

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

CONFLUENCE



MERRIAM, KANSAS | 12.20.2013



ORDINANCE NO. 1714

AN ORDINANCE ADOPTING THE SHAWNEE MISSION PARKWAY CORRIDOR PLAN, AN AMENDMENT TO THE 2001 MERRIAM, KANSAS COMPREHENSIVE PLAN, THE LAND USE PLAN FOR THE CITY OF MERRIAM, JOHNSON COUNTY KANSAS.

WHEREAS, Kansas statutes provide that the Planning Commission may amend the city's adopted comprehensive plan by the adoption of a resolution following a public hearing considering such amendments;

WHEREAS, the Merriam Planning Commission, pursuant to K.S.A. 12-747 et seq., following proper public notice, conducted a Public Hearing on February 5, 2014 to consider amendments to the city's Comprehensive Plan;

WHEREAS, those amendments consisted of both text and map revisions;

WHEREAS, the Merriam Planning Commission reviewed all the information presented to them during the Public Hearing and in the staff memo dated February 5, 2014; and

WHEREAS, the Merriam Planning Commission unanimously approved Resolution 2014-01 recommending that the Merriam Governing Body adopt both the map and text amendments contained in the Shawnee Mission Parkway Corridor Plan dated December 20, 2013;

WHEREAS, the Merriam Planning Commission caused a certified copy of the amendments to the Comprehensive Plan, together with a written summary of the hearing thereon, to be submitted to the Governing Body for its consideration.

NOW THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF THE CITY OF MERRIAM, KANSAS:

Section 1. That the Governing Body, in making its decision took into consideration the City of Merriam Planning Commission's recommendation, information presented at the February 5, 2014 public hearing, and all relevant state statutory provisions and city ordinance provisions.

Section 2. That the Governing Body hereby concurs with the Planning Commission's recommendation and adopts the Shawnee Mission Parkway Corridor Plan Amendment dated December 20, 2013 and amends the following language into the Merriam, Kansas Comprehensive Plan.

Shawnee Mission Parkway Corridor

Land use and redevelopment recommendations for the area generally bounded by W. 62nd Terrace, Eby Avenue/IKEA Way, W. 64th Terrace, and Antioch Road, including the northeast corner of Shawnee Mission Parkway and Antioch Road are contained in

the Shawnee Mission Parkway Corridor Plan.

The Shawnee Mission Parkway Corridor Plan is incorporated in its entirety into the City of Merriam Comprehensive Plan.

Section 3. That this ordinance shall take effect and be enforced from and after its passage, approval and publication in the official City newspaper, all as provided by law.

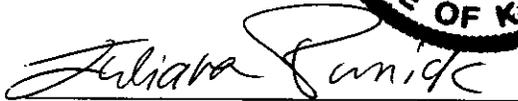
PASSED by the Governing Body of the City of Merriam on the 24th day of February 2014, and approved by the Mayor on the 24th day of February, 2014.

(Seal)




Ken Skssom, Mayor

ATTEST:


Juliana Pinnick, City Clerk

APPROVED AS TO FORM:


Michelle D. Daise, City Attorney

CITY OFFICIALS:

Ken Sissom Mayor
 Christine Evans Hands Ward 3
 Pam Bertocin Ward 4
 Nancy Hupp Ward 3
 Todd Boyer Ward 4
 Chad Rowe Ward 1
 John Canterbury Ward 1
 Jim Wymer Ward 2
 Al Frisby Ward 2

ADVISORY BOARD MEMBERS:

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 Linn Field Vernon Place Homes Association
 Kevin Garrett IHOP
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 Stoney Bogan Downtown Merriam Partnership & Merriam Chamber of Commerce
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 Gayle Stephens Former Council Member W4
 Bob Johnson R.H. Johnson Company
 John Helling Johnson County Library
 Dave Milliken Sherwood Forest
 Todd Boyer Council Member
 Ken Werne Johnson County Library - Antioch
 Beth Dawson Mid-America Regional Council
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PLANNING TEAM:

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 Terry Berkbuegler
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 Cindy Ehart Finance
 Randy Carroll Public Works Director
 Hye Jin Lee City Engineer
 Bob Pape Fire Chief
 Chris Engel Assistant City Administrator
 Phil Lammers City Administrator
 Anna Slocum Parks Director

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This report was funded by a grant from the Mid-America Regional Council’s (MARC) Creating Sustainable Places initiative. Creating Sustainable Places is a regional initiative funded by a Sustainable Communities Grant from the U.S. Department of Housing and Urban Development, Office of Sustainable Housing and Communities.

INTRODUCTION

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 1

BACKGROUND

Developed as one of the first suburbs of Kansas City, Merriam initially served as a nice place to escape the busy city during the late 1900s. People could ride the train approximately 10 miles southwest to Merriam Park, a 40-acre amusement park designed by George Kessler located near what is now the interchange of Interstate 35 and Shawnee Mission Parkway. The continued growth of the Kansas City metropolitan area, the popularity of this park, and increased rail ridership fueled a surge in Merriam's residential development between the 1930s through the 1970s.

The library in Merriam was one of the first to be established in Johnson County, circa 1953. In 1956, the library was moved to where it's now located at the northwest corner of Antioch and Shawnee Mission Parkway and renamed to Antioch Library. The library served as the Johnson County library system headquarters (or Central Resource Library) through the mid-1990s. In 1996, it began serving Merriam and surrounding communities as a branch library, and continues to be a beloved community anchor to this day.

Commercial development kept pace with the growth of the community, serving residents and motorists traveling along the I-35 and Shawnee Mission Parkway corridors, and included the now vacant K-Mart Building (1967), a few full-service restaurants and office buildings (1970s), several fast food restaurants (1990s), and the Shell Gas Station (1995). The redevelopment of the northeast corner of I-35 and Johnson Drive resulted in the Merriam Town Center retail center (built in 1996). To the north of this development, Merriam Village was created. At the center of this development is the IKEA Merriam 359,000 square foot store that opens in Fall 2014. This new development is anticipated to further bolster demand for new commercial development in the area. It also provides an opportunity for aging and underutilized commercial properties along the Shawnee Mission Parkway Corridor to be revitalized and/or redeveloped to better serve the changing needs of the area.

STUDY AREA

The approximately 25-acre study area generally consists of the area one (1) block north to one (1) block south of Shawnee Mission Parkway between Antioch Drive and Eby Street/IKEA Way. Local businesses within the study area include a vacant big box store, formerly a K-Mart/Sears; three fast food restaurants (Krispy Kreme Donuts, Taco Bell, and Caribou Coffee); two full-service restaurants (Winstead's and IHOP); two public service buildings (library and its support facility); two office buildings (US Bank and Poss-Abilities); a gas station (Shell); a childcare and educational facility (La Petite); and a small warehouse building.

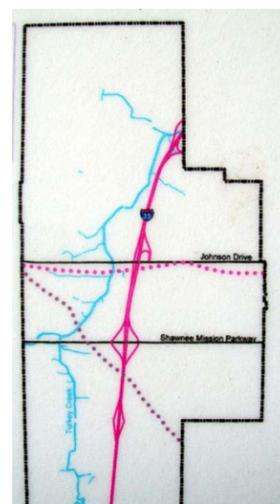
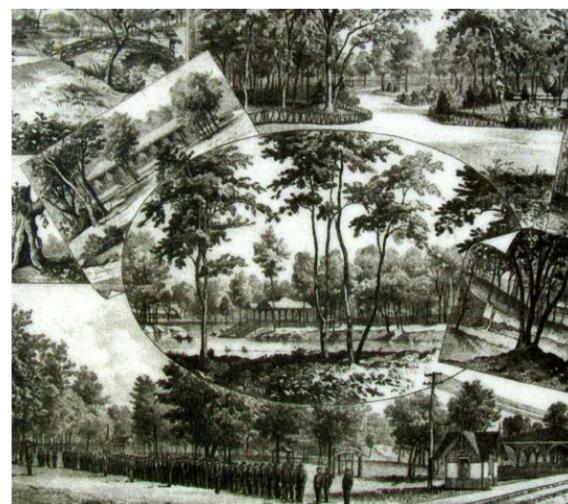
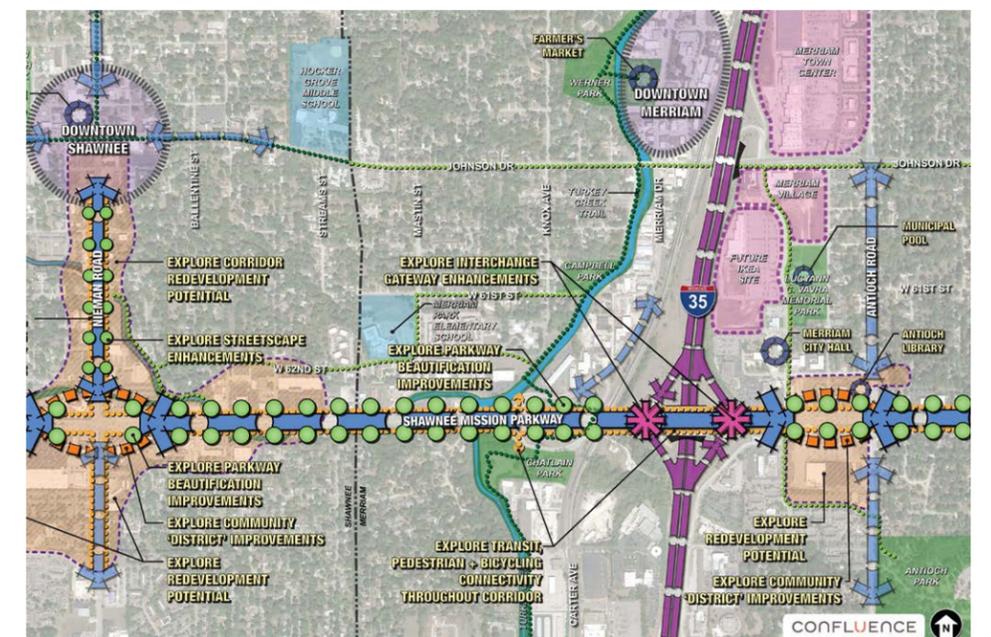
The study area is primarily surrounded by single family neighborhoods to the north and west, an apartment complex on the south, a mixture of hotels, restaurants, and auto dealerships on the west, and residential uses to the north. Other civic uses surrounding the study area include the Merriam Visitor Center on the west, Merriam City Hall, Police, and Fire Station facilities to the northwest, Vavra Park to the north (home to Merriam's Municipal Pool Complex), and one of Johnson County's oldest and most popular community parks, Antioch Park, to the southeast.

CREATING SUSTAINABLE PLACES: INITIAL VISIONING

In October 2010, a consortium of more than 60 regional partners, led by the Mid-America Regional Council (MARC), received a \$4.25 million planning grant from the U.S. Department of Housing and Urban Development (HUD) to advance the implementation of the Regional Plan for Sustainable Development. This initiative is called *Creating Sustainable Places* (CSP).

Creating Sustainable Places is not only a regional vision and plan to guide how we grow and develop, but a strategy for moving our communities from planning to action. This strategy includes the following steps:

- **Organizing for Success** – Building on the region's strong track record of collaboration to provide leadership, coordinate outreach and education activities, broaden public understanding of and involvement in sustainability issues, and strengthen stakeholder capacity to address them.
- **Enhancing Decision Making** – Developing new tools, policies and practices necessary to make sound investments and accelerate sustainable development.
- **Demonstrating New Models** – Applying these new tools to key corridors and activity centers through demonstration projects that can help transform the ways neighborhoods and communities grow and develop.



This City of Merriam was successful in having this study area selected as part of the initiative, which included a community planning project that took place from Fall 2012 through Spring 2013. The effort involved the creation of four Focus Area Plans along the Metcalf Avenue and Shawnee Mission Parkway corridors – one each in Mission, Overland Park, Merriam, and Shawnee. For Merriam and Shawnee, this prior effort provided an opportunity to engage surrounding residents, business, and property owners in a visioning process to begin thinking about transforming portions of their cities to better serve the short and long-term needs of the community. This initial input included overwhelming support (83%) for redevelopment within the study area, including initial ideas for future development quality and character.



PLANNING SUSTAINABLE PLACES

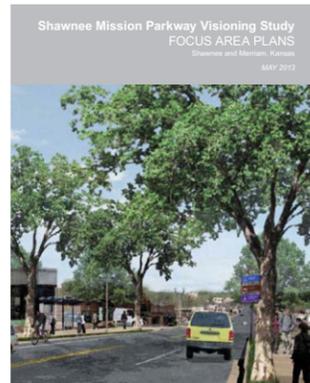
Building on the results of the previous Focus Area Plans, the City of Merriam partnered with Johnson County Transit to successfully pursue further planning of the study area through MARC's regional *Planning Sustainable Places* (PSP) program. This program provided local governments with financial support to advance detailed local planning and project development activities in support of the CSP initiative, *Transportation Outlook 2040* Activity Centers and Corridors framework, and MARC's adopted policy statement on regional land use direction.

The CSP initiative and *Transportation Outlook 2040* outlined a need to focus efforts on promoting concepts consistent with sustainable communities and place a focus on advancing site specific and project specific activities in support of these objectives. The PSP program serves as a single local government assistance program intended to specifically respond to these goals and facilitate the following objectives:

Program Objectives:

- Support the development and implementation of local activity center plans consistent with CSP principles, identified regional activity centers, and the land use policy direction outlined in *Transportation Outlook 2040*.
- Support localized public engagement and community consensus building.
- Support the identification and conceptualization of land use strategies, transportation projects, and related sustainable development initiatives that help to realize and advance the objectives identified in the CSP initiative and *Transportation Outlook 2040*.
- Support the conceptualization, development, and implementation of CSP projects.

This project was one of 18 planning studies across the Kansas City metropolitan region chosen for funding through the PSP program.



STUDY PURPOSE + ANTICIPATED OUTCOMES

This project represents a unique opportunity for Merriam to proactively position this area for successful revitalization and redevelopment. With IKEA's planned arrival and the recent closure of K-Mart, this area is anticipated to generate increased attention from development interests. Likewise, the surrounding community is concerned about changes in the area and how those changes will affect their quality of life today and in the future.

It is important for the City to remain ahead of the curve - anticipating what form this new development could or should take, how it is integrated with and connected to the surrounding community, and how it is anticipated to perform from an economic development perspective.

This planning effort requires a balanced and pragmatic approach to guiding future redevelopment activities, one that is inspired by emerging trends in planning and real estate development – yet provides some degree of flexibility to consider unique future community revitalization opportunities. Due to the nature and complexity of redevelopment, these efforts will undoubtedly involve the need for investment and improvements to public infrastructure serving the project area. Several recent redevelopment proposals in the Kansas City metropolitan area involve a request for public/private partnership in one form or another, such as Tax Increment Financing (TIF), Transportation Development Districts (TDDs), and Community Improvement Districts (CIDs) among others.

The study team's approach includes developing and analyzing a broad range of redevelopment scenarios to serve as a "litmus test", with the intent of integrating a guide for appropriate redevelopment types/thresholds and their corresponding economic development tools and incentives. The idea is to integrate this type of thought process into the planning effort, such that it informs not only the range of appropriate redevelopment scenarios for the study area – but also assists in establishing a sliding scale of public investment recommendations that directly relates to the scale, type, intensity, and anticipated economic development performance of various development proposals.

In addition to these alternative redevelopment scenarios, concept-level infrastructure and financial analysis information has been included for each scenario – including a broad overview of the important role transit can play in future growth along the Shawnee Mission Parkway Corridor. A series of recommendations for public street improvements and design guidelines for future development are also incorporated. This study is anticipated to be adopted by the City of Merriam as an amendment to the Comprehensive Plan in order to guide redevelopment of the study area in a manner consistent with the surrounding community's input, direction, and support.

A project such as this will likely take many years of careful planning, coordination, communication, and commitment to ultimately be a success. This plan is intended to assist the City of Merriam in eventually realizing a new vision for redevelopment of this area, and to effectively take the next step in establishing and achieving the area's potential.

EXISTING CONDITIONS

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 2

STUDY AREA REVIEW

Existing Utility Infrastructure Conditions

For the purposes of understanding the potential for the existing utility infrastructure systems to serve the anticipated redevelopment within the study area, the planning team performed a concept-level review and analysis of these existing systems. The utility systems analyzed included sanitary sewer, water, electrical power, storm sewers, and natural gas.

This analysis utilized available planimetric mapping information provided by the City of Merriam and included a cursory review of existing site utility conditions observed by driving and walking the study area. The scope of this work did not include any subsurface exploration or specific condition or functional analysis of these systems.

Based on the review and analysis performed as part of this study, it appears the existing utilities within the study area are generally of sufficient size and capacity to adequately serve the redevelopment scenarios being proposed. More detailed utility design, engineering, and analysis of future redevelopment proposals will be necessary to ensure all new and/or replaced portions of these systems are designed to appropriately connect into the existing network of utilities serving the area.

The existing study area map and existing infrastructure conditions are shown in Figures 2.1 and 2.2. A general description summarizing each of these utility systems is provided on the following page, including a map of the area depicting the general location and alignment of each of these utilities.

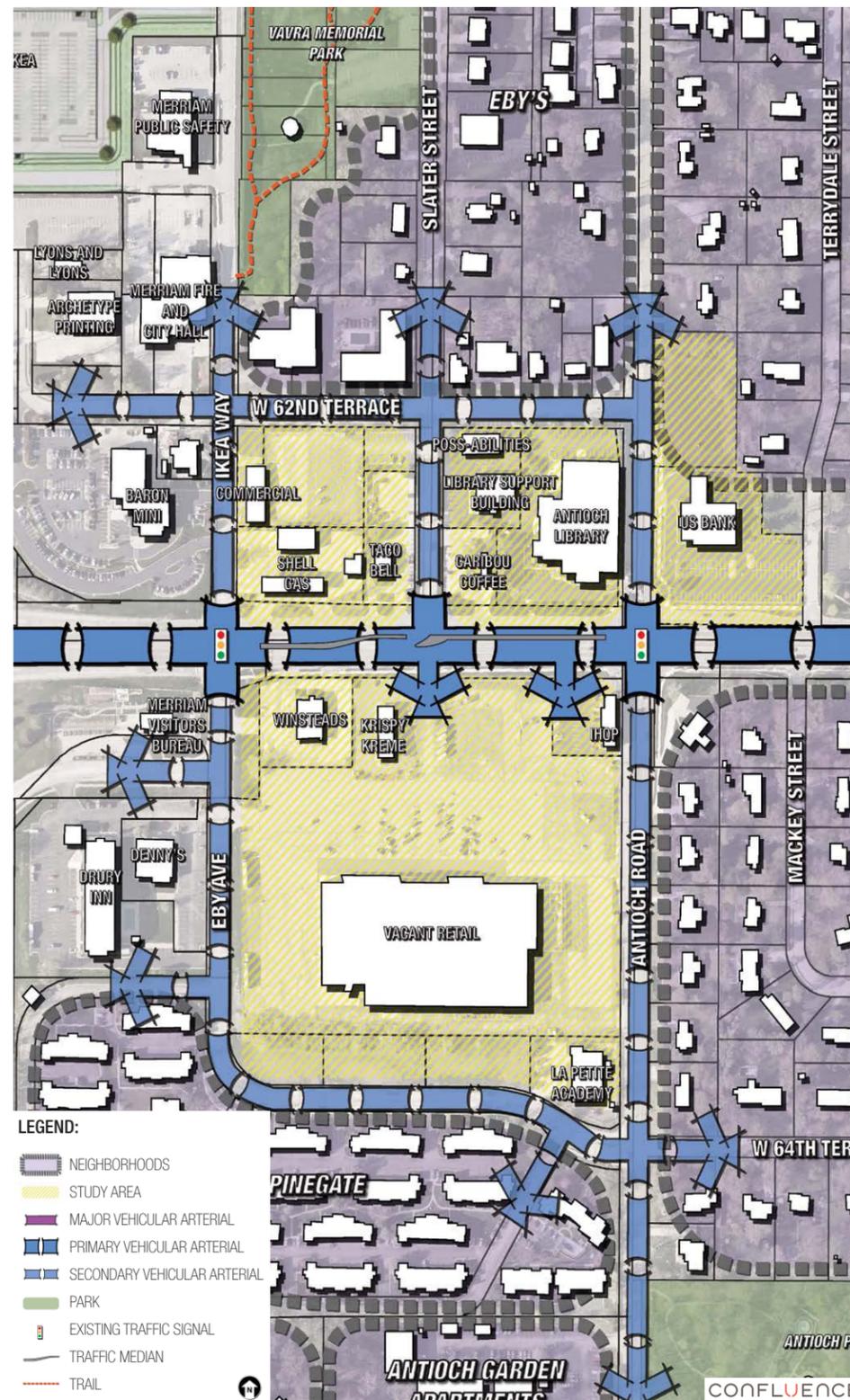


FIGURE 2.1 - EXISTING STUDY AREA MAP

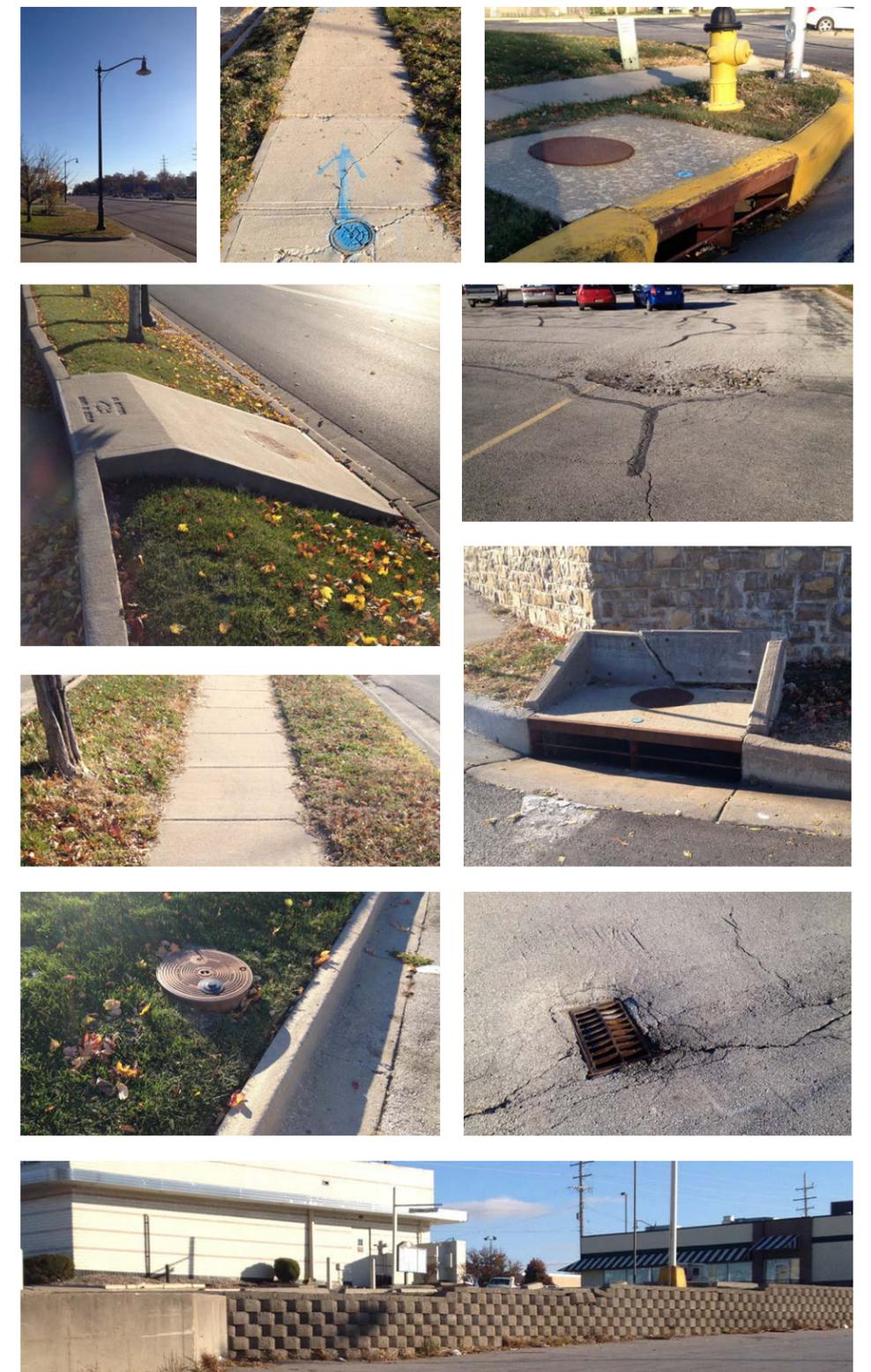


FIGURE 2.2 - EXISTING INFRASTRUCTURE CONDITIONS

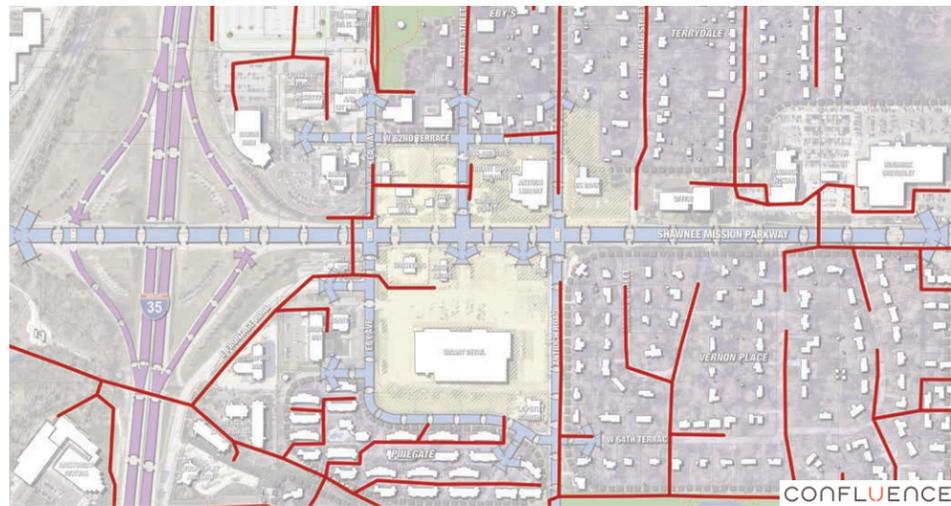


FIGURE 2.3 - SANITARY SEWER

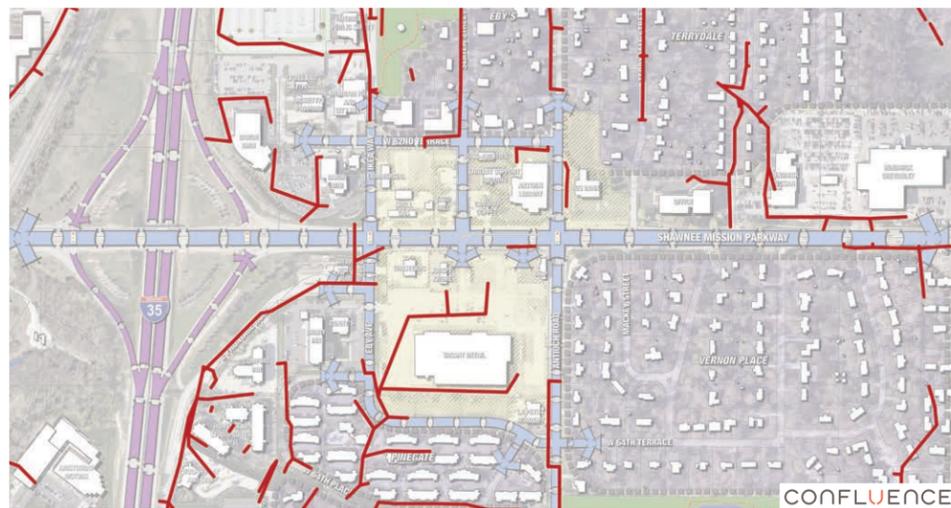


FIGURE 2.5 - STORM SEWER

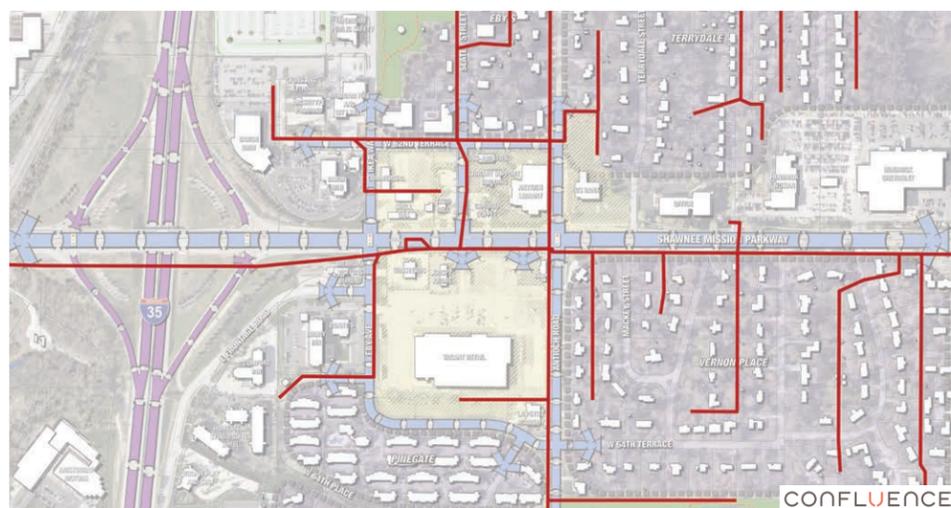


FIGURE 2.7 - OVERHEAD ELECTRICAL

Sanitary Sewer

Most sanitary sewer mains are 8" in diameter, which is typical for commercial development. The age of the sanitary mains could be of some concern, as most of these mains are VCP (Clay Pipe). Over time, these types of mains can deteriorate and fail. It could be possible that redevelopment could trigger replacement of portions of these mains. Existing sanitary sewer lines are illustrated in Figure 2.3.

Water

Water service, shown in Figure 2.4, is provided by Water One Water District. The size and pressure of existing water service in the study area is generally sufficient to support future redevelopment. Most of the water mains are 8" in diameter and are fed by a larger 12" main along the south side of Shawnee Mission Parkway. A pump station located south of the study area also provides optimal pressures.

Storm Sewer

Figure 2.5 shows the existing storm sewer. The surface flow for stormwater generally falls to the southwest corner of the development area and eventually ties into the surrounding street network storm system. A majority of the study area is considered impervious today (paved parking areas, streets, buildings, etc.), which does not allow stormwater infiltration and increases the amount of runoff affecting downstream properties. All of the proposed redevelopment scenarios incorporate additional green space through the use of parking lot islands, usable open spaces, and landscape buffers – which may decrease the amount of impervious surface and provide opportunities to incorporate sustainable solutions for addressing stormwater through the use of rain gardens and vegetated swales. More analysis will be needed to explore any stormwater impacts of future redevelopment scenarios within this watershed area. The City of Merriam has also indicated that several existing storm sewer inlets within the public rights of way utilize drop inlets/grate inlets. In the future, it is preferred to replace these with City standard curb inlets.

Gas

Kansas Gas Service has 2" gas mains running along Eby Avenue, Slater Street, and Shawnee Mission Parkway. A 4" main exists along W. 64th Terrace along the southern boundary. A 10" main runs along Antioch Road on the east side. The gas distribution network within the study area appears to be of sufficient size and capacity to serve existing development as well as future redevelopment within the study area, as shown in Figure 2.6.

Overhead Electrical

Electrical power is primarily served by an overhead primary electric line running along Shawnee Mission Parkway (Figure 2.7). Existing developments on both the north and south side of Shawnee Mission Parkway are served by this distribution line transitioning to underground feeds. Redundant feeds are also prevalent in the surrounding street network. Comparing the proposed redevelopment scenarios to the amount of development currently being served, and the amount of power generally available within the study area, the planning team does not anticipate any capacity issues.

