



MASTER PLAN

NORTH KANSAS CITY



Advisory Committee

Project Update

July 20, 2015

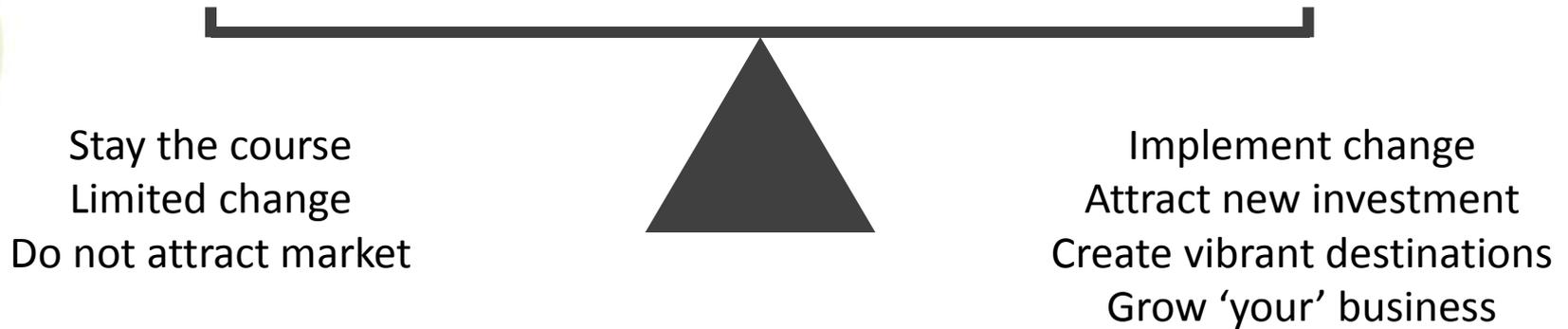
Agenda

- » Vision
- » Market
- » Plan
- » Implement
 - Regulations
 - Economics
 - Organization



Critical time for NKC

Be bold to capture this unique window of market and economic opportunity.



Vision

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

» **Grow Business Opportunities**

- Attract new, innovative businesses by leveraging access to I-35, proximity to KC, and NKC's quality of life.
- Increase densities and include a vibrant mix of residential, office, retail and civic uses.

» **Expand Population**

- Implement multiple strategies aimed to double daytime and nighttime population.
- Reuse or redevelop underutilized buildings and parcels that support a diversity of housing choices.

» **Create Memorable Places**

- Develop compact, walkable districts centered around active places.
- Ensure high quality development.



Vision Themes (continued)

» Build a Multimodal Network

- Connect parks and open spaces to regional parks and destinations through an active transportation system.
- Implement parking management strategies.
- Improve streetscape character to promote active development uses and pedestrian activity.

» Enhance Community Character

- Enhance the character of gateways into the city.
- Implement high quality design standards and guidelines for new development.



Questions?

- » Do you believe this is a critical time in NKC's community development evolution?
- » Is the vision accurate? What would you edit to make it better?
- » Are the (5) five vision themes appropriate? Are there more?
 - Grow Business Opportunities
 - Expand Population
 - Create Memorable Places
 - Build a Multimodal Network
 - Enhance Community Character



