



**City of
Mission, Kansas**

**COMPREHENSIVE PLAN
2007**



With Updates Adopted March 16, 2011



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ACKNOWLEDGEMENTS

COMPREHENSIVE PLAN

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Chapter 1 — Introduction

Any city in the state of Kansas that adopts zoning and subdivision regulations must adopt—and keep up-to-date—a Comprehensive Plan. The City of Mission has long maintained an active, professional planning and zoning program; and the Comprehensive Plan of 1995 has been routinely updated, most recently in 2005. In addition, the City has adopted “focused plans” by district or topic in recent years, including:

- *Downtown Urban Design Guidelines 2004*
- *Rock Creek Redevelopment (Downtown) Master Plan 2005*
- *West Gateway Vision Plan 2006*
- *East Gateway Redevelopment Plan 2006*

Further, the City has completed several studies that have been instrumental in shaping recent development efforts: the HyettPalma *Downtown Action Agenda 2002*, the *Citywide Traffic Study 2003*, the *Parks and Recreation Master Plan 2005*, the *Redevelopment & Stormwater Strategies Conceptbook 2005*, the *Johnson Drive Conceptbook 2006*, and a draft *Redevelopment Plan, Commercial Business District 2006*. The City of Mission *Comprehensive Plan 2007* presents an opportunity to reference these adopted plans and completed studies into a citywide plan for the future.

By state statute, the Comprehensive Plan is required as a guide for “orderly city development to promote the health, safety, welfare and convenience of the people of a community.” As a vibrant city committed to good planning, however, Mission is updating its comprehensive plan for more than just legal requirements. The City of Mission is actively planning for an ever-evolving, vibrant community. The City’s Comprehensive Plan update goes further than the statutory minimum: it promotes a true “Vision” for the people of the Mission community. The *Mission Comprehensive Plan 2007* helps define how community vision for revitalization can be extended citywide, and how the Mission community is redefining several “Big Ideas” today: mixed use development and multimodal transportation. The Plan also presents action plans and recommendations not only for the central core business districts of Mission, but also citywide within its neighborhoods.

Plan Contents

Kansas planning statutes at K.S.A. 12-701, *et. seq.*, state that the planning commission, in preparing the plan, “shall make or cause to be made comprehensive surveys and studies of past and present conditions and trends relating to land use, population and building intensity, public facilities, transportation and transportation facilities, economic conditions, natural resources and may include any other element deemed necessary to the comprehensive plan.” The plan must show the commission's recommendations for development or redevelopment in the community and include:

- (a) The general location, extent and relationship of the use of land for residence, business, industry, recreation, education, public buildings and other community facilities, major utility facilities both public and private, and any other use deemed necessary;
- (b) population and building intensity standards and restrictions and the application of those standards;
- (c) public facilities including transportation facilities of all types, whether publicly or privately owned which relate to transportation;
- (d) public improvement programming based upon a determination of relative urgency;
- (e) the major sources and expenditure of public revenue including long range financial plans for the financing of public facilities and capital improvements, based on a projection of the economic and fiscal activity of the community, both public and private;
- (f) utilization and conservation of natural resources; and
- (g) any other element the City of Mission deems necessary to the proper development or redevelopment of its planning area—which in the City of Mission is coterminous with the corporate limits.

Executive Summary

The Mission Comprehensive Plan 2007 states several Key Planning Principles or “Big Ideas” that the City must embrace and move forward to address:

- The continued reinvestment in low-density and moderate-density residential neighborhoods throughout north and south Mission. While this is a continuation of past planning objectives, what is new as a “Key Planning Principle” of this Plan is a series of the **Planning Principles and Design Guidelines (Ref. Appendix A)** that will guide the regulation of continued reinvestment in Mission’s low- moderate- and high-density residential neighborhoods.
- Another Key Planning Principle of the Plan is for the City of Mission to complete its current evolution toward true “mixed use” districts:
 - mixed use medium-density districts, and
 - mixed use high-density districts.
- The third Key Planning Principle of the Comprehensive Plan 2007 is to elevate multimodal transportation to an equal footing with the traditional status of automobile transportation.

These “Big Ideas” are critical to the people of Mission in 2007 for two main reasons:

1. the demographics of the City now make it imperative for an older, aged-in-place populace to manage their dependent care housing needs in new ways; and

2. the public and private response to these needs—mixed use housing choices—makes it imperative for the City to provide for related needs, such as multimodal transportation.

Multimodal development is key to creating “walkable” communities, which in turn is key to mixed use development, because these urban forms and modalities have one thing in common: both require higher-density development—denser than traditional suburban developments.

In this way, the Comprehensive Plan 2007 integrates the “Big Ideas” of the many disparate plans and studies the City of Mission has undertaken and commissioned in recent years, as listed above in the Introduction. As a guide for implementing these key planning principles, the Comprehensive Plan sets forth goals, objectives and action steps (**Ref. Chapter 4**) as the basis for the design guidelines and recommendations of **Appendix A**. The goals of Chapter 4 were formed through the public input of the community workshops in spring and summer 2006 (**Ref. Appendix B**). The plan presents Existing Conditions and Land Uses to set the Plan in its proper context with development patterns (**Ref. Chapter 2**), and Economic Conditions and Trends to set the Plan in its proper context with market trends (**Ref. Chapter 3**). The Plan concludes with a Future Land Use Plan and Recommendations for near-term and long-term planning decisions (**Ref. Chapter 5**). Updated zoning and subdivision regulations for the City of Mission will be but one of many ways the City should use the Comprehensive Plan Update to ensure that development continues to meet the City’s planning objectives: promote these new Big Ideas and how to act on them in new ways, including how to work toward a multimodal community (**Ref. Appendix C**).

A Word on “Mixed Use” Definitions

Given that a Key Planning Principle of the Plan is for continued evolution toward true “mixed use” neighborhoods (or central core districts), it is critical to note that these terms are now defined in new ways. It is also critical to stress that these planned mixed use districts (**Ref. the Future Land Use Map, Chapter 5**, including a detailed map legend with more complete definitions) anticipate much greater urban densities than the City of Mission has developed historically.

Mixed Use Medium-Density areas are composed of a pedestrian-friendly mix of predominantly housing and limited office and retail uses at medium densities of a Floor Area Ratio between 1.0 and 3.0, as permitted by an updated City Zoning Ordinance—or preferably, a new “form-based development code.” Such districts typically serve as a transition zone between low- to moderate-density residential neighborhoods and areas of higher intensity development. This is a distinct departure from existing residential and commercial development patterns which are typically built at Floor Area Ratios (FAR) of less than 1.0. Floor area ratio is the ratio of the floor area of a building to the area of the lot on which the building is located (**Ref Ch.5** for detailed description of FARs). Typical auto-oriented suburban commercial developments have FARs of about 0.25 or less. The reason for this low FAR is all

the surface parking. The planned mixed use districts in Mission (**Ref. Chapter 3**) are planned for covered parking structures, with stacked mixed use development above.

Mixed Use High-Density areas are composed of a pedestrian-friendly mix of neighborhood and community office uses, retail-commercial and service-commercial uses, institutional, civic, and medium- to high-density residential uses intermixed through compatible site planning and building design. This promotes a Floor Area Ratio greater than 3.0 and up to 8.0, as permitted by the Zoning Ordinance—or preferably, a new “form-based development code” in the future. Residential uses may be located on upper floors of a building’s business use, or may include attached residential structures or apartment/condominium buildings or hotels, commingled in the same structures or nearby to promote diversity and a successful pedestrian environment.

This new and expanded definition of “mixed use” is but one of many shifts in development expectations today in the City of Mission and which are set forth as goals, objectives and planning principles in this Plan.

Chapter 2 — Existing Conditions and Land Uses

The plan presents an analysis and summary of existing land use conditions. This summary provides the inventory of current circumstances based on surveys and studies prepared over the years during the ongoing comprehensive planning program by the City of Mission.

Natural Features and the Environment

Present Conditions

Land form and vegetation directly affect site development as well as on-going maintenance. Development that is responsive to the natural features is usually more cost-effective and creates fewer difficulties for adjacent sites.

The following categories of natural features are significant for the City of Mission:

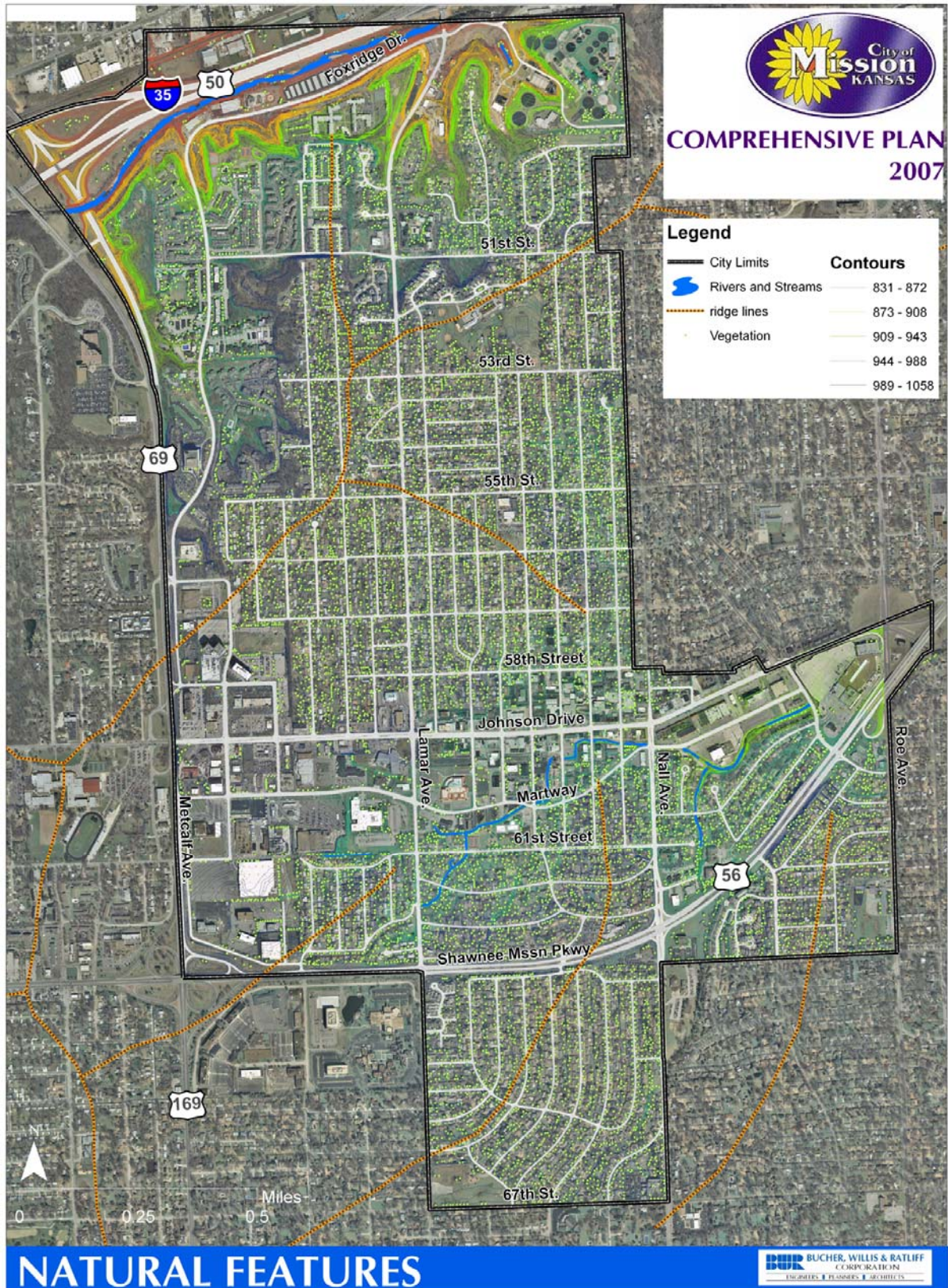
- **Topography:**

The north and northwest edges of the City are dominated by rugged land forms characteristics, such as steep hills and rocky soil (**Ref. Figure 2.1**). This characteristic inhibited development of this area for many years. In the east and central areas of the City, the land form is characterized by broad ridges and gentler slopes that drain toward Rock Creek. South and southeast of Rock Creek the land form has a gently-to-moderately rolling character, with easier grades. Elevations vary in the Rock Creek Basin from 1,090 feet above sea level in the southwest corner of the drainage basin in Overland Park to 900 feet above sea level at Mission's eastern city limits.

- **Flooding and Drainage:**

Detailed analysis of the flooding problems associated with Rock Creek was the basis for channel improvements made in 1986. These improvements contributed substantially to relieving frequent flooding in the vicinity of the Mission Center Mall during rainfall events of short duration. The Rock Creek drainage basin in Mission includes 1,833 acres, including residential and commercial development. The improvements made in the late 1980s for flood control provided a 100-year flooding protection for the vicinity of the Mission Center Mall. However, revised floodplain maps currently under review by FEMA will officially designate much of this area as 100-year flood plan once again.

Figure 2.1: Natural Features Map



In 2004-2005, Mission's *Floodplain Management Committee* worked successfully with Johnson County's Stormwater Management Advisory Council (SMAC) to plan for channel improvements in Rock Creek, including FEMA-approved map amendments. This effort resulted in the Rock Creek Floodplain Improvement Project—a four phase project that will remove approximately \$51 million in commercial and residential real estate from the 100-year floodplain, replacing it with floodplain-appropriate public and private reinvestments far in excess of the existing valuations. The cost of Rock Creek improvements is estimated up to \$22 million, construction of which began in June 2006. This initial Phase I includes the creek improvements and the reconstruction of the Nall and Martway intersection. Phase II of the project includes the Mission Center Mall area (which was demolished in summer 2006). Future phases will be completed by summer 2008.

- **Natural Coverage:**

Land within the City of Mission has been mostly developed and few acres of natural vegetated cover remain. These isolated parcels are concentrated along the northwest edges of the City, and consist of steep hills and rocky soil. These areas contribute to stormwater runoff control, provide habitat for urban wildlife, and create opportunities for recreational activities.

Parks, Recreation and Public Facilities

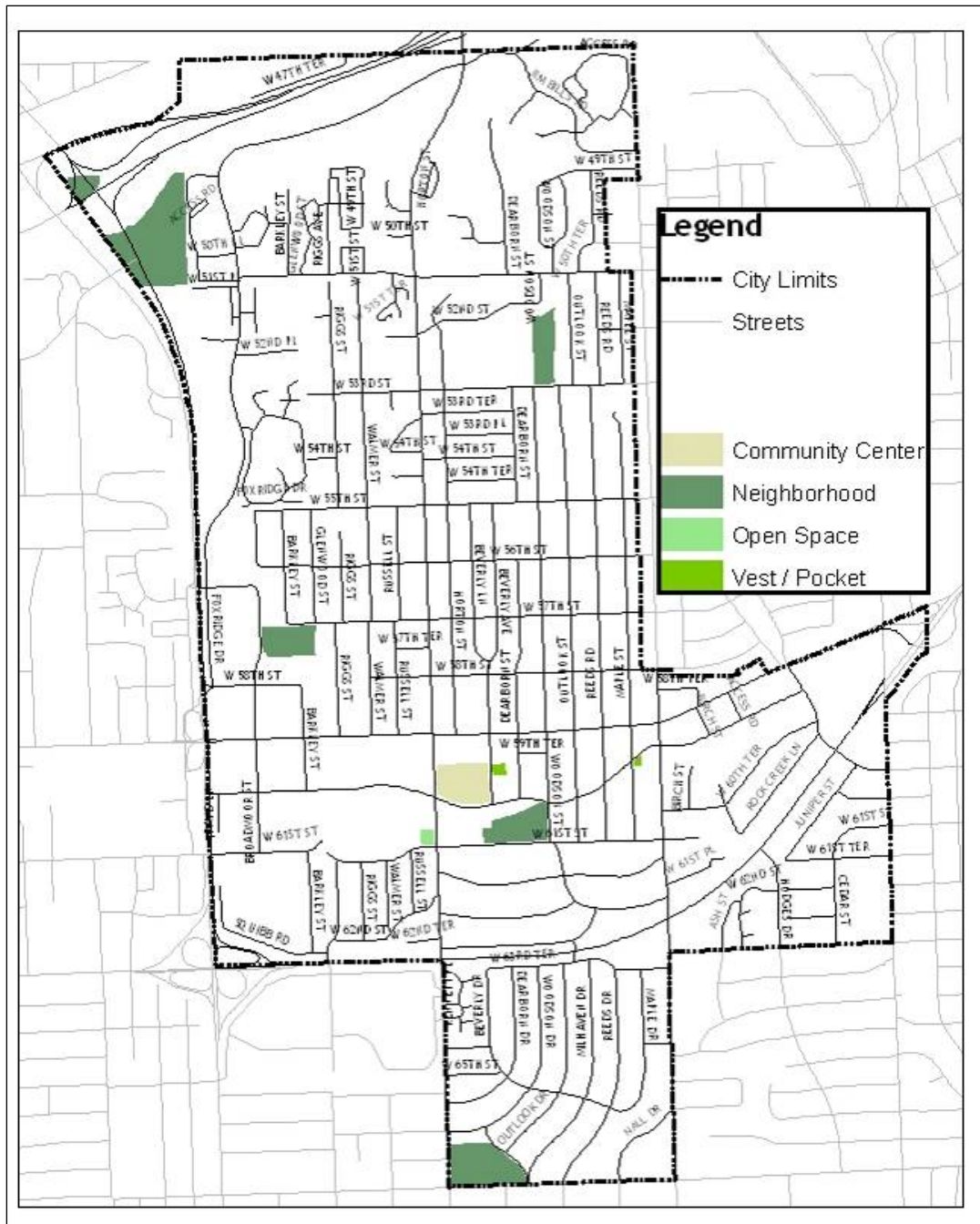
Present Conditions

Parks, recreation, and public facilities provide essential services for the community in Mission. The City of Mission provides 33.25 acres of park land in vest-pocket parks and neighborhood parks, a community recreation center, and about five acres of open space in natural resource areas (**Ref. Figure 2.2**). These facilities provide residents of Mission capacity to maintain their health, safety and a good quality of life. Parks and public facilities fall into the following categories (as summarized in **Table 2.1**):

- *Vest-Pocket (Mini-Park)*: the smallest park classification is used to address limited or isolated recreational needs. Vest-pocket parks are generally between 2,500 square feet and one acre in size. Parks as large as 5 acres can be defined as vest-pocket parks if their use is similar to the classification's definition. Passive uses for vest-pocket parks could include picnic areas, arbors, and sitting areas. Active recreation could include a play area adjacent to a downtown shopping district.
- *Neighborhood Parks*: These parks are four- to 15-acres in area. They contain playground areas, athletic fields, picnic facilities, and natural settings. They might not include parking areas, since these parks are designed for walk-in day use from within a half-mile radius of the surrounding service area. Locating neighborhood parks near schools and churches can create synergies for the surrounding neighborhoods.

