# Kansas City, Missouri
# Transit-Oriented Development Policy

Approved by the City Plan Commission on April 19, 2016
Approved by the City Council on May 18, 2017
by Resolution 160361

RESOLUTION NO. 160361

Adopting the Kansas City Transit Oriented Development Policy as a guide for future development and public investments near transit stations and along transit corridors. (728-S)

WHEREAS, with recent major investments in transit (streetcar, MAX bus routes), planned investments in future transit corridors and the City's stated commitment to work to integrate the City's rail transit system and subsequent expansions with all modes of local and regional transit, including pedestrian, bicycle, bus and commuter rail services, so that all forms of transit work in conjunction with each other to move people to and from their neighborhoods and a variety of activity and employment centers, the City recognizes the need to create a policy to guide the establishment of transit supportive development, zoning, and public investments; and

WHEREAS, the City Planning and Development Department, in response to this need, has conducted a study which incorporates stakeholder input, integrates relevant plans and policies and national best practices to create a guide and action plan for transit oriented development in Kansas City; and

WHEREAS, as a result of the study, the Department has proposed a framework for future development within transit station areas and along transit corridors which support transit; and

WHEREAS, said framework provides a guide for future development and redevelopment, for specific and general policies to guide future decisions, and for public and private investments in transit station areas and along transit corridors; and

WHEREAS, the Department has incorporated its findings in the Kansas City Transit Oriented Development Policy; and

WHEREAS, the Kansas City Transit Oriented Development Policy has incorporated the policies of the *FOCUS Kansas City Plan* and other appropriate planning documents; and

WHEREAS, the recommendations of the Kansas City Transit Oriented Development Policy are consistent with the Phase II – Streetcar/Light Rail Expansion plan and the region's long-range transit and transportation plans;

WHEREAS, legal notice for the public hearing before the City Plan Commission was published on April 4, 2016, in conformity with State and local laws; and

WHEREAS, the City Plan Commission approved the Kansas City Transit Oriented Development Policy on April 19, 2016; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section A. That the Kansas City Transit Oriented Development Policy is hereby adopted as a guide for future development and public investments near transit stations and along transit corridors. A copy of the Kansas City Transit Oriented Development Policy is attached hereto, in substantial form, and is hereby approved.

Section B. That the Kansas City Transit Oriented Development Policy is consistent and complies with the FOCUS Kansas City Plan, adopted on October 30, 1997, by Committee Substitute for Resolution No. 971268, and is adopted as a supplement to the FOCUS Kansas City Plan.

Section C. That the Council finds and declares that before taking any action on the proposed Kansas City Transit Oriented Development Policy hereinabove, all public notices have been given and hearings have been had as required by law.

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Authenticated as Passed

Sly James, Mayor

Marilyn Sanders, City Clerk

MAY 18 2017

Date Passed

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**acknowledgements**

The Transit-Oriented Development Policy is possible because of the input from the NextRail KC streetcar expansion plan. The thousands of stakeholders who provided input communicated not only the need for better transit access, but for transit-supportive neighborhoods that could catalytically transform the city into an engine for economic growth.

# Introduction

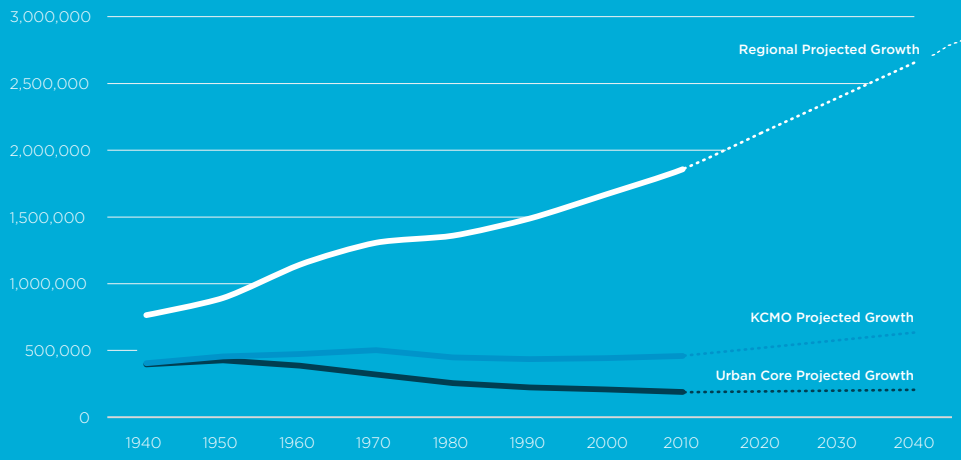
With two MAX bus rapid transit routes, and a new downtown streetcar starter line, Kansas City has seen tremendous investments in new enhanced transit technology and corridors in recent years.  With the potential for new commuter rail on the Rock Island Corridor, and plans underway to expand the MAX system and the streetcar line, these investments seem poised to continue. To protect previous investments and as additional investments continue to be made, there is a need to ensure that public improvements and development around transit stations and along transit corridors support and ensure the success of transit.  Transit-Oriented Development (TOD) is a development strategy that focuses development along existing and planned transit infrastructure. TOD ensures an appropriate density and focuses transit supportive activities in order to encourage and sustain transit ridership. TOD also seeks to maximize access to transit by providing adequate housing choices, connections and mobility options. And TOD design guidance ensures that both the public and private realm are thoughtfully designed.

**The Kansas City region has a projected need to accommodate**

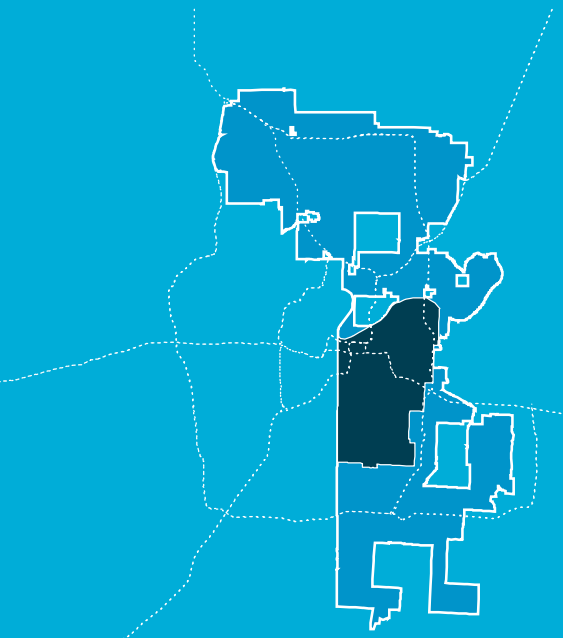
# 800,000

**new residents by the year**

# 2040




Source: Mid-America Regional Council Technical Forecast Committee



**By focusing growth in transit corridors, the region can save**

# $5.3 billion

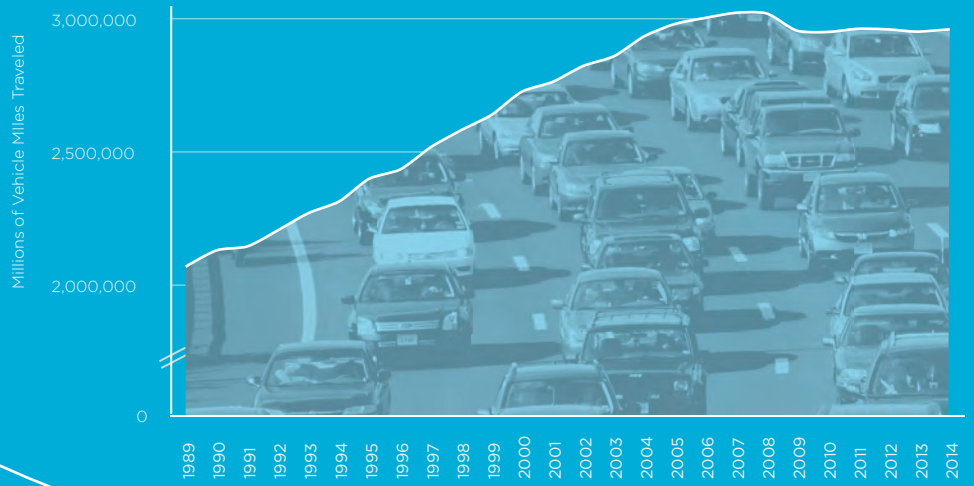
**over the next 30 years**

Source: Mid-America Regional Council Transportation Outlook 2040

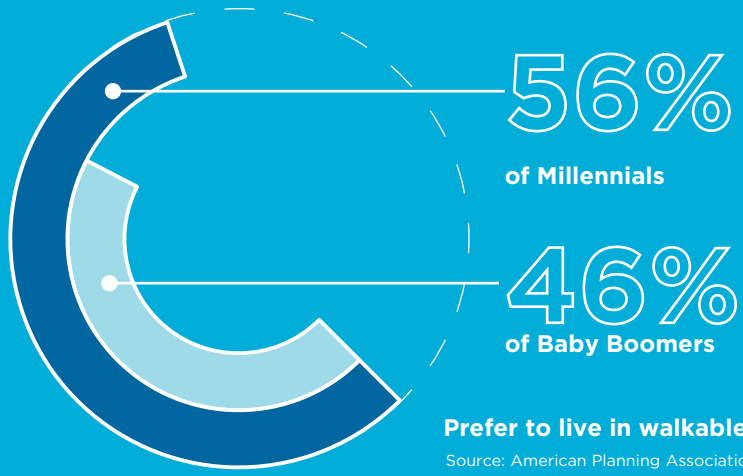
Recent demographic trends illustrate an aging population, shrinking household sizes, and a preference of younger generations for a more urban and walkable environment connected to transit. Meanwhile, over the past decade, downtowns across the country have been redeveloping to attract both empty-nesters, millennials, and others interested in an urban lifestyle. These groups have begun to shift development priorities, yet private investment has yet to fully catch up to that unrealized demand. The demand for transit-oriented, mixed-use, and multi-family housing options far outpaces supply.

This shift in national priorities is coming to Kansas City with the Downtown Kansas City Streetcar, an expanding bus rapid transit system, discussions of a commuter rail network in Jackson County, and the increasing popularity of urban trails and bikeways. Increasing transit options is seen as an economic development tool as well as a means to increase accessibility and mobility. Building transit-oriented development around urban, suburban, and rural transit corridors is imperative to ensure the future prosperity and sustainability of Kansas City, its urban core, and our region.

## People are driving less



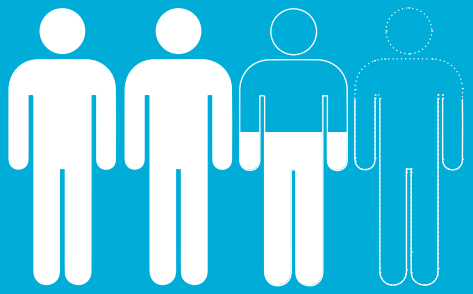

Source: FHWA, U.S. Decennial Census




**Prefer to live in walkable communities**

Source: American Planning Association — "Investing in Place" Survey

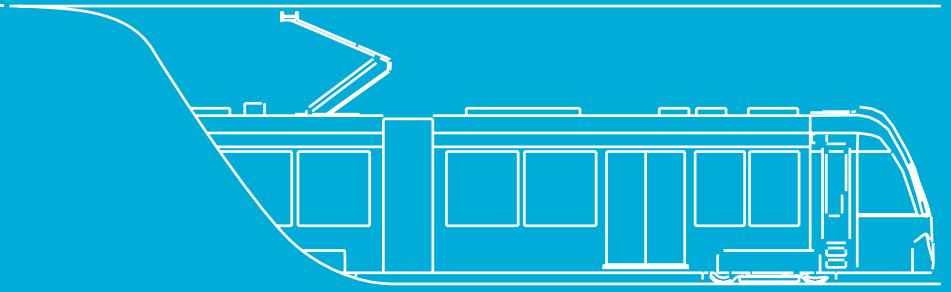
## Average U.S. Household Size is Shrinking



**1940: 3.67 people**

**2010: 2.58 people**

Source: U.S. Decennial Census



In late 2015, Kansas City, Missouri will see the official return of its streetcar system. Formerly one of the largest systems in the country,at its peak, the Kansas City streetcar system had 140 million annual passengers. The 2.2-mile Downtown Streetcar starter line will unify the River Market, Central Business District, Crossroads, and Crown Center into one Downtown corridor. Connecting these activity centers with direct, visible, and reliable transit service will increase population and economic activity while setting the stage for a more livable urban core.

Since the funding mechanism for the starter line was passed in 2012, the City of Kansas City, Missouri has started tracking economic development on the line. Over $900 million of private investment, including over 2,750 housing units, has already been developed or proposed along the nascent $100 million streetcar line. Of this $250 million can be directly attributed to the streetcar line.

# What is Transit-Oriented Development?

Transit-Oriented Development (TOD) is an approach to development that focuses land uses around a transit station or within a transit corridor in order to maximize access to frequent, high-quality transit and the benefits it provides. TOD is characterized by dense, compact development with a mix of uses in a pedestrian-oriented environment. The design, configuration, and mix of uses reinforce the use of public transportation, and enhance the vitality of the area. Successful TOD is characterized by the following elements:

**Connectivity:** At the most fundamental level, TOD expands transit access, increases mobility options, and serves surrounding uses through an integrated system of pedestrian, bicycle, and auto facilities.

**Density:** TOD creates a more compact development pattern that concentrates jobs, housing, shopping, and services close to transit, thereby increasing the number of users and variety of trips that transit can serve.

**Diversity:** TOD enhances the utility of transit by locating a mix of transit-serving uses, services, activities, and destinations conveniently near transit and limiting uses that only serve automobiles. By accommodating a range of ages, incomes, and lifestyle preferences, TOD helps to connect transit to those who need it, and provides diverse opportunities for those who use it. Diversity increases the resiliency of a transit node by allowing an area to nimbly adapt to market conditions.

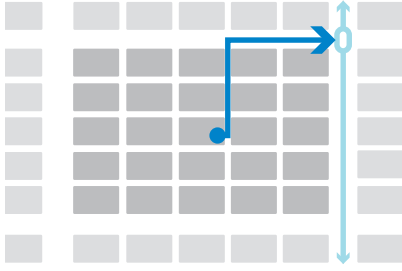
**Design:** TOD enhances the desirability of transit and supports its use by providing a comfortable, accessible, and inviting environment for everyone as they travel to and from transit and on to their ultimate destinations.

# What is not Transit-Oriented Development?

Although many areas served by transit have new development adjacent to transit stops, proximity to transit alone does not fully leverage all of transit's benefits. All four of the elements of TOD (Connectivity, Density, Diversity and Design) described above are required to produce successful TOD. Any development project in an existing or planned transit community that does not include these four elements fails to fully contribute to the TOD environment.

## Transit-Oriented Development Is:

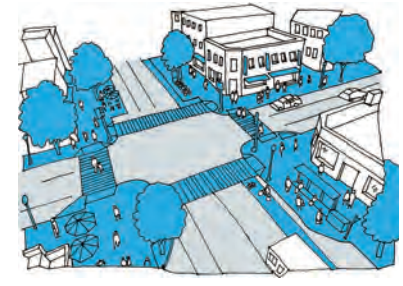
**Connected**



**Dense**

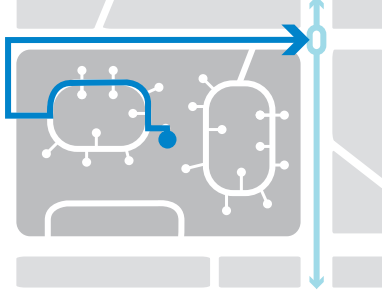
**Diverse**

**Designed**

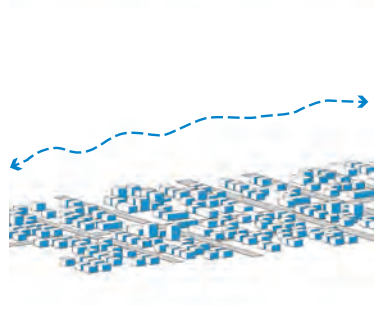


## Transit-Oriented Development Is Not:

**Isolated**

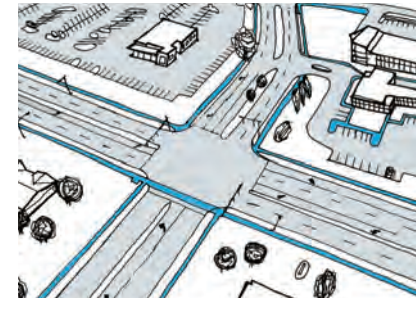


**Sparse**



**Homogeneous**

**Uncoordinated**



# A Citywide Transit-Oriented Development Policy

Over the last decade, Kansas City has begun to transform its Downtown into a vibrant and mixed-use neighborhood. Baby boomers and millennials alike are looking to live in places that are walkable and have a strong sense of community. As Downtown Kansas City continues to develop in general and in particular along the new streetcar line, special attention needs to be paid to new development in order to ensure that their overall design supports this significant public investment and contributes to the attractiveness and energy of Downtown.

Beyond Downtown, increasing the size and amount of these walkable neighborhoods requires reconnecting the City's existing urban fabric. Other areas in Kansas City, especially former streetcar neighborhoods, which have the desired characteristics of a walkable neighborhood, can support future development and reinvestment. To ensure these development patterns spread outside of the Downtown core, both transit investments and appropriate land use policy must align to steer this growth to the rest of the urban core.

Along transit corridors and at existing and future transit stations, TOD can expand the walkability and livability of Kansas City by providing economic opportunity, increasing housing choices, and expanding mobility options.

The Transit-Oriented Development Policy identifies the critical elements of a successful TOD and provides a concise program of initiatives to implement TOD in Kansas City. Several City agencies and departments have existing plans and policies that partially address TOD-related strategies. This TOD Policy will organize these efforts into a cohesive and comprehensive approach that supports the City's efforts to create walkable, vibrant communities centered on transit.

The TOD Policy will provide a foundation to guide both public and private investment at transit stops and along transit corridors. The initiatives in this document range from high-level citywide policy recommendations to specific design standards and the reprioritization of the City's capital improvement program. The TOD Policy is intended to apply to all potential TOD locations citywide and for all modes of transit (bus, streetcar, and other rail). It is designed to assist with the implementation of existing recommendations in adopted City plans and provide a coherent vision for leveraging transit investments throughout the City.

A TOD Policy is an important first step to ensure public transit investments are accompanied by new development and economic activity for several reasons:

- It creates a broad framework to incorporate TOD policies and principles into existing plans and future plan updates;
- It guides more detailed planning and dialogue for specific neighborhoods and station areas.
- It identifies potential barriers to TOD in existing plans and policies and outlines a corrective course of action;
- It assists in prioritizing capital investments to maximize benefit and leverage limited resources.
- It facilitates improved coordination of City agencies and departments to support TOD; and,
- It identifies potential areas to strategically focus investment and development.

# TOD Planning – Where, When and How Should TOD Policies be Applied?

## Where?

- TOD policies should be applied to all transit station areas and corridors served by some form of fixed guideway or rapid transit including streetcar, commuter rail, MAX bus service and other bus rapid transit. This policy document does not attempt to define the transit system, as this planning framework is being created through other agencies. However, it does recognize the need for a comprehensive regional transit plan which helps to predict where future transit service will be located which would necessitate TOD.

- The policies should be applied to the existing streetcar starter line and any future expansion. Other areas where these policies should be applied include:
  - Streetcar starter line and all future streetcar expansion areas.
  - Future commuter rail or light rail station areas and corridors
  - Bus Rapid Transit/MAX – It is recommended that TOD policies be applied to these corridors, however perhaps at a level appropriate to a "rubber tire"

- Many elements of TOD are desirable throughout the city (e.g. walkable, mixed use communities), and this policy should not deter "good urban planning" in areas not designated for TOD.

## When?

TOD planning efforts should be pursued both around existing transit stations, and in areas of anticipated transit system development. A recent TOD best practices guide indicates that national best practices are split on when to apply TOD policies . In "established, slow-growing regions" the focus of TOD planning efforts tends to be around existing transit infrastructure, while regions with rapidly expanding transit systems tend to establish TOD-supportive policies in areas where rail service is planned, in advance of any improvements. The report also notes that "establishing a TOD-supportive policy framework prior to transit system expansion is a strategic choice; the resulting development starts to deliver the general benefits of TOD, while higher densities bolster the community's case for extending the transit system to serve that area. It also strengthens the case for federal support."

In Kansas City, TOD planning should generally begin as soon as funding is approved (or perhaps as a funding request is being developed) for a new transit project. Examples include the creation of a Transportation Development District to fund transit improvements, or the awarding of Federal funds. It will be necessary of course to have some idea of where future transit stations will be located before effective TOD planning can begin.

As the Kansas City system grows, and expands more rapidly, some consideration should be given to beginning TOD planning sooner (when a future expansion can be reasonably expected through a new transit planning initiative or where a new plan identifies a station area). This should be pursued carefully, but there are some benefits to planning for TOD in advance of any transit funding or transit improvements:

- Establishing TOD policies in an area before being connected to the transit system, avoids the need for a retrofit zoning ordinance to accommodate TOD.
- Advance planning improves the chances of a future transit expansion to the area, by providing TOD-supportive land use policies and development densities and which are a key factor in the federal government's funding decisions.

## How - Station Area Planning

This TOD policy document provides a comprehensive set of guidelines that apply to all areas of the City where TOD is appropriate. These broad citywide TOD policies need to be applied at the local level in a way that is sensitive to area context in terms of the location, scale, type and character of development that is appropriate. This should be achieved through Station Area Plans (see page 11 for more), which will serve as a guide for how TOD policies should be applied in individual neighborhoods and corridors. These Station Area Plans should utilize the Typologies for Transit Oriented Development on page 16 as a general guide for appropriate density and scale of development.

Additional planning, public engagement and City Council adoption of specific plans for transit station areas and corridors will be required to implement the Transit Oriented Development Policy in each area. Implementation of these plans will require additional City Council action and public hearing processes to approve any changes to zoning, capital improvement funding, etc.....

# TOD Policy Goals

When thoughtfully integrated with surrounding development, transit can connect people and places, expand opportunity, improve livability, and revitalize communities. To realize the broad potential of transit investments, this TOD policy addresses a wide range of topic areas, including land use policy, transit integration, design guidance for private development and public infrastructure, strategic incentives, and prioritization of capital improvements. The following goals provide a touchstone that grounds and guides this policy's diverse recommendations, in the context of Kansas City's long term sustainability.

## Social and Cultural Goals

**Accessibility & Mobility:** Provide access to employment opportunities, recreational amenities, healthy food, and social services to everyone, regardless of age, income, or ability.

**Diversity & Integration:** Build an inclusive community with a mixture of incomes, ethnic groups, and household types to encourage spontaneous interaction, idea sharing, and creativity.

**Neighborhood Identity:** Enhance the historical and cultural character of unique communities to define future development priorities, including unique and historic structures, and long-standing establishments.

**Affordable Housing:** Maintain or increase the affordability of communities and expand the diversity of housing types to increase housing options with transit access.

**Safety & Security:** Create a safe public realm that deters criminal activity through the design of the built environment and a resulting increase in street activity.

**Public Health:** Promote healthy lifestyles by increasing active transportation alternatives and reducing automobile dependence.

## Economic Goals

**Local Prosperity:** Increase the local multiplier effect by expanding the exposure and access of people to locally-owned small businesses.

**Creativity & Innovation:** Create spaces for interaction and collaboration between persons with new ideas and a spirit of entrepreneurship.

**Commercial Clustering/Business Niches:** Promote cooperation between related industry sectors and the development of new specialized sectors by building capacity for new and existing businesses to congregate around shared public infrastructure and amenities.

**Productivity:** Build transportation connections that increase overall quality of life by reducing commute times and expanding access to services, thereby increasing worker output.

**Housing Diversity:** Provide housing alternatives for changing demographic trends and preferences, including smaller family sizes, families that form at later stages, the "boomerang generation," and those aging in place to ensure stability, diversity and growth.

**Fiscal Sustainability:** Increase the amount and density of residential, office, and retail uses to increase the scale and value of development, the rate of employment, and the amount of taxable sales.

## Environmental Goals

**Resource Conservation:** Reduce consumption of natural resources and increase energy efficiency by building compact, dense neighborhoods that optimize existing infrastructure and reduce dependence on the automobile.

**Open Space Preservation:** Minimize the consumption of farmland and natural areas through greenfield development, by encouraging infill development on vacant and underutilized parcel and the rehabilitation of existing buildings in transit corridors.

**Mitigate Climate Change:** Reduce the local production of greenhouse gas emissions through the expansion of a multi-modal transportation network.

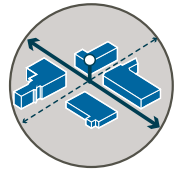
**Improve Air Quality:** Reduce criteria pollutants and other nuisance effects resulting from automobile use.

**Improve Water Quality:** Reduce the volume of stormwater runoff and the pollutants in stormwater discharge through the implementation of green infrastructure.

**Biodiversity:** Increase the diversity and density of plant species to improve the quality of life of denser urban environments, and ensure their resiliency to drought, disease, and other conditions.

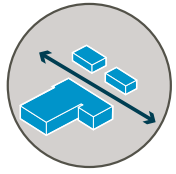
# Kansas City's Development Form Framework

Development Form is intended to guide the key components that define distinct places — a building's scale and orientation, streetscapes and civic spaces, and unique design details. There are four types of areas that comprise the framework for the Development Form Guidelines. These areas are described below:



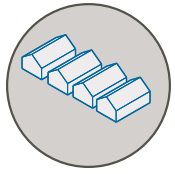
## Nodes

Nodes are small, compact areas, typically at major intersections of corridors, that diverge from the surrounding patterns, but due to scale and design complements both the function and character of the area. Nodes generally serve as a center of activity, but can vary in intensity of use and building scale. Nodes are the development form most logically connected to transit stops and stations.



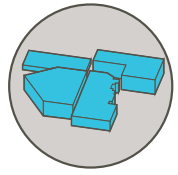
## Corridors

Corridors are linear land use patterns typically along major roadways that quickly transition to different patterns — either at nodes or off of side streets (1/2 to 1 block depth of corridor pattern is typical). Corridors are generally residential or mixed-use. Corridors are typically major roadways that connect districts, nodes, and neighborhoods featuring a greater density of commercial and/or residential uses. Corridors follow transit lines and arterials and connect nodes to one another.



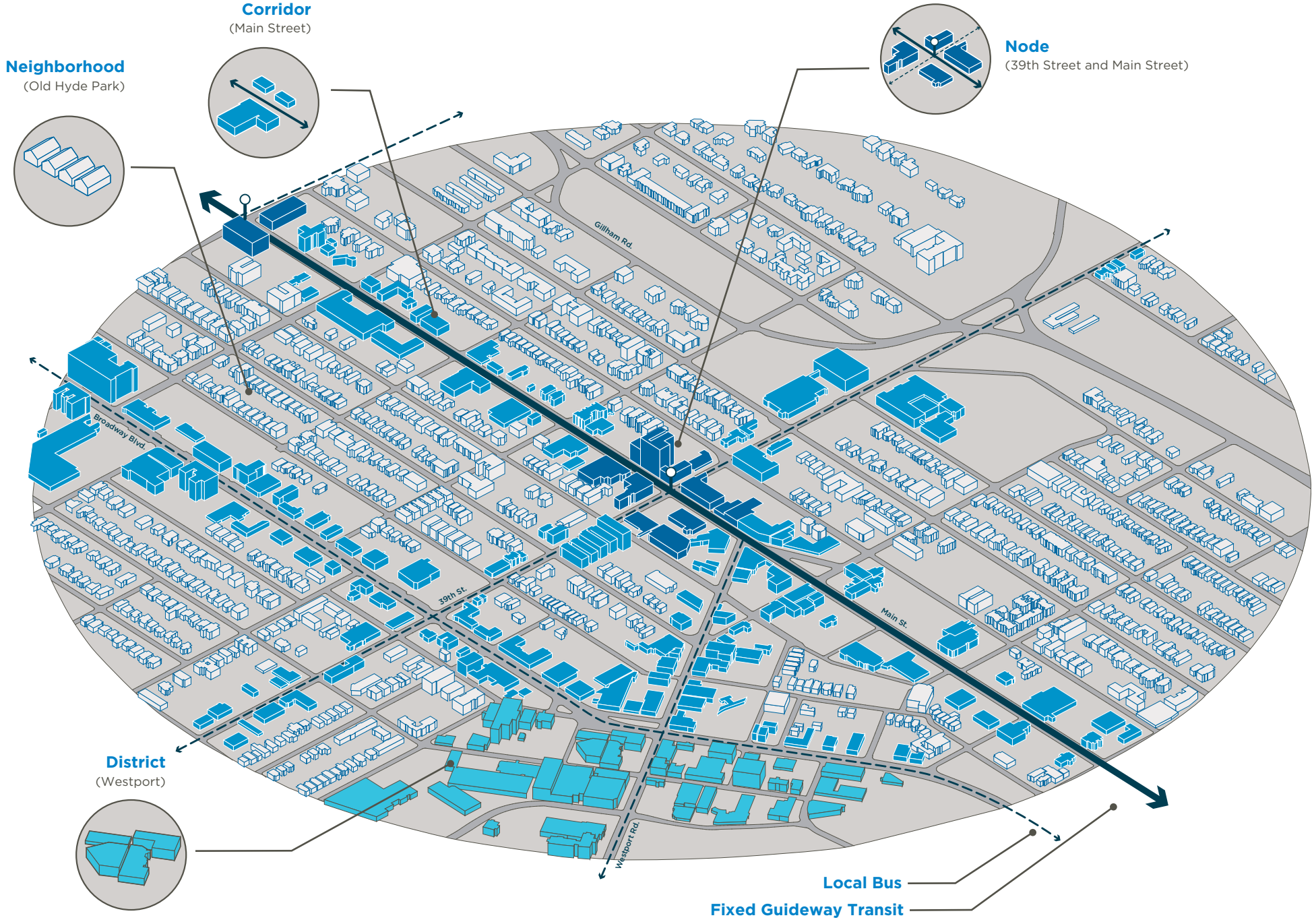
## Neighborhoods

Neighborhoods are areas for household living featuring primarily residential land uses, but occasionally supported by related civic or institutional uses (parks, community centers, schools, places of worship). There are a variety of neighborhoods that differ primarily by: the mix of building types; the design character of buildings and public spaces; the road patterns; and civic space (parks, boulevards, etc.). Neighborhoods are served by transit, but are more restrictive in the types and intensities of use that they allow.



## Districts

Districts are regional destinations that are a distinct place — different from surrounding areas through common activities or themes among uses, the intensity of building patterns, and the design characteristics of buildings and civic spaces. Districts typically have a defined "center" and recognized edges or transitions to surrounding areas. Districts are served by transit but, because they often have unique functions or serve as regional destinations, are dense and active for reasons other than transit and mobility alone.



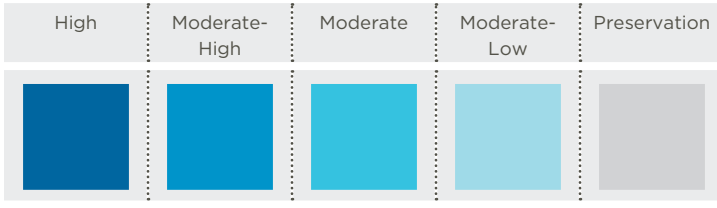

**39th and Main Streets in Kansas City shows how each Development Form is a unique component of a complex city.**

# Transit-Oriented Development Typologies

The urban environment is a collection of places with their own unique characteristics. One dimension that defines the differences between these places is their density and amount of activity. At the center of Kansas City's Downtown are located the most dense and active places. Moving outward, the density and activity decrease into urban neighborhoods, suburban centers, and finally, small town centers. These typologies can be further defined by the City's Form Framework, which includes Corridors, Districts, Neighborhoods and Nodes. While areas vary by their density and scale, they also vary by their existing development forms, which are described below. This typology framework creates a means to evaluate Kansas City's transit areas and establish a set of guiding principles based on the similarities and differences between transit-oriented development areas.

The matrix to the right illustrates the spectrum of transit-oriented development areas, each with respective street networks and development patterns that can be observed in Kansas City, Missouri today.

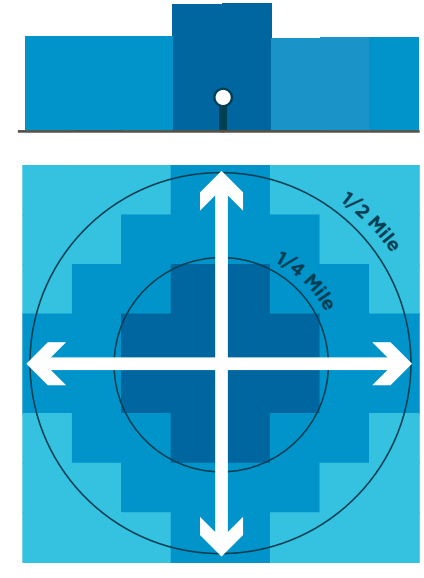
**Typical Relative Density of TOD Typologies**




## Urban Center
Main Street at 12th Street

**Figure-Ground**

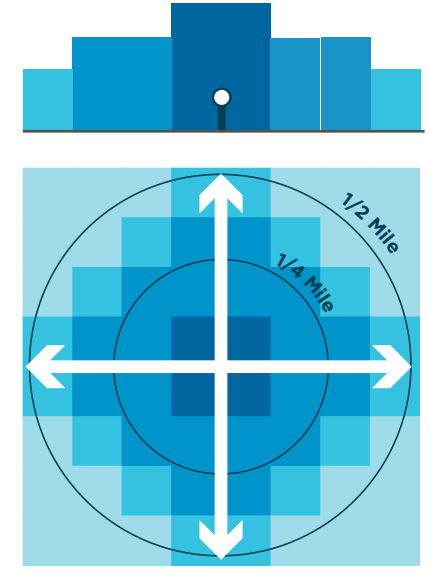
**Typical Relative Density**




## Urban District
Main Street at 19th Street

**Figure-Ground**

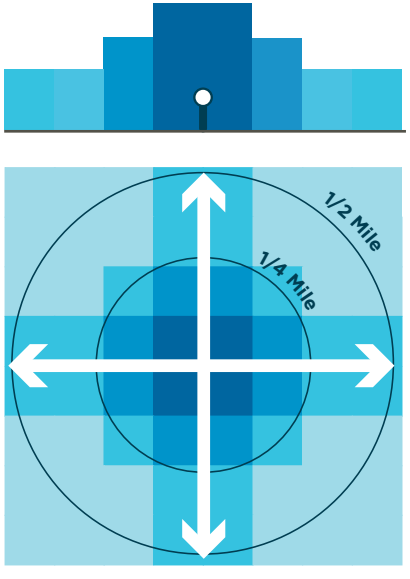
**Typical Relative Density**



## Urban Community
Main Street at 39th Street

**Figure-Ground**

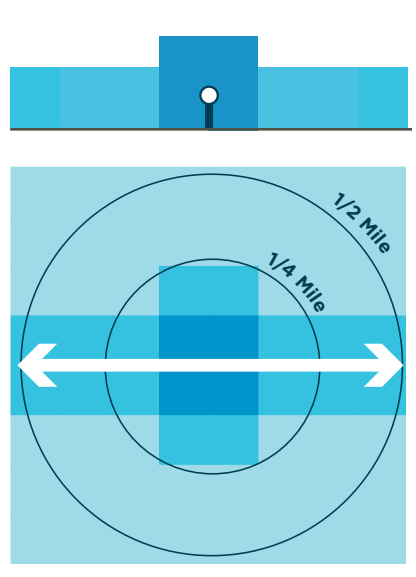
**Typical Relative Density**




## Urban Neighborhood
Independence Avenue at Prospect Avenue

**Figure-Ground**

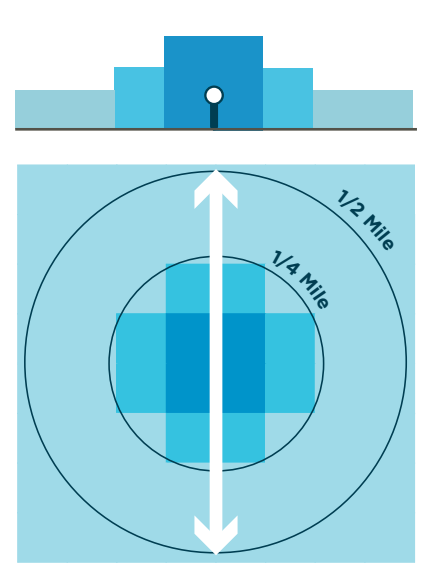
**Typical Relative Density**




## Suburban Center
North Oak Trafficway at Briarcliff Parkway

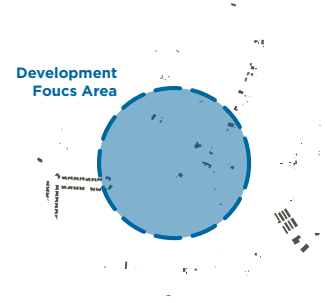
**Figure-Ground**

**Typical Relative Density**

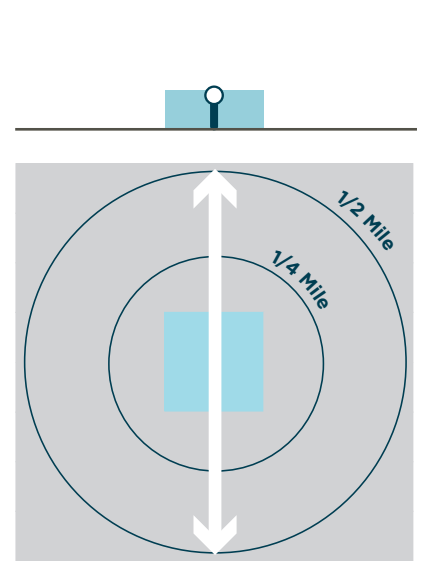



## Town Center
Knobtown

**Figure-Ground**

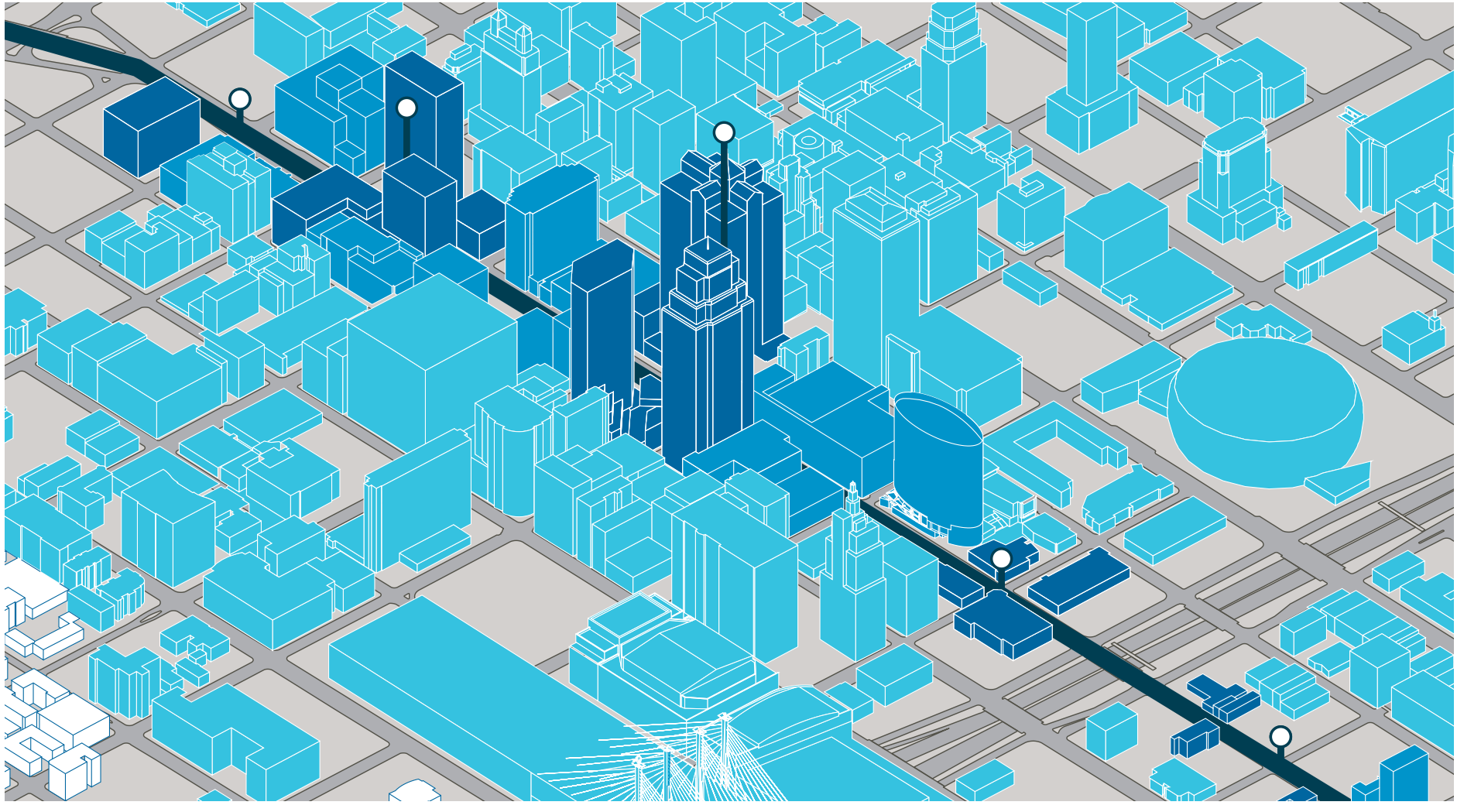



**Typical Relative Density**



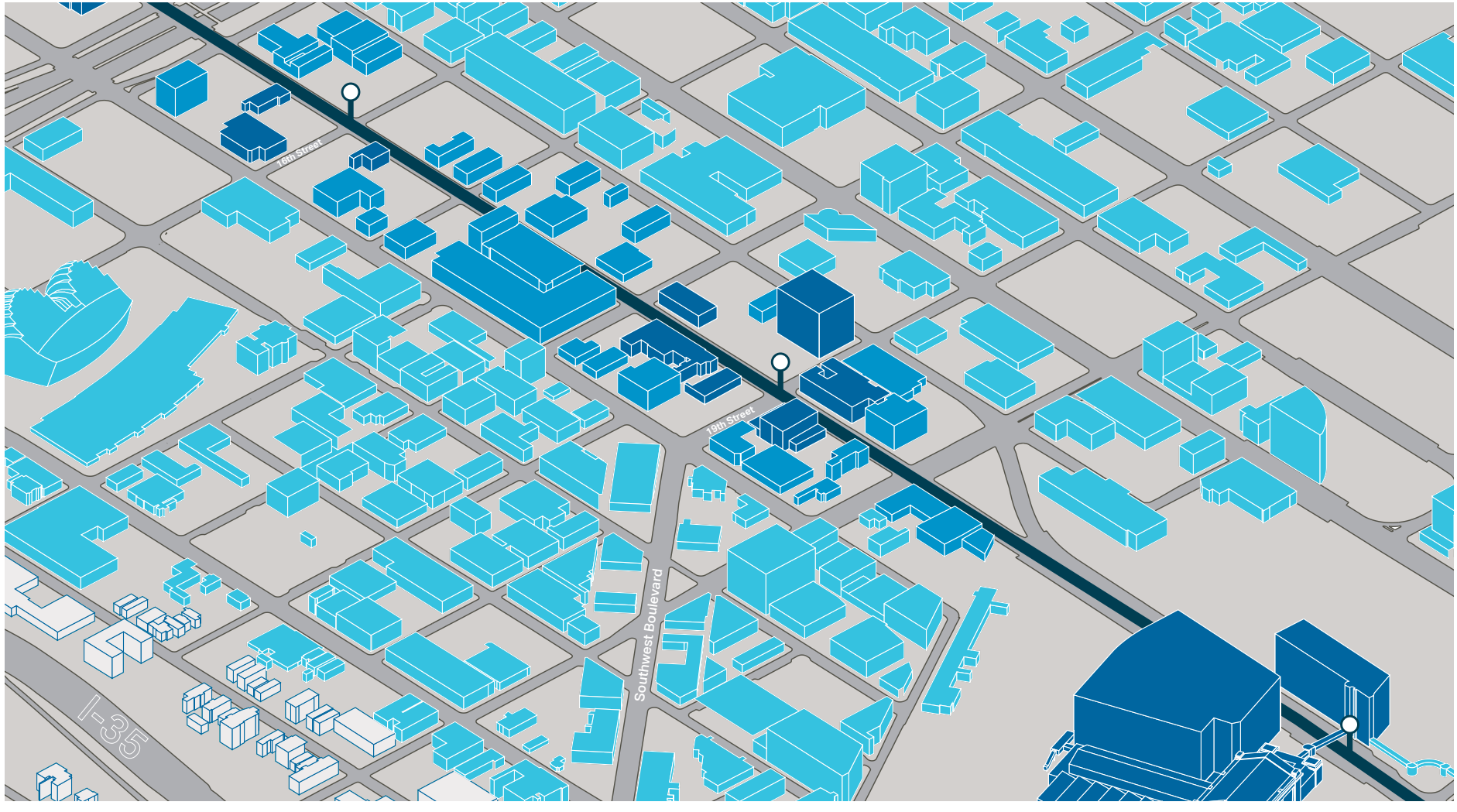
# Urban Center

The Country Club Plaza, Crown Center, and Downtown Loop are examples of this typology. An urban center is characterized by high densities and a diversity of uses in a compact pattern of development. Access to transit and the confluence of major transportation corridors combined with being the employment, government and entertainment center creates significant opportunity for infill growth and redevelopment. This typology would be generally served by bus rapid transit, streetcar, light rail and/or commuter rail and is the origination or destination for most transit trips.