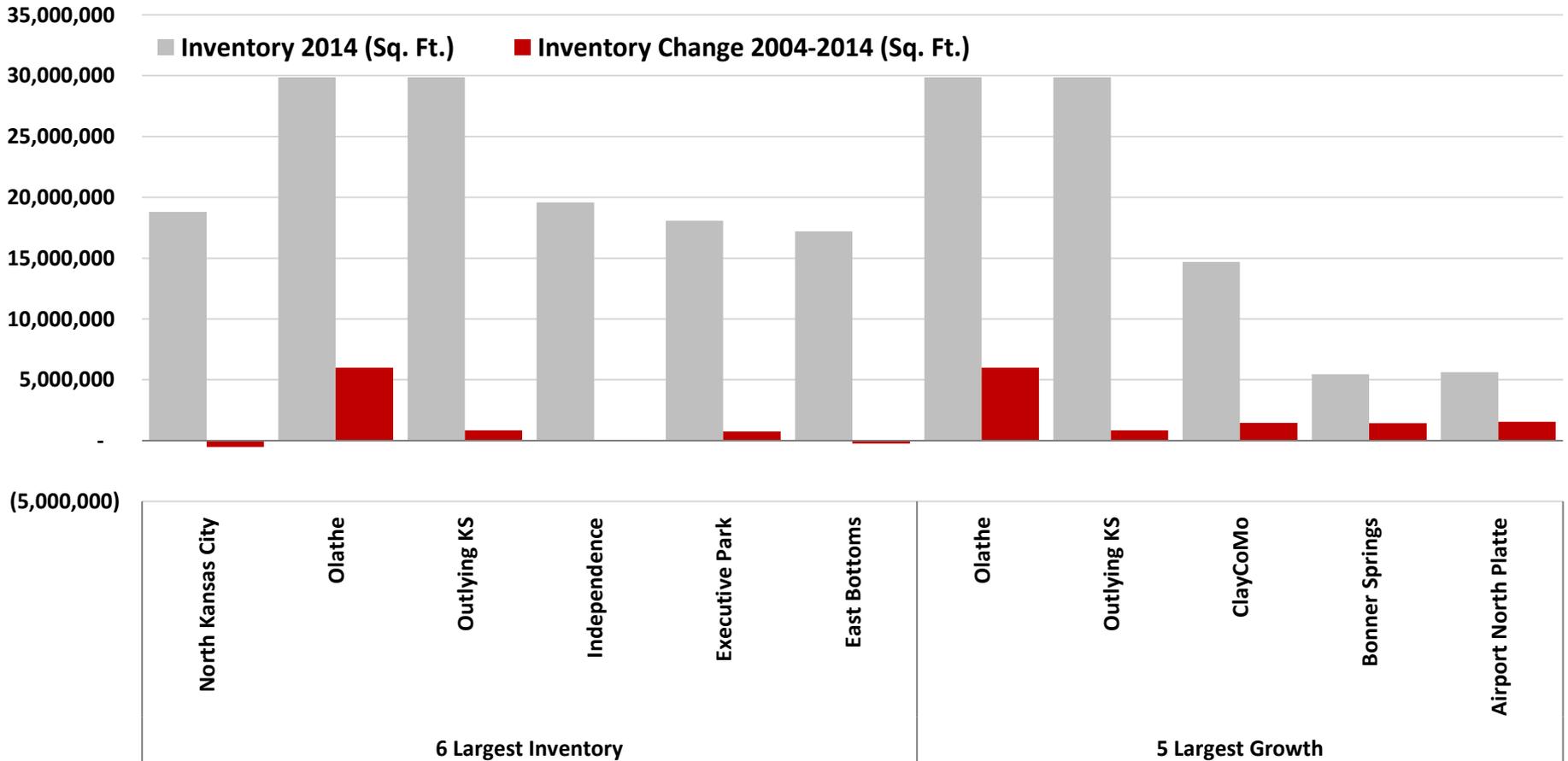
Market Context & Influences

Economic Evolution – existing

- » Successful industrial hub
- » Center of Kansas City Region
- » 4-direction highway and rail access
- » 6.0% industrial vacancy rate
- » Approximately 21,000 jobs vs. 4,300 population
- » 6th largest submarket: 19 million SF
- » Buildings are becoming obsolete compared to suburban/exurban large distribution centers



Industrial Market



Economic Evolution – trends

- » NKC is transitioning like other urban edge industrial areas
 - Residential (loft-style housing)
 - Entertainment, and artist destinations
 - Office and retail/commercial also common
- » Attraction
 - Central location, good access
 - Lower real estate costs than Downtown
 - Authentic “urban grit”
 - Gen-Y and Millennial’s demand for urban/mixed use housing



Risk of Decline

- » Industrial areas may decline
 - Market is still strong in NKC but a lot of space is obsolete, some in poor condition
 - More lower value and nuisance uses could come in
- » Proactive strategy needed to build on assets and market-driven change that is occurring.



