

Introduction

In January of 2003, The Southtown Council initiated the Troost Avenue Corridor Action Plan. The plan is intended to provide a diverse tool for a variety of 'stakeholders' to accomplish the following:

Enhance the cohesiveness and direction among the various private and public plans and initiatives. The Troost Corridor Action Plan is consistent with, and furthers the goals and visions of master plans by UMKC and Rockhurst College.

Build a long-range development strategy with targeted short-range initiatives that enhance the overall environment.

Provide a community-based vision that brings about a greater sense of 'place' among institutions, neighborhoods, and commercial development.

Outline a framework and criteria for redevelopment and other investments along the corridor that further the vision of a distinctive, quality-oriented environment.

Provide the products necessary to proactively market the corridor vision.

Document the vision that enhances the ability for the Southtown Council to better communicate with, and coordinate investments within the Troost Corridor among the City, Institutions, Neighborhoods, Business and Property Owners, and Private-Sector Developers.

Establish a corridor-wide framework in which future investments may be integrated in a cohesive manner such as the future Troost Bridge and Troost Avenue Streetscape initiatives.

Southtown Council Mission

The Southtown Council strives to facilitate linkages/partnerships among the stakeholders in Southtown to create an environment for economic development and community growth; strengthen existing businesses and welcome new ones; promote Southtown resources and achievements; initiate corrective actions where needed; and maintain Southtown as a great place to live, work and do business.

Southtown Council History

The Southtown Council was formed in 1982 by a small group of businesses, institutions and neighborhood associations to work collectively on economic and community issues in Southtown Kansas City (47th to 75th -- Bruce Watkins Drive to Brookside Blvd). The non-profit Southtown Council has never requested or received governmental funding. Yet, its 20 year record of achievement includes \$10 million in public improvements, a new Troost Avenue streetscape, the city's best business and neighborhood communications network, small business and neighborhood advocacy, and sound development planning.

Southtown Area

Southtown is defined by the geographic area from 47th Street south to 75th Street and Bruce Watkins Drive west to the Brookside/Main corridor. This area has a rich diversity of educational, medical, telecommunications, and residential resources in the urban core of southeastern Kansas City, Missouri. Since 1982 the Southtown Council has acted as a major linkage between the small, medium, and large businesses, institutions, and associations.



Concept Plan

Development

The Troost Corridor Action Plan supports redevelopment initiatives that promote a diverse environment. There are four primary development principles:

Development Principle 1: Preserve and Enhance the Corridor's Diverse Character

Promote mixed-use structures with ground level retail and institutional uses, upper level office, institutional, and residential uses.

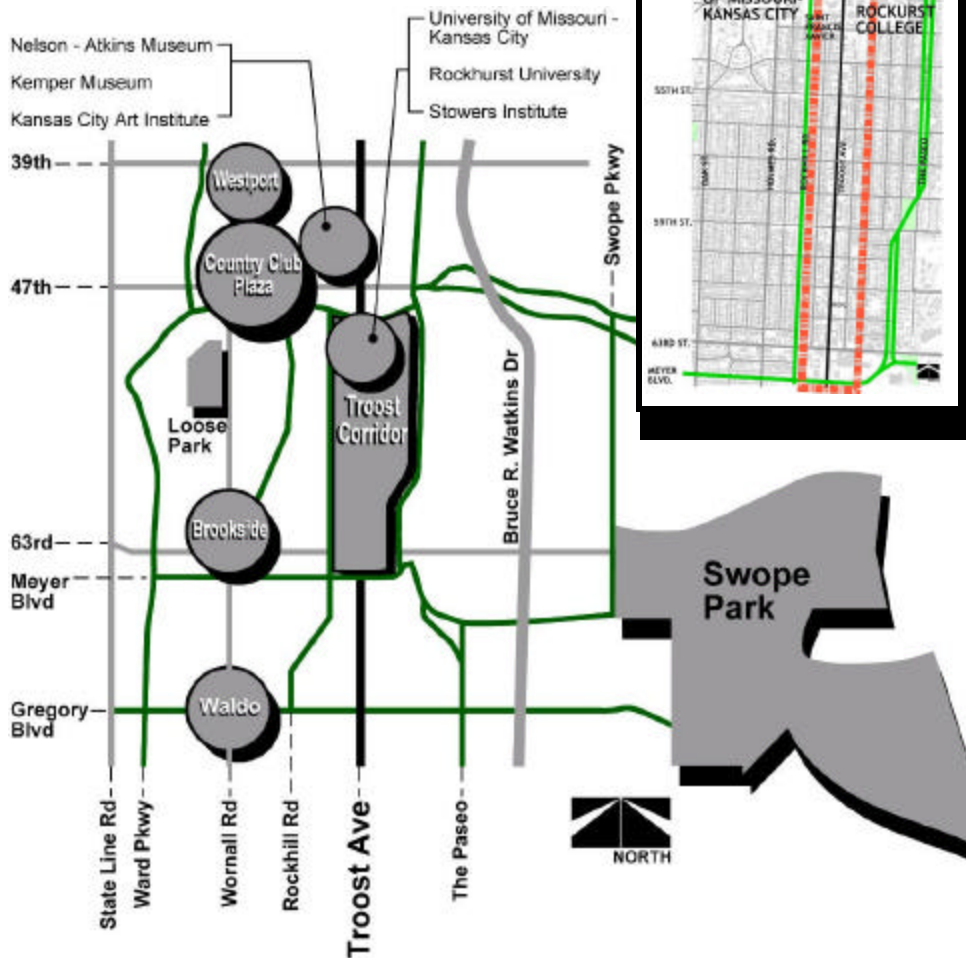
Development Principle 2: Preserve 'Gems' and Seek Infill Opportunities

Promote the preservation and rehabilitation of traditional urban-oriented structures, which typically includes building stock oriented towards public sidewalk.

Promote the redevelopment of vacant parcels (infill development). The preferred strategy is to infuse the corridor with additional town houses or other medium-density residential units. This has been successful in the north-end of the corridor with the Troostwood development.

Development Principle 3: Neighborhood Preservation and Enhancement

Promote the preservation of the established neighborhood framework through redevelopment practices that focus on parcels that face Troost Avenue.



The Troost Corridor of Southtown Kansas City connects to the Brush Creek Cultural Corridor, containing much of the City's premier commercial, cultural, and educational centers.



Support continued City sponsored 'grass-roots' efforts, such as the **FOCUS Kansas City Neighborhood Assessments**. Continue neighborhood improvements, such as construction and maintenance of sidewalks, street trees, lighting, code enforcement, and redevelopment initiatives that stabilize neighborhoods.

**Development Principle 4:
Promote Private Property Enhancements**

Promote property enhancements for existing automobile-oriented business, which typically refers to sites that have surface parking in front of the structure. This can be accomplished through additional landscape screening of parking lots at the public rights-of-way and internal parking lot landscaping, to mitigate large expanses of concrete and asphalt. In addition, improvements to building facades and business signage systems are necessary.

Promote improvements to surface parking areas in back of and to the side of buildings through additional landscaping treatments.

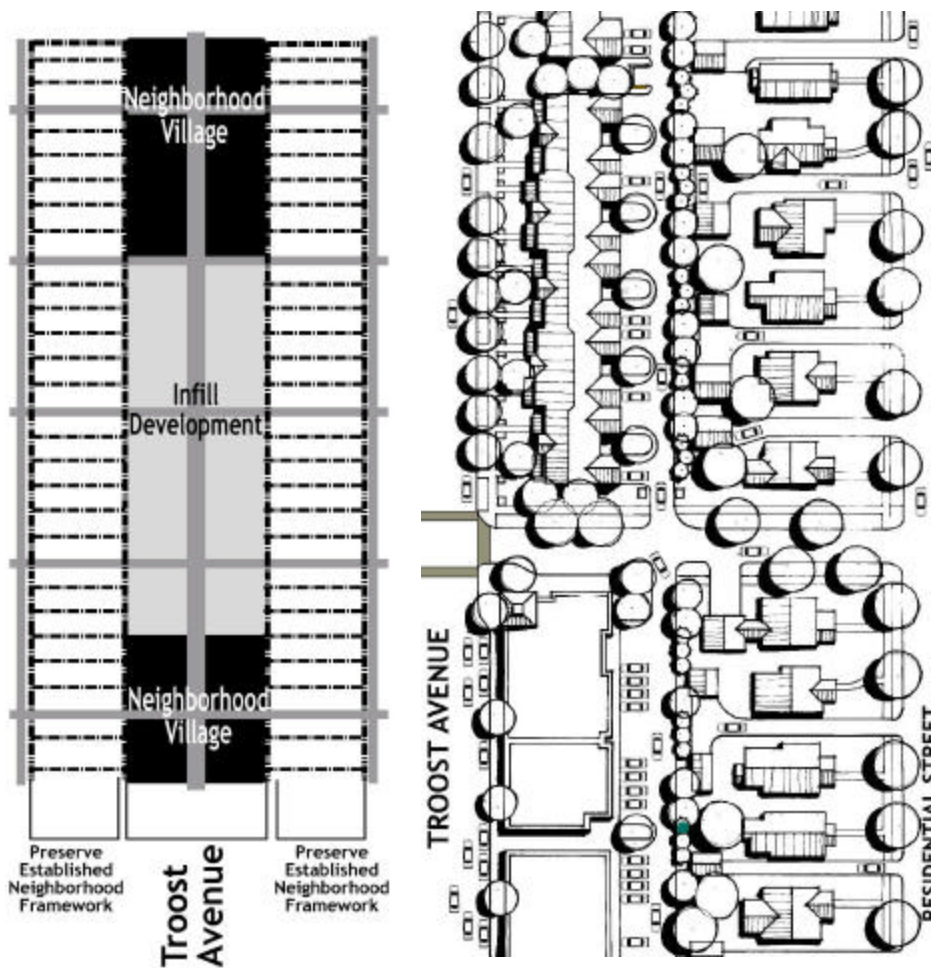
For parking areas to the sides of buildings that are not redeveloped, perceptually reinforce the building line through landscaping strips that incorporate low shrubs and seasonal color. In addition, elements such as low-level seating walls or wrought iron ornamental fencing, may be incorporated.

