



# Strategic Investment Plan

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**CITY OF PRAIRIE VILLAGE, KANSAS  
VOLUME 1: REPORT**

**PREPARED BY**  
ACP-VISIONING & PLANNING, LTD.

**IN ASSOCIATION WITH**  
ECONOMICS RESEARCH ASSOCIATES

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RESOLUTION NO. PC2007-01

A RESOLUTION ADOPTING THE VILLAGE VISION STRATEGIC INVESTMENT PLAN, 2007 AND ALL MAPS & EXHIBITS IDENTIFIED THEREIN, AS THE COMPREHENSIVE PLAN FOR THE CITY OF PRAIRIE VILLAGE KANSAS.

WHEREAS, the City of Prairie Village has a duly constituted Planning Commission as required by law; and

WHEREAS, the Planning Commission is authorized to adopt, review and amend the Comprehensive Plan of the City, all as authorized by Sections 16-104 and 16-105 of the Prairie Village Municipal Code; and

WHEREAS, the Planning Commission is also authorized by City ordinance to review the Comprehensive Plan of the City on an annual basis and to report to the Governing Body by making suggestions for any amendments, extensions or additions to said plan; and

WHEREAS, as part of the review process, the Planning Commission has requested input from ACP Visioning and Planning, LTD to assist in reviewing the current plan and to obtain factual information and analysis for the Planning Commission to consider; and

WHEREAS, ACP Visioning and Planning, LTD has presented to the Planning Commission for its review and consideration a new Comprehensive Plan which includes two volumes including all maps and exhibits identified therein, and collectively titled Village Vision Strategic Investment Plan 2007; and

WHEREAS, proper notice was published in the official City newspaper once at least twenty (20) days prior to the public hearing to notify the public that the Planning Commission was reviewing the report and suggestions made by ACP Visioning and Planning, LTD and requesting public input; and

WHEREAS, the public hearing was held on May 1<sup>st</sup>, 2007 and a quorum of the Planning Commission was present to constitute a meeting; and

WHEREAS, the Chairman of the Planning Commission called the meeting to order and declared the public hearing open; and

WHEREAS, the Village Vision Strategic Investment Plan, 2007 and all maps and exhibits identified therein were discussed; and

WHEREAS it was moved and seconded that the report titled Village Vision Strategic Investment Plan, 2007 and all maps and exhibits identified therein, be

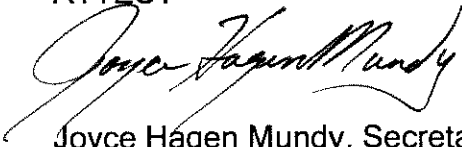
adopted as the Comprehensive Plan for the City of Prairie Village, Kansas, and that a certified copy be submitted to the City Council; and

WHEREAS, the motion carried unanimously.

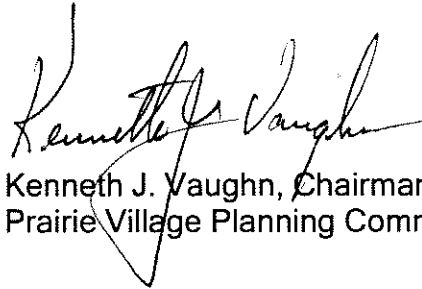
NOW, THEREFORE, be it resolved by the Planning Commission of the City of Prairie Village, Kansas, that said Village Vision Strategic Investment Plan, 2007, and all maps and exhibits identified therein are hereby adopted as the Comprehensive Plan for the City of Prairie Village, Kansas.

ADOPTED, at Prairie Village, Kansas on this 1st day of May, 2007.

ATTEST



Joyce Hagen Mundy, Secretary  
Prairie Village Planning Commission



Kenneth J. Vaughn, Chairman  
Prairie Village Planning Commission

ORDINANCE NO. 2146

AN ORDINANCE APPROVING AND ADOPTING A NEW COMPREHENSIVE PLAN IN ACCORDINACE WITH K.S.A. 12-747 AND SECTION 16 OF THE PRAIRIE VILLAGE MUNICIPAL CODE, AND REPEALING THE EXISTING COMPREHENSIVE PLAN AND ITS AMENDMENTS.

WHEREAS, the Planning Commission of the City of Prairie Village is required by Kansas statute and City ordinance to review on an annual basis and to report to the Governing Body of the City by making suggestions for any amendments, extensions or additions to said plan; and

WHEREAS, the Governing Body of the City of Prairie Village formed a Comprehensive Plan Steering Committee comprised of representatives from the Planning Commission, Governing Body and members from the community at large to obtain input regarding future development of the City of Prairie Village and to study the comprehensive plan and to make suggestions to be considered by the Planning Committee and the Governing Body; and

WHEREAS, the Steering Committee sponsored numerous public meetings to obtain input from members of the community regarding their thoughts, ideas and suggestions for future development in Prairie Village; and

WHEREAS, the City retained the firm of ACP Visioning and Planning, Ltd. Who, assisted the Steering Committee in obtaining community input and prepared a written report and analysis entitled "Village Vision Strategic investment Plan, 2007" consisting of two volumes including maps and exhibits identified therein; and

WHEREAS, on March 8, 2007, the Steering Committee presented the "Village Vision Strategic Investment Plan 2007" which had been prepared by ACP Visioning and Planning, Ltd to the public at an open house; and

WHEREAS, on May 1, 2007, the Planning Commission conducted the official public hearing as required by state statute and city ordinance to consider adoption of the Village Vision Strategic Investment Plan and to make recommendations to the Governing Body of any changes to the proposed plan; and

WHEREAS, comments were received from the public during the Public Hearing; and

WHEREAS, a quorum of the Planning Commission was present and reviewed, studied and discussed the "Village Vision Strategic Investment Plan 2007" consisting of two volumes including all maps and exhibits identified therein; and

WHEREAS, after due deliberation and study, the Planning Commission voted unanimously to repeal the existing Comprehensive Plan adopted in 1994 and adopt the "Village Vision Strategic Investment Plan, 2007" consisting of two volumes and including all maps and exhibits identified therein; as the new Comprehensive Plan for the City of Prairie Village and adopted Planning Commission Resolution No. PC2007-01 stating as such; and

WHEREAS, the Planning Commission, in accordance with KSA 12-747 and Section 16-104 of the Prairie Village Municipal Code has submitted a certified copy of its recommended Comprehensive Plan, including attached maps and exhibits identified therein, to the Governing Body for its review and consideration.

NOW THEREFORE, BE IT ORDAINED BY THE CITY OF PRAIRIE VILLAGE:

Section 1

The document approved by the Planning Commission includes two volumes: Volume 1: Report and Volume 2: Appendices, prepared by ACP Visioning and Planning, LTD in association with Economics Research Associates and titled Village Vision Strategic Investment Plan, 2007 including all maps and exhibits identified therein is hereby adopted as the new official Comprehensive Plan for the City of Prairie Village, Kansas.

Section 2

The formerly existing Comprehensive Plan adopted in 1994 and any amendments thereto are hereby repealed.

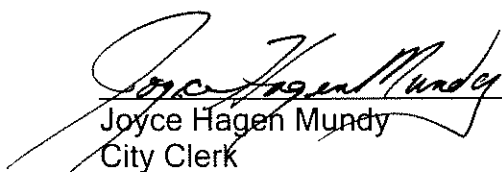
Section 3

This ordinance shall take effect and be in forced from and after its passage, approval, and publication as provided by law.

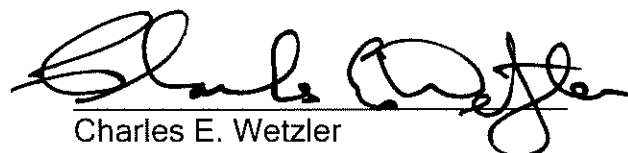
PASSED AND APPROVED THIS 21st day of May, 2007.

  
\_\_\_\_\_  
Ronald L. Shaffer, Mayor

ATTEST:

  
\_\_\_\_\_  
Joyce Hagen Mundy  
City Clerk

APPROVED AS TO FORM

  
\_\_\_\_\_  
Charles E. Wetzler  
City Attorney



THE CITY OF PRAIRIE VILLAGE *Star of Kansas*

To: Mayor Shaffer, City Council members, Planning Commissioners, and the citizens of Prairie Village:

It is our pleasure to present the **Village Vision Strategic Investment Plan** for your review and consideration. This document represents the combined efforts of the Village Vision Steering Committee, City staff, planning consultants from ACP Visioning & Planning and Economics Research Associates, and, most importantly, the Prairie Village residents and business owners *who contributed their time, effort, and expertise to the Village Vision.*

This comprehensive planning process has provided Prairie Village residents an opportunity to celebrate our past, increase our knowledge of the community, and develop a vision for Prairie Village's continued success as a community of choice for residents, businesses, and visitors.

The **Village Vision Strategic Investment Plan** is a land use document adopted by the City Council which communicates the City's long-term land use, development, and redevelopment goals. More importantly, it provides policy guidance to current and future decision makers. The **Village Vision Strategic Investment Plan** will be the basis upon which future zoning applications, variance requests, and redevelopment proposals will be evaluated. As such, the vision for Prairie Village, as presented in this Plan, is truly a community effort for the benefit of current and future Prairie Village citizens.

We encourage you to review and study the Plan and its recommendations. Doing so will familiarize you with Prairie Village, the issues our community will likely face in the coming years, and the methods and strategies available to position Prairie Village for its continued success.

Keep in mind, however, that adoption of the **Village Vision Strategic Investment Plan** is not the *end of the planning process.* Realizing the Village Vision will require taking action to implement the Plan's recommendations. This will involve continued public input and debate, a commitment of time, energy, and resources to implementing the Plan, and the courage to make decisions based on the needs of the entire community in light of long-term objectives.

Sincerely,

Kenneth J. Vaughn  
Chairman  
Village Vision Steering Committee

Marlene Nagel  
Vice Chairman  
Village Vision Steering Committee

# Acknowledgements

## CITY OF PRAIRIE VILLAGE

### COUNCIL

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Nikki Keiser, *Highwoods Properties*  
Karen Kiloh, *Resident*  
Jay Knox, *Resident*  
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Nancy Wallerstein, *Resident*  
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Wayne Vennard  
Walt Vernon  
Donald Wales  
Nancy Wallerstein

## HOST SITES

Shawnee Mission East High School  
Mission Valley Middle School  
Indian Hills Middle School  
Briarwood Elementary School



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**Comprehensive Plan vs. Strategic Investment Plan:**

A *comprehensive plan* is the broadest policy document a community can prepare and is authorized by Kansas state statutes (Chapter 12, Article 7). As the name suggests, a comprehensive plan integrates broad public policy into one document and addresses such topics as land use, economic development, infrastructure, and natural resources, among others.

A *strategic investment plan* provides high-level policy direction as well as recommendations for investments. Its purpose is to advise the City on how to best leverage its limited assets in order to encourage appropriate private investment and ensure that Prairie Village remains a premier community within the Kansas City region.

This document fulfills both roles – it is both a comprehensive plan and a strategic investment plan.

# 1. Introduction

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## A. Background

In January 2005 the City of Prairie Village initiated a process to prepare a new Comprehensive Plan. The leadership of Prairie Village guided a very strategic effort, and in fact, they consider this document to be not just a comprehensive land use plan, but also a *Strategic Investment Plan*. (See sidebar at left.)

One of the defining characteristics of Prairie Village is that it is essentially “built-out”—nearly all land has been developed and there are no opportunities to expand the boundaries of the City. This condition requires the land use investigation to focus on identifying areas of the community that may be underutilized or are not currently at their highest and best use. It also requires considerable effort to determine underlying market issues for land uses, as well as the fiscal implications of alternative land uses.

Prairie Village remains an attractive place to live for residents of the Kansas City region. In fact, in November 2005, the *Kansas City Star* identified Prairie Village as the fourth most desirable suburb in the greater Kansas City metropolitan area. *The Star* compared 40 local suburbs in terms of nearly two-dozen quality-of-life measures. Prairie Village came out ahead of every other inner ring suburb. (For more information on inner ring suburbs, see the sidebar on page 1.2.) However, the community’s housing stock and infrastructure continue to age, and the City’s current housing stock is not adequately meeting the demands of the current market.

**Inner Ring Suburbs:**

Inner ring suburbs, also known as “first suburbs,” are urban communities where most of the housing stock was built just after World War II, and limited undeveloped land remains within their municipal boundaries. In many cases these suburbs experience the same challenges as core cities, including stagnant or declining housing values, declining retail sales, and aging infrastructure.

Prairie Village is a member of the First Suburbs Coalition, an association of 19 inner ring suburbs in the Kansas City metropolitan area that are working together to address these housing, retail, and infrastructure challenges. For more information, see <http://www.marc.org/firstsuburbs/>.

**Successful Implementation:**

The success of the *Strategic Investment Plan* will be measured relative to tangible evidence resulting from its implementation. This challenge is now in the hands of the residents and other community stakeholders—especially the elected and appointed officials.

The *Strategic Investment Plan* was developed using a combination of public input and technical analysis in order to create a vision for the future of Prairie Village. It suggests a number of strategic ways that the City can direct resources in order to leverage private investment and help realize this vision. A Steering Committee was created to oversee the planning process, which was facilitated by ACP-Visioning and Planning, the lead planning consultant. City staff also provided support throughout the entire process.

This unprecedented planning effort brought the City of Prairie Village together, provided opportunities to debate important issues, and resulted in an important, ambitious, and essential vision for the future of the community. The process also served to educate elected officials, residents, and other stakeholders about issues facing the community.

The resulting *Strategic Investment Plan* provides a policy framework that will:

- Maintain and improve the quality of life in Prairie Village;
- Suggest a variety of redevelopment opportunities; and
- Lead to long-term financial stability.

If the purpose is fulfilled, Prairie Village will be on the path to ensuring its long-term viability. The *Strategic Investment Plan* is a proactive statement of City leadership’s determination to prevent decline and deterioration. More importantly, it is a statement of conviction for creating a prosperous and vibrant community. Implementation of the actions outlined in this Plan is the next bold step for the community.

**B. Organization of the Document**

Following this Introduction is an Executive Summary that summarizes the planning process, describes the plan’s goals, highlights key recommendations, and introduces implementation considerations.

Chapters 3 through 10 address each element of the *Strategic Investment Plan*. These elements include:

- General Land Use and Economics
- Neighborhoods
- Civic and Park Enhancement
- Corridor Development – 75<sup>th</sup> Street
- Center Redevelopment – Corinth Square
- Potential Redevelopment
- Commercial Improvement
- Economic Development Tools

Chapter 11 addresses Goals and Actions and Chapter 12 is dedicated to Implementation. Together, these two chapters summarize actions and strategies that must be accomplished in order to achieve the policies identified by the community. They indicate the time frame in which the action and strategies should be implemented, as well as the key entities responsible for implementation.

The Appendix, published as a separate document, contains documents integral to the development of this Plan, including the Existing Conditions and Trends Report, the Market Analysis, and a description of Public Involvement Activities.



**Chapter 2 Outline**  
**Executive Summary:**

- A. Overview
- B. Summary of the Public Process
- C. Summary of Key Findings
- D. Policy Foundation for the Plan
- E. Implementation Structure
- F. Action Agenda

## 2. Executive Summary

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This chapter provides a general synopsis of the *Strategic Investment Plan*, summarizing the planning process, key findings, and key directions for the future that are implied by its recommendations. The chapter outline can be found in the sidebar at left.

### A. Overview

This document—and the policies included in it—makes a positive statement concerning the importance of determining a sustainable vision for Prairie Village’s future. Many residents and other community stakeholders continue to be satisfied with the quality of life Prairie Village provides. This satisfaction exists for very good reason. Prairie Village provides a high level of services in a community with unique physical attributes that is located in convenient proximity to both the metropolitan area’s urban core and outlying suburban communities. Many residents and businesses choose to locate in Prairie Village—and remain in the community—because of these qualities.

Given the satisfaction, a reasonable question might be, “Why do we need to do anything?” In fact, the community is not static. The research component indicates what some in the community sense intuitively: there is fundamental change afoot in Prairie Village. These changes include demographic shifts, property value shifts, and infrastructure maintenance needs. “Standing still” is not a viable option. As a landlocked community, Prairie Village must use its resources as efficiently as possible,

particularly its land resources, which represent the City’s property and sales tax base, and provide nearly 50 percent of the revenue required to deliver the services residents demand. Prairie Village’s continued viability as a high-quality community providing high-quality services will require an active, concerted effort on the part of both local officials and citizens in order to keep pace with the changing environment in surrounding communities. The *Strategic Investment Plan* process has tried to understand the complex dynamics of these changes and recommend actions that reflect the needs and aspirations of the community.

In reading this document, the reader will quickly see the City has established an ambitious approach to ensuring the long-term sustainability of the community. Chapters 3 through 10 provide numerous recommendations for specific locations within in the community; Chapters 11 and 12 outline 54 specific actions. Maintaining or enhancing the City of Prairie Village will require a sustained, comprehensive, and incremental approach—there are no “silver bullets,” but lots of basic “blocking and tackling.” In some cases, this Plan may propose recommendations that the City has tried in the past. Due to the limited options local governments have relative to economic development and land use planning, Prairie Village leadership may need to reconsider some past efforts, and approach these strategies anew.

## B. Summary of the Public Process

The formulation of the *Strategic Investment Plan* for Prairie Village was a participatory process that required the committed efforts of nearly 50 volunteers and staff to guide the process and conduct the major participatory activities of *Village Vision*. Public involvement in both the leadership of the process and in creating and refining the Plan was integral to ensuring results that reflect the goals and aspirations of those who live and work in the City. A detailed description of the public involvement activities can be found in Appendix C – Public Input.

### **Public Process Timeline:**

January 2005 – Formation of Steering Committee  
February 2005 – Stakeholder Interviews  
April and May 2005 – Public Brainstorming Meetings  
June 2005 – Goal Writing  
September 2005 – Community Choices

### **The Steering Committee**

A Steering Committee was created to guide the process. The City Council selected 14 members of the community to serve on the committee representing elected officials, planning commissioners, the Northeast Johnson County Chamber of Commerce, and residents. The Steering Committee met often to discuss how the process should unfold, to examine important data and trends, and to review ideas submitted through the public process. Steering Committee members also assisted with publicity and outreach to raise awareness of the effort and to encourage public participation and took an active role in developing and reviewing the final Plan document and its recommendations. The commitment of these individuals was essential to the success of the following activities.

### Stakeholder Interviews

In February 2005 the Consultants visited Prairie Village to meet with the Steering Committee and conduct interviews with community stakeholders representing neighborhoods, business owners, and major property owners. In a small group setting, stakeholders offered their insight on the challenges and opportunities facing Prairie Village.

### Brainstorming Ideas for the Future

The foundation of *Village Vision* was formed by the ideas generated at the Community Visioning Workshops. In April and May 2005, everyone living and working in Prairie Village was invited to attend open, public brainstorming meetings to think about the community's future. Over the course of four evenings, a total of 250 people worked in small groups with a trained facilitator to respond to the following question: "What can we do to make Prairie Village the best that it can be in the coming years?" The groups also completed a mapping activity entitled *Strong Places Weak Places*. Summaries of both activities can be found in Appendix C.

This process generated 552 ideas for the future. These ideas were entered into a computerized database and reviewed by the consulting team and members of the Steering Committee. Categories that summarized emerging themes were identified, and the ideas were sorted into these categories. The categories are listed in the sidebar at left.

#### Idea Categories

1. Community Character and Activities
2. Community Facilities and Services
3. Housing
4. Land Resources
5. Leadership and Governance
6. Learning
7. Prosperity
8. Transportation

These same categories were used by the Steering Committee to Develop the *Village Vision* goals.



Participants during the open assembly of one of four Community Visioning Workshops.

### Setting Goals

On June 29, 2005, the Steering Committee met to turn the ideas generated by the public into goals and strategies. It was a challenging process requiring participants to carefully read all of the ideas for each topic, identify common themes emerging from those ideas, and use those themes to draft a goal for the future. The results of the goal writing were then prepared for presentation to the public. The goals are outlined at the end of this chapter under Part D – Policy Foundation for the Plan. Chapter 11 describes each goal along with supporting actions for implementation.

## Community Choices

Community Choices was held on September 13 and 14, 2005 to provide an update on the community planning process and gain feedback on the direction for future development from Prairie Village residents. Participants reviewed the *Village Vision* goals and principles for development and discussed issues facing the City. Nearly 200 people participated in the Community Choices Workshop that was held over two days.

The event included six components to ensure a thorough review of the material and to provide sufficient opportunities for Steering Committee, stakeholder, and public input. Details about each of these components can be found in Appendix. C

### C. Summary of Key Findings

Outlined below are the key findings and issues of the planning process. The policy direction of the *Strategic Investment Plan* was articulated in response to addressing these issues. Chapter 3 – General Land Use and Economics addresses each of these key findings in detail.

**Limited growth opportunities:** One of the defining characteristics of Prairie Village is that it is land-locked and fully developed. With no room to grow outward and virtually no land left to develop, the only option to accommodate growth and change is to look inward for development and redevelopment opportunities.

**Quality of life:** In general, residents and business owners value the quality of life offered by the pedestrian-friendly neighborhoods, convenient neighborhood-serving retail amenities, excellent schools, and other characteristics that make Prairie Village a unique community. Maintaining this high quality of life is of primary importance among residents.

**Key demographic trends:** The current estimated population of 22,000 persons in 10,000 households consists of relatively affluent families earning an average household income of \$94,000 annually. Between 1990 and 2000, Prairie Village experienced a net loss of 1,114 persons (4.8 percent). Based on a detailed analysis of the age and amenity characteristics of Prairie Village's housing stock, it appears that Prairie Village is losing households with growing children and those in their prime earning years to neighboring jurisdictions with more diverse housing stock and more modern amenities.

**Key residential market findings:** Nearly 83 percent of housing stock in Prairie Village was built before 1970. During a two-year period between 2003 and 2005, nearly 80 percent of all single-family homes sold within a range of \$100,000 and \$250,000 (354 units of 448 total units sold). More than half of homes sold were on the market for less than 30 days. Furthermore, homes with three or more bedrooms represented 93 percent of single-family residential sales.

**Key retail market findings:** The *Strategic Investment Plan* process focused on the relative condition and productivity of several key neighborhood retail-serving shopping centers, including The Prairie Village

#### Retail Market Analysis:

The results of this analysis suggest that, overall, Prairie Village's community and neighborhood-serving retail centers are balanced with market demand. These centers are largely tenanted by independent local operators that provide important goods and services in demand by residents and businesses. Nonetheless, when testing the health of Prairie Village's retail business against standards required by national chain operators, the City could be considered slightly oversupplied by marginal retail uses that would benefit from reinvestment or repositioning of the existing space.

Center, Corinth Square, and other retail nodes located along State Line Road, 95th Street, and Mission Road. The Prairie Village Shopping Center 2005 gross sales were up six percent from last year (2004). In contrast, sales in Corinth Square were up two percent during the same period. In the consultants' view, the Corinth Square shops, while productive and experiencing high occupancy rates, are at a disadvantage due to a lack of reinvestment in the property and the center's awkward and obsolete site configuration. The contrast between the relative sales productivities of similar retailers in the Prairie Village Center and in Corinth Square point to an opportunity for the property owner and retailers in the Corinth Square site to improve their business positioning by participating in a comprehensive Reinvestment Plan.

**Office Space Classifications:**

Class A – Modern construction, modern amenities, most desirable locations, commands the highest rents.

Class B – Highly functional, well-located buildings more than 10 years old.

Class C – More than 25 years old, not renovated, less desirable locations, commands low rents.

**Infill and Redevelopment Potential:**

Cities like Prairie Village that offer quality of life amenities such as close commuting distance to downtown employment centers, traditional neighborhood-based retail goods and services, and competitive schools are well positioned to undertake redevelopment strategies. These characteristics are difficult to replicate in newer communities that require lengthy commutes to job locations.

In Prairie Village, infill redevelopment strategies that increase density in commercial areas (and possibly at the edges of residential neighborhoods) can play a significant role in growing the population, recapturing retail sales, and expanding the City's tax base.

**Office market trends:** Prairie Village is largely a net-exporter of labor to downtown Kansas City, Missouri and Overland Park, Kansas with about 7,000 workers traveling inbound to work in Prairie Village, and more than 11,000 Prairie Village residents traveling outbound on a daily basis to employment posts located outside the city boundaries. As a result, the Prairie Village office market is primarily "Class B" small format, professional services space, housing a large concentration of professional medical office uses. (See sidebar for description of office space classifications.) Current office space vacancy rates in Prairie Village, and Johnson County overall, are considered very high at 14 percent and 20 percent respectively. Combined with average asking rents of \$18 per square foot, these market factors indicate limited potential for speculative office development.

**Redevelopment orientation:** According to the Urban Land Institute (ULI), many first-tier suburbs like Prairie Village are adopting a market-based approach to infill and development as a means of stabilizing out-migration (of both residents and businesses) and declining tax revenues. However, public entities are frequently faced with barriers to land assembly, public infrastructure needs, and financing gaps on the private investment side of the development equation. Research suggests that cities that have developed a citywide approach to redevelopment through neighborhood- and site-based planning, coupled with financing incentives such as short-term financing or tax benefits are attracting private investment and development.

**Fiscal implications of redevelopment:** In order to stabilize—if not enhance—the economic base of the community, the City needs to consider redevelopment in a more significant manner than it has in the past. More than ever, the type, intensity and character of development will decide how much of a fiscal benefit will be derived. The City's General Fund revenue budget relies primarily on property and sales tax revenues (nearly 50 percent of total revenues), with the balance derived from variable sources such as franchise fees, intergovernmental transfers, charges for services, and other sources. Although local tax rates are comparable to neighboring communities indicating an appropriate tax burden, increases in tax revenue



are limited due to few opportunities to expand the City’s tax base. The future fiscal health of the City of Prairie Village is dependent upon stabilizing and growing the population and recapturing retail sales through infill redevelopment strategies or raising taxes. This may require greater density and taller structures in the commercial areas and possibly the edges of residential areas.

Mixed use redevelopment concepts, such as those described in Chapters 6 through 9, offer the greatest potential for creating a critical mass of competitive housing stock, achieving real growth in retail sales through improving diversity and quality of retail offerings, and recapturing a share of the retail market lost to businesses in neighboring communities. While the proposed redevelopment opportunities presented in this *Strategic Investment Plan* will provide only a modest fiscal benefit, they should not be considered solely on the basis of financial feasibility or incremental fiscal revenues. Urban redevelopment strategies will also serve to maintain and enhance surrounding property values, to retain and attract residents and businesses, and to foster a vibrant physical and social environment – all-important factors supporting the City’s overall fiscal health and maintaining a high quality of life for residents.

#### D. Policy Foundation for the Plan

The policy foundation of the *Strategic Investment Plan* can be summarized by the goals for each of the eight elements; principles for growth and development; and the conceptual development framework.

#### Goals

The broadest policy levels of the *Strategic Investment Plan* are the goals. The goals express the community’s desired outcome in simple terms, and are derived from the ideas generated by the public. Outlined below are the eight goals of the Plan. Chapter 10 includes each goal along with supporting actions for implementation.

- **Community Character and Activities:** Provide an attractive, friendly and safe community with a unique village identity appealing to the diverse community population.
- **Community Facilities & Services:** Provide diverse community recreation areas, cultural programs, parks, green spaces including a new or renovated community center, complemented by well-maintained infrastructure and excellent City services.
- **Housing:** Encourage neighborhoods with unique character, strong property values and quality housing options for families and individuals of a variety of ages and incomes.
- **Land Resources:** Encourage a high quality natural and man-made environment that preserves community character, creates identity and sense of place, and provides opportunities for renewal and redevelopment, including vibrant mixed use centers.

#### Village Vision Goals:

- Community Character and Activities
- Community Facilities
- Housing
- Land Resources
- Leadership and Governance
- Learning
- Prosperity
- Transportation

- **Leadership and Governance:** Provide a City government that communicates effectively with the public and works cooperatively with other communities to promote projects and programs that maintain a strong Prairie Village.
- **Learning:** Support the provisions of high quality educational environments for residents at all stages of their lives, including public K-12 institutions.
- **Prosperity:** Promote a strong economy where a diverse mix of quality businesses contribute to a stable tax base, provide opportunities for redevelopment, meet the needs of residents, and attract visitors.
- **Transportation:** Encourage a variety of transportation choices including safe, interconnected, and well-maintained roadways, sidewalks, biking trails, and public transportation systems that support the community's needs.

#### Development Principles:

- Integrating development
- Leveraging investment
- Promoting mixed use development:
- Reinforcing interconnection
- Incorporating open space
- Creating safe and stable neighborhoods
- Creating a clear definition of the public and private realm
- Creating a range of housing choice
- Considering human needs
- Promoting high quality design in the built environment

#### Conceptual Development Framework:

A Conceptual Development Framework is a map with illustrations indicating how a community or a particular part of a community would appear if developed according to plan goals and principles.

### Principles

During the public process, ten development principles were identified to form the Conceptual Development Framework, and provide guidelines for future development and redevelopment. These ten principles, summarized in the sidebar at left, will help to determine the quality, pattern, and character of future development. The principles are discussed in further detail in Chapter 3 – General Land Use and Economics, on page 3.19.

### Conceptual Development Framework

The Conceptual Development Framework starts with the identification of specific areas in the community targeted for reinvestment. Six key areas were identified for Prairie Village. **Neighborhood Conservation and Improvement (Chapter 4)** focuses on Prairie Village's residential neighborhoods, which require ongoing maintenance and may, in some cases, benefit from targeted incentives for home improvement, in order to ensure continued growth in property values. **Civic Enhancement (Chapter 5)** addresses parks, schools, government facilities and other civic uses and facilities that provide places for public activities. **Corridor Redevelopment (Chapter 6)** targets the transportation corridors in the community, suggesting opportunities for enhancement to create a well-defined public space, and to promote infill development on underutilized sites. **Corinth Square Redevelopment (Chapter 7)** offers an ideal opportunity for upgrading and creating a vibrant mixed use center in the heart of Prairie Village. **Potential Redevelopment (Chapter 8)** looks at Meadowbrook Country Club and Somerset School. These facilities should be strategically redeveloped in ways that will benefit the City and integrate the sites with surrounding neighborhoods. **Commercial Improvement (Chapter 9)** focuses on neighborhood-scaled retail centers such as Somerset Plaza, Meadowbrook Village, and Kenilworth Shops.

The general location and configuration of each area are illustrated in Chapter 3 on Map 3.2. Subsequent chapters provide detailed information on reinvestment strategies for each of these six areas.

#### E. Implementation Structure

This *Strategic Investment Plan* is designed to be a practical document that will facilitate the implementation of key actions and help City officials, community residents, and private sector stakeholders evaluate and move forward with their strategic investment priorities. Chapter 11 describes a series of concrete action steps to support each of goals developed for this Plan. Chapter 12 outlines six key approaches to implementing the *Strategic Investment Plan*. It also identifies a set of ten “Programmatic Initiatives” that incorporate all of the actions identified in Chapter 11, setting up a programmatic context for implementation. (See sidebar at left.)

The key approaches that will guide implementation of the Plan are:

1. Residents and other stakeholders should be actively involved with implementing the Plan;
2. Implementation should be monitored and evaluated on a regular basis, with a focus on reporting results, promoting successes, and maintaining public and media relations;
3. The community should secure and allocate the necessary funding, especially through updating the Capital Improvement Plans and annual departmental budgets, to implement priorities;
4. The community should update key development regulations and processes in light of the *Strategic Investment Plan* priorities;
5. The community should require concurrence with the *Strategic Investment Plan* in rezoning or development approvals, and call for written interpretations of these Plans in order to create a public record for consistency;
6. The community should develop a process to update the Plan at a minimum of every five years; and
7. The community should develop a policy on the use of incentives for redevelopment.

Attention to these seven implementation guidelines will allow the City to maintain accountability, monitor the progress of its programmatic initiatives, and keep residents, businesses, and other stakeholders involved throughout the implementation of the Plan.

#### Programmatic Initiatives:

- Enhancing Economic Tools and Mechanisms
- Investing in the Public Realm
- Marketing and Promoting Prairie Village
- Maintaining and Diversifying the Housing Stock
- Emphasizing Architecture and Design Standards
- Updating Ordinances and Codes
- Improving Public Facilities and Service Delivery
- Fostering Communication and Effective Planning Practices
- Enhancing Parks and Open Space
- Promoting Arts, Culture, and Activities

## F. Action Agenda

The Village Vision *Strategic Investment Plan* contains 48 recommendations for guiding and directing future development and redevelopment in Prairie Village. These recommendations are listed in Chapters 11 and 12.

To provide added emphasis to priority items, an eleven point Action Agenda has been established. Action Agenda items represent the “top priorities.” As the Village Vision *Strategic Investment Plan* is implemented, particular attention will be paid to these action items.

### **Improve the Development / Redevelopment Process**

- Update the zoning ordinance to reflect contemporary land use issues while preserving the identity and character of Prairie Village
- Consider revising the zoning ordinance to allow more residential, commercial, and office development, particularly in walkable, mixed-use areas of greater intensity
- Consider updating building codes to facilitate renovation and rehabilitation activities

### **Encourage Appropriate Redevelopment**

- Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways
- Consider developing a redevelopment plan for Meadowbrook Country Club.

### **Keep Neighborhoods Vibrant**

- Examine incentive programs to encourage home renovation
- Allow for a greater variety of housing types throughout Prairie Village
- Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today’s homebuyers and is sensitive to the character of existing neighborhoods
- Offer workshops to educate and inform about issues related to zoning, building codes, and home maintenance in residential areas

### **Improve Communications**

- Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability.
- Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base.



**Chapter 3 Outline – General Land Use and Economics:**

- A. Overview
- B. Issues
- C. Land Use Conditions
- D. Market Conditions
- E. Fiscal Conditions
- F. Conceptual Development Framework

## 3. General Land Use and Economics

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### A. Overview

Land is a very valuable resource to a community, especially in a mature, inner-ring or first tier suburb like Prairie Village. Land, particularly developed land, not only provides space to accommodate community activities, but it is also a primary source of revenue to operate City government, maintain current public service levels, and fund capital improvement projects. Not all land uses generate the same amount of revenue to the City, nor do all land use cost the same for the City to serve. Very little vacant land remains to be developed in the community, (particularly those land uses that provide a positive revenue source), and there are few opportunities to redevelop existing properties. This has had a profound effect on the City's ability to increase revenues and continue to provide the services residents demand. Like other entities, the costs required to maintain and improve services continue to increase. In a community like Prairie Village, which is landlocked and highly reliant on property and sales tax revenue, the City's tax base has difficulty keeping up with the service demands placed upon it.

Nearly half of Prairie Village's revenue is derived from taxes levied on real property and retail sales. The distribution of property taxes by Johnson County to Prairie Village is dependent on the City's population, which has been declining since the 1970s, as well as tax effort. As stated in the *Village*

*Vision Strategic Investment Plan Market Analysis*, contained in Appendix B “property tax increases are limited (to increases in existing property valuation) by a lack of new residential development opportunities.”

According to the Market Analysis, the City’s primary commercial centers, the Prairie Village Shops and Corinth Square Shopping Center, are both relatively successful and experiencing high occupancy rates, yet they are under performing when compared to the sales productivity rates required by national chain retailers considering entering a new market (\$200 per square foot versus \$350 per square foot or higher). To improve performance, real growth in retail sales tax revenues will need to occur by recapturing a share of the market lost to surrounding commercial centers, and improving the diversity and quality of retail offerings in the community.

One of the keys to attracting and retaining population, including young families, is to create unique public and private places of increasing and lasting value within the community’s neighborhoods, corridors, and commercial centers. This may mean using the private realm (residential and commercial buildings) to better define and enhance the public realm (streets, parks, plazas, etc.) (See sidebar definitions at left.) It may also mean adding new public amenities. As stated in Prairie Village’s 2005 Budget Statement: “...in this fully developed City, growth will occur only through redevelopment and increases in appraised value.” The community’s fiscal health is directly tied to enhancing property values, adding population, and recapturing retail sales.

This chapter identifies major issues, provides a general description of land use and economic (market and fiscal) conditions, and from this analysis, makes recommendations on areas of future investment.

**Public Realm vs. Private Realm:**

The “public realm” refers to publicly owned streets, sidewalks, rights-of-way, parks and other publicly accessible open spaces, and civic buildings and facilities. The “private realm” refers to all other privately owned land and properties.

## B. Issues

The following summarizes issues identified in the analysis of existing land use and market/fiscal conditions.

### Strengths

- **Convenient location:** Prairie Village’s unique location between downtown Kansas City and the outlying suburban employment centers makes it a very convenient place to live and do business. The community is also near the region’s major cultural, entertainment, and educational amenities.
- **Relatively affluent families:** The average household income for Prairie Village families of \$94,000 annually is appreciably higher than the Kansas City Metropolitan Area household income of \$74,000 annually.
- **Stable neighborhoods:** Prairie Village neighborhoods have a high percentage of residents who have lived in their residence more than five years. In its rating of metro area suburbs, the *Kansas City Star*

identified stable neighborhoods as being one of the defining characteristics of Prairie Village.

- **Strong neighborhood structure:** Homes associations in Prairie Village have historically been well organized and very active in community affairs and local government.
- **Established infrastructure:** Most of the utilities, schools, roadways, and other public infrastructure are already in place, reducing the need to extend infrastructure or significantly increase capacity. In some areas, roadway intersections have capacity to handle additional traffic based on their existing service levels. They include 79<sup>th</sup> Street and Mission Road, 75<sup>th</sup> and State Line (service Level A). The City has also undertaken an aggressive program to maintain its streets and stormwater management infrastructure.

