

GRAIN VALLEY, MO



LAND-USE PLAN

Developed by:



May 2015

TABLE OF CONTENTS

COVER LETTER	3
BASIC QUALIFICATIONS	4
MISSION STATEMENT	4
PHILOSOPHY	4
LEGAL BASIS	4
BASIC QUALIFICATIONS	5
PLAN EVALUATION	6
APPROACH TO PROJECT	8
MANAGEMENT/ORGANIZATION	8
GOALS	9
COMMITTEE ENGAGEMENT	10
POPULATION PROJECTIONS	12
REGIONAL STATUS AND ECONOMICS	13
APPROVAL	15
INNOVATION	16
WORK PRODUCT SAMPLES	19
UPDATE SUMMARY	25
APPENDIX	26

COVER LETTER

April 27th, 2015

City of Grain Valley, MO, Department of Administration & Finance
711 Main Street
Grain Valley, MO 64029

Dear Review Committee:

The MAPS Inc. team is elated to submit our qualifications for Land-Use Planning and Implementation strategies with the City of Grain Valley, Missouri. Future land-use planning has the capability to create positive outcomes and sustain those outcomes for the City of Grain Valley in the near and far future. If executed appropriately, it can rejuvenate the community to establish a framework of the correct balance of land-uses that are feasible in terms of economic growth, environmental preservation, and social equity.

The result of “good” land-use planning really is manifested through hard work, dedication and pride. We take pride in our work and services, we also take initiative to reach the community in the most efficient and effective way possible through our proven community engagement techniques. Afterall, public participation is paramount to a success project that reflects the community’s vision. This vision will exemplify the importance of healthy community action, the value of safety and quality of life. This vision is the guide for this Plan to enhance the quality of the community as a place to live, work and play. The core goal of successful land-use planning is to have a safe, attractive and sustainable community that is meaningful over the long-term for citizens, neighbors and travelers.

If selected, we will be happy to offer our very own team of experts that has experiences in land planning, site planning, architecture, urban design, landscape architecture and sustainable solutions. We feel this experience and professional excellence can produce exceptional planning, architecture, and sustainable solutions to the municipality of Grain Valley and through the implementation of this Plan the City of Grain Valley can become leaders in sustainable land-use planning for the county, metropolitan area, and the state of Missouri. We thank you in advance for your time and consideration. If you have any questions as you review our proposal, please do not hesitate to contact me at 573.587.33767 or treymaevers@gmail.com.

Sincerely,



Trey Maevers
CEO and Founder, MAPS, Inc.

4 BASIC QUALIFICATIONS | MAPS, Inc.

MAPS, Inc. is a land planning, urban design and strategic services firm. We provide these services to a wide variety of government agencies, property owners and developers. We have evolved a proprietary approach and unique culture that has quickly earned us the reputation for solving complex problems on many levels of society.

MISSION STATEMENT

We are Architects and Planners FOR sustainable communities;
We create positive outcomes by INVESTING the time to improve quality of life;
We are more than designing spaces, we design COMMUNITIES.

PHILOSOPHY OF PLANNING

“Urban Planning” goes by many names, including *town planning, land-use planning, transportation planning, rural planning, city planning, community planning, and regional planning*. With all of these terms, planning still can be narrowed down to one (1) sole purpose: Improve the welfare of the people and their communities by creating places that are equitable, healthy, efficient, convenient, and attractive for both present and future generations. Urban planning contributes to the guidance and ensurance of orderly development of within and outside of urban areas.

Due to the relationship of the built environment, urban planners work professionals in the engineering and architecture fields. With these relationships, planners can achieve strategic, policy and sustainable goals. Good urban planning provides city leaders, businesses, developers, and citizens with an opportunity to be involved in the improvements and enhancements of their communities. Fundamentally, good planning and good city administration are interchangeable.

LEGAL BASIS

American history has demonstrated the importance of the local government’s ability to provide a secure and safe place to live. At the turn of the Twentieth Century, land use zoning came to the U.S. Supreme Court in *Hadacheck v. Sebastian* (1906), and many interpreted the findings of the case to have granted implicit approval of land use zoning. After the case American cities began to see the need for the planning process to conserve the local government’s responsibility of health and welfare for the community. In 1926, the U.S. Supreme Court upheld the constitutionality of comprehensive zoning in *Village of Euclid v. Ambler Realty Co.* This case ushered in another foundation of planning as the Federal Government, through the Department of Commerce, wrote a legal provision for States to provide local governments with the framework to engage in planning.¹

This provision was called the *Standard State Zoning Enabling Act* (SSEA, 1926), which created the “Comprehensive Plan” or “Master Plan”. However, a comprehensive plan is not usually legally binding, city ordinances must be amended in order to legally implement the provision required to use the comprehensive plan. Learning from history, most states adopted this provision, and the states that did not still gives incentives to local governments that establish a plan to guide development. Municipalities in Missouri are considered to be governmental subdivisions of the State and, as such, are empowered to adopt planning and zoning for the general purposes of enhancing the health, safety, and welfare of their residents. This authority is outlined in Chapter 89 of the Revised Statutes of the State of Missouri.

5 BASIC QUALIFICATIONS | MAPS, Inc.

MAPS approach and expertise has led to successful implementation of many land-use and urban design projects. Our goal is provide the most efficient and effective method for you, the City of Grain Valley, to reach your desired outcome. In order to achieve that goal, MAPS, Inc. has established definitions that are pertinent to our success in assisting and providing solutions for communities like Grain Valley.

COMPREHENSIVE PLAN

How does a Comprehensive Plan work? As annotated in the Legal Basis section, Comprehensive Planning acts as guide, therefore as a guide it would entail some structure. This contributes to the Rational Planning Theory. This Theory insists that planners, or anybody developing a plan, need a systems or framework base their decisions after the process is complete. Comprehensive Planning is a process that typically has a general framework that guides communities to:

- Identify and diagnose issues;
- Explore techniques and alternatives;
- Collect data and information;
- Outline a vision and define goals;
- Create policies;
- Implement strategies,
- Evaluate and monitor progress;
- Establish possible future procedures.

HOW DO YOU USE THE PLAN?

In the last decade the Comprehensive Plan has become more than a plan. It has developed into a tool for planners, city officials, and citizens to focus on local and/or regional initiatives. The evolved Comprehensive Plan includes policy recommendations, detailed guidelines and timelines, and best practices. Simply, the Comprehensive Plan requires the community to answer three simply, yet arduous questions:

- What course is the City on?
- What future does the City want?
- How do we make that future a reality?

SUSTAINABILITY

Sustainability is not a new notion. It actually has traces back to the Classical Greek era. In fact, the Athenian Oath for citizens includes this statement, "...to transmit this city not only, not less, but greater & more beautiful than it was transmitted to us."² This demonstrates the importance of doing whatever is necessary to provide a better world for the future generations. This is a strong message in times of uncertainty of the repercussions of our harm to the natural environment.

6 PLAN EVALUATION

In order to evaluate the quality of Grain Valley's current Land-Use, Policy, and Implementation Chapters in the 2010 Comprehensive Plan, everyone reading or referring to it must understand the mechanics of what makes a good plan. This is done by identifying specific components of the plan, using multiple criteria for evaluation, and assessing the plan in context of all criteria.

One of the most-widely used evaluation systems among planners, is the *Plan-Quality Evaluation Protocol* from the Urban Land Use Planning (Berke et al, 2006)³. This evaluation categorizes each section of a plan and establishes a coding and point system of zero (0) which means the plan does not identify that criteria, one (1) means that the criteria is identified and vague, and two (2) shows that the plan has identified the criteria in detail. There are eight (8) categories of criterion:

1. Issues and Vision Statement
2. Fact Base
3. Goal and Policy Framework
4. Plan Proposals
5. Encourage Opportunities to Use Plan
6. Create Clear Views and Understanding
7. Account for Interdependent Actions
8. Participation of Actors

This system allows the reviewer to cover all of the bases of "good plans". For MAPS, Inc. full review of the Grain Valley's 2010 Land-Use, Policy, and Implementation Chapters please see Appendix A.

The Plan-Quality Evaluation Protocol system is based off evaluating the full comprehensive plan, so the partial review of the Land-Use, Policy and Implementation Chapters will, by default, produce a low score. This is why it is important to use multiple systems.