# Urban District

The River Market, Crossroads, and Westport are examples of this typology. Characterized by a mix of uses at a medium to high density, an urban district is a regional attraction with capacity for significant infill development and revitalization within walking or biking distance from a transit corridor and/or stop. Preservation and reuse of historic structures limit large scale redevelopment. This typology would be generally served by bus rapid transit, streetcar, and/or light rail.

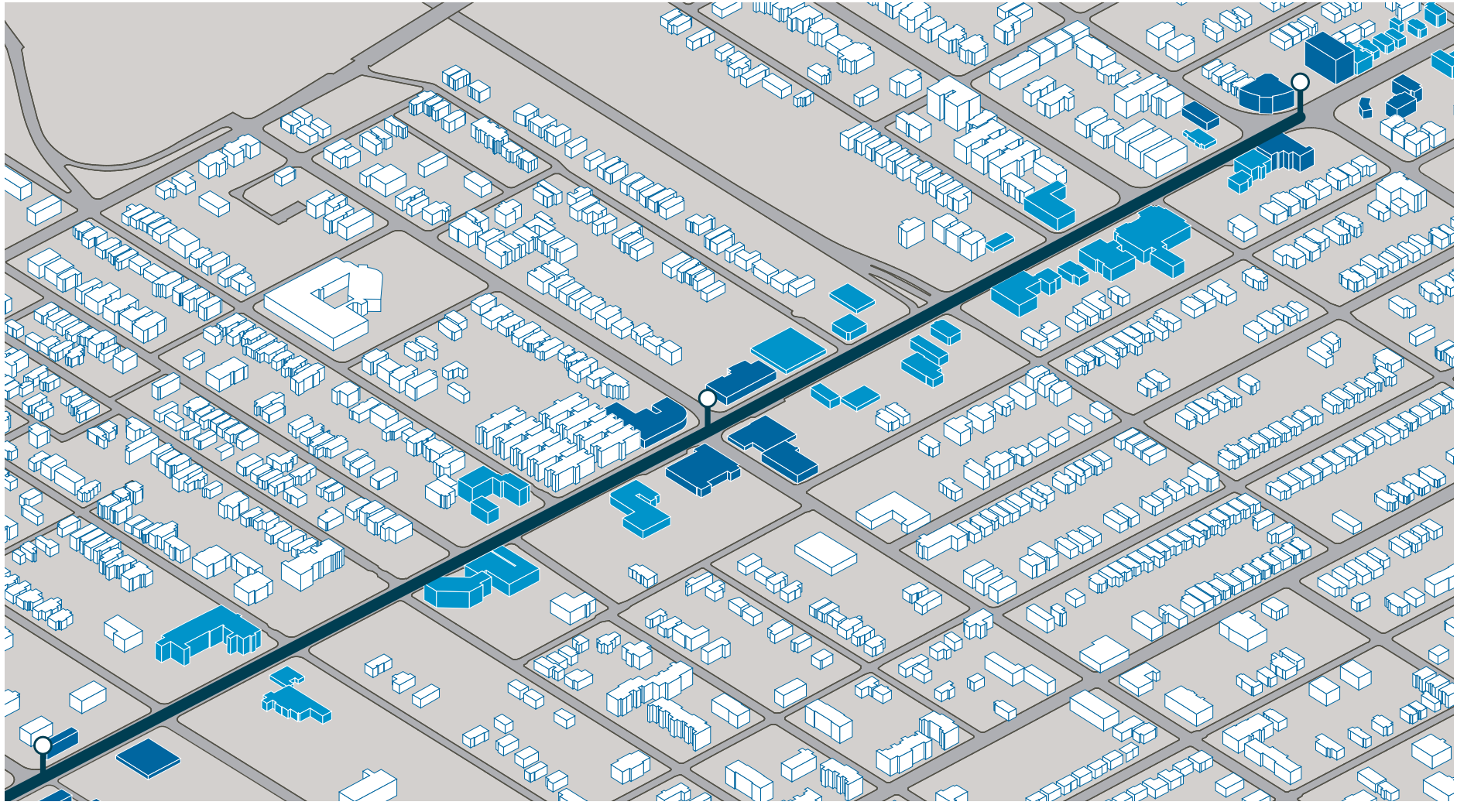


# Urban Community

The KU Medical Center, Midtown Marketplace, and UMKC/Stowers campus area are examples of this typology. Large scale institutions and/or regional-serving retail are integrated into an urban neighborhood fabric characterized by a diversity of uses and typologies. Typically adjacent to both constrained residential neighborhoods and districts with capacity for significant development, there is development potential along transit corridors and within walking distance of transit stations. This typology would generally be served by bus rapid transit, streetcar, and/or light rail.

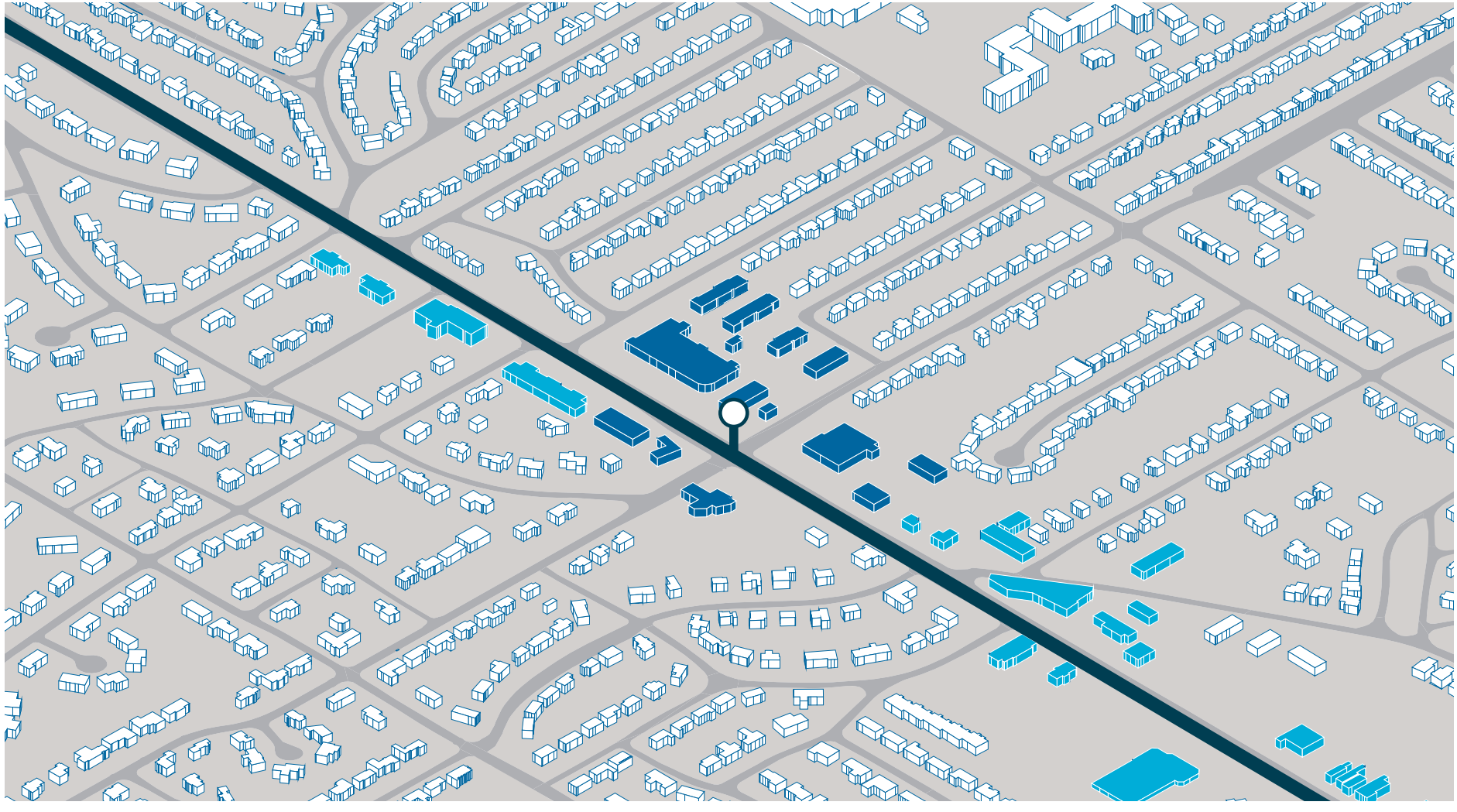
# Urban Neighborhood

The Green Impact Zone, Marlborough Coalition of neighborhoods, Brookside, and Pendleton Heights are examples of this typology. The typology designation is primarily single-family residential in nature with locally-serving commercial development along the major streets and at primary intersections. Development is limited to increased density along transportation corridors due to a desire to preserve neighborhood character, small lot sizes and limited buffering between commercial and residential uses. This typology would be generally served by bus rapid transit, streetcar and/or light rail.



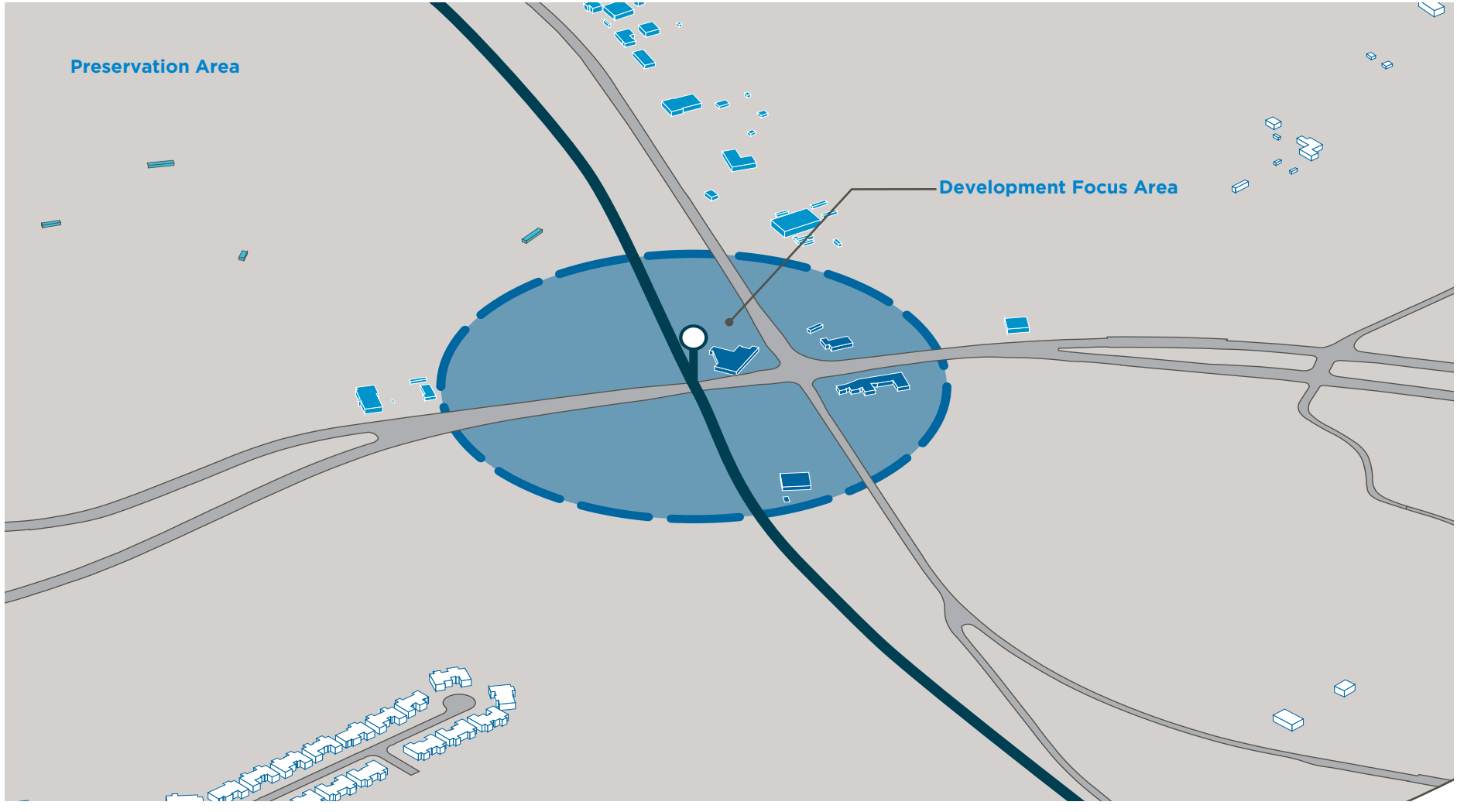
# Suburban Center

North Oak Trafficway and the new Three Trails Campus are examples of this typology. This typology is characterized by a separation of uses and low density along transportation corridors with major pedestrian impediments, which are not ideal conditions for transit-oriented development. Automobile-oriented development and a disrupted street grid offer an opportunity for a retrofit that could expand the use of transit in suburban TOD areas, including such retrofits as reorienting buildings toward streets, creating new pedestrian connections, and providing infill development near transit stops. This typology would be generally served by bus rapid transit, light rail, and/or commuter rail.



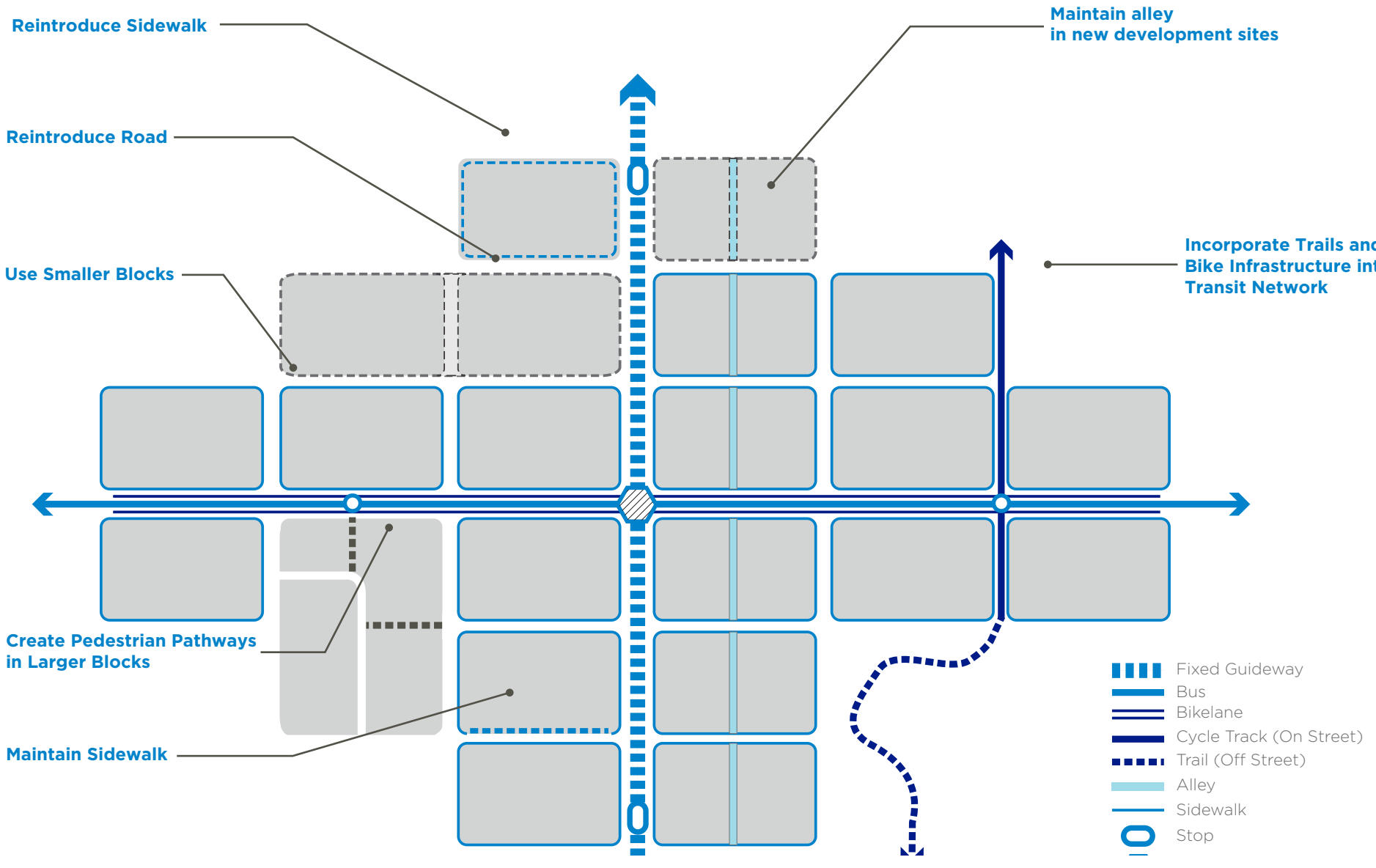
# Town Center

Knobtown is an example of this typology. Rural in character, this is an area where a group of uses congregate around a compact government, commercial, and or transportation center for convenience, and in order to preserve open space. While there is some room for development, preservation of the rural character limits future growth. This typology would be generally served by light rail on an urban fringe or commuter rail as part of the larger region's capture area.



# Recommendations

The recommendations of this Transit-Oriented Development Policy vary greatly in scale, ranging from citywide priorities for economic development to details of sidewalk design. The following recommendations are equally broad in subject, weaving together recommendations ranging from transit operations, to historic preservation, and parking management. This Transit-Oriented Development policy attempts to bring together and align these diverse tools and initiatives in a coherent framework that supports transit and transit-oriented development in Kansas City. Together, these recommendations are envisioned as a collection of actions necessary to fulfill Citywide goals for creating and nurturing quality communities, and positioning the City for a more vital and sustainable future.




## A Connected, Multi-Modal System

Together, a network of fixed guideway, local bus, bicycle, and pedestrian paths make up our city's circulatory system. This map demonstrates at an abstract level how these connectivity elements knit together destinations in the urban fabric.

# Connectivity

At the most fundamental level, TOD expands transit access, increases mobility options, and serves surrounding uses through an integrated system of pedestrian, bicycle, and auto facilities. Recommendations for connectivity include where to locate transit facilities and how to integrate transit with other modes and surrounding development to make the system easier to use for more people. Connectivity recommendations also address the first/last mile travel of transit users through a well-designed and well-maintained network of streets and off-street connections.

## Recommendations

**Transit Facility Location** Locate transit facilities to maximize access for all users

**Transit Integration** Layer, integrate and optimize transit modes and service to increase the flexibility, usability, and efficiency of the transit system.

**Transit User Experience** Design transit facilities to make the user experience as convenient and intuitive as possible for the greatest number of people.

**Accessibility** Meet or exceed ADA accessibility standards and support universal design in order to make transit convenient and comfortable for all users, particularly those with disabilities.

**Street Maintenance** Improve connections to transit through maintenance, repair, and upgrades to on-street pedestrian and bicycle infrastructure.

**Pedestrian Assessments** Conduct a pedestrian assessment of corridors to identify gaps in the existing improvements and future connections.

**Pedestrian Zones** Develop a formalized process to officially designate transit corridors as pedestrians zones that corresponds with the highest level of consideration in the Walkability Plan.

**Street Network** Establish an interconnected street grid with high density of intersections, which expands access to transit by providing more direct and convenient paths for pedestrians, cyclists and motorists.

**Managing Off-Street Connections** Improve the coordination of multi-use trails and their connection to transit facilities.

**Improving Off-Street Connections** Improve connections to transit with off-street facilities including trails, greenways and bikeways.

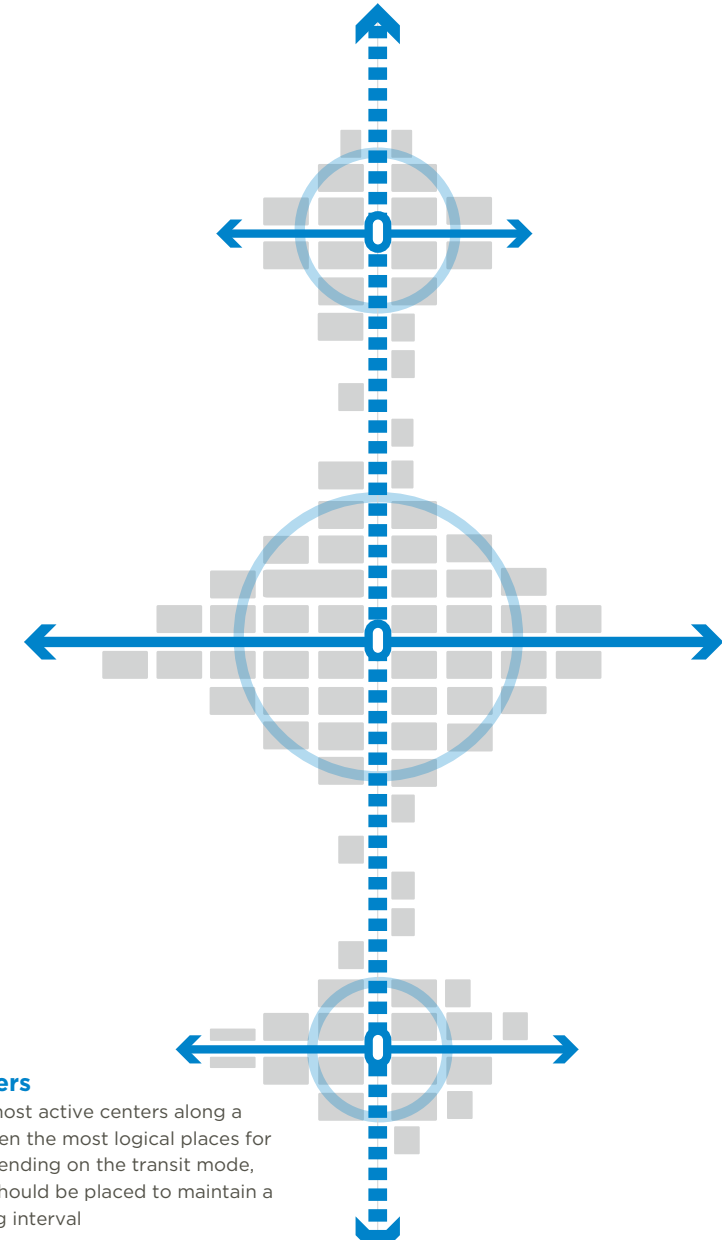
**Multi-Modal Streets** Support multi-modal streets that seamlessly accommodate transit, automobile, bicycle, and pedestrian facilities in order to provide mobility options and broaden access to transit services.

**Wayfinding** Use wayfinding techniques to increase the visibility and usability of the transit system, and to simplify navigation to final destinations.

# Transit Facility Location

Locate transit facilities to maximize access for all users.

**Description**
The location of a transit facility has a direct impact on its accessibility by potential users. In order to make it easier for people to access transit, and to support the expanded use of transit, locate transit facilities in existing activity nodes and at the intersection of major transportation corridors. Corridor planning, station area planning, and the design of new transit-oriented development projects provide an opportunity to identify appropriate locations for transit facilities.

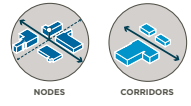


**Activity Centers**
The busiest and most active centers along a transit line are often the most logical places for transit stops. Depending on the transit mode, additional stops should be placed to maintain a consistent spacing interval

**Related Goals:**
- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

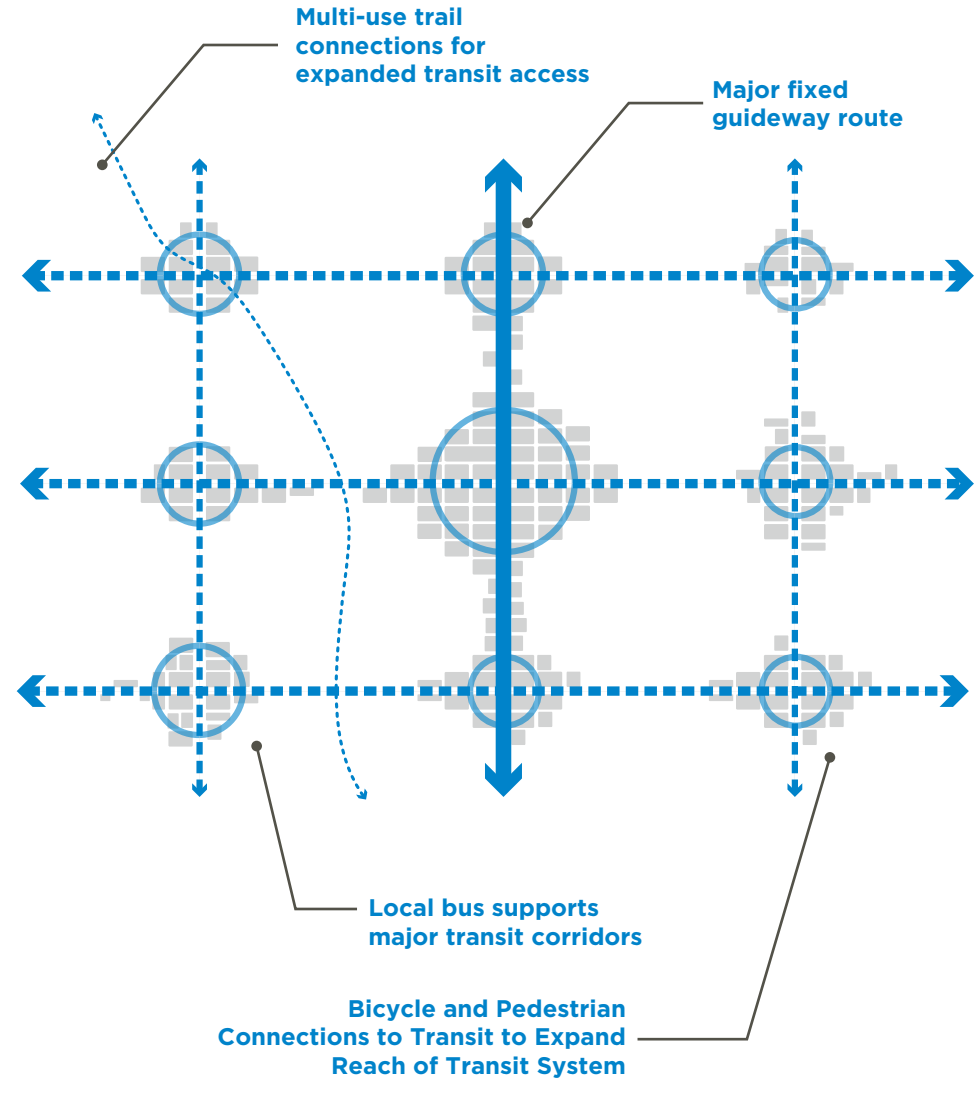
**Implementation Category**
Station Area Planning

**Applicable Development Forms**



# Transit Integration

Layer, integrate and optimize transit modes and service to increase the flexibility, usability, and efficiency of the transit system.




**Description**

Transit functions most efficiently and with greatest impact when transit infrastructure, routes, and operations are carefully coordinated to optimize service, and when transit is integrated with other transportation modes. Creating a diversity of modal options within and along transit corridors expands the impact radius of transit investments. For example, local bus service can be designed to feed premium transit corridors with high frequency fixed rail and bus rapid transit. With complementary bicycle and pedestrian infrastructure, the geographic reach of convenient transit service can be extended to more users, increasing the viability of the transit system. As part of an ongoing partnership, the City, the KCATA, Streetcar Authority, and other partners should continue to coordinate strategic planning efforts and policies concerning transit infrastructure, routes, and operations to increase the efficiency of the service while expanding its usability and flexibility.

**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

**Implementation Category**

Policy (Regional Transit Coordination)

**Applicable Development Forms**

# Transit User Experience

Design transit facilities to make the user experience as convenient and intuitive as possible for the greatest number of people.

**Description**

Making an integrated transit system easy to use requires a uniform, seamless and intuitive design of transit facilities. The user experience encompasses many components. Helpful wayfinding and system information orients users to the transit system and their ultimate destination, thus enhancing usability. Transfers and directness of route impact the desirability and effectiveness of transit for users by reducing operational efficiency and increasing travel times. Within the public right-of-way, transit facilities must allow for the physical space and other amenities that support convenient transit use. As part of an ongoing partnership, the City, the KCATA, Streetcar Authority, and other partners should continue to coordinate strategic planning efforts and policies concerning transit infrastructure, routes, and operations to make the user experience as convenient as possible for the greatest number of people. Where resources are available, decrease transit headways and increase hours of service to promote greater transit use.

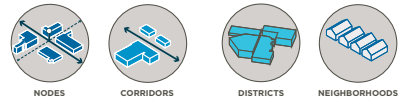
**Related Goals:**

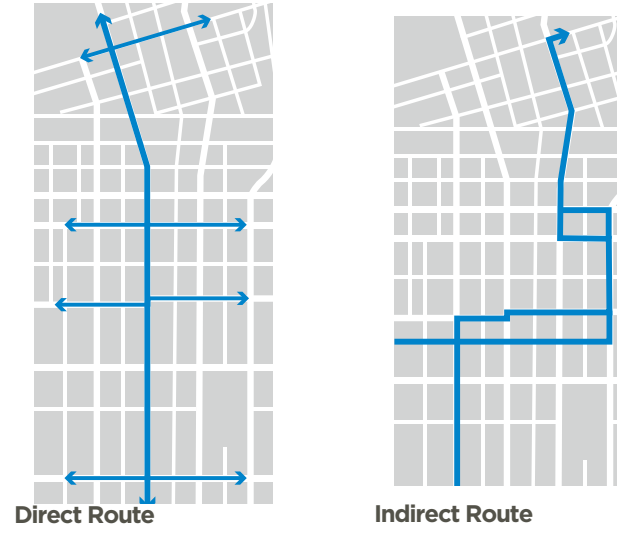
- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

**Implementation Category**

Best Practices for Infrastructure Design and Transit Operations

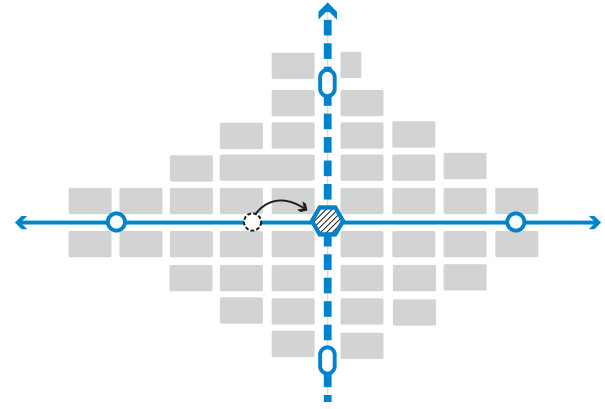
**Applicable Development Forms**




**Directness of Route**

Direct routes are often easier for users to comprehend while still providing sufficient proximity to the relevant destinations and activity center to make a transit route more viable.



**Ease of Transfer**

It is important to coordinate the timing and provide short headways to make transfers between routes easy for users.

# Accessibility

Meet or exceed ADA accessibility standards and support universal design in order to make transit convenient and comfortable for all users, particularly those with disabilities.

**Description**

Meet or exceed ADA compliance and support universal design to ensure that people of various ages and abilities can easily access transit facilities through subtle and specific design recommendations.

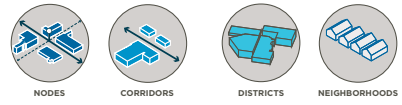
**Related Goals:**

- Local Prosperity
- Creativity and innovation
- Commercial Clustering & Business Niches
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**

Street Standards

**Applicable Development Forms**




# Street Maintenance

Improve connections to transit through maintenance, repair, and upgrades to on-street pedestrian and bicycle infrastructure.

**Description**

Prioritize the City's Capital Improvements Program (CIP) to improve connections to transit facilities. Conduct a pedestrian and bicycle assessment and focus on closing gaps in the network and removing all barriers. (See Pedestrian Assessments)

**Related Goals:**

- Local Prosperity
- Creativity and Innovation
- Industrial Clustering
- Increased Tax Base
- Resource Conservation
- Open Space Preservation

**Implementation Category**

Economic Development Policy

**Applicable Development Forms**

# Pedestrian Assessments

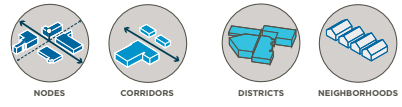
Conduct a pedestrian assessment of corridors to identify gaps in the existing improvements and future connections.

**Description**
Pedestrian needs vary based on context and existing conditions. An assessment will identify the needs of a community, but also the demand for pedestrian facilities. Using the guidelines in the City's Walkability Plan, a community assessment for station-area master plans will determine the Level of Service (LOS) based on the directness, continuity, street crossing, visual interest, amenities and security.

**Related Goals:**
- Accessibility & Mobility
- Creativity & Innovation
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**
Station Area Planning

**Applicable Development Forms**




# Pedestrian Zones

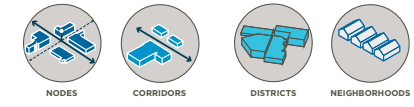
Develop a formalized process to officially designate transit corridors as pedestrians zones that corresponds with the highest level of consideration in the Walkability Plan.

**Description**
The City's Walkability Plan designated pedestrian zones in the community. Creating new or expanding existing zones has not become a formalized process, and the Major Streets Standards lacks a "Complete Street" design section. Using best practices, the City should formalize a process to designate Pedestrian Zones along transit corridors within a TOD area, as well as graphically define a complete street for all relevant road cross-sections.

**Related Goals:**
- Accessibility & Mobility
- Creativity & Innovation
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**
Street Standards

**Applicable Development Forms**



# Street Network

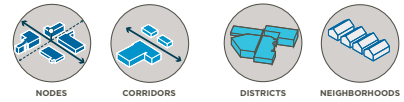
Establish an interconnected street grid with high density of intersections, which expands access to transit by providing more direct and convenient paths for pedestrians, cyclists and motorists.

**Description**
An interconnected street grid enhances connectivity and improves access to transit by providing direct, flexible, and convenient connections to transit, as well as improved mobility throughout TOD areas. National best practice measures exist to evaluate connectivity based on intersection density. As part of a station-area master planning process or in the design of new and infill development, the City should encourage development patterns that reinforce an interconnected street network. For example, the vacation of alleys or combination of individual blocks into "super blocks" should be discouraged.

**Related Goals:**
- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Improved Air Quality

**Implementation Category**
Station Area Planning

**Applicable Development Forms**




# Managing Off-Street Connections

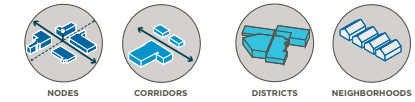
Improve the coordination of multi-use trails and their connection to transit facilities.

**Description**
The City has an extensive off-street trail network. When these trails interface and/or enter the street network, they should transition to on-street facilities of corresponding capacity. Consolidate the various trails providers (Jackson County, Public Works, Parks and Recreation, Levee District) under a single authority to ease the planning, execution and maintenance of a comprehensive and regional trail system that integrates with transit facilities.

**Related Goals:**
- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Resource Conservation
- Mitigates Climate Change
- Air Quality

**Implementation Category**
Policy

**Applicable Development Forms**



# Improving Off-Street Connections

Improve connections to transit with off-street facilities including multi-use trails, greenways and bikeways.

### Description

In TOD Areas, off-street transportation facilities become important multi-modal connections that improve overall circulation and access to transit. Develop an assessment of off-street trails within TOD areas and prioritize the construction of planned trails that connect to transit facilities.

