ProspectUS

Equitable Transit-Oriented Development Implementation Plan

KANSAS CITY Planning & Dev

KCATA

Executive Summary

ProspectUS is a strategic, implementation plan focused on the Prospect MAX bus rapid transit corridor and surrounding neighborhoods. This transit route hosts the highest ridership levels in the city, and currently the surrounding community functions largely as a "bedroom community", with trips and destinations going largely outside the area. This plan addresses specific opportunities to implement infill development and public investments that will create a more complete community. To create a clear guide for the city, community, and stakeholders, this guide outlines the following recommendations:

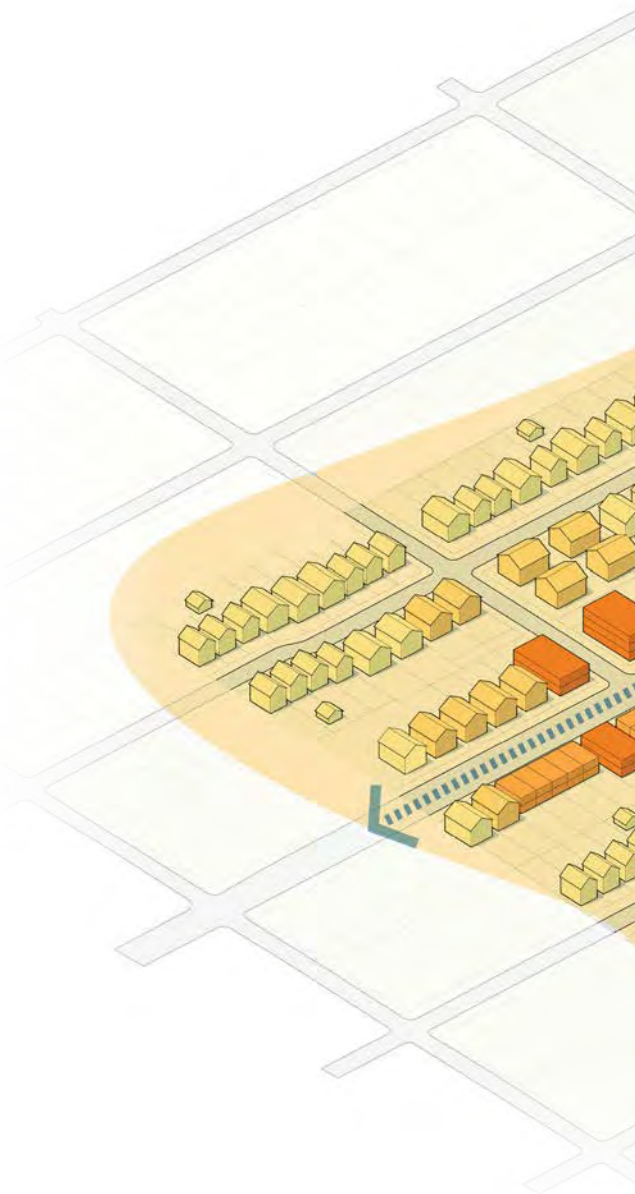
- Design guidelines for a well-designed corridor that accommodates high-density, mid-density, and pedestrian spaces
- Economic analysis of business opportunities and their ideal locations
- Housing targets, placement and density

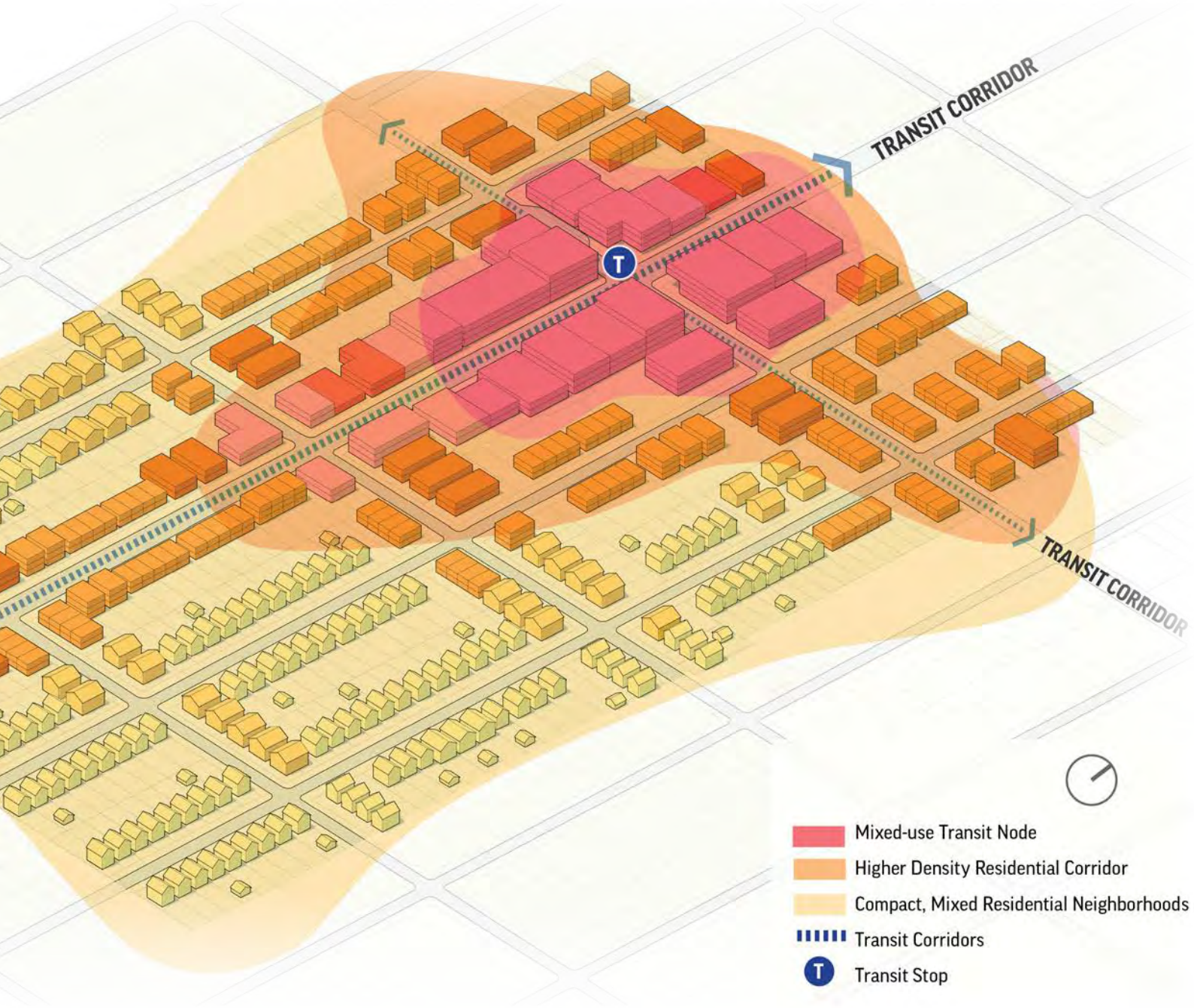
What Is Equitable Transit-Oriented Development?

Equitable Transit-Oriented Development (eTOD) builds on the concepts of TOD to include an emphasis on critical social and economic outcomes: the empowerment of existing residents and stakeholders, opportunities to build neighborhood and personal capacity, and the establishment of anti-displacement and local wealth-building mechanisms. The equity part of eTOD comes from a focus on ensuring that the investment brought by TOD benefits those currently invested in the corridor, specifically addressing the potential displacement that could be caused by redevelopment. eTOD should leverage public funds to encourage lasting investments that support existing residents and transit riders, welcome new neighbors, expand opportunities for businesses and entrepreneurs, and support mixed-income neighborhoods with many housing options. Elevating community voices and creating policies and strategies that mitigate displacement of current residents and businesses, are also a key focus of eTOD.

The process of developing ProspectUS was community-based, and focused on implementation strategies that support equitable development. Effective implementation of eTOD will lead to several key outcomes with important benefits to the Prospect community:

- A mix of transit-supportive uses and amenities,
- Opportunities to establish generational wealth through ownership, business, and affordability,
- Neighborhood-scale development,
- And a mix of housing opportunities.




TRANSIT CORRIDOR
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Mixed-use Transit Node
Higher Density Residential Corridor
Compact, Mixed Residential Neighborhoods
Transit Corridors
Transit Stop

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ProspectUS

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ProspectUS

1

Introduction

What is ProspectUS?

pro·spec·tus

/pro-spekt-s/

1 : a preliminary printed statement that describes an enterprise, such as a business or publication, and that is distributed to prospective buyers, investors, or participants

2 : something that forecasts the course or nature of something

ProspectUS (/pro-spekt-s/) is a strategic implementation framework for supporting public and private reinvestment to create equitable Transit-Oriented Development (eTOD) along the Prospect MAX Corridor. Transit-Oriented Development promotes dense and compact urban forms, well connected, with a variety of uses in order to support public transit. ProspectUS informs stakeholders, private and public investors, and government entities on how to best support and implement development within the study area. It emphasizes an equitable, human-centered approach and makes recommendations for Economic Development, Housing, Multimodal Improvements, and the partnership and resources necessary for implementation, as a portfolio of investments to reinvigorate the Prospect Corridor.

In partnership with the Kansas City Area Transit Authority ("KCATA"), this process has been led by the City of Kansas City, Missouri's City Planning & Development Department and supported by a team of experts in economic development, market research, public finance, land use and zoning, transportation, and housing.

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ProspectUS Study Area

The study area follows the Prospect MAX High Capacity High Frequency Service route from Downtown along 11th and 12th Streets to Prospect Avenue, then south on Prospect Avenue to 75th Street. The Prospect MAX launched in Fall 2019, and quickly became the highest-ridership route in the entire regional transit system. This investment and uses have strengthened the interest in development of the corridor.

"We are ready to take ownership of this plan as a community."

- Community Stakeholder

"Land is a resource, and we need to create neighborhood value generators."

Community Voices

ProspectUS is an opportunity to acknowledge the history and the impact of inequitable policies while also celebrating the families, leaders, and efforts that have contributed to the legacy of these historic communities. To chart a path forward we must first understand the present successes and challenges. Transit-oriented development is about creating access, leveraging place, and strengthening value within the community. Recent investments in the Prospect MAX transit provide a foundation from which the community and residents can benefit from improved access to the jobs, education, goods, and services this region has to offer. This process will allow the communities of the Prospect Avenue corridor to define their future and participate in its realization.

"We want historic action to be taken on the corridor, that is different than what we've done before in KC."

- Community Stakeholder

ProspectUs Engagement Approach

One of the best ways to make progress towards an equitable implementation plan is to understand the community's collective thoughts and perceptions of how issues of inequity and community experiences are being addressed within the process and plan. To do this, a qualitative as well as quantitative data collection process must be integrated into the overall practice. The ProspectUS engagement approach was built upon an educational platform that strives to not only inform the community on transit-oriented development and the associated impacts, but also educate the consultant team and stakeholders on the issues and opportunities present in the community. Led by Sophic Solutions, the initial engagement for ProspectUS took place during the summer of 2022, and focused on introducing the planning process as well as building a shared understanding of the current state of the Prospect Corridor.

The initial phase of engagement focused on gathering input and processing data, and welcoming the brain trust and lived experiences of the various stakeholders who make up the Prospect Corridor community (residents, community partners, business owners, developers, bankers, city staff, and elected officials, etc). We believe this is who must support and implement this important work.

From this work a rallying cry for the corridor and neighborhoods came out - "Prospect - the New Mecca in Kansas City." However the participants acknowledged that there was much work necessary to recreate Prospect Avenue as a mecca for the city.

Strengths, Weaknesses, Opportunities, Threats

Specifically participants recognized that they must build upon the community's Strengths:

- our history, culture, diversity, & people
- our strong, engaged neighbors & neighborhoods
- our proximity & access to the community, downtown, & region
- the current attention, talent, & people to create success

to overcome the Weaknesses:

- a lack of funding to support change
- too many auto related uses
- a lack of quality goods and services, and housing
- a lack of trust for institutions such as local government due to past actions

and leverage our Opportunities:

- more funding opportunities
- improved transit service
- build density to support quality goods, services, & housing
- support local innovation & small businesses support

and address our Threats:

- healthy skepticism in the city to support sustainable change
- lack of available funding and access to resources
- vacancy, cleanliness & perception
- non-local investment & displacement

ProspectUS Vision

Creating equitable neighborhood development strengthened by walkable access to robust, high-frequency public transit.

STREET

Community Statements

Statements from Community Stakeholders during ProspectUS Community Engagement.

"We should be supporting our young, able neighborhood developers."

"ALL incentive tools should be on the table for Prospect."

"Better communication between the community and KCMO is needed."

"We need an approach to reinvestment that doesn't drive up nearby rents."

"Barriers should be removed to small-scale local development."

"ProspectUS and the community's next steps should be innovative."

"Public and private sector commitment and collaboration will be needed."

“Give people with innovative ideas the support they need.”

“We don't want this plan to die on the vine, we need to keep pushing forward.”

“The City intentionally disinvested … and now needs to intentionally reinvest in Prospect.”

“Our community has capacity that local government is not aware of.”
- Community Stakeholder

“The City should be a partner in development.”

“Prospect was once a commercial corridor that has been intentionally undermined.”

“Has the City committed to the Prospect Corridor? How?”

Vision

Community Vision

While the Vision Statement is simple there is significant meaning embedded in those few words. To elaborate on the discussions that have informed the Vision Statement, we have defined those terms most often used throughout the process.

What does it mean?

A corridor that provides housing, services, and opportunity for people of all incomes, with specific attention to those with fewer resources.

Why does it matter?

Maintaining affordability to low income residents is a crucial outcome of eTOD because it reduces displacement caused by increasing economic investment and market rate housing prices.

What does success look like?

Maintaining affordability to low income residents is a crucial outcome of eTOD because it reduces displacement caused by increasing economic investment and market rate housing prices.

What are we doing differently?

Maintaining affordability to low income residents is a crucial outcome of eTOD because it reduces displacement caused by increasing economic investment and market rate housing prices.

"Subsidy should be used to support the cost of housing existing residents can afford if reinvestment occurs."

"ALL incentive tools should be on the table for Prospect."

AUTHENTIC

What does it mean?

Reflecting the values and goals of the communities, neighborhoods, and cultures of Prospect Avenue.

Why does it matter?

It is important that improvements and investments are shaped by community members.

What does success look like?

Unique gateway identity for every neighborhood; increased involvement by neighborhood organizations in city processes; increased capacity and support for neighborhood leaders; increased engagement between City Council officials and neighborhood leaders.

What are we doing differently?

ProspectUS is an implementation plan, and the process has been structured to cultivate partnerships and establish community ownership of the strategies to carry through actions with key partners.

"WHO develops in the community is important to us."

"Our community wants to deal with bread & butter issues."

What does it mean?

Programs and investments support the needs of local stakeholders and increase the public good of people and communities. Community benefits may include affordable housing requirements, big box retail restrictions, local hiring goals, job training programs, space set-aside (for neighborhood organizations, child-care centers), funding for community organizations/programs.

Why does it matter?

Residents and stakeholders of the Prospect Corridor want to directly benefit from public and private investment.

What does success look like?

Development without displacement; economic opportunity; higher quality of life; increase in jobs; increase in community facilities and programs.

What are we doing differently?

The ProspectUS engagement framework has uncovered a number of critical outcomes the community wants to see as part of new investments.

“We want a bottom-up approach.”

DISRUPTIVE

What does it mean?

Challenging the status quo of doing redevelopment, thinking outside the box, using techniques not used before in Kansas City, identifying champions within City government who will be disruptive with the stakeholders by challenging financial institutions to lend money to stakeholders.

Why does it matter?

A disruptive plan will shift the trend of disinvestment in the corridor.

What does success look like?

Increase in creative finance/funding methods; introduction of new ideas and strategies; increased opportunities for residents and other stakeholders to collaborate on community improvements; increased advocacy for Prospect from KCMO City Hall; increased support and focus from philanthropic and financial institutions.

What are we doing differently?

ProspectUS takes a disruptive approach to planning, focusing directly on implementation, community-led action, and the City's long-term commitment to the Prospect Corridor.

"We don't want this plan to die on the vine, we need to keep pushing forward."

INCLUSIVE

What does it mean?

Being explicitly prioritized by KCMO City Hall for community improvements, and ensuring stakeholders are consistently and actively included in discussions pertaining to their community early on.

Why does it matter?

A plan that includes everyone will direct equitable outcomes and accountability.

What does success look like?

Increase in resident and stakeholder engagement in city processes; increased demographic variety of resident and stakeholder engagement, especially at the lowest income level; increased focus by City Council; increase representation of and engagement with tenants; increase in the number of local developers and small businesses.

What are we doing differently?

ProspectUS calls for KCMO to affirmatively make the Prospect Corridor a priority, including ensuring development without displacement.

"WE are ready to take ownership of this plan as a community."

What does it mean?

Encouraging even the smallest acts that contribute to positive change and investment in Prospect's communities.

Why does it matter?

Incremental investments lower the barrier to entry for small, local entrepreneurs.

What does success look like?

Increased permits for small businesses and small-scale residential and commercial building construction, including missing middle housing and historic renovations.

What are we doing differently?

ProspectUS creates a development framework that includes larger-scale investment, but also small-scale reinvestments that can be implemented by local developers, home owners, and entrepreneurs.

"We want incremental development, but also historic reinvestment that doesn't take 20+ years."

"We should be supporting our young, able neighborhood developers."

"Barriers should be removed to small-scale local development."

INNOVATIVE

What does it mean?

Embracing, supporting, and uplifting creative ideas and solutions that redress how things have been done in the corridor's past and enable the Prospect community to design the future of their corridor.

Why does it matter?

Thinking outside the box promotes creativity and vision.

What does success look like?

Creative approaches to implementation.

What are we doing differently?

ProspectUS is a forward-looking, implementation-oriented effort that embraces creative ideas derived from community members and innovative planning strategies.

"ProspectUS and the community's next steps should be innovative."

"Give people with innovative ideas the support they need."

MEASURABLE

What does it mean?

Implementation strategies, recommendations, and actions will be evaluated over time to ensure accountability by tracking progress and impacts.

Why does it matter?

Keeping track of key indicators keeps everyone accountable

What does success look like?

Consistent tracking of key indicators of success by the City

What are we doing differently?

ProspectUS calls for consistent tracking of key indicators by KC Planning to track implementation progress.

“The City intentionally disinvested… and now needs to intentionally reinvest in Prospect .”

What does it mean?

Empowering the residents and businesses of the corridor with the tools and resources they need to define and build the Prospect of the future.

Why does it matter?

Roles for citizens and stakeholders to influence change will make implementation more equitable.

What does success look like?

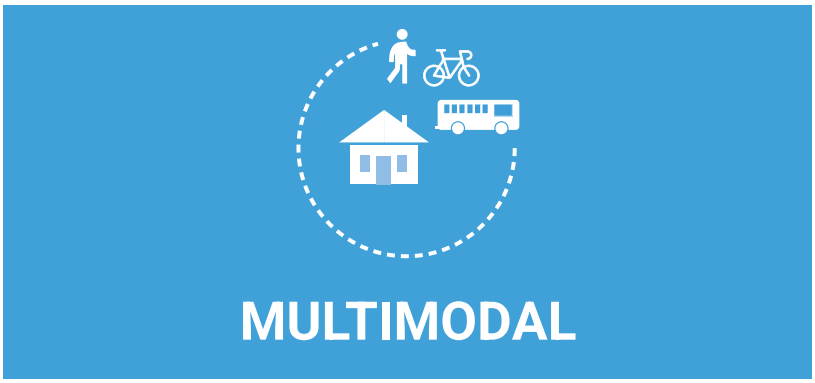
Increase of community-driven organizations that disseminate information and organize to actively participate in all municipal public meetings that pertain to their neighborhood.

What are we doing differently?

PropectUS engagement mobilized stakeholders, identified partnerships, and invites a broad variety of stakeholders to participate in implementation efforts.

"The City should be a partner in development."

"Public and private sector commitment and collaboration will be needed."



What does it mean?

The ability of residents and patrons of the corridor to use multiple transportation options to access their daily needs: walking, biking, transit, and vehicles.

Why does it matter?

A multimodal corridor will provide more options to connect people to neighborhoods, jobs, and destinations both within and beyond the Prospect Corridor.

What does success look like?

Increase in the variety of transportation options anchored by transit stops, with facilities that support various modes, including new sidewalks and bike facilities in appropriate locations.

What are we doing differently?

ProspectUS establishes a tiered approach to capital improvements, and emphasizes the prioritization of sidewalk improvements between transit stops and neighborhoods.

"Bike lanes slow traffic down noticeably and people are actually using them, especially with ebikes."

"Micro-bus service would be more helpful to senior citizens than bikes."

"Prospect buses need to be more frequent in order for more people to ride."

What does it mean?

Intentional strategies for investment and reinvestment in Prospect's communities and the corridor that avoid displacement and contribute to affordability.

Why does it matter?

Awareness of potential unintended consequences will keep people mindful as implementation occurs.

What does success look like?

Increase in housing options at a variety of price points, especially for income levels less than 60% AMI.

What are we doing differently?

ProspectUS is intentional, and affirmatively identifies potential consequences and approaches to limiting adverse impacts to the community.

"We need an approach to reinvestment that doesn't drive up nearby rents."

What does it mean?

Impacts that are economically, environmentally, and equitably long-lasting and self-sustaining.

Why does it matter?

Long-lasting effort will grow momentum over time.

What does success look like?

Ongoing investment supported by a growing market and implementation of the Climate Action Plan.

What are we doing differently?

ProspectUS establishes an implementation framework rooted in long-term sustainability.

"Prospect could be a revenue generator."

"Prospect is an opportunity for a natural resource."

TRANSIT-ORIENTED

What does it mean?

Compact, connected, and diverse development that creates the economic foundation for enhanced transit services in the corridor.

Why does it matter?

Transit-oriented development is needed to support the frequent transit network and activate public spaces along Prospect Avenue.

What does success look like?

Adoption of the Prospect Overlay District and an increase of building permits to reuse vacant lots and buildings.

What are we doing differently?

ProspectUS establishes a zoning overlay district that will support transit-oriented development projects along the corridor.

"Prospect SEEMS like a bustling commercial corridor, but doesn't support people living there… Residents need amenities that are walkable."

"Land is a resource, and we need to create neighborhood value generators."

What does it mean?

Creating a human-scale public realm that fosters concentrated activity and nurtures a vibrant sense of community and place.

Why does it matter?

Development patterns that prioritize pedestrians over vehicles will attract people to the Prospect Corridor.

What does success look like?

Increased development projects that engages the public realm and promotes activity for pedestrians, and aligns with the adopted TOD policy and KC Spirit Playbook.

What are we doing differently?

ProspectUS emphasizes the importance of both private and public improvements to create a vibrant urban village.

"Our land is a canvas – give people the vision to create their neighborhoods."

"We can attract people and show them what Prospect can be for the future."

VISIONARY

What does it mean?

Embodies the Prospect community's vision for a revolutionary future and historic outcomes.

Why does it matter?

Stakeholders want to show that they were part of a transformation of the corridor that involved enduring redlining, population decline due to construction of US 71 Highway, and historic disinvestment in the community. Implementation of a plan requires a strong community-led vision that inspires long-term stewardship by stakeholders.

What does success look like?

Enduring leadership and growing partnerships to support implementation and increase of funding from financial institutions.

What are we doing differently?

ProspectUS embraces an ambitious long-term vision for the corridor and surrounding neighborhoods.

"We want historic action to be taken on the corridor, that is different than what we've done before in KC."

Community Engagement

ProspectUS is a precious opportunity for Kansas City. It is an opportunity to acknowledge history and the impact of inequitable policies while also celebrating the families, leaders, and efforts that have contributed to the legacy of this historic community. To chart a path forward, we must first understand the present successes and challenges, and then capture current momentum. Transit-oriented development is about creating access, leveraging place, and strengthening value within the community. Recent investments in the Prospect MAX transit provides a foundation from which the community and residents can benefit from improved access to the jobs, education, goods, and services this region has to offer. This process will allow the communities of the Prospect Avenue corridor to define their future and participate in its realization. This is an opportunity we must not miss.

ProspectUS provides us the opportunity to rethink the redevelopment of the communities of the Prospect Corridor working with residents, neighborhood leaders, community partners and businesses to participate, and benefit, from the change defined. The engagement process is a conversation about the Prospect Avenue corridor and neighborhoods – the current state, desired change, and creating that change. ProspectUS provides the tools necessary for neighborhoods and stakeholders to redevelop their community strategically and incrementally.

ProspectUS focuses on identifying and gathering helpful resources of financial and strategic tools – public infrastructure investments, regulatory development standards, and investment financing, to create change in the corridor and neighborhoods. Rooted in the history of the corridor and current market conditions the necessary economic development, investment, development, and fiscal practices are identified. The actions focus on infrastructure investments, appropriate development standards, and the application of financial resources and assistance to support incremental redevelopment of the neighborhoods and corridor

To support the community, the engagement narrative is guided by three primary questions – **who is this for, what are the community perceptions that need to be addressed, and what is the role of this project and process**. These questions provide reason and clarity for the engagement tasks and topics, as well as the project tasks. The engagement efforts provide an opportunity to define the answers these specific questions. What we know today will shape our initial efforts, including the following perceptions.

"We want a bottom-up approach ."

-Community Stakeholder

Who is this with?

Who will use the information and tools produced, and why will they use them?

Can the tools prepared be used to create accountability for action?

Answers:
Neighbors (residents, business owners, community partners) to advocate for sustainable place-based change, to generate local wealth.

Developers - small and large, to generate wealth.

City Council – affect policy changes.

What are the community perceptions regarding redevelopment or change?

Answers:
Not intended to displace current residents and businesses.

Intended to stimulate reinvestment and redevelopment, for existing and new residents and businesses.

People are tired of talking want to see action.

What is the role of engagement in this project / process?

Answers:
Creating space for –

- Acknowledgment of what has happened and what is currently being done within the community.
- Facilitation of generative dialogue.
- Organization of feedback and input.

Engagement Structure

To ensure broad involvement in the study process, multiple methods of participation were offered. Active and passive methods offered allowed people to engage in the process as they wish and in some cases on their own timeline. Additionally, each of the meetings, council, and subcommittees, were held as public meetings in which anyone can attend. Most of the engagement happened in-person, however in some instances small groups and individuals were engaged virtually.

> ***"Corners are important – businesses operate on corners, and corners are a distinct place to impact sense of safety and place."***
>
> **- Community Stakeholder**

Participatory groups and methods include:

Corridor Subcommittees

Prospect Corridor Community

Stakeholder Meeting

Engagement Support

Corridor Subcommittees

The corridor subcommittees concentrated on topics specific to rebuilding the neighborhoods of the Prospect Corridor, including development standards, public investments and improvements, and financial resources and application. Specifically, the subcommittees were:

Housing & Neighborhoods: This subcommittee was comprised of residents, businesses owners, and participants with a specific technical expertise, or interest in development, redevelopment, and infill development through providing a variety of housing types and commercial spaces. The focus of the committee was the evolution of the Prospect Corridor neighborhoods, including commercial, residential, and institutional uses in the pattern, scale, and context of the neighborhood to support transit.

TOD Public Space: This subcommittee was comprised of residents, businesses owners, and participants with technical expertise and interest in public space design, including street rights-of-way, with the intent of enhancing connectivity, creating accessibility, and supporting transit-oriented development and transit. The focus of the committee was creating a connectivity network that enhances the walkability and bikability of the corridor and its neighborhoods to support the transit system.

Financing and Funding: This subcommittee was comprised of residents, businesses owners, and participants with an intentional focus on small-scale incremental developers, investors, and financiers who are active in, and experienced with, development within the study area, and supported by regional development and investment interests. A key component of this subcommittee was discussions regarding the ability of neighborhoods to become self-sufficient and generate a return on the public investments made.

Philanthropy: Participation of the philanthropic community was integrated into the financing and funding discussions that will make change possible. Alignment of philanthropic missions and community investment needs will be a focus of their participation and contributions to the process and Prospect Corridor neighborhoods.

Prospect Corridor Community

Prospect Corridor Community were invited to contribute throughout the process. Two Community Meetings were held, one at the beginning to help define the current state of the corridor and neighborhoods, and one near the end to assist in refining the recommendations for change. In addition to the community meetings, the public was invited to participate in all the project meetings and topical subcommittee meetings.

Stakeholder Meetings

Discussions with individual / small group stakeholders were conducted as needed. The intent of these meetings is to extend the breadth and depth of study discussions and gain additional insight and perspectives. Participants for these meetings overlapped with participants of the subcommittees and included transit providers and multimodal organizations, elected officials, neighborhood groups and area residents, area businesses, local employer's, city staff, affordable and fair housing organizations, developers, and others identified during the process.

Engagement Support

Community Surveys: non-statistical surveys were be prepared near the beginning and end of the study process (2 Surveys). The surveys will be used to supplement the in-person engagement by eliciting feedback regarding the SWOT Analysis of the corridor and the recommended policies, strategies and actions prepared.

Website: a study website that provides project updates, offers participation opportunities, houses relevant study documents, and allows individuals to sign up to receive additional information will be maintained for the duration of the process.

Community engagement throughout the ProspectUS planning process was organized into three phases: Where We Are (1); Where We Want To Be (2); and How We Get There (3). The first round of engagement and research resulted in the State of the Corridor existing conditions analysis. The preceding engagement with the community and stakeholders is summarized in this section and has directed the recommendations of this document.
In addition to community-wide meetings, subcommittee meetings were organized based on the three project focus areas: Public Space Improvements; Neighborhoods & Housing; and Funding & Financing.

"I am a community partner, I need connected sidewalks, so that I can see redevelopment that is mixed income."

- Community Stakeholder

Additional Stakeholder Interviews

"WHO develops in the community is important to us."

- Community Stakeholder

- Housing Authority of Kansas City
- AltCap (CDFI)
- LISC (CDFI)
- KC Economic Development Corporation
- Equity Squared
- KC Community Land Trust
- Trust Neighborhoods - MINT Program
- Landmark Bank
- Neighborhood Legal Services
- Local Citizen Developers
- Digital Equity Stakeholders
- Milhaus Development
- Sunflower Development
- UMKC Center for Neighborhoods
- UMKC Department of Planning & Urban Design
- Prospect Corridor Business Association
- KCATA
- UMKC
- The KC OG's
- Small Scale Developers
- KCMO Public Works Department

ProspectUS

2

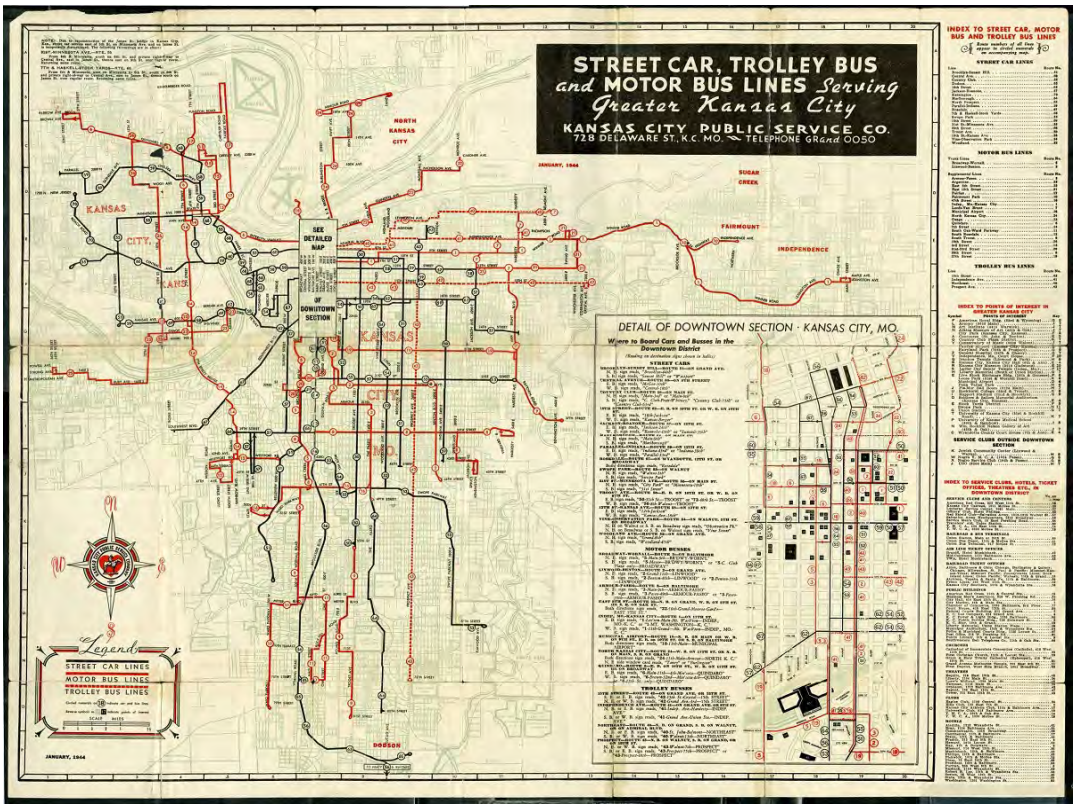
The State of the Corridor

The Corridor in Context

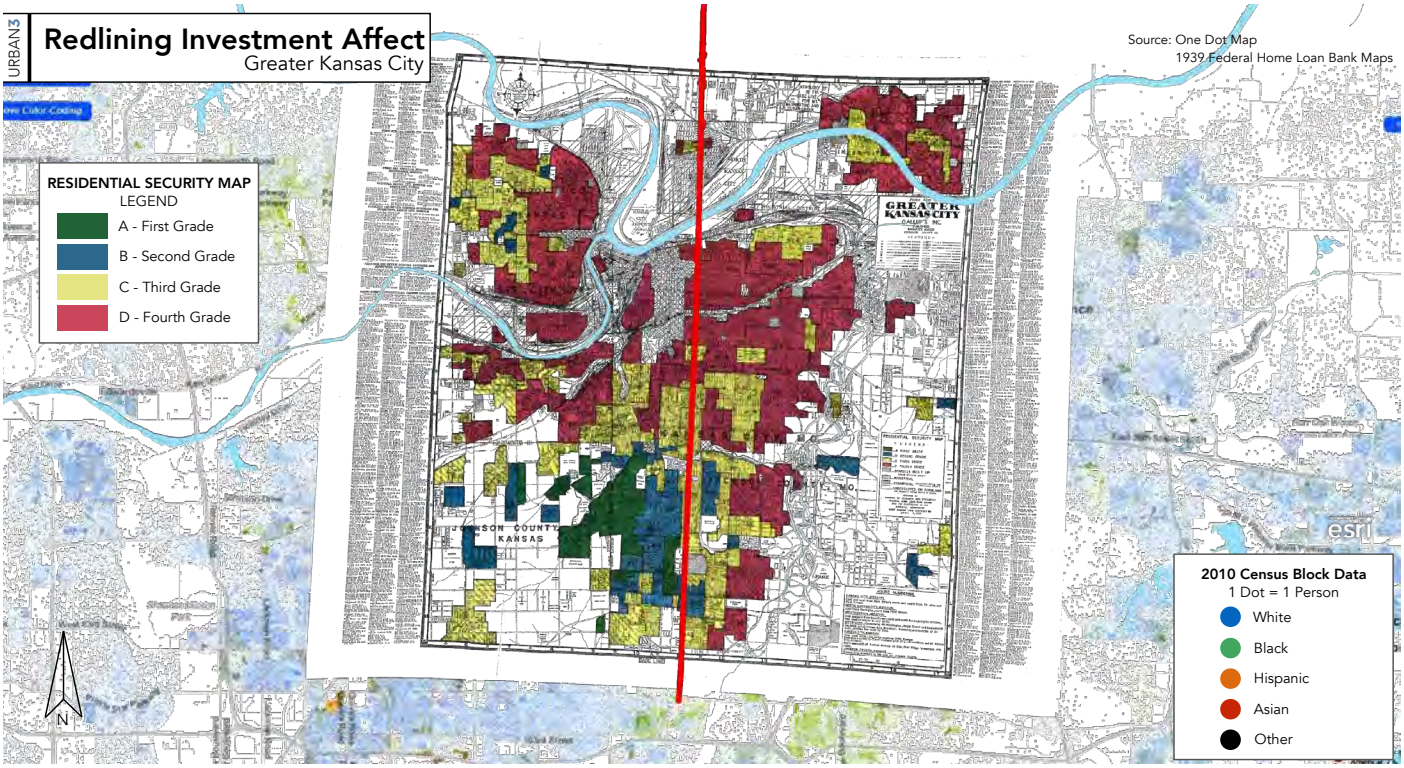
Introduction

Prospect Avenue is a legacy transit corridor in Kansas City. During its early years, Kansas City was a “streetcar city”, and was connected by more than 100 miles of streetcar lines, including along the Prospect Corridor. This system greatly influenced the historic development pattern that still exists along and near Prospect Avenue today, including short walkable blocks, various housing types, and legacy commercial corner buildings. These were once bustling hubs of commercial activity and residences in the heart of Kansas City’s east side.