For parking areas located to the back of buildings, encourage property owners to landscape along the rear property line, creating an additional buffer for neighboring properties.



Continuity of form along the block-face is key to the Troost Avenue Action Plan Concept. This is accomplished through continuous building facades or extending the facade-line through features that define and screen surface parking lots next to buildings.





Development Principle 5: Troost Corridor as Distinctive Place

Promote a distinctive image or 'sense of place' for the Troost Corridor from Brush Creek/Volker Boulevard to 63rd Street.

Utilize a common theme such as 'Scholar's Row' to 'celebrate' the presence of educational institutions along the corridor. This also provides a strong connection to the City's Cultural Corridor (Kansas City Art Institute, Kemper Museum, and Nelson-Atkins Museum). In addition, 'Scholar's Row' also creates strong connections and transition to the Brush Creek Corridor (Country Club Plaza, Theis Mall, Kauffman Foundation, and the Missouri Department of Natural Resources Center).

Incorporate a thematic approach into streetscape amenities through icons and gateways features.

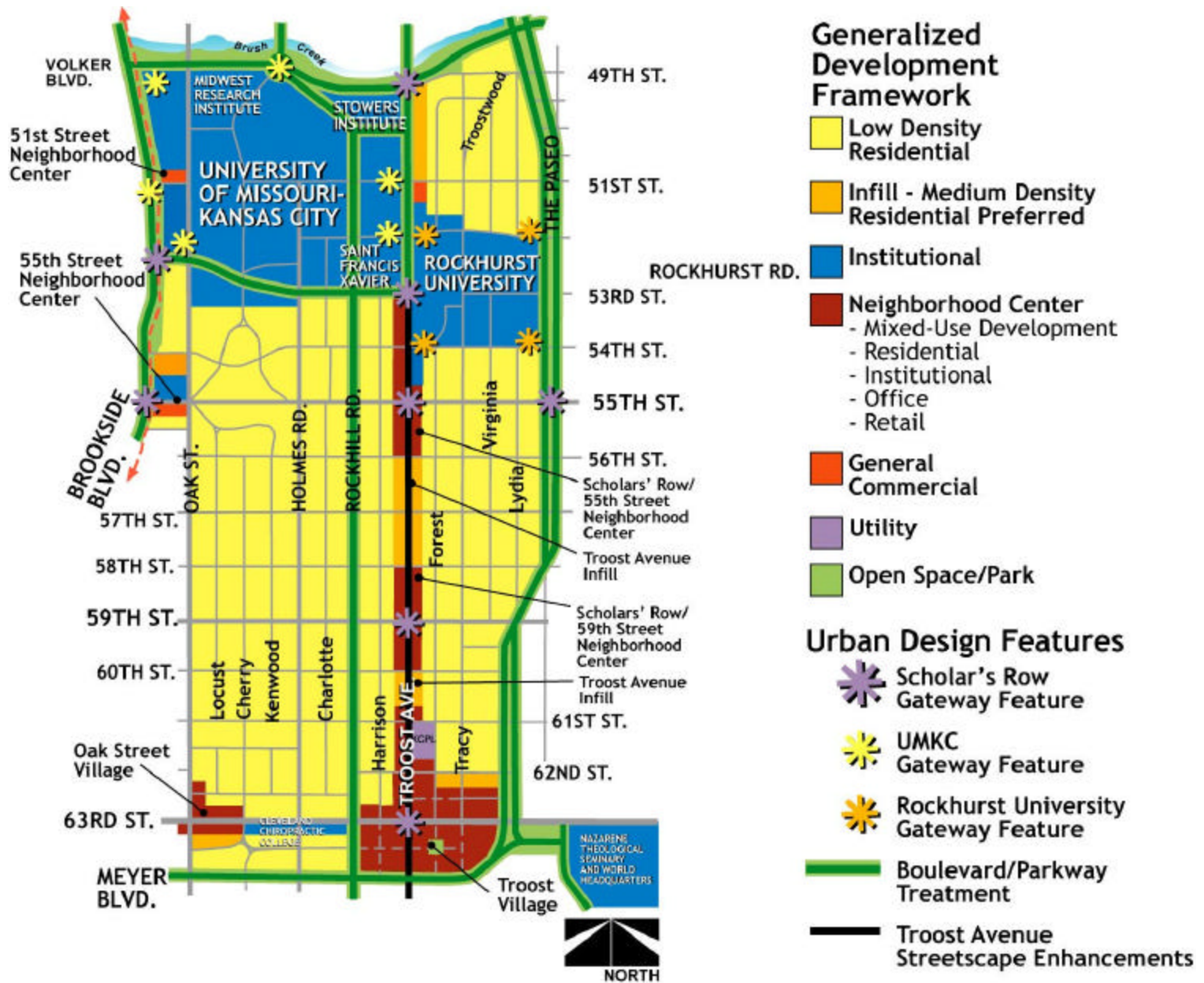
Development Principle 6: Troost Avenue Neighborhood Centers

The Troost Corridor Action Plan promotes development practices that reestablish a neighborhood center, rather than an automobile dominant strip. This includes focusing goods and services at key intersections along Troost Avenue at 55th and 59th Streets. Between the neighborhood centers, the plan promotes a new infusion of residential town houses, creating a diverse, 24-hour, mixed-use corridor.

The plan promotes 'clustering' mixed-use and commercial development at key nodes along the corridor. Infill redevelopment, preferably residential, adds diversity and 'rooftops' that help support commercial and institutional uses. Redevelopment efforts should focus on the half-block facing Troost Avenue, preserving existing single-family neighborhoods.



Troost Corridor Action Plan





The 'Scholars' Row' Neighborhood Village near 55th Street and Troost Avenue is envisioned as mixed-use development supporting campuses and neighborhoods. Retail should be located at the street level with upper level residential lofts, offices, or university support facilities.

Development Principle 7: Seek and Market Development and Businesses that are Conducive to an Neighborhood-Oriented Environment

Actively seek businesses that provide goods and services that support residents, employees, and students. In addition, seek quality destination enterprises that provide goods and services which have a greater attraction and market outside of the Troost Corridor. Development should reflect scale and character of a neighborhood-oriented framework. These can include, but are not exclusive to:

Residential

- + Single Family Infill (east and west of Troost Avenue)
- + Town Houses/Studio Lofts

Office/Institutional

- + Professional Offices and Clinics
- + Institutional/Campus Support Offices

Retail Goods and Services, such as:

- + Accessories/Jewelry Stores
- + Appliance and Technology Sales/Repair
- + Artist and Photographic Studios/Art Galleries
- + Bakery/Candy/Ice Cream Shops
- + Banks and other Financial Institutions
- + Barber or Beauty Shops
- + Bicycle/Sporting Equipment Shops
- + Book/Stationary Stores
- + Clothing/Apparel/Campus Spirit Shops
- + Coffee/Juice Shops
- + Daycare Centers
- + Delicatessen/Restaurants (excluding drive-ins)
- + Dry Cleaners



- + Floral Shops
- + Neighborhood Grocery/Markets
- + Hardware Stores
- + Home Decorating/Furnishing Stores
- + Mailing/Postal/Copying Stores
- + Music/Video Stores
- + Laundromats
- + Neighborhood Service Stations (no new motor or body workshops)
- + Tailor/Shoe Repair
- + Travel Agencies

Urban Design

Recommendations suggest a strong partnership between the City and the Southtown Council. Both entities should work together in the development of a future street-scape program initiative. Key urban design elements for the Troost Avenue include:

Campus Boulevard

The Campus Boulevard is intended to create an enhanced visual connection among the institutional campuses along Troost Avenue and provide some measure of traffic calming for pedestrians.

