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The time is now to seize the opportunity by strengthening what is already working in the community, creating vibrant destinations, attracting new investment, and managing positive change that will help achieve our vision for North Kansas City.
Introduction

Introduction to the Plan

The North Kansas City Master Plan is designed to represent the voice of the community and guide the future growth of the City in a coordinated, efficient, and effective manner.

After numerous meetings and conversations with stakeholders, community members, business owners, young professionals, and city officials, the resulting consensus is that North Kansas City is a city optimally positioned to leverage current trends and market dynamics, is a city that has invested in and primed itself for a significant number of new and planned business and residential investments, and is characterized by a strong knit community that wants to see the city flourish in the future.

North Kansas City is proactive in pursuing opportunities. Northgate Village is a development that changed North Kansas City’s market position in the region by providing new types of housing and attracting more young adults and families, as well as empty nesters. The Armour Road Redevelopment Area is ready for future development and seeking private sector development partners as this site emerges as a major economic engine for the community.

Everyday the business mix in North Kansas City is changing in a manner that incorporates historically industrial based businesses with growing professional, creative, and technology businesses. This is a market-driven evolution that North Kansas City is prepared to capitalize on through strategic policies, investments, and organizational structuring.

There is a desire and momentum is building within the community to see North Kansas City thrive and achieve its vision for the future.

The vision within this plan captures the desire of the community and guides public and private decision-making related to future physical development of the City. Building on previous plans and extensive public participation, this plan is a commitment to best practices that support the vision, goals and objectives of the community.

The foundation of this plan is based on five themes:

- Grow business opportunity;
- Expand population;
- Create memorable places;
- Build a multi-modal network; and
- Enhance community character.

These five themes are supported by principles that lay the groundwork for success.

As the city’s primary planning and policy document, this plan is designed for use by residents, businesses and developers, nonprofit organizations, elected and appointed officials, the City’s administrative staff, and others with a stake in the future of the community. Implementation of the plan will depend not only on government, but on cooperative partnerships across all facets of the community.
Regional Context
North Kansas City is a city located on the southwest corner of Clay County, Missouri with Kansas City bordering it on the south, Kansas City, KS to the west and Avondale on the north. The area encompasses 4.63 square miles of which 4.39 miles is land and .24 square miles is water. The Missouri River runs along the south border of the city. The main access corridors into the City are Burlington Street (north and south), Interstate 29 and Interstate 35, Armour Road, Vernon Street, Walker Road, and Chouteau Parkway.

Community Context
North Kansas City is “land locked” as it is bounded by the Missouri River on the South and on all other sides by Kansas City, Missouri. The vast majority of the land in North Kansas City has been built on; therefore recent population and employment growth have been small, as growth is largely dependent on the availability of sites for development. North Kansas City actually lost population from 2000 (pop 4,714) through 2014 (pop 4,218).
The Northgate development offset some of this population loss by adding approximately 800 housing units. Economic growth in NKC is subject to similar conditions; in order to grow or diversify jobs, suitable buildings and sites need to be created or adapted for the changing market conditions in the City.

NKC’s location and infill community context also creates opportunities, albeit different and in ways more challenging to capture than in suburban communities with large amounts of vacant land. Nationally, the demand for well-located and urban housing and workplaces is growing. This market trend is affecting urban neighborhoods and close-in suburbs and can be a force for positive community and economic development if harnessed and embraced. By leveraging the town’s strengths, telling the community’s own authentic story and creating new opportunities, the city is positioned to become a more attractive place to live, work and come together.

North Kansas City is a tight knit community that has a strong sense of pride in the small town characteristics and feel of the area. The community is safe, friendly, and affordable. It possesses valuable assets such as Macken Park, a popular North Kansas City gathering place, the quaint shops, local breweries and restaurants in downtown North Kansas City, and the community center.

Downtown - Downtown is the heart of North Kansas City. The main street character along with the high visibility along Armour Road continues to attract new businesses.

Cinder Block Brewery - Located on 18th Street is a local brewery that chose North Kansas City for its access to downtown Kansas City and its small town feel along with a variety of complementary businesses surrounding it.

Macken Park - Is a 60-acre park that is a very important part of the North Kansas City community. This park hosts many activities including sports leagues, walking, picnicking, and concerts.

YMCA - The Community Center provides the community with many recreation opportunities and a place where the residents can come together.
The Vision

The following vision statement was developed from the extensive stakeholder feedback. It should be referred to when making development decisions within the study area. Detailed vision and 'themes' or goals for North Kansas City were formed through an open and interactive process with the Advisory Committee. A series of principles are listed under the themes that will need to be employed in future design or policy adoption.

The vision for North Kansas City is to support existing places and create unique and sustainable activity centers, with enhanced character that can be branded to grow economic development and support the community.
VISION THEMES

1. Grow and attract new and innovative business opportunities to create jobs, support local economy, and increase tax base.

- Increase development densities and include a vibrant mix of residential, office, retail and civic uses.
- Promote proximity to Kansas City, access to Interstate-35, and North Kansas City’s quality of life to attract new innovative businesses.
- Create a range of great places and destinations to attract the “Creative Class”.
- Identify vacant, abandoned, or underutilized assets and determine suitable potential for reuse and redevelopment.
- Leverage areas of existing investment to target new economic growth in focus areas such as the Swift Corridor.
- Target key growth industries for investment, including biosciences, technology, financial services, manufacturing and logistics.
- Focus retail and restaurant activity on the Armour Road and a limited number of adjacent or intersecting key corridors (e.g. Swift and Erie).

2. Attract new residents and increase homeownership rates that support sustainable economic and social benefits.

- Implement multiple strategies aimed to double daytime and nighttime population.
- Encourage a full spectrum of housing options for more people to age-in-place.
- Increase the supply of townhomes, loft style, multi-family options around centers of activity and along transit corridors.
- Promote “lifestyle” neighborhoods that are not currently available in North Kansas City.
- Assemble vacant and underutilized properties in focus areas for larger development opportunities.
- Create welcoming and engaging destinations and public spaces.
- Assist low- and moderate-income renters to make the transition to homeownership.
- Expand housing to support retail businesses.
- Consider City participation in additional catalyst developments to build on the success of Northgate.
Establish memorable destinations to create authentic and diverse public spaces, while expanding the range of attractions and economic development opportunities.

- Increase the number of programmed events and activities in parks and public spaces.
- Develop compact, walkable, mixed-use neighborhoods centered on active places.
- Build a variety of connected mixed-use places that integrate employment, shopping, housing, and recreation within neighborhoods.
- Reuse vacant and underutilized sites as locations for community gardens and other event spaces.
- Ensure people of all ages have access to a rich and vibrant public realm.
- Design corridor streetscapes with consistent materials to provide an enjoyable and safe experience for the pedestrian.
- Enhance Macken Park as an amenity linked with other public open spaces.
- Identify potential redevelopment sites or buildings for adaptive reuse.

Build a safe multimodal network and enhance the pedestrian-scaled environment.

- Maximize connectivity and safe pedestrian use of the street grid through direct connections among arterials, collectors, and local roads.
- Create new and enhanced bike lanes where suitable to give commuters and the community a sustainable option for travel or leisure.
- Implement a parking management strategy that provides parking and circulation solutions throughout the city.
- Connect parks and open spaces to regional parks and destinations through bike and pedestrian trail systems.
- Improve streetscape character to promote active development uses and pedestrian activity.
- Improve physical connections to Downtown KCMO.
- Maintain safe and effective truck improvement through industrial areas.
Preserve and enhance the local identity, uniqueness, and arts and culture assets of the North Kansas City community.

- Enhance the character of gateways into the city.
- Use landscaping and enhanced streetscape design to promote walking, biking, and activity on the sidewalks.
- Connect activity centers to corridors through the use and placement of consistent streetscapes and identity treatments.
- Encourage public art on highly visible places in various temporary and permanent forms.
- Create high-quality design standards and guidelines for public and private development.
- Establish clear and safe pedestrian and bicycle connections to and from highly used public areas such as parks and downtown destinations.
The Planning Effort

Representatives of the City, community stakeholders, private sector interests and the broader community are engaged in the process of understanding the opportunities and challenges associated with achieving the vision set forth in this plan. Based on analysis and outreach, a series of illustrative framework plans and strategies form the core of the plan. These frameworks and strategies inform policies aimed at leveraging public improvements and new investments that support and enhance the character and condition of the existing community. This Planning effort recognizes a strong foundation of previously adopted plans.
City of North Kansas City, Missouri Master Plan: Adopted in 2003 and amended in 2009, the Master Plan served as a guide for public and private development decisions in accordance with existing and future needs of the community and to promote the general welfare. It is a document that was intended to be amended over time as conditions and/or community preferences and visions change. In this case, NK has been experiencing growth and change in various areas and is in need of a new vision with a set of principles that will guide how to achieve the vision for the city.

Armour Road Redevelopment Area Framework Plan 2014: The plan includes a framework plan for development and goals. It describes the fundamental planning and design principles that guide short and long term development. A series of benchmarks are included in the plan to showcase inspirational developments with a critical mass of activity with walkable and mixed-use environment that results in placemaking. The plan also includes design guidelines that provide a clear intent and direction for design solutions that have greater return on investment, enhance the environment, reduce operating cost and promote long term economically vitality.

North Rail Streetcar Study: The study, completed in 2014, aimed at looking into the potential for an extension of the Kansas City Missouri (KCMO) Main Street starter line to the north, across the Missouri River. The goals of the study were to assess and detail the general feasibility of an extension, identify the preferred way and route to extend the streetcar line to the north, from downtown KCMO into North Kansas City and the Northland, and develop an implementation strategy to support eventual rail service extension into the Northland.

Burlington Corridor Study 2009: This plan was developed after a strong consensus among the community stakeholders of endorsing the potential of Burlington to become a vibrant and successful urban boulevard and an iconic thoroughfare in North Kansas City. The Burlington Corridor Plan is a plan that addresses long-range urban design, streetscape, and land use, transportation and development goals for the corridor. It recommends coordination of public and private development actions over the next 20 years for the lots and blocks abutting Burlington Street. The Burlington Plan calls for a more active and pedestrian-oriented environment to emerge through many incremental projects over time. The Burlington's Plan's vision is to: Transform Burlington Street to serve as an entry, a destination, and a mixed use center that represents the safe, amiable and walkable character of greater North Kansas City.

North Rail Street Car Report

North Oak / Burlington Corridor Transit Study 2013: This study examined how transit can be a catalyst for and can support a renewed and sustainable corridor. It identified options to enhance transit service along the corridor and described options for sustainable development that support higher-level transit service. The corridor assessment also examines bicycle and pedestrian movement and how land use changes around nodal locations would help support future transit service. It was built on a vision that the Mid-America Regional Council (MARC) and its partners in the Kansas City region share of achieving sustainability through the creation of vibrant, green, and connected centers and corridors.
Kansas City Area Development Council identifies the following key industries:

- Biosciences (Professional, Scientific, and Technical Services)
- Contact Centers (Administrative and Support Services)
- Data Centers (Information)
- Transportation and Distribution (Transportation and Warehousing)
- Manufacturing (Multiple Sectors)
- Technology; and
- Financial Services

Market Drivers

The Market Assessment included in the Plan and numerous stakeholder interviews identified several important market and economic factors that are influencing NKC’s evolution. These are largely positive trends and factors that can be leveraged into economic and community development in NKC.

