



35P

Station Area Plan at 35th and Prospect



RIDE KC
Development
Corporation



The Whole Person
People with Disabilities Leading Independent Lives



**PALESTINE
ECONOMIC DEVELOPMENT
CORPORATION**

Scott Associates

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35P

Station Area Plan at 35th and Prospect

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1 Executive Summary

Community Planning Objectives/Planning Participants

The expressed community purpose of the 35th and Prospect Station Area Plan is to coordinate the involvement of the RideKC Development Corporation (RKDC) to help advance the cited community agenda of area neighborhood associations and active community developers. Building on the completed Prospect Bus Rapid Transit and existing BRT Stations, this planning promotes Equitable Transit Oriented Development (ETOD) to favor involvement of the area community developers that are active in the neighborhood. ETOD planning codifies the working relationship between the RKDC and community developers to serve community interests documented in this plan. Key Coalition Neighborhood Association (KCNA), Oak Park Neighborhood Association (OPNA) and Ivanhoe Neighborhood Council (INC) are the neighborhood groups that participated in the planning process in partnerships with community developers, Palestine Economic Development Corporation (PEDC) and The Whole Person (TWP). The Target Projects described in the plan have been developed with all these groups providing input throughout the planning process.

Summaries of the plan text sections are provided here with further detail in each following section and more complete information in the **Resource Supplement** provided with this document.

Summary of PLANNING OVERVIEW 2

The **Planning Overview** provides a summary of the approach to the Station Area Plan and an overview of the intentions for the plan.

This text addresses:

- Plan Purpose
- Plan Participants
- Planning Process overview
- Transit-oriented Planning Principles



“Equitable Transit Oriented Development (ETOD) favors the development involvement of the incipient community developers that have an active history in the area. The ETOD focus codifies the working relationship between the RKDC and community development to serve community interest, documented in this plan.”

KEY FINDINGS

- A key purpose of the Station Area Plan is to employ the **Equitable Transit Oriented Planning** approach that will help amplify the community based initiatives present in the planning Target Area.
- **Redevelopment of the 35th and Prospect node is a basis for reestablishing place-identity and community character** that can provide a recognized center for the three neighborhoods: Ivanhoe, Key Coalition and Oak Park- that all intersect at this location.
- **Existing community development initiatives with Palestine Economic Development Corporation, The Whole Person and RideKC Development Corporation** provide the basis for planning and cited longterm goals with this plan.
- **Existing public entitlements will be amended** in agreement **with the community premised Target Projects** as the City's redevelopment process evolves.
- **Continuing public policy planning for the Prospect Corridor should recognize the community based initiatives surfaced in this planning process** and support the community development entities by incorporating them into the plans as they are prepared.

Summary PROJECT AREA CONTEXT and BACKGROUND 3

The ***Project Area Context and Background*** section of the plan document provides a summary of the planning influence that shape to plan directives. The findings include:

- *Planning Area Geography*
- *Community Partner Inventory*
- *Transit Oriented Planning Influences*
- *Plan Inventory*
- *Population Characteristics and Community Profile Implications*



KEY FINDINGS

The **current plans of record for the study area are in need of updating in agreement** with the findings of the Station Area Plan

The community development **planning initiatives outlined in the Station Area Plan are intended to have active involvement of the mobilized participants from The Whole Person, Oak Park Neighborhood Association, Palestine Economic Development Corporation, Ivanhoe Neighborhood Council and RideKC Development Corporation.**

The **social economic profile of the planning context demonstrates a community in need of reinvestment.**

Disinvestment over the last decade has added to previous decades of loss of community cohesion and current crime concerns are evidence of significant community challenges.

Summary of STATION AREA PLAN 4

*Based on the inventory of community development initiatives and planning documents addressing the area redevelopment needs, the **Station Area Plan** section of this report provides a planing framework intended to mobilize compatible redevelopment with the following recommendation categories:*

- Planning Directives
- Community Development Scenarios
- Target Project Summaries
- Financial Profiles
- Community Engagement and policy advocacy emphasis

KEY FINDINGS

A community development **focus on initial affordable housing with near term goals of mixed income housing, community-program facilities and limited neighborhood serving retail** are

Transit Oriented Development has been shown to:

- *increase land use density and property values in station area*
- *improve access to employment*
- *reduce car trips and greenhouse gas emissions*
- *reduce costs for infrastructure maintenance*
- *increase walkability by providing services in station area node*
- *create opportunities for diverse housing types*
- *create unique features to attract residents, workers and visitors*



indicated by economic profile data and community developer interviews.

RideKC Development Corp. is to help advocate, mobilize and coordinate initiatives that incipient community developers are undertaking or considering. This valuable commitment is essential to advance the nascent planning proposals of some, like INC and OPNA and also to assist in development services like land assemble for the PEDC more mature and underway redevelopment project.

This plan is organized around a series of related Target Projects that are clustered in two Development Scenarios. Scenario 1 is a low Impact land assembly and incremental project development with limited property acquisition and propose recognized redevelopment needs be located on property currently controlled by RideKC Development, PEDC or other public agencies resulting in an approximately \$28.5mm regeneration budget. With Scenario 2, the approach is more aggressive and more extensive property acquisition with redevelopment at a larger scale of investment, approximately \$43.4mm. This scenario addresses a commitment to a series of larger development projects that likely required development partnerships between the incipient community development entities and private developers for implementation.

This redevelopment plan is focused on a collection of independent, though related, Target Projects that address current, urgent expressed community goals for:

- community programming
- social purpose affordable housing
- family affordable housing
- limited neighborhood serving/specialty retail
- Second generation attention to mixed income housing needs is also assumed to be a continuing planning obligation for the Prospect Corridor.



Collective parking district strategies are proposed for the increased parking demand that results from more intensive development at the node in Scenario 2.

Urban design, pedestrian improvements and bicycle planning directives are in place with existing public policy documents that the Target Projects are designed to address and promote.

Proposed streetscape improvements are planned to be incorporated into larger corridor planning initiatives underway by the City of Kanas City.

Summary of IMPLEMENTATION 5

Target Project described in the Station Area Plan section each have a trajectory for development and also each have some common features that are addressed as a part of the Implementation Section included here. The full extent of nodal development is viewed as a single initiative, and implementation of that initiative is directed by addressing:

- *Development Management Strategies*
- *Community Developer Profiles*
- *Public Policy Framework*
- *Timeline and Process*

KEY FINDINGS

The recommended approach based on the the Advisory Group community consensus is for **RKCDC to play a coordinative role as a public agency liaison to help ensure that a more rigorous coordination of community development planning can be achieved.** Since the Target Projects are all located in the Oak Park Urban Renewal Plan Area, redevelopment planning can be streamlined with the active involvement of the LCRA. If RKCDC is in close contact with both the community developers and the redevelopment agency, it is more likely that intrusive development proposals that are not supportive of the planning goals can be avoided.

The Planning Advisory Group, RKCDC, PEDC, TWP, INC, OPNA and KCNA will continue to coordinate efforts for redevelopment of the 35th and Prospect node, as a response to the transit oriented development planning efforts. The Target Project

involvement of the community developers address housing, neighborhood retail and community service facilities.

Three key policy efforts are to be monitored for supporting the recommendations for community development described in this plan document: KCMO Area Plan (HEART OF THE CITY PLAN); Planned KCMO Transit Oriented Development Planning for the Prospect Corridor; Redevelopment Agency Plans.

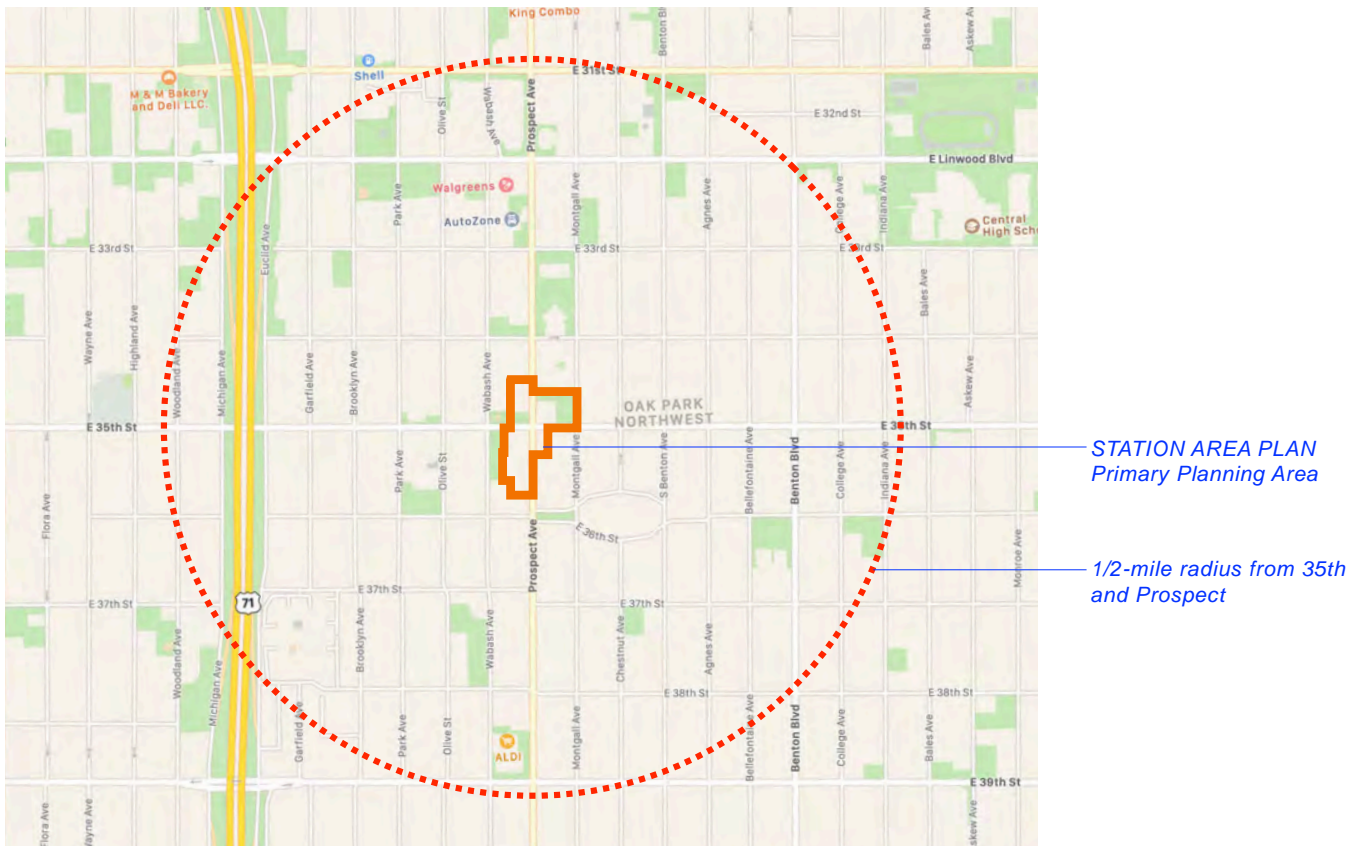
Target Projects are organized within the development planning and management structure of the five phases of development activity: Concept, Pre-Development, Development, Construction and Operation. Fully developed scenarios are projected to take three to five years.

2 Planning Overview

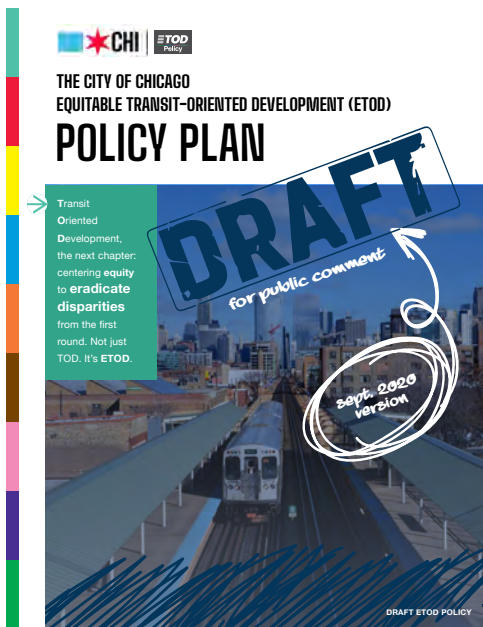
Plan Purpose

The **Planning Overview** provides a summary of the approach to the Station Area Plan and an overview of the intentions for the plan. This text addresses:

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Station Area Plan Target Area and Planning Area



The 35th and Prospect Station Area Plan is targeted on promoting reinvestment and social regeneration in communities that have seen continued decline in the last fifty years – the Oak Park, Key Coalition and Ivanhoe Neighborhoods. The pattern of decline was accelerated by the long-term impacts of the development of the Bruce R Watkins Drive transportation infrastructure expansion that compelled the Prospect Corridor to seek a new corridor identity – different from its long time commercial corridor role for the first half of the twentieth century.

The purpose of the Station Area Plan is to capitalize on the BRT transit improvements on Prospect Avenue with proposed development that meets the needs of the community. This planning focuses on discerning community development options for the Target Area with a series of Target Projects and also to provide more general community development directives for the larger, half mile Planning Area.

The plan employs an ETOD approach, that is, Equitable Transit Oriented Development. This plan is specifically focused on mobilizing the community development capacities of the neighborhood associations (INC, OPNA, KCNA) and the not for profit community developer sponsors, TWP, PEDC and RKCDC to carry out the development options explored in the study.

