structural damage (crack in the tank)
 - Percolation tests
 - Other methods to be determined by the City

KEY ACTIONS AND STRATEGIES – OPEN SPACE AND ENVIRONMENT

- Proactively identify priority and sensitive areas and implement restoration and conservation measures
- Update and maintain the Open Space Plan - Review revised floodplain maps and Utilize MARC Natural Resources Inventory to update map and prioritize habitat restoration areas and conservation areas
- Implement proposed improvements and enhancements to area parks as proposed in the Kansas City, Missouri Comprehensive, Parks, Recreation and Boulevards Master Plan.
- Implement stormwater improvements as recommended in the KCONE Plan, the Overflow Control Plan and the three watershed plans in the Swope Area: Town Fork Creek, Middle Blue and Brush Creek.
- Continue to look for ways to incorporate additional green solutions and implement community benefits and neighborhood development initiatives as improvements are made
- Continue improvements to the Brush Creek Corridor and the Blue River Corridor to ensure that flood protection work is completed in these two important areas
- Coordinate habitat restoration and conservation projects with flood control projects and in areas where flood control projects have been previously completed.
- Work with the Civil War Round Table and the Parks and Recreation Department to preserve and restore the Byram's Ford Battlefield site
- Develop a strategy to provide sewers to existing neighborhoods and to connect homes currently on septic systems



FOCUS AREA: BLUE RIVER AND SWOPE SUB AREA PLAN

The Open Space and Environment Chapter includes a sub area plan for the Blue River Corridor and Swope Park Target Area.

The Blue River Corridor has been the focus of major public investments in flood control since 1970. The corridor is home to employment areas, natural areas and regional recreational destinations like Swope Park. With a new Federal Partnership focused on the corridor there additional opportunities for economic development, habitat restoration, greenway and trail development. Swope Park serves as a vital resource to the metropolitan community with more than 1,800 acres of land. An abundance of natural and built resources exist within the park creating a unique environment unmatched in the metropolitan area. Resources such as the Kansas City Zoological Park, Starlight Theatre, Kessler Commons, Swope Memorial Golf Course, Heart of America Golf Academy, Blue River and the Lakeside Nature Center make Swope Park the crown jewel of the Kansas City parks system.¹ For these reasons the Blue River Corridor and Swope Park have been selected as focus areas.

There are two plans with specific strategies for the Blue River and Swope Park area: the Blue River Greenway Master Plan (2005), and the Swope Park Master Plan (2008). Other major initiatives in the area are the Blue River Flood Control project and the Middle Blue River Federal Urban Waters Partnership which is sued to coordinate many of the activities in the area. Key elements of each of these are discussed below. However, each plan should be consulted for more detail about proposed projects and initiatives. The Swope Area Plan will be the plan of record for the area and its recommendations will supersede the plans summarized below in instances where there are inconsistencies and discrepancies. Specific strategies for the Blue River and Swope Park sub area are summarized here:

General recommendations for the area:

- Continue to strengthen and support the Middle Blue River Federal Urban Waters Partnership. Use the Middle Blue River Federal Urban Waters partnership to coordinate projects, help to break down federal program silos to better coordinate and target federal investments, and work with local community partners to leverage additional resources.
- Implement trails and greenway recommendations in the Trails KC Plan and Blue River Greenway Master Plan.
 - Construct neighborhood connector trails as segments are completed to improve access to the trail.
- Complete flood mitigation projects in the Dodson and Swope Park Industrial areas and other related projects (e.g. access improvements)
- Implement preservation and enhancement of Byram's Ford Battlefield site (see Big Blue Battlefield Master Plan)
 - The Interpretive and Development Plan for Byram's Ford Big Blue Battlefield should be implemented, including interpretive and directional signage, and pedestrian trail
 - See also Blue River Greenway Master Plan
- Implement the recommended improvements and in the Swope Park Master Plan.
 - Coordinate implementation of the plan with other initiatives.
- Use MARC Natural Resources Inventory data and the Blue River Greenways Master Plan to identify and prioritize habitat restoration and conservation areas.
 - Develop a strategic plan for habitat and conservation projects.

1

The Master Plan for Swope Park, 2008



FIGURE 6.8 BLUE RIVER CORRIDOR AND SWOPE PARK

- Coordinate efforts with other planned initiatives in the corridor (e.g. adjacent redevelopment, trail construction, etc..)

BLUE RIVER GREENWAY MASTER PLAN

A number of potential greenway elements are proposed for 24 sites along the Blue River corridor.¹ Those within the Swope area are summarized below (see map):

- Site 1 – Bannister Road Complex - Erosion control and stabilization measures should be implemented to prevent degradation of the tributary. Vegetation should be managed to promote native species and control noxious invaders.
- Site 4 - Swope Park Area - Ecosystem and habitat projects in the Swope Park area should focus on preservation and enhancement of the habitats that are in place. Stabilization of the stream channel is critical in some areas of Swope Park.
- Site 5 - Byram's Ford Big Blue Battlefield - Protection and enhancement of vegetation, particularly wetland woods and other forested areas. Consideration should be given to establishing vegetation that was present at that time of the battle.
- Site 6 - North of Byram's Ford Big Blue Battlefield - Protect and enhance forested areas through supplemental planting and management. Relocate non compatible land uses and restore to a prairie habitat. Provide trail links to neighborhoods and single -track trails.
- Site 8 - Brush Creek Confluence - This area should be developed as a park, with a mix of active and passive land uses. Stabilize channel slopes of both the Blue River and Brush Creek. Establish equestrian and bike trail linkages from the Blue River.

MIDDLE BLUE RIVER FEDERAL URBAN WATERS PARTNERSHIP

The Middle Blue River in Kansas City, MO is one of eleven newly selected locations for the nation's Urban Waters Federal Partnership. The Kansas City Missouri Partnership has formed around four existing projects, three which are within the Swope Area (see map):

- Blue River Greenways Ecosystem Restoration Project -Study to determine the habitat restoration potential for the confluence area, and complete flood inundation mapping and wetland delineation throughout the Blue River and Brush Creek Watersheds.
- Brush Creek Feasibility Study -Watershed management plan for this troubled tributary to the Blue River and their confluence area.
- Upper Blue River Conservation Opportunity Area— The only urban Conservation Opportunity Area (COA) in Missouri, this designation demonstrates the restoration potential that exists from the state line, through the Blue River / Brush Creek Confluence area.

BLUE RIVER FLOOD CONTROL

- Continue to seek funding to complete proposed flood mitigation projects in the Blue River Corridor.
- Continue to look for ways to implement “green” flood mitigation techniques and to restore habitat.
- Complete proposed projects to serve the Swope Park Industrial park and the Dodson Industrial Park (see figures)
 - Swope Park Industrial - Complete flood wall and access improvements
 - Dodson Industrial - Complete Phase 4 flood wall.

1

Blue River Greenway Master Plan, 2005



FIGURE 6.9 EMERGENCY ACCESS & FLOOD DAMAGE REDUCTION PROJECT, SWOPE PARK INDUSTRIAL AREA



FIGURE 6.10 DODSON INDUSTRIAL DISTRICT FLOOD WALL LEVEE

SWOPE PARK RECOMMENDATIONS:

- Implementation of the Swope Park Master Plan (2008) is recommended, which includes recommendations for trailhead/parking areas, rehabilitation of the old nature center, bike/pedestrian trails, reuse of the former nursery, boat launch and fishing access.
- Explore development near the Swope Park Soccer Complex which complement soccer activities and tournaments as well as other park attractions. Potential uses include hotels, shopping and dining within close proximity for visitors to utilize, businesses related to bike/equestrian trails etc...
- Coordinate Improvements with those planned for flood control, habitat restoration, trails and historic preservation in the Blue River Corridor
- Implement gateway and streetscape enhancements at key locations (see map)
- Improve connections to adjacent residential areas. Designate as a pedestrian zone and implement improvements to achieve recommended level of service for pedestrians. Program areas near residential neighborhoods to attract use by residents.
- Emphasize Swope Park as an amenity as part of overall marketing of the Swope area to attract new residents and employers.
- See also Blue River Greenway Master Plan

FOCUS KANSAS CITY PLAN GUIDELINES

The Blue River Corridor is designated as a Natural Corridor FOCUS Kansas City Plan:

- Preserved in a relatively natural state, these corridors are characterized by streams and rivers, greenways, wildlife habitats, and open spaces. They may be experienced directly through trails, trailheads and other access points or indirectly, through view points, which allow observations from outside the corridor.
- Development adjacent to the city's urban waterways should design and provide connections to these corridors to take advantage of recreational and cultural resources along these areas. Like Brush Creek, the city has other urban waterways such as Indian Creek, Blue River and the Line Creek Valley, that have the potential to become settings for quality-of-life amenities. The opportunities along these waterways vary, but can be used for places to gather and recreate. They can also provide a distinct identity and sense of orientation.
- The FOCUS plan recommends that all natural corridors should exhibit:
 - Environmental soundness and/or remediation/reforestation
 - Opportunities for wildlife habitat
 - Continuous and unobtrusive pedestrian and bicycle access
 - A scale and character of economic development appropriate to the nature of the corridor

Plan Number	Plan Element	Priority			Notes
		Short Term	Medium Term	Long Term	
1	63rd Street and Swope Parkway Improvements	●			Pedestrian improvements
2	Meyer Boulevard and Swope Parkway Enhancements	●			Roundabout
3	Welcome Center		●		Visitors center
4	Community Center		●		New facility
5	Festival Center			●	Support for activities
6	Festival Grounds	●			Install utilities
7	Kessler Commons	●			Preserve lawn
8	Jackson Avenue Entrance		●		Additional access
9	Picnic Area Enhancements		●		Maintain facilities
10	Corporate Picnic Area	●			Planned events
11	Starlight Theater	●	●	●	Additional improvements
12	Kansas City Zoo	●	●	●	Update facility
13	Zoo Expansion		●	●	Multiple phases
14	Park District Maintenance Facility and Greenhouses			●	Greenhouse replacement
15	Disc Golf Course	●			Improve course
16	Community Gardens	●			Support activity
17	Lighted Little League Ball Fields		●		Renovate fields
18	Picnic Facility Enhancements	●			Renovate facilities
19	Elmwood Street and Gregory Boulevard Entry Improvements		●		Improve intersection
20	Elmwood Street and 63rd Street Improvements		●		Improve intersection
21	Elmwood Street Extension		●		Boulevard treatment
21A	Mall Drive/67th Street	●			Combine into one
22	Park Entry Drive Extension Extension		●		Extend boulevard
23	Parking Facilities		●	●	Provide safe parking
24	Lewis Road Entry and Realignment			●	Enhance entrance
25	Stadium			●	Large events
26	Multi-purpose Fields		●		Multiple activities
27	Shelter Enhancements	●			Improve facility
28	Hard Court Sports		●		New courts
29	Little League Baseball Complex	●			New fields
30	Softball Complex	●			New fields
31	Swope Park Pool		●	●	Enhance facility
32	Lagoon Picnic Area	●			New picnic facility
33	Existing Shelter	●			Add parking
34	Bike/Hike Trails	●			New trails
35	Lakeside Nature Center	●			Market facility
36	Swope Park Arboretum		●	●	New venue
37	Shirling Nature Sanctuary		●	●	Ongoing stabilization
38	Former Nature Center Building		●		Potential trailhead
39	Ranger Station	●			Police presence
40	Lake of the Woods		●		Wetland filter
41	Picnic Enhancements	●			Update facility
42	Swope Memorial Golf Course	●			Continue improvements
43	Swope Memorial				Recently completed
44	Entry Gateway		●		New signs needed
45	Camp Lake of the Woods	●			Update facility
46	Equestrian Center				New facility
47	Equestrian/Group Camp		●	●	New facility
48	Equestrian Trail	●			Trail enhancements
49	Limestone Glade	●	●	●	Ongoing
50	Property Acquisition			●	Acquisition opportunity
51	Dry-Mesic Limestone Forest	●	●	●	Ongoing
52	Blue River Trail	●	●	●	Planned

FIGURE 6.11 SWOPE PARK MASTER PLAN IMPLEMENTATION MATRIX



FIGURE 6.12 SWOPE PARK MASTER PLAN

HOUSING AND NEIGHBORHOODS

07



GOAL

Develop and maintain the services and 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. Focus on areas of strength and utilize layered approaches to build desirable urban neighborhoods and increase population and employment in the Swope area.



