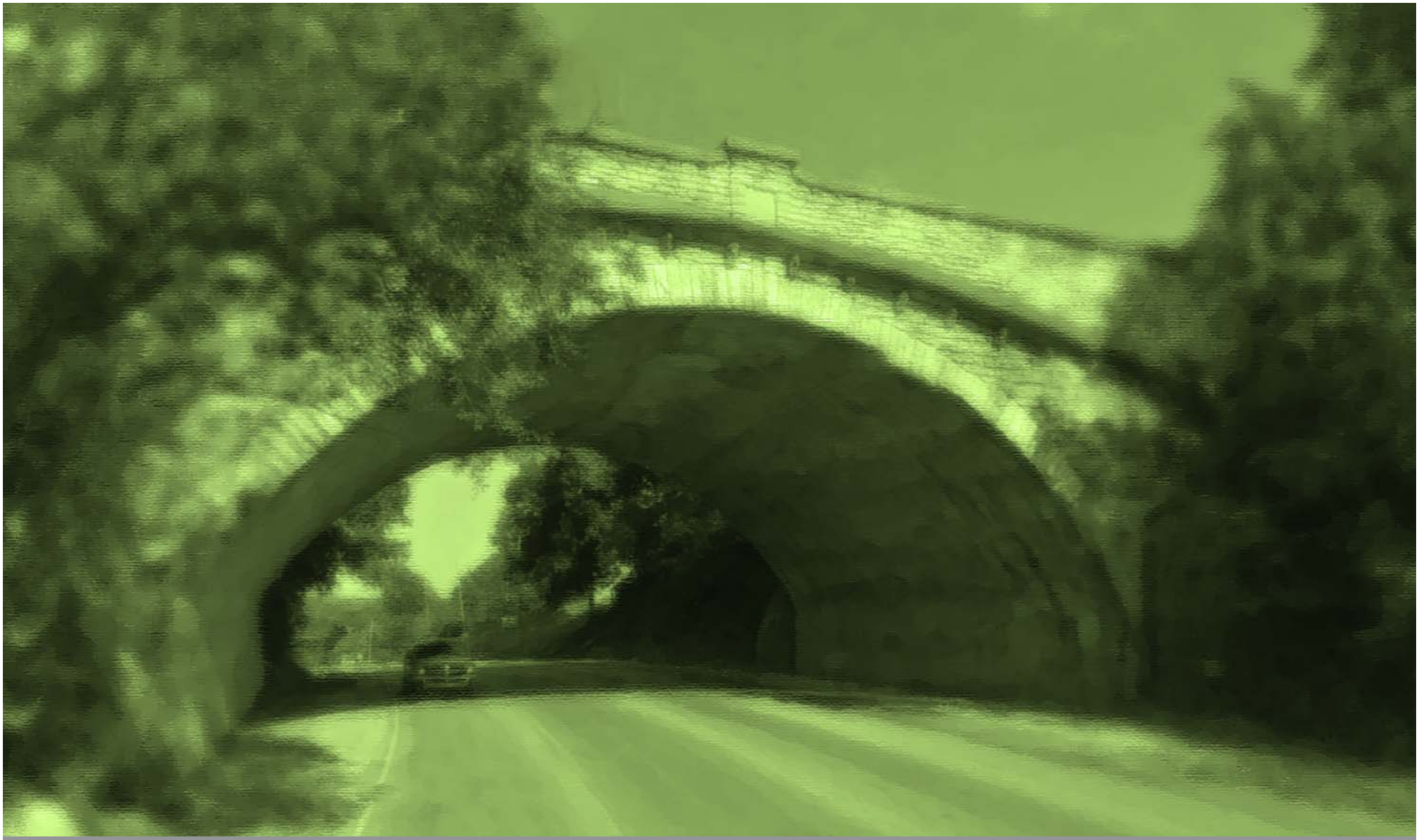

TRUMAN ROAD GREEN GATEWAY

INDEPENDENCE + JACKSON COUNTY, MISSOURI

FROM I-435 TO WINNER ROAD

MARCH 6, 2014

ACKNOWLEDGMENTS

THANKS TO:

BOB ROBINSON (Independence School District)
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DATE: MARCH 6, 2014

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INTRODUCTION

Existing Conditions Images

TRUMAN ROAD GREEN GATEWAY

Truman Road is a major east/west arterial in Jackson County, Missouri, and serves Independence, Kansas City, and eastern unincorporated Jackson County. It is named after Harry Truman, the 33rd U.S. President and runs through his hometown of Independence.

PURPOSE

This study is intended to capitalize on the gateway potential of the corridor, and the area's natural assets, to better define a unique and distinctive sense of place and better leverage the areas proximity to the I-435 interchange. The recommendations herein work to establish a consistent, comprehensive design approach for the corridor that promotes efficiency, safety, and functionality throughout.

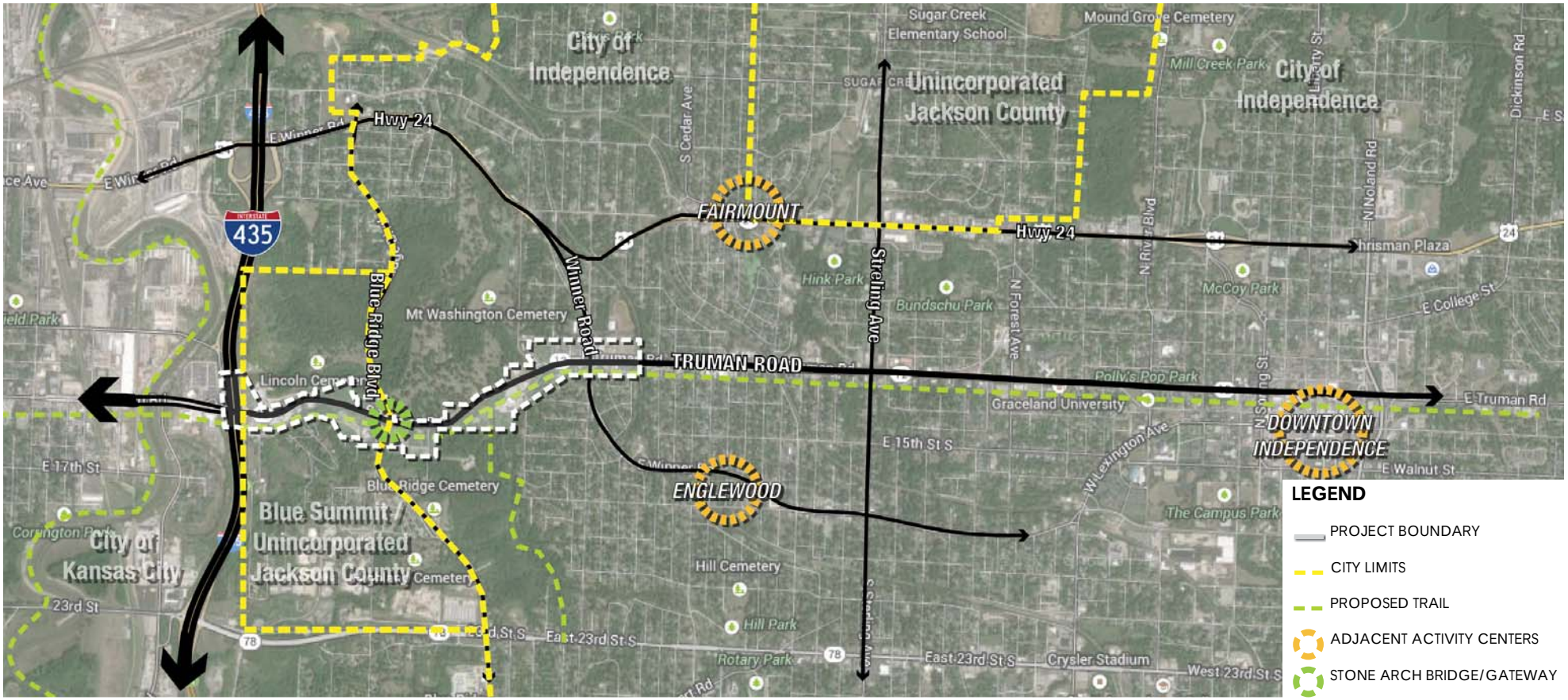
The Truman Road Green Gateway Development Plan is intended to enhance transportation choices, with all users in mind – including bicyclists, transit vehicles and riders, and pedestrians of all ages and abilities. Recommendations that promote pedestrian and bike facilities are at the forefront of this plan, with attention being paid to the impacts of future development on the traffic and future aesthetics of the corridor.

Through a robust citizen engagement process, the plan was created to promote sustainable land-use patterns by focusing on pedestrian and bicycle connections to adjacent residential uses and regional trails. Adjacent land use recommendations, which focus on infill and redevelopment potential throughout, are intended to identify opportunities for future redevelopment along Truman Road, in particular near the I-435 interchange to the west and around Winner Road to the east.

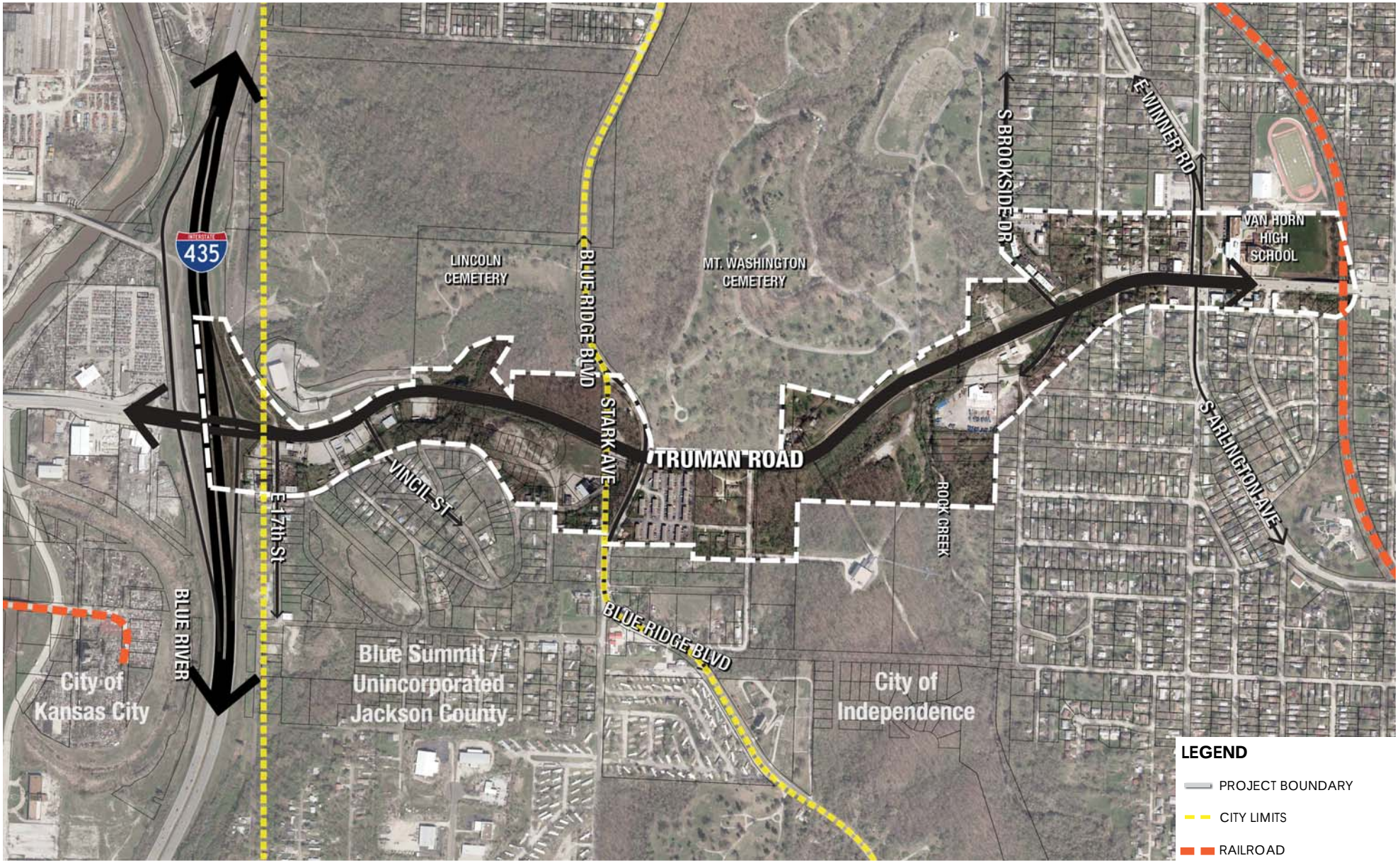
PROJECT LOCATION

The project is located along Truman Road in unincorporated Jackson County and Independence, Missouri, bound by I-435 to the west and Winner Road to the east. The corridor serves east/west traffic providing a major connection from downtown Independence to I-435 and the City of Kansas City. The approximate length of the project is 7,300 linear feet; 1.4 miles.

Vicinity Map

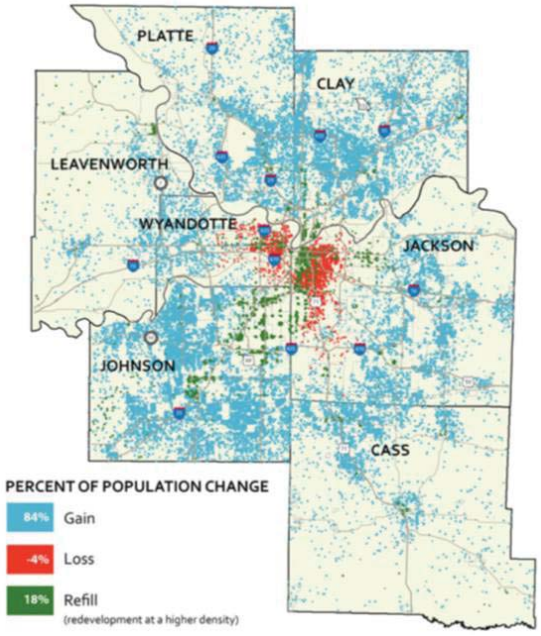


Approximate Study Area



EMERGING TRENDS

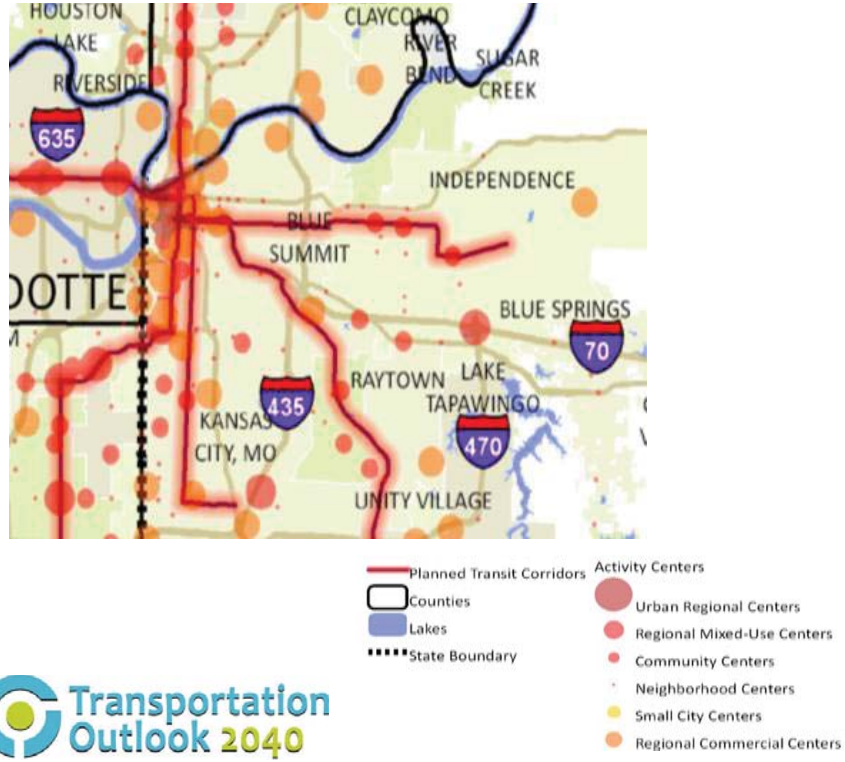
A number of changes in the way cities function and the way society lives today are requiring a change in the way we plan for long term community sustainability. Nationwide, communities are seeing a need to respond to changes in consumer choices, citizen lifestyles and ever-shrinking municipal budgets. This change is driving a need to plan for redensification of older areas of our inner ring suburbs, like Independence. This shift in population will also lead to increased transit and multi-modal transportation considerations along primary corridors. Mid America Regional Council (MARC) identifies Truman Road as a priority corridor for increased transit opportunities and has identified a number of community activity centers that provide for future increased demand on goods and services as well as transit offerings. In addition to MARC, the American Planning Association, Urban Land Institute, and other organizations have invested in research to further understand the impact of these trends on future community planning and development.



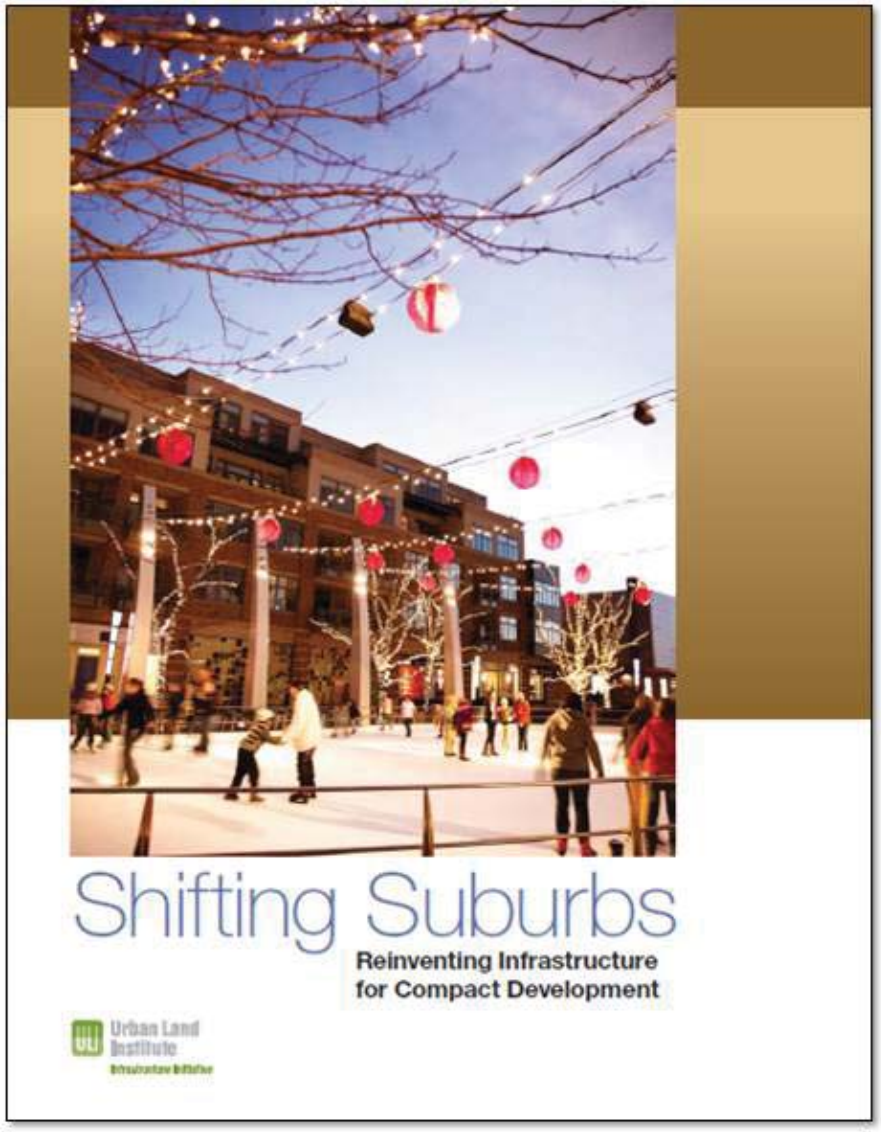
Adopted Growth Scenario

SUBURBAN DEVELOPMENT TYPES

- Suburban Mall Retrofits (transforming obsolete malls into compact mixed-use places)
- Suburban Transit-Oriented Development (leveraging transit connections to support higher densities)
- **Suburban Arterials or Commercial Corridors** (transforming aging land uses + integrating bus transit)
- Wholesale or Large-Scale Suburban Transformation (reshaping how suburban places function - very rare)
- **Suburban Town Centers** (mixed-use hubs offering entertainment residential, office)



Planned Transit Corridors



Shifting Suburbs

KEY CHALLENGES + OPPORTUNITIES

Suburban Arterials

Challenges:

- Designed for easy retail access or swift through-traffic
- Disjointed jumbles of strip retail centers and parking lots
- Visible utilities, narrow or no sidewalks, extensive curb cuts

Opportunities:

- Typically larger parcels of underused / lower-value land
- Often near existing commercial, retail, and entertainment
- Explore opportunities to increase transit service and facilities

First-Ring Suburbs

Challenges:

- Does the community want or need certain areas to change?
- Will there be community/governmental support?
- Upgrading outmoded infrastructure can be expensive.