Recommended improvements include a landscaped median from the new Troost Avenue Bridge (to be constructed), to the 52nd/53rd Street Boulevard connector, as proposed by the University of Missouri-Kansas City (UMKC) Master Plan. Within the boulevard median, street trees, shrubs, seasonal color, and street and accent lighting should be incorporated. On each side of the street, additional landscaping should be coordinated by the City and various institutions to

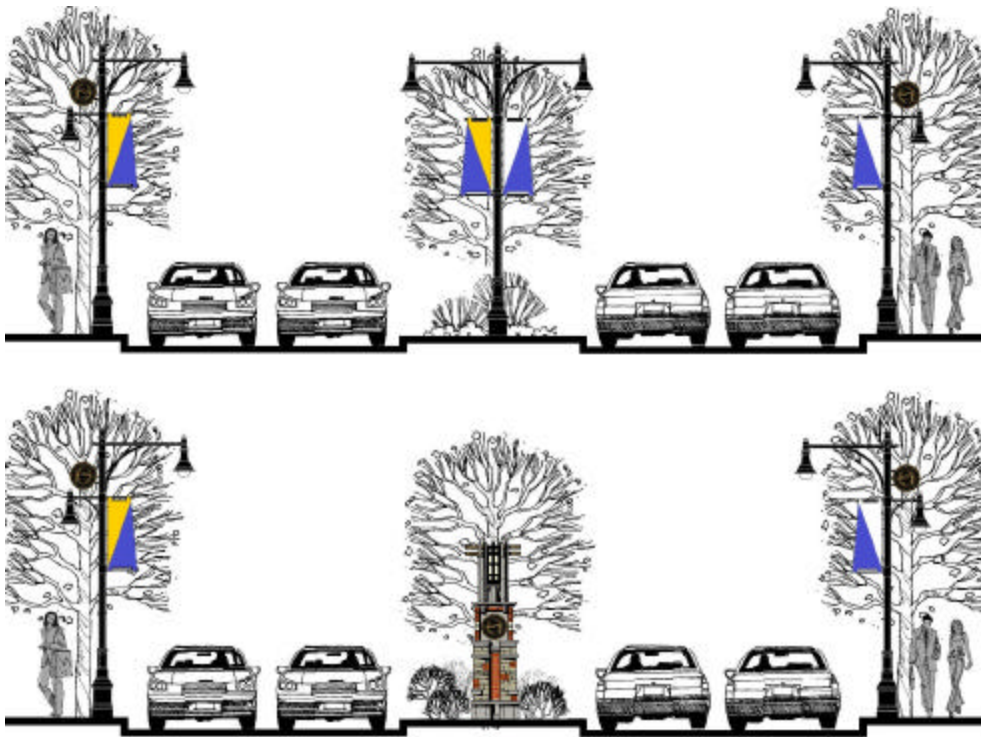


The 'Scholars' Row' Neighborhood Village near 59th Street and Troost Avenue should focus activities that support neighborhoods.



Infill development such as town houses provides additional residential opportunities along Troost Avenue.





A boulevard treatment between Volker and 55th transforms Troost Avenue into a 'campus-like' road and creates a cohesive connection among campuses east and west of Troost.

provide a consistent visual environment that creates an 'seam', rather than an 'edge' along Troost Avenue. In addition, boulevard or parkway improvements should be coordinated and consistent with planning efforts of the Troost Bridge and Troost Avenue Streetscape projects.

Gateways

Gateway features reinforce the sense of 'place' and provide a visual cue that Troost Avenue is a distinct and special place in the City context. The Action Plan envisions a hierarchy of four gateway prototypes to be developed along Troost Avenue.

Institutional Gateways

Institutional gateways refer to features that identify a specific institution or campus. They include UMKC, Rockhurst University, The Stowers Institute, and St. Francis Xavier Catholic Church and School.

Each institution should incorporate their-own specific gateway design element in accordance with their respective campus master plan initiatives.

'Scholar's Row' Gateways

The 'Scholars Row' gateway feature is intended to support and enhance the identity of redevelopment initiatives around the intersections of Troost Avenue at Volker Boulevard, 55th, 59th, and 63rd Streets. 'Scholar's Row' gateway features should be located at:

- + Troost Avenue and Volker Boulevard
- + Proposed 52nd/53rd Street Boulevard Connector and Brookside Boulevard (may incorporate UMKC identification)



- + 55th Street and Brookside Boulevard (may incorporate UMKC identification)
- + 55th Street and Troost Avenue
- + 55th Street and The Paseo (may incorporate Rockhurst University identification)
- + 59th and Troost Avenue

Neighborhood Gateways

Neighborhood gateways reinforce a sense of identity and entrance for neighborhoods along the Troost Avenue corridor. Neighborhood gateways may be incorporated with other amenities, such as additional landscaping, curb extensions for traffic calming, and accent lighting.

Neighborhood gateways should be developed on a project-by-project basis, working with neighborhood organizations to identify locations and gateway design.

Village Gateways

The 63rd Street Corridor Plan, adopted by the City, recommends village gateway markers to be incorporated as part of a comprehensive vision for that corridor. The Troost Corridor Action Plan supports these initiatives. A ‘Scholar’s Row’ gateway element at the intersection of Troost Avenue and 63rd Street should be pursued in conjunction with recommendations of the 63rd Street Corridor Plan.

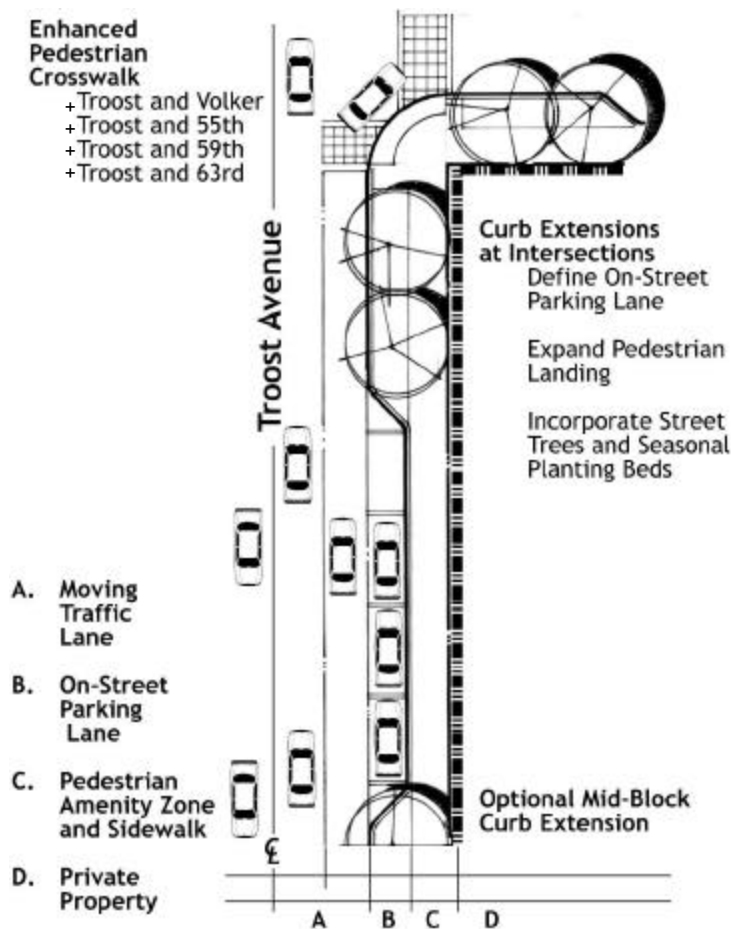


‘Scholar’s Row’ gateway features provide a distinctive element throughout the Troost corridor.



Neighborhood markers located along Troost Avenue enhance identity and define entrances for adjacent residential areas.





Streetscape

Future streetscape improvements should be designed to promote a pedestrian 'friendly' environment. This typically includes three primary features:

1. On-street parking lane
2. Amenity zone
3. Pedestrian walk

On-Street Parking

At the second community workshop, City representatives informed participants that the City would be investigating strategies that included dedicated on-street parking along Troost Avenue. The Troost Corridor Action Plan supports on-street parking for its traffic calming effect and advantages for businesses in a traditional urban design framework.