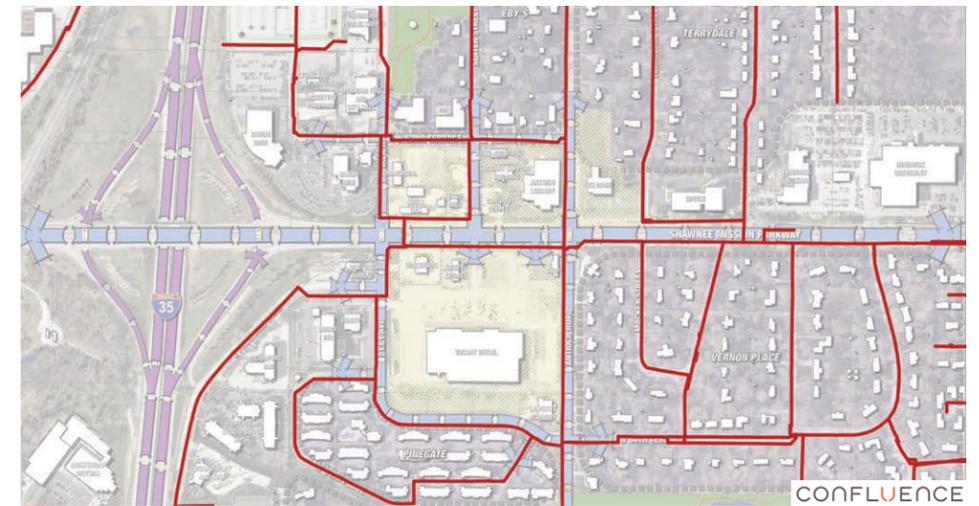


FIGURE 2.4 - WATER

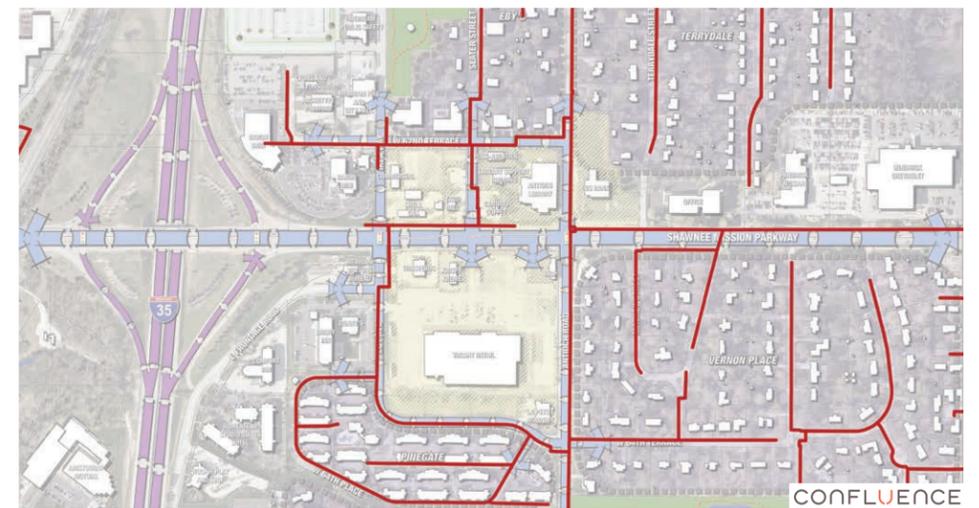


FIGURE 2.6 - GAS



PLANNING PROCESS

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 3

COMMUNITY AND ADVISORY BOARD INVOLVEMENT

The ideas and recommendations in the Shawnee Mission Parkway Corridor Plan are a culmination of a community-driven planning process. Involving the public and key stakeholders in this planning process was a deliberate and critical element of the plan's development. City Council members helped to provide input into which groups should be involved and targeted, including appointments to the Advisory Board. The Advisory Board was comprised of local business owners, planning commissioners, neighborhood association leaders, local experts and community leaders.

To help spread the word about this planning process, planning team members staffed a booth at the annual Turkey Creek Festival on May 18, 2013. At the festival, information about the study was distributed to festival attendees and project team members were present to answer questions.

Public participation was essential in developing proposed design ideas for the study area. The City reached out to community members through email blasts, targeted mailings, media advertisements, and website posts in an effort to achieve well-attended public meetings and input. The first community meeting, held on May 21, 2013, was a planning workshop that had about 40 participants. Meeting participants received a presentation about the study and then were asked to work in small groups, led by design team members, to express their thoughts, concerns, and ideas by developing preliminary group concepts. Meeting participants were able to view approximately 100 sample pictures of land uses that may be applicable to the study area and were asked to choose pictures that reflected their vision. After small groups finalized their design, a participant from each of the six groups shared the preliminary concept developed. These preliminary concepts served as the basis for the initial concepts that were later developed, articulating the community's views for the future of the site.

The planning team organized and considered the six preliminary concepts developed by the community and refined them into five initial concepts. These initial concepts, varying from very low intensity to very high intensity, integrated the community's, Advisory Board member's, and planning team's input collectively. They were presented at the second community meeting and the first Advisory Board meeting on the 19th of June, 2013. The five initial concepts are illustrated on the following page and include:

- Initial Concept A
- Initial Concept B
- Initial Concept C
- Initial Concept D
- Initial Concept E






FIGURE 3.1 - INITIAL CONCEPT A

INITIAL CONCEPT A

This initial concept, shown in Figure 3.1, presents the lowest impact and potential for redevelopment. The majority of the property for this initial concept stands as is, with a new façade on the old K-Mart building and a new business/restaurant pad between Krispy Kreme Donuts and IHOP. The concept also illustrates a potential for townhomes or multifamily residential development in the current green space north of the existing US Bank. A trail connection between Vavra and Antioch Parks borders the east and north side of the current study area. Initial Concept A has minimal redevelopment and retains everything currently on site, yet giving a fresh look to some of the older, distressed, or vacant buildings.

INITIAL CONCEPT B

Figure 3.2 illustrates Initial Concept B. This concept offers another idea for keeping the old K-Mart building, but instead of only refreshing the façade, it proposes to divide the vacant K-Mart building into junior box stores that can further complement Merriam Town Center and IKEA. While the plan shows proposed commercial development between Shawnee Mission Parkway and K-Mart, the plan could also be achieved by retaining the commercial uses that exist today. North of Shawnee Mission Parkway, the Antioch Library expands its facility and new, one story commercial and retail uses are proposed. There also is a potential for new office development in the current green space north of the existing US Bank. A trail connection between Vavra and Antioch Parks, starting at Antioch Park follows Antioch Road until Shawnee Mission Parkway, then heads west on Shawnee Mission Parkway, and then heads north on Slater, then west again on W. 62nd Terrace connecting north to Vavra Park.

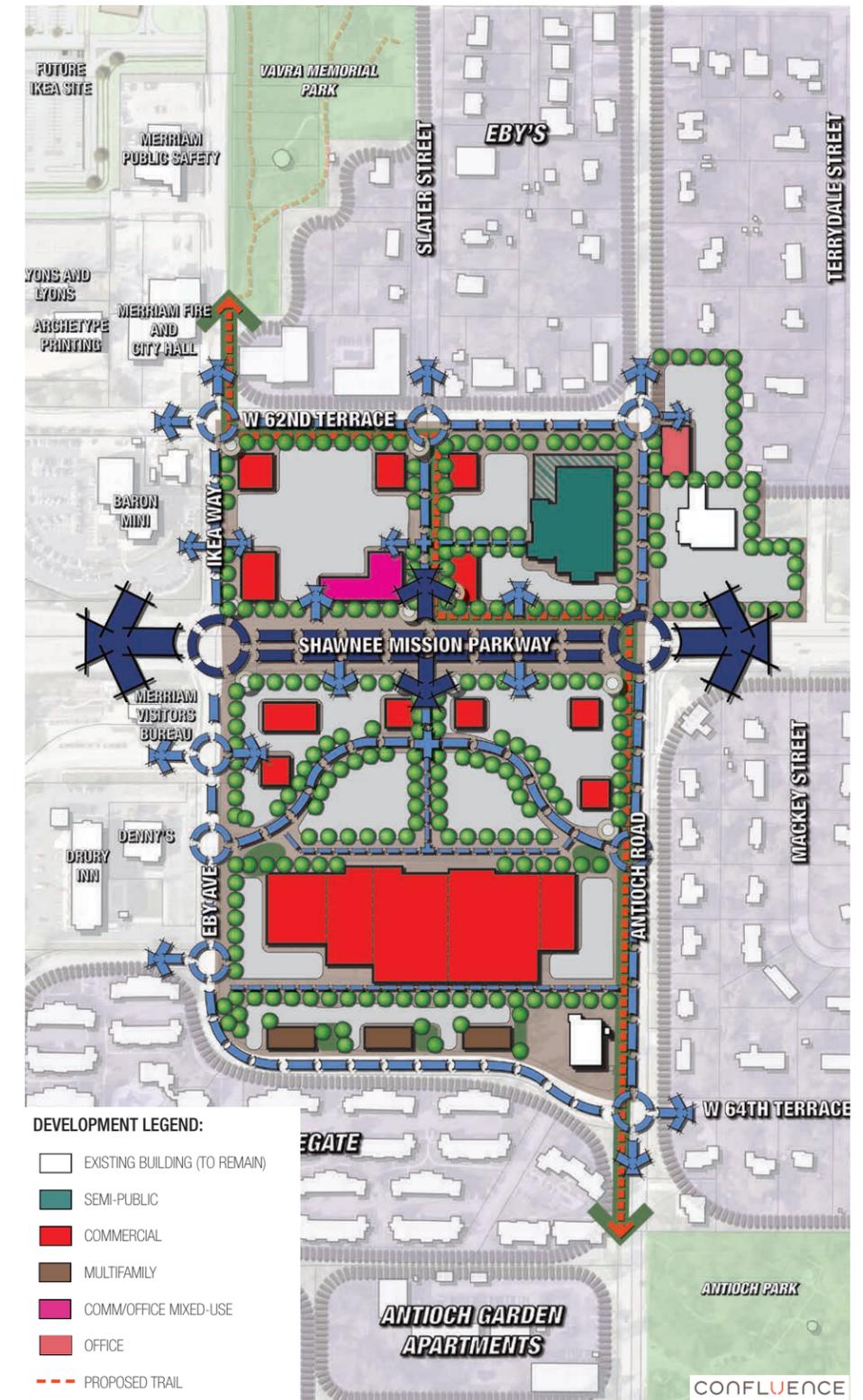


FIGURE 3.2 - INITIAL CONCEPT B

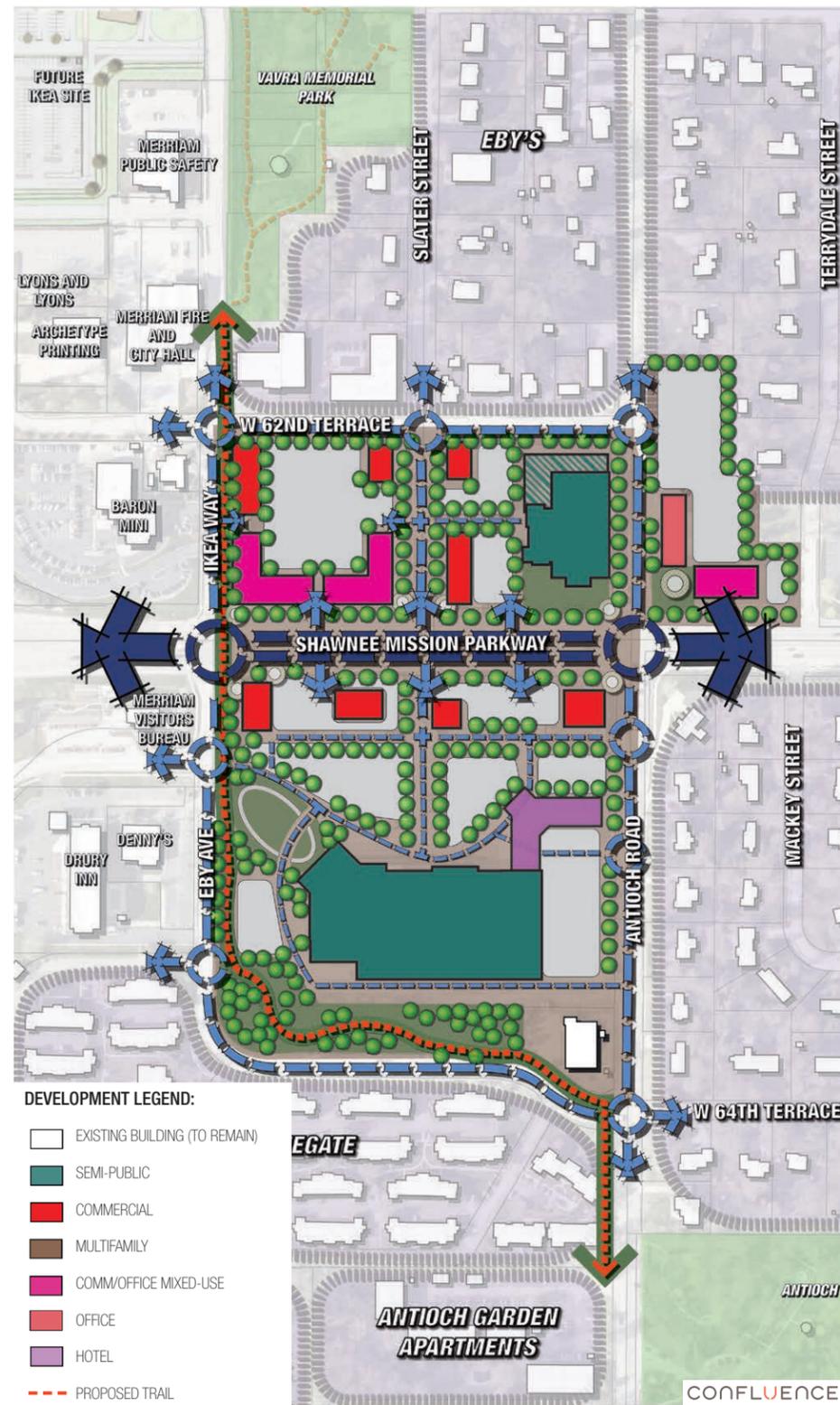


FIGURE 3.3 - INITIAL CONCEPT C

INITIAL CONCEPT C

The previous two initial concepts allowed the old K-Mart building to stay within its original land use. This initial concept, illustrated in Figure 3.3, offers an adaptively reused building: a convention center with an attached mid-rise hotel. Formal green space between the convention center and the Merriam Visitor's Bureau connects the existing and new public uses. Retail pads front the south side of Shawnee Mission Parkway. The site north of Shawnee Mission Parkway evolves into a more urban, mixed-use development, while the US Bank site develops as a residential mixed-use project. Antioch Library extends by implementing an addition to the north with supplementary parking where the current green space is just northeast of the bank. A trail connects Antioch Park to Vavra Park by hugging the south and west edge of the study site, providing an important greenway connection between the two parks.

INITIAL CONCEPT D

Figure 3.4 shows Initial Concept D. This initial concept proposes to redevelop almost the entire study area, with the exception of the Antioch Library. A trail cuts through diagonally, not only connecting both parks, but also interacting with the new development proposed in this concept. Townhomes or a multifamily development occurs toward the southern part of the development. Green space or a town square connects the residential development on the southern side with commercial mixed-use that fronts Shawnee Mission Parkway. Commercial mixed-use is defined as having more retail shops on the first floor with two or three stories of office space above. Antioch Library redevelops a large parking lot to its immediate west, as well as additional building square footage to the north of its existing structure. Residential mixed-use develops north of Shawnee Mission Parkway, introducing an opportunity for small boutique or coffee shops on the first floor with living opportunities above.



FIGURE 3.4 - INITIAL CONCEPT D

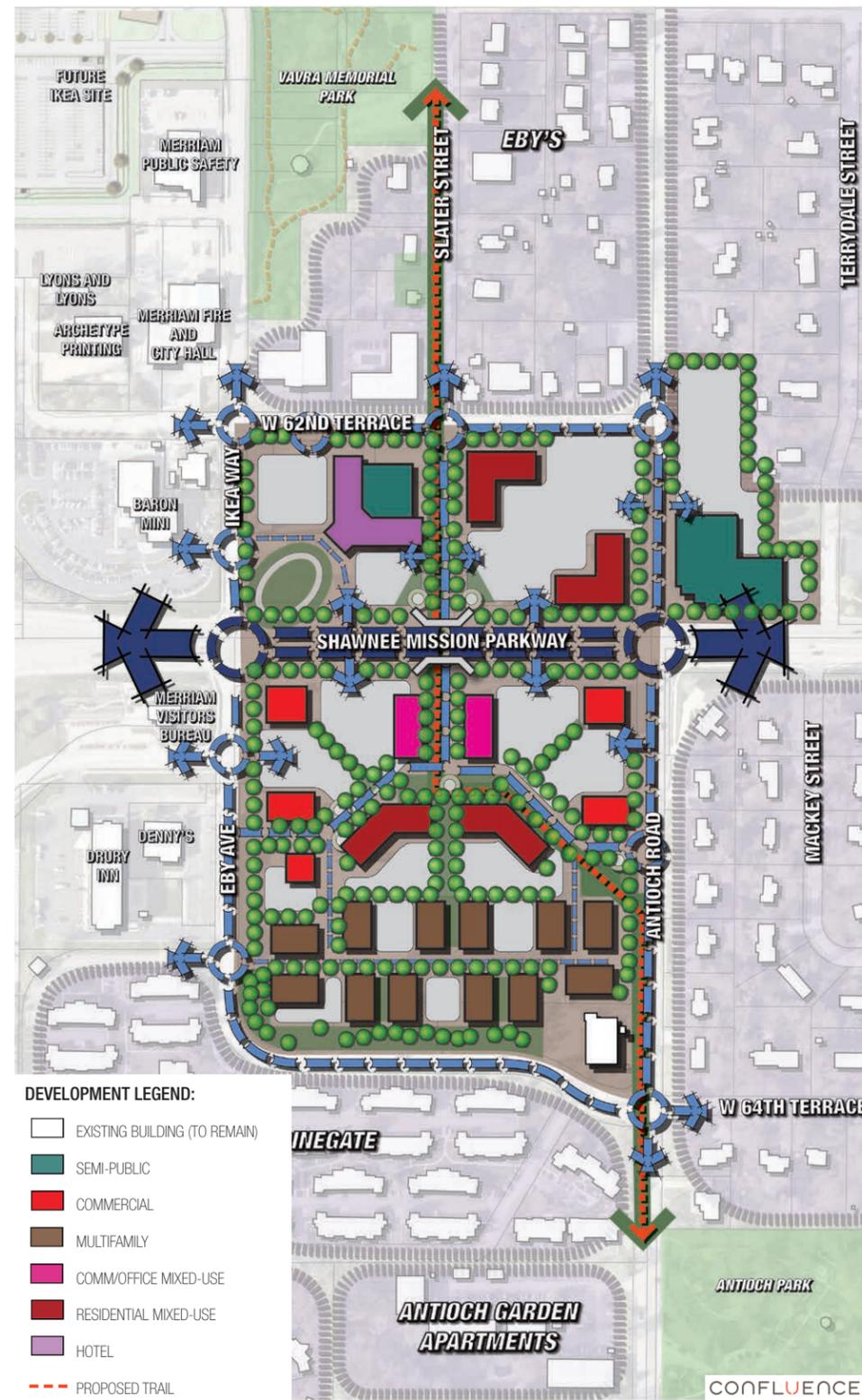
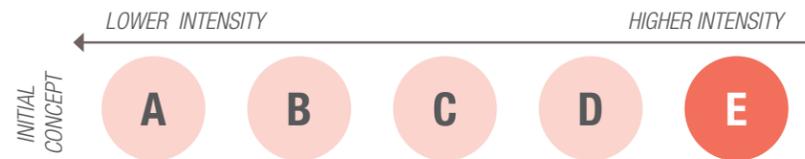


FIGURE 3.5 - INITIAL CONCEPT E

INITIAL CONCEPT E

The highest level of intensity is expressed through this initial concept, shown in Figure 3.5, which proposes to clear all existing buildings in the study area. On the northwest corner, this concept illustrates a proposed convention center and hotel. A trail connects Vavra Park and Antioch Park by utilizing a proposed underpass below Shawnee Mission Parkway, merging the north side with the south side of the study area. This new connection provides a seamless and safe transition that affords both vehicular and pedestrian/bicycle connectivity across the Parkway. Relocating the library to the US Bank location gives the library the opportunity for a larger facility and additional parking. Green space in front of the hotel creates a dialogue with the Visitor's Bureau and presents a potential gateway opportunity. Retail pads edge the southern development of Shawnee Mission Parkway, while higher density mixed-use development is near the core of the southern side of Shawnee Mission Parkway. Higher density housing on the southern most part blends adjacent neighborhoods with the higher density mixed-use core.

COMMUNITY INPUT SUMMARY



At the Advisory Board and public meetings, participants openly expressed their thoughts regarding the five initial concepts by participating in an active dialogue with the planning team as well as completing a survey with eight questions, illustrated in Figure 3.6. After the meeting, the initial concepts and survey were made available online to allow an additional opportunity for feedback.



SHAWNEE MISSION PARKWAY CORRIDOR PLAN
COMMUNITY MEETING #2
June 19, 2013

ALTERNATIVE INITIAL CONCEPTS:

- List 5 words that describe the study area today:
- Please review and rank your preference for redevelopment scenarios from 1 to 5, with 1 being your favorite and 5 being your least favorite:
 - Option A
 - Option B
 - Option C
 - Option D
 - Option E
- List 5 words that describe how you'd like the study area to be in the future:

Please rate the following on a scale of 1 to 10 - with 10 being the highest:

- To what extent should future redevelopment in the study area be driven by market demand?
low 1 2 3 4 5 6 7 8 9 10 high
- To what extent should future redevelopment in the study area be driven by public policy?
low 1 2 3 4 5 6 7 8 9 10 high
- To what extent should future development character and quality be considered a priority for redevelopment in the study area?
low 1 2 3 4 5 6 7 8 9 10 high
- To what extent should development incentives be considered a priority for redevelopment in the study area?
low 1 2 3 4 5 6 7 8 9 10 high
- To what extent should sustainability be considered a priority for redevelopment in the study area?
low 1 2 3 4 5 6 7 8 9 10 high

FIGURE 3.6 - QUESTIONNAIRE





FIGURE 3.9 - PREFERENCING AND POST-IT NOTE EXERCISE

INITIAL CONCEPT PLAN PREFERENCES

Members of the community were also provided the opportunity to review each of the five initial concepts in detail and provide their preferences for an overall concept plan direction. They also provided input regarding site-specific elements and components contained within each of these five initial concepts.

Meeting attendees were very positive and supportive of the planning process and expressed their desire to see the study area transformed into a vibrant, revitalized destination to better serve the needs of the community. A real theme that emerged from this discussion was the need to create a strong sense of place and a dynamic experience that draws people to this area.

Several participants also commented on the strategic location of the study area – its adjacency to the I-35 interchange and to Shawnee Mission Parkway – and suggested it should be considered as an important gateway into the City of Merriam. It was determined that special attention should be paid to enhancing the aesthetics of the interchange environment, as well as improving the quality and character of future redevelopment within the study area.

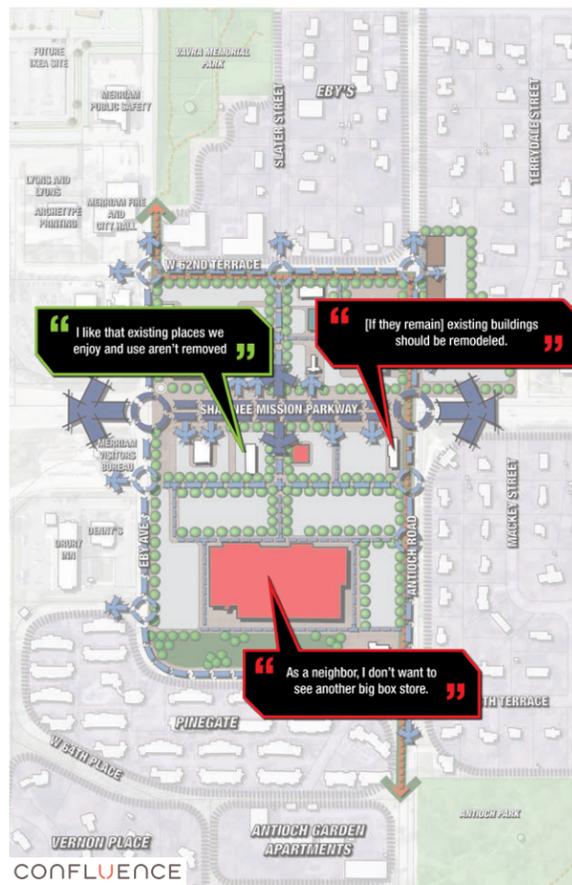


FIGURE 3.10 - INITIAL CONCEPT A FEEDBACK

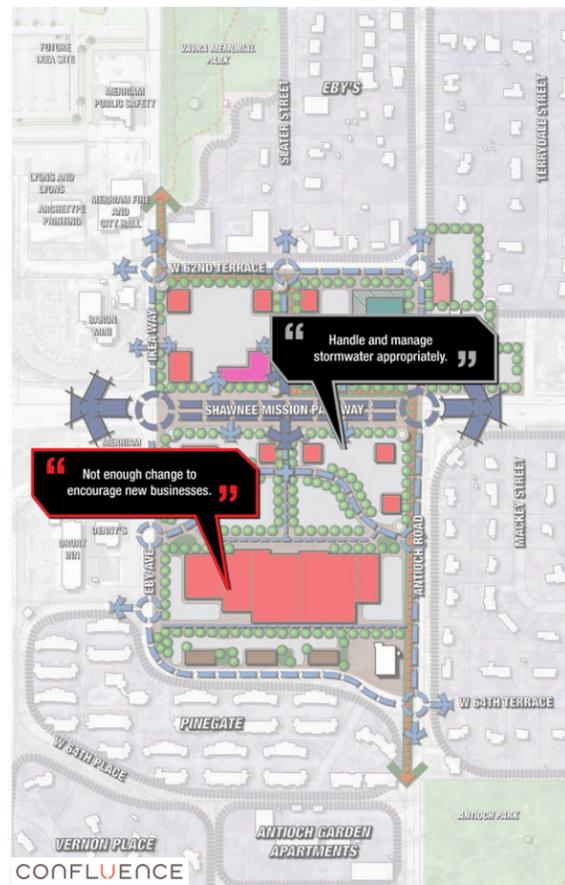


FIGURE 3.11 - INITIAL CONCEPT B FEEDBACK



FIGURE 3.12 - INITIAL CONCEPT C FEEDBACK



FIGURE 3.13 - INITIAL CONCEPT D FEEDBACK

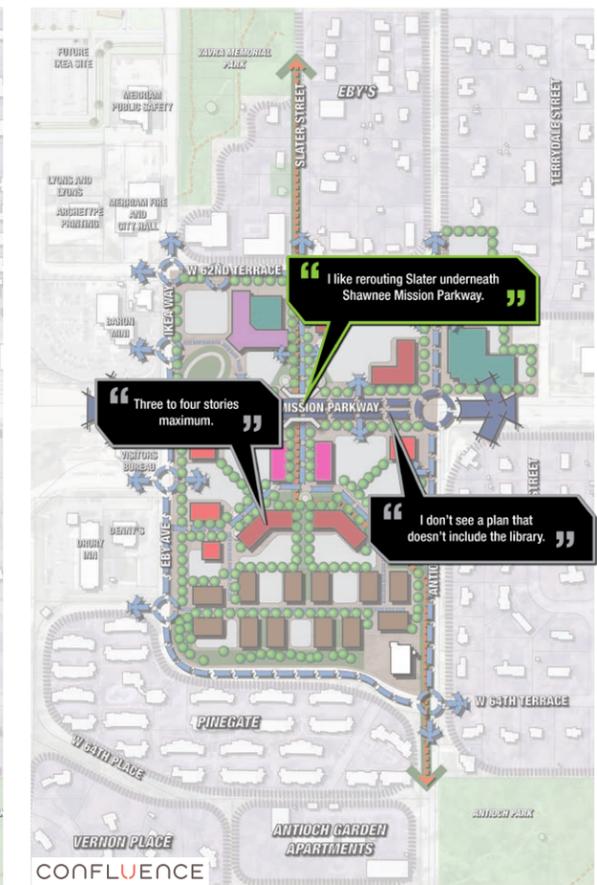


FIGURE 3.14 - INITIAL CONCEPT E FEEDBACK

Taking information received from the survey exercise and public meeting comments, the planning team worked diligently to refine the initial concepts into final redevelopment scenarios. Four refined redevelopment scenarios were presented to the Advisory Board and Technical Committee at separate meetings on September 26, 2013. At the meetings, planning team members presented the four redevelopment scenarios and outlined initial costs that were developed for infrastructure improvements. These infrastructure improvements included the cost to bury electrical lines and also the cost to construct an underpass, connecting the northern and southern parts of the study area.

The four redevelopment scenarios were well received, but there were comments concerning the unknown plans of a key stakeholder within the study area—the library. Advisory Board members stressed that future redevelopment scenarios should integrate and illustrate future conceptual ideas for the library to become part of the southern boundary of the current study area.

Planning team members took the comments into consideration and the redevelopment scenarios were further refined. Recognizing the need to include the library elsewhere within the study area, an additional redevelopment scenario was added. On October 23, planning team members held all-day meetings to present the five final drafted redevelopment scenarios to the Advisory Board, Technical Committee, and public. These presentations included detailed development and finance information created as part of the redevelopment scenario design and analysis process.

The planning team first met with the Advisory Board, who expressed support for the range of redevelopment scenarios created, the level of review and analysis related to these scenarios, and the overall approach for the creation of this plan. Some participants expressed concern that any future development could be challenged or fail to be successful, while others expressed concerns and opportunities related to the IKEA development that is currently underway. Members of the Technical Committee also expressed support for the various redevelopment scenarios that can be used for future comparison, evaluation, and reference.

Finally, a public meeting was held that evening for members of the community to view the redevelopment scenarios. Attendees were reminded of the overall planning process, the responses and direction received, and the results and outcomes to-date. The team then provided detailed information about each of the redevelopment scenarios. They also were provided with development funding information and analysis in similar fashion as the two previous committee meetings held earlier in the day. After the presentation, participants were encouraged to view the redevelopment scenarios on display boards in the room.

Overall, meeting participants were very supportive of the range of ideas, the analysis, and the overall direction of the final plan. Support for the library remained very high as did the desire for more restaurants and other key retail anchor(s) to serve the community. Concerns included future traffic congestion and a current lack of private-sector initiative to make a significant redevelopment a reality. The potential for this plan to be used as a proactive marketing/economic development tool for the City to attract developers capable of high-quality redevelopment was also discussed and supported.

The following meetings were conducted during this process:

- **Community Meeting: Planning Workshop** | May 21, 2013
- **Advisory Board Meeting: Initial Concept Review** | June 19, 2013
- **Community Meeting: Initial Concept Review** | June 19, 2013
- **Advisory Board and Technical Committee Meeting: Review and Coordination** | September 26, 2013
- **Advisory Board and Technical Committee Meeting: Final Scenario Review** | October 23, 2013
- **Community Meeting: Final Scenario Review** | October 23, 2013



REDEVELOPMENT RECOMMENDATIONS

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 4

FINAL PLAN RECOMMENDATIONS

This design direction and intended use of the Shawnee Mission Parkway Corridor Plan is fairly unique in that the results of the planning and review process do not create a preferred or required development plan within the study area. Based on the input from the community, it is understood that future redevelopment or revitalization within this study area should be market-driven by private development interests.

To promote flexibility for both the City and developers/property owners, this plan outlines a range of land uses that are appropriate for the study area – as shown below in Figures 4.1-4.5 and further described in the following pages as Redevelopment Scenarios A through D+.

The recommended underlying land uses are indicated by the buildings show in the redevelopment scenarios. The recommended zoning district for the study area is Planning Unit Development – General (PUD-G) or a similar district with the appropriate use restrictions that reflect the respective redevelopment scenario. The PUD-G zoning district will allow the City, property owner, and developer the flexibility needed to implement the redevelopment scenarios.

The idea behind developing a range of redevelopment scenarios was to test and analyze the relative differences in the type and density of development, including their anticipated financial performance. It is not anticipated that a future development application will be exactly like any of these scenarios. Through a process of creating and evaluating concepts ranging from very little change in the existing condition to concepts with substantial changes in development type and density, the plan provides an array of redevelopment scenarios and related financial performance information upon which to compare future development applications that may be submitted.