- **Community Park:** The City of Mission does not have land available for larger-scale parks, relying instead on county parks for multiple team activity in sports complexes, with multiple play fields, soccer fields, etc. Community parks and regional parks (provided by Johnson County) within a twenty minute drive are:
 - Antioch Park,
 - Tomahawk Park, and
 - Shawnee Mission Park.
- **Natural Resource Area:** Providing natural settings as passive park settings.

Figure 2.2: Park and Recreation Map



- *Municipal Facilities:* These facilities include: (1) Administrative Functions—city departments based at City Hall; (2) Police Department—based at City Hall; (3) City Maintenance Shed—based at the Lamar Avenue facility; and (4) Recreation Facilities—the pool complex at City Hall and the *Sylvester Powell Jr. Community Center*.
- *Greenways:* Effectively tie park system components together to form a continuous park environment.
- *Connector Trails:* Multipurpose trails that emphasize safe travel for pedestrians and bicyclists around the community. The focus is as much on transportation as it is on recreation.

Table 2.1: Public Parkland within City of Mission

| Park | Type * | Area (Acres) |
|------------------------|-----------------------|--------------|
| Park on Beverly | Vest Pocket | 0.5 |
| Pearl Harbor Survivors | Vest Pocket | 0.25 |
| Andersen | Neighborhood | 5 |
| Broadmoor | Neighborhood | 8 |
| Mohawk | Neighborhood | 8 |
| Streamway | Natural Resource Area | 5 |
| Waterworks | Neighborhood | 5 |
| Rex Price | Vest Pocket | 0.5 |
| Totals | | 33.25 |

* There are no greenways or connector trails currently built in the City of Mission.

The City of Mission Parks and Recreation Department provides year-round recreational activities for the residents of the community. These services are designed to provide wholesome play and leisure experiences that enhance quality of life for residents of all ages and abilities. The Department offers unique and dynamic special events and classes.

The Parks and Recreation Department conducted a *Residential Needs Assessment Survey* in February 2005. Key findings of this survey include:

- Residents frequently patronize the city’s park and recreation facilities.
- Residents prefer simple amenities such as walking trails, green space and playgrounds.
- Residents believe redevelopment projects should include walking trails, bike paths and green space.

In April of 2005, the Johnson County Park and Recreation Commission designated Rock Creek as a part of the Streamway Park System. This designation will enable the partnership of County and City Government towards implementation of park improvements along Rock Creek.

Transportation

Existing Conditions

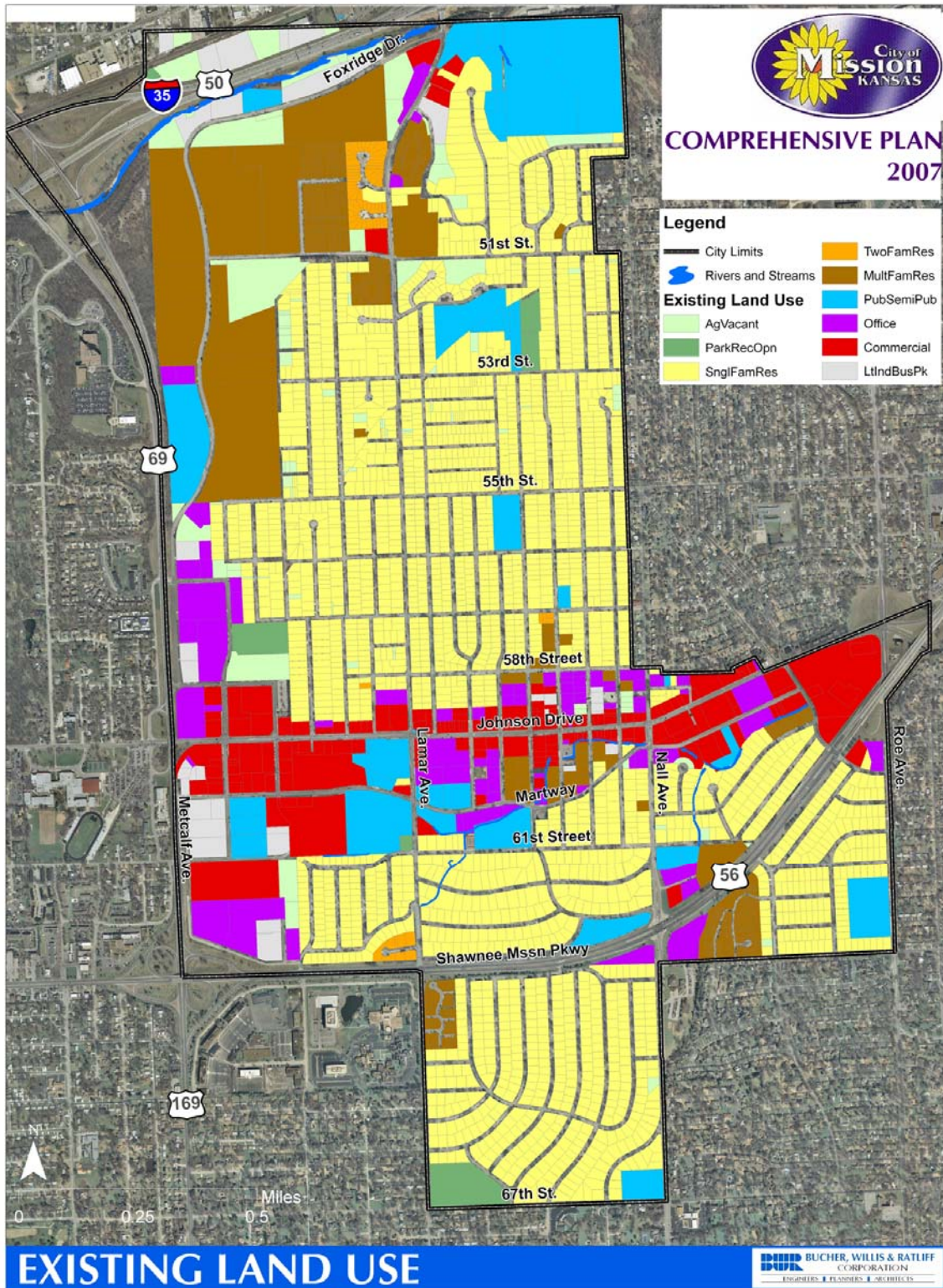
George Butler & Associates (GBA) performed the City Wide Traffic Study in 2003. In response to the various vision plans along the commercial business district, a Johnson Drive Task Force was created in 2006. They studied the various proposals to Johnson Drive and created a concept book for future improvements along the corridor. The City Council approved an update of the Five Year “Capital Improvement Program” in December 2006, which includes transportation components, mainly for roads and culverts.

Land Use

Existing Conditions

The existing land use in the corporate limits of Mission are shown in **Figure 2.3**, illustrating the centralized location of commercial uses along the Johnson Drive “spine” of the city; and the largely single-family residential neighborhoods. Higher-density residential land uses are planned in the Gateways and Downtown, as described below.

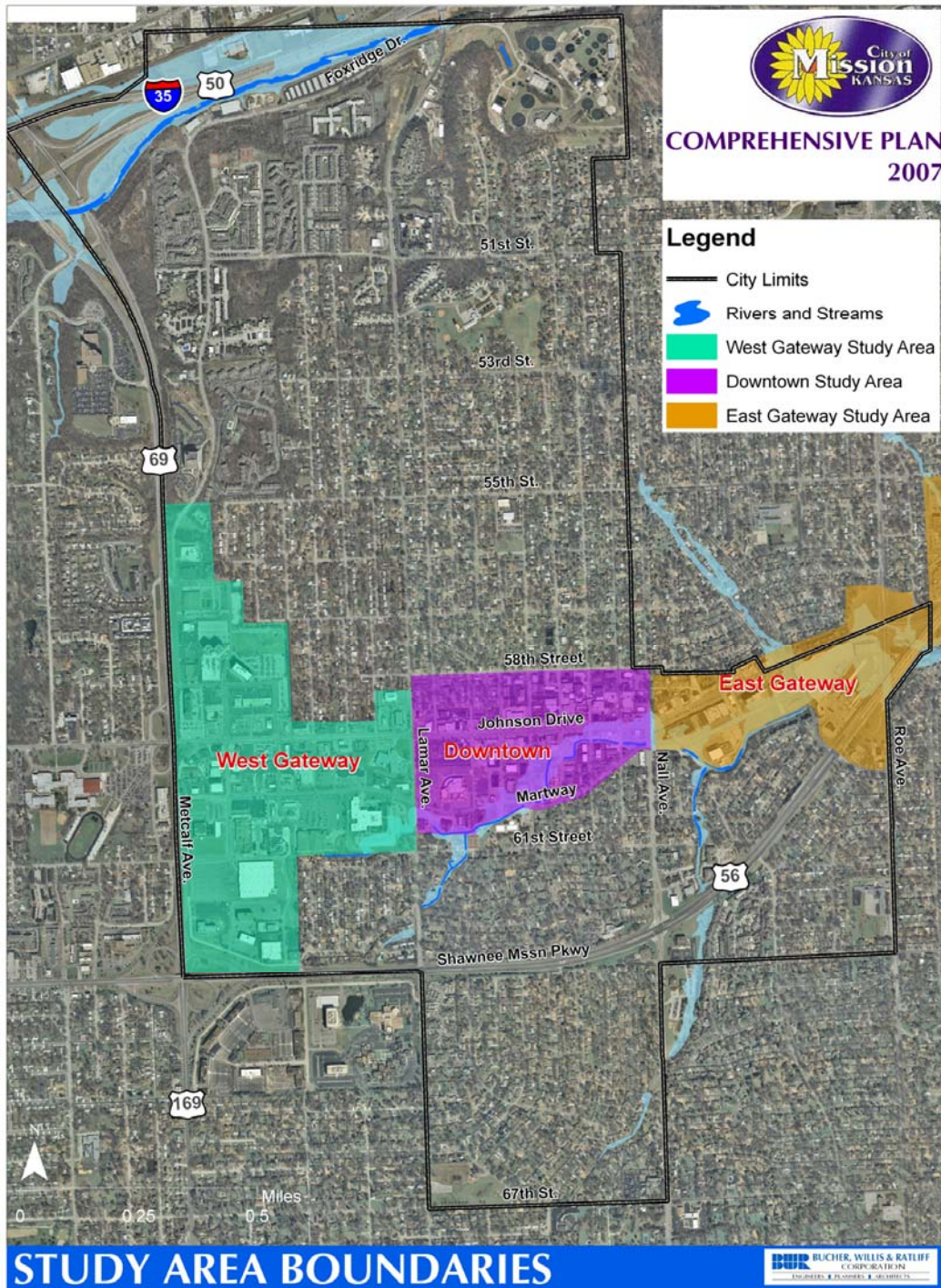
Figure 2.3: Existing Land Use



Commercial Development Districts

The central commercial development districts of the City are the East Gateway, Downtown, and West Gateway (Ref. Figure 2.4). Other non-residential districts are along the I-35 corridor and at Nall and Shawnee Mission Parkway and along Lamar, North of 51st Street. (Ref. Figure 2.3).

Figure 2.4: Study Area Boundaries

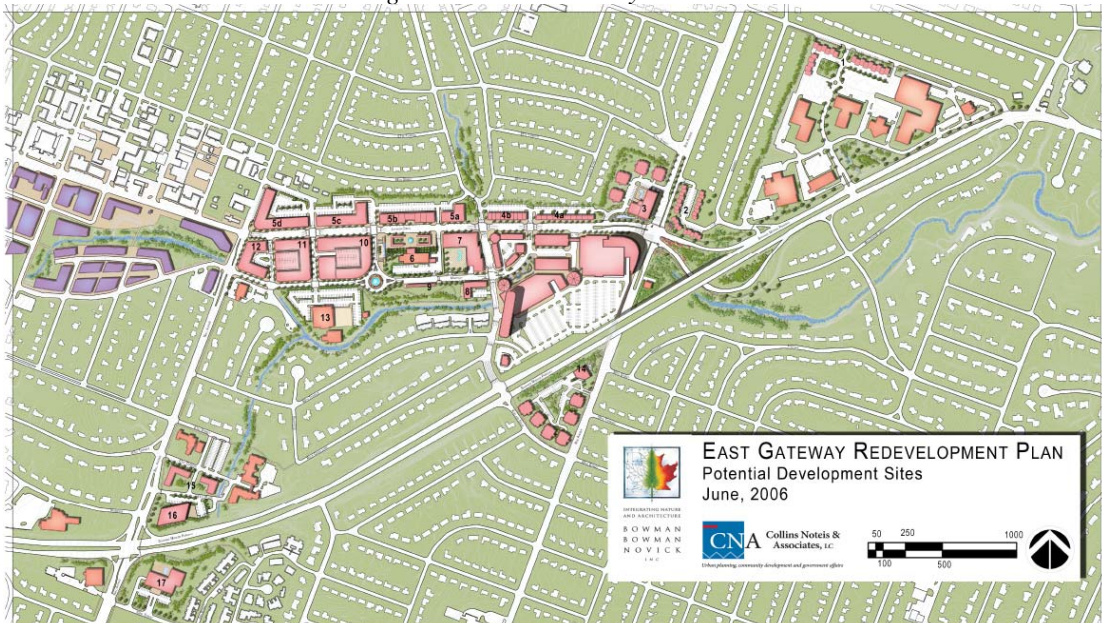


East Gateway District

In August 2005, the cities of Fairway and Roeland Park joined the city of Mission to sponsor a redevelopment study of the area surrounding the Mission Center Mall. The boundaries of the district included the Fairway Office Park at 55th and Shawnee Mission Parkway southwest along Shawnee Mission Parkway to Nall Avenue, and from Johnson Drive to Martway.

The *East Gateway Redevelopment Plan 2006* addresses a diverse range of issues specific to the tri-city area including the need for more urban housing types; the desire to sustain existing and attract new local businesses and residents; the need for increased tax bases; and the desire to attain quality redevelopment while at the same time maintain the character and local flavor that defines this northeast Johnson County community. (Ref. Figure 2.5)

Figure 2.5: East Gateway Plan



The Plan incorporates elements that will revitalize these first ring suburbs by establishing new zones of higher density mixed use development while preserving existing single-family neighborhoods. The Plan envisions the Johnson Drive Corridor as “a thriving district, not only for daily business but a newly defined place for special events. Parks and trails in all three cities will connect with new housing, existing neighborhoods, and the revitalized Mission Center Mall (area); christened The Gateway. Public spaces will have landscaping and streetscape amenities to help the area shine as a special identifiable place for both residents and visitors.” As with any “vision plan” the 2006 document provided general direction for redevelopment, including:

Mixed Use: The East Gateway Plan proposes considerably more Mixed Use and Main Street land uses than exist today in the study area.

Density: The Plan supports higher densities throughout the planning area. Two of the primary advantages are the opportunity for more urban housing options, and more unique and interesting retail stores.

Retention of Local Small Business, Housing Options and Neighborhood Preservation:

The Plan incorporates a mix of residential, retail and commercial uses. The East Gateway Redevelopment Plan divides the area into 17 development / redevelopment sites that provide the tri-city area with increased urban type housing options, adding nearly 500 living units. In addition, “The Gateway” project will incorporate approximately 400 living units and 150 hotel rooms. The existing rear property lines abutting single family residential properties were retained.

Street Alignments, Traffic Calming, and Parking: Recommendations for roadway realignments are incorporated to improve the grid network of primary and secondary streets for safer, more uniform street intersections and pedestrian crossings. Two examples are the extension of Martway through The Gateway project terminating into Johnson Drive, and the reconfiguration of Ash and Roeland Dr. north of Johnson Dr.

Traffic calming techniques for Johnson Drive include the transition from two-lane to one-lane east and west with a center turn lane. This reconfiguration is proposed to occur west of the second entrance to The Gateway from Roe Avenue, and will continue west through the intersection of Johnson Drive/Roeland Drive. The Plan sets a vision for Martway as a “parkway”, elevating its importance as a primary vehicular and pedestrian route in the East Gateway District, and improving its appearance.

Gateways: The locations for three major gateways were identified in The Plan. A combination of landscape features, building forms and signage are proposed to denote these public realm improvements.

- Roeland Drive and Johnson Drive
- Johnson Drive and Roe Avenue
- Shawnee Mission Parkway and Roeland Drive

Trails and Sidewalks: Trail connections are proposed in several locations to link up with existing and proposed trails of the MetroGreen Plan. The Plan proposed to acquire and redevelop the existing Capitol Federal Bank site into a pedestrian mall with public plazas, landscaping and a fountain. The Promenade concept provides a critical pedestrian link between Johnson Dr. and Martway in the center of the district.

Public Realm Improvements: Some recommendations include:

- Roundabout and fountain on Martway
- The Promenade; a pedestrian plaza between Johnson Drive and Martway
- Martway Park; between Roeland Drive and the Mission Bowl.
- A public plaza over a subsurface parking garage at the Mission Bank.
- New Gateway monuments throughout the district.
- Streetscape and Trail improvements
- A future Transit Center on Martway.

Downtown District

The Vision for the Downtown District was defined in the *Rock Creek Redevelopment (Downtown) Master Plan 2005* (**Ref. Figure 2.6**). The focus of the master plan was to assist and enhance the civic identity and future development of the downtown district into a positive, new direction for the future. This new direction included an enrichment of the existing positive aspects of the city as well as the re-invention of the Rock Creek watershed. A new vision statement, created by the Redevelopment Study Team (RST), established the guiding framework by which all proposed ideas were evaluated:

- Resolve storm water issues by reducing flood potential while improving water quality.
- Re-Develop an aesthetically pleasing, economically successful, and ecologically sustainable city core that present and future generations will enjoy.
- Establish a pedestrian friendly environment encouraging healthy lifestyles.
- Promote a mixed range of housing opportunities by establishing zoning regulations that support a Sustainable Life Style Community.