The other evaluation systems that MAPS, Inc. uses is the Sustainability criteria developed by Philip Berke and Maria Conroy in their study and evaluation of multiple Comprehensive Plans.⁴ Which looks at the plan based off the following criteria:

- Harmony with nature
- Livable built environments
- Place-based economy
- Equity
- Environmental repercussions (Polluter's Pay)
- Responsible regionalism

MAPS, Inc. has additional criteria for evaluation. This has been developed through multiple Comprehensive Plan projects. This evaluation criteria is separating into five (5) sections:

1. Inspirational
2. Synthesis
3. Attractiveness
4. Performance
5. Resourcefulness

7 PLAN EVALUATION

After putting Grain Valley's current Land-Use, Policy, and Implementation Chapters in the 2010 Comprehensive Plan through all three (3) evaluation systems, MAPS, Inc. has determined the final grade of a "C". A short synopsis of the positive and negative reasons for this grade is explained below.

Positive

- The most positive criterion that was met was the Plans' description of the existing conditions. The Plans demonstrated the community's existing conditions through multiple perspectives, specifically, the plan shows the environmental constraints for the existing and future land-use proposals.
- Another positive point was that the public participated in the process through meetings and surveys, this is very crucial to a plan's effectiveness.
- Lastly, there were the right amount of general goals and they were clearly stated.

Negative

- The Plans lacked the essential details on the private organizations and government departments that would contribute to successful implementation.
- Also, the policies and actions lacked the direction of the organizations that are in charge of monitoring and evaluating this plan and the plans' actions.
- The other big negative factor was the lack of clarity of what federal, state and city policies, laws and programs that can contribute to the plan.
- Also, there is no mention of development and growth in terms of sustainability or other terms that relate the future land-uses to local ecology, economy, and equity.
- The design in some parts becomes a little text-heavy and irrational. The use of more tables, graphs and graphics can increase awareness and attention with the reader.
- There is no Glossary of Terms. Some of the lingo and jargon can get confusing for some people.

8 APPROACH TO PROJECT

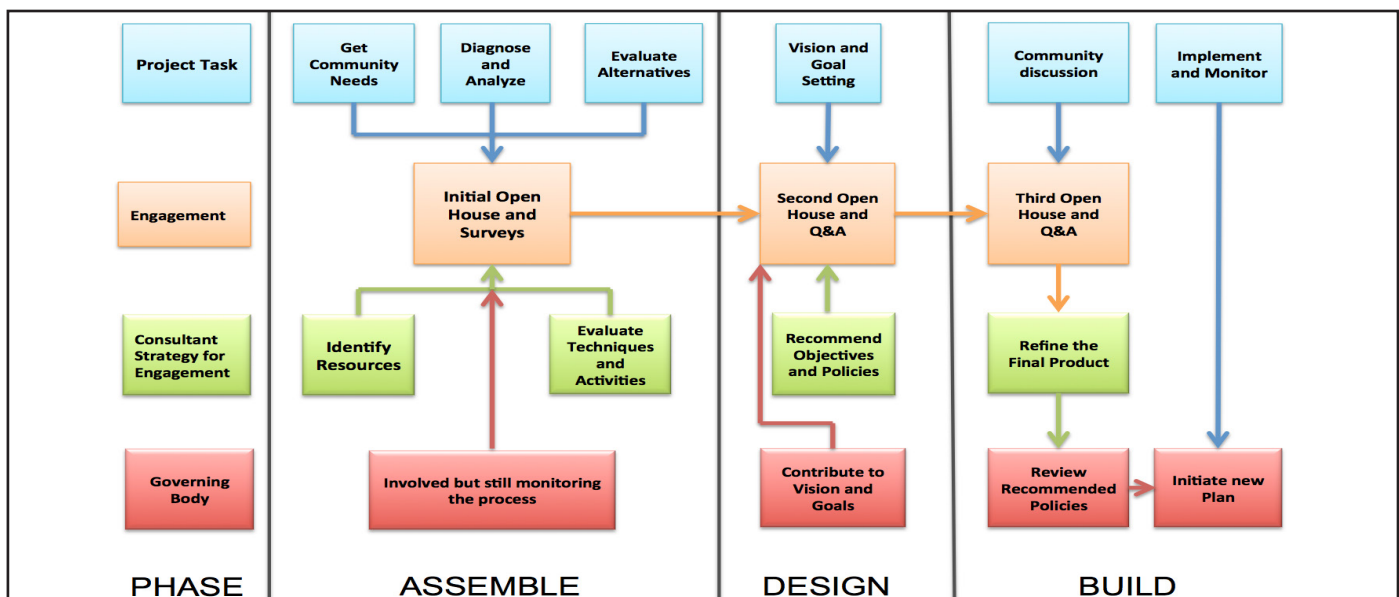
PROJECT MANAGEMENT

In order for MAPS to effectively manage a project that clients can make decision from, we have produced and used a project management system called A-MISSION. A-MISSION is a project management system that has proven itself to have the capabilities to receive, organize and conduct successful projects. This system has been proven to properly manage time, resources, and personnel during the project's life. A-MISSION is a mission to bring everything together smoothly, in a timely manner, without spending a fortune to fix problems that arise from mismanagement.

A-MISSION is an acronym for:

Analysis of the situation
Mission
Implementation
Service
Support
Inspect
Omit
Neoligize

A-MISSION has been very resourceful due to the system's well-established and rigorous standards. These management standards are engrained in our culture, this ensures that quality measures are enforced along each step of the process.



PROJECT ORGANIZATION

MAPS, Inc. has had organized multiple plan/policy updates and each one had their unique qualities, but we take pride in our project organization which consist of the following seven (7) tasks:

1. Research, design, and survey community needs
2. Take inventory, diagnose and analyze
3. Explore and evaluate alternatives
4. Re-envision and set goals
5. Discuss and decide
6. Take action and implement
7. Supervise and refine

These tasks can be consolidated into three (3) phases:

Phase 1-ASSEMBLE (Tasks 1,2)

Phase 2-DESIGN (Task 3,4,5)

Phase 3-BUILD (Task 6,7)

Successful projects result in the timely and effective implementation of the seven (7) tasks by keeping A-MISSION in mind why executing the tasks and making decisions.

9 GOALS

After establishing a thorough review and evaluation of these Plans. MAPS, Inc. has used our creative and analytical expertise to form three (3) goal statements for the Future Land-Use Plan of Grain Valley, MO. Also, MAPS, Inc. has conceived of two (2) objectives and two (2) policy statements to accompany each goal.

Goal 1: The City of Grain Valley will develop a culture that attracts new development to bolster the local economy, therefore relieving the tax burden on all property owners.

Objective 1.1: Seek to develop a diverse range of land uses to include, but not limited to, retail, office, regional/community commercial, business park and light-industrial.

Policy 1.1.1: Create the framework and guidelines for which new developments that meet the established standards could qualify to receive a credit or relief from impact fees.

Objective 1.2: Promote development by updating the development codes that reflect the current best practices for buildings and developments.

Policy 1.2.1: Implement Form-Based Codes as a part of the City's development ordinances and codes.

Goal 2: The City will establish an approach that sustains the vision of each resident and the area they live, work, and play.

Objective 2.1: The Vision set forth in this Plan should be expounded upon to include specific areas that require more attention and detail.

Policy 2.1.1: Create and implement Concept Plans for those targeted areas.

Objective 2.2: The City will continue the efforts to review, discuss and advance the plans set forth in this Comprehensive Plan.

Policy 2.2.1: Compose a separate Committee that is solely concerned that the community accepts, complies, applies, and adapts to changes in the Comprehensive Plan.

Goal 3: The City will be an exemplification on how to entice sustainable development.

Objective 3.1: Necessitate that all new development preserves the ecological system at the lot, neighborhood, city, county and regional level.

Policy 3.1.1: Assure that all new development is meeting all environmental regulations (i.e. EPA, FEMA, MO. Dept. of Health, MO. Dept. of Natural Resources)

Objective 3.2: Foster a built environment that is equitable and strengthens the local economy.

Policy 3.2.1: Alter and/or streamline regulations to facilitate mix-use developments that support and assimilate into the overall community setting.

¹⁰ COMMUNITY ENGAGEMENT



Source: <http://www.biweekly.pl/article/2912-designing-objects-designing-cities.html>

The planning process is meant to reflect the vision and wishes of the community. In order to get this effect, it is paramount to consult with the most people in the community as effectively and efficiently as possible.

The main goal of citizen participation is to gain support, build trust and, ultimately, build a better program/plan for the community. MAPS Inc. will work to reach a broad range of participants to create a general consensus about the Plan update. During this process, MAPS Inc. will engage and interact with the Comprehensive Plan Advisory Committee (CPAC), businesses, civic leaders, school district, various neighborhoods and the general public.