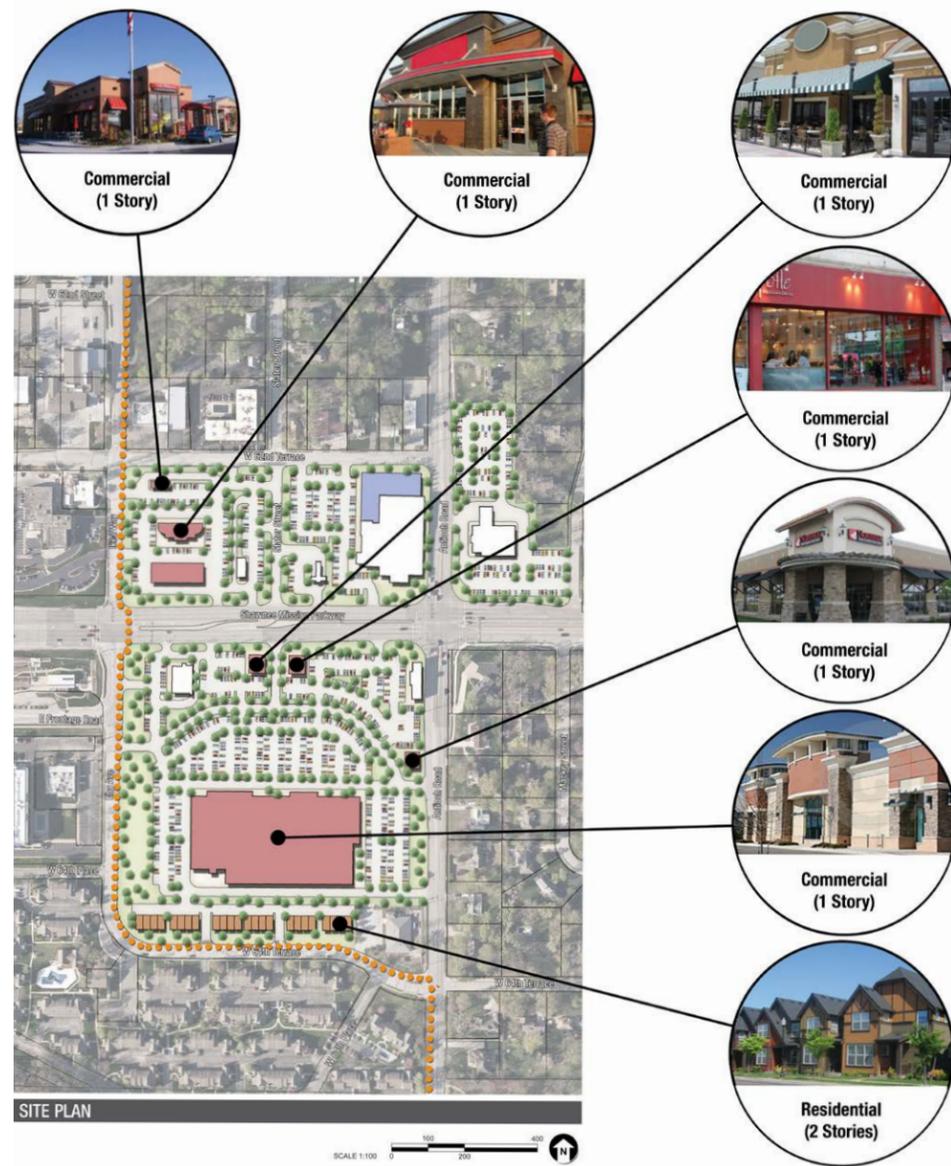


FIGURE 4.1 - REDEVELOPMENT SCENARIO A



FIGURE 4.2 - REDEVELOPMENT SCENARIO B

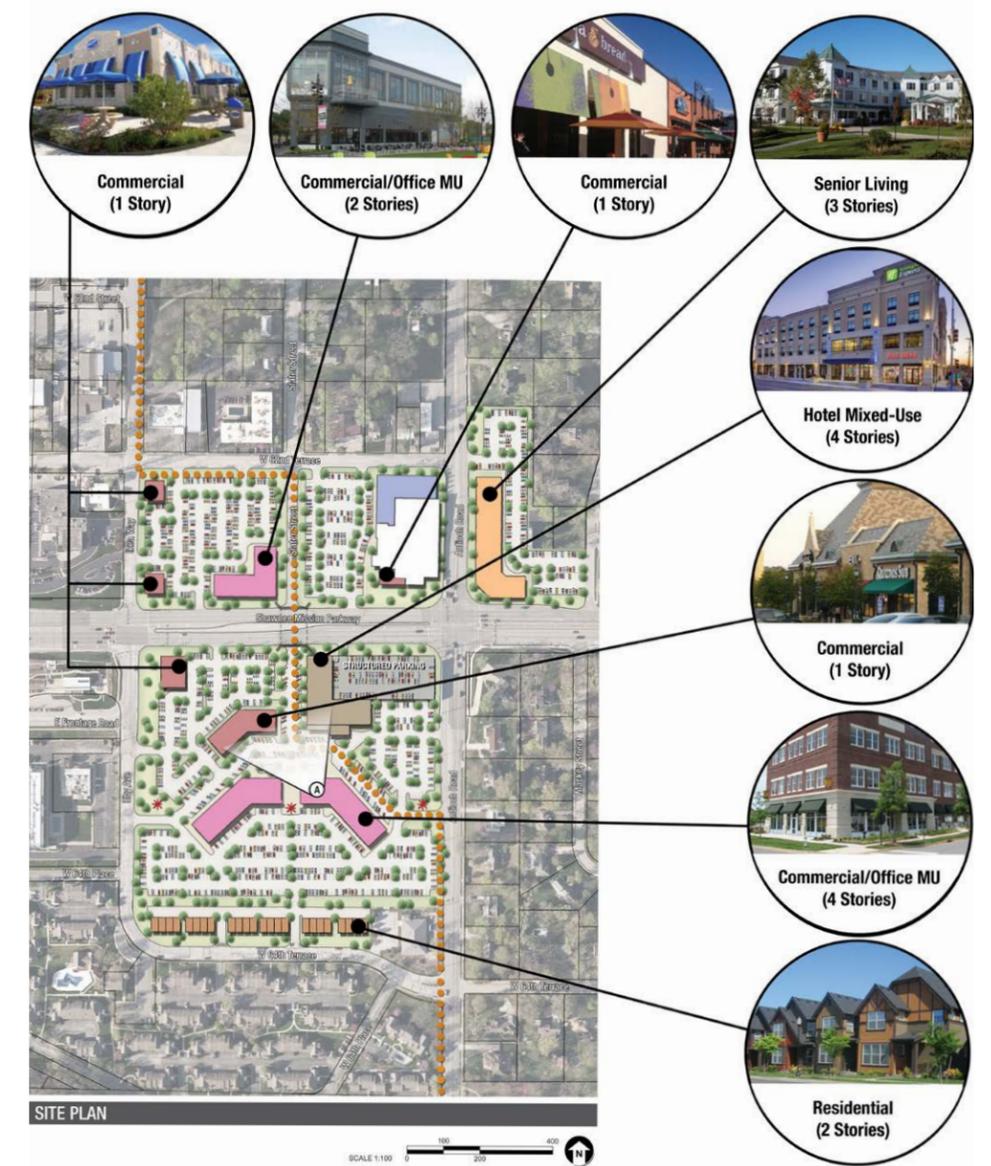


FIGURE 4.3 - REDEVELOPMENT SCENARIO C

The financial analysis for each of these scenarios outlines the anticipated rates of return associated with each redevelopment scenario, including the degree to which the City might be requested to subsidize/invest in the development – and which public finance tools are deemed reasonable and appropriate to utilize for that purpose.

Through the use of this plan, the City will be better equipped to respond to developer interest within the study area and be able to ascertain whether the developer’s initial requests for public-private partnership (if any) are reasonable as compared with the range of scenarios and analyses included in this plan (see Figure 4.6 for redevelopment incentives relationship diagram). The City will also utilize this plan and the information contained therein to proactively solicit existing property owners and other potential development interests that recognize the potential benefits this unique area has to offer.

The anticipated development infrastructure costs associated with each of these refined redevelopment scenarios has also been prepared and incorporated into the analysis. The potential for future transit integration and coordination has also been explored and highlighted as an important component not only in this study area – but also for the entire Shawnee Mission Parkway Corridor extending west through Shawnee to Interstate 435.

This plan also incorporates Urban Design Guidelines for use in evaluating and guiding future development quality and character within the study area. These guidelines are intended to be somewhat flexible to serve as a design and planning resource to establish baseline expectations with regard to future street improvements, architectural character, landscape and amenities anticipated to be provided as part of future redevelopment efforts.

A summary of each redevelopment scenario, including example images representing the future character of each, is included on the following pages to better illustrate the range of scenarios described in this plan.

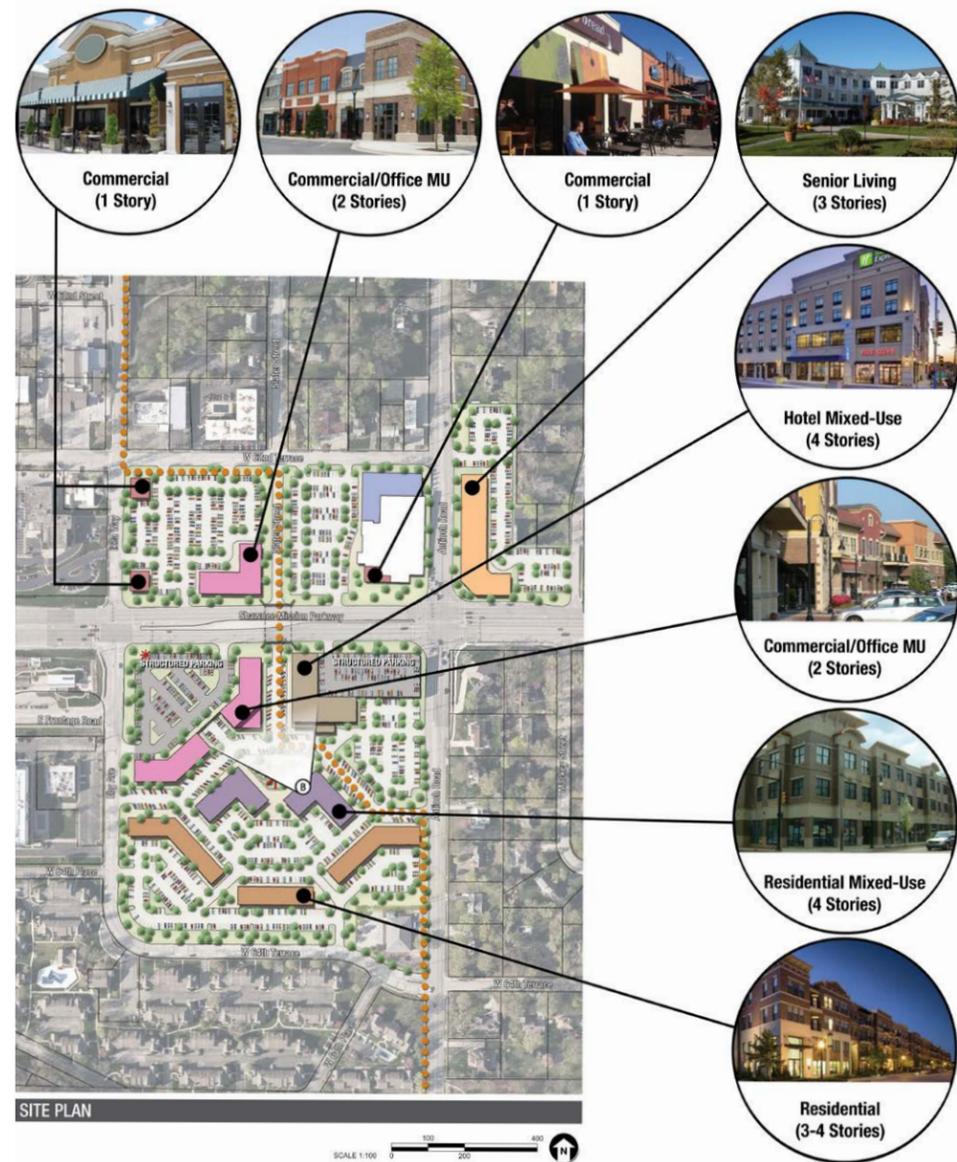


FIGURE 4.4 - REDEVELOPMENT SCENARIO D

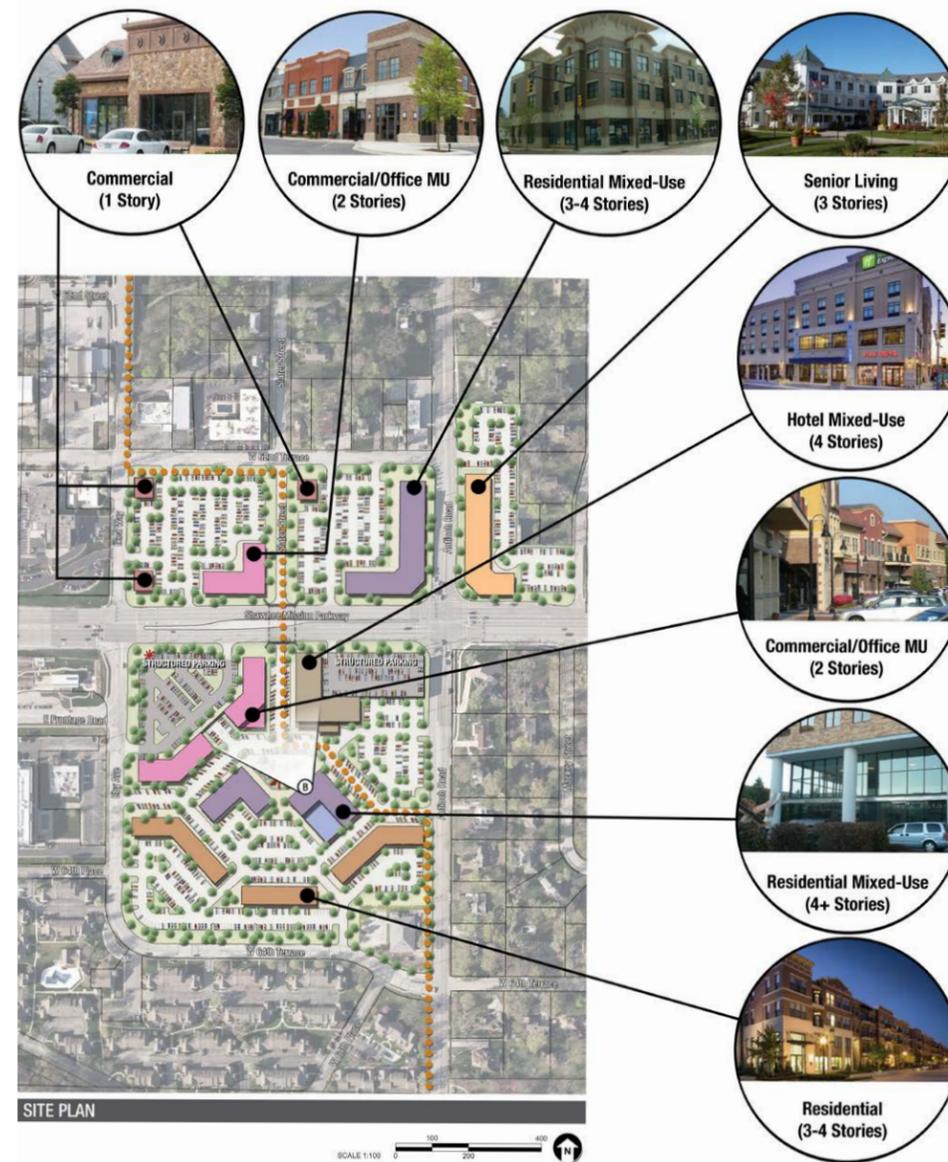


FIGURE 4.5 - REDEVELOPMENT SCENARIO D+

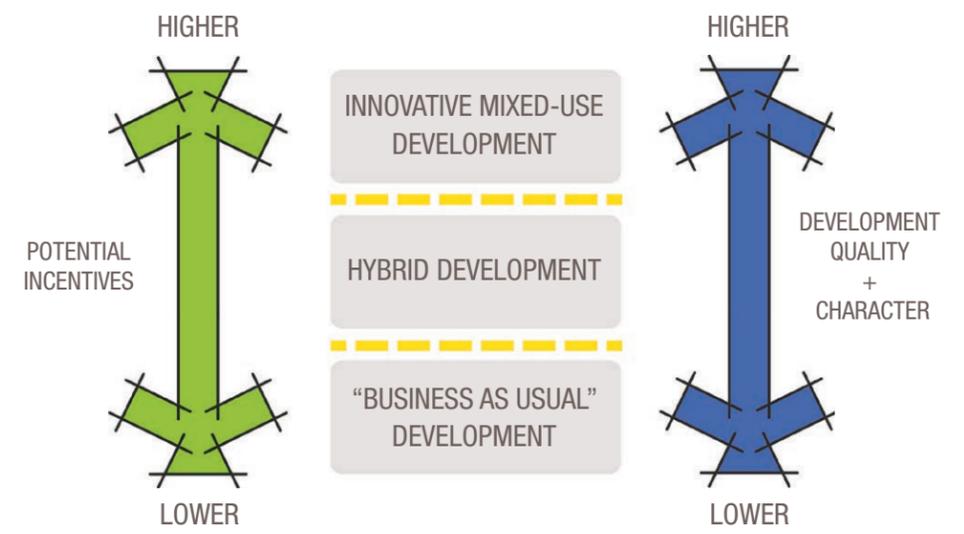


FIGURE 4.6 - REDEVELOPMENT INCENTIVES RELATIONSHIP DIAGRAM



CONFLUENCE
FIGURE 4.7 - REDEVELOPMENT SCENARIO A

REDEVELOPMENT SCENARIO A

As the lowest intensity redevelopment scenario included in this study, relatively minor changes to existing land uses are incorporated. It is intended as a “business as usual” scenario, and provides an auto-oriented suburban development pattern that relies on finding a new big-box anchor retail tenant for the old K-Mart building – complete with building façade enhancements and an improved vehicular circulation and parking area.

New restaurant/retail pad sites are incorporated to the north and west of the renovated K-Mart building. A new, larger convenience store is shown on the northwest corner of Shawnee Mission Parkway and IKEA Way, with a new fast food restaurant located adjacent to its north side. Other existing buildings are to be renovated while maintaining their existing use. New residential development is incorporated along W. 64th Terrace along the south edge of the study area. This scenario also incorporates an opportunity for the library to remain in its existing location with room to expand over time. A new trail connection follows the W. 64th Street and Eby Avenue/IKEA Way corridors to connect Vavra and Antioch Parks. See Figure 4.7 for the Redevelopment Scenario A plan illustration.



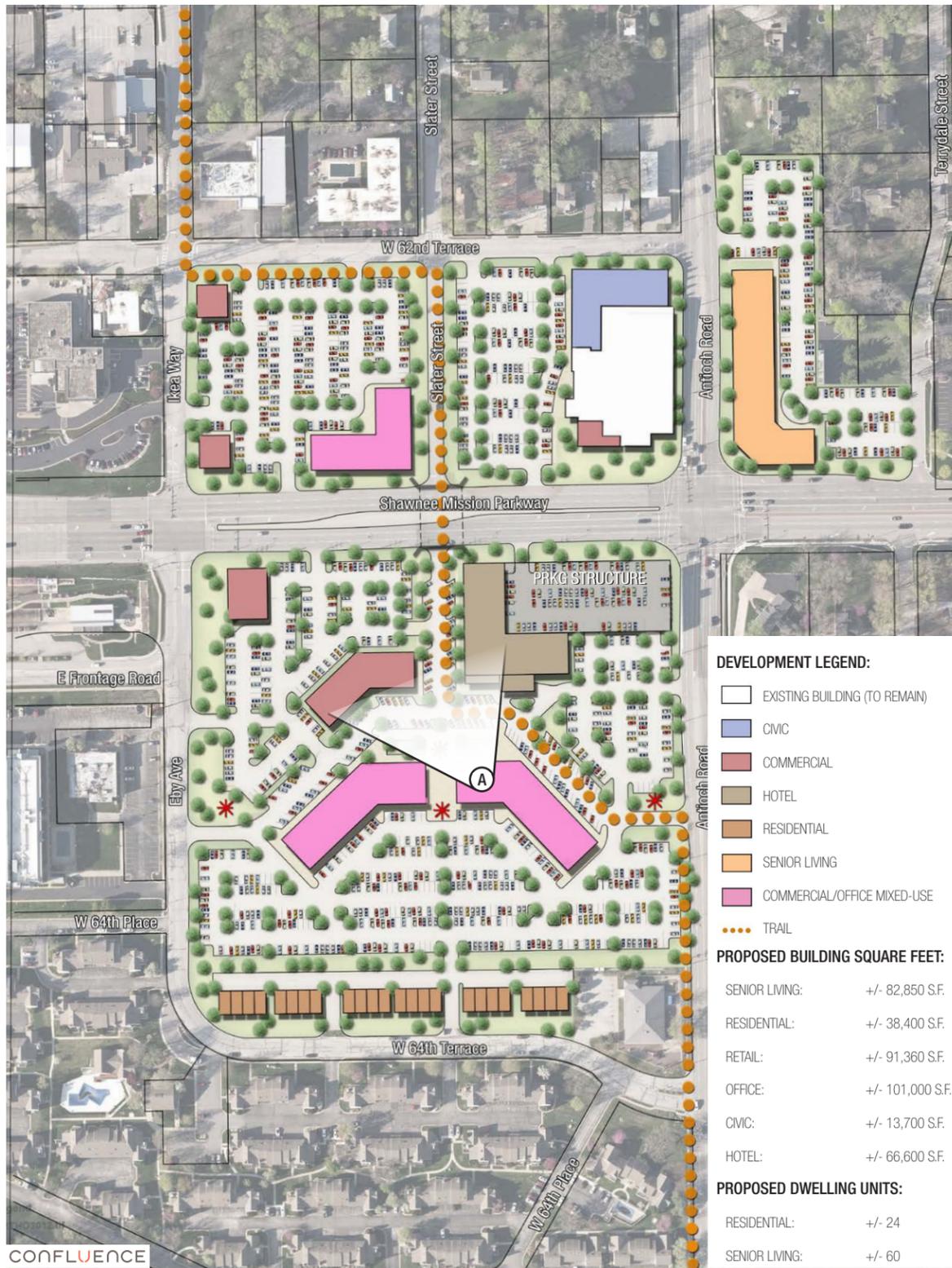
REDEVELOPMENT SCENARIO B

This scenario, shown in Figure 4.8, anticipates dividing a renovated K-Mart building into two or more junior anchor retail tenants, with small shop additions to both the east and west sides. Parking is expanded by reconfiguring the internal circulation drive and removing pad sites from the central part of the site – which also improves visibility. New restaurants are shown on the existing Winstead's and Caribou Coffee sites. A new multi-story hotel is located on the existing IHOP site. The existing US Bank facility is relocated into a new multi-story building on the northeast corner of IKEA Way and Shawnee Mission Parkway, allowing a new multi-story senior housing project to be located on the northeast corner of Antioch Road and Shawnee Mission Parkway.

New residential development is incorporated along W. 64th Terrace anchoring the south edge of the study area. The library remains in its existing location with room to expand over time. A new trail connection heads north along Antioch Road to W. 62nd Terrace, then west to IKEA Way where it turns north and continues to Vavra Park and other destinations.



CONFLUENCE
FIGURE 4.8 - REDEVELOPMENT SCENARIO B



CONFLUENCE
FIGURE 4.9 - REDEVELOPMENT SCENARIO C

REDEVELOPMENT SCENARIO C

This scenario anticipates full redevelopment of a majority of the study area. It also preserves the library with opportunities for future expansion to include an integrated retail/restaurant use along the Shawnee Mission Parkway frontage. New senior housing is again proposed on the existing US Bank site, and the bank is relocated to a new multi-story, mixed-use building on the northwest corner of Slater and Shawnee Mission Parkway. New restaurant/retail buildings are proposed along IKEA Way.

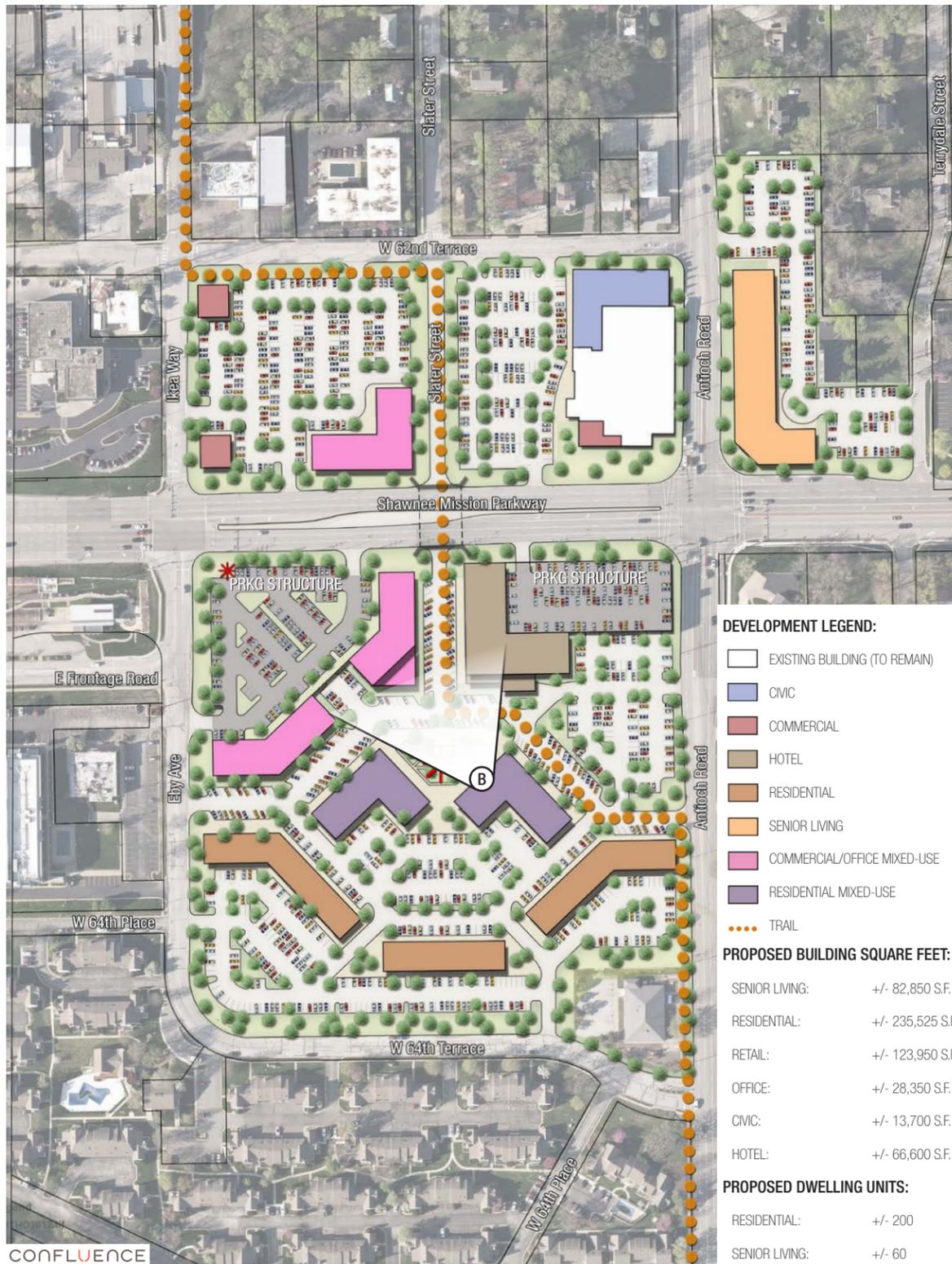
The southern portion of the study area is anchored by two multi-story mixed-use commercial buildings with ground floor retail and office space above. New single-story retail uses are located on the northwest quadrant of this site served by surface parking, and a larger hotel with integrated restaurant/retail and parking structure is located on the northeast quadrant. This redevelopment is focused around a new community green space, which is further connected via a new street and trail alignment utilizing an underpass at Shawnee Mission Parkway to connect north along the Slater Street corridor. New residential development is incorporated along the south edge following the W. 64th Street alignment. See Figures 4.9 and 4.10 for Redevelopment Scenario C illustrations.





FIGURE 4.10 - VIEW OF (A) FROM TOP FLOOR OF MIXED-USE BUILDING LOOKING NORTH TO UNDERPASS AND SHAWNEE MISSION PARKWAY

CONFLUENCE



CONFLUENCE
FIGURE 4.11 - REDEVELOPMENT SCENARIO D

REDEVELOPMENT SCENARIO D

Rather than being anchored primarily by office space on the south portion of the site, this scenario focuses on integrating new multi-story residential housing into the area. It features an enlarged central "town square" connected via a new street and trail alignment utilizing an underpass at Shawnee Mission Parkway to connect north along the Slater Street corridor. This square is anticipated to be programmed for several new community festivals and events.

Surrounding this square are mixed-use buildings with retail on the ground floor and residential above, a hotel matching Redevelopment Scenario C, and two-story retail space located in the northeastern quadrant of this site. The top floor of this retail is served by an upper deck of a structured parking garage positioned near the elevation of Shawnee Mission Parkway. The ground floor of these retail buildings are supported by the lower deck of parking and face directly onto a pedestrian-friendly internal street designed with angled on-street parking, generous sidewalks, and amenities. The study area north of Shawnee Mission Parkway matches Redevelopment Scenario C, with senior housing on the east, an expanded library, and retail uses on the west. See Figure 4.11 for Redevelopment D plan illustration and 4.12 for Redevelopment Scenario D and D+ perspective illustrations.





FIGURE 4.12 - VIEW OF (B) FROM TOP FLOOR OF MIXED-USE BUILDING LOOKING NORTH TO UNDERPASS AND SHAWNEE MISSION PARKWAY

CONFLUENCE



FIGURE 4.13 - REDEVELOPMENT SCENARIO D+

REDEVELOPMENT SCENARIO D+

There is one important distinction separating this scenario from the previous one – integrating a new library into the heart of the mixed-use commercial district on the south side of Shawnee Mission Parkway, as shown in Figure 4.13. This scenario envisions creating a public-private partnership responsible for designing/constructing a new library facility in conjunction with the multi-story mixed-use development adjacent to the proposed town square space. This new facility could utilize one or multiple floors of this building to meet the needs of the library system and the surrounding community.

Most newer mixed-use projects in the Kansas City metropolitan area are striving to incorporate a community attraction as part of their programmed offerings, thus inviting a broader cross-section of the community to visit while simultaneously increasing retail and restaurant sales. The existing library could certainly fill this role, and efforts to keep this facility within the study area for the long-term should certainly be a priority for the community. Once relocated, the old library site could be redeveloped into new retail and restaurant uses with residential housing above in a multi-story, mixed-use building facing the Antioch/Shawnee Mission Parkway intersection.



RECOMMENDATION SUMMARY + CONCLUSIONS

These five redevelopment scenarios, including their respective financing considerations, were shared with the City of Merriam’s City Council and Planning Commission at a joint work session held on Monday, November 25th, 2013. Members of the Advisory Board and Technical Committee were also in attendance (see photos in Figure 4.15). The planning team provided an overview of the draft Corridor Plan document, including a summary of the community involvement efforts and input received during the planning process.

There was consensus among meeting participants that this study area is ideally located for creating a strong physical and visual gateway into Merriam from the I-35 Corridor. Due to the area’s proximity to the emerging IKEA development to the north, and the area’s proximity to the I-35 and Shawnee Mission Parkway corridors, there is likely to be an increased interest from developers exploring redevelopment opportunities within the study area. The community also appears to be very supportive of higher-density, mixed-use redevelopment scenarios offered in Redevelopment Scenarios C, D, and D+, and expressed very little support for another “commercial strip mall” like what was offered in Redevelopment Scenarios A and B.

Based on the analysis, a higher density redevelopment approach can be more beneficial to the City in the long-term, even when considering the level of public/private partnership likely to be needed for implementation. This approach will also provide the community with additional housing choices and a broader variety of retail offerings (as compared with replicating a Merriam Town Center-style of commercial development). The group also noted the importance of improving the development quality and visual character, regardless of what type of redevelopment occurs.

