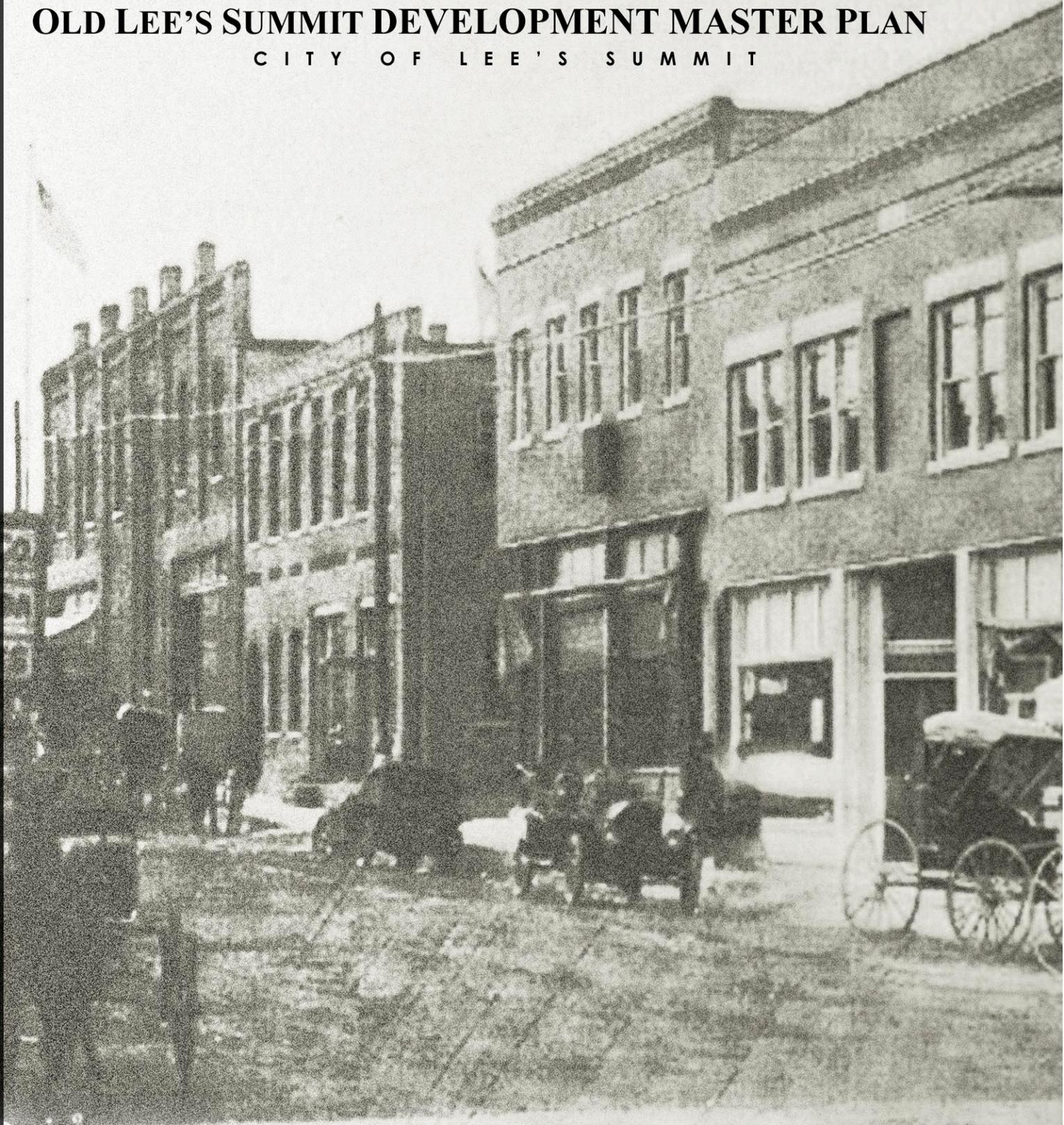


FEBRUARY 2004

OLD LEE'S SUMMIT DEVELOPMENT MASTER PLAN

CITY OF LEE'S SUMMIT



EDAW

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I. INTRODUCTION

A. PURPOSE OF STUDY

The purpose of this study is to create a successful Development Master Plan and Action Plan for Old Lee's Summit that will:

- Identify market demand and determine market position
- Resolve the impacts of transportation
- Make physical connections with the surrounding areas
- Strengthen physical connections within the Downtown Core
- Identify standards for future development along highway corridors, gateway corridors, and within the Downtown Core
- Create an action-oriented Implementation Plan
- Address phasing of improvements

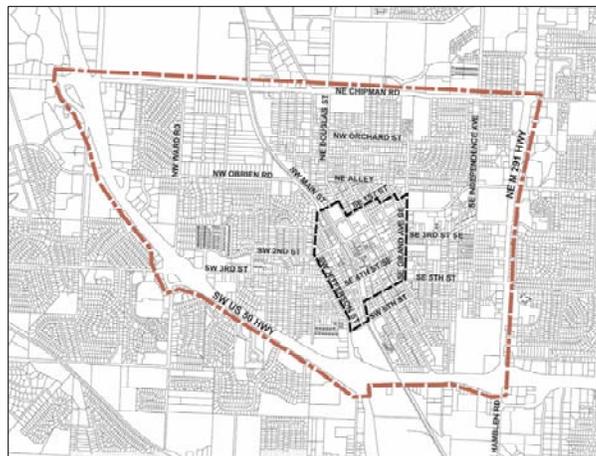
This study is meant to provide a Development Master Plan for the identified area of land and to be a component of the City's overall Comprehensive Plan. The planning horizon of this Development Master Plan is through 2020.

B. OVERVIEW OF STUDY AREA

Lee's Summit is located within the Kansas City metropolitan area's southeast quadrant in eastern Jackson County, Missouri. Jackson County is one of the eleven counties that comprise the metropolitan Kansas City area. Centrally located, Jackson County houses 37% of the metropolitan area's population. In recent years, the eastern Jackson County communities of Independence, Lee's Summit and Blue Springs have emerged as a leading urban growth center of Kansas City.

This study examines two areas of land within the City of Lee's Summit:

1. Old Lee's Summit
2. Downtown Core



Two study areas are being reviewed: Old Lee's Summit and the Downtown Core.

The Old Lee's Summit area as discussed in this study is bounded by Chipman Road on the north, Missouri Highway 291 on the east and U.S. 50 Highway on the south and west.

The Old Lee's Summit area is slightly over 2.25 miles east-to-west and 1.5 miles north-to-south, resulting in approximately 1,775 acres of land.

The Downtown Core is bounded loosely by NE Maple Street on the north, SE 5th Street on the south, SW Jefferson Street on the west, and SE Grand Avenue on the east. In general, the Downtown Core includes approximately 147 acres of land. Given the scale of the Downtown Core of approximately ½-mile square, one can traverse the Downtown Core from the west to east ends or the north to south ends in a comfortable 10-minute walk.

C. BACKGROUND

Initial efforts on reinvestment and improvements within the core areas of the Lee's Summit community began with the *Vision of the Heart of Lee's Summit Façade and Streetscape Study*, completed in 1993 and adopted via Resolution 93-11. Next, in 2001 the City completed an update of its Comprehensive Plan. The *Lee's Summit Central/South area Comprehensive Plan* purposely did not address the area bounded by Highway 50 on the west and south, Chipman Road on the north, and Highway 291 on the east, as this area was to be addressed separately in a Neighborhood Plan.

After completion of the *Lee's Summit Central/South Comprehensive Plan*, efforts were focused on various components of the Old Lee's Summit area. These planning efforts included:

- The *Lee's Summit Downtown Community Visioning Study*
- The *Historic Preservation Plan*, completed September 2002 (not yet adopted)

Vision of the Heart Study

The *Vision of the Heart Study* completed in 1993, focused on the existing façade/building and streetscape conditions and recommended improvements for each.

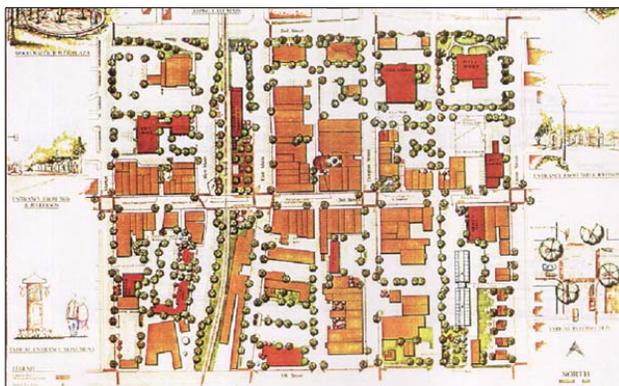
Community Visioning Study

A community visioning study was completed in 2002. Led by an ad hoc committee for downtown redevelopment, this process included a downtown environmental scan and branding exercises that resulted in a Vision Statement for the Downtown Core. This process concluded with a preliminary Action Agenda and conceptual Policy recommendations.

Historic Preservation Plan

The Historic Preservation Plan was completed in September 2002. This study was designed to be a component of the City's Comprehensive Plan. The intent of the Historic Preservation Plan is to identify the unique attributes of Old Lee's Summit that

distinguish it from other suburban communities in the Kansas City Metropolitan Area.



The Vision of the Heart Study included this rendering envisioning a future for Lee's Summit Downtown Core.

The plan also provides a utilitarian value as a tool for economic development and environmental stewardship. It is important to note that not all properties within this current project boundary were surveyed as part of the Historic Preservation Plan. The Cultural Resources Survey identified 34 individually eligible structures/sites and 356 contributing structures with a potential of 16 historic districts.

It is the goal of this plan to identify which districts, sites, and or structures should go through a multiple property submission grant to the Missouri Department of Natural Resources.



Historic pictures of downtown Lee's Summit show the character of a time gone by, but not to be forgotten through removal of key cultural, historical or architecturally significant buildings.

D. PROCESS AND PARTICIPANTS

Project Team

Three resources were used to support the Downtown Development Master Plan process.

1. EDAW Consulting Team

The consulting team was retained by the City of Lee's Summit to lead the planning effort. EDAW's Denver office primed the neighborhood planning project and was supported by the following key team members:

- Canyon Research Southwest, Inc.: focused on Market Analysis and co-authored Implementation
- HWA: acted as local liaison and focused on architecture
- TranSystems: focused on utility infrastructure
- Dial Realty: acted as local real estate advisor

2. City Staff Resources

Staff representing the Administration, Planning and Public Works departments gave support and helped facilitate the activities. Also, the Executive Director of the Lee's Summit Economic Development Council (LSEDC) participated in the process, especially regarding the economic/market analysis phase.

3. Downtown Advisory Committee

Twenty volunteer citizens agreed to serve as the review/advisory group. The group represented a diversity of downtown stakeholders' interests. The membership consisted of local merchants and business owners, downtown residents, arts community, senior citizens, Lee's Summit Economic Development, Chamber of Commerce, Downtown Main Street, residents outside of the study area, downtown faith-based communities, etc. The Downtown Advisory Committee's (DAC) strength in bringing a broad range of opinions representing their respective interest group was a key to the successful development of this plan.



An informal wrap-up discussion follows a DAC meeting early in the planning process.

Project Schedule

In February 2003, the planning team met in Lee's Summit, Missouri for the Kick-off Workshop and a DAC meeting and to complete analysis of the downtown environs. The team then compiled a series of existing-conditions maps and analyses to use as a basis for planning. During this first workshop, representatives from the City and the DAC reviewed a film: *The Dollars and Sense of Protecting Community Character*. This film, published by the Conservation Fund, talks frankly about decisions made and, more often, the lack of planning and regulations that result in a degradation of community character.



A current view west along Third Street illustrates the 'anywhere US' typology discussed in the Protecting Community Character video. There must be a vision for this corridor, and then the land use, zoning and design standard policies to make that vision a reality.

A second Workshop, in March 2003, included a presentation of the existing conditions and a “What If” session with the DAC and the public. Between the second and third workshops, the team reviewed additional information, summarized the vision review and “What If” Scenario input received from the DAC, the public and the client group, and formulated ideas for improvements to Old Lee’s Summit.

A third Workshop was held in April 2003. This workshop included a presentation and discussion of Alternative Framework Plans. Comments from this set of meetings were then utilized to identify consensus characteristics for a Preferred Plan.

The Draft Preferred Plan was presented on May 28, 2003 to the Client group, DAC and the public. The Final Development Master Plan is a result of comments identified in the May 28th meeting. Finally, this Preferred Plan/Final Development Master Plan identifies Goals and Policy Recommendations, Development Principles, Typology Guidelines and an Implementation Strategy. These topics are covered in Chapters 5-7 of this Master Plan.



A picture from the April 23rd public meeting depicts residents giving comments on the Alternative Framework Plans.

E. VISION

The Vision Statement identified in the *Lee’s Summit Downtown Community Visioning Study* provided a baseline for planning efforts in this Master Plan.

This Vision Statement reads:

- “Downtown is the heart of Lee’s Summit; a commercially vibrant, family destination. It is an urban village with a mixture of uses, including specialty shops and restaurants, compatible residential development, and a City Hall that makes an important civic statement. It is a place of experience – people walking, music playing, events happening... a public environment.”

During the neighborhood planning process, it became clear that the vision statement needed to be updated based on events that occurred since its adoption and the level of planning that was to be addressed in this Development Master Plan. It was decided that there were three clear areas of distinction and that each needed their own vision statement to guide future decisions. They include:

- The Old Lee’s Summit Perimeter
- The Old Lee’s Summit Neighborhoods
- The Downtown Core

Hence, through the planning process three distinct vision statements arose, with the Downtown Core statement very closely following the original vision statement from the *Vision of the Heart* study.

Vision Statement: Old Lee’s Summit Perimeter

- “Highway corridors surrounding Old Lee’s Summit present a welcoming front door to the community. Through appropriate land use investment, design standards and focused gateway features, these corridors will become a positive image for Lee’s Summit, creating a distinctive ‘place’ along the extensive highway corridor system in the state of Missouri.”

**Vision Statement: Old Lee's Summit
Neighborhoods**

- “Old Lee's Summit neighborhoods surround Downtown, representing the roots of the community. These neighborhoods, with their mix of block and lot structure, along with the diverse architecture, represent the historic roots and growth of the community over time. The intimate neighborhood character of these neighborhoods will be retained into the future.”

Vision Statement: Downtown Core

- “Downtown is and will continue to be the historic, present and future heart of Lee's Summit. It is a commercially vibrant, cultural, spiritual, and educational family destination. Downtown Lee's Summit is a regional destination with a mixture of uses, including specialty shops and restaurants, and public buildings that make an important civic statement. It is a place of ‘experience’ – people living, walking, music playing, events happening... a public environment.”

These three vision statements were the guide for decision making and consensus building on the Development Master Plan, and will be the guiding vision for the future.

II. EXISTING CONDITIONS

A. EXISTING LAND USE

Land Use Categories

The land use categories that exist in the study area include: commercial (retail, office, commercial and commercial related services), industrial (light and heavy industrial uses), multi-family residential (attached homes, duplexes, triplexes and above), single-family residential (property regardless of size, zoned for single-family or agricultural uses and have residence on the property), public/Semi-public (government facilities, public parking, schools, churches, etc.), and park/open space.

Existing Conditions

Old Lee's Summit

The overall study area includes a mix of land uses, as indicated on Map II.1 found on page 7. Most of the land in this zone is built out, with only select infill opportunities identified. This area includes residential neighborhoods that date from Lee's Summit's founding through the 1970s. Infill residential development in sporadic locations has infused newer structures over the past 20 years.

Commercial uses include primarily highway-oriented retail and office space associated with U.S. 50 and 291 Highway. Older strip malls exist along 291, (some with renovations), and newer pad site restaurant development is occurring.

Highway development along U.S. 50 includes a variety of uses from car lots to spec office buildings to strip and pad retail uses. The south side of Chipman Road within the study area includes some commercial encroachment from U.S. 50, but primarily consists of residential uses along its length.

Downtown Core

There are several retail establishments in downtown that support both the local economy and destination shopping, such as candle/gift shops,



A view of the Downtown Core in 2003.

restaurants, a bicycle shop, several furniture stores, vehicular service centers, a grocery, and services such as a hardware store and repair shops. Niche professional offices are also located within the Core and primarily include professional services such as attorney or insurance offices.

Many of the ground floor retail spaces are currently leased, a very positive starting point for any improvements within downtown. More importantly, the second floor uses of many of the buildings in the Downtown Core remain vacant. Some are used for professional offices and residences, but not to the extent that ground floor space is leased.

Some light industrial/agricultural uses occur within the Downtown Core, utilizing larger land areas and sometimes creating conflict in terms of use, scale of buildings, and activity level on streets that impedes movement.

Map II.1: Existing Land Use

INSERT EXISTING LAND USE MAP HERE
11 X 17"

B. EXISTING ZONING

Excluding the Downtown Core, the Old Lee's Summit study area is zoned approximately 40% Single Family Residential districts, 40% Planned Two-family and Planned Single-family Residential districts, 10% Planned Neighborhood Commercial and Planned Community Commercial districts, and 10% Planned Business Park, Industrial and Agricultural districts. Existing zoning locations are indicated on Map II.2, located on page 9.

The residential districts provide large lot and standard size lot opportunities for single-family detached residential development with a one-acre minimum lot size. The majority of the single-family residential districts provide for low-density, single-family detached residential at a maximum of four units per acre. The planned single- and two-family residential districts allow for slightly higher density of up to seven and one half units per acre. The commercial districts are established to provide office, commercial and public uses that are of a scale that serve the general needs of surrounding communities.

The Downtown Core is zoned to nearly 40% Central Business District (CBD), permitting the most intensive use of land combining a variety of commercial, office, residential and public uses. Approximately 35% of the Downtown Core is zoned Planned Neighborhood Commercial District (CP-1). The CP-1 District is generally more restrictive in types of commercial uses permitted.

The district tends to limit commercial uses that are land/building square footage intensive. This district also does not permit residential uses except for typical group home applications. Planned Residential Office (PRO) completes the land area at approximately 10%. This district is more restrictive on types of commercial uses, although it permits single-family and townhouse residential structures. Single-Family Residential (R-1) and Planned Two-family Residential (RP-2) comprise about 10% and 5% of land respectively.

C. OPEN SPACE

Open space within the Old Lee's Summit and the Downtown Core Study Areas as identified in this study includes:

- Active and passive city parks/cemeteries
- Drainage ways
- School open lands

The city open space includes:

- Harris Park at Jefferson Street and Highway 50 – with outdoor pool and many active community activities
- Lea McKeighan Park at Douglas Street and Chipman Road– currently with ball fields that will be removed after Legacy Park is open in order for it to become a more passive park
- Howard Street Park –primarily a passive park with trails and playground equipment
- Cemetery on 291 Highway – the oldest public cemetery in the community, maintained by the Parks Department, has recently undergone improvements such as installation of a wrought iron fence around a portion of the perimeter.

A few drainageways traverse the Old Lee's Summit Study Area. Most of these drainageways have been channelized or urbanized via concrete structures. A few naturalized components to this system are evident along 291 Highway and between Douglas and Green Streets north of U.S. 50 Highway.



Existing drainage systems throughout the Old Lee's Summit study area are often channelized. Some naturalized sections exist, which provide an appealing component to the community.

Map II.2: Existing Zoning

INSERT EXISTING ZONING MAP HERE
11 X 17"

School open space of active ball fields, playgrounds, and passive green space is found at Lee’s Summit Elementary School, the Lee’s Summit High School, and the Westview Elementary on NW Ward Rd.

D. UNDERUTILIZED PARCELS

An underlying existing condition utilized in any neighborhood plan or redevelopment plan is an inventory of underutilized and vacant parcels within the study area. These sites were identified at both planning-area levels, and a map of those parcels identified within the Downtown Core is on page 11.

These underutilized parcel lands were identified while working with the City Staff, the DAC, and the public, as well as through a windshield survey and walking tour of the study areas completed by the consultant team.



Existing surface parking lots in the downtown core provide excellent opportunities for infill development.

Often these ‘missing teeth’ in the urban fabric, whether vacant parcels or blighted/underutilized parcels, create a negative image for a community. It is part of this planning process to identify viable future uses for these parcels that will contribute to the overall vision and goals for the study areas.

Table II.1: Downtown Core Tenant Mix

Type of Tenant	Number of Businesses	Percent of Total
Grocery	1	0.63%
Drug	1	0.63%
Apparel & Accessories	3	1.90%
Furniture & Home Furnishings	9	5.70%
Antiques/Crafts/Gifts	11	7.00%
Restaurants/Bars/Banquet Space	12	7.60%
Coffee Shop	2	1.27%
Beauty Salons & Barbers	8	5.06%
Real Estate	4	2.53%
Art Gallery	3	1.90%
Automotive Parts & Repair	7	4.43%
Printing & Graphics	5	3.17%
Misc. Retail	38	24.05%
Professionals	47	29.75%
Physicians & Dentists	7	4.43%
Totals	158	100.00%

Source: Canyon Research Southwest, Inc., April 2003.

E. DOWNTOWN CORE TENANT MIX

The Downtown Core incorporates roughly 147 acres in a 13-block area with the 3rd and Douglas Streets intersection representing the center point.

The Downtown Core serves as the community’s government, specialty retail and religious center. Despite aggressive commercial development in recent years along Interstate 470, U.S. 50, and Missouri Highway 291, the Downtown Core real estate market has remained healthy, marked by high occupancy levels and escalating property values. Restaurants, antique/gift stores, furniture/home furnishings and beauty salons/barbers head the list of downtown retailers. Office tenants comprise over one-third of all businesses.

Despite considerable highway-related commercial development in recent years, the Downtown Core remains a vibrant urban area with many assets from which to leverage future redevelopment efforts.

Map II.3: Underutilized Parcels

*INSERT UNDERUTILIZED PARCELS MAP HERE
11 X 17"*

Principal strengths and assets include a large government presence, strong community support for downtown redevelopment, the presence of a wide mix of commercial and residential land uses, considerable property reinvestment, a healthy real estate market and the availability of infill sites to facilitate continued development. This environment has attracted developers, with several projects recently completed or scheduled for construction.

During 2002, the citizens of Lee's Summit approved bond proposals for two capital improvement projects within the Downtown Core. First, a \$20 million City Hall will be constructed along Green Street between Second and Third Streets. The 75,000 square foot building will consolidate city departments and serve as downtown's principal anchor tenant. Second, a \$5.0 million streetscape improvement project will involve the construction of new municipal utilities, streets, curbing, sidewalks and period lighting. Together, these two capital improvement projects signal a major commitment by the City to the Downtown Core.

F. CHARACTER OF THE BUILT ENVIRONMENT

Old Lee's Summit

Old Lee's Summit includes a mix of architecture, from retail and residential buildings dating back to the late 1880s, to post World War II housing, to strip retail and pad office sites along highway corridors.

The key historic architecture of the community that supports Lee's Summit's founding days should be retained via Historic Districts, incentives, design guidelines, etc. This architecture specifically contributes to the unique look of the community, and is what provides a draw for tourism and a sense of pride in the community for local residents.



Some historic buildings in the downtown core have been appropriately maintained, like this building at Third Street and SW Main.

Many of the infill projects in the study area completed in the past 20 years— both commercial and residential – have not been architecturally appealing. The lack of style and identifiable form per use and poor site planning for these projects has contributed to a disconnected urban fabric. Further, when historic structures are removed and replaced with poor development, which mostly occurs along primary vehicular travel routes, the sense of place and community for this heart of Lee's Summit is negatively impacted.



New infill developments have not been authentic to the character of the place.

Many of the existing highway-oriented commercial uses do not have consistent architectural or site design conditions. This creates visual chaos and a negative message for regional traffic that traverses the highway corridors. Some of the older buildings along these corridors are undergoing ‘facelifts’, which will improve the character of the built environment, but specific guidelines are needed for site design, architecture and signage to assure a positive message for the community.



This historic view of the Downtown Core looking east along 3rd Street speaks of days gone bye.

Overall maintenance within neighborhoods is also an issue. The public realm, including maintenance of the street pavement, trees, lawns, and sidewalks is very important. Some of the oldest neighborhoods within the study area have open ditches, no sidewalks and very narrow pavement sections. This contributes to a sense of place for the community, but needs to be reviewed for health and safety measures. If streets within the Study Area are urbanized with sewer and curb-and-gutter, care must be taken in the design of these streets to create an urban section that supports the scale of the neighborhood. Regarding the private realm, lack of care and maintenance of even a few properties contributes to the character of the neighborhood. Several of the oldest and smallest homes are not adequately maintained, creating a negative image within the community. Regulation of outdoor storage on residential properties is also

an important consideration to maintain the image and character of the larger community.

Downtown Core

Most buildings in the Downtown Core are one and two stories tall. The transition zone within the Downtown Core is defined loosely by the block or half block that is adjacent to the Core’s identified boundary. This area includes a mix of uses – from 50-year and older single family residences, to churches and schools, to areas where newer light industrial, office space, or retail have been interwoven into the single family residential urban fabric.

G. PARKING

A parking inventory was completed for the area of the Downtown Core bounded by 2nd Street, Green Street, 4th Street, and Jefferson Street. The inventory identified a total of 354 on-street and 1,209 off-street parking spaces within the study boundary. Two hundred twenty-five of the on-street spaces are east of the railroad tracks, while 715 off-street spaces exist west of the rail line. These parking areas are detailed on Map II.4 located on page 14.