Opportunities:

- America's first-ring suburbs could be "sweet spot" for growth
- Already served by transit + transportation infrastructure
- Highways + street networks efficient/adaptable urban pattern
- Well established neighborhoods with mature trees + amenities
- Close to center of the metropolitan region and other suburbs
- Attractive for redevelopment

WINNING STRATEGIES

- Public/private partnerships
- Comprehensive approach to infrastructure and transit
- Programming and place management
- Connectivity: Trails + sidewalks + public spaces
- Proactive Planning: Attracting the "right fit"
- Stakeholder engagement and adjacent neighborhoods
- Identify many funding sources
- Riding the demographic wave

COMPLETE STREET DESIGN

Complete Street Designs in an initiative to enhance streetscapes and help develop more livable areas and neighborhoods by allowing safe street access for all road users. All pedestrians, bicyclists, motorists, and public transit users will see improved transportation methods with the ease of crossing the street, walking to nearby shops/restaurants, biking to work, riding the bus on time, etc. The Complete Street Design is not a specific set of design guidelines, as all applications must be flexible and sensitive to the project's surrounding conditions and context.

Implemented guidelines will address many issues in the community. With the ease of access for all users, mobility is increased, especially for those with physical disabilities. A more active environment improves the health of the residents, and help prevent obesity. The implementation of complete street amenities improves the safety for all users, especially those on foot and bike.

Numerous design guidelines should be considered for every Complete Street Design. For pedestrians, wider sidewalks, designated cross walks, and signalized intersections are a few examples. Amenities for bicyclists can include a designated bike lane, signal detection, passing areas, paved shoulders, and off-road multi use trails. Many options are available to incorporate bicycle traffic into vehicle and pedestrian traffic ways. Public transit users can see improvements with amenities like bus shelters, designated bus lanes, and safe and convenient bus stop locations. Roads can be updated with curb bump-outs, speed bumps, traffic circles, and raised center medians to slow traffic speeds and enhance pedestrian safety.

Independence is one of many communities in Missouri that have passed Complete Streets policies. In the United States, more than 240 policies have been passed by local public agencies.

BENEFITS

- Reduce injuries of road users and liability exposure
- Reduce the need to retrofit future projects
- Increase use for pleasure and recreation, in addition to mobility
- Increase safety and amenities for public transit users
- Increase activity at surrounding commercial areas
- Improve neighborhoods with safe, more comfortable, and more convenient atmosphere

Example Complete Street Designs

PROCESS

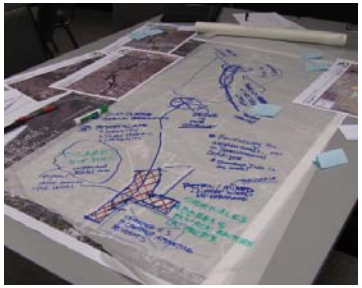
Together with the consultant team, the City of Independence and Jackson County embarked on a four part process to develop the Truman Road Green Gateway Development Plan. That process and the resultant planning recommendations and implementation guide are summarized in the following chapters.

Discovery – Compiling historic background, community perspective and physical features of the corridor in order to understand the place and the parameters that have shaped it into its current condition and that will influence opportunities for the future.

Vision – Aligning the community to support a common vision and direction for the future of the corridor. With this vision defined and goals outlined, the likelihood of successfully improving the corridor is greatly improved.

Ideas – No singular idea will be successful. The best ideas result from the generation and thoughtful consideration of many ideas. This iterative process of creating and testing ideas results in the most authentic framework for success.

Recommendations – When the ideas address project goals and are brought into alignment with the community's vision, the next step is defining how to realize the concept through appropriate planning and engineering recommendations.



Meeting Images

D I S C O V E R Y

EXISTING PROJECT AREA

The project area is located in both the City of Independence and Blue Summit unincorporated Jackson County, in an area with significant topography and existing vegetation. The roadway undulates dramatically to follow the rolling terrain, which allows expansive views over the Rock Creek and Blue River Valleys – framing views to Independence and the Kansas City skyline.

From west to east, the roadway climbs from the I-435 interchange through unincorporated Jackson County to the Stone Arch Bridge, which marks the entry into the City of Independence. The unincorporated portion of the corridor is largely undeveloped, and steep, naturally wooded terrain abuts the North side of Truman Road throughout. Existing development along the south side of the road is a mix of vacant property and distressed commercial/industrial uses. These varying and deteriorated properties create an unattractive appearance along this portion of the corridor.

The Stone Arch Bridge, which is located on a high point in the road, provides an opportunity for an iconic gateway element for the corridor. East of the bridge, the roadway moves down the valley and crosses Rock Creek. This portion is heavily vegetated on both sides, and provides dramatic views to Independence and beyond. The Lincoln and Mt. Washington cemeteries to the North, along with heavily wooded parcels to the South, provide a lush and beautiful corridor aesthetic.

The eastern segment of the project area is more densely developed than other portions of the corridor. The land use near Winner Road is predominantly commercial (along Truman Road), with single family residences immediately beyond. These businesses and some of the adjacent neighborhoods are currently under performing and in need of revitalization. Van Horn High School, which serves approx. 850 students, is a major anchor to development in this area. Several plan graphics (see pages 10-12) were created to highlight these existing site features.

Existing Site Conditions

EXISTING INFRASTRUCTURE

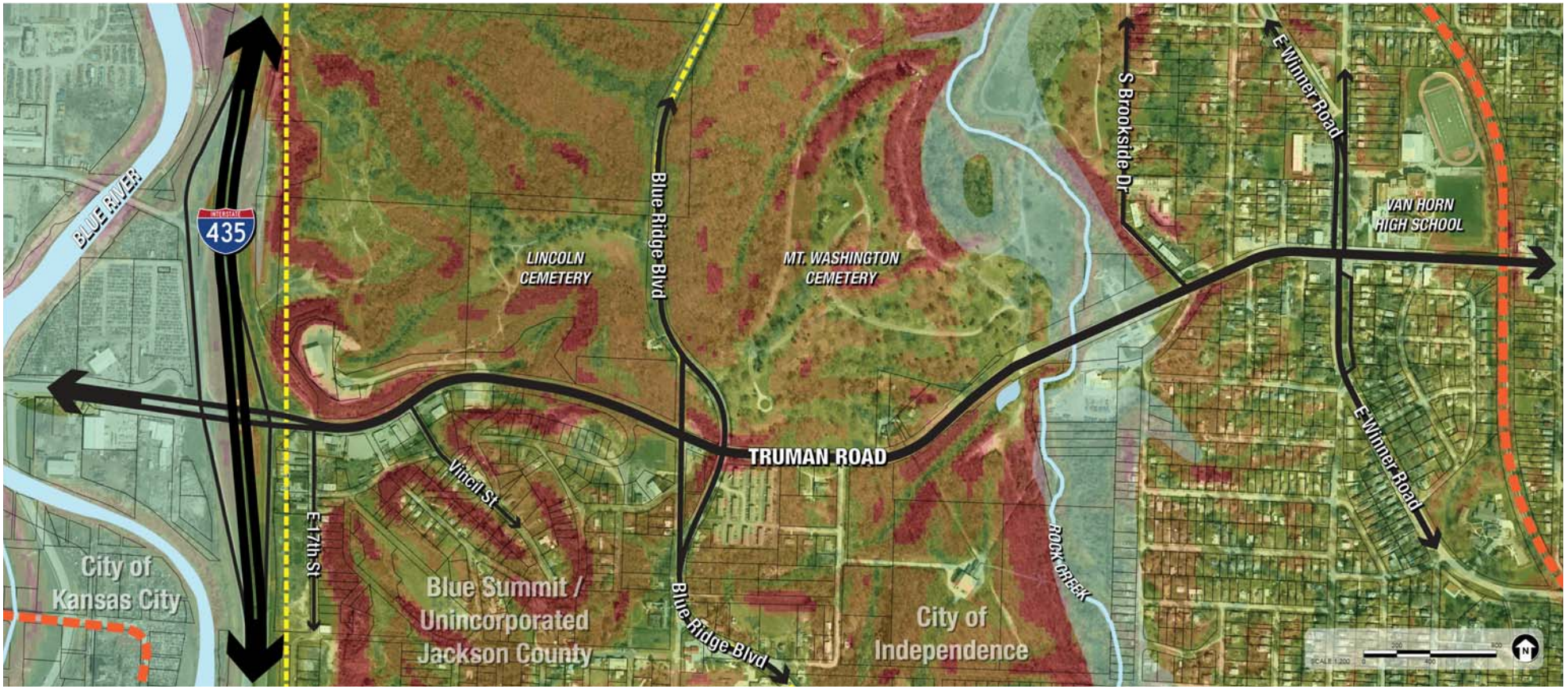
EXISTING ROADWAY

In the vicinity of the project area Truman Road is a four-lane undivided roadway with a posted speed limit of 35 mph. According to the Missouri Department of Transportation's (MoDOT) Functional Classification Map, Truman Road is classified as a minor arterial roadway. Machine 24-hour traffic counts were collected along the study corridor from Tuesday, August 6, 2013 through Wednesday, August 7, 2013. Based on these 24-hour counts the average daily traffic (ADT) was found to be approximately 15,000 vehicles per day.

The crash history was also examined along the corridor to identify any existing locations with unsafe conditions. Crash records were obtained from City of Independence Staff for the last three full years along Truman Road between the extents of the project. Based on these records it was found that from 2010 through 2012 there were a total of 15 crashes. Moreover, the review showed that there were not any abnormally high concentrations of crashes at any one location along the corridor.

Existing Roadway Conditions

Natural Features Map



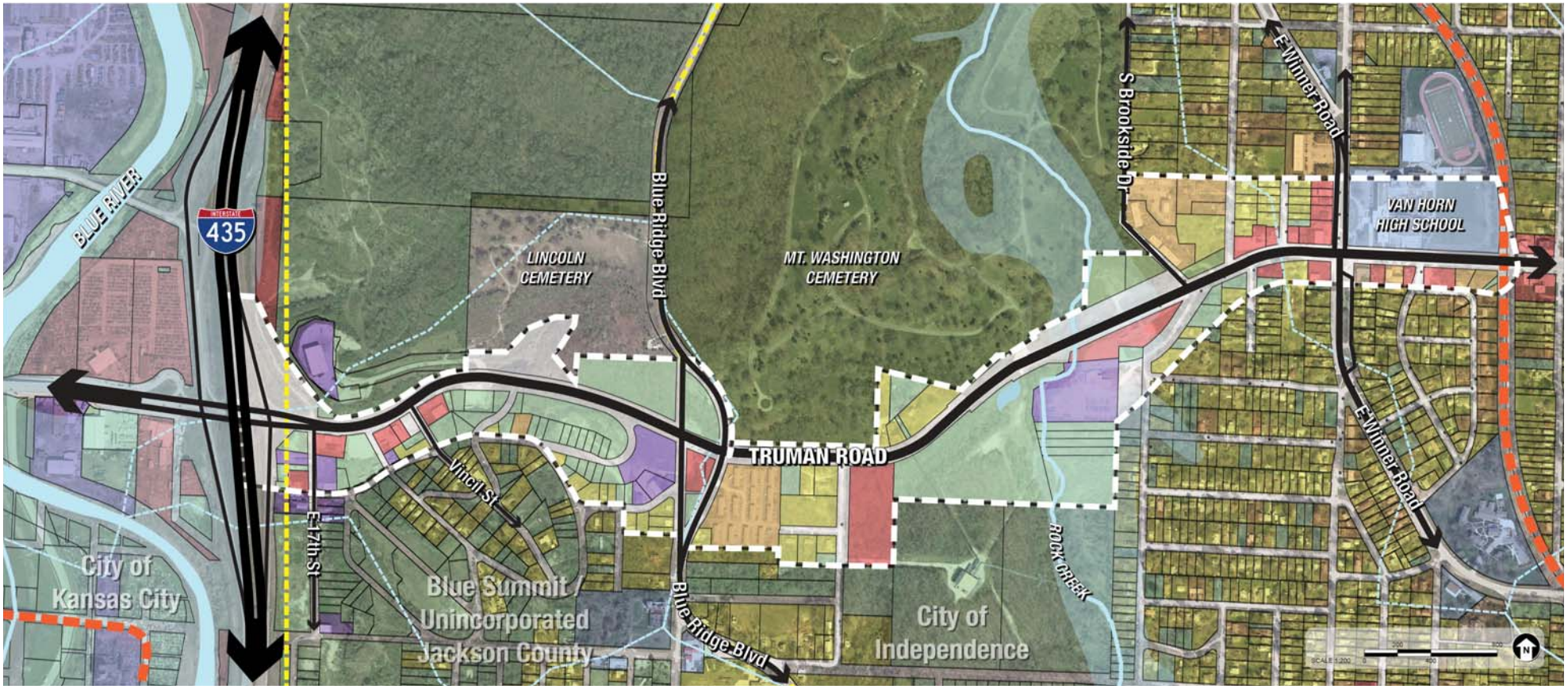
LEGEND

- STEEP - 20% OR MORE SLOPE
- MODERATE - 5-20% SLOPE
- LEVEL - 5% OR LESS SLOPE
- FLOODPLAIN
- WATERWAY
- RAILROAD
- CITY LIMIT

NATURAL FEATURES

Topography in the surrounding project area can be a challenge to develop. Areas that are level, shown in dark green, are the most desirable land on which to build. Moderate slopes between 5-20% can be developed, but with a challenge as significant earth work will be needed. Areas shown in red with a steep slope are undesirable for future development.

Existing Land Use



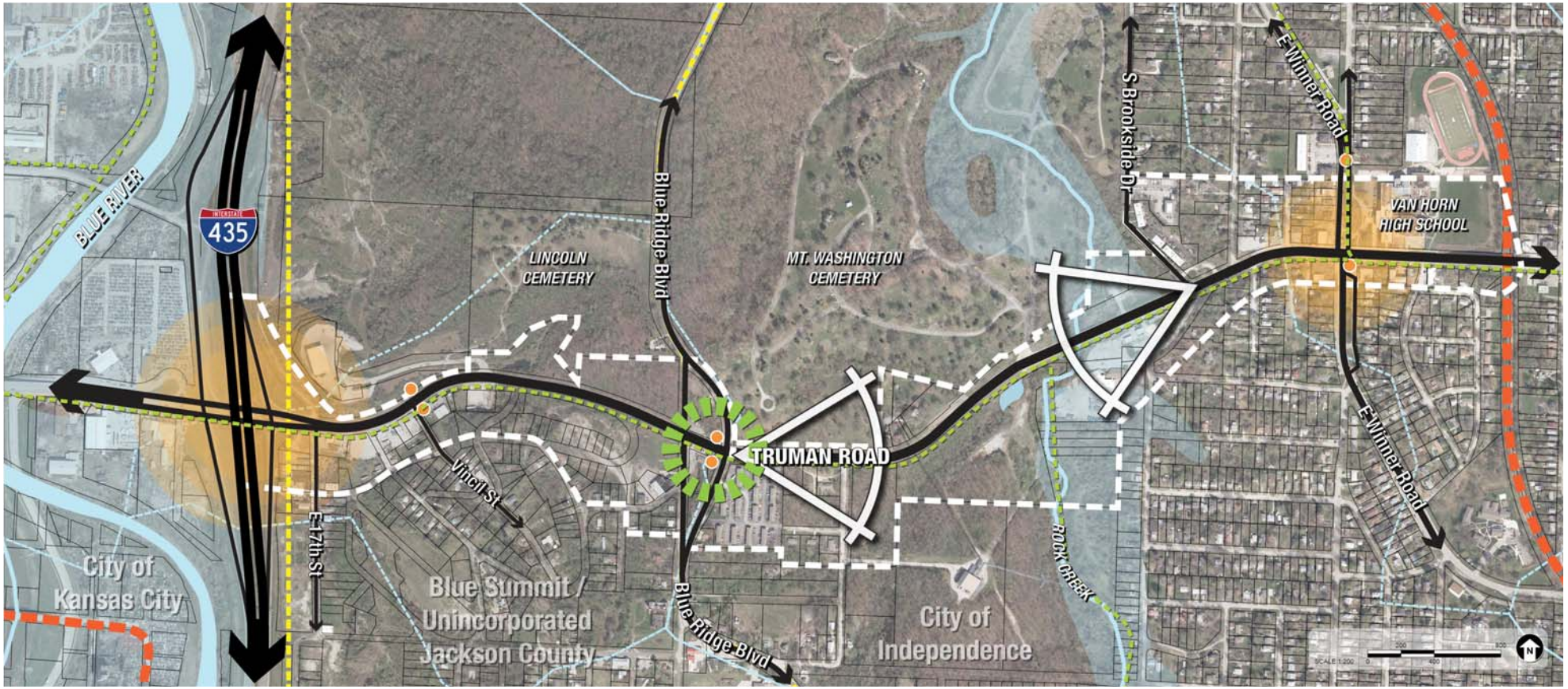
LEGEND

- INDUSTRIAL
- CIVIC
- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMERCIAL
- VACANT
- PUBLIC/RECREATIONAL
- PROPOSED TRAIL
- PROJECT BOUNDARY
- FLOODPLAIN
- WATERWAY
- RAILROAD
- CITY LIMIT
- WATERSHED BOUNDARY

EXISTING LAND USE

Adjacent to the project area, much of the existing land use is single family residential along with public/recreational. Within the project area, fewer areas of residential land use are seen. As Truman Road is a main connector road, most of the land adjacent to the road is commercial, civic, or industrial. Various areas are shown as vacant, portraying the need for more development along Truman Road. Land use within the project area varies and includes a significant amount of undeveloped open space.

Site Analysis



LEGEND

- PROPOSED TRAIL
- PROJECT BOUNDARY
- ACTIVITY NODES
- STONE ARCH BRIDGE/GATEWAY
- WATERSHED BOUNDARY
- FLOODPLAIN
- WATERWAY
- RAILROAD
- CITY LIMIT
- BUS STOP
- VIEWSHED

SITE ANALYSIS

Access to I-435 provides great corridor connectivity to the greater metropolitan area, an asset not currently being fully leveraged for maximum economic benefit for the area. The stone arch bridge provides an iconic entry portal to Independence. However, a lack of sidewalks along the corridor make them difficult to access. Numerous bus stops exist along Truman Road and Winner Road. Two activity nodes exist today with increased amenities, businesses, and traffic. The two cemeteries north of the project area provide a large amount of attractive vegetation and create attractive view-sheds along Truman Road.

VISION + GOALS

VISION + GOALS

In order to achieve the community's vision of the Truman Road corridor as **a unique and distinctive place that leverages its natural assets and proximity to the I-435 interchange to promote more sustainable development while providing safe and interconnected transportation choices**, the following project priorities were established at the outset of the process:

PROJECT PRIORITIES

- Create a welcoming aesthetically pleasing gateway to tourists and citizens
- Capitalize on the "Gateway Potential" and natural assets
- Develop a signature green street in Independence
- Enhance transportation choices along Truman Road
- Promote sustainable land use patterns
- Enhance pedestrian and bike connections between neighborhoods
- Increase pedestrian connections between activity nodes
- Infill development opportunities
- Form a strategy for implementation of public improvements

Meeting Images

I D E A S

CONCEPTUAL LAND USE SCENARIOS

These project priorities, or "Goals", form the framework upon which the planning recommendations are based. Two redevelopment scenarios (on the subsequent pages) were shared with the advisory committee, with varying approaches to proposed land use distribution.

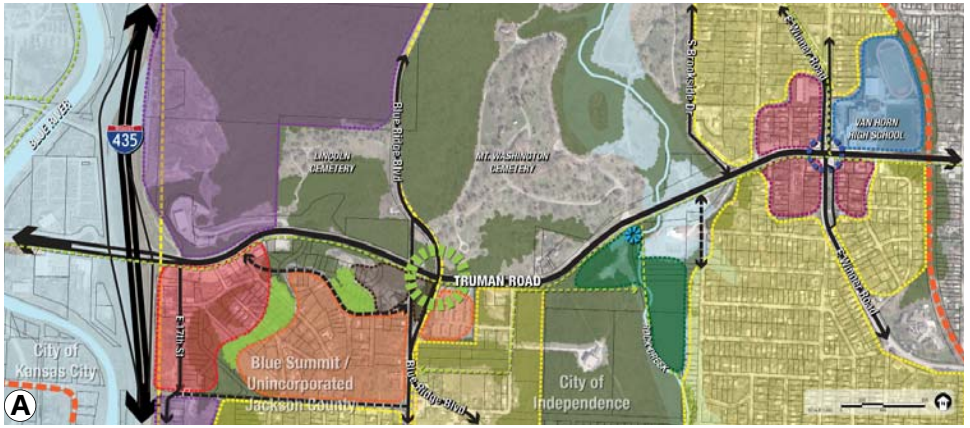
LAND USE SCENARIO A

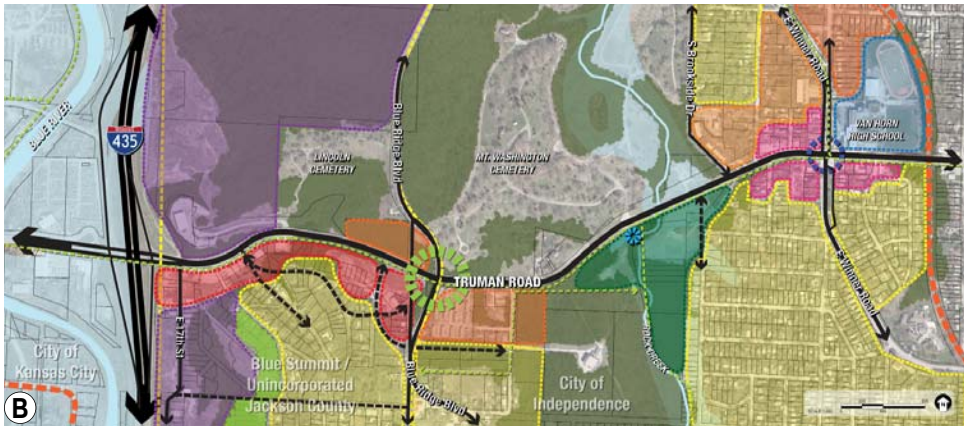
Scenario A illustrates a land use concept that capitalizes on the corridor's visibility from I-435. In this scenario, a large commercial anchor is proposed near the I-435 interchange, with multi-family development to the south and east. Future industrial uses remain north of Truman Road, and a pocket of office is located in proximity to the Stone Arch Bridge (at Blue Ridge Boulevard). A large public park is located within the Rock Creek floodplain, with a trailhead in this location to capitalize on future trail connections from the Rock Creek and Truman Road Trails. To the east, a mixed-use center at the intersection of Winner Road and Truman Road creates increased density and a mix of commercial and residential uses. In this scenario, the surrounding single family development remains, with an added emphasis on neighborhood revitalization.

