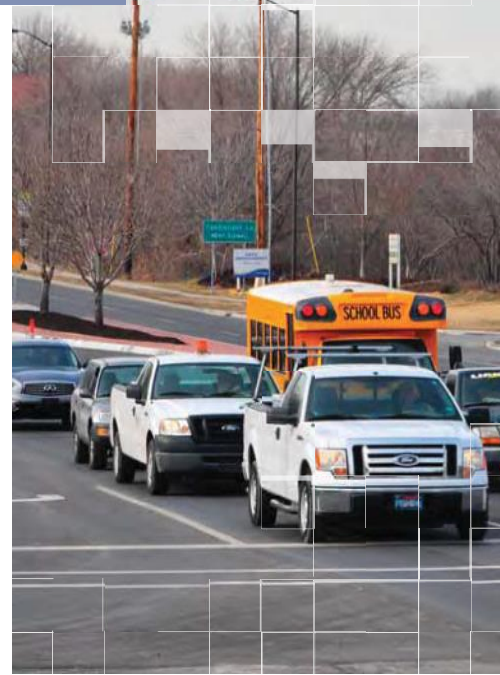
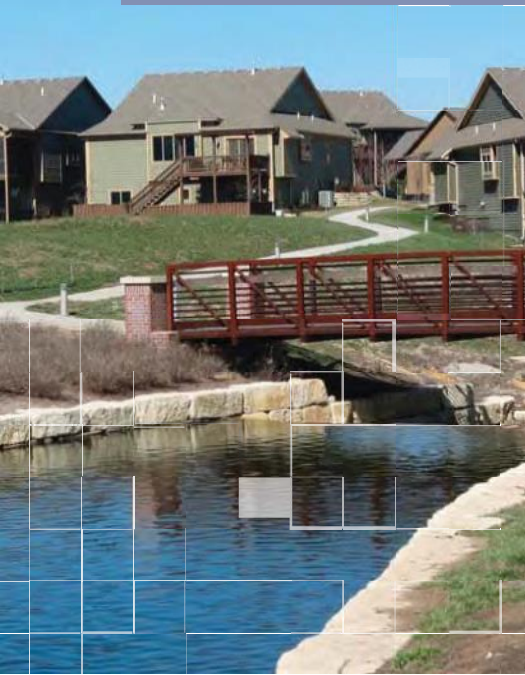


City of Lenexa Comprehensive Plan



Updated December 2016



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Introduction

The City of Lenexa's Comprehensive Plan is the official policy guide for future growth and development of the city. It includes overall principles and values for the City of Lenexa, taking into account the many pieces of our built environment, streets and sidewalks, parkland and trails, streams and watersheds, land use and development patterns, even economic and demographic trends. The Plan is intended to provide policy direction related to land use changes, planning capital improvement programs, and otherwise directing the future growth of the City of Lenexa. It is designed to preserve and enhance public health, safety, and welfare through the management of growth, provision of adequate public services, and protection of natural resources.

Kansas state law (K.S.A. 12-747) provides the basis for the development of Comprehensive Plans. The statute allows for Planning Commission's to make or cause to be made a Comprehensive Plan for the development of their city. Both the Planning Commission and Governing Body are responsible for adopting and amending the Comprehensive Plan. The Comprehensive Plan shall include:

- The general location, extent and relationship of the use of land for agriculture, residential, business, industry, recreation, education, public buildings and other community facilities, major utility facilities both public and private and any other use deemed necessary;
- Population and building intensity standards and restrictions;
- Public facilities including transportation facilities of all types, whether publicly or privately owned, for both people and goods;
- Public improvement programming and the major sources and expenditure of public revenue including long range financial plans for the financing of such public facilities and capital improvements, such as a Capital Improvement Program;
- Utilization and conservation of natural resources; and
- Other elements deemed necessary to the positive development and redevelopment of the city.

Finally, the statute requires the Planning Commission to review a part or all of the Comprehensive Plan annually. The purpose of the annual review is to ensure the Plan continues to be relevant and responsive to changes to the city's vision, demographic trends, and development patterns for the continued growth of the city.

Every year, as part of adopting the annual budget, the Governing Body adopts goals for the year. As outlined in the 2015 budget document, the following strategic goals are intended to guide city activities and align the city's financial decisions to the services provided by the city:

1. City Services – Ensure that city services assist in creating a superior quality of life and a safe atmosphere where people desire to live, work and play.

2. Fiscal Responsibility – Provide exceptional value for community-provided resources and strive for long-term financial balance in the city’s operational and capital activities.
3. Economic Development – Promote and stimulate quality development (including retail, corporate headquarters, bioscience, high technology companies and residential) to enhance the city’s diverse economic base.
4. Reinvestment – Promote and support efforts to redevelop retail sites and improve our neighborhoods to continue the city’s reputation as a safe and friendly community.
5. City Center – Partner in the development of a premier destination point – “City Center” – that serves as a community gathering place integrating a variety of uses (including residential, retail and office uses).
6. Sense of Community – Celebrate Lenexa’s heritage and history to enhance the sense of community, pride and quality of life for residents.

Vision 2030 is the citizen’s vision for Lenexa. The Comprehensive Plan is the Planning Commission and Governing Body’s vision as it relates to the physical development of the community. As part of this update, elements of the Vision 2030 plan will be incorporated into the Comprehensive Plan, just as elements of Vision 2020 were incorporated into the Comprehensive Plan drafted in 2000. The vision statement from Vision 2030 is:

“Lenexa is a progressive, vibrant city in the Kansas City Metro that blends a small town atmosphere and strong sense of belonging with the best of city life. Lenexa is a quality place to live, a cohesive, active community in which to play, work, and most importantly, a wonderful place to call home.”

One of the goals of the Comprehensive Plan is to ensure Lenexa continues to be a quality place to live, work, and play. The Comprehensive Plan is intended to promote a balanced and orderly future development pattern that enhances the built environment for residents, employees, and businesses while at the same time maintaining Lenexa’s unique character.

The Comprehensive Plan establishes a framework for coordinating both public and private development and provides guidelines by which the Planning Commission and Governing Body can review and evaluate individual development proposals. The Plan provides a guide for public investments and helps to ensure that local public dollars are spent wisely for community facilities and services. It aids in establishing city goals and objectives so that individual property owners and developers can prepare and coordinate their own development plans. Lastly, the Comprehensive Plan is evidence of the city’s commitment to planned, organized growth that serves not only the current citizens and businesses within Lenexa but also the future residences and businesses that may be considering Lenexa.

Future Vision and Goals

The vision and goals of the Comprehensive Plan must align with the strategic goals adopted by the Governing Body. Throughout this document, the future vision and related goals are incorporated into each section. The vision and goals within each section have been developed based on coordination with the goals of the Governing Body, the community-based Vision 2030, and comments from the most recent citizen satisfaction survey.

Overall, the goal of the Comprehensive Plan is to promote future growth that is balanced and orderly thus enhancing the built environment for residents, employees, and businesses while at the same time satisfying the vision of maintaining Lenexa's unique character. In order to achieve this goal, there are numerous steps that must be taken. Future updates of the plan will prioritize the goals and further refine them into implementable steps. With each subsequent update, new goals may be added, goals may be reprioritized, or existing goals may be removed as they are accomplished. The Comprehensive Plan is intended to be a working document, one that is used for not only future land use decisions, but by each department within the city to help guide future decisions related to the continued growth and development of Lenexa.

To that end, several broad goals that will be refined in specific chapters or sections of the plan include:

- Preserve and enhance the public health, safety and welfare through the management of growth, provision of adequate public services, and protection of natural resources.
- Make Lenexa a quality place to live, work, and play.
- Provide guidelines by which the Planning Commission and Governing Body can review and evaluate development proposals.
- Provide a guide for public investment, thus helping to ensure that local public dollars are spent wisely for community facilities and services.

About Lenexa

Lenexa is a community of 52,490 residents¹ located in Johnson County, Kansas in the southwestern portion of the Kansas City metropolitan area. The City lies approximately 12 miles southwest of downtown Kansas City.

Incorporating over 34 square miles, Lenexa has several interstates and highways running through it, making it an ideal business center. Interstate 35 is a north-south corridor through the eastern portion of the city. The Interstate 435 loop also travels through the city. Kansas Highway 7 runs north-south through the western portion of the city and Kansas Highway 10 runs east-west along the southern edge of the city. Easy accessibility has contributed to the city's growth, initially with manufacturing, warehousing and distribution uses and now with high-tech and office development. Lenexa is recognized

¹ According to the July 1, 2015 Population Estimate from the US Census Quick Facts for Lenexa, KS

as an affordable suburban community with small town character and big city amenities. The City also has developed a reputation as a desired residential community, providing quality public safety and recreational services in a thoughtfully planned environment of well-maintained infrastructure. In 2011, Lenexa was recognized by Money Magazine's "100 Best Places to Live in America", in their ranking of small US communities. Lenexa was the only city in Kansas to receive this honor and it was the second time that Lenexa has been recognized. In addition, Bloomberg BusinessWeek named the City of Lenexa as one of its "Best Places to Raise Kids 2013." Lenexa was the only Kansas City community to be named on this list. Public school performance and safety, median income and county-level unemployment, housing costs, commute time and poverty were among the factors considered in choosing.

Ingram's Magazine stated "Lenexa and its leaders have struck exactly the right balance in growing both the residential and industrial tax bases."

In addition to being a great place to live, Lenexa is also a great place to do business. Lenexa was recognized by Ingram's Magazine with the Bronze Award for being the "Best Business-Friendly City Government" for three years in a row.²

Over the years, the public has been involved in the development of the Comprehensive Plan through visioning processes that produced both Vision 2020 and Vision 2030. In addition, the City of Lenexa conducts statistically valid citizen surveys every two years.

In summary, the Lenexa Comprehensive Plan is an expression of what the community wants, it serves as a guide in the decision-making process, and fulfills the city's obligation under state law.

For more information regarding the City, visit the city's [website](#).

Context and History of Comprehensive Planning

Comprehensive Plans often address the topics of land use, economic development, neighborhood vitality, urban design, infrastructure and transportation, parks and open space, and the environment. Most importantly, the Plan addresses those opportunities and issues that will affect the city's growth, development, and vitality in the future. It is important to have a good understanding of where the community has been in order to aid in making decisions that impact the future. Therefore, data related to population, housing, economics, transportation, land use, and community facilities were taken into consideration as part of the update to Lenexa's Comprehensive Plan.

The City of Lenexa has a long history of developing Comprehensive Plans, prior to adoption of the 2000 Comprehensive Plan the City of Lenexa undertook the development of new Comprehensive Plans in both 1980 and 1988. Since the adoption of the 2000 Comprehensive Plan, multiple amendments have been adopted which incorporate additional studies that have been completed for specific watershed areas or

² 2010, 2011, and 2012

roadway alignments, as well as to update the future land use map based on development trends. The 2013 Comprehensive Plan is an entirely new document although some information from previous plans has been carried over into this update. Because this is the first major update of Lenexa's Comprehensive Plan in several years, this update serves as a transition document by providing information about the original 2000 Comprehensive Plan and the evolution of the plan since that time.

The development and updating of the Comprehensive Plan provides many benefits to the Lenexa community. As part of this update (2012-2013) a variety of current data and material on local conditions has been assembled. Information from Vision 2030 and the biennial citizen survey has been incorporated into this update in order to include input from local residents. The Plan has resulted in a plan for future growth and development that is comprehensive in its geographic coverage.

What is a Comprehensive Plan?

A Comprehensive Plan, also referred to as a long-range plan or master plan, reflects the community's vision for its future and serves as a guide for making decisions to accomplish that vision. In this way, the Comprehensive Plan is the road map of our future.

So why does the city plan? –

- To address vacant land and/or buildings
- To consider ways to make better use of under-utilized land, parking lots, and/or buildings
- To ensure good access to essential services
- To provide opportunities for the creation of jobs
- To take into account environmental concerns
- To preserve historical features
- To tackle issues related to transportation

The New Illustrated Book of Development Definitions (Harvey S. Moskowitz and Carl G. Lindstrom, published by The Center for Urban Policy Research) defines such plan as:

“A comprehensive, long-range plan intended to guide the growth and development of a community or region that typically includes inventory and analytic sections leading to recommendations for the community's future economic development, housing, recreation and open space, transportation, community facilities, and land use, all related to the community's goals and objectives for these elements.”

Though a key component of a Comprehensive Plan is a future land use map to guide the physical development of the community, there are many other pieces that aid in providing a broad picture of the city. Each department can use the goals outlined in the Comprehensive Plan to implement the City's vision through various tools and regulations. For example, the Community Development Department will use the

direction provided in the Comprehensive Plan to draft amendments to the Unified Development Code to implement the City’s vision.

Comprehensive Plans integrate economics with social concerns and move beyond just land use or design; Lenexa’s plan must successfully address resource allocation and implementation. With each update, staff works to incorporate not only up-to-date information but also changing development trends into our plan document. By reviewing our Comprehensive Plan on an annual basis, we can further ensure that the document is in step with the current vision of the citizens of Lenexa and our elected officials.

Differentiated from the Unified Development Code, the city’s Comprehensive Plan serves as a guide for Lenexa’s long-range physical development. The Comprehensive Plan covers a wide range of community development issues such as land use, major streets, parks and open space, to name a few, while the Unified Development Code, or UDC, provides the regulations and requirements that will aid in attaining the long-range vision. The following table provides a summary of key features of a Comprehensive Plan and our development code.

<p style="text-align: center;">COMPREHENSIVE PLAN</p> <ol style="list-style-type: none">1. Serves as a guide for the community’s long-range physical development.2. Covers a wide range of community development issues (i.e. land use, major streets, parks and open space, etc.).3. Reflects community development goals and objectives.4. Recommends location and intensity of land uses, major street improvements, parks and open space, etc. <p style="text-align: center;"><i>The plan is a policy document.</i></p>

<p style="text-align: center;">UNIFIED DEVELOPMENT CODE</p> <ol style="list-style-type: none">1. Regulates specific items relative to land development.2. Established definitions, standards, and procedures for reviewing and approving land development. <p style="text-align: center;"><i>THE UDC is a legal document.</i></p>

Moving Forward

As part of the annual Comprehensive Plan review, the City of Lenexa staff continues to review and update various components of the plan. In addition, it is anticipated that new sections relating to Public Safety, Economic Development, and Sustainability will be incorporated into the Comprehensive Plan in the future.

The previous version of the Comprehensive Plan included an urban design section that is deleted to allow staff the opportunity to take a broader look at the role urban design plays in the development of our community.

Relationship to Vision 2030

Vision 2030 was initiated in 2007 to follow-up on Vision 2020 which was adopted ten years earlier. Vision 2030 was not simply an update to Vision 2020, it provided for a fresh look at Lenexa through the eyes of its citizens. In order to provide continuity, many of the same general topics carried over from Vision 2020, however the vision statements and goals in Vision 2030 are not the same as those in Vision 2020, rather they represent the needs and desires of the citizens of Lenexa in 2007 and 2008. In broad terms, Vision 2030 looked at the following general goals and vision statements:

- Community Spirit and Amenities
- Education and Learning
- Housing and Neighborhoods
- Infrastructure and Transportation
- Safe and Healthy Community
- Strong Economic Base
- Sustainable Quality Community Growth

Each of these topics has a role in shaping the future of Lenexa. As part of this update, staff reviewed the entire Vision 2030 document, focusing on those sections and goals that are anticipated to have the greatest impact on development and redevelopment within the City of Lenexa. The specific goals are not limited to a few specific sections of the Comprehensive Plan, rather, they are interwoven into many of the sections and thus incorporated throughout this specific update to the Plan.

The entire [Vision 2030](#) document is available on the city's website.

Input from the Citizen Satisfaction Survey

Since 2000, the City of Lenexa has undertaken a biennial citizen satisfaction survey, with the most recent results being from 2015. Throughout the course of the survey's implementation, Lenexa has consistently rated higher than both the national and Kansas City-area averages in many categories. The survey identified that "most (92%) of the residents surveyed *who had an opinion* indicated that they were satisfied with the overall quality of life in Lenexa compared to a national average of 77%" and a Kansas City metropolitan area average of 74%.

As with previous years, respondents have indicated that city priorities should include:
(Numbers in parenthesis represent 2015 Citizen Survey satisfaction levels)

1. Overall maintenance of City streets (81%)
2. Overall flow of traffic & congestion management (75%)
3. Enforcement of City codes & ordinances (71%)
4. Quality of police, fire & ambulance services (95%)
5. Quality of City parks & rec programs & facilities (95%)

Based on other survey feedback, additional emphasis should also be dedicated to the maintenance of City streets, cleanup of litter/debris on private property, enforcing maintenance of residential property, and enforcing codes to protect public safety and health. Utilizing this information amongst other survey data, along with citizen input through meetings and Comprehensive Plan development, the city can better meet the expectations and needs of the community, while at the same time preserving the character of Lenexa. Without exception, the priorities established in this document are manifestations of what the citizens of Lenexa value about their city, and what it is that makes it so attractive within the metropolitan area.

Among the priorities highlighted in the survey, the following categories were selected for further consideration due to their importance in the greater context of Lenexa's long term planning. Each priority, and the city's choices related to it affect not just a neighborhood or block, but Lenexa at large. Whereas the zoning of a lot or the function of a building can change over time, the fundamental character of a community is determined for years, if not decades by the decisions that guide development. It is critical to consider Vision Lenexa 2030, and the tenets included in the document by members of the community, to not do so discounts the values expressed by the residents of Lenexa.

Transportation

The population of Lenexa, on the edge of the Kansas City metropolitan area, places high importance on the mobility and accessibility afforded by the automobile. Coupled with the ease of accessing major transportation routes serving the metropolitan area, it is easy to see why maintaining our streets is, and ought to be a priority. While many municipalities in the area have access to the regional highway system, Lenexa's is arguably unparalleled. Framed on the east, south, and west by I-35, I-435, K-7, and K10, many choose Lenexa as a location for doing business, living, or employment simply because of the ease with which one can enter the city.

Lenexa's Future Street Plan within the Comprehensive Plan reflects these realities by outlining the needs of the city if it continues to exhibit its current growth trends. This plan helps guide municipal investment through the expansion, maintenance, and improvement of municipal roadways while also directing the location of traffic counts and computer traffic modelling that assess future demands. Coupled with the considerable importance placed on automotive mobility by survey respondents, Lenexa would be well served by continuing to stringently dedicate funding to street maintenance and improvements. In doing so, the high standards of accessibility and mobility in the city are maintained for future generations.

Beyond vehicular travel, Lenexa citizens have expressed a growing interest in the prioritization of alternative forms of transportation. This has somewhat manifested itself in the city's requirements and standards for sidewalks, and the ever-expanding network of park-based walking trails. Where Lenexa has not progressed is in the accommodation of cyclists, even in areas of new development where adjusting road widths to add bike lanes is most viable. The percentage of respondents, who had an opinion, and were either "very satisfied" or "satisfied" with the ease of travel by bicycle in Lenexa decreased from 44.2% in 2013 to 25% in 2015. When presented in relation to parks and recreation, of the percentage of respondents who had an opinion, there was a 1.3% increase (from 2013 to 2015) in the number who were either "very satisfied" or "satisfied" with the walking and biking trails in the City. Thus, recreational riders are very satisfied (50.4% of respondents who had an opinion in 2015) with the walking and biking trails, while respondents who either prefer to ride on the road or use a bicycle for transportation, find it more difficult to maneuver within the city limits. As the city continues to build out, it will become increasingly challenging to find the land, or encroach on Lenexa's right-of-way to provide for a safe path for bicycle users. As long ago as 1997, with the adoption of the previous community-based plan, Vision 2020, there was a call for bike paths. In order to preserve Lenexa's role as a regional leader in transportation planning, it needs to develop a policy to consider transportation beyond the narrow terms of vehicles and pedestrians.

Public Safety/Emergency Services

For many who live in Lenexa one of the community's principle appeals, as exemplified by the emphasis placed upon it by multiple cycles of survey respondents, is the level of safety and emergency services offered to citizens. This has helped create an environment where residents feel safe and comfortable anywhere within the city limits at any time of day. A low crime rate and high levels of regional and national emergency service certification are appealing city characteristics to residents of any age or demographic. The importance of police, fire, and ambulance services are so valued in Lenexa that they have been thoroughly enshrined in the cities last two community-based strategic plans; Vision 2020 and Vision 2030.

Making emergency services a continued priority requires the city to remain vigilant over the long term in sustaining the resources dedicated to the police and fire departments. Supplementing this, the city ought to be proactive in pursuing new legislation and technology to complement and enhance safety services, whether it is pursuing a more comprehensive fire code and heightening community safety through self-defense programs, or, as with street investment, ensuring that funding is set aside and exclusively reserved for Lenexa's emergency services. A valuable tool that can be developed from the citizen survey findings is a means for citizens to more readily contact police and fire services with day-to-day concerns. It is important for Lenexa residents to know that in addition to meeting their emergency needs, the police and fire departments can help with non-emergency worries, from cars consistently speeding through residential neighborhoods to potentially overlooked fire hazards. The open-ended comments section of the survey makes it readily apparent that there are many such issues that citizens need addressed, but without a proper outlet, they lack the

means, or perhaps understanding, of how to seek help. Addressing these problems can serve the dual long-term purposes of establishing rapport between the community and emergency services, and also proactively engaging situations that could subsequently escalate into emergencies.

Code and Ordinance Enforcement

Preserving Lenexa's image is just as much about what is visible from the street as what is done in government. As such, it should perhaps come as no surprise that code and ordinance enforcement is one of the prominent priorities established by survey respondents. An effective street network is only important if people are using the street, either to live or work in the area. Excellent emergency services can only be supported if the tax base to do so is there. That being said, the city's commitment to the City Code, and the regulations therein, is critical to achieving all the goals set forth in Vision 2030. From keeping grass levels at acceptable heights and abandoned vehicles off of city streets, to enforcing the basic maintenance of homes and removal of refuse, Lenexa can, and does maintain a high quality community image. Through the sufficient employment of community standards officers along with their effective deployment in the city, Lenexa can maintain and potentially improve upon its reputation as a high quality community. Just as significant as almost any other category of the citizen survey, code and ordinance enforcement, or lack thereof, has the potential to shape the image of Lenexa.

Housing Diversity

A subject that was not directly addressed by the survey content, but was repeatedly expounded upon in the open-ended comments of the survey, is housing diversity. Concern was largely directed at the perceived excess in apartment housing in the city. To better understand the housing make-up in Lenexa and see how we compare with other cities in the metro region, the city retained a consultant to conduct a housing demand study with the goal of providing a detailed analysis of Lenexa's multi-family and single-family housing. Preliminary findings from the study include:

- The renter occupied households in Lenexa are 36.88% of the total households. This compares to 29% in Johnson County and 33% in the Kansas City MSA.
- The average rent for the Shawnee/Lenexa multi-family submarket – across all classes – is \$861/unit, which is greater than the metro average of \$767/unit.
- The vacancy rate for the Shawnee/Lenexa multi-family submarket – across all classes – is 3.7%, which is less than the metro average of 4.0%. This vacancy rate has decreased by 340 basis points over the past six years.
- The market demand in the Shawnee/Lenexa submarket is increasing, while the vacancy rate is decreasing. This shows the area is not yet in an oversupply of multi-family units.
- Of the 12,252 multi-family units in the submarket, 6,837 (55%) are Class A. The current average rent for Class A units in the submarket is \$963/unit, which is consistent with the metro average. This has increased by 18.6% over the last six years.

- After analyzing existing and external demand for the market area, the consultant forecasts a slightly positive demand (+26 units) over the next five years and an additional 25% demand (+2,281 units) by 2030.

Effective planning and management of development has ensured that multi-family housing is diffused throughout the city, and not spatially concentrated. In both Lenexa's Vision 2030 and the preceding Vision 2020 however, there is firm emphasis placed on single-family homes, especially of smaller size for first time homebuyers, and senior housing. To meet its objective to accommodate citizens throughout all stages of life, a balance of options needs to be actively pursued when the city considers more residential development.

City Center

The ongoing Lenexa City Center project continued to be talked about within the open-ended comments section of the survey. Participants expressed both enthusiasm about the prospect of a new community center and the diversification of the city's retail stock, as well as considerable frustration at the perceived delays and development decisions made thus far. That being said, it is critical for the city government and staff to disseminate information as effectively, and through as many mediums as possible. In addition to city newsletters, emails, social media, and the official website, citizens can benefit from further engagement by officials, whether it is elected officials attending neighborhood meetings, or holding semi-formal gatherings at restaurants and coffee shops. As one of the biggest projects in one of the most rapidly growing areas of Lenexa, the City Center development is in the interest of all residents, and should be treated accordingly.

Communication and Government

Satisfaction levels with elected officials, administrators, and appointed positions in Lenexa is rebounding from lower levels recorded in 2013, but has not returned to the 2005 levels. In 2015, satisfaction levels for the City's elected officials was 72%, for administration and appointed staff 69%, and for appointed boards/commissions 66%. While it might be tempting or easy to attribute this to the general fall in approval for government over the last decade it is too important of an issue to not deliberate other potential causes. The issues that might frustrate survey participants and residents at large are many and varied, but most stem from Lenexa's growth.

In less than 15 years the city has developed at an exceptional rate, with 23.4% population increase since 2000. For those living in Lenexa in the year's prior, change may be the source of frustration. One possible contribution to the relatively precipitous decline in satisfaction with city leadership is a deficiency in communication. Whether in reference to project delays or development decisions, the frustrations expressed in the open-ended comments section of the survey appear to stem from misinformation or a lack of any sort of communication at all.

That being said, without effective communication between a city's government and its residents, there cannot be an effective dialogue, possibly resulting in a gulf between what citizens want and what the city provides.

Additional information and more complete results from the most recent citizen satisfaction survey are available on the city's [website](#).

Demographic Information and Background Studies

In order to provide an accurate picture of the future growth and development of Lenexa, it is important to know how we got to where we are today. City staff studied demographic information available from the US Census Bureau as well as through Community Analyst, a data resource from ESRI (Environmental Sciences Research Institute).

Additional demographic information, including information from Community Analyst, may be found in the Appendix of the Comprehensive Plan.

Demographic and Market Trends

Included in the Appendix of this report is a variety of information related to how the City of Lenexa has changed and grown. Most of the information is gathered from Community Analyst and includes population descriptions entitled “tapestries” which describe demographic and socio-economic characteristics as well as preferences such as housing type, consumer preferences, communication styles, and entertainment interests. The following tables review some of the most pertinent data.

Over the past two decades, Lenexa has seen substantial growth. Between 1990 and 2010 Lenexa experienced an increase in population of 44%, housing units by 58%, per capita income by 84%, and median household income by 62%. The average annual increase of each of these factors met or exceeded both state and national metrics during that time period. Comparing the decade 1991-2000 to the decade 2001-2010, annual growth rates decreased in all categories except for number of housing units. This may be attributed to the abrupt, recessed market activity between 2007 and 2009 after a period of exceptional housing and income growth.

Projections for 2021 indicate that Lenexa will continue to experience a growth in population at an annual rate of approximately 1.4%. This is greater than the 1.26% annual population growth experienced between 2010 and 2015. The per capita income and median home value growth rates between 2016 and 2021 are both expected to increase by 8.1%, while the median household income is expected to increase by as much as 11.6% during the same 5-year time period.

	1990 (US Census)	2000 (US Census)	2010 (US Census*)	2016 (ESRI Community Profile)	2021 (ESRI forecast**)
Population	33,509	40,238	48,190	52,488	56,278
Households	12,472	15,574	19,288	20,850	22,284
Housing Units	13,196	16,378	20,832	22,185	23,618
Per Capita Income	\$20,300	\$30,212	\$37,358	\$39,449	\$42,652
Median Household Income	\$47,114	\$62,139	\$76,343	\$77,997	\$87,010
Average Household Income	\$53,828	\$76,913	\$94,798	\$98,907	\$107,335

* and American Community Survey 2006-2010

** ESRI forecasts five years out, 2021 is the latest forecast available

The strength of the retail marketplace is often a good indicator of overall market health and can be a contributing factor to development patterns. Comparing Lenexa to the three largest municipalities in Johnson County one can see the relative strength of the city's economy.

The smallest city by comparison, Lenexa enjoys strong per capita and median household income. The city's commercial success is unrivaled when controlled for population. Lenexa's account for 15% more in retail sales than we consume. Whereas, each of the other municipalities to which we compare ourselves has a negative supply/demand ratio. The city is only 8.8% of Johnson County's population, but produces 12.8% of its retail sales supply. While Overland Park has a greater retail sales supply ratio than Lenexa, it also has a much greater proportion of the county's population. Looking at supply and demand per capita, Lenexa produces far more than it consumes and to a greater degree than the other three municipalities.

	Lenexa	Olathe	Overland Park	Shawnee
Population	52,488	135,548	185,086	65,653
Households	20,850	47,624	75,973	24,765
Per Capita Income	\$39,449	\$33,933	\$42,438	\$36,187
Median Disposable Income	\$59,649	\$59,869	\$58,261	\$58,493
Retail Sales Supply*	\$1,466,593,109	\$2,076,962,831	\$3,929,429,247	\$872,430,498
Retail Sales Demand*	\$1,084,437,752	\$2,461,582,828	\$4,023,784,540	\$1,197,474,948

	Lenexa	Olathe	Overland Park	Shawnee
Surplus/(Leakage) Factor	15.0%	(8.5%)	(1.2%)	(15.7%)
Population Ratio to Johnson County	9.0%	23.3%	31.8%	11.3%
Retail Sales Supply Ratio to Johnson County	13.0%	18.4%	34.8%	7.7%
Retail Supply Per Capita	\$27,941	\$15,323	\$21,230	\$13,289
Retail Demand Per Capita	\$20,660	\$18,160	\$21,740	\$18,239

Data provided from ESRI Retail Marketplace Profile run October 24, 2016 and November 21, 2016

* excluding business-to-business sales

While the City of Lenexa is landlocked by other municipalities, we still have a lot of room to grow. The city limits encompass more than 34 square miles. East of Interstate 435, much of the land is already developed, new growth opportunities will come in the form of redevelopment and infill. With the completion of the interchange at 95th Street and Interstate 35, we have seen several redevelopment projects. Development is moving westward, as many of the newer subdivisions which languished during the economic downturn are nearly built out. West of K-7, the majority of property is either undeveloped or used agriculturally. Throughout the city, approximately 24% of the land is considered vacant or in agricultural uses. The remaining 76% is considered developed, either as residential or non-residential uses, parks, or right-of-way. In the past, the Agricultural (AG) zoning district has been used as a holding zone for future development. As part of future updates, staff will further study the viability of small farms, often referred to as “gentleman farms” rather than AG land being a wait-and-see land use.

The county’s Automated Information Mapping System (AIMS) uses GIS (Geographic Information System) to manage and geographically reference large amounts of data such as property ownership, acreage, land use, zoning, and flood zone for example. This information is valuable for Comprehensive Planning purposes.

A review of land use according to the Land Based Classification System used by AIMS revealed the following land use percentages:

Single-Family Residential	19.5%
Multi-Family or Attached Residential	3%
Other Residential *	5.5%
Office, Commercial or Healthcare **	16%
Industrial	11%
Cultural, Institutional or Governmental Facilities & Services	3.5%
Parkland ***	0.5%
Agricultural, Undevelopable or Vacant	24%

Utilities and Transportation Facilities or Services (including right-of-way)	17%
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- * Includes hotels, rooming houses, single room occupancy units & manufactured home parks
- ** Includes hospitals, medical labs & skilled nursing facilities
- *** Does not include amphitheaters, golf courses, or sports complexes, these are typically for-profit businesses and therefore are classified under Commercial

While there is not a formula for how much of each land use a city should contain, the percentage of each land use in individual communities is based on the type of place a city wants to be. Financial implications of each land use are often taken into consideration as different land uses have different demands on city services and therefore different costs to the city. When evaluating the variety of land uses within a city, it is important to consider a variety of things, including fiscal issues and non-fiscal issues such as the environment, housing affordability, jobs/housing balance, and quality of life.

