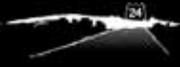


# ***Executive Summary*** of the **U.S. 24 Highway Corridor Strategic Plan**



*City of Independence*  
*U.S. 24 Highway Corridor Study*





## ***Acknowledgements***

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Renee Paluka - White, District 3  
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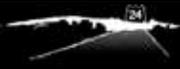
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City of Independence, Community Development Department  
EDAW  
Canyon Research Southwest



# Executive Summary of the U.S. 24 Highway Corridor Study

## The Vision

First-tier suburb areas around larger cities, such as Kansas City, experience unique challenges concerning housing, demographic, and economic changes. The U.S. 24 Highway Corridor is not unique among first-tier suburbs and requires long-term strategies that restore the economic vitality of the area. The *U.S. 24 Highway Corridor Study*, also referred to as the Plan, presents an all-embracing approach to social services, housing improvements and economic development. The Plan is the result of over 18 months of work by the City of Independence, the City of Sugar Creek, a Technical Advisory Group, a Citizen Advisory Group and a consultant team. The broader community participated in the process through six public workshops, stakeholder interviews and an inter-active website.

### Six Public Meetings



The Plan area is located along 24 Highway and ¼ mile on either side of the highway from the western boundary of Independence to just west of the Truman Presidential Museum and Library. Included is a one mile “area of influence” on either side of the highway. (Exhibit A)

The Plan assesses the impacts of demographic shifts, declining housing stock and the inter-related economic development challenges. More importantly, it emphasizes the need to build on the efforts of current programs and collaborative efforts. This is not the first Plan to address the study area. Many of the challenges faced in

previous plans still need to be overcome. The Executive Summary is a synopsis of the detailed information and study results that are described in the full *U. S. 24 Highway Corridor Study Draft*.

The Plan includes a single vision and a set of planning objectives:

- The Economy
- Neighborhoods, Housing, and Community
- Infrastructure and Transportation
- Natural Resources
- Implementation

### A Single Vision

The U.S. 24 Highway Corridor will be an aesthetic and vibrant entryway into the City of Independence through complementary land uses, safe neighborhoods, renewed commercial centers, and a healthy economy. The Fairmount Business District, a symbol of regional pride, will be transformed into a model for other commercial centers in the Corridor.

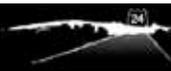
## The People and the Economy

In 2004, the U.S. 24 Highway Corridor Market Study was prepared to analyze the economic and market conditions of the Corridor.

### Economic Analysis Summary

Freeway construction, such as I-435 and I-70, has diverted traditional Corridor traffic to other locations. One result has been a decline in the economic base of the Corridor.

Since 1990, the Corridor Study Area has experienced a steady decline in population. During the 1990s, population declined by 4.45 percent, from 18,551 in 1990 to 17,726 by 2000. Population loss was the most pronounced within the western half of the Corridor Study Area.

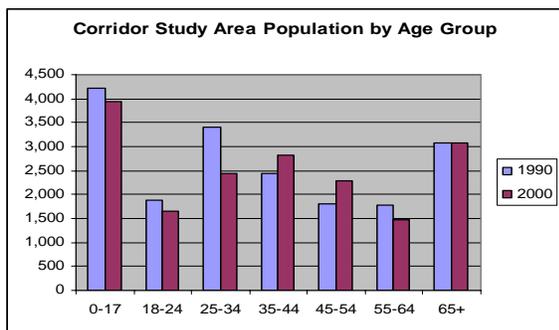


From 2000 to 2003, the Corridor Study Area population continued to decline to 16,739. The population base is forecast to decline further to 15,304 by 2008.

During the 1990s, population in the Corridor Study Area became more ethnically diverse, with the Black and Hispanic populations doubling in size. By 2000, minorities accounted for 8.5 percent of the Corridor Study Area population. By 2008, the minority population is projected to increase by 161 residents and account for 10.9 percent of the Corridor Study Area population.

Seniors account for 17.2 percent of the Corridor Study Area population, compared to 11.4 percent of the metro total. The large senior population is fueling accelerated demand for independent and assisted living housing, while at the same time increasing the need to market the homes they are leaving to new owner/occupants.

An Aging Population



According to the 2000 Census a total of 3,750 children between the ages of 0 and 17 reside within the Corridor Study Area; an area that spans both the Kansas City School District (KCSD) and the Independence School District (ISD). A higher percentage of pre-school and elementary school aged children attend school in the KCSD while the majority of high school students within the area attend class in the ISD.

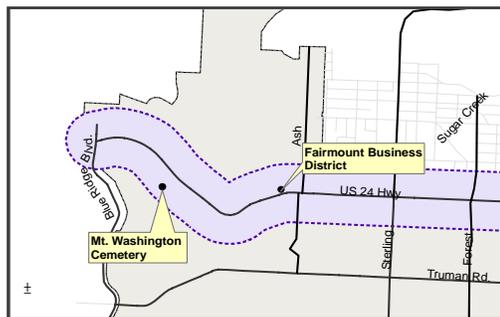
Since 1990, the Corridor Study Area median household income levels have lagged behind the metropolitan Kansas City norm and have grown at a much slower rate. In 2000, the metro-wide median household income exceeded

the Corridor Study Area, and this disparity is forecasted to widen by 2008.

When considering these factors, a number of goals, strategies, and action plans have been identified:

**Diversifying and Enhancing Housing and Expansion of the MTRC 353 Area**

- Enhancing the Corridor’s housing stock must be a priority with the goal of improving living conditions, increasing property values, and stimulating population growth. The first step would involve stabilizing the existing housing stock through property repair and proactive code enforcement. The second phase would involve upgrading the existing housing stock through investing in major improvements (i.e., new roofing, siding, electrical and HVAC systems, kitchen and bathroom upgrades, etc.), building additions as well as addressing the state of obsolete home construction standards and inadequate house size for today’s homebuyers. The last step would involve new home construction. In all cases, the goal should be to provide a housing mix enabling people to remain in the neighborhood during various life stages as well as provide a range of housing products to a variety of housing consumers.
- The most significant action step that could be taken to advance the goal of revitalizing the Corridor’s housing stock would be to establish a 353 Tax Abatement Program in the area. The Midtown Truman Road Corridor (MTRC) is a successful model; in fact, there has been interest in expanding the MTRC to the northwest part of the City. To do so would require a Blight Designation



and an amendment to the existing MTRC 353 Plan. Since the MTRC Plan is combined with a Tax Increment Financing (TIF) project, an amendment to the TIF Plan would also be needed if Tax Increment funds were used in the expanded area.

- Under the 353 Plan, up to 100% tax abatement is available for the first 10 years and up to 50% tax abatement is available for an additional 15 years. In return for the tax abatement, a building and site must be improved to meet or exceed basic code requirements. The recommended area for expansion would extend westward along the U.S. 24 Highway Corridor to the western city limits and include Bundschu, Carlisle, Fairmount and Harrison neighborhoods.
- Before the Corridor's retail base can be revitalized, population and income levels must rise. Area income levels rise by marketing the enhanced infrastructure and offering a variety of housing options. Active code enforcement will mitigate the risks of investment in the area, and attract higher income households.
- Increasing the housing stock through infill development will be a key component in enhancing the urban environment and economic vitality of the entire Corridor. A mix of housing stock is recommended, including senior housing, high-density single-family and townhouses, small apartment properties, and entry-level housing.
- This strategy will improve the economics of home building, provide for a more urban environment, and foster a growing population.