The proposed mixed-use sustainable redevelopment strategy provided a framework for future potential by creating an integration of streetscape, new development, open space and natural systems/stormwater management solutions. Three components comprise the plan; an improved Johnson Drive, a new Town Square, and a Greenway with trails, pedestrian bridges, and flanking promenade.



Concept sketch looking east over study area—as adopted in 2005. Since then, the plan has evolved to envision a more developed creek channel with more building massing in addition to new street network and public open spaces.

The property two blocks west of Nall at Johnson Drive exposes the park-like setting of Rock Creek to the larger community passing by. The current plan is for mixed use retail-commercial and residential land uses with a linear park from Nall Avenue west along Johnson Drive. The long term plan for Downtown includes a mix of uses, new and existing structures, and a system of open spaces linked to a new Rock Creek greenway.

New and existing open space within the watershed will be

designed to manage stormwater. New development will respect the unique qualities of Mission while creating opportunities for enhancement.

A new streetscape will support a fine grained and pedestrian friendly experience, while functioning to link buildings and greenway with an urban stormwater management system. This plan creates a vision for development momentum over the next twenty years and beyond, providing incentive for new developers to invest and existing property owners to re-invest. In return for these efforts, the city will create a legacy for future generations, where the impact will be measurable in terms of financial, social, and environmental health. Since plans always evolve, this master plan strives to establish a principles-based framework to guide future decisions, and serve as a bridge between existing and future policy.

Figure 2.6: Rock Creek Redevelopment (Downtown) Master Plan 2005



The recommended Land Use Plan as adopted in 2005. Today, the Rock Creek channel is planned for less passive open space, and more active open space with a linear park along the southwest corner of Nall Avenue and Johnson Drive that incorporates mixed use retail-commercial and residential land uses. The long-term plan for Downtown includes a mix of uses, new and existing structures, and a system of open spaces linked to a new Rock Creek greenway.

West Gateway District

The redevelopment concept for the West Gateway as defined in the *West Gateway Vision Plan 2006* is unique (**Ref. Figure 2.7**). The redevelopment concept features five key elements: a diverse range of building types organized by “Transect,” interesting pedestrian-friendly streets, an innovative parking strategy, two signature parks including green technologies, and a public transportation system. The Transect is a form-based code designation of land use density by building types, street types, the pedestrian realm, parks, etc. The form-based code is an important tool in the West Gateway vision and redevelopment concept.

The Vision Plan greatly improves the value of the West Gateway Area. The plan generates approximately 7.3 million square feet of residential space (5,699 residential units), 158,000 square feet of new retail space, over 11,000 off-street parking spaces and over 8 acres of reconfigured park space. The value of the redevelopment concept is difficult to calculate; however, it is a proven fact that redevelopment of this scale is very influential on the economic success of the area and overall region.

The redevelopment concept focuses on the integration of uses. The concept blurs the boundaries between where people live, work, shop, relax, play and interact. Elements of the plan are focused on putting the pedestrian first - not the automobile. The project hinges on pedestrian interaction. Its streetscapes and retail success are based on pedestrian-friendly environs, as well. To respect the pedestrian, the nature of the area will be “new urbanist,” but typically not going above eight stories. The plan also connects to Foxridge Drive at the northern end of the West Gateway.



The West Gateway’s Translation Workshop invited the participants to identify existing conditions and revitalization plans. A series of overlays by each of 15 Break-out Groups on aerial photographs “built” the vision plan by over 130 citizen participants. Using a collection of scaled paper diagrams, which represented varying land uses and densities, the groups reached consensus on their Vision.

The West Gateway Concept will add to the sustainability of the Mission community. Enhanced public transportation, such as Bus Rapid Transit (BRT) will serve as a backbone of the transportation network, and it will connect the West Gateway to Downtown and the East Gateway. This system is designed to tie into enhanced public systems such as BRT connecting Mission to greater Kansas City. In addition the concept will employ new green technologies, such as green roofs, solar technology and integrated stormwater management.

The West Gateway Vision Plan uses

design elements of Kansas City’s Country Club Plaza and would be similar to well known new urbanist developments such as West Village in Dallas, TX, Addison Circle in Addison, TX, and Mizner Park in Boca Raton, FL.

Figure 2.7: West Gateway Vision Plan

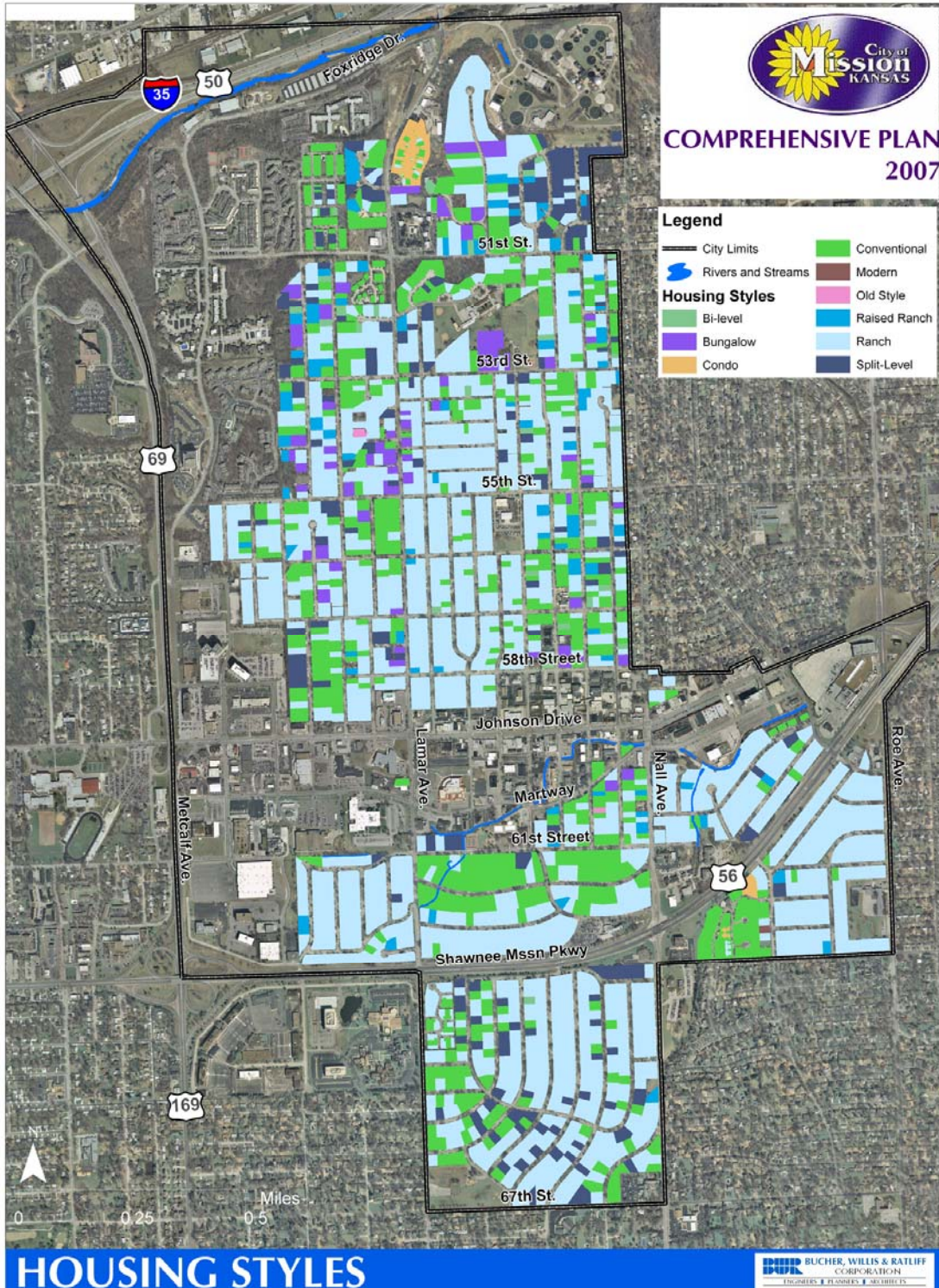


The West Gateway Vision Plan shows mixed use residential, office-commercial, and retail-commercial redeveloped in a 120-acre walkable district, linked by avenues and boulevards (Metcalf as a local boulevard), a “signature park” in Johnson Drive, and bus rapid transit back-and-forth on Johnson Drive/Martway.

Residential Neighborhoods

The residential neighborhoods of Mission are characterized by a mix of bi-level, bungalow and ranch homes, the majority of which are single-family detached dwellings (Ref. Figure 2.8).

Figure 2.8: Housing Styles (2005)



Chapter 3— Economic Conditions and Trends

Introduction

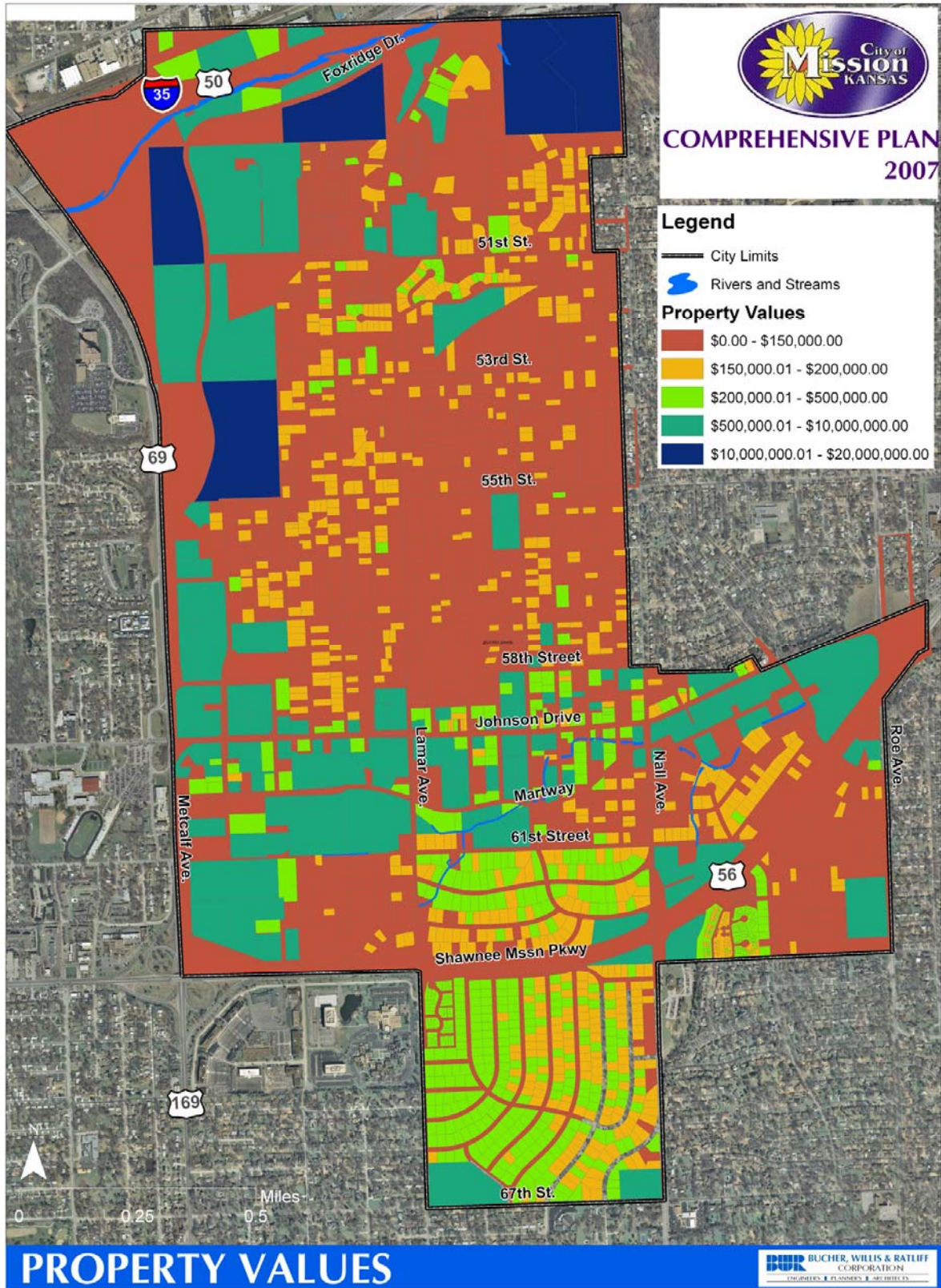
In the 1970 U.S. Census—a time when the City of Mission was completing its initial residential and commercial development—almost 40 percent of American households were comprised of a “traditional” family: married couple with children. In the 2000 Census, only 24 percent of households met this traditional definition. As with the rest of the Nation, in the Kansas City Metropolitan Area non-traditional households (e.g., non-family households without children) are the fastest growing housing consumers. Other local trends are significant for the City of Mission Comprehensive Plan 2007. Johnson County, Kansas accounted for 44 percent of the new housing starts in the metropolitan area in 1999. Today, only 30 percent of area housing starts are in Johnson County. (Source: Kansas City Homebuilders Association) Now is the time for the city of Mission to study economic trends and set policy for new land use demands, such as for mixed use development and higher density residential opportunities. This section of the Comprehensive Plan summarizes important trends that have shaped Mission’s economic climate.

In addition, key insights are given with respect to future economic development prospects in the City. “Economic Development” refers to the growth of community wealth based on growth of business investment that generates employment income as well as property and sales taxes. Business investment can be basically classified as either 1) non-retail (office, warehouse, industrial) or 2) retail. Future economic development investments in Mission are dependent on several factors including: company location and market preferences, community and population qualities and stability, regional trends, and community economic development vision and policies. Understanding Mission’s key demographic and economic indicators will better assure implementation of the City’s plan update.

Economic Development—Past Trends and Conditions

Over the ten year period from 1990 to 2000, Median Household Income rose thirty percent (30%) from \$33,084 to \$43,077. Median housing value has increased sixty percent (60%) from \$70,179 to \$112,015. Property values are generally uniform within neighborhoods and business districts in the City of Mission (**Ref. Figure 3.1**).

Figure 3.1: Property Values (2005)



The increase in housing value during the 1990s may be attributed, in part, to Mission's central location within the metropolitan area and its high quality of life. Other cities across the area have experienced similar increases. In order to remain competitive in the metropolitan housing market, Mission should continue to encourage redevelopment initiatives which include a variety of housing types with sustainable high quality construction. While housing prices are expected to continue their increase throughout Mission, they are not expected to increase as quickly as homes in newer communities.

In 2000, the city of Mission had a median household income of \$43,077, considerably lower than the overall Johnson County median household income of \$61,455. The age, design, and quality of some of the housing stock will likely result in housing value trends whereby local increases are overall less than in cities countywide, absent significant redevelopment efforts. Nevertheless, housing values have continued to increase over the last decade, at rates higher than income growth. If increases in housing value continue to outpace household income, special consideration should be given to housing affordability in Mission. The growth in Mission over the last twenty years has primarily been multi-family development. Housing in Mission is 51% renter-occupied. This increase in migratory population can lead to problems such as:

- decreased community investment,
- decreased pride in ownership,
- increased property maintenance issues, and
- increased crime issues.

Current Trends

Mission is a fully developed first-tier city that experienced its most rapid growth and investment during the 1960s. Mission's strategic location in northeast Johnson County is a primary reason that the City has achieved and maintained one of the highest ratios of retail



The East Gateway

to office space per capita in the County. The city has a stable population, stable housing market and an educated workforce. Mission has one of the highest Trade Pull Factors and Sales Tax Collections per Capita in the County (**Ref. Table 3.7**).

There is a significant interest in redevelopment of Mission's commercial corridors for retail, office, and mixed uses, including new demand for higher-density residential. Current developments include redevelopment of the former Mission Center Mall site. Mission Center Mall was a 350,000-square-foot enclosed mall built in 1989, and demolished in 2006. Renamed The Gateway, the site is being redeveloped with mixed-uses including residential, retail, and office spaces. Overall The Gateway proposes to add

a net of 146,000 square feet retail, 187,500 square feet office, 183,340 square feet of hotel, and 453,000 square feet of residential.

Overview of Mission’s Commercial Development—Plans and Projects



The East Gateway Redevelopment Plan

Mission has been proactive in planning for future growth and redevelopment of its main commercial corridor on Johnson Drive. Three complementary Vision plans—the **East Gateway Redevelopment Plan**, the **Rock Creek Redevelopment Plan** and the **West Gateway Vision Plan**—provide a template for future mixed-use redevelopment along the corridor.

The East Gateway Redevelopment Plan (which encompasses land surrounding The Gateway project) envisions 475 residential units (570,000 square feet) in addition to “The Gateway” project; and 111,000 square feet of office space, and 4.5 acres of green space.



The Rock Creek Redevelopment Plan

The Rock Creek Redevelopment Project currently underway will remove over \$51 million in commercial property from the 100-year floodplain. Estimated costs of improvements will run up to \$22 million. New three-story mixed use development will add over 519,017 square feet of residential space and reduce retail/office space by 31,701 square feet.

The Plan also calls for extensive mixed use development. Real estate reinvestment is expected to more than exceed the acquisition and clearance costs.



The West Gateway Vision Plan

The West Gateway Vision Plan includes the greatest density of the three vision plans. The Vision as proposed will add over 6,170,797 square feet of mixed use, in a combination of retail on the ground floor and residential / office uses on upper floors. Form-based zoning and a master developer will enable this new development.

In all, these plans envision new retail space in a new mixed use configuration, new office space to replace vacant buildings, and new residential units that would increase the City's population by over 13,000 people in the next twenty years.

The 2006 Redevelopment Plan (Commercial Business District)

A 2006 *Redevelopment Plan* has been compiled incorporating studies and visioning processes conducted by the City over the past four years. Also included in the plan are ordinances, resolutions, and policies adopted by the governing body. The Plan also identifies relevant issues and proposes policies for moving forward proactively with redevelopment. The document will help the City have well-defined municipal policies to assist in the redevelopment process.

