



NORTHEAST AREA MASTER PLAN

KANSAS CITY, KANSAS

UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS

ADOPTED NOVEMBER 29, 2018



PLANNING TEAM

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BIKE
WALK **KC**





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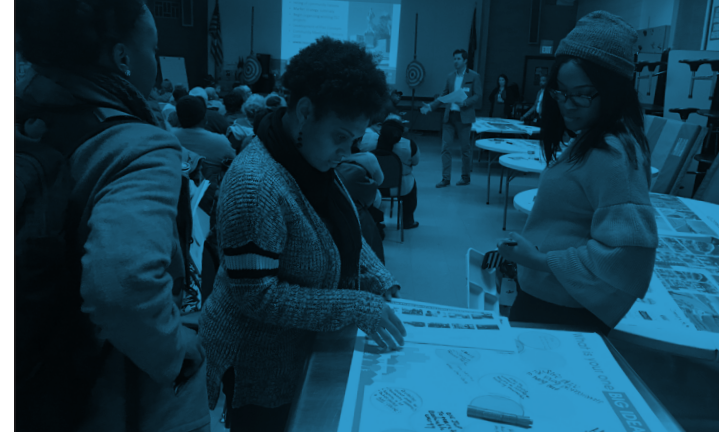
And a special thanks to Chester Owens for his historic tours and unrelenting passion for the Northeast Area.



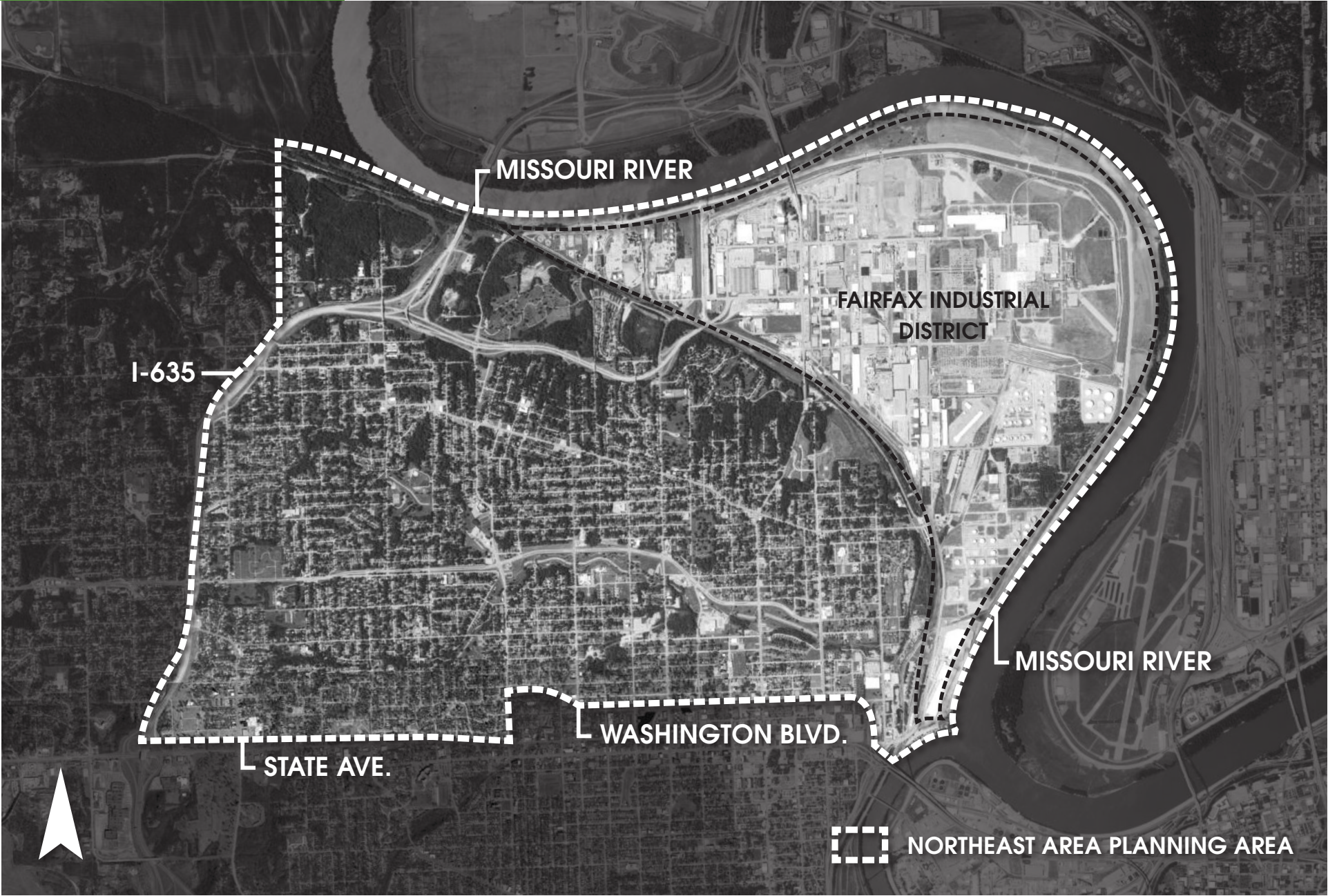


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PLANNING AREA





EXECUTIVE SUMMARY

In 2017, the Unified Government of Wyandotte County/ Kansas City, Kansas (UG), dedicated \$178,000 toward development of the Northeast Area Master Plan (NEAMP). Residents, community groups, stakeholders, local businesses, planners and those passionate about the neighborhoods that comprise the Northeast Area undertook the comprehensive planning needed to transform the area into a more viable and sustainable mixed-income community that supports positive outcomes for all its residents. A planning process rooted in listening and learning forged the plan's strategies, which are aimed at building stronger local relationships, increasing job opportunities, improving local housing and services, and addressing neighborhood safety and infrastructure. These strategies are organized around the themes of **A Rich History, A Food Hub, A Healthy Community** and **An Expanded Economy**.

Public meetings for the NEAMP have been consistently well attended. The community is fully engaged and helping to move projects forward. Over the course of the planning process, the UG promoted the project using bilingual postcard mailings and a tailored media plan of trusted TV, radio and newspaper outlets in order to reach residents. Local partnerships with community groups, churches and the school district were leveraged to distribute information and generate interest in and excitement for the project.

The UG used a variety of interactive techniques to engage the community during meetings, including storyboarding of assets and challenges, image preference surveys using keypad polling and dot mapping exercises. Each meeting began with a summary of project successes and achievements to build support for the plan. Youth engagement sessions were held, as well as focus group meetings around key topic areas. Over 500 stakeholders were involved in the process of creating the NEAMP and two neighborhood residents were hired as community liaisons to the project team, helping to build local capacity.

The UG also dedicated \$15,000 toward implementation of resident-selected early action projects, including a community grocery initiative, a medical clinic initiative and a YouthBuild KCK model block project. This funding was leveraged by a grant award of \$3,000 from the Neighborhood Rising Fund, which was secured by the Historic Northeast-Midtown Association (HNMA) with assistance from the UG. HNMA is one of the UG's eight contracted Neighborhood Business and Revitalization Organizations (NBR) organizations and will serve as the Lead Implementation Entity for the NEAMP. The early action projects created positive momentum throughout the planning process, setting the stage for a successful implementation effort by HNMA, the UG and community stakeholders.

The NEAMP is intended to complement, not replace, existing plans. It integrates recommendations of previous and ongoing planning efforts while taking a comprehensive approach to creating opportunities for people and improving housing and neighborhoods. The purpose of the NEAMP is to:

- Engage residents and stakeholders in identifying a vision for the Northeast Area and provide strategies and recommendations for achieving that vision.
- Provide policy priorities and recommendations for land use to guide growth, reinvestment and development in the Northeast Area to avoid future displacement and ensure the neighborhood grows as envisioned by the community.
- Focus neighborhood efforts and programs to maximize resources and promote collaboration.
- Provide tangible action-items that sustain community energy, attract new resources and build momentum to turn the plan into reality.
- Provide detailed recommendations and a level of analysis for the Northeast Area that a citywide plan cannot.

The next few pages summarize the plan's collective vision and overarching themes, which provide a framework for the plan's community development, economic development, quality of life, land use, transportation and infrastructure strategies.

PLANNING THEMES



The plan's themes of A Rich History, A Food Hub, A Healthy Community and An Expanded Economy provide a framework for the collective vision and became a consistent part of the community dialogue throughout the planning process. The planning themes are not stand-alone options, but are intended to act as "layers" of linked projects which define future improvements to the neighborhood. As the Northeast Area's future is shaped, the themes will serve as beacons to guide the efforts of the Unified Government and the community.

A RICH HISTORY

The Northeast Area holds a rich history of people, places and events that are nationally significant. This planning theme focuses on projects that promote and acknowledge community history as a way to develop neighborhood identity, improve perception and promote tourism. The story of the Northeast Area is told through physical improvements to the streets, sidewalks and parks that link together existing, improved and newly defined historic resources.



A FOOD HUB

When asked to identify their favorite places in the community, local residents repeatedly acknowledged unique restaurants located in and around the neighborhood. The Northeast Area has a long history of both mom-and-pop restaurants and food production through companies, such as Kellogg's. Residents have also been vocal about the need for food-related uses, including grocery stores and urban farms, within the community. The planning theme of A Food Hub organizes projects and actions around a new food-based economy for the Northeast Area.



A HEALTHY COMMUNITY

Residents of the Northeast Area are impacted by some of the worst health outcomes and social determinants of health in Wyandotte County and the State of Kansas, stemming from the absence of an integrated social support services network in the community to provide ongoing and necessary health, nutrition, counseling, familial development and other at-risk intervention services. Existing health reports focusing on Wyandotte County and Northeast Area residents point to an overwhelming need for safe and affordable housing, violence prevention, education and jobs, and access to health care. The planning theme of A Healthy Community focuses on improving overall community health through improvement to open spaces and the built environment, integrated with expanded services and programming geared toward public health, safety and quality of life.



AN EXPANDED ECONOMY

Economic development and linking residents to jobs is critical to the future of the community. The planning theme of An Expanded Economy focuses on improving access to quality jobs, training to meet the needs of local industry and developing new employment opportunities within the Northeast Area and greater metropolitan area. The Northeast Area has the opportunity to take advantage of its central location within the Kansas City metropolitan area to foster new job growth that will benefit local residents within walking, biking and transit distance.

The economic well-being of Northeast Area residents relies not only on access to jobs, but on access to child care, English proficiency, removing barriers to employment for individuals with a criminal history and increasing the attainment of post-secondary education and industry-recognized training.

COMMUNITY VISION

The Northeast Area is a desirable, walkable, safe and economically vibrant community with a variety of services, a well-connected system of parks and trails, a robust transportation network and access to educational opportunities and well-paying jobs. The community is steeped in rich history and has many long-time residents, but its greatest legacy is that of diversity and inclusivity. Residents of all colors, backgrounds, cultures, ages, faiths and incomes are proud to call the Northeast Area home.

The goals of the Northeast Area Master Plan are as follows:

- Share and capitalize on the rich history of the Northeast Area through investment in historic sites and cultural programming.
- Improve the health outcomes of Northeast Area residents by mitigating environmental health risks and expanding access to affordable healthcare, healthy food and recreation opportunities.
- Provide Northeast Area residents with access to opportunities for meaningful work that puts them on a career pathway to provide for them and their families.
- Provide safe, affordable and efficient options for residents traveling to jobs, schools, service providers and recreation destinations through improved public transit, bicycle and pedestrian networks.

The community vision map illustrates residents' and stakeholders' collective vision for the Northeast Area. Aspirations commonly relate to quality of life, neighborhood preservation, environmental awareness and cultivation of community assets.

The major projects outlined in the plan were identified and prioritized by community meeting participants and refined based on a combination of public feedback and feasibility. The projects are organized by the plan themes of A Rich History, A Food Hub, A Healthy Community and An Expanded Economy.

A Rich History

- 1 Quindaro Townsite Reinvestment
- 2 Fairfax District Branding
- 3 Vacant Building Reuse
- 4 Senior Housing & Services
- 5 Sumner High School Museum
- 6 Northeast Historical Markers & Tour

A Food Hub

- 7 Downtown Grocery & Community Center
- 8 Community Gardens & Farms
- 9 Northeast Grocery Store
- 10 Mobile Food Market
- 11 Restaurant & Food Business Incubator

A Healthy Community

- 12 Home Repair Program
- 13 YouthBuild Expansion & Model Block
- 14 Jersey Creek Restoration
- 15 Northeast Police Substation
- 16 KCK Greenway Urban Trail System
- 17 Implement Parks Master Plan & Expand Park Programming

An Expanded Economy

- 18 Fairfax Job Training Program
- 19 Improved Access to Job Centers
- 20 Focused Retail & Service Nodes
- 21 Bridge the Connectivity Gap
- 22 Business Incubator & Entrepreneurship Center
- 23 Tourism & Entertainment Committee

QUALITY OF LIFE

health and well-being	safety	parks and green spaces
police protection and law enforcement	sustenance and stability	a grocery store and access to healthy food sources
equality	family and friends	clean streets
low taxes for seniors	to clean up abandoned houses	playgrounds for children to play safely in
locally owned businesses	community leaders	a healthy and active life
faith	help for the community	access to living wage jobs
safe neighborhoods, streets and sidewalks	affordable housing	peace
beautiful scenery	community activities	to know God
to listen to the people	to walk in the neighborhood without fear	a community without drugs
economic prosperity	home improvement grants	to preserve historic sites
access to community resources	places to have fun with the family	a good bus system



At Community Meeting 1, residents of the Northeast Area defined what the term “Quality of Life” means to them. The figures summarize the definitions provided and visualize the frequency of words used throughout residents’ definitions. Community, health and safety emerge as important factors in determining quality of life for Northeast Area residents.



NEIGHBORHOOD OVERVIEW

The Northeast Area is an older, majority-minority, urban community situated in Kansas City, Kansas, at the confluence of the Missouri and Kansas Rivers. Several racial and ethnic minorities make up a majority of the local population, relative to the U.S. population. As of 2017, the Northeast Area was home to approximately 21,496 residents living across 7,847 households. The racial makeup of the Northeast Area is 56% Black, 31% White and 11% Asian. 29% of the population identifies as Hispanic/Latino. Between 2000 and 2010, population in the Northeast Area fell by 9.7% and the number of households decreased by 12.1%, representative of a long-term trend of local population decline caused by the exodus of White residents, a reaction to policies of desegregation. Since the 1970s, increasing numbers of properties within the Northeast Area have been neglected, abandoned and demolished, the result of a broad set of socio-economic factors and discriminatory housing policy that spanned decades. As policy changed and trends of disinvestment have largely run their course, the community and local government are committed to reinvestment and equity in the Northeast Area.

The Northeast Area faces significant challenges, including high levels of vacancy, poverty and crime. The Northeast Area's median household income is approximately half the national median household income, which was \$57,617 in 2016. Property taxes for single-family homes have fallen into arrears, blocks of residential and commercial structures have been demolished, and vacant land has accumulated in

the City's Land Bank. As of 2018, approximately 225 acres of land were being held in the Land Bank's inventory, largely acquired through tax foreclosure. The violent crime rate of the Northeast Area is 3.31 times that of the City.

Northeast residents are also impacted by some of the worst health outcomes and social determinants of health in Wyandotte County and the State of Kansas, stemming from the lack of an integrated social support services network in the community to provide ongoing and necessary health, nutrition, counseling, familial development and other at-risk intervention services. According to data from the Wyandotte County Public Health Department, summarized in the 2016 Health Equity Action Transformation (H.E.A.T.) Report, residents living in several Northeast Area census tracts die 20 years earlier than those living in the western portion of Wyandotte County.

In recent years, the City has worked aggressively to clear abandoned and dilapidated housing within the Northeast Area while supporting initiatives to increase neighborhood safety, stabilize home values, reduce blight and promote private investment. The vast amount of well-located vacant land in the Northeast Area is a significant resource in attracting new development. Planning for the neighborhood is well underway. In 2017, the City committed \$178,000 to develop the community-driven Northeast Area Master Plan (NEAMP), which focuses on creating a more viable and mixed-income community

that supports positive outcomes and improved quality of life for all residents.

In addition to the development of the NEAMP, positive steps have been taken that strengthen the Northeast Area. The Fairfax Industrial District is currently home to over 120 businesses and approximately 9,600 employees. In order to reinforce this economic asset and improve the business climate, the Fairfax Industrial Association has developed recommendations to address issues relating to infrastructure, amenities and security. The City is currently in the process of overhauling its zoning regulations, which will better direct reinvestment to build the kind of physical environment that reinforces the character of the Northeast Area: a vibrant and diverse community with access to employment opportunities, education and social services.

The Northeast Area is home to diverse neighborhood organizations, committed residents and businesses, and a strong culture of collaboration. Community input throughout the NEAMP process confirms that the redevelopment of Juniper Gardens is one of the most important and catalytic reinvestment projects for improving conditions in the Northeast Area. The emerging community vision calls for a safe, stable and mixed-income residential neighborhood in which new public housing is integrated and connected to a full range of job opportunities, housing types, community facilities and commercial uses.

THE NEIGHBORHOOD





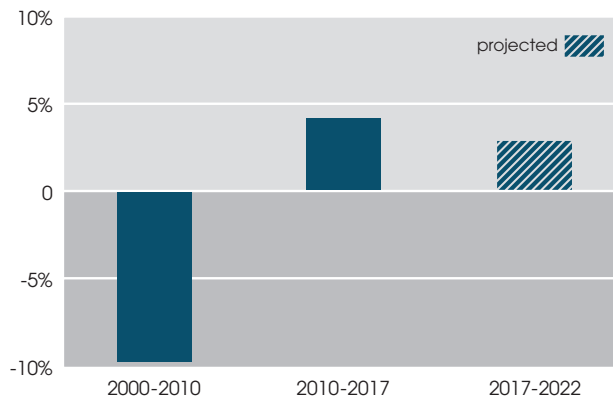
POPULATION & HOUSEHOLDS

Northeast Area

In 2017, the Northeast Area of Kansas City, Kansas, was home to approximately 21,496 residents living across 7,847 households. The population in the Northeast Area is rebounding after a decade of significant decline. Between 2000 and 2010, the population in the Northeast Area fell by 9.7% and the number of households decreased by 12.1%.

Since 2010, the area's population has grown by 4.2% and the number of households has increased by 2.8%, indicating that household size has also increased. The population of the Northeast Area is projected to increase by 2.9% in the next five years. The population is rising in the Northeast Area but at a slower rate than in greater Wyandotte County (Esri, US Census Bureau, and ACS).

Northeast Area Population Change



(Esri, US Census Bureau and ACS)

Wyandotte County

Wyandotte County was home to 166,945 people living in 61,311 households in 2017, an increase of 6.0% in population and 5.0% in households since 2010. The county's total population is projected to increase by 3.7% in the next five years (Esri, US Census Bureau, and ACS).

Household Size

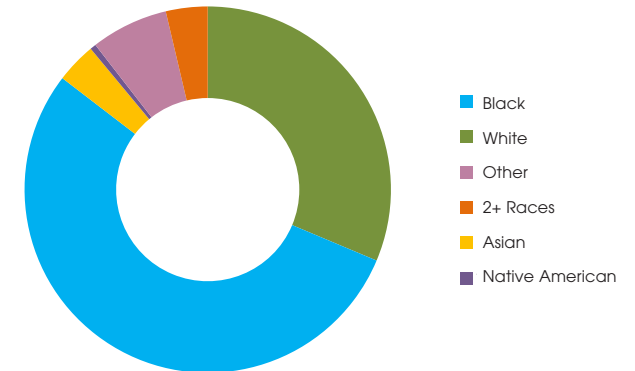
Average household size in the Northeast Area (2.73 persons) is similar to that of greater Wyandotte County (2.70 persons) (Esri, US Census Bureau, and ACS).

Age

The age profile of the Northeast Area is similar to that of Wyandotte County. The Northeast Area has a median age of 32.4 while the county has a median age of 34.1. Both figures are lower than the 2016 national median age of 37.9.

The Northeast Area has a higher share of children (28%) than Wyandotte County (23%). However, senior share of the Northeast Area (12%) is nearly equal to that of the county (13%). 75% of households in the Northeast Area and 78% of households in Wyandotte County are under the age of 65 (Esri, US Census Bureau, and ACS).

Northeast Area Population by Race



(2011-2015 ACS 5-Year Estimates by Block Group)

Race & Ethnicity

Wyandotte County and the Northeast Area have historically been a melting pot of race and ethnicity. Today, the county is among just a few dozen in the United States without an ethnic majority.

Northeast Area Population by Race

Black	54.1%
White	31.3%
Other	6.8%
2+ Races	3.7%
Asian	3.6%
Native American	0.5%

(2011-2015 ACS 5-Year Estimates by Block Group)

Northeast Area Population by Ethnicity

Not Hispanic/Latino	68.8%
Hispanic/Latino	31.2%

(2011-2015 ACS 5-Year Estimates by Block Group)

INCOME & EMPLOYMENT

Income

Median household income in the Northeast Area is low by local and national comparison. The Northeast Area has a significantly lower median household income (\$29,138) than Wyandotte County (\$43,129). The Northeast Area's median household income is approximately half the national median household income, which was \$57,617 in 2016.

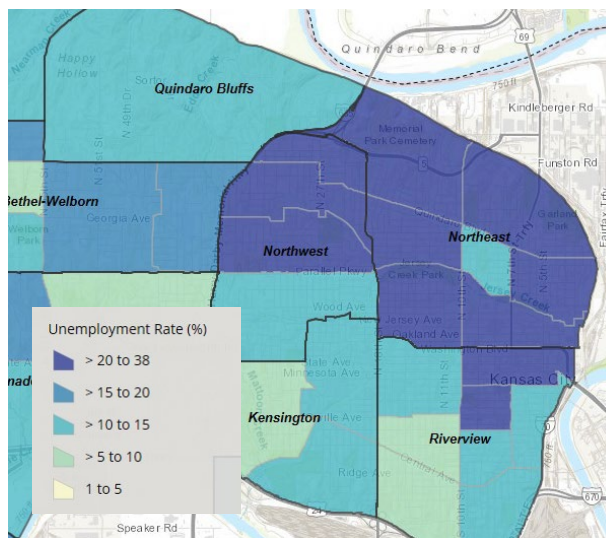
57% of Northeast Area households and 42% of Wyandotte County households have incomes under \$35,000. Only 13% of households in the Northeast Area have incomes over \$75,000, compared with 24% in the county (Esri, US Census Bureau, and ACS).

Household Income in the Northeast Area (2017)

Household Income	Number	Percent
Under \$15,000	2,122	27.0%
\$15,000-24,999	1,283	16.4%
\$25,000-34,999	1,060	13.5%
\$35,000-49,999	1,252	16.0%
\$50,000-74,999	1,099	14.0%
\$75,000 or more	1,031	13.1%

Employment

The unemployment rate in the Northeast Area is high by local and national comparison. In 2017, the unemployment rate in the Northeast Area was estimated to be 15.5%. The 2017 unemployment rate for Wyandotte County was 5.2% and the statewide unemployment rate for Kansas was 3.6%, on par with the national figure of 4.4%.



2017 Health Equity Action Transformation (HEAT) report map showing most of the census tracts within the Northeast Area have unemployment rates higher than 20%

As of 2015, 9,629 workers were employed within the Northeast Area. Manufacturing far outweighs other sectors as the largest employment sector in the Northeast Area, though employment levels have fallen across the board in the past several years. Since 2011, overall employment in the Northeast Area decreased by 4.0% (399), with the largest decline in Manufacturing (732).

The following are the dominant employment sectors in the Northeast Area:

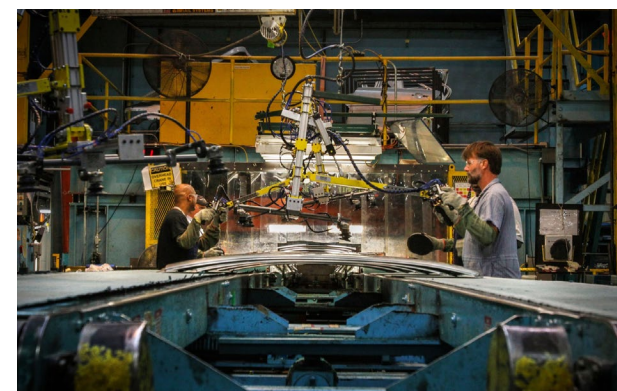
- Manufacturing (5,650)
- Transportation and Warehousing (1,028)
- Administration and Support, Waste Management and Remediation Services (701)

While manufacturing firms in the Northeast Area continue to be a strong source of employment, many local residents are not employed in their community's manufacturing and industrial sectors. The vast majority of workers employed in the Northeast Area commute from outside the neighborhood and city. Of the approximately 8,500 employees working in the Fairfax Industrial Area, only 2.6% live in the Northeast Area and only 15.4% live in Kansas City, KS.

The following are the dominant employment sectors for Northeast Area residents:

- Health Care and Social Assistance (18%)
- Administration and Support, Waste Management and Remediation Services (13%)
- Accommodation and Food Services (10%)
- Retail Trade (10%)
- Manufacturing (10%)

(US Census Bureau, OnTheMap)



Workers at the General Motors plant in Fairfax

HOUSING

The Northeast Area struggles with a relatively high level of residential vacancy and issues of housing affordability. As of 2010, the Northeast Area had a significantly higher share of vacant housing units (20%) than Wyandotte County (12.5%). While incomes in the Northeast Area are significantly lower than those of Wyandotte County, the median gross rent in the Northeast Area is very close to that of the county (\$750 vs. \$777). As a result, the share of renters paying over 35% of their income in gross rent is very high in the Northeast Area (53%) by comparison with the county (40%). Residents of the Northeast Area have to spend a greater portion of their smaller paychecks on housing.

The share of owner-occupied housing is slightly lower in the Northeast Area (56%) than in the county (60%), but not by a wide margin. The ownership share among those aged 65 years and older is similar at 76-77% in both areas. Among those younger than 65, the ownership share in the NE is 50%, which is lower than in the county (56.5%).

Interestingly, 52% of owners in the NE do not have a mortgage, a much higher rate than the county as a whole (39%). This is likely attributable to the lower share of younger homeowners in the Northeast Area who are more likely to have mortgages than long-term residents (US Census Bureau, ACS).

Housing Stock

The Northeast Area has a higher share of single-family detached homes (75%) than Wyandotte County (70%). The housing stock in the Northeast Area is also much older, with 71% built prior to 1960 and 33% built before 1940. In Wyandotte County, 50% was built prior to 1960 and 20% before 1940 (US Census Bureau, ACS).

Almost half of the owner-occupied units in the Northeast Area have a value less than \$50,000, with almost one-

third between \$25,000 and \$50,000. In Wyandotte County, only 19% of owner-occupied units are valued at less than \$50,000. In both areas, a similar 38-39% of homes are valued at \$50,000-100,000.