CHAPTER ORGANIZATION

The Housing and Neighborhoods chapter contains a 3 part strategy framework for the revitalization of Swope area neighborhoods, starting with the Guiding Principles, which are the “big ideas” related to the physical development of the Swope area: Stabilize, Revitalize and Maintain. Stabilization strategies are centered on establishing necessary policies and building capacity required to implement future initiatives. Revitalization strategies begin to implement redevelopment efforts (implementing tools and policies established in Stabilize phase). Maintenance strategies focus on sustaining momentum of revitalization initiatives.

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

– FOCUS Kansas City Plan



RELATIONSHIP TO PRIMARY ASPIRATIONS

The principles, recommendations and strategies in the housing and neighborhoods chapter support each of the primary aspirations as shown below. The “livable” aspiration is the most closely aligned with housing and neighborhood strategies.



FIGURE 7.0 DESCRIPTION

GUIDING PRINCIPLES

The following principles provide the policy framework for the recommendations and policies that follow for the housing and neighborhood strategies in the swope area. These guiding principles support and provide additional detail for the chapter goal and primary aspirations. The Housing and Neighborhood framework is organized into 3 primary strategies:

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.

REVITALIZE

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.

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 3 primary strategies are intended to provide some guidance about the general sequence for housing and neighborhood activities. There are some critical path elements embedded 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.

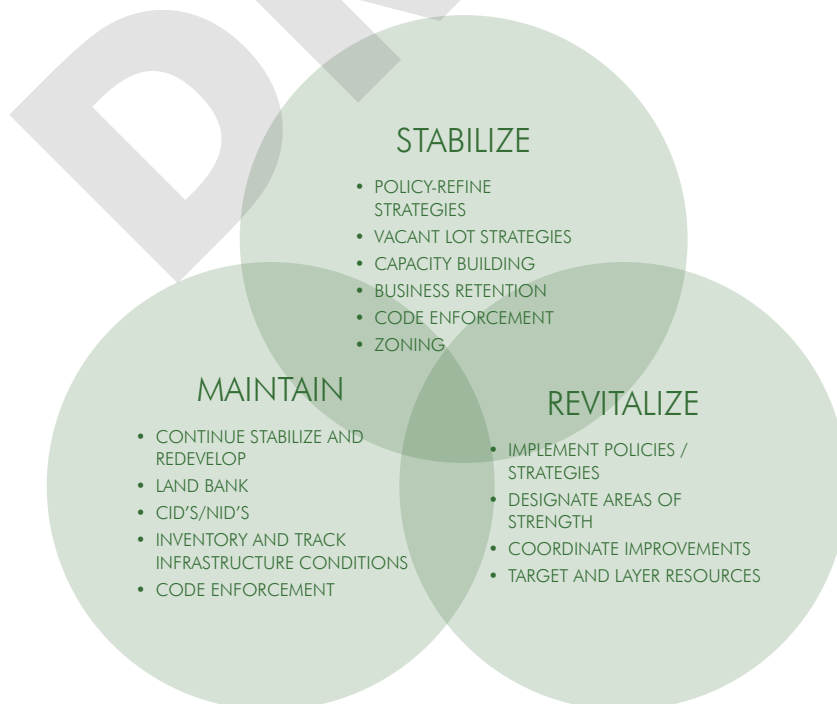


FIGURE 7.1 THREE PRIMARY STRATEGIES DIAGRAM



STABILIZATION STRATEGIES

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

STABILIZE, REBUILD AND MARKET DESIRABLE NEIGHBORHOODS

- Preserve and Enhance Neighborhood Character
 - Implement design guidelines, downzoning and overlay zoning (see Land Use Chapter), development form standards, code enforcement and enhancements to public spaces.
 - Implement overlay zoning or historic districts where appropriate to ensure infill houses are consistent with the historic urban character of area neighborhoods
- Improve code enforcement.
 - Target code enforcement, clean sweeps and rehab to blocks adjacent to areas targeted for redevelopment and to blocks with chronic and long standing problems.
 - Coordinate code enforcement efforts with resources for maintenance/repairs.
 - Train residents to identify and report violations.
 - Continue vacant property registration and rental licensing.
- Improve basic infrastructure and service delivery.
 - Create an inventory and assess the condition of infrastructure within each neighborhood (see Maintenance Strategies).
 - Utilize community surveys to identify City service priorities and needs. Align service delivery and capital improvement funding accordingly.
- Address Foreclosures.
 - Proactively apply homebuyer/mortgage counseling/education, and post foreclosure counseling/assistance.
 - Focus on preventing predatory practices through education and services.
- Improve neighborhood safety and crime prevention.
 - Implement the KC Safe City Initiative Plan (adopted by the City Council in 2002)
 - 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.
- Reduce trash, illegal dumping and litter
 - Measure and track the litter index for the area.
 - Identify priority areas that are highly visible, particularly around image streets and “Focus Areas”.
 - Expand clean sweeps, trash carts and other programs to help reduce and prevent litter.
 - Implement 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

- Implement a 4-part Vacant Lot Strategy:
 - 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”.
 - Continue to partner with area neighborhoods for vacant lot maintenance.
 - Strengthen the 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 lot maintenance.
 - Land Bank would prepare and package lots for redevelopment aligned with plan goals.
 - Speed up delinquency and tax lien process.
 - Work with Jackson County to create an abbreviated tax delinquency process.
 - Adjust property tax structure.
 - Establish a pilot area where land is taxed more than buildings as a dis-incentive for vacant land.
- Implement both short and long term strategies to manage undeveloped/vacant areas.
 - Interim approaches might include urban gardening and opportunities for green storm water mitigation.
 - Long term objective should be redevelopment (see Redevelop strategy below).

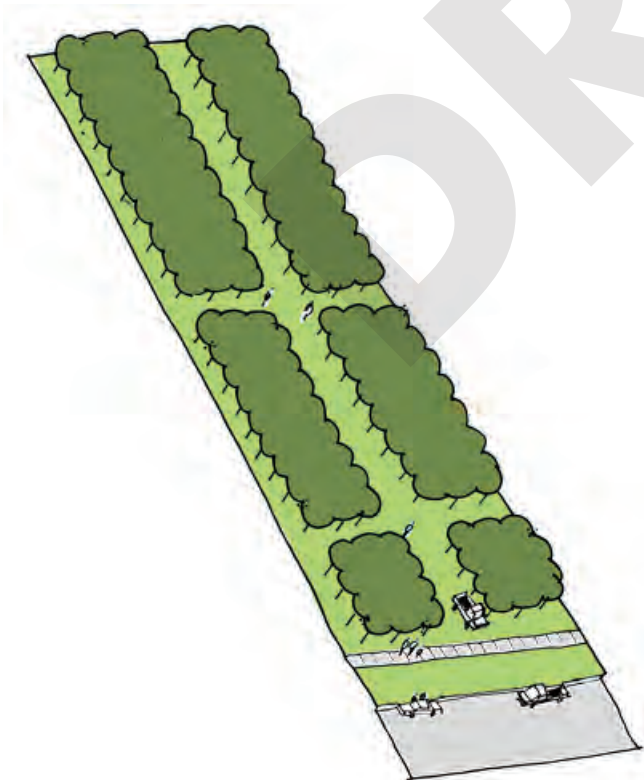


FIGURE 7.2 DESCRIPTION

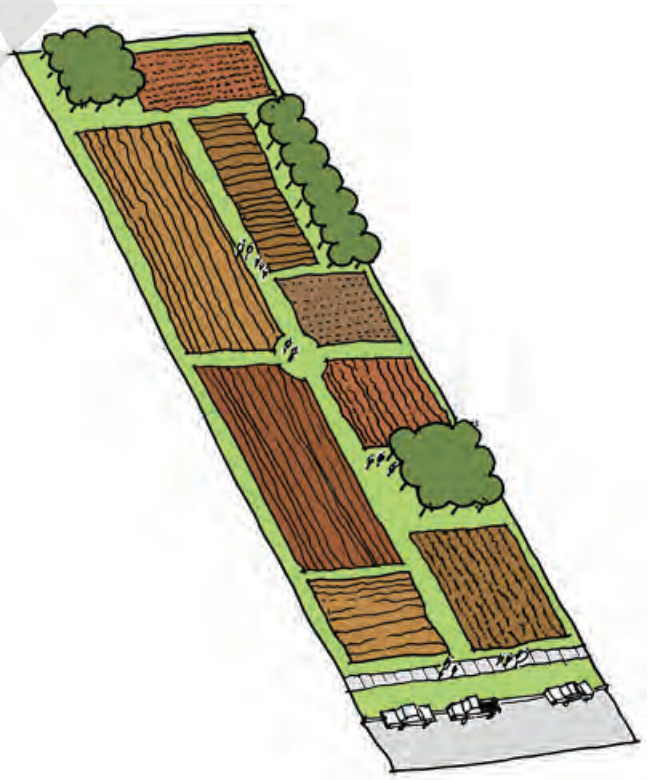


FIGURE 7.3 DESCRIPTION

IDENTIFY ORGANIZATION(S) TO CHAMPION SWOPE AREA NEIGHBORHOODS AND REVITALIZATION EFFORTS AND BUILD CAPACITY (ABILITY TO IMPLEMENT)

- Identify organizations (Community Improvement Districts, Community Development Corporations etc..) within each neighborhood and Focus Area.
 - Create new organizations where needed.
 - Work to align CDC activities with the goals and strategies of the Swope Area Plan.
- Increase capacity of area organizations to carry out the Housing goals (see Maintain strategies).
- 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

- Include an assessment of the housing market and housing needs.
- Include strategies to address housing needs by age, income and other factors and compare to existing supply.
- Include strategies which address capacity building.
- Identify leading public improvements which will leverage additional private investment and/or complement other major investments.
- 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
- Establish goals and policies to guide the Consolidated Plan.
- Coordinate the Comprehensive Housing Strategy with economic development strategies. Pursue a Jobs/Housing Balance (see Economic Development Chapter).