#### **Creating Higher Value Education Systems**

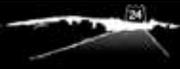
- Options should be pursued creating higher value education in the northwest area including a potential school district boundary adjustment that recognizes and respects the financial impacts for both the Kansas City and Independence School Districts. The negative perception of the Kansas City

School District continues to complicate efforts to attract homeowners and to maintain property values. This effort could include an objective evaluation of financial and social implications, the impacts and benefits for the students, neighborhoods and school districts. It is recommended that this item be put on the 2006 legislative agenda.

- Marketing the positive aspects of the Kansas City School District neighborhood schools located in Independence, as well as private school options is crucial. Building communication between the community and public school principals is an important action step to be explored. Providing middle and high school student's exposure to career opportunities should be fostered by the business community, city agencies, the Chamber of Commerce and the Independence Council for Economic Development. This effort should be in collaboration with Parent/Teacher organizations, mentoring and Parents As Teacher programs.

#### **Providing Increased Availability of Retail Services**

- The strip commercial appearance of the U.S. 24 Highway frontage can be changed by introducing residential housing, recreational open space, landscaping and commercial façade rehabilitation programs. Emphasis should be placed on creating several dynamic mixed-use urban centers. Particular emphasis should be placed on the redevelopment and revitalization of the Fairmount Business District by exploring a marketing strategy and addressing economic and physical issues specific to the District. These efforts will be guided by the policies and principles outlined in the U.S. 24 Highway Corridor Study Draft.
- The redevelopment concepts of the three development nodes within the Corridor are discussed in detail in the Study. Included are: 1) Fairmount Business District; 2) U.S. 24 Highway and Sterling Avenue; and 3) U.S. 24 Highway and River Boulevard. The Fairmount Business District's history, unique



architecture, and growing ethnic population offers the potential to position the district as both a provider of goods and services to local neighborhoods as well as a regional niche shopping and entertainment destination. Given its central location within the Corridor and the crossroad of two major transportation corridors, the U.S. 24 Highway and Sterling redevelopment node is best positioned to serve as the principle “neighborhood” shopping destination. The U.S. 24 Highway and River Boulevard redevelopment node is also suited as a “neighborhood” shopping destination; however, the proximity of the Truman Presidential Museum and Library and other heritage sites also provides the opportunity to cater to tourists.

- Emphasis should be directed toward commercial infill development, thereby benefiting the Corridor through increased employment and tax revenue, providing residents and visitors with necessary goods and services, and improving aesthetics. The Bluffs at Sugar Creek Business Park proposed by BP (formerly BP Amoco) could serve as a major economic engine for the Corridor.
- Pedestrian and public transportation systems should be created linking the Corridor and other “urban centers” including Independence Square, the Englewood District as well as regional shopping centers and healthcare facilities in Eastern Independence.

#### **Incorporating Open Space & Recreational Uses**

- Emphasis should center on incorporating open space and recreational uses into the Corridor to create a sense of place, improve market perception, and differentiate the Corridor from other suburban locations.

#### **Intergovernmental Coordination**

- Close cooperation between the governments of Independence and Sugar

Creek is recommended to assure the proper planning and development of the Woodside Glen residential subdivision, and improvements at the intersection of U.S. 24 Highway and Sterling Avenue. Cooperation between the two communities will lead to higher value employment, increased investment in housing, improved local retail services, improving education systems and other benefits.

#### **Public Infrastructure**

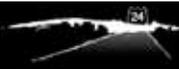
- Efforts to upgrade surrounding neighborhood streets and parks should continue, as well as initiating upgrades to the Corridor itself. Additional phases could involve streetscape improvements in the commercial redevelopment nodes and sidewalks connecting residential and commercial areas.
- Emphasis should be placed on the eastern and western “gateways” into the Corridor study area. Gateways provide a unique opportunity for the City to “make a statement” regarding its heritage and civic pride in order to stimulate redevelopment and promote a cohesive image. Two gateways, the Mt. Washington Cemetery and Truman Presidential Museum and Library, contain landmark open spaces that are home to some of Independence’s most meaningful memories and provide a respite from the often overwhelming intensity of the highway environment.

#### **The Foundation of a Community**

The Corridor’s existing conditions greatly influence revitalization strategies. The predominant land use is medium density residential closely followed by retail commercial (Exhibits B & C). Other existing features of the Corridor include:

##### Gateways

The U.S. 24 Highway Corridor is a primary gateway to the cities of Independence and

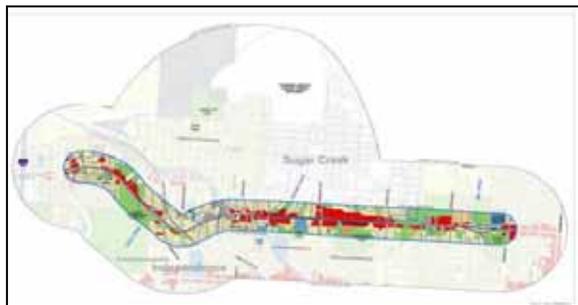


Sugar Creek, the Fairmount Business District, the Maywood Business District, the Englewood Business District, and the Historic Independence Square.

The Truman Presidential Museum and Library and the Mt. Washington Cemetery, anchor the eastern and western ends of the Corridor, respectively.

Neighborhoods

Most neighborhoods are comprised of modest, vernacular houses on small lots. The bulk of housing was constructed during the 1950s and prior to 1940, with the average construction date of 1949 for owner-occupied housing units. Due to the age of the Corridor’s housing and high rate of rental units, little re-investment has occurred and property values have lagged. Over 80 percent of the owner-occupied housing stock within the Corridor consists of small homes with 2 and 3-bedroom models.



Existing Land Use

Fairmount Business District

The Fairmount Business District, a historic Town Center, was once a source of civic pride and community identity. Competition from new commercial areas has resulted in rapid deterioration. This is a consequence of expanding suburban retail/office development – initially on Noland Road and currently 39<sup>th</sup> Street in southeast Independence. The closing of the Amoco refinery and Armco Steel plant, two major area employers, contributed to declining family income (buying power) and loss of population in northwest Independence.

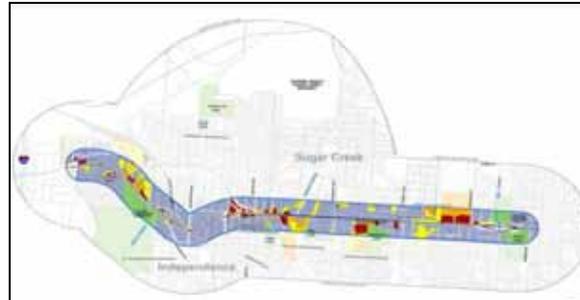
The area consists of several blocks of one and two-story buildings, some with distinctive architectural characteristics. Traditionally, local commercial uses were located on the first floor with office uses on the second. Over time, office use declined, leaving many areas vacant. The same fate happened to retail uses in later years.