While the City Council appreciated reviewing the full range of redevelopment scenarios presented, they chose to use this planning effort as an opportunity to objectively review, discuss, and provide direction on the type of redevelopment that is most appropriate for properties within the study area. It was agreed that private market-driven development interests are anticipated to lead redevelopment efforts within the study area – and those development interests will also likely approach the City of Merriam to explore financial incentives and public/private partnerships in order to implement their project(s).

It was clear from this review meeting that the City Council and Planning Commission is interested in encouraging and actively supporting higher-quality and higher-density redevelopment scenarios that resemble those illustrated in Redevelopment Scenarios C, D, or D+. A concerted effort to align the City’s priorities and development incentives with the community’s desire for change in this area was duly noted. In many ways, this corridor plan could be utilized as a marketing tool to promote the City’s desire for high-quality mixed-use redevelopment, and to reiterate the City’s willingness to proactively explore the use of incentives and public/private partnerships to achieve this area’s potential.

It was also clear from this review meeting that the City Council and Planning Commission is not interested in pursuing or incentivizing any redevelopment scenarios that closely resemble those illustrated in Redevelopment Scenarios A or B (refer to Figure 4.14). Should a developer come forth with projects like these, the City Council may be open to considering limited opportunities to proactively address the shortcomings of a Redevelopment Scenario A or B development as a means to “offset the lost opportunity” (as one meeting participant stated). This could mean that even if the City does not provide any direct subsidy to a proposal like Redevelopment Scenario A or B, it could decide to use TIF and/or other development finance tools to make other public improvements around the site that could still achieve and address some of the visual character needs, pedestrian-friendly improvements, and place-making enhancements that were envisioned with some of the higher density scenarios.

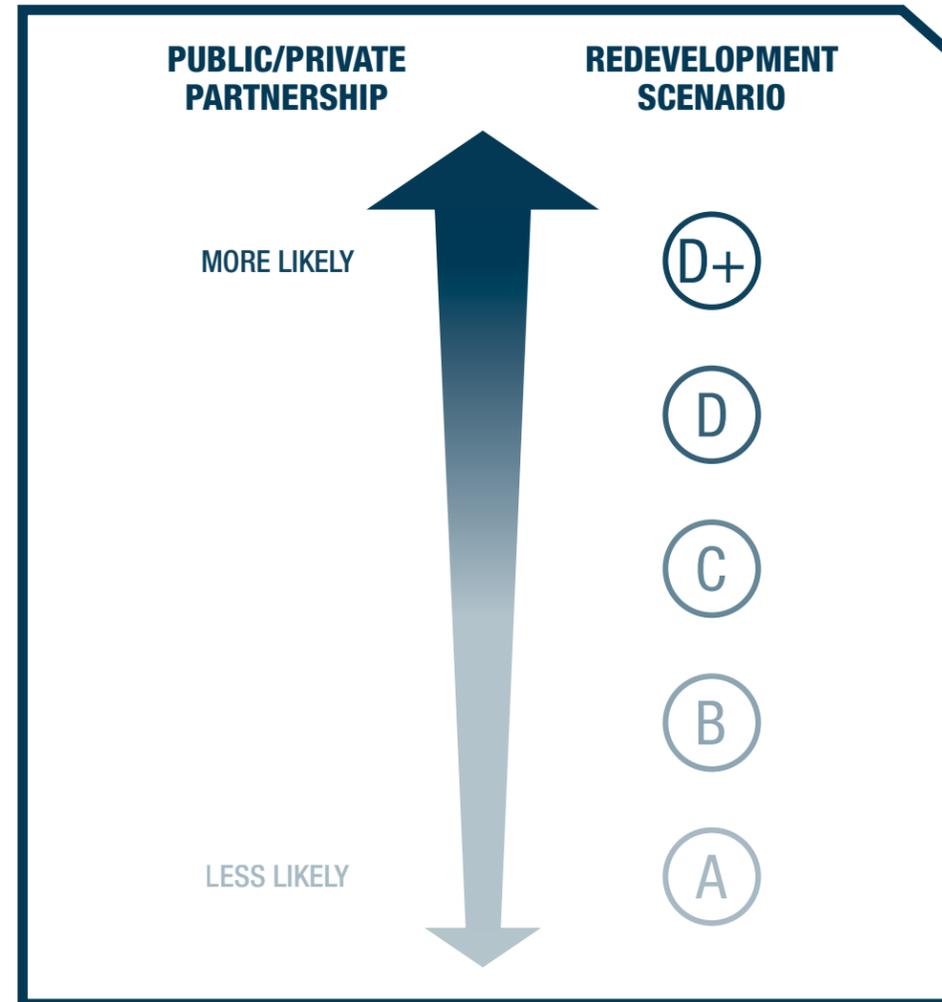


FIGURE 4.14 - ANTICIPATED OPPORTUNITIES FOR FINANCIAL ASSISTANCE



FIGURE 4.15 - JOINT CITY COUNCIL AND PLANNING COMMISSION MEETING

INFRASTRUCTURE ANALYSIS

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 5

PEDESTRIAN AND BICYCLE CONNECTIVITY

Existing Pedestrian and Bicycle Conditions

The presence and condition of sidewalk and pedestrian infrastructure varies significantly throughout the study area. Public sidewalks exist on both the north and south sides of Shawnee Mission Parkway (SMP). There is a portion of sidewalk yet to be constructed on the north side of SMP just west of Antioch that would need to be built as redevelopment occurs in this area (see Figure 5.1). Sidewalk exists on the west side of Antioch for most of the frontage of the redevelopment area except for a gap that occurs closer towards the SMP and Antioch intersection. However, setback constraints in this area have probably prevented this sidewalk connection from being built in the past.

Pedestrian activated push button crossings exist on all four legs of the SMP and Antioch intersection and on two legs of the Eby Avenue/IKEA Way intersection. Pedestrian push buttons are located on the main signal poles. ADA ramps occur at all crossings of the intersections as well (see Figure 5.2). The current crosswalk stripping is faded or missing, making it feel unsafe for the pedestrian and bicyclist crossing SMP and difficult for motorist to notice that there is a crossing in addition to the traffic signal, as shown in Figure 5.3.

Bicycle infrastructure, such as bike lanes, parking facilities, etc., is currently lacking within and around the study area. The surrounding and adjacent bicycle network should be examined further for future bicycle implementation for any obstacles and hazards.

Proposed Pedestrian and Bicycle Conditions

Improving the pedestrian crossing experience at the existing Shawnee Mission Parkway crossings at Eby Ave/IKEA Way and Antioch Road should also be explored. The width of this corridor, the number of lanes to cross, signal timing, and the amount and speed of adjacent vehicular traffic, create challenges for improving pedestrian comfort in providing a safe and effective pedestrian crossing across Shawnee Mission Parkway.

There are several ways to heighten the presence of a pedestrian crosswalk. The conventional way would be to re-stripe the crossing with wider stripes on a regular basis using paint or thermoplastic. In areas where there is a strong pedestrian presence and safety concerns, more visible markings, such as colored stamped concrete or inlaid brick treatments, enhances the crossing environment. If used, this treatment does not replace the crosswalk markings but would be considered an addition.

In-roadway flashing lights are also used when extra attention to pedestrians is needed where signage or other design treatments are deemed insufficient. The flashers can be activated when the pedestrian signal button is pushed. These treatments are more costly to build and maintain than standard treatments.

Pedestrian refuge areas are another example of enhanced pedestrian crossings. Pedestrian refuge areas are important to consider for large, multilane intersection or at intersections with center left-turn lanes or left-turn signals that may not provide sufficient time for pedestrian to cross the entire intersection. They are areas that allow a safe resting place for pedestrians. Examples of crosswalk treatments are shown in Figure 5.4. Any other enhanced pedestrian crossings are encouraged should be further explored.

As redevelopment occurs, future bicycle accommodations will need to be met. Collaborating with powerful nonprofit groups, such as KanBikeWalk and BikeWalkKC, to help improve policies with the City of Merriam and surrounding cities can help coordinate a safe and accessible bicycle/pedestrian network. These groups and policies can help advocate for a walk friendly and bike friendly community.

TRIP GENERATION

Using square footage estimates for the different land uses found in the five redevelopment scenarios, the planning team performed a traffic analysis. The square footages for the different scenarios are detailed in Table 5.1.

LAND USE	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
RETAIL	124,900 S.F.	138,200 S.F.	91,360 S.F.	123,950 S.F.	133,300 S.F.
OFFICE	-	30,600 S.F.	101,000 S.F.	28,350 S.F.	28,350 S.F.
CIVIC	13,700 S.F.	13,700 S.F.	13,700 S.F.	13,700 S.F.	33,175 S.F.
HOTEL	-	37,100 S.F. (80 RM)	66,600 S.F. (140 RM)	66,600 S.F. (140 RM)	66,600 S.F. (140 RM)
MULTIFAMILY	38,400 S.F. (24 DU)	121,250 S.F. (80 DU)	121,250 S.F. (80 DU)	318,375 S.F. (260 DU)	385,975 S.F. (320 DU)

TABLE 5.1: LAND USE SQUARE FOOTAGES



FIGURE 5.1: UNBUILT SIDEWALK

FIGURE 5.2: PED PUSH BUTTON & ADA RAMP

FIGURE 5.3: EXISTING CROSSWALK CONDITIONS

FIGURE 5.4: PROPOSED CROSSWALK IMPLEMENTATION EXAMPLES

Using these square footages, the daily AM peak hour and PM peak hour development trips were estimated. As the square footages for the multifamily and senior living residential segments changed throughout the scenarios, the amount of dwelling units for trip generation calculation were determined using a ratio from Redevelopment Scenarios A and B. Table 5.2 details the trip generation for each scenario.

Based on these trip generation estimates, the PM peak hour entering and exiting trips are expected to be higher than those occurring during the AM peak hour. As a result, the PM peak hour trip generation estimates were used to estimate the needed improvements to the surrounding roadway system. Referencing the completed generation, the PM peak hour can expect approximately 816 to 1,322 trips, depending on which scenario is constructed.

SCENARIO	DAILY TRIPS			AM PEAK HOUR TRIPS			PM PEAK HOUR TRIPS		
	ENTER	EXIT	TOTAL	ENTER	EXIT	TOTAL	ENTER	EXIT	TOTAL
A	4,687	4,685	9,372	87	63	150	395	421	816
B	5,406	5,404	10,810	191	117	308	486	572	1,058
C	5,107	5,106	10,213	286	127	413	430	562	992
D	5,874	5,873	11,747	209	180	388	532	588	1,120
D+	6,609	6,607	13,216	234	208	442	633	689	1,322

TABLE 5.2: TRIP GENERATION ESTIMATES

INFRASTRUCTURE IMPROVEMENTS AND COST OPINIONS*

Roadway Improvements

Based on the trip generation estimates for the five redevelopment scenarios, the PM peak hour is expected to draw between 816 and 1,322 trips. With this amount of development trips, the least dense (Redevelopment Scenario A) with 816 trips would likely necessitate roadway improvements at the intersection of Eby Avenue/IKEA Way and Shawnee Mission Parkway. Also at this intersection, additional northbound and westbound left-turn lanes would likely be needed to accommodate the development trips. The cost for these improvements is estimated to be approximately \$650,000.

Following these improvements, the traffic signal would need to be improved to accommodate the new geometry. These signal improvements are estimated to cost approximately \$200,000.

SCENARIO	SITE CIVIL/ACRE	TOTAL ACRES	COST ESTIMATE
A	\$100,000	11.96	\$ 1,196,000
B	\$200,000	22.14	\$ 4,428,000
C	\$250,000	22.91	\$ 5,727,500
D	\$275,000	22.91	\$ 6,300,250
D+	\$275,000	23.69	\$ 6,514,750

TABLE 5.3 : COST BREAKDOWN PER REDEVELOPMENT SCENARIO

In addition to these improvements, the development could warrant a new traffic signal at the intersection of Antioch Road and the eastern site drive - as the density of the development increased through Redevelopment Scenarios B through D+. A more detailed traffic study will be needed in the future to confirm whether this improvement is warranted. New traffic signals usually cost between \$200,000 and \$250,000. A cost estimate based on acreage is shown in Table 5.3.

Previous Traffic Impact Study (IKEA)

The planning team reviewed a prior traffic study completed as a part of the IKEA retail development. The study focused on the potential impacts that could affect surrounding intersections as a result of the proposed IKEA development. A 20 year future scenario was not completed and thus, vacant properties, such as the K-Mart building, were not considered. The analysis concluded that the northbound left turn lane on Eby Avenue at Shawnee Mission Parkway (SMP) was inadequate and needed to be lengthened for current conditions.

From a more in-depth review of the analysis calculations contained within the study, our planning team recommends using caution in deciding whether improvements are actually warranted for a few reasons. First, the analysis was completed using the assumption that the signals along SMP are not interconnected with each other. Second, the study did not consider actual traffic signal timings and correct signal phasing when completing the analysis. In reality, all of the traffic signals on SMP are interconnected and have continually maintained signal timings as part of MARC's Operation Green Light. Considering current signal data in the analysis, calculations can make a significant difference in the operations of the intersection.

*All cost opinions/estimates are in 2013 dollars

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
TRAFFIC SIGNAL AT EBY & SMP	\$200,000-\$250,000	\$200,000-\$250,000	\$200,000-\$250,000	\$200,000-\$250,000	200,000-250,000
TRAFFIC SIGNAL AT ANTIOCH & EAST SIDE DRIVE	-	-	\$250,000	\$250,000	\$250,000
ROADWAY MODIFICATION	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
BRIDGE COSTS	-	-	\$3,700,000	\$3,700,000	\$3,700,000
SITE CIVIL	\$1,196,000	\$4,428,000	\$5,727,500	\$6,300,250	\$6,514,750
BURIED UTILITIES	-	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
TOTAL (LOW END)	\$2,046,000	\$6,278,000	\$11,527,500	\$12,100,250	\$12,314,750
TOTAL (HIGH END)	\$2,096,000	\$6,328,000	\$11,577,500	\$12,150,250	\$12,364,750

TABLE 5.4: OPINION OF PROBABLE COST FOR REDEVELOPMENT SCENARIOS A THROUGH D+

MARC Operation Green Light (OGL)

Operation Green Light (OGL) is a Mid-America Regional Council (MARC) sponsored effort to improve traffic flow and vehicle emissions by coordinating traffic signal timing plans and upgrading equipment and communications along major arterial roadways that cross jurisdictional boundaries in the Kansas City metro area. The Shawnee Mission Parkway (SMP) corridor is one of the OGL corridors included in the effort. As a result, traffic signal timings and pedestrian timings are enhanced to provide more effective and efficient intersection operations. These timing plans will need to be modified as development trips increase and traffic patterns change.

SUMMARY

Following the review of the five Shawnee Mission Parkway redevelopment scenarios, roadway and transportation improvements, as well as utility work, were identified. The following improvements will likely be needed:

- Roadway Improvements
 - Additional westbound left-turn lane at Eby Avenue and Shawnee Mission Parkway
 - Additional northbound left-turn lane at Eby Avenue and Shawnee Mission Parkway
 - Signal modification to Eby Avenue intersection to accommodate new geometrics
 - Possible traffic signal at Antioch Road and East Site Drive intersection as scenario density increases
 - Update traffic signal as volumes increase from redevelopment
- Underpass
 - Underpass running under Shawnee Mission Parkway at the center of the redevelopment connecting development areas to the north and south of Shawnee Mission Parkway (Scenarios C, D, and D+)
- Site Civil
 - Utility work needed for each scenario based on developed acres

In addition, an "order of magnitude" opinion of probable construction cost for each respective redevelopment scenario was created. Table 5.4 on the previous page shows the complete breakdown of these opinions of cost.



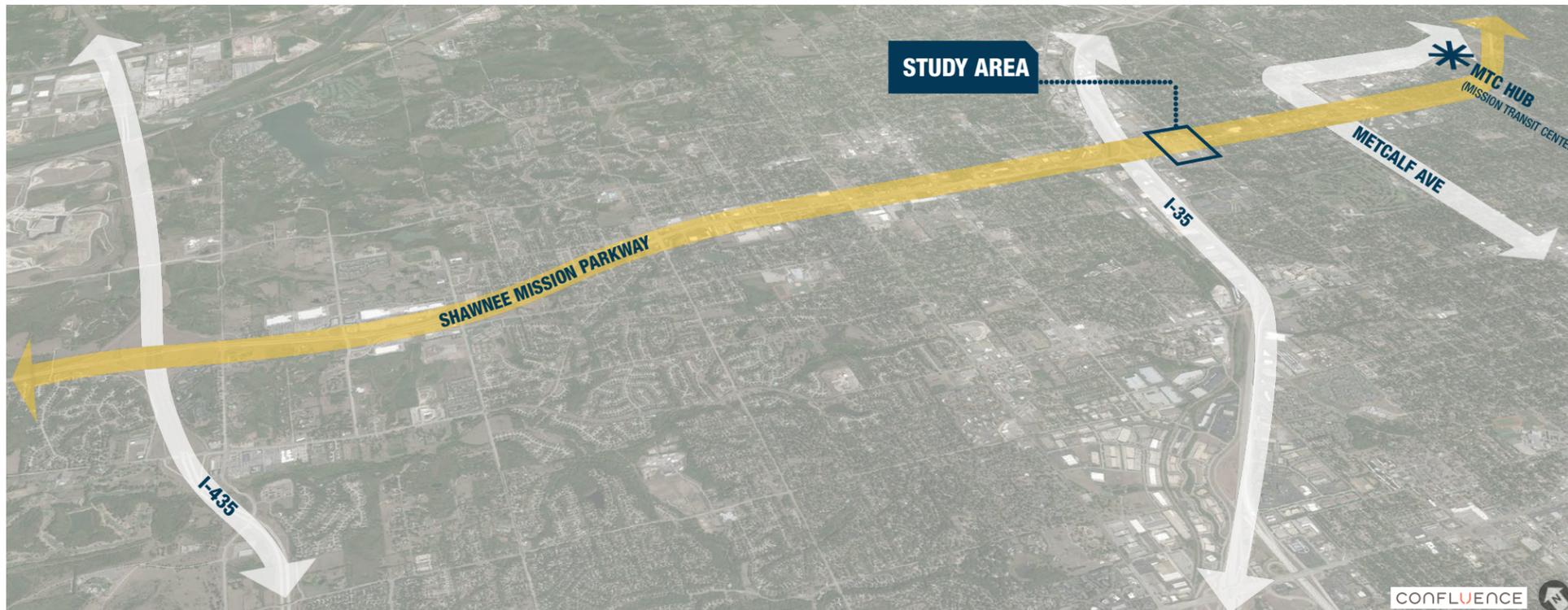


FIGURE 6.1 - SIGNIFICANT CORRIDORS

Enhanced levels of transit service in a corridor, defined as having a service span of 16+ hours/day and a service frequency of no less than 30 minute peak, 60 minute off-peak would require a combined employment/population density of approximately 8,200/square mile.

High Capacity Transit Service in a corridor, defined as having a service span of 18+ hours/day and a service frequency of no less than 10 minute peak, 30 minute off-peak would require a combined employment/population density of approximately 12,000/square mile.

Existing densities in some of the high-capacity transit corridors from the MARC plan are shown in Table 6.1.

Of note is the relatively low density of the SMP corridor as it relates to higher transit investment. This illustrates the need to focus on development and redevelopment opportunities in this corridor and the other identified corridors that will serve to increase density and establish a basis for moving forward with the implementation of these high capacity transit investments. This will lead ultimately to the development of a truly regional transit network serving the entire region. The redevelopment scenarios that are described in the plan help illustrate what land use patterns will support increased transit investment.

INTRODUCTION

This project area has the potential to serve and be served by current and future transit service as a potential hub or as an access point on two major corridors (I-35 and Shawnee Mission Parkway). This section will summarize the existing transit service in the corridor and adjacent to the project area and describe how transit from both I-35 and from Shawnee Mission Parkway would interact with and support new development and land use on Shawnee Mission Parkway and examine the feasibility and appropriateness of various levels of transit investment based on the redevelopment scenarios for the study area. Figure 6.1 illustrates significant corridors in relation to the study area.

Existing Transit Service

Transit service along I-35 is and will likely continue to be commuter oriented with commuter bus service providing peak period commuter trips between the southwestern portion of Johnson County and the Kansas City, Missouri central business district. Current service along Shawnee Mission Parkway, adjacent to the study area, is limited to a single route that operates during the midday period only. Additionally, there is a peak period commuter route that operates on Antioch, adjacent to the study area along its eastern edge. Figure 6.2 illustrates what an existing transit stop looks like today.

SUMMARY OF THE RELATIONSHIP BETWEEN DENSITY AND HIGHER CAPACITY TRANSIT INVESTMENT

Shawnee Mission Parkway, east of Metcalf has been identified in Mid-America Regional Council's (MARC's) Smart Moves Regional Transit Plan as portion of one of six higher-capacity transit corridors in the region. Shawnee Mission Parkway west of Metcalf is identified in the MARC Transit Plan for enhanced levels of transit service.

Transit service in these corridors will provide the framework around which the regional transit network is developed. Higher capacity transit service has already been implemented along the Main Street corridor and the Troost Avenue corridor in Kansas City, Missouri and enhanced levels of transit service exist in a number of corridors throughout the region. Enhanced levels of transit service are gradually being introduced along the Metcalf corridor in the form of transit infrastructure improvements and increased service levels. Implementation of these types of service in the remaining corridors identified in the Smart Moves plan is dependent on increasing overall population and employment densities to levels sufficient to support desired service. Recent work commissioned by MARC, which was aimed at establishing appropriate density levels for higher transit investments, yielded the following results:



FIGURE 6.2 - EXISTING TRANSIT STOP

TROOST MAX	14,310
INDEPENDENCE AVENUE	11,544
METCALF AVENUE	10,402
STATE AVENUE	7,195
NORTH OAK	7,619
SMP (EAST OF METCALF)	9,593
SMP (WEST OF METCALF)	5,171

TABLE 6.1 - SURROUNDING DENSITIES

SUMMARY OF THE POTENTIAL TRANSIT SERVICE INFRASTRUCTURE

The redevelopment scenarios that are described in this plan yield employment/population densities that range from moderately low and not supportive of high capacity transit investment to moderately high and supportive of high capacity transit investment. The transit service and infrastructure improvements that would complement and support each of the redevelopment scenarios are described below and on the following page.

Supportive Transit Investment for Redevelopment Scenarios A & B

These two redevelopment scenarios yield moderately low employment/population densities, and assuming these development patterns are replicated along the entire corridor, higher capacity transit investment would not be justified. These scenarios could, however, justify an investment in enhanced levels of transit service and transit infrastructure. This might include elements like sheltered stops and bus pull outs. A description of what this level of transit investment might look like in and around the study area is described below.

The transit service would include a bus route along Shawnee Mission Parkway operating at an enhanced service level and a local bus route operating at a somewhat lower level of service along Antioch. This would provide local access to the study area and the SMP route for more regional travel. Refer to Figures 6.3 and 6.4 for an illustrative transit plan for Redevelopment Scenarios A and B.



FIGURE 6.3 - REDEVELOPMENT SCENARIO A TRANSIT PLAN



FIGURE 6.4 - REDEVELOPMENT SCENARIO B TRANSIT PLAN

With the current alignment of JO routes, the location for eastbound station/pull-out is along existing residential property. However, an eastbound station west of Antioch would better serve the study area and should be considered, provided that a modified route alignment could be determined.

The supporting transit facilities would include the following elements:

- Transit station pair located on SMP at Antioch
- Traffic volumes and speeds on SMP would necessitate bus pull-outs in both directions for the station stops.
- Stations would be located on SMP on the far side of the SMP/Antioch intersection
 - Location for westbound station/pull-out presents no significant challenges
 - Location for eastbound station/pull-out is along existing residential property

A typical station layout is shown in Figure 6.5 and station examples are shown in Figures 6.6 through 6.8.

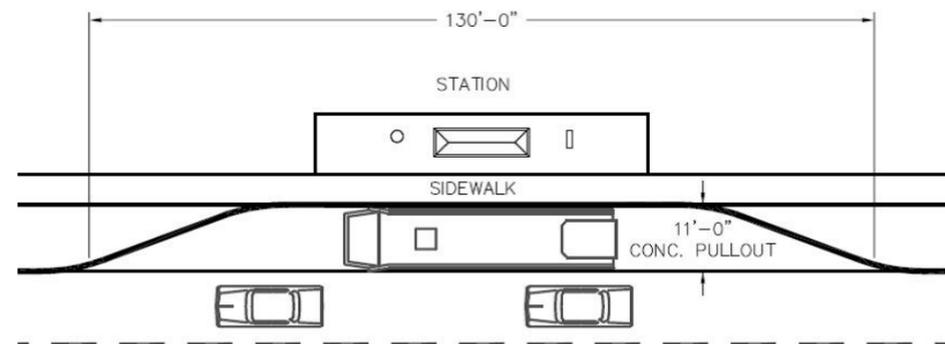


FIGURE 6.5 - TYPICAL STATION LAYOUT



FIGURE 6.6 - STATION EXAMPLE, RIVER MARKET, KCMO



FIGURE 6.7 - STATION EXAMPLE, 95TH & METCALF



FIGURE 6.8 - STATION EXAMPLE, 95TH & METCALF

Supportive Transit Investments for Redevelopment Scenarios C, D, & D+

These three redevelopment scenarios, shown in Figures 6.9 through 6.11, yield moderately high employment/population densities that would support a higher capacity transit investment in the Shawnee Mission Parkway corridor, assuming these development patterns are replicated along the entire corridor. A description of what this level of transit investment might look like in and around the study area is described below and illustrated in Figures 6.12 through 6.16.

The transit service would include a bus route along Shawnee Mission Parkway operating at a high capacity service level (as defined at the beginning of this section) and a local bus route operating at a somewhat lower level of service along Antioch that would provide local access to the study area and the SMP route for more regional travel. The routes would be aligned to serve the development site internally via a transit hub integrated into the development. The opportunity for a transit hub, either as a standalone facility or as an integral part of a new mixed-use building, could be further explored in conjunction with future redevelopment planning or with future transit service planning along the entire Shawnee Mission Parkway Corridor.



FIGURE 6.12 - PASADENA, CALIFORNIA



FIGURE 6.13 - WICHITA, KANSAS



FIGURE 6.14 - KANSAS CITY, MISSOURI

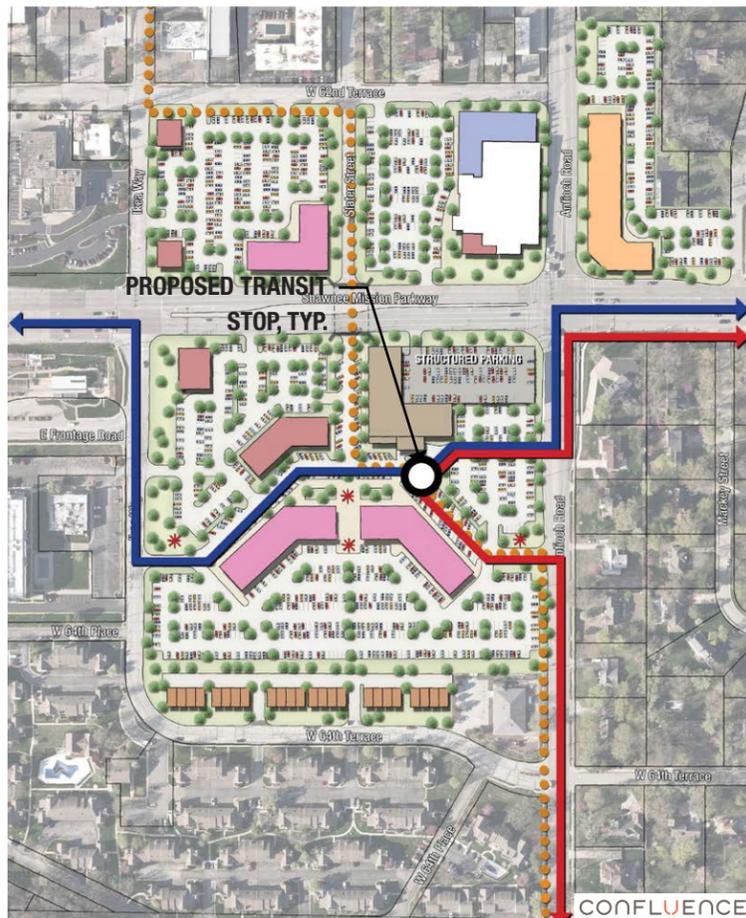


FIGURE 6.9 - REDEVELOPMENT SCENARIO C TRANSIT PLAN

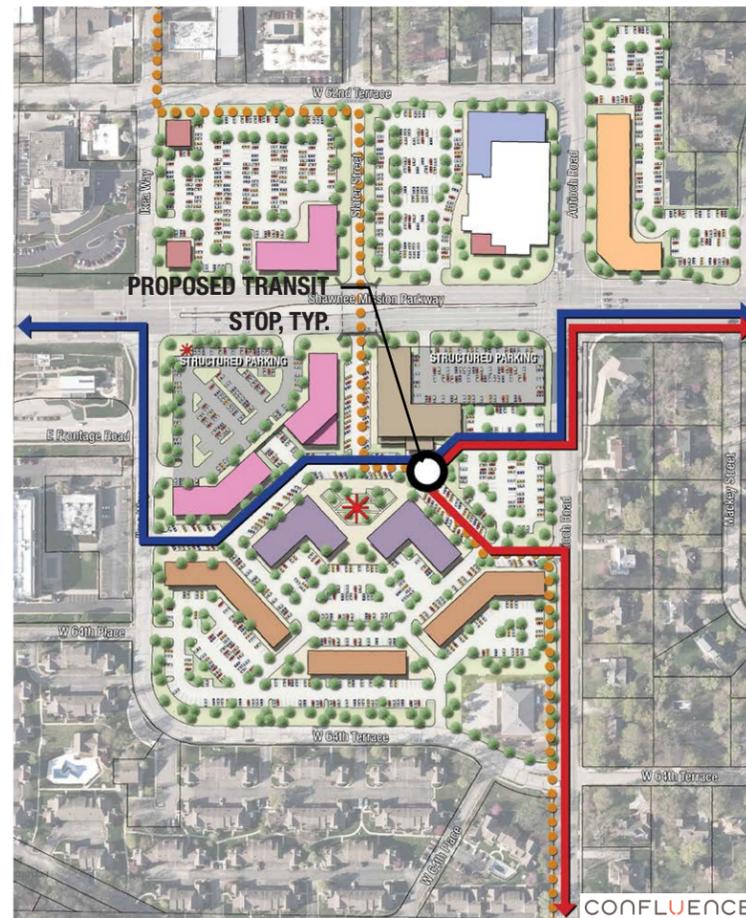


FIGURE 6.10 - REDEVELOPMENT SCENARIO D TRANSIT PLAN

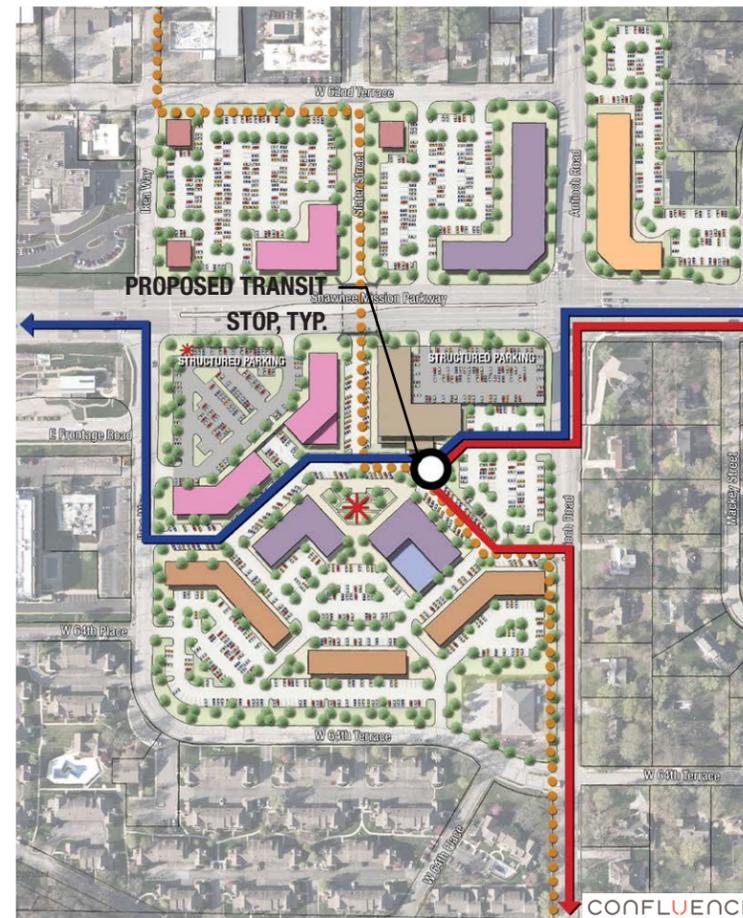


FIGURE 6.11 - REDEVELOPMENT SCENARIO D+ TRANSIT PLAN



FIGURE 6.15 - PORTLAND, OREGON



FIGURE 6.16 - MINNEAPOLIS, MINNESOTA

FINANCIAL ANALYSIS

SHAWNEE MISSION PARKWAY CORRIDOR PLAN

SECTION 7

REDEVELOPMENT FINANCING ANALYSIS

As part of the economic development and public finance analysis, the planning team reviewed the financial characteristics of each redevelopment scenario specifically relating to:

- Future property values and tax revenues
- Future sales activity and tax revenues
- Internal site improvement and utility costs
- External street, traffic signal, and utility infrastructure costs
- Developer subsidy requests to reach target return on investment

Property and Sales Tax Increment Financing

The City of Merriam has the ability to use a range of public finance tools to fund costs associated with the future redevelopment of the study area. This plan discusses several key development finance tools, the most powerful of which is Tax Increment Financing (TIF). Kansas state law allows the City, within certain parameters, to capture property and sales taxes resulting from new real estate projects to pay for a wide range of potential redevelopment costs, including many anticipated to be incurred in the study area. Because of its fiscal power, its applicability to this redevelopment situation, and the City's familiarity with and past use of TIF, the planning team's first focus was to estimate each redevelopment scenario's capacity to fund estimated physical infrastructure and developer subsidy needs through property and sales TIF.

