



K-7 CORRIDOR

ECONOMIC DEVELOPMENT STRATEGY

Leavenworth and Wyandotte Counties

JANUARY 2012

CONFLUENCE

MARC
Mid-America Regional Council

ACKNOWLEDGMENTS

This plan was prepared under the direction of the K-7 Corridor Core Team, with additional input and participation by residents, stakeholders, and property owners within the Corridor.

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CONFLUENCE
DESIGNWORKSHOP





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I. INTRODUCTION AND BACKGROUND

INTRODUCTION AND BACKGROUND

INTRODUCTION

In early 2011, the Mid-America Regional Council (MARC), in conjunction with a number of other partners, initiated the creation of this K-7 Corridor Economic Development Strategy. The purpose of this study is to develop a land use and economic development strategy for the K-7 Corridor in Leavenworth and Wyandotte Counties that will align with the planned future incremental conversion of the facility to a freeway.

The approximately 13-mile corridor study area extends from the Kaw River on the south in Bonner Springs to the City of Leavenworth on the north. This study includes a market analysis to assess the viability of various future development options that may occur along the corridor as well as an assessment of priorities for the transportation investments necessary to eventually convert the facility to a freeway over time.

This study was led by a Core Team comprised of representatives of the following study partners:

- Basehor
- Bonner Springs
- Lansing
- Leavenworth
- Leavenworth County
- Unified Government of Wyandotte County / Kansas City, Kansas (UG)
- Kansas Department of Transportation (KDOT)
- Leavenworth County Port Authority
- Kansas City Kansas Chamber of Commerce

A consulting team comprised of Confluence, Collins Noteis & Associates, Design Workshop and Burns & McDonnell assisted the Core Team and led the planning efforts associated with this project. A series of meetings and coordination activities were facilitated to incorporate a broad range of community input from key stakeholders, agencies, and constituents along the entire corridor. These meetings included individual and small group interviews, strategy review meetings with the Core Team, planning update meetings with two standing K-7 Corridor Technical Committees, and three public meetings.



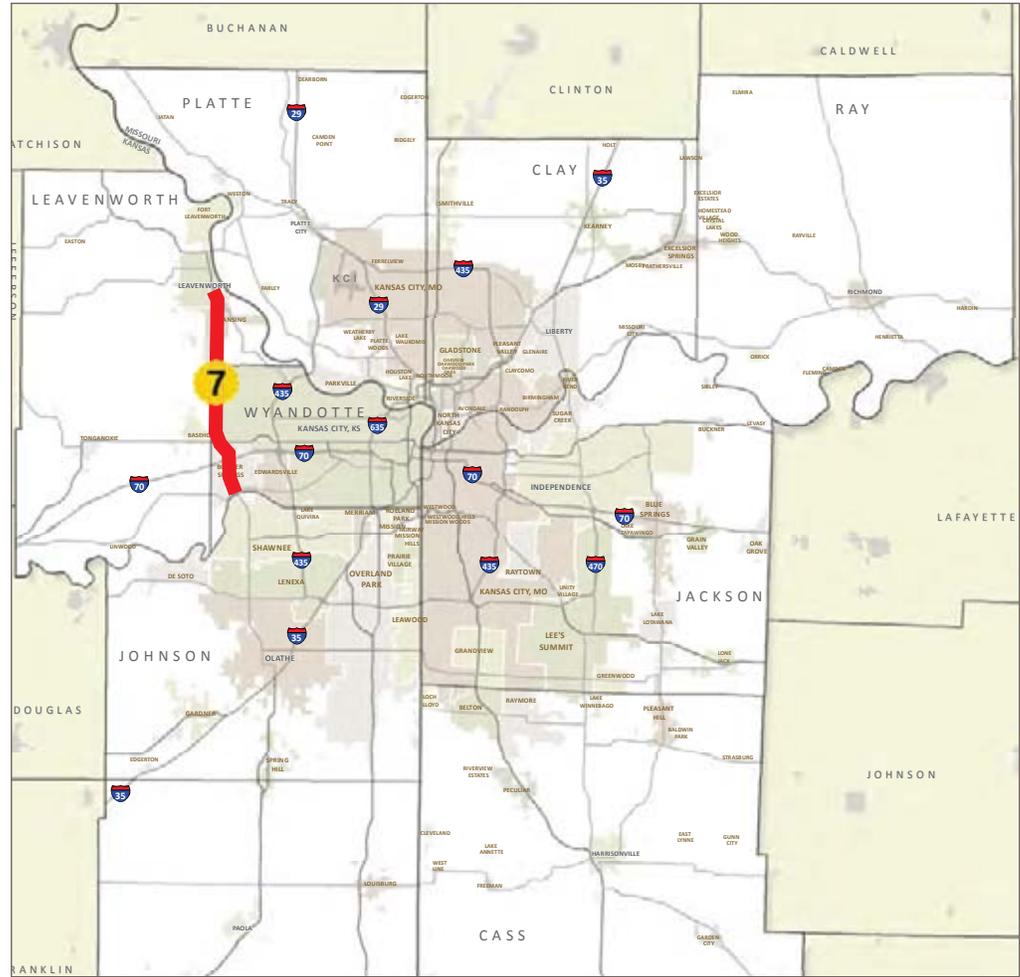


Figure 1: Regional Reference Map

SOURCE: MARC

This study concludes with recommendations that the jurisdictions along the K-7 Corridor in Leavenworth and Wyandotte Counties pursue a “Growing Together” strategy intended to achieve the following results:

- A strategy for orderly growth along the corridor, with initial development focused on areas contiguous to existing areas of development
- A commitment to implementing cohesive design guidelines that will result in higher quality development
- A higher degree of mixed-use development than what currently exists in the corridor
- A priority for incremental freeway conversion moving from south to north along the corridor, with a mix of both overpasses and interchanges

The following report describes the study efforts undertaken during this planning process, and provides a summary of relevant factors, considerations, and recommendations for improving the economic development potential of this important corridor.

INTRODUCTION AND BACKGROUND

PURPOSE OF THE PROJECT

A direct correlation exists between transportation planning and economic development. The greater part of the proposed K-7 Corridor freeway plan is not yet funded, although specific improvements at the Interstate 70 interchange have begun. Due to the uncertainty about when the ultimate freeway plan will be funded and implemented, a focus on anticipated development, economic benefits and implementation issues during the transition from the current configuration to the proposed freeway model is needed. This study is anticipated to assist each community in understanding the future market potential for economic development activity, both individually and collectively, as well as its interrelationship with future transportation and infrastructure improvements.

The creation of this K-7 Corridor Economic Development Strategy was led by the aforementioned Core Team who initiated the study effort in April of 2011. The Core Team held additional meetings in June, August, November, and December of 2011 to provide important context and input to the planning team, and to decide on a long-term strategy for coordinating economic development activity along the corridor. They reviewed a market analysis for the corridor, several conceptual planning scenarios, and a fiscal impact analysis that eventually led to the selection and refinement of a preferred overall direction. A “Growing Together” strategy was developed to focus on improving the quality and character of development that is expected to occur over the next 30 years.

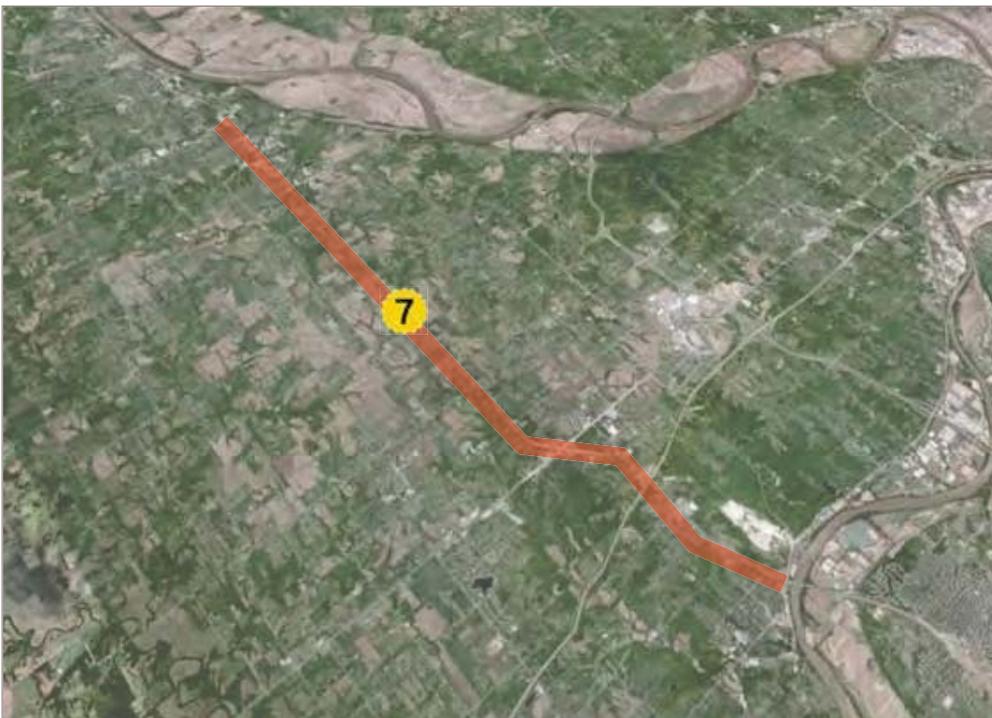


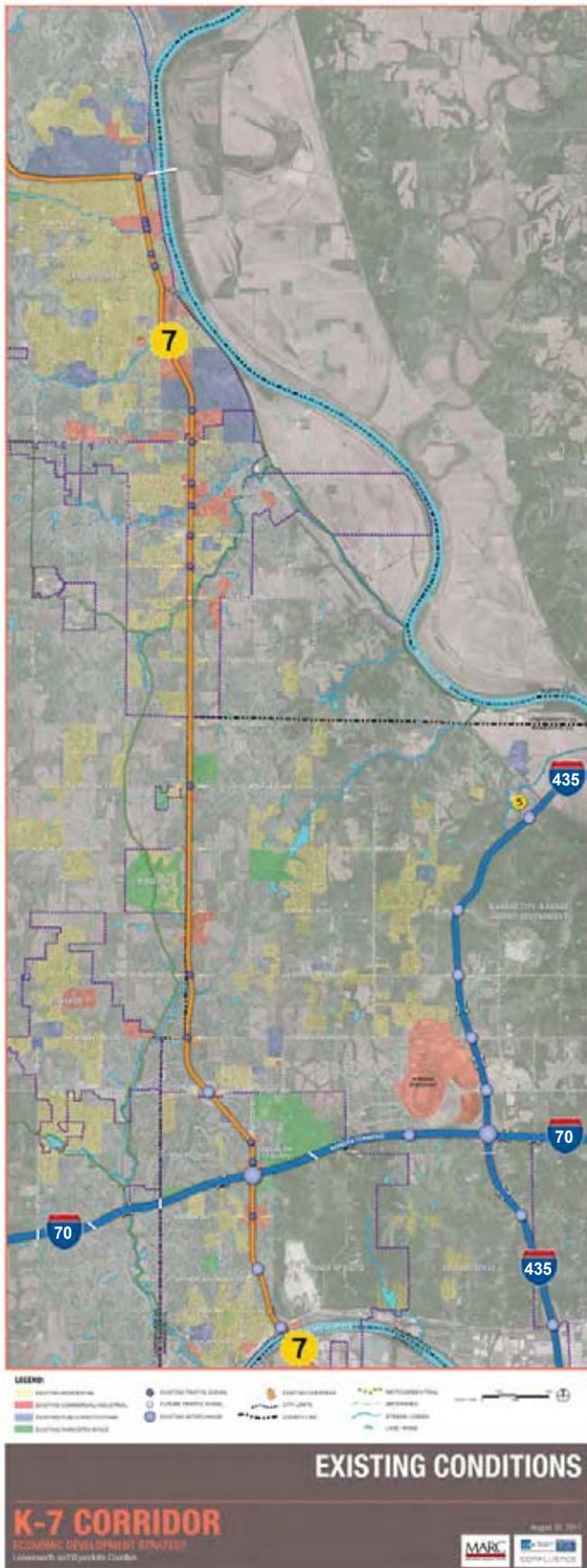
Figure 2: K-7 Corridor Study Area

SOURCE: Google Earth Image

INTRODUCTION AND BACKGROUND

The challenge for this study is to develop a practical, strategic and coordinated plan among multiple jurisdictions that normally compete for any and all development projects that come their way. Due to the uncertainty of a time frame for the actual construction of the freeway, communities have not yet been able to fully realize their potential economic development opportunities within the study area. In most cases, the ultimate freeway/interchange configuration and associated interchange right-of-way has not been fully delineated and/or acquired, and some observers are skeptical the state can ever acquire the funds to build such an ambitious design.

This corridor has developed from a rural highway to a major artery that currently services residents in Leavenworth, Lansing, Basehor, Kansas City, Kansas and Bonner Springs, providing a conduit to access jobs, shopping and entertainment. The K-7 corridor serves a dual role, providing a major transportation route for commuters that prefer speed, and serving as a major road that requires local access for development properties which contribute significantly to the local and state sales and property taxes. Achieving the corridor's long-term potential will take concerted efforts in the areas of coordination and cooperation among the communities it serves, and will require balancing their competing needs with efforts to maximize the opportunities for the anticipated development demand in the future.



INTRODUCTION AND BACKGROUND

HISTORY OF THE K-7 CORRIDOR

The K-7 state highway corridor was constructed in the early portion of the 20th Century, and extends the entire north-south length of the state of Kansas between White Cloud near the Nebraska border to Columbus at the Oklahoma border. Originally constructed as a two-lane facility, K-7 was reconstructed in the mid 1960's to a four-lane expressway from I-70 (Kansas Turnpike) north to Lansing. Subsequently, in 1969, the Kansas legislature designated a State System of Express Highways and Freeways and created a separate construction program for the development of the system. The system consisted of approximately 1,308 miles of centerline roadway in nine corridors designated in the legislature. The portion of K-7 included in the program was generally described as the segment between the Atchison southern city limits, and the I-35 interchange in Olathe. The intention of the program was to construct the nine identified corridors to a four-lane standard—either as an expressway or freeway. Due to insufficient resources to fund the entire system as proposed, only portions of the corridor were improved. The section between K-10 and I-70 was reconstructed to a four-lane expressway, and the section south of K-10 to Olathe was reconstructed to freeway standards. (HNTB, K-7 Corridor Technical Report 2002)

The K-7 corridor still plays a very important role today, serving as the primary transportation linkage between the communities of Lansing, Leavenworth and Bonner Springs to the north with Lenexa, Shawnee, Olathe and Spring Hill to the south in the westernmost part of the Kansas City metropolitan area. In 2002, the Kansas Department of Transportation completed a K-7 Corridor Technical Report which analyzed current and future transportation conditions along a study corridor extending 38 miles from the Miami/Johnson County line to Lansing. The purpose of the study was to determine and document the marginal consequences of doing nothing (No Build) in comparison with various actions to improve the corridor to preserve capacity, either to expressway or freeway standards.

In summary, the study established that in comparison with a fully controlled access freeway, K-7 would eventually need to be widened to a six-lane expressway to provide adequate service levels through a 20 year planning horizon. The views expressed by the majority of the jurisdictional participants in the study supported a freeway design as the preferred facility for maintaining free-flow movement along what they perceived as a predominant commuter route. The City of Bonner Springs expressed their preference that K-7 be maintained as an urban arterial through their city limits (HNTB, K-7 Corridor Technical Report 2002). The study solidified a framework that enabled the cities and counties affected by the decision to develop a long range K-7 Corridor Plan to determine what type of facility K-7 should be, as well as short and long-term action plans to ultimately implement the plan in order to guide state and local decisions relating to land-use and other factors as they affect the corridor.

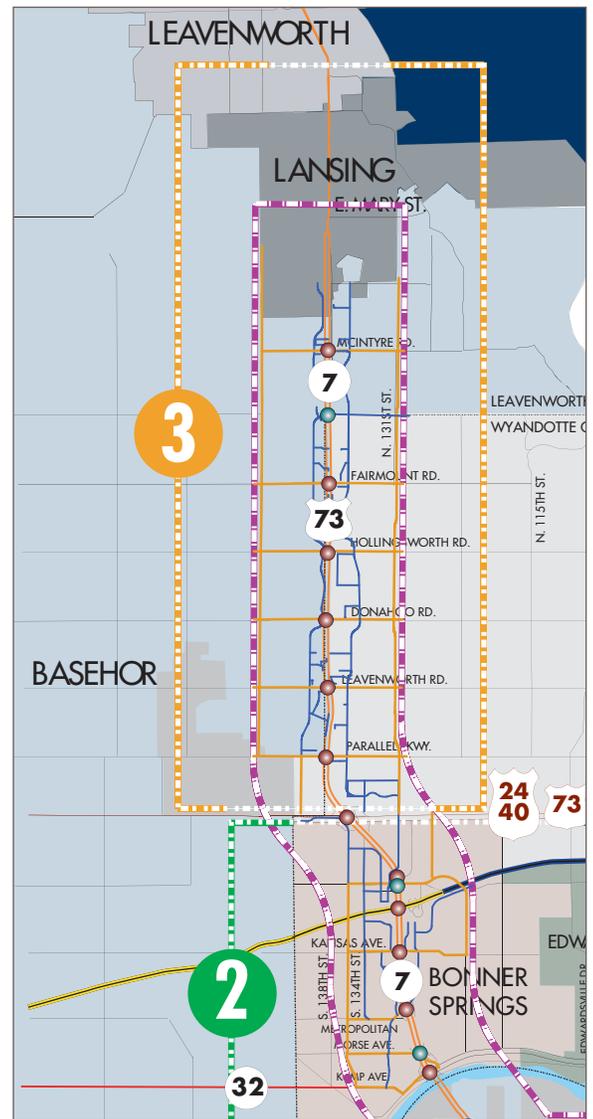


Figure 3: K-7 Corridor Study Area

SOURCE: K-7 Corridor Management Plan, KDOT, 2006

INTRODUCTION AND BACKGROUND

In 2004, the K-7 Corridor Management Plan study commenced and focused on the following objectives:

- Determination of the Facility Type (freeway or urban arterial)
- Develop Access Requirements and Street Network System
- Determine Right-of-Way Preservation Needs
- Develop a Phased Implementation Plan
- Execute Memorandums of Understanding *(HNTB, K-7 Corridor Management Plan 2006)*

The plan calls for six new interchanges along the 13 mile corridor from Leavenworth to Bonner Springs, five of them at one-mile intervals north of I-70. A system of frontage roads will carry local traffic.

At the completion of the study, Memorandums of Understanding (MOU's) were developed with each of the twelve communities along the 35-mile corridor to establish roles and responsibilities for KDOT and the local communities in implementing the K-7 Corridor Management Plan. The MOU's formalized the continued collaborative environment initiated by the study, and created a shared framework for implementing its recommendations - including the on-going coordination efforts provided by KDOT's K-7 Corridor Review Committee.



II. EXISTING CONDITIONS

EXISTING CONDITIONS

An analysis of existing conditions throughout the study area along the corridor was performed by the planning team to review factors including area topography, natural physical features, roads and street networks, and existing water and sewer infrastructure currently serving the area. This analysis also includes a summary of current and historic demographic trends that assist in forming a framework of data that will assist in the evaluation and decision-making process. Evaluating the K-7 Corridor's share of the economic development market, including how it is shaped by these existing area conditions, forms the basis for a detailed Market Analysis found in Section III of this report.

DEMOGRAPHICS AND ECONOMIC BASE

Key demographic trends and projections concerning population, income, age, and other factors help shape potential plans for the future of the corridor and will impact potential real estate development activity along and near K-7 over the next few decades. The consultant team drew from U.S. Census data, discussions with local market experts and government officials, data from the Mid-America Regional Council, and data from ESRI Business Solutions ("ESRI") to outline the existing and projected demographic profile for the corridor study area.

	1990	2000	2009	Change, 2000-2009	Percentage Change, 2000-2009
Leavenworth (City of)	38,495	35,420	35,081	(339)	-1.0%
Lansing	7,120	9,199	10,804	1,605	17.4%
Kansas City, KS	149,767	146,866	143,209	(3,657)	-2.5%
Basehor	1,591	2,238	4,392	2,154	96.2%
Bonner Springs	6,413	6,768	7,248	480	7.1%
	1990	2000	2009	Change, 2000-2009	Percentage Change, 2000-2009
Leavenworth County	64,371	68,691	76,227	7,536	11.0%
Wyandotte County	161,993	157,882	157,505	(377)	-0.2%
Johnson County	355,054	451,086	544,179	93,093	20.6%
Platte County	57,867	73,781	89,322	15,541	21.1%
Clay County	153,411	184,006	221,939	37,933	20.6%
Jackson County	633,232	654,880	674,158	19,278	2.9%
Cass County	63,808	82,092	99,478	17,386	21.2%

Table 1: Historical Population Trends, by City and County, Kansas City Metropolitan Area

Source: U.S. Census

HISTORICAL POPULATION TRENDS

As illustrated in Table 1 (pg. 10), while several counties within the Kansas City metropolitan area gained significant population over the last few decades, Leavenworth and Wyandotte Counties and the cities along the K-7 corridor have historically trailed the region in population growth. The City of Basehor nearly doubled in population between 2000 and 2009 and the City of Lansing grew by 17 percent during the period, but the City of Leavenworth and Kansas City, Kansas (“KCK”) both lost population over the last decade. Overall, while Leavenworth County grew by 11 percent from 2000 to 2010, Leavenworth and Wyandotte counties together represented a very small share of the region’s growth over the last ten years. While the K-7 corridor represents one of the bright spots of growth in Leavenworth and Wyandotte Counties, the most significant growth in the Kansas City metropolitan area continues to occur in Johnson County on the Kansas side, and suburban Jackson, Clay, Cass, and Platte Counties in Missouri.

The ESRI database allows economists and researchers to analyze population, household, and related data for any polygon-shaped geographic area. An analysis of ESRI data indicates that, while KCK, which represents the vast majority of Wyandotte County’s population, has lost population over the last ten years, the western portion of the community, to the west of I-435, has gained population and has nearly offset the decline of the eastern portion of the county in terms of population and household counts.

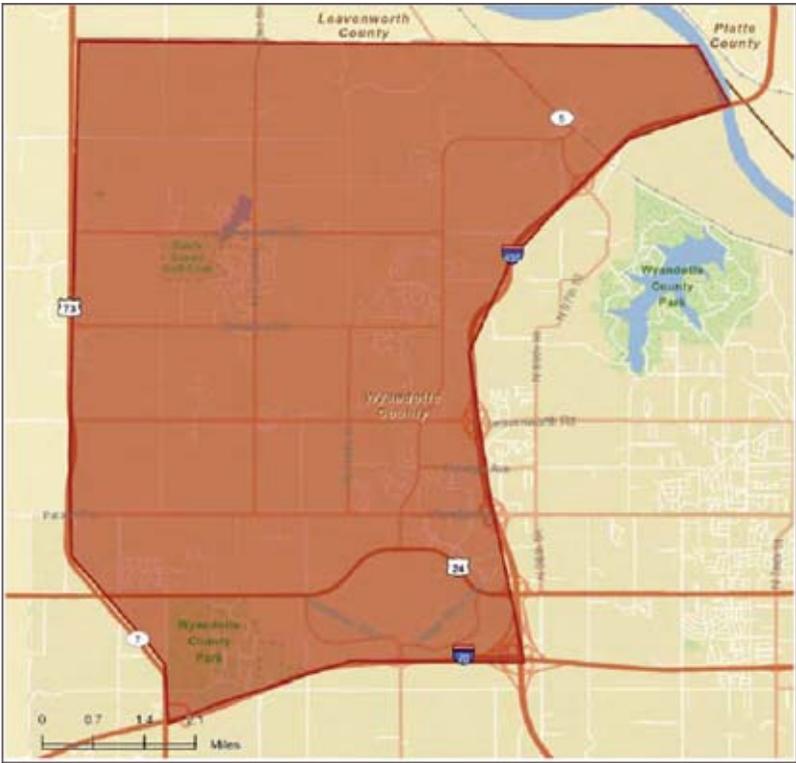


Figure 4: Map of Kansas City, Kansas (West of I-435)
SOURCE: ESRI

EXISTING CONDITIONS

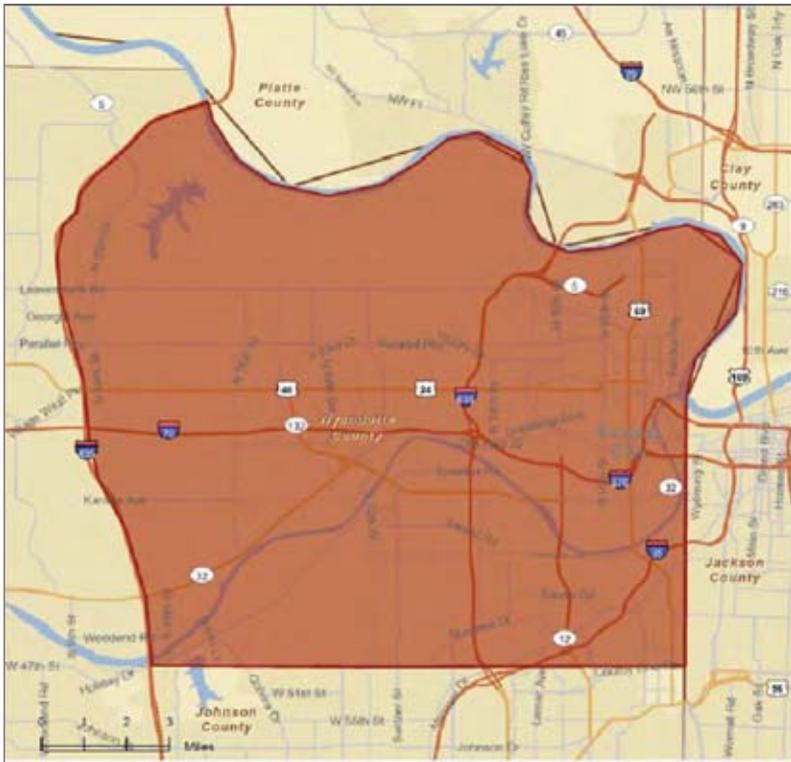


Figure 5: Map of Kansas City, Kansas (East of I-435)

SOURCE: ESRI

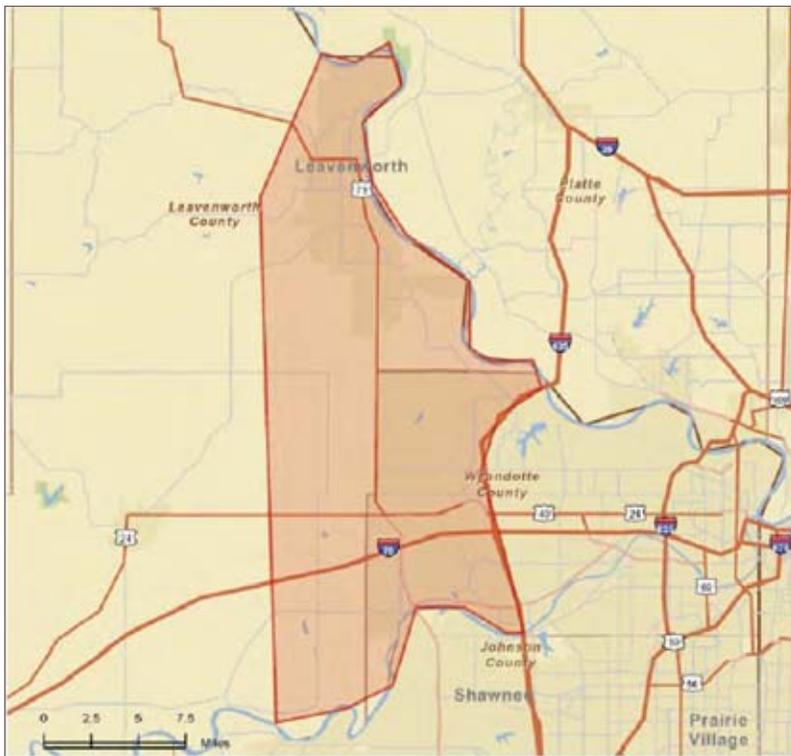


Figure 6: Site Map, Eastern Leavenworth and Western Wyandotte Counties

SOURCE: ESRI

	KCK, West of I-435	KCK, East of I-435
2000 Population	5,134	141,995
2010 Population	8,658	134,602
2015 Population (Est.)	9,512	132,034
2000 Median Household Income	\$67,638	\$32,523
2010 Median Household Income	\$81,807	\$41,953
2015 Median Household Income (Est.)	\$89,745	\$48,665

Table 2: Comparison of Demographic Information, Western vs. Eastern KCK

SOURCE: ESRI

As illustrated in Table 2, according to ESRI the portion of Kansas City, Kansas to the west of I-435 gained over 3,500 people between 2000 and 2010, partially offsetting the decrease of over 7,000 people in the eastern portion of the city over the last decade. The median household income in 2010 in the western portion of the city, around \$82,000, far outpaced the reported median household income in the eastern portion of KCK of just under \$42,000. The communities along K-7 have an opportunity to leverage the recent growth in the western part of KCK to drive increased economic activity along the corridor.

A comparison of ESRI data to Census data for 2010 confirms the westward growth in Kansas City, Kansas. The four census tracts that roughly include KCK in the area to the west of I-435 (tracts 447.03, 447.04, 448.03, and 448.04) gained a total of 5,026 people from 2000 to 2010, according to newly released data from the 2010 Census (available in Spring 2011). By comparison, Wyandotte County overall lost around 1,000 residents from 2000 to 2010, according to 2010 Census figures.

Table 3 outlines the demographic trends in the overall study area, including generally the eastern half of Leavenworth County and the western half of Wyandotte County (to the west of I-435) over the last ten years.

2000 Population	71,315
2010 Population	81,575
2015 Population (Est.)	84,942
2000 Households	24,078
2010 Households	28,034
2015 Households (Projected)	29,342
2000 Median HH Income	\$47,515
2010 Median HH Income	\$61,927
2015 Median HH Income (Projected)	\$68,909

Table 3: Demographic Profile, Western Wyandotte and Eastern Leavenworth Counties

SOURCE: ESRI

EXISTING CONDITIONS

PROJECTED GROWTH: KANSAS CITY METROPOLITAN AREA

The Mid-America Regional Council has produced projections of population, numbers of households, and employment for the greater Kansas City metropolitan area and the counties and cities within the region through 2040. Based upon current trends in the growth of the region, combined with an assumption that urban infill areas will capture 15 to 20 percent of population growth over the next few decades, the other counties in the metro area should continue to outpace Wyandotte and Leavenworth counties in population, household, and employment growth over the next 30 years.

Total Change, 2008-2040			
County	Population	Households	Employment
Wyandotte County	27,752	13,691	20,269
Leavenworth	24,499	10,937	8,562
Cass	58,354	23,865	19,142
Clay	166,648	73,914	80,369
Jackson	144,282	70,652	119,386
Johnson	300,432	136,825	300,203
Platte	72,771	33,769	38,480
TOTAL	794,738	363,653	586,411

Table 4: Projected Population, Household, and Employment Growth by County

SOURCE: Mid-America Regional Council

MARC projects that all of the cities within Leavenworth County will grow over the next 30 years, as outlined in Table 5.

Total Change, 2008-2040			
City	Population	Households	Employment
Basehor	5,294	2,571	1,947
Lansing	2,747	1,356	2,140
Leavenworth	3,648	1,754	2,130
Tonganoxie	3,651	1,537	783
Unincorporated LV Co.	8,818	3,538	1,361
Kansas City, KS	20,130	10,245	18,908
Bonner Springs	6,319	3,000	1,290
Edwardsville	1,284	440	70

Table 5: Projected Population, Household, and Employment Growth by City

SOURCE: Mid-America Regional Council

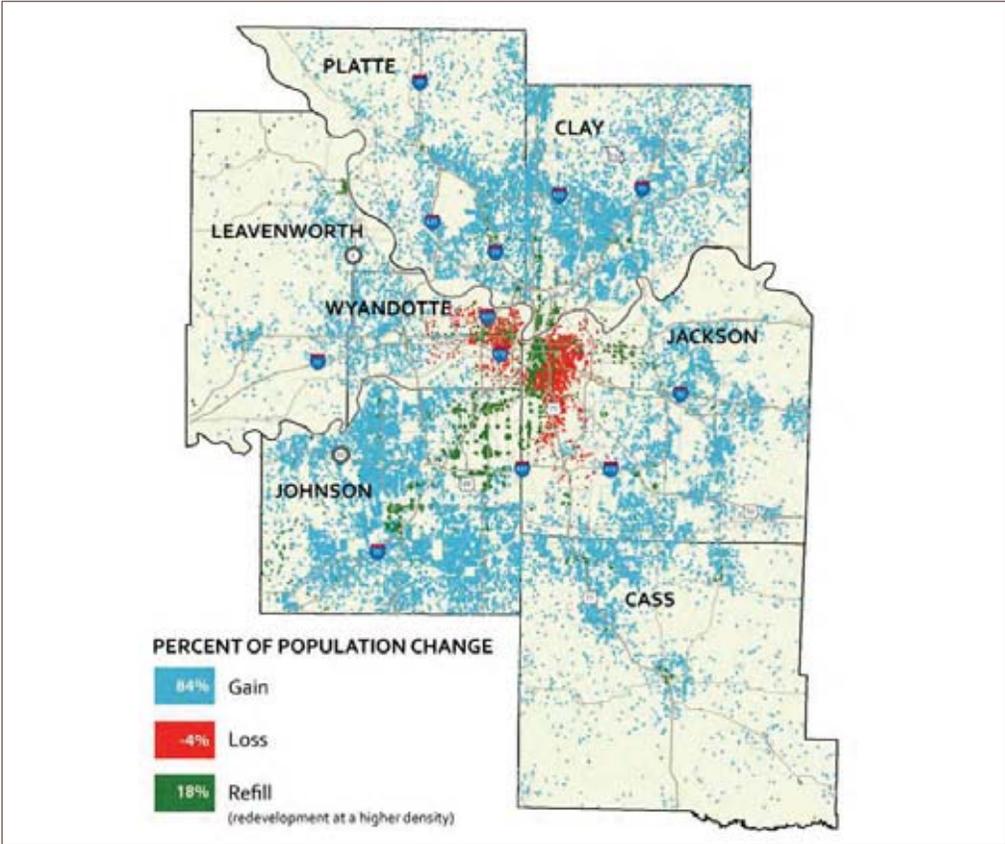


Figure 7: Areas of Anticipated Population Gain and Loss, 2008 – 2040

SOURCE: Mid-America Regional Council

Figure 7 illustrates graphically the locations that MARC has projected to gain population over the next 30 years. The model created by MARC to assist in this analysis anticipates that Johnson County will experience continued strong growth. Growth in the K-7 study area would mainly include growth within western Kansas City, Kansas, in areas located just to the east of K-7, and relatively limited growth in Leavenworth County, outside of existing communities such as Tonganoxie, Basehor and Lansing. MARC officials note that the projected numbers for population, households, and employment for the various municipalities around the metropolitan area were developed in large part based upon the growth rates exhibited by the different jurisdictions over the last 20 years, including both the 1990s and the 2000s. Because western Wyandotte County only began growing around The Legends within the last several years, the projected growth rate for the county (and, likewise for Leavenworth County) used by MARC is likely lower than if the agency had based its prospective growth numbers for the 2008 to 2040 period based upon growth exhibited over the last few years. For example, while the 2010 Census shows that KCK lost around 1,000 residents for the total decade from 2000 to 2010, an examination of Census estimates on a yearly basis indicate that the city’s population bottomed out around 2006, and from July 1, 2008 through 2010, the City grew from 142,562 to 145,786 people (over 2,200 people). In essence, KCK achieved around 10 percent of the total anticipated population growth over the next 30 years within only a two year period. The rate of growth exhibited in western KCK over the last few years rivals or exceeds that of Johnson County and may justify higher estimates for population and employment growth for Wyandotte County in the future.

EXISTING CONDITIONS

Although MARC has not run an alternative scenario that takes into account a higher anticipated growth rate for Wyandotte and Leavenworth Counties, one assumes that doing so would produce materially higher projected numbers for population, households, and employment for the two counties and the individual cities.

In addition, MARC completed its projections for growth at the county-by-county and regional level over the last few years, before a number of new developments were announced for the study area. Over the last two years, developers and/or government entities have announced plans for:

- A major office campus for Cerner Corporation adjacent to Village West and the Speedway complex that will initially house at least 600 employees - and is anticipated to eventually grow to at least 4,000 employees
- Construction of Livestrong Sporting Park in the Village West area, the new home of the stadium for the Sporting KC Major League Soccer club
- Development of the Hollywood Casino in the vicinity of The Legends and Village West
- Development of the new Wyandotte County fairgrounds complex at K-7 and Polfer Road in far northwest Wyandotte County
- Development of new multi-family product in western Wyandotte County (at 130th and State Avenue)

The announcement of these significant new developments may produce near and long term population and employment growth in Wyandotte and Leavenworth Counties that will outpace the projections completed by MARC and local government entities over the last few years. These parties will revise the regional growth projections again in the next few years, and may very likely increase their estimates of growth for Wyandotte and Leavenworth Counties.

A breakdown of population projections by age group reveals that, in line with national trends, the older segments of the population will increase as a percentage of the total population in the corridor study area over the next several years. The population breakdown by age in the table below shows that by 2015 there will be 11,883 people over the age of 65 in the corridor, compared to 9,691 in 2010. The projection, provided by ESRI, does not take into account the potential boost in demand if the public and private sectors in the local area aggressively market good projects well tailored to the aging adult segments.

	Census 2000	2010	2015
1 - 9	11,011	12,505	12,996
10 - 19	11,433	11,558	12,029
20 - 24	4,169	5,435	5,323
25 - 29	4,735	6,463	6,156
30 - 34	5,719	5,983	7,569
35 - 39	7,668	6,679	7,170
40 - 44	6,870	6,331	6,053
45 - 49	6,043	7,103	5,950
50 - 54	4,882	6,656	6,622
55 - 59	3,507	5,894	6,304
60 - 64	2,579	4,608	5,458
65 - 69	2,172	3,125	4,315
70 - 74	1,939	2,234	2,941
75 - 79	1,603	1,756	1,964
80 - 84	989	1,340	1,358
85+	826	1,236	1,305

Table 6: Population by Age Segment, K-7 Corridor

SOURCE: ESRI

Effective planning for future economic development opportunities also must take into consideration the existing physical infrastructure framework for the area. Existing road networks, transit plans, watersheds, water and sewer capacity and current and future land use are important factors in key decision-making processes, not only for the public sector, but also provide the initial data and analysis that developers require to determine interest in locations and calculate a return on investment.

EXISTING CONDITIONS

TRANSPORTATION

Historically and currently, the K-7 Corridor has been a primarily rural highway for automobile and truck traffic. As part of the metropolitan region's discussion of sustainable development policies, graduate students in the University of Kansas Urban Planning Department in the School of Architecture, Design & Planning conducted a multi-modal transportation study of the K-7 Corridor in 2011. This part of western Wyandotte County and eastern Leavenworth County serves as the edge of development growth in the region and its traditional development patterns derive from its rural and small town roots, with more recent suburban development beginning to appear. Density levels and scattered development have not been conducive to establishing a multi-modal framework in which to add bicycle, transit and pedestrian access.

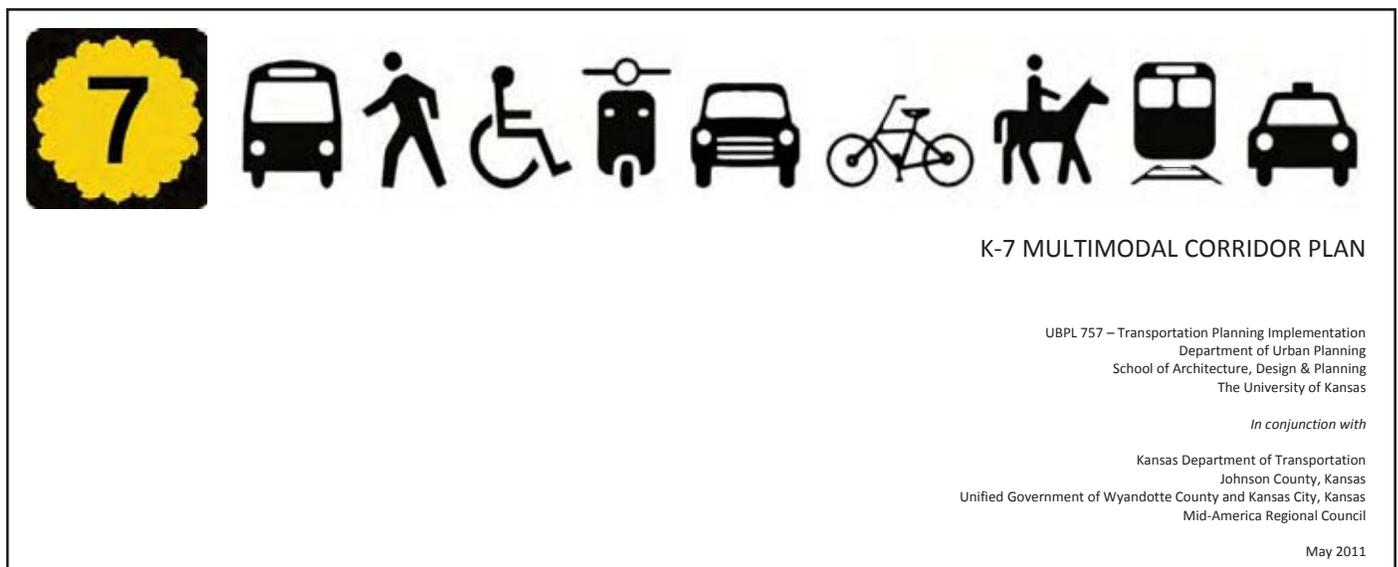


Figure 8: K-7 MULTIMODAL CORRIDOR PLAN

SOURCE: KDOT, 2011

The KU study acknowledges the difficulty in changing development patterns immediately to produce a more multi-modal friendly environment. However, actual implementation of the K-7 freeway plan is undetermined, providing an opportunity to begin to coordinate land use recommendations and transportation policies to insure that sustainable options are not precluded as the area continues to develop. The primary recommendations of the study include concentrating land use into activity centers, encouraging transit-oriented development, implementing comprehensive transit service with transit centers, preserving right-of-way for cycling and high occupancy vehicle lanes, and programmatic changes to incent non-traditional modes of travel in the future.

The K-7 Corridor Management Plan documented existing traffic volumes and operational analysis under existing (2004), future (2030), and ultimate build-out conditions. The existing traffic was formulated based on the 2000 MARC travel demand model, calibrated to year 2004 to account for development which occurred for the period between 2000 and 2004. This forecast formulated the base-line conditions for calibrating future traffic growth projections. Year 2030 traffic was developed from the regional travel demand model based on traffic

EXISTING CONDITIONS

analysis zones (TAZ's) which include projected population and employment demographics and the expected trip trends between and within those TAZ's. An ultimate build-out traffic projection was estimated based on complete infill of the land uses as documented in the collection of regional comprehensive plans for all of the jurisdictions along the K-7 corridor that would affect traffic and growth in some manner.

Daily traffic volumes along K-7 within the limits of this study are as follows. Future 2030 and build-out volumes are based on the premise of K-7 being transformed to a fully controlled access freeway:

Location	2004 (Existing)	Future 2030	Ultimate Build-Out
Bonner Springs North of K-32	15,300	93,200	148,700
Bonner Springs North of Kansas Ave	21,100		
Bonner Springs North of I-70	24,900	72,000	112,600
South of McIntyre	20,200	41,700	62,000

Table 7: Daily Traffic Volumes Along K-7

Source: HNTB, K-7 Corridor Management Plan 2006

These volumes were projected under the presumption that the freeway would provide six lanes through Bonner Springs to US 24/40 (State Avenue), and four lanes to McIntyre Road where it would transition to an urban arterial as it approaches and traverses through Lansing to the north.

EXISTING CONDITIONS

EXISTING ROAD AND STREET NETWORK CONDITIONS

K-7 operates under a variety of roadway characteristics through the study area, which can result in some confusion relating to expectations for drivers unfamiliar to the area. Traveling from the south to north, the highway operates as a freeway crossing the Kansas River and the K-32 and Nettleton Road interchanges. Continuing north, it transitions to a high speed arterial with at-grade cross-overs and signals serving the intersections at Kansas Avenue and the I-70 interchange (Canaan) providing direct access to existing development immediately adjacent to the roadway. North of I-70, K-7 continues as an expressway with local at-grade access points, with the exception of the partial cloverleaf interchange at US 24/40 (State Avenue). Continuing north from US 24/40, K-7 intersects with all of the section line roadways at consistent one-mile spacing approaching Lansing with additional cross-over connections at other locations in between. Intersections controlled by signals include Kansas Avenue, Canaan (I-70), 130th Street, Parallel Parkway, Leavenworth Road, and Polfer Road. Additional signals are planned at Gilman Road, and at Speaker Road as part of the first phase of the I-70 interchange phased improvements project.

PROPOSED ROAD AND STREET NETWORK IMPROVEMENTS

The K-7 Corridor Management plan proposes interchanges at the nine locations in the study area to support the transition to a freeway facility.

The complexity of the I-70 interchange, which is ultimately planned as a freeway to freeway (or system) interchange, requires a system of collector-distributor (CD) roadways connecting with the proposed interchanges at Kansas Avenue and 130th Street to accommodate local access to existing and proposed development in Bonner Springs.