Amenity Zone

The amenity zone typically includes the area between the on-street parking lane and the public sidewalk in which streetscape elements are incorporated. This includes street and pedestrian illumination, traffic signalization, landscaping, and street signage systems.

Illumination

Street and pedestrian lighting standards should reflect a more traditionally styled pole and light source rather than highly stylized or contemporary standards which tend to become 'dated'.

Street light standards should incorporate a variety of additional elements that include:

- + Street Signage Systems

Streetscape improvements along Troost Avenue are envisioned to promote a more pedestrian-friendly environment. Curb extensions at intersections provide a more generous pedestrian landing zone, better define on-street parking, and allow additional amenities to be incorporated.



- + Traffic safety signage systems
- + 'Scholars Row' icon artwork
- + Pedestrian light fixture
- + Seasonal and special event banners
- + Secured electrical outlets for seasonal street tree lighting and sidewalk events
- + Audible speakers for environmental music
- + Should freestanding pedestrian lighting become part of the streetscape program, pole and fixture standards should complement street lighting standards.

Signalization

A street traffic control standard that matches the selected street and pedestrian illumination standard is desired. Other features that should be considered include:

- + Visual and audible pedestrian crossing signals
- + The incorporation of street and traffic safety signage systems, as to mitigate visual clutter of multiple poles throughout the public environment.

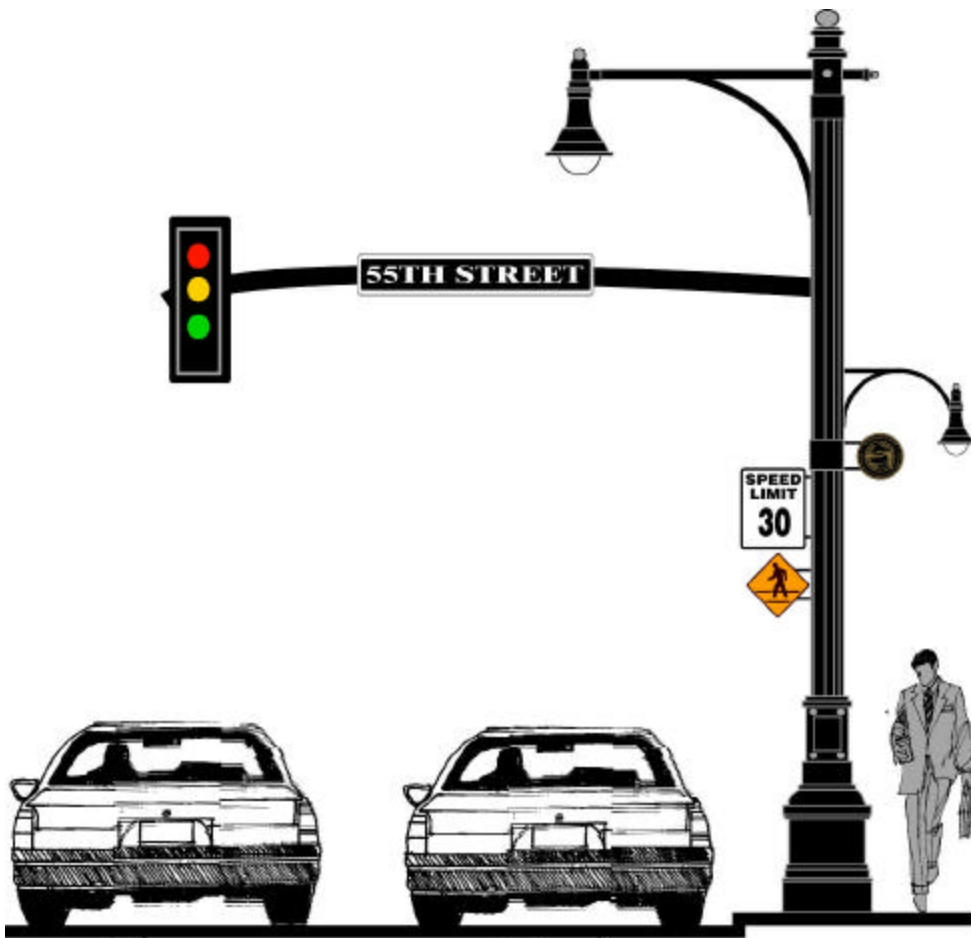
Landscape

Street trees should be selected for their characteristics of survivability in urban climates and should be of a non-fruit-bearing species. Street tree selection must be coordinated with City standards.



In addition to providing illumination, street lighting fixtures can incorporate a variety of elements that further promote Troost Avenue as a distinctive environment.





Traffic control standards should reflect the overall streetscape design.

Mature trees should be installed instead of small-caliper specimens. This allows for instant clear canopies that do not impede views to business signage and display windows. They also allow for additional accent lighting to highlight building facades and sidewalks. In addition, seasonal ornamental or special event lighting can be incorporated.

Seasonal planting beds in tree wells can add a dramatic element of color within the streetscape environment. Seasonal color can be incorporated into street tree planting wells, seasonal planters, and around gateway features. In addition, private businesses can enhance the streetscape environment through window planter boxes and additional seasonal planters at building entrances.

Street Signage

A distinctive street signage system should be incorporated along Troost Avenue from Volker Boulevard to 63rd Street, enhancing the identity of the 'Scholar's Row' concept. Street signage may be a different color than normal City street standards, incorporate the 'Scholar's Row' icon, and be mounted on a distinctive pole standard.

Pedestrian Walk

Sidewalks are the primary means for pedestrians to access businesses and move throughout a corridor. Although a variety of material embellishments can be applied, the Troost Corridor Action Plan recommends sidewalk investments incorporate a simple formed concrete system.

Concrete can be formed into intricate geometric patterns. Simple concrete applications tend to be better maintained over time and present a less costly option to brick pavers, granite, and other materials. Concrete applications may conserve financial resources, which can be utilized in fea-



tures that have greater visual impact, such as gateways, mature street trees, crosswalks, and lighting standards.

In some instances, existing brick pavers may be recycled and incorporated as accent features in front of business entrances, pedestrian crosswalks, or other areas to be highlighted in the streetscape program.

Crosswalks

Crosswalks are essential in defining the pedestrian lane from one side of the street to another and help cue the motorist to be aware of pedestrian activity. During the planning process, a major concern was raised about pedestrian safety and the need to recognize a large student population, large bus ridership, truck traffic, and other concerns that impact pedestrian safety. There are two types of crosswalk prototypes envisioned for the area:

Gateway Crosswalks

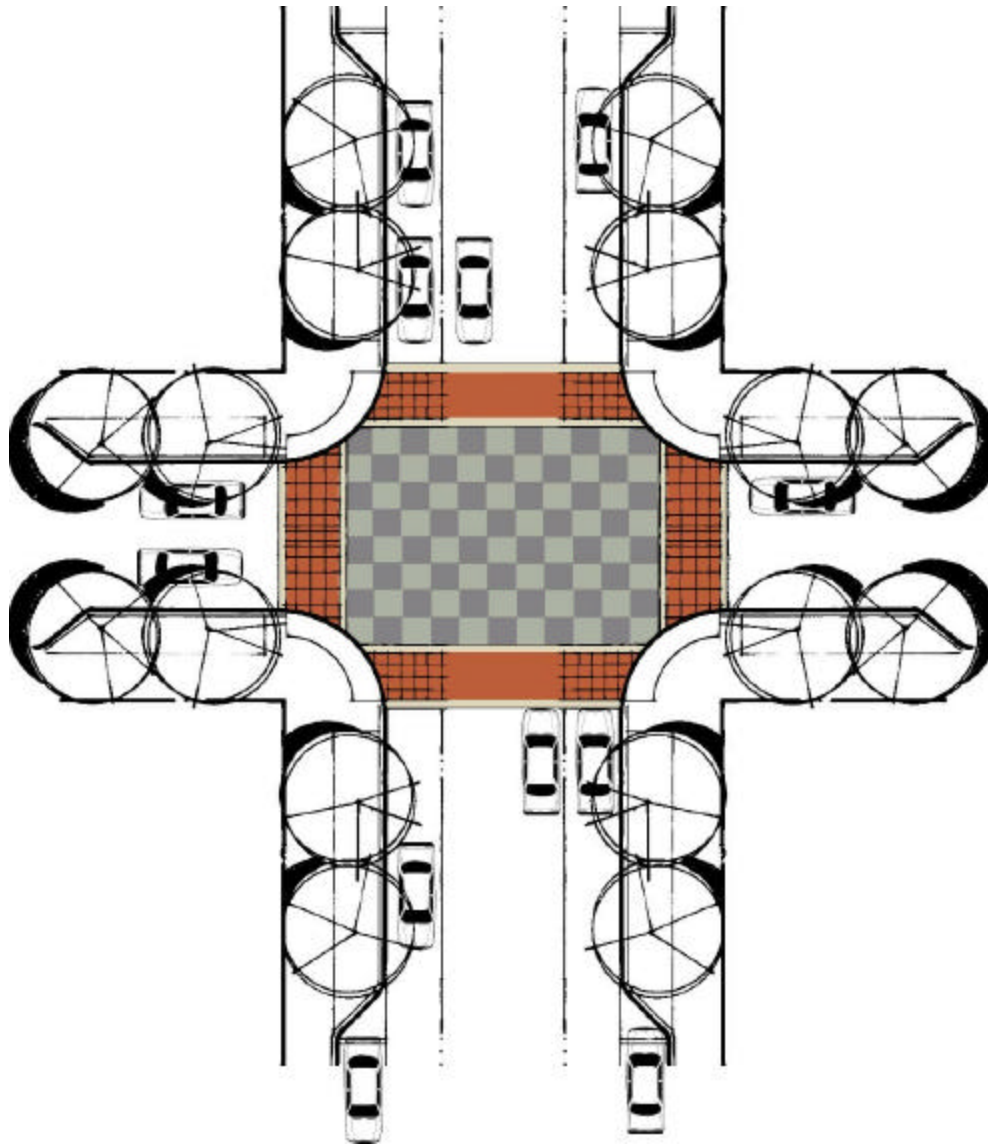
Gateway crosswalks incorporate additional materials that highlight key intersections within the corridor. They are envisioned to define the pedestrian crosswalk lane and provide a more 'plaza-like' image with enhanced materials in the intersection itself. This can be accomplished through materials such as stamped color concrete or asphalt, reinforced concrete pavers, or color concrete formed in a geometric pattern.