Commercial Business District Inventory

| The Gateway | Retail ft ² | Office ft ² | Hotel ft ² | Residential ft ² |
|-------------|------------------------|------------------------|-----------------------|-----------------------------|
| Existing | 429,608 | 0 | 0 | 0 |
| Proposed | 496,000 | 187,500 | 183,340 | 453,000 |
| Net New | 146,000 | 187,500 | 183,340 | 453,000 |

The Cameron Group, 2006

| East Gateway District (excluding the former mall site) | Retail ft ² | Office ft ² | Residential ft ² |
|---|------------------------|------------------------|-----------------------------|
| Existing | 422,329 | 103,782 | 0 |
| Proposed | 189,000 | | 570,000 |
| Net New | 111,000 | | 570,000 |

Bowman Bowman Novick, Inc., East Gateway Redevelopment Plan, 2006

| Downtown District | Retail ft ² | Office ft ² | Residential ft ² |
|----------------------|------------------------|------------------------|-----------------------------|
| Existing | 299,515 | 308,226 | 238,160 |
| Proposed | 576,040 | | 757,177 |
| Net with linear park | -31,701 | | 519,017 |

BNIM, Mission/Rock Creek Redevelopment Master Plan, 2005

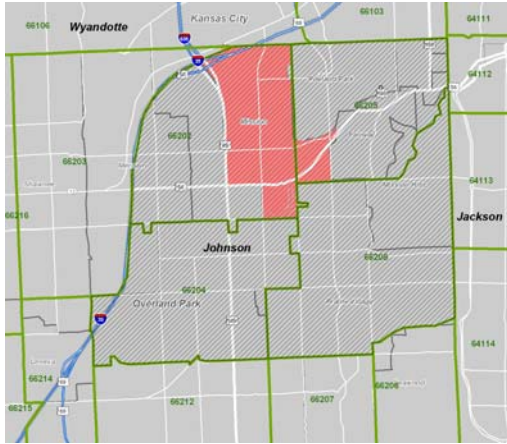
| West Gateway District | Retail ft ² | Office ft ² | Residential ft ² |
|-----------------------|------------------------|------------------------|-----------------------------|
| Existing | 530,720* | 953,243 | 0 |
| Proposed | 158,400 | 7,124,040 | |
| Net | 358,400 | 6,170,797 | |

Bucher, Willis & Ratliff Corporation and A. Nelessen Associates., West Gateway Vision Plan 2006

** Approximately 200,000 of existing retail space would remain.*

Key Demographic Indicators

Population Growth Trends



Mission and NE Johnson County

Like most first-ring suburbs, Mission has had to compete with suburban growth in the 1990s and 2000s. However, unlike other areas in Northeast Johnson County (Zip Codes: 66202, 66204, 66205, and 66208,) which have experienced a population decline, Mission has managed to keep a stable population of about 9,700 people (Ref. Table 3. 1).

In comparison, Johnson County population grew by 26% during the 1990s and the Kansas City metro Area grew 12%.

Table 3.1: Population Trends (1990-2005)

| | 1990 | 2000 | 2005 (Est) | % Change 1990-2000 | % Change 2000-2005 |
|-------------------------------|-----------|-----------|------------|--------------------|--------------------|
| City of Mission | 9,504 | 9,727 | 9751 * | 2.3% | 0.2% |
| Mission Area (Zip Code 66202) | 17,754 | 17,415 | 16,734 | -1.9% | -3.9% |
| NE Johnson County ** | 74,025 | 75,539 | 68,931 | 2.0% | -8.7% |
| Johnson County | 355,054 | 447,337 | 506,562 * | 26.0% | 13.2% |
| KC Metro Area | 1,582,875 | 1,770,464 | 1,934,400 | 11.9% | 9.3% |

Source: US Census Bureau, Mid-America Regional Council (MARC)

* Census Bureau Estimates

** Includes Zip Codes 66202, 66204, 66205, 66208

Thirty-year Population Projections for the City of Mission are based on Mid-America Regional Council (MARC) Forecasts and Redevelopment Vision Plans commissioned by the City (Ref. Table 3.1). The vision plans project future development that is not included in the MARC Forecasts. MARC forecasts for NE Johnson County indicate a growth rate of about 3.4% per decade for the next 25 years. However, with the addition of 900 condos in the East Gateway Area and 5,699 housing units in the West Gateway Area within the next 25 years, Mission envisions adding an additional 12,500 people by 2030, outpacing Johnson County and the Kansas City Metro Area growth rates. A 5% vacancy rate and household size of 2.0 persons per household (which is conservative) has been assumed for the projections.

Table 3. 2: Population Projection (2010-2030)

| | 2010 | 2020 | 2030 | Average growth/decade |
|-------------------------------|-----------|-----------|-----------|-----------------------|
| City of Mission | 12,435 | 17,674 | 23,008 | 45.5% |
| Mission Area (Zip Code 66202) | 23,628 | 31,924 | 32,498 | 28.9% |
| NE Johnson County | 85,041 | 88,824 | 94,851 | 8.5% |
| Johnson County | 560,098 | 654,774 | 744,059 | 16.6% |
| KC Metro Area | 1,905,522 | 2,083,776 | 2,248,933 | 6.8% |

Source: BWR, Mid-America Regional Council (MARC)

Age Distribution

While population numbers in Mission have remained stable, the age composition has changed. Compared to the County between 1990 and 2000, Mission has a higher percentage of young adults (20-24 year-olds) and adults 75 and over. The number of active adults and retirees (60-74 year-olds) has recently declined as a percent of Mission households. This is a potential indicator of an unmet housing market need and lifestyle options for this age group as active adults may be actively seeking their preferred housing outside the community. An excerpt from an article in *Planning* magazine (January 2007) titled “The Next 100 Million” accurately sums up future trends and their implications for cities similar to the City of Mission.

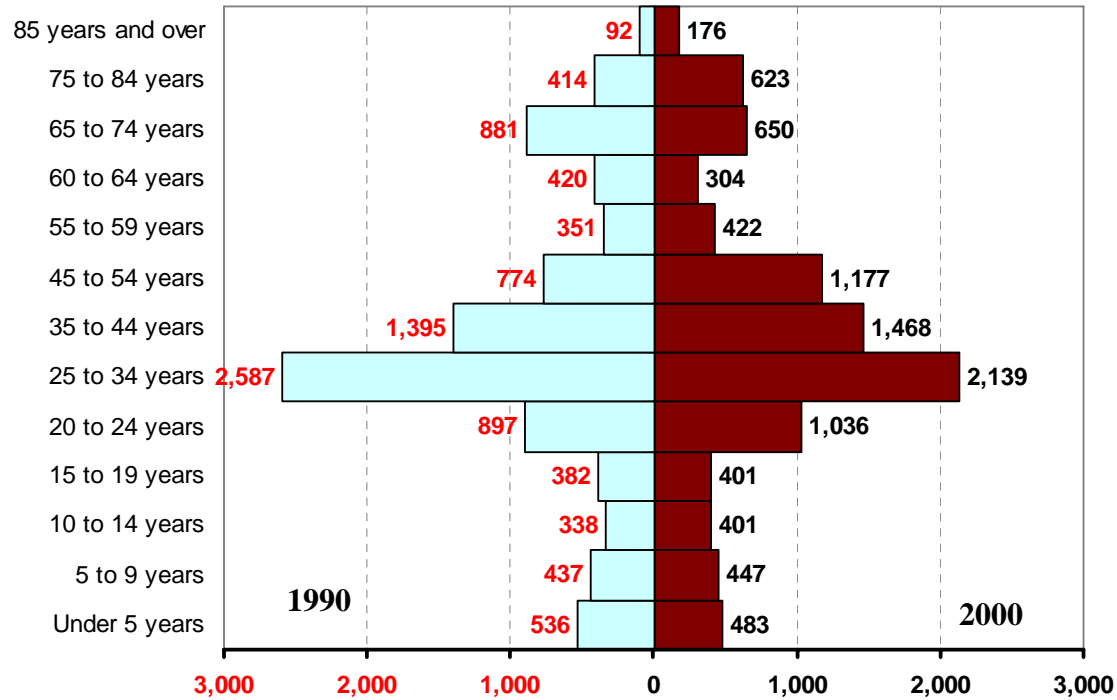
“...October 2006 when the U.S. population reached 300 million, about 12 percent of Americans were 65 or older. This group will account for 41 million of the next 100 million Americans. In contrast, young people (age 19 and under) will account for only 19 million of the next 100 million Americans, down from their 29 percent share in 2006. . . Aging, empty-nester, and single-person households will dominate America’s future housing markets...the demand for attached, small lot, cluster, and other high-density options appears likely to outpace the demand for detached houses on large lots. Up to 35 million of the 40 million new housing units needed to meet the demand of the next 100 million people will likely be built for childless occupants. That group is helping fuel the resurgence of in-town living, high demand in many transportation-oriented developments, unprecedented demand for central city and close-in suburban infill and redevelopment.” (Arthur Nelson and Robert Lang, *Planning Magazine*, APA, January 2007)

Table 3.3: Age Distribution (1990-2000)

| | City of Mission | | | | Johnson County | | | |
|-------------------|-----------------|------|--------------|------|----------------|------|----------------|------|
| | 1990 | | 2000 | | 1990 | | 2000 | |
| | Number | % | Number | % | Number | % | Number | % |
| Under 5 years | 536 | 5.6 | 483 | 5.1 | 28,049 | 7.9 | 33,641 | 7.5 |
| 5 to 9 years | 437 | 4.6 | 447 | 4.6 | 27,692 | 7.8 | 34,076 | 7.6 |
| 10 to 14 years | 338 | 3.6 | 401 | 4.1 | 25,417 | 7.2 | 34,594 | 7.7 |
| 15 to 19 years | 382 | 4.0 | 401 | 4.1 | 22,093 | 6.2 | 29,883 | 6.6 |
| 20 to 24 years | 897 | 9.4 | 1,036 | 10.7 | 21,513 | 6.1 | 24,083 | 5.3 |
| 25 to 34 years | 2,587 | 27.2 | 2,139 | 22.2 | 67,739 | 19.1 | 67,759 | 15.0 |
| 35 to 44 years | 1,395 | 14.7 | 1,468 | 15.1 | 64,306 | 18.1 | 80,309 | 17.8 |
| 45 to 54 years | 774 | 8.1 | 1,177 | 12.1 | 38,038 | 10.7 | 66,767 | 14.8 |
| 55 to 59 years | 351 | 3.7 | 422 | 4.3 | 13,773 | 3.9 | 20,528 | 4.6 |
| 60 to 64 years | 420 | 4.4 | 304 | 3.1 | 13,014 | 3.7 | 14,377 | 3.2 |
| 65 to 74 years | 881 | 9.3 | 650 | 6.7 | 20,530 | 5.8 | 22,921 | 5.1 |
| 75 to 84 years | 414 | 4.4 | 623 | 6.4 | 9,759 | 2.7 | 16,253 | 3.6 |
| 85 years and over | 92 | 1.0 | 176 | 1.8 | 3,131 | 0.9 | 5,895 | 1.3 |
| Total | 9,504 | | 9,727 | | 355,054 | | 451,086 | |

Source: US Census Bureau

Figure 3.2: Age Distribution in Mission (1990-2000)



Households by Type

Mission has a higher percentage of non-family households and householders living alone than does the County. Correspondingly, the percentage of family households and married couples is lower than the County’s (Ref. Table 3.4). According to the “The Next 100 Million” article cited above by Arthur Nelson and Robert Lang, only about 12 percent of

the households that contribute to the next 100 million Americans added in the next 30 years, will have children.

Between 1990 and 2000, following countywide and nationwide trends, non-family households in Mission have increased. They now constitute 57% of the total households in the City.

Table 3.4: Households by Type (1990—2000)

| | City of Mission | | | | Johnson County | | | |
|--|-----------------|------|--------|------|----------------|------|---------|------|
| | 1990 | | 2000 | | 1990 | | 2000 | |
| | Number | % | Number | % | Number | % | Number | % |
| Family households (families) | 2,322 | 48.1 | 2,227 | 43.5 | 98,151 | 71.9 | 121,618 | 69.7 |
| Married-couple family | 1,970 | 40.8 | 1,693 | 33.1 | 84,722 | 62.1 | 103,274 | 59.2 |
| Female householder, no husband present | 281 | 5.82 | 417 | 8.1 | 10,598 | 7.8 | 13,669 | 7.8 |
| Nonfamily households | 2,509 | 51.9 | 2,892 | 56.5 | 38,282 | 28.1 | 52,952 | 30.3 |
| Householder living alone | 2,007 | 41.5 | 2,334 | 45.6 | 31,399 | 23.0 | 42,795 | 24.5 |
| Householder 65 years and over | 419 | 8.67 | 434 | 8.5 | 8,735 | 6.4 | 11,774 | 6.7 |

Source: US Census Bureau

Excerpt from:

ONE-FIFTH OF AMERICA: A COMPREHENSIVE GUIDE TO AMERICA'S FIRST SUBURBS.*

Robert Puentes and David Warren, The Brookings Institution *Metropolitan Policy Program*, 2006

Household Type—Like the rest of the country, the percentages of all households that are made up of married couples with children are decreasing in first suburbs: from 32.1 percent in 1980, to 27.3 percent in 1990, to 26.6 percent in 2000.

By far, the largest numerical increase in first suburbs in terms of family type was in so-called "non-families." Non-family households are those maintained by one person living alone or with non-relatives only. First suburbs gained 2 million of these households from 1980–2000. The number of non-family households in first suburbs is now greater than any other household type . . . from 1980 to 2000 first suburbs gained more single female-headed households with children (374,476) than married with children households (332,415).

Household Size—Throughout the U.S., more households contained one person living alone than contained a married couple with children in 2000. In first suburbs the average household size has fallen from 3.52 in 1950, to 3.23 in 1970, to 2.73 in 2000.

(* First Suburbs is defined by the Brookings Institution as America's older, inner-ring "first" suburbs, different from the center city and fast-growing newer places; having a unique set of challenges—such as concentrations of elderly . . . as well as outmoded housing and commercial buildings.)

Key Economic Indicators

Household Income

Household income influences the amount spent in a community for retail purposes. Median Household Incomes in Mission increased by more than 50% during the 1990s (**Ref. Table 3.5**). Most economic studies indicate a plateau of income trends since 2000. The County Economic Research Institute (CERI, Inc.) estimates Mission area Zip Code (66202) to have an Average Household income of \$63,736 in 2004.

Table 3.5: Median Household Income (1990-2000)

| | 1990 | 2000 | % Change 1990-2000 |
|-------------------------------|-----------|-----------|-----------------------|
| Mission Area (Zip Code 66202) | \$ 34,299 | \$ 51,541 | 50.3% |
| NE Johnson County | \$ 37,735 | \$ 56,813 | 50.6% |
| Johnson County | \$ 46,685 | \$ 68,064 | 45.8% |
| KC Metro Area | \$ 31,246 | \$ 46,696 | 49.4% |

Source: US Census Bureau

Disposable Personal Income

Disposable personal income is personal income less personal tax and non-tax payments. It is the income available to persons for spending or saving, and is therefore a strong indicator of potential demand for goods and services in a community.

Analysis of 2005 Internal Revenue Service data for the Mission area zip code indicates a Disposable Household Income of \$40,649 (**Ref. Table 3.6**). It is higher for NE Johnson County. Average household consumer expenditures range from \$38,000 to \$45,000 for the area.

Table 3.6: Income and Expenditure Indicators (2005)

| | Mission Area 66202 | NE Johnson County |
|---|-----------------------|----------------------|
| Disposable Household Income | \$40,679 | \$55,222 |
| Average Household Total Consumer Expenditures | \$38,588 | \$45,360 |
| Average Household Education Expenditures | \$373 | \$459 |
| Average Household Entertainment Expenditures | \$2,114 | \$2,499 |
| Average Household Transportation Expenditures | \$1,478 | \$1,747 |
| Average Household Retail Expenditures | \$17,456 | \$20,642 |
| Average Household Non-Retail Expenditures | \$21,132 | \$24,717 |
| Average Yearly Utility Cost | \$2,767 | \$3,311 |

Source: Internal Revenue Service Statistics, Yahoo! in conjunction with MonsterData, Inc.

Retail Sales, Trade Area Capture and Pull Factor

A city’s retail “pull factor” indicates how a city’s retail market is performing. It is a measure of the market share captured in a community by all of the retail businesses and is used to compare the magnitude of sales activity to the level of business activity on a per capita basis. A pull factor above 1.00 indicates that the community is attracting more than its population share of sales per capita, while one that is below 1.00 indicates that the community is losing more than its share of business to other places.

