

Executive Summary

This executive summary provides an overview of the purpose, study area, recommendations, implementation and potential implementation timeline of the 350 Highway / Blue Parkway Corridor Plan. Additional study documentation may be found in the '350 Highway / Blue Parkway Corridor Plan – A land use, transportation, aesthetic, and implementation strategy for the redevelopment of the corridor' dated October 23, 2006, and the '350 Highway / Blue Parkway - Existing Conditions Report', dated October 4, 2004.

OVERVIEW

The 350 Highway / Blue Parkway Corridor Study is a redevelopment and economic development study for the 350 Highway / Blue Parkway Corridor. It is a joint effort by the City of Raytown, Missouri; the City of Kansas City, Missouri; the Missouri Department of Transportation; the Mid-America Regional Council; citizens; and business owners to develop a plan for the economic rejuvenation and redevelopment of the corridor and the study area. The study area is approximately ½ mile wide along 350 Highway from I-435 south to I-470.

The 350 Highway / Blue Parkway Corridor is approximately 8.28 miles long. The study area along the corridor encompasses retail development, office development, light industrial development, civic and community uses, and residential neighborhoods.

The study area is governed by City of Raytown, Missouri; the City of Kansas City, Missouri; the City of Lee's Summit, Missouri; The Village of Unity Village, Missouri; the County of Jackson County, Missouri; The Missouri Department of Transportation owns and maintains the roadway. The project area also lies within the Mid-America Regional Council regional planning area.

STATEMENT OF PURPOSE

This study was prepared because the jurisdictions, business owners, and residents in the study area, recognized the need to address numerous and intertwined land use, transportation, and aesthetic issues along the 350 Highway / Blue Parkway Corridor. This study identifies and analyzes those issues (The Existing Conditions Report), provides a framework to modify or enhance the conditions contributing to those issues (The Corridor Plan), and provides a roadmap to address those issues (The Implementation Plan).

THE STUDY

The Study was prepared in four parts; The Existing Conditions Report; The Market Strategy and Visioning, The Corridor Plan; and The Implementation Plan.

The Existing Conditions Report

The Existing Conditions Report provided in-depth information on the Physical Characteristics, the Market Characteristics, and the Public Perception and Desired Future Development of the corridor.

Physical Characteristics

The physical characteristics of the corridor studied were the Urban Design, Aesthetics, Zoning, Land Use, Topography, Public Facilities, Parks and Open Space, Infrastructure and Transportation.

Four key elements were identified as determining factors in the existing character, condition, and resultant issues of the corridor:

1. The Route – The roadway itself is the major contributing factor for the existing character and nature of the corridor. The initial design complied with accepted standards of the times. The routes expansion to a 4 lane divided highway, put into place more modern standards, new lanes were separated from the original lanes creating developed land in the median, and numerous intersections.

Additionally, when the route was designed it cut diagonally through the urban grid, divorcing the grid on the north side from the south side, creating skewed intersections, and odd shaped lots adjacent to the roadway.

The route also carries a high volume of traffic. In 2002, the Average Daily Traffic ranged between 10,000 to 22,000 vehicles per day. The heavier volumes were found at the western end of the corridor, near I-435, and the lightest traffic volumes were found at the eastern end of the corridor near I-470.

The route is a state highway, so the expectation for most drivers is one of convenient, fast, access to and from Downtown Kansas City. This causes numerous conflicts in balancing the efficiency of the commuter traffic, with the viability, ease of access, and safety of the surrounding commercial and local traffic.

The changing nature and function of the roadway also contributes to the character of the corridor. On the west, the corridor is a standard controlled access urban expressway. In Raytown, the road functions as an accessible commercial corridor. To the east, in the Little Blue River Valley, the road functions as a rural expressway, and further east to Lee's Summit, functions as an urban expressway again. This is significant change of use, of function, of character in 8 miles.

2. Age – The age of the roadway itself, the age of the municipalities and their location in the development of Greater Kansas City (Raytown is a first ring suburb with all the assets and challenges that come with it), contribute to an aged corridor in need of revitalization

and redevelopment. The few undeveloped areas that exist in the corridor are undeveloped because of lack of infrastructure.

Age is contributing to the overall aesthetic character and quality of the corridor as well. Older buildings in need of rehabilitation are abundant, as are signs, each competing in size for visibility. Overhead lines are abundant. Additionally, numerous outdated and outmoded parcels do not have modern site layouts, lot sizes, storm drainage systems, landscape, or facades. This contributes to an overall feeling of the corridor being dated and not modern.