Retail Areas

The U.S. 24 Highway Corridor consists of highway commercial development common in the Kansas City area. These areas had a period of success, but now suffer from deterioration and loss of a sense of identity.

Most businesses depend on automobile traffic along the U.S. 24 Highway Corridor rather than adjacent neighborhoods and have suffered as other corridors compete for dominance. A lack of large parcels, limited parcel depth, lack of infrastructure (such as sidewalks), and poor aesthetics have hindered redevelopment.

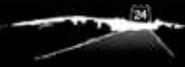
Redevelopment Areas



Transportation

The major transportation corridor, U.S. 24 Highway, a four-lane, undivided principle arterial, is bisected by a number of north-south routes including River Boulevard, Sterling Avenue, Forest Avenue, and Winner Road. U.S. 24 Highway and portions of Sterling Avenue are the only major arterials in the study area. Previously located in the County, many of these roads are not constructed to City design standards.

The Corridor has a number of transportation issues:

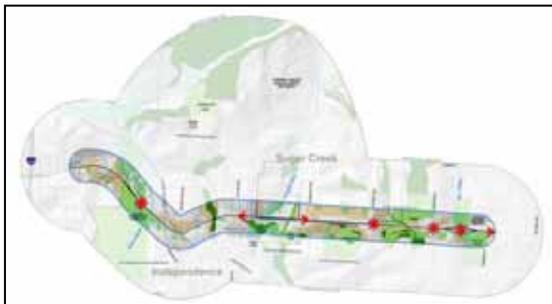


- One of the primary concerns is traffic speeds and volumes. U.S. 24 Highway currently provides an adequate level of service but is projected to experience decreased levels of service by 2020.
- Trucks account for approximately 20% of all traffic. This traffic will most likely continue since U.S. 24 Highway and Sterling Avenue are used as connections between existing inter-modal facilities and the interstate system. However, construction of the Lewis and Clark Expressway will partially alleviate truck traffic volumes along this segment of U.S. 24 Highway.
- Safety is another significant issue; frequent curb cuts, high traffic volume and speed contribute to higher than state average accident occurrences.

The Corridor is also served by a transit system. As described in MARC's Metropolitan Transit Initiative, the system will continue to be improved and will be based on regional and local transit services connected by transit centers and park-and-ride lots.

#### Natural Resources, Parks, and Open Space

There are four parks located in the Corridor comprising approximately 46 acres. These include St. Clair Park, Hink Park, Bundschu Park and McCoy Park. Adjacent to most park properties are drainage ways and natural areas (Exhibit D).



#### **Natural Resources**

These natural areas serve multiple functions, including the conservation of riparian (stream-

related) habitat, stabilization of stream banks, preservation of historic landscapes, protection of water quality, and the provision of suitable land for trail development. The Rock Creek Greenway, located in the Corridor Study Area, is one of several greenways in Independence identified in the City's Parks, Recreation and Open Space Plan and is also included in MARC's MetroGreen Plan.

## The Building Blocks

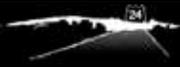
Early in the process, a number of opportunity areas were identified by the community.

#### Field Visits to Evaluate Opportunities



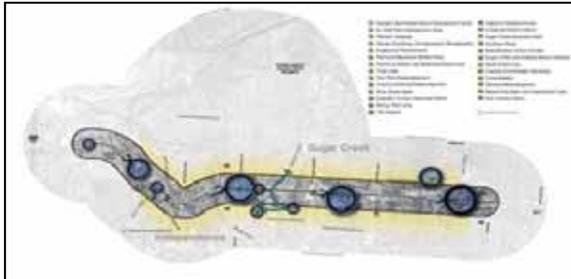
These areas are building blocks that can positively affect the quality of life in both the opportunity area and in the surrounding neighborhoods. Opportunity areas included:

- Underutilized land, especially commercial areas;
- Areas already undergoing positive change, which is expected to continue;
- Areas along corridors with frequent bus service that can accommodate development, especially areas with potential as pedestrian shopping districts;
- Areas with special opportunities, such as where major public or private investments are planned;
- Large parcels of vacant land;
- Residential areas near existing commercial areas;
- "Gateways" into the community;
- Areas where additional density would be compatible; and
- Previously targeted redevelopment areas by groups such as the Northwest and Sugar



Creek Community Development Corporations.

**Corridor Opportunities**



Corridor opportunities were used to create general alternative development scenarios. The Technical Advisory Group, Citizens Advisory Group and the public participated in “What-if” exercises to brainstorm potential alternatives.

Discussing the full range of options for redevelopment allowed the Technical Advisory Group, Citizen Advisory Group, and public to develop an ambitious yet realistic palette of preferred activities that will stimulate redevelopment.

**The Framework Plan**

The Plan acknowledges that the successful revitalization of the Corridor will require a comprehensive and coordinated approach to social services, housing improvements, and economic development by the cities of Independence and Sugar Creek. It is based on the premise that obstacles to economic revitalization, namely decreasing population, deteriorating housing stock, retreating businesses and increased crime, can be solved only through a coordinated effort. Through the principles and policies, the Plan provides guidance for the long-term development of the area. Five key areas were identified in which redevelopment can have the greatest influence. The plan describes one of many potential futures for each area. The key to each scenario is the concept of directing future growth into key

development nodes, and matching future development with forecasted market demand. (Exhibit E).

**The Framework Plan**

Neighborhoods

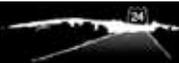
The Plan seeks to revitalize and rebuild neighborhoods through a cooperative partnership with owners and tenants. Renewed population growth, redevelopment, new housing choices, and the addition of new amenities are critical to achieving economic development objectives. The rejuvenation of the Corridor’s neighborhoods will provide an opportunity for first-time home buyers, young or small families, and retirees. Long-term improvements should not only be focused solely on housing conditions, but on how the surrounding neighborhoods function.

Steps will involve stabilizing the existing housing stock through property repair and proactive code enforcement. Other tasks will involve upgrading the existing housing stock through investing in major improvements (i.e., new roof siding, electrical and HVAC systems, kitchen and bathroom upgrades, etc.), building additions, and public infrastructure in addition to new home construction.

Rebuilding the community through citizen/resident interaction with neighborhood public schools, and exploration and implementation of other public/private education partnerships will be important steps in developing a positive public image.

**New Housing Choices**





Business District

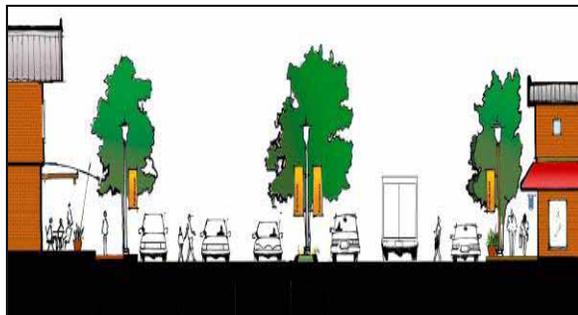
Stabilizing and rejuvenating housing stock will help stimulate renovations of the Fairmount Business District (Exhibits F & J).