Market Findings & Strategy

- » Northgate Village proved the market
- » Evolve with the market to stay vibrant
- » **Business mix starting to diversify**
 - Erie and Swift Corridors
 - Breweries, Distillery
 - Professional, Creative, and Tech offices
- » **Build on these trends**
 - Grow population
 - More population will support more retail
 - Grow businesses and revenue diversity
 - Create unique business and residential districts



Residential Findings & Strategy

» Residential

- Market is for young renters and some first time buyers, empty nesters, and seniors
- Not strong for families – want more space, many competitive options in the suburbs
- Target ‘edgier’ modern urban housing
- Catalytic apartment development(s) of 200+ units close to Armour; consider incentives to push density
- Smaller infill/redevelopment sites for townhomes
- More housing needed to drive retail



Market Findings & Strategy

» Retail/Commercial

- More population needed to expand retail
- Daytime employee spending has a minimal impact
- 7,500 households (~15,000 people) needed to support a grocery store - may not be realistic
- Smaller local specialty grocer may be possible as housing grows
- Pursue local KC region-based businesses and home grown businesses
- Build on eclectic mix: destination food/brewery cluster, artisanal goods manufacturing and showrooms, artists



Market Findings & Strategy

» Office and Employment

- Support additional conversion of industrial to office/professional space
- Diversifies business mix and attracts residents
- Placemaking investments to support key corridors

» Industrial

- Stabilize productive industrial areas like PID
- Encourage transition/conversion in obsolete areas



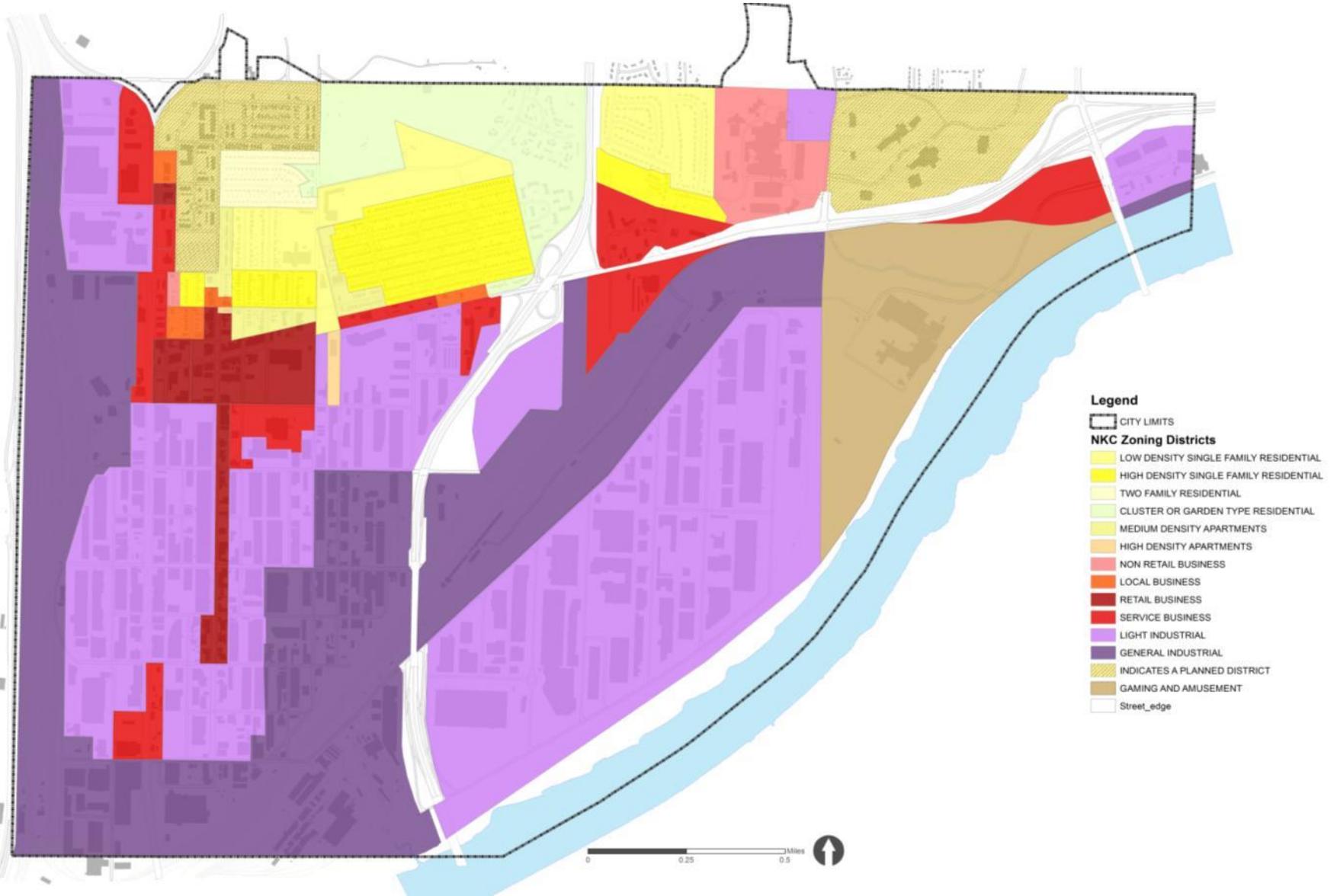
Questions?