For comparison purposes, the land use balance of other municipalities in Johnson County is as follows:

	Lenexa	Olathe	Overland Park	Shawnee
Single-Family Residential	19.5%	24.5%	32%	30%
Multi-Family or Attached Residential	3%	3%	5.5%	2%
Other Residential *	5.5%	5%	5%	7%
Office, Commercial, Healthcare or Mixed Use **	16%	11%	13%	12.5%
Industrial	11%	9%	1.5%	4%
Cultural or Institutional	3.5%	5%	5%	3%
Parkland ***	0.5%	0.5%	0.5%	0.5%
Agricultural, Undevelopable or Vacant	24%	24%	21%	24%
Utilities and Transportation Facilities or Services	17%	18%	16%	17%

These percentages are for land area, not the total number of units or building square footage.

- * Includes hotels, rooming houses, single room occupancy units & manufactured home parks
- ** Includes hospitals, medical labs & skilled nursing facilities
- *** Does not include amphitheaters, golf courses, or sports complexes, these are typically for-profit businesses and therefore are classified under Commercial. The percentage of land within each city recognized as parkland is not equal, however all values were rounded to the nearest 0.5%.

Development Trends

Coming out of the recession that was experienced nationwide beginning in 2007 and lasting until at least 2010, the City of Lenexa has experienced an increase in single-family and multi-family development activity. We are also seeing growth in non-residential facilities including large, distribution type facilities, hotels and retail projects. There continues to be a trend in commercial development to reface or otherwise

renovate existing shopping centers. The following tables shows the growth in building activity over the past five years:

Residential Building Activity

	2015	2014	2013	2012	2011
New Single-Family (permits issued)	241	169	213	146	90
All Other New Residential (permits issued/number of units)	17/330	32/554	15/154	0/0	0/0

Commercial and Industrial Building Activity

	2015	2014	2013	2012	2011
New Commercial/Industrial (construction valuation)	\$110,331,512	\$67,875,721	\$106,133,539	\$63,539,810	\$6,153,036
Additions, Alterations, and Tenant Finished (construction valuation)	\$63,576,886	\$59,925,946	\$47,334,408	\$68,674,045	\$27,986,916

Through October of 2016, 164 new single-family residential permits have been issued. During the same time period, more than 494 duplex and apartment units have been permitted with a construction valuation of more than \$69 million. More than \$87 million of new non-residential construction has been permitted during this same time period and additions, alterations and tenant finishes have accounted for another \$2.6 million in construction valuation.

The Planning Commission has approved several new developments in 2016 that have not yet started construction. From January through October, final plats were approved and are anticipated to be under construction in the near future:

- Cedarcrest subdivision adding 74 single-family residential lots
- Canyon Creek Point, 2nd plat adding 56 single-family residential lots
- Prairie View at Creekside Woods, 1st, 2nd and 3rd plats adding a total of 50 single-family residential lots
- The Reserve at Manchester Park adding 16 single-family residential lots
- WaterCrest Landing adding 120 single-family residential lots
- Townhomes at the Reserve consisting of 204 total units in 51 buildings

In addition to residential development continuing to be strong, the following non-residential final development plan applications were approved by the Planning Commission in 2016 but have not yet started construction:

- The District at City Center, a mixed use development consisting of 80,000 square feet of retail and office space, and 175 multi-family units
- Best Western Plus, a 4-story hotel with 56 guest rooms

- Candlewood Suites, a 4-story hotel with 96 guest rooms
- Holiday Inn Express, a 4-story hotel with 96 guest rooms
- 5,583 square foot CareNow facility
- 3,337 square foot Slim Chickens restaurant
- Lenexa Logistics, Lot 7, a 401,098 square foot office/distribution facility
- Oddo Development Building E, a 21,940 square foot warehouse/manufacturing building

Lastly, the Planning Commission has also approved a preliminary plan for a 100,000 square foot office and retail building in the Lenexa City Center East Village and 525,012 square feet of retail, office and hotel uses, a 67,653 square foot surgical hospital, and 320 multi-family residential units in the Lenexa City Center North Village.

New construction of multi-family units has been on the rise over the last year or so. This increase in multi-family construction is based on several factors:

- There is a segment of the population that views apartments as a lifestyle choice,
- The hiring of new employees by large companies such as Cerner, and
- The capital available to finance new multi-family construction.

The City of Lenexa views multi-family units as providing another housing choice for both those people new to the job market, as well as satisfying an older demographic who have decided they no longer want the responsibilities of homeownership.

Background Studies

Through the years, the City of Lenexa has worked with consultants to complete studies that relate to future build-out, citizen input, and specific areas and watersheds within the city. The following section provides a brief synopsis of many of the development-related studies completed since 2000 that are hereby incorporated by reference.

Clear Creek Section Study

The Clear Creek Section Study consisted of an analysis of the Clear Creek watershed that incorporated watershed and land use planning. The study was completed in 2003. The results of the study provided a more detailed concept of opportunities to integrate land use, transportation, and parks and recreation opportunities within the Clear Creek watershed. In addition, a draft set of guidelines applicable to development within the Clear Creek regional stormwater retention facility were developed. Lastly, specific development options incorporating the draft guidelines were created for property directly adjacent to the lake located within the future Centennial Park.

Cedar Creek Watershed Study

Another watershed study was completed in January 2005, this time for the Cedar Creek watershed. Development applications were accelerating in the Cedar Creek watershed and the introduction of sanitary sewers in the eastern part of the watershed created the potential for extensive development. This plan was not incorporated into the

Comprehensive Plan until 2008, in order to align with the direction set forth in the build-out study that was undertaken in 2007.

Fiscal Impact Analysis and Growth Scenario Studies

In 2006 and 2007, Tischler Bise completed three studies for the City of Lenexa: *Cost of Land Uses Fiscal Impact Analysis*, *Fiscal Impact Analysis of Growth Scenarios*, and *Revenue Strategies Report*. Contained within the *Fiscal Impact Analysis of Growth Scenarios* was an analysis of future growth scenarios for the City of Lenexa. The growth scenarios included a continuation of development trends at that time, faster and slower growth, and an option that varied the land use assumptions.

Trails Alignment Analysis

This study, completed in 2009, was intended to provide guidance to staff during the review of specific development plans and to enable the submittal of applications for funding. It outlines future trail recommendation through the inclusion of specific designs and integrates existing trails into a coherent, city-wide natural resources, stormwater, transportation, and recreation framework. The document includes specific alignments primarily for the western portion of Lenexa.

Parks and Recreation Master Plan

In July of 2012, the City Council accepted this plan to serve as a road map for future parks and recreation planning efforts. The document includes an evaluation of the existing park system, as well as a needs and priorities assessment, long range vision,

and implementation plan.

Old Town Study

The City Council accepted the “A New Look at Old Town’ final plan in July of 2016. This plan is intended to provide direction for future enhancements to Old Town, by both private property owners and the city. The document includes a site concept for Old Town and list of recommendations that involve private property owners, merchants, and the city.

Pending Plans and Projects

95th Street Corridor Study

A study of the 95th Street corridor was undertaken in 2008. The purpose of that study was to further define the character of the corridor from Renner Boulevard to Quivira Road. Principles of walkability, sustainable development, and mixed use were at the forefront of the study. Much work was completed on possible improvements to the transportation infrastructure along this corridor and making a strong connection between land use and transportation. For a variety of reasons, this study was never adopted.

Quivira Road Corridor Study

In August of 2016, the City of Lenexa was notified that we would receive \$80,000 through the Mid-America Regional Council’s Planning Sustainable Places program. The purpose of this corridor plan is to analyze the relationship between land use and transportation along a nearly 1.5 mile section of Quivira Road from 87th to 99th Street. As part of the planning document, recommendations will be made regarding appropriate land uses and multi-modal opportunities along the corridor. The study will build upon the redevelopment activity that is occurring at the interchange of Interstate 35 and 95th Street and the recently completed \$300 million Gateway project. The project will not kick-off until at least March of 2017 and is anticipated to be complete by February of 2018.

Sustainability

Since the 2000 Comprehensive Plan was developed, the idea of encouraging sustainable communities has become more prevalent. To the City of Lenexa, sustainable communities are described as developments and neighborhoods that provide for the needs of the residents, businesses, and visitors both today and into the future. Vision 2030 recognizes the City of Lenexa as being a leader in promoting high standards, quality development, and applying green concepts. Sustainability goes beyond the environment to include ensuring that people can afford to live within the community, that there are places to work within the community and that the community can provide for people's needs. A commonly accepted definition of sustainable development, developed by the United Nations' 1987 Bruntland Commission states that "Such development can be defined simply as an approach to progress which meets the needs of the present without compromising the ability of future generations to meet their own needs."

*Sustainable places are **VIBRANT**, with activity centers that offer a rich mix of amenities and housing choices, with easy access to jobs, services and recreation. They are **CONNECTED** by transportation corridors that accommodate different modes of travel – walking, biking, transit and auto. They are **GREEN**, respecting and preserving the natural environment while promoting healthy lifestyles and healthy residents.*

Quote from MARC's 2011 Annual Report

Sustainability involves a balanced approach or outlook, which can be simplified into three primary categories, commonly referred to as the three E's of sustainability:

- Economic Vitality refers to success and prosperity;
- Ecological Integrity refers to protection of the natural systems, resource conservation, and energy efficiency;
- Social Equity refers to the consideration of social/cultural issues, and community well-being and health.

In the long run, sustainability simply means adapting human activities to the constraints and opportunities of the natural systems we need to support life, taking into consideration how our decisions impact the economic vitality of our community, and ensuring that we provide a socially equitable future for generations.

It is important to remember that adopting sustainable principles is more of a process than an end-state. By infusing sustainable practices into the Comprehensive Plan, we are furthering the definition of past, present and future and coming to a greater understanding that the future of Lenexa includes economics, environment (including the built form), and social and cultural programs.

Vision 2030 proves that the citizens of Lenexa recognize the importance of sustainable practices and reinforces the definition of “sustainability” as more than an environmental issue. The plan contains a section entitled Sustainable Quality Community Growth as well as subsections of the Housing and Neighborhoods section, entitled Sustainable Neighborhoods and Environmentally Sustainable Practices.

“Our neighborhoods are the lifeline for sustained growth, pride and love of community. The sustainability of our neighborhoods, or the ability for our neighborhoods to be maintained at an acceptable level well into the future, must begin with the individual property homeowners.”

-Quote from Vision 2030 Housing & Neighborhoods Task Force,
goal to develop sustainable neighborhoods

In an attempt to promote sustainable development practices, the Lenexa Unified Development Code (UDC) includes regulations for solar energy and wind energy conservation systems, more commonly known as wind turbines. In addition, rain barrels and recycling containers have less stringent screening requirements than typical trash dumpsters. The city’s stormwater requirements promote the use of native plants and grasses, thus requiring less water for irrigation purposes. Lenexa currently follows the 2006 Building Code, which includes the International Energy Conservation Code.

As part of a recently completed Energy Efficiency & Conservation Block Grant (EECBG) project, a guidebook of quality community development strategies was created. The guidebook is an educational document providing sustainable approaches for incorporating energy efficiency and alternative energy into development. In addition, suggestions are provided that relate to development patterns and site development, as well as alternative transportation options. The document is intended to serve as a guide for anyone interested in learning more about sustainable practices and includes many internet resources.

The Environmental Protection Agency has developed the following ten basic smart growth principles intended to create and maintain great neighborhoods:

1. *Mix land uses.*
2. *Take advantage of compact building design.*
3. *Create a range of housing opportunities and choices.*
4. *Create walkable neighborhoods.*
5. *Foster distinctive, attractive communities with a strong sense of place.*
6. *Preserve open space, farmland, natural beauty, and critical environmental areas.*
7. *Strengthen and direct development towards existing communities.*
8. *Provide a variety of transportation choices.*
9. *Make development decisions predictable, fair, and cost-effective.*
10. *Encourage community and stakeholder collaboration in development.*

Smart Growth, the idea of concentrating growth in compact, walkable urban centers directly relates to the concept of creating sustainable communities. Smart growth advocates mixed land uses and streets designed to accommodate a variety of transportation options. It is designed to achieve a sense of community and provide an expanded range of transportation, housing, and employment choices, while also preserving natural resources.

Through the presentation of smart growth and sustainable development practices, the City of Lenexa is continuing to review and amend our development regulations in order to be more compatible with principles that promote a mixing of land uses, provide a range of housing opportunities, seek to preserve open space and natural areas, and make development decisions predictable and fair.

Future Vision and Goals

New development should be encouraged to locate where existing infrastructure may be used and to avoid disturbing significant natural resources. The revitalization or redevelopment of older existing, underutilized land is imperative for the long-term sustainability of Lenexa.

Growth is “smart” when it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren.

Quote from “Why Smart Growth”
smartgrowth.org

New development, following the same urban character as that envisioned for City Center should be encouraged throughout the city. By managing the location and design of new developments, including subdivisions, initial and future public and private costs may be minimized.

Specific goals that will further the idea of Lenexa being sustainable over the long-term include:

- Develop an environmental sustainability action plan for city and residential development.
- Encourage, as a city, innovation and the effective use of state-of-the-art technologies to increase the efficiency, safety, and sustainability of our community services.
- Be a leader in promoting high standards, quality development, and applying green concepts.

Land Use

A central challenge for Lenexa is to foster a strong sense of community, while encouraging healthy growth and development. This desire has continued to be reinforced through Lenexa's visioning processes, most recently with Vision 2030. To answer this challenge, the city must balance the preservation of our small town atmosphere with the provision of ample opportunities and incentives for economically productive development. Small town atmosphere is more than a function of size, in large part it is achieved by creating high quality, distinctive and integrated neighborhoods, public spaces, shopping areas, and workplaces. It is achieved by creating a "sense of place" for the community. This strong sense of place encourages continued investment in residential, commercial, and industrial areas.

The Future Land Use component of this Comprehensive Plan achieves this vision by recognizing that the City of Lenexa does not consist of a single, homogenous area, but rather is diverse, providing a variety of "places" that when taken together add up to a cohesive whole. Building on Lenexa's vision of being a wonderful place to call home by being a quality place to live, work and play; Lenexa strives to provide a variety of housing, employment, and shopping opportunities. The Comprehensive Plan is the tool that will help us achieve this vision.

Principles

The city desires a Future Land Use Map that encourages a mix of high-quality residential opportunities for a diverse population, continues to be a desirable business location, and provides for a broad range of retail opportunities. Development that meets these desires is encouraged in areas where adequate infrastructure and services are in place, or will be constructed as part of the development. In looking at a survey commissioned by the National Association of Realtors in 2012³, the greatest location preference continued to be suburban places with a mix of housing and commercial development. The survey reinforced that the biggest factors influencing neighborhood choice are: quality of the neighborhood, convenience to jobs, overall affordability of homes, and convenience to family and friends. Quality of a neighborhood may mean something different to different people, however, having neighborhood amenities such as a club house and/or swimming pool is oftentimes considered desirable. Lenexa has a variety of housing options available adjacent to golf courses, which is also a desirable feature. Recreational trails, park and similar facilities abound in Lenexa. Black Hoof Park and Lake Lenexa are a favorite of both residents and visitors of Lenexa. The park is 160 acres in size and includes a 35-acre lake with a boat launch and fishing dock. The fact that the daytime population of Lenexa (people working in Lenexa) is as large as the night-time population (residents) is a strong indicator that a variety of employment opportunities are available within the City of Lenexa.

³ 2012 National Association of Realtors Profile of Home Buyers and Sellers

Other factors people take into account when considering a neighborhood included: convenience to shopping, quality of school district, and convenience to schools as well as entertainment and leisure activities. Transportation and commuting costs are also important factors when deciding upon a location in which to purchase a home. There are several retail stores distributed throughout the city; some are concentrated along the Quivira Road and 95th Street corridors, while other retail opportunities exist farther west along Woodland Road. Retail opportunities continue to develop at City Center, located at 87th Street Parkway and Renner Boulevard. Oak Park mall is located immediately east of Lenexa and our location within the region provides easy access to other shopping opportunities including Legends shopping center and Park Place. In Kansas, school districts operate independently from city government. The De Soto, Olathe, and Shawnee Mission school districts all have a presence in Lenexa. All three of these districts are recognized as some of the best in the state with respect to academics, SAT/ACT scores, and extracurricular clubs and activities. In addition, Holy Trinity Catholic elementary school and St. James Academy high school are located within Lenexa.

A driving principle of this Comprehensive Plan is for Lenexa to be a pedestrian-friendly place where uses can be more readily mixed through thoughtful zoning and quality site design. During the citizen engagement process and development of the implementation steps for the recently accepted plan for Old Town there was a lot of discussion regarding how to improve bicycle and pedestrian connections through the area. The mix of uses will generally reflect a stepping of intensity to avoid incompatibilities, and the use of design and buffering techniques to mitigate potential negative impacts of certain adjoining uses.

Land use patterns and development should reflect high-quality design and environmental sensitivity. Particular emphasis will be placed on the creation of neighborhood and community focal points and public spaces in order to reinforce the shared experience of unique places and design elements that create a greater sense of community. A new city hall and recreation center will soon be completed within City Center. This new civic project will include space for a farmers market, as well as several outdoor public plazas for small concerts, participating in exercise classes, or simply enjoying something from the indoor public market.

Special emphasis should be placed on the preservation of the unique aspects of Old Town Lenexa and on the established neighborhoods and commercial areas of the city. Redevelopment, while encouraged, should be sensitive to the character of the surrounding uses. Redevelopment activity is ongoing at the 95th Street and Interstate 35 interchange. Two hotels and a fast food restaurant are being replaced with three new hotels. The interchange of 87th Street and Interstate 435 is also experiencing redevelopment and new infill development. The shopping center located on the northeast corner is slowly being refaced and new pad sites developed. On the southeast corner, one of the last farm properties within the Interstate 435 loop was recently preliminarily approved for a mixed use development consisting of apartments, retail, and senior living. In addition to emphasizing redevelopment, new development

should be planned to be contiguous to existing development, rather than taking a “leap-frog” approach that furthers inefficient sprawl. In this way, infill development and redevelopment maximize existing infrastructure and assist with the conservation of open space and the protection of riparian areas, critical woodlands, and wildlife habitats.

When making land use decisions, it is critical to consider how each development proposal will either enhance or detract from its surroundings over the long term.

Future Land Use vs. Zoning

Land use and zoning, though related, are not the same. Land use is intended to set the framework for guiding future development. Current land use is how the land is being used right now and future land use is how the land is envisioned to be used in the future. Land use is often described in more generalized terms, such as low-density residential and multi-family residential, or regional commercial and neighborhood commercial. For this reason, while there is a relationship between land use and zoning, there is not a one-for-one relationship between the two classifications.

Zoning is the “tool” municipalities use to regulate land use. Zoning refers to how the property can be used and specific regulations for the development of the property. It is through zoning regulations found within the City of Lenexa’s Unified Development Code that items relating to the use of land, height and size of buildings, size of lots, setbacks, and parking, to name a few, are regulated.

When considering a request to rezone property, part of the review, and one of the factors, includes an analysis of how the land is currently being used and how the land is designated on our Future Land Use Map. The staff analyzes the rezoning request against thirteen criteria known as the Golden Criteria named after the land use case Donald Golden vs City of Overland Park. Other criteria relate to the character of the neighborhood, affect to nearby properties, the environment, safety of the street network, and adequacy of required utilities and services, to name a few.

Activity and Neighborhood Centers

The 2000 Comprehensive Plan identified four activity centers within our city limits. These activity centers, Renner City Center, I-35, Lenexa Business Core, and the 7/10 Crossroads, are areas with a mix of amenities and housing options. They are incorporated into the larger surrounding neighborhood, but in and of themselves are intended to be compact and walkable. Activity centers can surround an intersection or spread along a corridor, depending on the availability of land, access, surrounding development, and transit services.

The Mid-America Regional Council (MARC) uses Activity Centers as they forecast future population and employment growth. In classifying areas as Activity Centers, MARC considers the scale of the center (neighborhood up to metropolitan), type of center (employment, commercial or mixed use), and status of development (barely developed to completely developed).

By further considering the role Activity Centers and mixed use zoning play within the continued development of Lenexa, we promote sustainable practices that provide for reversing the effects of sprawl within our community. Focusing on the activity center concept allows differing uses to be connected and density encouraged in smaller areas. Activity centers are intended to integrate a variety of land uses, including housing, retail, and office, as well as entertainment, educational, cultural and religious destinations. Having a mix of uses results in more active, vibrant, and walkable communities. Coupling a mix of uses with a range of transportation options further promotes usability by a greater variety of people and a greater sense of community.

City staff is currently researching how other cities handle infill and redevelopment activities because what may be an effective development strategy for one area may not be as effective in another. Like most zoning regulations, Lenexa's Unified Development Code is geared more towards new development on greenfield sites and we want to investigate opportunities for encouraging infill and redevelopment. Based on the age of development and potential for redevelopment opportunities, at this time we are focusing on the I-35 Activity Center area. Regulations specific to infill and redevelopment would continue to require the highest quality development and will continue to achieve both the vision the City has for its physical character as well as provide a catalyst for the economic vitality of the community.

In addition to these four activity centers, the 2000 Comprehensive Plan identified three neighborhood clusters. These three neighborhood clusters are identified as: Lenexa Core Neighborhoods, the Mill Creek Neighborhoods, and the West Lenexa Neighborhoods. Both the activity centers and neighborhood clusters are delineated on the following map.

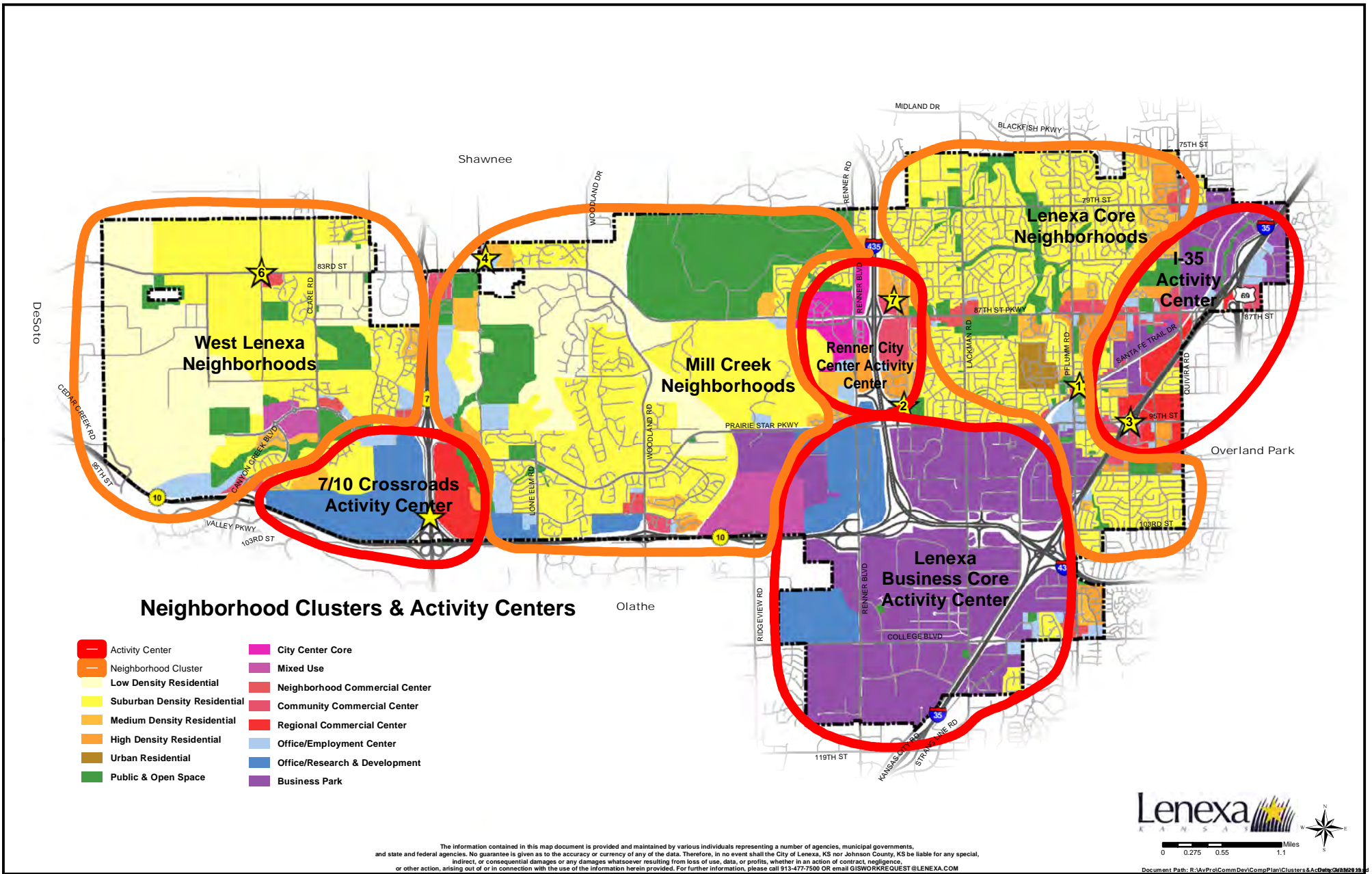
MARC, as part of its Regional Plan for Sustainable Development and Creating Sustainable Places initiative, has identified activity centers in the region. Through their work, MARC is hoping to promote regional sustainability through transportation planning and investment activities. To that end, MARC describes activity centers as "places where people shop, work, live, recreate, learn and gather". They specifically define activity centers as vibrant, livable centers in communities that include some, or all, of the following characteristics:

- Mixed-use amenities and a mix of housing options
- Compact development
- Pedestrian and bicycle accommodations
- Public transit services
- Access to natural areas and green spaces
- Diversity in age and income levels
- Smooth transitions to surrounding neighborhoods

It is anticipated that new development and redevelopment will be focused in activity centers and the neighborhoods surrounding them. Activity Centers located within Lenexa, as identified by MARC, include:

- 87th Street Parkway & Rosehill Road
- 95th Street & Quivira Road
- 75th Street & Quivira Road
- 87th Street Parkway & Quivira Road
- 87th Street Parkway & Renner Boulevard
- 87th Street Parkway & Lackman Road
- 107th Street & Lackman Road
- College Boulevard & Pflumm Road
- Neiman Road
- K-7 and Prairie Star Parkway
- K-10 & Ridgeview Road
- K-7 and 83rd Street

By providing a variety of activity centers and neighborhood clusters, the City of Lenexa continues to strengthen our “sense of community” and fosters a sense of belonging. The network created by the activity centers and neighborhood clusters serves the multitude of residents and employees within our community.



The information contained in this map document is provided and maintained by various individuals representing a number of agencies, municipal governments, and state and federal agencies. No guarantee is given as to the accuracy or currency of any of the data. Therefore, in no event shall the City of Lenexa, KS nor Johnson County, KS be liable for any special, indirect, or consequential damages or any damages whatsoever resulting from loss of use, data, or profits, whether in an action of contract, negligence, or other action, arising out of or in connection with the use of the information herein provided. For further information, please call 913-477-7500 OR email GISWORKREQUEST@LENEXA.COM

Jobs – Housing Balance

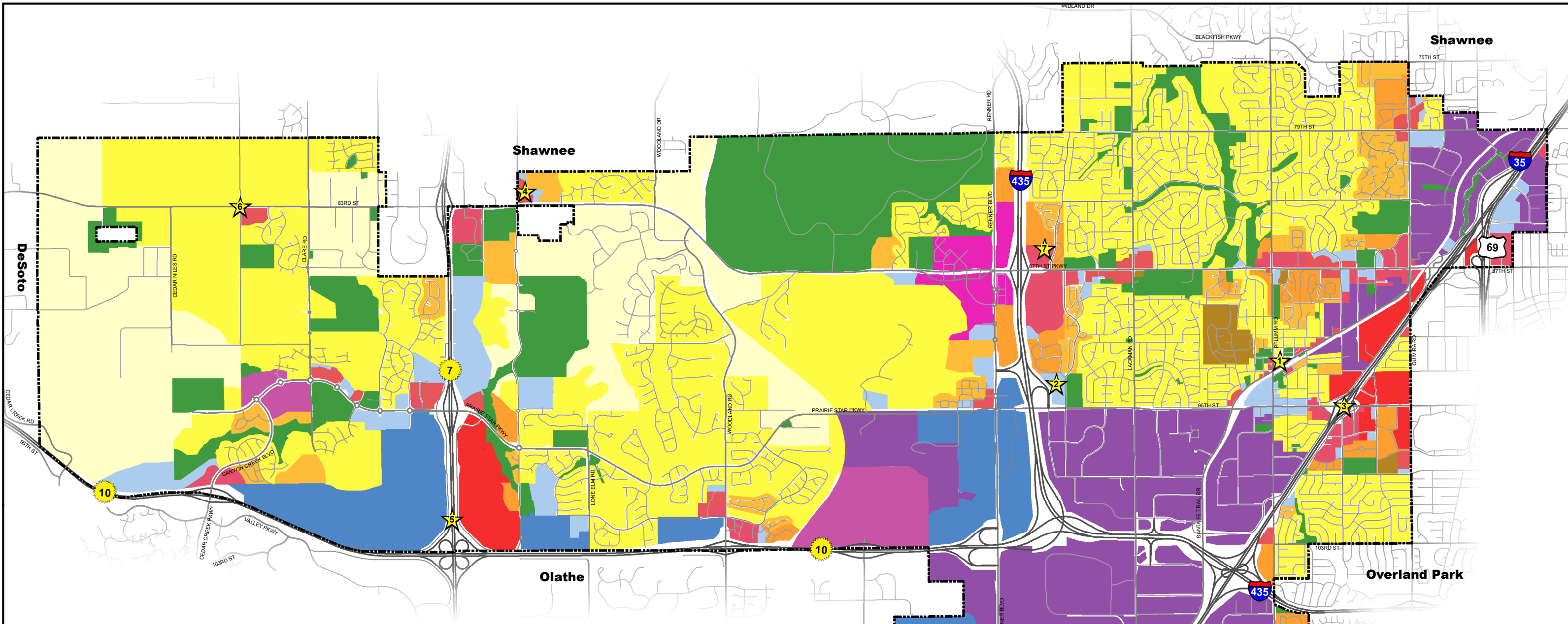
Trends have shown that people are driving long distances to more places. Vehicle trips have generally increased for all purposes, including to/from work, personal business, shopping, and social and recreation. Land use patterns that separate homes, jobs, and other destinations is primarily to blame for these increased travel distances. Better planned mixed-use developments provide the opportunity for reduced travel distances and the additional benefits of a reduction in the amount of developed land overall and greater efficiency in the provision of infrastructure.

Beyond merely balancing jobs to housing units, consideration should be given to the type of jobs and housing units available in the community. Ideally, the jobs available in a community should match the labor force skills. In addition, housing should be available at the sizes, prices, and types suited to the workers in that specific area. Thus, the jobs – housing balance needs to be looked at from both a quantitative and qualitative perspective.

In the American Planning Association's Planning Advisory Service publication Jobs – Housing Balance, the common targets of 1.5 : 1 for jobs to housing units and 1 : 1 for jobs to employed residents are recommended. Due to commuting patterns, it is estimated that Lenexa's daytime is 1.5 times the nighttime population. Thus our balance between jobs and housing is on track. The next question to consider is 'Does Lenexa have the right mix of housing options to provide for our residents and satisfy the needs of people working in Lenexa?'. It is anticipated that the housing study currently underway by Integra Realty Resources for the City of Lenexa will provide information regarding Lenexa's current housing stock and insight into the future demand for different types of housing.

Future Land Use Map

As part past reviews of the Comprehensive Plan, staff revised the Land Use Map Star Narrative to ensure its continued applicability. Many of the Infill Tract comments were deleted based on development having occurred on the subject tracts in ways that were consistent with the Future Land Use Map and Land Use Star Narratives. In addition, many of the Alternative Use comments were either modified or deleted in order to more closely align with the changing economic times and development trends. Lastly, in some cases Land Use Stars were added to the map to provide additional opportunities for varying development patterns. Refer to the Future Land Use Map and accompanying Future Land Use Star Narrative for information related to specific areas.