Further, the plan has some foundational directives:

- The planning proposals will **amplify and mobilize community development Target Projects that actively involve the established neighborhood associations** as financial development participants. This approach includes the community organization in a wealth sharing relationship and also builds the capacity for on-going project involvement for their future. Both Ivanhoe Neighborhood Council and Oak Park Neighborhood Association have established community development profiles, as does the Palestine Economic Development Corporation.
- The **Prospect Max Bus Rapid Transit improvements provide the essential transit infrastructure** that prompted this reinvestment planning and is key to the increased intensity of use

and expected expansion in the node. The transit oriented development strategies that are premised on increased land use intensity are foundational to the planning assumptions in this plan.

- **Redevelopment of the 35th and Prospect node is a basis for reestablishing place-identity and community character** that can provide a recognized center for the neighborhoods that all intersect at this location. This location is a **node for social programming** with *Palestine Legacy Residences* (a community-based assisted living location), Universal housing and restorative health programming with *The Whole Person*, and reinforced mixed-use and family housing proposed in a comprehensive approach.
- **Community housing and social purpose programming provide the development emphasis for this node**, as implied in the inventory of previous planning studies by KCMO. In the course of the study, the planning process surfaced interest by two active area developers who are exploring immediate, possible project development with the community sponsors.

Planning findings and recommendations are intended to advance the efforts of the Planning Participants cited with planning strategies to address

- financial modeling/feasibility
- organizational/structural development concepts for community development
- land assembly strategies
- architectural prototype design
- community programming concepts to support social regeneration
- roles for transit agency and community development entities

Aspects of the 2013 MARC “Sustainable Code Framework” that informed Transit Oriented Planning also inform the purpose of this plan and are summarized here with some of the planning principles and concepts addressed in the planned projects for the Station Area Plan at 35th and Prospect.



An existing view toward the northeast corner of 35th and Prospect.



An existing view toward the southeast corner of 35th and Prospect.



An existing view toward the southwest corner of 35th and Prospect.



An existing view toward the northwest corner of 35th and Prospect.



Reinvestment

- social and physical
- repair strip corridors
- Transit ready- BRT exists

Transportation Choice

- bike/pedestrian enhancements
- BRT-exists
- Optimized parking though parking districts

Housing- all infill and conservation

- Universal Access housing
- Family Housing
- Senior housing

Corridors and Activity Centers

- Nodal identity as social service center
- Compact walkable Center
- Community identity

Design For Healthier Lifestyles

- Age in place
- Tree Preservation
- Access to Health Food

Unique Community Characteristics

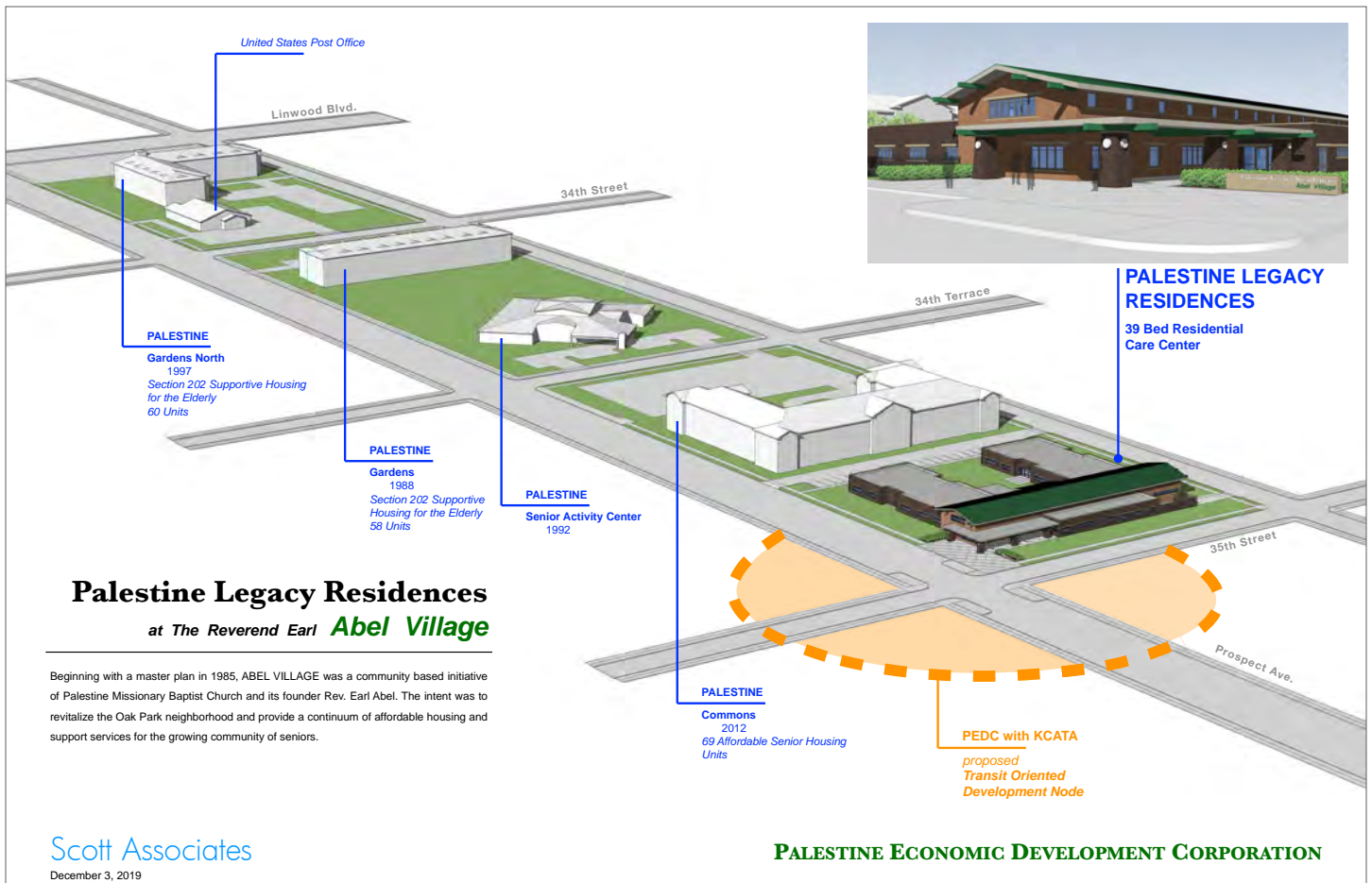
- Mixed Density Housing
- Pedestrian Oriented Public Realm
- Sustaining involvement of community with programs and reinvestment

Resource Conservation and Energy Efficiency

- Transit Ready corridor
- In -fill Housing/ rehab
- Historic Preservation

Plan Participants

The initiating participants that sponsored this planning effort with MARC all have public interest development capacity and are active in the planning area:



Palestine Legacy Residences
at The Reverend Earl Abel Village

Beginning with a master plan in 1985, ABEL VILLAGE was a community based initiative of Palestine Missionary Baptist Church and its founder Rev. Earl Abel. The intent was to revitalize the Oak Park neighborhood and provide a continuum of affordable housing and support services for the growing community of seniors.

Scott Associates
 December 3, 2019

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Plan Sponsors

RideKC Development Corporation (RKCDC)

As the community development entity for RideKC, RKCDC addresses transit oriented development and real estate issues for its parent organization. They support community development activities in the Station Area Plan setting with Palestine Community Development Corporation and other area development organizations with:

- funding for planning support
- coordination of transit oriented planning efforts with area community developers
- land assembly for community based redevelopment initiatives
- community developer coordination

Palestine Economic Development Corporation (PEDC)

Palestine Community Development Corporation is a Community Housing Development Organization (CHDO) with a 30 year history of senior housing development in the Planning Area – with two HUD 202 projects for seniors, a senior community center and a 70-unit



affordable senior housing development. The next phase of development for PEDC is **Palestine Legacy Residences** located at 35th and Prospect. This project is an affordable assisted living facility that provides a continuum of care option for the existing PEDC affordable housing development projects undertaken over the last three decades. PEDC has secured a \$2.2mm commitment from Kansas City, Missouri for the development and is in the development process with the following activities:

- secured a Certificate of Need for the assisted living facility from the State of Missouri
- activated a land assembly agreement with RideKC Development to complete the site acquisition for their facility
- completed concept design for the Palestine Legacy Residence facility
- coordinated with local neighborhood groups
- established a development finance model for the facility



The Whole Person (TWP)

The Whole Person has a long established service history with the disabled community, providing programs that increase abilities to perform day to day activities and reduce the need for support from family members, professional attendants or other care giving services. Recently, TWP has engaged in housing programs for their constituents including those that address Universal Design requirements. A significant part of the population served by TWP is on the East Side of KCMO and facility presence in that community setting is a part of TWP's motivation to explore options with this plan. TWP has:

- sustained an inventory of possible housing options for clients served in the community
- explored locations for satellite facilities in the East Side community
- defined possible funding concepts for universal access in new and renovated units
- explored potential for a park upgrade to a universal design vest-pocket park

Community Partners

The three neighborhood groups which were actively involved in the study of community development potential for the 35th and Prospect

Station Area Plan (SAP) all have experience in community programming or active redevelopment of residential projects and are intended to be development partners in the planned Target Projects:



Ivanhoe Neighborhood Council (INC) - is a well established community organization with an executive director, housing development staff and community programs. INC is proposed as a primary development partner for the development projects identified in the SAP location within the Ivanhoe Neighborhood area, that is, the southwest corner of the 35th and Prospect intersection, the Food Hub at the former Safeway Food Center site and a Wabash Ave. Housing initiative, defined by INC.

Oak Park Neighborhood Association (OPNA) - is also a long established community based organization that has a strong track record of community programming and recent multi family housing development. OPNA is anticipated as the co-developer for the southeast corner row housing concept.

Key Coalition Neighborhood Association- has a strong, effective role in community programming and has been active in the reactivation of the Jackson County vest pocket park at the Wabash and 35th location. This plan proposes to further develop that park with the involvement of The Whole Person to establish a Universal Design access facility for community programming.

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Planning Process Overview

The planning process was built on the active involvement of the Community Partners and the Plan Sponsors in a series of three workshops that identified issues and potential responses, posed options for redevelopment and identified roles for the community groups and plan sponsors in the projects. The process had three phases of work:

- Phase 1: Data Collection and Diagnostics
- Phase 2: Transit Oriented Development District (TODD) Options
- Phase 3: Formation of the TODD Plan



Planning Process

Phase 1

Data Collection and Diagnostics

1.1 Inventory Community Leadership

1.2 Inventory Planning Context

- KCMO Heart of the City Area Plan (2011)
- KCMO Transit Oriented Development Technical Assistance (2016)
- KCMO ROW Study (2017)
- ATA Station Planning Study (2021)
- Community Development Directives
- Target Area Project Inventory
- Photo Inventory
- Neighborhood Association Map

1.3 Summary of Findings

*Workshop #1 –
June 30, 2021
10:30 – 11:30*

Phase 2

TODD Options

2.1 TODD Tools Exploration

2.2 Explore Development Methods

2.3 Prepare Two (2) Development Scenarios

2.4 Summary of Findings

*Workshop #2 –
July 21, 2021
10:30 – 11:30*

Phase 3

Formation of TODD Plan

3.1 Refine TODD Tools Application

3.2 Define Development Strategies

3.3 Summary of Findings

*Workshop #3 –
September 1, 2021
10:30 – 12:00*



Station Area Plan: 35th and Prospect

June 29, 2021 – Workshop #1

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All the Community Partners and the Plan Sponsors participated in planning workshops for each phase of the study. The phases of work are described in more detailed narratives here:

Phase 1: Data Collection and Diagnostics

This phase of the study was devoted to gathering intelligence on the planning setting, directive planning documents influencing the planing context and characteristics of the space/community development needs of the potential organizations to locate in the district. In addition data gathering for diagnostic purposes, provided a shared basis of community development influences that shaped decisions made by the activated stake holders.

An Advisory Group Workshop was followed by a Technical Workshop/Review devoted to discovery and interpreting findings. A Summary Report with Development Program Options, Inventory of Influences, Site Information and Planing inventory was presented for review and comment at the first Advisory Group and with the Key Coalition Neighborhood Association, Oak Park Neighborhood Association and Ivanhoe Neighborhood Council.

HIGHLIGHTED FINDINGS from PHASE 1:

1. The 35th and Prospect location is not a primary retail node but rather a potential social service node with limited mixed use retail/commercial and supportive affordable housing.
2. Community development interest was expressed by INC and OPNA with those neighborhood associations possibly playing a role in community development in their neighborhoods
3. TWP, PEDC and RKCD all expressed a commitment to continuing coordinated development efforts to facilitate the neighborhood group involvement.
4. The Development Program elements identified for further redevelopment study included:
 - Accessible and affordable Town Houses
 - Food Hub with educational programming space
 - Mixed Income housing options
 - Neighborhood Single Family Residential infill housing
 - Limited neighborhood retail storefront development
 - Palestine Legacy Residents
 - The Whole Person- Housing and Program Space TWP offices
 - Urbanized Convenience Store/ Gas station
 - Streetscape Improvements
 - Centralized parking



Planning data was summarized and presented for discussion in the Workshop with the Advisory Group, including the Plan Sponsors and the Community Partners. The plan findings were also previewed with the three neighborhood associations at their community meetings.