- **Access and Infrastructure** – A defining characteristic is the City’s location at the center of the Kansas City region and near the intersection of major north-south (I-29 and I-35) and east-west (I-70) trucking routes. Four Class 1 railroads also converge in or near North Kansas City. This regional and national trucking and rail access is the foundation of NKC’s success as an industrial and distribution location. It is also appealing to other types of businesses that serve the greater Kansas City market. Kansas City International Airport (MCI) is located 15 minutes away, a major asset for businesses serving a national market.

- **Evolution of Industrial Districts** – Many U.S. (and international) cities have older industrial districts ringing their Central Business Districts coinciding first with railroad and river transportation networks and later with highways. As manufacturing and distribution has modernized, industrial building user and location needs have changed. As businesses relocate to more modern facilities, they are being replaced by different business types. In many regions, these urban industrial areas appeal to small businesses, small or local manufacturing or wholesale operations, and artists. Start-up creative, professional, and technology firms who seek low cost adaptable building space are also increasingly being found in transitioning industrial areas.

- **Demand for Urban Locations** – Demographers, consumer and market research firms, and the Urban Land Institute have documented the shift in real estate demand for well-located (often urban) housing and workplaces. A growing portion of young (under 35) workers prefer housing located close to jobs, entertainment, and in a diverse and exciting urban environment. Knowledge and high skill firms also value workplace locations in these environments as an amenity for attracting their target workforce.

- **Access to Technology** – NKC has a redundant fiber optic network serving every address in the City. Speeds of 1 gigabyte per second are available to residences; even higher speeds are available to businesses. This asset is attracting technology entrepreneurs, home-based technology businesses, data centers, and small to mid-sized businesses that require high internet speeds and a strong fiber optic backbone network.

- **Adaptable Building Stock** – Trends in conversion of former industrial buildings to residential, office, and commercial uses are not limited to 1800s multi-story “loft” style buildings. These conversions, especially for offices, creative and shared workspaces, breweries, and other commercial establishments are also occurring in mid-century single story buildings in NKC and in CBD-edge industrial districts.
• **Small Town Character** – Among all the numerous character traits of North Kansas City, the one that makes it unique is its small town character. People in the community have a strong sense of pride in their friendly community. Neighbors want to know each other and there is a strong desire to be more connected to each other using events and activities. In talking with the residents, visitors, business owners, young professionals, and city officials, it was revealed that people were drawn to the safety and security of the community, its high walkability, and access to great healthcare and transportation. Macken Park, the Library, City services for residents, and the community center were some of the strong assets that the community felt that define the quality of life of North Kansas City. The downtown area also contributes substantially to the character of NKC. The downtown is a neighborhood and pedestrian-oriented central business district destination. It pre-dates many of the current conventional development practices, which has created a unique environment for commercial activity in North Kansas City. The ‘main street’ type of downtown has retained a viable commercial component that has drawn additional businesses to the area. For example, Armour Road offers high visibility to businesses with a large volume of traffic but has also maintained a pedestrian character.

Screenland Armour Theater enhances Armour Road’s sense of place.

• **Armour Road** embodies a character, look, and heritage that is not found in any other part of North Kansas City.
• **Armour Road** has evolved over time, representing multiple generations and unique heritage of the community.
• Activities such as movie going and dining are vital to a sense of place. The theater can attract more activity and increase the activity throughout the day.
• This area of **Armour Road** is pedestrian friendly with attractive amenities such as this building’s facade and adjacent window displays.
Citywide Frameworks

Citywide frameworks consist of three main frameworks; Character Areas, Mobility, and Open Space and Trails Types. Each of these frameworks provide guiding principles for the character development North Kansas City desires for its community. Character Areas describe different geographic areas of North Kansas City based on the use and physical features that differentiate them. Mobility addresses the appropriate design of the different types of streets throughout the study area. Open Space and Trails Types include sustainable open spaces and pedestrian and bicycle paths. The framework guiding principles should be used for any future development or redevelopment to ensure compatibility of the goals and principles set forth in this plan.

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Where We Thrive

Character areas are geographic locations of North Kansas City that are distinguished by use as well as the look and feel of the neighborhoods. The elements that determine the quality of development and compatibility include other factors besides land use. They include design of buildings, extent of greenspace, parking areas, relationships of buildings to the site, landscaping, amount of open space and public spaces, street, sidewalk amenities, signage and other aesthetic enhancements. This approach to development and redevelopment by character is a shift from planning by land use.

The following character area types describe the desired community character for specific locations/areas, relating directly to the Character Areas Framework Map below. The character area types should be used to achieve the desired character in redevelopment, infill, and new development areas as development proposals emerge for the desired long term vision.

The Avenues neighborhood is one of the oldest residential neighborhoods in North Kansas City. It is characterized by small single-family housing and streets lined with trees.
Traditional Neighborhood

Includes a mix of housing types, including smaller lots single-family to smaller scale multi-family residential (duplexes to courtyard apartment buildings) with some small scale neighborhood-serving commercial uses, particularly at the edges of the neighborhood. There are opportunities throughout for infill, renovations and additions.

Set backs: approximately 20-40 feet.

Height range: 1-2 stories

Streets: grid pattern and some with alley access

Parking: On-street informally accommodated; individual driveways from the street or alleys

Where: The Avenues, Northgate Village, Sunny Hills, and traditional neighborhood north of the downtown.

Activity: This area is currently an area of stability with some areas undergoing redevelopment with additional housing units.

Issues:
- Due to age, the older residential neighborhoods have experienced some decline.
- Small size lots that are not in conformance to modern standards (The Avenues).

Planning Strategies:
- Existing grid system is optimal for walking environments.
- Preserve housing stock as unique residential character.
- Add features to enhance neighborhood identity (public art, improved landscape elements, signage, etc).
- Maintain and improve pedestrian connections between downtown, the adjacent civic uses and nearby parks.
- Sustain the design character and development criteria and standards that address the desires of the community.
Suburban Neighborhoods

These neighborhoods offer relatively uniform housing types and densities that are segregated from other types and from non-residential uses. Larger scale residential with larger lots and setbacks. Less walkable with curvilinear street standards.

Set backs: 20-60 feet
Height range: 1-3 stories
Streets: curvilinear streets with cul-de-sacs
Parking: on-street, private garage
Where: River Forest, Sunny Hills

Activity: These neighborhoods are considered to be stable and the focus should be on enhancing the character of the neighborhood. Maintain and reinforce this area as desired neighborhood to live in.

Issues:
• Lack of connectivity to pedestrian/bike trails
• Isolated from other parts of North Kansas City

Planning Strategies:
• Opportunity for infill, renovations, and additions.
• Private and public investments in this area should prioritize pedestrian and bicycle connections while preserving the ecological functions of the open space.
• Enhance sidewalks with pedestrian lights and additional landscape treatments.
• Enhance physical linkages between other suburban neighborhoods and other parts of North Kansas City.
Downtown

Traditional downtown development that includes a widerangeoflanduses, including multi-family, retail, commercial, and accessory industrial (arts & crafts manufacturing, primarily off the main streets). It is the civic, entertainment and cultural heart of the community. Heavy emphasis on walkability and active streetscape along Armour and Swift Street.

Set backs: 0-15 feet
Height range: 2-5 stories
Streets: grid pattern, small block with streets designed to encourage pedestrian activity
Parking: on street, shared parking behind buildings, structured parking
Where: area around the downtown core and Swift corridor

Activity: This area is considered to be a stable area of the community with transitional areas along Swift to the south.

Issues:
- Armour Road is too wide and traffic speed is too fast for pedestrian oriented downtown environment.
- Many underutilized or vacant buildings.
- Some buildings are not in conformance with building codes.

Planning Strategies:
- Promote a diversity of businesses that can increase the active hours along Armour Road and Swift Street
- Promote design of this area to be a vibrant center of innovation, art and collaboration, integrated into the surrounding community.
- Take advantage of existing grid patterns to enhance transit, pedestrian, bicycle and automobile circulation and connectivity
- Re-adapt buildings to appeal to different demographics and businesses
- Promote a transitional mix of uses south of the immediate downtown area particularly along Swift Street.
Campus

A small district that primarily serves one entity or tenant, but may incorporate a mix of land uses or functions within the district. This area respects the context in which it is built and creates interconnections with the surrounding community. Groups of buildings and spaces related to each other through purpose, design and visual association between design elements.

**Set backs:** varies, buildings face major streets or common spaces.

**Height range:** 2-10 stories

**Streets:** large blocks with limited intersections in a curvilinear form

**Parking:** shared surface or structured parking located adjacent to building

**Where:** Cerner Corporation area, NKC Hospital, Harrah’s Casino

**Activity:** This area is an area of stability.

**Issues:**
- Not integrated into the overall context of the City
- Lack of pedestrian connections to other parts of NKC

**Planning Strategies:**
- Encourage “activity nodes” at key access points to enhance places for both downtown and campus employees to converge.
- Encourage campus plans to be integrated into the City.
- Enhance walkability within the campus area as well to the surrounding areas, increasing walkability throughout NKC.
Suburban Commercial

Auto-oriented commercial areas, typical of suburban development patterns. Suburban commercial includes commercial activities that cater primarily to nearby residents versus the larger community or region. These areas are generally located next to major roads or existing residential neighborhoods. These areas may include light-industrial uses or office complexes, strip-type retail and restaurants. Existing characteristics are primarily single-story, single-use or multi-tenant horizontal buildings.

Set backs: Varies. Buildings face streets or interior streets, with sidewalks and landscaping.

Height range: 1-3 stories

Streets: Usually along major corridor

Parking: shared on-street lot

Where: Along Armour Road, between Iron Street and east of Vernon Street.

Activity: This area is an area of stability.

Issues:
• Predominantly vehicle oriented
• Not very pedestrian friendly
• Vast parking lots front the businesses/uses

Planning Strategies:
• Include pedestrian circulation routes connected to sidewalks, impermeable surfaces, adequate landscaping, and space for public transit.
• Design should ensure that these buildings remain compatible with the character of the surrounding residential neighborhoods.
• Consider building vertically, adding floors above
• Enhance landscape to minimize the impacts of non-residential uses and associated parking areas.
• Impacts should be mitigated through buffering and architecture of the buildings.
Industrial Traditional

Full range of industrial uses, from warehousing/logistics to manufacturing. The area maintains a consistent street grid. A system of alleys both vehicular and rail exist in association with much of the street grid. This area has heavy truck traffic, but street connections throughout the area remain consistent. There is limited connection between this industrial area and Industrial-Pase area due to the interstate.

Set backs: Varies, but supports urban form

Height range: 1-4 stories

Streets: grid patterns with some alleys

Parking: On-site, shared parking lots, on-street parking

Where: West of Burlington Street, south of 12th Street, between Iron Street and Interstate Highway 35.

Activity: This area is considered stable but in need of support to maintain stability.