Future Land Use Plan

- ★ Alternative Plan locations
- Low Density Residential
- Suburban Density Residential
- Medium Density Residential
- High Density Residential
- Urban Residential
- Public & Open Space
- City Center Core
- Street
- Lenexa City Limits
- Mixed Use
- Neighborhood Commercial Center
- Community Commercial Center
- Regional Commercial Center
- Office/Employment Center
- Office/Research & Development
- Business Park

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Future Land Use Classifications

The Future Land Use Map uses a variety of designations to distinguish different uses and levels of intensity of those uses. The following descriptions provide a general understanding of the various land uses shown on the Future Land Use Map. These classifications and descriptions do not provide a direct correlation to the zoning districts found in the Unified Development Code, rather the land use classifications could fit within one or more of the zoning districts.

Land Use Designation	Description
Low-Density Residential	Low density detached single-family housing not exceeding a gross density of one dwelling unit per acre, preferably incorporating lot clustering to protect environmentally sensitive areas.
Suburban-Density Residential	Low density detached single-family housing not exceeding a gross density of 3.5 dwelling units per acre.
Medium-Density Residential	Moderate density dwellings, including attached dwellings, not exceeding a gross density of 8 dwelling units per acre.
High-Density Residential	High density attached dwellings not exceeding a gross density of 16 dwelling units per acre.
Urban Residential	High density attached dwellings with a minimum gross density of 16 dwelling units per acre.

The residential land use descriptions provide a brief explanation of the density while referencing either attached or detached dwelling units. The land use designations do not exactly coincide with Lenexa's zoning district classifications, but strong correlations can be drawn from the descriptions and purpose statements.

While not specifically mentioned within any of the land use descriptions, cluster subdivisions are a development pattern that should be considered for new development. Cluster subdivisions are defined as a type of development pattern that allows for a reduction in individual lot area provided that there is not an increase in the density of the development within the remaining land area being devoted to common open space or otherwise preserved land. Cluster development works well when development pressures occur near environmentally sensitive land or when trying to preserve land for agricultural uses because the land owner receives the benefit of developing their property while continuing to preserve a portion of the property. In addition, initial construction and future maintenance costs are often lower in cluster subdivisions due to such developments having fewer miles of streets and utility lines. However, clustering should not be used to subsidize a developer who buys property that is not fully developable and expects the yield to be the same as if the land were completely developable.

Land Use Designation	Description
Convenience Commercial Center	Anchor-less centers with gross leasable area less than 30,000 square feet in size serving a trade area less than 1 mile in area. Convenience Commercial Centers are often located in close proximity to residential areas, they should be pedestrian-friendly and provide less off-street parking than other commercial centers.
Neighborhood Commercial Center	Commercial uses consisting of retail, office, or personal services with a gross leasable area of 30,000 to 125,000 square feet intended to serve surrounding neighborhoods within a 1 to 3 mile radius. Such centers may have one, often consisting of a supermarket or grocery store. Neighborhood Commercial Centers usually consist of more than one tenant and are developed over 3 to 5 acres of land.
Community Commercial Center	Commercial uses in concentrations with a gross leasable area of 125,000 to 400,000 square feet that provides services for a 3 to 6 mile trade area radius. Uses often include general merchandise offerings with a wider range of goods than Neighborhood Commercial Centers. Community Centers often have more two or more anchor tenants which could include a discount store, supermarket, or large specialty discount store and are developed on land 10 to 40 acres in size.
Regional Commercial Center	Large commercial uses in concentrations with gross leasable areas in excess of 400,000 square feet that serve a larger regional market. Anchor tenants often include full-line or junior department stores, discount stores, or other similar mass merchandisers. The trade area extends from 5 to 15 miles in area and the Regional Commercial centers encompass an area 40 acres or more in size. Regional centers should be located along major roads and highways.

The International Council of Shopping Centers (ICSC) differentiates shopping centers by the overall gross leasable square footage, number of anchors tenants, trade area size, and overall acreage of the development. Their classifications were used to distinguish among Lenexa’s various land uses designations.

During the process of updating the Comprehensive Plan, there was much discussion regarding the fact that Lenexa’s land use designations in the 2000 Plan did not address commercial centers that may be less than 30,000 square feet in gross leasable area. In reviewing many of the commercial centers throughout the city, there are very few stand-alone commercial developments with less than 30,000 square feet of gross leasable

area; two examples are Pflumm Square located on the west side of Pflumm Road north of 103rd Street and the property previously referred to as Stonewall Inn that has since been purchased and redeveloped as Grinders restaurant also located on Pflumm Road near 103rd Street. Individually, each of these properties are one to two acres in size and have less than 30,000 square feet of gross leasable area. While staff recognizes that commercial centers with less than 30,000 square feet of gross leasable area are not common, it is important to acknowledge that such centers do exist within Lenexa and play a role in providing a mixing of land uses.

Though Lenexa’s land use designations differentiate among a variety of commercial centers, it is not always possible to precisely classify every commercial center because some centers contain overlapping components. In addition, the context in which the commercial center is located has an impact on the land use designation. For example, Orchard Corners Shopping Center located on the southwest corner of Quivira Road and 95th Street fits within the Community Commercial Center designation when considered on its own, however, based on the extent of commercial development on all four corners of that intersection the entire area may be considered a Regional Commercial Center.

Land Use Designation	Description
Office/Employment Center	Buildings used for the conducting of business where little or no sales of product, manufacturing, or warehousing occur. Examples include both campus-type development as well as single buildings and could include both single and multiple tenants.
Office, Research & Development	Uses that combine office with research and related manufacturing or assembly with little or no sales of product. Examples may include medical research spaces, bioscience, technology, or product development testing. Research and Development uses vary widely in terms of what they do, in some cases they are predominantly office with minimal lab or production space, and in others they are more industrial in nature.
Business Park	Developments providing space for uses that may include light assembly and manufacturing, or warehousing and distribution. Settings may range from campus-like business parks to single-use buildings.

Lenexa’s industrial and business park land has developed primarily as warehousing and distribution uses and light manufacturing with little exterior impacts such as noise or odor. From an early time, the city’s zoning regulations have limited the extent of activity and storage that may occur outside of buildings. Having said that, the members of the Governing Body and Planning Commission, as well as city staff recognize the vital role business parks and research facilities play in Lenexa’s urban landscapes and labor

market. Lenexa is optimally located to take advantage of not only the medical industry, but also bioscience and high tech uses.

Land Use Designation	Description
City Center	City Center is intended to be a unique mixed-use development in the geographic center of Lenexa. Development should be tailored to an urban environment, and thus be of a greater intensity or density, with public open spaces and pedestrian-friendly streets and include a mix of employment, shopping, entertainment, office, retail, residential, recreation, and civic uses. Parking should primarily be provided on street or in structures, carefully integrated into the building architecture and site layout. While the mixing of uses within each building
Mixed Use	Mixed Use provides the opportunity to incorporate a variety of uses such as retail, office, residential, and institutional within a single development or within close proximity to one another. Retail and office uses may be stand alone or may be on the ground floor with residential or office uses on the upper floors. Mixed use developments should include a connected street system, sidewalks, and trails as well as anticipating future transit facilities. Within the residential portions of a mixed use development there may be a mix of densities. It is anticipated that within the mixed use designation the average residential densities correspond to at least the Medium Density

Lenexa’s Future Land Use Map includes two mixed use designations. The City Center designation is intended for a very specific location within Lenexa, in the area referred to as City Center located at 87th Street Parkway and Renner Boulevard. The boundaries of the City Center land use designation do not exactly match the boundaries of the City Center zoning district, or the City Center Tax Increment Financing (TIF) district. Since the 2000 Comprehensive Plan was completed there have been several titles for what is simply called “City Center”. Other titles have included Town Center Core and Renner City Center.

The Mixed Use designation, is more inclusive of the entire city. The Mixed Use designation does not mean “anything goes” in terms of mixing multiple types of residential development with varying degrees of commercial development and business park uses. Rather, the mixing of uses must take into account the surrounding uses and continuing to ensure that adjacent land uses are compatible or otherwise buffered. The Mixed Use designation may be especially useful for infill and adaptive reuse areas where a mixing of residential densities within a small area may be acceptable. Lastly, while the land use designation of a specific piece of property may be Mixed Use, the

zoning district classification of that piece of property may not be mixed use, but a unique district that does allow for the mixing of uses. Larger parcels of land with a land use designation of Mixed Use may be designated several different zoning districts that when looked at as a whole provide for a mixed use development.

Land Use Designation	Description
Public and Open Space	Existing city, county, or state owned properties consisting of either public buildings or open space. Open space for existing public parks is included in this land use category, however, areas are not designated as future parkland. The Future Land Use Map is not intended to project where future parks may be located, the city's Parks and Recreation Master Plan provides an analysis of current and future parkland.

Lenexa is in the unique position of having the ability to preserve its small town character while allowing substantial new growth. We have the opportunity to provide a range of diverse residential living environments as well as a range of business environments. We have ample land to allow healthy growth for the foreseeable future and the ability to have a full mix of land uses ranging from low density residential to high density residential and from neighborhood oriented retail to high tech business and research parks.

Within the context of the Future Land Use Map, there are several areas labeled with a numbered star. The purpose of the Alternative Land Use Stars is to recognize those areas that are in transition and likely to develop, or redevelop. These areas are in need of additional study related to land use. Areas that are recognized with a star are not intended to be so designated permanently; rather the stars are used to designate the areas for further study with the Comprehensive Plan annual review process. The Alternative Land Use Stars are used only when alternative uses that may be acceptable for the subject property are not allowed in the underlying land use category. It should also be noted that the Alternative Land Use Stars provide a general location and do not encompass a specific parcel or acreage. Just as the edge of one land use category can "bleed" into another land use category, the Alternative Land Use Stars may be concentrated on a specific intersection or could encompass the entire land use category on which they are overlaid.

Designation	Description
Alternative Land Use Star 1	This is the Old Town area where there is a mixing of uses in close proximity to one another. Some buildings have vertical mixed use within a single structure and there are existing residential structures along streets such as Pflumm Road that have been converted to office or small retail uses. Any conversion or redevelopment should be sensitive to the neighboring uses with respect to the use as well as the architectural scale and character. In addition, potential land use designations should take into consideration the fact that Old Town is within the Neighborhood Revitalization District and the impact city-owned land may have on adjacent land uses.
Alternative Land Use Star 2	The northeast corner of 95 th Street and I-435 is referenced with this land use star. While an office-type use may be most appropriate, another possible use could be multi-family. Development of this area is constrained by powerline and gas easements. In addition, access to this corner is limited due to its close proximity to the on and off ramps of I-435.
Alternative Land Use Star 3	This interchange has recently been rebuilt and access to Marshall Drive and Rosehill Road from east- and westbound traffic on 95 th Street has been altered. These changes will have an impact on land use patterns that should be further studied.
Alternative Land Use Star 4	Though the northeast corner of West 83 rd Street and Monticello Road is currently designated for office uses, potential alternative uses for this area could include a multi-family development serving as a transition to the Suburban Residential to the east. Another option would be to allow for low intensity commercial development with a strong buffer consisting of both landscaping and a wall or fence for the land designated Suburban Residential to the east. The properties to the west, north, and south are located within Shawnee and are designated as warehouse and industrial, commercial, and warehouse and industrial respectively.

<p>Alternative Land Use Star 5</p>	<p>From a broader perspective, a Community or Regional Commercial center would be well suited for the area around the K-7 and K-10 interchange. While Office/Research & Development and Regional Retail is designated for the west and east sides of K-7 respectively, commercial uses could be developed on either or both sides of the highway. Further study of the area should consider how much retail can be supported in this area. In addition, the issue of ensuring adequate access to this area will need to be carefully considered.</p>
<p>Alternative Land Use Star 6</p>	<p>As development pushed westward, having a Convenience or Neighborhood Commercial Center at key intersections may be an appropriate alternative to provide convenience and neighborhood type services to the area residents. While not distinguishing which corner(s) of the intersection non-residential uses should locate, such non-residential uses should not dominate all four corners.</p>
<p>Alternative Land Use Star 7</p>	<p>On the north side of 87th Street Parkway east of Interstate 435, is an area ripe for redevelopment. Three restaurants exist on pad sites in front of an otherwise underutilized multi-tenant center. This area is experiencing renewed interest, possibly based on the continued build-out of City Center west of Interstate 435. In addition, a mixed use development plan was recently approved for the south side of 87th Street east of Interstate 435.</p>

Future Vision and Goals

Several of the Governing Body’s goals directly relate to land use and development.

- Promote and stimulate development (including retail, corporate headquarters, bioscience, high technology companies and residential) to enhance the city’s diverse economic base.
- Promote and support efforts to redevelop retail sites and improve our neighborhoods to continue the city’s reputation as a safe and friendly community.
- Partner in the development of a premier destination point – City Center – that serves as a community gathering place integrating a variety of uses (including residential, retail and office uses).

Specific goals that further the idea of stimulating development and redevelopment to enhance the city's diverse economic base and continue the city's reputation as a safe and friendly community include:

- Continue to develop and maintain outdoor and indoor recreation facilities to meet the diverse needs of Lenexa residents.
- Enhance the unique character of the Old Town Lenexa commercial area.
- Promote a variety of housing options that serve the needs of citizens throughout their various stages of life.
- Create unique and symbolic economic gateway centers to the City of Lenexa.
- Develop family-friendly destination venues within Lenexa.
- Continue to provide high-quality city services and amenities as the city grows.
- Continue to require high standards for new and existing residential and commercial development.
- Promote development that creates a "neighborhood feel".
- Balance jobs and housing units (types of jobs, housing available in sizes, prices, and types to suit citizens).
- Focus new development and redevelopment in activity centers and the neighborhood surrounding them.
- Emphasize the creation of neighborhood and community focal points.
- Be a pedestrian-friendly place.
- Balance the preservation of our small town atmosphere with the provision of ample opportunities and incentives for economically productive development.

Transportation

Transportation, and how vehicles, cyclists and pedestrians move throughout our community, has a strong role in shaping our community. Development patterns have an influence on traffic, just as the type of roadway that is constructed influences the type of development that will locate along a specific roadway. Transportation-related services such as roads, trails, and sidewalks enable residents, shoppers, employees, and employers to carry out activities with land use being the determinant of travel demand. The type, intensity, and location of a land use can increase or reduce travel demand. Transportation, and the accessibility it provides, impacts the development and redevelopment potential of land.

Lenexa's history has been shaped by our unique location at the intersection of major transportation routes. The intersection of Interstates 35 and 435 anchors the City's access to the national highway network. Additional regional accessibility is provided by limited access highways K-10, U.S. 69, and K-7.

Other key facilities for the city's business base are the Burlington Northern Santa Fe Railroad's main lines running parallel to I-35 and along the Mill Creek Valley. The eastern mainline feeds spur track serving existing business park properties, and additional spur lines could be provided off of the Mill Creek line to serve future business areas.

Another important component of the city's transportation system is the pedestrian and bike trail system. These facilities are repeatedly cited as a key component of the City's high quality of life. The city provides a significant trail system linking existing parks, schools and neighborhoods. In addition, we benefit from the regional Johnson County trail along Mill Creek.

A successful transportation system must include all modes of transportation, including vehicles, pedestrians, bicycles, and mass transit. In addition, the transportation plan must be coordinated with the land use map to ensure that important linkages, whether roadways or bicycle and pedestrian trails, are provided to serve existing and future development. A variety of modes of transportation should be provided throughout the city. Vision 2030 emphasizes the Lenexa focus on a multimodal transportation network with infrastructure and transportation being cost-effective, high-quality, aesthetically pleasing, and environmentally friendly. Transportation facilities and land use will continue to be coordinated in order to preserve the capacity of our transportation system, while continuing to provide good access and circulation for thriving retail and business areas. The provision of transportation facilities ahead of or concurrent with development will continue to be the goal in order to assist with and spur economic development.

A system of roads will be planned, developed and maintained to handle existing as well as anticipated traffic. Development plans will be coordinated with road improvements to assure adequate right-of-way for potential expansion and appropriate design for long

term needs. Roadways will continue to be designed to be sensitive to the natural environment, offer a human-scale to development, and provide for the needs of existing and planned uses in the vicinity. All of the city's transportation facilities will be designed and constructed for efficiency, safety, ease of maintenance and long life, while also being a visual asset to the community. Lastly, street designs will be used to reinforce a sense of community, both in their layout and physical development.

Future Street Plan

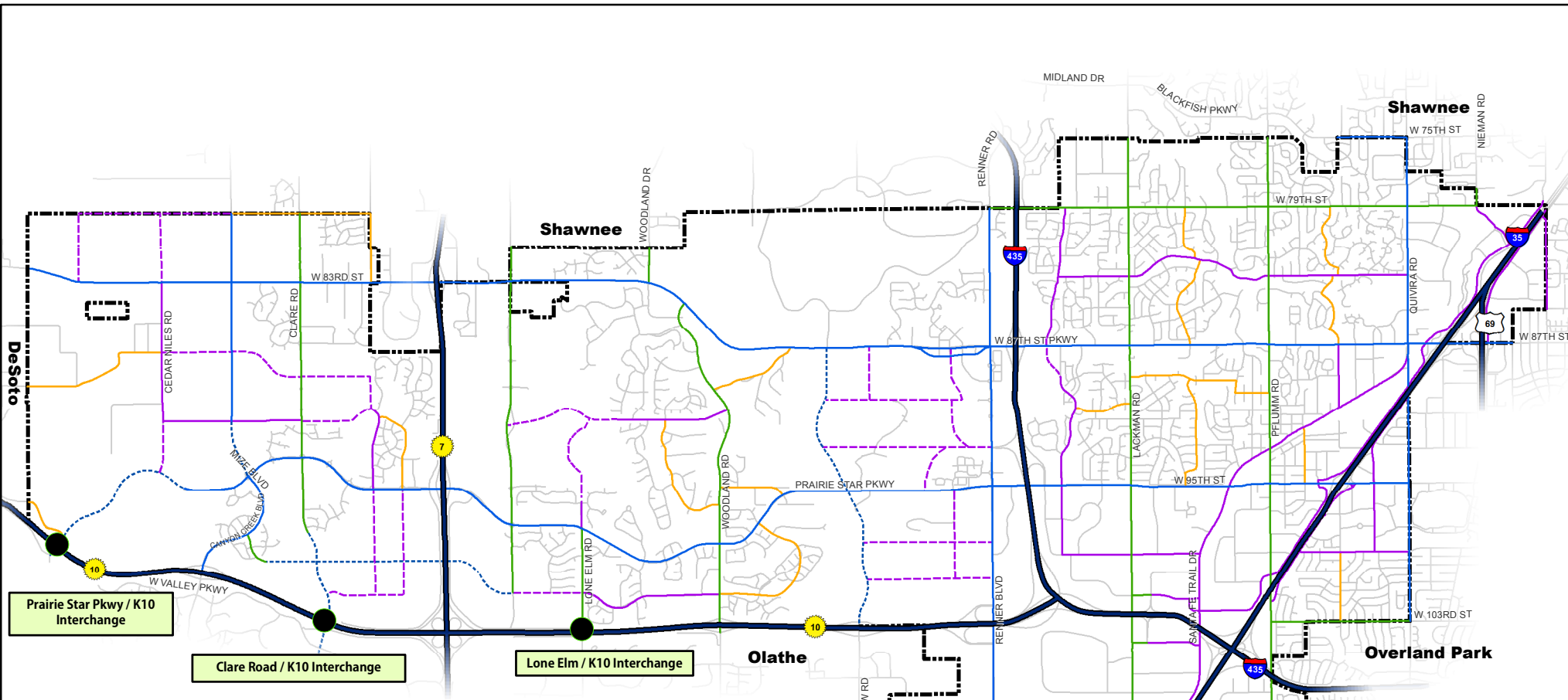
Lenexa has an extensive street system with over 280 miles of streets, comprising about 660 lane miles. While most of these are local residential streets and lightly traveled, Lenexa has a significant percentage of streets carrying heavier volumes, due to the many retail and business park developments in the city.

The city's investment in its existing street network is significant, with an estimated replacement value of several hundred million dollars. This investment continues to grow each year through expansion of existing streets and construction of new streets. The Capital Improvements Program helps determine which street projects will be funded over the following five years. Additional information about the city's Capital Improvements Program (CIP) and up-to-date information regarding the projects currently funded through the [CIP](#) are available on the city's website.

Lenexa annually performs traffic counts in various locations throughout the city. While we consistently complete traffic counts along particular road sections, we will also perform counts along road segments where there are specific concerns, to understand the impact of new improvements, and in areas that are going through significant changes related to development. Having information regarding the current traffic volumes assists staff with making recommendations related to our Capital Improvements Program.









Lenexa uses a computer traffic model that utilizes the future land use map to produce estimated future traffic volumes along existing as well as proposed streets. In addition, a series of transportation alignment studies have established the approximate location for most of Lenexa's future arterial and collector streets. Together, the alignment studies and the traffic model enable Lenexa's city planners and engineers to create a transportation plan that provides for the needs reflected by the future land use map while avoiding congestion that often is associated with unplanned growth.

The future street plan represents capital improvements that will be needed if Lenexa's remaining vacant tracts are fully developed according to the Future Land Use Map. However, it is also important to emphasize that these needs are long term in perspective, with the ultimate development of the city not likely to occur for at least 30 years.



Transportation Plan

Functional Classification

-  Freeway/Expressway
-  Major Arterial
-  Minor Arterial
-  Collector
-  Local Collector
-  Future Arterial
-  Future Collector
-  Future Interchange

Road Classification System

The street classification system was developed to help define the characteristics of roadways, such as number of lanes, lane width, and access limitations, and guide the design of roadways within the City of Lenexa. The city's major street network, consists of freeways/expressways, major and minor arterial streets, collector and local collector streets, and local streets. Streets are classified based on their ultimate function at build-out of the city.

Designation	Description
Freeways/Expressways	Roadways that serve mainly through traffic and connect the city with the surrounding area. Freeways/ Expressways are intended for longer trips and allow for higher travel speeds. Trip lengths are typically over 5 miles in length. Very high volumes of traffic (in some cases well over 100,000 ADT*) are common. The primary function of freeways/expressways is to move traffic. Access to adjacent property is not permitted from a freeway/expressway. Freeways and expressways are under the jurisdiction of the Kansas Department of Transportation (KDOT).
Major Arterials	Roadways that serve as the primary streets within the city and connect areas of activity to one another. Major arterials connect to freeways/expressways that serve regional and interstate traffic. Trip lengths on major arterials are oftentimes several miles long. High speeds and high volume (above 20,000 ADT*) with limited access are typical characteristics of these facilities. The primary function of major arterials is to move traffic, with the provision of access to abutting properties being a secondary function.
Minor Arterials	Like major arterials, minor arterials also serve to connect activity centers, but they also serve less intense development areas like small retail centers, office centers and industrial/business parks. Minor arterials provide traffic service for moderate trip lengths. Average trip lengths on minor arterials will be one or two miles long. Moderate speeds and moderate to high traffic volumes (approximately 10,000 to 25,000 ADT*) are typical characteristics of these facilities. While the primary function of minor arterials continues to be moving traffic, access becomes a slightly more important function.

Collectors	Roadways connecting local streets with the arterial street system and provide traffic service to less intense developments like residential, schools, churches, parks and low intensity commercial developments. Collector streets accommodate relatively short trips, typically one mile or less. Lower speeds and moderate to low traffic volumes (generally less than 10,000 ADT*) are standard for collector streets. Collector streets provide an equal balance of both access and traffic movement. Direct access to non- residential facilities frequently occurs, but direct access to single-family residential properties should be avoided.
Local Collectors	Local collectors, like collectors, provide a connection between local streets and the arterial street system. Local collectors accommodate trips relatively short in length, typically one-half mile or less. Lower speeds and moderate to low traffic volumes (generally about 2,500 to 5,000 ADT*) are common on local collectors. Direct access to single-family residential properties continues to be avoided from on local collectors.
Local Streets	The primary function of local streets is to provide direct access to property with very limited traffic service and should be designed to discourage through trips. Trip lengths are intended to be quite short, typically a quarter mile or less. Local streets have the lowest speeds and lowest traffic volumes (generally less than 1,500 ADT*).

* ADT = Average Daily Traffic, defined as the average number of vehicles passing a specific point in a 24 hour period, if the roadway allows for two-way traffic ADT includes vehicles travelling in both directions

This hierarchical road system allows Lenexa to differentiate roadways. It is less expensive and consumes less land than an all-purpose system that treats every roadway the same.

Railroads

Several commercial rail lines run through the City of Lenexa. The presence of these rail lines impacts land use as the provision of rail spurs is attractive to warehouse and distribution uses. Manufacturing uses may also benefit from the availability of rail lines and/or rail spurs. While property adjacent to rail lines may be developed in a multitude of ways, business park uses may be more appropriate adjacent to rail spurs. The Burlington Northern Santa Fe Railroad (BNSF) has the two main rail lines running through Lenexa, one parallel to Interstate 35 and the other along the Mill Creek Valley.

Over 1,000 acres of Lenexa’s prime business park properties have access to rail spurs from the main line parallel to Interstate 35 running through Lenexa’s Old Town. Land uses along this line are primarily non-residential in nature. The presence of a rail line is

not likely to have a great impact on land uses in Old Town, however, the existence of buildings that once served the rail line are important to the history of Old Town. Based on the existing topography, the Mill Creek Valley line passes through an area of Lenexa predominantly designated for low-density residential uses. There is an area south of 95th Street that is likely to develop with office, research, or business park uses. If needed, another spur line could be constructed along Mill Creek, south of 95th Street, thereby providing service to several hundred additional acres of future business development.

Mass Transit

The umbrella organization RideKC has expanded to coordinate bus service within the larger metro area. Within Johnson County, service is provided by Johnson County Transit. Commuter peak hour service is provided for most of Johnson County and connecting to destinations outside of Johnson County with several routes serving locations within Lenexa. Within the coming year bus service will be provided to City Center. In order to be successful, mass transit needs a concentration of riders which comes from dense housing and employment centers. In looking at Lenexa's future land use, consideration should be given to providing mass transit not only for our residents, but also the employees who work here and the people who shop here. This issue should be examined more closely with future updates to the Comprehensive Plan. Topics that will be discussed include how much density is needed in order to contribute to having a successful mass transit system, connecting destinations, and the fact that the city does not operate the mass transit system. Though the provision of transit is a county function, the city can look at how land use decisions support the provision of mass transit while understanding that the city's ability to influence it remains limited.

Pedestrian and Bicycle Trails

Trails primarily provide opportunities for recreation, but may also be used by commuter cyclists. Within the City of Lenexa, trails help define our quality of life. The city already has an extensive trail and sidewalk system and each new development enhances the network by installing sidewalk connectors or constructing walking trails within common areas of residential subdivisions. The Parks and Recreation Department is responsible for furthering the development of our trail system. The recently adopted Parks and Recreation Master Plan includes recommendations for furthering the implementation of the city trail system. Additional information regarding the [Parks and Recreation Master Plan](#) can be found on the city's website.

Why build a trail?

A multi-use trail can impact individuals and communities in many ways:

- Create opportunities for recreation and alternative transportation
- Positively influence economic and community development
- Encourage physical activity
- Protect the environment
- Improve community living
- Provide a non-motorized means of commuting to and from work, school, or errands

From the Center for Disease Control

In addition to providing an alternative mode of transportation, trails provide economic and environmental benefits. Studies have shown that trails increase property values, factor into corporate relocation decisions, and generate expenditures related to trail management and recreation-oriented services. Oftentimes, trails are located in flood-prone areas, thus turning something that may be perceived as negative into an asset by protecting open space along waterways.

Air Travel

While there is not an airport located within the Lenexa city limits, we are optimally located with good access to Kansas City International Airport, Johnson County Executive Airport, and New Century Air Center Airport. Being within close proximity to various air facilities allows for a wide variety of development patterns, as both residents and businesses take advantage of location.

Future Vision and Goals

Land use and transportation directly relate to one another, therefore the transportation and land use plan must be coordinated. Different land uses have different impacts on the transportation network and the adequacy of the transportation network impacts what land uses may or may not be appropriate or functional along a specific street. Specific goals that will further Lenexa's reputation as a regional leader in infrastructure and transportation planning implementation include:

- Continue to dedicate funding to street maintenance and improvements.
- Promote multi-modal transportation options, including pedestrian, bicycle, transit and personal vehicles, in both public and private development.
- Encourage, as a city, innovation and the effective use of state-of-the-art technologies to increase the efficiency, safety, and sustainability of our community services.
- Implement and maintain cost-effective, high-quality infrastructure that is aesthetically pleasing.
- A system of roads will be planned, developed and maintained to handle existing as well as anticipated traffic.
- Development plans will be coordinated with road improvements.
- Roadways will be designed to be sensitive to the natural environment, offer a human-scale to development, and provide for the needs of existing and planned uses in the vicinity.
- Street design will be used to reinforce a sense of community.
- The city's transportation facilities will be designed and constructed for efficiency, safety, ease of maintenance and long life, while also being a visual asset to the community.

Watershed Management

Background and Principles

As a community that promotes the co-existence of the natural environment and quality planned development, the City is a leader in developing and following effective storm water management practices. We have implemented a long-term, comprehensive storm water management program that balances the City's environmental and development goals. The City's storm water management planning program, Rain to Recreation, is targeted to the goals of flood reduction and avoidance, water quality protection, stream corridor conservation, and the creation of recreational amenities.

Lenexa's comprehensive stormwater management program has been in existence since 2000 when strong public support and guidance from Lenexa's Vision 2020 process laid the groundwork for the establishment of a stormwater utility to fund stormwater-related capital construction projects and maintenance costs for watershed-based stormwater facilities. Over time, with the construction of specific stormwater BMPs (Best Management Practices), the program has evolved to also encompass more maintenance and infrastructure issues.

Outreach and education to the community is a strong component of the stormwater management program, coordinated by staff members from the Community Development, Parks and Recreation, and Communications Departments.

Storm water practices, sensitive to the differing challenges in developed and developing parts of the City, have been implemented to protect property from flooding, enhance water quality and protect the environmental quality of streams. Improvements will continue to be made to reduce or eliminate flooding in existing developed areas, and to provide watershed-based facilities to support growth in developing areas. The city continues to monitor the health of specific stream segments and develop strategies to reduce or eliminate stream degradation, and restore streams where feasible.

Smart Growth Principles:

- Mix land uses
- Take advantage of compact building design
- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Foster distinctive, attractive communities with a strong sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Strengthen and direct development towards existing communities
- Provide a variety of transportation choices
- Make development decisions predictable, fair, and cost-effective
- Encourage community and stakeholder collaboration in development decisions

From "This is Smart Growth" by the Smart Growth Organization

Vision 2030 incorporates many goals with a strong relationship to stormwater management. Emphasis is placed on Smart Growth principles, the incorporation of LEED building standards and the Sustainable Sites Initiative. These three programs provide a wide range of directives for innovative stormwater management for anyone looking to develop in Lenexa. In addition, an entire section of Vision 2030 focuses on promoting sustainable quality community growth through environmental leadership, high development standards, and well thought-out growth. The importance of wildlife corridors and habitat as it relates to quality of life is recognized and can include the provision of stream setback corridors.

Lenexa's Community Development Department oversees the review of development plans, issues permits and assures continued compliance with Municipal Code, including the operation of stormwater facilities through routine maintenance inspections. Water Quality Best Management Practices (BMPs) play a critical role in achieving Lenexa's quality growth goals and can be integrated into both Sustainable Sites Initiative and LEED standards for construction and operation.

Design Standards

Through the use of design standards, Lenexa assures that all new development and redevelopment projects meet the goals of protecting water quality and natural resources as well as preventing flooding. Lenexa requires water quality best management practices (BMPs) for all new development and redevelopment to reduce stormwater runoff quantity and offset impacts from impervious area. The city consistently works with regional organizations to ensure our design standards continue to be at the forefront in terms of being progressive and visionary.