Kansas City has spread out well beyond the historic streetcar network, and central city neighborhoods experienced significant disinvestment, particularly along the Prospect Corridor. Throughout the 1900s, much of the urban core east of Troost Avenue was the target of discriminatory policies and practices. Through inequitable lending practices, homeownership opportunities afforded to majority White communities were not extended to minority, predominately Black, communities. The redlining maps that evolved alongside the loan programs established this practice east of Troost as the minority population grew. The impacts of the disinvestment and “white flight” caused by these actions persist today, most evident by the property value disparity on the east side, which in many cases is less than ½ those west of Troost. As the population declined, so did many of the public services that supported the community. People in the corridor relied on the streetcar and then the bus system to access jobs, education, goods and services, and the city. Transit services were no longer effectively serving the needs of the community, aggravating the downward trajectory of the community.



KC’s Historical Street Car, Trolley, Bus, & Motor Bus Lines



Historical map of redlined neighborhoods in Kansas City, 1939, overlayed onto a 2010 Census map of demographic data for the Kansas City metro area. Troost Avenue (denoted by the red line on the map) and surrounding neighborhoods were targeted by discriminatory policies and lending practices in the 1900s.

More recently, the construction of Bruce R. Watkins Drive created a highway through many east side neighborhoods. In addition to dividing the communities along Prospect, it also displaced the US-71 Highway route from Prospect Avenue, removing the traffic, and it is estimated that more than 2,000 families, or 10,000 people, were displaced that used the services and business along the corridor. The current state of the Prospect Corridor and its neighborhoods illustrate the consequences of long-term disinvestment in inequitable policy.

Recent investments have signaled a revived commitment to the Prospect Corridor. The Prospect MAX system was funded through the City, KCATA and Ladders of Opportunity from the Federal Transit Administration. The Central City Economic Development one-eighth cent sales tax, voted by the citizens of Kansas City, funds projects such as housing, economic development, job creation, and infrastructure improvements within a specified area which overlaps the ProspectUS study area. The sales tax has resulted in several catalytic projects, including the Linwood Shopping Center, KD Academy, and the Prospect Summit

Duplexes. This recent momentum can be captured to support further revitalization, benefiting neighborhoods adjacent to Prospect Avenue through the reestablishment of transit-oriented development patterns.

Kansas City has recent experience facilitating reinvestment in disinvested and undervalued urban places. Over the last 20 years, significant efforts have reestablished a thriving downtown and restored an economic engine for Kansas City in the central urban core, particularly the area between the Missouri/Kansas state line to Troost, and the Missouri River to 75th Street. The historic, transit-oriented development pattern within the central urban core is not much different than the historic pattern of neighborhoods along Prospect Avenue. However, many of the areas within Kansas City's east side continue to see a disproportionately low level of reinvestment, evidenced by vacant lots and buildings, auto service uses, disconnected neighborhoods caused by arterials like Bruce R. Watkins Drive, and deficient facilities and infrastructure. Continued commitments to reinvestment along the Prospect Corridor and learning from past strategies and their outcomes in the central urban core will be necessary moving forward.

The ProspectUS Study Area (outlined in white) and the 12th Street and Prospect Avenue Corridor (yellow) in the context of the Kansas City metro area.

Current Conditions

This section is a quick snapshot of a few key conditions that exist in the Prospect Corridor regarding Land Use and Zoning, Demographics, Housing and Economic Development, Corridor Value, and Transportation and Utilities. The information here along with stakeholder discussions and additional data and analysis formed the basis for the Key Findings in the next section. A comprehensive look at the data and analysis conducted during this effort can be found in the State of the Corridor Document and the associated Appendices, available on the City of Kansas City's website

Land Use & Zoning

Existing Plans

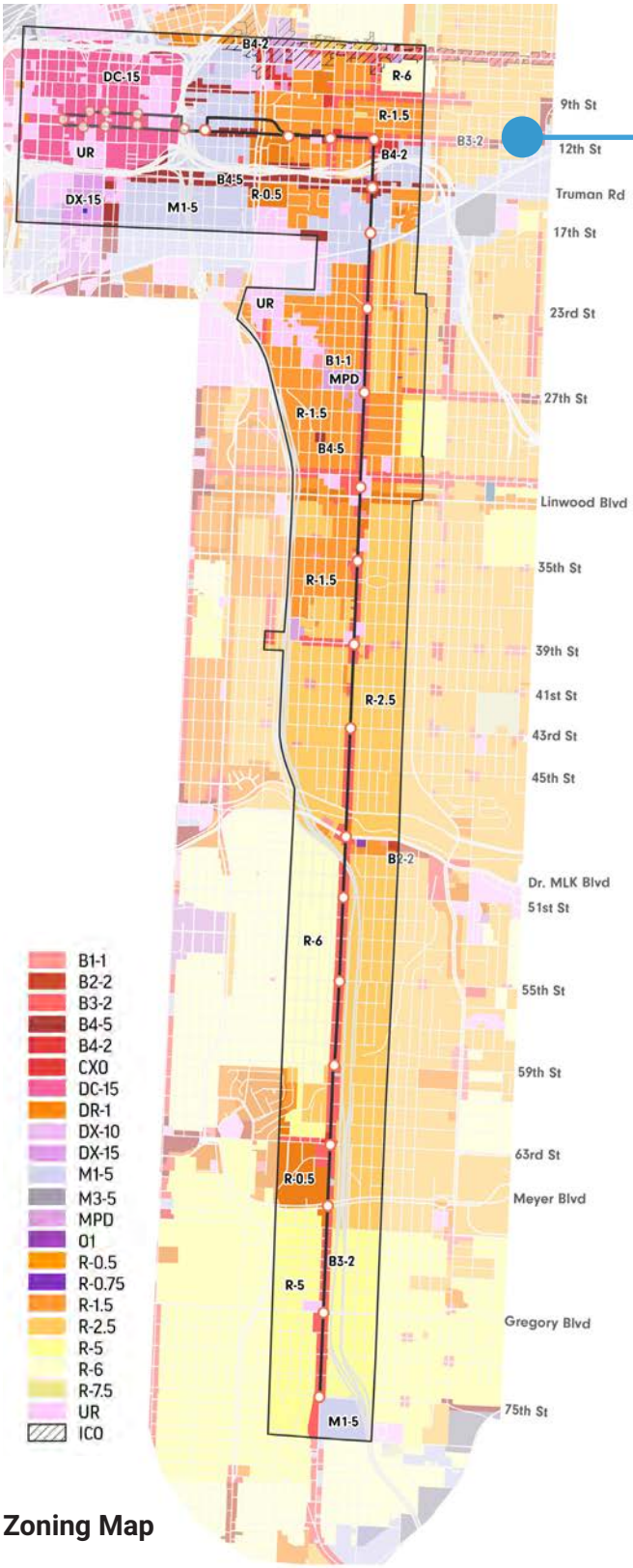
The Future Land Use plans, Truman Plaza, Heart of the City, and Swope, call for a nodal pattern of development along the Prospect Corridor.

The Kansas City Transit-Oriented Development Policy addresses the development form associated with transit corridors and organized by nodes, corridors, districts, and neighborhoods. The plan identifies specific place types for application within transit corridors based on the pattern, scale, intensity, and mix of uses of a specific place.

Vacant Land

This map shows the locations and distribution of vacant land within the ProspectUS study area. Eighteen percent (535 acres) of land within the study area is currently vacant.

Vacant Land Map



Zoning Map

Corridor Zoning

Most of the property abutting the Prospect Corridor is zoned B3-2, which is targeted for a higher intensity, larger mix of commercial uses. The adjacent neighborhoods are generally zoned a mix of R-1.5, R-2.5, R-5, and R-6, allowing for a moderate to higher density of residential, single family and multifamily development.

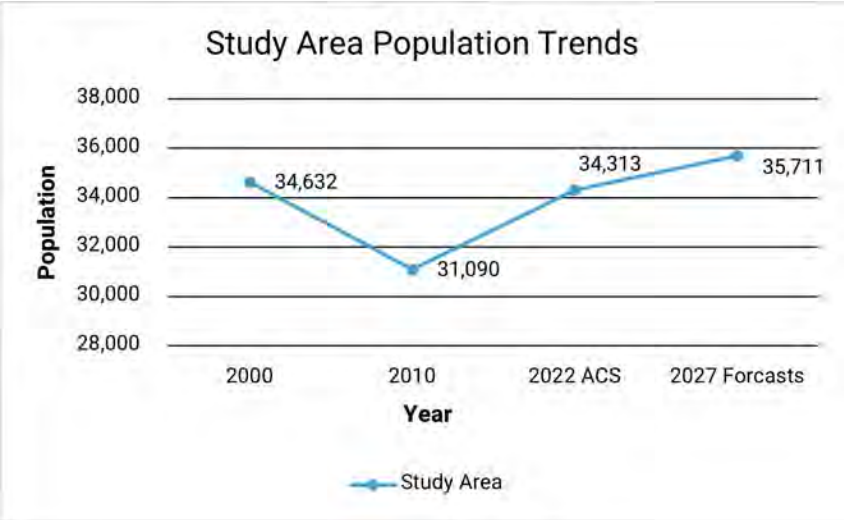
"Our land is a canvas – give people the vision to create their neighborhoods."

- Commmunity Stakeholder

Demographics

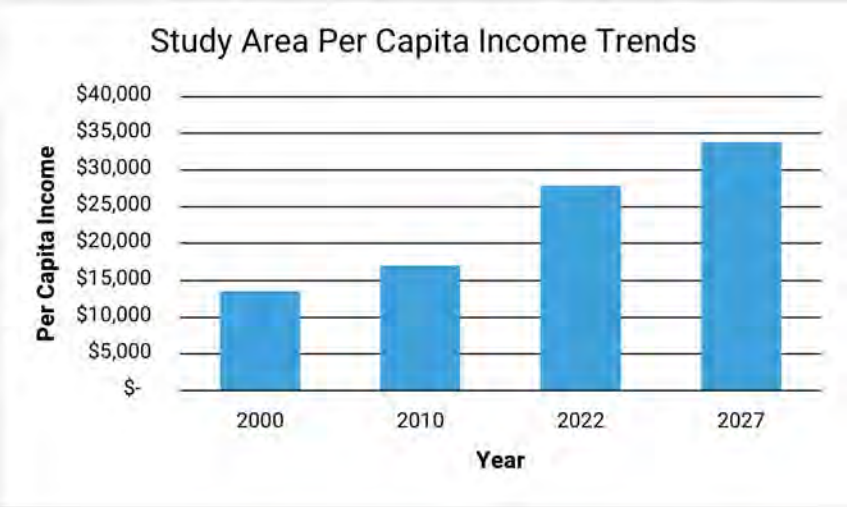
Population

The population within the corridor study area decreased from 2000 - 2010 by 11.4%, and grew from 2010 to 2022, by 10.4%. The population forecast is continued growth through 2027, to about 35,700, a slowing growth rate comparing to previous years.



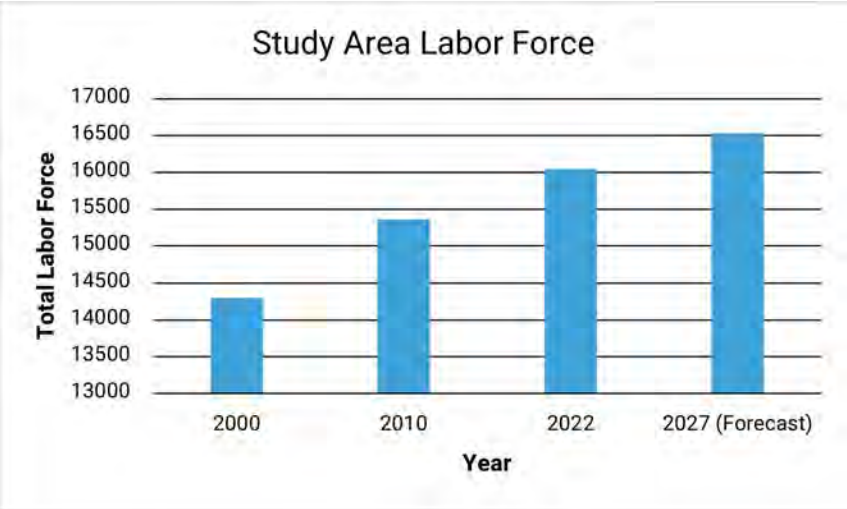
Per Capita Income

The per capita income has steadily increased since 2000. The per capita income increased by 26% from 2000 - 2010; and the per capita income increased by approximately 63% from 2010-2022. Continued income growth of more than 20% is projected.



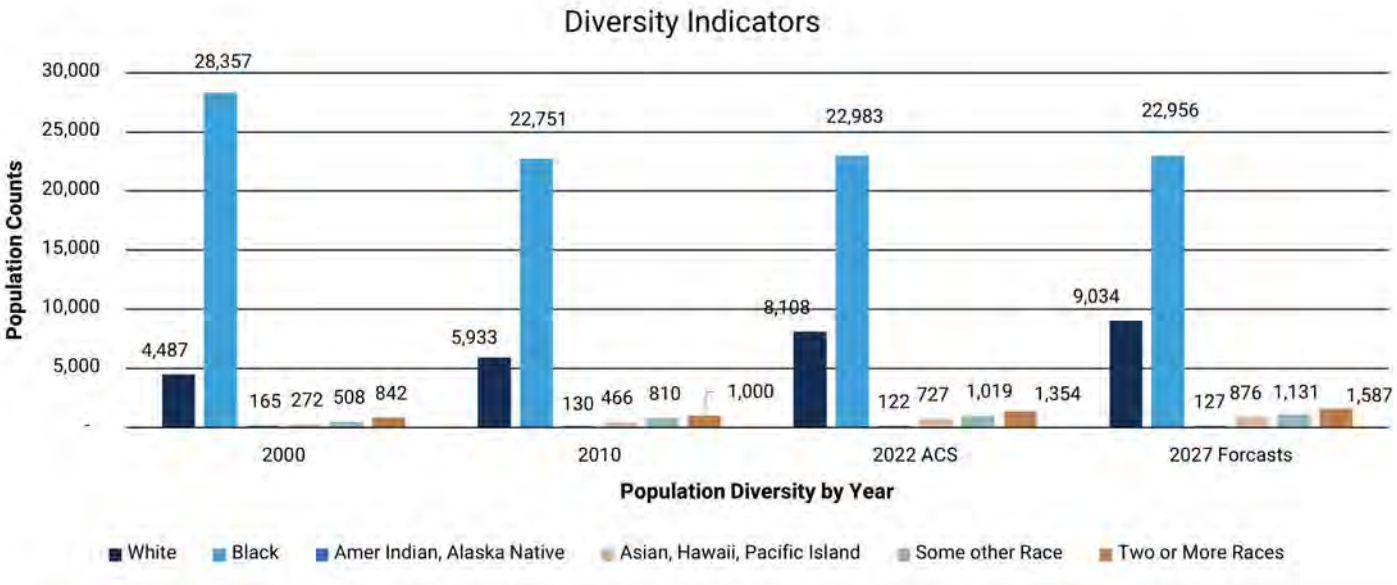
Labor Force

The labor force within the study area has increased 12% since 2000. Increases in the labor force are projected to continue, at a slower rate, through 2027.



Diversity

The Black population has the highest percentage of people in the study area. Between 2000 and 2010, the Black population decreased by approximately 25%, then slowly increased between 2010 and 2022. The white population is the second highest percentage of the study area's population, increasing by approximately 80% between 2000 and 2022. The corridor's white population is projected to increase through 2027.



Population, income, diversity, and labor force trends are positive for the future of the Prospect Corridor.

Housing & Economic Development

Housing

Housing market prices are inverted in the Prospect Avenue Corridor study area. Typically, the closer housing is to a city's downtown the more expensive it is. In the Prospect Corridor (specifically outside of Downtown), housing becomes increasingly expensive further out from Downtown. For example, in the Prospect Corridor housing along the 12th Street Corridor is cheaper than near 75th Street and Prospect Avenue.

Excluding the Downtown area, there are currently 36,300 housing units within a half-mile radius of the MAX transit stations along Prospect Avenue. These units have a median home value of $82,300, as compared with $190,000 for all of Kansas City, Missouri. Sixteen percent of the housing in the study area is vacant.

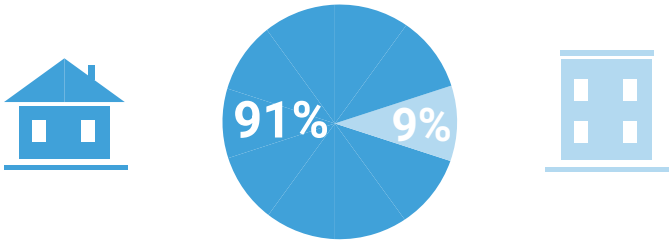
Single-family homes are the major housing format in the study area. A significant amount (over 400) of multifamily buildings have been lost to demolition in the last 20 years. Additionally, 61% of housing in the study area (excluding Downtown) is renter-occupied.

Sixty-nine percent of all households in Kansas City are 1- or 2-person households. This holds true for the Prospect Corridor, with 68% of households in the corridor being 1- or 2-person households.

36,300 Housing Units within 1/2 mile radius of the transit stations.

Median Home Value is $ 82,300 vs. $190,000 for all KCMO.

16% of the housing in the study area is vacant.



91% of the housing stock is single-family homes.

"Housing developments should build vertically with multiple floors."

- Community Stakeholder

To reflect the true cost of housing, related transportation costs must be considered. These costs often include the cost of transportation to work and school, to healthcare services, and to necessary goods and services.

There currently are 265 new home-buyers and 2,915 renter households migrating into and within the study area each year. More than half of future demand for housing in the Prospect corridor is projected to be households looking for rental housing.

$ 11,150 per Household / 36% of a household's annual income

vs. $ 12,904 per Household / 19% of a household's annual income for KCMO

Annually:

265 New Home-buyers

2,915 Renter Households

50% more households are projected for rental housing

Economic Development

- Median household income for the study area (excluding Downtown) is $30,600 annually, compared to Kansas City, Missouri at $60,000. For homeowners, the median household income in the study area is $43,400 annually, compared to $85,000 annually for home-owning household in Kansas City. Renters in the Prospect Corridor study area have a median household income of $21,900 annually, while renters in Kansas City have a median household income of $43,000 annually.

- The labor force within the study area is 16,044, including Downtown, and 10,618 people within the study area but excluding Downtown. 11,694 people within the study area are not in the labor force.
- Within the full study area (including Downtown), the per-capita income is $27,852 annually. However, if Downtown is excluded from the study area the per-capita income is just $16,579 annually for rest of the corridor.

	Full Study Area	Study Area (Excluding Downtown)	KCMO
Median Household Income		$ 30,600	$ 60,000
Labor Force	16,044 11,694 people are not in the labor force	10,618	
Per Capita Income	$ 27,852	$ 16,579	$38,146

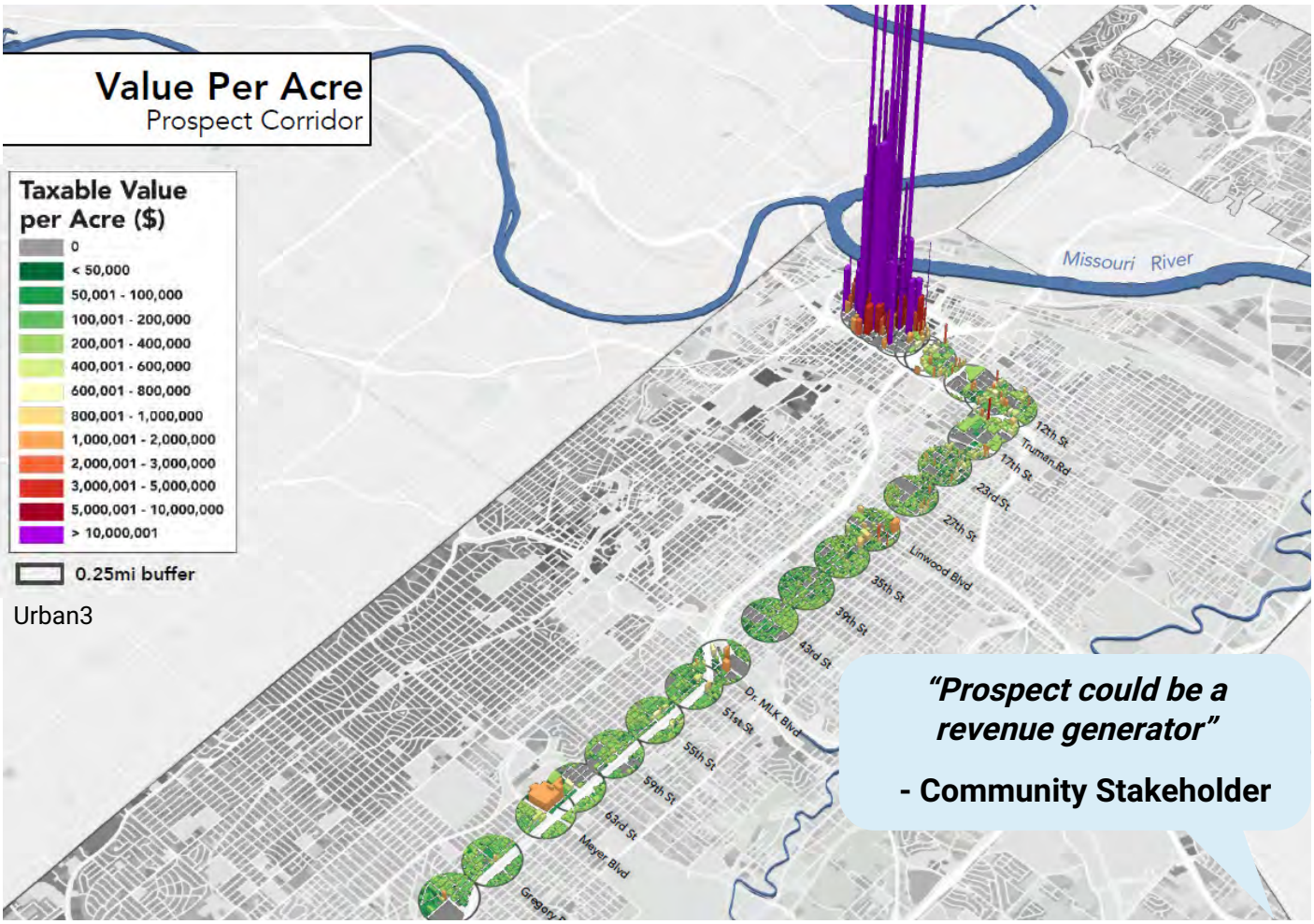
Median Household Income, Labor Force, and Per Capita Income in the ProspectUS Study Area.

"The quality of jobs and quality of eateries is lacking."

- Community Stakeholder

Value Per Acre Analysis

- 98% of the communities in the Prospect Corridor were redlined, resulting in an artificial depreciation of land value throughout the Corridor.
- Properties in the Prospect Corridor (including Downtown) currently generate $353 Million in annual tax revenue annually, with 72% of that coming from the portion of the corridor in the Downtown area west of Bruce R. Watkins Drive. More dense development in the Downtown area accounts for much of this difference, because development in the corridor east of Bruce R. Watkins is predominately single family residential.
- If vacant land in the corridor is redeveloped as single-family residential only, it could generate approximately $20 million in new tax revenue from the corridor. If the same vacant land is redeveloped following Transit-Oriented Development patterns and guidelines (as outlined in this plan), it could generate over $300 million in new tax revenue from the corridor.



Transportation & Utilities

- The Prospect MAX transit route has the highest ridership of any transit line in the region. Twenty-five percent of households in the corridor do not own a car.
- The highest pedestrian activity around Prospect MAX transit stations include the stops at Prospect and 18th, 27th, 31st, 35th, 39th, and 43rd Streets.
- Significant investment was made for infrastructure improvements such as sidewalks, curbs, gutter, ADA accessible ramps around transit stations.
- Many "last mile connections" (the final distance to the transit-station) are missing or are in poor condition, particularly pedestrian infrastructure (sidewalks, street crossings, ADA improvements, etc.) that is critical to connect surrounding neighborhoods to transit.
- The design of Prospect Avenue and many of the crossing transit corridor streets are unsafe for multimodal (pedestrian, bicycle, transit, and personal vehicle) use, due to poor design and high vehicular speeds.
- Several project are slated for the Prospect Corridor including - street resurfacing, sidewalk improvements, traffic signalization, roadway lighting, water infrastructure, and safety improvements.

"Prospect buses need to be more frequent in order for more people to ride."

- Community Stakeholder

Troost

Walk	Crossing under Highway; Poor sidewalk condition; Missing marked crosswalk.
Bike	Narrow street, only fit one-way bike lane.
Drive	Bus-only lane.

Truman

Walk	Wide crossing; Hwy barrier; Poor sidewalk condition; High vehicle speed.
Bike	No existing bike facilities; Wide crossing; Hwy barrier.
Drive	No turn lanes.

Woodland

Walk	Disconnected streets.
Bike	No existing bike facilities.
Drive	One-way street (eastbound); PMAX heads up on 11th St to head westbound.

Brooklyn

Walk	Hwy barrier.
Bike	No existing bike facilities; Hwy barrier.
Drive	No turn lanes.

Prospect

Walk	Hwy barrier; Crossing.
Bike	No existing bike facilities; Hwy barrier.

18th

Walk	Mid-block crossing; Hwy & railroad barrier; Poor sidewalk condition.
Bike	No existing bike facilities; Hwy & railroad barrier.
Driver	No turn lanes.

23rd

Walk	Lack of marked crosswalks.
Bike	Bike facilities continuation; Stripped bike lanes lack barriers.

27th

Walk	Disconnected streets; Wide streets; Poor sidewalk condition.
Bike	No bike facilities (existing & proposed).
Drive	No turn lanes.

35th

Walk	Poor sidewalk condition.
Bike	No bike facilities (existing & proposed).
Drive	No turn lanes.

Linwood

Walk	Dangerous/ Wide crossing; High vehicle speed; Poor sidewalk condition; Parking lots and setbacks.
Bike	No bike facilities (existing & proposed).

39th

Walk	Lack of sidewalks & pedestrian facilities.
Bike	No bike facilities (existing & proposed); High level of stress on strees.

43rd

Walk	Missing marked crosswalks.
Bike	No bike facilities (existing & proposed).

Dr. MLK

Walk	Wide and unclear crossing; Brush Creek barrier.
Bike	Bike connection.

55th

Walk	Grade crossing; Poor sidewalk condition.
Bike	No bike facilities (existing & proposed).

51st

Walk	Poor sidewalk condition.
Bike	No bike facilities (existing & proposed).

59th

Walk	Grade & Hwy crossing; Poor sidewalk condition.
Bike	No bike facilities (existing & proposed).
Driver	Street curves a little; Narrow intersection.

63rd

Walk	Disconnected streets; Poor sidewalk condition; Missing sidewalks.
Bike	No bike facilities (existing & proposed). High level of stress on street.
Drive	Interchange with Hwy.

Gregory Blvd

Walk	Grade & Hwy crossing; Poor sidewalk condition.
Bike	Existing & proposed bike facilities not within 1/4 mile of the station area.
Drive	Hwy leads to higher traffic congestion; Lack of left-turn lanes; High intersection delay.

Meyer Blvd

Walk	Wide crossing; Poor sidewalk condition.
Bike	No bike facilities.
Drive	Interchange with Hwy.

75th

Walk	Lacking sidewalks; Poor sidewalk condition; Hwy barrier; Disconnected streets.
Bike	Lack of bicycle facilities and connections.
Driver	High traffic volume (75th & transit facility).

Key Findings

This section includes a summary of the Key Findings derived from research, analysis, and engagement conducted during the first phase of ProspectUS. These Key Findings are organized by their associated topic area for ProspectUS subcommittees:

- **Neighborhoods & Housing**
- **Public Space Improvements**
- **Funding & Financing**

The Key Findings also provide the framework for goals and recommendations established in Chapter 4: Building an Equitable Transit Village, and Chapter 5: Implementation Toolkit and Measuring Progress of this strategic implementation document. Additional detail regarding the Key Findings can be found in the State of the Corridor document, and its supporting Appendices that are available through the City of Kansas City, Missouri website.

Neighborhoods & Housing

The Success of the Prospect Corridor is Dependent on Retaining and Attracting New Residents:

Decades of disinvestment and population loss have left 15% of residential land vacant/ underutilized throughout the area, and it is necessary for the area to increase the population and house more residents. A target of more than doubling the housing stock and/or population within the ProspectUS study area will provide a foundation for success.

KCMO's TOD Policy Necessitates Additional Community Discussion about Future Land Use Policy & Zoning:

The City's adopted Transit-Oriented Development (TOD) policy establishes a framework for differentiating between development contexts – pattern, intensity, and scale, and generally discourages auto-oriented along transit corridors. The Prospect Avenue corridor is primarily zoned B3-2 (Community Business) for its length. This application throughout the corridor, does not allow for specific distinctions for scale, form, and use between different contexts. Additionally, the current zoning district allows auto-oriented and non-transit supportive uses. To align corridor development with TOD targets and support efficient transit service, engagement with the community to define the appropriate scale and use mix will be needed.

Healthy Neighborhoods Require A Variety of Housing Choices:

Neighborhoods with a mix of residential building types can collectively hit common transit thresholds for density throughout neighborhoods. A housing portfolio which includes "middle" types – specifically smaller-lot detached houses, duplexes, townhouses, multi-unit houses, and colonnades – also helps ensure that an individual can have different housing choices as their lifestyles change.

Equitable Reinvestment Requires Rebuilding the Small Business Ecosystem of Small-Scale Development:

The structure of the real estate development and construction industries nationwide is geared toward providing large-scale development— both multi-story residential buildings and large-tract subdivision development. Reinvestment in neighborhood housing requires a well-functioning system of investors, builders, owners, and residents to implement that reinvestment.

"I need connected sidewalks."

- Homeowner

"Subsidy should be used to support the cost of housing existing residents can afford if reinvestment occurs."

- Community Stakeholder

Public Spaces

Walking Needs to be Easier To and From Neighborhoods:

The Prospect MAX High Capacity High Frequency Service prompted significant investment in street and streetscape infrastructure to enhance the experience of transit riders along Prospect Avenue and at transit stops. While this investment improves pedestrian mobility in the corridor by serving transit stops with updated facilities, the adjacent cross streets and neighborhoods lack high-quality, consistent mobility infrastructure (sidewalks, streetscape amenities, etc.).

A More Robust Frequent Transit Network Is Needed to Support Riders and TOD:

Fast, frequent, dependable, and safe transit operations are necessary to create transit-oriented development and support the Prospect Corridor and adjacent neighborhoods. Increasing the frequency of bus service along the Prospect MAX as well as along several key east / west routes will improve the system's consistency and reliability, increasing ridership, neighborhood support, and value to developers.

Funding & Financing

A Continued Public Commitment to the Prospect Corridor Is Needed:

Continued, consistent, and strategic application of public investments and public / private partnerships will be needed to support equitable transit-oriented development.

Affordable New Housing Needs Subsidy to be Built:

The need for housing to build out the corridor and support eTOD will require significant investment over several decades, from a variety of sources, including substantial public subsidy.

Historic Disinvestment Will Require Historic Reinvestment:

Within the Prospect Corridor study area, 98% of communities have been impacted by historic redlining or related disinvestment practices, resulting today in 26% of the study area being undeveloped or underdeveloped. To reverse these effects and develop housing in a manner that supports TOD and neighborhood services throughout the corridor, strategic public and private investment over several decades, through various resources will be needed.

Greater Understanding of the Implementation Economics of Small-Scale Infill and Rehabilitation Will Be Needed:

Sustained vacancy occurs when the cost to build exceeds the revenue to be made from building. Currently, there is no demand at the price points afforded in the corridor to support new construction. To remedy this, either development costs must be reduced, or revenues from rents and sales must be increased (or a combination of both). Small-scale development (1 to 24 units) lacks the efficiencies of development that larger developments (50 to 200 units or more) can realize. Thus, reducing development costs will enable more small-scale and neighborhood-scale development to occur.

ProspectUS

3

ProspectUS Growth Targets

Targeting the Future

Successfully redeveloping the Prospect MAX corridor stations as livable communities for all will produce substantial economic and quality of life benefits. Investment in housing, retail and service, and jobs can impact the Prospect Corridor by, making it an employment center, reduce the cost of living, increase household wealth, and help build the City's reputation as a desirable location within the region. Getting there is feasible if two basic principles are utilized:

A. Performance and Priorities

Capital is necessary and hard to come by, so make the most of what's decided - using a system that prioritizes impact while maximizing equality of opportunities will support desired outcome, to be reflected in a revised city ordinance and in leveraging the city's access to public investing from all levels of government.

ProspectUS has illustrated existing public assets, such as foreclosed vacant properties, existing financing programs, and stated commitments to TOD by both city agencies and by Jackson County and KCATA; but there is no mechanism to provide affirmative, coordinated availability of such resources, nor of access to contingent resources such as funds made available due to federal COVID-19 relief, increased appropriations from the infrastructure bill, the Inflation Reduction Action, the CHIPS Act, the city's, the county's, MARC's and the State's own abilities to direct help finance infill and reinvestment in the corridor.

B. Economic Development

The goal of equitable TOD is to improve the quality of life in the Prospect MAX Corridor by promoting development without displacing current residents, and through managed development that maximizes life chances for all current and new residents.

ProspectUS recognizes that the current corridor and its station areas is largely occupied by poor and working poor households, and that the blocks adjacent to Prospect Avenue, once a recognized corridor of intense economic activity, are currently underutilized or even vacant.

The promise of equitable TOD will result in more complete communities: places that are healthful, educative and secure, livable for all, and that are not only "bedroom communities" but that themselves offer both local convenience and become destinations for trip-making from other communities across the city and from within the larger region.

Economic Benefits

- **Reduction in the household cost of living** - achieved through reducing automobile dependence in favor of local convenience which can be achieved through walking, bicycling, and if necessary short transit trips and short driving trips too.

- **Increase in incomes** - achieved 1) through increasing the number of local stores and services, resulting in turn in the number of residents employed, and 2) through workforce development and training, helping create a ladder of opportunities resulting in increased wages.
- **Poverty reduction** - which results from the combination of both reduced cost of living and from increased wages, aided and abetted by an increase in financial services linked to counseling programs, helping local households better set goals such as improving skills through education, small business creation, homeownership, and life security through availability of medical and other health-promoting services.
- **Increase in wealth** - both through achievement of these kinds of goals, but through a sea-change in the number and quality of locally owned retail, services and productive businesses.
- **Increases in property value** - resulting from an increase in the intensity and diversity of land uses, and resulting in increased availability of public private capital available for new investment.
- **Increase in private capital availability** - resulting from a reduction or even elimination of net leakage of expenditures out of the corridor, resulting in a net import of expenditures from other communities as the corridor's station areas' reputation as a destination is established.
- **Restoration of customary channels of financial services** - currently available in parts of Kansas City in signature communities such as Westport, River Market, Downtown, as close as Brookside, and in suburban locations but largely not available on the East Side.
- **Establishment of a reputation in real estate markets** - for the location of new businesses from outside of the region, and for relocation of businesses from existing locations elsewhere within the region.

The implementation of ProspectUS must recognize the value of creating households AND places that support and are supported by residents. The Growth Targets recognize that both are necessary for enduring success.

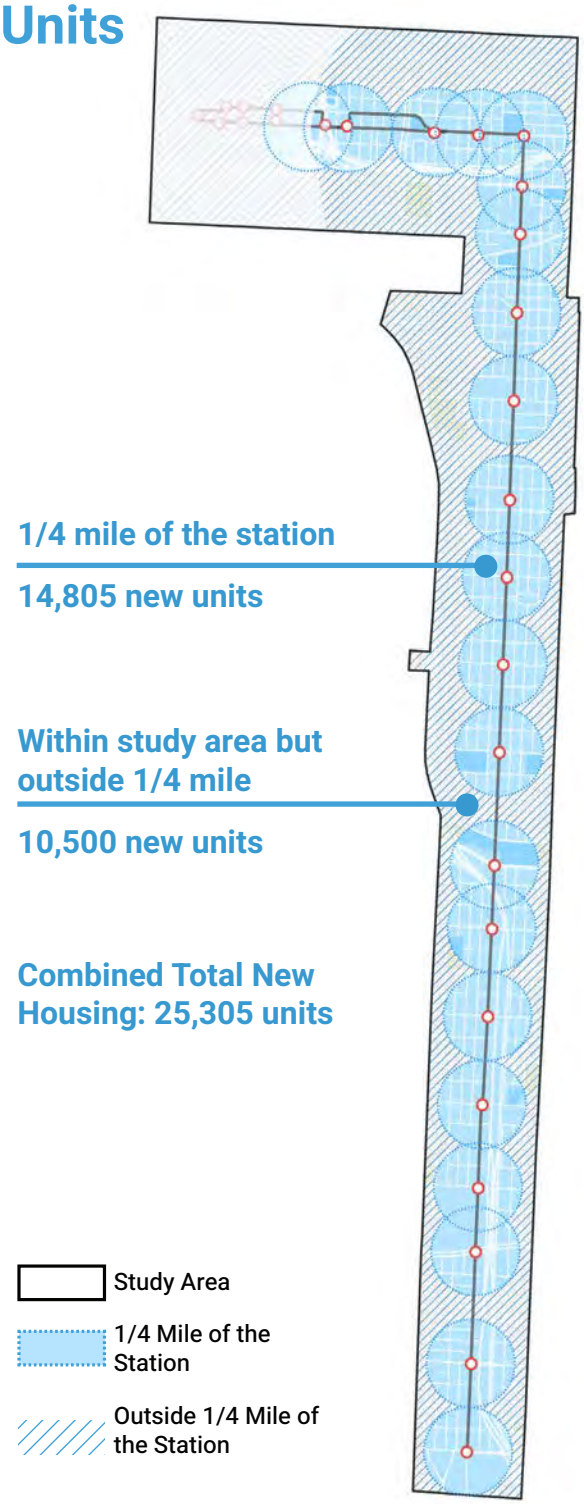
Targets

Target 1: 40,000 Housing Units

To adequately support frequent transit service and local businesses along Prospect Avenue, a minimum of 8 housing units per acre of land is necessary within ¼ mile of the transit station (the node of a transit village). This level of density provides a total of 1,008 housing units within ¼ mile of the station. Currently, the average housing counts near the transit stations is approximately 300 units, or 30% of the needed units. To achieve an adequate level of housing density an average of 705 new units per station area (within ¼ mile) is necessary, to create 14,805 new units within the corridor.