### Weaknesses

- **Declining population:** Johnson County grew by 96,032 persons between 1990 and 2000 or 27 percent. Prairie Village's population during that same time period declined by approximately 1,200 persons, or 4.8 percent.
- **Very little vacant or developable land:** Over 99 percent of the community's total land area is developed, and the option available to most growing communities to expand municipal boundaries to accommodate development is not available.
- **Segregated land uses:** Land uses are segregated according to type (residential, retail, office, etc.). This increases the need for an automobile when traveling from one type of use to another. While such land use segregation and automobile dependency is very common in similar communities throughout the country, this arrangement limits the potential for easy accessibility and interaction among different land uses.
- **Land locked:** Communities of Kansas City, Missouri, Overland Park, Fairway, Leawood, Mission, and Mission Hills, Kansas surround Prairie Village, limiting further expansion through annexation. Over the years, Prairie Village's arterial street network has been expanded to accommodate both local traffic and vehicles passing through the community.
- **Aging commercial centers and corridors:** According to the book "Prairie Village – Our Story," existing commercial centers including the Corinth Square Shopping Center (started in 1955), are over 50 years old. Existing roadway corridors have been widened to accommodate mostly traffic to the detriment of pedestrian movement.
- **Aging housing stock:** Most of Prairie Village's housing stock was built between 1950 and 1959 and lacks the size and amenities to compete with available housing in surrounding communities. Prairie

Village is losing households with children to neighboring jurisdictions.

- **Limited housing choice:** Many of the homes in Prairie Village are modest in size and do not have the range of amenities that are found in homes being built today. Limited housing stock has forced families in their prime earning years that are looking for larger single-family homes to move out to surrounding communities with room to grow. Although households are generally smaller, occupants are looking for homes with more livable space and added amenities. In recent years, several new housing types have been gaining popularity in both urban and suburban communities. These include higher density condominium and townhome products, housing designed to meet the needs of aging baby-boomers and senior citizens, and housing choices which provide for exterior maintenance items such as painting, lawn care, etc.
- **Excess roadway capacity:** Excess roadway capacity can be detrimental to the retail and office markets in Prairie Village. Excess roadway capacity leads to increased traffic speeds, framing Prairie Village as a convenient place to pass through, rather than a destination point. Residents of Prairie Village can also quickly travel outside the city, and meet their shopping needs in neighboring communities.
- **Deed restrictions:** In many of the City's neighborhoods, deed restrictions place limits on development potential, typically restricting uses to single-family detached housing. Homes associations can block individual property owners from pursuing redevelopment of their properties that is not consistent with guidelines established by the developer. These limitations effectively prohibit redeveloping certain areas into multi-family and condominium developments, which represent a growing market segment in the area and could contribute to increasing Prairie Village's population. While deed restrictions play an important role in defining an area's character and appearance, over time, these restrictions may also limit redevelopment opportunities and housing choices in the community.
- **Oversupply of marginal retail uses:** Prairie Village's community and neighborhood retail centers provide important goods and services to city residents. However, many of these uses show relatively low productivity, or sales per square foot compared to national standards. This limits the property's income potential and can lead to a cycle of decline and disinvestment. Some of Prairie Village's marginal retail areas would benefit from reinvestment or repositioning of the existing space. Such repositioning, which may result in a net increase in the total amount of retail square footage, should result in higher quality, more productive, and more



sustainable retail offerings. Over the long run, this should increase Prairie Village's capture of the regional market share for retail spending.

- **Limited office market:** There is limited potential for speculative office development based on current vacancies in Prairie Village and Johnson County, which are 14 percent and 20 percent, respectively.

### Threats

- **Fiscal stress:** Appreciating property values and increasing retail sales volume are essential to maintaining fiscal health within Prairie Village. The City's tax base is increasing, but not as quickly as in neighboring communities. Revenue sources, particularly sales tax from limited commercial development has lagged behind surrounding jurisdictions. In a community that is heavily reliant on property and sales tax revenue, the city's long-term financial health will be directly tied to the ability to expand its tax base.
- **Aging infrastructure:** Sewer, water, and roads, many of which are over 40 years old, are at a point in their lifecycles where many will require extensive repairs or need to be replaced. The City is financially responsible for repairs to roads, sidewalks, and stormwater management infrastructure, and may need to work with utility providers to ensure timely updates to water, sewer, and electric services.
- **Changing demographics:** Population levels have dropped from a high of approximately 28,000 in 1970 to an estimated 2004 population of 21,887. The population is also aging, with the percentage of senior population to total population increasing. Households are smaller, which has made smaller housing units in demand as start up housing. In addition, an aging population is less inclined to own and maintain a single-family residence on a separate lot, which is the norm in Prairie Village. This points to the opportunity to provide alternative housing choices.
- **Neighborhood sustainability:** Existing neighborhoods are almost entirely single-family, with multi-family areas isolated along major corridors. Neighborhood amenities, such as small parks, playgrounds, and civic uses within close proximity to each resident are limited. Most residential areas were subdivided in a pattern of lots and elongated blocks that limit connectivity with nearby commercial uses.

### C. Land Use Conditions

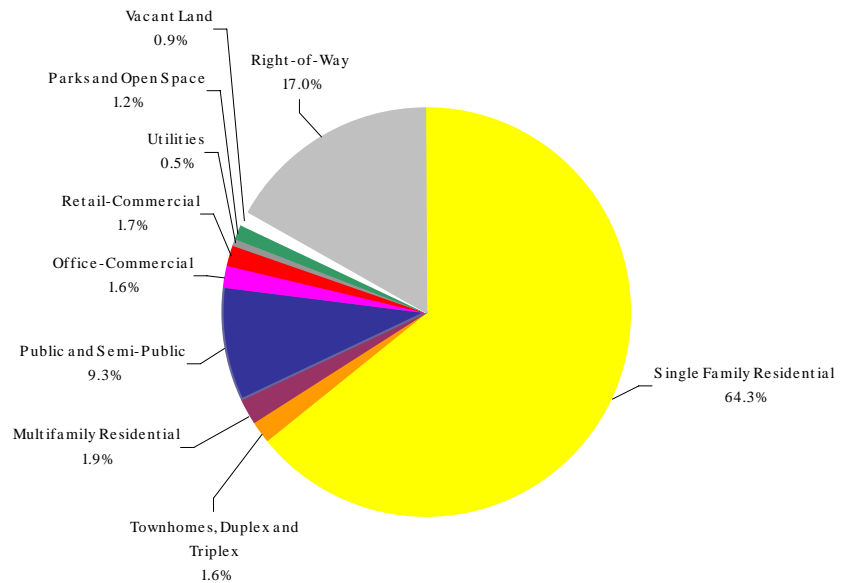
Outlined below is a summary of the existing land uses within the community. It examines both the composition (what uses make up the community), and pattern of development (how these uses relate to one

another). It also looks at how composition and pattern inhibit or constrain the community’s ability to accommodate changes in development type and intensity. This section also offers a number of suggestions on ways to use land more efficiently in order to enhance development and redevelopment opportunities.

**Composition**

Prairie Village incorporates approximately 6.4 square miles of land area. The community’s total land area can be divided into eight categories according to how the land is currently used. The following figure shows the amount of land occupied by each land use type compared to the total land area.

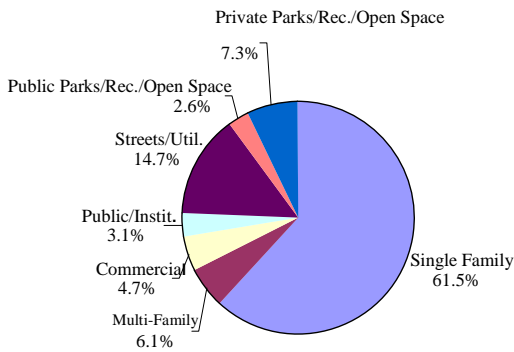
**FIGURE 3.1: LAND USE DISTRIBUTION**



Source: City of Prairie Village and ACP

As noted before, over 99 percent of the City’s total land area is developed or committed to some type of land use. Residential uses consume the largest amount of land, occupying over 68 percent of the City’s total land area and accounting for most of the City’s revenue from real property taxes. As a point of comparison Upper Arlington, Ohio, a first ring suburb of Columbus has a similar percentage of residential uses at approximately 68 percent.

Over 94 percent of the land under residential use is categorized as single-family residential. Multi-family uses are concentrated along the major corridors. Multi-family complexes tend to be disconnected from adjacent commercial and single-family neighborhoods, and are designed with an interior orientation rather than a street-fronting orientation.



Proportion of land use types to total land area in Upper Arlington, Ohio, an inner ring suburb to Columbus. Notice the amount of public parks and open space is double that of Prairie Village.

Commercial land, including both office and retail uses, covers only 3.3 percent of the total land area. Retail land not only experiences some of the highest land values, it also benefits the City as a source of both property and sales tax revenue. Most of the commercial land is found along the Mission Road and 75<sup>th</sup> Street frontage. Public and semi-public uses, which include land occupied by schools, government facilities and religious institutions, make up 9.3 percent of the community’s total land area. Vacant land makes up 0.9 percent of the total land area. Only 1.2 percent of land area in Prairie Village is devoted to parks and recreation space. As a point of comparison, Upper Arlington, Ohio has 2.6 percent of its land dedicated to public parkland, and 7.3 percent dedicated to private parkland and open space. The remaining land area (17.5%) is occupied by utilities and rights-of-way. Even though they are categorized under specific land uses, the Meadowbrook Country Club (Public and Semi-Public), the radio tower property (Utilities), and Somerset School (Public and Semi-Public) are locations that may be available for redevelopment in the future.

**Pattern**

This section describes several characteristics of the existing land use pattern:

**Segregated:** The current land use pattern is a direct result of classifying land into single use areas as part of the zoning or “districting” process. Residential uses are separated from commercial uses, multi-family uses are separated from single-family uses, office uses are separated from retail uses, and so on. These districts have generous setbacks, which are designed to protect more intense uses from less intense ones. The resulting pattern segregates or physically separates normally or potentially compatible uses from one another (e.g. office with residential). It also requires a large amount of single-use parking, provides minimal opportunity for shared parking, extends auto trips, and limits the opportunity for alternative modes of travel such as walking, biking, and public transit. While this type of development pattern is not unusual in suburban communities, it does not allow for the most efficient use of a community’s land resources.

Unlike communities that were settled prior to WWII and have historic central business districts and downtowns, no center or commercial/cultural core exists in Prairie Village. Instead, like many other post-war suburban communities, several conveniently located shopping centers – including Corinth Square and Prairie Village – are located along major corridors and function as Prairie Village’s commercial centers.

**Disconnected:** Historically, Prairie Village developed as a collection of residential subdivisions within a rural “section and quarter-section” or one square mile grid. Roads following this pattern have been incrementally widened to accommodate mostly through traffic. The subdivisions include a number of large blocks, many over 1,000 feet long. In these instances, the opportunity for interconnections between subdivisions and the larger

**Floor-to-Area Ratio (FAR):**

Floor-to-Area Ratio is a way to measure (and regulate) the size and bulk of a building. A zoning district can have an FAR factor, which, when multiplied by the lot size, tells you the maximum amount of floor area allowed in a building on that lot.

For example, a 10,000 square foot lot with an FAR of 1 can have 10,000 square feet of floor space. With an FAR of .5, it can have 5,000 square feet of floor space.

community is severely restricted. Non-residential and multi-family uses are situated along the widened roads and take advantage of available roadway frontage, higher traffic volumes, and visible intersections.

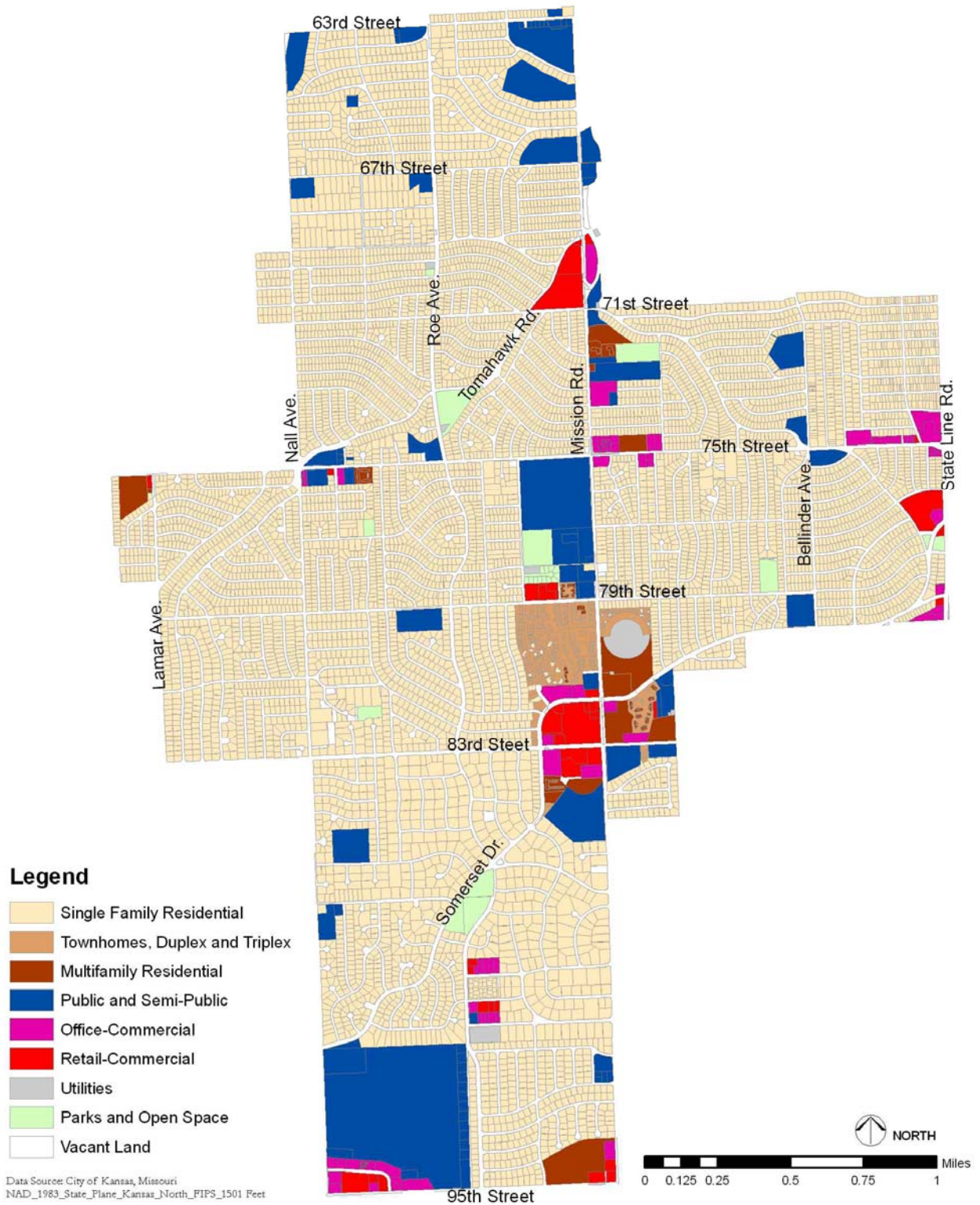
**Underutilized:** Commercial development intensity is often measured as a ratio of the total floor area of a building to the total lot or site area, also known as the Floor-to-Area Ratio (FAR). Generally, a higher ratio results in a higher development intensity. The FAR measures only the development intensity and does not describe development character related to height, building form, etc. The FARs for each of the five retail commercial centers in Prairie Village are as follows:

- Prairie Village: .35
- Meadowbrook: .28
- Corinth Square: .34
- State Line: .22
- Somerset: .19

The average FAR of the five commercial centers is .25, ranging from .35 (Prairie Village) to .19 (Somerset). A ratio of .25 is a fairly typical suburban FAR, where parking is provided separately, on site, for each use. Building at higher intensities creates an opportunity to increase retail floor area and sales per square foot.

The intensity of commercial development is controlled primarily by the amount of required on-site parking. The Zoning Regulations require one space per 250 square feet. This is a fairly high commercial parking ratio when compared to a typical rate of one space per 200 square feet. The City has adopted specific parking regulations for Corinth Square and Prairie Village shopping centers, requiring 3.5 spaces per 1,000 square feet of leasable area, or approximately 1 parking space per 285 square feet.

MAP 3.1: EXISTING LAND USE



Source: City of Prairie Village and ACP

### Development and Redevelopment Opportunities

Creating development opportunities in a stable community where less than one percent of the total land is vacant requires making better use of land resources. This section suggests several ways to use land more efficiently, enhance the community's neighborhood qualities, and increase its attractiveness as a place to live, work, and recreate.

- **Reinvest in existing single-family housing stock.** Although lot sizes and required setbacks within many subdivisions restrict on-site expansion, there are opportunities to increase the size of existing single-family residences to accommodate room additions and other amenities. It is important to consider the visual impact that expanding the livable area of these units will have on adjacent properties. The Mid America Regional Council's First Suburbs Coalition has developed a guide to assist owners and potential buyers of homes in first suburbs like Prairie Village with renovations to post-WWII housing (housing built between 1940 and 1970). The *Idea Book* examines four of the most common housing types found in Prairie Village – Ranch, Split Level, Two Story, and Cape Cod – and provides dozens of ideas for appropriate ways to update these homes and make additions. The City should consider encouraging residents to renovate and upgrade their homes in a manner consistent with the ideas described in the *Idea Book*.
- **Where possible, locate civic uses (parks, playgrounds, schools, etc.) on vacant or underutilized sites within existing neighborhoods, preferably toward the center of the neighborhood.** Simply locating uses on available vacant sites does not necessarily benefit the community as a whole. It is more useful to evaluate new uses in light of how they will enhance existing development and offer desired neighborhood qualities such as walkability.
- **Locate neighborhood retail, office, and higher density housing at the edges of neighborhoods on underutilized sites along corridors and at major intersections.** Redevelopment of land along existing corridors should recognize that the corridor is really the edge of an existing neighborhood. In this way, new uses located along the corridor should physically tie in with the adjacent neighborhood, and include uses not found within the existing residential subdivision.
- **Create “complete streets” and enhance roadway corridors by including accommodations for moving people – not just cars.** Although many of the residential streets have sidewalks, routes for

**Complete Streets:**

“Complete Streets” refer to streets that accommodate all modes of travel. They are safe, convenient, efficient, and accessible for all users – including pedestrians, bicyclists, transit riders, and motorists.

pedestrian travel throughout Prairie Village are limited. Existing streets, especially those intersections with a high level of service (e.g. 75<sup>th</sup> and State Line), could be reconfigured to more closely tie the streetscape to the adjacent land uses. For instance, this can be achieved by placing buildings so that they front the street, while parking takes a less dominant position at the rear or side of the site. This makes for a more interesting pedestrian experience and encourages walking.

- **Place civic uses such as plazas, squares, and gathering places in underutilized areas of existing commercial centers.** Commercial centers often become locations for civic activities because of their highly visible and accessible location. These centers, however, lack a formal space for gathering. Creating a public plaza or square within a commercial area will not only benefit the community, but may also enhance the amount of retail activity.
- **Locate commercial/employment uses (community commercial, office, mixed use, etc.) in underutilized areas.** Shopping centers, including Prairie Village or Corinth, could be redeveloped to accommodate a mix of uses at higher densities, improving the efficiency of how the land is currently being used. Mixing the uses (e.g. residential with office) would offer shared parking opportunities and potentially reduce the amount of required parking in favor of additional commercial space. Although expensive to build and maintain relative to surface parking, strategically located structured parking allows development to occur at higher densities.
- **Enhance entryways as an opportunity to distinguish the community from surrounding areas.** Entry signs (similar to the exiting signage) or markers provide a good way to distinguish Prairie Village from surrounding jurisdictions. Redeveloping sites at the edge of the community should provide “gateway” or signature structures that reinforce a sense of entry.
- **Take advantage of roadways with excess capacity.** Having excess capacity in a roadway can create additional, unforeseen problems, like increasing the speed of traffic. Traffic can be calmed by not only incorporating pedestrian scaled amenities, but also by providing on-street parking or other traffic calming measures. This further reduces the requirement for on-site parking and provides additional land for development.

- **Provide incentives for existing uses, especially commercial ones, to expand on-site.** In many cases existing zoning regulations require substantial building setbacks and parking that serve only one use. Reducing yard space on existing lots can also increase site capacity as well as the floor area ratio. Providing a mix of uses and sharing parking (along with providing on street parking) can reduce the amount of site area devoted to storing cars and improve accessibility. Mixing uses allows the opportunity to share parking between uses that have opposite parking space demand at similar, peak times. For instance, combining residential with office allows office workers a chance to park in spaces vacated by residents during the day and vice versa. Providing on-street parking, where appropriate, also increases the supply of available parking, helps calm traffic and provides a buffer between pedestrians and moving traffic.
- **Make linkages wherever possible to enhance connectivity.** In addition to redeveloping existing sites more efficiently, existing development can be better served by adding pedestrian and vehicular ties between uses. This includes linking existing parking lots with joint driveways (e.g. through reciprocal easements) and providing pedestrian paths between residential and commercial areas. Providing pedestrian access from residential property to commercial property can increase the amount of customer traffic and potentially the amount of business activity.
- **Develop edges of neighborhoods with a diversity of housing.** The edges of existing single-family residential areas along major roadways provide an excellent opportunity to not only increase the amount of commercially developable land, but to provide for more diverse choices in housing. With more housing choices, residents can remain in the Prairie Village, even as their housing needs change over time.

#### D. Market Conditions

##### **Key Demographic Trends**

The current estimated population of 22,000 persons in 10,000 households consists of relatively affluent families earning an average household income of \$94,000 annually, as compared to the Kansas City Metropolitan Area household average of \$74,000 annually. The median age in Prairie Village is 40 years, with 90 percent of residents both college-educated and homeowners.

Prairie Village demographic characteristics are consistent with historic, landlocked first-tier suburbs. When benchmarked against surrounding jurisdictions with capacity for new residential development, Prairie Village



has not kept up with population growth trends. Whereas Johnson County as a whole grew by 96,032 residents, Prairie Village experienced a net loss of 1,114 persons between 1990 and 2000. Based on a detailed analysis of the age and amenity characteristics of Prairie Village’s housing stock, it appears that Prairie Village is losing households with growing children and those in their prime earning years to neighboring jurisdictions offering homes with three or more bedrooms and other amenities such as master bedroom suites, two car garages, open kitchens, etc.

This finding points to a need for the City of Prairie Village to consider creative urban infill strategies to encourage residential infill redevelopment and renovation of the existing housing stock. Such planning and policies could serve as a means to encourage the development of a significant number of housing units in a mixed use concept – thereby introducing a new product to the City’s housing stock sufficient to attract and retain residents, particularly young families.

**Table 3.1: Age Flow Migration Trends 1990 to 2000**

Jurisdiction	Population Trends Net Gain/(Loss)	Trends Summary
Prairie Village	(1,217)	Attracting first-time buyers and start-up families; Losing households with growing children and those in prime earning years.
Overland Park	14,500	Attracting and retaining households with children and those in their prime earning years.
Leawood	3,052	Followed a similar pattern to Overland Park; greatest increase in households with children (223% in the 35 – 39 age group).
Merriam	620	Population held steady, but did not achieve net increases experienced by more competitive housing sites.
Johnson County	39,109	Prairie Village clearly not keeping pace with County population growth trends.

Family household age group tracks populations in the range of 25-54 years old.

Source: US Census; Economics Research Associates, 2005.

**Prairie Village’s Residential Market:**

Prairie Village has a lower annual housing turnover compared to neighboring communities – this means that houses that do become available stay on the market for less time. From 2003 to 2005, the median number of days on the market for a 1-2 bedroom home in Prairie Village was 18 days, 3 bedrooms homes had a median of 24 days on the market, and 4+ bedroom homes had a median of 38 days. Larger homes tend to stay on the market longer because they are more expensive.

**Key Residential Market Findings**

During a two-year period between 2003 and 2005, nearly 80 percent of all single-family homes sold within a range of \$100,000 and \$250,000 (354 units of 448 total units sold). During the same period, nearly 15 percent of all homes sold between \$250,000 and \$499,000 (69 units). More than half of the homes sold were on the market for less than 30 days. Furthermore, homes with three or more bedrooms represented 93 percent of single-family

residential sales. These sales trends reflect the overall characteristics of Prairie Village's housing stock and higher demand for larger homes.

Overall multifamily apartment vacancy, absorption, and rental rates indicate that Prairie Village is an average performer in the regional market. However, these trends must be viewed in light of the character of the residential product on the market. If a distinctive mixed use product were to become available, the consultants from Economic Research Associates (ERA) would consider this product type to be highly competitive on a submarket level.

### **Key Retail Market Findings**

The consultants tested the relative health of the local retail market by evaluating the basic elements of retail supply within a 10 to 15 minute drive time against an estimate of retail demand based on average household incomes and consumer expenditure patterns. The results of this analysis suggest that, overall, Prairie Village's community and neighborhood-serving retail centers are balanced with market demand, if not slightly oversupplied by marginal retail uses that would benefit from reinvestment or repositioning of the existing space. Simply phrased, Prairie Village retail is currently doing well, but it could be doing better. By undertaking improvements to retail sites and gradually replacing some underperforming stores, the City will be able to increase its capture of the regional market share for retail spending.

The Strategic Investment Planning process directed the consultants to focus on the relative condition and productivity of several key neighborhood retail-serving shopping centers, including The Prairie Village Shops, Corinth Square, and other retail nodes located along State Line, Nall, and Mission Roads.

In the consultants' experience, the Prairie Village Shops provides an excellent example of how clever clustering of unique and high quality independent retailers in a community-serving commercial center can be successful. The current roster of independent retailers includes professional businesses with past experience, structured business plans, adequate financial qualifications, and creative merchandising that clearly achieves a unique niche in the market.

At the same time, the departure of some traditional businesses point to the need to evolve in order to compete. For example, the Good Earth Vitamin Store was located in the same location in the Prairie Village Shops for decades. In the absence of remodeling the interior space of the store, patrons were drawn to Whole Foods, Wild Oats, and other choices, eventually causing the business to close its doors.

Prairie Village Shops' 2005 gross sales are up six percent from last year. In contrast, sales in Corinth Square were up two percent during the same period. In the consultants' view, the Corinth Square shops, while relatively

successful, are at a disadvantage due to a lack of reinvestment in the property and the center’s awkward and obsolete site configuration.

In the consultants’ view, the contrast between the relative sales productivities of similar retailers in the Village Shops and in Corinth Square point to an opportunity for retailers in the Corinth Square site to improve their business positioning by participating in a comprehensive Reinvestment Plan.

**Key Office Market Trends**

While Prairie Village residents work primarily in the service sector, employment located in Prairie Village is primarily in sales, marketing and management (36 percent), with administrative, restaurant, and personal services jobs following (30 percent and 17 percent, respectively.)

Prairie Village is largely a “net-exporter” of labor to downtown Kansas City and Overland Park, with nearly 7,000 workers traveling inbound to work in Prairie Village, and more than 11,000 Prairie Village residents traveling outbound on a daily basis to employment posts located outside the city boundaries. As a result, the Prairie Village office market is primarily “Class B” small format, professional services space, housing a large concentration of professional medical office uses. (See sidebar at left.)

It is likely that Prairie Village will continue to be a “net exporter” of labor due to the existing scale of commercial density and labor preferences – making it difficult to compete for significant new office development with downtown Kansas City and Overland Park. However, Prairie Village supports niche business activity in the professional services industry.

Current office space vacancy rates in Prairie Village, and Johnson County overall, are considered very high at 14 percent and 20 percent respectively. Combined with average asking rents of \$18 per square foot, these market factors indicate limited potential for speculative office development in the absence of prescribed variables that would ensure sufficient revenues to cover the cost of construction (build-to-suit tenant, pre-sold office condominium product, or other tactics).

**Office Space Classifications:**

Class A – Modern construction, modern amenities, most desirable locations, commands the highest rents.

Class B – Highly functional, well-located buildings more than 10 years old.

Class C – More than 25 years old, not renovated, less desirable locations, commands low rents.

**E. Fiscal Conditions**

The fiscal projections profiled in this report are based on analysis of the City of Prairie Village 2005 Budget document. To provide a context for evaluating the potential public service costs and property and sales tax revenues that would be generated through infill development strategies, this section offers an overview of the City’s current budget structure. The majority of City tax revenues are unpredictable, variable with inflation, or controlled to fund a specific service (76%).

Furthermore, several of the tax and fee revenue line items are calculated on a variable basis, making it difficult to discern the direct correlation between the revenue stream and residential or commercial development. Many of the revenue streams could be considered revenue neutral, with fees sufficient to cover the costs associated with the line item.

### Overview of Fiscal Structure

The consultants reviewed the City's assessment policies with respect to residential and commercial redevelopment opportunities and noted a number of important fiscal variables:

- The sales tax analysis includes intangible retail purchases such as taxes on car lease contracts. After July 2004, a destination-based sales tax went into effect in Kansas, which has generated a net benefit for the City since most local retailers do not ship their products outside of Prairie Village.
- Although local tax rates are comparable to neighboring communities indicating an appropriate tax burden, property tax increases in Prairie Village are limited by lack of new residential and commercial development opportunities. Nearly 24 percent of General Fund revenues are supported by retail sales taxes. Real growth in retail sales tax revenues will occur by recapturing the lost share of the market, and improving the diversity and quality of retail offerings.
- The City receives a portion of the County's sales tax revenue. However, one-half of the City's share of this revenue source is calculated on per capita basis (as a proportion of total county population), such that declining population translates to a declining share of revenues (only a one percent increase in this revenue source from 2003 to 2005). The balance is based on the City's share of the total property tax revenue generated throughout the county.

The consultants conclude that the future fiscal health of the City of Prairie Village is dependent upon stabilizing and growing population and recapturing retail sales through infill redevelopment strategies. The increased retail activity and purchasing power resulting from population will be a crucial component in helping the City meet its future financial obligations, as well as its ability to continue funding programs and services which contribute to the high quality of life enjoyed by Prairie Village residents.

### **Fiscal Implications of Redevelopment**

In order to stabilize—if not enhance—the economic base of the community, the City needs to consider redevelopment in a more significant manner than it has in the past. More than ever, the type, intensity and character of development will decide how much of a fiscal benefit will be derived. Mixed use redevelopment concepts offer the greatest potential for creating a critical mass of competitive housing stock and achieving real growth in retail sales through improving diversity and quality of retail offerings and recapturing a share of the lost market. The proposed priority site redevelopment scenarios presented in the *Strategic Investment Plan* imply not only a change in land use, but also an intensification of land use due to a shift from a single use to a mixed use product.

The appropriateness of the public service costs associated with upfront capital investment required to implement the Plan, as well as ongoing annual maintenance costs, can be evaluated in the context of the projected incremental tax revenues and other benefits generated by the proposed redevelopment scenarios. These costs should be considered independently from the current General Fund budget process due to a number of important factors. First, the upfront capital investment costs that could be accessed from public sources will be one segment of multiple public and private financing streams that are based on a site-specific need. Public funding provided by Tax Increment Financing or Revenue Bond Financing would not be otherwise available from typical annual capital funding streams. Likewise, the municipal resources that would be required to fund maintenance of the new public realm assets proposed by the redevelopment scenarios should be considered in light of the potential incremental tax revenues and other benefits that would not be generated “but for” implementation of the Redevelopment Plan.

Due to the multiple unknown variables associated with the potential capital costs that would be generated by the residential and commercial uses on a site-specific basis, the comparison of costs and revenues considers only General Fund operating values. Economic Research Associates (ERA) developed order-of-magnitude cost and revenue assumptions to calculate the potential net fiscal benefits that would accrue to the City of Prairie Village at buildout of the proposed redevelopment scenarios. The consultants and City staff developed cost estimates through a detailed departmental review of the 2005 General Fund budget.

The majority of public service costs support residential functions such as public works, public safety, and community parks and recreation facilities (81 percent). The balance of General Fund costs support commercial property functions (19 percent). Based on 2005 estimates of households and existing commercial space (9,779 households and 2.2 million square feet), relative costs per household and per 1,000 square feet of commercial space

were developed to test the relationship between costs and revenues associated with the conceptual development programs.

Residential development typically carries a higher overall net public service cost than commercial development both due to the higher relative demand for public services by residents as well as the higher relative contribution of property and sales taxes by businesses.

Based on 2005 budget estimates, public service costs are estimated to be \$994 per dwelling unit and \$1,128 per 1,000 square foot of commercial space. As indicated by the General Fund cost review, residential development typically carries a higher overall net public service cost than commercial development both due to the higher relative demand for public services by residents as well as the higher relative contribution of property and sales taxes by businesses.

Taken as a whole, the conceptual redevelopment program for the combined priority sites identified in the *Strategic Investment Plan* will result in an incremental gain of 61,000 square feet of retail space and 191 housing units, coupled with a net loss of approximately 66,000 square feet of office space. This proposed infill redevelopment concept will provide the opportunity to reconfigure and upgrade existing land uses, in effect shifting a portion of the land use from office to retail uses. This strategy is supported by the consultants' market findings that indicated below-market office rents, higher office vacancies, and the need to increase retail market capture at the submarket level by repositioning existing retail space into a highly competitive retail product that offers a unique shopping experience for both Prairie Village residents and others residing within the primary retail trade area.

In summary, the new residential development on the combined sites will generate approximately \$85,000 in annual property tax revenues and \$190,000 in public service costs, resulting in a net loss of \$105,000 annually. While stand-alone residential development would not generate a net fiscal benefit, the mixed use nature of the redevelopment concept means that the project as a whole would produce a net positive. The office and retail uses proposed for the combined sites are anticipated to generate more than \$1 million in property and sales tax revenues and approximately \$400,000 in public service costs, resulting in a net fiscal gain of \$640,000 annually. The combined residential and commercial uses are expected to generate net fiscal benefits of more than \$535,000 annually.

Urban redevelopment strategies will also serve to maintain and enhance surrounding property values, to retain and attract residents and businesses, and to foster a vibrant physical and social environment – all-important factors supporting the City's overall fiscal health.

Notably, these costs and revenues are based on the planning targets defined by the conceptual development programs proposed for the combined priority redevelopment sites. A shift in values resulting from higher residential sales prices, or a conversion from leased office-to-office condominium space, would result in higher market values and associated property tax revenues. These projections are preliminary and are subject to change, based on the outcome of the policies and programs that could be established by the City of Prairie Village not only to encourage mixed use development, but also to regulate the scale, character, and quality of redevelopment activity.

These values underscore the concept that redevelopment should not be considered solely on the basis of financial feasibility or incremental fiscal

revenues. Urban redevelopment strategies will also serve to maintain and enhance surrounding property values, to retain and attract residents and businesses, and to foster a vibrant physical and social environment – all-important factors supporting the City’s overall fiscal health.

## F. Conceptual Development Framework

### Development Principles

The overall conceptual framework land use recommendations are based on the physical structure of the community and guided by a set of development principles. Principles are statements of intent that describe the direction of future development and redevelopment. The following principles focus on the quality, pattern, character, and organization of development and address a desire to strengthen the quality of the physical environment and, in turn, the City’s economic base:

#### Development Principles:

- Integrating development
- Leveraging investment
- Promoting mixed use development:
- Reinforcing interconnection
- Incorporating open space
- Creating safe and stable neighborhoods
- Creating a clear definition of the public and private realm
- Creating a range of housing choice
- Considering human needs
- Promoting high quality design in the built environment

- **Integrating development:** Development should help “repair” or enhance existing neighborhoods or create new ones and should not take the form of an isolated project.
- **Leveraging investment:** Areas within existing neighborhoods or along corridors should be reclaimed by using redevelopment strategically to leverage current investment and strengthen social fabric.
- **Promoting mixed use development:** The creation of mixed use developments should be promoted that support the functions of daily life: employment, recreation, retail and civic and cultural institutions.
- **Reinforcing interconnection:** Development should reinforce the interconnection of streets and public open places, including connecting places within and between neighborhoods.
- **Incorporating open space:** Development should incorporate open space in the form of plazas, squares, and parks that may include civic uses. They should also be interconnected with the public realm as defined by the street network.
- **Creating safe and stable neighborhoods:** The physical design of a neighborhood should encourage community interaction and create a sense of identity. Buildings should be oriented to face the street in order to keep more “eyes on the street” and enhance public safety.
- **Creating a clear definition of the public and private realm:** A clear definition of the public and private realm should be provided through block and street design.
- **Creating a range of housing choice:** Opportunities to create a range of housing types and price levels should be provided to bring people of diverse ages, races, and incomes into daily interaction.
- **Considering the human needs:** The needs of people who walk (convenience, safety, distance, access ability, interest, etc.) should be fully taken into consideration in all designs.

- **Promoting high quality design in the built environment:** The image and character of development should respond to the best traditions of residential, mixed use and civic architecture in the area. Building height, bulk, and palette of materials should be consistent even though buildings may be of various shapes and sizes.