There are many ways to induce participation and get input from the community. The most familiar approaches are surveys, public hearings, neighborhood meetings, workshops, charrettes, and focus groups. After review the previous community engagement techniques that occurred in 2009, MAPS Inc. has determined to use the techniques that are appropriate for the four steps of planning (i.e. Prepare, Plan, Implement, Review) and the development of values, goals, and objective.⁵ These techniques are the use of an Advisory Committee, Attitude Surveys, Group Dynamics, Task Forces, Charrettes and Public Information programs.

With the combination of online surveys, there will be three (3) public meetings. After reviewing the school schedule and normal business hours in the City, MAPS Inc. determined that these meetings will be situated at a favorably time for most, Tuesday evenings. We will suggest that the CPAC assist in promoting the meetings well beforehand. Each meeting will have a specific agenda and organization. Below are the general outlines of each meeting's agenda.

December 1st, 2015 Public Meeting #1:

- Introduction to the process
- Existing Views and Opinions of the City
- Input for vision, growth and the future

January 12th, 2016 Public Meeting #2:

- Explore alternatives and best practices
- Feedback on the alternatives
- Obtain consensus on one alternative

March 8th, 2016 Public Meeting #3:

- Favor on preferred plans from meeting #2
- Evaluate Policies and Strategies
- Make final public recommendations

11 COMMUNITY ENGAGEMENT

MAPS Inc. goals for Grain Valley emphasized an economic influence, specifically developments that bring in new revenue to decrease the tax burden on residential property owners. Also, another emphasis was put on a vision for a mix of high quality land uses at specific areas. Finally, sustainability was insisted in new development. From these goals, MAPS Inc. has conceived sample survey questions that have proven successful in similar cities like Grain Valley.

A common theme during community meetings and workshops is using the PARK (Preserve, Add, Remove, Keep out) analysis. This should be done graphically, not verbally, preferably on a big board if the room allows it. During the meeting, we will have a facilitator describe the process and help with people scribing their responses on the board. The graphic below depicts how the board would be divided into sections where the respondents would have room to write their responses to the questions asked. The questions for this analysis are as follows:

- What do you like about Grain Valley and you want to keep? (PRESERVE)
- What should be removed from Grain Valley? (REMOVE)
- What could be added to Grain Valley to make it better? (ADD)
- What should not be a part of Grain Valley? (KEEP OUT)

	POSITIVE	NEGATIVE
INTERNAL	P	R
EXTERNAL	A	K

From the aforementioned Goals and this PARK analysis, MAPS Inc. has conceived three (3) sample survey questions that have proven successful in similar cities like Grain Valley.

- Overall, how would you rate the quality of life in Grain Valley?
 - Excellent, Good, Fair, or Poor
- What does “sustainable development” mean to you? (Choose top 3)
 - Reduse, Reuse, and Recycling
 - Preservation of natural resources and ecology
 - Protect and conserve for future generations
 - Sustaining finances and budgets
 - Balancing the demands of the environment, economy and community
 - I don't know
 - None of the above
- I would support the City to prioritize development in the following areas?
 - South of the Middle School, West of Buckner Tarsney Rd.
 - Around Buckner Tarsney Rd. and Pink Hill Rd. North of I-70
 - Lefholz Rd. and I-70, East of town
 - Along Negben Rd. West of Buckner Tarsney Rd.
 - I don't know
 - None of the above

12 POPULATION PROJECTIONS

There has been three (3) years of population estimates since the current Comprehensive Plan was established. These estimates and the 1990, 2000, and 2010 Census populations are in the tables below. The population growth has major impact to the future land-uses in Grain Valley. This data will justify the need to diversify and form a mix-use base. With population growth comes residential growth and with the current disproportionate amount of residential land-uses within the city limits, Grain Valley needs to recognize the need to bring in other land uses.

2013 Population Estimates:

April 1, 2010		Population Estimate (as of July 1)			
Census	Estimates Base	2010	2011	2012	2013
12,854	12,853	12,876	12,949	13,023	13,125

2012 Population Estimates:

April 1, 2010		Population Estimate (as of July 1)		
Census	Estimates Base	2010	2011	2012
12,854	12,854	12,878	12,952	13,030

2011 Population Estimates:

April 1, 2010		Population Estimates (as of July 1)	
Census	Estimates Base	2010	2011
12,854	12,854	12,870	12,898

Source: U.S. Census, American FactFinder: <<http://factfinder.census.gov>>

Using the data in the table to the right, I performed a “Decennial Cohort Population Projection” for the years 2020 and 2030. Which provided some boundless numbers, I proceeded to use a linear extrapolation technique, which is a simplistic model that uses past gross population trends to project future population levels. The defining characteristics of trend of linear extrapolation are that future values of any variable are determined solely by its historical values.

This procedure starts by identifying the overall past trend and then fit that datum to a proper curve for linear extrapolation. This technique projects future populations based upon the chosen curve. The advantages of linear extrapolation is that it is a simple, cost-effective approach that requires very little data. The disadvantages are that it only uses aggregate data and assumes that past trends conclude future populations. Based upon these techniques, the population for the year 2030 is going to be approximately 30,849. This is a growth of around 17,700 people from the current population as of the 2010 estimates. Also, in 2030 the amount of estimated households is nearly 11,000. This creates a demand well over 5,000 households.

Census Population and Housing Units:

Census	Population	% Change from previous Census	Households	% Change from previous Census
1990	1,898	--	727	--
2000	5,160	171%	2,022	178%
2010	12,854	150%	4,566	125%

Source: U.S. Census, American FactFinder: <<http://factfinder.census.gov>>

Subject	Grain Valley city, Missouri			
	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE				
Total population	12,854	+/-18	12,854	(X)
Male	6,095	+/-258	47.5%	+/-2.0
Female	6,748	+/-259	52.5%	+/-2.0
Under 5 years	1,238	+/-274	9.6%	+/-2.1
5 to 9 years	1,566	+/-282	12.2%	+/-2.2
10 to 14 years	964	+/-254	7.5%	+/-2.0
15 to 19 years	725	+/-273	5.6%	+/-2.1
20 to 24 years	449	+/-209	3.5%	+/-1.6
25 to 34 years	2,637	+/-348	20.5%	+/-2.7
35 to 44 years	1,973	+/-319	15.4%	+/-2.5
45 to 54 years	1,252	+/-217	9.7%	+/-1.7
55 to 59 years	536	+/-181	4.2%	+/-1.4
60 to 64 years	623	+/-213	4.9%	+/-1.7
65 to 74 years	440	+/-168	3.4%	+/-1.3
75 to 84 years	330	+/-124	2.6%	+/-1.0
85 years and over	110	+/-67	0.9%	+/-0.5
Median age (years)	31.0	+/-1.6	(X)	(X)
18 years and over	8,440	+/-288	65.7%	+/-2.3
21 years and over	8,226	+/-283	64.1%	+/-2.2
62 years and over	1,204	+/-196	9.4%	+/-1.5
65 years and over	880	+/-144	6.9%	+/-1.1
18 years and over	8,440	+/-288	8,440	(X)
Male	3,883	+/-274	46.0%	+/-2.6
Female	4,557	+/-249	54.0%	+/-2.6
65 years and over	880	+/-144	880	(X)
Male	290	+/-124	33.0%	+/-11.1
Female	590	+/-113	67.0%	+/-11.1

Source: U.S. Census, American FactFinder: <<http://factfinder.census.gov>>

13 REGIONAL STATUS AND ECONOMICS

The economic status of a suburban/rural municipality hinges on the regional and fragmented local governance theories. These theories are rooted in how the municipality stands economically, especially for a city like Grain Valley being situated on the outskirts of a major metropolitan area. These theories attempt to answer the following questions. Can local municipalities perform interdependently or are they interconnected to the economical fate of the region/metropolitan area? Some would say that the municipality (edge or central city) are “too big to fail” and need to be considered a part of the region’s economic structure.

MUNICIPAL FRAGMENTATION APPROACH

This approach states that when households are able to move to the jurisdiction with the goods and services—as well as a tax and public-service level—that most suit their needs, local governments must act effectively and efficiently to retain and attract residents. Charles Tiebout, a distinguished economist in the 1950s, argued that municipalities have two approaches to gain more residents. One way suggests the municipality impose a singular tax rate among the various communities, this would essentially infringe on the people’s freedom to choose their communities, enjoying perfect mobility and perfect information. The other option is to allow the municipalities to healthily compete in tax competition.⁶

LOCATION THEORY

The public sector can lure firms in by demonstrating a cost-minimization argument for their chosen location. Cost minimization, in this example, can occur when the sum of the costs of transportation, distribution and site development are all minimized due to the location. MAPS Inc. have partners that were apart of the bidding process of Tesla Motors’ new “mega” factory to make lithium batteries. Nevada, ultimately, won the bid due to huge tax incentive. Putting aside the \$1Billion tax incentive, Nevada really won the bid by using this location theory. The location of the chosen site has multiple links to Interstate 80, rail and an airfield. Nevada also boasts the country’s only active lithium mine, which is a direct resource for their batteries. Like Tesla Motors and Nevada, in particular the site for the factory, have many similarities to Grain Valley with Interstate 70, East Kansas City Airport and the Kansas City Southern Railway.