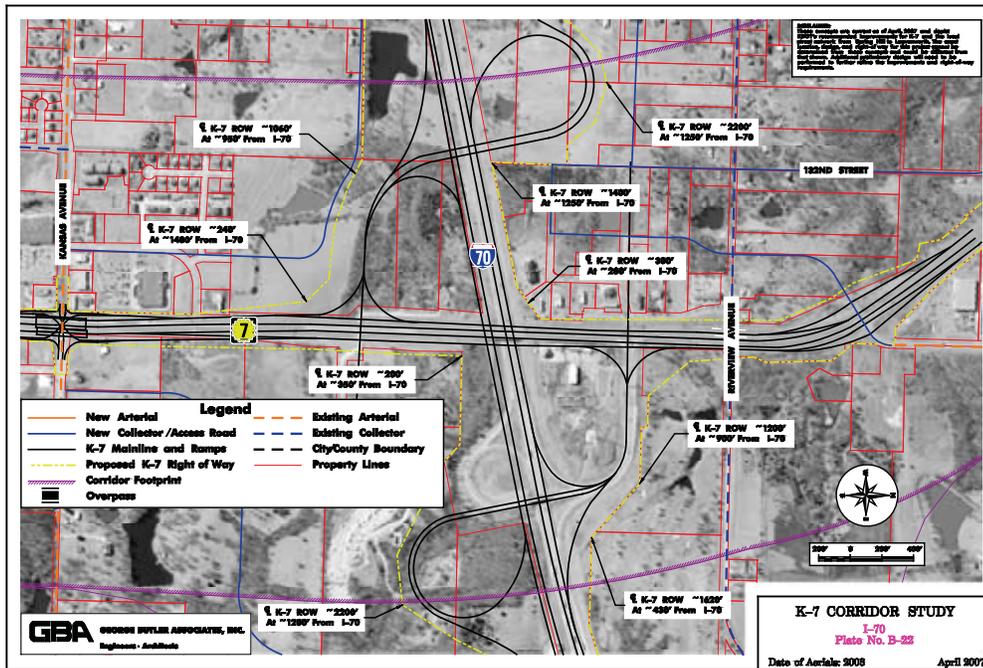
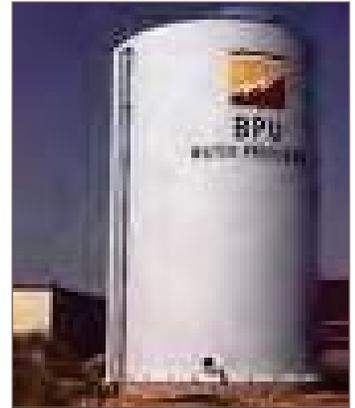


Figure 9: I-70 Interchange Improvements

Source: HNTB, K-7 Corridor Management Plan 2006

Future Interchange Locations:

- Kansas Avenue
- I-70
- 130th Street
- Parallel Parkway
- Leavenworth Road
- Donahoo Road
- Hollingsworth Road
- Polfer/Fairmont Road
- McIntyre Road

The five proposed diamond interchanges between Parallel Parkway and Polfer/Fairmont Road would ultimately result in a total of six interchanges over a five mile section (including the existing US 24 interchange), and will entail a series of frontage and reverse frontage roads to provide local access and serve secondary travel needs in the immediate area. All of the cross streets at the proposed interchanges through this section are ultimately designated as improved arterials or collectors in the respective major street plans for Basehor and Wyandotte County in this area. Donahoo Road is planned as a four-lane divided parkway from I-435 to K-7. One directional lane pair for the three-mile segment of the parkway between K-7 and 115th Street has recently been constructed.

The concept layout of the local street network consisting of frontage roads and other streets, as depicted in the K-7 Corridor Management Plan, provides local access to all property as delineated when the plan was completed. As development occurs, the network and interchange configurations will be refined in all likelihood in response to detailed development plans which may include subsequent consolidation or subdivision of the tracts.

The future McIntyre Road interchange may serve as the connection for an improved and relocated K-5 Corridor, which is proposed by Leavenworth County and the City of Lansing as a parkway-type facility extending along the McIntyre Road and Marxen Road location at the Leavenworth/Wyandotte County line.

EXISTING CONDITIONS

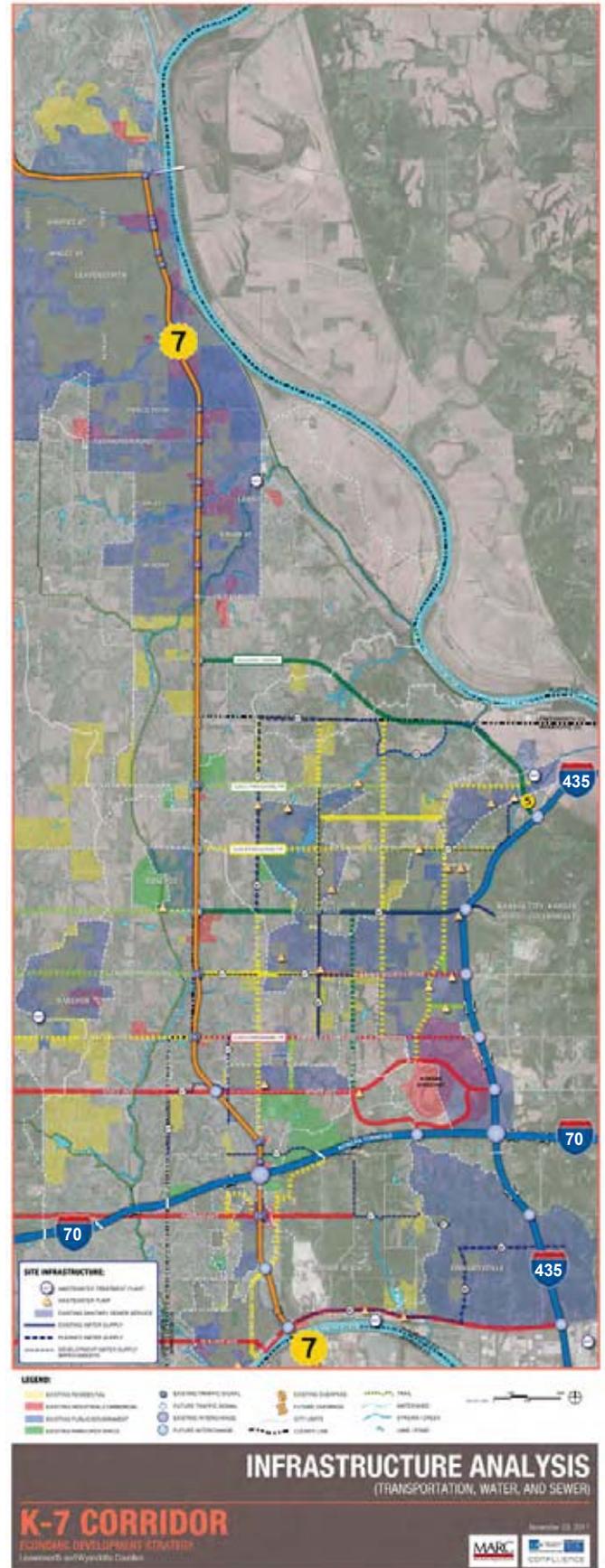
WATER AND SEWER INFRASTRUCTURE

Water service in the study area is provided from three predominant sources, Wyandotte County's Bureau of Public Utilities (BPU), Leavenworth County Rural Water, and Bonner Springs Water Division. In the undeveloped sections of western Wyandotte County, BPU Water is in the process of expanding its system to provide system reliability in that area, and to provide additional capacity to respond to future development in the region. Future development in Leavenworth County would either require capacity enhancement to the County water districts, or could possibly be served under agreement from Bonner Springs Water Division or BPU Water.

Sanitary sewer service is lacking for the most part in the relatively sparsely developed area between Bonner Springs and Lansing. Depending on the location and nature of new planned development, a certain amount of investment in new collection facilities would be necessary. Development in Wyandotte County, in the areas generally lying north of Parallel Parkway in the Island Creek watershed, would require additional collection and pumping systems to accommodate the natural rolling topography and feed to the 0.3 MGD (millions of gallons per day) Wolcott Plant located along the Missouri River to the north. To the south, the undeveloped area in the Piper Creek watershed will likely be served by the Wolf Creek force main system and the 7 MGD Plant 20 located along the Kansas River. A small area in Wyandotte County on the east side of K-7 in the vicinity of Donahoo Road flows to the west into Leavenworth County and into the Wolf Creek watershed.

In preparation for future development and expansion of its City limits, the City of Basehor has recently expanded its system treatment capacity to 1.1 MGD, and is currently operating at approximately 50 percent of capacity. Bonner Springs operates a 1.4 MGD plant and is currently operating at approximately 55 percent system capacity.

Bonner Springs operates a 1.4 MGD plant and is currently operating at approximately 55 percent system capacity.



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III. MARKET ANALYSIS SUMMARY

MARKET ANALYSIS SUMMARY

INTRODUCTION

The consultant team analyzed the existing and potential demand for various real estate types along the K-7 corridor in Wyandotte and Leavenworth Counties based upon an examination of competitive projects and corridors in the local market and throughout the Kansas City metropolitan area and projections of future employment and population in the local market. An examination of the existing and potential psychographic segments present in the local market, along with a survey of comparable corridors in other markets also influenced the determination and analysis of future real estate activity along and near the K-7 corridor.

The term *psychographics* refers to the study of organizing people into groups according to a certain psychological profile, and then studying the general behaviors of each of these groups. Psychographics is similar to the use of demographics and sociographics, yet provides a more in-depth view of the factors influencing the needs and buying habits of certain groups of people. Demographics typically organizes people into age and income groups, while sociographics typically organizes people by their social status. Psychographics focuses on an individual's psychological makeup, and how it differentiates their actions from people in other groups.

PSYCHOGRAPHIC SEGMENTS

Economic analyses on a national basis have broken the U.S. population into a series of psychographic segments defined by the particular stage of life, spending habits, and living patterns of various sub-sets of households in a given geographic area. These profiles provide clues regarding the preferences of population segments for various types of retail and residential development types and for various amenities and activities.

As outlined in greater detail in the market analysis provided in the Appendix, the current psychographic segments present along and near the K-7 corridor include the following groups:

- Milk and Cookies
- Crossroads
- Sophisticated Squires
- Cozy and Comfortable
- Green Acres
- Rustbelt Traditions

In general, the eastern portion of Leavenworth County and the western portion of Wyandotte County include a mixture of somewhat upscale, suburban-oriented groups such as Cozy and Comfortable and Sophisticated Squires, middle income groups such as Milk and Cookies, and blue collar or working class-oriented groups such as Green Acres or Rustbelt Traditions. The older portions of the established communities of Leavenworth and Bonner Springs tend to serve as the home of the less affluent psychographic segments. The growing residential areas of western Wyandotte County and eastern Leavenworth County, generally, from I-70 north through Lansing, tend to include the more affluent psychographic segments.

As K-7 converts to a freeway over time and traffic volumes increase, the character of the corridor will change. Psychographic segments common to more urban settings will gain greater prominence, and the presence of psychographic groups common to small town or rural areas will decline. Several psychographic segments that are present in the Kansas City area at the current time, but are not currently represented along the corridor, are listed below based upon their potential to increase along the K-7 corridor as it transforms over the next two to three decades.

- Boomburbs
- Enterprising Professionals
- Aspiring Young Families
- Up and Coming Families

Boomburbs include young, upscale suburban families with dual incomes and multiple children. This group tends to locate in newer suburban developments around major cities. While they have tended to congregate in the western portions of Shawnee, and in the Parkville area on the Missouri side, as the K-7 corridor and the areas near I-435 attract an increased presence of professional office uses, Boomburbs will likely move into the K-7 corridor area in order to live in greater proximity to employment.

Enterprising Professionals include young, educated, working professionals, many of whom are single. They tend to work in management, finance, and other corporate jobs, and currently tend to live in Lenexa and south Overland Park as well as in Platte County. As the Cerner campus develops and perhaps other office developments in western Wyandotte County follow, the numbers of Enterprising Professionals in the K-7 corridor may increase.

Aspiring Young Families includes young, start-up families, some with kids and some without, and will likely be attracted to moderately priced housing along the K-7 corridor as good-paying professional jobs grow in the area. They are the most affluent of the young family segment profiles and will seek out relatively easy commutes and the entertainment options provided in the Legends area.

Up and Coming Families includes a mixture of Generation X and Baby Boomers with higher than average incomes. This group tends to favor locating in the suburban outskirts of a metropolitan area, primarily in new developments.

KEY TAKEAWAYS BY PRODUCT TYPE

The market analysis examined the current position of the communities along the K-7 corridor relative to the rest of the Kansas City metropolitan area and national markets in terms of retail, residential, and office development. The following highlights the key takeaways from the analysis relevant to the future of the corridor.

MARKET ANALYSIS SUMMARY

RESIDENTIAL:

Residential permit activity and residential development activity slowed considerably along the K-7 corridor and throughout the metropolitan area, in line with national trends, over the last three to four years. As the economy slowly recovers, residential growth should slowly resume. Over the long term, the growth of population and employment in Wyandotte and Leavenworth Counties will drive overall residential growth along the corridor.

The greater difficulty for a wide spectrum of consumers in securing financing for home purchases will drive demand for multi-family residential units along the corridor over the next few years. Demand for multi-family units serving office workers and employees working at the new casino and resorts in the vicinity of the Kansas Speedway will support this multi-family trend along K-7, particularly at the southern end of the corridor study area within Wyandotte and Leavenworth Counties.

Overall residential growth will continue to expand in western Wyandotte County, between K-7 and I-435, given the area's relative affordability (compared to Johnson County) and the easy access to freeways in the area. The development of the Village West area has enhanced the image of Wyandotte County in the metropolitan area, and higher prices in Johnson County have led many buyers to consider other markets on the Kansas side of the metro area, such as Wyandotte County and various outlying communities.

Assuming the K-7 corridor eventually upgrades to freeway status, demand for residential at the north end of the corridor, in Lansing and Leavenworth, may expand given the enhanced access from this end of the corridor to the rest of the metropolitan area. If the K-7 corridor continues to develop with at-grade intersections and numerous stop lights, increased traffic volumes and travel times may limit demand for residential at the north end of the corridor.

RETAIL:

The Kansas City metropolitan area retail market has experienced significant distress over the last few years as the economic recession led to the closure of a number of higher profile retailers nationally and decreased overall retail spending. The overall retail market in the metropolitan area is oversupplied, and developers have shelved a number of projects in recent years or have delayed expansion plans. The Legends and the associated retail near the Kansas Speedway in western Wyandotte County remains one of the bright spots in the local and regional retail market. The area around the Speedway in general has attracted significant retail spending away from surrounding communities, including Leavenworth, Lansing, Bonner Springs, and communities in northern Johnson County. The retail around the Legends should experience an uptick from the opening of the Livestrong Sporting Park, the opening of the new Cerner office campus, and the opening of the new Hollywood Casino. The rebranding of the Legends as an upscale outlet mall will likely diminish demand for low to mid-level retailers along the K-7 corridor over the near to midterm.

In general, the overall saturation of the retail market in the Kansas City area, combined with slower anticipated growth in the near term, will minimize retail demand along the K-7 corridor for the next several years.

K-7 will continue to represent the western edge of the metropolitan area over the next few decades. The presence of significant acreages available for retail development along the I-435 corridor, which enjoys greater access to the rest of the metropolitan area, will minimize retail demand along the K-7 corridor over the near to midterm.

In addition, because the I-435 corridor may absorb much of the larger scale retail demand over the near to midterm, the K-7 corridor is more likely to attract neighborhood retail (including smaller in-line shops) and highway commercial (including convenience stores, gas stations, etc.) over the near to midterm.

OFFICE:

Wyandotte and Leavenworth Counties have traditionally included a relatively small inventory of office properties relative to the greater metropolitan area, as the traditional employment centers of Downtown Kansas City, Missouri, and southern Johnson County (along College Boulevard and nearby corridors) have tended to attract larger office complexes. The existing office inventory along the K-7 corridor and in western Wyandotte County includes primarily smaller office uses for doctors, attorneys, and other local businesses of less than 5,000 square feet per tenant. These uses tend to locate in the heart of the communities along the corridor and include older properties of more than ten years old.

The larger KC metro office market will remain constrained over the next few years as companies remain tepid in their hiring and the market continues to absorb vacancies. Several years ago, new construction in the local office market slowed as the metropolitan area absorbed significant inventories of office space that entered the market as Sprint consolidated its operations from throughout the metropolitan area to its new campus in south Overland Park. Today, as Sprint continues to right-size its local operations, a good deal of the space at its campus is now entering the market, driving up vacancy rates in the Johnson County area. Competition for tenants and office complex anchors remains fierce, as Kansas and Missouri continue to battle each other for corporate headquarters with new tax and related incentive packages. In terms of any new development, various cities throughout Johnson County continue to market available properties and corridors that have been primed for growth over the last ten to 20 years. The Renner Boulevard corridor in Lenexa, the Ridgeview corridor and the Cedar Creek area in Olathe, and the 135th Street corridor in Overland Park represent employment corridors with significant space available for development of new office properties. The new K-State Innovation research park at K-7 and K-10 in Olathe also represents a potential area for new employment growth in Johnson County. In terms of the market for class A or even B office, Wyandotte and Leavenworth Counties face stiff competition from other submarkets in the metropolitan area that have a wide range of assets to offer potential tenants.

The key question facing Wyandotte County and the nearby K-7 corridor concerns the degree to which the development of the new Cerner office campus in the vicinity of the Kansas Speedway will spur further office development in the local area. The construction of the 600,000 square foot Cerner facility will alone increase the office inventory in the Wyandotte County market by nearly 40 percent and establish the I-435 / I-70 area as a potential new node for employment in the metropolitan area. At the very least, the Cerner development puts Wyandotte County “on the map” for further office development. An important secondary question concerns the

MARKET ANALYSIS SUMMARY

location for subsequent office growth in the KCK market. All other factors held constant, new office growth should tend to locate along the I-435 corridor first, given the beltway's connectivity to KCI and Johnson County, and then along I-70, just to the west of the Cerner campus along 110th Street. Significant office development is unlikely to spill over to the K-7 corridor, given the significant inventory of undeveloped land at key interchange locations along I-435 and I-70. While the K-7 corridor certainly should benefit from the Cerner development and the potential growth of employment around the Speedway area, K-7 is unlikely to emerge as a significant office growth area over the next few decades.

In general, office development will continue to proceed at a very slow pace along the K-7 corridor over the next several years, given the glut of office space in the metropolitan area and continued significant competition from the Johnson County area. Office growth along the K-7 corridor will continue to largely include smaller office uses, such as medical office, that grow as a result of the population growth in the communities along the corridor over the next few decades.

INDUSTRIAL:

The industrial markets in the metropolitan area have not experienced significant peaks or valleys, in contrast to many other parts of the country, and speculative development has remained limited over the last few years. The Kansas City area continues to receive significant interest due to the development of two intermodal facilities, one associated with the Burlington Northern Union Pacific (BNSF) rail system at a site near Edgerton, Kansas, and the other at the former Richards Gebaur Airport in Cass County. The connectivity of the area via the interstate network and Kansas City's central location should continue to make the area a primary distribution location for goods arriving from global markets into the middle of the country.

Wyandotte County is one of the largest submarkets in the Kansas City area in terms of general industrial space and warehouse space, but is the second smallest submarket in the region in terms of flex space. Going forward, Johnson County will continue to dominate the market for new industrial growth on the Kansas side given the development of the new BNSF intermodal facility in Edgerton, the continued growth of distribution and flex space along the I-35 corridor in the Olathe area, and continued growth of flex space along K-7 in the Lenexa and Shawnee areas. Elsewhere in the local area, the emergence of the new research park just north of downtown Leavenworth will present another competitor to the northern end of the K-7 corridor in terms of office and flex space, and new industrial park sites in Tonganoxie and Lawrence to the west present new competition for communities along the K-7 corridor given the connectivity of these communities to the I-70 corridor.

Given the planned improvements of K-7 to freeway status and the corridor's connectivity to I-70 and to I-35 and the intermodal area to the south (in the Gardner and Edgerton areas), the corridor should continue to attract interest for industrial uses going forward. The Union Pacific line does cross K-7 at Bonner Springs, but little space remains to connect and leverage this line along the K-7 corridor. As a result, K-7 mainly benefits from freeway connections to the larger interstate network and therefore will likely tend to attract light industrial and flex space rather than larger scale distribution facilities going forward. Developers will more likely construct larger distribution facilities along the Missouri River, along I-35 near the BNSF

intermodal, or along other interstate and rail served locations in the region. K-7 will likely attract smaller profile industrial and flex projects going forward.

In general, the connectivity of the K-7 corridor to I-70 and the Kansas Turnpike does create opportunity for industrial and flex space, particularly at the southern end of the corridor. The potential development of a new airport for Leavenworth County in the Lansing area and growth resulting from Fort Leavenworth may stimulate growth for flex space at the north end of the corridor as well.

KEY RECOMMENDATIONS BY DISTRICT

The consultant team outlined key recommendations for various segments or “districts” along the K-7 corridor. Because market conditions and competitive pressures naturally vary along a corridor that stretches over several miles through two counties, the key market recommendations for K-7 differ by location or subarea.

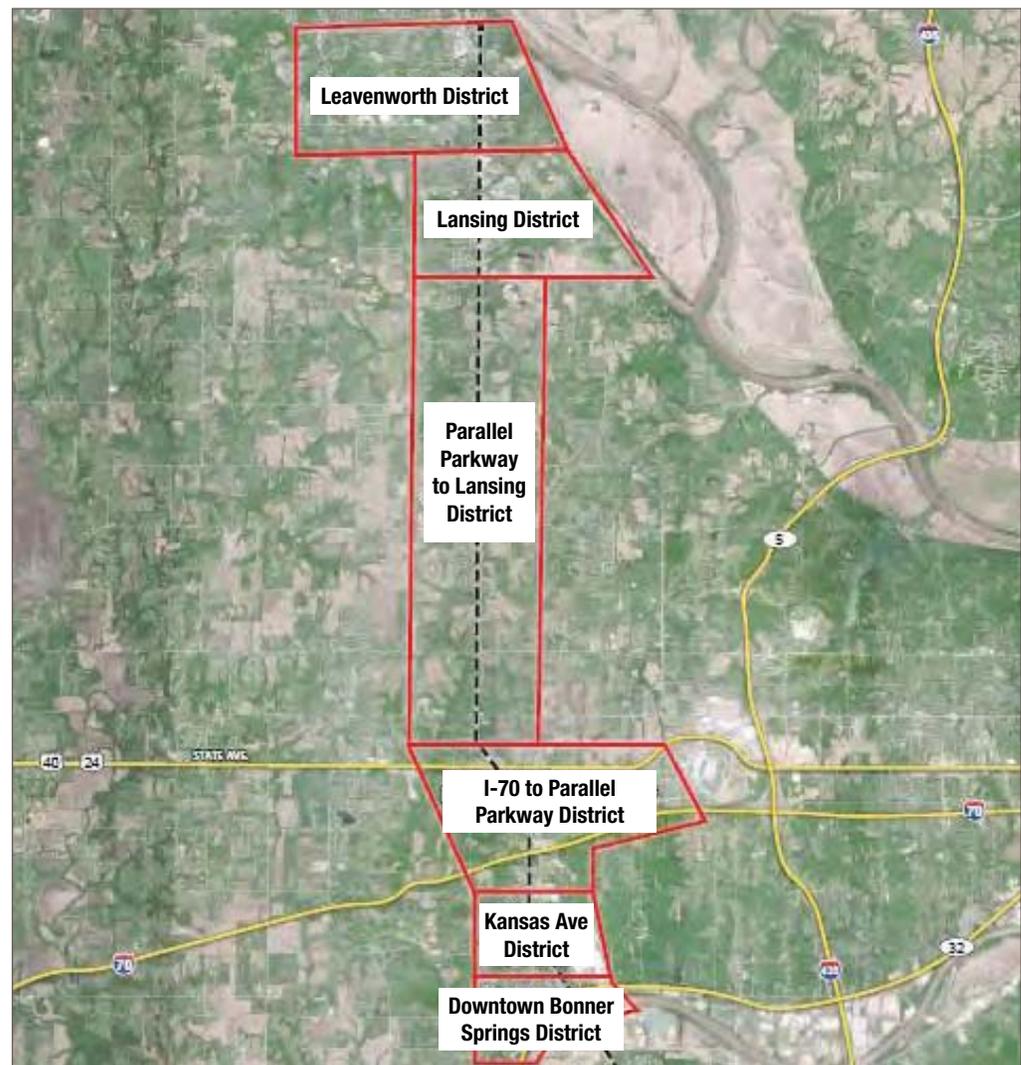


Figure 10: Nodal Districts, K-7 Corridor

SOURCE: ESRI, Design Workshop

MARKET ANALYSIS SUMMARY

Based upon market research and discussions with real estate professionals and local officials, this market study evaluates general recommendations for the K-7 corridor based upon the following breakdown of districts, illustrated in Figure 5.

- Downtown Bonner Springs District
- Kansas Avenue District
- I-70 to Parallel Parkway District
- Parallel Parkway to Lansing District
- Lansing District
- Leavenworth District

Key Takeaways and Recommendations, Downtown Bonner Springs District:

- The City of Bonner Springs should build upon recent streetscape improvements and work to stimulate the redevelopment of the K-32 corridor from K-7 to the heart of Downtown Bonner Springs in order to enhance this gateway to the downtown area and the overall community.
- The City and its partners should work to develop a brand identity and name recognition for Downtown Bonner Springs throughout the area, and in particular in western Johnson County.
- Downtown Bonner Springs should play to its small town and historic attributes in order to distinguish the district from the suburban orientation of virtually all of Johnson County.
- Although the Union Pacific railroad currently separates downtown from the Kansas River, the downtown district should work to leverage the presence of the river wherever possible. Enhancing trails and open space areas along and near the river would help to enhance the portfolio of assets around Downtown Bonner Springs and make the area more attractive to visitors.
- Downtown Bonner Springs should work to diversify the roster of businesses in the area beyond small gift shops and restaurants and should help to recruit tenants that would match the profile of potential customers in the district.
- Like many downtown areas, Downtown Bonner Springs should work to enhance its programming of events and activities in order to increase the marketability of the district, particularly to families.

Key Takeaways and Recommendations, Kansas Avenue District:

- The City of Bonner Springs, KDOT, and the retailers and property owners in the area should identify strategies and timelines for improvements to K-7 that support future development as well as provide for the freeway functionality of the route.
- The City and KDOT should work to install parallel streets, such as the extension of Nettleton Avenue, in order to provide alternative access routes to area retailers and to provide a relief route for traffic during construction of the K-7 freeway. The agencies should work to start construction as soon as possible in order to reduce uncertainty over the future of the corridor and its associated improvements.

MARKET ANALYSIS SUMMARY

- The City of Bonner Springs should work proactively to develop new areas of residential growth to the east and west of the K-7 and Kansas Avenue area in order to provide new markets for retail at the intersection that would offset any future leakage of retail spending to new developments in western Johnson County and elsewhere along the K-7 corridor.
- Many of the existing retail and associated properties in the K-7 and Kansas Avenue area are fairly old and may require renovations or redevelopment in the coming years in order to maintain their existing levels of retail sales. The City should work with the Community Improvement District that has formed in the area to formulate design standards for the potential redevelopment of properties. These guidelines will help ensure that well planned and designed projects help to fortify the district against any decay in the coming years.

Key Takeaways and Recommendations, I-70 to Parallel Parkway District:

- This district most clearly will absorb light industrial and flex space, as well as potentially distribution facilities, given the prospect of improved connectivity (via freeway) along K-7 to the BNSF intermodal facility in Edgerton and the connectivity of I-70 running east-west.
- Most of the demand for office associated with or resulting from the Cerner campus construction will be absorbed along the I-435 corridor, but the area along 118th and State Avenue may attract a small office campus. The areas directly along K-7 will likely not attract a major office user going forward, given the inventory of land for office development along I-435 in Wyandotte County and the continued inventory of competing office parks and projects throughout Johnson County.
- Demand for multi-family and other residential uses will likely gravitate to areas along State Avenue to the east of K-7, toward the Cerner campus and the Speedway area. The areas directly near the K-7 and State Avenue interchange will likely develop as a mixture of highway retail and light industrial / flex space uses.
- KDOT and the City of Bonner Springs should articulate the anticipated timeline for improvements at the K-7 and 130th Street intersection as soon as possible to reduce uncertainty for businesses and potential developers.
- Because this district serves as the key gateway to the K-7 corridor from I-70, the community should work to manage development at key intersections (such as at I-70, State Avenue, and 130th Street) in order to maintain design quality and the overall value of the corridor.
- The K-7 interchange with I-70 represents a key location for future light industrial or business park uses. Bonner Springs should work to develop a formal industrial or business park in this district in order to compete with emerging industrial parks along the turnpike in Tonganoxie and Lawrence and to counter emerging business park centers located throughout Johnson County.
- The Unified Government and Bonner Springs should work together to capitalize on the Cerner development in order to secure a mixed-use office development in the vicinity of 118th Street, south of State Avenue.

MARKET ANALYSIS SUMMARY

Key Takeaways and Recommendations, Parallel Parkway to Lansing District:

- The cities along this portion of the corridor should collectively work to limit new growth in the short term along this section of K-7 in order to minimize investments in infrastructure improvements and focus growth to areas already primed for significant growth, including the I-70 and I-435 corridors.
- As part of this effort, the cities should work collectively to limit the number of new traffic signals installed along K-7 through this stretch. Limiting signalized access would help to prevent leapfrog development in this area.
- The cities should help to steer residential growth to areas near K-7 that are already serviced by trunk infrastructure.

Key Takeaways and Recommendations, Lansing District:

- The City of Lansing currently lacks an identifiable node or destination along the K-7 corridor. The community should continue to work to develop the Main Street project, which is already partially completed, in order to complete a key community amenity and focal point going forward.
- The planning team and the community should identify how the potential upgrade of K-5 would affect land use and zoning in Lansing based upon two scenarios: 1) the Leavenworth County Airport is constructed, and 2) assuming the airport is not constructed.
- Lansing has considerable strengths, including favorable demographic profiles (good incomes, good population growth and good schools), and should work harder to create a larger presence in the metropolitan region in order to attract more businesses and residents. The community should determine target markets for new development, including target psychographic segments, and should determine the positioning Lansing should take relative to Johnson County and the Northland, in particular.

Key Takeaways and Recommendations, Leavenworth District

- The City of Leavenworth should work with developers and residents to identify opportunities to create small mixed-use developments in the areas around K-7 and Muncie to serve the VA Hospital and St Mary's College. Pursuing a mixed-use development strategy would help distinguish this corridor from other commercial corridors and areas in the Lansing and Leavenworth areas.
- The City of Leavenworth should use design guidelines and perhaps even a Form Based Code to enhance the quality of the existing corridor.
- The City should look for opportunities to enhance gateways along the corridor to distinguish Lansing and Leavenworth, and the transition between these cities.

PROJECTED DEMAND FOR THE K-7 CORRIDOR

The following outlines projected demand by real estate type for the K-7 corridor (in total) over the next 30 years, based upon long term projections for population and employment for Leavenworth and Wyandotte Counties. This study considered potential demand based upon two alternative scenarios. The first simply uses the population projections completed by MARC for 2040 for the local area. The second scenario assumes that MARC's projections of population growth for Leavenworth and Wyandotte Counties are overly conservative, and instead increases the anticipated growth in population and households by 10 percent over the 30 year period. Many government officials in the local area believe that MARC's population projections for the two counties understate the projected growth of the area, and this alternative scenario considers the potential demand for various real estate types along the corridor assuming a small bump in growth across the study area.

PROJECTED OFFICE DEMAND

Based upon MARC projections for employment for the local area and assumptions concerning the percentage of total jobs that will involve the use of traditional office space, as well as the capture rate that the K-7 corridor will garner in relation to overall growth in Wyandotte and Leavenworth Counties, the analysis concludes that the K-7 corridor in total should be able to absorb from 1.5 to 1.65 million square feet of office space over the next 30 years.

	Using MARC Assumptions	Using MARC Assumptions, plus a 10% Bump	Notes
Employment Growth, 2008 - 2040 (WY and LV counties)	28,831	31,714	
Projected Office Employment (WY and LV counties)	16,722	18,394	Assumes 58% of employment involves use of office properties, on average.
Capture Rate, K-7 Corridor	30%	30%	
Projected Office Employment, K-7 Corridor	5,017	5,518	
Square Feet of Office Space Used by Average Employee	300	300	
Total Projected Growth in Office Space, K-7 Corridor, 2008 - 2040 (Square Feet)	1,504,978	1,655,476	

Table 8: Projected Office Demand, K-7 Corridor, 2008 - 2040

SOURCE: ESRI, Design Workshop



Figure 11: Comparable Office Development Examples

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PROJECTED INDUSTRIAL DEMAND

Based upon MARC's assumptions regarding employment growth in Wyandotte and Leavenworth Counties and normal assumptions regarding the percentage of the workforce employed in companies using industrial or flex space, the analysis concludes that the K-7 corridor should absorb from 2.2 to 2.5 million square feet of light industrial space over the next 30 years. This represents a conservative assumption that the K-7 corridor will capture only 10 percent of all new light industrial or flex space in the two counties over the next forty years. While larger scale industrial parks in the area, such as the existing area near I-435 in the Kansas River bottoms, often account for a large portion of the local industrial market, the K-7 corridor may exceed a 10 percent share of the total industrial market in the two counties. This change would result in the corridor absorbing a larger footprint of industrial space over the next few decades.

	Using MARC Assumptions	Using MARC Assumptions, plus a 10% Bump	Notes
Employment Growth, 2008 - 2040 (WY and LV counties)	28,831	31,714	
Projected Industrial / Flex Employment (WY and LV counties)	8,938	9,831	Assumes 31% of employment involves use of industrial or flex properties, on average.
Capture Rate, K-7 Corridor	10%	10%	
Projected Industrial / Flex Employment, K-7 Corridor	894	983	
Square Feet of Industrial / Flex Space Used by Average Employee	2,500	2,500	
Total Projected Growth in Industrial / Flex Space, K-7 Corridor, 2008 - 2040 (Square Feet)	2,234,403	2,457,843	

Table 9: Projected Industrial Demand, K-7 Corridor, 2008 - 2040

SOURCE: ESRI, Design Workshop



Figure 12: Comparable Industrial Development Examples

PROJECTED RETAIL DEMAND

Based upon assumptions tied to population and income growth for the western Wyandotte and eastern Leavenworth County area produced by either MARC or from ESRI data, the analysis calculates the general increase in retail space for the overall corridor study area over the next 30-plus years. The product of anticipated population growth and the anticipated per capita income in 2040 produces an estimate of the increase in personal spending for the corridor study area at the conclusion of the forecast period (2040). Assuming that the residents within a few miles of K-7 spend 80 percent of their retail dollars along the 10-mile corridor in a given time period, and assuming that retail in the area averages around \$250 per square foot, the corridor should be able to support from 1.4 to 1.7 million square feet of retail space between now and 2040.

	Based on MARC and / or ESRI projections	Based on MARC and / or ESRI projections, plus a 10% Bump	Notes
Population Growth, 2008 - 2040 (K-7 Study Area)	25,000	27,500	
Projected Per Capita Income, 2040	\$45,132	\$49,645	
Total Net Increase in Personal Spending, 2040	\$1,128,300,000	\$1,365,243,000	
Capture Rate of Total Personal Spending (along K-7 corridor)	80%	80%	
Percentage of Personal Spending Dedicated to Retail	40%	40%	
Total Projected Growth in Retail Spending, K-7 Corridor, 2040	\$361,056,000	\$436,877,760	
Retail Spending per Square Foot (on average)	\$250	\$250	Based upon typical metrics for mid-level retail in the Midwest.
Total Projected Growth in Retail Space, K-7 Corridor, 2008 - 2040 (Square Feet)	1,444,224	1,747,511	

Table 10: Projected Retail Demand, K-7 Corridor, 2008 - 2040

SOURCE: ESRI, Design Workshop



Figure 13: Comparable Retail Development Examples

MARKET ANALYSIS SUMMARY

PROJECTED RESIDENTIAL DEMAND

Projecting residential demand for a given geographic area is more straightforward than anticipating the breakdown of industrial versus office space, as the growth of households in a given town or area directly drives the demand for residential housing. Based upon ESRI projections for population growth in the K-7 study area (defined as a few miles on either side of the highway, from the south end to the north end), the corridor should gain around 25,000 residents over the next 30 years. This growth is equal to about half of all population growth in Wyandotte and Leavenworth Counties anticipated by MARC as part of the 2040 projections discussed earlier. Since K-7 is located in the heart of the growth vector (heading west from the Speedway) that is helping to drive the two counties toward a more significant role in suburban growth in the metropolitan area, it is reasonable to assume that a large chunk of the two counties on either side of K-7 will absorb around half of all new residents.

On an annual basis, the calculation above indicates that the corridor, in aggregate, should support around 300 housing permits per year. The mix of single-family versus multi-family units will likely tie with historical averages for the percentage of households in the area that buy versus rent homes (roughly two-thirds own a home, and one-third rent on average). The exact location for residential absorption on a year by year basis along the corridor will depend on a host of factors, including availability of parcels for residential development, local zoning issues, and the final locations for office and industrial developments in the communities.

	Based on MARC and / or ESRI projections	Based on MARC and / or ESRI projections, plus a 10% Bump	Notes
Population Growth, 2008 - 2040 (K-7 Study Area)	25,000	27,500	
Average Number of People per Household	2.67	2.67	
Total Household Growth, 2008 - 2040	9,363	10,300	
Total Household Growth, per Year	293	322	

Table 11: Projected Residential Demand , K-7 Corridor, 2008 - 2040

SOURCE: ESRI, Design Workshop



Figure 14: Comparable Residential Development Examples

CONCLUSION

Given current market conditions, in which the residential, retail, and office markets in the western suburbs and the overall Kansas City area continue to see limited expansion, this market study does not attempt to predict the market for various product types over the next one to three years. Instead, this study focuses more on the macroeconomic projections for office, retail, and residential uses over the next 20 to 30 years.

In general, the K-7 corridor is well positioned to enjoy additional growth over the next few decades as new developments at the Kansas Speedway area, and in particular the Cerner campus, spur ongoing growth in western Wyandotte County. However, each community faces its own set of issues regarding its particular district along the K-7 corridor, as discussed in the report. Bonner Springs faces the challenge of marketing its distinctive downtown area in light of poor connections to K-7 and poor visibility. Bonner Springs also faces challenges associated with how existing businesses may access K-7 both during and after the installation of new interchanges along K-7. Lansing and Leavenworth struggle with the possibility that the area to the south along K-7 may gain additional stop lights over several miles, limiting access to their communities to a certain extent, through increased traffic volume. In addition, the potential upgrades of K-5 may reduce real estate demand along the K-7 corridor somewhat and potentially shift some of the aggregate demand to the K-5 corridor.

In order to achieve success as the planning effort proceeds, the communities should work together to resolve any physical planning issues regarding the installation of freeway improvements along K-7 and should collectively agree regarding which districts along the corridor should attract new development first.



Figure 15: Comparable Mixed-Use Development Examples



IV. CONCEPTUAL ALTERNATIVES

CONCEPTUAL ALTERNATIVES

INITIAL CONCEPT ALTERNATIVES

There is significant potential for future growth and development along the K-7 Corridor. This is evident in the market analysis findings and in the planning team's review of the existing character and quality of land available in the study area.

While specific site conditions and opportunities vary from community to community, the majority of land immediately adjacent to K-7 remains undeveloped at this time. As such, there is a unique opportunity to shape the perception of quality along this entire portion of the corridor while simultaneously improving its overall image, identity, and sense of place. With proper planning and coordinated implementation, a strong and unifying visual and physical character for the entire corridor can be achieved.

To that end, the planning team developed several initial study concepts for the corridor that explored different points of emphasis with regard to transportation improvements, land development, and other related factors and opportunities. Utilizing the market analysis information, as well as an analysis of existing conditions along the corridor that could further affect the potential for future development activities, a series of five alternative growth scenarios was prepared and evaluated.

A brief summary of each is included to provide a broader understanding of the range of issues and concepts explored prior to the Core Team selecting a preferred direction.

CONCEPTUAL ALTERNATIVES

STATUS QUO:

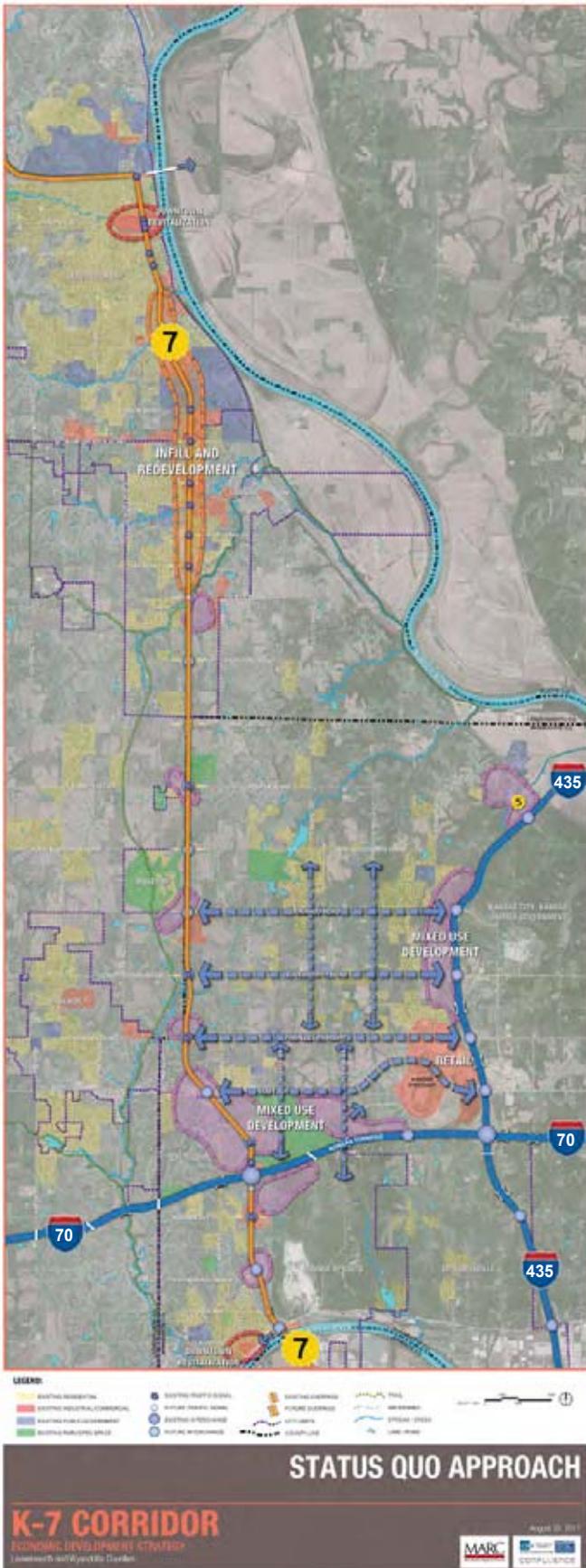
There are a significant number of developed residential communities in scattered locations throughout the study area – surrounded by rural farmsteads and agricultural uses. This generally non-contiguous pattern of development typically results in higher costs for providing adequate services and infrastructure facilities, and is especially true during the initial phases of overall development activity like that found in the area today.

This concept explores the notion of future improvements and development patterns occurring in a similar manner as they do currently. While there have been examples of cooperation and coordination efforts, there is also a significant desire on the part of each community to bolster their respective futures with regard to economic development activity.

For comparison purposes, this concept was created to explore the anticipated future economic development potential resulting from every community continuing to aggressively compete in attracting development. The level of quality and character of this development would likely vary widely – depending on the expectations of each community and their ability to successfully negotiate with development interests.

While initial opportunities to increase employment, commercial activity, and housing are important to establishing and maintaining development momentum throughout the corridor, there is risk associated with the longer-term impacts of marginal-quality development being implemented. This is especially true if the development is in a highly-visible location along the corridor, as it can have a detrimental effect on subsequent development interest and investment in nearby properties.

While there is more development activity anticipated in the near-term along the southern portions of the corridor around the Interstate 70 and State Avenue interchange areas, a widely distributed range of land uses and community development projects are likely to occur throughout other areas of the corridor in response to longer-term market demands. The continuation of a generally scattered development pattern would also result in continued “reactive” transportation and infrastructure improvements to address needs as they arise and as respective budgets allow.