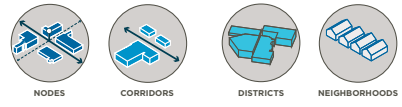
### Related Goals:

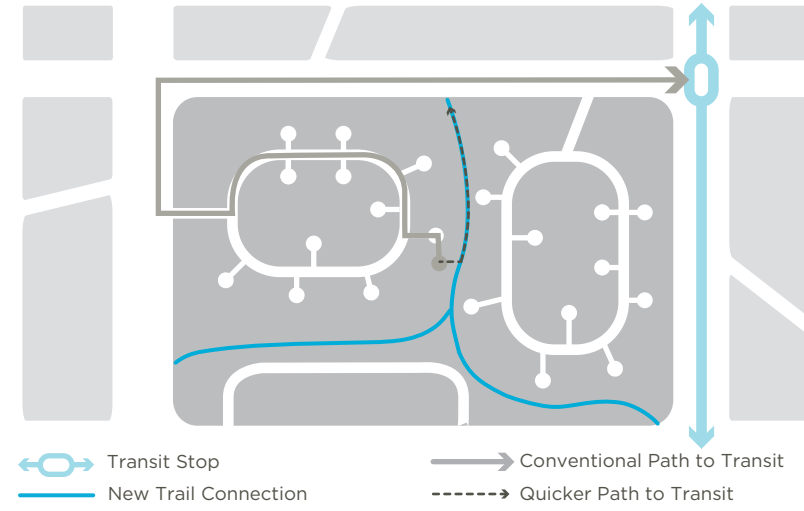
- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

### Implementation Category

Capital Improvements

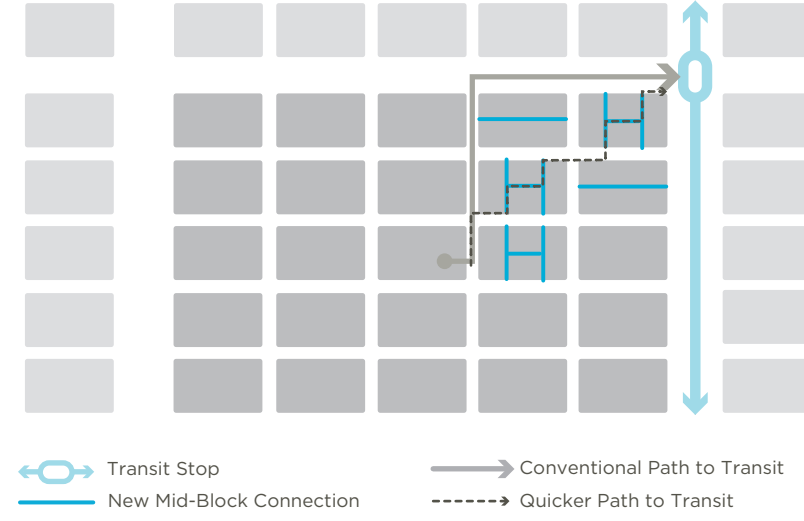
### Applicable Development Forms




### Trail Connections

Whether in a suburban or urban context, there are opportunities to improve the directness of a pedestrian's route. Trails are one way of adding pedestrian connections not only for the added recreational amenity, but for a more direct pedestrian route through the middle of larger suburban blocks.




### Mid-block Connectors

Even in areas with established street grids, there are opportunities to create connections in the centers of blocks by making aesthetic improvements through existing alley structures or by creating paths for pedestrians in infill development projects.

# Multi-Modal Streets

Support multi-modal streets that integrate transit, auto, bicycle, and pedestrian facilities in order to provide mobility options and broaden access to transit services.

**Description**

A comprehensive and balanced transportation provides the facilities and gives equal priority to all modes of transit. The design, construction and maintenance of our streets should respond to this balanced approach and in TOD areas, walkability and bikeability should be prioritized to expand alternative transportation options to and from transit stations. Create a definition for complete streets within a new complete streets policy ordinance that updates the standards and cross-sections within the Major Streets Plan.

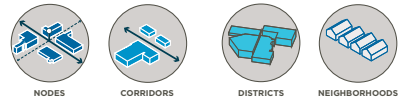
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Resource Conservation
- Mitigate Climate Change
- Improve Air Quality

**Implementation Category**

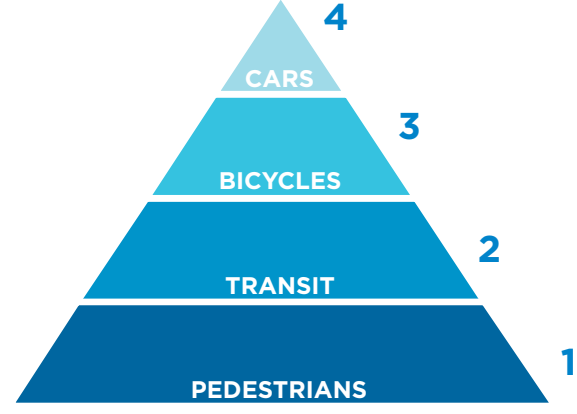
Street Standards
Capital Improvements

**Applicable Development Forms**




**Streets for Pedestrians, Transit Users, Bicyclists, and Cars**

Photo: Matt Johnson




**Mode Hierarchy**

In transit-oriented development areas, pedestrians are the foundation of the transportation system. Decisions ranging from the geometric design of streets and intersections to intersection signalization should be based upon this understanding of mode hierarchy.

# Wayfinding

Use wayfinding techniques to increase the visibility and usability of the transit system, and to simplify navigation to final destinations.

**Description**

Effective wayfinding serves transit users, drivers, cyclists and pedestrians through a variety of means. From the location and content of signage, to the design of transit facilities and infrastructure, and to the quality of connections between arrival points and destinations, wayfinding represents a comprehensive set of considerations for how all users can travel and orient themselves more effectively. As part of a station-area master planning process, the City should pursue opportunities to enhance the experience of transit users and TOD visitors, and improve the ease with which they navigate to various destinations through wayfinding.

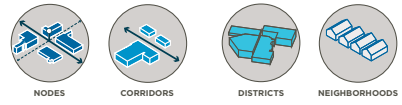
**Related Goals:**

- Accessibility & Mobility
- Diversity & integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

**Implementation Category**

Capital Improvements Program
Open Source Graphic Standards

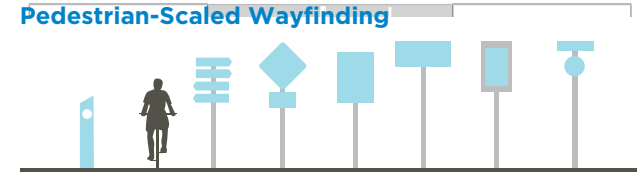
**Applicable Development Forms**



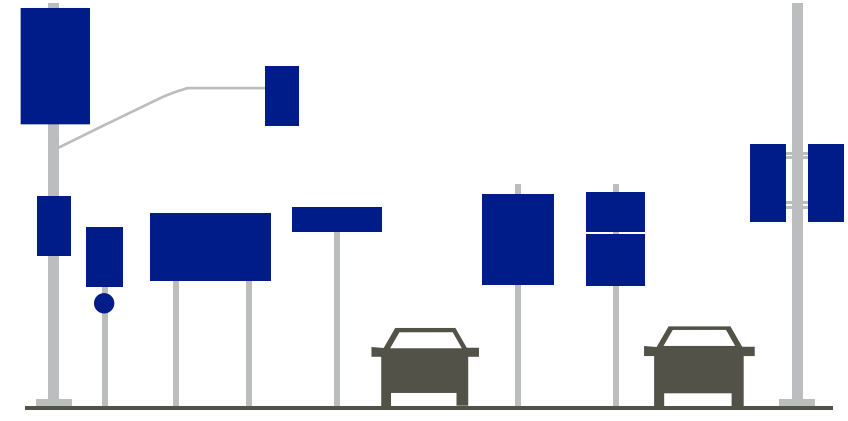

**Wayfinding for All Modes**

Different wayfinding amenities are appropriate for different modes of travel. Pedestrian amenities should be smaller and lower than wayfinding for drivers.

**Pedestrian-Scaled Wayfinding**



**Bicycle-Scaled Wayfinding**



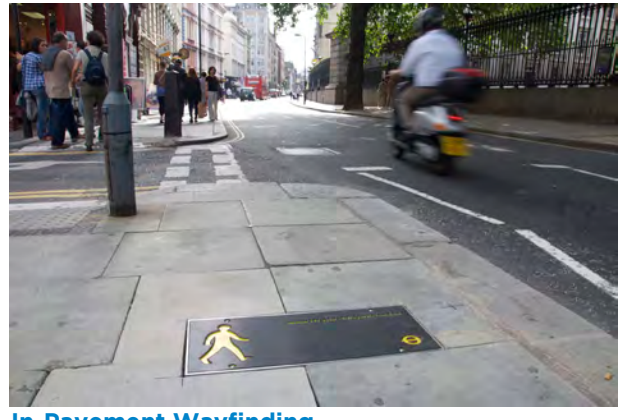
**Automobile-Scaled Wayfinding**

## More than Signs

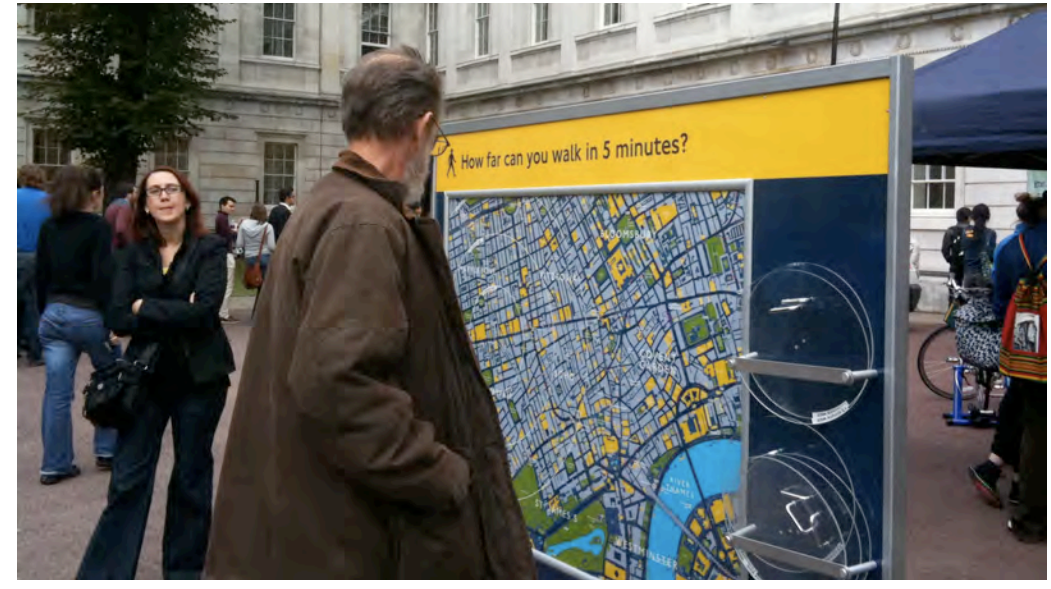
A complete wayfinding network is not only about the signs used to direct pedestrians, but other interventions that help travelers find and remember new destinations. Public art, iconic or whimsical transit stops, in-pavement signage and other pavement treatments, and smart phone applications all help people navigate a city.

**Distinctive Bus Stop Reflecting Area Identity**
Photo: Martin Deutsch


**Directional Signage for Quick Movement**
Photo: Flickr User diamondgeezer



**In-Pavement Wayfinding**
Photo: Matt Jones




**Wayfinding Kiosk in Public Plaza**
Photo: Charlotte Gilhooly


OPIE
BRUSH CO.
EST. 1883
LEEDY-VOULKOS
ART CEN
OPEN
STOP

# Density

TOD creates a more compact development pattern that concentrates jobs, housing, shopping, and services close to transit, thereby increasing the number of users and variety of trips that transit can serve. Recommendations for density include policies to prioritize infrastructure investment and economic development in TOD areas, and development standards that encourage, and in some cases require dense, mixed-use development. Density recommendations also include strategic planning in station areas to maximum the quality and potential impact of transit-oriented development.

## Recommendations

**Incentivizing Transit-Oriented Development** Craft an incentive policy to prioritize investment and development in existing urban areas, focusing on TOD locations in particular.

**Prioritizing Urban Infrastructure in TOD Areas** Prioritize infrastructure investments in existing urban areas, focusing on TOD locations in particular.

**Zoning for Density** Update base zoning districts in TOD areas to accommodate dense, mixed-use development at a scale and intensity appropriate to each TOD location.

**Adequate Density in TOD Areas** Consider provisions in a new TOD overlay that helps to ensure a density that is appropriate to each TOD location

**Boundaries and Transitions** Establish appropriate boundaries and transitions in a new TOD overlay to support successful development and protect adjacent neighborhoods.

**Planning for TOD** Identify appropriate locations for Transit Oriented Development as part of the City's area planning process

**TOD Locations** Use TOD policy, area plans, transit plans, and other sources to identify appropriate boundaries for a new TOD overlay.

# Incentivizing Transit-Oriented Development

Craft an incentive policy to prioritize investment and development in existing urban areas, focusing on TOD locations in particular.

**Description**

This recommendation reflects the importance of aligning incentive policies with the City's strategic commitment to the urban core. Existing economic development tools and policies should be reviewed, and new policies and tools should be explored, to encourage quality development in TOD locations, because it is in these places where development can leverage transit, infrastructure, and services for greatest impact. This alignment of incentive policies could include mechanisms that focus incentives in a particular geographic area, as well as provide policy guidance for the review and granting of a variety of incentives (including TIF, tax abatements, etc.). The incentive should be accessible, address the needs of small businesses and smaller projects, and promote specific strategies throughout the TOD policy document that support successful TODs. These could include affordable housing, provisions for quality public space, and other connectivity, density, diversity and design considerations. Efforts to align economic development policies with TOD goals should include the City of Kansas City, Economic Development Corporation (EDC) of Kansas City, and their partner organizations, and complement and support broader City initiatives, including Advance KC and the Citywide Business Plan.

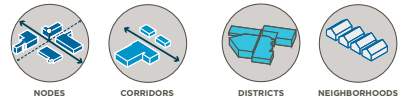
**Related Goals:**

- Local Prosperity
- Creativity and innovation
- Commercial Clustering & Business Niches
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**

Policy

**Applicable Development Forms**




# Prioritizing Urban Infrastructure in TOD Areas

Prioritize infrastructure investments in existing urban areas, focusing on TOD locations in particular.

**Description**

New investment, development, residents, and jobs are critical for the success of Kansas City's urban core, and in turn for the long-term viability and fiscal sustainability of the City. This recommendation highlights the importance of focused and strategic infrastructure investments in urban centers and TOD areas, where these investments can be best leveraged to create communities of lasting value and exceptional quality of life. CIP and PIAC projects that support efficient infrastructure and service provision for dense development should be prioritized. CIP and PIAC projects that encourage low density greenfield development and expand the City's service and maintenance burdens should be discouraged.

**Related Goals:**

- Local Prosperity
- Creativity and innovation
- Commercial Clustering & Business Niches
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

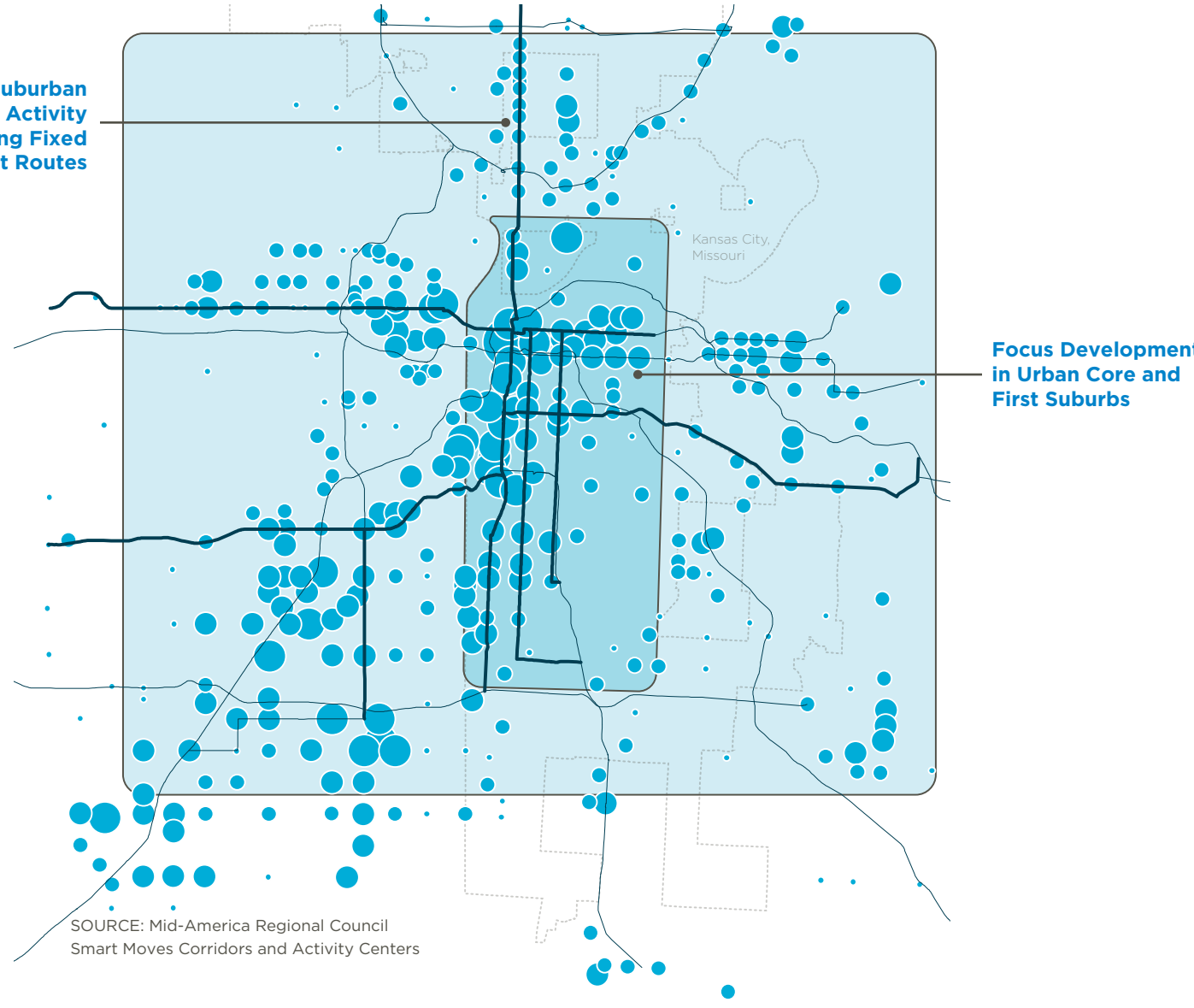
**Implementation Category**

Capital Improvements Program

**Applicable Development Forms**

## Concentrating Investments

By concentrating our urban, suburban, and rural activities around existing or planned transit centers and promoting infill development in areas with existing transit access and other infrastructure,




SOURCE: Mid-America Regional Council
Smart Moves Corridors and Activity Centers

# Zoning for Density

Update base zoning districts in TOD areas to accommodate dense, mixed-use development at a scale and intensity appropriate to each TOD location.

**Description**

Existing zoning districts in the City's Development Code provide a ready-made framework to guide both use and density in TOD areas. Zoning in TOD areas should be reviewed and updated so that the base zoning districts permit the types of dense, mixed-use development necessary for successful TOD. The appropriate zoning for each TOD depends on its location and type. For example, TOD conditions vary greatly from downtown high rises to suburban and small town centers. Zoning is site specific and ultimately depends on the conditions and context of a place. Area Plan updates and more detailed station area planning provide opportunities to initiate a process to update the land use map and base zoning districts. Rezoning efforts can be also be undertaken in coordination with new development in TOD areas.

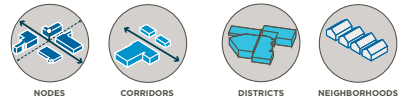
**Related Goals:**

- Diversity & Integration
- Local Prosperity
- Creativity & Innovation
- Commercial Clustering & Business Niches
- Housing Diversity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**

Development Code:
Base Zoning Districts

**Applicable Development Forms**




# Encourage Adequate Density for Transit

Consider provisions in a new TOD overlay that helps to ensure an adequate density to support transit that is appropriate to each TOD location

**Description**

New TOD overlay should explore mechanisms to help ensure an adequate density in TOD areas to support transit. Increasing the density of people, jobs, and services that are located adjacent to transit increases the efficiency and community benefit of transit investments and related urban infrastructure. It is important to ensure that new development provides adequate density and activities necessary to sustain a vital transit corridor. Dwelling units per acre, employees per square foot, floor area ratios, and other widely used measures are available to evaluate density according to established standards and best practices for transit-supportive development.

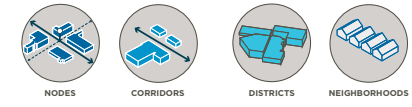
**Related Goals:**

- Diversity & Integration
- Local Prosperity
- Creativity & Innovation
- Commercial Clustering & Business Niches
- Housing Diversity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**

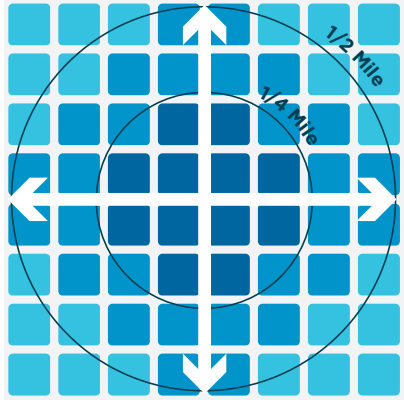
Development Code:
TOD Overlay

**Applicable Development Forms**

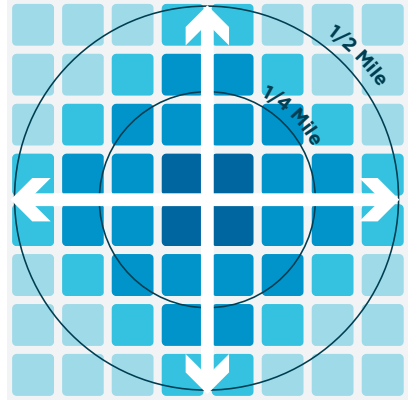


# Density by TOD Type

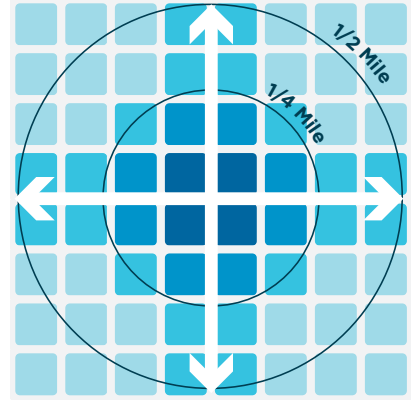
### Urban Center



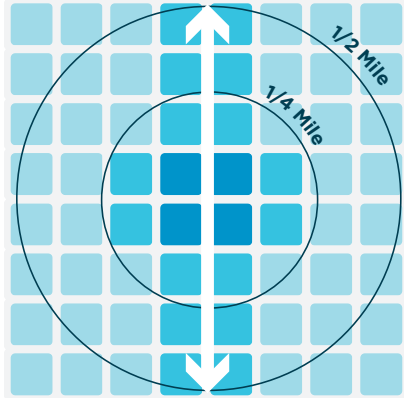

### Urban District



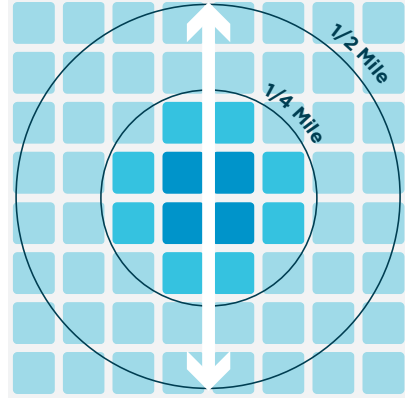

### Urban Community



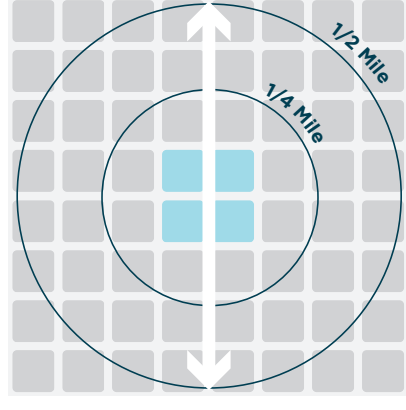

### Urban Neighborhood




### Suburban Center




### Town Center




| | Density | Appropriate Base Zoning Districts |
|---|---|---|
| | High | • DC-15<br>• DX-15<br>• B4-5*<br>• B3-5<br>• R-0.3, R-0.5 |
| | Moderate-High | • DC-10<br>• DX-10<br>• DR-10<br>• B3-5, B3-4, B3-3<br>• R-0.3, R-0.5 |
| | Moderate | • DX-5<br>• DR-5<br>• B2-5, B2-4, B2-3<br>• R-0.5, R-1.5, R-2.5 |
| | Moderate-Low | • B1-3, B1-2, B1-1<br>• R-5, R-6, R-7.5, R-10 |
| | Preservation | • R-80 |

*Note: The B4 district use allows some uses that are inappropriate for walkable mixed-use districts, but does allow for artisan manufacturing (whch is, in many cases, a TOD-compatible use) where B3, B2, and B1 districts do not. Carefully consider the use of the B4 zoning district in TOD areas.

## Transitions in Density

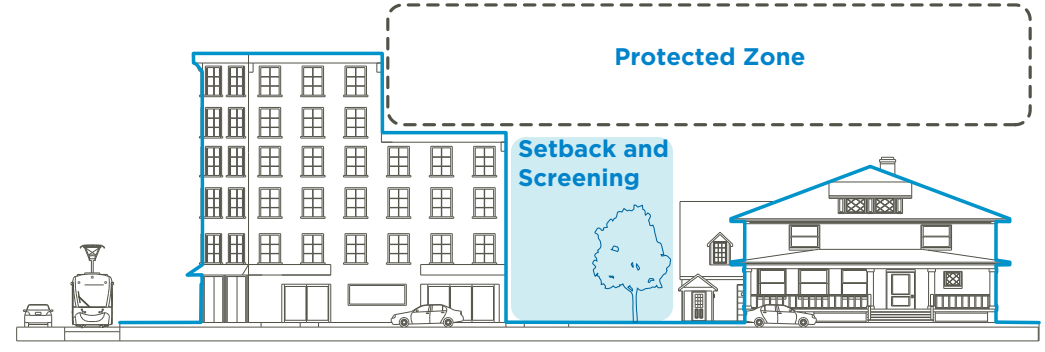
As a general rule, zoning districts should consistent on opposite sides of the street and transition between blocks. This diagram is intended to show the orders of magnitude of density in different TOD areas, not a specific recommendation for transitions between more dense and less dense areas. Those recommendations can be found on the following page and later in this document.

# Boundaries and Transitions

Establish appropriate boundaries and transitions in a new TOD overlay to support successful development and protect adjacent neighborhoods.

**Description**

Base zoning districts can be a tool to manage transitions and boundaries between dense, transit oriented development, and adjacent, established neighborhoods. Zoning in TOD areas should be reviewed and updated during a station-area master planning process to ensure that the base zoning districts provide for an effective transition of uses and densities, with measures for screening, buffering, and landscaping that protect adjacent neighborhoods, while maintaining flexibility for quality transit-oriented development. Once the base zoning is updated, the application of a TOD overlay becomes a much more effective tool to implement quality TOD projects.




**Transition from Node to Neighborhood**

The portion of a development site in a node near a neighborhood should be set back form the neighborhood and match the heights of existing buildings in the neighborhood in order to preserve neighborhood character.

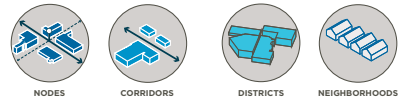
**Related Goals:**

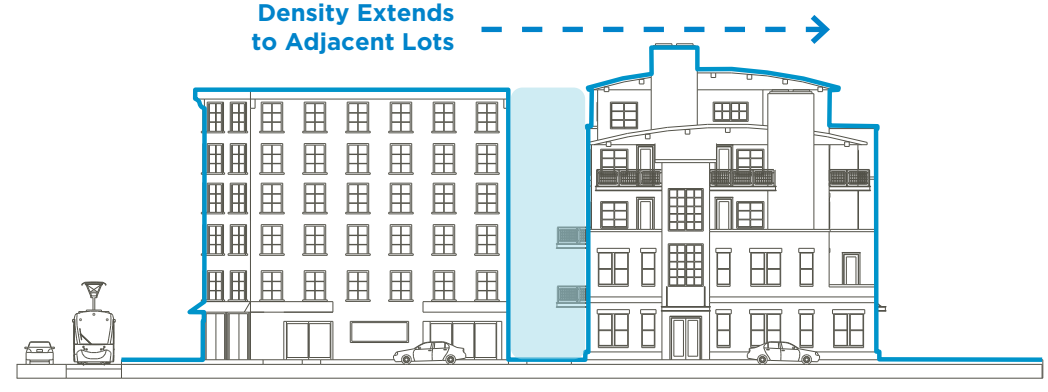
- Diversity & Integration
- Neighborhood Identity
- Safety & Security

**Implementation Category**

Development Code:
Base Zoning Districts

**Applicable Development Forms**




**Transition from Node to District**

In order to fully leverage the transit investment, lots adjacent to transit nodes should develop at similar heights. Screening and setbacks are less necessary in these transition areas.

# Planning for TOD

Identify appropriate locations for Transit Oriented Development as part of the City's area planning process

**Description**
The City's area plans establish a comprehensive and long term vision for land use, housing, public improvements, community development, and City services all developed and vetted through a participatory public process. Area Plans provide a framework to consider land use and development issues related to transit-oriented development at a scale and scope that facilitates strategic integration of diverse issues. Area planning also provides a platform for community conversations about aspirations and concerns for specific places. For these reasons, the area planning process is ideal for identifying appropriate locations for transit-oriented development, and for understanding how transit-oriented development can best support and integrate into specific neighborhoods.

**Related Goals:**
- Accessibility & Mobility
- Commercial Clustering & Business Niches
- Productivity
- Resource Conservation
- Open Space Preservation

**Implementation Category**
Station Area Planning

**Applicable Development Forms**


# TOD Locations

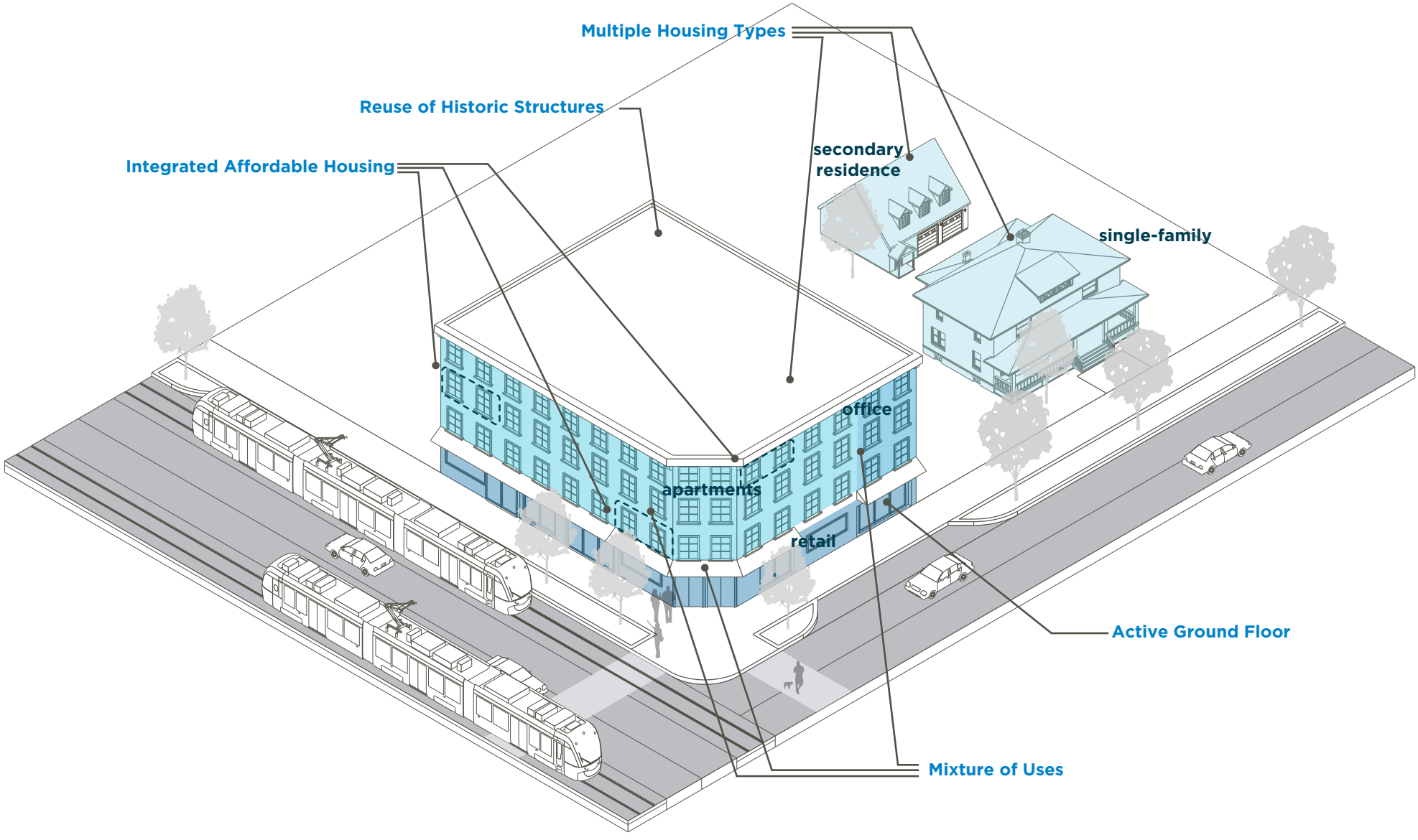
Use TOD policy, area plans, transit plans, and other sources to identify appropriate boundaries for a new TOD overlay.

**Description**
This transit-oriented development policy includes a number of recommendations best implemented through the creation of a new Transit-Oriented Development Overlay that supplements base zoning. It would feature specific standards to enhance the function, quality, and benefit of transit-oriented development. In addition to articulating specific design and development standards, the City should undertake a process to identify appropriate boundaries for new TOD overlays. Because transit oriented development differs widely based on location and neighborhood context, using the TOD typologies identified in this policy to define overlay boundaries may be useful to ensure that the overlay recommendations are context-appropriate. TOD Locations should be identified in transit corridor planning exercises and area planning exercises, and assigned appropriate TOD typologies during the station area planning process.

**Related Goals:**
- Accessibility & Mobility
- Commercial Clustering & Business Niches
- Productivity
- Resource Conservation
- Open Space Preservation

**Implementation Category**
Long Range Planning

**Applicable Development Forms**




## Picture of Diversity

A diverse TOD area should provide a mix of uses, building types, housing options for various income levels, and experiences for pedestrians as they walk from place to place. A diverse environment engenders the uniqueness and spontaneous interactions that drive creative economies.

# Diversity

TOD enhances the utility of transit by locating a mix of uses, services, activities, and destinations conveniently near transit. By accommodating a range of ages, incomes, abilities, and lifestyle preferences, TOD helps to connect transit to those who need it, and provides diverse opportunities for those who use it. Diversity increases the resiliency of a transit node by allowing an area to nimbly adapt to market conditions. Recommendations for diversity address three main components. First, recommendations support a mix of uses, housing types, businesses, and other components of the built environment, through policy, planning, and code requirements. Second, diversity recommendations support mixed income neighborhoods through affordable housing strategies. Third, diversity recommendations encourage reuse and integration with historic buildings.

## Recommendations

**Zoning for a Mix of Uses** Update base zoning in TOD areas to zoning districts that allow multiple uses in a district, lot, and building, and prohibit non-transit supporting uses in accordance within designated areas identified in station-area master planning process and area planning process.

**Incentivizing Mixed-Use Development** Incentivize mixed-use development by proactively engaging developers and providing financing tools and land use inducements for mixed-use development.

**Requiring Active Ground Floor Uses** Require actively-used ground floor in new development and redevelopment projects in order to generate more pedestrian activity and enhance the number of places accessible by transit.

**Promote Transit Supportive Uses** Ensure that the zoning in TOD areas is aligned to promote transit supportive uses and discourage uses that are not transit supportive or degrade the pedestrian experience, and identify development standards to mitigate the impacts of potentially incompatible uses

**Crafting a Housing Plan** Establish a housing policy and affordability goals in TOD areas based on an analysis of housing market conditions in the TOD planning area.

**Promoting Housing Variety** Provide a variety of housing options that make it easier for most people to live in housing in a TOD area, regardless of their housing needs or price ranges.

**Incentivizing Affordable Housing** Proactively engage developers to provide affordable housing using available incentives in areas where affordable housing is needed.

**Requiring Affordable Housing in Designated Areas** In areas where affordable housing is particularly scarce and development demand is high, require new housing developments to incorporate affordable units in their development or contribute to a housing fund.

**Recognizing Historic Resources** Identify existing historic resources and survey the building stock in TOD areas as a part of the station-area master planning process in order to preserve the existing character of an area.

**Reuse of Historic Buildings** Focus incentives on projects that reuse the existing building stock and preserve the character of new buildings.

**Recreational and Cultural Amenities** Incorporate parks, public art, and other cultural facilities in open spaces and other public rights-of-way in TOD areas.

# Zoning for a Mix of Uses

Update base zoning in TOD areas to zoning districts that allow multiple uses in a district, lot, and building in accordance within designated areas identified in station-area master planning process and area planning process.

**Description**

The City's zoning districts currently permit varying degrees of mixed-use development and are sufficient to enable property owners and developers to build mixed-use projects. Residentially-zoned districts generally restrict land use to residential use and other compatible uses, such as schools and religious institutions. The appropriateness of mixed-use development should be evaluated during a station-area master planning process based upon the principles of development form, which generally support mixed-use development in all forms, albeit with limited mixed-use development in neighborhood forms. Station areas should be rezoned and a TOD overlay applied to accommodate the recommendations of the station-area master planning process. Where no station area planning has occurred, appropriate zoning should be evaluated as part of the development review for new projects in TOD areas. The TOD area should require mixed use development in most uses, and to ensure compliance, the City should define mixed-use as transit supportive.

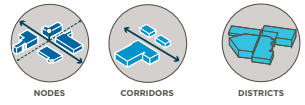
**Related Goals:**

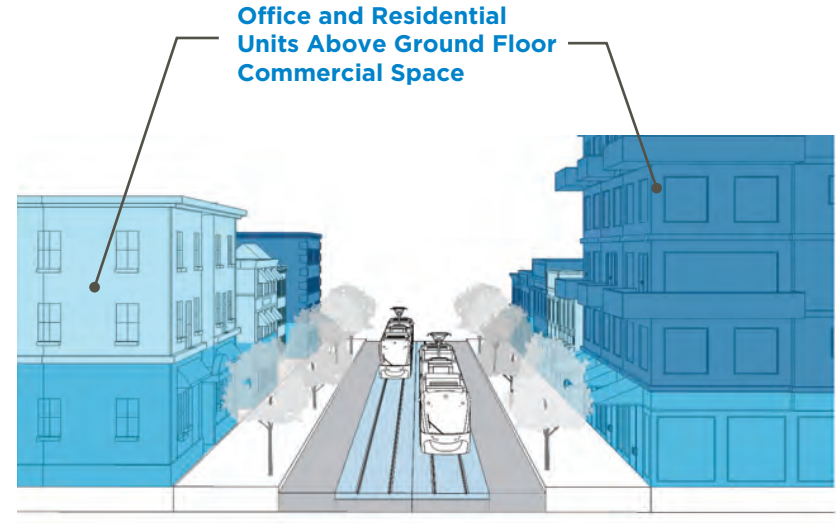
- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Affordable Housing
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity

**Implementation Category**

Development Code

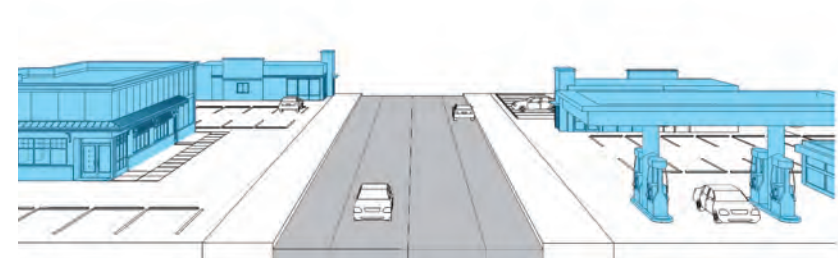
**Applicable Development Forms**




**Vertical Mixed Use**

A project with multiple uses is only mixed use if pedestrians can access multiple uses without much difficulty. Compact development and a pedestrian friendly environment are essential to creating a project that functions as mixed-use.