**Phasing Concept for the Fairmount Business District**



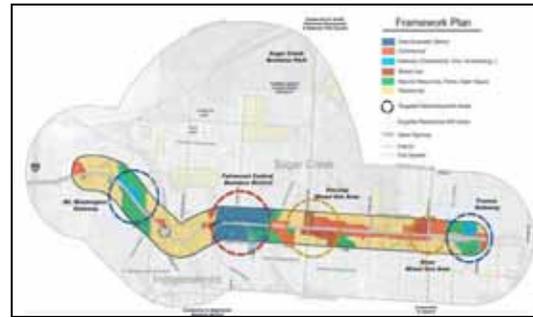
Lessons learned from the recent renaissance of the Englewood Business District show that the active leadership of the business community, the retention of existing businesses, private investment in key properties, and phased investments in streetscape and infrastructure improvements are critical to rejuvenating the health of historic retail districts.

**Sample Cross-Section for the Fairmount Business District**



Mixed-Use Areas

Complementing the regeneration of neighborhoods and the Fairmount Business District will be redevelopment of targeted areas into new mixed-use commercial areas. The intent of new mixed-use areas is to meet existing and future market demands by focusing



**Framework Plan with Key Development Nodes**

land use patterns in compact developments that locate jobs, shopping, and services near housing along arterial, transit-supportive corridors. A number of mixed-use centers are proposed, including the southeast corner of Sterling Avenue and U.S. 24 Highway, (Exhibits G & K) and the northwest corner of River Boulevard and U.S. 24 Highway (Exhibits H & L). New vitality will also be infused into commercial areas outside these redevelopment nodes over time through the gradual redevelopment of underutilized properties.

**Sample Concept for U. S. 24 and Sterling Avenue**



Gateways

Gateways provide a unique opportunity for the City to “make a statement” regarding its heritage and civic pride in order to stimulate redevelopment and promote a cohesive image. Two gateways, the Mt. Washington Cemetery and Truman Presidential Museum and Library, contain landmark open spaces that are home to some of Independence’s most meaningful memories and provide a respite from the often overwhelming intensity of the highway

environment. Private and public development, including recreational areas, occurring along the corridor should further establish a cohesive image that communicates the civic pride and heritage of Independence exemplified by these landmark gateways (Exhibits I & M).

**Sample Concept for  
Mt. Washington Gateway Development**



Transportation

The Plan seeks to create a fully integrated transportation system that provides a variety of transportation choices for all abilities, ages, and income levels. In coordination with the Kansas City Area Transportation Authority (KCATA), Jackson County, and other regional transportation organizations, fixed and flexible routes will enhance the connectivity of existing neighborhoods and commercial/retail sites.

Natural Resources

Natural drainage ways will form the basis of a new greenway system connecting the area to Sugar Creek, the Metrogreen Trail System, and other locations within the City of Independence.

## Implementation

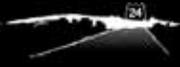
Ultimately, choices will need to be made as insufficient resources exist to implement every tool. Success will require public-private partnerships.

Tools to assist in implementation are described in the Plan and include their past use and their potential applicability. They include:

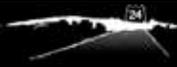
- 353 Tax Abatement
- Land Clearance Redevelopment Authority (LCRA)
- Enhanced Missouri Enterprise Zone
- Rebuilding Communities Tax Credits
- State of Missouri 25% Historic Tax Credit
- Federal 20% Historic Tax Credit
- Federal 10% Historic Tax Credit
- Neighborhood Preservation Act Tax Credits
- Neighborhood Assistance Program (NAP)
- Low Income Housing Tax Credits (State and Federal) (LIHTC)
- New Markets Tax Credit (NMTC) Program
- Community Improvement District (CID)
- Neighborhood Improvement District (NID)
- Transportation Development Districts (TDD)
- Tax Increment Financing (TIF)
- General Obligation Bonds
- First Place Loan Program
- Community Development Block Grant (CDBG)
- Missouri Housing Trust Fund
- HOME Investment Partnership Program
- Local Initiatives Support Commission (LISC)
- Truman Heartland Community Foundation
- The Bayer Foundation
- Community Backed Anti-Drug Tax (COMBAT)
- First Time Home Buyer Grants
- TEA 21 Transportation Enhancement Funding
- Kansas City Neighborhood Alliance (KCNA) Neighborhood Self Help Fund
- City of Independence Commercial Facade Improvement Program
- Business Retention and Recruitment
- Marketing and Promotions
- Design Unified Development Code and Comprehensive Plan addressing the unique issues of the Corridor area
- Public/Private Sector Partnerships
- Attract Real Estate Development and Investment

The Plan also outlines 5, 10, 15 and 20-year action items for each plan component.

Like other first-tier areas that are experiencing a rebirth, this Plan capitalizes on the U.S. 24



Highway Corridor's unique market position and pent-up market demand. To succeed and attract private capital, the cities of Independence and Sugar Creek will have to put their full array of tools on the table. As shown in many communities, though, it can be done.