In addition, signalization at these gateway crosswalks may include an additional signal cycle, which allows for pedestrians to cross diagonally through the intersection. This model has been successfully implemented in urban areas in cities such as Denver, Colorado. All traffic signalization improvements will need further traffic engineering investigation and support from the Department of Public Works. In



A distinctive signage system helps further define the 'Scholar's Row' concept along Troost Avenue.





addition, better definition of pedestrian access to, along, and through the Troost Corridor supports initiatives identified by the ***Kansas City Walkability Plan***, adopted March 20, 2003.

Gateway crosswalks should be located at:

- + Volker Boulevard and Troost Avenue
- + 51st and Troost Avenue
- + 55th Street and Troost Avenue
- + 59th Street and Troost Avenue
- + 63rd Street and Troost Avenue

General Crosswalks

General crosswalks are intended to simply delineate the pedestrian crosswalk at intersections. Treatments can be intensive such as stamped color concrete or asphalt, reinforced concrete or brick pavers, or concrete formed in a geometric pattern. Minimal treatments may include striping the pedestrian crosswalk. In addition, embellished crosswalks may be considered at mid-block crossings along Troost Avenue between Volker Boulevard and 55th Street to facilitate existing pedestrian traffic between UMKC and Rockhurst University.

Enhanced pedestrian crosswalks at key intersections.



Design Guidelines

Although these design guidelines are not a legal instrument (unless adopted by the City of Kansas City, Missouri), the following design guidelines are intended to provide a framework for the Southtown Council to work with developers, the City, and the public. The design guidelines provide the criteria to support meaningful dialogue, outlining key goals and expectations with regard to the quality and visual characteristics of development along the corridor.

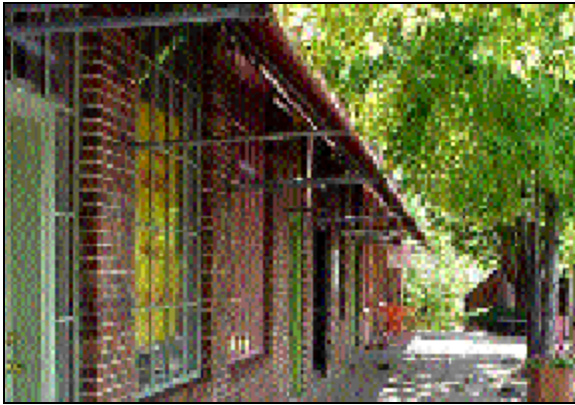
Streetscape and Public Rights-of-Way

Recommendations are outlined in the **Urban Design Section** of this plan.

Development and Architectural Character

Architectural character refers to the visual image and quality that distinguishes a building. Buildings should reflect a traditional urban pattern and pedestrian scale, furthering the vision that was established in the Troost Corridor Action Plan. Many of these design guidelines also reflect adopted recommendations of the 63rd Street Corridor Plan.





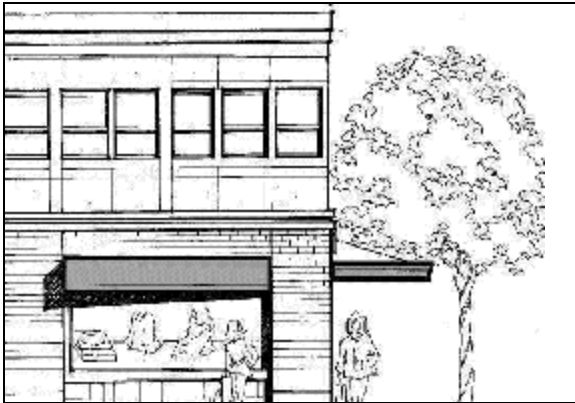
Awnings and Canopies

Awnings and canopies are encouraged on the ground level of commercial building facades, especially on the primary facade (facing the street) to provide weather protection for the pedestrian.

Awnings should be made of an opaque fabric, such as canvas. Canopies should be made of materials, such as metal, that are integrated as part of the overall building design. Plastic, aluminum, and wood awnings or canopies are discouraged.

A consistent theme, color, or pattern should be incorporated throughout a building facade or related series of facades. Awnings and canopies should not be mounted at a height that obstructs or endangers the pedestrian.

Business identity and address identification may also be incorporated in awnings and canopies.



Building Materials

The preferred materials for buildings in the corridor are brick, stone, and in some cases, stucco. Brick and stone should not be painted.

Brick or stone should comprise the majority building material for external facades. For residential buildings, lap siding or wood shingles are appropriate for portions of the structure, typically upper levels. Other building materials may be utilized for accent features.



Color

An appropriate color palette for buildings should include warm earth tones. Trim or other specialty features should complement the material on the building facade. Brighter or more dramatic color applications can be provided in elements such as awnings, signage, or specialty architectural details on the building.



Fenestration

The street level of commercial structures should have a predominantly transparent quality. Transparency suggests a relationship between the outdoor and indoor environment. For upper levels, punched openings are encouraged, whereas bands of continuous windows are discouraged. Windows at the street level should have clear glazing. Reflective glass is discouraged in any portion of the building.

Modulation

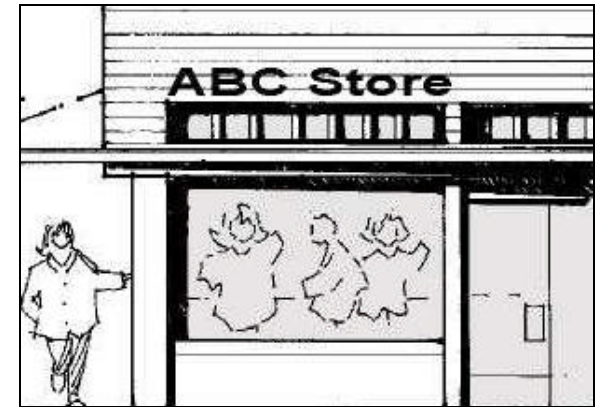
Buildings should not have long, blank, expansive facades. In addition to window and door openings, building facades should express variations in form through materials or slight variations in setbacks along the facade. This may also be enhanced through architectural details and features, building heights, and color. This should apply to all sides of buildings.

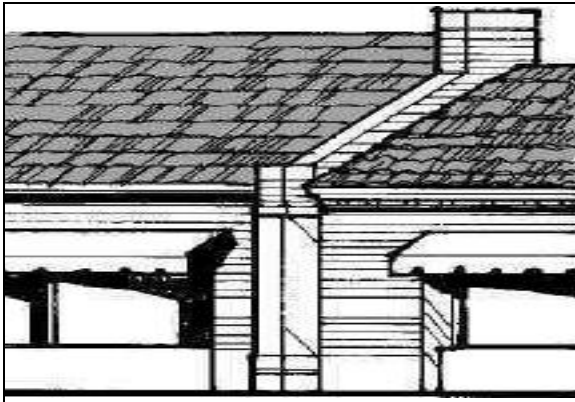
More significant variations in setbacks for individual facades or adjoining buildings should be undertaken to benefit particular functions such as an outdoor cafe, emphasis on primary entrances, or to allow more daylight along the block face. For residential development, this typically would include front porches or entrance courtyards.

