

# Creating Sustainable Places

**A Regional Plan  
for Sustainable Development  
in Greater Kansas City**



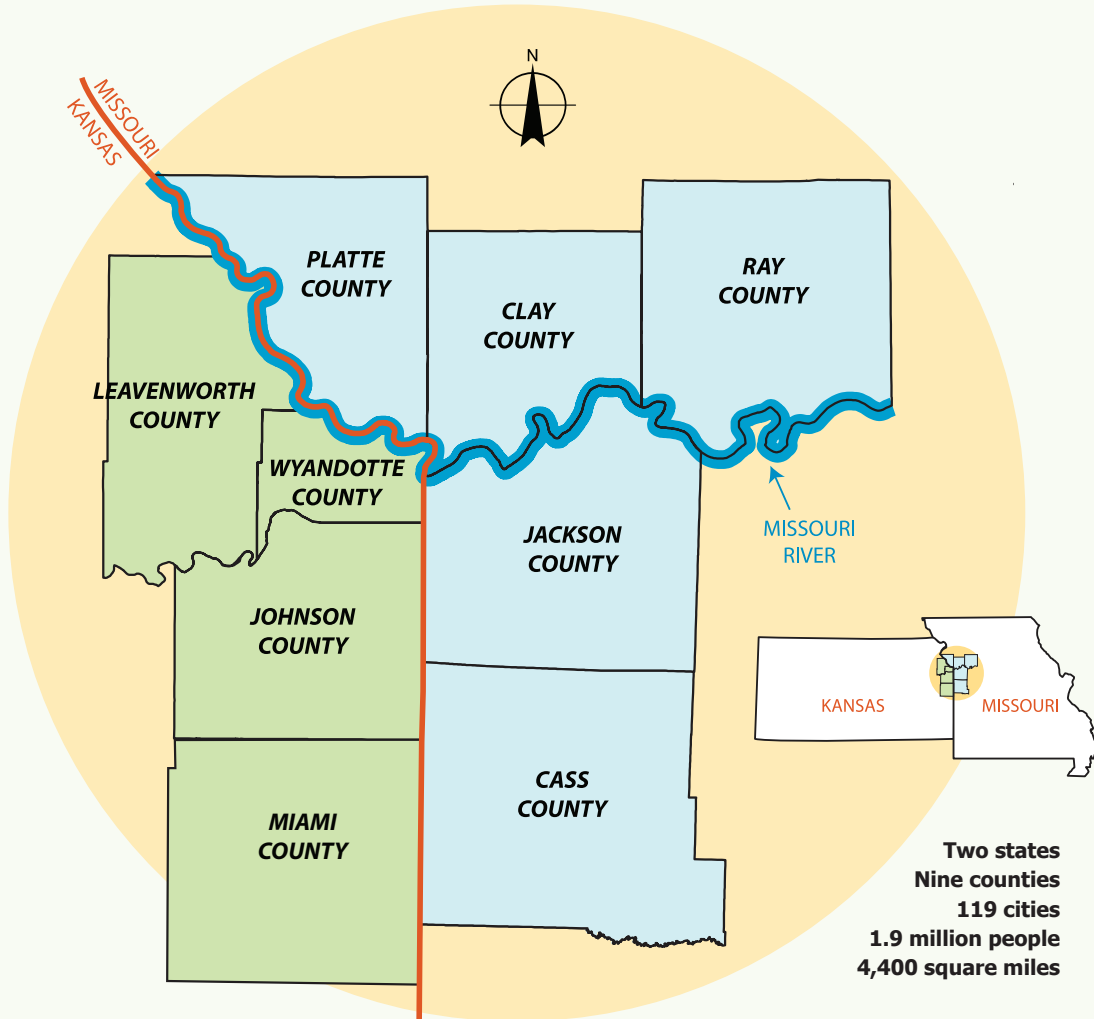
**VIBRANT**

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**Version 2.0 • March 2014**

# The MARC Region



The Mid-America Regional Council (MARC) serves as a nonprofit association of city and county governments and the official metropolitan planning organization for the Greater Kansas City region. MARC promotes regional cooperation and innovative solutions for issues that reach across the boundaries of individual communities. MARC is governed by a board of local elected officials, with guidance from a broad array of committees whose work focuses on planning for efficient transportation systems, a healthy environment, enhanced emergency response capabilities, effective government and caring communities.

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## Regional Plan for Sustainable Development 2.0

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# I. Introduction

Change is inevitable. Over the next 30 years, the population of the Greater Kansas City region is expected to expand from today's 2 million to an estimated 2.7 million. Where will these people live and work? How will they travel? Can we find ways to retain the character of our communities and still have a thriving, sustainable region? What can we do now to create a better community for our children and grandchildren?

Along with population change, we also face economic changes and demographic changes that force us to reevaluate past practices. The rising costs of infrastructure, energy and public services demand that we find more efficient ways to grow; environmental expectations require us to more fully respect our natural systems; and an older, more diverse population will demand new housing and mobility choices.

Working together, citizens and leaders throughout the region have developed a shared goal for a sustainable region — one that balances a thriving economy, social equity and a healthy environment, meeting today's needs without compromising the needs of future generations. Together, we share a vision of achieving sustainability by creating more vibrant, connected and green centers and corridors.

This will not happen without hard work, careful planning and thoughtful decisions. Many local governments are already incorporating sustainability principles into their comprehensive plans.

And regional plans developed over the past few years to address a wide variety of issues — air and water quality, transportation, land use, health, and energy efficiency and conservation — also focus on sustainability.

Taken as a whole, these plans represent a comprehensive strategy to guide how we want to grow, adapt to change, and create more vibrant, sustainable places. Three years ago, the Mid-America Regional Council assembled these plans into a single document, *Creating Sustainable Places: A Regional Plan for Sustainable Development*, which illustrated how coordinated regional and local plans inform and direct the vision of a sustainable region.

Since then, with the help of a U.S. Department of Housing and Urban Development Sustainable Communities Planning Grant, MARC and dozens of partners have been exploring and demonstrating how sustainable visions and plans can be turned into sustainable reality. This work has occurred as a part of the Creating Sustainable Places initiative.

This document, *Creating Sustainable Places: A Regional Plan for Sustainable Development 2.0*, embodies the lessons learned over the last three years and incorporates new planning and visioning in the areas of housing, social equity, healthy living, and workforce development. RPSD 2.0 is implementation oriented and focused on integrating the many visions and strategies that make up the future of a vibrant, green, connected metropolitan area like Kansas City.

## The Regional Vision:

*“Greater Kansas City is a sustainable region that increases the vitality of our society, economy and environment for current residents and future generations.”*

Adopted by the MARC Board of Directors, January 2009



## What is sustainability?

In its broadest sense, sustainability encompasses an integrated set of social, economic and environmental principles where these spheres of our community work together to provide a better future for ourselves and future generations. Embedded in this definition is the idea that we can take actions and adopt policies that will simultaneously create an equitable society, a strong economy, and healthy environment, both for us and for our children. With careful planning and by working together we can do this without sacrificing one part of this vision for another.

The key to a successful sustainability vision is identifying those overarching principles and determining how they can be translated to specific places and programs. The Creating Sustainable Places Coordinating Committee's first task was to develop a set of principles to guide the work of the initiative and help define what sustainability means to our region. They first tackled the three broad principles: an equitable society, a strong economy, and healthy environment. These remain at the heart of a sustainable region. They are expressed as a vision for the kind of region and communities we want as we move forward into the 21st Century.

### Creating Sustainable Places Principles

#### EQUITY

**Residents of all races, economic means and abilities are welcome and equipped to participate in all aspects of community life.**

A region is most likely to be sustainable, and nationally and globally competitive, if all its residents are active participants in its economy, community and public life.



#### ENVIRONMENT

**The environment and our natural resources and assets are preserved, protected and restored.**

Natural assets such as wetlands and open space provide benefits, including clean air and water that are essential for the health and vitality of the region's residents and places.



#### ECONOMY

**A competitive, robust economy is supported and promoted by fostering innovation, supporting quality education, and enhancing access to quality jobs.**

A sustainable region requires a productive, resilient, adaptable and innovative economy. Full participation in the economy by a well-educated workforce with easy access to next-generation job opportunities strengthens the economy, increases quality of life, and makes the region more sustainable. Increasingly, the strength of a region's economy is measured by how well it competes across the country and the world, not by how much it competes within itself.



But how do these principles play out in specific places and in how we bring the community together to build a sustainable community? The CSP Coordinating Committee, in developing its sustainability principles, adopted particular elements that describe how these principles of sustainability apply to specific places.

## Vibrant, connected and green

The first of these elements is based on a theme that emerged from a regional public engagement initiative held prior to the Creating Sustainable Places Initiative. This regional engagement, conducted in partnership with KCPT Public Television, was called *Imagine KC*. It consisted of focus groups, virtual online gatherings and small group discussions, and culminated in a region-wide town hall meeting broadcast on KCPT. More than 80,000 persons participated in the events or watched the televised meeting on KCPT. Out of these discussions grew the theme of creating a more vibrant, connected and green region.

Vibrant, connected, green places are sustainable places that are enduring, resilient and adaptable — they are places that stand the test of time and will be as attractive 50 years from now as they are today. Sustainable places provide every resident with a high quality of life without harming our ability to do the same for future generations.

**VIBRANT** places provide easy access to jobs and services; offer housing, recreation, shopping and transportation choices; foster connections between neighbors and social engagement; and promote access to arts and culture. Vibrant places make efficient use of public and private assets and resources and are attractive to residents and businesses, not just today and tomorrow, but over the long haul.



**CONNECTED** places are linked by corridors that provide transportation choices, accommodating walking, biking and public transportation as well as the automobile. These corridors attract development and help connect residents to jobs and services.

**GREEN** places create real economic, social and environmental value for residents, businesses and communities. The conservation, restoration and addition of important green places creates a positive impact on our natural world while creating places that promote healthy life styles and healthy residents.



## What makes a sustainable place?

The second approach the committee used to define sustainability was to identify the particular elements of a sustainable place. The resulting set principles specifically focused on place help make the sometimes elusive concept of sustainability more concrete when it comes to development.

### Place Principles

**Sustainable places, wherever they occur, are vibrant, efficient, and enduring and are characterized by:**

- **Reinvestment:** Investment in existing communities and neighborhoods ensures that they remain or become vibrant, connected, green places.
- **Transportation Choices:** Travel choices help reduce family transportation costs, reduce air pollution, and connect families to jobs and services.
- **Housing Choices:** Housing choices for all ages, lifestyles, incomes, races and ethnicities help connect families and jobs and support a robust economy and healthy housing industry.
- **Development in Corridors and Activity Centers:** Vibrant corridors, with housing, employment, and commercial development, support public transportation, create new development opportunities, provide increased lifestyle choices, make efficient use of existing public and private assets, and help knit the region together.
- **Design for Healthier Lifestyles:** Places designed for healthier lifestyles and access to healthy foods improve the health of residents, reduce health-care costs and contribute to vibrant neighborhoods.
- **Preservation of Unique Community Characteristics:** Distinctive communities and historic and cultural assets increase the vibrancy of the region and contribute to its overall economic health.
- **Resource Conservation and Energy Efficiency:** Sustainable places conserve resources for future generations and simultaneously reduce costs and increase economic and fiscal efficiency.



## What processes can help build sustainable communities?

The CSP Coordinating Committee also felt that sustainability was not just about what we do, but how we do it. They adopted a set of process principles that express the expectations for how a sustainable community is built.

### Process Principles



**Partnerships are created and strengthened between government, the private sector, regional institutions, and the public to better coordinate public policy and private investment in support of sustainability.**

As society becomes more complex and resources more limited, it is increasingly necessary that all sectors collaborate to maximize the benefits of strategic investments and minimize long-term costs.