Housing Type in the Northeast Area and Wyandotte County (2011-2015)

Housing Type	Northeast Area		Wyandotte County	
	Number	Percent	Number	Percent
Single Family Detached	7,967	74.9%	47,055	70.1%
Single Family Attached	955	9.0%	5,257	7.8%
2-4 Units	687	6.5%	3,363	5.0%
5-9 Units	620	5.8%	3,151	4.7%
10+ Units	406	3.8%	6,654	9.9%
Mobile Home, Other	4	0.0%	1,633	2.4%
Total	10,639		67,113	

Home Sales

According to data from the Heartland MLS, the average sales price in the area that approximates the Northeast Area planning area (but also includes a portion outside of the planning area south of Washington to the Kansas River west of 18th Street to I-635) was \$51,638 in 2017 through September, a 23% increase in average price over the same period one year earlier. There were a total of 125 sales to date in 2017 with an average market time of 67 days. However, there were only 26 sales to date in 2017 and 27 for the full year of 2016 in the section of the NEAMP planning area east of 18th Street.



Homes in the Northeast Area

TRANSPORTATION

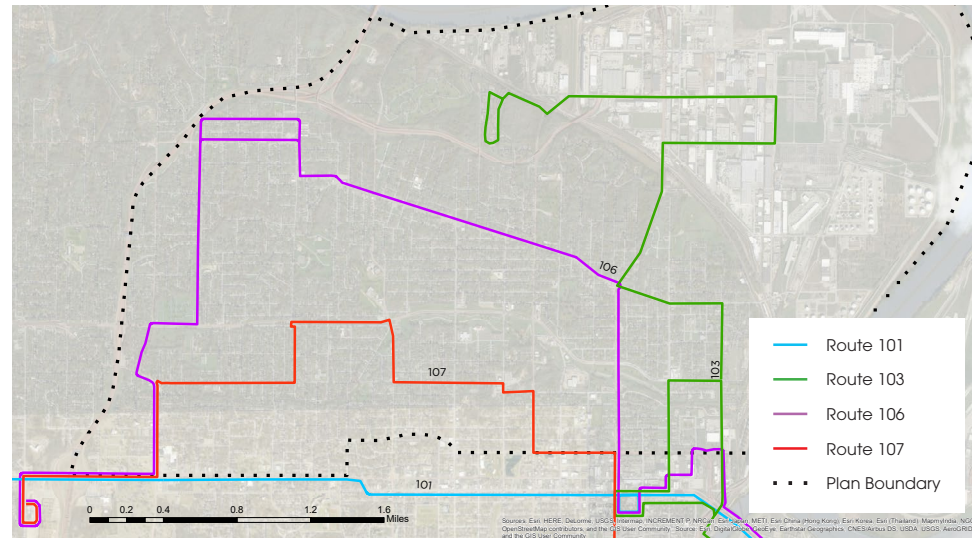
The Northeast Area is located at the center of the Kansas City metropolitan area, with direct access to an extensive highway system. Major roadways linking the Northeast Area to surrounding areas include:

- Interstate 70 – To Kansas City, Missouri, to the east and Topeka, Kansas/Denver, Colorado, to the west.
- Interstate 635 – Connects the Kansas suburbs with Kansas City, Kansas, and Kansas City International Airport.
- K-5 – A minor freeway bypassing the north of Kansas City, Kansas, connecting the GM Fairfax plant with I-635. K-5 continues as Leavenworth Road west to I-435 then on to Leavenworth, Kansas.
- US-169 – A U.S. Route following 7th Street through the Northeast Area.
- State Avenue
- Parallel Parkway

Residents and businesses of the Northeast Area are also served by the RideKC bus system. RideKC is a brand for public transportation systems in the Kansas City metropolitan area. Bus routes serving the Northeast Area include:

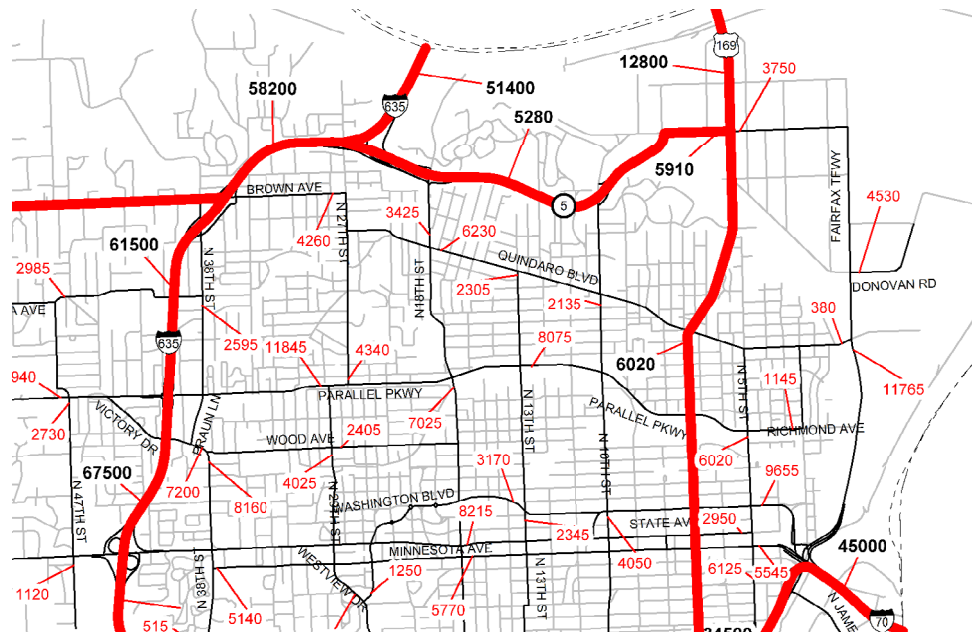
- 101 - State Avenue
- 103 - 3rd-Fairfax
- 106 - Quindaro
- 107 - 7th Street-Parallel

Existing Transit Routes



Source: BikeWalkKC

Annual Average Daily Traffic on Major Northeast Area Roads



Source: Kansas Department of Transportation, 2018

HEALTH

The Northeast Area is impacted by some of the worst health outcomes and social determinants of health in Wyandotte County, the result of a broad set of physical and socio-economic factors. Poor health outcomes stem from the absence of an integrated social support services network in the community to provide ongoing and necessary health, nutrition, counseling, familial development and other at-risk intervention services. Many of the community development and environmental challenges are outlined in the 2017 Wyandotte County Community Health Assessment (WCCHA), the 2016 Health Equity Action Transformation (H.E.A.T.) Report and the Wyandotte County Community Health Improvement Plan (CHIP).

The following documents focus on the state of resident health and well being in Wyandotte County and the Northeast Area, and help inform the strategies and priorities of the Northeast Area Master Plan:

2017 Wyandotte County Community Health Assessment

The 2017 Wyandotte County Community Health Assessment (WCCHA) report was prepared by the University of Kansas Work Group for Community Health and Development on behalf of Wyandotte County residents and the UG Public Health Department. The KU Center for Community Health and Development partners with local organizations to promote community and public health, youth health and development and community development initiatives through research, training and technical support.

In addition to advancing robust public health practice, The WCCHA was initiated by the UG Public Health Department as part of a critical step towards seeking accreditation from the National Public Health Accreditation Board. Following an intensive community engagement process, seven issues were identified as critical deterrents to public health: 1) Access to healthy foods, 2) Access to medical, dental, and mental health

care, 3) Access to safe and affordable Housing, 4) Childhood trauma/adverse childhood experiences, 5) Education and jobs, 6) Infant health and birth outcomes, and 7) Violence. Supported by public surveys and available data, each issue is examined on how it affects residents and what local factors may be contributing.

Health Equity Action Transformation Project

The Health Equity Action Transformation (HEAT) Project was prepared by the Kirwan Institute for the Study of Race & Ethnicity at the Ohio State University in partnership with the Community Health Council of Wyandotte County. Through research, engagement, and communication, the goal of the Institute is to connect individuals and communities with resources to create a just and inclusive society. The Community Health Council of Wyandotte County is a non-profit organization represented by a community health coalition dedicated to improve health and health care for the people of Wyandotte County. The organization works to ensure that the collective experiences and expertise of Wyandotte County residents are represented in matters of health design and policy, as well as identify and maximize opportunities for collaboration, planning and implementation of effective community health improvement initiatives.

The report seeks to explore and clarify why Wyandotte County has consistently ranked last of the state's 105 counties for social determinants of health, according to the annual County Health Rankings published by the Robert Wood's Foundation. Citing local case studies, historical maps and documents, and data from numerous sources, the report documents the uneven distribution of health outcomes across the county, and includes recommendations for further research and initiatives to improve the health of Wyandotte County residents.

Wyandotte County Community Health Improvement Plan

The Community Health Improvement Plan (CHIP) for Wyandotte County was prepared by the UG Public Health Department. The Community Health Improvement Plan,

or CHIP, is a long-term, strategic effort to address issues that were found in the Community Health Assessment (WCCHA). Out of the seven identified issues in the CHA, the CHIP report selected four as priority Issues: 1) Education and Jobs, 2) Access to medical, mental, and dental health care, 3) Access to safe and affordable housing and 4) Violence prevention. Each of the four priority issues is examined and provided with goals, objectives, and priority strategies as a call to action for the community to make changes that will create better health outcomes for all.

Health Determinants

The following is a culmination of findings from the Wyandotte County Community Health Assessment (WCCHA), the Health Equity Action Transformation Project (HEAT) and the Wyandotte County Community Health Improvement Plan.

Access to Healthy Food

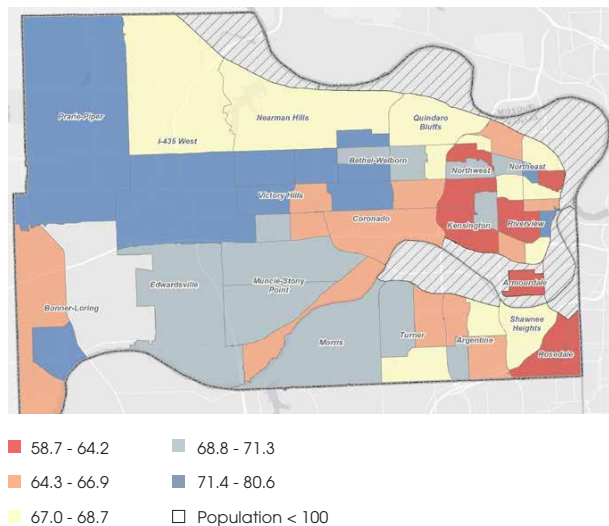
- 18 % of households in Wyandotte County are food insecure – or have limited availability of nutritionally adequate foods (WCCHA).
- More than 1 in 3 households in Wyandotte County reported they sometimes or often worry about running out of food before there was money to buy more food (WCCHA).
- About 30% of Wyandotte County residents do not eat at least 1 serving of vegetables a day, and about 48% do not eat at least 1 serving of fruit a day (WCCHA).

Access to Medical, Dental, and Mental Health Care

- Access to quality care was identified in the top five of all problems among Wyandotte County residents (WCCHA/CHIP).
- 18% of Wyandotte County residents reported that in the past year they needed to see a doctor, but did not because of cost, compared to 11% of Kansas residents (WCCHA/CHIP).
- About 1 in 4 of K-12 Wyandotte County students who've received screenings have signs of dental decay (WCCHA/CHIP).

- 47% of Wyandotte County residents who have an income less than \$35,000 report they have poor mental health (WCCHA/CHIP).
- The ratio of population to healthcare providers is consistently lower in Wyandotte County by comparison with the rest of the state (WCCHA/CHIP).
- In many central Kansas City neighborhoods, the average age at death ranges approximately 59 to 62 years. In neighborhoods just a few miles to the west, the average age at death ranges from 71 to 81 years – a different of as much as 20 years (HEAT).
- Tracts with the highest death rates due to heart disease, while more broadly distributed across Wyandotte County, also tend to align most closely with Black neighborhoods (HEAT).

Average Age of Death in Wyandotte County, 2010 - 2014



2017 Health Equity Action Transformation (HEAT) report map showing average age of death in Wyandotte County, 2010 - 2014 (Source: Wyandotte County Public Health Department)

Access to Safe and Affordable Housing

- 21% of houses in Wyandotte County have one or more severe housing problems, compared to 13% of all houses in the state of Kansas (CHA/CHIP).

- 43% of households spend 30% or more of their income on rent or mortgage payment (CHA/CHIP).
- 3 out of 10 houses in Wyandotte County are at elevated risk for lead exposure (CHA/CHIP).
- A higher proportion of children with elevated blood lead levels reside in zip codes with a high density of Black and Latino residents (CHA/CHIP).

Childhood Trauma

- 48.5% of all children surveyed in Wyandotte County report one or more Adverse Childhood Experience (WCCHA).
- 64.0% of all adults in Wyandotte County report one or more Adverse Childhood Experience (WCCHA).
- Zip codes with higher risk for Adverse Childhood Experience exposure overlap with areas of high poverty (WCCHA).

Education and jobs

- The availability of well-paying jobs and adequate education was identified as a top problem for all Wyandotte County residents (WCCHA).
- In Wyandotte County, a single adult with one child would need to earn \$22.16/hour to cover his or hers family's living expenses –substantially higher than the KS minimum wage of \$7.25. Two adults would each need to secure full-time jobs paying \$14.07 per hour to meet family needs (HEAT).
- Indicative of linguistic isolation, census tracts with the higher rates of adults lacking a high school degree align with Hispanic/Latino and immigrant neighborhoods, with lower rates in Black neighborhoods and the lowest in predominantly White areas (HEAT).

Infant Health and Birth Outcomes

- The teen pregnancy rate in Wyandotte County is 10.4 per 1,000 live births, compared to 4.5 for the state of Kansas overall (CHA).
- Infant mortality among Black babies in Wyandotte County is 12.9 per 1,000 live births compared to 7.9 per 1,000 live births for the county overall, and 6.2 per 1,000 live births for the state of Kansas (WCCHA).

- Reflecting national and state trends, the infant mortality rate in the predominantly Black neighborhoods of Wyandotte County combined exhibit an infant mortality rate higher than predominantly Hispanic neighborhoods, and more than twice as high as that for predominantly White neighborhoods (HEAT).

Violence

- Annually, there are 6.2 violent crimes reported per 1,000 people in Wyandotte County, which is much higher than the state rate of 3.6 crimes per 1,000 people (WCCHA/CHIP).
- High crime areas are concentrated in central, northeast, and south central Kansas City, Kansas (WCCHA/CHIP).

Policies That Shaped the Landscape of Health Inequity in Wyandotte County

- Historical drivers of racial segregation and isolation of communities of color include zoning and land use practices, redlining and investment practices, urban renewal, public housing development, federal highway policies and explicit racial discrimination and intimidation practices (HEAT).
- The Home Owner's Loan Corporation created by the Federal Government to assist homeowners to save their homes through refinancing was a formal system for assessing neighborhood conditions that used racial, ethnic, and economic criteria (HEAT).
- Decades of housing disinvestment in Wyandotte County have led to a disproportionately low-value housing stock and detrimental health risks for people of color (HEAT).

PLANNING EFFORTS

The strategies and objectives within these existing planning and policy documents formed a foundation upon which to build the Northeast Area Master Plan:

** Indicates formally adopted by Unified Government*

City-Wide Master Plan *

The 2008 Unified Government of Wyandotte County / Kansas City, KS City-Wide Master Plan is designed to achieve the community's vision of a forward looking, environmentally minded city with development that supports healthy neighborhoods and the City's rich and diverse cultural history. The plan is intended to serve as a resource for developers, property owners, business owners and residents. The plan recommends encouraging green industries and businesses, incorporating sustainable approaches to development, enhancing natural areas, revitalizing neighborhoods and prioritizing public infrastructure investments.

Downtown Master Plan *

The 2007 Downtown Master Plan identifies the downtown as the primary community destination point east of I-635 and envisions it being a regional destination. The plan emphasizes the principles of place diversity, safety and image, history of place, connections, location, vitality, infrastructure and economic development.

Douglass-Sumner Master Plan

The 2007 Douglass-Sumner Master Plan seeks to coordinate pockets of development within the neighborhood, improve amenities, promote local history, collaborate with local institutions, emphasize quality new construction, improve development standards and support the neighborhood's ownership of implementation. The plan envisions construction of primarily new housing. Detached single-family houses form the center core while attached housing (duplexes and townhouses) and commercial development are located at

the edges of the neighborhood. Additional improvements include new open spaces, a new street off Washington Boulevard and improvements to Sumner Academy.

Downtown Parkway District Plan *

The 2014 Downtown Parkway District Plan seeks to address the food desert that extends across the downtown and Northeast Area. The plan proposes a new grocery store with excellent pedestrian access, a central farmer's market with a permanent pavilion space and land for urban agriculture.

Sidewalk and Trail Master Plan *

The 2012 Sidewalk and Trail Master Plan focuses on the few trail and bicycle facilities within Wyandotte County, which are located in existing parks and lack safe and convenient pedestrian connections. The plan identifies numerous opportunities for connections to established trail and bicycle networks in adjacent counties. The plan also proposes a future trail and bicycle network building on and refining previous planning efforts, including the Johnson and Wyandotte County Bicycle Plan, the MetroGreen Action Plan, the Southwest Boulevard/Merriam Lane Corridor Master Plan and the City-Wide Master Plan.

MetroGreen Action Plan

The 2002 MetroGreen vision is a proposed 1,144-mile interconnected system of public and private open spaces, greenways, and trails designed to link seven counties in the Kansas City metropolitan area. The MetroGreen system plan covers Leavenworth, Johnson, and Wyandotte counties in Kansas and Cass, Clay, Jackson, and Platte counties in Missouri. MetroGreen builds on the area's tradition of valuing green space by extending the "parkways and boulevards" concept of the 1894 Kessler Plan for Kansas City, Missouri. MetroGreen identifies 85 separate corridors that form a regional network of greenways connecting many of the area's most valuable natural assets.

Complete Streets Resolution *

The UG's 2011 Complete Streets resolution is part of ongoing efforts to develop an effective policy that supports the goals developing an infrastructure that encourages active living in Kansas City, Kansas. This program is part of the UG Healthy Community Task Force Initiative and helps to ensure that all users are considered at the outset of every transportation project. The Health Community Task Force later became Healthy Communities Wyandotte.

LISC NeighborhoodsNOW Quality of Life Plan - Douglass Sumner

LISC partnered with the Douglass-Sumner Neighborhood Association (DSNA) to develop the 2016 NeighborhoodsNOW Quality of Life Plan for the neighborhood, which seeks to expand physical development and housing, advance resident engagement, enhance communication efforts and increase organizational capacity to create a more livable and vibrant multicultural community.

Wyandotte County Community Health Improvement Plan

The Community Health Improvement Plan, or CHIP, is a long-term strategic effort to address issues that were found in the Community Health Assessment. Both agencies and people in the community coordinate to use the plan to achieve real results. The plan includes priority issues and has a significant amount of alignment with the Northeast Area Master Plan.

Tremont Neighborhood Development Plan

Produced by the Tremont Neighborhood Association, the Tremont Neighborhood Development Plan provides a vision for future economic and community development within and around the Northeast Area's Tremont neighborhood.



PLANNING PROCESS

The Northeast Area Master Plan process was built upon local strengths by engaging neighborhood residents, local businesses and organizational partners in a comprehensive and collaborative way. Beginning in fall 2017, public meetings for the NEAMP have been well attended throughout the planning process. The community is fully engaged and helping to move projects forward. Local partnerships with community groups, churches and the school district were leveraged to distribute information, while helping to generate interest and excitement for the project.

The Planning Team used a variety of interactive techniques to engage the community during meetings, including the storyboarding of assets and challenges,

image preference surveys and dot mapping exercises. Meetings were organized so that neighborhood residents could help craft Plan elements and achieve consensus through polling and other means of recording resident preferences. The project website (www.neamasterplan.com) provided opportunities for residents and stakeholders to easily engage in planning and stay abreast of the progress being made. Meeting notices, Powerpoint presentations, meeting notes, the Neighborhood Planning Handbook and the other documents were posted to the website.

Each Community Meeting was held both in the afternoon and evening to ensure broad participation. Meetings began with a summary of project successes

and achievements that help build support for future changes. Youth engagement sessions were held, as well as focus group meetings around key topic areas. Two neighborhood residents were hired as community liaisons to the project team, helping to ensure enhanced local capacity building. Over 500 stakeholders participated in the process of creating the NEAMP.



COMMUNITY ENGAGEMENT

Community Liaisons

\$2,500 of the project budget was dedicated to be awarded as a stipend to two Community Liaisons to help facilitate the Northeast Area Master Plan process. Community Liaisons Karen French and Stevie Wakes were selected from the Northeast Area community through an open application process. The Community Liaisons assisted in the following:

- Attending and helping lead NEAMP community meetings
- Providing regular updates and outreach to Northeast Area neighborhood associations and organizations
- Organizing and attending meetings with neighborhood residents and stakeholders
- Performing outreach to residents
- Providing detailed notes and documentation of activities as needed and assisting in the development of Early Action Projects



Northeast Area Master Plan Community Liaisons Karen French (left) and Stevie Wakes (right)

Listening and Learning

The initial phase of the NEAMP planning process included interviewing stakeholders, creating a project Steering Committee and establishing a project website. Key person interviews involved selected agencies, neighborhood associations and service providers, such as the Northeast Economic Development Corporation, the Fairfax Industrial District, the Food Inequality Initiative, the Historic Northeast-Midtown Association (HNMA), Greater Kansas City Local Initiatives Support Corporation (LISC), the Boys and Girls Club, Unity with Purpose, the Kansas City, Kansas Housing Authority and many others. These sessions were designed to gain local insights into the project area, its history, existing conditions, planned improvement initiatives, and other topics to be addressed in the development of the NEAMP, and to begin to build local support for implementation. This phase helped establish the community context, and provided the Planning Team important information on the assets, issues, and opportunities present in the Northeast Area.

Northeast Area stakeholders find that residents of the Northeast Area want to stay in the area but desire access to opportunities that are not currently available, including quality housing and jobs. Fully occupying existing housing has been difficult due to public perception of the area and difficulty obtaining financing for repairs and housing maintenance. Stakeholders agree that conditions in the Northeast Area and the public's perception of the community need to change in order for people to stay in or be attracted back to the community.

Residents of the Northeast Area feel there has been little recent momentum toward revitalization of the community and that some of the improvements that were made may be reverting back toward a state of decline. With high-quality housing, stable neighborhoods,

high-paying jobs, retail centers, a range of amenities and a recent wave of redevelopment in the western portion of Wyandotte County, residents of the Northeast Area look to their neighbors to the west and see what they want located within their own neighborhoods.

Community Meeting 1

The first community meetings were held on the afternoon and evening of October 2, 2017. The Planning Team introduced themselves, provided an overview of the NEAMP schedule of tasks, and had attendees vote on a logo for the project. The Team explained the purpose of the NEAMP and its relationship to previous and ongoing planning efforts. Residents of the Northeast Area defined what the term "Quality of Life" means to them. Community, health and safety emerge as important factors in determining quality of life for Northeast Area residents.

Residents and stakeholders of the Northeast Area also mapped some of their favorite places in the community. The Planning Team summarized their own observations of the project area as well as interviews with residents and people from key agencies and organizations, highlighting key points that were identified through those discussions. Attendees were then asked to identify the Northeast Area's assets, issues, and opportunities. For the final activity, audience members proposed potential early action projects to be completed during the NEAMP's planning process.



Residents and stakeholders create assets and challenges storyboards at Community Meeting 1

Visioning for the Future

The visioning phase involved working with neighborhood residents and stakeholders to define a broad outlook for the future of the community. In addition to the following meetings, the Planning Team attended an Economic Avenue (Econ Ave) meeting, a Fairfax Industrial Association (FIA) meeting and the annual Douglass-Sumner Neighborhood Block Party to engage Northeast Area residents and stakeholders NEAMP planning process. Econ Ave is a Northeast Area economic development program supported by the Federal Reserve Bank of Kansas City.

Community Meeting 2

Community Meeting 2 took place on the afternoon and evening of December 6, 2017. This meeting provided an analysis of assets, issues, and opportunities identified at Community Meeting 1, highlighting common themes of each category and specific examples that were seen repeatedly. The Planning Team gave an overview of the SOAR initiative and how it related to the Master Plan effort. The team also reintroduced the concept of early action projects and had community members rank 10 options that were developed from the results of the first Community Meeting. Attendees were then asked to think about the future of the Northeast neighborhood and the ways its improvement could manifest over the next 10-15 years. The visioning exercise identified ten “place types”



At Community Meeting 2, residents and stakeholders vision for place types found throughout the Northeast Area

within the larger project area that generated discussion about targeted improvements. These “place types” exemplify challenges within their immediate context, and attendees were asked to offer their vision for each through a visual preference survey.

WYEDC Board / Investor Meeting

On February 13, 2018, the Planning Team was invited by the Wyandotte County Economic Development Council to provide an overview of the NEAMP to board members and investors. The meeting included a discussion relating to the question of, “What is the biggest development challenge for the Northeast Area and what can be done to help meet this challenge?”

Unity With Purpose Meeting

Unity with Purpose is a community collaborative established to connect existing community groups. It focuses on economic, social, and environmental issues affecting the area. Unity is made of concerned people who have made it their mission to pull all of the active programs, groups and initiatives in the community together. Due to a historically strained relationship between the community and government entities, the group feels it is important that the grassroots aspect of the planning process be fully engaged. On February 16, 2018, led by NEAMP Community Liaison Karen French, Unity with Purpose met to provide feedback and

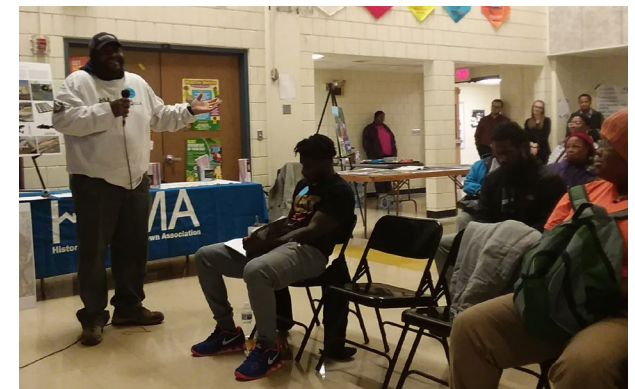
ideas on six overall topic areas related to the NEAMP: Economic development/Jobs; Housing/Neighborhoods; Safety/Policing; Cultural/Education; Food/Health and Recreation/Entertainment.

Strategy Development

The strategy development phase involved consolidating information gathered through previous activities and drafting options for concept plans. Feedback was crucial to the NEAMP’s progression to a Draft Plan, so the Planning Team sought input from community members, stakeholders and elected officials along the way.

Community Meeting 3

Between the second and third community meetings, information and ideas gathered through engagement with residents and UG staff were organized into four planning themes for the project area. These thematic planning concepts were displayed at Community Meeting 3, an open house held on the afternoon and evening of March 13, 2018. Attendees viewed the displays and offered feedback that was used to prioritize projects within each theme. In addition, information from local partners including HNMA and YouthBuild was available for feedback and discussion.