LAND USE SCENARIO B

Scenario B creates a strip of commercial development along the south side of Truman Road, throughout unincorporated Jackson County. Future industrial uses remain to the north of Truman Road. This concept realigns Stark Avenue to create an opportunity for commercial adjacent to the Stone Arch Bridge, with additional multi-family development proposed to the north. Similar to Scenario A, a public park and trailhead are proposed in the Rock Creek floodplain. At the intersection of Winner Road and Truman Road, commercial uses are more concentrated, potentially single story, with additional multi-family development proposed to the north. As in Scenario A, neighborhood revitalization efforts throughout single family neighborhoods are encouraged.

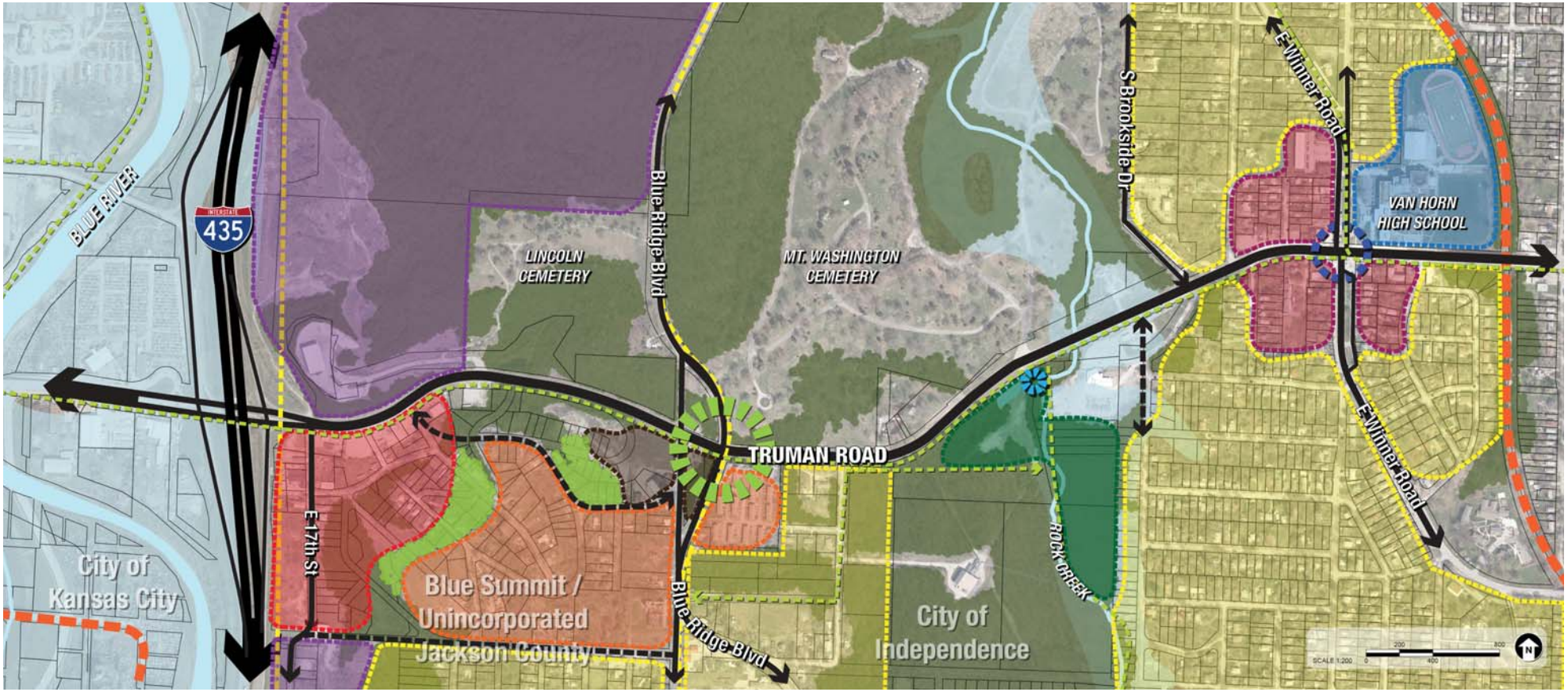
Meeting Images





Land Use Scenarios A & B

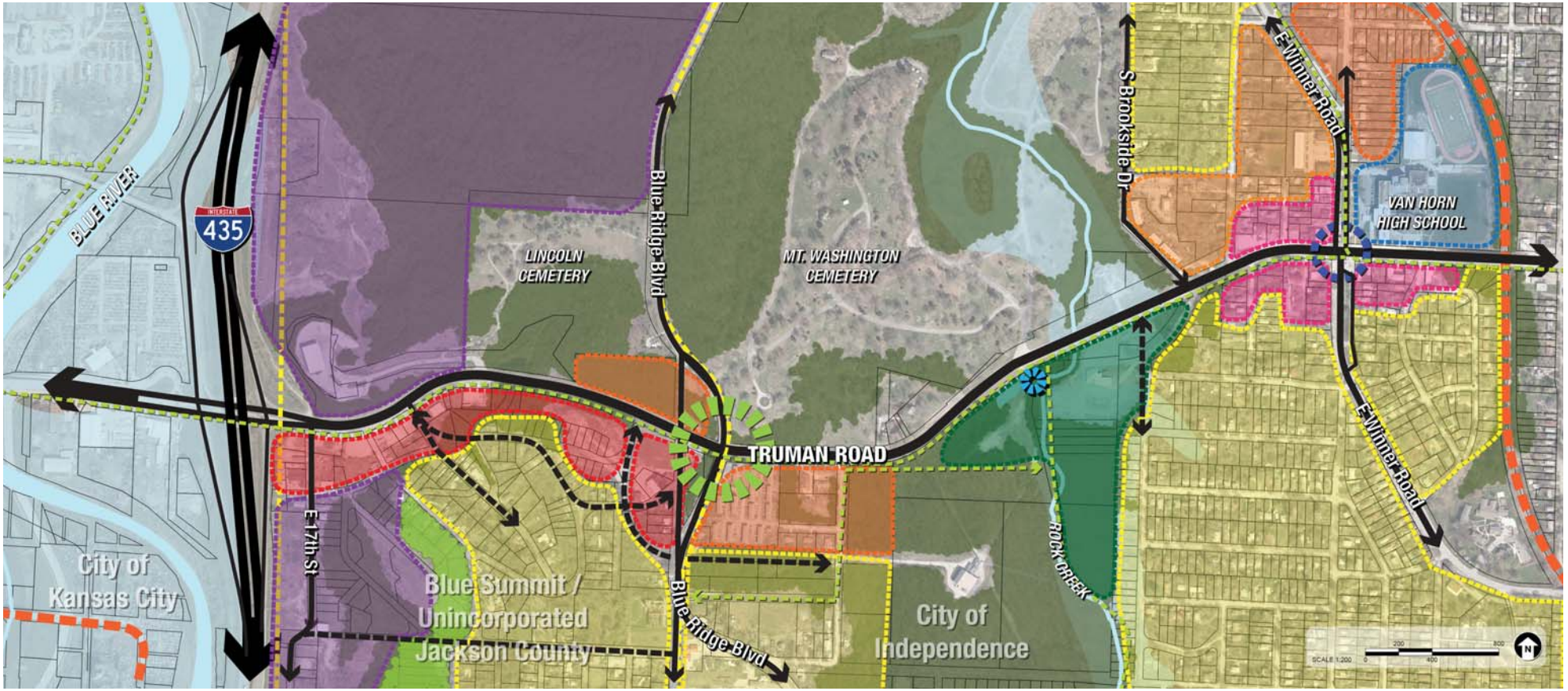
Land Use Scenario A



LEGEND

- INDUSTRIAL
- CIVIC
- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- MIXED USE
- HIGHWAY-ORIENTED COMMERCIAL
- OFFICE
- PROPOSED TREES
- PUBLIC/RECREATIONAL
- FLOODPLAIN
- EXISTING VEGETATION
- PROPOSED TRAIL
- TRAILHEAD
- PROPOSED STREET
- RAILROAD
- PROPOSED FUTURE TRANSIT CENTER
- CITY LIMITS
- STONE ARCH BRIDGE/GATEWAY
- WATERWAY

Land Use Scenario B



LEGEND

- INDUSTRIAL
- CIVIC
- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- HIGHWAY ORIENTED COMMERCIAL
- NEIGHBORHOOD-ORIENTED COMMERCIAL
- OFFICE
- PROPOSED TREES
- PUBLIC/RECREATIONAL
- FLOODPLAIN
- EXISTING VEGETATION
- PROPOSED TRAIL
- TRAILHEAD
- PROPOSED STREET
- RAILROAD
- PROPOSED FUTURE TRANSIT CENTER
- CITY LIMITS
- STONE ARCH BRIDGE/GATEWAY
- WATERWAY

PREFERRED IMAGES

A series of character images were presented to the advisory committee and public meeting participants to gauge opinions on preferred development types and character. The images were evaluated by architectural style, development type, and overall aesthetics. Participants ranked the various images on their appropriateness for the corridor (using a scale of 1-5).

Based on the results of this polling, groups of preferred character images were assembled by land use type. These images correspond to the redevelopment scenarios to provide character examples that correspond to each of the various proposed land uses.

Example Polling Images

COMMERCIAL

Generally, participants favored commercial development types that make use of various materials, especially brick. A strong preference emerged for a travel center near I-435, and smaller scale buildings (1-2 stories) with articulated building facades in other areas.

Preferred Commercial Images

INDUSTRIAL

Preferred character images for industrial uses are categorized by building facades articulated with varying building materials. Business park and warehousing uses were favored over larger manufacturers due to the terrain and character of the corridor.

Preferred Industrial Images

MULTI-FAMILY

Townhomes, row houses, and other attached single family developments are preferred for increased residential density. Higher density multi-family was considered least desirable, although it may be appropriate in certain areas.

Preferred Multi-Family Images

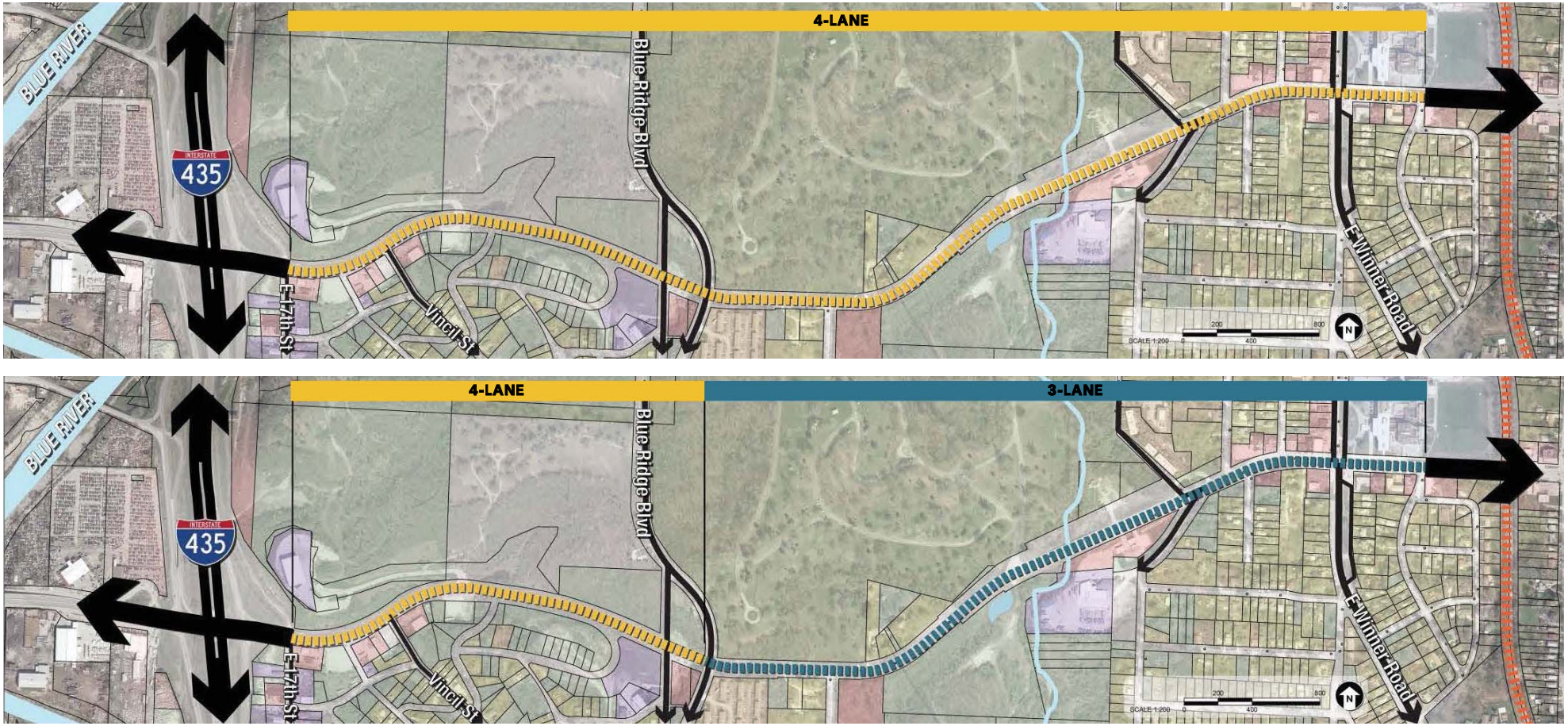
ROADWAY WIDTH OPTIONS

The capacity along a roadway is based on the volume of vehicular traffic it services, and how efficiently it can move that traffic along its corridor. At 15,000 vehicles per day, Truman Road is on the threshold of potentially accepting a three lane roadway configuration, which would help to slow traffic down.

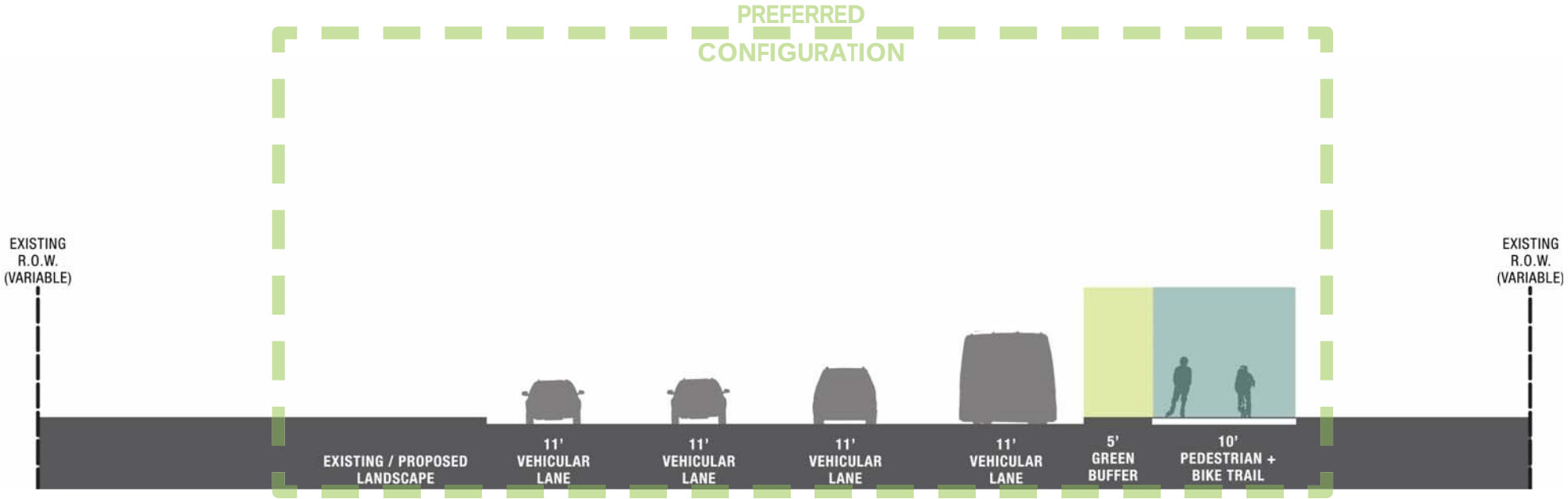
This question was posed in stakeholder meetings, and a clear preference emerged for maintaining four-lanes throughout the project area.

Which roadway width option do you prefer?

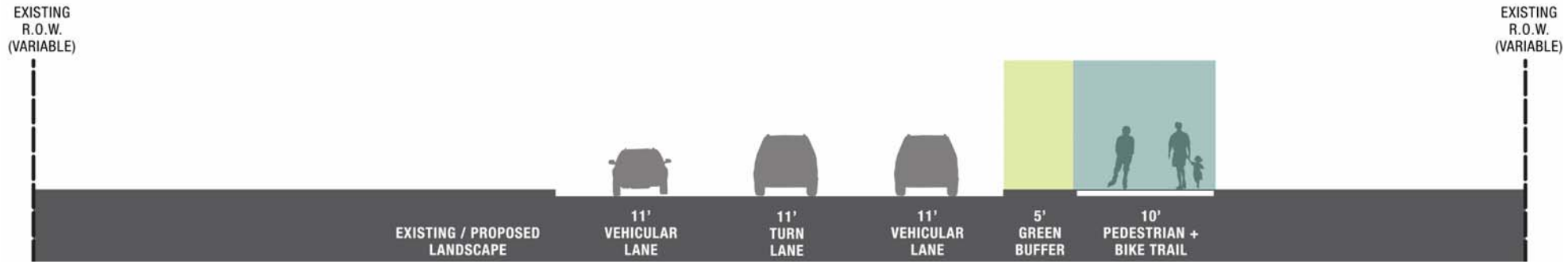
73%	A. 4-Lane Option
27%	B. 3-Lane Option



3-Lane versus 4-Lane Options



4-Lane Section



3-Lane Section

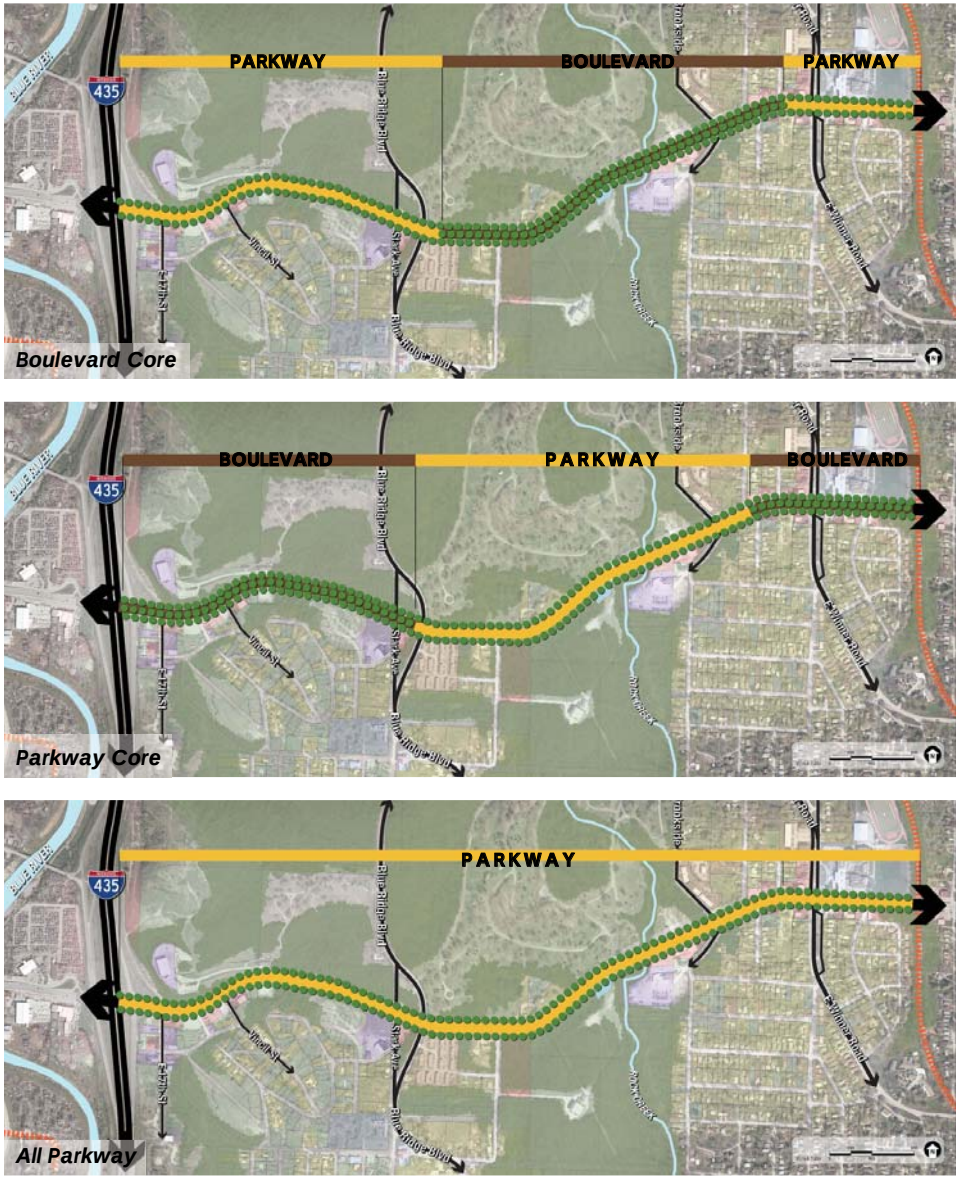
PARKWAY VERSUS BOULEVARD

The existing roadway consists of four 11' lanes, with generous asphalt shoulders throughout the majority of the project area. This extra width, along with a potential reduction in the number of roadway lanes, allows the possibility of introducing a boulevard, or landscaped median, in many locations along Truman Road.