Additional housing can be accommodated within the study area, which will further support transit operations and businesses. Currently, 10,000 housing units are within the study area but are located outside of the 1/4 mile area around existing transit stations. The average density of the study area outside of the 1/4 mile areas is 1.2 units per acre due to vacancies. Increasing the housing within the study area within each transit village, but outside of the ¼ mile node, by 500 units per station would provide 10,500 additional housing units (a density of 2.5 units per acre) within the study area that will support transit and businesses while increasing the corridor's population..

When combined, the transit-oriented development housing (within ¼ mile of the transit station) and the study area housing (outside the ¼ mile of each transit station) adds up to 25,305 new housing units in the corridor, creating a total study area housing stock of more than 40,000 housing units of varying types. This level of housing growth will provide opportunities for existing and new



residents, support transit and local businesses.

The current market demand for a variety of housing units within the study area (1/2 mile distance from the corridor) is 3,180 annually, and today less than 300 units per year are being constructed. The shortfall in housing construction is due to several factors including population growth, funding (capital), and financing (lending). The opportunity to increase housing in the corridor exists and much of this implementation strategy is about leveraging funding and addressing financing within the corridor to help create housing. As housing is created the market will grow and the creation of housing will accelerate, but to create the necessary housing a 20-year time horizon should be targeted.

To create mixed income neighborhoods and variety of housing within the corridor all new units should be targeted to create 1/3 affordable, 1/3 attainable or workforce, and 1/3 market rate housing rents and sales prices.

Corridor Resident Migration
(annual)

	Owners	Renters
East Subarea		
Migrating Into	5	455
Moving Within	5	265
Bypassing	10	425
Subtotal	20	1,145
Central Subarea		
Migrating Into	30	225
Moving Within	110	630
Bypassing	30	260
Subtotal	170	1,115
South Subarea		
Migrating Into	15	155
Moving Within	45	365
Bypassing	15	135
Subtotal	75	655
Total Three Subareas		
Migrating Into	50	835
Moving Within	160	1,260
Bypassing	55	820
Total	265	2,915

Target 2: $1 Billion in Spending Power

The current spending power of Prospect corridor residents is $298M annually, or approximately $44,000 per household annually. Through subsidy, current households can spend more than the corridor average annual household income of $32,000. To support additional goods and services, and workforce and market rate housing, an increase in average annual household income, and in turn annual household spending, is needed. An increase in average annual household income to $57,000, similar to that of the 2019 Median Household Income for Kansas City region, would have a dramatic impact in the corridor. The population growth (25,000 households) and income growth ($57,000 average income for all households) will account for $775.6M in new spending potential, creating more than $1B of aggregate spending power in the Prospect Corridor. In addition to diversifying resident incomes, the increased income would provide opportunities for homeownership, support for local businesses, and creating local, personal, and business wealth.

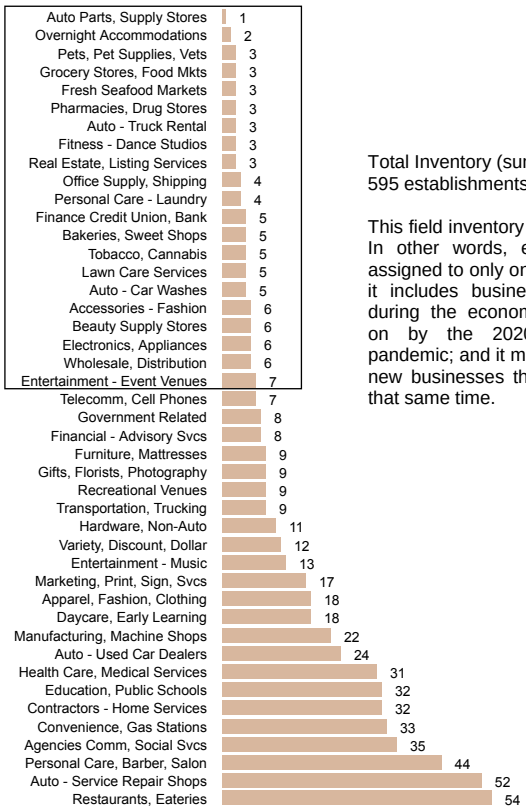
Target 3: 15,000 New Local Jobs

The current population of the corridor, and their spending power (noted previously) supports more than 6,100 jobs: direct, indirect, and induced*. Today, many of those jobs are supported outside of the corridor. The target of 15,000 new jobs within the Prospect Avenue Corridor is based on the increase in population, 32,000 people, and new spending power, $775.6M to support those jobs. It is estimated that for every $1M in consumer spending, 10 direct jobs can be supported, which in turn are supported by 4.6 indirect jobs and 6.1 induced jobs for a total of 20.6 jobs created. An increase of 15,977 new jobs supported results, and when combined with the existing jobs supported, resulting in a total of more than 22,000 jobs in the Prospect Avenue corridor.

To further refine the types of jobs that are necessary to support the corridor and its residents, it is important to understand the gaps in the market and the potential for new retail and small businesses. As shown in the histogram below, there is only one (1) automotive parts and supply store in the entire study area, which is inadequate and presents and opportunity for a new business in that category. Similarly, there are only three pet supply and veterinarian establishments, three grocery stores and food markets, and three drug stores and pharmacies. Other under-represented categories include overnight accommodations, fitness and dance studios, martial arts, banks, shipping and office support services, laundromats, bakeries and sweet shops, fashion accessories and beauty supplies, electronics and appliance stores, entertainment venues. In comparison, there are 54 restaurants and eateries (including some drinking establishments), and this is the largest category. There also are 52 businesses in the auto related service and repair shop category, and 44 personal care barber shops and salons. Other over-represented categories include gasoline stations (with and without convenience stores) and used car dealerships. The under-represented businesses should be the focus of recruitment to the corridor in support of the current population and spending capacity.

Prospect MAX BRT | by Business Category

of businesses and retailers within 0.5 mile of 12th Street and Prospect Avenue, 2022.



Total Inventory (sum) = 595 establishments.

This field inventory excludes overlap. In other words, each business is assigned to only one category. Also, it includes businesses that closed during the economic crisis brought on by the 2020-2022 Covid-19 pandemic; and it might exclude a few new businesses that opened during that same time.

Based on a combination of Google Street View and primary field research by LandUseUSA | Urban Strategies; 2022. Includes small businesses operating from residences, and includes many businesses that closed during the economic crisis brought on by the 2020-22 Covid-19 pandemic. Analysis and exhibit prepared by LandUseUSA Urban Strategies on behalf of the City of Kansas City; 2022.

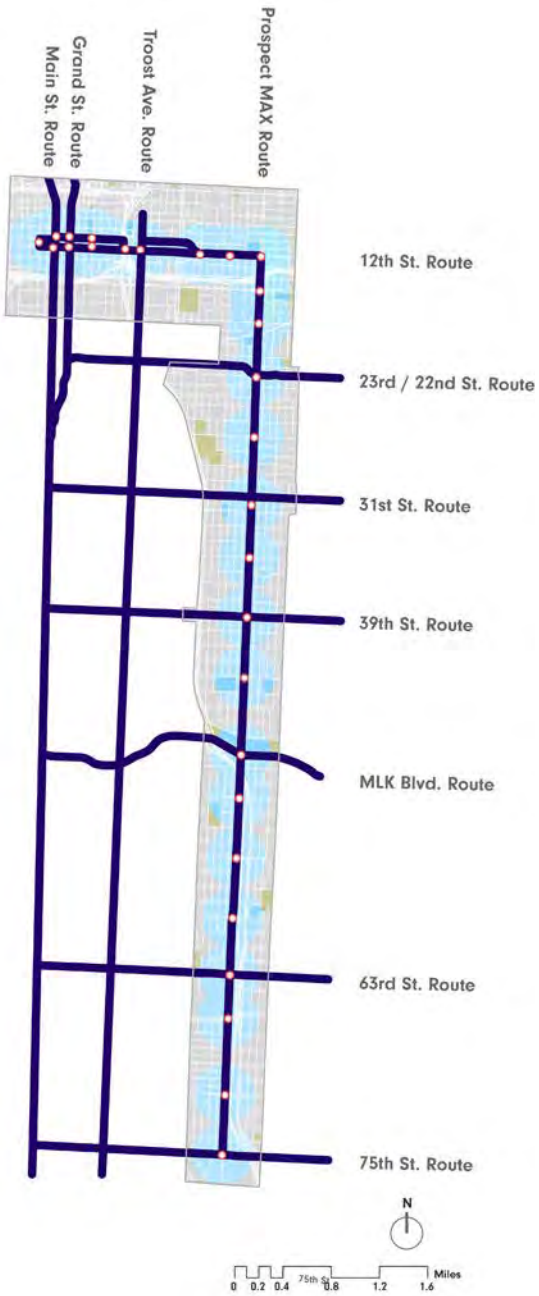
**Direct Jobs* – employed at the establishment.
Indirect Jobs – supporting the operations of the establishment.
Induced Jobs – jobs supported by re-spending of earnings from the establishment.

Target 4: A Frequent Transit Network

A fast, frequent, dependable, and safe transit system is critical to supporting a region, its communities, and its neighborhoods. An efficient transit network provides connectivity and access locally and regionally to goods and services, education, health care, and jobs for people to live their lives. A primary benefit of transit service is an increase in the quality of live, recognized through a decrease in the cost of living, specifically reducing the need for an automobile. According to the Center for Neighborhood Technology, it is estimated that within the Prospect Corridor the cost of car ownership is $11,150 per year. Consider that the cost is doubled for households with two cars. Efficient transit reduces the reliance on the automobile for most trips, thus reducing the transportation cost substantially each year. Savings at this level can contribute significantly to providing for a family, reducing poverty, and building individual wealth. Additional economic benefits associated with efficient transit include:

- **Safety & Health:** Each transit trip starts with a walk, and walkable communities support transit-oriented development. Creating a safer pedestrian environment can provide individual health benefits and environmental health benefits improving air quality.
- **Green Infrastructure:** Improved pedestrian environments include green amenities and infrastructure such as trees and plantings that reduce pollutants, reduce the heat island effect, accommodate stormwater, reduce flooding, and improve property values.
- **Reduce Energy Consumption:** Green improvements in turn reduce the temperature of the urban environment reducing the need for air conditioning and other energy consumption.

The frequent transit system, the streetcar on Main Street and MAX BRT on Troost Avenue and Prospect Avenue, in Kansas City is currently oriented north and south, with very few frequent lines traversing the City east and west. The Prospect MAX, with the highest ridership in the transit network provides a significant backbone for a frequent network within the urban core of Kansas City and the east side. To create a network the provides the benefits to the Prospect Corridor, the east side of Kansas City a focus on creating frequent east / west routes is necessary. Specifically, a focus on the routes that exhibit higher ridership should be improved to create a frequent network. Routes include 22nd/23rd Street, 31st Street, 39th Street, MLK Boulevard, 63rd Street, should be targeted and improved, along with the Prospect MAX to operate at 10-minute headways creating a network of frequent transit providing increased connectivity and access to residents and businesses along the Prospect Corridor.



Target 5: Zero Displacement

Current residents and businesses, particularly those that have made a prolonged commitment to the corridor and neighborhoods, should be given the opportunity to realize the benefits of change. New investment and people will change the corridor, but those currently invested provide a link to the past, the established commercial and residential corridor, the authentic, thriving streetcar corridor that serves the east side of Kansas City. Their investments and contributions should not go unnoticed or unrewarded, and they should be given the opportunity to participate in the change. No resident or business currently invested in the corridor, and adjacent neighborhoods should be displaced for redevelopment. Redevelopment policies should not allow displacement, local relocation to support homeownership should be encouraged, and existing programs and resources should be leveraged for existing stakeholders as redevelopment occurs.

ProspectUS

4

Building an Equitable Transit Village

What Is Transit-Oriented Development?

The City of Kansas City, Missouri's Transit-Oriented Development (TOD) Policy defines TOD as: "an approach to development that focuses land uses around a transit station or within a transit corridor in order to maximize access to frequent, high-quality transit and the benefits it provides. TOD is characterized by dense, compact development with a mix of uses in a pedestrian-oriented environment. The design, configuration, and mix of uses reinforce the use of public transportation, and enhance the vitality of the area."

Creating TOD demands a focus on improvement of the two physical components of the community - the **public realm** and **development**. Equitable Transit-Oriented Development (eTOD) brings an economic and social component into focus: **displacement mitigation**.

Public Realm

Peoples' first experience of a community - its neighborhoods, its destinations, and its culture - is through the **public realm**. The public realm is the publicly owned and publicly accessible areas in a community: parks; plazas; open, natural, and preserved land; streets, rights-of-way, and trails; and civic spaces. The public realm of any community significantly influences many other aspects of a community, including connectivity, development, and community character.

The street network is the primary network of connections and access for all modes of transportation - transit, vehicles, bicycles, and pedestrians. Supporting the street network is the open space network, which includes parks, trails, plazas, and preserved land. The open space network not only supports connectivity, but provides important amenities to a community. In the Prospect corridor, movement throughout the corridor and access to the community's businesses and neighborhoods is reliant on these two networks that make up the public realm.

Similarly, the public realm provides the framework within which development occurs. The design of the public realm (the streets and open spaces) will determine the pattern, scale, form, and use of development. Development and the public realm can and should be supportive of one another in order to positively impact community character.

Finally, the design of the public realm can demonstrate the values and character of both individual neighborhoods and the broader community. The quality of public realm design will indicate the importance of public spaces, the importance of highly connected housing and businesses, and the importance of streets and the people that use them.

Development

The **development** within TOD has specific characteristics that support transit, residents, and businesses. Neighborhood-scale development occurs in a compact, walkable pattern and intensity that creates people-centered places, improved connectivity, and access to transit. Neighborhood-scale development in a transit-oriented context provides an affordable means to access work, schools, services, and amenities. It also results in an efficient use of public investments: transit, infrastructure, and roadways. In turn, this efficiency results in a fiscal return on public investments, creating a sustainable funding cycle for supporting long-term operations and maintenance of public systems.

TOD involves more than just providing housing at and around transit station areas. Instead, a variety of uses within walking distance of a transit stop will establish a vibrant destination. Multiple uses (residential, commercial, mixed-use, institutional, and civic) will attract a broad segment of the community and increase the activity and vibrancy of the place. Concentrating a variety of uses in a single place also helps to focus investments and support local businesses and workforces - promoting broader stability and sustainability. The proximity of different uses in a single area reduces the number of personal vehicle trips, and improves public health through walking or biking, better air quality, and increased access to daily necessities. To further support TOD, uses that are not supportive of transit, and auto-oriented site formats such as drive-thru facilities or large parking lots, should be discouraged.

Housing is an important component of TOD, and historically, neighborhoods that surrounded streetcar stops (like those in the Prospect Corridor) were built to accommodate a vast range of housing types, such as colonnades, multi-plexes, duplexes, and single-family homes. However, new housing will not be built unless market deficiencies – low incomes, undervalued rents, high cost of construction and financing gaps – are addressed. The Prospect Corridor is currently not well-positioned to compete in the development market, and the production of a diverse array of uses will take significant public commitment and partnerships.

Displacement Mitigation

Redlining, and a prolonged lack of both public and private investment, has played a significant role in the devaluation of property within the Prospect Corridor resulting in the regional wealth disparities and market challenges seen today. An equitable approach to TOD (or eTOD) requires that the benefits of increased prosperity are felt locally and include measures to **prevent the displacement** of existing corridor residents. It also means directly supporting and benefiting the residents and businesses of the corridor, current and future, and providing multiple pathways to establishing generational wealth. This occurs through a reduced cost of living (specifically housing and transportation costs), and supporting opportunities for home, business, and property ownership. Recent investments, including the Prospect MAX, the Central City Sales Tax measure, and recent development (with public investment) and infrastructure improvements are indicators that interest is growing in the corridor. Strategies to support and maintain current stakeholders in the Prospect Corridor are critical to the success of ProspectUS.

What Is an Equitable Transit Village?

A **Transit Village** is defined by three primary contexts in proximity to the transit system: nodes, corridors, and neighborhoods. Leveraging resources to support reinvestment in multiple contexts are needed to build a complete community along the Prospect Corridor. An **equitable transit village** incorporates the equity-focused principles from eTOD into the development of each transit village.

What Is Equity?

Equity refers to fairness and justice. It requires changing structures of power and privilege so the disparities of historically underrepresented groups are addressed and eliminated. *(digdeepforequity.org)* Another way to think about equity is that different people need different things. This understanding of equity has shaped the approach to this plan.

Throughout the community engagement process, it was important to acknowledge the years of intentional and historic inequity that certain communities (mostly communities of color) experienced. The ProspectUS plan partnered with community members and leaders, small developers, neighborhoods, and non-profit organizations to examine and co-create viable options that can produce and maintain equitable transit villages. From various perspectives, this multi-disciplinary, cross functional, multi-identity team was able to discuss, grapple, and align around key findings and opportunity areas for the implementation of transit-oriented villages throughout the Prospect Corridor.

Recent investments in the Prospect MAX transit has provided a strong foundation from which the community can benefit from improved access to jobs, education, goods, and services. The Prospect Community's thoughts and perceptions were identified and addressed through this process to create an equitable plan. Both a qualitative as well as quantitative data collection process was necessary. As the ProspectUS team gathered input and processed data, we welcomed the knowledge and experiences of the various stakeholders who make up the Prospect Corridor community (residents, community partners, business owners, developers, bankers, city staff and elected officials, etc.). Engagement during this process was intended to reach those communities

to help create understanding, direction, and recommendations for the future. It is important to note that the equity-centered approach to engagement begins with an understanding of the following principles, derived from Bryan Stevenson's Guiding Principles of Equity. Mr. Stevenson is a widely acclaimed public interest lawyer who has dedicated his career to helping the poor, the incarcerated, and the condemned.

Crafting an implementation plan that is a realized asset to such a dynamic group of stakeholders (residents, developers, city staff, partners), will take the participation of other components of this system to achieve equity. Therefore, we must be reminded there are no quick fixes. The feedback received from the engagement is summarized within this document and much of the feedback has shaped and supports the findings of the technical analysis. A complete list of the meetings and feedback can be found in the appendices. The ProspectUS team looks forward to supporting a plan that names and addresses (many of) the immediate needs, while outlining a path to sustainable change.

Equity: Stevenson's Guiding Principles:

- **With, Not For!** – Center the needs of the community and convene a multi-disciplinary, cross functional and multi-identity group to gather information and resources.
- **Get proximate to the problem!** – Work to understand what is happening; who is benefiting and who is being harmed; how things work; who is already getting things done; what else is needed.
- **Attempt to change the narrative!** – Name the past and present narratives that impact the community and growth. Who holds/ creates/ perpetuates the narratives? What new narratives are needed?
- **Be open to new information!** – Listen to one another even if the information is different than what you expected or makes you uncomfortable.
- **Be willing to be uncomfortable!** – Change can be uncomfortable for some. So is inequity, so let's navigate through our discomfort to create more equity.
- **Commit! Engage! Trust the Process!** – Recognize that community members have experienced success and disappointments. Let's be honest and open about what is expected and possible.
- **No Quick Fix!** – Equitable change takes a combination of behavioral and systemic change. All entities must examine what and how change will occur.
- **Maintain Hope in the face of brutal facts!** – Historic and current inequities exist. We must acknowledge them and be reminded that we have the power to transform our communities. Because engagement work is human-centered and equity-driven, shifts and changes are expected as we deeply engage and learn from participants.

What Is a Transit Village?

Transit villages are made up of three components: nodes, corridors, and neighborhoods.

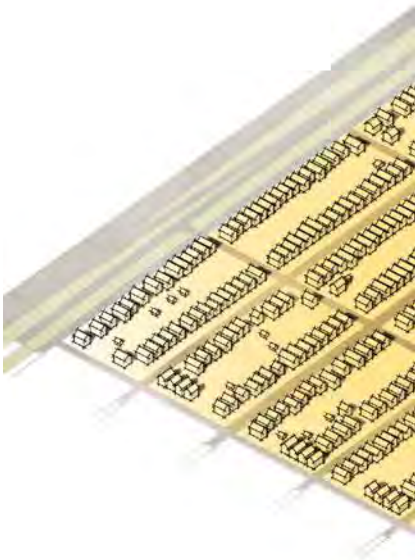
"I am a community partner, I need to see TOD examples, so I can share with others in the region."

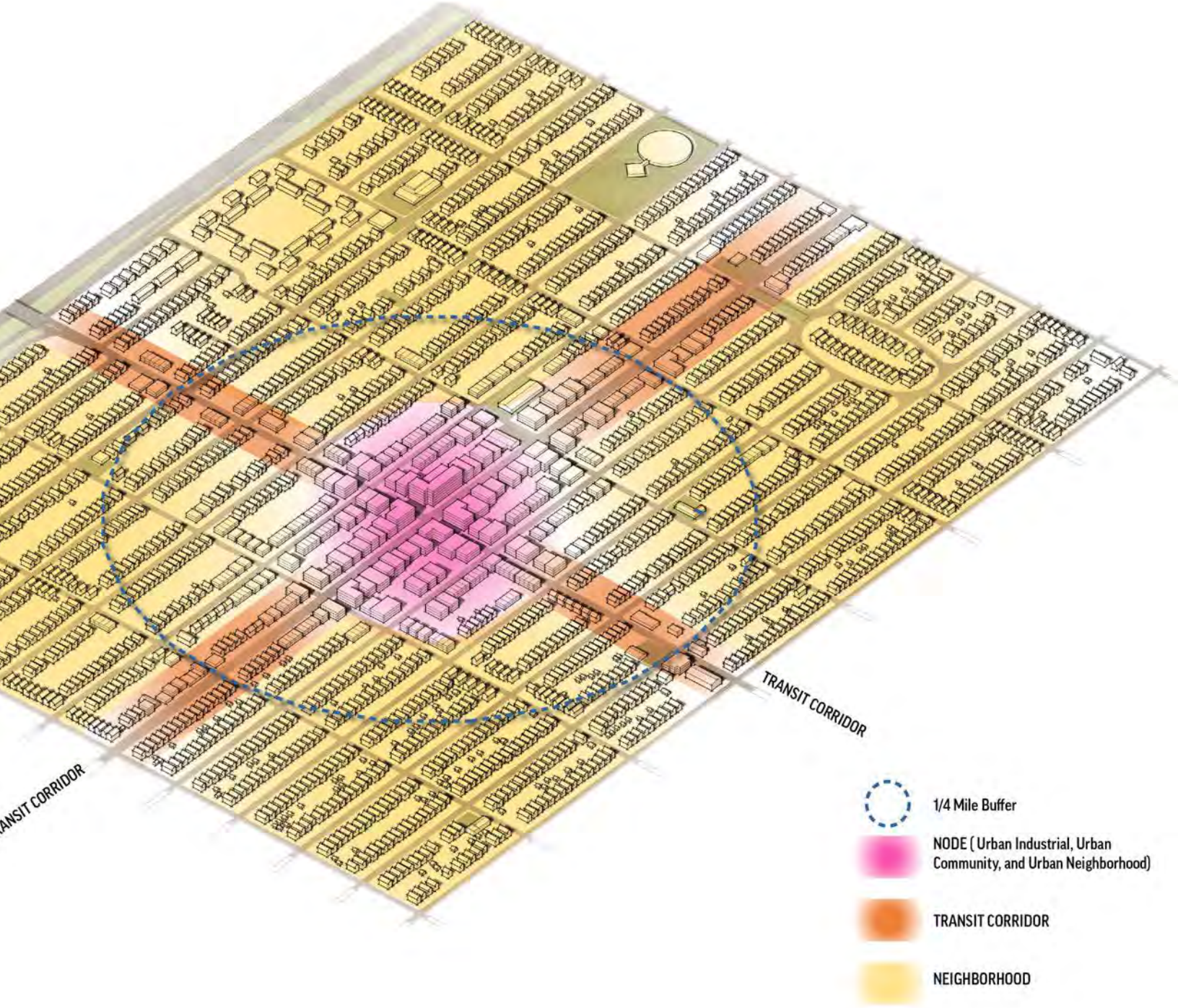
- Community Stakeholder

NODES Nodes are located directly at transit stops and intended to provide direct access to goods, services, and housing in proximity to transit. Nodes vary in intensity of use and development. "Neighborhood Nodes" are less intense, and establish smaller-scale, neighborhood-oriented commercial hubs. "Community Nodes" and "Industrial Nodes" are more intense, and are intended to support greater levels of residential density and employment opportunities.

CORRIDORS The Transit Corridor sub-districts are generally established between the distinct nodes of the Prospect MAX Corridor, as well as along major east / west cross-streets. This subdistrict provides an opportunity to allow for "missing middle" housing types such as townhomes, colonnades / walk-ups, small apartments) to support the goods and services offered within the nodes. This subdistrict is intended to be residential in nature and to reinforce walkable development patterns.

NEIGHBORHOODS Neighborhoods are the residential areas surrounding the Prospect Corridor and its major crossing intersections. Generally, neighborhoods support a range of smaller-scale housing options for residents near the transit stops, including single-family homes, duplexes, walk-up apartments (such as colonnades), and townhomes.



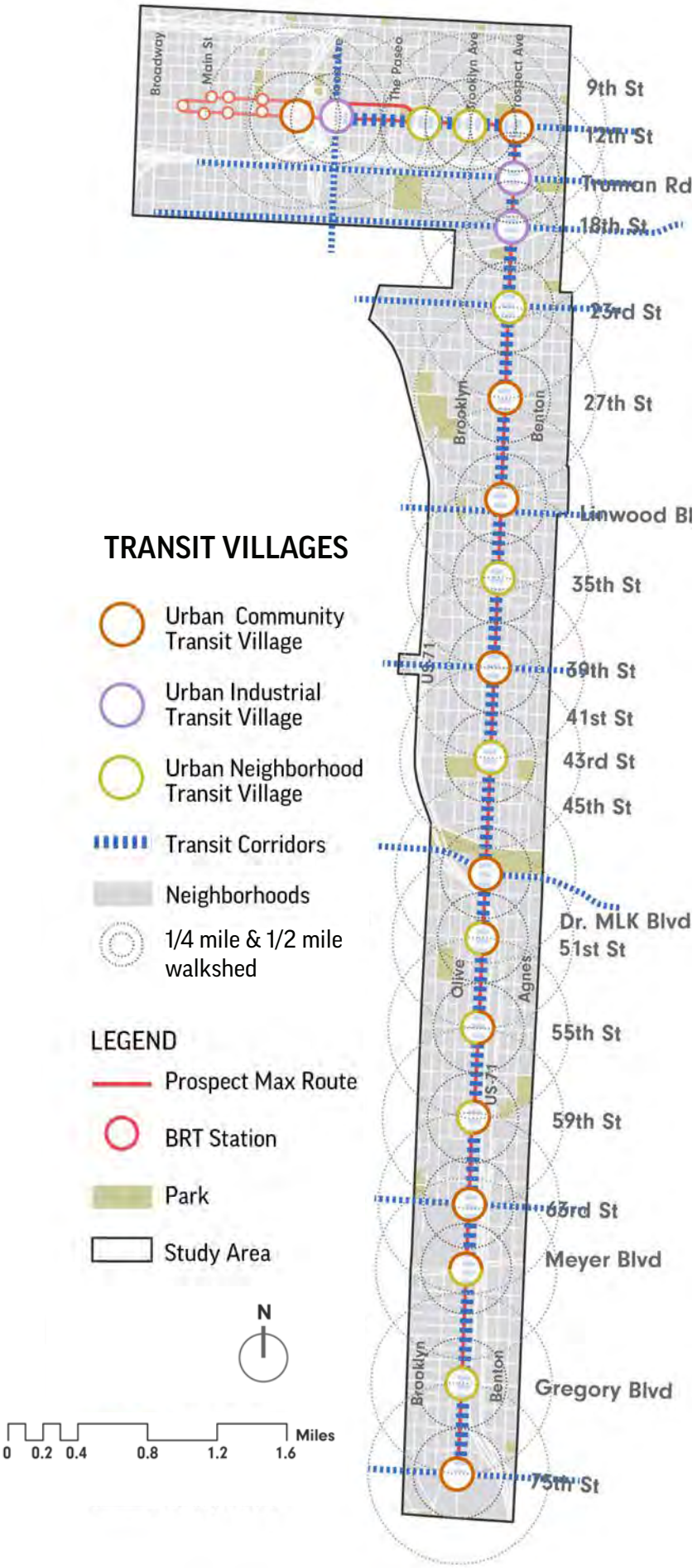

TRANSIT CORRIDOR
ANSIT CORRIDOR
1/4 Mile Buffer
NODE (Urban Industrial, Urban Community, and Urban Neighborhood)
TRANSIT CORRIDOR
NEIGHBORHOOD

Building Equitable Transit Villages on Prospect Avenue

Attention to the design details of transit-oriented development (TOD) is necessary to create the Transit Villages on Prospect Avenue to leverage the transit service and support local residents and businesses. Creating compact, connected, and diverse villages does not happen by accident, the details matter. A focus on the design of public spaces and development is necessary to create the environment for transit villages, and development that provides the spaces and uses for residents, businesses, and visitors to the corridor. The following sections document the critical elements of public space design - user infrastructure, wayfinding and identity, safety, and accessibility, as well as development design - building and frontage design and parking and access. Implementation of these concepts will insure transit villages that are accessible, connected, and host to a variety of uses and activities. In support of the concepts conveyed specific street designs and development prototypes have been prepared to guide implementation. Additionally, to further ensure that development within the corridor and is transit-oriented, the Prospect Avenue Corridor Overlay District is being created to guide future redevelopment.

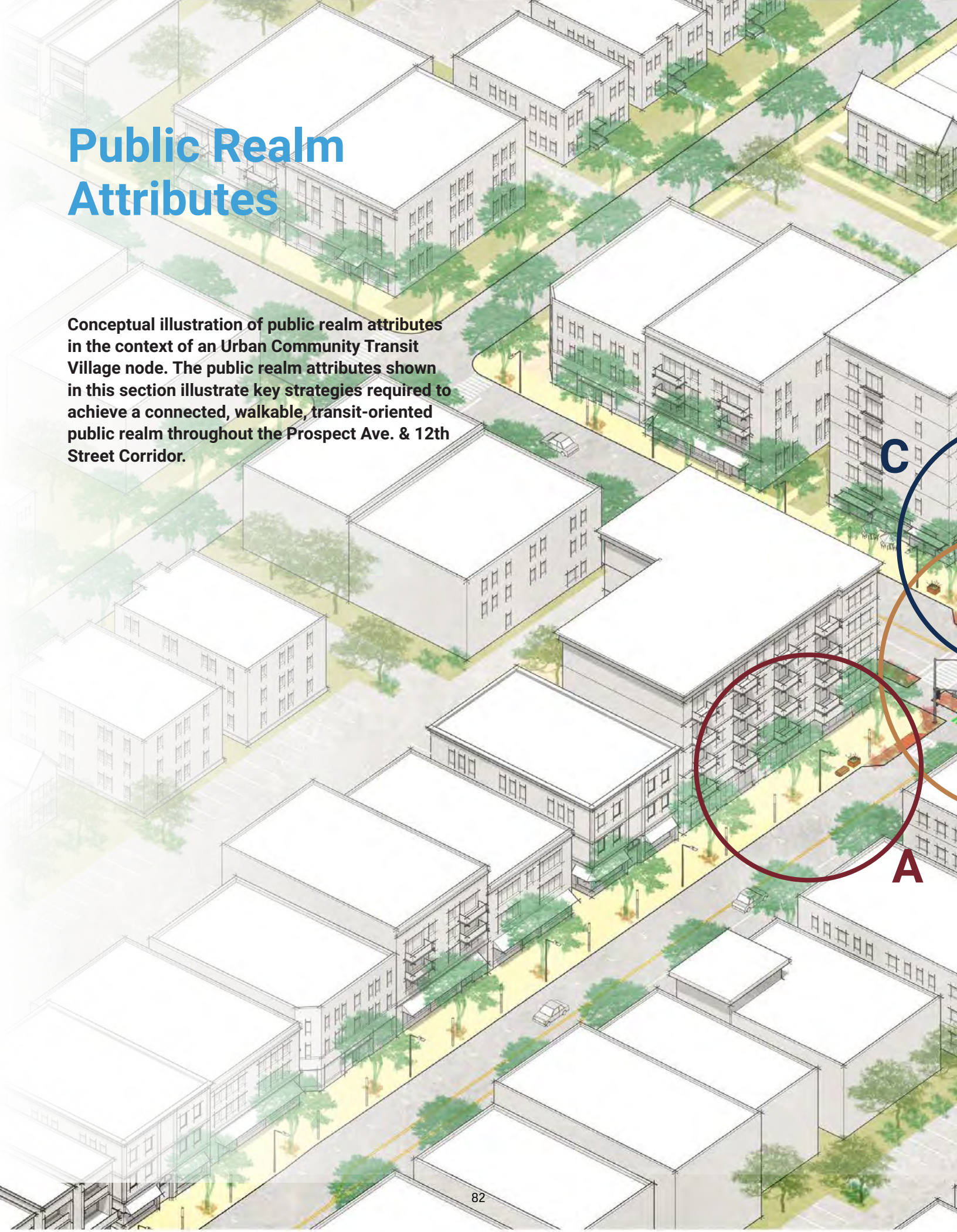
"We want incremental development, but also historic reinvestment that doesn't take 20+ years."