Issues:
- Very wide streets
- Lack of pedestrian amenities to connect workers to transit routes
- Heavy truck traffic

Planning Strategies:
- Support existing industrial uses and prevent incompatible encroachment
- Consolidated number of curb cuts to make sidewalks more continuous and pedestrian friendly
- Encourage addition of bike lanes where appropriate
- Trucks must be supported in addition to other modes
- Sidewalks should be constructed where they don’t exist and should be improved where they do exist to a minimum of five feet
- Encourage reuse of buildings where appropriate
- Abandoned railroad spurs create opportunities for future parking or alley connections
- Need to strengthen connections throughout this area and to adjacent areas and major traffic routes
**Industrial Transition**

The area includes uses such as industrial, light manufacturing, warehousing, start-up businesses, office research and development, technology space, recreational uses, logistics and other support businesses. It is characterized by more industrial-style development, in which some buildings can be converted into different uses. This area should be a zone of innovation and collaboration, integrated into the surrounding community.

**Setbacks:** Varies, but supports urban form and its respective streetscape and typology.

**Height range:** 1-5 stories

**Streets:** Grid pattern with alleys

**Parking:** On-site, shared parking lots, structures and on-street parking

**Where:** Generally, between Downtown and Industrial character areas.

**Activity:** This area is considered an area of transition where both re-investment in existing properties and redevelopment are expected over the life of this plan.

**Issues:**
- Preservation of existing industrial properties
- Wide variety of uses creates concerns regarding compatibility
- Future business compatibility with existing uses
- Maintain truck access in coordination with other transportation users
- Pedestrian safety at intersections
- Length of blocks inhibit multi-modal access and connections to the downtown

**Planning Strategies:**
- Encourage re-investment in existing structures and industrial uses where appropriate
- Maintain and improve access connections for industrial traffic while balancing connections for multiple modes (pedestrian, bicycle) into other areas of North Kansas City
- Support adaptive re-use of buildings where appropriate
- Support City investment in employment-dense industrial uses through use of incentives
- Create a safer environment for bicyclists and pedestrians
- Maximize and enhance any alley access points that currently exist
- Break down block size with alleys for improving connectivity and walkability
- Improve streetscape and landscaping
Industrial Paseo

This area is located in the southeast area of North Kansas City and is home to many industrial-oriented businesses and employers. Transportation access to the rail and road systems are of primary importance. The edge of this area is highly visible to people passing through North Kansas City on I-35. The internal portions of this area are isolated from the other parts of North Kansas City.

Set backs: Varies

Height range: Mainly one story

Streets: Long with north-south blocks

Parking: On-site

Where: East of Interstate, primarily in Paseo Industrial District

Activity: This area is considered stable

Issues:

- Stormwater management and protection of levees system critical for long-term protection of area from flooding threats
- Limited connections to rest of the city (Bedford/10th Avenue, Chouteau)

Planning Strategies:

- Support ongoing re-investment in property
- Coordination with levee district is important to long-term flood protection
Planned Mixed Use

This area is intended to provide a unique place that provides a variety of employment, commercial, residential, and entertainment uses supported with high density residential dwellings. The planned mixed-use is intended to create a vibrant urban setting that includes a variety of uses within walking distance as well as transit options and adjacent surrounding areas.

Set backs: 0-20 feet

Height ranges: 2-5 stories

Streets: grid streets, alleys, roundabouts,

Parking: on-street, shared lots and structures

Where: ARRA site

Activity: This area is an area of change.

Issues:
• Site is physically disconnected from other areas in North Kansas City
• Limited access points
• Railroad edge
• Highway edge
• Geometry of land

Planning Strategies:
• Promote high-density, mixed use that could include office, retail, restaurant, upper level residential, hotel/hospitality and destination retail or entertainment
• Enhance public portions of the road right-of-way in this area through urban design elements
• Please refer to the Armour Road Redevelopment Area Framework Plan, 2014
Gateway Commercial

Includes areas that directly contribute to the regional branding and character of North Kansas City. Uses can include a diverse mix, and incorporate auto and pedestrian development patterns. Buildings are oriented to the principal street and front setback areas include design treatments that reflect the character of North Kansas City.

Set backs: 10-20 feet
Height range: 2-5 stories
Streets: gateway corridor, feeds into grid pattern, bicycle and pedestrian friendly
Parking: on street parking, shared lots behind buildings
Where: along Burlington Street and half block east and west of Burlington Street.

Issues:
- Not pedestrian friendly (narrow sidewalks, lack of pedestrian-scale lighting, narrow pedestrian amenity zone)
- Vehicle oriented businesses
- Lack of pedestrian activity
- High-speed traffic
- Lack of sense of arrival in North Kansas City
- No pleasant aesthetic design

Planning Strategies:
- Encourage wider building setbacks to create a wider amenity zone for pedestrians
- Create a safer environment for bicyclists throughout the length of Burlington Street
- Reinforce connections between downtown Kansas City and downtown North Kansas City
- Create gateways and landmarks to mark sense of arrival
- Encourage development on both sides of Burlington to become a mixed use pedestrian friendly destination while allowing drive-thrus and other auto-oriented uses on the west-side of the corridor
How We Move

Sustainable places are those that encourage people to walk, bike, or use public transportation rather than take their personal vehicle. A mobility system that is well planned, interconnected and that offers multiple modes of transportation options can positively affect the overall quality of life of the community. This system is intended to bring people and places together to enhance the vitality of the neighborhoods. North Kansas City’s mobility framework maximizes opportunities for multiple mobility modes. Realizing this vision will require the provision of more and improved sidewalks, connected multi-use paths, and safe bike lanes. Landscaping can provide shade and generate visual interest to draw walkers down the sidewalks; that same level of visual interest can subconsciously slow down drivers. Pedestrian-friendly signage provides visual appeal and does not block sidewalks and walkways. The following sections include design recommendations for the various street types as well as urban open spaces and trails and should be considered when evaluating city investments in street improvements.
Street Types

The roadway alternatives are made up of four (4) street typologies: Commercial Street (Urban and Suburban), Gateway Street (Burlington Corridor), Residential Street (Urban and Suburban), and Industrial District Street. This section includes a description and dimensional guidelines for four (4) typical street types that occur throughout NKC.
Commercial Street (Urban and Suburban)

The Commercial Street type is characterized by handling high levels of activity and pedestrian volumes, frequent parking turnover, high volume of through traffic, direct access to businesses, bicycle lanes and key transit routes. These streets should have generous sidewalks to cater to a high volume of local and visiting pedestrians and should reflect a high level of amenity and quality.

- **Travel Lanes**: Intended for vehicular travel and should include two (2) lanes on each side of the street, with each lane a maximum of eleven (11) feet wide.
- **Sidewalks**: Intended for pedestrian travel and to provide direct access to businesses. Arich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned. Sidewalks should occur on both sides of the street and be a minimum of six (6) feet wide and could expand to twelve (12) feet wide.
- **Bike Lane**: Intended for bicycles. Bike lanes along commercial streets should be six (6) feet wide, located on both sides of the street, and should include a two (2) foot wide strip that separates the bike lane from the adjacent travel lane.
- **Intersection Treatments**: Intended to balance the needs of vehicular turning movements and provide safe pedestrian crossings. To minimize the width of intersections, a maximum of one (1) dedicated right turn lane should be allowed. Pedestrian refuge areas should be located when pedestrian crossing areas exceed thirty-three (33) feet.
- **Street Trees**: Intended to provide shade and promote a consistent street character. Trees should be protected and located in tree grates along urban commercial streets. Trees should be located to create a consistent canopy at maturity with minimal maintenance requirements. Characteristics of the installed species should dictate spacing. Placement of trees should anticipate signage locations.
- **Median Treatments/Center Turn Lane**: Intended to allow for left turns onto streets at intersections, and not intended for left turn access to private property. Median treatments can include raised and surfaces solutions, and should include pedestrian refuge areas at intersections, and enhanced character utilizing accent materials at intersections. Medians should be a maximum of eleven (11) feet wide.
- **Pedestrian Lighting**: Intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include building entrances, parking areas, and transit stops.
- **Character Amenities**: Intended to enhance street character and provide amenities for all users. Typical elements can include pole banners, planter areas and boxes, benches, and bike racks.
- **Setbacks**: Intended to provide desired separation between the public right-of-way and private development. The character of building edges along streets is a strong determinant for pedestrian use. Pedestrian activity along streets will likely increase in areas where building entrances are directly located off sidewalks or multiuse paths.
Residential Street (Urban and Suburban)

The there are two types of residential streets; urban and suburban. The urban areas have higher residential densities and higher level of pedestrian activity as well as through traffic. These streets should have generous sidewalks, plantings, and furnishings as well as include places for neighborhood gatherings. Suburban areas have lower residential densities and less pedestrian activity. These streets connect the private with the public domain and link different parts of the neighborhood. They should be designed to minimize through traffic with narrow streets and low speeds. They should also provide safe and inviting places to walk.

- **Travel Lanes:** intended for vehicular travel and should include one (1) travel lane on each side of the street, with each lane a maximum of eleven (11) feet wide.
- **Sidewalks:** intended for pedestrian travel. A rich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned. Sidewalks should occur on both sides of the street and be six (6) feet wide minimum and could expand to twelve (12) feet.
- **Bike Lane:** intended for bicycles and some personal mobility devices. Bike lanes, if provided, should be six (6) feet wide.
- **On-Street Parking:** intended as a component of a broader parking strategy while also creating a buffer between pedestrians and travel lanes. On-street parking should include eight (8) foot lanes on each side of the street and designed and managed in conjunction with adjacent businesses and uses.
- **Street Trees:** intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8) feet tall. Trees should be protected and located in tree grates in an urban setting. Characteristics of the installed species should dictate spacing, and should not exceed one and a half canopies wide.
- **Pedestrian Lighting:** intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include parking areas, and transit stops.
- **Character Amenities:** intended to enhance street character and provide amenities for all users. Typical elements can include pole banners, planter boxes, seating, and bike racks.
- **Setbacks:** intended to provide desired separation between the public right-of-way and private development. The character of building edgelines along urban residential streets is a strong determinant for pedestrian use. Pedestrian activity along urban residential streets will likely increase in areas where building entrances are directly located off sidewalks.
Gateway Street (Burlington Street)

The gateway street is characterized by a wide street (three lanes each direction) divided by a landscaped median. This street has significant traffic volume at peak hours. There is street parking along the east side of Burlington Street. Sidewalks are recommended to be wide enough to encourage and enable pedestrian activity. A buffered 2-way cycle track applied on one side of the street offers a safe and high-quality experience to bicycles. This street should serve as an entry and destination of NKC as well as support future private sector revitalization and redevelopment activities throughout the corridor through sustainable infrastructure investment and beautification.