During peak occupancy only 63% of the capacity identified above is generally used. Occupancy is slightly higher on the west side of the rail line vs. the east, but negligible from an impact standpoint.

Parking turnover, or the rate at which cars enter and leave a particular space during the course of the day, is also relatively high. This is very important for downtown retailers that count on parking that is readily available and easily accessible.

The block bounded by 2nd Street, 3rd Street, the railroad tracks and Douglas Street is at an 88% occupancy rate for parking. This rate is over the desired rate of 75% in the Downtown Core, particularly adjacent to commercial establishments. However, downtown blocks adjacent to this block receive less demand for parking, and therefore

Map II.4: Parking

INSERT PARKING MAP HERE
11 X 17

provide more than adequate parking facilities within a ¼ mile walking distance of a destination on the aforementioned block. Overall, there is good parking capacity in Downtown Lee's Summit.

H. TRANSPORTATION INFRASTRUCTURE

Roadways

A traffic study was completed for this Development Master Plan that evaluated intersections based on the methodologies outlined in the *Highway Capacity Manual, 2000 Edition*, published by the Transportation Research Board. The traffic study boundaries included Chipman Road to the north, U.S. 50 to the south and west, and Route 291 to the east.

For signalized intersections, the intersection of Chipman and Douglas Roads was identified as the worst level of service intersection (most congested, least safe, etc.) with Level D service during the morning and midday peaks, and Level F service during the evening peak. Langsford Road and Route 291 during midday was the only other Level D service intersection identified.

For un-signalized intersections, the intersection of 2nd and Jefferson Streets, specifically the northbound left-turn movement, was identified at a Level D service level. This was the only intersection at a Level D or worse.

A full copy of the Traffic and Parking Inventory is available under separate cover.

Origin/Destination

75% of all traffic traveling towards Downtown is destination traffic. This results in about 25% of the traffic being through-traffic that utilizes Downtown Core streets as a means to traverse from one area of the community/region to another.

Railroad

The Union Pacific Railroad (UPRR) runs parallel to Main Street through downtown Lee's Summit. Two at-grade and one grade-separated crossings are present in the Downtown Core.

The existing UPRR line through the Downtown Core is nearing capacity, and future estimates include an annual 3% growth of freight use through 2010 on this line. The study reviewed several options for expansion, with some being deemed as unfeasible. An option of lowering the rail line – or trenching it – was discussed as one possibility. This would alleviate the at-grade crossings within most if not all of the Old Lee's Summit, and would remove the need for the whistle to blow as each train came through at grade intersection crossings.

I. UTILITY INFRASTRUCTURE

Introduction

A database of the existing utility infrastructure systems present in the Downtown Core and the area immediately surrounding Lee's Summit was completed to help determine the impact of the proposed Development Master Plan on the utility systems. Maps of the utility infrastructure are located on pages 19-21. The information contained in this summary was derived by three means:

- a review of existing utility plans made available from various City departments or private utility providers;
- interviews with City staff or utility provider staff to determine the general overall condition and performance of the respective systems; and
- on-site field observations by TranSystems staff.

At this time, the City is planning a "Street Reconstruction and Streetscapes" project that is being funded through the bond issue and CIP that includes the new City Hall project. It is the City's intent to replace certain utilities in the streets comprising this Reconstruction and Streetscape project. The streets that are slated for improvements include SW 3rd from Market to Green

Streets, SW Main between SW 2nd and SW 3rd, SE Main and SE Douglas between SE 2nd and SE 4th, and SE Green between SE 2nd and SE 3rd.

Infrastructure-owner contact information is located in Appendix B.

Water System

The water system in the Lee's Summit downtown area is comprised of mains of various sizes in a grid and loop arrangement. Mains are generally located in the major arterial streets in the downtown area. According to City water maps, there are 7 bores under the Union Pacific Railroad between the 7th Street crossing at the south end of downtown and Chipman Road on the north. These bores allow for a single water system in the downtown area. Mains are generally located along curb lines at the sides of streets. Hydrants are located along blocks and at corners to provide adequate fire protection in the downtown area. The majority of the mains are 4"- and 6"-diameter lines. The larger mains are 8"- and 12"-diameter. Newer, larger mains run down Market Street and Main Street. The oldest mains that have been uncovered in the downtown area were installed in the period between 1890 to 1910. All mains are either cast iron or ductile iron. Service connections are generally made of lead pipe. As the City downtown area has expanded, mains have been added as required to accommodate the growth. City water towers help to maintain pressure in the water system. The nearest water tower to the downtown area is on the Harris Park tower.

System Performance - City staff stated that water pressure was adequate in the downtown area. Staff also said that in some instances, flow volumes in the downtown area were less than desired but are adequate for public safety and fire protection concerns. At this time, the City maintains the water system on an as-needed basis. Repairs in the last 5 years include some valve and hydrant replacements.

Future Improvements - Certain water mains in the downtown area are scheduled to be replaced within the next three years as part of the "Street Reconstruction and Streetscape" project. Water mains and lead service lines will be replaced on the streets included in the Streetscapes project

described in the Introduction above. Interior meters in the Streetscapes zone will also be replaced with exterior meters. No other scheduled improvements are anticipated at this time.

Sanitary Sewer System

The Lee's Summit downtown area is served by a vitrified clay pipe system of sanitary sewer mains that are located in the main arterials or alleys. The downtown system is effectively separated into two systems by a ridge running roughly parallel to the Union Pacific Railroad. East of the railroad, the sanitary system consolidates and flows to the northeast. West of the railroad, sewers generally flow to the west. Both sewer systems are ultimately served by the Little Blue Valley Sewer District. Most mains in the downtown area are 8"-diameter and are generally between 50 and 60 years old according to staff.

A 12"-diameter main, running east/west, bisects the new City Hall site. Three mains converge at approximately the midpoint of the City Hall Site. According to City utility maps, there are 4 bores under the Union Pacific tracks near O'Brien Road, at Maple Avenue and SE 2nd Street, and between 5th and 6th Streets on SE Main Street. These bores accommodate mains that serve small sections of the downtown district immediately east of the railroad.

System Performance - City staff described the condition of the downtown sanitary system as variable. Certain sections are in good condition and perform well while others are in inferior condition. Between SE 4th and 3rd Streets near Douglas, the system is experiencing infiltration in periods of wet weather. Staff will continue their work to address these issues with activities such as encasing problem areas with concrete and removing blockages.

Future Improvements - Certain sewer mains in the downtown area are scheduled to be replaced within the next three years as part of the "Street Reconstruction and Streetscape" project. Sewer mains will be replaced on the streets described in the Introduction above as part of the Streetscapes

project. All other improvements will be a result of maintenance requirements and no other scheduled improvements are anticipated at this time.

Storm Sewer System

The Lee's Summit downtown area is served by a system of storm sewer mains that are located in the major streets. According to staff, the older lines in the downtown area were installed in the 1920s and 1930s. Additional mains have been installed as the City has grown. The majority of the mains are reinforced concrete pipe, with some short runs being corrugated metal, vitrified clay, and brick. The downtown system is effectively separated into two systems by a ridge running roughly parallel to the Union Pacific Railroad. East of the railroad, the storm sewers consolidate and flow to the northeast into ditches or streams and eventually into Prairie Lee Lake and Lake Jacomo. West of the railroad, sewers flow west into the Little Blue River watershed. Mains in the downtown area vary in size from 12" pipe to 54" x 48" brick arch sections.

An 18"-diameter main, running east/west, bisects the new City Hall site. According to City utility maps, there appear to be 6 crossings under the Union Pacific tracks in the downtown area. These crossings accommodate localized areas of the downtown district immediately east of the railroad.

System Performance - With some exceptions, staff describes the performance of the system as adequate. In periods of heavy rain, the system backs up in streets near SE 3rd and SE Green Street according to staff. Staff also stated that the City has been experiencing problems with sections of corrugated metal pipe where the bottom of the pipe is rusting.

Future Improvements - Certain storm mains in the downtown area are scheduled to be replaced within the next three years as part of the "Street Reconstruction and Streetscape" project. Storm mains will be replaced on the streets described in the Introduction above as part of the Streetscapes project. All other improvements will be a result of maintenance requirements and no additional scheduled improvements were described by staff.

Natural Gas System

The Lee's Summit downtown area is served by a system of steel or polyethylene plastic pipes in the main streets and alleys. Some sections of the steel pipe have cathodic protection. According to Missouri Gas Energy (MGE) staff, the older lines in the downtown area were installed in the 1940s and 1950s. Additional, newer mains have been installed as the City has grown. The downtown system is effectively separated into two systems east and west of the Union Pacific Railroad. The two systems are linked by two bore crossings under the railroad as shown on the utility maps near O'Brien and Vine Street on the north, and near SE 6th Street and SE Main Street on the south. Main sizes vary from 1 ¼" to 6". A 4" diameter main runs east/west and bisects the site of the new City Hall.

System Performance - MGE staff states that the system is performing adequately with little ongoing maintenance being performed.

Future Improvements - MGE does not plan to modify their system in the downtown area in the near future.

Electrical System

The Lee's Summit downtown area is generally served by a system of pole-mounted overhead power lines. Poles are owned by either Aquila or SW Bell. Some localized areas have an underground system, the most notable of which is the residential area immediately west of the Union Pacific Railroad and north of Lakeview Boulevard. Overhead lines run along the west side of the proposed City Hall site and additional lines bisect the site in an east-west direction.

System Performance - Aquila staff states that the system is performing well with more than adequate capacity for the downtown district. Maintenance is performed on an as-needed basis.

Future Improvements - Aquila does not plan to modify their system in the downtown area in the near future.

Phone System

The Lee's Summit downtown area is served by a mixture system of pole-mounted and buried phone lines. Two major underground conduits are located in 3rd Street (SW and SE) and SW Jefferson Street south of 3rd. Poles are owned by either Aquila or SW Bell. Overhead and buried lines run along the west side of the proposed City Hall site.

System Performance - SBC staff states that the system is performing well with more than adequate capacity for the downtown district. SBC has replaced some runs of fiber optic cable in the last three years.

Future Improvements - SBC staff does not plan to modify their system in the downtown area in the near future.

Cable Communication System

The Lee's Summit downtown area is served by pole-mounted overhead cable lines. Time-Warner has both conventional cable and fiber optic lines. Poles are owned by Aquila or SBC. Overhead lines run along the west side of the proposed City Hall site.

System Performance - Time-Warner staff states that the system is performing well and has more than adequate capacity for the downtown district.

Future Improvements - Time-Warner staff does not plan to modify their system in the downtown area in the near future.

J. MARKET

Lee's Summit Economic Environment

Lee's Summit is the fastest growing community on the Missouri side of the metropolitan Kansas City area. The resident population base has increased from 28,856 in 1980 to 77,437 by July 1, 2002. Population growth is forecast to continue, reaching 93,000 by 2010 and 116,000 by 2020.

The Lee's Summit employment base of nearly 27,000 is led by the services (41%); construction (16%); manufacturing (9%) and FIRE (9%) sectors. By 2020, Eastern Jackson County is forecast to add 11,900 new jobs, with a shift away from industrial-related employment towards more office-related employment.

From 1995 to 2002 a reported 8,171 residential dwelling units were permitted for construction in Lee's Summit, with the single family housing sector accounting for 83% of all residential construction. During this same period over 6.1 million square feet of space was permitted for construction, valued in excess of \$208 million.

Lee's Summit has emerged as Eastern Jackson County's premier urban growth center, experiencing gains in population, employment and income levels far exceeding metropolitan averages. Lee's Summit's high quality of life has attracted a young, educated and affluent population. The real estate sector has benefited from the city's economic expansion, posting accelerated residential, commercial and industrial construction activity. Lee's Summit is forecast to remain an urban growth leader which will create continued opportunities for residential, commercial and industrial development.

Marketability of Retail Development

Lee's Summit maintains 3.2 million square feet of shopping center space, located primarily along the major transportation corridors of Interstate 470, U.S. 50 and Missouri Highway 291. Since 1995 over 3.1 million square feet of retail space (including freestanding, strip and anchored centers) has been constructed in Lee's Summit. Despite this construction boom, over the past four years the overall vacancy rate has remained well below 6.0%. Retail sales in Lee's Summit increased from \$648 million in 1998 to \$838 million for 2002 as a result of new development, increasing population and high income levels.

**Map II.5: Existing Utilities: Old Lee's
Summit: Gas & Water**

*INSERT UTILITY MAP HERE
11X17"*

**Map II.6: Existing Utilities: Old Lee's
Summit: Storm & Sewer**

*INSERT UTILITY MAP HERE
11X17"*

Map II.7: Existing Utilities: Downtown Core

INSERT UTILITY MAP HERE
11X17

Prior to the recent construction boom Lee's Summit was considered under retail, suffering from considerable retail leakage due primarily to a shortage of retail space and a narrow tenant mix. Retail leakage can be best illustrated through a comparison of per capita retail sales levels and supportable retail space. In 1998, Lee's Summit's per capita sales rate of \$9,672 lagged behind the metro average of \$10,675 and the 18 square feet of occupied retail space per capita compared to the metro average of 23 square feet per capita. The recent construction boom has closed the gaps considerably, yielding per capita retail sales close to the metro-wide average and per capita occupied shopping center space comparable to the Kansas City area average.

Approximately a decade ago the Downtown Core of Lee's Summit suffered from high vacancy rates, limited demand for space and low lease rates and property values. Today, the Downtown Core retail market is healthy with no vacant store fronts. A total of 110 retail businesses operate in downtown, with restaurants, antique/gift stores, furniture/home furnishings and beauty salons/barbers the most prominent retailers. Existing retailers are independent operators. Third Street is the most prominent retail corridor, followed by Main Street and Douglas Street.

Through the year 2020, Lee's Summit's Downtown Core is forecast to absorb 70,000 to 110,000 square feet of retail building area. The principal retail format in downtown will include infill development of freestanding buildings and shop space incorporated into mixed-use projects. The premier locations for future retail development will include Second, Third, Douglas and Main Streets. However, further commercial encroachment along these arterials into the adjacent residential neighborhoods is not recommended.

The balance of the Study Area is forecast to absorb 30,000 to 40,000 square feet of additional retail space through 2020. The premier locations for retail uses include the U.S. 50 interchanges at Chipman Road, 3rd Street and Jefferson Street. The long-term opportunity exists to accommodate redevelopment and repositioning of existing shopping centers and construction of infill sites with

freestanding retailers. The automobile dealerships along Blue Parkway offer the opportunity to support mixed-use development including retail uses.

Marketability of Office Development

Due to continued strong new construction activity over the past several years and a weakening area economy, the Kansas City speculative office market currently suffers from high vacancies, negative absorption and declining lease rates. All sub-markets are over built. There are currently large amounts of unoccupied space and pending completion of an additional 1.4 million square feet of space in the metropolitan Kansas City speculative office market. These conditions will remain soft over the next several years, limiting the opportunity to support new construction.

Over the past several years the bar has been raised in the Lee's Summit speculative office market with several Class "B+" buildings entering the market and commanding lease rates much higher than historically supportable. Despite this upward trend, office space in Lee's Summit doesn't command the high rents supported by South Johnson County, Kansas. As a result of recent construction activity the Lee's Summit office market is currently over built, and with several buildings now under construction the market is anticipated to remain soft for several years.

The future of Lee's Summit as a growing office location will stem from excellent freeway access and exposure, the availability of freeway interchange building sites, ample inventory of executive housing, excellent quality of life including a highly rated school district, continued growth of high-income households (similar to South Johnson County, Kansas) and increased commute drive times into Kansas City's Central Business District.

Challenges facing Lee's Summit as a growing office location include an unproven Class "A" market, current high vacancies, forecast modest speculative space demand, its peripheral location and the ability to support financially feasible development of Class "A" space.

The Downtown Core of Lee's Summit serves as a niche office market catering to small, independent firms generally ranging in size from 1,000 to 3,000 square feet. Lease rates generally range from \$12.00 to \$15.00 per square foot. While vacancies are low, the moderate lease rates will make it challenging to foster financially feasible new development.

Lee's Summit is forecast to absorb 1.4 to 1.57 million square feet of speculative and owner-occupied office space through the year 2020. During this time frame the Old Lee's Summit Study Area is forecast to garner total office space demand of 100,000 to 160,000 square feet, with the Downtown Core accounting for 70,000 to 110,000 square feet.

The Downtown Core's potential as a future office location stems from its mixed-use urban setting, centralized location, convenient access, availability of executive housing and the presence of a large professional labor force. Downtown is an ideal niche location for small, locally owned businesses seeking a unique office setting. However, existing demand for speculative office space is limited. To facilitate future office development, sites must be manufactured by assembling and razing existing buildings, converting existing retail or residential space or through use of under utilized properties such as surface parking lots. The greatest opportunity to facilitate future office development within the Downtown Core appears to be 2nd and 3rd floor space within mixed-use projects. Office tenants don't require ground floor space, which is better suited for retailers.

Development opportunities for additional office space also exist within the balance of the Old Lee's Summit Study Area. The northwest quadrant is the most suitable development location, benefiting from the availability of building sites, convenient access to executive housing, excellent freeway access and visibility and close proximity to the Summit Technology Center. Potential redevelopment sites include the automobile dealerships on the east side of Blue Parkway south of Chipman Road as well as the single family homes along the south side of Chipman Road east of Blue Parkway.

Marketability of Hotel Development

Throughout the first half of the 1990s the Kansas City hotel market gradually recovered from record low occupancies in the 60 to 61% range. By 1996 the market reached an occupancy rate of 71%. These improving market conditions prompted strong gains in new construction activity. Between 1995 and 2001, Kansas City's room inventory grew by 45%. By 2000, over building once again produced deteriorating market conditions, marked by declining occupancies to 63%.

By 2001 the lodging industry in Kansas City posted its worst year in a decade as occupancy rates slipped to their pre-boom 60% levels of 1991-1992. The weak performance of 2001 translated into a modest 2.9% increase in supply to 26,675 guest rooms, a 3.0% decline in room demand and an overall occupancy rate of 60.7%. Only one lodging category reported an increase in occupancy, with economy hotels up nearly 1.0% to 58.8% for the year.

In 2002, the Kansas City hotel market continued to deteriorate with the occupancy rate declining further to 59.3%. Weaker demand resulted in declines in the average room rate of 1.1% to \$71.72 and revenue per available room of 3.4% to \$42.55. Despite weakening market conditions the metropolitan supply increased by 2.6% to 27,500 rooms.

The short-term outlook for the Kansas City hotel market is one of a slow gradual recovery. During 2003, parallel increases in the growth of new supply and room demand are forecast, yielding stable occupancies and average daily rates. It may take several years before the Kansas City hotel market fully recovers.

Lee's Summit is located within the Kansas City, Missouri Outlying Areas sub-market which consists primarily of the suburban communities of Independence, Blue Springs and Lee's Summit. These communities have experienced considerable new hotel construction along Interstates 70 and 470. New properties consist largely of economy and mid-price hotels. This sub-market is Kansas City's most overbuilt. The overall occupancy rate

has declined from 56.7% in 2000 to just 54.2% by 2002. Average daily rates are the lowest metro-wide, reported at \$50.99 during 2002. These soft operating results suggest that little or no short-term opportunity exists for the feasible construction of new hotel properties.

Eight hotel properties totaling 571 rooms are currently operating in Lee's Summit, all of which are located adjacent to Interstate 470, U.S. 50 and Missouri Highway 291. The Lee's Summit hotel industry supports a narrow mix of hotel products, including one economy property and seven mid-price properties. Considerable new supply has entered the market over the past several years, with construction gravitating along Interstate 470. New hotel properties include Hampton Inn, Holiday Inn Express and Baymont Inn.

Average occupancy levels and revenue per available room are presently insufficient to support economically feasible new hotel construction within Lee's Summit. The short-term prospects for new hotel construction are also not favorable. However, as the existing properties achieve stabilized occupancies and the local business community and population continues to grow, the long-term demand for additional hotel rooms will materialize. The size and composition of the Lee's Summit employment and population base forecast for 2020 suggests at an average stabilized occupancy rate of 70% an additional 400 to 500 hotel rooms are warranted over the next 17 years. The most appropriate location for future hotel development is within the Interstate 470 corridor.

Through 2020, the opportunity is limited to support hotel development in the Downtown Core of Lee's Summit. Downtown lacks a freeway location and a major hotel room demand generator such as a convention center or large employment base. Even by the year 2020 the downtown employment base will not likely be sufficient to support a major hotel chain. Lodging alternatives include a small boutique hotel or bed & breakfast, with a modest demand for 10 to 15 guest rooms forecast.

All the existing hotel properties in Lee's Summit possess a highway location. Lodging industry requirements suggest future hotel development in

Lee's Summit will follow historical patterns. The U.S. 50 intersections of Chipman Road, 3rd Street or Jefferson Street represent the most optimal hotel development sites within the Old Lee's Summit Study Area. These potential sites offer the necessary highway exposure and accessibility to support a chain hotel. Through 2020, sufficient demand is forecast to support development of one hotel property of 50 to 80 rooms.

Marketability of Residential Housing Development

During the past decade Lee's Summit has emerged as one of Jackson County's leading new housing markets. Since 1992, 12,937 residential dwelling units have been permitted for construction in Lee's Summit, led by the single family sector accounting for 87% of total permitting activity.

The housing stock in Lee's Summit totals 27,392 dwelling units, with the single family sector accounting for 74.8%, or 20,490 dwelling units. By comparison, single family homes comprise 71.9% of the total metropolitan Kansas City housing stock. Townhouses comprise 6.0% of the housing stock in Lee's Summit, compared to 4.8% in the metro area. Lee's Summit is only slightly below the metro area in its share of multi-family units, consisting of 19.1% of the housing inventory compared to 21.2% in the metro area.

Since 1996, new and resale homes priced from \$101,000 to \$200,000 accounted for nearly two-thirds of all homes sold within Lee's Summit. During this time the volume of homes priced in excess of \$200,000 continued to escalate, accounting for one-third of all home sales. Homes priced from \$200,000 to \$300,000 reported the largest gains in sales activity.

High land acquisition and development costs in Lee's Summit make it extremely difficult for builders to deliver starter homes. Instead, builders focus primarily on high cost housing.

From 1998 to 2001, 612 homes sold within Zip Code 64063, which encompasses the Old Lee's Summit Study Area. Nearly three-quarters of the housing sold was priced from \$100,000 to

\$200,000. Homes priced from \$200,000 to \$400,000 accounted for just 14.2% of all home sales.

Lee's Summit is forecast to absorb 13,500 owner-occupied housing units through the year 2020. Because of the community's high income levels the greatest demand will be for move-up and high-end housing priced over \$150,000, accounting for over 72% of all owner-occupied demand. Considerable demand will also occur for entry level housing, totaling 1,675 housing units priced from \$70,000 to \$100,000 and 2,070 housing units priced from \$100,000 to \$150,000. Given acquisition and development costs for residential land in Lee's Summit, building financially feasible entry level housing has historically been challenging.

Through 2020, demand for rental housing in Lee's Summit has been forecast at 4,500 dwelling units. Assisted rental housing is estimated to account for 2,630 dwelling units, or 58% of all rental housing demand. Meanwhile, the demand for market rate rental housing is forecast to total 1,870 dwelling units.

Summary Forecast of Commercial and Residential Demand for Study Area: 2000-2020

The attraction of the Old Lee's Summit Study Area as a potential residential location stems from the close proximity to retail, entertainment, schools, places of worship, government office, freeway corridors and employment centers. Site constraints include the presence of the railroad line and the ability to assemble suitable development sites.

The Old Lee's Summit Study Area is capable of supporting a wide range of for-sale housing product targeting a spectrum of buyers including young singles and empty nesters. Market rate entry-level single family homes and townhouses priced from \$125,000 to \$175,000 would target young professionals and couples. Meanwhile, empty nesters and affluent singles would be attracted to a more upscale housing product priced from \$175,000 to \$300,000. Considerable demand for housing priced under \$125,000 is forecast for Lee's Summit through 2020. The Old Lee's Summit Study Area would be a suitable location for high

density entry level housing product. However, current market conditions suggest government assistance may be necessary to facilitate financially feasible development.

The most appropriate locations for single family housing within the Downtown Core are at the very fringes (i.e., Jefferson and 5th Streets), serving as a transitional land use between the commercial uses at the heart of downtown and the surrounding single family neighborhoods. The opportunity for significant infill development within the balance of the Old Lee's Summit Study Area also exists through use of under utilized properties (i.e., the split of a large single family lot into two lots) and vacant lots. Infill development opportunities are particularly available within the northern and eastern quadrants of the Old Lee's Summit Study Area. Two notable large vacant lots include the 3.5-acre city-owned parcel at the southwest corner of 2nd and Independence Streets as well as the northwest and southwest corners at Main and Orchard Streets.

Given the typical minimum size land requirement to accommodate medium to large-scale multi-family development, land assembly will be the largest issue in precluding this type of development. Instead, small, lower amenity development may be more appropriate. Multi-family development as a component of a mixed-use project is also another alternative. Within the Downtown Core freestanding multi-family residential development is best suited within the transitional zones. Within the balance of the Old Lee's Summit Study Area development sites along major arterials such as Chipman Road are most appropriate.