Watershed Plans

Lenexa lies in the Mill Creek, Turkey Creek, Cedar Creek, Clear Creek, Little Mill Creek, and Indian Creek watersheds. Detailed hydrologic and hydraulic studies have been completed for these watersheds. These studies are the basis for the floodplains recognized and regulated by the City of Lenexa. The city has also identified and studied sub-sheds to these larger, countywide watersheds. The sub-shed studies take a more detailed look at natural resources and potential impacts of development. In some cases the sub-studies also identify possibilities for regional stormwater solutions including lakes or water quality features.

What is a Watershed?

Watersheds are nature's boundaries. They are the areas that drain to water bodies, including lakes, rivers, wetlands, streams, and the surrounding landscape. Watersheds are often comprised of several sub-watersheds or smaller creeks.

Stream Buffers

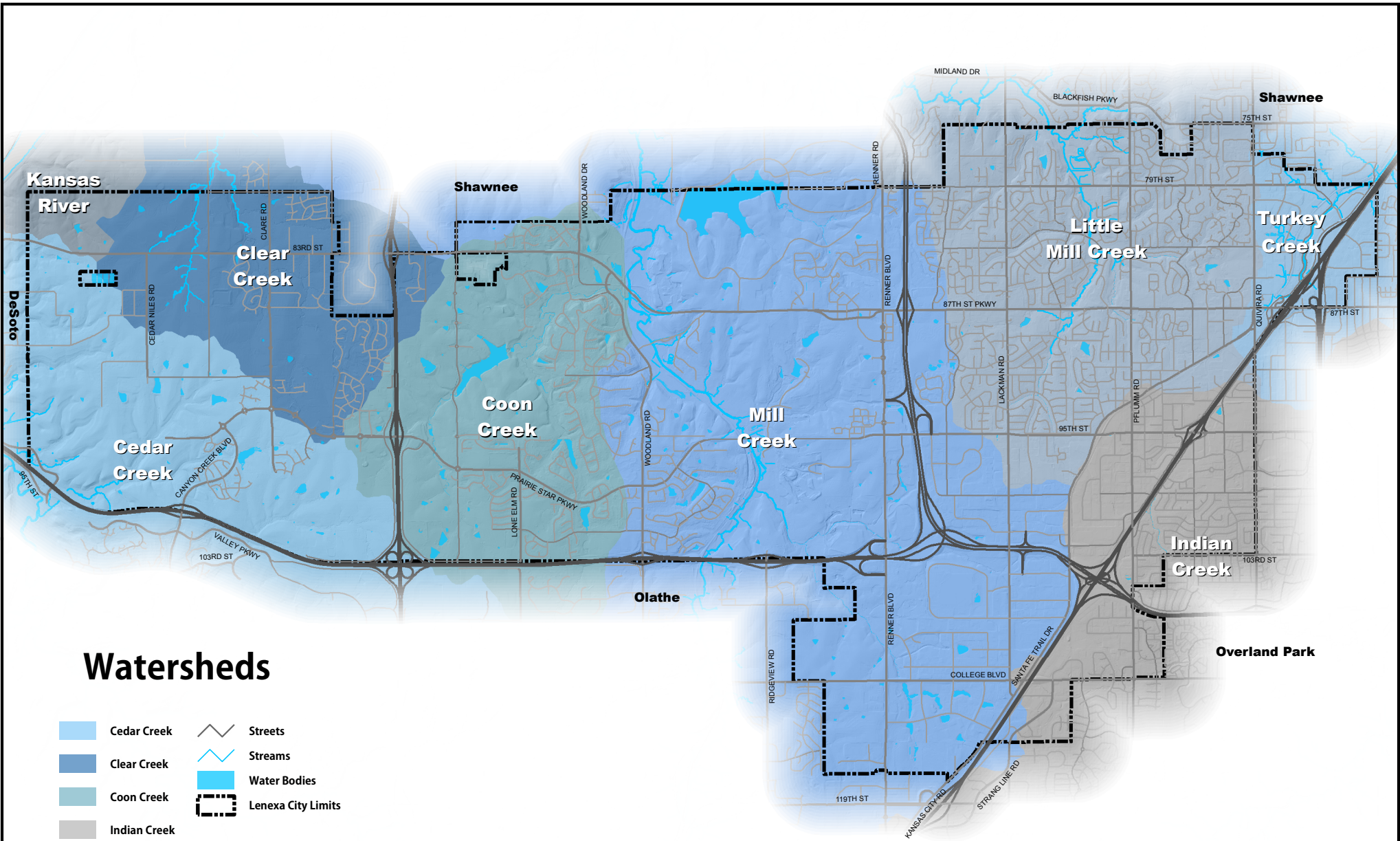
One of Lenexa's most valuable natural resources is its streams. Protective buffers along our streams are essential to preserving water quality, habitat and the character of the city. In 2003, Lenexa adopted a stream setback ordinance that applies to all streams in the western part of the City. The stream setback ordinance regulates development within identified stream corridors to preserve, manage disturbance, and attempt to restore the city's natural stream corridors.

Floodplains













Lenexa restricts development in the floodplain through use of our stream setback and floodplain development ordinances. Lenexa believes that the most appropriate method of avoiding flooding problems and excessive stream erosion problems is to maintain a natural, functional stream corridor adjacent to all streams. FEMA 100-year floodplains are identified in locations which have a contributing watershed up to 640 acres in size. The City of Lenexa has more detailed studies that identify the 100-year floodplains in locations with watershed 160 acres of contributing run-off area.

Erosion and Sediment Control

Erosion and sediment control is an important first step to protecting water quality as sediment degrades stream channels and pollutes surface water. The City has adopted a land disturbance ordinance. Staff are charged with not only enforcing the ordinance, but also ensuring that the approved erosion control plans are followed throughout construction. For additional information about the city's land disturbance provisions refer to the Section 4-1-N: Land Disturbance Provisions of the [Unified Development Code](#).



Watersheds

- | | | | |
|---|-------------------|---|--------------------|
|  | Cedar Creek |  | Streets |
|  | Clear Creek |  | Streams |
|  | Coon Creek |  | Water Bodies |
|  | Indian Creek |  | Lenexa City Limits |
|  | Kansas River | | |
|  | Little Mill Creek | | |
|  | Mill Creek | | |
|  | Turkey Creek | | |

Natural Resources

Lenexa is home to many valuable natural resources including streams, lakes, prairies, glades and upland forests. In 2001 Lenexa completed a stream asset inventory which investigated and identified the quality of the natural streams in the undeveloped part of Lenexa. The stream asset inventory also identified the other types of valuable resources that should be preserved.

Conditions in the natural environment, such as the soils, topography, existence of streams, and undermining of land impacts the development potential of property. Though these constraints are not explicitly shown on the Future Land Use Map, they should be taken into account by a developer as part of the site selection process. Many of the areas shown on the Future Land Use Map for Low Density Residential development were designated that way based on the existing topography and presence of creeks and streams. The City of Lenexa has tried to address many of these development constraints by enacting regulations related to such things as a development review process for undermined properties and a stream setback ordinance limiting the proximity of development to stream corridors.

Bedrock Constraints

The primary geological limitations for development occur where overlying soil is shallow or where rock outcrops are exposed, making excavation more difficult and expensive. The existence of rock near the surface impacts development costs if the rock has to be removed in order to install utilities and other infrastructure. In addition, the construction of building foundations is impacted by the presence of bedrock.

Hydrology

Surface hydrologic conditions within Lenexa that should be considered with respect to land use and planning include perennial streams, intermittent streams, the 100-year flood plain, the 500-year flood plain, and ponds. These hydrologic features are among the most important environmental conditions because most other natural processes are dependent upon the area's hydrologic cycle. The major hydrologic features in Lenexa are Mill Creek, a perennial stream, and the 100-year floodplain located along Mill Creek. A number of intermittent streams wind through the area west of I-435, including Coon Creek branches.

Slope Analysis and Physiography

Physiography is the character and shape of the surface of the land. The combination of streams and ridge lines produces a topography characterized by gently rolling hills across most of Lenexa, with steeper slopes adjacent to the larger stream valleys. In general, slopes exceeding ten to fifteen percent present difficulties for the development of roads, utilities, and buildings due to grading costs. They also present risks for erosion and slope stabilization. Slopes in excess of fifteen percent are not prevalent in Lenexa,

and are primarily located along the western edge of the Mill Creek corridor. Slopes between five and fifteen percent are much more extensive and most are located along or near Mill Creek, Coon Creek and other intermittent streams. When adjacent to a stream corridor, slopes greater than fifteen percent are included in the stream buffer and are not developable.

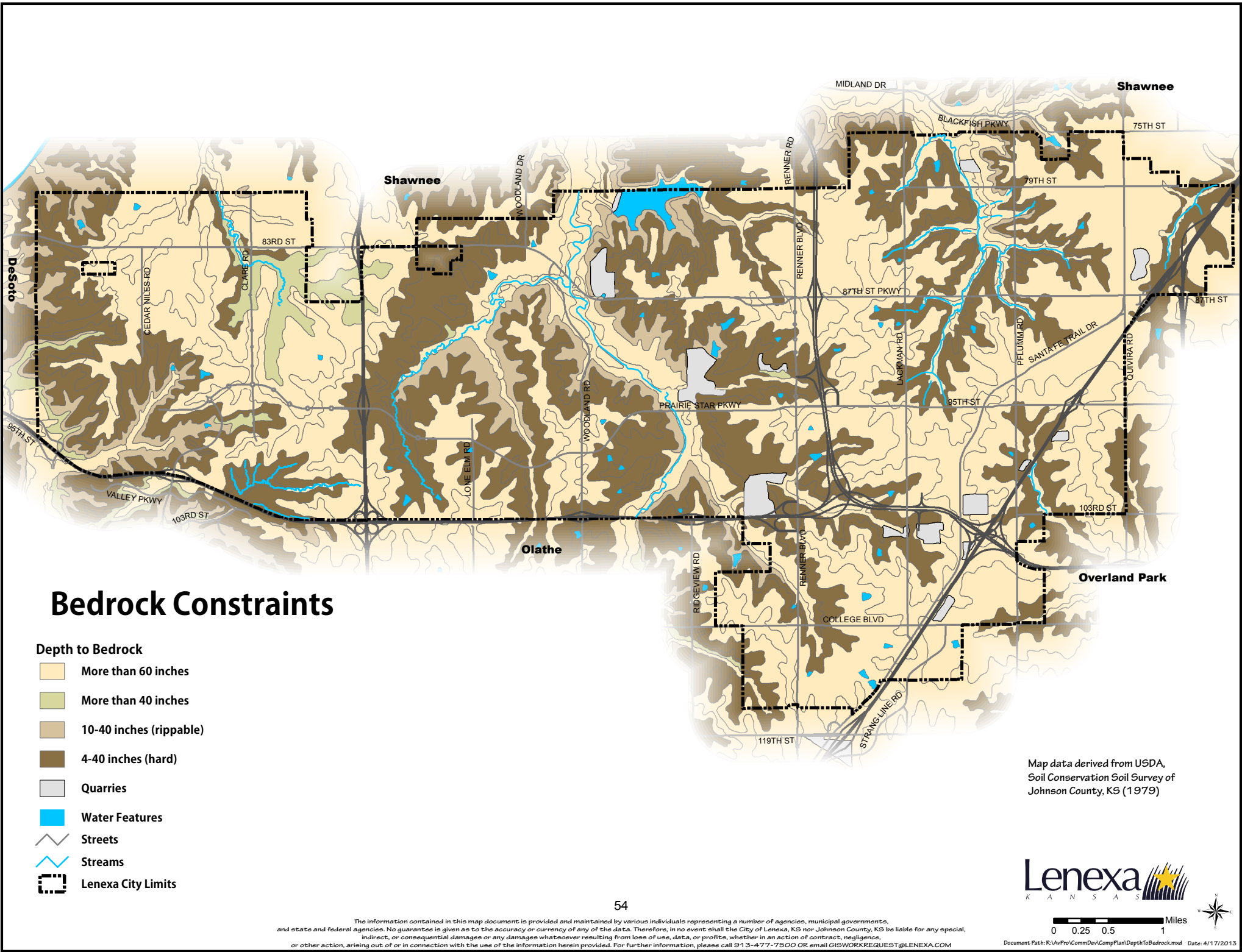
Soils

Soil types in Lenexa are directly related to the underlying geology and natural weather conditions. The soils, generally loams and silty or clayey loams, have developed from the weathering of limestone and shale. Most parts of Lenexa lie over bedrock at varying depths. The permeability and depth of the overlaying soil, historical land use and variety of topographic conditions are important considerations when selecting a given site. The soil classifications found in Lenexa can be divided into three categories:

- Floodplain soils – generally good, fertile soils found in valleys
- Level to moderately-sloped soils – found in upland areas and rolling hills where smaller streams have been less destructive to soils, these soils are generally adaptable to urban development
- Moderate to steeply-sloped soils – found in hilly areas and along steep slopes adjacent to larger streams, these soils are least suitable for urban development other than for open space and recreation

Underground Mining

The reuse of quarries used to extract limestone impacts land use, both from a surface and sub-surface perspective. Within Lenexa, mine operators developed mines so that both surface and sub-surface post-mining development may be accommodated. Within the City of Lenexa, there are several areas that have been undermined. The Unified Development Code (UDC) and Zoning Map reference these areas using the BP-S: Planned Business Park Subsurface District. The uses permitted in the BP-S zoning district are very similar to those permitted in the BP-1 and/or BP-2 districts, therefore, while not specifically accounting for subsurface development, the Future Land Use Map does consider the type of uses that may develop in those areas. Allowing for the development of subsurface, mined areas acknowledges the interests of owners of such subsurface space while recognizing the positive impact such space has in enhancing the local economy by encouraging the reuse of such space. At the same time that the city wants to foster the reuse of subsurface mined areas, we also need to be aware of the potential safety concerns, not only for those people occupying the sub-surface space, but also the surface development. Due to the uniqueness of development, it is necessary to require geotechnical studies outlining the structural integrity of the mined areas.

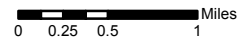


Bedrock Constraints

Depth to Bedrock

- More than 60 inches
- More than 40 inches
- 10-40 inches (rippable)
- 4-40 inches (hard)
- Quarries
- Water Features
- Streets
- Streams
- Lenexa City Limits

Map data derived from USDA, Soil Conservation Survey of Johnson County, KS (1979)



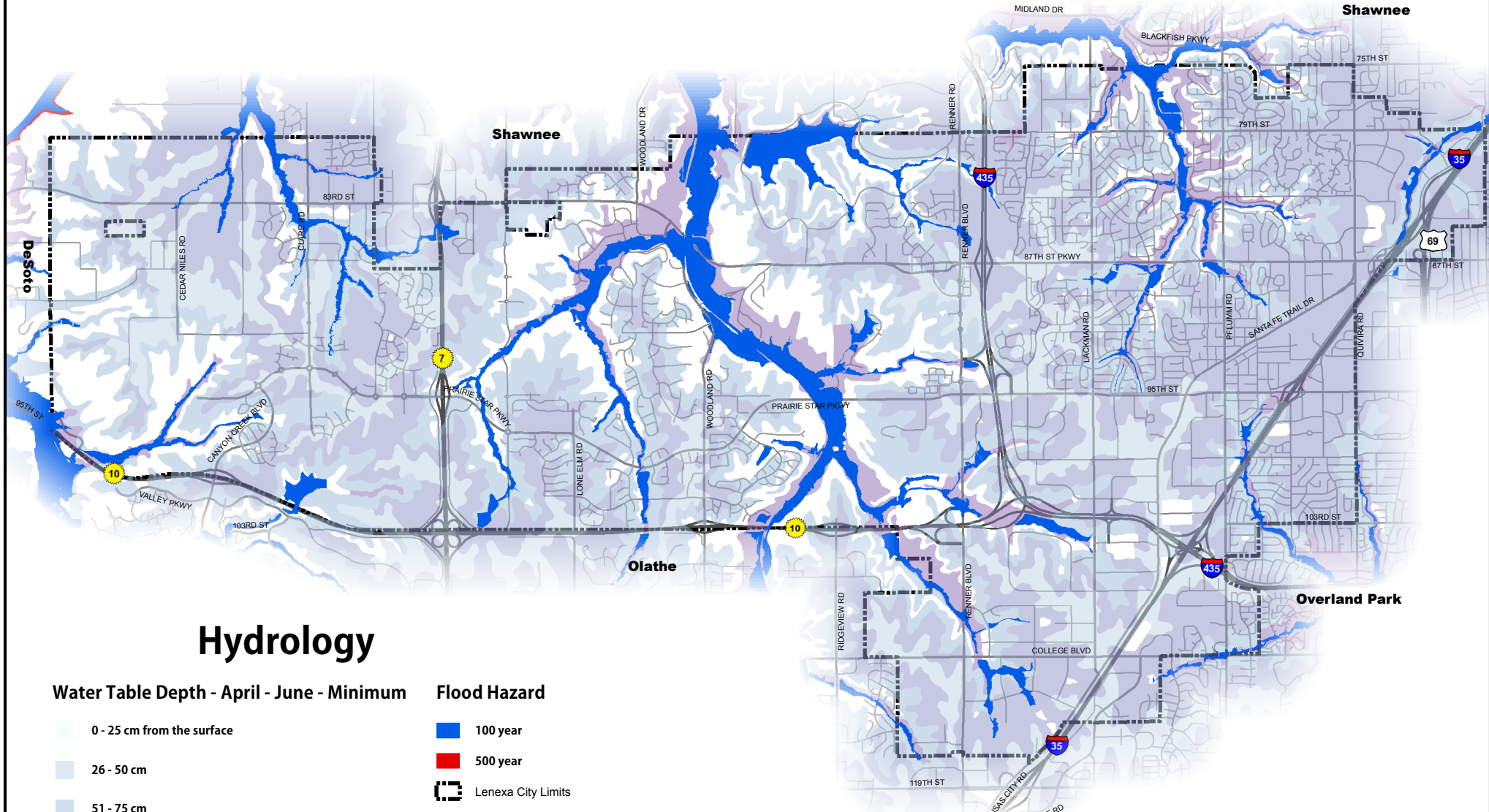
Hydrology

Water Table Depth - April - June - Minimum

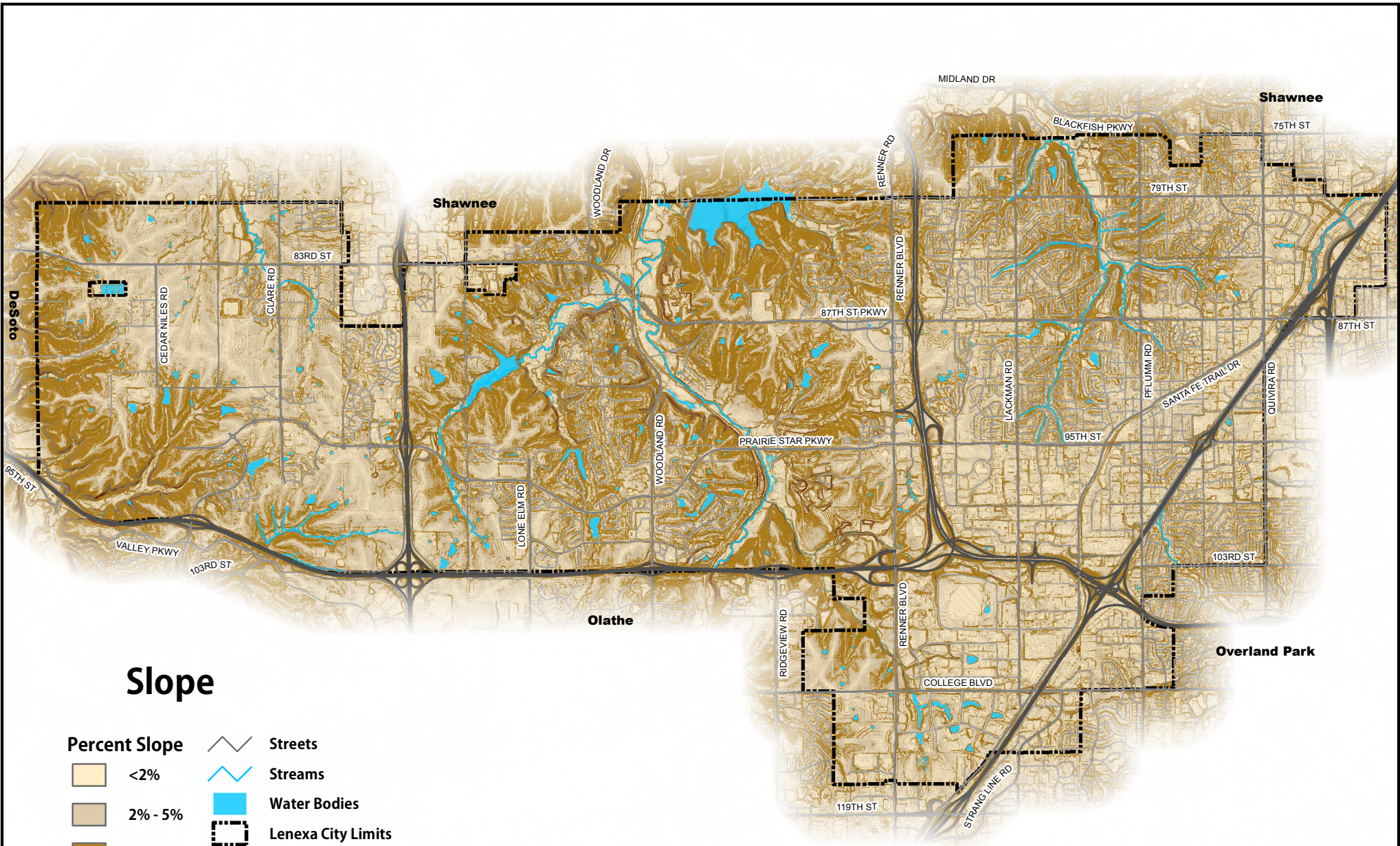
- 0 - 25 cm from the surface
- 26 - 50 cm
- 51 - 75 cm
- 76 - 100 cm
- 101 - 125 cm
- 126 - 150 cm
- 151 - 175 cm

Flood Hazard










- 100 year
- 500 year
- Lenexa City Limits
- Streets



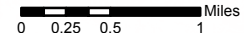
**Water Table Depth represents the shallowest depth to a wet soil layer (water table) during the months of April through June expressed in centimeters from the soil surface for components whose composition in the map unit is equal to or exceeds 15%.
Source: Natural Resources Conservation Service**



Slope

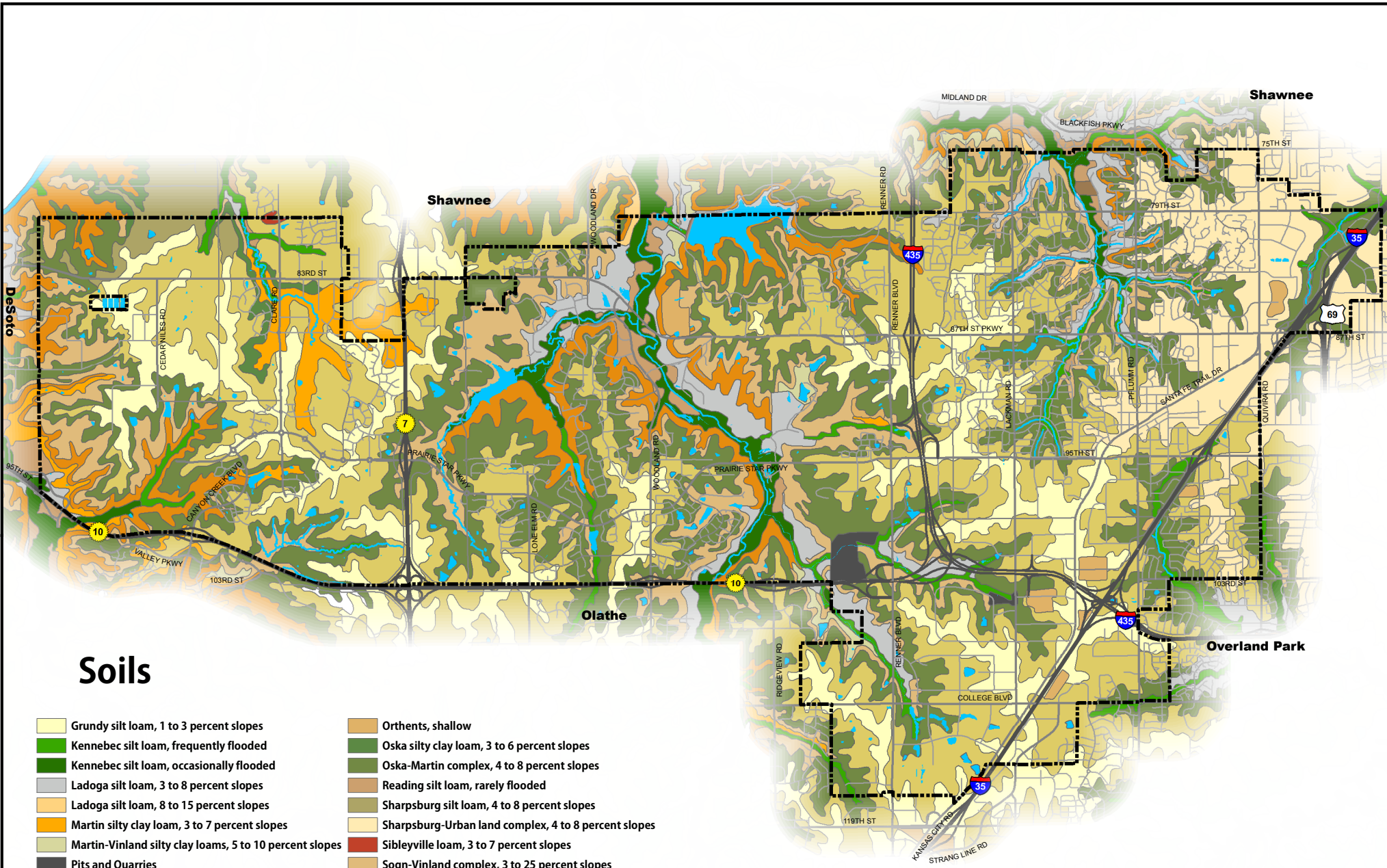
- | | | | |
|---|---|---|---------------------------|
| Percent Slope |  | Streets | |
|  | <2% |  | Streams |
|  | 2% - 5% |  | Water Bodies |
|  | 6% - 15% |  | Lenexa City Limits |
|  | 16% - 25% | | |
|  | > 25% | | |

Slope data derived from LiDAR point collection 2012, Johnson County AIMS



Date: 4/18/2013

The information contained in this map document is provided and maintained by various individuals representing a number of agencies, municipal governments, and state and federal agencies. No guarantee is given as to the accuracy or currency of any of the data. Therefore, in no event shall the City of Lenexa, KS nor Johnson County, KS be liable for any special, indirect, or consequential damages or any damages whatsoever resulting from loss of use, data, or profits, whether in an action of contract, negligence, or other action, arising out of or in connection with the use of the information herein provided. For further information, please call 913-477-7500 OR email GISWORKREQUEST@LENEXA.COM

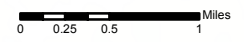


Soils

- | | | | |
|--|---|--|---|
| | Grundy silt loam, 1 to 3 percent slopes | | Orthents, shallow |
| | Kennebec silt loam, frequently flooded | | Oska silty clay loam, 3 to 6 percent slopes |
| | Kennebec silt loam, occasionally flooded | | Oska-Martin complex, 4 to 8 percent slopes |
| | Ladoga silt loam, 3 to 8 percent slopes | | Reading silt loam, rarely flooded |
| | Ladoga silt loam, 8 to 15 percent slopes | | Sharpsburg silt loam, 4 to 8 percent slopes |
| | Martin silty clay loam, 3 to 7 percent slopes | | Sharpsburg-Urban land complex, 4 to 8 percent slopes |
| | Martin-Vinland silty clay loams, 5 to 10 percent slopes | | Sibleyville loam, 3 to 7 percent slopes |
| | Pits and Quarries | | Sogn-Vinland complex, 3 to 25 percent slopes |
| | Arents, earthen dam | | Vinland-Rock outcrop complex, 15 to 45 percent slopes |
| | Chillicothe silt loam, 2 to 5 percent slopes | | Water |
| | Miscellaneous water | | |

- Streets
- Lenexa City Limits
- Streams

Source: U.S. Department of Agriculture, Natural Resources Conservation Service, 07-07-2010, Fort Worth, Texas.



Utilities

This section provides an overview of existing and proposed utilities in the City of Lenexa as of Summer 2012, including water, sanitary sewer, stormwater, natural gas, solid waste, electric, telephone, and cable television. With the exception of stormwater, all of these services are provided by outside entities. The city is not the primary provider of many of these services, but cooperates with the public and private utility companies to ensure the extensions are done in an organized and coordinated manner. Websites for the various public and private utility companies are provided when available.

The availability of utilities plays an important role in the development of a city. Lenexa is fortunate to be provided with a wide variety and extensive network of utilities. Like roads, the provision of water, sanitary sewer, and electric have an impact on the availability of land for development, the rate of development and the density of development. The provision of utility services for new growth and maintenance of existing utility infrastructure pose special challenges in Lenexa due to the number of entities involved. The city will continue to work with all utility providers to coordinate the extension of services to serve new development, and will take a proactive role in the planning for major expansion in new growth areas.

The following section provides a brief synopsis of the various utilities serving Lenexa.

Water

The City of Lenexa is served by Water District Number One of Johnson County, commonly referred to as WaterOne. WaterOne provides water to most of the urbanized portions of Johnson County, with the exception of Olathe. WaterOne is a quasi-governmental agency that operates with its own elected board separate from the Johnson County or municipal governments. WaterOne has major intakes from both the Kansas and Missouri Rivers. More information on Water District Number One, including development policies, is available on the [WaterOne](#) website.

Sanitary Sewer

Johnson County Wastewater, a department within Johnson County government, serves Lenexa and most of the urbanized county except for portions of Olathe. Prior to 1995, Lenexa's development history was shaped by the lack of sewers west of Interstate 435. The Mill Creek Regional Sewer Plant in Shawnee changed that and there is now capacity to serve future growth of Lenexa in the Mill Creek basin. Virtually all of the remaining undeveloped portions of Lenexa falls within the Mill Creek watershed. Thus the provision of sewer, important to future growth and development, will not be an impediment. For more information, including sewer line location maps, status of sewer projects and status of commercial projects visit the [Johnson County Wastewater](#) website.

Electricity

The majority of Lenexa is served by Kansas City Power and Light (KCPL), however, a small portion of Lenexa, in the northwest corner of the city is served by Westar Energy, a subsidiary of Western Resources. Additional information about both of these service providers can be found on their websites www.kcpl.com and www.westarenergy.com.

Gas

The City of Lenexa is served by both Kansas Gas Service and Atmos Energy. Information regarding their services can be found on their websites www.kansasgasservice.com and www.atmosenergy.com.

Telecommunications

There are many companies offering local phone and other telecommunication services such as high-speed Internet and video services within the City of Lenexa. AT&T, SureWest, and Time Warner Cable are just a few of the providers offering services within Lenexa.

Financial Management

Annually, the Governing Body adopts goals for the City that provides direction to recommending boards and city staff. The goals are generally broad in nature, but address reinvestment in the community, economic development, and fiscal responsibility. Based on the Governing Body goals, staff develops budgets and capital and other financial plans to assist the Governing Body in reaching their goals. To that end, the City of Lenexa employs a number of financial plans and tools to assist with the review, approval, and implementation of the Comprehensive Plan. These plans and tools guide financial decisions that operate under the fiscal constraints of the city.

A brief overview of Lenexa's major revenues and financial management plans and tools are discussed below.

Revenues

The city has a number of taxes and fees that make up the revenues used to underwrite expenditures in the budget. Major revenue sources include:

- Property Taxes
- Sales and Use Tax (City and County)
- Franchise Tax
- Stormwater Service Charges

Property taxes comprise approximately one-third of all revenues collected. The sales and use taxes comprise approximately one-third of all revenues. The City of Lenexa is served by electric providers, natural gas providers, cable television services, and telephone providers who collect 5% franchise fee from customers and remit it to the city. In 2000, the city developed the stormwater management program, Rain to Recreation, which called for a proactive approach to stormwater management issues within the city. To fund this plan, the city established a stormwater management fee which is imposed on each residential and nonresidential developed property.