- **Expand pedestrian and bicycle amenities.** Incorporate consistent street tree treatments, landscaping, sidewalks, and pedestrian lighting.
- **Create buffered bike lanes.** Provide a larger separation between the on-street bikeway and adjacent travel lane to support bicyclists of all abilities. A buffered bike lane is comprised of a striped separation, with a minimum width of 18 inches, between the bike lane and vehicle travel lane.
- **Manage access through the street network.** Access management practices could be improved to control direct parcel access where secondary access is feasible. This plan however recognizes the turning criteria required for parcels served by large format trucks.
- **Travel Lanes:** Intended for vehicular travel and should include two (2) lanes on each side of the street, with each lane a maximum of eleven and a half (11'-6") feet wide.
- **Sidewalks:** Construct sidewalks wide enough to accommodate pedestrian activity and improve those that exist.
- **Bike Lane/Bicycle Track:** Intended for bicycles. Bike lanes along commercial streets should be ten (10) feet wide, located on the east sides of the street, and should include a two (2) foot wide strip that separates the bicycle track from the adjacent travel lane. **Intersection Treatments:** Pedestrian crossings should be improved with up-to-date ramps, crosswalks, and signal control.
- **Street Trees:** Intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8') feet tall.
- **Median Treatments:** Intended to allow for left turns onto streets at intersections, and not intended for left turn access to private property. Median treatments can include raised and surface solutions with landscaping, and should include pedestrian refuge areas at intersections, and enhanced character utilizing accent materials at intersections. Medians should be a maximum of sixteen (16') feet wide to allow for the planting of trees and other plant materials.
- **Pedestrian Lighting:** Intended to provide a well-lit and safe environment along public rights-of-way that connect streets to pedestrian destinations that could occur on private property. Typical destinations include building entrances, parking areas and transit stops.
- **Character Amenities:** Promote the addition of street art/public art
- **Setbacks:** Intended to provide desired separation between the public right-of-way and private development. The character of building edges along streets is a strong determinant for pedestrian use. Pedestrian activity along streets will likely increase in areas where building entrances are directly located off sidewalks.
Industrial District Street

These streets are located around industrial Traditional and Transition District areas. These streets have high vehicular traffic, but are also designed to accommodate pedestrians and bicycles. Sidewalks are encouraged on both sides of the street with walkways directly leading to building entrances. Independent multi-use pedestrian and bicycle paths are encouraged as providing an alternative means of transportation. Pedestrian crossing at intersections should be enhanced to increase pedestrian visibility and safety.

- **Travel Lanes**: intended for vehicular travel and should include one (1) travel lane on each side of the street, with each lane a maximum of twelve (12) feet wide. Attention should be paid to corner radii to accommodate industrial traffic.

- **Sidewalks**: intended for pedestrian travel. A rich sidewalk environment is recommended in areas where increased pedestrian activity is envisioned or where there is a concentration of workers using public transportation. Sidewalks should occur on both sides of the street and be six (6) feet wide minimum.

- **Parking**: shared parking adjacent to buildings, structured parking. On-street parking is permitted where it can be accommodated without interfering with traffic movement.

- **Street Trees**: intended to provide shade and promote a consistent street character. Species should be selected that require minimum maintenance, and produce a clear under-canopy at least eight (8) feet tall.

- **Character Amenities**: intended to enhance street character and provide amenities for all users. Typical elements can include seating, and bike racks.

- **Setbacks**: intended to provide desired separation between the public right-of-way and private development. Development setback varies.
Open Space and Trails Types

Trails and open space are an integral part of the NKC community. These spaces should help the NKC community live healthy, engaged, and positive lives. Families want more walkable communities with engaging public spaces that encourage social interaction between all types of people.

The public spaces/open spaces are intended to take the form of both passive and active spaces and each with a different form and function. The trails are planned to be multi-use and provide connectivity to the various types of open spaces, neighborhoods, schools, commercial and entertainment areas. This robust network of diverse open spaces connected to trails ensures community benefit by enhancing the community health and wellness. Below is a brief description of their intent and principles.

Trails

Trails are intended to provide safe multi-use trails that connect the NKC community, physically (internally and externally), socially and economically.

- Integrate trails and trail access into residential and commercial development
- Integrate the needs of diverse users and modes of transportation within the trail system
- Improve the connectivity of the trail system within NKC and to the regional trail system
- Provide adequate amenities along the trail system
- Develop trail routes/loops throughout NKC using a combination of trails, sidewalks, and bike lanes, where appropriate
- Provide safe and equitable access between trail and trip origin and destinations
Gateway Areas

These areas represent a unique opportunity to create a highly visible arrival point in and out of North Kansas City and improve the city’s curb appeal. These gateways are intended to help enhance the visual and urban design qualities of the specific areas shown on page 27 and to reflect the character of NKC.

- An appropriate sense of transition and arrival should be provided at each gateway.
- Establish gateways with landscaping, artwork, signage, and other sculptural elements.
- Support public investments in NKC gateways by identifying and promoting commercial uses nearby.
- Enhance view sheds from the entry points of NKC.
- Emphasize pedestrian views to focal points or wayfinding markers.
- Support elements that reflect elements of local culture, natural landscape, built form or community history, helping to define community boundaries.

Pocket Parks / Plazas

These spaces are public spaces intended to offer traditional park amenities, such as benches and playground equipment, trees and plants. They can also be plaza with some landscape and more hardscape. They can also make use of a strip of land that contains abandoned/obsolete buildings, vacant land or other unused spaces. They can be located in an urban area surrounded by commercial buildings.

- Develop easily accessible and comfortable public spaces for the community.
- Accommodate as many different users as possible, according to neighborhood needs.
- Consider placing one small park within every x# of blocks.
- Incorporate environmentally friendly features such as pervious surfaces, bio-filter landscaping beds, LED lighting, and solar power amenities.
- Encourage the involvement of community interest, support, and participation in the planning and maintenance process.

Bike Lanes/ Routes

Bicycling is an affordable and popular mode of transportation that supports social interaction, provides physical activity and produces no pollution. The NKC community would greatly benefit from building safer, improving and connecting bicycle facilities.

- Build and maintain a safe, connected, and attractive network of bicycle facilities throughout the city.
- Secure funding to implement bicycle facility improvements.
- Provide facilities to make bicycle transportation more convenient such as bike racks, lockers, route signs,
- Develop an on- and off-road network of bicycle facilities that connect all part of NKC as well as to the surrounding cities.
- Encourage a wide variety of partnerships to develop and maintain bicycle facilities, support bicycle education, and encourage more people to bicycle.
Purpose

In order to leverage private investment, not only do public improvements have to be integrated in their design in ways that encourage private investment, but new private development also has to be designed and built to create safe and memorable places that attract investment.

The character of new development is determined through its urban form components, which includes but is not limited to: building massing, relationship of other uses, design of adjacent streets and edges, relationship to nearby parking, open space and plazas, and the use of architectural materials and methods. The treatment of these components not only defines the character of places, but more importantly, the ability for development to create places that will attract ongoing private investment.

To help a neighborhood evolve, target opportunities for incremental changes, such as infill or public improvements while still reinforcing the scale and character of the area.
The Downtown Boundary

The boundary of the expanded downtown extends from 12th to 23rd Avenue and from Burlington to Jasper Street. The expanded downtown area was selected based on the capacity to stimulate short-term redevelopment to the ability and readiness of this area to support longer-term projects. This area also contains two important connections and linkages (Armour Road and Burlington Street), key development and improvement opportunities and a catalyst projects. It is important to capitalize and build on the energy that has already been created.

Redevelopment Typologies

The following pages include two redevelopment land use typologies envisioned for the downtown. Each of these two types on page 36 and 37 illustrate the relationship of urban form conditions for mixed use commercial and mixed use residential. Each typology includes characteristics that should be used to inform development policy and guide the character of development.

Mixed Use Commercial

The mixed use commercial typology applies to most of the downtown area and seeks to create a pedestrian friendly environment with a variety of uses that enable people to live, work, play and shop in one place. It also includes several different uses that work together. Generally the ground floor will be utilized mainly by commercial/retail with some office or residential above. It also promotes a variety of residential products not currently available in this area such as row housing.

Mixed Use Residential

The mixed use residential typology applies mostly to the area north of Armour Road, where there is already a mix of housing and commercial uses. This area seeks to promote diverse housing options/units in close proximity to services, retail, offices, and transit. While this typology is heavier on the residential use, it still brings other compatible uses together.
Mixed-Use Commercial Development Typology

**Density:** 2-5 story buildings and 70-80% lot coverage

**Land Use Mix:** Ground floor retail, office uses, neighborhood services, commercial above

**Pedestrian:** Wide sidewalks, convenient connections, and community amenities

**Community Character:** Flexible community gathering spaces, civic uses, street amenities, and neighborhood services

**Complementary Adjoining Uses:** Mixed-use residential

- Continuous ground-floor retail and streetscape
- Less stories at mid-block allows sunlight to reach the street and provides variation along the building
- Mixed-use buildings / ground floor retail oriented to street corners
- Commercial units oriented towards streetscape allow “eyes on the street” for enhanced security
- Alleys provide service access for buildings and provide a transition area for building scale and use
- Surface parking to the rear or side of building

**Figure 4**

- Curb extensions with stripped crosswalks. Curb radii should be a maximum of 8 feet
- Landscaped area provides a break area for workers
- Reduced setback and similar architectural styles on either side of the block balance and unify streetscape
- Multi-family mixed use units with articulated facades complimentary to mixed-use commercial units
- 6 foot wide minimum sidewalk separated from curb with linear planting area suitable for trees and streetscape amenities
- Local street width: 38 feet maximum curb to curb
Mixed-Use Residential Development Typology

**Density:** 12-50 units per acre, 2-4 story buildings and 70 - 80% lot coverage

**Land Use Mix:** Ground floor retail or office uses, neighborhood services, residential above, single family

**Pedestrian:** Wide sidewalks, convenient connections, and community amenities

**Community Character:** Flexible community gathering spaces, street amenities, and neighborhood services

**Complementary Adjoining Uses:** Mixed-use commercial medium density

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Continuous ground-floor retail / office activates streetscape

Single-family attached townhouses with attached parking in rear

Mixed-use buildings / ground floor retail oriented to street corners

Residential units oriented towards streetscape allow more "eyes on the street" for enhanced security

Alleys provide service access for buildings and provides a transition area for building scale and use

Surface parking to the rear or side of building

Curb extensions with stripped crosswalks. Curb radii should be a maximum of 8 feet.

Play area

Reduced setback and similar architectural styles on either side of the block balance and unify streetscape

Multi-family units with articulated facades complimentary to attached single family units

6 foot wide minimum sidewalk separated from curb with linear planting areas suitable for trees and streetscape amenities

Local street width: 38 feet maximum curb to curb.
Achieving the Vision

Achieving the long-term vision established for North Kansas City will require leadership and commitment. This section provides the policy and regulatory framework to enable the vision; however, continued leadership will be critical to the long-term success of North Kansas City. Achieving the vision hinges on three overarching principles: raise the bar for creating quality development, implement a long-term infrastructure plan that is based on successive development and a full build-out scenario, and strengthen the community’s capacity for economic development. Following is a description of each of the principles.

Achievement of the vision, citywide and focus area frameworks, and catalyst projects in this plan requires our communitywide commitment and continual focus on the vision.
1. Raise the Bar for Development

North Kansas City has many development opportunities. However, the character of any new development or redevelopment will impact the quality of development that will be achieved throughout the rest of the city. The standard has to be set high and continued throughout the city. The following actions are required to raise the bar for development in the City.