FIGURE 7.4 DESCRIPTION



FIGURE 7.5 DESCRIPTION



REVITALIZATION STRATEGIES

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

FOCUS REDEVELOPMENT AND REVITALIZATION EFFORTS 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 that show recent growth and potential for additional growth. Areas of strength should ideally exhibit the following characteristics:
 - Relate to the Parks, Boulevards and parkways system - Utilize the boulevards and parkways system as well as area parks (particularly Swope Park) as a catalyst and organizing framework for revitalization efforts (in addition to other factors listed below).
 - Have a direct relationship to the Focus Areas (areas where significant public investments have been made) and relate to multiple plan objectives.
 - Have high concentrations of recent private development (residential and commercial) and largest growth and stability in population, housing units and jobs
 - Focus areas of strength around a high performing school or a school which is successful enough to attract families with children.
 - Additional factors which may indicate a stronger revitalization potential include (but are not limited to) a highly organized neighborhood or institutional anchor.
 - Examine existing housing strategy areas and align as necessary with identified areas of strength.
- Create “critical mass” and avoid isolating new developments.
 - Finish an area before moving to adjacent areas.
 - Focus on building neighborhoods, not houses.
 - Initially focus on individual blocks within areas of strength.
 - Stabilize and strengthen surrounding blocks as redevelopment occurs (new infill, rehab, and code enforcement).
- Layer resources together
 - Align the Consolidated Plan, capital improvement planning and other resources to layer funds in “areas of strength”.
 - Pursue funding sources other than traditional HUD funds.
 - Apply development incentives and tools proactively.
- Proactively market initiatives and neighborhoods.
 - Launch a marketing campaign for Swope Area neighborhoods. Include some emphasis on Areas of Strength and Focus Areas
 - Clearly communicate the City’s and community’s commitment and interest in working with the development community to pursue development projects in priority areas.
- Support the development goals of the Brush Creek Corridor Economic Development Plan, 63rd Street Corridor Plan, Marlborough Catalyst Plan, Troost Corridor Redevelopment Plan and other neighborhood plans in the area. These plans are summarized and incorporated in the Swope Area Plan, but they may need to be consulted for more detail about specific actions and strategies related to individual development projects and goals.

PROMOTE DENSITY IN KEY AREAS TO SUPPORT ECONOMIC DEVELOPMENT AND TRANSPORTATION GOALS

- Develop higher density along corridors and within nodes (see Development Form recommendations in the Land Use Chapter).
- Preserve low density areas and prevent encroachment of higher density or non-residential uses.
- Maintain traditionally higher “urban” densities throughout the Swope area as new development occurs.

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.
- 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).
 - Explore 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).



FIGURE 7.6 DESCRIPTION





MAINTENANCE STRATEGIES

Create a Land Bank and other entities (i.e. CID's) to assist with area maintenance and revitalization efforts; inventory and track infrastructure conditions; 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 Stabilization phase.

CONTINUE TO PURSUE STABILIZATION MEASURES

- Continue to implement 4-part vacant lot and code enforcement strategies.
- Continue foreclosure counseling and assistance.
- Continue to build capacity.
- Continue to enhance neighborhood character and create desirable neighborhoods.

TRACK INDICATORS FOR HOUSING AND NEIGHBORHOOD LIVABILITY

- Track and compare investments in both the rehabilitation of existing housing stock and new infill housing developments.
- 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, 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
- Track neighborhood livability indicators:
 - Number of schools open/closed (by type).
 - Crime statistics (trends).
 - Litter index.
 - Access to healthy food
 - Monitor 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.

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 and the "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.

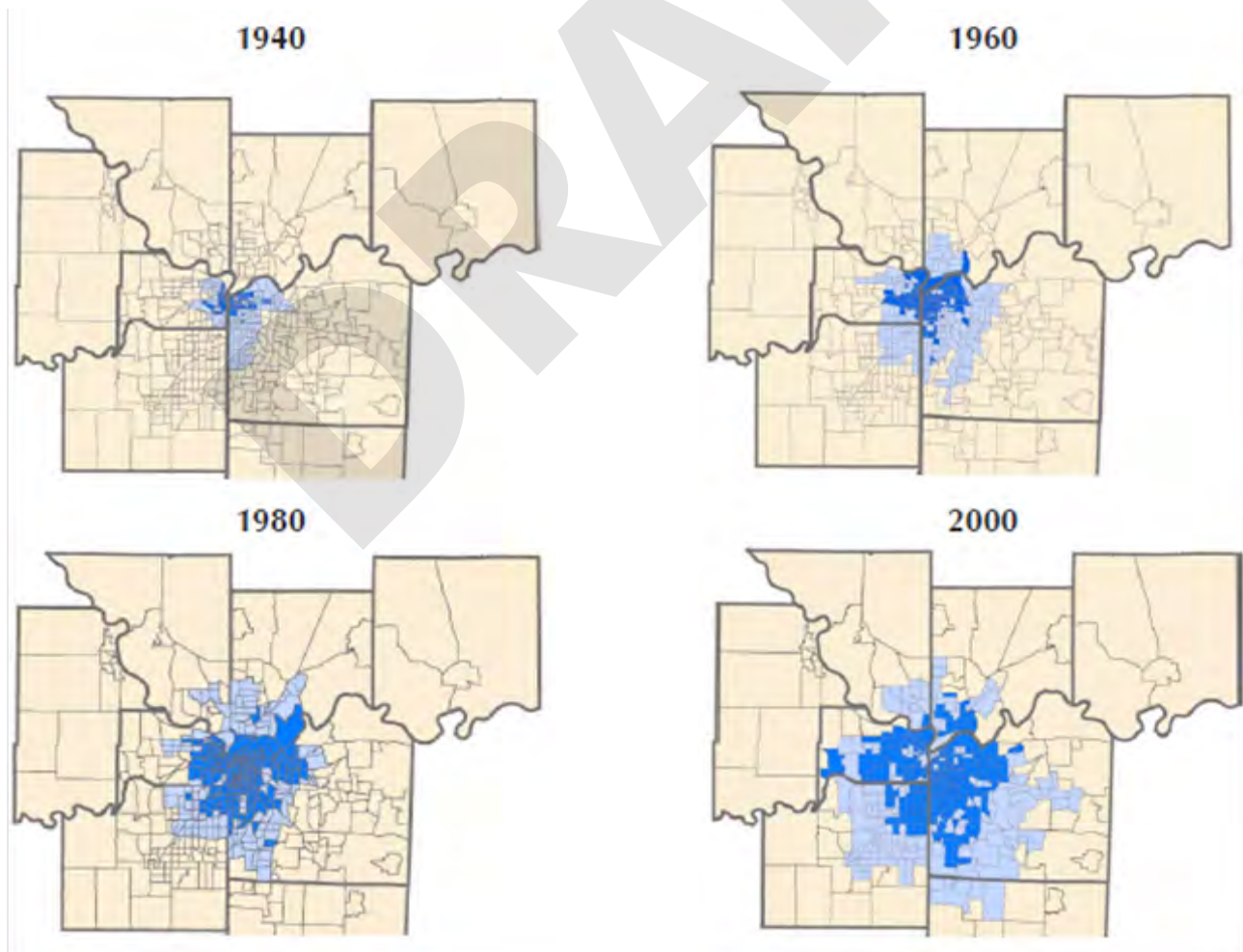


FIGURE 7.7 POPULATION GROWTH AND DECLINE IN THE KC URBANIZED AREA, 1940-2000

**FOCUS AREA: MARLBOROUGH /
MIDDLE BLUE BASIN**

The Housing and Neighborhoods Chapter includes a sub area plan for the Marlborough area and the Middle Blue Basin.

The City of Kansas City, Mo., Water Services Department is implementing green solutions within a portion of the Middle Blue River Basin, generally in the Marlborough area. This project is believed to be the largest project using green solutions for combined sewer overflow control currently being planned for construction in the United States. It represents just one component of the City's commitment to use green solutions to control runoff as part of the Overflow Control Plan. These features include above and below ground improvements that capture and hold storm water. These improvements are being coordinated with neighborhood improvement programs to try to leverage private investment in the area as the City makes this significant investment to improve area infrastructure.

Another recent initiative in the Marlborough area is the Marlborough CATALYST Plan. The Catalyst Plan is an initiative of the Marlborough Community Coalition to discover and develop the rich assets of the five neighborhoods of the Marlborough community (see map), and craft an action plan that will transform this potential into a thriving place to grow up, live and work. Key elements of this plan are discussed below. The CATALYST plan should be consulted for more detail about proposed projects and initiatives. For more information about the plan, visit the website at: www.wearemarlborough.com. The Swope Area Plan will be the plan of record for the area and its recommendations will supersede the plans summarized below in instances where there are inconsistencies and discrepancies.

As improvements are planned and constructed in the Middle Blue basin, there should be coordination with the Swope Area Plan goals as well as the Marlborough CATALYST Plan priorities to look for ways to achieve community benefits as infrastructure improvements are made.



FIGURE 7.8 DESCRIPTION



FIGURE 7.9 DESCRIPTION

Specific strategies from the Marlborough CATALYST are summarized below:

- The community's priorities and the four major projects that emerged from the Catalyst Plan are:
 - Building the capacity of the Community Coalition, which includes identity programs, training programs, and a neighborhood watch network, and sustainably funded community administrator;
 - Revitalizing Marlborough Village, a commercial redevelopment along Paseo between 79th and 82nd;
 - Implementing green infrastructure projects relating to ongoing work with Water Services and job training programs; and
 - Redeveloping Marlborough School, a community hub centered on life-long education and green jobs.

MARLBOROUGH COMMUNITY PRIORITIES

Marlborough residents and business owners identified the following priorities to strengthen the community:

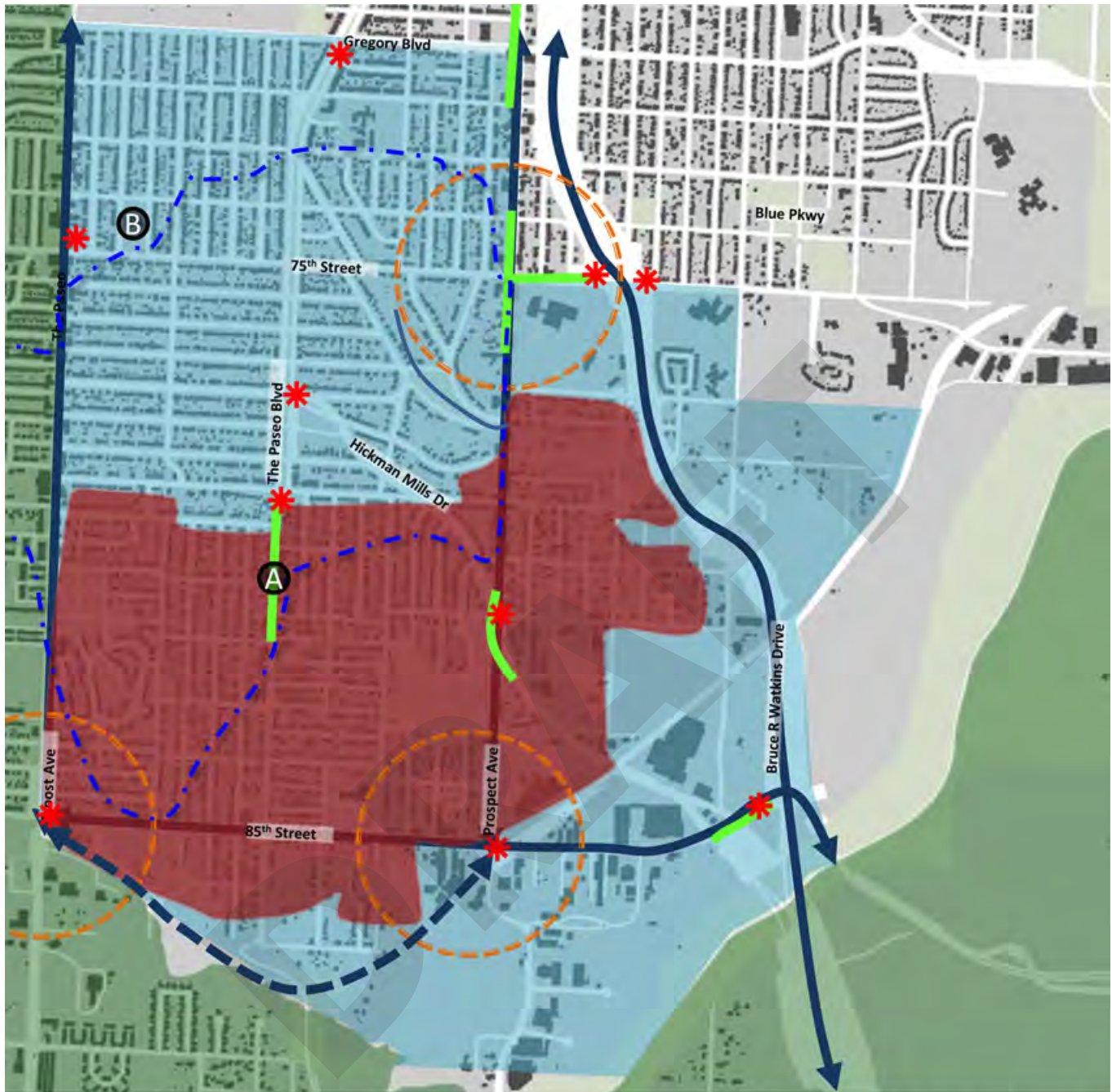
- Increase attention to property maintenance and beautification on private and public properties.
- Build new sidewalks and curbs connected to transit, provide street maintenance, and repair failing infrastructure.
- Support organized community involvement to build neighborhood pride and capacity.
- Improve healthy food access in the neighborhood, as well as awareness of and connection between current healthy food assets
- Promote awareness building/education for parents and kids to support healthy choices and skills.
- Increase availability of programmed activities, recreation, and mentorship opportunities, especially for youth.
- Promote homeownership and landlord accountability.
- Address concerns for safety and perception of crime, especially around schools.
- Create new educational opportunities to develop residents' employment skills and catalyze new businesses.
- Inform the image of the community as a dynamic, innovative environment that will attract residents, visitors, and new businesses.