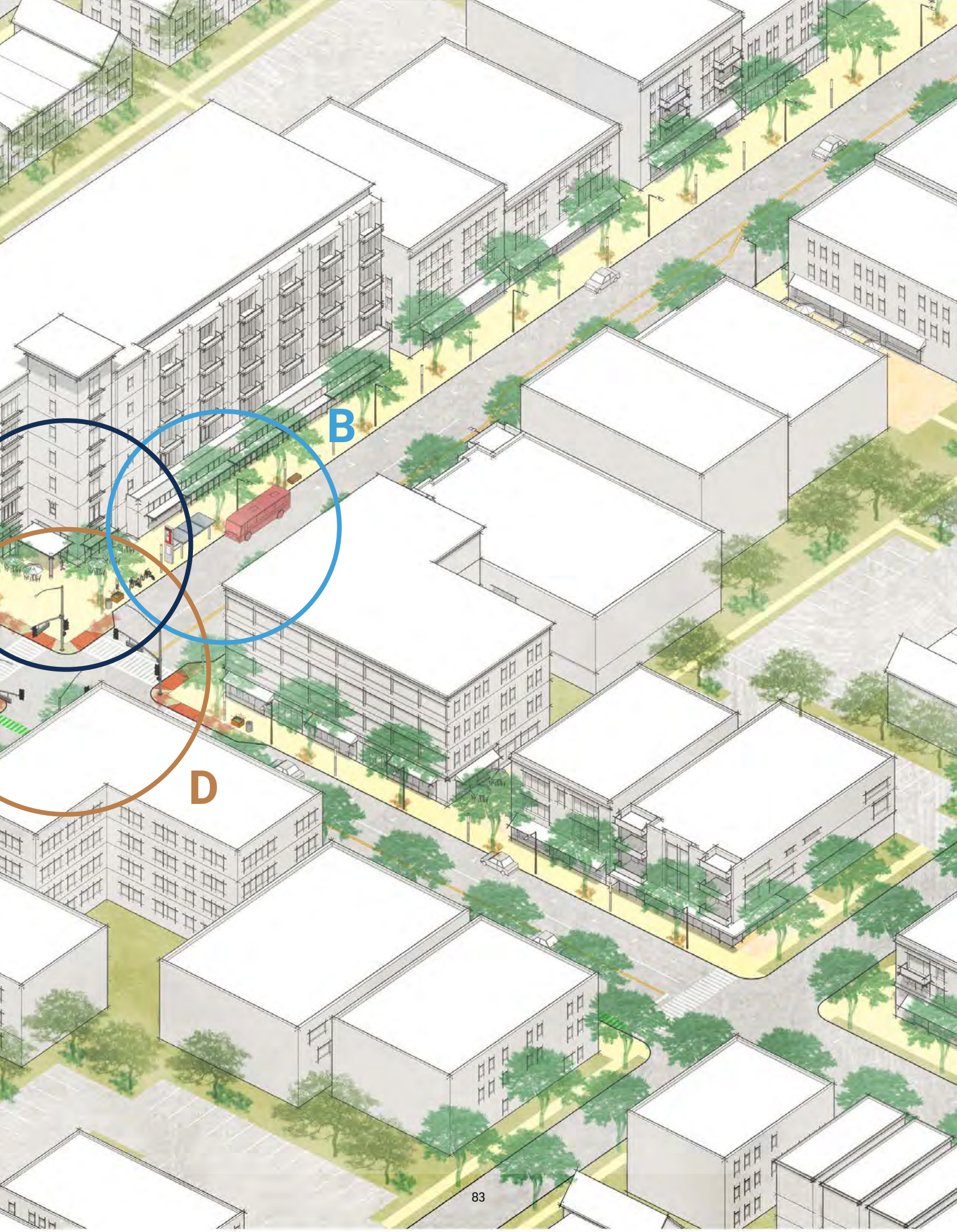
- Community Stakeholder


TRANSIT VILLAGES
Urban Community Transit Village
Urban Industrial Transit Village
Urban Neighborhood Transit Village
Transit Corridors
Neighborhoods
1/4 mile & 1/2 mile walkshed
LEGEND
Prospect Max Route
BRT Station
Park
Study Area
N
0 0.2 0.4 0.8 1.2 1.6 Miles
Broadway
Main St
Troost Ave
The Paseo
Brooklyn Ave
Prospect Ave
Brooklyn
Benton
Olive
Agnes
US-71
9th St
12th St
Truman Rd
18th St
23rd St
27th St
Linwood Bl
35th St
39th St
41st St
43rd St
45th St
Dr. MLK Blvd
51st St
55th St
59th St
63rd St
Meyer Blvd
Gregory Blvd
75th St

Public Realm Attributes

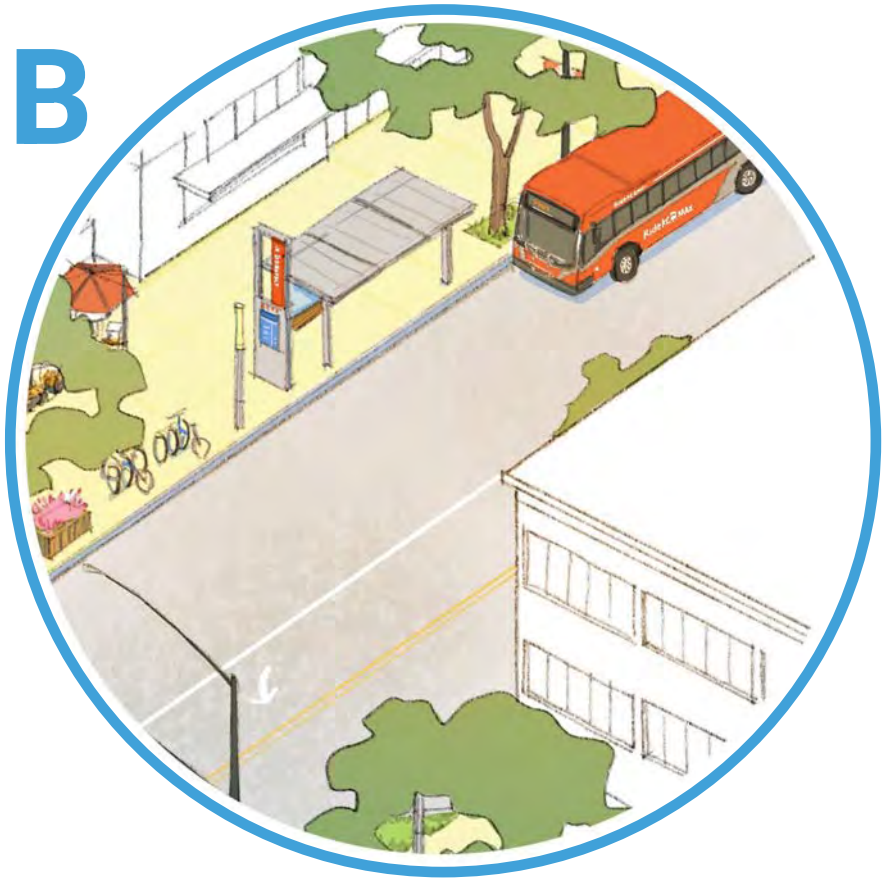
Conceptual illustration of public realm attributes in the context of an Urban Community Transit Village node. The public realm attributes shown in this section illustrate key strategies required to achieve a connected, walkable, transit-oriented public realm throughout the Prospect Ave. & 12th Street Corridor.




B
D

PUBLIC REALM INFRASTRUCTURE

- Increased greenery throughout the Prospect corridor (e.g.: green infrastructure, hanging planters, larger and movable planters, and street trees).
- Public realm amenities to foster a safe and inviting walkable streetscape for all ages and abilities (e.g.: benches, bike racks, trash & recycling receptacles, decorative lighting, and intersection treatments).
- Public, shared, and on-street parking at nodes to contribute to a transit-oriented environment.



WAYFINDING & NEIGHBORHOOD IDENTITY

- Community art reflecting the diverse Prospect neighborhoods (e.g.: murals by local artists, art integrated with transit stops).
- Community, Neighborhood, and / or District-branded banners to show pride in community identity and to create sense of place for visitors to the Prospect corridor.
- Wayfinding throughout the corridor to transit stops, civic facilities and destinations, and amenities.

C

SAFETY

- Crime Prevention through Environmental Design (CPTED) principles to improve safety along the Prospect corridor (e.g.: increased lighting, clear delineation of public and private space, activated streets, and first-floor transparency).
- Integrated security cameras and lighting throughout the corridor and at transit stops.

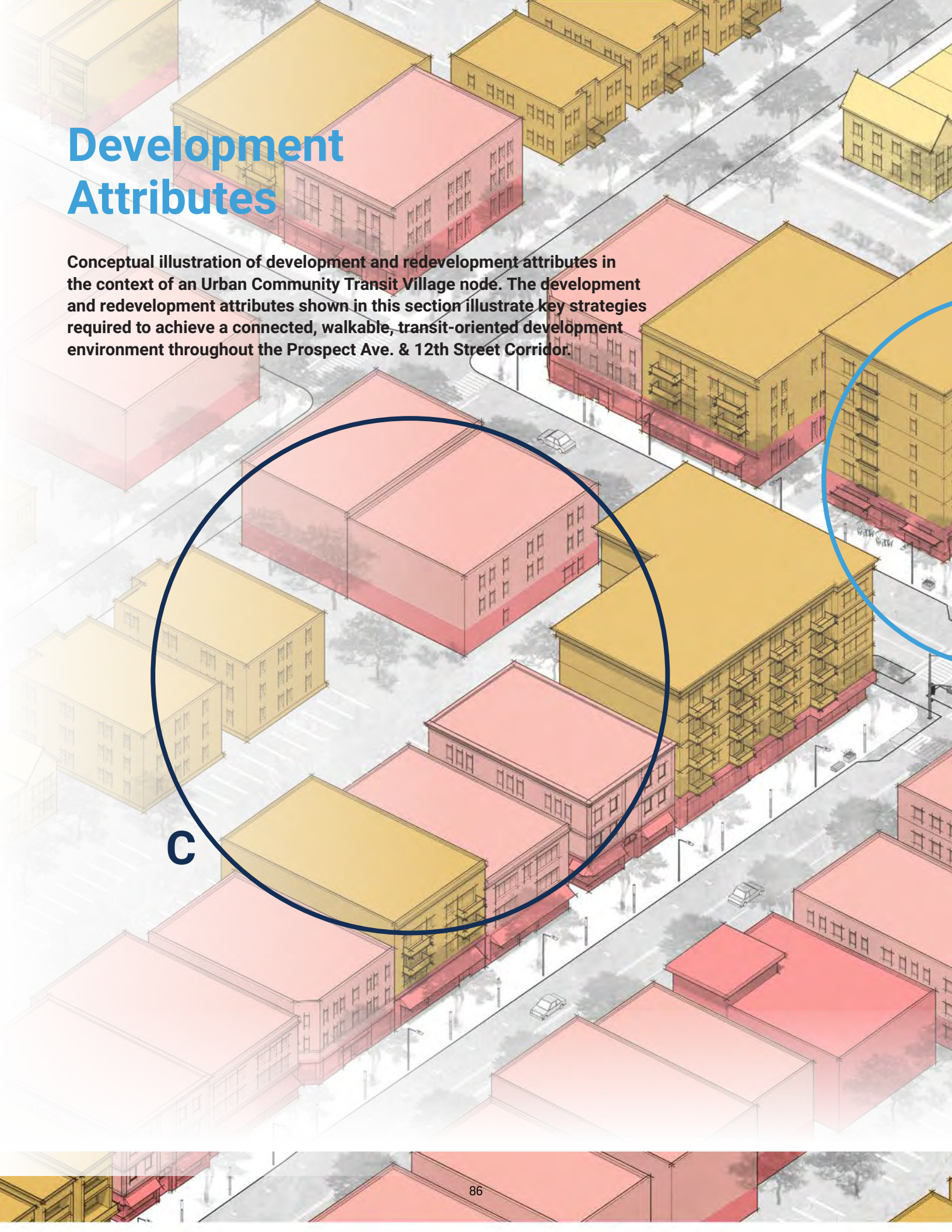
D

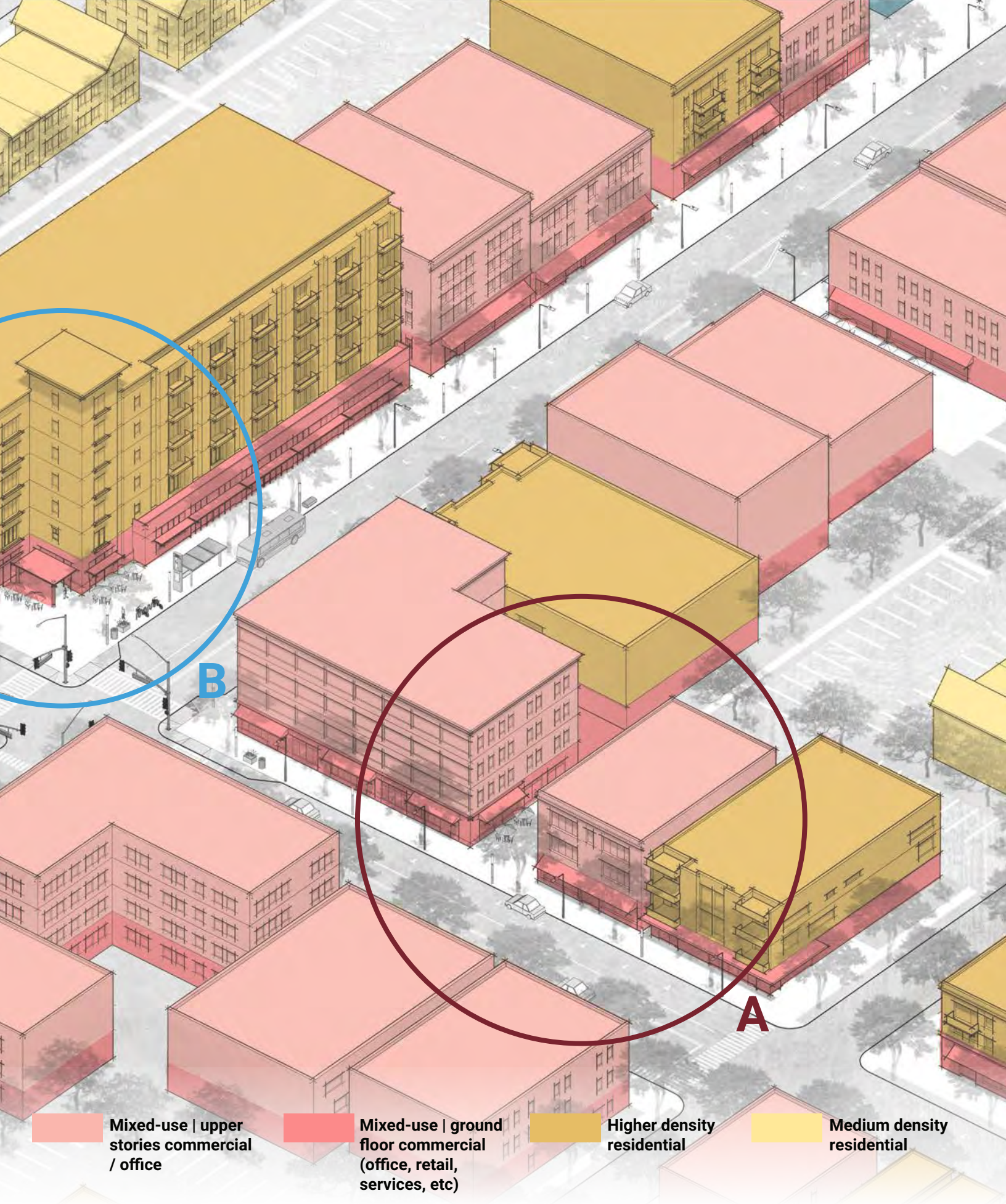
ACCESSIBILITY

- ADA-compliant and clearly marked pedestrian and bike lane crossings.
- ADA-compliant sidewalk improvements.
- Pedestrian refuges, curb extensions, and pedestrian presence sensors to improve walkability for all ages and abilities.

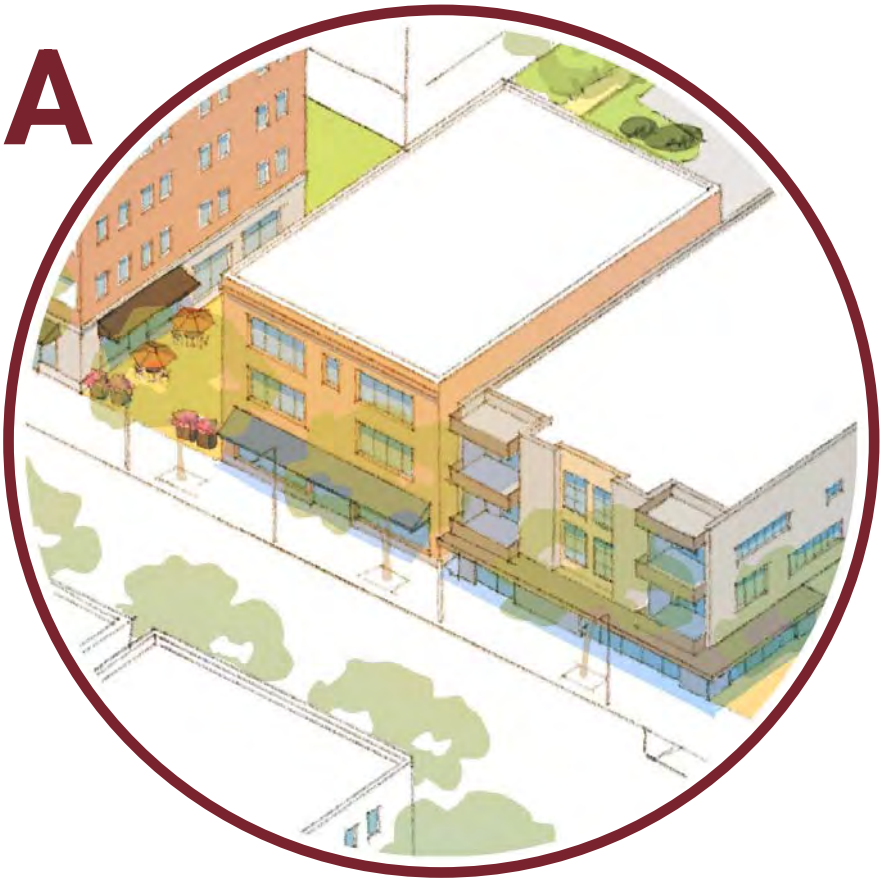
Development Attributes

Conceptual illustration of development and redevelopment attributes in the context of an Urban Community Transit Village node. The development and redevelopment attributes shown in this section illustrate key strategies required to achieve a connected, walkable, transit-oriented development environment throughout the Prospect Ave. & 12th Street Corridor.




B
A
Mixed-use | upper stories commercial / office
Mixed-use | ground floor commercial (office, retail, services, etc)
Higher density residential
Medium density residential

A



FRONTAGE DESIGN

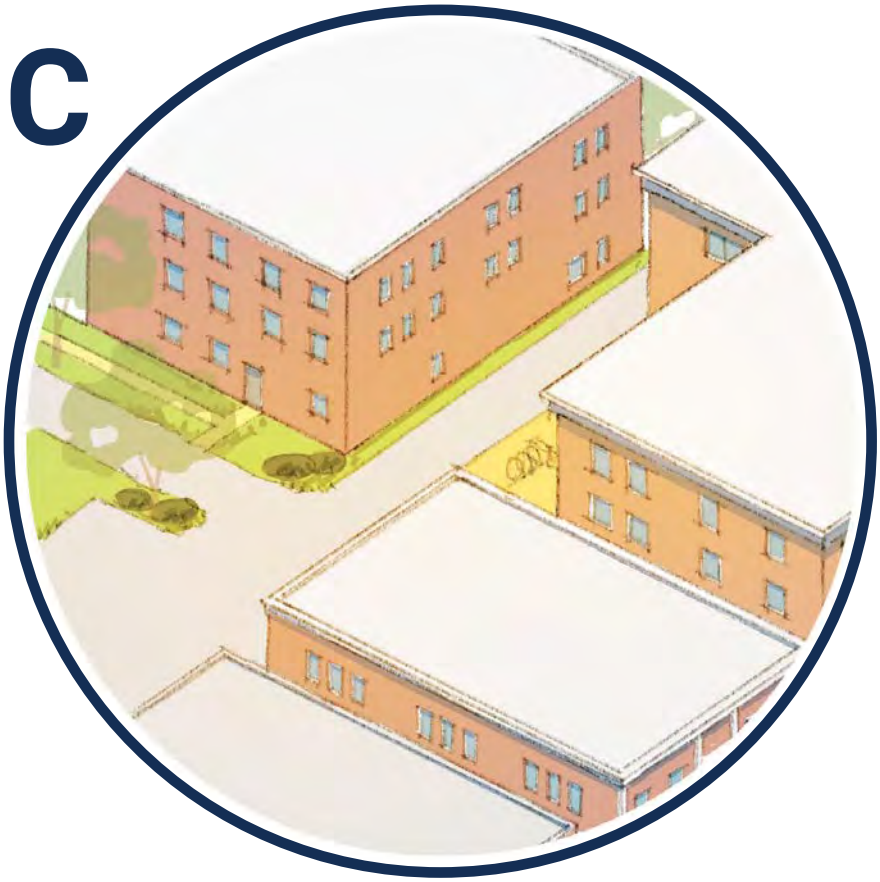
- Build-to-street frontage within the nodes of the Transit Villages, and shallow to moderate setbacks within Transit Corridors and the Neighborhoods.
- Frontage design should incorporate activating connections to sidewalk & streetscape.
- Ground floors of buildings should be highly-transparent to activate the streetscape and promote safer environments.
- Primary entries should face Prospect Ave. & 12th Street.
- Landscaping should enhance the streetscape with patios, plazas, planters, & other green spaces.

B

BUILDING DESIGN

- Building heights will vary by sub-area:
  - **Urban Community Transit Villages:** 2-6 stories
  - **Urban Neighborhood Transit Villages:** 1-4 stories
  - **Urban Industrial Transit Villages:** up to 10 stories
  - **Transit Corridors:** 1-4 stories
  - **Neighborhoods:** varies, neighborhood-scale
- Public benefits bonus may allow additional height in stories in exchange for providing public benefits.
- Building heights are tapered in transitions between Transit Villages and Transit Corridors and Neighborhoods.

C



ACCESS & PARKING

- Where feasible, alley access is encouraged to provide access to shared parking.
- Parking should be located to the rear of sites or internal to sites.

Urban Community Transit Village

Urban Community Transit Villages will form the most intense and dense cores of development along the Prospect Corridor. The nodes of Urban Community Transit Villages are located at the intersections of Prospect Ave. with major crossing transit corridors, and the corridors and neighborhoods of Urban Community Transit Villages radiate outward from the nodes.
To encourage pedestrian activity within the Urban Community Transit Villages the public realm will be framed by buildings built to the street and connected to wide sidewalks, first-floor facades will be highly-transparent to encourage a connection between public and private space, vehicle access will be limited, and on-site parking will be located internally or to the rear of sites and shared within the core. Improved pedestrian connectivity will be supported by investment in public realm amenities (street trees, plazas, benches, lighting, etc.) to encourage vibrant, safe, and comfortable streetscapes.

These villages will host a variety of land uses, including Commercial (Office & Retail), Mixed-Use, Institutional, Civic, and Residential (neighborhood-scale in the Neighborhoods, neighborhood-scale and missing-middle in the corridors, and higher density in the nodes). Nearest to the transit station, buildings reach the largest scale: generally ranging in height from two to six stories (in some cases, up to nine). A mix of office, commercial, and residential uses create activity within the core of the village. From the core, the intensity of development scale and uses gradually decreases to a scale similar to the surrounding neighborhoods.

Implementation of the Urban Community Transit Villages will rely on public realm investment and development, as detailed in the following pages. Public investment should be the first priority to encourage the intensity and density of development that will support eTOD along the Prospect Corridor. Specific implementation goals and actions to achieve this vision are included in Chapter 5.

PROSPECT Ave.
STREET

Street Trees
Lighting
Wide, ADA-Compliant Sidewalks
Protected Bike Lane

Urban Community Transit Village Public Realm Concept

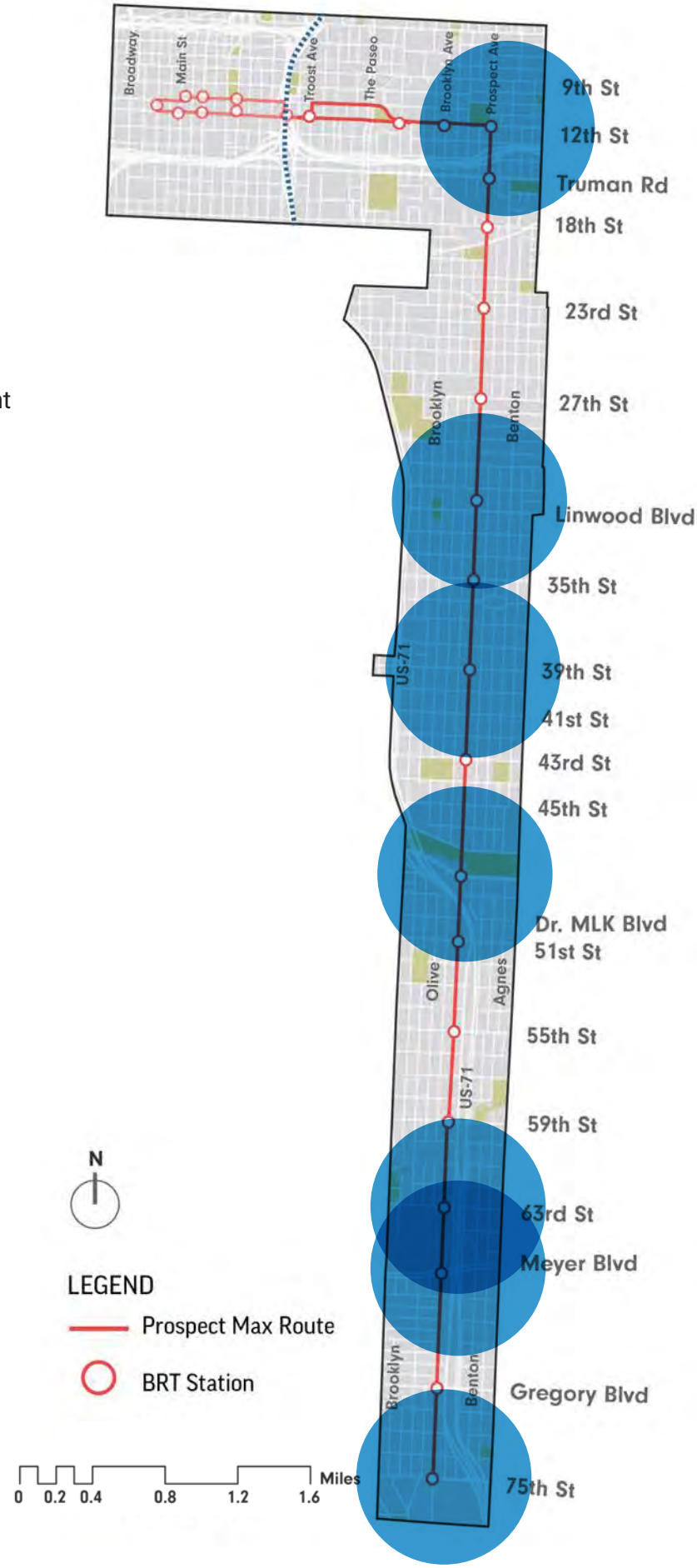
Building Heights Range from 1-10 Stories
First floor transparency
Active Ground Floor Connects Sidewalks & Buildings
Build-to-Street Frontage
Primary Entries Face Prospect Ave. & 12th St.

Urban Community Transit Village Development Concept

Opportunity Areas

Prospect Corridor Study Area Map

Urban Community Transit Villages are proposed for several intersections along 12th Street and Prospect Avenue. Areas with notable development opportunities are distinguished by blue circles.



12th Street & Prospect Avenue

- Existing employment center & proximity to institutions
- Proximity to Downtown Loop provides access to jobs, goods & services, resources
- Urban Renewal incentive area
- Significant amount of underutilized parcels
- Zoning – enables variety of uses

Linwood Boulevard & Prospect Avenue

- Existing Employment Center
- Urban Renewal incentive area
- Crossing Transit Corridor has high ridership
- Significant amount of vacant & underutilized parcels provides incremental housing opportunity
- Building Stock provides opportunities for rehabilitation / conversion

39th Street & Prospect Avenue

- Significant amount of vacant & underutilized parcels provides incremental housing opportunity
- Crossing Transit Corridor has moderate ridership

Dr. MLK Jr. Boulevard & Prospect Avenue

- Public ownership of land
- Urban Renewal incentive area
- Brush Creek provides a development amenity
- Crossing Transit Corridor has moderate ridership
- Significant amount of vacant & underutilized parcels
- Wide pedestrian crossings & existing bike connection

63rd Street & Prospect Avenue, Meyer Boulevard & Prospect Avenue

- Significant amount of vacant & underutilized parcels
- Existing employment center & proximity to institutions
- Meyer: existing wide pedestrian crossings & facilities
- Opportunity for variety in retail mix

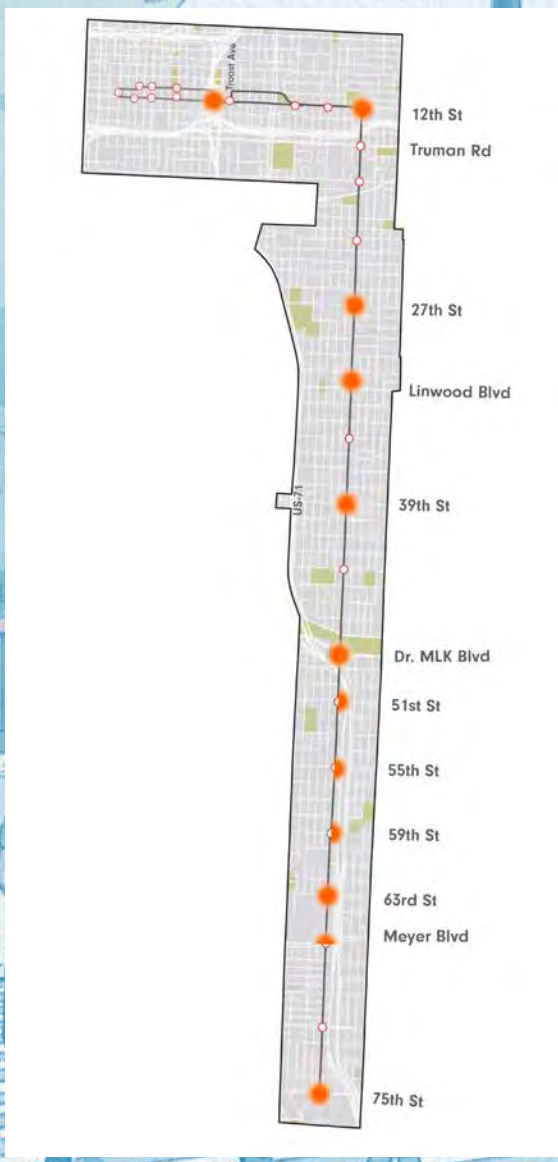
Urban Community Transit Village Concept Illustration

Urban Neighborhood Transit Village

Urban Neighborhood Transit Villages are intended to establish smaller-scale, neighborhood-oriented commercial hubs at Prospect MAX transit stops to complement adjacent neighborhood settings. These transit villages enable lower-intensity commercial and institutional uses to meet daily needs for surrounding neighborhoods. To encourage pedestrian activity within the Urban Neighborhood Transit Villages, the public realm will be framed by buildings built to the street and connected to wide sidewalks, first-floor facades will be highly transparent to encourage a connection between public and private space, vehicle access will be limited, and on-site parking will be located internally or to the rear of sites and shared within the core. Improved pedestrian connectivity will be supported by investment in public realm amenities (street trees, plazas, benches, lighting, etc.) to encourage vibrant, safe, and comfortable streetscapes.

These villages will host a variety of land uses, including Commercial (Office & Retail), Mixed-Use, Artisanal Manufacturing, Institutional, Civic, and Residential (neighborhood-scale in the Neighborhoods, neighborhood-scale and missing-middle in the corridors, and higher density in the nodes). Nearest to the transit station, buildings may range from one to four stories in height, and in some cases, up to six. A mix of office, commercial, and residential uses create activity within the core of these villages. From the core, the intensity of development scale and uses gradually decreases to a scale similar to the surrounding neighborhoods.

Implementation of the Urban Neighborhood Transit Villages will rely on public realm investment and development, as detailed in the following pages. Public investment should be the first priority to encourage the intensity and density of development that will support eTOD along the Prospect Corridor. Specific implementation goals and actions to achieve this vision are included in Chapter 5.



STREET
Cafe
Greens

STREET
Street Trees
Lighting
Wide, ADA-Compliant Sidewalks
Landscaped Curb Extension

Urban Neighborhood Transit Village Public Realm Concept

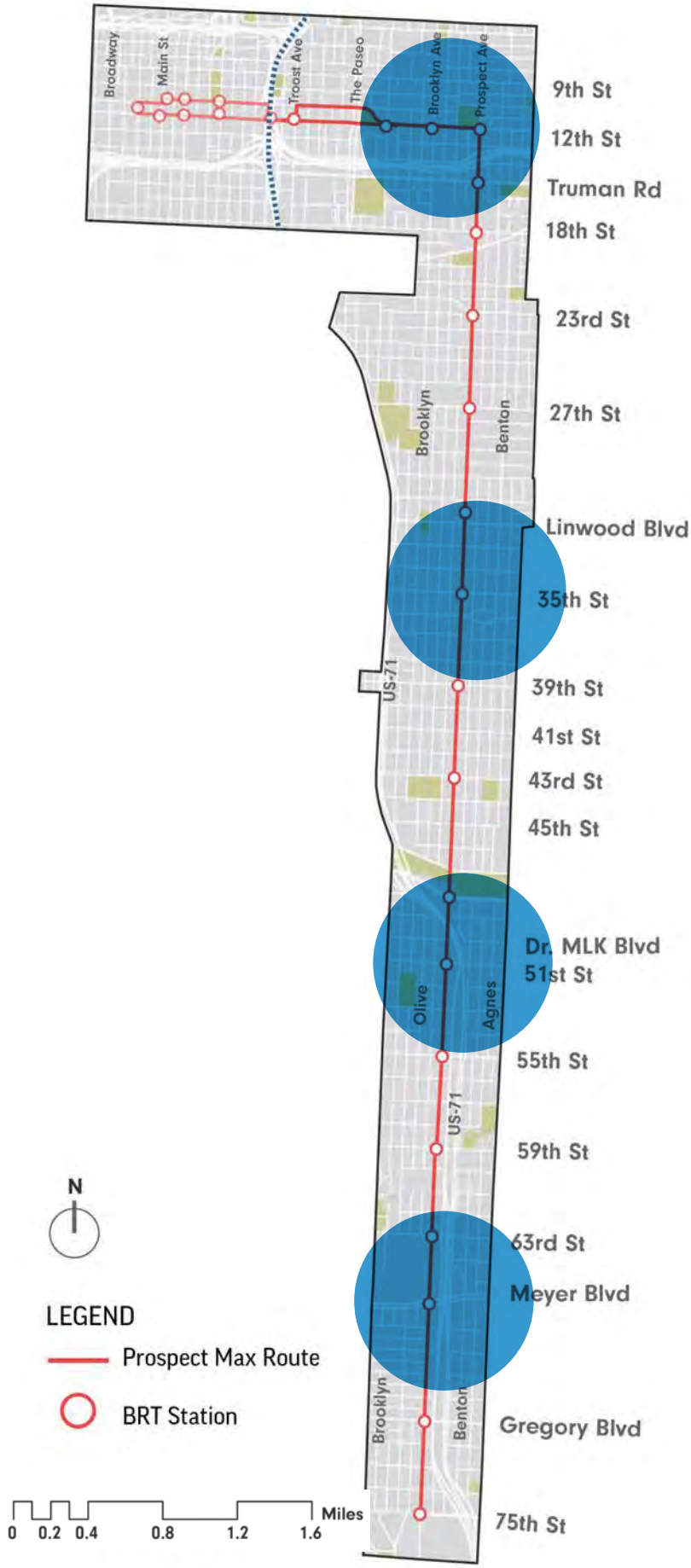
Building Heights Range from 1-6 Stories
Active Ground Floor Connects Sidewalks & Buildings
First floor transparency
Planters Enhance the Streetscape
Primary Entries Prospect Ave. & 1
Cafe
Greens

Urban Neighborhood Transit Village Development Concept

Opportunity Areas

Prospect Corridor Study Area Map

Urban Neighborhood Transit Villages are proposed for several intersections along 12th Street and Prospect Avenue. Areas with notable development opportunities are distinguished by blue circles.