The planning team analyzed the *Envision Tomorrow* projections for each redevelopment scenario, specifically the parcel areas and redevelopment uses/square footages that generated each redevelopment scenario's estimated property and sales tax revenues. Estimated property values are shown in Table 7.1 and illustrated in Figure 7.1, while estimated property and sales tax revenues (total for all taxing jurisdictions) are shown in Table 7.2 and Figure 7.2. See Figures 7.4 and 7.5 on page 33 for additional economic data derived from the *Envision Tomorrow* model.

Property and Sales Tax Dynamics

It is important to recognize that Kansas state law values commercial and residential property differently for tax purposes. Commercial property is valued with a 25% classification rate, whereas residential property is valued at an 11.5% rate. This means that commercial and residential parcels with identical appraised values of \$1 million will have assessed values of \$250,000 and \$115,000, respectively. Therefore, a redevelopment scenario with proportionately more commercial area may have a higher property tax value than a more heavily-residential scenario, even if that residentially-focused scenario has a higher overall market value. In addition, retail and restaurant uses generate local sales taxes, while residential uses do not (at least not directly). Neither of these tax dynamics means that one redevelopment scenario is "better" than the other, or should be a higher priority for the City. They simply dictate the extent to which each redevelopment scenario has the capacity to fund its own estimated infrastructure and project subsidy requirements.

After verifying the logic and reasonableness of the *Envision Tomorrow* tax revenue projections, the planning team calculated the approximate portions of these future property and sales tax revenues that the City could elect to capture via TIF. As with assessing property tax values, Kansas state law dictates how cities may capture incremental property and sales taxes. With property TIF, the City is able to capture approximately 82% of the total mill rate, and therefore 82% of the incremental new taxes (that is, the taxes above those generated from the TIF District's original property values as of 1994). The City's current mill rate composition is shown on the following page in Table 7.3.

With sales TIF, however, the City is able only to capture and dedicate the sales taxes generated from its own 1.0% general sales tax rate, which equals roughly 12% of the 8.625% total rate applied to taxable sales in the City, as shown in Table 7.4.

As shown in Table 7.5 and Figure 7.3, estimated annual property and sales TIF ranges from \$750,000 in Redevelopment Scenario A to \$1.9 million in Redevelopment Scenario D+ (these and all other dollar amounts in this section assume 2013 values). Comparing annual TIF to total annual taxes, however, tells a different story. Here, the tax capture rate ranges from a low of 20% in Redevelopment Scenario A to a high of 36.5% in Redevelopment Scenario C. Although Redevelopment Scenarios A, B and C are all weighted toward commercial uses, property TIF captures the office building-generated value of Redevelopment Scenario C more fully than does sales TIF will the retail sales generated by Redevelopment Scenarios A and B.

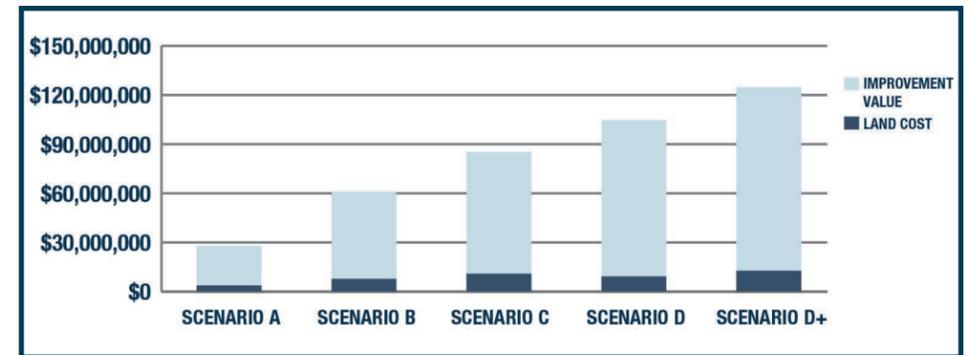


FIGURE 7.1 - ESTIMATED PROPERTY VALUES

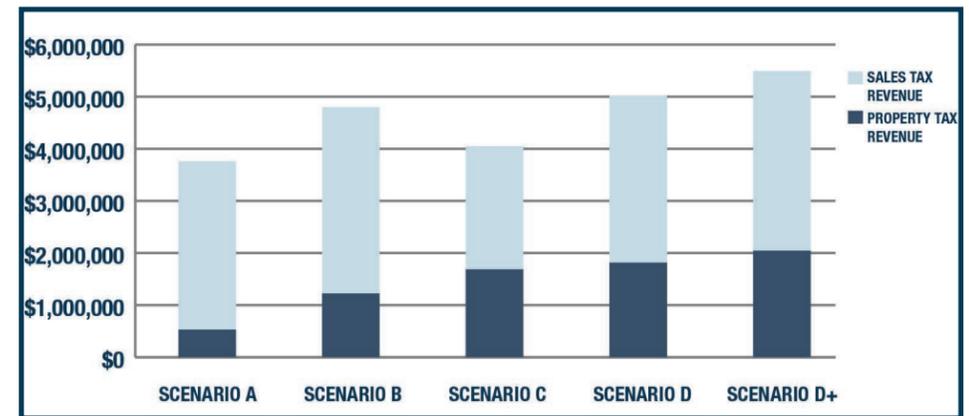


FIGURE 7.2 - ESTIMATED PROPERTY AND SALES TAX REVENUES

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
FINANCIAL	\$ at Build Out	\$ at Build Out			
LAND COST	\$ 3,771,578	\$ 7,732,858	\$ 10,898,222	\$ 9,248,966	\$ 12,673,716
IMPROVEMENT VALUE	\$ 24,072,700	\$ 53,252,398	\$ 74,265,041	\$ 95,394,690	\$ 112,105,995
TOTAL PROPERTY VALUE	\$ 27,844,278	\$ 60,985,256	\$ 85,163,263	\$ 104,643,656	\$ 124,779,711

TABLE 7.1 - ESTIMATED PROPERTY VALUES

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
FISCAL	\$ per Year				
PROPERTY TAX REVENUE	\$ 529,292	\$ 1,224,367	\$ 1,685,682	\$ 1,815,174	\$ 2,044,456
SALES TAX REVENUE	\$ 3,232,311	\$ 3,575,365	\$ 2,363,930	\$ 3,207,416	\$ 3,449,443
TOTAL TAX REVENUE	\$ 3,761,603	\$ 4,799,732	\$ 4,049,612	\$ 5,022,590	\$ 5,493,899

TABLE 7.2 - ESTIMATED PROPERTY AND SALES TAX REVENUES

TIF Funding Capacity

Next, both general obligation and special obligation bond scenarios were modeled to estimate the TIF funding capacity of each redevelopment scenario. In other words, the planning team estimated the maximum amount of redevelopment project funding that the City could generate through bond issues repaid with TIF over 20 year terms. General obligation (G.O.) bonds carry the issuer’s full faith and credit, meaning that issuer promises to raise taxes to the extent necessary to pay debt service on time and in full. Special obligation (S.O.) bonds are repaid solely with the specified revenue source(s).

If the City were to issue G.O. TIF Bonds to fund project costs, the bonds would be structured to be repaid 100% with tax increment, but the City’s unlimited tax pledge on top of the dedicated TIF revenues would give investors greater confidence in bond repayment than with TIF revenues alone. As a result, investors would accept lower interest rates with G.O. vs. S.O. bonds (the planning team assumed 4.50% as compared to 6.00%), which in turn means that a projected TIF revenue stream generates more project funding capacity with G.O. bonds.

As shown in Table 7.6, the redevelopment’s estimated “self-funding” capacity, assuming G.O. Bond issuance, ranges from \$11.1 million in Redevelopment Scenario A to \$28.2 million in Redevelopment Scenario D+.

PROPERTY MILL RATES	MILL RATE	% OF TOTAL
MERRIAM	27.522	23%
SHAWNEE MISSION SCHOOL DISTRICT	55.766	47%
DRAINAGE	3.091	3%
STATE	1.5	1%
COUNTY	17.717	15%
LIBRARY	3.149	3%
PARKS	2.344	2%
COLLEGE	8.785	7%
TOTAL MILL RATE	119.874	100%
LESS - NON-ELIGIBLE RATE	-21.5	
TIF - ELIGIBLE RATE	98.374	82%

TABLE 7.3 - PROPERTY MILL RATES

These projections also assume a flat 1% inflation in both property and sales TIF revenues. Even though TIF projections often inflate property and sales TIF at different inflation rates (e.g. 1% for property and 2% for sales), the planning team felt doing so would distort one’s ability to compare the funding capacities presented by different combinations of commercial and residential uses. With S.O. Bonds, funding capacity ranges from \$9.3 million in Redevelopment Scenario A to \$23.6 million in Redevelopment Scenario D+, as shown in Table 7.7.

Although the G.O. bond funding capacity is significantly higher than the S.O. bond capacity, there is also more risk to the issuer (i.e., having to raise general taxes) if the TIF revenues do not materialize as expected. Several risk mitigation options – including minimum assessment agreements and other forms of developer guarantees – exist, but the decision to issue G.O. debt to facilitate private redevelopment is one that no entity should make without careful deliberation of the risks and rewards presented by the proposed project.

Infrastructure and Subsidy Costs

On the project expense side, the planning team incorporated into its financial model the opinions of probable costs for each redevelopment scenario’s internal site improvement and utility costs, as well as directly-related street, traffic signal, and external utility infrastructure costs. These cost estimates, as discussed in Section 5, Table 5.4, range from \$2.1 million in the low-impact Redevelopment Scenario A up to \$12.3 million in the larger, denser, and more complex Redevelopment Scenario D+.

SALES TAX RATES		
MERRIAM	1.000%	12%
CITY CIP	0.250%	3%
STATE	6.15%	65%
COUNTY	1.225%	21%
TOTAL	8.625%	100%

TABLE 7.4 - SALES TAX RATES

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
TAX INCREMENT	\$ per Year	\$ per Year	\$ per Year	\$ per Year	\$ per Year
PROPERTY TIF	\$ 375,158	\$ 876,507	\$ 1,205,139	\$ 1,356,623	\$ 1,505,886
SALES TIF	\$ 374,761	\$ 414,535	\$ 274,079	\$ 371,874	\$ 399,935
TOTAL ANNUAL TIF	\$ 749,919	\$ 1,291,042	\$ 1,479,218	\$ 1,728,497	\$ 1,905,822
PERCENT OF TOTAL TAXES	19.94%	26.90%	36.53%	34.41%	34.69%

TABLE 7.5 - ESTIMATED ANNUAL PROPERTY AND SALES TIF RANGES

The planning team also evaluated the *Envision Tomorrow* model’s estimates of the public subsidies necessary for a private developer or group of multiple developers to achieve a benchmark 12% internal rate of return on Redevelopment Scenarios A through D+. Internal rate of return (IRR) is a common measure of return on investment that uses the time value of money (present value) to translate a stream of estimated future profits into an interest rate equivalent.

For instance, say an opportunity to invest \$1,000,000 in a redevelopment project offered estimated returns of \$0 in year 1, \$200,000 in year 2, \$300,000 in years 3 and 4, and a final payout of \$1 million in year 5, that scenario’s 15.5% IRR would help an investor decide if this opportunity was the optimal use of funds. *Envision Tomorrow* therefore uses a 12% IRR to approximate the minimum return a typical investor would want to have a reasonable chance of achieving before deciding to invest in a redevelopment project vs. an alternative investment.

As shown in Table 7.8, *Envision Tomorrow*’s subsidy estimates range from \$4.8 million in Redevelopment Scenario A up to \$15.9 million in Redevelopment Scenario D+. One major driver of project costs in the higher-density scenarios is structured parking, a necessity to support larger building areas and values but also a major cost that developer’s often cannot recoup fully from commercial lease rates and/or other project revenues.

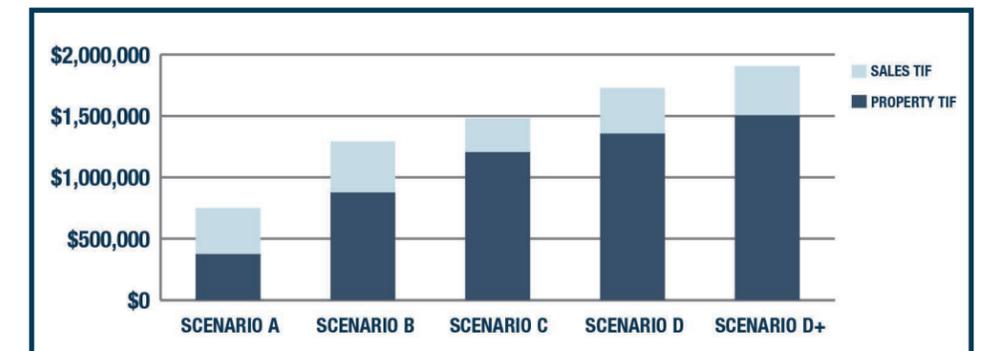


FIGURE 7.3 - ESTIMATED ANNUAL PROPERTY AND SALES TIF RANGES

Comparing Funding Capacity to Costs

The final component of the planning team's fiscal analysis was to compare the estimated TIF bond funding capacities to the estimated infrastructure and subsidy costs, as shown in Table 7.9. With the G.O. bonds' lower interest rates and higher capacities, four of the five redevelopment scenarios show net surpluses, with only Redevelopment Scenario D+ yielding a funding deficit of \$97,000. With S.O. bond funding, more TIF revenue goes to pay bond interest vs. principal, and so only Redevelopment Scenarios A and B are able to fund projected infrastructure and subsidy expenditures.

There are many factors that could result in a real-life developer requesting, and being able to justify to the City's satisfaction, a larger or smaller subsidy to achieve a redevelopment comparable to Redevelopment Scenario C, for instance. Similarly, a proposed redevelopment might include total building areas and parking spaces close to those in Redevelopment Scenario D, but designed in a way that proves more or less expensive than indicated by the opinions of cost reflected in this plan.

For these reasons, the infrastructure and subsidy numbers here should not be viewed as absolute funding requirements, but as indicators of relative need in order to achieve the wide spectrum of

redevelopment outcomes reflected in Redevelopment Scenarios A through D+. Similarly, because so many variables can alter funding capacity positively or negatively, the bond surpluses and deficits shown above are not "pass/fail" measures of financial viability. The planning team believes that all five redevelopment scenarios are close enough to break-even in this simplified, conservative analysis to be deemed fiscally feasible, especially since the City will have funding options in addition to the TIF explored here. What this analysis confirms is that the City will likely be asked to invest a larger amount in infrastructure and subsidy to achieve a more comprehensive redevelopment of the study area, and to shoulder more risk (albeit with mitigation) to achieve the rewards of higher value and higher quality future uses.

PUTTING FINANCING ANALYSIS INTO A "PLAYBOOK" CONTEXT

A major part of the planning team's responsibilities in this project is to assist the City in properly framing the anticipated need for development incentives. By incentives, the planning team means funding both the developer subsidy and the physical infrastructure discussed previously in this section. Typically, developers expect that they will fund internal site improvements and utility infrastructure integral to the redevelopment site, and also directly-related traffic controls. And certainly, communities

often prefer that developers fund as much as possible upfront, since there is lower effort and risk involved with pay-as-you-go TIF reimbursements and other after-the-fact incentives.

The Shawnee Mission Parkway study area is unique, however, in its large acreage spread over multiple parcels, its frontage on a vital arterial street controlled by the Kansas DOT, the challenging slope of the main parcel, and the cost of several potential infrastructure projects, namely the underpass in Redevelopment Scenarios C, D, and D+, and the underground power lines. These factors conspire to mean that "typical" public – private funding roles may not be meaningful, especially when the developer is likely to request incentives, no matter who pays for what upfront. In other words, the City could require the developer to fund all infrastructure improvements in addition to building and parking costs, and then have those infrastructure expenses appear in the developer's subsidy request to the City, or the City could decide to finance the infrastructure investment itself and have the subsidy request focused more closely, say, on structured parking costs.

Therefore, no matter how the public-private funding partnership is structured, the City's participation decision should be driven by the answers to four more fundamental questions:

- Is the City's proposed participation in the project (i.e. the subsidy dollar amount) justified by detailed proforma and "but-for" analysis?
- Is the proposed incentive tool the best option available, and are the City's risks appropriately mitigated?
- Is the developer taking responsibility and risk commensurate with the estimated rate of return (IRR)?
- Does the proposed incentive provide the City with the return on investment that it wants, both financially and in terms of the redevelopment uses and quality achieved?

Even though the *Envision Tomorrow* analysis forecasts subsidy requests in all five redevelopment scenarios, it is possible that the City would receive a redevelopment proposal similar to Redevelopment Scenario A or B that proforma analysis shows to have very little actual need for public participation. Or perhaps the City would decide to provide a TIF pay-as-you-go reimbursement incentive, not because the core proposal requires assistance, but because the City wants the developer to improve exterior elements beyond standard design requirements.

Conversely, the City may receive a proposal similar to Redevelopment Scenario D or D+ that meets many of its objectives for redeveloping the study area, but would require the City to issue a large amount of G.O. TIF Bonds to reach the funding requirement, and the developer is unwilling or unable to provide an adequate degree of risk mitigation. Perhaps also, the proposed investment does not leverage other funding such as Johnson County County Assistance Road System (CARS) program and/or a benefit district (special assessments). In this case, the City may decide to go back to the drawing board because there is too much City exposure and risk vs. the estimated future rewards.

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
G.O. BOND CAPACITY	Proceeds	Proceeds	Proceeds	Proceeds	Proceeds
PROPERTY TIF G.O. CAPACITY	\$ 5,541,346	\$ 12,946,632	\$ 17,800,760	\$ 20,038,282	\$ 22,243,007
SALES TIF G.O. CAPACITY	\$ 5,535,480	\$ 6,122,976	\$ 4,048,339	\$ 5,493,847	\$ 5,907,329
TOTAL G.O. BOND CAPACITY	\$ 11,076,826	\$ 19,069,608	\$ 21,849,098	\$ 25,531,129	\$ 28,150,336

TABLE 7.6 - G.O. BOND FUNDING CAPACITY

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
S.O. BOND CAPACITY	Proceeds	Proceeds	Proceeds	Proceeds	Proceeds
PROPERTY TIF S.O. CAPACITY	\$ 4,648,498	\$ 10,860,609	\$ 14,932,616	\$ 16,809,618	\$ 18,659,107
SALES TIF S.O. CAPACITY	\$ 4,643,577	\$ 5,136,413	\$ 3,396,051	\$ 4,607,813	\$ 4,955,512
TOTAL S.O. BOND CAPACITY	\$ 9,292,075	\$ 15,997,022	\$ 18,328,667	\$ 21,417,431	\$ 23,614,619

TABLE 7.7 - S.O. BONDS FUNDING CAPACITY

These examples are meant not to predict likely incentive decisions, because any number of variables – both in the redevelopment proposal itself and the City’s policy/political perspective at that point in time – will influence how the City approaches evaluating and negotiating its participation. Instead, these hypotheticals illustrate the need to have a “playbook” in place that recognizes:

- The probability that more complex and comprehensive redevelopment proposals will require greater City financial participation and coordination with other incentive sources
- The importance of taking a flexible, case-based approach to evaluating incentives level and tools, including asking the four core policy questions listed above
- The best outcome is a development agreement that provides the funding necessary for a successful project, allowing the developer the opportunity to secure a reasonable profit while also positioning the City to reap quantitative and qualitative rewards in exchange for its own investment

Incentive Toolbox

In addition to the property and sales tax increment financing discussed previously in this section, there are numerous other tools that capture forms of new value and tax/fee/assessment revenues generated from redevelopment. The mechanisms most likely to be relevant to the study area (as authorized in current state law and/or City policy) include:

- Franchise fee increment
- Community Improvement Districts
 - Supplemental sales tax rate
 - Special assessments
- Development impact fees
- Benefit and drainage districts (special assessments)
- Stormwater utility fees

There are also federal, state, and county-distributed resources (including the aforementioned CARS), as well as funds provided by organizations such as the Mid-America Regional Council and foundations that may, for instance, want to advance better pedestrian-transit connections, mixed-income housing options, or other objectives.

Upon receiving a development proposal, one of the City’s first tasks should be to determine which tools could be used and combined to (a) reach the likely funding target, and (b) ideally, reduce the City’s investment of its core property and sales tax revenues. Community Improvement Districts (CID) can be an effective way to reduce City general tax use, by introducing a supplemental sales tax rate applicable only to the project’s future sales activity, and possibly also a special assessment payable only by the development.

Although CID taxes are public revenues, and establishing a CID sales tax directly affects City taxpayers who opt to shop at the project (along with visitors from other communities), the City may decide that this cost is outweighed by the benefit of being able to keep more incremental new property and sales taxes for general use. Or perhaps the decision will be between (a) issuing G.O. TIF Bonds to reach the necessary incentive level, and (b) issuing S.O. TIF Bonds together with a CID pay-as-you-go note, to reach the same funding target. The latter approach will use more TIF and CID revenues overall, to cover the higher interest costs, but the City may prefer this “inefficiency” over the risks of the less expensive G.O. bond approach.

Timing TIF Expenses and Revenues

A final consideration that may also influence the City’s need to tap alternative funding sources is timing. The planning team would expect that most/all physical infrastructure investments would occur prior to building construction, and that there would be a gap of 1-2 years between that cost and when the City starts to collect property and sales TIF. This is normal, and most TIF bond structures include “capitalized interest” to make interest-only payments to bondholders before repayment revenues are available. With redevelopment akin to Redevelopment Scenarios A and B, in which there is less infrastructure and site work needed, fewer parcels in play, and less complex reuses envisioned, the planning team believes that fiscal timing should not pose unusual challenges.

With projects more like Redevelopment Scenarios C, D, or D+, however, the planning team can envision the City needing to partner more creatively on funding infrastructure – especially with the underpass and power line relocations, and particularly if the multi-use redevelopment occurs in multiple phases over a span of, say, 3-5 years. This potential for this type of timing gap may also make it critical to include the Shawnee Mission Parkway project area in the City’s existing I-35 Redevelopment TIF District, as opposed to creating a brand-new, stand-alone TIF District for the target parcels.

Amending the I-35 Redevelopment District to include the new project area would allow the City, for instance, to allocate existing TIF funds to pay for initial infrastructure improvements – with the expectation that the project area’s own TIF capacity would be adequate to fund subsequent phases of incentive costs, and perhaps to “repay” the greater TIF district for the initial capital infusion.

State law allows the City to amend the I-35 Redevelopment District to include the Shawnee Mission Parkway redevelopment area (and to then use existing TIF funds to bridge timing gaps) at any future date up to 2032 or the completion of the City’s existing IKEA TIF project, whichever comes first – as long as the future project area meets statutory eligibility criteria. After this amendment, and the official creation of a new project area, the City would be able to capture TIF and repay bonds for a maximum of 20 years. Because of this flexibility, it is expected that the City will likely opt for this approach versus establishing a new, stand-alone TIF district, but the planning team wanted to highlight that it is a policy choice that the City will need to make in the early stages of a real-life incentive evaluation and negotiation process.

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
SUBSIDY	\$ 4,761,033	\$ 7,608,431	\$ 10,200,801	\$ 12,744,452	\$ 15,907,769

TABLE 7.8 - PUBLIC SUBSIDY

	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	SCENARIO D+
INFRASTRUCTURE	\$ 2,071,000	\$ 6,303,000	\$ 11,553,000	\$ 12,125,000	\$ 12,340,000
SUBSIDY	\$ 4,762,033	\$ 7,608,431	\$ 10,200,801	\$ 12,744,452	\$ 15,907,769
TOTAL REQUIREMENT	\$ 6,833,033	\$ 13,911,431	\$ 21,753,801	\$ 24,869,452	\$ 28,247,769
G.O. BOND SURPLUS / (DEFICIT)	\$4,243,794	\$ 5,158,177	\$ 95,297	\$ 661,677	(\$ 97,434)
S.O. BOND SURPLUS / (DEFICIT)	\$ 2,459,042	\$ 2,085,591	(\$ 3,425,134)	(\$ 3,452,021)	(\$ 4,633,150)

TABLE 7.9 - INFRASTRUCTURE/SUBSIDY COST COMPARISON TO TIF BOND FUNDING CAPACITIES

Other Playbook Elements

The planning team anticipates that the majority of the City's "playbook" approach to the Shawnee Mission Parkway redevelopment will consist of the core elements of (a) comprehensive proforma and "but-for" analysis, and (b) identifying the optimal incentive tools to fit the project's funding needs and unique circumstances (e.g. project phasing, complexity, value add). There is not a lot of work in these areas that can be done ahead of time, other than ensuring that City staff and advisors stay current with incentive options, best practices in proforma analysis, and expectations/benchmarks in the private development, financing, commercial leasing, and residential markets.

One area, however, in which the City may wish to do some advance work is in reviewing its existing parameters for cost-benefit analysis and other tax increment financing considerations as described in City Council Policy No. 124. This policy requires a comprehensive consideration of sixteen cost and benefit factors, ranging from land use compatibility, to tax and fee revenues, to public safety demand resulting from a project. The policy does not, however, specifically require a risk assessment relating to the proposed debt mechanism (i.e. G.O. bonds, S.O. bonds, or pay-as-you-go notes) and an analysis of the risk mitigation measures included in the agreement.

In general, the planning team suggests keeping the vast majority of the current TIF policy's process and criteria, but placing them in a broader context that evaluates risk and reward for both the City and developer. The four policy questions discussed previously and repeated below may help to define this context:

- Is the City's proposed participation in the project justified by detailed proforma and "but-for" analysis?
- Is the proposed incentive tool the best option available, and are the City's risks appropriately mitigated?
- Is the developer taking responsibility and risk commensurate with the estimated rate of return (IRR)?
- Does the proposed incentive provide the City with the return on investment that it wants, both financially and in terms of the redevelopment uses and quality achieved?

Similarly, the planning team understands the City has a goal to draft and adopt a Community Improvement District policy in 2014. The planning team believes it would be most effective to anchor this CID policy in the same policy context as TIF, because although TIF and CID may have different tactical considerations, they should share a strategic underpinning in City incentive policy. And finally, the planning team strongly suggests that the City begin the process now of systematic outreach to parties that may be interested in the future redevelopment of the study area.

In addition to the Advisory Board that was convened for this planning study, the City is positioned to take a two-prong effort: (1) post the study on the City website, arrange for business journal profiles, building on the region's anticipation of IKEA, and (2) identify and contact real estate brokers, developers, state and county agencies, foundations, and other potential stakeholders to explain the City's interest in facilitating high quality redevelopment.

Both efforts will be tempered by the fact that the City does not own and does not expect to acquire any of the target parcels, but proactive marketing and outreach will demonstrate the City's commitment to the area, while also strengthening the City's standing as a stakeholder that will be actively engaged throughout redevelopment to ensure that it achieves a successful redevelopment and sustainable benefits (both quantitative and qualitative) commensurate with the infrastructure and developer subsidy costs that the City Council ultimately decides to incur.

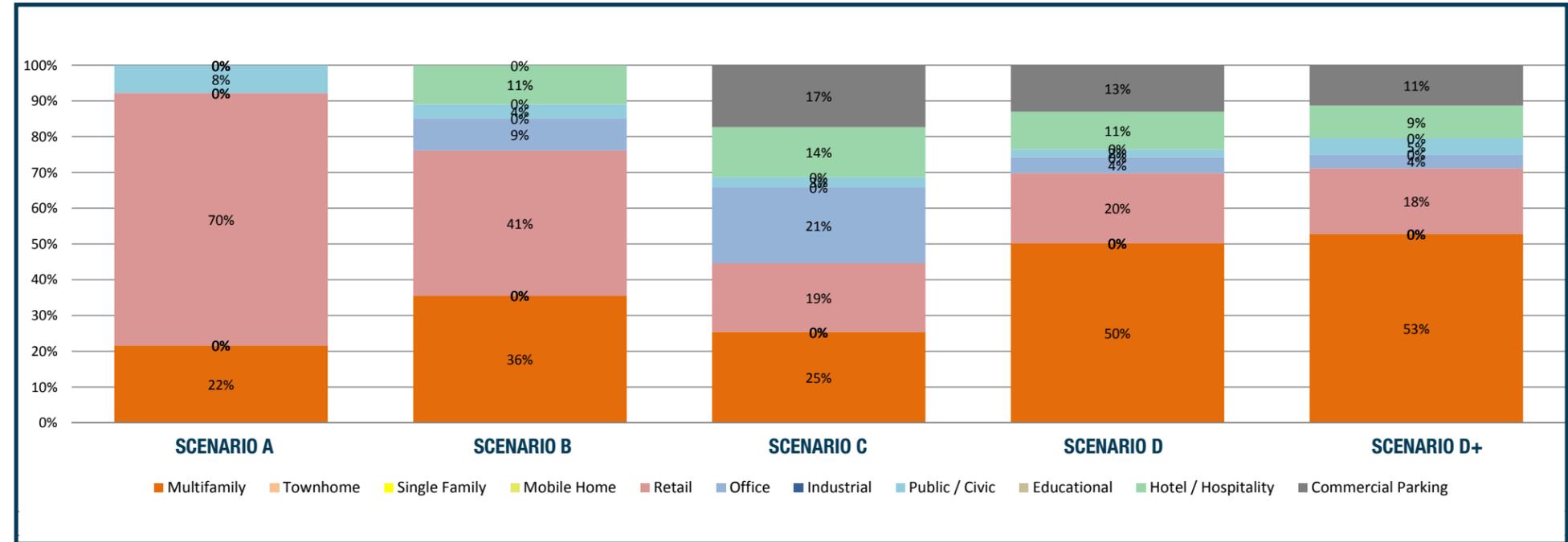


FIGURE 7.4 - BUILDING SQUARE FOOTAGE MIX

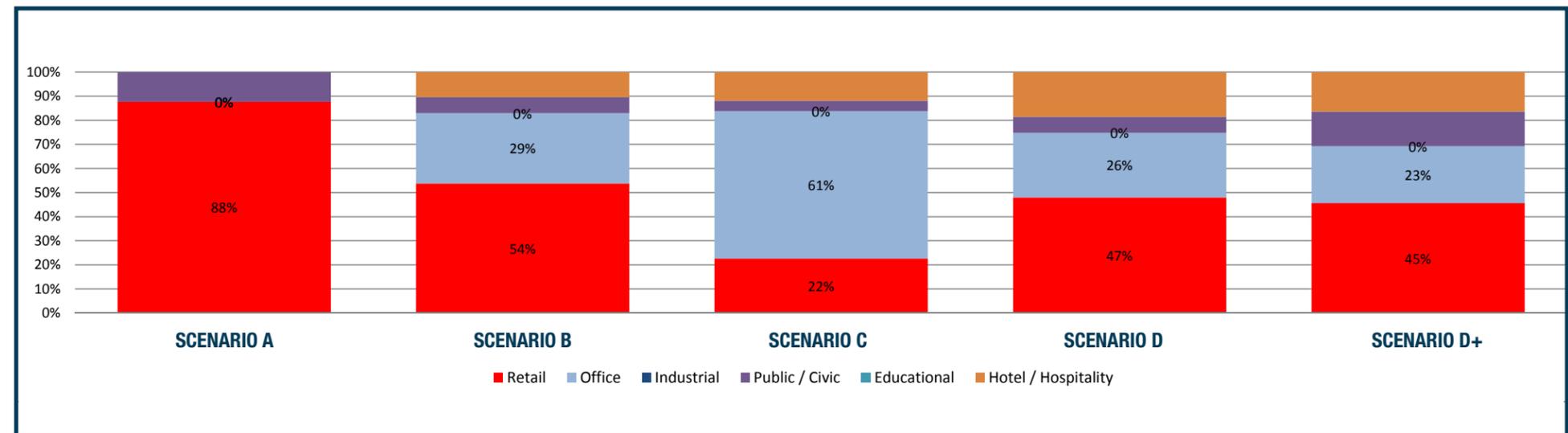


FIGURE 7.5 - EMPLOYMENT MIX

PURPOSE + ANTICIPATED USE

A coordinated set of urban design guidelines has been prepared and included in order to create a basic framework for achieving sustainable redevelopment within the study area. These guidelines are intended to ensure proper implementation of the community's vision of the future redevelopment quality and visual character. Their use is anticipated to guide future redevelopment efforts while also allowing the City to allow for a degree of design creativity, diversity, and flexibility as they are applied to specific redevelopment proposals. Redevelopment proposals of all types are anticipated to be crafted in a manner which corresponds to the unique context of their respective site(s), while also complimenting the broader overall redevelopment initiative for the entire study area.