Due to the large and growing senior population in Lee's Summit a senior housing component should be incorporated into the Master Plan. The most appropriate location would be at the fringe or just outside the Downtown Core, allowing residents convenient access to the retail, government, cultural and recreational facilities. A project size of 30 to 60 dwelling units is recommended. Senior housing could be used as an ideal transitional land use between the Downtown Core and surrounding residential neighborhoods.

Table II.2: Summary Forecast Market Demand

Land Use	Lee's Summit	Downtown Core	Balance of Old Town
Retail	1,780,000 SF	70,000 - 110,000 SF	30,000 - 40,000 SF
Office	1,392,000 - 1,566,000 SF	70,000 - 110,000 SF	30,000 - 50,000 SF
Hotel	400 - 500 Rooms	10 - 15 Rooms	50 - 80 Rooms
Residential	18,000 du's	300 - 500 du's	150 - 250 du's

Source: Canyon Research Southwest, Inc.

Demand for commercial and residential space within the Old Lee's Summit Study Area has been forecast through the year 2020 in an effort to quantify the level of future development opportunities.

The Downtown Core possesses a solid foundation from which to support continued development and absorption activity. Market dynamics and location characteristics of the downtown core suggest the greatest opportunities exist for future retail, professional office and housing development. Future development will concentrate on infill parcels, under utilized properties (i.e., parking lots) and the assemblage and razing of existing properties. Land use patterns should involve establishing development boundaries for the downtown whereby a more concentrated commercial core could be developed, transitioning into lower density mixed-use areas and the existing single family neighborhoods.

Recent land use trends in the Downtown Core have involved gradual commercial encroachment into the adjacent residential neighborhoods.

The establishment of development boundaries is recommended. Based on existing land use and traffic patterns, potential boundaries include 2nd Street to the north; 5th Street to the south; Green Street/Grand Avenue to the east and Jefferson Street to the west. The intersection of 3rd and Douglas Streets would serve as downtown's center point where land uses would be most concentrated. The perimeter arterials would serve as transitional zones between the commercial core and the adjacent residential neighborhoods. Potential land uses within the transitional zones would include residential scale commercial, a mix of high density

single family and multi-family housing, and public surface parking lots.

Further commercial encroachment should be avoided along the gateway corridors into the Downtown Core, specifically 3rd Street from both the east and west; Douglas Street from the north and Jefferson Street from the south. These streets create a residential gateway and a sense of arrival into downtown.

K. STRENGTHS, OPPORTUNITIES AND CONSTRAINTS

Strengths, opportunities and constraints were identified during the two days of site analysis, stakeholder meetings and the public workshop that occurred during the first workshop in Lee’s Summit. This section provides an in-depth description of the opinions, concerns and suggestions for the future of Old Lee’s Summit and the Downtown Core that were expressed during the meetings. See Maps II.8 and II.9, page 29 and 30.

Summary

1. What are the **Strengths** of downtown Lee’s Summit (primary values) that are most appreciated by the community?

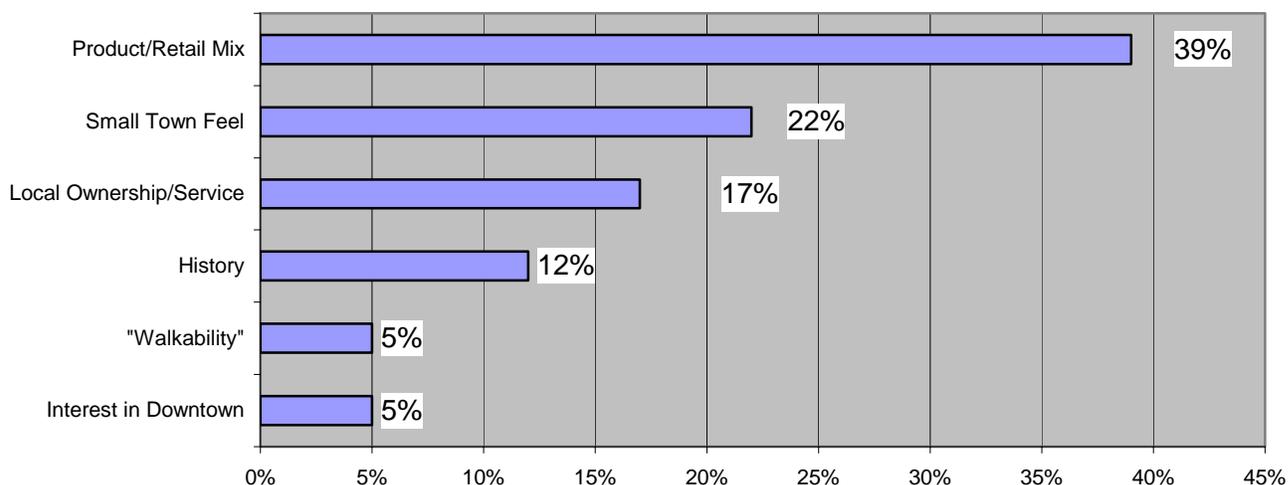
- *Great retail mix*
- *The Vision for downtown*
- *City Hall staying downtown*
- *Integrity of houses*
- *Homes/businesses good*
- *LS is seen regionally as a “hot spot” – regional destination for home furnishings*
- *Good parking*
- *Walkability of downtown*
- *Main Street events*
- *Variety of services*

- *Strong civic groups*
- *Unique character and charm*
- *Hometown feel/small-town feel*
- *Properties are locally owned*

2. What are the **Opportunities** for the downtown area in terms of redevelopment and visitor enjoyment? What types and where?

- *Increase after 5 pm activities – stores open, additional eateries, etc.*
- *Keep Museum open longer (regular hours)*
- *Cultural venues /Indoor performance venue needed*
- *Would like to see clothing & groceries downtown*
- *Create bike linkages*
- *Need additional mixed-use space within downtown*
- *Create workforce housing*
- *Create more senior housing close to the heart*
- *Infill*
- *Streetscape improvements*
- *Preserve the architecture*
- *Provide downtown daycare*
- *Create specific Design Standards for downtown*

Chart II.1: Downtown Strengths



- Create gateways into downtown
- Create more public space
- More 'loft' type units in downtown

3. What would be the **Constraints/concerns** that would inhibit support of and/or maintaining the downtown character?

- Limitation on amount of space
- Lack of Gateway signage
- Need for higher density housing - the key to a thriving downtown
- Existing Wal-Mart zaps energy from downtown
- Need to distinguish itself from other Midwestern cities
- Train noise/safety
- Current zoning – commercial encroachment into residential areas
- Need better signage for downtown parking
- Retailers/restaurants need to be open on Sundays
- Increased growth
- Need to stop bad development
- Current review/approval process takes too long
- Too many absentee property owners
- Presence of South Western Bell at its specific location in downtown
- Two-hour parking is insufficient

Existing Business Climate and Issues

Businesses currently operating in or on the fringe of the Downtown Core were asked to evaluate the strengths and advantages of operating in the downtown area.

The most cited asset was the existing diversity and mix of small, independent retail stores. A small-town feel and “quaintness” of the Downtown Core was ranked second.

Other beneficial issues cited included:

- The presence of owners on site allows for immediate decision-making and better customer service. Many business owners alluded to this positive feature as a competitive

advantage over larger retailers and national chain stores.

- The historic texture and ambiance of the Downtown Core is an asset and a potential enticement to attracting visitors and customers from both within Lee’s Summit and throughout the region.
- The ability of customers to walk amongst downtown retailers and restaurants in an inviting atmosphere is a significant benefit. However, this advantage is tied to the challenges of downtown parking cited later in this report.
- The burgeoning interest in the Downtown Core and cooperative attitude toward strengthening the business climate was another factor influencing a generally positive outlook toward doing business in the Downtown Core.

Despite an overall favorable attitude about doing business in the Downtown Core, business owners were also quite outspoken regarding the challenges currently faced by those companies operating in the area. By far, distress over the current state of parking availability dominated the concerns voiced by a significant majority of those interviewed.

Parking

As noted in the previous section of this document, overall there is adequate parking in the Downtown Core; however, merchants and downtown stakeholders expressed concerns regarding a lack of sufficient and readily available parking. Many of the downtown merchants cited the very real problem of customers complaining about receiving parking citations or stating their reluctance to shop downtown due to a perceived lack of parking availability.

“I’ve specifically lost customers due to the perception of no parking downtown.”

A recent physical observation of surface and on-street parking at morning hours well prior to the opening of most businesses indicated a majority of

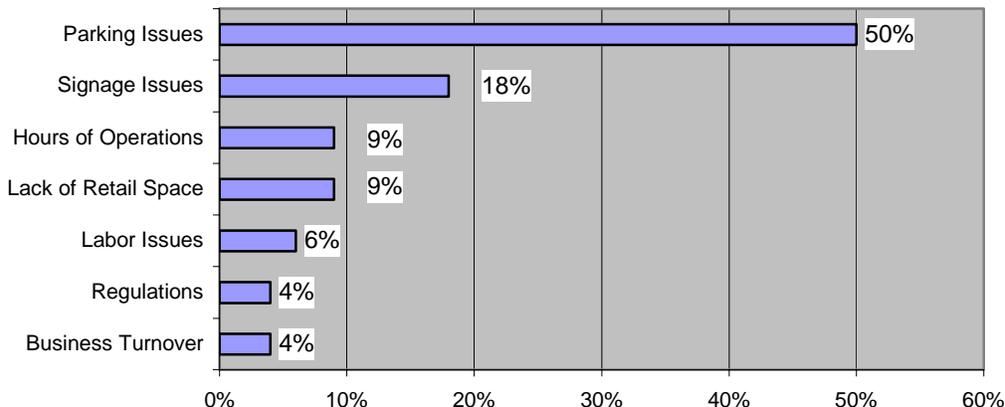
**Map II.8: Opportunities and Constraints:
Old Lee's Summit**

*INSERT OPPORTUNITIES AND CONSTRAINTS
MAP HERE
11 X 17"*

**Map II.9: Opportunities and Constraints:
Downtown Core**

*INSERT OPPORTUNITIES AND CONSTRAINTS
MAP HERE
11 X 17"*

Chart II.2 Downtown Issues



the spots were already in use – suggesting the spaces were occupied by employees or persons other than shoppers.

Interestingly, while parking issues ranked highest among their concerns when discussing the existing commercial climate, the development of additional parking inventory did not rank high among suggested steps for improvement. However, given the overwhelming number of business owners (50%) who listed this item as a paramount concern earlier in the survey, it is most likely that the need to create new parking options was assumed to be recognized and acted upon.

Signage

Merchants also expressed frustration regarding signage and their ability to clearly communicate the location of their stores to potential customers. These concerns related both to limitations and regulations specific to their business and/or buildings as well as the broader concept of signage directing persons into and around the Downtown Core.

Hours of Operation

The limited span of hours when downtown merchants were open and available for customers also constricts the aspiration of encouraging Lee’s Summit residents to consider the downtown as a destination of choice after hours or on weekends.

This topic appeared to be particularly sensitive when discussing operation on Sunday. The debate falls prey to the circular argument of whether businesses should expand their hours of operation as a means of attracting customers or whether customer presence and demand should drive business hours.

“After church I like to take my family to eat...but the limited options in downtown usually force us to go someplace else.”

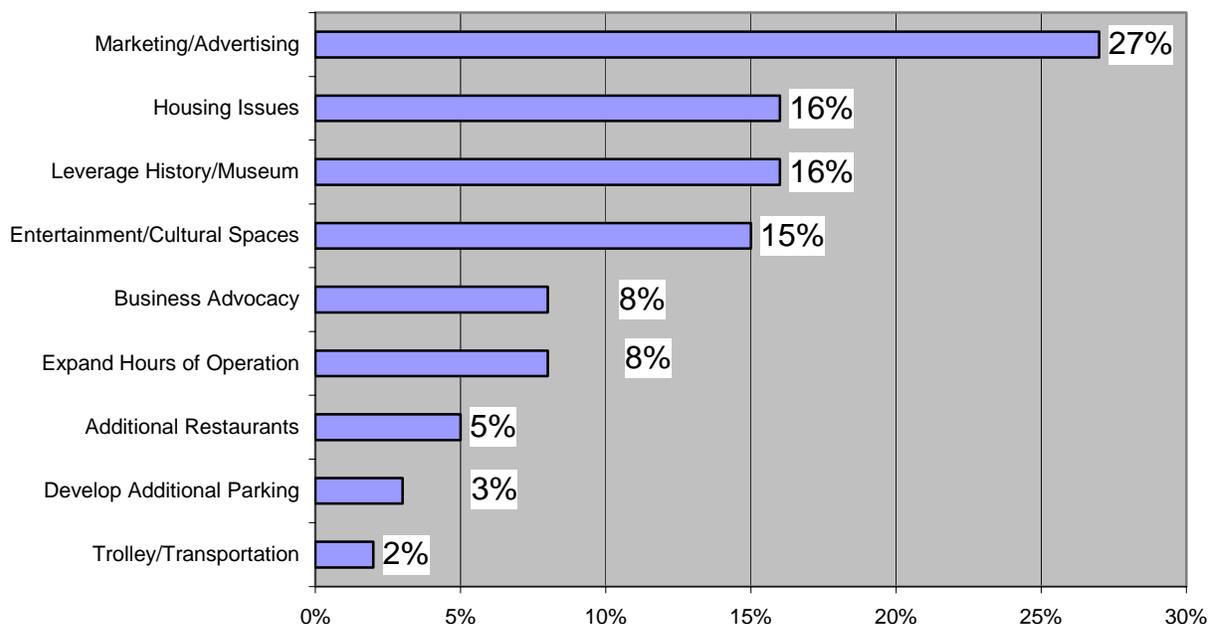
The presence of two major churches on the edge of the Downtown Core that attract approximately 2,000 persons each Sunday are examples of the potentially untapped sources of additional business that could be generated for downtown merchants should they choose to remain open and aggressively promote their availability.

Availability of Retail Space

While the re-emergence of the Downtown Core as a thriving business district bodes well for the overall economic health of Lee’s Summit, it also introduces the challenge of the lack of suitable space for further retail/commercial expansion and development desired by downtown stakeholders. As highlighted in the *Market Study*, 110 retail businesses currently operate in the Downtown Core, with no vacant storefronts.

Existing merchants expressed strong support for initiatives to augment the stock of retail space in the

Chart II.3 Downtown Focus Issues



downtown. Specific preferences included the further diversification of eating and entertainment options and efforts to retain existing buildings with historical/architectural character as much as possible.

Labor Force

Discussion regarding the availability of an adequate pool of labor was the topic of some discord among employers. While many cited this issue as the foremost challenge to their business, others expressed little concern with the current state of affairs. However, this subject is essential to the economic development goals of Lee’s Summit and should become the topic of increased community focus.

Business owners were also invited to share their ideas and priorities for improving the downtown business climate and keeping it competitive against new commercial development outside of the core area.

Marketing & Advertising

Reflecting the assertion of a diverse and unique retail mix as the premiere strength of the area, the highest percentage of respondents expressed a need for more aggressive and creative marketing of the area as their first priority.

There is clearly a sentiment that a preponderance of Lee’s Summit residents are not aware of the opportunities offered in their own city center. Merchants strongly support initiatives to promote the downtown to the remainder of the community.

This endeavor should compliment, and be undertaken in concert with, marketing campaigns to the broader region. The recent initiative by members of the Lee’s Summit Main Street to subscribe a \$25,000 pooled advertising fund testifies to merchant’s commitment to this need for increased marketing.

Housing Availability

The need for housing to accommodate a broader segment of existing and future Lee's Summit residents was a high priority for employers. These responses were directed toward two issues – housing affordability and the desire for additional housing options within the Downtown Core.

"We don't have the workforce because we don't have the housing."

a more coordinated and proactive advocacy effort on behalf of the downtown merchants. Conversations with representatives of both the Chamber of Commerce and Downtown Main Street organizations indicated agreement with this sentiment, and there are plans to set in motion initiatives to resolve the situation.

"Business advocacy has been strictly reactive up to this point."

The *Market Study* shows that since 1996 homes priced in excess of \$200,000 continued to escalate and those in the range of \$200,000 - \$300,000 reported the largest gains in sales activity. Hence, builders have been focusing primarily on fulfilling this demand for high-end housing. Downtown employers are concerned that this trend will exacerbate the current dependence upon "importing" labor for entry-level jobs.

Public Transportation

In a topic coupled with frustrations regarding the parking situation, several retailers proposed the establishment of a private or municipal transportation option that would service the needs of the downtown area. These suggestions were inclined toward circulating passengers within the downtown core as well as facilitating the ingress of passengers from other population hubs in the Lee's Summit regional area.

Community History

Area businesses expressed a common impression that the historical aspects of Lee's Summit were not being sufficiently leveraged as an attraction for tourists and customers. Specifically mentioned were enhancements to the museum space and exhibits.

"There is a lot of hidden history laying around out there."

Other Issues

Two additional issues were commonly cited as subjects of concern to those currently operating in the Downtown Core. While many interviewees seemed ambivalent about the current regulatory environment, the subject was raised independently a sufficient number of times to indicate that a proactive outreach effort on the behalf of municipal officials may be beneficial. Also, a high degree of business turnover and instability was mentioned as a factor potentially affecting the overall health of the downtown area.

Entertainment & Cultural Spaces

While a review of downtown community calendars shows a broad sampling of events catering to a variety of tastes, merchants expressed a strong desire for cultural spaces to host a greater variety of performance and entertainment options. The addition of more and better-defined public spaces and an indoor venue in closer proximity to the Downtown Core were specific examples cited.

Business Advocacy

In context with discussion of the challenges faced by companies doing business in the Downtown Core, many business owners cited a sense of isolation with regard to their interests being well represented before the government and regulatory bodies of the area. Many expressed the desire for

L. ANALYSIS RECOMMENDATIONS

Given the strengths and limitations of the Old Lee's Summit Study Area identified during the workshops, the "vision" is to build on the current base and establish a mixed-use, "family-friendly", urban center offering a blend of economic, governmental, cultural, recreational, and entertainment activities. The Old Lee's Summit Study Area's market positioning can leverage off its historical context, the presence of several "anchors", and the community's favorable demographics. The following components are recommended.

Baseline Recommendations

Old Lee's Summit

- Increasing the housing stock will be a key component in enhancing the urban environment and economic vitality of the Old Lee's Summit Study Area. A mix of housing stock is supportable, including senior housing within walking distance to the Downtown Core, upscale rental and for-sale lofts, high-density single family and townhouses, and entry level housing;
- Increased emphasis on redevelopment of the "gateways" into the Old Lee's Summit Study Area;
 - Third Street from the west and Douglas Street from the north should be retained as regional gateways, residential in character, creating a sense of arrival into downtown. Second Street from the east should become a regional gateway, commercial in character;
 - Redevelop existing automobile dealerships at U.S. 50 and Chipman Road into mixed-use gateway hub consisting of retail, office, hotel and multi-family residential land uses;
 - As Lee's Summit continues to grow the Jefferson Street gateway will increase in importance, stimulating possible redevelopment of existing commercial uses at the U.S. 50 interchange.
- Establish key residential historic districts within Old Lee's Summit Study Area. Doing so could assist in reducing commercial encroachment and provide home owners with financial incentives for reinvestment into their properties. Create distinguishable residential neighborhoods through use of signage, street lights, sidewalks, monuments and landscaping; and
- Incorporate small pocket parks within the Old Lee's Summit residential neighborhoods.

Downtown Core

- A mix of retail businesses catering to both the basic needs of local residents (i.e., banking, hair salons, coffee shops, restaurants, etc.) and a specialized regional market (i.e., galleries, antiques, home furnishings, etc.);
- A boutique office market providing a mix of personal service businesses such as lawyers, physicians, realtors, insurance agencies, etc. Office uses are best located at the fringes of downtown and in above street level space;
- The Downtown Core should remain as the community's government center, housing City Hall, fire station, elementary school, school administrative offices, post office, senior center, and other municipal functions;
- Increased emphasis should be placed on incorporating cultural, recreational, and entertainment uses into the Downtown Core in an effort to attract more people and create an increased sense of place and community;
- Retaining the religious institutions in the Downtown Core is recommended. They serve as major public gathering places, a symbol of downtown, and a transitional land use between the surrounding residential neighborhoods and downtown's commercial core;
- Parking is a perceived problem downtown and construction of the new City Hall may add to the perception problem. Construction of a public parking garage for city employees and downtown businesses could enhance commerce and make existing surface lots within the downtown core available for redevelopment. Peripheral surface lots with a uniform design and adequate signage would also assist in remedying the parking shortage. Establishment of designated employee parking would also be a benefit;
- Create additional public space, including urban park/plaza and permanent farmer's market facility. Streetscape design should consider the use of public art and the use of wider sidewalks

in appropriate locations. The increased public space could assist in accommodating larger pedestrian traffic volumes, as well as in creating outdoor dining and display space;

- Design the planned City Hall as a downtown centerpiece, which together with the streetscape improvements will leverage additional private-sector investment;
- The City can be an active participant in downtown redevelopment by marketing City-owned property, establishing specific design guidelines, serving as a tenant in redevelopment projects and offering economic incentives to enhance the financial feasibility of projects in the Downtown Core;
- Create additional density within the Downtown Core and introduce a wide range of new housing opportunities through the mixed-use development of infill sites. The ability to support a wide range of housing opportunities will create a more active urban center and stimulate the demand for additional retail goods and services downtown;
- Establish the Downtown Core as a regional destination by building on the current cluster of home furnishing businesses and restaurants as well as creating an entertainment center through cultural and performing arts venues;
- Establish activity districts catering to distinctive niches (i.e., Government Center District, Depot Square Historic District, Entertainment District, Residential District, etc.);
- Create “transition zones” at the fringes of the Downtown Core allowing for smoother land use transitions between the commercial core of downtown and the adjacent residential neighborhoods;
- Construct sidewalks and bike paths linking the Downtown Core with residential neighborhoods in the balance of the Old Lee’s Summit Study Area;

- Improve signage and gateways at all scales. To increase customer traffic volumes within the Downtown Core direction erect signs along Interstate 470, U.S. 50 and Missouri Highway 291; landmark “gateway” features could be erected along 2nd, 3rd, Douglas and Jefferson Streets at both the edge of the Old Lee’s Summit Study Area and Downtown Core. Tenant directory signs could be installed within high volume pedestrian areas;
- Coordinate cooperative retail promotions and an increased event calendar to attract more people to the Downtown Core; and
- The new City Hall will be located on the west side of Green Street between 2nd and 3rd Streets. The preliminary design envisions the building’s main entrance on Green Street, with a secondary entrance on 3rd Street. The specific design of the 3rd Street façade is extremely important in terms of continuation of the urban fabric along this street.

Redevelopment Sites

Old Lee’s Summit

Potential redevelopment sites exist within the Old Lee’s Summit Study Area. These sites include:

- The 3.5-acre city-owned property at the southwest corner of 2nd Street and Independence is an excellent site for medium to high density detached for-sale housing, offering adequate access, visibility, infrastructure and size;
- The vacant land at Main and Orchard Streets is suitable for infill single family housing incorporating a small pocket park;
- The commercial land uses along the railroad tracks south of Chipman Road are suitable for residential re-use;
- The single family homes along the south side of Chipman Road east of U.S. 50 are suitable for

redevelopment into suburban scale professional offices;

- The automobile dealerships on the east side of Blue Parkway south of Chipman Road possess the size, access, and visibility suitable for accommodating mixed-use development with retail, office, hotel, and multi-family residential uses; and
- Vacant and over-sized lots within the residential neighborhoods north of the Downtown Core are suitable for infill residential development.

Downtown Core

Fifteen potential redevelopment sites have been identified within the Downtown Core. The objective of redeveloping these sites is to increase the concentration of downtown by filling in vacant and under utilized properties. Each potential site is summarized below.

- Site No. 1: City block bound by Maple, 2nd, Main and Market Streets
- Site No. 2: Existing City Hall on Market Street
- Site No. 3: City parking lot on Market Street
- Site No. 4: Commercial buildings on north side of 3rd Street between Jefferson and Market Streets
- Site No. 5: Automobile Dealership– SWC 3rd and Market Streets
- Site No. 6: City block bound by 4th, 5th, Market and Jefferson Streets
- Site No. 7: City block bound by 4th, 5th, Market Street and train tracks
- Site No. 8: Lumberyard business at 3rd and Main Streets
- Site No. 9: SEC 4th and Main Streets
- Site No. 10: NEC 4th and Main Streets
- Site No. 11: Public parking lot on west side of Douglas Street between 2nd and 3rd Streets
- Site No. 12: East side of Green Street between 2nd and 3rd Streets

- Site No. 13: Grocery store at SEC 3rd and Green Streets
- Site No. 14: Arnold Hall surface parking lot on 3rd Street
- Site No. 15: North Main Street industrial area

The City’s role will be vital in fostering redevelopment efforts in both the Downtown Core and the balance of the Old Lee’s Summit Study Area. City government must serve as a leader in the planning and implementation process by soliciting community involvement; entering into public/private sector partnerships; and offering economic incentives. Designating a city staff member to serve a dual role as a downtown redevelopment coordinator and historic preservation officer would be an important commitment in implementing the *Development Master Plan*.