**Conventional Strip Development**

Activities in this commercial strip are isolated in separate buildings in an environment that is difficult to walk to.

# Incentivizing Mixed-Use Development

Incentivize mixed-use development by proactively engaging developers and providing financing tools and land use inducements for mixed-use development.

**Description**

Beyond permitting mixed-use development, the City and its complementary agencies should encourage such development. The proposed TOD 353 incentive, which can be found in the finance for Transit-Oriented Development section of this document, and other funding mechanisms can be used to encourage developers to deliver mixed-use projects when private lenders are reticent to participate as the sole financiers of such projects due to the relatively novel nature of mixed-use development in the region and the greater perceived risk.

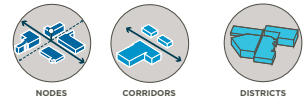
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Affordable Housing
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity

**Implementation Category**

Economic Development Policy

**Applicable Development Forms**



# Promoting Active Ground-Floor Uses

Promote an actively-used ground floor in new development and redevelopment projects in order to generate more pedestrian activity and enhance the number of places accessible by transit.

**Description**

An active ground floor space should include elements that add visual interest and activity to the pedestrian level of a building. An active ground floor can include larger uses, such as retail, restaurants, cafes, bars, and galleries, as well as smaller uses, such as windows that display artwork or additional outdoor seating. The City's existing Pedestrian Overlay District and Downtown Zoning Districts include requirements for first floor transparency and a minimum floor-to-ceiling height and should also be included in a new TOD Overlay. Additionally, projects seeking incentives that include active ground floor uses should be given extra priority.

**Ways to Activate a Ground-Floor Space:**

- Provide views from the street into the first floor of a building
- Incorporate movable seating in a sidewalk area
- Place art in a ground-level window, or install it on the side of a building
- Provide direct access from the sidewalk to restaurants, cafes, and shops in the first floor of a mixed-use building
- Program street performances
- Convert a parking space into a temporary or permanent parklet

**Denver, Colorado**

A street is activated by a series of active ground floor uses, with coordination between property owners and the City of Denver.

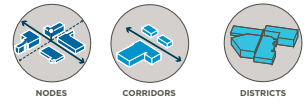
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Affordable Housing
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity

**Implementation Category**

Development Code: TOD Overlay
Economic Development Policy

**Applicable Development Forms**



# Promote Transit Supportive Uses

Ensure that the zoning in TOD areas is aligned to promote transit supportive uses and discourage uses that are not transit supportive or degrade the pedestrian experience, and identify development standards to mitigate the impacts of potentially incompatible uses

**Description**

Uses that are automobile oriented due to design/layout, access, function, or services and/or products they provide can often degrade the pedestrian experience by increasing automobile traffic and lessening building frontage on a right-of-way. Beyond that, they are especially oriented toward automobile users rather than pedestrians and transit users, and thus are generally less useful in transit-oriented development areas. These uses should be discouraged in areas where a transit-oriented development zoning overlay is adopted.

**Drive-Thru Restaurant**

In an otherwise relatively walkable neighborhood, a drive-thru restaurant poses an inconvenience to pedestrians, whose travel conflicts with drivers often distracted by their purchases. Pedestrians are additionally inconvenienced by the lack of explicit facilities, despite an apparent desire to walk to this destination.

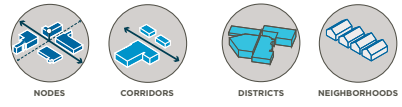
**Related Goals:**

- Accessibility & Mobility
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity

**Implementation Category**

Development Code:
TOD Overlay

**Applicable Development Forms**

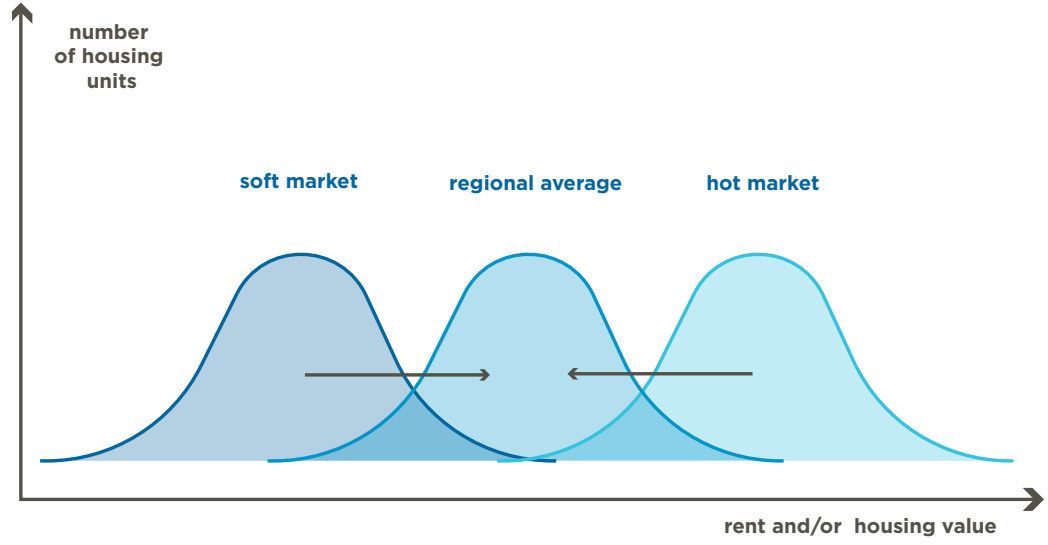


# Housing Plan

Establish a housing policy and affordability goals in TOD areas based on an analysis of housing market conditions in the TOD planning area.

**Description**

Work with community stakeholders to identify the housing needs in station areas. The prevailing goal of a TOD housing policy is to provide a balance of market-rate and affordable housing that matches the needs of the region. Some TOD areas may require additional affordable housing in order to mitigate the property value effects of transit connectivity. By contrast, others may require additional market-rate housing to successfully reflect the regional housing market. Depending on the market conditions within a TOD area, certain measures should be taken to ensure that current residents, especially homeowners can continue to afford to live in the area without additional hardship. TOD areas should be incorporated into the 5-year Housing Consolidated Plan as a strategic area, developed by the Neighborhood Services and Housing Department, which is updated annually.




## Housing Market Analysis

Every TOD area has a unique housing situation which will merit different responses. Station Area Planning should include a housing market analysis and a housing survey that is able to assess the housing needs of a TOD area. In some cases, efforts should be taken to increase an area's affordability. In other areas, it may be more important to promote market rate development while ensuring the same level of affordability for existing residents. The premium associated with fixed guideway transit must be supplemented with additional efforts to promote housing development, in many cases.

**Related Goals:**

- Diversity & Integration
- Affordable Housing
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**

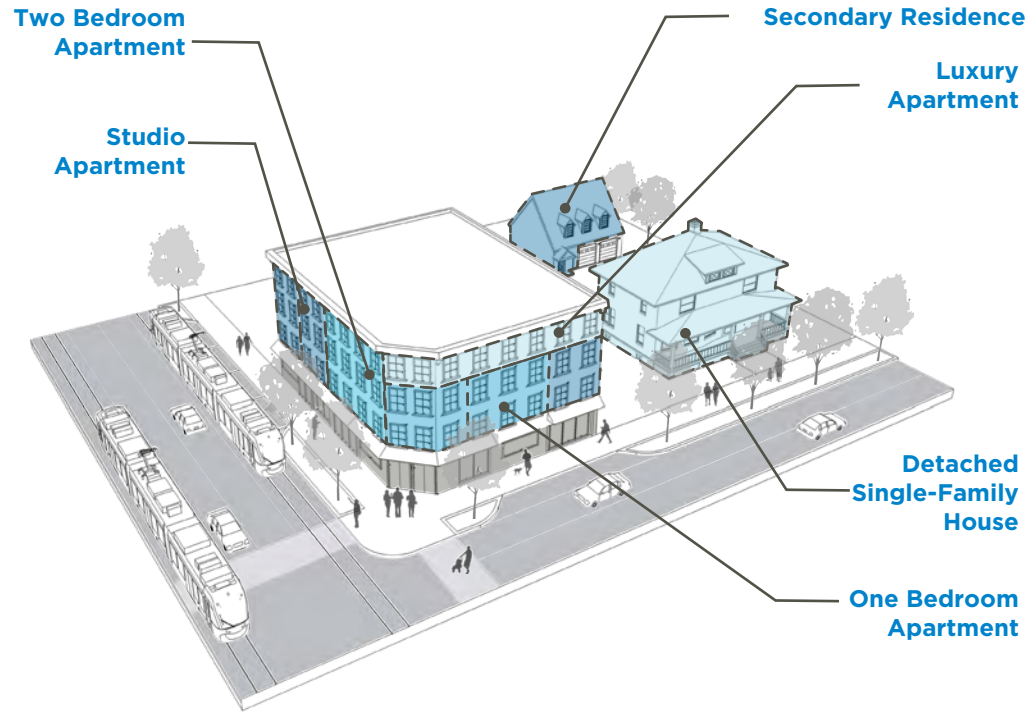
Station Area Planning

**Applicable Development Forms**

# Housing Variety

Provide a variety of housing options at higher densities that make it easier for most people to live in housing in a TOD area, regardless of their housing needs or price ranges.

**Description**
By providing housing options that range from small studio apartments to detached single-family homes, a greater range of people can live in TOD areas. Developers that provide a mixture of housing types or that meet a currently unfilled housing need in a TOD area should be prioritized for the TOD 353 or other incentive.




**A Variety of Housing Types**
By accommodating the housing needs of a variety of people, TOD areas can remain diverse and affordable. Young professionals in their first jobs living in studio apartments can live on the same block as a family in a detached house, and a summer intern can find a temporary space to stay in a secondary residential unit above a garage.

**Related Goals:**
- Diversity & Integration
- Affordable Housing
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**
Policy

**Applicable Development Forms**

# Incentivizing Affordable Housing

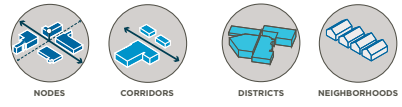
Proactively engage developers to provide affordable housing using available incentives in areas where affordable housing is needed.

**Description**
Focus HOME, CDBG, Low-Income Housing Tax Credits, and other financing tools to provide affordable housing in designated areas and to rehabilitate affordable housing in need of repair.

**Related Goals:**
- Diversity & Integration
- Affordable Housing
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**
Policy

**Applicable Development Forms**




# Develop Affordable Housing Strategies Through Station Area Planning

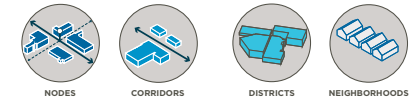
In areas where affordable housing is particularly scarce and development demand is high, apply existing tools for the provision of affordable housing and explore the creation of new tools to ensure that there is an adequate supply of affordable housing.

**Description**
In particular markets, additional housing development may cause the cost of housing to increase further, and negatively impacting the ability of a TOD to retain its diverse character and for individuals to live in areas of their choice, which are served by transit. Strategies in TOD areas need to be developed to ensure adequate affordable housing is provided. Specific housing strategies that are tailored to the needs of each station area or corridor should be developed through the Station Area Planning process.

**Related Goals:**
- Diversity & Integration
- Affordable Housing
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**
Development Code:
Affordability Parameters set in TOD Overlay

**Applicable Development Forms**



# Integrating Affordable Housing

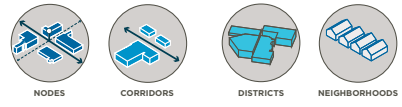
Maximize diversity by incorporating affordable housing within market-rate development.

**Description**
Affordable housing units should be located thoughtfully throughout TOD areas rather than concentrated within a particular building.

**Related Goals:**
- Diversity & Integration
- Affordable Housing
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**
Design Guidelines

**Applicable Development Forms**



# Historic Resources

Identify existing historic resources and survey the building stock in TOD areas as a part of the station-area master planning process in order to preserve the existing character of an area.

**Description**

Redevelopment that will result in demolition or a significant exterior change to an historic structure is not recommended. Station Area Master Plans should conduct a survey to identify existing and potential national and locally designated and eligible resources that merit attention and whose development patterns define that area's character. For rehabilitation projects, emphasis should be place on the Secretary of the Interior's Standards for rehabilitation and guidelines for rehabilitating historic buildings.

**Related Goals:**

- Neighborhood Identity
- Local Prosperity
- Creativity & Innovation
- Fiscal Sustainability
- Resource Conservation

**Implementation Category**

Station Area Planning

**Applicable Development Forms**

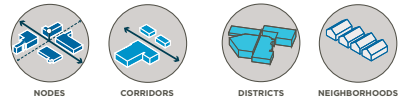



Photo: Richard Welnowski


Photo: Richard Welnowski

## Identifying Historic Resources

These mid-rise residential units along Linwood Boulevard represent a few of many historic structures along existing or planned transit corridors. Historic resources contribute to the uniqueness of an area and add value to the experience of being in a TOD area. They should inform the design decisions of infill development, although outright replication of historic structures is seldom successful and should be avoided.

# Reuse of Historic Buildings

Focus incentives on projects that reuse the existing building stock and preserve the character of new buildings.

**Description**
Projects within or including historic structures should receive additional priority for the use of Chapter 353 abatements or other incentive tools, as well as Historic Preservation Tax Credits (where applicable), to offset the costs associated with repurposing an historic resource for its continued use in a modern TOD area.

**Related Goals:**

- Neighborhood Identity
- Local Prosperity
- Creativity & Innovation
- Fiscal Sustainability
- Resource Conservation

**Implementation Category**
Policy

**Applicable Development Forms**

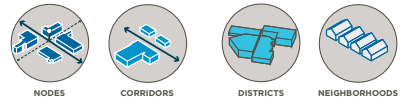




Photo: Milwaukee Deli

**Reuse and Adaptive Reuse**
The building pictured above was rescued from demolition and now serves a use similar to its originally intended use. However, changing technology provides the opportunity to imagine ways for structures to be used for new purposes.

# Recreational and Cultural Amenities

Incorporate parks, public art, and other cultural facilities in open spaces and other public rights-of-way in TOD areas.

**Description**

As a part of a station area master-planning process, identify sites for new public spaces and added recreational facilities and cultural amenities within existing public spaces and public rights-of-way. Use funds from the Parks Impact Fee generated from increased development in TOD areas to concentrate these amenities in areas with a high concentration of pedestrian activity. An additional incentive for projects that provide open space, including the new TOD 353 should also be considered.

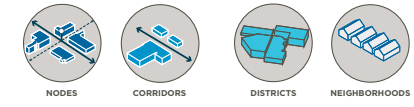
**Related Goals:**

- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Creativity & Innovation
- Open Space Preservation
- Improve Water Quality
- Biodiversity

**Implementation Category**

Station Area Planning, Development Code

**Applicable Development Forms**



**Union Square Park in New York City**
Photo: David Robert Bliwas

# Design: Public Spaces

Well-designed public spaces (which can include privately owned public spaces) in dense TOD areas help to improve livability by supporting active, vital, comfortable public environments. Recommendations for public space design include the location and integration of public spaces to support TOD development and function well. Recommendations also include features and amenities that ensure public spaces create dynamic experiences and opportunities for all users.

## Recommendations

**Balancing Public Space and Development** Locate and design public space to support dense, mixed-use development, ensuring that the provision of public space does not inhibit the potential to concentrate development in transit corridors

**Integrating Public Space** Design public space to maintain a comfortable sense of enclosure for pedestrians, with a size, proportion, and location that integrates thoughtfully with surrounding uses.

**Public Space at Destinations** Incorporate intentionally designed public spaces into transit corridors, focusing in particular on transit stops and destinations.

**Variety of Experiences** Encourage public spaces that respond to the context of surrounding development and facilitate a variety of experiences.

**Public Space Surroundings** Locate public space in high use areas with good visibility, access, and proximity to active uses in order to encourage activity and "eyes on the street."

**Accessibility of Public Spaces** Ensure that public spaces should be accessible and comfortable for all users. Private, fenced, and restricted access open spaces, and open spaces that are isolated from activity should be discouraged.

**Comfort and Safety of Public Spaces** Incorporate elements in public space design that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses.

**Public Space Amenities** Include a variety of amenities in public space design to enhance user experience, including seating, lighting, shade, landscaping, wayfinding, art, interpretive and interactive features, public facilities, special pavement, and other amenities.

**Dynamic and Flexible Public Spaces** Design public spaces as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities.

**Transportation Amenities** Where integrated with transit facilities, design public spaces to include amenities such as bike racks, lockers, ticket kiosks, or other amenities that support the use of transit and greater mobility in general.

**Alleys as Public Spaces** Where integrated with transit facilities, design public spaces to include amenities such as bike racks, lockers, ticket kiosks, or other amenities that support the use of transit and greater mobility in general.

# Balancing Public Space and Development

Locate and design public space to support dense, mixed-use development, ensuring that the provision of public space does not inhibit the potential to concentrate development in transit corridors.

**Description**

Quality public spaces in high density areas improve livability by providing for healthy human interaction and vibrant, active streets. These spaces also cater to the open space needs of surrounding residents. Public spaces, however, must be carefully integrated with new development so that the provision of open space does not inhibit the potential of locations near transit that would most benefit from a concentration of development and activities. As part of a station area planning process or in the design and review of development in TOD areas, the City should work with the community and private developers to identify opportunities for a variety of integrated public spaces, and encourage the provision of well designed, programmed, and maintained public space that enhances surrounding development without limiting its potential.

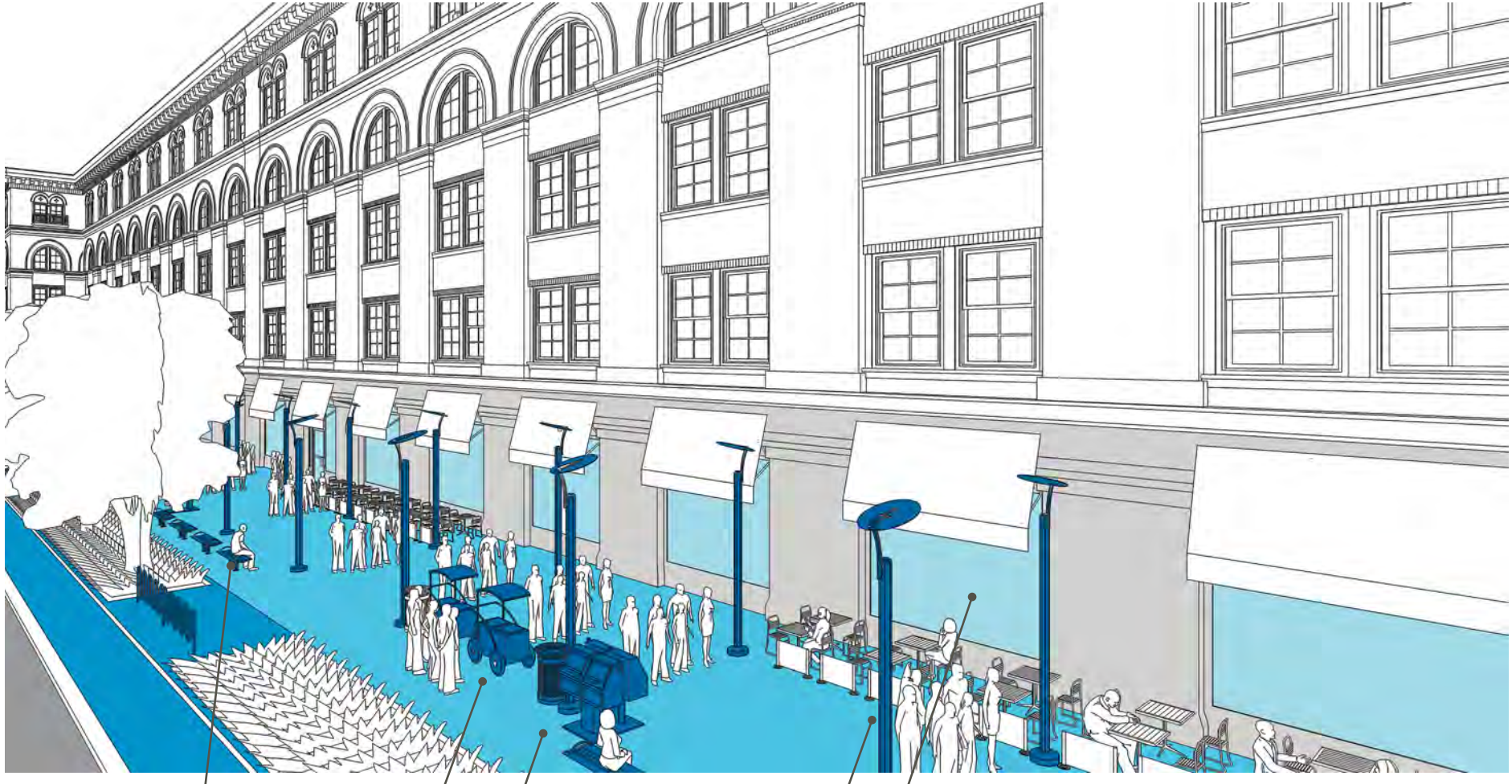
**Related Goals:**

- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Housing Diversity
- Open Space Preservation

**Implementation Category**

Station Area Planning

**Applicable Development Forms**


Seating
Flexible Space for Food and Vendors
Maintenance (Newspaper, Trash)
Lighting
Transparent Ground Floor

# Integrating Public Space

Design public space to maintain a comfortable sense of enclosure for pedestrians, with a size, proportion, and location that integrates thoughtfully with surrounding uses.

**Description**

Within TOD areas, public spaces that are poorly located, or sized too largely can detract from the pedestrian experience, creating a break in active uses, and functioning as a barrier between places rather than a focal point for activity. Public spaces that create a significant gap in an enclosed street wall can also create a sense of discomfort and limit active uses. A good public space in a dense TOD area helps to increase the activity, vitality, and comfort of users. Plazas, pocket parks, off-street paths, linear parks, alleys, and active sidewalks are examples of potential public spaces in TOD areas that can be incorporated into a variety of different contexts.

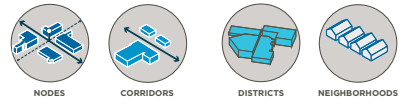
**Related Goals:**

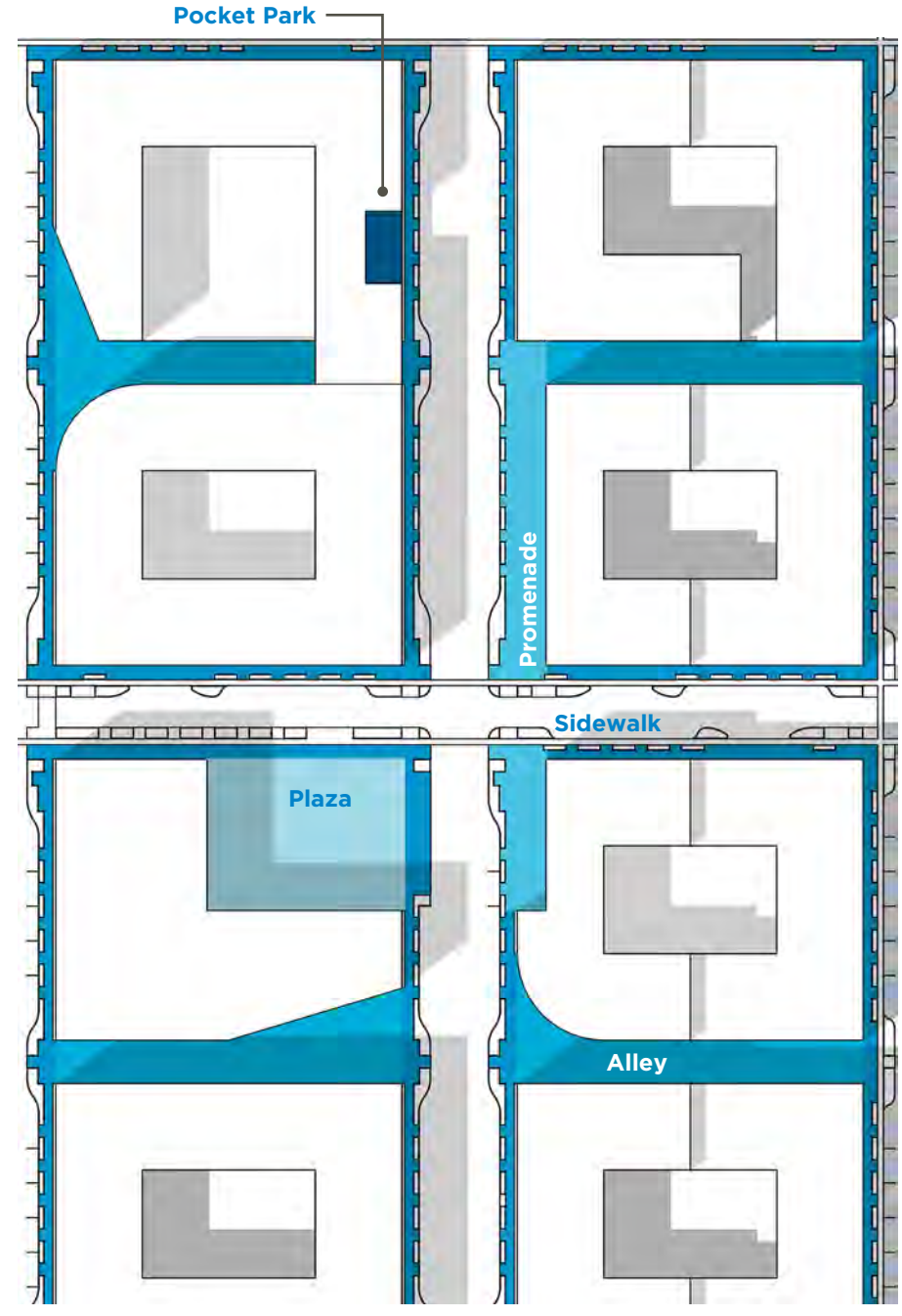
- Diversity & Integration
- Safety & Security
- Local Prosperity
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**

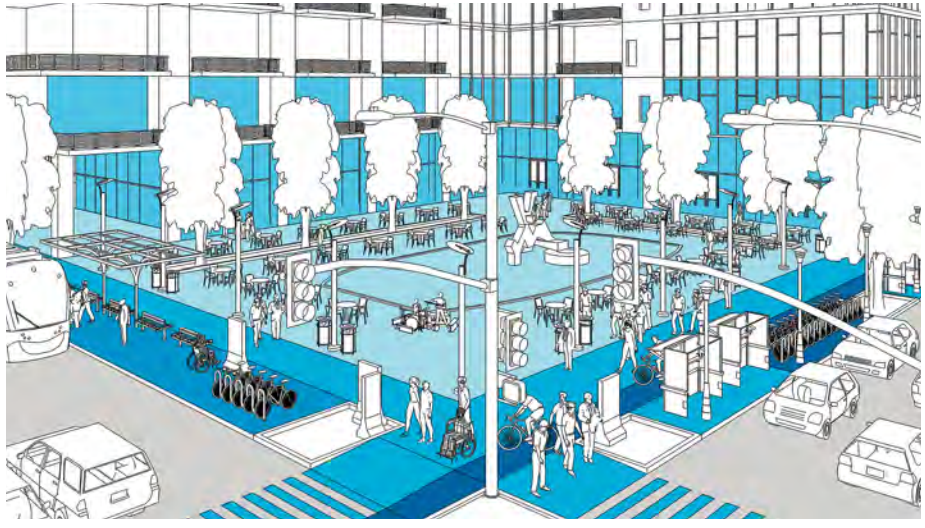
Design Guidelines

**Applicable Development Forms**

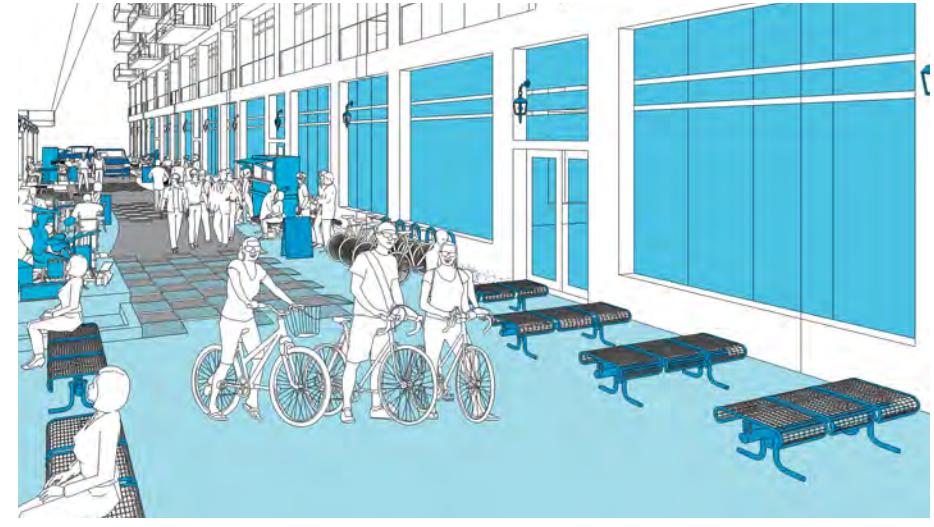


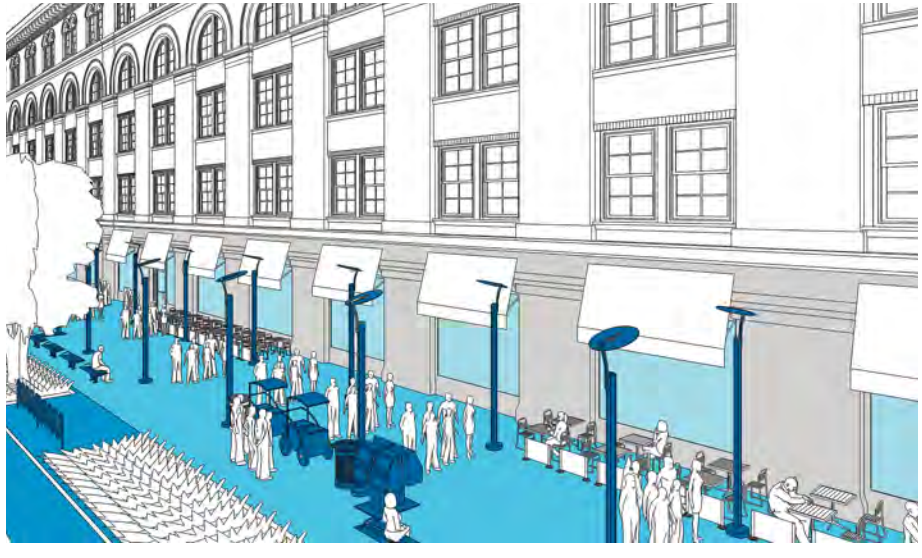

General Typology of Public Spaces



**Plaza**



**Alleys**



**Promenades**

**Sidewalks**

# Variety of Experiences

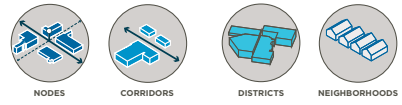
Encourage public spaces that respond to the context of surrounding development and facilitate a variety of experiences.

**Description**
Public spaces in TOD areas should be designed in a way to accommodate various functions and programs. Such well designed and programmed spaces in TOD areas, increases the efficiency of space and also provides a variety of experiences along the transit corridor for local residents and commuters alike. These functions and programs should be developed through stakeholder feedback during station area planning.

**Related Goals:**
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**
Design Guidelines

**Applicable Development Forms**




# Public Space at Destinations

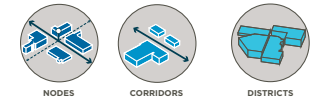
Incorporate intentionally designed public spaces into transit corridors, focusing in particular on transit stops and destinations.

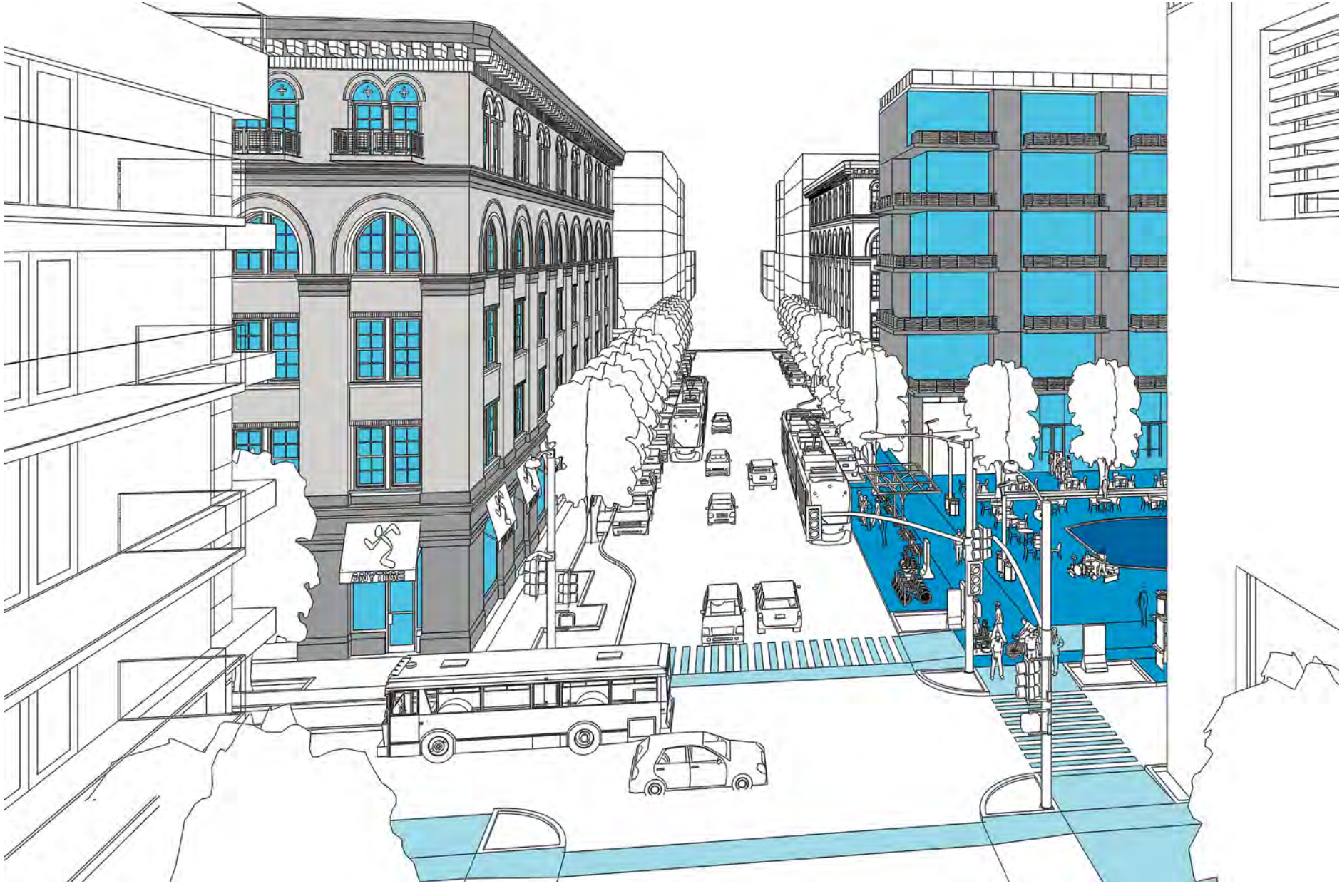
**Description**
Public space along transit corridors generates a psychological effect of shorter walks and provides for more of a comfortable and interesting pedestrian experience. Integrating public spaces with transit stops and destinations increases the efficiency of transit corridors due to the stops/stations increased visibility and its ability to integrate maximum transit based amenities in the public spaces. As part of a station area planning process or in the design of new transit-oriented development, the City should encourage the integration of public spaces on transit corridors. Within destination areas, public space amenities should be designed to accommodate and encourage activity and interaction. Between destinations, emphasize comfortable mobility in public space design.

**Related Goals:**
- Accessibility & Mobility
- Public Safety
- Local Prosperity
- Creativity & Innovation
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**
Station Area Planning

**Applicable Development Forms**





# Public Space Surroundings

Locate public space in high use areas with good visibility, access, and proximity to active uses in order to encourage activity and “eyes on the street.”

**Description**
Public spaces in TOD areas should be designed within or near high-intensity nodes to encourage and spread the zone of pedestrian activity. A clear visual connection from within developments and sidewalks activates spaces and acts as a deterrent to crime, and creates a more safe and vibrant urban realm. As each space is unique, site specific consideration is necessary as part of station area planning or in the design of particular sites.

**Related Goals:**
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Housing Diversity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation

**Implementation Category**
Design Guidelines

**Applicable Development Forms**


# Accessibility of Public Spaces

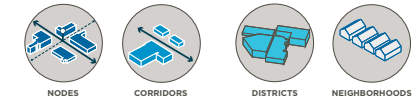
Ensure public spaces should be accessible and comfortable for all users. Private, fenced, and restricted-access open spaces, and open spaces that are isolated from activity should be discouraged.

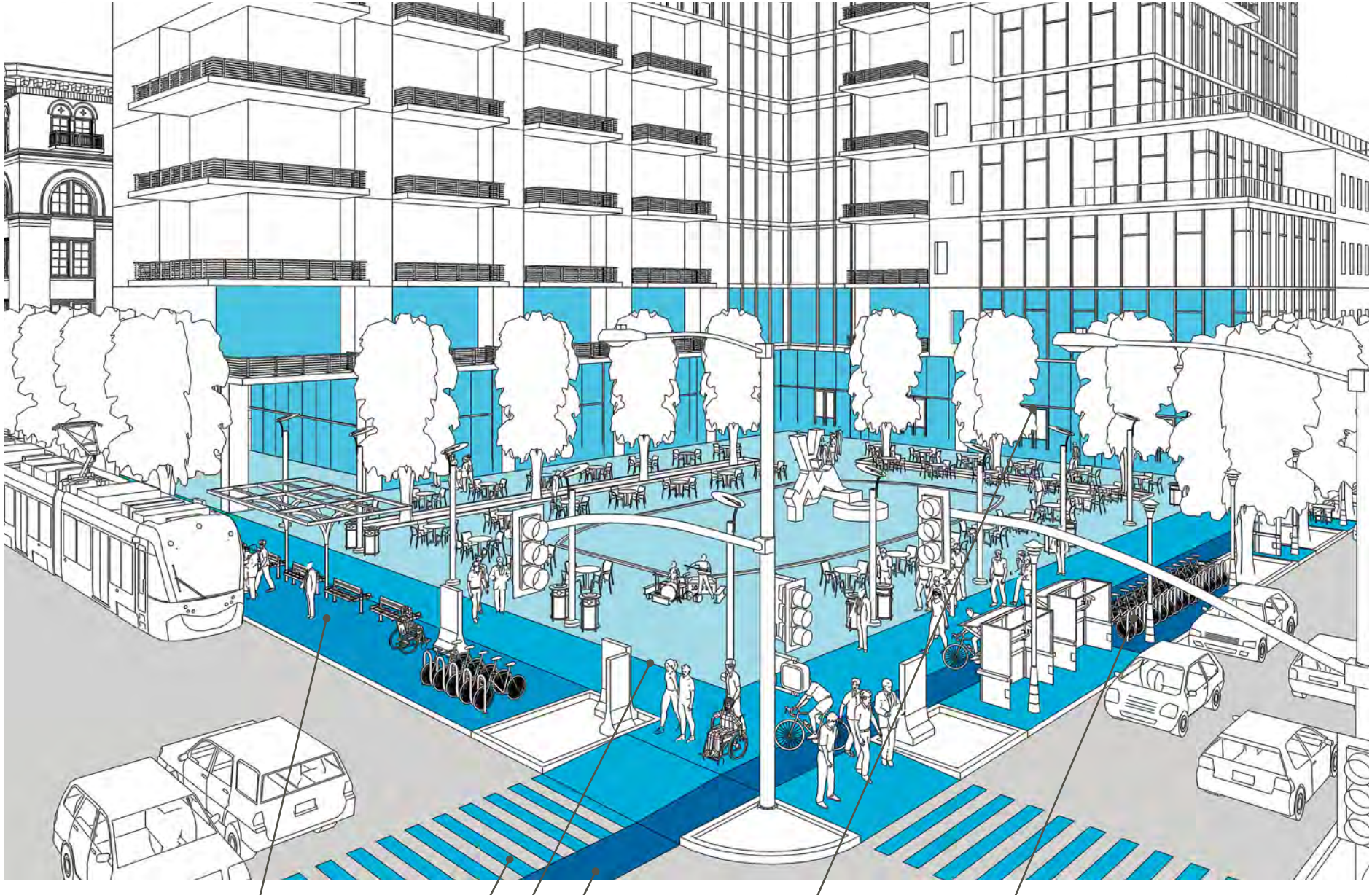
**Description**
Public spaces should be accessible and comfortable for all users, regardless of age, income, or ability. Restricting access and visibility to open spaces through gates, elevation changes, or segregated pathways creates spaces that are often only used during specific periods of the day, and only by certain people. Thus, this discourages active interaction, by limiting the efficiency and benefit of these spaces in TOD areas.