Three distinct concepts were generated to gauge public reaction to this concept. The first proposes a boulevard in the center portion of the project area, and not on the more developed east and west ends. This concept would provide additional landscaping opportunities in the center of the project area, while keeping the roadway open in the more densely developed areas. This would allow less curb cuts and more functional maneuvering in and out of the proposed commercial areas.

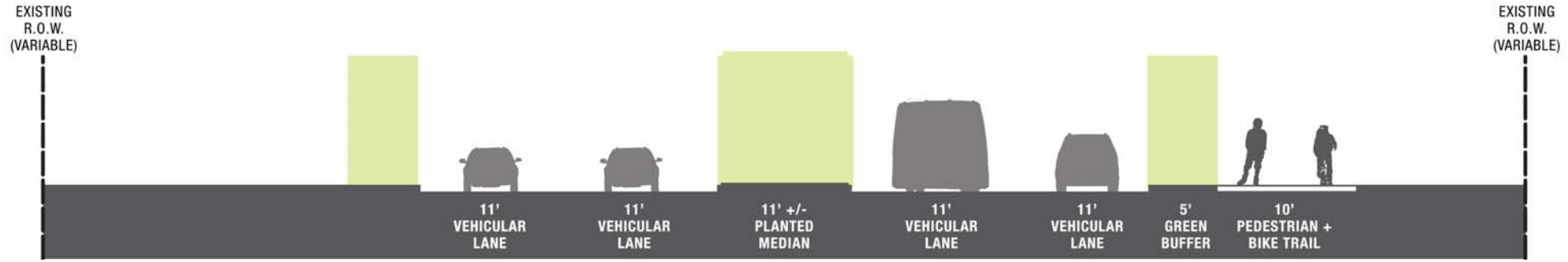
The second concept is the reverse of the first. The center portion, which is the most densely vegetated portion of the corridor, remains open parkway to capitalize on existing vegetation on either side of the roadway. The boulevard is proposed on the east and west ends, which are more sparsely vegetated, to introduce more landscaping in those areas. This concept allows for a more consistent landscape treatment throughout the entire length of the project area.

The third option maintains a parkway configuration throughout. This concept was preferred by stakeholders for its ease in traffic circulation/access, constructibility, and maintenance.



Roadway Configuration Options

Parkway Section



Boulevard Section

ON-STREET BIKE LANES VS. OFF-STREET MULTI-USE TRAILS

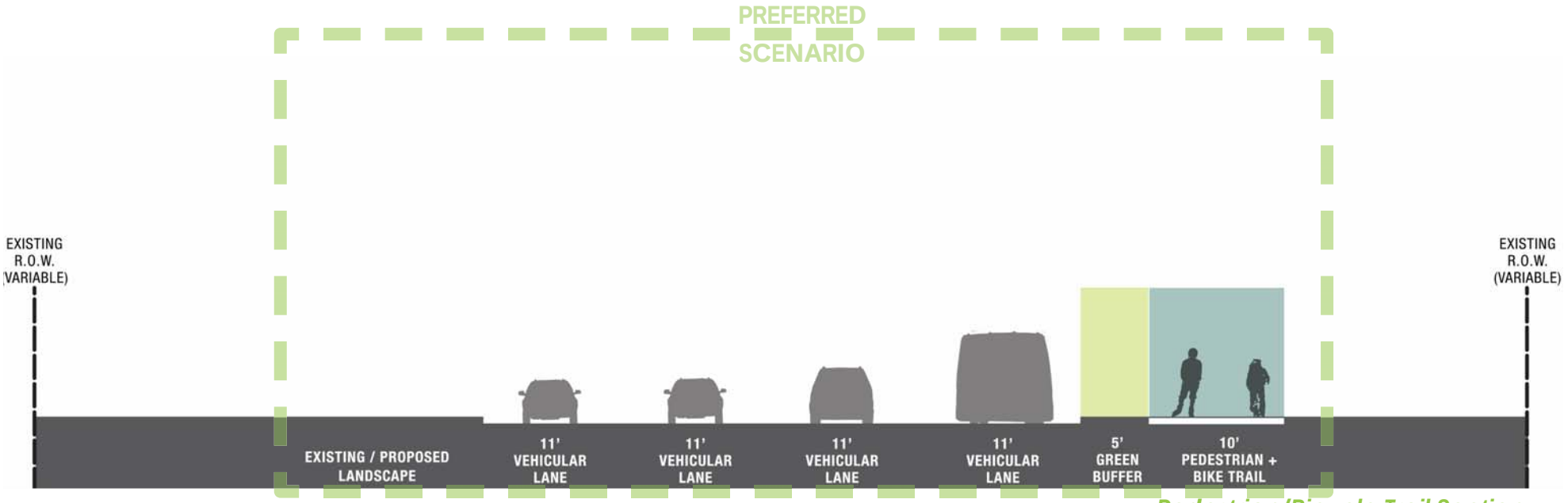
The group was also asked to weigh in on the preferred pedestrian/bicycle facilities to be introduced in the corridor. Two concepts were presented with differing approaches to pedestrian and bicycle circulation.

The first concept introduces dedicated bike lanes to both sides of Truman Road. The additional shoulder width throughout the existing roadway would allow for this configuration while maintaining the number and width of existing traffic lanes. This concept separates bicycle and pedestrian traffic, by providing a new sidewalk on the South side of Truman Road.

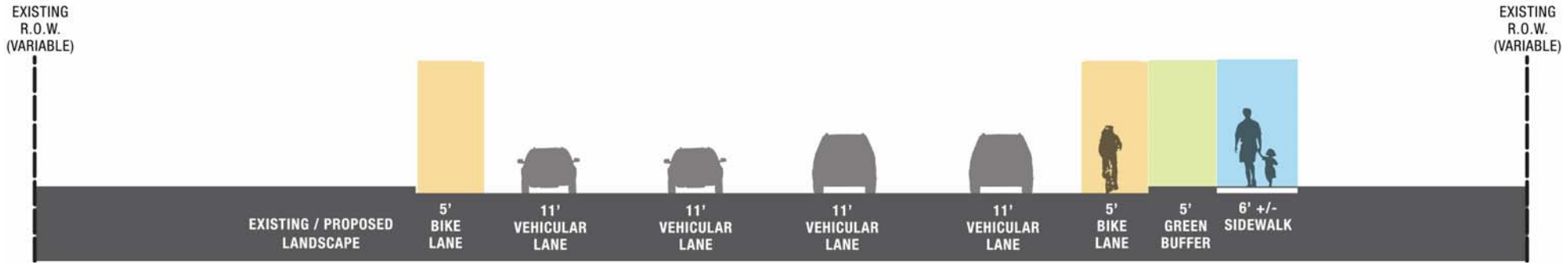
The second concept proposes an off-street, multi-use trail to serve both pedestrians and bicyclists. This option was very clearly preferred by stakeholders. Given the existing slopes and traffic speeds of the corridor, the separation of bicyclists and motorists was a clear priority established by participants in order to create a safe multi-modal environment.

On Street Bike Trail Images

Multi-Use Trail Images



Pedestrian/Bicycle Trail Section



On Street Bike Lane Section

CORRIDOR AESTHETICS

In order to enhance the aesthetics of the corridor as an attractive gateway to Independence, new corridor streetscape amenities are proposed.

CHARACTER STUDY

When selecting families of amenities for enhancing the corridor, the stakeholders were first asked to identify their preferred character type, in a very general sense. The "Natural/Traditional" option illustrated natural materials (stone, wood, etc.) applied in traditional methods. The "Modern/Clean" option indicated modern materials (steel, acrylic, etc.) applied in clean, geometric forms and patterns.

The advisory committee preferred the "Natural/Traditional" approach to the corridor character. This family of textures and materials typically has a more timeless feel, which was favored over the more modern elements.

KIT OF PARTS

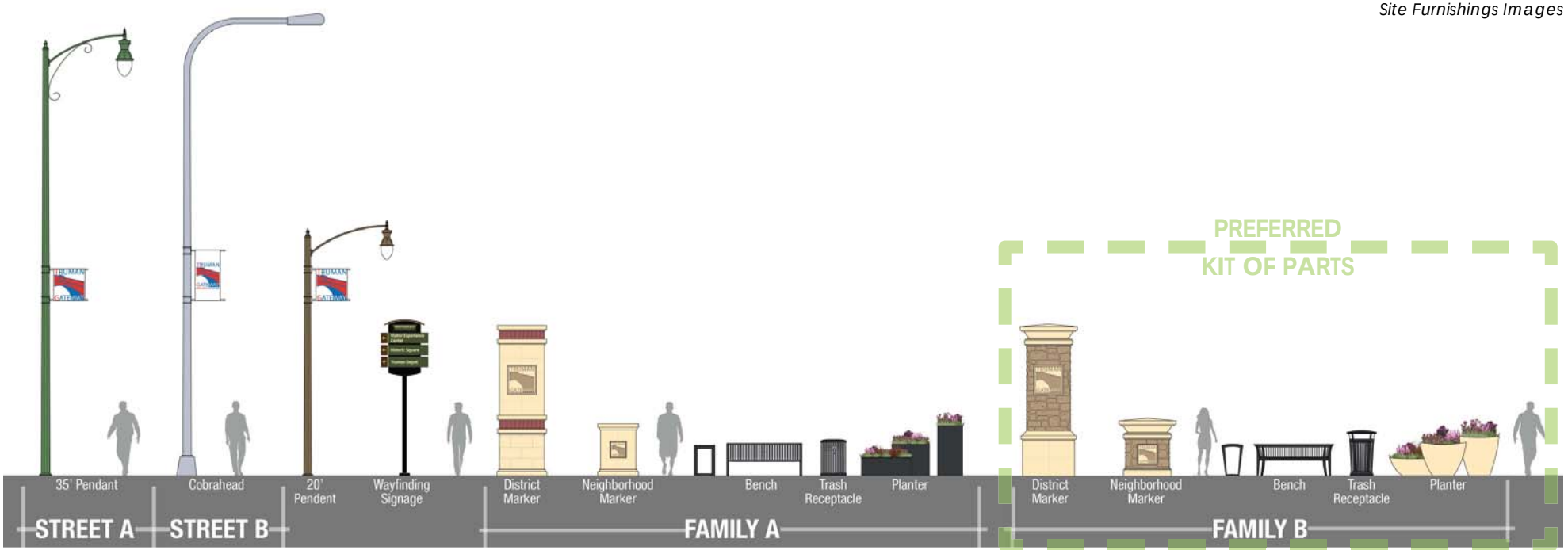
Based upon the results of the initial character study, concepts for a streetscape 'Kit of Parts' were proposed. Two options were presented to the committee, with differing approaches.

First, **'Family A'**, proposes traditional materials (brick and concrete) in a very sleek and clean manner, drawing from architectural styles prevalent when Harry Truman was President. This family has streamlined modern architectural influences, and very simple options for site furnishings.

The second option, **'Family B'**, presents a more traditional approach. This option was preferred by the advisory committee. Rough cut stone and precast concrete with traditional column tops provide a classic, traditional look, complementing the stone arch bridge and other elements along the corridor.

Character Study Boards

Site Furnishings Images



Kit of Parts

RECOMMENDATIONS

FUTURE LAND USE

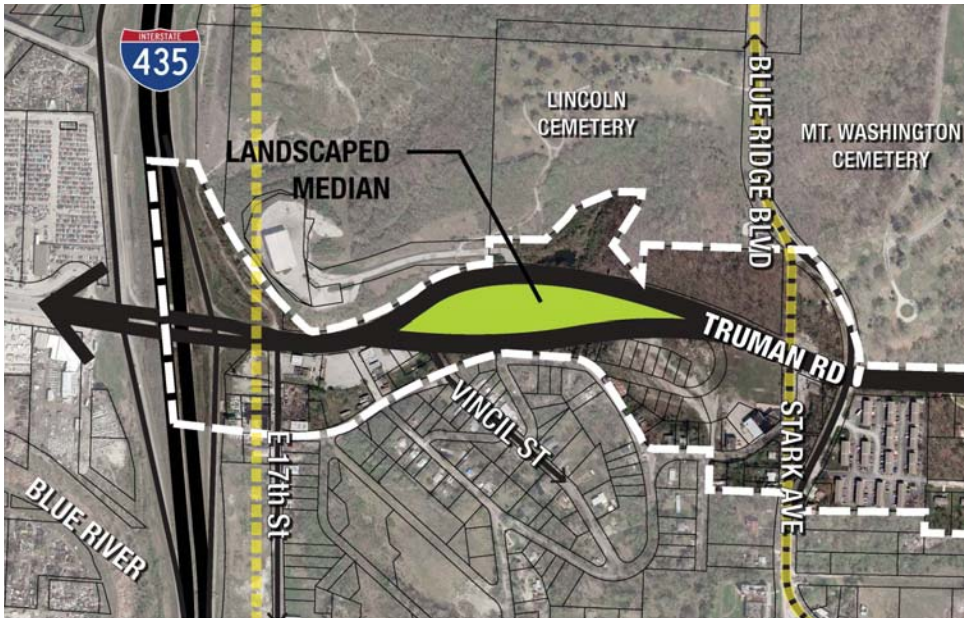
The Recommended Future Land Use Plan is a combination of the preferred components of the two Land Use Scenarios presented to the Advisory Committee and Public. The Future Land Use Plan establishes a framework or future redevelopment and revitalization of the Truman Road Corridor and adjacent land by introducing areas for additional, quality commercial and mixed use development. A primary objective is to enhance the visual character of the corridor eastbound, when entering Independence at the top of the hill near Blue Ridge Boulevard. The historic Stone Arch Bridge in this area is an existing iconic gateway to the City that should be highlighted as the eastern gateway to Independence. East of the stone arch bridge, additional multi-family opportunities are introduced to encourage additional density along the corridor.

The Rock Creek valley affords very attractive vegetated views from both eastbound and westbound lanes. The floodplain in this area is proposed to remain as undeveloped open space with the proposed addition of a trailhead/park facility near the future Rock Creek Trail.

Street realignments are proposed at Brookside Avenue in order to improve circulation and mitigate an existing grade transition issue at the southbound Brookside Avenue intersection.

HARRY S TRUMAN PARKWAY

One concept that was investigated for the Jackson County/Blue Summit area early on in this process was the introduction of a more significant roadway configuration modification. The concept of creating "Harry S Truman Parkway" as a more attractive entrance into Independence was considered. The concept involves realigning Truman Road to introduce a sizeable landscape median between I-435 and Blue Ridge Boulevard that creates a very a different and attractively landscaped parkway character. This would require additional right-of-way acquisition along the south side of Truman Road. While the concept was of interest for the visual impact it can achieve it will not be pursued in the near term due to the complexity required in property acquisition.



Harry S. Truman Parkway Concept

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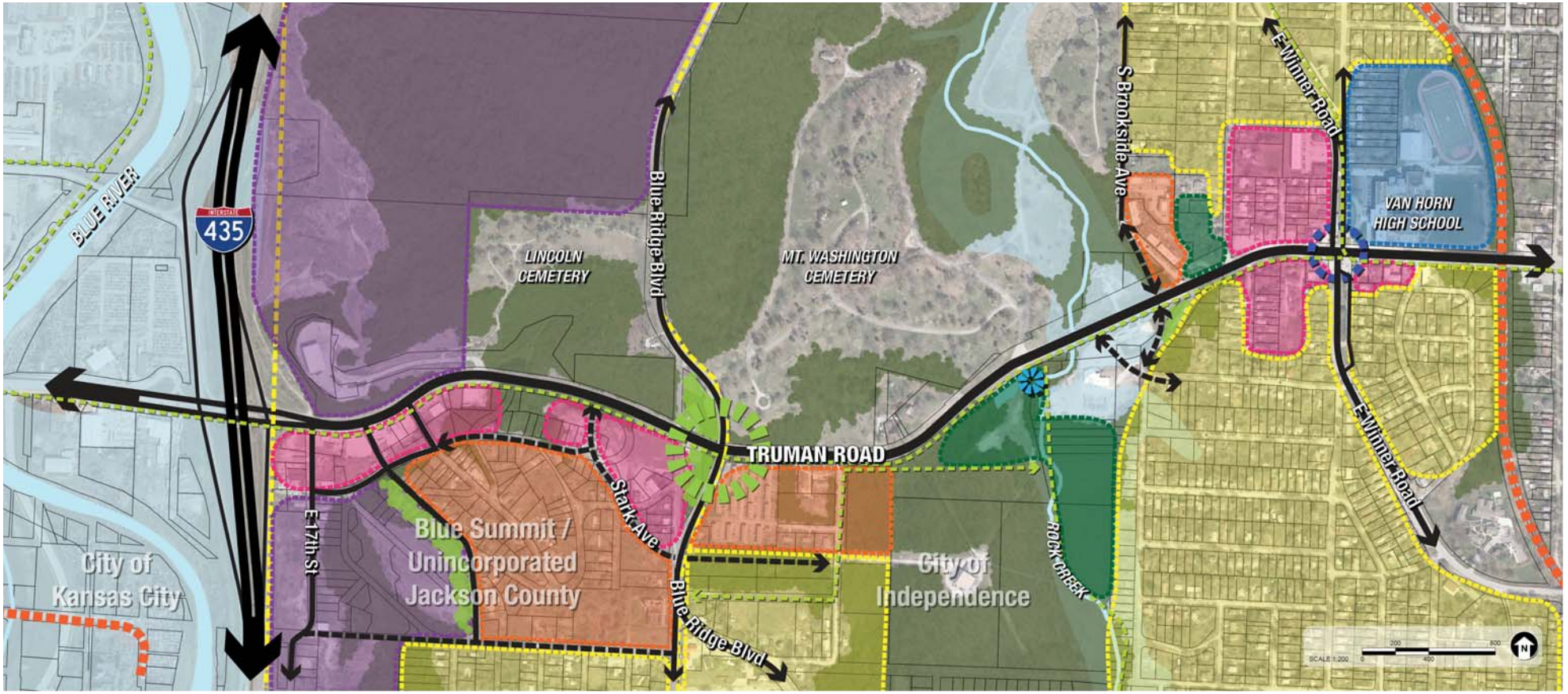
Future Land Use



LEGEND

- INDUSTRIAL
- CIVIC
- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- MIXED-USE COMMERCIAL
- OFFICE
- PROPOSED TREES
- PUBLIC/RECREATIONAL
- FLOODPLAIN
- EXISTING VEGETATION
- PROPOSED TRAIL
- TRAILHEAD
- PROPOSED STREET
- RAILROAD
- PROPOSED FUTURE TRANSIT CENTER
- CITY LIMITS
- STONE ARCH BRIDGE/GATEWAY
- WATERWAY

JACKSON COUNTY/BLUE SUMMIT 'FOCUS AREA' - COMMERCIAL DEVELOPMENT VISION

EXISTING CONDITIONS

Unincorporated Jackson/Blue Summit is an area that has suffered for decades from lack of a sense of ownership by the County. Not being located within the City of Independence or Kansas City, it lacks the attention otherwise given to city facilities and services. This has led to significant blight along the corridor and in the residential area south of Truman Road. However, Jackson County and the City of Independence have begun to make this area a priority and are working together to develop a sound strategy to implement positive changes over time.

Vacant properties, boarded up homes and burned out buildings are the norm throughout the wooded area south of Truman Road. The commercial properties through this segment of the corridor establish an undesirable image for the City of Independence. Unfortunately, since this area is outside of the city limits, there is little that the City can do to mitigate this issue. A strong partnership between the City and County will be important to realizing the desired change in the Blue Summit segment of the corridor.

Existing Conditions

Existing Conditions

STRENGTHS

- Low cost land
- Lower regulations, taxes than other areas
- Several properties in land bank/trust
- Cities and County want redevelopment to occur(Potential for incentives)
- Proximity to I-435
- Proximity to destinations (downtown KC, square)
- Proximity to large residential neighborhoods
- Proximity to good public school
- Community support for area clean up

WEAKNESSES

- Environmental concerns, contamination
- Topography
- Lack of infrastructure, amenities (sidewalk, sewer, fire, etc.)
- Under performing market
- Current business is undesirable
- Undermining North of Truman Road
- No real established market (high risk)

OPPORTUNITIES

- Transform area
- Become a major catalyst in area re-development
- Recent planning (Truman Green Gateway)
- Organized group of business and property owners/citizens

THREATS

- Financing
- Perception of crime (“Perception is Reality”)
- Unknown environmental issues
- Infrastructure + development costs

REDEVELOPMENT CONCEPT

As illustrated on the Corridor Redevelopment Scenario, proposed commercial development in Unincorporated Jackson County is concentrated along the south side of Truman Road. This concept provides continuous development along the corridor from I-435 to the Stone Arch Bridge. A proposed truck stop/travel center and fast food restaurant anchor the westernmost portion, catering predominantly to I-435 traffic, with a larger commercial center located on the east to support the nearby industrial redevelopment. Approximately 80,000 to 95,000 square feet of commercial development is proposed.