FIGURE 7.10 DESCRIPTION

Key recommendations from the Swope Area Plan are summarized below:

- The following corridors are identified as Primary Transit Corridors: Troost Ave, 85th Street/Trolley Track (Streetcar), Prospect Avenue and Bruce R Watkins Drive.
 - Create Station Area Plans and encourage Transit Oriented Development near future Streetcar and Bus Rapid Transit stations (see designated TOD areas).
- Implement bike routes and trails.
 - Create new trail on former Rachel Morado Drive to connect The Paseo to new bike route on Hickman Mills Drive. Connect to 85th and Prospect Trolley Track Trailhead.
 - Create new trial connections and bike routes to connect to regional trails (Trolley Track, Blue River (see map).
- Implement streetscape and gateway enhancements at key locations (see map).
- Prioritize pedestrian improvements in “high need areas” (see map page ??), focusing on connecting to activity centers within (or adjacent to) these areas.
- Designate new pedestrian zones and corridors on Troost Avenue, the Trolley Track Trail and Prospect Avenue.



Marlborough Catalyst Area

- Gateway Opportunity *
- Marlborough CATALYST Plan boundary
- Target Green Project Area
- Transit Oriented Development Areas
- Pedestrian "High Need" Areas

Streetscape Segments

Primary Transit Corridors

CATALYST Plan Focus Areas

- Marlborough Village A
- Marlborough School B

FIGURE 7.11 MARLBOROUGH MIDDLE BLUE BASIN AREA

ECONOMIC DEVELOPMENT

08



GOAL

Increase employment opportunities within the Swope area and provide job skills. Focus on proactive, targeted and layered efforts to create an environment which encourages business retention and growth.



DODSON INDUSTRIAL DISTRICT

CHAPTER ORGANIZATION

The economic development strategies for the Swope area are framed by the following three Guiding Principles that shape the more specific recommendations. 1 - Business Strategies are designed to help retain and attract employers to the area and increase job opportunities for Swope residents. 2 - Place Strategies are designed to improve area image and attractiveness. 3 - Workforce Strategies are designed to help prepare the workforce and assist employers with recruitment needs. All of these principles and their supporting strategies are intended to fit within the framework of the Advance KC citywide strategy and policy document for economic development in Kansas City, Missouri.

“According to experts who market Greater Kansas City, business prospects looking for a more “urban” environment or who want to cater to the locational demands of a young, creative workforce, gravitate towards the City of Kansas City. This could be the City’s niche, its most dynamic contribution to the competitive position of the overall metropolitan area. Kansas City should embrace this reality and work aggressively to further differentiate itself as the region’s “urban alternative.”

– **Advance KC Strategic Plan, November 2012**

“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.”

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

DODSON INDUSTRIAL DISTRICT

RELATIONSHIP TO PRIMARY ASPIRATIONS

The economic development chapter supports each of the primary aspirations in the following ways. These descriptions serve to further refine the overall economic development goals for the swope area. The “thriving” aspiration is the most closely aligned with economic development strategies.



FIGURE 8.0 DESCRIPTION

DODSON INDUSTRIAL DISTRICT

GUIDING PRINCIPLES

The following principles create a policy framework to guide the economic development strategies that follow. These guiding principles support and provide additional detail for the chapter goal and the primary aspirations.

BUSINESS PRINCIPLES

Retain and attract employers to the area and increase job opportunities for Swope residents. The priority should be on retaining and expanding existing businesses. Efforts should include improving business outreach and assistance, organizing employers to pursue common goals and targeting job attraction employers to key sectors which show the most promise in the area.

PLACE PRINCIPLES

Pursue code enforcement, crime prevention, critical infrastructure and aesthetic improvements (see recommendations for streetscape and gateways improvements on page ??) in employment areas, particularly along image streets. Improving the image and perception of the area will help to attract employers and new development to the Swope Area.

WORKFORCE PRINCIPLES

Improve access to jobs and assist employers with recruitment needs. 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 (improve the jobs/housing balance).



FIGURE 8.1 DESCRIPTION

ADVANCE KC PRINCIPLES

All of the Swope area economic development strategies are guided by the policies and target areas identified in the Advance KC Plan. All implementation activities related to economic development in the area should fit within the framework established in the Advance KC plan. The AdvanceKC plan is the City's economic development strategic plan and creates a set of strategies to determine how Kansas City, Mo., can effectively use its competitive assets to grow its economy to the fullest potential. By following a formal and sustainable framework to implement the City's highest priority strategies, AdvanceKC enables the City to compete more smartly and effectively for new jobs while better supporting existing companies and entrepreneurs. This AdvanceKC plan is a framework intended to incorporate existing efforts and develop new strategies to provide a blueprint Kansas City should follow to improve its employment and population growth, raise local incomes, and enhance its quality of life. This Strategic Plan is structured to correspond to the following key CATEGORIES OF COMPETITIVENESS that emerged from the extensive research. For each category of competitiveness, one or more actions have been proposed with the greatest potential to move Kansas City forward in its attempts to become one of the nation's top cities and a destination of choice for companies and talent.

- Arts and Leisure
- Mobility
- Business Climate
- Public Safety
- Connectivity and Collaboration
- Talent Development and Education
- Infrastructure Development
- Target Sector Support
- Innovation and Entrepreneurship
- Urban Land Use and Revitalization



FIGURE 8.2 DESCRIPTION



TARGET KEY INDUSTRIES AS IDENTIFIED IN THE ADVANCE KC PLAN

Strategically targeting different areas of employment activity helps communities take advantage of their particular strengths in areas of business, workforce, research capacity, and other resources. Due to the realities of today's economy and limited economic development resources, it is prudent for cities to target those sectors with the greatest potential to create new jobs and raise per capita income.

The graphic below contains Kansas City, Missouri's proposed target sectors. "Targets" reflect a broader base of economic activity, with specific "niches" at their core. For the City of Kansas City, "niches" reflect high-value opportunities for local growth based on competitive strengths in existing employment and other factors. Effective development of these sub-sector niches leads to possibilities for growth of larger target groupings of affiliated companies and employment.¹

Of the target industries and niches identified in the Advance KC Plan the Health Sciences & Services, Specialized manufacturing and Nonprofit Management have the greatest potential within the Swope Area. These target industries should be the focus of business retention and attraction:

- Health Sciences and Services - 41.6% of area jobs (4,344 jobs) are in the Health care sector, due largely to the presence of Research Medical Center and Swope Health Services. This is compared to 14.4% citywide. Efforts should focus on attracting employers that complement health care facilities (hotels, medical equipment, etc..) as well as those that relate more directly to the provision of health care (medical offices, clinics). With the potential for significant new development in the health sciences adjacent to area, there seems to be the potential for growth in this sector as well.
- Specialized Manufacturing – The Swope area is home to ??? manufacturing jobs. Most of these are located in 3 areas: the Blue Banks Industrial area, the Swope Industrial area and the Dodson Industrial area. Recent and continued investments in flood protection on the Blue River and access improvements will help to strengthen these areas.
- Nonprofit Management - Recognize the not-for-profit sector as a growth opportunity in job attraction efforts, particularly schools. An emerging education corridor along 63rd Street and other community development organizations, non-profits and government offices within the Swope area make this a strong employment sector. New tools may be needed to assist with new nonprofits, schools, and institutions in the area that may not benefit from tax abatement or tax redirection. Efforts should include identifying the needs of these employers and identifying development tools to assist.

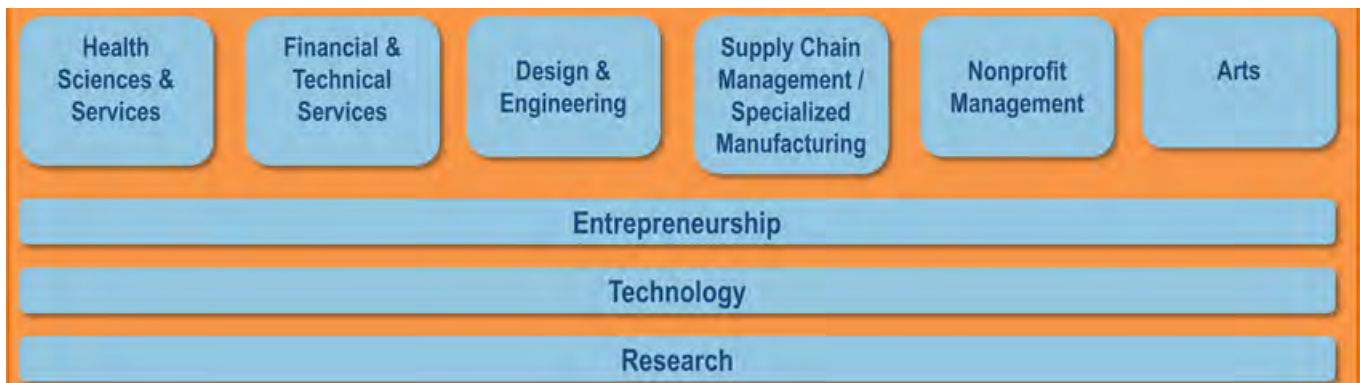


FIGURE 8.3 ADVANCEKC STRATEGIES

1 Advance KC Target Sector Analysis, October 2013

- Tourism/Recreation - An additional niche not identified in the Advance KC plan that is a potential area of strength for the Swope area is to take advantage of the regional entertainment and cultural attractions. Most notable of these is Swope Park which houses the Zoo, Starlight Theater, golf courses, trails and a new Soccer Village (among other amenities). These attractions offer an opportunity to locate complementary businesses nearby which can provide retail, dining and lodging (and other services) for area visitors.
- For each of these target sectors develop a research-supported action agenda and refocus the Business Expansion Support Team on these sectors as recommended in the Advance KC Plan.
- Create niche specific strategies - The specifics for how the City and its Economic Development Corporation work to grow Kansas City's priority target sectors will be crafted and refined in a separate process that should leverage existing employers and sector experts to determine the optimal ways for these targets to be developed. The City and EDC should also work with local and regional partners both in economic development and other fields to support their efforts to most effectively develop the proposed target sectors.¹

PURSUE STRATEGIES TO IMPROVE BUSINESS ATTRACTION AND RETENTION IN THE SWOPE AREA

- Improve small businesses retention and assistance.
 - Small businesses, which account for ??? of area businesses, often 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.
 - Create policies and provide the tools, process and structure to foster small business development.
 - Develop tools specifically designed for small projects and small businesses.
- Direct assistance and retention efforts to better meet the needs of area employers.
 - Utilize an 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.
- Organize Area Businesses and Employers
 - Utilize tools such as Community Improvement Districts to fund needed services and improvements and to champion area businesses and their needs.
 - Increase participation in local business/trade associations.
 - Identify what services are desired by area employers and work with area business organizations to provide.
 - Market services provided by area business organizations.