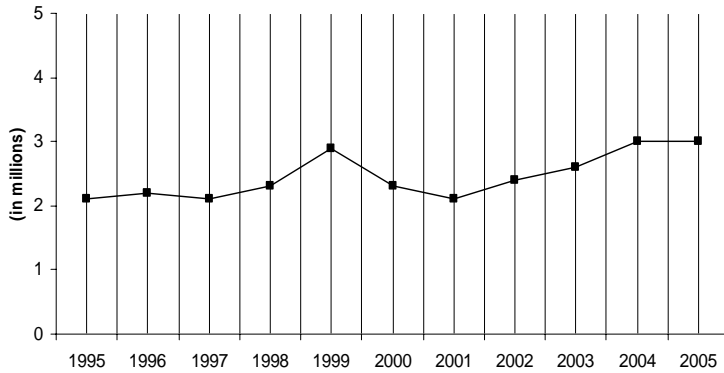
Table 3.7: Retail Sales, Trade Area Capture and Pull Factors (Based on 2004 sales)

| Johnson County Places | Collections | Adjusted 2003 Population | Per Capita Sales Tax Collections | Pull Factors | Trade Area Capture | Percent of County Sales |
|-----------------------------|----------------------|-----------------------------|--|-----------------|-----------------------|----------------------------|
| DeSoto | \$ 1,179,352 | 4858 | \$242.76 | 0.39 | 1,909 | 0.27% |
| Edgerton | \$ 196,709 | 1547 | \$127.16 | 0.21 | 318 | 0.05% |
| Fairway | \$ 1,306,005 | 3886 | \$336.08 | 0.54 | 2,114 | 0.30% |
| Gardner | \$ 5,272,609 | 11565 | \$455.91 | 0.74 | 8,534 | 1.22% |
| Lake Quivira | \$ 117,190 | 935 | \$125.34 | 0.20 | 190 | 0.03% |
| Leawood | \$ 21,310,321 | 28846 | \$738.76 | 1.20 | 34,493 | 4.94% |
| Lenexa | \$ 42,577,397 | 41320 | \$1,030.43 | 1.67 | 68,917 | 9.88% |
| Merriam | \$ 24,369,606 | 10710 | \$2,275.41 | 3.68 | 39,445 | 5.65% |
| Mission Hills | \$ 1,004,933 | 3552 | \$282.92 | 0.46 | 1,627 | 0.23% |
| Mission | \$ 12,088,711 | 9752 | \$1,239.61 | 2.01 | 19,567 | 2.80% |
| Mission Woods | \$ 75,857 | 162 | \$468.25 | 0.76 | 123 | 0.02% |
| Olathe | \$ 88,789,051 | 104508 | \$849.59 | 1.38 | 143,716 | 20.59% |
| Overland Park | \$168,806,069 | 158938 | \$1,062.09 | 1.72 | 273,233 | 39.15% |
| Prairie Village | \$ 8,837,203 | 21543 | \$410.21 | 0.66 | 14,304 | 2.05% |
| Roeland Park | \$ 4,755,344 | 7075 | \$672.13 | 1.09 | 7,697 | 1.10% |
| Shawnee | \$ 38,139,819 | 53896 | \$707.66 | 1.15 | 61,734 | 8.85% |
| Spring Hill | \$ 2,041,423 | 3491 | \$584.77 | 0.95 | 3,304 | 0.47% |
| Westwood Hills | \$ 53,642 | 369 | \$145.37 | 0.24 | 87 | 0.01% |
| Westwood | \$ 929,135 | 1504 | \$617.78 | 1.00 | 1,504 | 0.22% |
| Rest of County | \$ 9,289,434 | 14743 | \$630.09 | 1.02 | 15,036 | 2.15% |
| Total County | \$431,139,812 | 483200 | \$892.26 | 1.44 | 697,852 | 100.00% |

Source: K-State Research and Extension

A comparison of Mission’s retail pull factors to competing cities in Johnson County shows that **Mission has the second highest Retail Pull factor in Johnson County.** Mission’s significant location advantage captures retail sales in an area with more than twice the city’s population.

Figure 3.3:
Annual Sales Tax Revenues



Sales tax revenues have been relatively flat over the past ten years. Revenue increases have most likely been due to two 1/4¢ increases. Sales tax revenues leveled off in 2004 - 2005. During redevelopment of the Mission Center Mall site, a steep decline in sales tax revenues is expected.

Source: Kansas Department of Revenue - Office of Policy and Research

Housing and Property Values

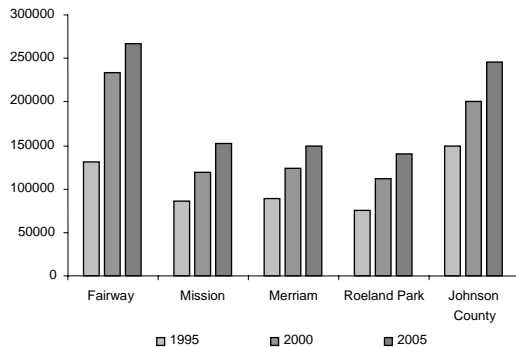
Housing and Property Values are important indicators of the desirability of a place to live. In the last 5 years, the average residential sale price in Mission has increased 28%, compared to 22% for Johnson County. Between 2000 and 2005, Mission has had the highest increase in residential sale prices compared to its neighbors (**Ref. Table 3. 8**).

Table 3.8: Residential Average Sale Price (1995-2005)

| | Roeland Park | Mission | Merriam | Fairway | Johnson County |
|-----------------------|--------------|-----------|-----------|-----------|----------------|
| 1995 | \$75,662 | \$86,135 | \$89,475 | \$131,031 | \$148,635 |
| 2000 | \$111,298 | \$119,245 | \$123,701 | \$233,692 | \$200,943 |
| 2005 | \$140,827 | \$152,866 | \$149,555 | \$266,687 | \$245,167 |
| %increase (1995-2000) | 47.1% | 38.4% | 38.3% | 78.3% | 35.2% |
| %increase (2000-2005) | 26.5% | 28.2% | 20.9% | 14.1% | 22.0% |

Source: Johnson County Appraiser

**Figure 3.4: Residential Housing Prices
1995- 2005**



The average residential sale price in Mission is \$152,866—about \$93,000 less than the Johnson County average.

With an estimated 5,700 additional units in the West Gateway and 900 units in the East Gateway, Mission’s housing market will be poised for significant reinvestment. Spill over development, and reinvestment in the City’s traditional neighborhoods, will positively affect current housing values.

Total Business Establishments and Employment

The City has over 800 business establishments that employ over 12,000 people. In addition to the Retail Trade sector, there are a significant number of professional, scientific and technical service establishments that provide higher paying jobs. There are over 20 Information technology firms that provide the highest annual payroll jobs (**Ref. Table 3.9**).

When compared to area-wide statistics, and trends over time, it should be noted that the number of business establishments in Mission and in NE Johnson County has declined since 2000, while as a whole, the number of Johnson County businesses has remained stable. (**Ref. Table 3.10**).

With the additional retail and office space planned for East and West Gateways in Mission, there should be a significant turnaround in number of retail establishments and office-based employment by 2010 and 2020.

Table 3.9: City Top Employment Sectors (2005)

| Sector | Number of Establishments | Number of Employees | Annual Payroll |
|---|--------------------------|---------------------|----------------|
| Retail Trade | 92 | 1221 | \$21,811,000 |
| Professional, scientific & technical services | 76 | 821 | \$37,992,000 |
| Other Services | 48 | 383 | \$ 8,031,000 |
| Accommodation & Food Services | 44 | 907 | \$10,096,000 |
| Health Care | 40 | 571 | \$23,773,000 |
| Admin & Support | 34 | 564 | \$11,225,000 |
| Real Estate | 31 | 356 | \$ 9,912,000 |
| Wholesale Trade | 27 | 331 | \$16,862,000 |
| Information | 22 | 993 | \$44,453,000 |

Source: Johnson County Appraiser

Table 3.10: Total Business Establishments and Employment (2000-2004)

| | Mission Area (Zip code 66202) | | | NE Johnson County | | | Johnson County, KS | | |
|--------------------------|-------------------------------|---------|----------|-------------------|-----------|----------|--------------------|------------|----------|
| | 2000 | 2004 | % change | 2000 | 2004 | % change | 2000 | 2004 | % change |
| Number of establishments | 902 | 807 | -10.5% | 2,642 | 2,487 | -5.9% | 15,894 | 16,799 | 5.7% |
| Number of employees | 15,724 | 12,027 | -23.5% | 40,096 | 33,715 | -15.9% | 282,652 | 286,400 | 1.3% |
| Annual Payroll in \$1000 | 634,960 | 535,269 | -15.7% | 1,448,859 | 1,251,970 | -13.6% | 9,883,631 | 11,313,037 | 14.5% |

Source: Bureau of Economic Analysis

Labor Force Characteristics

An important characteristic considered by employers is an evaluation of the educational level of the local population. The percentage of high school and college graduates in a community influences the type and the amount of new businesses that locate in an area. The level of education among residents reflects the skills of the local work force and determines the type of new businesses that may be attracted to the City.

The commonly considered component used to measure educational levels is the percentage of the population that is high school and college graduates. Based on the 2000 U.S. Census, Mission's high school graduate rates are similar to that of the County average. However, the percentage of college graduates is lower than the percentages of NE Johnson County and the County as a whole (**Ref. Table 3.11**).

Table 3.11: Educational Attainment (2000)

| | Percent high school graduate or higher | Percent bachelor's degree or higher | Percent of Population in Labor Force | % Female Population in Labor Force |
|--------------------------|--|-------------------------------------|--------------------------------------|------------------------------------|
| Mission (Zip Code 66202) | 94.4 | 41.7 | 74.0 | 68.9 |
| NE Johnson County | 94.8 | 48.3 | 70.5 | 64.7 |
| Johnson County | 94.9 | 47.4 | 73.9 | 65.9 |

Source: US Census Bureau

(This is for the portion of the City of Mission in a portion of zip code 66202, generally the areas west of Nall Avenue.)

In 2000, the City of Mission had a total population of 9,727 of which 5,776 were employed. Occupations were primarily in the areas of management, professional, and maintenance – 42.5%, Sales and Office – 29.3%; and Service – 13.1%. These are very similar to Johnson County trends (**Ref. Table 3.12**).

Table 3.12: Occupation (2000)

| | Mission Area (Zip Code 66202) | NE Johnson County | Johnson County |
|---|-------------------------------|-------------------|----------------|
| Management, professional, and related occupations | 42.5 | 47.01 | 47.5 |
| Service occupations | 13.1 | 11.07 | 10 |
| Sales and office occupations | 29.3 | 29.82 | 29.6 |
| Farming, fishing, and forestry occupations | 0.1 | 0.06 | 0.1 |
| occupations | 6.4 | 5.74 | 5.7 |
| Production, transportation, and material moving occupations | 8.6 | 6.29 | 7.1 |

Source: US Census Bureau

Retail and Office Net Lease-able Areas

Mission has the highest retail and office net lease-able area in northeast Johnson County (**Ref. Table 3.13**). Mission’s proposed Gateway center will add a net 146,000 square feet of new retail by 2008. Additional mixed use development is envisioned in the East and West Gateway Plans as well as in the Rock Creek Redevelopment Study. Some of it includes redevelopment of existing retail and office uses. If development occurs as envisioned, the City could add up to 600,000 square feet of new retail and office space at about 45 square feet per capita by 2030.

Table 3.13: Retail and Office Net Lease-able Areas (2006)

| | Retail NLA | | Office NLA | |
|----------------|------------|------------|------------|------------|
| | Total | Per Capita | Total | Per Capita |
| Mission | 1,469,076 | 151 | 1,256,545 | 129 |
| Roeland Park | 436,402 | 63 | 105,715 | 15 |
| Merriam | 1,559,916 | 145 | 1,150,762 | 107 |
| Fairway | 75,208 | 20 | 314,120 | 82 |
| Johnson County | 32,804,634 | 65 | 34,075,510 | 67 |

Source: Johnson County Appraiser

Per Capita rates are based on Census 2005 estimates

Conclusion

In summary, as with most first-tier suburbs, Mission faces challenges—and opportunities presented by changing markets—to remain competitive with other communities. Retail competition within a seven minute drive of Roe & Johnson Drive includes Merriam, Roeland Park, the Fairway shops, two shopping centers in Prairie Village, and the Country Club Plaza. Brookside and the emerging Crossroads District in Kansas City offer alternative housing and shopping options, as well. New retail construction includes completion of Roeland Park’s Bella Roe Plaza, adding a new Lowe’s to the area. Merriam is aggressively pursuing development of two new shopping centers that will add 519,000 square feet of new retail.

So far, the City has retained strong sales and managed to keep a stable population. It enjoys a strategic location, and has one of the highest retail pull factors in the northeast Johnson County area. It serves a trade area more than twice its own population.

With redevelopment efforts at both ends of the Johnson Drive, and in the Downtown area, Mission will reinvent itself as a unique City showcasing urban living at its best—in the process, planning for 13,000 more people, over 300,000 square feet of retail space, and 300,000 square feet of office space

Chapter 4— Goals, Objectives and Action Plans

Introduction

The Comprehensive Plan focuses on the statutory requirements of planning in the State of Kansas by setting goals, objectives and action plans for specific plan elements. Each element is addressed in the following components:

- **Goals**

In response to the planning analysis, goals are formulated to reflect the desired community purpose or Vision for the future.

- **Objectives**

The planning objectives are the City’s statement for how to achieve the goals. Once adopted, the objectives direct actions by the City Council, Planning Commission, and City staff, and all other plan participants.

- **Action Steps**

For each Comprehensive Plan element, Action Steps—with an “Implementation Summary” for each—are set forth.

Focus Session and Charrette Overview

Two public workshops—a Focus Session and a Charrette—were held in June, 2006 at the *Sylvester Powell, Jr. Community Center*, as a way of gauging public opinion and values, and, as a way of encouraging public participation in the Comprehensive Planning process. A complete summary of the Focus Session and Charrette Workshop are provided in **Appendix B** of this document

The “Focus Session” was held on June 6, 2006. The session provided an opportunity for residents, landowners, business and civic leaders, and other community stakeholders to identify and verify issues and opportunities that are critical to the City’s future. Participants in the session identified and ranked critical issues facing the future of Mission from broad



perspectives, positioning the City to hone in on what is most important as it formulates planning policies during the Comprehensive Plan Update. The meeting allowed the community participants to begin building consensus on key community issues. The session was open to the public.

About 50 individuals from Mission—residents and business owners—gathered to first identify critical issues that will shape the City’s future; then, rank them in importance by each topic for the Comprehensive Plan.

The process of Issues Identification used at the Focus Session was a structured idea-sharing process. The opening lists of issues identified in the large group were then refined, clarified and prioritized in smaller “break-out” groups. The series of issues were organized and discussed in the context of the following categories:

- Neighborhoods and Infrastructure: Issues related to preferred development patterns and the intensity and location of land uses in the neighborhoods of the City, as well as issues related to funding and maintaining infrastructure, and related utilities and public services.
- Economic Development: Issues related to retaining and attracting businesses and workers; for residents to benefit from with employment and services; and for visitors to spend money.
- Quality of Life Issues: Community assets that shape the character and facilities of Mission as a good place to live, to raise a family, and to work and recreate.

On June 22, 2006 a "Policy Planning Charrette" was conducted with a similar broad cross-section of the Mission community, including many participants from the prior Focus Session. During the Charrette, participants were charged with developing strategies to address the issues identified to date, as well as other issues relevant to the vision and future of Mission. The principal purpose of this series of public meetings was to gain detailed insights into the



challenges and opportunities facing the City of Mission, while building consensus for goals and objectives in the City’s Comprehensive Plan. A summary of the Focus Session, including the top issues for each discussion category as ranked by each of the break-out groups, and of the Charrette is included in the Comprehensive Plan as **Appendix B**.

Natural Features and the Environment

Goals, Objectives and Action Plan

Goal: Rock Creek Flooding

Abate recurring Rock Creek flooding conditions that create public safety and environmental problems for Mission and adjacent communities, most particularly Fairway.

1.0 Objective: Make flood improvements environmentally responsible, ensuring against increases in peak flow at points downstream.

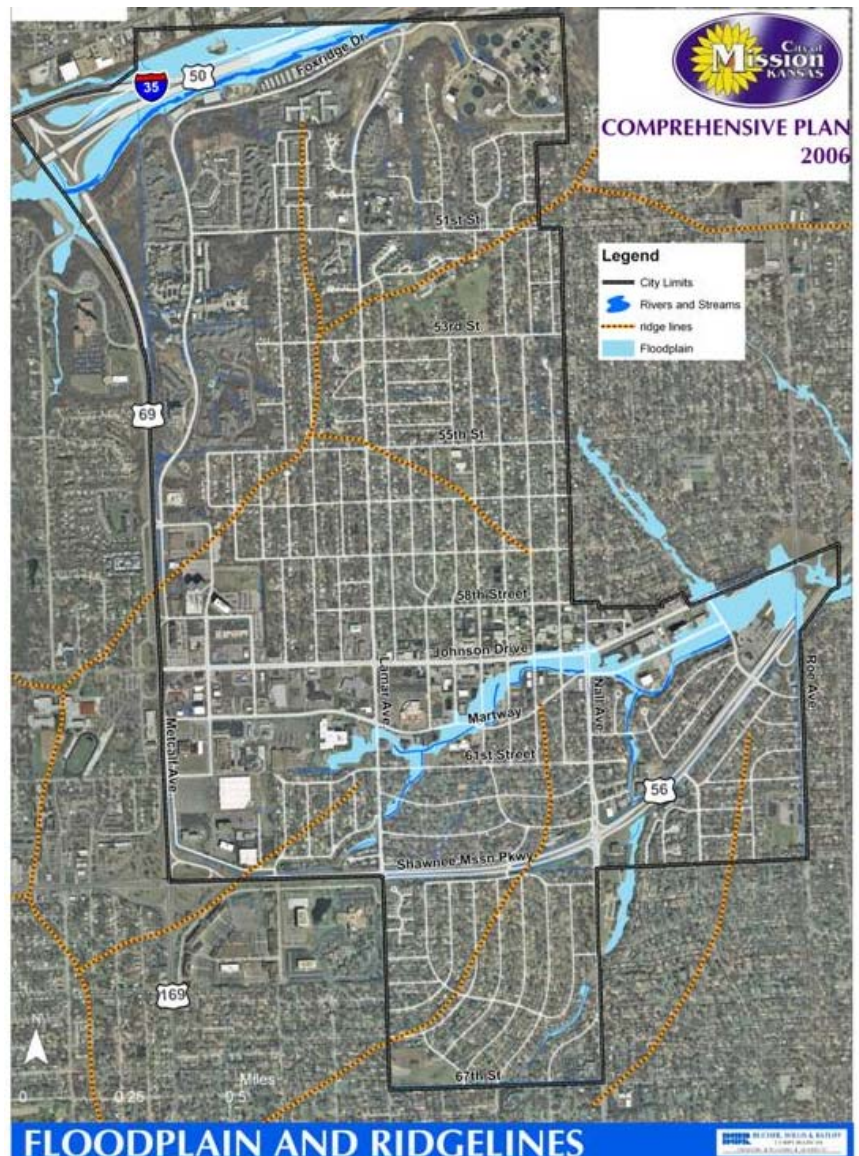
1.1 Action Step: Adopt standards and amend codes to require on-site storm water management methods so that improvement projects will, to the extent possible, include components which improve the storm water runoff quality and reduce the runoff quantity.

1.2 Action Step: Prohibit private improvements that cause an increase in peak flow, or other negative impact, to any property downstream and to the downstream reach of Rock Creek in Fairway.