CONCEPTUAL ALTERNATIVES

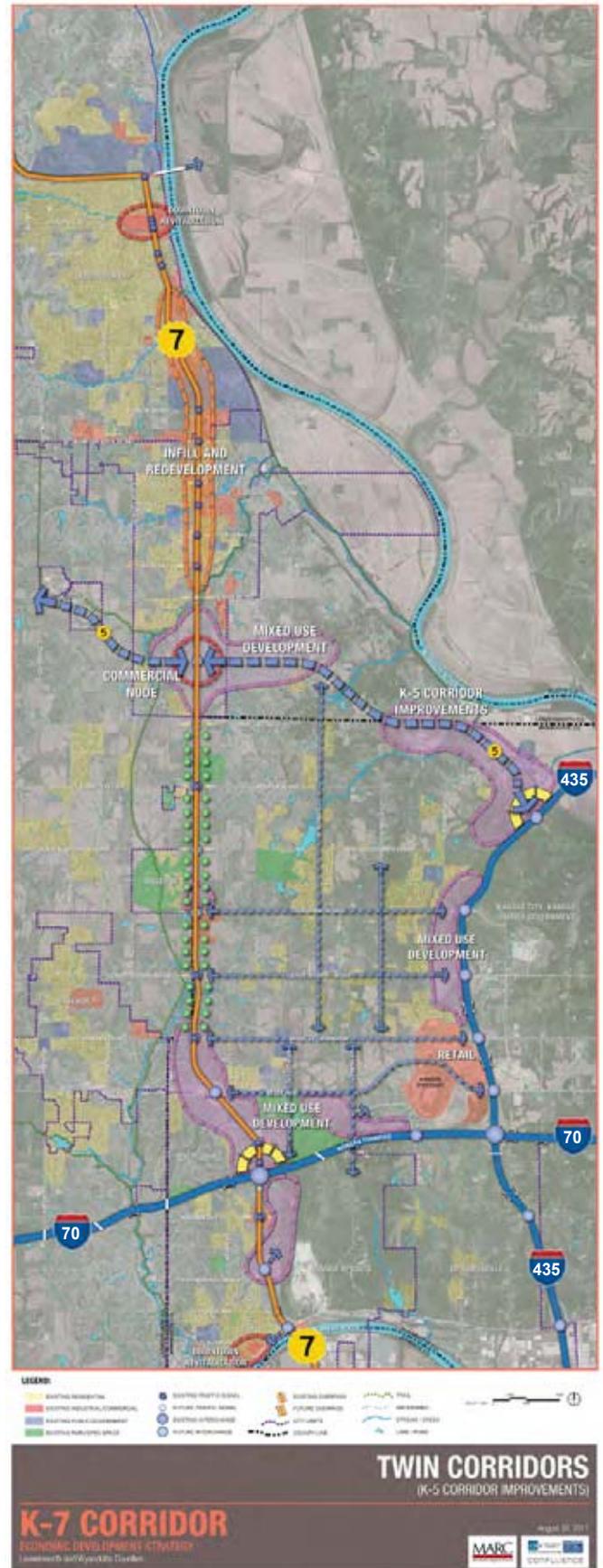
TWIN CORRIDORS:

This concept explores a scenario in which the K-5 Corridor is realigned and upgraded to a parkway-style roadway corridor that provides a stronger connection to the Interstate 435 Highway Corridor from the northern portion of the K-7 Corridor study area. While this scenario would reduce the commute time for those in the Lansing/Leavenworth area to reach certain destinations via the Interstate 435 corridor – the time savings is anticipated to be negligible. However; there would still be a number of motorists who may choose to utilize this route if it were significantly improved, which could reduce the potential for economic development activity throughout the K-7 Corridor study area.

The existing terrain is fairly rugged in the vicinity of the K-5 Corridor alignment, especially as it passes through Wyandotte County just west of Interstate 435. There are also large areas impacted by the existing flood plain. These factors will certainly influence the overall character of this potential roadway corridor, and will limit its ability to carry significant traffic at comparable rates of speed as that of the K-7 Corridor. These conditions will also limit the amount and type of adjacent development activity that could be implemented adjacent to an improved K-5 Corridor.

The potential addition of K-5 Corridor improvements would further increase the amount of transportation funding needed to implement two corridors serving these portions of Wyandotte and Leavenworth Counties. This could invite additional competition for an albeit limited availability of existing transportation funding, and would likely necessitate in-depth cost-benefit analyses and evaluation in order to properly align funding and implementation priorities.

To the extent these K-5 Corridor improvements would “siphon” traffic from using the K-7 Corridor on a daily basis, the resulting reduction in traffic could also reduce the projected development demand for uses along the central portions of the K-7 Corridor. However; a marginal benefit of this scenario could be some additional development potential around the intersection of K-5 and K-7.



CONCEPTUAL ALTERNATIVES

FUTURE MARKET DRIFT:

This concept builds on the previous “Twin Corridor” scenario by including the previously described K-5 Corridor improvements, while also introducing a new executive airport facility to be located on land located northeast of the K-5 and K-7 intersection.

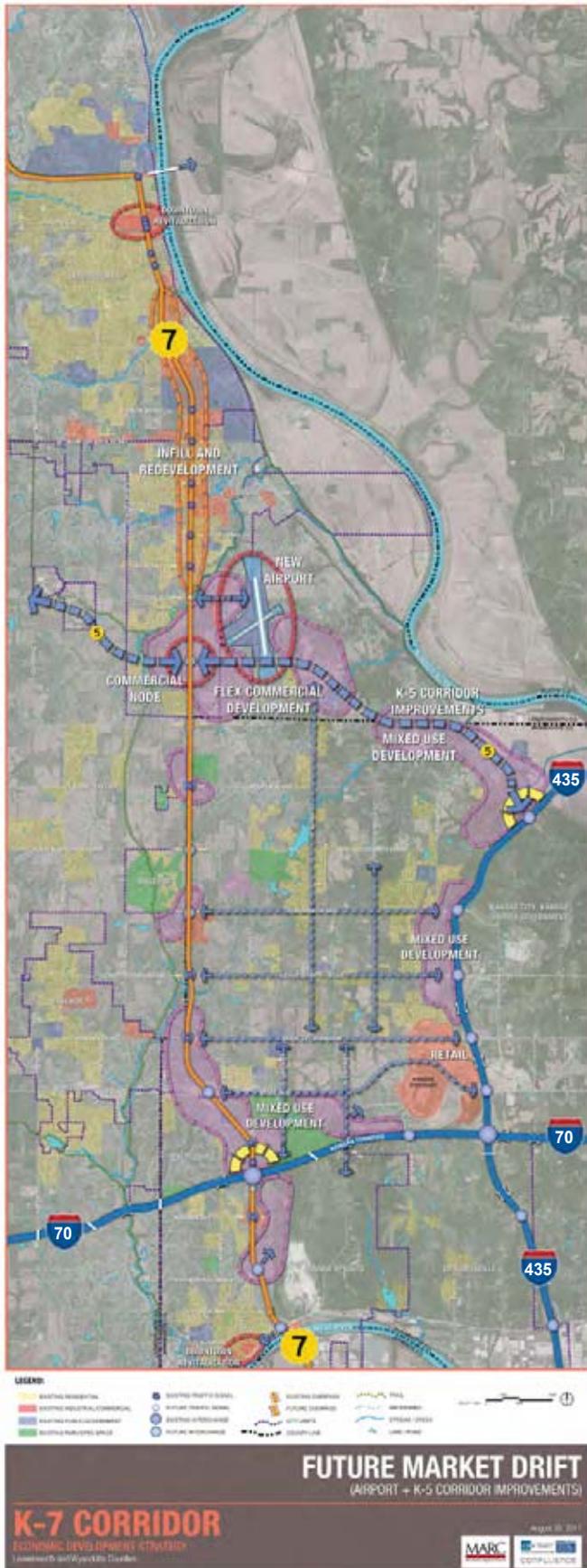
The feasibility of this airport, including the potential for related adjacent commercial development, is currently being studied by the Leavenworth Department of Economic Development. Further analysis of travel demand and related economic development activity related to this potential airport facility is beyond the scope of this study effort.

Some general observations are noted herein to assist in providing a preliminary evaluation of this scenario. The addition of an airport facility such as this will likely increase the anticipated commercial activity in the area – especially for development in relatively close proximity to the airport facility. The anticipated travel demand for vehicles using both K-5 and K-7 to access this facility and the surrounding development will also increase proportionally. However, given the airport’s anticipated location and its proximity to the Interstate 435 Corridor, there may be more airport-related traffic utilizing the improved K-5 Corridor.

While this shift in travel demand may also impact to some degree the amount and type of new development ultimately locating adjacent to the K-7 Corridor, some of this new development would in all likelihood be considered a “net gain” as compared to the anticipated market demand in the overall corridor study area based on current conditions. The new airport will likely create additional opportunities for other types of businesses and industries that will benefit by their proximity to a facility such as this, and that would not have otherwise chosen to consider locating in the study area.

While an improved K-5 Corridor would provide fairly direct access to Interstate 435, the existing terrain is still fairly rugged and will limit its ability to carry significant traffic at comparable rates of speed as that of the K-7 Corridor. These conditions will also limit the amount and type of adjacent development activity that could be implemented adjacent to an improved K-5 Corridor.

The potential addition of K-5 Corridor improvements would also further increase the amount of transportation funding needed to implement two corridors serving these portions of Wyandotte and Leavenworth Counties. Depending on the size of the airport and the timing of related development activity, these additional costs may be offset in some capacity by an increase in development-related revenues.



CONCEPTUAL ALTERNATIVES

SYNERGIZED GROWTH:

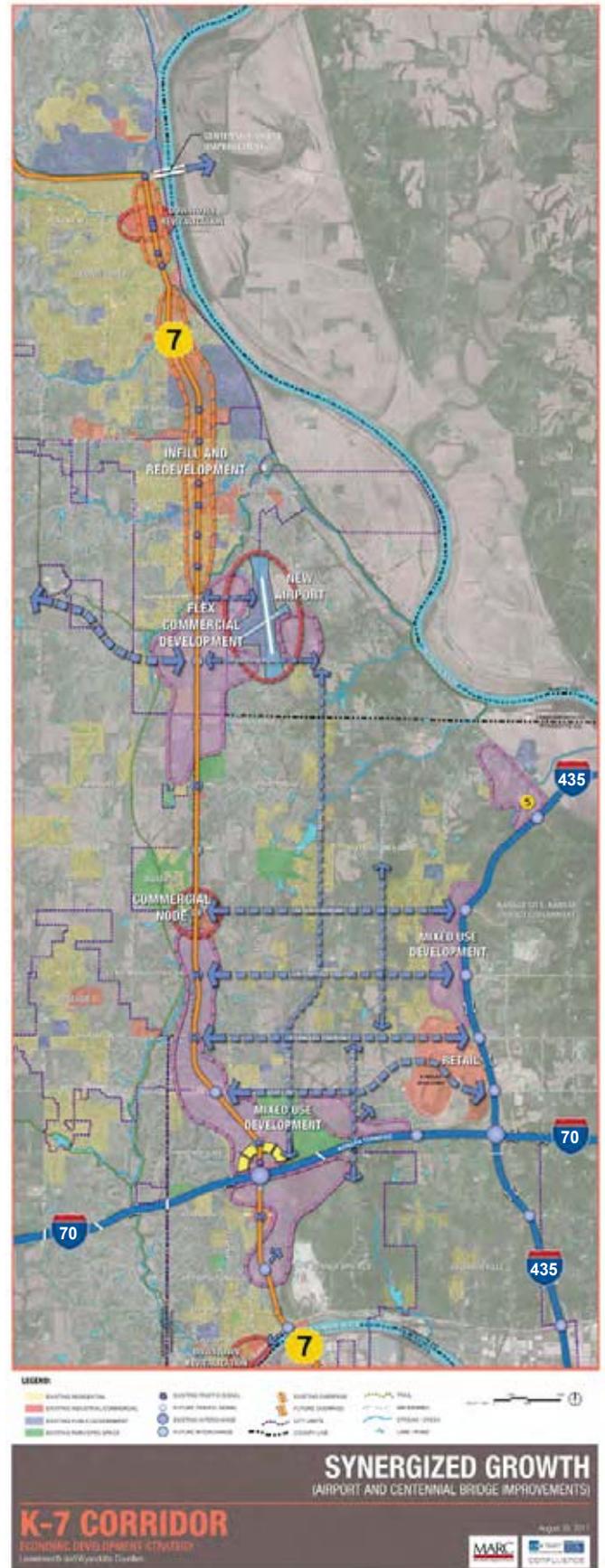
This concept explores the notion of implementing the new executive airport facility in the same location as illustrated in the “Future Market Shift” concept, but removes the future improvements to the K-5 Corridor from consideration.

Again, the feasibility of this airport, including the potential for related adjacent commercial development, is currently being studied by the Leavenworth Department of Economic Development. Further analysis of travel demand and related economic development activity related to this potential airport facility is beyond the scope of this study effort.

Some general observations are noted herein to assist in providing a preliminary evaluation of this scenario. The addition of an airport facility such as this will likely increase the anticipated commercial activity in the area – especially for development in relatively close proximity to the airport facility. The anticipated travel demand for vehicles using the K-7 Corridor to access this facility and the surrounding development will increase proportionally. If the local network of arterial and collector roads were to be expanded northward to connect with this new airport facility, there could also be a modest increase in development activity along these routes.

An incremental amount of new development potential is likely, beyond that contained in the market analysis included in this study. This would be considered a “net gain” as compared to the anticipated market demand in the overall corridor study area based on current conditions. The new airport will likely create additional opportunities for other types of businesses and industries that will benefit by their proximity to a facility such as this, and that would not have otherwise chosen to consider locating in the study area.

The potential addition of this airport and its related development will also likely have a trickle-down effect for the remainder of the K-7 Corridor, which could experience more of a concentration of airport-related commercial uses in the northern portion of the corridor, and a measurable increase in other development activity along the southern portion of the corridor that can benefit from the increase travel demand along K-7. This increase in travel demand could also assist in successfully positioning K-7 for increased funding priority for conversion to a highway as compared with other KDOT projects and initiatives.



CONCEPTUAL ALTERNATIVES

GROWING TOGETHER:

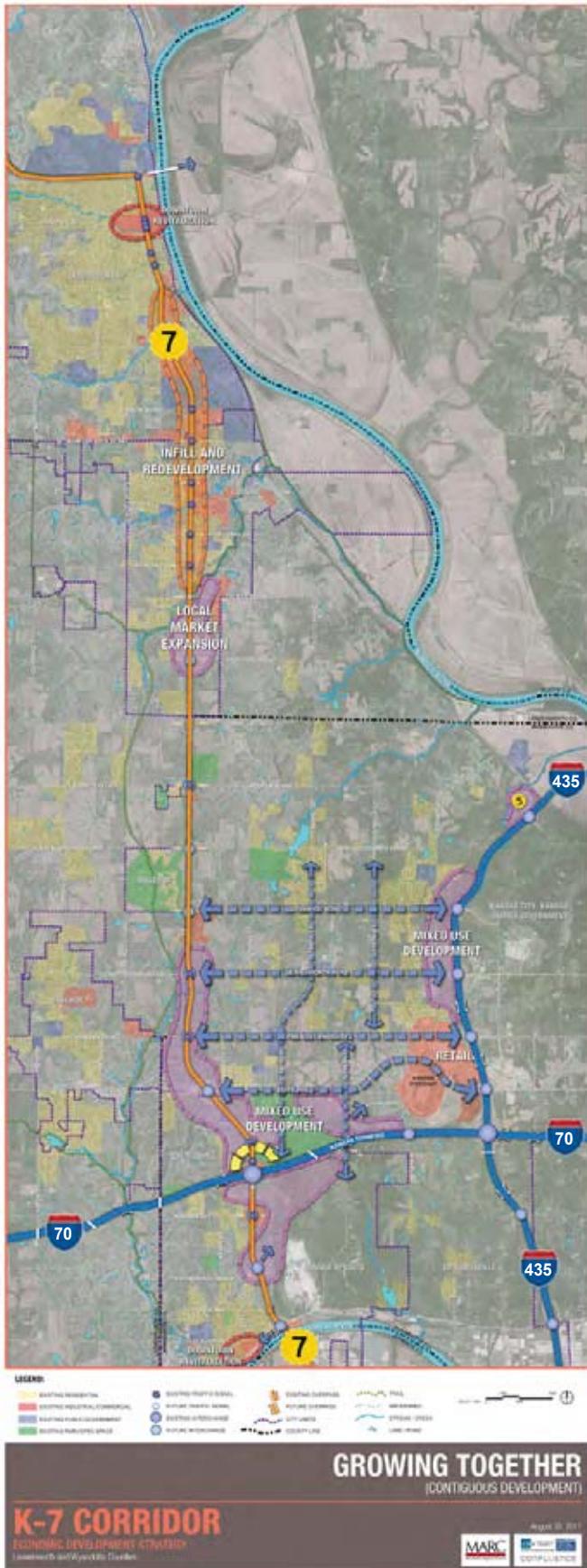
This concept explores the notion of a cooperative approach for each community to proactively address the expectations for the quality and character of future development along the K-7 Corridor. These qualitative issues can have a demonstrable effect on both the short and long-term potential for community growth and development. The integration of a phased approach for future freeway improvements and aesthetic enhancements, encouraging contiguous land development (as practical) throughout the project area, and preserving natural resources to improve the quality of life for the community are also contemplated as part of this strategy.

Paramount to this idea of cooperation is the concept of creating a thoughtfully considered and mutually acceptable set of design guidelines and development standards that can be applied consistently throughout the entire K-7 Corridor study area. Discerning the qualitative difference between development projects, and providing appropriate regulatory tools to guide and measure these aspects of development projects, is a key component and recommendation included in this approach.

Successful, high-quality development projects in readily visible locations along the K-7 Corridor will provide significant value for adjacent properties as well as the entire corridor. It will require a coordinated and collaborative effort for each jurisdiction to analyze their existing tools, and to systematically develop and implement a minimum set of design standards with which they are comfortable.

Each community should also explore methods to encourage private development to be implemented in a contiguous fashion rather than in a patchwork manner - as so often occurs in the Kansas City metropolitan area.

Establishing and implementing an overall design aesthetic for the K-7 Corridor to guide future transportation enhancement and investment should also be considered as part of this concept.





V. FINAL CONCEPT AND RECOMMENDATIONS

FINAL CONCEPT AND RECOMMENDATIONS

Upon reviewing and evaluating each of the initial planning scenarios, the Core Team unanimously selected and supported moving forward with the “Growing Together” concept, and requested the planning team to further refine this plan as a guide for economic growth and development of the K-7 Corridor.

While several components of the other planning scenarios were also discussed as to their relative merits and anticipated impacts on the corridor as a whole – namely the possible addition of a future airport and the potential realignment of the K-5 Corridor – it was mutually understood that the analysis necessary to properly evaluate these important decisions goes well beyond the scope and schedule of this particular planning effort. With these future decisions still under consideration, the overall framework of the refined Growing Together plan allows for these opportunities to be further evaluated and integrated as a future updated component of this plan.

GROWING TOGETHER:

This refined concept further integrates the idea of corridor-wide planning coordination, cooperation, and on-going collaboration among all jurisdictions in the planning area. For the K-7 Corridor to achieve its full economic development potential, it will take a concerted effort on the part of each community to create and adhere to a mutually beneficial series of planning and design strategies.

As noted in the market analysis, several important psychographic segments of the market could eventually be attracted to locating along this corridor. These segments can be instrumental drivers in the eventual growth and transformation into a fully developed and improved freeway corridor.

The following strategies are incorporated into this planning concept:

DEVELOPMENT DESIGN GUIDELINES

This strategy will require a comprehensive set of design guidelines and development standards for use throughout the entire K-7 Corridor study area. Each community should proactively define and communicate their individual and collective expectations for the visual quality and aesthetic character of the future K-7 Corridor. These qualitative issues can have a demonstrable effect on both the short and long-term potential for community growth and development.

High-quality development can provide significant value for adjacent properties as well as the entire corridor. By the same token, if a sub-standard development were to be approved and implemented in a highly visible location, it could have a detrimental long-term effect on adjacent properties and other future development efforts throughout the corridor. Once a consistent “baseline” standard is established, each jurisdiction can further augment and customize certain components to reflect more specific design ideas and guidance as they see fit.

FINAL CONCEPT AND RECOMMENDATIONS

FREEWAY CONVERSION PHASING

The conversion of K-7 to a freeway is an ambitious proposal that is unlikely to be funded and constructed all at one time. The uncertainty associated with this ambiguous timeframe has, in some cases, created obstacles to local economic development proposals.

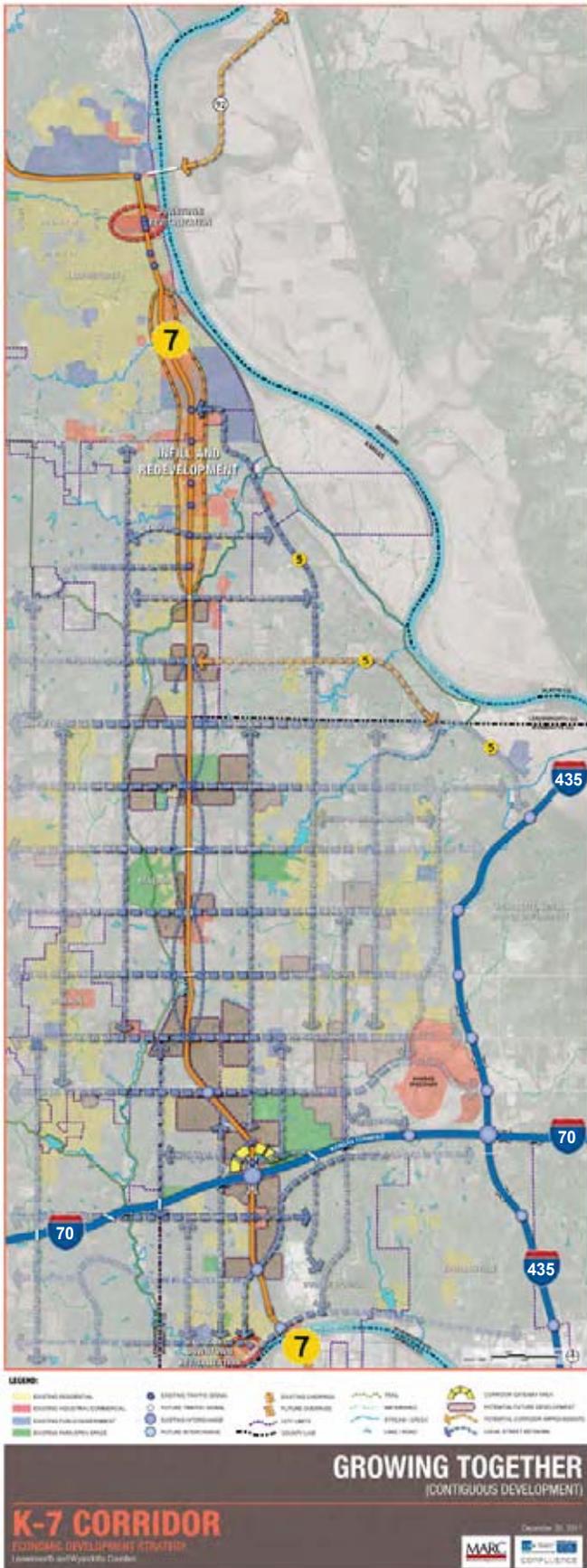
A sequential and prioritized approach for future freeway improvements is incorporated into this strategy to maximize the benefits for improved travel times, safety, and surrounding economic development opportunities. These improvements are anticipated to be conceived and completed in a manner consistent with the current Memorandums of Understanding (MOU's) throughout the corridor.

The future conversion of the freeway is recommended to occur generally from south to north. Completion of the I-70 and K-7 Highway interchange would occur first, followed by the Kansas Avenue interchange. Completion of the 130th Street interchange directly north of I-70 should occur next, followed by the provision of direct access ramps to the Bonner Springs development sites directly north and south of I-70.

Future interchange priorities further north include Parallel Parkway, Donahoo Road, Polfer Road, and McIntyre Road – in sequential order. As each of these is implemented, the corresponding frontage roads to connect them with identified street corridors generally located one-mile north and south of each proposed interchange location should also be designed and constructed. These cross streets include Leavenworth Road, Hollingsworth Road, and Marxen Road.

While each of these cross streets may eventually need an interchange with K-7, their interim condition could include the removal of the existing K-7 intersection and/or construction of an overpass/underpass - with no direct connection to K-7. This approach can provide local connectivity east and west of the highway corridor as needed. The frontage road connections are anticipated to provide appropriate access and related economic development opportunities throughout the corridor during the freeway conversion process.

The timing of these final improvements will require more extensive involvement and coordination with KDOT and the respective municipalities, and may need to be modified over time to correspond to available funding or local development needs.



FINAL CONCEPT AND RECOMMENDATIONS

CORRIDOR AESTHETICS

Roadway elements such as bridges, bridge railings, retaining walls, landscape plantings, lighting and signage should all be designed in a consistent overall theme that conveys a high-quality aesthetic travelling experience for those using the corridor. These elements can play a significant role in promoting the appearance and expectation for high-quality adjacent development in each community.

CONTIGUOUS DEVELOPMENT

Each community should also explore methods to encourage private development to be implemented in a contiguous fashion rather than in a patchwork manner - as so often occurs in the Kansas City metropolitan area. Non-contiguous patterns of development typically result in higher costs for providing needed community services and infrastructure facilities. This is particularly true during the initial phases of development activity where relatively small projects are scattered across a large area.

Creative integration of unique site features, significant natural resources and vegetation, and preservation of environmentally sensitive areas should also be strongly encouraged.

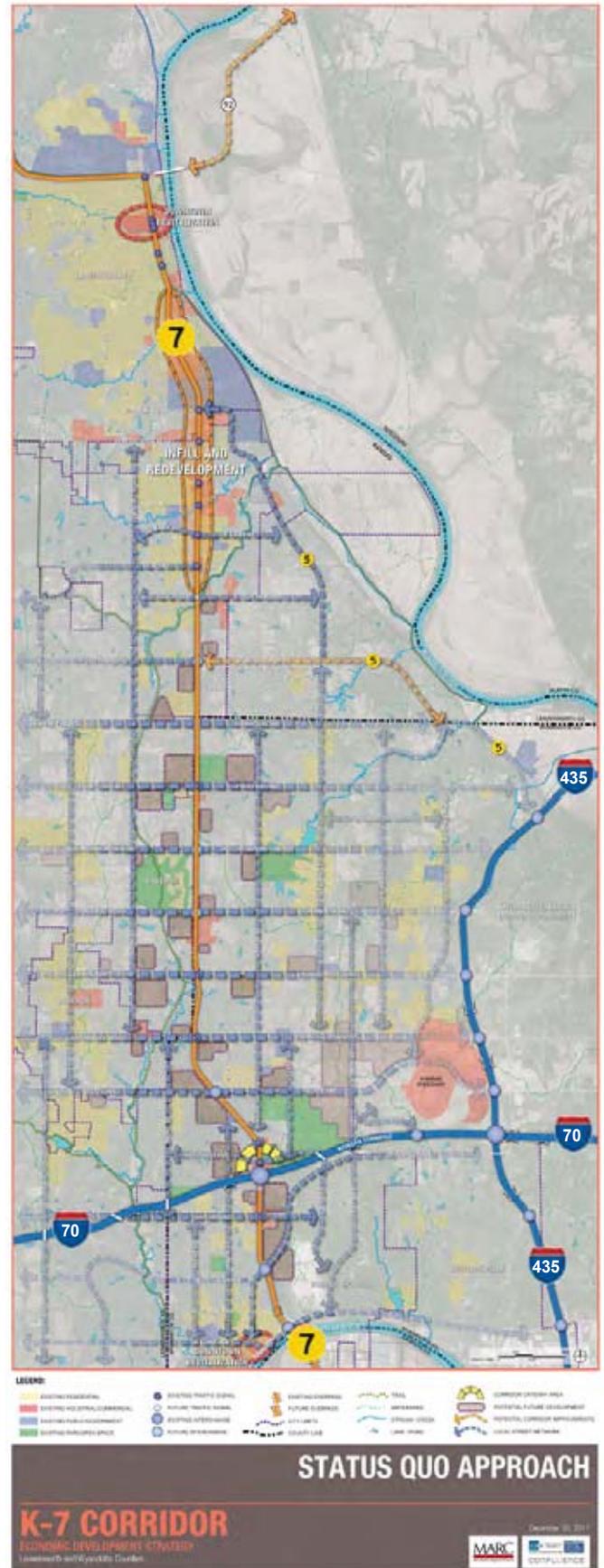
STATUS QUO COMPARISON

As part of the evaluation process, the Core Team requested a fiscal comparison of anticipated benefits derived from the “Growing Together” with the previously described “Status Quo” approach, which simply allows the market to take its customary course. This comparison is included in the following Fiscal Analysis section.

FISCAL ANALYSIS SUMMARY

FISCAL ANALYSIS

A Fiscal Analysis was performed to evaluate the selected plan’s added value to the K-7 corridor in both quantitative and qualitative terms. The following section compares the projected fiscal benefit of the “Growing Together” coordinated scenario with the “Status Quo” approach.



OVERALL VALUE PROPOSITION

Through a cooperative approach wherein each community requires development projects to adhere to a common set of design standards, the “Growing Together” scenario will result in higher quality development overall. This in turn will produce higher real estate values. The higher value of the individual projects will likely entice developers to create projects at higher densities. The higher level of densities along the corridor will in turn allow developers to “stack” values, meaning that they can combine different kinds of uses and enhance their overall value proposition.

COMPARISON OF DEVELOPMENT IMPACTS: GROWING TOGETHER VS. STATUS QUO

The following table outlines the likely types of development and associated impacts for the two growth scenarios, in qualitative terms.

STATUS QUO		GROWING TOGETHER
Residential		
Low Quality		High Quality
Single Family Detached (primarily).		Single Family Detached at higher density (DU / acre)
Medium density lots (4 DU / acre or fewer)		Single Family Attached units (townhomes, etc.) of a higher quality than surrounding areas
Lower value / SF		Multi-Family properties (apartments) of a higher quality than surrounding areas
Residential covers more acreage than in the “Growing Together” scenario, but includes lower density (DU / acre)		Residential covers less acreage than in the “Status Quo” scenario, but includes higher density (DU / acre)
Retail and Office		
Primarily strip retail oriented		Larger development parcels, allowing increased coordination between land uses.
Smaller development parcels		More mixed-use
Separate uses		Higher density or FAR
Less density (as measured by FAR)		
Industrial / Service Commercial		
Primarily located adjacent to the K-7 highway		Organized primarily near transportation nodes and potential airport
Lower quality (metal buildings versus brick facing, for example)		Higher quality development
Scattered around the area (less coordination)		Location and development typically coordinated with adjacent retail and office development (e.g., retail and office front the highway, with industrial located behind)
Overall Pace of Development		
Incremental pace		Coordinated
Random		Accelerated

Table 12: Overall Value Proposition (Status Quo vs. Growing Together)

SOURCE: Design Workshop

FINAL CONCEPT AND RECOMMENDATIONS

The analysis above assumes that communities would use comprehensive planning exercises, joint planning exercises between the different jurisdictions, and the implementation of design guidelines in order to execute the “Growing Together” scenario.

The consultant team conducted a fiscal analysis to compare the impact to each community from the two primary growth scenarios outlined for the K-7 corridor. The analysis relied upon information compiled from budget and fiscal information provided by the different municipalities along the corridor, case study evidence from other municipalities around the country, and market data from the Kansas City metropolitan area and elsewhere in the midwest.

In terms of key assumptions, because the “Growing Together” scenario assumes that developers will execute projects that involve greater coordination between uses and somewhat higher density, this scenario results in a slightly higher quantity of overall development across the corridor. The analysis conservatively assumes that the “Growing Together” scenario will include about 10 percent more overall development (in terms of square feet) compared to the “Status Quo” scenario. In addition, based upon case study evidence from other markets, the analysis assumes a premium of 5 to 10 percent for real estate values along the corridor using the “Growing Together” versus the “Status Quo” scenario. In terms of cost considerations, because the “Growing Together” scenario assumes a higher density of development and a greater mixing of uses, it also assumes a lower infrastructure cost per unit or per acre compared to the “Status Quo” scenario.

Although the analysis of the “Growing Together” scenario projects an increase in the quality of development that is attracted to the corridor, it is important that two key recommendations be followed and coordinated by all the communities:

1. The first projects completed along the corridor, no matter what type of development, must be held to a high standard of building and site design to set the tone for future developers to follow, and
2. The cities and counties involved in this plan and its implementation should take this opportunity to proactively evaluate and coordinate mutually beneficial design guidelines to be applied throughout the corridor to insure that the qualitative expectations for future development is established and continues to be maintained.

To assist in understanding how each jurisdiction currently utilizes design guidelines and other qualitative regulatory tools to guide development activity, the planning team prepared an initial review of each community’s current design guidelines and prepared a comparative matrix summary (see Appendix).

KEY FINDINGS

Based upon higher anticipated property values (which result in higher property tax revenue for local jurisdictions), higher sales tax revenues, and lower annual governmental costs (associated with infrastructure and providing typical government services on a per capita basis), the Growing Together scenario produces an annual net fiscal benefit to each jurisdiction along the K-7 corridor as outlined in the table below.

FINAL CONCEPT AND RECOMMENDATIONS

	Status Quo Scenario	Growing Together Scenario	Difference
Leavenworth District (City of Leavenworth)	\$404,829	\$543,855	\$139,027
Lansing District (City of Lansing)	\$1,688,966	\$2,051,439	\$362,474
Parallel Pkwy to Lansing, KCK Portion	\$525,620	\$714,347	\$188,727
Parallel Pkwy to Lansing, Basehor Portion	\$501,771	\$660,256	\$158,485
I-70 to Parallel Pkwy, KCK Portion	\$559,199	\$728,937	\$169,738
I-70 to Parallel Pkwy, Bonner Springs Portion	\$2,064,418	\$2,645,468	\$581,050
Kansas Ave District, City of Bonner Springs	\$814,888	\$1,084,587	\$269,698
Downtown Bonner Springs District, City of Bonner Spgs	\$499,751	\$620,062	\$120,310

Table 13: Fiscal Impact Comparison by District

SOURCE: Design Workshop

The fiscal impact numbers above reflect ongoing revenue and expense items associated with the two growth scenarios (including property tax and sales tax revenues) and do not include one-time revenue items (such as impact fees, sewer or tap fees, etc.).

The following table consolidates the calculation of fiscal benefit for each scenario by municipality, rather than by district, in order to show the fiscal benefit of the two growth scenarios for each community along the K-7 corridor.

	Status Quo Scenario	Growing Together Scenario	Difference
Leavenworth	\$404,829	\$543,855	\$139,027
Lansing	\$1,688,966	\$2,051,439	\$362,474
Kansas City, Kansas	\$1,084,819	\$1,443,284	\$358,465
Basehor	\$501,771	\$660,256	\$158,485
Bonner Springs	\$3,379,058	\$4,350,116	\$971,059

Table 14: Annual Net Benefit, Growing Together vs Status Quo Scenarios

SOURCE: Design Workshop

FINAL CONCEPT AND RECOMMENDATIONS

The analysis demonstrates that the Growing Together scenario should result in a recurring net fiscal benefit for each municipality on an annual basis. The magnitude of this net benefit varies along the corridor based upon the anticipated distribution of land uses along K-7. While the net financial benefit is somewhat limited for certain jurisdictions such as Basehor and Leavenworth, the aggregate fiscal savings along the entire corridor on an annual basis is substantial – a total of just under \$2 million on an annual basis. The recurring nature of the fiscal benefit means that the total fiscal benefit (considered over, for example, a 20 or 30 year timeframe) is much greater. The total fiscal benefit could be applied to the entire corridor, or larger sections of the corridor, to pay for interchange construction and other improvements along K-7. While each municipality will benefit materially from the Growing Together scenario, this approach also would allow the various cities and segments along the corridor to pool the aggregate fiscal benefit to improve the quality of the corridor and make substantial capital improvements.

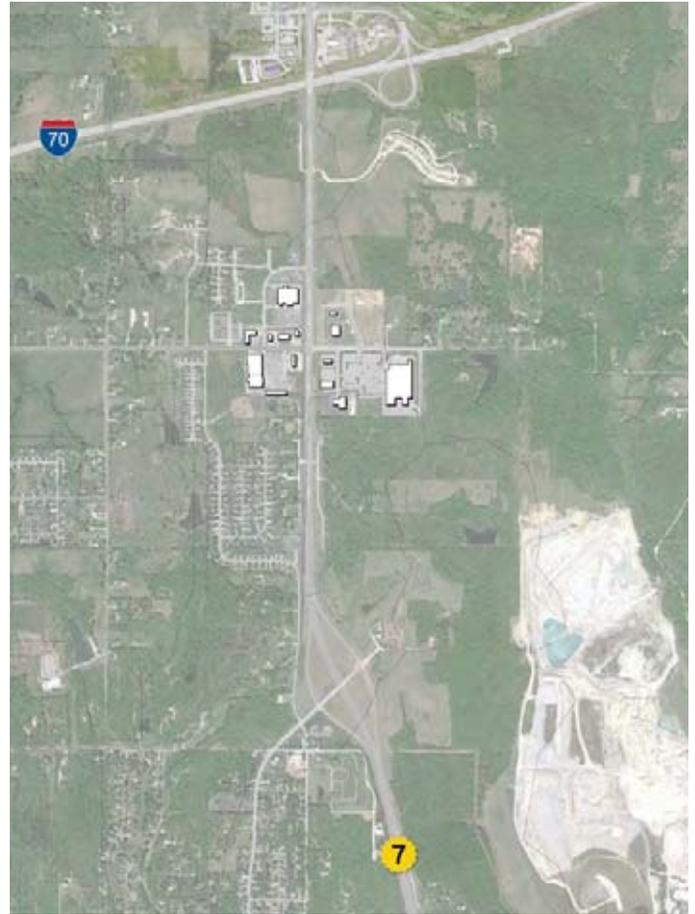


Figure 16: Bonner Springs Study Area

CASE STUDY EXAMPLE

One example of the relationship between the design of the proposed freeway and its effect on existing local conditions is the proposed interchange at K-7 and Kansas Avenue in Bonner Springs. Several large undeveloped parcels of land on the east side of K-7 provide some of the best available development sites within the city limits. Due to the uncertainty regarding the timing of freeway construction and availability of access to sites around this interchange, certain development opportunities have not been realized to date. The opportunity for development in the near term is still viable, but the development community requires answers to these questions before making a significant investment that will be supported during the freeway construction period and beyond.

The Kansas Avenue interchange is currently under preliminary design by KDOT, providing an opportunity for KDOT and Bonner Springs to work together to solve multiple challenges simultaneously. To begin identifying and addressing these issues, the planning team developed two plan alternatives for consideration and discussion.

FINAL CONCEPT AND RECOMMENDATIONS



Figure 17: Bonner Springs Concept Study 'A'

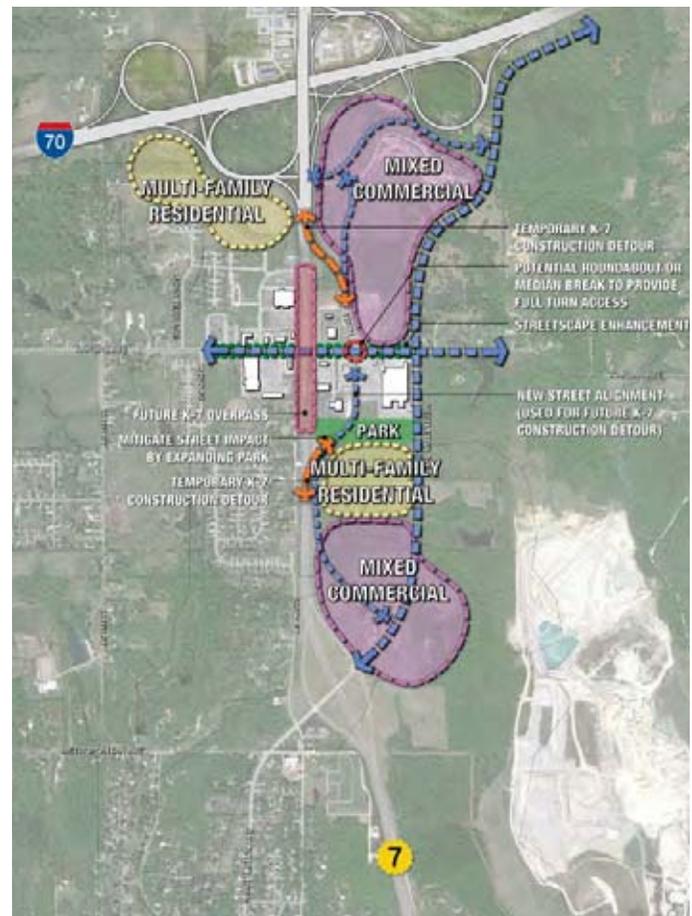


Figure 18: Bonner Springs Concept Study 'B'

The goal of this exercise was to creatively explore the following design and planning issues:

- Access to local street networks and development parcels
- Interchange construction timing and phasing
- Temporary vs. permanent frontage road issues
- Maximizing short and long term economic development potential
- Resolving permanent access issues such that potential developers know what to expect upon interchange completion
- Anticipated traffic flow issues during interchange construction, including speed, safety and construction detour capacity
- Identify reasonable local and shared costs associated with integrating future economic development opportunities into the highway design and construction planning process

While no traffic analysis was conducted for these concepts and the final resolution of these complex issues is well beyond the scope and timeframe of this study, the intent of this effort was to identify mutually beneficial opportunities for both KDOT and Bonner Springs to explore in more detail as the preliminary design of the interchange proceeds.

FINAL CONCEPT AND RECOMMENDATIONS

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PUBLIC POLICY AND IMPLEMENTATION RECOMMENDATIONS

For the “Growing Together” development strategy to be successful, continued coordination and cooperation among the city and county governments involved is critical. It is no easy task for multiple jurisdictional interests to cooperate on normally competitive projects, especially as it relates to economic development. There are however, some overriding reasons to do so in this case.

As stated in the Market Analysis, the communities surrounding the K-7 Corridor make up the northwestern fringe of the greater Kansas City metropolitan area. The distinction in this part of the K-7 Corridor is that most of the communities have been in existence long before growth from the east created development pressure. Framed by the Kansas and Missouri Rivers and the geography surrounding them, each of the cities along the corridor has developed its own character. The challenge for each of these communities is now to protect that historic character while maximizing the benefits of local and regional economic development to improve their tax base and opportunities for their residents.

This is an opportunity to use a major freeway improvement to unite rather than divide the interests of the property owners and governmental entities that need this corridor to work well in order to thrive.

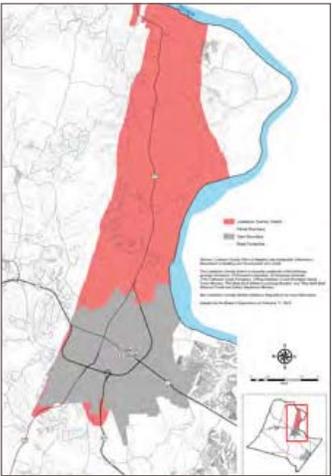
This study has helped the collective conversation among the affected jurisdictions by highlighting the various roles the K-7 Corridor currently serves. Commuters using this route desire fewer traffic signals and more speed, while local residents require multiple access points along the corridor to reach businesses that support the local economy. Because the K-7 Corridor Freeway improvements have not been funded by KDOT and Right of Way has yet to be acquired, questions will continue about when the project will be built, creating an unstable environment for attracting developers to the area in a very competitive market.

The local jurisdictions must overcome this obstacle by convincing developers that a plan for both long-term and interim implementation is being followed and that there will be predictable outcomes no matter when they take place.



4. INTEGRATE AESTHETIC ENHANCEMENT OF FUTURE CORRIDOR FREEWAY CONVERSION

- Quality considerations for freeway conversion
 - Landscape plantings
 - Bridge enhancements
 - Retaining Wall Treatments
 - Decorative Railings
 - Corridor Signage



5. EXPLORE A DEVELOPMENT CORRIDOR INCENTIVE OVERLAY DISTRICT, SUCH AS A TRANSPORTATION DEVELOPMENT DISTRICT OR COMMUNITY IMPROVEMENT DISTRICT.

- Work with elected officials and staff to establish the available incentives to attract development during the interim period before the freeway improvements are complete.
- Gain approval from each jurisdiction for how incentives can/will be used collectively or individually and what issues trigger their use.
- Develop a communication process for informing other jurisdictions at an appropriate time in the development process.
- Determine level of improvements and funding that can be applied to improving the public realm of the corridor and its aesthetic character.



6. CONTINUE THE CORE TEAM COORDINATING COMMITTEE

- Request MARC's assistance in establishing the Core Team as a recognized committee for joint promotion, education and coordination of plan implementation efforts.
- Develop a brief orientation for newly elected officials in each jurisdiction as well as new staff.
- Establish ongoing communication with KDOT and the larger K-7 Committee to familiarize all participants of design and construction decisions on the economic development potential of the corridor.
- Promote on-going proactive planning efforts between KDOT and local municipalities regarding adjacent development opportunities and potential impacts to the planned transportation network serving the community.

CONCLUSION

This cooperative planning approach involving multiple jurisdictions and agencies represents a unique opportunity to connect the positive benefits of transportation improvements and economic development potential in a diverse 13-mile corridor. This report provides a catalyst for continued cooperation and discussion among the cities and counties along the K-7 Corridor who stand to ultimately benefit from this challenging but rewarding opportunity.



VI. APPENDIX

- A. MARKET ANALYSIS**
- B. ECONOMIC IMPACT ANALYSIS**
- C. DESIGN GUIDELINE COMPARISON MATRIX**
- D. PLANNING MAPS**

A. MARKET ANALYSIS

K-7 Corridor Study

Market Analysis



August, 2011

Prepared for:

Mid-America Regional Council

Prepared by:

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I. Introduction

Design Workshop, Inc. (“DW”), as part of a consultant team led by Confluence, was retained by the Mid-America Regional Council (“MARC”) to complete a market study as part of a visioning and planning process for the K-7 corridor in Leavenworth and Wyandotte Counties in Kansas. Specifically, this market study pertains to the portion of the K-7 corridor stretching north from the Kansas River to the vicinity of K-7 (4th Street Trafficway) and Muncie Road (K-5) in Leavenworth. This area includes the communities of Bonner Springs, Basehor, Lansing, and Leavenworth, and portions of Kansas City, Kansas and unincorporated Leavenworth County.

The Mid-America Regional Council, in conjunction with the cities of Bonner Springs, Lansing, and Leavenworth, the Unified Government of Wyandotte County and Kansas City, Kansas (“UG”), and Leavenworth County, are completing this market study to help guide the growth of the K-7 corridor in light of potential new development in the area and as the Kansas Department of Transportation (“KDOT”) continues plans to upgrade K-7 to full freeway status from Lansing to Interstate 35 in Olathe, to the south of the study area. The purpose of the analysis is to study the impact to the market of turning K-7 into a freeway. The communities chose to commission this study in order to help them make market-based decisions concerning the future growth and evolution of the corridor.