**Related Goals:**
- Accessibility & Mobility
- Diversity & Integration
- Safety & Security

**Implementation Category**
Design Guidelines

**Applicable Development Forms**




Transit Access
Crosswalk
No Change in
Plaza Grade Level
Bike Lane & Access
Active Boundaries
Eyes on Street
Bike Parking

# Comfort and Safety of Public Spaces

Incorporate elements in public space design that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses.

**Description**

Public spaces are most successful when they are active, and a sense of comfort and safety is important to encourage active use. Lighting, shade, seating, proximity to active uses, and high visibility that maintains a sense of enclosure are features that can enhance the comfort and safety of a public space. CPTED (Crime Prevention through Environmental Design) principles should also be integrated in public space design to enhance safety. These include a variety of measures that can maximize visibility, foster interaction, clearly delineate public and private spaces, and visually communicate a high level of maintenance, attention, and responsibility for public spaces.

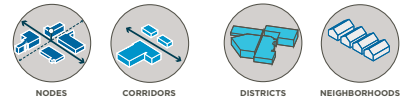
**Related Goals:**

- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Design Guidelines

**Applicable Development Forms**




# Public Space Amenities

Include a variety of amenities in public space design to enhance user experience, including seating, lighting, shade, landscaping, wayfinding, art, interpretive and interactive features, public facilities, special pavement, and other amenities.

**Description**

Providing amenities that make TOD areas more walkable, livable, and functional encourages use of public spaces while also supporting transit use. The City should incorporate amenity requirements for public spaces as part of a new TOD overlay, including seating, lighting, shade, and landscaping. Station area planning and the development design process present an opportunity to integrate other types of amenities to enhance public spaces. Potential features include wayfinding, art, interpretive and interactive features, and public facilities.

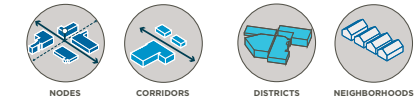
**Related Goals:**

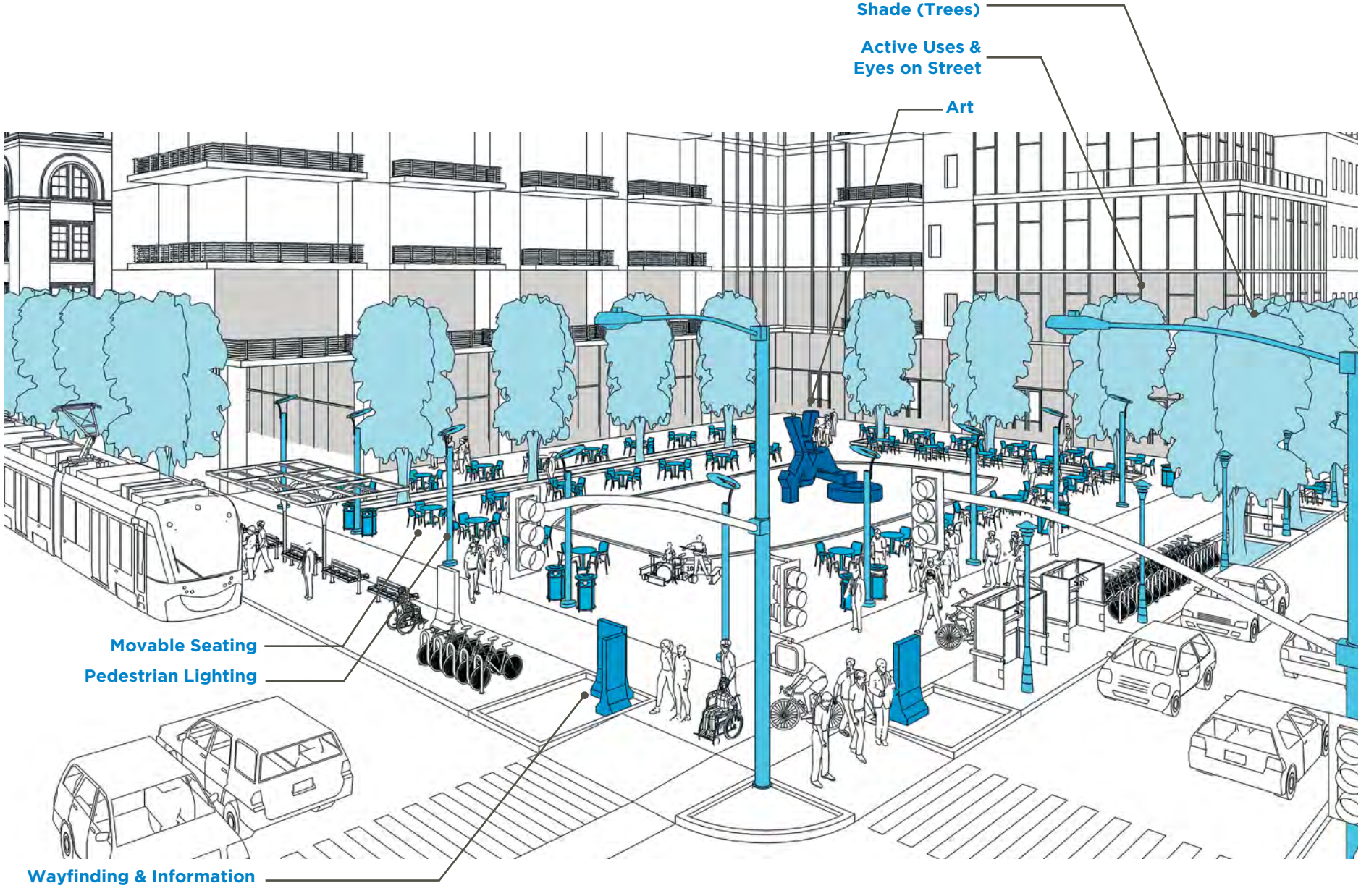
- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity

**Implementation Category**

Development Code

**Applicable Development Forms**




Shade (Trees)
Active Uses & Eyes on Street
Art
Movable Seating
Pedestrian Lighting
Wayfinding & Information

# Dynamic and Flexible Spaces

Design public spaces as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities.

**Description**

Flexible public spaces that can accommodate a range of uses, activities, and interactions support a more active environment throughout the day. A variety of types, sizes, and functions for public space creates dynamic and varied experiences. Where successful, these public space characteristics can enhance the pedestrian experience and overall livability of TOD areas, and thereby increase the desirability and viability of transit use. In station area planning or review of transit oriented development, the City should encourage public spaces that are flexible and multi-purpose.

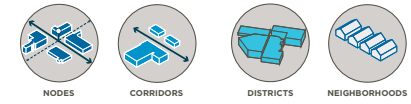
**Related Goals:**

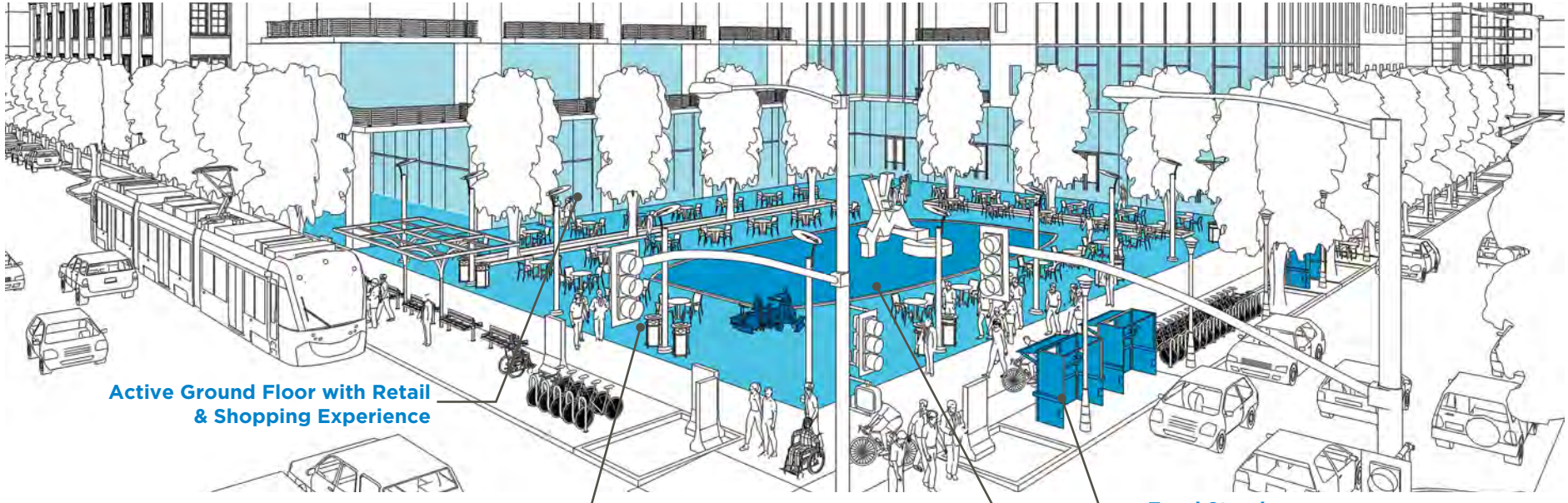
- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Design Guidelines

**Applicable Development Forms**



# Transportation Amenities

Where integrated with transit facilities, design public spaces to include amenities such as bike racks, lockers, ticket kiosks, or other amenities that support the use of transit and greater mobility in general.

**Description**

Integrating transit amenities into public spaces in TOD areas will increase the efficiency and usability of transit, because these amenities help to facilitate comfortable and convenient travel between transit modes and a person's ultimate origin and destination. The increased pedestrian traffic associated with transit facilities likewise contributes to the activity and vitality of adjacent public spaces. In station area planning and design of transit facilities or adjacent development, the City should encourage public space amenities that enhance the transit experience, such as bike racks, off-board ticket kiosks, wayfinding and transit system information, public facilities, and other features.

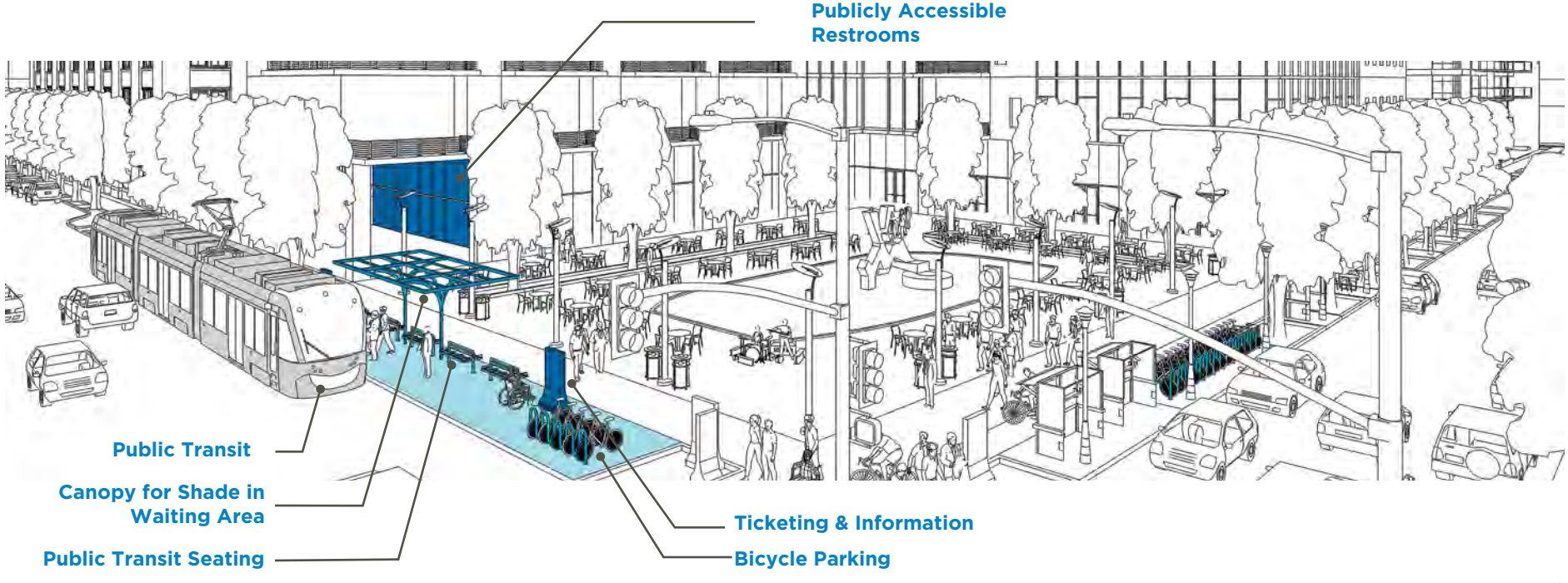
**Related Goals:**

- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Design Guidelines

**Applicable Development Forms**

# Alleys as Public Spaces

Design and enhance alleys to accommodate pedestrian spaces and connections in addition to their utility and service functions.

**Description**

Alleys form an integral part of the urban fabric and public realm in Kansas City. In addition to their critical service functions, alleys can support a parallel network of pedestrian and bicycle mobility, strengthening overall connectivity within TOD areas. Alleys can also function as urban public spaces for adjacent development, with a flexibility and freedom for activity that is not found on major streets. Conversely, when alleys are neglected, they can have a negative influence on surrounding uses, creating a sense of isolation, discomfort, and neglect. The City should encourage flexible use of alleys as connectors and public spaces, while recognizing and maintaining their important service functions—functions that in turn create greater flexibility on the street side of development.

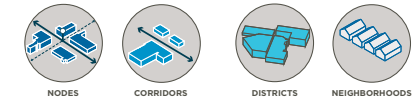
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability

**Implementation Category**

Design Guidelines

**Applicable Development Forms**



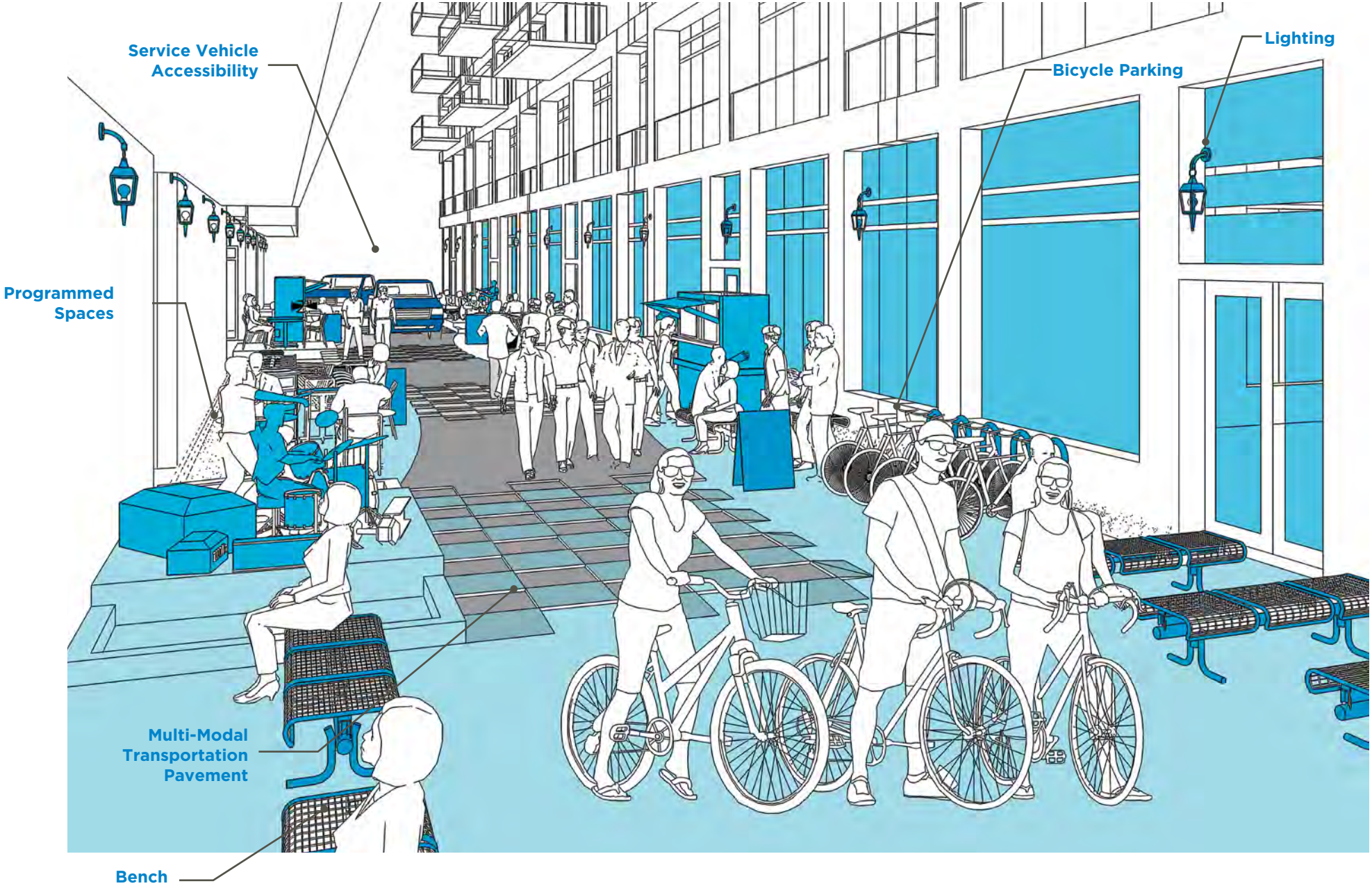

Service Vehicle Accessibility
Lighting
Bicycle Parking
Programmed Spaces
Multi-Modal Transportation Pavement
Bench


Photo: Steve Boland

# Design: Streets and Sidewalks

Quality streets and sidewalks enhance the desirability of transit and transit-oriented development by providing a comfortable and inviting environment for pedestrians and cyclists as they travel to and from transit and on to their ultimate destinations. Recommendations for street and sidewalks include guidelines for design of sidewalks and adjacent development, and features to enhance pedestrian safety and comfort. Recommendations also support integration of all modes of transit, from traffic calming, to intersection design, and management of access drives.

## Recommendations

**Sidewalk Design** Design sidewalks to comfortably accommodate pedestrians, with landscaping, amenities, and other functions supportive of a complete street

**Street-Building Interface** Support a quality pedestrian environment by focusing active uses and amenities at street level, orienting buildings toward the street, and encouraging transparency, variety, visibility, and interactivity for ground level uses fronting the sidewalk.

**Sidewalk Comfort and Safety** Design streets and sidewalks to incorporate elements that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses.

**Manage Curb Cuts** Manage curb cuts in TOD areas to minimize the areas of potential conflict between automobiles, pedestrians, and cyclists, including elimination of unnecessary drives, narrowing of driveway widths, and creating access on side streets with less bicycle and pedestrian traffic.

**Minimize Mode Conflicts** Design streets in TOD areas to enhance comfort and safety, and minimize conflicts between pedestrians, cyclists, transit, and automobiles, using best practices for facility design, access management, buffering, intersection treatments, and other design elements.

**Flexible and Dynamic Streets** Design streets in TOD areas as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities in addition to their mobility functions.

**Private Use of Streets and Sidewalks** Review and update existing guidelines for private use of public streets and sidewalks, in order to accommodate and encourage diverse and active uses ,while preserving essential access and mobility for all users.

**Traffic Speed** Review and calibrate posted traffic speeds in TOD areas to prioritize a safe and comfortable pedestrian environment, while supporting efficient transit function and flow of traffic.

**Traffic Calming** Incorporate traffic calming measures for streets in TOD areas to manage the speed of traffic and increase the comfort and safety of pedestrians and cyclists.

**Intersection Design** Design intersections in TOD areas to efficiently manage all modes of transportation while enhancing comfort, safety, and ease of use.

**Infrastructure Coordination** Coordinate transit improvements, streetscape enhancements, and upgrades to utilities to leverage funding, reduce the overall cost of improvements, and minimize future impacts to transit service.

# Sidewalk Design

Design sidewalks to comfortably accommodate pedestrians, with landscaping, amenities, and other functions supportive of a complete street.

**Description**

Sidewalks should be welcoming and accessible to all, and provide a continuous, unobstructed, well-maintained, and clutter-free walking environment. Generally, sidewalks should provide a zone for continuous mobility, a zone for amenities, utilities, and furnishings, and a zone for building frontage (See Walkability Plan LOS). The width of the sidewalk's mobility zone should vary based on the size and activity of the street. Dense and active transit streets should provide a larger mobility zone to accommodate a greater number of pedestrians. Narrow side streets require less space for pedestrians to comfortably travel. An amenity zone for sidewalks ensures that all of the necessary lighting, furnishings, utilities, seating, signage, and other installations do not impede the comfortable travel of pedestrians on the sidewalk. A building frontage zone allows for street-fronting doors to safely open, as well as providing space for landscaping. The City should incorporate best practices for sidewalk design in urban areas as part of a complete streets policy or updates to templates in the City's Major Street Plan.

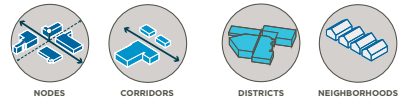
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

Street Standards: Major Streets Plan or a New Complete Streets Policy

**Applicable Development Forms**




# Street-Building Interface

Support a quality pedestrian environment by focusing active uses and amenities at street level, orienting buildings toward the street, and encouraging transparency, variety, visibility, and interactivity for ground level uses fronting the sidewalk.

**Description**

The City's Pedestrian-Oriented Overlay identifies a number of standards to "preserve and enhance the character of pedestrian-oriented streets, and in turn, to promote street-level activity, economic vitality, and pedestrian safety and comfort." Creating active destinations and a quality pedestrian environment are essential to successful transit-oriented development, and the interface between development and the street has a major impact on the quality of the pedestrian environment and experience of a street. The City should review, adapt, and incorporate components of the pedestrian oriented overlay into a new TOD overlay, including standards for building placement and orientation, ground floor transparency, doors and entrances, parking location, driveway and vehicle access, and design of ground floor space that can accommodate active uses.

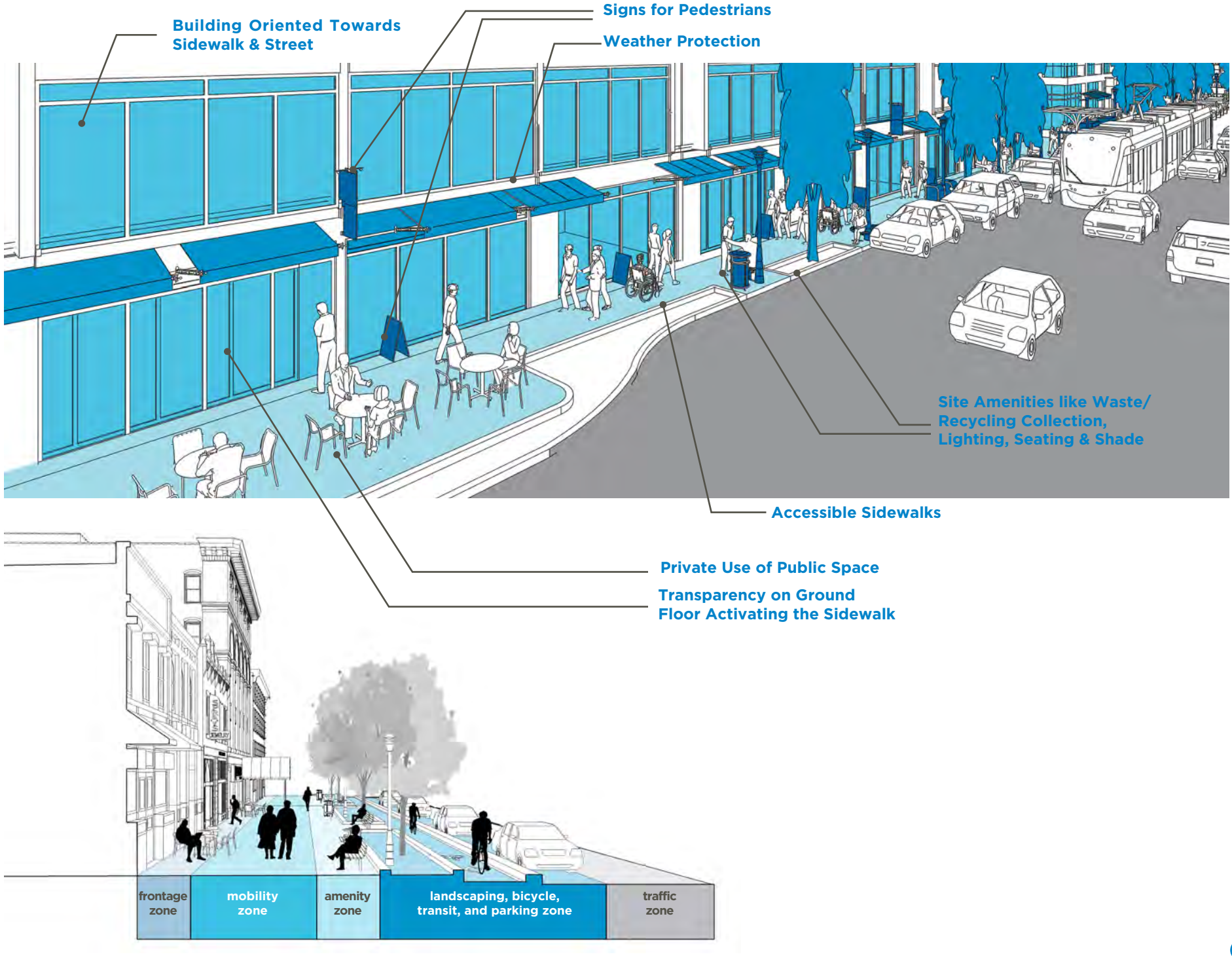
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigate Climate Change
- Improve Air Quality

**Implementation Category**

Development Code

**Applicable Development Forms**


Building Oriented Towards Sidewalk & Street
Signs for Pedestrians
Weather Protection
Site Amenities like Waste/ Recycling Collection, Lighting, Seating & Shade
Accessible Sidewalks
Private Use of Public Space
Transparency on Ground Floor Activating the Sidewalk
frontage zone
mobility zone
amenity zone
landscaping, bicycle, transit, and parking zone
traffic zone

**Sidewalks comfortably accommodate private uses, mobility and bike parking**
Photo: Kent Kanouse


**Expanded sidewalks provide seating areas**
Photo: Sterling Davis

# Sidewalk Comfort and Safety

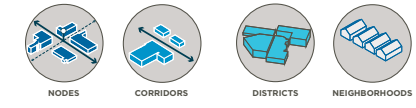
Design streets and sidewalks to incorporate elements that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses.

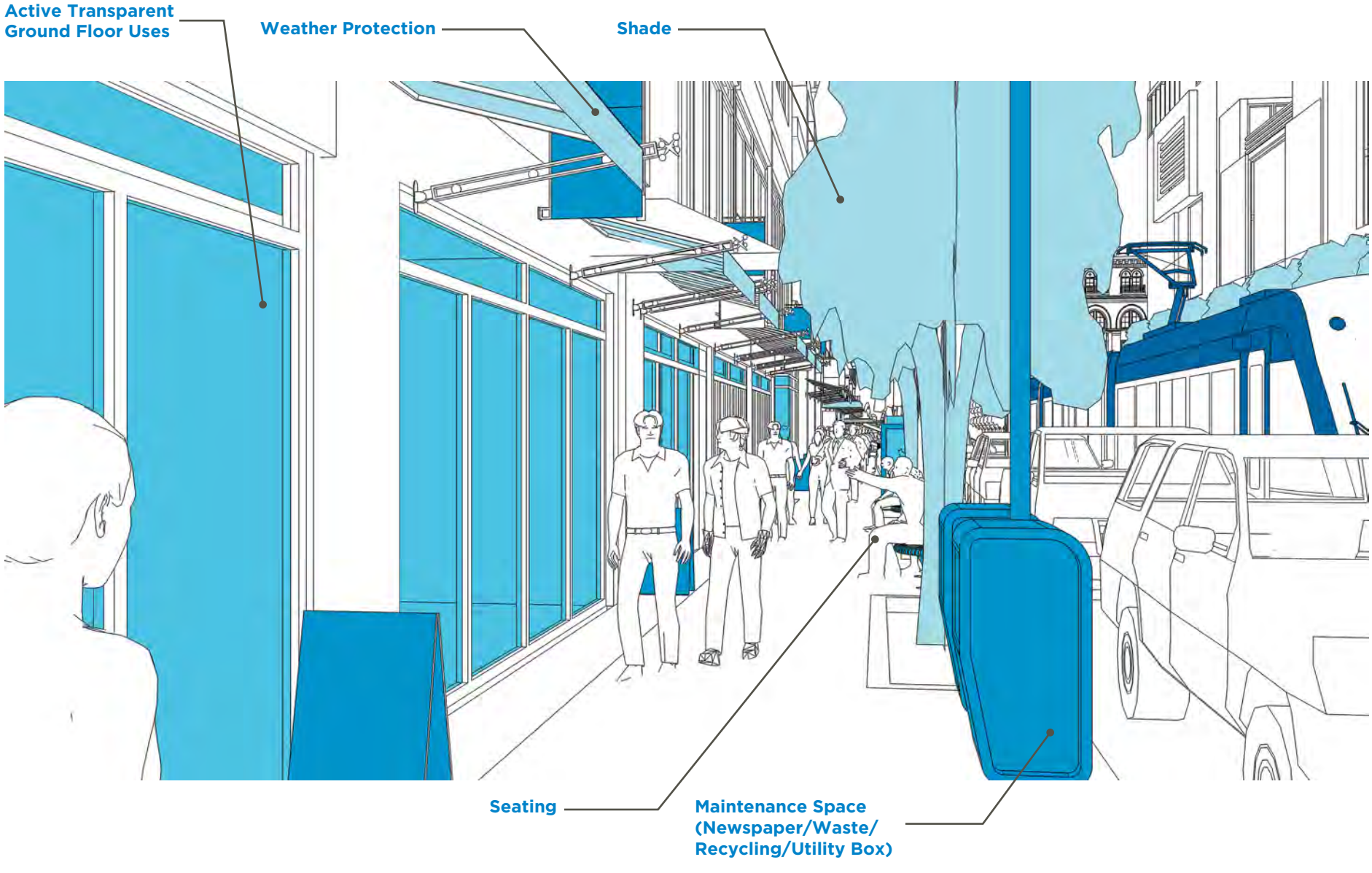
**Description**
Lighting, shade, seating, proximity to active uses, and high visibility that maintains a sense of enclosure are features that can enhance the comfort and safety of a street (See Walkability Plan LOS). CPTED (Crime Prevention through Environmental Design) principles should also be integrated in street design to enhance safety, including a variety of measures that can maximize visibility, foster interaction, clearly delineate public and private spaces, and visually communicate a high level of maintenance, attention, and responsibility for public spaces.

**Related Goals:**
- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**
Design Guidelines

**Applicable Development Forms**




Active Transparent Ground Floor Uses
Weather Protection
Shade
Seating
Maintenance Space (Newspaper/Waste/ Recycling/Utility Box)

# Manage Curb Cuts

Manage curb cuts in TOD areas to minimize the areas of potential conflict between automobiles, pedestrians, and cyclists, including elimination of unnecessary drives, narrowing of driveway widths, and providing access on side streets with less bicycle and pedestrian traffic.

**Description**

Driveways are points of potential conflict between automobiles, pedestrians and cyclists. To the extent that driveways can be narrowed, consolidated or relocated to side streets and alleys, the safety and comfort of pedestrians and cyclists can be enhanced, supporting an active and inviting environment that is important for successful transit-oriented development. The City's Pedestrian-Oriented Overlay identifies standards for curb cuts and placement of driveways that could be adapted and incorporated into a new TOD overlay. Alternatively, the City's Parkways and Boulevards Standards (Parks and Recreation) and Design Criteria and Construction Standards (Public Works) could be updated to address pedestrian interaction in addition to efficient traffic flow.

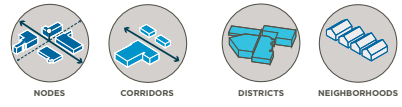
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health

**Implementation Category**

Development Code or Access Management Standards

**Applicable Development Forms**




# Minimizing Mode Conflicts

Design streets in TOD areas to enhance comfort and safety, and minimize conflicts between pedestrians, cyclists, transit, and automobiles, using best practices for facility design, access management, buffering, intersection treatments, and other design elements.

**Description**

A large and growing body of research, case studies, and best practices from across the country is establishing a framework for how to successfully integrate pedestrians, cyclists, transit, and automobiles together in a complete street. On transit corridors in particular, the thoughtful integration of all modes is essential to ensure that transit can operate conveniently and efficiently, and that the first/last mile experience of pedestrians and cyclists is safe, direct, comfortable, and interesting. The City should incorporate best practices for complete streets through adoption of NACTO (National Association of City Transportation Officials) guidelines for Urban Streets and Urban Bikeways, incorporation of NACTO or equivalent standards into the City's Major Street Plan, or development of standalone Complete Street guidelines for Kansas City based on national best practices.

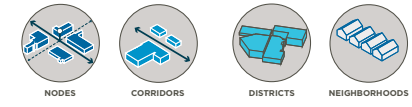
**Related Goals:**

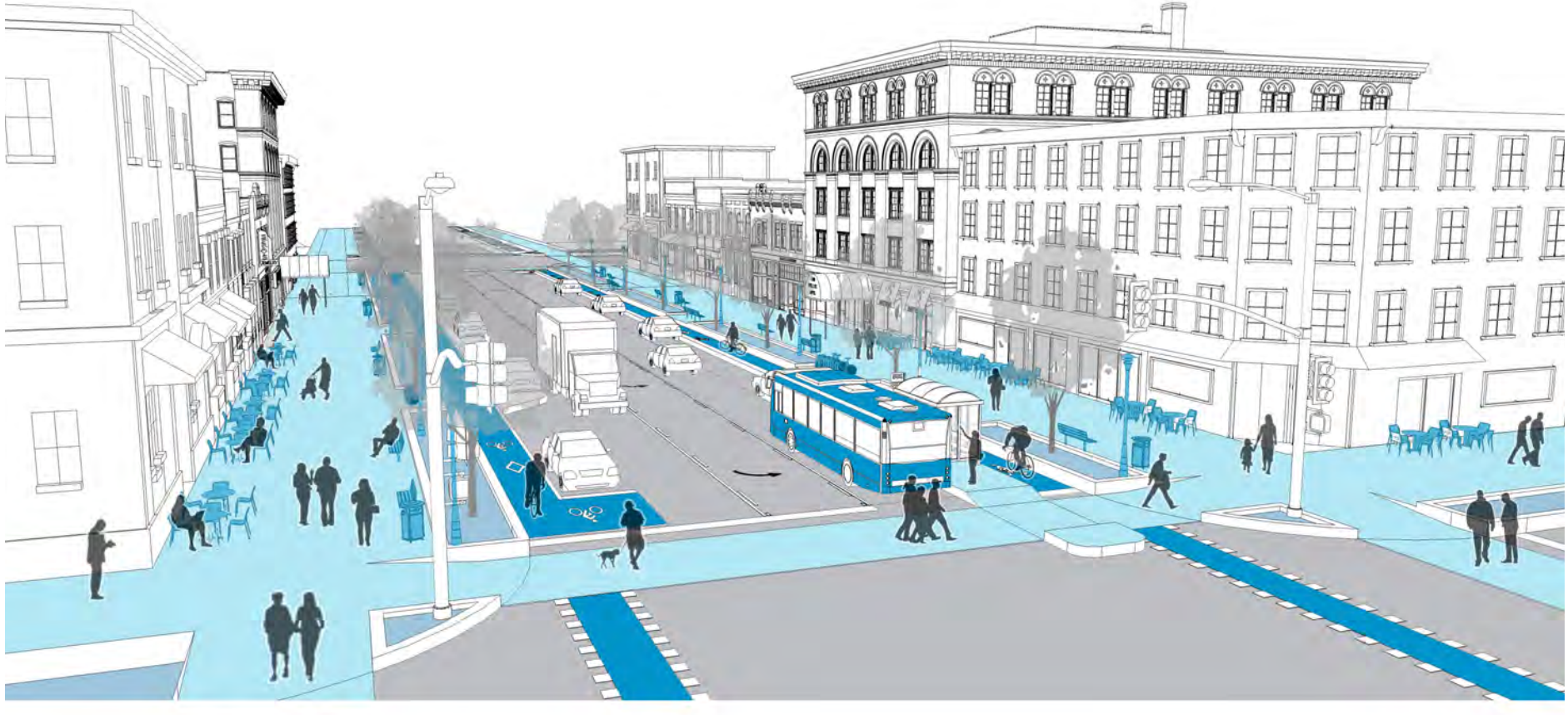
- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

Street Standards

**Applicable Development Forms**





# Flexible and Dynamic Streets

Design streets in TOD areas as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities in addition to their mobility functions.

**Description**

Streets that can accommodate a range of uses, activities, and interactions support a more active environment throughout the day. Accommodating a variety of uses and experiences on streets can enhance the pedestrian experience and overall livability of TOD areas, and thereby increase the desirability and viability of transit use. In station area planning or review of transit-oriented development, the City should encourage streets that are flexible and multi-purpose, particularly in major destinations and high activity locations.

**Related Goals:**

- Accessibility & Mobility
- Neighborhood Identity
- Safety & Security
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Station Area Planning

**Applicable Development Forms**


# Private Use of Streets and Sidewalks

Review and update existing guidelines for private use of public streets and sidewalks, in order to accommodate and encourage diverse and active uses while preserving essential access and mobility for all users.

**Description**

Sidewalks are spaces where public and private realms meet, and the relationship between sidewalks and adjacent buildings has a major impact on the function and experience of a place. Private use of sidewalks, including cafe seating, street performers, market stalls, and more, can enhance the pedestrian experience and support active destinations, so long as this private use is carefully designed and integrated with a street's important mobility functions. The City should review and update guidelines for private use of public streets and sidewalks to ensure that existing policies reflects community goals for active, vital streets. In addition to common street uses such as restaurant seating, there are a number of private uses that would benefit from greater clarity and guidance from the City, including standards for parklets, vendors on City boulevards, food trucks, bike parking, and others.