Phase 2: Transit Oriented Development District (TODD) Options

Exploration and evaluation of the community development tools available for the development of the targeted district dominated this phase. The study explored the role of a Master Developer, community partners and models for TODD successfully used in KC and around the country. Also, this phase built on the findings of the

first phase to prepare two illustrated development scenarios that explore the community development/programming options for the Community Partners. As in the first phase of work, the Advisory Group Workshop followed Technical Reviews that explored the options and scenarios for district development.

The Planning Workshop was devoted to reviewing the Summary Report with TOD Tool Options, Planning diagrams for development scenarios based on Development Programming in Phase 1 and Concept Target Projects with development summaries and illustrative concepts.

HIGHLIGHTED FINDINGS from PHASE 2:

1. Two Scenarios for community development were explored to provide some adaptability for planning:
 - Scenario One was organized with limited new land acquisition required, rather redeveloping land owned or controlled by RKCD, PEDC or the Land Trust. This approach allows for project development to begin immediately.
 - Scenario Two is premised on more substantial property assembly and larger scale development programs for multifamily affordable housing projects.
2. Target projects were defined for each scenario, with some overlapping projects:
 - Oak Park Row — affordable housing with Universal access features (Scenario 1)
 - Palestine Legacy Residences — an affordable assisted living facility (Scenarios 1 and 2)
 - Community Food Hub — with an educational programming space, demonstration farm plots, farmers' market, food hall and bio-generator (Scenarios 1 and 2)
 - The Whole Person satellite administrative offices, program space (Scenario 1) and affordable housing (Scenario 2)
 - Affordable Housing apartment buildings (Scenario 2)
 - Urbanized concept for a convenience store (Scenarios 1 and 2)

- Identity features in new streetscape and pedestrian improvements (Scenarios 1 and 2)
 - Centralized parking strategy (Scenario 2)
3. Development roles for the Plan Sponsors were identified with the goal of wealth creation/retention for the community developers at INC and OPNA. Further, RKCD was positioned in a coordinating role and possible development partner for some projects

Phase 3: Formation of the TODD Plan

This conclusive phase of work addressed the execution plan for the community development initiative founded on the transit improvements and community proposals. The plan provides a comprehensive basis for the development projects outlined in Phase 2 and establishes a structured basis context response development.

The final workshops addressed the strategies for redevelopment with specific directives and visualizations of urban development schemes to support place making. The Advisory Group Workshop reviewed the Summary Report, including conceptual phasing, partnering strategies, conceptual financing, Target Projects and implications for further community development strategies

Community Engagement

An important shaping feature of the planning at 35th and Prospect lies in project execution requirements that must be a part of directives established with the the Station Area Plan. These requirements noted earlier, are focused on contributing to the capacity building effects of the community development projects and on promoting the active community based organizations and the developers of the Target Projects.

Also, the economic development aspects of the 35th and Prospect Station Area Plan required some specific attention to community engagement that recognizes the proprietary nature of some of the information management — along with a true commitment to transparency in defining community development planning direction.



The Community Partners involved in the already underway redevelopment discussions are community-based and so they “trend toward the public interest”. Reflecting these aspects of the setting, the engagement strategy will involve:

Community Development Advisory Group

The principle reason for community engagement for this group was to provide the Community Partners with **decision making guidance**.

The planning effort and community engagement alike are intended to support their commitments to social change. The Advisory Group included:

- RideKC Development Corporation (RKCDC)
- Palestine Economic Development Corporation (PEDC)
- The Whole Person Inc. (TWP)
- Ivanhoe Neighborhood Council (INC)
- Oak Park Neighborhood Association (OPNA)
- Key Coalition Neighborhood Association



Oak Park Neighborhood Association

Neighborhood Association Review

One purpose of neighborhood involvement will be to **inform and consult** the community.

As a part of the process, the neighborhood associations as members of the Advisory Group orchestrated the involvement of the planning team with their scheduled meetings/gatherings. Scott Associates has a long standing relationship with the active neighborhood associations. The planning team presented to Key Coalition, INC and OPNA at each phase of the planning process to share information and seek comments on the direction of the planning.

HIGHLIGHTED FINDINGS from PHASE 3:

1. Neighborhood Association review of findings implied a general agreement with the Target Projects and the active involvement of the neighborhood developers in the identified projects.
2. The use of a Transit Oriented Development District as a tool for generating revenue was dismissed based on a lack of income



potential from proposed, feasible development. Exploration of the potential for a Community Improvement District and inclusion of the 35th and Prospect Node in a larger district TODD is proposed.

3. RKCDC is positioned as a development coordinator for the redevelopment activities for the 35th and Prospect node.
4. PEDC, TWP, OPNA, INC all expressed interest in immediate development projects as defined in this Station Area Plan. Two private developers also expressed active interest in a continuing role in the development context and specific projects.

Transit Oriented Planning Principles

Transit oriented development is situated within walking distance of transit stations and is characterized by a mix of uses such as residential, entertainment, retail, and office. TOD brings increased density with multi-story, mixed-use buildings. TOD can develop around bus rapid transit (BRT), which is perceived as a more effective type of transit infrastructure than traditional bus routes. This increased level of service tends to encourage investments in development and to facilitate more concentrated and compact development. Increased development density can be more efficient, requiring fewer resources and less infrastructure per capita. And, this efficiency helps to preserve valuable land and resources and promote a sustainable development pattern which is recognized to also contribute in the following ways:

- Increase land and property values in the station area;
- Improve access to employment for all citizens of all income levels;
- Reduce car trips and greenhouse gas emissions;
- Reduce costs for infrastructure upkeep and construction;
- Increase walkability within the transit shed by bringing needed services to the station area;
- Create opportunities for diverse housing at the station area and within the neighborhood;
- Assure developers, entrepreneurs, and residents that transit service will be sustained; and
- Create a unique feature within the City to attract residents, workers, and visitors.



A 1940 photo looking northeast across the intersection of 35th and Prospect.



A 1940 photo of a residential building on 35th. The building no longer exists.



A 1940 photo including the building on the southeast corner of 35th and Prospect.



A 1940 photo of a residence on Prospect. The building no longer exists.



A 1940 photo of existing buildings on Prospect north of 35th.



A 1940 photo along Prospect near 36th. Only the building in the center exists today.



A 1940 photo of a residence on Prospect. The building no longer exists.

Noteworthy is the recent commitment to Equitable Transit Oriented Development (ETOD) -the primary emphasis of this planning effort. ETOD shares the same economic development features cited for TOD, but adds further emphasis on local community development empowerment. Recent ETOD planning in Chicago cited its definition:

“Equitable TOD (ETOD) is development that enables all people regardless of income, race, ethnicity, age, gender, immigration status or ability to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs. ETOD elevates and prioritizes investments and policies that close the socioeconomic gaps between neighborhoods that are predominately people of color and those that are majority white. ETOD projects and processes elevate community voice in decision making processes and in realizing community-focused benefits such as affordable housing, public health, strong local businesses, and environmental sustainability, to name a few. When centered on racial inclusion and community wealth building, ETOD can be a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the city and region.”

This planning effort, specifically this Station Area Plan, attempts to promote the active involvement of community development participants from within the engaged neighborhoods rather than seeking developers from outside the community. This planning objective is intended to help build both community wealth and capacity and to structure the involvement with the transit related planning agency, RideKC Development, in supportive and structured partnerships.

3 Project Area Context and Background

The *Project Area Context and Background* section of the plan document provides a summary of the planning influences that shape plan directives. The findings include:

- *Planning Area Geography*
- *Community Partner Inventory*
- *Transit Oriented Planning Influences*
- *Plan Inventory*
- *Population Characteristics and Community Profile Implications*

Planning Area Geography

Two planning areas are considered in the Station Area Plan:

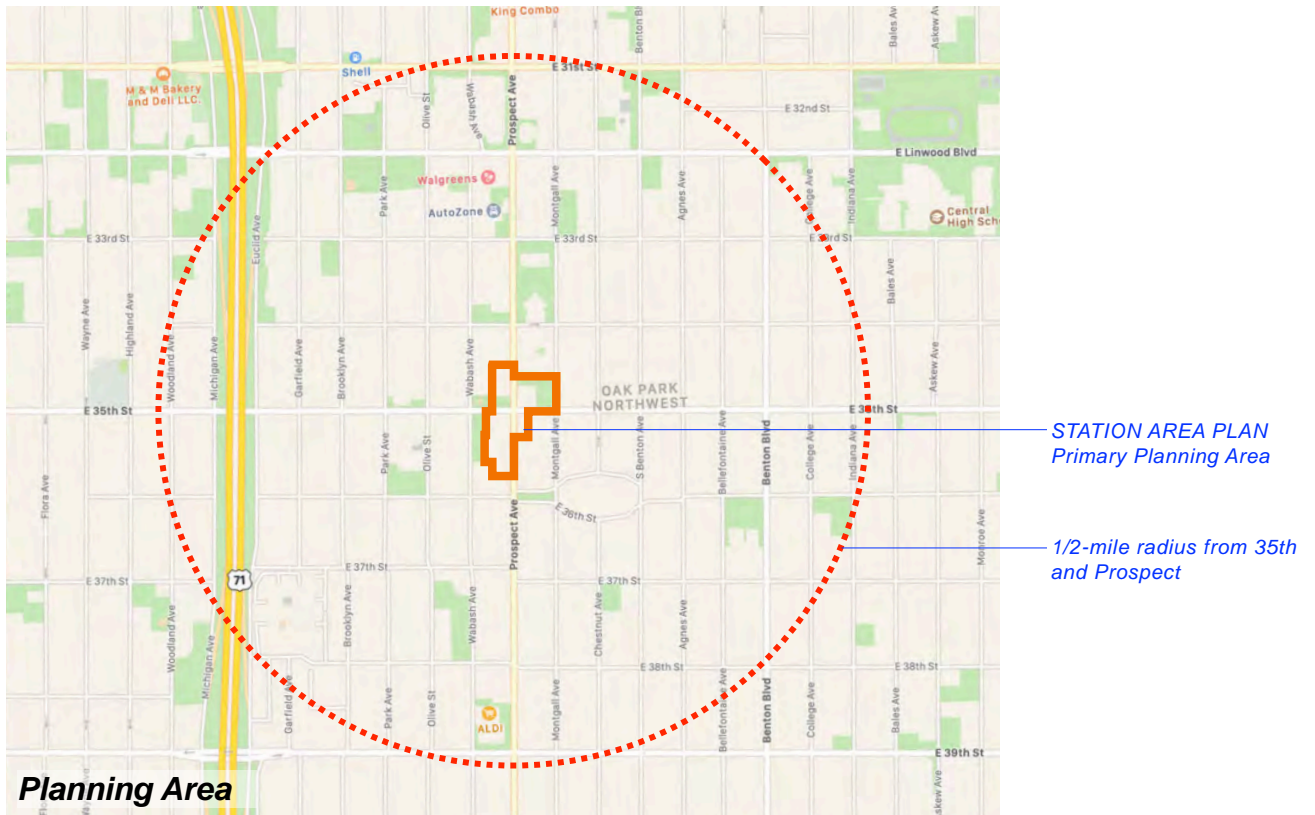
- **Planning Area.** This is the larger setting of a one mile diameter around the focused Target Area at the intersection of 35th and Prospect Ave. The larger planning area provides a planning context for the specific improvements to be targeted on the intersection development. Noteworthy findings for the larger planning area are:

Based on the redevelopment plans within the planning area, including recent redevelopment of the Linwood Shopping Center, additional primary retail has no market basis except for neighborhood level retail as a part of mixed-use strategies. This approach employs the mixed-use strategy to reinforce the Target Area setting, with potential for limited transit-inspired retail at the convenience store

Single family housing conservation and infill strategies surfaced in the planning process with a commitment from



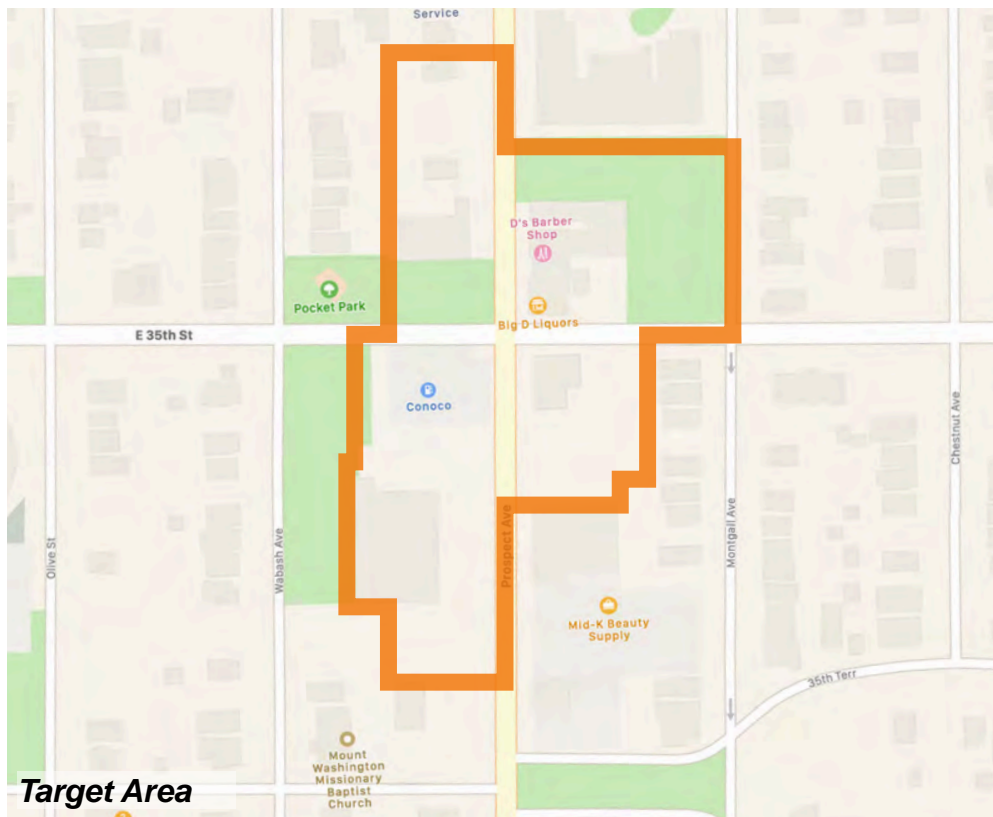
Target Planning Area at 35th and Prospect.