### Targeted Areas

Unless noted otherwise, the Principles apply generally to established neighborhoods, corridors, and commercial centers in the community. The Conceptual Development Framework starts with the identification of specific areas in the community targeted for reinvestment. The general location and configuration of each area are illustrated on Map 3.2 and further described in the subsequent chapters. The following briefly describes each of the six areas:

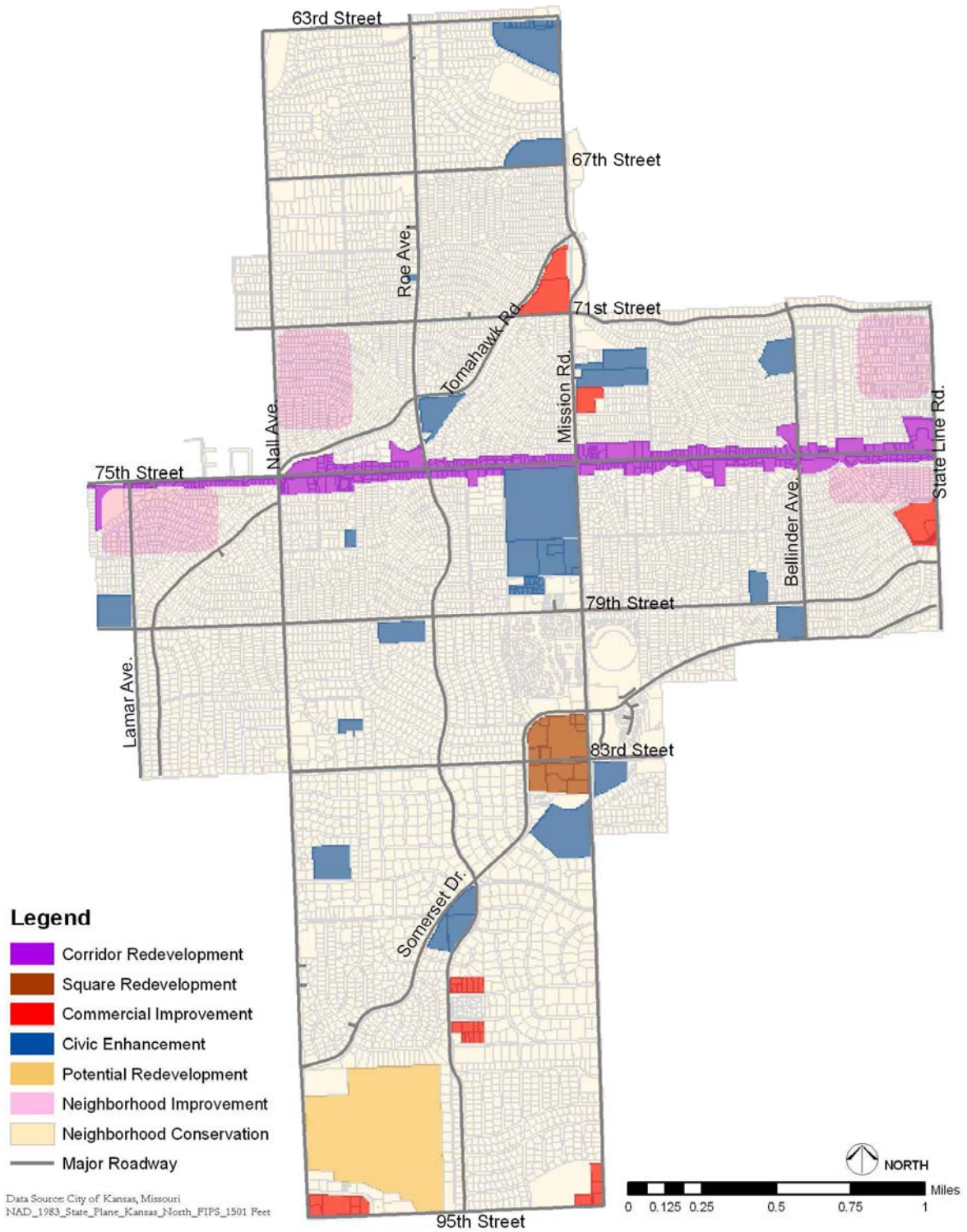
- **Neighborhood Conservation and Improvement:** Streets, utilities, sidewalks, street trees, public parks and other infrastructure all require continual maintenance, particularly in Prairie Village's older, more established neighborhoods. It is easy to let the needs of these neighborhoods go unattended because of other priorities. Neighborhoods that are showing signs of disinvestment (e.g. deferred property maintenance, abandonment, etc.) sometimes require incentives (e.g. financial) directed at individual homeowners to encourage continued maintenance and reinvestment. These older areas of the City, where lot size and configuration constrain expansion to accommodate on-site improvements, are the areas that should be carefully monitored and, if necessary, targeted for redevelopment assistance.
- **Corinth Square Redevelopment:** At the heart of Prairie Village lies Corinth Square Shopping Center, an older, primarily retail center with low rents, which could benefit from upgrading. There is an excellent opportunity to create a true community focal point, this time with well-defined public places for community gathering and a mix of uses that support one another and allow a sharing of facilities (e.g. parking).
- **Corridor Redevelopment:** Arterial traffic corridors are the windows to a community, where community character is revealed for the first time to travelers. They also provide distinct edges to neighborhoods. One of Prairie Villages most heavily traveled corridors, 75<sup>th</sup> Street, has been widened over the years more to accommodate traffic flow than to accommodate pedestrian access or to provide a well defined public space. Today, most of the corridor is lined with single-family residences located close to the road, each with its own access. An excellent opportunity exists to enhance the corridors at the community's entry or gateway sites and to infill



underutilized properties with a mix of uses that take advantage of being at the edge of a neighborhood.

- **Potential Redevelopment:** The Meadowbrook Country Club, the radio tower property on Mission Road, and Somerset School are a few of Prairie Village’s properties that may have the potential for redevelopment. These sites could be developed with neighborhood qualities that include a mix of residential uses in a walkable environment that is well connected to adjacent uses and the rest of the community.
- **Commercial Improvement:** In addition to Prairie Village’s major retail centers – the Prairie Village and Corinth Square shopping centers - several other neighborhood scaled centers (Somerset Plaza, Meadowbrook Village, and the Kenilworth Shops at 95<sup>th</sup> Street and Mission Road) are found at the community’s edges. These mostly neighborhood scale centers are at various stages in their life cycles and could benefit from a similar redevelopment and repositioning as recommended for Corinth Square Shopping Center.
- **Civic Enhancement:** Parks, schools, government facilities, and other civic uses provide places for public gathering. Efforts should be made to enhance these facilities as key components of the Prairie Village community. For example, strategically located civic uses (such as schools) can expand their functions to serve more segments of the community. Efforts can also be made to enhance connectivity and improve access to these areas. The addition of bikeways, sidewalks, and paths can help to increase utilization of these public facilities and spaces.

MAP 3.2 CONCEPTUAL DEVELOPMENT FRAMEWORK



Source: ACP



**Chapter 4 Outline – Neighborhoods:**

- A. Overview
- B. Neighborhood Conservation
- C. Neighborhood Improvement

## 4. Neighborhoods

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### A. Overview

Prairie Village offers a number of attributes that form the basis of a solid community and make its neighborhoods attractive places to live. The housing stock is in generally good condition with strong property values, its residents tend to have a long tenure and be invested in the community, and it boasts good quality schools. Surveys indicate that Prairie Village is a highly desirable community to live in, and real estate data suggest that Prairie Village homes are in high demand, as they remain on the market for a relatively short period of time.

On the other hand, as an inner-ring first suburb, Prairie Village is experiencing conditions and challenges that are widespread among many inner-ring suburbs throughout the Midwest. (See sidebar on the next page.) The vast majority of homes are single-family detached, post-war structures. These homes are facing maintenance problems that come with age, and, unless they have been renovated and updated over the years, tend to be smaller and offer fewer modern amenities as compared to the new housing that is currently available in outer suburbs. Prairie Village has experienced a small but noticeable decline in population, as families seeking larger homes tend to look elsewhere for more spacious or desirable housing options.

Since Prairie Village is landlocked and 99 percent developed, very little vacant land remains available for construction. Therefore, an examination of neighborhoods must take a particularly rigorous look at possibilities for creating incremental change within the existing housing stock in order to

**Inner Ring Suburbs:**

Inner ring suburbs, also known as “first suburbs”, are urban communities where most of the housing stock was built just after World War II, and limited undeveloped land remains within their municipal boundaries. In many cases these suburbs experience the same challenges as core cities, including stagnant or declining housing values, declining retail sales, and aging infrastructure.

Prairie Village is a member of the First Suburbs Coalition, an association of 19 inner ring suburbs in the Kansas City metropolitan area that are working together to address these housing, retail, and infrastructure challenges. For more information, see <http://www.marc.org/firstsuburbs/>.

enhance property values, increase the range of housing choices, and attract a more diverse population. Older neighborhoods with aging infrastructure and housing may (depending on their condition) require immediate improvements. This chapter will also present a number of recommendations related to such issues as open space and infrastructure, which also play a key role in creating and maintaining strong, vital neighborhoods.

The remainder of this chapter is divided into two parts. Part B – Neighborhood Conservation looks at issues related to maintaining quality neighborhoods and increasing home values in the years to come. It provides a number of recommendations, many of which are applicable to the vast majority of residential neighborhoods throughout Prairie Village, and could be addressed on a citywide basis. Part C – Improvement provides a discussion of the few areas that may require more deliberate attention and targeted interventions from the City in order to maintain property values and ensure the longevity of a vital community.

**B. Neighborhood Conservation**

For the most part, Prairie Village neighborhoods exhibit qualities that make them very desirable places to live. The challenge now is to conserve these neighborhoods and identify ways to ensure that they remain strong, stable communities. This section looks at a number of issues faced by Prairie Village neighborhoods, and provides some overarching recommendations that would benefit residential areas.

**Housing Renovation and Rehabilitation**

As discussed above, Prairie Village needs to develop strategies for increasing the breadth of housing options within residential neighborhoods. While the smaller post-World War II houses found in Prairie Village are seen as being good starter homes, young families (in their prime earning years) often choose to move away in order to find more space and housing amenities they desire. Meanwhile, the age of the housing stock throughout the community will necessitate increased rehabilitation efforts in the years to come. Several recommendations point to ways in which Prairie Village can prioritize home rehabilitation and renovation, and begin to meet the housing needs of a more diverse population in terms of age, family status, and income.

- **Review and update zoning regulations.** Existing zoning regulations were created to control development, especially single-family residential neighborhoods, as the community grew. Now that the community has matured, uniform lot and building standards restrict the amount of land area available to accommodate building expansion. Prairie Village should examine its zoning regulations to identify elements that may serve as a disincentive to renovation by private property owners. Items such as setback and lot coverage restrictions could be adjusted to increase the buildable area without

**Related Goals and Actions:**Land Resources

LR1.a. Update the zoning ordinance to reflect contemporary land use issues while preserving the identity and character of Prairie Village.

See Chapter 11 – Goals and Actions for further details.

**Overlay District:**

An overlay district provides additional development requirements for a specific geographic area. It typically does not alter the underlying zoning. Overlay districts can be applied for a variety of reasons, including environmental protection, historic preservation, transportation management, and promotion of mixed used development, among others.

impacting neighbors and accommodate a wider range of housing improvements. A special overlay district or neighborhood conservation zone could be placed over one or more residential zoning districts with more flexible standards that accommodate building expansion without impacting adjoining properties. Basic building design standards could also be included that respect a particular neighborhood’s “post war” housing type and style. The neighborhood conservation overlay zone is intended to facilitate initiation and implementation of programs for the revitalization or conservation of older areas or districts possessing distinctive features, identity, or character worthy of retention and enhancement. A neighborhood conservation overlay zone takes effect through adoption of a Neighborhood Conservation Plan and a set of guidelines that will facilitate maintenance and protection of the neighborhood character and the development of vacant or underused lots. Incompatible mixes of uses will be reduced or prohibited by adding limitations to the list of permitted, limited, and special uses of the base district. Representatives from the City, neighborhood or homes associations, and representatives of the remodeling community should work collaboratively to review the current zoning ordinance to identify possible neighborhood conservation zones or specific sections that present problems for rehabilitation.

- **Provide design guidelines.** Prairie Village is a member of the First Suburbs Coalition of the Mid-America Regional Council. First Suburbs recently published an Idea Book that illustrates suitable ways to renovate and build additions onto Cape Cods, Ranches, Split Level, and Two Story homes in inner-ring suburbs. Using the Idea Book as a guide, Prairie Village can offer education, technical support and design guidelines to residents interested in undertaking home improvement projects. Design guidelines, as opposed to a formal design review process, could be refined with public input, and specifically tailored to individual neighborhoods to further enhance neighborhood identities. While adherence to design guidelines can be strongly emphasized and encouraged, they remain more flexible than mandatory design regulations.
- **Offer financial incentives.** Prairie Village should consider establishing a low-interest loan program and/or tax rebates or incentives to support homeowners who wish to undertake renovation projects. While traditional programs may have strict income guidelines and requirements designed to assist low-income residents, the City should also consider developing programs that provide incentives for homeowners who may not qualify for traditional assistance programs, but do not have enough equity in their homes to obtain second mortgages or home improvement

**Home Equity Assurance Programs:**

10,000 Friends of Pennsylvania published a report on HEAPs by Liz Hersh in 2001. The HEAPs examined in this report were either administered as government programs or run by nonprofit community organizations. The report concluded that Home Equity Assurance appears to be most effective in relatively stable communities that are facing transition (like Prairie Village), and where homeowners are the majority.

**Related Goals and Actions:**Housing

LO1.d. Allow for a greater variety of housing types throughout Prairie Village.

See Chapter 11 – Goals and Actions for further details.

loans. The local financial community should also be tapped to take a leadership role in helping residents obtain appropriate financing. Home Equity Assurance Programs (HEAPs) have been used successfully in several communities (such as Oak Park, Illinois) to curb the tide of out-migration of residents and businesses, restore homeowner confidence in the local housing market, and revitalize transitional neighborhoods by both retaining homeowners and attracting new residents and businesses. A HEAP is a tool communities can use to reassure homeowners that their biggest asset—their home—will not lose value due to changing demographics, revitalization efforts, infill development, or construction of transportation infrastructure.

**Alternative Housing Options**

With detached single-family homes dominating the residential landscape, a wider array of housing options may be required to attract and retain a diverse population. Facilitating home renovation and rehabilitation may help with retaining families, but Prairie Village should also consider ways to meet the needs of young singles and couples, as well as elderly residents who may be interested in a wider range of housing options.

- **Allow for more compact housing options along major thoroughfares.** Prairie Village neighborhoods often lack a graceful transition between the residential communities and the commercial thoroughfares that serve as their boundaries. More compact housing, such as attached townhouses, rowhouses, or low-rise multifamily buildings can serve as important points of transition and buffer between these two uses, while adding diversity to the City’s housing market. The City should continue working with the Greater Kansas City Home Builder’s Association’s Housing Choices Coalition to identify and encourage the development of expanding housing options in Prairie Village.

**Parks and Natural Resources**

Due to the built up nature of Prairie Village, it lacks some of the natural elements such as streams, lakes, and forested areas that help to define neighborhood boundaries found in other communities. Instead, neighborhood boundaries are largely defined by the major commercial thoroughfares that pass through town. The City is also underserved in terms of parks and other public spaces that typically help to define neighborhoods (see Chapter 5, Civic and Park Enhancement).

One very notable natural feature associated with Prairie Village is its numerous old-growth trees. These urban forests contribute a defining aesthetic to many residential neighborhoods. The following recommendations suggest ways in which Prairie Village could acquire more

open space, expand opportunities for recreation, and preserve and protect existing natural resources.



Example of park and connecting canopies created by extraordinary mature urban forest.

- **Create Neighborhood Revitalization Districts.** The City of Prairie Village could create a Neighborhood Revitalization Area (NRA) as described in the Kansas Neighborhood Revitalization Act. The creation of an NRA allows property owners to receive tax rebates in return for making significant improvements to their properties.
- **Create Neighborhood Improvement Districts (Improvement District).** The City of Prairie Village could create Improvement Districts as special benefit districts to assist the City. Such districts are usually established by property owners in an area of the City with defined limits and boundaries by petition in order to provide financing for public improvements, but may also be formed by a city without petition. Eligible improvements could be made with proceeds from the special assessment placed on properties located within the district, such as improvement of streets, sidewalks, streetlights, parks, playgrounds, etc.)
- **Create Neighborhood Improvement Associations (NIA's).** The City of Prairie Village could create Neighborhood Improvement Associations (NIA's) or special benefit districts to assist the City. Such associations are established by property owners in an area of the City with defined limits and boundaries by vote or by petition in order to provide financing for public improvements. Eligible improvements could be made with proceeds from the special assessment placed on properties located within the district, such as improvement of streets, sidewalks, streetlights, parks, playgrounds, landscaping, etc.)
- **Prioritize open space acquisition.** Prairie Village should investigate ways to acquire more land that can be made available to the public for park space and, if possible, for recreational purposes. This may include large-scale endeavors, such as obtaining open space within the Meadowbrook Country Club upon redevelopment, or smaller initiatives, such as transformation of underused commercial parking areas into pedestrian-oriented plazas. The City's Park & Recreation Committee would play a vital role in formulating specific goals and strategies for effectively increasing public access to open space throughout Prairie Village (See Action LR2.A in Chapter 11).
- **Enhance the parks and recreation system.** With a limited number of parks, Prairie Village needs to make them of the best possible quality and relevance. Well-maintained, high-quality parks can help to boost the property values of nearby homes (See sidebar). If new parks are built, Prairie Village will need to ensure that it has

In a study titled "Valuing Open Space: Land Economics and Neighborhood Parks – MIT Thesis," Andrew Miller describes how, with case studies, the value of single-family residential properties surrounding parks increases, over time, at a greater rate than properties not fronting open space. It concludes that the placement, design, and quality of the open space determine the amount and rate of appreciation.

sufficient capacity to support ongoing park maintenance. Prairie Village should consider creating a Parks and Recreation Department that will be responsible for organizing community activities, to more fully utilize the City’s park assets and develop Plans for new parks and public plazas. (See Action CC2.A in Chapter 11).

- **Protect the urban forest.** Prairie Village should develop a preservation strategy for monitoring the health of its trees, treating diseases swiftly, and replanting when necessary. The City currently has a Tree Board, which can provide assistance and technical expertise in developing and implementing this type of program.
- **Engage in waterway restoration.** As Prairie Village was built up, the original natural waterways and ravines that existed in the area were converted into piped waterways and concrete channels. Where possible and if appropriate, the City should investigate the feasibility of restoring some drainage ways to their natural state and planting riparian buffers that will further green the neighborhoods.
- **Promote volunteer beautification efforts.** Homes associations, garden clubs, and other volunteer groups can be recruited to help maintain the beauty of Prairie Village neighborhoods. Through efforts such as park clean-up and flower planting, residents can actively engage in beautifying their neighborhoods while building a greater sense of community. In some areas of the City, neighborhood associations maintain traffic islands. Initiatives such as these could be expanded and centrally organized through the Parks and Recreation Department.

### Infrastructure

Well-maintained infrastructure is essential for preserving attractive and desirable neighborhoods. Aside from ensuring ongoing maintenance, Prairie Village should examine how certain types of infrastructure investments may improve upon the quality of neighborhoods.

- **Enhance the pedestrian experience.** Residents of Prairie Village have expressed a preference for making Prairie Village more pedestrian-friendly. Within residential neighborhoods, this may mean building more sidewalks in strategic locations to enhance connectivity. A bigger challenge will be ensuring continuity of movement from the residential neighborhoods onto commercial streets. Along the major thoroughfares more substantial changes may be required, including sidewalk widening, landscaping, traffic calming, and revision of zoning regulations to orient commercial building towards the sidewalk.
- **Pursue traffic calming strategies.** The overall width of the City’s major roadways (curb-to-curb) coupled with extensive building setbacks and elongated blocks in some areas has facilitated higher traffic speeds. The City should consider implementing traffic

#### Related Goals and Actions:

##### Transportation

TR1.a. Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village.

See Chapter 11 – Goals and Actions for further details.



calming techniques such as narrowing roadways, permitting on-street parking, and establishing landscaped medians. Such actions will slow the pace of traffic, enhance the pedestrian experience, and help to integrate these streets with their surrounding neighborhoods.

### Homes and Neighborhood Associations

One of the benefits of owning a home in a “planned community” like Prairie Village includes membership in a homes association. The purpose of the homes associations, according to the history book *Prairie Village: Our Story* is to “protect, preserve and improve property values by keeping homes attractive and desirable.” The majority of Prairie Village residents own properties that make them members of a private homes association. Covenants in many of these associations place restrictions of land use and building type that are more restrictive than regulations contained in the City’s construction and zoning regulations. In some instances, owners must receive written permission from their homes association before making improvements. These restrictions can serve an important role in maintaining the appearance and character of a neighborhood. However, over time, these restrictions may also limit redevelopment opportunities.

Over the years, the homes associations have been very active in not only preserving neighborhood character, but also sponsoring events. If given the right tools, these associations have the capacity to take the lead in supporting maintenance and redevelopment projects throughout the City. The City should seek to identify ways in which the City and individual homes associations can work together to achieve common goals.

### C. Neighborhood Improvement

Areas that would likely benefit most from focused attention by the City include the older neighborhoods where investment, particularly in the original housing stock, has not kept pace with the rest of the community. These areas are identified in pink on the Conceptual Development Framework map (see map on page 3.22). Although many homes are smaller and lack the amenities of newly constructed residences, they were built with quality materials inside and out (e.g. hardwood floors, brick, and cedar siding) and they are located in mature neighborhoods. The following outlines some of the ways these neighborhoods can be enhanced:

- **Promote the preparation of Strategic Neighborhood Action Plans.** The purpose of Neighborhood Action Plans is to identify neighborhood strengths and opportunities, describe strategies for neighborhood improvement, and provide the information necessary for all interested parties to make informed decisions about neighborhood investments. This is a community-driven partnership approach to neighborhood investment. It empowers neighborhoods to take control of their own future, have a say in resource allocation decisions, set local priorities across City departments, and work



Typical ranch style homes with low - pitched roof and modest details.

with a variety of other partners. Several years ago the City sponsored “Awareness Walks” in several neighborhoods. These events highlighted ways in which both the City and private property owners could make improvements and address maintenance issues to improve the appearance of neighborhoods. This program could be revived and serve as the basis upon which a Neighborhood Action Plan could be developed. In the future when residents make requests for City government resources, they will be asked: "Do you have a neighborhood Plan, and how does this fit into it?" Municipal spending and other resource allocation will then be more strategic. The following gives an example of how the community and the City can participate in the process:

**Community Roles**

- Form and coordinate work of Community Steering Committee
- Notify neighborhood residents and other stakeholders about community workshops
- Organize and host community meetings
- Help draft initial drafts of Action Plan, utilizing a format provided by a City
- Work with the city to outline a work program and timeline for Plan completion
- Work with a the city to define scope of the Plan based on priorities
- Utilize the Action Plan to guide future work of community organizations and focus their fundraising efforts
- Active participation of key area institutions

**City Roles**

- Work with the Community Steering Committee to develop work program and scope of Plan
- Provide data and maps, including Housing Market Typology data, census data, and other data
- Prepare final drafts of Action Plans
- Attend community meetings as needed
- Review draft strategies and provide timely response
- Attend Neighborhood and Planning Commission presentations to discuss Plan recommendations
- Make specific implementation commitments

Strategic Neighborhood Action Plans have proven to be successful in cities such as Baltimore, (<http://www.ci.baltimore.md.us/neighborhoods/snap/application.html>) Sacramento, and Indianapolis. The Plans are usually developed through volunteer efforts, with financial and technical assistance from the city.

- **Enhance code enforcement.** Prairie Village should evaluate its property maintenance code requirements and enforcement process for encouraging owners with code violations to undertake maintenance or rehabilitation efforts. Where appropriate, the City should consider developing initiatives to assist homeowners who do not have the financial resources necessary to properly maintain their homes. The City currently participates in a program with Johnson County, which provides grants to low – moderate income residents to assist with home maintenance projects.
- **Provide tax incentives.** A Tax-Rebate Incentive Program created by the Unified Government of Wyandotte County/Kansas City, Kansas (part of the Neighborhood Revitalization Act, K.S.A. 1996 Supp. 12-17, 114 et seq.) allows property owners to receive tax rebates on a portion of their increased real estate taxes associated with an increase in assessed value resulting from a qualified improvement. Property taxes prior to the improvement will continue to be payable. Taxes must be paid when due for the rebate to be issued. New construction, additions, and major rehabilitation projects qualify for rebates. Repairs generally will not increase assessed value unless there are several major repairs completed at the same time.
- **Seek legislative change to address needs specific to first-tier suburbs.**  
Working through local, state, and national organizations, the City should determine if structural barriers exist which hinder the ability of local governments to address neighborhood revitalization. Where appropriate, the City should consider seeking legislative change that would specifically benefit first-tier suburbs. In the early 1990s, the City of Prairie Village and other cities in Northeast Johnson County sought state legislation to expand the State’s Tax Increment Financing (TIF) regulations to permit the creation of Conservation Districts.
- **Promote awareness of the responsibilities of home ownership.**  
Quite often, property owners are not aware of the City’s property maintenance and nuisance standards. The City could promote compliance with these standards by offering a series of workshops to create awareness of the current situation, options, and practices, as well as to encourage dialogue between neighborhoods on property maintenance issues. (See sidebar at left.) This includes

**Related Goals and Actions:**

Leadership and Governance

LG1.d. Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods.

See Chapter 11 – Goals and Actions for further details.

**Related Goals and Actions:**

Housing

HO1.d. Examine incentive programs to encourage home renovation.

See Chapter 11 – Goals and Actions for further details.

working with homes associations and neighborhood groups to ensure understanding and compliance. The City could also help residents, nonprofits, and developers learn about local state and federal programs to assist with home rehabilitation.

- **Encourage housing renovation to attract families.**  
Many homes in Prairie Village neighborhoods, while structurally sound and well maintained, do not offer the amenities such as master suites, large closets, and two-car garages that many homebuyers seek. The City should help educate residents about ways in which their homes can be renovated to attract and retain residents, particularly families. This could take the form of several initiatives, such as revising construction codes to accommodate renovation, providing technical assistance, or developing grant and/or loan programs to make housing renovation more affordable.



### Chapter 5 Outline – Civic and Park Enhancement:

- A. Overview
- B. Issues/Findings
- C. Recommendations

#### **Parks and Property Values:**

In recent years, several studies using hedonic pricing techniques and spatial analyses have revealed that parks can have substantial positive impacts on property values. A summary of various studies involving such cities as Portland, OR, Dallas, TX, and Indianapolis, It can be found on the National Recreation and Park Association website, at <http://www.nrpa.org/content/default.aspx?documentId=1013>.

## 5. Civic and Park Enhancement

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### A. Overview

If roadway corridors are the “windows” to the community, then civic spaces—parks, plazas, squares, educational, and government facilities—are the outdoor rooms or “front porches.” They can be the settings where celebrations are held, where social and economic exchanges take place, and where friends run into each other. When cities and neighborhoods have thriving civic spaces, residents have a strong sense of community; conversely, when such spaces are lacking, people may feel less connected to each other and, as a result, their community. Civic spaces can be really great public places. Such spaces are recognized and valued in their communities as places with their own special flavor that nurture the larger community and bring the public together.

The rewards of transforming a civic space into a great public place go way beyond the immediate vicinity, although the place in itself can enhance the value of its surrounding buildings and neighborhood. Great public places contribute to overall community health—including social, economic, cultural, and environmental well-being. They enhance the public realm—not only visually, but also in providing a sense of character and a forum for public activities. They can be anchors for communities, acting as focal points for definition and foundations for healthy growth. All of these assets, as well as the opportunity these places offer for people to relax and enjoy themselves, add up to greater community livability.

Land for civic use, and in particular park space, is limited in Prairie Village. Most of the City (over 80 percent prior to 1970) was developed at a time when natural features, such as watercourses and wooded areas, were channeled or removed to create as much developable land as possible. Parkland dedication was not a requirement when subdividing the land. Consequently, over 99 percent of the City is developed, with few opportunities to provide open space for public gathering.

The following identifies Prairie Village’s public spaces, looks at how the public views these places (see Strong Places/Weak Places Summary in Appendix C) and recommends how these areas (and others) can be enhanced to provide more opportunities for civic use.



Traffic island and legacy statue

### B. Issues/Findings

In Prairie Village, types of civic spaces include parks of varying sizes and types, general open space, and educational and other institutional facilities that are accessible to the general public. Existing civic spaces cover approximately 210.9 acres. Schools make up the bulk of the civic space in the community and occupy approximately 141.1 acres. Park space and institutional facilities (City Hall, Community Center, etc.) make up the remaining 69.8 acres. The locations of city parks are shown on Map 5.3 at the end of this chapter.

This acreage does not include the multiple traffic islands located at the entrances to many Prairie Village subdivisions. Even though they are too small for public gathering, these unique traffic islands are a source of pride in the community and include “legacy statues” as well as landscaping. The homes associations are actively involved in maintaining many of these islands.

The following bullet points summarize the key finding related to civic enhancement:

- **Community perceived as lacking park space.** In a rating of suburbs prepared by the *Kansas City Star*, Prairie Village ranked fourth out of the top ten suburbs in the Kansas City region. While scoring highly on neighborhood stability, property value appreciation, public safety and school performance, the community rated lower for being land-locked, lack of open space (park acreage per capita), and minimal new home construction. While Prairie Village residents have access to large regional parks within a few miles of the community, there is a notable lack of park space within the city limits and within walking distance of most neighborhoods. A commonly accepted standard for park and recreation space in a community is 10 acres per 1,000 residents. (See sidebar at left.) At that rate, a year 2005 estimated population of 21,877 would require 218 acres of open space. The City currently has 64 acres dedicated to parkland or less than 30 percent of the estimated need. This standard is a general rule of thumb and should be used with other

#### Park Standards:

The National Recreation and Park Association (NRPA) recommends a minimum standard of 6.25 to 10.5 acres of parkland per 1,000 people. In practice, most communities use 10 acres per 1,000 residents as a general rule of thumb.

estimating methods to more accurately assess park needs. Other parkland estimating methods include the "percent of area" approach, needs assessments determined by user characteristics and participation projections, and area use based on the carrying capacity of the land.



Traffic islands and legacy statues that populate entrances to the community's neighborhoods.

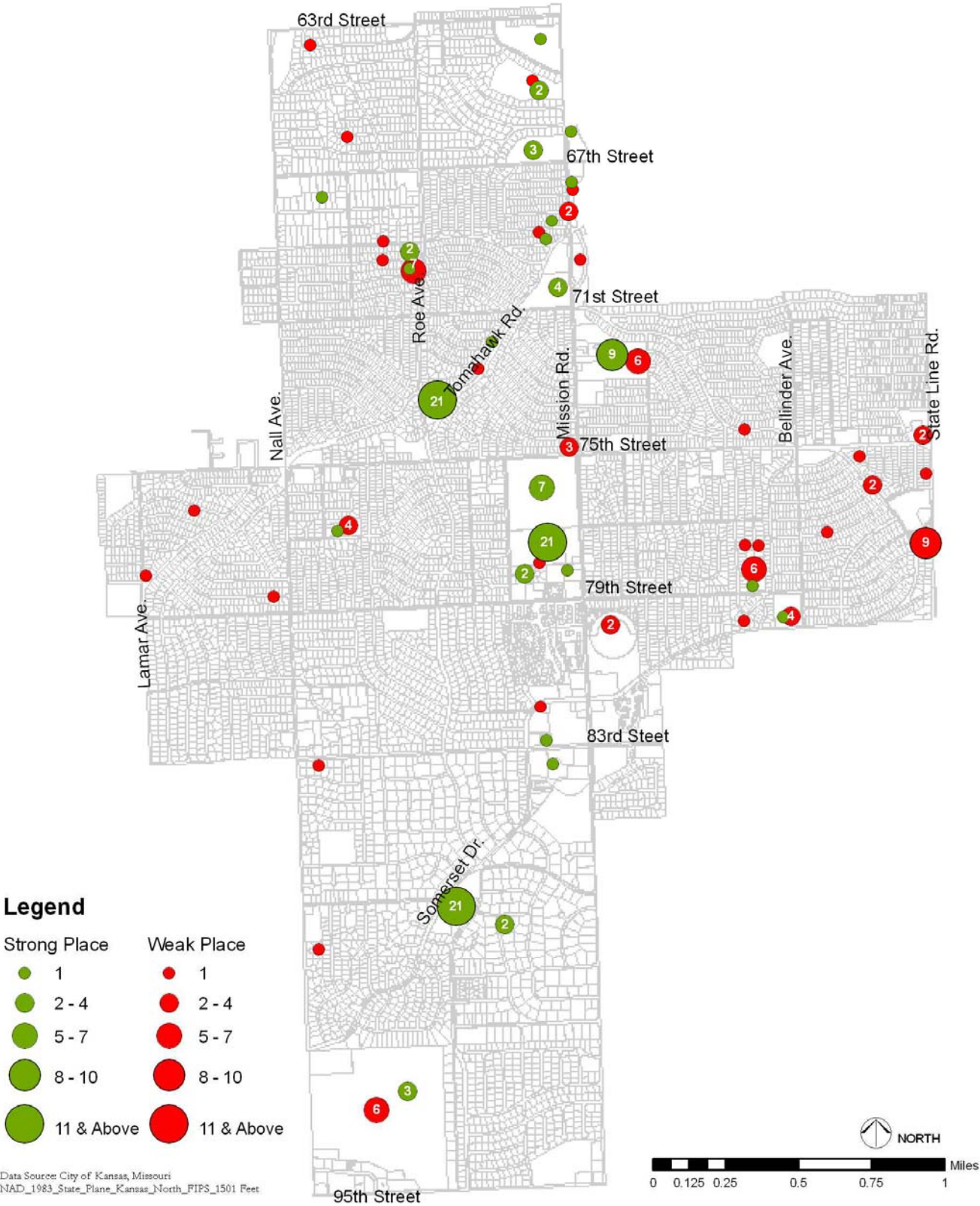
- **Larger parks are more valued.** Three parks rated strongest in identification of weak and strong places. Franklin Park, Harmon Park, and Porter Park were rated as the strongest parks and open space areas in Prairie Village, according to the results of the Strong Places/Weak Places exercise (see Appendix C and Map 5.1). The reasons people liked these spaces include: playgrounds, good equipment, recreation fields, spaciousness, lots of people, and safety. Public and semi-public spaces were generally rated as weak due to limited parking, poor access, small size, poor maintenance, no facilities, and not being family friendly.
- **Limited amount of land to create additional public space.** The need for public open space competes with the need for land to accommodate development and improve the City's economic and fiscal health. Parks and open space can be a valuable asset to a community and its neighborhoods and can play a valuable role in helping sustain, and sometimes increase, surrounding property values, particularly if the space is well designed.
- **Easy to reach civic space lacking in residential areas.** Not only is the amount of public space lacking, but the existing civic spaces are not ideally located. As shown on Map 5.2, there are many areas in the community that are more than one-quarter of a mile from a civic space. In some cases, even those residents who live within a quarter-mile radius may be unable to conveniently reach a civic space on foot. Being located outside this pedestrian shed means that many residents are likely using cars or other means besides walking to access public spaces, especially parks. Inadequate parking was one of the reasons several parks were rated as weak.
- **Civic space lacking in commercial areas.** Prairie Village's commercial areas, including the older shopping strips and centers, have limited space or facilities for public gathering. If space is provided, it is often inconveniently located or lacks needed amenities. Commercial areas located along the City's major corridors turn their backs (service located to the rear) to adjacent residential neighborhoods with no pedestrian (and limited) vehicular connection.
- **Parkland dedication not required.** The City does not have a standard requirement in its subdivision regulations to provide open space. Regulations refer only to what is required by the Comprehensive Plan, primarily as a consideration at the time of submitting a preliminary plat. There are also no requirements for

public space within the commercial zoning districts. As the community redevelops, especially at higher intensities in selected commercial areas, space for public gathering will need to be set aside as part of the approval process.

- **Maintenance of public places a concern.** The provision of adequate public space in a suitable location is not the only concern expressed by the public. Citizen participants, particularly those who rated parks as being weak, also expressed concern about the continued maintenance and appearance of public spaces. This includes not only park maintenance, but also the maintenance of smaller traffic islands and legacy statues that are found throughout the entrances to Prairie Village neighborhoods.
- **Recreation and leisure for all ages.** As the community matures, the need for civic spaces that accommodate residents of all ages will increase. This includes parks for passive recreation and leisure, open space that accommodates playfields, and plazas and squares that accommodate public events or function as places for people-watching.

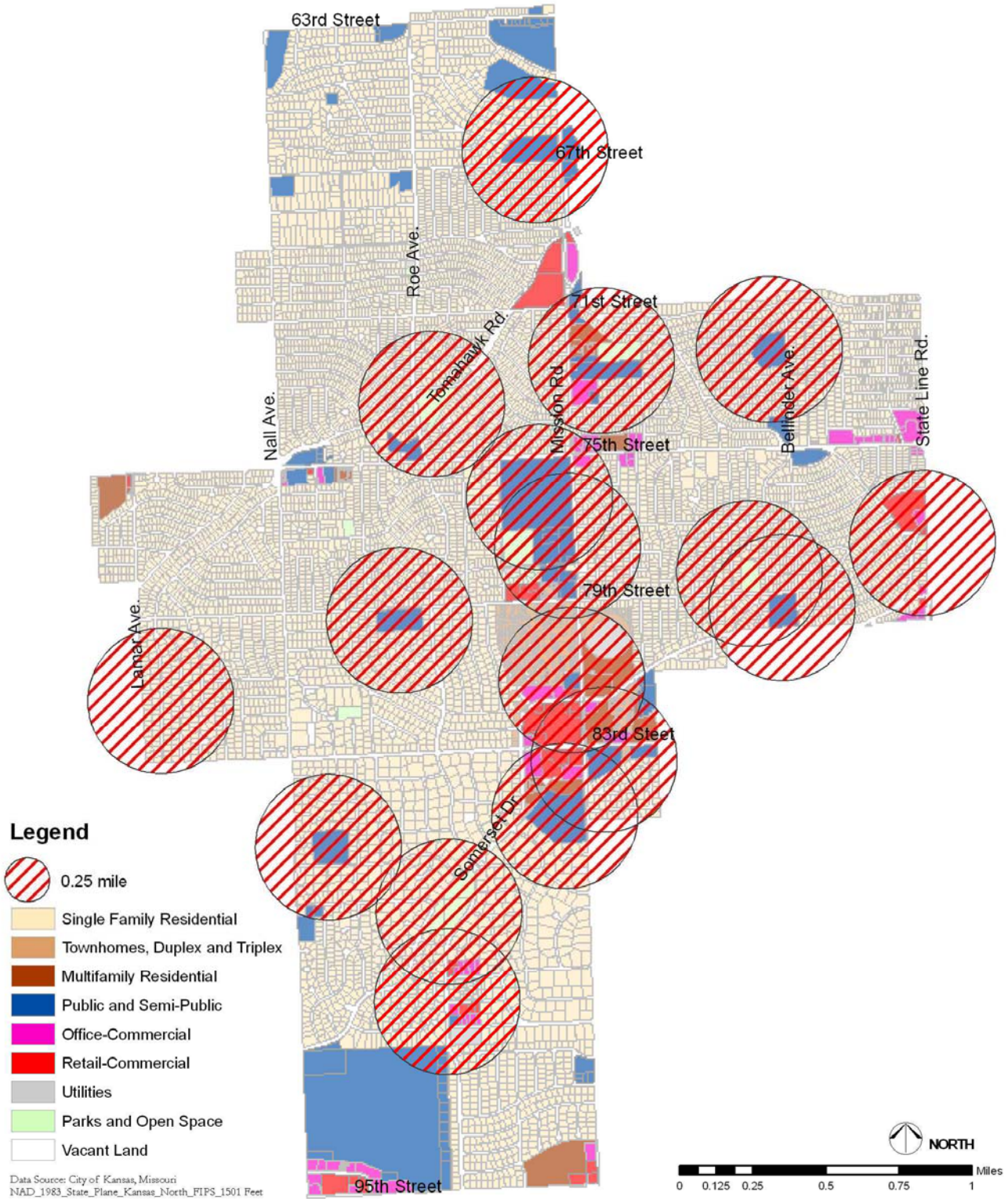


MAP 5.1: STRONG PLACES/WEAK PLACES – PARKS



Source: City of Prairie Village and ACP

MAP 5.2: ONE-QUARTER MILE RADIUS



Source: City of Prairie Village and ACP



Example of how civic space can be defined by building placement in a block and lot configuration.