REGIONAL APPROACH

One of the main arguments against the positive correlation between the central city and suburban economic growth is the thinking of it the “other-way-around”. This suggests a central city is more dependent on a successful suburb(s) rather than the suburb is on the larger, central city. Swanstrom suggest that this idea would have tremendous effect on local and regional policies in terms of socio-economic development.⁷ The “quality of life” quarrel can induce more debate on this issue and complicate this reversal idea. This issue becomes evident when one looks at the disproportion in jobs, education and income between the city and suburbs. The prominence of these imbalances creates a better argument of using a more regional approach.

STATUS AND ECONOMIC DISPARITY

Todd Swanstorm, a renowned Public Policy Professor at the Saint Louis University. His study that examed economic segregation among suburbs and central cities found that suburbs, especially poorer ones, have it worse.⁸ Suburbs are more imperceptible and have less political influence than the neighboring cities. These smaller municipalities usually have inadequate amenities, political survivability and professional staff of compared to the central cities. They also often lack public policies and programs that would accomodate their situation and create a counterbalance from this disparity. Grain Valley needs to adopt land-use and growth patterns that would acclimatize to economics of the Kansas City Metro. The implementation of this strategy is outlined in the implementation plan

14 REGIONAL STATUS AND ECONOMICS

After reviewing the theories of regional and local economies as it pertains to Grain Valley, MAPS Inc. has provided a more in-depth analysis of an economic indicator that could demonstrate the opportunities and threats to Grain Valley's economic status.

RETAIL REVENUE ANALYSIS

In reviewing and comparing revenue streams of potential retail and residential developments, the following considerations are crucial for making the right decisions for local government.

- No matter commercial or residential land use type, own source revenue is the most important revenue source
- "Big-box retail" has the highest return on expenditure rate for local government
- Multi-family, apartment developments make it unfeasible for the local government to recoup the losses on expenditures for the project.
- Moderate income residential subdivision has the highest positive cash flow for local government, but requiring a large sum of capital expenditure
- The vast majority of revenue for retailers comes from franchise fees.

In a pure economic sense, "big-box" retail is the most desirable option because of its high return on investment. But, as local planners, we have concerns about the development of the community at large. Residential land use requires more expenditure from local budget, but it can bring the highest population increment. Population growth can stimulate community development in the long-term. If local government accepted the big-box retail center proposal, indeed it can generate a short-term profit for local government. But without enough population to consume the goods and services, the retail business cannot last long, especially, when there is a leakage of retail businesses.

Consider land use for subdivision, residential subdivision can yield the highest franchise fee for the city, but it composes a large percentage of revenue source. Basically, the City is earning money from building infrastructure and providing natural resources. It is an easy way to collect money but it is not sustainable in the long-term.

Apartments and other higher-density residential developments have the broadest tax base and the revenue is equally distributed among different uses. Even though it has a shortfall in financing, it has the most healthy tax structure.

In this review we would suggest the municipality accept both the retail and higher-density development proposals. The revenue collected from the retail can be used to cover the cost-benefit gap in apartment, and then the city can still reach a useful level of revenue. The concerns of general community welfare as well as project revenue are the main factors for these type of situations.

Recalling the importance of location for future sites, this recommendation will create "locational inertia". This can be an enormous influence on the efforts of planners and economic development practitioners. This way of thinking brings a competitiveness edge for local municipalities in attracting new firms to conduct business.

LIMITATIONS

One large consideration that is not accounted for in this analysis is the availability of current occupancy rates on a local level. These calculations are based on the assumption that every unit will be occupied though this is very unlikely. This could have a significant impact on potential municipal revenue, thus changing the projected net benefit figures.

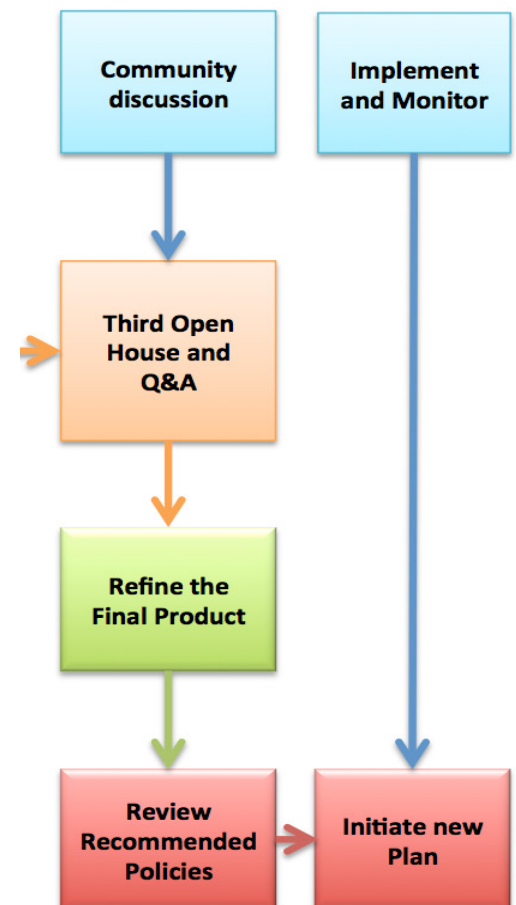
Additionally, another limitation is the interpretation of the market analysis for the retail location. The trade area capture needs to be assessed and the other retail locations in the area need to be identified because the retail gravitation may not depict a sound market for a new store.

15 APPROVAL PROCESS

MAPS Inc. has provided the Project Organization system that divides the project into three phases: Assemble, Design, and Build. After full-public input and plan refinement, it is time to approve of the plan. As seen in the graphic below, after the third public meeting, MAPS Inc. in collaboration with the CPAC refine and place the final updates to the policies and implementation strategies into the Plan. After the governing body, in this case, City Administration and Staff review the plan and send it to the Board of Aldermen for final approval.

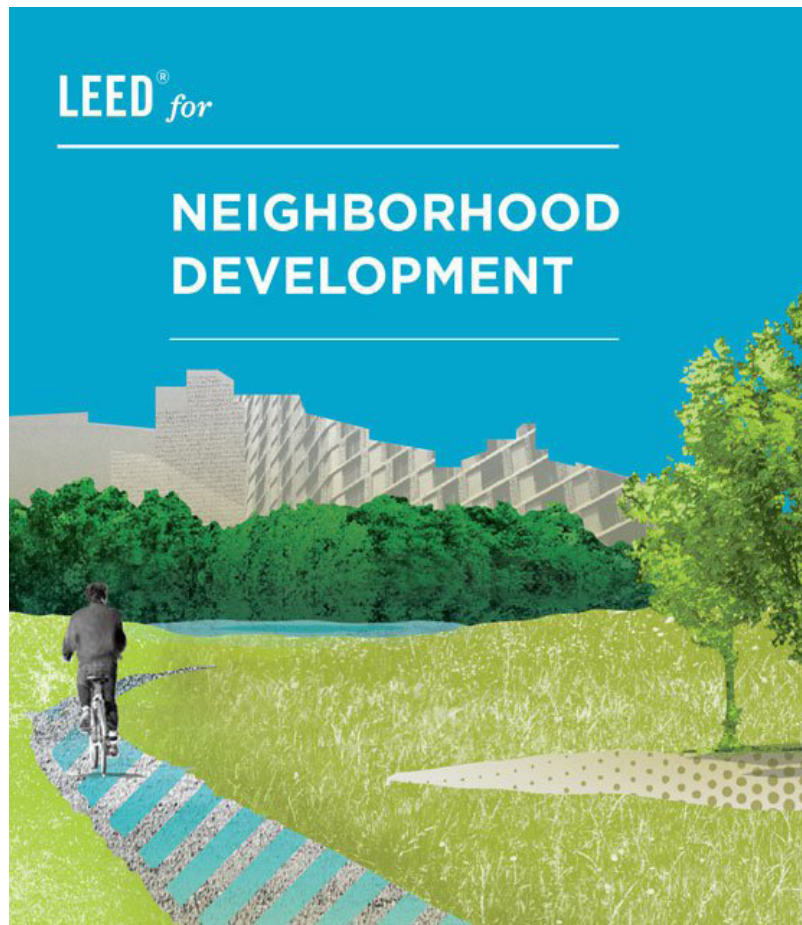
The timeline of events for this project are as follows:

- **April 24th**- MAPS Inc. receives and reviews RFQ
- **April 27th**- MAPS Inc. establishes the situation, scope of work
- **Summer 2015**- MAPS Inc. Research all pertinent data
- **Summer/Fall 2015**- MAPS Inc. and with the help of CPAC and other stakeholders obtain the community's needs
- **October 2015**-Identify community resources and facilities
- **November, 2015**-Evaluate engagement techniques
- **November, 2015**-MAPS, CPAC, and business promote the first public meeting
- **December 1st, 2015**-Public Meeting #1
- **December 20th, 2015**- MAPS Inc. analyzes data and evaluates alternatives
- **January 12th, 2016**-Public Meeting #2
- **February, 2016**- MAPS Inc. recommends the Goals, Objectives and Policies
- **March 8th, 2016**-Public Meeting #3
- **March 30th, 2016**- City Administrator, Planner, and Mayor review the process and the ensuing recommended plan.
- **May 31st, 2016**- Board of Aldermen approve of the new, updated Plan.