Ivanhoe Neighborhood Council community development efforts along the Wabash Corridor.

Existing planning directives identify the Prospect Corridor as a prime transit oriented development location, with Bus Rapid Transit already in place. This planning effort is focused on furthering the larger planning area emphasis on transit with the added dimension of Equitable Transit Oriented Development, recognizing that area community entities should benefit from development project enhancements.

- **Target Area.** The Target Area is defined by the development parcels immediately surrounding the intersection at 35th and Prospect. The predominance of publicly held property in this location and the existing redevelopment initiative by Palestine Economic Development Corporation provides a strong indication of redevelopment with public interest focus.



The community development planning for the Station Area Plan employs an ETOD approach—that is, Equitable Transit Oriented Development. This plan is specifically focused on mobilizing the community development capacities of the neighborhood associations (INC, OPNA, KCNA) and the not for profit community developer sponsors (TWP, PEDC and RKCDC) to carry out the development options explored in the planning study.

Community housing and social purpose programming is the development emphasis for this node, as implied in the inventory of previous planning context studies by KCMO.

Community Partner Inventory

Community Development Advisory Group

As a part of the inventory of planning influences, the Community Development Advisory Group members were individually interviewed to establish their planning goals and perspective on community development in the area. In addition to establishing a basis for planning findings shaping the Station Area Plan, the inventory also established interest and capacity of the community developers to execute the potential development projects explored in the planning process. The following matrix presents the responses of the Community Development Advisory Group to the three prompt questions:

Community Organization	Planned Project	Status/Issues	Partnerships
Palestine Economic Development Corporation (PEDC)	<i>Palestine Legacy Residences Assisted Living Facility</i>	Awarded CCEDST 2019 Total \$5.73mm *Explore dialysis center *Explore rehab facility	RideKC Development/ ATA TMC Swope Ridge
RideKC Development Corporation (RKDC)	<i>Palestine Legacy Residences Assisted Living Facility</i>	Land Assembly *Explore TWP facility on NW corner *Explore reuse of <i>Safeway</i> building *Explore reuse of lot north of Prospect west side	PEDC TWP INC
The Whole Person (TWP)	Possible Universal Housing with TWP Program Space	Development feasibility study is needed	RKDC
Ivanhoe Neighborhood Council (INC)	Possible Single Family Residences on Wabash	Concept exploration *Address gas station *Address Jackson County park	TWP OPNA, KCNA KCNA
Key Coalition Neighborhood Association (KCNA)	Program coordination with INC Community Garden	*Address programming for Jackson County park *Monitor development	TWC, INC
Oak Park Neighborhood Association (OPNA)	Potential Affordable Housing on the southeast corner	Explore project types	TWP

- *What expectations do you have for the Station Area Plan Study?*
- *Do you have any specific plans for the study area or surrounding area?*
- *How can we best share plans with your organization or constituents?*

Karen Boyd

Executive Director, Ivanhoe Neighborhood Association

What expectations do you have for the Station Area Plan Study?

At the basic levels, the plan should address transportation that gets people to where they have to go, like day care and jobs, using public transportation — this with services that are deemed appropriate to that population with some cultural sensitivity. Genuine cultural sensitivity that doesn't limit the setting with low level uses – need social serving and higher order uses. Safety is a real issue and the setting should be secure – fear should not be the main emotion when walking down the street.

Does INC have any specific plans for the study area or surrounding area?

INC owns a lot of property on Wabash and there is residential focus there. There could be a Wabash reinforcement housing strategy. The gas station is still a spot of tension because of activities from there to the church to the south along Wabash.

How can we best share plans with your organization or constituents?

INC is reinstituting neighborhood meetings and we can share with a newsletter. The board could be updated at regular meetings.

Pat Clark

Executive Director, Oak Park Neighborhood Association

What expectations do you have for the Station Area Plan Study?

OPNA wants to see development of the MLK School with some intent for the community, as a current priority that is beyond this plan.

“At the basic levels, the plan should address transportation that gets people to where they have to go, like day care and jobs, using public transportation — this with services that are deemed appropriate to that population with some cultural sensitivity. Genuine cultural sensitivity that doesn't limit the setting with low level uses...”

*—Dr. Karen Boyd
Executive Director, Ivanhoe
Neighborhood Council*

“PEDC would have an interest in there being a mixed-use facility that would support the needs of the community—not only for the seniors in a PEDC facility, but the entire community.”

*—Melvin Gross
Board Chair, Palestine
Economic Development
Corporation*

Does OPNA have any specific plans for the study area or surrounding area?

The Prospect Corridor has long been our focus, from 35th to 47th.

How can we best share plans with your organization or constituents?

Please come to the OPNA community meetings and summarize the planning process.

Melvin Gross

Board Chair, Palestine Economic Development Corporation

What expectations do you have for the Station Area Plan Study?

PEDC would have an interest in there being a mixed-use facility that would support the needs of the community—not only for the seniors in a PEDC facility, but the entire community. An example could be a rehab facility as a sort of a place holder where rehab after surgery could take place to transition between medical procedure and returning to their housing. I am unsure of the closest version of that in the area. Similarly, is there a dialysis center nearby that could function for all the seniors in the community. It would be nice to have a facility to support senior care.

Does PEDC have any specific plans for the study area or surrounding area?

PEDC is targeted on the 39 bed assisted living facility (Palestine Legacy Residences — PLR) with a Certificate of Need from the State, with \$2.3mm from CCEDST and owns six lots adjacent to the current facility. PEDC is in the process of buying lots adjacent to the planned PLR location.

How can we best share plans with your organization or constituents?

For PEDC, I suggest an in-person sharing to present to the board. It is advantageous to the board to hear what else is being considered— PEDC board members have a medical background.

Travis Rash

Housing Policy Specialist, The Whole Person

What expectations do you have for the Station Area Plan Study?

The largest three bullet points to address are the three major barriers for the disabled to support a continuum of choice—Housing, Health Care and Transportation.

Does TWP have any specific plans for the study area or surrounding area?

TWP has consumers who are in the study area. The total consumer base is 2,500 with 800 to 900 in the East Side. TWP has presented to the Palestine Community. Also, TWP could discuss single family housing development on Wabash with INC.

TWP could fill that gap for Low Income Housing Enriched Services to provide that kind of service — TWP is the Lead Referral Agency and provides supportive services for six or seven such facilities in the area.

How can we best share plans with your organization or constituents?

Consumers are best addressed by newsletter, when the plan matures.

Karen Slaughter

Board Chair, Key Coalition Neighborhood

What expectations do you have for the Station Area Plan Study?

Key Coalition is glad to be involved with the process and is also always looking for ways to coordinate with others. We want to see any added services or activities that can serve our community.

Does KCNA have any specific plans for the study area or surrounding area?

The Jackson County Park was recently renovated and could maybe benefit from some active programming with a group like

“The largest three bullet points to address are the three major barriers for the disabled to support a continuum of choice—Housing, Health Care and Transportation.”

—Travis Rash
Housing Policy Specialist,
The Whole Person

“Key Coalition is glad to be involved with the process and is also always looking for ways to coordinate with others. We want to see any added services or activities that can serve our community.”

—Karen Slaughter
Board Chair, Key Coalition
Neighborhood

“Maybe we can be creative to have a station that can provide seniors with a PLAZA on the corner that can have a farmers market or other activities... RKCDC would like this study to be a model for other development approaches with the Station Area Plan. This should be a replicable model approach—maybe also guide the CCEDST.”

*—Brien Starner
President, RideKC
Development Corporation*

The Whole Person. Also, we could coordinate with INC and others to see about installing cameras, if that seems helpful for the community.

How can we best share plans with your organization or constituents?

Please attend the Neighborhood Meetings and let’s include information about the plan in our newsletter.

Brien Starner

President, RideKC Development Corporation

What expectations do you have for the Station Area Plan Study?

Does RideKC have any specific plans for the study area or surrounding area?

A couple of things come to mind. Having an orientation that is focused on the northeast corner of the intersection with an access point in and out on the northeast corner. Maybe we can be creative to have a station that can provide seniors with a PLAZA on the corner that can have a farmers market or other activities. Can we find funds to pay for that. Alpha Pointe is looking at a wayfinding technology, with services for visually impaired. What if we had something that was focused on seniors and maybe disabled.

RKCDC would like this study to be a model for other development approaches with the Station Area Plan. This should be a replicable model approach—maybe also guide the Center City Economic Development Sales Tax.

RKCDC has a focus to promote development that follows the ATA development of the BRT at the 35th and Prospect location. RKCDC is ready to pursue this planning approach as a pilot program—this seems like the right time for that.

The Safeway site is also a long time interest of redevelopment for RKCDC.

How can we best share plans with your organization or constituents?

We will keep the RKCDC board updated as the community groups are doing, too.

Transit Oriented Planning Influences

The presence of the Prospect Max BRT and existing stations are primary influences promoting this Station Area planning effort. As defined earlier, the intent of the Equitable Transit Oriented Planning approach includes the traditional purposes for TOD planning, described in the following studies:

Smart Growth America TOD Technical Assistance Recommendations

This study advocates transit-responsive planing and development for the Prospect Corridor with the following primary findings:

- Transit alone will not generate Transit Oriented Development
- Focus on small notes
- Current market conditions don't support Transit Oriented Development
- Development and come from and serve the Prospect Corridor
- Improve walkability and connect to neighboring communities

Transit Oriented Development Policy

Two sets of goals expressed in this Policy for KCMO are pertinent for the Station Area Planning:

Environmental Goals

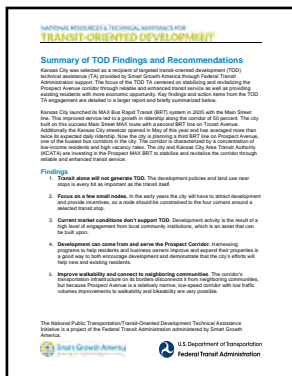
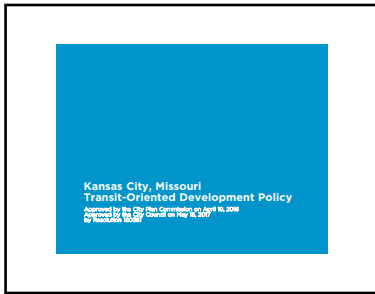
- Resource Conservation
- Open Space Conservation

Economic Goals

- Land Prosperity
- Creativity and Innovation
- Commercial Clustering/Business Niches
- Productivity
- Housing Diversity
- Fiscal Stability



*Proposed **Oak Park Row** at the southeast corner of 35th and Prospect.*



Plan Inventory

Heart of the City Area Plan

This is the KCMO Area Plan of record that provides the basis for the Future Land Use Plan and ultimately the zoning ordinance. As further policy evolution planning and redevelopment is undertaken, the plan will be amended to reflect the proposed new developments, with the concurrent zoning changes applied. The Area Plan also proposes the following pertinent recommendations for the planning area:

- *Recommendation: to focus on nodal development along Prospect Avenue*
- *Recommendation: encourage a mix of commercial and housing at nodes*

Troost/Prospect R-O-W Study

As a MARC Planning Sustainable Places study, the Troost/Prospect R-O-W Study explored the street and traffic issues that influence the Prospect corridor, with the following recommendations:

- *Recommendation: improve signal at 35th Street for the Prospect MAX*
- *Recommendation: add street trees*
- *Recommendation: make sidewalks ADA compliant*
- *Recommendation: planned infrastructure improvements should be concentrated at or near the new transit facilities*

Population Characteristics and Community Profile Implications

Planning area demographics for the Station Area Plan indicate a community of need that has significant social challenges. Declining owner-occupied housing rates and a substantial increase in the crime rate are recognizable indicators of the neighborhood's challenges. A complete summary of the demographic profile is included in the Resource Supplement.