Design Workshop has completed this market study in order to inform the larger planning effort led by Confluence and assess the potential viability for various development options along the corridor. Analyzing the corridor from a market perspective requires looking beyond the boundaries of the study area to consider local, regional, and national trends impacting the corridor and adjacent communities. Understanding and responding to these trends will have a direct impact on the long term success of planning for the K-7 corridor. The report analyzes current and projected trends for retail, light industrial, office and residential uses along the corridor over the near and long-term. Design Workshop summarizes notable competitive development projects in Leavenworth and Wyandotte counties and the larger metropolitan area that may affect the viability of development along the K-7 corridor. The market study concludes with estimates of projected demand for light industrial, office, retail and residential products along the K-7 corridor. All of this information will help the design team, local government officials, and the public in creating and assessing potential scenarios for the development of the K-7 corridor.

The northern part of this corridor includes existing strip commercial uses along 4th Street Trafficway and Main Street in Leavenworth and Lansing. In Bonner Springs, at the southern end of the study area, the corridor includes existing retail uses at K-7 and Kansas Avenue and near the K-7 and I-70 interchange. In between these areas, K-7 passes through largely undeveloped areas in western Wyandotte County, between State Avenue and the southern end of Lansing. Recent development and anticipated new development in the vicinity of the Kansas Speedway, including a new casino, a new office development for the Cerner Corporation, and the new Schlitterbahn outdoor theme park, will likely spur new development to the west, including along the K-7 corridor. The reconstruction and improvement of the existing K-7 and I-70 interchange in Bonner Springs may also stimulate new development or redevelopment along the corridor.

Study Objectives

The following questions were identified as objectives established for the K-7 Corridor market study:

- How has the local real estate market changed over the last few years, and how will recent trends both locally and nationally impact prospective development and improvements along the K-7 Corridor?
- What mix of real estate uses and densities along the corridor is supported by the local market?
- How can this planning effort leverage existing examples from other communities to create a vision for corridor development that provides greater returns than what would be expected from typical, unplanned, suburban sprawl?

The following report presents the methodology, research and findings from this analysis as well as Design Workshop's synthesis of the information and resulting recommendations.

SWOT Analysis

An evaluation of the strengths, weaknesses, opportunities and threats (SWOT) facing the K-7 corridor from a market perspective was performed based upon information gathered during site visits conducted during Spring 2011, a review of aerial photography and local market data, and input from discussions with local government officials and with members of the community during a series of stakeholder sessions conducted during Spring 2011. For the purposes of this evaluation, strengths and weaknesses are internal factors that often may be controlled or influenced by local land owners, while opportunities and threats are external factors outside of the control of local stakeholders along the corridor.

Strengths:

- The corridor will gain improved access to the rest of the metropolitan area and the region with the planned upgrade to freeway status
 - The completion of upgrades to freeway status will better connect Wyandotte and Leavenworth counties to I-35 to the south, including the new BNSF Intermodal facility in Edgerton. The freeway upgrade will also better connect areas along K-7 in Wyandotte and Leavenworth counties to the affluent Johnson County market to the south.
 - The upgrade to freeway status, coupled with planned interchange improvements at K-7 and I-70, will improve access from I-70 to all communities along the corridor, from Bonner Springs to Leavenworth.
- Relatively favorable demographic factors along the corridor. The area has experienced growth in recent years and has begun to attract relatively affluent demographic segments in western Wyandotte and Leavenworth counties.
- Proximity to Kansas Speedway, the Legends, I-435, and related attractions in the vicinity of the speedway.
- The good schools along the corridor study area may attract families seeking out places to live in relatively close proximity to the new Cerner campus.

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Weaknesses:

- Uncertainty concerning the timing of improvements along K-7, particularly in the Bonner Springs area, may hinder development along the southern portion of the corridor, at least in the near term.
- The lack of existing improved connections to the east and south limits the marketability of the northern portion of the corridor, in Leavenworth and Lansing, to the rest of the metro area.

Opportunities:

- Opportunity (in general) to maximize real estate activity spurred by improved access to I-70 and the proximity to the I-435 corridor and development around the Kansas Speedway.
- Opportunity to create an attractive gateway from I-70 to communities in both Wyandotte and Leavenworth counties that will spur further economic development activity.
- A potential new airport serving Leavenworth County may locate in the Lansing area, further spurring demand for light industrial and business park uses along the corridor.
- The middle portion of the corridor (from State Avenue to Lansing) is largely undeveloped. Therefore, the community has the opportunity to create a plan for this portion of the corridor at the outset that would identify a consistent theme for K-7 going forward.
- Current or planned improvements to east-west connections between K-7 and I-435 (including the completed upgrades to State Avenue and the current upgrades under construction along Donahoo Road) potentially increase the marketability of the K-7 corridor in the regional economy.
- The presence of the Army college and continued strength of Fort Leavenworth present opportunities for growth at the north end of the K-7 corridor, in Leavenworth and Lansing.

Threats:

- Continued weakness in the credit and development markets may delay projects (by both the public and private sectors) to develop and improve the corridor.
- Sustained high gas prices may diminish the appeal of an exurban corridor such as K-7, on the edge of the metropolitan area, to potential homeowners and business owners from elsewhere in the region.
- If state and local authorities move forward with planning and funding for improvements to the Centennial Bridge at Leavenworth and potential upgrades of K-5 between I-435 and Leavenworth, these projects could dilute funding for freeway improvements to K-7 going forward. Concentrating on K-5 and the Centennial Bridge could also distract local and regional authorities from necessary planning and economic development efforts along the K-7 corridor in Leavenworth and Wyandotte counties. In addition, while K-5 is not expected to be upgraded to a freeway, some degree of upgrades to K-5 could divert some market demand for a variety of real estate types to the K-5 corridor from the K-7 corridor, given K-5's direct access to the I-435 corridor.
- The cities along the corridor may receive development proposals in the near term that run counter to the vision the communities have for the K-7 corridor. If these proposals are approved and built they may hinder the long-term potential of the corridor.

Stakeholder Input

The consultant team conducted outreach with stakeholders from throughout Leavenworth and Wyandotte counties in Spring 2011, including real estate brokers, economic development officials, elected leader, property owners and business owners from the two counties, including representatives from Kansas City, Kansas; Bonner Springs; Lansing; and Leavenworth.

The following takeaways from the discussions informed the market study findings presented in this report and are guiding the larger planning team for the K-7 corridor study:

- The K-7 corridor will not serve as a major office corridor (at the scale of a Corporate Woods or Downtown Kansas City), despite the entry of Cerner's office project into the local market.
- The K-7 corridor will accommodate additional retail in the coming years, but will not likely serve as a regional retail destination given the power of nearby Village West and the Speedway area.
- The K-7 corridor will continue to absorb residential product as additional residents move into Wyandotte and Leavenworth counties given the relative affordability of the area relative to Johnson County and other metro submarkets, and the entry of the Cerner project and additional employers in the area.
- The northern end of the corridor in Lansing and Leavenworth suffers from serving as the "end of a cul de sac" relative to the rest of the metro region. K-7 would need to be upgraded to freeway in order to fully bring Leavenworth and Lansing into the metropolitan market.
- Overall, growth will continue to be slow over the next few years as the country slowly emerges from the recent recession (or, slips back into recession).
- Uncertainty over the timing of the freeway upgrade and how it would affect individual properties has harmed the viability of properties (including retail centers) in Bonner Springs along K-7.
- The area has an opportunity to capitalize on its "small town" qualities and appeal in order to gain additional market share in the metro area in all product type categories.

II. Demographics and Related Trends

Local Demographics

The key demographic trends and projections concerning population, income, age, and other factors pertaining to the K-7 corridor are evaluated to reveal local market trends. These trends should be considered for their impact on planning efforts for the K-7 corridor and potential real estate development activity along and near the corridor.

Design Workshop obtained historical and projected demographic information for the local market area from ESRI Business Solutions (“ESRI”). This organization helps users analyze regions and site locations, visualize and map demographic data and identify untapped market potential. Based primarily on U.S. Census data in concert with survey and other proprietary data sources, they provide historical and forecast data projections of population, median household income, age, and a variety of other key metrics. While it is important to evaluate data generated in this manner, the data has been supplemented with discussions with local market experts in order to uncover any additional trends that may not be apparent through evaluation of the data. In addition, the market study utilized long range demographic projections from the Mid-America Regional Council concerning demographics, employment, and business activity in the area.

Population and Household Trends

Historical Population Trends

As illustrated in Table 1 below, while several counties within the Kansas City metropolitan area gained significant population over the last few decades, Leavenworth and Wyandotte counties and the cities along the K-7 corridor have historically trailed the region in population growth. The City of Basehor nearly doubled in population between 2000 and 2009 and the City of Lansing grew by 17 percent during the period, but the City of Leavenworth and Kansas City, Kansas (“KCK”) both lost population over the last decade. Overall, while Leavenworth County grew by 11 percent from 2000 to 2010, Leavenworth and Wyandotte counties together represented a very small share of the region’s growth over the last ten years. While the K-7 corridor represents one of the bright spots of growth in Leavenworth and Wyandotte counties, the most significant growth in the Kansas City metro continues to occur in Johnson County on the Kansas side, and suburban Jackson, Clay, Cass, and Platte counties in Missouri.

Table 1: Historical Population Trends, by City and County, Kansas City Metropolitan area

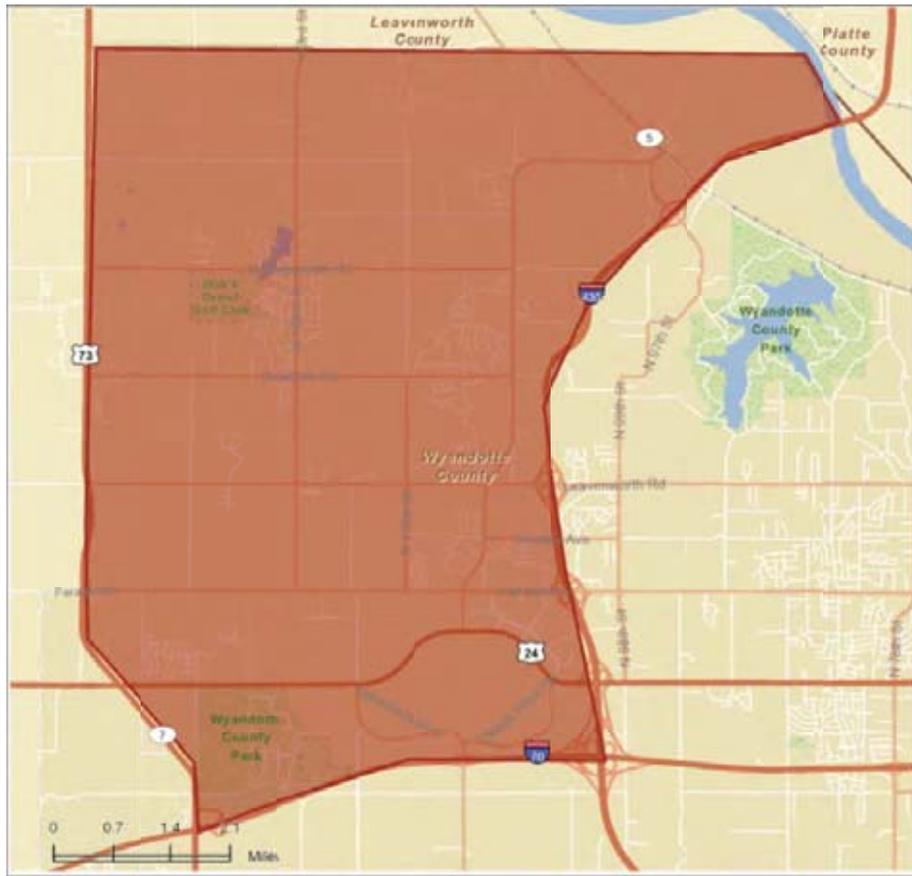
	1990	2000	2009	Change, 2000 - 2009	Percentage Change, 2000 - 2009
Leavenworth (City of)	38,495	35,420	35,081	(339)	-1.0%
Lansing	7,120	9,199	10,804	1,605	17.4%
Kansas City, KS	149,767	146,866	143,209	(3,657)	-2.5%
Basehor	1,591	2,238	4,392	2,154	96.2%
Bonner Springs	6,413	6,768	7,248	480	7.1%
	1990	2000	2010	Change, 2000 - 2010	Percentage Change, 2000 - 2010
Leavenworth County	64,371	68,691	76,227	7,536	11.0%
Wyandotte County	161,993	157,882	157,505	(377)	-0.2%
Johnson County	355,054	451,086	544,179	93,093	20.6%
Platte County	57,867	73,781	89,322	15,541	21.1%
Clay County	153,411	184,006	221,939	37,933	20.6%
Jackson County	633,232	654,880	674,158	19,278	2.9%
Cass County	63,808	82,092	99,478	17,386	21.2%

Source: U.S. Census

The ESRI database allows economists and researchers to analyze population, household, and related data for any polygon-shaped geographic area. An analysis of ESRI data indicates that, while KCK, which represents the vast majority of Wyandotte County's population, has lost population over the last ten years, the western portion of the community, to the west of I-435, has gained population and has nearly offset the decline of the eastern portion of the county in terms of population and household counts.

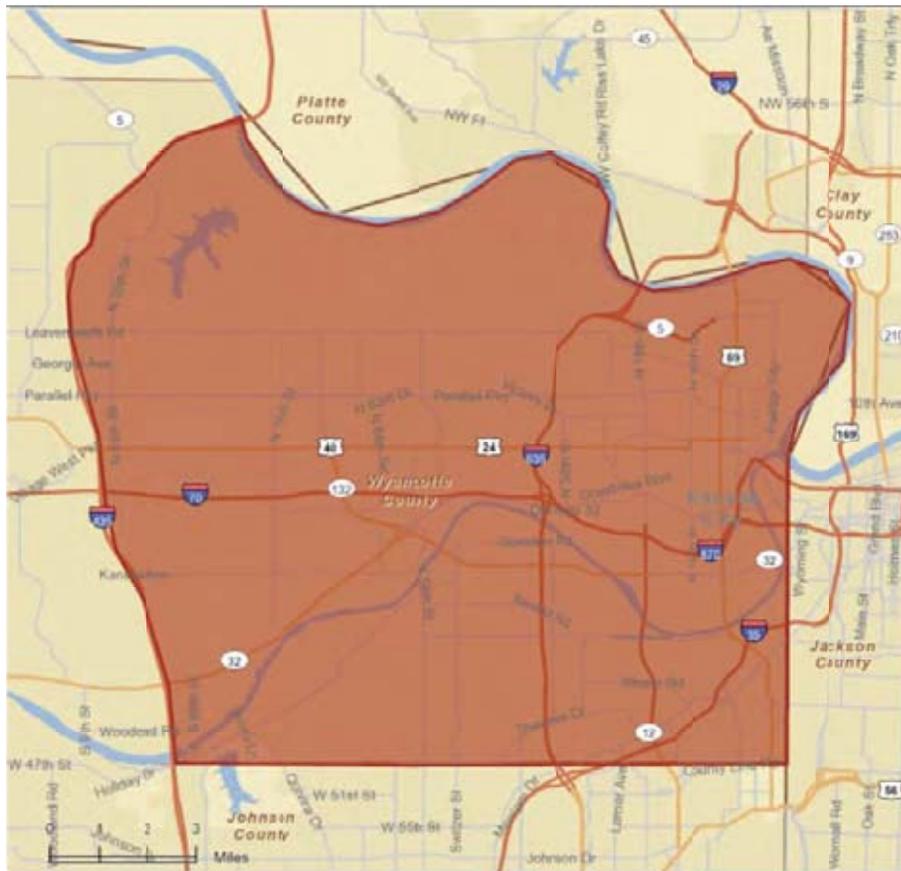
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Figure 1: Map of Kansas City, Kansas (West of I-435)



Source: ESRI

Figure 2: Map of Kansas City, Kansas (East of I-435)



Source: ESRI

Table 2: Comparison of Demographic Information, Western vs. Eastern KCK

	KCK, West of I-435	KCK, East of I-435
2000 Population	5,134	141,995
2010 Population	8,658	134,602
2015 Population (Est.)	9,512	132,034
2000 Median Household Income	\$67,638	\$32,523
2010 Median Household Income	\$81,807	\$41,953
2015 Median Household Income (Est.)	\$89,745	\$48,665

Source: ESRI

As illustrated in Table 2, according to ESRI the portion of Kansas City, Kansas to the west of I-435 gained over 3,500 people between 2000 and 2010, partially offsetting the decrease of over 7,000 people

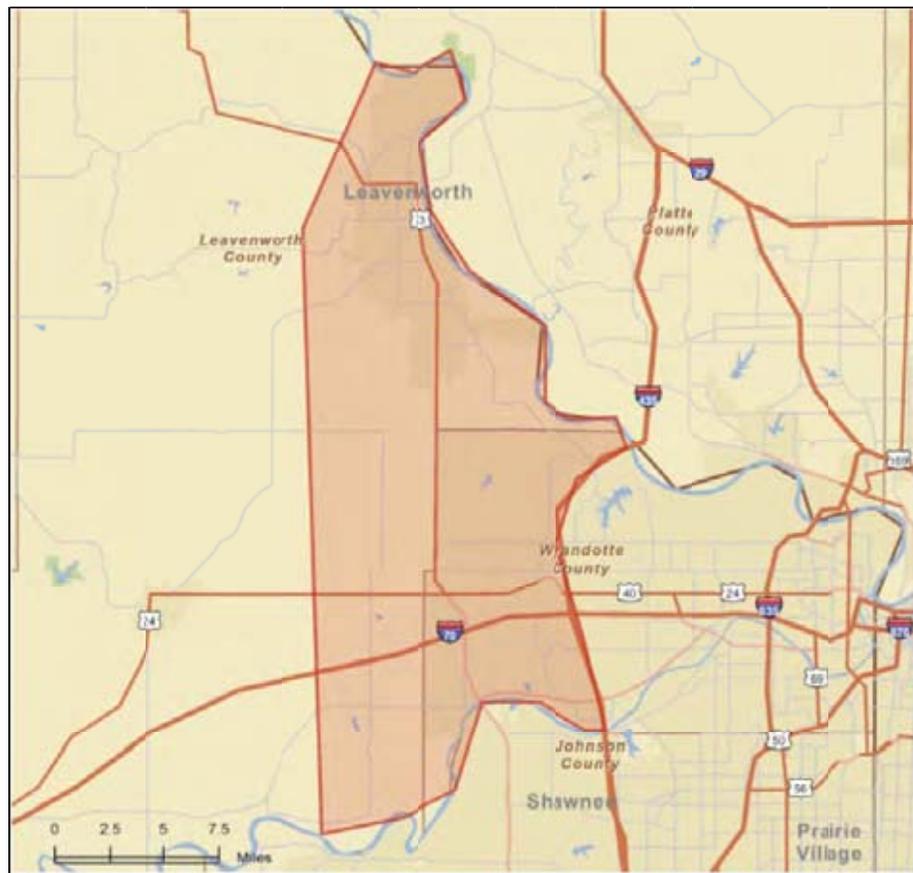
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in the eastern portion of the city over the last decade. The median household income in 2010 in the western portion of the city, around \$82,000, far outpaced the reported median household income in the eastern portion of KCK of just under \$42,000. The communities along K-7 have an opportunity to leverage the recent growth in the western part of KCK to drive increased economic activity along the corridor.

A comparison of ESRI data to Census data for 2010 confirms the westward growth in Kansas City, Kansas. The four census tracts that roughly include KCK in the area to the west of I-435 (tracts 447.03, 447.04, 448.03, and 448.04) gained a total of 5,026 people from 2000 to 2010, according to newly released data from the 2010 Census (available in Spring 2011). By comparison, Wyandotte County overall lost around 1,000 residents from 2000 to 2010, according to 2010 Census figures.

Table 3 outlines the demographic trends in the overall study area, including generally the eastern half of Leavenworth County and the western half of Wyandotte County (to the west of I-435) over the last ten years.

Figure 3: Site Map, Eastern Leavenworth and Western Wyandotte Counties



Source: ESRI

Table 3: Demographic Profile, Western Wyandotte and Eastern Leavenworth Counties

2000 Population	71,315
2010 Population	81,575
2015 Population (Projected)	84,942
2000 Households	24,078
2010 Households	28,034
2015 Households (Projected)	29,342
2000 Median HH Income	\$47,515
2010 Median HH Income	\$61,927
2015 Median HH Income (Projected)	\$68,909

Source: ESRI

Projected Growth: Kansas City Metropolitan Area

The Mid-America Regional Council has produced projections of population, numbers of households, and employment for the greater Kansas City metropolitan area and the counties and cities within the region through 2040. Based upon current trends in the growth of the region, combined with an assumption that urban infill areas will capture 15 to 20 percent of population growth over the next few decades, the other counties in the metro area should continue to outpace Wyandotte and Leavenworth counties in population, household, and employment growth over the next 30 years.

Table 4: Projected Population, Household, and Employment Growth by County

Total Change, 2008 - 2040			
County	Population	Households	Employment
Wyandotte County	27,752	13,691	20,269
Leavenworth	24,499	10,937	8,562
Cass	58,354	23,865	19,142
Clay	166,648	73,914	80,369
Jackson	144,282	70,652	119,386
Johnson	300,432	136,825	300,203
Platte	72,771	33,769	38,480
TOTAL	794,738	363,653	586,411

APPENDIX

Source: Mid-America Regional Council

Table 5: Projected Population, Household, and Employment Growth by City

Total Change, 2008 - 2040			
City	Population	Households	Employment
Basehor	5,294	2,571	1,947
Lansing	2,747	1,356	2,140
Leavenworth	3,648	1,754	2,130
Tonganoxie	3,651	1,537	783
Unincorporated LV Co.	8,818	3,538	1,361
Kansas City, KS	20,130	10,245	18,908
Bonner Springs	6,319	3,000	1,290
Edwardsville	1,284	440	70

Source: Mid-America Regional Council

MARC projects that all of the cities within Leavenworth County will grow over the next 30 years, as outlined in Table 5.

Figure 4 illustrates graphically the locations that MARC projects will gain population over the next 30 years. The model created by MARC to assist in this analysis anticipates that Johnson County will experience continued strong growth. Growth in the K-7 study area would mainly include growth within western Kansas City, Kansas, in areas located just to the east of K-7, and relatively limited growth in Leavenworth County, outside of existing communities such as Tonganoxie, Basehor and Lansing. MARC officials note that the projected numbers for population, households, and employment for the various municipalities around the metropolitan area were developed in large part based upon the growth rates exhibited by the different jurisdictions over the last 20 years, including both the 1990s and the 2000s. Because western Wyandotte County only began growing around the Legends within the last several years, the projected growth rate for the county (and, likewise for Leavenworth County) used by MARC is likely lower than if the agency had based its prospective growth numbers for the 2008 to 2040 period based upon growth exhibited over the last few years. For example, while the 2010 Census shows that KCK lost around 1,000 residents for the total decade from 2000 to 2010, an examination of Census estimates on a yearly basis indicate that the city's population bottomed out around 2006, and from July 1, 2008 through 2010, the City grew from 142,562 to 145,786 people (over 2,200 people). In essence, KCK achieved around 10 percent of the total anticipated population growth over the next 30 years within only a two year period. The rate of growth exhibited in western KCK over the last few years rivals or exceeds that of Johnson County and may justify higher estimates for population and employment growth for Wyandotte County in the future.

Although MARC has not run an alternative scenario that takes into account a higher anticipated growth rate for Wyandotte and Leavenworth counties, one assumes that doing so would produce materially

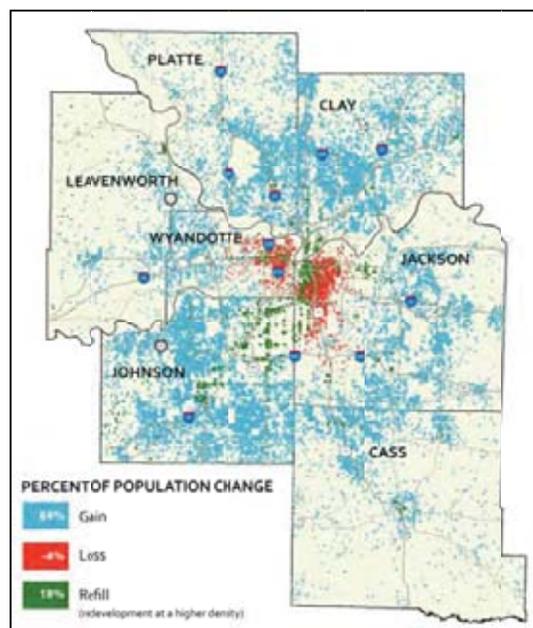
higher projected numbers for population, households, and employment for the two counties and the individual cities.

In addition, MARC completed its projections for growth at the county-by-county and regional level over the last few years, before a number of new developments were announced for the study area. Over the last two years, developers and/or government entities have announced plans for:

- A major office campus for Cerner Corporation adjacent to Village West and the Speedway complex that will house at least 600 employees
- Construction of Livestrong Sporting Park in the Village West area, the new home of the stadium for the Sporting KC Major League Soccer club
- Development of the Hollywood casino in the vicinity of the Legends and Village West
- Development of the new Wyandotte County fairgrounds complex at K-7 and Polfer Road in far northwest Wyandotte County
- Development of new multi-family product in western Wyandotte County (at 130th and State Avenue)

The announcement of these significant new developments may produce near and long term population and employment growth in Wyandotte and Leavenworth counties that will outpace the projections completed by MARC and local government entities over the last few years. These parties will revise the regional growth projections again in the next few years, and may very likely increase their estimates of growth for Wyandotte and Leavenworth counties.

Figure 4: Areas of Anticipated Population Gain and Loss, 2008 – 2040



Source: Mid-America Regional Council

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Takeaways for K-7 Corridor:

- While the Kansas City metropolitan area does not face any significant physical limits to growth in any direction, the region has primarily grown toward the southwest (Johnson County), the east and southeast (suburban Jackson County and Cass County), and in the Northland in recent years (Clay and Platte Counties), rather than to the west. The western vector of growth, toward Leavenworth and Wyandotte counties, has traditionally represented the weakest area of growth in the metro. Although many observers expect the growth around the Kansas Speedway to spur further population and employment growth in the future, at this time MARC expects the prevailing trends in regional growth to continue over the next 30 years. According to MARC's numbers, the K-7 corridor should continue to enjoy relatively modest growth in employment and population over the next few decades. However, an uptick in growth to the west from Kansas City, spurred by growth around the Speedway, is likely to result in an increase in economic activity that exceeds the expectations and forecasts of MARC.

III. Psychographic Segments

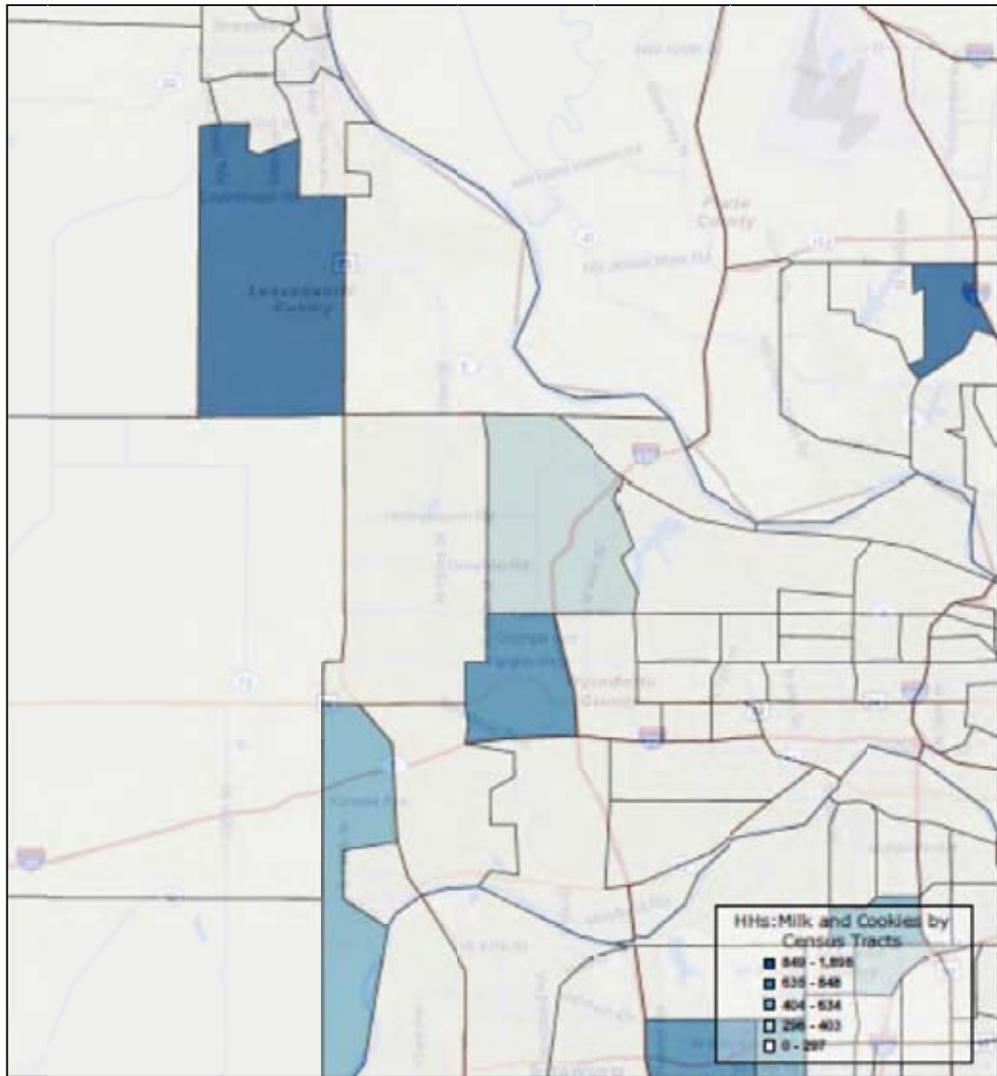
ESRI provides analyses of local populations based upon psychographic profiles that illustrate the stage of life, spending habits, and living patterns of various sub-sets of households in a given geographic area. These profiles provide clues regarding the preferences of population segments for various types of retail and residential development types. This section provides an analysis of the psychographic profiles for various areas along and near the K-7 corridor in order to help guide future development recommendations.

The primary psychographic market segments present along the corridor today are described and mapped by census tract below. More extensive descriptions, based on characteristics collected at a national level, can be found in the appendix.

APPENDIX

Current Psychographic Segments

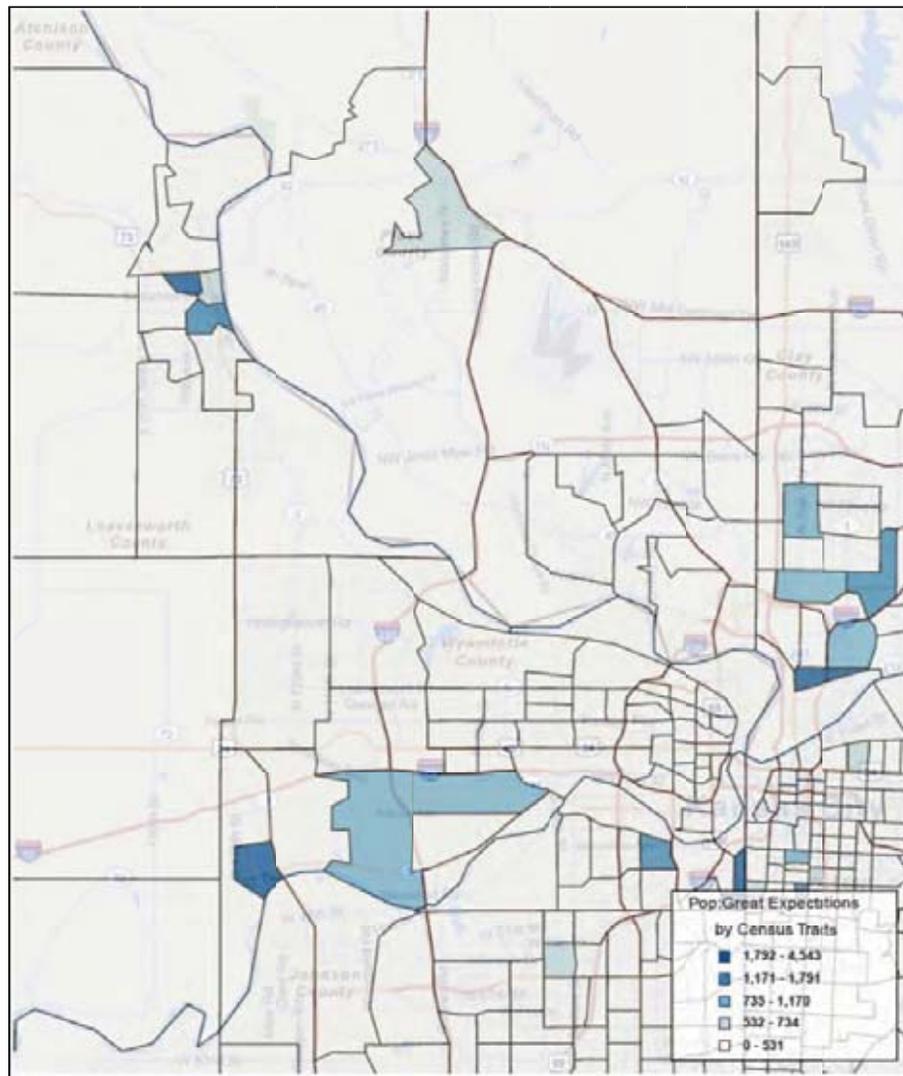
- **Milk and Cookies:** This group includes young, affluent married couples with kids and the spending power of dual incomes. These families are very oriented to sports leagues for their children and their purchases tend to revolve around children as well. As illustrated in the following map, Milk and Cookies in the local area tend to locate in newer portions of Lansing, the western fringe of Bonner Springs, and in the area located to the north of the Kansas Speedway.



Source: ESRI, 2011

- **Great Expectations:** Households in this group tend to include young singles and younger families that are just starting out and therefore have below average incomes. The group enjoys going out to dinner, the movies, bars, and nightclubs. The group does not tend to travel very much and prefers major discount and department stores (including Macy’s and Target).

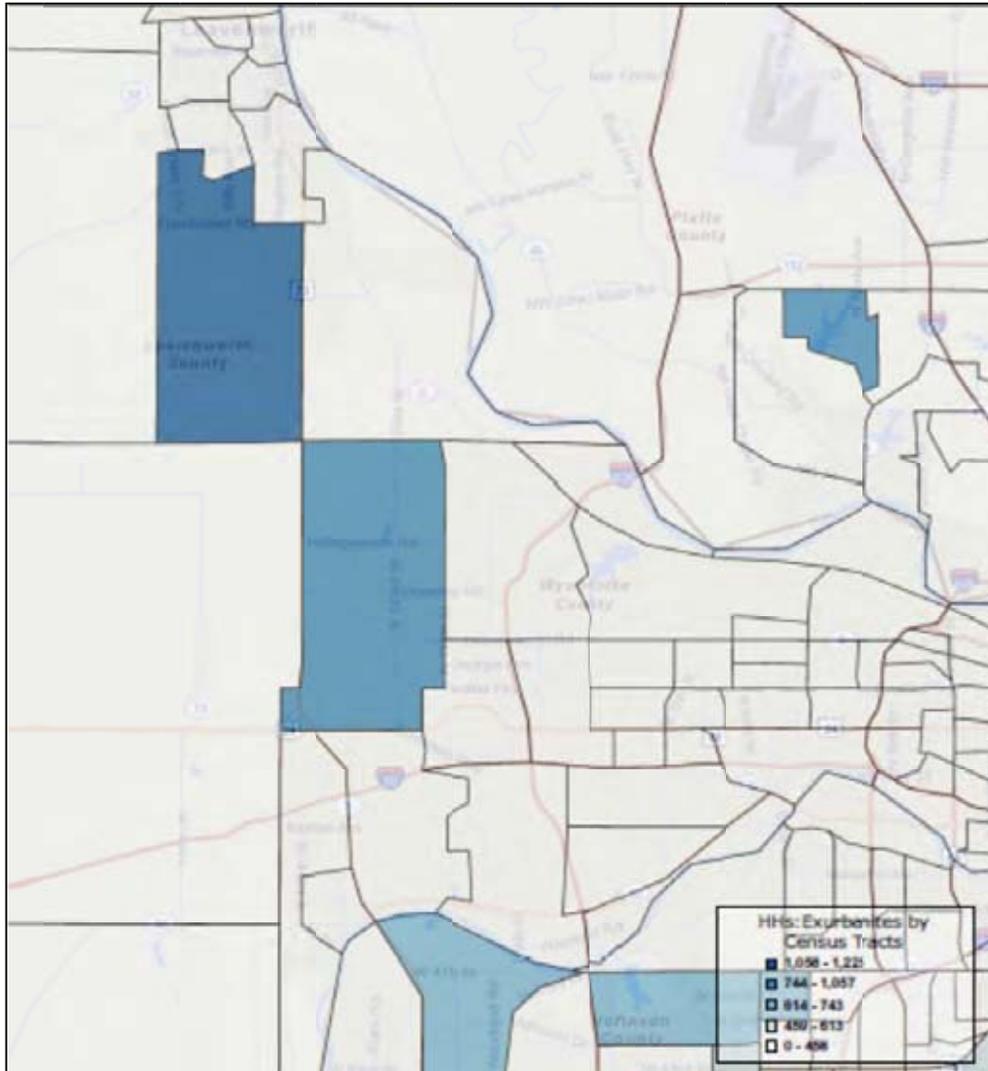
The map below illustrates that Great Expectations households have tended to locate in older, established neighborhoods in Lansing, Leavenworth, Platte City, Edwardsville, and Bonner Springs. This group has tended to not locate in the more affluent and growing portions of western Wyandotte and Johnson counties and instead has congregated in older and more affordable neighborhoods in the area.



Source: ESRI, 2011

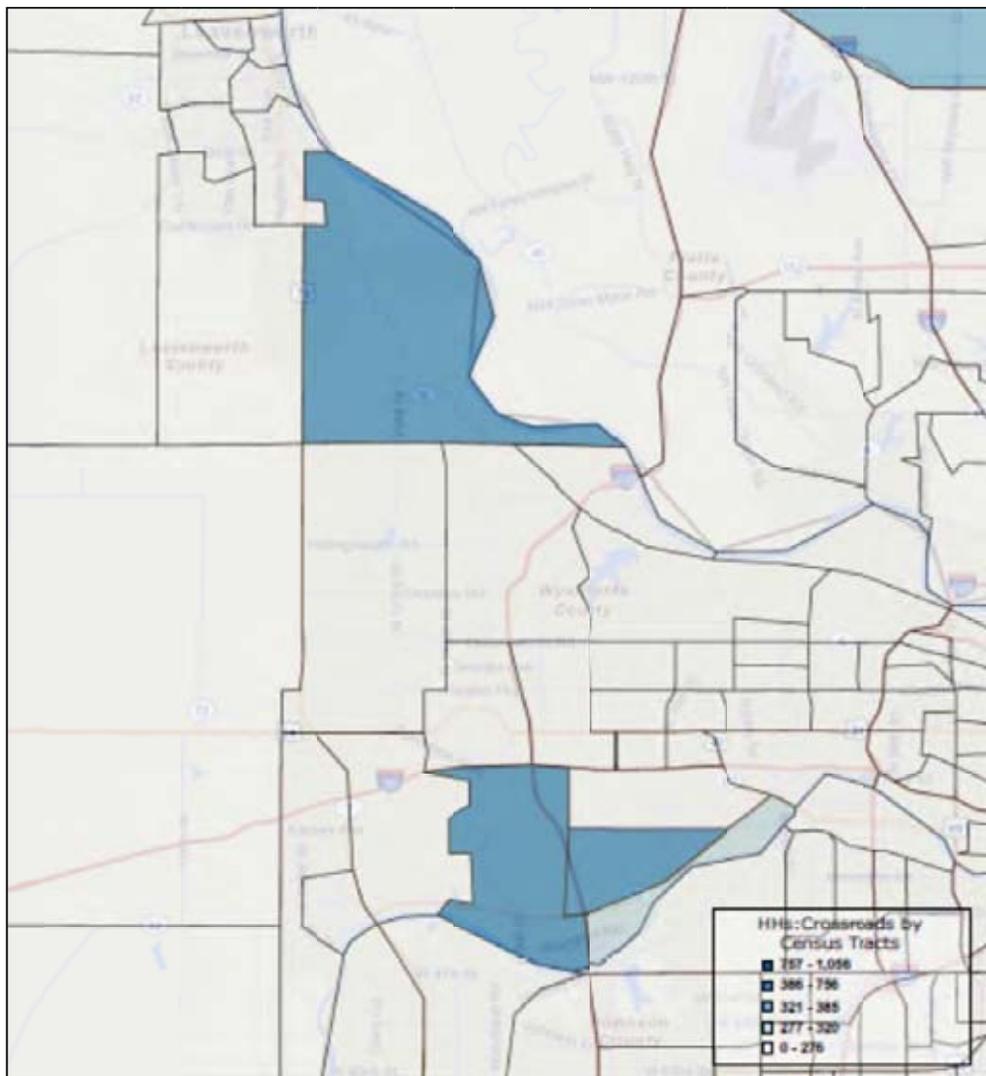
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- **Exurbanites:** This group primarily includes middle age and/or Empty Nester couples living on the urban fringe. Exurbanites tend to be highly educated and well employed. In keeping with the name of this segment, Exurbanites in the local area tend to be located in the newer portions of Lansing, in outlying parts of Kansas City, Kansas, to the east of K-7, and in affluent neighborhoods in western Shawnee and in Lake Quivira.



Source: ESRI, 2011

- **Crossroads:** This group includes small town oriented, younger families (with or without kids) with slightly below average incomes. Crossroads families are budget minded and therefore shop at discount outlets. As illustrated in the map below, Crossroads tend to locate in the older portions of Lansing (to the east of K-7), in the Edwardsville area, and in outlying portions of Platte County north of the international airport.

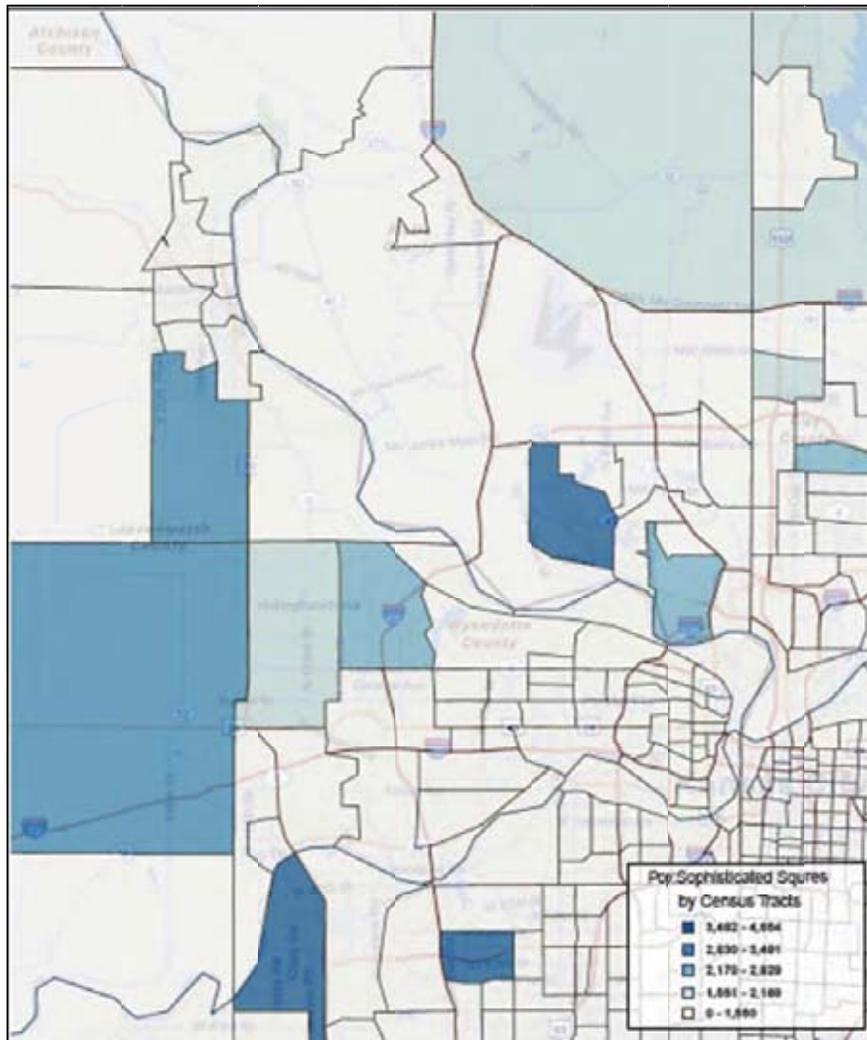


Source: ESRI, 2011

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- **Sophisticated Squires:** This segment tends to include upscale married couple families with children, living on the fringe of development.