SHORT-TERM ACTION STEPS	Lead Entity	0-1 yrs	1-3 yrs	3-5 yrs
Analyze and Implement Findings from Housing Studies	City of Independence, NWCDC			
Complete Survey of Historic Structures	City of Independence, NWCDC			
Adopt an Infill Policy <ul style="list-style-type: none"> <li>Encourage higher density</li> </ul>	City of Independence			
Administer the BP Public-Private Pilot Housing Development, Followed by the Development of Office Park	Sugar Creek CDC, City of Sugar Creek			
Create Higher Value Education Systems <ul style="list-style-type: none"> <li>Identify Solutions to Issues Surrounding Educational Quality Including</li> <li>Modifying District Boundaries</li> <li>Investigate modifying law regarding establishment of charter schools in Independence</li> <li>Investigate whether residents desire a charter school</li> <li>Investigate whether private schools in western Independence will partner to provide tuition reduction for families buying a home in the corridor</li> <li>Organizations, residents, parents/teachers, develop relationship/communication with school principals.</li> <li>Involve public/school /students in classes, programs and projects</li> </ul>	Neighborhood leaders, school officials, parents, business community, NWCDC, Chamber of Commerce, ICED			
Draft and Adopt an Overlay Zoning District / Design Standards <ul style="list-style-type: none"> <li>Modify Current Zoning or Create a New Category to Promote Mixed-Use Development and Higher Densities</li> </ul>	<b>City of Independence</b>			
Establish Merchants Association and Associated Funding	Business owners, Chamber of Commerce, ICED			
Fund and promote a Business Façade Program	City of Independence, NWCDC			
Investigate and/or Adopt Historic Preservation Ordinance for Area or Nominate District for National Register of Historic Places	Residents, City of Independence			
Adopt Street Standards and Construct Streetscape Improvements. Evaluate the Need for a CID/NID	City of Independence			
Creation of a revolving loan program for housing and commercial rehabilitation	<b>NWCDC, ICED, Banks</b>			
Initiate the expansion of 353 Tax Abatement Program Area	<b>City of Independence</b>			
Develop a Marketing Strategy and Business Recruitment Materials	<b>Merchants Association, ICED, NWCDC</b>			
Market Mixed-Use Areas to Grocery Chains, Commercial and Housing Developers	<b>ICED, City of Indep, Merchants Association, NWCDC</b>			
Develop a Public-Private Partnership for Housing Around Key Redevelopment Areas	<b>NWCDC, ICED, City of Independence, Developers</b>			
Assist in Property Assemblage for Key Areas	NWCDC, City of Independence			
Streetscape Improvements (median, lighting, landscaping)	<b>ICED, NWCDC, Neighborhood groups, City of Independence</b>			
Redevelop Western Gateway Including New Commercial Development and Trailhead	NWCDC, Neighborhood groups, City of Independence			
Work with MODOT on a Final Approved Cross-Section for Each Gateway and the Fairmount Business District	<b>City of Independence, MODOT</b>			
Promote Traffic Movement and Calming Techniques in Fairmount Business District	<b>City of Independence Merchants Association, NWCDC</b>			
Construction of Sidewalks along 24 Highway	<b>City of Independence Neighborhood Groups, NWCDC</b>			
Work with MoDOT to Implement New Bridge Improvements Near Fairmount Business District. Investigate Funding Sources For Design Enhancements	<b>MODOT, City of Independence</b>			
Implement and Adopt Bikeway Plan	<b>City of Independence, Neighborhood Groups, NWCDC</b>			
Implement Riparian Buffer Standards and Investigate Buffer Standards for Other Natural Resources.	<b>City of Independence, Neighborhood Groups</b>			
Incorporate Gateways, Crisp Lake and Sugar Creek into Parks Master Plan	City of Independence, City of Sugar Creek, NWCDC, Neighborhood groups			
Locate ROW of Future Off-Street Trails and Require Dedication by Private Developers	City of Independence			
Continue to Investigate the Relocation/Addition of Hink and St. Clair Parks	NWCDC, Neighborhood groups, City of Independence			
Acquire Public Area on Crisp Lake and Construct Trail	Developers			

## Special Thanks

### City of Independence, Community Development Department

Bruce A. Hahl	Director
Janet Goucher	Project Manager
Dennis Enslinger	Senior Planner
Mary M. Hunt	Senior Planner
Kathy Robertson	GIS Technician

### Consultant Team

Cales Givens	EDAW, Principal
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Eric Lennox	EDAW
Jsun Van Tatenhove	EDAW
Dan Tal	EDAW
Juan Carlos Vargas	EDAW
James Marwedel	Marwedel & Associates
Eric Lander	Canyon Research Southwest

### Citizens Advisory Group

Charles Black	Swope Parkway Health Center
Harry Coulas	Insurance Business
Darrell Denish	Bank of Jacomo
Dr. Michael Devine	Truman Library
Grace Grado	Northwest Communities Development Corporation
Duane Kelly	Kansas City School District
Kathy Knots	Truman Library
Ron Martinovich	City Manager, City of Sugar Creek
Jim Reynolds	St. Ann's Catholic Church
Bill Rogers	Caring Communities
Ron Rybarczyk	BP