CREATE A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

- The Economic Development Strategy should include the following components:
 - Provide proactive, outcome oriented strategies, including specific strategies tailored for each Target Sector and each Swope focus area (see page???)
 - Identify locations to proactively apply development tools and public investments and implement other Advance KC recommendations

¹ Advance KC Target Sector Analysis, October 2013



DODSON INDUSTRIAL DISTRICT

WORKFORCE STRATEGIES

IMPROVE THE AVAILABILITY AND PREPAREDNESS OF THE WORKFORCE FOR AREA EMPLOYERS

- Conduct focus groups and business interviews to determine the types of recruiting assistance needed.
- Work with employers to identify those skills which are in demand or are lacking and partner with the local schools, Metropolitan Community Colleges, the Full Employment Council and others to develop strategies.

IMPROVE ACCESS TO JOBS FOR AREA 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.
- Improve the Jobs/Housing Balance
 - Strategies to improve the jobs housing balance include (but should not be limited to): training area residents to meet the workforce needs of area employers; attracting employers who provide jobs that better align with the skills and education of area residents; and transportation system improvements that better connect area residents with area jobs.
 - Conduct a study of area residents and area jobs to determine the extent to which jobs are in balance with the workers who live in the area. Efforts should look beyond the Swope Area boundary and include some analysis of workers and jobs within 3 miles.
 - 10,462 residents leave the area to work each day, while only 747 residents remain in the Swope area to work. 9,696 workers come into the area each day.
 - The Swope area is relatively balanced in terms of the number of jobs located in the area compared to the number of residents. The area is less balanced when it comes to the income of area residents compared to the wages earned by area works. This results in a large number of residents leaving the area to travel to work while a similar number of workers come into the area each day
 - The extent to which more jobs are available in the Swope area for area residents will potentially reduce commuting time and expense, decrease congestion and improve air quality.
 - Work with area major employers to explore offering incentive programs for employees who live near work.

The degree to which the jobs in a 3-mile ring are in balance with the workers living there, both in terms of raw numbers and wages. Differences in wages imply differences in skill. Blue in the job-worker map means there are more workers than residents. Blue in the income-wage map means that workers have higher average wages than residents. In both cases, red means the opposite. Source: LEHD Origin-Destination Employment Statistics (LODES), 2011

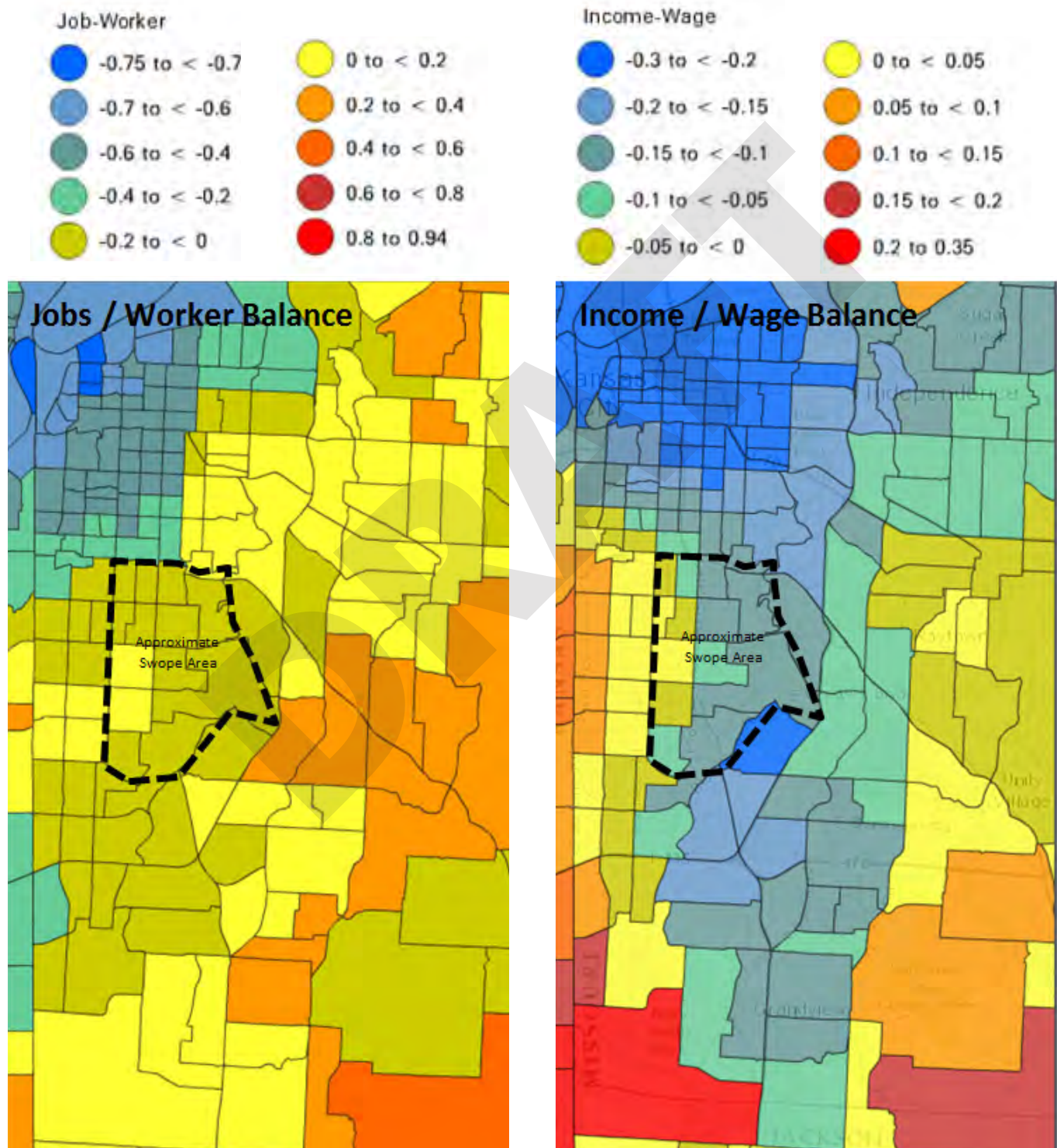


FIGURE 8.4 MID-AMERICA REGIONAL COUNCIL & LEHD ORIGIN-DESTINATION EMPLOYMENT STATISTICS (LODES), 2011



DODSON INDUSTRIAL DISTRICT

PLACE STRATEGIES

TARGET REDEVELOPMENT TO FOCUS AREAS

- Proactively target resources to incent development.
 - Identify areas with the greatest potential for long term, sustained success and areas where there has been significant public and private investments .
 - Coordinate where possible with Housing and Neighborhood Development strategies, capital improvement projects and development initiatives.
- Leverage the momentum of recent successes. Complete projects already started.
 - Target economic development and other initiatives to the Focus Areas (see page ???).

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.
- 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.

REVITALIZE SWOPE 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).
- Implement streetscape and gateway enhancements to improve area appearance see page ???)
- Ensure high quality development and explore code enforcement along area image streets
- 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).
 - Require projects to explore multiple community benefits.

REVITALIZE STRUGGLING COMMERCIAL CORRIDORS

- 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).
- 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.
 - Initial priority for organization efforts should be the Prospect Corridor and the brush Creek Corridor

ESTABLISH AND TRACK BENCHMARKS/METRICS

- Retail vacancy/rents
- Taxable Sales
- Jobs and Number of Establishments
- Unemployment (area residents)
- Population/Households
- Industrial vacancy/rents
- Office vacancy/rents
- Periodically update survey of Swope Area employers to track changes in employers' perceptions and needs



FIGURE 8.5 DESCRIPTION



FIGURE 8.6 DESCRIPTION



FOCUS AREA: BRUSH CREEK CORRIDOR

The Economic Development Chapter includes sub area plans for two Focus Areas: the Brush Creek Corridor and the 63rd Street Corridor.

Since 1991, the Brush Creek Corridor has been the recipient of more than \$131 million in public investments for flood control, new bridges, trails and enhancements and an additional \$30 million worth of projects are planned. These public investments have resulted in more than \$1.2 billion in private investment and new development.¹ The corridor has become a true community asset and a model for urban flood mitigation projects. However, many areas along the corridor remain underutilized or vacant and there is the potential to realize additional revitalization and investment. This is why the corridor has been selected as a focus area.

There are several plans with specific strategies for the Brush Creek Corridor. These include: the Brush Creek Corridor Land Use and Development Plan (1998), and the Brush Creek Corridor Economic Development Plan (2003) and the Brush Creek Master Plan (???year??). Key elements of each plan as they relate to the Brush Creek Corridor within the Swope Area are discussed below. However, each plan should be consulted for more detail about proposed projects and initiatives. The Swope Area Plan will be the plan of record for the area and its recommendations will supersede the plans summarized below in instances where there are inconsistencies and discrepancies.

Specific strategies for the Brush Creek Corridor as they relate to each Primary Aspiration are summarized here:

THRIVING

- Increase density and allow more intense development along the major streets which define the north and south edges of the corridor.
 - Corridor continues to be developed as a mixed-use corridor, home to residential, commercial and office, industrial, institutional, educational and recreational land uses.
- Implement the redevelopment recommendations of the Brush Creek Corridor Land Use and Development Plan and Brush Creek Economic Development Plan (see map for identified areas). Refer to plan documents for more detail.
 - Swope Parkway – Mixed use development. Both the Brush Creek Land Use and Development Plan and the Brush Creek Corridor Economic Development Plan identify this as a development area. Located along the south side of the creek this area represents one of the only remaining large scale development opportunities adjacent to the creek. The Brush Creek Corridor Economic Development Plan suggests the following illustration as a potential development scenario for the area, which includes retail, restaurant and office uses.
 - Cleveland Corridor – Housing, institutional and recreation based neighborhood revitalization. This project identified in the Brush Creek Land Use and Development Plan involves rehabilitation and infill construction of single family homes to take advantage of the recreational enhancements and institutional anchors in this corridor along Cleveland Ave between 43rd Street and 54th Street.
- Explore creation of a Community Improvement District along the Brush Creek Corridor as recommended in the Brush Creek Corridor Economic Development Plan.
- Develop strategies and resources for land acquisition, clearance and environmental remediation in development areas (see map)

- Continue to implement and complete an update of the Brush Creek Corridor Land Use and Development Plan and Brush Creek Corridor Economic Development Plan in order to determine which projects are completed, which still need to be initiated and which are still viable and/or relevant. And also to determine a new set of corridor priorities and apply the Swope Area Plan policy framework at the corridor level.
- Continue to seek opportunities to capitalize on the Corridor's dominant characteristics: Brush Creek, the adjacent parkland, and the support of the many community anchors located along the Corridor, from Elmwood Avenue to State Line Road.
- Focus business attraction to Advance KC target sectors. The most relevant to the brush Creek Corridor are Health Sciences and Services and Nonprofit Management.