2.0 Objective: Preserve green space to minimize storm water runoff.

2.2 Action Step: Update subdivision and zoning regulations to require Low Impact Development (LID) standards to be met at the parcel level of development.

Figure 4.1: Floodplain and Ridgelines



Goal: Downtown Floodplain

Redevelop the inhibited Downtown areas in the 100 year flood plain (Ref. Figure 4.1).

- 3.0 Objective: Provide redevelopment options for community consideration by adopting a City plan for the flood-affected area.
- 3.1 Action Step: The City Council should continue implementing the engineering and redevelopment concepts that address flooding issues for Rock Creek in the Central Business District according to plans recommended by study Task Forces (*Rock Creek Redevelopment Committee* and *Floodplain Planning Committee*) and adopted by the City Council.

Goal: Natural Cover Preservation

Vegetated natural cover within the City shall be protected as it is exposed to increased development pressures.

- 4.0 Objective: Balance the need for natural coverage with economic gain achieved from development opportunities.
- 4.1 Action Step: Draft Low Impact Development (LID) standards that reward preservation of natural coverage of land in natural areas.
- 4.2 Action Step: Continue to abide by Tree City USA program guidelines.
- 4.3 Action Step: Zone for higher-density development in redevelopment projects in exchange for increased open space and new natural areas.

- 5.0 Objective: Build on Street Tree Efforts Citywide
- 5.1. Action Step: Create programs whereby the City and the property owners cooperate in reinvesting in appropriate street trees.
- 5.2. Action Step: Educate the public about how street trees were planted by prior generations and require reinvestment over time by successive generations.
- 5.3. Action Step: Amend the *Downtown Urban Design Guidelines* to include street tree standards for the Downtown and the commercial Gateways.

Goal: Sustainable Community

Grow the City of Mission as a community that promotes sustainable development by the public and private sector

- 7.0 Objective: Support the implementation of the City of Mission Climate Action Plan.
- 7.1 Action Step: Promote the purchase of electricity generated from clean renewable sources such as wind and solar by both the city government and individual residents and businesses.
- 7.2 Action Step: Offer loans or awards to businesses to make energy efficient retrofits and changes to infrastructure

- 7.3 Action Step: Establish water conservation measures to reduce residential and commercial water consumption.
- 7.4 Action Step: Consider measures to limit the idling of vehicles

7.5 Action Step: Allow the on-site generation of electricity from clean renewable sources such as wind and solar.

Implementation Summary—Natural Features and the Environment

Build on successes of public improvements in the Rock Creek 100-year flood plain that will promote future redevelopment projects within the designated downtown commercial areas. Current drainage improvements are being built with LID (Low Impact Development) standards; and future redevelopment projects should continue to be built to applicable LID standards. Storm water best management practices play a critical role in Mission’s pursuit of its goals. Mission’s vision for redevelopment in the downtown in conjunction with Rock Creek channel improvements should be continuously updated and serve as a guide for public and private investment in the floodplain corridor south of and along Johnson Drive in Downtown.

Promote a holistic approach to sustainability planning and initiatives that examines the linkages between citizens, their environment, and the economy when deciding what options are best for the long-term growth, happiness, and stability of the City. By considering the triple bottom line (people, planet, prosperity) the City can more accurately meet the needs of current residents and businesses and safeguard the resources available to future generations.

Ensure that the City of Mission continues to implement TreeCity USA guidelines as we protect and invest in trees. Expand on local regulations with formal street tree standards, so that trees planted at front lot lines and in public areas have formal design parameters to follow when site plans are submitted.

Parks, Recreation and Public Facilities

Goals, Objectives and Action Plan

Goal: Existing Open Space

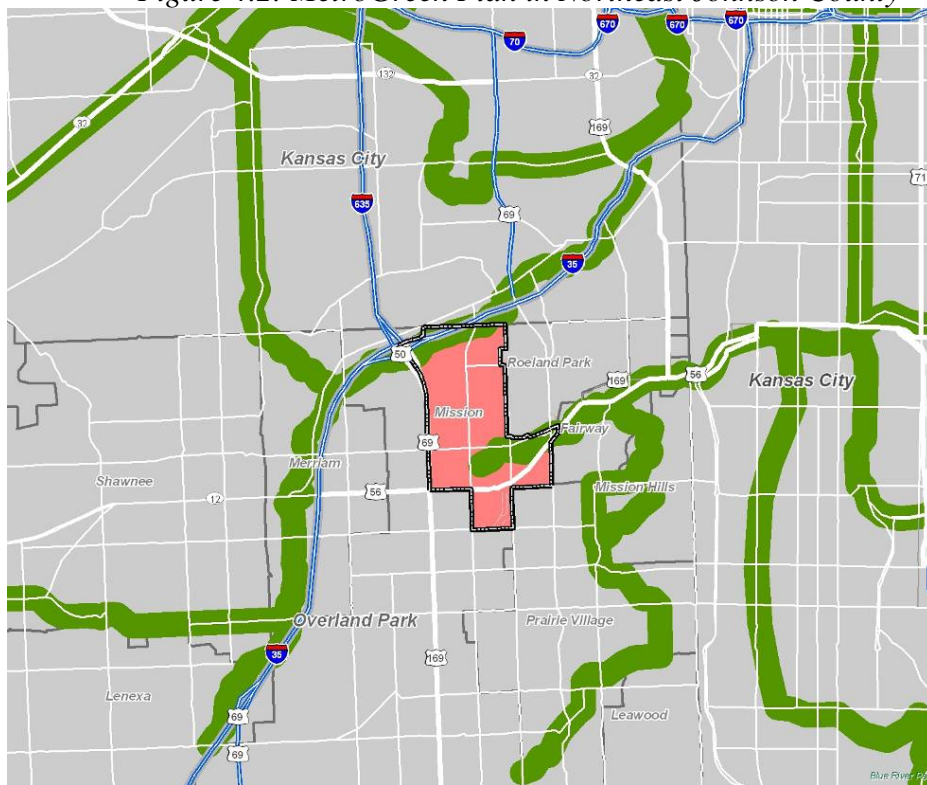
Maintain and preserve existing open space and natural features to enhance the character of the built environment; promote neighborhood stability, public health and safety; and provide for outdoor recreation and visual enjoyment.

1.0 Objective: Maintain a park system for Mission that provides open space and recreation facilities to serve Mission residents.

1.1 Action Step: Existing City-owned parkland should be dedicated for park purpose and be protected against conversion to non-recreational uses.

- 1.2 Action Step: Parkland not owned by the City of Mission should be identified as park by the City Council, with agreement of the owners that any change in use be made known to the City well in advance of implemented changes.
- 1.3 Action Step: The City commits to the maintenance and enhancement of parkland owned by the City, as well as designated parkland owned by other public entities and used by Mission residents.
- 2.0 Objective: Incent development plans that create public and private open space adjacent to public rights-of-way and easements accessible to the pedestrian and motoring public.
- 2.1 Action Step: Amend zoning and subdivision regulations to incent open space dedication, defining “passive recreation” as well as “active recreation”.

Figure 4.2: MetroGreen Plan in Northeast Johnson County



The MetroGreen plan was initiated by land use professionals in the early 1990s as a vision for interconnected trails in the Kansas City metropolitan area; then advanced by MARC in a published plan.

Goal: Increased Parks and Recreation

Increase park and recreational facilities, given expressions of public demand.

- 3.0 Objective: Ensure that existing parkland and recreational facilities are meeting the current and future needs of Mission residents.
- 3.1 Action Step: Whenever feasible, conform to standards for parkland development as provided by the National Parks & Recreation Association (NPRA).

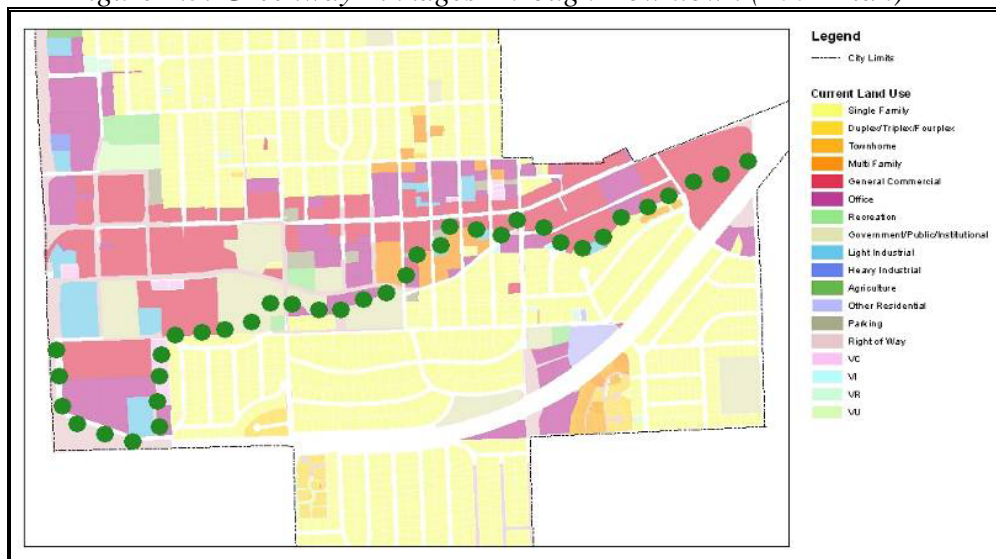
- 3.2 Action Step: Plan parkland development in coordination with the land uses that surround it.
- 3.3 Action Step: Given the lack of available land in the City, continue partnering with the Shawnee Mission School District to accommodate active recreation use of school grounds and buildings by organized non-profit groups who are not school-related.
- 4.0 Objective: Minimize disruption of neighborhood traffic patterns when considering parkland development.
- 4.1 Action Step: Plan and develop park facilities based on residential input.
- 4.2 Action Step: Plan park improvements factoring in both neighborhood and citywide needs and interests.

Goal: Trail Corridors

Promote pedestrian and bicycle trail corridors, given popularity with residents.

- 5.0 Objective: Meet the walking and bicycle needs of the community.
- 5.1 Action Step: Take advantage of existing natural features to acquire land to connect existing parks with trail corridors.
- 5.2 Action Step: Take advantage of publicly-owned lands where practicable to connect existing parks with trail corridors.
- 5.3 Action Step: Participate in regional planning initiatives for trail corridor development, such as the regional *MetroGreen* plan and the county *Streamway Parks* plan for an interconnected system of public and private improvements. (Ref. Figure 4.2)

Figure 4.3: Greenway Linkages Through Downtown (2004 Plan)



- 6.0 Objective: Combine public and private initiatives.
- 6.1 Action Step: Request easements for future trail corridors when approving redevelopment applications.

6.2 Action Step: Apply design concepts for "parkways and boulevards" where practicable when planning major street improvements in the Gateway Plans.

Implementation Summary—Parks, Recreation and Public Facilities

Enhance City of Mission parks in agreement with previous studies performed by Mission’s Parks and Recreation department. Park and recreation improvements should be coordinated in the Community Investment Program (CIP) to reflect the new emphasis on multimodal transportation. Planning for parks should include four main categories of active and passive recreation:

- Neighborhood Parks: These parks should be located close to the center of residential areas and within walking distance of residents.
- Pocket Parks: These parks can be added on small lots, making them more practicable for a built-up city. Further, they are integral to successful mixed use development and as such should be integrated into mixed use development plans.
- Community Parks: Community Parks should be located on collectors or thoroughfares to accommodate automobile access and parking; and should be coordinated with Shawnee Mission School District facility use to compensate for lack of available land.
- Greenway Linkages: The green linkages should be planned citywide and implemented when possible, such as redevelopment of the Rock Creek floodplain (**Ref. Figure 4.4**).

Transportation

Goals, Objectives and Action Plan

Goal: Public Transit

Plan for multimodal transportation citywide in Mission.

- 1.0 Objective: Encourage Mixed Use High-density redevelopment to occur in the form of “transit-oriented development” (TOD).
 - 1.1 Action Step: Work with regional planning organizations in planning for possible transit routes through the City of Mission.
 - 1.2 Action Step: Target areas for transit-oriented development (TOD) within the City as multimodal plans are drafted and adopted, in accordance with the Site Planning Guidelines in **Appendix A**.
 - 1.3 Action Step: Require private developments to complement transit where it is planned and/or improved, and to otherwise apply pedestrian-friendly site design standards.
 - 1.4 Action Step: Study options for increasing public transportation subsidies for elderly needs.
- 2.0 Objective: Support regional transit system plans as may be promulgated by Mid America Regional Council (MARC) with area cities and counties to promote the City of Mission’s goal of becoming truly multimodal.

- 2.1 Action Step: Plan for local routes and connections to future regional transit systems, including freeway flyers, rapid riders, local links, transit hubs (including at the Gateway developments), and special services.
- 2.2 Action Step: Focus local multimodal improvements on economic opportunity, cultural vitality, and varied choices of places to live, work, shop, learn, worship and play.
- 2.3 Action Step: Explore a partnership opportunity with The Jo to provide local service for Mission that would align with future redevelopment and demographic changes.
- 2.4 Action Step: Coordinate any investments by the city with other entities that provide transit services to ensure maximum return of investment.

Goal: Pedestrian and Bicycle Traffic

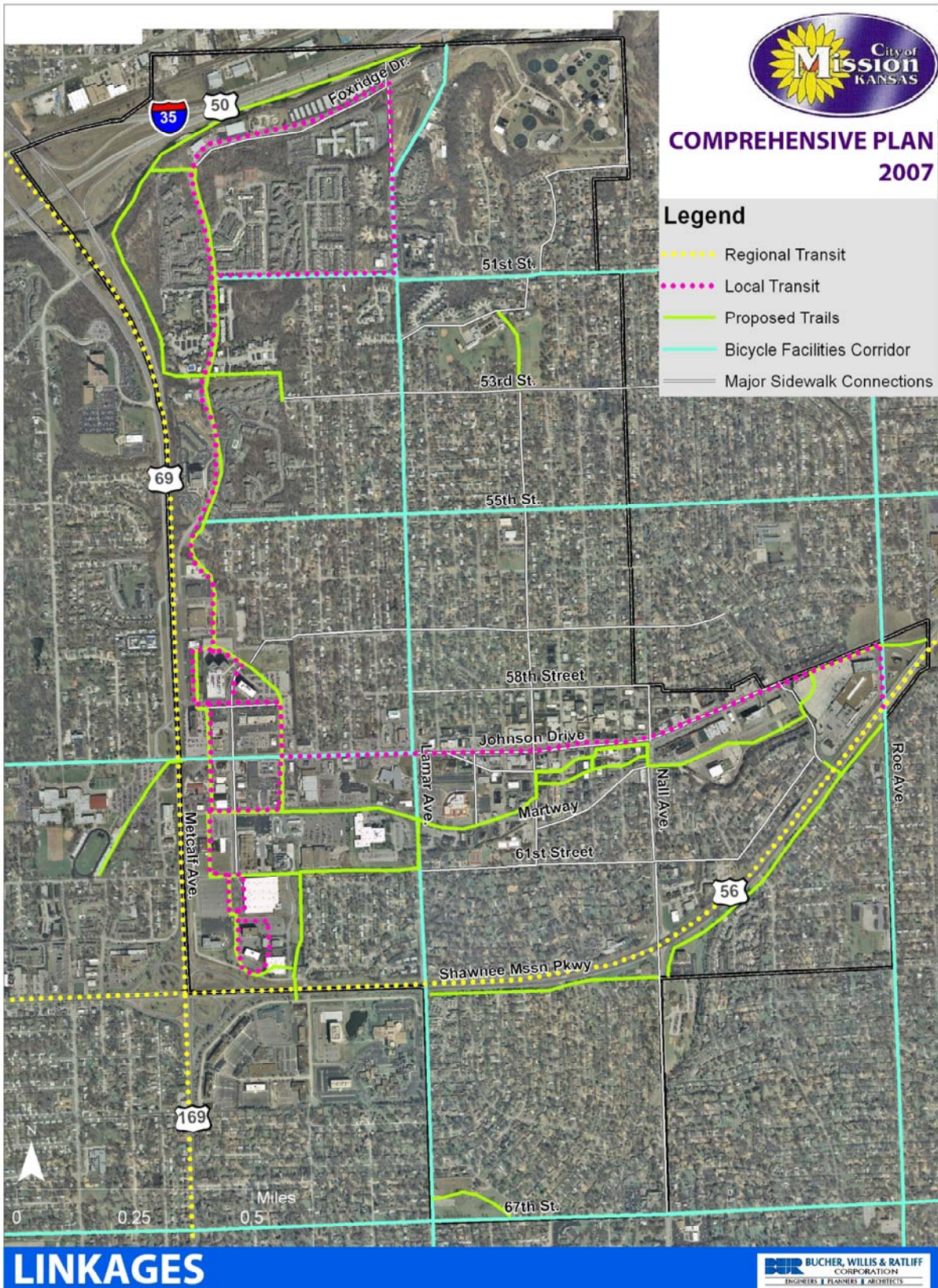
Provide for a citywide system to balance alternative travel modes with auto travel, allowing for safe, efficient and convenient bicycle travel within Mission and connecting to destinations within the City and region.

- 3.0 Objective: Create incentives for rights-of-way dedication and easements for alternative transportation modes.
 - 3.1 Action Step: Amend subdivision regulations to promote dedication of land for bicycles, pedestrian walks and transit needs.
 - 3.2 Action Step: Inventory where walks disconnect throughout neighborhoods.
- 4.0 Objective: Include community investment plans for alternative transportation modes in the citywide Community Investment Program (CIP).
 - 4.1 Action Step: Update the CIP to include sidewalks, off-street recreational trails, and on-street share the road routes and bike lanes as part of a *Bicycle and Pedestrian Connectivity Plan* and update it on a regular basis.
 - 4.2 Action Step: Create policy standards to evaluate and weight alternative transportation improvements as compared to auto-oriented improvements.
 - 4.3 Action Step: Study the quantity and quality of end-of-trip bicycle facilities, such as parking and commuter facilities.
- 5.0 Objective: Support bicycle travel within the city.
 - 5.1 Action Step: Consider joining the League of American Bicyclists Bicycle Friendly Community Program.
 - 5.2 Action Step: Participate with regional efforts to create bicycle transportation corridors in Northeast Johnson County that would connect with Mission.