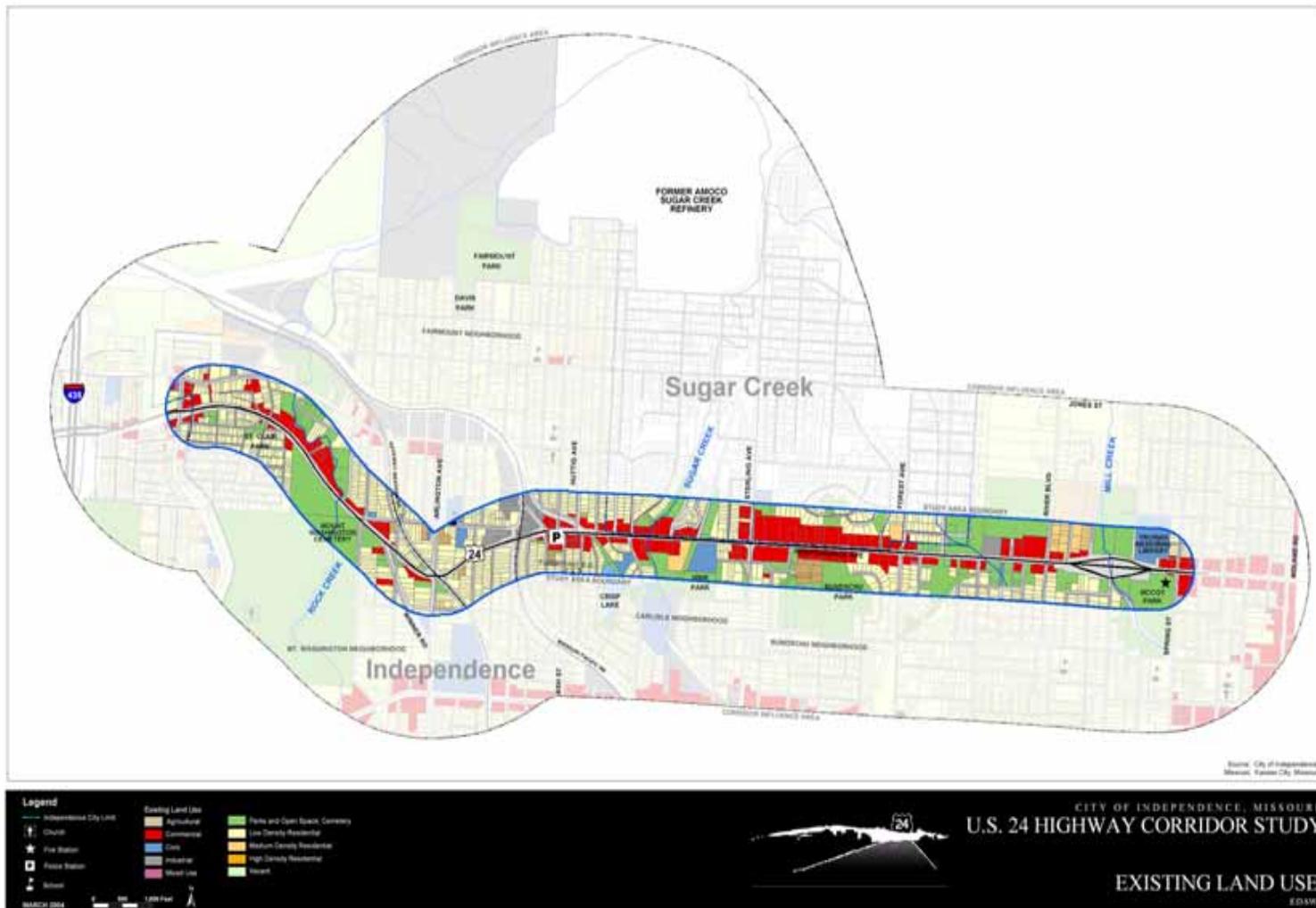
### Technical Advisory Group

Bob Belote	Parks and Recreation, City of Independence
Douglas Bowles	University of Missouri Kansas City
Donna Coatsworth	Public Works, City of Independence
Fran Daniel	Northwest Communities Development Corporation
Tom Evans	Missouri Department of Transportation
Scott Green	Public Works, City of Independence
Al Hannah	Northwest Communities Development Corporation
Travis Kiefer	Public Works, City of Sugar Creek
Major Dave Lamken	Police Department, City of Independence
Edward B. Linnebur	Kansas City Neighborhood Alliance
Jack Looney	Power and Light, City of Independence
Cynthia Miller	Planning, City of Sugar Creek
Fred Mills	Police Department, City of Independence
Tom Riederer	Independence Council for Economic Development
Christine Smith	Water Pollution Control, City of Independence
Steven Spydell	Water Pollution Control, City of Independence
Lyn Westfal	Northwest Communities Development Corporation