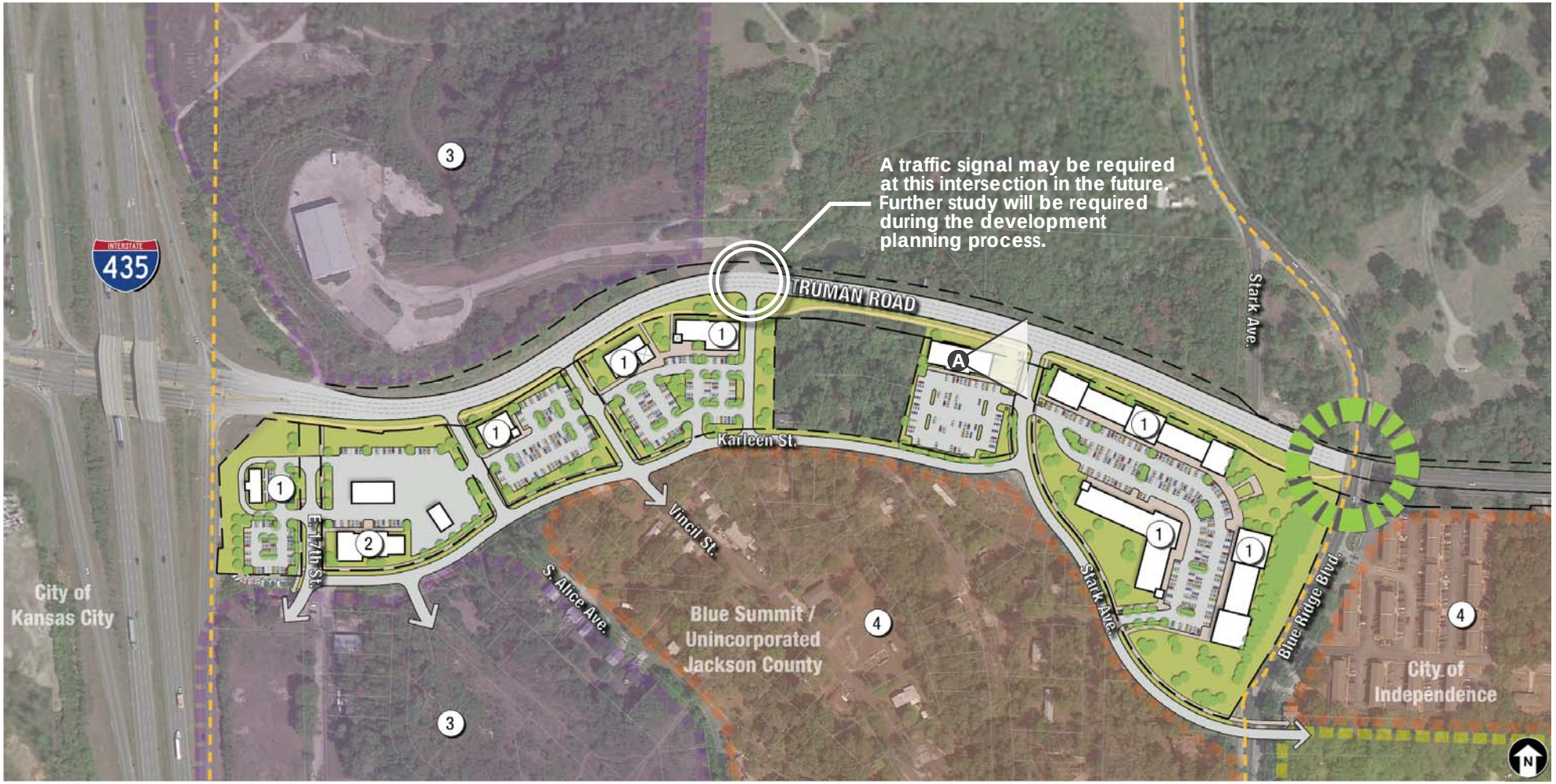
OUTDOOR RECREATION

The area just south of the commercial development is currently indicated to be multi-family residential. However, due to the terrain and heavily wooded nature, this area could be better suited to some type of outdoor adventure/recreation activity. A unique recreation area has the possibility to attract the public to this new area. Various possibilities for the rugged terrain could include zip line course, disc golf, bike trails, ropes course, or off road vehicle area. While these won't be significant tax/revenue generators, they would serve to clean up a number of blighted properties and attract more visitors to the area to support future commercial opportunities.

Recreation Examples

Commercial Development Character Images

Commercial Development Vision - Jackson County/Blue Summit



LEGEND

- (1) COMMERCIAL
- (2) FUEL STOP AND TRAVEL CENTER
- (3) LIGHT INDUSTRIAL/BUSINESS PARK
- (4) MULTI-FAMILY RESIDENTIAL
- CITY LIMITS
- STONE ARCH BRIDGE / GATEWAY
- LOCATIONS OF PERSPECTIVE VIEW

NOTE:

In order to identify the demand for new commercial space within the Truman Green Gateway plan, City of Independence economic development staff conducted a high-level retail market analysis. Three scenarios have been presented ranging from conservative to aggressive. Understanding that the market will drive the ultimate phasing or implementation sequence, the above concept illustrates the vision of the "Aggressive" build-out scenario. See appendix pages A7 and A8 for detailed analysis.

Eastward View of Existing Jackson County/Blue Summit Area

View Ⓐ of Proposed Redevelopment

JACKSON COUNTY/BLUE SUMMIT 'FOCUS AREA' - INDUSTRIAL DEVELOPMENT VISION

REDEVELOPMENT CONCEPT

Proposed light industrial uses in Unincorporated Jackson County are located north of Truman Road, in an area currently zoned for industrial. This area was master planned previously, by a developer, for industrial and warehousing uses. The development was never realized and the majority of this property remains undeveloped today. Another area is proposed for future light industrial uses south of proposed commercial development that is located along the south of Truman Road.

The northern area is configured to capitalize on existing drive connections and topography to minimize site disturbance as the proposed lots will be located above existing mines. This property being situated high above I-435 will minimize any negative visual impacts to surrounding properties associated with light industrial uses while providing great views of the surrounding cityscape.

The southern area includes new (or relocated) industrial situated between I-435 and the existing limestone bluff. This area has immediate access to a mix of proposed commercial uses as well as convenient access to I-435. Approximately 250,000 to 300,000 square feet of industrial is proposed.

Industrial Character Images

Industrial Concept - Jackson County/Blue Summit

LEGEND

- (1) MIXED-USE
- (2) MULTI-FAMILY
- (3) SINGLE FAMILY
- (4) LIGHT INDUSTRIAL
- CITY LIMITS
- STONE ARCH BRIDGE/GATEWAY

WINNER ROAD 'FOCUS AREA' - COMMERCIAL DEVELOPMENT VISION

EXISTING CONDITIONS

The Winner Road area is comprised of a series of under-performing and vacant commercial properties, a Pizza Hut restaurant, a number of multi-family properties and well maintained nearby residential neighborhoods to the south. The area is anchored by Van Horn High School, recently annexed and significantly improved by the Independence School District.

Both Winner Road and Truman Road carry a significant amount of traffic, which can be capitalized on for future commercial development opportunities. The growth of the school also presents an opportunity to provide additional housing choices for future students' families.

This area is the only location within the project limits, which presents a somewhat urban street and building configuration, making it a good fit for additional neighborhood oriented and walkable businesses and services.

Existing Conditions

Existing Conditions

STRENGTHS

- 15,000 vehicles per day on Truman Road and significant traffic on Winner Road
- Van Horn High School
- Nearby neighborhoods to south are stable
- Gateway to historic sites

WEAKNESSES

- Median income of adjacent residents is lower than U.S. and city average
- Poor existing building stock
- Proximity and competition of other nearby commercial areas

OPPORTUNITIES

- Leverage passing traffic, give them a reason to stop
- Convenient in/out access for commuter traffic
- Upgrade the residential offerings in the area
- Take advantage of student/school traffic
- Create urban/walkable environment
- Redevelop existing vacant property on southeast corner

THREATS

- Nearby competition
- Lack of funding
- Lower than average adjacent income levels result in reduced market demand

REDEVELOPMENT CONCEPT

Proposed commercial development in the Winner Road Focus Area focuses on creating opportunities for new development near the intersection of Truman Road and Winner Road, an area currently anchored by Van Horn High School. The proposed concept reconfigures Winner Road to simplify traffic movements and minimize unsafe street connections. The priority in this areas is to provide opportunities for neighborhood-oriented commercial businesses that cater to local residents, high school traffic, and some commuter traffic.

On-street parallel parking is planned for the north and south sides of Truman Road surrounding the intersection. Currently there is on street parallel parking on the northeast side of this intersection for the high school drop off. The proposed added parking would expand this configuration. Preferred residential development types , attached and detached single family, are proposed to the north and south of the commercial areas.

A trail head park and trail connection are proposed on the south side providing pedestrian and bicycle access to the proposed multi-use trail, which will extend along Truman Road to the west to I-435. Approximately 40,000 to 50,000 square feet of commercial development is proposed.

Commercial Development Character Images

Commercial Redevelopment Vision - Winner Road

NOTES:

In order to identify the demand for new commercial space within the Truman Green Gateway plan, City of Independence economic development staff conducted a high-level retail market analysis. Three scenarios have been presented ranging from conservative to aggressive. Understanding that the market will drive the ultimate phasing or implementation sequence, the concept to the left illustrates the vision of the "Aggessive" build-out scenario. See appendix pages A7 and A8 for detailed analysis.

MoDOT has raised concerns with the introduction of on-street parking along Truman Road in this location due to potential conflicts and performance issues. However, it is the goal of the City to introduce such traffic calming measures and create more pedestrian oriented street-side activity in the district. With this in mind, prior to implementing the proposed on-street parallel parking along Truman Road, further traffic analysis and coordination with MoDOT will be required.

LEGEND

1. COMMERCIAL
2. ATTACHED TOWN-HOME RESIDENTIAL
3. SINGLE FAMILY RESIDENTIAL
4. SHARED OPEN PARK
5. TRAIL HEAD PARK
6. PUBLIC/RECREATIONAL
7. CIVIL
8. MULTI-USE TRAIL

LOCATION OF PERSPECTIVE VIEW

Westward View of Existing Winner Road Area

View Ⓑ of Proposed Redevelopment

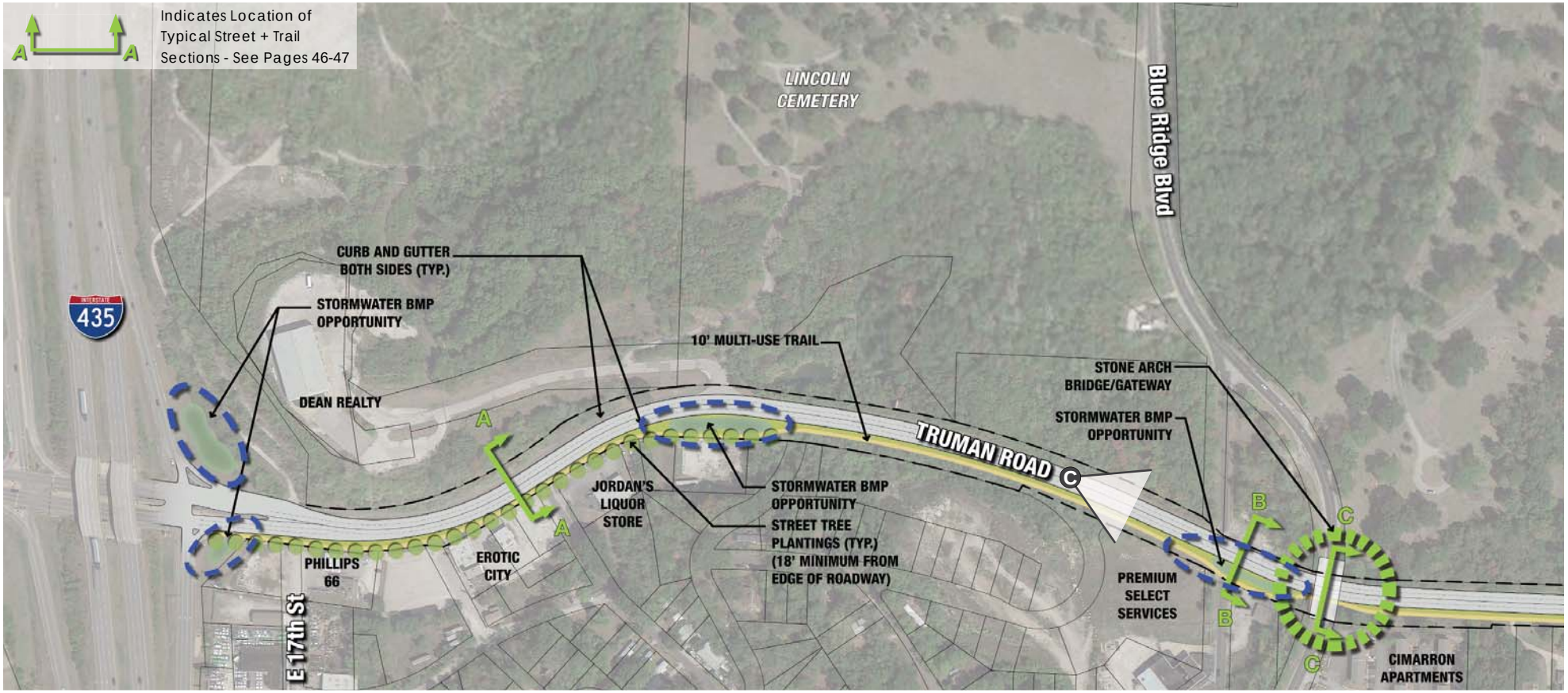
CORRIDOR ENHANCEMENTS

The proposed roadway concept includes a four-lane undivided configuration throughout the corridor. With this configuration the roadway will have ample capacity for the existing average daily traffic (ADT) volumes. In addition, a four-lane roadway will allows adequate capacity for future traffic volume increases along the corridor due to new development and/or background traffic growth.

The KCMO city traffic forecast model and the Mid-America Regional Council (MARC) Regional Travel Forecast Model were used to provide 30 year traffic forecast numbers along Truman Road.

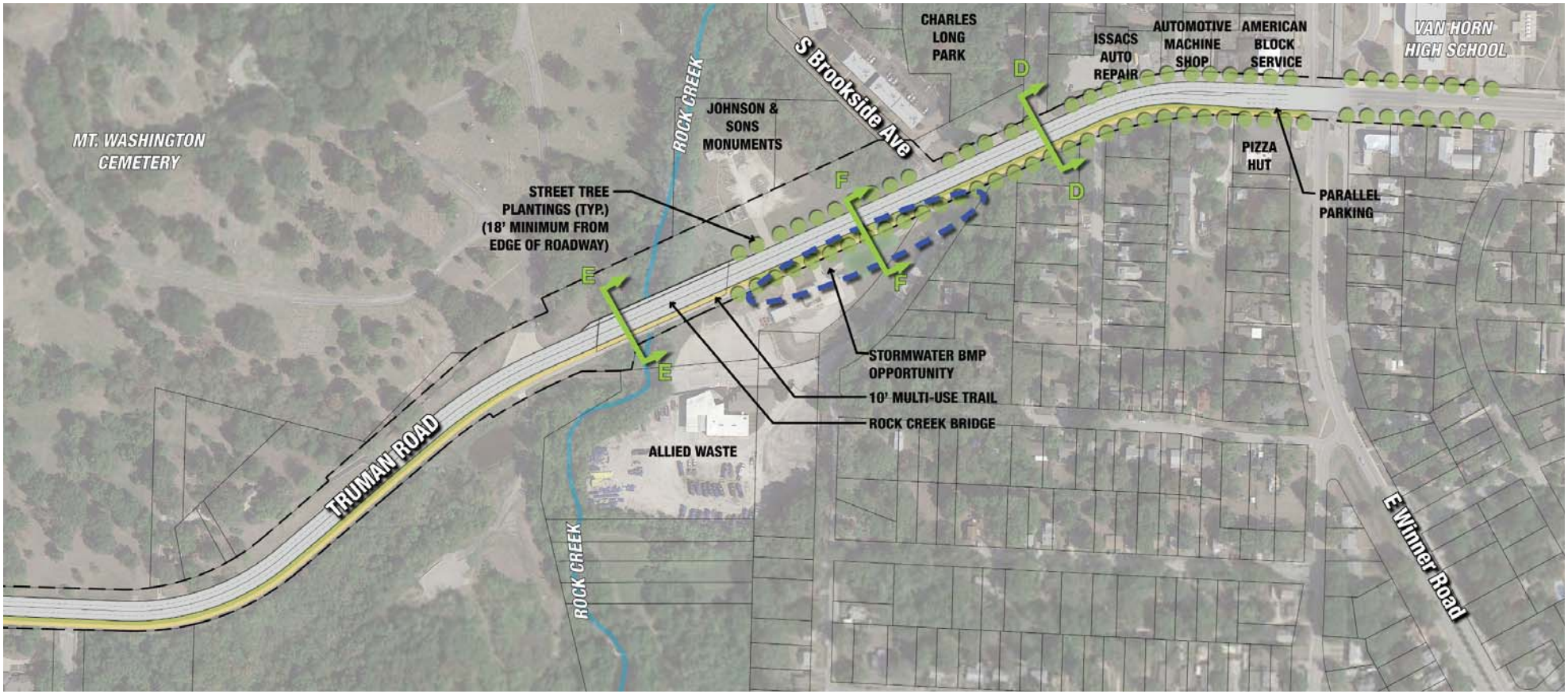
Following the existing model review it was found that traffic is projected to grow approximately 0.4% per year over the next 30 years. Applying this rate to the 15,000 vehicles per day counted during the 24-hour machine counts, the forecasted volumes on Truman Road through the project corridor is anticipated to be approximately 17,000 vehicles per day by 2040.

Corridor Plan

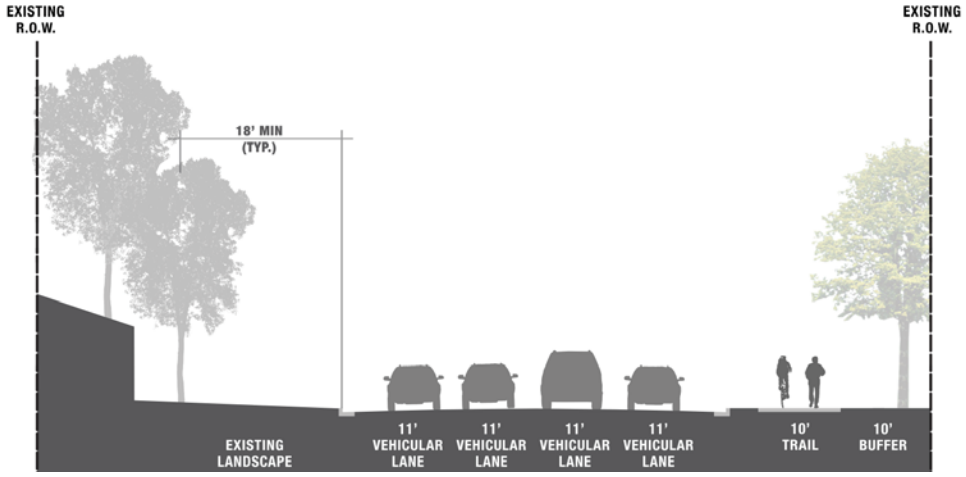


The recommended roadway configuration for Truman Road through the project corridor is a four-lane undivided roadway similar to existing conditions. Left-turn lanes will be added at major access points along the corridor. The width of the lanes are proposed to remain 11' wide, as existing, and the entire roadway will be fitted with curb and gutter on both the north side and south sides. This will replace the existing mix of concrete and asphalt shoulders to create a more defined roadway.

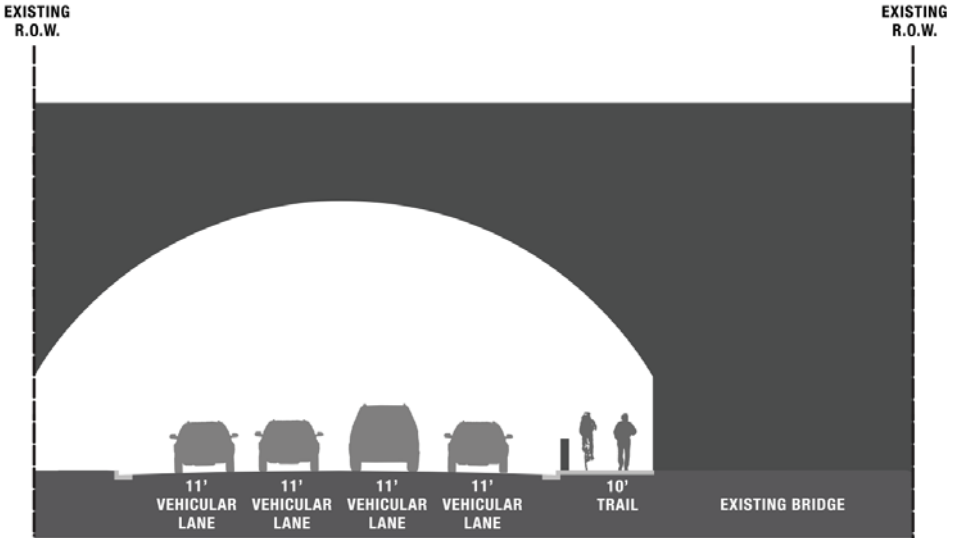
On the southern side of Truman Road a 10' wide multi-use trail is proposed. The trail will begin at the western limits of the project, just east of the Northbound I-435 on/off ramps, and will end just west of the Winner Road intersection where it will turn south on S. Glenwood Avenue and transition into the proposed redevelopment area (See Winner Road Redevelopment Vision - Pg 41). As the path crosses Glenwood Avenue, a crosswalk will be added to ensure pedestrian safety. As an initial phase, prior to redevelopment occurring near Winner Road, the trail will continue parallel to Truman Road up the Winner Road Intersection.