3. Boundaries – The corridor itself has along its length, 6 separate jurisdictions, KCMO, Raytown, Lee’s Summit, Jackson County, Unity Village, and MoDOT, the owner of the road way. Each has its own set of regulations, codes, guidelines, and agenda for the corridor contributing to the highly diverse character and conflicting uses along the route. Generally those changes occur at the municipal and jurisdictional boundaries.
4. Infrastructure – A significant factor contributing to the existing character of the corridor is the existing infrastructure. While the Little Blue Valley Interceptor Sewer runs through the Valley, significant portions of the Little Blue Valley area have not developed because of lack of parcel specific accessible sanitary sewer. There are also significant areas in the Valley within the flood plain of the Little Blue River in the Valley. Additionally, lack of storm sewer and storm water detention are significant issues in the Raytown and the Knobtown areas.

The corridor also lacks significant non-vehicular walk/trail/connection infrastructure.

These key factors contribute greatly to the existing nature and character of the corridor. They represent challenges and opportunities for the future development and redevelopment of the corridor.

Market Characteristics

A Market Study was conducted to analyze the market factors contributing to the study area. That study identified the following assets and limitations for development and redevelopment of the corridor:

Assets of the Highway 350 Corridor include:

- Direct connection to downtown Kansas City.
- Connecting link between two interstate highways (I-435 and I-470).
- Centralized location in an area circled by an interstate highway system.
- A high volume of commuter traffic flowing from employment centers to suburban housing developments.
- Location on the fringe of a major growth area.
- Large expanses of vacant, developable land in the southern portion of the corridor in Kansas City.

- Reasonably priced land and development sites.
- Local economic development policies that encourage development.
- A relatively high concentration of housing density (rooftops) flanking the central portion of the corridor that represents a market for neighborhood retail and service commercial uses.

Limitations of the Highway 350 Corridor include:

- Rough terrain and absence of infrastructure for the majority of the undeveloped areas in the southeastern portion of the corridor in Kansas City, primarily east of Noland Road.
- Arterial function and traffic flow/speed on Highway 350 limits capturing through-traffic and creates a “pedestrian unfriendly” environment.
- Awkward vehicular circulation at strategic intersections with Highway 350 within the City of Raytown (e.g. Blue Ridge Boulevard, and Raytown Road and 75th Street).
- Preponderance of excessive curb cuts, limited lot depth and small parcels fronting Highway 350 in the commercial district in Raytown.
- Intense competition for consumer expenditures from other corridors.
- Discontinuities between businesses and functions served along the corridor in Raytown.
- Absence of true “nodes” or “nuclei” of business and activity centers.
- Lack of growth and only moderate purchasing power with stagnant household income growth within the surrounding market area.

Public Perception and Desires

The public was given numerous opportunities to provide input and express their desires for the redevelopment of the corridor. A main focus of the public input was a series of public forums, information meetings, and workshops. There were several public meetings during the project:

- 350 Highway Issues Forum - June 26, 2002 (Pre-Consultant Selection)
- Issues Identification Workshop - March 26, 2003 (Pre-Consultant Selection)
- Corridor Plan Kick-off Meeting - January 22, 2004
- Visioning Workshop - February 26, 2004
- Existing Conditions & Transportation Open House- May 25, 2004
- Transportation, Land use & Aesthetics Concepts Open House -Feb 3, 2005
- Transportation, Land use & Aesthetics Final Plans Open House - Sept. 12, 2005
- Implementation Plan Presentation - October 27, 2005

The comments gathered can be organized in three broad categories: Vision and Aesthetics, Land Use and Infrastructure, and Implementation and Financing.

Key input on Vision and Aesthetics:

- A Vision is needed to help guide the future development of the corridor.
- The Vision should knit the community together.
- Safety is a key issue in the corridor.
- One organization is needed to tie the entire corridor together.
- The aesthetic appearance of the corridor needs to be updated and improved.

Key input on Land Use and Infrastructure:

- Utilize the existing framework as a starting place.
- Develop guidelines for future development.
- Update and upgrade look of corridor.
- Roadway does not function well for Raytown.
- Infrastructure should be extended to areas without it.

Key input on Financing and Implementation:

- Need a governing group of all jurisdictions.
- How do you pay for changes?
- Need alternative ways to finance development.
- Whatever the cost, increased safety on the highway would be worth it.
- Should be long range and be able to do in pieces (phases).

Market Strategy and Visioning

Utilizing the info gathered in the Existing Conditions Report, a market positioning report, and a vision statement and goals and objectives were developed prior to guide the plan.

Market Positioning Strategy

A market positioning strategy for the Highway 350 Corridor will involve related combined strategies for successful implementation. Successful development of the Highway 350 Corridor will involve both new development, and redevelopment of existing developed parcels.