C. Recommendations

- **Increase value by creating civic space.** Civic space, especially parks, can enhance property values, especially the value of properties within close proximity. How well the space is defined (by buildings, streets, and landscaping), and its prominence, visibility, and accessibility all contribute to its value-enhancing qualities. A good rule of thumb is to locate a facility of this type within 800 feet of most residences. Other types of civic space can also improve the values of surrounding property, particularly if their facilities are located in a prominent place. New residential development (such as the opportunity afforded by the potential redevelopment of the Meadowbrook Country Club) should be required to allocate a certain proportion of the site as public parkland and/or open space.
- **Enhance the public realm.** In communities like Prairie Village where there is insufficient land to allow for public gathering and recreation, less conventional spaces in even less conventional locations could be made available for public use. The area within the public realm (the space within the City’s publicly dedicated rights-of-way) is an excellent place to provide space for public leisure and activity. As noted in Chapter 3, General Land Use and Economics, bikeways, widened sidewalks, tree-lawns, plazas and parks can all contribute to the inventory of public space. To ensure that these spaces are actively used, they should be directly tied to adjacent uses. Future redevelopment along the City’s corridors and commercial centers should require buildings to be placed forward toward the right-of-way with their entrances and windows oriented toward the street (see Chapters 6 and 7). Wherever possible, parking should be located in the rear or side yard. On street parking should also be considered in suitable places both to calm traffic and to buffer pedestrians from passing autos. Civic places and open space can then be interconnected via the public realm with pedestrian sidewalks and improved streetscapes. Such modifications can greatly enhance the public realm and increase pedestrian use of public spaces.
- **Improve less desirable places.** Although it would be difficult to increase the size of some of the parks that were rated as weak by the public, it is possible to upgrade the existing parks to include sought after amenities. Some of the suggestions from the public comments include adding newer equipment, increasing landscaping, adding lighting, and adding or increasing parking. More specific information about particular park needs could be obtained through a formal survey of residents.
- **Consider building a community center facility.** Community centers can take the form of one facility housing a multitude of activities. Or, they can have components of a centralized facility



Examples of outdoor seating and use of streets for public gathering.

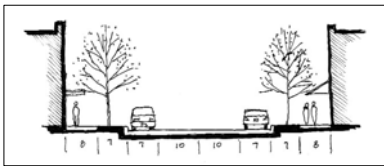
**Related Goals and Actions:**

Community Character:

CC2.a. Consider creating a Parks and Recreation Department to coordinate recreation, community activities, and cultural events.

Community Facilities & Services

CFS1a Conduct an assessment of community needs and preferences and feasibility study for a new or expanded community center, or reciprocal relationships with other facilities.

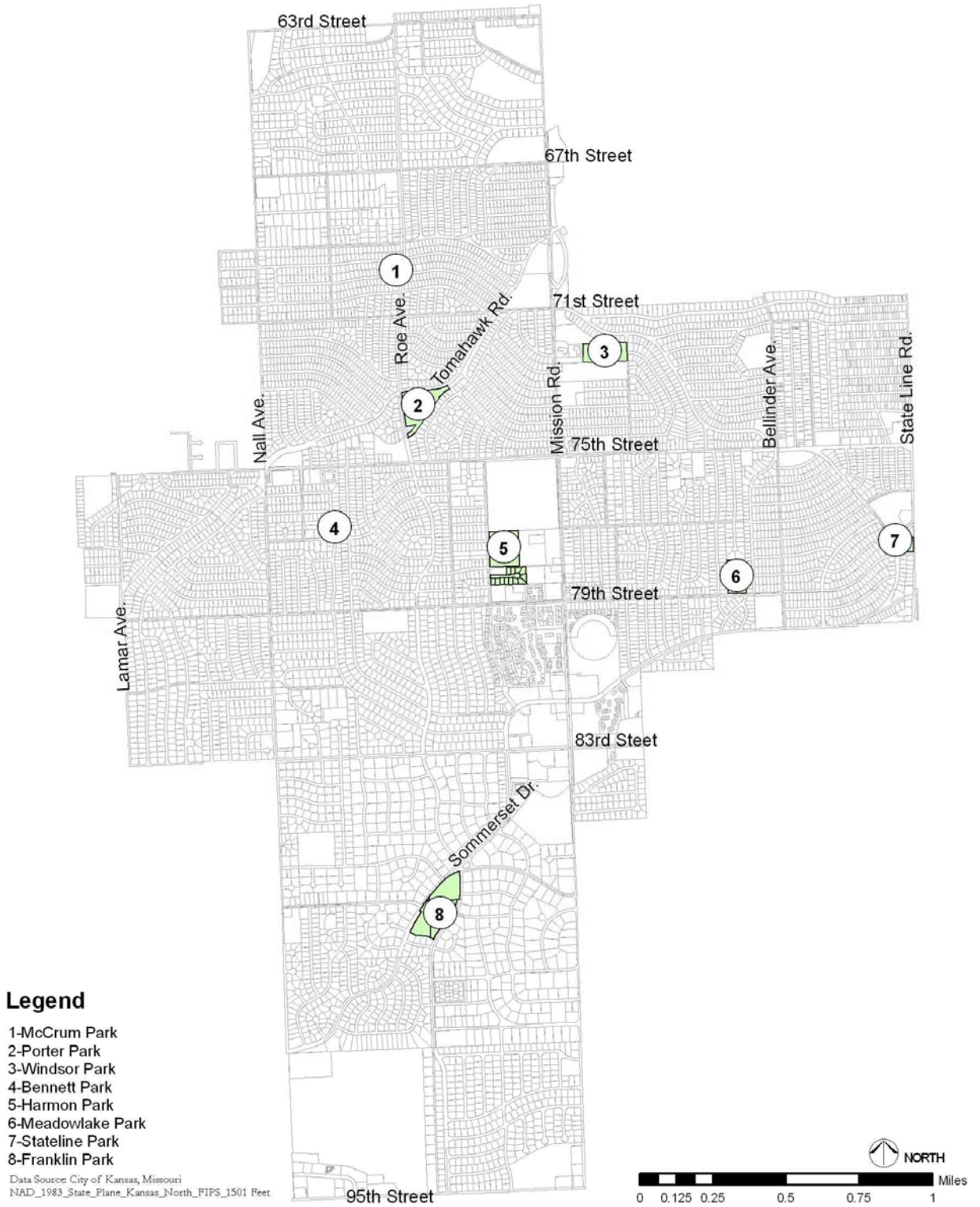


Cross section of how a street can enclose a space with the proper proportion of height to distance between buildings.

(senior center, indoor fitness and recreation, teen center, etc.) in several locations. A centralized facility accommodating the needs of the entire community would require an adequately sized site and, preferably, a centralized location. Sometimes existing school or non-profit facilities can be shared with the municipality through a formal agreement.

- **Enhance residents’ access to recreational opportunities.** While the City pursues the development of a community center facility within the city limits, it should also work with partners in the immediate vicinity (YMCA, Johnson County Parks and Recreation) to ensure that Prairie Village residents are aware of and have access to recreational opportunities in neighboring communities.
- **Provide gathering places in commercial areas.** Existing commercial centers are excellent places to incorporate civic space. The City’s zoning ordinance should be updated to require the provision of walkable, accessible public gathering spaces within new or redeveloped commercial areas. The prior statement sounds like a good approach, but it needs to be matched with pedestrian friendly access to such gathering places. Recent town center developments including Orenco Station in Hillsborough, Oregon, Legacy Town Center in North Dallas, Texas, and Mashpee Commons, Massachusetts have incorporated civic spaces within a mixed use setting. (See the recommendations in Chapter 9 - Commercial Improvement).

MAP 5.3: EXISTING PARKS





**Chapter 6 Outline – Corridor  
Development – 75<sup>th</sup> Street Corridor:**

- A. Overview
- B. Existing Conditions
- C. Redevelopment Design Concept
- D. Study Areas
- E. Economic Perspective

## 6. Corridor Development – 75<sup>th</sup> Street Corridor

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### A. Overview

Prairie Village has the distinction of being located between the Kansas City core and the outlying suburban employment centers. As a result, the City’s east-west arterials, primarily 75<sup>th</sup> Street, serve as major commuter routes or transportation corridors both within the community and throughout the larger metropolitan area. These corridors cut swaths through the community and are lined with uses ranging from single-family residences to retail businesses, offices, and institutions. Because these corridors are the “windows” to the community, there is no reason why they cannot be signature travelways that Prairie Village residents can take pride in and visitors can envy. Without negatively impacting their function of moving traffic, these roads can be transformed into premier public places. Over time, they can be improved by adding street trees, medians, sidewalks, and new buildings closer to the street.

Corridors can evolve in several ways. One option is to continue land development, redevelopment, and road building in the current manner. The main corridors (75<sup>th</sup> and Mission Road) would continue to evolve as commercial strips, combining and converting residential parcels lined with curb cuts and asphalt parking in the front yard. These corridors have been widened on various occasions. With each widening the quality of the

pedestrian experience has been eroded, and the current environment is inhospitable to walking. This approach also intrudes into the front yard setbacks of residential properties abutting the roadway, diminishing the appearance, utility, and value of these residential properties.

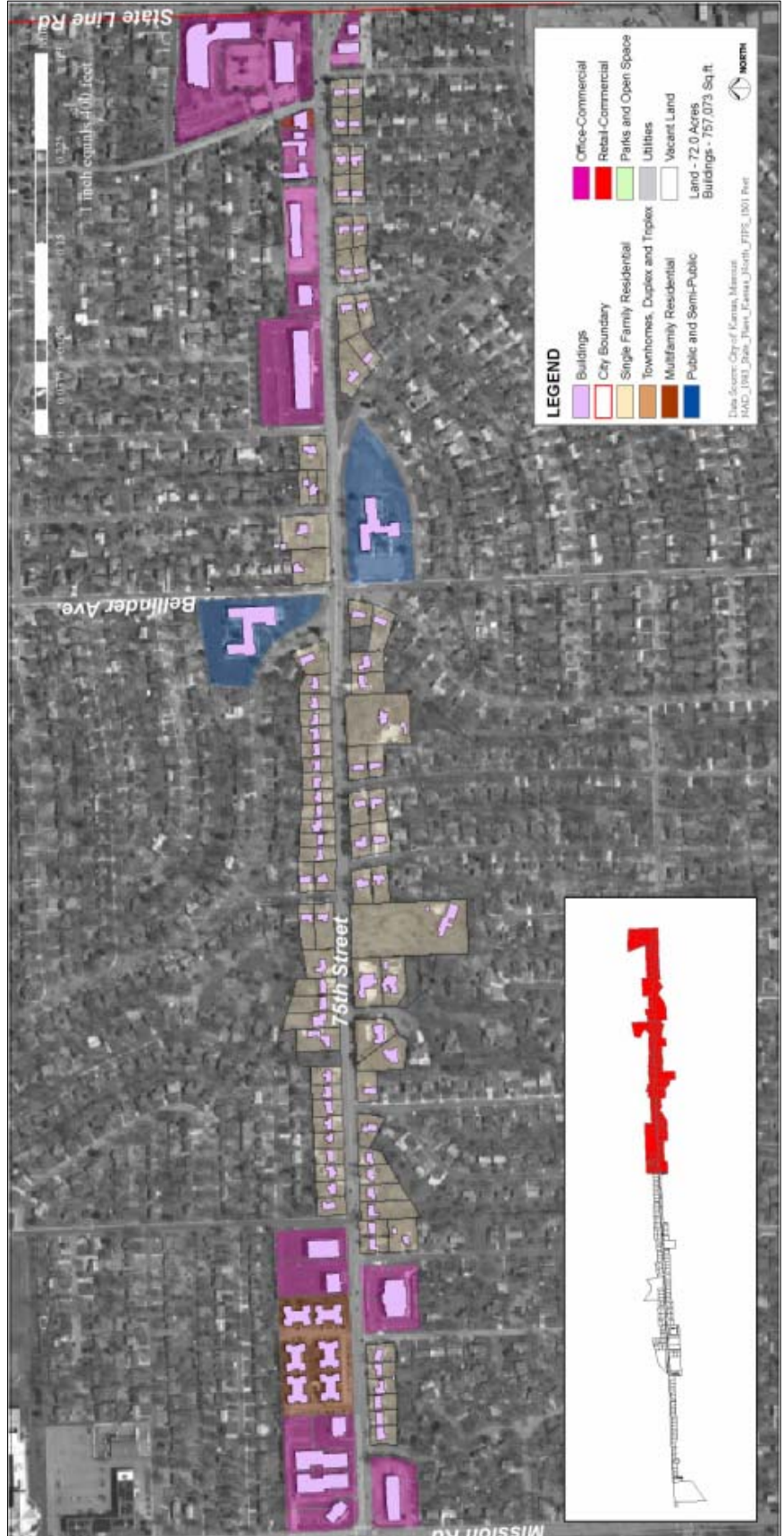
An alternative approach is to put the pedestrian first. This approach improves the character of the corridor without compromising the capacity of the roadway to carry traffic. It balances transportation needs with pedestrian access and allows a true mix of uses, including retail, offices, and residences.

The 75<sup>th</sup> Street Corridor, including the area within the existing right-of-way and two specific sites, is used as an example of how to create this type of environment at the identified locations and provides a conceptual design for implementing mixed-use development in other locations within the City. This chapter of the *Strategic Investment Plan* provides information on the issues, existing conditions, conceptual recommendations, and the economic perspective of the potential redevelopment of the 75<sup>th</sup> Street Corridor.

#### B. Existing Conditions

Within the City of Prairie Village, the 75<sup>th</sup> Street Corridor is 2.9 miles long and includes approximately 141 acres. Properties fronting both sides of the roadway at generally one parcel depth were included in the study area. For the purpose of this analysis the corridor was divided into three sections or sub-areas: eastern, central, and western (see maps below). The eastern segment extends from Mission Road to State Line Road; the central segment stretches from Nall Avenue to Mission Road; and the western segment extends from Walmer Street to Nall Avenue.

Eastern Segment - Current Land Use

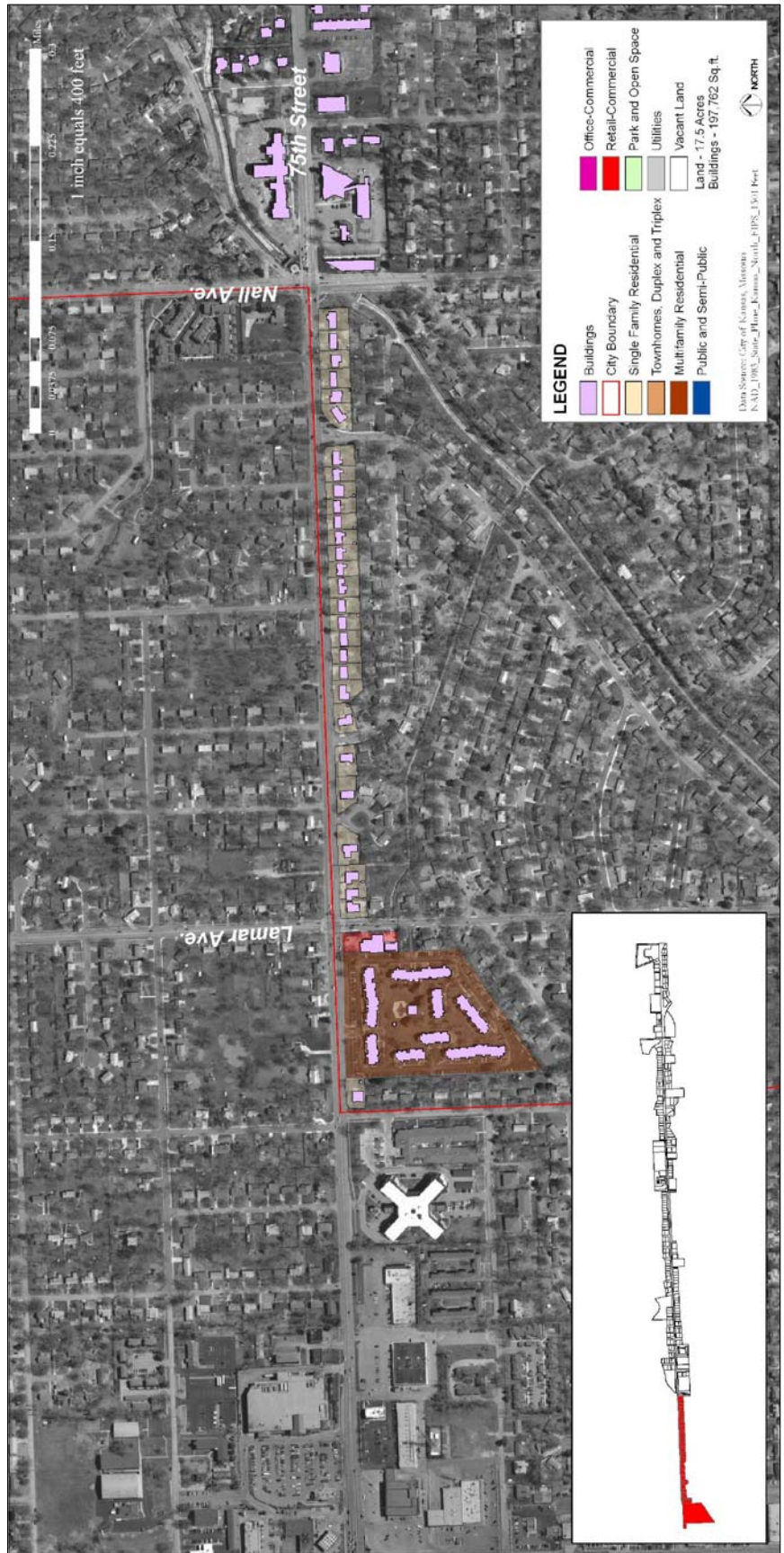




Central Segment - Current Land Use



Western Segment- Current Land Use



**Table 6.1: Existing Land Use – 75<sup>th</sup> Street Corridor**

Land Use	Acres	Ratio (%)	Building (sq ft)	FAR
Singe Family Residential	54.72	38.8%	455,202	0.19
Townhomes, Duplex and Triplex	0.06	0.0%	5,227	1.92
Multifamily Residential	13.21	9.4%	266,125	0.46
Public and Semi-Public	18.25	12.9%	600,692	0.76
Office – Commercial	21.02	14.9%	383,764	0.42
Retail – Commercial	0.97	0.7%	20,038	0.47
Utilities	0.65	0.5%	-	-
Parks and Open Space	0.00	0.0%	-	-
Vacant Land	3.09	2.2%	-	-
Rights-of-Way	29.17	20.7%	-	-
<b>Total</b>	<b>141.13</b>	<b>100.0%</b>	<b>1,731,074</b>	<b>0.28</b>

Source: ACP and the City of Prairie Village



View looking north at 75th and Nall Avenue.

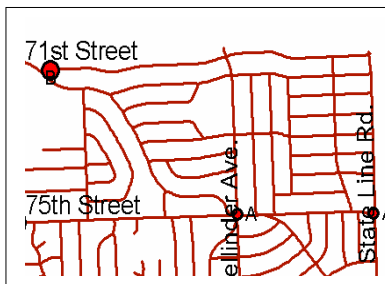
The following describes the general characteristics of the entire corridor from a land use and economic development perspective:

- **Mostly residential uses front the corridor.** Single-family residential is the predominant land use along the corridor (38.8 percent of the total land area), followed by Rights-of-way (20.7 percent), Office-commercial (14.9 percent), and Public and semi-public (12.9 percent).
- **Indistinguishable appearance.** The corridor’s appearance - building setback, parking location, curb cuts - is generally the same within Prairie Village as outside the City’s corporate limits. Entry signage at the corporate limits is the most noticeable feature that distinguishes Prairie Village from adjacent jurisdictions. The road profile and types of uses bordering the corridor are also similar.
- **Segregated uses.** Residential and non-residential uses along the corridor are physically disconnected from one another, even though they are within a reasonable walking distance, forcing trips onto 75<sup>th</sup> Street to allow access.
- **Wide streets.** Parcel depth was reduced by the widening of 75<sup>th</sup> Street (most lanes measure 11 to 12 feet in width, based on spot surveys by the Consultants.). Even though this is typical of most suburban roadways, it is not necessary to have a 12 foot lane for speeds of 35 miles per hour or less. The shallow and narrow lots characteristic of residential parcels along the corridor make it difficult to redevelop without acquiring and assembling multiple parcels. Most of the residential units along the corridor are single story and not scaled to the corridor’s width.
- **Extended curb radius.** Longer curb radii at intersections encourage higher turning speeds and rolling stops, making it less safe for pedestrians crossing the street. See sidebar explanation at left.

**Curb Radius:**

Curb radii determine how tight turns will be at an intersection. A short curb radius looks more “squared”, and vehicles have to slow down substantially in order to make turns. A longer curb radius looks more gradual or rounded, and vehicles can turn at higher speeds. In general, curb radii should be short enough to create a safe environment for pedestrians especially those crossing the street, and long enough to accommodate necessary vehicular traffic (including busses and trucks).

- **Homogeneous housing type.** Housing along 75<sup>th</sup> Street (and most adjacent neighborhoods) is limited to detached single-family residential and pockets of clustered multi-family dwellings of a single type (e.g. traditional apartment building, single-story fourplexes, etc.).
- **Multiple curb cuts.** Single-family residences with individual curb cuts force vehicles to not only stop and turn left when entering, but to back onto 75<sup>th</sup> Street when exiting, thus impeding the flow of traffic and reducing the level of service.
- **Parking in front yards.** Parking for commercial properties is mostly located in the front yard, separating the sidewalk from adjacent uses and creating a less than desirable pedestrian space.
- **Minimal street trees and landscaping.** Existing overhead utility lines have restricted the growth of street trees along the corridor. Additionally, trimming the trees to accommodate the utility lines has resulted in tree damage. Shade trees in parking lots along the corridor are minimal when compared to the mature urban forest in adjacent neighborhoods.
- **Discontinuous sidewalk.** Multiple curb cuts and varying setbacks have left gaps in the sidewalk at several points along the corridor. Even where sidewalks exist, the adjacent land uses are not directly oriented to the street and, with the exception of a few instances, not connected to the sidewalk.
- **No pedestrian buffer.** Pedestrians attempting to walk the corridor are directly exposed to traffic traveling at 35 miles per hour with little protection from passing automobiles. In many areas of the corridor, the sidewalk is directly adjacent to the street.
- **Single-family residential uses adjacent to busy intersections.** Traffic at major intersections is accentuated by turning movements, stop-and-go-flow, etc. that negatively impact adjacent residential uses. Commercial uses benefit more from this location because of access in multiple directions.



During peak hour, the intersection at 75<sup>th</sup> and State Line Road operates at service level "A"

### C. Redevelopment Design Concept

Outlined below is a summary of the proposed concept for redevelopment of the 75<sup>th</sup> Street Corridor. The overall concept is to redevelop the corridor with a series of strategically placed, mixed use nodes. Ideally, these nodes should be created at one or two-mile intervals and could be developed at various scales and intensities based on the amount of land available for redevelopment. The nodes themselves would be limited to ¼ mile stretches or segments. This design concept can be applied to various locations along 75<sup>th</sup> Street and other arterial corridors.

Corridor improvements should be targeted to two specific areas: the Public Realm, which includes the area within the existing corridor right-of-way and the Private Realm, which includes the remaining land under private

**Public Realm vs. Private Realm:**

The “public realm” refers to publicly owned streets, sidewalks, rights-of-way, parks and other publicly accessible open spaces, and civic buildings and facilities. The “private realm” refers to all other privately owned land and properties.

ownership fronting the street. (See sidebar at left.) The remaining stretches of the corridor can be redeveloped at a lesser intensity while still incorporating many of the following features to transform the corridor. Many of the features and recommendations described in this chapter may be applicable to other locations in the City that are dominated by arterial roadways.



View looking west along 75<sup>th</sup> Street illustrating how a boulevard and additional street trees could enhance the corridor.

**Public Realm**

- 1. Reduce lane width and install street trees.** In many cases there is insufficient room to allow a planting strip along both sides of the corridor to install street trees that are limited in size at maturity, and do not interfere with the existing overhead utility lines. However, reducing the lane width from 12 to 11 or ten feet in strategic locations will create an additional four to eight feet—a more viable option than relocating the lines underground or moving them to the rear of existing properties fronting the corridor.
- 2. Install landscaped medians at strategic locations.** An alternative in some areas along the corridor is to install a median to break up the expanse of pavement and to provide a safe harbor for pedestrians as they cross the street. Again, this may require a reduction in lane width. It is not necessary to provide a median for the entire length of the roadway, but for certain segments, varying in length from 25 to 100 feet. This will still leave the impression of a longer median to oncoming traffic. While the City should consult its traffic engineers regarding the specific placement of landscaped medians, there may be several feasible locations for these medians

in locations along the 75<sup>th</sup> Street corridor and other major roadways in the community.



An eye level view of a landscaped median within the 75<sup>th</sup> Street Corridor.

**Related Goals and Actions:**

Prosperity

PRS2.a. Revise the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed use areas of greater intensity.

See Chapter 11 – Goals and Actions for further details.

**Overlay District:**

An overlay district provides additional development requirements for a specific geographic area. It typically does not alter the underlying zoning. Overlay districts can be applied for a variety of reasons, including environmental protection, historic preservation, transportation management, and promotion of mixed used development, among others.

3. **Revise existing zoning regulations.** Existing zoning regulations should be revised to permit redevelopment of the corridor with a mix of uses concentrated at major intersections. This could take the form of an overlay district that adds more specific standards to the existing, underlying district or districts. (See sidebar at left.) The overlay district could be applied as an optional district that would allow an applicant/developer a choice. Incentives to encourage use of the overlay could include density bonuses and an expedited review process.
4. **Accessibility/Connectivity** – Sidewalks and public pathways should be used to integrate new and existing structures. As a rule, all corridor redevelopment projects should incorporate a well-designed system of sidewalks and paths so that walking along the corridor becomes a safe and viable transportation option. This is quite often accomplished by providing additional sidewalk width, tree lawns with appropriately spaced trees, other plant material and even on-street parking where suitable (in areas with speeds of 25 miles per hour or less). These streetscape elements are often thought of as mere decorations, but they can serve a vital function as buffers between moving vehicles and pedestrians.

**Private Realm**

1. **Construct buildings forward toward the sidewalk.** Buildings should be placed as close to the street edge as possible, allowing uses, especially retail, to be visible from the street. Apartments,

condominiums and office uses can occupy upper floors in multi-story structures. This will foster additional activity and pedestrian traffic without displacing commercial space below. Or, townhome units could be built along the corridor with parking and vehicular access to the rear. These units should have their first floor elevated above (e.g. terrace and light court arrangement) the sidewalk grade. This would allow buildings with a large mass to form an edge along the street, thus screening the units. Parking should be placed within the side or rear yard and screened from view.

2. **Provide a mix of uses.** A mix of stores, eating places, dwellings, offices, and civic uses at designated intersections (e.g. 75<sup>th</sup> and State Line) should be provided to not only increase the intensity but to provide the necessary synergy for a successful development.
3. **Orient uses toward existing neighborhoods.** New uses should be oriented toward serving adjacent residential neighborhoods and designed to accommodate pedestrian traffic originating from these neighborhoods.

#### D. Study Areas

Two sites were chosen to provide examples of how the corridor could gradually redevelop. The largest and most visible site is located at the intersection of 75<sup>th</sup> Street and State Line Road. This 7.8 acre site includes approximately 144,000 square feet of office space and 7,000 square feet of retail space.

The second site illustrates a small or neighborhood-scale redevelopment concept that could be implemented at various locations along the 75<sup>th</sup> Street Corridor on smaller parcels.

**Table 6.2: Two Potential Redevelopment Sites along 75<sup>th</sup> Street Corridor**

	Land	Building	
<b>State Line Road</b>	7.8 acres	Office-Commercial	144,305 sq.ft.
		Retail-Commercial	7,008 sq.ft.
<b>Small-Scale Site</b>	1.4 acre	Residential	5,000 sq.ft.



75<sup>th</sup> Street and State Line study

#### 1. 75<sup>th</sup> Street and State Line

This site is divided into two areas by Eaton Street. A 5.8 acre parcel is on the eastern side of Eaton Street and another 2.0 acre parcel is situated on the western side. Even though several of the buildings along 75<sup>th</sup> Street and State Line Road are built forward with parking to the side and rear, there is still a generous building setback of 75 feet. Building entrances are oriented to the parking lots and not the street. The maximum building height is 2 to 2.5 stories and the primary use is office. The floor area ratio (FAR) is 0.41. The site is elevated slightly (4 feet) from 75<sup>th</sup> Street.

Buildings on the western side of Eaton Street are a mix of retail and office, with on-site parking. The maximum height is 2 to 2.5 stories.

This site provides an excellent location at the far eastern edge of the City to create a strong gateway image and set the tone for redevelopment of the corridor.



**Legend:** 1-Office 2-Mixed-Use 3-Townhomes 4-Specialty Retail 5-Plaza

The site is in a strategic location to be redeveloped as a mix of office, retail, and residential uses at a two-to-three level maximum height. As shown on the map above, the more intensive office or residential and retail uses (with retail on the first floor and office/residential on the second floor) should be located toward 75<sup>th</sup> Street (2). Office uses could be located in the same location as the existing office uses (1). Residential townhomes with parking occupying part of the first level could be located adjacent to the existing single-family neighborhood (3). A freestanding specialty retail/restaurant use with outdoor seating (4) could be located at the most visible corner portion of the site. The open space adjacent to the specialty retail use (4) provides a view into the site terminating at the open plaza (5).





View looking at the specialty retail building and outdoor plaza/eating space.



View looking north and west into the site across plaza space.

The table below quantifies how the land is used on the site. This includes approximately 57,000 square feet of office and retail space and 47 townhomes and flats (units above retail). The FAR is .44.

**Table 6.3: 75<sup>th</sup> and State Line – Before and After Redevelopment**

	Before Redevelopment			After Redevelopment*		
	Sq. feet	Units	Parking Spaces	Sq. feet	Units	Parking Spaces
Residential	0	0	0	82,200	47	71
Retail	7,008		15	43,600		131
Office	144,305		303	13,400		40
<b>Total</b>	<b>151,313</b>		<b>318</b>	<b>139,200</b>	<b>47</b>	<b>242</b>

Source: ACP – Visioning and Planning

\* Proposed residential is composed of 28 townhomes at 2,200 square feet, and 19 flats at 1,400 square feet.

## 2. Example: Small-Scale Redevelopment

There are a number of sites along 75<sup>th</sup> Street that could be redeveloped with a mix of uses at a neighborhood retail scale on relatively small sites. The following redevelopment concept illustrates how a neighborhood scale mixed-use development could occur at several major intersections along the 75<sup>th</sup> Street Corridor. Locating a mix of uses with a retail component is often more successful at intersections because of the multiple directions that the site is served by roadways. This illustration offers an excellent opportunity to provide neighborhood scale uses in close proximity to residential neighborhoods including mixed-use retail and office, and residential townhomes at a two-story maximum height. Vehicular access is off an adjacent residential street. Existing residential development adjacent to the parking area would benefit from a carefully placed wall or an opaque, landscaped screen to maintain privacy.



Notice the setback from 75<sup>th</sup> Street to accommodate tree row and pedestrian plaza between buildings along building frontage.

The table below quantifies how the land could be used on the site. This includes approximately 9,500 square feet of office and retail space and 12 residential townhomes and flats (units above retail). The FAR is .49.

**Table 6.4: Small Scale Redevelopment – Before and After Redevelopment**

	Before Redevelopment		After Redevelopment*		
	Sq. feet	Parking Spaces	Sq. feet	Units	Parking Spaces
Residential	5,000	0	22,400	29	18
Retail	0	0	3,100		9
Office	0	0	6,400		16
<b>Total</b>	<b>5,000</b>	<b>0</b>	<b>31,900</b>	<b>29</b>	<b>43</b>

Source: ACP – Visioning and Planning

\* Proposed residential is composed of 6 townhomes at 2,200 square feet, 4 townhomes at 1,600 square feet, and 19 flats at 1,400 square feet.

### E. Economic Perspective

Outlined below is a summary of the existing land use issues and characteristics of the 75<sup>th</sup> Street Corridor. For a more detailed discussion, please see Appendix B, *Village Vision Strategic Investment Plan Market Analysis*.

**Opportunities:** Redevelopment along the 75<sup>th</sup> Street Corridor as described in this chapter provides the opportunity to reinforce the City’s identity at key intersections or gateway locations along the corridor. The *Strategic Investment Plan* employs ‘gateway’ anchors that will better define the boundaries of the Prairie Village community.

**Challenges:** There is currently no clear vision for the corridor. Given that the majority of the traffic through the corridor is primarily for regional access (in and out), it may be difficult to demonstrate sufficient on-site market capture for retail uses. Redevelopment of the corridor will also be constrained by multiple property owners, making land assemblage of developable sites very cumbersome. Community stakeholders have also voiced concerns about the potential impact on adjacent neighborhoods. Furthermore, prevailing residential deed restrictions may restrict redevelopment initiatives that incorporate non-residential uses.

**Approach:** The City of Prairie Village should consider developing a prototype for regulatory reform that would direct public and private land assemblage efforts. In order to implement a large-scale redevelopment plan, the City could consider land banking or other methods to ensure the redevelopment area has sufficient land area.

**Project fiscal benefits:** Based on the combined benefits that would be generated by the 75th Street Corridor development concepts at State Line Road and the small-scale illustration site, the proposed commercial and residential uses would generate approximately \$93,000 in incremental annual property tax revenues and nearly \$130,500 in sales tax revenues. Due to the nature of the existing land uses along the 75th Street Corridor, a calculation of the potential “net new” amount of property and sales tax revenue generated by this type of development and public service costs will require further study. However, similar to the projected benefits associated with the Corinth Square concept, redevelopment of the 75th Street Corridor has the potential to produce quantitative and qualitative benefits to the community.



**Chapter 7 Outline – Center  
Redevelopment, Corinth Square:**

- A. Overview
- B. Issues
- C. Existing Conditions
- D. Concept for Redevelopment
- E. Economic Perspective

## 7. Center Redevelopment – Corinth Square

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### A. Overview

Most suburban shopping centers function as the community’s commercial “center” regardless of whether or not they are at the community’s geographic center. The characteristics of a typical center include:

- Auto-oriented, mostly retail
- More than adequate parking in the front yard
- Single story
- Substantial setback from the roadway to make parking visible
- Extensive signage designed to be viewed at a distance
- Void of open space
- Outparcels developed with freestanding uses

These shopping centers are often in strategic locations along major arterials or at major intersections.

This chapter of the *Strategic Investment Plan* provides information on the issues, existing conditions, conceptual recommendations, and the economic perspective of the potential redevelopment of Corinth Square Shopping Center. Several of the recommendations for Corinth Square could also be applied to the area south of the Shopping Center.

B. Issues

The City of Prairie Village began as a planned, mostly residential community. Residents relied heavily on the Kansas City, Missouri central business district for their employment, shopping and cultural needs. Consequently, there was little need in the original planning for space to accommodate civic or cultural events, or to provide large amounts of land for employment or more intense commercial activity. Unlike other, more isolated communities further out from the Kansas City core, there was no opportunity for a center or downtown to evolve with the wide diversity of land uses found in other communities. Prairie Village was, by design, a “bedroom community.” In place of an historic downtown, the Prairie Village Shopping Center plays a defining role in the commercial and civic life of the community, and is often referred to as “Downtown Prairie Village”.

Corinth Square is another significant shopping center in Prairie Village. It has the potential to transition from a straightforward retail facility into a truly distinguished center that helps to define the life of the community. Located at the northwest corner of Mission Road and 83<sup>rd</sup> Street toward the City’s geographic center, Corinth Square Shopping Center is over 50 years old. Its configuration and overall appearance have not changed dramatically over the past several decades. The tenants are primarily local, rents are appreciably less than those found in commercial properties in outlying suburban areas, and occupancy is relatively high. (For more information, see Table 18 on page 44 of ERA’s Market Analysis, attached as Appendix B to this Plan). As a result, there is little financial incentive to upgrade the shopping center in its current configuration. The development of a *Strategic Investment Plan* presents an opportunity for the City to consider ways to create a “signature” site in Prairie Village. The Corinth Shopping Center presents such an opportunity to create a special place in the community, which will be an attractive destination for both Prairie Village residents and others outside the community who come to Prairie Village to shop.

**Defining the Market:**

The Prairie Village submarket includes Merriam / Shawnee / Prairie Village, as defined by REIS.com.

From a market perspective, the current regional retail market (using a 10-minute drive time) is oversupplied by neighborhood uses (which lack a more regional draw) by as much as 500,000 square feet. The same is true of the regional office market, which has resulted in a vacancy rate of over 14 percent in Prairie Village. Because Prairie Village is considered such a desirable place to live, housing is in demand. However, the availability of housing for families “moving up” is limited, forcing them to look elsewhere and, if they already live in Prairie Village, to move out. The multi-family market is relatively healthy with a seven percent vacancy.