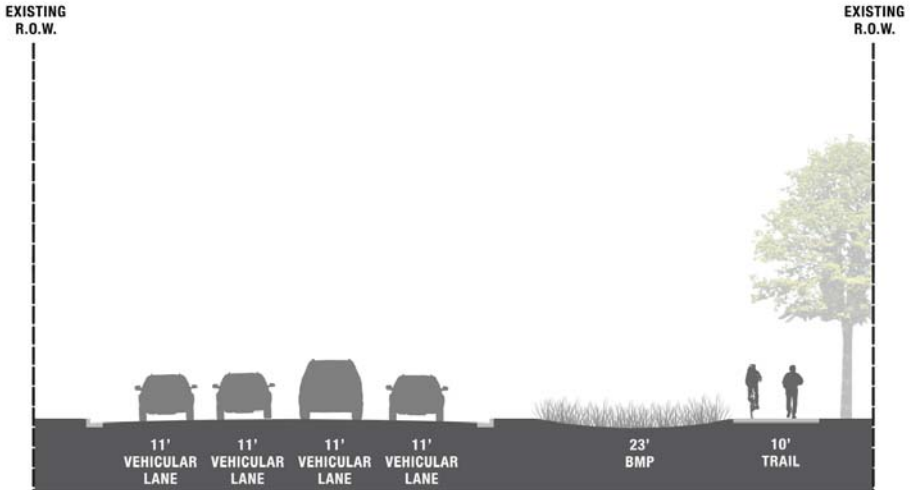
CORRIDOR SECTIONS



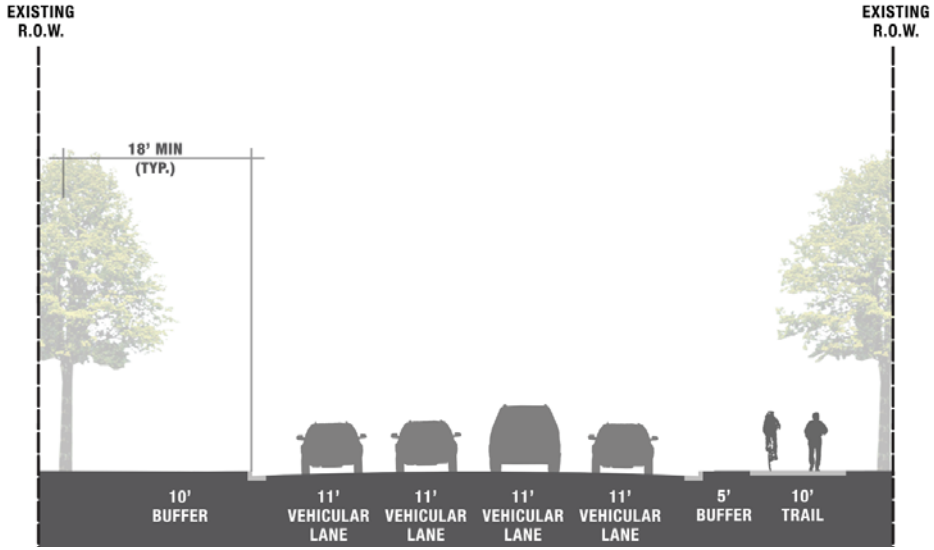
Section A



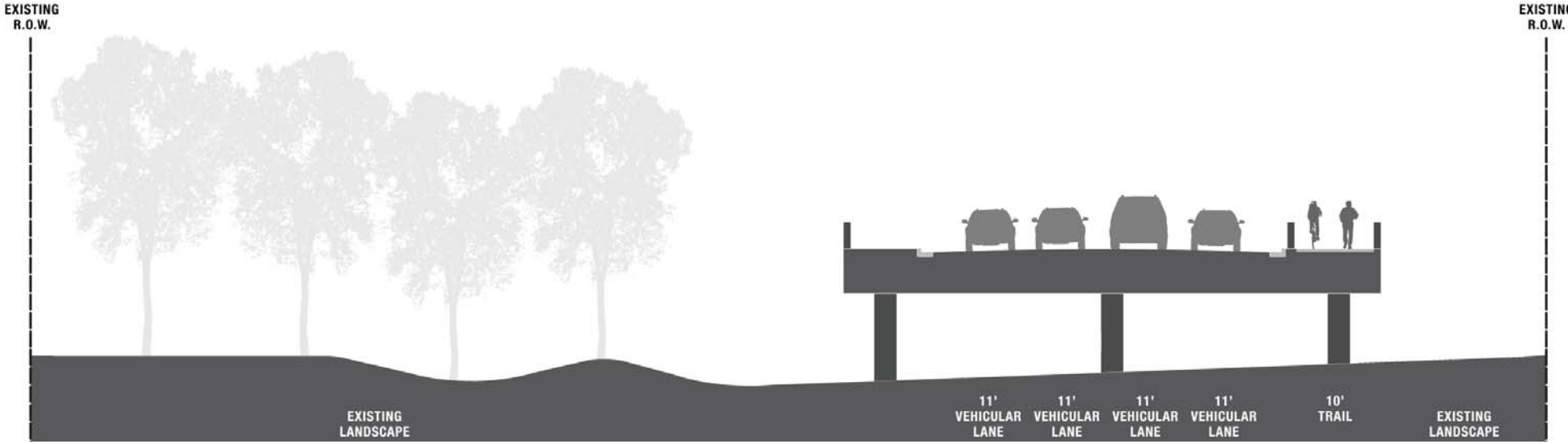
Section C



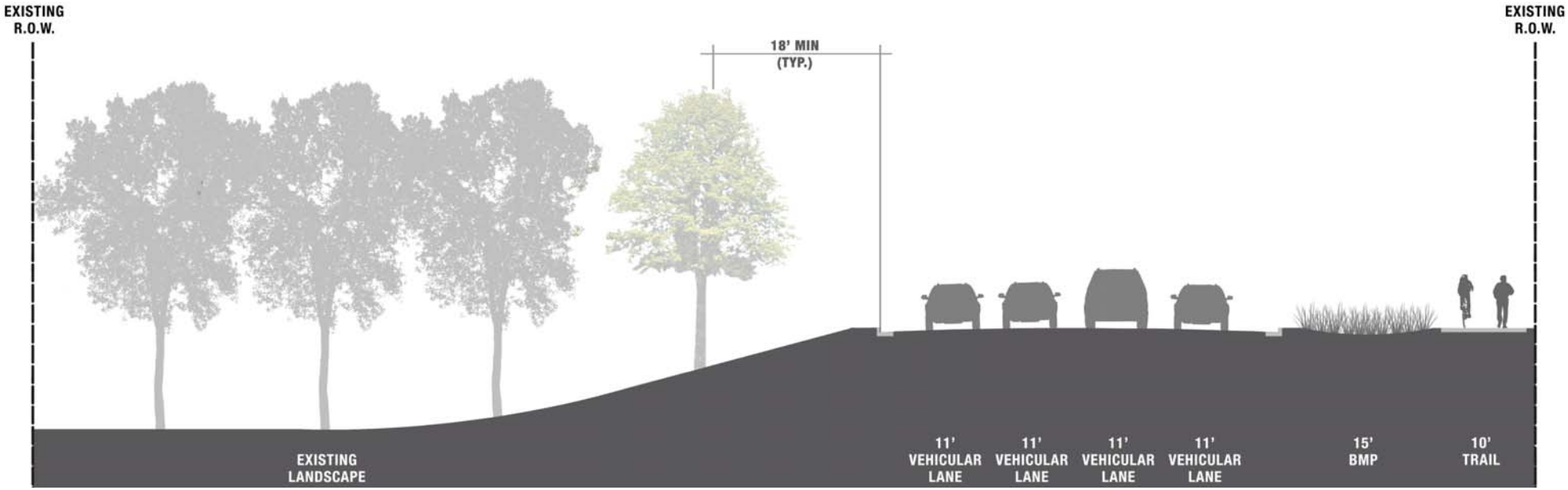
Section B



Section D



Section E



Section F

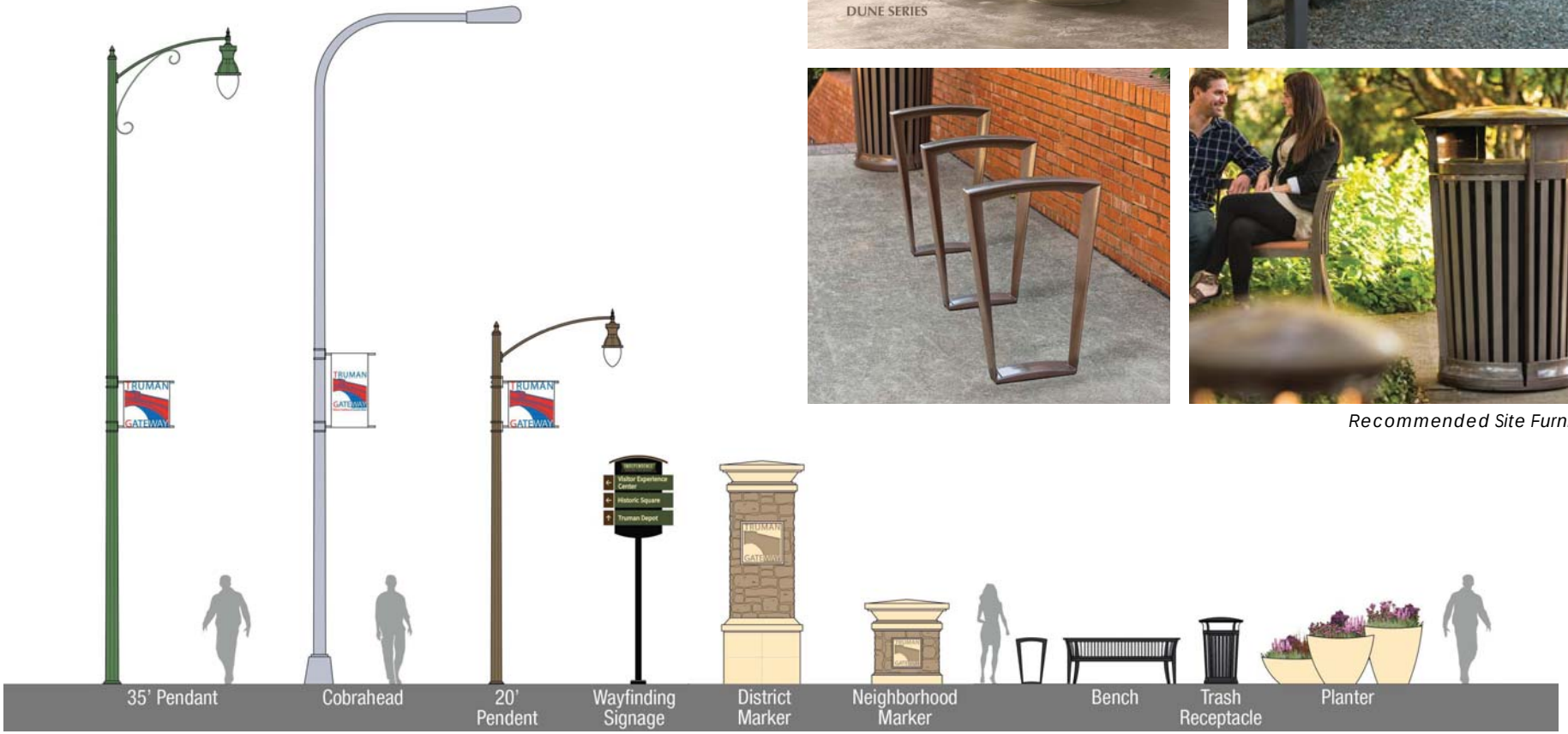
Eastward View of Existing Corridor

View Ⓒ of Proposed Corridor/Trail Improvements

PREFERRED CORRIDOR AESTHETIC

The preferred corridor aesthetic emphasizes traditional styles through the use of natural materials. Rough cut stone, to match the existing Stone Arch Bridge, is the preferred material for proposed gateway markers and/or streetscape elements. A preferred 'kit of parts' was selected to provide a general sense for the character of site furnishings. This information is intended to serve as a guide for future public and private improvements along the corridor. Future fixture selections and design of any corridor, neighborhood or gateway monuments should be developed according to this conceptual design.

Recommended Site Furnishings



Preferred Kit of Parts

IMPLEMENTATION

CORRIDOR IMPROVEMENTS - CONCEPTUAL COST ESTIMATES

CITY OF INDEPENDENCE - WINNER ROAD TO BLUE RIDGE BOULEVARD					
	ITEM	**QTY**	**UNIT**	**UNIT COST $**	**COST $**
1	Mobilization	1	LS	$58,000.00	$58,000
2	Demolition and Removals	1	LS	$72,500.00	$72,500
3	Curb + Gutter	10,000	LF	$30.00	$300,000
4	10” Concrete Drive	2,600	SY	$55.00	$143,000
5	Asphalt Base Repair	2,900	SF	$110.00	$319,000
6	10’ Asphalt Trail	4,500	SY	$40.00	$180,000
7	Handicap Ramp	14	EA	$2,500.00	$35,000
8	Grading	8,700	CY	$18.00	$156,600
9	Curb Inlets	23	EA	$5,000.00	$115,000
10	Storm Pipe (Includes Excavation, Bedding, Pavement Patching)	4,350	LF	$110.00	$478,500
11	Signing, Striping, and Pavement Patching	1	LS	$20,500.00	$20,500
12	Lighting	1	LS	$145,000.00	$145,000
13	Incidental Construction (Erosion Control, Seeding, Small Walls, Guardrail)	1	LS	$290,000.00	$290,000
14	Traffic Control	1	LS	$29,000.00	$29,000
15	2” AC - Surface Course	25,500	SY	$15.00	$382,500
16	2” Milling	25,500	SY	$2.00	$51,000
17	Landscaping + BMP’s	1	LS	$375,000.00	$375,000
18	Monumentation + Signage	1	LS	$87,000.00	$87,000
				Subtotal:	**$3,237,600**
	Contingency	1	%	25%	809,400
				Construction Total:	**$4,047,000**
	Engineering, Survey, Testing, + Inspection	1	%	15%	$607,050
				Total Cost:	**$4,654,050**

JACKSON COUNTY - BLUE RIDGE BOULEVARD TO I-435					
	ITEM	**QTY**	**UNIT**	**UNIT COST $**	**COST $**
1	Mobilization	1	LS	$42,000.00	$42,000
2	Demolition and Removals	1	LS	$52,500.00	$52,500
3	Curb + Gutter	7,000	LF	$30.00	$210,000
4	10” Concrete Drive	1,900	SY	$55.00	$104,500
5	Asphalt Base Repair	2,100	SF	$110.00	$231,000
6	10’ Asphalt Trail	3,300	SY	$40.00	$132,000
7	Handicap Ramp	10	EA	$2,500.00	$25,000
8	Grading	6,300	CY	$18.00	$113,400
9	Curb Inlets	17	EA	$5,000.00	$85,000
10	Storm Pipe (Includes Excavation, Bedding, Pavement Patching)	3,000	LF	$110.00	$330,000
11	Signing, Striping, and Pavement Patching	1	LS	$14,500.00	$14,500
12	Lighting	1	LS	$105,000.00	$105,000
13	Incidental Construction (Erosion Control, Seeding, Small Walls, Guardrail)	1	LS	$210,000.00	$210,000
14	Traffic Control	1	LS	$21,000.00	$21,000
15	2” AC - Surface Course	18,500	SY	$15.00	$277,500
16	2” Milling	18,500	SY	$2.00	$37,000
17	Landscaping + BMP’s	1	LS	$275,000.00	$275,000
18	Monumentation + Signage	1	LS	$63,000.00	$63,000
				Subtotal:	**$2,328,400**
	Contingency	1	%	25%	582,100
				Construction Total:	**$2,910,500**
	Engineering, Survey, Testing, + Inspection	1	%	15%	$436,575
				Total Cost:	**$3,347,075**

Notes:
1. Cost estimate does not include cost for purchasing Right-of-Way or easements.
2. Cost estimate was developed from a conceptual layout. Impacts from vertical profile were not taken into consideration.
3. Cost estimate is based on a rehab of Truman Road, adding a concrete trail, and curb and gutter per the concept design.
4. Cost estimate assumes no work at the bridge or overpass.
5. Cost estimate does not include cost for utility relocations or adjustments.

The consultant, using his or her professional judgment, has developed this stated Opinion of Probable Construction Cost based upon the design status identified above. Development of this Opinion has included consideration of design input level; however, the circumstances under which the work is expected to be undertaken, the cost and availability of materials, labor and services, probable bidder response and the economic conditions at the time of bid solicitation are beyond the control of the consultant and will impact actual bid costs. Should bidding be delayed, these costs should be reviewed and, if necessary, adjusted to a more applicable *Engineering News Record* Construction Cost index.

FUNDING

The best ideas will also require a creative approach to public funding in order to achieve significant results. To that end, a detailed list of funding programs has been assembled that apply to redevelopment of private property as well as implementation of public improvement projects. The previous summaries of funding opportunities are not all inclusive and are presented in no particular order of priority. The summaries are intended to equip City and County leaders with a quick reference guide or "toolbox" of ideas to consider as they continue to develop scenarios for future implementation.

While the revitalization of private property will, to a certain extent, rely on market driven factors, the City and County can take steps to begin implementing public improvements, which can help catalyze future interest in private reinvestment. With this in mind, the capital improvements proposed for the corridor, trail, streetscape and roadway improvements, have been identified and an associated conceptual level estimate of costs has been assembled. This is presented as one, comprehensive project. However, based on funding capacity, these improvements could be phased in over time. Priority should be placed on implementing the trail facility in one phase throughout the corridor in order to avoid the "trail to nowhere" situation, which comes with phased construction. There are a number of local, state and federal funding programs the City and County can investigate, which would be appropriate for the identified corridor improvements. Those programs are explained in the previous summaries.

TRUMAN GREEN GATEWAY PROJECT

Funding Sources

The following incentives are generally available for use by the City of Independence to implement one or various portions of the Truman Green Gateway Project. The use of these various incentives may be layered and, depending upon the scope and sequence of the particular facet within the greater overall Project, range from short-term (1-5 years), mid-term (5-10 years), and long-term (10+ years).

Many of the potential Project funding sources will require or be complemented by a partnership with Jackson County, Missouri (the **"County"**). Recently, the County completed its master plan, "Building a Vision Together: Jackson County Development Plan" dated November 2012 (the **"Jackson County Plan"**). The Jackson County Plan updates portions of the County's January 10, 1994 Development Plan (the **"1994 Plan"**) and focuses on positioning Eastern Jackson County for economic development.[1] The Jackson County Plan identifies the need for intergovernmental coordination on economic development to ensure efforts are coordinated and not in competition, to consolidate development review and decision-making authority, and to establish relationships with respect to any annexation processes.[2]

The Jackson County Plan recommends key implementation tools to spur thoughtful economic development, through, for example, the establishment of a unified development code, capital improvements, fees and exactions, and transit-oriented development, as a means of connecting the disparate commercial centers.

Notably, the Jackson County Plan specifically recommends that the County "Develop an intergovernmental agreement between the County and Cities to ensure development within unincorporated areas is consistent with the County's Comprehensive Plan." Pursuant to numerous meetings and conversations with County representatives performed in the course of this Project study, County representatives have indicated a commitment to working with the City to help spur economic development in the Project area, specifically, at the gateway of Truman Road and I-435.

The following is a list of potential Project incentives.

CATEGORY	EXPLANATION BY EXAMPLE (not limitation)
Business Development	Commercial and industrial business attraction; property acquisition; building construction, expansion, and reconstruction.
Transportation Improvements	Bridge, street, road, highway, access road, interchange, intersection, signage, signalization, parking lot, parking garage.
Site Development	Environmental testing, remediation, monitoring, grading, demolition.
Infrastructure	Sidewalks, driveways, lighting, drainage, detention facilities, utility corridors
Housing	Owner or developer initiated, single or multi-family.
Services	Training, security, business recruitment, trash collection, maintenance.
Green Space Utilization/Preservation	Conservation, bike and pedestrian improvements.

[1] See: http://www.jacksongov.org/filestorage/4450/2494/2498/Strategy_for_the_Future.pdf.

[2] See also 1994 Plan, page 207.

— LOCAL —

SALE/LEASEBACK

Eligible Projects: A "project for industrial development" or "project" including the purchase, construction, extension and improvement of warehouses, distribution facilities, research and development facilities, office industries, agricultural processing industries, service facilities which provide interstate commerce, and industrial plants, including the real estate either within or without the limits of such municipalities, buildings, fixtures, and machinery.

Authorization: RSMo 100.010-100.200

Description: Political subdivision enters into a transaction with a company whereby title to real and personal property and any project constructed thereon is transferred to the political subdivision, triggering exemption from real and personal property taxes. If the company is constructing the project for itself but as an agent for the political subdivision, construction materials can be purchased on a sales tax exempt basis (the scope of exemption is determined by the Missouri Department of Revenue). Political subdivision then enters into a lease with the company pursuant to which the company (i) leases the property and project from the political subdivision (if bonds are issues, lease term is generally coterminous with the bonds), and (ii) pays rent to the political subdivision (if Chapter 100 bonds are issued, typically the rent is interest only, per annum, with the principal payment being due at the end of the term of the bonds. When the rent payment made by the company is received by the political subdivision, political subdivision then immediately returns the payment to the company (in its capacity as the purchaser of the bonds, not in its capacity as the lessee). At the end of the lease term, the property is conveyed back to the company pursuant to an obligation in the bond transaction documents.

There are often payments in lieu of taxes negotiated for the other taxing jurisdictions and "claw-back" provisions with the company, if certain promised benefits (most often job creation or retention) are not realized for the project.

TAX INCREMENT FINANCING (TIF)

Eligible Projects: Any development project within a redevelopment area, which furthers the objectives of the redevelopment plan.