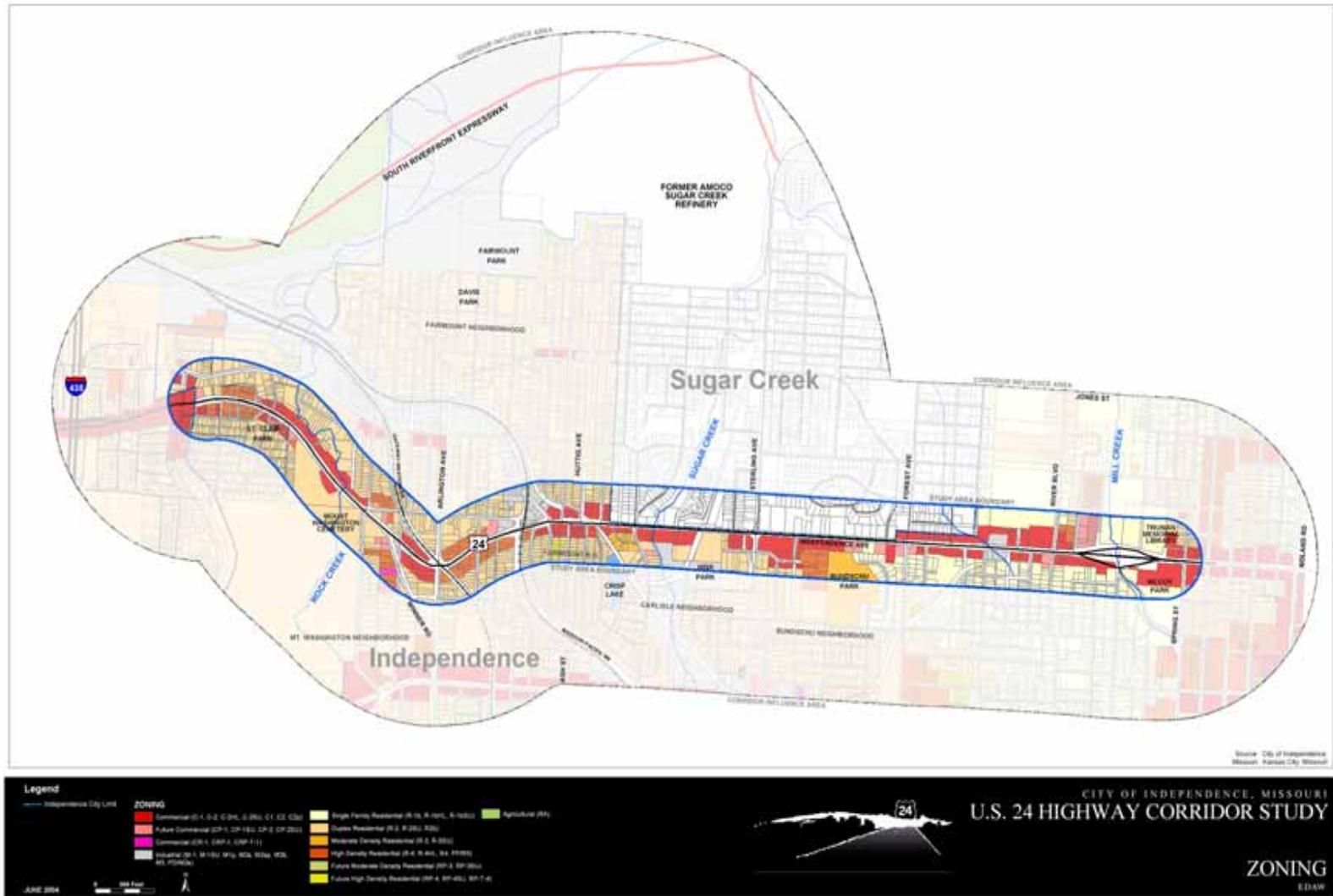
Corridor Study Area Boundaries

Exhibit A



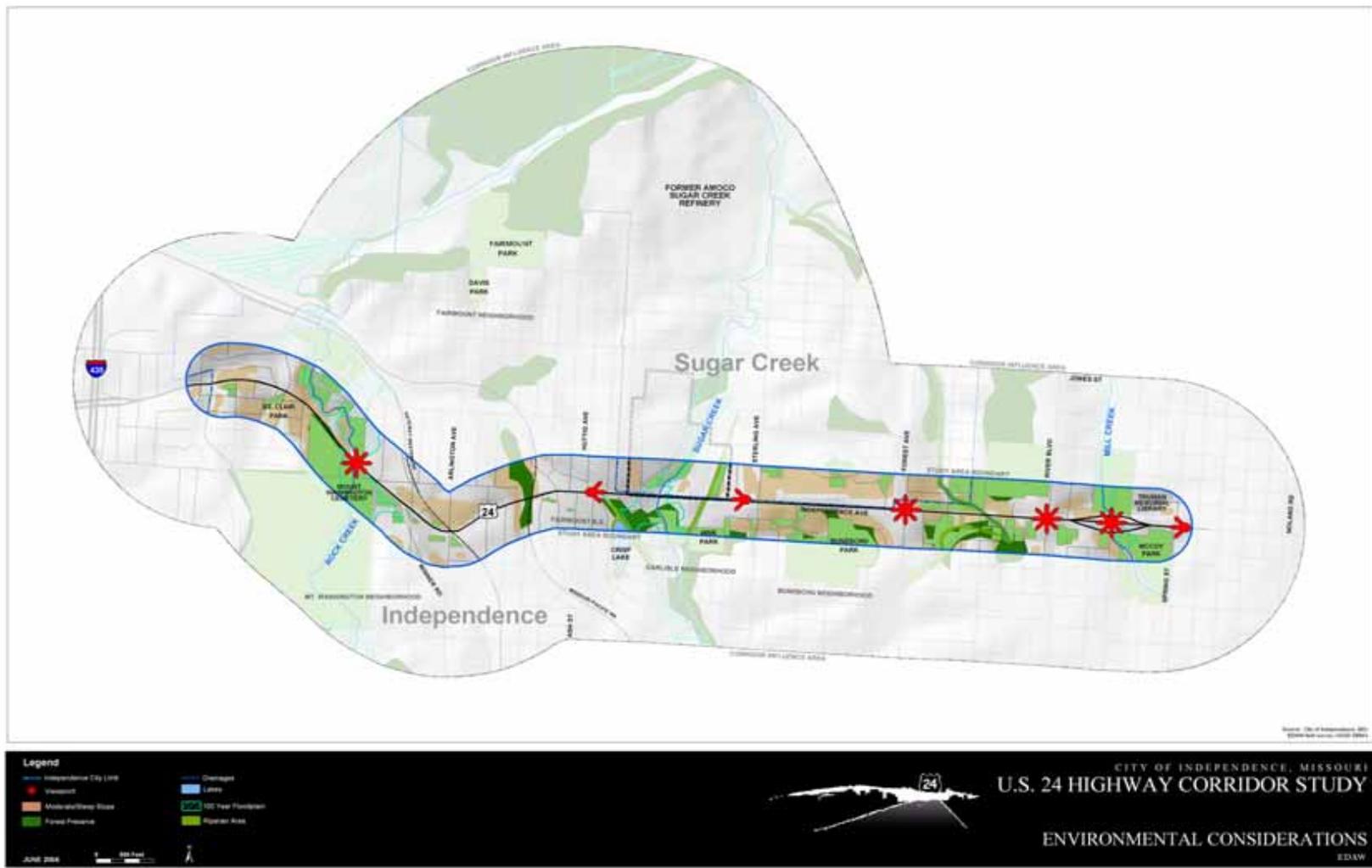
Existing Land Use

Exhibit B



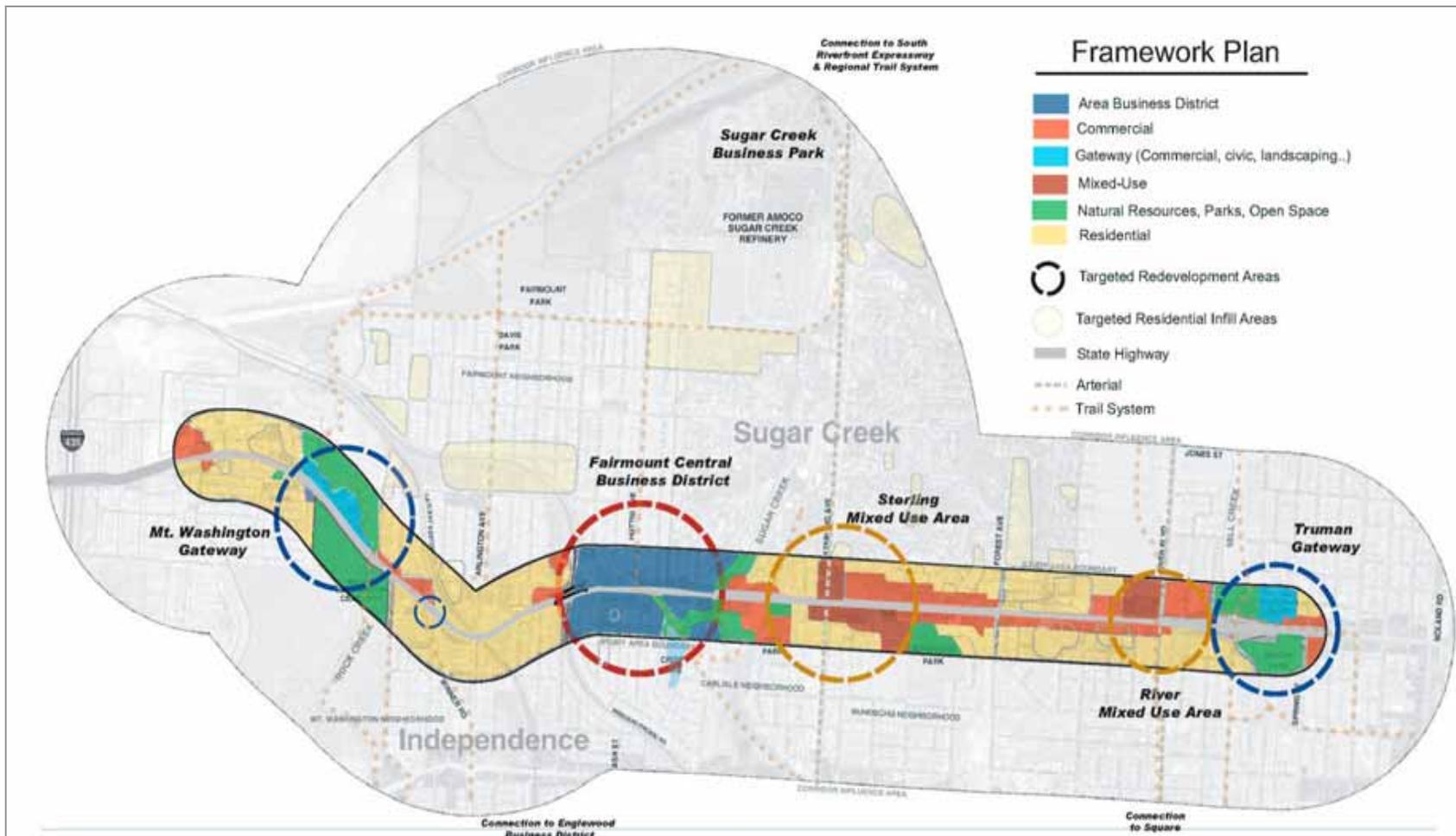
Zoning

Exhibit C



Environmental Considerations

Exhibit D



Framework Plan and Key Development Nodes

Exhibit E



Fairmount Business District Concept

Exhibit F



24 Highway & Sterling Avenue Concept

Exhibit G