**Stakeholders and the public, especially residents who have not typically engaged, are involved in the development of plans and policies.**

An ambitious vision cannot be accomplished if the region's residents are not engaged and supportive of its principles, plans and policies.



**Organizational and institutional processes promote learning from past experience and building capacity for effective change.**

In a sustainable, competitive region, local institutions are enduring, resilient and adaptable, and have the capacity to address major issues and changing conditions. A key element is the ability to continuously learn from past efforts and from successful practices in other institutions and regions.



**Decision-making processes are integrated to simultaneously maximize environmental, economic, and social benefits through multi-benefit solutions.**

The interdependence of issues requires integrated solutions that maximize benefits, leverage resources and minimize unintended consequences.

## Benefits of sustainable development

One last aspect of sustainability is the question of why we should care about sustainability. The committee identified a number of concrete benefits to developing our communities and region in a more sustainable way. Creating a more sustainable region will not happen overnight. It will require hard work — deliberate, coordinated action to promote incremental changes that will help us achieve our ultimate goals. This hard work will pay off with the many benefits of sustainable development.

### SUSTAINABLE DEVELOPMENT:

**SAVES MONEY** — More compact, durable and adaptable development, along with redevelopment in existing areas, will reduce the financial burden of building and maintaining additional public and private infrastructure.

**CREATES A STRONGER ECONOMY** — By reducing energy and infrastructure costs, creating more vibrant markets, expanding the pool of qualified workers and fostering innovation, we create a stronger, more stable and more resilient economy.

**PRESERVES AND ENHANCES THE ENVIRONMENT** — By reducing emissions, managing stormwater, preserving natural areas and conserving resources, we create healthier, more resilient and more attractive places to live.

**FOSTERS A HEALTHIER POPULATION** — With more options for walking, biking and exercise, better access to healthy foods, and cleaner air and water, we will foster healthier lifestyles, reducing health care costs and stress on the health care system.

**PROMOTES STABLE, ENDURING NEIGHBORHOODS** — By encouraging compact, mixed-use centers and corridors, a systems-based approach to planning, and inclusive public decision-making, we help support thriving, attractive, enduring neighborhoods.

**EXPANDS ACCESS** — By improving access to jobs, education and basic services, and providing quality, affordable housing in all parts of the region, we can improve the quality of life and also help build a stronger, more competitive economy.

**PROVIDES MORE CHOICES** — By encouraging more housing choices and transportation options, and fostering the development of convenient, affordable places for people to live, work and play, we enhance the livability and attractiveness of our communities.

**ENSURES A THRIVING FUTURE** — With enduring and adaptable communities, and an innovative, resilient economy we will help ensure that the region will provide a high quality of life for our children and grandchildren.

In addition to these benefits, two principle reasons to work toward building a more sustainable region emerged:

- Through public engagement, organizations and local government plans, residents of communities across the region have indicated that they would like to see more of this kind of development.
- Because of changing demographics, markets are changing. Increasing numbers of people want to live, work, and play in communities that have more housing and transportation choices, are more walkable and healthy, and provide a mix of services, housing and jobs. In other words, communities that are vibrant, connected and green.

These drivers of the Creating Sustainable Places initiative are described in more detail in the next section.

## II. Drivers

Why do we need a regional strategy for a more sustainable metropolitan future? There are two principle drivers that are compelling metropolitan areas and the communities within them to closely consider how they will develop and organize in the future.

- 1. Changing demographics, economics, and markets** — Communities and regions are undergoing substantial changes in the makeup of their populations, the economics of government operations and the global economy, and the markets that drive development. These changes will have profound effects on which communities and regions prosper and which struggle. Planning for these changes is a major driver in developing a regional plan for sustainable development.
- 2. Sustainable visions and development strategies embedded in local and regional plans** — Communities, after extensive discussions with their residents, have included a number of small and large strategies that call for a more sustainable future in their plans. This is also the case for regional plans, which reflect public preferences for a vibrant, green, connected metropolitan area. The challenge is not whether we want a sustainable future, but how we go about assuring and implementing such a future.

### Changing demographics, economics and markets

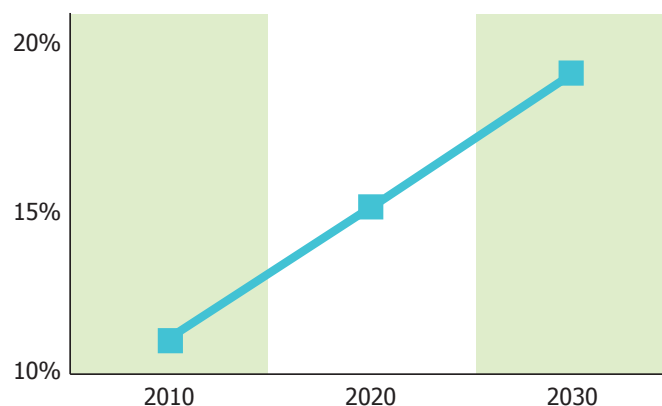
A number of important changes are underway that force us to rethink our usual patterns of development. How we respond to these changes now will determine our ability to grow and prosper as a region in the future.

#### ■ We are getting older.

As baby boomers age, we can expect the percentage of elderly residents to double by 2040, creating a strong demand for new housing, living and transportation choices.

#### AGING POPULATION:

The number of people aged 65 and over is expected to grow from 11 percent of total population in 2010 to 19 percent in 2030.



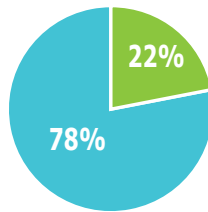
#### ■ Family makeup is changing.

People are staying single, marrying later and having fewer children. The dominant housing style built in the last decade consisted of upper-end, single-family, detached houses with large yards, but families with children now make up only 22 percent of households.

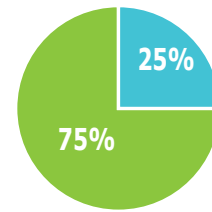
### CHANGING FAMILY DYNAMICS:

Families with children make up less than one-fourth of all households, but three-fourths of new homes are designed for these families.

HOUSEHOLDS BY TYPE 2008



BUILDING PERMITS SINCE 2000

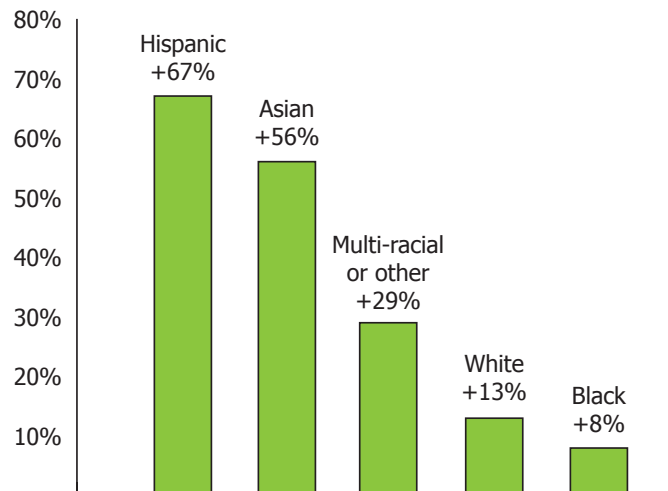


### ■ We are becoming more diverse.

Although the region has a relatively low percentage of ethnic minorities, 25 percent, this percentage is rising.

### GROWING DIVERSITY:

The percentage change by race from 2000–2009 illustrates the growth of minority populations in the region.



### ■ Transportation costs are high.

Transportation costs are particularly high in the metro area because the area is so spread out. In addition public transportation serves only about one fourth of the region's jobs. Volatile transportation costs and the lack of public transportation impact where people can live and thus their access to opportunity.

### ■ The cost of infrastructure is rising.

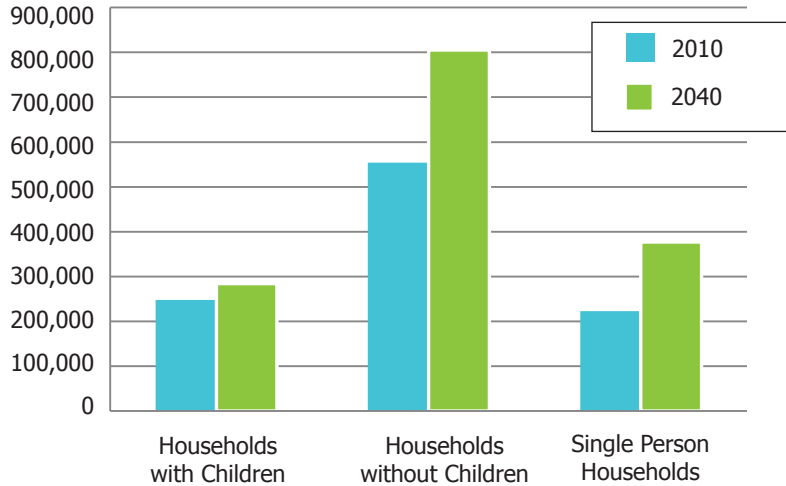
Continuing to build outward requires new streets, sewers and other services, which could cost the region an estimated \$1 billion more per year for construction and maintenance than more compact and sustainable development.

Households are shifting away from traditional two-parents-with-children toward greater numbers of single-person households. Between 2010 and 2040, households with children in the Kansas City metro area are expected to grow modestly, while single-person households will almost double. In 2010, the number of single-person households is slightly less than households with children, but by 2040 single-person households are projected to exceed the number of households with children by 100,000.

**CHANGING HOUSEHOLD TYPES:**

Forecasts for the Kansas City metro show significant growth in both households without children and single-person households by 2040.

Source: 2010 data from U.S. Census; 2040 estimates from Arthur C. Nelson based on population data from Woods & Poole Economics (2011).

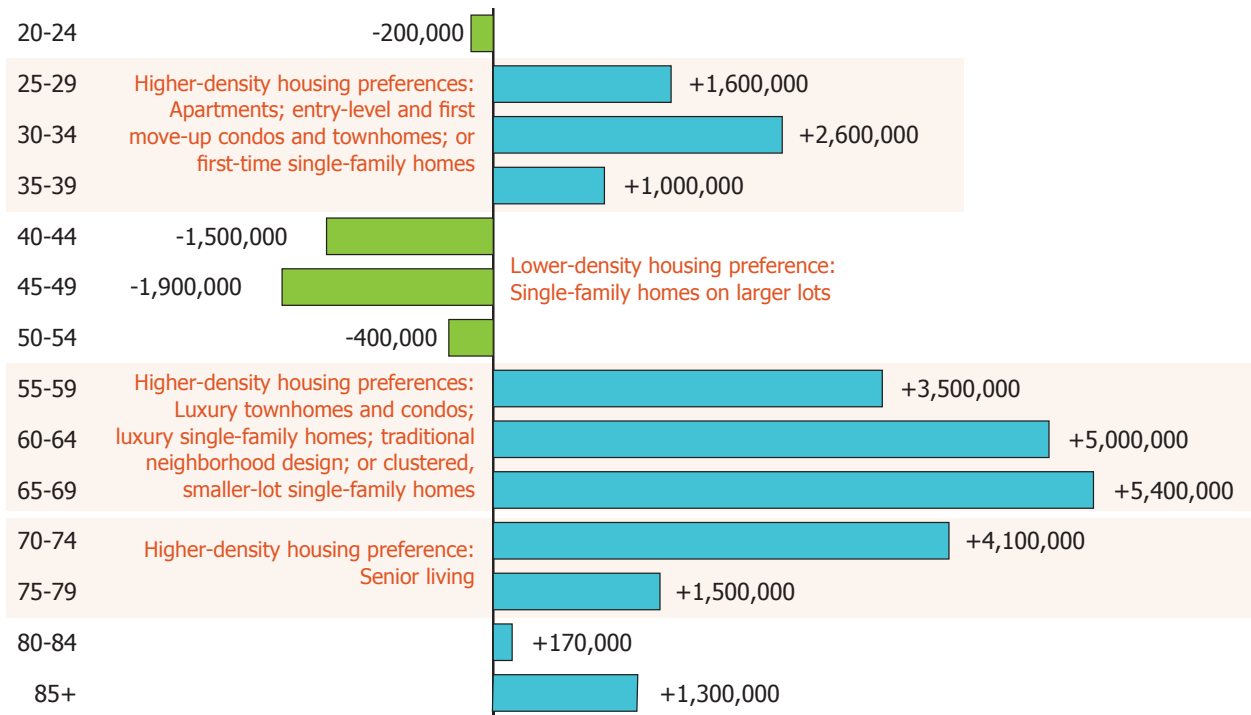


These changes are having — and will continue to have — a profound impact on our communities and region. One of the major impacts is in our housing market: disparities between the kinds of homes residents will want and the housing stock we currently have and what developers are building. The market is moving away from families in their peak housing demand years to more young singles, families looking for smaller units, and aging households ready to downsize. There are also demographic and economic forces pushing or pulling more households from home ownership to renting. The chart below demonstrates how changing demographics are affecting housing demand.