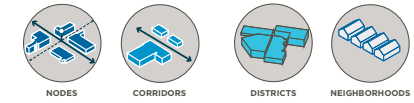
**Related Goals:**

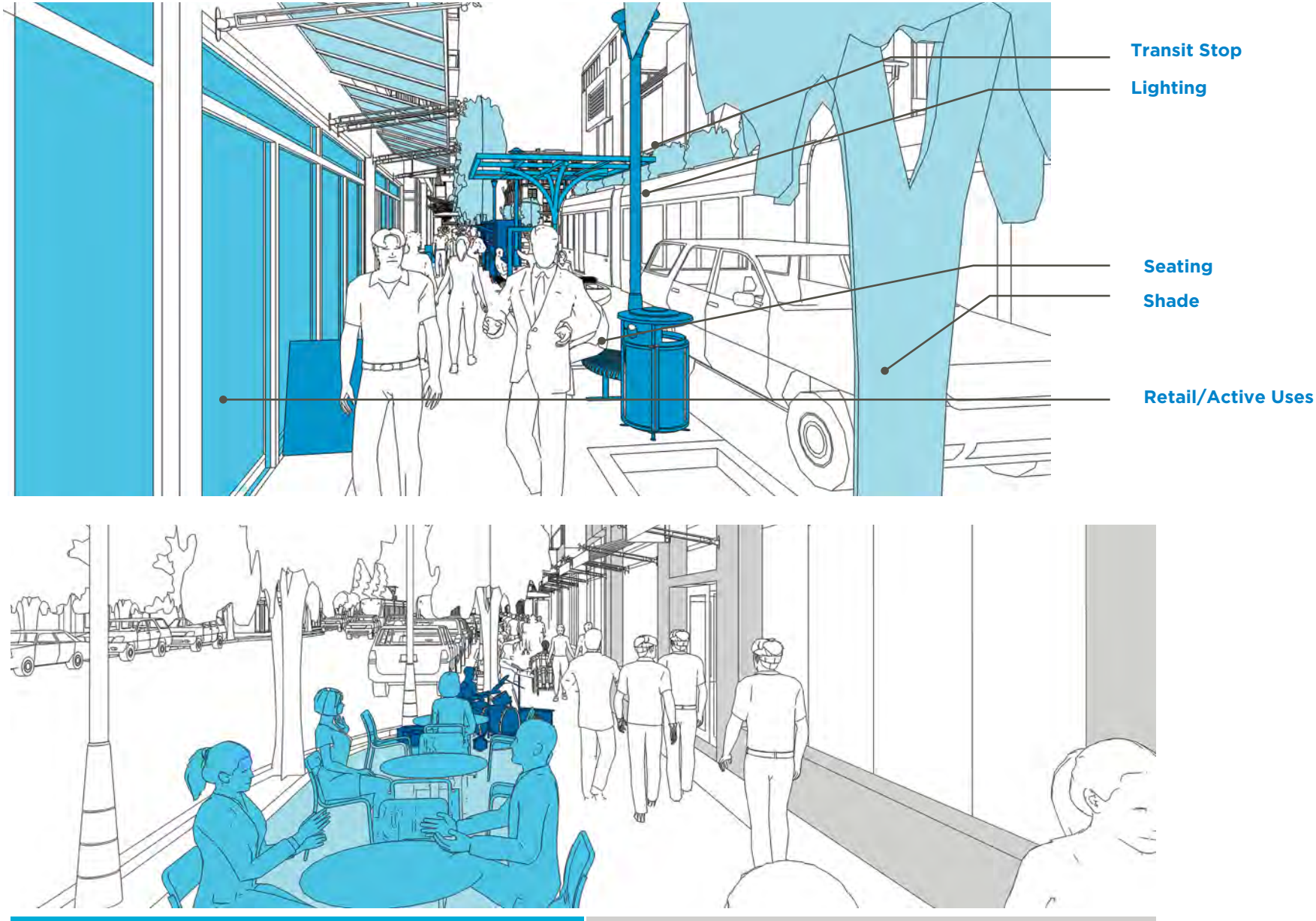
- Neighborhood Identity
- Local Prosperity
- Housing Diversity
- Fiscal Sustainability

**Implementation Category**

Policy

**Applicable Development Forms**








**Private Use Area**

Where sidewalk space allows, encourage the use of this space for cafés, performers, and food vendors, which contribute to the pedestrian experience.

**Mobility Area**

Should stay clear of any obstructions from other uses like cafe, performances, food trucks, or sitting

# Traffic Speed

Review and calibrate posted traffic speeds in TOD areas to prioritize a safe and comfortable pedestrian environment, while supporting efficient transit function and flow of traffic.

### Description

Traffic speed is the most critical factor in the severity of pedestrian collisions (See Walkability Plan). Ensuring that the speed of traffic is appropriate for dense, urban, pedestrian oriented areas has a major impact not only on pedestrian safety, but also on perceptions of comfort and walkability. Furthermore, high traffic speeds require street design considerations, such as wider lanes, or turning radii, that impact the space and quality of non-auto functions on the street. Additionally, traffic speeds affect how and where transit can operate effectively. The City should review traffic speed in TOD areas, and along transit corridors in general, to ensure that posted speeds are consistent with safely operating in a complex urban environment. The City should also pursue street design that reflects the desired speed of corridors rather than their existing operating speed.

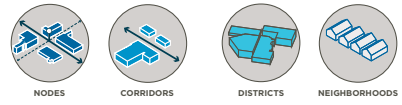
### Related Goals:

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

### Implementation Category

Street Standards

### Applicable Development Forms




### Travel Speed and Peripheral Vision

Source: NACTO


**10-15 mph: 2% Crash Fatality Risk**


**20-25 mph: 5% Crash Fatality Risk**


**30-35 mph: 45% Crash Fatality Risk**


**40+ mph: 85% Crash Fatality Risk**

# Traffic Calming

Incorporate traffic calming measures for streets in TOD areas to manage the speed of traffic and increase the comfort and safety of pedestrians and cyclists.

**Description**

Streets in TOD areas should be designed for traffic to operate at speeds that are appropriate for dense, mixed-use, pedestrian oriented areas. Physical modifications to roadways presents opportunities to calm traffic while improving safety and comfort for other users (See Walkability Plan). Elements such as reduced lane widths, bump outs, center islands, speed tables, and chicanes may be appropriate in particular circumstances. Even placement of trees, or modification of signal timing can serve a traffic calming role. The City should review and update standards for a range of traffic calming features as a component of its Major Street Plan, in addition to criteria for where such measures should be considered.

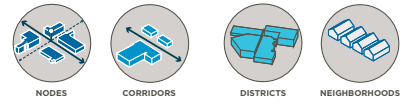
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

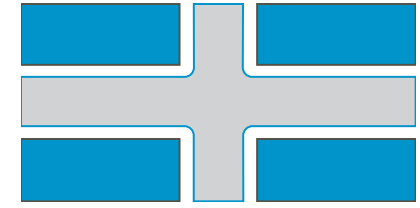
Street Standards

**Applicable Development Forms**



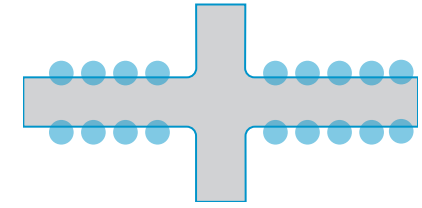

## Traffic Calming Strategies

See NACTO Urban Street Design Guide for more traffic calming strategies



### Building Placement

Place buildings closer to the roadway to place objects in the sight line of drivers and give them a sense of the speed they are traveling.

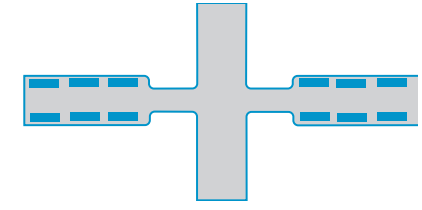


### Street Trees

Use street trees to give drivers a sense of the speed they are driving.

### Two-Way Streets

Two way streets create a heightened sense of awareness in drivers who are also looking for oncoming traffic.

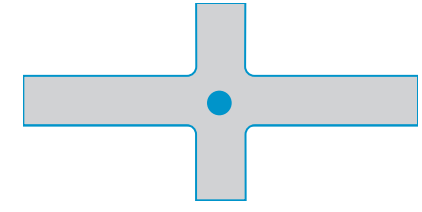


### Street Parking & Bump Outs

Add street parking lanes to create a more narrow travel lane.

### Median

A median narrows the travel lane and reduces the travel speed of drivers



### Roundabout

An object or monument in the center of an intersection causes drivers to slow down at intersections

# Intersection Design

Design intersections in TOD areas to efficiently manage all modes of transportation while enhancing comfort, safety, and ease of use.

**Description**

Intersection design connects many components important to successful transit-oriented development, including efficient movement of multiple modes of transit, safety, and comfortable, convenient travel for all users. Best practices for crosswalks, curb radii, traffic signal location and operation, queue jumping, bus pull outs, station areas, and other features (See Walkability Plan) should be incorporated into the design of new and modified intersections in TOD areas. This should be done according to the needs of particular locations, and criteria for the operation and interaction of various modes of travel. The City should incorporate best practices for intersection design through adoption of NACTO (National Association of City Transportation Officials) guidelines for Urban Streets and Urban Bikeways, incorporation of NACTO or equivalent standards into the City's Major Street Plan, or development of standalone Complete Street guidelines for Kansas City based on national best practices.

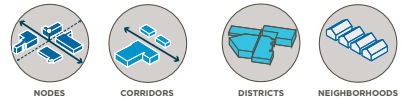
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health

**Implementation Category**

Street Standards

**Applicable Development Forms**




**Streetscape improvements enhance safety for alternative modes and increase efficiency**

Photo: NYC DOT

**All transportation modes can be accommodated safely and effectively**

Photo: Dylan Passmore

# Infrastructure Coordination

Coordinate transit improvements, streetscape enhancements, and upgrades to utilities to leverage funding, reduce the overall cost of improvements, and minimize future impacts to transit service.

**Description**

A focused, layered approach to public and private development in TOD areas helps to leverage scarce resources and maximize the impact of investments. A coordinated approach to infrastructure investment takes advantage of existing activity, developer interest, and related infrastructure projects to support neighborhood vitality more comprehensively. Strategically coordinating public infrastructure improvements with catalytic development, transit, amenities, and other services helps to lay the foundation for renewed private investment and development in TOD areas. The City is already demonstrating this proactive and layered approach to infrastructure with utility and streetscape improvements in coordination with the Downtown Streetcar Starter Line and proposed coordination of streetscape improvements with scheduled water main replacements.

**Related Goals:**

- Productivity
- Fiscal Sustainability
- Resource Conservation

**Implementation Category**

Capital Improvements Program

**Applicable Development Forms**

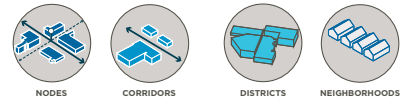



Photo: Reconnecting America

# Design: Development

While many aspects of successful transit-oriented development focus on the public realm, the quality of private development and its relationship to transit and public spaces in TOD areas is essential for successful transit-oriented development. Recommendations for development design in TOD areas address the relation of such forms to their surroundings, orientation and massing in order to achieve various goals, and guidelines for design and integration of development to support neighborhood authenticity and character.

## Recommendations

**Relationship to Surrounding Development** Review and update existing development standards for screening, buffering, and transitions between different uses and intensities in dense, mixed-use TOD areas.

**Authenticity and Neighborhood Character** Promote the use of high quality materials, attention to architectural details and design excellence.

**Universal Design** Meet or exceed ADA accessibility standards and support universal design in building regulations to increase accessibility of uses in close proximity to transit facilities for users of uses in close proximity to transit facilities for users of all ages and abilities.

**Building Massing and Orientation** Develop standards for building orientation and massing that address frontage to streets and public spaces, a pedestrian scale, solar orientation, topography, response to existing character and built environment, and transitions to surrounding neighborhoods.

**Accommodation of Multi-Modal Facilities** Incorporate pedestrian, bicycle, and transit facilities into the design of new projects, and encourage the retrofit of existing development in TOD areas to accommodate convenient walking, biking, and transit use.

# Relationship to Surrounding Development

Review and update existing development standards for screening, buffering, and transitions between different uses and intensities in dense, mixed-use TOD areas.

**Description**

The City's existing development standards include screening and transition requirements to protect uses from potential negative impacts of neighbors. Ensuring that these standards are applicable to the increased density and intensity of uses in TOD areas, including some locations where single-family areas are located in close proximity to major transit corridors, is an important step in coordination with an update of base zoning categories. The City should consider updating these requirements to include specific provisions for TOD areas and incorporating transition standards to a new TOD Overlay.

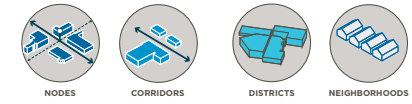
**Related Goals:**

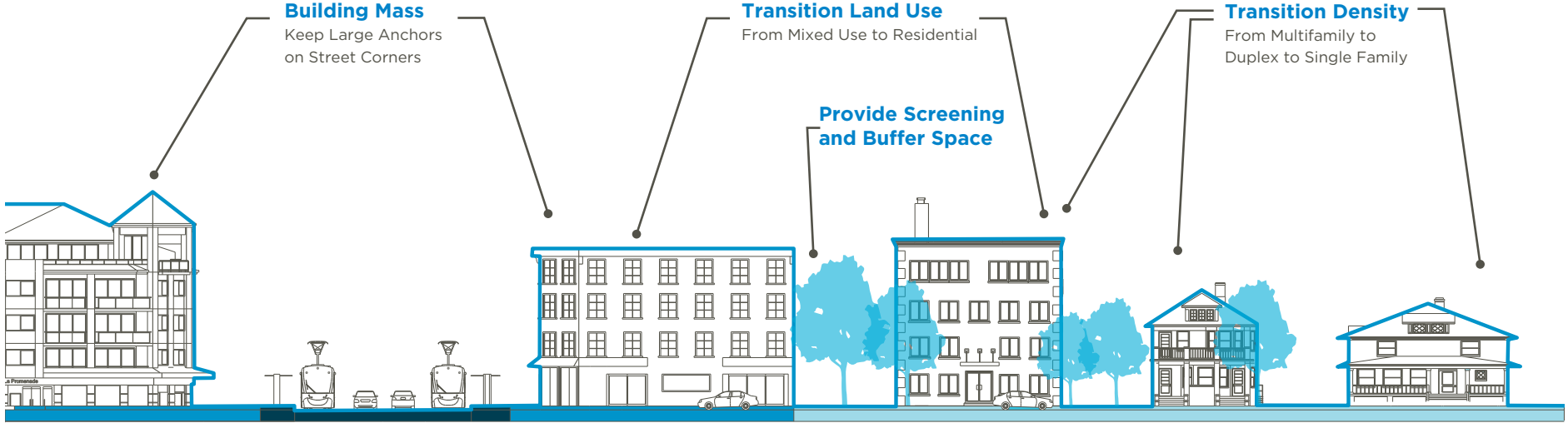
- Diversity & Integration
- Neighborhood Identity
- Affordable Housing
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Housing Diversity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

Development Code

**Applicable Development Forms**



# Authenticity and Neighborhood Character

Promote the use of high quality materials, attention to architectural details and design excellence.

**Description**

In promoting a more compact and dense urban environment, attention to design and details is important to optimize livability and longevity. A design guideline to ensure that the subject of design excellence is considered in new TOD development will provide a basis for staff planners during the development review process. The intent of this recommendation is to encourage human-scaled buildings and to ensure the consistent use of high quality, durable materials and details appropriate to the urban environment. Buildings in a TOD area must convey an urban disposition in the highest sense. Seen as an ensemble, individual buildings and blocks of development should be composed to reduce bulk at the top and provide a varied skyline. Buildings should also be true to their architectural style. While some buildings may be traditional and others contemporary in style, each must complement the whole through appropriate proportions and attention to scale and detail. Traditional-style buildings should not be a caricature version of an historical style, or a faux nostalgic reproduction; rather, they should include the depth of articulation, fenestration, and a thorough execution of detail befitting their style and use of materials in a meaningful way. True to our city's strong arts focus, the participation of local artisans/craftsmen in detailing and materials should be encouraged.

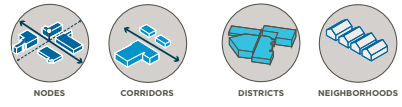
**Related Goals:**

- Diversity & Integration
- Neighborhood Identity
- Local Prosperity
- Creativity & Innovation
- Fiscal Sustainability

**Implementation Category**

Design Guidelines

**Applicable Development Forms**





**Appropriate use of modern building materials on a new construction project contributes to a sense of place**

# Universal Design

Meet or exceed ADA standards and support universal design in building regulations to increase accessibility of uses in close proximity to transit facilities for users of all ages and abilities.

**Description**

Universal design in conjunction with ADA compliance ensures that people of any age and ability can easily access all public spaces, front entries of buildings, and transit facilities through subtle and detailed design recommendations.

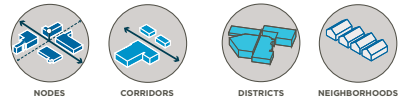
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

**Implementation Category**

Development Code

**Applicable Development Forms**




# Building Massing and Orientation

Develop standards for building orientation and massing that address frontage to streets and public spaces, a pedestrian scale, response to the existing character and built environment, and transitions to surrounding neighborhoods.

**Description**

New development projects should optimize the existing conditions to meet the four principles of a successful TOD. As such, they must balance several strategies at once. First and foremost, new development should identify and preserve existing historic structures on the site. The site's existing zoning should set the maximum height or floor area ratio, as well as set backs. Buildings should orient toward the street or public places, and never toward a parking lot. The mass of the building should be broken up in response to adjacent structures and site conditions such as topography or solar orientation. Finally, the development should carve out room for public spaces to accommodate the flow of pedestrians through the site and near transit. So as not to deter public spaces on development parcels and near transit stops, density bonuses should be occasionally be awarded to developers that make special considerations for public spaces.

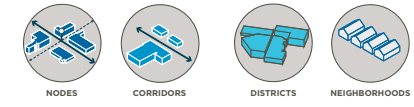
**Related Goals:**

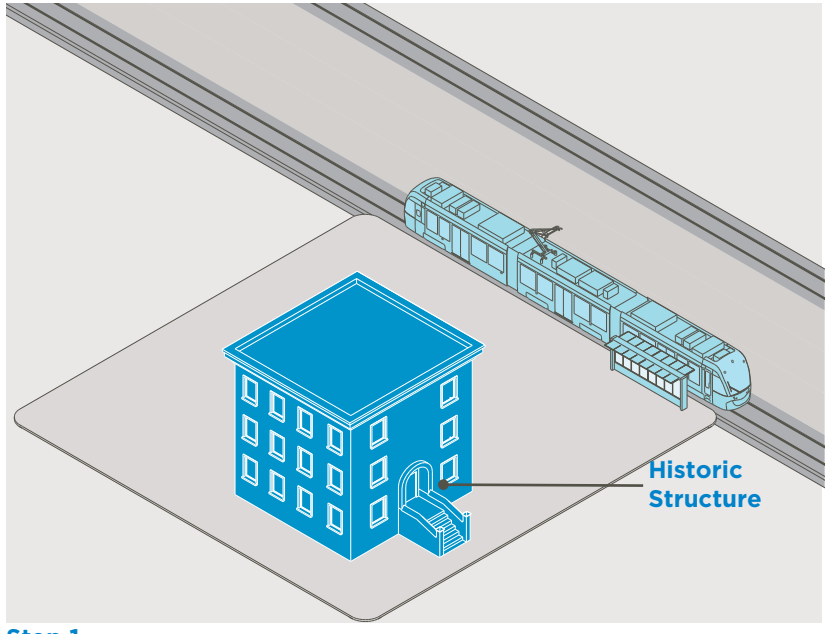
- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

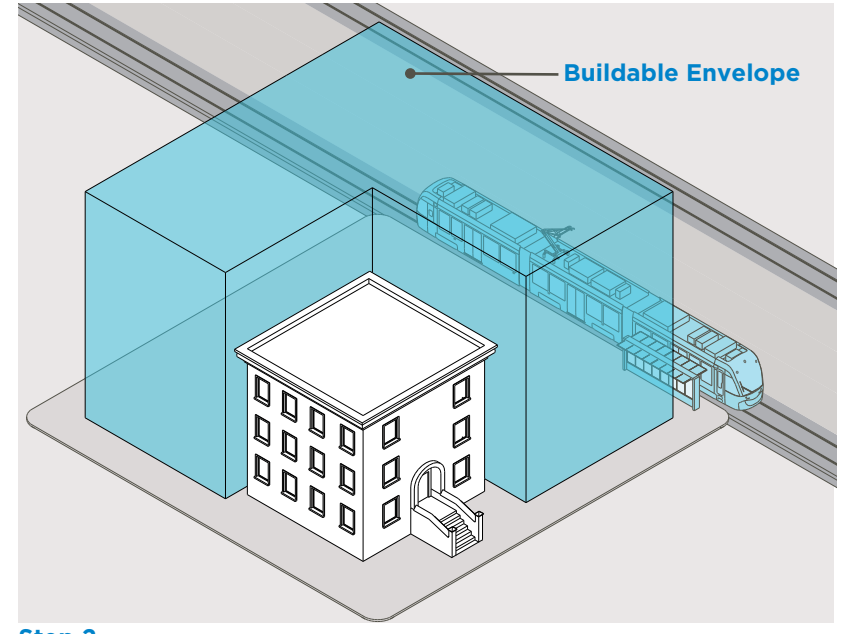
Development Code

**Applicable Development Forms**

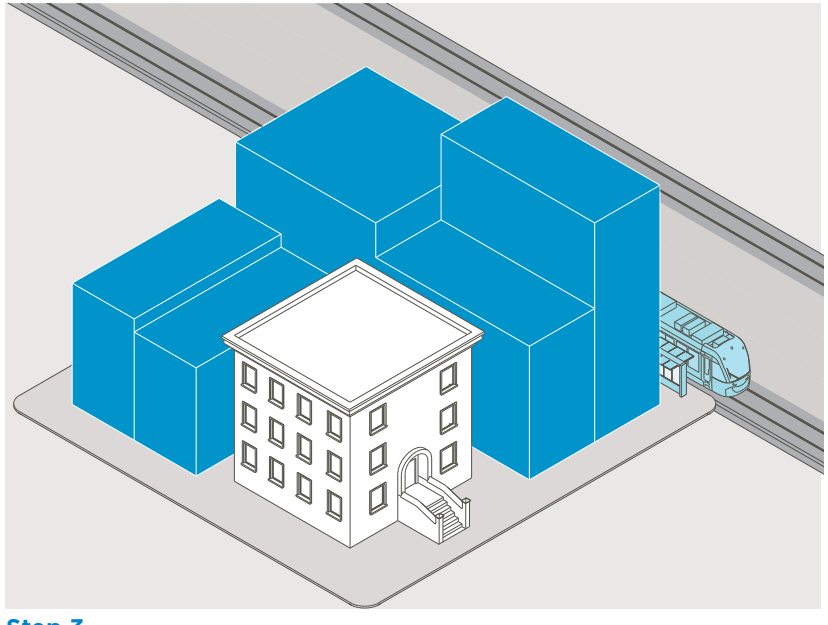




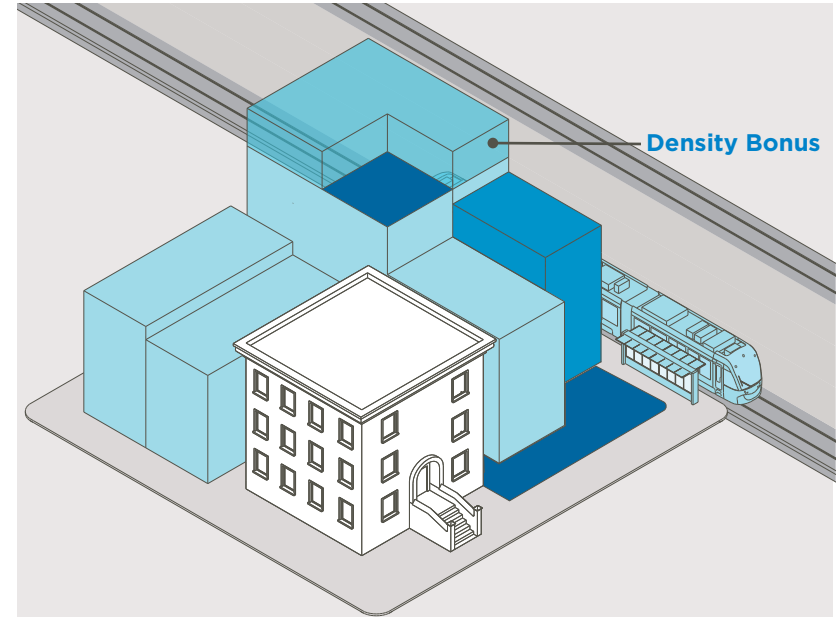

**Step 1**
Identify and preserve historic or otherwise significant structures in development area.




**Step 2**
Identify maximum height and F.A.R. allowed by zoning.



**Step 3**
Adjust massing to increase density on transit corridor and match existing neighborhood scale.




**Step 4**
Provide open space and pathways for pedestrian flow.

# Accommodation of Multi-Modal Facilities

Incorporate pedestrian, bicycle, and transit facilities into the design of new projects, and encourage the retrofit of existing development in TOD areas to accommodate convenient walking, biking, and transit use.

**Description**

Providing space for alternative modes of transportation within private developments and/or providing private amenities to support existing public facilities will increase the accessibility and use of transit (See Walkability Plan). The City should require development to contribute to a broader network of open spaces and public life including attention to widened sidewalks, through-block connections and alleys also designed for bicycle traffic, art, year-round activity (spaces for markets, plantings, weather protection, moveable seating and tables, pedestrian lighting, 24 hour WiFi, etc.), bike racks and storage, bike share stations, showers, lockers, and signage or kiosks. When parking is included on site, it should be located behind a building and accessed from an alley, or if none exists, a side street.

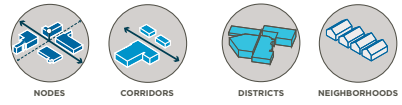
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Fiscal Sustainability
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

Development Code

**Applicable Development Forms**




**Streetcar running through private development with bicycle parking accommodations**

Photo: Steve Vance

**Streetcar in an active public plaza at Portland State University**


Photo: Roger DuPuls

# Design: Transit Facilities

The location and design of transit facilities in TOD areas has an impact on the visibility, accessibility, convenience of transit. Recommendations for transit facilities include guidelines for location and design of transit facilities in various conditions, from major destinations with high levels of activity, to space-constrained transit stops in sidewalk environments. Coordination with surrounding uses and the design of facilities to enhance the function and experience of users are also considered.

## Recommendations

**Integration with Sidewalk and Public Space** Design transit facilities that thoughtfully integrate into sidewalks and public spaces, in order to enhance the experience for transit users, ensure efficient movement in the corridor, and create quality places.

**Coordination with Surrounding Uses** Design transit facilities to thoughtfully coordinate with surrounding uses, by leveraging the concentration of transit users to support more active and vital destinations, and providing transit users convenient access to a variety of opportunities and services.

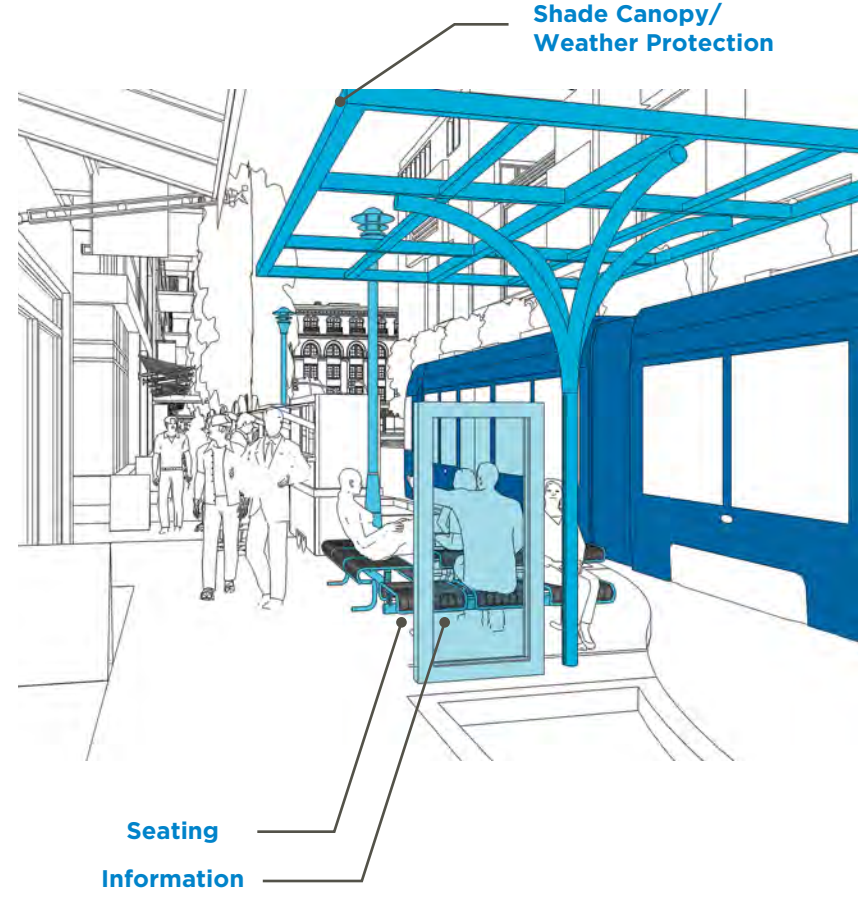
**Transit Facility Placement** Design transit facilities to enhance the function of the transit system and experience of the surrounding area. Transit facilities can function as icons or landmarks for destinations, with design elements that provide wayfinding along transit corridors, or unifying features that strengthen connections between neighborhoods.

**Transit Facility Design** Design transit facilities to enhance the function of the transit system and experience of the surrounding area. Transit facilities can function as icons or landmarks for destinations, with design elements that provide wayfinding along transit corridors, or unifying features that strengthen connections between neighborhoods.

**Universal Design** When designing transit facilties, meet or exceed ADA accessibility standards to make facilities as aesthetic and accessible for all users, regardless of age, ability, or status in life.

# Integration with Sidewalk and Public Space

Design transit facilities that thoughtfully integrate into sidewalks and public spaces, in order to enhance the experience for transit users, ensure efficient movement in the corridor, and create quality places.




**Description**

Transit stops should provide adequate space to board and alight, while maintaining safe and convenient paths for pedestrians to travel around station locations and connect to nearby services and activities. At major nodes and districts, where transit use and pedestrian activity is higher, more space is necessary to accommodate greater pedestrian traffic and public space amenities. At a minimum, all transit stops should be designed to integrate into the street environment in a manner that supports transit use while maintaining efficient function of streets and sidewalks. Transit stops for premium transit (fixed rail or bus rapid transit), and transit stops in premium transit locations, warrant a more detailed planning and design process involving local stakeholder input. Through strategic process, or in the station area planning or the system planning process for new transit services, the transit authority should coordinate with the City departments responsible for public right-of-way (Public Works, Parks and Recreation, and City Planning and Development) to balance operational needs for transit service, streetscape amenities and design, coordination with utilities and other infrastructure, and community priorities. Final design of transit facilities should strive to achieve the highest number of TOD goals with all stakeholders.

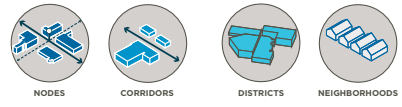
**Related Goals:**

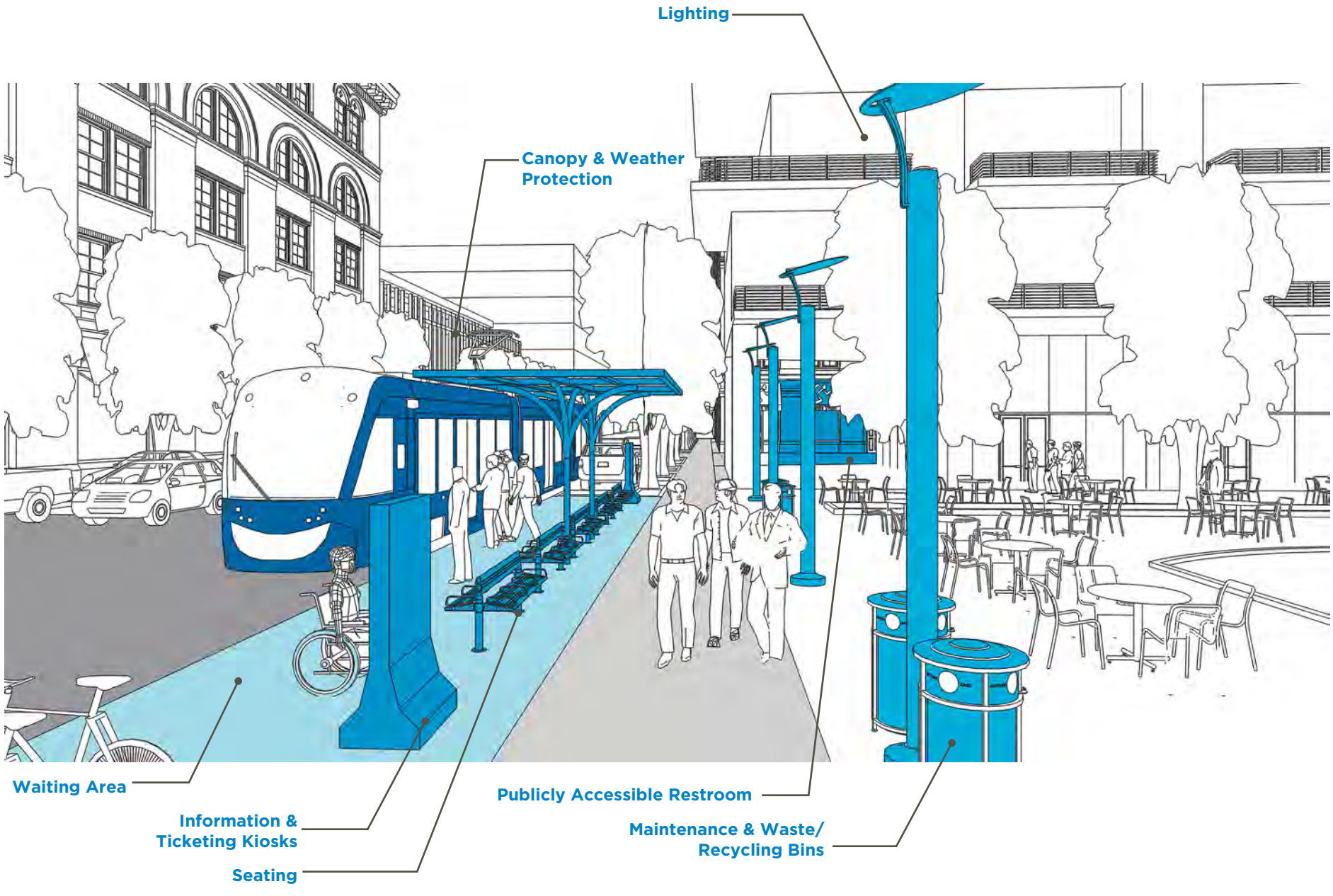
- Accessibility & Mobility
- Neighborhood Identity
- Safety & Security
- Public Health
- Productivity
- Resource Conservation
- Mitigates Climate Change

**Implementation Category**

Station Area Planning

**Applicable Development Forms**




Lighting
Canopy & Weather Protection
Waiting Area
Information & Ticketing Kiosks
Seating
Publicly Accessible Restroom
Maintenance & Waste/ Recycling Bins

# Coordination with Surrounding Uses

Design transit facilities to thoughtfully coordinate with surrounding uses, leveraging the concentration of transit users to support more active and vital destinations, and providing transit users convenient access to a variety of opportunities and services.

**Description**

Station area planning provides an opportunity to coordinate transit facilities with surrounding uses to support more active and vital destinations. Economic development analysis can identify the types and amount of development that is estimated to be supported with the influx of transit users. The location of transit facilities should strategically build upon existing assets in nodes, corridors, districts, and neighborhoods. As part of the station area planning process, the City should engage with organizations, businesses, and developers who are a good match for the potential of the site and stakeholder goals to join conversations about supportive uses and development around transit.

**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health
- Local Prosperity
- Creativity & Innovation
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Mitigates Climate Change

**Implementation Category**

Station Area Planning

**Applicable Development Forms**


# Transit Facility Placement

Design transit facilities to enhance the function of the transit system and experience of the surrounding area. Transit facilities can function as icons or landmarks for destinations, with design elements that provide wayfinding along transit corridors, or unifying features that strengthen connections between neighborhoods.

**Description**

Transit facilities vary based on type, volume of service and street configuration. A bus stop can be a pole with a concrete pad, a bench, a shelter, or a separated station with kiosks and boarding zones. NACTO standards exist for each type of shelter based on the width of the roadway and the needs and complexities of the transit service. The City should adopt NACTO standards and apply accordingly during a station area master planning process.

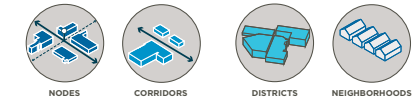
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Neighborhood Identity
- Safety & Security
- Fiscal Sustainability
- Resource Conservation
- Mitigate Climate Change
- Improve Air Quality

**Implementation Category**

Street Standards and Station Area Planning

**Applicable Development Forms**



# Transit Facility Design

Design transit facilities to enhance the function of the transit system and experience of the surrounding area. Transit facilities can function as icons or landmarks for destinations, with design elements that provide wayfinding along transit corridors, or unifying features that strengthen connections between neighborhoods.

**Description**

During station area planning and conceptual transit system design, the transit authority should coordinate with ongoing neighborhood, corridor, or district identity programs to assure that transit facilities build upon the area character and identity. Whenever possible, transit facility design should include a committee of local artists, businesses and/or neighborhood leaders and at a minimum reference or incorporate area iconography. The City, transit operators, and facility fabricators should provide a clear understanding to the local stakeholders of what is customizable and what is not for each facility type, as well as overall budget constraints. The Streetcar Aesthetics Committee for Kansas City's downtown starter streetcar line provides a model process for stakeholder participation in transit facility design.

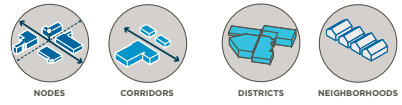
**Related Goals:**

- Accessibility & Mobility
- Neighborhood Identity
- Safety & Security

**Implementation Category**

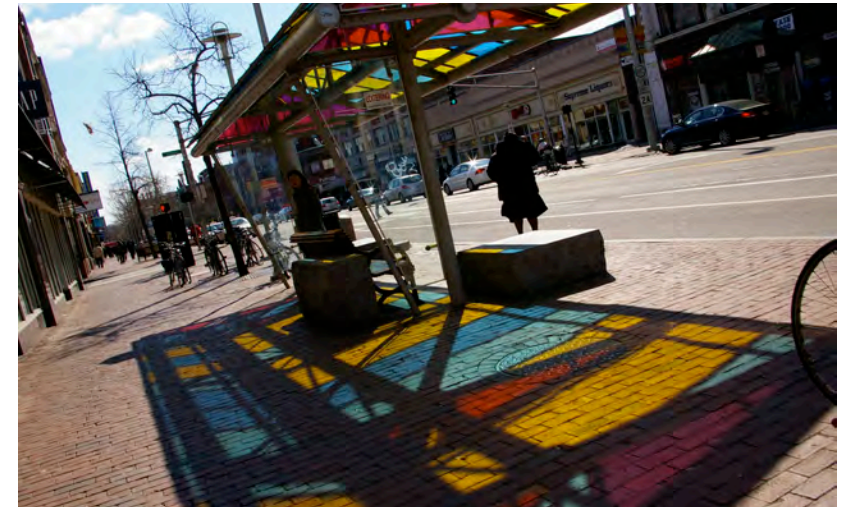
Station Area Planning

**Applicable Development Forms**




**CTA Stop at Illinois Institute of Technology by Rem Koolhaas**

Photo: Flickr User Marcin



**Integrating Public Art with Station Design**

Photo: Flickr User aarmstrong716

# Universal Design

Design transit facilities to be aesthetic and usable to the greatest extent possible by everyone, regardless of age, ability, or status in life.

**Description**

The ADA standards adopted into practice for KCMO should be incorporated or exceeeded in every transit facility regardless of development form. Some components of the transit facilities will be the transit authority's responsibility, such as signage, enclosures, embarking and disembarking the transit vehicle, and maintenance of stops. Other components that are related to the transit facilities will be a City responsibility, such as adjacent sidewalks, curbs, crosswalks, signaling, streetscape, bike lanes, green infrastructure, and perhaps most importantly the maintenance of these TOD components. All must adhere to an overarching set of guidelines that allow, if not encourage, everyone regardless of age, ability, or status to use the transit facilities conveniently.

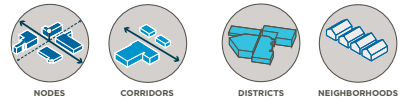
**Related Goals:**

- Accessibility & Mobility
- Diversity & Integration
- Safety & Security
- Public Health
- Local Prosperity
- Productivity
- Improved Air Quality

**Implementation Category**

Street Standards

**Applicable Development Forms**




**Ramp on Bus rapid transit in Los Angeles**

Photo: Matt Johnson

**Level Boarding from bus rapid transit stations in Curitiba, Brazil**


Photo: U.S. EPA

# Design: Green Infrastructure

Green infrastructure features can reduce the impacts of dense development in TOD areas, reducing maintenance and resource demands, and enhancing quality of life. Green infrastructure recommendations span both public and private realms, and include recommendations for infrastructure, development, and utilities. This Transit-Oriented Development Policy focuses on stormwater management, water and energy efficiency, building renovation and recycling, and landscape features for streets and sites.

## Recommendations

**Stormwater Management** Incorporate stormwater management features into new development and street infrastructure in TOD areas to minimize stormwater runoff and to store and filter stormwater on-site to the greatest extent possible.

**Energy and Water Efficiency** Incorporate energy and water efficiency features in public and private development that minimize impacts on City infrastructure and utilities.

**Building Recycling and Renovation** Renovate and retrofit existing building stock to transit-oriented development uses and densities to the greatest extent feasible; for those buildings that have fallen into extreme disrepair or directly conflict with desirable environmental benefits, deconstruct so as to recycle building materials for reuse.

**Green Streets and Sites** Incorporate shade trees, green roofs, cool roofs, use of local materials/ services/labor, native and drought resistant landscaping into street and development standards.