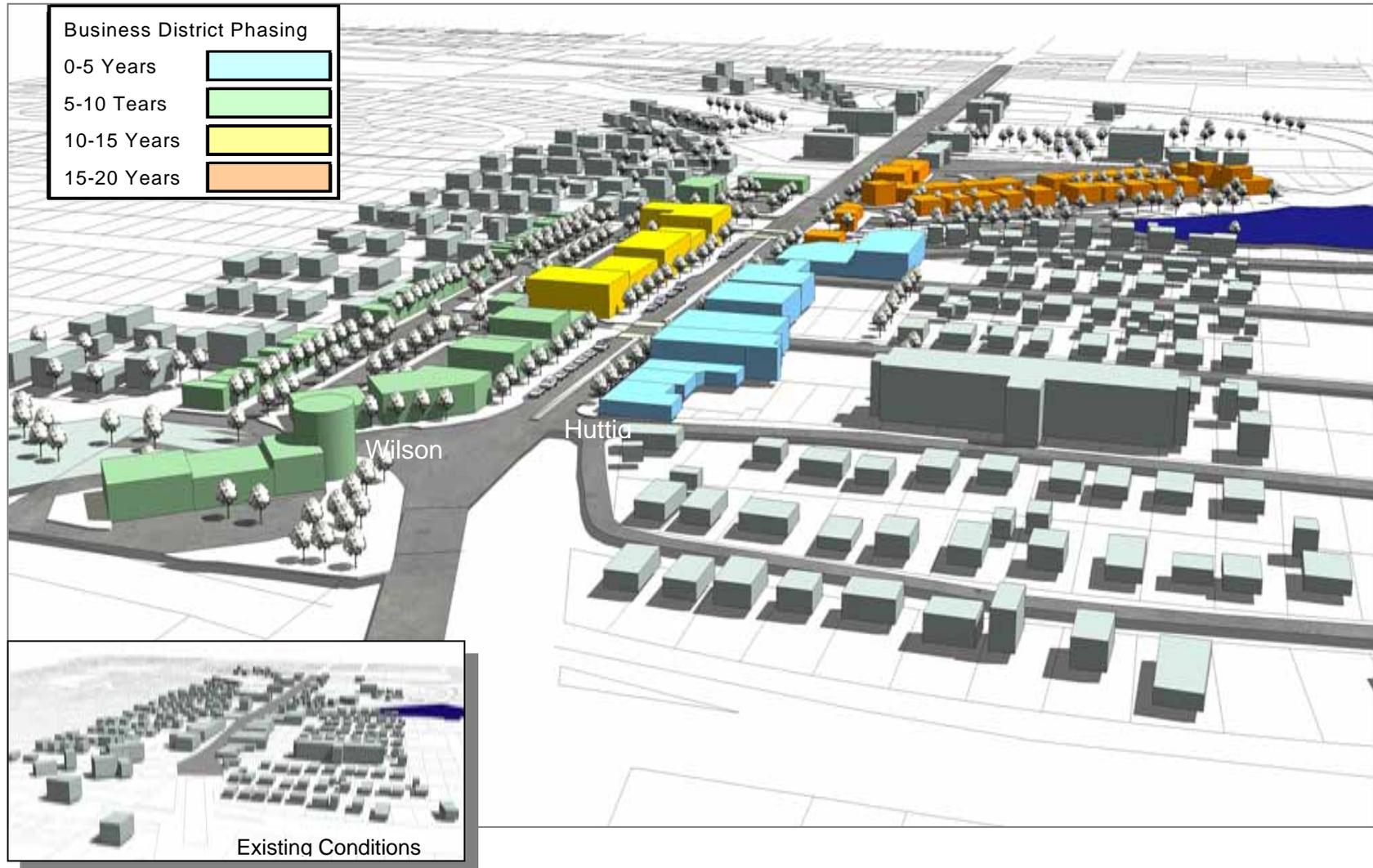
24 Highway & River Blvd. Concept

Exhibit H



Western Gateway Concept

Exhibit I



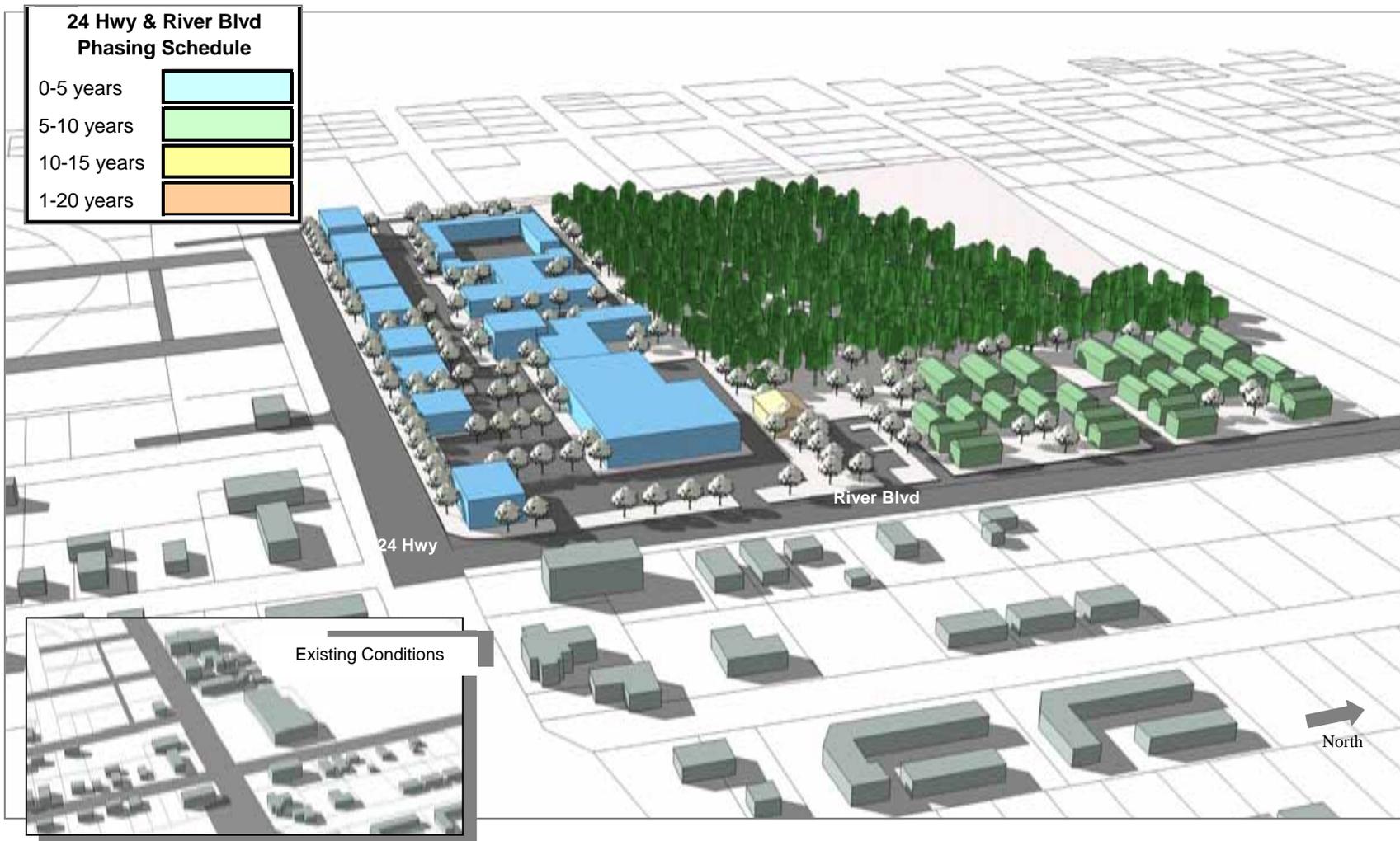
Fairmount Business District Phasing Schedule (0 to 20 years)

Exhibit J



24 Highway & Sterling Avenue Phasing Schedule (0-15 years)

Exhibit K



24 Highway & River Blvd Phasing Schedule (0 to 15 years)

Exhibit L



24 Highway & Western Gateway Phasing Concept (0 to 5 Years)

Exhibit M