BUILD

16 LAND-USE INNOVATION

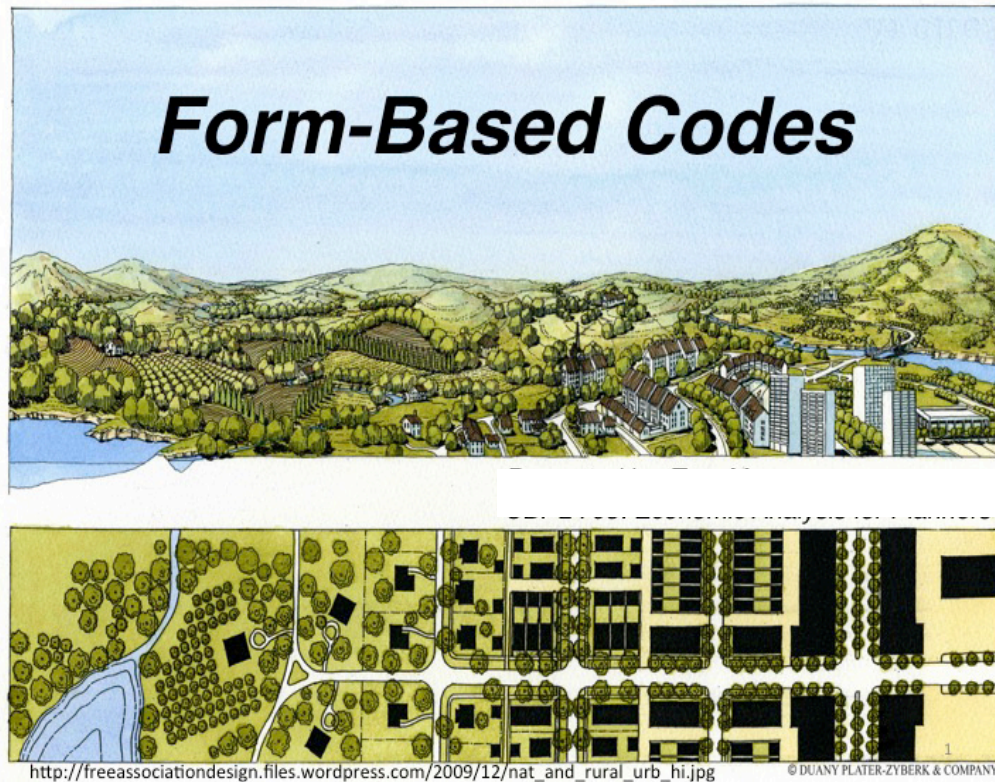


http://leed.usgbc.org/images/neighborhood-development_cover.jpg

LEED (Leadership in Energy and Environmental Design) is the premier rating system for green buildings. It was developed by the U.S. Green Building Council (USGBC) in the 1990's. Since then LEED has experienced exponential growth. The certification system has broadened to include a portfolio of nine rating systems that target specific buildings and developments, the rating systems are as follows:

- Building Design and Construction (BD+C)
- Interior Design and Construction (ID+C)
- Building Operations and Maintenance (O+M)
- Neighborhood Development (ND)
- Homes

Sustainable Communities is a core concept that will be engrained in this update. The USGBC developed LEED-ND (Neighborhood Development) specifically for that. LEED-ND goes beyond the individual building and concentrates on the building(s) context in the world. Most of the LEED-ND criterion encourage quality design and high-performance of sustainable communities. Since LEED is the standard for the “sustainable design” industry, this process is easily attainable, can work through bureaucratic sophistications. With the right approach and if it is included in the visioning process Grain Valley can become the first township to become LEED-ND certified, across the whole town. Now that is exciting!

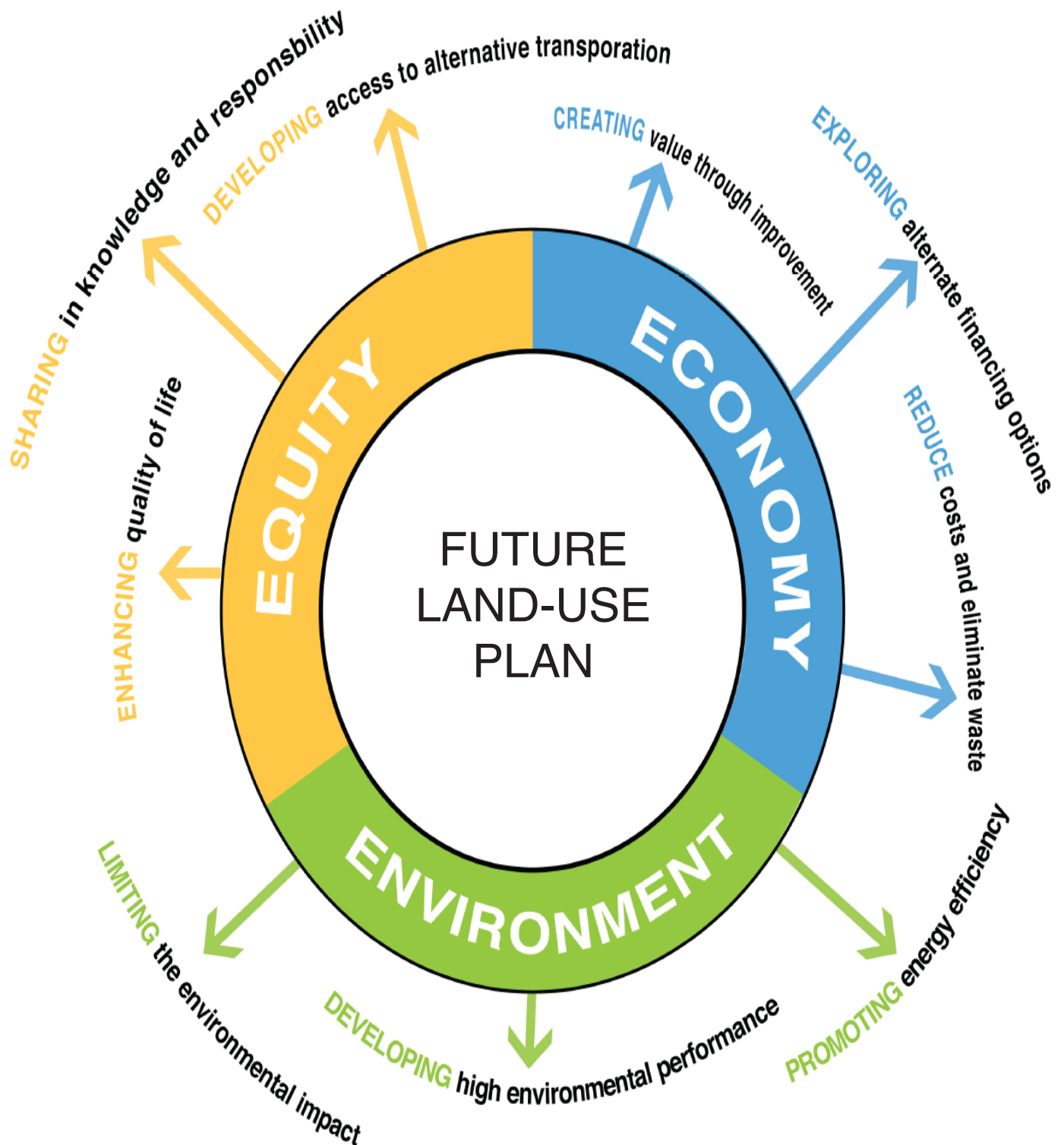


Communities across the country are adopting Form-Based Codes to assist with the effort to enhance the look, feel and function of the built environment. A Form-Based Code allows property owners, businesses, and developers to have more flexibility when it comes to land-uses on the property. The only “takeaway” is that the relaxed land-use requirements come at the cost of strict urban design guidelines that include a myriad of architecture and planning tactics like setbacks, landscaping, ornamentation, and other design elements. The overall intent of Form-Based Codes is to encourage quality development that both looks great but functions well in the context of the neighborhood. Grain Valley can adopt Form-Base Codes in the Zoning Ordinances or through the Building Codes.