CONNECTED

- Continue trail improvements.
 - Plan and construct connections of the Brush Creek Trail to the Blue River Trail and the Town Fork Creek Trail
 - Create more frequent and convenient pedestrian access to the Brush Creek trail.
 - Implement the Brush Creek Parkway Master Plan and the development of the Brush Creek Corridor Cultural Trail.
- New Pedestrian Zone designation for east end of corridor
- Designation of Emanuel Cleaver II Blvd, Swope Parkway and Blue parkway as a Primary Bike Route and expansion of bike route designation along Swope parkway
- Designation of Swope Parkway and Blue parkway as a Primary Transit Corridor
 - Explore a future east-west enhanced bus route (MAX route)
 - Create Station Area plans and apply TOD development standards at Prospect Avenue/Bruce R. Watkins Drive and Elmwood/Swope Parkway

LIVABLE

- Designation of Emanuel Cleaver II Blvd, Swope Parkway and Blue parkway as Primary Image Streets which are priorities for streetscape enhancements and recommended for highest quality development
- Actively support strategies that will enhance neighborhood revitalization and housing improvements
 - Encourage and develop relationships between developers in the corridor and the existing neighborhoods that would be mutually beneficial. General improvement of the corridor would provide economic benefits to both residents and developers. It is also recommended that those developers within the corridor be strongly encouraged to assist in the funding of improvements to adjacent neighborhoods
- Implement additional gateway and streetscape enhancements at key locations (see map)
- Implement design guidelines for the corridor (see Brush Creek Corridor Land Use and Development Plan) and continue the development review process for the corridor (in addition to the Development Form guidelines in this plan)

SUSTAINABLE

- Continue investments in enhancements, trails, flood control and other public improvements as needed to advance corridor goals and incent new development
 - Identify opportunities to layer additional resources (e.g. housing resources) and other programs to achieve multiple benefits and have a greater overall impact.
 - Implement improvements in the Bruce R. Watkins Reach - Planning is underway to improve Brush Creek's Bruce R. Watkins Reach from the Prospect Bridge to The Paseo bridge. This multi-purpose project includes a wide array of ecosystem restoration measures along Brush Creek in the vicinity of Bruce R. Watkins Drive, along with compatible flood risk management, recreation considerations, and water quality improvements.



FIGURE 8.7 DESCRIPTION



Brush Creek Corridor Recommendations

Gateway Opportunity *

Existing Gateway *

Trails ---

Bike Routes ---

Streetscape Segments ---

Pedestrian Zone

Pedestrian Zone Expansion

Additional pedestrian crossings

Brush Creek Corridor Land Use and

Development Plan Prototype

Development Areas

Brush Creek Corridor Economic

Development Plan Prototype

Development Areas

Bruce R. Watkins Reach

Development Area Plans

Swope Parkway (see Brush Creek **A**
Corridor Land Use and Development
Plan)

Swope Parkway (see Brush Creek **B**
Corridor Economic Development Plan)

Cleveland Corridor **C**

FIGURE 8.8 BRUSH CREEK CORRIDOR RECOMMENDATIONS PLAN



FOCUS AREA: 63RD STREET CORRIDOR

The 63rd Street Corridor has been the focus of several planning initiatives, public investments and major redevelopment projects. The corridor is home to major area employers like Research Medical Center, retail shopping and services and several successful schools, including the recently constructed Ewing Marion Kauffman School. Major public investment is planned for the 63rd and Prospect redevelopment as well as the Town Fork Creek watershed and greenway improvements. For these reasons the corridor has been selected as a focus area.

Key Strategies for the 63rd Street Corridor:

THRIVING

- Create mixed use villages at Troost Avenue and Prospect Avenue (Troost Village and Prospect Village - see the 63rd Street Corridor Land Use and Development Plan for specific recommendations).
 - Incorporate 5 principles for neighborhood villages: mixed use, multi-modal transportation, neighborhood enrichment, connections and supporting uses.
 - Prioritize redevelopment of the 63rd and Prospect area (Prospect Village).
 - Implement Troost Corridor Redevelopment Plans recommendations for Troost Village development (see illustration).
 - Consult respective plans for more detailed recommendations for each area.
- Encourage higher density office and residential development along the corridor between the Troost and Prospect Villages.
- Implement the capital improvement recommendations and strategies in the 63rd Street Capital Improvement Plan.

CONNECTED

- Establish pedestrian standards and transit oriented development standards.
- Implement roadway modifications (see 63rd Street Corridor Land Use and Development Plan)
 - 63rd/Paseo/Meyer - Reconfiguration of the intersection to mitigate existing traffic concerns. Include an aesthetic gateway enhancement. Provide a highly identifiable visual landmark and a gateway element for the 63rd Street Corridor.
 - 63rd Street Enhancements - Develop a higher amenity roadway facility from The Paseo Boulevard to Bruce R. Watkins Drive through the incorporation of a more generous landscape treatment, such as a double column of street trees and green space between the roadway and sidewalk.
- New Pedestrian Zone designation for 63rd/Troost and 63rd/Prospect.
- Designation of 63rd Street and Prospect Avenue as Pedestrian Corridors.
- Designation of 63rd Street, Prospect and Bruce R Watkins Drive as Primary Transit Corridors.
 - Explore a future east-west enhanced bus route (MAX route) on 63rd Street.
 - Create Station Area plans and apply TOD development standards at Troost Avenue and Prospect Avenue/Bruce R. Watkins Drive.

LIVABLE

- Create streetscape and gateway enhancements (see map) and establish a special character overlay district for Troost Ave and 63rd Street (see plan documents for more).
- Downzone established commercial districts to a residential designation that limits development to multifamily housing and institutional uses along 63rd Street between designated neighborhood villages.
- Designation of 63rd Street, Prospect and Bruce R Watkins Drive as Primary Image Streets which are priorities for streetscape enhancements and recommended for highest quality development.

SUSTAINABLE

- Create a westward expansion of the Town Fork Creek greenway and trail from 59th and Bruce R Watkins Drive to Meyer Blvd and Troost. The greenway should include green storm water management, trails and other amenities. These improvements should be coordinated with proposed redevelopment at both Prospect Village and Troost Village.