Brooklyn Avenue & 12th Street

- Existing employment center & proximity to institutions
- Proximity to Downtown Loop provides access to jobs, goods & services, resources
- Urban Renewal incentive area
- Significant amount of underutilized parcels
- Zoning enables variety of uses

Linwood Boulevard & Prospect Avenue

- Existing employment center & proximity to institutions
- Proximity to Downtown Loop provides access to jobs, goods & services, resources
- Urban Renewal incentive area
- Significant amount of underutilized parcels
- Zoning enables variety of uses

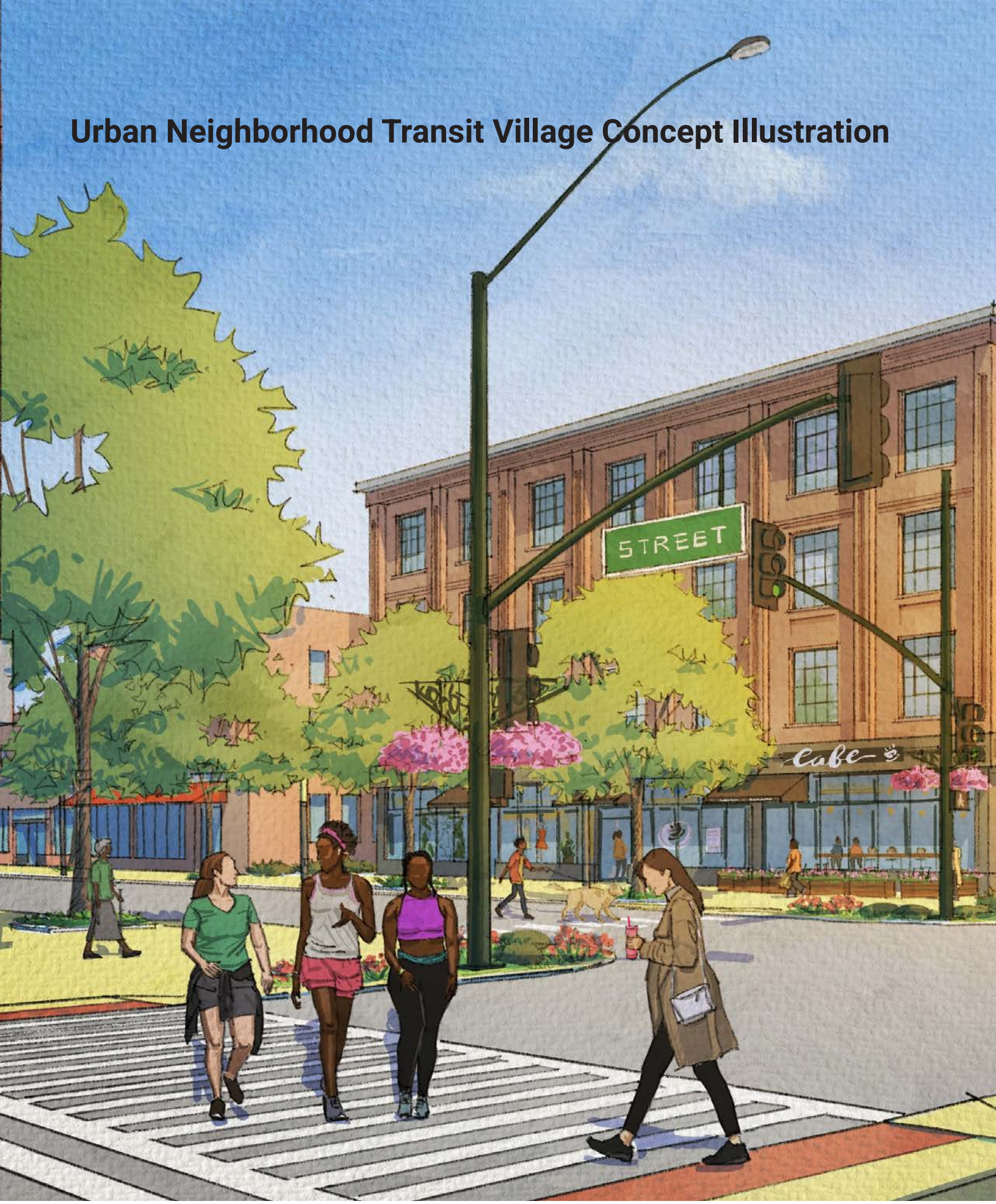
51st Street & Prospect Avenue

- Urban Renewal incentive area
- Proximity to Brush Creek provides a possible development amenity
- Crossing Transit Corridor has moderate ridership
- Significant amount of vacant & underutilized parcels
- Wide pedestrian crossings & existing bike connections

Meyer Boulevard & Prospect Avenue

- Public ownership of land
- Urban Renewal incentive area
- Crossing Transit Corridor – moderate ridership
- Significant amount of vacant & underutilized parcels
- Wide pedestrian crossings & existing bike connections

Urban Neighborhood Transit Village Concept Illustration



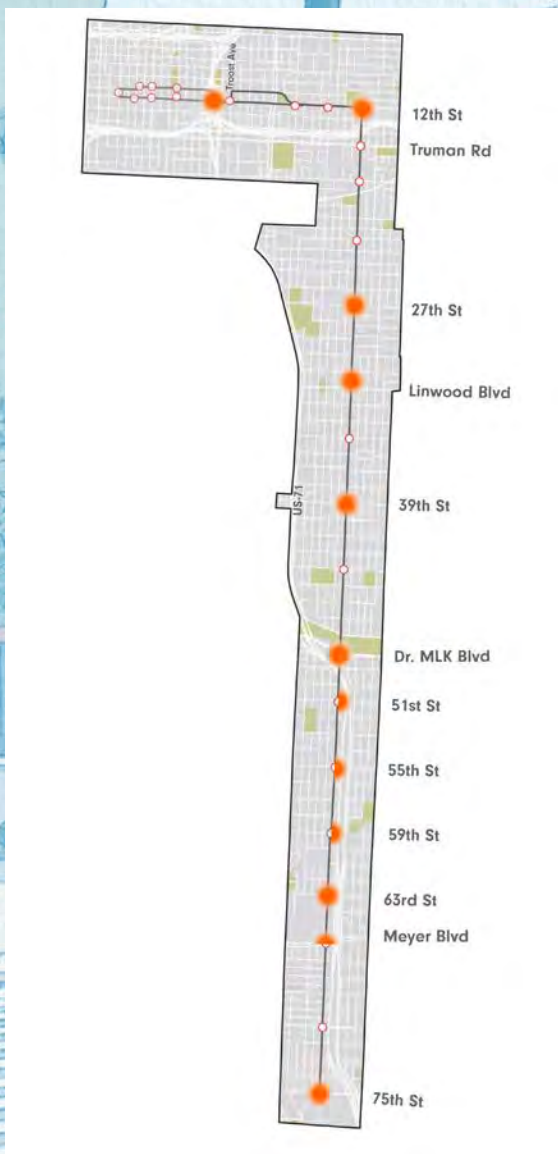
Greens
Principal Ave
RideKC

Urban Industrial Transit Village

Urban Industrial Transit Villages are intended to establish centralized community destinations at highly-utilized transit centers, particularly where east-west crossing transit corridors meet the Prospect MAX. These villages house a concentration of industrial, warehousing, distribution services, institutions, and commercial and service uses in a connected, walkable development pattern. Pedestrian activity within the villages will be encouraged by build-to-street or shallow setbacks, wide sidewalks, highly transparent first-floor facades, shared parking within the core, and on-site parking located internally or to the rear of sites. These design measures will create a pedestrian-scale public realm with strong connections between public and private space. District-wide parking strategies allow this district to serve as a community destination yet maintain pedestrian focus and transit accessibility. Improved pedestrian connectivity will be supported by investment in public realm amenities (street trees, plazas, benches, lighting, etc.) to encourage vibrant, safe, and comfortable streetscapes.

Urban Industrial Transit Villages will host a mix of land uses targeted to create thriving employment destinations, including Manufacturing, Storage, Distribution, Commercial (Office and Retail), Institutional, Public, Open, and Civic spaces and uses. Nearest to the transit station, buildings may reach up to ten stories in height. Transitions, screening, and buffering elements will ensure that the intensity of development scale and uses gradually decreases to a scale similar to the surrounding neighborhoods.

Implementation of the Urban Industrial Transit Villages will rely on public realm investment and development, as detailed in the following pages. Public investment should be the first priority to encourage the intensity and density of development that will support eTOD along the Prospect Corridor. Specific implementation goals and actions to achieve this vision are included in Chapter 5.



STREET
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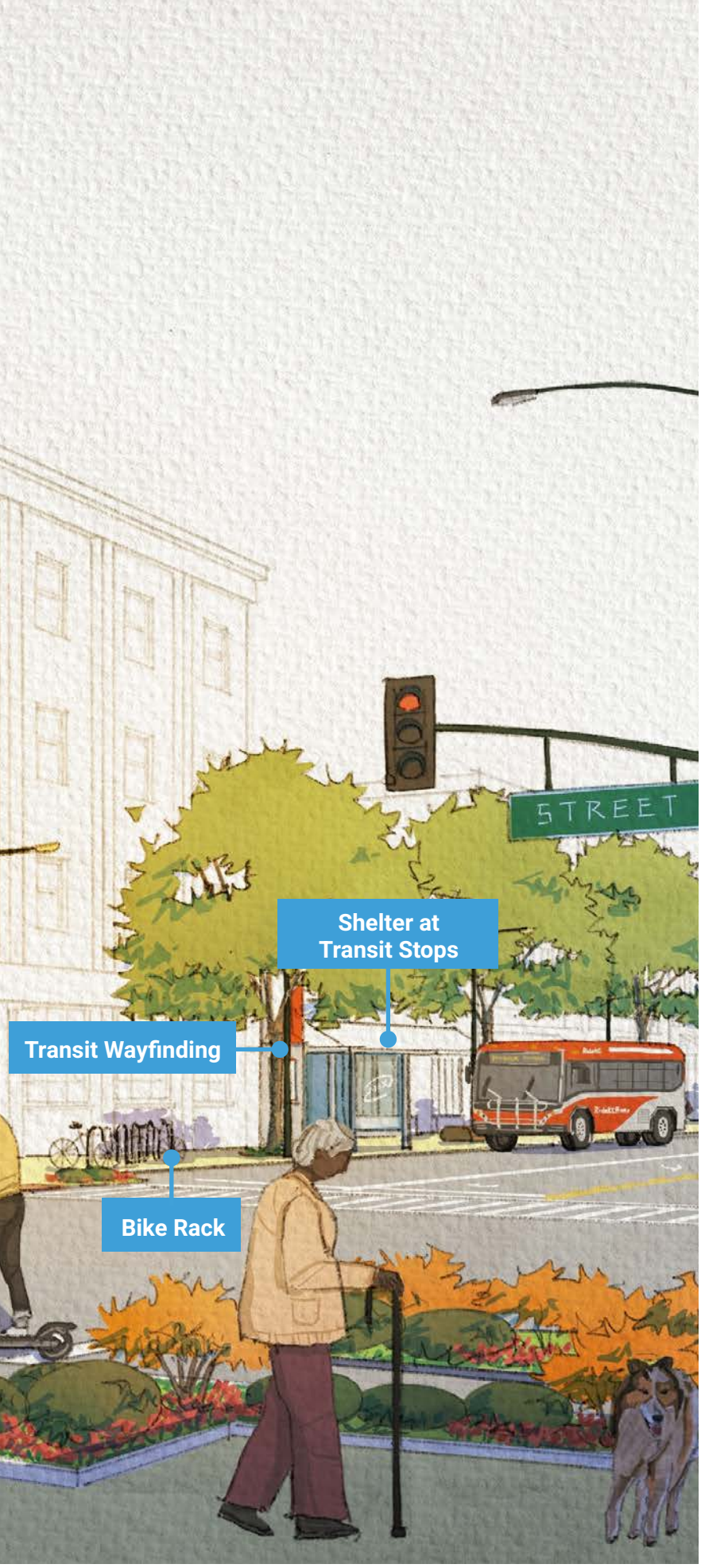
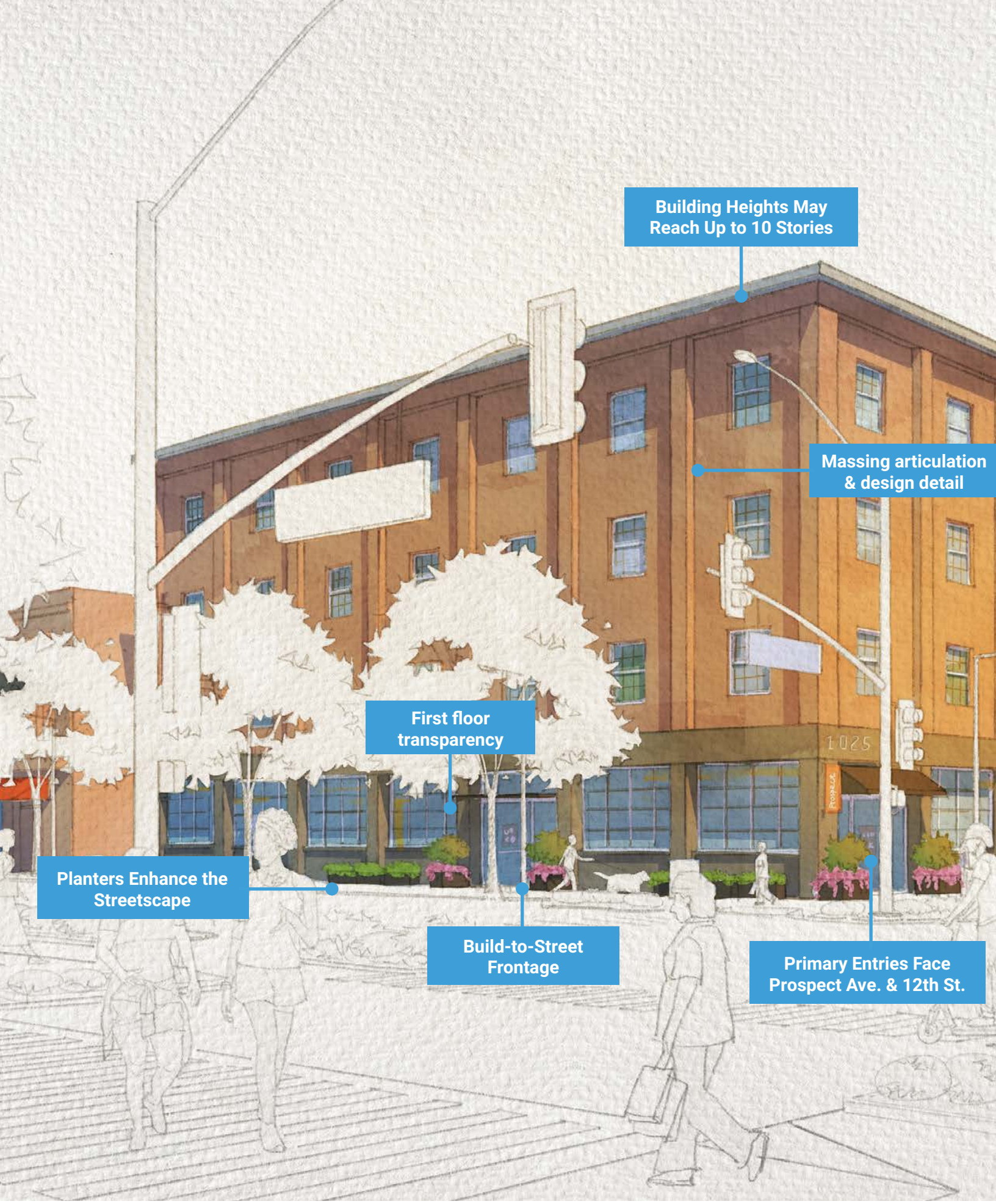
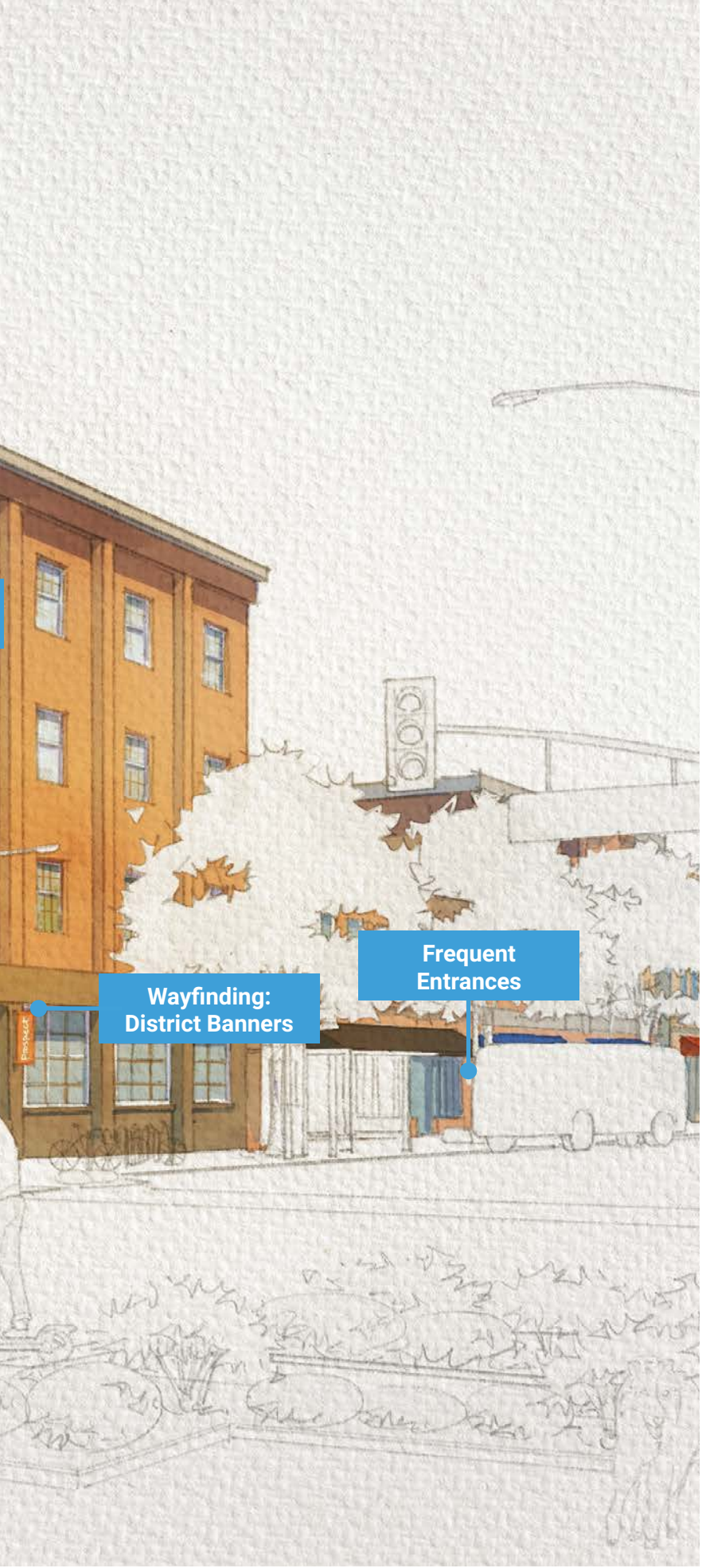
Street Trees
Lighting
Wide, ADA-Compliant Sidewalks
Protected Bike Lane
Landscaped Curb Extension



Urban Industrial Transit Village Public Realm Concept


Building Heights May Reach Up to 10 Stories
Massing articulation & design detail
First floor transparency
Planters Enhance the Streetscape
Build-to-Street Frontage
Primary Entries Face Prospect Ave. & 12th St.
1025



Urban Industrial Transit Village Development Concept

Opportunity Areas

Prospect Corridor Study Area Map

Urban Industrial Transit Villages are proposed for several intersections along 12th Street and Prospect Avenue. Areas with notable development opportunities are distinguished by blue circles.

12th Street & Troost Avenue

- Significant amount of underutilized parcels
- Proximity to Downtown
- Housing market is inverted (rents and sales are lower nearer Downtown)
- Building stock provides opportunities for rehabilitation / conversion
- High transit ridership

Truman Road & Prospect Avenue, 18th Street & Prospect Avenue

- Current use-mix, existing employment center
- Existing employment center & proximity to institutions
- Proximity to Downtown Loop provides access to jobs, goods & services, resources
- Urban Renewal incentive area
- Significant amount of underutilized parcels
- Current zoning allows variety of uses
- Unique architectural details

STREET

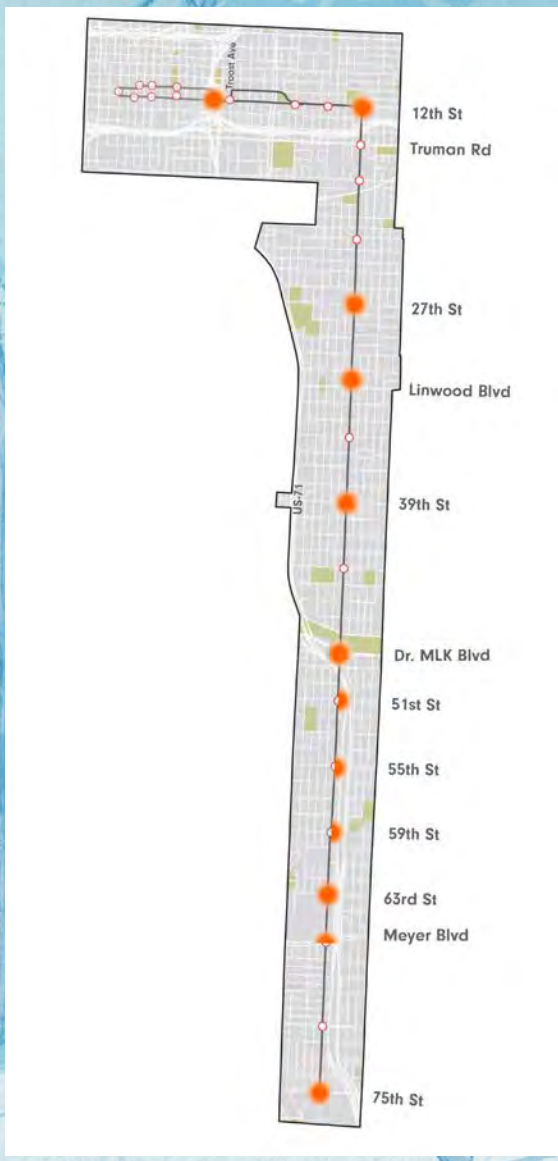
Urban Industrial Transit Village Concept Illustration

Transit Corridor

Transit Corridors are the connections between the Urban Community Transit Villages, Urban Neighborhood Transit Villages, and Urban Industrial Transit Villages. Transit Corridors connect the Transit Villages to the Neighborhoods via the major east-west crossing transit corridors that intersect Prospect and the major north-south crossing transit corridors that intersect 12th Street. To encourage pedestrian activity along the Transit Corridors, the public realm will be framed by shallow setbacks, wide sidewalks, and parking located to the rear or sides of sites.

The Transit Corridors will primarily contain residential uses of moderate scale and intensity, with some neighborhood-serving Mixed-Use, Commercial, Institutional, and Civic uses. Buildings may range from one to four stories in height. These corridors provide an opportunity for “missing middle” housing types such as townhomes, colonnades, walk-ups, and small apartments.

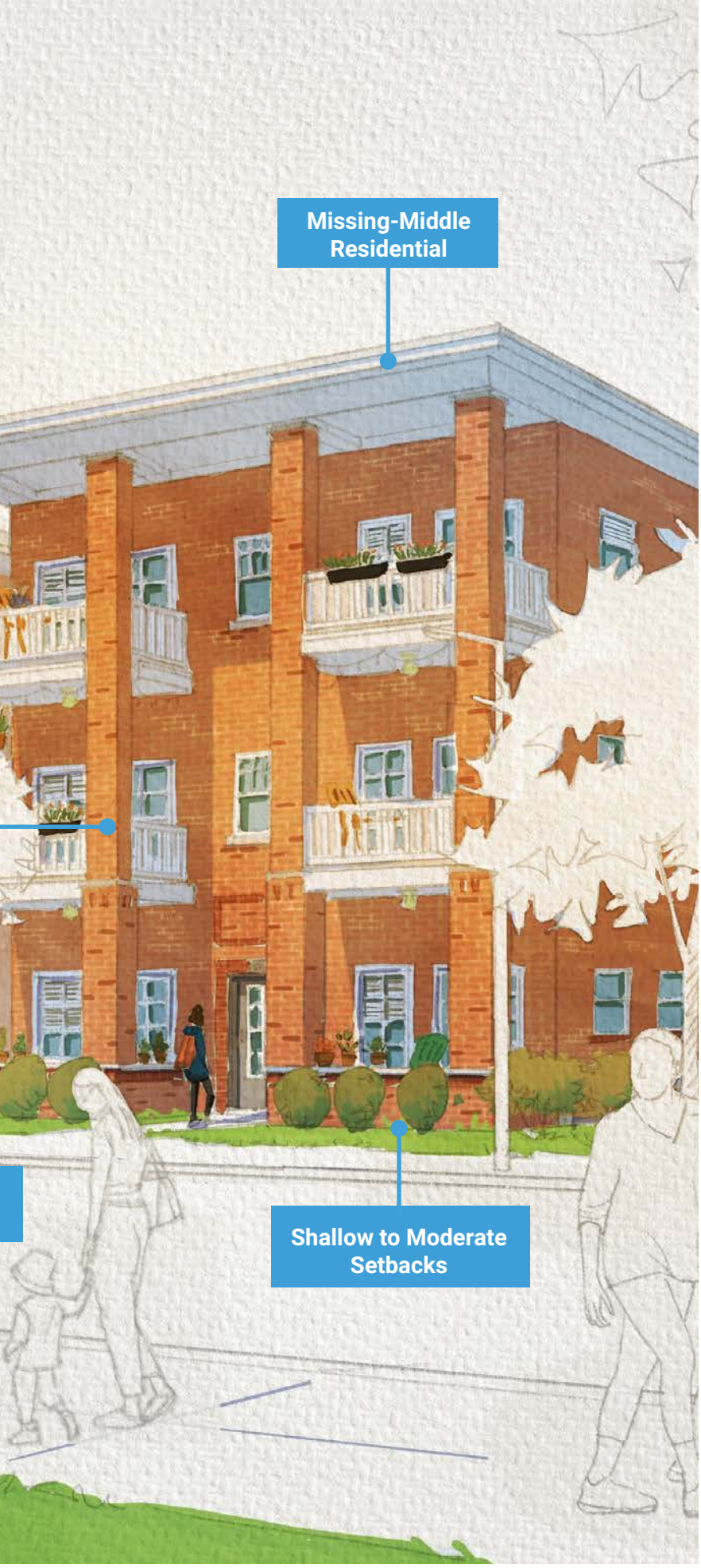
Implementation of the Transit Corridors will rely on public realm investment and development, as detailed in the following pages. Public investment should be the first priority to encourage the intensity and density of development that will support eTOD along the Prospect Corridor. Specific implementation goals and actions to achieve this vision are included in Chapter 5.



Street Trees
Lighting
Wayfinding:
District Banners
On-Street Parking
Wide, ADA-Compliant
Sidewalks

Transit Corridor Public Realm Concept

High-Quality Building Materials
Building Heights Range from 1-4 Stories
Primary Entries Face Prospect Ave.
Increased Landscaping



Transit Corridor Development Concept

Transit Corridor Concept Illustration

Neighborhoods

Neighborhoods are the residential areas not directly on, but adjacent to and supportive of the Prospect Avenue Corridor. Generally, locations in the corridor that are not designated as a Transit Village or a Transit Corridor fall within the Neighborhood category. To encourage walkable infill and development patterns within the Neighborhoods, the public realm will be framed by moderate setbacks or courtyard-style arrangements of buildings, improved sidewalks, and parking located to the rear or sides of sites with alley access encouraged where possible.

Neighborhoods along the Prospect Ave. Corridor will contain primarily neighborhood-scale residential buildings, including detached single-family houses, duplexes, multiplexes, townhomes, and small-scale apartment buildings (four to eight units), along with parks and other public open spaces.

Implementation of infill and development within the Neighborhoods will rely on public realm investment and development, as detailed in the following pages. Public investment should be the first priority to encourage the intensity and density of development that will support eTOD along the Prospect Corridor. Specific implementation goals and actions to achieve this vision are included in Chapter 5.

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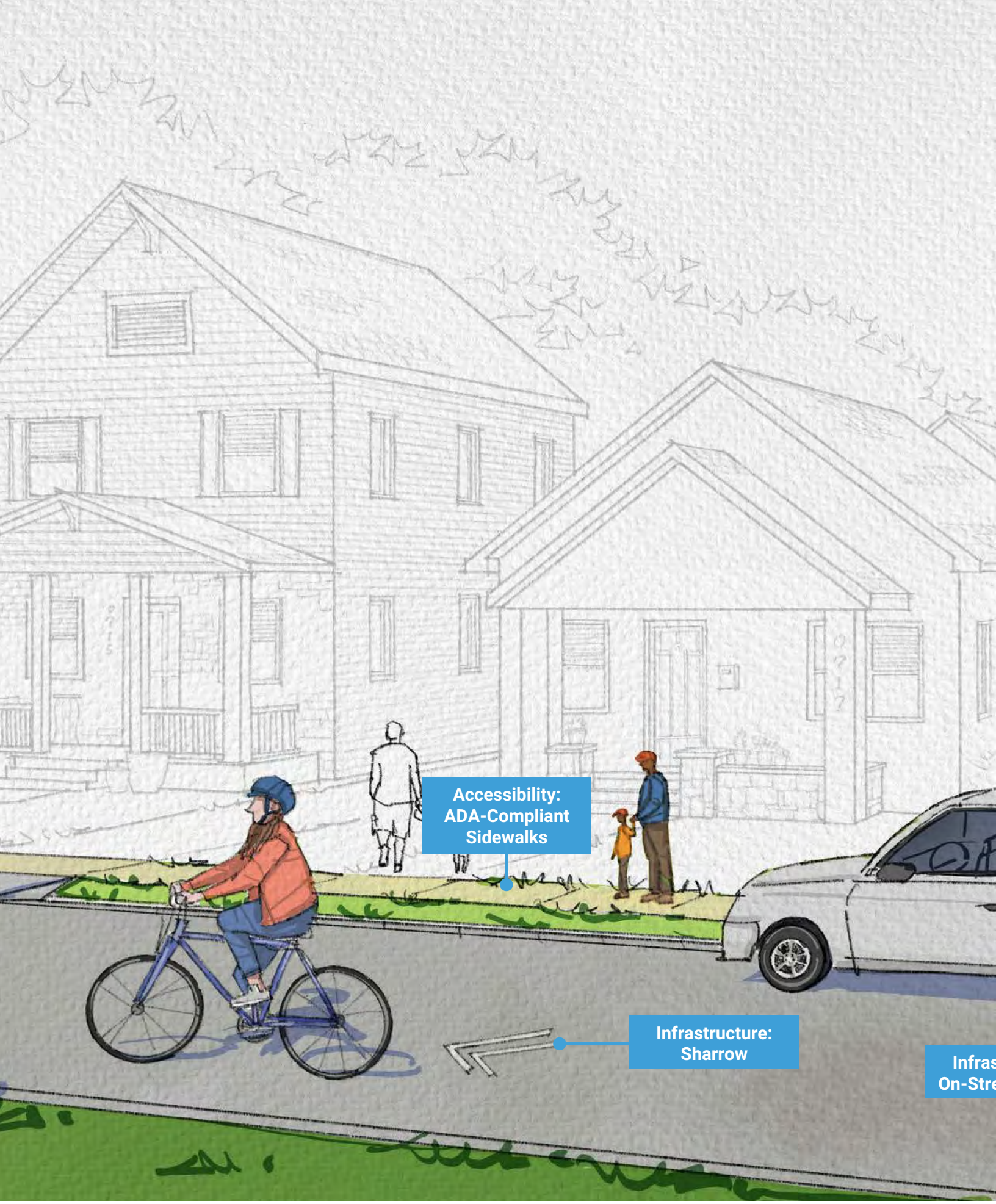

Accessibility:
ADA-Compliant
Sidewalks
Infrastructure:
Sharrow
Infras
On-Stre

Neighborhood Public Realm Concept

Shared Driveway
Parking at Rear of Lots

Neighborhood Development Concept

Neighborhood Infill Concept Illustration

Public Space: Street Prototypes

Introduction: Typical Street Section Prototypes

The following pages show recommended roadway typical cross sections along both roads intersecting with the Prospect Corridor Study Area, and Prospect Avenue itself. Each cross section is split into specific sidewalk zones in addition to the roadway zone. Specific elements are included in each zone. The zones are:

- **Frontage Zone**: The section of the sidewalk that serves as an extension of the building and it includes entry points. Building frontages should be pedestrian focused amenities, and prioritize developments with frontage lighting and secure large windows.
- **Mobility Zone:** The main pathway parallel to the street, easily accessible by pedestrians and rollers. This area must be at minimum five feet wide to accommodate all pedestrians.
- **Amenity Zone**: The section of the sidewalk between the curb and the sidewalk in which lighting, street furniture, wayfinding and amenities can be found.
- **Landscaping and Transit Zone**: The buffer area between the sidewalk and the roadway. May not end at curb, and includes alternative modes of transportation like transit and bicycling as well as on-street parking. Green Infrastructure (GI) opportunities near curb. Landscaping should include a variety of maintenance appropriate tree species, and vibrant native plantings.
- **Roadway Zone**: Travel lanes for transit and personal vehicles.

"We need a "parade-able" street in KC … Could it be Prospect?"

- Community Stakeholder

Locations for Typical Street Sections

The map shown to the right highlights the locations of the several typical street sections illustrated in this section.

Legend

Prospect Ave.& 12th St.

- Section 1
- Section 2
- Section 3
- Section 4

Crossing Transit Corridors

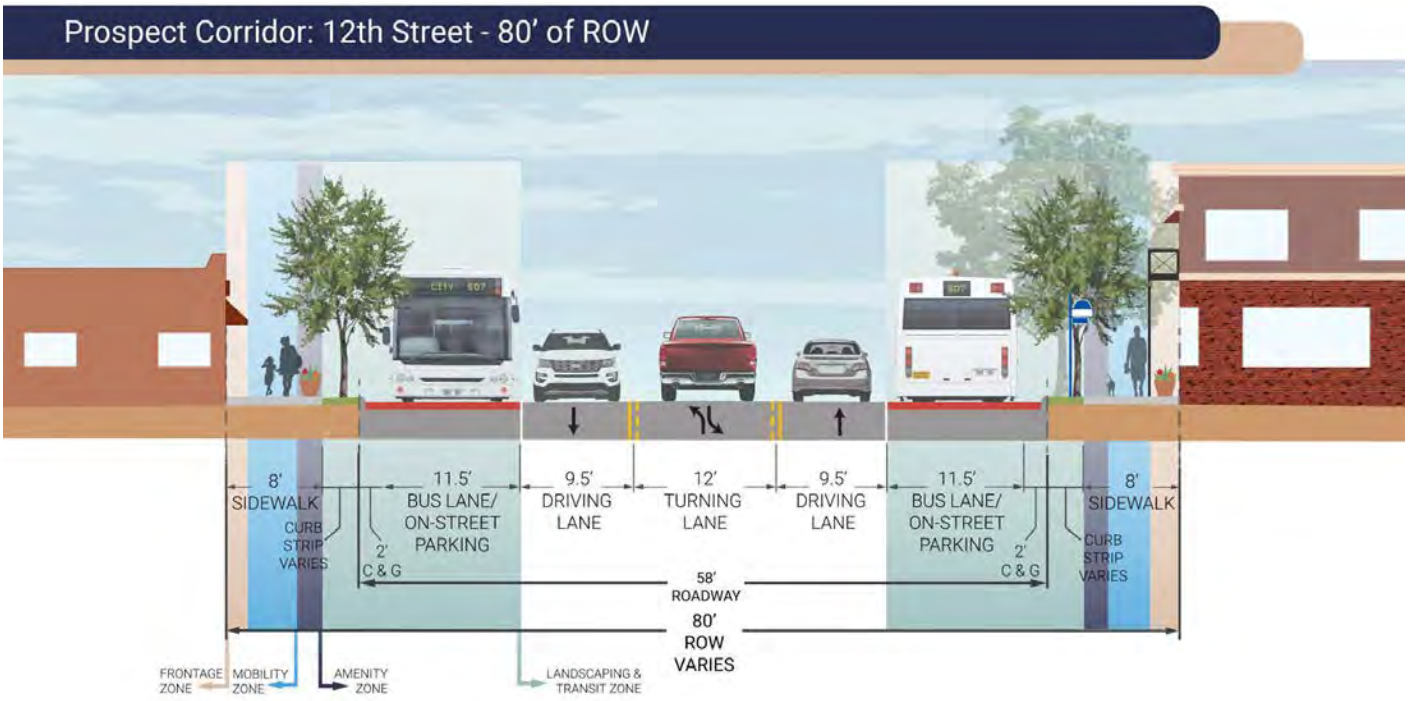
- Section A
- Section B

Prospect Corridor: Street Section Prototypes

Prospect Corridor: Section One

This is the recommended roadway cross section for the Prospect Corridor along 12th street. The elements of this cross section include:

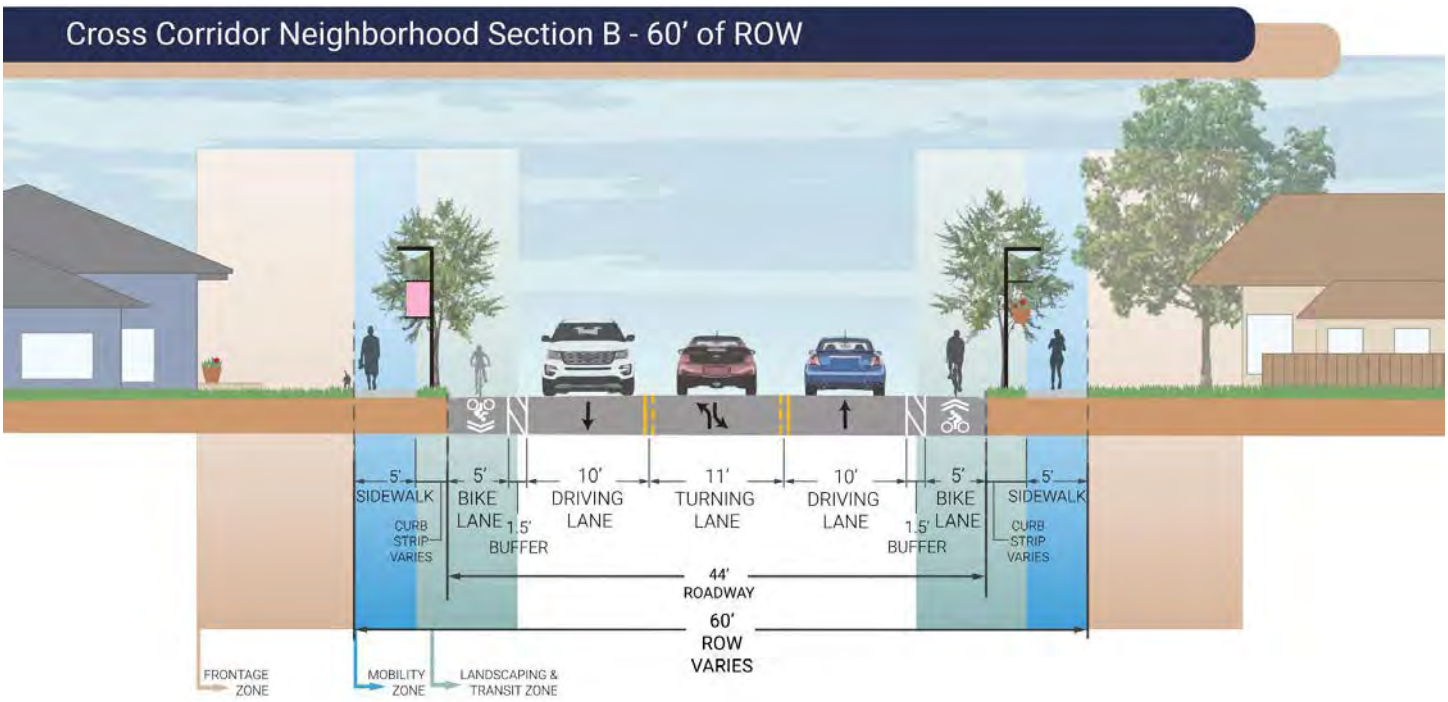
- **Frontage Zone**: Includes pedestrian-focused amenities, frontage lighting, and large windows.
- **Mobility Zone**: An 8-foot sidewalk on both sides, with a minimum 5-foot clearance preserved in the mobility zone.
- **Amenity Zone**: Includes pedestrian wayfinding signage, trash cans, pedestrian lighting, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and / or ground-level).
- **Landscaping and Transit Zone**: Includes a dedicated BRT bus lane with on-street parking where feasible, GI, and street trees and landscaping.
- **Roadway**: Two 9.5-foot driving lanes in either direction, and a large two-way left turn lane.