18 WHY ARE WE HERE?

In MAPS Inc. Mission Statement it is clearly evident that we work FOR the City to position themselves favorably for positive outcomes that improve quality of life and contribute to the goal of sustainability.

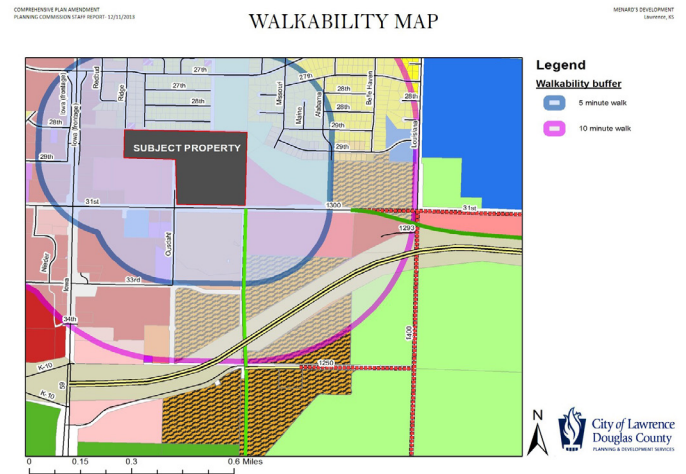
In our very own Sustainability Circle, you can see the how all of the aspects of land-use planning have an affect on the community, the economy and the environment. In the following pages, please find our project experiences were delivered with these ideals at the center of the design and plan.



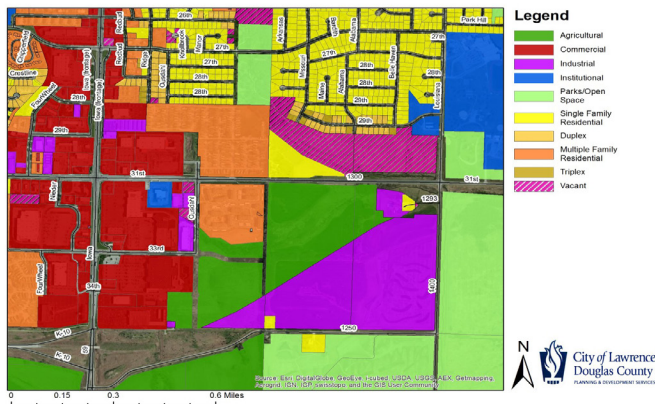
19 PROJECT EXPERIENCE | MAPS, Inc.



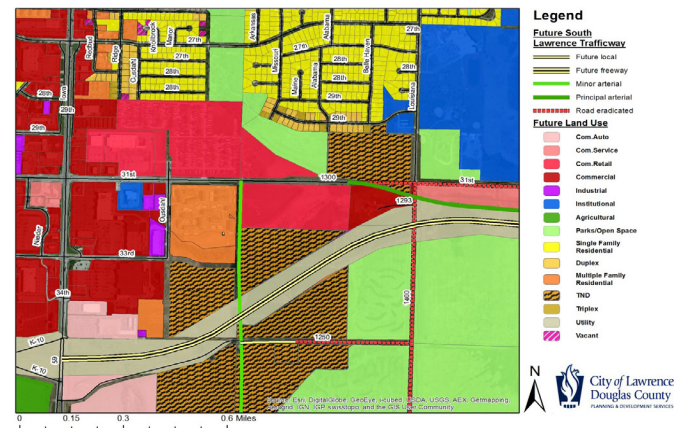
Source: <http://www.semissourian.com/story/1846950.html>



EXISTING LAND USE MAP
DECEMBER 2013



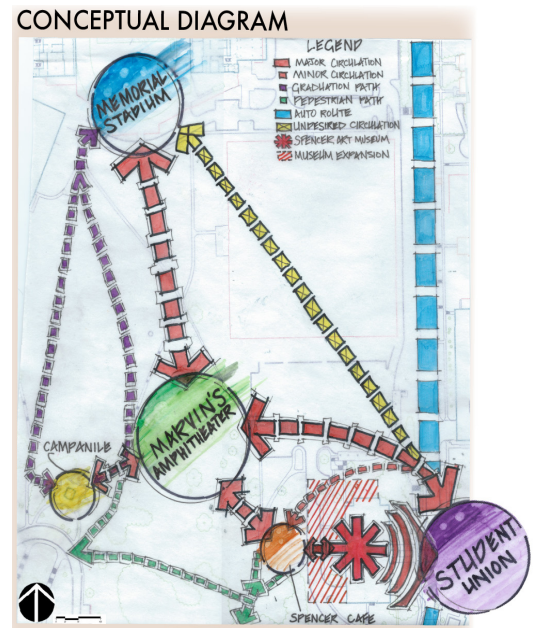
FUTURE LAND USE MAP



COMPREHENSIVE PLAN AMENDMENT (CPA-13-00067) PLANNING COMMISSION PUBLIC HEARING, DEC. 11, 2013

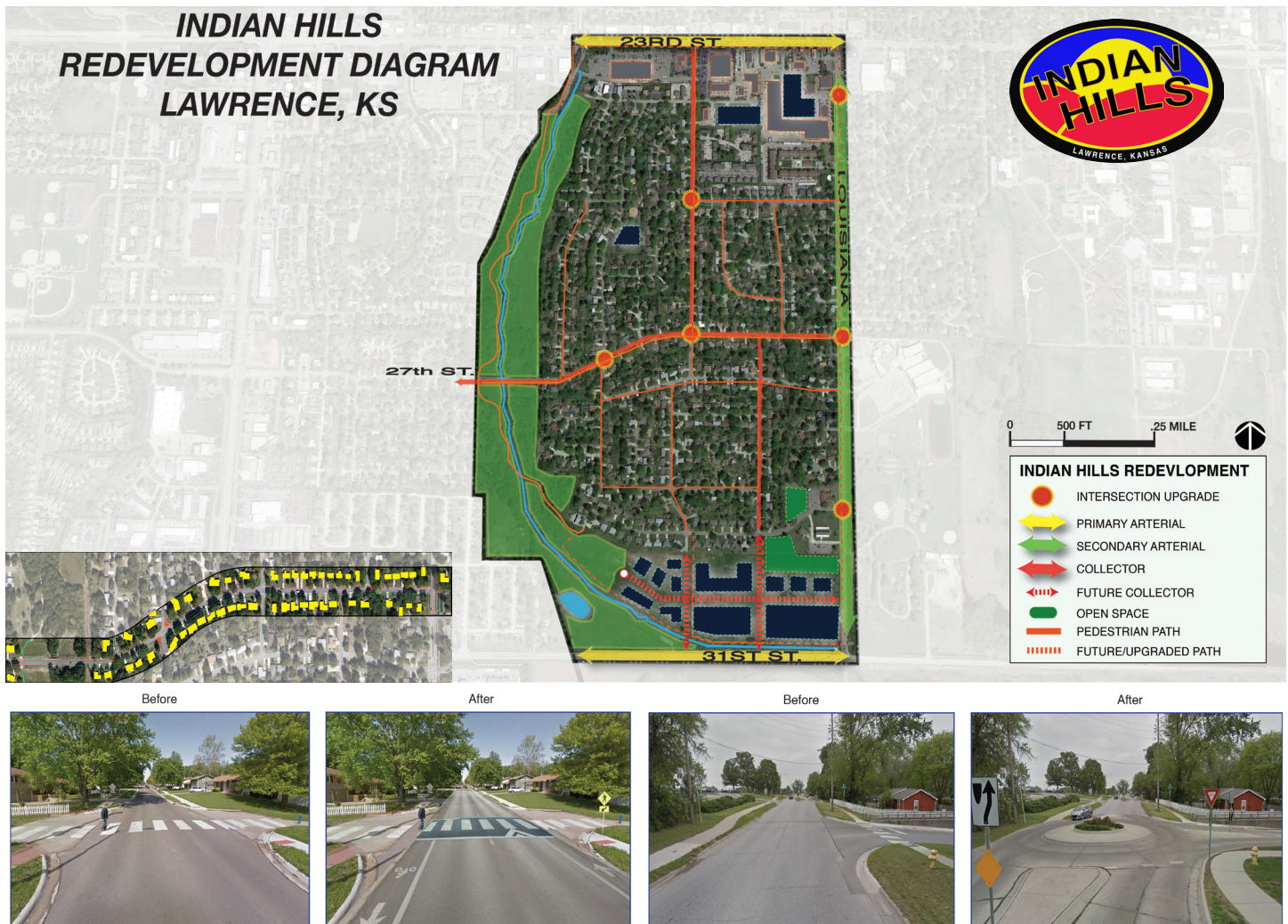
In 2013, Menards Inc. proposed an amendment to Lawrence, KS' Horizon 2020 Comprehensive Plan. The change asked, specifically, for an amendment to Chapter 6, Chapter 14, and the Revised Southern Development Plan of Horizon 2020. Chapter 6 demonstrates the Commercial Land Use of Lawrence. Chapter 14 concentrates on Specific Plans and the Revised Southern Development Plan is an extension of Chapter 14 identifying this specific location for "medium-density residential uses". The need to amend these specific areas of the Comprehensive Plan is for the expansion of the commercial corridor of South Iowa Street and showing the feasibility of this area becoming a regional commercial center. The rationale behind the push for the amendment is for a Menards development to be constructed on property northeast of the intersection of 31st Street and Ousdahl Rd.