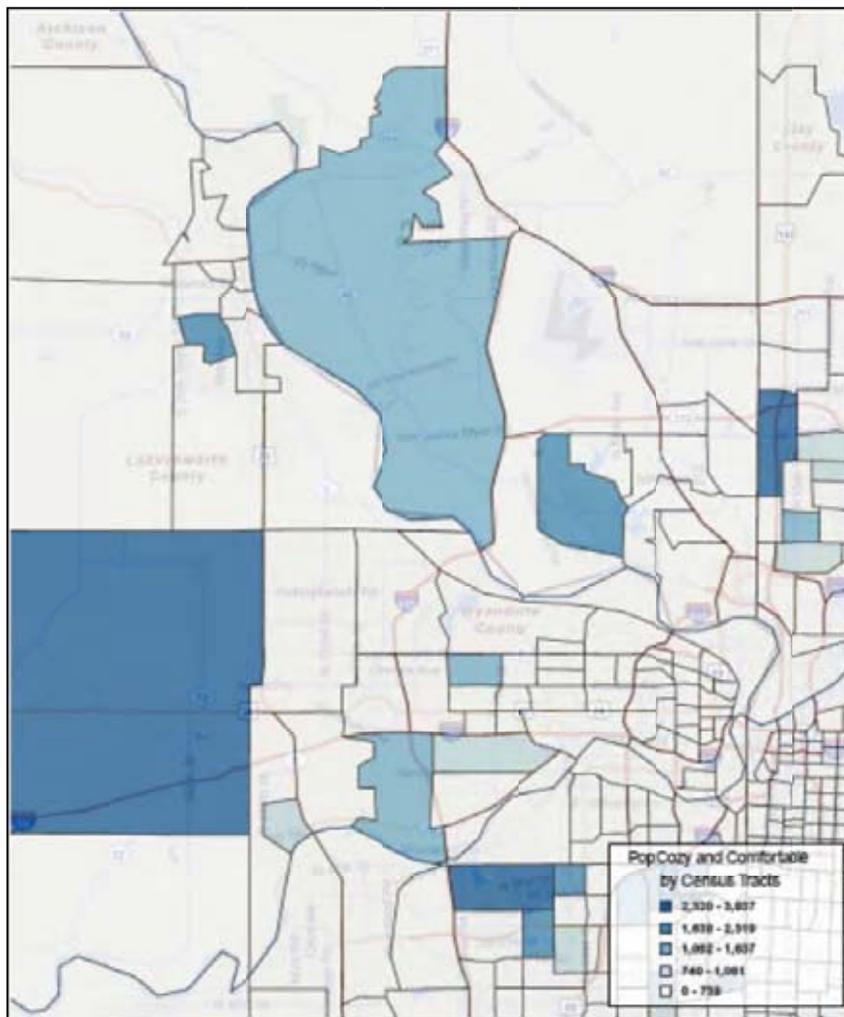
As illustrated in the figure below, Sophisticated Squires currently tend to live in western Shawnee in western Johnson County, in emerging growth areas of single family homes in western Kansas City, Kansas (to the north of I-70), and in exurban areas in unincorporated Leavenworth County to the west of K-7 and to the north of I-70. Elsewhere in the area, Sophisticated Squires have congregated in the Parkville and Lake Waukomis areas of the Northland and in a pocket of Shawnee along Johnson Drive to the east of I-435.



Source: ESRI, 2011

- **Cozy & Comfortable:** This segment includes middle aged, married couples. They tend to prefer eating at chain family restaurants and attending sporting events.

This group has located in a variety of locations throughout the K-7 corridor and the Kansas City metropolitan area, including the newer growth area on the south and west side of Lansing, exurban areas within unincorporated Leavenworth County to the west of Basehor and Bonner Springs, the Edwardsville area, and a variety of other neighborhoods in Johnson County and in the Northland.

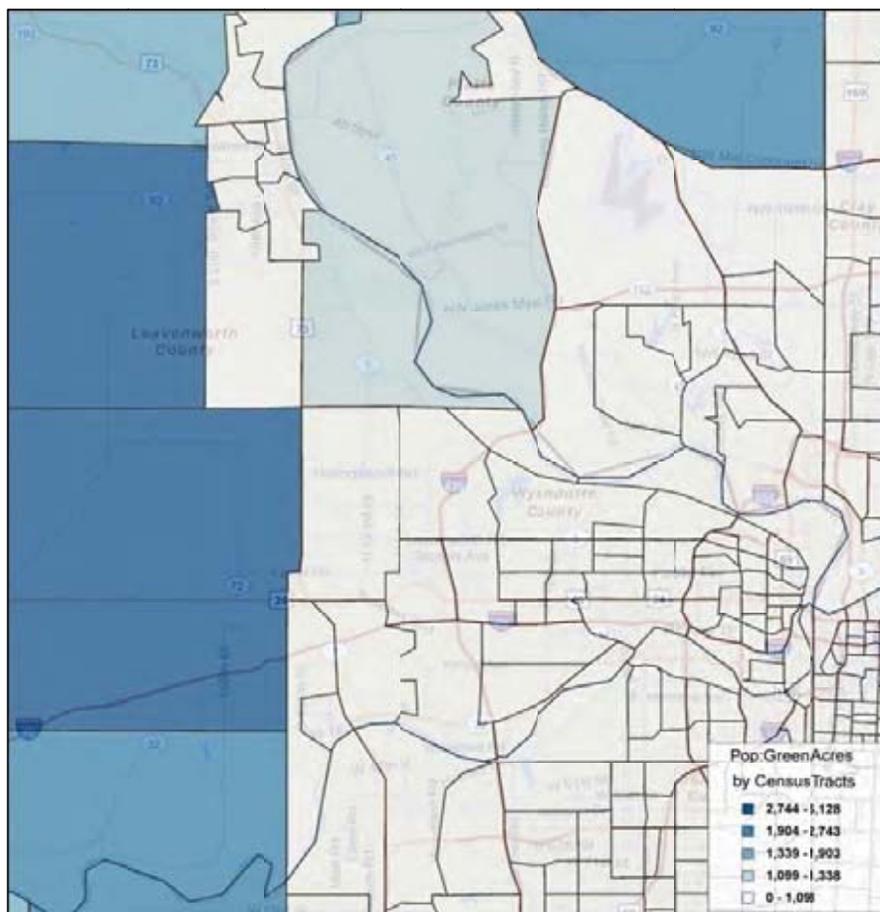


Source: ESRI, 2011

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- **Green Acres:** The Green Acres group is made up primarily of married blue-collar Baby Boomers who like to live in the pastoral settings of the developing urban fringe. They generally own their residence and primarily live in single-family detached houses. They work in the manufacturing, construction, health care and retail trade industry sectors. At home they like do-it-yourself projects around the house and in the garden. They own pets and like to exercise outdoors. This group tends to enjoy hunting and fishing and they like auto racing.

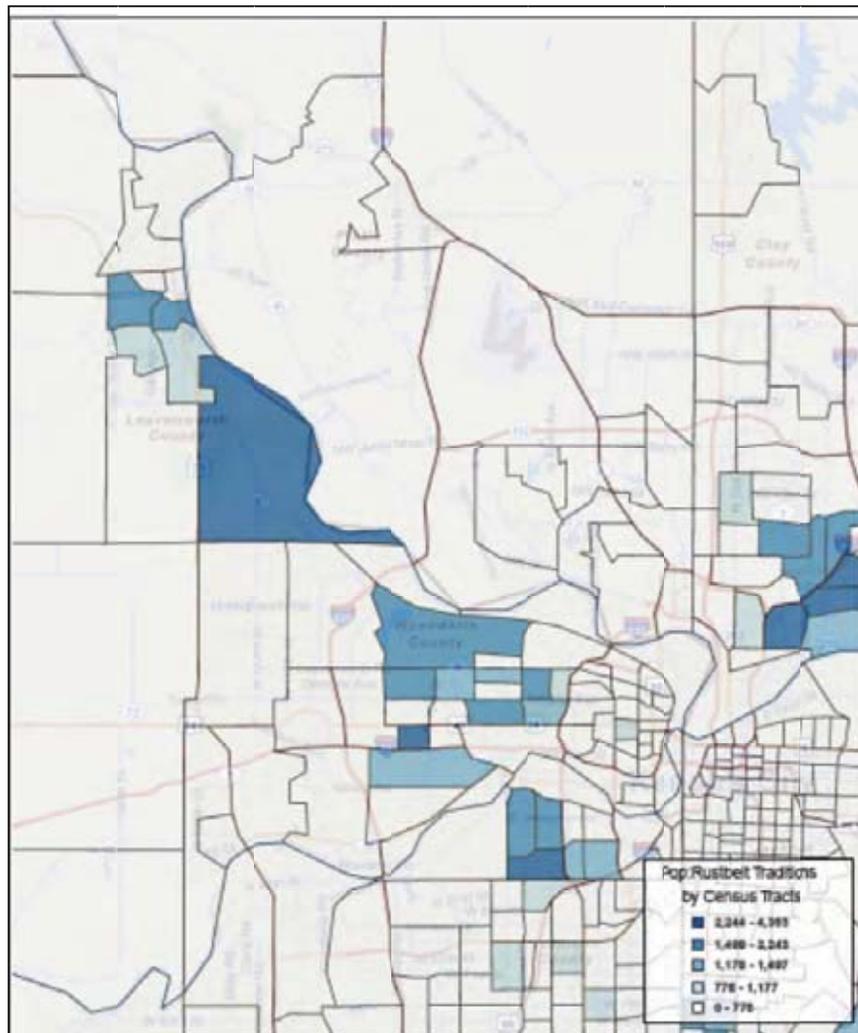
Along the K-7 corridor the Green Acres households are found in the non-urban parts of Leavenworth County. They also can be found nearby, across the Missouri River in areas to the north of KCI that remain somewhat agricultural.



Source: ESRI, 2011

- **Rustbelt Traditions:** Members of these households have typically lived, worked, spent, and played in the same area for many years. The group is fiscally conservative and represents the backbone of the nation's manufacturing workforce from over the last several decades.

As one would expect, members of the Rustbelt Traditions group have tended to locate in older neighborhoods in the local area. In particular, they live in the older portion of Lansing (to the east of K-7), older neighborhoods in Leavenworth, and older portions of KCK to the east of I-435.



Source: ESRI, 2011

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The table below summarizes the segments currently found along the corridor by sections. Each segment can be categorized by an “Urbanization Group.” These are categories established by ESRI based on the types of areas in which each group of psychographic segments tends to live. The groups are organized from more dense to less dense with U1 being the most urban and U11 being the most rural.



The "I" or "II" after each Urbanization summary group name denotes the relative affluence within the group, with I being more affluent than II.

Source: ESRI, *Community Tapestry Handbook*, 2007.

Currently, the corridor is mostly comprised of households in the Suburban Periphery or Metro Cities groups. It also includes sizable numbers of psychographic segments in the Urban Outskirts (primarily in Bonner Springs), Small Towns and Rural groups. The Suburban Periphery is characterized by regions located away from the epicenters of city living and at the edge of suburban expansion. They tend to have lower density residential development. Suburban Periphery II is made up of older homes close to employment nodes at the edges of metropolitan areas. The Metro Cities groups represent denser population centers than the Suburban Periphery. Metro Cities I includes the wealthier segments of the population that live in single family homes in metropolitan centers. Metro Cities II tends to include urban neighborhoods in transition with young starter households, retirees, single-person households and transitory groups, such as military personnel. The table on the next page outlines the breakdown of the population in the K-7 corridor study area by district and by psychographic segment.

Table 6: Breakdown of Psychographic Segments by District

Urbanization	Segment	Bonner to I-70	I-70 to State Ave.	State Ave. to Lansing	Lansing	Lansing to Muncie Ave.	Total
U3: Metro Cities I	Milk & Cookies	521	354	-	518	437	1,830
U5: Urban Outskirts I	Great Expectations	1,479	-	-	-	-	1,479
U5: Urban Outskirts I	Rustbelt Traditions	213	-	-	202	7	422
U7: Suburban Periphery I	Sophisticated Squires	-	-	559	712	-	1,271
U7: Suburban Periphery I	Exurbanites	-	382	92	-	902	1,376
U8: Suburban Periphery II	Cozy & Comfortable	1,090	68	21	-	-	1,179
U9: Small Towns	Crossroads	809	-	-	230	263	1,302
U10: Rural I	Green Acres	155	0	213	295	0	663
	Other Segments		Up and Coming Families			Aspiring Young Families, Prosperous Empty Nesters, Retirement Communities, Simple Living	
	Urbanization Groups	40% Urban Outskirts I	56% Suburban Periphery I&II	76% Suburban Periphery I & II	36% Suburban Periphery I	50% Metro Cities I & II	
		25% Suburban Periphery II	44% Metro Cities	24% Rural I	26% Metro Cities I	34% Suburban Periphery I	
		19% Small Towns			15% Rural I		
		12% Metro Cities					

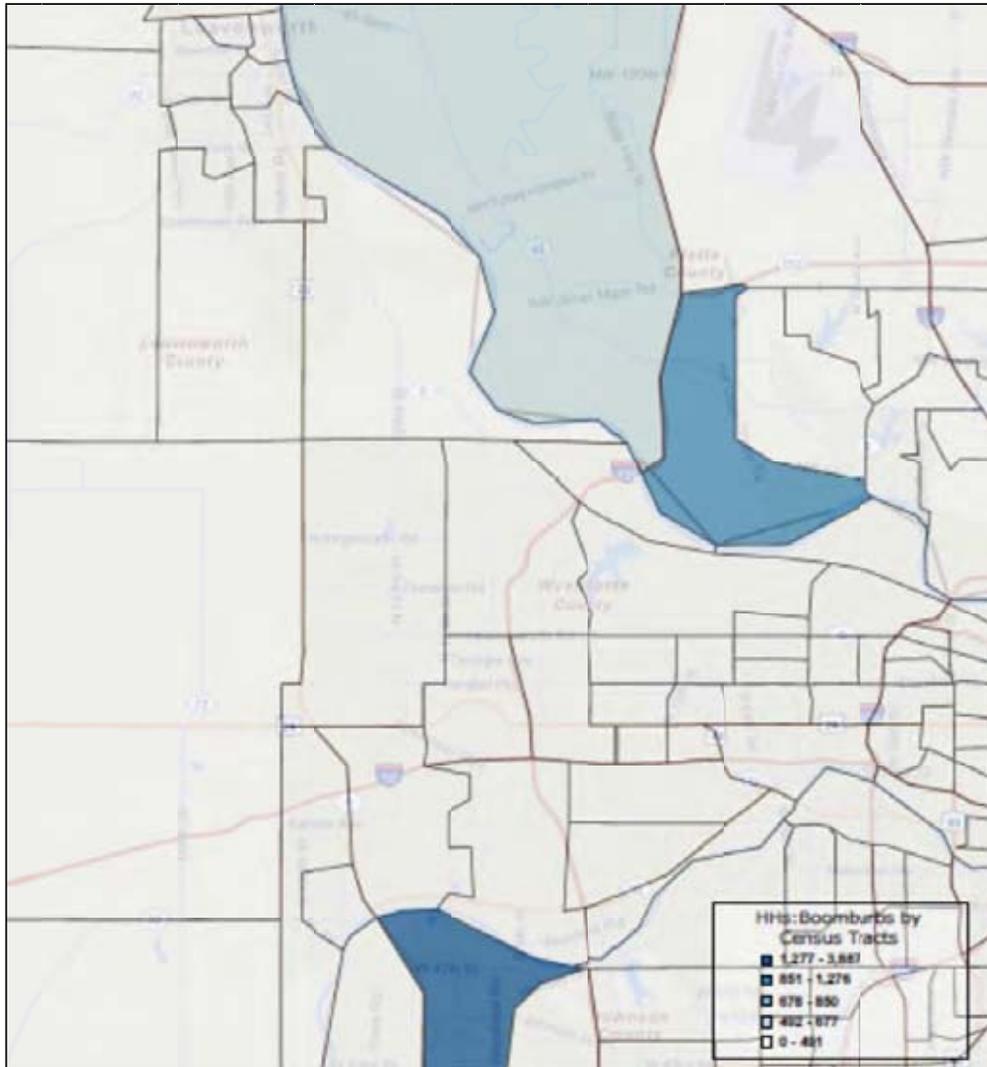
Source: Design Workshop

Potential Psychographic Segments

As K-7 is converted into a freeway and traffic volumes increase and trip times decrease the character of the corridor will change. There will still be aspects of it that fall into the Suburban Periphery group, but the Metro Cities and Urban Outskirts groups will tend to dominate more and the Small Towns and Rural Urbanization Groups will tend to diminish over time. Several psychographic segments that are present in the metro area now, but are not currently represented along the corridor, are listed below based on their potential to increase in this market when it is transformed.

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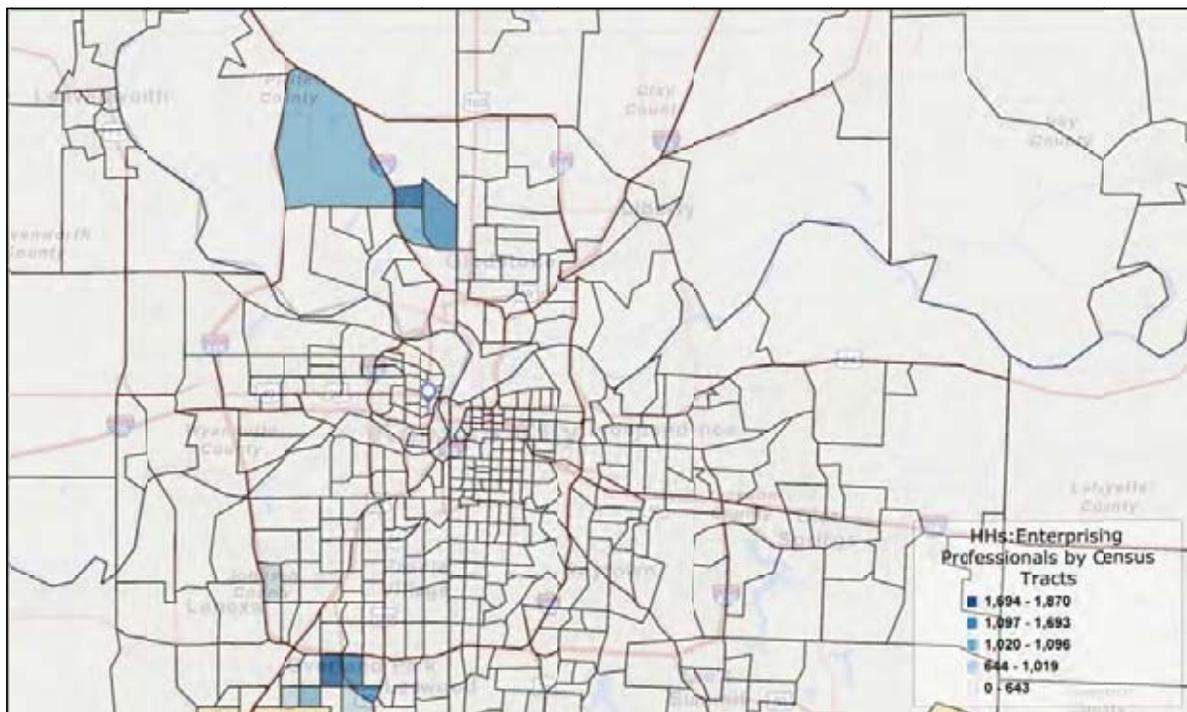
- **Boomburbs:** Young families with dual incomes and the presence of multiple children dominate this segment. They tend to enjoy upscale suburban lifestyles and represent one of the top markets for purchases of various types of consumer goods. This group tends to locate in newer suburban housing developments around major cities. As illustrated in the color-coded map below, Boomburbs generally have not located near the K-7 corridor. They have tended to congregate in the western portion of Shawnee, across the river from Bonner Springs, and in the Parkville area in Missouri.



Source: ESRI, 2011

- Enterprising Professionals:** This market segment includes young, educated, working professionals. With a median age of 32.4, this group is at the beginning of their careers. About 40 percent are single, many living with roommates. Because these residents tend to have college degrees and hold good jobs in management, finance, computer/IT, sales and office/administrative positions, they have a higher than average income compared to their age cohort nationally. This is a mobile group. They are not tied down and are willing to move to follow good jobs. As a result, they tend to rent, and favor newer neighborhoods with apartments and townhomes.

This segment is well represented in parts of Lenexa and Overland Park, attracted by the employment centers in these communities. A sizeable cluster also exists in the Northland, to the south and west of KCI.

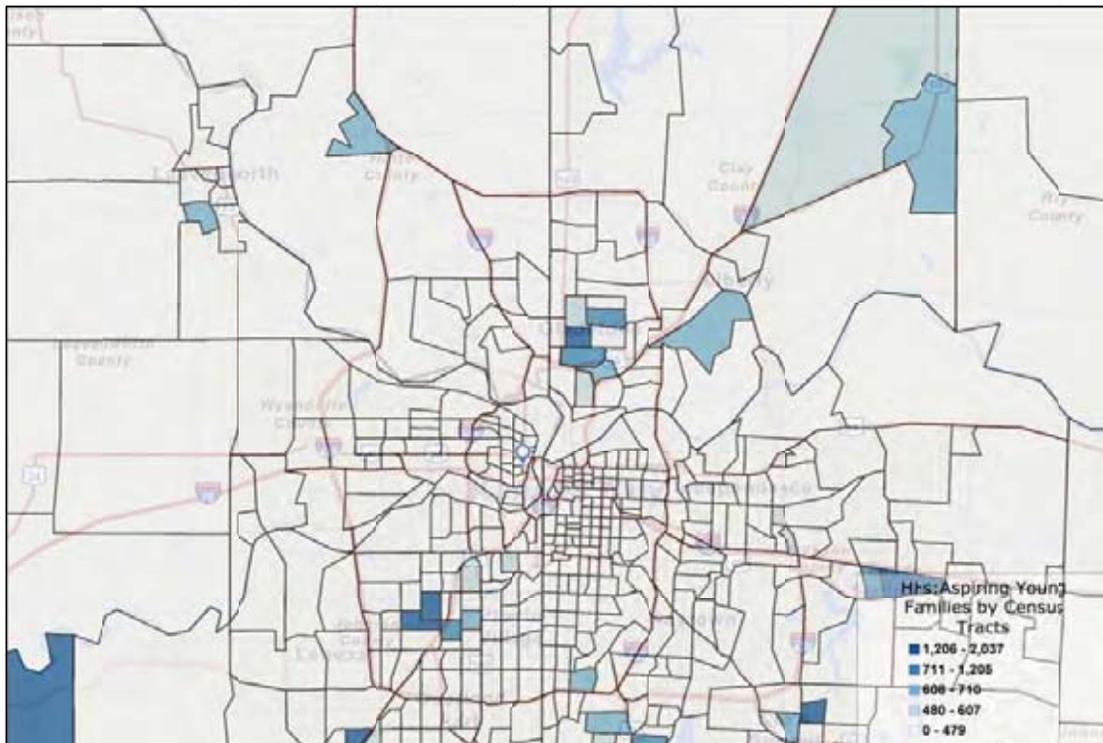


Source: ESRI, 2011

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- **Aspiring Young Families:** These residents are primarily young, start-up families, some with kids already and some without. The group also includes some single parents. There is more ethnic diversity in this segment than the others listed in this analysis. The adults are employed as professionals, managers, sales people or office/administrative support. About a third have attended college. They like large, growing metropolitan areas and gravitate to the moderately priced areas with a mix of apartments, townhomes and single-family detached residences. About half of the households rent, typically.

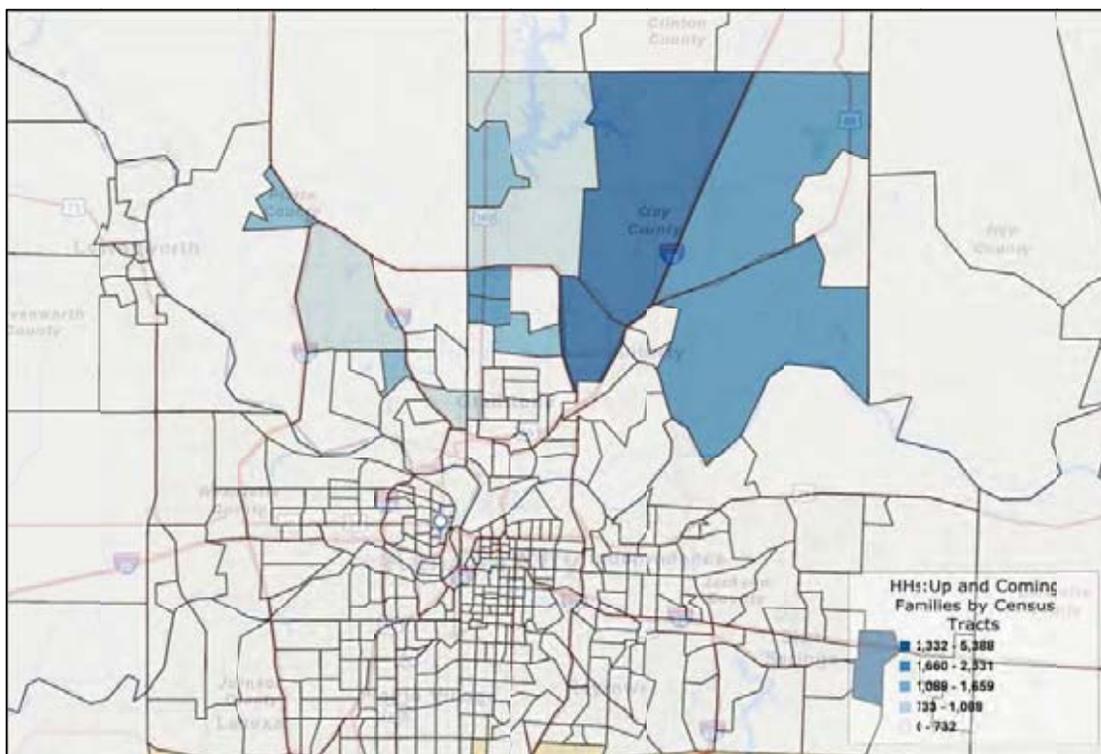
In Kansas City, these families are located in pockets around the outside of the metro core. There are some households already located in southwest Leavenworth – perhaps including some families with members working at the Fort.



Source: ESRI, 2011

- **Up & Coming Families:** This group is a mix of GenX and Baby Boomers, with a focus on growing families with higher than average incomes. Most of the wage earners in this segment are at the beginning of their careers, but they are on track to do well. Over two-thirds have college degrees and have good-paying professional jobs. They like to live in the Suburban outskirts, mostly in new housing developments. They own their homes – many for the first time as they put together the American Dream.

Currently, this group is located primarily to the northeast of the city in Clay County, and to a certain extent in Platte City. They prefer ample open space and affordable homes. With growing families, they look for entertainment opportunities for kids and shop for toys, baby supplies and basic first-home owner tools, appliances and project materials. They probably like to drive into Zona Rosa for a treat occasionally and a meal at one of the comfortable family-style restaurants.



Source: ESRI, 2011

Table 7: Demographic Information by Psychographic Segment, K-7 Corridor

Market Segment	Urbanization Group	LifeMode Group	Median HH Income (nationally)	Median Home Value (nationally)	Adjusted Home Value (1)	Households in KC Metro	Potential HH by 2015 (2)	Households in the Corridor Currently	Percentage of Metro
Current Segments									
Milk & Cookies	U3: Metro Cities I	L9: Family Portrait	\$63,574	\$155,183	\$164,494	38,552	40,358	1,830	4.7%
Great Expectations	U5: Urban Outskirts I	L7: High Hopes	\$37,684	\$114,837	\$121,727	32,070	33,573	1,479	4.6%
Exurbanites	Suburban Periphery I	L1: High Society	\$88,195	\$302,435	\$320,581	24,080	25,208	1,376	5.7%
Crossroads	U9: Small Towns	L12: American Quilt	\$41,213	\$74,804	\$79,292	8,961	9,381	1,302	14.5%
Sophisticated Squires	U7: Suburban Periphery I	L1: High Society	\$85,937	\$286,622	\$303,819	35,904	37,586	1,271	3.5%
Cozy & Comfortable	U8: Suburban Periphery II	L2: Upscale Avenues	\$65,768	\$186,456	\$197,643	34,905	36,540	1,179	3.4%
Green Acres	U10: Rural I	L2: Upscale Avenues	\$63,922	205460	\$217,788	35,622	37,291	663	1.9%
Rustbelt Traditions	U5: Urban Outskirts I	L10: Traditional Living	\$49,579	\$107,222	\$113,655	66,167	69,267	422	0.6%
Potential Segments									
Boomburbs	U5: Urban Outskirts I	L1: High Society	\$117,782	\$360,631	\$382,269	46,131	48,292	-	
Up and Coming Families	U7: Suburban Periphery I	L9: Family Portrait	\$77,444	\$221,956	\$235,273	58,095	60,817	-	
Enterprising Professionals	U3: Metro Cities I	L2: Upscale Avenues	\$69,960	\$282,033	\$298,955	15,183	15,894	-	
Aspiring Young Families	U4: Metro Cities II	L7: High Hopes	\$50,392	\$170,342	\$180,563	31,908	33,403	-	
NOTES:									
(1) Based on a Spending Potential Index for the metro region of 106% of the national average for expenditure on shelter -- ESRI database, July, 2011.									
(2) Based on an annual rate of increase of 0.92% -- ESRI database, July, 2011.									

Takeaways from Psychographic Segment Analysis:

As the K-7 corridor grows and transitions from a highway to a freeway, the types of people who are attracted to the area will change. The growth in density and connectivity that will come with the road improvements begins to change the characterization of the corridor from a peripheral suburban zone with many rural and small town elements to a more urban context. Some of the psychographic segments associated with the quieter life will begin to disappear, such as *Green Acres* and *Crossroads*, and others will begin to migrate in.

Enterprising Professionals will gravitate to the corridor if the office component grows there. They will be a strong part of the workforce at Cerner, for instance, and will be attracted to nicer, new apartment complexes along State Avenue and in Bonner Springs. If there are professional and management positions in business parks in Lansing and Leavenworth, then these employees will follow. They will like the Legends for its affordable, fun and new shopping options. They like casual sit-down restaurants

and attend sporting events. Connectivity is important to this fast-moving crowd, so the transformation of K-7 to a freeway will appeal to them.

The *Aspiring Young Families* will be attracted to moderate priced housing on the corridor with a mix of rental and for sale housing. They will not want to commute too far, and as a result employment opportunities in basic skilled positions would appeal to them as well.

Up and Coming Families will migrate to the K-7 corridor as good-paying professional jobs grow in the area. They are the most affluent of the young family segments profiles and will look for more expensive suburban developments. Easy commutes will be important, and they will probably spend their nights out at the Legends. On the corridor, they will support family-style restaurants like Red Robin, Chili's and Olive Garden, and they will frequent fast food restaurants.

Boomburbs, who are well represented in Johnson County, will begin to move here as the commute improves. With dual income families, being able to reach two jobs easily is important. That will happen in part because of the upgrade of K-7 to freeway status and because of new job opportunities in Wyandotte County, such as the Cerner expansion, and in the Northland. This group will be attracted by good schools and nice single-family housing developments. They will support the retail in the Legends and nicer convenience retail on the corridor. In particular, they will be looking for an upscale grocer to move into the area.

The psychographic segments that are already located on the corridor that will thrive with the changes a freeway will bring are the *Cozy and Comfortables*, *Milk and Cookies* and *Great Expectations*. The *Sophisticated Squires* will want to retain some of the open space, but they will support the higher-end retail that the other groups like *Boomburbs* will require. *Exurbanites* will move west to the greater open spaces of Leavenworth County as western Wyandotte County begins to fill in. The *Rustbelt Traditions* represent the solid core of the community who will retain the history and character of the area, but they are probably not a growing demographic.

IV. Trends in Housing for Older Adults

This year the first wave of the Baby Boomers is turning 65. A generation ago that would have meant it was time to head into retirement, take the pension and move south. This next wave of aging adults will not behave in the same way. As with every other stage in life, the Boomers will approach aging with their own agenda. That means they will keep working, maybe not for the same employers, but they are not going to just go sit on the couch. Of course, one of the reasons they will continue working is that this group of older adults has seen their nest eggs take a severe blow just as they are approaching the “golden years.” Many Boomers will keep working because they need to restock their savings. Still, for many of them, there will be a shift in where they work and what they do. Some may work from home more, become independent consultants or start the business they always dreamed of doing. Chances are they will want to work closer to home, which will create some demand in areas like the K-7 corridor that are located relatively close to emerging bedroom communities. One advantage to the communities that attract this segment of the population is that their desire to keep working includes volunteer activities, and they are often very important components of local non-profit organizations providing volunteer time and donations.

Where will these older adults be living? Many of them will want to stay close to where they currently reside. The Baby Boom Generation will not become snowbirds *en masse* the way their parents did. Of course some will move to Arizona or Florida, or other places they always dreamed of living, but more will stay where they have built relationships and other ties. They will want to stay close to friends, family networks, social networks, and business connections in the area.

While many of the Boomers entering retirement age will choose to stay in the area, they will be looking for different housing options. At 50 years of age and older, this segment should be empty nesters, but the real situation is often more complicated. It is much more common for adult children to return home for a number of years after graduating from college – especially in the down economy. With about half of marriages in the U.S. ending in divorce, and the prevalence of remarriage, there are many more households with older parents and young children. So, some of the aging adults will need homes that can accommodate younger residents.

For the couples who do not require extra rooms for permanent resident family members, many are looking for smaller homes – “downsizing” – to reduce the cost of maintenance and to fit their changing lifestyles. In some cases having bedrooms and most activity areas on the main floor is desirable as these people become less mobile. In other cases locations near open space activity areas, trail systems and parks is highly desirable so they can be outdoors more. For those who are divorced, widowed or never married, condominiums, townhomes and other attached or multi-family housing options are attractive. The K-7 corridor offers options for each of these interests, for instance, the small downtown feel of Bonner Springs or Leavenworth would attract some of those living alone, but seeking community, the area between State Avenue and Lansing has plenty of open space and a trail system in place and proposed, and those with families at home might chose one of the communities in Wyandotte County, Lansing or Leavenworth.

For those who have failing health and special needs there are a range of options that go beyond the old-style retirement home. Options include “independent living facilities” where meals, laundry and maintenance support is available, medical professionals are not stationed on-site. “Assisted living facilities” provide more support for those who need to have nurses and other support more readily available. There are specialized facilities for people suffering from Alzheimer’s disease. “Continuing

care facilities” provide a range of services that allow a resident to “age in place” and to add more to each level of care as they require it while remaining in the same community.

Kansas City has been seen as a strong market for senior housing. This summer, the *Kansas City Star* reported on four multimillion-dollar senior housing projects proposed for the area. The four are all joint ventures between Hunt Midwest Real Estate Development, with deep ties in the region, and Principal Senior Living Group, a Georgia-based firm specializing in this type of residential product. The prototype for the developments is a 40,000 square-foot facility with 59 units built around two courtyards. A dozen units are reserved for Alzheimer’s patients. The first two developments will open next spring. One is part of the 500-acre master planned community of Benson Place, located in the Northlands area. The other is being constructed in Lee’s Summit. The remaining two projects have not been located, but are planned to be ready to market in early 2013. The rents at these facilities, marketed under the brand Benton House, will be in the range of \$3,000 to \$4,500 a month.

Assisted Living facilities in the K-7 Corridor currently include, Delaware Highlands Assisted Living, a 133-room facility at the edge of the Delaware Highlands and Delaware Ridge community a few miles from Village West. Two other facilities are located near each another on either side of the Lansing-Leavenworth line. Twin Oaks is a 32-bed facility located in Lansing on Eisenhower Road just west of the country club. Homestead of Leavenworth is a 46-bed facility just to the north on Hughes Road. The next relevant question to ask is, how many aging adults are there in this market? The table below summarizes the total number of people in the metropolitan statistical area over 50 years old as of 2000, 2010 and projected for 2015. The total population over 65 in 2010 was 247,572 and by 2015 it is projected to be 287,959.

Table 8: K-7 Corridor: Historical, Current, and Projected Population by Age Group

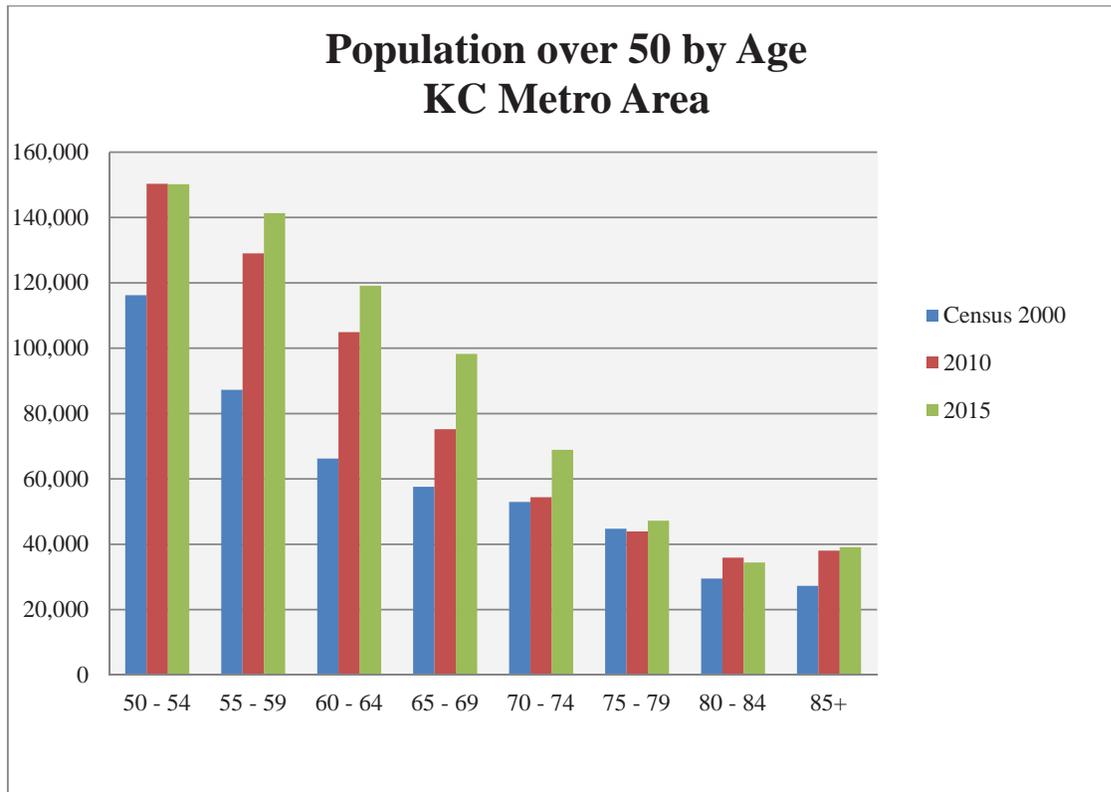
Age:	Census 2000	2010	2015
50 - 54	116,212	150,332	150,190
55 - 59	87,269	129,002	141,333
60 - 64	66,242	104,922	119,133
65 - 69	57,597	75,214	98,267
70 - 74	52,958	54,427	68,919
75 - 79	44,751	43,941	47,242
80 - 84	29,526	35,907	34,419
85+	27,276	38,083	39,112

Source: U.S. Census, ESRI

Looking at the trends in a histogram of the population from 2000 to 2015, it is clear that the older segments of the population are going to increase in the next five years and that wave will be pushing through for some time after that.

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Figure 5: Population Over Age 50, Kansas City Metro Area



Source: ESRI

The buying power of this group of consumers is significant. The table below shows the breakdown by net worth of the total population in 2010. In 2010, there were 88,861 households with a net worth greater than \$500,000. The demographic cohort aged 55 to 65 had an average net worth of \$861,750.

Table 9: Net Worth by Age of Householder, 2010

2010 Net Worth by Age of Householder							
	Number of Households						
	<25	25-34	35-44	45-54	55-64	65-74	75+
Total	40,983	136,157	157,831	176,381	138,625	81,091	74,959
<\$15,000	30,475	52,513	33,129	24,403	14,814	9,081	10,285
\$15,000 - \$34,999	4,387	18,064	14,970	9,186	6,146	3,651	2,896
\$35,000 - \$49,999	1,345	7,855	8,692	6,920	5,373	1,621	2,425
\$50,000 - \$99,999	2,381	20,745	20,979	21,236	10,999	9,946	8,069
\$100,000 - \$149,999	1,497	11,969	15,934	15,866	9,487	7,751	6,923
\$150,000 - \$249,999	438	13,359	22,694	23,618	17,785	9,741	13,351
\$250,000 - \$499,999	410	8,375	26,158	24,801	25,579	15,681	13,985
\$500,000+	70	3,277	15,275	20,351	48,242	23,591	17,025
Median Net Worth	\$10,086	\$30,727	\$102,668	\$165,380	\$277,034	\$232,321	\$190,781
Average Net Worth	\$25,315	\$104,776	\$254,324	\$527,771	\$861,750	\$774,091	\$517,853

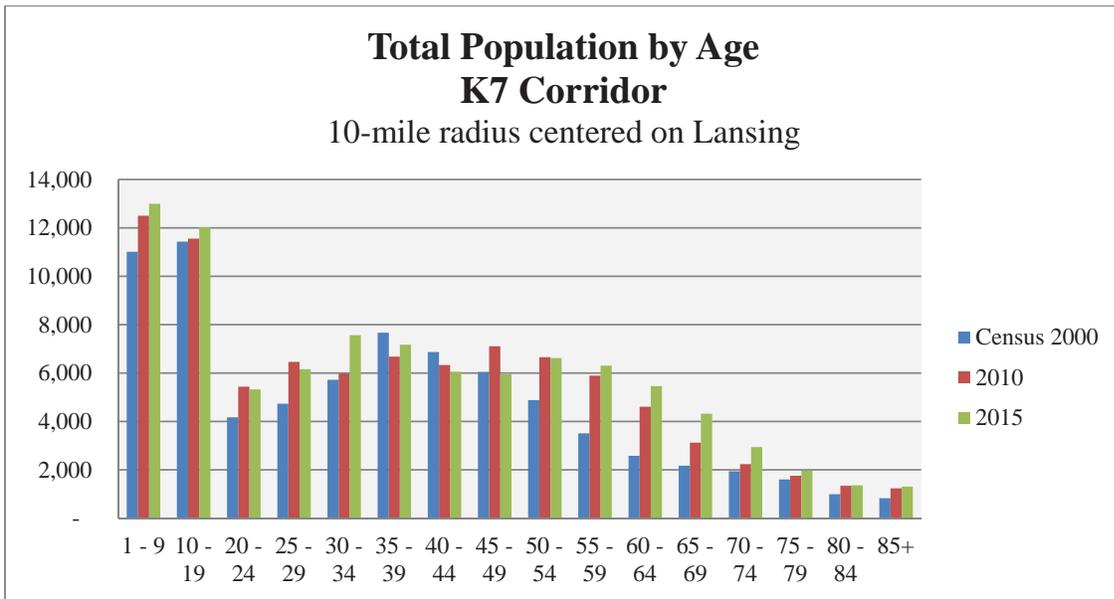
Source: ESRI

A study in March 2010 of the top 10 percent of affluent families indicated that these consumers will primarily remain in their homes as they age (65%). Of the remainder, 21 percent will choose a different home in the same metropolitan area. In this national survey, the desire to move to a low or non-maintenance condominium was higher in the eastern and central states. One of the most important factors in a choice of where to move was “proximity to restaurants/retail,” so the demand for housing by older adults will be paralleled by a demand for retail and hospitality.

In the K-7 Corridor specifically, the wave of the baby Boomers is evident in the histogram below. What is important to note for a long term forecast such as this one for K-7 is that the wave following it, the Echo Boomers or Gen Y who will be 20 to 40 in 2015, is even larger.

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Figure 6: Total Population by Age, K-7 Corridor



Source: ESRI

The population breakdown by age in the table below shows that by 2015 there will be 11,883 people over the age of 65 in the corridor. This does not take into account the potential boost in demand if this area aggressively markets good projects well tailored to the aging adult segments.

Table 10: Population by Age Segment, K-7 Corridor

	Census 2000	2010	2015
1 - 9	11,011	12,505	12,996
10 - 19	11,433	11,558	12,029
20 - 24	4,169	5,435	5,323
25 - 29	4,735	6,463	6,156
30 - 34	5,719	5,983	7,569
35 - 39	7,668	6,679	7,170
40 - 44	6,870	6,331	6,053
45 - 49	6,043	7,103	5,950
50 - 54	4,882	6,656	6,622
55 - 59	3,507	5,894	6,304
60 - 64	2,579	4,608	5,458
65 - 69	2,172	3,125	4,315
70 - 74	1,939	2,234	2,941
75 - 79	1,603	1,756	1,964
80 - 84	989	1,340	1,358
85+	826	1,236	1,305

Source: ESRI

Implications for K-7 Corridor

- As Baby Boomers age, they will create a demand for new types of housing including amenitized assisted living, memory care and low maintenance residential products that have the option of providing assistance but still allow a great deal of freedom.
- An increase in aging adults will create increased demand for walkable communities, amenities like trails and open space, and commercial development like retail and restaurants friendly toward this demographic, as well as service commercial developments providing space for doctors, therapists, wellness providers, insurance, lawyers, accountants and investment advisors.
- The corridor has the mix of small downtown, open exurban and suburban development areas that will attract a range of older people looking for different types of experiences. If the right amenities are in place, it will be an attractive area for them.

V. Competitive Landscape

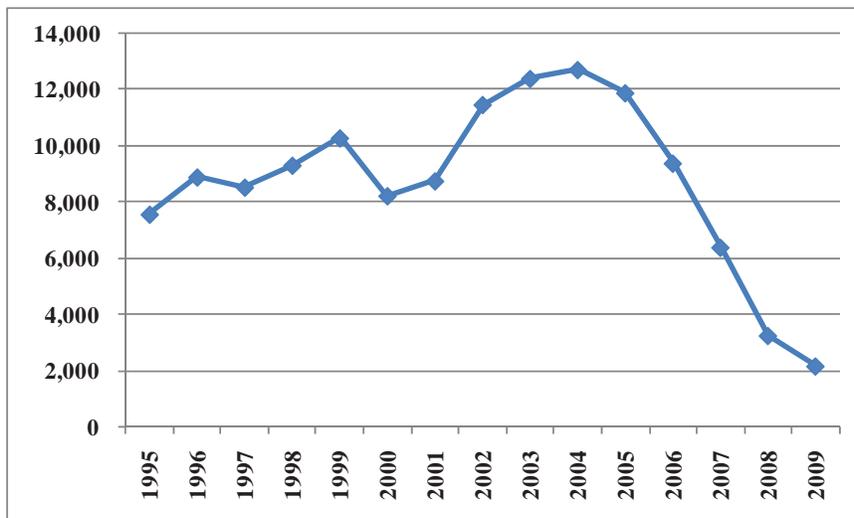
An analysis of the competitive market environment along the K-7 corridor supplements the macroeconomic data provided above. This section provides an overview of the competitive market for residential, office / business park, and retail activity in Wyandotte and Leavenworth counties relative to the overall Kansas City metropolitan area.