The City of Lee’s Summit should draft and implement an infill strategy for the downtown to facilitate redevelopment efforts. The infill strategy should include a downtown overlay district, building design standards and streamlined approval process, building code enforcement, financial incentives, and public infrastructure improvements. Also, a façade easement program and/or revolving fund should be established to stimulate investment by commercial property owners.

A major hurdle impeding future redevelopment efforts within the Old Lee’s Summit Study Area includes the ability to assemble properties at a price that allows for financially feasible development. In recent years property values have escalated more rapidly than rental rates, placing increased pressures on the ability of developers to foster financially feasible development. If this trend continues, the City’s involvement in assembling, packaging, and entitling development sites may become critical in the redevelopment process.

III. WHAT-IF SCENARIOS AND ALTERNATIVE FRAMEWORK PLANS

A. “WHAT-IF” SCENARIOS

The March 12th meetings included a discussion on the vision statements, but then moved into consideration of big picture ‘what-if’ scenarios. Participants were asked to look into the future, no strings attached at this point, to play out that vision for the future for each area within the Development Master Plan.

The following components were highlighted that needed to be considered in the what-if scenarios:

- Highway Corridors
- Gateways and monuments
- The Neighborhoods
- The Downtown Core
- Creating a place that epitomizes Lee’s Summit
- Creating a place for all to enjoy

The ‘What-if’ ideas and comments that emerged included the following.

What-If Suggestions:

- Need a downtown landmark
- Need upscale businesses in downtown
- Retain the homes that create an entrance feeling along Douglas and 3rd Streets
- Retain the Douglas Street and 3rd Street residential characters
- Need peripheral parking to the core
- Use history more
- Grain silos are a landmark
- Remove lumber yard from downtown – use for linear parking
- Need architectural standards and design guidelines to assure compatible architecture
- Higher density housing
- Create an intermodal transportation hub
- Accentuate route to downtown along entry corridors
- Mixed use development

- Improve traffic movement at US 50 Highway and 3rd Street
- Build a new hotel where existing car lots are at US 50 Highway and Chipman Road
- Look carefully at traffic circulation within downtown
- Expand cultural uses in downtown – provide for a performing arts venue/multi-use civic center
- Add a regional entry to downtown at I-470 and Douglas Road
- Create a local multi-use trail connecting to Harris Park and the regional trail system along the UPRR
- Need a permanent Farmer’s Market location
- Need more green space
- Attract a boutique grocery in downtown
- Attract good restaurants in downtown
- Attract additional clothing and shoe stores in the downtown
- Need sidewalk connectivity to surrounding neighborhoods
- Need good street lighting
- The southeast corner of 2nd and Green is a good redevelopment site for a restaurant
- Buffer between commercial and residential uses
- Retain and expand on the atmosphere and ambiance of the community
- Assure minimum 2-story building heights in downtown, this can help keep other areas open for green space
- Create/regulate 2-hour parking in the Downtown Core
- Need more night life
- Entice synergistic businesses (compatible – support each other) to locate within downtown
- Character – brick not stucco
- Downtown has to be busy, energetic
- Make downtown look historical
- Wide sidewalks with seating/trees
- Omit the used car lot on 3rd Street between SW Main and Market and building behind it for a redevelopment site

- City Hall (old Post Office bldg.) should become a museum
- Build workforce housing
- Signage to existing parking lots
- Keep the lumber yard/old mill
- Create adequate neighborhood parks
- Dunlap Drive entry/new infill development potential – could connect to Main and 2nd Street
- 3rd Street – stop tearing down houses
- Stop (commercial) development on 3rd and on Douglas
- Need a three story city hall
- Need a plaza on 3rd Street
- Quiet the RR
- Slow traffic
- Keep Lee’s Summit elementary school in downtown – it is critical for families within the study area
- Need more sidewalks and bike racks
- Need public art
- Create shops off the alleys
- Retain Douglas Street and 3rd Street to the west as residential entries
- Utilize row homes as transition density
- Create a green core
- Place a senior center within walking distance of downtown activities
- Create great parking – convenient/nice
- 3rd Street from east gateway corridor – scenic/trees
- Utilize the Todd George house as cultural venue
- Utilize downtown churches as cultural venues
- Need neighborhood identity
- Like the historic districts
- O’Brien would be a good bike/pedestrian route
- Use the term ‘Olde Town’
- Need a place to catch the trolley
- ‘A place of great design’ - art, furniture, etc.

This exercise with the Client group, DAC and the general public, in conjunction with the market information gathered, was then used to formulate the two alternative development plans discussed in Chapter 3.

After compiling stakeholder comments, completing a physical and market analysis, and identifying and discussing the ‘What-If’ scenarios, two alternative Framework Plans were created.

B. COMMON PRINCIPLES

Each Alternative Framework Plan has principles common to both plans. These principles were important enough to be common themes throughout any scheme.

It is very important to realize that those specific principles identified within each alternative are not right or wrong answers, but rather a mechanism for discussion, debate, and consensus building towards a preferred alternative. Each principle is stated and then followed by the ‘rationale’ for why it was included in an alternative for consideration.

Those principles common to both Alternatives include:

Old Lee’s Summit

- Potential market absorption of:
 - 30,000-40,000 sq. ft. of retail space through 2020
 - 30,000-40,000 sq. ft. of office space through 2020
 - 150-250 dwelling units (DU) through 2020
 - 50-80 hotel rooms through 2020
- Create greenway paralleling the Union Pacific railroad north/south.
- Increase the housing stock to include senior housing, rental and for-sale multi-family, medium to high density single family and townhouse units, and entry level product.
- Create market-driven development along the perimeter traffic corridor.
- Provide better wayfinding.

Downtown Core

- Potential market absorption of:
 - 70,000-110,000 sq. ft. of retail space through 2020
 - 70,000-110,000 sq. ft. of office space through 2020
 - 300-500 DU through 2020
 - 10-15 hotel rooms through 2020
- Create additional designated public parking.
- Incorporate more public/gathering spaces.

- Create widened sidewalks on key retail streets within Downtown Core for outdoor café zones and better pedestrian experience.
- Create land use as opposed to market driven development.
- Provide better wayfinding.

C. COMPARISON OF PRINCIPLES

Each alternative was then organized around opposing principles in order to invoke feedback and preferences from the Client team, the DAC and the general public. The principles for each alternative are identified in summary in Table III.1 on page 42. A more detailed explanation of the alternatives and their principles follows. Maps of alternatives A and B are located on pages 43-46.

Alternative A

- *Principle: Regional gateways are identified as Douglas from the north (from I-470), Jefferson from the south (from US 50 Highway), 3rd Street from the west, and 3rd Street from the east.*

Rationale: Identifying gateways into the Downtown Core from the surrounding highway corridors is extremely important. These gateways have been identified given their direct access abilities, coupled with the character of the roads. 3rd Street from the east provides an entrance character that includes residential uses and commercial uses.

- *Principle: The auto dealerships at US 50 Highway / Chipman Road will become a mixed use site with retail, office, hotel, and multi-family residential uses.*

Rationale: There is realization that the current dealerships are older, and therefore do not have the land area that is often demanded by current car dealerships. Current dealerships are often found on the US 50 Highway corridor east of M-291, and dealerships prefer to locate in proximity to one another. Further, changes within the next five years to the interchange of US 50 Highway and Chipman Road will render

their current configuration unusable. Therefore, efforts are being undertaken now to identify a future use for this reconfigured gateway land.

- *Principle: Most-to-all neighborhood streets are improved with curb and gutter – an urban section.*

Rationale: Some of the streets in the older neighborhoods within Old Lee's Summit have a rural section that includes very narrow travel lanes and open ditches with no sidewalks. Some of these streets might need to be improved to accommodate stormwater capacity and traffic flow.

- *Principle: A series of new neighborhood parks within Old Lee's Summit are infused into the existing neighborhoods.*

Rationale: Some stakeholders interviewed during the planning process mentioned concern over the lack of pocket or neighborhood parks in the Old Lee's Summit area. Looking for opportunities and locations for additional parks and identifying them in the Neighborhood Plan will help assure they are set aside in the future for open space use.

- *Principle: Connect Dunlap Road to O'Brien/Main to create additional north/south movement and to provide for access to vacant/underutilized lands for development into additional residential units.*

Rationale: Some stakeholders interviewed during the planning process mentioned the possibility of this connection and pointed out the substantial amount of underutilized lands adjacent to the railroad north of the Downtown Core that currently is not viable for subdivision and development due to the lack of access. Connecting Dunlap from Donovan at Chipman to O'Brien would provide this vehicular access.

- Principle: Maintain 3rd Street west (what currently remains) and Douglas Street north of the Downtown Core as residential gateways into downtown. Allow 3rd Street east and Jefferson Street to continue to become commercial gateways.

Rationale: Jefferson Street is currently primarily a commercial gateway, and 3rd Street to the east is readily changing from residential uses to commercial. The idea is to let these two corridors change while maintaining the residential feel of the Douglas and 3rd Street west entries.

- Principle: Control the development of downtown transition zones with zoning changes, guidelines, development controls, and special review procedures

Rationale: The transition in use from the commercial development in the core of downtown to the single family homes adjacent to downtown needs to be guided through specific zoning and other controls that will guide the density, setbacks, architecture and change in overall character between these zones.

- Principle: Clear and distinct neighborhoods are solidified within Old Lee's Summit that are identified through signage, monumentation, special planting within the district, character, and boundaries.

Rationale: Identifying districts will help solidify an image for an area of downtown that might focus on retail versus entertainment versus civic versus residential uses.

- Principle: Establish the key (not all) potential historic districts (as identified in the Cultural Resources Survey) associated with the gateway corridors and downtown core as historic/special districts.

Rationale: Establishment of these key districts will help retain the flavor and sense of place for those entering and experiencing downtown. Once these resources are lost, they can not be

regained, which will forever change the face of the community.

- Principle: Change the use of Lea McKeighan Park for development

Rationale: The active ballfields at the park will be removed after the ballfields open at Legacy Park. There has been discussion of whether this land should stay in open space or, given its dominant location at Chipman and Douglas Roads, be sold for private development or used as a site for a building associated with a public use.

- Principle: The Union Pacific rail line remains at grade, but expansion requirements of the railroad require that it become double tracked through downtown.

Rationale: Having a double track at grade through downtown will significantly change the character of the community, but the community is accustomed to the rail line at grade and doesn't think any other alternative is feasible.

Alternative B

- Principle: Gateways are identified as Douglas from the north (from I-470), Jefferson Street from the south (from US 50 Highway), 3rd Street from the west, and 2nd Street from the east.

Rationale: Identifying gateways into the Downtown Core from the surrounding highway corridors is extremely important. Second Street from M-291 entering downtown provides a new four-lane roadway with curb and gutter to provide quick vehicular access into downtown from the east.

- Principle: The auto dealerships at US 50 Highway/Chipman Road remain in their current use into perpetuity.

Rationale: The existing auto dealerships appear to be viable businesses. If changes to the configuration of the Chipman/50 interchange don't happen for 20 years, why advocate changing the use?

- *Principle: Most to all neighborhood streets retain their rural section.*

Rationale: Some of the streets in the older neighborhoods within Old Lee's Summit have a rural section that includes very narrow travel lanes and open ditches with no sidewalks. These sections would be retained in order to keep the historic flavor of the neighborhood and minimize the need for infrastructure improvements here.

- *Principle: Existing neighborhood parks are maintained.*

Rationale: The City of Lee's Summit Parks and Recreation Department cannot afford additional park land – neither the purchasing nor maintenance of these facilities. Existing parks should be retained, allowing for adequate maintenance while not having the budget burden of additional open space to maintain.

- *Principle: Do not connect Dunlap Road to O'Brien/Main to create additional north/south movement and to provide for access to vacant/underutilized lands for development into additional residential units.*

Rationale: There are concerns about light industrial traffic using this new route. Some of the property owners in this area may not want to subdivide their lots.

- *Principle: Maintain 3rd Street west (what currently remains), 3rd Street east, and Douglas Street as residential gateways into downtown. Allow Jefferson Street to continue transitioning into a commercial gateway.*

Rationale: Jefferson Street is currently primarily a commercial gateway, but if the community wants to retain other streets with their current character, then mechanisms need to be put in place now to preserve this character.

- *Principle: Do not instill zoning changes and/or other overlay district mechanisms to create*

development controls/special review procedures.

Rationale: The transition zones will be allowed to accommodate a mix of uses with no restrictions on scale, bulk, architecture, etc. This is the most hands-off approach.

- *Principle: Existing residential neighborhoods within Old Lee's Summit are maintained as is, with no specific neighborhood identity elements infused.*

Rationale: There is not a need to stress individual areas within Old Lee's Summit, as the time they were built inherently gives each area an identity. Construction and maintenance of special features might not be feasible.

- *Principle: Do not establish historic districts.*

Rationale: Establishing historic districts sometimes adds undue pressure on property owners. Other mechanisms could be put in place to help guide improvements within key areas.

- *Principle: Maintain and improve the existing parks as gateway elements and recreational uses for Old Lee's Summit.*

Rationale: Parks and Recreation department already has ownership of these parks and has budgeted monies for maintenance of these facilities.

- *Principle: The Union Pacific rail line is trenched beginning just north of US 50 Highway and continuing to south of Chipman Road when double tracking becomes inevitable.*

Rationale: A double track at grade through downtown will degrade the environment, further compromise safety, and only add to the current noise levels. Trenching the lines will assure the rail line better performance, will eliminate at-grade crossings within most if not all of Old Lee's Summit, and will eliminate the need for the train horn.

Summary Comments from DAC and Public Meeting on alternatives

Two DAC meetings were held to discuss the alternatives in detail. In addition, a public meeting was held on April 23rd at the Methodist Church, at which time the two alternatives were presented and break out sessions of approximately 8 persons per session occurred to receive comments on the alternatives. The preferred principles that emerged from these discussions were utilized as a basis for the Preferred Development Master Plan presented in Chapter IV.

**Table III.1
Alternative Framework Plans
Comparison of Principles**

Alternative A	Alternative B
Regional gateways are identified as Douglas Street from the north (from I-470), Jefferson Street from the south (from US 50 Highway), 3rd Street from the west, and 3rd Street from the east.	Regional gateways are identified as Douglas Street from the north (from I-470), Jefferson Street from the south (from US 50 Highway), 3 rd Street from the west, an 2nd Street from the east.
The auto dealerships at US 50 Highway /Chipman Rd. will become a mixed use site with retail, office, hotel and multi-family residential uses.	The auto dealerships US 50 Highway/Chipman Rd. at remain in their current use into perpetuity.
Most to all neighborhood streets are improved with curb and gutter – an urban section.	Most to all neighborhood streets retain their rural section.
A series of new neighborhood parks within Old Lee’s Summit are infused into the existing neighborhoods.	Existing neighborhood parks are maintained.
Connect Dunlap Road to O’Brien/Main to create additional north/south movement and to provide for access to vacant/underutilized lands for development into additional residential units.	Do not connect Dunlap Road to O’Brien/Main to create additional north/south movement and to provide for access to vacant/underutilized lands for development into additional residential units.
Maintain 3 rd Street west (what currently remains) and Douglas Street north of the Downtown Core as residential gateways into downtown. Allow 3 rd Street east and Jefferson Street to continue to become commercial gateways.	Maintain 3 rd Street west (what currently remains), 3 rd Street east and Douglas Street as residential gateways into downtown.
Control the development of downtown transition zones with zoning changes, guidelines, development controls and special review procedures	Do not instill zoning changes and/or other overlay district mechanisms to create development controls/special review procedures.
Clear and distinct neighborhoods are solidified within Old Lee’s Summit that are identified through signage, monumentation, special planting within the district, character and boundaries.	Existing residential neighborhoods within Old Lee’s Summit are maintained as is, with no specific neighborhood identity elements infused.
Establish the key (not all) potential historic districts (as identified in the Historic Preservation Plan) associated with the gateway corridors and downtown core as historic/special districts.	Do not establish historic districts.
Change the use of Lea McKeighan Park for development	Maintain and improve the existing parks as gateway elements and recreational uses for Old Lee’s Summit.
The Union Pacific rail line remains at grade, but expansion requirements of the railroad require that it is double tracked through downtown.	The Union Pacific rail line is trenched beginning just north of US 50 Highway and continuing to south of Chipman Road when double tracking becomes inevitable.

Map III.1: Framework Alternative A: Old Lee's Summit

*INSERT FRAMEWORK ALTERNATIVE A MAP HERE
11 X 17"*

Map III.2: Framework Alternative A: Downtown Core

INSERT FRAMEWORK ALTERNATIVE A MAP HERE
11 X 17"

Map III.3: Framework Alternative B: Old Lee’s Summit

*INSERT FRAMEWORK ALTERNATIVE B MAP HERE
11 X 17”*

Map III.4: Framework Alternative B: Downtown Core

INSERT FRAMEWORK ALTERNATIVE B MAP HERE
11 X 17"

IV. PREFERRED FRAMEWORK PLAN

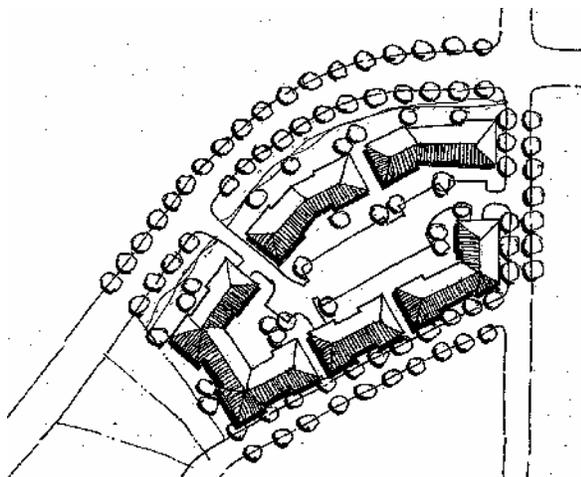
A. CHARACTERISTICS

Those characteristics that were most favored by the Client team, DAC and general public; coupled with the market study, were consolidated to create the Preferred Framework Plan presented here.

The preferred characteristics include:

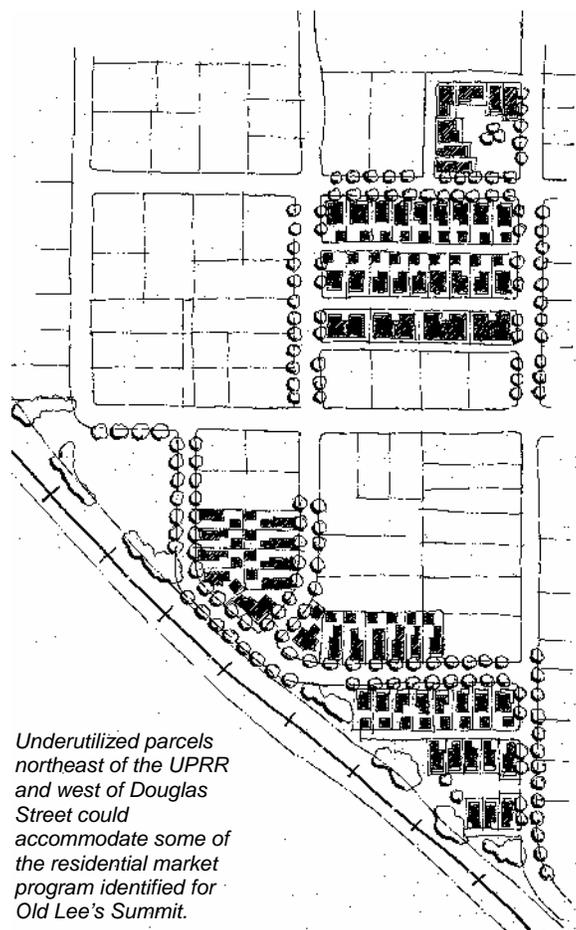
Old Lee's Summit

- Potential market absorption of:
 - 30,000-40,000 sq. ft. of retail space through 2020
 - 30,000-40,000 sq. ft. of office space through 2020
 - 150-300 dwelling units (DU) through 2020
 - 50-80 hotel rooms through 2020
- Put the UPRR in a trench beginning north of U.S. 50 Highway and continuing to south of Chipman Road.
- Create a north/south greenway with a multi-use trail paralleling the east side of the UPRR tracks connecting with the Chipman Road multi-use trail currently under construction and eventually connecting into the City-wide proposed greenway system.



The current City-owned site at 2nd and Independence is an ideal place to accommodate a portion of the higher density residential market program identified.

- Increase the housing stock to include rental and for-sale multi-family, medium- to high- density single family and townhouse units, and entry level product where infill opportunities or underutilized lands exist. Senior housing built in the Old Lee's Summit area should be within walking distance of the Downtown Core.
- Create market-driven development along the perimeter traffic corridor.
- Create an overlay zone for development along the perimeter traffic corridor to ensure development that supports the vision statement.
- Provide better wayfinding for regional visitors from the regional roadway system into the Downtown Core.
- Sign the regional gateway from the east (291 to the Downtown Core) at both 2nd and 3rd Streets.
- The existing auto dealerships at U.S. 50



Underutilized parcels northeast of the UPRR and west of Douglas Street could accommodate some of the residential market program identified for Old Lee's Summit.

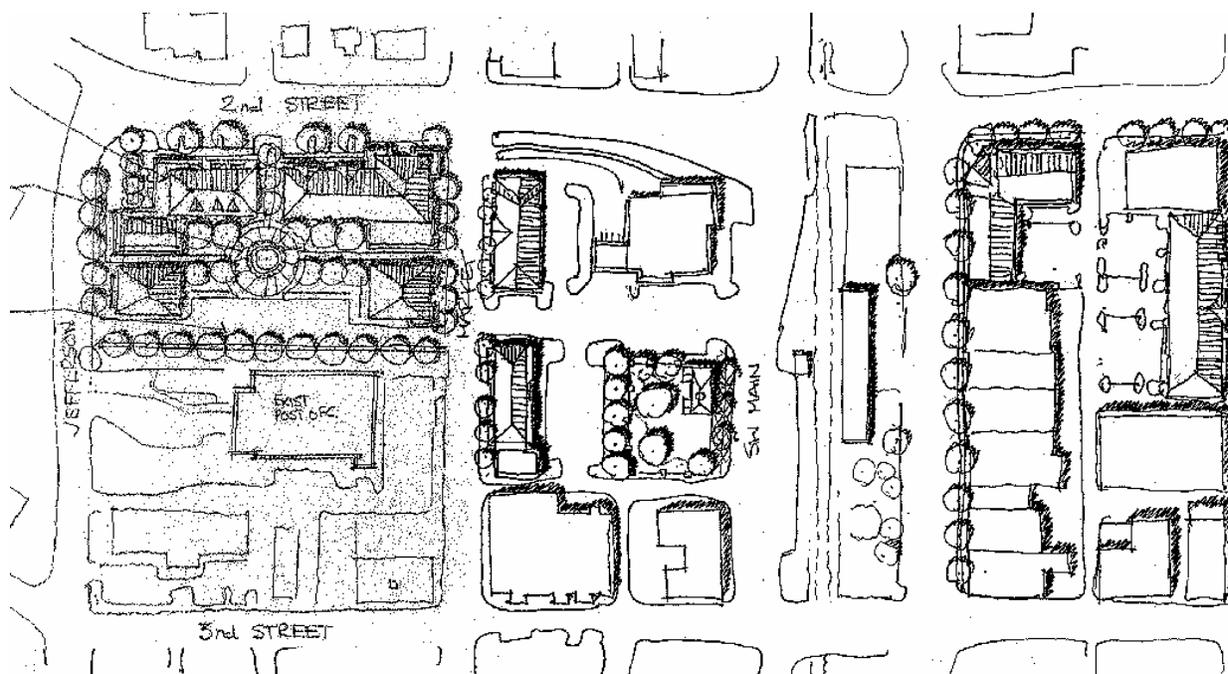
Highway and Chipman Road, in conjunction with the reconstruction of the U.S. 50 Highway/Chipman Road interchange, would become market-driven, gateway, mixed-use sites with retail, office, hotel, and multi-family residential land uses.

- Improve neighborhood streets from the currently rural section to an urban section where improvements address traffic or stormwater concerns.
- Create a new road from Main/O'Brien Streets north adjacent to the UPRR and then connecting west to Donovan Road to allow for subdivision and infill of additional residential units within the primary study area.
- Maintain key entry corridors as residential in character:
 - 3rd Street to the east
 - 3rd Street to the west between SW Noel Street and the Downtown Core boundary of Jefferson Street
 - Douglas Street to the north from Chipman Road south to the Downtown Core boundary of 2nd Street.

- Establish key historic districts associated with the gateway corridors and downtown core as historic/special districts, as identified in the Cultural Resources Survey (completed in September 2002).
- Maintain and improve parks as gateway elements and recreational uses for Old Lee's Summit.
- Create new green space in conjunction with new residential development.

Downtown Core

- Potential market absorption of:
 - 70,000-110,000 sq. ft. of retail space through 2020
 - 70,000-110,000 sq. ft. of office space through 2020
 - 300-450 DU through 2020
 - 10-15 hotel rooms through 2020



As illustrated above, infill opportunities around the existing Post Office, the Old Post Office Building, and on the block bounded by SE Main, Douglas, 2nd and 3rd Streets provide locations for market absorption and will complete the urban fabric of downtown.