**DEMOGRAPHIC SHIFTS AND HOUSING DEMAND:**

**Built-in Demand for Higher Density Living**

Projected Total U.S. Population Growth Rate by Age, 2010–2020



Source: RCLCO and U.S. Census Bureau

Sustainable development can also help address long-term regional issues, including the geographic concentration of poverty and minorities, the underutilization of commercial properties, and limited transportation choices in many parts of the region.

## Local and regional plans

The region's vision for sustainability is built on more than 10 years of planning efforts and input from literally thousands of residents on how the region should grow and develop. From Creating Quality Places in 1999 to the recently updated Transportation Outlook 2040 plan, the region's citizens, local governments, businesses and institutions are working toward a region that is more economically, socially and environmentally sustainable. Key regional plans and strategies, summarized in Appendix B, include:

- Regional Land-Use Vision
- Creating Quality Places
- Transportation Outlook 2040
- Smart Moves Transit Plan
- Clean Air Action Plan
- MetroGreen
- Solid Waste Management District Plan
- Regional Energy Efficiency and Conservation Strategy
- Comprehensive Economic Development Strategy
- Housing Element
- Communities for All Ages Toolkit
- Equity Profile and Equity Lens
- Workforce Development
- Public Health
- Natural Resources Inventory
- Stormwater Quality Standards

This work is also found in a variety of local and regional plans adopted by area communities over the last decade, such as:

- Kansas City, Mo., Climate Protection Plan
- Johnson County, Kan., Sustainability Plan
- Vision Metcalf (Overland Park, Kan.)
- Lee's Summit Livable Streets Policy
- Lenexa Vision 2030
- Trails KC (Kansas City, Mo.)
- Blueprint for Liberty
- Platte Profile
- Numerous city and county comprehensive plans

Taken together, these plans and strategies constitute our regional plan for sustainable development. While they cover many different elements and locations in our community, they blend into a single vision of a

community that is economically prosperous, provides our residents and future generations with a high quality of life, values our natural and historic assets, and creates opportunities and choices for all of our residents.

More recently through the HUD grant and transportation funding, the region's vision for sustainability has been furthered by a planning progression working from a macro level of major corridor plans to a more micro level through corridor segments and nodal planning. These plans look to seed the sustainable growth our community seeks.

### **III. What's new in v2.0?**

At the beginning of the Creating Sustainable Places initiative, in March 2011, MARC published the first Regional Plan for Sustainable Development. The plan consisted primarily of a compendium of regional plans, including the Regional Land Use Vision; Creating Quality Places; Transportation Outlook 2040; Smart Moves Transit Plan; Clean Air Action Plan; MetroGreen; Solid Waste Management District Strategic Plan; Regional Energy Efficiency and Conservation Strategy; and Comprehensive Economic Development Strategy.

The plan also identified three major technical tools: the Natural Resource Inventory v1.0, Stormwater Quality Standards and Metro Outlook.

Finally, the plan identified four areas where more planning work needed to be done: social equity, housing, workforce development and public health.

Over the past three years, the Creating Sustainable Places initiative focused on developing tools, strategies and demonstrations to move implementation of regional and local plans forward and develop more robust and integrated regional plans in the four areas where more planning work was needed. This work is reflected in the Regional Plan for Sustainable Development v2.0.

#### **New plan elements**

During the course of the Creating Sustainable Places work, MARC and its partners developed new plan elements around social equity, housing, health, workforce development and communities for all ages.



#### **Social Equity**

A major component of a sustainable region is social equity, where all its residents have the opportunity to be active participants in the economy, community and public life. Social equity is built into all elements of v2.0, but also is highlighted with its own plan element.

MARC began its Creating Sustainable Places initiative in 2011 with six social equity partners: the Greater Kansas City Urban League; the Latino Civic Engagement Collaborative; Metropolitan Organization for Racial and Economic Equality (MORE2); Communities Creating Opportunities (CCO); the Green Impact Zone; and PolicyLink (a national organization dedicated to social equity and lifting up what works).

This core group helped MARC and its partners develop and execute community engagement practices, participated on the CSP Coordinating Committee, and participated in various CSP-related projects such as the development of the Fair Housing and Equity Assessment and developing guidelines for the Planning Sustainable Places program.

The core group rapidly expanded in late 2013 when a large delegation attended the 2013 Equity Summit sponsored by PolicyLink. In addition to assisting with community engagement, this new group of social equity partners was instrumental in developing an Equity Profile, a first-ever national assessment of the metro area's social equity issues and strengths. The equity partners also developed the Equity Lens, a way to view development projects through the lens of social equity. Finally, it formed the Kansas City Regional Equity Network, a broad coalition working to address social equity issues and raise social equity up as an important element of a vibrant, green, connected metro area.

The Equity Profile, the equity lens, and the goals of the Kansas City Regional Equity Network are now incorporated in the RPSD v2.0 as the social equity element of the plan.



Housing is an important element of a sustainable region, and an area where the region does not currently have a coordinated policy. The housing work that has been undertaken through Creating Sustainable Places falls into four categories:

- **Housing Development Capacity for the Green Impact Zone** — MARC worked with the city of Kansas City, Mo., and local neighborhood organizations and community development corporations to transform a 150-square-block area in the heart of the urban core called the Green Impact Zone. A critical element of that work has been new housing development and redevelopment of the existing housing stock. Through Creating Sustainable Places, several neighborhoods in the zone have developed housing redevelopment strategies and one neighborhood helped to foster the redevelopment of the Bancroft School, a boarded-up public school, into 50 new and renovated housing units.
- **Housing Market Assessment** — A major element of the Creating Sustainable Places work program was assessment of how the housing market is changing nationally and particularly in the Kansas City metro area. MARC commissioned two housing market analyses by Arthur C. Nelson, Ph.D., FAICP, presidential professor and director at the Metropolitan Research Center, University of Utah, and RCLCO, a national housing marketing firm. These analyses documented the changing housing market in the metro area with more people (especially millennials and baby boomers) looking for smaller units in more walkable communities, and fewer families in prime housing purchasing age looking for larger homes.
- **Fair Housing and Equity Assessment (FHEA)** — As a part of the Creating Sustainable Places initiative, MARC was required to develop a regional FHEA. The Kansas City region had the benefit of a Regional Analysis of Impediments to Fair Housing that had been prepared in 2011, which informed the new FHEA. This report comprises detailed data analysis of housing and opportunity patterns, identifying Racially Concentrated Areas of Poverty (RCAPS) and Opportunity Areas.
- **Housing Element** — For some time, MARC has been working with housing stakeholders to enhance the capacity of the region to develop affordable housing. The Housing Element was developed in conjunction with the FHEA and comprises a set of regional strategies to improve access to quality, affordable housing and improve access to opportunities for all races, ethnicities and incomes. The Housing Element was adopted by the CSP Coordinating Committee and is included in the RPSD v2.0 as the housing element of the plan.





## Public Health

Studies have shown that areas with concentrated poverty and minority populations are more likely to have greater health disparities due to lack of access to healthy food, health care, recreation and physical activity. Many local governments in the Kansas City area have taken positive steps to address the health of their residents. Actions include expanding parks and recreation facilities and programming; adopting Complete/Livable Streets policies and improving opportunities for safe bicycling and walking; installation of community gardens; support for expanded public transit, which enables some element of active transportation; and encouraging the design of private development to incorporate walkability features. The location and design of housing has a large impact on the community's built environment and on residents' resulting health status.

Communities are beginning to use Health Impact Assessment tools to evaluate policies and development projects for health outcomes, and where necessary, recommend changes to provide for more positive health outcomes. MARC sponsored a series of workshops in 2013 on how local governments could integrate public health into comprehensive and land use plans and on the use of tools like Health Impact Assessments. MARC will continue to organize and offer workshops and provide other tools to support further integration of public health into local and regional plans and development review processes.



## Workforce Development

The region's future economic growth is dependent in large part on having a qualified workforce to meet the needs of existing and new employers and to enable an environment for new business formation and growth. The region's economic competitiveness is constrained by its physical form and lack of public transportation services to connect residents in many parts of the region to available jobs. Areas that have concentrated poverty tend to also have low-performing schools. While the region has experienced a dramatic increase in poor households in suburban locations, access to quality education remains an important constraint to producing a qualified labor force. The relocation of jobs to outlying suburban locations makes it more difficult for urban core residents to obtain employment that creates a pathway to self-sufficiency. While 75 percent of the region's urban core residents have access to public transit, only 25 percent of available jobs are served by those transit services.

Over the past two years, MARC has worked with community colleges and universities, the public workforce investment agencies, economic development and nonprofit educational organizations and employers on ways to increase access to education, training and employment. Strategies include encouraging the location of employers along transit corridors and around key activity centers; focusing the region's economic development efforts on attracting businesses in industries where the region has the greatest location quotients and the areas where those industries have the potential to offer higher paying jobs for area residents, and designing training programs and services to help residents and students become better prepared to meet the needs of employers.

Workforce development strategies are described in more detail in the region's Comprehensive Economic Development Strategy (see Appendix B).



## Communities for All Ages

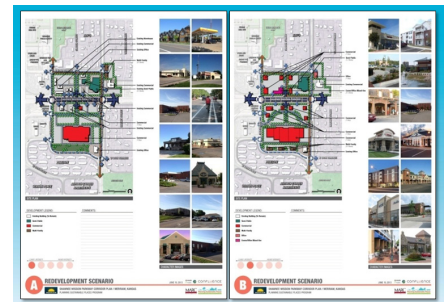
An area that was not identified initially, but emerged as the CSP work has progressed, is building communities for all ages. With the older adult population estimated to double in the next 20 to 30 years, it is important for communities to start planning for this substantial increase now. However, local communities, led by the First Suburbs Coalition, have indicated that they do not want to think narrowly about accommodating just older adults, but would rather think broadly about the actions they can take to create communities that are welcoming and accommodating to all ages. The First Suburbs Coalition and the KC Communities for All Ages have formed a partnership to develop strategies to help communities address issues related to creating multi-generational communities. Their first products are a toolkit of strategies for local governments and an idea book of remodeling strategies for universally designed homes. *Making Your Community Work for All Ages: A Toolkit for Cities* is summarized in the regional plans in Appendix B.

## New sustainability tools

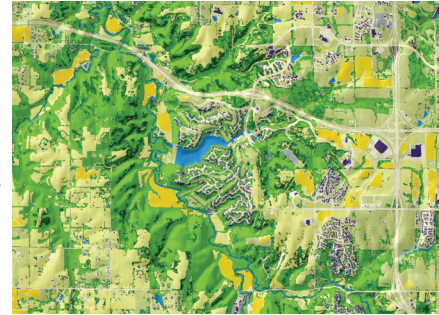
As stated earlier in this plan, communities throughout the region have identified sustainable practices and developments as a part of their community visions. The challenge is how to turn these visions into reality. To that end, a major focus of the Creating Sustainable Places initiative was the development of a set of tools that would help local governments assess and facilitate development plans to help make them as sustainable as possible.