Residential

The Kansas City metropolitan area residential market has fared better than many larger housing markets on the coasts during the housing crisis of the last few years. However, the sector has witnessed significant contraction throughout the region, including in Leavenworth and Wyandotte counties. While local observers continue to note each quarter that the market is “bottoming” or nearing a turning point, the Kansas City residential market, in line with national trends, remains mired in a long term slump.

Historically, the Kansas City metropolitan area produced around 8,000 single family residential permits annually over the last few decades to support ongoing population growth. Jackson and Johnson counties have often together accounted for over half of all residential permits pulled in the metro area in a given year, and traditionally Leavenworth and Wyandotte counties have accounted for 10 percent or less of the regional totals for single family permit activity.

Figure 7: Graph of Historical Annual Residential Permit Activity, Kansas City Metropolitan Area



Source: Home Builders Association of Greater Kansas City

In line with reported population trends over the last ten years, the arrival of the Kansas Speedway, the Legends, and associated amenities along I-435 has spurred an increase in residential activity in western Kansas City, Kansas since 2000. Adjacent areas in Basehor, Lansing, and unincorporated Leavenworth County benefitted from the Speedway development and the larger healthy economy during the first part

of the 2000s and reported robust activity during this time as well. All sectors of the residential market dramatically slowed to a crawl in 2008 and 2009. Across the metro area, permit activity tied to multi-family properties (either for rent, or for purchase) reduced to virtually zero in many municipalities as only a trickle of single family permits passed through many communities during these two years. The following tables outline the historical data for residential permits for the various communities and jurisdictions along the K-7 corridor study area.

Table 11: Historical Residential Permit Tables for Various Jurisdictions Along K-7 Corridor

KCK / WYANDOTTE COUNTY			EDWARDSVILLE		
HISTORICAL RESIDENTIAL PERMITS			HISTORICAL RESIDENTIAL PERMITS		
	Single Family Units	Multi-Family Units		Single Family Units	Multi-Family Units
2001	205	128	2001	13	0
2002	295	138	2002	28	0
2003	433	50	2003	30	0
2004	483	120	2004	26	0
2005	494	171	2005	28	4
2006	473	12	2006	19	0
2007	334	0	2007	17	0
2008	144	0	2008	9	0
2009	101	0	2009	4	0

BONNER SPRINGS			CITY OF LEAVENWORTH		
HISTORICAL RESIDENTIAL PERMITS			HISTORICAL RESIDENTIAL PERMITS		
	Single Family Units	Multi-Family Units		Single Family Units	Multi-Family Units
2001	11	0	2001	66	14
2002	25	0	2002	93	19
2003	52	0	2003	74	13
2004	61	0	2004	57	31
2005	71	0	2005	144	0
2006	48	0	2006	141	0
2007	61	0	2007	74	0
2008	30	0	2008	64	0
2009	9	0	2009	70	0

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UNINCORPORATED LV COUNTY HISTORICAL RESIDENTIAL PERMITS		
	Single Family Units	Multi-Family Units
2001	160	21
2002	168	0
2003	151	0
2004	175	0
2005	144	0
2006	123	0
2007	88	0
2008	43	0
2009	37	0

LANSING HISTORICAL RESIDENTIAL PERMITS		
	Single Family Units	Multi-Family Units
2001	45	13
2002	87	130
2003	78	0
2004	55	22
2005	102	4
2006	59	0
2007	31	0
2008	24	0
2009	25	0

BASEHOR HISTORICAL RESIDENTIAL PERMITS		
	Single Family Units	Multi-Family Units
2001	33	41
2002	71	22
2003	56	67
2004	90	26
2005	102	6
2006	113	0
2007	109	0
2008	41	18
2009	23	0

Source: Home Builders Association of Greater Kansas City

As the various tables illustrate, Kansas City, Kansas and unincorporated Leavenworth County reported the greatest numbers of residential permits over the last ten years. The small community of Basehor reported a tremendous increase in permitting activity over the last several years, as developers platted numerous subdivisions, many speculatively, in anticipation that growth in Wyandotte County would spill over to the Basehor area. As the residential market crashed, the Basehor area retained a significant pool of vacant platted lots over the last few years, and the number of single family permits in the community dropped from 109 in 2007 to only 23 in 2009. Basehor also reported several dozen multi-family permits annually during the first half of the decade but reported only 24 total between 2005 and 2009. Lansing experienced less pronounced swings in residential permit activity during the last decade, although the number of single family permits decreased from 102 in 2005 to only 25 in 2009. The Lansing market remains less recession prone as many buyers of new residential homes come from the military and Fort Leavenworth. Although they both have some areas of vacant ground available for

residential growth, Bonner Springs and Edwardsville did not experience significant upswings in residential activity during the decade, and permit activity remained more steady during the period compared to their neighbors to the north and south.

Table 1212 highlights the aggregate trend in permit activity for these communities over the last decade.

Table 12: Historical Aggregate Residential Permit Activity, K-7 Corridor

K-7 CORRIDOR COMMUNITIES (COMBINED)						
HISTORICAL RESIDENTIAL PERMITS						
	Single Family Units	% of Total	Multi-Family Units	% of Total	Total, K-7 Corridor (SF and MF)	Total, KC Metro Area (Single Family)
2001	533	71%	217	29%	750	8,753
2002	767	71%	309	29%	1,076	11,475
2003	874	87%	130	13%	1,004	12,404
2004	947	83%	199	17%	1,146	12,720
2005	1,085	85%	185	15%	1,270	11,893
2006	976	99%	12	1%	988	9,384
2007	714	100%	0	0%	714	6,385
2008	355	95%	18	5%	373	3,242
2009	269	100%	0	0%	269	2,154

Source: Home Builders Association of Greater Kansas City

While the communities along and near the K-7 corridor in Wyandotte and Leavenworth counties did report over 1,000 residential permits in total for the 2002 to 2005 period, this period reflected a very overheated local and national housing market. A sustained rate of permits of around 700 to 800 per year has been more typical for the overall region over the last 20 years.

Single family home construction has clearly dominated the local market for residential product in Wyandotte and Leavenworth counties, accounting for 70 to over 80 percent of all permits from 2001 to 2005 and virtually all permits along and near K-7 from 2005 to 2009.

While the region traditionally has favored single-family construction, difficulties in obtaining loans and the continued slow economy has spurred local developers to consider multi-family projects in the western Wyandotte and eastern Leavenworth County market. Already, in advance of the arrival of Cerner at its new campus, Kansas City, Kansas has approved a number of multi-family projects along State Avenue to the west of the Kansas Speedway to house Cerner workers, and to accommodate the growing population of residents who cannot qualify or afford to enter the single family housing market. This trend will likely continue over the next several years, in line with national trends, as homebuying becomes less prevalent in the general population and more people, in particular young people starting out and senior citizens seeking lower maintenance options, choose multi-family projects.

Takeaways for Residential, K-7 Corridor

- The greater difficulty for all consumers in qualifying for home purchases will drive demand for multi-family product along the K-7 corridor in general (and throughout the local market) over the next few years. Demand for multi-family product serving office workers and employees at the new casino and resorts in the Speedway area will also support the multi-family trend along K-7, particularly at the southern end of the corridor in Wyandotte and Leavenworth Counties.
- Residential growth will continue to expand in western Wyandotte County, between K-7 and I-435, given the area's relative affordability (as compared with Johnson County) and the easy access to freeways in that area. The image and identity difference between Johnson County and Western Wyandotte County has shifted due to the Village West development, and the increased competition in Johnson County has made Western Wyandotte an attractive alternative.
- If the entire K-7 corridor upgrades to freeway, demand for residential at the north end of the corridor, in Lansing and Leavenworth, may expand given the enhanced access from this end of the corridor to the rest of the metropolitan area. If the corridor retains its at-grade status, increased traffic volumes and travel times (due to the addition of stoplights along K-7) may limit demand for residential at the north end of the corridor.
- Given increased overall growth in population and employment in Wyandotte and Leavenworth Counties over the next few decades, residential growth along the K-7 corridor may recover from the economic downturn more quickly than other parts of the metropolitan area.

Retail

The Kansas City metropolitan area retail market has experienced significant distress over the last few years as the economic recession led to the closure of a number of higher profile retailers nationally and decreased overall retail spending. Discussions with brokers in the Kansas City area indicate that the overall retail market in the metropolitan area is oversupplied at the current time. Developers have shelved a number of projects, particularly in Johnson County, over the last few years or have delayed plans for new retail ventures. The Legends and associated retail near the Kansas Speedway in western KCK remains one of the bright spots in the local and regional retail market. Larger regional retailers such as Nebraska Furniture Mart and Cabela's continue to attract spending from throughout the Kansas City area and beyond, which in turn has supported retail spending at many of the surrounding businesses, including restaurants in Village West. The area around the Kansas Speedway in general has attracted significant retail spending away from surrounding communities, including Leavenworth, Lansing, Bonner Springs, and communities in northern Johnson County. Brokers note that restaurant traffic from these towns has in particular tended to migrate to the Legends area, thereby diminishing demand for new restaurant space in these surrounding communities. At the same time, however, some of the restaurants in the Speedway area have closed over the last few years, citing the lack of steady business throughout the week in comparison to the peaks of business the area witnesses on weekends and around sporting events. The retail around the Legends should experience an uptick from the

opening of the Livestrong Sporting Goods Park (the new soccer stadium for Sporting KC), the opening of the new Cerner office campus in the vicinity of the Legends, and the upcoming opening of the Hollywood Casino at Kansas Speedway. Lansing and Leavenworth have also witnessed leakage of retail spending to Zona Rosa, a popular large scale lifestyle shopping center around 20 minutes away along I-29 in Kansas City North that features a wide range of retailers and restaurants.

The Legends retail development has recently rebranded as an upscale outlet mall named Legends Outlets Kansas City. The center boasts established brands such as Nike, Brooks Brothers, Tommy Hilfiger, Banana Republic, and Loft and is now exclusively marketing itself as an outlet mall as opposed to a full-service retail center, as it did when it opened. The emergence of the Legends outlet center will likely diminish demand for low to mid-level retailers along the K-7 corridor, including value oriented box retailers such as Big Lots and Dollar Tree, and only reinforces the strength of the general area around the Legends and Village West as a destination retail area serving Wyandotte and Leavenworth counties as well as customers from throughout the region.

The table below outlines key metrics for the overall metropolitan retail market. Data at the metropolitan level include information for all of Wyandotte County and KCK in one classification, and therefore include a wide range of older and lower performing retail centers and properties in the older portions of the community. At the county-wide level, Wyandotte County includes around 7.6 million square feet of retail space and reported a vacancy rate of 10.8 percent and an average rental rate of \$8.62 per square foot for the first quarter of 2011. While the county's vacancy rate remains generally on par with the rest of the metropolitan area, the lower than average asking prices for retail rents likely reflects the presence of a significant base of older retail centers in the county.

Table 13: Key Retail Market Metrics by Subarea, Kansas City Metropolitan Area *

Submarket Name	Total SF	Vacant SF	Vacancy %	Avg Rent (NNN)
Urban (KCMO)	19,568,135	2,051,866	10.5%	\$12.07
Clay County	9,359,316	847,987	9.1%	\$11.08
Platte County	4,533,135	334,098	7.4%	\$16.14
Independence	7,084,187	592,216	8.4%	\$10.85
Lee's Summit / Blue Springs	6,200,034	559,487	9.0%	\$13.05
East Kansas City	2,388,895	599,146	25.1%	\$5.06
Grandview	508,871	67,391	13.2%	\$7.51
Cass County	2,607,010	229,633	8.8%	\$10.68
Wyandotte County	7,614,595	825,591	10.8%	\$8.62
Northwest Johnson County	8,013,858	749,811	9.4%	\$11.38
Northeast Johnson County	6,686,845	665,666	10.0%	\$12.81
South Johnson County	15,580,441	1,333,395	8.6%	\$15.32
TOTAL	90,145,322	8,856,287	9.8%	\$12.04

Source: Colliers International Kansas City Metro Area Retail Market Report, 1st Quarter 2011

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- Note: Table does not include retail metrics for Leavenworth County

The overall retail vacancy rate in the Kansas City metropolitan area peaked at around 10 percent in the fourth quarter of 2009 and has gradually declined since then. The overall retail environment has improved as the economy has slowly gained strength over the last two years, but brokers generally expect the vacancy rate to slowly decrease over the next few years given the relative weakness of the economic recovery and the inventory of vacant and underperforming properties in the region. Asking rates for retail space have continued to decrease from around \$13.32 per square foot at the end of 2008 to the current average for the metropolitan market of just over \$12 per square foot, and brokers do not expect a material improvement in asking rates in the near future given the overall weakness in the market.

Takeaways for Retail, K-7 Corridor

- An overall saturation of the retail market in the Kansas City metro area, combined with slower anticipated growth in the near term, will minimize retail demand throughout the area over the next several years.
- K-7 will continue to represent the western edge of the metropolitan area. The presence of significant acreages available for retail development along the I-435 corridor (more accessible to the rest of the metro area and in closer proximity to the Speedway area) will minimize retail demand along K-7 in the near term.
- Because the I-435 corridor may absorb much of the larger scale retail demand over the near to mid term, the K-7 corridor is more likely to attract neighborhood retail (smaller in-line shops) and highway commercial (convenience stores, gas stations, etc.) over the near to mid term.

Office

Wyandotte and Leavenworth Counties have traditionally included a relatively small inventory of office properties relative to the greater metropolitan area, as the traditional employment centers of Downtown Kansas City, Missouri, and southern Johnson County (along College Boulevard and nearby corridors) have tended to attract larger office complexes. The existing office inventory along the K-7 corridor and in western Wyandotte County includes primarily smaller office uses for doctors, attorneys, and other local businesses of less than 5,000 square feet per tenant. These uses tend to locate in the heart of the communities along the corridor and include older properties of more than ten years old. In terms of the larger metropolitan market, KCK currently includes only 1.3 million square feet of office space. While the vacancy rate remains relatively low at 9 percent, this subarea reports lower than average asking lease rates of around \$13.36 per square foot. Local brokers indicate that the lower average rental rate likely reflects the presence of a significant pool of older office properties in the KCK area and that the Wyandotte County market could capture a greater share of the metro-wide office market with the introduction of newer office properties to its inventory.

The larger KC metro office market will remain constrained over the next few years as companies remain tepid in their hiring and the market continues to absorb vacancies. Several years ago, new construction in the local office market slowed as the metropolitan area absorbed significant inventories of office space that entered the market as Sprint consolidated its operations from throughout the metropolitan area to its new campus in south Overland Park. Today, as Sprint continues to right-size its local operations, a good deal of the space at its campus is now entering the market, driving up vacancy rates in the Johnson County area. Competition for tenants and office complex anchors remains fierce, as Kansas and Missouri continue to battle each other for corporate headquarters with new tax and related incentive packages. In terms of any new development, various cities throughout Johnson County continue to market available properties and corridors that have been primed for growth over the last ten to 20 years. The Renner Boulevard corridor in Lenexa, the Ridgeview corridor and the Cedar Creek area in Olathe, and the 135th Street corridor in Overland Park represent employment corridors with significant space available for development of new office properties. The new K-State Innovation research park at K-7 and K-10 in Olathe also represents a potential area for new employment growth in Johnson County. In terms of the market for class A or even B office, Wyandotte and Leavenworth counties face stiff competition from other submarkets in the metropolitan area that have a wide range of assets to offer potential tenants.

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Table 14: Total Office Inventory, Kansas City Metropolitan Region *

Kansas City Office Market	1st Quarter 2011		
	Rentable Area SF	Vacancy	Average Asking Lease Rate
Downtown (CBD)	15,551,859	17%	\$16.16
East Kansas City	4,092,260	16%	\$13.85
Kansas City, KS	1,316,496	9%	\$13.36
Kansas City North	3,738,339	26%	\$15.67
Midtown / Plaza	4,476,955	14%	\$19.74
North Johnson County	5,208,492	14%	\$16.32
South Johnson County	13,948,561	16%	\$20.06
South Kansas City	4,540,965	17%	\$15.17
KC Metro	52,873,927	17%	\$17.10

Source: CBRE Kansas City Office Market View, First Quarter 2011

- Note – Table does not include office data for Leavenworth County

Despite all of the headwinds facing the local office market, Kansas City, Kansas scored a big win over the last year with the development of a new 600,000 square foot campus for Cerner adjacent to the new Livestrong Sporting Park and the Kansas Speedway. According to the Unified Government, the new campus and adjacent employment at Livestrong should create a total of 6,000 new jobs around the Speedway over the next several years. The Cerner jobs should pay an average of \$65,000 annually, well above the average for KCK and for the metropolitan area, and should continue to drive retail activity in and around the Speedway.

The key question facing Wyandotte County and the nearby K-7 corridor concerns the degree to which the Cerner deal will spur further office development in the local area. The construction of the 600,000 square foot Cerner facility will alone increase the office inventory in the Wyandotte County market by nearly 40 percent and establish the I-435 / I-70 area as a potential new node for employment in the metropolitan area. At the very least, the Cerner deal puts Wyandotte County “on the map” for further office development. An important secondary question concerns the location for subsequent office growth in the KCK market. All other factors held constant, new office growth should tend to locate along the I-435 corridor first, given the beltway’s connectivity to KCI and Johnson County, and then along I-70, just to the west of the Cerner campus along 110th Street. Significant office development is unlikely to spill over to the K-7 corridor, given the significant inventory of undeveloped land at key interchange locations along I-435 and I-70. While the K-7 corridor certainly should benefit from the Cerner deal and the potential growth of employment around the Speedway area, K-7 is unlikely to emerge as a significant office growth area over the next few decades.

Takeaways for Office, K-7 Corridor

- The glut of office property in the Kansas City metro area, coupled with slower economic growth, will continue to minimize office demand throughout the area over the next several years.
- Significant competition from other neighboring submarkets, including Johnson County, will minimize demand for office space in Wyandotte and Leavenworth counties.
- The I-435 corridor (and, secondarily, the I-70 corridor) should absorb the majority of office growth resulting from the development of the new Cerner campus. Office growth along the K-7 corridor will continue to largely include smaller office uses, such as medical office, that grow as a result of population growth in the communities along the corridor over the next few decades.

Industrial and Flex Space

In line with the overall economy of the region, the metropolitan area's industrial market has not experienced significant peaks and valleys common to other regions in the country, particularly on the coasts. Speculative development of industrial properties has remained fairly limited over the last several years, helping to keep vacancy rates in the "acceptable" range, with a few exceptions. The Kansas City region continues to garner a good deal of interest and press from the development of two intermodal facilities, one associated with BNSF in Edgerton, Kansas, and the other at the former Richards Gebaur Airport in Cass County. Both of these developments are hoping to leverage the Kansas City area's strategic location in the heart of the country, with capabilities to distribute to a host of other markets in the Midwest. The connectivity of the area via the interstate network, including the I-35 corridor running from Mexico to Canada, and Kansas City's status as the nation's second largest railroad hub, should continue to make Kansas City a primary distribution location for goods arriving from global markets into the middle of the country. The various submarkets in the metropolitan area tend to report fairly similar metrics in terms of vacancies and average rents, with the exception of the flex market.

Table 15: Total General Industrial Inventory, Kansas City Metropolitan Region *

Kansas City General Industrial Market			1st Quarter 2011	
	Number of Buildings	Total SF	Vacancy	Avg Rents (NNN)
Executive Park / Northeast	126	14,822,633	1%	\$5.35
Jackson County	636	41,423,144	5%	\$3.68
Johnson County	237	14,507,508	4%	\$4.63
Platte County / NKC	169	9,917,359	5%	\$1.89
Wyandotte County	289	21,893,224	4%	\$3.23
KC Market Total	1,457	102,563,868	4%	\$3.54

Source: CBRE Kansas City Industrial Market View, First Quarter 2011

- Note – Industrial tables do not include separate data for Leavenworth County

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In terms of general industrial space, the Wyandotte County market is the second largest submarket in the Kansas City region with a current inventory of nearly 22 million square feet. Wyandotte County reports a vacancy rate of only 4 percent as of the first quarter of 2011 and an average rent rate (triple net) of \$3.23, on par with the average for the overall region. Jackson County includes a good deal of the older industrial stock in the metropolitan area and continues to have the largest inventory of general industrial space, including manufacturing facilities, with over 41 million square feet in total.

Table 16: Total Warehouse Market, Kansas City Area

Kansas City Warehouse Market				1st Quarter 2011
	Number of Buildings	Total SF	Vacancy	Avg Rents (NNN)
Executive Park / Northeast	197	20,516,932	12%	\$3.05
Jackson County	814	43,340,808	10%	\$2.74
Johnson County	597	31,657,599	6%	\$4.85
Platte County / NKC	245	14,611,090	7%	\$3.72
Wyandotte County	265	15,531,486	13%	\$2.81
KC Market Total	2118	125,657,915	10%	\$3.25

Source: CBRE Kansas City Industrial Market View, First Quarter 2011

With a significant base of space in the bottoms along the Kansas and Missouri River, Wyandotte County includes an inventory of nearly 16 million square feet of warehouse space as of the first quarter of 2011. As a result of the presence of a significant number of older buildings, in comparison to newer warehouse space in Johnson County and the Northland, Wyandotte County reports lower than average rent rates for warehouse space of \$2.81 per square foot.

Table 17: Total Flex Market, Kansas City Area

Kansas City Flex Market				1st Quarter 2011
	Number of Buildings	Total SF	Vacancy	Avg Rents (NNN)
Executive Park / Northeast	13	313,745	26%	\$6.38
Jackson County	83	3,957,940	6%	\$6.77
Johnson County	173	5,485,148	14%	\$7.45
Platte County / NKC	21	1,056,079	20%	\$6.19
Wyandotte County	23	789,661	13%	\$5.59
KC Market Total	313	11,602,573	12%	\$6.95

Flex space tends to include relatively new properties, and the suburban Johnson County market continues to include the largest inventory of flex space in the metro at over 5 million square feet.

Wyandotte County's inventory of less than 800,000 square feet remains one of the smallest subareas of flex space in the region, and the county's rent rates of \$5.59 per square foot continue to trail the metro average lease rate of nearly \$7 per square foot.

Johnson County will continue to dominate the market for new industrial growth on the Kansas side given the development of the new BNSF intermodal facility in Edgerton, and continued growth of distribution and flex space along the I-35 corridor in the Olathe area. Closer to the K-7 corridor study area, the area around K-7 and 83rd Street in western Lenexa and western Shawnee has included light industrial uses for many years and continues to attract new development of flex space and general industrial space, in smaller footprints compared to larger industrial parks. This development at 83rd Street may present a prototype for future industrial growth along K-7 in that it includes smaller properties and a variety of users, serving both local and regional markets.

Elsewhere along the K-7 corridor, smaller industrial areas have traditionally served local communities. Bonner Springs includes limited areas of industrial property along the Kansas River near K-7, including the quarry located just to the east of the K-32 interchange. Leavenworth features an industrial park area along Eisenhower Road about two miles west of K-7. Lansing's small industrial park is located to the east of K-7 along Gilman Road. All of these developments tend to attract smaller users and not compete directly with the larger industrial parks and distribution centers in the metropolitan area.

The City of Leavenworth is currently developing the Leavenworth Research and Development Park just to the south of Fort Leavenworth at 4th and Metropolitan, and envisions the new park leveraging the adjacency to the fort to secure various tenants tied to military clients and military-related technology. While this park generally aims to serve the military-related markets as opposed to a broader metropolitan market, the emergence of the park presents yet another competitor to the rest of the K-7 corridor in terms of the local market for office and flex space.

Other communities to the west present potential competition for the K-7 corridor in attracting new industrial uses. The City of Tonganoxie, in conjunction with the Leavenworth County Port Authority, is actively marketing a 247-acre parcel for a new industrial park along County Road 1, located about a mile and half to the north of the new Tonganoxie turnpike interchange on I-70. While the parcel does not have direct utility connections at this time, the prospect of potentially free land may entice industrial users to locate in the park and establish Tonganoxie as a new node for industrial growth to the west of Kansas City. Farther to the west, a new industrial park is planned along I-70 at the Lawrence / Lecompton interchange with K-10. These competitor projects will leverage connectivity to I-70 and present direct competition to the K-7 corridor.

Given the planned improvements of K-7 to freeway status and the corridor's connectivity to I-70 and to I-35 and the intermodal area to the south (in the Gardner and Edgerton areas), the corridor should continue to attract interest for industrial uses going forward. The Union Pacific line does cross K-7 at Bonner Springs, but little space remains to connect and leverage this line along the K-7 corridor. As a result, K-7 mainly benefits from freeway connections to the larger interstate network and therefore will likely tend to attract light industrial and flex space rather than larger scale distribution facilities going forward. Developers will more likely construct larger distribution facilities along the Missouri River, along I-35 near the BNSF intermodal, or along other interstate and rail served locations in the region. K-7 will likely attract smaller profile industrial and flex projects going forward.

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Takeaways for Industrial

- The industrial market in the Kansas City area continues to slowly recover as the larger national economy slowly picks up steam.
- The presence of significant distribution center facilities in Edgerton, Cass County, and elsewhere likely limits the potential demand for larger scale distribution facilities along the K-7 corridor.
- The connectivity of the K-7 corridor to I-70 and the Kansas Turnpike does create opportunity for industrial and flex space, particularly at the southern end of the corridor. The potential development of a new airport for Leavenworth County in the Lansing area and growth resulting from Fort Leavenworth may stimulate growth for flex space at the north end of the corridor as well.

Inventories of Developable Lands, K-7 Corridor

Before the communities along the corridor move forward with new developments, in theory they should or will absorb the properties that are already approved and platted, but not developed or built out, within their jurisdictions. While the Kansas City area exhibited much less in the way of speculative development over the last several years compared to cities such as Las Vegas or Phoenix, a sizeable number of unbuilt lots (for all product types) will slow the pipeline of new development in the region and along the corridor over the short term. The following table outlines the inventory of lots on hand as of July 2011.

	Residential Lots (SF and MF)	Commercial Lots	Industrial Lots
Bonner Springs	281	8	0
Basehor	692		
Kansas City, KS	1,000 +		
Lansing	60	0	2 industrial parks

Source: City of Bonner Springs, City of Basehor, City of Lansing, Unified Government / KCK

In addition to the information provided in the table, the Unified Government indicates that at least a million square feet of commercial space remains platted but unbuilt in the areas around Village West, in western Kansas City, Kansas, and along the K-7 corridor. The local real estate market will require a good deal of time to absorb all of the platted but unbuilt space in all of the market categories identified above in order to return to equilibrium.

Since 2008, permit information from Kansas City, Kansas indicates that the city has issued permits for a number of sizeable commercial projects, including the Schlitterbahn resort (2008), a new Best Buy and Walmart (2008), Kohl's (2010), the new casino (2010), and the Sporting KC ballpark (2010). In addition, the city has issued a number of permits for in-line retail in the Legends area (for fast food restaurants, smaller format retail outlets, etc.) over the last few years.

VI. Comparable Corridors and Projects

This section of the report outlines some comparable corridors or projects from other metropolitan areas that provide key findings for the K-7 corridor as it prepares for the conversion to freeway status over the next few decades and as the communities along the corridor consider a range of land use options for key districts along the corridor.

US 169 Corridor, Shakopee, Minnesota

US 169 traverses the western edges of the Twin Cities metropolitan area and proceeds to the south and west from the I-494 beltway loop through the community of Shakopee before entering rural areas of southern Minnesota. In 1996, the state expanded the river crossing for US 169 over the Minnesota River, and this project stimulated considerable industrial and mixed-use development along the corridor. Today, a triangular area bounded by US 169, County Road 101, and Canterbury Road includes various manufacturing, distribution, and warehousing facilities. The area includes one of the largest concentrations of distribution facilities in the Twin Cities region, given the community's rail and river access and connectivity to other interstates via US 169.

Dean Lakes, a newer development by Ryan Companies along the southern end of Shakopee along US 169, provides a good example of a mixed-use development with accompanying industrial and commercial properties. It includes 1.55 million square feet of new development in total, including 295 single family homes, 300,000 square feet of retail anchored by Lowe's, and 1.2 million square feet of office and industrial space on a total of 90 acres, including a 100,000 square foot office and technology facility for QLogic. Dean Lakes ties into Shakopee's community trail system via a comprehensive open space network.

Dean Lakes Master Plan



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Significance to the K-7 Corridor:

- US 169 provides a good example of a corridor that has developed with a mixture of different land uses, building upon the greater capacity provided by its expansion over the last fifteen years. The corridor has integrated significant industrial and distribution facilities along with a variety of retail and residential uses.
- Dean Lakes provides a model for the integration of suburban mixed-use development with adjacent industrial property.

Page Avenue Extension (MO-364), St Charles County, Missouri

Over the last two decades, local governments in the St Louis metropolitan area, including St Charles County and St Louis County, have planned for and implemented the completion of the Page Avenue Extension in the western suburbs. This project involves the completion of new four-lane, limited access sections of freeway, as well the upgrading of existing at-grade arterial roads to freeway status, along with outer roads or frontage roads on either side of the freeway. St Charles County is currently converting the portion that overlaps existing Missouri Highway 94 to freeway status. The project will eventually link I-64 / US 40 with I-270. Studies prepared for St Charles County have calculated that the Page extension will produce significant long term economic benefits, including an additional \$16.2 million annually in direct business spending, 120 new direct jobs annually, and 115 indirect new jobs throughout the county and across all industries. The new freeway will generate an additional \$2.9 billion in indirectly generated federal taxes and \$1.7 million in state and local taxes annually. These projected economic benefits will help to offset the short-term disruptions to shopping centers and other developments along the corridor resulting from construction and lane relocations.

Significance to the K-7 Corridor:

- A good example of a conversion project to upgrade to a freeway that provides for long term value creation for real estate interests along the corridor.

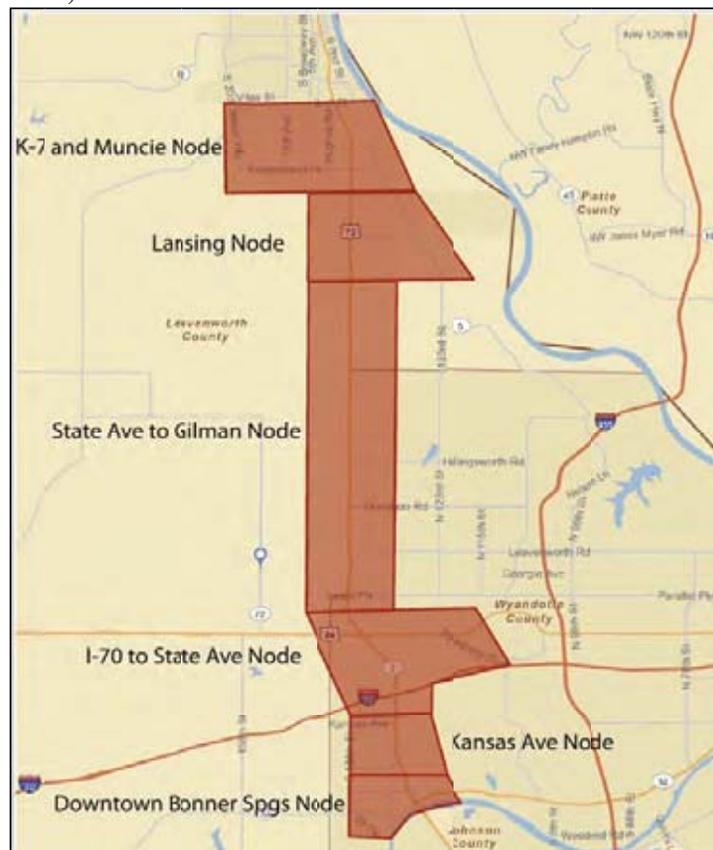
VII. Key Recommendations by District

This section of the report outlines key recommendations for various segments or “districts” along the K-7 corridor. Because market conditions and competitive pressures naturally vary along a corridor that stretches over several miles through two counties, the key market recommendations for K-7 differ by location or subarea.

Based upon market research and discussions with real estate professionals and local officials, this market study evaluates general recommendations for the K-7 corridor based upon the following breakdown of districts, illustrated in Figure 8.

- **Downtown Bonner Springs District**
- **Kansas Avenue District**
- **I-70 to Parallel Parkway District**
- **Parallel Parkway to Gilman District**
- **Lansing District**
- **K-7 and Muncie District**

Figure 8: Nodal Districts, K-7 Corridor



Source: ESRI, Design Workshop

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Downtown Bonner Springs District

The Downtown Bonner Springs district includes properties immediately adjacent to K-7, from the Kansas River north to nearly Nettleton Avenue, as well as sections of strip commercial and industrial uses along K-32 to the east and west of the K-7 interchange and the historic downtown area of Bonner Springs, to the west of K-7. This district includes the only “downtown” district along the K-7 corridor study area.

The analysis assumes that the quarry to the east of K-7 and K-32 will remain operational over the next few decades and therefore not represent a potential location for development or redevelopment. The Union Pacific lines and the Kansas River run parallel in close proximity to K-32 (east-west), and therefore few opportunities for reconfiguration of properties exist along the south side of K-32.

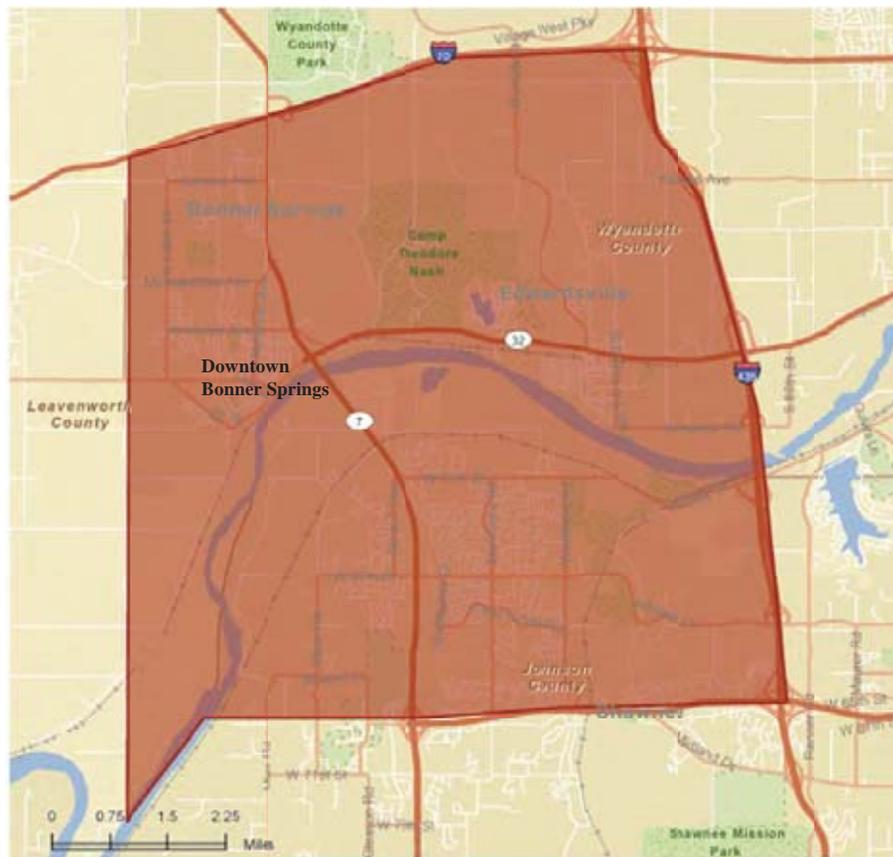
The stretch of strip retail along K-32 from K-7 west to downtown Bonner Springs remains underutilized and generally underperforms average retail uses in the area. Properties along this section of K-32 include a school bus parking lot, a nearly vacant strip retail center, and a used car dealer near the K-7 interchange. Repositioning or redeveloping these properties would help Bonner Springs improve its gateway into the historic core of the community from K-7 greatly.

The historic downtown area of Bonner Springs per se includes a mixture of tenants, including a small grocery store, a longtime Dairy Queen, a small collection of restaurants, and a mixture of small retail users such as antique or gift stores and offices for attorneys and insurance agents. Investors and property owners have invested in restaurant upgrades in recent years and the City has helped with streetscape improvements where feasible. While the downtown appears stronger today than it did a few years ago, the district remains largely unknown in the greater metropolitan area compared to similar historic downtown districts in the metro area such as Downtown Parkville and Downtown Overland Park. The lack of direct connectivity and visibility from K-7 clearly hinders the viability of retail and other land uses in the downtown district at this time.

Downtown Bonner Springs does benefit from favorable demographic factors in the local trade area and a lack of competition in the local market in terms of providing similar downtown retail and entertainment experiences.

A closer examination of the demographics in Bonner Springs and surrounding areas just to the south of Bonner Springs, across the river in Johnson County, indicates that the downtown area enjoys a favorable location relative to surrounding communities. Design Workshop compared the demographics for two subareas: 1) for the area between I-435 and the Leavenworth County line, and between I-70 and the Kansas River and 2) the portion of western Shawnee located to the south of the river and north of Shawnee Mission Parkway, and between the Kansas River on the west and I-435 on the east. The combination of these two study areas generally represents the trade area that would travel to downtown Bonner Springs fairly easily on a regular basis for eating and drinking and to experience a neighborhood retail and entertainment experience. The area generally includes neighborhoods within 5 to 7 miles by car from downtown Bonner Springs.

Figure 9: Map of General Trade Area, Downtown Bonner Springs District

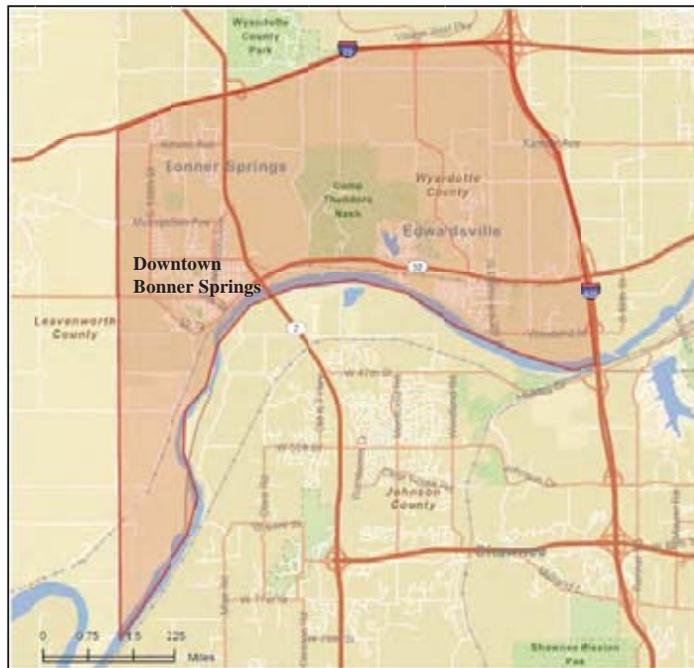


Source: ESRI, Design Workshop

Design Workshop more closely analyzed the demographics for the portion of this study area located in Wyandotte County versus in Johnson County, as illustrated in the two figures and the table below.

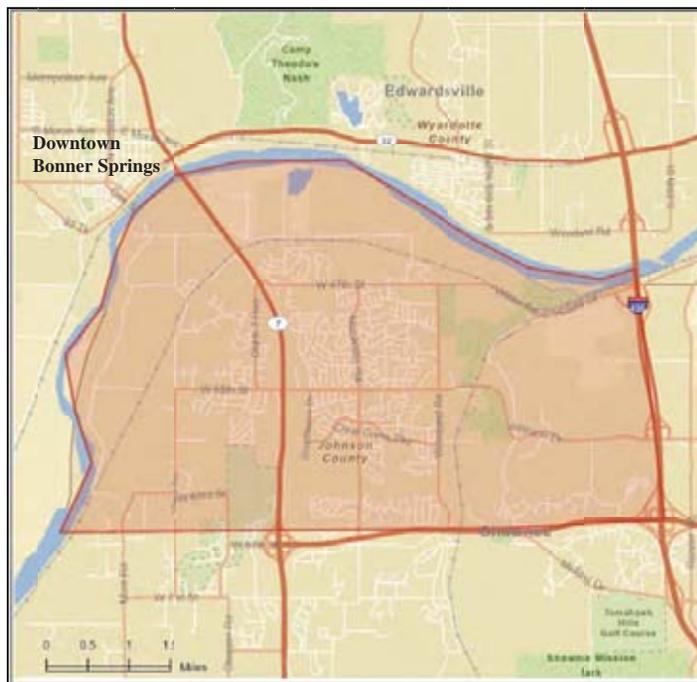
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Figure 10: Trade Area for Downtown Bonner Springs District (Wyandotte County Portion Only)



Source: ESRI

Figure 11: Area for Downtown Bonner Springs District (Johnson County Portion Only)



Source: ESRI

Table 18: Demographic Data, Downtown Bonner Springs Study Area

	Downtown Bonner Springs Study Area	Western Shawnee portion only	Bonner Spgs / Edwardsville portion only
2000 Population	19,504	8,872	10,632
2010 Population	26,219	15,199	11,020
2015 Population (Projected)	28,829	17,774	11,055
2000 Median HH Income	\$57,694	\$76,438	\$42,558
2010 Median HH Income	\$79,231	\$102,587	\$54,387
2015 Median HH Income (Projected)	\$89,521	\$108,778	\$58,589

Source: ESRI

As outlined in Table 18, the Wyandotte County portion of the study area for the Downtown Bonner Springs district has reported nearly zero population growth over the last ten years, and median household income has remained on pace with national averages. Meanwhile, the portion of the study area in western Shawnee has nearly doubled in population over the last ten years and reports a very strong median household income of over \$102,000 as of 2010. While the Bonner Springs and Edwardsville areas have remained fairly flat in terms of growth, the adjacency of Downtown Bonner Springs to the growing western Johnson County market increases the future marketability of the district. Western Johnson County, with the exception of the very small downtown areas in Shawnee and Lenexa, does not boast a historic downtown of its own that would appeal to families and other suburbanites. While Lenexa has planned its City Center at 87th and I-435 as its next “downtown”, this development will lack the authenticity and historic character of a downtown like Bonner Springs. Furthermore, the Lenexa City Center has encountered significant problems tied to the economy and may take many years to reach completion. Meanwhile, the City of Shawnee has zoned acreage around the Johnson Drive and I-435 interchange for mixed-use destination development, but it remains uncertain whether a potential developer would transform this area into a new “downtown” for Shawnee. Downtown Bonner Springs remains one of the very authentic and somewhat vibrant downtown areas between Kansas City and Lawrence.

Furthermore, as illustrated in Table 19, the western portion of Shawnee just across the river from Bonner Springs boasts a significant presence of upscale psychographic segments, including the Boomburbs and Sophisticated Squires. These affluent and family oriented groups serve as natural target markets for downtowns that provide family-oriented places to eat, play, and shop.

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Table 19: Psychographic Segments, Downtown Bonner Springs Study Area

Downtown Bonner Springs Study Area		Western Shawnee portion only		Bonner Spgs / Edwardsville portion only	
Boomburbs	41.3%	Boomburbs	75.8%	Great Expectations	34.5%
Great Expectations	15.7%	Sophisticated Squires	24.2%	Cozy & Comfortable	25.4%
Sophisticated Squires	13.2%			Crossroads	18.9%
Cozy & Comfortable	11.6%			Milk & Cookies	12.2%
Crossroads	8.6%			Rustbelt Traditions	5.0%

Source: ESRI

Key Takeaways and Recommendations, Downtown Bonner Springs District:

- The City of Bonner Springs should build upon recent streetscape improvements and work to stimulate the redevelopment of the K-32 corridor from K-7 to the heart of Downtown Bonner Springs in order to enhance this gateway to the downtown area and the overall community.
- The City and its partners should work to develop a brand identity and name recognition for Downtown Bonner Springs throughout the area, and in particular in western Johnson County.
- Downtown Bonner Springs should play to its small town and historic attributes in order to distinguish the district from the suburban orientation of virtually all of Johnson County.
- Although the Union Pacific railroad currently separates downtown from the Kansas River, the downtown district should work to leverage the presence of the river wherever possible. Enhancing trails and open space areas along and near the river would help to enhance the portfolio of assets around Downtown Bonner Springs and make the area more attractive to visitors.
- Downtown Bonner Springs should work to diversify the roster of businesses in the area beyond small gift shops and restaurants and should help to recruit tenants that would match the profile of potential customers in the district.
- Like many downtown areas, Downtown Bonner Springs should work to enhance its programming of events and activities in order to increase the marketability of the district, particularly to families.

K-7 and Kansas Avenue District

Although the existing roster of retailers at the K-7 and Kansas Avenue intersection helps to draw business from outside of Bonner Springs and makes the community the destination for local serving retail at the southern end of the corridor study area, this area faces potential threats over the short and mid-term time frames. First, potential growth of larger retail centers along K-7 in Johnson County may limit the appeal of the retail at Kansas Avenue to shoppers from western Johnson County going forward. The emergence of new retail centers at Johnson Drive, Shawnee Mission Parkway, and 83rd Street and K-7 limits the size of the trade area for the Kansas Avenue district to the south. Second, although KDOT has drawn plans for the eventual conversion of K-7 to freeway status extending through the current intersection with Kansas Avenue, uncertainty remains in the development community concerning the timing of these improvements and how the construction of the freeway may affect individual businesses. This uncertainty may be hurting the potential of the Kansas Avenue district to attract further investment. Third, the areas to the west and east of Kansas Avenue and K-7 include

vacant lands that may develop into residential areas in the future that may in turn provide business for retailers in the area. However, areas to the north along K-7 include more sizeable areas suitable for residential development, and as a result new retail centers going forward may locate farther to the north, near State Avenue for example, to service new residential along State Avenue, Parallel Parkway, or other areas that have more direct access to K-7.