- » Does the Market summary fit with your understanding of the NKC market?
- » Are there other market trends that NKC could capture?
- » Do you believe your industrial markets are at risk?
- » In your mind, why is NKC is a competitive market? Is it enough?
- » Is a shift away from traditional SF neighborhoods acceptable?
- » Is the city ready to have its population doubled?



Zoning Framework

Zoning



Zoning Analysis

» Eliminate pyramid-based zoning

- Residential districts are most restrictive, primarily allows residential uses
- Industrial districts are least restrictive, allow pretty much all uses
- Can erode the industrial base over time - not a planned approach to development

» Future code updates should be place-specific

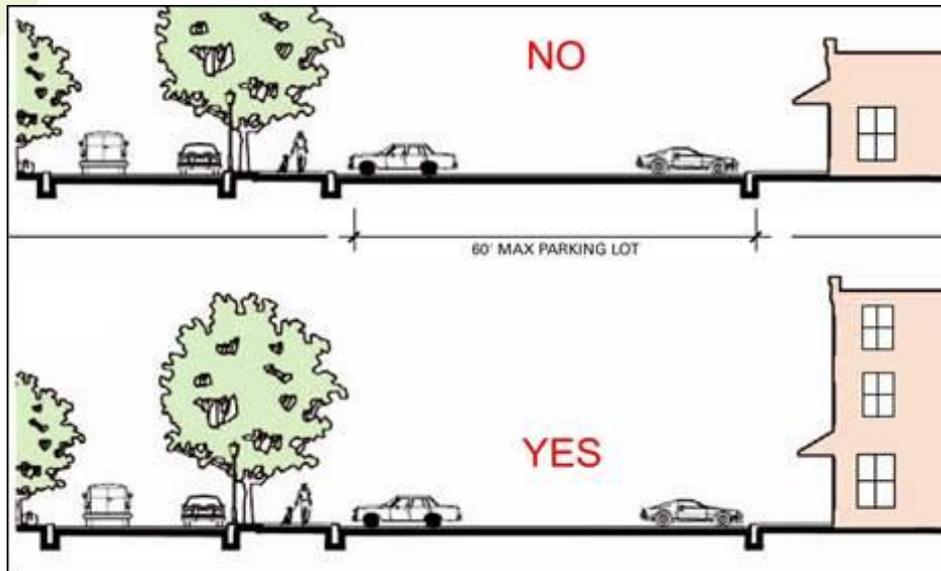
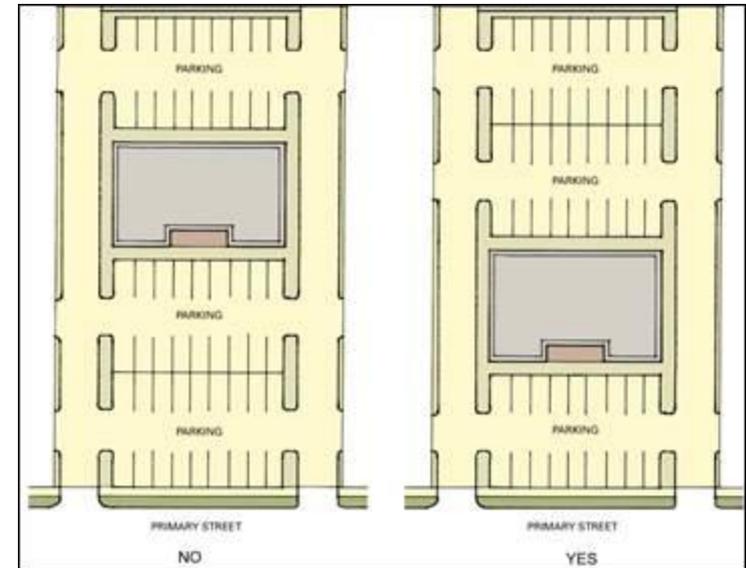
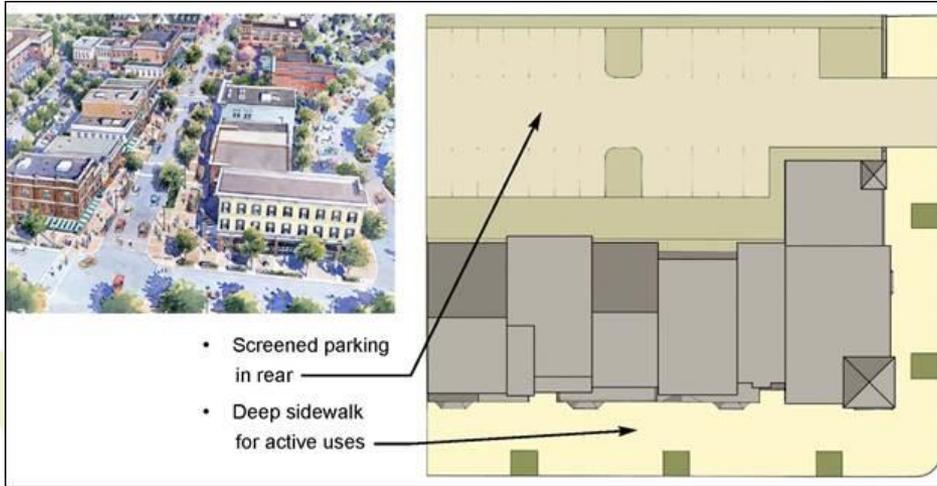
- Some areas of the city may have zoning that is **use** driven
 - Example: Existing residential neighborhoods where goal is to maintain the use and character of the neighborhoods.
 - Example: Planning areas such as the Casino, Campus Area, and Paseo Industrial Area
 - These are areas where there is more of a priority to establish allowed uses rather than focus on the character of development.
 - Does not mean the zoning will completely ignore character.