The analysis concluded that the primary market focus for the Highway 350 Corridor will be the local market, not a regional or sub-regional market. Local and area-wide demographics and development trends have determined the current and, to some degree, the potential market. An aging population, modest household purchasing power, and stagnant household income growth pose limitations for any robust boom in commercial retail/services along the corridor. However, the potential for new residential development, especially in the southern or Kansas City portion of the Highway 350 corridor in addition to higher density residential development along the corridor in Raytown, supplemented with mid-size office and/or light industrial uses, would increase the local market for consumer goods and services.

Considering the above analysis, the following is a summary of the suggested key recommendations and positioning strategies for the Highway 350 Corridor.

- The demand for automobile-related retail and service uses (e.g. auto sales, auto repair shops, tire and battery businesses, auto parts shops, etc.) remains strong, and those businesses should continue to be accommodated in the corridor.
- The potential to “capture” through commuter traffic for retail sales and services does exist, and presents a viable, but limited, strategy. However, realistically this market is limited to a number of very select types of uses, such as convenience stores, fast food restaurants, day care centers, banking facilities, etc. While this certainly presents one component of a market positioning strategy for the corridor, it cannot be the primary component.
- An increasing aging population and concentration within easy walking distance of the Highway 350 Corridor could present market opportunities for certain neighborhood retail and personal services, particularly of the pedestrian-friendly convenience variety.
- The current composition of businesses along the Highway 350 Corridor reflects a void in several retail/service and other categories, including quality sit-down restaurants, specialty shops, apparel, home furnishings, and public gathering places. Young families and the older segments of the population (over 55) should be considered as primary consumer targets. Some examples of specific uses targeted to these markets could include bookstores, health food stores, fitness center, coffee shops, farmers market, hobbies/ceramics, and nursery/landscaping supplies.
- A strategy for focusing neighborhood retail and other uses, resulting in mixed-used centers, at selected “nodes” should be a major objective of the Highway 350 Master Plan within the Raytown portion of the corridor. These activity “nuclei” should be developed at strategic intersections or points along the corridor. To be successful these neighborhood and community retail and mixed-use centers need to provide improved vehicular and pedestrian traffic linkages and provide better convenience than competing retail corridors.
- Consideration should be given to the establishment of public facilities along the Highway 350 Corridor in the City of Raytown that would serve as public gathering places and destination attractions, and which in turn would have synergistic or “spin-off” monetary effects on other businesses in the corridor. Examples include a community center, senior citizens center, library, or even City-owned and operated facilities such as City Hall.
- The potential for “big-box” retail and/or anchored community shopping centers is most likely limited to the far north end of the Highway 350 Corridor in the I-435 interchange/63rd Street/Blue Ridge Boulevard area considering the current location and distribution of such centers within the market area and the limited depth of most sites in the central portion of the corridor. The potential would be increased if a suitable redevelopment site could be identified at one of the strategic “nuclei” points previously described. This would require a developer with big box tenants specifically targeting the

local market and offering local consumers advantages in location and convenience compared to other big box anchored centers in the market area.

- It appears there may be a potential for smaller-scale Class “B” office space and mixed office/light industrial (flex-uses) within the Highway 350 Corridor, most likely within the central portion of the corridor in the City of Raytown.
- Larger-scale office and light industrial/distribution uses appear to have some potential for development at selected locations in the southern portion of the Highway 350 Corridor between Noland Road and the I-470 interchange. Considering the recent development of the Summit Woods Crossing “power center” and other existing and proposed commercial development near this interchange, additional commercial development could result in an over-saturation of the commercial retail market in this area. A hotel near the Highway 350 and I-470 interchange could also be a consideration for this southernmost area.
- Considering the success of “Jessica’s Estates” and composition of local area demographics, it appears there is a potential market for additional senior housing and similar housing in the Highway 350 Corridor. Likewise, since the City of Raytown is substantially built out with limited undeveloped land available for residential development, the Highway 350 Corridor can provide opportunities for higher density housing which can serve as “nodes” for mixed-use developments. The addition of higher density housing within the corridor’s “core area” of the Raytown corridor segment could form an anchor for “mixed use” development, and also enhance market demand for retail goods and services.
- There is a need for move-up moderate and higher-end priced single-family housing within the Highway 350 Corridor market area. Housing in several price range categories should be developed, including the lower moderate range (\$100,000 to \$125,000); moderate range (\$125,000-\$175,000); and higher-moderate range (\$175,000-\$250,000). Additionally, higher end housing (\$250,000.00 +) should continue to be developed in the corridor (as it is in the Kansas City Southeastern segment). The area along the southern portion of the corridor, south of the Raytown city limits and continuing south of Noland Road to I-470, appears to be a logical area for development of this type. The rough terrain and lack of infrastructure have restricted development in this area. Residential development within this area could be a precursor to new commercial development in the Raytown portion of the Highway 350 corridor as the market for commercial goods and services would be expanded.
- For corridor planning purposes the following space/land use allocations would be reasonable. These estimates of future development and redevelopment absorption within the Highway 350 Corridor are based upon the market analysis conducted as part of this assignment. The estimates assume a range of possible capture rates (percentages) applied to known levels of development within the Highway 350 market area in recent years (as explained below for each type of use). It also assumes that urban design and traffic improvements are in place or underway to accommodate and encourage new investment