Fiscally, the City has very few opportunities to increase population, property valuation, sales, and ultimately revenue through new development. This is because Prairie Village is basically landlocked, leaving the alteration or intensification of existing land use as the most viable option to bolster the City’s fiscal health. In conducting an overall assessment of land use, the

Corinth Square Shopping Center was identified by stakeholders (and the consulting team) as an area that should be explored for potential redevelopment.

The shopping center’s location at the heart of the community creates an excellent opportunity to establish a center, not only for shopping, but for community gathering, employment, and living as well. Challenges to redeveloping the property, especially as a viable mixed use center, include the relative softness of the office market, the costs associated with intensifying development, and the ability to provide a more diverse range of housing choices not currently found in Prairie Village.

**Prairie Village Commercial Centers:**

- Corinth Square Shopping Center, 83<sup>rd</sup> St. & Mission Road
- Meadowbrook Village Center, 95<sup>th</sup> St. and Nall
- Prairie Village Shopping Center Tomahawk Rd. and Mission Road
- Somerset Plaza, 89<sup>th</sup> St. and Roe
- Stateline (Hy-Vee) Shopping Center, 76<sup>th</sup> St. and State Line R.
- Kenilworth Shops, 95<sup>th</sup> & Mission Road

**Floor-to-Area Ratio (FAR):**

Floor-to-Area Ratio is a way to measure (and regulate) the size and bulk of a building. A zoning district can have an FAR factor, which, when multiplied by the lot size, tells you the maximum amount of floor area allowed in a building on that lot.

For example, a 10,000 square foot lot with an FAR of 1 can have 10,000 square feet of floor space. With an FAR of .5, it can have 5,000 square feet of floor space.

**C. Existing Conditions**

Corinth Square Shopping Center is one of six commercial centers in the community. (See sidebar at left). The shopping center was started in 1955 and is located near the geographic center of Prairie Village at 83rd Street and Mission Road. Because the community generally developed from the north to the south, J.C. Nichols built Corinth Square Shopping Center after the Prairie Village Shopping Center. The Center was originally part of a 50-acre development that housed a furniture store, savings and loan, bank, grocery store, restaurant, cafeteria, and 17 specialty and clothing shops.

The Center today is comprised of nearly 18 acres and approximately 200,000 square feet of building area. This area is further broken-down by 182,000 square feet for retail and 18,000 square feet for office use. The Center occupies an entire block, and is bounded by Mission Road, 83<sup>rd</sup> Street, and Somerset Drive. The surrounding land uses include retail, single-family, multi-family, office, and institutional uses (such as schools and civic buildings).

Unlike other commercial centers where there is a recognizable front (entry) and back (deliveries), the Corinth Square shopping center is surrounded on all sides by a public roadway. As a result, the center “fronts” all three roadways. Loading and service entrances are located at the center of the building with access on the north side. With the exception of a two-story bank and office building, most of the buildings are one-story in height. Parking is accommodated on-site with no on-street parking. The average FAR (see sidebar on left for definition) is .34, which is typical of a suburban commercial development with surface parking.

**MAP 7.1: CORINTH SQUARE SHOPPING CENTER**



Source: ACP and the City of Prairie Village

**Table 7.1: Existing Land Use - Corinth Square**

Land Use	Land (Acres)	Ratio (%)	Building (Sq ft)	FAR
Office – Commercial	0.97	5.4%	17,803	.42
Retail – Commercial	16.90	94.6%	182,879	.25
<b>Total</b>	<b>17.87</b>	<b>100.0%</b>	<b>200,682</b>	

Source: ACP and the City of Prairie Village



Aerial view looking north toward Corinth Square.

The following summarizes the characteristics of the existing site and the surrounding area:

- **Retail is the predominant use:** Retail is the predominant use (94.6 percent) within the Shopping Center, followed by office (5.4 percent).
- **Extensive setbacks:** The primary structure lies at the center of the 18-acre site and is setback 215 feet from Mission Road and 260 feet from 83rd Street. Parking is located between the building and the street frontage.
- **Large block:** Corinth Square Shopping Center occupies a single large, 18-acre block, with interconnected parking aisles but no direct pedestrian or vehicular access.
- **Significant senior population:** The median age of residents surrounding the site is between 50 and 60 years old. A significant population to the north is between 60 and 81 years old. This large





View looking west toward Corinth Square.

senior population is attributable to the assisted living center located across the street from Corinth Square.

- **Wide streets:** 83rd Street, Somerset Drive, and Mission Road contain four travel lanes (and one left turn lane at each of the three intersections) placing the sidewalk immediately adjacent to the travel lane and creating a major separation between the shopping center site and the surrounding uses. The width of 83rd Street and Mission, especially at the Mission Road and Somerset Drive intersections, divides the shopping center and the commercial area to the south.
- **Single purpose buildings:** A majority of the built space within the shopping center was designed primarily for commercial uses with a limited life span.
- **Extended curb radius:** Longer curb radii encourage higher turning speeds and rolling stops, making it less safe for pedestrians crossing at the major intersections.
- **Multiple out-parcels:** Several out-parcels are located at the edge of the Corinth Square Shopping Center with separate buildings and parking physically detached from the shopping center and the street. These buildings also partially block the view of the primary retail structure at the center of the property.
- **Parking in front setback:** Parking is located in the front yard, separating the sidewalk surrounding the Center from adjacent uses and creating a less than desirable public pedestrian space. This configuration severely limits the accessibility to the retail areas of the Center for pedestrians.
- **Minimal street trees and landscaping:** Landscaping, especially suitably scaled street trees and shade trees within surface parking lots, are minimal when compared to the expansive tree lawns and mature urban forest in the adjacent neighborhoods.
- **Adjacent uses oriented inward and away from the street:** Several uses surrounding the Corinth Square Shopping Center (e.g. multi-family east of Mission Road) obtain access off a secondary drive with buildings and their entrances facing inward toward parking lots and driveways.
- **Limited connectivity:** Existing roadways intersecting with adjacent streets do not align directly with the shopping center’s curb cuts. An existing curb cut on the inside of the Somerset Drive curve makes it difficult to assure visibility.

#### D. Potential Redevelopment Concept

Outlined below is a summary of a potential redevelopment concept for the Corinth Square Shopping Center. The general design concept is to redevelop the site as *the* true center of the community, not strictly as a shopping center with commercial being the only or predominant use. Retail,

office and residential uses could all share the site and be integrated not only horizontally, but vertically (one above the other). Access through the site along well defined public rights-of-way would improve connections to surrounding uses. Public space for formal and informal community gathering would be provided in a very visible and accessible location. The public realm (everything within the street right-of-way) would be defined by the private realm (buildings situated forward, facing the street) and designed to accommodate pedestrians. Single-purpose buildings would no longer occupy a majority of the site, but would instead be designed to accommodate multiple uses over time, thus extending the building lifecycle.

Improvements should be targeted toward two specific areas: the “Public Realm”, which includes the area within the existing corridor right-of-way, and the “Private Realm”, which includes the remaining land under private ownership fronting the street. The following describes the proposed redevelopment concept and how improvements could be made to enhance the public and private realms.



Aerial view of existing Corinth Shopping Center looking north.



Aerial perspective looking north and west at the redeveloped site. Notice how parking serves a less dominant role when compared to the existing site (left).

**Legend:**

- 1-Mixed-use
- 2-Stacked Flats and Townhomes
- 3-Public Plaza
- 4-Parking Garage
- 5-Retail



Proposed Corinth site plan and land use.

**Proposed Land and Building Use**

The site is in a strategic location at the center of the City, and should be redeveloped as a mix of office, retail, and residential uses in a “town center” configuration, which includes multi-story structures. As shown in the above illustration, the more intensive office or residential and retail uses (retail on the first floor and office/residential on the second floor) should be located along the 83<sup>rd</sup> Street and Mission Road frontage (1). Residential townhomes with parking occupying part of the first level and stacked flats are located adjacent to the existing single-family neighborhood (2) and office uses across Somerset Drive. A highly visible public plaza is situated at the intersection of 83<sup>rd</sup> Street and Mission Road (3). A free-standing specialty retail (bank or restaurant use with outdoor seating) could be located at the intersection of Somerset Drive and Mission Road (5). The existing grocery could be relocated along 83<sup>rd</sup> Street to improve its visibility and orientation. A multi-level parking garage is shown at the center of the site surrounded by a set of mixed use or “liner” buildings (4).

The table below quantifies how the land is used on the site. This includes approximately 290,000 square feet of office and retail space and 132 townhomes and flats (units above retail). The amount of retail and office space is 45 percent greater than the existing land use, and the *configuration* of these uses is also significantly different. The proposed floor-to-area ratio (FAR) is .70, while the current ratio is only .34. See sidebar on page 7.3 for an explanation of FAR.

**Table 7.2: Corinth Square – Before and After Redevelopment**

	Before Redevelopment		After Redevelopment*		
	Sq. feet	Parking Spaces	Sq. feet	Units	Parking Spaces
Residential	0		221,600	132	198
Retail	182,879		214,200		643
Office	17,803	36	76,300		229
<b>Total</b>	<b>200,682</b>	<b>990</b>	<b>512,100</b>	<b>132</b>	<b>1070</b>

Source: ACP – Visioning and Planning

\* Proposed residential is composed of 24 townhomes at 1,600 square feet, 40 townhomes at 2,200 square feet, and 68 flats at 1,400 square feet. Proposed parking units are composed of 400+ parking garage spaces, 391 on-site spaces, and 279 on-street spaces.

**Public Realm vs. Private Realm:**

The “public realm” refers to publicly owned streets, sidewalks, rights-of-way, parks and other publicly accessible open spaces, and civic buildings and facilities. The “private realm” (discussed on the next page) refers to all other privately owned land and properties.

**Related Goals and Actions:**

Land Resources

LR3.b. Explore the future redevelopment of the Corinth Square Shopping Center as a mixed use center featuring quality public space.

See Chapter 11 – Goals and Actions for further details.

**Benefits of On-Street Parking:**

- Convenient and visible; offers easy access to businesses.
- Cost effective – less expensive than building lots.
- Shared parking accommodates multiple users and multiple destinations.
- Uses less land; does not require access lanes.
- Serves as a buffer between pedestrians and moving vehicles.
- Acts as a traffic calming device.
- Angled on-street parking further increases capacity.

**Potential Trade-offs:**

- Visual obstruction.
- Increased congestion.

**Public Realm**

- 1. Create multiple, smaller blocks:** The existing commercial development is located on one large, 18-acre block, making it difficult to access other areas of the community or neighborhood without traversing the site’s expansive parking lots (e.g. there is no defined or controlled vehicular/pedestrian path). Reducing the overall block size to multiple blocks by creating a more defined, internal street network will substantially improve connectivity. Visibility is also enhanced by intersecting Somerset Drive in a safer location. The properties south of 83<sup>rd</sup> Street could also benefit by reducing the overall commercial block into several smaller blocks with intersecting streets.
- 2. Provide space for formal and informal gathering:** What will distinguish this development from a typical suburban shopping center more than anything else is the provision of public space that is well defined. A well-defined public space must be fronted by buildings, whether it is a streetscape, plaza, or park. It must be highly visible and accessible on all sides. A plaza space for formal and informal gathering should also be provided in the area south of 83<sup>rd</sup> Street.
- 3. Provide on-street parking:** Not only does on-street parking provide an alternative to accommodating parking needs, it also improves pedestrian safety. Parking automobiles along the curb creates a buffer between the pedestrian and passing traffic. It also helps slow traffic by enhancing the sensation of movement. People driving next to a parking lane feel as if they are moving faster than if they are driving next to an open lane or a curb; therefore, drivers tend to slow down. On-street parking should also be provided along the internal streets created as part of redeveloping the area south of 83rd Street. The benefits and trade-offs of on-street parking are discussed in the sidebar at left.



View looking north into the public plaza. Notice how the vista is terminated with a prominent tower feature.

### Private Realm

- 1. Integrate uses vertically:** Providing a mix of uses is not enough. To get the vitality of a round-the-clock community center, uses must be integrated vertically wherever possible and include residential as part of that mix. A very workable combination is to locate retail on the first level and residential or office on the second level. This allows the opportunity to convert the upper floors if the market changes to replace one use with another. Retail and office are located in separate buildings on separate parcels in the area south of 83<sup>rd</sup> Street. Integrating the uses vertically on several levels will also allow for more intensive use of the site.
- 2. Screen parking:** Parking dominates most retail sites similar to Corinth Square Shopping Center. Screening parking lots with landscaping can only go so far. Buildings can more effectively separate parking lots from public view. Even structured parking can be concealed from view if mixed use buildings are strategically placed between the street and the parking structure. Parking lots along Somerset Drive should be screened by buildings or low building walls.
- 3. Provide structured parking:** Development intensity is largely a function of how parking is treated. Mixing uses allows parking to be shared, hence reducing the amount of parking and the required amount of impervious surface. Structured parking allows uses to be even more intensified, especially if the structure is centralized in a convenient location. Access to the parking garage should be at street level and not through an adjacent building. This puts people on the street and enhances the vitality and safety of the area. Structured parking may also present an opportunity for the City to partner with

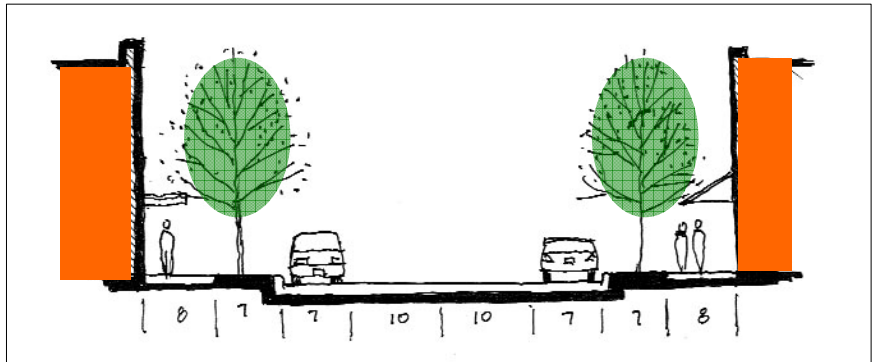
#### Related Goals and Actions:

##### Transportation

TR3.d. Ensure adequate parking appropriate for users' needs.

See Chapter 11 – Goals and Actions for further details.

a private developer or property owner to achieve redevelopment



Cross-section of a typical public street within a redeveloped center. Notice how both the on-street parking and street trees provide an edge for pedestrian travel. Drive lanes are ten feet in width.

goals for the Center.

#### E. Economic Perspective

Outlined below is a summary of the existing land use issues and characteristics of the Corinth Square Shopping Center. For a more detailed discussion, please see Appendix B, *Village Vision Strategic Investment Plan Market Analysis*.

**Preliminary development economics:** The results of initial financial analysis suggest that although the market may not be quite ready for all aspects of an urban infill concept today, the Corinth Square redevelopment concept has the potential to create a highly competitive product in the marketplace while achieving several of Prairie Village's *Strategic Investment Plan* goals/principles. If the market were to evolve to the point that residents would be willing to accept a smaller condominium or townhouse product, or if major built-to-suit tenants were identified for a significant office project, the proposed concept's financial yields would be sufficient to attract private investment. Note that all estimates are made in current dollars at the time of the Plan's adoption.

**Office uses:** Leased office space is estimated at \$22 per square foot, slightly above the current county-wide average of \$18 per square foot. Office condominium space assumes a 1,500 square foot unit commanding sales prices of \$250,000 per unit. Although the office condominium product is untested in the regional market, the Prairie Village office submarket is comprised of a high concentration of small-format professional and medical services office space users that would be attracted to an ownership option. Construction costs, including hard, soft, and tenant improvement costs, are estimated at \$195 per square foot.

**Retail uses:** Retail space is estimated to support between \$26 and \$35 per square foot, with construction costs of \$225 per square foot. The leasing concept assumes that many existing tenants would transition to new space, and that incremental retail development would continue to provide

neighborhood-serving amenities. Accounting for a transitional phase, many of the existing tenants would be able to generate revenues to meet the higher rents that a redeveloped Corinth Square will command. In part, this will be due to the fact that a repositioning of the site will attract a broader customer base. The retail revenue target is benchmarked after current rates achieved by high performers among local independent business owners in the Prairie Village Shops.

**Residential uses:** The mixed-use concept requires a higher density residential product that is relatively untested in the Prairie Village submarket. The Prairie Village submarket contains only 7 percent of all apartment units in the Merriam/Shawnee/Prairie Village submarket. Likewise, condominium product makes up a nominal proportion of the owner-occupied housing market. This infill concept takes into consideration the local market's preference for residential product. The consultants recommend that the housing product be largely owner-occupied, with two to three bedroom units and dedicated parking. The introduction of these units will help Prairie Village begin to diversify and increase its housing options. These units are anticipated to be particularly attractive for empty nesters, young professionals, and smaller families. It is anticipated that providing a modestly-sized, lower maintenance housing product within the City may entice some empty nesters currently residing in 3+ bedroom homes to transition to this newer development in close proximity to amenities. Such turnover will play a role in opening up the existing market for single family homes to families.

For the purpose of land planning and financial testing, the condominiums are planned at an average of 1,400 square feet with a targeted average sales price of \$240,000 per unit. Town homes are planned to be between 1,600 and 2,200 square feet with a targeted average sales price of \$325,000. Although the redevelopment concept could shift to a higher value housing product to better cross-subsidize the overall redevelopment Plan, this shift would require policies that would ensure a wide variety of housing types and price levels. Construction costs are estimated to be \$119 and \$148 per square foot for condos and townhouses, respectively.

**Opportunities:** The site size and configuration is uniquely situated for a mixed-use concept. This site offers opportunity for increasing the capture of the local market and increasing the inflow of shoppers from beyond the traditional trade area.

A mixed-use product would extend the day, evening, and weekend use of the site, serving to increase support for retail activity. Anecdotal comments from retailers indicate that their customers are attracted to the shopping center's unique, independent retail product mix. A development concept that is based on incorporating these existing independent retailers with appropriate national and regional retailers (such as those selling household products), will leverage the center's existing customer base, increase market share, and improve sales productivities to rates that will

likely yield sufficient financial results to warrant investment in redevelopment of the property.

**Constraints:** Redevelopment costs are fairly high to take full advantage of the site. Structured parking is expensive and decked parking will require a portion of the site’s vertical space. Furthermore, the current office market does not indicate that the office product will generate sufficient returns to warrant new investment. Current average leasing rates of \$18 per square foot would need to edge closer to \$22 per square foot or higher to meet the cost of office construction. However, interviews with local office developers suggest that the office condominium market is emerging in Johnson County, with some examples of new office condominium construction projects currently underway. Although the financial feasibility of office condominium product requires further study, a shift from leased office product to office condominium would improve the financial feasibility of the overall development program.

**Recommended approach:** The Prairie Village City Council should explore the potential benefits of using Tax Increment Financing (TIF) to encourage redevelopment initiatives for the Corinth Square project and throughout the city.

Tax Increment Financing (TIF) is a real estate redevelopment financing mechanism employed for public/private development initiatives. TIF funding is raised to cover the public share of eligible project costs by using the anticipated increases in real estate tax revenues to retire the bonds sold to finance qualifying redevelopment costs. Implementation of this structure would enable the City to develop a comprehensive approach to redevelopment and establish mechanisms for sharing risk with the private sector. A detailed discussion of TIF requirements, benefits, and challenges can be found in Chapter 10 – Economic Development Tools.

**Project fiscal benefits:** The proposed concept could generate approximately \$273,000 annually in property taxes and nearly \$556,000 in sales taxes, for a total fiscal impact of \$829,000. Of these revenues, approximately \$250,000 could be incremental “net new” property and sales taxes. This estimate is based on the difference between the product mix and market values of existing land uses. The increase in sales taxes takes into consideration the likelihood that new retail uses on the site will be more productive by capturing a larger share of the local market and by increasing the draw of inflow customers from outside the site’s primary trade area boundaries. These assumptions are based on interviews with local brokers and retailers, and analysis of current customer base data by zip code. Not only will the project revitalize a centrally located underutilized parcel of land, but it will also result in a 30 percent increase in tax revenues over and above the parcel’s current taxes. The consultants consider the positive value of “net new” fiscal benefits that would accrue to the City of Prairie Village upon redevelopment of Corinth Square as a qualitative and quantitative indicator of improvements in the community’s overall quality of life.





**Chapter 8 Outline – Potential  
Redevelopment:**

- A. Overview
- B. Meadowbrook Country Club
- C. Somerset Elementary

## 8. Potential Redevelopment

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### A. Overview

The City of Prairie Village has limited sites available for new development. New development in a built-out community like Prairie Village, whether it occurs on vacant parcels or as a redevelopment of an existing property, is likely to be of concern to surrounding property owners as well as the community as a whole. The City has identified two sites as potential candidates for redevelopment: Meadowbrook Country Club and the former Somerset Elementary School.

Through the development of this *Strategic Investment Plan*, the City has engaged residents and other stakeholders in discussions about desired future development in the community and at these two sites. As development proposals come forward for city consideration, residents should be invited to discuss redevelopment plans with developers in order to ensure that the type, density, and design of new development is consistent with the city's long-term development priorities.

At 145 acres, the Meadowbrook Country Club is the largest private recreation site in Prairie Village (see sidebar on page 8.2). Directly south of the Country Club is the 8.6 acre Meadowbrook Village Shopping Center. Both the Country Club and the adjoining shopping center are located at the southwestern edge of the community. Because the site is one of the last relatively undeveloped sites in Prairie Village, it is undergoing significant pressure to develop.

Somerset Elementary School (a seven acre site including a school building and recreation area) is no longer being used as a neighborhood elementary school facility by the Shawnee Mission School District. The school was closed because it was one of several schools within the District experiencing a decline in enrollment due to changing demographics. The District plans to use the school for the next few years to accommodate new school construction in other locations, All over the country communities like Prairie Village are faced with underutilized public school facilities and the prospect of what to do with vacant sites and/or buildings. This is a trend that is expected to continue well into this decade. These facilities have provided a sense of stability and pride in the community, yet no longer play as significant a role as they have in the past. The options typically narrow down to: maintaining or “mothballing, the facility by the School District or redevelopment of the site by a developer, involving either reuse of the structure or demolition.

The key to successful development and redevelopment is determining the best uses for each site in terms of the neighborhood and community, and deciding what form redevelopment in these locations should take. The following sections look at the issues surrounding potential redevelopment, recommendations on how that development should take place, as well as the market and fiscal implications.

B. Meadowbrook Country Club

The 145-acre Meadowbrook Country Club property and 8.6-acre Shopping Center site are located at the community’s far southwestern edge. Residential lots abut the property on the eastern and northern boundaries, but are not integrated into the Country Club. Residential and commercial uses (outside of Prairie Village) are found across Nall Avenue and 95<sup>th</sup> Street. The site is currently zoned R-1A. Access to the site is currently off both Nall Avenue and Somerset Drive.

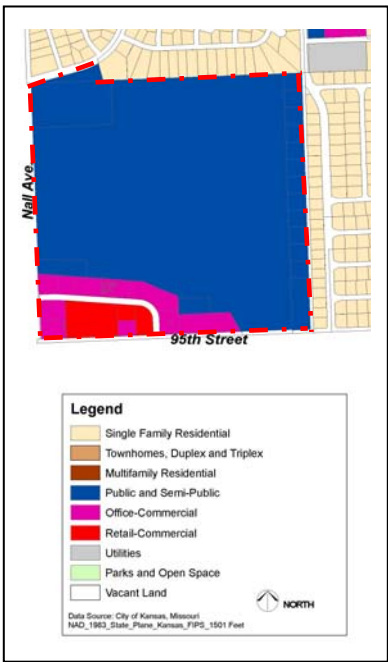
The following outlines the critical issues related to the site’s potential for redevelopment and offers several recommendations on how the site could be redeveloped.

Issues

- **Established residential neighborhood abuts the property.** The rear yards of existing single-family lots extend entirely along two sides of the property. These properties have benefited from being adjacent to a golf course (due to proximity to open space). However, the placement of these properties has limited the opportunities to connect the site with the surrounding neighborhood.
- **Current zoning restricts the use of the land.** The current R-1A zoning designation allows single-family residential as the primary permitted use. Current regulations focus on correctly subdividing the land rather than providing standards for (or even allowing) the



Aerial view of Meadowbrook Country Club property.



Existing land use within Prairie Village.

creation of a development with neighborhood qualities. Under existing zoning, the Club could be redeveloped into a traditional residential subdivision with little if any oversight from the City. If the City wishes to influence future development of the site and ensure that it fits the strategic vision for Prairie Village, timely action must be taken to update the zoning ordinance. This could include a new district or optional overlay zone establishing standards, in graphic form, for specific building placement, street design, etc.

- **Sanitary sewer service lacking.** Sanitary sewer service is not immediately available to the site. Preliminary estimates based on earlier engineering work (1996) and inflated to 2005 values place the cost at approximately \$2.3 million. The cost of extending sewer to the site with adequate capacity will be a major factor in determining how the site will be used and the intensity of that use. If the City seeks to encourage redevelopment of this site, the possibility of providing financial assistance to provide sanitary sewer service at this location should be explored.
- **Existing facilities and environmental features.** Like many golf course properties, this site contains several man-made and natural features that may be worth preserving. These include the existing clubhouse and adjoining recreation facilities such as the golf course. Natural features include the existing water hazards, rolling topography, and mature tree stands.
- **Roadway frontage and gateway location.** Unlike a number of private country clubs that were designed to boost the value of adjoining residential lots, these single-family lots abut only a portion of the property. A significant amount of the property still fronts a public right-of-way on an arterial street. As a highly visible location at the community's edge, this site deserves to be treated as a gateway property and should be developed accordingly. This includes specific attention to how the development relates to both roadways and adjacent neighborhoods.
- **Underutilized commercial center.** The existing Meadowbrook Village Shopping Center is part of a larger commercial node created by the intersection of 95<sup>th</sup> Street and Nall Avenue. Office is the primary use abutting the golf course, with retail concentrated at the intersection and roadway frontage on all sides. Over the past several years, retail space in the Meadowbrook Village Shopping Center has been converted to office space, which does not generate sales tax revenue. Unlike the other three commercial quadrants of the intersection (which are outside of Prairie Village), there is no residential neighborhood nearby. This island of "commercial" is separated from the Country Club property by 94<sup>th</sup> Terrace.

## Recommendations

**1. Consider redeveloping the golf course property as a planned neighborhood with an eye toward preserving open space.** The site occupies approximately 145 acres, nearly a “quarter section” of land. This is the size of an ideal neighborhood, making it possible to walk from the center of the site to its edge in less than 5-10 minutes. The center of the site could be developed as a civic or public space. This could take any form, and may involve retaining a portion of the golf course / water hazards / lakes to create a public park or open space. The edge of the site is defined by West 95<sup>th</sup> Somerset Drive, Nall Avenue, the Meadowbrook Shopping Center, and the adjacent residential neighborhoods. How this edge is treated (in terms of uses, pedestrian and vehicular access, relationship to the street, etc.) is critical to the success of any redevelopment project. As noted in the market analysis, the site “provides a unique opportunity for the development of a new traditional neighborhood within the city’s boundaries.” In order to approach the neighborhood development process, the City should consider taking the following steps:

- **Encourage potential developers to obtain community input.** Meadowbrook Country Club is the largest undeveloped property in the City. As such, its future development is very significant to the community. Because of the size and amenities of the site, it presents a unique redevelopment opportunity. There is also an expectation by the City and residents that developers will seek significant community input regarding redevelopment of the site. One way to assure effective public input is for potential developers to hold a public work session or charrette (much like the Community Choices Workshop), prior to formally submitting a redevelopment proposal to the City. The goal of this process would be to craft a Future Development Plan for the property after receiving community input regarding the full range of potential uses on the site. Implementation of the resulting Plan should be in the form of a Planned Zoning District. Based on the principles developed through the Village Vision process, a future land use map would result, identifying specific building form standards for how the site should be developed. The building form standards are regulations controlling the features of a building and site that shape the public realm. This would be used as a basis for preparing development regulations (e.g. building placement, parking arrangement, street design, etc.) that are specific to the site.
- **Allocate a portion of the site for public recreation / green space.** Preservation of open space is a priority in this landlocked community. A portion of the site, which may include the existing golf course in its entirety, should be

retained as open space. At a minimum, the lakes should be retained as passive recreation space. Neighborhood parks should be established that are within walking distance for most residents.

- **Assure connectivity.** One way to assure a successful infill or redevelopment project is to provide both vehicular and pedestrian access that is integrated with adjoining streets and properties. Providing sidewalks or pedestrian paths along the property's frontage would help further define the public qualities of the streetscape. Given its close proximity to the adjacent Meadowbrook Village Shopping Center, both vehicular and pedestrian connectivity with the shopping center must be assured.
- **Draft appropriate zoning regulations for the future use of the site.** A separate zoning district should be created that incorporates standards and identifies incentives to encourage appropriate redevelopment of the site. This includes everything from density bonuses to expediting the review and approval process.

**2. Upgrade Meadowbrook Village Shopping Center.** Even though the Shopping Center property is separated from the golf course property, any thoughtful Redevelopment Plan for the Country Club should consider the redevelopment of this site as well. Future redevelopment of this site should be integrated with the Country Club property and include uses that are both neighborhood oriented and serve the larger community. Many of the recommendations for redeveloping the 75<sup>th</sup> Street corridor (discussed in Chapter 6) and the Corinth Square Shopping Center (discussed in Chapter 7) also apply here. This includes increasing the intensity of development, providing a mix of uses, defining the public realm, and providing linkages to surrounding uses, especially the Country Club Property (see Chapter 9, Commercial Improvement)

### **Economic Perspective**

**Issues:** The City may need to consider concessions regarding height and density to encourage redevelopment of the property. Such concessions should be matched by clear community benefits related to residential mix, design innovation, commercial vitality, and accessibility.

**Recommendations:** There is a strong near-town (near towns are being filled in with new development for people who want to live close to vibrant downtowns) market opportunity for residential development. Given the scarcity of developable land in Prairie Village, the Meadowbrook concept provides a unique opportunity for the development of a new traditional neighborhood within the City's boundaries. The City should consider adopting planning and zoning controls that will be consistent with current

zoning while also serving to maximize the real estate value. There is also an opportunity to include the redevelopment of adjacent underutilized retail property located at 95<sup>th</sup> and Nall Streets, thereby integrating retail and residential uses in a Master Plan concept.

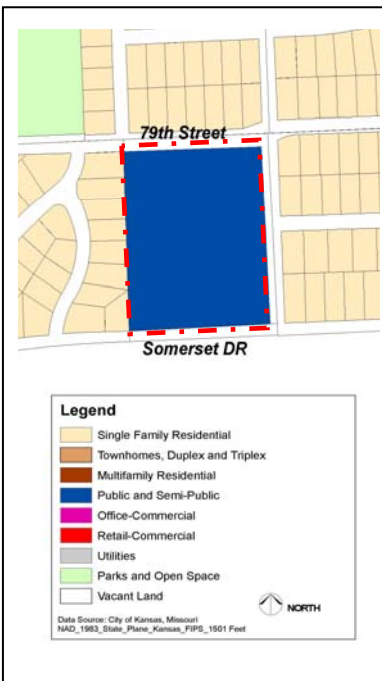


Aerial view of Somerset School site.

### C. Somerset Elementary School

The seven-acre Somerset Elementary School site is located at the intersection of Somerset Drive and Belinder Road. Single-family residences surround all four sides of the property. Access is currently off of 79th Street, Belinder, and Somerset Drive. The site is currently zoned R-1A. The existing Somerset Elementary School site is no longer being used as a neighborhood school, and will likely be closed in the near future.

The following outlines the critical issues related to the site’s potential for redevelopment and offers several recommendations on how the site could be redeveloped.



Existing land use within Prairie Village.

### Issues

- **School facility and nearby Meadowlake Park function as integral part of neighborhood.** School facilities often become an integral part of a residential neighborhood. As the center of activity, they frequently give a neighborhood identity and contribute to the social fabric of the community. Everything within at least a quarter-mile radius of the site (including the area outside the City) is part of the residential neighborhood most directly tied to the school. Any redevelopment of the site should maintain the site’s status as the center of the neighborhood.
- **Existing structure.** Residents expressed a strong desire to redevelop the entire site as a community center. This could be accommodated in a new building or possibly through a renovation and/or expansion of the existing facility. Because of its location and configuration, retaining a portion or all of the existing structure to house a community center will limit the possibility of redeveloping the site with more than one use (e.g. residential). Of course, a detailed study of the feasibility of re-use of the existing structure would need to be conducted prior to making any specific recommendation for the facility
- **Surrounded by single-family residences.** Locating anything but single-family residences or an elementary school facility on this site will be perceived to have some impact on the surrounding properties. Any proposed use of the site should be evaluated on the basis of how it will relate to the immediate neighborhood (e.g. scale, use, links to surrounding neighborhood, level and intensity of activity, etc.).

- **Zoning regulations limit uses.** The site is currently zoned R-1A, which restricts the type and intensity of uses currently permitted on the property. As with the Meadowbrook Country Club property, the site could be redeveloped into a traditional single-family neighborhood with little or no oversight by the City under the current zoning regulations. Changing the use may require rezoning or, if a mix of uses is considered, the creation of a Planned Zoning District specific to this site, which will regulate the form of the development. This includes the relationship of the buildings to the street, the type of street improvements, the massing and height of buildings, lot coverage, etc.

## Recommendations

### 1. Encourage potential developers to obtain community input.

Residents, the City, and the Shawnee Mission School District all have a vested interest in the future development of the site. As such, Redevelopment Plans should address the needs of the community as a whole and consider a variety of potential re-uses for the site. Due to the school's prominent role in the city and surrounding neighborhood, the City and residents expect ample opportunity to provide input into future redevelopment of the site. To address these expectations, developers will need to make significant efforts to solicit community input in redevelopment planning. An assessment of the existing building and site should take place to determine whether or not they can accommodate the agreed upon proposal. If not, then a new development plan could be considered, which may give more flexibility to incorporating other uses (e.g. residential) on the site. As noted in the market analysis, "...the site may be large enough to allow for compatible townhouse development. A mixed use concept on this site could serve to further reinforce and reconnect the neighborhood to public uses."

**2. Create appropriate zoning district to encourage redevelopment as a mixed-use neighborhood center.** Because the current zoning restricts the use of the site, a new zoning district should be considered that allows the opportunity for a mix of land uses and regulates how the site should be developed. The mix of land uses could include multi-family residential, attached single-family, townhomes, or a combination of all three. This would also provide direction for enhancing linkages to the surrounding neighborhood.

## Economic Perspective

**Issues:** Based on stakeholder interviews and comments provided during public workshop meetings, the community expressed a strong desire to exclusively designate the site for recreational or other civic uses. Due to the scarcity of land and the size, location, and configuration of the site, the parcel would be considered highly desirable by the private real estate

development community. Civic uses could be considered as a part of that mixed-use environment.

**Recommendations:** As an attractive site for redevelopment, the City should carefully consider re-use of the Somerset Elementary School property. Through a joint effort between the City Council, citizens, potential developers, and representatives of the Shawnee Mission School District, a variety of potential uses for the site should be explored and considered. Designation of the Somerset site for a mix of uses through the Village Vision *Strategic Investment Plan* could serve to provide tangible examples of how the Plan's implementation will adhere to the community's land use principles. Particular attention should be paid not only to the type of land uses, but also to the ultimate form of the development and its compatibility with the surrounding neighborhood.



### D. Mission Valley Middle School

The 18.43 acres of the former Mission Valley Middle School site is located on the west side of Mission Road south of 83<sup>rd</sup> Street. There are single-family dwellings to the south, southwest and east and multiple-family dwellings to the northwest and north. The site is also in close proximity to the Corinth Shopping Center. Access is currently off Mission Road and the site is zoned R-1A Single-Family Residential District. Shawnee Mission School District closed the school at the end of the school year in 2011 and sold it to a private developer in the fall of 2011. When Village Vision was prepared in 2006, it was not anticipated that this facility would be closed.

The following outlines the critical issues related to the sites potential for redevelopment and offers some recommendations for future redevelopment.

#### Issues

1. **The school site functions as an integral part of the neighborhood.**

The school site is an integral part of the neighborhood and provides an opportunity for active recreation. Use as a recreational area was limited by school usage but there was still a significant amount of time that the outdoor area was available to the general public. Schools frequently give a neighborhood identity and contribute to the social fabric of the area. Since this was a middle school, the geographic influence of the location was significant. Any reuse of the site should maintain the status as a center of the neighborhood.

2. **Existing Structures.** The building was recently updated and expanded so it has been significantly modified from its original construction in 1958. The building is in good physical condition and could easily accommodate a use such as a private school or an educational wing for a church. There is also the possibility that it could be converted to a residential use.

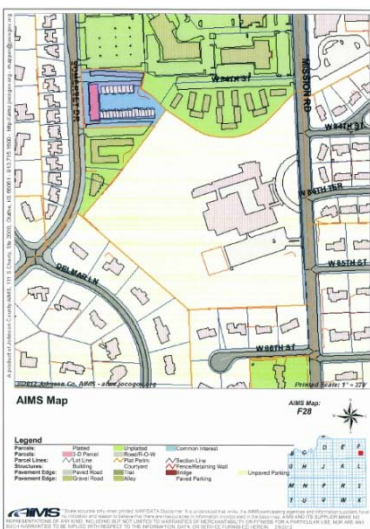
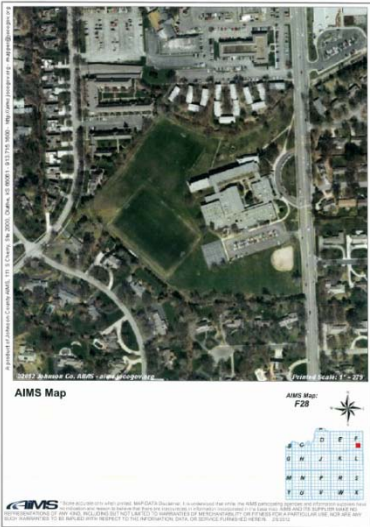
3. **Single-Family Residences to the South, Southwest and East.** There are high value residences abutting the south and southwest boundary of the site. The existing school building is located in the north half of the site and the athletic fields about the south and southwest property line. There also are high to mid value residences on the east side of Mission Road across from the school site. Any redevelopment of the site needs to address how it will be compatible with or relate to residences adjacent to the site.