Annual Budget

Each year the city considers and approves an annual budget that contains all operating revenues and expenditures for the subsequent year and debt service for capital improvements outlined in the five-year capital improvements plan. Prior to adoption, the Governing Body conducts a public hearing on the proposed budget. Once the budget has been certified to the County Clerk, the budget can be amended by the Governing Body but such amendments cannot create an increase in ad valorem (property) taxes.

Multi-year Financial Model

Lenexa's multi-year financial model reflects five years of projected operating and debt service costs anticipated by the city.

Capital Improvement Plan

The Planning Commission and Governing Body each review and the Governing Body annually adopts a five-year Capital Improvement Plan (CIP) that outlines capital investments scheduled for design and construction. The projects within the plan are prioritized and recommended by staff based on need, growth, and financial capacity. The five year CIP is fluid and generally years two through five are revised as development, fiscal and other priorities change.

Minimum Infrastructure Ordinance

To facilitate the rapid growth and ensure that development pays its fair share for improvements needed for the new growth, the City Council adopted a minimum infrastructure standards ordinance. Many of the existing roads west of Mill Creek are able to adequately handle traffic from the current subdivisions, but those roads are not adequate for handling heavier traffic that would come with new development proposed for the area. Heavier traffic would create traffic flow problems and safety concerns. In addition to improving existing roads, in many areas, new roads also will have to be built. This ordinance provides a mechanism for reviewing infrastructure availability with development plans and ensuring that if development wants occur in advance of existing infrastructure, then the developer must provide the necessary improvements.

Financial Tools to Assist Development

It is impossible to discuss all of the financial tools available to the city to help encourage development and direct development to occur in accordance with the goals and objectives of Lenexa as set forth in the Comprehensive Plan. There are numerous financial tools available by statute, City ordinance, City administrative policy or under the City's home rule authority. The Governing Body continually strives to make financial tools available that encourage growth and development in a fiscally responsible manner. A sampling of some of the current tools utilized by the Lenexa is listed below.

Community Improvement Districts

Community Improvement Districts (CID) are established to enable public financing of all or a portion of project or infrastructure improvements. Such districts are encouraged to promote economic development, tourism and community investment within a defined area. Community Improvement Districts should provide public benefit such as strengthening economic development and employment opportunities; reducing blight, enhancing tourism; upgrading older real estate through redevelopment or rehabilitation; or promoting sustainability. Public financing is achieved by levying and collecting special assessments and or a Community Improvement District sales tax upon property in the district.

The Community Improvement District sales tax is a retailers' sales tax over and above the aggregate amount of the retailers' sales tax on the selling of tangible personal property at retail or rendering or furnishing services taxable pursuant to the provisions of

the Kansas retailer's sale tax act, within a district. The additional sales tax can be in any increment of 0.10% or 0.25% not to exceed 2%, the revenue collected is pledged to pay the bonds issued for the project or to reimburse the cost of the project pursuant to pay-as-you-go financing.

Neighborhood Revitalization Districts

The City of Lenexa created a neighborhood revitalization tax rebate project to provide incentives for both residential and commercial property owners to improve their aging or deteriorating property, or otherwise increase the appraised value of the property. The program is intended to promote the revitalization and development of residential and commercial properties by stimulating new construction and the rehabilitation, conservation, or redevelopment of the area in order to protect the public health, safety, or welfare of the residents of Lenexa.

The Kansas Neighborhood Revitalization Act allows the Governing Body to pass an ordinance designating an area within Lenexa as a "Neighborhood Revitalization Area" if it finds that "the rehabilitation, conservation or redevelopment of the area is necessary to protect the public health, safety or welfare of the residents of the municipality".

Special Benefit Districts

The city frequently uses Special Benefit Districts (SBD) to finance public infrastructure needs. The Governing Body expanded this tool to include a charter ordinance adopting a new special assessment policy that provided the city additional flexibility to exempt platted property from the payment of assessments associated with a special benefit district for road improvements.

The charter ordinance procedure allows the city to establish special benefit districts on an alternative basis, which may be more equitable in certain circumstances. The new process is intended to be used in situations in which developers (or the city) wish to establish a district in an area where property has already been platted. In many cases, these areas may have been platted many years ago, and the homeowners do not embrace the new development with improved roads. The procedure also recognizes that situations exist in which tracts of land are primarily agricultural and not held for development. By adopting the new ordinance, these properties would not be unreasonably forced into a special benefit district before they are ready for development; and at the same time, other property owners, who are ready to develop in the area but do not have roads accessing their site can be built or improved, do not have to be delayed.

The charter ordinance also permits the city to defer assessments for unplatted property in the benefit district for a period of up to 20 years or until the property is platted, and then apply a lump sum "benefit fee" equal to the principal and interest that would have been paid if the property was remitting annual assessments.

Tax Increment Financing Districts

The city is committed to the high quality and balanced growth and development of the community; to preserving the city's unique character and distinctive atmosphere; and to revitalizing and redeveloping areas of the city. Although the city does not encourage the practice of subsidizing private business with public funds, insofar as the city's objectives are substantially advanced by the expansion of the tax base and enhancement of the local economy, the city will consider, on a case-by-case basis, the approval of Tax Increment Financing (TIF) projects where, but for the availability of TIF, such development would not be economically viable. Use and approval of TIF is discretionary and it is the policy of the city that any decision regarding the approval of TIF projects will be made in accordance with the guidelines, criteria, and procedures outlined in its TIF Policy.

Amendments to the Comprehensive Plan

The last major update of the comprehensive plan came in 2000. The 2000 Comprehensive Plan was organized into various sections that related to, or have an impact on development activities. The sections included:

- Land Use
- Transportation
- Parks and Recreation
- Watershed Management
- Utilities
- Public Buildings
- Urban Design

Each section had its own principles, which loosely corresponded to policies and goals for the community.

From 2000 through 2009, numerous amendments to the comprehensive plan have been adopted. An annual review of the Comprehensive Plan is intended to ensure that the plan remains current and reflects recent development trends as well as changing community goals and objectives. In 2013, after two joint meetings of the Planning Commission and Governing Body, a significant rewrite of the comprehensive plan document was undertaken. Demographic information was analyzed and incorporated into the document. Improvements were made to further explain the relationship between land use and zoning, as well as land use and transportation and a stronger relationship was introduced relative to vision 2030 and the citizen satisfaction survey. Chapters related to sustainability and financial management were also incorporated into the document. In 2015, the document was again amended to incorporate changes to the Introduction, Demographics & Background Studies, Sustainability, Land Use, and Transportation chapters of the document. In conjunction with the updating of Vision 2040, staff anticipates there being a need for a major update to the comprehensive plan in the near future.

Community Summary

Lenexa is a community of 52,488 residents located southwest of Kansas City, Missouri. Compared to the surrounding communities of Overland Park and Olathe, Lenexa has a distinct “small town” feel; with engaging citizens and a friendly atmosphere. The city is served by four major roadways: Interstates 35 and 435 as well as Kansas Highways 7 and 10. U.S. Highway 69 also merges with I-35 in the northeast part of the city. Because of its proximity to many key thoroughfares, Lenexa has developed into a major center for business in the region. In fact, over 60,000 employees who live outside the city come to work in Lenexa every day.¹

¹ ESRI Community Analyst “Business Summary”, October 2016

Business activity in Lenexa has supported a steadily growing population over the last decade. The population is expected to continue to grow at an annual rate of 1.4% per year until at least 2021. This is higher than both state and national averages. It is also important to note that the median age of Lenexans is slowly increasing from 36.6 in 2010, to 37.2 in 2016, and is projected to be 37.9 in 2021. Lenexa is predominately white, with about 82% of our residents identifying themselves as white alone. Other major races/ethnicities living in Lenexa are: Blacks (6.7%), Asian or Pacific Islanders (4.5%), and Hispanics (7.8%).²

While population has outpaced expectations, household income remained constant or slightly decreased. The median household income in 2010 was \$79,774, yet was \$77,997 in 2016. It is anticipated to increase by approximately 11% to \$87,010 by 2021. The increase in median household income anticipated between 2010 and 2015 was slower than the 15% previously anticipated.³

High incomes are also correlated with the growth of median home values in the city. Up from \$156,764 in 2000, Lenexa homes reached a median value of \$204,970 in 2010 and increased again to \$238,261 in 2016. Owner-occupied housing has stayed relatively steady, hovering around 62% since 2010. Based on the influx of multi-family units that have been developed in Lenexa over the past several years, the percentage of renter-occupied housing actually increased slightly to 37%.

There are 3,087 businesses in Lenexa with a total of 60,200 employees. Compared with Lenexa's population, the employee-to-resident ratio is 1.15:1. Major employment sectors are retail trade (16.8%), professional, scientific & technical services (12.7%), wholesale trade (10.3%), and construction (9.1%).⁴ Business needs in the city are automobile dealers, gasoline stations, department stores, and food services/drinking places.⁵ Lenexa's location, business-friendly environment, and relatively affluent population combine to compel significant land use for industrial parks, business parks, and office parks. The higher-than-average daytime population also ensures support businesses such as food and drink establishments, gasoline stations, and clothiers are in high demand. According to ESRI's Retail Marketplace Profile for Lenexa (October 24, 2016), the total yearly demand for eating and drinking establishments outpaces supply by \$31 million. Broken down, eating establishments with the most market potential are limited-service restaurants (fast food, etc.) with a yearly demand surplus of \$16.9 million. This trend continues as gasoline stations and clothing and clothing accessory stores see \$35.5 million and \$26.5 million in demand surplus, respectively.⁶ The implication of excess demand in the Lenexa market is that residents and employees working within the city are going elsewhere for these services; most likely the neighboring communities of Overland Park, Olathe, or

² ESRI Community Analyst "Community Profile" October 2016

³ Ibid.

⁴ ESRI Community Analyst "Business Summary" October 2016

⁵ ESRI Community Analyst "Retail Marketplace Profile" October 2016

⁶ Ibid.

Shawnee. This directly affects business revenue and sales taxes the City collects as a result.

In all, Lenexa is a steadily growing, business rich city with residents who are nearing middle age and have higher-than-average incomes. At the confluence of four major roadways, the city benefits greatly from high traffic and the commerce that takes place as a result of the daytime population. However, demand surpluses in many support businesses, especially gasoline stations and eating establishments, have created a need to ensure these types of places are part of the strategic plan for land use and development.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

	Lenexa city, ...
Population Summary	
2000 Total Population	40,184
2010 Total Population	48,190
2016 Total Population	52,488
2016 Group Quarters	361
2021 Total Population	56,278
2016-2021 Annual Rate	1.40%
Household Summary	
2000 Households	15,581
2000 Average Household Size	2.54
2010 Households	19,288
2010 Average Household Size	2.48
2016 Households	20,850
2016 Average Household Size	2.50
2021 Households	22,284
2021 Average Household Size	2.51
2016-2021 Annual Rate	1.34%
2010 Families	13,065
2010 Average Family Size	3.00
2016 Families	14,044
2016 Average Family Size	3.03
2021 Families	14,985
2021 Average Family Size	3.04
2016-2021 Annual Rate	1.31%
Housing Unit Summary	
2000 Housing Units	16,386
Owner Occupied Housing Units	59.1%
Renter Occupied Housing Units	36.0%
Vacant Housing Units	4.9%
2010 Housing Units	20,832
Owner Occupied Housing Units	58.2%
Renter Occupied Housing Units	34.4%
Vacant Housing Units	7.4%
2016 Housing Units	22,185
Owner Occupied Housing Units	57.4%
Renter Occupied Housing Units	36.6%
Vacant Housing Units	6.0%
2021 Housing Units	23,618
Owner Occupied Housing Units	57.9%
Renter Occupied Housing Units	36.5%
Vacant Housing Units	5.6%
Median Household Income	
2016	\$77,997
2021	\$87,010
Median Home Value	
2016	\$238,261
2021	\$257,565
Per Capita Income	
2016	\$39,449
2021	\$42,652
Median Age	
2010	36.6
2016	37.2
2021	37.9

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
Lenexa City, KS (2039350)
Geography: Place

Prepared by Esri

Lenexa city, ...

2016 Households by Income

Household Income Base	20,845
<\$15,000	5.1%
\$15,000 - \$24,999	7.5%
\$25,000 - \$34,999	7.8%
\$35,000 - \$49,999	10.2%
\$50,000 - \$74,999	17.4%
\$75,000 - \$99,999	13.6%
\$100,000 - \$149,999	20.2%
\$150,000 - \$199,999	10.3%
\$200,000+	7.9%

Average Household Income \$98,907

2021 Households by Income

Household Income Base	22,280
<\$15,000	4.9%
\$15,000 - \$24,999	6.9%
\$25,000 - \$34,999	9.1%
\$35,000 - \$49,999	5.0%
\$50,000 - \$74,999	16.1%
\$75,000 - \$99,999	14.5%
\$100,000 - \$149,999	22.7%
\$150,000 - \$199,999	12.5%
\$200,000+	8.3%

Average Household Income \$107,335

2016 Owner Occupied Housing Units by Value

Total	12,736
<\$50,000	1.4%
\$50,000 - \$99,999	1.2%
\$100,000 - \$149,999	6.8%
\$150,000 - \$199,999	21.7%
\$200,000 - \$249,999	24.6%
\$250,000 - \$299,999	14.5%
\$300,000 - \$399,999	16.5%
\$400,000 - \$499,999	7.4%
\$500,000 - \$749,999	4.1%
\$750,000 - \$999,999	1.6%
\$1,000,000 +	0.1%

Average Home Value \$275,332

2021 Owner Occupied Housing Units by Value

Total	13,670
<\$50,000	0.5%
\$50,000 - \$99,999	0.6%
\$100,000 - \$149,999	2.0%
\$150,000 - \$199,999	15.2%
\$200,000 - \$249,999	28.5%
\$250,000 - \$299,999	21.2%
\$300,000 - \$399,999	19.5%
\$400,000 - \$499,999	7.0%
\$500,000 - \$749,999	3.8%
\$750,000 - \$999,999	1.6%
\$1,000,000 +	0.1%

Average Home Value \$290,951

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

	Lenexa city, ...
2010 Population by Age	
Total	48,190
0 - 4	7.1%
5 - 9	6.8%
10 - 14	6.7%
15 - 24	12.4%
25 - 34	14.9%
35 - 44	13.3%
45 - 54	15.2%
55 - 64	13.3%
65 - 74	5.3%
75 - 84	3.0%
85 +	2.0%
18 +	75.3%
2016 Population by Age	
Total	52,489
0 - 4	6.7%
5 - 9	6.9%
10 - 14	6.6%
15 - 24	12.3%
25 - 34	14.4%
35 - 44	13.4%
45 - 54	13.1%
55 - 64	13.4%
65 - 74	7.9%
75 - 84	3.3%
85 +	2.0%
18 +	76.2%
2021 Population by Age	
Total	56,280
0 - 4	6.7%
5 - 9	6.5%
10 - 14	6.7%
15 - 24	12.3%
25 - 34	13.4%
35 - 44	13.9%
45 - 54	11.9%
55 - 64	12.2%
65 - 74	9.8%
75 - 84	4.3%
85 +	2.0%
18 +	76.5%
2010 Population by Sex	
Males	23,471
Females	24,719
2016 Population by Sex	
Males	25,574
Females	26,915
2021 Population by Sex	
Males	27,309
Females	28,971

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

	Lenexa city, ...
2010 Population by Race/Ethnicity	
Total	48,190
White Alone	84.4%
Black Alone	5.8%
American Indian Alone	0.4%
Asian Alone	3.8%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.0%
Two or More Races	2.5%
Hispanic Origin	7.3%
Diversity Index	37.9
2016 Population by Race/Ethnicity	
Total	52,488
White Alone	82.3%
Black Alone	6.7%
American Indian Alone	0.4%
Asian Alone	4.4%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.2%
Two or More Races	3.0%
Hispanic Origin	7.8%
Diversity Index	41.4
2021 Population by Race/Ethnicity	
Total	56,278
White Alone	80.2%
Black Alone	7.6%
American Indian Alone	0.4%
Asian Alone	5.0%
Pacific Islander Alone	0.1%
Some Other Race Alone	3.4%
Two or More Races	3.4%
Hispanic Origin	8.4%
Diversity Index	44.9
2010 Population by Relationship and Household Type	
Total	48,190
In Households	99.3%
In Family Households	83.0%
Householder	27.1%
Spouse	22.1%
Child	29.7%
Other relative	2.5%
Nonrelative	1.6%
In Nonfamily Households	16.3%
In Group Quarters	0.7%
Institutionalized Population	0.7%
Noninstitutionalized Population	0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

	Lenexa city, ...
2016 Population 25+ by Educational Attainment	
Total	35,431
Less than 9th Grade	1.6%
9th - 12th Grade, No Diploma	2.3%
High School Graduate	11.8%
GED/Alternative Credential	1.1%
Some College, No Degree	20.1%
Associate Degree	7.3%
Bachelor's Degree	34.9%
Graduate/Professional Degree	21.1%
2016 Population 15+ by Marital Status	
Total	41,898
Never Married	29.5%
Married	55.9%
Widowed	4.1%
Divorced	10.5%
2016 Civilian Population 16+ in Labor Force	
Civilian Employed	95.8%
Civilian Unemployed	4.2%
2016 Employed Population 16+ by Industry	
Total	28,685
Agriculture/Mining	0.4%
Construction	4.6%
Manufacturing	6.9%
Wholesale Trade	4.0%
Retail Trade	10.3%
Transportation/Utilities	3.9%
Information	2.9%
Finance/Insurance/Real Estate	11.7%
Services	52.6%
Public Administration	2.7%
2016 Employed Population 16+ by Occupation	
Total	28,684
White Collar	76.5%
Management/Business/Financial	21.5%
Professional	29.0%
Sales	13.0%
Administrative Support	13.0%
Services	13.6%
Blue Collar	9.8%
Farming/Forestry/Fishing	0.2%
Construction/Extraction	2.5%
Installation/Maintenance/Repair	1.9%
Production	2.7%
Transportation/Material Moving	2.6%
2010 Population By Urban/ Rural Status	
Total Population	48,190
Population Inside Urbanized Area	96.5%
Population Inside Urbanized Cluster	0.0%
Rural Population	3.5%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

	Lenexa city, ...
2010 Households by Type	
Total	19,288
Households with 1 Person	25.2%
Households with 2+ People	74.8%
Family Households	67.7%
Husband-wife Families	55.3%
With Related Children	25.2%
Other Family (No Spouse Present)	12.4%
Other Family with Male Householder	3.4%
With Related Children	2.0%
Other Family with Female Householder	9.0%
With Related Children	6.2%
Nonfamily Households	7.1%
All Households with Children	33.7%
Multigenerational Households	2.1%
Unmarried Partner Households	5.4%
Male-female	4.8%
Same-sex	0.6%
2010 Households by Size	
Total	19,288
1 Person Household	25.2%
2 Person Household	35.9%
3 Person Household	16.8%
4 Person Household	13.8%
5 Person Household	5.8%
6 Person Household	2.0%
7 + Person Household	0.7%
2010 Households by Tenure and Mortgage Status	
Total	19,288
Owner Occupied	62.9%
Owned with a Mortgage/Loan	50.4%
Owned Free and Clear	12.4%
Renter Occupied	37.1%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	20,832
Housing Units Inside Urbanized Area	96.9%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	3.1%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Community Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

Lenexa city, ...

Top 3 Tapestry Segments

1. Savvy Suburbanites (1D)
2. Young and Restless (11B)
3. In Style (5B)

2016 Consumer Spending

Apparel & Services: Total \$	\$54,728,572
Average Spent	\$2,624.87
Spending Potential Index	130
Education: Total \$	\$39,911,004
Average Spent	\$1,914.20
Spending Potential Index	135
Entertainment/Recreation: Total \$	\$76,702,381
Average Spent	\$3,678.77
Spending Potential Index	126
Food at Home: Total \$	\$130,515,491
Average Spent	\$6,259.74
Spending Potential Index	126
Food Away from Home: Total \$	\$84,025,060
Average Spent	\$4,029.98
Spending Potential Index	130
Health Care: Total \$	\$133,330,236
Average Spent	\$6,394.74
Spending Potential Index	121
HH Furnishings & Equipment: Total \$	\$47,214,319
Average Spent	\$2,264.48
Spending Potential Index	128
Personal Care Products & Services: Total \$	\$19,565,932
Average Spent	\$938.41
Spending Potential Index	128
Shelter: Total \$	\$424,711,489
Average Spent	\$20,369.86
Spending Potential Index	131
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$60,528,852
Average Spent	\$2,903.06
Spending Potential Index	125
Travel: Total \$	\$50,160,915
Average Spent	\$2,405.80
Spending Potential Index	129
Vehicle Maintenance & Repairs: Total \$	\$27,050,776
Average Spent	\$1,297.40
Spending Potential Index	125

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021. Esri converted Census 2000 data into 2010 geography.



Business Summary

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

Data for all businesses in area		Lenexa city, ...			
Total Businesses:		3,087			
Total Employees:		60,200			
Total Residential Population:		52,488			
Employee/Residential Population Ratio:		1.15:1			
by SIC Codes	Businesses		Employees		
	Number	Percent	Number	Percent	
Agriculture & Mining	40	1.3%	640	1.1%	
Construction	260	8.4%	4,116	6.8%	
Manufacturing	200	6.5%	7,286	12.1%	
Transportation	70	2.3%	880	1.5%	
Communication	48	1.6%	651	1.1%	
Utility	3	0.1%	318	0.5%	
Wholesale Trade	323	10.5%	7,325	12.2%	
Retail Trade Summary	520	16.8%	9,946	16.5%	
Home Improvement	48	1.6%	830	1.4%	
General Merchandise Stores	17	0.6%	901	1.5%	
Food Stores	34	1.1%	933	1.5%	
Auto Dealers, Gas Stations, Auto Aftermarket	39	1.3%	341	0.6%	
Apparel & Accessory Stores	33	1.1%	1,158	1.9%	
Furniture & Home Furnishings	110	3.6%	1,483	2.5%	
Eating & Drinking Places	107	3.5%	1,900	3.2%	
Miscellaneous Retail	132	4.3%	2,400	4.0%	
Finance, Insurance, Real Estate Summary	339	11.0%	2,199	3.7%	
Banks, Savings & Lending Institutions	105	3.4%	643	1.1%	
Securities Brokers	32	1.0%	349	0.6%	
Insurance Carriers & Agents	79	2.6%	535	0.9%	
Real Estate, Holding, Other Investment Offices	123	4.0%	672	1.1%	
Services Summary	1,093	35.4%	24,995	41.5%	
Hotels & Lodging	14	0.5%	278	0.5%	
Automotive Services	40	1.3%	435	0.7%	
Motion Pictures & Amusements	69	2.2%	1,151	1.9%	
Health Services	155	5.0%	7,671	12.7%	
Legal Services	26	0.8%	86	0.1%	
Education Institutions & Libraries	34	1.1%	1,325	2.2%	
Other Services	755	24.5%	14,049	23.3%	
Government	37	1.2%	1,591	2.6%	
Unclassified Establishments	154	5.0%	253	0.4%	
Totals	3,087	100.0%	60,200	100.0%	

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.



Business Summary

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

Prepared by Esri

Agriculture, Forestry, Fishing & Hunting	3	0.1%	13	0.0%
Mining	1	0.0%	4	0.0%
Utilities	2	0.1%	312	0.5%
Construction	280	9.1%	4,522	7.5%
Manufacturing	197	6.4%	7,203	12.0%
Wholesale Trade	318	10.3%	7,284	12.1%
Retail Trade	403	13.1%	7,997	13.3%
Motor Vehicle & Parts Dealers	25	0.8%	294	0.5%
Furniture & Home Furnishings Stores	41	1.3%	305	0.5%
Electronics & Appliance Stores	59	1.9%	1,114	1.9%
Bldg Material & Garden Equipment & Supplies Dealers	49	1.6%	840	1.4%
Food & Beverage Stores	31	1.0%	930	1.5%
Health & Personal Care Stores	41	1.3%	927	1.5%
Gasoline Stations	14	0.5%	47	0.1%
Clothing & Clothing Accessories Stores	37	1.2%	1,197	2.0%
Sport Goods, Hobby, Book, & Music Stores	27	0.9%	219	0.4%
General Merchandise Stores	17	0.6%	901	1.5%
Miscellaneous Store Retailers	41	1.3%	728	1.2%
Nonstore Retailers	21	0.7%	495	0.8%
Transportation & Warehousing	51	1.7%	723	1.2%
Information	94	3.0%	1,120	1.9%
Finance & Insurance	219	7.1%	1,550	2.6%
Central Bank/Credit Intermediation & Related Activities	105	3.4%	643	1.1%
Securities, Commodity Contracts & Other Financial	34	1.1%	360	0.6%
Insurance Carriers & Related Activities; Funds, Trusts &	80	2.6%	547	0.9%
Real Estate, Rental & Leasing	143	4.6%	949	1.6%
Professional, Scientific & Tech Services	392	12.7%	8,127	13.5%
Legal Services	30	1.0%	94	0.2%
Management of Companies & Enterprises	2	0.1%	28	0.0%
Administrative & Support & Waste Management & Remediation	168	5.4%	2,841	4.7%
Educational Services	46	1.5%	1,408	2.3%
Health Care & Social Assistance	193	6.3%	8,788	14.6%
Arts, Entertainment & Recreation	47	1.5%	996	1.7%
Accommodation & Food Services	123	4.0%	2,195	3.6%
Accommodation	14	0.5%	278	0.5%
Food Services & Drinking Places	109	3.5%	1,917	3.2%
Other Services (except Public Administration)	214	6.9%	2,296	3.8%
Automotive Repair & Maintenance	29	0.9%	168	0.3%
Public Administration	37	1.2%	1,591	2.6%
Unclassified Establishments	154	5.0%	253	0.4%
Total	3,087	100.0%	60,200	100.0%

Source: Copyright 2016 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2016.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.



Retail MarketPlace Profile

Lenexa City, KS 2
 Lenexa City, KS (2039350)
 Geography: Place

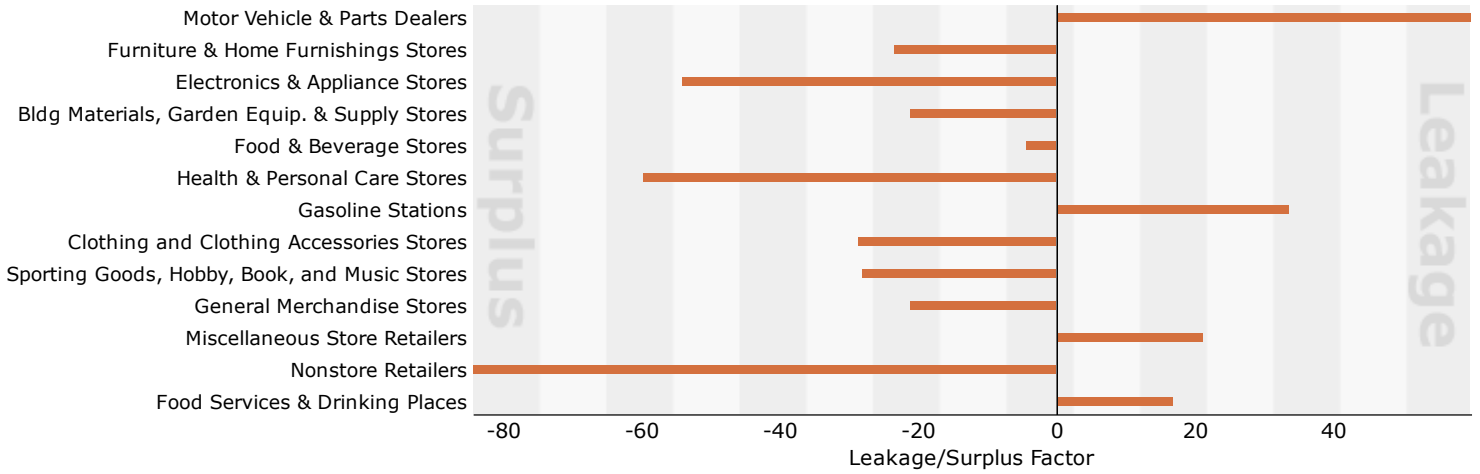
Prepared by Esri

Summary Demographics						
2016 Population						52,488
2016 Households						20,850
2016 Median Disposable Income						\$59,649
2016 Per Capita Income						\$39,449
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,084,437,752	\$1,466,593,109	-\$382,155,357	-15.0	491
Total Retail Trade	44-45	\$976,171,748	\$1,389,424,931	-\$413,253,183	-17.5	377
Total Food & Drink	722	\$108,266,004	\$77,168,178	\$31,097,826	16.8	114
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$241,397,596	\$60,462,819	\$180,934,777	59.9	24
Automobile Dealers	4411	\$176,478,886	\$38,417,315	\$138,061,571	64.2	7
Other Motor Vehicle Dealers	4412	\$49,941,532	\$7,186,781	\$42,754,751	74.8	4
Auto Parts, Accessories & Tire Stores	4413	\$14,977,178	\$14,858,723	\$118,455	0.4	13
Furniture & Home Furnishings Stores	442	\$28,625,302	\$46,330,690	-\$17,705,388	-23.6	36
Furniture Stores	4421	\$20,422,899	\$8,092,898	\$12,330,001	43.2	12
Home Furnishings Stores	4422	\$8,202,403	\$38,237,792	-\$30,035,389	-64.7	24
Electronics & Appliance Stores	443	\$42,380,354	\$142,492,536	-\$100,112,182	-54.2	58
Bldg Materials, Garden Equip. & Supply Stores	444	\$46,073,740	\$71,003,090	-\$24,929,350	-21.3	48
Bldg Material & Supplies Dealers	4441	\$39,353,384	\$65,554,670	-\$26,201,286	-25.0	41
Lawn & Garden Equip & Supply Stores	4442	\$6,720,356	\$5,448,420	\$1,271,936	10.5	7
Food & Beverage Stores	445	\$171,788,196	\$187,624,436	-\$15,836,240	-4.4	32
Grocery Stores	4451	\$151,696,207	\$170,237,050	-\$18,540,843	-5.8	15
Specialty Food Stores	4452	\$4,577,348	\$3,355,771	\$1,221,577	15.4	9
Beer, Wine & Liquor Stores	4453	\$15,514,641	\$14,031,615	\$1,483,026	5.0	8
Health & Personal Care Stores	446,4461	\$46,730,674	\$185,743,403	-\$139,012,729	-59.8	32
Gasoline Stations	447,4471	\$70,371,017	\$34,864,517	\$35,506,500	33.7	13
Clothing & Clothing Accessories Stores	448	\$32,739,795	\$59,284,841	-\$26,545,046	-28.8	35
Clothing Stores	4481	\$23,434,118	\$49,976,193	-\$26,542,075	-36.2	30
Shoe Stores	4482	\$4,765,946	\$3,858,311	\$907,635	10.5	2
Jewelry, Luggage & Leather Goods Stores	4483	\$4,539,731	\$5,450,337	-\$910,606	-9.1	3
Sporting Goods, Hobby, Book & Music Stores	451	\$24,316,275	\$43,445,469	-\$19,129,194	-28.2	29
Sporting Goods/Hobby/Musical Instr Stores	4511	\$17,296,856	\$31,890,600	-\$14,593,744	-29.7	22
Book, Periodical & Music Stores	4512	\$7,019,419	\$11,554,869	-\$4,535,450	-24.4	7
General Merchandise Stores	452	\$214,822,477	\$330,765,074	-\$115,942,597	-21.3	13
Department Stores Excluding Leased Depts.	4521	\$168,832,654	\$55,115,644	\$113,717,010	50.8	4
Other General Merchandise Stores	4529	\$45,989,823	\$275,649,430	-\$229,659,607	-71.4	9
Miscellaneous Store Retailers	453	\$39,890,589	\$25,920,073	\$13,970,516	21.2	37
Florists	4531	\$1,455,030	\$482,654	\$972,376	50.2	4
Office Supplies, Stationery & Gift Stores	4532	\$11,180,666	\$3,358,591	\$7,822,075	53.8	12
Used Merchandise Stores	4533	\$3,749,417	\$912,967	\$2,836,450	60.8	3
Other Miscellaneous Store Retailers	4539	\$23,505,476	\$21,165,861	\$2,339,615	5.2	18
Nonstore Retailers	454	\$17,035,733	\$201,487,983	-\$184,452,250	-84.4	20
Electronic Shopping & Mail-Order Houses	4541	\$10,269,593	\$186,688,675	-\$176,419,082	-89.6	7
Vending Machine Operators	4542	\$1,682,925	\$8,578,594	-\$6,895,669	-67.2	5
Direct Selling Establishments	4543	\$5,083,215	\$6,220,714	-\$1,137,499	-10.1	8
Food Services & Drinking Places	722	\$108,266,004	\$77,168,178	\$31,097,826	16.8	114
Full-Service Restaurants	7221	\$52,993,399	\$46,553,243	\$6,440,156	6.5	76
Limited-Service Eating Places	7222	\$46,664,904	\$29,762,513	\$16,902,391	22.1	34
Special Food Services	7223	\$1,137,636	\$368,414	\$769,222	51.1	2
Drinking Places - Alcoholic Beverages	7224	\$7,470,065	\$484,008	\$6,986,057	87.8	2