Place-Based Zoning

- » Future code updates should be place-specific
 - Other areas of the city should have zoning that is **character** driven
 - Example: Downtown, Swift Avenue, Burlington Corridor, Armour Road Redevelopment Areas
 - Prioritize character & sense of place more than specific uses allowed in the buildings.
 - Create zoning districts that focus on site and building development standards - allow for a broader array of uses.
 - The Burlington Corridor Overlay District is a start - but current standards are sometimes confusing and/or conflicting with other standards

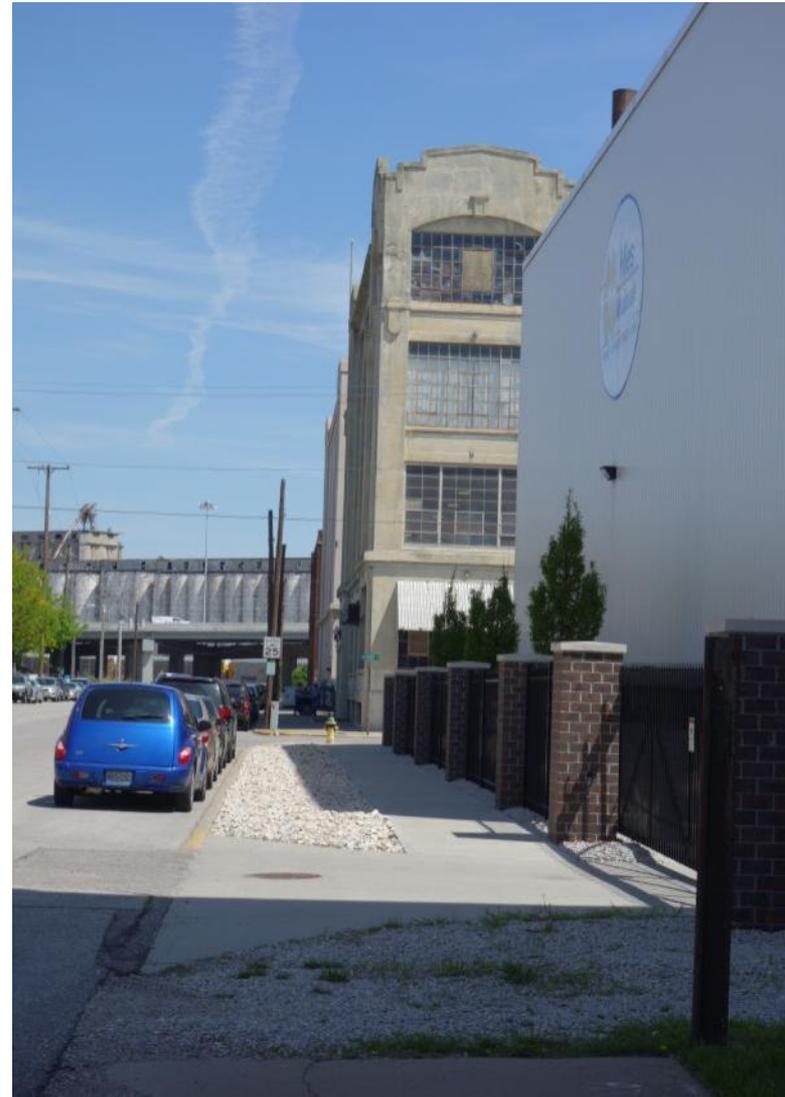


Place-based Examples



Flexible Zoning

- » Future code updates should be flexible yet predictable
 - Zoning standards should be very clear regarding what the city expects
 - Include flexibility to accommodate changes in market demands and or innovative ideas without requiring zoning text or map changes.
 - Example: Allowing for an alternative landscape or buffer option if the proposed alternative meets or exceeds the intended purpose of the standard. This is different than a variance that reduces the standard.
 - Provide compliance criteria, reduce the need for a board level review - streamline approvals.



Sustainable Zoning

» Future code updates should sustainable

- Remove barriers to sustainable (social, economic, and environmental) practices.
 - Make sure the standards are preventing the development of affordable housing options, the use of solar power, natural stormwater management options, etc.
- Establish incentives for the use of sustainable development practices
 - Example: Increased density or fast review processes for the use of solar power or LEED Certification
 - Example: Reduced costs or fees if the development incorporates green infrastructure rather than concrete or other improved infrastructure.