Spark Bookhart of YouthBuild discusses the organization’s work and the model block project at Community Meeting 3

Hispanic Residents Meeting

Finding a balanced and inclusive demographic representation in neighborhood planning processes is often times challenging. On March 13, 2018, seeking for diversity of residents' input, the Planning Team organized a meeting with Hispanic residents in collaboration with the organization El Centro Inc., a non-profit focused on providing educational and economic services for Hispanic families in Kansas City, KS. Approximately 20 residents participated in the meeting, and the conversation focused on the different themes and respective strategies of the plan. Residents were enthusiastic about ideas related to resources for small businesses, new community amenities, education programs for youth, resources for home improvements, and more programming and physical improvement for public spaces.



Hispanic residents discuss the plan's proposed themes and strategies at a meeting hosted by El Centro

Wyandotte High School Student Meeting

High School students are often underrepresented in traditional planning processes. On May 8, 2018, The Planning Team was invited to meet with a class of students from Wyandotte High School to discuss their thoughts and ideas relating to the Northeast neighborhood. Results from that meeting showed that students are concerned about transportation and walkability, as well as the lack of significant retail and services in the neighborhood.



Wyandotte High School students discuss their thoughts and ideas related to their neighborhood and the plan

Juniper Gardens Choice Neighborhoods Meeting

In support of a HUD Choice Neighborhoods Initiative application, a meeting was held on June 6, 2018 with residents of the Juniper Gardens public housing site, owned and managed by the Housing Authority of Kansas City, Kansas. By aligning the NEAMP effort with a potential Choice Neighborhoods grant, local leaders are attempting to leverage resources in order to improve the quality of life for both neighborhood and public housing residents.

Groundwork Trust Tour & Meeting

Groundwork USA works with its network of 20 Trusts throughout the country to apply best practices and research to meet the unique needs of small- to medium-sized cities, neighborhoods, and rural communities across the US, working hand-in-hand with local residents, government officials, and business owners.

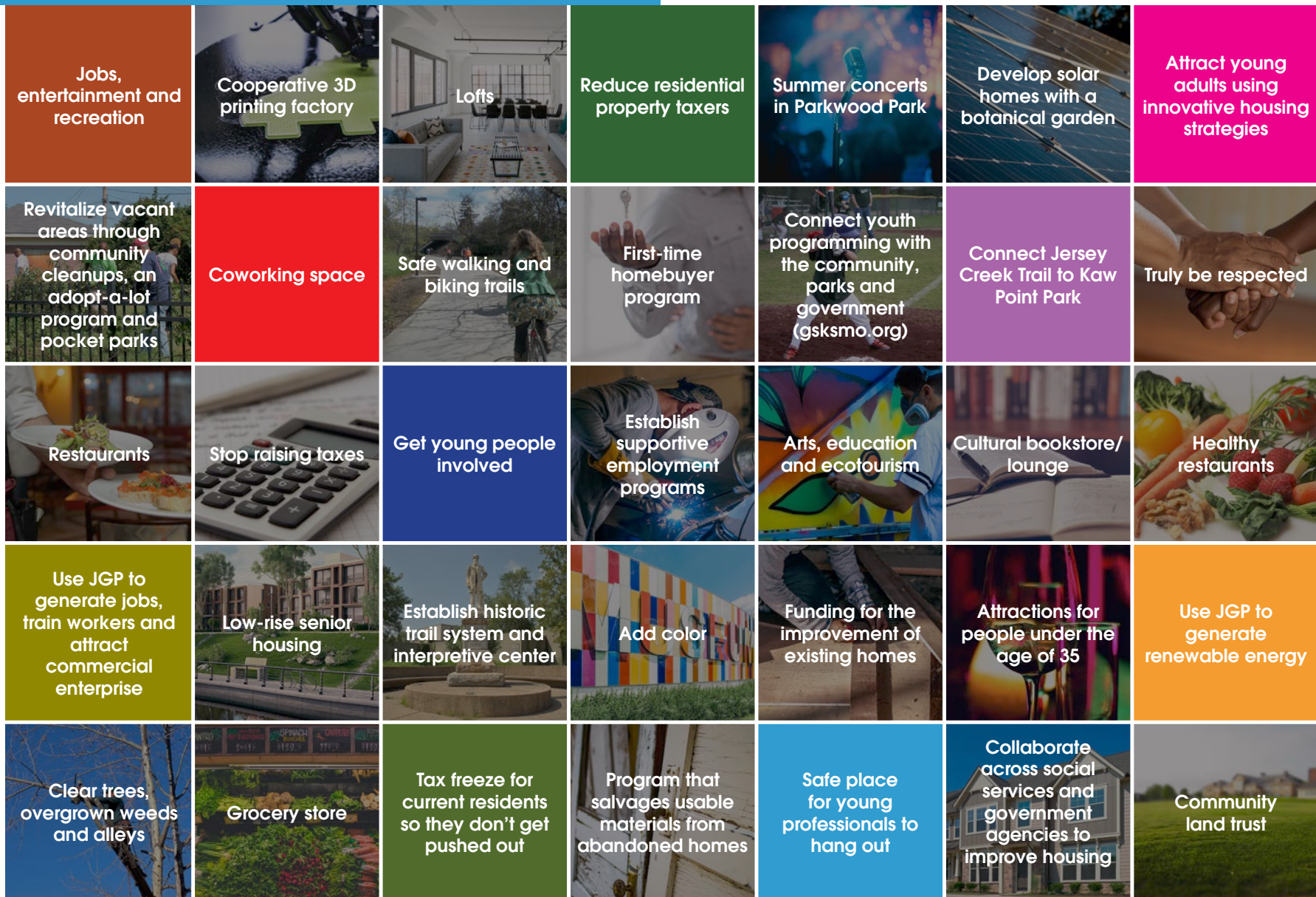
In support of an application for the designation of the Historic Northeast-Midtown Association (HNMA) as a new Groundwork Trust (GT), a neighborhood tour and meeting were held on June 25, 2018. HNMA, the NEAMP Planning Team and local residents worked collaboratively to promote local assets and explore ways to leverage NEAMP projects towards goals established



The Groundwork Trust tour makes a stop at the Quindaro Townsite overlook

by Groundworks USA. Becoming a Groundwork Trust will greatly enhance HNMA's ability to continue to collaborate around the transformation of the natural and built environment while empowering local residents to address issues relating to air quality, stormwater management, open space conservation, brownfield redevelopment, public health, safety, economic development and youth engagement.

WHAT IS YOUR ONE BIG IDEA?



At Community Meeting 2, residents and stakeholders of the Northeast Area shared their "One Big Idea" for the community.

EARLY ACTION PROJECTS

Showing the Northeast Area community that their participation would result in real action helped to maintain participation momentum and establish implementation support for larger initiatives. \$15,000 of the project budget was allocated to the implementation of 3 Early Action Projects. A list of potential projects was formulated by community members and curated by the consultant team.

Three final projects were selected through a voting process at the 2nd Community Meeting in December 2017. These resident-selected early action projects include a community grocery initiative, a medical clinic initiative, and a strategic partnership with Youthbuild for a model block project. This funding has been leveraged through an additional grant award of \$3,000 from the Neighborhood Rising Fund. These projects are creating tremendous positive momentum upon which larger projects can be implemented. These projects are described in greater detail in the section on “Early Action Projects.”

Early Action Projects

Please check the box of the project option that you feel should be pursued in the next few months.

 <p><input type="checkbox"/> Work with YouthBuild on rehab of homes on a "model block" identified by community</p>	 <p><input type="checkbox"/> Conduct a springtime neighborhood clean-up and celebration and fund landscaping improvements, and other beautification projects throughout the neighborhood</p>	 <p><input type="checkbox"/> Develop program for health services at Quindaro Community Center clinic space, and identify willing service providers</p>	 <p><input type="checkbox"/> Develop and promote the Nextdoor.com online social network as a community resource, and connect existing neighborhood associations</p>	 <p><input type="checkbox"/> Develop an initial trail network at the Quindaro Townsite and apply for grants through the African-American Cultural Heritage Action Fund for additional improvements</p>
 <p><input type="checkbox"/> Construct and install heritage trail markers in the Douglass-Summer area and elsewhere in neighborhood</p>	 <p><input type="checkbox"/> Purchase and install computers in existing community centers, and utilize for teaching and training while working with Connecting for Good to improve wifi networks</p>	 <p><input type="checkbox"/> Utilize community centers to host quarterly "parties with a purpose" with a focus on training, jobs, financial literacy, gardening and home upkeep</p>	 <p><input type="checkbox"/> Further explore the cooperative community-owned grocery model, and invite experts to the community to teach us how it's done</p>	 <p><input type="checkbox"/> Develop summertime schedule of activities to promote and activate local parks, including sports, food, community gathering and movies in the park</p>

<p>Would you like to volunteer to help with an Early Action Project? Sign up here!</p>	<p>Name _____</p> <p>Phone _____</p> <p>Email _____</p>	<p>Do you have an idea for a future Early Action Project? Tell us about it!</p> <p>_____</p> <p>_____</p> <p>_____</p>
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Voting sheet used by residents and stakeholders to select three early action projects at Community Meeting 2

ASSETS, CHALLENGES & OPPORTUNITIES

A community asset is anything that can be used to improve the quality of community life. A challenge represents a liability that is lowering the community's quality of life. If left unabated for too long, its impact can grow and adversely impact the larger city or region. Opportunities, once identified, can be nurtured through a combination of community support, dedicated resources and strategies structured to enhance their transformative properties.

This chapter outlines the Northeast Area's key assets and challenges, as identified by residents and stakeholders

through the planning process. Defining community assets, challenges and opportunities was an integral part of Community Meeting 1. The assets and challenges identified by residents are not exhaustive, but reflective of the perception Northeast Area residents have of their community.

A separate market study, which was completed for the NEAMP, highlights key residential, retail and industrial assets, challenges and opportunities. Its findings are the result of an objective assessment of the Northeast Area's residential, commercial and industrial sectors by the Planning Team.



COMMUNITY ASSETS

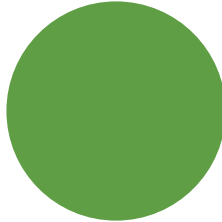
Identified by residents and stakeholders of the Northeast Area



Big 11 Lake



Sumner Academy



Parkwood Swimming Pool



Ms R's Cafe



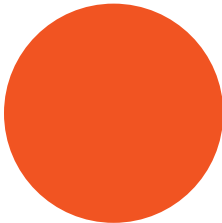
Klamm Park



Wilson's Pizza & Grill



Good News Church



Old Quindaro Museum



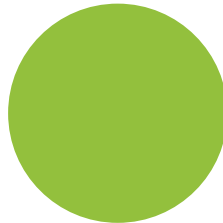
Gates Bar-B-Q



Boston Daniels Park



Big 11 Park



John Brown statue



Mark Twain Elementary



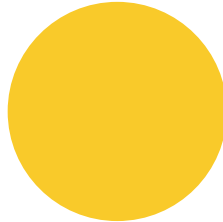
Bethel Baptist Church



Douglass Elementary



Indian Springs site



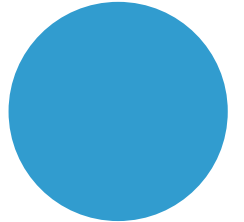
My house



J's Fish & Chicken



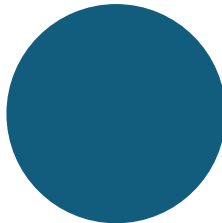
Parkwood Park



Juniper Gardens
Training Farm



Beatrice L. Lee
Community Center



Adrien Roberson
Athletic Field



Bertram Caruthers
Elementary



Eighth Street Baptist
Church



Northeast Junior High
Place

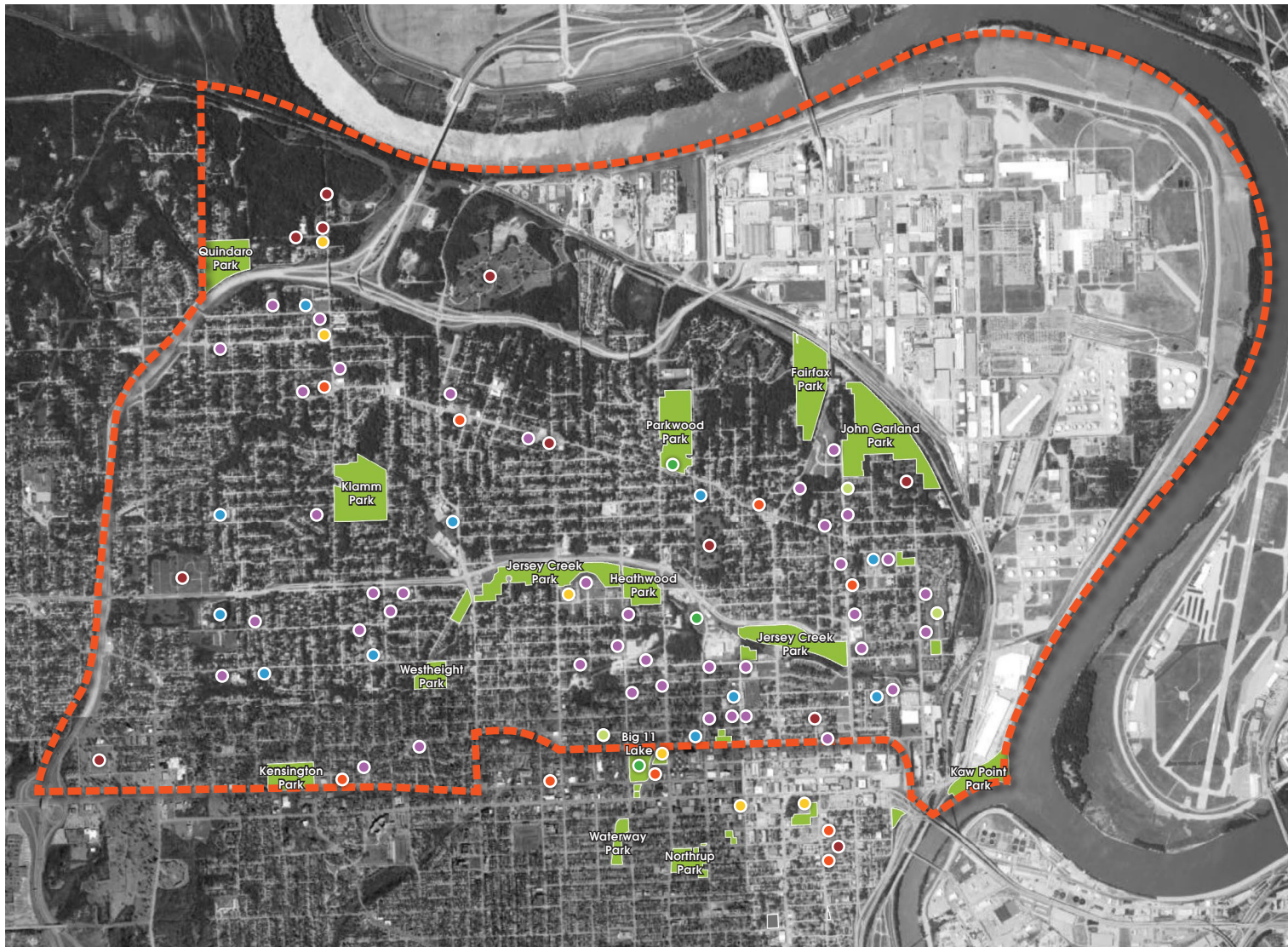


Quindaro Ruins
(Quindaro Town Site)

At Community Meeting 1, residents and stakeholders of the Northeast Area mapped some of their favorite places in the community. The images above reflect just some of their favorite places to play, eat, worship, socialize and relax.

COMMUNITY ASSETS MAP

Identified by residents and stakeholders of the Northeast Area



- Parks
- Churches
- Schools & Daycares
- Restaurants
- Recreation Facilities
 - Adrien Roberson Athletic Field
 - Big 11 Lake
 - Parkwood Pool
- Community Gardens/Urban Farms
 - Isaac Eugene Jefferson (IEJ) Farms
 - Juniper Gardens Training Farm
 - Strugglers Hill Neighborhood Garden
- Historic Assets
 - John Brown statue
 - Quindaro Town Site
 - Old Quindaro Museum
 - Turtle Hill
 - Strawberry Hill
 - Call and Donald Sewing Building
 - Memorial Park Cemetery
 - Quindaro Cemetery
 - Mt. Calvary Cemetery
 - Woodlawn Cemetery
 - Oak Grove Cemetery
- Community Facilities
 - 8th Street YMCA
 - Beatrice L. Lee Community Center
 - Boys and Girls Club
 - Breidenthal Youth and Family Community Center
 - KCK Public Library
 - Quindaro Community Center
 - Vernon Multi-Purpose Center

At Community Meeting 1, Northeast Area residents and stakeholders worked in groups to identify assets that currently exist in the community. The map above illustrates places that the community identifies as assets to the Northeast Area, and should not be construed as an exhaustive list of community assets. Many Unified Government parks were identified as assets, but all are included in this map.

COMMUNITY CHALLENGES

Identified by residents and stakeholders of the Northeast Area

At Community Meeting 1, Northeast Area residents and stakeholders worked in groups to storyboard physical, economic and social challenges that currently exist in the community. The following is a summary of the current challenges that residents and stakeholders reported.

PHYSICAL CHALLENGES



Poor **sidewalk** conditions are a barrier to the safe travel of children, seniors and people with disabilities. In certain areas, many residents have no other option but to walk in roadways.



Existing parks and infrastructure do not incorporate universal design principles to ensure **accessibility** for persons of all ages and abilities. Seniors and residents with disabilities are especially impacted by limited accessibility.



Community centers in the Northeast Area need updating, are underused and lack programming. The community's pool, play areas, programmed activities and senior centers need to be expanded.



The local **bike and walk trail** system is limited and has few connections.



Existing **transit service** does not effectively connect residents to jobs, healthcare facilities or shopping destinations. Low-income and senior residents who are unable or cannot afford to drive are especially impacted by the limited connectivity of alternative transportation options.



Existing **street lighting**, which keeps streets safe after dusk, is limited.



Little has been invested in landscaping and other **beautification** treatments in the neighborhood. Overgrowth lends to the area's blighted conditions.

Utility companies frequently damage public and private property to make improvements to service infrastructure but do not properly repair damages. Additionally, tree overgrowth frequently interferes with electric lines and causes outages.



Environmental hazards in the Northeast Area, including poor air quality and brownfields, put resident health at risk. The community's perception of unaddressed contamination at John Garland Park hinders its use as a community asset.



An **outdated sewer system** combines both stormwater and sewage, which results in overflow into local waterways during times of heavy rainfall.



Blight is a central challenge to the Northeast Area. Currently, the high number of vacant lots and structures are not properly maintained. Broken windows lend to general blight of the Northeast Area.



Some residents view weak **code enforcement** as a contributing factor to neighborhood blight. Others feel that code enforcement is often too aggressive and unfairly targeted.

Low-income residents and seniors, in particular, cannot afford to make the **home repairs** necessary to comply with local building regulations.



A common lack of in-home **laundry** combined with a lack of laundromats in the community makes doing laundry difficult for some residents.

Existing housing and infrastructure does not incorporate **energy efficient technology**, which reduces electric bills and energy consumption.



Trash collection in the Northeast Area is reported to be unreliable. Litter is also an ongoing problem.



Residents report that **stray dogs** and farm animals are frequent nuisances in the Northeast Area. Animal owners frequently fail to leash their pets and pick up animal waste.



Rodent and **pest infestation** is a common problem across the Northeast Area.

ECONOMIC CHALLENGES



The Northeast Area does not have a full-service **grocery store** that sells fresh produce and healthy food items. Additional dollar stores and auto-oriented retail and service establishments are considered to be undesirable.



Relatively few **businesses** are located in the Northeast Area, making it difficult for residents to access goods and services. Notable retail and service gaps include laundry facilities, restaurants, banks, coffee shops, bakeries, hardware stores and theaters. While residents report a lack of entrepreneurship, they also do not see enough community support of existing local businesses.

Access to **financing** and credit is a barrier to homeownership. Residents do not have access to grants, subsidies or other resources to offset the high cost of purchasing.

Low **home prices**, high repair costs and a lack of comparables are barriers to homeownership and rehabilitation in the Northeast Area.

Residents struggle to afford paying relatively **high taxes** in the Northeast Area.



Residents of the Northeast Area do not have adequate access to high-quality **jobs** that provide living wages. Poverty is widespread and existing jobs only maintain the low-income status of many residents.



Economic development efforts within Wyandotte County and Kansas City, Kansas, focus on areas to the west and not the **entire county**, which exacerbates poor economic conditions in the Northeast Area.

As a whole, the community is lacking in the **capital** required for local investment.

SOCIAL CHALLENGES



High levels of **crime** are a major problem in the Northeast Area. Vandalism, burglary, speeding, violence and drug use are everyday threats to the health and safety of Northeast Area residents. Young adults are often unable to exit an ongoing cycle of violence.



Illegal dumping is a commonly reported problem in the Northeast Area.



Speeding and **reckless driving** are ongoing issues in the community that threaten the safety of residents.



The police force lacks **community trust** in the Northeast Area. Residents feel that police patrolling and relationship building with the community do not go far enough. Residents also feel that the police department does not properly protect the anonymity of people who report crime.



Residents feel that the law is not **equally enforced** across the county.



Local police and fire departments are lacking in **diversity**.



The Northeast Area lacks the **healthcare facilities** needed to provide adequate care to residents. Patients must travel outside the community area to access dentists, medical clinics, hospitals and urgent care facilities.



Few **maternal and infant services** and parent education classes are available to local families.

The Northeast Area does not have adequate options for affordable **childcare**.



Local schools are in need of improvement to facilities, staffing, resources and curriculum. Residents also feel that school affairs frequently lack transparency.

The community lacks **educational opportunities** to help youth and adults to motivate and advance themselves. Residents have poor access to technical training programs and facilities.

Residents feel the Northeast Area does not have enough **after-school programs** for youth and teens to keep them safe and engaged. Girl Scout and Boy Scout programs should be expanded.

Families with children have few opportunities for **entertainment** and family activities.



Internet and **computer access** and education currently limited in the community. There are few places that offer free WIFI or charging stations.



Not enough has been done to preserve and promote the historic legacy of the **Quindaro Ruins** (Quindaro Town Site).



Northeast Area residents have poor access to **financial literacy** education resources.

Northeast Area MARKET STUDY



Residential Assets, Opportunities & Challenges

Northeast Area MARKET STUDY

Assets & Opportunities

- KCK Housing Authority's planned rehabilitation and/or redevelopment of **Juniper Gardens**
- **Local real estate professionals** that cater to first-time homebuyers, particularly immigrants and refugees
- Available **homeownership financial assistance** programs, including the Wyandotte County Community Housing Investment Partnership (CHIP), Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP), and FHLB Homeownership Set-Aside Program (HSP)
- Local **community development organizations**, including the Historic Northeast-Midtown Association, Community Housing of Wyandotte County, Mount Carmel Redevelopment Corporation, NBC Community Development Corporation
- Many strong **neighborhood associations**
- Adjacency to jobs in the **Fairfax Industrial District**
- **New Bethel Church** and community center redevelopment at 7th Street and Walker Avenue
- The rebuilding of **Northwest Middle School** at 2400 N 18th Street and the closing of Parker Elementary School at 3334 Haskell Avenue
- **Land Bank** properties available for rehab or infill development



Rendering of future New Bethel Church Worship Center



Signage advertising the UG Land Bank Rehab Program



Fairfax Industrial District

Challenges

- Very **few retail businesses or other amenities** in the Northeast Area that are desired by neighborhood residents
- The **cost of construction** and what buyers are willing and able to pay, making the short-term development of new market-rate housing unlikely
- **Crime** and the perception of crime
- A long **history of disinvestment** in the Northeast Area
- A significant amount of **vacant land** and a large number of tax delinquent properties
- **Poor condition** of many existing homes
- **Low property values**
- Until recently, the Unified Government's lack of support for **Low-Income Housing Tax Credit (LIHTC)** affordable housing developments
- Kansas City, Kansas, LIHTC applications not being funded, lending to a perception shared by developers that the City is not receiving its **"fair" share of state funding**
- Overall **uncertainty over federal housing** and Community Development Block Grant (CDBG) funding and the impact of tax reform legislation on private activity tax exempt bonds, 4% Low-Income Housing Tax Credits, historic tax credits and New Market Tax Credits

Sources: Esri, US Census Bureau, CBRE



The Land Bank Program

- Grow the rehab program by marketing more heavily through local homebuilders and contractors' groups.
- Approve more certified rehabbers.
- Target adjacent parcels, blocks and streets for greater impact.
- Utilize property management software to make it easier for potential buyers to access available property information, better integrating data with other UG departments, including mapping and database programs (public works, land use and planning, economic development etc.).

Homeownership Programs

- Promote existing homeownership programs, which provide down payment assistance, closing costs and repair assistance. Identify and work to address challenges buyers have encountered using these programs. Existing programs include:
 - The Wyandotte County Community Housing Investment Partnership (CHIP)
 - Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP)
 - U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) homeownership program
 - Federal Home Loan Bank (FHLB) Homeownership Set-Aside Program (HSP)
- Hold homeownership workshops through local organizations, religious institutions, schools and realtors.

Affordable Housing

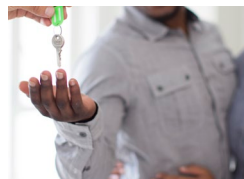
- Work with the Kansas Housing Resources Corporation and experienced residential developers to promote quality affordable housing.
- Explore ways in which Low-Income Housing Tax Credit (LIHTC) funding applications can successfully compete for tax credits and other sources of state and federal funding.
- Coordinate closely with the KCK Housing Authority's plans for the redevelopment of Juniper Gardens.

Home Repair Program

- Work with a pre-qualified group of contractors to assist seniors with minor home repairs with costs shared by homeowners and the Unified Government of Wyandotte County and Kansas City, Kansas (UG), through Community Development Block Grant (CDBG) or other funding. This program can be coordinated with a program for job training in building trades.

Leverage Existing Development

- Focus efforts to leverage existing development efforts such as the Peregrine Falcon, Rivers Edge and Mount Carmel developments.



Housing Leadership Committee

- Establish a group that meets regularly to share information and collaborate on topics and projects that cannot be handled by one organization alone. Include Community Development Corporations (CDCs), Community Housing Development Organizations (CHDOs), Neighborhood Business and Revitalization Organizations (NBRs), religious institutions, the KCK Housing Authority, the UG and other relevant groups.

YouthBuild

- Expand existing YouthBuild KCK program by partnering with local community housing development organizations and neighborhood associations.
- Connect YouthBuild KCK to the existing UG Land Bank Rehab Program.

Community Housing Development Organizations

- Establish additional Community Housing Development Organizations (CHDOs) to meet the need for housing in the Northeast Area. Consider building the capacity of existing organizations, such as the Northeast Economic Development Corporation, to meet these needs.

Sources: Esri, US Census Bureau, CBRE



Assets & Opportunities

- KCK Housing Authority's planned rehabilitation and/or redevelopment of the **Juniper Gardens** public housing complex
- Potential redevelopment of the old **Indian Springs Mall** site at 47th Street and State Avenue (just outside the planning area boundary), which may include a retail component and serve residents of the Northeast Area
- Lack of retail options in the **Fairfax Industrial District** (other than a gas station mini-mart)
- Proposed **grocery store** for downtown Kansas City, Kansas
- **Untapped spending power** and a retail gap in many categories due to residents leaving the Northeast Area and Wyandotte County for shopping, including groceries

The Northeast Area's Untapped Spending Power

The Northeast Area has a retail spending gap of \$36 million, while Wyandotte County has an overall retail surplus of \$835 million. This means that residents of the Northeast Area are leaving the neighborhood to shop while the county overall is attracting people from outside of the county to shop. This is consistent with what Northeast Area residents have reported.