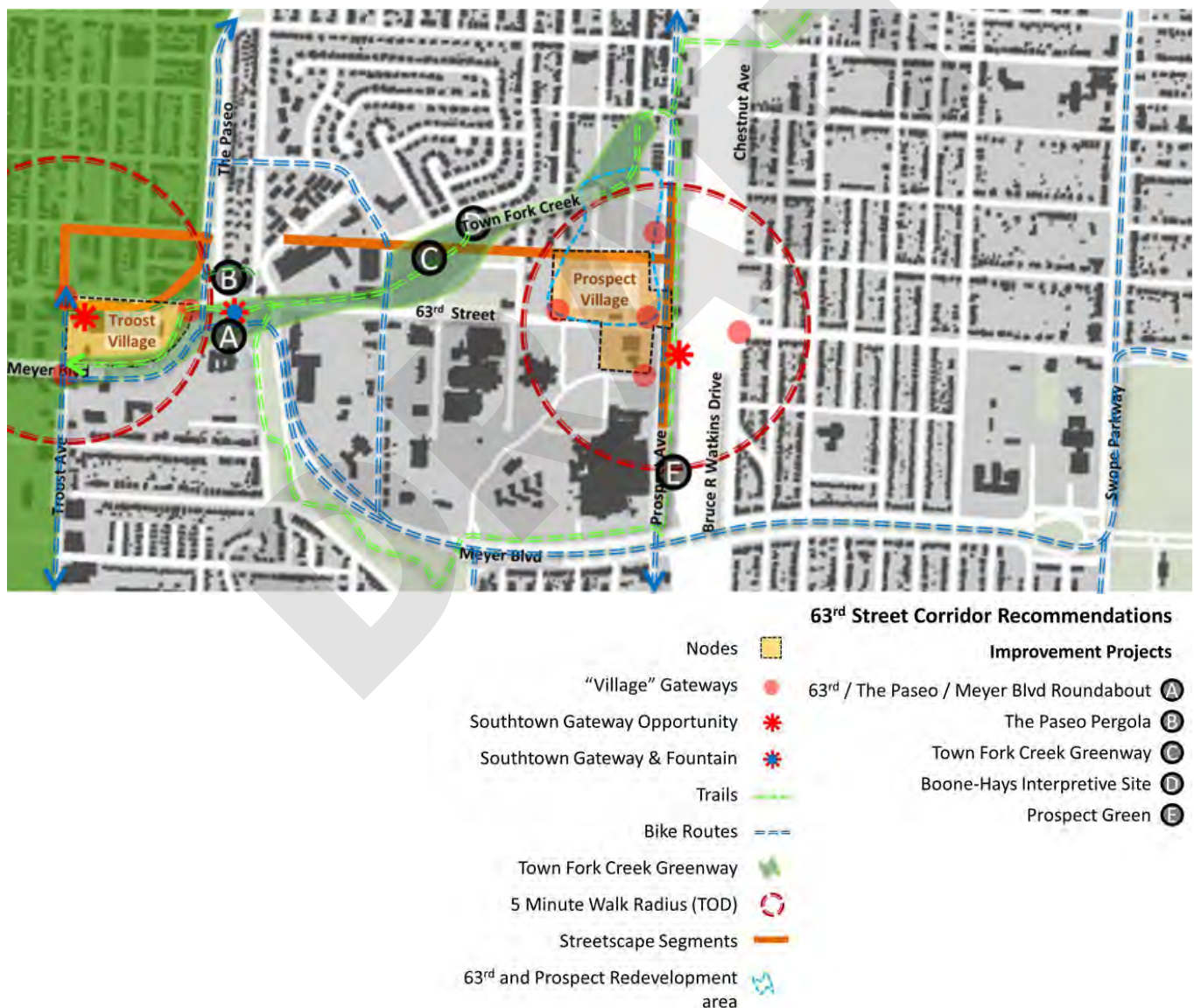


FIGURE 8.9 63RD STREET CORRIDOR RECOMMENDATIONS PLAN

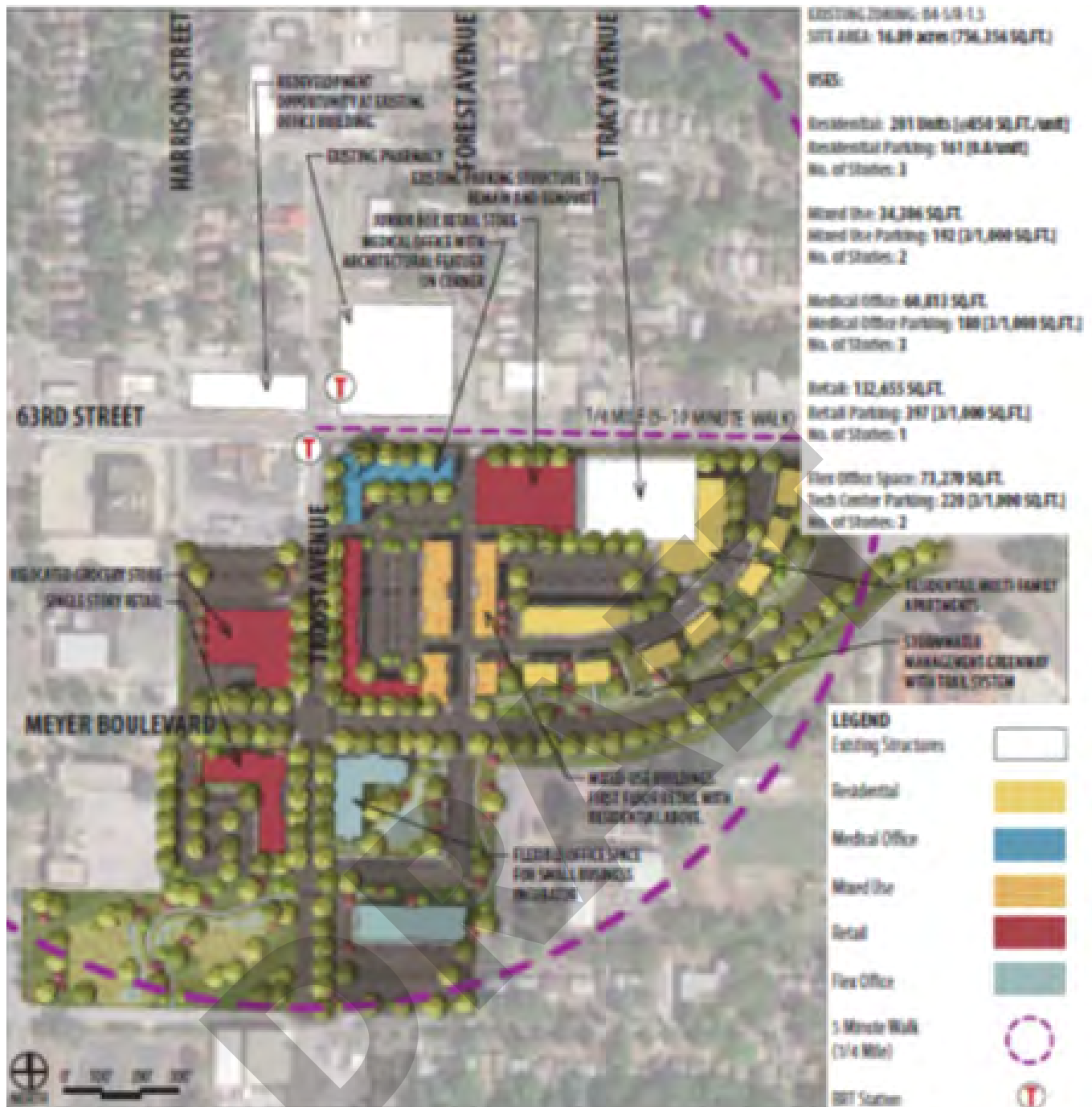


FIGURE 8.10 FINAL PLAN FOR 63RD STREET AND TROOST



FIGURE 8.11 POTENTIAL IMPROVEMENTS AT MEYER BOULEVARD/NEW FOREST AVENUE. IMAGE CREDIT: FREGONESE ASSOCIATES

IMPLEMENTATION

09

DRAFT



GOAL

The Implementation chapter provides an overall framework to realize the plan's vision and aspirations for the area by providing guidance in carrying out projects and initiatives identified in the plan.



CHAPTER ORGANIZATION

The chapter includes an overall framework to guide plan implementation, including overall priorities, what elements and resources are needed to realize the plan vision, how to get started, and what to focus on initially. The Decision Making Criteria provides guidance on how to evaluate future proposals and requests to change the plan to ensure that projects are substantially advancing the goals and aspirations of the plan. The Implementation Matrix identifies a general phasing, cost, and responsible entities to carry out key projects and initiatives recommended in each chapter.

DRAFT



IMPLEMENTATION

The implementation chapter identifies phasing, priorities, and responsible parties to carry out projects and initiatives identified in the plan. The following points represent some of the over-arching elements to guide plan implementation.

PLAN OWNERSHIP AND IMPLEMENTATION OVERVIEW

The plan requires champions. To be successful and realize the plan vision, it is imperative for the community to be a proactive partner to achieve plan goals whether acting independently or working as part of a cooperative effort and to remain engaged in implementation activities. Success also hinges on coordination of City activities, with ownership and responsibility of City agencies. The City and the community must strive to move forward in unison toward common goals.

The first and perhaps most critical step in the implementation program is to organize the community around plan goals and then to build capacity within community organizations to carry out plan initiatives.

Key elements of the 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.

BUILD COMMUNITY ORGANIZATIONAL CAPACITY AND ENGAGEMENT

It is recommended that a coalition and alliance of area community organizations, neighborhood groups and business organizations be created and unified around plan implementation. The following actions are recommended as initial steps to organize the Swope community, build capacity and identify champions.

- Create a unifying Swope Area Coalition to bring all area stakeholders together to work toward common area-wide goals as outlined in the plan. It is envisioned that this new coalition will lead and coordinate the implementation program. The Swope Area Coalition should include neighborhoods, faith-based community, local service providers and community development organizations and area businesses.
- Identify Plan Champions. Not only for overall plan implementation, but individual champions will be needed for each project to maximize the chance of success.
- Build capacity. It is imperative for a successful sustained implementation program to have the staff, resources and skills necessary to carry out initiatives. Initial steps should focus on identifying and securing funding sources to help build organizational capacity with those organizations identified to champion plan goals and initiatives.

- Create supporting organizations for commercial/business districts and corridors. Utilize existing organizations whenever possible to expand into areas where no community organizations exist.
- 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.

ALIGN CITY DEPARTMENTS AND OTHER GOVERNMENT AGENCIES TO IMPLEMENT PLAN GOALS

Another important step in achieving the goals of the plan is to identify and coordinate City departments and other government agencies responsible for implementing recommended plan actions to work towards plan goals and initiatives. This should begin in the early stages of plan implementation and is anticipated to be an ongoing effort.

- 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 City initiated projects from every department happen in conjunction with the Plan.
- Continue dialogue and coordination with departments to ensure that service and project delivery are in line with the goals and priorities of the Swope Area Plan.

STRENGTHEN AREA PLAN IMPLEMENTATION IN CITY ORDINANCES AND POLICIES

Area plan goals, guidelines and projects should be integrated into city codes and ordinances, policy documents and the City's capital improvement planning processes to help ensure consistent implementation of plan goals.

- Implement new codes and ordinances to advance plan goals. Examples include codes related to sidewalk maintenance, new zoning tools and standards for new development that advance area plan goals.
- Integrate area plan recommendations into the capital improvement planning process. Work with the Public Improvements Advisory Committee to consider area plan guidelines and priorities in evaluating project requests. Work with the City Plan Commission to consider area plan recommendations as they review the 5 year capital improvement plan.
- Incorporate area plan goals and recommendations into other City policy documents like the Consolidated Plan, Bike KC Plan and other similar documents.



WHERE DO WE START?

It is recommended that the initial focus of the implementation program should be on two areas where significant projects and initiatives are occurring. Both areas are identified as “Focus Areas” and involve significant public investment. These areas of initial focus are:

- Prospect Corridor – Initiatives in this area include planning for Bus Rapid Transit (BRT), work to create a new Community Improvement District (CID) is underway, and a City-led process to redevelopment vacant land at 63rd Street and Prospect.
- Middle Blue Basin / Target Green – This area was the focus of the recent CATALYST Plan (see page ??) and includes the Middle Blue Basin where extensive improvements are planned as part of the Overflow Control Plan (see page ??). These improvements will be coordinated with other initiatives and investments to improve area neighborhoods and provide multiple community benefits.

Other Focus Areas include the Blue River, Swope Park, Brush Creek Corridor and 63rd Street Corridor. While these areas are not identified as initial priority, it is still important for the implementation program, to provide ongoing and long term support for these areas.

IMPLEMENTATION MATRIX

The general cost, phasing and responsible entities for implementation projects are outlined in the Implementation Matrix on 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 and time frame:
 - Short: 0-2 Years
 - Mid: 2-5 years
 - Long: 5+ years
 - Ongoing
- Relative project cost expressed in general terms:
 - \$\$\$\$ - \$0-\$100k
 - \$\$\$\$ - \$100k – 250k
 - \$\$\$\$ - \$250k-\$1M
 - \$\$\$\$ - \$1M+
- Plan aspiration(s) supported.



AMENDMENTS AND DECISION MAKING CRITERIA

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 should be evaluated by the Implementation Committee and weighed against the Vision Statement, the Plan Aspirations and the Decision Making Criteria prior to being considered by the decision-making body (City Council, Parks Board, BZA, etc.). Examples of the decisions include proposed development or rezoning requests, proposed capital improvements, proposed policy changes or service delivery changes, and activities by community organizations.

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 projects, initiatives or proposals within the plan area:

WILL THE PROPOSED DEVELOPMENT OR ACTION MAKE THE SWOPE AREA NEIGHBORHOODS MORE LIVABLE? EXAMPLES THAT ADVANCE THIS GOAL INCLUDE:

- Create High Quality, Compatible Development and visually attractive Image Streets and corridors.
 - Implement the Land Use Plan and development form guidelines in new development
 - Implement overlay zoning or historic districts where appropriate.
 - Enhance the appearance of Public Spaces and Image Streets through streetscape improvements and development of gateway features.
 - Implement new development standards on Primary Image Streets, Parkways and Boulevards
- Improve and enhance area or neighborhood image. Promote and reinforce area branding or marketing
 - Does the development add value to the neighborhood?
 - Mitigate property code violations, improve area safety, reduce trash
- Improve neighborhood infrastructure.
- Improve service delivery.
 - Build the capacity of neighborhood organizations.
 - Preserve Historic Resources and Landmarks.
- Target Redevelopment to Focus Areas and “areas of strength”.
- Implement the vacant lot strategy
- Incorporate community benefits and neighborhood development initiatives into infrastructure projects and other initiatives.
- Improve transportation options and residents mobility.
- Improve area parks and implement an open space system
- Provide diverse housing options

WILL THE PROPOSED DEVELOPMENT OR ACTION MAKE THE SWOPE AREA MORE CONNECTED? EXAMPLES THAT ADVANCE THIS GOAL INCLUDE:

- Increases connections between area neighborhoods and activity centers.
- Maintain a highly connected urban street grid and pedestrian scale blocks. Avoid street closures and vacations
- Provide pedestrian crossing of major barriers where needed.
- Integrate on-street and off-street bike routes and multi-use trails.
 - Preserve and improve public access to trails.
- Create Complete Streets
- Developments should be walkable, accommodate bike users and connect to adjacent trails and transit stops.
 - Implement pedestrian level of service criteria and pedestrian improvements.
- Implement Transit oriented Development (TOD) along primary transit corridors and near major transit stations

WILL THE PROPOSED DEVELOPMENT OR ACTION CREATE A SUSTAINABLE COMMUNITY? EXAMPLES THAT ADVANCE THIS GOAL INCLUDE:

- Create an interconnected system of open spaces and implement the Open Space Plan.
 - Implement an Urban Forestry program to include trees in permanent open spaces (e.g. highway right-of way).
 - Enhance and expand parks and recreational facilities.
 - Preserve natural drainage systems and create a system of open spaces to help manage stormwater and improve water quality.
- Integrate “green” elements and sustainable approaches to storm water management, energy efficiency, alternative energy production, and sustainable building materials (e.g. low embodied energy) in public improvements and private development.
 - Implement urban gardening and opportunities for green storm water mitigation in area vacant lots.
- Implement sustainable infrastructure solutions that achieve multiple benefits.
- Improve air and water quality through a multi-modal transportation system that reduces automobile emissions.
 - Promote alternative modes of transportation, increase transportation options and decrease dependency on single occupancy automobiles.
 - Promote a land use pattern that is consistent with the carrying capacity of natural resources.
- Creates compact development which minimizes the impact of development on natural systems.
- New development adds value to surrounding areas, promotes physical and social connections and reinforces community identity.
- New development creates safe, healthy and livable communities which meet the daily employment, shopping, care and education needs of area residents.