Community Profile for a One Mile Circle

Total Households **1,652**

(Declined since 2010)

Total Population **3,877**

Black **89%**

Median Age **36.9**

(US 38.5)

Family Size **3.38**

Married **51%**

Child in HH **31%**

Median HH Income **\$23,887**

(Median for 3 Mile Radius) **\$38,642**

Average House Value **\$77,377**

Owner Occupied **28%**

(Declined from 2000 @ 43%)

Vacant Housing Units **32%**

Unemployed **19.9%**

Graduated High School **79%**

Top Three Crime Activities ***Murder, Robbery and Assault***

(Approximately 10x US average)

Based on the demographic profiles provided by Mid America Regional Council market characterizations of the dominant population cohorts in the planning area are presented in the ESRI Tapestry Segmentation profiles that follow:

esri Executive Summary			
35th & Prospect 3427-3499 Prospect Ave, Kansas City, Missouri, 64128 Range: 0.5, 1, 3 mile radii		Prepared by Esri Latitude: 39.02261 Longitude: -94.52221	
	0.5 mile	1 mile	3 miles
Population			
2000 Population	5,110	20,165	121,503
2010 Population	3,878	15,895	104,994
2020 Population	4,174	16,373	114,097
2025 Population	4,295	16,716	121,136
2000-2010 Annual Rate	-2.72%	-2.47%	-1.45%
2010-2020 Annual Rate	0.72%	0.41%	0.81%
2020-2025 Annual Rate	0.57%	0.42%	1.30%
2020 Male Population	46.5%	46.2%	49.4%
2020 Female Population	53.5%	53.7%	50.6%
2020 Median Age	36.9	38.8	35.0
In the identified area, the current year population is 114,097. In 2010, the Census count in the area was 104,994. The rate of change since 2010 was 0.81% annually. The five-year projection for the population in the area is 121,136 representing a change of 1.20% annually from 2020 to 2025. Currently, the population is 49.4% male and 50.6% female.			
Median Age			
The median age in this area is 36.9, compared to U.S. median age of 38.5.			
Race and Ethnicity			
2020 White Alone	3.0%	5.4%	35.0%
2020 Black Alone	89.6%	88.4%	50.5%
2020 American Indian/Alaska Native Alone	0.1%	0.3%	0.5%
2020 Asian Alone	0.1%	0.2%	2.6%
2020 Pacific Islander Alone	0.0%	0.0%	0.1%
2020 Other Race	1.7%	1.6%	6.5%
2020 Two or More Races	4.6%	4.0%	4.0%
2020 Hispanic Origin (Any Race)	3.1%	3.9%	13.3%
Persons of Hispanic origin represent 13.3% of the population in the identified area compared to 19.0% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 70.4 in the identified area, compared to 65.1 for the U.S. as a whole.			
Households			
2020 Wealth Index	25	31	47
2000 Households	1,581	7,881	52,101
2010 Households	1,521	6,251	46,708
2020 Total Households	1,652	6,556	51,866
2025 Total Households	1,696	6,673	55,739
2000-2010 Annual Rate	-2.61%	-2.04%	-1.09%
2010-2020 Annual Rate	0.81%	0.46%	1.03%
2020-2025 Annual Rate	0.53%	0.36%	1.45%
2020 Average Household Size	2.50	2.48	2.12
The household count in this area has changed from 46,708 in 2010 to 51,866 in the current year, a change of 1.03% annually. The five-year projection of households is 55,739, a change of 1.45% annually from the current year total. Average household size is currently 2.12, compared to 2.16 in the year 2010. The number of families in the current year is 22,059 in the specified area.			
<small>Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. Source: U.S. Census Bureau, Census 2020 Summary File 1, Esri forecasts for 2020 and 2025, Esri computed Census 2000 data into 2010 geography.</small>			
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The existing historic retail building at the southeast corner of 35th and Prospect.

Modest Income Homes: 57% of the population in the Target Planning Area

WHO ARE WE?

Families in this urban segment may be nontraditional; however, their religious faith and family values guide their modest lifestyles. Many residents are primary caregivers to their elderly family members. Jobs are not always easy to come by, but wages and salary income are the main sources of income for most households. Reliance on Social Security and public assistance income is necessary to support single-parent and multigenerational families. Rents are relatively low (Index 70), public transportation is available, and Medicaid assists families in need.

OUR NEIGHBORHOOD

- Households are single person or single parent (usually female householders). Multigenerational families are also present.
- Homes are predominantly single family; values reflect the age of the housing, built more than 60 years ago.
- Over half of the homes are renter occupied; average rent is lower than the US average.
- Most households have one car (or no vehicle); nearly a third rely on carpooling, walking, biking or public transportation.

SOCIOECONOMIC TRAITS

- Almost a quarter of adults aged 25 or more have no high school diploma.
- Labor force participation is 50%.
- Income is less than half of the US median income.
- Consumers in this market consider traditional gender roles and religious faith very important.
- This market lives for today, choosing to save only for a specific purpose.
- Consumers favor TV as their media of choice and will purchase a product with a celebrity endorsement.



An existing view toward the southeast corner of 35th and Prospect.



Looking south at southwest corner of 35th and Prospect.

Social Security Set: 25% of the population in the Target Planning Area

WHO ARE WE?

Social Security Set is an older market located in metropolitan cities across the country. One-fourth of householders here are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. In the aftermath of the Great Recession, early retirement is now a dream for many approaching the retirement age; wages and salary income in this market are still earned. Residents live alone in low-rent, high-rise buildings, located in or close to business districts that attract heavy daytime traffic. But they enjoy the hustle and bustle of life in the heart of the city, with the added benefit of access to hospitals, community centers, and public transportation.

OUR NEIGHBORHOOD

- Most residents live alone in this older market; 13% of householders are aged 75 and older; another 13% are 65 to 74 years old.
- Multiunit rental properties with affordable rents are predominant (Index 63); primarily built prior to 1979.
- Located in higher-density, high-traffic areas of metropolitan cities with good access to public transportation, vehicle ownership is low.

SOCIOECONOMIC TRAITS

- These aging consumers rely mostly on Social Security income but also depend on Supplemental Security Income and public assistance.
- Wages and salary income are still earned by almost half of all households.
- With fixed incomes, consumers remain price sensitive.
- A trusted source of information, TV is an important part of their lives.
- An aging population that is often limited by medical conditions, they are willing to try advanced medication but rely on their physicians for recommendations.
- Rather than eat out, Social Security Set residents prefer to have their meals at home, whether they order takeout or warm up a frozen dinner. To save money, many frequently cook their own meals.



Renovated neighborhood housing on Prospect north of 35th Street.



An existing stone residential retaining wall on Prospect.



A historic commercial retail sign on 35th Street at the site of the proposed food hub.



An existing former Safeway store on Prospect.

City Commons: 18% of the population in the Target Planning Area

WHO ARE WE?

This segment is one of Tapestry’s youngest markets. It is primarily comprised of single-parent and single-person households living within large, metro cities located primarily in the eastern half of the US. While more than a third have a college degree or spent some time in college, nearly a quarter have not finished high school. These residents strive for the best for themselves and their children. Most occupations are within Office and Administrative Support.

OUR NEIGHBORHOOD

- Single parents (Index 315), primarily female, and singles head these young households.
- Average household size is slightly higher than the US at 2.67.
- City Commons are found in large metropolitan cities, where most residents rent apartments in midrise buildings.
- Neighborhoods are older, built before 1960 (Index 151).
- Typical of the city, many households own either one vehicle or none, and use public transportation (Index 292) or taxis (Index 299).



An existing vacant lot at the northwest corner of 35th and Prospect.

SOCIOECONOMIC TRAITS

- Although some have college degrees, nearly a quarter have not graduated from high school.
- Labor force participation is low at 53% (Index 84).
- Most households receive income from wages or salaries, with nearly one in four that receive contributions from Social Security (Index 287) and public assistance (Index 355).
- Consumers endeavor to keep up with the latest fashion trends.
- Many families prefer the convenience of fast-food restaurants to cooking at home.



Looking north toward 35th and Prospect.



Demonstration farm at the Community Food Hub.



Looking south toward 35th and Prospect.



Looking south toward 35th and Prospect. A proposed community mural for the existing retail building is visible at left.



Looking south on Prospect toward the transit station and Oak Park Row.



Looking north on Prospect toward the transit station and Oak Park Row.



Looking north toward 35th and Prospect. **Palestine Legacy Residences** (Scenario 2) is visible on the right.



Looking north at 35th and Prospect to **Palestine Legacy Residences and PLAZA** (Scenario 2).



*Farmers Market and Community Gardens at the
Community Food Hub.*



*Looking north from a second floor porch at **Oak Park Row.***



Community Orchard at the **Community Food Hub**.



Looking toward **Oak Park Row** and the **Historic Neighborhood Retail Building** at the southeast corner of 35th and Prospect.

Station Area Plan at 35th and Prospect

4 Station Area Plan

Based on the inventory of community development initiatives and planning documents addressing the area redevelopment needs, the Station Area Plan section of this report provides a planing framework intended to mobilize compatible redevelopment with the following recommendation categories:

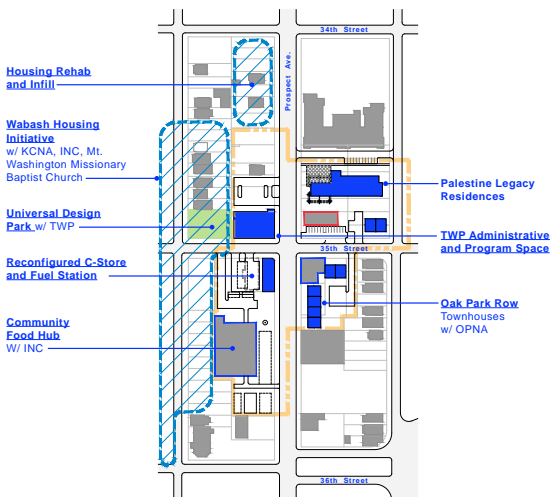
- Planning Directives
- Community Development Scenarios
- Target Project Summaries
- Financial Profiles
- Community Engagement and policy advocacy emphasis

Plan Directives

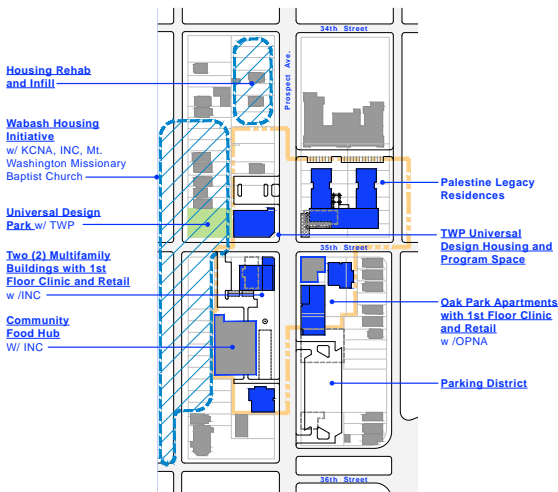
The premise for establishing a Station Area Plan at 35th and Prospect is a recognized readiness for redevelopment and a cluster of opportunities with community development proposals and present transit support for reinvestment - with the Prospect BRT. Further, the planning content for these plan recommendations includes a readiness by the active transit agency community planning entity, RideKC Development Corp., to help advocate, mobilize and coordinate initiatives that incipient community developers are undertaking or considering. This valuable commitment is essential to advance the nascent planning proposals of some, like INC and OPNA and also to assist in development services like land assemble for the PEDC more mature and underway redevelopment project. This role for RKCD represents the best option for support for the area community developers at TWP, INC, PEDC and OPNA , as it provides a coordinating, experienced development agency to amplify and assist their efforts.

Redevelopment in the target area is not served with larger scale development proposals, akin to the recent Linwood

Scenario 1



Scenario 2



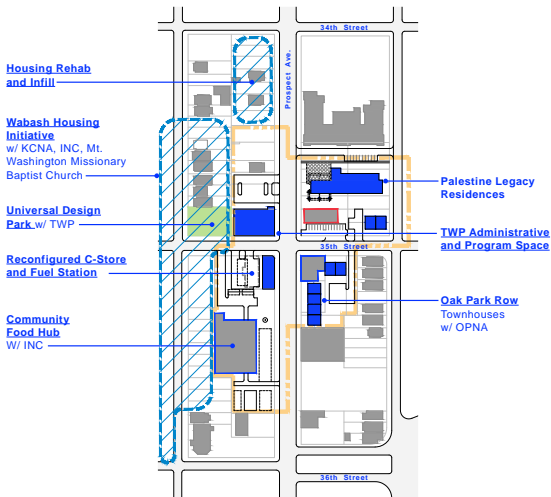
Square Shopping Center. Rather, this redevelopment plan is focused on a collection of independent, though related, Target Projects that address current, urgent expressed community goals for:

- **community programming**
- **social purpose affordable housing**
- **family affordable housing**
- **limited neighborhood-serving/specialty retail**
- **second generation development attention to mixed income housing needs is also assumed to be a continuing planning obligation for the Prospect Corridor.**

As a part of the responsibility for plan management the continuing involvement of the Planning Advisory Group should evolve into a community managing task force that addresses the following:

1. Establish and clarify Wabash Housing initiative programming timelines with INC.
2. Promote and monitor infill single family housing in surrounding neighborhood settings with community developers and KCMO.
3. Continue definition of the Universal Park concept with more than accessible character — that is, favored universal access facility that serves as a program space for the The Whole Person.
4. Establish pedestrian enhancements as a part of Target Project implementation and more expansive Prospect Corridor improvements.
5. Continue advocacy with community groups to secure support for bicycle plan improvements in the Prospect Corridor.
6. Promote infrastructure funding for streetscape to reinforce nodal place-identity and establish continuity with the future planning of the full Prospect Corridor.
7. Coordinate with KCMO Prospect Corridor planning initiatives addressing transit oriented development and green infrastructure

Scenario 1



Development Scenarios

Planning for redevelopment with community based entities compels flexibility on the part of those entities. Fully market driven development seeks opportunities that can have variable locations, but community development projects must be accomplished where the community needs them. As a result, there is a value for planning to provide tools to the community developers that promote nimbleness. The Station Area Plan for 35th and Prospect seeks to provide nimble and adaptable concepts that the community based initiatives to be carried out as economic, organizational or public policy environments change. With that in mind, this plan is organized around a series of related Target Projects that are clustered in two Development Scenarios:

Scenario 1:

Low impact land assembly and *incremental* project development

This approach will limit property acquisition and propose recognized redevelopment needs be located on property currently controlled by RideKC Development, PEDC or other public agencies resulting in approximately \$28.5mm in community regeneration.