These tools play an important role in implementing the RPSD v2.0 and, therefore, are an important element of the plan. The most significant tools include:

- **Envision Tomorrow+** — This is an innovative planning tool that combines conventional scenario and site planning with an economic pro forma. The tool can help planners make land-use decisions more effectively by accounting for the economic feasibility of a proposed development during the planning process. This tool provides a bridge between the planning community and development community, leading to more realistic conversations. The tool also incorporates metrics to assess more than just economic feasibility; it helps identify, among economically feasible projects, which project offers the best social and environmental benefit.
- **Visualization** — An exceedingly important planning need is the ability to quickly and affordably visualize how a specific development will look and integrate with surrounding neighborhoods and development. MARC has developed two specific tools to address this need. The first is a Visualization Library, an online catalog of more than 200 examples, mostly from the Kansas City metro area, that show how current forms of sustainable development work. The second element is the capacity to create specific visualizations of proposed projects. MARC has developed the internal capacity to create such visualizations and provide training to local government professionals who are interested in doing this in their own offices.

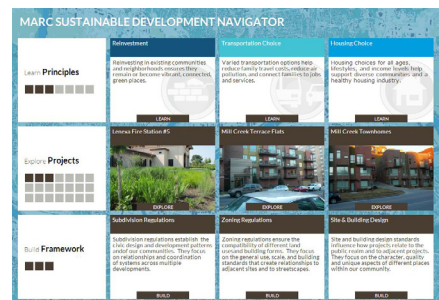


- **Natural Resource Inventory (NRI) v2.0** — More than five years ago, MARC developed a GIS inventory of natural resources, but due to limitations of budget and technology this inventory only covered the non-developed parts of the region. MARC has now complete the NRI v2.0, which not only covers the entire region, including the developed portions, but also provides much greater detail using geographic information systems technology to produced detailed maps at very high resolution. NRI v2.0 is an invaluable resource in helping communities assess their natural assets and assess potential issues and opportunities with respect to specific developments.



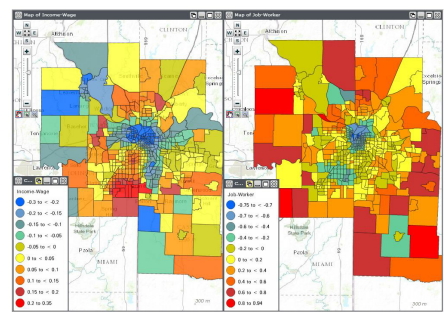
- **Demographic and market assessments** — MARC has access to wide set of demographic and market databases and can provide both cursory and in-depth analysis of demographic and market conditions affecting a potential development area or an entire community. This data can also be provided to specific developers to assist in the assessment of development potential.

- **Sustainable code framework** — MARC, in partnership with the First Suburbs Coalition, has developed a Sustainable Code Framework for local governments. This online tool allows communities to explore code strategies to accomplish specific sustainability goals. Users can approach this by starting with basic issues or principles they are interested in, such as providing a variety of housing types; by looking at similar projects; or by looking at particular codes. For each specific issue there are a number of code strategies, as well as an assessment of the issues and benefits associated with the code, examples of projects that might use the code, and examples of similar codes from other communities.



- **Sustainability indicators** — Another major component in creating a sustainable region and sustainable communities is identifying a set of indicators to measure progress, developing a process to periodically evaluate those indicators, and adjusting policies and programs based on the evaluation. MARC has created a new indicators website that serves three purposes:

- It provides an up-to-date source of data to help individuals, organizations and institutions better understand their community.
- It provides a means to put data together in a visual way that allows users to tell “stories” about what the data means for the community.
- It provides tools for local communities and organizations to develop and monitor their own particular sets of sustainability indicators.



- **Public engagement** — Engaging the public in decision making is an essential part of creating a successful project and development process. MARC can provide local communities with advice and assistance in developing an engagement plan and has extensive engagement contacts from the Equity Network, area facilitators, and local consultants.

These tools will be effective only if they help local governments and their communities address specific development-related needs. These needs and how the tools can help address them are summarized below.

<b>Area or Corridor Plans</b>		
<b>COMMUNITY NEEDS</b>	<b>POTENTIAL TOOLS</b>	<b>TOOL RESULTS</b>
<ul style="list-style-type: none"> <li>• Preliminary assessment and engagement.</li> <li>• Refining potential scope of work.</li> <li>• Support to consultant-guided planning processes.</li> </ul>	<ul style="list-style-type: none"> <li>Envision Tomorrow+</li> <li>Visualization</li> <li>Natural Resource Inventory</li> <li>Market Data</li> <li>Code Framework</li> <li>Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary area plan based on economic feasibility.</li> <li>• Preliminary visualization of potential development.</li> <li>• Environmental impact.</li> <li>• Preliminary community engagement.</li> <li>• Potential code changes.</li> <li>• Refined scope of work.</li> </ul>
<b>Proposed Development Assessments</b>		
<b>COMMUNITY NEEDS</b>	<b>POTENTIAL TOOLS</b>	<b>TOOL RESULTS</b>
<ul style="list-style-type: none"> <li>• Analysis of best project and incentive configuration.</li> </ul>	<ul style="list-style-type: none"> <li>Envision Tomorrow+</li> <li>Visualization</li> <li>Natural Resource Inventory</li> <li>Market Data</li> <li>Code Framework</li> <li>Engagement</li> </ul>	<p>Common understanding and agreement among local government, developer and public on:</p> <ul style="list-style-type: none"> <li>• Configuration and detail of development.</li> <li>• Incentives.</li> <li>• Code framework to facilitate development.</li> </ul>
<b>Marketing Sites or Areas to Developers</b>		
<b>COMMUNITY NEEDS</b>	<b>POTENTIAL TOOLS</b>	<b>TOOL RESULTS</b>
<ul style="list-style-type: none"> <li>• Preparation of a marketing strategy and materials.</li> </ul>	<ul style="list-style-type: none"> <li>Envision Tomorrow+</li> <li>Visualization</li> <li>Market Data</li> <li>Code Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Site or area market strategy and materials.</li> <li>• Vision for site, incentives offered, market data, regulatory framework.</li> <li>• Development-ready site.</li> </ul>
<b>Identifying Community Trends</b>		
<b>COMMUNITY NEEDS</b>	<b>POTENTIAL TOOLS</b>	<b>TOOL RESULTS</b>
<ul style="list-style-type: none"> <li>• Community indicators to measure progress.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement</li> <li>Indicators Website</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and illustrate key demographic and economic trends.</li> <li>• Establish a set of community indicators and actions that can be taken for progress.</li> </ul>

## Demonstration plans

With the principles outlined on pages 4–5 as a guide, Creating Sustainable Places initiated sustainable planning efforts in six key corridors:

- North Oak Trafficway
- U.S. Highway 40
- Rock Island Corridor
- Troost Avenue
- Shawnee Mission Parkway/Metcalf
- State Avenue

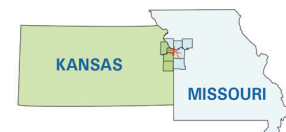
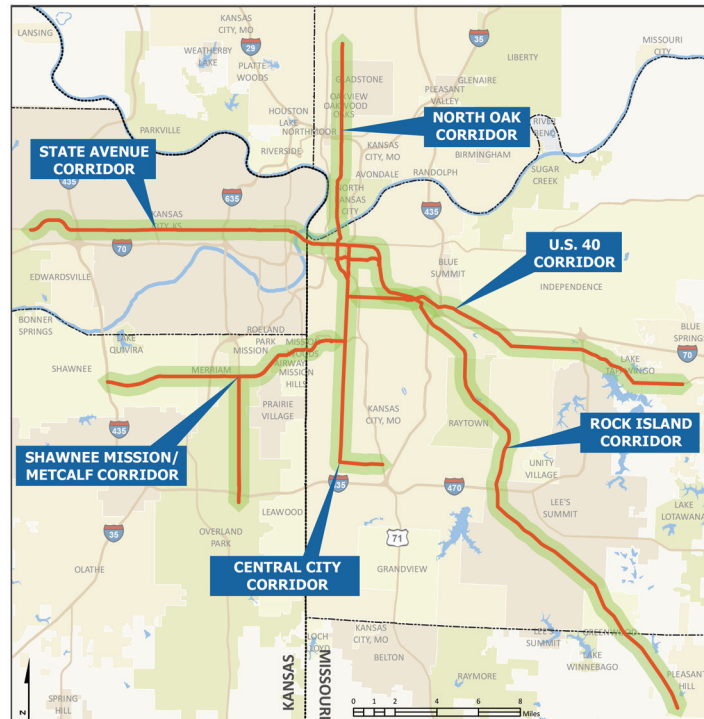
These corridors were identified in the region’s long-range transportation plan for significant transit investments.

Each of the corridor plans was guided by local planners and stakeholders and addressed a variety of issues from improving transit to developing bicycle and pedestrian plans, to developing sustainable development plans at specific key locations.

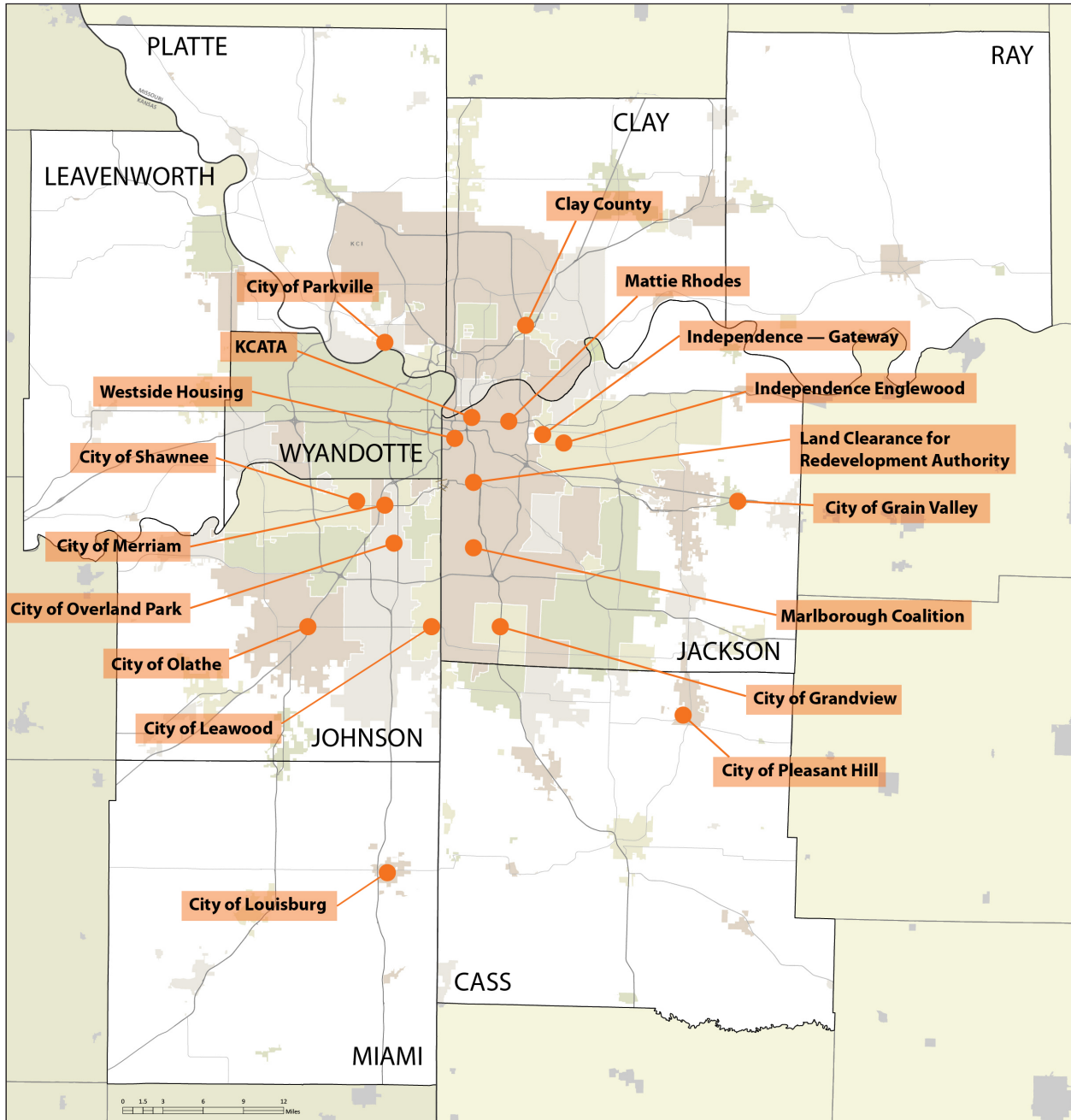
MARC also inaugurated a new planning initiative called Planning Sustainable Places. Using a combination of transportation funds and HUD funds MARC offered competitive grants to local communities and nonprofits to develop either sustainable places plans or implementation activity plans. These plans varied from downtown redevelopment plans, to corridor plans to neighborhood redevelopment strategies. (See map on following page.)