Proportion

Significant departures in height and mass can be visually disruptive. Building proportions should strive for compatibility in form. Building proportions within the corridor should strive for a distinct rhythm, such as taller structures anchoring an intersection, while lower level structures should be located towards the back of a property, providing a transition to adjacent neighborhoods.

Windows, doors, awnings, canopies, cornices, and other architectural features should have proportions that are complementary to the overall building massing.





Roofs

Flat and pitched roofs are allowed. A screening treatment such as a parapet should be integrated as part a building with flat roofs to screen mechanical and technology equipment.

Pitched roofs should complement the overall style and scale of the building. Materials for pitched roofs should not have a reflective finish and should incorporate a color that is complementary to the character of the building and area. Commercial buildings with pitched roofs should use commercial grade materials such as tile, slate, composition shingle, or metal roofing systems.



Signage

Facade Mounted

The primary facade (facing the street) should incorporate only one sign identifying the tenant or building, which can be facade-mounted. The total area of signage on facades should not exceed 10 percent of the total of the facade area. Business identification signage incorporated into awnings and canopies are included in the 10 percent requirements. In addition, the building or property address should be incorporated and be easily identifiable and readable at the primary entrance to the building or business.



Pedestrian-Oriented

Pedestrian-oriented signage (also referred to as blade signage) typically is a sign that is affixed perpendicular to the building or suspended from a canopy. It is easily read-able for the pedestrian on the sidewalk. Both one facade mounted and one pedestrian-oriented sign may occur on a single facade. Pedestrian-oriented signage typically should not exceed a total of 25 square feet. It must have the necessary structural support system and be mounted at a height so as not to obstruct or endanger the pedestrian.

Blade signage systems often allow the opportunity to create distinctive identity through greater more artistic quality. Creativity is encouraged for individual blade signs.



Monument

Monument signage is typically a freestanding sign structure located at the entrance to a property. These types of signs should be limited throughout the Troost Avenue corridor.

Monument signs for commercial identification should only be applied when there are developments with multiple commercial tenants. Only one monument sign should be used along Troost Avenue incorporated to identify all tenants.

Monument signs are allowed for institutional campuses to enhance identity and presence along the corridor. These should be located at primary entrances to campuses and designed as part of a campus gateway feature.

Materials for the monument sign base should be predominantly stone or brick. In addition, landscaping at the base of the monument sign, such as ground cover, low shrubs, and annual plantings should be incorporated.

A monument sign should not obscure sight lines to vehicular access points. Low-level monument signage is the preferred freestanding signage system. Pole-mounted signage systems should not be allowed in the corridor.

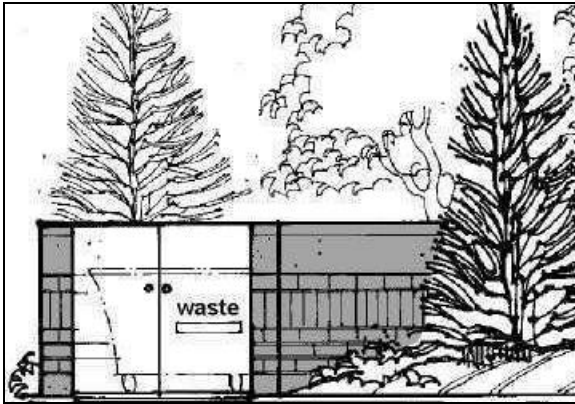
Promotional

For certain uses, such as restaurants, a single permanently affixed exterior menu board is appropriate. Permanently affixed menu boards should not exceed 9 square feet and must be integrated with the building's architectural theme, near the entrance. In addition, temporary menu boards for outdoor courtyards or a sidewalk cafe are allowable. Temporary menu boards must not obstruct pedestrian movement on public walks. They must also be removed during non-business hours. Billboards and other off-site advertising should not be allowed within the corridor.

Directional/Wayfinding

With certain developments and institutions, additional freestanding signage may be required, such as directions to buildings, service areas or drive-through windows. These



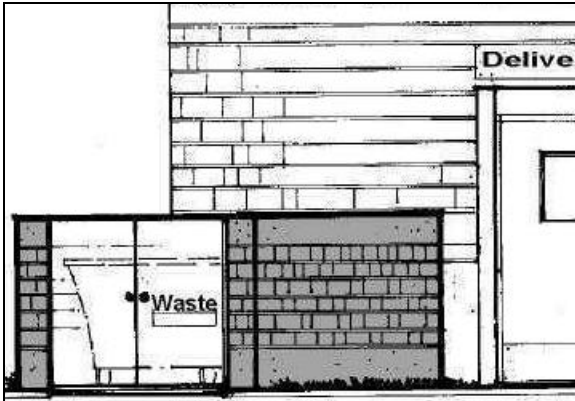


signage systems should be compatible with the signage systems of the building and site and they should not obstruct pedestrian movement or sight lines.

Screening

Waste/Recycling Receptacles

Trash dumpster and recycling receptacles should be screened on all sides, with an operable gate or door for access. The preferred enclosure treatment is a masonry wall enclosure, compatible with the building facade materials. Landscaping surrounding the wall or fence may also be provided for additional screening.

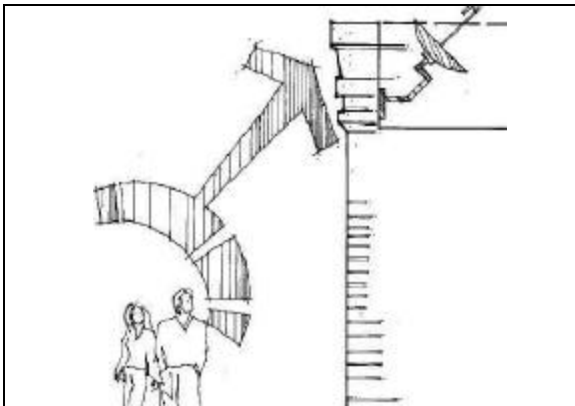


Ground Mounted Equipment

Ground mounted equipment, such as meters and utility boxes should have a screening treatment, thus minimizing their visual impact. This can be achieved through similar applications in landscape and design, as outlined in the previous waste receptacle section.

Specialty Equipment

Specialty equipment such as antennas, satellite dishes, and environmental equipment (air conditioners, heating, ventilation), should be screened from public view or placed deep enough on the roof so as not to be seen from the street. The desired screening treatment should be an integral part of the overall building design. Air conditioning window units, vents, conduits, cabling, and pipes should not be incorporated into the primary facade. Exterior fire escapes and exterior stairs should be limited to side or rear facades.



Residential Buffering

When commercial or multifamily development is adjacent to single family residential properties, a landscape buffer is required. Treatments include a masonry wall or privacy fencing, or tree plantings with a species type and density to provide an effective buffer or screening zone. Screening treatments such as chain-link, wire, or barbed-wire fencing should not be allowed.



Parking Lot Buffering

Parking lots often present large expanses of open, hard space that create voids in the area's visual framework. Business and property owners must integrate landscaping within parking lots as a key component of the design concept. If surface parking lots are adjacent to a public street or residential property, additional screening, such as generous landscape plantings, ornamental wrought iron fencing with masonry columns, or combinations thereof, are recommended. Screening treatments, such as chain-link fencing and barbed or razor wire, should not be allowed.