4. **Multi-Family Residences to the North and Northwest.** There are four multi-family residential developments to the north and northwest of the former school site. One of these sites is a condo structure with individual ownership of the units; the others represent traditional rental property units. These sites have the following density levels:

- 3917 W 84<sup>th</sup> – 52 units on 3.81 acres – 13.6 du/acre
- 8361 Somerset Dr. – 41 units on 1.70 acres – 24.1 du/ac
- 8401 Somerset Dr. – 31 units on 1.29 acres – 24 du/ac
- 8449-51 Somerset Dr. – 2 units on .54 acres – 3.7 du/ac

These multi-family residential units represent both high and low value residences abutting the north and northwest. Any redevelopment of the site needs to address how it will relate to the variety of residential type developments adjacent to the site.

5. **Drainage and Flood Plain.** There is an open drainage ditch along the north property line that flows from west to east and is part of Dykes



Branch. The FEMA Flood Insurance Rate Map dated August 3, 2009 designates this area as ZONE X (Future Base Flood). This is defined as "Areas of 1% annual chance of flood based on future conditions hydrology. No base flood elevations determined." A copy of the Map is attached. While a hydrology study has not been completed, significant issues include upstream flows and several undersized box culverts downstream. These issues will need to be addressed for any redevelopment or expansion of the existing uses on the site.

6. **Parking.** There is a large parking lot on the site, however, a use such as a private school or church could require more parking to accommodate the use. Any parking expansion will create more impervious surface and more stormwater runoff which will need to be addressed.
7. **Access.** This is a large site which is not located at an intersection and only has mid-block access from Mission Road. Mission Road has high traffic in this area because of Corinth Square Center and Corinth Elementary School and therefore the traffic impact and internal site circulation will need to be addressed for any future development.
8. **Public Perception.** The floor area ratio (building area divided by site area) of this site is 0.13 which is very low. The neighbors living in this area have perceived this as an open space site and do not wish to see the open space significantly reduced. It is likely that the floor area ratio will increase in the future, but it needs to occur in a manner that is compatible with the existing single-family and multi-family residential development.
9. **Zoning Regulations limit uses.** The site is currently zoned R-1A Single-Family Dwelling District which limits the type and intensity of uses that can be permitted on the site. The R-1A District primarily allows single-family dwellings, public uses and churches. However, the District also allows conditional and special permits subject to restrictions and conditions. Public hearings are required for conditional use permits and they must be approved by the Planning Commission while special use permits require a public hearing and recommendation of the Planning Commission and are finally approved by the Governing Body. As with the Meadowbrook Country Club property, the site could be redeveloped into a traditional single-family neighborhood under the current zoning and subdivision regulations. Another option available is planned residential districts (RP-1A) which allows residential development to have a different form such as condominiums, patio homes, apartments but the density and other standards are controlled by the district regulations. The creation of a Planned Zoning District would be specific to this site and would regulate the form of the development. This includes the relationship of the buildings to the street, the type of street improvements, the massing and height of buildings, lot coverage, etc. This process requires a zoning change. There are a variety of uses that can be accommodated in the R-1A District, however, some may require rezoning, conditional use permits or special use permits.

## **Recommendations**

### **1. Encourage developers to obtain community input.**

Residents, the City, and the property owner all have a vested interest in the future development of the site. As such, Redevelopment Plans should address the needs of the community as a whole and consider a variety of potential re-uses for the site. Any proposed plans for new uses or the expansion of existing uses-needs the input of the surrounding neighborhood. Due to the former school's prominent role in the City and surrounding neighborhood, the City and residents expect ample opportunity to provide input into future redevelopment

plans for the site. To address these expectations, developers will need to make significant efforts to solicit community input in redevelopment planning. An assessment of the existing building and site should take place to determine whether or not they can accommodate the proposal. If not, then a new development plan could be considered, which may give more flexibility to incorporating other uses (e.g. residential) on the site. The site may be large enough to allow for a compatible senior housing development. A mixed residential use concept on this site could serve to further reinforce and reconnect the neighborhood to public uses. The issues of open space, drainage, access, traffic and parking all need to be addressed in detail as a part of any proposed development or expansion of existing uses on this site. The developer needs to conduct an adequate public involvement process to obtain input from the neighborhood.

## **2. Limit the uses to those allowed in the R-1A Single-Family District.**

Uses for this proposed site are restricted to uses that are permitted in the R-1A District which also may include conditional use permits, special use permits and planned residential. The uses generally are residential, including senior housing, and possibly a mixture of housing types. In addition, schools (private require a special use permit), churches and other public uses are also permitted.

## **Economic Perspective**

**Issues:** Due to the scarcity of land and the size, location, and configuration of the site, the parcel would be considered highly desirable by the private real estate development community. Civic uses could be considered as a part of that mixed-use residential environment. The major issues regarding any future development of this site are the density or intensity of development, access, traffic, stormwater management and compatibility with the existing developed neighborhood. Because of the limited type of development that can occur on this site, the City needs to consider very carefully whether to approve any incentives.

**Recommendations:** As an attractive site for redevelopment, the City should carefully consider re-use of the former Mission Valley Middle School property. Through a joint effort between the City Council, citizens, the property owner, and potential developers, a variety of potential uses for the site should be explored and considered. This is an attractive site for redevelopment, but there is a very significant and updated building on the site that has limited opportunities for repurposing. Designation for the Mission Valley site for a mix of residential uses as described in the Village Vision Strategic Investment Plan could serve to provide tangible examples of how the Plan's implementation will adhere to the community's land use principles. Particular attention should be paid not only to the type of land uses, but also to the ultimate form of the development and its compatibility with low density single-family and high density multi-family use found in the mixture of residential densities in the surrounding neighborhood. The neighborhood is very concerned about the future of this site and will need to have significant input into any future change in use. If any change in use is considered, it is important that the site and the facility be designed compatible with the surrounding neighborhood. To successfully execute a project on this site, it will require creative and unique design talent and buy-in from the neighborhood and the community at large. Density levels, access, traffic and Storm water runoff are major issues and will need to be addressed as a part of any redevelopment plan.





**Chapter 9 Outline – Commercial Improvement:**

- A. Overview
- B. Issues
- C. Recommendations

## 9. Commercial Improvement

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### A. Overview

The centers of communities have generally occurred at intersections between natural transportation routes. Towns were founded where a waterway was easiest to cross, along rail lines, and, in the case of Prairie Village’s centers (where most of Prairie Village’s commercial space is located), where two roads converged. Trades of all kinds, especially retailing, occurred at these locations because they are places where the most people can be served from the most directions.

The center is a place of intensified activity that serves an important economic *and* social role. The center for shopping can also be a place to meet friends, spend leisure time, and enjoy community events. Vital centers are essential to livability, social cohesion, economic growth, and delivery of government services. For residents of surrounding neighborhoods, a pattern of multiple centers means shorter vehicle trips and the possibility of walking, rather than driving to obtain goods and services. Linear commercial strip development (which fortunately is not the case in Prairie Village, but is true in surrounding communities) is often at odds with having economically and socially vital centers.

Because of the period in which the community developed, Prairie Village does not have a traditional downtown center. Rather, Prairie Village has commercial centers located at several locations. These centers range from community scaled Corinth Square and Prairie Village Shopping Centers to more neighborhood scaled centers such as Somerset Plaza and the



Aerial view of Prairie Village Shopping Center.



Aerial view of State Line Shopping Center.



Aerial view of Somerset Plaza Shops and immediate neighborhood.

Kenilworth Shops. While these centers serve similar functions to a traditional downtown (offering stores and restaurants), they differ in their built form and character. Several comments from the public process revealed dissatisfaction with the character of these centers, citing them as being not walkable, lacking in variety of retail offerings, and visually unappealing. Participants also noted issues of over-sized parking lots, too much concrete, and a lack of green space.

## B. Issues

The following identifies issues related to making Prairie Village’s commercial centers attractive places for neighborhood and community gathering, living, and working, as well as shopping.

- Prairie Village Shopping Center.** As the oldest (built in 1948) and largest (432,846 square feet) of the community’s shopping centers, Prairie Village Shopping Center is primarily a neighborhood retail center with mostly independent, rather than chain, retailers that provide basic goods and services. This unique clustering of niche retail attracts a broad customer base from throughout the wider region. Often referred to as “downtown Prairie Village”, this shopping center is a well-known, defining place within the community. The existing retail buildings are primarily single story and are clustered within a series of parking lots. Although several streets (e.g. Mission Lane and Prairie Lane) traverse the site, they function more as drive aisles within the parking lot than true public streets. Pedestrian amenities in the center include colonnades along the store frontages and other features such as curbing, crosswalks, and seating. The center is generally accessible to pedestrians from surrounding neighborhoods. However, few pedestrian amenities exist outside of the immediate retail area.
- Corinth Square Shopping Center.** See Chapter 7.
- Stateline (Hy-Vee) Shopping Center.** This 102,325 square-foot Stateline Shopping Center is located at the eastern edge of the community and, like the Prairie Village Shopping Center and Corinth Square, contains a grocery store anchoring the center and locally serving retailers, many of which are national chains. However, a significant portion of this retail center is occupied by a real estate office, which is not a retail use. Buildings are primarily single-story, located at the edge of the site and set back from State Line Road, a major north-south arterial. Residential flanks the site on the north, west, and south sides. Office and retail uses are located across State Line Road. Unlike Prairie Village Shopping Center, no public streets cross the site. There are also very few pedestrian amenities that direct pedestrians safely through the site and provide an attractive walking experience. There is no clearly identified or

defined public space and buildings are oriented toward the parking lot rather than the street. This encourages vehicular rather than pedestrian traffic within the center.

- **Meadowbrook Village Center.** Located at the far southwestern edge of the community, Meadowbrook Village is the most recently built (1975) of all the community’s commercial centers. This large center has about 47,000 square feet of retail space; the remainder of the site has been converted to office uses. Like the Corinth Square Shopping Center, the buildings are located toward the center of the site with parking in front yard. Office uses are located on the north and eastern edges, with retail uses located on the other three quadrants of the Nall Avenue and West 95<sup>th</sup> Street intersection.
- **Kenilworth Shops.** The 18,310 square-foot Kenilworth Shops are part of a larger commercial setting at the intersection of West 95<sup>th</sup> Street and Mission Road. Built in 1964, the shops are set back from both West 95<sup>th</sup> Street and Mission Road and backs onto an adjacent multi-family area. The uses are separated from the street, and connection, especially pedestrian, to the adjacent multi-family area is restricted.
- **Somerset Plaza.** The 15,000 square-foot commercial area is located at 90<sup>th</sup> Street and Roe Boulevard and includes both retail and office uses. Buildings are single-story and set back from the street with parking in the front and side yards. The site is surrounded on the western, northern, and eastern edges by residential uses. A utility substation is located on the southern side across West 90<sup>th</sup> Terrace.



Aerial view of Kenilworth Shops.

### C. Recommendations

Commercial uses and shopping centers, no matter what their size or location, periodically need upgrading and improvement to remain attractive to tenants and shoppers. Typically, an upgrade amounts to a change in the façade or signage to create a new image. However, making the community’s retail centers more attractive as places to gather requires a fundamental change in how the centers are configured, how they relate to the surrounding neighborhoods, and in examining the role played by the City in accomplishing these objectives. The following recommendations are directed toward accommodating that change:

- **Layout in block and lot pattern.** Major commercial centers (Prairie Village and Corinth) were developed as one large block with buildings placed within large parking lots. Dividing larger sites into blocks permits a unified street design in which transitions between incompatible uses or building types occur across rear or side property lines. The pattern allows for distinction between the public areas of the streets, other public places, and the private/service areas in the middle of the block.

- **Change building types.** The low-slung, blank walled buildings oriented toward parking lots that are typical of the community's centers do not promote character. Building types should be street oriented, with doors and windows facing the streets. Some of the building types to consider include mixed use shopfront buildings, loft offices, classic apartment buildings, courtyard apartments, and rowhouses, all of which would increase density in these areas. The norm should be buildings in front, parking to the side or rear. Multistory buildings are best because they help to spatially define the street. The City should examine the possibility of providing incentives to encourage landlords and business owners to upgrade their properties accordingly. A number of specific development incentives and tools are discussed in Chapter 10.
- **Establish a healthy mix of uses.** A variety of uses do not necessarily make a sufficient mix of uses. A fine mix of stores, eating places, dwellings, offices, and civic uses generate the convenience and synergy needed for a healthy center. Good design makes it feasible to blend uses and make what would otherwise be just a shopping center into a livable place of charm and character.
- **Promote small independent businesses.** In an age of widespread national chain stores, the ability to offer unique shopping experience and tap into niche markets can help commercial centers attract a broader customer base from throughout the region. Additionally, dollars spent at locally owned businesses are more likely to remain circulating within the local community.
- **Provide public space within the commercial area.** The character of a place is determined by its public places or the three dimensional volumes of space between buildings. A vibrant center must have a real public place with shade and other pedestrian amenities. There must be places where the public feels welcome and encouraged to congregate. This could consist of a focal plaza or square, located in a prominent position, framed by occupied buildings that open up to the space.
- **Enhance accessibility.** The centers should be accessible and accommodating to the automobile, but *not* at the cost of ruling out walking or biking. Well-connected sidewalks, minimal curb cuts, and shade will promote walking, cycling, and even transit. Transit stops, if provided, should be weather-protected and integrated into the public realm as much as possible.
- **Respect scale.** The center must be well defined spatially and scaled for the pedestrian. Generally, buildings should be multistory, and vary depending on the intensity of development desired. Oversized parking lots should be avoided. Buildings should be positioned so they shape the spaces of the street and public places and help screen service areas and parking. Architectural elements should be sized

**Promoting Independent Businesses:**

Many cities across the country are working to promote local independent businesses. Examples include:

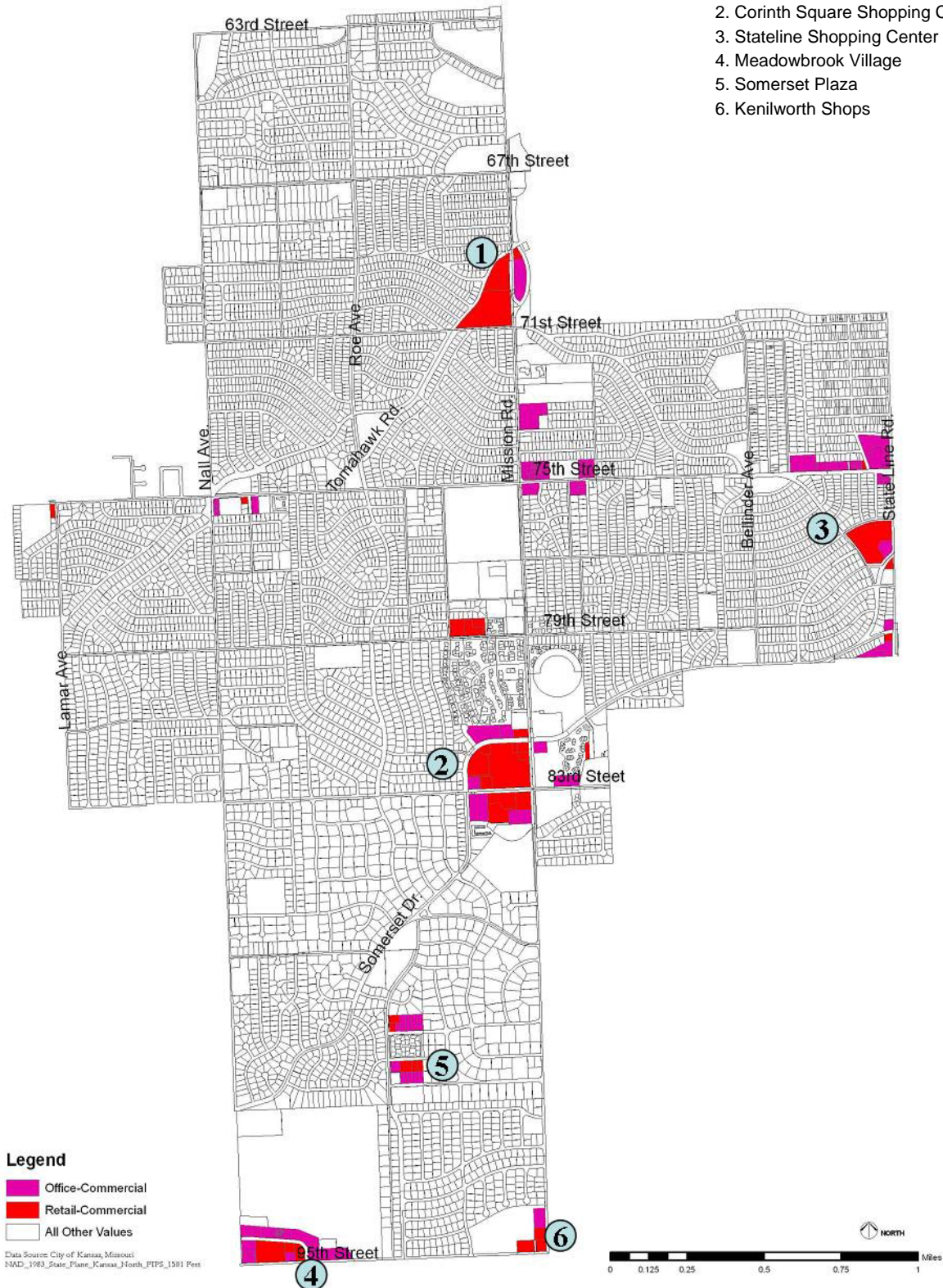
- Austin, TX – [www.ibuyaustin.com](http://www.ibuyaustin.com)
- Bellingham, WA – [www.sconnect.org](http://www.sconnect.org)
- Santa Fe, NM – [www.santafealliance.com](http://www.santafealliance.com)
- Minneapolis-St. Paul, MN – [www.metroiba.org](http://www.metroiba.org)



and detailed, not only for passing motorists but also for the benefit of pedestrians.

MAP 9.1: COMMERCIAL CENTERS

1. Prairie Village Shopping Center
2. Corinth Square Shopping Center
3. Staline Shopping Center
4. Meadowbrook Village
5. Somerset Plaza
6. Kenilworth Shops



Source: City of Prairie Village and ACP



**Chapter 10 Outline – Economic Development Tools and Incentives:**

- A. Overview
- B. Tax Increment Financing
- C. Sales/Property Tax Rebates
- D. Transportation Development Districts
- E. Industrial Revenue Bonds
- F. Neighborhood Revitalization Act
- G. City Funded Grants/Loans
- H. Community Development Corporations

## 10. Economic Development Tools & Incentives

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### A. Overview

Cities provide financial incentives for development in order to spark private investment that would not occur “but for” public assistance. More specifically, public incentives can be used to encourage an explicit type of redevelopment project that responds to specific needs in the community. The potential redevelopment concepts discussed in this *Strategic Investment Plan* fall into this second scenario.

This chapter provides information about a variety of economic development tools and incentives that the City may want to pursue in order to encourage the desired development patterns discussed in this *Strategic Investment Plan*. It is important to remember that there is no “one size fits all” redevelopment incentive. Taken in combination as part of a well-developed economic development policy, the tools described below can be very useful in attracting private investment and encouraging appropriate development that will address the City’s needs.

B. Tax Increment Financing (TIF)

Tax Increment Financing (TIF) is a real estate redevelopment financing mechanism employed for public/private development initiatives. TIF funding is collected to cover eligible project costs by using the anticipated increases in property and/or sales tax revenues to retire the bonds sold to finance qualifying redevelopment costs. Implementation of this structure would enable the City to develop a comprehensive approach to redevelopment and establish mechanisms for sharing risk with the private sector. The consultants have identified the following considerations for implementing a Tax Increment Financing program in the City of Prairie Village:

**Kansas TIF Requirements**

The consultants conferred with the City of Kansas City, Kansas Economic Development Department (KCKEDD) to assess the likely process and structure that would be required for the City of Prairie Village to implement a Tax Increment Financing district for the development plan concepts under consideration. The assessment utilized the KCKEDD's expertise and Prairie Village's past experience with establishing a TIF District in 1996 to facilitate the construction of an assisted living center. The groups concluded that the City should solicit private business and community representation through established channels which allow the City Council to manage the application of TIF for redevelopment projects in the City.

For each TIF-funded project or development, the City Council would:

- Conduct a feasibility study to confirm that the conservation, development or redevelopment of the proposed project area is necessary to promote the general and economic welfare of the city.
- Develop a "district plan" that identifies all of the proposed redevelopment project areas and identifies in a general manner all of the buildings and facilities that are proposed to be constructed or improved in each redevelopment project area.
- Conduct a feasibility study, which validates (i) whether the project's benefits and revenues are expected to exceed or be sufficient to pay the project costs and (ii) the effect if any, the project will have on any outstanding Kansas STAR bonds [K.S.A. 12-1770a(k)].
- Coordinate with the Board of County Commissioners of the county and the Board of Education of any school district levying taxes on property within the proposed redevelopment project area.

### **TIF Benefits**

The primary advantage of Tax Increment Financing for urban infill initiatives is that qualifying redevelopment costs are financed with tax-exempt bonds, thus reducing interest costs. Moneys raised through TIF can be used for initiatives selected and administered by local governments, such as land acquisition and public improvements. However, TIF may not be used to finance the construction of privately owned buildings or for the acquisition of personal property. In some cases, TIF funding can be used for land assembly purposes or site preparation costs, thereby providing an opportunity to assist developers with financing the high land costs often associated with redevelopment. TIF works for both privately-owned land and publicly-owned land to be sold for redevelopment. TIF cannot be used speculatively to prepare a site for development.

The City of Prairie Village implemented a TIF funding program for approximately \$800,000 in infrastructure improvements in 1997. In this instance, the project receiving TIF funding involved the demolition of fifteen homes and the construction of an assisted living facility. After approximately seven years, this TIF project was closed and all taxing jurisdictions began receiving their full share of property tax revenue attributable to the new development. The program was administered by the City Council. The Village Vision's TIF recommendation should be considered in light of the institutional memory of this successful redevelopment experience.

### **TIF Challenges**

The consultants evaluated a range of the potential challenges to implementing a Tax Increment Financing program in the City of Prairie Village and identified the following considerations:

- **Past history with TIF funding:** The City of Prairie Village successfully implemented TIF funding program for approximately \$800,000 in infrastructure improvements in 1997, as described above. The program was administered by the City Council, which served as a TIF Commission, with support from the quasi-public/private Prairie Village Development Corporation (PVDC) that did not include full participation from the City Council body. As a result, the PVDC has not been active for several years. It is likely that the Village Vision's TIF recommendation will be considered in light of the institutional memory of this experience and will need to demonstrate how to overcome past political drawbacks.
- **Cost/Benefit Considerations:** The Village Vision Strategic Investment Plan has identified limited opportunities for large-scale redevelopment in Prairie Village. In the short-term, the

Corinth Square redevelopment plan would be the most likely candidate for TIF funding. The City would incur certain costs for the staffing and resources that would be required to secure TIF funding and oversee the public/private development process. The consultants estimate that the incremental City and County property tax revenues generated by the Corinth plan would support \$200,000 of TIF financing for every million dollars of incremental market value. It is recommended that the City Council consider establishing a TIF working group or other entity to further study the costs and benefits of using TIF funding to further the Plan's urban infill initiatives.

- **Changing legislative environment.** As the result of the 2005 United States Supreme Court decision in *Kelo v. New London*, states throughout the country, including Kansas, have been examining and revising statutes regarding the use of eminent domain for economic development purposes. During its 2006 session, the Kansas Legislature adopted legislation which will require local governments to obtain the Legislature's consent before acquiring property through eminent domain for economic development purposes. While the City of Prairie Village has not contemplated using eminent domain for economic development, the City Council should continue to stay abreast of legislative efforts on the state and federal levels which may impact redevelopment opportunities in Prairie Village.

### C. Sales/Property Tax Rebates

Sales Tax Rebate agreements are a cost effective and rather simple alternative to TIF. Sales Tax rebate agreements are contracts between the City and a private entity, and are designed to reimburse the developer for the costs of providing public or private improvements associated with a redevelopment project. Under this type of arrangement, the City would agree to reimburse the developer or private business for a portion of the new local sales taxes generated due to the redevelopment project.

A similar program can be developed for property tax revenues received due to redevelopment through agreements between the City and a property owner.

#### **Sales/Property Tax Rebate Benefits**

One of the primary benefits of a sales or property tax rebate program is its flexibility. Because the terms of this type of program are developed entirely by negotiation between the City and developer, it can be tailored to the City's and developer's specific needs.

**Sales/Property Tax Rebate Challenges**

Although this type of incentive provides flexibility, its application is limited to projects which will create significant increases in sales and/or property tax revenues.

D. Transportation Development Districts (TDD)

Transportation Development Districts provide a mechanism to finance transportation related projects in specified development/redevelopment areas. Eligible projects include roads, traffic signals, parking lots and structures, sidewalks, utility infrastructure, and stormwater management facilities. Funding is provided through a special transportation sales tax of up to 1% within the project area or by special assessments placed upon properties within the District.

**Transportation Development District Benefits**

The creation of a dedicated revenue source through a TDD sales tax or special assessment can be beneficial because no existing tax revenues are diverted to provide the redevelopment incentive. All funds raised through the TDD represent new revenue. A second benefit of TDD is that it can be used in conjunction with other incentives, such as TIF, to provide an even greater inducement for redevelopment

**Transportation Development District Challenges**

Because a TDD sales tax is applicable only within the District, it may create a sales tax disparity between businesses within and outside the District. For example, if the prevailing sales tax rate in a community is 8% and a TDD is created with a ½% TDD sales tax, consumers within the district would pay ½% more in sales tax when frequenting businesses in the District. In some instances, the sales tax disparity may not be a significant issue or concern. Nonetheless, the City should carefully evaluate the impact of a special sales tax that applies to only select businesses in the community.

E. Industrial Revenue Bonds (IRB)

Industrial Revenue Bonds have been permitted in Kansas for many years, and Prairie Village has a long history of facilitating development through issuing IRBs. Industrial Revenue Bonds are a financing mechanism in which the City provides full or partial property and/or sales tax abatement for up to ten years. IRBs can also reduce a developer’s borrowing costs by allowing the developer to issue tax-exempt bonds to finance construction. Projects financed with Industrial Revenue Bonds are coupled with agreements in which the developer makes lease payments to the City sufficient to repay the bonds. Although IRBs are not permitted for property tax abatement for retail development, they can be an effective tool in encouraging redevelopment by using the sales tax exemption for construction materials. Several years ago, the City of Prairie Village issued Industrial Revenue Bonds to finance the construction of an office building

which removed vacant buildings and brought several new businesses into the City.

#### **Industrial Revenue Bond Benefits**

Industrial Revenue Bonds have a proven track record in Prairie Village. Issuing IRBs also places very little risk on the community while having the potential of providing significant benefits to the developer through reduced interest expenses and tax abatement.

#### **Industrial Revenue Bond Challenges**

Because IRBs have only limited applicability to facilitate retail development, they may not be an attractive incentive as other redevelopment tools. Nonetheless, IRBs should be considered when reviewing possible redevelopment incentives the City may provide.

While the use of IRBs has provided incentives to encourage past office development in the City, the existing oversupply and relatively high vacancy rates in the City's existing office market may limit the City's opportunities to use this redevelopment tool.

#### **F. Neighborhood Revitalization Act (KSA 12-17,115 et seq)**

Kansas Statutes allow cities and counties to establish neighborhood revitalization districts in areas which are either blighted or should be preserved due to their history or architecture. After establishing a Neighborhood Revitalization District and adopting a revitalization plan for the district, property owners within the district who make improvements increasing the assessed value of their properties are eligible for a property tax rebate on the new value created due to their redevelopment efforts (the increment.) One of the benefits of the Neighborhood Revitalization Act is that it provides an incentive for *both* residential and commercial redevelopment.

#### **Neighborhood Revitalization Act Benefits**

One of the most notable features of the NRA is its applicability to both residential and commercial properties. Few tools are available which allow local governments to encourage residential development and target these benefits to individual residential property owners.

#### **Neighborhood Revitalization Act Challenges**

There are two primary challenges to successfully implementing a Neighborhood Revitalization project. The first is the statutory blight requirement. Although there are several areas in Prairie Village which could benefit from the tax rebates available through this program, making a statutory blight finding might be difficult in Prairie Village, given the community's generally high-quality housing stock and property values. The second challenge is the relatively small benefit which can accrue when this

program is used for residential properties. Unless the value of a property is significantly increased, the rebate may not be large enough to stimulate major residential renovation projects.

#### G. City Funded Grants/Loans

On their own initiative, cities may provide incentives to encourage reinvestment in either residential or commercial properties. For example, the City could develop a grant or revolving loan fund to assist locally owned businesses with start-up costs, façade improvements, or signage. For example, the City of Mission, Kansas has implemented a matching grant program to assist businesses with financing the cost of exterior improvements.

Grant/loan programs may also be developed and implemented to encourage residential remodeling projects. The City has been working with the Mid America Regional Council's First Suburbs Coalition to develop a home improvement financing program which would provide low-interest loans for residential remodeling and improvement projects. The City of Prairie Village has played an active role in developing this program. Once finalized, the City should actively promote this program to its residents.

##### **Grant/Loan Program Benefits**

Because these programs are administered completely on the local level, they provide great flexibility. In developing a grant or loan program, a City can be either very general or specific, targeting the program to achieve specific objectives set by the City Council.

##### **Grant/Loan Program Challenges**

Because all funding for these programs is provided by the City, a grant or loan program may require a substantial up-front investment by the City.

#### H. Community Development Corporations

Many communities seeking redevelopment have established Community Development Corporations (CDCs) to help facilitate development and redevelopment efforts. CDCs are public-private partnerships which may serve a variety of purposes, including promoting the community to developers, evaluating and recommending economic development incentive packages. In some instances, CDCs may even acquire and hold property for future development purposes.

The Prairie Village Development Corporation (PVDC) was formed in 1995. Members included representatives from the City Council, bankers, and developers. This organization was involved in considering various redevelopment options in Prairie Village and played an active role in the creation of the City's first and only TIF project which resulted in the construction of an assisted living facility.



During this time, the PVDC received criticism within the community due to concerns that it did not solicit full participation from the City Council body. As a result, the PVDC has not been active for several years. Future attempts to form and operate a CDC in Prairie Village will likely be evaluated in the shadow of this past experience. However, CDCs can serve an important role in encouraging redevelopment. The City should consider resurrecting the PVDC, possibly under a revised membership and operating structure to address these previous concerns.



**Chapter 11 Outline –**

**Goals and Actions:**

- A. Community Character
- B. Community Facilities and Services
- C. Housing
- D. Land Resources
- E. Leadership and Governance
- F. Learning
- G. Prosperity
- H. Transportation

## 11. Goals and Actions

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This chapter provides the policy summary for the Prairie Village *Strategic Investment Plan*. It is divided into eight sections, one for each of the eight goals formulated during the Plan preparation process. (See chapter outline in the sidebar at left).

Each of the goal statements is included in the left-hand margins of this chapter. Information is then provided on the background issues underlying each of the goals. The **Issues** section provides a summary analysis of the topic, with particular focus on ideas drawn from public meetings/workshops held in April and May of 2005. Other supporting data was drawn from reports reviewed and compiled by the consulting team. This information is located in the Appendices.

Following the issues, a number of **Actions** that will support the realization of each goal are presented. These actions are organized by theme. Each action lists the primary entities or organizations that will be responsible for implementing the action, and provides a timeframe in which the action should be achieved.

This chapter is structured so that it clearly addresses each of the elements that a comprehensive plan must cover. However, many actions deal with multiple themes. Chapter 12 regroups these actions into implementation packages, or Programmatic Initiatives, in order provide further guidance on how these actions can be approached and successfully executed.

**Goal:**

Provide an attractive, friendly and safe community with a unique village identity appealing to the diverse community population.

The actions that will serve to achieve this goal are organized by the following themes:

- Attractive Environment
- Community Activities, Arts, and Culture
- Diversity

**A. Community Character****Issues**

Residents want Prairie Village to retain the charm and character that it is known for; they want to preserve its identity, including its unique small town feel. They want to keep village streets clean, attractive and safe, so that the community remains appealing to visitors and new residents.

Environmental stewardship is another important theme, and residents would like to see their community promote recycling and greater energy efficiency.

Participants at the Community Visioning Workshops expressed a strong preference for trying to attract more diversity to the area in terms of race, ethnicity, religion, family size, income, etc. In particular, they would like to see more young people, especially young families, moving to Prairie Village. Such additions would help to develop solid intergenerational neighborhoods and could provide additional purchasing power necessary for successful commercial redevelopment.

Residents are also looking for more opportunities to interact and celebrate their community. They would like to see more cultural activities and events, including festivals, concerts, sports, block parties, and farmers markets. The arts are highly valued in the community, and residents would like to see more funding for arts events and public art displays.

**Actions****CC1. Attractive Environment**

*a. Make streetscape improvements to enhance pedestrian safety and attractiveness of the public realm.*

Prairie Village is a relatively walkable community featuring connectivity within and between residential areas, schools, and retail areas. At the same time, there are a number of major thoroughfares transecting the City. Efforts should be made to beautify the public realm and to increase the attractiveness of pedestrian activity (e.g. street trees, lighting, and street furniture) and to enhance pedestrian safety (e.g. crosswalks and traffic calming).

Implementation: Public Works Department

Timeframe: Ongoing

*b. Evaluate street cleaning and sanitation practices to identify potential gaps in service provision. Offer supplementary services as necessary to keep streets clean.*

The appearance and reputation of any community can be compromised by insufficient sanitation services. A thorough review to identify and address any gaps in street cleaning and sanitation will ensure that an attractive environment is maintained.

Implementation: Public Works Department

Timeframe: Ongoing

**CC2. Community Activities**

*a. Consider creating a Parks and Recreation Department to coordinate recreation, community activities, and cultural events.*

The organization of park maintenance and improvement, community activities, and special events is currently fragmented between the Public Works Department and several advisory committees. By developing and funding a Parks and Recreation Department, Prairie Village could develop an organized, coordinated approach to planning and executing activities that may include festivals, concerts, and arts and cultural events. The Parks and Recreation Department could work with community stakeholders to ensure that recreational, cultural, and educational programs meet the needs of residents of all ages and abilities.

Implementation: City Council

Timeframe: Short Term

*b. Encourage neighborhood and homes associations, schools, and other major institutions to sponsor festivals, block parties, and other cultural events that are open to the public.*

In addition to the citywide activities initiated by the Parks and Recreation Department in the action above, activities organized by local groups could be open to the public to promote greater community participation and spirit. The Parks and Recreation Department could serve as the central repository for these local events and assist with publicity.

Implementation: City Council

Timeframe: Ongoing

*c. Expand community arts programming.*

Public art can be a method for creating attractive public spaces or highlighting local artists. Temporary and permanent public art exhibits should be instituted in Prairie Village in coordination with other related organizations such as the Prairie Village Arts Council. The Arts Council currently sponsors art exhibits in the Municipal Building's R. G. Endres Art Gallery. Additional venues should be identified. These could include art exhibitions or competitions commissioning permanent art installations for public parks, open spaces, or for use as part of the streetscape.

Implementation: Prairie Village Arts Council

Timeframe: Short Term

**CC3. Diversity**

*a. Cultivate an environment that celebrates diversity.*

This could be achieved through media attention, cultural festivals, and attraction of new ethnic shops and restaurants. (The Zoning and Code Enforcement actions under Housing (HO1) provide additional suggestions on ways to increase diversity in the housing stock in order to attract a more diverse residential population.)

Implementation: City Council

Timeframe: Ongoing

**B. Community Facilities and Services****Issues**

The future development and desirability of a community depends in large part on the quality of services and facilities available to the residents of that community. Community facilities and services include institutions and systems that serve the public at large, for example municipal services, police and fire protection, emergency services, recreational facilities, educational facilities, libraries, and hospitals. In Prairie Village, residents are primarily concerned about parks, recreation, open space, and general infrastructure issues such as roads, sidewalks, and utility lines.

Residents of Prairie Village expressed the desire for a wider array of recreational opportunities. A new or renovated community center offering activities for people of all ages would provide greater recreational options in the community. The center could provide a range of fitness, cultural, and educational activities that will bring community members together. Some residents have expressed concern about the potential expense of new recreation facilities. Further investigation will be required to determine how such facilities could be provided in the most cost-effective manner possible.

Residents also expressed enthusiasm regarding the maintenance, improvement, and expansion of parks and green spaces. Such public areas should offer amenities ranging from tranquil natural environments to picnic facilities to a large open-air pavilion or amphitheater capable of hosting public concerts and events. Several residents suggested the City investigate the feasibility of acquiring the Meadowbrook golf course.

Infrastructure throughout Prairie Village is—and should continue to be—well maintained and upgraded as needed. This applies to streets and sidewalks, as well as gas, sewer, water, and stormwater drainage systems. Residents expressed a preference for underground versus aboveground power and utility lines. They recognize this can be an expensive undertaking and maintenance. However, redevelopment may provide the opportunities to bury lines.

**Goal:**

Provide diverse community recreation areas, cultural programs, parks, green spaces including a new or renovated community center, complemented by well-maintained infrastructure and excellent city services.

The actions that will serve to achieve this goal are organized by the following themes:

- Community Center
- Parks and Green Space
- Streets and Sidewalks

**Actions****CFS1. Community Center**

*a. Conduct an assessment of community needs and preferences and feasibility study for a new or expanded community center, or reciprocal relationships with other facilities.*

The first step in determining the feasibility of a community center is to conduct a needs assessment. This assessment should identify what services are currently lacking, what programs should be provided in the future, what types of space will be required, and what immediate improvements could be achieved using current resources. The assessment should present a number of alternative scenarios, and identify funding requirements for each. The City should also consider partnering with a local organization such as the YMCA to minimize duplication of services and programs.