Authorization: RSMo 99.800

Description: The basic concept behind TIF is that the redevelopment of the area approved as a redevelopment district will increase the equalized assessed valuation of the property, thereby generating new revenues to a city, which can be used to pay for specified costs of a redevelopment project. These costs may include construction of public facilities within a redevelopment area. Property taxes and other revenues generated by the existing development in a legislatively defined redevelopment district are frozen when the redevelopment is approved by the City Council and the increased property tax and a portion of other revenues generated by the new development are captured and placed in a special fund to pay for the costs of redeveloping the area. Those new property tax revenues are the source of the term "increment," and they are also referred to as "payments in lieu of taxes" (PILOTs).

In addition to the PILOTs, the development may also capture up to 50% of certain locally imposed taxes (commonly referred to as economic activity taxes or "EATS") such as local sales, franchise taxes and utility taxes and local earnings taxes to fund project costs. Certain new state revenues (one-half of general state sales tax or one-half of state individual income tax withheld from new employees in the redevelopment

area) generated by a redevelopment project may be captured under limited circumstances where the area is blighted and is located in either an enterprise zone, federal empowerment zone, or a central business district or urban core area with at least one 50 year old building and suffers from 20 year pattern of declining population or property tax revenue. State statutes also authorize bonds to be issued are paid from the PILOTs and EATs generated in the redevelopment area.

Through the Plan process, participants have requested that any new TIF redirect a percentage of taxes collected to fund neighborhood and housing improvements.[3]

SPECIAL BUSINESS DISTRICTS

Eligible Projects: Business district improvements determined by the City

Authorization: RSMo 71.790 et seq.

Description: This statute authorizes cities to establish special business districts for specified areas upon petition by one or more owners of real property in the proposed district. The purpose of the law is to grant to such districts the power to levy special fees and taxes in each district for the maintenance and improvement of the special business district. Property owners in the district may be taxed on an ad valorem basis at the rate of $.85 per $100 of assessed valuation. Businesses may be assessed a license tax (subject to a protest by businesses representing a majority of the total license taxes). The taxes and fees may be used for the purpose of maintaining and improving public facilities in the district. Discretion as to the types and amounts of expenditures lies solely with the local government, which appoints a commission or advisory board to make recommendations as to expenditures and uses.

The district may issue general obligation bonds for up to 20 years, if authorized by the City and approved by either four-sevenths or two-thirds of the voters in the district voting in an election, depending upon the election date when the issue is submitted to the voters. These general obligation bonds count against the City's debt limit.

COMMUNITY IMPROVEMENT DISTRICT (CID)

Eligible Projects: Public facilities and improvements, public services

Authorization: RSMo 67.1401 – 67.1571

Description: A CID may be established by local government process as either a political subdivision or as a not for profit corporation. Missouri Statutes provide a CID with a variety of enumerated powers, including the authority to construct, reconstruct, install, repair, maintain, and equip public improvements including parks and streets. The improvements in a CID organized as a political subdivision or a not for profit corporation may be funded by the imposition of special assessments.

Improvements or services of the CID may be funded with a sales tax imposed at a rate of one-eighth of one percent, one-fourth of one percent, three-eighths of one percent, one half of one percent or one percent for any purpose designated by the district in the ballot submitted to the qualified voters of the district. The CID may also assess a real property tax assessment. There is no limit on the amount of real estate taxes that may be imposed.

NEIGHBORHOOD IMPROVEMENT DISTRICT (NID)

Eligible Projects: Any one or more public facilities or improvements which confer a benefit on property within a definable area and may include or consist of a reimprovement of a prior improvement.

Authorization: RSMo 67.453 to 67.475

Description: Particular areas of land may be designated by the local government as a "neighborhood" that will benefit from a particular public improvement or improvements. Land owners within each designated neighborhood must authorize the formation of NIDs either by a vote of approval or by submission of a petition to the local government signed by the owners of record of at least two-thirds by area of all real property located within the proposed district. NIDs proposed by election require the same percentage of affirmative voters of all qualified voters residing within the proposed district as is required for approval of general obligation bonds. Upon receiving the requisite voter approval or a filing of a petition, the local government may by resolution or ordinance determine the advisability of the specified improvements and order that the district be established. If the NIDs are approved, the local government may authorize the issuance of general obligation bonds to finance construction of improvements. To secure the bonds, a portion of the total cost is assessed against each landowner within the district and the special assessment becomes a tax lien against the property. The method of apportioning assessments among the property owners within the district is established prior to its creation. The bonds may be issued without a vote of the public if the City agrees to rely on existing revenues and surpluses as a source of repayment in the event that the special assessments made against property in the district prove to be insufficient to fund repayment. Bonds issued pursuant to this option do not count against the City's debt limit, but cannot exceed 10% of the assessed value of tangible property in the City.

TRANSPORTATION DEVELOPMENT DISTRICT (TDD)

Eligible Projects: Any bridge, street, road, highway, access road, interchange, intersection, signing, signalization, parking lot, bus stop, station, garage, terminal, hangar, shelter, rest area, dock, wharf, lake or river port, airport, railroad, light rail, or public mass transportation system and any similar or related improvement or infrastructure.

Authorization: RSMo 238.200-238.275

Description: Transportation development districts (TDD) can impose a sales tax in increments of 1/8% up to one percent (1%). Pursuant to state statute, the duration of the TDD may not exceed 20 years. The project to be funded by the TDD revenues must be approved by the Missouri Highways Transportation Commission, prior to construction.

JACKSON COUNTY PORT IMPROVEMENT DISTRICT

Eligible Projects: Any port project undertaken by the Jackson County Port Authority. The project must be within Jackson County, Missouri, excluding the corporate limits of Kansas City, Missouri.

Authorization: Jackson County Code of Ordinances, Chapter 89, Section 8900 et seq.; RSMo 68.200-68.600.

Description: Authorizes a 1% sales and use taxes and/or real property assessment as well as the issuance of bonds for port improvement projects, including those involving the acquisition, operations, maintenance, rehabilitation or construction of any building or infrastructure determined by the Port Authority. The sales, use and property proceeds may, pursuant to a statutory amendment in 2012, be used for economic development projects. PID is approved by a simple majority of property owners in the PID district.

[3] Approximately $40,000 is in the Mt. Washington TIF special allocation fund that could potentially be used for a local match to a state or federal incentive, or to off-set a local project gap.

URBAN REDEVELOPMENT CORPORATIONS

Eligible Projects: Project that promote the clearance, replanning, reconstruction or rehabilitation of any blighted area, and the provision for such industrial, commercial, residential or public structures and spaces as may be appropriate, including recreational and other facilities incidental or appurtenant thereto.

Authorization: RSMo 353.010 et seq.

Description: Statute authorizes the creation of urban redevelopment corporations for the purpose of redeveloping blighted areas. The urban redevelopment corporation must prepare and submit to the City a development plan for redeveloping an area within the City determined to be blighted. If the area is determined to be blighted and the development plan is approved by the City, the urban redevelopment corporation, upon acquisition of title to the property, may receive ad valorem tax abatement for 100% of the value of the improvements to the property for a period of ten years and for 50% for the following 15 years.

Ad valorem taxes are assessed and paid with regard to the value of the land only during this 25-year period. The City may enter into a contract with the urban redevelopment corporation to require that payments in lieu of taxes are made and/or to ensure that the development plan is carried out, including the use of the funds available to the corporation as a result of the abatement of taxes.

PLANNED INDUSTRIAL EXPANSION AUTHORITY (PIEA)

Eligible Projects: Economic development

Authorization: RSMo 100.300-100.620

Description: PIEA functions the same as 353 RSMo., but the tax abatement is triggered through the PIEA rather than an urban redevelopment corporation. PIEA has the power of eminent domain, and may issue bond financing for land acquisition, construction and equipment in designated redevelopment areas.

URBAN RENEWAL PLAN AREAS

Eligible Projects: Economic Development and Housing

Authorization: RSMo 99.300-99.715

Description: Urban Renewal Areas (URAs) are designated by a Land Clearance for Redevelopment Authority (LCRA). These areas must be designated as blighted, deteriorated and deteriorating, constituting a serious and growing menace injurious to the public health, safety, morals and welfare of the residents of the state. Once designated, these areas can be subject to 100% ad valorem tax abatement for a period of ten years, if rehabilitated in accordance with a plan prepared subject to the provisions of the LCRA statutes.

ANNEXATION

Eligible Projects: _____

Authorization: _____

Description: _____

— STATE —

STATE SUPPLEMENTAL TIF

Eligible Projects: Any local TIF project located in a state enterprise zone, a federal empowerment zone, an urban core area, or central business district. The redevelopment project must be in a redevelopment project area that, over the past 20 years, has experienced a generally declining population or generally declining property taxes. Only municipalities are eligible to apply for State Supplemental TIF.

Authorization: RSMo 99.800, 99.845.4 -.14

Description: When local TIF leaves a gap for a redevelopment project, a municipality can apply for a portion of the new state tax revenues created by the project to be disbursed to cover the financing gap for eligible redevelopment costs on the project. To be eligible for State TIF, the underlying local TIF must dedicate at least 50% of the amount of the new local sales tax revenue and 100% of the amount of the new real property tax revenue created by the project each year for which state TIF is sought.

An applicant may be approved to receive up to 50% of the net new state sales tax revenue (general revenue portion only; excluding dedicated taxes) generated in the project area OR up to 50% of the increase in state income tax revenue from net new jobs in the project area. An applicant cannot receive both. State TIF may be awarded for a period of up to 15 years (a longer period may be requested, but not to exceed 23 years). The TIF project funds may be derived from a bond issue (retired with the local and state incremental revenues), or a reimbursement to the developer for eligible costs. A redevelopment project cannot receive more than half of the increased amount of state sales tax or income tax it generates.

CONTRIBUTION TAX CREDITS

Eligible Projects: "Infrastructure facilities" (e.g. highways, streets, bridges, acquisition of blighted real estate and the improvements thereon, demolition of existing structures and preparation of sites in anticipation of development, public facilities and any other improvements provided by any form of government) and "Projects" (e.g. the purchase, construction, extension, and improvement of real estate, plants, buildings, structures, or facilities, whether or not now in existence, and any demolition and relocation expenses used in connection with any such projects and any capital used to promote and facilitate such facilities and notes payable from anticipated revenue issued).

Authorization: RSMo 100.286(6)

Description: A taxpayer making a donation to MDFB receives a tax credit equal to 50% of any moneys contributed. The Contribution must be made to one of three funds established by the Board's statutes: the "industrial development and reserve fund," the "infrastructure development fund," or the "export finance fund." Application for tax credit is made to MDFB by the public entity. Following deduction of its fees, MDFB distributes the contribution to the public entity for purposes of implementing the project. In 2013, maximum contribution was $10 million (donating taxpayer receiving $5M credit). Donor, by agreement, may sell the tax credits and donate the sales proceeds to the project, whereby allowing a $10 million project to be a $15 million. Certain types of bond proceeds may be used to fund contribution.

MoDOT COST-SHARE PROGRAM

Eligible Projects: State highway and bridge projects that demonstrate economic development through job creation.

Authorization: RSMo 227, et seq.

Description: MoDOT provides financial assistance to public and private applicants for state highway and bridge projects that satisfy transportation needs. For cost-share projects, MoDOT provides funding of up to 50 percent of the total project costs. The amount of Cost Share/Economic Development funds allocated to a project is reduced by the estimated cost of activities performed by MoDOT such as preliminary engineering, right of way incidentals and construction inspection. Total project costs must exceed $200,000.

For economic development projects, MoDOT participates up to 100 percent of the total project costs on the state highway system, if the project creates jobs that have been verified by the Department of Economic Development. Retail development projects are not eligible. Funding includes recapture provisions, if jobs are not achieved or not retained for a stated period of time.

Funding is limited to a variable amount, ranging from $35.59 million to $37.47 million in total, and $10 million per year plus a variable amount based on project savings. Note that MoDOT may have right to approve and/or obligation to maintain any improvements made by City to Truman Road (U.S. Highway 12), pursuant to Chapter 227, RSMo.

MODOT TRANSPORTATION CORPORATIONS (TC)

Eligible Projects: Any bridge, street, road, highway, access road, interchange, intersection, signing, signalization, parking lot, bus stop, station, garage, terminal, hangar, shelter, rest area, and any similar or related improvement or infrastructure that will promote and develop public transportation facilities and systems and economic development.

Authorization: RSMo 227, et seq.

Description: A TC is a not for profit, non-stock corporation that may establish and impose fees for services provided by the corporation; charge and collect tolls, fees and rents for use of a project to pay project costs or operation and anticipated future maintenance costs of a project; and enforce collection of tolls in conjunction with the Missouri department of transportation, Missouri highway patrol or any other law enforcement official in the state of Missouri.

BROWNFIELDS REDEVELOPMENT PROGRAM

Eligible Projects: Commercial/industrial sites that are contaminated with hazardous substances and have been abandoned or underutilized for at least three years. Project site must be accepted into the "Voluntary Cleanup Program" of the MO Department of Natural Resources. The project must be projected by DED to result in the creation of at least ten new jobs or the retention of 25 jobs by a private commercial operation.

Authorization: RSMo 447.700 to 447.718

Description: Department of Economic Development issues tax credits for up to 100% of the cost of remediating the project property. The tax credit may also include up to one hundred percent of the costs of demolition that are not directly part of the remediation activities, provided that the demolition is on the property where the voluntary remediation activities are occurring, the demolition is necessary to accomplish the planned use of the facility where the remediation activities are occurring, and the demolition is part of a redevelopment plan approved by the municipal or county government and the department of economic development. The demolition may occur on an adjacent property if the project is located in a municipality which has a population less than twenty thousand and the above conditions are otherwise met. The adjacent property shall independently qualify as abandoned or underutilized. The amount of the credit available for demolition not associated with remediation cannot exceed the total amount of credits approved for remediation including demolition required for remediation. The total state costs of the project tax credits must be less than the projected state economic impact of the project, as determined by DED.

BUILD MISSOURI

Eligible Projects: A non-retail, health, or professional services industry in manufacturing, processing, assembly, research and development, agricultural processing or services in interstate commerce that invests a minimum of $15 million, or $10 million for an office industry (regional, national or international headquarters, telecommunications operations, computer operations, insurance companies or credit card billing and processing centers) in an economic development project; and (ii) creates a minimum of 100 new jobs for eligible employees at the economic development project or a minimum of 500 hundred jobs if the economic development project is an office industry, or a minimum of 200 new jobs if the economic development project is an office industry located within a distressed community as defined in Section 135.530, RSMo.

Authorization: RSMo 100.700-100.850

Description: Program provides a financial incentive for the location or expansion of large business projects. The incentives are designed to reduce necessary infrastructure and equipment expenses if a project can demonstrate a need for funding. Program authorizes tax credits and bonds to finance public or private infrastructure to support the project, or the new capital improvements of the business at the project location.

There are numerous other incentives applicable to specific types of business development that are not addressed in this summary (e.g. MORESA, a state and local tax incentive that diverts taxes to fund renewal fuel production facilities or other new generation processing facilities).

NEIGHBORHOOD PRESERVATION TAX CREDIT

Eligible Projects: Rehabilitated or new home construction for owner-occupancy in distressed areas of the state.

Authorization: RSMo 135.475 to 135.487

Description: The Department of Economic Development issues state tax credits to a homeowner who rehabilitates a home or to a homeowner or developer that constructs a new home for owner-occupancy in certain areas of the state. Credits capped to $8M per annum.

— FEDERAL —

NEW MARKETS TAX CREDITS

Eligible Projects: Eligible projects are defined very broadly, and can be such things as a business shopping center, hotel, manufacturing facility, office space, a school, childcare facility or a health care facility.

Authorization: Community Renewal Tax Relief Act of 2000

Description: To qualify for a NMTC, a project or not-for-profit agency must be (a) operated in a low-income community or (b) it must qualify with respect to a targeted population. The NMTC attracts capital to low income communities by providing private investors with a 39 percent federal tax credit for investments made in businesses or economic development projects in some of the most distressed communities in the nation – census tracts where the individual poverty rate is at least 20 percent or where median family incomes are at or below 80 percent of the area median.

Given the complexity and transaction costs for completing a NMTC transaction, it appears that projects may need to be a minimum of $5 million – although projects more typically range in the $10-20 million range – with some being significantly higher.

FOREIGN TRADE ZONE

Eligible Projects: Foreign and domestic merchandise related to storage, exhibition, assembly, manufacturing, and processing facilities.

Authorization: 19 U.S.C. 81a-81u

Description: Foreign-trade zones are secure areas under U.S. Customs and Border Protection (CBP) supervision that are generally considered outside CBP territory upon activation. Located in or near CBP ports of entry, they are the United States' version of what are known internationally as free-trade zones.

Under zone procedures, the usual formal CBP entry procedures and payments of duties are not required on the foreign merchandise unless and until it enters CBP territory for domestic consumption, at which point the importer generally has the choice of paying duties at the rate of either the original foreign materials or the finished product. Domestic goods moved into the zone for export may be considered exported upon admission to the zone for purposes of excise tax rebates and drawback. While in the zone, certain tangible personal property is generally exempt from state and local ad valorem taxes.

Qualified public or private corporations that may operate the facilities themselves or contract for the operation sponsors foreign-trade zones. The operations are conducted on a public utility basis, with published rates. A typical general-purpose zone provides leasable storage/distribution space to users in general warehouse-type buildings with access to various modes of transportation. Many zone projects include an industrial park site with lots on which zone users can construct their own facilities.

Subzones are normally private plant sites authorized by the Board and sponsored by a grantee for operations that usually cannot be accommodated within an existing general-purpose zone.

APPENDIX

ENGINEERING SUMMARY

OLSSON ASSOCIATES

MEMO

	Overnight
	Regular Mail
	Hand Delivery
x	Other: Email

TO:	Terry Berkbuegler, Confluence
FROM:	Tom Fulton, Senior Project Manager
RE:	Truman Green Gateway
DATE:	February 14, 2014
PROJECT #:	013-1609
PHASE:	

This technical memorandum addresses a request from Confluence to summarize the methodology used in providing the recommendations for the Truman Road Green Gateway design. Specifically, the roadway capacity review, crash history, pedestrian recommendations, utility considerations, and conceptual plans are explained.

Existing Roadway and Project Limits

The section of roadway identified for this design project is along Truman Road from just east of the northbound I-435 on/off Ramps through its intersection with Winner Road.

In the vicinity of the project area Truman Road is a four-lane undivided roadway with a posted speed limit of 35 mph. According to the Missouri Department of Transportation's (MoDOT) Functional Classification Map, Truman Road is classified as a minor arterial roadway.

Average Daily Traffic and Roadway Capacity

Machine 24-hour traffic counts were collected along the study corridor by Olsson Staff from Tuesday, August 6, 2013 through Wednesday, August 7, 2013. Based on these 24-hour counts the ADT was found to be approximately 15,000 vehicles per day.

The capacity along a roadway is based on the amount of volume it services, and how efficiently it can move that traffic along its corridor. At 15,000 vehicles per day, Truman Road would be on the threshold of acceptance if its configuration were to be designed as a three lane roadway. Stakeholder meetings were held in order to receive public opinion on various configurations involving three lane and four lane options. Based on these meetings, it was found that a four lane configuration was preferred.

The resulting concepts provided by Confluence include a four lane undivided configuration along the project corridor. With this configuration the roadway will have

ample capacity for the existing ADT volumes. In addition, a four lane roadway will leave room for growth along the corridor in the future due to new development and/or background traffic growth. The KCMO city traffic forecast model and the Mid-America Regional Council (MARC) regional travel forecast model were used to provide 30 year traffic forecast numbers along Truman Road. Following the existing model review it was found that traffic grows 0.4% per year in the next 30 years. Applying this rate to the 15,000 vehicles per day counted during the 24-hour machine counts, the forecasted volumes on Truman Road through the project corridor is approximately 17,000 vehicles per day in 2040.

Crash History

The crash history was examined along the corridor in order to identify any existing locations with unsafe conditions. Crash records were obtained from City of Independence Staff for the last three full years along Truman Road between the extents of the project. Based on these records it was found that from 2010 through 2012 there were a total of 15 crashes. Moreover, the review showed that there were not any abnormally high concentrations of crashes at any one location along the corridor.

Conceptual Roadway Improvements

Confluence Staff designed a conceptual plan for Truman Road through the project corridor to include a four-lane undivided roadway similar to existing conditions. Left-turn lanes will be added at major access points along the corridor. The width of the lanes are proposed to be 11 feet wide, and the entire stretch of roadway will be fitted with curb and gutter on both the north side and south side of Truman Road. This will replace the existing mix of concrete and asphalt shoulders and will create a more defined roadway. Existing roadway conditions may be viewed in **Exhibits 1** through **4**.

Exhibit 1: Truman Road and Brookside Avenue (Facing East)

Exhibit 2: Truman Road and Brookside Avenue (Facing West)

Exhibit 3: Truman Road and Glenwood Avenue (Facing West)

Exhibit 4: Truman Road and Stark Avenue (Facing East)

On street parallel parking is planned for the north and south sides of Truman Road surrounding the intersection of Truman Road and Winner Road. Currently there is on road parallel parking on the north side of the east approach at this intersection for the high school drop off. The proposed added parking will match this configuration.

On the southern side of Truman Road a 10 foot wide mixed-use pedestrian path will be constructed. The path will begin at the western limits of the project just east of the Northbound I-435 on/off ramps, and will end just west of the Winner Road intersection where it will turn south on Glenwood Avenue and transition into the private development. As the path crosses Glenwood Avenue a crosswalk will be added to ensure pedestrian safety.