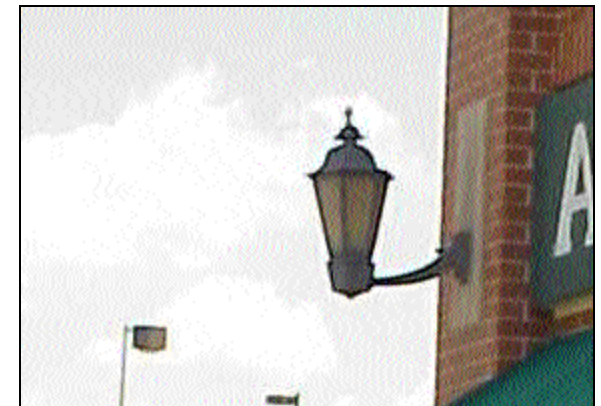
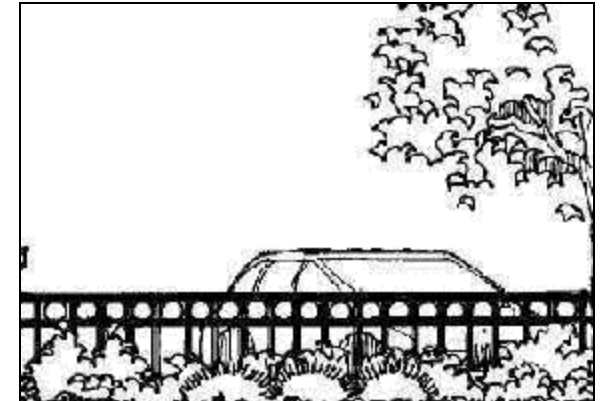
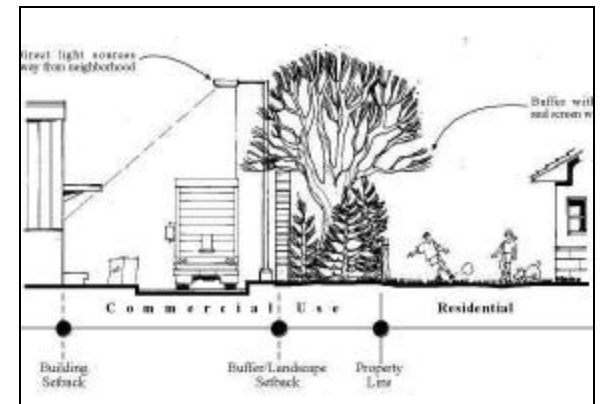
Illumination

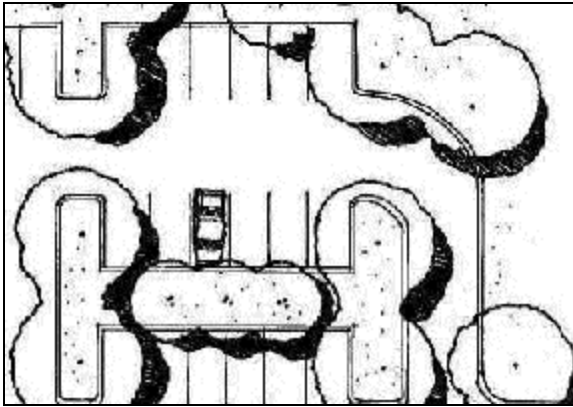
Facade Lighting

Building-mounted lighting on facades is encouraged, providing additional illumination within the environment. Building-mounted lighting should 'wash' the facade with light, highlight key architectural qualities, and/or enhance the visibility of signage. Building-mounted lighting should be located or shielded, so as not to provide obtrusive glare to the pedestrian or the motorist.

Parking Lot Lighting

Parking lot design is important because of the close interaction between the pedestrian and the automobile. Security and visibility are the typical priorities of parking lot illumination. Individual businesses and property owners are encouraged to implement consistent standards throughout an individual parcel or development. Lighting should be of an appropriate scale to meet illumination requirements, but not be obtrusive to streetscape illumination. In situations where parking lots are adjacent to residential properties, lighting fixtures should be designed so as not to be obtrusive or cast glare into adjacent neighborhoods. It is encouraged that property owners work together with the City and adopt a common lighting standard to bring additional consistency to the area.



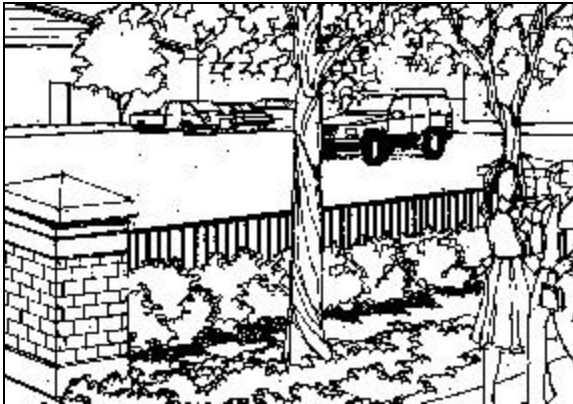


Landscape

On-Site Parking Areas

For developments that incorporate on-site parking lots, landscape islands should be provided to further break up larger areas of asphalt or concrete. Landscape islands should be located at the ends of parking stalls that define on-site circulation. Additional landscape islands are also encouraged at regular intervals, such as every 100 feet, to further 'soften' large parking areas.

Landscape islands should be generous enough to ensure the survivability of landscape materials. A minimum of 10 feet in width is recommended.



All landscaping elements should include automatic irrigation systems and regularly scheduled maintenance.

Building Facades

In some instances, adding seasonal plantings in window boxes or hanging planters can add charm, texture, and color to a building. All treatments should be constructed of durable materials and not present an obstruction to the pedestrian. In addition, landscape materials must be regularly maintained through watering, weeding, and pruning.



Implementation

The success of the Troost Corridor Action Plan will be highly dependent upon the on-going communication, coordination, and cooperation among the Southtown Council, the City of Kansas City, Missouri, institutions, business and property owners, neighborhoods, financial institutions, and the development community.

Organizational

The Southtown Council has established a working relationship with the broader Southtown community for over twenty years.

It should continue as the primary organizational, coordination, and communication source for the promotion of recommendations of this plan.

Implementation Tools

The City and many quasi-jurisdictional agencies, such as the Economic Development Corporation of Kansas City, Missouri, administer a variety of incentives for redevelopment and enhancements. The Southtown Council should actively work with various groups to coordinate in 'packaging' incentives and establishing policies that further recommendations of the plan. The following represents a preliminary checklist of policies and tools that may be appropriate for the corridor, based upon further discussion of all parties.

Special Review District (SRD)

A special review district is a zoning overlay district that defines desirable characteristics of property and creates design guidelines for a designated area. Within a SRD, all changes to the physical appearance of property must conform to the adopted design review standards. A special review district designation is a zoning category that does not change the use of property, but addresses the physical and visual qualities of initiatives within the area.

The SRD may provide a tool to accomplish many of the goals and objectives of the plan by establishing qualitative expectations for development. In this way, initiatives along Troost Avenue can contribute to a more neighborhood and pedestrian-friendly environment. A Special Review District will provide a more formal review process in which developers, property owners, and the Southtown Council may exchange information, review projects, and reaffirm expectations for redevelopment initiatives within the corridor. It also may prove beneficial to developers, as support from the broad community and the Southtown Council may make approvals through the city process less cumbersome or adversarial.

Should a Special Review District be desired, the following should be pursued:

- + Work with the City of Kansas City Planning and Development Department to prepare and seek approval for an SRD designation by the City.
- + Create a Special Review District Committee within the Southtown Council. This committee would be an advisory body to the Planning Commission.



- + The City of Kansas City, Missouri should adopt, in concept, the Troost Corridor Action Plan as part of their comprehensive (***FOCUS Kansas City***) plan implementation.
- + The Southtown Council and the City should work together to draft provisions of the SRD overlay. This typically includes design and development criteria and by-laws, which outline the submittal, review, and approval process. Elements to consider when developing criteria of the SRD include:
 - + Purpose of statement identifying the SRD intent, conditions, and use.
 - + Description of uses allowed within the SRD, both as conditional uses and as-of-right.
 - + Site development regulations, which typically includes bulk, setbacks, and floor area ratio.
 - + Design and development guidelines which include:
 1. Site layout, building design, materials, and other desired features
 2. Parking requirements
 3. Landscaping requirements
 4. Signage regulations

In many instances, City planning policies have in place much of the general criteria that supports the goals of this plan, as is the case with ***FOCUS Kansas City***.

Community Improvement Districts (CID), Neighborhood Improvement Districts (NID), and Special Assessment Districts (SAD)

These tools can be developed to help fund improvements and maintenance of investments within the district. Some projects that could be funded through these programs include beautification, public services (such as additional street cleaning), management and promotions, public parking, and special events. These tools are dependent upon the willingness of property owners to self-assess themselves for up-grades to the area. The Southtown Council should work with property owners to determine the viability of these programs.

Tax Increment Financing (TIF)

Tax Increment Financing (TIF) is a method of financing intended for redevelopment of an area, where it has been determined that redevelopment could not occur without this incentive. Through TIF, taxes are frozen in several categories, and a portion of the incremental tax increase can be captured to support broader public objectives associated with a development. TIF projects are often more appropriate for larger-scale initiatives, rather than on a property-by-property basis.

Projects utilizing TIF must have plans approved by the TIF Commission and the City Council. Qualifications for a TIF area include:

- + A finding of blight within the project area; or



- + Within a Conservation Area within the city which has 50% or more of the structures are 35 years or more in age or;
- + An Economic Development Area which does not meet the requirements for blight of Conservation Area, but is determined by the City Council that the redevelopment project is in the best interest of the public.