Implementation: City Council

Timeframe: Short Term

**CFS2. Parks and Green Space**

*a. Preserve and protect natural areas.*

Prairie Village is built-out and the opportunity to acquire and/or protect significant land for parks and green space is very limited. The City should seek opportunities within development projects to ensure that public space—even if it is small—is fully integrated. This may be accomplished through a more strategic examination of alternative public uses for waterways and floodplain areas within the City or through identifying public uses for remaining open space, such as the radio tower property on Mission Road.

Implementation: Park & Recreation Committee

Timeframe: Ongoing

*b. Enhance parks for active and passive recreation through capital improvements such as landscaping, tree and flower planting, shelters, picnic facilities, athletic fields, etc.*

Prairie Village has a well-developed, maintained, and utilized park system. The parks should continue to be improved upon with new installation or replacement of existing equipment that meets the recreation needs of area residents. Ongoing beautification efforts should continue. While the Parks and Recreation Committee and the Public Works Department are currently responsible for these efforts, the development of a Parks and Recreation Department mentioned in Action CC2.a would facilitate the management and implementation of park improvements.

Implementation: Park & Recreation Committee

Timeframe: Ongoing

**CFS3. Streets and Sidewalks**

*a. Ensure streets and sidewalks are in good condition by conducting maintenance and repairs as needed.*

The City should maintain its aggressive approach toward maintaining and improving City infrastructure such as streets, sidewalks, and storm drainage channels. Current efforts by the Public Works Department to periodically assess all streets and sidewalks to identify areas in need of maintenance should be continued and possibly expanded.

Implementation: Public Works Department

Timeframe: Ongoing

*b. Consider burying above ground power and utility lines where possible.*

Above ground utilities are considered unattractive and can be more vulnerable to damage during inclement weather. Whenever possible, utilities should be buried, particularly when new development or redevelopment occurs. The City should consider making the burying of utility lines a requirement for larger scale redevelopment projects.

Implementation: City Council

Timeframe: Long-Term

**Goal:**

Encourage neighborhoods with unique character, strong property values and quality of housing options for families and individuals with (a variety of, diverse) needs and preferences.

The actions that will serve to achieve this goal are organized by the following themes:

- Zoning and Code Enforcement
- Homes Associations/ Community Groups
- Homeownership
- Affordability

**C. Housing Issues**

Housing stock plays an important role in defining communities. Housing options (in terms of type, location, size, and price) should meet the needs of current residents, and anticipate the needs of future residents. Creating more housing options and more intergenerational neighborhoods is an important issue for the residents of Prairie Village, who believe neighborhoods should be able to accommodate the young and old, families and individuals alike. By providing a diverse array of housing options, a stronger intergenerational community can be realized. Housing affordability is also a concern. Expanding the variety of housing products available at a wider range of price points can help address housing affordability concerns and provide more housing choices within Prairie Village, making the City’s housing stock more competitive with housing choices in other parts of the metropolitan area.

Residents of Prairie Village feel strongly that the homes in their community should be well maintained. They express a preference for homeownership over rental housing, and believe that owners of rental properties should be held accountable for maintaining those properties. While the City’s code requirements apply equally to rental and owner-occupied housing, such statements revealed a common perception that rental properties are not as well maintained as owner-occupied properties. The need for uniform, ongoing code enforcement was a commonly voiced concern during the public Community Visioning workshops. Residents

believe that strong homes and neighborhood associations also play a key role in maintaining quality neighborhoods. They suggest that volunteer organizations could be particularly helpful in assisting the elderly with home maintenance.

#### Actions

##### **HO1. Zoning and Code Enforcement**

*a. Allow for a greater variety of housing types throughout Prairie Village.*

Prairie Village should consider adopting zoning regulations that allow for more diverse housing types that still fit the character of the community. Condominiums, attached housing such as townhouses, senior housing, and residential conversions above ground-level retail can help meet the housing needs of a broad range of residents, in particular the elderly, young people, and smaller families. Larger homes – either new or remodeled – would encourage young and growing families to locate in Prairie Village.

Implementation: Planning Commission

Timeframe: Short Term

*b. Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today's homebuyers and is sensitive to the character of existing neighborhoods.*

Prairie Village has many well-established neighborhoods with over 80 percent of its housing stock built prior to 1970. Homebuyers might prefer to reside in Prairie Village, but the housing product often does not meet the preferences of today's market. The existing homes may not be able to accommodate growing families' desire for more space, bathrooms, or parking, but could be renovated to meet those demands. A design style guide for renovation would facilitate the updating of the City's housing stock while maintaining the character of the area. The First Suburbs Coalition has developed the *Idea Book*, which provides a number of recommendations for the renovation of cape cods, ranches, split-level, and two-story homes that are frequently found in inner ring Midwestern suburbs. Prairie Village should consider referencing the *Idea Book*, and further refine its own guidelines through public input. The design style guide would serve to help educate homeowners about the remodeling and redesign alternatives available to them, and to illustrate how homes in Prairie Village can be updated to provide modern amenities while maintaining the design character of the City's neighborhoods.

Implementation: Planning Commission

Timeframe: Short Term



*c. Examine incentive programs to encourage home renovation.*

Prairie Village should consider providing financial incentives that support homeowners who are interested in pursuing renovation or rehabilitation projects. These incentives may take the form of grants, low interest loans, or tax benefits. The local financial community should be tapped to take a leadership role in developing financing tools. Prairie Village should also engage in public education programs that will inform residents about state and local funds that may be available to them. The City should consider these incentives in areas of the City most in need of renovation assistance.

Implementation: City Council

Timeframe: Short Term

*d. Continue the City's rigorous code enforcement to preserve the existing housing stock and neighborhood character.*

Prairie Village should continue aggressively enforcing property maintenance standards to maintain the appearance of neighborhoods. On a periodic basis, the City should evaluate its property maintenance codes to determine if they are meeting residents' expectations.

Implementation: Codes Administration Department

Timeframe: Ongoing

## **HO2. Homes Associations / Community groups**

*a. Consider providing advice, education, and technical support to homes associations on topics such as architectural style guides and code enforcement.*

Neighborhood and homes associations can be very valuable partners in encouraging renovation and rehabilitation of residential properties. Their input should be elicited in the revision of codes and regulations and in the development of architectural/design guidelines. Once revisions and guidelines have been finalized, such associations can play an important role in making sure residents are fully informed about the new standards.

Implementation: City Council

Timeframe: Ongoing

*b. Encourage homes associations to develop networks of volunteer community groups that support neighborhood beautification efforts and assist the elderly with home maintenance.*

Prairie Village residents have expressed an interest in participating in volunteer initiatives that will contribute to the quality of local neighborhoods. The City should collaborate with and encourage the creation of a volunteer network. This network could be fairly centralized, and fall under the purview of a Parks and Recreation Department (see Action CC2.a). While individual homes associations should be encouraged to continue their smaller, neighborhood-based volunteer networks, a more centralized volunteer network would ensure that all neighborhoods in Prairie Village receive this type of attention.

Implementation: Park & Recreation Committee

Timeframe: Mid Term

*c. Work with Homes Associations to modify deed restrictions.*

Many neighborhoods in Prairie Village are governed by deed restrictions. Many of these restrictions specify that properties may only be used for single-family residential purposes. These restrictions are often difficult to change and severely limit future land use alternatives, including the development of more diverse housing options in the community. The City should consider working with homes associations and assist those that seek to modify or remove restrictive covenants.

Implementation: City Council

Timeframe: Ongoing

### **Affordable Housing:**

According to the US Department of Housing and Urban Development, housing is considered to be “affordable” if the occupants are spending no more than 30 percent of their income on gross housing costs, including utilities.

### **HO3. Affordability**

*a. Consider developing incentive programs to encourage the provision of affordable housing options within new developments.*

Prairie Village can spur more affordable housing development by offering incentives such as density bonuses or fee exemptions to developers who make a certain percentage of their units affordable (see sidebar). If, for instance, the Meadowbrook Village site were to develop, the size of the project could substantiate dedicating a certain number of units at more affordable prices. The City, as part of a new zoning district, could allow one additional dwelling unit per acre when at least 10-15 percent of the units in a development are reserved for households earning less than 80 percent of the area’s median income.

Implementation: City Council

Timeframe: Long-Term

**Goal:**

Encourage a high quality natural and man-made environment that preserves community character, creates identity and sense of place, and provides for renewal and redevelopment, including vibrant mixed-use centers.

The actions that will serve to achieve this goal are organized by the following themes:

- Codes and Regulations
- Open Space
- Character of Land Use

**Form-based zoning:**

Form-based zoning provides a new way for communities to visualize and realize their desired future. With an emphasis on physical form as the most intrinsic and enduring element of community character, form-based zoning ensures that development and redevelopment will be contextual (fitting in with surrounding structures) and flexible (able to adapt to different uses in order corridor. to meet evolving community needs.)

Form-based codes encourage a mix of uses and prescribe desired physical forms, specifying build-to lines, acceptable building heights, siting standards, and key building elements such as windows, doors, and porches.

Form based zoning regulations are increasingly being used to regulate infill and redevelopment projects to assure that community urban design objectives are met. They may be particularly suitable for redevelopment initiatives at Corinth Square and the 75<sup>th</sup> Street.

**D. Land Resources****Issues**

Prairie Village residents are interested in seeing higher density, mixed use, pedestrian friendly development, particularly along key corridors such as 75<sup>th</sup> Street and Mission Road. They suggest rezoning to allow for commercial uses in more areas, and recommend incorporating office and residential uses above ground-floor shops. In order to more efficiently utilize land resources available in the community, the City should consider revising its zoning regulations to allow taller buildings, particularly in mixed-use areas.

Maintaining the character of Prairie Village is a top priority. Residents want to ensure that their community retains its unique identity. Initiatives that promote architectural and historic preservation will also contribute to maintaining local character. In addition, residents would like to see more beautification efforts along streetscapes through tree planting, improved lighting, and well-maintained signage. They indicated that Prairie Village should undertake measures to reinvigorate older neighborhoods and redevelop declining commercial areas.

Residents are interested in protecting the natural environment in Prairie Village, and suggest expanding natural corridors where feasible to create buffer zones for stream and wildlife protection. They would also like to see more parks and open spaces that will enhance recreational opportunities. Where possible, Prairie Village should seek to acquire additional green space that can be used for public recreational activities (such as the Meadowbrook Country Club) or to preserve green space.

Outlined below are general actions to support the goal for Land Resources. These actions are intended to support the land use recommendations outlined in the previous chapters, especially Chapter 3 - General Land Use and Economics.

**Actions****LR1. Codes and Regulations**

*a. Update the zoning ordinance to reflect contemporary land use issues while preserving the identity and character of Prairie Village.*

The City's current zoning regulations reflect the historical needs of a growing community. Now that 99 percent of the land in the City has been developed, the zoning regulations need to be updated to reflect the needs of the community as it shifts its focus toward rehabilitation and redevelopment. Special districts should be developed that correspond to the areas recommended for infill and redevelopment (e.g. corridor, town center, neighborhood, etc.). If applied as optional overlays, these districts should include standards that focus on the "form" that development should take rather than the particular use. (See sidebar on form-based zoning at left.) Issues of setbacks, lot coverage, parking requirements, building height and

density should be adjusted to reflect the current needs of the community. All updates should be made with attention to preserving and enhancing the qualities that make Prairie Village a unique and attractive community. These overlay districts will communicate the City's willingness to consider new development concepts to both residents and potential redevelopers.

Implementation: Planning Commission

Timeframe: Short Term

*b. Consider updating building codes to facilitate renovation and rehabilitation activities.*

Applying new building construction standards to existing, older homes can be difficult, expensive, and deter rehabilitation efforts. Prairie Village should closely examine building codes to identify requirements that may increase the expense of renovation or rehabilitation, thus stymieing such development. The City may consider revisions, perhaps with reference to the International Existing Building Code (see sidebar), in order to better facilitate renovation and rehabilitation efforts.

Implementation: Codes Administration Department

Timeframe: Short Term

### **LR2. Open Space**

*a. Encourage active involvement in open space planning and improvements by the Park & Recreation Committee.*

The City's Park & Recreation Committee should consider convening a panel of experts to advise and guide the Committee in developing plans for open space acquisition, designing quality parks and community plazas, and identifying funding resources. The Committee could suggest strategic locations in the community that would contribute great public benefit through conversion into parkland. It could also identify public and private funds that can be used for open space acquisition and parks development. Key resources may include local corporations as well as state and federal funding programs.

Implementation: Park & Recreation Committee

Timeframe: Ongoing

### **LR3. Character of Land Use**

*a. Enhance key corridors by encouraging more diverse, pedestrian friendly development along commercial corridors.*

Through zoning ordinance revisions and infrastructure investment, Prairie Village should ensure that key commercial corridors are repositioned to create an environment that offers quality public spaces and encourages pedestrian movement. This action is in line with Transportation Action TR3.a, related to traffic calming.

Implementation: Planning Commission

Timeframe: Ongoing

#### **International Existing Building Code:**

The International Existing Building Code (IEBC), developed by the International Code Council (ICC) is founded on principles "intended to encourage the use and reuse of existing buildings in ways that adequately protect public health, safety, and welfare; by provisions that do not unnecessarily increase construction costs; provisions that do not restrict the use of new materials, products, or methods of construction; and provisions that do not give preferential treatment to particular types or classes of materials, products, or methods of construction."

The IEBC has been adopted by numerous cities, including Independence, Missouri. More information can be found at [www.iccsafe.org](http://www.iccsafe.org).

*b. Explore the future redevelopment of the Corinth Square Shopping Center as a mixed-use center featuring quality public space.*

Corinth Square Shopping Center is a central node in Prairie Village. However, as described in Chapter 5, its current layout does not lend itself toward pedestrian movement or public gatherings. The City could work cooperatively with the current property owner to encourage the redevelopment of the shopping center into a true mixed used development with a public plaza and reopening the area to pedestrian use.

Implementation: City Council

Timeframe: Mid Term

*c. Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways.*

Higher density, mixed-use development near existing commercial areas and along major roadways can help to create a graceful transition between residential and commercial areas. Such development could also increase the City’s housing options, while creating more opportunities for small-scale retail (and commercial revenue) within Prairie Village.

Implementation: Planning Commission

Timeframe: Short Term

*d. Consider developing a redevelopment plan for the Meadowbrook Country Club property.*

As the only remaining large parcel of undeveloped land in the community, the City should consider engaging the community in creating a future development scenario for the Meadowbrook Country Club property. Serious consideration should be given to redevelopment of this parcel as a mixed-use development providing a variety of housing options, public open space. Redevelopment of this property could also help encourage redevelopment of the adjacent Meadowbrook Village commercial center.

Implementation: Planning Commission

Timeframe: Short Term

Goal: Provide a City government that communicates effectively with the public and works cooperatively with other communities to promote projects and programs that maintain a strong Prairie Village.

The actions that will serve to achieve this goal are organized by the following themes:

- Communication with the Public
- Intergovernmental Cooperation

## E. Leadership and Governance Issues

During the Community Visioning Workshops, responses related to Leadership and Governance touched upon a variety of issues. Many participants examined leadership from the perspective of community-based initiatives, suggesting neighborhood watch programs and volunteerism as important strategies for maintaining public safety and building a stronger community. Volunteer initiatives could encourage youth involvement, provide services to needy families and seniors, and enhance neighborhood beautification efforts.

At the local government level, residents expressed a vision of a committed City government that encourages public involvement and open communication in order to work for constructive change. By maintaining strong City leadership, promoting financial accountability, and striving for open lines of communication between City leaders and the public, Prairie Village will be well-situated to implement the Village Vision *Strategic Investment Plan*.

On a broader geographic scale, residents believe that Prairie Village needs to cooperate with neighboring cities and counties, and build relationships at the metropolitan level. Through regional cooperation, Prairie Village can make sure that it has a place at the table in formulating regional strategies related to issues like transportation and the needs of First Suburbs. The City can also draw upon the experiences and successes of neighboring communities in order to make Prairie Village the best that it can be.

#### Actions

##### **LG1. Communication with the Public**

*a. Consider establishing a public relations function within City government to manage communications, public relations, and marketing for Prairie Village.*

Like any municipality, Prairie Village needs to effectively communicate its message to residents and market itself to the public throughout the region. An individual tasked with promoting Prairie Village both within and outside the community would help ensure effective communication within Prairie Village to inform residents about planning initiatives, volunteer opportunities, community events, etc.

Implementation: City Council

Timeframe: Mid-Term

*b. Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability.*

The City should consider establishing email and web-based methods to allow for enhanced communication among elected officials and local residents.

Implementation: City Council

Timeframe: Short Term

*c. Provide more opportunities for public involvement in government decision-making processes, preferably at the outset of new initiatives.*

Ensure that these opportunities are well publicized and listed on a monthly calendar of events.

Implementation: City Council

Timeframe: Ongoing

*d. Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods.*

As Prairie Village undertakes measures to update the zoning ordinance and codes, they will need to effectively communicate changes to residents, particularly those who may be interested in taking advantage of new opportunities to renovate or remodel their homes. A series of workshops could serve as an appropriate forum to communicate new regulations. The workshops could also provide a venue for discussing such issues as home maintenance responsibilities, and neighborhood beautification initiatives.

Implementation: Codes Administration Department

Timeframe: Short-Term

## **LG2. Intergovernmental Cooperation**

*a. Build on intermunicipal cooperative activities, agreements, and planning initiatives.*

The City should continue to recognize the importance of cooperation with various jurisdictions, and find opportunities within Johnson County as well as the Kansas City Region to foster greater cooperation. The City should continue to actively participate in the Mid America Regional Council, especially in those programs that are targeted at first suburbs through the First Suburbs Coalition. (The home tour that took place in the spring of 2005 is one example of these programs.) Prairie Village should also participate in regional transportation planning efforts in order to address local impacts and assert the specific needs of its residents.

Implementation: City Council

Timeframe: Ongoing

Goal: Support the provisions of high quality educational environments for residents at all stages of their lives, including public K-12 institutions. The actions that will serve to achieve this goal are organized by the following themes:

- Managing Assets
- Educational Programs

## **F. Learning Issues**

Residents of Prairie Village express very strong support for schools. They believe that quality education is critical to maintaining a sound community and attracting new families to the City. The community enjoys excellent K-12 educational opportunities through the Shawnee Mission School District and private schools in the community. The demographic shifts in Prairie Village—primarily an aging population with a declining average household size—has resulted in the closing of several schools throughout the District, including one in Prairie Village. Prairie Village remains at a critical point in terms of school enrollment, in which lower student populations may necessitate additional school closings. Residents want to be closely involved in the decisions affecting the school system, and they would like to keep as many schools open as possible. If a school needs to close, they want to be involved in planning for responsible adaptive reuse of the building.

A common theme that emerged through Community Visioning workshops was the essential relationship between the schools and the community. Prairie Village residents believe that the community should financially support the schools in order to maintain a tradition of excellent public education. They also believe that schools should serve as a resource to the community. For example, schools can offer meeting space, recreational opportunities, and continuing education classes for adults.

## Actions

### **LRN1. Managing Assets**

*a. Promote continued support of schools within the community.*

A quality public and private education system – both facilities and programs – requires adequate support. An education and awareness program in Prairie Village could help to inform residents about the importance of supporting local educational institutions. The City should work cooperatively with these institutions to emphasize the importance of a high quality school system.

Implementation: City Council

Timeframe: Ongoing

*b. Ensure appropriate adaptive reuse of closed school buildings.*

The school facilities and the land they are on represent important assets for a land-locked community such as Prairie Village. Potential reuse of such facilities and land is an important community question. The fate of Somerset Elementary has yet to be determined, but it is anticipated to be vacated in the next few years. Chapter 7- Potential Redevelopment offers some perspectives regarding its future reuse.

Implementation: City Council / Board of Education

Timeframe: Mid Term

### **LRN2. Educational Programs**

*a. Encourage educational institutions to expand educational opportunities for residents of all ages.*

Prairie Village should work cooperatively with the School District, Community College, and other area educational institutions to support their existing and future programs to meet the educational needs of all residents, from encouraging pre-school enrollment, to facilitating adult education opportunities, to sponsoring public readings and lectures.

Implementation: City Council

Timeframe: Ongoing

## G. Prosperity



Goal: Promote a strong economy where a diverse mix of quality businesses contribute to a stable tax base, provide opportunities for redevelopment, meet the needs of residents, and attract visitors.

The actions that will serve to achieve this goal are organized by the following themes:

- Nature of Commercial Development
- Enhancing Tax Base
- Business-Friendly Policies

## Issues

Residents of Prairie Village have strong opinions about the nature of future commercial development that they would like to see in their community. They express a strong preference for smaller, locally-owned retail stores that provide unique shopping experiences and niche products. They express general opposition to the introduction of large big box retailers. Overall, residents would like to see a good mix of retail options that contribute to a pedestrian-friendly village atmosphere and provide alternatives to shopping at a traditional suburban mall.

The Community Visioning workshops generated a number of suggestions about different types of businesses that should be supported in Prairie Village. In particular, residents expressed a desire for mixed-use areas with more housing, dining and entertainment options.

Residents believe Prairie Village must maintain the local tax base and enhance the viability of existing commercial space. By filling vacant storefronts, opening up new areas to commercial, residential, and office development, and instituting business-friendly policies, Prairie Village can draw upon existing resources in order to build local prosperity.

## Actions

### **PRS1. Nature of Commercial Development**

*a. Consider designating a Director of Economic Development who will be responsible for overseeing economic development initiatives.*

The City should consider creating a position of Economic Development Director that would be a separate function within the City. This person would be responsible for implementing specific economic development initiatives and working with other City departments to coordinate economic development related activities. Major commercial developers and property owners market their own individual properties. Someone responsible for economic development within a community markets the *entire* community, among other responsibilities.

Implementation: City Council

Timeframe: Short Term

**Two Sample Regulatory Strategies:**Prohibiting stores over a certain size

Many communities around the country have passed regulations designating an upper size limit for retail stores. These thresholds vary depending on the size and nature of the community. Examples include:

- Belfast, Maine (75,000 sq ft)
- Hood River, Oregon (50,000 sq ft)
- Brookside District, Kansas City (10,000 sq ft)

Restricting Formula Businesses

“Formula” businesses (typically chains or franchises) must adopt standardized services, operations, and architecture that are nearly identical to other locations. Many cities feel such businesses compromise community character and the local economy, and have either banned or placed limits on the number of formula restaurants and retail stores that are permitted. Examples include Coronado, California and certain neighborhoods in San Francisco.

For more information on these and other strategies, visit:

- Institute for Local Self-Reliance - <http://www.newrules.org/retail/index.php>
- American Independent Business Alliance – [www.amiba.net](http://www.amiba.net)

*b. Encourage the development of small, independent businesses.*

While surrounding municipalities have plenty of big box national chains, Prairie Village residents have expressed that they would like to deter this type of development in favor of smaller-scale, independent retail that better suits the character of their community. Zoning and development ordinances can be tailored to deter the introduction of big box retail by limiting their size (see sidebar).

Implementation: City Council

Timeframe: Ongoing

*c. Promote Prairie Village as a regional destination for unique shopping options in a village atmosphere and encourage City residents to shop locally.*

By supporting the growth of unique, independent retail, Prairie Village can situate itself as a key shopping destination for visitors from the surrounding region. Prairie Village merchants should market themselves both internally and externally, encouraging residents to shop locally in order to support independent businesses. The Prairie Village Gift Card Program is one example of a cooperative marketing effort between the City and local merchants; other opportunities should be explored. Festivals, a farmers market, and other activities can also offer unique shopping opportunities. Prairie Village residents are particularly interested in seeing more dining and entertainment options in the community. Independent restaurants, music venues, or a small theater, especially in a mixed-use setting, would contribute to the vibrancy of the community at night, and attract visitors from the surrounding region.

Implementation: City Council

Timeframe: Ongoing

**PRS2. Enhancing tax base***a. Consider revising the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed-use areas of greater intensity.*

Chapter 4 – Neighborhoods, suggests rezoning the transitional nodes (where residential neighborhoods meet commercial corridors) into mixed-use areas. Such a rezoning will increase the breadth of housing options in Prairie Village, and allow for the creation of more office and small commercial space.

Implementation: Planning Commission

Timeframe: Short Term

*b. Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base.*

Prairie Village should take steps to market itself as a prime location for smaller, unique retailers. It should look to other towns and suburbs for examples of successful marketing, and consider enlisting the help of an external consulting firm. In order to attract more independent retailers, Prairie Village should develop a database that describes the benefits of doing business in Prairie Village and can help match interested merchants with suitable vacant commercial space (See LG1, Communicating with the Public and PRS1, Nature of Commercial Development).

Implementation: City Council

Timeframe: Short Term

### **PRS3. Business-friendly policies**

*a. Consider developing a small business assistance program that provides support to small / start-up locally based businesses.*

Prairie Village should institute a small business assistance program within city government, through the Chamber of Commerce, or through another association that represents business interests. Such a program will help likely candidates navigate the financial, government, and real estate sectors within the City. The program can potentially provide more intensive assistance, such as start-up funds or mentoring relationships.

Implementation: City Council

Timeframe: Long Term

Goal: Encourage a variety of transportation choices including safe, interconnected, and well-maintained roadways, sidewalks, biking routes, and public transportation systems that support the community's needs.

The actions that will serve to achieve this goal are organized by the following themes:

- Bike and Pedestrian Friendly
- Public Transportation
- Traffic Calming

## H. Transportation

### Issues

The transportation theme focuses on issues of connectivity, mobility, and safety of travel in Prairie Village. Residents are interested in expanding transportation options, particularly in terms of biking, walking, and public transportation. They are also interested in seeing improvements to roads, as well as better traffic control. Overall, residents support transportation enhancements that will meet the needs of all community residents, regardless of age or driving capabilities.

At the Community Visioning workshops, many participants emphasized the importance of expanding and connecting sidewalk systems for pedestrians. They also requested the addition of bicycle paths and lanes, so that streets can safely accommodate a wider variety of users. Public transportation should be enhanced through reliable, regularly scheduled bus and/or trolley routes that follow the main corridors of Prairie Village. Seniors are particularly interested in transportation options that do not necessitate driving, such as public transportation or special shuttle buses.

Residents would like to see that all streets are well maintained and clean. Traffic control is also a concern. Parking restrictions should be

enforced, traffic calming measures should be pursued, and lights should be timed to permit the smooth flow of traffic.

The traffic infrastructure and network is developed in the community and supports an extensive amount of commuters traveling through the community. The large arterial grid supports ease of vehicular movement throughout the community. Many of the major streets have been widened to accommodate the movement of cars. There is an interest in improving the experience of moving people to and from different destinations. Sidewalks, vehicle speed, and the landscape are all important considerations for improving the experience of moving around the community.

#### Actions

##### **TR1. Bike & pedestrian friendly**

*a. Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village.*

Sidewalks in some neighborhoods in Prairie Village lack connectivity, either ending abruptly or failing to reach nearby commercial corridors or neighboring subdivisions. Enhancing sidewalk connectivity in Prairie Village will improve quality of life, particularly for those residents who have limited access to cars.

Implementation: Public Works Department

Timeframe: Ongoing

*b. Provide interconnected bike routes, lanes, and paths to facilitate safe bicycle travel throughout the Village.*

This could range from designating preferred bicycle routes and providing signage, to delineating bicycle lanes on roadways, to constructing paved or unpaved bike paths. The City should consider integrating its bike paths into similar systems sponsored by neighboring communities and those recommended by the Mid America Regional Council.

Implementation: City Council

Timeframe: Long Term

*c. Ensure that infrastructure improvements meet the needs of all transportation users.*

As existing roads are redesigned or improved, they should be scaled to appropriately meet the needs of all users, including drivers, pedestrians, bicycle riders, and transit riders. Adding sidewalks and bike lanes will be useful. Prairie Village can also reduce car speeds where desirable by implementing traffic calming techniques and ensuring that lane widths are appropriately scaled to achieve desired road speeds.

Implementation: City Council

Timeframe: Ongoing

## **TR2. Public Transportation**

*a. Participate in region-wide initiatives to assess and implement public transit improvements.*

The City needs to determine whether regular, reliable public transportation can be provided to Prairie Village residents at a reasonable cost. The City should consider partnering with Johnson County Transit to determine the public transit needs in the community.

Implementation: City Council

Timeframe: Short Term

*b. Ensure that seniors and residents with special needs have adequate transportation opportunities, through public transportation as well as specialized vans, shuttles, or taxi services.*

Certain residents may need more specialized transportation opportunities. Aside from looking at public transportation options, the City should examine whether private van and shuttle services can meet the needs of these residents for a reasonable cost. Because Prairie Village residents may need to access services both within and outside the City, this might present an opportunity to work collaboratively with Johnson County or neighboring communities.

Implementation: City Council

Timeframe: Mid Term

## **TR3. Traffic Calming**

*a. Implement traffic calming plan for critical areas.*

Examples of traffic calming strategies include diagonal parking, changing one-way streets to two-way, widening sidewalks and narrowing streets, building traffic circles or roundabouts, widening the medians, and using speed bumps. In critical areas, such initiatives will slow traffic on fast-moving streets, enhance road safety, and position Prairie Village as an accessible place to visit rather than a place to speed through.

Implementation: City Council

Timeframe: Ongoing

*b. Synchronize traffic light systems to facilitate traffic flow.*

Prairie Village should examine traffic light systems to identify areas where synchronization will facilitate traffic flow without hindering other community needs such as safety and merchant visibility. Efforts should be made in conjunction with MARC's Operation Greenlight project, a regional initiative to coordinate traffic lights along major routes throughout the Kansas City region.

Implementation: Public Works Department

Timeframe: Ongoing

*c. Ensure the quality of the transportation network with regular maintenance as well as efficient responses to seasonal issues such as snow removal.*

Roads and sidewalks are the backbone of the transportation network. They require a substantial level of ongoing maintenance and seasonal response in order to maintain a level of high quality infrastructure in Prairie Village. The City should assess its ongoing monitoring and maintenance schedules, and identify gaps where such services can be improved.

Implementation: Public Works Department

Timeframe: Ongoing

*d. Ensure adequate parking appropriate for users' needs.*

Appropriate parking should be available in all parts of the City. In residential neighborhoods, this would mean on-street parking. On-street parking can also be used in commercial areas as a traffic-calming device. In more high-intensity areas, Prairie Village may want to consider structured parking that consolidates the amount of land used for parking and opens up surface lots to further development. Along with other redevelopment measures, such consolidated parking may also contribute towards increasing the walkability and vitality of certain commercial areas.

Implementation: Planning Commission

Timeframe: Ongoing



### Chapter 12 Outline - Implementation:

#### Part 1: A Guide to Implementation

- 1.A. How to Use this Plan
- 1.B. Actions

#### Part 2: Programmatic Initiatives

- 2.A. Enhancing Economic Tools and Mechanisms
- 2.B. Investing in the Public Realm
- 2.C. Marketing and Promoting Prairie Village
- 2.D. Maintaining and Diversifying the Housing Stock
- 2.E. Emphasizing Architecture and Design Sensitivity
- 2.F. Updating Ordinances and Codes
- 2.G. Improving Public Facilities and Service Delivery
- 2.H. Fostering Communication and Effective Planning Practices
- 2.I. Enhancing Parks and Open Space
- 2.J. Promoting Arts, Culture, and Activities

#### Part 3: Implementation Matrix

## 12. Implementation

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This chapter is divided into three parts.

**Part 1** focuses on methods and actions that will support effective implementation of the *Strategic Investment Plan*. It provides guidance for maintaining accountability, undertaking monitoring activities, creating appropriate development regulations and procedures, and involving residents, businesses, and other stakeholders in the implementation of the Plan.

**Part 2** reframes the actions outlined in Chapter 10, arranging them according to clear Programmatic Initiatives. These Initiatives cut across goals and themes, presenting compatible actions within a programmatic context that will facilitate overall implementation of the *Strategic Investment Plan*.

**Part 3** presents all the actions in a concise table format, and highlights details related to responsible agencies and appropriate timeframes for implementation.

### Part 1: A Guide to Implementation

This chapter recommends a number of actions for supporting effective implementation of the Plan. These specific actions fall under six general implementation approaches, which are outlined beginning on the next page. First, residents and other stakeholders must be actively involved with implementing the Plan. Second, implementation will be monitored on a regular basis, including evaluating, reporting results, promoting successes,

and maintaining public and media relations. Third, the community should secure and allocate the necessary funding, especially through updating the Capital Improvement Plans and annual departmental budgets, to implement priorities. Fourth, the community should update key development regulations and processes for plan review. Fifth, the community should require concurrence with the *Strategic Investment Plan* in rezoning or development approvals, and call for written interpretations of these plans in order to create a public record for consistency. Sixth, the community should develop a process to update the Plan at least every five years.

#### 1.A. How to Use the Plan

The *Strategic Investment Plan* is to be used on a regular basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives, and other matters affecting the community. The following is a summary of how it should be used.

##### **1. Annual Work Programs and Budgets**

Individual departments and administrators should be cognizant of the recommendations of the Plan when preparing annual work programs and budgets. Several strategies can be implemented in this way. City Council review of these proposals should likewise occur in accordance with the Plan's strategies.

##### **2. Development Approvals**

Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Plan. In fact, the City's zoning regulations should be updated in response to regulatory strategies recommended in the Plan.

##### **3. Capital Improvement Plans**

Annual, five-year, and 10-year capital improvement plans (CIPs) should be prepared consistent with the Plan's land use policies and infrastructure recommendations. New improvements that are not reflected in the Plan – and which could dramatically impact the Plan's land use recommendations – should necessitate at least a minor update to the Plan.

##### **4. Economic Incentives**

Economic incentives should be reviewed in light of recommendations of the Plan. These incentives should be integrated with other Plan policies to ensure consistency, particularly with the Plan's land use recommendations.

##### **5. Private Development Decisions**

Property owners and developers should consider the recommendations of the Plan in their planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development-related deliberations, such as zoning matters and infrastructure requests.

Property owners and developers proposals should be consistent with the Plan's recommendations.



## 6. Future Interpretation

The City Council should call upon the Planning Commission to provide an interpretation of major items that are unclear or are not fully addressed in the Plan. The Commission may call upon outside experts and other groups for advice. Minor items that require interpretation should be handled by local jurisdictions as they follow the Plan.

### 1.B. Actions

Outlined below are the actions to support the implementation of the *Strategic Investment Plan*. Each action includes an indication of timeframe and key entities responsible for implementation.

#### **IMP1: Involve a wide variety of stakeholders in implementation**

As implementation of the *Strategic Investment Plan* gets underway, the City should collaborate with a host of stakeholders. This would include City advisory committees, homes associations, and other stakeholders with an interest in a specific strategy. These partnerships will be critical to successful implementation of the Plan.

##### *a. Establish an implementation task force.*

The City should consider establishing a community-based task force to assist with implementation of the Plan. The City Council will establish the membership and specific responsibilities. Possible duties include meeting on an annual basis to monitor implementation and issue an annual report, and providing ongoing input to the Council and Planning Commission. The Steering Committee members are excellent candidates for the task force.

Responsibility: City Council

Time Frame: Immediate

##### *b. Engage non-government partners to assist with implementation.*

Non-City partners will be identified and engaged to assist in implementing key strategies of the Plan. These partners will include citizens, civic organizations, institutions, and businesses. These partners will be critical to success. On particular strategies, the City may decide to appoint a public-private task force to lead implementation.

Responsibility: City Council

Time Frame: Ongoing

##### *c. Establish a program to provide ongoing public education on the Plan.*

Prairie Village residents and business owners play an important role in implementing the Plan. Because of the significance of the public participation in the development of the *Strategic Investment Plan*, a public outreach and education program should be developed to provide residents with ongoing opportunities to become familiar with the Plan,

and to understand their role in achieving the goals in the Plan. This may include posting information on the City's web site preparing promotional brochures and information packets.

Responsibility: City Council

Time Frame: Ongoing

- d. Provide ongoing educational opportunities on innovative planning and development for Planning Commission and elected officials.*

The *Strategic Investment Plan* calls for some innovative development concepts. The staff should organize educational programs and materials that provide built examples from other communities. Staff, commission members, and elected officials should consider conducting site visits to other communities to observe firsthand development projects that may serve as appropriate examples. The Mid America Regional Council and Home Builders Association of Kansas City have sponsored trips to other communities. Prairie Village should remain an active participant in this initiative.

Responsibility: City Administrator

Time Frame: Ongoing

- e. Provide final copies of the Plan on City web sites and at libraries.*

Upon completion and approval, final copies of the Plan will be made available via the City's website. The purpose of this strategy is to make the Plan available to residents as part of the education and outreach process. Making these documents available on the website will also allow developers to become familiar with the Plan and realize their purpose when developing in the community.

Responsibility: City Administrator

Time Frame: Immediate

## **IMP2: Monitor and evaluate implementation**

Implementation of the *Strategic Investment Plan* will be monitored and evaluated on an ongoing basis. This will ensure that the Plan is successfully followed and will result in desired changes in the community. Monitoring activities will include issuing an annual report and promoting successful implementation.

- a. Prepare annual report that summarizes the status of all actions.*

On an annual basis, the Planning Commission will prepare a report that summarizes the status of implementation of all strategies for the particular timeframe and forward the report to the City Council. The report will list all respective strategies and summarize the status of implementation.

Responsibility: Planning Commission

Time Frame: Ongoing

- b. Issue summary of annual report to the media and public, present the annual report at a public meeting, and issue news releases that promote significant accomplishments relative to a specific strategy.*

An annual report will be issued to the media and general public in a summary form. This may include preparing promotional brochures and information packets. The completed annual report will be presented at a public meeting, and focus on the accomplishments, as well as any changes and additions that have been made to the Plan. As significant accomplishments occur relative to a specific strategy, news releases will be issued to promote the successes.

Responsibility: Planning Commission

Time Frame: Ongoing

### **IMP3: Provide resources for implementing the Plan**

The *Strategic Investment Plan* identifies the need for resources to implement certain strategies. For some strategies new resources will be needed and for others it may be an issue of reallocation of resources.

- a. Update the Capital Improvement Plan (CIP) based on the Plan.*

The CIP will be updated in line with the *Strategic Investment Plan*. The City's CIP is a fundamental management document that outlines projected capital needs, funding estimates and sources, and timeframes for completion. In updating the CIP each year, the community should monitor implementation to ensure that both documents are consistent.