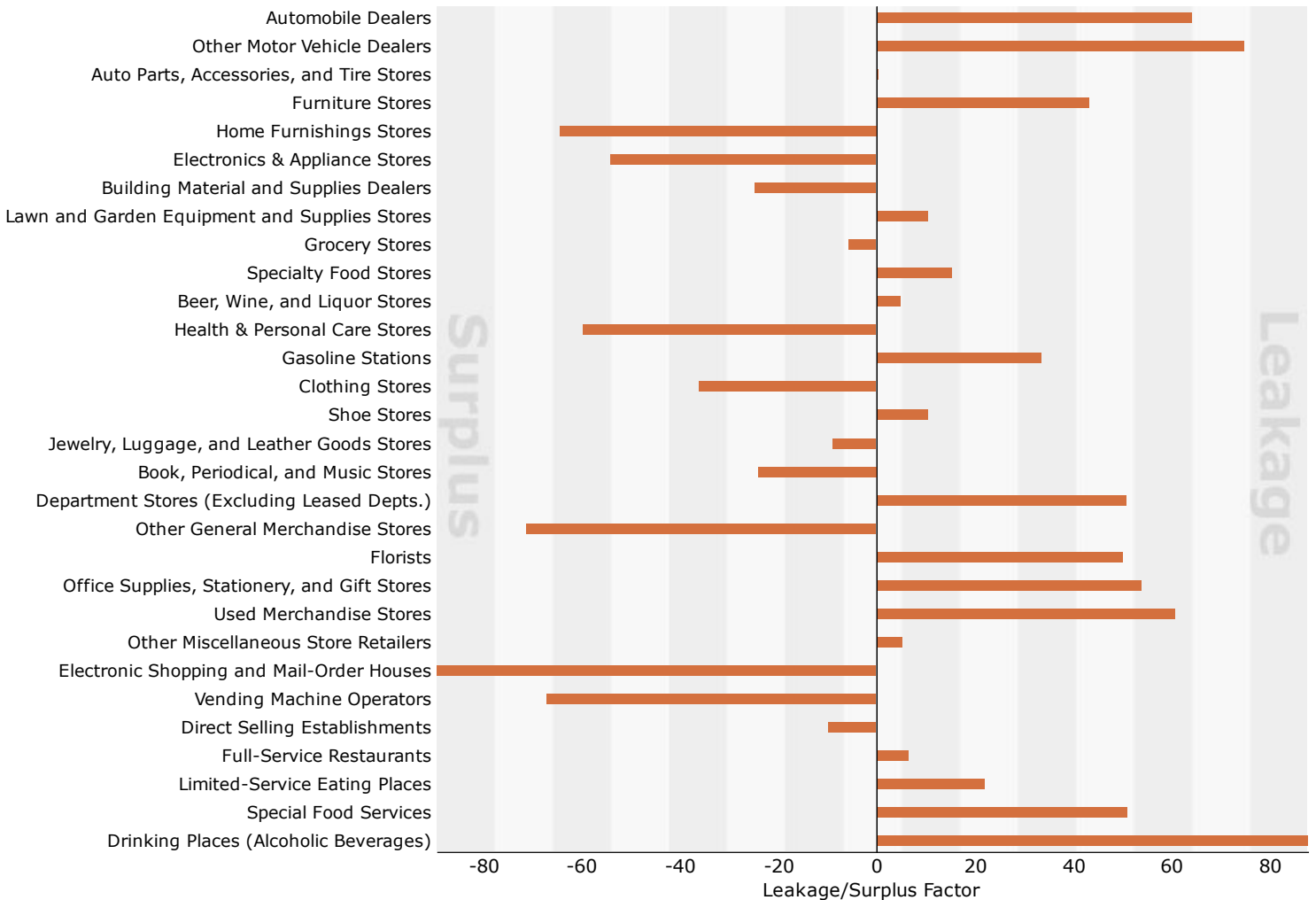
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Johnson County, KS
 Johnson County, KS (20091)
 Geography: County

Prepared by Esri

Summary Demographics

2016 Population	582,290
2016 Households	226,678
2016 Median Disposable Income	\$59,520
2016 Per Capita Income	\$40,396

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$11,966,207,902	\$11,289,343,142	\$676,864,760	2.9	4,263
Total Retail Trade	44-45	\$10,776,529,087	\$10,384,490,028	\$392,039,059	1.9	3,000
Total Food & Drink	722	\$1,189,678,815	\$904,853,114	\$284,825,701	13.6	1,263

Industry Group

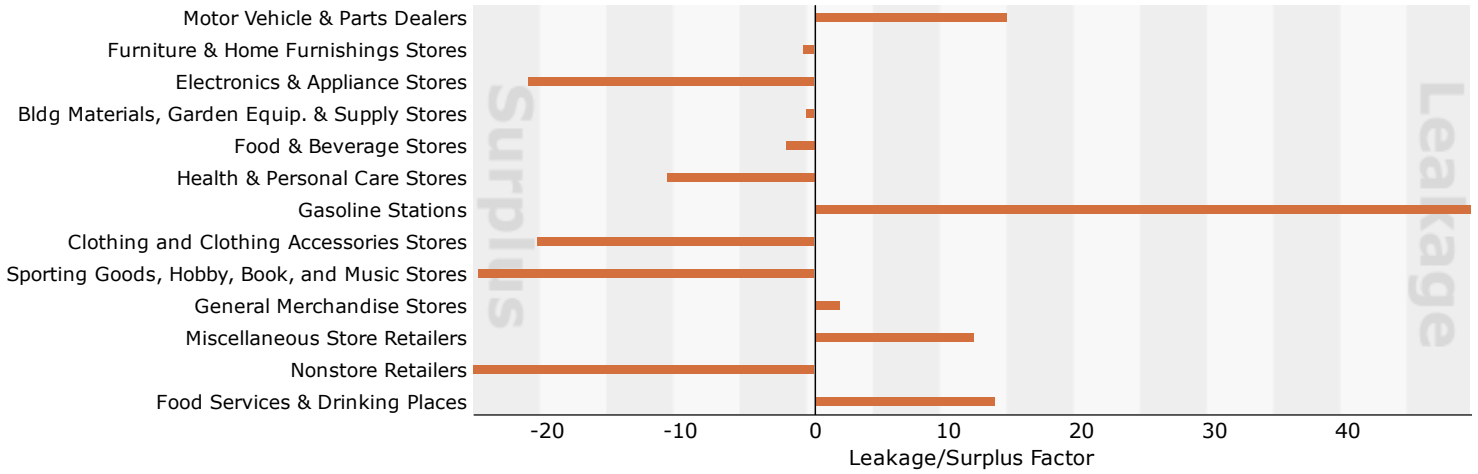
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$2,675,446,440	\$1,998,833,573	\$676,612,867	14.5	270
Automobile Dealers	4411	\$1,951,238,157	\$1,819,080,781	\$132,157,376	3.5	132
Other Motor Vehicle Dealers	4412	\$558,769,549	\$93,338,817	\$465,430,732	71.4	41
Auto Parts, Accessories & Tire Stores	4413	\$165,438,734	\$86,413,975	\$79,024,759	31.4	97
Furniture & Home Furnishings Stores	442	\$316,172,922	\$321,465,835	-\$5,292,913	-0.8	177
Furniture Stores	4421	\$225,449,758	\$193,923,404	\$31,526,354	7.5	78
Home Furnishings Stores	4422	\$90,723,164	\$127,542,431	-\$36,819,267	-16.9	99
Electronics & Appliance Stores	443	\$467,437,923	\$723,955,047	-\$256,517,124	-21.5	317
Bldg Materials, Garden Equip. & Supply Stores	444	\$518,993,023	\$525,101,699	-\$6,108,676	-0.6	265
Bldg Material & Supplies Dealers	4441	\$444,295,693	\$424,370,717	\$19,924,976	2.3	203
Lawn & Garden Equip & Supply Stores	4442	\$74,697,330	\$100,730,982	-\$26,033,652	-14.8	62
Food & Beverage Stores	445	\$1,885,877,857	\$1,972,119,812	-\$86,241,955	-2.2	322
Grocery Stores	4451	\$1,665,157,667	\$1,791,914,286	-\$126,756,619	-3.7	153
Specialty Food Stores	4452	\$50,227,610	\$56,665,876	-\$6,438,266	-6.0	75
Beer, Wine & Liquor Stores	4453	\$170,492,580	\$123,539,650	\$46,952,930	16.0	94
Health & Personal Care Stores	446,4461	\$518,160,521	\$647,744,427	-\$129,583,906	-11.1	276
Gasoline Stations	447,4471	\$774,145,864	\$263,209,718	\$510,936,146	49.3	101
Clothing & Clothing Accessories Stores	448	\$358,975,930	\$546,958,091	-\$187,982,161	-20.8	439
Clothing Stores	4481	\$256,633,732	\$427,368,409	-\$170,734,677	-25.0	328
Shoe Stores	4482	\$52,075,173	\$45,895,142	\$6,180,031	6.3	39
Jewelry, Luggage & Leather Goods Stores	4483	\$50,267,025	\$73,694,540	-\$23,427,515	-18.9	72
Sporting Goods, Hobby, Book & Music Stores	451	\$269,586,096	\$451,510,674	-\$181,924,578	-25.2	232
Sporting Goods/Hobby/Musical Instr Stores	4511	\$192,502,386	\$362,290,087	-\$169,787,701	-30.6	182
Book, Periodical & Music Stores	4512	\$77,083,710	\$89,220,587	-\$12,136,877	-7.3	50
General Merchandise Stores	452	\$2,363,042,925	\$2,270,240,275	\$92,802,650	2.0	121
Department Stores Excluding Leased Depts.	4521	\$1,857,484,403	\$1,679,910,116	\$177,574,287	5.0	55
Other General Merchandise Stores	4529	\$505,558,522	\$590,330,159	-\$84,771,637	-7.7	66
Miscellaneous Store Retailers	453	\$441,005,083	\$346,546,563	\$94,458,520	12.0	410
Florists	4531	\$16,161,400	\$12,339,634	\$3,821,766	13.4	36
Office Supplies, Stationery & Gift Stores	4532	\$123,180,713	\$136,517,611	-\$13,336,898	-5.1	132
Used Merchandise Stores	4533	\$41,222,926	\$29,355,420	\$11,867,506	16.8	71
Other Miscellaneous Store Retailers	4539	\$260,440,044	\$168,333,898	\$92,106,146	21.5	171
Nonstore Retailers	454	\$187,684,503	\$316,804,314	-\$129,119,811	-25.6	70
Electronic Shopping & Mail-Order Houses	4541	\$113,899,098	\$291,258,148	-\$177,359,050	-43.8	35
Vending Machine Operators	4542	\$18,466,480	\$9,636,472	\$8,830,008	31.4	11
Direct Selling Establishments	4543	\$55,318,925	\$15,909,694	\$39,409,231	55.3	24
Food Services & Drinking Places	722	\$1,189,678,815	\$904,853,114	\$284,825,701	13.6	1,263
Full-Service Restaurants	7221	\$581,894,288	\$492,165,629	\$89,728,659	8.4	714
Limited-Service Eating Places	7222	\$512,943,858	\$386,489,222	\$126,454,636	14.1	481
Special Food Services	7223	\$12,537,450	\$10,147,399	\$2,390,051	10.5	35
Drinking Places - Alcoholic Beverages	7224	\$82,303,219	\$16,050,864	\$66,252,355	67.4	33

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

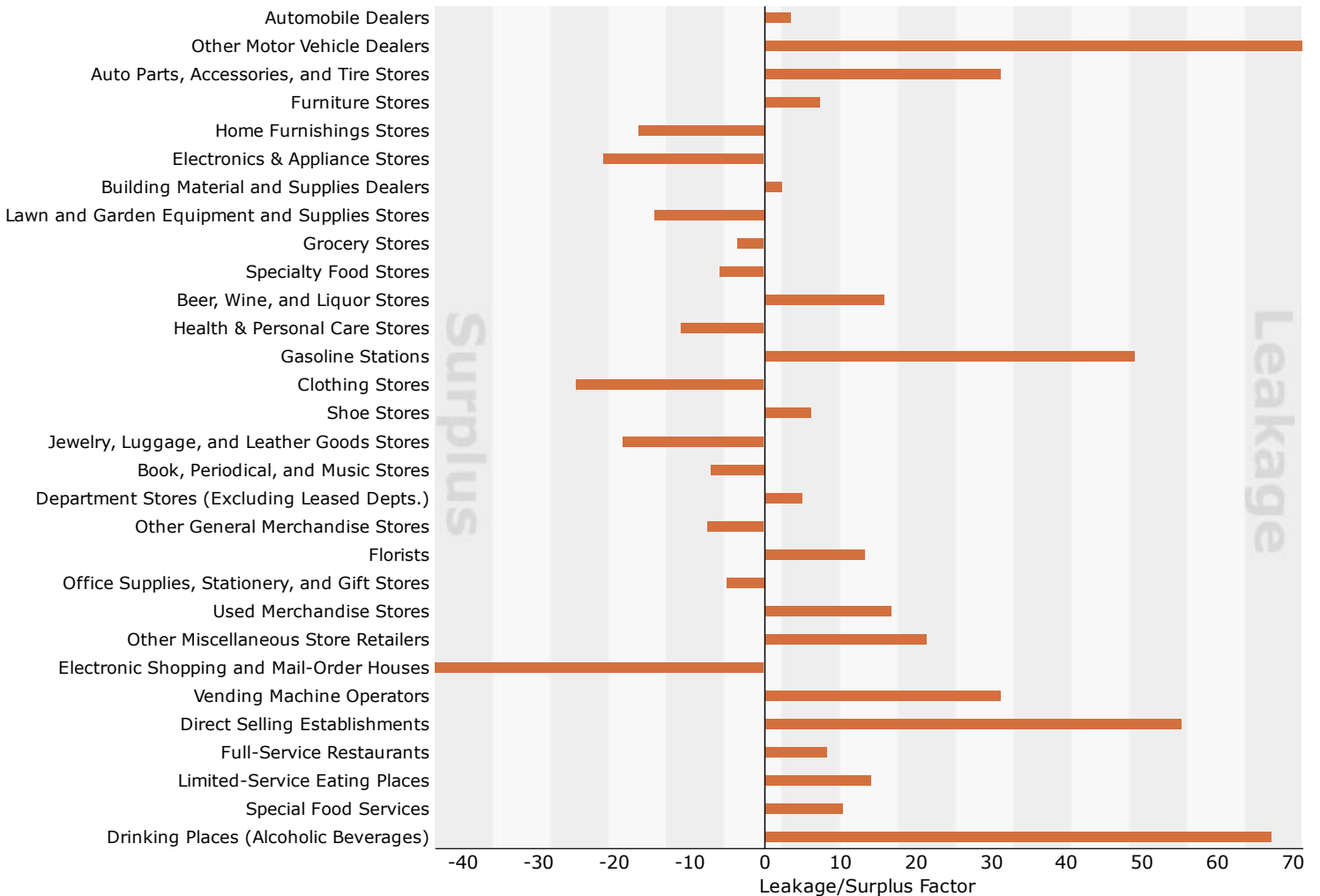
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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Olathe City, KS
 Olathe City, KS (2052575)
 Geography: Place

Prepared by Esri

Summary Demographics

2016 Population	135,548
2016 Households	47,624
2016 Median Disposable Income	\$59,869
2016 Per Capita Income	\$33,933

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$2,461,582,828	\$2,076,962,831	\$384,619,997	8.5	810
Total Retail Trade	44-45	\$2,216,552,968	\$1,883,347,851	\$333,205,117	8.1	560
Total Food & Drink	722	\$245,029,860	\$193,614,980	\$51,414,880	11.7	250

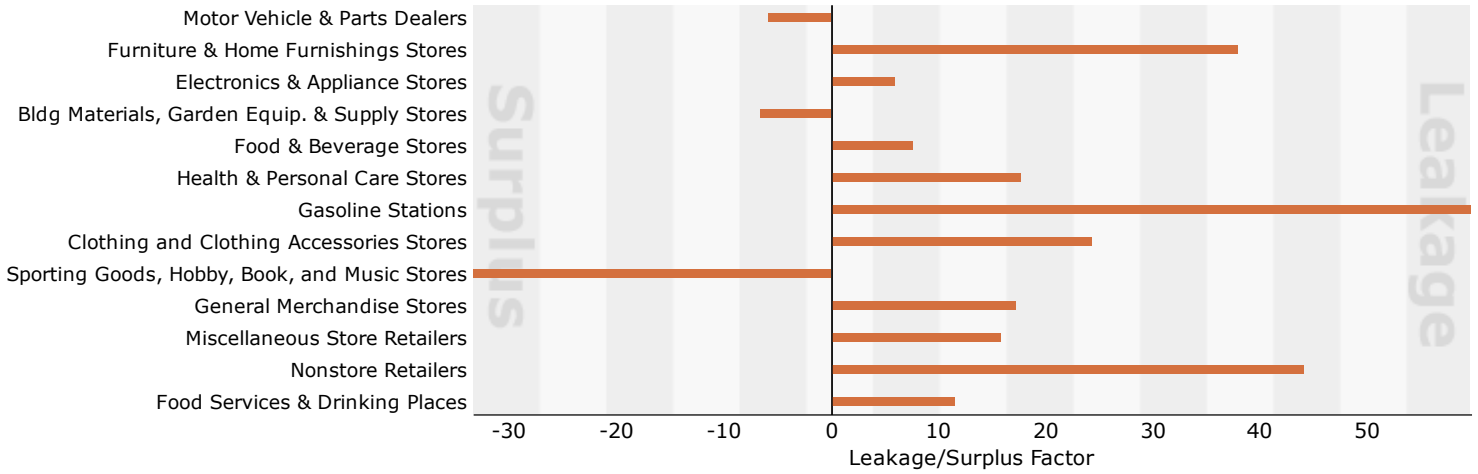
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$554,280,110	\$624,095,294	-\$69,815,184	-5.9	84
Automobile Dealers	4411	\$405,305,429	\$569,768,580	-\$164,463,151	-16.9	43
Other Motor Vehicle Dealers	4412	\$115,175,234	\$31,213,813	\$83,961,421	57.4	13
Auto Parts, Accessories & Tire Stores	4413	\$33,799,447	\$23,112,901	\$10,686,546	18.8	28
Furniture & Home Furnishings Stores	442	\$65,479,702	\$29,341,414	\$36,138,288	38.1	29
Furniture Stores	4421	\$46,922,725	\$12,093,878	\$34,828,847	59.0	13
Home Furnishings Stores	4422	\$18,556,977	\$17,247,536	\$1,309,441	3.7	16
Electronics & Appliance Stores	443	\$96,304,200	\$85,322,734	\$10,981,466	6.0	50
Bldg Materials, Garden Equip. & Supply Stores	444	\$104,795,302	\$119,498,341	-\$14,703,039	-6.6	59
Bldg Material & Supplies Dealers	4441	\$89,987,764	\$106,342,227	-\$16,354,463	-8.3	46
Lawn & Garden Equip & Supply Stores	4442	\$14,807,538	\$13,156,114	\$1,651,424	5.9	13
Food & Beverage Stores	445	\$386,092,183	\$330,964,544	\$55,127,639	7.7	69
Grocery Stores	4451	\$341,044,327	\$292,172,472	\$48,871,855	7.7	35
Specialty Food Stores	4452	\$10,295,582	\$9,731,627	\$563,955	2.8	14
Beer, Wine & Liquor Stores	4453	\$34,752,274	\$29,060,445	\$5,691,829	8.9	20
Health & Personal Care Stores	446,4461	\$104,767,638	\$73,246,206	\$31,521,432	17.7	44
Gasoline Stations	447,4471	\$159,866,201	\$40,277,959	\$119,588,242	59.8	16
Clothing & Clothing Accessories Stores	448	\$74,090,235	\$44,981,956	\$29,108,279	24.4	50
Clothing Stores	4481	\$52,859,364	\$31,450,253	\$21,409,111	25.4	37
Shoe Stores	4482	\$10,814,601	\$9,397,674	\$1,416,927	7.0	6
Jewelry, Luggage & Leather Goods Stores	4483	\$10,416,270	\$4,134,029	\$6,282,241	43.2	7
Sporting Goods, Hobby, Book & Music Stores	451	\$56,180,063	\$112,528,086	-\$56,348,023	-33.4	45
Sporting Goods/Hobby/Musical Instr Stores	4511	\$40,228,571	\$107,836,813	-\$67,608,242	-45.7	36
Book, Periodical & Music Stores	4512	\$15,951,492	\$4,691,273	\$11,260,219	54.5	9
General Merchandise Stores	452	\$487,303,927	\$343,266,340	\$144,037,587	17.3	25
Department Stores Excluding Leased Depts.	4521	\$383,650,848	\$330,313,780	\$53,337,068	7.5	10
Other General Merchandise Stores	4529	\$103,653,079	\$12,952,560	\$90,700,519	77.8	15
Miscellaneous Store Retailers	453	\$90,054,214	\$65,353,572	\$24,700,642	15.9	79
Florists	4531	\$3,203,905	\$546,568	\$2,657,337	70.9	3
Office Supplies, Stationery & Gift Stores	4532	\$25,307,222	\$15,763,269	\$9,543,953	23.2	27
Used Merchandise Stores	4533	\$8,529,618	\$7,373,271	\$1,156,347	7.3	12
Other Miscellaneous Store Retailers	4539	\$53,013,469	\$41,670,464	\$11,343,005	12.0	37
Nonstore Retailers	454	\$37,339,193	\$14,471,405	\$22,867,788	44.1	10
Electronic Shopping & Mail-Order Houses	4541	\$23,261,475	\$12,595,224	\$10,666,251	29.7	8
Vending Machine Operators	4542	\$3,785,271	\$200,632	\$3,584,639	89.9	1
Direct Selling Establishments	4543	\$10,292,447	\$1,675,549	\$8,616,898	72.0	1
Food Services & Drinking Places	722	\$245,029,860	\$193,614,980	\$51,414,880	11.7	250
Full-Service Restaurants	7221	\$119,899,723	\$85,500,729	\$34,398,994	16.7	121
Limited-Service Eating Places	7222	\$105,844,251	\$102,967,338	\$2,876,913	1.4	116
Special Food Services	7223	\$2,578,002	\$2,405,369	\$172,633	3.5	6
Drinking Places - Alcoholic Beverages	7224	\$16,707,884	\$2,741,544	\$13,966,340	71.8	7

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

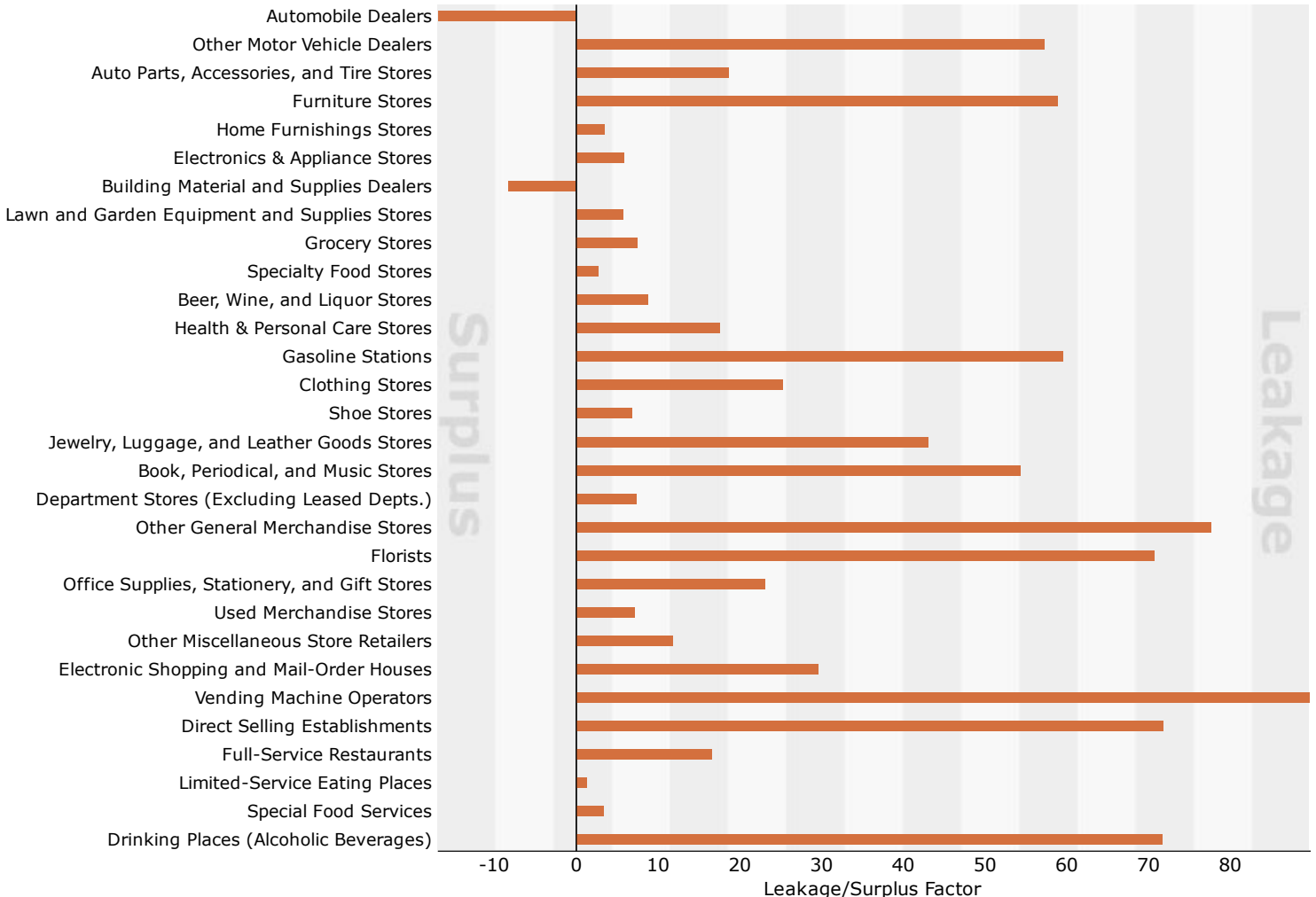
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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Overland Park City, KS
 Overland Park City, KS (2053775)
 Geography: Place

Prepared by Esri

Summary Demographics

2016 Population	185,086
2016 Households	75,973
2016 Median Disposable Income	\$58,261
2016 Per Capita Income	\$42,438

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$4,023,784,540	\$3,929,429,247	\$94,355,293	1.2	1,604
Total Retail Trade	44-45	\$3,622,920,364	\$3,573,654,238	\$49,266,126	0.7	1,131
Total Food & Drink	722	\$400,864,176	\$355,775,009	\$45,089,167	6.0	473

Industry Group

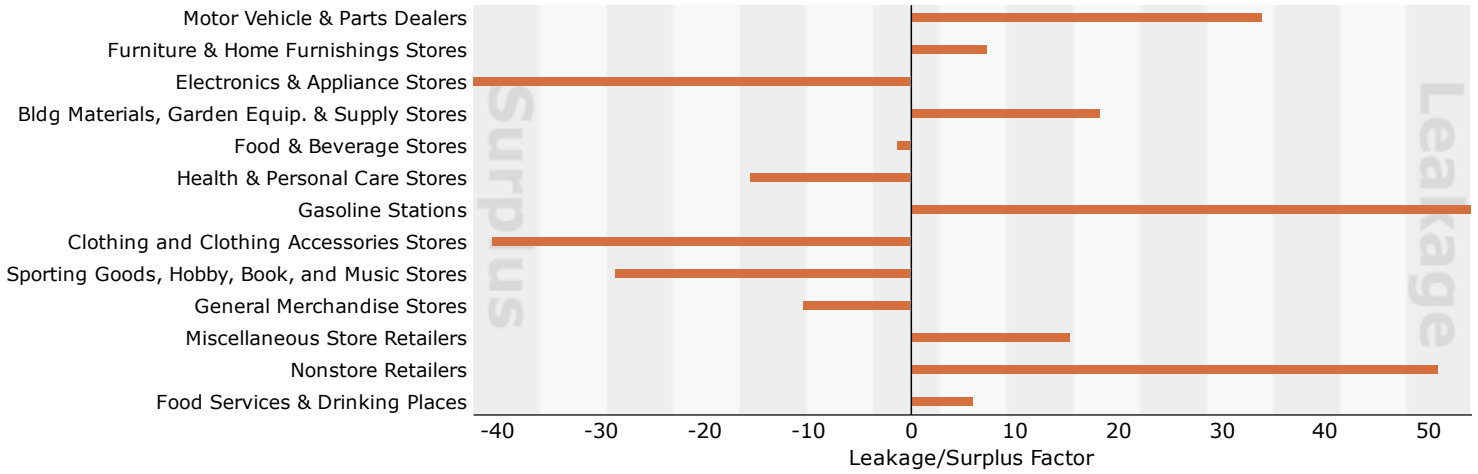
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$896,131,049	\$441,287,162	\$454,843,887	34.0	68
Automobile Dealers	4411	\$654,266,330	\$403,234,526	\$251,031,804	23.7	37
Other Motor Vehicle Dealers	4412	\$186,294,161	\$15,833,159	\$170,461,002	84.3	5
Auto Parts, Accessories & Tire Stores	4413	\$55,570,558	\$22,219,477	\$33,351,081	42.9	26
Furniture & Home Furnishings Stores	442	\$106,139,922	\$91,475,561	\$14,664,361	7.4	74
Furniture Stores	4421	\$75,768,698	\$51,652,352	\$24,116,346	18.9	37
Home Furnishings Stores	4422	\$30,371,224	\$39,823,209	-\$9,451,985	-13.5	37
Electronics & Appliance Stores	443	\$156,975,575	\$388,317,793	-\$231,342,218	-42.4	139
Bldg Materials, Garden Equip. & Supply Stores	444	\$172,019,055	\$118,854,114	\$53,164,941	18.3	71
Bldg Material & Supplies Dealers	4441	\$147,058,424	\$77,682,482	\$69,375,942	30.9	51
Lawn & Garden Equip & Supply Stores	4442	\$24,960,631	\$41,171,632	-\$16,211,001	-24.5	20
Food & Beverage Stores	445	\$637,137,019	\$655,597,904	-\$18,460,885	-1.4	113
Grocery Stores	4451	\$562,823,592	\$592,298,841	-\$29,475,249	-2.6	51
Specialty Food Stores	4452	\$16,976,772	\$17,803,637	-\$826,865	-2.4	29
Beer, Wine & Liquor Stores	4453	\$57,336,655	\$45,495,426	\$11,841,229	11.5	33
Health & Personal Care Stores	446,4461	\$174,370,512	\$238,949,293	-\$64,578,781	-15.6	114
Gasoline Stations	447,4471	\$260,669,705	\$77,495,554	\$183,174,151	54.2	27
Clothing & Clothing Accessories Stores	448	\$121,055,309	\$286,731,662	-\$165,676,353	-40.6	213
Clothing Stores	4481	\$86,595,308	\$218,221,430	-\$131,626,122	-43.2	152
Shoe Stores	4482	\$17,617,233	\$23,147,914	-\$5,530,681	-13.6	19
Jewelry, Luggage & Leather Goods Stores	4483	\$16,842,768	\$45,362,318	-\$28,519,550	-45.8	42
Sporting Goods, Hobby, Book & Music Stores	451	\$90,527,699	\$163,398,316	-\$72,870,617	-28.7	94
Sporting Goods/Hobby/Musical Instr Stores	4511	\$64,511,866	\$136,026,426	-\$71,514,560	-35.7	71
Book, Periodical & Music Stores	4512	\$26,015,833	\$27,371,890	-\$1,356,057	-2.5	23
General Merchandise Stores	452	\$796,235,474	\$982,150,983	-\$185,915,509	-10.5	44
Department Stores Excluding Leased Depts.	4521	\$625,553,380	\$750,149,617	-\$124,596,237	-9.1	26
Other General Merchandise Stores	4529	\$170,682,094	\$232,001,366	-\$61,319,272	-15.2	18
Miscellaneous Store Retailers	453	\$148,557,424	\$108,939,262	\$39,618,162	15.4	154
Florists	4531	\$5,395,474	\$7,966,231	-\$2,570,757	-19.2	15
Office Supplies, Stationery & Gift Stores	4532	\$41,467,531	\$30,565,030	\$10,902,501	15.1	48
Used Merchandise Stores	4533	\$13,895,752	\$12,132,963	\$1,762,789	6.8	27
Other Miscellaneous Store Retailers	4539	\$87,798,667	\$58,275,038	\$29,523,629	20.2	64
Nonstore Retailers	454	\$63,101,621	\$20,456,634	\$42,644,987	51.0	20
Electronic Shopping & Mail-Order Houses	4541	\$38,273,846	\$16,282,981	\$21,990,865	40.3	9
Vending Machine Operators	4542	\$6,241,867	\$300,948	\$5,940,919	90.8	1
Direct Selling Establishments	4543	\$18,585,908	\$3,872,705	\$14,713,203	65.5	10
Food Services & Drinking Places	722	\$400,864,176	\$355,775,009	\$45,089,167	6.0	473
Full-Service Restaurants	7221	\$196,183,264	\$207,914,044	-\$11,730,780	-2.9	282
Limited-Service Eating Places	7222	\$172,837,788	\$135,796,179	\$37,041,609	12.0	170
Special Food Services	7223	\$4,212,333	\$5,325,167	-\$1,112,834	-11.7	14
Drinking Places - Alcoholic Beverages	7224	\$27,630,791	\$6,739,619	\$20,891,172	60.8	7