The study area represents a unique opportunity for the City to realize the potential for high-quality redevelopment within this study area that compliments the community's other existing commercial retail uses, range of housing choices, and Merriam's Downtown business district. While this Corridor Plan and these Design Guidelines are intended to assist project developers and their design teams, they are also anticipated to be considered by the City's planning department, the Planning Commission, and the City Council during the design review process. They can also be used to evaluate the degree to which proposed project features and design configurations are appropriate for the study area, and can be utilized as a basis for evaluating how potential project design changes may be better suited to address the community's objectives for creating attractive and sustainable redevelopment.

These guidelines are organized into four categories to properly guide future implementation:

- Future Street Improvements
- Architectural Character
- Site Design
- Sustainability

FUTURE STREET IMPROVEMENTS | KIT OF PARTS

Revitalizing the aesthetic character of the public realm includes making modifications to the proposed configuration and appearance of the local public streets serving the study area. Shawnee Mission Parkway was not included in this portion of the study, as a much broader overall study effort is needed to better understand, explore, and illustrate opportunities within the entire corridor – including how future land use, aesthetic characteristics, transit and transportation considerations, and sustainability initiatives can influence the future redevelopment potential for each respective community it serves.

A streetscape "Kit of Parts" is incorporated into future local street improvement planning to provide a consistent aesthetic character, while also providing appropriate pedestrian-oriented amenities to encourage walkability and community connectivity. These elements are further defined on this page, and their proposed application is further prescribed in the future streetscape improvement summary for each street in the study area.

The physical dimensions of these streets also needs to be reconfigured in conjunction with future redevelopment activity within the study area, such that appropriate lane widths, on-street parking, turn lanes, sidewalks and bicycle/trail accommodations, and related streetscape enhancements can be properly planned and integrated into the planning process. A summary of existing and proposed future improvements for each street is also outlined and included in this section.

STREET LIGHTING:

MATCH TRADITIONAL STREET LIGHT FOUND NEAR COMMERCIAL DEVELOPMENTS WITH IDENTICAL PRODUCT OR CITY APPROVED EQUAL.



TRASH RECEPTACLE:

MATCH TRASH RECEPTACLE FOUND THROUGHOUT DOWNTOWN MERRIAM WITH IDENTICAL PRODUCT OR CITY APPROVED EQUAL.



BIKE RACK:

MATCH BIKE RACK FOUND NEAR MERRIAM'S VISITOR BUREAU WITH IDENTICAL PRODUCT OR CITY APPROVED EQUAL.



BOLLARD:

PRODUCT:
R-7593 DUCTILE IRON BOLLARD
MANUFACTURER:
RELIANCE FOUNDRY
COLOR:
BLACK
MATCH BOLLARD WITH IDENTICAL PRODUCT OR CITY APPROVED EQUAL.



BENCH:

MATCH BENCH FOUND THROUGHOUT DOWNTOWN MERRIAM WITH IDENTICAL PRODUCT OR CITY APPROVED EQUAL.



PAVING:

MATCH PAVING STYLE FOUND NEAR DOWNTOWN MERRIAM WITH IDENTICAL PRODUCT AND STYLE OR CITY APPROVED EQUAL.



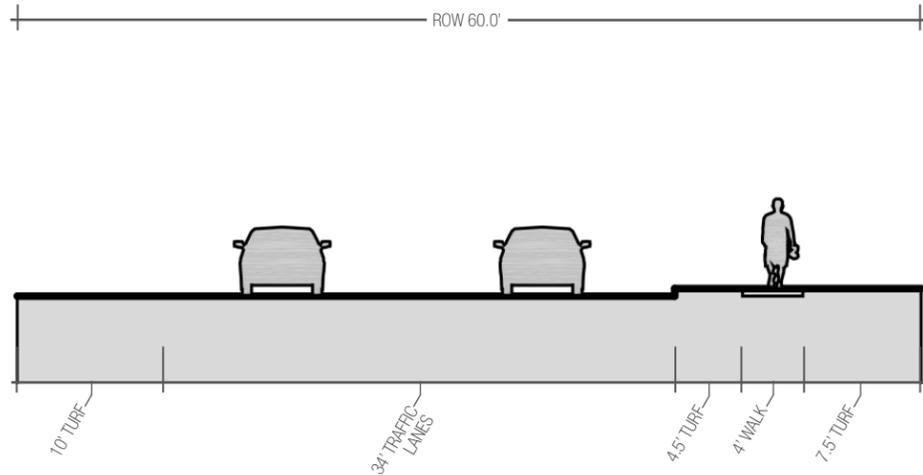


FIGURE 8.2: EXISTING 62ND TERRACE SECTION AND CONDITIONS

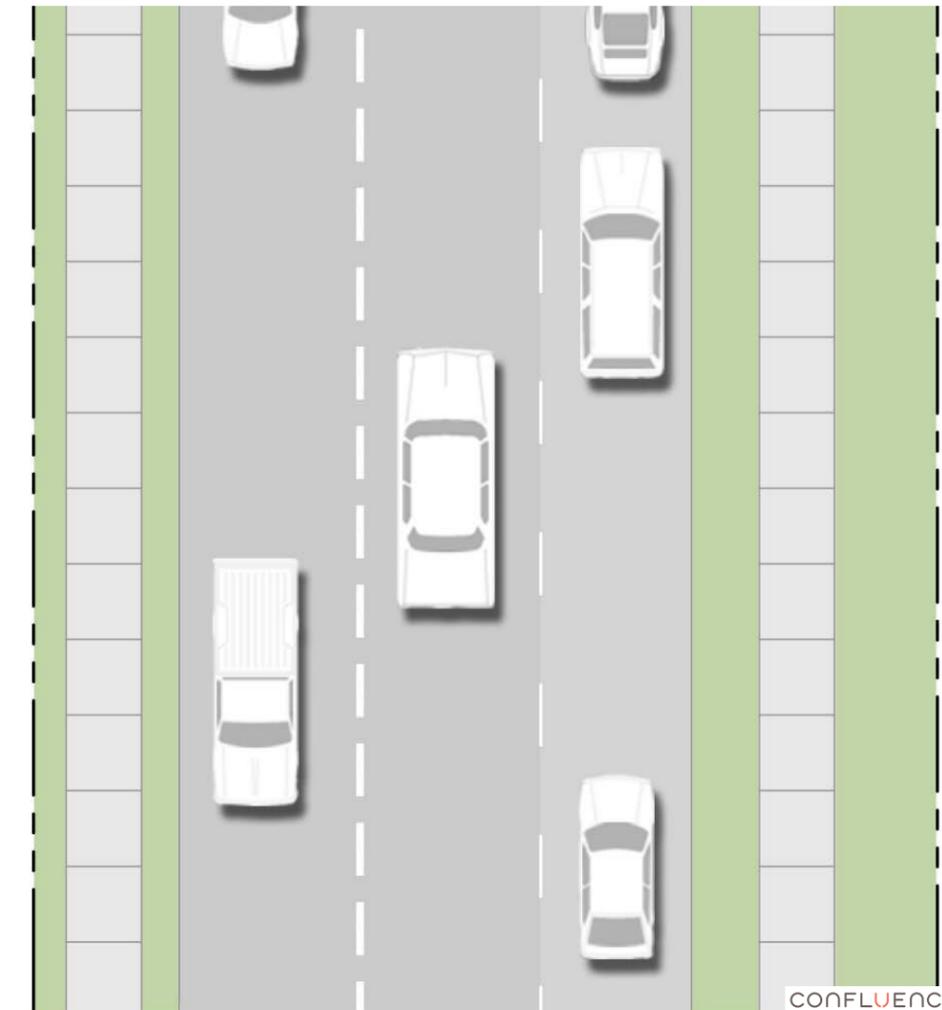
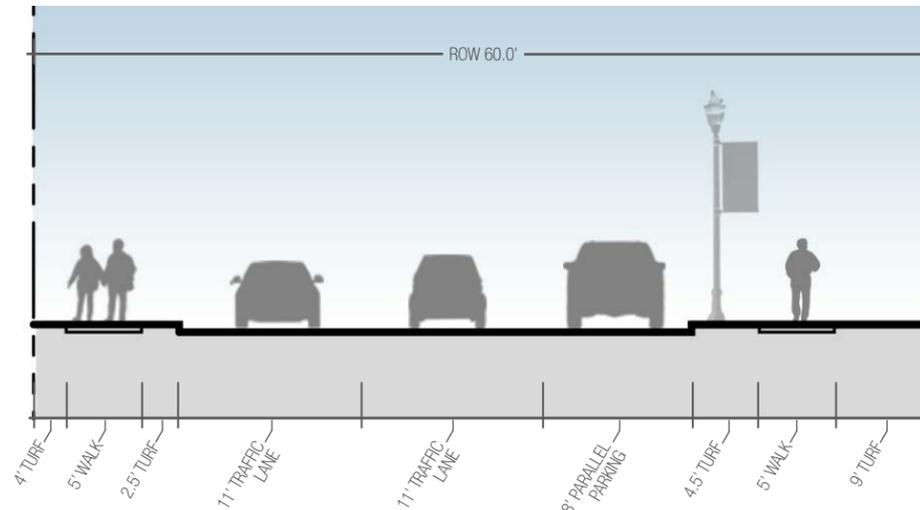


FIGURE 8.6: PROPOSED 62ND TERRACE SECTION AND PLAN

62ND TERRACE: EXISTING CONDITIONS

Currently, 62nd Terrace has two different land uses abutting each of its edges, residential to the north and commercial to the south. For section cut location map, see Figure 8.1. It has two-lane traffic, one in each direction with different parts of the street allowing pull-in perpendicular parking. There are inconsistent lengths of sidewalk throughout the street with a consistent overhead utility line along the north edge of the street. Total right of way is sixty feet for 62nd Terrace. The street light used is the spun aluminum light pole approved by the City. Because the City prohibits street trees between back of curb and sidewalk with public right of way, 62nd Terrace is a unique situation, as it contains street trees along a portion of its right of way. See Figures 8.2-8.5 for existing conditions.

62ND TERRACE: FUTURE IMPROVEMENTS

62nd Terrace will eventually transition into a collector street. Because of its future higher traffic loads, the planning team is proposing to prohibit any pull-in perpendicular parking. However, as the corridor matures and future redevelopment occurs, parallel parking shall be located on the south side of the street with two eleven foot lanes to the north, one in each direction. The planning team suggests the roadway to be lined with turf that has street lighting within it, just eighteen inches behind back of curb. Five foot sidewalks shall be provided on both side of the street. See Figure 8.6 for proposed conditions along 62nd Terrace. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.

STREETSCAPE IMPROVEMENTS

- One (1) benches per block
- One (1) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Street light: Traditional

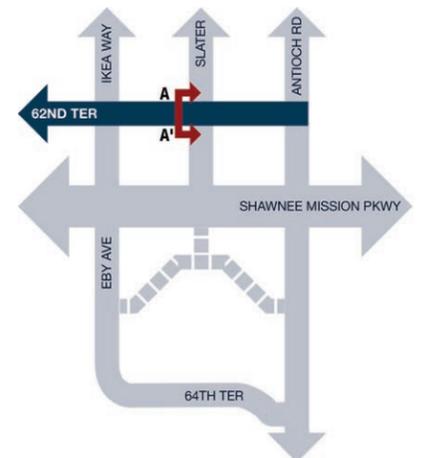


FIGURE 8.1: LOCATION MAP



FIGURE 8.3: EXISTING 62ND TERRACE CONDITIONS



FIGURE 8.4: 62ND TERRACE NORTH



FIGURE 8.5: 62ND TERRACE SOUTH

64TH TERRACE: EXISTING CONDITIONS

64th Terrace is primarily a residential street that begins as soon as Eby Avenue turns east. Current right of way is fifty feet. For the section cut location map, refer to Figure 8.7. The roadway allows for parking on both sides, but does not have lane widths large enough for safe traffic passing. Within the right of way, there is no sidewalk. However, edging the south right of way edge is a private sidewalk serving the adjacent apartment complex. Street lights alternate the length of 64th Terrace. See Figures 8.8 through 8.11 for existing conditions.

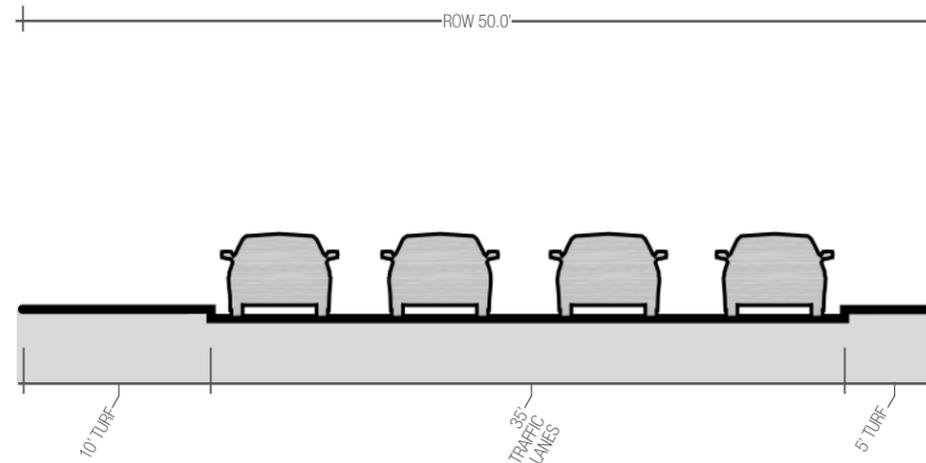


FIGURE 8.8: EXISTING 64TH TERRACE SECTION AND CONDITIONS

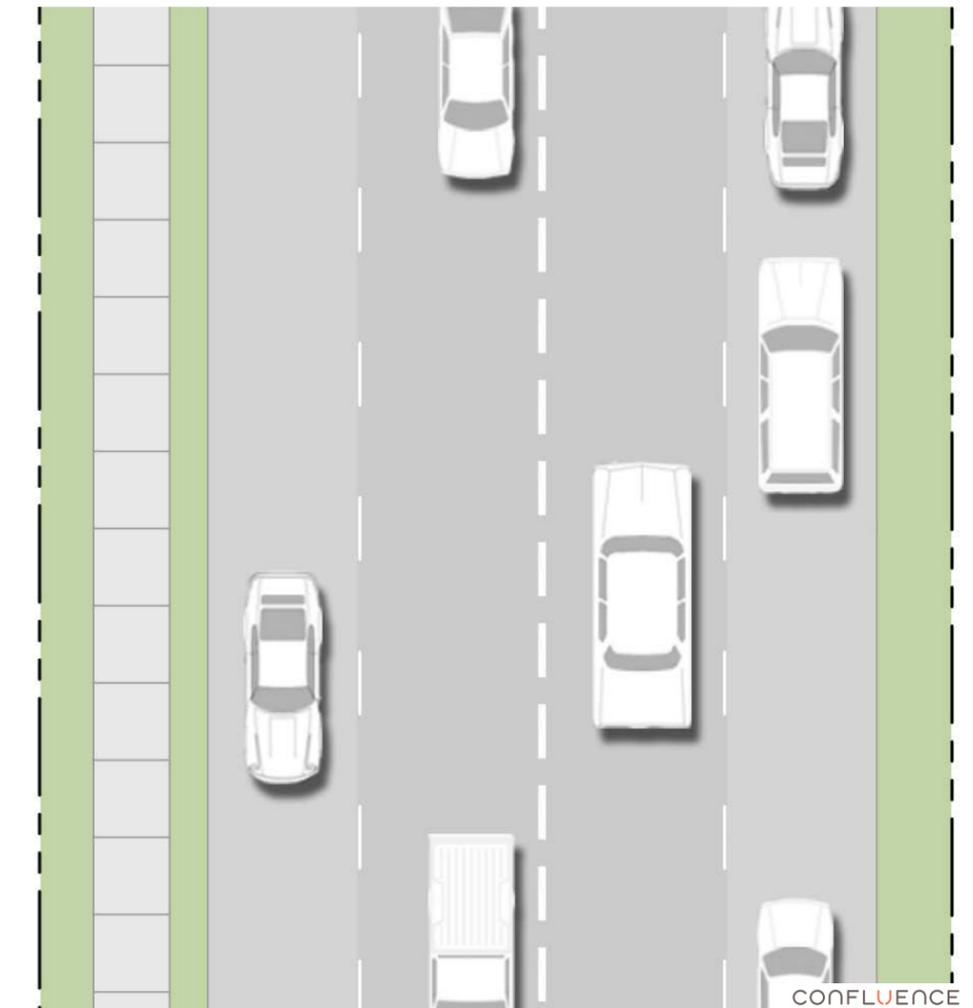
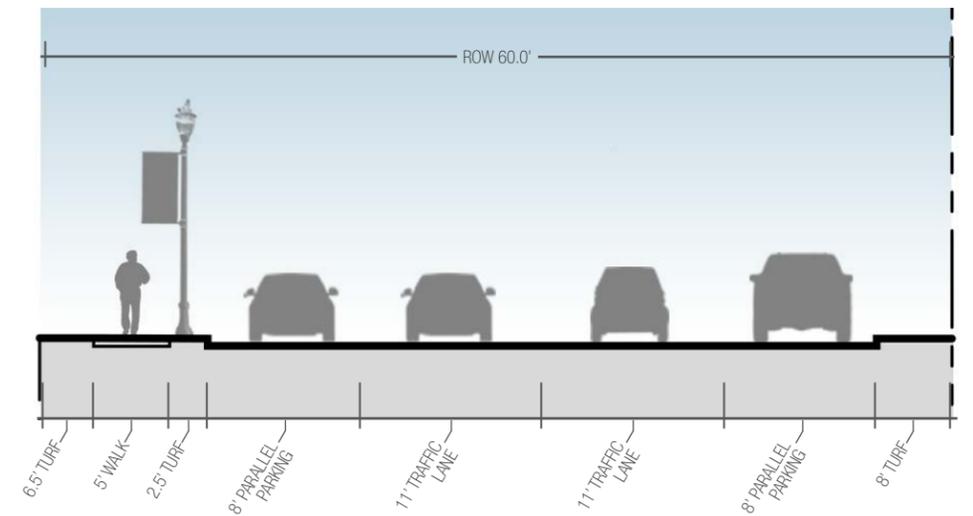


FIGURE 8.12: PROPOSED 64TH TERRACE SECTION AND PLAN

64TH TERRACE: FUTURE IMPROVEMENTS

64th Terrace shall gain right of way width by widening its current fifty feet to a sixty foot right of way. This widening shall allow for the same type of traffic lanes and parking lanes that exist throughout the street today, but shall widen the lanes enough for safe traffic movement. A sidewalk shall be installed on the north side of the street to complement the existing private sidewalk south of the right of way. New street lighting shall be encouraged to replace existing street lighting for street uniformity. All green space within the right of way shall remain turf to abide with current city standards, as shown in Figure 8.12 of the proposed conditions along 64th Terrace. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.

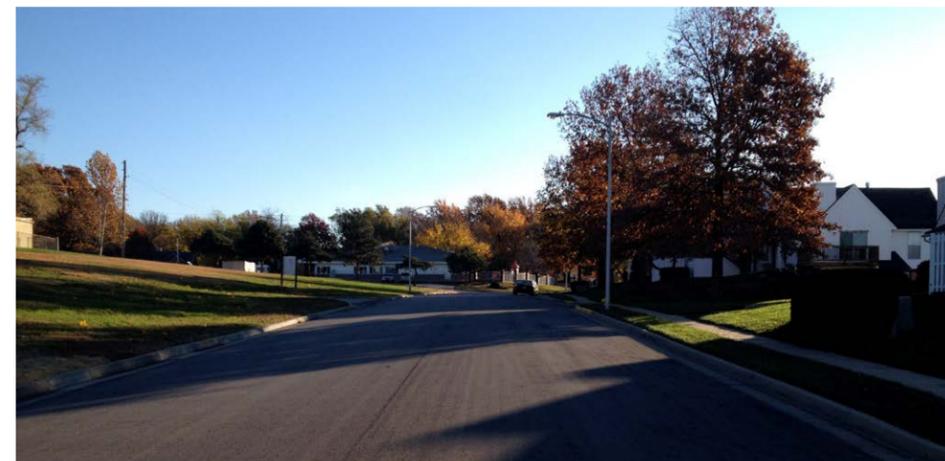


FIGURE 8.9: EXISTING 64TH TERRACE CONDITIONS

STREETSCAPE IMPROVEMENTS

- One (1) benches per block
- One (1) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Street light: Traditional

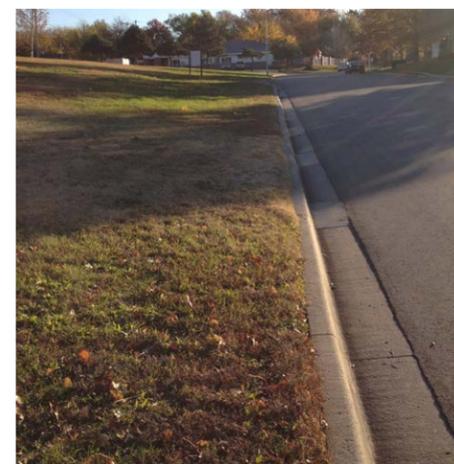


FIGURE 8.10: 64TH TERRACE NORTH

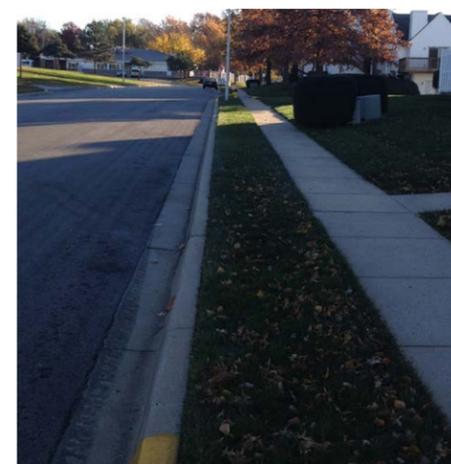


FIGURE 8.11: 64TH TERRACE SOUTH

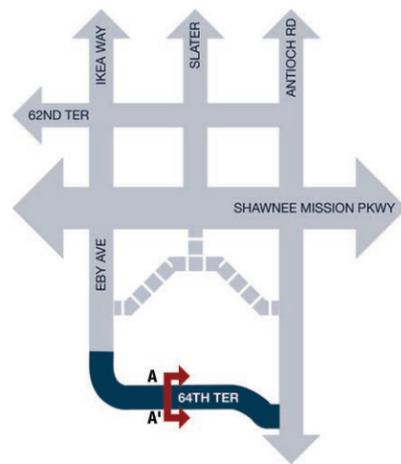


FIGURE 8.7: LOCATION MAP

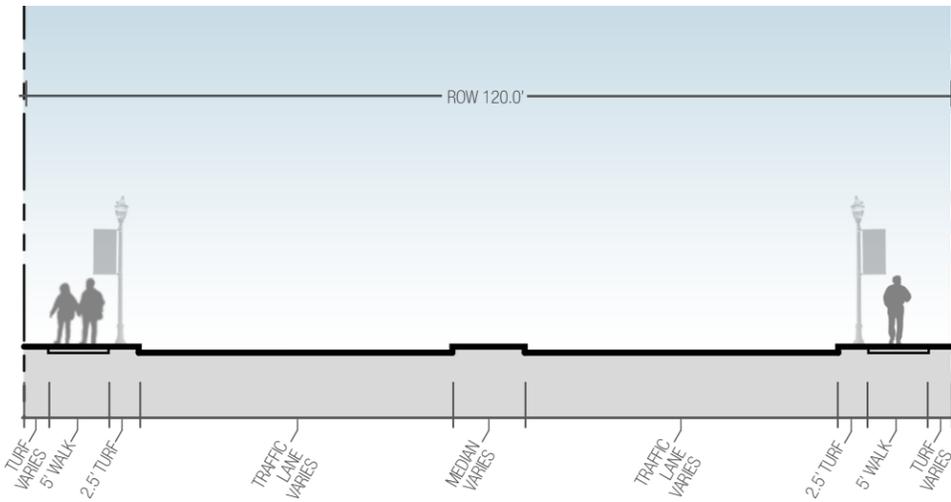


FIGURE 8.13: PROPOSED ANTIOCH ROAD 120.0' ROW SECTION B-B'

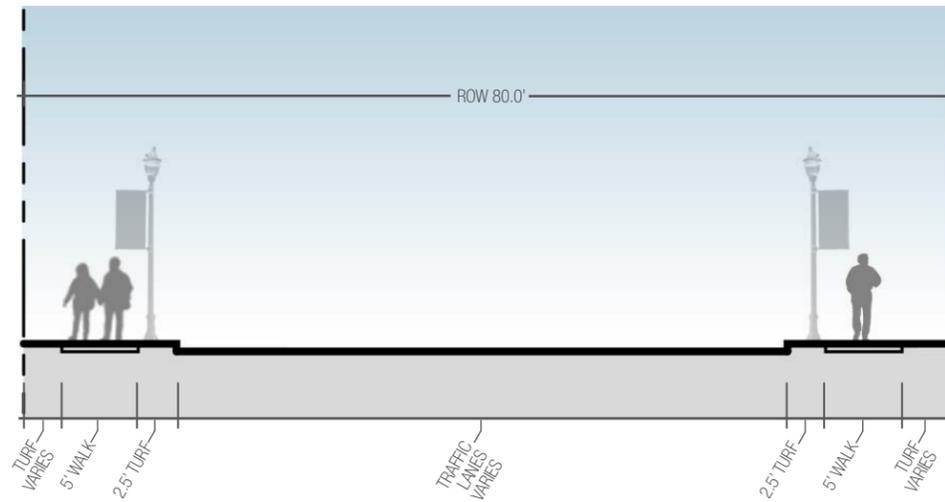


FIGURE 8.14: PROPOSED ANTIOCH ROAD 80.0' ROW SECTION A-A'

ANTIOCH ROAD: EXISTING CONDITIONS

Antioch Road right of way is currently sixty feet, however, the right of way does not include the entire roadway pavement; the right of way includes specifically one sidewalk on the west side, while the sidewalk located east of the roadway is not within right of way. Because Antioch Road is a highly trafficked roadway and also intersects with a major arterial, Shawnee Mission Parkway, traffic lanes increase when nearing the intersection of Shawnee Mission Parkway and Antioch Road. A median ranging from 180 feet to 200 feet in length from the Shawnee Mission Parkway and Antioch Road intersection divides multiple traffic and turning lanes. Antioch Road, in both north and south directions, decrease in total roadway pavement further away from the Shawnee Mission Parkway and Antioch Road intersection. The existing conditions of Antioch Road are shown in Figures 8.15 through 8.20. For section cut locations, refer to the Figure 8.21 Location Map.



FIGURE 8.15: EXISTING ANTIOCH ROAD CONDITIONS



FIGURE 8.16: EXISTING ANTIOCH ROAD CONDITIONS

ANTIOCH ROAD: FUTURE IMPROVEMENTS

Because Antioch Road already has expanded traffic lanes outside of existing right of way, and because future land use considers Antioch Road to become a primary arterial, there shall be two different approaches for the roadway. Closer to the intersection of Shawnee Mission Parkway and Antioch Road, there shall be a right of way of 120 feet. Further from the intersection, Antioch Road shall have a right of way of 80 feet. Future traffic analysis and studies must be completed to determine proper number and widths of traffic lanes, turn lanes, and medians. Antioch Road shall be lined with traditional street lights and introduce decorative bollards and special paving at key intersections. Figures 8.13 and 8.14 show proposed Antioch Road sections. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.



FIGURE 8.17: ANTIOCH ROAD WEST



FIGURE 8.18: ANTIOCH ROAD EAST



FIGURE 8.19: ANTIOCH ROAD WEST

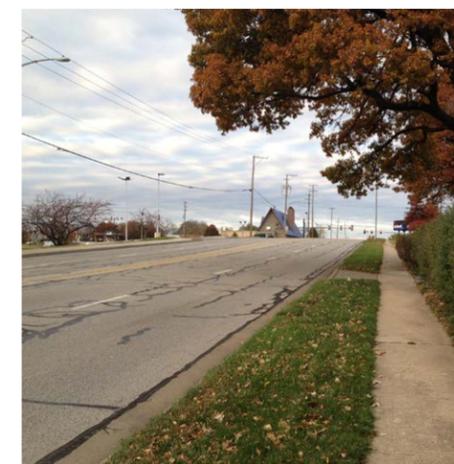


FIGURE 8.20: ANTIOCH ROAD EAST

STREETSCAPE IMPROVEMENTS

- Two (2) benches per block
- Two (2) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Special paving at major intersections
- Five (5) bollards at major intersections
- Street light: Traditional

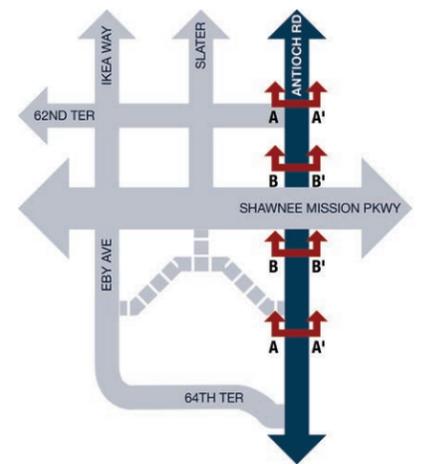


FIGURE 8.21: LOCATION MAP

IKEA WAY: EXISTING CONDITIONS

The street to the north of Shawnee Mission Parkway, formerly known as Eby Avenue, is now IKEA Way. IKEA Way has a right of way of 53 feet. Most of the right of way is dedicated to roadway pavement. The road has two-lane traffic, one in each direction, with an expanded turn lane when nearing the intersection with Shawnee Mission Parkway. There is a newer sidewalk installed on the west side of the street that already accommodates the five foot current City standard width. The east edge of the roadway pavement has a rolled curb. There is also pull-in perpendicular parking on the west side of the street. The section cut location map is shown in Figure 8.22, and the existing conditions are shown within Figures 8.23 through 8.26.

IKEA WAY: FUTURE IMPROVEMENTS

IKEA Way shall accommodate future increased traffic counts by increasing its right of way to 60 feet. The roadway pavement shall have a total of two traffic lanes with one permanent turn lane between them. The existing sidewalk on the west side of the road shall be maintained, while a new sidewalk shall be introduced on the east side of the roadway pavement, maintaining current City standards. IKEA Way shall be lined with traditional street lights with special paving and decorative bollards at key intersections. The proposed conditions along IKEA Way are illustrated in Figure 8.27. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.