Responsibility: Public Works Department

Time Frame: Ongoing

- b. Prepare annual departmental work programs and budgets with awareness of the Plan.*

Departmental work programs and budgets will be prepared cognizant of the Plan's recommendations. Consistency between the *Strategic Investment Plan* and work programs should be demonstrated.

Responsibility: City Administrator

Time Frame: Ongoing

- c. Identify and secure funds for prioritized initiatives. (This could include grants, tax measures, bonds, private investments, etc.)*

Priority strategies should be the focus of raising funds. This may include City funds, other governmental sources, tax measures, private sector investment, or a combination thereof. The community should maximize other non-municipal governmental resources. This strategy should occur in line with the City's annual budget cycle.

Responsibility: City Council

Time Frame: Ongoing

- d. Award economic and regulatory incentives based on consistency with Plan.*

The City will determine appropriate economic and regulatory incentives that could be provided to achieve critical development and redevelopment objectives. These incentives will be awarded to promote implementation of the Plan. Incentives and tools are discussed in more detail in Chapter 10.

Responsibility: City Council

Time Frame: Ongoing

**IMP4: Develop appropriate regulatory tools to implement the Plan.**

The *Strategic Investment Plan* recommends the City update its zoning regulations and make changes necessary to implement key objectives and strategies.

- a. Update the regulations as recommended in Strategic Investment Plan and monitor the implementation of new regulations and correct as needed.*

The development regulations will be updated as recommended in the *Strategic Investment Plan*. As new regulations are used, the outcomes will be monitored to determine if the regulations are achieving the expected results as recommended in the *Strategic Investment Plan*. If the outcomes are not as expected, the regulations will be modified as appropriate.

Responsibility: Planning Commission

Time Frame: Short Term

**IMP5: Require concurrence with Strategic Investment Plan**

Future decisions regarding development, capital improvements, and budgeting should be consistent with the applicable provisions of the CIP and budgeting and development issues.

- a. Require concurrence in rezonings and other major development approvals.*

Major development approvals and rezonings will concur with the applicable policies of the *Strategic Investment Plan*. Actions by City boards, commissions and staff will document such concurrence in all decisions. A summary will be prepared at the end of each year.

Responsibility: City Council

Time Frame: Ongoing

- b. Require interpretation of Strategic Investment Plan by Planning Commission to be in writing.*

Upon request, interpretation of the policies of the Plan should be prepared in writing to create a public record. This will ensure consistency in applying these planning documents in day-to-day situations. Such interpretations will be shared with other entities to

determine concurrence on the interpretation. This may be coordinated by staff or addressed at a joint work session.

Responsibility: Planning Commission\

Time Frame: Ongoing

*c. Require staff reports to reference Strategic Investment Plan.*

All staff reports related to policy recommendations, annual work programs, and budgets shall reference relevant *Strategic Investment Plan* recommendations.

Responsibility: City Administrator

Time Frame: Ongoing

**IMP6: Update the Strategic Investment Plan at least every five years**

It is recommended the Plan be updated at least every five years. This is a sufficient timeframe to consider major changing conditions that may affect the Plan's policies. If circumstances in the community change, an update could be initiated in a shorter time frame. The process will be initiated by City Council.

*a. Design the planning process*

The City Council will create a steering committee to design the planning process. The committee will work with staff to determine the necessary resources for undertaking the update and recommending it to City Council. The Council will allocate the resources as necessary.

Responsibility: City Council

Time Frame: Mid Term

*b. Prepare an updated Strategic Investment Plan.*

A citizen committee will lead the process to update the Plan. The process should incorporate public involvement similar to the effort to prepare this Plan. Other aspects of the process shall be defined as well. The total process for completing and adopting the update should take less than 18 months.

Responsibility: City Council

Time Frame: Long Term

## Part 2: Programmatic Initiatives

This section organizes the actions discussed in Chapter 10 into distinct implementation packages, or Programmatic Initiatives. The ten Initiatives discussed below are as follows:

- A. Enhancing Economic Tools and Mechanisms
- B. Investing in the Public Realm
- C. Marketing and Promoting Prairie Village
- D. Maintaining and Diversifying the Housing Stock
- E. Emphasizing Architecture and Design Standards
- F. Updating Ordinances and Codes
- G. Improving Public Facilities and Service Delivery
- H. Fostering Communication and Effective Planning Practices
- I. Enhancing Parks and Open Space
- J. Promoting Arts, Culture, and Activities

Following the explanation of the Programmatic Initiatives, an Implementation Matrix provides a concise summary of all the actions in table format, and includes information related to responsible agencies and appropriate timeframes.

### **2.A. Enhancing Economic Tools and Mechanisms**

By its very nature, this *Strategic Investment Plan* is intended to enhance the local economy and fiscal stability of Prairie Village. The following action steps deal specifically with tools and mechanisms that will support economic development in Prairie Village. They present a program of initiatives that will allow the city to develop and manage regulations and incentives to encourage development (and redevelopment) that is in line with the character of the community.

PRS1.a. Consider designating a Director of Economic Development who will be responsible for overseeing economic development initiatives.

PRS1.b. Encourage the development of small, independent businesses.

PRS2.b. Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base

PRS3.a. Consider developing a small business assistance program that provides support to small / start-up locally based businesses.

## 2.B. Investing in the Public Realm

The public realm, or the land within the public right-of-way, is the place where the most lasting impressions of the community can be made. Improvements to the streetscape, such as landscaping, traffic calming, and renovation to comfortably accommodate multimodal transportation (including pedestrians, bicycles, cars, and mass transit) can have a dramatic impact on the way residents and visitors experience the City. Such improvements can benefit adjoining properties and enhance commercial activity and property values, particularly if lots and buildings are oriented toward the street and strong pedestrian connections are provided.

### Infrastructure Improvements

- CC1.a Make streetscape improvements to enhance pedestrian safety and attractiveness of the public realm.
- TR1.a. Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village.
- TR1.b. Provide interconnected bike routes, lanes, and paths to facilitate safe bicycle travel throughout the Village.
- TR1.c. Ensure that infrastructure improvements meet the needs of all transportation users.
- TR3. a. Implement traffic calming plans for critical areas.
- TR3.b. Synchronize traffic light systems to facilitate traffic flow.
- TR3.d. Ensure adequate parking appropriate for users' needs.

### Infill and Redevelopment

- LR3.a. Enhance key corridors by encouraging more diverse, pedestrian friendly development along commercial corridors.
- LR3.b. Explore the future redevelopment of the Corinth Square Shopping Center as a mixed-use center featuring quality public space.
- LR3.d. Consider developing a redevelopment plan for the Meadowbrook Country Club Property.
- LRN1.b. Ensure appropriate adaptive reuse of closed school buildings.

## 2.C. Marketing and Promoting Prairie Village

It is important for any community to understand its key strengths and competitive advantages, and to clearly communicate them. In order to attract new residents, visitors, and businesses, a community must market itself and communicate these strengths outside of its geographic boundaries. This communication is also beneficial to building pride within the community. Prairie Village should undertake the following actions in order to promote the City throughout the region, and market it as a prime location to live, shop, and conduct business.

For further information and detailed recommendations related to infill and development, please refer to the following chapters of this Plan:  
 Chapter 5: Center Redevelopment - Corinth Square  
 Chapter 6: Corridor Development - 75<sup>th</sup> Street  
 Chapter 7: Potential Redevelopment

LG1.a. Consider establishing a public relations function within City government to manage communications and public relations for Prairie Village.

PRS1.c. Promote Prairie Village as a regional destination for unique shopping options in a village atmosphere and encourage City residents to shop locally.

PRS2.b. Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base.

## **2.D. Maintaining and Diversifying the Housing Stock**

Most of the community's housing stock is over 50 years old, an age at which regular maintenance becomes increasingly important in order to avoid structural deterioration. While existing housing is very similar in size and character, it can be adapted and supplemented with a wider variety of housing choices which may better meet changing needs and lifestyles.

### **Maintenance**

HO1.c. Examine incentive programs to encourage home renovation.

HO1.d. Continue the City's rigorous code enforcement to preserve the existing housing stock and neighborhood character.

HO2.a. Consider providing advice, education, and technical support to homes associations on topics such as architectural style guides and code enforcement.

HO2.b. Encourage homes associations to develop networks of volunteer community groups that support neighborhood beautification efforts and assist the elderly with home maintenance.

### **Diversification**

HO1.a. Allow for a greater variety of housing types throughout Prairie Village.

HO3.a. Consider developing incentive programs to encourage the provision of affordable housing options within new developments.

## **2.E. Emphasizing Architecture and Design Sensitivity**

Design standards need not relate to particular architectural style, but more importantly to urban design issues like building position on a site, height, massing, street orientation, etc. The focus should be on the quality and durability of building materials and on the proper configuration of a few exterior elements (e.g. porches, arcades, and roofs). Implementation of the following actions can help place emphasis on the importance of high quality building design within the City.

HO1.b. Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today's homebuyers and is sensitive to the character of existing neighborhoods.



## **2.F. Updating Ordinances and Codes**

Existing zoning divides the community into a series of mapped districts, assigns permitted use(s) to each district, and includes dimensional requirements. Now that the community has visually articulated how it wants to physically develop and redevelop, regulations should be designed to catalyze or attract certain desirable changes rather than merely controlling the permitting process. The following actions describe how this can be achieved.

- LR1.a. Update the zoning ordinance to reflect contemporary land use issues while preserving the identity and character of Prairie Village.
- HO1.b. Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today's homebuyers and is sensitive to the character of existing neighborhoods.
- LR1.b. Consider updating building codes to facilitate renovation and rehabilitation activities.
- LR3.c. Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways.
- PRS2.a. Consider revising the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed use areas of greater intensity.

## **2.G. Improving Public Facilities and Service Delivery**

Prairie Village government provides a high level of service to its residents and is very responsive to their needs. However, a number of ideas generated during the public process point to areas where enhancements to public facilities and service delivery could occur. The following actions place particular emphasis on the public's interest in community appearance, transportation options, and the development of a community center / recreational facility.

- CFS1.a. Conduct an assessment of community needs and preferences and prepare a feasibility study for a new or expanded community center, or reciprocal relationships with other facilities.
- CFS3.a. Ensure streets and sidewalks are in good condition by conducting maintenance and repairs as needed.
- CFS3.b. Consider burying above ground power and utility lines where possible.
- TR2.a. Participate in region-wide initiatives to assess and implement public transit improvements.
- TR2.b. Ensure that seniors and residents with special needs have adequate transportation opportunities, through public transportation as well as specialized vans, shuttles, or taxi services.

TR3.c. Ensure the quality of the transportation network with regular maintenance as well as efficient responses to seasonal issues such as snow removal.

CC1b Evaluate street cleaning and sanitation practices to identify potential gaps in service provision. Offer supplementary services as necessary to keep streets clean.

## **2.H. Fostering Communication and Effective Planning Practices**

The development of the *Strategic Investment Plan* provided an opportunity for the public to share their ideas, express their priorities, and become closely involved in developing a vision for the future of Prairie Village. Residents expressed the desire to see a continuation of this type of open communication and decision-making between the City and the public. In addition to pursuing continued public involvement, the City should continue to be an active participant in inter-municipal / regional planning initiatives. By engaging in these internal and external tactics, Prairie Village can position itself to continue to plan effectively and support a prosperous future for the community.

LG1.b. Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability.

LG1.c. Provide more opportunities for public involvement in government decision-making processes, preferably at the outset of new initiatives.

LG1.d. Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods.

LRN1.a. Promote continued support of schools within the community.

LG2.a. Build on intermunicipal cooperative activities, agreements, and planning initiatives.

LR2.a Encourage active involvement in open space planning and improvements by the Park & Recreation Committee.

## **2.I. Enhancing Parks and Open Space**

Parks and open space can benefit a community socially, environmentally, and economically. Investing in the community's parks, especially parks within walking distance of most residents, will provide more opportunities for public gathering and recreation. By investing in parks, the City should see a return on its investment through increased values of adjacent properties.

CC2.a. Consider creating a Parks and Recreation Department to coordinate recreation, community activities, and cultural events.

CFS2.a. Preserve and protect natural areas.

CFS2.b. Enhance parks for active and passive recreation through capital improvements such as landscaping, tree and flower planting, shelters, picnic facilities, athletic fields, etc.

LR2.a Encourage active involvement in open space planning and improvements by the Park & Recreation Committee.

## 2.J. Promoting Arts, Culture, and Activities

Prairie Village can promote local arts, culture, and activities in order to generate community pride among residents and attract additional visitors from neighboring communities. Hosting fairs and festivals, celebrating the community’s heritage, planning cultural events, and displaying public art are a few of the many activities that the City and stakeholders can undertake in order to promote community interaction and make Prairie Village a haven for the arts.

CC2.b. Encourage neighborhood and homes associations, schools, and other major institutions to sponsor festivals, block parties, and other cultural events that are open to the public.

CC2.c. Expand community arts programming.

CC3.a. Cultivate an environment that celebrates diversity.

LRN2.a. Encourage educational institutions to expand educational opportunities for residents of all ages.

## Part 3: Implementation Matrix

Table 11.1 summarizes the actions that are incorporated into each element of the Plan. The table provides a reference for each goal and action, and then lists the recommended timeframe within which to initiate the actions, the parties responsible for implementation, and the related Programmatic Initiative. The timeframe is as follows:

Immediate: 2007

Short-term: 2008-2009

Mid-term: 2010-2014

Long-term: 2015-2025

Ongoing: Currently in progress and/or to be continued once initiated.

In cases where strategies have both “Immediate” and, for example, “Short Term” timeframes for implementation, this indicates that the strategy will be initiated in 2006 but may not be completed until the 2006-2008 timeframe.

Table 12.1 Summary of Actions

Goal/ Theme	Action	Time Frame	Responsibility	Programmatic Initiative
<b>COMMUNITY CHARACTER (CC)</b>				
<b>CC1 – Attractive Environment</b>				
CC1A	Make streetscape improvements to enhance pedestrian safety and attractiveness of the public realm.	Ongoing	Public Works Department	2B
CC1B	Evaluate street cleaning and sanitation practices to identify potential gaps in service provision. Offer supplementary services as necessary to keep streets clean.	Ongoing	Public Works Department	2G
<b>CC2 – Community Activities</b>				
CC2A	Consider creating a Parks and Recreation Department to coordinate recreation, community activities, and cultural events.	Short Term	City Council	2I
CC2B	Encourage neighborhood and homes associations, schools, and other major institutions to sponsor festivals, block parties, and other cultural events that are open to the public.	Ongoing	City Council	2J
CC2C	Expand community arts programming.	Short Term	Prairie Village Arts Council	2J
<b>CC3 – Diversity</b>				
CC3A	Cultivate an environment that celebrates diversity.	Ongoing	City Council	2J
<b>COMMUNITY FACILITIES AND SERVICES (CFS)</b>				
<b>CFS1 – Community Center</b>				
CFS1A	Conduct an assessment of community needs and preferences and feasibility study for a new or expanded community center, or reciprocal relationships with other facilities.	Short Term	City Council	2G
<b>CFS2 – Parks and Green Space</b>				
CFS2A	Preserve and protect natural areas.	Ongoing	Park & Recreation Committee	2I
CFS2B	Enhance parks for active and passive recreation through capital improvement such as landscaping, tree and flower planting, shelters, picnic facilities, athletic fields, etc.	Ongoing	Park & Recreation Committee	2I
<b>CFS3 – Streets and Sidewalks</b>				
CFS3A	Ensure streets and sidewalks are in good condition by conducting maintenance and repairs as needed.	Ongoing	Public Works Department	2G
CFS3B	Consider burying above ground power and utility lines where possible.	Long-term	City Council	2G

<b>Goal/ Theme</b>	<b>Action</b>	<b>Time Frame</b>	<b>Responsibility</b>	<b>Programmatic Initiative</b>
<b>HOUSING (HO)</b>				
<b>HO1 – Zoning &amp; Code Enforcement</b>				
HO1A	Allow for a greater variety of housing types throughout Prairie Village.	Short –term	Planning Commission	2D
HO1B	Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today’s homebuyers and is sensitive to the character of existing neighborhoods.	Short term	Planning Commission	2E, 2F
HO1C	Examine incentive programs to encourage home renovation.	Mid term	City Council	2D
HO1D	Continue the City’s rigorous code enforcement to preserve the existing housing stock and neighborhood character.	Ongoing	Codes Administration Department	2D
<b>HO2 – Homes Associations/ Community Groups</b>				
HO2A	Consider providing advice, education, and technical support to homes associations on topics such as architectural style guides and code enforcement.	Ongoing	City Council	2D
HO2B	Encourage homes associations to develop networks of volunteer community groups that support neighborhood beautification efforts and assist the elderly with home maintenance.	Mid term	Park & Recreation Committee	2D
<b>HO3 – Affordability</b>				
HO3A	Consider developing incentive programs to encourage the provision of affordable housing options within new developments.	Long Term	City Council	2D
<b>LAND RESOURCES (LR)</b>				
<b>LR1 – Codes &amp; Regulations</b>				
LR1A	Update the zoning ordinance to reflect contemporary land use issues while preserving the identity and character of Prairie Village.	Short term	Planning Commission	2F
LR1B	Consider updating building codes to facilitate renovation and rehabilitation activities.	Mid Term	Codes Administration Department	2F
<b>LR2 – Open Space</b>				
LR2A	Encourage active involvement in open space planning and improvements by the Park & Recreation Committee.	Short Term	Park & Recreation Committee	2H, 2I
<b>LR3 – Character of Land Use</b>				
LR3A	Enhance key corridors by encouraging more diverse, pedestrian friendly development along commercial corridors.	Ongoing	Planning Commission	2B
LR3B	Explore the future redevelopment of the Corinth Square Shopping Center as a mixed-use center featuring quality public space.	Mid -term	City Council	2B

<b>Goal/ Theme</b>	<b>Action</b>	<b>Time Frame</b>	<b>Responsibility</b>	<b>Programmatic Initiative</b>
LR3C	Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways.	Short term	Planning Commission	2F
LR3D	Consider developing a redevelopment plan for the Meadowbrook Country Club property.	Short Term	Planning Commission	2B
<b>LEADERSHIP &amp; GOVERNANCE (LG)</b>				
<b>LG1 – Communication With the Public</b>				
LG1A	Consider establishing a public relations function within City government to manage communications, public relations, and marketing for Prairie Village.	Mid term	City Council	2C
LG1B	Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability.	Short Term	City Council	2H
LG1C	Provide more opportunities for public involvement in government decision-making processes, preferably at the outset of new initiatives.	Ongoing	City Council	2H
LG1D	Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods.	Short term	Codes Administration Department	2H
<b>LG2 – Intergovernmental Cooperation</b>				
LG2A	Build on intermunicipal cooperative activities, agreements, and planning initiatives.	Ongoing	City Council	2H
<b>LEARNING (LRN)</b>				
<b>LRN1 – Managing Assets</b>				
LRN1A	Promote continued support of schools within the community.	Ongoing	City Council	2H
LRN1B	Ensure appropriate adaptive reuse of closed school buildings.	Mid-term	City Council / Board of Educations	2B
<b>LRN2 – Educational Programs</b>				
LRN2A	Encourage the enhancement of educational environments for residents of all ages.	Ongoing	City Council	2J
<b>PROSPERITY (PRS)</b>				
<b>PRS1 – Nature of Commercial Development</b>				
PRS1A	Consider designating a Director of Economic Development who will be responsible for overseeing economic development initiatives.	Short Term	City Council	2A
PRS1B	Encourage the development of small, independent businesses.	Mid Term	City Council	2A
PRS1C	Promote Prairie Village as a regional destination for unique shopping options in a village atmosphere and encourage City residents to shop locally.	Ongoing	City Council	2C

<b>Goal/ Theme</b>	<b>Action</b>	<b>Time Frame</b>	<b>Responsibility</b>	<b>Programmatic Initiative</b>
<b>PRS2 – Enhancing the Tax Base</b>				
PRS2A	Consider revising the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed-use areas of greater intensity.	Short term	Planning Commission	2F
PRS2B	Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base.	Short Term	City Council	2A, 2C
<b>PRS3 – Business Friendly Policies</b>				
PRS3A	Consider developing a small business assistance program that provides support to small / start-up locally based businesses.	Long Term	City Council	2A
<b>TRANSPORTATION (TR)</b>				
<b>TR1 – Bike &amp; Pedestrian Friendly</b>				
TR1A	Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village.	Ongoing	Public Works Department	2B
TR1B	Provide interconnected bike routes, lanes, and paths to facilitate safe bicycle travel throughout the Village.	Long-term	City Council	2B
TR1C	Ensure that infrastructure improvements meet the needs of all transportation users.	Ongoing	City Council	2B
<b>TR2 – Public Transportation</b>				
TR2A	Participate in region-wide initiatives to assess and implement public transit improvements	Long-term	City Council	2G
TR2B	Ensure that seniors and residents with special needs have adequate transportation opportunities, through public transportation as well as specialized vans, shuttles, or taxi services.	Mid Term	City Council	2G
<b>TR3 – Traffic Calming</b>				
TR3A	Implement traffic calming plans for critical areas.	Short term	City Council	2B
TR3B	Synchronize traffic light systems to facilitate traffic flow.	Ongoing	Public Works Department	2B
TR3C	Ensure the quality of the transportation network with regular maintenance as well as efficient responses to seasonal issues such as snow removal.	Ongoing	Public Works Department	2G
TR3D	Ensure adequate parking appropriate for users' needs.	Ongoing	Planning Commission	2B

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Community Facilities and Services (CFS)	Community Center	Conduct an assessment of community needs and preferences and feasibility study for a new or expanded community center, or reciprocal relationships with other facilities	City Council	Short Term	Improving Public Facilities and Service Delivery (2G)
Leadership and Governance	Communication with the Public	Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability	City Council	Short Term	Fostering Communication and Effective Planning Practices (2H)
Prosperity	Enhancing the Tax Base	Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base	City Council	Short Term	Marketing and Promoting Prairie Village (2C)
Prosperity	Nature of Commercial Development	Consider designating a Director of Economic Development who will be responsible for overseeing economic development initiatives	City Council	Short Term	Enhancing Economic Tools and Mechanisms (2A)
Community Character (CC)	Community Activities	Consider creating a Parks & Recreation Department to coordinate recreation, community activities, and cultural events	City Council	Short Term	Enhancing Parks and Open Space (2I)
Housing (HO)	Zoning and Code Enforcement	Examine incentive programs to encourage home renovation	City Council	Short Term	Maintaining and Diversifying the Housing Stock (2D)
Transportation	Public Transportation	Participate in region-wide in initiatives to assess and implement public transit improvements	City Council	Short Term	Improving Public Facilities and Service Delivery (2G)
Leadership and Governance	Communication with the Public	Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods	Codes Administration Department	Short Term	Fostering Communication and Effective Planning Practices (2H)
Housing (HO)	Zoning and Code Enforcement	Allow for a greater variety of housing types throughout Prairie Village	Planning Commission	Short Term	Maintaining and Diversifying the Housing Stock (2D)
Housing (HO)	Zoning and Code Enforcement	Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today's homebuyers and is sensitive to the character of existing neighborhoods	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Character of Land Use	Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Character of Land Use	Consider developing a redevelopment plan for the Meadowbrook Country Club property	Planning Commission	Short Term	Updating Ordinances and Codes (2F)



<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Land Resources (LR)	Codes and Regulations	Update the zoning ordinance to reflect contemporary land use issues while preserving the identify and character of Prairie Village	Planning commission	Short Term	Updating Ordinances and Codes (2F)
Prosperity	Enhancing the Tax Base	Consider revising the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed-use areas of greater intensity	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Community Character (CC)	Community Activities	Expand Community Arts Programming	Prairie Village Arts Council	Short Term	Promoting Arts, Culture, and Activities (2J)
Land Resources (LR)	Codes and Regulations	Consider updating building codes to facilitate renovation and rehabilitation activities	Codes Administration Department	Short Term	Updating Ordinances and Codes (2F)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Land Resources (LR)	Character of Land Use	Explore the future redevelopment of the Corinth Square Shopping Center as a mixed-use center featuring quality public space	City Council	Mid Term	Investing in the Public Realm (2B)
Leadership and Governance	Communication with the Public	Consider establishing a public relations function within City government to manage communications, public relations, and marketing for Prairie Village	City Council	Mid Term	Marketing and promoting Prairie Village (2C)
Transportation	Public Transportation	Ensure that seniors and residents with special needs have adequate transportation opportunities through public transportation as well as specialized vans, shuttles, or taxi services	City Council	Mid Term	Improving Public Facilities and Service Delivery (2G)
Learning	Managing Assets	Ensure appropriate adaptive reuse of closed school buildings	City Council / Board of Education	Mid Term	Investing in the Public Realm (2B)
Housing (HO)	Homes Associations / Community Groups	Encourage homes associations to develop networks of volunteer community groups that support neighborhood beautification efforts and assist the elderly with home maintenance	Park & Recreation Committee	Mid Term	Maintaining and Diversifying the Housing Stock (2D)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Community Facilities and Services (CFS)	Streets and Sidewalks	Consider burying above ground power and utility lines where possible	City Council	Long Term	Improving Public Facilities and Service Delivery (2G)
Housing (HO)	Affordability	Consider developing incentive programs to encourage the provision of affordable housing options within new developments	City Council	Long Term	Maintaining and Diversifying the Housing Stock (2D)
Prosperity	Business Friendly Policies	Consider developing a small business assistance program that provides support to small / start-up locally based businesses	City Council	Long Term	Enhancing Economic Tools and Mechanisms (2A)
Transportation	Bike & Pedestrian Friendly	Provide interconnected bike routes, lanes, and paths to facilitate safe bicycle travel throughout the Village	City Council	Long Term	Investing in the Public Realm (2B)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Transportation	Traffic Calming	Implement traffic calming plans for critical areas	City Council	Ongoing	Investing in the Public Realm (2B)
Prosperity	Nature of Commercial Development	Encourage the development of small, independent businesses	City Council	Ongoing	Enhancing Economic Tools and Mechanisms (2A)
Community Character (CC)	Community Activities	Encourage neighborhood and homes associations, schools, and other major institutions to sponsor festivals, block parties, and other cultural events that are open the public	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Community Character (CC)	Diversity	Cultivate an environment that celebrates diversity	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Housing (HO)	Homes Associations / Community Groups	Consider providing advice, education, and technical support to homes associations on topics such as architectural style guides and code enforcement	City Council	Ongoing	Maintaining and Diversifying the Housing Stock (2D)
Leadership and Governance	Communication with the Public	Provide more opportunities for public involvement in government decision-making processes, preferably at the outset of new initiatives	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Leadership and Governance	Intergovernmental Cooperation	Build on intermunicipal cooperative activities, agreements, and planning initiatives	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Learning	Educational Programs	Encourage educational institutions to expand educational opportunities for residents of all ages	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Learning	Managing Assets	Promote continued support of schools within the community	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Prosperity	Nature of Commercial Development	Promote Prairie Village as a regional destination for unique shopping options in a village atmosphere and encourage City residents to shop locally	City Council	Ongoing	Marketing and promoting Prairie Village (2C)
Transportation	Bike & Pedestrian Friendly	Ensure that infrastructure improvements meet the needs of all transportation users	City Council	Ongoing	Investing in the Public Realm (2B)
Housing (HO)	Zoning and Code Enforcement	Continue the City's rigorous code enforcement to preserve the existing housing stock and neighborhood character	Codes Administration Department	Ongoing	Maintaining and Diversifying the Housing Stock (2D)
Land Resources (LR)	Open Space	Encourage active involvement in open space planning and improvements by the Park & Recreation Committee	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY TIME FRAME</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Community Facilities and Services (CFS)	Parks and Open Space	Preserve and protect natural areas	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)
Community Facilities and Services (CFS)	Parks and Open Space	Enhance parks for active and passive recreation through capital improvement such as landscaping, tree and flower planting, shelters, picnic facilities, athletic fields, etc.	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)
Land Resources (LR)	Character of Land Use	Enhance key corridors by encouraging more diverse, pedestrian friendly development along commercial corridors	Planning Commission	Ongoing	Investing in the Public Realm (2B)
Transportation	Traffic Calming	Ensure adequate parking appropriate for users' needs	Planning Commission	Ongoing	Investing in the Public Realm (2B)
Community Character (CC)	Attractive Environment	Evaluate street cleaning and sanitation practices to identify potential gaps in service provision. Offer supplementary services as necessary to keep streets clean.	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Community Character (CC)	Attractive Environment	Make streetscape improvements to enhance pedestrian safety and attractiveness of the public realm.	Public Works Department	Ongoing	Investing in the Public Realm (2B)
Community Facilities and Services (CFS)	Streets and Sidewalks	Ensure streets and sidewalks are in good condition by conducting maintenance and repairs as needed	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Transportation	Bike & Pedestrian Friendly	Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village	Public Works Department	Ongoing	Investing in the Public Realm (2B)
Transportation	Traffic Calming	Ensure the quality of the transportation network with regular maintenance as well as efficient responses to seasonal issues such as snow removal	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Transportation	Traffic Calming	Synchronize traffic light systems to facilitate traffic flow	Public Works Department	Ongoing	Investing in the Public Realm (2B)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY RESPONSIBILITY</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Community Facilities and Services (CFS)	Community Center	Conduct an assessment of community needs and preferences and feasibility study for a new or expanded community center, or reciprocal relationships with other facilities	City Council	Short Term	Improving Public Facilities and Service Delivery (2G)
Leadership and Governance	Communication with the Public	Enhance communication between government officials and the public. Enhance transparency of processes and financial accountability	City Council	Short Term	Fostering Communication and Effective Planning Practices (2H)
Prosperity	Enhancing the Tax Base	Consider more aggressively marketing Prairie Village to attract new business establishments and expand the tax base	City Council	Short Term	Marketing and Promoting Prairie Village (2C)
Prosperity	Nature of Commercial Development	Consider designating a Director of Economic Development who will be responsible for overseeing economic development initiatives	City Council	Short Term	Enhancing Economic Tools and Mechanisms (2A)
Community Character (CC)	Community Activities	Consider creating a Parks & Recreation Department to coordinate recreation, community activities, and cultural events	City Council	Short Term	Enhancing Parks and Open Space (2I)
Housing (HO)	Zoning and Code Enforcement	Examine incentive programs to encourage home renovation	City Council	Short Term	Maintaining and Diversifying the Housing Stock (2D)
Transportation	Public Transportation	Participate in region-wide in initiatives to assess and implement public transit improvements	City Council	Short Term	Improving Public Facilities and Service Delivery (2G)
Land Resources (LR)	Character of Land Use	Explore the future redevelopment of the Corinth Square Shopping Center as a mixed-use center featuring quality public space	City Council	Mid Term	Investing in the Public Realm (2B)
Leadership and Governance	Communication with the Public	Consider establishing a public relations function within City government to manage communications, public relations, and marketing for Prairie Village	City Council	Mid Term	Marketing and promoting Prairie Village (2C)
Transportation	Public Transportation	Ensure that seniors and residents with special needs have adequate transportation opportunities through public transportation as well as specialized vans, shuttles, or taxi services	City Council	Mid Term	Improving Public Facilities and Service Delivery (2G)
Community Facilities and Services (CFS)	Streets and Sidewalks	Consider burying above ground power and utility lines where possible	City Council	Long Term	Improving Public Facilities and Service Delivery (2G)
Housing (HO)	Affordability	Consider developing incentive programs to encourage the provision of affordable housing options within new developments	City Council	Long Term	Maintaining and Diversifying the Housing Stock (2D)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY RESPONSIBILITY</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Prosperity	Business Friendly Policies	Consider developing a small business assistance program that provides support to small / start-up locally based businesses	City Council	Long Term	Enhancing Economic Tools and Mechanisms (2A)
Transportation	Bike & Pedestrian Friendly	Provide interconnected bike routes, lanes, and paths to facilitate safe bicycle travel throughout the Village	City Council	Long Term	Investing in the Public Realm (2B)
Transportation	Traffic Calming	Implement traffic calming plans for critical areas	City Council	Ongoing	Investing in the Public Realm (2B)
Prosperity	Nature of Commercial Development	Encourage the development of small, independent businesses	City Council	Ongoing	Enhancing Economic Tools and Mechanisms (2A)
Community Character (CC)	Community Activities	Encourage neighborhood and homes associations, schools, and other major institutions to sponsor festivals, block parties, and other cultural events that are open the public	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Community Character (CC)	Diversity	Cultivate an environment that celebrates diversity	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Housing (HO)	Homes Associations / Community Groups	Consider providing advice, education, and technical support to homes associations on topics such as architectural style guides and code enforcement	City Council	Ongoing	Maintaining and Diversifying the Housing Stock (2D)
Leadership and Governance	Communication with the Public	Provide more opportunities for public involvement in government decision-making processes, preferably at the outset of new initiatives	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Leadership and Governance	Intergovernmental Cooperation	Build on intermunicipal cooperative activities, agreements, and planning initiatives	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Learning	Educational Programs	Encourage educational institutions to expand educational opportunities for residents of all ages	City Council	Ongoing	Promoting Arts, Culture, and Activities (2J)
Learning	Managing Assets	Promote continued support of schools within the community	City Council	Ongoing	Fostering Communication and Effective Planning Practices (2H)
Prosperity	Nature of Commercial Development	Promote Prairie Village as a regional destination for unique shopping options in a village atmosphere and encourage City residents to shop locally	City Council	Ongoing	Marketing and promoting Prairie Village (2C)
Transportation	Bike & Pedestrian Friendly	Ensure that infrastructure improvements meet the needs of all transportation users	City Council	Ongoing	Investing in the Public Realm (2B)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY RESPONSIBILITY</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Learning	Managing Assets	Ensure appropriate adaptive reuse of closed school buildings	City Council / Board of Education	Mid Term	Investing in the Public Realm (2B)
Leadership and Governance	Communication with the Public	Offer workshops to educate and inform residents about issues related to zoning, building codes, and home maintenance in residential neighborhoods	Codes Administration Department	Short Term	Fostering Communication and Effective Planning Practices (2H)
Land Resources (LR)	Codes and Regulations	Consider updating building codes to facilitate renovation and rehabilitation activities	Codes Administration Department	Short Term	Updating Ordinances and Codes (2F)
Housing (HO)	Zoning and Code Enforcement	Continue the City's rigorous code enforcement to preserve the existing housing stock and neighborhood character	Codes Administration Department	Ongoing	Maintaining and Diversifying the Housing Stock (2D)
Housing (HO)	Homes Associations / Community Groups	Encourage homes associations to develop networks of volunteer community groups that support neighborhood beautification efforts and assist the elderly with home maintenance	Park & Recreation Committee	Mid Term	Maintaining and Diversifying the Housing Stock (2D)
Land Resources (LR)	Open Space	Encourage active involvement in open space planning and improvements by the Park & Recreation Committee	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)
Community Facilities and Services (CFS)	Parks and Open Space	Preserve and protect natural areas	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)
Community Facilities and Services (CFS)	Parks and Open Space	Enhance parks for active and passive recreation through capital improvement such as landscaping, tree and flower planting, shelters, picnic facilities, athletic fields, etc.	Park & Recreation Committee	Ongoing	Enhancing Parks and Open Space (2I)



<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY RESPONSIBILITY</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Housing (HO)	Zoning and Code Enforcement	Allow for a greater variety of housing types throughout Prairie Village	Planning Commission	Short Term	Maintaining and Diversifying the Housing Stock (2D)
Housing (HO)	Zoning and Code Enforcement	Develop and promote the use of a design style guide for renovation to create housing that meets the preferences of today's homebuyers and is sensitive to the character of existing neighborhoods	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Character of Land Use	Permit higher residential densities and mixed uses near existing commercial areas and along arterial roadways	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Character of Land Use	Consider developing a redevelopment plan for the Meadowbrook Country Club property	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Codes and Regulations	Update the zoning ordinance to reflect contemporary land use issues while preserving the identify and character of Prairie Village	Planning commission	Short Term	Updating Ordinances and Codes (2F)
Prosperity	Enhancing the Tax Base	Consider revising the zoning ordinance to allow for more residential, commercial, and office development, particularly in walkable, mixed-use areas of greater intensity	Planning Commission	Short Term	Updating Ordinances and Codes (2F)
Land Resources (LR)	Character of Land Use	Enhance key corridors by encouraging more diverse, pedestrian friendly development along commercial corridors	Planning Commission	Ongoing	Investing in the Public Realm (2B)
Transportation	Traffic Calming	Ensure adequate parking appropriate for users' needs	Planning Commission	Ongoing	Investing in the Public Realm (2B)

<b>VILLAGE VISION IMPLEMENTATION MATRIX -- ACTION ITEMS BY RESPONSIBILITY</b>					
<b>Goal</b>	<b>Theme</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Frame</b>	<b>Programmatic Initiative</b>
Community Character (CC)	Community Activities	Expand Community Arts Programming	Prairie Village Arts Council	Short Term	Promoting Arts, Culture, and Activities (2J)
Community Character (CC)	Attractive Environment	Evaluate street cleaning and sanitation practices to identify potential gaps in service provision. Offer supplementary services as necessary to keep streets clean.	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Community Character (CC)	Attractive Environment	Make streetscape improvements to enhance pedestrian safety and attractiveness of the public realm.	Public Works Department	Ongoing	Investing in the Public Realm (2B)
Community Facilities and Services (CFS)	Streets and Sidewalks	Ensure streets and sidewalks are in good condition by conducting maintenance and repairs as needed	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Transportation	Bike & Pedestrian Friendly	Provide sidewalks in new and existing areas to allow for continuous pedestrian movement around Prairie Village	Public Works Department	Ongoing	Investing in the Public Realm (2B)
Transportation	Traffic Calming	Ensure the quality of the transportation network with regular maintenance as well as efficient responses to seasonal issues such as snow removal	Public Works Department	Ongoing	Improving Public Facilities and Service Delivery (2G)
Transportation	Traffic Calming	Synchronize traffic light systems to facilitate traffic flow	Public Works Department	Ongoing	Investing in the Public Realm (2B)