- Create additional, designated public parking to support the market program and other proposed improvements to downtown through 2020. The designated parking should be accommodated via:
 - Removal of the existing lumber yard activities from the downtown core east of the UPRR between 3rd and 5th Streets. Design this area to include designated public parking for downtown visitors and employees, a greenway with multi-use trail, and an activities kiosk that includes a downtown core map, public restrooms, information pamphlets, and bike storage and publicizes special events.
 - Reservation of the land on the north half of the block (north of the alley) bounded by 2nd, 3rd, Green, and Johnson Streets for future designated public parking to support civic center activities.

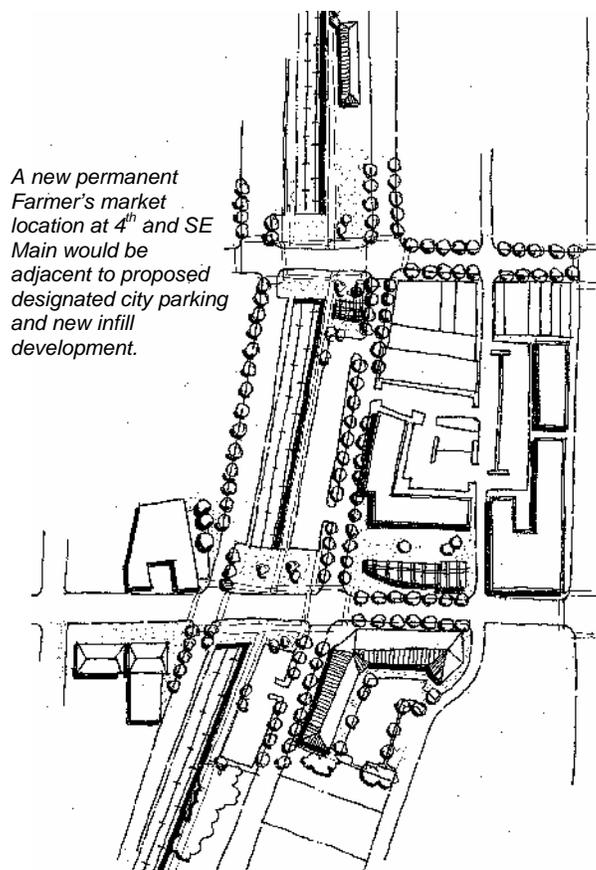
- Create widened sidewalks on key retail streets within the Downtown Core for outdoor café zones and pedestrian amenities. These should include:

- The north side of 3rd Street between Market and Green Street
- The east side of SE Main Street between 2nd and 4th Streets
- The east and west sides of Green Street between 2nd and 3rd Streets

Any loss of on-street parking due to the streetscape improvements will be accommodated at other designated locations within a reasonable distance to the existing spaces.

- Create land use-driven as opposed to market-driven development.
- Provide better wayfinding for regional and local visitors to direct them to designated public parking, downtown businesses, events, etc.
- Locate a permanent Farmer's Market along SE Main and 4th Streets at the northeast corner of the intersection.

- Plan several smaller gathering spaces, including east of the new City Hall, at the Farmer's Market, at the current Howard Station Park, and adjacent to the historic Post Office Building as part of its reuse, within Downtown Core residential development, etc.
- Locate a senior center within the Downtown Core, preferably within the identified 'transition zone,' or within two blocks of the Downtown Core; provided that the location, funding, and timing of construction of a new facility meets the realistic needs of the Senior Center.
- Plan a year-round entertainment center in the Downtown Core with music, jazz, cultural events, and restaurants located at the existing Grainery complex. Retain the existing silos as part of that image.



- If long term planning identifies the need for a new school administration facility, this facility should be either within the Downtown Core or within a comfortable walking distance of the Core.
- Vary the streets utilized for festivals (closures) based on the size of the event, but to include:
 - Green between 2nd and the north side of the alley between 3rd and 4th Streets
 - 3rd Street between SE Main and Green Streets
 - 4th Street between SE Main and Douglas Streets
 - SE Main Street between 2nd and 4th Streets
 - Douglas Street between the south side of the alley between 2nd and 3rd Streets and 4th Street.
- Control the development of the Downtown Core transition zones with zoning changes, guidelines, development controls, and special review procedures.

B. LAND USE

Old Lee's Summit

Land use within Old Lee's Summit will primarily remain as is. Strategic areas have been identified where changes to land use are recommended through the 2020 planning horizon. For a reference map, refer to Map IV.1, the Preferred Framework Plan: Old Lee's Summit, on page 56. Those areas include the following:

- The existing car lots located generally at the intersection with Chipman Road and Highway 50. This area is currently identified as Commercial, the future would also allow for Multi-Family Residential uses.
- The land at the southwest corner of the intersection of 2nd and Independence would be changed from Public/Semi-public to Multi-family residential.

Downtown Core

Within the Downtown Core, land use changes include:

- Removal of any lands in an industrial category and changing them to either commercial or residential based on where they lie in the proposed plan.
- Change Single Family Residential Lands north of 2nd Street, west of the tracks, and east of SW Market Street to Multi-Family Residential.
- Change the three Commercial lots just south of SW 1st Street between SW Main and SW Market Street to Multi-Family Residential.
- Change two Single Family Residential lots on the block bounded by 2nd, 3rd, Jefferson and Market Street to Multi-Family Residential.
- Utilize PMIX as a zoning category in the Downtown Core, emphasizing the vertical mixed-use opportunities.

Land use changes are illustrated on Map IV.2 located on page 57.

C. DEVELOPMENT

Old Lee's Summit

Separate from specific land use changes is the potential for infill or redevelopment within the study area, particularly as supported by the market projections. These areas are generally identified as follows:

- North of O'Brien Street, west of NE Main Street and east of NW Donovan Street. This general boundary includes underutilized and/or vacant lands that could be developed with additional residential housing stock for the Old Lee's Summit area.

Downtown Core

Within the Downtown Core, development opportunities have been identified that:

1. Provide infill of the 'missing teeth' of the urban fabric of the city;
2. Provide higher and better use opportunities within a downtown core environment; and
3. Provide locations for the market projections to be accommodated.

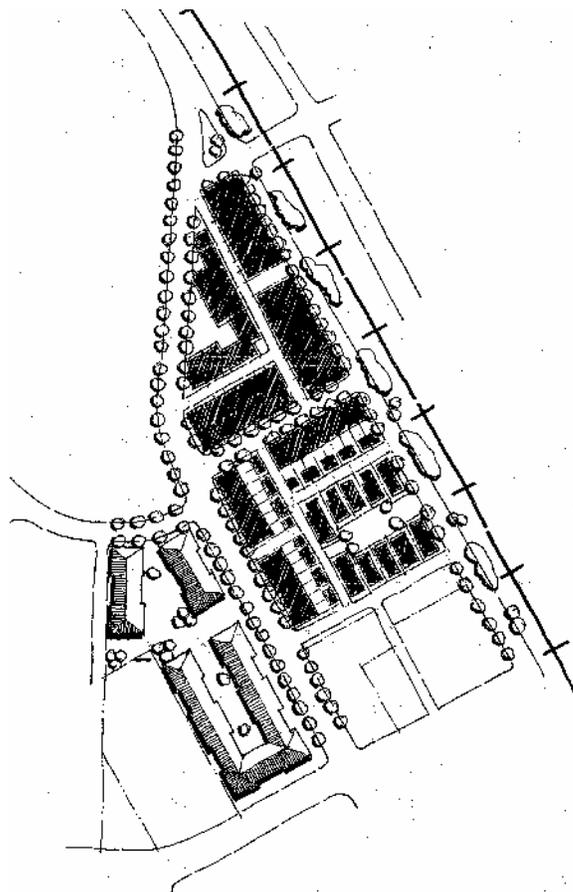
There are several individual properties as well as several adjacent parcels that have been identified for potential consolidation and development.

These new developments, whether infill or redevelopment, are identified in brown on the Downtown Core Illustrative Plan on page 58.

Uses include small-lot detached and attached residential in a range from 6 dwelling units per acre (du/acre) up to 25 du/acre. A new land use and zoning classification will need to be added to accommodate the higher densities. Additional residential uses are also anticipated in second or third floor conditions above ground floor retail establishments. Other mixed-use developments with ground floor retail and upper floor office are also accommodated.

Overall, the primary goal of identifying these sites is to provide a higher and better use for urban property.

Where existing structures are identified as redevelopment sites, it is typically due to the structure nearing or beyond its viable use, and higher density development could provide additional residential, retail, or office opportunities.



The area immediately west of the UPRR and north of Second Street, not including more recent commercial uses along 2nd Street, would be a great opportunity for infill residential development of varying densities of 6 du/acre up to 20 du/acre.

D. GATEWAY IDENTIFICATION

Old Lee's Summit

Regional gateways need to be constructed at the following locations:

- Intersection of Highway 50 and SW 3rd Street
- Intersection of Highway 50 and Jefferson Street
- Intersection of Highway 291 and 2nd Street
- Intersection of Highway 291 and 3rd Street
- Intersection of Chipman Road and Douglas Street
- Intersection of Highway 470 and Hwy 291
- Intersection of Highway 470 and Douglas Street

The extent of the design of these gateways will vary per location, but in general regional gateway elements should include:

- State highway directional signage
- City designed directional signage
- City/State coordinated design of the right-of-way around these gateway intersections to take advantage of vacant/underutilized lands among on/off ramps. This land could be utilized for landscaping, gateway kiosks, and general signage to help identify a unique setting for entry to Old Lee's Summit.

Downtown Core

Gateways identifying the entry points into the Downtown Core serve both regional and resident/local patrons.

These gateways should include:

- Ground level special pavement in the intersection and distinct pedestrian crosswalks
- Vertical monumentation that creates a distinct image as one enters the Downtown Core.
- Signage welcoming individuals to the Downtown Core.

E. SUSTAINABILITY/CHARACTER

Old Lee's Summit / Downtown Core

Sustainability in the context of this Development Master Plan includes policies that encourage infill development, mixed use development, and higher densities within the core of the community where service and utility resources already exist.

The ability to provide additional residential development within easy walking distance of the Downtown Core is critical to the future vitality of the Core and Old Lee's Summit in general.

The opportunities provided in the Preferred Plan allow for coupling preservation of existing resources and adding strategic new development, policies and procedures to sustain the long term vision for Old Lee's Summit and the Downtown Core.

F. OPEN SPACE

Old Lee's Summit

Within Old Lee's Summit, no new public open space is identified. Existing public open space should remain, including:

- Harris Park
- Lea McKeighan Park
- Howard Street Park
- Cemetery on 291 Highway

The locations of these parks/open spaces also provide key gateway experiences into Old Lee's Summit given their locations at the key intersections previously mentioned.

Any new open space within Old Lee' Summit will be created via private developments. Any infill/redevelopment projects of a certain size will be required to accommodate viable open space for that particular development.

Downtown Core

Within the Downtown Core, there is a desire to increase the amount of usable open space. A few specific additional public open spaces have been identified. They include:

- Creation of a multi-use trail and greenway paralleling the east side of the UPRR.
- Expansion of the conceptual dedication/creation of a plaza on the east side of the proposed City Hall. Through careful design of this space and utilizing expanded sidewalks and the street itself as components of the design, the main civic space/place of the Downtown Core will be clearly indicated.
- Creation of a dedicated park space to be utilized as a permanent Farmer's Market. This includes a combination of hardscape/softscape as well as construction of a permanent open air facility to be utilized foremost for the Farmer's Market, but also for other events within the Downtown Core as appropriate.
- Creation of a small open space just south of 3rd Street between the UPRR and SE Main Street for a dedicated public kiosk/small structure that includes:
 - Map of downtown
 - Pamphlet/handout information
 - Bike racks
 - Public restrooms
- Creation of a pocket park immediately to the south of the Old Post Office building (existing City Hall).
- Creation of a pocket park immediately north of the existing 'Ice House' (as it is affectionately known) building on Green Street (between the building and 2nd Street).

G. PARKING

Old Lee's Summit

Additional parking will be accommodated via the individual development that will occur. It is critical that the amount of this parking between the building and street should be minimized. The majority of parking should occur behind the building. Any parking facing a public street should be adequately screened.

For a more detailed evaluation of parking facilities and needs in Old Lee's Summit, refer to the "Traffic and Parking Study - Old Lee's Summit Master Plan."

H. TRAFFIC

For a more detailed analysis of traffic in Old Lee's Summit, refer to the "Traffic and Parking Study - Old Lee's Summit Master Plan."

I. INFRASTRUCTURE

Old Lee's Summit

Planned development areas associated with the Preferred Framework Plan are in discrete locations surrounding the Downtown Core. While the current public utility systems appear to be performing adequately, it is anticipated that some enhancements to the sanitary, storm, water and roadway systems would be required to support these targeted development areas. Improvements are anticipated in the particular areas tagged for redevelopment and areas "downstream" of the proposed development areas. The following improvements are anticipated:

- Residential area at Main/O'Brien extension to Donovan: 2,000 linear feet of new City street (collector standard) extension off Main/O'Brien to accommodate planned residential units in the area; 3,000 linear feet each of water main, sanitary sewer, and storm sewer.

- Overlay Zone Development along perimeter traffic corridor: Construction of 2,000 linear feet of City street (collector standard.) Installation of 3,000 linear feet each of water main, sanitary sewer, and storm sewer;
- Improvements to areas downstream of planned development areas: Installation of 2500 linear feet each of water main, sanitary sewer, and storm sewer.
- Improvements of neighborhood streets from “rural” to “urban” standards: Street enhancement or replacement will be based on inspection and analysis of individual streets and their performance.

The City will be responsible for relocation of water lines across the planned UPRR trench. Exclusive of the Downtown Core, four water lines will have to be relocated. Additionally, one sanitary sewer lift station and force main will be required adjacent to Chipman Road.

Utility companies, including electrical, gas, and communications will be responsible for the costs of relocation of their lines currently crossing the UPRR. It is assumed that service line connections for anticipated development areas can be made using existing systems.

Downtown Core

Public infrastructure components in the Downtown Core will be most affected by the relocation of the UPRR in a trench from 50 Highway to Chipman Road. A ridge, generally running north/south along Douglas, crossing the railroad and running parallel to the railroad south of the Downtown Core, separates the sanitary and storm sewers into two systems. Drainage watersheds bisected by the railroad are served by bores under the tracks.

- The sanitary system is served by three bores under the railroad in the Core.
- The storm system is served by four bores and culverts under the railroad.

In addition to the sanitary and storm crossings, there are three locations where water mains cross under the existing tracks in bores.

The sanitary sewer areas that will be created by the railroad trench could be accommodated by installation of sanitary lift stations that will be owned and maintained by the City. Force mains served by the lift stations could be installed in the same horizontal alignment under the tracks as existing mains. Water lines can be removed and re-installed at proper elevations and alignments to maintain the connections across the tracks. All bores under the tracks will be performed in accordance with UPRR requirements and license agreements.

Interruption of the storm lines and culverts will also require the construction of a collection system adjacent and parallel to the UPRR trench. This system would be on the east side of the tracks north of First Street and on the west side of the tracks south of First Street. It is anticipated that two lift stations would be needed to pump stormwater through force mains under the tracks and into the proper drainage watershed. We anticipate that the collection systems may consist of a 24” to 36” diameter pipes running adjacent to the wall of the UPRR trench to central lift stations. In addition to normal electric power supply from the local provider, the stations would require emergency power supplied by a generator. It is estimated that 3000 linear feet of collector pipe would have to be installed and two lift stations including emergency generators constructed.

At the current time, the City repairs and replaces sanitary and storm sewers on an as-needed basis. As part of the *Street Reconstruction and Streetscape* project, certain segments of sanitary and storm sewer lines have been identified for replacement. In addition to these planned upgrades, it is anticipated that the development associated with the Preferred Framework Plan could require enhancements to the existing City-based sanitary, storm, and water systems at discrete locations to accommodate the proposed new development. It is estimated that an additional 1500 linear feet each of sanitary, storm, and water

lines could be installed to support the new development.

While the City-based utility systems surrounding the Downtown Core are performing adequately, it is anticipated that the level of development in the Preferred Framework Plan could require improvements to certain downstream stretches of the storm or sanitary sewers or water systems. It is estimated that 1500 linear feet each of sanitary, storm, and water lines will have to be replaced to support the new development.

Remaining utility services, including electrical, gas, and communications will be responsible for the costs of relocation of their lines currently crossing the UPRR. It is assumed that service line connections for anticipated development areas can be made using existing systems.

Map IV.1: Overall Preferred Plan

INSERT OVERALL PREFERRED PLAN HERE
11 X 17"

Map IV.2: Downtown Core Preferred Plan

*INSERT DOWNTOWN CORE PREFERRED PLAN
HERE
11 X 17"*

Map IV.3: Downtown Core Illustrative

*INSERT DOWNTOWN CORE ILLUSTRATIVE
HERE
11 X 17"*

Map IV.4: Downtown Core Bird's eye

INSERT DOWNTOWN CORE BIRD'S EYE HERE
11 X 17"

V. TYPOLOGY GUIDELINES

A. INTRODUCTION

The following typology guidelines present a general framework for renovation and infill development of buildings, and the design of streets, open spaces, and parking in Old Lee's Summit. The guidelines are directed at preserving, enhancing and sometimes creating essential urban design qualities that contribute to the distinctive and memorable character within Old Lee's Summit.

These typology guidelines are not meant to be an all-inclusive compendium of detailed design guidelines. Rather, they provide a first direction for future individual implementation projects. By identifying key building, street, open space and parking types and principles to guide immediate and long term development, this chapter aids in the translating of the planning concepts in the overall Framework Plan into urban design actions.

The typology design guidelines are laid out in four sections that correspond to the essential urban characteristics in the Old Lee's Summit Area:

- **Streets:** Improvements to specific streets and corridors have been identified in the plan.
- **Buildings:** These guidelines address the characteristics that make buildings within each of the three areas, Old Lee's Summit Perimeter, Old Lee's Summit Neighborhoods and the Downtown Core, unique and memorable and that set the stage for infill and renovation. The building section is broken into the following sub-categories:
 - Overall Building Guidelines
 - Historic Buildings
 - Architectural Details
 - Infill Construction
 - Massing
 - Materials
 - Civic Buildings

- **Parking:** These guidelines focus on integrating parking facilities into the fabric of a pedestrian-oriented community. There are three types of parking conditions:
 - On-street
 - Surface
 - Structured
- **Open Space:** Open space plays a vital role in the identity and character of all great cities. Cities are not only identified by their buildings but also by their open spaces. Three open space types are explained:
 - Parks
 - Plazas
 - Greenways

B. STREETS

Overview

Identifying street typologies will help create the distinctive place that has been envisioned in the Neighborhood Plan. Throughout history, the pedestrian space of the street has been one of the most important places in any city. The street is a truly public space. Sidewalks are the paths that everyone travels, the spaces in which everyone comes together, and where people see and talk to each other.



Adequate sidewalks on a retail street typology allow for outdoor cafes and sidewalk sales, a clear zone for walking, and an amenity zone along the curb edge for trees, benches, trash receptacles, etc.

As a result, an underlying assumption of the Neighborhood Plan is that walking is essential in the Downtown Core and surrounding neighborhoods, and all streets should be pedestrian-oriented.

Streets in an urban environment allow for movement, communication and creation of local identity. Streets are often characterized by the uses that abut them, the size of the street, the size of the surrounding buildings, and the design of the individual street environment itself: street lights, traffic lights, pedestrian fixtures, benches, and other pedestrian amenities.

The existing downtown street grid and block size is a tight, compact layout, providing a very walkable downtown environment where all uses are within a 10-15 minute walk from one another.

Components

- Make Downtown Lee's Summit a great 'walkable city' by creating specific designs for pedestrian and retail streets.
- Identify typical Gateway Corridor and Downtown Core standards for site furnishings and improvements such as intersection treatments, special paving, benches, light fixtures, trash receptacles, etc. By designing a 'kit-of-parts' (i.e. paving, sidewalk widths, benches, lighting, and other amenities) for each of these street typologies, a unified image can be created for each typology.
- A family of environmental graphics is a basic component to any great street, district and community. This family must include regional directional signage, localized directional signage, parking location information, maps, retail establishment information, etc.
- Implement specific street reconfiguration and/or traffic configuration changes to improve the pedestrian experience and environment.
- Amenity Zone elements include benches, trash receptacles, tree grates, kiosks, newspaper kiosks.



Another example of a great street with authentic translucent storefronts, awnings, special paving, planters, and other amenities including street trees, bike racks and unique trash receptacles.



A family of environmental graphics becomes easily recognizable, and a key element for understanding locations and directions to those unfamiliar with the community.

- Encourage street level activities such as outdoor cafes, newspaper stands and sandwich boards.
- Give equal, if not greater, consideration to pedestrian needs relative to other needs in all future decisions about street space, both in this planning process and beyond.
- Install street furniture in a minimum five foot curbside furniture amenity zone.
- Require a minimum of 6 ft. of clear space for pedestrian through movement regardless of sidewalk width.
- Additional width at an absolute minimum of 6', but minimum of 8' preferred, should be accommodated on primary retail/pedestrian streets for outdoor cafes and outdoor sales.
- Sidewalks should be widened at corners where possible to provide more pedestrian queuing space and shorter crosswalk distances.
- Retail streets should have adequate clear widths for pedestrians, opportunities for outdoor cafes, and enlivened ground floor windows.
- A key element to retail streets is active engaging storefronts. Awnings, signage and colorful window displays are highly encouraged on retail street storefronts.
- Special sidewalk paving does not need to be utilized for the entire sidewalk width, but should be used at key locations – such as along the amenity zone, within crosswalks and at intersection bump-outs, for example. Special paving could include decorative colored concrete, concrete unit pavers, brick pavers or stone pavers and sandstone crusher fines.
- Provide adequate maintenance for all street and pedestrian environments.
- Consider a unique pedestrian light to be utilized only in the Downtown Core.
- Consider one type of high level light for street lighting along the gateway corridors and for the Downtown Core.
- Work with existing building/business owners in a private/public partnership to keep alleys clean



Benches, planters and street trees combine to form an amenity zone along this street in Louisville.



Special crosswalk paving and raised planters at bump-outs creates unique features to downtown Colorado Springs, CO.



Recent improvements in the Downtown Core of Lee's Summit illustrate some of the positive streetscape components to successful downtowns.

and upkeep. Alleys will continue to provide utilitarian functions of utility locations, trash pick-up and hopefully most deliveries, but people will also walk alleys to traverse from parking to business, for example. Therefore cosmetic and safety upkeep in terms of vehicle and pedestrian movements must be maintained. Perhaps the pedestrian luminaire chosen for streets in the downtown core could be attached to existing overhead utility poles to add to the consistency of the 'kit-of-parts' and to provide lighting to these areas.

- Appropriate street trees include: Japanese Zelkova, Homestead Elm, American Linden, Patmore Ash, Autumn Purple Ash, and Red Sunset Maple.

C. BUILDINGS

There are several overall guidelines that apply to all the sub-categories of building types. They are as follows:

Overall Building Guidelines

- Elements of the social and cultural history of Lee's Summit should be preserved wherever possible.
- New development projects should be designed to preserve and enhance historic and cultural resources within the context of new uses and buildings.
- All projects should explore opportunities to integrate local historical and cultural identities through architectural elements, public art, and/or uses.
- Views coming down Gateway Streets and already key downtown core streets of 2nd, 3rd, Douglas, SE Main and Green Streets should be preserved and enhanced. Buildings or other structures should not obstruct the major visual gateways into the city or prominent streets through the Downtown core.
- Old Lee's Summit is defined by a moderately scaled street grid and relatively narrow street rights-of-way. This historic street grid pattern reflects the smaller grid and blocks typically



An example of new single family detached infill housing built at Stapleton, CO. This workforce housing provides authentic style, color, articulation and variation along the street or court.



Rowhomes are a very popular urban product. This low density attached product is perfect for some of the infill sites available in both Old Lee's Summit and in the Downtown Core. This picture of infill rowhomes in Milwaukee illustrates how new homes can be authentic to the place through the setbacks, materials, style, and colors used.

found in older cities and creates the base for the Character of the study areas. This grid pattern also makes the downtown quite walkable and accessible. New buildings and developments should respect and reinforce this historic street grid and block system.

- Infill developments should reflect the type of architecture, setbacks and scale formed in a ¼ to ½ mile context.



This example of new mixed-use development identifies parallel and angled parking along a ground floor retail street. Upper uses could be offices or residential.

- Where buildings meet the street, the design should clearly reflect high quality materials and detail. Features such as awnings, window boxes, arcades or trellis features that add pedestrian scale and unusual interest are highly encouraged.
- To enhance the quality of Downtown Core streets, all new developments and renovated buildings exclusive of transition areas, should include active frontages at the ground level that interact with the street. Active frontages include retail, lobbies, entries, and maximized windows at the street level. Blank, opaque barrier-like facades must be avoided.
- Renovation of existing buildings should be true to their architectural style. Re-clad modern facades on older buildings should be removed. New buildings must compliment the surrounding context through appropriate proportions and attention to scale and detail using modern construction techniques.
- Vertical mixed use development should be highly encouraged for any infill development within the Downtown Core.