In addition to the Truman Road improvements, Winner Road was reviewed to identify potential opportunities to enhance operations of the existing roadway configuration surrounding Van Horn High School. A conceptual design was created for a potential reconfiguration of Winner Road to the north of Truman Road, specifically dealing with the entrance to the bus loop and access to the future parking lot northeast of the high school. **Exhibit 5** shows the existing entrance to the bus loop just north of the intersection of Truman Road and Winner Road. The conceptual drawing may be viewed in the **Appendix**.

Exhibit 5: Existing Entrance to Van Horn High School

Conceptual Development Improvements

In addition to the roadway improvements, future development is planned for the northwest, southwest, and southeast corners of the intersection of Truman Road.

On the northwest corner commercial, multi-family residential, and shared open space is planned to be constructed. This redevelopment is bound by Winner Road to the east, Glenwood Avenue to the West, Truman Road to the south, and the northern property limits of Winner Place Apartments to the north.

On the southwest corner commercial, single family residential, shared open space, and a pedestrian trailhead park for the mixed-use pedestrian path is proposed to be constructed. This development is bound by Truman Road to the north, 13th Street to the south, Winner Road to the east, and Glenwood Avenue to the West. A new roadway is proposed on the northern end of the development to connect the different land uses on the southwest corner, and to provide cross-access to the development located on the southeast corner.

On the southeast corner commercial development is planned. The extents of this development include Winner Road to the west, Truman Road to the north and Franklin Drive to the east. Access to this site is proposed via the previously discussed proposed cross-access intersection on Winner Road with the development on the southwest corner and an access drive located on the west side of Franklin Drive just south of the Franklin Drive and Truman Road intersection.
In addition to the development surrounding the Winner Road and Truman Road intersection, development is planned along the south side of Truman Road. According to the proposed development plan, the new development will extend from the southeast corner of the intersection of the northbound I-435 on/off ramps and Truman Road to the western edge of Blue Ridge Boulevard. Commercial development as well as a fuel stop and travel center will be included within the proposed development.

Per the initial concept, the existing intersections of 17th Street, Alice Avenue, and Vincil Street with Truman Road will remain and offer access to the proposed development. The southern extent of the development will be bound by Karleen Street. Currently Karleen Street runs from 17th Street to Vincil Street, but it is proposed to be extended following the completion of the development. The extension is desired to run along the southern extent of the proposed development east, then turning south to intersection with Stark Avenue.

The intersection with Stark Avenue is proposed to be located just south of the fork in the road where Blue Ridge Boulevard branches off of Stark Avenue to travel over Truman Road. Per the new development plan, the northern extension of Stark Avenue through Truman Road would be closed off, and the only remaining portion of the Stark Avenue and Truman Road intersection would be the northern approach.

A new full access intersection is proposed on the south side of Truman Road approximately 630 feet west of the existing full access intersection of Stark Avenue and Truman Road.

Conceptual Development Recommendations

A review was completed of the conceptual development plans in order to highlight any recommendations regarding driveway locations and roadway configuration.

The MoDOT Engineering Policy Guide (EPG) sets forth driveway spacing requirements for unsignalized intersections along MoDOT corridors.

Table 940.3 outlines the guidelines for interchange area clearance. Based on the data in the table, the distance to the first major public road intersection, full median opening, or left-turn opportunity from an interchange intersection is 1,320 feet. Based on the conceptual plans the first three drives on the western end of the development are within this spacing guideline.
It is recommended that the 17th Street access be closed due to its close proximity to the interchange (approximately 285 feet center-to-center). In addition, it is recommended that the existing intersections of Truman Road with Alice Street and Vencil Street be restricted to right-in/right-out access drives. Currently, the amount of volumes accessing these drives is minimal, but following the redevelopment a much higher traffic volume will be drawn to the area. **Exhibit 6** shows the view from the Alice Street intersection with Truman Road looking west towards the interchange.

Exhibit 6: Existing Alice Street and Truman Road Intersection Looking West

It is recommended to add a full access drive on the south side of Truman Road approximately 1,360 feet east of the intersection of the northbound I-435 on/off ramps and Truman Road. This access will align with the existing drive on the north side of Truman Road which currently services primarily heavy truck traffic. Aligning the proposed development access with the existing drive will create a centralized intersection that will service a majority of the proposed and existing development traffic. Furthermore, the land to the north of Truman Road is planned for further development in the future and this intersection could serve as the main crossover intersection between the developments. Signalization of this intersection may want to be considered as volumes are realized through the corridor following the completion of the proposed development.

The sight distance at this proposed intersection location is restricted due to the amount of obstacles (trees, utilities, etc.) located in close proximity to Truman Road. Following AASHTO guidelines, fixed objects on a roadway with a design speed less than 40 mph and an ADT over 6,000 vehicles per day would need to be placed 18 feet away from the edge of pavement (applicable for slopes 1:4). This would require a large amount of trees and utilities to either be removed or relocated to meet this requirement. Following these modifications, sight distance would appear to be adequate at the proposed

intersection. **Exhibits 7**, **8** and **9** show the view from the north and south side of Truman Road at the proposed intersection location.

Exhibit 7: Existing Truck Drive Looking West

Exhibit 8: Proposed Drive Location Looking West

Exhibit 9: Proposed Drive Location Looking East

An additional full access intersection is proposed on the conceptual development plan to be located on the southern side of Truman Road approximately 630 feet west of the existing intersection of Stark Avenue and Truman Road. It is recommended that a complete sight distance review be completed at the proposed drive location to ensure that a full access drive could be accommodated.

Utility Narrative

The following document summarizes the existing conditions and capacity of water, sanitary sewer, and storm sewer within the corridor study area. This review by our engineering staff is considered preliminary and a high level analysis based on research, e-mails, and phone conversations with the various utility providers. Also included in our analysis are potential impacts and/or need for upgrades that would be triggered by redevelopment within this corridor.

Sanitary Sewer –

The study area for this corridor lies within two separate sewer districts, City of Kansas City, Missouri (Blue Summit) to the west and City of Independence at the east. The Blue Summit sewers are managed by Kansas City Water Services Department. Independence (through an agreement between our Water Dept. and KC Water Services), provides for sewer billing. The Blue Summit sewers, cover a five square mile area which the predominant land use is Industrial in nature.

Blue Summit Sanitary Sewers

According to staff members with Jackson County Public Works, the Blue Summit Sewers were part of Sewer District No. 1, which was established in 1927. Most of the district outside the city has subsequently been annexed. This District was dissolved in 1963. As for the sewers in the Blue Summit area, these were built in the early 1980's. Sewer District 98 was established in 1982 and as of July 1, 1999, the County transferred the ownership of District 98 to the City of Kansas City.

General mapping showing the approximate location and size of these sewers was provided by Jackson County. The lines appear to serve commercial/industrial lots adjacent to I-435 and then transition to a more traditional residential lot and street network. It appears that several of the lines would need to be relocated/reconstructed to accommodate a more mixed use/commercial type of redevelopment in this area.

The following below summarizes comments provided by the City of Kansas City to Dick Champion, Water Pollution Control Director for the City of Independence regarding the overall condition, capacity, and future development considerations for the Blue Summit sewers from a phone conversation between the two parties held on 11/05/13:

1. The exact condition, location and size of sewers are unknown. It may be possible that some are documented in the City's GIS data base, but this would need to be

confirmed. The City of Kansas City took over these sewers a little over ten years ago. It is also generally believed that they have not been well maintained over the years and that they are over 80 years old and possibly 100 years old. Some areas of Blue Summit may not be sewered.

2. Kansas City is a 4.5 billion dollar consent decree city and would not likely have this area up front in their 20 year consent decree journey.

3. This Blue Summit area is tributary to the Blue River Treatment Plant. Regarding Industry, Kansas City is the control authority per federal regulations and would have to permit any industrial discharges to the sanitary sewer system. Since the flow is tributary to Kansas City they have authority over the permits.

4. Kansas City staff expressed concerns about soil conditions and what might be buried in various locations if new sewers or upgrades to existing sewers were constructed. An Environmental Assessment would need to be conducted before such construction could occur.

5. Pumping sewage to the east into Independence would be cost prohibitive. Not only would a pump station be in the millions for what would be required, but millions more would have to be spent upsizing the existing sewers in Independence to handle the flow. Permitting with MDNR and/or EPA would be difficult as well.

Based on the age of the Blue Summit Sewers and locations it would should be anticipated that most if not all of the lines would need to be reconstructed/relocated in order to accommodate redevelopment within this area.

Independence Sanitary Sewers
Most sanitary sewer mains are of 8" in diameter which would be typical for commercial development. The age of the sanitary mains could be of some concern as most the of mains are VCP (Clay Pipe) which over time can deteriorate and fail in areas. It could be possible that redevelopment could trigger replacement of portions of these mains.

Water –

Water service within the study area is provided by Independence Water. This area is served primarily by a 16" transmission main that sits underneath Truman Road itself. There are 6" water mains along Winner Road both north and south of Truman Road. In Discussions with Scott Howell, City of Independence Water, he indicated that pressure and capacity in the area were sufficient and would accommodate redevelopment.

Storm Sewers -

Stormwater management along this roadway includes a typical section of asphalt roadway with roadside ditches along the edges of the roadway. Stormwater flows on the north side of the roadway are generally conveyed in a ditch down to the interchange with Interstate 435, where a series of ditches and culverts eventually

conveys flows to the Blue River. Stormwater on the south side is conveyed in a roadside ditch near Blue Ridge Boulevard, and then flow paths become indistinct where development has occurred. As development has been constructed along the south side of the roadway, private underground stormwater conveyance systems have been installed to capture and convey stormwater runoff. Although little information is available, these systems are typically designed on an older, less stringent design criteria. There is also intermittent curb along the edge of roadway adjacent to the development on the south side. The roadway is fairly steep for a majority of this run, and there are no apparent significant flooding problems. Some of the existing buildings appear to be only slightly higher than the roadway, and indistinct overflow paths may result in occasional flooding of existing structures in larger storms. There is not a FEMA designated 100-yr floodplain along the subject portion of Truman Road.

Future improvements to the roadway will likely require upgrades to the curb and gutter and underground conveyance system along the south side of Truman Road. The new private and public stormwater systems should be designed in accordance with current capture, roadway spread and conveyance design standards. Where possible, consideration should be given to maintaining the roadside ditch along the north side of Truman Road. The overall stormwater management approach within the corridor should consider grading and conveyance systems such that buildings are slightly elevated above the adjacent ground with distinct inlet capture and overland overflow conveyance locations. New development or redevelopment stormwater design should consider the capacity of the downstream underground and above-ground conveyance systems under Interstate 435. Where possible, green infrastructure and water quality enhancements should be considered in the overall plan and incorporated into future improvements.

Truman Road east of Blue Ridge Boulevard includes ditches along both sides of the roadway with isolated culvert crossings at roadway entrances. The eastern portion adjacent to Winner includes some includes storm sewer and open channel systems. The roadway falls relatively steeply into the Rock Creek floodplain, and the ditches are rock lined in several locations. The roadway is generally above the adjacent ground, except along the eastern portion of the alignment. Development along this corridor will require significant grading due to the rolling terrain, and development within the Rock Creek floodplain should be limited to preserve the flood conveyance and reduce future potential flooding in the area. Properly designed enclosed storm sewer systems may be most appropriate to avoid potential erosion of engineered open channels. Detention within any development would likely be minimal to avoid reinforcing or potentially exaggerating peak flows from upstream along Rock Creek. Adequate and significant energy dissipation will be required, likely large rock riprap or concrete structures, at the outfalls of enclosed sewers into Rock Creek.

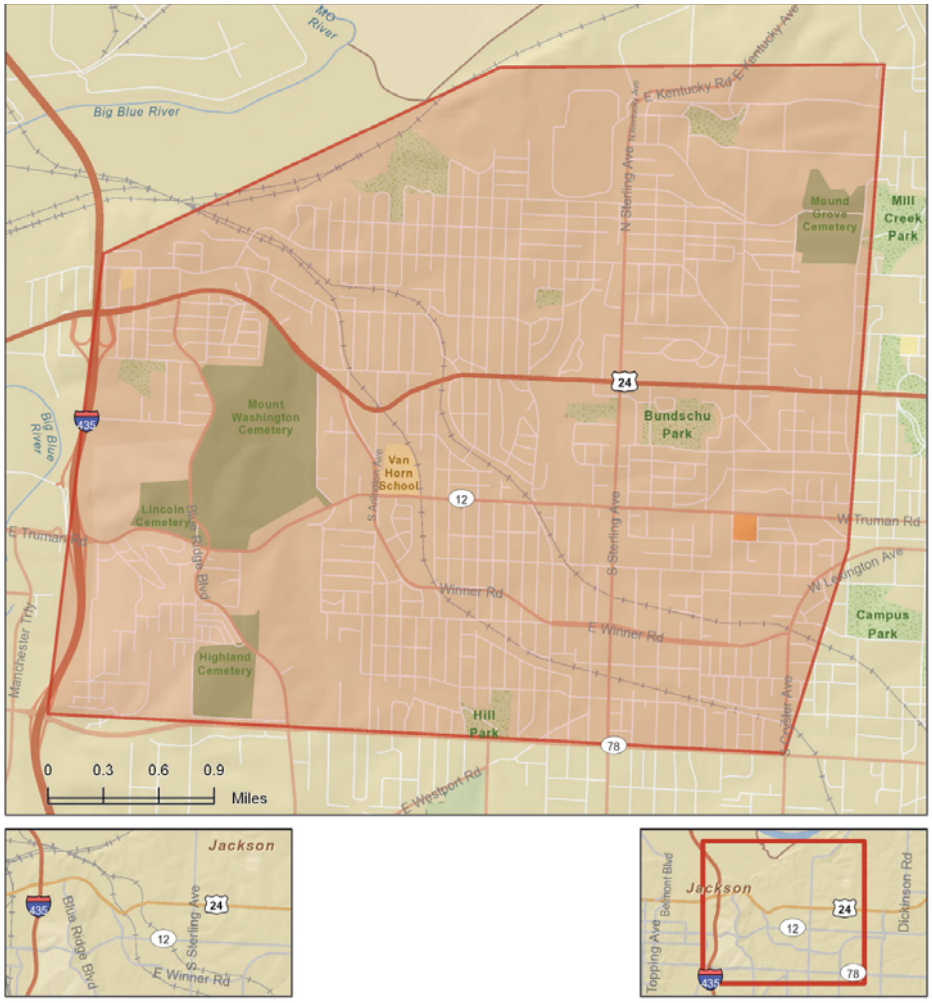
RETAIL GAP + FUTURE BUILD OUT STUDY

In order to identify the demand for new commercial space within the Truman Green Gateway plan, City of Independence economic development staff conducted a high-level retail market analysis. This study analyzed data from within the study area and designated surrounding trade area, which would potentially serve any new retail development. The trade area is identified on the map shown at right.

The first step in this analysis was to determine the population and incomes of the study area, then evaluate spending patterns – what they are buying and how much they are spending. The City uses Site To Do Business and ESRI as their information source, their data is extrapolated from US Census Bureau and the Bureau of Labor statistics. This information was used to calculate the total buying power of the trade area and what a new project could be expected to capture. From there we identified existing stores or supply within the market and potential new competitive space. For the purposes of this study we ran analysis assuming the Sugarland development planned for Sugar Creek would be constructed within the next five years and one assuming construction would take longer than development on the studies proposed sites. By using average sales per square foot as estimated by Urban Land Institute Dollars and Sense Guide and local data, we translated buying power into supportable square footage of stores. Beyond the aforementioned data, lifestyle characteristics of residents, site constraints, traffic patterns and competition from outside the immediate trade area were considered as factors impacting necessity and feasibility for future retail.

Based on the market analysis this area could support a neighborhood shopping center ranging from approximately 15,000 square feet (assuming immediate construction of Sugarland) or 100,000 square feet (assuming no new construction).

Neighborhood shopping centers are typically grocery anchored and offer various retail goods and services needed on a daily or weekly basis. There currently exists a gap in hardware, grocery, health and personal care stores, full and limited service restaurants. All of these categories would be potential targets for tenants in a neighborhood center. Retail development will likely need to be phased in over several years and will based on local, regional and national market conditions.



Trade Area Map

Retail Residual Demand Analysis

Truman Green Gateway
Polygon River

Prepared by Independence EDC

User Input Fields	Current Year	5 Year Projection
1. Percentage of Expenditures Spent on Retail		35%
2. Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
3. Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
4. Percentage of Potential Retention of Sales in Seconday Trade Area	10%	10%
5. Sales Required per Square Foot	150.00	150.00
6. Frictional Vacancy	5%	5%
7. Existing Square Footage of Existing of Competitive Space	148,000.00	248,000.00
8. Forecasted New Competition (Square Feet)	100,000.00	
9. Forecasted Demolition of Existing Space (Square Feet)		

Results

	Current Year	5 Year Projection
Total Number of Households in Primary Trade Area	8,696.00	8,442.00
Average Household Income	39,734.00	44,837.00
Total Income	345,526,864.00	378,513,954.00
Percentage Expenditures Spent On Retail	35%	35%
Total Retail Sales Potential	122,030,813.44	132,479,883.90
Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
Total Subject-Type Shopping Center Sales	46,371,709.11	50,342,355.88
Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
Retail Sales Potential in Primary Trade Area	32,460,196.38	35,239,649.12
Sales Required Per Square Foot	150.00	150.00
Supportable Square Foot of Retail Space from Households in Primary Trade Area	216,401.31	234,930.99
Supportable Square Foot of Retail Space from Secondary Trade Area	30,914.47	33,561.57
Total Supportable Square Foot of Retail Space from Primary & Secondary Trade Area	247,315.78	268,492.56
Plus Frictional Vacancy	5%	5%
Total Supportable Square Foot of Retail Space	**260,332.40**	**282,623.75**
Less Existing Square Footage of Competitive Space	148,000.00	248,000.00
Less Forecasted New Competition	100,000.00	0.00
Plus Demolitions	0.00	0.00
Net (Excess) Shortage of Supportable Square Footage of Retail Space	**12,332.40**	**34,623.75**

Retail Residual Demand Analysis

Truman Green Gateway
Polygon River

Prepared by Independence EDC

User Input Fields	Current Year	5 Year Projection
1. Percentage of Expenditures Spent on Retail		35%
2. Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
3. Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
4. Percentage of Potential Retention of Sales in Seconday Trade Area	10%	10%
5. Sales Required per Square Foot	175.00	175.00
6. Frictional Vacancy	5%	5%
7. Existing Square Footage of Existing of Competitive Space	148,000.00	148,000.00
8. Forecasted New Competition (Square Feet)		
9. Forecasted Demolition of Existing Space (Square Feet)		

Results

	Current Year	5 Year Projection
Total Number of Households in Primary Trade Area	8,696.00	8,442.00
Average Household Income	39,734.00	44,837.00
Total Income	345,526,864.00	378,513,954.00
Percentage Expenditures Spent On Retail	35%	35%
Total Retail Sales Potential	122,030,813.44	132,479,883.90
Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
Total Subject-Type Shopping Center Sales	46,371,709.11	50,342,355.88
Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
Retail Sales Potential in Primary Trade Area	32,460,196.38	35,239,649.12
Sales Required Per Square Foot	175.00	175.00
Supportable Square Foot of Retail Space from Households in Primary Trade Area	185,486.84	201,369.42
Supportable Square Foot of Retail Space from Secondary Trade Area	26,498.12	28,767.06
Total Supportable Square Foot of Retail Space from Primary & Secondary Trade Area	211,984.96	230,136.48
Plus Frictional Vacancy	5%	5%
Total Supportable Square Foot of Retail Space	**223,142.06**	**242,248.93**
Less Existing Square Footage of Competitive Space	148,000.00	148,000.00
Less Forecasted New Competition	0.00	0.00
Plus Demolitions	0.00	0.00
Net (Excess) Shortage of Supportable Square Footage of Retail Space	**75,142.06**	**94,248.93**

Retail Residual Demand Analysis

Truman Green Gateway
Polygon River

Prepared by Independence EDC

User Input Fields	Current Year	5 Year Projection
1. Percentage of Expenditures Spent on Retail		35%
2. Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
3. Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
4. Percentage of Potential Retention of Sales in Seconday Trade Area	10%	10%
5. Sales Required per Square Foot	150.00	150.00
6. Frictional Vacancy	5%	5%
7. Existing Square Footage of Existing of Competitive Space	148,000.00	148,000.00
8. Forecasted New Competition (Square Feet)		
9. Forecasted Demolition of Existing Space (Square Feet)		

Results

	Current Year	5 Year Projection
Total Number of Households in Primary Trade Area	8,696.00	8,442.00
Average Household Income	39,734.00	44,837.00
Total Income	345,526,864.00	378,513,954.00
Percentage Expenditures Spent On Retail	35%	35%
Total Retail Sales Potential	122,030,813.44	132,479,883.90
Percentage of Retail Sales by Subject Type Shopping Center	38%	38%
Total Subject-Type Shopping Center Sales	46,371,709.11	50,342,355.88
Percentage of Potential Retention of Sales in Primary Trade Area	70%	70%
Retail Sales Potential in Primary Trade Area	32,460,196.38	35,239,649.12
Sales Required Per Square Foot	150.00	150.00
Supportable Square Foot of Retail Space from Households in Primary Trade Area	216,401.31	234,930.99
Supportable Square Foot of Retail Space from Secondary Trade Area	30,914.47	33,561.57
Total Supportable Square Foot of Retail Space from Primary & Secondary Trade Area	247,315.78	268,492.56
Plus Frictional Vacancy	5%	5%
Total Supportable Square Foot of Retail Space	**260,332.40**	**282,623.75**
Less Existing Square Footage of Competitive Space	148,000.00	148,000.00
Less Forecasted New Competition	0.00	0.00
Plus Demolitions	0.00	0.00
Net (Excess) Shortage of Supportable Square Footage of Retail Space	**112,332.40**	**134,623.75**