The largest retail gaps in the Northeast Area are as follows:

- General Merchandise (\$23 million)
- Food and Beverage (\$11 million)
- Motor Vehicle and Parts (\$27 million)
- Automobile Dealers (\$18 million)



Juniper Gardens public housing complex



Phillips 66 gas station in Fairfax Industrial District



Former Indian Springs Mall

Challenges

- **Lower household incomes** in the Northeast Area by comparison with the rest of Wyandotte County
- **Low population density** due to presence of vacant buildings and lots
- **Few existing retail businesses** and services to build off
- Perception that **Associated Wholesale Grocers (AWG)** is preventing full service grocery from opening in the Northeast Area
- The lack of healthy food options, making the Northeast Area a **food desert**
- Difficulty **attracting retailers** to existing spaces, despite low retail rents
- Low **retail rental rates** that cannot support the cost of new construction
- **Higher sales tax** in Kansas City, KS, than in Riverside, MO, and Kansas City, MO, which are easily accessible to residents of the Northeast Area and employees in the Fairfax Industrial District

Sources: Esri, US Census Bureau, CBRE



Retail Strategies

Northeast Area MARKET STUDY

Downtown Parkway District Plan

- Take advantage of the momentum behind the Downtown Parkway District Plan for short-term retail developments and begin laying the ground work for mid-term retail development in the community.

Retail Nodes

- Identify retail nodes in the Northeast Area that could capitalize on Fairfax workers' proximity and spending power and provide convenient retail options for local residents.

Development Incentives

- Use public funds and/or tax incentives to promote retail development.
- Fill the financing gap to attract developers and retailers, land and/or site improvement funding, and property and/or sales tax incentives for a specified time period.

Innovative Retail Partnerships

- Work with organizations, such as Downtown Shareholders of Kansas City, Kansas, the KCK Chamber of Commerce, the Historic Northeast-Midtown Association (HNMA), Community Housing of Wyandotte County and other non-profits to create creative, cooperative and social enterprise retail partnerships in the community.

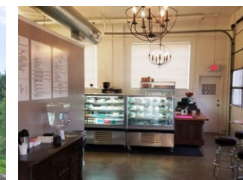
Healthy Food Options

- Partner with area grocery stores, online grocers, delivery services, food pantries, and community gardens to bring food to where residents live until a full line grocery store can be developed.



In 2015, the .POP! Shop became the first pop-up business to open as part of the Downtown Shareholders' Pop-Up! Downtown Kck program.

Sources: Esri, US Census Bureau, CBRE





Assets & Opportunities

- Potential proximate **employee pipeline** from residents of the Northeast Area
- GM, Kellogg's, and other **national brand facilities** located in the Fairfax Industrial District
- Approximately **8,500 employees** working in the Fairfax Industrial District without basic retail and services
- New **industrial building construction** and upgrades to older industrial buildings completed in recent years
- A strong **Fairfax Industrial Association** advocating for the industrial district with the potential to help form partnerships with residents of the Northeast Area
- Excellent **regional access** and proximity to neighborhoods in Kansas and Missouri for last mile distribution facilities
- The Kansas City metro area's current strength as a **regional industrial market**
- Strong **industrial space absorption** in Wyandotte County in the past year



GM assembly facility located in the Fairfax Industrial District



An 840,000 square-foot industrial building constructed in the Fairfax Industrial District by NorthPoint Development in 2016

Challenges

- Low level of **employment of Northeast Area residents** in facilities located in the Fairfax Industrial District
- Inadequate funding to properly maintain **streets, sidewalks and lights** throughout the City
- Lack of basic **retail businesses and services** for the approximately 10,000 employees working in the Fairfax Industrial District
- Significant **space limitations** in the Fairfax Industrial District, limiting most development to more complicated, redevelopment/rehab opportunities
- **Crime** and the perception of crime
- **Competition** from newer industrial areas in Kansas and Missouri for large scale warehouses

Kansas City Metro Area Industrial Market, Third Quarter 2017

Submarket	Rentable Area (SF)	Total Vacant (SF)	Vacancy Rate (%)	Availability Rate (%)	Q3 2017 Net Absorption (SF)	YTD Net Absorption (SF)	Under Construction (SF)	NNN Average Asking Lease Rate (\$/SF/Yr)
Clay	44,512,024	1,648,909	3.7	4.6	388,055	559,154	614,332	3.76
Jackson	106,200,069	5,801,338	5.5	7.8	74,980	1,268,524	41,215	4.08
Johnson	68,657,528	5,667,981	8.3	10.6	416,517	1,945,314	3,299,842	5.34
Platte	10,635,739	403,121	3.8	6.0	561,539	804,254	1,174,065	5.24
Wyandotte	41,807,489	1,314,811	3.1	6.2	1,876,086	2,119,588	0	4.19
Metro Overall	271,812,849	14,836,160	5.5	7.7	3,317,177	6,696,834	5,129,454	4.56

Sources: Esri, US Census Bureau, CBRE



Industrial Strategies

Fairfax Infrastructure Plan

- Create a plan to prioritize and address public improvements and infrastructure in the Fairfax Industrial District in partnership with the Fairfax Industrial Association.

Branding & Marketing

- Create a cohesive branding and marketing initiative for the Fairfax Industrial District.

Light Industrial Expansion

- Consider building light industrial (possibly with a retail component) outside the current boundaries of the Fairfax Industrial District, especially those that previously housed industrial uses. Ensure compatibility with existing land uses, especially residential areas.

Job Training Program

- Target residents of the Northeast Area for training in high-demand industrial jobs and apprenticeship programs.
- Expand resident opportunities to gain high-wage employment with training programs through Kansas City, Kansas Community College and Donnelly College.
- Improve connections to existing and alternative transportation options to access workforce training opportunities.
- Identify specific industry certifications and training programs that meet existing business needs. Work with the Fairfax Industrial Association (FIA) to identify specific industry needs and the skills needed. Connect residents with such programs through coordination with educational, local and state partners.



In 2016, GM expanded its assembly facilities in the Fairfax Industrial District and added nearly 400 jobs. Over 3,000 workers are employed at GM's Fairfax assembly facilities.

Sources: Esri, US Census Bureau, CBRE



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PLANNING THEMES

Based on visioning preferences, planning themes were developed to help organize potential neighborhood improvements and actions. The themes were reviewed and discussed with residents and stakeholders at Community Meeting 3 as well as with the NEAMP Steering Committee. Highly-rated elements of each planning concept were incorporated into refined planning themes that are shown in this section. The planning themes are not stand-alone options, but are intended to act as “layers” of linked projects which define future improvements to the neighborhood. The four planning themes are as follows:



A RICH HISTORY

The Northeast Area holds a rich history of people, places and events that are nationally significant. This planning theme focuses on projects that promote and acknowledge community history as a way to develop neighborhood identity, improve perception and promote tourism. The story of the Northeast Area is told through physical improvements to the streets, sidewalks and parks that link together existing, improved and newly defined historic resources.

There are many historic sites and areas south of Washington Boulevard, which serves as the southern boundary of this plan, that are important to understanding the multicultural history of Wyandotte

County and the African American experience in particular. The accomplishments of the Exodusters who settled in the area south of Washington Boulevard and west of the Missouri and Kansas Rivers and their decedents is integral to the historical and cultural makeup of Kansas City, Kansas and the northeast area. The African American community developed a vibrant and self-sufficient entrepreneurial economy in this area during Jim Crow, which was later drastically altered during the era of urban renewal. This history should be recognized and the accomplishments of the Exodusters and their decedents celebrated when considering this area.



A FOOD HUB

When asked to identify their favorite places in the community, local residents repeatedly acknowledged unique restaurants located in and around the neighborhood. The Northeast Area has a long history of both mom-and-pop restaurants and food production through companies, such as Kellogg's. Residents have also been vocal about the need for food-related uses, including grocery stores and urban farms, within the community. The planning theme of A Food Hub organizes projects and actions around a new food-based economy for the Northeast Area.



A HEALTHY COMMUNITY

Residents of the Northeast Area are impacted by some of the worst health outcomes and social determinants of health in Wyandotte County and the State of Kansas, stemming from the absence of an integrated social support services network in the community to provide ongoing and necessary health, nutrition, counseling, familial development and other at-risk intervention services. Existing health reports focusing on Wyandotte County and Northeast Area residents point to an overwhelming need for safe and affordable housing, violence prevention, education and jobs, and access to health care. The planning theme of A Healthy Community focuses on improving overall community health through improvement to open spaces and the built environment, integrated with expanded services and programming geared toward public health, safety and quality of life.



AN EXPANDED ECONOMY

Economic development and linking residents to jobs is critical to the future of the community. The planning theme of An Expanded Economy focuses on improving access to quality jobs, training to meet the needs of local industry and developing new employment opportunities within the Northeast Area and greater metropolitan area. The Northeast Area has the opportunity to take advantage of its central location within the Kansas City metropolitan area to foster new job growth that will benefit local residents within walking, biking and transit distance.

The economic well-being of Northeast Area residents relies not only on access to jobs, but on access to child care, English proficiency, removing barriers to employment for individuals with a criminal history and increasing the attainment of post-secondary education and industry-recognized training.

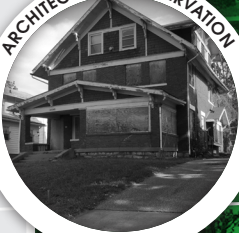
QUINDARO TOWNSITE REINVESTMENT



NORTHEAST HISTORICAL MARKERS & TOUR



ARCHITECTURAL PRESERVATION



STATUES & MURALS



HISTORIC DISTRICT DESIGNATION



FAIRFAX DISTRICT BRANDING



VACANT BUILDING REUSE



NETWORK OF CHURCHES



SUMNER HIGH SCHOOL MUSEUM



KAW POINT CONNECTION



SENIOR HOUSING & SERVICES



COMMUNITY THEATER & CULTURAL EVENTS



HISTORIC NEIGHBORHOOD MARKETING



A RICH HISTORY

A RICH HISTORY PRIORITY PROJECTS



Quindaro Townsite Reinvestment



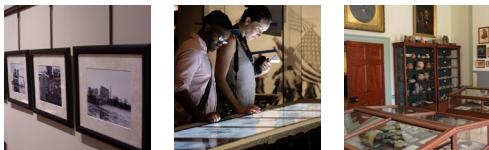
Fairfax District Branding



Vacant Building Reuse



Senior Housing & Services



Sumner High School Museum



Northeast Historical Markers & Tour



QUINDARO TOWNSITE REINVESTMENT

PROJECT DESCRIPTION

- Complete a Feasibility Study for an accessible trail system and interpretive center.
- Establish a Quindaro Townsite board of directors or planning commission among community leaders.
- Develop a Historic Site Master Plan for the Quindaro Townsite.
- Identify and pursue funding for construction and on-going operation of the trail and interpretive center.
- Establish and install markers for an African American Heritage Trail connecting the Quindaro Townsite and other local sites relevant to African American history and culture.
- Brand and market the Quindaro Townsite as a nationally significant tourism destination.
- Restore wetlands habitat at Quindaro Townsite.
- Support and work collaboratively with the existing Quindaro Museum.
- Create and promote educational resources featuring the history of the Quindaro Townsite.

POTENTIAL PROJECT PARTNERS

- Historic Northeast-Midtown Association (HNMA)
- Allen Chapel AME Church
- Freedom's Frontier National Heritage Area
- Kansas Historical Society
- Kansas City, Kansas Public Library
- Kansas State University
- University of Kansas
- Washburn University
- Afro-American Historical and Genealogical Society

- National Parks Service
- Local historians

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- African American Cultural Heritage Action Fund Grants
- Save America's Treasures Grants
- Underrepresented Community Grants
- African American Civil Rights Grants
- Museum Grants for African American History and Culture
- Our Town Grants
- Private philanthropy and fundraising

EVALUATION CRITERIA

- Increase in tourist visitation and spending
- Permanent job creation
- Construction of trail system and interpretive center
- Increase in tourism-oriented private investment
- Increase in local interest and research initiatives





Quindaro Townsite Reinvestment



FAIRFAX DISTRICT BRANDING

PROJECT DESCRIPTION

- The Fairfax Industrial District's excellent location and highway access have helped maintain it as a thriving industrial hub for nearly a century. However, the Fairfax Industrial Association and the businesses it represents have expressed a need to update the District's appearance and brand. A branding campaign will improve the District's ability to retain and attract businesses, encourage future investment and alleviate barriers to employee recruitment.
- Fairfax branding should reflect the history and significance of the District. In 1922, the Kansas City Industrial Land Company, a subsidiary of the Union Pacific Railroad, launched over \$3.7 million of infrastructure improvements to create one of the nation's first modern industrial districts. By 1939, Kansas City, Kansas, was the state's leading industrial center.
- Fairfax Airport was established in 1928 on the site of the recently constructed Central Industrial Park on Kindleberger Road. Charles Lindbergh called Fairfax Airport, "The best airport in the nation," and Dwight Eisenhower was one of its frequent users. The last Fairfax Airport flight departed in 1985. That same year, construction of the General Motors Fairfax Assembly Plant was completed on its runways.
- During World War II, federal officials selected Fairfax as one of three locations nationwide for new military aircraft assembly plants to be operated by private contractors. By 1941, Fairfax workers, many of which were women, were building B-25 bombers and landing craft tanks. By 1944, the Kansas City plant was the sole source of B-25 planes flown by American and international military forces in WWII.
- After World War II, the Fairfax industrial district continued to thrive as private industrial development replaced the military plants. One of many major companies with long-term roots in Fairfax, General Motors converted

the former North American Aviation plant to a Buick-Oldsmobile-Pontiac assembly line in 1947 and remains strongly rooted in the District to this day.

- Branding implementation should focus on improvements to the overall perception of the District through landscaping, streetlights and banners, new gateway signage, upgraded crosswalks and sidewalks and public art installations, including the consideration of artwork on silos or other high-profile structures.
- Gateway signage should be incorporated at Fairfax Trafficway and I-70, US 69 Bridge and 7th Street, Highway 5 and Sunshine, and 7th St and Stanley Rd.

POTENTIAL PROJECT PARTNERS

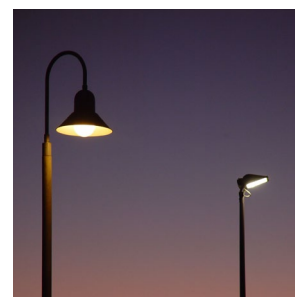
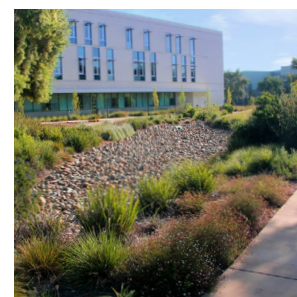
- Fairfax Industrial Association
- Unified Government of Wyandotte County
- KCK PD
- Board of Public Utilities
- Fairfax Drainage District
- Historic Northeast-Midtown Association (HNMA)
- KCK Chamber
- Union Pacific Railroad
- Wyandotte Economic Development Co
- Transportation Development District (TDD)

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Special purpose local option sales tax funds

EVALUATION CRITERIA

- Higher visibility and recognition within the greater Kansas City Region
- Lower building vacancies
- Improvement in employer recruitment statistics





VACANT BUILDING REUSE

PROJECT DESCRIPTION

- Identify the most appropriate reuse of vacant and underutilized buildings throughout the Northeast Area.
- Through the SOAR program, bring vacant buildings into the Land Bank, tarp and secure structures, and work with qualified contractors to rehabilitate and sell the properties.
- Develop assistance programs to help property owners mitigate barriers to redevelopment, which may include code violations, property maintenance issues, contamination (or perceived contamination) and regulatory constraints.
- Work with YouthBuild and similar programs to rehabilitate vacant buildings.
- Identify potential users, temporary and long-term, for vacant buildings, including businesses, public agencies and nonprofit organizations.
- List all properties available for lease or purchase on the Multiple Listing Service (MLS) and through other listing services such as Loopnet, CoStar and LocationOne Information System (LOIS).
- Market vacant buildings alongside incentives to potential users and developers.
- Create an equitable development policy that prevents displacement of current homeowners based on successful models in other communities.

POTENTIAL PROJECT PARTNERS

- Wyandotte Economic Development Council
- Northeast Economic Development Council
- Neighborhood Revitalization Organizations (NBRs)
- UG Land Bank
- YouthBuild

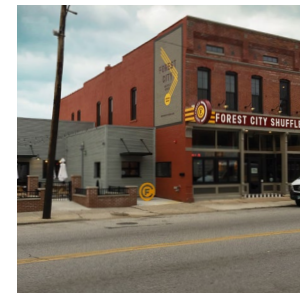
- Kansas City Area Development Council
- Unified Government Economic Development Department
- Historic Northeast-Midtown Association (HNMA)
- Livable Neighborhoods
- Kansas Department of Commerce

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Economic Development Exemption (EDX)
- Industrial Revenue Bonds (IRB)
- Neighborhood Revitalization Act (NRA)
- Sales Tax Revenue Bonds (STAR)
- UG Small Business Incentive Pilot Program
- Tax Increment Financing (TIF)
- Kansas Department of Health and Environment/EPA Brownfields Assessment Grant
- Greater Kansas City Local Initiatives Support Corporation (LISC)

EVALUATION CRITERIA

- Square footage of building area put into active use
- Property tax revenue growth
- Number of buildings rehabbed by YouthBuild
- Track property tax growth for the purpose of displacement prevention
- Develop a model for tracking gentrification to inform policy decisions. Examples include the Los Angeles Index of Neighborhood Change and Index of Displacement Pressure, which score based on demographic measures and other factors indicative of gentrification.





SENIOR HOUSING & SERVICES

PROJECT DESCRIPTION

- Identify all senior-oriented programs, services and recreation opportunities.
- Establish and market a go-to information and assistance source for seniors regarding existing financial, legal, insurance, employment, housing and health programs and services.
- Identify potential sites and operators for senior housing development that is accessible, affordable and safe.
- Create a shared-housing program for seniors.
- Expand programs, services and recreation opportunities designed to enhance the social, cognitive, emotional and physical health of seniors.
- Improve local and regional transportation services targeting seniors.

POTENTIAL PROJECT PARTNERS

- Kansas Department of Health and Environment
- Kansas Department for Aging & Disability
- Kansas Housing Resources Corporation
- Wyandot Center for Community Behavioral Healthcare
- Historic Northeast-Midtown Association (HNMA)
- RideKC
- Area Agency on Aging
- Community Health Council of Wyandotte County
- Community Housing of Wyandotte County
- Wyandotte County Health Department
- Kansas City, Kansas Housing Authority
- Unified Government of Wyandotte County/Kansas City, Kansas

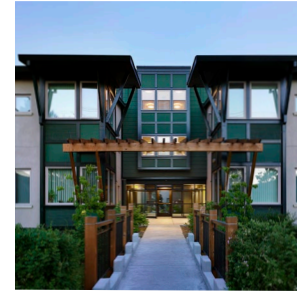
- Mt. Carmel Redevelopment Corporation
- Northeast Economic Development Corporation (NEDC)
- Unified Government Community Development Department

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Low Income Housing Tax Credit (LIHTC)
- Home and Community-Based Supportive Services (HCBS)
- Wyandotte Health Foundation
- United Way

EVALUATION CRITERIA

- Increase in participation in senior programs and services
- Improved senior satisfaction survey results
- Improvement in senior health indicators
- Addition of senior housing units





SUMNER HIGH SCHOOL MUSEUM

PROJECT DESCRIPTION

- Establish a stand-alone museum within the Northeast Area dedicated to the history of Sumner High School, which is now the Sumner Academy of Arts and Science. The museum would house an expanded collection of items currently on display in the Chester C. Owens Sumner High School Alumni Room inside Sumner Academy. The current exhibit has an abundance of archival records of Sumner High School, including photographs, trophies, newspaper clippings and books. In 2005, Sumner was named to the National Register of Historic Places and the Register of Historic Kansas Places.
- Sumner has a long and distinguished history as the only legislated African-American High School in Kansas. Named for abolitionist Charles Sumner, it opened in 1905 during a period of racial tension as a segregated school for Black students. The school offered vocational training, but emphasized college-preparatory training. The segregated Sumner High School closed in 1978, converting at that time to its present college-preparatory program.
- Sumner High School has a long-term reputation for providing an excellent education. As a college-preparatory school, Sumner Academy is consistently ranked among the best schools in America. Sumner Academy was admitted into the International Baccalaureate (IB) network in 1987, which lends to the school's rigorous academic standing. Juniors and seniors who participate in the IB program of studies develop essential skills as they engage in university-level coursework at the high school level. The IB Diploma Program provides students with an education based on international standards.
- The museum should be linked with other historic and cultural assets within the Northeast Area to create a broader cultural experience for visitors.

POTENTIAL PROJECT PARTNERS

- Chester C. Owens Sumner Alumni Room
- Sumner Alumni Association
- Wyandotte County Museum
- Douglass-Sumner Neighborhood Association
- Historic Northeast-Midtown Association (HNMA)
- Greater Kansas City Local Initiatives Support Corporation (LISC)
- Downtown Shareholders of Kansas City, KS
- Forest Grove Baptist Church
- Douglass Elementary
- Sumner Academy
- New Bethel Church
- Kansas Museums Association

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Livable Neighborhoods
- Board of Public Utilities
- Neighborhood Rising Fund
- Kansas Historic Preservation Partners Preservation Grant Program
- Kansas Preservation Alliance

EVALUATION CRITERIA

- Establishment of new museum building within neighborhood.
- Expansion of historic collection.
- Self-sustaining organization and annual funding.





NORTHEAST HISTORICAL MARKERS & TOUR

PROJECT DESCRIPTION

- Install a series of historical markers in the Northeast Area that form a self-guided trail through the community. The project is envisioned as a way to connect cultural and historical assets within the community. The trail reclaims and reimagines existing public space, and infuses it with new life using branding and navigation cues, or wayfinding. This permanent and curated cultural content will enrich the community and help communicate the Northeast Area's rich history to residents and visitors alike.
- The project can be a catalyst for the Northeast Area as it encourages vibrant commerce along its route and promotes walking as a means to move through the neighborhood, fostering community culture and health.
- The intent of the historical markers and trail is to convey the Northeast's spirit, character and uniqueness by integrating a diverse spectrum of themes, or stories, which pertain to local history, culture and environment.
- The project will implement connectivity improvements as outlined in the NEAMP's Mobility in the Northeast Area Report with improved wayfinding, monument signs and public art.
- Historical markers should not be limited to the boundary of the planning area, as sites significant to the community's history may be located on the periphery. For example, the First A.M.E. Church (8th Street and State Avenue) and the First Baptist Church (5th Street and Nebraska Avenue) offer considerable history relating to the Black migration to Kansas City, Kansas.

POTENTIAL PROJECT PARTNERS

- Wyandotte County Museum
- Historic Northeast-Midtown Association (HNMA)

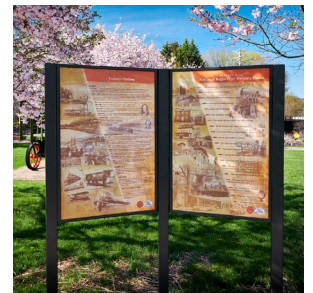
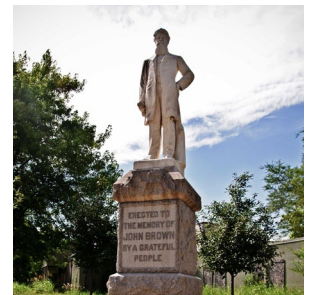
- Douglass-Sumner Neighborhood Association
- Unified Government of Wyandotte County/Kansas City, Kansas
- BikeWalkKC
- Wyandot Nation
- Local historians

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Department of Transportation
- Kansas Department of Commerce – Tourism Marketing Grants
- Kansas Humanities Council – Heritage Grants
- Livable Neighborhoods
- Neighborhood Rising Fund
- Community Development Block Grants
- Southwest Airlines Heart of the Community Grant
- National Endowment for the Arts Our Town Grant
- African American Cultural Heritage Action Fund Grant
- Artplace National Creative Placemaking Fund
- Kresge Foundation Arts & Culture Program Grants
- Kansas Historic Preservation Partners Preservation Grant Program

EVALUATION CRITERIA

- Positive economic impact in Northeast Area
- Increased community perception, visibility and recognition within the greater Kansas City Region
- Direct linkage to historic and cultural programming within the greater Kansas City Region





A **FOOD** HUB

A FOOD HUB PRIORITY PROJECTS



Downtown Grocery & Community Center



Community Gardens & Farms



Northeast Grocery Store



Mobile Food Market



Restaurant & Food Business Incubator



DOWNTOWN GROCERY & COMMUNITY CENTER

PROJECT DESCRIPTION

- Invest in street, streetscape, sidewalk, parkway, parking, bike and wayfinding infrastructure improvements as around the proposed downtown grocery store.
- Secure a developer and operator for a new grocery store in the downtown area.
- Ensure the development of new downtown community center is aligned with Downtown Parkway District Plan goals.
- Facilitate collaboration between existing farmer's markets to increase sales and customer reach.

POTENTIAL PROJECT PARTNERS

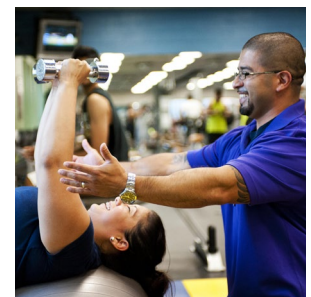
- YMCA of Greater Kansas City
- Wyandotte Health Foundation
- Downtown Shareholders of Kansas City, KS
- Historic Northeast-Midtown Association (HNMA)
- Wyandotte Economic Development Council
- Northeast Economic Development Council
- Grocery Access Task Force
- Community Health Council of Wyandotte County
- Dotte Agency
- NourishKC, formerly Episcopal Community Services
- Healthy Communities Wyandotte
- IFF
- KCK Farmer's Market

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Health Foundation Grants
- UG Small Business Incentive Pilot Program
- Tax Increment Financing (TIF)
- Community Improvement District (CID)
- Sales Tax Revenue Bonds (STAR)
- Neighborhood Revitalization Act (NRA)
- Tax Credits such as LIHTC, NMTC, and HTC
- Urban Opportunity Zone
- Various grants, including LISC, REACH Healthcare Foundation, Make-It-Right, Orton Foundation, Robert Wood Johnson Foundation, Natural Resources Defense Council and EPA
- HUD Choice Neighborhood Planning Grants
- Health Care Foundation of Greater Kansas City

EVALUATION CRITERIA

- Development of grocery store and community center in the downtown
- Additional investment in infrastructure improvements in the downtown





COMMUNITY GARDENS & FARMS

PROJECT DESCRIPTION

- The Northeast Area is already home to an array of urban gardens and farms, which serve to connect residents to healthy food options, prevent food insecurity, create job and volunteer opportunities, build community and provide green space.
- Establish an online database and forum through which organizers, residents and organizations can manage garden and farm maintenance, share information regarding local events, services, programs, volunteer opportunities and advocacy issues relating to local community gardening and farming.
- Identify areas of potential growth in area and capacity for existing community gardens and farms.
- Market and distribute educational material on the Environmental Quality Incentives Program (EQIP) On-Farm Energy Initiative, which helps farmers make voluntary improvements that can boost energy efficiency on the farm.
- Market and distribute educational material on the North Central Region Sustainable Agriculture Research and Education (NCR SARE) programs, which help support sustainable agriculture efforts.
- Work with local retailers and seek other opportunities to brand and sell produce grown in the Northeast Area.
- Plant micro-orchards on vacant and underutilized land, avoiding areas of future redevelopment. Grow in raised bed or ensure that soil is safe for food growth through testing and, if necessary, remediation.
- Assess and adjust zoning regulations to encourage desired agricultural activities where appropriate.