Prospect Corridor: Section Two

This is the recommended roadway cross section for the Prospect Corridor between I-70 and Railroad Bridge near 18th street. The elements of this cross section include:

- **Frontage Zone:** Includes pedestrian-focused amenities, frontage lighting, and large windows.
- **Mobility Zone:** A minimum 6-foot sidewalk on both sides, with a minimum 5-foot clearance preserved in the mobility zone.
- **Amenity Zone:** Includes pedestrian wayfinding signage, trash cans, pedestrian lighting, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and/or ground-level).
- **Landscaping and Transit Zone:** Includes vegetated or GI bump-outs / curb extensions, dedicated bus bulbs between on-street parking where feasible, and street trees and landscaping.
- **Roadway:** Two driving lanes in either direction, and a large two-way left turn lane.

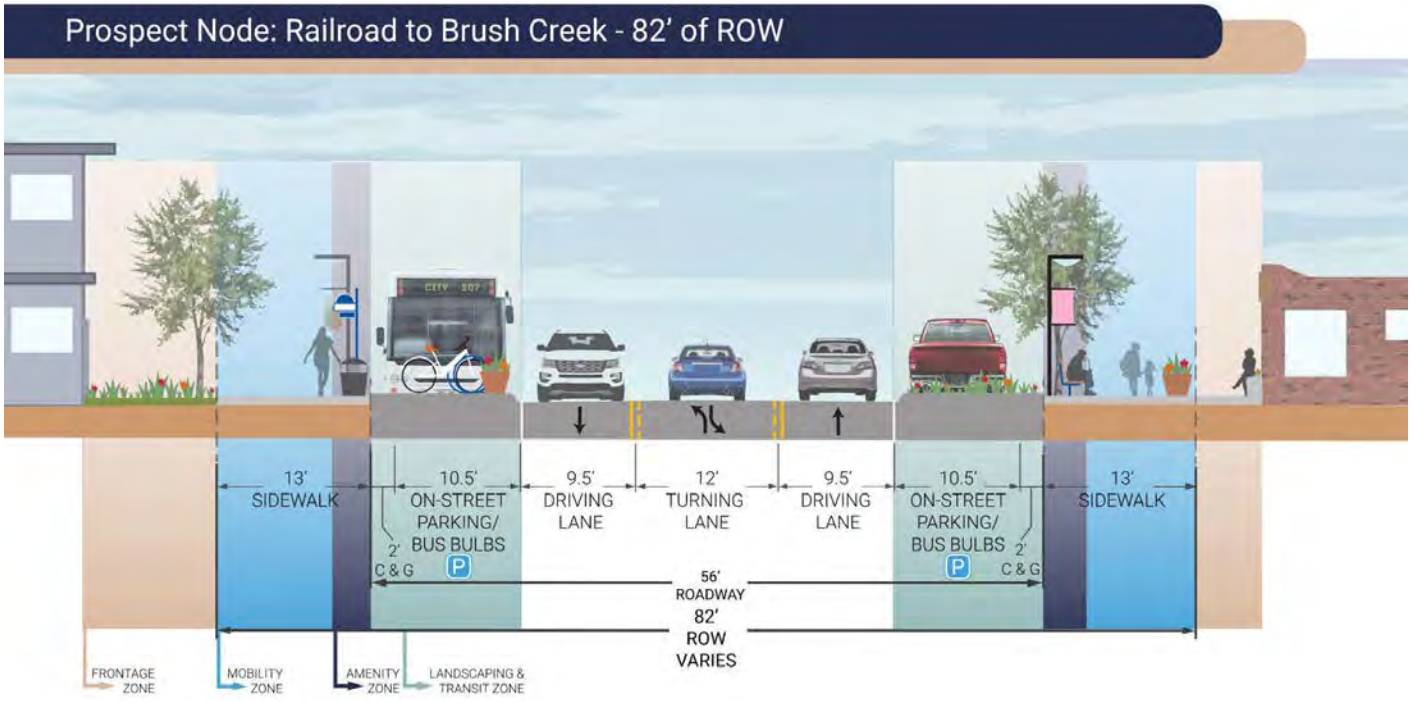


Prospect Corridor: Street Section Prototypes (Continued)

Prospect Corridor: Section Three

This is the recommended roadway cross section for the Prospect Corridor between Railroad Bridge near 18th street and MLK Jr. Blvd. The elements of this cross section include:

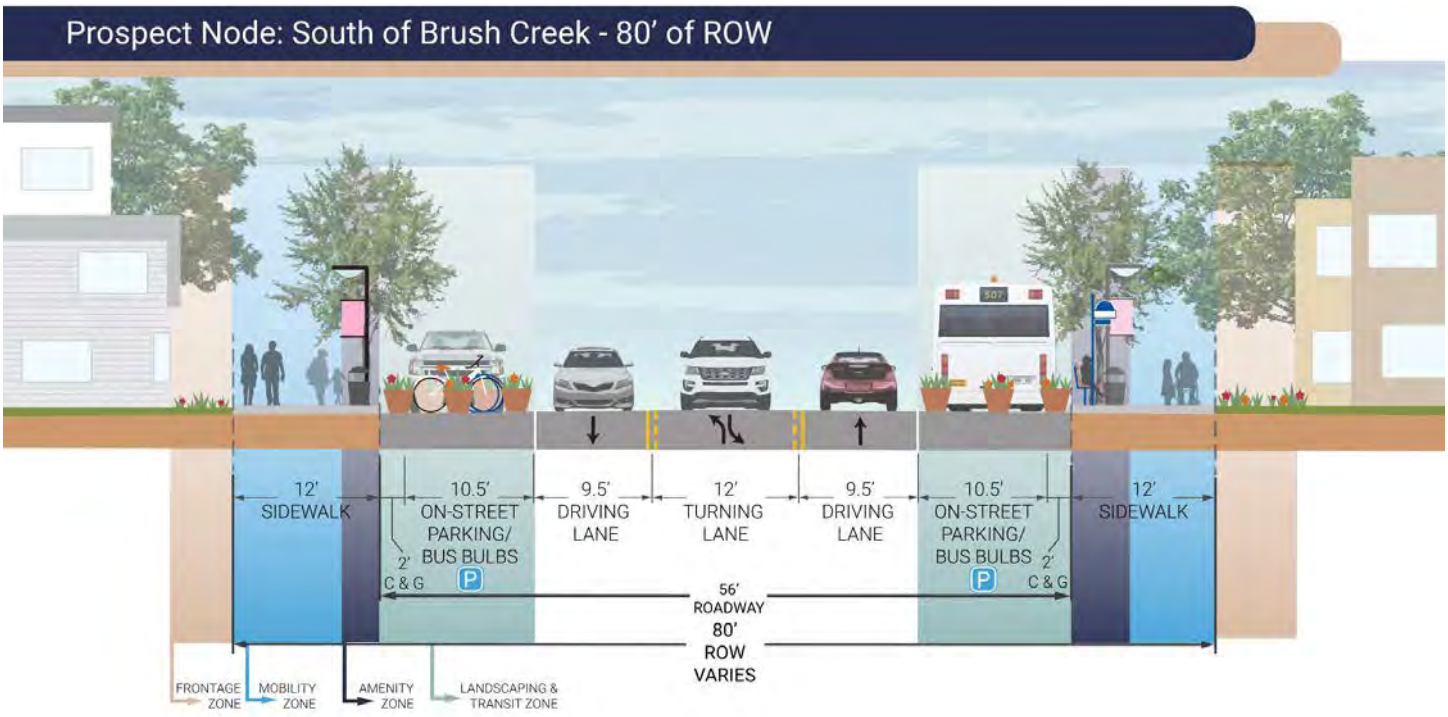
- **Frontage Zone**: Includes pedestrian-focused amenities, frontage lighting, and large windows.
- **Mobility Zone**: A 13-foot sidewalk on both sides, with a minimum 5-foot clearance preserved in the mobility zone.
- **Amenity Zone**: Includes pedestrian wayfinding signage, trash cans, pedestrian lighting, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and/or ground-level).
- **Landscaping and Transit Zone**: Includes vegetated or GI bump-outs / curb extensions, dedicated bus bulbs between on-street parking where feasible, and street trees and landscaping.
- **Roadway**: Two two 9.5-foot driving lanes in either direction, and a large two-way left turn lane.



Prospect Corridor: Section Four

This is the recommended roadway cross section for the Prospect Corridor between Railroad bridge near 18th street and MLK Jr. Blvd. The elements of this cross section include:

- **Frontage Zone:** Includes pedestrian-focused amenities, frontage lighting, and large windows.
- **Mobility Zone:** A 12-foot sidewalk on both sides, with a minimum 5-foot clearance preserved in the mobility zone.
- **Amenity Zone:** Includes pedestrian wayfinding signage, trash cans, pedestrian lighting, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and/or ground-level).
- **Landscaping and Transit Zone:** Includes vegetated or bump-outs / curb extensions, dedicated bus bulbs between on-street parking where feasible, and street trees and landscaping.
- **Roadway:** Two 9.5-foot driving lanes in either direction, and a large two-way left turn lane.

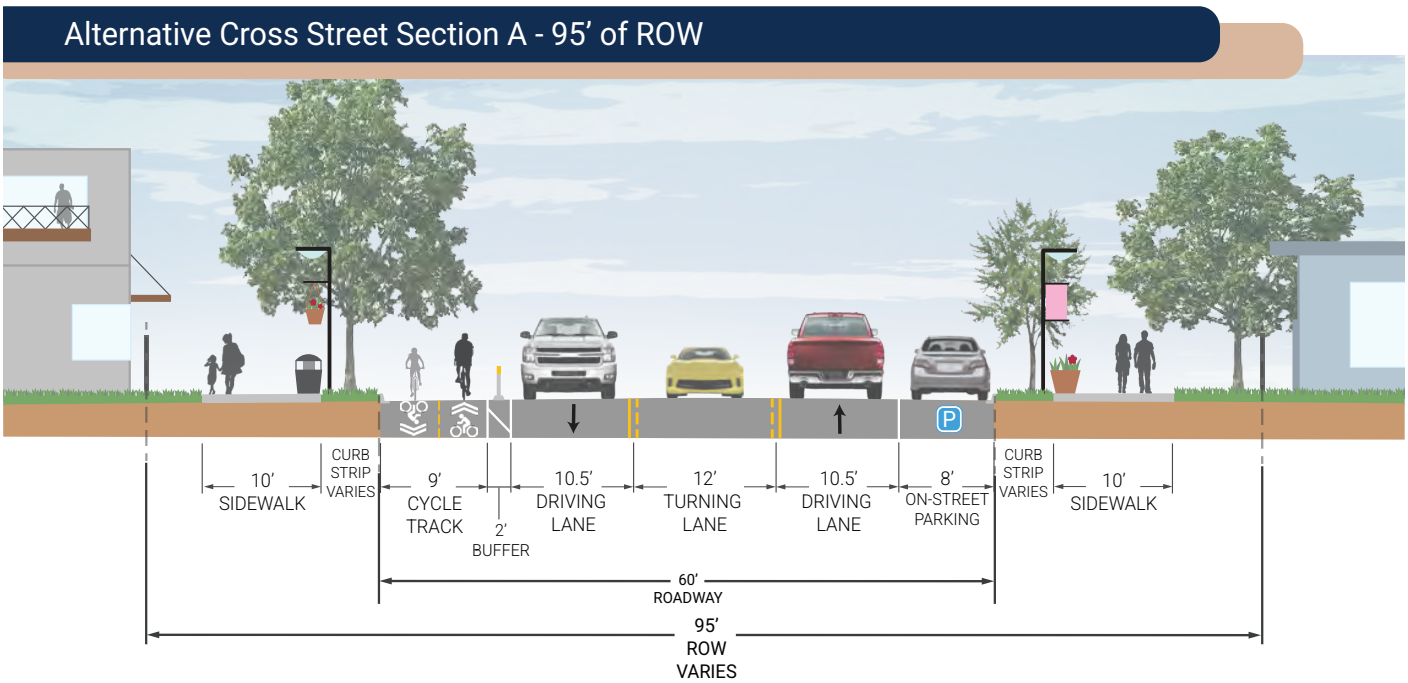


Crossing Transit Corridors: Street Section Prototypes

Crossing Transit Corridor Section A

This is the recommended roadway cross section for roads intersecting with the Prospect Corridor where a *higher commercial capacity* is needed. The elements of this cross section include:

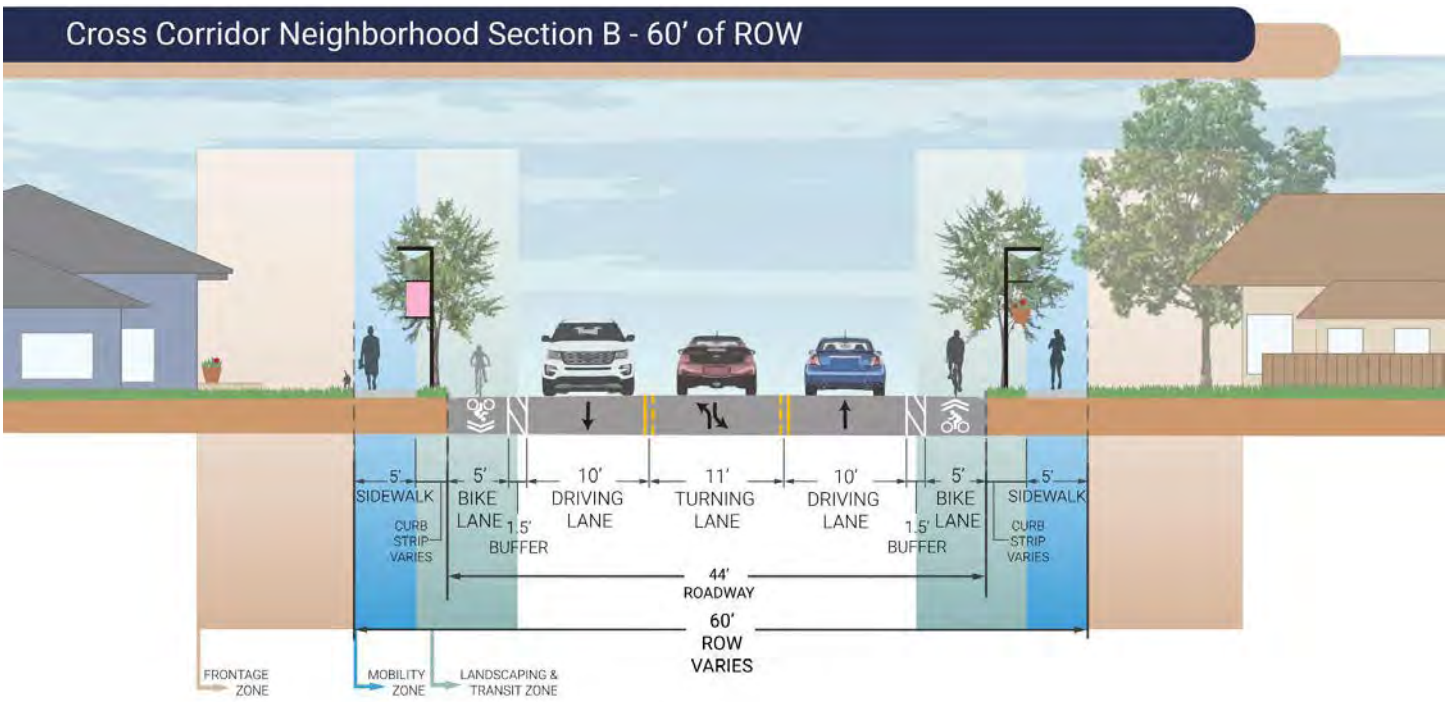
- **Frontage Zone**: Includes pedestrian-focused amenities frontage lighting and large windows.
- **Mobility Zone**: A 10-foot sidewalk on both sides.
- **Amenity Zone**: Includes trash cans, pedestrian lighting, wayfinding signage, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and/or ground-level).
- **Landscaping and Transit Zone**: Includes bicycle facilities, preferably a cycle track, buffered on-street parking, GI, and street trees and landscaping.
- **Roadway**: Two 9.5-foot driving lanes in either direction, and a two-way left turn lane.



Crossing Transit Corridor Section B

This is the recommended roadway cross section for roads intersecting with the Prospect Corridor where a *lower commercial capacity* is needed. The elements of this cross section include:

- **Frontage Zone**: Includes pedestrian-focused amenities frontage lighting and large windows.
- **Mobility Zone**: A 10-foot sidewalk on both sides.
- **Amenity Zone**: Includes trash cans, pedestrian lighting, wayfinding signage, cultural artistic banners, bicycle parking, sitting rails near transit villages, and planters (hanging and/or ground-level).
- **Landscaping and Transit Zone**: Includes bicycle facilities, preferably a cycle track, buffered on-street parking, GI, and street trees and landscaping.
- **Roadway**: Two 9.5-foot driving lanes in either direction, and a two-way left turn lane.



Common Barriers & Considerations

Construction Costs

In recent years, the gap between what current Prospect Corridor residents (and the median Kansas City resident) can afford versus the costs of development has increased significantly, primarily due to rising construction costs. The cost of construction is impacted by regional, global, and international causes that are not easily influenced by local actors. However, there are some interventions that can be targeted for small-scale projects to support urban infill and historic preservation in the Prospect Corridor. For example, professional collaboration with local organizations and developers can lower project costs. On a small project, soft costs should be 15-20% of the total project budget. A cumulative initiative from the local architecture, engineering, and planning industry would be impactful for this prototype. Such initiative might involve deferred-fee services or pro bono services targeted for specific project types and neighborhoods.

> ***"Our community wants to deal with bread and butter issues."***
>
> **- Community Stakeholder**

Retail Market Limitations

One of the greatest barriers to implementing prototypes with a commercial component, notably legacy storefront renovations, is the risk profile of speculative commercial space in the current economic condition. A minimum retail rent guarantee program, funded either through the City or by a reputable philanthropic organization, would be a powerful tool to support these projects and make then financeable. This might involve a 5 to 10-year guarantee for the retail component of these buildings at a value of $15/SF annually, unlocking their ability to be considered for financing. In the prototype example, this would translate to approximately $55,000 per year, as a guarantee, to stabilize the project over a short-term or until the project can be refinanced with proven retail figures. In addition, the City can strengthen partnerships with small business organizations to promote pre-leasing during early phases of project submittals.

Housing Market Limitations

As documented in the State of the Corridor and through the prototypes of this section, most development investments in housing do not "pencil" from a financial standpoint. This means that the cost of constructing or renovating buildings for housing is exceedingly more expensive than what people can afford -- both existing residents and the median household in Kansas City. This gap requires varying levels of subsidy depending on the project, and potentially from various sources including the City, State, and Federal government and philanthropy. To supplement subsidy, strategies targeted at raising income levels of the Prospect Corridor residents, a commitment to anti-displacement measures, and sustainable affordable housing should be pursued.

Zoning

Zoning regulations are responsible for guiding the use of land, orientation, bulk, and scale of buildings, and site designs such as parking lots and landscaping. The State of the Corridor indicated a mismatch between existing zoning standards along the corridor and the adopted future land use plan and the City's adopted transit-oriented development policy. This can be a barrier for new development on the Prospect Corridor, and the establishment of an Overlay District that

aligns with Transit-Oriented Development policy and future land use will ensure new investment in the corridor supports community goals. The proposed Prospect Corridor Overlay District recommends allowing small-scale mixed-use buildings in the Neighborhood Node, Community Node, and Industrial Node sub-districts, and allows for neighborhood retail uses in the Transit Corridor sub-district. The overlay also includes a parking reduction for small-scale commercial uses.

In addition, as of January 17, 2023, new rules apply to residential development on an "infill lot". Residential development of any building containing 8 or fewer units on any infill lot must follow the infill lot and building standards to ensure new constructions aligns with the setbacks, height, scale, and orientation of neighboring lots. These standards reduce the minimum lot area per unit that can be built, allowing land to be used more efficiently and lowering costs. In some cases, the new standards also reduce setbacks to allow more buildable area and increasing the carrying capacity of land. These new standards will support more of the prototypes illustrated in this chapter in neighborhood contexts and within the overlay district. In 2022, Kansas City leaders approved the construction of accessory dwelling units ("ADUs") throughout residential areas of the city, including along the Prospect Corridor. This can be an option for both renters seeking small-scale housing types, as well as homeowners interested in improving their property. The ADU standards currently have an "owner occupancy" requirement, meaning that the owner of the property must live on site (either in the ADU or in the primary house).

Procedures & Expectations

One of the most important aspects for making development, especially small scale, projects viable are expectations from the City. Even with no changes to zoning or tax incentive requests, local developers need to have a clear set of expectations up-front and in writing from city staff in order to assess project viability. It is critical that expectations from all departments are addressed in a project up-front, with guarantees in place to prevent unexpected additional costs. For example, expectations for water, fire, ADA / mobility, and other city department interests needs to be accounted for by the developer early in the project's process in order to reduce and manage risk.

Incentives

Incentives are a powerful tool that can benefit a variety of stakeholders throughout the Prospect Corridor, including renters, homeowners, business owners, and developers. In June of 2023, the Land Clearance for Redevelopment Authority (LCRA) approved the proposed East Kansas City Urban Renewal Plan. This program will incentivize positive investments in the 3rd and 5th Districts of Kansas City, which include the Prospect Corridor study area. Homeowners can have their property taxes frozen when they invest at least $5,000 in qualified improvements. Affordable housing projects with specific rent restriction requirements will be eligible for speedier processing, and projects that receive a letter of support will be eligible for incentives without financial analysis, which gives neighbors a stronger voice in what kinds of developments receive incentives in their communities. A number of the following Project Prototypes will naturally be taken on by small developers who need an incentive that is simple, direct, and amplifies the system they are already using. While abatements can improve the returns of a project, they do not solve for the fundamental barrier of risk profile needed to implement renovations at-scale. The process for tax abatement can be administratively burdensome and costly for developers to utilize for small commercial renovation projects.

Neutralization Support

A neutral development site is free of the environmental and legal concerns that add risk to a project and unknown pre-development costs. A major barrier to small-scale reconstruction includes unknown pre-development costs associated with site preparation. This might include

Common Barriers & Considerations (Continued)

requirements to make major updates to outdated public infrastructure and utilities, as well as environmental remediation and title clearance. The City should establish pre-development grants to lessen the risk of new infill construction. To support rehabilitation projects, the City can reduce barriers by offering support, including through environmental remediation grants, pre-development grants, and title clearance services.

Local Collaboration

Aligned organizations and agencies can be a powerful resource for initiating and supporting implementation and supporting development projects that support community goals. For example, organizations like Neighborhood Legal Support of Kansas City, Inc., Legal Aid, the Kansas City Land Bank, and the Kansas City Community Land Trust can help to lower the cost of acquiring existing structures in need of rehabilitation, and preserve affordability long-term. Removing the land costs from the equation through partnerships reduces the necessary asking price of the units while maintaining the same returns for the developer. In addition, the City should coordinate closely with utility providers to provide clear direction regarding sewer, water, and electrical metering. Removing the land costs from the equation through partnerships reduces the necessary asking price of the units while maintaining the same returns for the developer.

Professional and philanthropic organizations are also a significant resource and partner that can help support the viability of development projects. For example, small scale development is most likely to be pursued by local non-professional developers or mission-oriented developers. Leveraging resources to provide technical assistance, reduce construction costs and risk, and promote partnerships should be considered to support this type of development. For example, the Kansas City Urban Land Institute provides technical training through their REDI program, leveraging the expertise of more experienced developers to support aspiring minority and female developers. National organizations like Incremental Development Alliance and Neighborhood Evolution project technical assistance and training to local small-scale developers as well to build capacity. The local nonprofit, Women in Real Estate Development ("WIRED") organization also provides mentorship, specifically focused at aspiring female developers.

Financial Modeling Figures

The following models explore housing ownership and rental opportunities for multiple different housing types. The primary obstacle to real-world implementation of these prototypes is gaining the after-construction appraisal values. For owner-occupied units, this is important to both the builder and the buyer who both need to have their loans underwritten by this value. Current market comparables in the study area do not support these projected sales price points despite achieving a range of median owner affordability. For rental housing, given the input assumptions and resultant required rents, the cost of construction for modeled housing types far exceed achievable rents, even for renters at the KC median income. Solutions to mitigate some of this cost might include lowered expected returns by the developer (patient capital), smaller units, and more simple structures. Subsidy is not only required to construct housing in this market, but further required to bring these modeled prototypes to an affordable range for a mix of income levels.

Ownership Attainability:

- KC median owner income: $84,146
- Attainable mortgage* for KC median income level: $313,219
- Prospect Avenue median owner income: $43,396
- Attainable mortgage* for Prospect-area median income level: $153,000

Renter Attainability:

- KC median renter income: $43,109
- Attainable rent for KC median income level: $1,078
- Prospect Avenue median renter income: $21,917
- Attainable rent for Prospect-area median income level: $548

* assumes a monthly total PITI (principal, interest, taxes, and insurance) of $1,083. This also assumes a 30-year mortgage at 3.5% down (FHA) at 6.5% interest.

"Subsidy should be used to support the cost of housing existing residents can afford if reivestment occurs."

- Community Stakeholder

Medium / Large Mixed-Use New-Build

Medium and large mixed-use development is an important project prototype for increasing the population along the Prospect Corridor. To support the broad revitalization of viable business activity, robust frequent transit services, and wealth building for individuals and families, the population along Prospect Avenue must increase significantly to historical levels. While incremental development is a critical part of this plan, medium and large buildings can be a catalyst for smaller-scale surrounding investments within neighborhoods, and should be pursued at prioritized Urban Community Nodes.

Financial Modeling

- Lot Size: 20,723 SF
- 44 Residential units
- 4,800 SF Ground-Floor Commercial Space
- 30 Off-Street Parking Spaces (paved)
- Acquisition: $600,000
- Hard Construction Costs: $180/SF

Total Project Cost: $8.4M

- Average rent per unit to meet expected returns: $1,530
- Subsidy required per unit: $122,706
- Total subsidy required: $5,399,075

Who might build?

Medium and large mixed-use buildings are typically implemented by professional development companies or well-capitalized investors/ partnerships. Implementors of medium and large urban infill projects may work locally, regionally, or focus on multiple cities. Development groups implementing medium and larger mixed-use buildings may be also be comprised of professionals with expertise in brokerage, finance, land assembly, and other key subject areas.

Preferred Locations

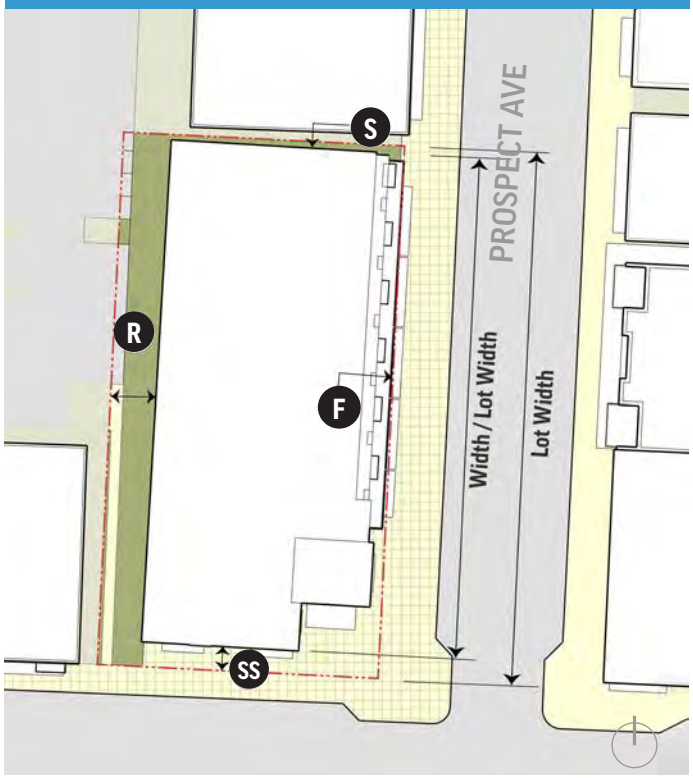
- Urban Community Transit Village: Node
- Urban Industrial Transit Village: Node

- **H** Maximum building height: 6 stories
- **H** Minimum building height: 2 stories

Concept Aerial Perspective

- **F** Maximum front yard setback: 0’
- **S** Maximum interior side setback: 10’
- **SS** Maximum street-side setback: 10’
- **R** Minimum rear yard setback: 0’ - 15’

Concept Site Plan



Small Mixed-Use (Renovation)

The Prospect Corridor contains many small-scale legacy mixed-use/commercial storefront buildings that were once anchors of historic streetcar stops. Renovation of this prototype will be challenging given current economic conditions, and should be viewed from an economic development perspective as a “loss leader” with significant public benefit. Restored commercial storefronts promote pedestrian activity, reduce crime, preserve historical architecture, and provide housing. Most importantly, they anchor neighborhoods with destinations and provide a sense of place and identity that bond an existing community together. Preservation of legacy storefront buildings should be prioritized as a public good, and it must be understood that their cost of renovation can’t usually be supported by the market in Kansas City today.

Financial Modeling

- Lot Size: 5,600 SF
- 4 Residential units
- 4,000 SF Ground-Floor Commercial Space
- 4 Off-Street Parking Spaces (paved)
- Acquisition: $120,000
- Hard Construction Costs: $180/SF

Total Project Cost: $1.6M

- Average rent per unit to meet expected returns: $2,000
- Subsidy required per unit: $144,800
- Total subsidy required: $579,348

Who might build?

Given the current risk profile of speculative retail, the most likely implementor of renovation projects for this prototype are local, incremental developers or non-profit developers, with a strong purpose and long-term investment timeline. These types of developers typically focus multiple small investment projects within a single neighborhood. This project type is likely a mismatch for a corporate real estate investor/builder.

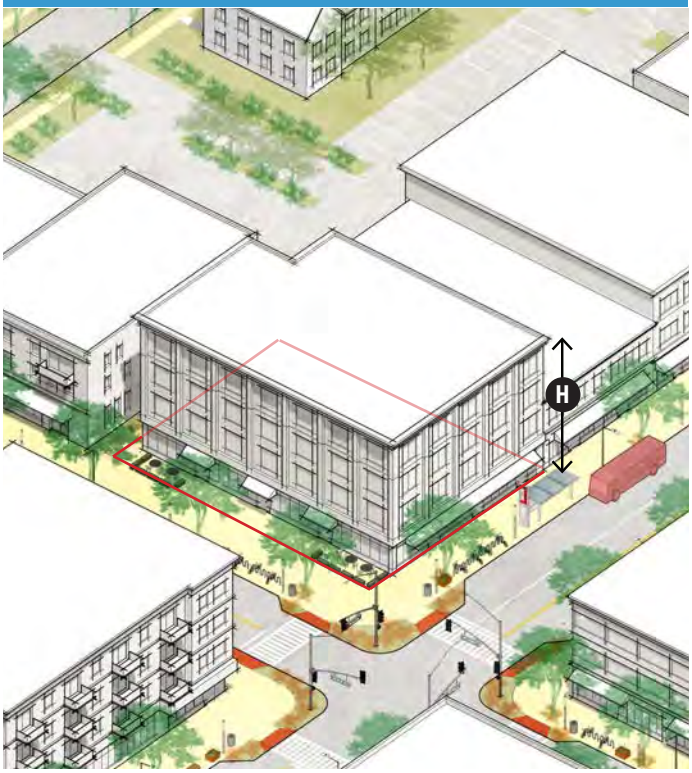
Preferred Locations

Urban Neighborhood Transit Village (nodes)

Urban Community Transit Village (transitions)

- **H** Maximum building height: 4 stories
- **H** Minimum building height: 1stories

Concept Aerial Perspective



- **F** Maximum front yard setback: 0’
- **S** Maximum interior side setback: 10’
- **SS** Maximum street-side setback: 10’
- **R** Minimum rear yard setback: 0’ - 15’

Concept Site Plan

Walk-Up Colonnade ("Missing Middle" Housing)

The Kansas City Colonnade is an architectural staple of Kansas City, with hundreds built between 1905 and 1930. The Prospect Corridor hosts a number of existing colonnades in various levels of condition. It also hosts a number of vacant sites of former colonnade apartment buildings. According to the Center for Neighborhoods' Small Apartment Study of the CCED geography, the most common permit for small apartments like these is a demolition permit.

Financial Modeling

Walk-Up Colonnade (6 Units)

- Unit Size: 1,028 SF
- Lot Size: 8,160 SF
- 6 Off-Street Parking Spaces
- Lot Cost: $135,000
- Hard Construction Costs: $210/SF

Total Project Cost: $2,048,530

- Average rent per unit to meet expected returns: $2,903
- Subsidy required per unit: $154,239
- Total subsidy required: $925,434

Who might build?

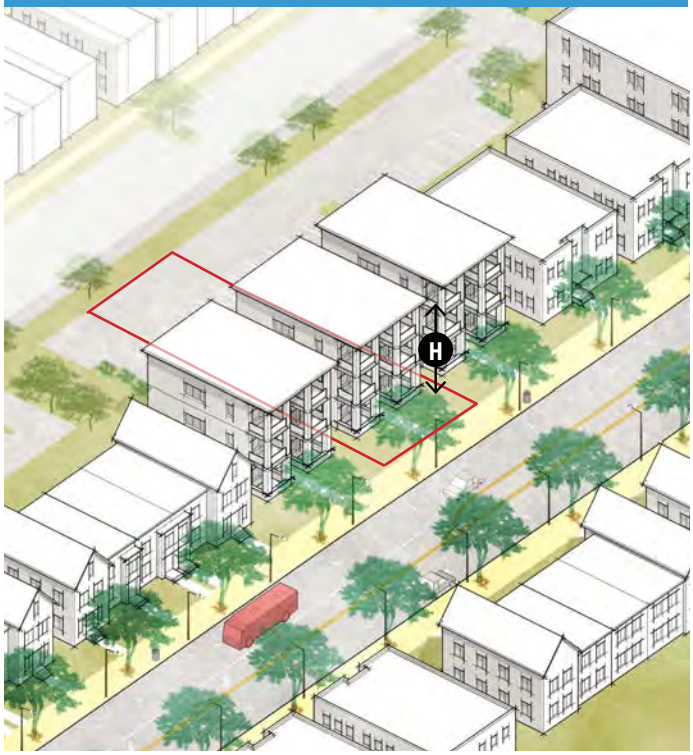
Given the current risk profile of speculative retail, the most likely implementor of renovation projects for this prototype are local, incremental developers or non-profit developers, with a strong purpose and long-term investment timeline. These types of developers typically focus multiple small investment projects within a single neighborhood. This project type is likely a mismatch for a corporate real estate investor/builder.