and development. The estimates are given as ranges due to the cyclical market and economic factors that typically influence real estate development and redevelopment.

1. For retail commercial uses 70,000 - 225,000 square feet of space over the next five years (140,000 to 450,000 square feet over a ten year horizon). This estimate is based upon a capture rate of 3.5% to 12.5% applied to the average 380,000 square feet of retail space that has been developed each year in the market area over the past six years.
2. For office uses 25,000 - 100,000 square feet of space over the next five years (50,000 – 200,000 square feet of space over a ten year horizon). This estimate is based upon a capture rate of 3% to 12% applied to the average 150,000 square feet of office space being absorbed annually in the market area over the past five years.
3. For light industrial and office/flex space uses 50,000 – 200,000 square feet of space over the next five years (100,000 – 400,000 square feet over a ten year horizon). This estimate has been the most challenging to quantify because the industrial/flex space configurations are not generally recorded separately in development data and most of this type of space is build-to-suit projects. However, the estimate given here assumes a fairly generous capture rate of 10% to 40% applied to the estimated 100,000 square feet developed annually (the availability of sites in the Highway 350 corridor also influenced this capture rate).
4. For residential uses 75 – 250 units over the next five years (150 – 500 units over a ten year horizon) within the corridor and areas immediately adjacent to it. The lower end of this estimate is based on a capture rate of 20% of the average 60 units per year being developed in the local market. It is also recognized that there is potential for even greater residential development (probably higher-end, lower density) in those areas beyond and adjacent to the second tier of properties near the corridor.

Vision, Goals, and Objectives

Through public input, and Steering Committee guidance, a vision statement for the future of the corridor was defined. It will serve as the foundation for current and future strategies and actions related to the corridor. The 350 Highway/Blue Parkway Corridor should be:

A vibrant regional corridor, where the long-term vitality for prosperous commerce with livable surrounding neighborhood, is achieved in a continuing partnership among the residential, business and governmental sectors that leads toward attaining a safe and efficient transportation corridor and the highest quality of life.

The following goals help form the foundation for the future of the corridor:

- I. Goal: Enhance the long-term vitality and attractiveness of 350 Blue Parkway Corridor as a quality mixed-use environment.

- II. Goal: Enhance the potential for prosperous commerce and quality living within the 350 Blue Parkway Corridor.
- III. Goal: Provide a safe, efficient and cost-effective transportation system

The Corridor Plan

The Corridor Plan consists of three plans with associated recommendations for each. The plans are: the Land Use Plan; the Transportation Plan; the Aesthetics Plan. It is important to note that all of the plans work in conjunction with each other.

The Land Use Plan

The land use plan develops strategies to deal with land use issues. A proposed land use plan was developed as well as a plan identifying development and redevelopment opportunities.

The existing land use plans by the governing jurisdictions are concerned with land use only within their own boundaries. Because of this, a simplified, high level look at a cross-jurisdictional plan for future land use development throughout the corridor was needed. The benefits of this are:

- When adopted by the jurisdictions, the plan would be an agreement on basic land use direction along the corridor
- Cohesive and inter-jurisdictional
- Creation of a unified, cohesive plan that can be supplemented by the jurisdictions in detailed area plans
- Allow for 'big idea' concepts

Additionally, Smart Growth principles were used as a foundation for development of the land use plan. These principles coincide with the information gathered from the public input meetings, and the market positioning strategies. Details of Smart Growth principles may be found at www.smartgrowth.org.

Land Use Plan Recommendations

The following recommendations were developed for the proposed Land Use Plan:

- Create a simplified, study area-wide land use plan, that is cross-jurisdictional.
- Create and/or reinforce mixed use activity nodes at major intersections.
- Surround activity nodes with residential uses for local support, provide capture areas for local and commuter traffic.
- Create walkability within each node.
- Form multi-modal connections between and through uses in study area.
- Redevelop existing, outmoded commercial properties along corridor.
- Provide infrastructure to Little Blue Valley to stimulate residential move up and higher end residential uses.