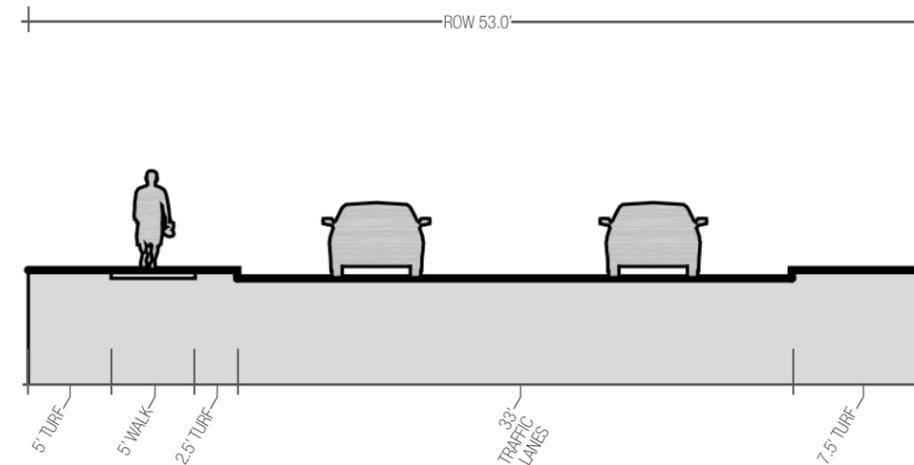


FIGURE 8.23: EXISTING IKEA WAY NORTH SECTION AND CONDITIONS

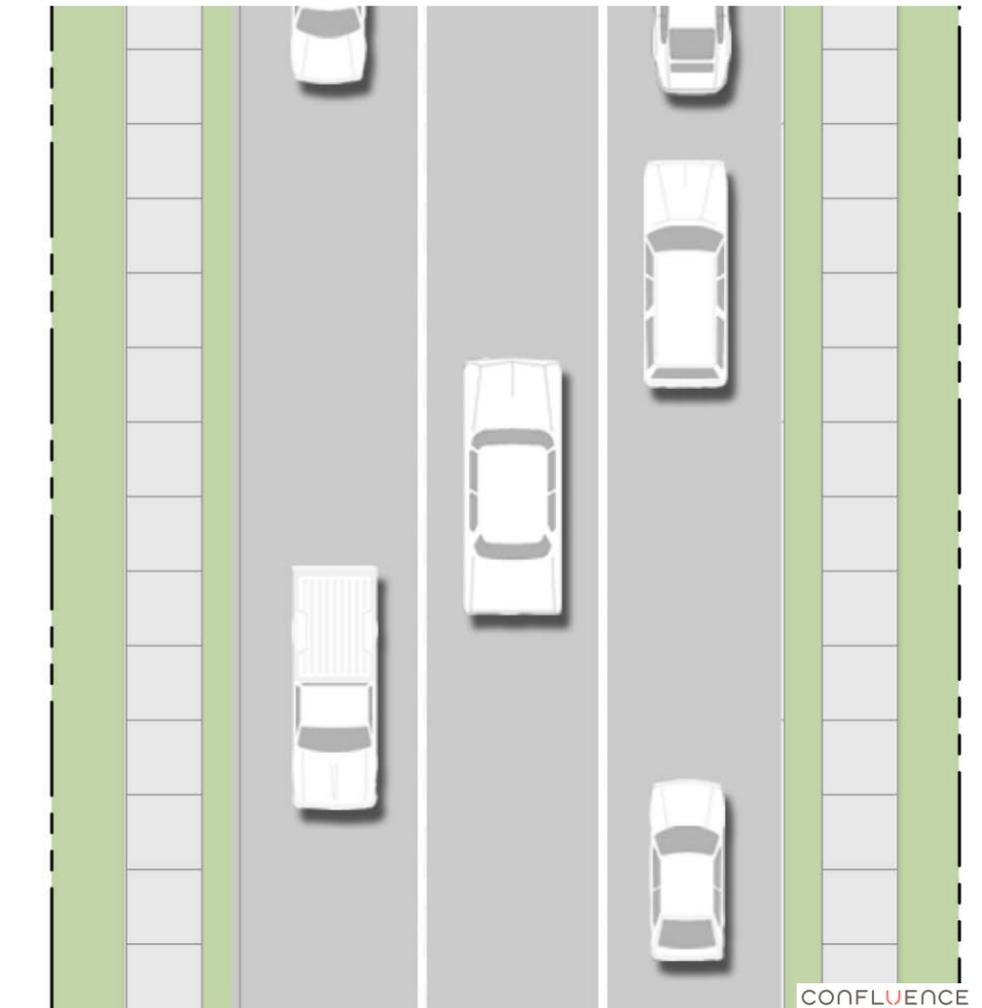
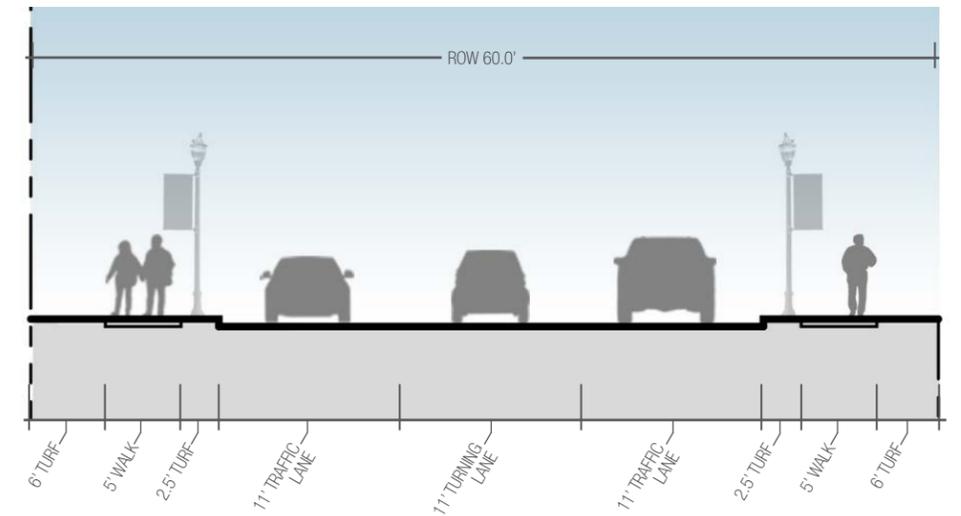


FIGURE 8.27: PROPOSED IKEA WAY NORTH SECTION AND PLAN

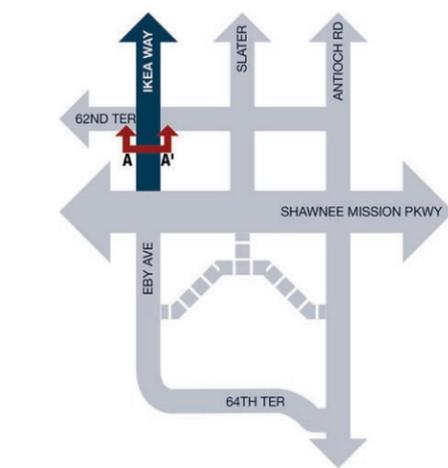


FIGURE 8.22: LOCATION MAP

STREETScape IMPROVEMENTS

- Two (2) benches per block
- Two (2) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Special paving at major intersections
- Five (5) bollards at major intersections
- Street light: Traditional



FIGURE 8.24: EXISTING IKEA WAY CONDITIONS



FIGURE 8.25: IKEA WAY WEST



FIGURE 8.26: IKEA WAY EAST

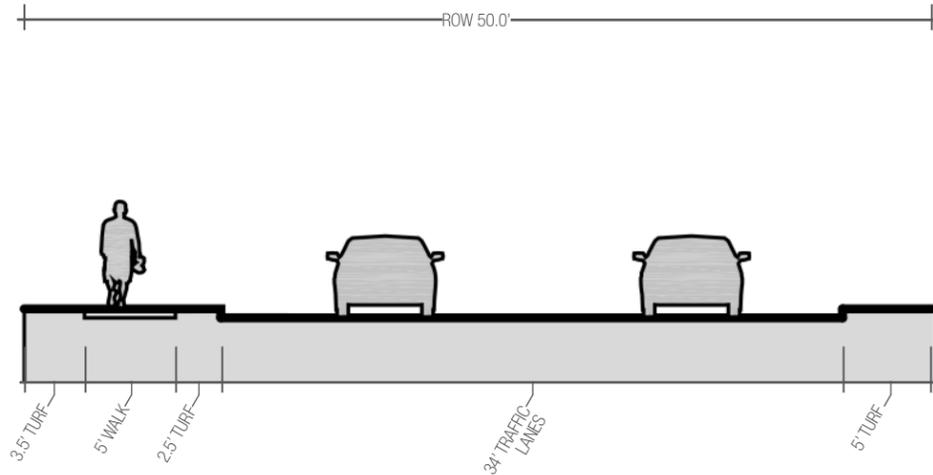
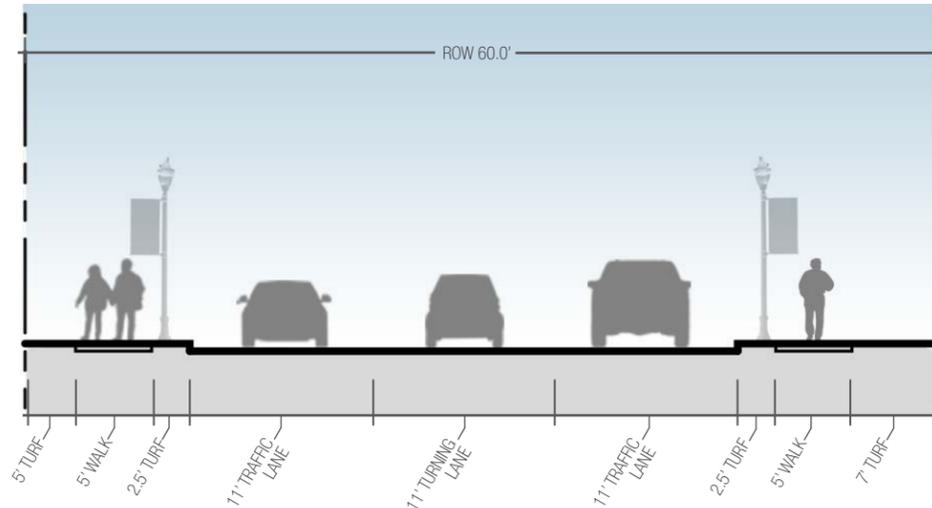


FIGURE 8.28: EXISTING EBY AVE SOUTH SECTION AND CONDITIONS

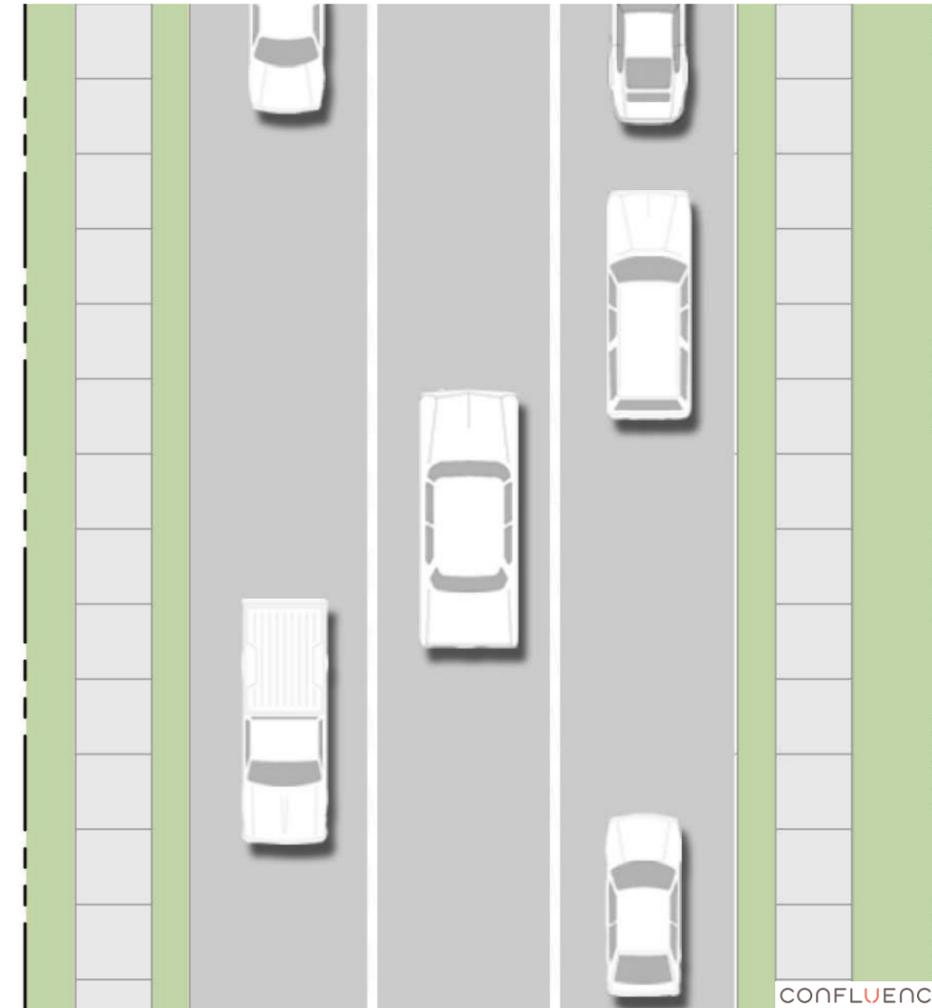


EBY AVENUE: EXISTING CONDITIONS

Current conditions for Eby Avenue are shown in the location map in Figure 8.33. The right of way width is only 50 feet, almost identical to IKEA Way. The east part of the right of way contains turf and sidewalk, all of which meet current City standards. There is two-lane traffic, one lane for each direction, with a turn lane introduced closer to the intersection of Eby Ave and Shawnee Mission Parkway. Overhead utilities align above the east edge of the right of way. Part of the far right edge of the right of way has steep topography. Existing conditions along Eby Avenue are shown in Figures 8.28 through 8.31.



FIGURE 8.29: EXISTING EBY AVENUE CONDITIONS



EBY AVENUE: FUTURE IMPROVEMENTS

Future conditions proposed for Eby Avenue include widening the existing right of way and also introducing a permanent turn lane between the two traffic lanes, as shown within Figure 8.32. Five foot sidewalks shall complement each side of the roadway pavement with at least a two and a half turf buffer zone. Lighting shall line the street with traditional light fixture. Special paving and decorative bollards shall be introduced at key intersections. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.



FIGURE 8.30: EBY AVENUE WEST



FIGURE 8.31: EBY AVENUE ROAD EAST

FIGURE 8.32: PROPOSED EBY AVE SOUTH SECTION AND PLAN

STREETScape IMPROVEMENTS

- Two (2) benches per block
- Two (2) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Special paving at major intersections
- Five (5) bollards at major intersections
- Street light: Traditional

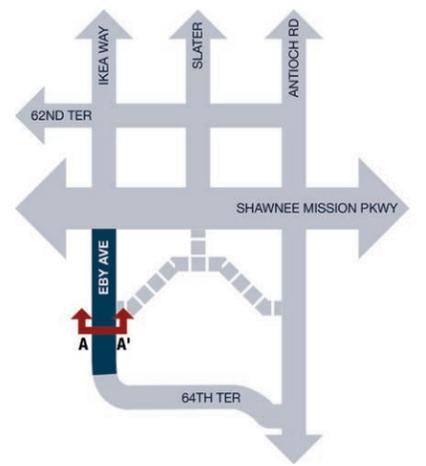


FIGURE 8.33: LOCATION MAP

SLATER: EXISTING CONDITIONS

Slater Street currently has a 60 foot right of way. Existing roadway pavement width is 26 feet. Adjacent to the west side of the street is a buffer zone with a pedestrian sidewalk. Overhead utilities cross over the street rather than line a single side of the street. There is ample amount of space on the east side of the right of way for additional streetscape improvements when future redevelopment occurs. Existing conditions along Slater Street are shown within Figures 8.35 through 8.38, and the section cut location is illustrated in Figure 8.34.

SLATER: FUTURE IMPROVEMENTS

Slater Street will consistently maintain current roadway width and the west sidewalk. New sidewalk shall be introduced on east side of right of way. Proposed right of way width shall stay same width as current right of way. Street lighting shall be lined along the street at a consistent spacing with the traditional light fixture. Proposed street conditions along Slater Street are shown in Figure 8.39. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.

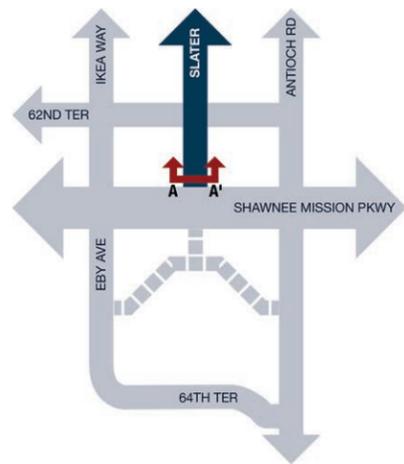


FIGURE 8.34: LOCATION MAP

STREETSCAPE IMPROVEMENTS

- One (1) benches per block
- One (1) trash receptacle per block
- Two (2) bike racks (6 spots) per block
- Street light: Traditional

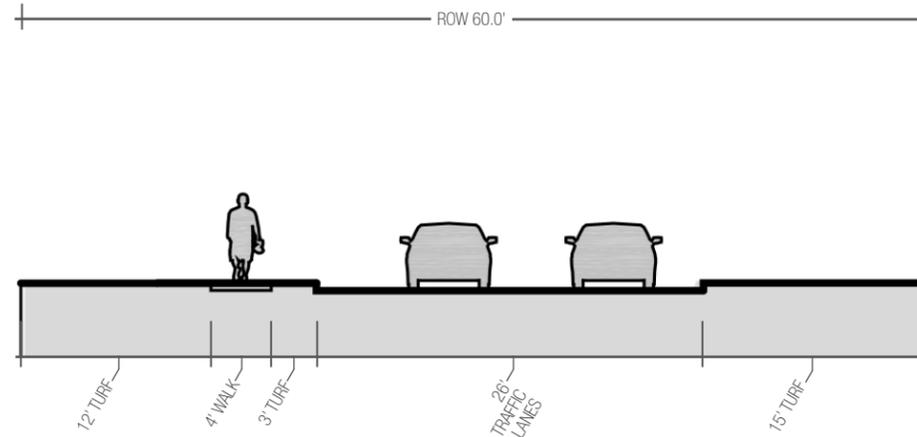


FIGURE 8.35: EXISTING SLATER SECTION AND CONDITIONS



FIGURE 8.36: EXISTING SLATER CONDITIONS



FIGURE 8.37: SLATER WEST



FIGURE 8.38: SLATER EAST

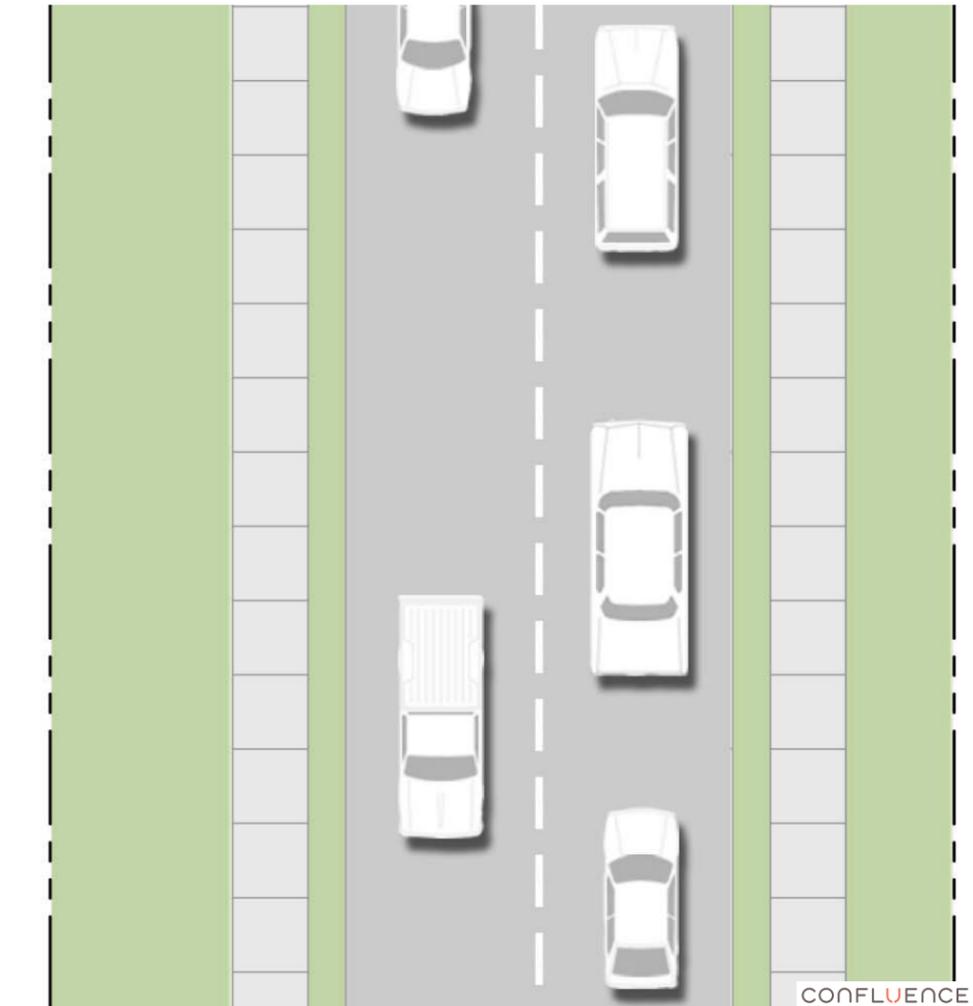
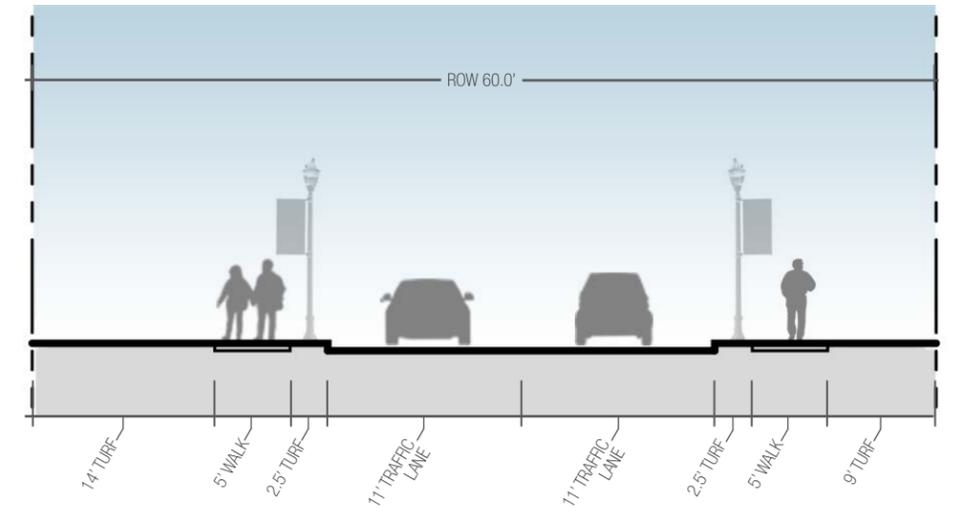


FIGURE 8.39: PROPOSED SLATER SECTION AND PLAN

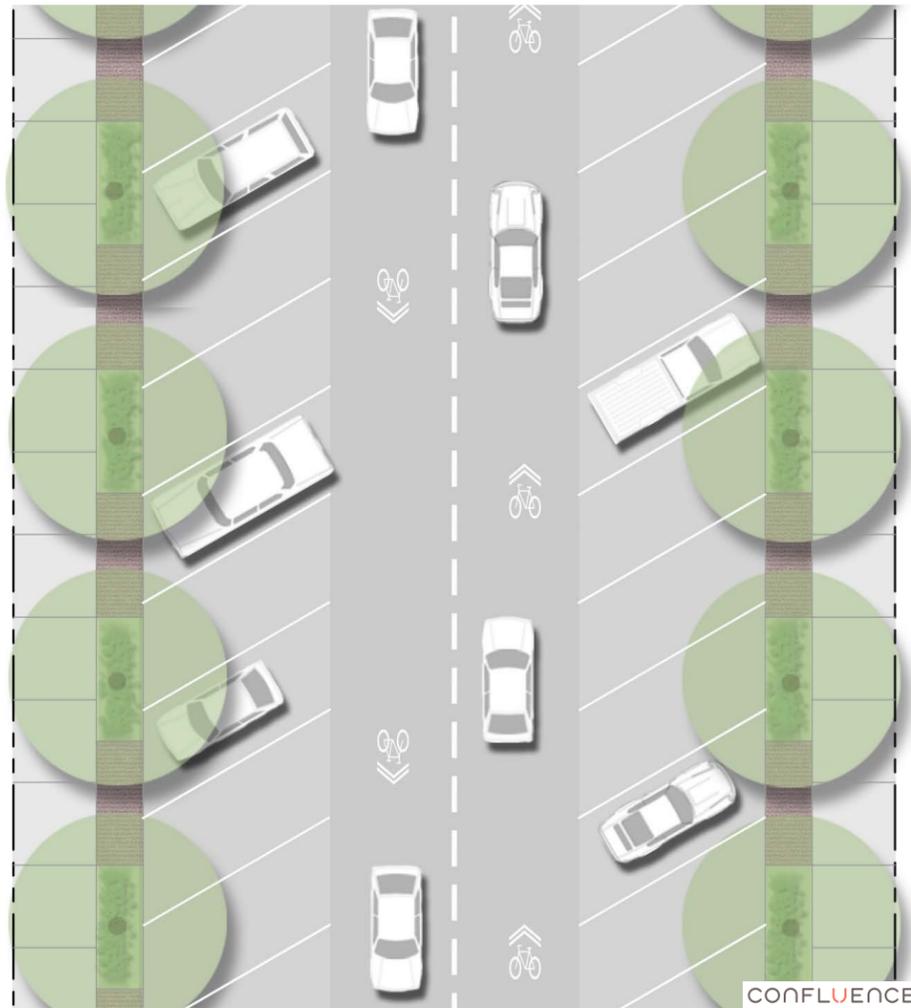
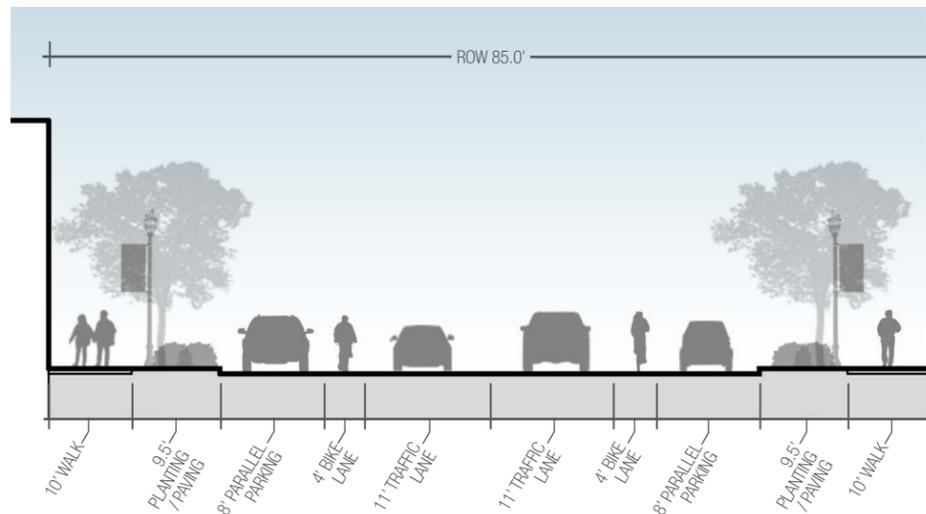
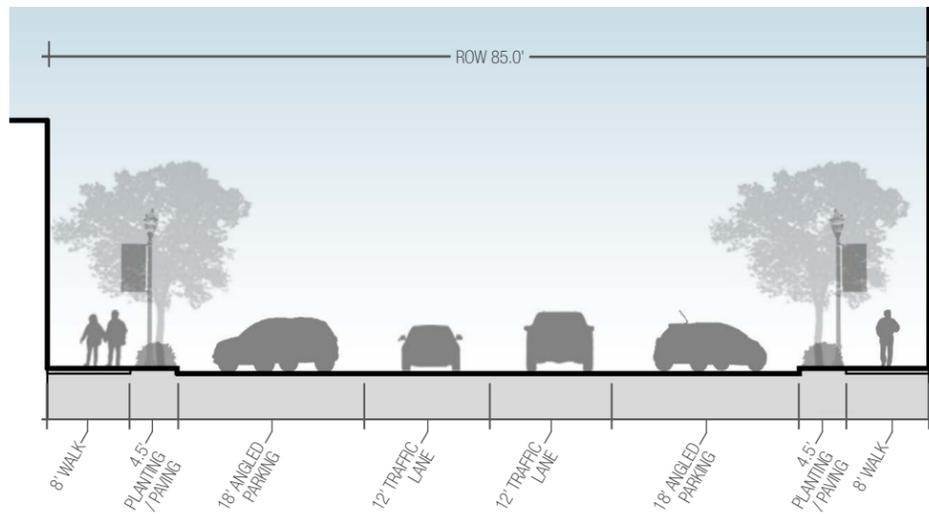


FIGURE 8.40: FUTURE DEVELOPMENT ROADWAY ALTERNATE #1

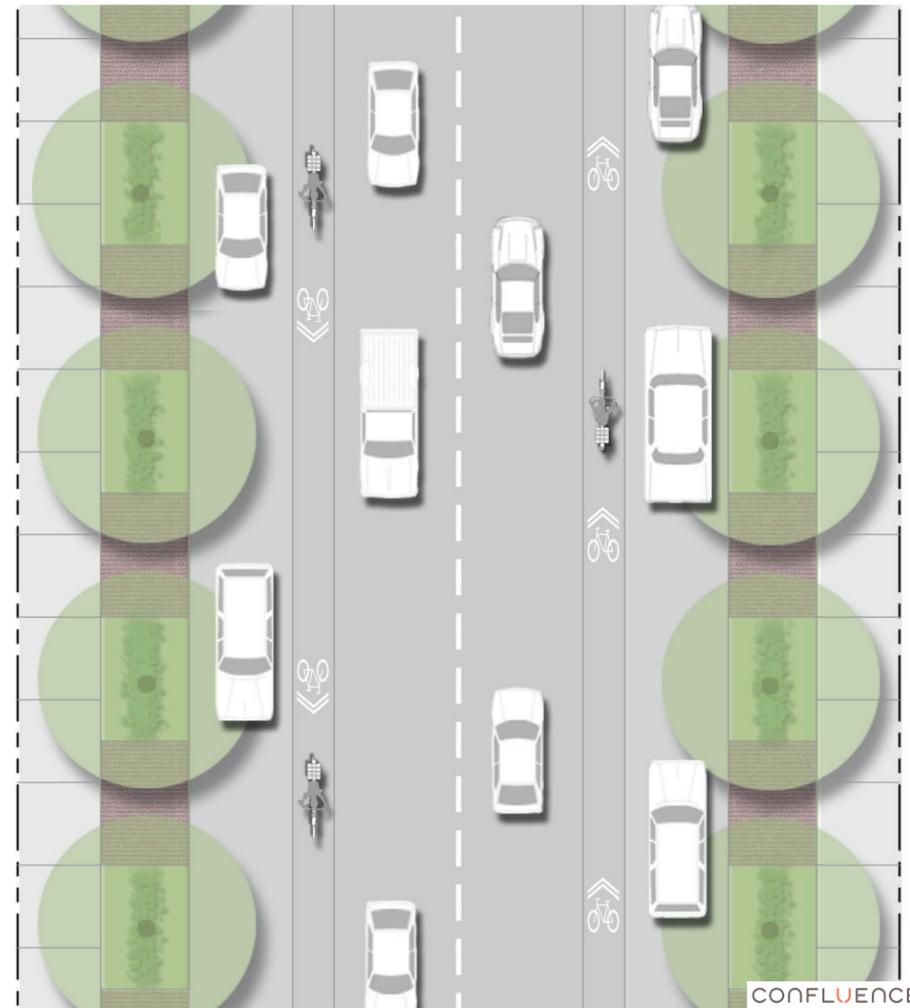


FIGURE 8.41: FUTURE DEVELOPMENT ROADWAY ALTERNATE #2

FUTURE DEVELOPMENT ROADWAY ALTERNATE #1

Future development roadway Alternate #1 has 85 feet of right of way from face of building to face of building. This right of way includes 60 feet of pavement with two traffic lanes (for vehicles and bicycles) and on-street angled parking. The streetscape will incorporate street trees and planting beds spaced 35 to 45 feet apart, with specialty paving and/or extended sidewalk areas along the back of curb between these planting beds.