Preferred Locations

- Transit Corridors
- Neighborhoods

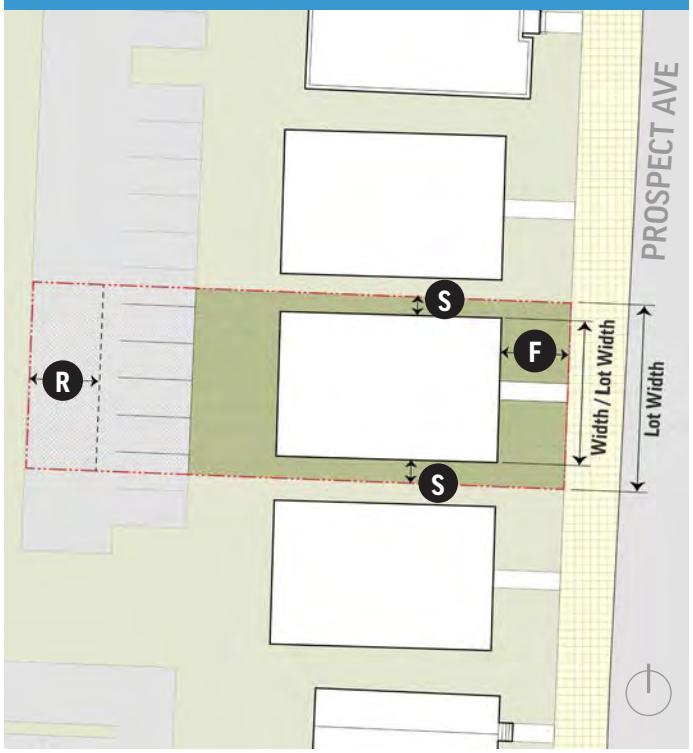
- **H** Maximum building height: 4 stories
- **H** Minimum building height: 1stories

Concept Aerial Perspective



- **F** Maximum front yard setback: 20’
- **S** Maximum interior side setback: 15’
- **SS** Maximum street-side setback: 15’
- **R** Minimum rear yard setback: 0’ - 15’

Concept Site Plan



Single-Family New-Build or Renovation

Generally, single-family renovations offer a level of affordability that is significantly more accessible than new construction. Single-family homes are the predominate building type throughout the study area, and renovations, as well as new-builds, will be an important investment for the corridor.

Financial Modeling

Single-Family New-Build

- Unit Size: 1,500SF / Lot Size: 5,440SF
- 2 Off-Street Parking Spaces
- Lot Cost: $60,000
- Hard Construction Costs: $180/SF
- Soft Costs: $64/SF

Total Project Cost: $427,010

Average Sales Price to Meet Expected Returns: $461,172

Single-Family Renovation

- Unit Size: 1,200SF
- Lot Size: 5,440SF
- 2 Off-Street Parking Spaces
- Acquisition Cost: $90,000
- Renovation Costs: $80,000

Total Project Cost: $242,452

Average Sales Price to Meet Expected Returns: $303,065

Attainability Gap (Prospect AMI): $150,065

Who might build?

Financing options for single-family home construction and renovation is highly accessible, making the “developer type” for this prototype broad, including homeowners, “passion project” implementors, realtors, specialized homebuilders, local developers, flippers, and nonprofits.

Preferred Locations

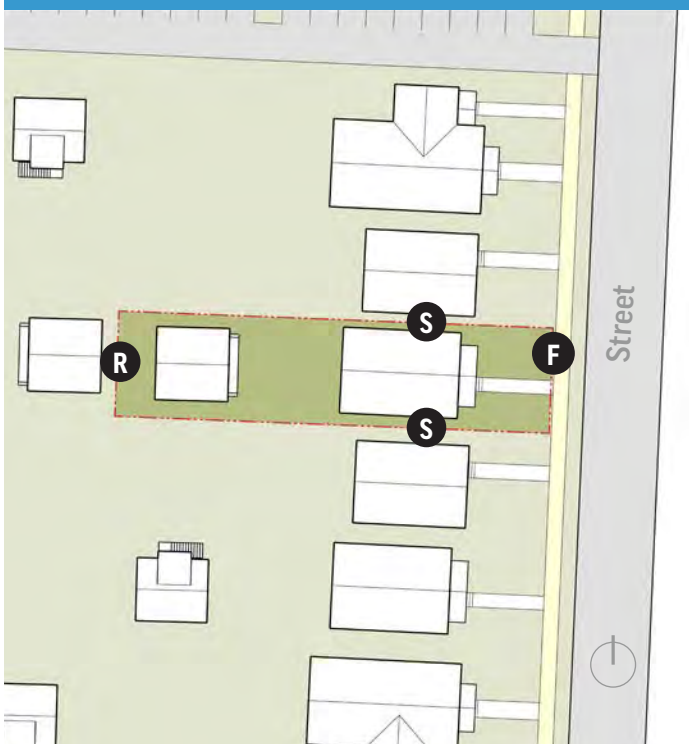
- Transit Corridors
- Neighborhoods

- **H** Maximum building height: 6 stories
- **H** Minimum building height: 1stories

Concept Aerial Perspective

- **F** Maximum front yard setback: 0’
- **S** Maximum interior side setback: 10’
- **SS** Maximum street-side setback: 10’
- **R** Minimum rear yard setback: 0’ - 15’

Concept Site Plan



Single Family Renovation + Cottage House (ADU) Land Division

ADUs can be a versatile housing option for neighborhoods, but face barriers to construction, even if they are allowed by zoning, including construction costs, contractor availability, utility metering, and financing. An alternative method for building accessory structures might involve subdividing lots, enabling the small residential structure to be owner-occupied rather than rented.

Financial Modeling

Single-Family Renovation + ADU (Land Division)

- Unit Size: 1,200SF
- New ADU Size: 600SF
- Lot Size: 5,440SF
- 2 Off-Street Parking Spaces
- Acquisition Cost: $90,000
- Renovation Costs: $80,000
- Average Hard Construction: $114/SF

Total Project Cost: $509,100

Average Cost per Unit: $254,550

Attainability Gap per Unit (Prospect AMI): $101,550

Who might build?

Adding an ADU to a home renovation project is a great way to add new housing types to the neighborhood while also building value without acquiring additional land. Owner-occupants are a typical “developer” for this project type -- that is, non-professional builders that may be using a home equity line of credit to support their project. While some professional builders may add ADUs into their renovation project, the zoning standards require owner-occupancy and the property would need to be sold to a home owner in order to utilize the ADU.

Preferred Locations

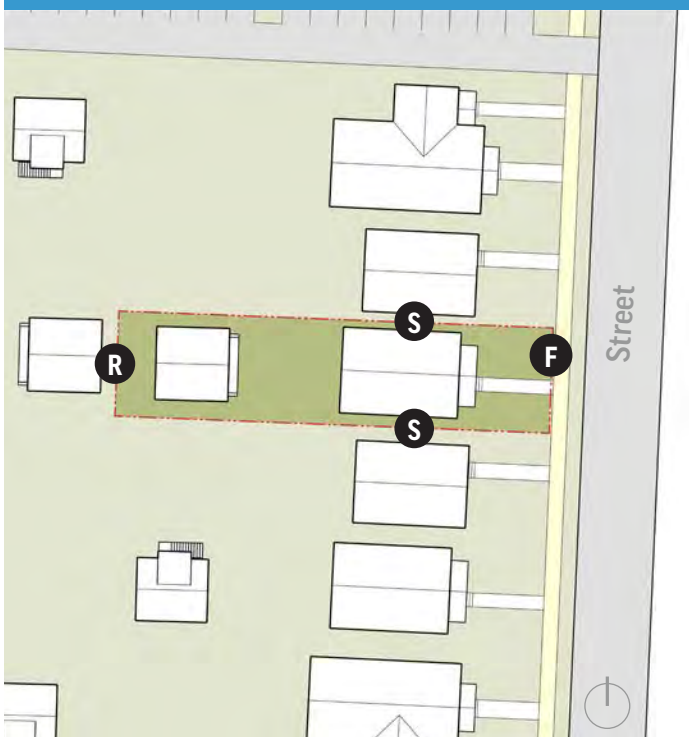
- Transit Corridors
- Neighborhoods

- **H** Maximum building height: 6 stories
- **H** Minimum building height: 2 stories

Concept Aerial Perspective

- **F** Maximum front yard setback: 0’
- **S** Maximum interior side setback: 10’
- **SS** Maximum street-side setback: 10’
- **R** Minimum rear yard setback: 0’ - 15’

Concept Site Plan



ProspectUS

5

Implementation Toolkit & Measuring Progress

GOALS

Introduction

The goals, strategies, and actions necessary to create a transit-oriented Prospect Corridor are defined in this chapter. Standing on the current state of the corridor, defining our vision for change, aiming for the targets to grow a vibrant corridor, and building the transit villages for the residents and businesses of the corridor has happened intentionally. Implementation will happen through intentional action. Respecting current residents and businesses, leveraging public investment, investing in infrastructure and growing the population, supported buy housing, and supporting new businesses and amenities will define the corridor of the future.

To realize the vision a focus on public improvements - creating walkable, accessible streets and public spaces; development - creating compact, mixed-use activity centers and supporting neighborhoods; and funding and financing - leveraging all fiscal resources to implement change, will be necessary.

Achieving the future will require coordination and collaboration of people and resources for success. To reverse the decades of decline and disinvestment historical amounts of reinvestment will be necessary.

Together we will get there.

"Will the strategies be realistic to us? I think about the single parent who has to pay $1200 a month rent. What is the reality based on the income of the people living in the corridor now? How do we get strategies that are more realistic to the people who live in the neighborhood?"

- Community Stakeholder

Overview

Goal 1: Protect the Prospect Avenue Community

Strategy 1. Measure investment impact and reduce displacement risk

Strategy 2. Ensure the maintenance of existing property and reuse of vacant buildings throughout the corridor

Strategy 3. Leverage the history of the community and corridor as an anchor for improvements

Goal 2: Jump Start Reinvestment Through Public Subsidy

Strategy 1. Coordinate ongoing investment in the Prospect Corridor

Strategy 2. Leverage all public resources to boost redevelopment activity

Strategy 3. Ensure public investment directly benefits local stakeholders and businesses

Goal 3: Improve Walkability & Transit Access

Strategy 1. Invest in the public realm for greater accessibility

Strategy 2. Establish context sensitive approaches in making public improvements

Strategy 3. Reinforce initial investments in fast/frequent transit and walkability

Goal 4: Increase Business and Neighborhood Amenities to Retain and Attract Population

Strategy 1. Build community capacity to grow the local and small business ecosystem

Strategy 2. Improve public safety through environmental enhancements and proactive design

Goal 5: Grow the Population Through Mixed-Income Neighborhood Development

Strategy 1. Support development of new units at a variety of price points, including affordable

Strategy 2. Prioritize resident and household wealth-building and ownership as resources are deployed

Strategy 3. Prioritize and better enable incremental and small-scale real estate development

Goal 6: Implement Sustainable Practices to Promote Community Wellness and Environmental Health

Strategy 1. Lessen the impact of development on stormwater systems

Strategy 2. Pursue areawide strategies to address potential exposure to environmental contaminants

Strategy 3. Provide support for green building construction and renovations

Goal 1: Protect the Prospect Avenue Community

Reinvestment and redevelopment of a disinvested area can often cause a rise in costs to current residents, businesses, and stakeholders, leading to their displacement. Investment in the Prospect Corridor is desirable, but it should not come at the expense of the current stakeholders in the corridor. In fact, the existing stakeholders should benefit from the reemergence of Prospect Avenue. This is a key tenet of Equitable Transit Oriented Development and should be recognized and respect as reinvestment and redevelopment occur.

Common Barriers & Considerations

The current residents, businesses, and stakeholders of the Prospect Corridor have made investments in the corridor, when others would not. Their commitment and dedication to the corridor in the face of disinvestment and loss of housing and services should be recognized, celebrated, and leveraged for their personal and the larger community's benefit.

When change occurs, attention to the protection of existing stakeholders and opportunities for them to participate in change should be sought out. Some common barriers and considerations to be mindful of when address displacement include:

Tracking and Measuring

Precursors to displacement can include non-local private investments (including the purchase of property and development), rising housing and property costs, and rising taxes, as well as other determinants. The ability to track the trends of these displacement precursors exists, but often attention to them does not occur until change is already underway. In addition to paying attention to these precursors now, a tracking mechanism should be established for the corridor and neighborhoods to track change over time.

Priority

Too often new development and redevelopment is seen as progress or positive change and that pushing out the existing stakeholders will make a place "better." The new is favored over supplementing and supporting the existing. This is not an equitable approach to community building. The current stakeholders of the Prospect Corridor have provided stability over time and will provide the foundation for reinvestment going forward. Protection of the current stakeholders should be a priority as change occurs.

Resources

A lack of resources, both public and private, typifies disadvantaged areas like the Prospect Corridor. To protect existing stakeholders often take subsidy or other financial mechanisms to stabilize or reduce costs associated with redevelopment. Dedicating resources to assist with this is necessary where displacement is anticipated. Within Kansas City, resources and actions to address displacement have started with the East Side Tax Abatement program, but more resources that address the root causes of displacement and impacts of reinvestment are necessary.

Strategy 1: Measure investment impact and reduce displacement risk

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Commitment. Adopt a City policy proclamation that investment within the Prospect Corridor Study area will not result in displacement of those residents and businesses currently invested. Leverage the strategies adopted in the KC Spirit Playbook that focus on preserving existing affordable housing stock while increasing rental affordability in high-risk neighborhoods and areas near transit lines, and promoting missing-middle housing strategies while mitigating speculation in high-risk neighborhoods.	$	0-6 months	KCMO Staff Time Cost	KCMO City Council	KC Planning & Development
A2. Unified Approach. Engage with research organizations like LISC and MARC to determine the root cause of displacement, a unified method of tracking/measuring risk factors, and methods of mitigating risk over time. Establish stronger partnerships with additional organizations that assist in mitigating displacement like Habitat for Humanity, KC Community Land Trust, Trust Neighborhoods, and Neighborhood Legal Services.	$	0-6 months	KCMO Program Delivery Cost	KC Housing	LISC; MARC; Habitat for Humanity; KC CLT; Trust Neighborhoods, Neighborhood Legal Services, etc.

"Developers don't want to invest if they can't build wealth … what happens to low income people when development occurs? What are we doing to prevent displacement from gentrification?"

- Community Stakeholder

"Create neighborhood revenue generators - they create value for neighborhoods like a clubhouse. Or Land Bank properties can be leveraged to generate revenue to support neighborhoods (like a CID)."

- Community Stakeholder

Strategy 1: Measure investment impact and reduce displacement risk (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A3. Consolidated Resources. Coordinate the Prospect Corridor Manager and Corridor Partnership organization to secure and distribute the variety of federal, state, and local resources, and coordination with various public entities, for investment in the Prospect Corridor to address displacement avoidance. Establish a unified Community Assistance Program (a "one-stop-shop" of assistance) to provide households better access to services and financial assistance. • Counseling Services – Identify/ created trained housing counselors that can provide advice – diagnose the problem, identify assistance to lower costs, obtain financial assistance, Neighborhood Legal Services. • Education – Explore and educate property owners regarding strategies for responsible ownership to avoid property loss. Create a Community Awareness Campaign to educate residents and business owners of the tools and resources available and their eligibility for such support. • Targeted Assistance Programs – Employ programs that assist with the challenges that lead to displacement. • Utility Assistance – Coordinate with utility companies to target water use efficiency installations, stormwater management credits, green infrastructure, and other available programs to reduce utility use and costs. • Financial Assistance – Establish monetary support for energy efficiency, weatherization assistance (source: USDOE), split incentive for renters (split benefits between property owner and renter), that can reduce the cost of living. Code compliance through CDBG funding, vouchers.	$	0-2 years	KCMO Program Delivery Cost, Staff Delivery Cost	KC Housing and Community Development	Corridor Manager

Strategy 2: Ensure the maintenance of existing property and reuse of vacant buildings throughout the corridor

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Surveying. Conduct a field survey to identify existing vacant structures for adaptive reuse. Establish a system of tracking the ownership and nuisances of those vacant properties. Partner with KC EDC to conduct a corridor-wide blight study to assess the condition of the area, any additional properties that need attention, and to support the use of a variety of funding sources.	$	0-1 year	KCMO	KC Planning & Development	Corridor Manager; KC EDC; UMKC Center for Neighborhoods; Neighborhood Legal Services
A2. Blight & Vacancy of Privately-Owned Property. For privately-owned vacant structures, prioritize the address of any code violations and work with organizations like Neighborhood Legal Services and Legal Aid to hold absentee owners accountable. Educate and encourage neighborhoods to utilize 311 to track issues with abandoned or vacant property, and increase code enforcement in these areas. Study the application of a "reverse CID" vacancy tax to address absentee ownership, whereas owner-occupied properties may be exempt, investor-owned properties would be taxes at a lower rate, and absentee owners/vacant properties would be taxed at the highest rate. Partner with and help scale local organizations effectively addressing blight issues, including Neighborhood Legal Services, Legal Aid, and the KC Community Land Trust.	$$	0-5 years	KCMO Program Delivery Cost, Staff Delivery Cost	KC EDC	Neighborhood Legal Services; KC CLT

"I need vacant land, so that I can develop housing and commercial space."

- Incremental Developer

Strategy 2: Ensure the maintenance of existing property and reuse of vacant buildings throughout the corridor (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A3. Blight & Vacancy of Publicly-Owned Property. For qualifying properties in public ownership, such as the land bank or homesteading authority, establish a program and funding mechanisms to proactively address environmental remediation, on-site infrastructure updates, and other needs to expedite reuse and decrease development costs. Work with neighborhood organizations to establish bottom-up interim strategies for the reuse of publicly-owned vacant lots, including funding strategies to support neighborhood-led reuse. Funding may be budgeted by the city or derived through special assessment districts such as a Neighborhood Improvement District.	$	0-5 years	Rebuild KC (ARPA); PIAC; NTFD; Neighborhood/ Community Improvement District; Proactive TIF; Philanthropy; KC Planning	KC Planning & Development	Corridor Partnership; KC Neighborhood Services; UMKC Center for Neighborhoods; Neighborhood Organizations; KC EDC
A4. East Side Tax Abatement. Explicitly market the use of the East Side Tax Abatement program to homeowners, and provide assistance to enable greater participation. Engage with financial institutions and the KC Chamber to inform them about the tax abatement program, and collaborate with those institutions on strategies that utilize existing lending tools to support blight remediation, including HELOC and refinancing. Ensure that banks are educating east side mortgage holders and homeowners about the tax abatement program and lending tools that can support their qualification. For households that are unable to financially support the required property improvement costs, establish a grant fund to cover or match costs, and work with the KC EDC to establish consistent criteria for this program.	$$	0-1 year	KC Economic Development Corporation; KCMO Match	KC Economic Development Corporation	KC Planning & Development

Strategy 2: Ensure the maintenance of existing property and reuse of vacant buildings throughout the corridor (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A5. Middle Housing Preservation. Partner with UMKC's Center for Neighborhoods organization to track the condition, ownership, and status of existing Middle Housing and partner with organizations involved in building preservation and blight remediation.	$	Ongoing	KCMO	KC Planning & Development	UMKC Center for Neighborhoods
A6. Quality Contractors. Establish a certified network of quality contractors and laborers for the East Side, and create a construction licensing program to ensure that people rehabilitating housing are knowledgeable about trades practices and building codes. Make this free of charge.	$	0-2 years	KCMO	Corridor Partnership	Corridor Manager
A7. Demolition Delay. Adopt a Demolition Delay Ordinance to slow unnecessary demolition of existing structures that support paths to renovation. Engage with Historic Kansas City and other historic preservation specialists, as well as the Kansas City Legal Department, to craft this ordinance.	$$	0-5 years	Non-profit; Public & Private; KCMO	KCATA; KCMO NHD; KC Planning & Development	Corridor Manager; Corridor Partnership; Historic Kansas City
A8. Loan Programs. Create a revolving loan program targeted at demolition prevention and rehabilitation of buildings. Consider establishing forgivable loans to long-term homeowners to support housing rehabilitation.	$$	0-5 years	KCATA; Philanthropy; KCMO Bonding Capacity	KCATA; KCMO NHD	Corridor Manager; Corridor Partnership
A9. Zoning. Actively Promote Recent Zoning Changes (overlays, ADUs, Infill): • Leverage publicly-owned vacant property • Create an Infill Tracking Map • Utilize City public relations tools • Publicly promote incentives and additional tools associated with eligible infill properties	$	0-2 years	KCMO	KC Planning & Development	Corridor Manager; Corridor Partnership; Small Developers of KC; KC ULI

Strategy 3: Leverage the history of the community and corridor as an anchor for improvements

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Cultural Facilities. Leverage the City's bonding capacity to upgrade municipally owned cultural institutions. There is significant planning to preserve, protect and promote these assets. The City should play a leading role to ensure these nationally recognized attractions are best in-class. Work with neighborhoods to identify and develop strategies through local planning efforts for preserving neighborhood assets, anchor institutions, and local histories that have created social bonds.	$$$	0-10 years	Municipal Bonds	KCMO	KC Library; KC Public Schools; Cultural Institutions; Nonprofits; Corridor Partnership
A2. Historical Markers & Placemaking. Partner with communities to expand cultural programming hosted by local organizations and at public places. Work with KCATA and relevant stakeholder groups to integrate historical elements into public transit infrastructure and public spaces. These elements might include historical imagery, plaques, and gateway features for adjacent neighborhoods throughout the Prospect Corridor. Ensure neighborhood organizations, civic institutions, and local interest groups are directly involved in the placement and design of placemaking features. Coordinate with KCATA to explore opportunities to integrate markers into public transit infrastructure.	$	0-5 years	KCMO	KCMO	KCATA; African American Heritage Trail

Strategy 3: Leverage the history of the community and corridor as an anchor for improvements (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A3. Historic Resources Survey. Conduct a Historic Resources Survey to identify candidate structures and sites for designation as local and/or national historic properties and districts	$	0-2 years	KCMO	KCMO	Historic Kansas City
A4. Cultural Trail. Implement a Historical Cultural Trail along Brush Creek, using philanthropic foundation funding as a catalyst to attract remaining funds needed for the project.	$$	0-5 years	KCMO; Philanthropic Funding	Corridor Manager	KC Parks; KC Public Works; KC Planning & Development
A5. Local Art. Require a portion of the budget of publicly-funded projects to include public art with an emphasis on support local artists.	N/A	0-2 years	N/A	KCMO	

Goal 2: Jump Start Reinvestment Through Public Subsidy

The use of public subsidy will be necessary to support development within the Prospect Corridor. Subsidy can support the creation of affordable and attainable housing, to support the small businesses, creating commercial space and supporting operations, as well as public infrastructure improvements. The level of subsidy required in the short-term will be significant, but as the market for housing and businesses increases the necessity of subsidy should decrease.

Common Barriers & Considerations

Obtaining public subsidy can be a difficult and lengthy process. The Prospect Corridor today represents a community for which subsidy was established, to address decades of disinvestment and to support the revitalization of the area. Public subsidy can make change happen, however, there are some common barriers and considerations to be aware of when evaluating, pursuing, leveraging, and using public subsidy. Those barriers and considerations include:

Public Sector Capacity & Resource Coordination

Securing public subsidy is a highly competitive process, so a thoughtful, coordinated effort amongst public entities is required to acquire funds. Locally there has not been a significant, comprehensive focus on securing all forms of public subsidy. Dedicated local resources needs to be concentrating on leveraging subsidies in order to be successful in competing for funds and to obtain the maximum amount of funding possible.

An opportunity exists to leverage different resources to create a greater combined impact within the Prospect Corridor. Intentional coordination regarding the pursuit and application of different resource streams (public, private, and philanthropic) and between involved corridor entities will create a more efficient environment for the effective use of subsidy. Enabling the coordination and use of multiple resources to address challenges and spur investments should be a priority.

Prioritization

The need for subsidy typically outweighs the resources available to a community, thus the very competitive nature of these processes. Recent and planned transit investments, infrastructure investments(flood protection and mitigation, water system improvements), and street projects have signaled a desire to invest in the area. The continued investment in the corridor will require a priority of subsidy to support desired changes. Building the public and private capacity to acquire subsidy will help maintain a focus of their use in the corridor.

Resources

There is currently an abundance of public resources available at the Federal and State level that are targeted towards local infrastructure. These resources should be pursued and utilized in the Prospect Corridor. The timing is right to build the public capacity and make Prospect a priority to compete for public resources.

Strategy 1: Coordinate ongoing investment in the Prospect Corridor

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Sustained Engagement & Leadership. Establish a Prospect Avenue Corridor Manager within the City Manager's Office or within a partnered civic advocacy organization ("Corridor Partnership") to coordinate and direct private and public resources to the area for the implementation of the ProspectUS plan. Responsibilities of the Corridor Manager may include but are not limited to the following: • Coordinating and securing Federal, State, and Local public resources, and applying them to the Prospect Corridor based on the recommendations of ProspectUS. • Enacting consistent community coordination with residents, business owners, and other stakeholders (The Corridor Partnership) to develop constant feedback loops and an iterative implementation approach. • Establishing organization and coordination with all internal (in City Hall) and external agencies (Federal, State, and Local Public Agencies) involved with providing public resources and their implementation. • Collaborating with local banks, CDFIs, small/medium/ large developers, institutions, grassroots organizations, nonprofit organizations, faith-based organizations, and other public and private resources, to leverage the public dollars and extend their impact in the corridor. • Coordinating catalytic development investments with the Corridor Partnership targeting the Transit Villages and other investments in the corridor.	$$	0-18 months	KCMO	KCMO City Manager's Office	KC Planning & Development; Public Works

Strategy 1: Coordinate ongoing investment in the Prospect Corridor (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A2. Local Representation. Create the Corridor Partnership to represent and support stakeholders within the Prospect Corridor, including neighborhoods, businesses, financial, philanthropic, public, and private sector representation. Ensure minority and local neighborhood representation is intentionally involved. Empower The Corridor Partnership to implement ProspectUS, prioritize investments, and target the development of the Transit Villages, with initial attention on the Opportunity Areas (OAs) identified.	$$	0-2 years	All Public Resources - Federal, State & Local; Philanthropic Funds	Corridor Manager	KCMO; KCATA; CDFIs; Nonprofits; Neighborhoods; Prospect Business Association; Residents; Stakeholders; etc.
A3. Community Improvement District. Coordinate with community and neighborhood organizations, local businesses, property owners, KCATA, and the City City Planning and Development Department along Prospect in establishing a Prospect CID, enabling local stakeholders to direct and influence various public improvements and amenities.	$	0-5 years	PIAC; Grants; CID Revenues - Local Tax Revenues	Corridor Manager	Corridor Partnership; PBA; KC Public Works; KC Planning & Development; KCATA; Neighborhoods

Strategy 2: Leverage all public resources to boost redevelopment activity

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Housing Vouchers. Increase the availability of rental assistance through Housing Choice Vouchers, project-based Section 8 allocation. Explore the creation of a matching philanthropic fund to increase financial support for a voucher system.	$$	0-5 years	All Public Resources - Federal, State & Local; Philanthropic Funds	KC Housing & Community Development	Corridor Manager
A2. Reduced Development Costs. Explore ways to reduce development project costs: • Explore donation of surplus publicly owned land (KCMO, Jackson County, KCATA, etc.), possibly from inventory of tax delinquent properties, into a Community Land Trust. • Secure social impact financing (aka "pay for success" financing) from foundations and corporations to help further reduce resulting rents. • Explore relaxing fees for civil infrastructure upgrades. Establish a public funding mechanism for supporting upgrades to outdated infrastructure to support development. • Dedicate use of special district taxes such as the CCED fund for station area development. • Waive minimum parking requirements for development and establish parking maximums through the Overlay District.	$$	0-5 years	KCMO	Corridor Manager	KC Planning & Development; KC Water, KC Public Works, KC ULI

"I need repair and revitalization grants, so that I can enhance the neighborhood appearance."

- Local Property Owner

Strategy 2: Leverage all public resources to boost redevelopment activity (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A2. Reduced Development Costs (Continued). • Prioritize requests for housing subsidies available from HUD (especially for "portable" or household-based subsidies). • Negotiate use of utility-provided subsidies as a priority, bulk commitment for developments. • Prioritize requests for subsidized financing from other governmental entities (Jackson County, State of Missouri and the federal government) to be targeted to developments within Opportunity Areas.	$$	0-5 years	KCMO	Corridor Manager	KC Planning & Development; KC ULI
A3. Creative Financing. Explore alternative, innovative methods of securing funding for investment: • Further enhance credit terms with commitments from the Federal Home Loan Bank of Topeka's Affordable Housing Program, and with loan guarantees from the Federal Housing Administration. • Utilize USDOT Transportation Innovative Finance lending to supplement bank lending; can be structured either as a direct loan, a loan guarantee, or both, or a standby letter of credit. • Collaborate with the KCATA to develop, support development, and improve the frequency of bus service within the Prospect Corridor and supporting corridors. Create a working partnership with KCATA to further "credit enhance" necessary financing using KCATA's bond finance facility.	N/A	0-5 years	Federal Home Loan Bank of Topeka's Affordable Housing Program; Federal Housing Administration; USDOT Transportation Innovative Finance; KCATA	Corridor Manager	Federal Home Loan Bank of Topeka; KCATA

Strategy 2: Leverage all public resources to boost redevelopment activity (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Discounted Transit Service. In the event of a return to fare-based service, negotiate bulk purchase of discounted transit passes for station area residents (lowers cost of living for both existing and new residents). This can be done pre-tax and reduces the cost of living for workers. Affirmatively market the use of employer-provided transit as an employee benefit for all corridor employers including downtown employers (IRS treats this as pre-tax income, similar to health benefits).	N/A	0-2 years	KCATA; KCMO	KCATA	KCMO

Strategy 3: Ensure public investment directly benefits local stakeholders and businesses

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Neighborhood Revenue Generators. Partner with neighborhood-based organizations on strategies for addressing vacancy and leveraging natural resources. Work with community members to explore the concept of "Neighborhood Revenue Generators" as a strategy for driving improvements to vacant lots and property and producing revenue to support neighborhood improvements.	N/A	0-2 years	Philanthropy	Corridor Manager	Center for Neighborhoods; KC Planning & Development

Strategy 3: Ensure public investment directly benefits local stakeholders and businesses (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A2. Meaningful Influence. Enhance local participation standards in the deployment of public resources. Ensure neighborhood organizations, renters, civic groups, stakeholder interest groups, and institutions have opportunities to directly influence and advance public improvements.	N/A	0-2 years	N/A	Corridor Manager	Center for Neighborhoods; KC Planning & Development
A3. Proactive TIFs. Pursue opportunities to establish "proactive TIFs". This method of tax increment financing leverages a major project to capture increased tax revenue for community benefit.	N/A	0-2 years	KCMO	Corridor Manager	KC Planning & Development; KC EDC

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Goal 3: Improve Walkability & Transit Access

Investing in quality public realm improvements, including pedestrian and transit infrastructure, will support Transit-Oriented Development and will foster a cohesive sense of place within the Prospect Corridor. The walkability of the area is key to the future success by creating connections, improving access, decreasing reliance on personal automobiles, reducing the cost of living, and improving public health. Fast, frequent, dependable, and safe transit operations are necessary to create Transit-Oriented Development and support the Prospect Corridor and adjacent neighborhoods. Maintenance of public realm infrastructure will be a priority in the long-term.

Key Considerations

Several challenges and considerations must be navigated when investing in the infrastructure and the public realm. Securing public funding for public infrastructure investment can be a complex, competitive, and time-consuming process. Some common barriers and considerations for investing in the public realm include:

Resources & Cost

There is currently a significant amount of government funding available to invest in infrastructure along the Prospect Corridor, especially for safety. Understanding where along the corridor requires the most funding is important for securing competitive grants. The competitiveness of the funding creates the hardest challenge which will require coordination and buy-in from the city, government leaders, and private developers to overcome.

Prioritization

Investment in the public realm has been occurring incrementally along the Prospect Corridor in conjunction with the roll out of the Prospect MAX. However, most of this investment has occurred only along Prospect Avenue and not on nearby roads and neighborhoods. Targeting investments and maintenance near transit stations and transfer areas can help address the challenge of prioritization.

Public Capacity

The Prospect Corridor has gone through a lot of planning processes and public engagement recently and additional public engagement may lead to planning fatigue. Investments that are quick and follow the recommendations of this implementation strategy should be pursued first, in order to secure another win for the Prospect Corridor before pursuing large, more intensive funding opportunities.

Strategy 1: Invest in the public realm for greater accessibility

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Prioritization. Establish a scoring system that considers factors such as the severity of accessibility barriers, the number of affected residents, potential benefits, and available funding. This will help in objectively ranking and prioritizing CIP projects. Prioritize projects that have the potential to create a significant positive impact on walkability and accessibility for a large number of people. Addressing critical points of congestion, improving accessibility around important facilities like schools, healthcare centers, and transit nodes/ hubs should be given priority.	$$	0-5 years	Public Funds - infrastructure, mobility, transit	KC Public Works	KC Planning & Development, KCATA
A2. Station Area Accessibility. Coordinate with the Public Works Department and KCATA to implement a toolkit for analyzing accessibility issues around station areas. Provide best practices for how to address these issues, like sidewalk improvements, pedestrian-scale lighting, higher visibility crossings.	$	0-5 years	Public Funds - infrastructure, mobility, transit, Vision Zero, MARC, STBG Set Asides	KC Public Works	KC Planning & Development, KCATA
A3. Multimodal Systems. Work with the Planning & Development Department to implement planned pedestrian and bicyclist connections to and from Prospect MAX stations with nearby neighborhoods.	$	0-5 years	Public Funds - infrastructure, mobility, transit, Vision Zero, MARC, STBG Set Asides	KC Public Works	KC Planning & Development, KCATA

"Ebikes and scooters is a welcomed idea that needs to be an option EAST of Prospect and all along the corridor . However, they also need to be partnered with safe new facilities to use them"

- Community Stakeholder

"Bike lanes slow traffic down noticeably and people are actually using them, especially with ebikes "

- Community Stakeholder

Strategy 1: Invest in the public realm for greater accessibility (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Community Representation. Increase engagement with stakeholder organizations to create dialogue and track issues in the corridor such as 311 complaints while seeking feedback about prioritization of neighborhood-based capital investments.	$	0-5 years	Public Funds - infrastructure, mobility, transit	Corridor Partnership; Corridor Manager	KC Neighborhood Services; KCATA
A5. Cost Sharing. Analyze the available budget and funding resources, and work with the PIAC to determine how much funding can be allocated to address accessibility concerns. Evaluate potential cost-sharing opportunities with other stakeholders to maximize the impact of the funds.	$	0-5 years	Public Funds - infrastructure, mobility, transit	Corridor Manager	KC Planning & Development; KCATA
A6. High Speed Internet Access. Prioritize the accessibility of high-speed internet and digital equity. Advance opportunities to leverage the existing Prospect MAX wifi infrastructure to host free or discounted high-speed internet for residents, particularly in subsidized housing. Prioritize and track potential grant funding opportunities from the State and Federal government to support digital equity initiatives in the Prospect Corridor.	$	0-5 years	Public Funds	Corridor Manager	KCATA

Strategy 2: Establish context sensitive approaches in making public improvements

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Catalyst Investments. Focus larger infrastructure investments at defined transit nodes and catalytic projects by coordinating with project stakeholders and neighborhoods.	$$	0-5 years	PIAC; Grants	Corridor Manager; KC Public Works	KCMO Public Works; KCATA
A2. Public Art. Require projects near Prospect MAX stops to incorporate community-led art initiatives (banners, murals, decals).	$	0-5 years	N/A	Corridor Manager; Corridor Partnership	KCMO P&D; KCATA; The Municipal Arts Commission
A3. Placemaking. Coordinate with neighborhoods, local community organizations, KCATA, and The Municipal Arts Commission in establishing a unifying Prospect identity as well as promoting unique neighborhood identity at each Prospect MAX station. This includes Prospect Avenue and neighborhood banners, murals, decals, walking tours of historic and unique neighborhoods, and signage at/around stations that describe the surrounding area.	$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KCMO Planning & Development; KCATA; The Municipal Arts Commission

"Prospect SEEMS like a bustling commercial corridor, but doesn't support people living there ... Residents need amenities that are walkable."