Focus on Creating Destinations, not Projects

The North Kansas City Master Plan identifies areas in the city that should develop as focal centers. The areas could include existing underutilized neighborhoods and industrial/commercial areas that provide needed services, but do not create places of destination. Destination places will include a broad range of mixed uses, designed at the highest quality level and representative of the city character, and be well connected to other destinations in North Kansas City through various modes of transportation.

Market Regionally and Nationally

A key for raising the bar for building destination developments is to work with a range of local, regional and national developers. It can be difficult for some local developers to leverage the resources to build complete destinations. Many times, this type of development will require the resources of large regional or national developers that have brokerage relationships and can attract long-term anchor tenants and provide opportunities for local developers to respond to the local market demand. Marketing these larger companies can be accomplished through participation at a number of regional and national conferences, or contracting with a consultant group specializing in regional and national marketing, or contracting with a development consultant tasked to secure relationships with regional and national developers to build a market-based development program.

Build High-Quality Dense Development

A key part of achieving the community vision for North Kansas City is to build higher density places. This type of development should be more compact, nodal development with higher residential densities and greater commercial intensity. Building denser, higher-quality places will leverage development synergies and lead to lower total infrastructure costs, due to compact design; more multi-modal options, due to a closer proximity to a range of uses; and increased municipal revenues, due to increased development and business growth. When evaluating development proposals, The City must ensure that approved developments achieve the densities recommended in the master plan. These densities can be established through the development review process and the evaluation of Conceptual Development Plans, which must show residential densities and commercial intensity for approval of the North Kansas City Planning Commission. Base densities can be enforced, reserving of economic incentives for projects that establish these densities.

Leverage Catalytic Opportunities

Each new development project that is evaluated by the city for approval should be assessed for its ability to catalyze adjacent complementary development. This is especially important for projects that could require any form of public subsidy or incentive. Part of the evaluation criteria for subsidy or incentive should be based on how much potential revenue the anticipated incentive will provide over a pre-established period, for instance, 10 years. Projects that have the opportunity to catalyze more revenue for the city should be given higher priority and reviewed against additional evaluation criteria to assure overall community benefits outweigh overall community impacts.

Secure Long-term Partnerships

Achieving high-quality development will require creating numerous long-term partnerships. It will be important to work with developers that will hold and manage a portion of the development they build, rather than build and sell to an investment company. This relationship will help ensure that quality development will be built and maintained. Additionally, it will be important to identify possible benefactors and donors for projects. These relationships can provide tax incentives to some organizations while reducing the amount of public funds that will be required to achieve desired development. Partnering with institutions, like non-profit organizations, foundations and academic institutions can be beneficial since community development may be part of their overall mission. These organizations can either provide grants or low-interest loans to provide gap financing for some projects.
2. Implement a Long-term Street & Open Space Improvement Program

The North Kansas City vision will be built over time, through multiple development cycles. A critical component to achieving successive development is to establish and implement a long-term street and open space program, including streets, open space, and associated public facilities. New development should leverage existing infrastructure when possible, rather than necessitate new facilities.

**Streets**

The interrelation of the street network and land use greatly affects the quality of life for the entire community. The ability to shape future growth and economic development in functional, programmatic, and aesthetic ways also relies heavily on this relationship. The City’s street network is laid out on a grid and should be designed to accommodate pedestrians, bicycles, transit riders. Streets should be active urban spaces that connect major destinations and neighborhoods in a quality and experiential way, maintaining walkable block sizes and reflecting the character of the area. See page 30, Street Types diagram.

**Open space**

Connected, high-quality open space will form a key component of a long-term infrastructure program. The open space and mobility framework presented in the Plan on page 27 is based on interconnected streets, trails and neighborhood parks or plazas. Development should leverage open space opportunities and integrate open space as part of the planning and development process. The City should encourage development to provide, operate and maintain public open space components as part of development agreements, thereby allowing development to implement and maintain portions of the open space framework. Dedicated funds, separate from existing parks funding, should be established to provide key open space components that will catalyze development.

3. Strengthen the Community’s Capacity for Economic Development

Critical to the achievement of North Kansas City’s redevelopment goals is the capacity for the City to undertake economic development activities, including marketing the community’s competitive advantages, attracting developers, and facilitating redevelopment activity. Successful economic development includes monitoring the return on investment made by the community and ensuring that these activities remain aligned with the long-term goals of the community.

It is clear that the business community values the City as a partner in economic development efforts, but the City should ensure that its efforts are not duplicative and add long-term value. The City’s past economic development efforts were overly focused on traditional marketing and real estate brokerage activities that duplicated some private sector efforts and did not add long-term value. Moving forward, City economic development efforts should focus on activities that bring a strong return on the investment of time or public dollars dedicated to these efforts.
Area Wide Funding and Financing Tools

Missouri law authorizes the use of several funding and financing tools that can be used to further economic and community development needs and goals of North Kansas City. These tools are listed and summarized in Table 2, on page 42. Some district formation tools provide more control to property owners and voting members within the districts regarding the types of improvements and activities to be funded or financed. The City can provide most of the same functions with its existing powers. Districts can, however, provide needed flexibility to fund specific improvements or programs. The most promising tools for North Kansas City are Tax Increment Financing (TIF), Community Improvement Districts (CIDs), and the Local Economic Development Option Sales Tax (LOEDST), as discussed below.

Incentives such as TIF and property tax abatement are best used in a narrow and strategic manner where there is a clear need to provide incentive to gain greater public benefit or to cure a market failure. These situations include helping to offset redevelopment costs which are higher than suburban greenfield development costs, site remediation, and gap financing. District formation tools such as CIDs enable the pooling of funds from multiple property owners to finance projects that have mutual benefit. While projects such as streetscape improvements could be constructed property by property, they can be planned and coordinated to a higher level of quality and more cost-effectively when done at a larger scale.

Tax Increment Financing (TIF)

TIF can be used at an area-wide or district level, or on individual properties or projects. TIF is perhaps the most widely used tool by local governments to incentivize new development, redevelopment, and the elimination of blight. It has been used throughout the Kansas City region to provide gap financing and additional incentives to redevelopment and urban renewal projects. This is because TIF captures the new ‘incremental’ property and sales taxes (and utility taxes) generated by new development or redevelopment above a base value. The resulting tax increment can be used to pay for redevelopment costs, site environmental remediation, and infrastructure improvements, among a wide variety of eligible costs. TIF can also be used as ‘gap financing’ to incentivize developers for building ‘above the market’, wherein TIF fills the gap between project costs that a project can bear (and still be profitable) under the existing market conditions, and a higher level of quality or land use density above what sale prices and rents support.

As the use of TIF has spread it has become more controversial because of the impact on other taxing districts whose revenues may be diverted. If it is overused at the local level, the cumulative impacts of too many TIF areas divert revenue from a City’s general fund and affect its ability to maintain a high level of service to its citizens. The City used TIF to facilitate the Northgate Village redevelopment, which has largely been seen as a successful project that accomplished its goals of increasing housing values, owner occupancy, and addressing infrastructure needs.

Table 1
Recommended Projects
Use of TIF

- North Kansas City should use TIF strategically and in limited situations where public benefit will be realized when it is used. TIF should be used in areas where there are strong indications of private investment interest, and its incentive will provide just enough incentive to initiate or accelerate private investment. The investment of public TIF dollars should leverage additional private investment.

- If TIF is established too early or in areas where private investment is unlikely, less increment will be captured as the ‘clock’ on the 23-year TIF runs out. Any public investment/improvements paid for from TIF may not leverage additional private investment.

- A “but for” test should always be applied critically when using TIF. The test is if the project would have occurred “but for” the public investment. Incentives and subsidies should only be used when needed to protect public funds and to avoid inflating land prices as the assumption of TIF or other incentives becomes imbedded in the market.

- Projects to be funded could include any variety of redevelopment and revitalization activities, streetscape improvements, lighting and signage enhancements, utility upgrades, and enhancing public spaces.

- TIF can also be used as “gap financing” to incentivize developers to build to a higher quality or higher land use density than supported by the market.

Transportation Development Districts (TDD)

TDDs can be formed by property owners to finance transportation and transit improvements such as intersection improvements, interchanges, signals, streets, bridges, and parking garages. TDDs can levy up to a 1.0 percent sales tax, new property taxes, and special assessments (e.g., a per square foot or per acre assessment) with the level of assessment varying according to the benefit to each property. These revenues can be used to pay debt service on loans or bonds.

Use of TDD

- A TDD could be formed in North Kansas City to construct new parking facilities in the downtown area, such as a parking garage, public parking with hydraulic car lifts, and improvements to Burlington Street, or any variety of roadway improvements.

- Funding streetscape improvements is not specifically authorized in a TDD; the tool is oriented to “hard infrastructure.”
Community Improvement District (CID)

CIDs are a highly flexible district tool that can be applied to individual development or redevelopment projects, or to larger districts and neighborhoods. CIDs can be used in many settings as they do not require a finding of blight unless they will be used for demolition and redevelopment activities. CIDs are a separate legal entity from their host City and are formed by a petition from the property owners representing the majority of the assessed value within the district boundaries. As such, they are governed by a board elected by the district voting members. CIDs are similar to TDDs but have broader authorization in the types of projects and activities they can fund. Capital projects include most types of hard infrastructure (e.g., roads, drainage), and a wide range of public spaces (new or enhanced), public buildings and meeting spaces, childcare facilities. CIDs can also fund ongoing activities such as maintenance, operating events and facilities, and marketing tourism and economic development.

Forming a CID essentially asks district members to “tax themselves.” They therefore require broad support for the projects or activities to be paid for in the district. CIDs can levy sales (up to 1.0 percent) and property taxes (no maximum), and special assessments which can be bonded against. Special Business Districts are similar to CIDs, although CIDs have the advantage of higher potential property tax levies (greater financing capacity), and are preferred in the financial markets over Special Business Districts (SBDs) due to legal interpretations of certain election provisions.

Use of a CID

- A CID could be formed in any area of North Kansas City where there is interest from property owners in enhancing their surroundings to increase customer traffic, make it more marketable, or to improve business operations.
- A CID could be used to fund parking, circulation, and access management improvements around the downtown area, and along the Burlington, Erie and Swift corridors.
- A downtown parking structure could be financed through a CID.
- A variety of streetscape, public space, park, bicycle and pedestrian improvements could be funded throughout North Kansas City.
- A CID could fund the construction and operation of indoor or outdoor multipurpose event facilities, a public market, or to market local businesses and economic development opportunities.

Local Option Economic Development Sales Tax (LOEDST)

Municipalities can levy up to a 0.5 percent sales tax dedicated to economic development purposes. The funds can be used for activities such as marketing, job training, and seeding small business grant and loan programs. LOEDST funds can also be used to raise matching funds needed to qualify for state and federal grant programs. LOEDST funds are highly flexible and can be used for infrastructure costs in business and office parks. LOEDST funds are not diverted by TIF, and a governing body must approve its inclusion in a CID or NID.