The old Bank of Lee's Summit building is a successful example of retaining a historic building for adaptive reuse and utilizing authentic renovation techniques. The use of the yellow advertising banners along the street to show when local businesses are open is a great communication technique to those unfamiliar with the area. Building signage and other temporary advertisement signs must be carefully reviewed, though, to be authentic to the building and to not create a chaotic streetscape environment.

Historic Buildings

Old Lee's Summit is noteworthy for the quality of its historic buildings and potential historic districts. The scale and character of these historic buildings evoke an era gone by. This connection to the history of the community is an important touchstone for continued city vitality and sets a datum for infill development.

Special care must be given to determining appropriate reuse and renovation, as well as to making the difficult redevelopment decisions for under-utilized or low density one story buildings that are necessary for both the short term and long term success of Downtown.

- Those structures either within historic districts or individually listed should be retained at all costs. These buildings are important historical landmarks and are deemed essential to the overall character of Old Lee's Summit and therefore these buildings should be preserved with appropriate renovations.

- Buildings not identified as a landmark building, not in an historic district, or non-descript one story buildings, should allow the market to determine their future. These buildings may have historical or cultural value, but are not essential to the character (no architectural value) of Old Lee's Summit. If viable new uses can be developed that support the density and vision for land use in this Neighborhood Plan, the sites that hold these structures should be redeveloped.
- No historic building should be removed solely to create surface parking unless it is structurally unsound.
- Improvements to designated buildings must conform to district design guidelines.

Architectural Details

Changes and improvements in the Downtown area should be designed so as to maintain and enhance the unique character and architectural quality of the existing buildings.

Every effort must be made to ensure that both new and rehabbed buildings maintain the character and feel of the surrounding district or neighborhood.

- Where feasible, retain and repair original building elements. Use high quality detailing for new and replacement elements.
- When original elements have been removed and are unknown, replacements should be visually compatible with the rest of the facade, and/or with the rhythm, proportion, and scale of nearby historic buildings.
- Remove alterations whose design and/or materials are not consistent with the overall character of the building.
- Uncover original facades and restore original door and window openings where feasible and do not block up existing openings.
- New storefronts and alterations should be compatible with the historic character of the facade in terms of colors, materials, and details. Locate entrances and doors to reflect original

locations if known; otherwise, reflect the entry patterns of nearby buildings. Highlight architectural features with building lighting.



This is an example of an historic building/set of buildings in downtown that have not been historically maintained. Restoration of these buildings at the key intersection of Douglas and 3rd Streets would provide a dramatic improvement to the character of the area.



The Texaco Barbeque is a great example of adaptive reuse of a site and /or building that is often difficult to adapt. This one business in downtown would draw any visitor!

Infill Construction

New buildings within the fabric of Old Lee's Summit are necessary to meet contemporary space needs, introduce new uses, and create an environment in which Old Lee's Summit can move forward and thrive. It is important, though, that new buildings be designed with care, with respect for the existing fabric, and with an eye towards the creation of a wonderful public environment for all.

The most attractive streets within Downtown Core are characterized by strong streetwalls with buildings at the property line and little or no space between buildings. These streetwalls provide interest and a variety of facade designs. They clearly define the public space of the street and sidewalk, as well as concentrate and reinforce pedestrian activity. This historical pattern creates a memorable urban quality and should be a model for all new infill development in the core.

New buildings in the core, excepting the transition area, should maintain a continuous zero setback at the ground floor, except for occasional breaks in the streetwall for public features or in areas where the Neighborhood Plan indicates new open space locations.

- Subject to design review, buildings may be setback from the property line for suitably defined usable open space.
- Limited exceptions, not to exceed 10 feet in depth, should be permitted for recessed storefronts, covered entries, or particularly to create corner entries.
- Retail spaces should be accessed directly from the sidewalk, rather than through lobbies or other internal spaces.
- A minimum of 75% of the ground floor frontage facing a public street of buildings in the Downtown Core should be transparent retail and entryways.
- For multi-unit residential buildings, variety at the street level to enhance pedestrian scale can be achieved through the use of design features such as frequent entries, stairs, stoops,



This mixed-use infill development represents a good example of retaining a streetwall in a downtown core environment.

porches, bay windows, rusticated materials, and landscaping.

Massing

- Buildings in the Downtown Core, excepting the transition area, should be a minimum of two stories and maximum of four stories.
- Acknowledge the scale of adjacent historic structures.
- Building footprints should be mutually perpendicular (orthogonal) and correspond to the orientation of the predominant street grid.

Materials

Use high quality, durable materials that enhance the building and convey a sense of permanence.

- A selection of architectural details, such as vertical and horizontal recesses and projections, changes in height, floor levels, roof forms, parapets, cornice treatments, window reveals and forms, color, and location of garage and building entries, as appropriate to each site and building use can create shadows and add to the character of the building.

- Materials should be compatible with those historically used elsewhere in the district. Terra cotta and brick are common in the Downtown Core and create a defining quality of building tone and color that should be respected.
- Building details and ornamentation with human-scale proportions contribute to the architectural character of Downtown and should be integral to the design of the facade.
- Architectural scaling elements should be used to break down the appearance of large building facades into architectural patterns and component building forms. Building facades should provide variation of building massing corresponding to architectural or structural bay dimensions and should be compatible with adjacent building massing. Variation in building massing may include changes in wall plane or height and may relate to primary building entries, important corners, or other significant architectural features.
- Required scaling elements should be integral with the building form and construction, not a thinly applied facade.
- Architectural detail may relate to, but not necessarily mimic, traditional building details, such as pilasters and belt courses to establish a human-scale vocabulary. Detail patterns may also relate to the inherent formal qualities of architectural structural systems.
- Variation in building massing and detail should relate to the scale and function of pedestrian oriented uses along the street.
- A minimum of 75% of the ground floor facade shall be constructed of transparent materials, or otherwise designed to allow pedestrians to view activities inside the building or displays related to those activities.
- Between 25% and 60% of the second floor facade and above shall be transparent glazing.
- Areas of the building that are functionally restricted from providing vision glass may be exempted provided other architectural scaling techniques are employed.
- Transparent glass shall possess a minimum 60% light transmittance factor.
- No highly reflective glazing shall be permitted within the lower 80% of the building facade (maximum reflectance factor of .20). No first surface reflective coating is permitted.
- Upper floors may utilize opaque glass to meet maximum glazing requirements. Where transparent glazing is not feasible, opaque glazing shall not exceed 15% of the facade area of any building facade adjoining a public street or open space.

Civic Buildings

Civic buildings are unique structures within the urban fabric that need to portray a civic identity and stature that represents our country's political heritage and values.

Civic buildings within the downtown core will provide the heart of the image and sense of place for Lee's Summit. These buildings, along with their adjacent outdoor civic spaces need to be designed to be icon buildings within the downtown fabric. Civic buildings and the extension of the building into a civic park/plaza help to realize the vision for downtown that no other private use would be able to do on its own.

D. PARKING

These guidelines address three types of parking conditions within the Downtown area: on-street parking, surface parking and structured parking.

On-street Parking

- On-street parking should be maximized where appropriate in order to provide short term parking that is more distributed throughout downtown.
- Parallel parking should be designed as a 6' area, and when including a typical 2' gutter, will provide adequate width (8') for parking.
- On-Street angled parking should be 15' wide angled (+ 2' gutter)

- Angled parking should be incorporated where unusually wide streets occur in order to:
 - a) maximize the number of on-street spaces
 - b) minimize the widths of travel lanes to slow traffic

Bump-outs at intersections are highly encouraged to slow traffic and minimize the pedestrian crossing distance. Bump-outs also provide opportunities for additional streetscape /aesthetic improvements that will add to the character of the area.

Surface Parking

Surface parking lots shall conform to the following design guidelines:

- All surface parking lots shall be screened by a combination of a decorative railing/wall and landscaping around the entire perimeter that abuts a public right-of-way. The height of the decorative railing or wall should be three feet. Landscaping should consist primarily of evergreen hedge material along 75% of the perimeter augmented with ornamental or deciduous trees at 30 to 35 feet on center along the perimeter. The paving surface shall be set back a minimum of 5 feet from the property line to allow for this screening buffer.
- Entry and exit points to surface lots shall be laid out in a logical pattern relative to the existing street network, traffic flows and volumes.
- Surface lots shall conform to all traffic safety standards established by the City of Lee's Summit.

Structured Parking

The intent of these guidelines is to minimize the visual impact of parking structures on the adjacent developments and the pedestrian environments, and to minimize the impact of vehicle noise and headlights from within parking structures onto adjacent streets.

- Parking structures shall be designed to conceal the view of all parked cars and internal light



This is an example of an infill parking structure that accommodates ground floor retail along the street. Ground floor retail along a commercial street is necessary for any parking structure that might be constructed in the Downtown Core.

sources from adjacent public rights-of-way or public open space for the full height of the structure.

- Parking structures shall conform to infill building standards and guidelines pertaining to architectural scaling elements and building materials.
- Facade openings which face any public right-of-way or open space shall be vertically and horizontally aligned and the floors fronting on such facades shall be level.
- Ground floor commercial use of parking structures is required on retail and pedestrian streets.
- Parking structures should utilize materials and architectural detail found in the primary development being served.
- Parking structures with exposed street frontage in otherwise primarily residential blocks should set back the parking structure facade at least 8 feet to accommodate greater landscape screening and to allow greater exposure of residential building corners.
- Stairwells must be exposed to natural light through glazing and well lighted at night.

E. OPEN SPACE

Open space typologies are classified into three types as follows.

Parks

Parks are open space areas that are predominately soft surfaced. This typically includes a minimum ratio of 30% hard surface to 70% soft surface. Parks can be of an active or passive nature. The following guidelines apply to parks:

- Parks should be visually accessible from the streets for safety reasons.
- Parks shall include both active and passive features in order to adequately serve the neighborhood or district.

Plazas

Plazas are typically defined by a greater percentage of hardscape. This typically includes a minimum ratio of 70% hard surface to 30% soft surface. The following guidelines apply to plazas:

- Plazas developed in conjunction with new developments should be publicly accessible and inviting.
- Plazas should have direct access from public streets. They should be open to the street and have multiple access points.
- Plazas should not be raised or lowered more than 4' from the grade of the sidewalk.
- A variety of seating options should be included in the design with a minimum of 25 linear feet of seating for every 1000 square feet of open space.
- Food kiosks, chairs and other temporary features should be considered in the design of the plaza.
- Plazas should be designed to maximize sunlight exposure. Plazas on the north side of buildings are discouraged.



A permanent Farmer's market site at a downtown park/plaza will act as the heart of the district.



Small, very simple neighborhood parks are appropriate for Old Lee's Summit neighborhoods and within the transition zone of the Downtown Core.



Civic spaces provide gathering for all size crowds, as well as for a variety of events.

Greenways

Greenways are linear parks that connect neighborhood/district parks and plazas and ultimately connect a city wide and regional system.

- Greenways should preferably incorporate a minimum 12' wide multi-use trail.
- The Greenway design will depend on its particular setting along the system.
 - Rural greenways will often have minimal amenities outside of the multi-use trail. These greenways should incorporate a system map kiosk ever 5-10 miles with a trash receptacle. These Greenways will be predominately of a naturalized landscape and should identify major trailheads.
 - Neighborhood greenways include those items of a rural greenway but may include additional trash receptacles and comprise a balance of a naturalized and manicured landscape.
 - Urban greenways often have to work with existing conditions possibly resulting in narrower sections of pavement, more modification in trail alignment, etc. These greenways should incorporate appropriate design elements that support the urban location. Urban greenways should incorporate kiosks with system maps, maps of the urban location with activities listed, phones, bike racks and, potentially, public restrooms.



Greenways provide recreational opportunities for the community and the region. A new greenway through Old Lee's Summit and the Downtown Core that eventually connects to the region provides opportunities for cycling enthusiasts as visitors to the community.

VI. IMPLEMENTATION STRATEGY

A. OVERVIEW

A plan is only a vision in a document until the local leaders and citizens make it a reality. The implementation strategy summarized in this chapter is designed to provide a prioritized list of actions to be taken to make the *Old Lee's Summit Neighborhood Plan* a reality.

Unlike many communities across the country seeking to revitalize their historical core but struggling with the realities of empty storefronts and little or no activity beyond centralized government functions, the City of Lee's Summit is in an advantageous position. Today's downtown Lee's Summit stands in stark contrast to the area that one would have observed only ten years prior – with vacant storefronts and little or no private sector impetus to locate in the historical heart of the City.

Thanks to Lee's Summit's popularity, quality of life, rapid urban growth over the past decade, and the hard work of civic-minded leaders, once vacant storefronts in downtown are now filled with a diverse mix of retail and service businesses. The downtown area is now an important aspect to the quality of life enjoyed in Lee's Summit.

While much has been accomplished to secure a bright future for the downtown area, much remains to be done. Such issues as commercial encroachment, absence of a downtown gateway, extending viable business hours, customer parking, traffic management, development design guidelines, and fostering economically viable real estate development must be addressed and resolved. The *Old Lee's Summit Development Master Plan* will help define and guide the revitalization process.

B. CASE STUDY VICTORIES AND CHALLENGES

In the 2002 Main Streets Trends Survey, the National Trust for Historic Preservation reported numerous Main Street victories by communities across the country:

- Planning and zoning changes that will make Main Street development easier;
- Keeping government offices on Main Street and recruiting major new employers;
- Increasing Main Street housing and improving streetscapes and sidewalks;
- Approving historic preservation ordinances and National Register historic districts; and
- Renovating downtown theatres.

The most frequently mentioned challenges were:

- Increases in regional traffic and parking shortages;
- Balancing the positive benefits with the sometimes negative impacts that national retailers bring to Main Streets;
- Continued competition from big-box retailers outside commercial districts;
- Maintaining momentum of revitalization programs; and
- Absentee property owners, property speculation and a lack of retail space to rent.

One characteristic that clearly distinguishes Lee's Summit from many other communities seeking to create positive change in their downtown core is the commitment of all the participants in the process. Recent private sector investment, voter approval for a new City

Hall and streetscape improvements, and the City's involvement in the *Old Lee's Summit Development Master Plan* are clear signs to the community's commitment to downtown revitalization.

B. ACTION PLAN RECOMMENDATIONS

This section of the report outlines potential Action Plan strategies for implementing the *Old Lee's Summit Development Master Plan*. Both conservative and pro-active options are feasible, differing in the level of the City's involvement in the revitalization process. Ultimately, success will require public-private partnership.

Under a Conservative approach, the City would take a moderate role in the revitalization process for both the Downtown Core and balance of the Old Lee's Summit Study Area, while the private sector would take a leadership position.

Under a Pro-Active approach, the City would play a vital role in fostering major revitalization efforts in both the Downtown Core and balance of the Old Lee's Summit Study Area. The City government would serve as a leader in both the planning and implementation process. Significant private sector investment will still be required.

The balance of this chapter outlines economic development and real estate strategies available to the City of Lee's Summit. These strategies are designed to provide the City with greater control of the revitalization process and accelerate development activity.

1. Economic Development Strategies

The City's potential responsibilities in promoting economic development efforts in the downtown area could include the following:

- Promoting business retention and recruitment;
- Marketing and promoting downtown business; and
- Creating additional economic incentives/funding opportunities.

a. Promoting Business Retention and Recruitment

The City currently has a contractual relationship with the Lee's Summit Economic Development Council (EDC), Lee's Summit Chamber of Commerce and Lee's Summit Main Street whereby the City provides financial support in exchange for specific services rendered. In an effort to maintain the effectiveness of these economic development organizations the City should continue these contractual relationships.

One of the three economic development organizations currently operating within Lee's Summit should take on added responsibilities for business retention and recruitment efforts. The City of Lee's Summit could provide additional financial and staff assistance to the lead economic development agency in exchange for the increased level of services. The goal would be to become more pro-active in the marketing and management of the revitalization process.

Small business is the foundation of the Old Lee's Summit Study Area's economy. The retail sector supports very few national chains. Small businesses have historically suffered from a high failure rate stemming from the absence of a business plan and business experience, under capitalization, lack of knowledge in the local market, seasonal fluctuations in business and poor marketing. The city could establish a plan to aid existing businesses and enhance the skills of its residents.

In planning and pursuing strategies for the continuing development of the Old Lee's Summit Study Area, special care should be taken to preserve the vitality and health of the entrepreneurs whose initiative have brought the community this far. Items for consideration include:

- While a majority of business owners interviewed leveraged their own funds to establish their businesses, the lack of non-traditional lending programs could be a weak link for future entrepreneurial efforts. The establishment of a small business

revolving loan fund, micro-enterprise program or similar effort should be considered.

- A business advocacy program should ideally be private-sector driven in order to be effective. However, city officials may consider the establishment of a Small Business Ombudsman or similar position to help communicate and address business concerns at the municipal level.
- A peer-to-peer consulting network should be established under the auspices of the Chamber of Commerce or Main Street organization. A small business development center or similar program within the local community college system provides an excellent resource for sustaining existing businesses as well as grooming the entrepreneurs of the future.
- As the Old Lee's Summit Study Area continues to expand as a commercial center, market pressures to drive up lease rates may become an increasing burden on independent retailers who do not own their property. Conversely, building/property owners will reap the rewards a hot Downtown Core economy. Discussions to establish a balance between the positive and negative results that arise from a successful downtown environment should be undertaken early in the revitalization process.
- In compliment to discussions relative to diversification of the existing retail base, consideration must be given to the further development of retail concepts that will build sufficient critical mass to truly leverage a market niche for the Old Lee's Summit Study Area. As an example, the growing home furnishings niche could be expanded to include additional interior designers, contractors, art galleries, kitchen and bath accessories, and home electronics stores.

b. Marketing and Promoting Downtown Business

Promoting the Downtown Core within the Old Lee's Summit Study Area as a unified shopping area with a unique identity is an important factor in building a strong and vibrant business community. The Lee's Summit Main Street organizes the marketing of downtown and sponsors special events and festivals. With the assistance of the City and private sector, this organization should expand its scope and become

more actively involved in marketing the entire Old Lee's Summit Study Area.

In exchange for an increased level of services provided by the Lee's Summit Main Street program (i.e., expand geographic area to include entire Old Lee's Summit Study Area, sponsoring a larger number of special events, increased advertising, promotional materials and historic preservation efforts) the City should consider additional financial and staff assistance. To elevate the scope of the Lee's Summit Main Street program additional private sector funding should also be a priority. Potential sources include increased membership dues, funds generated by additional events, fund raising, and implementing a self-imposing taxing jurisdiction to raise funds (i.e., Community Improvement District).

The marketing campaign for the Old Lee's Summit Study Area could include establishing a strong merchants association, publishing a brochure identifying downtown merchants, erecting a downtown business directory and map, staffing a visitor center and historical museum, and advertising in the Kansas City market. The new urban plazas and parks, including the Farmer's Market, that have been identified in the Plan for the Downtown Core, can play a major role in attracting both residents and out-of-town visitors to Old Lee's Summit. Downtowns that host a number of annual events heighten the exposure of the downtown business community. Old Lee's Summit event calendar should be busy and varied, featuring such activities as seasonal events, a farmer's market, summer concert series, arts and crafts fairs, and theatrical performances.

Merchant Visibility

Facilitating easy to read and unambiguous signage to help direct customers into and throughout the Old Lee's Summit Study Area is a foundational component of the neighborhood plan.

- While the physical manifestation of this concept may take several forms - from signposts to the painting of directional logos in the street - integrating a continuity of design and message into all projects (from gateway markers into the downtown core) is essential.
- At a minimum, consideration should be given to the placement of kiosks/directional signposts listing all merchants in the Downtown Core. These signposts should reflect the historical and architectural feel of the area.
- Existing sign codes and related regulatory aspects should be re-evaluated by a combined board of city officials and downtown merchants to ascertain methods of increasing impressions while mitigating visible clutter.
- On a related note, while the planned streetscape improvements will provide a significant boost to the visual appeal of the Downtown Core, particular attention should be given to construction planning that mitigates impacts upon affected merchants (e.g., off-hour construction scheduling, temporary signage, traffic flow considerations).

Marketing & Advertising

Downtown merchants have fervently indicated a need for programs that would increase the visibility of the downtown area both locally and regionally. Initiatives by members of the Downtown Lee's Summit Main Street and the Chamber of Commerce can do much to address this concern.

In building these campaigns, it is suggested that several factors be taken into consideration.

- The advantages of shopping at independent retailers (customer service, unique products, etc.) and the small town, historical feel of the Old Lee's Summit Study Area should be emphasized.

- During and immediately after the downtown parking strategy has been implemented, a focused emphasis should be placed on informing the community of the improvements and changes.
- Downtown retailers should undertake a grassroots marketing program targeting church goers (a substantial amount of people come downtown to attend church related activities) whereby a sufficient number of merchants are willing to remain open on Sunday.
- The Bank of Lee's Summit has offered to place marketing materials in their community branches. Similar cooperative programs should be pursued.
- A more creative and aggressive approach may be to undertake a cooperative campaign with communities along the Amtrak line to jointly promote unique aspects of each stop.

Promotion strengthens the downtown's image and marketability in several ways, including: changing community attitudes and perceptions; creating a unified image; strengthening the downtown as the center of community activity; and increasing customer traffic. The basic types of promotion necessary for a strong downtown revitalization program are:

- **Retail promotions.** These activities are designed to promote the goods and services offered by downtown businesses and to generate immediate retail sales. There are two kinds of retail promotions, retail sales promotions which focus on discounting prices for a specific period of time and retail events promoting aspects of retailing *other* than reduced prices, like convenience, service or variety.

- **Special events.** Sometimes referred to as traffic-building events, special events generate *eventual* retail sales for downtown businesses by attracting consumers through festive, noncommercial activities such as festivals, concerts and art shows.
- **Image-building promotions.** Activities in this category help create a healthy image for downtown that reflects its unique assets. These cooperative promotions would be coordinated by a central entity such as the Lee's Summit Main Street program and focus on heightening the awareness of the Old Lee's Summit Study Area business community by stressing its desirable attributes (i.e., character, charm, independent retailers providing superior service, clustering of business types and family friendly).

Soliciting Ongoing Stakeholder Involvement

In addition to the political commitment, widespread support for downtown revitalization must be obtained from property owners, developers, businesses, economic development groups, historic preservation organizations, neighborhood groups and citizens. Community involvement in the form of the Downtown Advisory Council (DAC) and public meetings has been an important component of the planning process for the *Old Lee's Summit Development Master Plan*. Recent voter approval for a new city hall and streetscape improvements signals citizen support for downtown revitalization. Stakeholder interviews also indicated support from local businesses, property owners, historic preservation groups and economic development organizations.

Continued stakeholder support and involvement throughout the implementation process will be just as critical, if not more so. Property owner, developer and business community support will be essential to fuel private sector capital investment in the Old Lee's Summit Study Area. Main Street and economic development organizations responsible for promoting and marketing the Old Lee's Summit Study Area must be involved in the ongoing revitalization efforts. Because of the enormous influence of the surrounding neighborhoods on the Downtown Core, continued support and involvement by the Historic Preservation Commission is needed. Citizen support will be essential should additional capital improvements

require voter approval. Also, residents must support revitalization efforts by patronizing downtown businesses. Therefore, it will be important that the City keep downtown stakeholders excited, involved and informed of the progress of the revitalization process. Newsletters, press releases and updates on the City's web site are potential vehicles for keeping the public informed.

As part of community involvement the need for volunteers will emerge. For Main Street programs, volunteers are the backbone of the organization, staffing committees, making decisions, forging the future of the organization, and organizing events and activities. The Lee's Summit Main Street will be important in organizing volunteers and keeping the public informed and involved.

c. Creating Additional Economic Incentives/Funding Opportunities

Many properties within the Old Lee's Summit Study Area consist of single family or small parcels. Due to their size they can't benefit from the economies of scale that larger suburban developments enjoy. Therefore, effective downtown revitalization programs generally include public sector economic incentives and financial support from a variety of sources.

During the early stages of downtown revitalization attracting private sector investment in the form of new businesses, property rehabilitation and new development is difficult due to the associated risks. For property rehabilitation and new construction market rents typically are insufficient to support financially feasible development. Government-sponsored financial incentives assist in reducing the risks of investing in building rehabilitation or business expansions and, thus, often serve as catalysts for long-term reinvestment. To assist in the revitalization process the City of Lee's Summit should consider a variety of economic incentives. Financial assistance is available at the local, state and federal levels.

Local Economic Incentives

Forms of low-cost local economic incentives available to the City of Lee's Summit to stimulate downtown revitalization include adopting flexible building codes to facilitate historic preservation; zoning variances; building permit and utility fee reductions and deferrals; and historic preservation easements.

Additional forms of local economic incentives could also be offered to stimulate downtown revitalization. These include public grants; low-interest direct loans; community improvement districts; relocation assistance; site clearance and demolition; assuming or sharing costs of infrastructure improvements; and using or leveraging other fund sources such as community development block grants, housing funds, tax credit programs, low-interest revolving loan program, and facade improvement grants.

Through property tax concessions a city encourages privately financed improvements in downtown areas by abating all or a portion of the real estate taxes on those improvements for a specific number of years. Cities can also freeze the assessed valuation at the predevelopment level. For retail developments and businesses it is also common to rebate a portion of the city's retail sales tax.