In this scenario development of the Target Projects on property that is currently in public control, owned by participating not for profit developers or property that is planned to soon be assembled by public agencies or not for profits. Target Projects are scaled to meet credible demand for a current market/social need and are sized to be within the development capacity of the participating community development entities. Target Projects for Scenario 1 are:

1. **Palestine Legacy Residences:** 39-bed assisted living facility
2. **Oak Park Row and Historic Neighborhood Retail:** 24 affordable housing apartments
3. **Community Food Hub** with Farmers Market and Demonstration Farm and **Redeveloped Convenience Store/ Gas Station**
4. **Office and Program Space for The Whole Person:** 30,000sf three-story building

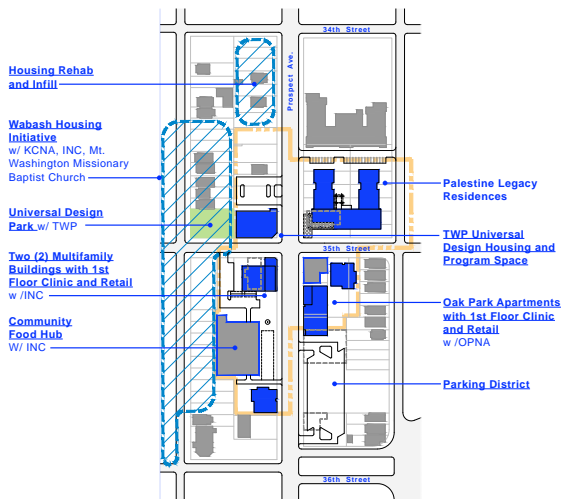


Looking south on Prospect toward the transit station and Oak Park Row.



Demonstration farm at the Community Food Hub.

Scenario 2



Scenario 2:

With this approach a more aggressive and extensive property acquisition model is used with redevelopment at a larger scale of investment of approximately \$43.4mm

This scenario includes larger development projects that likely require development partnerships between the incipient community development entities and private developers for implementation. Further, the timeline for execution is potentially longer, since the projects are more financially complex, in some cases. As a part of the scenario, a district parking strategy is employed to concentrate parking as a way to avoid a scattering of parking lots among the urban character Target Projects. The market demand for mixed-use and mixed-income residential is possibly present, based on current conditions. This assessment, though, must be revisited as projects are considered, since it is likely that a shift in market conditions will require reevaluation. The Target Projects for Scenario 2 are:

1. **Palestine Legacy Residences:** 39-bed assisted living facility
2. **Oak Park Apartments and Corner Retail:** 40 affordable housing apartments
3. **Community Food Hub** with Farmers Market and Demonstration Farm
4. **Ivanhoe Apartments and Corner Retail:** 40 affordable housing apartments
5. **Universal Housing and Program Space:** 30 universal design apartments

Community Engagement and Policy Advocacy Emphasis

The setting for the Station Area plan is a complex integration of community-based interest, since it is the intersection of three neighborhood groups, INC, OPNA and KCNA. Also, the development setting includes active involvement of two community development groups, The Whole Person and Palestine Economic Development Corporation. All these groups have a common interest in appropriate character development in the area and are pledged to support on going involvement in the realization of the



Looking north from 35th and Prospect.



Looking south toward 35th and Prospect.

Target Projects proposed in the Station Area Plan. Toward that end two recommendations are:

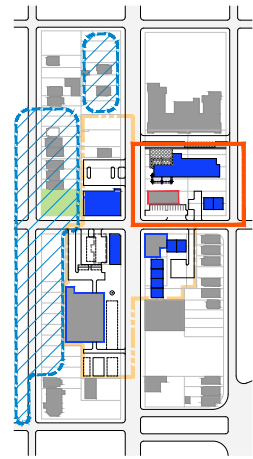
- **Continuous monitor/management** of the development progress by RideKC Development Corp should include quarterly meetings with all the advisory group participants as a basis for coordinated information and action.
- **Community review** is needed of pending public policy studies of the Prospect Corridor underway, since it is a regularly studied transit corridor. As a result, the community groups should request regular updates by the City Staff to ensure that any redevelopment and transit planning is in concert with community cited goals.

Scenario 1 Target Projects



Scenario 1

Palestine Legacy Residences



Looking to the east across Prospect Ave.

Development Program and Rationale

- **Palestine Legacy Residences** by *Palestine Economic Development Corporation*
- Affordable Assisted Living Facility: 39 Beds/ 17,000sf
- \$5.73mm Budget

As a part of the continuum of housing/social services for the Palestine Economic Development Corporation, this 39-bed affordable assisted living facility has some capital needed and committed support for the remaining. The affordable assisted living concept is the latest iteration of the PEDC development master plan underway for the last 30 years, encompassing two 202 housing projects, a 70-unit low income housing project and a community center – all focused on senior services. PEDC will act as the project developer for Palestine Legacy Residences.

Palestine Legacy Residences

Palestine Economic Development Corporation
Affordable Assisted Living | 39 Beds | 17,000sf

Development Financing Sources

OZ Investor Equity	\$1,750,615
Central City ED Sales Tax	\$2,288,008
<u>Debt/Mortgage</u>	<u>\$1,946,385</u>
Total Sources	\$5,985,008

Development Costs

Construction Cost	\$3,380,000
Architecture / Engineering	\$236,250
Construction Loan Fees & Interest	\$200,000
Market Study, Appraisal, Environ.	\$35,000
Contingency	\$175,000
Legal, Title & Accounting	\$250,000
FF&E	\$250,000
Acquisition (incl. Legal & Fees)	\$545,000
Developer Fee (PLR For-Profit)	\$500,000
Project Management	\$100,000
Lease Up & Marketing	\$50,000
Operating Reserve	\$236,458
<u>Replacement Reserve</u>	<u>\$27,300</u>
Total Development Cost	\$5,985,008



Aerial view of the northeast corner of 35th and Prospect, including Palestine Legacy Residences.



Street view of Palestine Legacy Residences looking east.



West Elevation of Palestine Legacy Residences on Prospect.



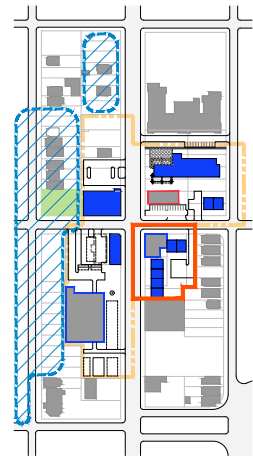
Proposed community mural on north and west walls of existing retail building.



Existing view on Prospect.

Scenario 1

Oak Park Row and Historic Neighborhood Retail



Looking south on Prospect Ave. from 35th Street.

Development Program and Rationale

- **Oak Park Row** by *Oak Park Neighborhood Association*
- Affordable Housing – 24 units as 2-story townhouses and 1-story flats
- Historic Preservation-based renovation of existing corner retail building

This affordable housing project is organized as two attached clusters of townhouses, totaling 24 units. The scale of development is compatible with the current context while still increasing density along the transit corridor. Also, the renovation and enhanced marketing of the existing historic

neighborhood retail building is a project feature and is integrated into the housing scheme. The total development cost for this project is approximately \$6mm and both Oak Park Neighborhood Association and Palestine Economic Development Corporation are candidate community developers. The Whole Person has an interest in providing lead referral agency capacity to the housing project, if focused on social service populations.

Precedent: Housing Authority of Kansas City, Missouri has developed similar row housing social services-enhanced affordable housing with *Rose Hill Townhomes for Formerly Homeless Families*.

Oak Park Row

Oak Park Neighborhood Association
Affordable Housing | 24 Units | 20,882sf

Development Financing Sources

LIHTC Equity	\$4,004,600
MHDC Permanent Loan	\$530,000
HOME	\$375,000
<u>Deferred Developer Fee</u>	<u>\$93,025</u>
Total Sources	\$5,002,625

Development Costs

Acquisition	\$25,000
Construction	\$4,002,100
Soft Costs	\$495,260
Closing & Financing Costs	\$195,102
<u>Developer Fee</u>	<u>\$285,150</u>
Total Development Cost	\$5,002,625



Aerial view of Oak Park Row looking southeast.

Historic Neighborhood Retail

Oak Park Neighborhood Association
Historic Renovation of Corner Building | 4,840sf

Development Financing Sources

Historic Tax Credit Equity	\$366,479
Debt/Mortgage	\$550,000
<u>Equity/Grants/Philanthropy</u>	<u>\$161,629</u>
Total Sources	\$1,078,108

Development Costs

Construction Cost	\$578,362
Soft Costs	\$70,185
Acquisition	\$280,308
Developer Fee	\$112,490
<u>Financing</u>	<u>\$36,763</u>
Total Development Cost	\$1,078,108



Looking southeast from 35th and Prospect.



West Elevation of Oak Park Row on Prospect.

Project Precedent



*Rose Hill Townhomes for Formerly Homeless Families—
Kansas City, Missouri*



*Rose Hill Townhomes for Formerly Homeless Families—
Kansas City, Missouri*



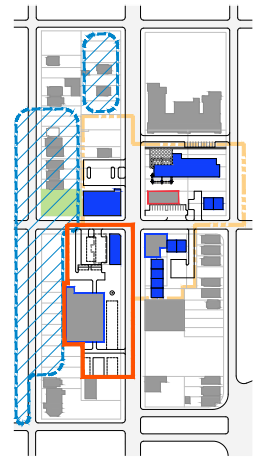
Looking east at Oak Park Row and the Historic Retail Building from the Community Food Hub.



Existing view on Prospect.

Scenario 1

Community Food Hub and Walkable Convenience Store



Looking southwest across Prospect Ave. to the **Community Food Hub** from a second floor window in Oak Park Row.

Development Program and Rationale

- INC rebuilt/reusable Convenience Store and Fuel Station
- INC **Community Food Hub** – Demonstration Garden, Orchard, Farmers Market, Bio Generator, relocated cell tower
- Renovation/Historic Preservation of existing “SAFEWAY” building

Ivanhoe Neighborhood Council has an established community initiative that includes a farmers market, demonstration urban farm and community garden program that will provide the foundation for the planned Food Hub in a former “Safeway” grocery store site. Also, the current convenience store is a dated retail facility and can potentially be

redeveloped. The total development costs for these projects is in the \$10mm range and INC has an expressed interest in the developer role.

Precedent: Community Food Hub prototypes abound and are emerging more and more as a response to healthy life style needs in the urban core. A cited example is the North Sarah Food Hub in St. Louis—a community based development with USDA support. Redevelopment of the convenience store can be modeled on examples in downtown Jacksonville, Florida and the University of Wisconsin-Madison campus that were designed to fit into a walkable, urban context.

Community Food Hub

Ivanhoe Neighborhood Council
 Demonstration Garden | Growing Garden |
 Farmers Market | Biogenerator

Development Financing Sources

Philanthropy	\$500,000
Grants	\$500,000
Total Sources	\$1,000,000

Development Costs

Demonstration Garden	
Growing Garden	
Farmer’s Market	
Bio Generator	
Relocated Tower	
Total Development Cost for initial phase	\$1,000,000

Convenience Store and Fuel Station

Ivanhoe Neighborhood Council
 New Build | 3,400sf

Development Financing Sources

Debt	\$1,125,733
Equity	\$656,133
Total Sources	\$1,781,867

Development Costs

Construction Cost	\$871,576
Petroleum Equipment	\$228,000
Store Equipment	\$97,300
Acquisition	\$469,900



Aerial view looking southwest.



*Community Orchard at the **Community Food Hub**.*



*East Elevation of the Community Food Hub and
 Convenience Store on Prospect.*

Project Precedents

Walkable Convenience Store



A 7-Eleven in Salt Lake City, Utah.

Community Food Hub



North Sarah Food Hub, St. Louis, Missouri.