The Planning Sustainable Places program is helping local communities take steps to move sustainable visions to reality and helping MARC align its resources to support the vision and goals it has identified in its regional plans.

### DEMONSTRATION CORRIDORS



## 2012–2013 PLANNING SUSTAINABLE PLACES PROJECTS



### Plan orientation

Possibly the greatest change from the original Regional Plan for Sustainable Development to RPSD 2.0 is in the implementation orientation of the plan. The first plan laid out the regional vision as reflected in a variety of regional and local plans to show how the region wanted to develop. The three-year Creating Sustainable Places initiative focused on putting in place the strategies, policies, tools and leadership necessary to implement those visions. The implementation capacity that was developed during the CSP initiative is reflected in RPSD 2.0.

## IV. Implementation, integration and leadership

### Leadership

In no small measure, the success of the Creating Sustainable Places initiative lies with the active participation and leadership provided by the Coordinating Committee, the body charged with oversight of the initiative. The Coordinating Committee comprised 30 partner representatives from local governments, nonprofits, universities, development and business interests, social equity organizations, and housing interests. The committee was chaired by two MARC Board members: Jan Marcason, councilmember for Kansas City, Mo, and Curt Skoog, councilmember for Overland Park, Kan.

To continue the sustainability work and build on the accomplishments and relationships developed during the Creating Sustainable Places initiative, it is essential to have a similar body oversee the implementation work. In addition, integrating this work in with other regional efforts is critical.

In early 2014, the MARC Board took the first significant step in implementing the Regional Plan for Sustainable Development by authorizing the formation of a new leadership committee within the MARC organizational structure. This committee will be a multi-sector advisory body to the MARC Board, and will have the following responsibilities:

- Review population and employment forecasts produced by the Technical Forecast Committee and provide comments to the MARC Board.
- Work with the Technical Forecast Committee to explore the potential impact of demographic and market changes and potential policy changes based on the forecast.
- Work in partnership with the Total Transportation Policy Committee to oversee the solicitation for applications and selection of grantees for the Planning Sustainable Places program in 2014 and 2015.
- Monitor changing demographics and economic trends and regional indicators and their potential impact on local governments and the region. Report periodically to the MARC Board.
- Establish performance indicators for selected regional plans and monitor progress.
- Oversee the successful completion of the HUD Sustainable Code Framework grant and the deployment, use and maintenance of the Code Framework website.
- Work with KC Communities for All Ages to help local governments develop strategies to address the rapid increase in older adult populations.
- Oversee the deployment and enhancement of CSP technical tools, evaluate use of the tools, and report to the MARC Board.
- Oversee MARC's work to support the development of new regional capacities to foster affordable housing and redevelopment.
- Work with MARC committees and staff to assure representation of social equity issues and stakeholders in MARC policy and program decisions
- Work with the Government Training Institute to develop an annual agenda of workshops and events for the Academy for Sustainable Communities.
- Foster dialog and communication with local officials and the private sector:
  - Discussion of sustainable development costs, benefits and practices with the development community.
  - Discussion of social equity issues with the Regional Equity Network, other equity interests, civic leadership and the larger community.

- Discussion of changing demographics and economic trends, how these trends may impact local communities, and how communities can address these trends with their local elected officials, planning commissions, civic organizations, neighborhood organizations and the general public.
- Oversee work to better integrate regional plans and programs in order to increase their effectiveness and impact.
- Periodically update the Regional Plan for Sustainable Development, present it to the MARC Board, and use it as a guide for the committee's work.

This CSP leadership committee will not only provide leadership on regional development issues and strategies, but will also foster leadership around specific sustainability issues and support local sustainability leadership.

## Implementation

The key to a successful Regional Plan for Sustainable Development 2.0 is implementation. The region and its many local communities, businesses and institutions have identified sustainable development practices as their vision for the future. The challenge is to turn those visions into reality.

Through its work with the Creating Sustainable Places initiative, MARC and the region have learned three important lessons that will guide its implementation objectives and strategies. They are:

- The importance of **regional cooperation** in developing plans and visions that cross city, county and state lines, such as corridor plans.
- The importance of **focused, sustained investment** to make a measureable and observable difference within a community.
- The importance of **access to opportunity** as a guiding principle for planning and investments.

Following are the objectives and strategies, guided by the above lessons, that are at the heart of implementing the RPSD 2.0. These broad priorities, along with many smaller implementation activities, will be the primary responsibility of the new leadership committee.

## Implementation objectives

- **Continue to refine corridor plans and move them to implementation** — Through its Transportation Outlook 2040 Long Range Transportation Plan, MARC has identified the development and redevelopment of key transportation corridors as a key part of RPSD 2.0. Six corridors were the focus for CSP demonstration:
  - State Avenue
  - North Oak Trafficway
  - Troost Avenue
  - Shawnee Mission/Metcalf
  - U.S. 40 Highway
  - Rock Island Corridor

MARC and the CSP leadership committee may expand will undertake the following tasks to ensure that continued focus is given to corridors:

- MARC will work with local communities and partners to annually assess the status of corridor strategies in the six demonstration corridors.



- The CSP leadership committee will work with the Total Transportation Policy Committee to develop appropriate incentives and strategies to support public and private investment along these corridors.
- MARC will work with local communities and partners to apply the CSP development tools to identify and evaluate development opportunities, develop comprehensive plans, and assess market opportunities along the corridors. MARC may also expand the number of corridors where CSP tools and strategies are applied.

- **Foster dialog with the development community and align the interests and strategies of the public and private sectors** — It was recognized from the outset of the CSP initiative that the development community will play a key role in a successful regional and local sustainable development strategies. The CSP initiative laid the groundwork for dialog between the public and private sectors and a better understanding of each other’s needs. This continued dialog will be a significant part of implementing the RPSD V2.0.

MARC, the CSP leadership committee, and area development partners will undertake the following tasks to ensure that the public and private sectors are aligned, to the greatest extent possible, in fostering a sustainable region:

- Work with the Urban Land Institute to develop a joint program on sustainable development that discusses national and local trends and strategies.
- Develop a forum for local governments and developers to discuss what it takes for a community or a project to be “redevelopment ready” (including regulations, planning, community support, development incentives).
- Continue to foster discussion among the development community, development nonprofits, local governments, foundations, the financial community and others on how to create enhanced development capacity within the region.

- **Promote and build public awareness of and conversation about sustainable development** — Possibly the most important element of a successful sustainable development initiative is public understanding and engagement in the processes of creating a vision for the community and realizing that vision. This dialog is a continuous process, as the dynamics of demographics, economics, and community tastes and standards change.

The CSP leadership committee will undertake the following tasks to ensure robust dialog within the community about the kinds of communities where we want to live, work, and shop and how we go about building those kinds of communities:

- Prepare a set sustainable discussions (using story-telling techniques) focused on a variety of sustainable issues, such as demographic changes, equity, sustainable development patterns, transportation; work with regional and local groups to conduct these discussions.
- Work with Kansas City Public Television (KCPT) to weave sustainability into local programming.
- Develop a program, possibly in partnership with ULI, to highlight successful sustainable developments in the region and show why they are beneficial to the community.

- **Support the work of the Equity Network** — Although the focus of Creating Sustainable Places has been on the development aspects of building a sustainable community, just as important is building a community that is socially equitable. This means creating an opportunity community where everyone can reach his or her full potential, live in a safe, supportive community, and fully participate in the community’s civic and public life.

A significant outcome of the Creating Sustainable Places initiative was the formation of the Regional Equity Network, a coalition of organizations that believe a sustainable region must be an equitable region. MARC and the CSP leadership committee will undertake the following tasks to support the Equity Network and make sure that social equity remains a pillar in creating a sustainable region:

- Identify equity positions within key policy committees and initiatives at MARC, including the CSP leadership committee, and work with the Equity Network to fill those slots.
- Jointly sponsor an annual “Equity State of the Region” event to highlight new data and initiatives and accomplishments.
- Meet with the Equity Network to discuss how MARC can support specific action initiatives.

- **Refine and expand the Planning Sustainable Places process** — The Planning Sustainable Places (PSP), which provided grant support to 18 local communities to move sustainable projects forward, was a very successful part of the initiative. The PSP program has been funded for a second year, with hope for continued support in subsequent years.

The CSP leadership committee, in partnership with the TTPC, will undertake the following tasks to ensure that the PSP program is successfully implemented and integrated into a regional sustainability strategy:

- Establish a Round II advisory committee, including equity representation, to develop revised criteria and execute second-round funding awards and administration.
- Consider offering funding bonuses to selected projects that devote additional funds to use of development tools.
- Work with the TTPC and other committees to seek funding for a Round III grant program.
- Discuss how successful PSP projects can be recognized in subsequent capital funds awards.

- **Apply sustainability tools and continue to enhance them** — Through the Creating Sustainable Places initiative MARC and its partners have developed a number of tools that can assist local governments in assessing and facilitating development that is supportive of their individual community vision.

MARC and the CSP leadership committee will undertake the following tasks to ensure that the development tools are successfully applied and enhanced:

- Initiate a tool deployment process and funding strategy.
- Create a dynamic online portal featuring the Sustainable Code Framework and Indicators, but also including other information on the whole suite of CSP tools.
- Put in place a process to evaluate tool use and make upgrades with input from local governments and the development community.

## Integration

A sustainable community is not just about the economy, social equity and the environment or just about being more vibrant, green and connected. It is about how these different elements work together and reinforce each other. It is not just that we avoid sacrificing one to achieve another, but that all of these elements working together can make the whole better.

Incorporating economic impact, social equity and the environment into projects and plans fosters synergies that otherwise are limited or non-existent when addressing each individually. Much of the work to date has focused on working towards economic feasibility. Obviously this is foundational, but it isn't the end — it's the first step. The opportunity that lies ahead for the region is to identify and maximize these synergies. Why settle for just an economically feasible project when the incorporation of environmental

health and social opportunities can offer a multidimensional solution that will greatly multiply the impact of the investment?

An important role for the new CSP leadership committee will be to ensure that various initiatives, policies and programs are integrated and that as we develop specific elements we look for ways these elements can be further enhanced by integrating them with other elements. Although integration takes time and a very conscious effort to think across typical silos, the results can be much more effective.

Integration means not just working across issues and topics, but also across different interests, races, cultures and geographies. The CSP leadership committee, in partnership with a wide variety of organizations and interests, including the Equity Network, the development community, local governments, universities and nonprofits, will be responsible for integrating MARC's work across these many interests and groups.