FUTURE DEVELOPMENT ROADWAY ALTERNATE #2

Future development roadway Alternate #2 also has 85 feet of right of way, and is provided as an alternative for consideration by private development. This right of way includes 46 feet of pavement with two traffic lanes, on-street parallel parking and designated bike lanes on each side. The streetscape will incorporate street trees and planting beds spaced 35 to 45 feet apart, with specialty paving and/or extended sidewalk areas along the back of curb between these planting beds.

STREET TREES

Placing street trees along future development roadways are an important element in improving the physical appearance of the project. Trees are recommended for use in either a “suburban” condition with no on-street parking (refer to Redevelopment Scenarios A and B) or in an “urban” condition with on-street parking (refer to Redevelopment Scenarios C, D, and D+). Refer to the City’s recommended list of trees for final recommendations.



STREETScape IMPROVEMENTS

- Three (3) benches per block
- Three (3) trash receptacle per block
- Six (6) bike racks (18 spots) per block
- Special paving at major intersections
- Five (5) bollards at major intersections
- Street light: Traditional
- Street tree every 50 linear feet

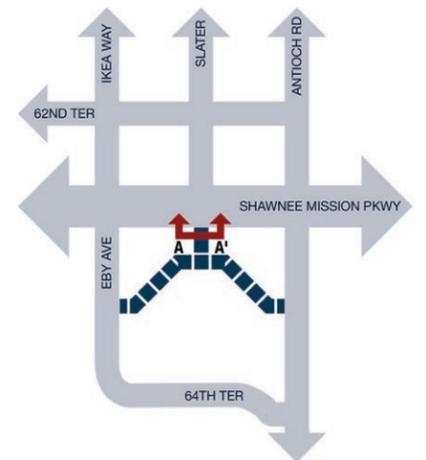


FIGURE 8.42 : LOCATION MAP

SHAWNEE MISSION PARKWAY UNDERPASS

To further illustrate the potential for a future underpass connecting with the northern alignment of Slater Street in the center of the study area, the planning team prepared additional exhibits, illustrations, and opinions of cost for inclusion in the redevelopment scenarios and their respective financial analyses. The proposed underpass concept includes a 55 foot clear span bridge with vertical wall abutments. It is anticipated to extend the full width of the existing SMP right of way (~ 120 feet), and provide 14-15 feet of clearance for traffic passing underneath.

An initial concept-level grading study was developed to test whether Slater Street could feasibly be reconstructed to pass underneath Shawnee Mission Parkway. Utilizing grading information obtained from JOCO AIMS and providing the necessary clearance noted above, a resulting slope of 7-8% will be necessary for Slater Street to connect from W. 62nd Terrace south to pass under Shawnee Mission Parkway. The redevelopment site immediately south of Shawnee Mission Parkway will incorporate significant removal of existing soil to lower the elevation, providing opportunities for multi-story buildings and structured parking that connects both at the parkway elevation and the lower street elevation connecting to the underpass. Due to the depth of cut necessary for construction of the abutment walls, additional portions of Shawnee Mission Parkway to the east and west of the superstructure will also need to be demolished and rebuilt. Excavation estimates for the underpass included tying into existing grades for roadway construction – other grading and utility service for land to the south was included in the redevelopment cost scenarios.

Traffic volumes on Slater are expected to increase between Shawnee Mission Parkway and Johnson Drive with the construction of the underpass. At time of development, a traffic study will need to be completed to determine the specific impact of Slater.

Specific impacts to existing utilities were difficult to estimate at this conceptual stage, so a contingency factor of 10% of the overall construction cost was incorporated to account for potential utility relocations. For planning purposes, it was noted that the existing storm sewer system that serves SMP will also need to be re-routed through the development site due to the underpass blocking the normal flow path. A contingency factor of 25% of the total cost was included to address stormwater needs, as well as other unidentified utility conflicts and unknown factors such as poor soils or rock excavation. Soft costs for engineering, testing, surveying, and inspection fees have also been factored into the opinion of costs. Overall, at the time of this study in 2013, the cost for the underpass was estimated to be \$3,156,869.

FUTURE UNDERPASS ALTERNATES

To illustrate the flexibility a 55 foot cross-section width provides for including vehicular, bicycle, and pedestrian use of this underpass, the planning team prepared two alternate sections for consideration (Location map shown in Figure 8.43). Alternate #1, shown in Figure 8.45, includes two vehicular lanes with a 5 foot wide sidewalk on one side and a 10 foot wide trail/bicycle path on the other. Alternate #2, illustrated in Figure 8.46, includes two vehicular lanes with designated on-street bike lanes with a 5 foot wide sidewalk on both sides of the roadway. This corridor is a good candidate for integrated bicycle lanes or an adjacent off-street trail improvement. Figure 8.47 generally illustrates the proposed underpass with a perspective looking north. As a future effort, the City plans to identify a network of street corridors that will improve bicycle and pedestrian connectivity, and additional coordination will be needed to ensure these improvements are integrated appropriately.

Other configurations concerning width can also be considered as it may relate to the specific development needs/projected travel demand for this underpass. A site section (location map in Figure 8.44) of the existing condition and the proposed underpass condition is provided on the next page (Figures 8.48 - 8.51) to further illustrate the anticipated benefits this approach offers.

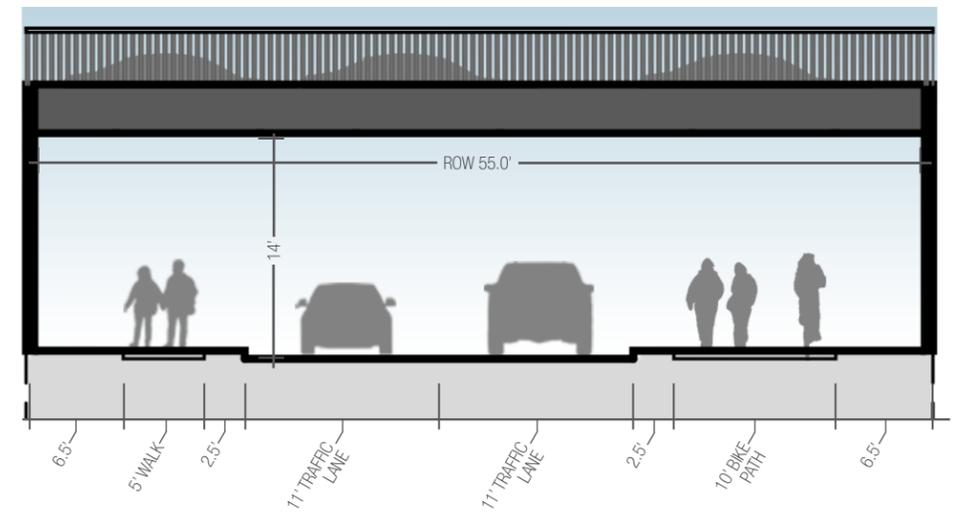


FIGURE 8.45: FUTURE UNDERPASS ALTERNATE #1

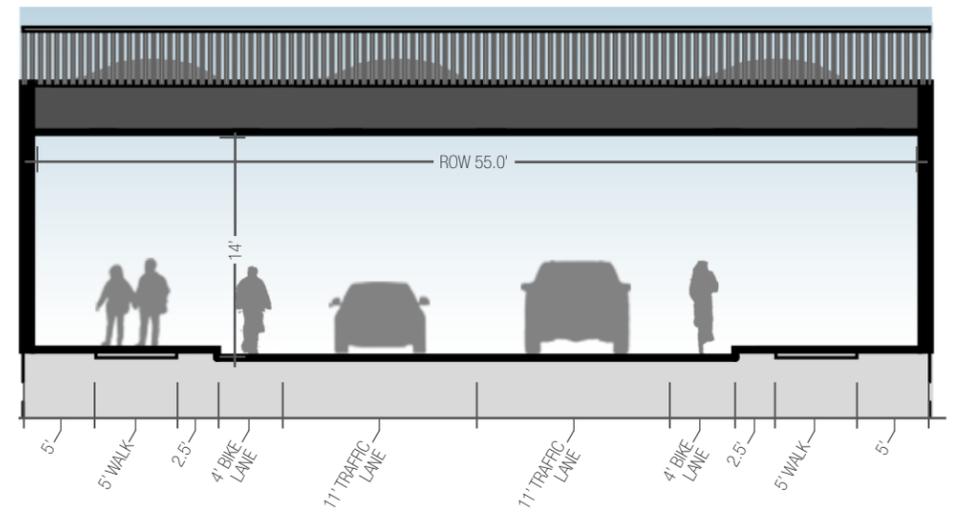


FIGURE 8.46: FUTURE UNDERPASS ALTERNATE #2

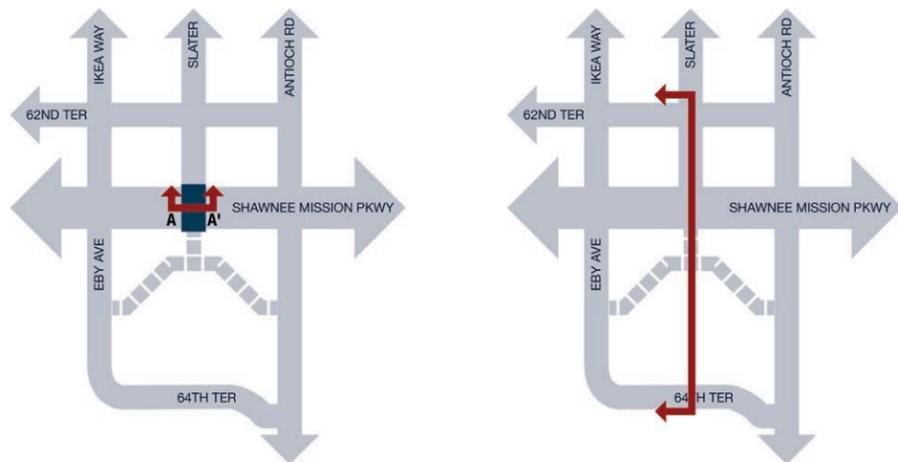


FIGURE 8.43: UNDERPASS LOCATION MAP FIGURE 8.44: SECTION LOCATION MAP



FIGURE 8.47: PROPOSED UNDERPASS PERSPECTIVE LOOKING NORTH



FIGURE 8.48: EXISTING PLAN

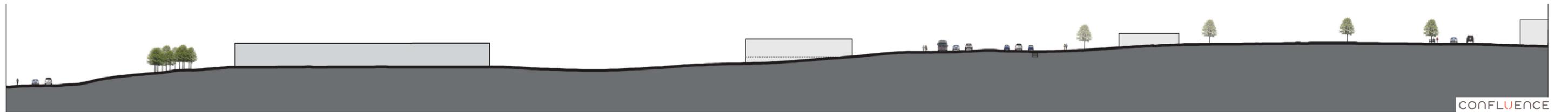


FIGURE 8.49: EXISTING SECTION

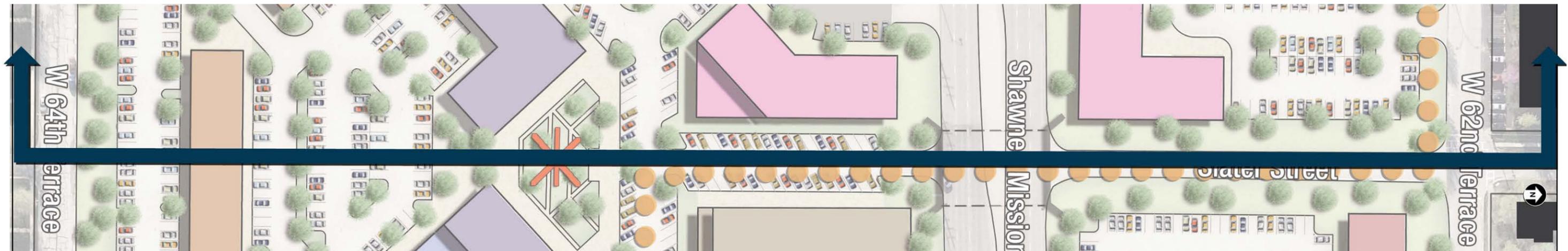


FIGURE 8.50: PROPOSED PLAN

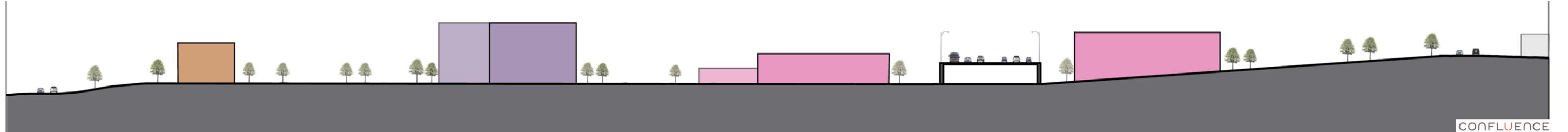


FIGURE 8.51: PROPOSED SECTION

**ARCHITECTURAL CHARACTER
BUILDING MASSING AND SCALE**

INTENT

Buildings should provide a consistent appearance and be complementary to each other and surrounding buildings. Utilize variety to reduce outward appearance of large building masses in order to relate to the surrounding community.

RESIDENTIAL

- Exterior design of buildings should complement the architectural styles of the surrounding neighborhood and/or nearby mixed-use commercial buildings
- Buildings should relate to pedestrian scale
- Three to four stories maximum height adjacent to existing residential along south and east edges
- Utilize windows, wall offsets, recessed entryways, balconies, porches, and patios as part of these structures for both practical and aesthetic purposes and to break up long expanses of façade
- Variety of scale, form, and height is encouraged
- Main entrances should be clearly articulated with raised roofline, awning, canopy, wall recess/projections, or other architectural treatments to highlight their importance
- Must have recognizable base (masonry materials) and top (can be lighter siding materials)
- The entrance to at least one unit in each multi-family building shall face a public street and provide pedestrian access to that street. Distinctive architectural features and materials should be used to highlight primary entrances
- Carports and detached garages (if any) should be designed as an integral part of a project, with materials, colors, and details matching the principal structures. Prefabricated metal or canvas tent-like carports should not be used
- Exterior stairways (if any) should be designed as an integral part of the structure to which they are attached. Open wood or prefabricated thin metal stairs not integrated with the design and concealed by the structure are discouraged

ONE STORY COMMERCIAL/MIXED-USE

- Buildings should relate to pedestrian scale
- Utilize windows, wall offsets, recessed entryways, balconies, porches, and patios as part of these structures for both practical and aesthetic purposes and to break up long expanses of façade.
- Main entrances should be clearly articulated with raised roofline, awning, canopy, wall recess/projections, or other architectural treatments to highlight their importance
- Multiple smaller buildings are generally preferred over a single large building mass
- Must have recognizable base (masonry materials) and top (can be lighter siding materials)



MULTI-STORY COMMERCIAL/MIXED-USE

- Buildings should relate to pedestrian scale
- 3 to 4 stories maximum height adjacent to existing residential along south and east edges
- Utilize windows, wall offsets, recessed entryways, balconies, porches, and patios as part of these structures for both practical and aesthetic purposes and to break up long expanses of façade
- Main entrances should be clearly articulated with raised roofline, awning, canopy, wall recess/projections, or other architectural treatments to highlight their importance
- On buildings above 4 stories, all walls should incorporate articulations (balconies, window and entry recesses, etc.)
- Variety of scale, form, and height is encouraged
- Must have recognizable base (masonry materials) and top (can be lighter siding materials)



RESIDENTIAL

- All structures shall be finished on all sides such that there is no perceived “rear” of the building
- Exterior finish materials should be durable and require low maintenance. A maximum of 25% of Exterior Insulation and Finish Systems (EIFS) will be allowed on any one façade, with the remainder comprised of masonry or other siding materials approved for use by the City
- Materials on sloped roofs should be high quality asphalt shingles, slate, tile, high grade composite, or commercial grade metal roofing
- A structure with 3 or more attached units should incorporate significant wall and roof articulation to reduce scale
- Changes in roof heights and the inclusion of elements such as balconies, porches, arcades, and dormers should be used to avoid the appearance of long flat walls
- Visible materials should be consistent and/or complimentary from building to building
- Flat roofs can be constructed of any high quality material appropriate for flat roof installation
- Light colored/white roofing is preferred on flat roofs to reduce heat island effect and building cooling requirements
- Green roofs and pedestrian terrace spaces are strongly encouraged
- Garages (if any) shall have a complimentary roof configuration, materials, etc. as that of the primary structure
- Carports (if any) may utilize a flat or slightly pitched roof but should not project above the exterior walls of any adjacent buildings

ONE STORY COMMERCIAL/MIXED-USE

- All structures shall be finished on all sides such that there is no perceived “rear” of the building
- Exterior finish materials should be durable and require low maintenance. A maximum of 25% of EIFS will be allowed on any one façade, with the remainder comprised of masonry or other siding materials approved for use by the City
- Materials on sloped roofs should be of high quality high grade composite or commercial grade metal roofing
- Visible materials should be consistent from building to building
- Flat roofs can be constructed of any high quality material appropriate for flat roof installation
- Light colored/white roofing is preferred on flat roofs to reduce heat island effect and reduce building cooling requirements
- Green roofs and pedestrian terrace spaces are strongly encouraged



MULTI-STORY COMMERCIAL/MIXED-USE

- All structures shall be finished on all sides such that there is no perceived “rear” of the building
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- Visible materials should be consistent from building to building
- Flat roofs can be constructed of any high quality material appropriate for flat roof installation
- Light colored/white roofing is preferred on flat roofs to reduce heat island effect and reduce building cooling requirements
- Green roofs and pedestrian terrace spaces are strongly encouraged



ARCHITECTURAL CHARACTER
ROOF + FACADE MATERIALS

INTENT

Simple roof forms are preferred over other, more intricate, forms and materials except in limited instances. Buildings should provide a consistent appearance and be complementary to each other and surrounding buildings. Visible roofing materials should be of high quality and visually compliment the aesthetic character of the building.

**ARCHITECTURAL CHARACTER
WINDOWS AND DOORS**

INTENT

Windows and doors throughout the development should follow a complementary scheme. Square and rectangular proportions are preferred, while other shapes shall be allowed in limited locations and with written approval by the City. Windows should be set back into the wall of the building to provide shadows and depth on the façade. Doorways should be recessed when possible to provide further articulation.

RESIDENTIAL

- Wood, clad wood, and metal windows and doors are allowed
- Windows and doors on buildings should be of a consistent character and color, and windows and doors should align vertically and horizontally when placed on a given façade
- Multiple buildings within the same development should utilize the similar and/or complimentary windows and doors to provide a cohesive appearance
- False glass and spandrel glass is discouraged
- Where one or more windows are proposed to be constructed within 10 feet or less from a side lot line (not including public right of way), or within 10 feet of another residential building on an adjacent site, the windows should be located and/or appropriately screened to provide privacy for the residents of both structures
- Where garage doors are utilized, doors should be recessed into walls rather than flush with the exterior walls



ONE STORY COMMERCIAL/MIXED-USE

- Clad wood and metal windows and doors are allowed, including fixed windows
- Windows and doors on buildings should be of a consistent character and color, and windows and doors should align vertically and horizontally when placed on a given façade
- Multiple buildings within the same development should utilize the similar and/or complimentary windows and doors to provide a cohesive appearance. Glass shall not be the primary material on any façade
- False glass and spandrel glass is discouraged
- All façades visible from adjacent public streets/private drives shall incorporate storefront glass and/or full height windows for a minimum of 50% of the façade to provide visibility into the commercial spaces. Frosted glass and/or other design techniques can be used in areas where kitchen equipment will be located
- Buildings larger than 30,000 square feet must have no less than 2 awnings/canopies, overhangs, recesses/projections, arcades or display windows



MULTI-STORY COMMERCIAL/MIXED-USE

- Clad wood and metal windows and doors are allowed, including fixed windows
- Windows and doors on buildings should be of a consistent character and color, and windows and doors should align vertically and horizontally when placed on a given façade
- Multiple buildings within the same development should utilize the similar and/or complimentary windows and doors to provide a cohesive appearance
- False glass and dark color spandrel glass is discouraged
- Buildings larger than 2 stories must articulate all publicly visible entrances with awnings/canopies, overhangs or wall recesses/projections
- Any ground floor façade visible from adjacent public streets and private drives shall incorporate storefront glass and/or full height windows for a minimum of 50% of the façade to provide visibility into the commercial spaces. Flexibility will be provided to utilize frosted glass and/or other similar design techniques in areas where restaurant kitchen equipment will be located



URBAN CHARACTER

- Little to no setback is encouraged adjacent to public or private streets to establish a strong relationship between the building and the streetscape environment. Place buildings on or near property lines to present an urban edge to the street. Minor recesses at entries and corners are permitted. Utilize architectural treatments such as towers, wall articulation and/or recesses to accent building facades and identify entryways
- Parking allowed on side yards and behind buildings. No parking allowed between building and public streets
- Contiguous buildings with common walls are preferred over separate, free standing buildings
- Commercial buildings should be oriented with entries relating to each other to promote a “park once – walk twice” environment
- Buildings should be placed at corners of properties adjacent to street intersections to anchor the corner of the property and accent site entrances. Provide building accents such as towers at these locations to further reinforce the property edge



- All residential units and activity areas on multi-family project sites should be accessible via pedestrian walkways that are separate from vehicle parking areas and drives
- Service areas, trash enclosures, and mechanical equipment should be located behind buildings and screened from public view. Landscape screening alone is not adequate. Architectural screens should be complementary with the building architecture. Consolidate service elements for multiple buildings into one location to the greatest extent practical
- The orientation of buildings should respond to the pedestrian or vehicular nature of the street. Buildings with high pedestrian use should face and be directly accessible from the sidewalk



SUBURBAN CHARACTER

- Buildings developed on individual parcels with relation to each other/clustered and common access across properties. When this is impractical, a visual link should be established between buildings through the use of repetitive architectural treatments and streetscape/pedestrian walkway enhancements/amenities
- New building placement should consider existing character of adjacent and surrounding area, and should respect the privacy of any adjacent residential uses. Ten to fifty foot setbacks allowed
- Parking allowed on all sides of buildings and adjacent to public streets and private drives if appropriately screened with similar architectural treatments found on surrounding buildings
- Service areas and mechanical/utilitarian equipment should be located behind buildings and screened from public view with architectural elements that compliment building architecture. Landscape screening alone is not adequate
- Multiple buildings in a single project should be designed to create a visual and functional relationship with one another, creating opportunities for pedestrian areas in between. Prevent long rows of buildings



SITE DESIGN
BUILDING PLACEMENT + ORIENTATION

INTENT

Building placement should foster a sense of community and pedestrian scaled environment. Buildings should be placed to relate to each other and support safe and intuitive navigation throughout the site. Appropriate placement of buildings will allow interconnected streets and pedestrian pathways through the site and to adjacent streets, integrating the new development with its surroundings.

SITE DESIGN
LANDSCAPE + OPEN SPACE

INTENT

Landscape and open space should be used as a tool to knit together the various parts of the development. While variety in building use, scale and architectural character will vary throughout the development, the landscape and open space amenities should present a consistent look and feel to the common areas, entryways and street corridors. This visual consistency allows the character of the architecture to be the focus and identity of the development.

LANDSCAPE

- Landscape plantings should be planned as an integral part of each redevelopment project
- All parking areas and service areas visible from public streets and adjacent private drives shall be landscaped to a minimum height of 36 inches to visually screen these areas from view
- Landscape plantings shall be placed adjacent to building corners, building entrances, and along other visible building facades
- Shade and ornamental trees shall be used in parking areas and along all public streets to visually soften large paved areas and provide shade and visual interest to complement the proposed development
- In general, trees with large leaves, messy fruits, seed pods that drop on paved surfaces and weak-wooded varieties are not good candidates to utilize in the study area
- Final tree and plant material selections shall be reviewed and approved by the City during the redevelopment planning process



PASSIVE OPEN SPACE

- Smaller passive areas should be provided for residents to relax and for employees working in the area to spend time outside, and could include stormwater detention/retention areas, rain gardens, buffer landscape spaces, linear landscape areas, and non-programmed turf areas
- Connect open space areas to the area's trail and sidewalk networks in order to provide visual and physical access to these spaces to pedestrians and bicyclists
- Place benches, seat walls, and other site furnishings in close proximity to passive open space areas
- Buffer areas along project perimeters and similar linear landscape areas should be attractively landscaped to visually and functionally blend the new development into its surroundings
- Efforts should be undertaken to plan for and coordinate the location of below ground (preferred) and above ground (not preferred) utility infrastructure needed to serve the project. Ideally these items are placed in close proximity to a rear service area, with adequate space around them for an appropriate screening



ACTIVE OPEN SPACE

- Park spaces, pedestrian plaza areas, playground areas, outdoor sport courts and game surfaces, or other community gathering spaces should be appropriately incorporated into the design of each project to encourage pedestrian activity and use of outdoor amenities within the study area
- Connect active open space areas to the area's trail and sidewalk networks in order to provide visual and physical access to these spaces for pedestrians and bicyclists as appropriate
- Each project is encouraged to provide a blend of public and private active open space areas as part of the proposed redevelopment, and shall be coordinated with the City to determine the appropriate balance between public and private facilities being provided



STORMWATER OPPORTUNITIES

- Use bioswales and vegetated swales to slow stormwater runoff and to encourage removal of pollutants
- Slopes of either bioswales or vegetated swales shall not exceed a 25% slope
- If a bioswale or vegetated swale is longer than 50 feet, create check dams with soil or hardscape rhythmically
- Planting material used for bioswales or vegetated swales should be appropriate for their designed function and location
- Encourage the use of native planting materials
- Provide pervious paving where feasible and logical to capture and direct stormwater
- Promote the installation of green roofs to capture and decrease stormwater runoff

CONSERVATION + ENERGY

- Where possible, minimize solar gain and daylight harvesting through proper building orientation
- Natural ventilation for new buildings is encouraged
- When possible, use natural, recycled and local construction and recycle discarded materials from the redeveloped or demolished site to reduce waste
- Providing a substantial tree canopy is encouraged to reduce solar heat gain in larger paved areas while increasing air quality
- Solar energy panels are encouraged to be integrated into building design or architectural elements

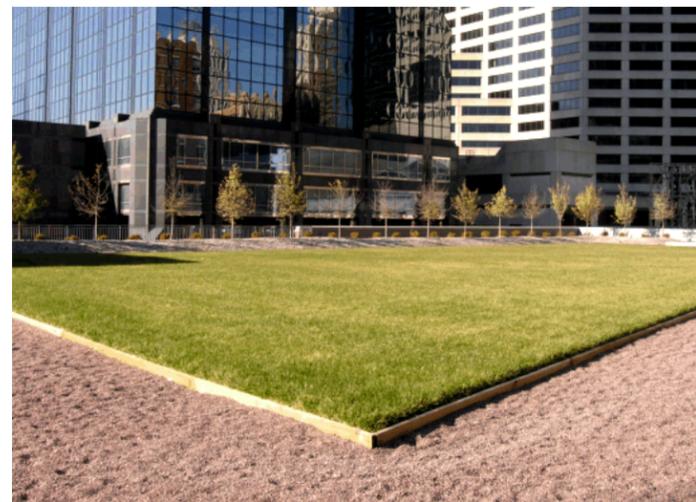
OTHER CERTIFICATIONS

- Encourage new development to design and construct their project in a sustainable manner
- Several programs and certifications are available to assist in understanding and evaluating the benefits of this approach, including LEED, SITES, and Envision
- LEED (Leadership in Energy and Environmental Design) rates the design, construction, operation, and maintenance of green buildings (<http://www.usgbc.org/leed>)
- SITES (The Sustainable Sites Initiative) is another rating system that provides benchmarks and guidelines for sites with and without buildings (<http://www.sustainablesites.org>)
- Envision rates infrastructure projects by "...evaluating and rating the community, environmental, and economic benefits..." (<http://www.sustainableinfrastructure.org>)

SUSTAINABILITY

INTENT

Although it is not specifically required, sustainability should be encouraged for all types of development within the study area. It should be applied in all aspects of the design and construction process to reduce energy consumption, promote use of local and recycled materials, and to encourage innovative sustainable practices.



MERRIAM COMPREHENSIVE PLAN

The City of Merriam is one of the first inner ring suburbs to Kansas City. It is landlocked and, unlike the cities around it, must focus on infill and redevelopment opportunities as future growth and populations begin to change. Merriam has and will always have a great location, with two principle urban arterials, I-35 and Shawnee Mission Parkway, passing through their city. Both arterials are developed as primarily commercial. Because these commercial developments are mature, the City of Merriam will face challenges trying to appeal to future residents and commercial tenants if proper planning and development isn't taken. By 2020, Merriam will have a shift in population, attracting mostly elderly women over 75 and younger professionals from the age of 20-24 in women and 25-29 in men.

Another major concern within the City of Merriam is flooding and stormwater management. Future design plans and guidelines should reflect better management of both issues to ensure a better future for the communities of Merriam.

SMART MOVES

Mid-America Regional Council, along with multiple transit groups within surrounding communities, have come together to collaborate on the vision and future of Kansas City transit and its metropolitan area. They created a document, called Smart Moves Regional Transit Vision, originally in 2002 but then revised the plan in 2008 to better reflect the current changes seen within the metro. The Smart Moves Regional Transit Vision document now coordinates both regional and communal future transit efforts, builds on newly developed local plans and studies, and researches prospect transit opportunities.

Within the vision document, Shawnee Mission Parkway is identified as a major fixed-route service with potential for light rail transit on parts of the corridor. This corridor stretches from K-7 to downtown Kansas City, Missouri. Smart Moves has identified within their vision and goals the importance that transit has involving the quality of life. The document also expresses the importance of a connective regional transit web for all citizens, allowing for a safer, healthier and more accessible lifestyle throughout the metro.

TRANSPORTATION OUTLOOK 2040

Further supporting redevelopment within the study area is another study done by Mid America Regional Council (MARC). MARC's Transportation Outlook 2040 focuses on long term planning and stresses its importance by doing analysis on different growth projections. The Transportation Outlook 2040 completed two growth scenarios, Baseline Scenario 2040 and Adaptive Scenario 2040. Both scenarios display the same amount of new growth added to the existing population, but show the different ways population is and can be projected in the future. Redeveloping sites at a higher density (refill and infill development) actually limits the amount of land needed. The study shows illustrates options on how to approach future growth and where we should distribute this growth.

City of Merriam, Kansas Comprehensive Plan 2000

SECTION 1 Introduction

1.1 About Merriam
Merriam, Kansas is located in the Kansas City Metropolitan Area on the Kansas side in Johnson County. It was incorporated in 1950 during the Post-World War II era when the GI Bill helped many veterans leave Kansas City, Missouri for new housing in the suburbs. Merriam is one of many first-tier suburbs in the Kansas City Metropolitan area.



David G. Campbell settled what would become "Campbellton" and later Merriam in 1864.

Merriam is surrounded by other incorporated cities. Without the potential for expansion outward, Merriam has looked inward to develop attractive residential areas for its citizens, while retaining enough commercial property to assure a stable and reliable tax base for city operations. Current population of the city is approximately 12,000. In addition, the city serves a region with a population of approximately 75,000. This population is well educated and affluent.

Merriam offers citizens much in the way of services: the city boasts the first hospital built in Johnson County, Shawnee Mission Medical Center. This state-of-the-art facility serves all of northern Johnson County. Other medical offices such as dentist,

- 1.1 About Merriam
- 1.2 The Need for Long-Range Planning
- 1.3 The Process
- 1.4 Plan Format