Use of a LOEDST

- A 0.25 percent LOEDST in North Kansas City would raise approximately $750,000 per year based on the 2015 budget and sales tax collections, and a 0.5 percent LOEDST would raise approximately $1.5 million per year. A 0.5 percent tax would raise the City’s total sales tax rate to 7.225 percent, still well below Kansas City, MO sales tax rates which range from 8.1% to 10.35%.
- A LOEDST could be used to define and implement an economic development program in North Kansas City including staffing and marketing expenses, although administrative expenses are limited to no more than 25 percent of revenues. While LOEDST funds cannot be bonded, they would generate a significant amount of revenue that could pay for some infrastructure projects on a pay-as-you-go basis.
- A business start-up grant or revolving loan fund could be established with a LOEDST to build on the momentum of new businesses and artisans locating in North Kansas City.

Local Option Economic Development Sales Tax (LOEDST)
## Project-Specific Tools

### Tax Abatement

Chapter 353 and Chapter 100 property tax abatements (reductions and exemptions) are, along with TIF, common economic and redevelopment incentive tools. Chapter 353 can be used only in areas where there is a finding of blight and provide broad tax abatement in redevelopment areas, or a specific incentive to an individual property or development. Chapter 100 can be used to fund industrial revenue bonds (IRBs) used to help attract new manufacturing and office businesses and does not require a finding of blight.

Chapter 353 abatements can provide enough incentive to stimulate private development as they reduce project operating costs and land carrying costs. They do not generate as much financing capacity as TIF because TIF captures the new incremental revenues created from private investment and rising property values, whereas abatement reduces the property tax burden on new development.

Some area cities, notably Independence, are using Chapter 353 to provide incentives for residential improvements that remove blighted conditions and improve residential neighborhoods. Establishment of a Chapter 353 tax abatement is prohibitively expensive for individual residential property owners. A neighborhood-wide revitalization project can provide a long-term incentive for residential property improvement, filling a gap in incentive programs.

<table>
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<tr>
<th>Funding or Financing Tool</th>
<th>Revenue Type</th>
<th>Possible NKC Applications</th>
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<tbody>
<tr>
<td><strong>Area Wide Tools</strong></td>
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</table>
| • Tax Increment Financing (TIF)    | • Captures incremental property, sales, and "economic activity" taxes above the "base year" tax levels. | • Major redevelopment projects and areas  
• Streetscape improvements  
• Gap financing to increase development densities  
• Infrastructure upgrades  
• In use in Northgate Village  
• Potential use at ARRA site |
| • Also project specific            | • Incremental taxes fund project costs  
• Can be bonded (up to 23 years) |                                                                                          |
| **Transportation Development Districts (TDD)** | • Sales tax up to 1.0%  
• Special assessments  
• Property tax  
• Tolls/fees for use  
• Can be bonded up to 40 years | • Improvements to Burlington Street  
• Downtown parking garage  
• Access and circulation improvement to road network in focus areas |
| • Also project specific            |                                                                              |                                                                                          |
| **Community Improvement District (CID)** | • Sales tax up to 1.0%  
• Special assessments  
• Property taxes (no max.)  
• Can be bonded up to 20 years | • Pedestrian plaza  
• Arts and event spaces  
• Sidewalk cafes and other retail uses along commercial corridors  
• Parking garage downtown  
• Events and marketing |
| • Also project specific            |                                                                              |                                                                                          |
### Area Wide Tools

<table>
<thead>
<tr>
<th>Funding or Financing Tool</th>
<th>Revenue Type</th>
<th>Possible NKC Applications</th>
</tr>
</thead>
</table>
| **Special Business Districts (SBD)** | - Property tax up to $0.85  
- Business license tax up to 50 percent of other business license taxes in the district  
- Special assessments (N/A for population <350,000)  
- Allows bonds up to 10 percent of total assessed value of district (up to 20 years) | - Pedestrian plaza  
- Childcare facilities  
- Arts and event spaces  
- Sidewalk cafes and other retail uses along commercial corridors  
- Parking garage downtown  
- Public services |
| **Neighborhood Improvement Districts (NID)** | - Allows bonds (as general obligation bonds) (up to 20 years) | - Street improvements, lighting, and safety improvements.  
- Water-efficient storm and drainage systems  
- Neighborhood parks improvements |
| **Property Tax Abatement Under Chapter 353, RSMO** | - Refunds property taxes to encourage new investment  
- Up to 25 years  
- 100% abatement first 10 years; 50 to 100% over the next 15 years | - Redevelopment of blighted areas |
| **Local Option Economic Development Sales Tax (LOEDST)** | - Sales tax up to 0.5% | - Redevelopment of downtown  
- High-skilled job training programs  
- Matching grant funds  
- Economic Development Organizations |

### Project Specific Tools

<table>
<thead>
<tr>
<th>Funding or Financing Tool</th>
<th>Revenue Type</th>
<th>Possible NKC Applications</th>
</tr>
</thead>
</table>
| **Property Tax Abatement Under Chapter 100, RSMO (for Industrial Development Bonds, IDBs)** | - Allow tax-exempt or tax-abated bonds at lower interest rates than those through conventional financing  
- Applies to all property and sales taxes for the project  
- PILOTS optional at municipality’s discretion | - Incenting major employers  
- Expanding campus  
- Expanding industrial businesses |

Table 2  
Area Wide and Project Specific Tools (continued)
Development Policies

Establishing consistent guidance and regulations for new development and redevelopment through public policies will provide quality assurances for the City, while offering predictability of processes and approvals for developers and investors. Additionally, properly crafted and administered policies can create a transparent review and approval process that saves significant time for applicants, and therefore, provide significant development incentives. This section outlines the policy recommendations that are required to achieve desired development and community character.

Utilize the Master Plan in Decision-Making

This master plan is intended to serve as a guide for continued redevelopment and reinvestment within North Kansas City. However, adoption of the plan itself will not change how the City legally regulates the land uses and development. This plan is not intended to be site-specific, with individual requirements or recommendations attached to individual properties. Instead, it is a policy document that developers and decision-makers can use when evaluating future redevelopment and reinvestment opportunities. In the future, staff and City boards should utilize this plan when considering any zoning action and evaluate the proposal against this plan's vision, applicable redevelopment typologies, planning strategies for the applicable character areas, the mobility framework, and the open space and trail types. This plan is supported by the community and by utilizing the plan during the decision-making process, the City will be more transparent in its processes.

Zoning Ordinance Amendments

One of the most direct methods of implementing the recommendations of this master plan is to undertake revisions to the City's existing zoning ordinance. While there are still many relevant portions of the existing ordinance, several key improvements will be necessary to fully implement the vision of this plan.

Modernize the Overall Ordinance

Predictability and flexibility are key concepts in modern zoning ordinances. For North Kansas City, this means a regulatory framework that clearly states the City's expectations for development and redevelopment, but also provides flexibility in how to achieve those expectations. Providing more flexibility by encouraging an applicant to propose alternatives that meet or exceed the City's expectations opens up the potential for the exploration and discovery of truly creative development techniques leading to better development solutions. By working with developers in this manner, the City can provide greater predictability through streamlining regulatory processes and review procedures. As part of this modernization, the City can also begin to incorporate citywide design standards and guidelines into the zoning ordinance and communicate design quality expectations, and are intended to enable the City to work together with developers and businesses to build quality places that will continue to attract investment.

Eliminate the Pyramidal Scheme of Permitted Uses

The City's current zoning ordinance is based on an outdated pyramidal scheme of permitted uses where, with few exceptions, the industrial districts are the most permissive, allowing for all uses in the more restrictive districts including any residential and commercial uses permitted across the City. While a modern zoning ordinance must embrace flexibility and provide for a broader mixture of uses, allowing too broad a mix poses a significant risk of eroding the industrial base in the City if more residential, office, and commercial uses begin to encroach into the industrial areas. At the other end of the spectrum, because residential and low-intensity commercial districts only allow for limited types of uses, there is difficulty in embracing a mixture of residential and commercial uses where it is appropriate. An update to the zoning ordinance should focus on creating vibrant places but also ensure the long-term viability of the City's industrial core. To accomplish this, an updated ordinance should maintain existing zoning districts in areas where the focus is on reinforcing the established uses (e.g., the Avenues, the Paseo Industrial District, etc.). In other areas, the zoning districts will need more revisions to make them more character-driven, in areas where the character form (seen next bullet) of development is the priority over the regulation of land uses.
Form-Based Zoning for the Downtown

This plan identifies a expanded area of the downtown where there is a desire to focus short-term and long-term efforts into redevelopment and revitalization. Within this area, this plan envisions redevelopment that will fall within one of two different typologies detailed on pages 36 through 37 that speak to how redevelopment projects will look related to the form of development. An update to the zoning ordinance should work to codify these typologies through the development of form-based zoning for the entire area. At its core, form-based zoning is where the character and form of the development takes precedence over the use of the land and buildings. This type of zoning is considered very prescriptive by establishing mandates for development setbacks, scale, building massing, height, etc. Not only does this set up the form of the development, it also begins to establish a baseline density of activity through encouraging, if not requiring, multiple stories with a mixture of uses. By incorporating this zoning, the City will be establishing the predictability of expectations that will streamline redevelopment.

Eliminate the Burlington Corridor Overlay District

Building on the concept of place-based zoning, one key change that is necessary is the elimination of the Burlington Corridor Overlay District. The district, as written, is complicated and so restrictive that it could stifle development options that the City would otherwise want to embrace. An updated zoning ordinance should incorporate a new zoning district for the Burlington Corridor that not only eliminates the overlay zoning districts but the base districts (commercial and industrial) as well. The new district should incorporate key requirements that establish the form of development such as building location, site improvements, and access, which may vary over the course of the corridor, but that provide more flexibility in development options than the existing overlay district.
Establish Open Space/Park Requirements

This master plan outlines the importance of trails, parks, and recreation to the future of North Kansas City. An updated zoning ordinance should establish some open space and/or urban plaza requirements for larger redevelopment projects to help create additional green spaces or gathering spots within the community based on the type of development (e.g., gateways versus pocket parks or plazas, etc.) and the overall impact the development will have on the surrounding area. The more urban and dense the project, the smaller the open space can be, but at the same time, such smaller spaces should have more improvements such as seating, public art, water features, or unique designs that will help in the creation of a sense of place.

Parking Management Plans

Automobile parking will continue to be a valuable resource in North Kansas City which will require deliberate management and creative solutions. A parking management plan will require a high level of design, coordination, and management. The City should:

- Manage parking, loading and operations in the public-right-of-way to encourage safety, economic vitality, and livability;
- Regulate off-street parking to achieve mode share objectives, promote compact and walkable urban form, and promote the vitality of commercial and employment areas;
- Identify opportunities to invest in public parking at key locations that support redevelopment of adjacent buildings and areas;
- Encourage the shared use of parking and vehicles to maximize the efficient use of urban space; and
- Promote the development of new bicycle parking facilities that include dedicated bike parking and bike share operations in the public-right-of-way.
Management and Organization

Administrative roles and responsibilities

Critical to achieving desired redevelopment/development in North Kansas City will be the ability for the City to create a community development support system that ensures development is in line with desired outcomes, continually monitors the economic impacts of development efforts, and successfully executes complex development agreements that represent the community’s best interest.