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

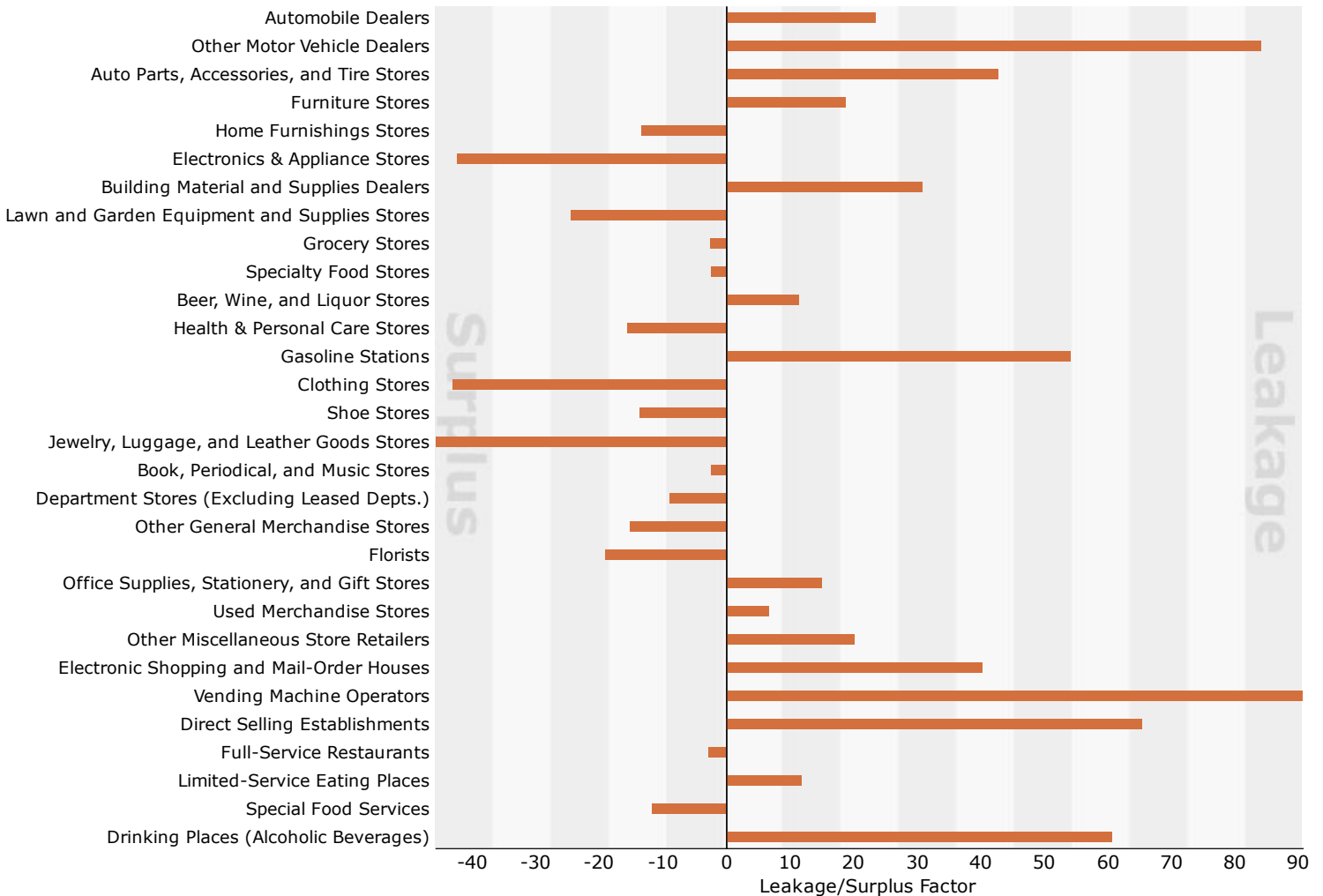
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Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Shawnee City, KS
 Shawnee City, KS (2064500)
 Geography: Place

Prepared by Esri

Summary Demographics

2016 Population	65,653
2016 Households	24,765
2016 Median Disposable Income	\$58,493
2016 Per Capita Income	\$36,187

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,197,474,948	\$872,430,498	\$325,044,450	15.7	405
Total Retail Trade	44-45	\$1,078,881,556	\$795,131,489	\$283,750,067	15.1	267
Total Food & Drink	722	\$118,593,392	\$77,299,009	\$41,294,383	21.1	138

Industry Group

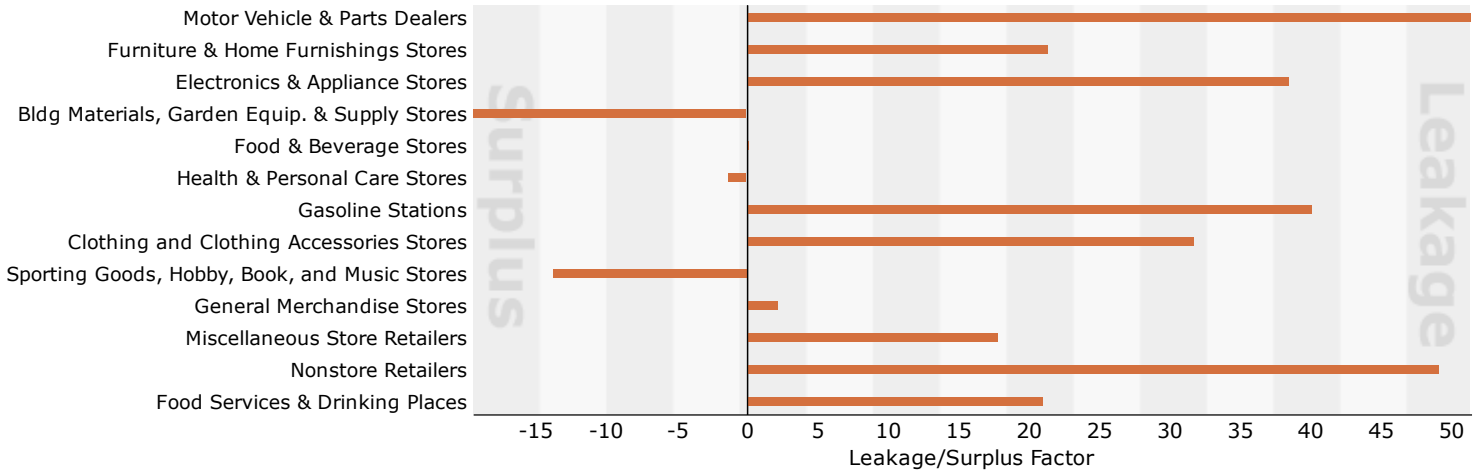
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$268,414,678	\$85,943,570	\$182,471,108	51.5	23
Automobile Dealers	4411	\$196,035,512	\$60,182,227	\$135,853,285	53.0	4
Other Motor Vehicle Dealers	4412	\$55,822,171	\$12,509,654	\$43,312,517	63.4	7
Auto Parts, Accessories & Tire Stores	4413	\$16,556,995	\$13,251,689	\$3,305,306	11.1	12
Furniture & Home Furnishings Stores	442	\$31,585,638	\$20,401,497	\$11,184,141	21.5	11
Furniture Stores	4421	\$22,531,510	\$5,220,526	\$17,310,984	62.4	4
Home Furnishings Stores	4422	\$9,054,128	\$15,180,971	-\$6,126,843	-25.3	7
Electronics & Appliance Stores	443	\$46,700,029	\$20,698,574	\$26,001,455	38.6	25
Bldg Materials, Garden Equip. & Supply Stores	444	\$51,443,890	\$76,324,376	-\$24,880,486	-19.5	29
Bldg Material & Supplies Dealers	4441	\$43,970,839	\$65,086,035	-\$21,115,196	-19.4	21
Lawn & Garden Equip & Supply Stores	4442	\$7,473,051	\$11,238,341	-\$3,765,290	-20.1	8
Food & Beverage Stores	445	\$188,938,500	\$188,244,142	\$694,358	0.2	34
Grocery Stores	4451	\$166,952,786	\$170,827,742	-\$3,874,956	-1.1	15
Specialty Food Stores	4452	\$5,034,483	\$2,856,438	\$2,178,045	27.6	5
Beer, Wine & Liquor Stores	4453	\$16,951,231	\$14,559,962	\$2,391,269	7.6	14
Health & Personal Care Stores	446,4461	\$51,889,274	\$53,332,957	-\$1,443,683	-1.4	27
Gasoline Stations	447,4471	\$77,942,019	\$33,217,412	\$44,724,607	40.2	13
Clothing & Clothing Accessories Stores	448	\$35,808,913	\$18,520,644	\$17,288,269	31.8	25
Clothing Stores	4481	\$25,594,203	\$17,158,473	\$8,435,730	19.7	22
Shoe Stores	4482	\$5,216,682	\$798,440	\$4,418,242	73.5	1
Jewelry, Luggage & Leather Goods Stores	4483	\$4,998,028	\$563,731	\$4,434,297	79.7	2
Sporting Goods, Hobby, Book & Music Stores	451	\$26,918,023	\$35,633,228	-\$8,715,205	-13.9	23
Sporting Goods/Hobby/Musical Instr Stores	4511	\$19,226,265	\$34,396,061	-\$15,169,796	-28.3	21
Book, Periodical & Music Stores	4512	\$7,691,758	\$1,237,167	\$6,454,591	72.3	2
General Merchandise Stores	452	\$236,417,337	\$225,731,215	\$10,686,122	2.3	13
Department Stores Excluding Leased Depts.	4521	\$185,736,429	\$216,811,194	-\$31,074,765	-7.7	6
Other General Merchandise Stores	4529	\$50,680,908	\$8,920,021	\$41,760,887	70.1	7
Miscellaneous Store Retailers	453	\$44,073,564	\$30,697,422	\$13,376,142	17.9	37
Florists	4531	\$1,612,997	\$306,454	\$1,306,543	68.1	1
Office Supplies, Stationery & Gift Stores	4532	\$12,295,259	\$9,436,451	\$2,858,808	13.2	13
Used Merchandise Stores	4533	\$4,115,751	\$2,528,217	\$1,587,534	23.9	8
Other Miscellaneous Store Retailers	4539	\$26,049,557	\$18,426,300	\$7,623,257	17.1	15
Nonstore Retailers	454	\$18,749,691	\$6,386,452	\$12,363,239	49.2	7
Electronic Shopping & Mail-Order Houses	4541	\$11,389,910	\$3,864,417	\$7,525,493	49.3	3
Vending Machine Operators	4542	\$1,851,031	\$255,350	\$1,595,681	75.8	2
Direct Selling Establishments	4543	\$5,508,750	\$2,266,685	\$3,242,065	41.7	2
Food Services & Drinking Places	722	\$118,593,392	\$77,299,009	\$41,294,383	21.1	138
Full-Service Restaurants	7221	\$58,028,937	\$40,013,137	\$18,015,800	18.4	74
Limited-Service Eating Places	7222	\$51,183,932	\$33,360,140	\$17,823,792	21.1	53
Special Food Services	7223	\$1,247,221	\$459,182	\$788,039	46.2	5
Drinking Places - Alcoholic Beverages	7224	\$8,133,302	\$3,466,550	\$4,666,752	40.2	6

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

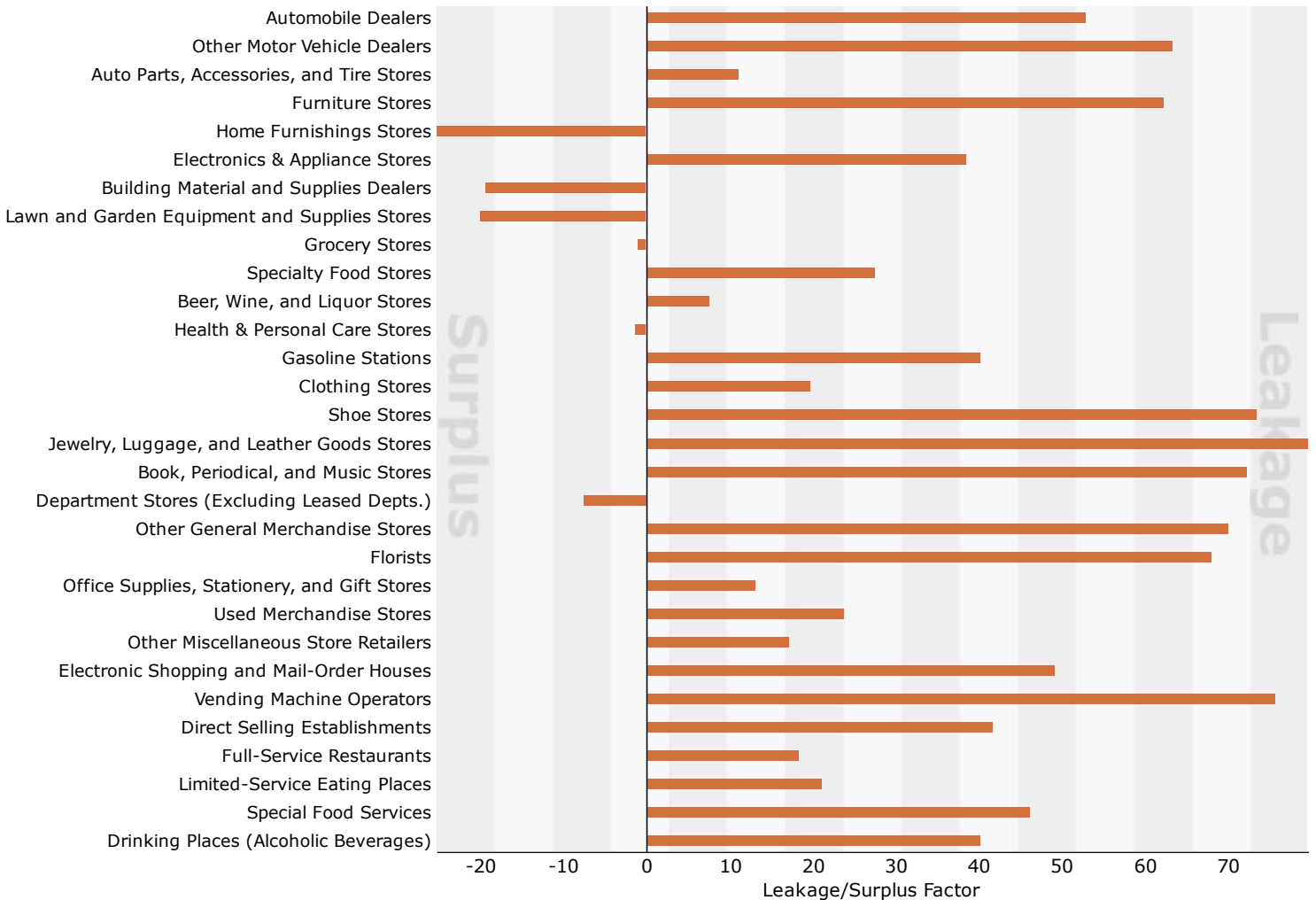
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc. All rights reserved.

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Citywide Urban Design Principles

Lenexa, Kansas

August 17, 1998

LMNARCHITECTS

Citywide Urban Design Principles

An earlier assessment of the urban design character of Lenexa (see “Evaluation of the Urban Design Quality of Lenexa”) was based on six characteristics that generally typify a coherent urban environment: compatibility, connectivity, concentration, continuity, creativity and community. This analysis showed that while Lenexa has been successfully attracting and maintaining a high quality of development, it appeared to lack a unique image, walkable environments and distinct centers that help create a strong sense of community.

Four fundamental design principles are identified below that address these concerns. New developments that incorporate these principles would not only rival the existing quality of development, but would also create a city that is unique and memorable. These principles are not intended to directly correspond to the six criteria mentioned above. Rather, the principles were conceived to work collectively, and in varying degrees to help infuse developments in Lenexa with the above characteristics.

An elaboration of these principles is prefaced with a short introduction to the planning trend, the “City Efficient” movement that generated suburbs like Lenexa. This movement is slowly losing momentum. The following discussion points to some of the reasons prompting a reevaluation and revision of the underlying premises of this trend.

PREFACE

The “City Efficient” era of city planning has influenced the nature of growth of cities in this country since the middle of this century. The manner in which undeveloped land was platted during this period has changed the appearance of American cities forever. An outcome of this movement is an approach to the design of towns and suburbs that primarily addresses stringent performance and safety standards. This period saw an aggressive attempt to quantify and codify “desirable” living conditions. New construction was engineered according to “scientific” building and other development codes, as they provided a simple platform for measuring and reviewing developments. Similarly, streets were designed predominantly for uninterrupted and orderly traffic flow. This single-minded approach to development created environments that have little more to offer than efficiency.

This period also underwent rapid urbanization that created a demand for new neighborhoods. This forced a distribution of the limited private and public infrastructure investments over larger developed areas and in some cases over undeveloped land. With the result that urban infrastructure was minimal at best, and contributed very little to the quality of urban space or experience.

Somewhere along the way, fundamental city building principles that created magnificent and memorable places were either lost or forgotten. Suburbs of the late 20th century appear homogeneous, and lack the richness and vitality of older cities. They fail to manifest one of the fundamental responsibilities of urban areas - to foster community spirit or build civic pride and identity. The notions of impermanence and transience appear to override any sense of place or history.

Consequently, throughout America there is a growing nostalgia for turn-of-the-century communities and neighborhoods that once offered an environment and lifestyle that promoted neighborliness and easy access to convenient goods and services. Some have resorted to imitating the early

1900 architectural styles and environments as a way to reinvigorate suburban lifestyles of today. While well intentioned, these buildings and communities fail to accommodate the vastly different families and lifestyles of this quarter of the twentieth century. With dramatically different mobility patterns and economic forces today, changing the treatment of architectural facades has limited impact on the real forces that define a community.

So, how do we design the urban/suburban environment in a manner whereby the principles of efficient building and transportation are moderated by a concern for the quality and variety of the urban experience? What should be the fundamental principles for building cities in the twenty-first century? Definitely those principles should be included that celebrate the higher standards and ease of living, working and entertainment offered by today's cities. Yet, how do we temper these principles in a manner that brings back the urban vitality that is no longer within the reach of a short walk? How do we inculcate a sense of identity and uniqueness into a city's fabric and appearance? And, how do we create a community of the future that is memorable and special?

These issues are brought up frequently – some were raised during the Vision 20/20 process for Lenexa. That process identified many goals that relate to a *desired* quality of life in Lenexa. The process also identified strategies for achieving the said goals. When pieced together, a pattern of thought begins to emerge that suggests an underlying motivation to fundamentally rethink the role of city building in Lenexa. Some of the ideas proposed include “...(avoid) repetitious patterns of “cookie cutter” design,” or “Promote the village concept in neighborhood and community planning,” or, “Encourage creative, unique building designs which provide significant cultural, historical or aesthetic contribution.”

As mentioned earlier, this motivation to reevaluate and redefine past community planning and building principles is not unique to Lenexa, but is evident in communities across the country. It is clear that the definition and nurturing of the urban environment is increasingly becoming as important to communities as the quality of their homes and workplace.

URBAN DESIGN PRINCIPLES

There are many ways to create lively and unique urban environments in Lenexa. In order to assimilate and simplify these, the following overarching design principles are proposed:

- Build Livable Streets
- Create Great Civic Centers/Districts
- Build Distinctive Neighborhoods
- Protect the Environment for Future Generations

These basic premises of city building and design are associated with certain design policies. Many of these policies have been previously identified in the 1989 Comprehensive Plan, in the Vision 20/20 document, or are already found in current development standards.

The purpose is to highlight and organize relevant concepts in a simple and clear manner. It may also be that as development is assessed along these principles, those standards that are in some way shortsighted or limited in their intentions will become obvious and could be revised.

Mainly, it is the intent to use these urban design principles to remind all the players in the development process that the fundamental role of city building is to create special places, and to build a legacy that future generations can be proud of.

PRINCIPLE #1: BUILD LIVABLE STREETS

Streets are defined not only by what lies within the public right-of-way, but also by the condition of their edges. Legacies of the City Beautiful movement that was popular during late 19th and early 20th centuries are grand boulevards and public ceremonial corridors. In addition to these grand gestures, there are also many distinctive “Main Streets” and residential streets that are remnants of an earlier period of city building. Built generally in the European tradition of city planning, these streets demonstrate certain qualities, whether accidentally or deliberately infused, that act collectively to create a memorable experience. The policies listed below are intended to capture those desired attributes. This design principle addresses the design criteria of compatibility, connectivity and continuity.

	HIGH	MODERATE	LOW
COMPATIBILITY	◆		
CONNECTIVITY	◆		
CONTINUITY	◆		
CONCENTRATION			◆
COMMUNITY		◆	
CREATIVITY		◆	

Streets are one of the principal organizing elements in a city

Policy: Streets should protect important existing views.

Policy: Certain streets should be designated and designed for views.

Policy: Certain streets should be designed for distinctive character.

Streets frame and influence the urban experience

Policy: Buildings should clearly define the edge of a street, through minimal setbacks, massing and orientation.

Policy: Buildings should have similar setbacks along significant stretches of a street.

Policy: Building uses along a street should vary horizontally, vertically or both, particularly for stretches longer than half a mile.

Streets are extensions of buildings and the living environment

Policy: All streets should be designed to a human scale.

Policy: Building mass should embrace, and be oriented towards the street.

Policy: Buildings should be accessible from sidewalks.

Streets are a public amenity for all

Policy: Main arterial streets should be designed to safely and conveniently accommodate different users, including bicyclists and public transportation.

Policy: Secondary arterials and smaller streets should accommodate proportionately generous and well-designed pedestrian environments.

Streets play many roles

Policy: Streets should be designed for safety, convenience and be aesthetically pleasing.

Policy: Streets should provide opportunities to celebrate art.

Policy: Pedestrian environments should be designed for rest as much as they are designed for movement.

PRINCIPLE #2: CREATE GREAT CIVIC CENTERS/DISTRICTS

During the past few decades, the market has been the primary force directing the form and orientation of developments. As a result, recently developed areas have not fully realized the potential of civic buildings to create unique environments or destinations. This urban design principle generally assumes that public, commercial, entertainment, retail, transit and cultural buildings are of *civic* nature, or in other words, play an important role in the defining a city. This principle addresses the criteria of concentration, community and creativity.

	HIGH	MODERATE	LOW
COMPATIBILITY			◆
CONNECTIVITY		◆	
CONTINUITY			◆
CONCENTRATION	◆		
COMMUNITY	◆		
CREATIVITY	◆		

It may be true that the rapidly changing face of today's commerce makes it difficult to accurately predict and respond to market forces with noteworthy buildings. However, this does not justify the inexpensive and undistinguished buildings that have been constructed instead. The Country Club Plaza in Kansas City is a perfect example of a well-planned civic destination that has responded well to changing market forces, and has withstood the test of time. Design flexibility, general adherence to key design principles and strong organizational oversight and commitment have been some of the more important factors that have helped regenerate and reinvigorate commercial areas like the Plaza, through varying economic times. The Civic Mall proposed for Kansas City also highlights the growing need among communities to have a tangible city center.

Civic buildings can be unique destinations

- Policy: Civic buildings should be dramatic without conflicting with adjacent residential areas.
- Policy: Civic buildings should be designed to enhance the character of streets.
- Policy: Civic buildings should be used to terminate some streets and create interesting views.

Civic districts are a source of urban vitality and activity

- Policy: Civic buildings should be concentrated to create districts and designed to relate to others within the district.
- Policy: Civic districts should have a mix of uses.
- Policy: Local streets within designated civic districts should encourage on-street parking.
- Policy: Civic districts should promote and be designed to foster sharing of common facilities, such as open space, parking and other infrastructure.

Civic buildings are an integral part and an asset to the entire community

- Policy: Streets should help connect centers/ districts to adjoining developments.
- Policy: Civic districts should be walkable, safe and designed to reflect the human scale.

PRINCIPLE #3: BUILD DISTINCTIVE NEIGHBORHOODS

The concept of a neighborhood has changed significantly over the course of this century. The gridiron patterns of traditional neighborhoods have been replaced with subdivisions that are usually discrete living clusters with curvilinear streets. Deliberate and deterministic in nature, this approach provides a way to “protect” the quality of the residential environment. At the same time this has propagated neighborhoods and developments that look similar. Also, this approach does not lend itself very well to creating a sense of a neighborhood or a community since subdivisions are not well interconnected.

	HIGH	MODERATE	LOW
COMPATIBILITY	◆		
CONNECTIVITY	◆		
CONTINUITY		◆	
CONCENTRATION			◆
COMMUNITY	◆		
CREATIVITY	◆		

It is important that subdivisions while functioning efficiently should also appear distinctive. Creative gateways help distinguish one from the other. Allowing some variation in the character of buildings and streets within a zoning category will help create some variety in residential developments. Above all, different subdivisions should work together to create the sense of a neighborhood and not as residential enclaves. Subdivisions should recognize and in some way be oriented to share facilities, such as schools, parks, and libraries and to other common destinations such neighborhood shopping areas. As much as individual subdivisions and homes protect their residents, their role in the larger community should not be forgotten. It is important that the concept of a neighborhood is extended beyond the confines of a subdivision, to encompass a larger geographic area. This design principle targets the criteria of community, creativity, connectivity and compatibility.

Neighborhoods are a representation of our diverse society

Policy: Encourage an integration of different economic groups and different housing types within a neighborhood.

Policy: The hierarchy and organization of residential streets should be apparent in the physical environment.

Policy: Residential setbacks should differ for different street categories.

Neighborhoods host places to congregate and interact

Policy: Neighborhoods should provide gathering places, whether they are formal places such as parks of different sizes and facilities, or incidental stops along sidewalks.

Policy: Neighborhoods should be designed to integrate shared facilities such as schools and libraries.

Neighborhoods are walkable

Policy: Residential streets should be designed for walking, and not only for access to garages.

Policy: Subdivisions should be connected to adjacent developments.

Policy: The size of residential blocks and layout of streets should facilitate walking.

PRINCIPLE #4: PROTECT THE ENVIRONMENT FOR FUTURE GENERATIONS

One of the distinguishing characteristics of a city is the superior quality of services that are available to an urban dweller. Cities conveniently have clean water, telephone, electricity, gas and so on brought to every home and business. At the same time waste generated by businesses and homes are removed through sewer, solid waste and stormwater systems.

In Lenexa, certain parts of the city are serviced by only septic tanks. These are known to adversely affect underground water sources. Other sources of contamination are watershed recharge areas that are polluted by stormwater run-offs from chemicals in agricultural fields and lawns. These are examples where the nature of development has had negative impacts on the environment.

	HIGH	MODERATE	LOW
COMPATIBILITY			◆
CONNECTIVITY			◆
CONTINUITY			◆
CONCENTRATION		◆	
COMMUNITY	◆		
CREATIVITY		◆	

Land use decisions, similarly, can indirectly impact the consumption of non-renewable resources, such as gas. For instance, locating convenience stores and employment centers further away from residences has had a proportionate increase in average driving distances. Similarly, with changing family structures and sizes, and incomes that are unable to keep pace with inflation, there is a growing market for smaller homes. Also, cities are finding that servicing and maintaining infrastructure in low density and outlying areas can be very costly. Therefore, it is important that the design of the built environment is responsive to their impacts on the natural environment and that appropriate steps are taken to make new development more sustainable for future generations.

Infrastructure is a costly investment in the short and long term

Policy: Streets should be designed for minimal investment and maintenance.

Policy: Promote compact development to reduce length and cost of infrastructure.

Policy: Cluster developments to minimize stormwater run-off by sharing facilities.

Policy: Create more intensive mixed-use destinations that are served by transit.

Development has an irreversible impact on the ecology

Policy: Provide services near residences so that walking is a realistic option and reduces the need to drive.

Policy: Integrate landscaping and on-site stormwater retention/detention within subdivisions.

Policy: Encourage xeriscaping so that public landscapes use indigenous plant species.

Urban Design Policies
for
City Center
Lenexa, Kansas

August 28, 1998

LMNARCHITECTS

City Center Urban Design Policies

This is a proposal for urban design policies for a City Center in Lenexa. It is intended that this center will be mixed use in nature, though without a specific market analysis and program, it is unclear what the appropriate and desirable combination of uses it will accommodate. Therefore in order to ensure that the center is market responsive and flexible, the policies are general.

A City Center in Lenexa will basically be a civic destination for the city and region. Accordingly, the center should reflect the character desired for all civic destinations in the city.

In addition, the City Center should embody other characteristics that will make it a unique destination in the city. One of the most distinguishing attributes is a large residential component. It is imperative that the center incorporates a substantial concentration of housing. It should contain a variety of uses and activities that will enliven the center throughout the year. Further, in terms of massing, the center should be a distinguishing feature in the city's skyline. Some of the policies below highlight these and other desirable attributes of the City Center.

The City Center should be a unique destination

- Policy: City Center buildings should be dramatic without conflicting with adjacent residential areas.
- Policy: City Center buildings should be designed to enhance the character of streets.
- Policy: City Center buildings should be used to terminate some streets and create interesting views.
- Policy: The City center should include a large public space. This space could have the attributes of a "plaza," surfaced with special paving and furnishings, the attributes of a "green" which would emphasize trees and grass, or a some combination. In either case a major water feature should be located within the space.