Questions?

- » What issues do you see with your existing primarily “use-based” zoning?
- » Do you think transitioning to “place-based” or “form-based” zoning is appropriate?
- » How do you think flexibility and predictability should be balanced?



Implementation Strategies

Implement

» 3 Foundational Components

- Regulatory – “Stick(s)”
- Incentives – “Tempting Treat(s)”
- Organizational Structure – “Leavening agent(s)”

» 3 Foundational Questions

- What does NKC value most?
- What is NKC willing to do?
- What has NKC shown?

» Seeking the right balance

- Too much... too little... or just right...



Implement

» Regulations – “Stick(s)”

- Identify what you value most
- Target desired qualities/outcomes
- Set priorities – non-negotiable/negotiable items

» Primary Tools

- Zoning / Subdivision / Design guidelines
- Licensing standards (business, rental, etc.)
- Code enforcement activity

» Avoid A Flawed Process

- “Us versus Them” mentality
- How has NKC utilized the regulatory “stick”?
- How should NKC utilize the regulatory “stick” in the future?



Implement

» Incentives – “Tempting Treat(s)”

- Identify preferences – financial, exemptions, bonuses, etc.
- Determine purpose, impact, mix and use
- Set strategic policies that accomplish goals

» Tools

- TIF / TDD / CID / NID / SBD
- Regulatory relief (e.g. performance bonuses / exemptions)
- Reduced or waived Fees / Rates (e.g. utility fees / rates, etc.)
- Abatements / Rebates (e.g. 353 / sales tax / property tax – IDB’s)

» Avoid Unhealthy Outcomes

- A balanced and monitored approach
- How has NKC utilized “tempting treats”?
- How should NKC utilize “tempting treats” in the future?

Implement

» Organizational Structure – “Leavening Agent(s)”

- Identify your best representatives and place them in the right positions
- Empower / enable effective action
- Set parameters for responsibility and accountability

» Tools

- City Hall / Community – Elected Leadership, Committees / Boards, Staff
- Metro Organizations – MARC, KCATA , KCADC, CCEDC
- Local Organizations - Business Council, Chamber of Commerce, Associations
- Development Corporations / Authorities (e.g. LCRA, IDC)

» Avoid Settling

- Strategic, proactive, networked, communicative, cooperative...
- How has NKC utilized “leavening agent(s)”?
- How should NKC utilize “leavening agent(s)” in the future?

Questions?

- » What is the right recipe for NKC to achieve its vision?
 - “stick(s),”
 - “tempting treat(s),”
 - “leavening agent(s)”
- » When is the right time for utilizing these items in NKC?
 - Never
 - Give it time
 - Right now





Questions

Citywide Plan

» Chapter 1 - Introduction/Context

- Regional Context
- Community Context (not as detailed as a Community Profile – some basic foundation for what North Kansas City is)
- Context Map/Citywide features
- Reference adopted plans

» Chapter 2 - Market Context and Influences

- Demographic and Economic Trends
- Existing conditions
- Location characteristics

» Chapter 3 - Vision Statement

» Chapter 4 - Challenges and Opportunities

- Challenges
- Opportunities

» Chapter 5 - Planning Principles

Plan Strategies

» Chapter 6 - Planning Areas

» Chapter 7 - Master Plan Framework (Citywide)

- Land use
- Street Hierarchy
- Open space & Trails
- Development form (Character)

» Chapter 8 - Focus Areas (Visions for specific areas)

- Burlington as a Gateway
- Armour/Main Street (East/West corridor)
- Downtown/Swift (North/South Corridor)
- ARRA
- Existing Residential Neighborhoods

» Chapter 9 - Implementation

- Priority Projects (focused infrastructure invests to catalyze desired change)
- Phasing (the need to focus and not dither)
- Ownership Partners
- Regulatory Policies;
- Financial Tools;
- Benchmarks for Progress/Regular Review of Plan