- Community Stakeholder

Strategy 2: Establish context sensitive approaches in making public improvements (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Wayfinding. Coordinate with surrounding neighborhoods and KCATA in developing a unifying wayfinding strategy across the Prospect MAX corridor. Include information about nearby places of interest and how the Prospect MAX and TODs fit into the broader corridor.	$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development; KCATA
A5. Transit Amenities. Work with KCATA to incorporate more information on the amenities and frequency of the Prospect Max buses in the surrounding area, as well as the intersecting transit routes.	$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development; KCATA
A6. Coordination. Coordinate approach for all infrastructure improvements, shade trees, and level of connectedness.	N/A	Ongoing	N/A	Corridor Manager; KC Public Works	Corridor Partnership
A7. Pedestrian Design Standards. Work with KCATA to develop pedestrian infrastructure design standards and best practices around station areas, including pedestrian presence sensors at signals, high visibility crosswalks at all intersection approaches, planted medians, green infrastructure, and curb-bump outs.	$$	0-5 years	PIAC; Grants	Corridor Manager; Corridor Partnership	KC Public Works; KC Planning & Development; KCATA
A8. Pedestrian Amenities. Coordinate with local property owners and neighborhoods around Prospect Avenue to encourage the installation of street furniture in both private and public spaces, such as benches and tables.	$	0-5 years	PIAC; Private Funds	Corridor Manager; Corridor Partnership	KC Public Works; KC Planning & Development; KCATA
A9. TOD Tiers. Clearly define the TOD tiers and work with the Planning & Development and Public Works departments to ensure that developments and infrastructure improvements are appropriate as they relate to the TOD tier.	$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development and Public Works; KCATA

Strategy 2: Establish context sensitive approaches in making public improvements (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A10. Pedestrian Safety. Establish a focus on minimizing interaction with vehicles as public/private pedestrian improvements are implemented.	N/A	Ongoing	N/A	Corridor Manager; KC Public Works	
A11. Access Management. Coordinate with KCATA, the Kansas City Public Works Department, and surrounding neighborhoods/property owners to evaluate access management along the corridor. Work to consolidate existing driveways and limit the number of new driveways/access points onto Prospect Avenue.	$$	5-10 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development and Public Works; KCATA
A12. Pedestrian-Oriented Streetscapes. Coordinate with the Kansas City Public Works Department and surrounding neighborhoods to establish usable shared spaces near and along Prospect Avenue where all users have equal priority.	$$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development and Public Works
A13. Parking Design. Adopt standards for site and parking lot design to prioritize pedestrian and bicycle connectivity to storefronts (where applicable) including bicycle parking/ storage and micro-mobility parking. Adopt a zoning overlay district with site design/parking standards that emphasize these principles.	$	0-5 years	PIAC	Corridor Manager; Corridor Partnership	KC Planning & Development; KCATA; Neighborhoods

"Safety plays into the progress of neighborhoods."

- Community Stakeholder

Strategy 3: Reinforce initial investments in fast/frequent transit and walkability

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. East/West Transit. Coordinate with KCATA to connect Prospect MAX with more east/west, high-frequency transit routes and involve Prospect MAX in any future transit initiatives.	$	0-5 years	PIAC	Corridor Manager	KC Public Works; KC Planning & Development and Public Works
A2. Transit Prioritization. Invest in infrastructure that prioritizes transit over private vehicles including, transit priority signals, dedicated bus lanes and curbside zones, queue jumps, and transit signal preemption.	$$	5-10 years	PIAC	KC Public Works	KC Planning & Development and Public Works; KCATA
A3. Station Consolidation. Coordinate with KCATA to explore consolidating the number of Prospect MAX stations.	$	0-5 years	PIAC; KCMO; Developers; Property Owners, KCATA	Corridor Manager	KC Planning & Development; KCATA

"I need better evening bus service, so that I can develop housing and commercial space to get rid of my car."

- Pedestrian

Strategy 3: Reinforce initial investments in fast/frequent transit and walkability (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A5. Multi-purpose Parking. Create partnership opportunities between KCATA and developers to encourage maximizing asset utilization of residential parking facilities (parking structures and lots) to allow some stalls to be used as park and ride facilities. Utilize technology to manage available stalls and demand-based pricing tools. Focus any parking structure to high priority nodes.	$$	5-10 years	PIAC; KCMO; Developers; Property Owners, KCATA	KCATA	KCATA; Corridor Manager
A6. On-street Parking. Manage on-street parking by regulating the duration and location of parking and implementing enforcement measures to ensure compliance. Coordinate with the Kansas City Public Works Department to implement any of their already existing strategies.	$	0-5 years	PIAC; KCMO; Developers; Property Owners, KCATA	KC Public Works	KC Planning & Development and Public Works; KCATA
A7. Ongoing Partnership. Coordinate with KCATA Development and KCATA Planning on their potential new Corridors to prioritize connectivity with Prospect MAX and key workforce and service centers .	$	0-5 years	PIAC; KCMO; Developers; Property Owners, KCATA; MARC	Corridor Manager	KC Planning & Development; KCATA

Goal 4: Increase Business and Neighborhood Amenities to Retain and Attract Population

An increase in the population is necessary to create a complete community that will support its residents, businesses, and the quality transit systems necessary to improve the quality of life within the Prospect Corridor. There is also a need to raise the incomes within the corridor, creating a diversity of economics within the residents of the corridor and adjacent neighborhoods. This growth of a more diverse population can best be housed by creating mixed-income neighborhoods that create a variety of housing types and price points - ownership and rental, for new and exiting residents. The variety of housing units, should be accommodated throughout each transit villages with more dense multifamily housing in the node and a mix of missing-middle and single family housing in the neighborhoods, with additional types supported in the transit corridors.

Common Barriers & Considerations

Reestablishing mixed-income neighborhoods along the Prospect Corridor needs intention and attention to be done successfully. Targeting a variety of housing types and costs will also define the types of housing (single-family, duplex, townhome, small apartment building, mixed-use buildings) that will be built. Attention to the relationship between these different types can create compatible types and transitions between types within the various contexts of the transit villages - nodes, corridors, and neighborhoods. As mixed-income neighborhoods are created, some common considerations include:

Funding & Financing

Traditionally the funding to support housing development, specifically affordable housing, has been sparse in relationship to the need. However, more resources exist to support housing development, transit-oriented development, and placemaking to create mixed-income neighborhoods. Additionally, a renewed interest in housing development by local foundations will support these efforts. All resources should be used to create the necessary housing to support the future populations of the corridor.

Coordination

Public, local, state, and federal resources as well as philanthropic resources exist to create housing. However, often these various resources are not coordinated and leveraged for a single project or development. Effort to layer and leverage the various sources of subsidy and financing can expedite investment and change in the corridor and should be considered for all development and improvements - public and private

Resident Capacity

Too often residents are unaware of resources available to assist in housing development or home financing. To ensure that current and future residents can take advantage of funding and financing opportunities, the awareness of these resources and access to them must be expanded. The coordination of local housing entities and resources, and their marketing/sharing is important to leveraging resource to expand their impact.

"How can land bank and other publicly-owned properties be utilized to improve the Prospect community neighborhoods? How will improvements to neighborhoods impact those who current own homes, rent homes, or have businesses in the area?"

- Community Stakeholder

Public Capacity

Securing public subsidy is a highly competitive process, so a thoughtful, coordinated effort amongst public entities is required to acquire funds. Locally there has not been a significant, comprehensive focus on securing all forms of public subsidy. Dedicated local resources need to be concentrating on leveraging subsidies in order to be successful in competing for funds and to obtain the maximum amount of funding possible.

Prioritization

Historically, the Prospect Corridor has not been a priority of the city or state. However, recent and planned transit investments, infrastructure investments(flood protection and mitigation, water system improvements), and street projects have created improvements in the corridor. Continued investment in the corridor will require a priority of subsidy to support desired changes, specifically for housing in the short-term. Prioritizing housing in the corridor, in conjunction with building the public and private capacity to acquire subsidy, will help maintain a focus of their use in the corridor.

Strategy 1: Build community capacity to grow the local and small business ecosystem

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Community Improvement. Strengthen the Prospect Business Association to expand resources to support business creation and retention. Work with key stakeholders, including KC EDC, Prospect Business Association, business owners, and the "Corridor Partnership", to study the creation of the Community Improvement District to leverage increased values (value capture) to support the local business community and create/ maintain amenities. Enable the CID to be responsible for coordinated lighting, signing, wayfinding, seating, trash receptacles, bicycle parking provisions, RideKC bike share stalls, scooter parking, planters, ADA compliance, etc.	$	0-3 years	Neighborhood Services Department; KC EDC; Philanthropy	Prospect Business Association	KCMO; KC EDC; Philanthropy; CDFIs; KC Biz Care
A2. CID Alliance Network. Formalize engagement between the city's CIDs, neighborhood associations, and other "place management" organizations, with a focus on building capacity and sharing best practices.	N/A	Ongoing	N/A	Corridor Manager	Corridor Partnership; Neighborhoods
A3. Small Business Support. Coordinate with small-business organizations to identify ongoing ways to support this type of small business, including Kauffman Foundation, KC Bizcare, Institute for Justice, CDFIs, etc. Work with the KCMO Economic Development Corporation ("KC EDC") and Area Development Council ("KC ADC") to target the Prospect Corridor for new local businesses.	N/A	Ongoing	N/A	Corridor Manager	KC EDC; KCADC; Philanthropy; CDFIs; KC Biz Care; CDFIs; etc

Strategy 1: Build community capacity to grow the local and small business ecosystem (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Community Promotion & Branding. Overcome public perception challenges with a modern communications and community engagement strategy that familiarizes people with the destinations, activities, and character of the corridor. • Support community engagement and branding efforts to evolve the perception of the Prospect Corridor in order to overcome challenges from current public perception. • Develop a strategy for communicating the current assets of the Prospect Corridor and coordinate special events like block parties, barbecues, farmers markets, or festivals that invite corridor stakeholders and non-corridor-residents to visit and experience the assets of Prospect Avenue.	$	2-5 years	Neighborhood Tourist Development Fund (NTDF) Program; KCMO Convention & Tourism Fund; KC EDC; Philanthropy	Corridor Partnership	Corridor Manager
A5. Storefront Business Grants. Create partnerships with philanthropic/non-profit organizations to create a retail rent guarantee grant program for legacy commercial storefront buildings to enable them to be financed with reasonable terms. Engage with the philanthropic community, lenders, and any local business associations or CIDs to determine how this program may be funded and implemented either within or in partnership with the City.	$	0-5 years	Philanthropic Grants or Loans; CDFIs	Prospect Business Association	KCMO; Philanthropy; Banks; CDFIs; Small Developers; KC ULI
A6. Youth Entertainment District. Pursue the creation of a Youth Entertainment District, and engage teens and young adults to engage in the design and planning of these facilities, as well as future employment opportunities. Explore partnership opportunities with KC Public Schools and the KC Public Library.	$	0-5 years	Philanthropic Grants or Loans; CDFIs	KCMO Leadership	Corridor Manager

Strategy 2: Improve public safety though environmental enhancements and proactive design

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Community Policing. Implement neighborhood-based programs to curb violence and property crimes, to repair abandoned buildings, develop/reuse vacant lots, and maintain public space. Implement improvements to lighting, installation of Emergency buttons at high crime locations, additional patrols, Community Policing, data-Informed and placed-based violent crime prevention.	$$	Ongoing	Public and Local Stakeholder Resources; KCPD	Corridor Manager; Corridor Partnership	KCMO; KCPD; Neighborhoods; Business; Neighborhood Legal Services; Legal Aid; Habitat for Humanity; KC Planning & Development; KC Community Land Trust; Trust Neighborhoods
A2. CPTED. Implement Crime Prevention through Environmental Design (CPTED) in development projects and public improvements. Incorporate CPTED principles for private developments into the ProspectUs zoning overlay. Coordinate with KCATA and Kansas City Public Works to promote CPTED principles in public spaces along Prospect Avenue, such as pedestrian-scaled lighting, LED lighting, and planting street trees and shrubs.	$	Ongoing	Public and Local Stakeholder Resources; KCPD; Private Development	Corridor Manager; Corridor Partnership	KCPD; KC Planning & Development
A3. Traffic Calming. Coordinate with the Kansas City Public Works Department and surrounding neighborhoods to determine where traffic calming measures would be most beneficial in and around Prospect Avenue. Scale traffic calming measures to the road type. Local neighborhood streets near Prospect should see measures such as speed humps, raised crosswalks, and curb extensions. Implement traffic calming measures on Prospect and intersecting major roads, such as curb extensions/bulb-outs, pedestrian refuge islands, and road diets.	$	0-5 years	PIAC	Corridor Manager	KC Public Works; KC Planning & Development and Public Works

Strategy 2: Improve public safety though environmental enhancements and proactive design (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Bicycle Facilities. Coordinate with the Kansas City Public Works Department and surrounding neighborhoods to determine where to locate bicycle facilities near or intersecting Prospect Avenue. Ensure that connections with Prospect MAX are included in any future discussions around future bicycle planning programs.	$	5-10 years	PIAC	Corridor Manager	KC Public Works; KC Planning & Development; KCATA; Neighborhoods
A5. Camera Network Map. Coordinate with KCATA on safety dispatching to Prospect MAX stations and establishing a camera network map.	$$	0-5 years	PIAC; Grants	Corridor Manager	KC Public Works; KC Planning & Development; KCATA
A6. Grants & Loans. Leverage funding through a future CID or proactive TIF district to support implementation of safety facilities. Examples of how funds may be used include matching grants or loans for facade improvement under CPTED standards, minor home repair, tactical/small-scale traffic calming measures, and a camera installation program.	$	0-5 years	PIAC; Grants; CID Revenues - Local Tax Revenues	Corridor Manager	Corridor Partnership; PBA; KC Public Works; KC Planning & Development; KCATA; Neighborhoods

"I need more cameras."

- Business Owner

"I need more police, so that I can feel safe in my business, and while leaving at night."

- Business Owner

Goal 5: Grow the Population Through Mixed-Income Neighborhood Development

Supporting growth in the corridor population will take additional services and amenities, including improved transit service, to attract and retain people. The current population of the corridor is largely served by businesses and amenities located outside of the corridor. However, to be successful, the Prospect Corridor needs to provide goods, services, and amenities for its residents like it did in the past. The current market is supportive of more businesses, and as the population grows, even more businesses will be necessary. Targeting businesses and amenities within the nodes of the transit villages will support increased activity in centralized locations, providing access to local residents as well as efficient access to transit riders, on Prospect and crossing transit corridors.

Common Barriers & Considerations

Rebuilding the commercial services and amenities along Prospect will take a concerted effort by businesses, the community, and the city. To support and attract businesses more than just an increase in population will be necessary. Facilities for businesses and funding and financing for operations, will allow growing and new businesses to be successful and serve the Prospect Corridor community. A priority for local businesses can present additional challenges, but a determined, strategic effort can overcome these to create the corridor desired. When considering the expansion and attraction of businesses and amenities, some considerations include:

Resource / Investment

Resources exist to support the growth of business. Defining the specific needs within the corridor and what resources - public or private are needed, will be a necessary first step. The competitiveness of the funding and financing resources creates a challenge which will require coordination and buy-in from the city, government leaders, and businesses to overcome. The use of existing local resources and organizations, such as the Prospect Business Association can provide additional support to reestablish the Prospect Avenue as a complete community with goods, services, and amenities.

Coordination

Public resources at the local, state, and federal levels, as well as philanthropic, exist to support businesses and amenities in the Prospect Corridor. However, often these various resources are not coordinated and leveraged for a specific geography (like a corridor or district), a single project, or development. Effort to target, layer and leverage specific sources of subsidy and financing for businesses can expedite investment and change in the corridor, to support a growing population and transit riders.

Business Capacity

Similar to those in need of housing, securing public subsidy for business is a highly competitive process. Thus, a thoughtful, coordinated effort amongst public entities is required to acquire funds. Locally there has not been a

"House burden and transit burden was heavy in the Prospect area. We are traveling outside of our own neighborhood to get money. We need jobs on Prospect. We need resources on Prospect that benefit us. And when we start making more money while living on Prospect, we don't move, we stay. That's what we need. That is inclusive of all income levels. We need to have a separate conversation about how do we keep the people there making those incomes. How do we get them the resources to make more money. How do we make people comfortable staying after they reached their desired income. And to convince their children to stay after graduating from college."

- Community Stakeholder

significant, comprehensive focus on securing all forms of public subsidy, including those for businesses. Dedicated local resources need to be concentrating on leveraging subsidies in order to be successful in competing for funds and to obtain the maximum amount of funding possible. Additionally, leveraging the expertise of local resources like the Prospect Business Association will assist in creating and growing local businesses.

Prioritization

Recent and planned transit investments, infrastructure investments(flood protection and mitigation, water system improvements), and street projects have created improvements in the corridor. Continued investment in the corridor will require prioritizing subsidies to support desired changes, specifically for businesses and amenities in the short-term. Prioritizing support of existing businesses and amenities, and growth of new, in the corridor, in conjunction with building the public and private capacity to acquire subsidy, will help maintain a focus on goods and services in the corridor.

Strategy 1: Support development of new units at a variety of price points, including affordable

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Low Income Housing Tax Credits. Enable the Corridor Manager to work with the Housing Department, Housing Authority, and development partners to position Kansas City more competitively to receive LIHTC, and other public funds and direct projects to the Prospect Corridor.	N/A	Ongoing	N/A	Corridor Manager	Housing Authority; KC Housing & Community Development
A2. Philanthropic Fund. Establish a philanthropic housing fund to support the construction, financing, rental, and ownership of affordable housing. Use funds to encourage development/ developers to build, private and other sources of equity to finance, and support users to rent, own, or move up and down in the housing system. Consider loans, guarantees (loan-loss forgiveness), grants, financing, matching funds, etc. to encourage affordable housing, targeting 1/3 affordable, 1/3 attainable/workforce, and 1/3 market rate housing for the corridor.	$$$	0-3 years	Philanthropic Grants/Loans' CDFIs; Lenders	Corridor Manager	Philanthropic Community; CDFIs; Lenders
A3. Voucher Program. Consider application and provision of project-based and household-based vouchers for the East Side: • Identify and create incentives for landlords to publicly commit to accepting housing vouchers. • Consider various applications for vouchers, including rental assistance, down payment assistance, mortgage assistance, home improvement assistance, etc. • Consider the application of vouchers to support various housing types, for both new and rehabilitation projects.	$$$	0-5 years	Housing Trust Fund	Corridor Manager	KC Community Land Trust; Trust Neighborhoods; Neighborhood Legal Services; KC EDC; Housing Authority; Small Developers

Strategy 1: Support development of new units at a variety of price points, including affordable (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A3. Voucher Program (continued). • Leverage the voucher program to target an economic diversity of housing development throughout the corridor neighborhoods, using the Choice Neighborhoods Model:1/3 Affordable*, 1/3 Workforce/Attainable*, and 1/3 Market Rate*. • Coordinate application of vouchers with various community partners including the Kansas City Community Land Trust (formerly the Marlborough Community Land Trust), Trust Neighborhoods, Neighborhood Legal Services, KC EDC, Housing Authority, small developers. • Coordinate vouchers within incentivized development projects, potentially as an alternative to the Affordable Housing Policy.	$$$	0-5 years	Housing Trust Fund	Corridor Manager	KC Community Land Trust; Trust Neighborhoods; Neighborhood Legal Services; KC EDC; Housing Authority; Small Developers
A4. Community Development Affordable Housing. Use Community Development Affordable Housing (CDAH) government funding and financing–by design–to overcome the inevitable gap nationwide between market rate rents and what are called "sub-market rents" affordable to low-income households in targeted income (AMI) brackets (e.g., 80-120%, 60-80%, etc.). Use increased federal inter-agency cooperation and inclusion of affordable housing goals in funding from agencies beyond HUD. Use TOD focus as a competitive edge for LIHTC allocations, among other housing and development assistance.	$$$	0-5 years	Community Development Affordable Housing (CDAH) Funding	Corridor Manager	KCATA

*Affordable = households earning <30% of AMI; Workforce/Attainable = 30% to 80% of AMI; Market Rate = >80% AMI
AMI should be calculated based upon Prospect Study Area.

Strategy 1: Support development of new units at a variety of price points, including affordable (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A5. Build the Market. In response to a lack of current development market and the significant funding needed to create housing, advance short-term actions, including: • Alignment and improvement in appraisal practice • Purposefully build the corridor's own "comps" for real estate valuation • Public sector-funded equity investments (as opposed to more loans/debt) in small-scale projects • Awareness raising and potential support of existing local crowd funding investment by locals in local projects	N/A	0-5 years	N/A	Corridor Manager	Corridor Partnership; Appraisal Institute Kansas City; KC Chamber; Lenders; CDFIs

"I need more housing options, including affordable housing."

- Community Partner

Strategy 2: Prioritize resident and household wealth-building and ownership as resources are deployed

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Unified Resources. Partner with Local Banks, Non-Profits, Foundations, and CDFIs to unify resource allocation programs for aspiring homeowners and create a one-stop-shop for accessing resources, including: • Down Payment Assistance program consolidating access to all existing and future resources. • Community Land Trust housing resources	$	0-3 years	KCMO	Corridor Manager	KC Housing & Community Development; Corridor Partnership; Local Banks; Non-Profits; Foundations; CDFIs
A2. Land Bank Properties. Secure land-bank residential properties into a public land trust and develop a strategy to build new for-sale housing on these lots. Consider leveraging the ULI TAP program to convene a variety of stakeholders around the implementation aspects of this concept.	$	0-5 years	KCMO	KC Housing & Community Development	KC Community Land Trust; Habitat for Humanity; Catholic Charities; Home Builders Association; KC ULI
A3. Local Agent. Require the appointment of a local agent for all property owners not located within the Kansas City, MO metropolitan area. This agent must have the authority to receive communications, notices, summons, and conduct other legal processes on the owner's behalf.	$	0-5 years	KCMO	KC Housing & Community Development	

Strategy 2: Prioritize resident and household wealth-building and ownership as resources are deployed (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A5. Adopt a Community Opportunity to Purchase Act. Explore adoption of a Community Opportunity to Purchase policy to allow pre-approved local non-profits and/or community organizations the right of first refusal when a property containing 4 or more multi-family residential units is planned to be sold. The Act should specify a time-period within which the pre-approved organizations are given notice of intent to sell the building, and allow sufficient time for the pre-approved organizations to secure the necessary for funding to purchase the building. Local Non-Profits and/or Community Organizations should be pre-approved by the City of Kansas City, MO, and the City should maintain a list of the pre-approved organizations.	$	0-5 years	KCMO	KC Housing & Community Development	KC Tenants; Corridor Manager; Corridor Partnership
A6. Right of First Refusal. Explore the feasibility of legislation to require landlords to offer current tenants the right of first refusal when their lease is up for renewal, unless there is just cause to evict or not renew with the current tenant.	$	0-2 years	KCMO	KC Housing & Community Development	KC Tenants; Corridor Manager; Corridor Partnership
A7. Tax Abatement. Market the use of the East Side Tax Abatement program to provide property tax abatement for existing residents and stakeholders. Develop a proactive engagement, marketing, and public relations plan to ensure all east side homeowners are aware of the new East Kansas City Urban Renewal Plan tax abatement program, and how to apply.	$	0-2 years	KC EDC	KC EDC	KCMO; CDFIs

Strategy 2: Prioritize resident and household wealth-building and ownership as resources are deployed (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A8. Community Land Trusts. Provide support for and assist in the expansion of community land trusts in Prospect Corridor neighborhoods to encourage ownership and stabilize housing inflation. Consider leveraging publicly-owned properties for future land trust housing.	$	0-2 years	KCMO	KC Housing & Community Development	KC CLT
A9. Job Training. Work with local institutions and organizations to create job training opportunities for residents.	$	Ongoing	Philanthropic Grants or Loans; CDFIs	Prospect Business Association	KCMO; MCCKC; UMKC; KC EDC; KC SmartPort

"I need housing & commercial space, so that I can create attainable housing & economic growth."

- Community Economic Development Corp

"I need affordable housing development, so that I can build / live."

- Incremental Developer (Landowner)

Strategy 3: Prioritize and better enable incremental and small-scale real estate development

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Capacity Building. Build the capacity of local incremental developers: • Sponsor workshops, technical assistance vouchers to connect with experienced developers, memberships for ULI and other professional organizations. Provide support, through vouchers and sponsorship, of training services with organizations focused at this scale of development, including Incremental Development Alliance, Neighborhood Evolution, KC Urban Land Institute, KC WIRED, and local developers. • Work with the KCMO Economic Development Corporation ("KC EDC") to market incentives best suited for small-scale and incremental development projects.	$	Ongoing	Philanthropic Grants or Loans; CDFIs	Corridor Partnership	KC ULI; Small Developers of KC; Philanthropy; Nonprofits; KC Chamber; Corridor Manager; KC Planning & Development

"Why is there so many auto shops on the transit line? It's because there aren't QUALITY jobs accessible along the corridor and people need to drive far to get to their jobs, which is why there are so many car-oriented businesses"

- Community Stakeholder

Strategy 3: Prioritize and better enable incremental and small-scale real estate development

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A2. Capacity Building (Continued). • Establish educational workshops for elected and appointed officials, as well as city staff, to develop a shared understanding of incremental development, development finance, and barriers to implementation. Consider partnering with organizations like ULI, Incremental Development Alliance, Neighborhood Evolution, and others. • Educate residents and businesses on the opportunities created for them through small-scale, incremental development and real estate ownership and the process to seize those opportunities.	$	Ongoing	Philanthropic Grants or Loans; CDFIs	Corridor Partnership; KC Planning & Development	KC ULI; Small Developers of KC; Philanthropy; Nonprofits; KC Chamber; Corridor Manager
A3. Off-Site Improvements. Establish funding resources to provide off-site public improvements for small-scale development.	$$$	0-3 years	KCMO	KC Planning & Development; KC Public Works	Corridor Manager; Corridor Partnership; KC ULI; Small Developers of KC
A4. Predevelopment & Site Remediation. Play an active role in predevelopment assistance and site remediation to reduce the risk associated with smaller projects. Establish grants and/or low interest loan programs that assist small developers with infrastructure improvements, remediation, and other unknown physical factors associated with urban infill development projects. Consider leveraging a proactive TIF program to establish this program. Partner with LISC, CDFIs, and philanthropic organizations to secure grant funding, in addition to deploying city resources such as the Housing Trust Fund and CCED.	$$$	0-3 years	KCMO	KC Planning & Development; KC Public Works	Corridor Manager; Corridor Partnership; KC ULI; Small Developers of KC

Strategy 3: Prioritize and better enable incremental and small-scale real estate development (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A5. Infill Housing & Accessory Dwelling Units. Aggressively market the City's new ADU and Infill Development ordinance, and provide technical assistance and information about how to leverage these code changes. If new utility hookups are required for Accessory Dwelling Units, establish a grant funding program or low-interest lending tool to support these costs. Implement a city-led demonstration project to educate residents about the process, financial benefits, and technical aspects of constructing an ADU.	$	0-2 years	KCMO	KC Planning & Development	Corridor Manager; Nonprofit Builders

"I need small commercial development stores / coffee shops / etc."

- Incremental Developer

Strategy 3: Prioritize and better enable incremental and small-scale real estate development (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A6. Pre-Approved Building Plans. Establish a pre-approved building plan program to streamline the building process for infill housing. Prioritize simple, traditional building patterns for single-family and missing middle housing types.	$	0-2 years	KCMO	KC Planning & Development	Corridor Manager
A7. Neighborhood Corner Lots. Analyze and prepare text amendments for zoning of areas within approximately a quarter mile of the Prospect Corridor that reinforce traditional development patterns, including the allowance of middle housing types on corners.	$	0-2 years	KCMO	KC Planning & Development	Corridor Manager
A8. Zoning Reform. Adopt the Prospect Overlay District, and actively promote approved zoning code updates including the Infill Ordinance, and the ADU Ordinance.	$	0-2 years	KCMO	KC Planning & Development	Corridor Manager

Goal 6: Implement Sustainable Practices to Promote Community Wellness and Environmental Health

Environmental justice is a critical issue for the Prospect Corridor community. The United States Environmental Protection Agency defines environmental justice as: the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

> ***"Land is the greatest resource we have in the Prospect Corridor, and an opportunity to create community ownership and neighborhood revenue generators."***
>
> **- Community Stakeholder**

Common Barriers & Considerations

Implementing practices that promote sustainability and community health will require multifaceted efforts at a variety of levels, from the deployment of federal resources to small business practices. When considering sustainability and community health, some considerations include:

Resource / Investment

Resources exist to support more sustainable practices for the community. Special attention to resources that focus on construction/ renovations, stormwater management, and environmental contaminants, are needed. Though competitiveness can be a challenge, Kansas City is well-positioned to leverage the growing federal and state resources and deploy them to entities capable of carrying out needed improvements, such as CDFIs and nonprofits.

Coordination

Sustainability leadership is becoming more regional, and the City can play a particular role in advocating proactively for environmental justice along the Prospect Corridor. Partnering with organizational resources offered by Climate Action KC, KC Brownfields, MARC, and the philanthropic community will expand implementation capacity.

Prioritization

Historically, the Prospect Corridor has been adversely impacted by environmental and community health practices. The success of implementation requires equitable access to the benefits of federal, state, and local resources, with special consideration for the legacy of historical injustice and biases that have adversely impacted the community.

Strategy 1: Lessen the impact of development on stormwater systems

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Permeable Surfaces. Increase use of permeable surfaces, both in private development and within the public realm.	$$	0-10 years	KCMO	KC Public Works; KC Planning & Development	Corridor Manager
A2. Smart Sewer Plan. Utilize the City's Smart Sewer Plan to strategically invest in green infrastructure.	$$$	0-10 years	KC Water	KC Water	KC Public Works

Strategy 2: Pursue areawide strategies to address potential exposure to environmental contaminants

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Proactive Environmental Remediation. Expand resources to enable the City to proactively implement environmental reporting and remediation on publicly-owned lots.	$$	0-5 years	KCMO	KC Housing	KC Health Department
A2. Grant Funding. Increase grant funding for private property owners to remediate environmental issues.	$$	0-5 years	KCMO	KC Planning & Development	KC Health Department
A3. Brownfields Job Training. Leverage Brownfields Job Training (JT) Grants, available to governments and nonprofit organizations, to recruit, train, and place unemployed or underemployed area residents in environmental remediation services, trail building/maintenance, and stormwater infrastructure maintenance.	$$	0-5 years	EPA	KC Health Department	Bridging the GAPl; Heartland Conservation Alliance

Strategy 3: Provide support for green building construction and renovations

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A1. Climate Action Plan. Advance the recommendations of the Climate Action Plan.	$$	Ongoing	N/A	Climate Action KC	Corridor Manager; KCMO
A2. Energy Efficiency Investment Fund. Support the creation of an Energy Efficiency Investment Fund ("EEIF") for Kansas City: • Establish criteria for matching public funds with donations from philanthropic organizations or other sources. • Leverage the recommendations documented in the KC Urban Land Institute's Net Zero Imperative TAP report, including the creation of loan products supported by the EEIF including pre-development fundings and mid-cycle lending. • Apply conservation strategies to drive down energy costs and create more sustainable solutions including retrofits, weatherization and alternative energy sources.	$$	0-5 years	Philanthropic Organizations; KCMO	Corridor Manager	Philanthropy; KC ULI; Climate Action KC
A3. Energy Systems. Study an implementation strategy for "micro grids" (shared, neighborhood-scaled generator systems) as a reinforcement or alternative to the power grid. Explore opportunities to utilize ground-level solar panels on vacant lots or other suitable locations.	$	0-5 years	N/A	Corridor Manager	KC ULI; Climate Action KC

Strategy 3: Provide support for green building construction and renovations (Continued)

Actions	Cost	Timing	Resource Allocation / Funding Source	Responsibility Leader	Key Partners
A4. Historic Preservation. Prioritize historic preservation and reuse of existing buildings as a sustainability strategy. Goal 1, Strategy 2 outlines specific recommendations for supporting the reuse of existing structures.	$	0-5 years	N/A	KC Planning & Development	KC ULI; Climate Action KC
A5. Sustainability Infrastructure. Require sustainable parking facilities, such as parking garages with green roofs, stormwater BMPs, electric vehicle charging stations, and rainwater harvesting systems.	$$$	10-15 years	PIAC; KCMO; Developers; Property Owners; KCATA	KC Planning & Development	KCATA; Corridor Manager
A6. Solar Tax Credits. Provide support for homeowners and businesses eligible for solar tax credits offered by the Department of Energy through awareness building and matching grants or revolving loans for installation.	$$	0-10 years	KCMO; CID; TIF	Corridor Manager	Evergy

Financial Resources

Sources of Public Capital

TOD Specific

FTA's Joint Development Program

This program provides regulatory incentives for certain value creation and value capture within transit right of way; these designations and associated investments all qualify a project for direct funding through other USDOT programs (see below). Recent program improvements, some specified in the BIL, have increased the attractiveness of Joint Development for financing TOD.

USDOT's Build America Bureau - Transportation Innovative Finance Infrastructure Act (TIFIA) Program

This program provides low cost (current 2.82% interest rate), long repayment term (35 to 75 years), financing with up to five year deferral of start of repayment; TOD is now definitively eligible for financing through TIFIA loans. TIFIA can also act to provide credit enhancements such as loan guarantees instead of loans, with a subsidy to pay for the lower interest rate included. TIFIA can also be used in conjunction with value capture through State-enabled, locally implemented mechanisms such as tax-increment financing (TIF) and fee-generating local improvement or special districts, and through fee-generating Joint Development.

FTA/FHWA's - Metropolitan Planning

It allows Metropolitan Planning Organizations, designated in each region, to opt-in to a coordinated approach to planning and investing in housing + transportation + economic development. This is a provision in the BIL statute, and the Office of the Secretary is currently preparing regulations and guidance for this provision and others that address housing and transportation jointly; in Kansas City, this offers an opportunity for a partnership with both the Mid America Regional Council and potentially with Missouri DOT and other state agencies.

Flexible Funding Provisions - formerly FAST Act and Prior Authorizations

Since 1991, the federal transportation program apportions funds to State DOTs in large block grants and some of these are sub-allocated to metropolitan regions. The most flexible of these is the Surface Transportation Program Block Grant, for which Missouri received $302 Million in FY 2022, $165 Million of which went to projects in metropolitan St. Louis and metropolitan Kansas City. Further sub-allocation of these funds is dedicated to flexible purposes through the Transportation Alternatives program, which pays for enhancements to transportation systems and associated infrastructure, and through the Congestion Mitigation and Air Quality Program; and additional "flexing" of funds from other purposes, such as from highway programs to transit and transit enhancements is also allowed under law.

TOD Specific (Continued)

FTA - Transit-owned Property for Affordable Housing

This is a provision of the National Defense Appropriations Act of 2021 and is new- if a transit agency owns land not needed for direct operations, it can be transferred or donated for adjacent affordable housing purposes. Regulations and guidance on this will be forthcoming in FY 2023; this could be support for various strategies which place land in community land trusts to help keep development affordable.

USDOT Reconnecting Communities Grants

BIL provision, provides funding to re-knit communities that were divided by major infrastructure such as highways, either by their removal or by retrofit (e.g. by capping these over with safe accessible grid-connected ROW and facilities). $1 Billion appropriated in BIL, first round solicitation is current.

USDOT Neighborhood Equity and Access Grants

This program included in the Inflation Reduction Act, provides $3 Billion for purposes similar to the RC program- regulations and guidance forthcoming; provisions are more flexible than in the RC program.

USDOT RAISE Grants - formerly BUILD and TIGER Grants

It provides funding for innovative and compelling purposes with a multi-modal character. FY2022 round grants announced this summer included $5 million to KCMO to study and implement changes to US71 between 85th on the south to MLK Drive on the north.

FTA Areas of Persistent Poverty Program

It is one-time grants; grant made in 2022 to KCATA to study options for continuing the zero-fare program, $500,000.

FTA Mobility on Demand Sandbox Demonstration

It creates a cohort of transit operators engaged with private shared mobility providers who are experimenting with various forms of coordinated services, innovative payment methods such as pre-paid subscriptions, and modernization of vanpool and paratransit services. Operates as a joint learning network; operated in conjunction with the Shared Use Mobility Center. Not a funding program per se; but could grow into one- KCATA currently not a member. Availability of carsharing, bike-sharing, e-scooter sharing, and subscription "mobility as a service" are increasingly providing methods of closing "first and last mile" gaps in transit services; a focus on these could provide a future competitive advantage to KCMO generally and to the corridor in particular. Case studies at https://learn.sharedusemobilitycenter.org ; program web site at https://sumcmic.org.

Additional New Federal Initiatives (Not Necessarily TOD)

United Stated Dairy Association
Urban & Community Forestry Program
Urban Agriculture & Innovative Product Grant Program
Climate Hub Program
Conservation Stewardship/Regional Conservation Partnerships

Health and Human Services
Climate Ready States Initiative
Rural Community Economic Development Program
FEMA Flood Mitigation Assistance
FEMA Building Resilient Infrastructure & Communities
FEMA Risk Mapping & Assessment

Housing and Urban Development
Community Development Block Grant - Disaster Declaration Funds
Section 108 Loan Guarantees
Inflation Reduction Act

Department of the Interior
Urban Wildlife Conservation Program
Urban Waters Grant Program
Ecosystem Restoration Program / Good Neighbor Agreements

Additional New Federal Initiatives (Not Necessarily TOD)

Environmental Protection Agency
Brownfields Project Program Grants
EJ Small Grants
Environmental Education Grants
EJ & Climate Justice Block Grants

Department of Energy
Communities Local Energy Action Program
Resilient Distribution-Undeserved & Indigenous Community Microgrids
Community Engagement Cooperative Agreements
Energy Efficiency & Conservation Block Grant

Department of Transportation
Reconnecting Communities
Neighborhood Access and Equity Grants

US Treasury
American Rescue Plan State & Local Fiscal Recovery Grants

US Environmental Protection Agency
Greenhouse Gas Reduction Fund