- Integrate varied residential housing types into corridor as complementary and buffer uses to mixed use nodes and general commercial business along corridor.
- Redevelop existing housing to compete in an open market.
- Target existing businesses that are assets along corridor. Provide opportunities for site/building upgrades.
- Consolidate vacant to underdeveloped properties and bring to highest, best use standard.
- Develop updated zoning ordinances for the corridor.

Development and Redevelopment Recommendations

There are current areas of opportunity along the corridor ripe for development or redevelopment, or areas ready for development and redevelopment once other land use, transportation or aesthetic strategies are developed. A series of key strategies was developed to encourage capitalizing opportunities in the corridor.

- Develop Mixed-Use Nodes to extend the activity level and increase the walkability and connectivity of land uses surrounding neighborhoods, and the transportation system.
- Redevelop large, outdated, and under developed existing properties.
- Consolidate smaller vacant properties into larger, contiguous properties.
- Rehabilitate and redevelop individual business sites on narrow or restricted properties.
- Redevelop neighborhoods that have inadequate utilities, sidewalks, streetscape, and outdated housing.
- Develop corridor guidelines to allow for the redevelopment of multiple ownership properties.
- Develop key infrastructure and utilities for properties undeveloped because of lack of infrastructure.
- Provide for the utilization of incentive and creative financing solutions to assist in the redevelopment of properties, upgrading of existing properties, and redevelopment of neighborhoods.
- Create a Corridor Plan Organization to guide redevelopment efforts, assist in developing funding sources, and implement the plan.

Housing & Residential Development Recommendations

Addressing the housing issues in the study area is critical to the success of the plan. Housing is integral to the success of commercial, retail and open space development. The large tax generators (commercial and retail) require housing in close proximity to be successful. New commercial developments require not only rooftops, but rely heavily on other demographic indicators of the income and potential dollars available for the purchase of goods and services. There for, it is critical to have healthy neighborhoods, with quality housing stock, and housing choices for different levels of income.

Existing Housing Recommendations

- Rehabilitate existing homes (within plan area)

- Provide programs for the implementation of rehabilitation. Options include:
 - CDC, CHDO programs (use of HOME funds)
 - Chapter 353 tax abatement
 - Purchase/rehab/resale program (homebuilders)
 - Redevelopment authority (LCRA)
 - First time homebuyers program
 - Community Improvement Districts, Neighborhood Improvement Districts
 - Spin-off improvements from commercial Tax Increment Financing projects

New Housing Recommendations

- Finding and packaging sites for new development
- Fill gap in lack of move up housing
- Target markets
 - Move-up housing
 - Young families
 - Seniors over age 55

Commercial/Retail/Industrial/Other Recommendations

The commercial, retail, and industrial developments are the real tax generators for the municipalities. Infrastructure requirements (transportation, utilities, etc.) and consumer and workforce needs, contribute to the viability of these uses in the corridor. The health of these uses is vital to the health of the corridor. Additional commercial, retail and industrial issues to be addressed:

- Because no single market niche is identified in the corridor, focus on:
 - local market, not regional or sub-regional market
 - capturing commuter traffic for retail/services viable but limited strategy
 - create strong environment for developer interest (good developer/zoning process)
- Encourage the development of market gaps in the corridor. Apparent gaps in the market include:

mid-size office	home furnishings	farmers market
light industrial	fitness center	hobbies/ceramics
quality sit-down restaurants	specialty shops	health food stores
apparel	bookstores	sporting goods
nursery/landscaping supplies	music stores	entertainment
- Because of the existing strength and historic significance of auto related uses and services in the corridor, they should continue to be accommodated. All auto related uses and services should be redeveloped to upgraded standards of site planning, architecture, landscape and aesthetics. These standards should be developed and included in the new design guidelines for the corridor. Additional used car lots should be discouraged.

The Transportation Plan

The Transportation Strategies explore the existing transportation framework, existing access to properties, safety, and proposes modifications to each to create a safer, higher quality transportation corridor that can be shared by the adjacent home and business owners and commuters alike.

Because 350 Highway/Blue Parkway is a State of Missouri Highway, it is under the jurisdiction of the Missouri Department of Transportation. It is owned, and maintained by MoDOT, and access is granted or denied by their authority.

Similar to the Land Use Strategies, the Transportation Strategies are long term in nature. Because of the complexity, size, cost, long timeline, and disruption to the corridor for the proposed major transportation strategies, these strategies will be the most difficult to implement. They are large in scale, and have many regulatory layers to navigate for a project to come to fruition. Despite this, the potential positive impact to the corridor on adjacent property owners, safety, access, land use, and aesthetics warrants short and long term focus.