POTENTIAL PROJECT PARTNERS

- Cultivate Kansas City
- Juniper Gardens Training Farm

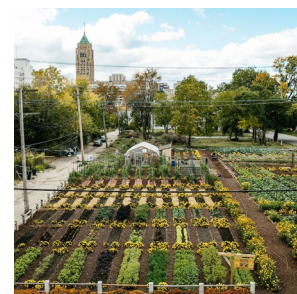
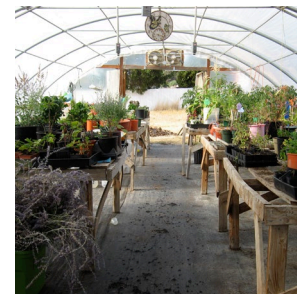
- Kansas City Community Gardens
- Wyandotte Health Foundation
- Grocery Access Task Force
- Community Health Council of Wyandotte County
- Dotte Agency
- NourishKC, formerly Episcopal Community Services
- Health Communities Wyandotte
- K-State Research and Extension
- Kansas City Kansas Community College
- Camp Carver
- Salt of the Earth Farm
- J-14 Agricultural Enterprises
- Isaac Eugene Jefferson (IEJ) Farms

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Health Foundation Grants
- Health Care Foundation of Greater Kansas City Grants
- Greater Kansas City Community Foundation Grants
- USDA Food Insecurity Nutrition Incentive
- USDA Farm to School Grants
- United Way
- EQIP
- NCR SARE

EVALUATION CRITERIA

- Community garden and farm land area growth
- Increase in volume and sales of locally grown produce
- Improvement in resident health indicators





NORTHEAST GROCERY STORE

PROJECT DESCRIPTION

- Conduct feasibility assessment of cooperative grocery model in the Northeast Area.
- Identify potential site(s) for community co-op or traditional grocery store in the Northeast Area.
- Seek traditional operator or pursue cooperative model for grocery store in the Northeast Area.
- Connect to local food producers.
- Pursue related opportunities for improved food access, including farmer's markets, mobile food markets and delivery services.
- Host an educational series focused on the co-op grocery store model.
- Host informational sessions about why the Unified Government has struggled to get a traditional grocery store operator to invest in the Northeast Area.

POTENTIAL PROJECT PARTNERS

- Community Health Council of Wyandotte County
- Dotte Agency
- NourishKC, formerly Episcopal Community Services
- Historic Northeast-Midtown Association (HNMA)
- Kansas WIC
- Grocery Access Task Force

- Greater Kansas City Local Initiatives Support Corporation (LISC)
- Kansas Department of Health and Environment
- K-State Research and Extension
- Kansas University School of Business
- KC Healthy Kids
- Healthy Communities Wyandotte
- Network Kansas

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Health Foundation Grants
- Health Care Foundation of Greater Kansas City Grants
- IFF Financing
- Humana Grants
- USDA Community Food Projects Grants
- Menorah Heritage Foundation Grants
- Greater Kansas City Community Foundation Grants
- United Way

EVALUATION CRITERIA

- Development of co-op or traditional grocery store in the Northeast Area
- Increase in local sales tax revenue
- Improvement in resident health indicators
- Number of educational sessions provided





Northeast Grocery Store



MOBILE FOOD MARKET

PROJECT DESCRIPTION

- NourishKC (formerly known as Episcopal Community Services) and a collaborative team of community partners are rolling out the Dotte Mobile Grocer in Wyandotte County in late 2018. The Mobile Grocer aims to improve life for Kansas City, Kansas, residents by bringing affordable, healthy food to their neighborhoods. NourishKC will own and staff the market, and will accept all forms of payment, including WIC and SNAP. The Dotte Mobile Grocer will be the first electronic WIC-approved mobile market in the nation.
- In 2016, Humana and the Community Health Council of Wyandotte County (CHCWC) began discussing how to address food insecurity in Wyandotte County. Following that conversation, a group of students and staff from the University of Kansas began studying the region's food landscape and interviewed Wyandotte County residents to determine their needs. Affordability was the number one priority to those surveyed. The team used their research to help develop the Dotte Mobile Grocer with support from a handful of community partners, including NourishKC, which developed a business plan and operational needs (staffing, grocery wholesaler, etc.).
- As plans for the project progressed, NourishKC approached Kansas City, Kansas, residents to form a Mobile Market Community Council to help guide the development and operation of the Dotte Mobile Grocer. This Council has identified neighborhoods and delivery locations, developed a product list (both WIC-approved and other product lines) and assembled program offerings.
- The Unified Government has been working with NourishKC and the local Mobile Market Community Council over the last year to update an ordinance that governs mobile market operations to best serve residents.

- Grants funded the purchase of a used beverage delivery truck that KU Architecture students equipped with necessary shelving and other components, along with initial staffing and operational costs.
- The Dotte Mobile Grocer will begin operations in Kansas City, Kansas, in late 2018, and will start by serving 15 locations a week, which includes locations in the Northeast Area.

POTENTIAL PROJECT PARTNERS

- Community Health Council of Wyandotte County
- Dotte Agency
- NourishKC
- Humana
- Kansas WIC
- University of Kansas School of Architecture and Design
- Grocery Access Task Force
- Historic Northeast Midtown Association
- Kansas Department of Health and Environment
- K-State Extension
- University of Kansas School of Business
- KC Healthy Kids

- Latino Health for All Coalition
- NBC Community Development Corporation
- Food Systems Action Team | Healthy Communities Wyandotte
- Mobile Market Community Council

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Health Care Foundation of Greater Kansas City
- Humana
- Menorah Heritage Foundation
- Advent Health (formerly Shawnee Mission Health)

EVALUATION CRITERIA

- Increased access to healthy and affordable food to residents in Wyandotte County
- Increased knowledge of food and its impact on health
- Improved customer well-being and health
- Increased knowledge of other area health related services and increased access to those services



Illustration courtesy of
Matt Kleinmann



RESTAURANT & FOOD BUSINESS INCUBATOR

PROJECT DESCRIPTION

- Survey residents and businesses in the area to determine feasibility, business model, demand and types of facilities and equipment needed.
- Identify site and pursue for-profit or non-profit operator of community kitchen and/or restaurant incubator.
- Explore shared use of existing commercial kitchens.
- Through kitchen and incubator, provide low-cost access to licensed kitchens and professional-grade equipment.
- Make connections with local and regional farmers, suppliers and customers.
- Provide community college course offerings.
- Host monthly cooking and business workshops and one-on-one entrepreneur advising.

POTENTIAL PROJECT PARTNERS

- K-State Extension
- Kansas University School of Business
- Kansas City Kansas Community College
- NourishKC, formerly Episcopal Community Services
- Historic Northeast-Midtown Association (HNMA)
- Dotte Agency
- Cultivate Kansas City
- Wyandotte Economic Development Council
- Northeast Economic Development Council
- Young Women on the Move

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Health Foundation Grants
- USDA Farm to School Grants
- US SBA Growth Accelerator Fund
- Health Care Foundation of Greater Kansas City Grants

EVALUATION CRITERIA

- Development of community kitchen and/or restaurant incubator in the Northeast Area
- Resident participation in community kitchen and/or restaurant incubator
- Increase in new business licensing associated with community kitchen and/or restaurant incubator
- Increase in local sales tax revenue



SOLAR HOMES



IMPLEMENT PARKS MASTER PLAN



IMPROVED CODE ENFORCEMENT



ADDITIONAL INFRASTRUCTURE INVESTMENT



NEIGHBORHOOD HEALTH CLINICS



HOME REPAIR PROGRAM



EXPANDED LAND BANK REHAB & INFILL PROGRAMS



ENHANCED PARKS PROGRAMMING



SPORTS/ATHLETIC LEAGUES



EXPANDED DAYCARE AT COMMUNITY FACILITIES



JERSEY CREEK RESTORATION



KCK GREENWAY URBAN TRAIL SYSTEM



JUNIOR GARDENS REDEVELOPMENT



1ST TIME HOMEOWNER PROGRAM



NORTHEAST POLICE SUBSTATION



IMPLEMENT THE VIOLENCE PREVENTION PLAN



YOUTH BUILD EXPANSION & MODEL BLOCK

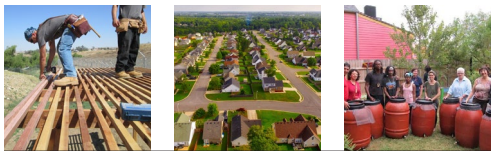


A HEALTHY COMMUNITY

A HEALTHY COMMUNITY PRIORITY PROJECTS



Home Repair Program



YouthBuild Expansion & Model Block



Jersey Creek Restoration



Northeast Police Substation



KCK Greenway Urban Trail System



Implement Parks Master Plan



HOME REPAIR PROGRAM

PROJECT DESCRIPTION

- Work with a pre-qualified group of contractors and YouthBuild to provide free or low-cost home repairs for seniors and low-income residents.
- Support the work of YouthBuild KCK and similar programs as they provide local youth with opportunities for job training in building trades. Connect local home repair needs with training opportunities.
- Work with local police enforcement and the justice system to offer alternative sentences and community service opportunities through the home repair program.
- Seek in-kind donation of materials from local suppliers.
- Market and expand existing UG Land Bank Rehab Program by marketing more heavily through local homebuilders and contractors' groups.
- Approve more certified rehabbers for Land Bank Rehab Program, targeting minority and woman-owned businesses.
- Target adjacent parcels, blocks and streets for greater impact.
- Utilize property management software to improve access to available Land Bank property information.

POTENTIAL PROJECT PARTNERS

- YouthBuild
- Habitat for Humanity of Kansas City
- Historic Northeast-Midtown Association (HNMA)
- United Way
- Community Housing of Wyandotte County
- Neighborhood Resource Center
- Livable Neighborhoods Task Force

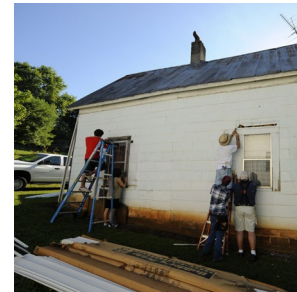
- KCK Housing Authority
- KCK Public Schools
- Kansas City Kansas Community College
- Chief Properties
- Shepherd's Center
- Christmas in October

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- United Way
- Community Development Block Grants (CDBG)
- HUD Community Service Block Grants
- USDA Housing Preservation Grants
- USDA Home Repair Program
- HUD HOME Program
- Weatherization Assistance Program
- Low-Income Housing Tax Credits (LIHTC)

EVALUATION CRITERIA

- Number of home repairs completed through program
- Increase in Land Bank properties rehabbed
- Increase in infill development on Land Bank property





YOUTHBUILD EXPANSION & MODEL BLOCK

PROJECT DESCRIPTION

- Expand existing YouthBuild KCK program by partnering with local community housing development organizations and neighborhood associations.
- Connect YouthBuild KCK to the existing UG Land Bank Rehab Program.
- Identify model block(s) on which to focus YouthBuild housing construction, vocational training and housing rehabilitation, leveraging other projects in the immediate vicinity.
- Coordinate model block development with neighborhood clean-ups, beautification efforts and social events.
- Market model block to potential homebuyers and the development community.
- Target key areas to replicate model block program.

POTENTIAL PROJECT PARTNERS

- YouthBuild
- United Way
- Community Housing of Wyandotte County
- KCK Housing Authority
- Historic Northeast-Midtown Association (HNMA)
- KCK Public Schools
- Kansas City Kansas Community College
- Americorp
- Habitat for Humanity
- American Red Cross
- Mt. Carmel Redevelopment Corporation

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- US Department of Labor
- United Way
- Low Income Housing Tax Credit (LIHTC)
- HOME Investment Partnerships Program

EVALUATION CRITERIA

- Increased program participation and certification
- Home construction and sales, reduced vacancy





Youth Build Model Block



JERSEY CREEK RESTORATION

PROJECT DESCRIPTION

- The Jersey Creek Greenway is an important community amenity that falls short of its full potential today. There is an opportunity to knit together and reinvigorate the Northeast Area with a signature greenway that connects neighborhoods and community destinations, benefits surrounding homes and businesses, and celebrates the Northeast. An improved greenway corridor along Jersey Creek would simultaneously provide environmental, transportation, and recreation benefits.
- Over time, human modifications to the streams and waterways along Jersey Creek have impeded the natural functions of the streamway, which also faces water quality issues as part of a combined sewer overflow system. Restoration of the Jersey Creek presents an opportunity to address long-standing stormwater management issues in a comprehensive and sustainable way. Restoring and enhancing Jersey Creek's natural streamways can help to manage runoff while creating an engaging community amenity and urban wildlife habitat.
- An improved greenway trail for cyclists and pedestrians will link neighborhoods and destinations, and provide expanded options for residents and visitors along a centrally located and convenient green space that provides access to many destinations, services and amenities. A greenway trail that connects parks, public spaces, and schools along Jersey Creek and ties into a citywide parks and open space network will provide enhanced recreation opportunities for residents. Trails promote exercise and support active, healthy lifestyles while connecting to and integrating with other active recreation facilities. There is also the potential to incorporate interpretive and historical resources along the greenway to engage trail users on a variety of topics.

- As an attractive space and visible public investment, the greenway trail can serve as a focal point and amenity for surrounding residential areas, and can function as a tool to add value and revitalize key activity centers.

POTENTIAL PROJECT PARTNERS

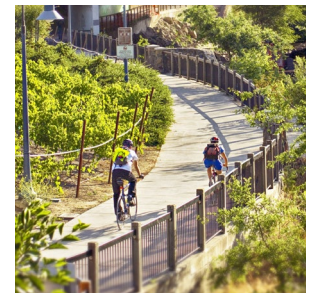
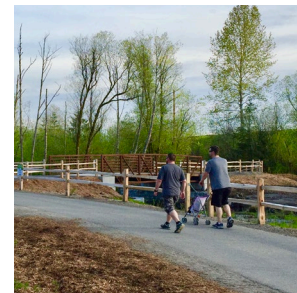
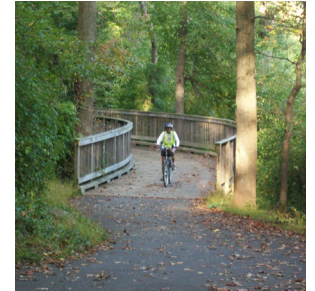
- Historic Northeast-Midtown Association (HNMA)
- BikeWalkKC
- NBC Community Development Corporation
- Kansas Department of Health and Environment, Bureau of Water
- Unified Government of Wyandotte County/Kansas City, Kansas - Water Pollution Control, Parks and Recreation Department
- Kansas City, Kansas Community College
- Healthy Communities Wyandotte
- Dotte Agency
- YouthBuildKCK

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Alliance for Wetlands and Streams
- PeopleForBikes Community Grant Program

EVALUATION CRITERIA

- Increased use of the Jersey Creek Area
- Increased stormwater filtration
- Greater use of improved space by local organizations and schools





NORTHEAST POLICE SUBSTATION

PROJECT DESCRIPTION

- A police substation in the Northeast Area would provide a modern and state-of-the-art facility to house police operations. The substation will enable the UG Police Department to better reach the community and lessen the response time to calls in the area.
- A substation located in the Northeast Area would improve police visibility while providing a location for community members and officers to come together to discuss relevant issues while building trust. Substations provide a place where citizens can talk with police in a neutral, nonthreatening environment, turning police officers into integrated members of the community rather than rapid-response enforcement.
- House an explorer program at the substation designed to expose local youths to the law enforcement profession.
- Hold crime prevention and block watch meetings at the new substation.

POTENTIAL PROJECT PARTNERS

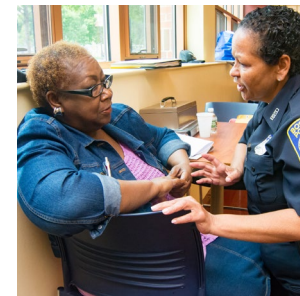
- Kansas City, Kansas Police Department
- Residents and businesses of the Northeast Area

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- TBD

EVALUATION CRITERIA

- Lower rates of violent crimes and property crimes within Northeast Area precincts





KCK GREENWAY URBAN TRAIL SYSTEM

PROJECT DESCRIPTION

- The KCK Greenway Urban Trail System entails planning for and implementation of an urban trail network serving the urban core of Kansas City, Kansas. The network would connect neighborhoods, parks, schools, retail areas, office areas, and the Fairfax Industrial District. The trail would connect to the US-169 bridge, which includes a trail connection to Riverside, Missouri. It also includes the Lewis and Clark viaduct trail, which connects to Kansas City, Missouri. Much of this network is already complete: The Lewis and Clark viaduct trail, the Jersey Creek trails, off street trails on 5th Street, the 10th Street bike lanes, and the Central Avenue sharrows are all completed.
- The plan would create a consistent signage and wayfinding system, identify and link gaps in the existing network and propose new connections to complete the network.
- The goals of the project are to:
 - Provide a new recreational amenity for neighborhoods in the urban core
 - Increase safety for all road users by reducing speeding and providing space for pedestrian and cyclists
 - Increase access to parks
 - Increase access to jobs in Fairfax, Downtown KCK, Riverside, MO, and Downtown KCMO
 - Attract residents and new businesses, promote new development
 - Improve equity by providing transportation options for those without vehicles
- The Greenway Urban Trail System should take advantage of existing open spaces such as Jersey Creek and Kaw Point to integrate into the larger

proposed Missouri River Bike Loop.

- One of the two remaining gaps to complete the Missouri River Bike Loop is a section of 7th Street that connects the existing shared-use path on 5th Street to the existing shared use path on the Fairfax bridge across the Missouri River. Completing this connection would give Northeast residents best-in-region comfortable bike access to area destinations and amenities. It would also create a major regional amenity through the heart of the Northeast. In combination with new quality infrastructure, marketing and branding of the Missouri River Bike Loop can help attract new visitors to the Northeast Area and support local businesses oriented around the trail connection.
- Successful implementation of the KCK Greenway Urban Trail System relies on the effective use of sound data. Demand modeling, safety and crash data, network connectivity, equity, physical roadway constraints, and public feedback all contribute to a complete understanding of bicycle infrastructure priorities. The following recommendations include a proposal for a Priority Bicycle Network in the Northeast Area that supports recreation and commuting with a variety of facility types. This network serves travel both within the Northeast and to destinations beyond.

POTENTIAL PROJECT PARTNERS

- Historic Northeast-Midtown Association (HNMA)
- BikeWalkKC
- NBC Community Development Corporation
- Kansas Department of Health and Environment, Bureau of Water
- Unified Government of Wyandotte County

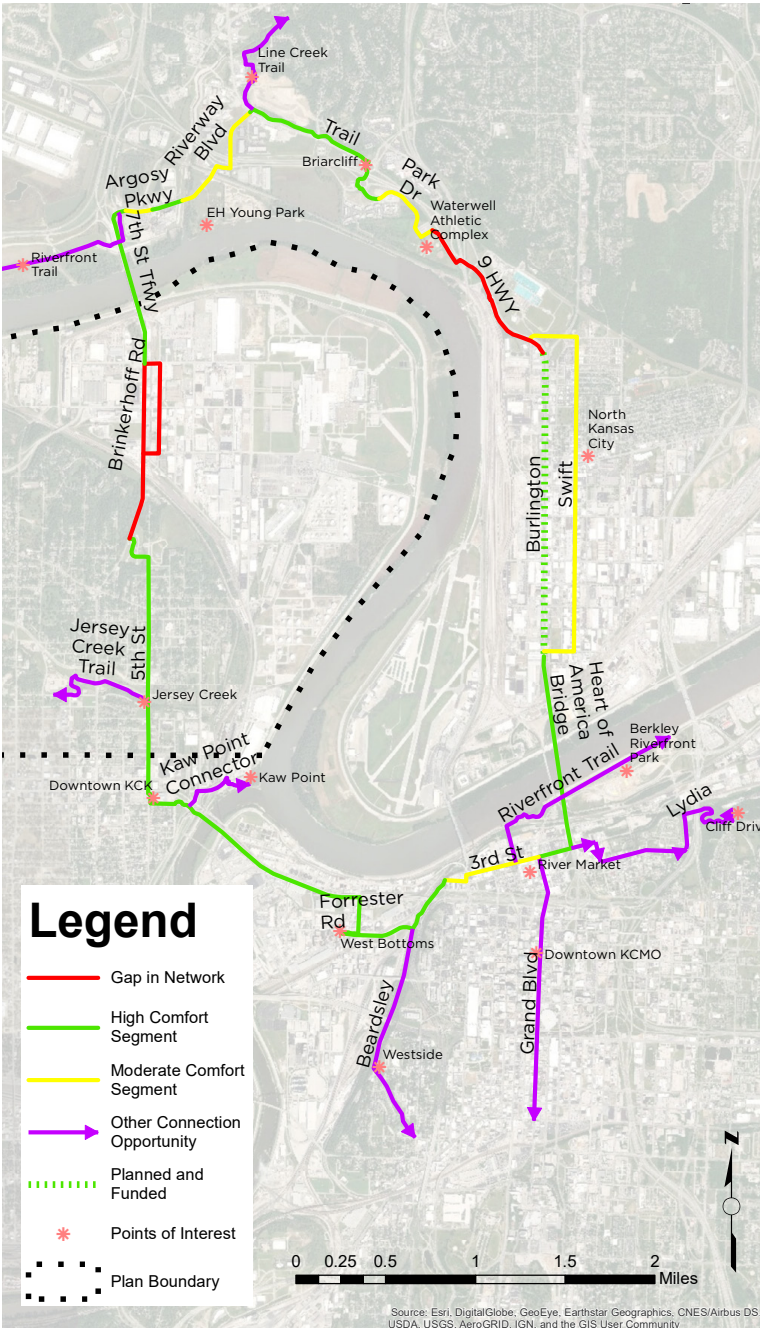
POTENTIAL PROJECT FUNDING OPPORTUNITIES

- TBD

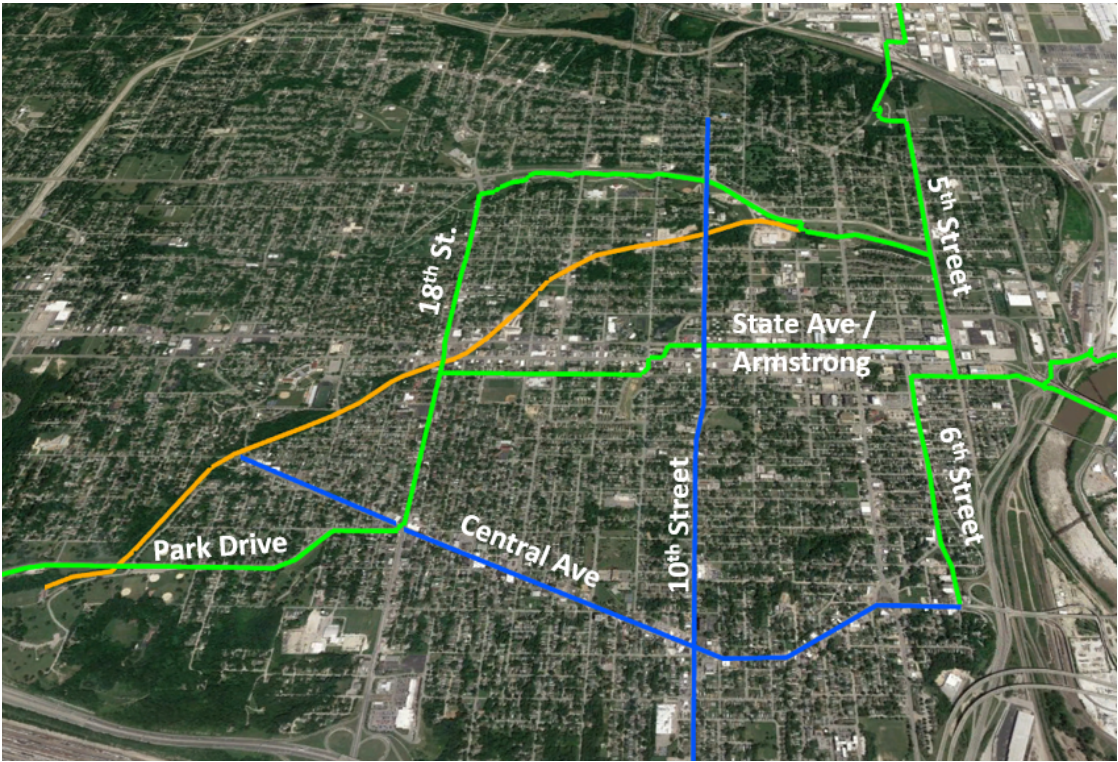
EVALUATION CRITERIA

- TBD

Missouri River Bike Loop



Urban Trail Loop



Today, a safe and comfortable route exists for approximately 80% of a 11.3 mile Missouri River Bike Loop that connects the Northeast Area, Downtown KCK, Downtown KCMO, North Kansas City, Briarcliff, Riverside, and many other destinations. Comprised of a mix of trails, shared paths, and on-street bicycle facilities, this bike loop crosses the Missouri River twice, and links to regional trails and connections in four different counties.



IMPLEMENT PARKS MASTER PLAN

PROJECT DESCRIPTION

- Assess park and community facility maintenance and investment plans.
- Encourage use of parks for public art and cultural events.
- Install additional social gathering amenities where appropriate, including gazebos, eating areas, barbecue pits, playgrounds, athletic fields and exercise equipment.
- Increase programming and services at community centers, including athletics, daycare and educational services.
- Clean-up vacant city-owned parcels and partner with neighborhood associations to maintain informal neighborhood open spaces.
- Organize park-wide cleanups during the summer.
- Build on and expand Jersey Creek Trail Project Efforts.
- Focus efforts on the Healthy Community Corridor.
- Advocate for the adoption of the Parks Community Improvement Application by the UG. The program, which has been pilot tested to verify resident support, allows community members and organizations to leverage private dollars for improvements to local public parks.