# Appendix A: CSP Resources

The Creating Sustainable Places initiative led to the development of a number of new products for community use, including reports, tools and websites. The items below were produced, in whole or in part, with funding from the Sustainable Communities Planning Grant or in conjunction with the Creating Sustainable Places initiative. Follow the links below or search by title at [www.marc.org](http://www.marc.org).

- **CSP Implementation Guidebook**  
<http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/CSP-implementation-guidebook.aspx>
- **Housing Element and Fair Housing and Equity Assessment**  
<http://www.marc.org/Regional-Planning/Housing/Data-and-Reports/Regional-Housing-Plan.aspx>
- **From Vision to Reality Video**  
[http://www.youtube.com/watch?list=UUrxMZ4dbP\\_zVy82ejLpQ6Gg&v=9RPG\\_CaIaPY](http://www.youtube.com/watch?list=UUrxMZ4dbP_zVy82ejLpQ6Gg&v=9RPG_CaIaPY)
- **Natural Resources Inventory 2.0**  
<http://www.marc.org/Environment/Natural-Resources/Natural-Resources-Inventory/Natural-Resource-Inventory>
- **KC Communities for All Ages Toolkit**  
[http://www.marc.org/Community/First-Suburbs-Coalition/Assets/2013KCCFAA\\_ToolKitFORWEB.aspx](http://www.marc.org/Community/First-Suburbs-Coalition/Assets/2013KCCFAA_ToolKitFORWEB.aspx)
- **KC Communities for All Ages Idea Book**  
<http://www.marc.org/Community/First-Suburbs-Coalition/Assets/CommunityforAllAgesIdeaBook.aspx>
- **Sustainable Code Framework Website**  
<http://codes.sustainable-kc.org>
- **Online Visualization Library**  
<http://codes.sustainable-kc.org/projects>
- **Sustainability Indicators Website**  
<http://indicators.sustainable-kc.org/>
- **Planning Sustainable Places Projects**  
<http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Planning-sustainable-Places/2012-Grantees-and-Projects.aspx>
- **Corridor Demonstration Plans**  
<http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Projects/Corridor-Demonstration-Projects>
- **Equity Lens**  
<http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/InitialEquityStrategiesforCorridors.aspx>
- **Equity Profile**  
[http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/Kansas-City\\_Profile\\_23August2013.aspx](http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/Kansas-City_Profile_23August2013.aspx)

- **Market Research**

- **Kansas City Metro Market Trends, Preferences and Opportunities to 2040**, by Arthur C. Nelson, Ph.D., FAICP, Metropolitan Research Center University of Utah  
[http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/Nelson\\_MarketTrendsPresentation11-8-12.aspx](http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/Nelson_MarketTrendsPresentation11-8-12.aspx)
- **National Trends & Demand for Smart Growth in Kansas City, RCLCO**  
[http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/DRAFT\\_RCLCO\\_PPT.aspx](http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/assets/DRAFT_RCLCO_PPT.aspx)

# Appendix B: Regional Plan Summaries

The following pages provide brief summaries of a number of regional plans, along with links to the complete documents and/or related web pages.

## Visioning plans

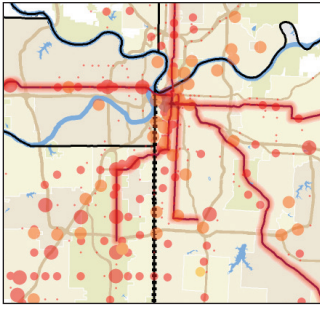
- Land-Use Vision
- Creating Quality Places

## Strategy and implementation plans

- Transportation Outlook 2040
- Smart Moves Transit Plan
- Clean Air Action Plan
- MetroGreen
- Solid Waste Management District Strategic Plan
- Regional Energy Efficiency and Conservation Strategy
- Comprehensive Economic Development Strategy
- Housing Element
- Communities for All Ages Toolkit and Idea Book
- Equity Lens and Equity Profile

## Technical tools

- Natural Resources Inventory
- Stormwater Quality Standards
- Kansas City Regional Health Assessment Report
- Fair Housing and Equity Assessment



# Land-Use Vision

**Plan Type:** Visioning

**URL:** [www.marc.org/Data-Economy/Forecast/Forecast-Process/2040-Forecast.aspx](http://www.marc.org/Data-Economy/Forecast/Forecast-Process/2040-Forecast.aspx)

**Lead Committee:** Technical Forecast Committee

**Date:** June 2010

**Purpose:** Provide a forecast and vision for metropolitan growth, rooted in the objectives and strategies contained in local comprehensive plans, that supports an increased level of development and reinvestment in existing and emerging activity centers and along key transportation corridors.

- Goals/Objectives:**
- Accurately predict future growth and shifting demographic patterns.
  - Help the region adapt to changing market forces to ensure economic competitiveness.
  - Preserve and protect the region's natural resources.
  - Inform the long-range transportation planning process.
  - Encourage development and reinvestment in key activity centers and along strategic corridors.

**Nearly 20 percent of new growth between now and 2040 is projected to be in the form of redevelopment and in activity centers along strategic corridors.**

- Key Strategies:**
- Give priority to funding transportation projects that serve activity centers along locally identified corridors.
  - Adopt planning tools, such as form-based codes, that encourage development in activity centers and along key transportation corridors.
  - Target public investment and the use of incentives to remove barriers that inhibit adaptation to market changes and attract more intense development to strategic corridors and activity centers.
  - Use public policies and investments to focus development where it can be served most efficiently and affordably.
  - Increase levels of transit service along priority corridors.
  - Develop new and innovative incentive packages to achieve redevelopment implemented at the local level.





# Creating Quality Places

**Plan Type:** Visioning

**URL:** [www.marc.org/Regional-Planning/Creating-Sustainable-Places/Plans/Creating-Quality-Places.aspx](http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Plans/Creating-Quality-Places.aspx)

**Lead Committee:** Creating Quality Places Steering Committee

**Date:** 1999

**Purpose:** Creating Quality Places seeks to shape future development in ways that will maintain and enhance the high quality of life that our residents enjoy.

It includes 20 design principles that represent a powerful consensus on what is needed to design successful neighborhoods, vibrant mixed-use commercial areas and efficient transportation systems — all within a healthy natural environment.

- Goals/Objectives:**
- **Homes and Neighborhoods:** Create quality neighborhoods that offer choice and diversity in housing; linkages to surrounding areas; reinvestment in existing activity centers; distinct identities; pedestrian/cyclist-friendly streets; a variety of public green spaces; and the opportunity for residents to live and work within the neighborhood.
  - **Commercial Development:** Provide mixed-use activity centers, built to a scale compatible with their surroundings and flexible enough to meet market demands; built with quality materials that allow for changing uses over time; with safe, walkable streets and sidewalks, and convenient parking choices.
  - **Transportation and Public Places:** Offer balanced, multimodal transportation systems, with quality local streets that are an integral part of a network of transportation corridors, facilities that encourage pedestrian and bicycle use, a regional public transit network and connections to quality public spaces.
  - **Environmental Quality:** Incorporate features and amenities that minimize negative impacts on the environment, maximize energy efficiency and preserve major natural features.
- Key Strategies:**
- Build collaboration among public, private and civic interests.
  - Support quality development through policies that consider both new growth and the redevelopment and adaptive reuse of established areas.
  - Provide a database of tools, policies, regulations and incentives that can be used to create quality places in local communities.

**Shape future development in ways that will maintain and enhance a high quality of life in the region.**



# Transportation Outlook 2040

**Plan Type:** Strategy and Implementation

**URL:** [www.to2040.org](http://www.to2040.org)

**Lead Committee:** Total Transportation Policy Committee

**Date:** Completed in June 2010; Update underway in 2014

**Purpose:** Transportation Outlook 2040, the Kansas City region's long-range transportation plan, describes how the region will manage, operate and invest in its multimodal transportation system for the next several decades. The federal government requires MARC to update this long-range transportation plan every five years.

- Goals/Objectives:**
- Maximize mobility and access to opportunities for all area residents.
  - Decrease the use of fossil fuels.
  - Support an innovative, competitive 21st-century economy.
  - Protect and restore the region's natural resources.
  - Coordinate transportation and land-use planning.
  - Facilitate healthy, active living.
  - Improve safety and security for all transportation users.
  - Ensure the transportation system is maintained in good condition.
  - Manage the system to achieve reliable and efficient performance.

**Determine how the region will manage, operate and invest \$18 billion in its transportation system over the next 30 years.**

- Key Strategies:**
- Maximize use of existing infrastructure.
  - Improve connectivity and access.
  - Promote nonmotorized transportation options.
  - Preserve, enhance, and expand regional transit and paratransit services.
  - Integrate land-use and transportation planning.
  - Enhance, preserve and connect high-quality natural resources.



# Smart Moves Transit Plan

**Plan Type:** Strategy and Implementation

**URL:** [www.kcsmartmoves.org](http://www.kcsmartmoves.org)

**Lead Committee:** Total Transportation Policy Committee

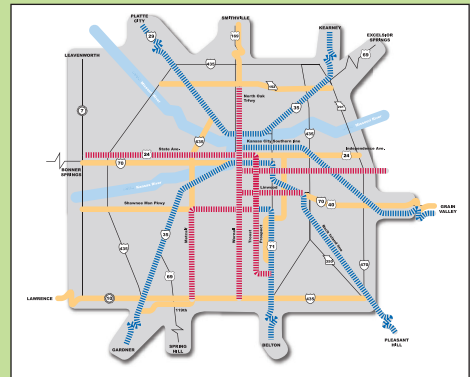
**Date:** 2002; Updated 2008

**Purpose:** The Smart Moves Transit Plan articulates a vision for how transit should serve the Kansas City metropolitan area in the years and decades ahead. It proposes a bus- and rail-based system along priority corridors that connects people to employment and activity centers.

- Goals/Objectives:**
- Strengthen communities and improve the quality of life of residents and visitors throughout the region by making transit an equal or better option to automobile travel.
  - Expand and enhance multimodal transit service throughout the metropolitan region.
  - Support the economy through accessible transportation options.
  - Safeguard the environment and improve public health through increased transit ridership.

- Key Strategies:**
- Develop new or expanded service plans and funding strategies.
  - Develop and adopt model polices and ordinances to maximize transit effectiveness.
  - Provide connections between major residential and employment centers.
  - Use transit capital investment and services to encourage revitalization and economic development.
  - Reduce vehicle emissions by providing well-connected, multimodal transit service options.
  - Promote the integration of environmentally beneficial vehicle technologies into transit fleets.

**Connect people to employment and activity centers through commuter, urban, major fixed-route and local transit services.**





# Clean Air Action Plan

**Plan Type:** Strategy and Implementation

**URL:** <http://www.marc.org/Environment/Air-Quality/Reports/Clean-Air-Action-Plan>

**Lead Committee:** Air Quality Forum

**Date:** 2005; Updated 2010–2011

**Purpose:** The Clean Air Action Plan provides a comprehensive, voluntary, community-based strategy for reducing ground-level ozone pollution in the Kansas City metropolitan area. It includes formal, public commitments by participating stakeholders to work collaboratively through new and existing partnerships to maximize the plan's air quality benefits.

- Goals/Objectives:**
- Reduce ozone-forming emissions in order to protect the health of area residents.
  - Reduce emissions earlier than required under regulatory timelines to ensure continued compliance with federal ozone standards.
  - Through attainment of clean air standards, help protect the region's economic competitiveness.
  - Identify regulatory strategies for future consideration in the event the region violates federal ozone standards.

**The primary resource for voluntary, clear, actionable steps that improve the region's air quality.**

- Key Strategies:**
- Place new emissions controls on existing power plants in the region.
  - Reduce emissions from on-road and off-road diesel engines.
  - Expand public education and outreach efforts.
  - Promote sustainable growth and development practices, including land-use policies that decrease automobile reliance, natural-resource conservation and green-building practices.