Transportation Recommendations

Five major transportation improvements are proposed in this study. They are (from west to east):

1. Interchange enhancement at Blue Ridge and 350 Highway / Blue Parkway. Add ramp access to make Blue Ridge a full interchange. Because of limited property availability, geometric requirements, and existing ROW, a single point interchange is proposed as a possible solution at this intersection.
2. Realignment of 350 Highway / Blue Parkway at wide median separation east and west of Raytown Road. Realign west bound lanes to run parallel to east bound lanes with narrow median. Realign Raytown Road to create a non-skewed, four way intersection. Utilize the vacated land for redevelopment.
3. Realignment of 350 Highway / Blue Parkway at wide median separation east and west of Westridge Road. Realign west bound lanes to run parallel to east bound lanes with narrow median. Realign Westridge to create a non-skewed, four way intersection. Utilize the vacated ground for redevelopment.
4. Rail Bridge at Knobtown. Widen or remove rail-bridge west of Knobtown to allow for additional lane and storm sewer improvements.
5. Realignment of 350 Highway / Blue Parkway west of Bannister Road. Realign east bound lanes to run parallel to west bound lanes with narrow median to reduce accidents in this area. Utilize the vacated ground for redevelopment.

These projects have the greatest potential positive impact on the transportation system in the corridor. These projects will also require significant efforts in planning, design, funding and implementation. Additionally, there will be significant additional study required for these proposed major improvements to become reality.

Additional Transportation and Infrastructure Recommendations

Significant additional transportation improvements are recommended in the study. They include:

- Intersection improvements.
- Incorporation of multi-modal transportation into the planned transportation improvements.
- Management of access along corridor.
- Development of local sanitary sewer in non-sewered areas within study boundary (Little Blue Valley).
- Development of storm sewer utilities for non-sewered areas in Raytown and Knobtown areas.
- Development of Curb and Gutter for the Raytown Segment, both on 350 Highway/Blue Parkway, and adjacent neighborhoods. Develop these improvements with the new storm sewer utilities mentioned above.

The Aesthetics Plan

One of the key opportunities of the Corridor Plan, is the potential to develop and implement aesthetic improvements along the corridor. These will typically have a shorter time frame, with easier implementation, require less funding, cause less corridor disruption, and provide early visible changes and beautification that elicit public understanding and reaction.

The Aesthetics Plan addresses the enhancement of the following:

Bridge Enhancement: Utilize existing bridge structures as gateways for major enhancement opportunities.

Issues:

- Existing bridges are utilitarian.
- All bridge locations (63rd Street, Blue Ridge Rail bridge at Knobtown, Bannister) represent key gateways in the study area.

Recommendations:

- Utilize existing bridges as structure for applied enhancements.
- Locate funding sources for enhancements of bridges and roads.
- Each bridge is unique, design should be unique for each one.
- Railbridge at Knobtown should be widened and enhanced or removed .
- Blue Ridge and Knobtown are primary opportunities.
- Tie into streetscape and landscape enhancements.
- High cost, high impact enhancement.
- Funded through primary public and incentive sources.

Curb, Gutter, & Storm Sewer: Add curb, gutter, and storm sewers in urban segments of corridor and neighborhoods.

Issues:

- Urban roadway section has ditches and shoulders.

- Existing storm drainage issues at several places along corridor.
- Would stimulate access management issues discussion and study.
- Would be a publicly funded effort.

Recommendations:

- Curb and gutter only urban section, from Blue Ridge to Knobtown.
- Provide for regional detention in median near 75th Street.
- Do full access management study with improvements.
- Install in phases - as a part of streetscape projects.
- Provide for storm improvements at Knobtown rail bridge.
- Add in neighborhoods to improve conditions.
- Develop phasing plan, if needed.
- High cost of construction, high visual impact potential.

Gateways & Monumentation: Use gateway and monumentation enhancements to mark important intersections, corners, thresholds and municipal boundaries.