Key Takeaways and Recommendations, K-7 and Kansas Avenue District:

- The City of Bonner Springs, KDOT, and the retailers and property owners in the area should identify strategies and timelines for improvements to K-7 that support future development as well as provide for the freeway functionality of the route.
- The City and KDOT should work to install parallel streets, such as the extension of Nettleton Avenue, in order to provide alternative access routes to area retailers and to provide a relief route for traffic during construction of the K-7 freeway. The agencies should work to start construction as soon as possible in order to reduce uncertainty over the future of the corridor and its associated improvements.
- The City of Bonner Springs should work proactively to develop new areas of residential growth to the east and west of the K-7 and Kansas Avenue area in order to provide new markets for retail at the intersection that would offset any future leakage of retail spending to new developments in western Johnson County and elsewhere along the K-7 corridor.
- Many of the existing retail and associated properties in the K-7 and Kansas Avenue area are fairly old and may require renovations or redevelopment in the coming years in order to maintain their existing levels of retail sales. The City should work with the Community Improvement District that has formed in the area to formulate design standards for the potential redevelopment of properties. These guidelines will help ensure that well planned and designed projects help to fortify the district against any decay in the coming years.

I-70 to State Avenue District

The areas along K-7 from around I-70 north to State Avenue represent the “heart” of the corridor and the gateway area for many visitors from other parts of Kansas to the corridor stretching from Leavenworth to Olathe. K-7 serves as the last north-south junction with I-70 heading west out of Kansas City and is one of the few connections along the Kansas Turnpike between Kansas City and Topeka. This district includes areas to the east along State Avenue that are prime for development, including parcels as far east as 118th Street near the Kansas Speedway that may benefit from spin-off growth from the Speedway, the new soccer stadium, and the new Cerner campus.

Key Recommendations / Takeaways for I-70 to State Avenue District:

- This district most clearly will absorb light industrial and flex space, as well as distribution facilities, given the prospect of improved connectivity (via freeway) along K-7 to the BNSF intermodal facility in Edgerton and the connectivity of I-70 running east-west.
- Most of the demand for office associated with or resulting from the Cerner campus construction will be absorbed along the I-435 corridor, but the area along 118th and State Avenue may attract a small office campus. The areas directly along K-7 will likely not attract a major office user going forward, given the inventory of land for office development along I-435 in Wyandotte County and the continued inventory of competing office parks and projects throughout Johnson County.

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- Demand for multi-family and other residential uses will likely gravitate to areas along State Avenue to the east of K-7, toward the Cerner campus and the Speedway area. The areas directly near the K-7 and State Avenue interchange will likely develop as a mixture of highway retail and light industrial / flex space uses.
- KDOT and the City of Bonner Springs should articulate the anticipated timeline for improvements at the K-7 and 130th Street intersection as soon as possible to reduce uncertainty for businesses and potential developers.
- Because this district serves as the key gateway to the K-7 corridor from I-70, the community should work to manage development at key intersections (such as at I-70, State Avenue, and 130th Street) in order to maintain design quality and the overall value of the corridor.
- The K-7 interchange with I-70 represents a key location for future light industrial or business park uses. Bonner Springs should work to develop a formal industrial or business park in this district in order to compete with emerging industrial parks along the turnpike in Tonganoxie and Lawrence and to counter emerging business park centers located throughout Johnson County.
- The Unified Government and Bonner Springs should work together to capitalize on the Cerner deal in order to secure a mixed-use office development in the vicinity of 118th Street, south of State Avenue.

State Avenue to Gilman Section:

This section of K-7, from the north edge of Bonner Springs to the southern outskirts of Lansing, currently retains a semi-rural or exurban character, as few developments have entered this portion of the corridor to date. The area lacks necessary utilities to complete development at this time (including most notably, sewers) and new developments would require sizeable investments in new infrastructure. While Kansas City, Kansas is upgrading Donahoo Road from near K-7 to I-435 at this time and this improvement should encourage development in the far western reaches of Wyandotte County, the I-435 and I-70 corridors should absorb a great deal of the development potential in the local market area resulting from the Speedway and the Cerner deal over the next few decades. The intersection of K-7 and Donahoo will likely absorb any near-term demand within this section of the corridor, primarily including any demand for highway commercial.

Key Recommendations, State Avenue to Gilman Section:

- The cities along this portion of the corridor should collectively work to limit new growth along this section of K-7 in order to minimize investments in infrastructure improvements and focus growth to areas already primed for significant growth, including the I-70 and I-435 corridors.
- As part of this effort, the cities should work collectively to limit the number of new traffic signals installed along K-7 through this stretch. Limiting signalized access would help to prevent leapfrog development in this area.
- The cities should help to steer residential growth to areas near K-7 that are already serviced by trunk infrastructure.

Gilman Road to Eisenhower Road (Lansing)

This section of the corridor, within the City of Lansing, primarily includes existing strip commercial development on both sides of the road, as well as smaller inventories of vacant land earmarked for future retail development (including ground at the Main Street development).

A number of factors may drive growth along this portion of the corridor in Lansing. First, the potential construction of a Leavenworth County Airport, most likely to the east of K-7 in the Lansing area, may increase demand for business park or light industrial uses in the area. Second, the potential upgrade of the existing K-5 from I-435 to Leavenworth to either a super-two or freeway orientation would have both positive and negative effects on growth in Lansing. The upgrade would of course provide easier access from Lansing to the rest of the Kansas City metropolitan area and therefore benefit businesses and general commerce in the community. On the other hand, the upgrade of K-5 would make it easier for Lansing residents to leave the community to visit retail and entertainment destinations such as the Legends and Zona Rosa.

Key Recommendations and Takeaways, Gilman Road to Eisenhower Road Section:

- The City of Lansing currently lacks an identifiable node or destination along the K-7 corridor. The community should continue to work to develop the Main Street project, which is already partially completed, in order to complete a key community amenity and focal point going forward.
- The planning team and the community should identify how the potential upgrade of K-5 would affect land use and zoning in Lansing based upon two scenarios: 1) the Leavenworth County Airport is constructed, and 2) assuming the airport is not constructed.
- Lansing has considerable strengths, including favorable demographic profiles (good incomes, good population growth and good schools, and should work harder to create a larger presence in the metropolitan region in order to attract more businesses and residents. The community should determine target markets for new development, including target psychographic segments, and should determine the positioning Lansing should take relative to Johnson County and the Northland, in particular.

K-7 and Muncie District (Leavenworth)

This district, at the far northern end of the study area, centers around the intersection of K-7 (4th Street Trafficway) and K-5 (Muncie Road) in south Leavenworth. The existing corridor mainly includes older strip commercial properties and retail centers at Leavenworth's south end. As the area has aged, newer retail and office centers have emerged along the Eisenhower corridor to the south and west of the K-7 and Muncie area and have attracted some retailers away from the K-7 corridor, most notably Walmart. Over time, Leavenworth has the opportunity to redevelop this portion of the corridor with newer retail uses or even perhaps a mixed-use development that would incorporate office and residential uses. Although the City of Leavenworth is developing a new Research and Development Park near the entrance to Fort Leavenworth and anticipates the park will bring new business to town, the distance from the research park to the south end of town means that the benefits of the research park will likely help others parts of town more directly, and the effect of the research park on redevelopment along the K-7 will be less pronounced. In addition, the overall lack of connectivity of Leavenworth to the rest of the metropolitan area, including relatively poor connections to I-29, limits development potential along K-7 at the south end of Leavenworth. Property owners around K-7 and Muncie, however, should look to leverage the presence of the VA Hospital and St Mary's College to help drive some local-serving retail (including sandwich shops, coffee shops, and the like).

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Key Recommendations and Takeaways for K-7 and Muncie District

- The City of Leavenworth should work with developers and residents to identify opportunities to create small mixed-use developments in the areas around K-7 and Muncie to serve the VA Hospital and St Mary's College. Pursuing a mixed-use strategy would help distinguish this corridor from other commercial corridors and areas in the Lansing and Leavenworth areas.
- The City of Leavenworth should use design guidelines and perhaps even a Form Based Code to enhance the quality of the existing corridor.
- The City should look for opportunities to enhance gateways along the corridor to distinguish Lansing, Leavenworth, and the transition between these cities.

VIII. Demand and Absorption Analysis

The following outlines the anticipated demand for retail, office, light industrial / flex, and residential uses along the corridor, based upon long term projections for population and employment for Leavenworth and Wyandotte counties. This study considered potential demand based upon two alternative scenarios. The first simply uses the population projections completed by MARC for 2040 for the local area. The second scenario assumes that MARC's projections of population growth for Leavenworth and Wyandotte counties are overly conservative, and instead increases the anticipated growth in population and households by 10 percent over the 30 year period. Many government officials in the local area believe that MARC's population projections for the two counties understate the projected growth of the area, and this alternative scenario considers the potential demand for various real estate types along the corridor assuming a small bump in growth across the study area.

Projected Office Demand for the K-7 Corridor

Based upon MARC projections for employment for the local area and assumptions concerning the percentage of total jobs that will involve the use of traditional office space, as well as the capture rate that the K-7 corridor will garner in relation to overall growth in Wyandotte and Leavenworth counties, the analysis concludes that the K-7 corridor in total should be able to absorb from 1.5 to 1.65 million square feet of office space over the next 30 years.

Table 20: Projected Office Demand, K-7 Corridor, 2008 - 2040

	Using MARC Assumptions	Using MARC Assumptions, plus a 10% Bump	Notes
Employment Growth, 2008 - 2040 (WY and LV counties)	28,831	31,714	
Projected Office Employment (WY and LV counties)	16,722	18,394	Assumes 58% of employment involves use of office properties, on average.
Capture Rate, K-7 Corridor	30%	30%	
Projected Office Employment, K-7 Corridor	5,017	5,518	
Square Feet of Office Space Used by Average Employee	300	300	
Total Projected Growth in Office Space, K-7 Corridor, 2008 - 2040 (Square Feet)	1,504,978	1,655,476	

Projected Industrial Demand for K-7 Corridor

Based upon MARC's assumptions regarding employment growth in Wyandotte and Leavenworth counties and normal assumptions regarding the percentage of the workforce employed in companies using industrial or flex space, the analysis concludes that the K-7 corridor should absorb from 2.2 to 2.5 million square feet of light industrial space over the next 30 years. This represents a conservative assumption that the K-7 corridor will capture only 10 percent of all new light industrial or flex space in the two counties over the next forty years. While larger scale industrial parks in the area, such as the

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existing area near I-435 in the Kansas River bottoms, often account for a large portion of the local industrial market, the K-7 corridor may exceed a 10 percent share of the total industrial market in the two counties. This change would result in the corridor absorbing a larger footprint of industrial space over the next few decades.

Table 21: Projected Industrial Demand, K-7 Corridor, 2008 - 2040

	Using MARC Assumptions	Using MARC Assumptions, plus a 10% Bump	Notes
Employment Growth, 2008 - 2040 (WY and LV counties)	28,831	31,714	
Projected Industrial / Flex Employment (WY and LV counties)	8,938	9,831	Assumes 31% of employment involves use of industrial or flex properties, on average.
Capture Rate, K-7 Corridor	10%	10%	
Projected Industrial / Flex Employment, K-7 Corridor	894	983	
Square Feet of Industrial / Flex Space Used by Average Employee	2,500	2,500	
Total Projected Growth in Industrial / Flex Space, K-7 Corridor, 2008 - 2040 (Square Feet)	2,234,403	2,457,843	

Projected Retail Demand for K-7 Corridor

Based upon assumptions tied to population and income growth for the western Wyandotte and eastern Leavenworth county area produced by either MARC or from ESRI data, the analysis calculates the general increase in retail space for the overall corridor study area over the next 30-plus years. The product of anticipated population growth and the anticipated per capita income in 2040 produces an estimate of the increase in personal spending for the corridor study area at the conclusion of the forecast period (2040). Assuming that the residents within a few miles of K-7 spend 80 percent of their retail dollars along the 10-mile corridor in a given time period, and assuming that retail in the area averages around \$250 per square foot, the corridor should be able to support from 1.4 to 1.7 million square feet of retail space between now and 2040.

Table 22: Projected Retail Demand, K-7 Corridor, 2008 - 2040

	Based on MARC and / or ESRI projections	Based on MARC and ESRI projections, plus a 10% bump	Notes
Population Growth, 2008 - 2040 (K-7 Study Area)	25,000	27,500	
Projected Per Capita Income, 2040	\$45,132	\$49,645	
Total Net Increase in Personal Spending, 2040	\$1,128,300,000	\$1,365,243,000	
Capture Rate of Total Personal Spending (along K-7 corridor)	80%	80%	
Percentage of Personal Spending Dedicated to Retail	40%	40%	
Total Projected Growth in Retail Spending, K-7 Corridor, 2040	\$361,056,000	\$436,877,760	
Retail Spending per Square Foot (on average)	\$250	\$250	Based upon typical metrics for mid-level retail in the Midwest.
Total Projected Growth in Retail Space, K-7 Corridor, 2008 - 2040 (Square Feet)	1,444,224	1,747,511	

Projected Residential Demand for K-7 Corridor

Projecting residential demand for a given geographic area is more straightforward than anticipating the breakdown of industrial versus office space, as the growth of households in a given town or area directly drives the demand for residential housing. Based upon ESRI projections for population growth in the K-7 study area (defined as a few miles on either side of the highway, from the south end to the north end), the corridor should gain around 25,000 residents over the next 30 years. This growth is equal to about half of all population growth in Wyandotte and Leavenworth Counties anticipated by MARC as part of the 2040 projections discussed earlier. Since K-7 is located in the heart of the growth vector (heading west from the Speedway) that is helping to drive the two counties toward a more significant role in suburban growth in the metropolitan area, it is reasonable to assume that a large chunk of the two counties on either side of K-7 will absorb around half of all new residents.

Table 23: Projected Residential Demand , K-7 Corridor, 2008 - 2040

	Based on MARC and / or ESRI projections	Based on MARC and ESRI projections, plus a 10% bump	Notes
Population Growth, 2008 - 2040 (K-7 Study Area)	25,000	27,500	
Average Number of People per Household	2.67	2.67	
Total Household Growth, 2008 - 2040	9,363	10,300	
Total Household Growth, per Year	293	322	

On an annual basis, the calculation above indicates that the corridor, in aggregate, should support around 300 housing permits per year. The mix of single-family versus multi-family units will likely tie with historical averages for the percentage of households in the area that buy versus rent homes (roughly two-

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Table 22: Projected Retail Demand, K-7 Corridor, 2008 - 2040

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Total Projected Growth in Retail Spending, K-7 Corridor, 2040	\$361,056,000	\$436,877,760	
Retail Spending per Square Foot (on average)	\$250	\$250	Based upon typical metrics for mid-level retail in the Midwest.
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Projecting residential demand for a given geographic area is more straightforward than anticipating the breakdown of industrial versus office space, as the growth of households in a given town or area directly drives the demand for residential housing. Based upon ESRI projections for population growth in the K-7 study area (defined as a few miles on either side of the highway, from the south end to the north end), the corridor should gain around 25,000 residents over the next 30 years. This growth is equal to about half of all population growth in Wyandotte and Leavenworth Counties anticipated by MARC as part of the 2040 projections discussed earlier. Since K-7 is located in the heart of the growth vector (heading west from the Speedway) that is helping to drive the two counties toward a more significant role in suburban growth in the metropolitan area, it is reasonable to assume that a large chunk of the two counties on either side of K-7 will absorb around half of all new residents.

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Average Number of People per Household	2.67	2.67	
Total Household Growth, 2008 - 2040	9,363	10,300	
Total Household Growth, per Year	293	322	

On an annual basis, the calculation above indicates that the corridor, in aggregate, should support around 300 housing permits per year. The mix of single-family versus multi-family units will likely tie with historical averages for the percentage of households in the area that buy versus rent homes (roughly two-

thirds own a home, and one-third rent on average). The exact location for residential absorption on a year by year basis along the corridor will depend on a host of factors, including availability of parcels for residential development, local zoning issues, and the final locations for office and industrial developments in the communities.

The Potential Impact of K-5 Corridor Upgrades:

The aggregate projections for demand for the K-7 corridor, articulated in the previous pages, assume that the K-7 corridor continues to serve as the primary north-south corridor connecting Bonner Springs with the Lansing and Leavenworth areas. However, an upgrade of the K-5 corridor from its current two-lane configuration (following a very circuitous route from I-435 to the intersection of K-7 and Muncie in Leavenworth) to a “super two”, more directly connecting I-435 to K-7 and incorporating wider and safer shoulders on either side of the road, would likely absorb a portion of the demand for various real estate types along the K-7 corridor in the future. While the timing and likelihood of K-5’s potential upgrade remains highly uncertain at this time, the corridor’s upgrade could somewhat reduce overall demand along the K-7 corridor between State Avenue and Leavenworth, for a variety of reasons outlined below.

- The K-7 corridor has already been established as a primary north-south highway connecting I-35 and I-70, between Olathe and Bonner Springs. The connection that K-7 provides between the new BNSF intermodal facility in the Edgerton area and the I-70 corridor means that K-7 to the south of I-70 will almost certainly remain a major transportation connector in the region, serving Johnson County in particular. This orientation of K-7 to the south of I-70 will remain in place even if KDOT is unable to fund interchange improvements at Kansas Avenue, given the presence of existing freeway sections in Johnson County and the current upgrades of the K-7 and Johnson Drive intersection to a grade-separated interchange.

Funding for upgrades to freeway status for K-7 to the north of State Avenue remains uncertain. If the K-5 corridor attracts funding for upgrades before K-7 does, the likelihood of obtaining funding for K-7 freeway upgrades in the northern section of the corridor could remain uncertain, given the overall uncertainty of highway funding over the next few decades. Improvements to K-5 could make K-5 a more prominent arterial providing access between the Lansing / Leavenworth areas and the rest of the metropolitan area (via I-435) and could absorb some traffic that would otherwise use the K-7 corridor.

- Improvements to K-5 could reduce demand for real estate development along the K-7 corridor, assuming all other variables impacting real estate demand remain constant. An upgraded K-5 would represent a gateway from the rest of the metro area and I-435 into the Lansing and Leavenworth area and could attract some degree of retail development serving both Lansing / Leavenworth as well as northwestern Wyandotte County. The direct access provided by K-5 to the rest of the metro would attract residential growth to the K-5 corridor as well, and would in particular appeal to commuters traveling to jobs at Fort Leavenworth as well as the western and northern portions of the metro area. In addition, a potential upgrade of K-5 could divert some potential office or light industrial demand from the K-7 corridor to the K-5 corridor. The construction of a new airport serving Leavenworth County to the east of Lansing, near the potential route for an upgraded K-5 corridor, would also likely shift a portion of office and light industrial growth to the K-5 corridor from K-7, at least in the northern portion of the study area.

IX. Freeway versus Non-Freeway Demand Discussion

One of the main unknowns facing the K-7 corridor over the next few decades concerns whether and when the corridor fully converts to a freeway from its current at-grade orientation. The following outlines key takeaways concerning how demand may change with the conversion to freeway status for the K-7 corridor.

- Assuming the corridor converts to freeway from Parallel Parkway to Lansing, new suburban growth in this part of the corridor will orient to the interchange locations primarily. Commercial and any small office development will orient at or very near to the interchanges, in particular to the interchanges that serve east west routes that also connect with I-435 (Leavenworth Road and Donahoo Road)
- Assuming the corridor converts to freeway from I-70 to Lansing, the Lansing and Leavenworth districts should experience increased demand for residential product (of all types) given the greater connectivity of these two communities to the rest of the metropolitan region.
- Assuming the corridor converts to freeway, demand for industrial property including business parks should increase in the Lansing and Leavenworth areas as well given the greater connectivity from these communities to outside markets.
- Assuming the corridor converts to freeway, properties located in between interchange locations may actually go down in value compared to the existing condition given that they would lose direct access to K-7.
- Assuming the corridor converts to freeway, demand for retail in the Lansing and Leavenworth districts may decline, at least in the short term, as residents would be able to travel to the Legends and Speedway area more quickly.

X. Synthesis and Recommendations

Given current market conditions, in which the residential, retail, and office markets in the western suburbs and the overall Kansas City area continue to see limited expansion, this market study does not attempt to predict the market for various product types over the next one to three years. Instead, this study focuses more on the macroeconomic projections for office, retail, and residential uses over the next 20 to 30 years.

In general, the K-7 corridor is well positioned to enjoy additional growth over the next few decades as new developments at the Kansas Speedway area, and in particular the Cerner campus, spur ongoing growth in western Wyandotte County. However, each community faces its own set of issues regarding its particular district along the K-7 corridor, as discussed in the report. Bonner Springs faces the challenge of marketing its distinctive downtown area in light of poor connections to K-7 and poor visibility. Bonner Springs also faces challenges associated with how existing businesses may access K-7 both during and after the installation of new interchanges along K-7. Lansing and Leavenworth struggle with the possibility that the area to the south along K-7 may gain additional stop lights over several miles, limiting access to their communities to a certain extent, through increased traffic volume. In addition, the potential upgrades of K-5 may reduce real estate demand along the K-7 corridor somewhat and potentially shift some of the aggregate demand to the K-5 corridor.

In order to achieve success as the planning effort proceeds, the communities should work together to resolve any physical planning issues regarding the installation of freeway improvements along K-7 and should collectively agree regarding which districts along the corridor should attract new development first.

APPENDIX***Psychographic Profiles (Detailed)*****Aspiring Young Families****Demographic:**

Most Aspiring Young Families residents are young, startup families, a mix of married-couple families with and without children and single parents with children. The average family size is 3.12, near the U.S. average. Approximately two-thirds of the households are families, 27 percent are single-person households, and 9 percent are shared. Annual population growth is 1.37 percent, higher than the U.S. growth. The median age is 30.5 years; one-fifth of residents are in their 20s. This market is ethnically diverse. Although most residents are white, other race groups are also represented. Seventeen percent of residents are black, and 17 percent are of Hispanic origin.

Socioeconomic:

The median household income is \$50,392, and income is derived mainly from wages. The median net worth for this market is \$74,245. Approximately 60 percent of employed residents have professional, management, sales, or office/administrative support positions. Overall, 85 percent of residents aged 25 years and older have graduated from high school, 35 percent have attended college, and 22 percent hold a bachelor's or graduate degree.

Residential:

Aspiring Young Families neighborhoods are located in the large, growing metropolitan areas primarily in the South and West, with the highest state concentrations in California, Florida, and Texas. Although almost three-fourths of the households are in the South and West, one-fifth of the housing is located in the Midwest. Half of the households are occupied by renters, half by homeowners. Residents live in moderately priced apartments, single-family houses, and startup townhomes. The average gross rent is approximately \$674 per month, just slightly higher than the U.S. average. The median home value is \$170,342. Most of the housing units were built after 1969.

Preferences:

Aspiring Young Families residents spend much of their discretionary income on their children and their homes. They buy baby and children's products and toys and furniture for the home. Electronic purchases include cameras and video game systems. Residents spend time online visiting chat rooms, searching for employment, playing games, researching real estate, and making travel arrangements. They carry multiple life insurance policies.

Vacations are likely to include visits to theme parks. Leisure time includes dining out, dancing, going to the movies, and attending professional football games. Other activities include fishing, weight lifting, playing basketball, and watching dramas or horror movies on DVD. Residents listen to urban stations and professional basketball games on the radio. When watching TV, they favor sports, news, and entertainment programs and courtroom TV shows. When eating out, Aspiring Young Families residents prefer family restaurants such as Tony Roma's and IHOP and fast-food establishments such as Checkers and Jack-in-the-Box.

Boomburbs:

Demographic: The newest additions to the suburbs, these communities are home to younger families with a busy, upscale lifestyle. Both the neighborhoods and the families are growing. Boomburbs is the fastest growing market in the U.S., almost 6 percent annually since 2000. It is also home to one of the highest concentrations of young families with children. Their median age is less than 34 years; most Boomburbs residents are between 35 and 44 years of age. There is also little ethnic diversity in this population; white is the predominant race.

Socioeconomic: Two incomes support most of these households. Boomburbs include one of the highest concentrations of dual income households, complemented by one of the highest rates of labor force participation, over 73 percent. The labor force is college-educated and employed primarily in professional or management occupations. Their median household income is over \$100,000, more than double the U.S. median. Median net worth here is over \$145,000. Net worth is not as high as their household income implies, but most residents have recently upgraded their homes. More than half of these households do receive additional income from interest, dividends, or rental properties.

Residential: Most of the homes in Boomburbs were built after 1990. These are the newest developments in growing areas. Most homes are single-family structures, and home value is high, over \$275,000. Houses have a high median home value of nearly \$250,000, more than \$100,000 higher than the U.S. average. The rate of home ownership rate is 92 percent, compared to 67 percent across the U.S. Commuting links the dual career households with their suburban lifestyle. Many work outside their resident county; 36 percent cross county lines to work (compared to 24 percent for the U.S.). Boomburbs neighborhoods are concentrated in the South Atlantic and Mountain states.

Preferences: Boomburbs' represent the top market for home built-ins and recent purchases of everything from household furnishings, baby furniture and equipment to cars (including motorcycles) and camcorders. Their product preferences reflect their suburban lifestyle. They are one of the top markets for sport utility vehicles, lawn care, new trees, and casual apparel. They're active and favor golf, tennis and swimming. Boomburbs are likely to do their food shopping at upscale grocery stores such as Harris-Teeter.

Boomburbs are also technically savvy. The adults own PDAs, computers, MP3 players, and cellular phones, and their children represent the top markets for game boys and PC use among the under 18 crowd. These consumers also stay in touch through newspapers, a variety of magazines including business and finance, travel, airline and sports magazines, radio and television. They listen to talk radio and favor cable channels like CNN, The Discovery Channel and The Learning Channel.

APPENDIX

Cozy & Comfortable:

Demographic: These middle-aged, married couples are comfortably settled in single-family homes in older neighborhoods. The median age for Cozy and Comfortable residents is 40.4 years, well above the U.S. median age of 36 years. Most of these residents are married, without children, or married couples with school-aged and adult children. This is a relatively large segment, 8.4 million people, and growing moderately at about one percent annually. This segment is not ethnically diverse.

Socioeconomic: Although the labor force is older, they are in no hurry to retire. Labor force participation remains above average, about 67 percent. Unemployment has crept up in the past few years but remains relatively low at 5.4 percent. Employment represents a variety of industries and occupations, from professional or managerial to service workers. Median household income is \$61,000, drawn from wages and salaries for 80 percent of Cozy and Comfortable, from investments for 45 percent of households, and from Social Security for 29 percent. Their net worth is over \$133,000.

Residential: Many of them are still living in the homes in which they raised their children, single family homes built before 1970 with a current market value of \$151,000. Cozy and Comfortable neighborhoods are located mainly in suburban areas in the Midwest and Northeast. Over 88 percent of the residents are homeowners, and vacancies are low, 3.8 percent

Preferences: Cozy and Comfortable residents prefer mutual funds and consult financial planners. They are likely to have a second mortgage, hold home equity credit lines and refinance their mortgages. Home improvements, including lawn care, are important to Cozy and Comfortable residents. They own leaf shredders, trimmers and buy grass seed. Contracting for concrete or masonry work and adding a deck, porch or patio are popular home improvement projects for Cozy and Comfortable residents. Leisure time includes golf.

Although they have home computers, owning the “latest and greatest” technology doesn’t rank particularly high with Cozy and Comfortable residents. Their computers are several years old and they’re not running the latest Windows operating system software. They use the Internet to obtain information about real estate, cars, or to play games. Television is more important than technology to Cozy and Comfortable residents; many households own four or more sets. They watch The Golf Channel and enjoy Home and Garden Television for information about home improvement projects. They enjoy attending hockey and pro football games as well as playing golf at home and on vacation.

Crossroads:

Demographic: Crossroads neighborhoods are primarily home to families—married couples with and without children and single parents. The residents are young, with a median age of 32 years. The householders tend to be younger than the U.S. average, with half of them under 45 years. This market segment is growing at a faster pace than the U.S. population, over two percent annually. Most of the residents are white; a fifth are Hispanic.

Socioeconomic: Crossroads' median household income is \$38,000, more than \$10,000 below than the U.S. median. Their median net worth is \$48,000, less than half of the U.S. median. Educational attainment is also less than the U.S. average, with only a third completing education beyond high school, compared to half of the U.S. population. Crossroads residents find employment opportunities from a variety of sectors, including manufacturing, construction, retail and other services. Unemployment is slightly higher than the U.S. average.

Residential: Found most often in small towns throughout the South and West, these growing neighborhoods have a median home value of \$56,000, less than 40 percent of the U.S. median. These small towns provide affordable housing for young households and the opportunity to own their homes. They are more likely than the general population to have moved or relocated in the last five years. Three quarters of the households own their homes. Half of the Crossroads households live in mobile homes and a third in single-family homes. Most of the homes were built after 1970.

Preferences: Mindful of their expenses, Crossroads households budget what to buy and where to spend their money. They shop at discount department stores such as Wal-Mart and Kmart. Many visit Walmart Supercenter for their groceries. Their priorities are their families and their cars. Children are the focus of their lives, and they spend on children's goods in addition to groceries. They prefer domestic cars or trucks, commonly buy used vehicles and undertake the maintenance themselves. Investing and saving for retirement also take a lower priority; many households do not own mutual funds, stocks or retirement savings accounts. Home improvement projects also rank low.

Crossroads residents enjoy watching television, especially cartoon channels for the kids and fishing or NASCAR racing for the adults. They are less likely to subscribe to cable, but more likely to have a satellite dish. They also like to listen to the radio, preferring country and contemporary hit music to other formats. They read the newspaper less frequently than the average U.S. households do, but they read magazines, especially automotive, boating, motorcycle and fishing magazines. They like to fish and go to the movies. Most households have pets—cats, dogs and especially birds.

APPENDIX

Enterprising Professionals

Demographic:

This market is home to young, educated, working professionals. Single or married Enterprising Professionals residents are singularly young, with a median age of 32.4 years. Forty three percent of households consist of singles who live alone or with roommates. Similarly, 43 percent of households consist of married-couple families. The number of households in this market is approximately 2 percent of U.S. households but is one of the fastest-growing markets with household growth of 2.3 percent annually. The diversity of the population is similar to that of the United States. The majority of residents are white; however, 12 percent are Asian (approximately three times the U.S. level).

Socioeconomic:

Household income exceeds expectations, with a median of \$69,960. The median net worth of \$119,307 is growing. Ninety percent of Enterprising Professionals households derive income from wages and salaries; 39 percent have some form of investment income. This is an educated group: 46 percent of the population aged 25 years and older hold a bachelor's or graduate degree and 30 percent have attended college. Nine percent are enrolled in college or graduate school. Ranked second of all the Community Tapestry markets for labor force participation at 75 percent, these working professionals are employed in various jobs, especially management, finance, computer, sales, and office/ administrative support occupations.

Residential:

Enterprising Professionals residents change cities or homes frequently as they seek growth opportunities and go where the jobs are located, especially in major cities such as Chicago, Atlanta, and Seattle. The majority of households in this market are located in the South (46 percent), West (29 percent), and Midwest (20 percent). Residents prefer renting to owning (just slightly) in newer neighborhoods with townhomes or apartments. The median value is \$282,033 for owner-occupied homes, and the average gross rent is approximately \$894 per month, both higher than U.S. values.

Preferences:

Their lifestyle reflects youth, mobility, and growing consumer clout. Many carry renter's insurance because they are still renting. Enterprising Professionals residents are connected but still nomadic. They rely on cell phones and PCs to stay in touch and the Internet for everything from finding the next job or home to tracking their investments and buying consumer goods. Favorite sites are barnesandnoble.com and amazon.com. Their thoughtful nature is reflected in their frequent purchases of flowers online and at the florist. They own laptop personal computers, MP3 players, video game systems (preferring Xbox), digital camcorders, and flat-screen or plasma TVs. This is the top market for subscriptions to digital cable service.

Enterprising Professionals residents love to take foreign and domestic trips as often as they can. Leisure activities include participating in yoga, playing Frisbee and football, jogging, going to the movies, watching movies on DVD, and attending horse races and professional basketball games. Residents enjoy reading computer magazines; listening to classical music as well as public, all-talk, and sports radio; and watching bicycle racing and tennis on TV. When eating out, they prefer restaurants such as Cheesecake Factory and Outback Steakhouse. They shop for groceries at Harris Teeter.

Exurbanites

Demographic: Exurbanites live beyond the urban fringe—preferring open space, with affluence. The majority of households are empty nesters, married couples with no children living at home. But 45 percent of the married couple households still have children at home. Most householders are between the ages of 45 and 64 years, with a median age of 43 years, which places them directly between college expenses and the care of elderly parents. Life stage is as important to understanding this market as their lifestyle. There is little ethnic diversity in this market; most residents are white.

Socioeconomic: Labor force participation remains above average among Exurbanites, 67 percent. The labor force is college educated, over 40 percent hold a Bachelor's or a graduate degree, and well-employed, about half hold professional or managerial positions. Adaptation to their lifestyle is evident in the increased number who are self-employed or work from home, rather in longer commutes. Median net worth is over \$200,000, almost twice that of the national median; median household income, over \$80,000. Over 20 percent have begun to draw retirement income. Almost 60 percent of the households receive additional income from their investments.

Residential: Exurbanites households are growing by almost two percent annually, but these are not the newest neighborhoods. Recent construction comprises less than 20 percent of the housing stock. Over half of the homes were built before 1970. Most homes are single-family structures. Median home value is about \$235,000, more than 1.5 times the national median. Exurban living is not supported by public transportation. Almost 80 percent of households own at least two vehicles.

Preferences: Exurbanites' life stage highlights their focus on investments and financial services. They consult with financial planners, own shares in tax-exempt funds and track their investments on the Internet. They are well insured between personal property policies and life insurance policies ranging from \$250,000 to \$500,000. Many have second mortgages or home equity lines of credit.

Exurbanites' lifestyle includes work on their homes and gardens and outdoor activities. Purchase of lawn care products, shrubs and outdoor plants is popular to enhance their properties. Interior improvements also rank high with this segment; they contract for carpet and ceramic tile floor installation, remodeling and exterior painting. They frequently use the Yellow Pages to find general contractors. To perform their own home improvement projects, Exurbanites own equipment such as electric sanders, chain saws and glue guns. Leisure time includes golf, boating, hiking and kayaking—and vacations.

Shopping is practical. They are more likely to buy from the Land's End, L.L. Bean, Old Navy or Target than shop at upscale retailers. They listen to public radio and donate to PBS. Reading and dining well are also important to Exurbanites. They are also active in their communities, volunteering, participating in civic activities and donating to charitable organizations.

APPENDIX

Great Expectations

Demographic: Young singles and married couples dominate the Great Expectations market. About half of the married couples have children. The median age of the residents is 32.8 years. Some of these residents are just starting out in their careers or family lives. An above-average percentage of the householders are still in their twenties and early thirties. Their ethnic diversity is comparable to the U.S.

Socioeconomic: The median household income of \$36,000 and net worth of \$69,000 are low compared to those of the U.S. Although their educational level is slightly lower than the U.S., many have attended college or obtained a degree. The relatively large proportion of younger residents improves labor force participation, currently over 68 percent. Manufacturing, retail and other service industries are the primary employers of workers in Great Expectations.

Residential: Great Expectations' neighborhoods are home to a blend of homeowners and renters. Nearly half own single-family houses with a median value of \$96,000, which is equivalent to about two-thirds of the U.S. median. The other half rent apartments in low- or mid-rise buildings. Most homes in these older suburban neighborhoods were built before 1960. Great Expectations neighborhoods are located throughout the country, with higher proportions in the Midwest and South.

Preferences: Great Expectations homeowners are not afraid to tackle smaller maintenance and remodeling projects, often preferring to complete them on their own, but they also enjoy a young and active lifestyle. Going to bars, dancing and playing pool are some of the leisure activities they enjoy. They go out for dinner and a movie, attend music concerts, visit a theme park and go to the zoo or the beach occasionally. Singles take advantage of the convenience of fast food restaurants. An adventurous bunch, they have tried their hand at different sports like fishing, hunting, canoeing, rollerblading or boating.

They enjoy and often do watch TV, for entertainment and news. Their entertainment programs include sitcoms, major sports events and MTV. From country to rock, their taste in music is varied. Traveling does not rank high in this market segment. Still focused on starting a career, many have not prepared for their retirement by investing for the future. They shop at major discount stores and department stores, like Sears and JC Penney, but many residents buy through the Internet or from catalogs for good deals. They dress young too, preferring to wear brand name athletic shoes and jeans.

Green Acres

Demographic: Married couples, with and without children, comprise 71 percent of the households in Green Acres. Many families are comprised of blue-collar baby boomers, many with children aged 6–17 years. With more than 10 million people, Green Acres represents the third largest population of all the Community Tapestry markets, currently more than 3 percent of the U.S. population, and growing by 1.6 percent annually. The median age is 40.6 years. This segment is not ethnically diverse; 93 percent of the residents are white.

Socioeconomic: Green Acres residents are educated and hardworking; more than half who are aged 25 years and older hold a degree or attended college. Labor force participation is approximately 69 percent, with higher employment concentrations in the manufacturing, construction, health care, and retail trade industry sectors. Seventeen percent of households derive income from self-employment ventures. Occupation distributions are similar to the United States. The median household income is \$63,922, and the median net worth is \$163,372.

Residential: Green Acres neighborhoods are located throughout the country but mainly in the Midwest and South. The highest state concentrations are found in Michigan, Ohio, and Pennsylvania. A little bit country, Green Acres residents live in pastoral settings of developing suburban fringe areas. Homeownership is at 88 percent. Eighty-seven percent of the household inventory is dominated by single-family dwellings. These newer homes carry a median value of \$205,460. Typical of rural residents, Green Acres households own multiple vehicles: 78 percent own two or more vehicles.

Preferences:

Country living describes the lifestyle of Green Acres residents. Pet dogs or cats are considered part of the family. These do-it-yourselfers maintain and remodel their homes; projects include painting, installing carpet or insulation, or adding a deck or patio. They own all the necessary power tools, including routers, welders, sanders, and various saws, to finish their projects. Residents maintain their lawns, flower gardens, and vegetable gardens, again with the right tools. They own riding lawn mowers, garden tillers, tractors, and even separate home freezers for the harvest. Fitting in with the do-it yourself mode, it is not surprising that Green Acres is the top market for owning a sewing machine. A favorite pastime is using their ice cream maker to produce homemade ice cream.

They prefer motorcycles and full-size pickup trucks. For exercise, Green Acres residents ride their mountain bikes and participate in water sports such as waterskiing, canoeing, and kayaking. Other activities include bird-watching, power boating, target shooting, hunting, and attending auto racing events. They prefer to listen to college football, auto racing, and news-talk programs on the radio and read fishing, hunting, and motorcycle magazines. Accommodating the country lifestyle, many households watch TV by satellite dish instead of cable. Events they enjoy watching on TV include alpine skiing, ski jumping, motorcycle racing, equestrian events, and bicycle racing. A favorite station is the Speed Channel.

APPENDIX

Milk and Cookies

Demographic: Upscale living with a family allowance, this market represents young, affluent married couples that are starting their families. Many have young children already. The age of householders ranges from 25 to 55 years. Their median age, under 33 years, represents the presence of children in these households, too. The diversity of these neighborhoods is comparable to the U.S. with above average ratios of African American and Hispanic households.

Socioeconomic: Most of their household income is derived from wages. Labor force participation in this market is well above average at 72 percent. Although unemployment has risen since 2000, this market has one of the highest concentrations of multiple wage earners in the family. Median household income has increased to over \$58,000. Milk and Cookies residents have a median net worth of \$105,000, slightly above the U.S. median net worth of \$100,000. Almost 40 percent of the labor force have attended college or completed a degree program.

Residential: Residents of Milk-and-Cookies land favor single-family homes in suburban neighborhoods of cities largely in the South and West, especially Texas. Their 20- to 30-year-old homes have a median value of more than \$124,000. Given the concentration of dual income families, it is not surprising that over 70 percent of the households have at least two vehicles. Families with 2+ workers, 1+ children and 3+ vehicles are the norm.

Preferences: As Milk and Cookies residents settle into their family lifestyle, they are focused on family and their futures. Milk and Cookies residents are building their portfolios and making sure they're properly insured. They consult stock rating services and contribute to 401K retirement plans. They might carry a non-education personal loan or refinance their mortgages.

The presence of children in Milk and Cookies households drives their large purchases of baby and children's products including baby food, baby lotion, toy cars, electronic toys, dolls and children's video tapes/DVDs. They own PCs and invest in software—primarily for their children's use. Leisure time is spent with their children, visiting the zoo, going to the movies, and visiting theme parks. Accommodating their busy lifestyle also includes time savers like fast food and instant breakfasts. In their spare time, Milk and Cookies residents work on their yards, buy lawn care products and equipment.

Favorite media includes TV, top of the list, with family shows including The Cartoon Network, Toon Disney and The Discovery Channel. More adult fare includes The Speed Channel, pay-per-view sporting events and Home Shopping Network. They read the Sunday newspapers, primarily for movie listings, sports and the classifieds.

Sophisticated Squires

Demographics: Sophisticated Squires enjoy cultured country living in newer home developments on the fringe of urbanized areas. They have traded longer commutes for fewer neighbors. These urban escapees are mostly married couple families. About 40 percent have children; ranging from toddlers to over 18 years. The median age of the population in Sophisticated Squires is 37 years; the majority of householders are between 35 and 54 years of age—mostly Baby Boomers. This segment is not ethnically diverse; most of the residents are white.

Socioeconomic: Sophisticated Squires are college educated. About one-third of the labor force has a Bachelor's or graduate degree; another third has some college to their credit. Labor force participation rates are high for males and females, although most of the women, over 60 percent, are part-time workers. The range of occupations varies from blue collar to management, but the most common occupations are professionals. Their median income is just above \$79,000. Wage or salary income, earned by 90 percent of the households, is supplemented with interest, dividend, or rental income among almost half of the households. Their median net worth is \$168,000.

Residential: Sophisticated Squires reside in less densely populated areas. Concentrated in the Atlantic coast states, over 90 percent of the homes are single-family structures and owner occupied. Median home value is \$214,000. About 75 percent of the homes in the area were built before 1989, and 55 percent were built between 1970 and 1989. Over 80 percent of these households own at least two vehicles.

Preferences: The vehicles of choice among the Squires are SUVs and minivans. Cargo space is vital to families, suburban DIY projects, and golfers. Golf is very important to Sophisticated Squires. They play golf, attend golfing events, purchase golf clothing, and watch golf tournaments and The Golf Channel. They also enjoy tennis and mountain biking. To stay fit, many own a treadmill, join Weight Watchers for diet control and take vitamins and dietary supplements. To keep up with their lawn maintenance, Sophisticated Squires own mowers, trimmers and leaf shredders and purchase lawn fertilizer and insecticides. To tackle home improvement projects such as painting or installing hardwood floors, they own most of the power tools stocking the shelves of Home Depot. Many have a second mortgage.

Sophisticated Squires shop suburban classics like L.L. Bean, Land's End and Eddie Bauer. Mail order is common, as is shopping online. To reach Sophisticated Squires, their preferred media include all-talk, sports and classic hits radio (drive times), newspapers and magazines, especially business/finance and home/garden features. They are light television viewers, but prefer news, weather and home improvement programs, in addition to golf.

APPENDIX

Rustbelt Traditions

Demographic: Rustbelt Traditions are the backbone of older industrial cities in states bordering the Great Lakes. Their median age is 36 years, same as the U.S. as a whole. One of the largest Tapestry markets, Rustbelt Traditions are a mix of married couple, single parent and single person households. Most of these residents are white.

Socioeconomic: Slightly below the U.S. median, their median household income is \$44,000. Their median net worth is \$88,000, 12 percent below the U.S. median. Most have graduated from high school or community college. For years, these residents sustained the manufacturing industry that drove the local economies. Now the service sector predominates. Many find employment in administrative, production and sales positions.

Residential: Most live in modest, single-family homes. The median home value of \$93,000 is about two-thirds of the U.S. median. The relatively lower home value in part reflects the older homes in these communities; two-thirds of the homes were built before 1960.

Preferences: Residents of Rustbelt Traditions are aptly named. They are solid citizens who have lived, worked, spent and played in the same area for years. They do not follow fads; they stick with the products and services they know.

They prefer domestic car manufacturers to foreign ones. Some purchases reflect the attentive maintenance of their homes and yards; Rustbelt Traditions own work boots and gloves, lawnmowers and snow blowers. For specialized projects, Rustbelt Traditions will contract for roofing, flooring and carpet installations.

Financially conservative Rustbelt Traditions may have a personal loan that is not associated with a student or a vacation loan. They hold low-value variable life and homeowners' insurance policies. Rustbelt Traditions will see a doctor for diet control, buy lenses and sunglasses from optical discount stores, and have a stationary bike at home for exercise.

Their favorite leisure activities include bowling and fishing. They are devoted pet owners. Watching television is a common pastime for Rustbelt Traditions. They subscribe to cable and watch it regularly, but their favorite programs are sports, baseball, basketball, football, bowling and ice hockey. Rustbelt Traditions watch their pennies and look for bargains in the JC Penney catalog, and at Sam's Club warehouse store, Shop 'N Save, Aldi, Walgreen's and Lerner.