WILL THE PROPOSED DEVELOPMENT OR CREATE OR ENHANCE THRIVING BUSINESS DISTRICTS AND EMPLOYMENT CENTERS? EXAMPLES THAT ADVANCE THIS GOAL INCLUDE:

- Improve business retention and attraction and target key industries as Identified in the Advance KC Plan
 - The Health Sciences & Services, Specialized manufacturing and Nonprofit Management have the greatest potential within the Swope Area.
- Prepare the workforce, improve access to jobs and assist employers with recruitment needs.
- Improve the area image, attractiveness and appearance.
- Implement marketing and/or branding for the area to encourage new investment and attract people to the area.
- Target development to Focus Areas and ensure the economic development initiatives are working in conjunction with other Focus Area initiatives.
- Create sustainable land use patterns to ensure long term viability of commercial districts:
 - Promote density, particularly in Corridors and Nodes.
 - Consolidate commercial uses to mixed use nodes at major intersections.
 - Encourage mixed use development over single use development.
 - Discourage expansion of commercial zoning for new retail development.
- Revitalize Struggling Commercial Corridors.
- Create special districts (CID's) and incentive areas to assist with revitalization efforts in struggling commercial areas.
- Strengthen industrial areas and identify additional areas for industrial development.
 - Continue to implement flood mitigation and manage stormwater to help make employment areas more viable.
- Ensure adequate vehicular access and capacity to support development goals. Explore new street connections and access where needed.
- Improve the Jobs/Housing Balance by training of area residents; attracting employers who better align with the skills of area residents; and transportation system improvements that better connect area residents with area jobs.

Projects and Policies Aspirations Supported	Responsible Entities:						Timeframe		Cost	Reference
	● Primary ○ Secondary									
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short		\$	
							Mid		\$\$	
							Long		\$\$\$	
							Ongoing		\$\$\$\$	

LAND USE AND DEVELOPMENT

Policies

Proactively apply new zoning tools.										
	●			○	○					
Incorporate minimum development standards (based on the Development Guidelines) into the development code.										
	●			○	○					
Downzone neighborhoods from multi-family zoning to single-family zoning districts where supported by the Land Use Plan.										
	●			○	○					
Implement overlay zoning or historic districts where appropriate.										
	●			○	○					

LAND USE AND DEVELOPMENT

Projects

Implement streetscape enhancements and new development standards to ensure highest quality development and improve the appearance of “image” streets.										
  	●			○	●					
Construct a hierarchy of gateways to provide a visual “point of reference” or “announcement” as well as a visual transition from one area to another.										
 			○	●	○	●				

TRANSPORTATION

Policies

Complete walkability assessments of new pedestrian zones and corridors, identify needed improvements and submit projects for funding.										
 	●		○	○	○	○				

The symbols below each policy correspond to the following Plan Aspirations (see pg. ???)

 - Connected

 - Livable

 - Sustainable

 - Targeted

 - Thriving

Projects and Policies Aspirations Supported	Responsible Entities: ● Primary ○ Secondary						Timeframe	Cost	Reference
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short	\$	
							Mid	\$\$	
							Long	\$\$\$	
							Ongoing	\$\$\$\$	

TRANSPORTATION

Policies Continued

Rework the City's sidewalk maintenance policy.							●												
Amend the Bike KC network accordingly to reflect the routes recommended in this plan.							●		○	○	○	○							
Amend the Major Street Plan to add arterial streets, as recommended in the "Future Street System" map (see "Complete the future street network" below).							●												
Identify road diet candidates and coordinate with priority Bike Routes.							●		○	○	○	○							
Create station area plans for designated TOD areas and implement TOD zoning.							●		○	○	○								

TRANSPORTATION

Projects

Mitigate unsafe Bruce R. Watkins Drive pedestrian crossings. Identify and prioritize locations where safe pedestrian crossings are needed. Plan, design and construct appropriate pedestrian crossing improvements.							●			○		○							
Implement Trail and bike route system.							●		○	○	○	○							

The symbols below each policy correspond to the following Plan Aspirations (see pg. ???)

 - Connected

 - Livable

 - Sustainable

 - Targeted

 - Thriving

Projects and Policies Aspirations Supported	Responsible Entities:						Timeframe		Cost	Reference
	● Primary ○ Secondary									
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short		\$	
							Mid		\$\$	
							Long		\$\$\$	
							Ongoing		\$\$\$\$	

TRANSPORTATION

Projects Continued

Implement Bus Rapid Transit (BRT) on Prospect Avenue. Explore future east-west enhanced bus routes (MAX route) on 63rd Street and Brush Creek corridor.	   	●	○	○	○	○	○			
Implement streetcar in the 85th Street/Country Club, Troost, or Prospect/BRWD right-of way-corridors. Ensure that corridors are included in planning for future phases and are ultimately constructed.	   	●	○	○	○	○				
Complete the future street network.	 	●	●	○	○	●	○			
Implement new street connections (collector and arterials streets) as development occurs.	 	○				●				
Pursue funding for new street connections.	 	●		○		○				
Implement measures to soften/buffer Bruce R. Watkins Drive from adjacent neighborhoods.	 	●		○	○	○				

OPEN SPACE AND ENVIRONMENT

Policies

Create a system of open spaces as identified in the Open Space Plan.	   	●		○	○	○	●			
--	---	---	--	---	---	---	---	--	--	--

The symbols below each project or policy correspond to the following Plan Aspirations (see pg. ???)

 - Connected  - Livable  - Sustainable  - Targeted  - Thriving

Projects and Policies Aspirations Supported	Responsible Entities: ● Primary ○ Secondary						Timeframe	Cost	Reference
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short	\$	
							Mid	\$\$	
							Long	\$\$\$	
							Ongoing	\$\$\$\$	

OPEN SPACE AND ENVIRONMENT

Policies Continued

Identify priority areas to target for acquisition and conservation measures.									
 	○			○	○	●			
Update and maintain the Open Space Plan - Incorporate revised floodplain maps and MARC Natural Resources Inventory.									
  	●					○			
Develop a strategy to provide sewers to existing neighborhoods and to connect homes currently on septic systems.									
	●			○					

OPEN SPACE AND ENVIRONMENT

Projects

Implement proposed improvements and enhancements to area parks as proposed in the Kansas City, Missouri Comprehensive, Parks, Recreation and Boulevards Master Plan.									
  	●			○					
Implement proposed improvements and enhancements in the Swope Park Master Plan.									
  	●								
Incorporate additional green solutions and implement community benefits and neighborhood development initiatives as storm water and OCP improvements are made.									
 	●		○	○	○	○			

The symbols below each project or policy correspond to the following Plan Aspirations (see pg. ???)

 - Connected  - Livable  - Sustainable  - Targeted  - Thriving

Projects and Policies Aspirations Supported	Responsible Entities:						Timeframe		Cost	Reference
	● Primary ○ Secondary									
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							Mid		\$\$	
							Long		\$\$\$	
							Ongoing		\$\$\$\$	

OPEN SPACE AND ENVIRONMENT

Projects Continued

Finish flood control improvements and habitat restoration projects to Brush Creek, Town Fork Creek, and Blue River.										
Work with the Civil War Roundtable and the Parks and Recreation Department to preserve and restore the Byram's Ford Battlefield site.										

HOUSING AND NEIGHBORHOODS

Policies

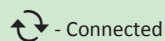
Create a Comprehensive Housing Strategy (See "Revitalize Swope Neighborhoods" below).										
Utilize community surveys to identify City service priorities and needs. Align service delivery and capital improvement funding accordingly.										

HOUSING AND NEIGHBORHOODS

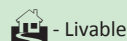
Projects

Create Swope Area Coalition to coordinate implementation activities.										
Revitalize Swope Neighborhoods – Implement the 3 part Neighborhood Strategy.										

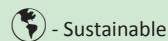
The symbols below each project or policy correspond to the following Plan Aspirations (see pg. ???)



- Connected



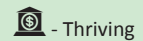
- Livable



- Sustainable



- Targeted



- Thriving

Projects and Policies Aspirations Supported	Responsible Entities: ● Primary ○ Secondary						Timeframe	Cost	Reference
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short	\$	
							Mid	\$\$	
							Long	\$\$\$	
							Ongoing	\$\$\$\$	

HOUSING AND NEIGHBORHOODS

Projects Continued

Identify areas of strength, which are areas with the greatest potential for long term, sustained success that show recent growth and potential for additional growth and focus revitalization efforts to these areas.									
   	●		○	○	○	●			
Identify organizations within all neighborhoods and Focus Areas to carry out the Housing goals.									
   	○		○	○	○	●			
Implement the 4-part Vacant Lot Strategy.									
 	●		○	○	○	●			
Launch a branding and marketing campaign for the area and implement streetscape and gateway enhancements to improve area appearance.									
   			○	○	○	●			
Create an inventory of infrastructure within each neighborhood, and assess its condition.									
 	○		○	○		●			

ECONOMIC DEVELOPMENT

Policies

Target Key Industries as Identified in the Advance KC Plan. Create industry specific strategies, develop an action agenda for each target sector and refocus the Business Expansion Support Team.									
  	●		○			○			

The symbols below each project or policy correspond to the following Plan Aspirations (see pg. ???)

 - Connected  - Livable  - Sustainable  - Targeted  - Thriving

Projects and Policies Aspirations Supported	Responsible Entities: ● Primary ○ Secondary						Timeframe	Cost	Reference
	City Government Agency	Non-City Government Agency	Business Community	Neighborhood Organization	Property Owners / Developers	Community Organization	Short	\$	
							Mid	\$\$	
							Long	\$\$\$	
							Ongoing	\$\$\$\$	

ECONOMIC DEVELOPMENT

Policies Continued

Create CIDs and build capacity in other organizations to champion and provide services for commercial districts.										
			Targeted	Thriving						
Periodically update a survey of Swope area employers.										
			Targeted	Thriving						
Conduct a housing/transportation study that examines low-income residents' ability to access major employment centers.										
		Connected	Sustainable							
Align workforce training programs with the needs of area employers. Partner with the local schools, Metropolitan Community Colleges, the Full Employment Council and others.										
	Connected									

ECONOMIC DEVELOPMENT

Projects

Complete 63rd and Prospect Redevelopment										
	Connected	Connected								

The symbols below each project or policy correspond to the following Plan Aspirations (see pg. ???)

- Connected
 - Livable
 - Sustainable
 - Targeted
 - Thriving