TIF revenues may be utilized to meet debt service obligations if bonds are sold to finance the project and TIF revenues may be used to annually reimburse eligible costs of the development such as infrastructure improvements. In addition, approved TIF projects may confer the power of eminent domain for site assembly.

Establishing a TIF district typically involves a significant up-front investment. If pursued, it is recommended that the Southtown Council work with a developer, who is committed to a tangible project before making the initial investment. Other alternatives would be to consider working with the master developer of the Southtown TIF District to expand the TIF area to include the Troost corridor.

Chapter 353 Tax Abatement (Chapter 353)

Chapter 353 provides incentives to stimulate private-sector investment and redevelopment of areas deemed blighted. Redevelopment may involve clearance, planning, rehabilitation of blighted areas for such developments along the Troost Corridor as commercial and residential projects. For Chapter 353 eligibility, a finding of blight must be deter-

mined for the project area, the preparation of a redevelopment plan, legal descriptions of the area and phasing of the project, properties that are to be acquired, buildings to be rehabilitated or demolished for new construction, a plan for relocation of displaced individuals and businesses, project financing, and plans for use of eminent domain.

The benefits of 353 include tax abatement, granted for 100% of the real property value over a ten year period. Chapter 353 also allows for 50% abatement on property taxes for the following 15 years. Eminent domain is also a tool of 353 projects, granting the city's powers which enables a developer to condemn properties that could not be acquired through negotiations.

Planned Industrial Expansion Authority (PIEA)

PIEA was established to encourage commercial and industrial development in specifically designated redevelopment areas. Redevelopment proposals are submitted to the Authority and reviewed and approved on the projects merit of investment within the area, job creation and retention, capability with designated land uses, and the overall benefit to the public.

Some of the benefits of PIEA include utilization of PIEA Taxable Lease Revenue Bond financing, eminent domain for property acquisition, and property tax abatement on improvements, similar to Chapter 353.

Design and Technical Assistance

A property or business owner may not have the skills, time, nor expertise to deal with extensive enhancements, but still desires improvement. The Southtown Council, through BID or philanthropic funding, could create a cadre of professionals to assist with orga-



nizational, financing, or design consultation. This typically can include:

- + Contractors
- + Architects and Landscape Architects
- + Engineers
- + Artists
- + Business Development Specialists
- + Financial Specialists

In addition, the Southtown Council could sponsor seminars which business and property owners could attend for such topics as:

- + Retail window displays
- + Retailing principles and product display
- + Restaurant operations
- + Creative facades and signage systems
- + Marketing and promotion
- + Maintenance
- + Security

Revolving Loan Fund

A revolving loan fund can be utilized to provide assistance for revitalization of properties. Funds could be 'earmarked' for improvements, such as facade enhancements, improved signage systems, structural systems remedies, and other property improvements that are recommended by the plan.

Initial funding of a program can come from a variety of sources, such as grants from banks that have a vested interest in seeing improvements along the corridor, philanthropic foundations, institutions, corporations, or a combination of resources. Often, revolving

loan funds are provided below market interest rates, as long as they are applied within the corridor. Depending upon the source and the administrator of the revolving loan fund, the interest can be retained or added to supplement the fund balance.

The Southtown Council should open dialogues with area lenders, institutions, and philanthropic foundations to assess possible partners in the creation of a revolving loan program. In addition, the Southtown Council should work with the City to investigate eligibility for federal, state, and local funding programs.

Implementation Matrix

The test of any plan is in the actions that occur as a result of that plan. The following table represents a compilation of recommended actions that should take place to implement the Troost Corridor Action Plan. It is presented in the form of a matrix, with actions listed along with suggested time frames, project types, primary participants, and potential funding sources. It is designed to act as a guide for the Southtown Council and other organizations to track actions associated with the implementation of this plan's key recommendations.

Time frames are indicated as short-range, medium-range, and long-range. Short-range actions can also be regarded as "quick victories," actions that can be accomplished within a one-year time frame. Medium-range actions can generally be accomplished within a 2 to 5 year time frame. Long-range actions typically can be accomplished in greater than five years. If all three time frames are indicated in the matrix, it is considered as an ongoing effort that should be initiated in the short-range.



Project types are listed as private sector, public sector, and joint (public and private sectors). Private sector can be interpreted as either private developers or property owners. It can also indicate the work of not-for-profit entities like the Southtown Council. Public sector generally refers to government or public institutions, generally the City government. Joint refers to "public-private" partnership.

The primary participants column refers to the "players" in the process. They are indicated by name or specific organization, as well as their primary role in the implementation process. The role of the Southtown Council is specifically indicated for each strategy.

Potential funding is suggested as specifically as possible at this time. It is not, however, a conclusive list of funding mechanisms. As the implementation process evolves, additional funding sources may be identified.



Troost Corridor Action Plan

Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Design/Development								
Gateway Markers Develop community and neighborhood gateway markers.		X	X			X	Southtown Neighborhood Council as promoter, City and area institution sponsorship.	PIAC, Philanthropic, Institutional, NID, SAD, CID.
Streetscape and Lighting Provide streetscape and decorative lighting.		X	X	X	X		Southtown Council as promoter, CIP, and private developers as ancillary to new projects.	PIAC, CIP
Median Treatment Develop median treatment along Troost Avenue between Volker Boulevard and 52nd/53rd Street.			X		X		Southtown Council as promoter, Public Works as developer, and institutional cooperation.	PIAC, NID, SAD, CID and/or CIP
Troost Logo/Branding Determine Troost icon (i.e. "Scholar's Row" or other consensus branding) and commission design.	X				X		Southtown Council as promoter and area higher educational institutions.	Philanthropic



Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Design/Development								
Design and Technical Assistance Professional assistance to property or business owners.	X	X	X	X			Southtown Council as promoter, individual property owners and/or merchants as participants.	BID, Philanthropic, Revolving Loan Fund
Mixed-Use Development Develop mixed-use structures at key intersections.		X	X	X	X		Private developers, City control through guidelines, Southtown Council through marketing.	Private development funds, TIF
Organization and Communication								
Private Property Enhancements Organize property owners to enhance, clean-up, and landscape property.	X	X	X	X			Southtown Council and neighborhood organizations as promoters, private property owners.	Private property owners, Revolving Loan Fund



Troost Corridor Action Plan

Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Organization and Communication								
Infill Development Promotion Work with the EDC, CDCs, and private developers to promote infill development, including RFPs for developers.		X	X			X	Southtown Council as promoter, EDC for assistance with issuance of RFPs	Private development, TIF
Neighborhood Enhancements Pursue neighborhood enhancements consistent with FOCUS Kansas City Neighborhood Assessments.	X	X	X		X		Neighborhood organizations, Southtown Neighborhood Council as organizer and advocate, City as sponsor	PIAC and/or CIP, CID, NID, SID
Institutional Cooperation Convene a workshop with area institutions to coordinate development activities and discuss the branding concept.	X				X		Southtown Council as facilitator, area institutions as participants	Institutional support for workshop expenses



Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Organization and Communication								
Institutional Gateways Promote utilization of 'Scholar's Row' icon for institutional gateways.		X		X	X		Southtown Council as promoter, public and private institutions for implementation	Institutional funding
City Cooperation Conduct regularly scheduled meetings with City Staff and elected representatives to plan and coordinate Troost Corridor projects and policies.	X	X	X		X		Southtown Council to facilitate meetings, City participation.	No funding required
63rd Street Cooperation Join efforts of 63rd Street Oversight Committee established in the 63rd Street Corridor Land Use and Development Plan.	X	X	X	X			Southtown Council	No funding required



Troost Corridor Action Plan

Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Organization and Communication								
Private Development Promotion Proactively seek qualified private developers to pursue redevelopment as promoted by this plan.	X	X	X	X			Southtown Council initiates communication and assists developers throughout the City approval process	Private development, TIF, Revolving Loan Fund
Public Policy								
Troost Corridor Action Plan Pursue adoption or recognition of the Troost Corridor Action Plan by the City	X				X		Southtown Council as advocate, City for implementation	No funding required
Code Enforcement Pursue code enforcement for non-complying properties.	X	X	X		X		Southtown Council and neighborhood organizations as advocates, property owners for implementation	Private property owners for improvements



Action or Projects	Time Frame			Project Type			Primary Participants	Potential Funding
	Short Range	Medium Range	Long Range	Private	Public	Joint		
Organization and Communication								
Rezoning Pursue rezoning of portions of Troost in accordance with this plan.		X			X		Southtown Council as advocate, City for implementation	No funding required
Design Guidelines Create and adopt design guidelines and a Special Review District or Overlay Zoning Ordinance		X			X		Southtown Council as advocate, City for implementation	Private sector or philanthropic funding for detailed guidelines development