In the past, the City has relied on an approach in which the City becomes a development speculator (e.g., purchasing and clearing land to entice development interest). In the future, the City must realign its focus to reduce risk yet proactively entice the development that it desires. To do this, the following outline identifies the key roles and responsibilities of various City entities that are involved in the community development support system:

<table>
<thead>
<tr>
<th>City Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Evaluate and strategically align financial investment and economic development policies with the vision for North Kansas City.</td>
</tr>
<tr>
<td>• As the elected decision-makers of the community, ensure consistent and equitable application of City policies and regulations.</td>
</tr>
<tr>
<td>• Lead the discussion, within and outside the community, regarding positive qualities of North Kansas City and proactive change that moves North Kansas City toward its vision for the future. Retain the integrity of the development process through the consideration of recommendations from advisory boards, such as the Planning Commission, and city staff, and utilizing appropriate levels of discretion regarding the disclosure of information.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planning Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review and provide recommendations regarding development proposals in light of the desired outcomes as stated in adopted city plans and polices.</td>
</tr>
<tr>
<td>• Provide input and understand city capital improvement projects, outside of specific development proposals, in order to serve in a coordinating capacity when evaluating development proposals and making recommendations to the City Council.</td>
</tr>
<tr>
<td>• Routinely and proactively evaluate development related plans/policies, working with city staff to develop and recommend adjustments or new plans and policies that align with the desired directions or outcomes of recent decisions.</td>
</tr>
<tr>
<td>• Serve as an educational voice to the community regarding the development process that seeks to solve problems and achieve desired community outcomes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepare, monitor, implementation progress, and revise long-range community plans—comprehensive plans, area/neighborhood plans, corridor plans, etc.—and physical development and design policies for consideration by the Planning Commission and City Council.</td>
</tr>
<tr>
<td>• Provide daily planning and regulatory functions related to land use, property and building development/maintenance, and urban design.</td>
</tr>
<tr>
<td>• Support Planning Commission functions related to the physical development of North Kansas City.</td>
</tr>
<tr>
<td>• Serve as an educational voice to citizens and property/business owners and proactively provide education and guidance related to the planning processes and functions of the department.</td>
</tr>
</tbody>
</table>
City Staff

- Prepare community infrastructure plans that are consistent with the desired vision and outcomes of the North Kansas City master plan.
- Provide guidance in regard to infrastructure provision and maintenance throughout the development of annual budgets and 5 to 10 year capital improvement planning.
- Conduct daily operations of infrastructure systems in a manner that ensures reliable service and long-term sustainability in support of the physical development of North Kansas City.
- Provide internal (city staff) review, lead by the Community Development Department, of development proposals for identification and coordination purposes related to physical development/design concerns among various departments.
- Seek to resolve problems with development proposals by communicating concerns and issues to development applicants for revision or response purposes prior to formal consideration of development proposals by the Planning Commission or City Council.

Structured Economic Development Effort

- Economic Development (contract position – currently needed - may be housed in the Community Development Department or in City Administration)
  - Point person to spearhead proactive economic development activities that attract development interest to North Kansas City.
  - Serve as a liaison to developers in regard to the application and use of financial and economic development polices and tools.
  - Work directly with the Business Council and various metropolitan and regional economic development groups to promote North Kansas City development initiatives and proactively identify development opportunities that meet the desired vision for North Kansas City.
- Longer-term organization (should be laying the organizational groundwork currently so that the City can move quickly to implement when needed – Trigger 1) when multiple redevelopment/development projects appear on the horizon and the market forecast is positive in regard to additional projects; or Trigger 2) when the City determines that a lack of development projects is no longer acceptable and/or there is a desire to take a more aggressive approach to stimulate such projects)
  - Engage in activities and utilize funds / powers, as authorized by the Governing Body and applicable statutes, to promote and execute commercial, mixed-use and industrial development projects.
  - Support identified goals and projects in the master plan and work closely with the Community Development Department and the City in all efforts so that various functions are understood and coordinated early in the promotion and attraction process to avoid issues/conflicts arising later.
Organizational Evolution

In the short term, building economic development capacity will require the City to take on some activities to fill the gap. In the intermediate to long term, the City should work with the business community to develop an economic development organization that will bridge the divide between the public and private sectors and attract redevelopment.

Short-term

Continue to conduct economic development projects and activities (reactive and proactive). These activities should focus on the competitive advantages of North Kansas City, and should include renewed efforts to market the City’s fiber optic network as a competitive advantage for business. Use existing staff and create a new staff or contract position to focus on economic development efforts. Current staffing reflects positions with multiple responsibilities and tasks. Economic development activities could be housed in the Community Development Department or with the City Administrator’s Office.

Mid-term

Create a North Kansas City Economic Development Council to work with the economic development staff and the business community. Such an entity will not have the same powers/authorities as a Development Authority, but could be broad based in representation including the city, business council, regional chamber, and economic development councils. This would formalize a focus on North Kansas City oriented economic development efforts and communication among existing entities beyond City Hall.

Long-term

Create a formal Development Authority with a director and staff, authorized by and accountable to the Governing Body. This authority may serve in the capacity of setting direction and making decisions regarding day-to-day development projects in North Kansas City. This authority may be supported by a Community Improvement District or Local Option Economic Development Sales Tax.
Catalytic Area Strategies

Moving forward, the vision will be achieved partly through development, redevelopment and enhancement to specific areas of North Kansas City. Well-planned and designed projects in key locations have the potential to dramatically transform these areas and in turn catalyze further investment and public improvements in the surrounding areas. Four key areas have been identified based on the different types of redevelopment projects as well as their capacity to stimulate short-term development to their ability to foster long-term partnering opportunities that will benefit both the public and private sectors.

A
Commercial Redevelopment: Swift Street & 16th Avenue

B
Residential Redevelopment: Clay Street & 20th Avenue

C
Downtown Redevelopment: Howell Street & 18th Avenue

D
Gateway Redevelopment: Burlington Street & 14th Avenue
Swift Commercial Redevelopment (Swift Street & 16th Avenue)

Opportunity

Swift Street and 16th Avenue are located in an area that is primarily industrial with some new small industrial related businesses. This area is considered a transition area because it is situated between the downtown and the industrial center of NKC. Most of the buildings are one story warehouses that do not meet current building code standards, which may create challenges but at the same time add to the existing character and future potential for this area. Despite the current type of development being primarily for industrial uses, the area sits on a grid pattern, with buildings that front the street, which is an opportunity for creating a pedestrian and bicycle friendly environment. There are many opportunities to maintain and improve access for adjacent industrial traffic, while balancing connections for multiple modes of transportation. The area also has an extensive building stock which could be used and redeveloped into a mixture of office, light industrial, retail, and residential uses as live/work units (with offices, shops or studios on ground floors and residential above).

Specific Implementation Strategy

- Development Vision – develop/create new residential and retail opportunities by building vertically. Mixed-use residential developments should be encouraged on Swift Street extending to Burlington Street. Buildings should be redeveloped and designed with ornamentation, architectural character and engaging facades fronting the streets.
- Capital Projects Needed to attract investment – streetscape improvements should include widening of the sidewalks, consider enhancing this area with a warm paving pattern, landscaping and upgraded pedestrian lighting. Improvement should respect the needs of industrial businesses to maintain access. Open space (in form of a pocket park or pocket plaza). This area is a key node in the planned bicycle network through the City, so enhanced bicycle facilities are required.
- Community Benefits – This transition area can benefit from a more active and inviting streetscape, more options to live/work in North Kansas City. The creation of a unique city center character neighborhood of North Kansas City where people want to live.

Capital Improvement Recommendations

- A Provide enhanced crosswalks
- B Widen sidewalks
- C Add roadway striping - add bike sharrow on 16th Avenue
- D Install additional trees / landscaping
- E Relocate/move utility poles obstructing sidewalk
- F Provide amenities at key bus stops
- G Add sidewalk
- H Provide outdoor public space
Residential Redevelopment (Clay Street & 20th Avenue)

Opportunity
This area is located where the downtown (commercial land use) and residential area north of Armour Road meet. Downtown North Kansas City is a “main street” type of downtown that has a strong commercial component and a large volume of traffic, both pedestrian and vehicular. The neighborhoods surrounding the downtown consist of traditional single-family detached housing with porches, narrow tree-lined streets, and sidewalks. Some of the housing in the nearby area has declined and is smaller than the current market demand. Nevertheless, these neighborhoods thrive due to the proximity of downtown, so pedestrian connections to the downtown should be maintained and enhanced with streetscape improvements, gateways, signage, and landscaping. All the neighborhoods in the surrounding areas should sustain the area as a viable place to live incorporating the rehabilitation of homes with new home types and styles. All these new developments should occur at a scale and design compatible with existing residential uses.

Specific Implementation Strategy
- Development Vision - cultivate a unique neighborhood character that is authentic to North Kansas City, the focus of future development and enhancement should revolve around supporting neighborhoods as a place to live and within walking distance to the downtown.
- Capital Projects Needed to attract investment - Pedestrian Safety Improvements (enhanced crosswalks, intersection improvements, signage, gateways,)
- Community Benefits - Increased sense of pride among NKC community, attracts more people, enhances safety, increases value of properties, increased tax base, increases population to support neighborhood services and activate the surrounding streets and commercial areas.

Capital Improvement Recommendations
- Provide enhanced intersection
- Widen sidewalks
- Add/upgrade signage
- Install additional trees/landscaping
- Relocate / move utility poles obstructing sidewalk
- Provide pedestrian amenities
- Provide pedestrian lighting

Figure 8 Residential Redevelopment Area
Downtown Redevelopment (18th Avenue)

Opportunity

Downtown North Kansas City is identified as a pedestrian oriented area. Central Business District that predates many current conventional development practices. Armour Road is the "main street" of the downtown, offering high visibility to businesses and a pedestrian environment. While the downtown area has retained a viable commercial component, it lacks diversity in uses and also has vacant lots and buildings south of Armour Road that are underutilized and havenot been developed for their best use and highest value. The area around Howell Street and 18th Avenue is characterized by extensive surface parking, one-story warehouse buildings and a bowling alley. This area could benefit from more diversity by developing it to include a wider variety of uses, such as commercial, entertainment, office, and residential. New developments should extend the streetscape and building character of the downtown. In addition, any necessary on-site parking should be located towards the interior of blocks or alley, and allow for off-street parking. Redevelopment should maintain and encourage active pedestrian uses such as retail, restaurants, and neighborhood services on the street level. This can increase the active hours along Armour and give more life to the street. Redevelopment and rehabilitation of buildings in this area should allow residential uses on upper floors provided building codes and safety issues are adequately addressed.

Specific Implementation Strategy

- Development Vision: Develop the Northwest corner parking lot into a mixed-use development (mix of residential, retail, and offices), enhance the links to Armour Road and other areas of the city, increase connectivity though bike and pedestrian friendly streets.
- Capital Projects Needed to attract investment: street enhancements/improvements, parking plan/strategy, wider sidewalks, more trees.
- Community Benefits: increased tax base, more residential opportunities and options, shops, services, economic diversity, unique neighborhood, sense of pride, help create population

Capital Improvement Recommendations

A. Provide enhanced intersection
B. Widen sidewalks
C. Install additional trees/landscaping
D. Relocate/move utility poles obstructing sidewalk
E. Add sidewalks
F. Provide ADA ramps

Figure 9
Downtown Redevelopment Area
Gateway Redevelopment (Burlington Street & 14th Avenue)

Opportunity

Burlington Street and 14th Avenue is located at the southern end of Burlington Corridor. It is surrounded by a mix of industrial and commercial uses made up of large warehouses and small commercial buildings with extensive surface parking. There is a great opportunity to redefine this area in a way that promotes an attractive, grand entry facade for North Kansas City and leverages the proximity and connection to downtown Kansas City. As a gateway into NKC, this area should be heavily focused on pedestrian improvements, public art and future development.