POTENTIAL PROJECT PARTNERS

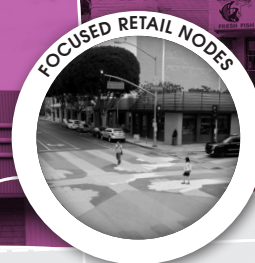
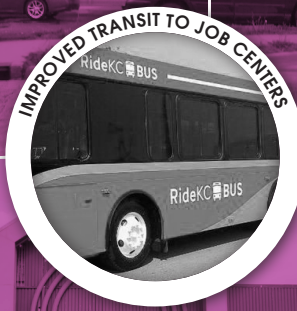
- Kansas Department for Children and Families
- The Family Conservancy
- DHHS Administration for Children and Families
- National Park Service
- Dotte Agency
- Historic Northeast-Midtown Association (HNMA)

- Community Health Council of Wyandotte County
- Wyandotte County Health Department
- YouthBuild
- BikeWalkKC
- Let's Move WYCO
- Healthy Communities Wyandotte
- Latino Health for All

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Early Education Grant Fund
- Early Education Funders Collaborative
- National Recreational Trails Program
- Land and Water Conservation Fund Grant
- Kansas Recreation and Park Association Grant
- EVALUATION CRITERIA
- Increased park and community facility program participation
- Additional park and community facility programming
- Improvement in resident health indicators





AN EXPANDED **ECONOMY**

AN EXPANDED ECONOMY PRIORITY PROJECTS



Fairfax Job Training Program



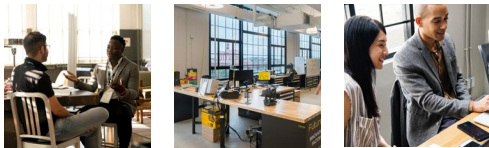
Improved Access to Job Centers



Focused Retail & Service Nodes



Bridge The Connectivity Gap



Business Incubator & Entrepreneurship Center



Tourism & Entertainment Committee



FAIRFAX JOB TRAINING PROGRAM

PROJECT DESCRIPTION

- Create a job training and apprenticeship program in partnership with Kansas City Kansas Community College, the Fairfax Industrial Association, Kansas City, Kansas Public Schools and Fairfax employers.
- Expand industrial skills courses at local high schools. Seek donations of equipment from Fairfax businesses.
- Hold job fairs at local high schools that feature job or internship opportunities at Fairfax industrial businesses.
- Conduct interviews with Fairfax employers to identify needs and employee skills gaps. Design course offerings to meet these needs.
- Explore opportunities to link employers with apprenticeship programs.
- A variety of training and certification programs should be implemented to give residents the knowledge and tools to improve their skill set for working in the manufacturing industry.

POTENTIAL PROJECT PARTNERS

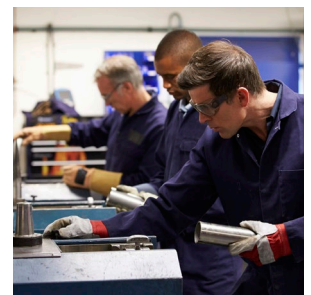
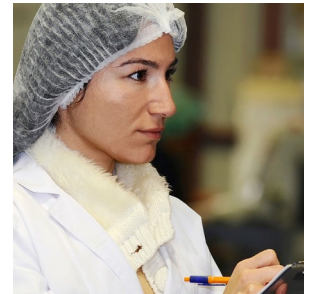
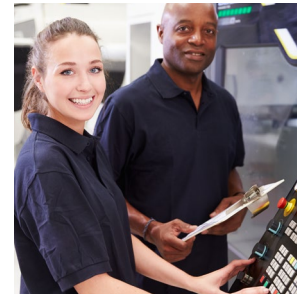
- Fairfax Industrial Association
- Kansas City Kansas Community College
- Kansas City Kansas Public Schools
- Wyandotte Economic Development Council
- Workforce Partnership
- Kansas State University
- University of Kansas
- Kansas Department of Commerce
- Econ Avenue - Federal Reserve Bank of Kansas City
- Historic Northeast-Midtown Association (HNMA)
- Workforce Partnership

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- US Department of Labor (DOL) Workforce Innovation Fund
- DOL Reentry Project Grants
- Work Opportunity Tax Credit
- On-the-Job Training (OJT)
- Kansas Industrial Training Program (KIT)
- Kansas Industrial Retraining Program (KIR)
- Incumbent Worker Training Program
- Econ Avenue - Federal Reserve Bank of Kansas City
- Kansas Department of Commerce Workforce AID

EVALUATION CRITERIA

- Increase in Fairfax employment among Northeast Area residents
- Reduction of unemployment rate among Northeast Area residents
- Increase in workforce training program participation
- Increase in median Northeast Area household income





Fairfax Job Training Program



IMPROVED ACCESS TO JOB CENTERS

PROJECT DESCRIPTION

- Education, training, and workforce development initiatives are critical to ensure Northeast residents have the skills and training employers need, but the disparity in jobs and employment is also a result of barriers to access. All Northeast Area residents need to be able to easily connect to local job opportunities, even if they do not have access to an automobile.
- Today, there is not a continuous sidewalk connection from Northeast neighborhoods to the Fairfax Industrial District. Infrastructure improvements can enhance worker mobility through repaired and widened sidewalks. Lighting, signage, thoughtful street design and increased pedestrian activity along Northeast streets will create safer streets that residents feel comfortable using to walk to work.
- Conduct a comprehensive transit needs assessment for the Northeast Area in conjunction with RideKC, with a focus on connecting residents to local and regional job centers in Johnson County, Parkville, Riverside, Lansing/Leavenworth and Edwardsville.
- Conduct feasibility study for bus rapid transit (BRT) and bus-on-shoulder routes to reduce travel time.
- In response to transit assessment findings, expand and adjust existing routes to reach more employment centers. Market existing Wyandotte County company services to Fairfax employers to connect employees with the local vanpool system.
- Work with the business community to develop flexible public/private partnerships to get people to and from job centers.
- Add bus shelters to key locations along Northeast Area arterials. Amenities such as benches and trash cans are also needed along transit corridors.

- Establish a pilot bike share program in the Northeast Area and downtown KCK that connects to existing transit and the Kansas City B-cycle bike sharing network.
- Conduct a feasibility study for extension of the KC Streetcar into downtown KCK.

POTENTIAL PROJECT PARTNERS

- RideKC
- BikeWalkKC
- Johnson County Transit
- KC Streetcar Authority
- IndeBus
- Regional Transit Coordinating Council
- Mid-America Regional Council (MARC)
- Fairfax Industrial Association

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Federal Transit Administration (FTA) Bus & Bus Facilities Infrastructure Investment Program
- FTA Capital Investment Grants
- Surface Transportation Program (STP)
- Urbanized Area Formula Grants (5307)
- Enhanced Mobility of Seniors & Individuals with Disabilities (5310)
- Congestion Mitigation and Air Quality (CMAQ) Grants

EVALUATION CRITERIA

- Increase in RideKC bus and van ridership
- Increase the number of private sector partnerships related to improving transit options





FOCUSED RETAIL & SERVICE NODES

PROJECT DESCRIPTION

- Assess benefits and drawbacks to re-zoning to concentrate commercial districts in the Northeast Area through the city-wide re-zoning project currently underway. Proceed with re-zoning based on findings and feedback from the community.
- Identify a select number of retail nodes through which to focus commercial reinvestment in the Northeast Area.
- Brand and market focused retail nodes both on-site and online. Create development and incentive packages to market available properties.
- Prepare publicly-owned property located at retail nodes for redevelopment. Site improvements may include brownfield remediation, demolition, clearing, excavation and leveling.

POTENTIAL PROJECT PARTNERS

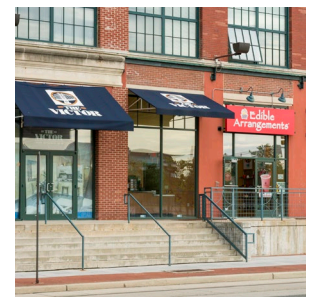
- Wyandotte Economic Development Council
- Northeast Economic Development Council
- Downtown Shareholders of Kansas City, KS
- Kansas City Area Development Council
- Historic Northeast-Midtown Association (HNMA)

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Neighborhood Revitalization Act (NRA)
- Sales Tax Revenue Bonds (STAR)
- UG Small Business Incentive Pilot Program
- Tax Increment Financing (TIF)
- Kansas Department of Health and Environment/EPA Brownfields Assessment Grant

EVALUATION CRITERIA

- Square footage of building constructed
- Property tax revenue growth
- Sales tax revenue growth
- Permanent jobs created





BRIDGE THE CONNECTIVITY GAP

PROJECT DESCRIPTION

- Prioritize affordable broadband internet connectivity as an essential utility for all Northeast Area residents in order to ensure the opportunity to pursue a quality education, participate in today's digital society and improve the quality of their lives.
- Develop a pilot wireless network in the Northeast Area in order to provide internet access to those who cannot afford a wired in-home connection. Offset costs through advertising.
- Partner with Connecting for Good (CFG) to continue providing internet service and low-cost or free refurbished computers to low-income Northeast Area residents.
- Provide Northeast Area youth and adults with digital literacy training through organizations like CFG at locals schools, the Kansas City, Kansas Public Library and CFG's Northeast Wyandotte County Computer Center. Offer a variety of digital literacy courses and technical certifications, and expand technical training camps like CFG's youth STEM camp at Juniper Gardens.
- Strengthen infrastructure to provide local schools and public facilities with more bandwidth to ensure that users do not experience difficulty using the internet. Prioritize full bandwidth and full speed in order to provide comprehensive access that allows every student in a school to simultaneously use the internet on separate devices.

POTENTIAL PROJECT PARTNERS

- Connecting for Good (CFG)
- Kansas City Coalition for Digital Inclusion
- KC Digital Drive
- Literacy KC

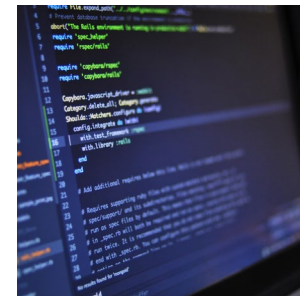
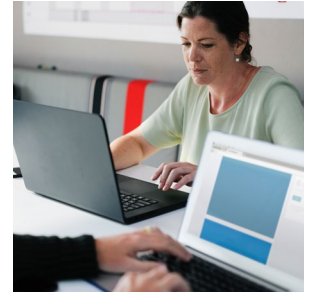
- Kansas City Kansas Community College
- Kansas City Kansas Public Schools
- Historic Northeast-Midtown Association (HNMA)

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas City Digital Inclusion Fund
- Greater Kansas City Community Foundation
- United Way
- Google Fiber

EVALUATION CRITERIA

- Increase in households with at-home broadband internet connection
- Increase in households with access to Wi-Fi through the pilot wireless network for the Northeast Area
- Increase in bandwidth at local schools and public facilities





BUSINESS INCUBATOR & ENTREPRENEURSHIP CENTER

PROJECT DESCRIPTION

- Establish a business incubator and entrepreneurship center in the Northeast Area. Offer traditional co-working spaces, private office spaces and meeting rooms to accommodate the many stages of a business's growth. Provide high-speed internet and printer access.
- Establish a retail space in the Northeast Area where members can sell goods crafted in the co-working space.
- Provide workshops and courses to teach design, technology and business skills to entrepreneurs. Offer courses in coding and web development, cyber security and user experience (UX).
- Establish a network of expert business mentors to volunteer their time helping entrepreneurs advance local businesses.
- Provide services to affiliate clients, who may be home-based businesses or early-stage companies in the Northeast Area that have their own premises but can benefit from incubator services. Virtual clients can also benefit from receiving counseling and other assistance electronically.
- Offer events and networking opportunities to strengthen the ties between entrepreneurs, investors, corporations, government and local schools.

POTENTIAL PROJECT PARTNERS

- National Business Incubation Association (NBIA)
- Kansas City Kansas Community College
- Kansas City Kansas Public Schools
- Kansas Small Business Development Center
- Wyandotte Economic Development Council
- Dotte Agency

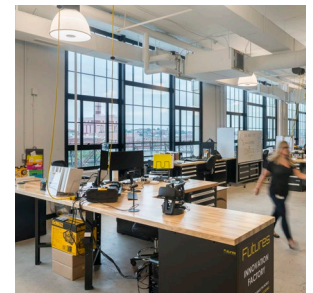
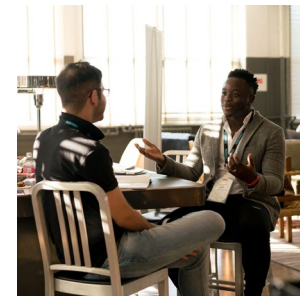
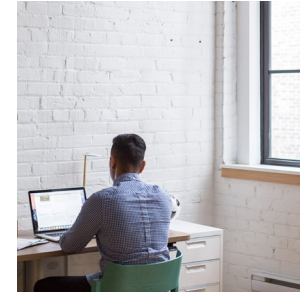
- Downtown Shareholders of Kansas City, KS
- Workforce Partnership
- Kansas State University
- University of Kansas
- Kansas Department of Commerce
- Econ Avenue - Federal Reserve Bank of Kansas City
- Historic Northeast-Midtown Association (HNMA)

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas City Startup Foundation
- U.S. Small Business Administration
- Kansas Department of Commerce
- Google Fiber

EVALUATION CRITERIA

- Increase in participants' annual income and business revenue
- New companies started, new jobs created and retained jobs
- Number of patents applied for or received, and new products introduced
- Peer-reviewed publications, intellectual property disclosures and patent applications
- Dollar amounts of angel and venture capital investments secured





TOURISM & ENTERTAINMENT COMMITTEE

PROJECT DESCRIPTION

- Establish a Tourism and Entertainment Committee serving the Northeast Area made up of residents, businesses, cultural institutions and neighborhood associations. The Committee should promote hospitality, entertainment and tourism in the community by supporting or implementing projects and policies beneficial to tourism and the Northeast Area's image to the outside world. Capitalize on the Northeast Area's cultural diversity and uniqueness.
- Develop a new brand to identify the Northeast Area and support the themes of A Rich History and A Food Hub.
- Promote existing arts attractions, cultural institutions and historic buildings and sites through a comprehensive marketing campaign using both digital and print materials.
- Highlight community assets through a new Northeast Area website and create a Top 10 Things to Do in the Northeast Area list to convey the personality and culture of the community.
- Work with community partners to implement and promote the NEAMP's Sumner High School Museum, Northeast Historical Markers and Tour, and Quindaro Townsite projects. Evaluate project success using listed project criteria and tourism data.
- Program live entertainment and fests in the Northeast Area's parks and public spaces.
- Promote urban agritourism by opening community farms to the public, inviting them to participate directly. Attractions may include pumpkin patches, corn mazes, petting zoos, farm stands and orchards, where and when appropriate.

POTENTIAL PROJECT PARTNERS

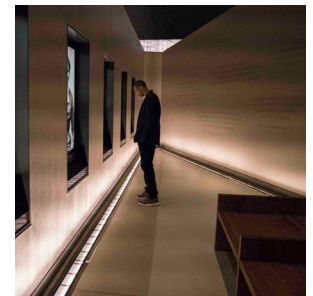
- Wyandotte County Museum
- Historic Northeast-Midtown Association (HNMA)
- Douglass-Sumner Neighborhood Association
- Unified Government of Wyandotte County/Kansas City, Kansas
- BikeWalkKC

POTENTIAL PROJECT FUNDING OPPORTUNITIES

- Kansas Department of Transportation
- Kansas Department of Commerce – Tourism Marketing Grants
- Kansas Humanities Council – Heritage Grants
- Livable Neighborhoods
- Neighborhood Rising Fund
- Community Development Block Grants
- Southwest Airlines Heart of the Community Grant
- National Endowment for the Arts Our Town Grant
- African American Cultural Heritage Action Fund Grant
- Artplace National Creative Placemaking Fund
- Kresge Foundation Arts & Culture Program Grants
- Kansas Historic Preservation Partners Preservation Grant Program

EVALUATION CRITERIA

- Increased visitors and tourism revenue
- Positive economic impact in Northeast Area
- Increased community perception, visibility and recognition within the greater Kansas City Region



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LAND USE PLAN

The future land use plan is intended to ensure that new development contributes to advancing the community's vision for the Northeast Area. The land use plan includes a variety of place types that were developed to fit the scale and context of the community. The intent of the future land use plan is to provide an overarching framework to inform development decisions and allow the Northeast Area to grow in a planned and sensible manner. The future land use plan should be used by the UG to determine which types of projects are appropriate for different parts of the Northeast Area. Though the land use plan does not directly change the existing zoning, it will be used to inform the UG's comprehensive zoning rewrite that is currently underway while serving as a guide to evaluate future planning and development decisions.

Land Use Transitions

Through the community engagement process, residents and stakeholders indicated that they would like to see additional job opportunities within the Northeast Area, as well as stronger economic and physical connections between the residential neighborhoods east of the railroad tracks and the Fairfax Industrial District. Currently, the built-out Fairfax Industrial District is experiencing relatively low vacancy rates and has a shortage of land available for redevelopment. With an abundance of vacant and underutilized property in the residential and commercial districts of the Northeast Area, an expansion of the Fairfax Industrial District makes economic sense.

However, future economic development must achieve balance with the health and well-being of Northeast Area residents. In development of the future land use map, stakeholders expressed a mix of support and opposition toward including light industrial and business park land uses where industrial uses currently exist or are zoned for in the vicinity of Jersey Creek and Parallel Parkway. Many expressed concern that the industrial and automotive land uses currently scattered throughout residential neighborhoods are detrimental to public health and quality of life. Automotive repair and trucking uses are inappropriate within the Northeast Area's residential neighborhoods and should be transitioned out over time.

Future light industrial and business park proposals in the Northeast Area should be considered by the community through the Master Plan Amendment process. In particular, proposals should be evaluated for potential negative impacts on adjacent residential or commercial properties, transportation impacts and any potential harm to the environment. Regardless of adjacent land uses, the community expressed strong support for improving the Jersey Creek Greenway and maintaining public access and trails. Stakeholders also found consensus in a desire for stronger commercial corridors, including Quindaro Boulevard, State and Washington Avenues, and 5th and 7th Streets. In response to this direction, the future land use plan focuses on the following key elements:

- **Shifting industrial uses out of the center** – Transitioning industrial land, especially around Parallel Parkway and 10th Street, to mixed-use and residential districts.
- **Identifying appropriate areas for industrial expansion** – Areas immediately adjacent to the Fairfax Industrial District have been identified for light industrial expansion in order to provide additional employment areas for local residents, as well as space for growing businesses. It is critical that these areas are redeveloped carefully to ensure that there are no negative impacts on nearby residential areas.
- **Strengthening of historic and institutional resources** – The future land use plan includes a classification to help preserve and protect important neighborhood assets.
- **Reinforcing important commercial corridors** – In order to provide locations for shops and services, important commercial corridors have been designated with land use classifications that will ensure that new context-sensitive development is promoted.
- **Preserving single family areas** – The future land use plan directs multi-family growth to corridors as well as to geographic areas closer to downtown Kansas City, Kansas. Housing types such as townhomes are heavily promoted as a way to incorporate medium densities within existing residential areas.

Land Use Map

The proposed future land use plan allows the Fairfax Industrial District to expand into areas north of K-5 and east of 3rd Street with a combination of light industrial and business park uses. Existing industrial uses along Jersey Creek and within neighborhood areas should be phased out over time due to incompatibility with surrounding residential neighborhoods. Jersey Creek should be redeveloped as an amenity with trails and park space for public use.

This approach limits the risk of future industrial land uses negatively impacting residential land values and resident quality of life, increases near-term development opportunities and encourages new employment opportunities in the community.

Land Use Districts

In order to ensure that future development more closely aligns the character of individual parts of the Northeast Area, a series of land use districts have been created. This section describes the various districts that make up the future land use plan.



NEIGHBORHOOD MIXED USE

The Neighborhood Mixed Use district is generally designated along corridors that include a mix of single family houses, apartment buildings, small commercial buildings, and mixed use buildings. These areas should be walkable with wide sidewalks, landscape buffer areas, street trees and accommodates for cyclists and transit. Buildings should be built up to the street for form a consistent street frontage.

Allowed Building Types

- Single Family Houses
- Townhomes
- Duplexes
- Low Rise Apartments (2-4 stories)
- Small Commercial Retail and Office Buildings
- Mixed Use Buildings (apartments/office above retail/ office)
- Institutional Buildings



GATEWAY / NEIGHBORHOOD COMMERCIAL HUB

The Gateway / Neighborhood Commercial Hub is a commercial district of medium intensity commercial uses that serve the surrounding neighborhoods and could include commercial uses that serve the wider community and region. These hubs are usually centered around a major intersection. These areas should be walkable with wide sidewalks, landscape buffer areas, street trees and accommodates for cyclists and transit. Buildings should be built up to the street to form a consistent street frontage with special consideration and prominence given to major block corners.

Allowed Building Types

- Low Rise Apartments (2-4 stories)
- Small and Medium Commercial Retail and Office Buildings
- Mixed Use Buildings (apartments/office above retail/ office)
- Institutional Buildings



COMMERCIAL

The Commercial district includes shopping centers and major commercial buildings that serve the wider community and region. Development in these districts must follow the commercial design guidelines.

Allowed Building Types

- Small, medium, and large commercial buildings
- Shopping centers
- Institutional buildings



HIGHWAY COMMERCIAL

The Highway Commercial district includes commercial uses that serve highway users, such as gas stations and convenience stores. Development in these districts must follow the commercial design guidelines.

Allowed Building Types

- Small, medium, and large commercial buildings
- Gas stations and convenience stores



INDUSTRIAL

Industrial includes such uses as manufacturing and shipping and should generally be located apart from residential neighborhoods. Industrial areas should include amenities such as sidewalks, landscaping, lighting, and walking trails. Industrial uses should have an attractive campus feel to attract and retain talent.

Allowed Building Types

- Light industrial buildings
- Heavy industrial buildings
- Commercial buildings to support industrial uses, such as restaurants, convenience stores, and gas stations



BUSINESS PARK/LIGHT INDUSTRIAL

The Business Park/Light Industrial district is intended to promote the creation of employment centers within walking distance of existing residential neighborhoods. Business Park/Light Industrial areas should serve as centers for innovation, accommodating research and development, technology and medical facilities. Light industrial uses should be limited to indoor operations only, produce minimal truck traffic and not cause any external environmental impacts. Examples of light industrial uses include data centers, pharmaceutical and medical

manufacturing, small-scale fabrication, food production and screenprinting. Generally oriented toward larger-scale complexes, business park and light industrial facilities may include ancillary services for employees, such as personal services, restaurants and retail.

Allowed Building Types

- Office
- Light industrial buildings



- Small, medium, and large commercial buildings

HISTORIC AND INSTITUTIONAL

Historic and institutional uses include historic landmarks, churches, schools, and other related uses.

Allowed Building Types

- Institutional Buildings



PARKS AND OPEN SPACE

Parks and open space should be activated with amenities such as playground equipment, trails, ponds, and landscaping. Parks should be connected to surrounding neighborhoods with sidewalks and trails.

Allowed Building Types

- Institutional Buildings



SINGLE FAMILY

The Single Family district is intended to protect established single family neighborhoods.

Allowed Building Types

- Single family homes



LOWER-MEDIUM DENSITY RESIDENTIAL

The Lower-Medium Density Residential district is intended to promote infill development and investment by allowing additional units compared to the Single Family district, while preserving the overall character of existing neighborhoods. Lower-Medium Density Residential areas must follow the narrow lot design guidelines.

Allowed Building Types

- Single Family Houses
- Townhomes
- Duplexes

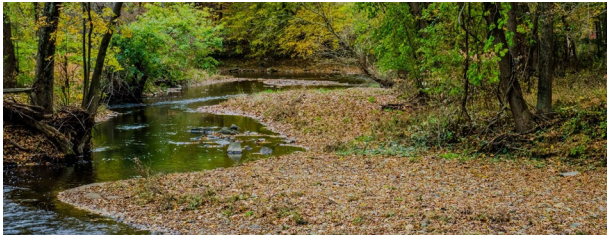


MEDIUM-HIGHER DENSITY RESIDENTIAL

The Medium-Higher Density Residential District allows for apartment buildings ranging from 2-4 stories. High quality development and site design is critical.

Allowed Building Types

- Single Family Houses
- Duplexes
- Townhomes
- Low rise apartments 2-4 stories



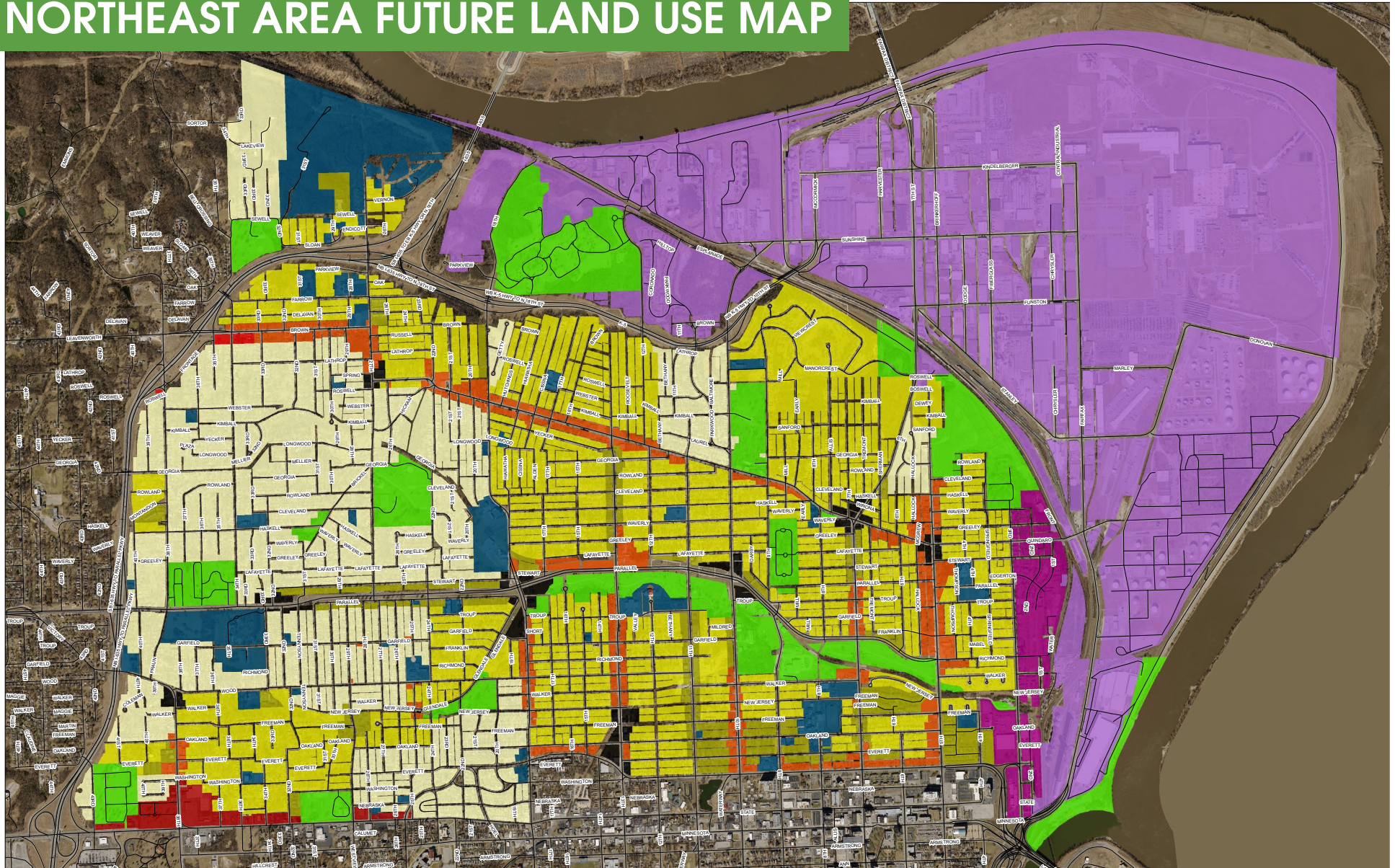
PRESERVE

These are large areas of vacant land that will be preserved until development pressure warrants development. Infrastructure will not be maintained at the same level in this district.