The City Center should be a focus of urban vitality and activity

- Policy: City Center buildings should be concentrated to create a district and be designed to relate to others within the district.
- Policy: The City Center should have a mix of uses.
- Policy: Streets within the City Center should contain on-street parking.
- Policy: The City Center should promote and be designed to foster sharing of common facilities, such as open space, parking and other infrastructure.
- Policy: The City Center should contain within it a significant amount of concentrated housing (at least 1000 units).
- Policy: The City Center should accommodate future prospects for transit.

The City Center should be seen as an integral part and as an asset to the entire community

- Policy: Streets should help connect and not separate the City Center from adjoining developments.
- Policy: The City Center should be safe and designed to reflect the human scale.
- Policy: The City should hold and encourage public events, festivals, and gatherings to take place in City Center throughout the year.

The City Center should be pedestrian-oriented.

- Policy: The core of the City Center should be 1000-1500 feet in length and width, to ensure that it is compact and walkable.
- Policy: Streets within the City Center should be pedestrian oriented with wide sidewalks, on-street parking and other traffic calming features.
- Policy: The street pattern should consist of a “modified grid.”
- Policy: Buildings within the core should incorporate substantial amounts of clear glass at the street level to allow for visual access into commercial spaces.
- Policy: Buildings should be set close to the sidewalk, with entrances directly from the sidewalk.
- Policy: Buildings within the City Center should range from 2 stories to 7 stories in height.
- Policy: Retail uses within the Center should be concentrated for maximum impact convenience and to create a critical mass.
- Policy: Parking should be, for the most part, accommodated either in below-grade or above-grade structures with commercial frontages or display windows along street frontages. Any surface parking should be heavily screened from view by planting.
- Policy: Services areas (loading, trash, utilities) should be hidden or screened from view.

Creating City Centers

LESSONS FOR SUBURBAN COMMUNITIES

SEPT 21, 1998
(9/19)

Introduction

This report evaluates several projects that represent a resurgent interest in suburban city centers. Suburban jurisdictions, having witnessed significant growth, often lament the fact that “there is no there when you get there.” That is, despite development, there is no community gathering place or business and government activity center equivalent to a traditional main street or downtown.

Many have set out to create new city centers, hoping to inject a liveliness and sense of place missing in their communities. Industry publications such as *Urban Land*, *Shopping Centers*, *Stores*, as well as planning publications, document the growing desire for a new kind of public life—one that is walkable, compact, full of diversity and vitality, a place for shopping, civic life, and leisure. There is a need, accordingly, for a venue that provides an experience of uniqueness, a sense of place, connected not by parking lots, but by people. This report presents case studies of six city center projects that provide lessons, both positive and negative, that can be distilled from their experiences.

Of the six city centers initiatives, two are in the planning stages: Union Centre in Union Township, Ohio, and Mill Creek Town Center in Mill Creek, Washington. The remaining are in various stages of completion: Lincoln Park Center in Kettering, Ohio, has been completed nearly nine years; Redmond Town Center in Redmond Washington, has been open one year, and the developer will be completing a second phase in 1998. The Town Square in Schaumburg, Illinois, celebrated its ground breaking in 1995, and Aurora, Colorado, has been working for ten years to accomplish its City Center vision.

City centers were evaluated on behalf of the comprehensive plan update for Lenexa, Kansas. Project consultants submitted a six-page, case study survey to people involved in these projects. Questions were asked about the location and size of the project, who the landowners and developers were or are, and how and what was financed. Broad

questions about internal and adjacent land uses, physical characteristics, ambiance, and amenities were presented in a ranked-value scale format. The team then conducted interviews with key players in each locale. A summary narrative was then written and is presented here.

How this Report is Organized

Presented first in this document is an overview of suburban city centers, what they are or might be, and what might contribute to their success. The next section distills key lessons to be learned from the experience of the case study communities about creating suburban city centers.

What uses are critical to a vibrant city center? How important is design? How can financing be put in place? This narrative is based on information and examples pulled from the case studies and from a review of literature on city centers in other suburban jurisdictions.

The next section contains case studies of each city center as compiled from the surveys and other information as available (e.g., municipal officials, Chambers of Commerce, Census Bureau, Web sites, planning documents, and personal interviews). Following the report is a sample of the survey, followed by the References and Bibliography Section.

Because some of these projects are either new or still in the planning stages, it is difficult to determine the success they will meet in the market place. However, the initial thinking and planning for these efforts is informative. A Redmond Town Center representative enthusiastically described the support they have received from the community; it has become the talk of the town. For Redmond, the Town Center represents the future of retailing, recreation, and community life. Indeed, they refer to the project as a “life-style center.”

Overview

The traditional city center is where the action is. It is shown off to visitors. It sets one community apart from another and makes it special. Some work there, many live nearby, nearly everyone goes there for government services, to shop, hear music, or enjoy summer festivals. Many people work there.

The old, small city downtown is what often comes to mind when the concept of a city center is brought up: with a sundae-serving drug store, sporting goods store, a dry good store, and the best restaurants in town. City hall, the courthouse, and city park were often nearby,



with picnic tables and a bandshell. Downtown was where the holidays were celebrated, where parades marched, and the post office was located. When friends came to visit, downtown was the place to go; it defined the community and was the place to be.

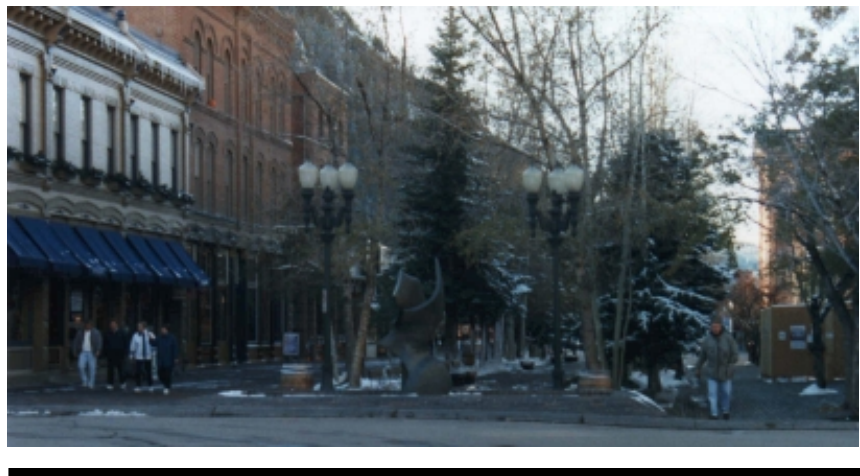
Many suburban communities are accused of having no “there” there, to paraphrase Gertrude Stein. To those critics, the world looks increasingly bland and homogenous. Little distinguishes one place from another. Too often, suburban development is continuous and repetitive, a monoculture of isolated land uses separated by parking lots, roads, and landscaped buffers. The sense of community is an abstraction.

The modern creation of city centers is partly an attempt to reverse this disenfranchisement. There are several important advantages for a local government to have its own lively city center. It is a positive statement about commitment to community and identity. It shows leadership and vision. And if well planned and designed, high-density, mixed-land uses around the city center will increase property values and retail revenue. City centers often market to a higher class of retail consumers. Redmond, for example, gears its specialty retail to

the area's well-educated, \$78,000 average household clientele. Mill Creek aims to attract a similar base and plans to include 100 high-density housing units in the \$300,000 range. Consumers want a place that is unique with interesting things to do in a pleasant walkable environment; they want a gathering place with reasons to go besides shopping:

“The key lies in allowing greater densities, and in resisting the temptation to replace the mall with yet another power center. Success depends on cooperative financing, ownership, and maintenance of the entire development. Suburban communities that long for a small town center of commerce and a sense of identity are finding the means to achieve them through thoughtful urban planning, careful partnering, and appropriate financing...” (Lockwood, 50).

Public/private communication, commitment, and cooperation is essential to a project's success. Creating a successful suburban city center is a challenging business. It requires strategic thinking, the political will and often financial contribution of local government. Involvement of the business community is essential. The vision of what the city center should be must be clear and consistent in the minds of local leaders, even as political office holders change and terms expire. All participants must understand the desired objectives and have a clear idea about the goals, character, and use of the city center. Those involved with or affected by the project should be included in the process. City centers can improve the quality of the community. If successful, they can be commercially viable as well as celebration of the community itself. A city center can provide an identity and “placeness,” and as a long-term project, it will also boost the economic health of the community.



Achieving the Right Mix of Uses and Density

A judicious mix of uses and density is one of the most critical components of city center success. The case study communities consistently support this observation. The densities needed to support a city center can not be achieved through single uses alone. A center that caters strictly to daytime office users, for example, will not generate the required numbers of people for retail uses to survive. A combination of uses and activities are needed to provide enough people, and a *diverse* mix of those people to make the space active, exciting, and commercially viable. “They are *not* intended to be outdoor shopping malls masquerading as main streets. Like pre-World War II...they contain a full range of everyday uses and activities—including office, retail, entertainment, hotels, housing, and civic institutions such as public libraries—all integrated within a pedestrian-friendly environment” (Lockwood, 50). The city center will often have one or more people-generators, such as a community center, medium- to high-density housing, a department store, or an entertainment complex that generates people. As discussed below, a number of diverse uses contribute to a center’s vitality. These case studies do not provide a specific formula for a commercial/retail/housing/institutional mix (see Table 1), but the center must address the needs and interests of the community it serves.

Generating people is key. In Union Township, Ohio, the city center plan recommends including corporate offices or headquarters, hotels, professional and medical offices, financial institutions, restaurants, entertainment facilities, retail stores, and park-and-ride lots, to serve the regional market. Attractions for the local community include a town square and public office space; specialty shops; neighborhood businesses; a community, recreation, and senior center; a second public library; entertainment and/or night clubs; and public parking. Each use generates interest, activities—people.

Commercial Uses

Like the traditional marketplace, commercial uses are usually a critical part of the city center's success. Commercial activities are often the anchor within the city center. The big people-generator in Schaumburg's Town Square is a 65,000-square-foot supermarket which has other stores and services businesses—all within easy walking distance of each other.

Redmond's city center has "mini-anchors," specialty retailers that serve the high-end, niche markets appropriate to local demographics. These mini-anchors, such as Eddie Bauer, the Gap, and Borders Books, Music & Cafe, require less lease space (e.g., 20–30,000-square-feet) than traditional department stores, and can provide a wider variety of retailing choices.

A location that was not one of the case studies presented here, Reston Town Center, in northern Virginia, just outside of Washington, DC, has 530,000-square-feet of office space; 200,000-square-feet of stores and restaurants; an 11-screen movie theater; and hotel. But, initial sales were weak and a Best Buy electronics/home appliance store was added later (Fehr, 2).

Understanding the market is essential. A solid market analysis can help a community and developer position the city center to be viable in the local and regional economy. Evaluating area needs is necessary, so a market study must be conducted for both regional and local markets. This is an age of specialty marketing, so it is important to understand the area's demographics and what market is currently being served. The assessment can help identify what might be missing and define an appropriate niche.

People will spend money in a city center where there are things to do, things to buy, where it is fun and enjoyable. Special events and entertainment are commonly featured. Lunchtime crowds and daytime shoppers, evening activities, and special events and entertainment are important contributors. The key to commercial viability is to have a good variety of people, at high densities, with reasons to be there. Different activities and enterprises that reinforce each other helps generate people.

Schaumburg's city center, for example, has an outdoor ice-skating rink. Kettering's has an amphitheater. Redmond's city center includes a hotel, and several city centers have multi-screen movie theaters or performing arts complexes.

Certain commercial uses, however, should be discouraged, such as large warehouse retailers, home improvement stores, large equipment businesses, and other auto-dominated uses (METRO, 25). These kinds of businesses are space-intensive and tend to break up the continuity of the streetscape.

A town center should be vital to the community “as a service center, a place to work, a place to visit, and even a place to live...”
(Eisner, 14).

Consider including places to:

sit
stand
walk

To combine with:

eating
watching
meeting
and listening.

Civic and Institutional Uses

Though the marketplace may have been a traditional gathering place, civic and cultural institutions can add to the critical mass needed for success and today often provide identity and focus. Libraries and museums can tell a lot about a community. Government offices provide stability and daytime traffic.

Civic uses contribute to a community's identity and sense of itself. In Schaumburg's Village Square, a new library designed in the Prairie style of Frank Lloyd Wright is expected to serve one million visitors. A city center should reflect the heritage of the community it serves. Public spaces and buildings in a city center support this role. It is not just another shopping center.

Creating a community "place" unique to the community is the hope in Mill Creek, Washington, whose objective is a city center similar to nearby Redmond. The project is designed as an open-air shopping

Table 1. What is the Approximate Mix of Uses?

	Aurora	Kettering	Mill Creek	Redmond	Schaumburg	Union
Civic/government	Some	None	None	None	Some	Some
Civic/other (e.g., library, museum, etc)	Some	Good	Some	None	Good	Some
Commercial, retail	Good	None	Some	Good	Good	Good
Commercial, services	Good	Some	Some	Good	Good	Good
Educational	None	None	None	None	None	None
Entertainment						
Performing Arts (theater, concerts)	None	Some	None	None	Some	None
Movies	Good	None	None	None	None	None
Other?		None	None	None	Some *	None
Financial	Some	None	None	None	Some	None
Hotel/motel	None	Some	None	Some		
Medical	None	None	None	None	Some	None
Nightclubs or taverns	None	None	None	None	None	None
Recreational/sports	None	None	None	None	None	None
Religious		None	None	None	None	None
Residential						
High-density, multi-family	Some	Good	Good	Good	None	None
Medium density, multi-family	Some	Good	Good	None	None	None
Other?	Some	None	None	None	None	None
Restaurants	Some	Some	Some	Good	Strong	
Other						
The Retail Mix Includes						
Specialty shops	Some	Some	Good	Good	Good	Good
Major department stores	Good	Some	Good	None	None	Good
Drug stores	Some	Some	Good	Some	Some	Good
Grocery stores	None	Some	Some	Some	Good	Good
Book stores	Some	Some	Some	Some	None	Good

* Outdoor Ice skating rink

Note: Survey form asked for percentage of use. In this table "Good" represents an estimate that "roughly 25-49 percent of the use is..."; "Some" is an estimate that "less than 25 percent of the use is..."

experience, but will also include government and community activities. Having a public plaza for community events like the Christmas tree lighting festivities was paramount for Mill Creek residents. The new plaza will be located next to city hall and will include a clock tower and village green. It will also have a 150,000-square-foot office and retail building, and over 100 new multi-family homes.

Residential Use

Every city center studied has a strong residential component, either on-site or nearby. The master plan for Union Centre provides high-density, multi-family apartment housing in buildings no higher than six stories. Additional residential neighborhoods lie within a mile of the site. Although Schaumburg's Village Square does not have housing in the city center, adjacent neighborhoods are predominately residential. Long-term plans for Aurora's city center include nearby high-density housing to add to the area's significant medium- and low-density housing. The city center in Mill Creek will have 110 multi-family residential units. In Kettering, Ohio, Lincoln Park Center has a variety of housing types, including senior housing and medium- to high-density housing.

Different types of housing should be provided for different market segments either in the city center or within walking distance. On-site or adjacent, condos, townhouses, or second and third story flats, combine to provide the higher densities needed for successful pedestrian-scale city centers. A certain "critical mass" is needed to make the commercial site viable for investors. Abundant and varied housing is a surefire way to achieve much of the needed critical mass.



Financing

City center financing mechanisms show a great variety and creativity—often involving a combination of public and private mechanisms (see Table 2). However, overall most development costs were assumed by the developer. When public funds were used, they typically were used for infrastructure, streets, street furniture, landscaping, lighting, and sometimes land acquisition.

Financing mechanisms for city center development or redevelopment vary widely from place to place.

- The Redmond Town Center was built entirely with private funds.
- In nearby Mill Creek, the project will be privately funded, with the exception of environmental cleanup funds from the city.
- Schaumburg Village Square was distinctly different—the City of Schaumburg jump-started the project by purchasing and redeveloping the land using money from a larger tax increment financing (TIF) district; parcels were then sold to developers.
- Dollars invested by the municipality often provide a catalyst for private investors. In renovating the downtown, the City of Pasadena, California, built a public parking structure which spurred private acquisition and renovation investment. In the same city, parking meter revenue will be used to improve lighting, landscaping, street furniture, and signage. A business improvement district is expected to levy assessments to improve parking and maintenance.
- Public/private cooperation make the development (or redevelopment as in some of these cases) process much easier. Public improvements for a mixed-used redevelopment project near Portland, Oregon's, city center, was financed in part through tax increment sources. The commercial and residential portions were financed privately.
- Richmond, California, financed a mixed-use downtown redevelop-

opment project through a combination of a special tax (\$2.1 million), tax credits (\$4.6 million), grants from two foundations and a major local employer, private donations (over \$1 million), and a Urban Development Action Grant (\$1.1 million) from the U.S. Department of Agriculture for housing construction.

- An innovative funding approach used in Vernon Hills, Illinois, for the Village Commons project was a \$200,000 “congestion mitigation air quality improvement (CMAQ) grant funded through the federal Intermodal Surface Transportation Efficiency Act (ISTEA) program. The Village showed that “reconfiguring land usage and constructing a town square would reduce automobile emissions” in the community (Lockwood, 50). The need to reduce air pollution thus provided a new approach for finding funding partners.
- Mizner Park, in Boca Raton, Florida, has become the downtown center for its community. The city bought the site from the developer, then leased part of it back to the them. Costs were to be paid back by tax increment financing (TIF) through the area’s increased tax revenues from higher property values. Site improvements and construction costs were financed by a private lender through equity.

Suburban communities that want for a city center of busy commerce and a community of identity are finding the means to achieve them through thoughtful urban planning and creative financing.

Table 2. How was the Project Financed?

	Aurora	Kettering	Mill Creek	Redmond	Schaumburg	Union
Public					25–49%	
Capital improvement bonds						25–49%
Tax increment financing	<25%	<25%			25–49%	25–49%
General revenues						25–49%
Special district financing			<25%			25–49%
State						
Federal						
Other						
Multiple jurisdictions						
Private development	>50%	>50%	>50%	100%	25–49%	>50%

Note: Survey respondents were asked to select what percentage of financing came from these sources. Choices were either 100%, Over 50%, 25–49%, less than 25%, or none.

Planning and Management

Involving local citizens in the planning process helps ensure awareness of, and support for the city center, resulting in a better project. At minimum, public hearings need to be held, as was the case in Schaumburg, Aurora, and Kettering. In Redmond and Union Township, more public input was received through neighborhood meetings and focus groups.

Permitting mixed-use development may require rezoning. It may also require incentives, encouragement, and a certain amount of community education. Zoning and development codes may have to be re-

vised to change off-street parking, setback requirements, or height restrictions. City centers need to be pedestrian in scale. Permitting or requiring a commercial structure to build to the property line or to the sidewalk may require zoning changes. Buildings higher than 50 feet may be prohibited in a city center district to encourage more appropriately human-scaled, and for better sunlight penetration. These may require regulatory changes.

“...great cultures are not recognized by their similarities to previous periods but by their special stamp, the distinctive qualities they have contributed to the progress of civilization” (Eisner, 110).

The local jurisdiction must have a strong working relationship with the developer or developers. As a more unique land use, city centers require a high degree of communication regarding issues such as access (e.g., if and when the central street can be closed off), street standards (e.g., minimum or optimum acceptable widths), or design standards. Both entities need to work cooperatively on siting, infrastructure, signage, parking, and so forth.

A city center will also require top-quality management once the project is in place. Commonly, the site is managed by an association of business owners. Management might also be a public/private cooperative venture. Redmond Town Center has an on-site management team that includes a general manager, marketing director, and general operations manager. Security and janitorial services are contracted out. These services are paid for through a common-area management charge.

Creating a Sense of Place

The successful city center could be the focus of commerce, local government, or cultural activity—or all three, but it must be more than just a mix of unconnected uses. It should be a place to gather. As traditional downtowns have disappeared, so has the focus and character of our communities. Replaced with malls, supermarkets, and public institutions—which are themselves often scattered randomly around a suburban community—left as freestanding structures in a sea of residential development, traditional gathering places have been lost.

As discussed above, one way to create a lively city center is to tie our important civic institutions—our libraries, courthouses, and so forth—to the commercial staples of modern life. Successful city centers have pulled these elements back together, combining government and nongovernment activities. A city center should be vital to the community “as a service center, a place to work, a place to visit, and even a place to live” (Eisner, 14).

Contrast the City of Kettering, where government buildings adjoin the city center site which was designed with a distinctive gathering place, with Aurora. In Aurora, several civic buildings were located in the City Center, but the development lacks a focal point. None of the civic functions are clustered, and commercial development has been spread out over hundreds of acres. The city center still lacks a sense of place, despite a tremendous mix of uses.

A city center should feel authentic and should in some way reflect the community’s identity. Schaumburg accomplished this by using historic buildings located near the community’s traditional crossroads. Redmond echoed the architectural character of the old downtown. One of the dominant features of Schaumburg’s Town Square is a clock tower, reminiscent of traditional town squares. With a little creative thought, suburbs without traditional downtowns might create a new center around a historic structure, a river walk, museum, park, or some other feature unique to the area. Any of these elements can become one “anchor” for the city center.

**Memorable places are
experiential.**



The size and scale of the city center's architecture, its buildings' relationship to the street and entrances, contribute to the center's character. For people to feel welcome, buildings must be scaled to the pedestrian. In new city center development this usually means narrower streets, wider sidewalks, fairly short buildings or building heights that are stepped back from the street. The street level facade needs to be inviting and interesting.

To help create a sense of place, consider the following:

- Identify the community's distinguishing features, its history, and its values.
- Create gateways to the city center that symbolize the character and quality of the community.
- Celebrate civic involvement and public accomplishments.
- Choose a conspicuous site when serving the whole community. This is particularly true when community buildings will be located in the city center.
- Consider giving schools more prominence as a "sort of civic symbolism" within the city center: "the distinctiveness of a town or neighborhood does not consist solely of physical characteristics. What also matters is the social and institutional connections from which residents derive their sense of community. In many communities, elementary-school attendance areas or parish boundaries create a sense of neighborhood" (Langdon, 134, 147).
- Include multisensory elements that can be changed or that will provide interest, for example, interactive sculpture or fountains.
- Schedule special events, celebrations, ceremonies, and activities in the city center.
- Encourage people to care about the place. Let them become involved in its creation or care.
- Try to balance aesthetics with function.
- Encourage outdoor vendors and entertainers.
- Be aware of multisensory impressions. Memorable places are experiential.

Access, Traffic, and Parking

Traffic is a fact of every day life. Densified land use can lessen the need for automobile transportation if most goods and services are well located. Although promoting pedestrian use and scale is an important goal, there will continue to be a need for roadways, traffic management, and parking requirements.

Access

Experience shows that excellent local and regional access is a key to the commercial success of suburban city centers. Vehicular access to the city center should be convenient. City centers should *not* be buried away from the community or its main highways or located in a remote location from the center of the community. Each case study city center has strong roadway access. The Redmond Town Center, for instance, is bordered on one side by a major state highway. The highway is buffered by a greenway, however, and direct access to the site is from a local street. A new interstate interchange is planned for Aurora's city center which is currently accessed by several major arterials. Local officials hope this improved access will help better focus development. Such is also the case at the Union Centre in Union Township. Mill Creek Town Center will be adjacent to a state highway and Lincoln Park Center in Kettering is within two blocks of a state highway.

Internal Traffic

Traffic carefully contributes to a busy and vital city center, but it must be managed. Vehicular traffic should certainly be permitted within the city center, although heavy volumes and high speeds need to be avoided. Proper signal lights, abundant pedestrian crosswalks, and a fully developed sidewalk system help manage traffic.

Major arterials should not be allowed to bisect a city center. This separates uses that need to feed on one another.

City center development can result in areas that have less traffic and higher air quality. According to research in Portland, people who live in main streets [or city centers] walk more, ride bikes more often, and use public transportation at surprisingly high rates. These combine with traffic management to create a livable, walkable, and vital community life (METRO, 22).

Parking

Meeting the needs for parking is another fact of life. In fact, parking is one of the biggest challenges of developing compact, mixed-use city centers. The case study city centers have taken different approaches to parking. In Kettering's attempt to provide adequate parking, there are times that church or high school parking lots are shared. Redmond has parking structures, parking/retail structures, and landscaped parking lots that are behind the buildings. Aurora has enormous parking lots nearly everywhere. Schaumburg has no on-street or structured parking and permits parking lots in front of buildings.

Shared parking is one approach that has been adopted in several town centers, allowing more efficient use of expensive real estate and minimizing the amount of land consumed by parking spaces. In the city center visitors will normally patronize more than one business, service, or event while there. For activities that complement each other, shared parking makes particular sense. Parking for an office building might be shared with uses geared toward different times of the day or week, for instance. Schools and churches also use parking only during specific times.

Parking lot and parking structure aesthetics is also a key issue if a city center is not to be dominated by the automobile. Parking lots and structures seem to be inherently unattractive. The ubiquitous front-of-store parking lot seems to be a challenge for nearly every city center. Developers often resist the push toward rear or side lot parking, favoring instead the standard strip commercial formula of front-loading the bulk of parking. Indeed, parking availability is one of the reasons they moved out to the suburbs in the first place!

Parking lots ought to be camouflaged by landscaping and/or tucked

behind buildings. At the very least, large expanses of parking should be broken up by landscaping, streets, or sidewalks.

The case study communities suggest a number of ways for dealing with access, traffic, and parking:

- Plan the city center as a multi-use destination with multi-modal transportation needs.
- Consider the transportation system(s) as interdependent elements that serve the city center, the surrounding community, and the region.
- Design with the convenience and pleasure of the visitor in mind.
- Provide easy to understand directional signs; access to the city center should be uncomplicated.
- Use uneven paving surfaces, such as brick, to slow down traffic.
- Narrow the street at pedestrian crossings.
- Permit on-street parking. Keep parking lots to the rear of buildings, even if it means the merchant must have a rear entrance.
- Break up large parking lots into small individual landscaped parking lots throughout the city center.
- Use the street level of a parking garage for retail shops and services.
- Add facades to parking structures that are architecturally compatible with surrounding structures.
- Provide landscape buffers between streets and parking lots; use abundant landscaping within parking lots.

Designing Spaces for People

More enjoyment should come from compact, walkable places, much like the old downtowns (Landgon, 178).

People are the key to successful suburban city centers. Whether the community's objective is to foster civic pride, create a "sense of place," or promote economic development, *people* are the critical factor. This seemingly mundane observation is often overlooked in the rush for monumental and cutting-edge design in building a new city center. Pedestrian needs are particularly overlooked and an abundant supply of pedestrians is critical for commercial success.

Moreover, the space itself must be welcoming and usable. A city center needs to be designed with future users in mind: who they are and how they will use it. City centers need to attract people and entertain them. The center should be a space "big and flexible enough to host brown-bag lunch crowds; outdoor cafes; passers-through; and occasional concerts, art shows, exhibits, and rallies" (Marcus, 23).

Lincoln Park Center in Kettering, Ohio, is actively used by its own diverse group of residents—including seniors and people from different income groups—but also by people throughout the city who come to enjoy the parklike setting. It is designed for the safety and comfort of its users, many of whom are on foot.

The city center in Redmond, Washington, has a popular skate-rental program for use within the center. Many of the sidewalks were designed with this purpose in mind. Schaumburg has warm and inviting historic buildings and outdoor cafes. Sensitivity to aesthetics, functionality, and appropriate site furniture were well considered in these case studies.

Every city center evaluated provided opportunities for outdoor eating and people-watching. Nearly all have gathering places that feel intimate and enclosed, and other spaces that are more open and public. Most have public rest rooms.

Pedestrians

Pedestrians enhance the sense of community, familiarity, and security in a city center. People enjoy being around other people, and people love to watch other people. Successful city centers are compact and walkable.

Successful city centers cater to the pedestrian through:

- Providing narrower streets.
- Building plenty of sidewalks.
- Using weather sheltering devices—awnings or covered walkways.
- Developing of a pedestrian scale and keeping building heights kept to a modest level.
- Designing simple, logical, understandable circulation system for pedestrians and motorists.
- Eliminating “dead spaces.” Pedestrians should experience a continuous street wall of shops and services. Empty lots, blank facades, etc., can be a detriment to pedestrian traffic.
- Building wider sidewalks near traffic intersections which are easier for pedestrians to cross and will also slow down traffic.
- Limiting the size of blocks to 200–300 feet, whenever possible.
- Requiring connections to the surrounding neighborhood.
- Providing consistent, easy to read, identifiable directional signs. Including signs that indicate routes to special events and important places.
- Encouraging use by different groups and subgroups of people, but do not allow one group to dominate.
- Making food service available, such as takeout food and outdoor cafes; including outdoor tables.
- Furnishing it appropriately for the activities intended.

Physical Comforts

- Taking advantage of sunny locations, allowing sunlight to reach the sidewalk, while also providing shade for relief.
- Making the physical space comfortable during all kinds of weather conditions; provide wind and rain protection.
- Providing public rest rooms.
- Light, sounds, wind, rain—traffic—all create sensory experiences.

Architecture creates space; landscaping defines paths, creates sequences, and frames views. Each use, each element, requires a certain awareness and sensitivity toward its eventual impact on the visitor.

- Providing areas for different uses.
- Including areas that are more relaxing and restful than others.
- Ensuring there is enough seating and seating with different orientations, so people can watch different things.
- Providing formal and informal seating.
- Using planters that can double as seats (because anything that *can* be sat on *will* be sat on).
- Providing seating for people alone or in groups.
- Having some seating in people-watching areas.
- Separating sitting areas from circulation areas and keeping the pedestrian circulation simple.

Safety and Security

A city center needs to feel secure and safe. It should be well-lighted in the evenings. Security personnel should have a visible presence. A clean, well-maintained center will also be safer. How elements within the city center might be used—or misused—need to be evaluated throughout the planning and design process.

The needs of different kinds of city center visitors require consideration. The city center should be located where it is easily accessible and visible to those who might use it, including children, seniors, and disabled people.

Plazas and Parks

Plazas, parks, and trails link the successful city center to the rest of the community. These are places for festivals and celebrations—events and activities that give life and vitality to the community.

Some city centers have river/creek walks or greenways. Union Centre will have access to a creek greenway, along with parks and pedestrian-only areas. Bike trails are common design features throughout this study. Bike paths in Aurora's city center connect to a regional trail system. Redmond's city center also borders a bike path/riparian corridor greenway

Lincoln Park Center is a popular place to walk—even at night. It is well-designed for pedestrian use, well-landscaped and serene, with fountains that add to the affect. The city's Christmas festivities are held there.

Successful city centers create spaces for real people to enjoy and use. They allow the city center to be the heart of the community and let it reach into the community:

- Maintain connections to the surrounding neighborhood.
- Build pedestrian/bicycle trails that connect local neighborhoods to the city center.
- Use attractive parkway treatments that are beautiful gateways to the center and invite people in.
- Use statues, artwork, plantings, and fountains as focal points.
- Create attractive, intimate spaces along with open spaces for social functions.
- Create areas that are parklike.
- Use a variety of hard and soft edges.



Transit

Planners and urban designers often advocate mass transit as a cornerstone for city center success. However, this was not always borne out by the communities studied. Schaumburg has only local bus service, for example. Though still in the planning stages, Union Centre will likely have a park-n-ride. Aurora's long-term plans include a light-rail transit stop to augment local and regional bus service, but its realization is millions of dollars and decades away.

Nonetheless, the relationship between land use and transportation is important. Densified land uses are more efficient and are the underpinning of successful public transportation—particularly rail. Transit stops at a city center increases the potential customer/user base. Transit riders provide additional pedestrian traffic and increase the available market base.

Two transit-related suggestions to note:

- Preserve public transit opportunities for the future.
- Share pedestrian malls with transit malls; they have proven to be more successful than pedestrian-only malls.



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