Local Funding of Capital Improvements

Funding mechanisms available to the City of Lee's Summit for financing future capital improvements include general obligation bonds; public/private sector partnerships; tax increment financing (TIF); transportation development district (TDD); and Community improvement districts (CID). Each funding mechanism is discussed briefly below.

▪ **General Obligation Bonds**

Backed by the city's credit and future property tax revenues, general obligation bonds are used to finance public improvements. Ad valorem tax revenues are used to retire the bond debt.

The voters of Lee's Summit recently approved two general obligation bond initiatives for the Downtown Core, including a new \$20 million City

Hall and a \$5.0 million streetscape improvement program. The issuance of additional general obligation bonds is a viable option for funding such future municipal projects as a new senior center, performing arts center, public plaza and parking structure.

▪ **Public/Private Sector Partnerships**

When significant public incentives are required to make a project financially feasible public/private sector partnerships are often utilized. Through a legally binding agreement, both parties enter into a development agreement outlining the responsibilities, financial contributions and profit sharing for each party. Such an equity partnership can involve added risk by exposing the city to additional financial responsibilities should the project fail.

A potential application for a public/private sector partnership would involve the construction of both senior and entry-level housing. The Lee's Summit Housing Authority could assist private developers through land acquisition and construction financing.

When vacated the existing City Hall site could be redeveloped using a public/private sector partnership. Potential city involvement would include contributing the land, building demolition and clearing of the site (not including the Old Post Office building, which would remain and be part of the redevelopment as an adaptive reuse structure), expediting the project review and approval process, allowing for increased building density, and serving as the redevelopment project's anchor tenant (i.e., senior center).

▪ **Tax Increment Financing (TIF)**

Tax Increment Financing is a mechanism that allows cities in Missouri to fund downtown public infrastructure and streetscape improvements by designating

project redevelopment areas and capturing the increased retail sales (EATS) and property taxes (PILOTS) that result from revitalization. This annual increment of revenues, which otherwise would be split with local taxing entities, is then used to pay for the public improvements directly or to secure the repayment of bonds used to finance public improvements. The capture of TIF revenues is authorized by the TIF Act (Missouri Revised Statutes, Sections 99.800 through 99.865 – the “TIF ACT”) for a period of 23 years from the date initiation.

Potential Tax Increment Financing applications for the Old Lee’s Summit Study Area include additional streetscape improvements to the Downtown Core and the gateway arterials of 2nd, 3rd, Douglas and Jefferson streets.

- **Transportation Development District (TDD)**

The Missouri **Transportation Development District Act**, Sections 238.200 to 238.275 of the Revised Statutes of Missouri authorizes the issuance of revenue bonds for the purpose of funding transportation and public infrastructure improvements within a designated “District.” The TDD Act authorizes the District to impose a transportation district sales tax on retail transactions within the TDD for the purpose of repayment of the bonds; or a property tax within the TDD. Potential TDD applications for the Old Lee’s Summit Study Area include constructing public parking facilities, bike lanes, pedestrian trails, sidewalk improvements, monumentation, and road improvements.

- **Community Improvement Districts (CID)**

Community Improvement Districts combine the financing vehicle of assessment districts, in which all properties in a defined area are levied against for all or part of the cost of specific improvements, with additional administrative powers such as planning, maintenance, and promotion of improvements or downtown activities. Potential applications for the Old Lee’s Summit Study Area include funding the costs of maintaining common areas (i.e., sidewalks, public parking facilities, and

open space) and promoting special events and area business. The approved \$5.0 million streetscape improvement program for the Downtown Core could be expanded to include other arterials such as 2nd and 4th Streets.

State Funding

- **MODESA**

The recently adopted Missouri Downtown Economic Stimulus Act (MODESA) (SB 0253 & HB 289) could play a role in future revitalization efforts of the Old Lee’s Summit Study Area. MODESA provides new state directed revenue for major projects designed to revitalize urban cores in cities and towns throughout Missouri.

While the bill does include an emergency clause that allows communities to seek approval immediately upon enactment, this provision only applies to areas that were affected by the recent tornadoes.

The legislation allows municipalities to create a downtown development authority upon the enactment of an ordinance establishing and defining a development area in accordance with the provisions of the act. A qualifying development area is defined as one that has shown a decline in property taxes or population for 25 years OR where 50 percent or more of the structures in the area are older than 35 years. A Board of Commissioners consisting of between five and 14 members will govern each development authority.

A municipality may adopt development financing for the development area and a special allocation fund for the deposit of certain taxes from the development area to be apportioned or diverted pursuant to the Real Property Tax Increment Allocation Redevelopment Act if all or part of the project area becomes subject to tax increment financing. Project costs eligible

for reimbursement are limited to items of public infrastructure as defined by the act.

A number of initiatives central to the goal of for revitalizing the Old Lee's Summit Study Area would qualify under the act, including; those that promote tourism, cultural activities, arts, entertainment, education, mass transit, museums and business locations or expansions that create new jobs. Potential redevelopment areas include the automobile dealerships at the southeast corner of Chipman Road and Blue Parkway as well as the commercial district at U.S. 50 Highway and Jefferson Street.

For Lee's Summit's purposes, the definition of a "Major Initiative" is one that is in excess of \$1,000,000 and creates a minimum of 10 new jobs.

While a more in-depth examination of the legislation would prove too lengthy for this study, MODESA provides a noteworthy tool for use in the continued revitalization of the Old Lee's Summit Study Area. Community leaders should immediately begin the process of identifying a designated area to qualify for MODESA funding and consideration of targeted projects to be pursued under the auspices of this act.

- **Housing Tax Credit Program**

The State of Missouri administers a housing tax credit program.

Federal Funding

Examples of available federal funding sources include Community Development Block Grants, EDA grants and loan guarantees, Section 8 guaranteed loans, SBA Section 504 loans and tax credits.

Historic Preservation

Given the potential for establishing a historic downtown district and registering individual properties, historical preservation incentives may also be available, including rehabilitation tax credits and abatements,

grants and loans for endangered properties, and revolving funds for building improvements.

2. Real Estate Strategies

The City's primary real estate related responsibilities would be to revise zoning language, adopt planning guidelines and standards that support the vision; facilitate construction of municipal facilities; and convert unneeded city-owned properties for economic use.

Potential city involvement would include activities such as serving as a facilitator of revitalization efforts; adopting development standards, overlay zoning districts, and an infill strategy; funding capital improvements; assemblage, packaging, marketing and planning of redevelopment sites; entering into public/private sector partnerships; and promoting historic preservation. Each potential municipal activity is discussed in the text below.

a. Facilitator of Revitalization Efforts

The City's involvement will be critical in successfully executing and managing the revitalization program for the Old Lee's Summit Study Area. Specific areas of responsibility could include business recruitment, marketing and promotions, historic preservation, development review, coordinating public improvements, and attracting real estate development and investment. These responsibilities could be administered by either assigning existing city staff; hiring new city staff to work exclusively on revitalization efforts; or contracting for services with such existing organizations as the Lee's Summit Main Street program, Lee's Summit Economic Development Council or the Chamber of Commerce.

b. Adopt Zoning Guidelines and Development Standards

The City of Lee's Summit could facilitate revitalization efforts beginning with adoption of the *Old Lee's Summit Development Master Plan*

designed to guide future land use policy. Implementation would include establishing overlay districts and adopting an infill strategy. A Design Review Committee should be created designed specifically for evaluating proposed developments within the Old Lee's Summit Study Area.

Create New Districts/Overlay Districts/Amend Existing Districts

- Adopt a Historic Preservation Ordinance outlining building codes for historic districts and properties, establish design and review standards for new development, and oversee building demolition. Assist Historic Preservation Commission in designating historic districts and registering individual properties.
- Create an overlay district or new zone district for the Downtown Core transition zone. The transition zone should establish development boundaries for the Downtown Core whereby a more concentrated commercial core could be developed, transitioning from the higher density internal downtown core, to a lower density mixed-use area and finally to the existing single family neighborhoods adjacent to the transition zone. Potential land uses permitted within the transition zones would include smaller scale commercial (i.e., 1-2 story professional and medical offices), a mix of attached housing products, senior housing and public service parking lots.
- Review and amend the existing Downtown Core zoning to accommodate the vision for 2020.

Adopt an Infill Strategy

To facilitate new development within the Old Lee's Summit Study Area, the City could design and implement an infill strategy. The City's infill strategy should promote quality infill development and establish priorities and programs to facilitate targeted areas. Infill development is the process of developing vacant or underutilized parcels within existing urban areas that are already largely developed. The Old Lee's Summit Study Area maintains a substantial inventory of vacant and underutilized properties; however, many of the properties are constrained due to small parcel size, odd shape or other conditions. The infill strategy would assist in financially feasible development of infill

properties and facilitate creative mixed-use and housing development.

Major goal and policy recommendations regarding infill development within the Old Lee's Summit Study Area are summarized by the bullet points below:

- Promote infill development, rehabilitation and reuse that contributes positively to the surrounding area and assists in meeting neighborhood and other City goals;
- Revise City plans and ordinances to support infill development goals; create more flexible development standards for infill development;
- Provide infrastructure improvements to allow increased infill development potential;
- Provide focused incentives and project assistance to infill development; and
- Engage the community to ensure new infill development addresses neighborhood concerns and to gain greater acceptance and support for infill development.

Major components of a successful infill strategy include:

- Strong policy support and commitment from decision makers and City departments;
- Area plans and zoning that support infill development goals and facilitate small-scale projects;
- Streamline regulatory process and flexible development standards;
- Provide financial incentives to enhance financially feasible development and promote create project design;
- Clear building design guidelines; and
- Community acceptance.

c. Facilitate Construction of Municipal Facilities

The voters of Lee's Summit recently approved two general obligation bond initiatives for the Downtown Core, including a new \$20 million City Hall and a \$5.0 million streetscape improvement program. Construction of additional municipal facilities and public improvements will assist in promoting a more vibrant urban environment and private sector investment. Potential future municipal projects suitable for the Old Lee's Summit Study Area include additional infrastructure and streetscape improvements, a new senior center, performing arts center, public plazas and parks, a permanent Farmer's market, and public parking facilities.

d. Re-use of City-owned Properties

The City of Lee's Summit currently controls two potential redevelopment sites, including the existing City Hall on Market Street between 2nd and 3rd Streets and the 3.5-acre former maintenance yard located at the southwest corner of 2nd Street and Independence Avenue. The City Hall site has the potential to support new mixed-use development and reuse of the historic Post Office building. Meanwhile, the former maintenance yard property at 2nd and Independence streets is an ideal site for mid-density for-sale housing.

The City Hall site has the potential to support mixed-use development. To improve the marketability and development potential of the site the 18-space employee parking lot on the east side of Market Street and a portion of the adjacent bank's surface parking lot at the southeast corner of 2nd and Market Streets should be incorporated with the City Hall property. Meanwhile, the former maintenance yard property is an ideal site for medium density attached for-sale housing.

The city also owns two parking lots that are infill development opportunities. These include the lot north of the Post Office on the west side of Market Street between 2nd and 3rd Streets and the parking lot on the west side of Douglas St. between 2nd and 3rd Streets.

To facilitate redevelopment of these sites the City could opt for an outright sale or solicit developer interest through a request for proposal.

e. Retail Space

By far the most influential factor currently restricting the continued expansion of commercial activities in the Downtown Core is the lack of available retail space. Aggressive initiatives to identify and assemble parcels for construction of new space are essential.

- Consideration should be given to establishing a community development corporation (CDC), if not already established, to facilitate the acquisition and marketing of downtown parcels for redevelopment purposes.
- Every effort should be made to re-utilize buildings in the central core that have aesthetic, historical or architectural significance. Design guidelines that maintain the visual continuity of the existing "small town" aesthetics should be enforced.

f. Packaging Redevelopment Sites

In a downtown where most of the land has already been subdivided and developed, the acquisition of a suitable site can be difficult, time consuming and financially prohibitive. Because most of the land has been divided into relatively small parcels owned by unrelated parties, the problem of acquisition increases with the size of the site required. The public sector has several options to choose from to alleviate these problems such as purchasing property via eminent domain, removing clouded titles from privately purchased property, relocating existing businesses and residents, and demolition and clearing of the site to prepare sites for new development.

The public sector solicits developer interest in redevelopment sites by issuing either a request for qualifications (RFQ) or request for proposals (RFP). The public sector may either determine land use and design of a redevelopment site or request input from interested developers. To facilitate economically viable development and attract developer participation the public sector can use land write-downs which involves

conveying property at below the acquisition price or fair market value.

Where eminent domain is a politically unpopular redevelopment tool the public sector can instead engage in the practice of land banking. Land banking allows the public sector to acquire and assemble property over time suitable for development and to hold the property until a user, project or developer is identified. Through use of land banking the public sector can have more control over land use and design of redevelopment projects. Instead of using eminent domain the public sector purchases properties as they become available on the market. Eminent domain would only be used as a last resort.

3. Parking & Transportation Strategies

Parking should be among the top priorities to be addressed early in the planning process. Promoting the availability of convenient parking for patrons of downtown business and extending parking time frames so customers can enjoy greater amounts of time patronizing businesses should be the focus of these efforts.

- Construction of major parking facilities to accommodate both the needs of downtown workers and customers must be undertaken. Recognition of “distance resistance” factors should be considered when evaluating parking infrastructure relative to commercial and residential uses. Additional parking will also enable the Downtown Core to sustain the construction of additional office, retail and residential space.
- Establish employee parking areas at the periphery of the Downtown Core.
- Initiatives to resolve the parking issues should be integrated into any marketing or promotion programs undertaken.
- Related future initiatives (that may be able to be supported at market build-out) may include establishment of a shuttle system to facilitate movement of patrons around the Downtown Core.

The purchase of an “antique” motorized and/or alternate fuels trolley would facilitate this purpose while adding a unique flair consistent with the old town aspect of Lee’s Summit.

4. Selling History

Heritage tourism is one of the most rapidly growing areas of local promotion. World events leading to an increasing reluctance to travel overseas provide additional impetus for communities to identify, develop, package and promote the cultural and historical assets that make their area unique. Longview Farm, the Unity School of Christianity and civil war related history are just some of the local aspects that provide a solid foundation from which to build. The success of the first historical walking tour recently conducted by the Lee’s Summit Historical Society shows there is local interest in community roots as well. In addition to direct tourism impacts, the strengthened promotion of the community’s heritage provides an additional lure for potential customers to downtown establishments.

Suggested initiatives include:

- Identifying and securing a larger location for the community museum. Once vacated, the existing City Hall may provide the ideal space.
- Once new quarters are identified, community-wide outreach to identify and secure the loan of historical items should be undertaken. Several interviewees professed to have access to objects of historical value that could be loaned once proper display space is available.
- Development of strategies to shore up the financial and volunteer resources of the Historical Society – these may include grant writing assistance, Wills & Trusts initiatives, corporate sponsorships or direct municipal funding.

- Promotion of programs within the local school districts to engage area youth in researching and learning about their community's history. These programs could be coupled with technical classes such as videotaped production of oral histories.
- Given the inextricable historical link between Lee's Summit and the early days of the railroad, potential for exploiting this link should be explored.

Promoting Historic Preservation

Two properties within the Old Lee's Summit Study Area are currently listed in either the local or national register. The St. Paul's Episcopal Church at 401-405 SE Douglas Street is listed in the National Register and the Lee's Summit Depot at 220 SE Main Street is listed in the Lee's Summit Register of Historic Places. The *Cultural Resources Survey* completed in August 2002 identified 16 groupings of residential and commercial buildings that qualify for listing as a historic district. Historic preservation can play a key role in implementation of the *Old Lee's Summit Development Master Plan*.

A Historic Preservation Plan would heighten community awareness of Lee's Summit's history; encourage recognition and appreciation of the city's historic resources; incorporate historic preservation into the city's economic development strategy; and promote preservation and revitalization of historic resources. Management tools for preservation efforts could involve adopting a Historic Preservation Ordinance; designating historic districts and individual properties; establish urban redevelopment districts and neighborhood improvement districts; and implementing educational, revolving fund and façade easement programs.

5. Entertainment & Culture

A majority of successful community initiatives to draw residents back into the city's central core incorporate some level of cultural and entertainment component into the overall plan. These range from the placement of art in public spaces to master

"We actually lose business during some downtown events, because our customers don't want to fight the crowds."

planned entertainment districts. The common feature in all of these successful undertakings is leveraging concepts that are sufficiently unique to maintain a competitive advantage over newer, "mass-market" development outside of the heart of the city.

- Successful downtown events such as "Ladies Night Out" and "Old Tyme Days" provide significant tools for drawing attention to the city core. Planning for similar events should take into consideration designs that do not hamper the ability of merchants to take advantage of the influx of potential customers. Several merchants have suggested events targeted at specific segments of the community such as a "Lakewood Night".
- Cultural programming targeted at appropriately sized venues closer to central downtown should be pursued.
- Potential use of (both parking and rooms) facilities at the Methodist and Baptist churches should not be overlooked
- Many communities have found great success in leveraging the revitalization of historic downtown theatres. Restoring the Lee/Vogue theatre as a venue for classic film and/or live performances would provide a unique and significant boost to downtown nightlife.
- An ideal scenario involves the identification of funding and land availability for the construction of an indoor performance venue to accommodate a wide variety of programming. A project of this nature would qualify under the MODESA structure discussed in this report.
- Extending the "life" of the downtown-particularly in the evenings, may provide select merchants with impetus to extend their business hours.

6. Workforce Development

Employers surveyed offered mixed evaluations regarding the influence of labor force considerations in their businesses. While several stated they have been able to maintain a constant supply of quality employees, the context of the conversations indicated a sense that this was not the norm. A large number of retail and service businesses expressed frustration and concern at an increasingly inelastic employee environment negatively impacting their ability to compete.

"Finding applicants is not a problem - finding qualified workers is the real challenge."

The Lee's Summit Economic Development Council's (EDC) 2003 *Statistical Profile* shows that combined, employment in the services and retail sector comprise 55 percent of the Lee's Summit's total employment base. Vocations in these sectors include entertainment, food & lodging, merchandise and grocery store employment. Further aggravating competition for this category of employee, 547 retail firms and 572 service establishments were indicated to be operating within a seven-mile radius of the Downtown Core.

Given the direction of metro area economic forecasts, the vision for expanding the entertainment, retail and commercial offerings in the Downtown Core may find itself in direct conflict with the increasingly contested environment for employees that would staff these types of establishments. The recent influx of national chain stores able to offer higher salaries and benefit programs will continue to put a strain on small, independent retailers with more limited options.

The above average income levels (and related disposable incomes) of Lee's Summit residents translates into an increased demand for goods, services and entertainment. However, given the fact that personnel costs are a significant factor in most businesses, rising costs of importing labor (and potential pricing increases to offset said costs) may place independent local businesses in a position where they are no longer competitive.

Workforce strains are also being felt in other sectors of the Lee's Summit economy. Manufacturers whose

processes require a high percentage of basic labor and entry level technical skills stated they are finding it increasingly difficult to identify a sufficiently large pool of qualified candidates to fulfill their needs. The Eastern Jackson County Workforce Consortium is an example of the creative initiatives undertaken to help alleviate this challenge.

With only 30 percent of the labor force living AND working in Lee's Summit, the community is increasingly dependant upon importing labor in order to meet its existing staffing needs. A July 2000 study prepared for the LSEDC by the Levy Organization shows that a high percentage of local jobs are filled by persons commuting from surrounding communities. This trend is particularly acute in the sectors of service, office and telecommunications employment. In contrast, many high wage and management personnel appear to be leaving the community during the day.

Fortunately, the transportation infrastructure of the area has so far supported this type of "economic tide pool" effect. However, histories of cities that have undergone similar transformations in their residential/labor structures show that communities ignore this trend at their own peril.

Community leaders must commit to a concerted examination of this trend and begin to put in place systems to forecast and accommodate future employment needs for existing and potential employers. Initiatives to identify and make available pools of candidates for entry-level employment may help to temporarily alleviate current conditions. Technological advances now allow communities to aggressively pursue business recruitment that would allow more highly trained personnel to remain in Lee's Summit during the workday. The Old Lee's Summit Study Area could benefit from the retention of highly skilled workers through increased demand for professional office space, personal services and retail goods.

7. Housing

A trend that risks aggravating the already perilous scenario of Lees Summit becoming increasingly dependant upon importing a significant portion of its labor force from surrounding communities is the lack of workforce housing inventory.

While issues of housing are often overlooked in the context of traditional economic development discussions, providing a diverse stock of residential options that allows all members of the workforce to invest in the community fabric is fundamental to the long term health of a community. Given the pace and nature of the growth of Lee's Summit, it is essential that this subject be addressed within the framework of any overall economic development strategy.

A recent survey of housing affordability indicated that shortage of housing options for a significant portion of existing and future residents. This shortage was shown to be most acute for those with income of \$24,999 and below. A market analysis conducted in the spring of 2003 indicated that, barring intervention, this trend is forecast to continue with home prices escalating well in excess of \$200,000. The study also showed that the trend was not solely demand driven, but high land acquisition and development costs also limited the ability of builders to provide economically feasible homes in the entry-level range.

While the value appreciation of homes in the Lee's Summit area may bode well for investors and current property owners, it also increases the likelihood of the unfortunate situation where many of Lee's Summit's employees cannot afford to live in the community where they work. The Old Lee's Summit Study Area affords the opportunity to support a wide mix of housing product, which in turn will assist in creating a vibrant urban environment. A mix of for-sale and market rate rental housing types (i.e., single family homes, townhomes, apartments and urban lofts) are suitable for development within the Old Lee's Summit Study Area.

Without a concerted effort to address this trend, the community of Lee's Summit places itself at risk of being placed in further competitive position for entry and mid level labor supply subject to the successes of other regional employers and communities.

A focused strategy including a combination of land acquisition/parcel assemblage, developer inducements, infrastructure improvements and an evaluation of streamlined regulatory processes will establish a foundation for beginning to address this challenge.

C. PRIORITIZED ACTION LIST

The following actions are separated into several different categories: Economic Vitality/Development, Streets/Pedestrians, Parking, and Services. The actions are indicated by geographic scope that includes the perimeter corridors, the Old Lee's Summit neighborhoods, and the Downtown Core. A timeline, in months to start, is included, as well as whose primary responsibility it should be to spearhead this action.

Note: Items followed with an ** in the 'months to start' column indicate first action items.

This is a pretty large 'to-do' list of actions, so it is critical that all core members that participated during the planning process agree upon and are committed to this very aggressive Action List. If a more conservative approach is decided upon, the months-to-start per action can be lengthened and those secondary items may not be fully implemented during the 2003-2020 planning horizon established in this Development Master Plan.

Those entities included in the Action Chart as 'primary responsibility' include:

- City of Lee's Summit (City)
- Lee's Summit Economic Development Council (EDC)
- Main Street (Main Street)
- Chamber of Commerce (C of C)

Even though a particular entity has been identified as a leader of an action, this does not mean that they are the sole implementer. This is meant to be a consolidated effort by all public, quasi-public and even private entities that have a stake in the Old Lee's Summit Development Master Plan.

The Action Chart focuses on Phase I implementation items, or those that are recommended for completion between 2003 and 2006. Completing Phase I Actions will set the stage for streamlined implementation of the plan from 2007-2020.

Refer to pages 102 and 103 for Phasing between 2003-2020.