Issues:

- No enhancements of existing gateway areas.
- Several import primary gateways (municipal boundaries).
- Node gateways exist at 63rd, Blue Ridge, Raytown Road, Knobtown).
- Cost would be a mix of public, incentive and individual developer.
- Need general design guidelines.
- Medium cost, high impact

Recommendations:

- Develop primary gateways with streetscape design.
- Reserve areas at intersections for gateway landscape and markers.
- Incorporate pedestrian, landscape, crossings, into gateways.
- Allow for different design of secondary gateways on developer property, but have general guidelines for materials and requirements.
- Design primary gateways initially so they are ready for construction as soon as funding becomes available. Utilize designs for fund-raising.
- Primary gateways are the responsibility of the Corridor Plan Organization and Cities. Can be in dedicated tracts and right of way. Secure ample property/easements based upon designs. Make dedication of property/easements for primary gateway areas a requirement of new development or redevelopment of an adjacent property.
- Secondary gateways and monumentation are the responsibility of the developer and are on developer property adjacent to right-of-way.
- Develop and construct early in corridor redevelopment to provide enhanced aesthetics for a relatively low cost, short time frame, and high aesthetics enhancement.

Intersection Enhancements: Increase visual character and quality of corridor Identify and mark thresholds and gateways to areas/sub areas.

Issues:

- No current intersection improvements.
- Skewed intersections add to clutter.
- Should be done with streetscape.
- Cost could be shared with individual developer and public.
- Should be a part of overall streetscape design.
- High cost, high impact

Recommendations:

- Develop high impact intersection improvements at nodes.
- Develop and construct as part of streetscape improvements.
- Make developers responsible for corner improvements.

Landscape/Streetscape/Amenity: Increase visual character and quality of corridor.

Issues:

- Lack of landscape in medians.
- Lack of roadway/streetscape landscape.
- No coordinated or unifying elements.
- Lack of landscape on private property.
- Lack of public spaces and amenities.
- Low level of maintenance of public spaces

Recommendations:

- Revise landscape ordinance/guidelines for new development and redevelopment.
- Develop detailed coordinated landscape masterplan.
- Develop coordinated streetscape/walk/amenity plans with landscape masterplan.
- Increase general level of landscape maintenance in corridor.

Lighting: Increase safety (vehicular, pedestrian, and personal) and provide increased aesthetic value through the use of a unified lighting palette.

Issues:

- Little existing lighting in roadway.
- Lighting only at MoDOT minimum.
- Most lighting is on private property.
- Some very dark areas in developed part of corridor.
- Haphazard collection of lighting
- Utility lighting only, without aesthetic quality.

Recommendations:

- Develop master plan for increased lighting safety and aesthetics.
- Develop a balanced plan that recognizes cars, pedestrians, and businesses have different safety and aesthetic needs (scale).
- Develop as an integral part of the streetscape/landscape plan.

- Include in demonstration block project.
- Should be easily maintained, quality modern lighting system.

Sidewalks / Trails: Provide safe, accessible sidewalks, crossings and trails to allow pedestrians to use transportation systems.

Issues:

- Few walks and crosswalks along highway.
- No safe crossing or refuge areas.
- Speed, and volume of cars on roadway increases danger.
- Majority of cost would be on public side.
- Few internal neighborhood connections.
- No pedestrian connections to open space or amenities.

Recommendations:

- Pedestrian activated signals.
- Provide refuge points at crossings.
- Crossings that are in scale and noticeable for vehicular traffic.
- Clearly identifiable crossing areas.
- Provide walks along roadway, but buffered from danger.
- Provide sidewalk connections to and through neighborhoods.

Signage: Reduction of signage clutter and development of reasonable signage standards

Issues:

- Quantity of existing signs.
- Speed of roadway tends to require larger signage for readability.
- Could take long time to implement.
- Cost would be on individual developer.
- Need fair design guidelines.
- Encourage restrictions on expressway sections.

Recommendations:

- Revised signage ordinance/guidelines including:
 - Lower height signs.
 - Signage area related to architecture.
 - Gradual removal of old signs through redevelopment.
 - Fair guidelines - balance business/aesthetics, sign material quality and type restrictions.

The Implementation Plan

The heart of the 350 Highway / Blue Parkway Corridor Plan is the Implementation Plan and its execution. The Implementation Plan provides a roadmap of what are the next steps, who will be responsible for those steps, and when will those next steps be taken.

There are six key items to be addressed in the Implementation Plan. The success of the project will be determined, in large part, by how successfully these items are implemented and addressed not only initially at project start-up, but over the life of the implementation of the Corridor Plan. The six items are:

- Policy
- Creation of a Corridor Plan Organization
- Development of a Marketing and Communications Plan
- Detailed Planning and Engineering Study of the Plan Recommendations
- Securing Funding
- Successful Construction of Funded Improvements

These key items can be addressed as milestones that lay ahead for the Corridor Plan. These are illustrated on the following chart. Additionally, the entity(s) responsible for that milestone, and the recommended start date are also indicated:

350 Highway / Blue Parkway Corridor Plan – Key Milestones

Plan Milestone – Next Steps?	Responsibility – Who?	Recommended Start Date – (End date undetermined) When?
Approve Final Corridor Plan Document	Client Team Members	Nov 06'
Adoption of Corridor Plan as Policy	Participating Jurisdictions – KCMO, Raytown	Following Approval of Corridor Plan – Dec 06'
Modifications of local ordinances and plans to be consistent with the Plan	Participating Jurisdictions – KCMO, Raytown	Following Adoption of Corridor Plan – Jan 07'
Creation of organization to shepherd project	Participating Jurisdictions, private entities, citizens	Following approved ordinance and plan changes - Second Quarter 07'
Initial Corridor Plan Organization funding to begin project set up	Participating Jurisdictions, private entities, citizens	Following approved code changes - Second Quarter 07'
Available Funding Analysis	Corridor Plan Organization -	During development of Marketing and Communications Plan – 2 nd Quarter 07'
Development of Marketing and Communications Plan	Corridor Plan Organization –	Following creation and initial funding of Plan

		Organization – 2 nd or 3 rd Quarter 07'
Development of next phase of planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	Following creation and initial funding of Plan Organization – 3 rd or 4 th Quarter 07'
Evaluation, approval, and/or continued development of next phase planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	Following development of next phase studies - 4 th Quarter 07'
Develop demonstration projects/blocks	Corridor Plan Organization – With jurisdiction assistance or support	Following approval by Leadership Committee of next phase engineering studies – Jan-08'
Develop funding plan for approved next phase projects and demonstration blocks	Corridor Plan Organization – With jurisdiction assistance or support	Following development of next phase studies - 4 th Quarter 07'
Secure funding for next phase projects and demonstration blocks according to funding plan	Corridor Plan Organization – With jurisdiction assistance or support	Following development of funding plan for next phase projects – 1 st Quarter 08'
Begin implementation and construction of initial project/demonstration block(s)	Corridor Plan Organization – With jurisdiction assistance or support	Following securing of funding for next phase projects – 4 th Quarter 08'
Continued development of planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going
On-going review, approval, and implementation of developed Corridor Plan recommendations	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going
On-going capital improvements funding, design, and construction	Corridor Plan Organization – With jurisdiction assistance or support	Following installation of initial project/demonstration block(s) – On-going
On-going Marketing and maintenance	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going

Vital to the success of the redevelopment plan is the creation of a Corridor Plan Organization to champion the plan, organize daily implementation of the plan, and be steward to the vision of the corridor plan. A combination of board, advisors, task forces and ad hoc committees is

recommended. A permanent office should be established as a funded, free-standing entity. Professional staffing should be charged with daily operations.

The Plan proposes some very large scale transportation and aesthetic improvements to the corridor. It is necessary to have a realistic view of these improvements, their complexity, their cost, and their ease of implementation.

The transportation improvements are large scale and long range. The key proposed transportation improvements are complex, and require state and federally mandated studies. Additionally, the high cost in dollars of the improvements will require the use of municipal, state, and federal funding, and incentive based funding sources to be successful. This will add to the complexity and time required to secure funding for those improvements. At the current time, no commitment in funding has been made by any of the municipal, state, federal, or private entities for the next phase of the Plan.

The key, short range, opportunity of the Plan, is the development of aesthetic improvements along the corridor. These visible changes in architecture, site planning, landscape, maintenance, signage, bridges and gateways can have a dramatic impact on the overall sense of the quality of the 350 Blue Parkway environment.

Because of the specific nature of these types of improvements, their relatively modest size, and medium to low complexity, aesthetic improvements can have a shorter time line, easier implementation, may require less funding, cause less corridor disruption, and provide early visible changes and beautification. These early successes help drive public perception that change is occurring and increase private investors confidence in the future viability of the area.

This private investment in the area is critical to the success of the redevelopment plan. The plan has to be funded to be implemented, and in order to reach the vision, the goals and the objectives stated for the redevelopment of the corridor, a great infusion of financial resources must occur in the area.

It is important to understand that in a redevelopment area, there is never enough public monies to fund the entire plan. The plan will only be successful if private development is encouraged, incentives are made available, and private investment sees opportunity in the redevelopment area. The public monies should be used in ways to encourage private investment. And the creative packaging and use of incentives and public/private partnerships will have to be utilized to leverage the public monies for additional funding opportunities.

Implementation of the Corridor Plan will require commitment and coordinated efforts among public, private and voluntary organizations and individuals and the Corridor Plan Organization. It will also require policy commitments and human and financial resources dedicated to the project over an extended period of time. But, this commitment will be rewarded with a revitalized corridor with new living, working, shopping, and playing opportunities.