Allowed Building Types

- None

NORTHEAST AREA FUTURE LAND USE MAP



- | | | |
|---|---|---|
| Neighborhood Mixed Use | Business Park/Light Industrial | Lower-Medium Density Residential |
| Gateway/Neighborhood Commercial Hub | Industrial | Single Family |
| Commercial | Historic and Institutional | Parks and Open Space |
| Highway Commercial | Medium-Higher Density Residential | |

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TRANSPORTATION AND INFRASTRUCTURE

The City-Wide Master Plan includes guiding principles related to transportation and infrastructure including the need to prioritize infrastructure investment along with the promotion of a “balanced” transportation system that considers the needs of vehicles, public transit, pedestrians and bicycles, the establishment of a comprehensive roadway hierarchy system, and the need to design future transportation in a manner that enhances the built and natural environment. In order to accomplish these goals, the Master Plan describes the need to work cooperatively with federal, state, regional and local governments, the private sector, and residents. A summary of transportation and infrastructure recommendations is described in this section. For more detailed recommendations, please see the Appendices.

Addressing Community Needs

The well-being of Northeast residents depends on their capacity to meet basic community needs – good homes in strong neighborhoods, resources to live healthy lives, the ability to feel safe and be safe in streets, parks, and public spaces, and access to jobs and services that can expand opportunity for everyone. The barriers that limit capacity to meet these community needs are complex and systemic, but one component that ties many of these needs together is mobility. The potential for people of all ages, incomes, and abilities to connect to the jobs, services, and amenities they need, and to be safe and comfortable as they do so, is essential to the future success of the Northeast Area.

Infrastructure as a Catalyst Investment

Planning for and investing in quality neighborhoods through public infrastructure is essential to transform neighborhoods into safe, vital, and sustainable places. Transportation infrastructure connects residents to critical employment, education, and services, while also supporting safe and active public spaces. Strategic coordination of public investments and programs can support private development and attract additional private resources to the community.

Northeast residents have expressed a desire for a more walkable community, a more attractive community, improved public safety, and support for local business. Investments in mobility and public infrastructure present an opportunity to support all these efforts in a way that maximizes the potential for new private development and investment. Infrastructure improvements can enhance the mobility through repaired and widened sidewalks. Lighting, signage, thoughtful street design, and increased pedestrian and business activity along Northeast streets all contribute to safer neighborhoods. Targeted infrastructure improvements also demonstrate public commitment to the area, help to improve the image and perception of a place, and can spur private investment, particularly when they are strategically coordinated with other activity or investment in public facilities and services.



Girls on bikes in the Northeast Area

KEY TRANSPORTATION RECOMMENDATIONS

CONNECTING PEOPLE TO JOBS

The proximity of employers in the Fairfax Industrial District, Wyandotte County and the Kansas City metro area to the Northeast Area's residential neighborhoods, where unemployment is high, presents an opportunity to connect people to jobs. Several steps are needed to fully capitalize on this opportunity, including workforce development to ensure workers have necessary skills and training, but physical access to jobs is an important prerequisite. Access is especially important for those residents who do not have access to or are unable to use an automobile. In several Northeast Area neighborhoods, carless households represent more than twenty percent of the total population. It is these households that are positioned to benefit most from improved access to Fairfax and other employment centers.

Modifications to the hours and frequency of existing routes that already serve the Northeast Area and Fairfax Industrial District can make transit more viable for Northeast residents connecting to nearby and centrally located jobs. Improved transit connections can improve access for northeast residents to job opportunities in Fairfax, but also Downtown Kansas City, Kansas, Downtown Kansas City, Missouri, and other job centers. In order to improve job access by transit, this plan recommends the following:

- Increase the frequency and extend the hours of the Ride KC 103 route serving the Fairfax Industrial District.
- Provide evening service for the 107 route through the Northeast Area.
- Provide thirty minute service for the 106 route serving the Northeast Area on Quindaro Boulevard, 7th Street, and other corridors.

PRIORITY SAFE ROUTES TO SCHOOL CORRIDORS

The UG has made major progress through concerted efforts to enhance Safe Routes to School in the Northeast Area. Since 2014, the UG Public Works Department has encouraged and initiated education programs like Walking School Buses and bicycle safety classes, offered technical assistance to improve safety during drop-off and pick-up, made improvements to signage and crosswalks around schools, and built miles of sidewalks in school neighborhoods. Seven elementary and one middle school in the Northeast Area are currently participating in the Safe Routes to School program in some capacity. The initiative has also worked to coordinate with other UG priorities, including blight mitigation and mowing vacant lots through the SOAR program, working with Community Policing at KCKPD to get more eyes on the street and reduce crime, and partnering with the Health Department and 2020 Movement to emphasize the health benefits from walking and biking.

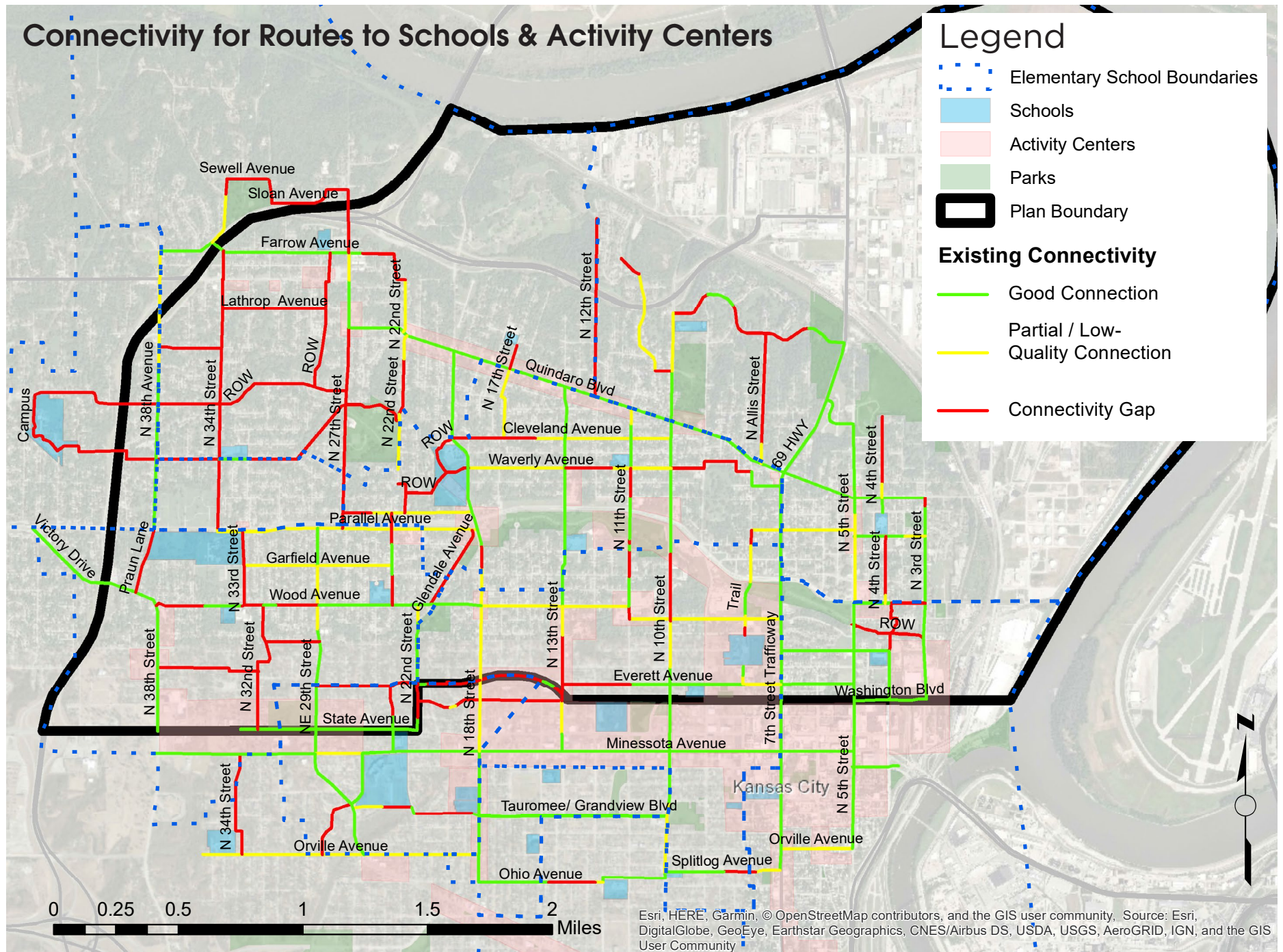
Designating priority Safe Routes to School corridors can focus resources in a way that facilitates walking and biking to school, but also provide broader benefits to surrounding neighborhoods. Careful consideration of priority routes is crucial to effectively impact student transportation decisions. Considerations include how close students within the attendance boundary are to a priority corridor, connections to other schools and destinations, the safety and comfort of the street environment, directness of route, presence of bus stops and avoidance of discouraging barriers. Where potential Safe Routes to School corridors have existing infrastructure deficiencies are areas that should be prioritized for infrastructure improvements. New development and redevelopment projects should be required by the UG to install or replace sidewalks to complete connectivity of the designated Safe Routes to School network. By approaching reinvestment in basic

infrastructure through this strategic lens, the City and the school district can avoid piecemeal improvements with limited impact, and quickly establish a lean pedestrian network with real mobility benefits for students and residents alike.

HNMA has partnered with the Dotte Agency and Northwest Middle School to complete neighborhood walk audits in the Northeast Area. These audits produce and prioritize community-vetted infrastructure projects. In 2018, the UG Department of Public Works used community feedback from the walk audits to apply for and receive a Mid-America Regional Council (MARC) Safe Routes to School grant. These community walk audits give residents the opportunity to survey their community and advocate for better policy that leads to safer environmental design and smarter infrastructure investment.



Northeast Area students on their way to and from school



REALLOCATING EXCESS RIGHT OF WAY

Building new transportation infrastructure is expensive, and maintaining existing infrastructure is an ongoing challenge. For all communities, but especially those facing fiscal challenges, it is important to be as efficient as possible with infrastructure investments. This means a) building only the infrastructure that is essential to achieve community goals, and b) to get the maximum utility from infrastructure that is available.

Today, the Northeast Area suffers from an infrastructure mismatch. There are not enough facilities in enough locations to meet the needs of pedestrians, cyclists, and transit users. Meanwhile, the Northeast Area has a street network for automobiles that is vastly underutilized. It appears that many major streets in the Northeast Area have more capacity and more pavement than necessary to serve current and future traffic demands. While this excess capacity and infrastructure is not serving northeast residents today, it still carries the same maintenance and operational burdens it would if it were more fully utilized. In addition to fiscal resources this infrastructure locks away from more urgent uses, the design and conditions of many streets directly limit the potential of other transportation choices.

In the Northeast Area, there is an opportunity to realign and reallocate existing infrastructure to better respond to community needs for mobility and access to opportunity. By reallocating excess street capacity to other uses and modes of transportation, Northeast communities can get much greater utility from existing infrastructure investments, while dramatically reducing the cost of providing for alternative modes of transportation like walking, biking, and transit.

JERSEY CREEK GREENWAY

The Jersey Creek Greenway is an important community amenity that falls short of its full potential today. There is an opportunity to knit together and reinvigorate the Northeast Area with a signature greenway that connects neighborhoods and community destinations, benefits surrounding homes and businesses, and celebrates the Northeast. An improved greenway corridor along Jersey Creek would simultaneously provide environmental, transportation, and recreation benefits. An improved greenway trail for cyclists and pedestrians has the potential to physically link neighborhoods and destinations, and to alter perceptions about the relationship between different places. An improved greenway trail provides expanded options for residents and visitors along a centrally located and convenient green space that provides access to many destinations, services, and amenities. A greenway trail that connects parks, public spaces, and schools along Jersey Creek and ties into a citywide parks and open space network will provide enhanced recreation opportunities for residents. Trails promote exercise and support active, healthy lifestyles while connecting to and integrating with other active recreation facilities.

There is also the potential to incorporate interpretive and historical resources along the greenway to engage trail users on a variety of topics. The benefits of a reimagined greenway corridor extend beyond its boundaries. As an attractive space and visible public investment, it can serve as a focal point and amenity for surrounding residential areas, and can function as a tool to add value and revitalize key activity centers.

In order to realize the full potential of the Jersey Creek as a community amenity, this plan recommends the following near-term and long-term action items:



Jersey Creek Greenway

NEAR-TERM RECOMMENDATIONS

- *Complete spot repairs for damaged sections of Jersey Creek trails.*
- *Address gaps in trail connectivity by providing safe and comfortable intersection crossings of north-south streets along routes that are direct and convenient for travel along the corridor.*
- *Continue efforts to engage youth and residents through art projects located along the Jersey Creek Greenway. Highlight the rich history of the community through public art installations along the trail.*
- *Study the feasibility of providing a multi-modal corridor along Parallel Parkway that could provide a dedicated, unobstructed bicycle/pedestrian connection along Jersey Creek without the cost of installing new trail or bicycle/pedestrian facilities.*
- *Improve major intersections along Parallel Parkway to provide safe and more comfortable pedestrian and bicycle connections between Jersey Creek and surrounding neighborhoods.*
- *Improve ongoing park maintenance, including trash receptacles along the trails.*



Improved Jersey Creek Greenway

- Improve lighting, especially in higher risk locations like the 13th Street pedestrian tunnel, the 16th Street basketball court, and Jersey Creek Park.
- Remove or replace dangerous old equipment including the playground in east Heathwood park.

LONG-TERM RECOMMENDATIONS

- Restore the natural stream to support and enhance the ecological functions of the streamway, improve water quality, and create a more inviting and attractive amenity.
- Reconstruct existing trails to provide a new high quality shared use path that can comfortably accommodate

bicycles and pedestrians and that functions as a true mobility option to connect neighborhoods and destinations along the Jersey Creek corridor.

- Extend the Jersey Creek trail system along public lands between 5th Street and 3rd Street
- Incorporate new educational and historical interpretive signage and exhibits to celebrate Jersey Creek and educate visitors about the natural and community resources in the area.
- Incorporate green stormwater infrastructure strategically located to enhance the Jersey Creek Greenway while reducing storm peak flows and improving water quality.

NORTHEAST BIKE NETWORK

Smart decisions about bicycle infrastructure depend on good data. Demand modeling, safety and crash data, network connectivity, equity, physical roadway constraints, and public feedback all contribute to a complete understanding of bicycle infrastructure priorities. The recommended proposal is for a Priority Bicycle Network in the Northeast Area that supports recreation and commuting with a variety of facility types. This network serves travel both within the Northeast and to destinations beyond. Details of the proposed Priority Bicycle Network are outlined in "Mobility in the Northeast Area," which is included as an appendix. Future bicycle network improvements in the Northeast Area will be subject to review and approval by the UG Engineering Division to ensure bicyclists can be safely accommodated.

QUINDARO BOULEVARD

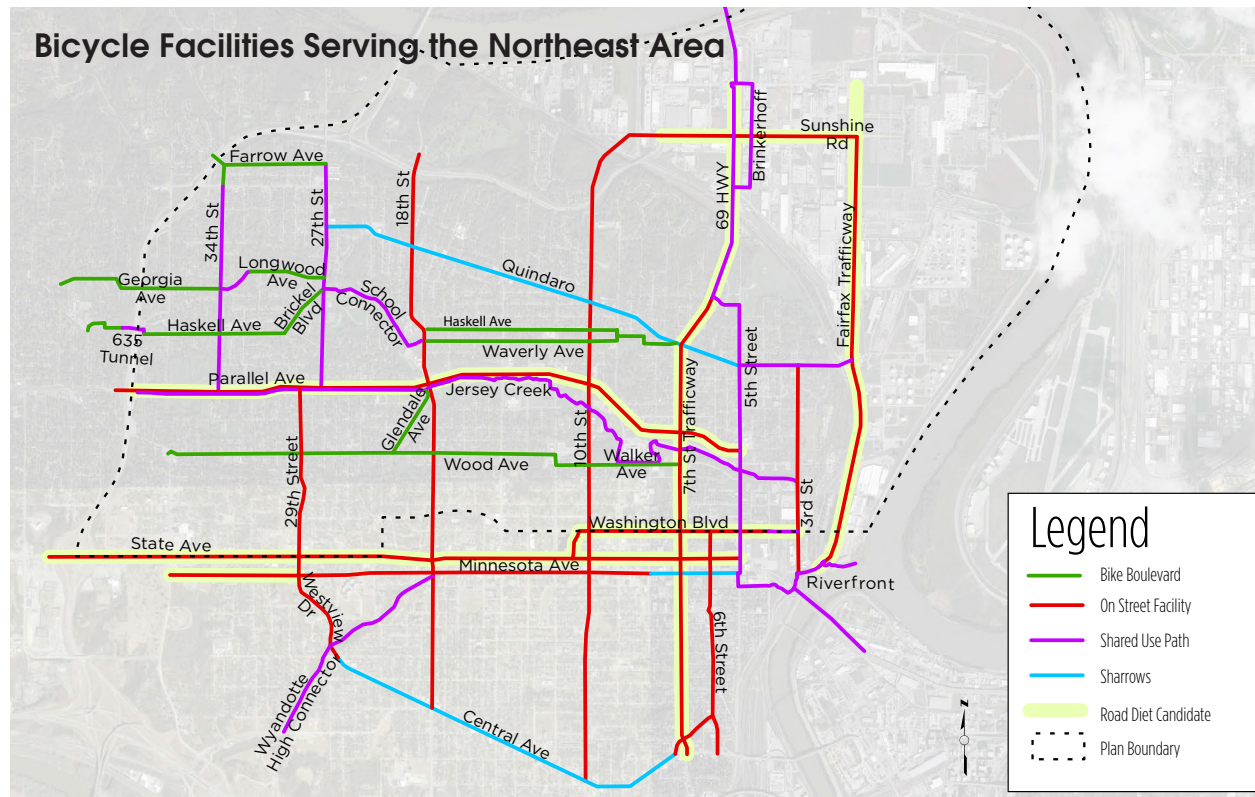
Quindaro Boulevard holds a historical significance in the Northeast Area and has potential to once again become a signature boulevard and with a vibrant mix of destinations and amenities. Improvements to the right-of-way will help to enhance the appearance and function of the corridor, increase activity and support private investment. The width of Quindaro Boulevard and the available right-of-way varies frequently along the corridor. Within these space and operational constraints, there are many opportunities to improve the corridor, including near-term, low-cost improvements as well as more substantial capital investments in infrastructure and amenities.



Rendering of bike sharrows installed on Quindaro

18TH STREET

18th Street runs north-south through the entirety of Wyandotte County, and intersects with all of the County's major east-west commercial corridors. 18th Street is generally two lanes, and approximately forty feet wide between the existing curbs. In the Northeast Area, the large width presents an opportunity to incorporate bicycle, pedestrian, and landscaping improvements. Many of those improvements can be implemented within the existing curb lines with paint, providing a chance for a low-cost, high-impact transformation.



Above, an existing aerial of 18th and Parallel and below, a proposed graphic showing the installation of bicycle and pedestrian facilities

ROAD DIET SCENARIOS

Many major roads in the Northeast Area have much more capacity than is required to serve existing traffic. Most roads could see traffic grow two or three times, and still maintain extra capacity for more traffic. Many roads use 1/5 or less of their capacity.

According to KDOT traffic counts, Parallel Parkway has approximately 8,000 vehicles trips per day east of 18th Street, and approximately 12,000 trips per day west of 18th Street. Washington Boulevard sees about 10,000 trips per day, while State Avenue has about 8,000 trips per day. Typically, roads are considered candidates for three-lane “road diets” if they have less than 20,000 trips per day.

Even with significant growth and development in the Northeast Area, if the following roads were reconfigured to reduce one travel lane in each direction, they would still maintain ample capacity for automobile traffic. For Parallel Parkway and Washington Boulevard, the limited number of driveways and presence of center medians enhance the flow of traffic further on the street, and increase their capacity to handle additional traffic in a reconfigured condition. A reconfiguration of travel lanes benefits Parallel Parkway in particular because despite being a critical east-west connector today, it serves pedestrians, bicyclists, and transit poorly. Between 18th and 32nd Street, there are no sidewalks today. There are no bicycle or transit facilities. A reconfigured Parallel Parkway could be transformed into a more multimodal corridor serving all users for relatively low cost by reallocating unneeded travel lanes to other uses.

An engineering study should be completed prior to any roadway reconfiguration. Any future lane reduction will be subject to review and approval by the UG Engineering Division.



7th Street
Existing
Lanes: 4-5
Capacity (ADT): 38,000
Excess Capacity: 31,980
Future
Lanes: 3
Capacity (ADT): 21,900
Excess Capacity: 15,880

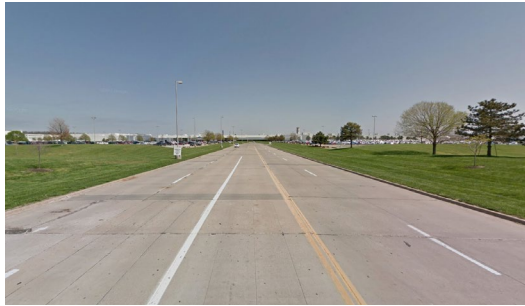


Parallel Parkway
Existing
Lanes: 5
Capacity (ADT): 40,500
Excess Capacity: 28,655
Future
Lanes: 3
Capacity (ADT): 23,300
Excess Capacity: 11,455

To the left, the Northeast Area’s top road diet candidates.



Washington Boulevard
Existing
Lanes: 5
Capacity (ADT): 40,500
Excess Capacity: 30,845
Future
Lanes: 3
Capacity (ADT): 23,300
Excess Capacity: 13,645



Sunshine Road
Existing
Lanes: 4
Capacity (ADT): 30,400
Excess Capacity: 26,490
Future
Lanes: 3
Capacity (ADT): 21,900
Excess Capacity: 15,990



State Avenue
Existing
Lanes: 4
Capacity (ADT): 30,400
Excess Capacity: 22,185
Future
Lanes: 3
Capacity (ADT): 21,900
Excess Capacity: 13,685

KEY INFRASTRUCTURE RECOMMENDATIONS

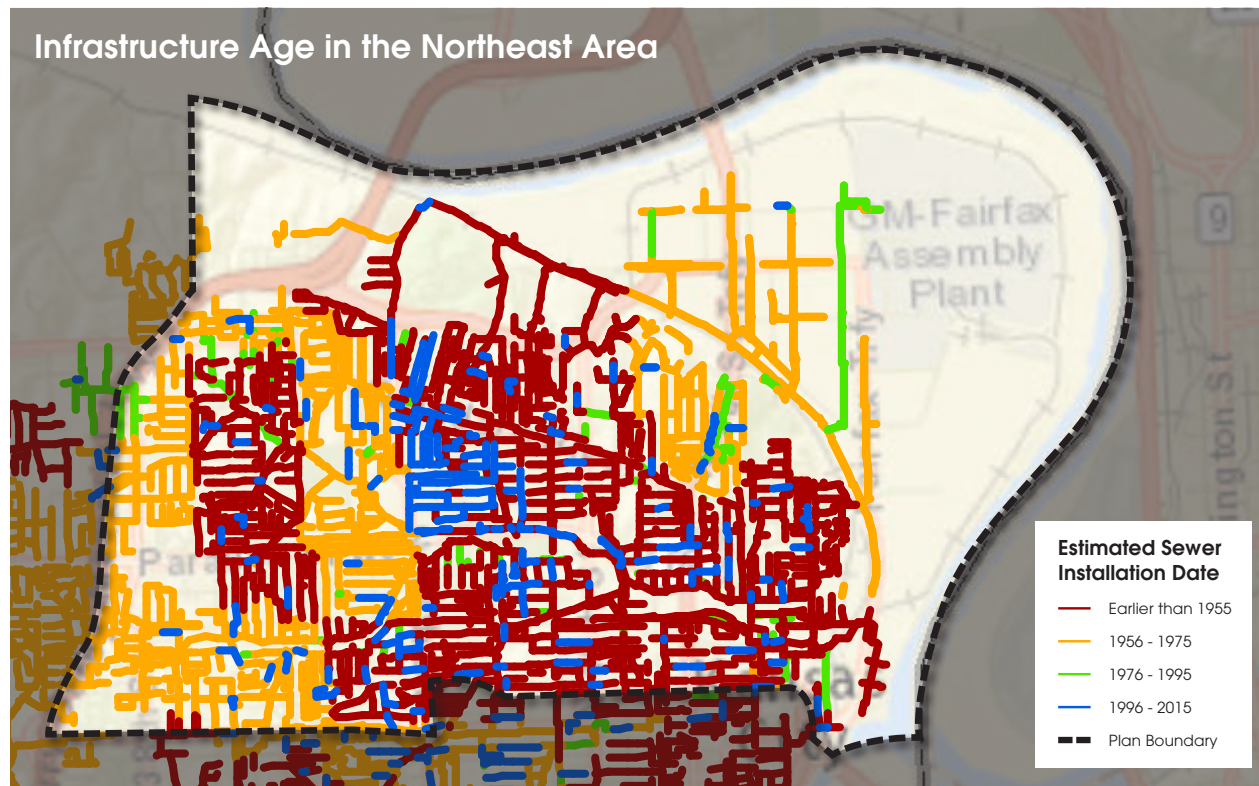
STORMWATER SYSTEM

Like many older established communities, Kansas City, Kansas, struggles with the reliability of existing stormwater infrastructure, which impacts public health, public safety, property and local water quality. A survey completed by the Planning Team indicates that nearly all parts of the Northeast Area include improvements to prevent flooding. Nearly 90% of the neighborhood streets include curb and gutter, with either curb inlets or other sump inlets at the low points along the street. It is estimated that the average age of the stormwater system is over 50 years.

While several neighborhoods in the Northeast Area have had recent stormwater system improvements included as part of larger street improvement projects, older systems should be assessed for damage. Stormwater systems older than 50 years can develop operating and maintenance issues, including clogging of inlets and pipes caused by sediment or large objects, tree roots and settlement causing ruptured pipe walls. The UG should continue to perform the following activities throughout the service area with priority given to older pipes and/or where other improvements are planned:

- Continue to clean out all visible silt and foreign objects from storm inlets and manholes.
- Continue to conduct a closed-circuit television (CCTV) investigation of the pipe system to locate any obstructions and broken or collapsed pipes.
- Continue to repair or replace pipes or inlets that are defective.