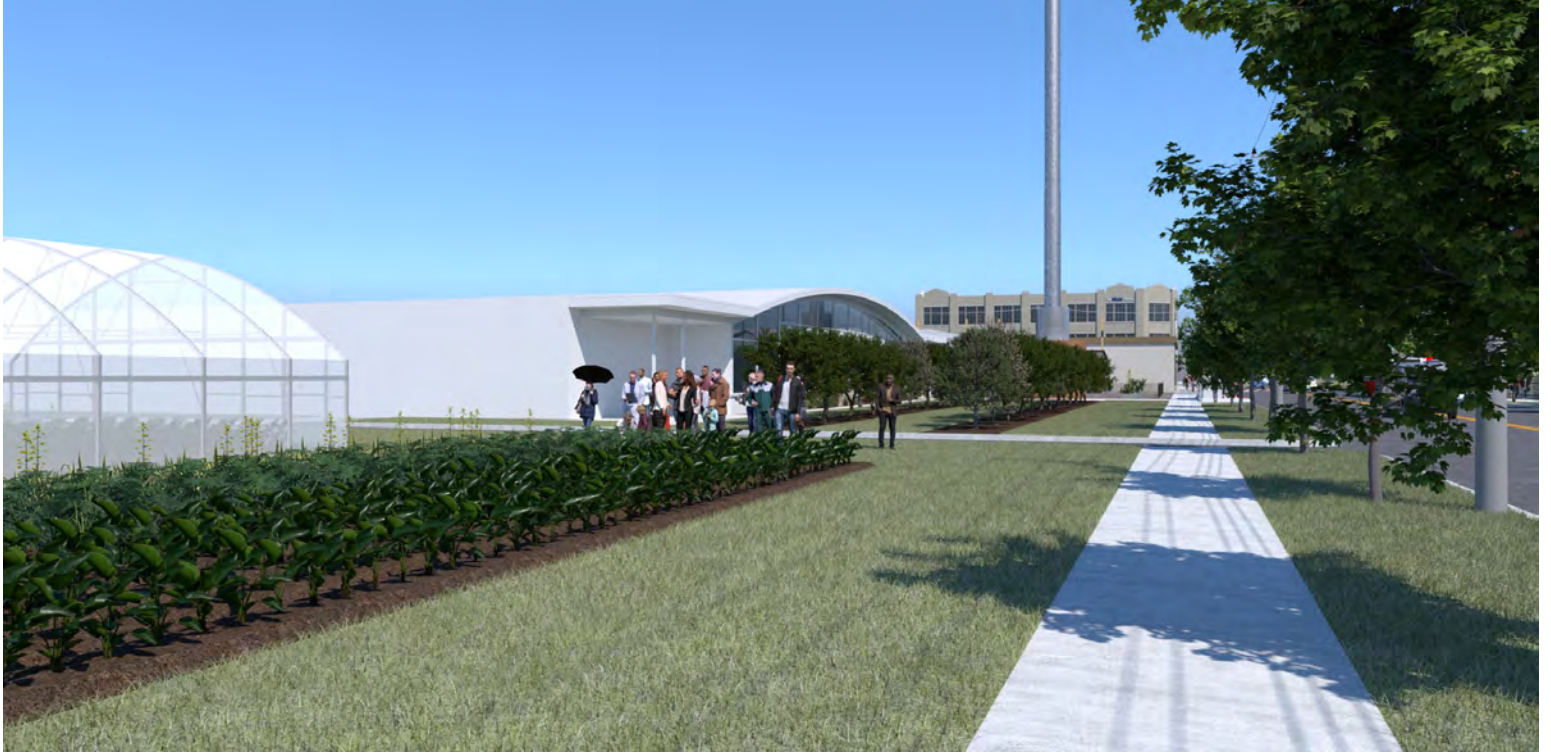
A proposed gas station for downtown's Main Street in Jacksonville.



West Louisville Food Port, Louisville, Kentucky.



The Kwik Trip on the University of Wisconsin-Madison campus is the company's first without fuel.



Looking north at the Community Food Hub demonstration garden and orchard.



Existing view looking north on Prospect.



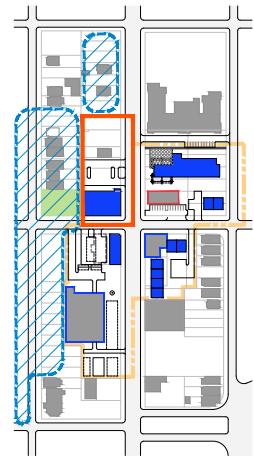
Looking west on 35th Street at the Walkable Convenience Store.



Existing view looking west on 35th Street.

Scenario 1

Office and Program Space for **The Whole Person**



Looking north toward 35th and Prospect.

Development Program and Rationale

- **The Whole Person** Administrative and Program space
- Universal Design Park with **The Whole Person** programming

As a part of the organizational effort to establish a presence in the Eastside community it serves, **The Whole Person** has explored the possibility of a program and support office space facility. Locating a new building next to a newly proposed universal access and therapy park is intended as part of the Target Project. This facility will have training and administrative facilities that could replicate or replace existing programming spaces located on the current TWP campus as the need for expansion of services indicates. The project total for the 30,000 square feet development proposal is \$7.4mm. Recent Universal Park projects have a cost of around \$1mm.

Administrative Headquarters

The Whole Person
 New Building | Administrative & Program Space | 3-story, 30,000sf

Development Financing Sources

NMTC Equity	\$2,068,800
Debt/Mortgage	\$3,500,000
<u>Equity</u>	<u>\$1,831,200</u>
Total Sources	\$7,400,000

Development Costs

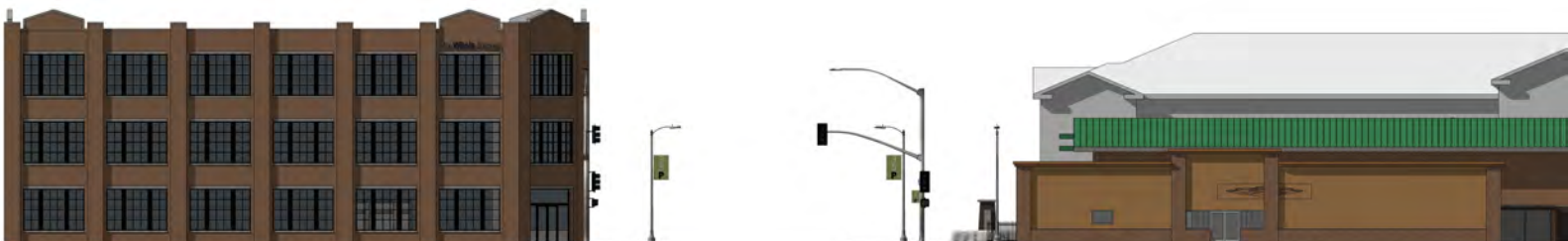
Acquisition	\$37,000
Construction	\$5,920,000
Soft Costs	\$732,600
Closing & Financing Costs	\$288,600
<u>Developer Fee</u>	<u>\$421,800</u>
Total Development Cost	\$7,400,000



Aerial view looking northwest.



Looking northwest to The Whole Person building at 35th and Prospect.



South Elevation of The Whole Person building.



Looking west on 35th Street at the The Whole Person building.



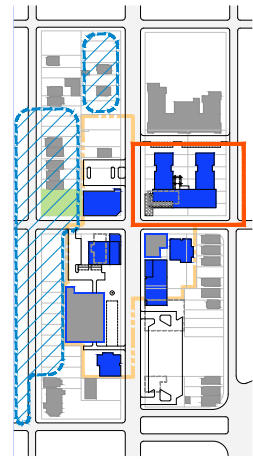
Existing view looking west on 35th Street.

Scenario **2** Target Projects



Scenario 2

Palestine Legacy Residences



Looking east from 35th and Prospect toward Palestine Legacy Residences and Plaza.

Development Program and Rationale

- **Palestine Legacy Residences** by *Palestine Economic Development Corporation*
- Affordable Assisted Living Facility: 39 Beds/ 17,000sf
- \$5.73mm

This project remains the same profile as in Scenario 1, except for the location on property that needs to be acquired. The location at the northeast corner of 35th Prospect provides the same residential facility of thirty-nine beds in a one story facility. This scenario eliminates the added row houses included in the previous scenario for this site.

Palestine Legacy Residences

Palestine Economic Development Corporation
Affordable Assisted Living | 39 Beds | 17,000sf

Development Financing Sources

OZ Investor Equity	\$1,750,615
Central City ED Sales Tax	\$2,288,008
<u>Debt/Mortgage</u>	<u>\$1,946,385</u>
Total Sources	\$5,985,008

Development Costs

Construction Cost	\$3,380,000
Architecture / Engineering	\$236,250
Construction Loan Fees & Interest	\$200,000
Market Study, Appraisal, Environ.	\$35,000
Contingency	\$175,000
Legal, Title & Accounting	\$250,000
FF&E	\$250,000
Acquisition (incl. Legal & Fees)	\$545,000
Developer Fee (PLR For-Profit)	\$500,000
Project Management	\$100,000
Lease Up & Marketing	\$50,000
Operating Reserve	\$236,458
<u>Replacement Reserve</u>	<u>\$27,300</u>
Total Development Cost	\$5,985,008



Aerial view looking northeast.



Looking northwest toward Palestine Legacy Residences and Plaza.



West Elevation on Prospect Ave. of Palestine Legacy Residences



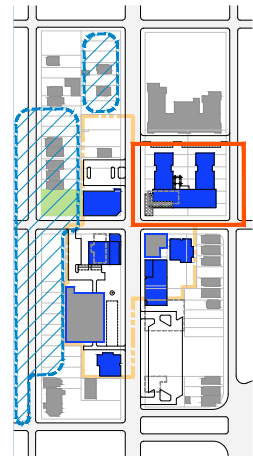
Looking north toward **Palestine Legacy Residences and Plaza**.



Existing view on Prospect Ave.

Scenario 2

Oak Park Apartments



Looking southeast at 35th and Prospect.

Development Program and Rationale

- Oak Park Apartments by **Oak Park Neighborhood Association**
- Affordable Housing – 40 units
- Renovation/Historic Preservation of existing corner building
- Centralized parking district lot

As an affordable housing dominant, mixed income, mixed use project this forty-unit building is an \$9.7mm project. The development team will likely include a community developer—potentially INC, OPNA or PEDC—and a private development partner. The expected development financing model is based on low income housing tax credits. Since this facility is projected to be a family occupied project, further market analysis will be required as the development commitment is made. A part of this Target Project is the renovation of the historic retail building on the corner of the lot as a compatible features of the new development.

Oak Park Apartments

Oak Park Neighborhood Association

New Affordable Housing | 40 Units | 3-story, 40,000sf

Development Financing Sources

Federal LIHTC Equity	\$5,339,470
State LIHTC Equity	\$1,858,596
MHDC Permanent Loan	\$975,000
HOME	\$440,000
Deferred Developer Fee	\$150,000
Total Sources	\$8,763,066

Development Costs

Construction Cost	\$7,049,010
Soft Costs	\$570,476
Acquisition	\$45,568
Developer Fee	\$800,000
Financing	\$298,012
Total Development Cost	\$8,763,066



Aerial view looking southeast.

Historic Neighborhood Retail

Oak Park Neighborhood Association

Historic Renovation of Corner Building | 4,840sf

Development Financing Sources

Historic Tax Credit Equity	\$366,479
Debt/Mortgage	\$550,000
Equity/Grants/Philanthropy	\$161,629
Total Sources	\$1,078,108

Development Costs

Construction Cost	\$578,362
Soft Costs	\$70,185
Acquisition	\$280,308
Developer Fee	\$112,490
Financing	\$36,763
Total Development Cost	\$1,078,108



West Elevation on Prospect Ave. of Oak Park Apartments



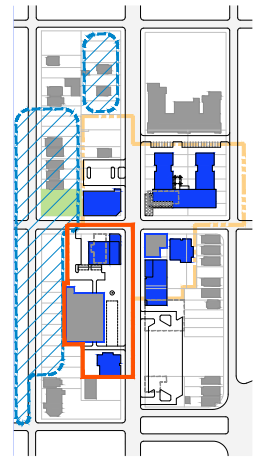
Looking east across Prospect Ave.



Existing view.

Scenario 2

Community Food Hub



Looking south from the Community Garden at the Community Food Hub.

Development Program and Rationale

- INC Community Food Hub – Demonstration Garden, Orchard, Farmers Market, Bio Generator, relocated cellular tower
- Renovation/Historic Preservation of existing SAFEWAY building

The Community Food Hub described in Scenario 1 is also a featured project in Scenario 2. The combined market and social purpose development described in the earlier Scenario 1 summary is the program and development model for this proposal as well. INC remains the candidate for redevelopment of the former grocery store with the use of historic tax credits as a basis for renovation.

Community Food Hub

Ivanhoe Neighborhood Council
 Demonstration Garden | Growing Garden |
 Farmers Market | Biogenerator

Development Financing Sources

Philanthropy	\$500,000
<u>Grants</u>	<u>\$500,000</u>
Total Sources	\$1,000,000

Development Costs

Demonstration Garden	
Growing Garden	
Farmer’s Market	
Bio Generator	
<u>Relocated Tower</u>	
Total Development Cost for initial phase	\$1,000,000



Aerial view looking southwest.



*Looking north on Prospect Ave. The **Community Food Hub** is on the left.*



*West Elevation on Prospect Ave. of the **Community Food Hub**.*



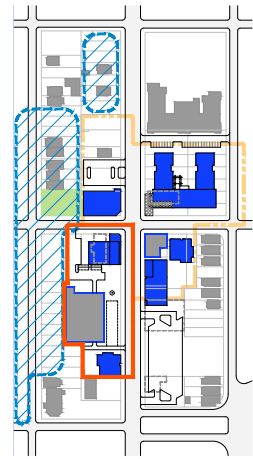
Looking to the southeast across the outdoor **Farmers Market** at the **Community Food Hub**.



Looking southeast at the existing gas station and former Safeway building.

Scenario 2

Ivanhoe Apartments and Corner Retail



Looking southwest at 35th and Prospect.

Development Program and Rationale

- INC Apartments – 40 units

Much like the Oak Park Apartments, the forty-unit, Ivanhoe Apartments are intended to be mixed use, mixed income – with the addition of a new retail structure as a part of the redevelopment scheme. The \$8.9mm project is intended to provide a development opportunity for INC as the redevelopment entity, potentially as a part of a development team with a for-profit partner. The funding source is intended to include a use of low income housing tax credits.

INC Apartments

Ivanhoe Neighborhood Council
 New Affordable Housing | 40 Units | 40,000sf

Development Financing Sources

Federal LIHTC Equity	\$7,119,288
MHDC Permanent Loan	\$1,100,000
HOME	\$600,000
<u>Deferred Developer Fee</u>	<u>\$157,335</u>
Total Sources	\$8,976,623

Development Costs

Acquisition	\$44,883
Construction	\$7,181,298
Soft Costs	\$888,686
Closing & Financing Costs	\$350,088
<u>Developer Fee</u>	<u>\$511,668</u>
Total Development Cost	\$8,976,623



Aerial view looking southwest.