MAPS Inc. consulted on the amendment and provided a land-use analysis specifically for this development, a retail market study and tax impact analysis were also created for the client.



SPENCER AMPHITHEATER AND PATIO | UNIVERSITY OF KANSAS

In the Spring of 2014, MAPS Inc. designed the Spencer Museum Amphitheater and Patio which promoted a human-scaled social gathering place. This place marketed community involvement on top of the superb support from the University of Kansas. The Amphitheater is a multi-terraced, 10,000 square foot natural open-air amphitheater. The Patio is a 4,000 square foot outdoor patio, that was design in conjunction with the new western expansion of Spencer Museum. Also, a twelve (12) foot pedestrian/bicycle path was constructed along existing sidewalks and open space to connect Spencer Museum with both the Patio and the Amphitheater, but most importantly, Memorial Stadium.

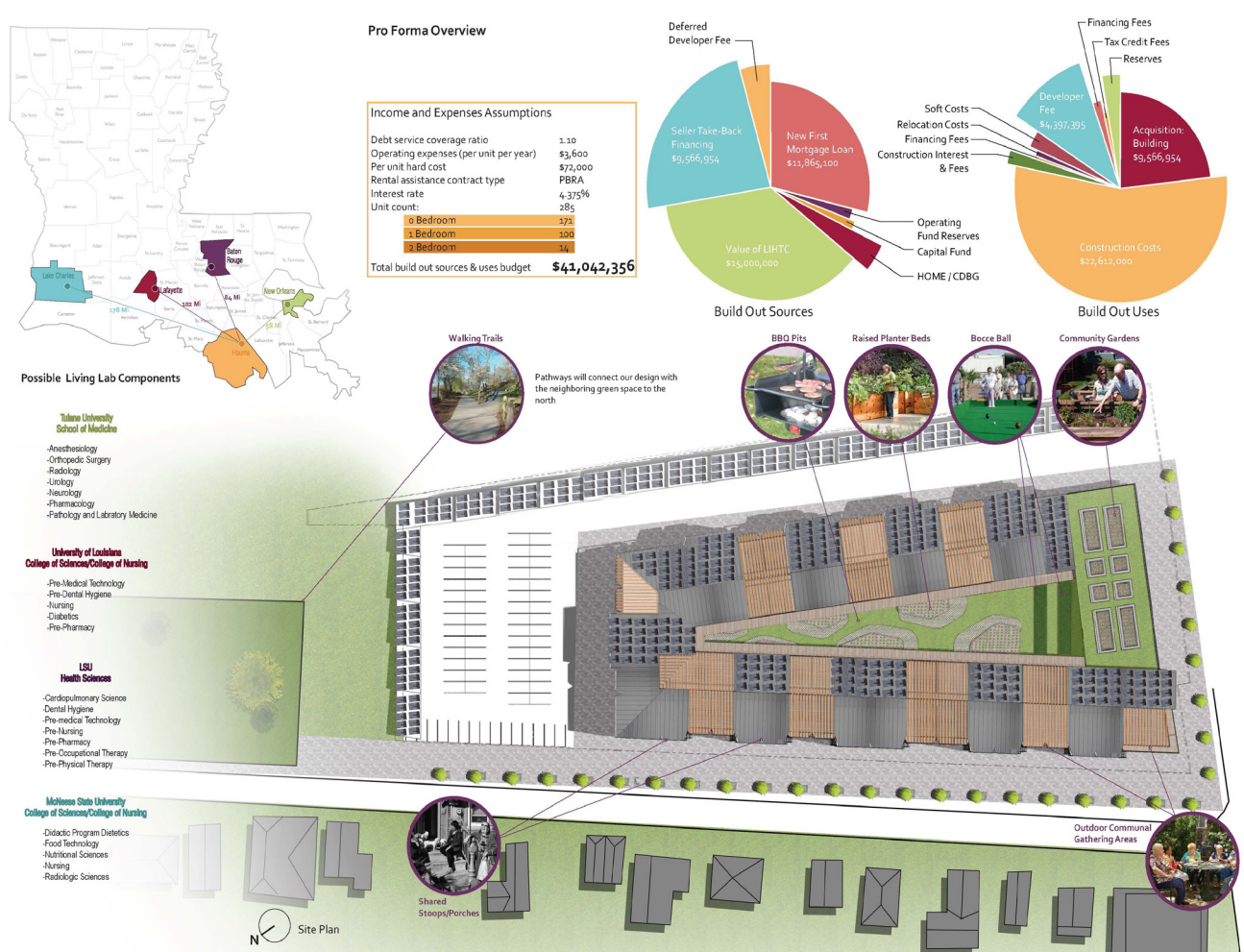


INDIAN HILLS DEVELOPMENT AND 27TH ST. CORRIDOR ACTION PLAN | LAWRENCE, KS

In December 2014, MAPS Inc. created the Indian Hills Development and 27th St. Corridor Action Plan. This Plan is intended to continue the vision of 27th St. as a sustainable, safe community road. This plan incorporated public engagement, development review, evaluation of traffic and land-use best practices. This Plan initiated the discussion on the engineering, enhancement, education and enforcement techniques for traffic calming along 27th street. The Plan also recommended the development techniques and procedures at the tract of land northwest of the intersection of 31st St. and Louisiana.

Furthermore, this Plan recommends traffic devices and how their function, form and use for volume and speed-management benefits the community. This Plan also is an integral part in maintaining safety for drivers, pedestrians, bicyclists and motorists along this stretch of road in this community. The combination of traffic measures and sustainability methods exemplified the how citizens can be great stewards of neighborhood.

Site Research/Living Lab
Bayou Quarters



HUD AFFORDABLE HOUSING DEVELOPMENT | HOUMA, LOUISIANA

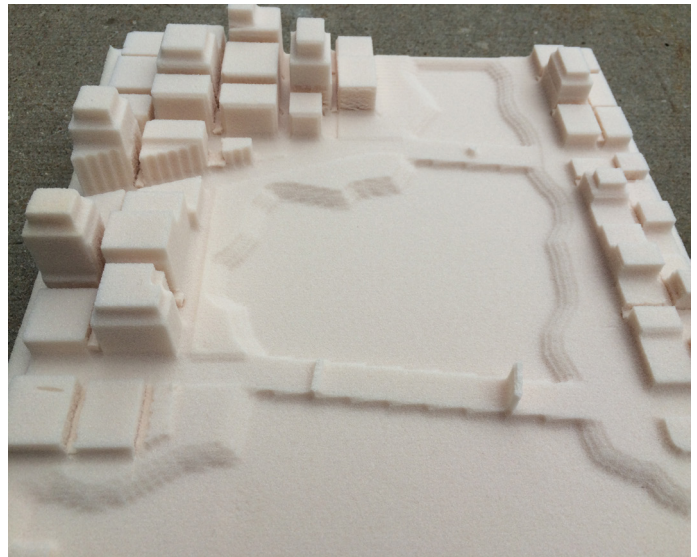
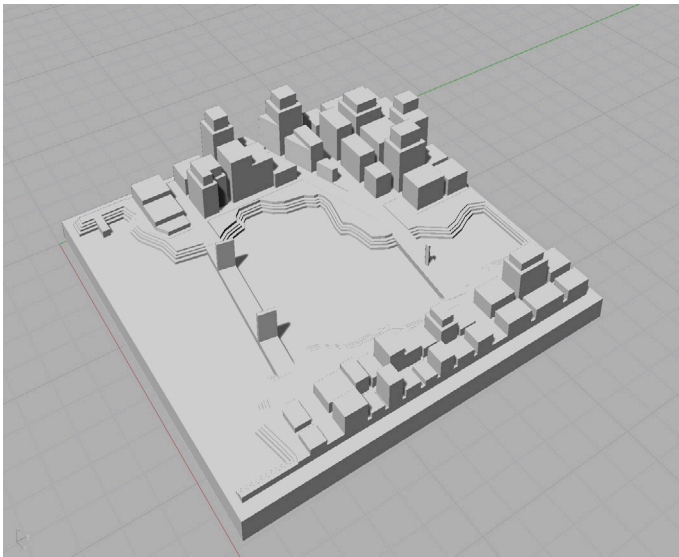
In January 2015, MAPS Inc. proposed a infill development in Houma, Louisiana. This project consisted of a multi-disciplinary team that created the proposal to develop innovative solutions for affordable senior housing. The existing building was approximately 100,000 square feet and was located on a parcel just over one (1) acre.