Specific Implementation Strategy

- **Development Vision** - Develop new projects on infill sites/parking lots and reuse existing buildings, improve/enhance connections to downtown NKC.
- **Capital Projects Needed to Attract Investment** - Streetscape enhancements (for pedestrians, bicycles), establish gateways including artwork, signage, and other sculptural elements at the 'entry' / transition points between focus areas and distinguish NKC’s identity within Kansas City area.
- **Community Benefits** - Showcases and represents the unique character of North Kansas City as a unique, vibrant and attractive place to live, work, visit, play, etc. Creating an extensive streetscape improvement plan would enhance the pedestrian connectivity to the surrounding areas of North Kansas City.

Capital Improvement Recommendations

- **A** Provide enhanced intersection
- **B** Add sidewalk/widen sidewalk
- **C** Add gateway element/signage
- **D** Install additional trees/landscaping
- **E** Relocate/move utility poles obstructing sidewalk
- **F** Add ADA ramps
- **G** Improved transit stops
- **H** Provide public open space
Prioritization and Phasing

Redevelopment will occur in multiple phases over the coming decades. Value will be built over time based on successive, high quality development of unique places. The previous section described the capital improvement program for infrastructure projects that can serve to spur development. This section outlines phasing assumptions for the focus area.

Phasing Assumptions

As discussed previously in this plan, market conditions are favorable for office, retail, and residential uses to be developed in the expanded downtown area. Phasing will be primarily influenced by private development interest. However, there are a number of influences that can affect phasing and new private investment. Two of the most significant influences are: 1) the construction of significant public improvements, and 2) the ability to secure development agreements for catalytic projects. For instance, when the northern extension of the streetcar is approved, it is anticipated that development will be significantly stimulated.

Near Term Phasing

Based on existing market dynamics, private development is poised to logically extend south of Armour Road and east of Burlington Street, due to competitive property costs, quality of building stock, and character of the area. The catalytic areas described in the previous section represent logical near term phasing opportunities if public and private partnerships and agreements can be formed. Specific areas can be leveraged through the improvement of, or commitment to make needed infrastructure improvements, similar to those identified in the Capital Improvement Program described in the previous section.

Influence of the ARRA Site

At the same time, it is possible for the ARRA site to absorb new uses. However, it is anticipated that the market for the ARRA site and downtown area is the same. It is assumed that new development in each district will complement the other.

Longer Term Phasing

Over the next 10-30 years, new investment in the downtown area will catalyze other adjacent areas, including the expansion of residential north of Armour Road and the possible conversion of additional industrial land to a higher and better use.

Armour Road Redevelopment Area Brochure
Focus Area Development Scenario

An important strategy in this Plan is to increase the density of development, particularly for housing and mixed use retail/commercial space, in the Focus Areas. Discussions during the Master Plan process suggested a long term goal of doubling the City’s population, and a physical parcel analysis determined that the Focus Area could accommodate this amount of growth with targeted redevelopment. Increased development densities, measured as more population per acre, can provide a number of benefits to North Kansas City. In the broadest sense, higher densities increase in the number and diversity of land uses and activities, which in turn create a more vibrant community.

Stores, restaurants, and other businesses benefit from a densely populated trade area because there are more customers per square mile and therefore more sales potential. Employers can benefit from a larger concentration of skilled labor, and proximity to work increases quality of life and productivity. For example, full scale supermarkets need a population of approximately 10,000 within their trade area to justify a new store. Currently, there isn’t enough housing in North Kansas City to attract a full scale supermarket.

From a civic standpoint, cities need a strong tax base to provide schools, parks, capital improvements, and other municipal services at a high level of service. Higher development densities increase municipal revenues over the same service area, and some services can be provided more efficiently when development is concentrated such as law enforcement, street maintenance, garbage collection, and other linear infrastructure maintenance.

A planning level illustration of the fiscal implications of adding higher density housing to the Focus Areas is provided below. The Focus Area is approximately 389 acres, of which 11 acres are residential with approximately 300 housing units. The remainder is industrial and commercial. Just over 2,000 new housing units would be needed to double the City’s population, and the focus area can accommodate this amount of development at an averaged density of 30 dwelling units per acre (approximately three story housing). Roughly 20 percent of the focus area would need to change to add this new housing; the other 80 percent could remain as is or evolve with the market over time—it would likely increase in value and host more active and vibrant businesses. Additional residential units will require, as well as promote, new commercial activity, which will in turn create a more vibrant city core.

With the City’s current property tax of $1.1659 per $100 of assessed value, the Focus Area currently generates an estimated $594,000 in annual property tax. Adding over 2,000 housing units would generate an additional $550,000 in property taxes per year. On a per-acre basis, this equates to approximately $3,000 per acre compared to the current $1,500. These figures do not include sales tax, which would increase substantially with higher population if more residents spend can be captured within the City.

### Table 4

**Fiscal Implications**

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<tbody>
<tr>
<td>Total Acres</td>
<td>389</td>
<td>72</td>
</tr>
<tr>
<td>Residential Units</td>
<td>11</td>
<td>72</td>
</tr>
<tr>
<td>300</td>
<td></td>
<td>2,160</td>
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<tr>
<td>Total Assessed Value</td>
<td>$50,974,020</td>
<td>$47,606,400</td>
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<tr>
<td>Commercial</td>
<td>$47,316,060</td>
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</tr>
<tr>
<td>Residential</td>
<td>$3,657,960</td>
<td>$47,316,060</td>
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<tr>
<td>Average Per Unit</td>
<td>$12,193</td>
<td>$22,040</td>
</tr>
<tr>
<td>Total Property Tax</td>
<td>$594,306</td>
<td>$555,043</td>
</tr>
<tr>
<td>Per Acre</td>
<td>$1,527</td>
<td>$7,709</td>
</tr>
<tr>
<td>Per Unit</td>
<td>$142</td>
<td>$257</td>
</tr>
</tbody>
</table>

Source: City of North Kansas City; ESRI ArcGIS; Economic & Planning Systems
Fiscal Sustainability

North Kansas City’s largest sources of revenue are sales tax with $3.15 million (23.9%) of the $13.2 million General Fund and rental income from the Harrah’s Casino at $3.2 million (24.4%). Property tax comprises $1.4 million or 10.6% of the budget. The Casino land rental income represents a large amount of revenue to the City but it is dependent on the continued success of a single business. This Plan also contains an overall strategy of economic diversification and increased residential density, which will contribute to revenue diversification in property and sales tax. Land use change can take time, however, and the City should be mindful of the potential need to make up future diminution in Casino revenues. Adjusting to this potential changes slowly over time by increasing property and sales tax revenue gradually may be easier than being faced with the need to suddenly raise taxes and fees to cover a sudden loss in revenue.

Source: City of North Kansas City Annual Budget FY 14-15; Economic & Planning Systems
Next Steps

Conduct policy alignment activities
1. Update development codes and policies to ensure alignment with this plan’s vision and goals.
2. Assess budgetary and capital improvement policies and processes for consistency with plan vision and goals.
3. Identify, evaluate, develop, and adopt policy regarding the use of economic development tools and resources.

Assess organizational capacity and participatory effectiveness
1. Re-energize and equip representatives to represent the city effectively.
2. Create and conduct an organizational audit to identify gaps in organizational capacity.
3. Increase visibility and engagement with area community and economic development oriented groups.
4. Conduct targeted economic development marketing campaign focused on competitive advantage of fiber network in the city.

Intentionally seek to broaden plan ownership and engagement
1. Engage the Planning Commission as the foundation of a plan implementation committee and establish a method for including the business community in this effort. Set parameters for the work of this group.
2. Develop a North Kansas City Citizens Leadership Academy to build a next generation of community leadership.
3. Develop a “roadshow” or other outreach presentation to increase awareness regarding the vision.
4. Establish a periodic implementation monitoring system to evaluate the effectiveness and commitment to implementation and determine recommendations for plan adjustments and future recommendations.

Take steps to ensure North Kansas City is redevelopment ready
1. Identify viable downtown area projects and advance these projects through the budgeting process.
2. Ensure that regulatory and incentive policies are in place to facilitate redevelopment and ensure that NKC is “redevelopment ready.”
3. Establish duties and parameters for a part time/contract Economic Development staff and evaluate readiness to move forward.

Invest in North Kansas City through catalyst public improvements
1. Aggressively pursue Burlington Corridor Design improvements.
2. Build streetscape improvements along Armour Road, between downtown and interstate, focusing on an overall road diet east of Fayette.
3. Make gateway improvements at key locations.
4. Implement bike sharrows as a first step in expanding the Open Space/Trails network.
NORTH KANSAS CITY PLANNING COMMISSION

RESOLUTION 2016 –1

A RESOLUTION ADOPTING THE NORTH KANSAS CITY MASTER PLAN.

WHEREAS, the City of North Kansas City, Missouri (the “City”) is a third class city and political subdivision duly organized and validly existing under the Constitution and laws of the State of Missouri; and

WHEREAS, the City is empowered to prepare a city plan to guide and accomplish the coordinated development of the municipality to best promote the general welfare, as well as efficiency and economy in the process of development; and

WHEREAS, the City engaged Parsons Brinckerhoff to assist in the preparation of the a new North Kansas City Master Plan; and

WHEREAS, Parsons Brinckerhoff and City staff engaged the community in the planning effort through open houses, community workshops, key person interviews, and online surveys; and

WHEREAS, a twelve-member Advisory Committee guided and oversaw the process of developing the new Master Plan and provided its endorsement of the final draft to the City Council; and

WHEREAS, the North Kansas City Master Plan is a result of community input, visioning, and guidance; and

WHEREAS, the North Kansas City Master Plan establishes a vision for North Kansas City to support existing places and create unique and sustainable activity centers, with enhanced character that can be branded to grow economic development and support the community; and

WHEREAS, the North Kansas City Master Plan contains a detailed implementation section to guide the ongoing execution of the plan and the achievement of its vision for the future; and

WHEREAS, the Planning Commission held the required public hearing concerning the adoption of the Master Plan on June 2, 2016, after publishing public notice of said hearing.
NOW, THEREFORE, BE IT RESOLVED by the Chair and members of the North Kansas City Planning Commission, as follows:

1. The Planning Commission hereby adopts the 2016 North Kansas City Master Plan, including the following:
   a. Appendix A: Market Assessment
   b. Appendix B: Zoning Framework
   c. Appendix C: Armour Road Redevelopment Area Framework Plan
   d. Appendix D: Burlington Corridor Complete Street Plan

2. The Planning Commission hereby directs staff to file a copy of the plan with the office of the Clay County Recorder of Deeds.

DONE this 2nd day of June, 2016.

[Signature]
Kevin Case, Chair

[Signature]
Karen Todd, Secretary