West Elevation on Prospect Ave. of the Ivanhoe Apartments and the Community Food Hub.



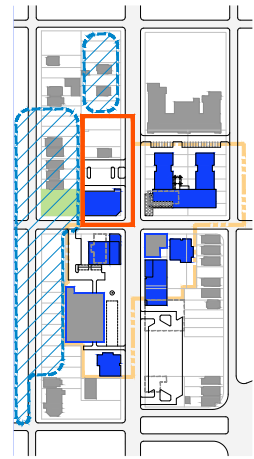
Looking northwest across Prospect Ave. from the district parking area toward **Ivanhoe Apartments** and the **Community Food Hub**.



Existing view looking northwest on Prospect Ave.

Scenario 2

Universal Housing and Program Space



Looking northwest toward 35th and Prospect.

Development Program and Rationale

- **The Whole Person** Universal Design Housing and Program space
- Universal Design Park with **The Whole Person** programming

The Whole Person provides housing services for the population it serves as a part of the organization's purpose. The proposed thirty-unit facility would provide special population support for those TWP clients in a building designed specifically to fit their needs. TWP will act as the lead referral agency for the affordable housing project and provide the essential social service support required. As in

Scenario 1, this proposal includes therapy facilitates, training space and an active Universal Design park/therapy setting to be part of the programming provided to the community. TWP will act as lead developer and lead referral agency with the potential involvement of private development partners in the \$6.78 project. .

Universal Housing

The Whole Person
New Universal Design Affordable Housing &
Program Space | 25 apartments

Development Financing Sources

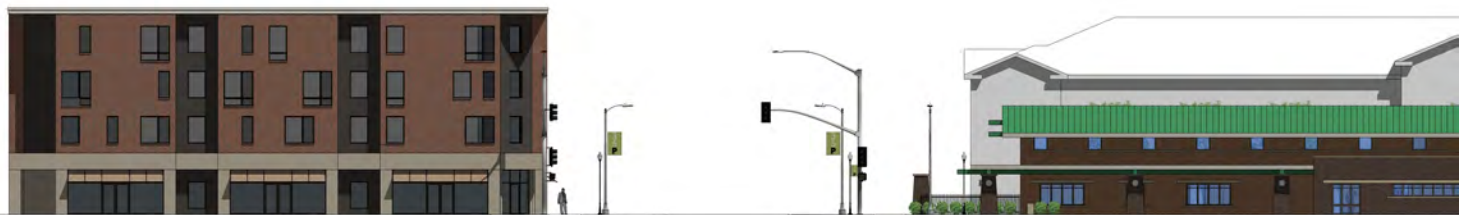
Federal LIHTC Equity	\$5,339,470
MHDC Permanent Loan	\$850,000
HOME	\$500,000
Deferred Developer Fee	\$96,386
Total Sources	\$6,785,856

Development Costs

Acquisition	\$33,929
Construction	\$5,428,685
Soft Costs	\$671,800
Closing & Financing Costs	\$264,648
Developer Fee	\$386,794
Total Development Cost	\$6,785,856



Aerial view looking northwest.



*South Elevation on 35th Street of Universal Housing
and Program Space.*



Looking west on 35th Street at **Universal Housing and Program Space**.



Existing view looking west on 35th Street.

Station Area Plan at 35th and Prospect

5 Implementation

Target Project described in the Station Area Plan section each have a trajectory for development and also each have some common features that are addressed as a part of the Implementation Section included here. The full extent of nodal development is viewed as a single initiative, as well and implementation of that initiative is directed by addressing:

- *Development Management Strategies*
- *Community Developer Profiles*
- *Public Policy Framework*
- *Timeline and Process*

Development Management Strategies

Active promotion and coordination of the development plan is needed for the node at 35th and Prospect to redevelopment in response the the transit improvements made with the Prospect Max BRT. That active coordinative role has been played by the RideKC Development Corporation (RKDC) as a sponsor of this plan, in close coordination with the neighborhood associations (OPNA, KCNA, INC) and area community development entities (TWP, PEDC). To continue that community development progress RKDC is best positioned to provide a coordinating capacity for the initiative. Two options have been proposed for the agency to assume this responsibility.

Centralized authority for RKDC as a designated Master Developer

With this approach the RKDC will be designated as the Master Developer by the Land Clearance for Redevelopment Authority (LCRA) or other agency and will prepare and carry out a master plan for development that includes the community development objectives of this planning effort and the community developers included in the Target Projects.



The image shows two overlapping financial spreadsheets. The top spreadsheet is titled 'Oak Park Neighborhood Association' and the bottom one is 'Historic Renovation of Corner Building'. Both are multi-column tables with headers for 'Year' (1-10) and 'Total'. The bottom spreadsheet includes sections for 'REPLACEMENT COST', 'CONSTRUCTION COSTS', 'OPERATING COSTS', and 'TOTAL COSTS'.

- RideKC Development as the Master Developer should establish a Memorandum of Understanding with INC, OPNA, KCNA Establish Partnership Entities with TWP and PEDC
- RKCDC should seek Master Developer Designation by the LCRA or other agency with possible additional support through special district identity such as Transit Oriented Development District or Community Improvement District
- This approach has the benefit of an established entity providing continuity of action for the execution of a Master Plan and requires active involvement of RideKC Development Corporation.
It can also limit community development initiatives by other development interest and can required location specific interest on the part of RKCDC.
An independent development entity can be established as a partnership among the active community developers.

Decentralized involvement for RKCDC as a Community Coordinator

Projects are developed independently with a cooperative approach managed by the RKCDC as a community partner with the community developers included in this plan.

- Prepare Masterplan document as a basis for a Community Benefit Agreement
- Coordinate land purchase and transfer with RideKC Development for individual projects
- Establish a TDD or CID to act as a coordinating entity for development and social programming with some capacity to generate funding
- This approach has the benefit of **flexible plan execution for individual projects** and does not require active support for a control board of directors. However, it can also **result in intrusive development** that may not reflect the community interest as expressed through document agreements.

- The project by project method reflects the reality of KCMO development regulation and **relies on the public entitlements controls** to ensure community interest is served.

The recommended approach based on the the Advisory Group community consensus is for RKCDC to play a coordinative role as a public agency liaison to help ensure that a more rigorous coordination of community development planning can be achieved. Since the Target Projects are all located in the Oak Park Urban Renewal Plan Area, redevelopment planning can be streamlined with the active involvement of the LCRA. If RKCDC is in close contact with both the community developers and the redevelopment agency, it is more likely that intrusive development proposals that are not supportive of the planning goals are made.

Community Developer Profiles

The Community Developers are essential to execute the planning recommendations in this document. Participants from the Planning Advisory Group are expected to continue through the implementation phase:



RideKC Development Corporation (RKCDC) - As the most solidified entity of the associated organizations, RKCDC will provide community developer coordination with a continuing effort to convene the mobilized community development organizations active in current and planned. **land acquisition and corridor policy coordination.**

**PALESTINE
ECONOMIC DEVELOPMENT
CORPORATION**

Palestine Economic Development Corporation (PEDC) - Building on the foundation of previous and current planned senior development PEDC **has mobilized over \$2mm for the planned redevelopment project**, Palestine Legacy Residences (PLR). Further this affordable assisted living project is a part of the more than \$30mm senior housing initiative PEDC has undertake for the last 40 years , producing some 190 senior housing units. The PLR project is currently in the early stages of development with a start of construction of some early elements now planned for next year. PEDC will consider further involvement in affordable housing-



potentially partnering to develop the townhouses Target Project shown in the Station Area Plan.

The Whole Person (TWP) - The Whole Person is a social service agency that has expanded capacity to provide for the population it serves by undertaking development of housing options.

Continuing in the role of housing developer, TWP is a potential Lead Referral Agency participant in any of the Target Projects that employ Low Income Housing Tax Credits. In addition, TWP is also lead participant in the Universal Design Apartment and Program Target Project, anticipated not be ATA controlled property as shown in the Station Area Plan.



Ivanhoe Neighborhood Council (INC) - As a community based development entity, INC has produced a cluster development of senior housing in a planned redevelopment of a former school site and housing renovation for social programming within the neighborhood setting. INC has long term community development involvement with both programming and housing capacity, INC is actively pursuing sources for the Community Food Hub as a result of the Station Area Plan process and is monitoring a continuing involvement with the Target Projects for INC apartments.



Key Coalition Neighborhood Association (KCNA) - As an active neighborhood group, KCNA has representative capacity in shaping and potentially providing social programming. The enhancement of the proposed Universal Design Park is a Target Project that will include KCNA as a key participant with The Whole Person.



Oak Park Neighborhood Association (OPNA) - Long active as a strongly representative neighborhood association, OPNA has also participated in development of affordable family townhouse projects, in association with private developers. OPNA is a candidate for partnering on the Oak Park Row Townhouse, project, possibly with The Whole Person as a lead agency.

Policy Framework

Three key policy efforts are to be monitored for supporting the recommendations for community development described in this plan document:

- KCMO Area Plans- Note that the current area plan is in need of updating and has recognized the 35th and Prospect node as a neighborhood service level of development with dominant housing features. This Station Area Plan reinforces the current plan and should be used in any future iterations of the City's planning in the area.
- Planned Transit Oriented Development Planning for the Prospect Corridor- As a result of the transit improvements in place on the corridor, KCMO has targeted the study of transit oriented redevelopment. The findings of this plan, specifically the Equitable Transit Oriented Development implications should be accepted as a settled premise for that plan effort. Thus, preserving the commitment to provide community based development right of first refusal on development in the planning area for the community partners.
- Redevelopment Agency Plans- The planning area for the Target Projects falls within the Oak Park Urban Renewal Area and as a result has a premies for use of the Land Clearance for Redevelopment Authority planning tools, specifically, tax abatement. If other redevelopment agency plans are proposed those planning efforts may require designation of blight for the area for specific project sites.



Timeline and Process

The Target Projects established through the planing process are shown here with timeline projections employing a Development Planning Process model. The Development Planning model has five phases of development:

- **CONCEPT**

In this phase of the community development process the community developers will establish a feasible project with a clear financial model, secure community support for the project, define/assess public entitlement needs and from the

development team. This phase could also involve the preparation of a Community Benefit Agreement to establish clear public interest expectations and the means of achieving those with the development proposal.

- PRE-DEVELOPMENT

With the defined project clearly established, the community developers are focused on securing financing commitments and all public entitlements. This phase of work requires preparation of a development plan and preliminary project design with a scheduled, active involvement with the community groups.

- DEVELOPMENT

With the prepared plans, preliminary financing commitments, public entitlements and community support, the community developer will secure financing resources and proceed with project implementation, preparing construction documents, seeking construction bids.

- CONSTRUCTION

With all pre-construction activity completed, this phase is focused on construction of the project with a general contractor, addressing property community involvement and representation in the construction workforce.

- OPERATION

The completed facilities are put into service after completed construction and property management is employed.



The TargetProjects profiled in the Station Area Plan are presented here with assumptions about the project progress through the Development Planing/Management model describe above. The project progress is based on the readiness expressed by the active involvement of the community development entity that is to carry out the Target Project development. Projects described in brief here are fully delineated in the Station Area Plan section and financial modeling is included for each project in the Resource Supplement included with this document, Each project has a scheduled quarter by quarter development process progress projection with years noted as “yr1” (year 1) “yr 2”, etc.

Scenario 1:

Low impact land assembly and incremental project development

This approach will limit property acquisition and propose recognized redevelopment needs be located on property currently controlled by RideKC Development, PEDC or other public agencies resulting in an approximately \$28.5mm regeneration budget.

Target Project	Concept	Pre-Development	Development	Construction	Operation
1 PLR by PEDC	Q1/yr1	Q2/yr1	Q3-4/yr1	Q1/yr 2	Q2/yr3
2 OP Row by TWP/OPNA/PEDC	Q1/yr1	Q2/yr1	Q3-4/yr1	Q1/yr2	Q3/yr3
3 INC Food Hub by INC	Q1-3/yr1	Q3-4/yr1	Q1-3/yr2	Q4/yr2-Q4 yr3	Q4/yr2
4 TWP Bldg by TWP	Q1-3/yr1	Q3-4/yr1	Q1-3/yr2	Q4/yr2-Q4 yr3	Q4/yr2

Scenario 2:

Extensive land assembly with great land use intensity

With this approach a more aggressive and extensive property acquisition model is used with redevelopment at a larger scale of investment of approximately \$43.4mm

Target Project	Concept	Pre-Development	Development	Construction	Operation
1 PLR by PEDC	Q1/yr1	Q2/yr1	Q3-4/yr1	Q1/yr 2	Q2/yr3
2 OP Apts by TWP/OPNA/PEDC	Q1/yr1	Q2-4/yr1	Q1-4/yr2	Q1/yr3	Q2/yr4
3 INC FdHub by INC	Q1-2/yr1	Q3-4/yr1	Q1-3/yr2	Q4/yr2—Q4/yr3	Q1/yr4
4 INC Apts by INC	Q3/yr1	Q1-2/yr2	Q3-4/yr2	Q1/yr3—Q1/yr4	Q2/yr4
5. TWP Apts by TWP	Q1-2/yr1	Q3-4/yr1	Q1-3/yr2	Q4/yr2-Q4 yr3	Q4/yr2

Development plans with specific schedules will be part of each projects planning document as execution takes place.