Implementation Summary—Transportation

Balance auto-oriented and multimodal transportation systems, including a new emphasis on pedestrian and bicycle modes of travel. This combined with more expanded and committed transit planning complement the new definitions of mixed use development in the City of Mission. Periodic traffic analysis undertaken for the Community Investment Program should now include multimodal analysis. Transportation analysis is essential to provide the City with a rational basis for implementation.

Figure 4.4: Linkages



Economic Revitalization and Redevelopment

Goals, Objectives and Action Plan

Goal: Commercial Corridors in Mission

The Johnson Drive Corridor is the longstanding retail district within Mission (Ref. Figure 4.5) and should be reinforced by future public projects and private redevelopment.

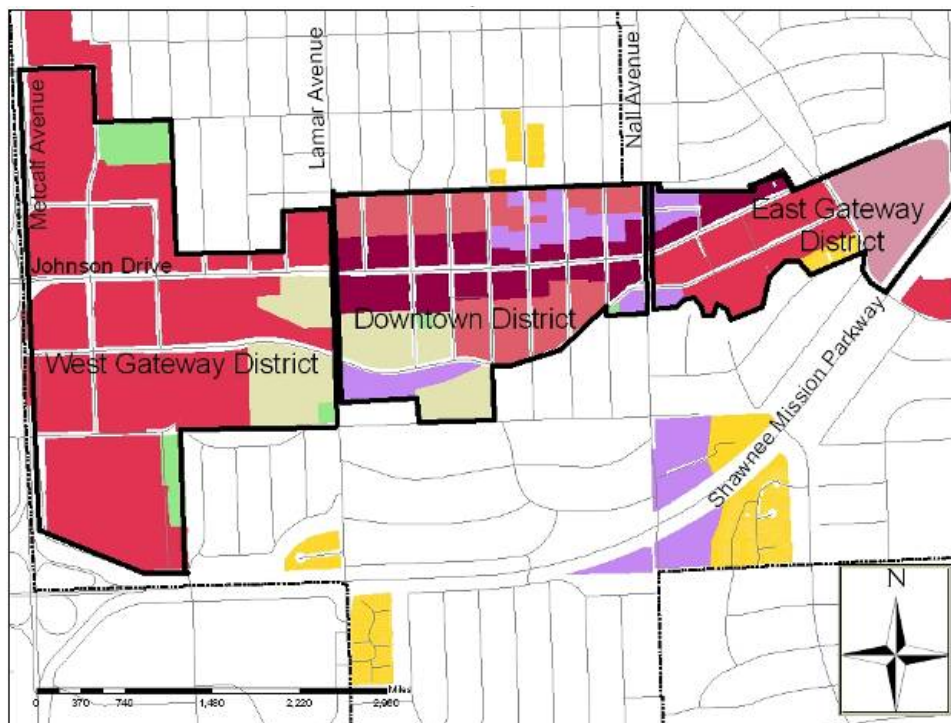
1.0 Objective: The Johnson Drive Corridor is divided into three districts and each one shall be unique in its form and appeal, yet connected by common transportation facilities—for autos and by public transit—and by pedestrian improvements. The three districts within the Johnson Drive Corridor are:

- All areas east of Nall Avenue defined as the “East Gateway District”.
- Areas between Lamar and Nall defined as the “Downtown District”.
- Areas west of Lamar defined as the “West Gateway District”.

1.1 Action Step: Implement the West Gateway Plan, the Downtown Plan and the East Gateway Plan.

1.2 Plan for a system of off-street parking in Downtown and at the Mission Gateways that implements the pedestrian-friendly objectives of each plan.

Figure 4.5: Johnson Drive Corridor



Goal: Mixed Use Development

Promote a mixture of office, retail, and residential uses (mixed uses) along the Johnson Drive commercial corridor of the City.

2.0 Objective: Future Land Use Plan should promote office and retail development as well as mixed uses that are compatible with existing projects and adjacent neighborhoods.

2.1 Action Step: Implement the features of each Vision Plan that provide adequate transitions to adjacent residential areas through strategic location of the housing component in mixed uses, reinforcement of adjacent compatibility standards, and adequate provision for traffic impact.

2.2 Action Step: Engage Master Developers to implement large-scale mixed office, research, retail, residential or residential hotel on a project-by-project basis.

Goal: Monitor and Promote Economic Development

Promote a sustainable, diverse economy.

3.0 Objective: Create and implement a “Commercial Redevelopment Analysis.” This will provide a plan of determining the best areas to focus redevelopment strategies.

3.1 Action Step: The City will monitor the status of commercial areas by preparing this Commercial Redevelopment Analysis that focuses on such things as:

- Retail Sales Trends
- Property Values Trends
- Economic Market Shifts
- Tax Base Stability

Goal: Strategic Redevelopment of Large-scale Land Areas

Promote public use of large-scale land redevelopment to meet public facility needs.

4.0 Objective: Include public open space needs when regulating large-scale institutional redevelopment of land.

4.1 Action Step: Draft site planning standards that include incentives for public open space dedication and private open space preservation if adjacent to public rights-of-way and easements.

Goal: Identity of City Gateways

Promote public identity at City Gateways.

5.0 Objective: Plan for corridor-wide and Gateway improvements at primary entrances into the City in addition to the East Gateway and West Gateway.

5.1 Action Step: Plan for corridor-wide improvements along the north-south lengths of Lamar Avenue and Foxridge Drive.

- 5.2 Action Step: Improve Nall and Shawnee Mission Parkway at the south.
- 5.3 Action Step: Continue implementing the East Gateway and West Gateway entrance features.
- 6.0 Objective: Adopt standards for Johnson Drive as the primary mixed use Gateway of the City.
- 6.1 Action Step: Create uniform design standards for Johnson Drive to connect all three commercial and mixed use districts in central Mission.
- 6.2 Action Step: Accommodate multimodal transportation needs in the standards.
- 6.3 Action Step: Plan for transition of street function from existing to future design standards as regional arterial streets designed to carry automobile traffic primarily become local collector streets that are multimodal.

Implementation Summary—Economic Revitalization and Redevelopment

Complete revitalization and redevelopment plans underway in the Downtown and Gateways, applying newly defined development standards for “mixed use” and “multimodal transportation” as integral aspects of redevelopment in the City of Mission. Continue City partnering with the private sector to encourage redevelopment such as the use of Redevelopment Districts, Enterprise Zones, Urban Renewal and Assessment Districts. Use the Comprehensive Plan to apply infill and redevelopment policies citywide.

Housing and Neighborhoods

Goals, Objectives and Action Plan

Goal: Effective Redevelopment

Promote effective development and redevelopment of Residential Areas.

- 1.0 Objective: Create and implement a “Housing Revitalization Strategy.”
 - 1.1 Action Step: Determine the best areas to focus public support for redevelopment
 - 1.2 Action Step: Monitor the status of housing units within the City by preparing a Housing Market Analysis that looks at factors such as:
 - Vacancy Rates
 - Investor-Owned Housing, including local agent registry
 - Property Value Decline
 - Lack of Property Maintenance
 - Environmental Concern
 - Safety Concerns
 - Demand/supply analysis of various types of housing products
 - 1.3 Action Step: Utilize tools and strategies identified in the Mission Housing Policy and the Johnson County Housing Choices Report.

Goal: Housing Choice and Affordability

Ensure an adequate supply of affordable housing for the community.

2.0 Objective: Encourage affordable housing in new residential developments.

2.1 Action Step: Assess the market opportunity in an already built-up “First Tier” suburb of Kansas City to provide of more diverse housing choice including:

- Opportunity for mixed-use housing in areas other than just the commercial areas in the Downtown and in the Gateways.
- Identify areas that may support redevelopment for “life-cycle housing”
- What role the public sector should play in promoting housing options relative to private sector market forces.

2.2 Action Step: Public Outreach and Education

- Assess housing affordability: the impacts of a growing gap between rising housing values (and costs) on the one hand, and household incomes that are increasing at lesser rates.
- Adopt the regional “Site Planning Idea Book” published by the *First Suburbs Coalition* to guide the new site planning standards.
- Educate the Public, including review of the *Rental Task Force Report*.



2.3 Action Step: Leverage Housing Choice initiatives from Johnson County to increase housing options in the city of Mission.

Goal: Existing Housing Stock Improvement

Encourage residential revitalization as the housing stock in Mission continues to age and market demands change.

3.0 Objective: Promote good quality residential redevelopment that is compatible with existing neighborhoods will maintain property values and quality of life in Mission.

3.1 Action Step: Require replatting of any existing residential lot that is split for purposes of constructing two or more houses, administered by the Planning Commission as a subdivision or planned development.

3.2 Action Step: Coordinate with neighborhood organizations throughout the City to actively communicate on Action Steps affecting neighborhoods.

3.3 Action Step: Recognize the need for alternatives to the traditional suburban housing styles. The alternatives may be provided in the form of small lot patio homes, small lot single-family homes, townhomes or row housing, etc. The best locations for such projects are those areas in the proximity of existing commercial areas. Other locations may be considered on a case by case basis.

3.4 Action Step: Create incentives for Low Impact Development improvements as a condition of site plan and replat approval.

- 3.5 Action Step: Encourage well-designed additions to smaller houses that lack modern amenities, or that were built with lower quality materials, and may be built on a lot that allows little room for expansion.

Goal: Transitional Land Uses

Reduce negative impact on residential property values, housing condition, and owner occupancy through effective transitional land uses policies and development standards.

- 4.0 Objective: Protect and stabilize existing single-family residential neighborhoods with new neighborhood site development standards.
- 4.1 Action Step: Review the Housing Inventory Report on an annual basis with the annual update of the Comprehensive Plan and update the report as needed, in order to monitor overall neighborhood conditions.
- 4.2 Action Step: Encourage alternative housing styles to detached single-family housing to soften the transition between single-family residential areas and commercial areas.
- 5.0 Objective: Promote Housing Choice by amending local codes.
- 5.1 Action Step: Review code options to implement the Transect Zoning format of form-based codes, to promote the application of *Smart Growth* and *New Urbanism* principles (**Ref Chapter 5**).
- 5.2 Action Step: Draft *Smart Code* overlay districts modeled after codes published by the *Congress for New Urbanism* to allow for more mixed use housing choice.

Goal: Image and Identity of the City

Continue building upon positive redevelopment trends and promote a positive citywide image of Mission in residential and commercial areas.

- 6.0 Objective: Extend urban design guidelines to other than Johnson Drive.
- 6.1 Action Step: Draft new multifamily residential design standards.
- 6.2 Action Step: Amend the existing commercial design standards based on the Gateway revitalization plans and to extend to residential districts adjacent to Downtown.

Implementation Summary—Housing and Neighborhoods

Continue City partnership with developers in property maintenance in the following ways:

- Johnson County HOME Program. This program helps bring existing owner-occupied homes with household income below 80% of the median income into compliance with the building code.
- First Suburbs Home Equity Loan Program. Provides low-interest loans for home improvements. Funds can be used for projects like updated kitchens, new master suites or extra bathrooms that will add convenience and value.

- Updated Rental Home Ordinance. This ordinance was established to help protect the character and stability of neighborhoods and prevent conditions that would adversely affect the health, safety and welfare of residents of rental dwellings.

Infrastructure Maintenance and Enhancement

Goals, Objectives and Action Plan

Goal: Update the Community Investment Program (CIP) Process and Policies of the City

Apply the new planning principles and “Big Ideas” of the Comprehensive Plan 2007 when programming and budgeting for Public Infrastructure Investments—both improvement and maintenance.

- 1.0 Objective: Ensure adequate capacity of storm water infrastructure.
 - 1.1. Action Step: Study storm water improvements in neighborhoods as well as in business districts.
 - 1.2. Action Step: Update storm water standards to include Low Impact Development standards and incent parcel-level solutions.
- 2.0 Objective: Ensure adequate capacity of water and wastewater infrastructure.
 - 2.1. Action Step: Analyze the capacity of existing utilities to serve denser residential development.
- 3.0 Objective: Update the CIP based on new planning policies.
 - 3.1. Action Step: Include multimodal transportation and sustainability, in addition to major street system priorities as community investments.
 - 3.2. Action Step: Include new CIP normative factors for setting priorities among projects based on planning objectives.
 - 3.3. Action Step: Ensure adequate sidewalk improvement and maintenance.
 - 3.4. Action Step: Define street trees as part of the City’s infrastructure to ensure adequate replacement of street trees.

Implementation Summary—Infrastructure Maintenance and Enhancement

The Community Investment Program (CIP) provides an annual process of identifying and establishing priorities for specific improvements in order to achieve those goals. In order to be effective, a CIP must integrate community desires and goals in a formalized process of needs assessment and financial programming. The city should build on its long-standing CIP process to include normative factors for setting priorities in funding, year-to-year and in a 5-year program.

Chapter 5— Future Land Use Plan and Recommendations

Future Land Use

The **Future Land Use Plan** serves as a guide for the direction and magnitude of future growth and at the same time accommodates changes in the market demands. The **Future Land Use Map** is but one aspect of the Comprehensive Plan. The entire Plan, including the Planning Principles and Design Guidelines (**Ref. Appendix A**) should be referenced and considered when viewing the maps and when judging the appropriateness of the land uses they may display.

Using the concepts of a variety of development zone intensities, the **Future Land Use Plan Map (Ref. Figure 5.1)** identifies the generalized location for different land use classifications for the planning area. The map is not intended to be used to determine the exact boundaries of each land use designation since such areas classified as mixed use are intended to accommodate gradual transition from one land use—or land use intensity—to another. The Plan encourages the integration of compatible land uses, rather than a strict segregation of disparate land uses.

The Plan integrates the three Vision Plans for Johnson Drive corridor: the *East Gateway Plan*, the *West Gateway Vision Plan* and the *Rock Creek Redevelopment Master Plan*. For these districts, one must refer to the future land use descriptions and development criteria within the respective documents.

The “Big Ideas” of the Plan are driving development decisions in the City of Mission in 2007 for two main reasons:

1. the demographics of the City now make it imperative for an older, aged-in-place populace to manage their dependent care housing needs in new ways; and
2. the public and private response to these needs—true mixed use housing choices—makes it imperative for the City to provide for related needs, such as true multimodal transportation.

The **Future Land Use Plan** of the Comprehensive Plan 2007 calls out land use types and densities, helping integrate these “Big Ideas” facing the City of Mission today. The plan and map should be used to guide zoning and related regulatory decisions in years to come.

Land Use Classifications

The following land use categories and their definitions are used in the **Future Land Use Plan Map**. *Residential Densities were derived, in part, from an analysis of existing land use GIS data of the City.

Parks and Pathways This category consists of lands used for parks and pathways and is intended to accommodate active and passive parklands, trails, recreation uses, environmentally sensitive areas, or any other lands reserved for permanent open space purposes.

Residential: Low-Density (3.5 to 6 dwelling units per acre*) areas are generally considered to be neighborhoods characterized by single-family detached dwellings. This category may also include limited cluster single-family developments consisting of zero lot line dwellings, cottage houses, or attached single-family (two-family, three-family, townhouse, or condominium dwellings) subject to the recommendations of ***Appendix A, Planning Principles and Design Guidelines***. This category is also appropriate for planned public and semi-public uses which are considered compatible with residential uses, including educational centers, religious institutions, parks, libraries, and other civic uses.

Residential: Medium-density (6 to 12 dwelling units per acre*) areas are generally considered to be neighborhoods that are composed of a variety of attached housing types such as row housing, townhomes, condominiums, duplexes, triplexes, and fourplexes. This category is also appropriate for planned public and semi-public uses which are considered compatible with residential uses, such as educational centers, religious institutions, parks, libraries, and other civic uses.

Residential: High-density (More than 12 dwelling units per acre*) areas are generally defined as being attached dwelling units garden apartments and multi-story apartments or condominiums.

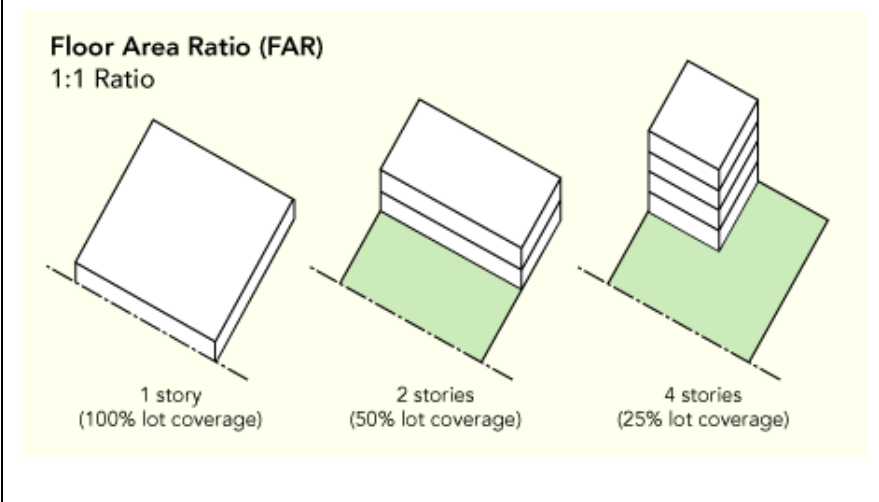
Mixed Use Medium-Density areas are composed of a pedestrian-friendly mix of predominantly housing and limited office and retail uses at medium densities of a Floor Area Ratio of 1.0 to 3.0, as permitted by an updated City Zoning Ordinance. Such districts typically serve as a transition zone between low- to moderate-density residential neighborhoods and areas of higher intensity development. This category primarily consists of an intermixed variety of low to moderate density attached residential housing types, such as row housing, townhomes, condominiums, duplexes, triplexes, and fourplexes, multiplex, and apartment/condo dwellings. Additional uses including live-work, offices, and limited retail stores are permitted in this category under strict architectural and land use controls. Such nonresidential uses are intended to provide services only to residents of the surrounding area and placed in locations with a design character that blends entirely into adjacent and nearby neighborhoods.