# Stormwater Management

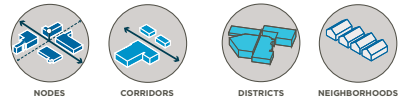
Incorporate stormwater management features into new development and street infrastructure in TOD areas to minimize stormwater runoff and to store and filter stormwater on-site to the greatest extent possible.

**Description**
A combination of street standards and updated development code requirements should address green infrastructure in TOD areas, including specific standards for stormwater management, as related to Kansas City's mandate from the EPA to reduce the overflow of our combined sewer system into creeks, streams, and rivers. Street standards and development requirements for stormwater management should be based on best practices studied in pilot projects, including areas of pervious pavement, deep street planting boxes that capture and filter water flowing down the street, drought resistant native plants and trees used in streetscaping, rain gardens, and green roofs, to name a few. The stormwater management needs, and therefore the appropriate stormwater management intervention, will vary based on the location for each TOD area and development site.

**Related Goals:**
- Public Health
- Creativity & Innovation
- Mitigates Climate Change
- Improved Air Quality
- Improved Water Quality
- Biodiversity

**Implementation Category**
Development Code, Street Standards

**Applicable Development Forms**




# Energy and Water Efficiency

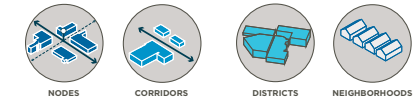
Incorporate energy and water efficiency features in public and private development that minimize impacts on City infrastructure and utilities as well as the impact on the environment.

**Description**
Development in TOD areas should incorporate standard practices related to energy and water efficiency in the built environment. Energy and water efficiency measures should include both passive and active methods to increase efficiency and reduce the load on infrastructure and utilities created by dense transit-oriented development. Examples of best practices include passive solar orientation, shading system principles, day lighting, natural ventilation systems, types and application of renewable energy use, use of low flow fixtures, types of lighting, and other efficiency measures to be studied and updated for increasing levels of performance in both interior and exterior components of public and private built projects (See LEED or equivalent standards).

**Related Goals:**
- Safety & Security
- Public Health
- Creativity & Innovation
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality
- Improved Water Quality

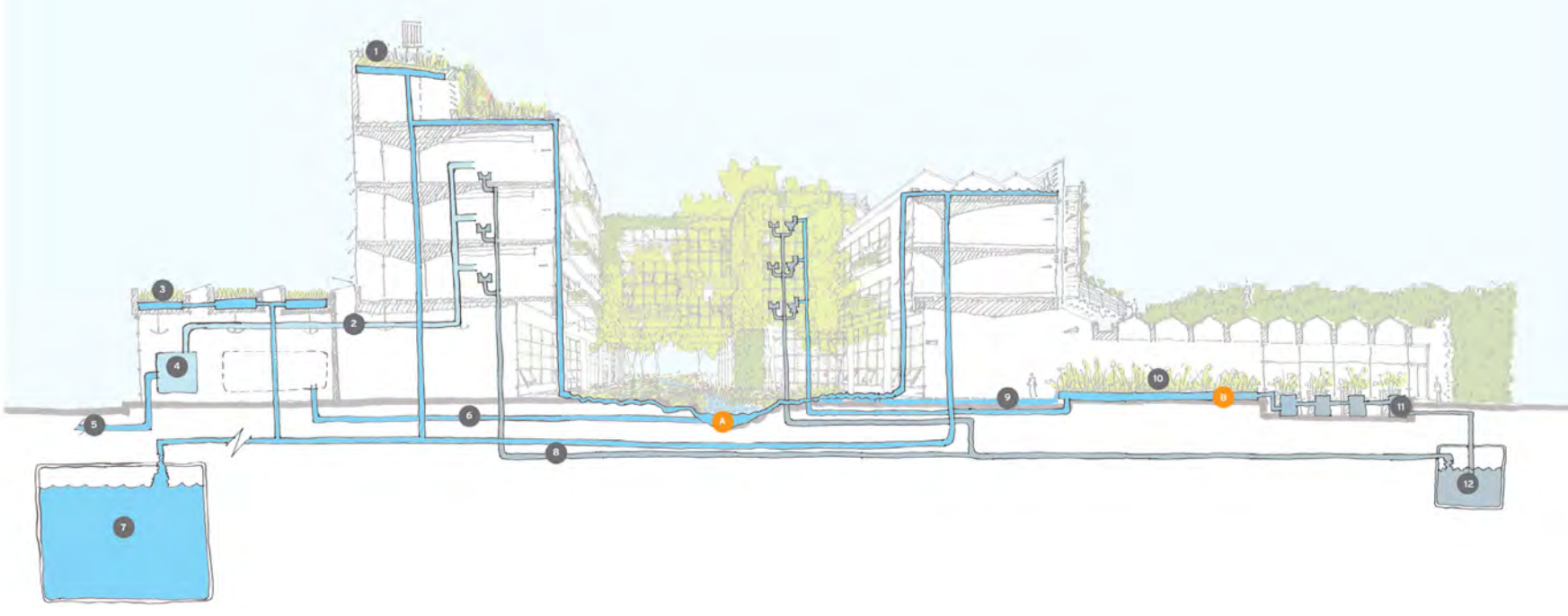
**Implementation Category**
Design Guidelines

**Applicable Development Forms**




## Natural Daylight

This building leverages seasonal sun angles to provide indirect light in the summer and direct light in the winter. It also uses Photovoltaic Solar Arrays to generate electricity that powers the building.




## Water Systems

This building captures stormwater on site, recycles greywater for use in toilets, and treats sewage before use in irrigation and greywater.

# Building Renovation and Recycling

Renovate and retrofit existing building stock to transit-oriented development uses and densities to the greatest extent feasible; for those buildings that have fallen into extreme disrepair or directly conflict with desirable environmental benefits, deconstruct so as to recycle building materials for reuse.

**Description**

Existing building stock not only reflects the history and urban fabric of an area, but also embodies a tremendous amount of energy that went into creating the building, including materials and site disruption. Existing building stock coexisting with new infill development provides a diversity of footprints and scales of spaces for new businesses and organizations to put to use as density and need increases over time. Vibrancy of an area comes in part from the diversity of building types and pedestrian experiences in a given area, so it is valuable to have not only different facade treatments, but also different, yet appropriate, massing and materials. During the development processes, applicants should be made aware of any and all opportunities for funding to make the renovation more financially feasible. If an applicant demonstrates through a rigorous feasibility analysis that renovation is not a worthy pursuit (socially, economically, and environmentally) then the existing building must be deconstructed so as to maximize the amount of building materials that are reusable, and either plan to reuse them in the construction of the new development or work to ensure that they are reused within a 10 mile radius.

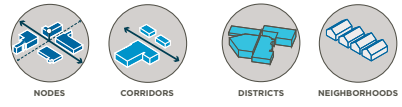
**Related Goals:**

- Diversity & Integration
- Neighborhood Identity
- Affordable Housing
- Local Prosperity
- Creativity & Innovation
- Resource Conservation
- Open Space Preservation

**Implementation Category**

Design Guidelines

**Applicable Development Forms**




**Structure and Facade of an Older Building Supporting Modern-Day Addition**

Photo: Flickr User Joe Wolf

**Renovation of Historic Structure**

Photo: Indiana Landmarks North

# Green Streets and Sites

Incorporate shade trees, green roofs, cool roofs, use of local materials/ services/labor, native and drought resistant landscaping into street and development standards.

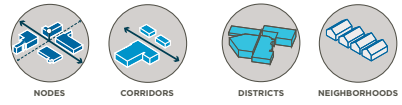
**Description**
Both private development and public infrastructure improvements provides the opportunity to incorporate green infrastructure that mitigates the environmental effects of dense urban development encouraged in TOD areas, such as the heat island effect, increased water runoff, or presence and persistence of particulate matter. By leveraging the vast expanse of the public right-of-way and coordinating with interested developers at critical sites, key environmental interventions can be planned within TOD areas that strategically mitigate adverse environmental impacts.

Street trees and other vegetation provide shade and cooling from the sun and comfort for pedestrians while simultaneously capturing water runoff during storm events. Other technology, such as pervious pavement or other ground cover can slow the flow of runoff during rain storms. Guidelines for green streets and green sites can be used not only limit environmental impacts, resulting in long-term cost savings, but provide aesthetic beauty in an urban environment with positive external effects for nearby property owners.

**Related Goals:**
- Accessibility & Mobility
- Public Health
- Creativity & Innovation
- Resource Conservation
- Mitigates Climate Change
- Improved Air Quality
- Improved Water Quality
- Biodiversity

**Implementation Category**
Design Guidelines, and Street Standards

**Applicable Development Forms**




**Vegetated Roofs and Walls Reduce Reflectivity, Temperature, and Water Runoff**

**Rain Gardens Reduce Runoff into Stormwater System**


**Parking Structure Wrapped by Active Uses and Vegetation in Miami Beach, Florida**
Photo: Flickr User Jacqueline Poggi

# Design: Parking

Parking interacts with transit-oriented development in complex ways. Parking in TOD areas limits capacity for more active and economically beneficial uses. Parking can also detract from the experience of TOD areas and the quality of the pedestrian environment. At the same time, accommodating program needs of new development, and improving access to TOD destinations is important to their success. Recommendations for parking in TOD areas navigate this balance with guidelines for parking lot location and integration of parking structures. Provisions for on-street parking and conditions for park and ride facilities are included. Recommendations also include strategies for shared parking, parking districts, and development code modifications to limit construction of unnecessary parking.

## Recommendations

**Parking Lot Location** Design new development so that parking is not located between the street and the building frontage, in order to maintain an active street wall, sense of enclosure, and quality pedestrian environment.

**Integration of Parking Structures** Design new parking structures so that they are not significantly visible at street level. Encourage underground parking or structures wrapped with other uses, including active ground floor uses. Discourage "parking podiums" where new development is placed above structured parking, limiting activity and "eyes on the street".

**On-Street Parking Standards** Incorporate on-street parking strategies into City street standards .

**On-Street Parking Locations** Identify locations and opportunities in order to increase the capacity for active, productive uses in TOD areas and provide alternatives to dedicated off-street parking areas for new development. Where possible, design on-street parking to function as a buffer for pedestrians and cyclists.

**Shared Parking** Encourage shared parking in TOD areas through thoughtful station area planning, in order to reduce overall parking demand, efficiently use existing supply, facilitate public access to underutilized lots, and promote a "park once" environment.

**District Parking** Craft a parking strategy that provides a framework for municipal parking districts in TOD areas, in order to more effectively share and manage available parking, and capture the true value of parking for property owners, developers, and the City.

**Demand Management** Craft a parking strategy that serves all users and effectively manages a shared parking supply through demand-responsive pricing and time limits, in order to increase availability in high demand locations, encourage an efficient use of parking supply, capture the true value of parking, and reduce overall parking demand.

**Separate Parking and Development Costs** Separate parking costs from development costs through updates to the City parking standards, including the elimination of minimum parking requirements in TOD areas, in order to reduce the total amount of parking, increase the efficiency of available parking, and reduce the cost for new development

**Parking Limits** Establish a parking maximum for new development in TOD areas as part of a new TOD overlay, in order to manage the total amount of parking and encourage more active and productive uses.

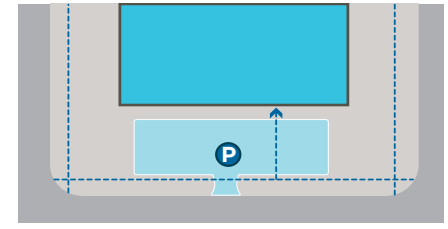
**Park and Ride** Identify appropriate locations for park and ride facilities, with consideration of the surrounding urban environment and quality of transit connections in particular locations.

# Parking Lot Location

Design new developments so that parking is not located between the street and the building frontage, in order to maintain an active street wall, sense of enclosure, and quality pedestrian environment.

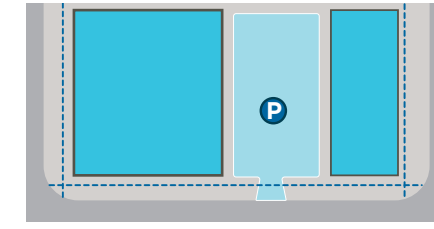
**Description**

A new transit-oriented development overlay should include standards for parking lot locations in TOD areas. By ensuring that parking is not located between the street and building frontage, a TOD overlay can preserve valuable street frontage for active uses, enabling transit-oriented development to take best advantage of transit services and related infrastructure investments. Maintaining an active street frontage also supports a quality pedestrian experience. If new surface parking is required, it should ideally be located on the rear or sides of buildings, maintaining street frontage for more active and economically beneficial uses. Parking areas should not create gaps in activity, use, or visual interest along street frontage in TOD areas.



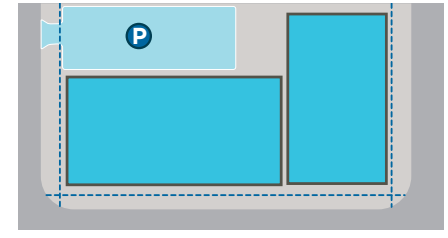

**Avoid**

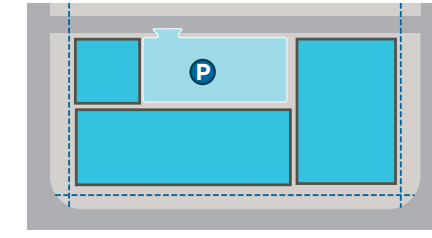
Parking should never be placed in front of a building because it places distance between a pedestrian and the building entrance.




**Acceptable**

Parking lots on the side of buildings, while not ideal, can facilitate future infill development in the longer term.




**Ideal**

Whenever possible, surface parking should be placed behind buildings and accessed by side streets or by rear alleys.

**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Public Health

**Implementation Category**

Development Code:
TOD Overlay

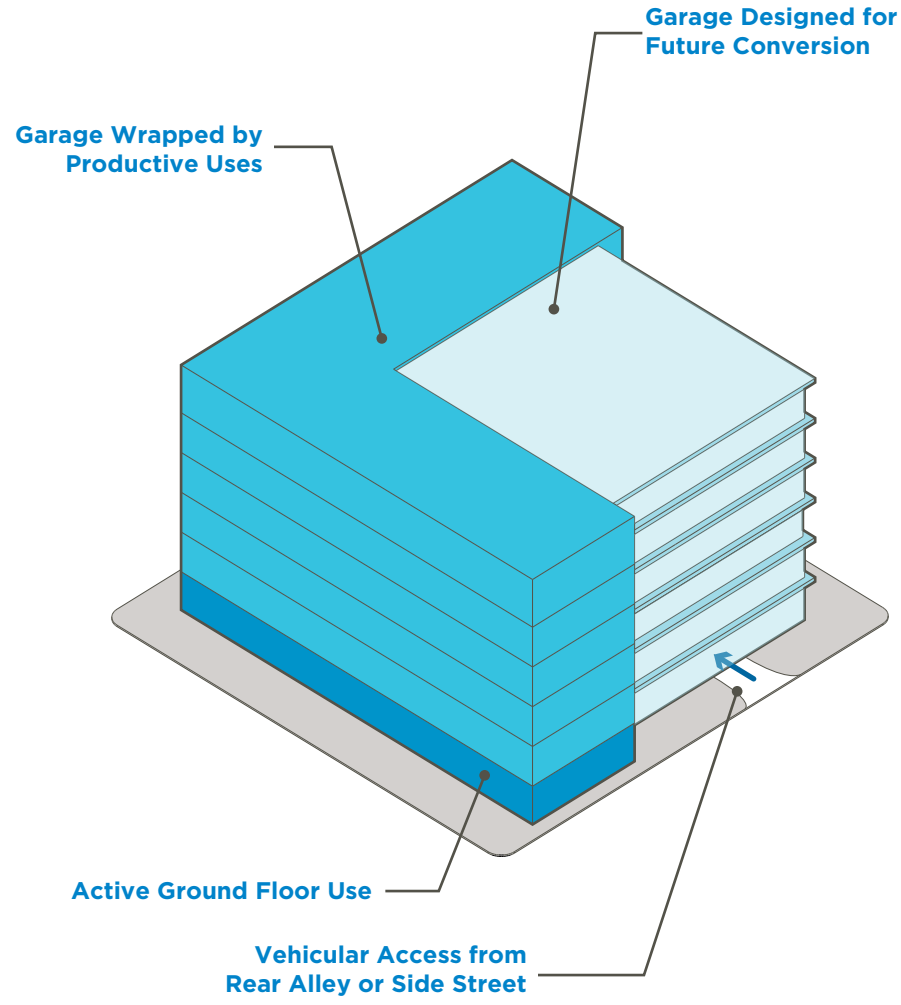
**Applicable Development Forms**

# Integration of Parking Structures

Design new parking structures so that they are not significantly visible at street level. Encourage underground parking or structures wrapped with other uses, including active ground floor uses. Discourage "parking podiums" where new development is placed above structured parking, limiting activity and "eyes on the street".

**Description**

A new transit-oriented development overlay should include standards for design of new parking structures to ensure that such automobile infrastructure can be accommodated in a manner that does not inhibit potential use and activity in TOD areas, or detract from a quality pedestrian experience. The transit-oriented development overlay should require that new parking structures are screened or wrapped with other uses, and designed to accommodate active ground floor uses. While stacking development on top of parking can represent an efficient use of valuable land, "parking podiums" should be discouraged where they will result in large, inactive street walls that reduce activity and visibility of the street and public realm.



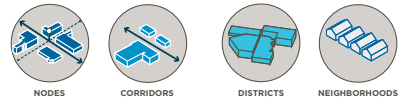

**Related Goals:**

- Diversity & Integration
- Neighborhood Identity
- Safety & Security

**Implementation Category**

Development Code:
New TOD Overlay

**Applicable Development Forms**



# On-Street Parking Standards

Incorporate on-street parking strategies into City street standards where compatible with quality pedestrian and bicycle facilities, in order to increase the capacity for active, productive uses in TOD areas, and provide alternatives to dedicated off-street parking for new development. Where possible, design on-street parking to function as a buffer for pedestrians and cyclists.

**Description**

On-street parking can provide an efficient, shared parking resource in mixed use TOD districts, and reduce the demand for off-street parking facilities that take up valuable real estate that could be developed with more active and productive uses. When street conditions are suitable, and where it is carefully designed, on-street parking can also function as a buffer for pedestrians and cyclists, improving the pedestrian experience in TOD areas. Currently none of the street section templates identified in the City's Major Street Plan incorporate both on-street parking and bicycle facilities. The City should update its street standards to include street sections that illustrate best practices for integration of on-street parking, bike facilities, and pedestrian infrastructure.

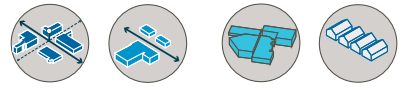
**Related Goals:**

- Accessibility & Mobility
- Safety & Security
- Local Prosperity

**Implementation Category**

Street Standards

**Applicable Development Forms**



# On-Street Parking Locations

Identify locations and opportunities to incorporate on-street parking where compatible with quality pedestrian and bicycle facilities, in order to increase the capacity for active, productive uses in TOD areas, and provide alternatives to dedicated off-street parking areas for new development. Where possible, design on-street parking to function as a buffer for pedestrians and cyclists.

**Description**

On-street parking can provide an efficient, shared parking resource in mixed use TOD districts, and reduce the demand for off-street parking facilities that take up valuable real estate that could be developed with more active and productive uses. Where street improvements in TOD areas occur, the City should identify opportunities to incorporate on-street parking in a manner that supports the functioning of TOD areas as mixed use districts, and carefully integrates with transit, bicycle, and pedestrian features as part of a complete street.

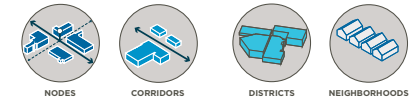
**Related Goals:**

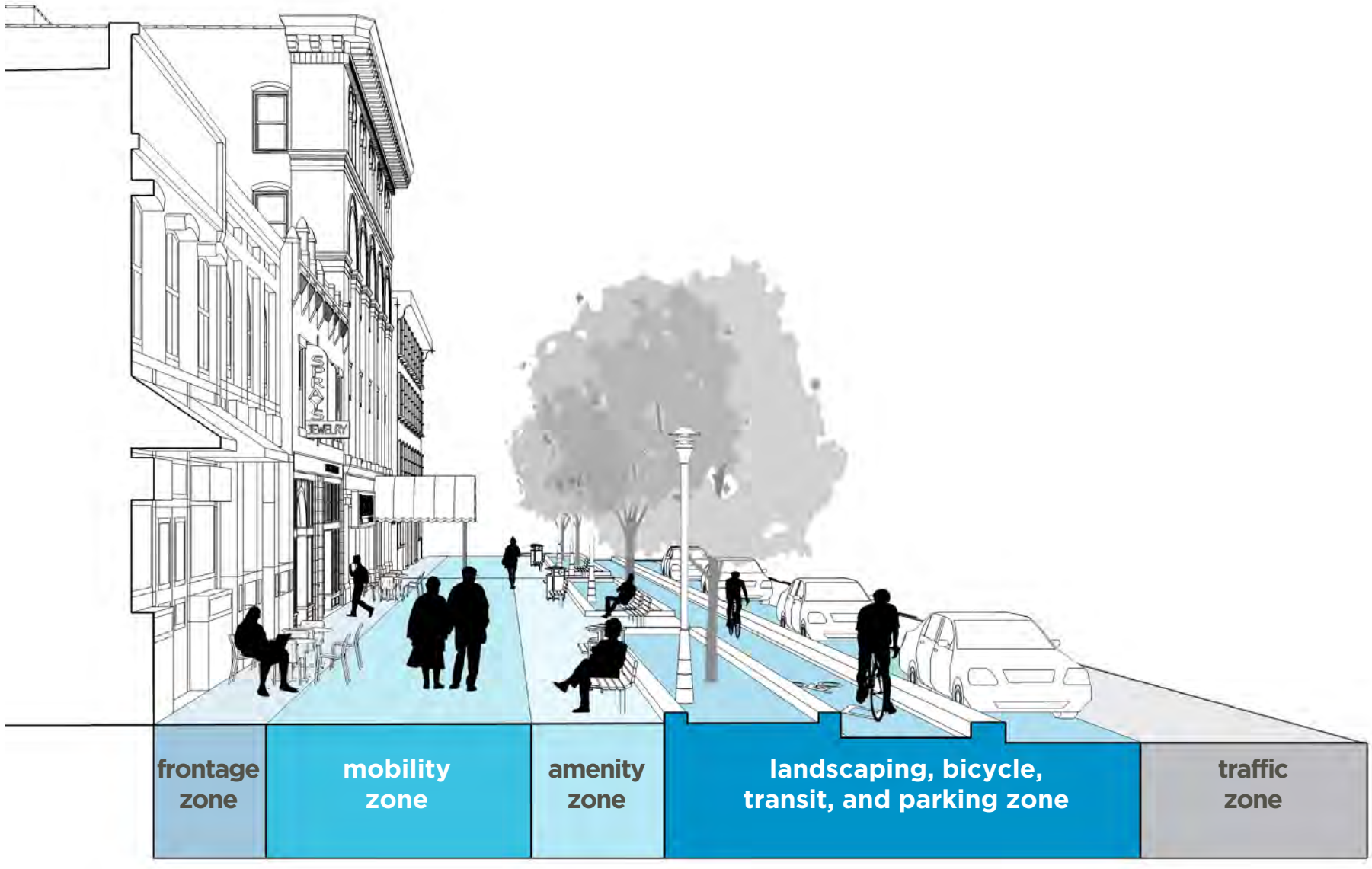
- Accessibility & Mobility
- Safety & Security
- Local Prosperity

**Implementation Category**

Street Standards, Capital Improvements

**Applicable Development Forms**






**Parking as an Element of a Multi-Modal Street**

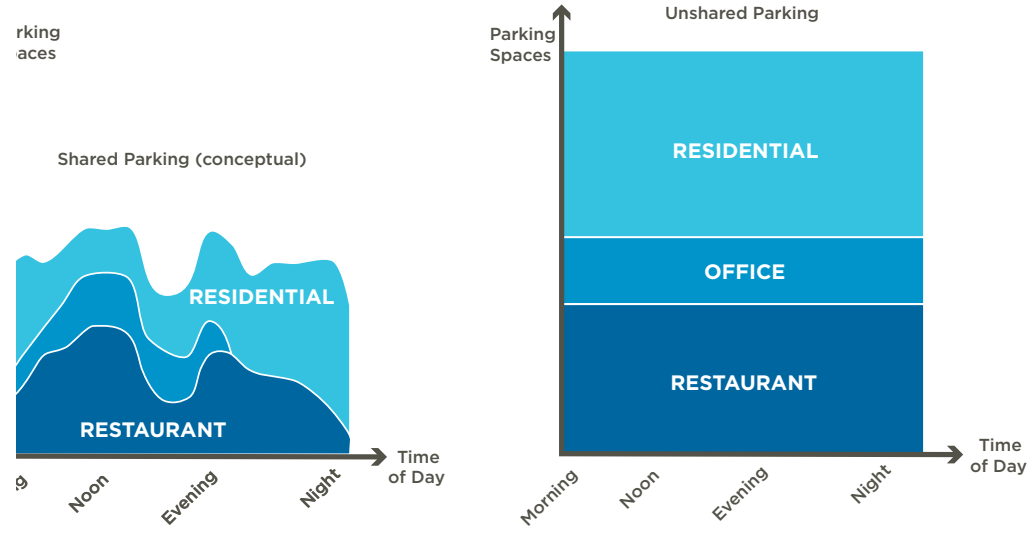
In addition to providing quick and convenient access to buildings oriented to the street, street parking can be used to protect bicyclists and pedestrians from moving traffic, as shown above.

# Shared Parking

Encourage shared parking in TOD areas through thoughtful station area planning, in order to reduce overall parking demand, more efficiently use existing supply, facilitate public access to underutilized lots, and promote a “park once” environment.

**Description**

Quality transit-oriented development is mixed-use, which enables different uses to share the same parking. Transit-oriented development is also compact and walkable, which facilitates visitors to park once and visit many destinations. These advantages, in addition to the ability to access TOD areas via transit and other modes, reduce the total amount of parking that is needed and allow more land area to be devoted to active uses. These advantages, however, can only be fully realized with an efficient sharing of parking supply within a district. The City’s Development Code already includes provisions for the sharing of parking, including the use of parking agreements, off-site parking, and other measures. There are additional opportunities to enhance the efficiency of shared parking, including expanded public access to under-used private parking spaces, enhanced wayfinding and pedestrian connections, and potentially the creation of a district parking framework. Station area planning and design of new transit-oriented development projects provide an opportunity to enhance shared parking in TOD areas.




**Shared Parking Decreases Necessary Parking**

Different uses require more parking at different times of the day. Because they are compact and mixed-use, TOD areas make it possible to share parking and therefore reduce the total number of parking spaces necessary to accommodate drivers.

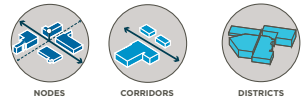
**Related Goals:**

- Neighborhood Identity
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Station Area Planning

**Applicable Development Forms**



# District Parking

Craft a parking strategy that provides a framework for municipal parking districts in TOD areas, in order to more effectively share and manage available parking, and capture the true value of parking for property owners, developers, and the City.

**Description**

TOD areas can maximize the efficiency of the parking supply by including as many spaces as possible in a common pool of shared, publicly available spaces. Through the creation of parking districts, the City or designated operators can manage and regulate parking supply, with all spaces shared except for those tenants or employees who are willing to pay a premium for dedicated spaces. A parking district approach reduces the cost of parking for new development, reduces the need for parking spaces through efficient sharing, establishes a framework to manage demand-responsive pricing, and creates a mechanism to reinvest parking revenues in the TOD area. The City should expand the work of the Parking and Transportation Commission and other groups to develop a framework for municipal parking districts as part of a comprehensive strategy for parking.

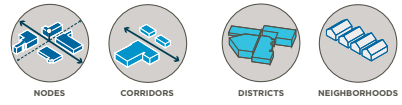
**Related Goals:**

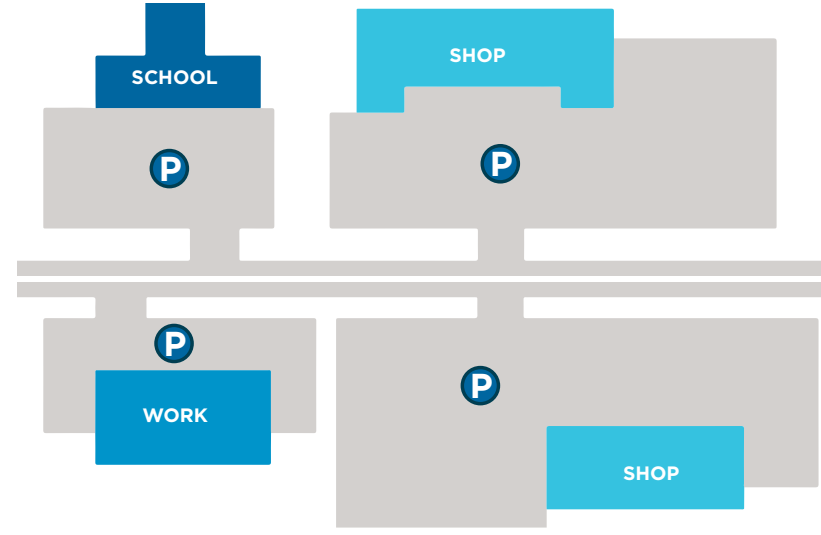
- Neighborhood Identity
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Policy

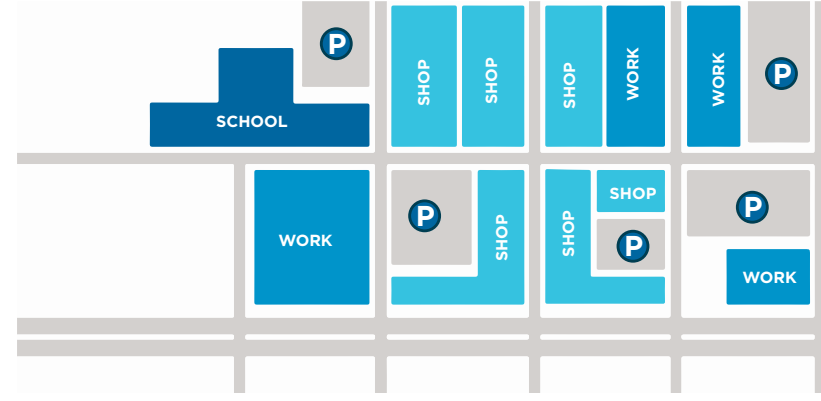
**Applicable Development Forms**




**Parking Lot by Individual Establishment**

When parking is owned by individual property owners, the burden and liability of maintaining a parking lot is on each property owner. Because parking is not shared, a greater amount of land is devoted to unproductive use.




**Parking District**

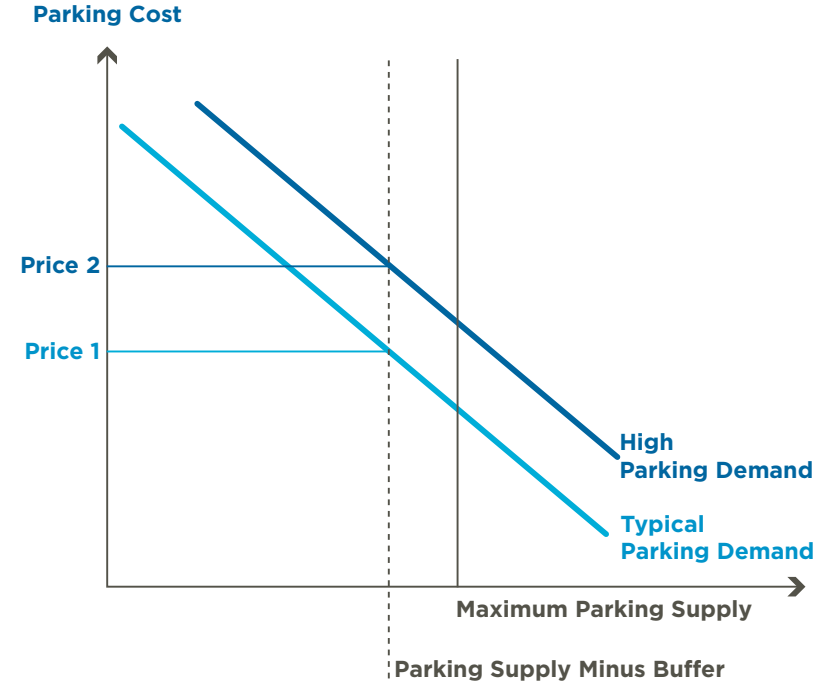
In a single, compact district, establishments can share parking lots, drivers can find one parking space and walk to multiple destinations without moving their car.

# Demand Management

Craft a parking strategy that serves all users and effectively manages a shared parking supply through demand-responsive pricing and time limits, in order to increase availability in high demand locations, encourage an efficient use of parking supply, capture the true value of parking, and reduce overall parking demand.

**Description**

Time limits and prices on the highest demand locations can ensure availability while incentivizing the use of more peripheral lots. Demand responsive pricing and time limits ensure that residents, employees, shoppers, and visitors can find a parking space near their destination at all times of day and night, provided they are willing to pay for it. This approach supports personal convenience while reducing traffic congestion, and supporting use of alternative transportation modes. The City should expand the work of the Parking and Transportation Commission and other groups to develop a framework for demand responsive parking in TOD areas as part of a comprehensive strategy for parking.



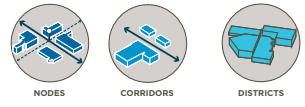

**Related Goals:**

- Accessibility & Mobility
- Neighborhood Identity
- Local Prosperity
- Fiscal Sustainability

**Implementation Category**

Policy

**Applicable Development Forms**




### Dynamic Parking Pricing

By estimating the demand for parking on different streets and at different times, a sufficient amount of parking can be provided. This policy can be enhanced by real-time parking monitoring enabled by Smart City Infrastructure, as well as a smart phone application for drivers to find and pay for available parking at various prices.

# Separate Parking and Development Costs

Separate parking costs from development costs through updates to the City parking standards, including the elimination of minimum parking requirements in TOD areas in order to reduce the total amount of parking, increase the efficiency of available parking, and reduce the cost for new development

**Description**

The provision of parking can be a major obstacle to new development, particularly in dense, mixed use locations. Separating the cost of parking from the cost of development, can reduce development costs, increase site flexibility, and facilitate a more efficient shared parking approach in TOD areas. The City's Development Code already includes provisions that enhance flexibility for development, including use of parking agreements, off-site parking, on-street parking, and other measures. The City should take these efforts to their logical conclusion in TOD areas by updating parking standards to remove minimum parking requirements in areas designated in a new TOD overlay. This provision would function similarly to other dense urban areas of the city where minimum parking requirements are already waived.

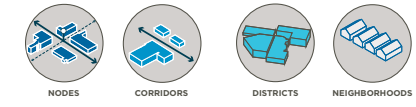
**Related Goals:**

- Neighborhood Identity
- Local Prosperity
- Productivity
- Fiscal Sustainability

**Implementation Category**

Development Code:
Parking Standards

**Applicable Development Forms**



# Parking Limits

Establish a parking maximum for new development in TOD areas as part of a new TOD overlay, in order to manage the total amount of parking and encourage more active and productive uses.

**Description**

While parking will always be an important consideration in TOD areas, too much parking is harmful. Excess parking reduces the effectiveness of transit investments by limiting the amount of active uses that can take advantage of close proximity to transit. It also negatively impacts the pedestrian experience in TOD areas, which is an important component in successful transit-oriented developments. The City should establish parking maximums for new development in TOD areas as part of a new TOD overlay, based on established research and best practices from transit-supportive cities around the nation.

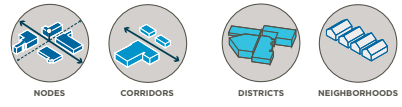
**Related Goals:**

- Diversity & Integration
- Neighborhood Identity
- Productivity
- Fiscal Sustainability

**Implementation Category**

Development Code:
New TOD Overlay

**Applicable Development Forms**




# Park and Ride

Identify appropriate locations for park and ride facilities, with consideration of the surrounding urban environment and quality of transit connections in particular locations.

**Description**

Concentrated feeder parking for transit is inconsistent with TOD, but park and ride is more prevalent at the end of certain types of transit (light rail or commuter). Park and ride facilities are appropriate in areas poorly served by transit as an entry point to a wider transit system (typically suburban fringe), and not appropriate for TOD areas within dense and well-connected parts of the City. The station area master plan should balance the provision of park and ride land utilization with the ultimate goal of more active, vital places. When determined appropriate, these facilities should be incorporated into the plan for the larger transit-oriented development in accordance with the design standards outlined above.

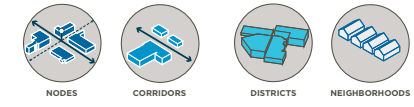
**Related Goals:**

- Accessibility & Mobility
- Productivity
- Fiscal Sustainability
- Resource Conservation
- Open Space Preservation
- Mitigates Climate Change
- Improved Air Quality

**Implementation Category**

Station Area Planning

**Applicable Development Forms**

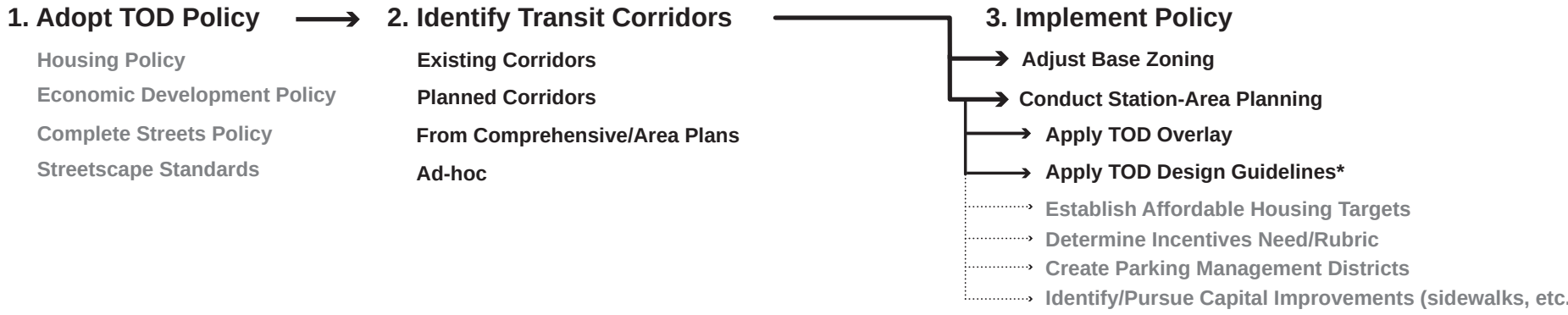


# Implementation Strategy

Creating transit-oriented development in Kansas City requires an implementation strategy that aligns policy direction, long-range planning, station-area planning, the development code, design guidelines, standards for streets, and capital improvements priorities. This section is organized according to these implementation tools.

# TOD Implementation Overview

The following diagram and matrix provide a general overview of implementation activities and phasing. More detailed implementation actions are described for each of the TOD Policy Components in the sections that follow.