# MetroGreen®

**Plan Type:** Strategy and Implementation

**URL:** <http://www.marc.org/Environment/MetroGreen-Parks/The-Plan/Action-Plan.aspx>

**Lead Committee:** MetroGreen Alliance

**Date:** 2002

**Purpose:** The MetroGreen Action Plan provides a greenprint for a metropolitan trails system that connects urban and rural green corridors throughout seven counties in the Kansas City region. The plan is also designed to protect and improve water quality in the region for the next 100 years, conserving and enhancing the region's existing natural elements. Above all, MetroGreen exists to ensure that area residents continue to enjoy a high quality of life. MetroGreen builds on the vision plan created in 1991 by the Prairie Gateway Chapter of the American Society of Landscape Architects.

- Goals/Objectives:**
- Protect natural resources
  - Restore high-value natural areas
  - Connect people to these resources and to each other

**Create an 1,144-mile system of interconnected trails and greenways.**

- Key Strategies:**
- Preserve and protect stream corridors in the Kansas City area by helping to use floodplain lands to absorb floodwaters.
  - Link together corridors of land to the landscapes and destinations that people value.
  - Foster growth that results in new development patterns that are walkable, bikeable and support a diversity of land uses
  - Where appropriate, build pathways that people can travel by foot, bicycle, rollerblade or horseback.
  - Make the corridors wide enough so that they will help to protect water courses, preserve historic landscapes and beautify area roadways.

A new regional bicycle transportation plan is under development and, as appropriate, the MetroGreen plan will be updated.



# Solid Waste Management District Strategic Plan

**Plan Type:** Strategy and Implementation

**URL:** <http://www.marc.org/Environment/Solid-Waste/District-Programs-and-Projects/Regional-Solid-Waste-Planning>

**Lead Committee:** Solid Waste Management District

**Date:** 2009

**Purpose:** The Solid Waste Management District's Strategic Plan of Action guides short-term planning efforts and identifies long-term strategies to provide consistent access to solid waste services for residents and businesses, increase waste diversion and public awareness/participation, and sustainably manage waste for the next 30 years.

## Goals/Objectives:

- Work toward a waste diversion goal of 80 percent by 2023, with incremental goals of 40 percent by 2013 and 60 percent by 2018.
- Promote sustainable solid waste management principles and practices.
- Provide access to consistent solid waste services for all residents and businesses.
- Increase awareness through ongoing education and information dissemination.
- Develop a funding mechanism to support long-term infrastructure development and ongoing efforts.

**Divert 80 percent of the region's solid waste from landfills by 2023.**

## Key Strategies:

- Aggressively pursue the waste diversion goal of 80 percent by 2023.
- Increase availability of core services (trash, recycling, yard waste, bulky items and household hazardous waste).
- Use permitting, contracting or cooperative arrangements to improve services and control costs.
- Use mandatory recycling and pay-as-you-throw programs to improve participation and diversion.
- Strengthen illegal dumping and enforcement programs.
- Implement policies and ordinances that provide incentives for waste minimization and diversion, eco-purchasing and green-building practices.
- Work collaboratively on infrastructure development to ensure adequate processing and disposal capacity.



# Regional Energy Efficiency and Conservation Strategy

**Plan Type:** Strategy and Implementation

**URL:** <http://www.marc.org/Environment/Energy/Conservation-and-Efficiency/REECS.aspx>

**Lead Committee:** Participating REECS Communities

**Date:** May 2010

**Purpose:** The Regional Energy Efficiency and Conservation Strategy is designed to increase opportunities for communities across the region to conserve energy, use it efficiently and consider renewables. The strategy fosters greater regional collaboration through community partnerships and public outreach, involvement and education.

- Goals/Objectives:**
- Help local governments pursue opportunities for energy efficiency, energy conservation and renewable energy.
  - Develop public education, outreach and civic involvement strategies to help educate stakeholders and constituents about energy-efficiency issues and possibilities.
  - Provide oversight and guidance to energy grant projects such as Solar Ready KC
  - Promote the adoption of energy-efficiency/conservation building and development codes, specifications and standards.
  - Create incentive programs to promote energy efficiency and conservation.
  - Assess, monitor and report the effectiveness of clean-energy strategies.

**Couple energy-efficiency efforts with clean energy from renewable sources to bring the region closer to energy independence and economic sustainability.**

- Key Strategies:**
- Lead by example, modeling innovative practices in local government.
  - Adopt and implement updated strategies for codes and standards.
  - Establish effective partnerships among state, regional and local energy programs.
  - Implement education, outreach and public-involvement strategies.
  - Create incentives for energy efficiency and conservation.
  - Link energy strategies with related sustainability efforts.
  - Assess, monitor and report the effectiveness of clean-energy strategies.
  - Promote emerging solutions and technologies to encourage market transformation.



# Comprehensive Economic Development Strategy Plan

**Plan Type:** Strategy and Implementation

**URL:** [http://www.marc.org/Data-Economy/Assets/CEDS\\_Report.aspx](http://www.marc.org/Data-Economy/Assets/CEDS_Report.aspx)

**Lead Committee:** MARC Community Services Corporation

**Date:** First published in April 2009; Updated in April 2014

**Purpose:** The Comprehensive Economic Development Strategy Plan (CEDS) is designed to bring together the public and private sectors the Kansas City region to create an economic roadmap to diversify and strengthen the regional economy. It provides an analysis of the regional economy, integrates human and physical capital into economic planning and provides useful benchmarks for evaluating progress.

- Goals/Objectives:**
- Support entrepreneurship and innovation.
  - Provide strong support to existing businesses.
  - Increase national visibility and is a destination of choice for companies and talent.
  - Provide quality technology infrastructure.
  - Train and develop an educated workforce.
  - Recruit and attract talented individuals.
  - Provide mobility for the workforce.
  - Support developed infrastructure for targeted industries.
  - Support development in key corridors and older built neighborhoods.

**Assess, define, and help accomplish the economic development goals of the region.**

- Key Strategies:**
- Improve available capital and provide affordable space for startups and entrepreneurs.
  - Connect existing businesses to available resources.
  - Improve supply chain opportunities between small and large companies.
  - Strengthen export and international trade activity within the region.
  - Use technology to foster innovation education and workforce development.
  - Develop effective training programs for high-growth occupation areas and strengthen high-school-based career pathways and technical training.
  - Promote Kansas City as a vibrant place to live with high quality careers.
  - Improve public transportation for residents to access jobs in growing employment centers.
  - Expand the availability of shovel-ready sites and available buildings.
  - Protect the natural environment and utilize existing infrastructure, particularly water and sewer.
  - Promote development in key corridors.





# Housing Element

**Plan Type:** Strategy and Implementation

**URL:** [www.marc.org/Regional-Planning/Housing/Data-and-Reports/Regional-Housing-Plan.aspx](http://www.marc.org/Regional-Planning/Housing/Data-and-Reports/Regional-Housing-Plan.aspx)

**Lead Committee:** Creating Sustainable Places Coordinating Committee

**Date:** January 2014

## **Purpose:**

The Regional Housing Element, a supplement to the Regional Plan for Sustainable Development, articulates steps to address housing throughout the region in the context of promoting an economically vibrant, prosperous, sustainable and equitable region.

## **Goals/Objectives:**

- Increase understanding about housing types needed to meet changing demographics, economics, and household composition.
- Further fair housing through reinvestment and access to opportunity.
- Integrate greater housing opportunities in policies and plans for transportation, economic development and land-use investments.
- Build the capacity of housing development organizations.
- Promote coordination among entities whose missions include housing development.
- Strengthen linkages of housing to employment, locating housing investments along priority corridors and at strategic activity centers.
- Improve the region's capacity to finance and develop a full range of affordable housing products.

## **Key Strategies:**

- Promote access to opportunity.
- Reinvest in communities.
- Assist lower-income renters and homeowners.
- Pursue financial innovation through partnership.
- Foster deeper collaboration around housing agenda.



# Making Your Community Work for All Ages: A Toolkit for Cities

**Plan Type:** Strategy and Implementation

**URL:** [www.kc4aic.org](http://www.kc4aic.org)

**Lead Committee:** KC Communities for All Ages

**Date:** July 2013

## **Purpose:**

KC Communities for All Ages and the First Suburbs Coalition developed the toolkit to help elected officials, planners and community leaders respond to evolving trends, maintain a high quality of life for all residents and make their cities communities for all ages.

## **Goals/Objectives:**

- Address opportunities for residents to engage in community life and foster a physical environment that enables residents to live, work, play and interact with one another.
- Promote housing that is accessible, affordable and adaptable to the changing needs of residents of all ages.
- Meet the mobility needs of a growing number of older residents.
- Provide public facilities and services that enable people of all ages to connect, share experiences and communicate with each other.
- Promote healthy living through opportunities for physical activity, safe travel, healthy homes, healthy eating and access to health care.

## **Key Strategies:**

- Involve older adults in community decision making.
- Develop codes for higher density development.
- Ensure affordable, accessible housing.
- Design universal, visitable buildings and retrofit existing homes for accessibility.
- Create transportation plans that work for all ages and abilities.
- Promote walkability and public transportation.
- Create opportunities for intergenerational interaction.
- Encourage residents to stay active, engaged and learning.



# Equity Lens and Equity Profile

**Plan Type:** Strategy and Implementation

**URL:** <http://www.marc.org/Regional-Planning/Creating-Sustainable-Places/Projects/Social-Equity>

**Lead Committee:** Creating Sustainable Places Coordinating Committee

**Date:** August 2013

## Purpose:

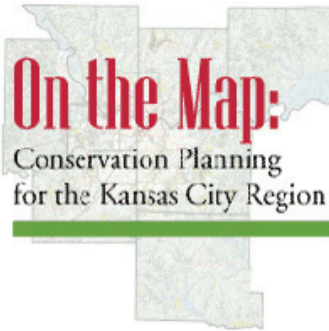
The Equity Lens is designed to ensure that all populations — including people of color, people living in poverty, people with special needs and other often under-represented groups — can realize the benefits from implementation of the Regional Plan for Sustainable Development and its component plans. The Equity Profile provides an analysis of the current state of equity in the Kansas City region.

## Goals/Objectives:

The Equity Lens uses the guiding principles of the Creating Sustainable Places initiative — equity, environment, economy and place — as its goals, with strategies that add an equity focus to each.

## Key Strategies:

- Education — Ensure that all residents have full access to the highest quality of education opportunities.
- Engagement — Require that residents be included in planning processes that affect them and their neighborhoods.
- Environmental Justice — Make sure that no single geography or population bears a disproportionate environmental burden and that all places and people have equal access to a healthy environment.
- Economic Development — Foster a “development without displacement” economic development strategy that provides all residents with training opportunities, provides a broad array of job opportunities for a variety of skill levels and career paths, and provides entrepreneurial resources and opportunities.
- Housing — Build into development and redevelopment a range of housing types and price points.
- Transportation — Develop a transportation system that provides a range of choices and enhances access to jobs, services, and other opportunities.
- Health — Develop communities that encourage healthy lifestyles and provide easy access to healthy foods, recreation and health care services.
- Reinvestment — Put in place policies that encourage reinvestment in existing neighborhoods.



# Natural Resources Inventory

**Plan Type:** Technical Tools

**URL:** <http://www.marc.org/Environment/Natural-Resources/Natural-Resources-Inventory/Natural-Resource-Inventory>

**Date:** 2005; Updated December 2013

**Purpose:** Create an inventory of valuable natural-resource assets and ecological features in the Kansas City region to provide a framework for environmental planning at local and regional levels.

- Goals/Objectives:**
- Value the region's rich heritage of abundant natural resources.
  - Pursue efforts to conserve existing areas worthy of protection.
  - Identify opportunities to restore lost assets in ways that strengthen the region's environment and economy.