Economic Vitality

Action	Geographic Scope	Months to Start	Primary Responsibility
General Actions			
<ul style="list-style-type: none"> ▪ Heighten the responsibilities of the task force created by the Downtown Branding/Visioning Study that includes representatives of the City, EDC, Chamber of Commerce and Main Street. Clarify respective roles, potential for cooperative efforts and assign responsibilities for broad Economic Development categories as they pertain to the Old Lee's Summit Study area. Categories to be discussed include but may not be limited to: <ul style="list-style-type: none"> ▪ New business recruitment ▪ Retention/Expansion of existing businesses ▪ Marketing/Advertising ▪ Heritage/Tourism promotion ▪ Development guidelines and regulations ▪ Infrastructure ▪ Financing & capital sources 	All	Ongoing	All
<ul style="list-style-type: none"> ▪ The City's involvement in the revitalization program may include business recruitment, marketing and promotions, historic preservation, development review, coordinating public improvements, and attracting real estate development and investment. These responsibilities could be administered by either assigning existing city staff; hiring new city staff to work exclusively on revitalization efforts; or contracting for services with such existing organizations as the Lee's Summit Main Street program, EDC or the Chamber of Commerce. 	All	Immediate**	City
<ul style="list-style-type: none"> ▪ Plan a tour of other communities' attractions and learn what works/what doesn't work, techniques, streetscape improvements, etc. 	All	12 months	All
<ul style="list-style-type: none"> ▪ Put in place systems to reinforce and expand stakeholder & citizen input to include surrounding neighborhood groups, historic/preservation interests and educational representatives. 	All	Immediate	City
<ul style="list-style-type: none"> ▪ Acquire and package suitable sites for future redevelopment consistent with the Development Master Plan strategy. 	All	12 Months	City
<ul style="list-style-type: none"> ▪ Write RFQ/RFP for the 2nd and Independence site for potential infill development per the Development Master Plan. 	All	Immediate**	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Write RFQ/RFP for redevelopment of the old City Hall site. Discuss a possible extension of the RFP through the Market Street side of the bank site to be added to this RFP per the Development Master Plan. 	All	9 months	City
<ul style="list-style-type: none"> ▪ Maintain an accurate inventory of all commercial space in the Downtown area to be used in the active pursuit of new business. 	Downtown Core	Ongoing	EDC
<ul style="list-style-type: none"> ▪ Identify and promote several key downtown core sites as possible infill sites. 	Downtown Core	12 months	EDC
<ul style="list-style-type: none"> ▪ Increase housing stock to include senior housing, rental and for-sale multi-family, medium- and high-density single family and townhouse, and entry-level product. 	All	12 – 24 months	EDC
<ul style="list-style-type: none"> ▪ Undertake a community outreach program to address neighborhood concerns and generate support for infill development. 	All	Immediate	EDC
Economic Incentives			
<ul style="list-style-type: none"> ▪ Evaluate the feasibility of various financing options such as MODESA, Tax Increment Financing, Transportation Development Districts and Community Improvement Districts to finance future public infrastructure improvements 	All	Immediate	City, EDC
<ul style="list-style-type: none"> ▪ Review and update established economic incentive policies in context with goals for downtown. Potential areas include: <ul style="list-style-type: none"> ▪ Community Development Block Grants ▪ EDA Grants ▪ Revolving Loan Pools ▪ Industrial Development Authority Funds ▪ Section 8 Loan Guarantees ▪ Tax Abatements 	All	Immediate	All
<ul style="list-style-type: none"> ▪ Continue to provide assistance to property owners on tax abatement and tax credit programs at the local and state levels. 	Downtown Core	Ongoing	Main Street
<ul style="list-style-type: none"> ▪ Coordinate and leverage applications for grants/funding for physical, economic, and tourism related funds. 	All	Ongoing	All depending on grant
<ul style="list-style-type: none"> ▪ Identifying funding sources and implement a façade improvement or similar program to assist private property owners in improving the appearance of their buildings 	Downtown Core	6 Months	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Contact local banks for: <ul style="list-style-type: none"> ▪ Setting up low-interest loans for businesses, building purchase, start-up, and façade renovation. ▪ Utilize Community Reinvestment Act funds for preservation. 	All	Ongoing	EDC
<ul style="list-style-type: none"> ▪ Explore establishment of a Community Development Foundation to oversee and administer non-traditional lending and finance programs. 	All	6 Months	EDC, C of C
Marketing & Promotion			
<ul style="list-style-type: none"> ▪ Undertake marketing campaigns targeted at <ul style="list-style-type: none"> ▪ Lee's Summit residents ▪ other regional populations 	All	Ongoing	C of C, Main Street
<ul style="list-style-type: none"> ▪ Integrate a continuity of design and message into all marketing & promotional campaigns. 	All	Ongoing	All
<ul style="list-style-type: none"> ▪ Investigate a cooperative campaign with communities along the Amtrak line to jointly promote unique aspects of each stop and/or other regional advantages. 	All	Immediate	C of C
<ul style="list-style-type: none"> ▪ Undergo a public/visitor survey. <ul style="list-style-type: none"> ▪ Where people are ▪ Where they are going ▪ How long they've stayed/are planning to staying the area ▪ What other activities might keep them in the Lee's Summit area longer 	All	Annual	C of C
<ul style="list-style-type: none"> ▪ Establish an Events Committee to schedule the farmers' market, artist days, street festivals and other activities within the Downtown. <ul style="list-style-type: none"> ▪ Market and coordinate festivals to promote activities during every weekend of the high tourism season. ▪ Coordinated efforts with Downtown businesses to remain open during these events should also take place. ▪ Incorporate logistical aspects that mitigate adverse impacts upon downtown retailers. 	Downtown Core	12 months	Main Street
<ul style="list-style-type: none"> ▪ Continue to update the Lee's Summit's tourism website, and provide links with other Kansas City Regional attractions. 	All	Ongoing	C of C
<ul style="list-style-type: none"> ▪ Consider establishment of an "Art in Public Places" program. 	Downtown Core and Gateway entries	18 months	Main Street, City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> Offer hospitality training for front-line employees that greet visitors such as gas station attendants, hotel and restaurant employees, area attraction volunteers and employees, local police and fire/emergency personnel. 	All	18 months/ongoing	C of C
<ul style="list-style-type: none"> Further develop and market the historic homes and Downtown Core walking tour. Possibly create a fun scavenger hunt for children (and adults) to accompany the tour(s). 	Downtown Core, Surrounding Neighborhoods	18 months	Historic Homes Group, Main Street, Historical Society
<ul style="list-style-type: none"> Continue to produce marketing brochures aimed at tourists that indicate, with mapped locations, where festivals and related interest activities take place and ways to get there. 	Downtown Core		Main Street, C of C
<ul style="list-style-type: none"> Make the Downtown Core visitor friendly by updating tourism pamphlets and other information to market the retail streets and local festivals <ul style="list-style-type: none"> Update/create tourism, local resident, and employee maps that identify retail and pedestrian streets, public parking, cultural, civic, and entertainment venues. 	Downtown Core		Main Street, C of C
<ul style="list-style-type: none"> Develop a series of articles highlighting Lee's Summit's architectural, cultural, tourism and commercial treasures. Feature one each month in the Kansas City Star or other appropriate regional or national tourism publications. 	All	3 months	C of C
<ul style="list-style-type: none"> Continue to work with local media for placement of articles regarding downtown activities and developments. 	All	Immediate	Main Street
<ul style="list-style-type: none"> Establish a visitor contact center and small interpretive exhibit on the community's history at 3rd/SE Main between tracks and street. Include bike racks and public restrooms. 	Perimeter Corridors, Downtown Core	18 months	City, C of C
<ul style="list-style-type: none"> Update the handbook of itineraries for visitors that focus on a variety of interests and market segments. 	Downtown Core	18 months	Main Street
Retention & Expansion			
<ul style="list-style-type: none"> Where vacant ground floor storefronts exist interim visual stimulation of the ground level, should be implemented via window displays. 	Downtown Core	18 months	Main Street
<ul style="list-style-type: none"> Work with local retailers/restaurants to expand hours of operation for weekends, evenings and holidays. 	All	18 months	Main Street, C of C
<ul style="list-style-type: none"> Identify a private sector driven group to take responsibility for advocacy of local business. 	All	Immediate	EDC, C of C, Main Street

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Designate a Small Business Ombudsman or similar position to help communicate and address business concerns at a municipal level. 	All	Immediate	City
<ul style="list-style-type: none"> ▪ Explore the establishment of a Small Business Development Center or similar program as part of the local community college system. 	All	Immediate	EDC, C of C, Educational Leaders
<ul style="list-style-type: none"> ▪ Establish a retail management entity. This entity should oversee all improvements, leasing and promotional programs associated with Downtown Retail. 	Downtown Core	12 months	Main Street
<ul style="list-style-type: none"> ▪ Establish a peer-to-peer volunteer consulting network. 	All	Immediate	C of C
<ul style="list-style-type: none"> ▪ Commence strategic discussions regarding retail concepts that will build sufficient critical mass to truly leverage a market niche for downtown. 	Downtown Core	6 months	Main Street
<ul style="list-style-type: none"> ▪ Begin discussions with the lumber yard on UPRR property, and the UPRR on relocation of the lumber yard and long term leasing of this land from the UPRR for dedicated public parking, creation of a greenway and location for a permanent kiosk / shelter that accommodates public restrooms, public phones, bike racks, a downtown map, marketing pamphlets, and local newspapers / advertising of special events. 	Downtown Core	Immediately	City
<ul style="list-style-type: none"> ▪ Commence a community wide discussion of labor force and workforce development initiatives to address current and future employer needs. ▪ 	All	6 months	All
Entertainment & Culture			
<ul style="list-style-type: none"> ▪ Identify funding and land availability for the construction of an indoor performance venue to accommodate a wide variety of programming. 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> ▪ Restore the Lee/Vogue theatre as a venue for classic film and/or live performances. 	Downtown Core	Immediate	Main Street, City
<ul style="list-style-type: none"> ▪ Pursue cultural programming targeted at appropriately sized venues closer to central downtown core. 	Downtown Core	Immediate	Main Street, C of C
<ul style="list-style-type: none"> ▪ Identify property for relocation of Lee's Summit Museum. <ul style="list-style-type: none"> ▪ Undertake effort to strengthen Lee's Summit Historical Society. 	Downtown Core	12 Months	Historical Society, City, C of C, Main Street

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> Conduct an assessment and inventory of local/regional historical assets to leverage in expanded Heritage Tourism promotion. 	All	12 Months	Historical Society, C of C
<ul style="list-style-type: none"> Many communities have found great success in leveraging the revitalization of historic downtown theatres. Restoring the Lee/Vogue theatre as a venue for classic film and/or live performances would provide a unique and significant boost to downtown nightlife. 	Downtown Core	12 Months	Historical Society, C of C

Land Use/Zoning/Design Guidelines

Action	Geographic Scope	Months to Start	Primary Responsibility
General			
<ul style="list-style-type: none"> Begin dialog with current property owner within the 4th Street District to discuss the intent, phasing, and possibilities within this District. Specifically: <ul style="list-style-type: none"> Acquire land for permanent Farmer's Market. 	Downtown Core	Immediate**	Main Street
<ul style="list-style-type: none"> Begin dialog with the existing lumber yard and UPRR for possible relocation sites, inline hardware store sites within the Downtown Core, timing and potential future leasing of UPRR land for dedicated public parking. 	Downtown Core	Immediate**	Main Street
<ul style="list-style-type: none"> Identify location for a new senior center and senior housing. 	Downtown Core	Immediate**	Main Street
<ul style="list-style-type: none"> Design and implement an infill strategy that facilitates financially feasible development of infill property and creative mixed-use and housing development. <ul style="list-style-type: none"> Revise City plans and ordinances to support infill development goals; create more flexible development standards for infill development; and expedite the municipal approval process. Provide incentives and project assistance consistent with infill goals such as low interest loans, lower review fees, and streamlined review process for infill projects. 	All	Immediate**	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Create an overlay zone or new zone within the transitions area of the Downtown Core (per preferred plan), allowing for smoother land uses transitions between the commercial core of downtown and the adjacent residential neighborhoods. This overlay zone needs to address specific land uses, densities, design elements and parking requirements, etc. 	Downtown Core	Immediate**	City
<ul style="list-style-type: none"> ▪ Review, modify, and adopt changed zoning ordinance language for uses along Perimeter Corridors <ul style="list-style-type: none"> ▪ Review existing site design language that assures appropriate setback of parking lots, minimizes the amount of parking along the front of the building, and provides for adequate landscape standards. ▪ Modify signage regulations if necessary along Chipman Rd. and 291 to restrict maximum size and restrict to ground signs. 	Perimeter Corridors	12 months	City
<ul style="list-style-type: none"> ▪ Establish and promote a 'Smart Building' policy for the Downtown Core that requires all new construction to be smart buildings, and provides incentives for rehabilitation of existing buildings as smart buildings. (Smart buildings are buildings with appropriate high -speed fiber optic lines, adequate power and phone lines, etc.) 	Downtown Core	24 months	EDC
<ul style="list-style-type: none"> ▪ Establish and promote a 'Green Building' policy for Old Lee's Summit that requires all new construction to meet any state established green building standards and/or, at a minimum, the National LEED Green Building Rating System. 	All	24 months	City
<ul style="list-style-type: none"> ▪ Create and adopt Design Guidelines and/or standards for infill development within the Old Lee's Summit neighborhoods. 	Surrounding Neighborhoods	12 months	City
<ul style="list-style-type: none"> ▪ Complete design guidelines for the Downtown Core to assure authentic and contextual guidelines for infill, redevelopment and major renovation sites. 	Downtown Core	12 months	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Update the existing zoning ordinance language within Downtown Core to help retain buildings that are consistent with the urban fabric of Downtown Lee’s Summit, that new infill is appropriately scaled and designed, a mix of uses is allowed, and parking is accommodated appropriately. Specifically: <ul style="list-style-type: none"> ▪ Allow for a high percent of lot coverage ▪ Mandate a maximum front yard setback (0’ preferred for any commercial or mixed-use development) ▪ Mandate a zero side setback with common wall for all commercially zoned land. ▪ Allow for a smaller rear yard setback ▪ Change front yard setback to a maximum setback of zero feet ▪ Allow for boutique hotels (typically no more than 30 rooms and with limited services) and bed & breakfast operations ▪ Identify specific uses appropriate for Downtown <ul style="list-style-type: none"> ▪ Allow second and third floor apartments ▪ If feasible by law, create an overlay zone for the retail and pedestrian streets (3rd between Market and Green, and SE Main between 2nd and 4th) that only allows appropriate tourism and service related retail uses on the ground floor. Restrict new ground floor offices uses on these streets. ▪ Specifically list apparel, tourism related retail, bakery, restaurants, coffee/tea shops, drugstores, beauty/barber shops, small (less than 5,000 square foot) specialty grocers as approved uses in the Downtown Core. ▪ Provide zoning language for outdoor cafes and for serving of liquor outdoors in outdoor cafes. 	Downtown Core	12 months	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Review, modify, and adopt changed zoning ordinance language for uses along the Gateway Corridors as follows: <ul style="list-style-type: none"> ▪ Restrict uses to Single Family Residential in the following areas: <ol style="list-style-type: none"> 1. Douglas Street from Chipman Rd. to 2nd Street (excluding Lea Mc---Park, the City --- facility and the existing churches) to Single Family Residential. 2. 3rd Street west between SW Noel and Jefferson Street. <p>Allow for home offices in these locations, with very restricted advertising signage for the home office uses. (i.e. no more than 6 sq. ft. in size that must be mounted to the front façade of the house either parallel or perpendicular to the wall face.). Those older single family homes closer to the Downtown Core that have already been converted to commercial uses are allowed to stay.</p> ▪ 3rd Street east between 291 and SE Grand Avenue should retain any remaining residential feel. Uses on properties in this gateway corridor can be mixed-use in nature, but the sense of place as one travels this corridor is as if driving through a residential street. ▪ Create 'Gateway Overlay' standards for: <ol style="list-style-type: none"> 1. 3rd Street west between SW Noel and Hwy 50. This area will remain primarily in commercial land use. 2. 2nd Street east from 291 to SE Grand. This area will remain primarily in commercial uses, with some mixed-use and higher density residential uses. <p>Any new developments in this zone, however, should meet the standards that realize the vision for these gateway corridors.</p> 	<p>Gateway Corridors</p>	<p>6 months</p>	<p>City</p>

Streets/Pedestrian Vitality

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Commence Conceptual streetscape design for Downtown Streets design to provide similar signage, landscaping, site amenities and overall theming to clearly identify Downtown Lee's Summit. Include the following streets: (To be implemented via 2002 Referendum.) Retail/pedestrian Streets: <ul style="list-style-type: none"> • 3rd Street - between SW Market and Green Streets • SE Main Street - between 2nd and 4th streets • SE Green – between 2nd and 3rd Streets Other Streets included in referendum: (Need to be verified/added) 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> ▪ Plan for expanded sidewalks on the following key retail streets for outdoor café, gathering and exhibit opportunities: <ul style="list-style-type: none"> ▪ The north side of 3rd Street - between SW Market and Green Streets ▪ The east side of SW Main Street – between 2nd and 4th Streets ▪ The east and west sides of Green Street between 2nd and 3rd Streets 	Downtown Core	Immediate and in coordination with streetscape design, to be implemented as a component of the streetscape improvements	City
<ul style="list-style-type: none"> ▪ Complete design of new Lee's Summit Gateway signage. Fund, construct and install 5 new signs at: <ul style="list-style-type: none"> ▪ Highway 50 and 3rd Street ▪ Highway 50 and Jefferson ▪ Highway 470 and Douglas ▪ Highway 291 and 2nd Street ▪ Highway 291 and 3rd Street 	Gateway Entries	12 months	City
<ul style="list-style-type: none"> ▪ Construct sidewalks and bike paths linking the Downtown Core with residential neighborhoods in the balance of the Old Town Study Area. 	All	6 Months	City
<ul style="list-style-type: none"> ▪ Establish a pro-active planning process to mitigate adverse impacts of streetscape improvements upon downtown businesses. 	Downtown Core	Immediate	Main Street
<ul style="list-style-type: none"> ▪ Install tenant directory signs within high volume pedestrian areas within the downtown core. 	Downtown Core	6 Months	City, Main Street

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Identify a specific 'kit-of-parts' for downtown streets. This kit-of-parts should include: <ul style="list-style-type: none"> ▪ How sidewalk pavement from building face to back of curb is handled on key retail/pedestrian streets vs. other downtown streets ▪ What amenities will be included based on the street typology. i.e. benches, trash receptables, kiosks 	Downtown Core	Immediate and in coordination with streetscape design, to be implemented as a component of the streetscape improvements	City
<ul style="list-style-type: none"> ▪ Ensure that sidewalks and pedestrian facilities are ADA accessible, including a clearly identified amenity zone and pedestrian clear zone (clear paint or pavement indicators at crosswalks, and necessary relocation and/or reconfiguration of open storm water inlets) to be done as each street is rebuilt and maintained. 	Downtown Core	In conjunction with any street re-construction / ongoing	City
<ul style="list-style-type: none"> ▪ Do not permit billboards on Chipman Road, along any of the entry corridors or within downtown. 			
<ul style="list-style-type: none"> ▪ Determine through the current CIP process those existing neighborhood streets that need to be reconstructed/improved from a rural section to an urban section. 	Surrounding Neighborhoods	Ongoing	City
<ul style="list-style-type: none"> ▪ Commence comprehensive wayfinding/signage package for Downtown and entry points to include street signs, tourism wayfinding (retail streets, public parking locations, etc.). 	All	12 months	City
<ul style="list-style-type: none"> ▪ Amend relevant city ordinances/guidelines to enable building owners and tenants to hang banners, awnings, signage, utilize sandwich boards, and add facade lighting and other building embellishments that enliven the Downtown. All of these elements must be carefully worded though to assure a consistent and not overwhelming/chaotic outdoor environment. 	Downtown Core	12 months	City
<ul style="list-style-type: none"> ▪ Create a streetscape Banner Program. Identify banners for each season and possibly special banners for special events. 	Downtown Core and Gateway Corridors	12 months	Main Street / EDC
<ul style="list-style-type: none"> ▪ Encourage businesses to provide incentives for employees to bike to work through provisions of bike storage, areas to change, etc. 	All	12 months	Main Street
<ul style="list-style-type: none"> ▪ Provide adequate bicycle facilities at visitor destinations and public facilities, as well as on-street locations. 	Downtown Core	18 months	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> Locate kiosks at strategic locations within the Downtown Core that include maps of Downtown, walking tours, locations of retail/restaurant establishments and related tourism functions. 	Downtown Core	18 months, ongoing	Main Street
<ul style="list-style-type: none"> Maintain cleanliness of sidewalks and streets. 	All	Ongoing	City
<ul style="list-style-type: none"> Provide adequate maintenance for all street and pedestrian environments. 	All	Ongoing	City
<ul style="list-style-type: none"> Explore the installation of localized horns which sound at the crossings with the UPRR (instead of being blown by the trains). 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> Explore the installation of advanced warnings that direct motorists to use alternatives paths. 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> Maintain adequate lighting for safety and aesthetics. 	All	Ongoing	City
<ul style="list-style-type: none"> Reduce the number of blank walls on buildings, particularly on north/south pedestrian streets that have few doors and lots of sides of buildings, replacing them with appropriate art, murals, screens of historic photos of downtown and the community, etc. 	Downtown Core	Ongoing	Main Street
<ul style="list-style-type: none"> Provide minimum but functional curb turning radii at intersections. 	All	Ongoing	City
<ul style="list-style-type: none"> Utilize the National Main Street Center or statewide organizations for building renovation design drawings. 	Downtown Core, Surrounding Neighborhoods	Ongoing	Main Street
<ul style="list-style-type: none"> Establish a 'Living Window' Program to assure that all ground level windows along retail and pedestrian streets are active through existing businesses or temporary installations. 	Downtown Core	Ongoing	Main Street
<ul style="list-style-type: none"> No asphalt paving should be used in pedestrian areas. 	Downtown Core	Ongoing	City
<ul style="list-style-type: none"> Coordinate with the current city and regional bicycle trail system planning underway in order to assure connectivity of the regional system to routes within the Downtown Core. 	Downtown	Ongoing	City

Parking

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Develop a parking management strategy. Focus on short-term parking and visitor lots. 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> ▪ Undertake the construction of new parking facilities to accommodate the needs of downtown employees and merchants. 	Downtown Core	ongoing	City
<ul style="list-style-type: none"> ▪ Establish a policy for Downtown business deliveries. Deliveries should be restricted to certain streets or access points where feasible, and to certain times of the day. 	Downtown Core	12 months	City
<ul style="list-style-type: none"> ▪ Establish dedicated parking areas on the periphery of downtown for employees and owners of downtown establishments in order to alleviate spaces immediate to downtown establishments for short-term patron use. 	Downtown Core	6 months	Main Street
<ul style="list-style-type: none"> ▪ Once solutions to downtown parking issue have been implemented, coordinate a community outreach campaign to change current perception. 	Downtown Core	12 Months	Main Street, C of C
<ul style="list-style-type: none"> ▪ Evaluate a range of options for resolving immediate parking related issues. Alternatives may include: <ul style="list-style-type: none"> ▪ Establishing a short-term campaign program to identify existing underutilized parking areas. ▪ Restriping to add spaces where feasible ▪ More strict enforcement ▪ Establishment of a merchant customer token program. ▪ Establishment of designated employee-parking areas at the periphery of the Downtown Core. ▪ As soon as feasible, remove the temporary city hall structures and use the area for additional interim public parking. 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> ▪ Enforce both public and private parking restrictions 	Downtown Core	Immediate/ongoing	City / Private owners
<ul style="list-style-type: none"> ▪ Explore shared-parking opportunities with existing churches within and immediate to the core, as well as existing downtown businesses that have dedicated lots that are not in use in the evenings. 	Downtown Core	Immediate/ongoing	City / Private owners
<ul style="list-style-type: none"> ▪ Develop a standard public parking identification system that is attractive and easily identifiable by users. This standard signage should be used for all public lots and should clearly identify them as public. 	Downtown Core	18 months	City

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Provide additional dedicated off-street, City-owned parking to support the vision and development program identified through 2020 for the Downtown Core. These off-street dedicated lots should occur: <ul style="list-style-type: none"> ▪ Adjacent to the UPRR on the east side, at the location where a lumber yard currently exists, between 3rd and 5th Streets. ▪ South of 2nd Street (adjacent to the alley) and West of SE Johnson Street. 	Downtown Core	Immediate	City
<ul style="list-style-type: none"> ▪ Encourage owners of existing private surface lots that do remain in the Downtown Core to provide appropriate signage, lighting and screening for enhanced security and appearance. 	Downtown Core	Ongoing	Main Street

Services

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none"> ▪ Instill a user-friendly permitting process. Developers, potential businesses and residents must experience a simple and streamlined permitting process to aid in 'selling' new businesses to locate in the area. 	All	12 months	City
<ul style="list-style-type: none"> ▪ Establish a design review process for each of the following areas. Project review should begin at the schematic design stage so that urban design, transportation, land use, signage, landscaping, streets, and pedestrian objectives can be met early on in the process. <ul style="list-style-type: none"> ▪ Perimeter corridors ▪ Old Lee's Summit neighborhoods ▪ Downtown Core 	All	12 months	City
<ul style="list-style-type: none"> ▪ Begin working with the UPRR now to identify issues of double tracking, the timing, reality of this and begin preliminary studies on trenching. 	All	12months/ ongoing	City
<ul style="list-style-type: none"> ▪ Research funding for realignment / expansion / trenching of rail line and then begin lobbying local, state and federal lawmakers on the importance of trenching the line and the importance of each lawmaker to get involved. 	All	12months/ ongoing	City
<ul style="list-style-type: none"> ▪ Explore establishment of a Downtown Streets Management Entity that immediately addresses the maintenance of sidewalks, striping, traffic control devices, street and pedestrian lights, and signage. This is typically, but not exclusively, associated with a formal established CID. 	Downtown Core	12 months	Main Street

Action	Geographic Scope	Months to Start	Primary Responsibility
<ul style="list-style-type: none">▪ Sustain adequate maintenance of public areas including sidewalk and crosswalk surfaces, street and pedestrian lights, and readability of all Downtown signage.	Downtown Core	24 months, ongoing	City
<ul style="list-style-type: none">▪ Ensure that solid waste removal is timed, along with deliveries, to not impede the peak hour flow of activities on streets and sidewalks.	Downtown Core	24 months, ongoing	City

D. PHASING

This Action Plan has been structured in four implementation phases.

Phase I: 2003-2005

Phase II: 2006-2010

Phase III: 2011-2015

Phase IV: 2016-2020

Phase I projects are either projects that were 'on-the-boards' before or during this Development Master Planning process, or are critical first action items to be undertaken in the short term.

Refer to the phasing maps (Maps VI.1 and VI.2) that follow for more information.

Map VI.1: Old Lee’s Summit Phasing Plan

*INSERT OLD LEE’S SUMMIT PHASING PLAN
HERE
11 X 17”*

**Map VI.2: Downtown Core Phasing
Plan**

*INSERT DOWNTOWN CORE PHASING PLAN
HERE
11 X 17"*