Our final product balanced affordability with energy-efficiency, durability, and resiliency. The proposed 250 dwelling units were designed for accessibility and healthy living with natural daylight and indoor environmental quality. Besides encouraging interactions, our building and site employs the most innovative sustainability strategies. The design enhanced environmental quality, while also allowing the integration of advanced technologies, which were designed along renewable-ready designs throughout the building and site. Shared geothermal loops under the interior courtyard and the parking lots. The roofs of these southern facing carports will be covered with photovoltaic panels capturing the sun's energy and pass the savings onto the tenants by providing car charging stations. Only native and adaptive plant species to Louisiana, that require minimal water, were implemented in the design. Permeable pavement was used, to recharge the ground water and reduce the storm water runoff. The rooms will be fitted with Energy Star compliant Appliances. MAPS Inc. utilized strategies to ensure of maximum amount of LEED points. The design also incorporated on-site composting for the community gardens bolstering the waste-management plan.



URBAN CONCEPTUAL MASSING | KANSAS CITY, MO

During December of 2014, MAPS Inc. consulted for the City of Kansas City, MO to re-envision the development area at the intersection of 13th St. and Baltimore. This process included multiple decisions on how the site should be developed. This process consisted of many “massing” sketches, as seen above. This approach was a quick technique that helped decision makers to see the footprint and shell on the site.



URBAN CONCEPTUAL MASSING AND MODELING | KANSAS CITY, MO

During December of 2014, MAPS Inc. explored massing and modeling approach. that continued the development of our designs, pushing our work closer to the becoming three-dimensional products. During this process we got to get “hands on” experience with a LaserLab and CNC Router to cut our patterns into material and layer them, not only to create a spatial concept, but also to create space for our designs to bend and absorb light.

Plan-Quality Evaluation Protocol and Criteria Assessment/Creation

Coding Categories

2 = Identified, detailed

1 = Identified, vague

0 = Not identified

Internal Plan Quality Criteria

1. Issues and Vision Statement

1.1	Is there a preliminary assessment of major trends and impacts of future changes on the planning area?	2
1.2	Is there a description of the community's major opportunities and threats for desirable development?	1
1.3	Is there a vision statement that identifies in words an overall image of what the community wants to be and look like?	2
		Total= 5/6

2. Fact Base

A. Description and Analysis of Key Features of Local Planning Jurisdiction

2A.1	Present and future population and economy.	1
2A.2	Existing land use, future land use needs, and current land supply for the future.	1
2A.3	Existing (and future needs for) community facilities and infrastructure that serve community's population and economy.	1
2A.4	State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use.	2

B. Techniques Used to Clearly Identify and Explain Facts

2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	2
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	1

25 APPENDIX A

2B.3 Are facts used to support reasoning of explanations for issues?

1

2B.4 Are facts used to support reasoning of explanations for policy directions?

1

2B.5 Are methods used for deriving facts cited or explained?

1

2B.6 Are data sources cited?

1

Total= 12/20

3. Goal and Policy Framework

3.1 Are goals clearly stated?

2

3.2 Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?

1

3.3 Are policies tied to a specific actions and/or development management tools (e.g., vague policy - reduce flood risk vs. detailed policy - reduce development densities in floodplain)?

1

3.4 Are policies mandatory (with words like shall, will, require, must) as opposed to suggestive (with words like consider, should, may)?

1

Total= 5/8

4. Plan Proposals

A. Spatial Design

4A.1 Does plan have a future land use map?

1

4A.2 Are land use areas related to transportation proposals?

2

4A.3 Are land use areas related to water and sewer proposals?

1

4A.4 Are land use areas sized to accommodate future growth?

1

26 APPENDIX A

4A.5 Are proposed locations of land uses tied to suitability of landscape features?

2

B. Implementation

4B.1 Are actions for implementing plans clearly identified?

1

4B.2 Are the actions for implementing plans prioritized?

1

4B.3 Are timelines for implementation identified?

1

4B.4 Are organizations with responsibility to implement policies identified?

0

4B.5 Are sources of funding to implement the plan identified?

0

4B.6 Is there a timetable for updating the plan?

1

C. Monitoring

4C.1 Are goals quantified based on measurable objectives (e.g. 60 percent of all residents within 1/4 mile of transit service)?

1

4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?

0

4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?

0

4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?

1

Total= 13/30

5. Encourage Opportunities to Use Plan

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?

1

1

3

27 APPENDIX A

5.2	Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	
5.3	Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	0
5.4	Is the legal context that requires planning explained (e.g., meets federal/state mandates, identifies top priority issues that need to be addressed to ensure legal defensibility)?	0
5.5	Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	1
		Total= 3/10

6. Create Clear Views and Understanding of Plans

6.1	Is a detailed table of contents included (not just list of chapters)?	2
6.2	Is a glossary of terms and definitions included?	0
6.3	Is there an executive summary?	1
6.4	Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	2
6.5	Are clear illustrations used (e.g., diagrams, pictures)?	1
6.6	Is spatial information clearly illustrated on maps?	1
		Total= 7/12

7. Account for Interdependent Actions in Plan Scope

7.1	Are horizontal connections with other local plans and programs explained?	2
7.2	Are vertical connections with regional or state policies and programs explained?	1

28 APPENDIX A

- 7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?

1

Total= 4/6

8. Participation of Actors

- 8.1 Are organizations and individuals that were involved in plan preparation identified?

2

- 8.2 Is there an explanation of why the organizations and individuals identified in the plan were involved?

1

- 8.3 Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?

2

- 8.4 Is there an explanation of the participation techniques that were used?

2

- 8.5 Is there a clear explanation of how stakeholder involvement in the plan is related to prior planning activities?

1

- 8.6 Is the plan's evaluation described, including effects on citizens and private stakeholder groups?

1

- 8.7 Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?

2

- 8.8 Does the plan incorporate input from a broad spectrum of stakeholders?

1

Total= 12/16

Total Score of your evaluation

61

Maximum Score Possible

108

Use your total score and the maximum possible score to calculate a “grade” for the Metcalf Plan. (100-90% “A”, 89-80% “B”, 79-70% “C”, 69-60% “D”, 59% or below “F”). What is the percentage and what’s the letter grade?

F

29 ENDNOTES

1. American Planning Association < <https://www.planning.org/growingsmart/enablingacts.htm>>
2. National League of Cities website: < <http://www.nlc.org/build-skills-and-networks/resources/cities-101/city-factoids/the-athenian-oath>>
3. Godschalk, David R., Daniel A. Rodríguez, Philip Berke, and Edward J. Kaiser. *Urban Land Use Planning*. Urbana: U of Illinois, 2006. Print.
4. Philip R Berke; Maria Manta Conroy. Are we planning for sustainable development? American Planning Association. *Journal of the American Planning Association*; Winter 2000; 66, 1; ABI/INFORM Global pg. 21-33
5. Gil, E., and E. Lucchesi: "Chapter 19: Citizen Participation in Planning," in F. S. So, I. Stollman, F. Beal, and D. Arnold (eds.), *The Practice of Local Government Planning*, International City Management Associatio, 1979.
6. Tiebout, Charles M. "A Pure Theory of Local Expenditures." *Journal of Political Economy* 64.5 (1956): 416. Web.
7. Swanstrom, Todd. "What We Argue About When We Argue About Regionalism." *Journal of Urban Affairs* 23.5 (2001): 479-96. Web.
8. Swanstrom, Todd et al. "Pulling Apart: Economic Segregation among Suburbs and Central Cities in Major Metropolitan Areas." Brookings Institution. October 2004.