*Adoption of the TOD Policy would not result in TOD Overlay Zoning, Design Guidelines, or other measures being implemented city-wide. Concurrent to TOD Policy Adoption, the City can pursue the creation of housing policies, economic development policies, complete streets policies, and streetscape standards that support the TOD Policy.*

*Corridors for TOD Implementation can be derived from the comprehensive or area planning process, from existing fixed route corridors (i.e. Troost MAX or Main Street MAX), planned corridors (from the RideKC/Smart Moves regional transit plan), or on an as-needed or ad-hoc basis.*

*Corridors selected for TOD implementation can use existing zoning districts to permit transit-supportive densities (which vary by mode and level of service). A station-area planning process should occur for major transit investments, especially those seeking federal funding through the New Starts or Small Starts federal programs. In addition to a proactive, parcel-specific development program for station areas, this planning process will determine the applicability of both the TOD Overlay and the TOD Design Guidelines. Additional work to establish affordable housing targets, determine the appropriate level of incentives, to create parking management districts, and to identify and pursue supportive capital improvement projects should also occur in a station-area planning process.*

**Alternatively, TOD design guidelines could be applied to a certain boundary around identified TOD implementation corridors. Because design guidelines are meant to be negotiated during pre-development and development review processes, there is flexibility in when and how these guidelines are applied.*

| TOD Policy Components | Action | When | Where | Prerequisites |
|---|---|---|---|---|
| **Policies**<br>• Transit<br>• Complete Streets<br>• Trails<br>• Economic Development<br>• Housing<br>• Parking | **Update various policies** | **Any time** | **Citywide** | **Adopt TOD Policy** |
| **Long Range Planning** | **• Identify Transit Corridors & Nodes**<br>**• Amend Land Use Plans**<br>**• Suggest Zoning Code Updates** | **Any time, but especially:**<br>• During Area Plan Updates<br>• Prior to rezoning<br>• As a part of station area planning | **Citywide** | **Adopt TOD Policy** |
| **Station Area Planning** | **Develop Station Area Plans** | **Prior to major transit investments & federal funding requests** | **Strategic Corridors and Station Areas** | **• Adopt TOD Policy**<br>**• Identify Priority Corridors & Station Areas** |
| **Development Code**<br>• TOD Overlay<br>• Base District Rezoning<br>• Other Code Modifications | **• Adopt TOD Overlay**<br>**• Rezone Target Areas**<br>**• Update Code Language** | **• Following Transit Corridor Identification**<br>**• Following Area Plan Updates** | **Strategic Corridors and Station Areas** | **• Adopt TOD Policy**<br>**• Identify Priority Corridors & Station Areas**<br>**• Review Area Plans** |
| **Design Guidelines** | **Use Guidelines in Development Review & Area Planning** | **During Planning of Private Development & Public Improvements** | **Strategic Corridors and Station Areas** | **• Adopt TOD Policy**<br>**• Identify Priority Corridors & Station Areas** |
| **Street Standards** | **Update Street Standards** | **Any time** | **Citywide** | **Adopt TOD Policy** |
| **Capital Improvements** | **Invest strategically to support TOD** | **Any time**<br>**Prior to or conccurrent with transit investment** | **Citywide** | **• Adopt TOD Policy**<br>**• Update Other Policies**<br>**• Identify Priority Corridors & Station Areas** |

# Policy

Successful TOD requires more than quality design and development. It requires the thoughtful and symbiotic layering of a variety of City initiatives, goals, and services. Successful TOD is also contingent on the City's decisions about how and where to grow at a regional scale. Policy recommendations address the highest level of decision making and priorities, and provide broad direction at a large scale. This TOD policy identifies a range of policy areas that together can create a framework to support transit use, transit-oriented development, and strengthening of City neighborhoods.

Transit policy recommendations reinforce principles that increase the desirability and usability of transit systems, and maximize its potential impact through coordination of various modes and services. Complete Streets policy recommendations identify a range of topics focused on better-functioning streets for all users, with the recognition that this enhances connectivity and quality of life. Economic development policy recommendations focus on aligning and strengthening the relationship between the City's incentive tools with its priorities for development. Similarly, housing policy recommendations ensure that the new development and investment in TOD areas does not work contrary to City goals for equity, affordability, and access to housing for all. Parking policy recommendations tackle the complexities of parking where they are best solved: at the district scale. Recommendations for coordination of parking management, and sharing of public parking supply support the active, vital uses TOD areas need to be successful.

## 1. Transit Policy

**1.1 Transit Integration:** Layer, integrate and optimize transit modes and service to increase the flexibility, usability, and efficiency of the transit system.
**Responsible Agencies:** Regional Transit Coordinating Council, including KCATA, Streetcar Authority, The Jo, and IndeBus

**1.2 Transit User Experience:** Design transit facilities to make the user experience as convenient and intuitive as possible, while meeting ADA standards, for the greatest number of people.
**Responsible Agencies:** KCATA, Streetcar Authority, The Jo, IndeBus, or other transit agency

## 2. Complete Streets Policy

**2. 1 Pedestrian Zones:** Develop a formalized process to officially designate transit corridors as pedestrian zones that corresponds with the highest level of consideration in the Walkability Plan.
**Responsible Agency:** Citywide Planning

**2.2 Multimodal Streets:** Support multi-modal streets that integrate transit, auto, bicycle, and pedestrian facilities in order to provide mobility options and broaden access to transit services.
**Responsible Agency:** Public Works

**2. 3 Sidewalk Design:** Design sidewalks to comfortably accommodate pedestrians, with landscaping, amenities, and other functions supportive of a complete accessible street.
**Responsible Agency:** Public Works

**2.4 Minimizing Mode Conflicts:** Design streets in TOD areas to enhance comfort and safety, and minimize conflicts between pedestrians, cyclists, transit, and automobiles, using best practices for facility design, access management, buffering, intersection treatments, and other design elements.
**Responsible Agency:** Public Works

**2.5 Private Use of Streets and Sidewalks:** Review and update existing guidelines for private use of public streets and sidewalks, in order to accommodate and encourage diverse and active uses while preserving essential access and mobility for all users.
**Responsible Agency:** Public Works

**2.6 Intersection Design:** Design intersections in TOD areas to efficiently manage all modes of transportation while enhancing comfort, safety, accessibility, and ease of use.
**Responsible Agency:** Public Works

## 3. Trails Policy

**3. 1 Coordination of Off-Street Connections:** Improve the coordination of off-street trails and their connection to transit facilities. **Responsible Agencies:** Parks, Public Works, Kansas City Area Transportation Authority, Port Authority, and other trail owners and operators

## 4. Economic Development Policy

To continue to catalyze economic opportunity, the City needs to instill market confidence. A robust TOD policy must firmly express the City's long-term economic commitment to transit and its priority of supporting TOD investments. **A proactive TOD incentive policy must actively encourage the most favorable TOD characteristics, properly phased in a context that is complementary with existing or planned land uses**. The process of affirmatively targeting incentives will help shape and steer private investment and create enduring public-private partnerships. Holistically, this will provide the City with the most leveraged return on its capital expenditures.

**4.1 Incentivizing Transit-Oriented Development:** Craft incentive policy to prioritize investment and development in existing urban areas, focusing on TOD locations in particular.

**Responsible Agency:** Economic Development Corporation

**4.2 Incentivizing Mixed Use Development:** Incentivize mixed-use development by proactively engaging developers and providing incentives.
**Responsible Agency:** Economic Development Corporation

**4.3 Variety of Housing Types and Sizes:** Provide a variety of housing options that make it easier for anyone to live in housing in a TOD area, regardless of their housing needs or price ranges.
**Responsible Agency:** Economic Development Corporation

**4.4 Incentivizing Affordable Housing:** Proactively engage developers to provide affordable housing using available incentives in areas where affordable housing is needed.
**Responsible Agency:** Economic Development Corporation

**4.5 Re-use of Historic Buildings:** Use incentives on projects that reuse the existing building stock and preserve neighborhood character with new construction.
**Responsible Agency:** Economic Development Corporation

## 5. Housing Policy

**5.1 TOD Housing Policy:** Establish a housing policy and affordability goals in TOD areas.
**Responsible Agency:** Citywide Planning

**5.2 Affordability Analysis:** Conduct a housing market analysis to understand housing needs and characteristics in TOD areas.
**Responsible Agency:** Citywide Planning

## 6. Parking Policy

**6.1 District Parking:** Craft a parking strategy that provides a framework for municipal parking districts in TOD areas, in order to more effectively share and manage available parking, and capture the true value of parking for property owners, developers, and the City.
**Responsible Agency:** Citywide Planning

**6.2 Parking Demand Management:** Craft a parking strategy that serves all users and effectively manages a shared parking supply through demand-responsive pricing and time limits, in order to increase availability in high demand locations, encourage an efficient use of parking supply, capture the true value of parking, and reduce overall parking demand.
**Responsible Agency:** Public Works

**6.3 Removing Parking Subsidies:** Craft an incentive policy that removes public subsidy of parking in TOD areas by prohibiting the use of financial incentives to fund parking infrastructure.
**Responsible Agency:** Economic Development Corporation

# Long Range Planning

Many aspects of transit-oriented development are shaped by broader long range planning efforts. Decisions about where to focus development and how to connect it influence the location and function of transit-oriented development. Issues related to density, mix and transition between different uses, and protection of neighborhood character, are critically important for neighborhoods, and lay the foundation for the opportunities and constraints in TOD areas. Neighborhood priorities for public improvements and amenities must be balanced with citywide policy goals to leverage the greatest potential of infrastructure and investment. Because of this relationship between long range planning and successful TOD, many recommendations in this policy focus on consideration of TOD issues in area, corridor, and other planning initiatives.

**1. Transit Facility Location:** Locate transit facilities to maximize access for all users.
**Responsible Agency:** Public Works, Transit Agencies

**2. Pedestrian Assessments:** Conduct a pedestrian assessment of corridors to identify gaps in the existing improvements and future connections.
**Responsible Agency:** Public Works

**3. Planning for TOD:** Identify appropriate locations for Transit Oriented Development as part of the City's area planning process.
**Responsible Agency:** Citywide Planning

**4. Zoning for a Mix of uses:** Update base zoning in TOD areas to zoning districts that allow multiple uses in a district, lot, and building, and prohibit non-transit supporting uses in accordance with designated areas identified in station-area master planning process and area planning process.
**Responsible Agency:** Development Management Division

**5. Zoning for Density:** Update base zoning districts in TOD areas to accommodate dense, mixed use development at a scale and intensity appropriate to each TOD location.
**Responsible Agency:** Development Management Division

# Station Area Plan

Many of the recommendations in this policy find their implementation in station area planning. Station area planning can build upon the TOD types and various design, development, and policy recommendations of this policy to inform the particular goals and objectives for each station area. In terms of scale, station area planning falls somewhere between the City's Area Plan process and development review for specific projects. Station area planning is an undertaking to weave together the many details of site specific planning into a coherent vision for an entire district, destination, or transit node, focusing in particular on real opportunities for public-private partnership and quality development.

Station area planning strikes a balance between specificity and flexibility, and also between public policy objectives, private development opportunities, and market realities. Station area planning must be able to clearly communicate community preferences without limiting development potential or making presumptions on behalf of property owners and potential development.

Successful station area planning begins with collaboration between community stakeholders, businesses, institutions, agencies, property owners, and prospective developers. Station area plans should define and promote transit-oriented development opportunities, increase the impact of transit, enhance quality of life in TOD areas, and facilitate creative planning and development partnerships with local communities. Station area planning should also establish frameworks to support transit infrastructure and other improvements with value capture strategies that build on the relationship between public improvements and surrounding development.

While station area planning is multifaceted, this policy identifies four areas where station area planning can particularly support transit oriented development: planning new development, including market analysis and developer partnerships, design of streets and public spaces, design and location of transit facilities, and location-specific strategies for parking.

## 1. Planning for New Development

**1.1 TOD Housing Policy:** Establish a housing policy and affordability goals in TOD areas.
**Responsible Agency:** Citywide Planning

**1.2 Boundaries and Transitions:** Establish appropriate boundaries and transitions in a new TOD overlay to support successful development and protect adjacent neighborhoods.
**Responsible Agency:** Development Management Division

**1.3 TOD Locations:** Use TOD policy, area plans, transit plans, and other sources to identify appropriate boundaries for a new TOD overlay.
**Responsible Agency:** Citywide Planning

**1.4 Affordability Analysis:** Conduct a housing market analysis to understand housing needs and characteristics in TOD areas.
**Responsible Agency:** Citywide Planning

**1.5 Historic Resources:** Identify existing historic resources and survey the building stock in TOD areas as a part of the station-area master planning process in order to preserve the existing character of an area.
**Responsible Agency:** Citywide Planning (Landmarks)

**1.6 Identifying Opportunities for Cultural and Recreational Amenities:** Incorporate parks, public art, and other cultural facilities in open spaces and other public rights-of-way in TOD areas.
**Responsible Agency:** Citywide Planning, Parks

## 2. Planning Streets and Public Spaces

**2.1 Pedestrian Assessments:** Conduct a pedestrian assessment of corridors to identify gaps in the existing improvements and future connections.
**Responsible Agency:** Public Works

**2.2 Street Network:** Establish an interconnected street grid with a high intersection density that expands access to transit by providing direct and convenient paths for pedestrians, cyclists and motorists. **Responsible Agency:** Land Development Division, Development Management Division

**2.3 Wayfinding:** Use wayfinding techniques to increase the visibility and usability of the transit system, and to simplify navigation to final destinations.
**Responsible Agency:** Public Works

**2.4 Balancing Public Space and Development:** Locate and design public space to support dense, mixed use development, ensuring that the provision of public space does not inhibit the potential to concentrate development in transit corridors.
**Responsible Agency:** Citywide Planning

**2.5 Variety of Experiences in Public Spaces:** Encourage public spaces that respond to the context of surrounding development and facilitate a variety of experiences.
**Responsible Agency:** Citywide Planning

**2.6 Dynamic and Flexible Streets:** Design public spaces as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities.

## 3. Planning for Transit Facilities

**3.1 Transit Facility Location:** Locate transit facilities to maximize access for all users.
**Responsible Agency:** Public Works, Transit Agencies

**3.2 Transit Facility Integration with Sidewalk and Public Space:** Design transit facilities that thoughtfully integrate into sidewalks and public spaces, in order to enhance the experience for transit users, ensure efficient movement in the corridor, and create quality places.
**Responsible Agency:** Public Works

**3.3 Transit Facility Coordination with Surrounding Uses:** Design transit facilities to thoughtfully coordinate with surrounding uses, leveraging the concentration of transit users to support more active and vital destinations, and providing transit users convenient access to a variety of opportunities and services.
**Responsible Agency:** Development Management Division

**3.4 Transit Facility Design:** Design transit facilities to enhance the function of the transit system and experience of the surrounding area. Transit facilities can function as icons or landmarks for destinations, with design elements that provide wayfinding along transit corridors, or unifying features that strengthen connections between neighborhoods.
**Responsible Agency:** Public Works, Transit Agencies

## 4. Planning for Parking

**4.1 Park and Ride Facilities:** Identify appropriate locations for park and ride facilities, with consideration of the surrounding urban environment and quality of transit connections in particular locations.
**Responsible Agency:** Citywide Planning, Transit Agencies

**4.2 Shared Parking:** Encourage shared parking in TOD areas through thoughtful station area planning, in order to reduce overall parking demand, more efficiently use existing supply, facilitate public access to underutilized lots, and promote a "park once" environment.
**Responsible Agency:** Citywide Planning, Development Management Division

# Development Code

Kansas City's Zoning and Development Code includes many tools to support transit and transit-oriented development. Many of the base zoning districts permit and encourage quality mixed use development. Parking standards are reduced in proximity to transit stops, and there are provisions for a variety of transit supportive amenities. The Zoning and Development Code also has overlay mechanism that provides for additional development guidance in particular areas. The Pedestrian Overlay and Historic Overlay are examples of regulatory tools that support principles of transit-oriented development.

In some cases, this TOD policy recommends that these code provisions be strengthened or revised. In addition to modifications of existing code sections, one major code-related recommendation of this policy is to use the Zoning and Development Code's capacity for special districts to create a TOD overlay to address specific code-related issues for TOD. The following recommendations outline the important components of a potential TOD overlay. A new TOD overlay should move forward in coordination with other recommended code changes as part of a coherent effort. This policy document and the different types of TOD described herein can be used as a guide to identify where a potential TOD overlay would be applied, and how code language could be crafted to provide relevant and flexible criteria for particular areas.

# 1. TOD Overlay

**1.1 Minimum Density in TOD Areas:** Consider provisions in a new TOD overlay that helps to ensure adequate density to support transit.
**Responsible Agency:** Development Management Division

**1.2 Boundaries and Transitions:** Establish appropriate boundaries and transitions in a new TOD overlay to support successful development and protect adjacent neighborhoods. **Responsible Agency:** Development Management Division

**1.3 TOD Locations:** Use TOD policy, area plans, transit plans, and other sources to identify appropriate boundaries for a new TOD overlay.
**Responsible Agency:** Citywide Planning

**1.4 Active Ground Floor Uses:** Require actively-used ground floor in new development and redevelopment projects in order to generate more pedestrian activity and enhance the number of places accessible by transit.
**Responsible Agency:** Development Management Division

**1.5 Incompatible Uses:** Prohibit uses that are not transit supportive or degrade the pedestrian experience and quality of life in transit oriented development areas, and identify development standards to mitigate the impacts of potentially incompatible uses.
**Responsible Agency:** Development Management Division

**1.6 Affordable Housing Requirement in Designated Areas:** In areas where affordable housing is particularly scarce and development demand is high, require new housing developments to incorporate affordable units in their development or contribute to a housing fund.
**Responsible Agency:** Development Management Division

**1.7 Limiting Building Demolition Permits:** Require special review for a demolition permit in TOD areas.
**Responsible Agency:** Citywide Planning (Landmarks), Permits Division

**1.8 Public Space Amenities:** Include a variety of amenities in public space design to enhance user experience, including seating, lighting, shade, landscaping, wayfinding, art, interpretive and interactive features, public facilities, special pavement, and other amenities. **Responsible Agency:** Development Management Division, Parks

**1.9 Street / Building Interface:** Support a quality pedestrian environment by focusing active uses and amenities at street level, orienting buildings toward the street, and encouraging transparency, variety, visibility, and interactivity for ground level uses fronting the sidewalk.
**Responsible Agency:** Development Management Division

**1.10 Manage Curb Cuts:** Manage curb cuts in TOD areas to minimize the areas of potential conflict between automobiles, pedestrians, and cyclists, including elimination of unnecessary drives, narrowing of driveway widths, and provision of access on side streets with less bicycle and pedestrian traffic.
**Responsible Agency:** Public Works

**1.11 Building Massing and Orientation:** Develop standards for building orientation and massing that address frontage to streets and public spaces, a pedestrian scale, solar orientation, topography, response to existing character and built environment, and transitions to surrounding neighborhoods.
**Responsible Agency:** Development Management Division

**1.12 Accommodation of Pedestrian, Bicycle, and Transit Facilities:** Incorporate pedestrian, bicycle, and transit facilities into the design of new projects, and encourage the retrofit of existing development in TOD areas to accommodate convenient walking, biking, and transit use.
**Responsible Agency:** Development Management Division

**1.13 Parking Lot Location:** Design new development so that parking is not located between the street and the building frontage, in order to maintain an active street wall, sense of enclosure, and quality pedestrian environment.
**Responsible Agency:** Development Management Division

**1.14 Integration of Parking Structures:** Design new parking structures so that they are not significantly visible at street level. Encourage underground parking or structures wrapped with other uses, including active ground floor uses. Discourage "parking podiums" where new development is placed above

structured parking, limiting activity and “eyes on the street.”
**Responsible Agency:** Development Management Division

**1.15 Parking Limits:** Establish a parking maximum for new development in TOD areas as part of a new TOD overlay, in order to manage the total amount of parking and encourage more active and productive uses.
**Responsible Agency:** Development Management Division

## 2. Other Development Code Recommendations

**2.1 Zoning for Density:** Update base zoning districts in TOD areas to accommodate dense development at a scale and intensity appropriate to each TOD location.
**Responsible Agency:** Development Management Division

**2.1 Boundaries and Transitions:** Establish appropriate boundaries and transitions to support successful TOD development and protect adjacent neighborhoods.
**Responsible Agency:** Development Management Division

**2.2 Zoning for a Mix of uses:** Update base zoning in TOD areas to zoning districts that allow multiple uses in a district, lot, and building, and prohibit non-transit supporting uses in accordance with designated areas identified in station-area master planning process and area planning process.
**Responsible Agency:** Development Management Division

**2.3 Relationship to Surrounding Development:** Review and update existing development standards for screening, buffering, and transitions between different uses and intensities in dense, mixed use TOD areas.
**Responsible Agency:** Development Management Division

**2.4 Accessibility and Universal Design:** Meet or exceed ADA accessibility standards and support universal design in building regulations to increase accessibility of uses in close proximity to transit facilities for users of all ages and abilities.
**Responsible Agency:** Development Management Division

**2.5 Stormwater Management:** Incorporate stormwater management features into new development and street infrastructure in TOD areas to minimize stormwater runoff and to store and filter stormwater on a site to the greatest degree possible.
**Responsible Agency:** Land Development Division

**2.6 Separate Parking and Development Costs:** Separate parking costs from development costs through updates to the City parking standards, including the elimination of minimum parking requirements in TOD areas in order to reduce the total amount of parking, increase the efficiency of available parking, and reduce the cost for new development.
**Responsible Agency:** Development Management Division

# Design Guidelines

Many aspects of this Transit-Oriented Development Policy address design. Wherever possible, this policy provides specific guidance for how design recommendations can be implemented. In cases where design considerations are universal, or general in nature, these considerations are recommended as components of development codes, street standards, and other regulatory tools. However, appropriate design solutions sometimes cannot be generalized or extrapolated for the entire City. Often, appropriate design is contingent on the specific site and context. In such situations, this policy recommends design guidelines as tools to shape quality transit-oriented development and public environments, without prescribing generalized or regulated standards. It is encouraged that these guidelines be utilized as part of station area planning process, and development review for individual TOD development projects, in coordination with proposed development standards and policy recommendations.

## 1. Guidelines for Streets and Public Spaces

**1.1 Integration of Public Spaces:** Design public space to maintain a comfortable sense of enclosure for pedestrians, with a size, proportion, and location that integrates thoughtfully with surrounding uses.
**Responsible Agency:** Parks, Development Management Division

**1.2 Public Space Surroundings:** Locate public space in high use areas with good visibility, access, and proximity to active uses in order to encourage activity and "eyes on the street."
**Responsible Agency:** Development Management Division

**1.3 Public Space Comfort and Safety:** Incorporate elements in public space design that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses. **Responsible Agency:** Parks, Development Management Division

**1.4 Dynamic and Flexible Spaces:** Design public spaces as dynamic, diverse, flexible places that accommodate a variety of uses, programming and activities.
**Responsible Agency:** Parks, Development Management Division

**1.5 Transportation Amenities:** Where integrated with transit facilities, design public spaces to include amenities such as bike racks, lockers, ticket kiosks, or other amenities that support the use of transit and greater mobility in general.
**Responsible Agency:** Parks, Transit Agencies

**1.6 Alleys as Public Spaces:** Design and enhance alleys to accommodate pedestrian spaces and connections in addition to their utility and service functions
**Responsible Agency:** Parks, Development Management Division

**1.7 Sidewalk Comfort and Safety:** Design streets and sidewalks to incorporate elements that enhance a sense of comfort and safety for users, including lighting, visibility, enclosure, and proximity to active uses
**Responsible Agency:** Public Works, Development Management Division

## 2. Guidelines for New Development

**2.1 Blending Affordable and Market-Rate Housing:** Maximize diversity by incorporating affordable housing within market-rate development.
**Responsible Agency:** Development Management Division

**2.2 Authenticity and Neighborhood Character:** Promote the use of high quality materials, attention to architectural details and design excellence
**Responsible Agency:** Development Management Division

**2.3 Energy and Water Efficiency in the Built Environment:** Incorporate energy and water efficiency features in public and private development that minimize impacts on City infrastructure and utilities
**Responsible Agency:** Development Management Division, Land Development Division

**2.4 Building Renovation and Recycling:** Renovate and retrofit existing building stock to transit oriented development uses and densities to the greatest extent feasible; for those buildings that have fallen into extreme disrepair or directly conflict with desirable environmental benefits, deconstruct so as to recycle building materials for reuse in a KCMO TOD area.
**Responsible Agency:** Development Management Division

# Street Standards

Successful transit-oriented development depends in part on how the City designs, maintains, and uses its streets and public spaces. While the City's Major Street Plan provides a framework to guide an integrated street network throughout the City, its focus on regional mobility, and automobile mobility in particular, limit its current effectiveness as a guide for quality multi-modal and transit-oriented infrastructure. The City maintains street standards for specific street design details, but likewise, these have limited applicability to multi-modal and transit-oriented streets. The recommendations of this policy identify opportunities to incorporate emerging national best practice for street design into the City's adopted standards.

This policy outlines several potential avenues to implement updated street standards. First, changes could be incorporated into the City's Major Street Plan. Second, the City could explore the adoption of national standards for urban streets, bikeways, and transit-supportive infrastructure. The National Association of City Transportation Officials provides several resources for such an effort, but there are other options as well. Finally, the City could follow the lead of many other cities around the nation and develop its own Complete Street Policy, tailored to the specific conditions and concerns of Kansas City. Implementation of new street standards should be balanced to promote best practice while limiting complexity and additional layers of requirements. While this TOD policy illustrates many of the potential components of new multi-modal street standards, the details of street design in TOD and other areas require in-depth technical and community vetting beyond the scope of this policy.

**1. Accessibility and Universal Design:** Meet or exceed ADA standards and support universal design in order to make transit convenient, comfortable, and accessible for all users, regardless of ability.
**Responsible Agency:** Public Works

**2. Pedestrian Zones:** Develop a formalized process to officially designate transit corridors as pedestrians zones that corresponds with the highest level of consideration in the Walkability Plan.
**Responsible Agency:** Citywide Planning

**3. Multimodal Streets:** Support multi-modal streets that integrate transit, auto, bicycle, and pedestrian facilities in order to provide mobility options and broaden access to transit services.
**Responsible Agency:** Public Works

**4. Sidewalk Design:** Design sidewalks to comfortably accommodate pedestrians, with landscaping, amenities, and other functions supportive of a complete street.
**Responsible Agency:** Public Works

**5. Minimizing Mode Conflicts:** Design streets in TOD areas to enhance comfort and safety, and minimize conflicts between pedestrians, cyclists, transit, and automobiles, using best practices for facility design, access management, buffering, intersection treatments, and other design elements.
**Responsible Agency:** Public Works

**6. Traffic Speed:** Review and calibrate posted traffic speeds in TOD areas to prioritize a safe and comfortable pedestrian environment, while supporting efficient transit function and flow of traffic.
**Responsible Agency:** Public Works

**7. Traffic Calming:** Incorporate traffic calming measures for streets in TOD areas to manage the speed of traffic and increase the comfort and safety of pedestrians and cyclists.
**Responsible Agency:** Public Works

**8. Intersection Design:** Design intersections in TOD areas to efficiently manage all modes of transportation while enhancing comfort, safety, and ease of use.
**Responsible Agency:** Public Works

**9. Stormwater Management:** Incorporate stormwater management features into new development and street infrastructure in TOD areas to minimize stormwater runoff and to store and filter stormwater on-site as much as possible.
**Responsible Agency:** Public Works, Land Development Division

**10. Green Streets and Sites:** Incorporate shade trees, green roofs, cool roofs, use of local materials/services/labor, native and drought resistant landscaping into street and development standards.
**Responsible Agency:** Public Works, Land Development Division

**11. On-Street Parking Standards:** Incorporate on-street parking strategies into City street standards where compatible with quality pedestrian and bicycle facilities, in order to increase the capacity for active, productive uses in TOD areas, and provide alternatives to dedicated off-street parking for new development. Where possible, design on-street parking to function as a buffer for pedestrians and cyclists.
**Responsible Agency:** Public Works

# Capital Improvements

While many of the recommendations in this document identify policies, incentives, and other tools to encourage transit-oriented development, public infrastructure is perhaps the most important catalyst and incentive for new investment in TOD areas. Aligning infrastructure investment the City priorities ensures that the City is investing in outcomes it desires, and that it is maximizing the impact of that investment. If transit-oriented development and urban revitalization are priorities for the City, then this TOD policy recommends that infrastructure investment through the City's Capital Improvement Program and Public Investment Advisory Committee process reflect those priorities.

**1. Street Maintenance:** Improve connections to transit through maintenance, repair, and upgrades to on-street pedestrian and bicycle infrastructure.
**Responsible Agency:** Public Works

**2. Prioritizing Off-Street Connections:** Improve connections to transit with off-street facilities including trails, greenways and bikeways.
**Responsible Agency:** Public Works

**3. Prioritizing TOD Infrastructure:** Prioritize infrastructure investments in existing urban areas, focusing on TOD locations in particular.
**Responsible Agency:** Public Works

**4. Infrastructure Coordination:** Coordinate transit improvements, streetscape enhancements, and upgrades to utilities to leverage funding, reduce the overall cost of improvements, and minimize future impacts to transit service.
**Responsible Agency:** Public Works

**5. On-Street Parking Locations:** Identify locations and opportunities to incorporate on-street parking where compatible with quality pedestrian and bicycle facilities, in order to increase the capacity for active, productive uses in TOD areas, and provide alternatives to dedicated off-street parking areas for new development. Where possible, design on-street parking to function as a buffer for pedestrians and cyclists.
**Responsible Agency:** Public Works

**6. Traffic Calming:** Incorporate traffic calming measures for streets in TOD areas to manage the speed of traffic and increase the comfort and safety of pedestrians and cyclists.
**Responsible Agency:** Public Works

**7. Park and Ride Facilities:** Identify appropriate locations for park and ride facilities, with consideration of the surrounding urban environment and quality of transit connections in particular locations.
**Responsible Agency:** Citywide Planning, Transit Agencies

# Finance for Transit-Oriented Development

# Introduction

Concentrating a collection of predictable, clearly articulated incentives targeted to TOD districts, corridors, and nodes will create the investment-friendly, risk-mitigated environment needed to create development momentum. A TOD incentive policy must actively encourage the most favorable TOD characteristics, properly phased in a context that is complementary with existing or planned land uses.

To catalyze economic opportunity, a municipal commitment is needed to instill market confidence. Therefore, a robust TOD policy must include a firm expression of the City's long-term economic commitment to transit and its priority to supporting TOD investments. This may be achieved by geographically targeting the universe of existing and reinterpreted incentives, EDC loan tools, and newly conceived financing tools. Coupled with proactive City TOD policies, targeted incentives will help shape and steer private investment and create enduring public/private partnerships.

Broadly defined, TOD financing tools may be categorized as follows:

- Debt (e.g. private debt, bond financing)
- Equity (e.g. public-private partnerships and investment funds)
- Fees (e.g. user fees that can be exempted from but applied to TOD priority areas)
- Credit Enhancements (e.g. City credit enhancement)
- Value capture (e.g. increment financing or sharing, tax relief, and joint development)
- Community development organizations and other philanthropic sources (e.g. a local CDFI and foundation grants and investments)
- Emerging tools (e.g. structured funds, land banks, "redfields to greenfields")

From among these categories, several incentives emerge as the most probable to encourage private investment and commitment in TOD. Depending upon the complexity or risk associated with a particular project, more than one incentive may be required to make the vision financially feasible. Across the board, communities successful with their TOD commitments are those that have accepted the use of a cocktail of incentives, and embraced the significance of multi-partner strategic alliances.

Therefore, to encourage maximum, contiguous economic investment within a TOD district, corridor or node, it is proposed the City's TOD incentive policy must fully and vocally embrace the notion that it will likely take more than just one tool in the capital stack—and perhaps many—to achieve an impactful result.

# Existing Incentive Programs and Tools

There are a variety of existing tools, incentives and funding sources that can be utilized in TOD areas. Existing incentive programs should be utilized in TOD areas (consistent with Advance KC policies) to advance the TOD goals in the document. Incentive and development strategies should be tailored to the unique characteristics of individual TOD areas and should be guided by a Station Area Plan.

The "scoring" of an incentive project in a TOD area should remain intact, using the project assessment-scoring model recently sanctioned by the City Council for Advance KC. The scoring might also consider factors such as features of the development that encourage the use of public transit, jobs created, wage levels, geographic area of the City (more economically challenged areas would receive a higher score); capital investment; increase in residents; proximity to targeted TOD, low to moderate income housing, how the project complements transit in the sense of decreasing the cost for parking, TOD industry sectors, land uses, infill development, other social and economic factors, and especially adherence to design characteristics listed within this document.

Incentives utilized in TOD areas should encourage TOD-preferred uses and prohibit others. For example, rehabilitation or construction of TOD supportive uses could receive a higher level of abatement. Conversely, automobile oriented uses, low density/intensity uses, and other non-TOD land uses could either be ineligible for the incentive, or receive a very low scoring (evaluation of projects should be consistent with the Advance KC criteria). If a sliding-scale scoring methodology is used it is imperative that the criteria be well-defined and as objective as possible, in order to provide the maximum amount of certainty to potential developers, investors, and neighborhood organizations which are often consulted on project suitability and support. If approved by Council, the methodology would be published, and the process for project review expedited and transparent.

# Potential New Programs

The following recommendations are provided as a set of tools that could be adopted and applied at the discretion of the Mayor and City Council and their strategic vision for economic development in the City of Kansas City.

## TOD FUND

Multi-stakeholder TOD funds are utilized across the nation, including in Seattle, Denver, Chicago, Washington, DC, Atlanta, and San Francisco, as a way to steer and incent TOD priorities. TOD funds "silo the silos" by amalgamating private and governmental investments that are used to make low-interest sub-loans and provide revolving lines of credit that are largely non-recourse. TOD loans are typically made on a 90% loan-to-value ratio and on an "as-is" basis. TOD funds are critical to providing the type of risk-tolerant capital that is needed to incent nascent TOD.

For example, in 2007, as Denver embarked upon an aggressive transportation build-out, it decided mixed-income TOD was a priority. The area's build-out plan contemplated 122 miles of new light rail and commuter rail, 18 bus rapid transit miles, 31 new park-and- rides, and enhanced bus network and transit hubs, and 50+ new rail and BRT stations to be tied to TOD opportunities. In response, in model example of community partnership, the City, not-for-profit redevelopment entities, and national and local banks partnered with the Housing Authority and two private foundations to establish a TOD fund. Monies invested in the fund are used to preserve and create housing and community assets near high frequency transit by purchasing existing multi-family housing, land banking, and acquiring sites that would be sold at market rate for redevelopment. The lender investors in the Denver TOD Fund receive Community Reinvestment Act credit under the "innovation" category.

In the case of the Denver TOD fund, the Denver Urban Land Conservancy (ULC), a nonprofit organization that invests in real estate preserves land and buildings in urban areas to enrich neighborhoods, serves as the borrower and equity investor in the TOD fund. The ULC also takes title to any property acquired for land-banking or site assemblage. The City of Denver serves as the high-risk lender, providing zero percent interest, "first loss" debt. The City also sparks participation from investors, provides strategy and vision, and often serves as the public champion of TOD. The TOD fund is administered by Enterprise Community Partners that underwrites and approves loans, aggregates and manages capital flow, and provides 2% "second loss" debt. The philanthropic community and CDFIs provide grants for start-up costs and 2% "third loss" debt. The TOD fund's bank partners provide roughly 6.5% "senior" debt and empower CRA officers to look for the best capital they can find. After the TOD fund was established, non-profit, public and for profit developers were to obtain the loans and lines of credit, as well as purchase assembled sites, from the ULC. The result of this strategic partnership has resulted in the TOD fund securing a $4.5 million Sustainable Communities Regional Planning Grant, and a $2.9 million HUD Challenge Grant.

Similarly, the City of Kansas City could establish a TOD fund for the purposes of providing program-related investments and lines of credit and low interest sub-loans to TOD developers in select districts, corridors and nodes. It could do so, in partnership with community stakeholders such as the Greater Kansas City Community Foundation, Greater Kansas City LISC, the KC CDE, the EDC, the national foundations engaged in TOD, such as the Ford Foundation and the MacArthur Foundation (which has pledged over 8 million in grants and loan for TOD in Chicago), the local philanthropic community and lenders. In addition, TOD within distressed communities could provide additional motivation for lender participation needing CRA credit, as well as qualify the targeted TOD for other incentives to complement the capital stack, such as New Markets Tax Credits. The TOD fund could also serve as a credit enhancement to private developers seeking construction loans, permanent loans, take-out construction loans and mezzanine debt for TOD projects. Other communities have utilized an equity fund to spur the development of mixed-income housing using, for example, mezzanine loan products with 2-4% interest rates and providing funding for pre-development. Other communities have utilized an equity fund to spur the development of mixed income housing using, for example, mezzanine loan products with 2-4% interest rates and providing funding for predevelopment.

## TOD DEVELOPMENT BONUSES

Development bonuses, such as density bonuses, are a zoning tool that permits developers to build more housing units, taller buildings, or more floor space than normally allowed, for example, in exchange for either the provision of a defined public benefit, such as a specified number or percentage of affordable units included in the development, adherence to TOD, or payment of a monetary contribution (in the spirit of the City's existing Parkland payment-in-lieu of dedication required when platting property). Additional "bonuses" could be provided to developer's utilizing pervious surfaces or, by contrast, developers using impervious surfaces might be subjected to impact fees that could be redirected to TOD programming. The City, to allow developers to contribute to a housing fund in lieu of building TOD, could create a TOD density bonus program.

## TARGETED PARKING INCENTIVES

The City can lower TOD development costs by adopting parking standards that reflect the greater likelihood that residents in well designed, transit-oriented developments will use transit. Real-life application of unbundling parking spaces from housing units – that is, to rent or sell them independent of the other – shows that demand for parking drops. Therefore, granting TOD developers with lower parking minimums could help entice developers by offering lower development costs, while also helping households that don't require parking to save on the final price of their unit.

In addition, the City could incent TOD by creating lower or no parking minimums for developments that have shared parking facilities, or on-site, car share services. Some communities have established shared parking districts in which multiple developers combine their respective parking units into one structure. Homeowners or renters can "opt-in" to the parking, at a price. These shared structures can also accommodate complementary users, like office and special event demand, to allow each use to take advantage of the other's excess parking supply.

The counter of parking dispensation, in high-density areas, the City could consider establishing a parking benefit district. Parking revenues generated through meters or non-resident passes could fund improvements for maintenance, security, streetscape beautification, and new city-built, shared parking facilities. The City could also tie the issuance of special permits, such as street closure permits, encroachments, and valet parking areas, to parking assessment fees that could be used to repay patient capital partners, increase the TOD fund, support the Land Bank, or otherwise reduce development costs in TOD projects.

## EQUITY POLICIES

Where the City's TOD priority districts, corridors and nodes are within viable land markets, land speculators may arrive on the scene soon after TOD intentions are revealed. Utilizing debt financing and private equity, speculators buy and sell land on short cycles and drive up prices during early stages of transit planning. To ensure land within TOD priority areas can attract and accommodate affordable and mixed-income developers and create an environment for them to be profitable, it is proposed the City, :

1. Target direct financial grants to projects that promote affordability
2. Prioritize infrastructure investments in areas that support TOD affordable projects
3. Procure land that will be sold or leased long-term for TOD affordable and mixed-income projects and projects developed by development entities that are majority owned and controlled by minority-owned businesses
4. Judiciously use and target tax increment financing
5. Offer below-market rate conveyance and lease of government owned land to TOD developments
6. Expedite building permits and reduced permitting costs for TOD projects.

Implemented in connection with any of the incentives summarized herein, adopting an equity policy with these or similar attributes would communicate the City's strong commitment to TOD, but with a visionary preference toward equitable TOD.

# Additional Considerations

Based upon the foregoing recommendations for incentives and funding sources submitted for the City's consideration and in view of the existing landscape of stakeholders involved in economic development and transportation, it is recommended the City explore the following issues relative to incentive development and implementation.

## MOVING THE NEEDLE

Numerous communities have embarked upon the TOD initiative, each with varying levels of success and challenges. Recurrent as a theme throughout TOD is the requirement for a champion, focused on the single mission of implementing TOD within the specific culture of the community, savvy to political challenges, and sensitive to equitable implementation.

Drawing upon the experiences of others, it is recommended that the City identify whether there is an existing community agency or partner singularly situated to serve as Kansas City's champion for TOD. This champion must be one with the capacity to manage thorny issues related to real estate, finance, strategic partnerships, and planning, while being sensitive to social issues that will inform where and how TOD districts, corridors and nodes may be located, and how they will impact affordable housing, distressed communities, and cultural significance. If Minneapolis, Portland, Seattle, and Denver are a bellwether of how TOD initiatives unfold, Kansas City's champion must also be prepared to mount a strong advocacy campaign to community leaders, businesses, non-profits, foundations, governmental bodies, CDCs, and neighborhood leaders, in order to gain financial and political support for TOD.

Ultimately, City leaders must determine whether the role of champion may be filled by the EDC, the Land Bank, the Streetcar Authority or other public body, or a newly created entity whose sole mission is to develop and implement a vital TOD program by creating partnerships of all or some of the above, as was the case in Cincinnati.

**TOD INCENTIVE TEST CASE**

In the event City leaders adopt one or more of the incentive recommendations discussed in this summary or others not discussed, it is proposed the incentive tools be vigorously promoted within the development community. This could occur in a variety of ways, including advertising within TOD priority areas, in mass transit vehicles, at transit stops, business organizations, and in existing commercial/residential venues. Further, it is recommended that with respect to the investment of City dollars in TOD, a TOD priority district, corridor or node should be identified and specific plan developed. A priority area could be within or stem from the streetcar starter line. However, because a large part of the existing streetcar district is within the urban core and is arguably on a trajectory of increased economic energy, the City may do well to identify a more challenged priority area that may be a candidate for, but is not yet served by fixed guideway transit – one within an area that is prime for significant investment. Such candidates should include locations that are on KCATA MAX routes or are heavily served by the KCATA. As is evidenced in other communities that embrace TOD, strong TOD communities are often anchored with institutional uses such as hospitals, centers of education, and commercial nodes.

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