All portions of a Residential-Mixed Use area are designed in a manner to promote pedestrian activity through a system of interconnected streets and varied

streetscapes that also provide safe and efficient movement of vehicular traffic. Rear alley / rear garage access is typically required for attached residential structures. Residential densities may vary throughout the neighborhood and are typically higher than low-density residential areas. Residential-Mixed Use areas are generally located in areas appropriate for higher intensity development and are expected within close proximity to Mixed Use High-density areas.

Mixed Use High-density areas are composed of a pedestrian-friendly mix of neighborhood and community office uses, retail-commercial and service-commercial uses, institutional, civic, and medium- to high-density residential uses intermixed through compatible site planning and building design. This promotes a Floor Area Ratio greater than 3.0 and up to 8.0. Residential uses may be located on upper floors of a building's business use, or may include attached residential structures or apartment/condominium buildings or hotels, commingled in the same structures or nearby to promote diversity and a successful pedestrian environment.

Floor area ratio (FAR) is the ratio of the floor area of a building to the area of the lot on which the building is located. For example, the diagram below illustrates three simple ways that a 1:1 FAR might be reached: one story covering the entire lot, 2 stories covering half of the lot, or 4 stories covering a quarter of the lot all result in the same FAR.



Given close proximity to residential uses, all business developments should be well-planned and designed to ensure a high level of compatibility. Non-residential uses are limited to compact, pedestrian/ community-oriented services rather than large-scale or automotive-oriented uses. Site design includes a tight network of streets, wide sidewalks, regular street tree plantings, buildings oriented toward the street frontages with close setbacks to the

street, and accommodating on-street parking. Off-street parking is located behind non-residential structures, and rear or underground garage access is required for residential structures.

Downtown District area is intended to maintain the historic community downtown characterized by small businesses and a pedestrian oriented environment. The ground floor space of buildings is appropriate for retail only. Upper floors of buildings should include housing units and office uses. This district is targeted for retail, food, and entertainment. Uses shall be: Prepared foods, Food for Home, Entertainment (in restaurants, movie theater), Specialty Retail, Convenience Retail, some services. Offices and housing shall be

encouraged primarily on upper floors. No new automobile oriented or auto service businesses shall be permitted.

Business Park / Research: Sub-Urban areas contain high density office and service business, as well as some very limited light manufacturing typically in single-use suburban business park settings.

Public/Semi-Public: Public recreational facilities, churches, schools, and government land and buildings are classified as public and semi public uses.

Commercial: Facilities that promote retail sales, services, hotel/motels and all recreational services that are predominantly privately owned and operated for profit (for example, theaters and bowling alleys).

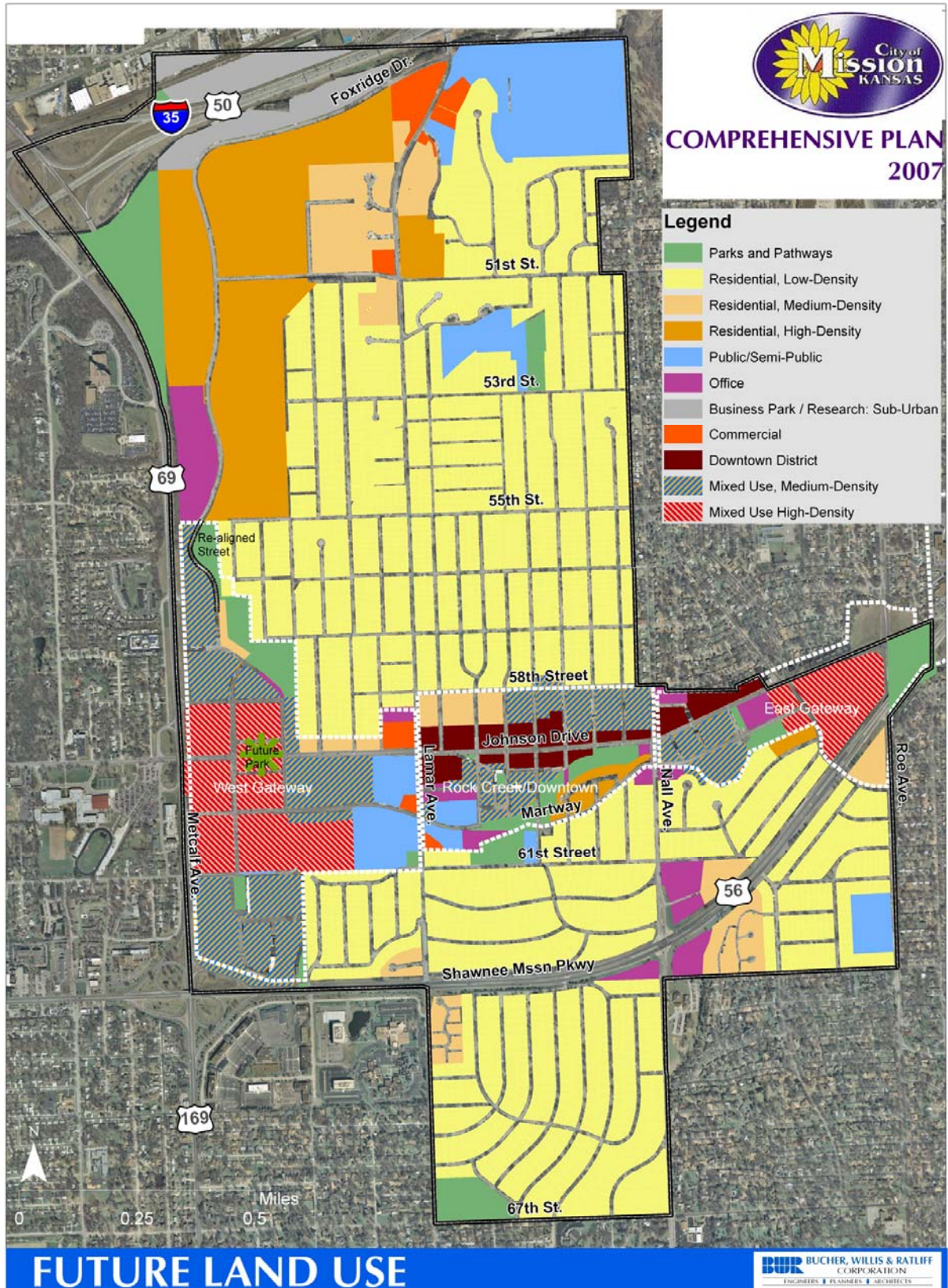
Office: Facilities that provide for office uses as a transition from residential to commercial uses, or for large planned office areas. Permitted uses included business, professional, and financial offices as well as offices for individuals and non-profit organizations.

Transit-Oriented Development Areas are composed of land uses that complement fixed route public transportation. Generally, transit-oriented development (TOD) principles can create incentives to higher-intensity residential and office development—where people live and work—that are adjacent to or within close proximity to transit hubs, such as a regional Bus Rapid Transit (BRT) station on Shawnee Mission Parkway near the East Gateway and/or West Gateway mixed use districts.

The **Future Land Use Map** (FLUM) should be updated annually, or more often if major zoning map amendments are approved where shifts in zoning district boundaries are recommended by the Planning Commission for approval. That way, the **Future Land Use** policies and plans coordinate more dynamically with the zoning map and regulations. Overlays for unique land use needs, such as the Transit-Oriented Development (TOD) areas, should be created as the City of Mission coordinates public transit plans with public/private redevelopment plans.

The **Future Land Use Map** does not indicate “Transects” as defined in a “Form-based Code” that is being applied to the West Gateway and other non-residential areas of the City. The Form-based Code is described on the following pages.

Figure 5.1: Future Land Use

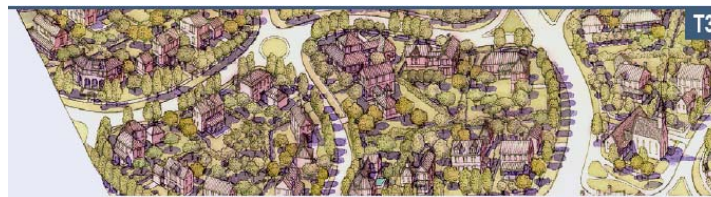


Form-Based Codes

Form-based codes regulate the physical form of the built environment with the end goal of producing a specific type of 'place'. They encourage a certain physical outcome—the form of the block, and/or building—working from a defining spatial pattern, such as the Transect or a system of neighborhoods, districts, and corridors. Form-based codes are different from conventional zoning codes that are based primarily on use and do not envision a particular physical outcome.

Transects in Form-Based Codes—As Applied to the City of Mission

T-3 Neighborhood Zone describes the conventional low-density neighborhoods in Mission. Residential blocks and lots vary in size, and the roads are aligned on a modified grid to accommodate natural conditions. Residential Density: 2 du/acre to 6 du/acre (where du/acre means “dwelling units/acre”). This zone allows very limited commercial and other non-residential uses. Large-scale non-residential uses may be permitted only as Special Districts with site planning requirements.



In the T-3 Neighborhood Zone discrete non-residential shopping district may serve conventional subdivisions, where housing density is 2 du/acre to 6 du/acre. The Zone permits limited neighborhood and specialty retail based on strict site planning standards.

T-4 Mixed Use Medium-Density Zone is a mix of medium-density residential, office and retail uses. This zone has a range of residential building types: single-family attached, town homes / row houses and other moderate density well-designed attached housing products. Setbacks and landscaping are designed to promote shared open space. Streets typically define medium-sized blocks. Rear alley / rear garage access is encouraged for attached residential structures. Residential Density: 6 to 12 du/acre.



The T-4 Mixed Use Medium-density Zone is a mix of medium-density and high-density residential, office and retail uses.

T-5 Mixed Use High-Density/City Center Zone is higher-density residential mixed with mid-rise non-residential building typically no taller than eight stories; and includes the Downtown, and districts with building types that accommodate a mix of retail, offices, attached town homes / row houses, and apartments. It is usually a tight network of streets, with on-street parking, wide sidewalks, steady street tree planting and buildings set close to the frontages. Rear garage access is required for attached residential structures. Residential Density: more than 12 du/acre.



Mixed Use/City Center Zone is the equivalent of a main street, including building types that accommodate a mix of retail, offices, attached town homes / row houses, and apartments

Special Districts In addition to the Transect Zones, there are several instances in which case specific land use and/or site requirements may not fall under specific Transect Zones. Special Districts consist of areas with buildings that by their function, disposition, or configuration cannot conform to one of the three normative Transect Zones.

Challenge for Plan Implementation

The Mission Comprehensive Plan 2007 sets forth several Key Planning Principles on which to act. The stabilization and continued reinvestment in low-density and moderate-density residential neighborhoods throughout north and south Mission. This is a continuation of past and current planning objectives, but is furthered in this Plan with a new series of the **Planning Principles and Design Guidelines (Ref. Appendix A)** that should be used to guide the regulation of continued reinvestment in Mission’s low-moderate- and high-density neighborhoods.

Another Key Principle of the Plan for the City of Mission to act on is to continue its evolution toward true “mixed use” neighborhoods (or central core districts):

- mixed use medium-density districts, and
- mixed use high-density districts.

This will require updates to the City’s zoning and subdivision regulations and adoption of a form-based code. Of note is the fact that this evolution in thinking and acting was reinforced by intense public participation during the Gateway plans in fall 2005 and winter 2005—2006, and during the Comprehensive Plan process itself during summer—fall 2006 (**Ref. Appendix B**).

Finally, the third Key Planning Principle of the Comprehensive Plan 2007 is to elevate multimodal transportation as the primary planning perspective instead of limiting planning to primarily automobile transportation. Multimodal development is a key to creating “walkable” communities, which in turn is a key to mixed use development—because these urban forms and modalities have one thing in common: they both require higher-density developments that are denser than traditional suburban developments. The interplay of good urban design and good traffic engineering—expressed as Traffic Calming, Walkability and Multimodal Transit principles—is presented in **Appendix C, Multimodal Transportation Planning**.

Plan Recommendations

In summary, the Comprehensive Plan 2007 must be implemented to integrate these key planning principles or “big ideas” and tie together the many disparate plans and studies the City of Mission has undertaken and commissioned in recent years.

Recommendation—Draft Standards for Transit-Oriented Development (TOD)

Transit-Oriented Development Areas comprise land uses that complement fixed-route public transportation. Generally, transit-oriented development principles apply to higher-intensity development areas adjacent to or within close proximity to transit hubs, such as

a regional Bus Rapid Transit (BRT) station that may be planned on Shawnee Mission Parkway near the East Gateway and/or West Gateway mixed use districts. Transit-Oriented Development (TOD) standards would allow the City to promote a balanced transportation system where walking, bicycling, and riding transit work in harmony with the automobile. Transit-oriented development areas include the following five planning and development design principles, as presented by MARC in their implementation “guidebook” for how to realize transit-supportive development patterns in Kansas City area communities. The guidebook includes a summary of principles of transit-supportive development, which addresses the following issues:

- Travel Connections. A variety of transportation choices are provided within the area, including public transportation services such as local and express buses, circulator trolleys, and possible future fixed rail services. Direct pedestrian paths and sidewalks are provided in the area on an interconnected street network with short blocks to improve the mobility of pedestrians. Also, sidewalk connections are provided on local streets leading from nearby lower density residential areas. An interconnected network of streets is mandatory in a transit-oriented area to distribute traffic among all roadways, rather than concentrating on arterial roads. Bicycle accommodations are provided along every street. Higher volume roadways should incorporate bicycle lanes. Where bike lanes are not appropriate, parallel off-street paths should be provided. In addition, secure facilities for bicycle parking should be available at common local destinations and should be as close to the building entrance as possible.
- Land Use. A connected and integrated mix of land uses is provided to encourage different activities throughout different times of the day, enabling parking facilities to be sized in a manner that is not out of scale to the pedestrian or transit customer. Such mixed use areas are designed to allow people to live within walking distance of a short transit ride from work, shopping, and other services; they also establish “park once” environments where people are able to walk between uses. A mix of uses is provided to create a vibrant 24-hour neighborhood with a variety of activities throughout the day and week. Different uses can be incorporated into a single building, or smaller single-use zones can be used to create a mixed-use neighborhood. It is important to promote development of multi-purpose buildings whose uses can be adapted over time. Clustered office, commercial and medium/high-density residential are most suited for a transit-oriented area, with the highest intensity development clustered around community focal points and public spaces. Additionally, services such as child care facilities, dry cleaners, postal facilities, and health care offices are provided around bus transfer centers or transit stations.
- Building Scale and Orientation. Transit oriented areas must be supported by the physical design and location of buildings for travel connections to be attractive. The quality of “out of auto” experiences is addressed by the placement of buildings in relation to the street and other buildings, as well as

their height and scale. Using the design recommendations of the *Design Guidelines for the Johnson Drive Corridor*, buildings must be designed in a manner that is pedestrian friendly at street level. Buildings contain pedestrian-friendly features such as awnings, articulated facades and street front display windows. At the same time, motorists are accommodated through appropriately scaled streets and parking facilities are placed on-street and behind or underneath buildings. Buildings must be oriented toward streets and provide entrances along those roadways.

- **Public Spaces.** Streets are the most prevalent public spaces in a transit oriented area, and as such are designed to accommodate pedestrians comfortably. The speed of traffic is managed through various traffic-calming measures which may include speed humps and tables, traffic circles or roundabouts, chicanes and chokers, street trees, and on-street parking. In addition to streets, spaces such as parks and plazas are incorporated to encourage social interaction and create an environment designed around people. Such spaces serve as community landmarks and focal points, making them ideal for transit stops. Quality facilities are provided for transit users, such as benches, shelters, landscaping and adequate lighting to make people feel comfortable while waiting for transit service.
- **Parking.** The proper location and size of parking facilities is critical for transit-supportive development. Such facilities must be sensitive to pedestrians and bicycle circulation. On-street parking is critical for providing a pedestrian friendly way for convenient access to street front businesses, as the parked cars provide a buffer between pedestrians and moving traffic. Parking structures and shared parking lots are used to reduce the amount of space occupied by parking facilities. If surface parking lots are necessary, they are placed behind buildings rather than between a building and the street. Large parking lots provide separated pedestrian-friendly walkways.

[Adapted from MARC *Guidebook for Transit-supportive Development, 2006*]

Recommendation—Draft Standards for Traffic Calming, Walkability and Multimodal Transit

Traffic calming measures are a combination of mainly physical elements that reduce the negative effects of motor vehicle use, alter driver behavior, and improve conditions for non-motorized street users. They encourage pedestrian-friendly streets and alternative modes of travel. Walkable neighborhoods and public transportation—such as light rail, buses, bike paths and sidewalks—protect open space, reduce pollution, conserve energy, and enhance the quality, livability and distinctiveness of our City. **(Ref. Appendix C)**.

Recommendation—Draft Standards for Mixed Use Development

The City of Mission has adopted downtown and Gateway Plans that require a continued evolution toward true “mixed use” districts, and the **Future Land Use Map** distinguish:

- mixed use medium-density districts, and
- mixed use high-density districts.

This will require considerable updates to the City’s zoning and subdivision regulations. These issues are one in the same: multimodal development is a key to creating “walkable” communities, which in turn is a key to mixed use development. These urban forms and modalities have one thing in common: they require development densities greater than traditional suburban densities. To best regulate, and encourage these new types of land use patterns, the City should move to draft and adopt Standards for Mixed Use Development.

Recommendation—Draft a Form-Based Development Code

A new “Form-based Development Code” is anticipated in the West Gateway Plan as a means of implementing the unique vision for this 120-acre mixed use district. A Form-based Code will regulate the physical form of the built environment in this district and as applied to other districts in the City of Mission, to produce a specific type of “place” with certain physical outcomes as called out in the West Gateway community vision plan; or as may be called out in future district plans or overlay districts.

Recommendation—Draft Overlay Districts for Unique Development Areas

Overlays for unique land use needs, such as the Transit-Oriented Development (TOD) areas, should be created to promote higher-density residential and office uses in select areas as the City of Mission coordinates public transit plans with public/private redevelopment plans. The MARC implementation guidebook—for how to realize transit-supportive development patterns in local communities—should be consulted when creating transit-supportive development areas.

Recommendation—Draft a Tree Board Set of Guidelines

Recommend that the Tree Board draft street tree planting guidelines in redevelopment areas: residential, commercial and mixed use districts. This will promote a uniform design in public areas and appropriate tree species in high traffic areas.