The waterways along the Northeast Area's Jersey Creek have been paved, diverted and built over in many places, impeding the natural functions of the streamway. The UG's combined sewer system has the potential to overflow during heavy rain events, which may cause waste water to contaminate the Jersey Creek watershed, threatening the health and safety of the parks, schools and residential neighborhoods located along the greenway. In 2013, a Partial Consent Decree was executed between the U.S. Environmental Protection Agency (EPA) and the UG to develop a long-term control plan related to combined sewer overflow outfalls and diversion structures. Some of the long-term strategies will likely involve stormwater system improvements in the Northeast Area, including the incorporation of green infrastructure. Resident engagement sessions should be held in the community to discuss the importance of stormwater management, water quality and how the improvements resulting from the consent decree will benefit public health.



Infrastructure age map showing estimated sewer installation dates in the Northeast Area (Source: Unified Government)

SANITARY SEWER SYSTEM

A survey completed by the Planning Team indicates that nearly all parts of the Northeast Area are connected to the sanitary sewer system. It is estimated that the average age of the sanitary sewer system is between 50 to 80 years old. However, several neighborhoods may have had stormwater system improvements included with street improvements. Sanitary sewer systems that are older than 50 years can develop operating and maintenance issues such as: clogging of pipes caused by low velocity flows and/or blockage by foreign objects or tree roots, and ground settlement causing ruptured pipe walls. Another typical problem with older sanitary sewer systems is Inflow and Infiltration (I & I). Inflow refers to non-sanitary flows, such as roof drains and sump pumps attached to the sanitary system. Infiltration refers to cracks in the pipe themselves allowing surface stormwater to enter the system. I & I consumes available conveyance and treatment system capacity with clean water, which can result in overloading these systems. The UG should continue to perform the following activities throughout the service area, with priority given to older pipes and/or where other improvements are planned:

- Continue to inspect manholes and ensure there are no visible blockages and foreign objects.
- Continue to conduct a closed-circuit television (CCTV) investigation of the pipe system to locate any obstructions and broken or collapsed pipes.
- Continue to conduct smoke testing and dyed water testing to discover evidence and sources of I & I.
- Continue to conduct residential and business facilities to discover sources of Inflow.
- Continue to repair or replace defective pipes or structures.
- Consider if elimination of I & I, or separation of a combined sewer system, makes sense in areas where the system is overloaded.

Many of the aforementioned issues are already being addressed as part of the Unified Government's Overflow Control Program to comply with the EPA consent decree.

Future improvements to the stormwater and sewer system infrastructure will not only improve quality of life for residents, but promote investment in housing, retail and industrial facilities.

WATER SUPPLY AND FIRE HYDRANTS

A survey completed by the Planning Team indicates that nearly all parts of the Northeast Area are adequately supplied with domestic water and, in all but two neighborhoods, fire hydrants were sufficiently spaced. The Sagem 8 & 9 and Kensington neighborhoods appear to have hydrants spaced farther apart than they should be. From the Planning Team's visual inspection of the hydrants, it is estimated that the average age of the water systems in the Northeast Area is between 10 to 25 years. There are some neighborhoods where the age of the water system is estimated to be between 30 to 50 years. Several neighborhoods have had recent water system improvements including new hydrants. Water systems older than 30 years tend to develop operating and maintenance issues such as: frequent main breaks and poorly or inoperative fire hydrants and valves. The UG should replace those water systems that are over 30 years old and where there are frequent main breaks. Additionally, a systematic replacement plan should be implemented for planned replacement of the entire water system on a continuing basis so that all systems are no more than 50 years old.

STREET LIGHTING

A survey completed by the Planning Team indicates that nearly all parts of the Northeast Area include street lighting, primarily attached to wooden power poles, with about 20% of street lighting mounted on separate wooden poles. All lighting fixtures are cobra type and are assumed to be mercury vapor, metal halide, or high-pressure sodium bulbs. From visual inspection of the poles, mast-arms and fixtures, it is estimated that the average age of the street lighting systems in the Northeast Area is at least 30 years with about 50% of the neighborhoods being older, and others being between 15 and 25 years old. Several neighborhoods have been



Signage warning of combined sewer overflows

upgraded to include decorative street lighting with street improvements. The Planning Team recommends replacing the existing street lighting with new LED fixtures on new dedicated aluminum poles. The residents will enjoy both higher and uniform light levels and the UG will benefit from lower cost of operation that comes along with LED lighting systems. The Northeast Area will also benefit from making the area safer and result in lower crime and higher incentives for investment in housing, business and industrial facilities.

SIDEWALKS AND ADA RAMPS

A Planning Team survey indicates that most of the streets in the Northeast Area have at least one sidewalk, with about 35% having one sidewalk and 25% having a sidewalk on both sides of the street. About 40% of the neighborhood has no sidewalks. The average age of the sidewalks was estimated by visual inspection to be about 30 years old. Many are cracked and separated at the joints and are uneven or are partially covered with debris and vegetation, which make them less useful and unattractive. Several Northeast Area neighborhoods have new sidewalks, trails, and pedestrian ramps that were included with street improvements. The UG will continue its work to bring all streets into compliance with the American with Disabilities Act (ADA) of 1990.

The Planning Team recommends that the UG prioritizes adding sidewalks with ADA ramps to at least one side of the street to the blocks that do not currently have them, and replacing older and unlevel sidewalks on other blocks. A city-wide program of ADA-compliant ramp installation at street intersections is currently underway. Northeast Area residents will benefit from new ramps as they provide a safe, convenient and accessible experience for all pedestrians. Increased pedestrian traffic helps to promote the idea of the neighborhood as a “community” to residents and encourages social interaction. Ultimately, this will result in increasing the quality of life and provide higher incentives for investment in housing, business and industrial facilities.

A Framework for Setting Infrastructure Priorities

Like many communities, the Northeast Area must address and balance a multitude of diverse and pressing needs with scarce resources. Construction of infrastructure can be expensive and takes time to implement. This means it is critical to develop a strategy for transportation infrastructure that yields the greatest possible community benefits with the resources available.

Being efficient requires setting priorities. Those priorities should be informed by a combination of data, analysis, and community engagement. A baseline of existing infrastructure assets, known gaps and issues, and planned improvements can focus priorities. Analysis of destinations, demographics, and site conditions can highlight strategic connections. Most importantly, community feedback about where people need to travel and the types of streets and public spaces they need to do so safely and comfortably can inform strategic investments in mobility that respond to community needs.

Efficient use of resources also means being flexible, adaptive and creative about infrastructure investment. Low-cost, quick-build methods of infrastructure project delivery can help to provide greater benefits serving more residents and businesses with fewer dollars.

Strategic coordination with other community initiatives in the Northeast Area can expand the impact of investments. Layering of mobility improvements in an area with programming, development, services, and other investments can help to create a positive impact beyond any individual transportation improvement.



The Historic Northeast-Midtown Association (HNMA) partnered with the Dotte Agency and Northwest Middle School to complete neighborhood walk audits in the Northeast Area



IMPLEMENTATION

The intent of the NEAMP is to chart a course for achieving the community vision for the Northeast Area and encouraging reinvestment that benefits all residents. Successful implementation of plan initiatives are dependent on strong commitments from and close collaboration among all partners, with the Unified Government (UG) guiding these efforts. Other stakeholders, property owners, developers, units of government and local residents have their own sets of interests and goals for community improvement that often align with one another.

The NEAMP outlines a sequence of actions and responsibilities to help realize the plan's goals. The plan provides planning-level cost estimates for a variety of near-, medium- and long-term projects. These estimates should be used to help organize existing and new resources for defined action. Recognizing that implementation should be guided by the UG, but not be the sole responsibility of City staff, the NEAMP outlines available grants, tools and approaches for implementation that can be undertaken by a wide variety of partners. The NEAMP will be implemented by multiple entities as opportunities emerge for decisions to be made regarding developments and redevelopments, public works, capital projects, programs and other initiatives that align with the plan.

The UG successfully led development of the NEAMP through a collaborative and inclusive community planning process, and is dedicated to providing resources and building local partnerships to implement the plan. The UG, Historic Northeast-Midtown Organization (HNMA) and other implementation partners are committed to continuing to build the capacity of neighborhood residents to provide meaningful feedback during implementation.

The Planning Team has already made great strides in leveraging opportunities to transform the Northeast Area, break down barriers and link residents to other nearby assets and resources. A proven ability to build consensus, fine-tune redevelopment plans through input from residents and stakeholders, and evaluate and refine the implementation strategies with the help of organizational partners will ensure long-term success and impact. The Planning Team is committed to continuing to build upon evidence-based strategies and national models that will help achieve the plan's transformation goals. The plan's champions will work to attract new investment and other resources that will make the Northeast Area a community of choice and opportunity.



IMPLEMENTATION PARTNERS & RESOURCES

Historic Northeast-Midtown Association (HNMA)

IMPLEMENTATION LEAD

HNMA has been identified as the Implementation Lead, working in close collaboration with the UG Department of Urban Planning. HNMA was founded in 2012 by a coalition of neighborhood residents who understand the importance of community-created visioning and neighborhood resident investment in the infrastructure and policy-making decisions that affect their everyday lives. HNMA's mission is to support sustainable growth in the Northeast Area through strategic investments in housing, infrastructure, education/workforce development, economic development, multimodal transportation, social services, health programs, recreation, environment and public safety.

HNMA is a proven organization that is embedded in the Northeast Area community. As one of the UG's officially designated Neighborhood and Business Revitalization Organizations (NBR), the HNMA contracts with the UG to fulfill a scope of services aligned with nine of the strategic goals of the UG Board of Commissioners. To accomplish its work, HNMA leverages financial and material resources from foundations, community partners, and businesses. Since its founding, HNMA's organizational budget has increased from \$27,500 to over \$190,000 including over \$35,000 of In-Kind donations annually.

Early Action Projects

Over the past year, UG leadership has been engaged in an active ongoing dialog with residents, neighborhood and community stakeholders and local partners through the NEAMP process. As a result of these efforts the City and its partners have dedicated \$15,000 towards the implementation of resident-selected early action projects,

including a community grocery initiative, a medical clinic initiative and a strategic partnership with Youthbuild for a model block project. These projects, all currently in progress, have created tremendous positive momentum upon which the further implementation actions can be built. The Planning Team expects that this list of potential early action projects will grow as new voices are engaged through the implementation process. Proposed projects will be assessed based on their connection to planning themes of A Rich History, A Food Hub, A Healthy Community and An Expanded Economy, as well as costs, connection to available resources, ability to bring stakeholders together, synergy with the planning process and the lead time required for action.

Groundwork Trust

Implementation Lead HNMA partnered with the UG and Planning Team to engage in a six-step process to be named the 21st local Groundwork USA Trust. Becoming a Groundwork Trust will greatly enhance HNMA's ability to continue to collaborate around the transformation of the natural and built environment while empowering local residents to address issues relating to air quality, stormwater management, open space conservation, brownfield redevelopment, public health, safety, economic development and youth engagement. The Unified Government has agreed to fund the Groundwork Trust at \$62,500 per year and 31 partners have agreed to be part of the Steering Committee. A Groundworks Trust Steering Committee was developed to include representation from business, local government, philanthropic organizations, nonprofit groups, faith-based groups, historic preservation groups, community groups, community residents, environmental advocacy groups and academia.



Students at HNMA's Learn to Earn after-school program (Courtesy of HNMA)

The Northeast Area Groundwork Trust Steering Committee's Lead Partners include:

- Community Health Council of Wyandotte County
- Dotte Agency
- El Centro
- Greater Kansas City Local Initiatives Support Corporation (LISC)
- Kansas City, Kansas Housing Authority
- Kanza Group Sierra Club
- NBC Community Development Corporation
- Northeast Economic Development Corporation
- UG Economic Development Department
- UG Urban Planning Department
- YouthBuild KCK

The Steering Committee was developed with a focus on inclusion, diversity and demonstrated engagement with the Northeast Area community. Members represent the broad spectrum of the Northeast Area's socio-economic, cultural, ethnic and gender diversity, possess strong organizational and management skills, and can bring resources to support the Groundwork Trust and implement the NEAMP.

Over the past ten years, **Greater Kansas City LISC** has provided expertise in community development and in securing federal, state and local philanthropic funding. LISC has engaged with community development corporations (CDCs), residents and other stakeholders to develop Quality of Life plans for six neighborhoods in the Kansas City metro that serve as guiding documents for neighborhood revitalization. These plans are community-led and identify the goals, priorities, activities, and milestones for each neighborhood to achieve their vision for neighborhood change.

YouthBuild KCK provides local at-risk youth with pathways to jobs, education and other opportunities that lead to productive and contributing livelihoods. The program offers low-income youth the opportunity to unleash positive energy and rebuild their community and lives, breaking the cycle of poverty with a commitment to work, education, community and family. YouthBuild KCK will play a critical role in many of the NEAMP's initiatives, including the model block project. The expertise of YouthBuild KCK leadership will serve as an invaluable resource as the Trust works to expand workforce development opportunities focused on youth.

El Centro engages the Latino and surrounding communities to improve lives through voter engagement initiatives and a community health worker program (promotores de salud). El Centro has agreed to assist with reducing language and cultural barriers to connect communities of color with the intent of creating solidarity around advocacy activities.

The Steering Committee members have demonstrated success in engaging local community partners and stakeholders through the sheer multitude of projects and initiatives they have built and contributed to in the Northeast Area. Driven by meaningful community engagement and cross-sector collaboration, the Ground Trust Steering Committee should also serve as the committee to oversee implementation of the NEAMP. The group should assist, support and review progress of the plan's implementation using project performance indicators and report its findings to residents of the Northeast Area at monthly or quarterly meetings.

Choice Neighborhoods

As a result of the NEAMP, the UG partnered with the Kansas City, Kansas Housing Authority (KCKHA) to apply for a 2018 Choice Neighborhoods Planning Grant through the U.S. Department of Housing and Urban Development (HUD). The proposal focused on redevelopment of the Juniper Gardens public housing complex. While the application was not selected by HUD in the 2018 application round, the UG and KCKHA should assess HUD's scoring of the 2018 application for future re-application.

The Choice Neighborhoods Planning Grant would include \$1,300,000 to build on the recent Juniper Gardens Redevelopment Plan, engaging and empowering public housing residents in developing strategies for revitalization. The grant would also create opportunities for additional planning and implementation of neighborhood projects in the larger Northeast Area. This collaboration ensures a joint focus on the three core goals of Choice Neighborhoods:

- **Housing** – Through the replacement of obsolete public housing with financially viable, energy efficient, mixed-income housing that is integrated into a larger program of neighborhood reinvestment.
- **People** – Creating and enhancing opportunities for Juniper Gardens residents to improve their health, safety, educational and employment opportunities
- **Neighborhood** – Transforming a disconnected, high-poverty area to a highly desirable mixed-use residential neighborhood

A Steering Committee comprised of Unified Government, and KCKHA leadership, target housing residents, representatives of neighborhood organizations, key service providers, potential funders and planning partners would serve as a sounding board for the Choice Neighborhoods project Planning Team. The Steering Committee would provide insights into community meeting results and help to establish the criteria and guidelines for project evaluation.



Juniper Gardens target housing for 2018 Choice Neighborhoods Planning Grant application

Stabilization, Occupation, and Revitalization Initiative (SOAR)

Launched in 2016, SOAR is a 5-year plan to confront some of the most pervasive challenges in the Northeast Area, and the City as a whole. SOAR aims to address issues including vacant and abandoned homes, property maintenance, poorly maintained streets and parks, a lack of trails and sidewalks, and graffiti while improving governmental communication. Through the 4th quarter of 2017, SOAR has led to 3,482 individual property improvements, including the transfer of 143 properties from the Land Bank to private sale, the demolition of 78 structures due to safety issues and the transformation of 1,536 vacant properties with new construction or improved lots. The SOAR initiative works hand-in-hand with many of the NEAMP's priority projects, including Vacant Building Reuse and the Home Repair Program.

Fairfax District Master Plan

The Planning Team is fully committed to helping to integrate and implement the Fairfax District Master Plan. The Fairfax Plan, developed concurrently with the NEAMP, recognizes the need to update the District in order to improve overall appearance, function and identity to strengthen the local business environment. The Fairfax Industrial District, founded in 1922, currently houses over 120 businesses, employs over 8,500 people and generates over \$5.4 billion in annual sales. World famous brands including Kellogg's, CertainTeed, Owen Corning and Fairfax General Motors Stamping & Assembly plant are all located within the District. The Fairfax District Master Plan comprehensively addresses Infrastructure, Police & Fire Protection, Amenities, Zoning, Property Taxes and Workforce Connection. A summary of strategies are listed below:

- **Infrastructure:** Add and improve curbs and sidewalks to enhance the look of the district, create better storm drainage and add a more attractive place for employees to safely get out and walk on their breaks. Improve landscaping on street medians to help beautify the District. Install entrance signage marking the main entrance points to the District. Incorporate

lighting improvements to improve safety during the evenings and help make businesses more visible. Encourage businesses to replace old fencing with wrought iron fencing in key areas, new Black colored chain fencing in others and eliminate use of razor wire. Further evaluate drainage and sewer systems to prevent flooding problems. Repair railroad crossings to improve overall safety.

- **Police & Fire Protection:** Dedicate an on-going full-time police officer to the Fairfax District. Preserve and maintain the Fire Station currently located in Fairfax, which is critical to many businesses with special fire protection needs such as pipelines and storage tanks.
- **Amenities:** Encourage the development of restaurants, mini-marts and gas stations to support workers, especially on their lunch breaks. Evaluate food trucks as a short-term improvement. Support hike and bike trail from downtown KCK to US 69 Bridge and from Kaw Point Connector down to Kindleberger Road and then Kindleberger Road to US69. Develop a B25 Bomber/Landing Craft Tank Memorials or Museum. Continue to improve Kaw Point Park.
- **Zoning:** The Fairfax District is an industrial manufacturing park and most all of it is zoned as M3 (heavy industrial). There is heavy rail, truck traffic and manufacturing which does not mix with residential use. Fairfax District should be zoned for commercial and industrial use only. Any type of residential use should not be permitted.
- **Property Taxes:** Support the mill levy being at a level that is competitive with other industrial parks and counties in surrounding areas. Support legislation be written in a way to protect property owners from incurring a valuation increase in no more than 15% in a given year.
- **Workforce Connection:** Establish a Workforce Connection Committee. This committee would be formed of various workforce organization leaders and Fairfax businesses. The purpose would be to connect job seekers with job openings in the Fairfax District. Part of this could include establishing training programs specific to Fairfax business needs.

Community Housing Development Organizations

Additional Community Housing Development Organizations (CHDOs) focusing solely on the Northeast Area would be able to implement NEAMP housing recommendations. A CHDO is a private nonprofit organization with a focus in the provision of quality housing that is affordable to low- and moderate-income individuals. A CHDO must maintain accountability to the community and have a demonstrated capacity for carrying out planned activities. Organizations such as the Northeast Economic Development Corporation (NEDC) have expressed interest in becoming such a designated CHDO.

Economic Development Tools

A variety of economic development mechanisms can be used to implement NEAMP recommendations. Incentives may include a tax abatement, tax moratorium, sales tax "free zone" to encourage investment in the Northeast Area. Applied strategically, the public benefit of their use should outweigh their cost in public dollars.

Economic Development Exemption (EDX)

Article 11, Sect. 13 of the Kansas Constitution allows the counties of Kansas to grant exemptions of ad valorem taxes (property taxes) for business with a lifetime of up to (10) years. There are certain qualifications these businesses must meet. The property (real or personal) must be used exclusively for manufacturing articles of commerce, conducting research or development, or storing goods which are sold or traded in interstate commerce.

Investment Revenue Bonds (IRBs)

Investment Revenue Bonds (IRBs) are used in Kansas to finance acquisition and construction of a broad variety of industrial, commercial and industrial properties under K.S.A. 12-1740 et seq on behalf of private businesses or non-profit agencies. IRB's require a governmental entity (the Unified Government) to act as the "Issuer" of the bonds, who will hold an ownership interest in the property for as long as the IRBs are outstanding. The businesses gain several benefits with the use of IRB's including the possibility of tax exemption.

Sales Tax Revenue Bonds (STAR)

Sales Tax Revenue (STAR) Bonds the Unified Government the opportunity to issue bonds to finance the development of major commercial, entertainment and tourism areas and use the sales tax revenue generated by the development to pay off the bonds. The most popular example of the issuance of STAR Bonds by the Unified Government is the Village West development in Western Wyandotte County.

Neighborhood Revitalization Act (NRA)

The Neighborhood Revitalization Act (NRA) program is a percentage rebate of the additional taxes paid because of a qualified improvement based on construction cost for a set period of time. The rebate applies only to the additional taxes resulting from the increase in the assessed value of the property.

Community Improvement District (CID)

Under Kansas Statute KSA 12-6a29 cities may create districts that help to fund community improvement. The Unified Government has done so through Community Improvement Districts (CID). A CID is an area within which businesses pay an additional sales tax (typically 1% or less) or a special assessment that fund improvements within that district. An example of a recent CID can be found with the 39th and Rainbow development project.

Unified Government Small Business Incentive Pilot Program

The pilot program provides grants to small businesses to assist with start-up inventory, marketing and other operating costs. The pilot program will also assist existing businesses with costs related to repairing/renovating storefronts in order to attract new businesses. The pilot program is a citywide incentive, but will target areas such as the downtown corridor and older urban areas of Kansas City, Kan. Applications for the pilot program are available from the UG's Economic Development department.

Catalytic Urban Predevelopment Fund

The Kansas City chapter of the Local Initiatives Support Corporation (LISC) recently announced a new \$4 Million program geared toward predevelopment in Downtown KCK: the Catalytic Urban Predevelopment Fund. The Catalytic Predevelopment Fund provides low-interest, flexible predevelopment loans for projects in the urban core of Kansas City, Kansas. The fund acts as a catalyst to spur development in low to moderate income neighborhoods by providing the critical capital necessary in the early phases of real estate development projects. Eligible borrowers include both non-profit and for-profit developers planning a variety of projects including affordable and mixed-income housing, commercial development, community facilities, and mixed-use projects. Special project investments at 0% interest may be available for technical assistance and early-stage activities for eligible applicants. Preference is given to projects within one mile of a school and in LISC's three focus areas, one of which is downtown Kansas City, Kansas.

Displacement Prevention Tools

While the NEAMP welcomes new investment and new neighbors in the Northeast Area, many residents express fear that future redevelopment will cause an increase in rents, taxes and house values, forcing lower-income homeowners and renters to leave the community. A series of tools can protect low-income Northeast Area residents from future displacement and preserve housing diversity. Maintaining a supply of affordable housing is a key to ensuring that neighborhoods experiencing gentrification remain diverse.

Northeast Area Master Plan (NEAMP)

Residents have organized behind the NEAMP, created a common vision and can bring the community-created plan to the table when large-scale redevelopment is proposed and use it as a tool to get developers to negotiate. Community members should be brought into the development planning process from the start to ensure that developers respect community goals and priorities. A strong planning process is essential to mitigating uncertainty about the future.

Form Partnerships

The NEAMP lists a wide array of partners to collaborate with on implementing the projects and vision outlined in the plan. Forming partnerships with developers, local officials, nonprofit agencies, philanthropic institutions and others is an essential step in implementing a community vision. It is through these partnerships that public, private and community stakeholders realize they can all share the benefits of neighborhood growth.

Strong partnerships help communicate the community's vision for the future, cultivate awareness of the benefits of mixed-income communities and help achieve development outcomes that address the developer's bottom line as well as community needs. "Community benefits agreements" can be negotiated to ensure developer accountability as the community bargains for amenities that benefit the public in exchange for certain concessions for a new project. The UG should encourage the private development sector and community to work together through formal mechanisms to secure public funding and other public actions.

Address Affordable Housing Needs

Fostering a sustainable mixed-income neighborhood must address the need for affordable housing through methods of preserving and expanding the supply of affordable units. The community should support inclusionary housing policies, which can require a set number of affordable units for new residential developments. Financial incentives, such as the Low-Income Housing Tax Credit (LIHTC), can contribute to sustainable affordability over the long term. LIHTC incentivizes the use of private equity in the development of affordable housing and accounts for the vast majority of affordable rental housing in the U.S. Other affordable housing tools include shared-equity mortgages and limited equity housing cooperatives. Public policy can encourage homeownership through tax credits, income-based property tax assessments and development incentives.

PROJECT IMPLEMENTATION MATRIX

#	PRIORITY	COMPLEXITY	EST. COST	PROJECT	POTENTIAL LEAD PARTNERS			
THEME: A RICH HISTORY					Government	Private	Neighborhood	Community Organizations
A1	Higher	Higher	\$100k +	Quindaro Townsite Reinvestment	•		•	•
A2	Higher	Lower	\$0k - \$50k	Fairfax District Branding	•	•		
A3	Higher	Lower	\$0k - \$50k	Northeast Historical Markers and Tour	•		•	•
A4	Medium	Higher	\$100k +	Vacant Building Reuse	•	•	•	•
A5	Medium	Higher	\$100k +	Senior Housing and Services	•		•	•
A6	Medium	Lower	\$50k - \$100k	Sumner High School Museum	•		•	•
THEME: A FOOD HUB					Government	Private	Neighborhood	Community Organizations
B1	Higher	Medium	\$100k +	Northeast Grocery Store		•	•	•
B2	Higher	Lower	\$0k - \$50k	Mobile Food Market			•	•
B3	Medium	Lower	\$100k +	Downtown Grocery & Community Center	•	•		•
B4	Medium	Higher	\$0k - \$50k	Community Gardens & Farms	•		•	•
B5	Medium	Higher	\$100k +	Restaurant & Food Business Incubator	•		•	•
THEME: A HEALTHY COMMUNITY					Government	Private	Neighborhood	Community Organizations
B1	Higher	Medium	\$0k - \$50k	Home Repair Program	•	•		•
B2	Higher	Medium	\$100k +	Northeast Police Substation	•			
B3	Higher	Higher	\$100k +	Jersey Creek Restoration	•		•	•
B4	Medium	Lower	\$0k - \$50k	YouthBuild Expansion & Model Block			•	•
B5	Medium	Medium	\$100k +	KCK Greenway Urban Trail System	•			•
B5	Medium	Lower	\$100k +	Implement Parks Master Plan & Expand Park Programming	•			•
THEME: AN EXPANDED ECONOMY					Government	Private	Neighborhood	Community Organizations
B1	Higher	Medium	\$100k +	Fairfax Job Training Program	•	•		•
B2	Higher	Medium	\$100k +	Bridge the Connectivity Gap	•	•		•
B3	Higher	Higher	\$100k +	Improved Access to Job Centers	•			
B4	Medium	Lower	\$0k - \$50k	Focused Retail & Service Nodes	•			
B5	Medium	Medium	\$100k +	Business Incubator & Entrepreneurship Center		•		•
B5	Medium	Lower	\$0k - \$50k	Tourism & Entertainment Committee	•		•	•



APPENDICES

MOBILITY IN THE NORTHEAST AREA A1

FAIRFAX MASTER PLAN A54