**A practical tool designed to help planners balance environmental protection with other community goals.**

- Key Strategies:**
- Provide rich information about the community's natural resource elements, such as lakes, rivers, streams, wetlands, prairies and forests.
  - Relate NRI information to other community infrastructure like streets and roads, parks or MetroGreen trails.
  - Offer community planners and policymakers the opportunity to see where potentially high-value natural resources are located in relation to developed areas and other community assets.
  - Provide policy direction based on three planning principles: thinking regionally and acting locally; protecting and restoring natural systems; and integrating resource protection into development plans and regulations.



Clean Water. Healthy Life.

# Stormwater Quality Standards

**Plan Type:** Technical Tools

**URL:** <http://www.marc.org/Environment/Water-Resources/Local-Government-Resources/Stormwater-Best-Management-Practices>

**Lead Committees:** Kansas City Metro Chapter of the American Public Works Association (APWA); MARC Water Quality Education Committee

**Date:** September 2006; Updated August 2009

**Purpose:** This manual provides a guide for applying stormwater best management practices to land development in the Kansas City region in order to control the volume and quality of stormwater discharges from developed sites, maintain overall water quality and create more environmentally sensitive site designs.

**Goals/Objectives:** Two primary goals of this integrated stormwater approach are to:

- Balance future development with environmental health and quality of life.
- Comply with water-quality regulations such as the National Pollutant Discharge Elimination System (NPDES) Phase II requirements.

**Maintain or reduce the amount of runoff generated within a watershed while protecting water quality.**

- Key Strategies:**
- Introduce community-wide, stream-buffer systems through enactment of stream-setback ordinances.
  - Apply soil protection and restoration requirements to residential developments.
  - Capture runoff from all impervious surfaces in non-residential developments using bioretention areas.
  - Discourage or eliminate direct connections of impervious areas to storm drains.
  - Regulate commercial and industrial “hot spots.”

# Kansas City Regional Health Assessment Report

**Plan Type:** Technical Tools

**URL:** [www.marc.org/Data-Economy/Metrodataline/pdf/REACH-Regional-Health-Assessment-FINAL.aspx](http://www.marc.org/Data-Economy/Metrodataline/pdf/REACH-Regional-Health-Assessment-FINAL.aspx)

**Date:** June 2013

**Purpose:** This report analyzes the health and social conditions of uninsured and other vulnerable populations in the Kansas City metropolitan area, as well as their access to health care services. It is intended as a starting point for further discussion and analysis.

**Goals/Objectives:** The study focuses on the following areas:

- Demographic data on vulnerable populations.
- Health and disease data and trends most pertinent to vulnerable populations.
- Data on the insured and uninsured.
- Data and trends on access to care for vulnerable populations.
- Analysis of available to help identify emerging issues or geographic areas of concern.

**Key Findings:**

- Social, economic, geographic and demographic circumstances can make a person vulnerable to health issues and make it more difficult to access treatment.
- Access to health insurance coverage decreases an individual's vulnerability.
- People in the report area are experiencing a number of serious health conditions, measured by data such as cause of death and disease incidence.
- Regional health trends indicate that certain conditions may be improving or getting worse for certain populations and geographies.
- Access to quality health care affects medical vulnerability.
- More than one quarter of the region's population are uninsured or on Medicaid.
- Uninsurance is growing among working adults.
- Data highlights the growth in the number and proportion of the senior population, particularly in rural areas.
- Heart disease and cancer are the leading causes of death in our region.
- Hospitals and the health care system are doing better at reducing preventable hospitalizations.



# Fair Housing and Equity Assessment

**Plan Type:** Strategy and Implementation

**URL:** [www.marc.org/Regional-Planning/Housing/Data-and-Reports/Regional-Housing-Plan.aspx](http://www.marc.org/Regional-Planning/Housing/Data-and-Reports/Regional-Housing-Plan.aspx)

**Lead Committee:** Creating Sustainable Places Coordinating Committee

**Date:** March 2014

**Purpose:** The Fair Housing and Equity Assessment examines the region’s housing challenges and opportunities, providing historical context to explain how we got where we are today; data and analysis to help define where we need to go; and strategies to help us get there.

**Goals/Objectives:** Using a fair housing lens, provide an overview of current demographics, including historical and cultural context, including:

- Segregation.
- Racially concentrated areas of poverty.
- Disparities in access to opportunity.
- Fair housing infrastructure.
- Physical infrastructure.

**Key Strategies:**

- Promote access to opportunity by encouraging a diversity of housing price points and types within the region, preventing housing discrimination, and integrating housing planning with economic development, transportation investments and other priorities.
- Reinvest in communities by targeting investment in older communities to take advantage of existing infrastructure, preserving and maintaining existing affordable housing, and repurposing and recycling land where there is no market. Build partnerships with business and civic organizations to leverage resources and strengthen links between residents and jobs.
- Assist lower-income renters and homeowners through increased coordination among housing agencies, workforce training and other support services.
- Pursue financial innovation through partnerships that help maximize limited resources, combine efforts among communities, and align funders and funding sources to support key objectives.
- Foster deeper collaboration around the housing agenda by convening a regional housing roundtable, encouraging nonprofit coordination, scaling up high-performing organizations and successful initiatives, partnering with national organizations, and building organizational capacity.





# Appendix C: CSP Leadership

## Creating Sustainable Places Partners

The Creating Sustainable Places consortium includes key partners representing a broad coalition of local governments, representing over 90 percent of the metropolitan area’s population, as well as the business and development community, universities, housing organizations, equity organizations, professional organizations and nonprofits.

### Local Government Partners:

Cass County, Mo.  
Clay County, Mo.  
Jackson County, Mo.  
Johnson County, Kan.  
Leavenworth County, Kan.  
Platte County, Mo.  
Unified Government of Wyandotte County/  
Kansas City, Kan.

City of Belton, Mo.  
City of Blue Springs, Mo.  
City of Gardner, Kan.  
City of Gladstone, Mo.  
City of Grain Valley, Mo.  
City of Grandview, Mo.  
City of Independence, Mo.  
City of Kansas City, Mo.  
City of Leavenworth, Kan.  
City of Lee’s Summit, Mo.  
City of Liberty, Mo.  
City of Merriam, Kan.  
City of Mission, Kan.  
City of North Kansas City, Mo.  
City of Oak Grove, Mo.  
City of Olathe, Kan.  
City of Overland Park, Kan.  
City of Prairie Village, Kan.  
City of Shawnee, Kan.  
City of Raymore, Mo.  
City of Raytown, Mo.  
City of Westwood, Kan.

First Suburbs Coalition  
Metropolitan Official Health Agencies of the  
Kansas City Area (MOHAKCA)  
Mid-America Regional Council  
Kansas City Area Transportation Authority

### State Supporters:

Kansas Department of Commerce  
Kansas Department of Health and Environment  
Kansas Department of Transportation  
Missouri Department of Economic Development  
Missouri Department of Natural Resources  
Missouri Department of Transportation

### Equity and Engagement Partners:

Hispanic Civic Engagement Project  
MORE<sup>2</sup>  
National Civic League\*  
One KC Voice  
PolicyLink\*  
Urban League

### Business and Development Partners:

Greater Kansas City Chamber of Commerce  
Home Builders Association  
Rocky Mountain Land Use Institute\*  
Urban Land Institute\*\*

### Housing Partners:

Local Initiative Support Corporation\*\*  
Kansas City, Mo., Housing Authority  
NeighborWorks\*\*

### University Partners:

University of Missouri–Kansas City  
University of Kansas  
Kansas State University  
Kansas City Design Center

### Professional Organization Partners:

American Planning Association Kansas City Chapter  
American Public Works Association\*\*  
4A Collaborative

### Nonprofit Partners:

Bridging the Gap  
Community-Wide Information Network (CWIN)  
KC Healthy Kids  
KCPT Public Television  
Metropolitan Arts Council  
Metropolitan Energy Center  
Nonprofit Connect  
Rosedale Development Association

\* *National organization*

\*\* *National organization and local affiliate*

## **Consortium Coordinating Committee**

The work of the Creating Sustainable Places initiative is led by a Consortium Coordinating Committee. The committee, initially formed by the MARC Board of Directors in March 2011, will form workgroups as needed for specific tasks, and will host a Partner Congress once or twice each year to keep all partners informed and engaged in the process.

### **Co-Chairs:**

Jan Marcason, Councilmember, City of Kansas City, Mo.  
Curt Skoog, Councilmember, City of Overland Park, Kan.

### **Members:**

Lawrence Andre, Councilmember, City of Mission, Kan.  
Bob Berkebile, Founding Principal, BNIM Architects  
Owen Buckley, President, LANE 4 Property Group  
Devan Case, Founder and Principal, Pendulum Studio  
Cindy Circo, Councilmember, City of Kansas City, Mo.  
Jennifer Clark, Community Development Director, City of Independence, Mo.  
Walt Clements, Former Director, Lewis White Real Estate Center, University of Missouri–Kansas City  
John Fierro, Executive Director, Mattie Rhodes Counseling & Art Center  
Michael Frisch, Associate Professor, Department of Architecture, Urban Planning and Design,  
University of Missouri–Kansas City  
Carol Gonzales, City Manager, City of Shawnee, Kan.  
Leonard Graham, President, Taliaferro & Browne, Inc.  
Jamie Green/Fred Phillips, Greater Kansas City Chamber of Commerce  
Jim Harpool, Developer  
John Harvey, President, City Vision  
Doug Johnson, Interim Director of Planning and Development Services, City of Overland Park, Kan.  
Jeff Joseph, Planning and Zoning Director, Leavenworth County, Kan.  
Gretchen Kunkel, President, KC Healthy Kids  
Ed Lowndes, Executive Director, KC Housing Authority  
Wendell Maddox, President, United Way of Wyandotte County  
Margaret May, Executive Director, Ivanhoe Neighborhood Council  
Sandy Mayer, Special Projects Coordinator, Jackson County, Mo.  
Lora McDonald, Executive Director, MORE2  
Robb McKim, Partner, PGAV Architects, ULI Kansas City District Council  
Jasmin Moore, Sustainability Program Manager, Johnson County, Kan.  
Brad Munford, Planner, Unified Government of Wyandotte County, Kansas City, Kan.  
Benardo Ramirez, Executive Director, Hispanic Economic Development Corporation  
Mark Randall, City Administrator, City of Pleasant Hill, Mo.  
Randy Rhoads, Mayor, City of Lee's Summit, Mo.  
Stephanie Rolley, Professor/Head, Department of Landscape Architecture and Regional and Community Planning,  
Kansas State University  
Stephen Samuels, Executive Director, LISC  
Susan Sherman, Assistant City Manager, City of Olathe, Kan.  
Scott Wingerson, Assistant City Manager, City of Gladstone, Mo.  
John Wood, Assistant City Manager for Neighborhoods, City of Kansas City, Mo.

### **Policy Board Liaisons:**

Ed Ford, Councilmember, City of Kansas City, Mo., and Co-Chair, Total Transportation Policy Committee  
Marge Vogt, Councilmember, City of Olathe, Kan., and Co-Chair, Total Transportation Policy Committee  
Ed Peterson, Commissioner, Johnson County, Kan., and Co-Chair, Air Quality Forum  
Kathy Dusenbery, Commissioner, Platte County, Mo., and Co-Chair, Air Quality Forum

# MARC Board of Directors | January 2014

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### **Overland Park, Kansas**

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Councilmember Fred Spears  
(Mayor's Representative)  
Councilmember Curt Skoog

## MARC Staff Contacts

As the lead applicant for the Sustainable Communities grant from the U.S. Department of Housing and Urban Development that funds the Creating Sustainable Places initiative, the Mid-America Regional Council provides staff support and grant administration services. Key contacts are listed below for MARC's internal Creating Sustainable Places team.

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