Up & Coming Families

Demographic:

With an annual growth rate of 4.2 percent, Up and Coming Families represents the second highest household growth market and the youngest affluent family market (with a median age of 32.0 years) of Community Tapestry. Residents are a mix of Generation Xers and baby boomers. The profile for this market is young, affluent families with younger children. Eighty percent of households are composed of families. Approximately two-fifths of households consist of married couples with children. Most of the residents in this segment are white; however, the diversity of the population is increasing with its size.

Socioeconomic:

At the beginning of their careers, Up and Coming Families residents are earning above-average income but have not had time to accumulate much wealth. The median household income is \$77,444, well above the national median. The median net worth is \$162,486. Nearly two-thirds of residents aged 25 years and older have a degree or some college credits. Labor force participation is well above average at 73 percent, and unemployment is low. Understandably, 91 percent of households derive income from wage and salary compensation. Although half of the households have children, they also have working parents.

Residential:

Nearly half of Up and Coming Families segments are concentrated in the South, the other half in the West and Midwest. These neighborhoods are located in suburban outskirts of mid-sized metropolitan areas with populations higher than 250,000. Households are mainly new single-family dwellings. Homeownership is at 85 percent. More than half of the housing units were built in the last 10 years. Houses in these neighborhoods are valued at \$221,956, slightly above the U.S. median.

Preferences:

Consumer choices for Up and Coming Families are dictated by family and home. Many are beginning or expanding their families, so maternity clothes and baby equipment are essential purchases in addition to children's clothing and toys. Because many are first-time homeowners, purchases such as basic household furniture and lawn fertilizer, weed control, and insecticide are important. Vying for attention in the family budget are car loans, student loans, and mortgage payments. Up and Coming Families residents most likely own or lease an SUV or minivan. They enjoy eating out at family restaurants such as Red Robin, Chili's Grill & Bar, and Olive Garden and fast-food restaurants such as Chick-fil-A, Chuck E. Cheese's, and Papa John's.

Leisure activities include playing softball, going to the zoo, and visiting theme parks (generally Sea World or Disney World), where they make good use of their digital camera or camcorder. They enjoy renting science fiction, comedy, and family type DVDs. A favorite TV show is 24. Favorite cable stations are Oxygen, E!, and the Discovery Health Channel. Residents prefer to listen to soft adult contemporary, sports, and classic hits radio.

B. ECONOMIC IMPACT ANALYSIS

Economic Development Analysis

K-7 Corridor



November 29, 2011

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K-7 Corridor Study
Economic Development Analysis
November 29, 2011

This report summarizes the economic development analysis conducted for the K-7 corridor in Wyandotte and Leavenworth counties and incorporates the following:

- A summary of the likely economic impacts stemming from a “growing together” versus a “status quo” development approach along the corridor.
- A summary of a fiscal impact analysis conducted for each district along the corridor.
- A summary of the likely economic impacts stemming from the freeway option versus the non-freeway option for the corridor going forward.

Two Scenarios: “Growing Together” versus “Status Quo”

Based upon feedback from the Steering Committee during the summer of 2011, the consultant team analyzed the future growth of the K-7 corridor based upon two scenarios as follows:

A Status Quo Scenario: This scenario assumes that development would proceed along the K-7 corridor following the patterns of growth established in Wyandotte and Leavenworth Counties and other exurban areas around the Kansas City metropolitan region in recent decades. This pattern of growth would result in developments proceeding along the corridor in a relatively uncoordinated manner, from municipality to municipality. A developer could play one municipality off against another in order to secure the best deal in terms of incentives and regulations (including design guidelines and related entitlement issues). Developments would likely occur in more random, piecemeal fashion in the Status Quo scenario versus a more coordinated development strategy. The K-7 corridor would likely witness a random pattern of highway commercial growth in Wyandotte and Leavenworth Counties, with areas of residential development (primarily single family detached in conventional subdivisions) located away from the corridor, to the east and west. The Status Quo scenario would also likely result in lower density development and strip commercial projects along the corridor, in contrast to developments that may achieve somewhat higher densities or better integrate uses. Because the Status Quo scenario would result in a more scattered pattern of development, it would also likely result in the extension of utilities to areas that are only partially developed at a given time (for example, a city may extend sewer utilities to service a small highway commercial area along K-7, but a soybean field surrounding the development and stretching along the highway could remain undeveloped for some time).

“Growing Together” Scenario: This scenario assumes that the municipalities along the K-7 corridor would work together to ensure that the corridor develops in an organized and efficient manner. The cities would work to prevent “leapfrog” development and would instead call for intersections or nodes along the highway to develop in an orderly fashion in order to minimize infrastructure extensions and resulting spending. The cities would call for development along the corridor to occur first in areas that are contiguous or relatively close to existing areas of development, in order to minimize the cost of infrastructure extensions. The communities would also join together to implement and oversee the use of design guidelines that call for higher quality development along the corridor, including the use of appropriate building setbacks, higher quality building facades, higher quality landscaping and screening, and related tools designed to maintain higher levels of quality and resulting higher levels of real estate value over time.

The “Growing Together” scenario also assumes that at least a portion of the new development along K-7 would involve a greater degree of integration of uses (retail mixed with residential or

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office, for example) compared to the Status Quo scenario. The scenario assumes that developers would assemble larger sized parcels for potential projects, as opposed to smaller sized parcels in the Status Quo scenario, and this strategy would apply to infill and redevelopment ventures as well as new greenfield development. Communities in the Growing Together scenario would encourage developments that include the mixing of retail along with residential and office uses, ideally geared toward key nodes along the corridor. This strategy could involve the vertical or horizontal mixing of uses. The Growing Together scenario would also call for the use of properties directly fronting K-7 for mixed-use developments and other signature developments geared to enhance the “front door” to the corridor and reserve parcels removed from the corridor, to the east or west, for business park, office, or light industrial uses.

Overall Value Proposition

The “Growing Together” scenario will result in higher quality development, which in turn will produce higher real estate values. The higher value of the individual projects will likely entice developers to create projects at higher densities. The higher level of densities along the corridor will in turn allow developers to “stack” values, meaning that they can combine different kinds of uses and enhance their overall value proposition.

Comparison of Development Impacts: Growing Together Versus Status Quo

The following table outlines the likely types of development and associated impacts for the two growth scenarios, in qualitative terms.

STATUS QUO		GROWING TOGETHER
RESIDENTIAL		
Low Quality		Higher Quality
Single Family Detached (primarily).		Single Family Detached at higher density (DU / acre)
Medium density lots (4 DU / acre or fewer)		Single Family Attached units (townhomes, etc.) of a higher quality than surrounding areas
Lower value / SF		Multi-Family properties (apartments) of a higher quality than surrounding areas
Residential covers more acreage than in the "Growing Together" scenario, but includes lower density (DU / acre)		Residential covers less acreage than in the "Status Quo" scenario, but includes higher density (DU / acre)
RETAIL AND OFFICE		
Primarily strip retail oriented		Larger development parcels, allowing increased coordination between land uses.
Smaller development parcels		More mixed-use
Separate uses		Higher density or FAR
Less density (as measured by FAR)		
INDUSTRIAL / SERVICE COMMERCIAL		
Primarily located adjacent to the K-7 highway		Organized primarily near transportation nodes and potential airport
Lower quality (metal buildings versus brick facing, for example)		Higher quality development
Scattered around the area (less coordination)		Location and development typically coordinated with adjacent retail and office development (e.g., retail and office front the highway, with industrial located behind)
OVERALL PACE OF DEVELOPMENT		
Incremental pace		Coordinated
Random		Accelerated

The analysis above assumes that communities would use comprehensive planning exercises, joint planning exercises between the different jurisdictions, and the implementation of design guidelines in order to execute the "Growing Together" scenario.

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Summary of Fiscal Impact Analysis

The consultant team completed a fiscal impact analysis that considered the likely fiscal impacts (in terms of revenues and associated costs) for the Growing Together versus Status Quo scenarios.

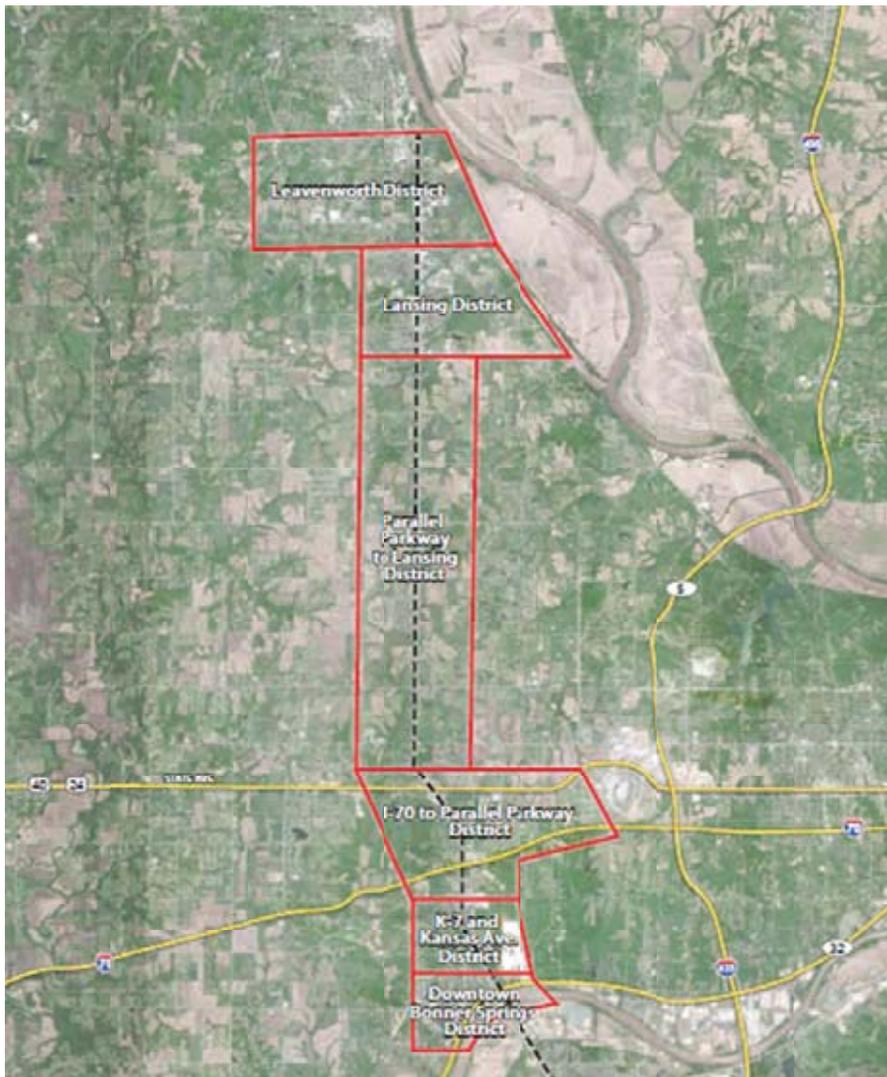
Methodology

The fiscal impact utilized a range of data sources, including data concerning the current and prospective sales and lease rates for various real estate types along the K-7 corridor and throughout the Kansas City metropolitan area, and data from case studies of other developments in the metropolitan area concerning infrastructure and construction costs. The analysis also utilized property and sales tax rates and budget information for the various municipalities located along K-7 in Wyandotte and Leavenworth Counties and additional case study information from other projects around the country. The analysis by municipality incorporates only mill levy information and related metrics for property taxes, and only incorporates that portion of the total sales tax rate collected by the particular jurisdictions (Leavenworth, Lansing, Basehor, Kansas City, and Bonner Springs).

The fiscal analysis considers the property and sales taxes generated by different development scenarios along the K-7 corridor in each jurisdiction as well as the direct and indirect impacts of development (resulting from construction activity and direct and indirect employment generated as a result of new development). The analysis considers the various categories of municipal budgets impacted by new development (including costs associated with general government, public safety, streets and street maintenance, recreation, library, and sewers) and evaluates the impacts upon these different budget categories on an annual basis for each of the municipalities along the corridor.

The resulting analysis quantifies the net benefits to each jurisdiction along the corridor in terms of annual, ongoing revenues and annual, ongoing costs associated with new development along K-7, by district and by scenario. It also outlines the direct and indirect impacts of initial development efforts along the corridor, including construction activity as well as direct and indirect employment.

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Map of Districts Identified as part of the Market Study and Economic Development Study

Key Assumptions:

A number of key assumptions serve as the basis for the fiscal impact analysis, with information compiled from budget and fiscal information provided by the different municipalities along the corridor, case study evidence from other municipalities around the country, and market data from the Kansas City metropolitan area and elsewhere in the Midwest.

- Because the Growing Together scenario assumes that developers will execute projects that involve greater coordination between uses and somewhat higher density, this scenario results in a slightly higher quantity of overall development across the corridor. The analysis conservatively assumes that the Growing Together scenario will include about 10

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percent more overall development (in terms of square feet) compared to the Status Quo scenario.

- Based upon case study evidence from other markets, the analysis assumes a premium of 5 to 10 percent for real estate values along the corridor using the Growing Together versus the Status Quo scenario.
- The analysis uses existing budget information from the communities of Leavenworth, Lansing, Basehor, Kansas City (KCK), and Bonner Springs to calculate estimated costs incurred by the various municipalities associated with development under each scenario.
- For the Parallel Parkway to Lansing district, the analysis assumes that (long term) the western half of the district (west of K-7, in Leavenworth County) would be annexed by Basehor, and as a result the analysis uses budget and fiscal information from the City of Basehor for this portion of the district. Because K-7 serves as the boundary between Wyandotte and Leavenworth counties between the City of Lansing and Parallel Parkway, the analysis splits projected costs and revenues from a fiscal analysis perspective for both scenarios for the Parallel Parkway to Lansing district evenly between Kansas City, Kansas and the City of Basehor.
- The analysis splits fiscal and budget information between KCK and Bonner Springs for the I-70 to Parallel Parkway district, based upon the alignment of boundaries of the two cities within this district. While the City of Bonner Springs encompasses the majority of the area within this district, Kansas City, Kansas includes areas to the north of State Avenue and east of K-7. The analysis assumes that 80 percent of fiscal impact in this district will be absorbed by Bonner Springs and 20 percent by Kansas City, Kansas.
- The analysis uses case study information from other communities to calculate infrastructure costs for a Status Quo scenario versus a Growing Together scenario. Because the Growing Together scenario assumes a higher density of development and a greater mixing of uses, it also assumes a lower infrastructure cost per unit or per acre compared to the Status Quo scenario.

The initial economic impact to the municipalities of the various districts along the K-7 corridor developing according to either the Growing Together or Status Quo scenarios will be due to the increased construction activity (associated with new infrastructure as well as the construction of new buildings for various land uses). This activity will generate direct, indirect, and induced effects in the economy from activity in the construction industry. These effects are modeled using standard multipliers applied to cost estimates for the projected development program.

On an annual basis, the different municipalities must understand how the taxes generated by new development under the two scenarios will balance the costs incurred by local government in maintaining and servicing the same area. The positive fiscal impacts of the development alternatives include recurring revenues generated by property and sales taxes. These must be balanced against the recurring costs associated with providing city services to a new section of town. In the cost-benefit analysis, recurring revenues and costs are compared to one another.

The presentation of fiscal benefits and costs focuses on the development program for the Growing Together and Status Quo scenarios at full build out. Since there are two alternatives presented for several districts along the corridor, the dimensions of the analysis would become very complicated if we were not comparing two fixed points. Considering the fact that the build out of each scenario

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will take approximately 30 years, it is impossible to anticipate all of the fluctuations that will occur in tax rates, fees, real estate prices, interest rates, inflation, and other variables. This report is intended to provide enough guidance to help policymakers in the various communities along the corridor pursue general direction in planning and development strategy along K-7 over the long term, and does not provide specific guidance regarding particular development proposals (for example, for a particular shopping center site plan or a subdivision plan).

Economic Impact of Development Construction

The development of the K-7 Corridor will have a positive economic impact on the various municipalities in part due to the construction activity resulting from the completion of various real estate projects over the next 30 years. The economic impact on the various municipalities results from the various “multiplier effects” stemming from initial construction activity, including Direct, Indirect, and Induced Effects. Direct effects, as the name suggests, include the initial results of construction spending on a development project. Indirect effects reflect economic impacts in industries that supply the construction businesses involved in new development work. Induced effects include changes in sales activity, economic output, income, earnings, and job creation in the community resulting from the direct or indirect activities.

Impacts from Construction Activity

Below is a summary of the indirect and induced effects resulting from the construction of projects related to development along the K-7 corridor by district and by scenario (Growing Together versus Status Quo). For each district, the greater quantities of development anticipated in the Growing Together scenario produce overall higher levels of economic benefit, in terms of construction activity, secondary economic activity, and in terms of the numbers of jobs created.

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STATUS QUO SCENARIO				
	LEAVENWORTH DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$2,301,487	\$3,958,558	\$3,682,379	4.14
OFFICE	\$2,821,838	\$4,853,561	\$4,514,940	5.08
INDUSTRIAL	\$0	\$0	\$0	0.00
RETAIL	\$4,513,188	\$7,762,683	\$7,221,100	8.12
OWNER OCCUPIED RESIDENTIAL	\$22,400,000	\$38,528,000	\$35,840,000	40.32
MULTI-FAMILY RESIDENTIAL	\$8,400,000	\$14,448,000	\$13,440,000	15.12
Subtotal --->	\$40,436,512	\$69,550,801	\$64,698,419	72.79
GROWING TOGETHER SCENARIO				
	LEAVENWORTH DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$1,905,203	\$3,276,950	\$3,048,325	3.43
OFFICE	\$3,104,021	\$5,338,917	\$4,966,434	5.59
INDUSTRIAL	\$0	\$0	\$0	0.00
RETAIL	\$4,964,506	\$8,538,951	\$7,943,210	8.94
OWNER OCCUPIED RESIDENTIAL	\$24,640,000	\$42,380,800	\$39,424,000	44.35
MULTI-FAMILY RESIDENTIAL	\$9,240,000	\$15,892,800	\$14,784,000	16.63
Subtotal --->	\$43,853,731	\$75,428,417	\$70,165,969	78.94
DIFFERENCE --->	\$3,417,219	\$5,877,616	\$5,467,550	6.15

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STATUS QUO SCENARIO				
	LANSING DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$6,950,995	\$11,955,712	\$11,121,592	12.51
OFFICE	\$8,465,513	\$14,560,682	\$13,544,820	15.24
INDUSTRIAL	\$6,703,200	\$11,529,504	\$10,725,120	12.07
RETAIL	\$13,539,625	\$23,288,155	\$21,663,400	24.37
OWNER OCCUPIED RESIDENTIAL	\$64,000,000	\$110,080,000	\$102,400,000	115.20
MULTI-FAMILY RESIDENTIAL	\$24,000,000	\$41,280,000	\$38,400,000	43.20
Subtotal --->	\$123,659,333	\$212,694,052	\$197,854,932	222.59
GROWING TOGETHER SCENARIO				
	LANSING DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$5,910,079	\$10,165,337	\$9,456,127	10.64
OFFICE	\$9,312,064	\$16,016,750	\$14,899,302	16.76
INDUSTRIAL	\$7,373,520	\$12,682,454	\$11,797,632	13.27
RETAIL	\$14,893,588	\$25,616,971	\$23,829,740	26.81
OWNER OCCUPIED RESIDENTIAL	\$70,400,000	\$121,088,000	\$112,640,000	126.72
MULTI-FAMILY RESIDENTIAL	\$26,400,000	\$45,408,000	\$42,240,000	47.52
Subtotal --->	\$134,289,251	\$230,977,511	\$214,862,801	241.72
DIFFERENCE --->	\$10,629,918	\$18,283,459	\$17,007,869	19.13

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STATUS QUO SCENARIO				
	PARALLEL PKWY TO LANSING DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$6,963,110	\$11,976,550	\$11,140,976	12.53
OFFICE	\$9,594,225	\$16,502,067	\$15,350,760	17.27
INDUSTRIAL	\$16,758,030	\$28,823,812	\$26,812,848	30.16
RETAIL	\$15,344,875	\$26,393,185	\$24,551,800	27.62
OWNER OCCUPIED RESIDENTIAL	\$57,600,000	\$99,072,000	\$92,160,000	103.68
MULTI-FAMILY RESIDENTIAL	\$21,600,000	\$37,152,000	\$34,560,000	38.88
Subtotal --->	\$127,860,240	\$219,919,613	\$204,576,384	230.15
GROWING TOGETHER SCENARIO				
	PARALLEL PKWY TO LANSING DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$6,198,367	\$10,661,192	\$9,917,388	11.16
OFFICE	\$10,553,648	\$18,152,274	\$16,885,836	19.00
INDUSTRIAL	\$18,433,833	\$31,706,193	\$29,494,133	33.18
RETAIL	\$16,879,363	\$29,032,504	\$27,006,980	30.38
OWNER OCCUPIED RESIDENTIAL	\$63,360,000	\$108,979,200	\$101,376,000	114.05
MULTI-FAMILY RESIDENTIAL	\$23,760,000	\$40,867,200	\$38,016,000	42.77
Subtotal --->	\$139,185,210	\$239,398,562	\$222,696,336	250.53
DIFFERENCE --->	\$11,324,970	\$19,478,948	\$18,119,952	20.38

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STATUS QUO SCENARIO				
	I-70 TO PARALLEL PKWY DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$13,901,395	\$23,910,400	\$22,242,233	25.02
OFFICE	\$22,574,663	\$38,828,420	\$36,119,460	40.63
INDUSTRIAL	\$33,516,060	\$57,647,623	\$53,625,696	60.33
RETAIL	\$36,105,625	\$62,101,675	\$57,769,000	64.99
OWNER OCCUPIED RESIDENTIAL	\$112,000,000	\$192,640,000	\$179,200,000	201.60
MULTI-FAMILY RESIDENTIAL	\$42,000,000	\$72,240,000	\$67,200,000	75.60
Subtotal --->	\$260,097,743	\$447,368,118	\$416,156,389	468.18
GROWING TOGETHER SCENARIO				
	I-70 TO PARALLEL PKWY DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$12,502,481	\$21,504,268	\$20,003,970	22.50
OFFICE	\$24,832,129	\$42,711,261	\$39,731,406	44.70
INDUSTRIAL	\$36,867,666	\$63,412,386	\$58,988,266	66.36
RETAIL	\$39,716,188	\$68,311,843	\$63,545,900	71.49
OWNER OCCUPIED RESIDENTIAL	\$123,200,000	\$211,904,000	\$197,120,000	221.76
MULTI-FAMILY RESIDENTIAL	\$46,200,000	\$79,464,000	\$73,920,000	83.16
Subtotal --->	\$283,318,463	\$487,307,757	\$453,309,542	509.97
DIFFERENCE --->	\$23,220,721	\$39,939,639	\$37,153,153	41.80

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STATUS QUO SCENARIO				
	KANSAS AVENUE DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$5,640,245	\$9,701,222	\$9,024,393	10.15
OFFICE	\$8,465,513	\$14,560,682	\$13,544,820	15.24
INDUSTRIAL	\$10,054,800	\$17,294,256	\$16,087,680	18.10
RETAIL	\$13,539,625	\$23,288,155	\$21,663,400	24.37
OWNER OCCUPIED RESIDENTIAL	\$48,000,000	\$82,560,000	\$76,800,000	86.40
MULTI-FAMILY RESIDENTIAL	\$18,000,000	\$30,960,000	\$28,800,000	32.40
Subtotal --->	\$103,700,183	\$178,364,315	\$165,920,293	186.66
GROWING TOGETHER SCENARIO				
	KANSAS AVENUE DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$4,963,457	\$8,537,146	\$7,941,531	8.93
OFFICE	\$9,312,064	\$16,016,750	\$14,899,302	16.76
INDUSTRIAL	\$11,060,280	\$19,023,682	\$17,696,448	19.91
RETAIL	\$14,893,588	\$25,616,971	\$23,829,740	26.81
OWNER OCCUPIED RESIDENTIAL	\$52,800,000	\$90,816,000	\$84,480,000	95.04
MULTI-FAMILY RESIDENTIAL	\$19,800,000	\$34,056,000	\$31,680,000	35.64
Subtotal --->	\$112,829,388	\$194,066,548	\$180,527,021	203.09
DIFFERENCE --->	\$9,129,205	\$15,702,233	\$14,606,729	16.43

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STATUS QUO SCENARIO				
	DOWNTOWN BONNER SPRINGS DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$1,844,402	\$3,172,371	\$2,951,043	3.32
OFFICE	\$4,514,925	\$7,765,671	\$7,223,880	8.13
INDUSTRIAL	\$0	\$0	\$0	0.00
RETAIL	\$7,221,125	\$12,420,335	\$11,553,800	13.00
OWNER OCCUPIED RESIDENTIAL	\$16,000,000	\$27,520,000	\$25,600,000	28.80
MULTI-FAMILY RESIDENTIAL	\$6,000,000	\$10,320,000	\$9,600,000	10.80
Subtotal --->	\$35,580,452	\$61,198,377	\$56,928,723	64.04
GROWING TOGETHER SCENARIO				
	DOWNTOWN BONNER SPRINGS DISTRICT			
	Construction Spending (1)	Output (2)	Earnings (3)	Employment (4)
INFRASTRUCTURE COSTS	\$1,610,124	\$2,769,413	\$2,576,198	2.90
OFFICE	\$4,966,418	\$8,542,238	\$7,946,268	8.94
INDUSTRIAL	\$0	\$0	\$0	0.00
RETAIL	\$7,943,238	\$13,662,369	\$12,709,180	14.30
OWNER OCCUPIED RESIDENTIAL	\$17,600,000	\$30,272,000	\$28,160,000	31.68
MULTI-FAMILY RESIDENTIAL	\$6,600,000	\$11,352,000	\$10,560,000	11.88
Subtotal --->	\$38,719,779	\$66,598,020	\$61,951,646	69.70
DIFFERENCE --->	\$3,139,327	\$5,399,643	\$5,022,923	5.65

Job Creation

The employment figures presented above were generated using multipliers applied to projected expenditures related to the construction of the development of the different districts along the corridor. The full development of the corridor, in line with the two scenarios, will take 30 years in this model, so the job numbers shown should not be interpreted as separate, independent jobs. For instance, construction positions created during one five-year development period could continue into the next five year development period.

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Economic Impact of Recurring Revenues and Costs

The following section outlines the fiscal benefits resulting from each scenario (Status Quo versus Growing Together) at full build-out associated with ongoing revenues and expenses incurred by the different municipalities along K-7.

Key Revenues Included in Fiscal Impact Analysis by Municipality (Recurring Revenues)

- Property Tax
- Sales Tax

Key Expenses Included in Fiscal Impact Analysis by Municipality (Recurring Costs)

- General Government (includes items such as Administration, Planning, Economic Development)
- Public Safety (includes Police, Fire, EMS)
- Streets and Street Maintenance
- Recreation (includes Parks and Recreation)
- Library
- Sewer

Key Findings

Based upon higher anticipated property values (which result in higher property tax revenue for local jurisdictions), higher sales tax revenues, and lower annual governmental costs (associated with infrastructure and providing typical government services on a per capita basis), the Growing Together scenario produces an annual net fiscal benefit to each jurisdiction along the K-7 corridor as outlined in the table below. The fiscal impact numbers below reflect ongoing revenue and expense items associated with the two growth scenarios (including property tax and sales tax revenues) and do not include one-time revenue items (such as impact fees, sewer or tap fees, etc.).

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	Status Quo Scenario	Growing Together Scenario	Difference
Leavenworth District (City of Leavenworth)	\$404,829	\$543,855	\$139,027
Lansing District (City of Lansing)	\$1,688,966	\$2,051,439	\$362,474
Parallel Pkwy to Lansing, KCK Portion	\$525,620	\$714,347	\$188,727
Parallel Pkwy to Lansing, Basehor Portion	\$501,771	\$660,256	\$158,485
I-70 to Parallel Pkwy, KCK Portion	\$559,199	\$728,937	\$169,738
I-70 to Parallel Pkwy, Bonner Spgs Portion	\$2,064,418	\$2,645,468	\$581,050
Kansas Ave District, City of Bonner Spgs	\$814,888	\$1,084,587	\$269,698
Downtown Bonner Spgs District, City of Bonner Spgs	\$499,751	\$620,062	\$120,310

The following table consolidates the calculation of fiscal benefit for each scenario by municipality, rather than by district, in order to show the fiscal benefit of the two growth scenarios for each community along the K-7 corridor.

Annual Net Benefit, Growing Together vs Status Quo Scenarios			
	Status Quo Scenario	Growing Together Scenario	Difference
Leavenworth	\$404,829	\$543,855	\$139,027
Lansing	\$1,688,966	\$2,051,439	\$362,474
Kansas City, Kansas	\$1,084,819	\$1,443,284	\$358,465
Basehor	\$501,771	\$660,256	\$158,485
Bonner Springs	\$3,379,058	\$4,350,116	\$971,059

The analysis demonstrates that the Growing Together scenario should result in a recurring net fiscal benefit for each municipality on an annual basis. The magnitude of this net benefit varies along the corridor based upon the anticipated distribution of land uses along K-7. While the net financial benefit is somewhat limited for certain jurisdictions such as Basehor and Leavenworth, the aggregate fiscal savings along the entire corridor on an annual basis is substantial – a total of just under \$2 million on an annual basis. The recurring nature of the fiscal benefit means that the

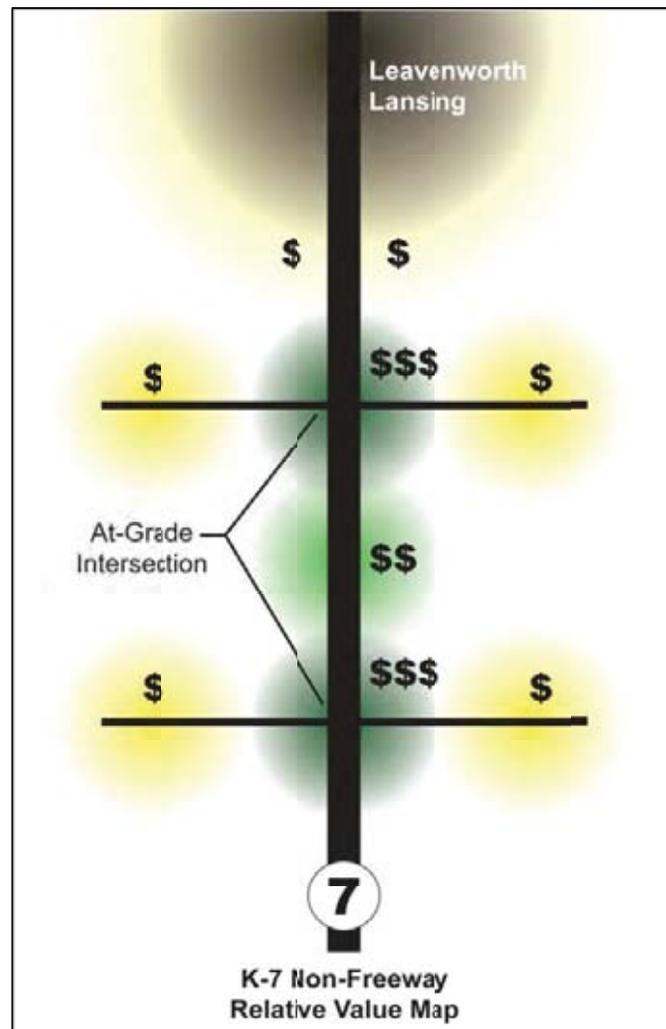
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total fiscal benefit (considered over, for example, a 20 or 30 year timeframe) is much greater. The total fiscal benefit could be applied to the entire corridor, or larger sections of the corridor, to pay for interchange construction and other improvements along K-7. While each municipality will benefit materially from the Growing Together scenario, this approach also would allow the various cities and segments along the corridor to pool the aggregate fiscal benefit to improve the quality of the corridor and make substantial capital improvements.

Value Propositions – Freeway versus Non-Freeway

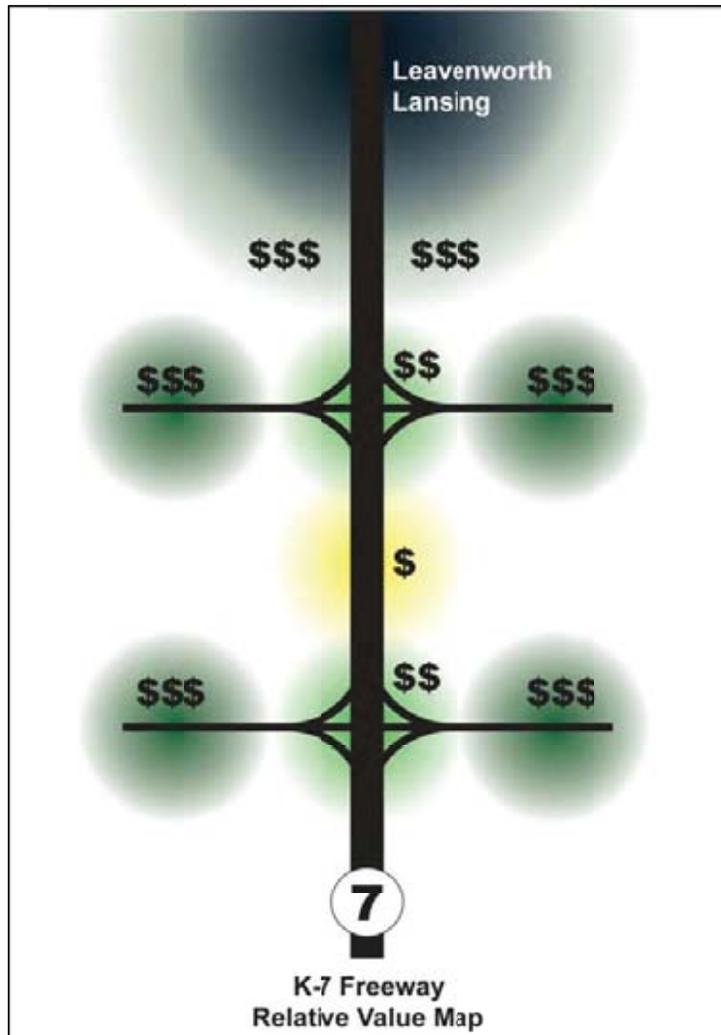
The diagrams below illustrate graphically the locations of relative benefit pertaining to the freeway option, versus an option assuming continued growth along a corridor lined with at-grade intersections (the non-freeway option).



For the non-freeway option, the at-grade crossings provide the highest relative benefit (in terms of importance to a project’s viability) to properties located near at-grade intersections, as well as other properties directly fronting K-7. Interests in Leavenworth and Lansing would ascribe relatively low value to this option, as the presence of at-grade intersections along K-7 would impede traffic flow and accessibility to the two communities from the south. Likewise, properties located east or west of K-7 (away from the highway) would ascribe relatively low value to the at-grade option, as the intersections would provide less rapid access to their off-highway location (compared to the freeway option).

APPENDIX

K-7 Corridor Study
Economic Development Analysis
November 29, 2011



For the freeway option, the Leavenworth and Lansing communities would enjoy the highest relative bump in value, given that the installation of interchanges would provide more direct access to the two communities. Likewise, the interchange locations would produce the highest value to properties along the east-west arterials that intersect the interchanges. The new interchanges would provide easier access to these off-freeway locations. Property owners located directly adjacent to key nodes (that could be constructed as interchanges, or not) would ascribe moderate value to the freeway option. They would enjoy direct access to K-7 from the interchange facilities, but they would have had access directly to K-7 under the non-freeway option anyway. Properties located along K-7 but between the interchange locations would ascribe lower value to the freeway option. Since they would lose direct access to K-7, these property owners may not be in favor of the freeway option.

Financing Strategies for Freeway Improvements

The communities along the K-7 corridor (along with KDOT) have several options available to finance interchange development associated with a potential freeway along the route, including Transportation Development Districts (TDDs), Special Improvement Districts, and Benefit Districts.

All of the normal tools for financing new interchanges involve assessing properties within a given radius or district surrounding a new improvement or set of improvements (such as an interchange, or an interchange combined with associated arterial road improvements, roundabouts, traffic signals, or other related improvements), for at least part of the total cost of the improvements. The arrangements for assessing and financing these improvements vary widely and typically are created on a case by case basis, depending on the municipalities involved, the overall price tag of improvements, the anticipated level of employment and tax generation resulting from a particular development or development scenario.

The following outlines the key conclusions of potential strategies to create financing districts for the funding of interchange and related freeway improvements along K-7.

- Expanding the district assessed for potential infrastructure improvements to include larger geographic areas would result in a lower assessment for each property owner, on average, and therefore could make financing interchange improvements more achievable along the corridor. For example, assessing properties located farther away from potential interchange locations that would derive benefit from interchange installation would help to defray the costs of the interchange for property owners located directly along K-7 and would appropriately assess property owners who in fact would be realizing value from the interchange improvements.
- Assessments for new interchange improvements could vary based upon the anticipated traffic generation created by potential development scenarios. For example, a retail development that likely will generate higher levels of traffic may be assessed at a higher rate than a potential new development of single family homes. Likewise, any developments that demonstrate the ability (through transit, more thoughtful integration of various modes of transportation including bicycling and walking, etc.) to reduce overall vehicular traffic could achieve cost savings.
- The state, in potential collaboration with the individual communities, could reduce assessments on potential developments that create higher levels of employment for the local communities.
- The current relatively low levels of congestion, coupled with the limited market for new development along many segments of the K-7 corridor, create little appetite in the development community for paying for new interchanges along the corridor. In contrast, in the event that traffic increases substantially or the market matures, levying assessments on individual properties to pay for new interchanges may become more viable.

C. DESIGN GUIDELINE COMPARISON MATRIX

APPENDIX

DESIGN GUIDELINE COMPARISON MATRIX

FEATURE	RELEVANT POLICY DOCUMENTS			
	LEAVENWORTH		LANSING	BASEHOR
	DEVELOPMENT REGULATIONS (2011)	ARTERIAL APPEARANCE OVERLAY DISTRICT (2009)	MAIN STREET OVERLAY DISTRICT (2009)	ARCHITECTURAL DESIGN STANDARDS AND SIGN REGULATIONS (2010)
SITE DEVELOPMENT STANDARDS				
Compatibility with Adjacent Land Use	-	-	•	-
Building Arrangement (Com/office)	-	-	•	-
Buildings @ Primary St. Intersections	-	-	•	-
Pad Sites	-	-	•	-
Lot size	•	-	-	-
Setbacks	•	-	-	-
Building Height	•	-	-	•
Public Road Frontage	•	-	-	-
Perimeter Screen / Buffer	•	-	-	-
Off-Street Parking	•	-	•	-
Parking 'Blocks'	•	-	•	-
Pedestrian Circulation	•	•	•	-
Lighting	-	-	•	-
Pavement	-	-	•	-
Sidewalks (Circulation)	•	•	-	-
Drive-Thru Facilities	-	-	•	-
Subdivision Regulations	•	-	-	-
Inter-Parcel Access	•	•	-	-
Open / Green Space	-	-	-	-
Street Network Layout	-	-	-	-
Development along Arterial Roads	-	-	-	-
Recreation Facilities	-	-	-	-
Streamway Corridors	-	-	-	-
Detention Ponds	-	-	-	-
Grading and Drainage	-	-	-	-
Internal Circulation Hierarchy	•	-	-	-
Bicycle Access	-	-	•	-
Access to Public Transit	-	-	-	-
Driveways / Access Points	•	-	-	-
LANDSCAPING AND SCREENING				
Buffers	•	•	•	-
Plant Material	-	-	•	-
Entryway Landscaping	-	-	•	-
Uses and Easements	•	•	-	-
Mechanical / Trash Screening	-	-	•	-
Foundation Screening	•	-	-	-
Screening of Streets and Drives	•	-	•	-
Parking Lot Islands	•	-	•	-
Parking Lot Screening	•	•	•	-
Protection of Trees / Natural Areas	•	-	-	-
Existing Vegetation	•	-	-	-
Landscape Maintenance	•	-	-	-
Screening (Per Land Use)	•	•	•	-

*design guideline documents gathered from city / county official websites

DESIGN GUIDELINE COMPARISON MATRIX

FEATURE	RELEVANT POLICY DOCUMENTS		
	BONNER SPRINGS	KCK / UNIFIED GOVERNMENT	LEAVENWORTH COUNTY
	COMPREHENSIVE PLAN - APPENDIX B: NEIGHBORHOOD AND SITE DEVELOPMENT GUIDELINES	OVERLAY DISTRICT - COMMERCIAL DESIGN GUIDELINES	ZONING AND SUBDIVISION REGULATIONS
SITE DEVELOPMENT STANDARDS			
Compatibility with Adjacent Land Use	-	•	-
Building Arrangement (Com/office)	•	•	-
Buildings @ Primary St. Intersections	•	•	-
Pad Sites	-	•	-
Lot size	•	-	•
Setbacks	-	-	•
Building Height	•	-	•
Public Road Frontage	•	•	•
Perimeter Screen / Buffer	-	•	-
Off-Street Parking	•	•	•
Parking 'Blocks'	-	•	-
Pedestrian Circulation	•	•	-
Lighting	-	•	-
Pavement	-	-	-
Sidewalks (Circulation)	•	•	-
Drive-Thru Facilities	•	•	-
Subdivision Regulations	-	-	•
Inter-Parcel Access	•	-	-
Open / Green Space	•	-	-
Street Network Layout	•	•	•
Development along Arterial Roads	•	-	-
Recreation Facilities	•	-	-
Streamway Corridors	•	-	-
Detention Ponds	•	•	-
Grading and Drainage	-	•	•
Internal Circulation Hierarchy	-	•	-
Bicycle Access	-	•	-
Access to Public Transit	-	•	-
Driveways / Access Points	-	•	-
LANDSCAPING AND SCREENING			
Buffers	-	•	-
Plant Material	-	-	-
Entryway Landscaping	-	•	-
Uses and Easements	-	-	-
Mechanical / Trash Screening	-	•	-
Foundation Screening	-	•	-
Screening of Streets and Drives	-	•	-
Parking Lot Islands	-	•	-
Parking Lot Screening	-	•	-
Protection of Trees / Natural Areas	•	-	-
Existing Vegetation	-	-	-
Landscape Maintenance	-	•	-
Screening (Per Land Use)	-	-	-

*design guideline documents gathered from city / county official websites

APPENDIX

DESIGN GUIDELINE COMPARISON MATRIX

FEATURE	RELEVANT POLICY DOCUMENTS			
	CITY OF LEAVENWORTH		CITY OF LANSING	CITY OF BASEHOR
	DEVELOPMENT REGULATIONS (2011)	ARTERIAL APPEARANCE OVERLAY DISTRICT (2009)	MAIN STREET OVERLAY DISTRICT (2009)	ARCHITECTURAL DESIGN STANDARDS AND SIGN REGULATIONS (2010)
ARCHITECTURE GUIDELINES				
Materials and Colors	•	•	•	•
Design Theme	-	-	-	-
Modulation and Articulation	-	-	-	•
Facades	•	•	•	•
Garages	•	-	•	•
Building Orientation	•	-	•	-
Massing	•	-	•	-
Awnings, Canopies, and Overhangs	•	-	•	-
Gateways	•	-	-	-
Defensive Architecture	•	•	-	-
Transparency and Glazing	•	•	•	-
Entrances	-	•	•	•
Roofs	-	•	•	•
Distinctive Arch. Features	-	-	•	-
Lighting	-	-	-	•
Alignment to Adjacent Buildings	-	-	-	-
Building Signage	-	-	-	•
Windows	-	•	-	•
Mechanical Systems	-	•	-	-
SUPPLEMENTARY GUIDELINES				
Height (misc. structures)	•	-	-	-
Focal Elements	-	-	•	-
Yards	•	-	-	-
Porches and Terraces	•	-	-	-
Trash Enclosures	-	-	•	-
Fences and Walls	•	-	•	-
Vision Clearance Triangles	•	-	-	-
Accessory Buildings	•	-	-	-
Cart Corrals	-	-	-	-
Sign Regulations	•	-	-	•
Historic Preservation	•	-	-	-
Crime Prevention - Design	-	-	-	-
Renewable Energy Accessories	•	-	-	-

*design guideline documents gathered from city / county official websites

DESIGN GUIDELINE COMPARISON MATRIX

FEATURE	RELEVANT POLICY DOCUMENT		
	CITY OF BONNER SPRINGS	KCK / UNIFIED GOVERNMENT	LEAVENWORTH COUNTY
	COMPREHENSIVE PLAN - APPENDIX B: NEIGHBORHOOD AND SITE DEVELOPMENT GUIDELINES	OVERLAY DISTRICT - COMMERCIAL DESIGN GUIDELINES	ZONING AND SUBDIVISION REGULATIONS
ARCHITECTURE GUIDELINES			
Materials and Colors	•	•	-
Design Theme	-	•	-
Modulation and Articulation	•	-	-
Facades	•	-	-
Garages	•	-	-
Building Orientation	•	•	-
Massing	•	•	-
Awnings, Canopies, and Overhangs	•	-	-
Gateways	-	-	-
Defensive Architecture	-	-	-
Transparency and Glazing	•	•	-
Entrances	•	•	-
Roofs	•	•	-
Distinctive Arch. Features	•	•	-
Lighting	-	-	-
Alignment to Adjacent Buildings	-	•	-
Building Signage	•	•	-
Windows	-	•	-
Mechanical Systems	-	-	-
SUPPLEMENTARY GUIDELINES			
Height (misc. structures)	-	-	-
Focal Elements	-	-	-
Yards	-	-	-
Porches and Terraces	-	-	-
Trash Enclosures	-	-	-
Fences and Walls	•	•	-
Vision Clearance Triangles	-	-	-
Accessory Buildings	-	-	-
Cart Corrals	-	•	-
Sign Regulations	•	-	•
Historic Preservation	-	-	-
Crime Prevention - Design	-	•	-
Renewable Energy Accessories	-	-	-

*design guideline documents gathered from city / county official websites

D. PLANNING MAPS

