21st Street North Corridor

REVITALIZATION PLAN

December 2004

CITY OF WICHITA

SEDGWICK COUNTY KANSAS

_____ PUBLISHED IN THE WICHITA EAGLE ON 1-7-05

ORDINANCE NO. 46-434

AN ORDINANCE ADOPTING THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AS AN AMENDMENT TO THE WICHITA-SEDGWICK COUNTY COMPREHENSIVE PLAN.

WHEREAS, pursuant to the authority granted by the statutes of the State of Kansas, in K.S.A. 12-747 et seq.. the Wichita-Sedgwick County Metropolitan Area Planning Commission developed a Comprehensive Plan, adopted by the City of Wichita and Sedgwick County in 1993. and amended in 1996, 2000 and 2002: and

WHEREAS, the Comprehensive Plan may be amended. as needed, to ensure it reflects timely and relevant information and the needs of the community: and

WHEREAS, the City of Wichita, in collaboration with neighborhood stakeholders, did initiate the development of the 21" Street North Corridor Revitalization Plan to promote the stabilization and revitalization of the area: and

WHEREAS, before the adoption of any Comprehensive Plan or amendment thereto, the Wichita-Sedgwick County Metropolitan Area Planning Commission is required by K.S.A. 12-747 to hold a public hearing; and

WHEREAS. the Wichita-Sedgwick County Metropolitan Area Planning Commission did give notice by publication in the official City and County newspaper on November 18. 2004, of a public hearing on said plan; and

WHEREAS, the Wichita-Sedgwick County Metropolitan Area Planning Commission on December 9, 2004. did hold a public hearing at which a quorum was present, and did hear all comments and testimony relating to said plan. and approved a resolution adopting the 21" Street North Corridor Revitalization Plan dated December 2004 as an amendment to the Wichita-Sedgwick County Comprehensive Plan;

NOW THEREFORE BE IT ORDAINED BY THE GOVERNING BODY OF THE CITY OF WICHITA. KANSAS:

SECTION 1. The City of Wichita hereby adopts the 21st Street North Corridor Revitalization Plan as an amendment to the Wichita-Sedgwick County Comprehensive Plan; and

SECTION 2. Notice of this action shall be transmitted to the Sedgwick County Board of County Commissioners for its consideration, and to all other taxing subdivisions in the planning area, which request a copy of the plan.

SECTION 3. This ordinance shall become effective and be in force from and after its adoption and publication once in the official City newspaper.

ADOPTED at Wichita, Kansas, this 1-4-05

Carlos Mayans, Mayor

ATTEST:

Karen Sublett, City Clerk

Approved as to form:

Gary E. Rebenstorf, Director of Law

233-04

150004 Published in the Derby Reporter on _____

RESOLUTION NO. 233-04

A RESOLUTION ADOPTING THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN

WHEREAS, pursuant to the authority granted by the statutes of the State of Kansas, in K.S.A. 12-747 et seq., the Wichita-Sedgwick County Metropolitan Area Planning Commission developed a Comprehensive Plan, adopted by the City of Wichita and Sedgwick County in 1993, and amended in 1996,2000 and 2002; and

Whereas, the Comprehensive Plan may be amended, as needed, to ensure it reflects timely and relevant information and the needs of the community; and

Whereas, the City of Wichita and Sedgwick County, in collaboration with neighborhood stakeholders, did initiate the development of the 21st Street North Corridor Revitalization Plan to promote the stabilization and revitalization of the area, which is in need of new investment; and

Whereas, before the adoption of any Comprehensive Plan or amendment thereto, the Wichita-Sedgwick County Metropolitan Area Planning Commission is required by K.S.A. 12-747 to hold a public hearing; and

Whereas, the Wichita-Sedgwick County Metropolitan Area Planning Commission did give notice by publication in the official County newspaper on November 18, 2004, of a public hearing on said; and

Whereas, the Wichita-Sedgwick County Metropolitan Area Planning Commission, on December 9,2004, did hold a public hearing at which a quorum was present, and did hear all comments and testimony relating to said plan, and approved a resolution adopting the 21st Street North Corridor Revitalization Plan, dated December 2004, as an official amendment to the Wichita-Sedgwick County Comprehensive Plan;

NOW, BE IT THEREFORE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF SEDGWICK COUNTY, KANSAS:

SECTION I. That after receiving a recommendation from the Wichita-Sedgwick County Metropolitan Area Planning Commission, and after said Planning Commission has given proper notice and held a public hearing as provided by law, under the authority granted in K.S.A. 12-747, the Sedgwick County Board of County Commissioners hereby adopts the 21st Street North Corridor Revitalization Plan Plan as an official amendment to the Wichita-Sedgwick County Comprehensive Plan; and

SECTION II. That upon taking effect, a notation of this amendment to the Comprehensive Plan shall be entered in the official Comprehensive Plan records in the offices of the Metropolitan Area Planning Department.

SECTION III. Notice of this action shall be transmitted to the Wichita City Council, and to all other taxing subdivisions in the planning area that request a copy of the plan.

SECTION IV. This resolution shall become effective upon its passage and publication once in the Official County Newspaper.

Commissioners present and voting were:

DAVID UNRUH	aye
TIM R. NORTON	aye
THOMAS G. WINTERS	aye
CAROLYN MCGINN	aye
BEN SCIORTINO	absent

DATED this 22nd day of Dec ,2004.

BOARD OF COUNTY COMMISSIONERS OF SEDGWICK COUNTY, KANSAS

ATTEST:

DON BRACE
County Clerk

APPROVED AS TO FORM:

ROBERT W. PARNACOTT
Assistant County Counselor

CHAIRMAN, THOMAS G. WINTERS, Third District

CHAIRMAN PRO TEM, DAVID M. UNRUH, First District

TIM R. ~ O NCommissioner, Second District

CAROLYN MCGINN, Commissioner, Fourth District

Absent

BEN SCIORTINO, Commissioner, Fifth District

CLERK OF SEDGWICK COUNTY
SEDGWICK COUNTY
KANSAS
KANSAS

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I. INTRODUCTION

The concepts in this revitalization plan were shaped through an extensive collaborative planning process primarily including input from a Steering Committee representing local land owners, businesses, and residents who represented the general public, as well as with City staff and other public agencies. It reflects the common desire to revitalize the 21st Street North corridor and is informed by transportation, market, land use, urban design, and property ownership pattern considerations.

The plan document is organized into three chapters, the *Introduction*, the *Preferred Plan*, and *Plan Implementation*. Supportive information, such as the *Existing Conditions Analysis* and *Alternative Framework Plans*, are located under separate cover in the *Plan Appendix.* The basic essence of each chapter is as follows:

- **Chapter 1: WHY**: The *Introduction* provides a general description of the Plan, the process, and *why* the Plan was initiated by the City.
- **Chapter 2: WHAT**: The *Preferred Plan* generally describes *what* can and should be done in the plan area to accomplish the plan goals.
- **Chapter 3: HOW**: The *Plan Implementation* chapter explains in detail *how* the Plan recommendations can be achieved.

A. PURPOSE OF STUDY

This study examines lands adjacent to 21st Street North in Wichita, Kansas. The plan area includes 2.6 square miles, or 1,666 acres of land. The City's purpose of this study is to create a successful 21st Street North Corridor Revitalization Plan for Wichita that will:

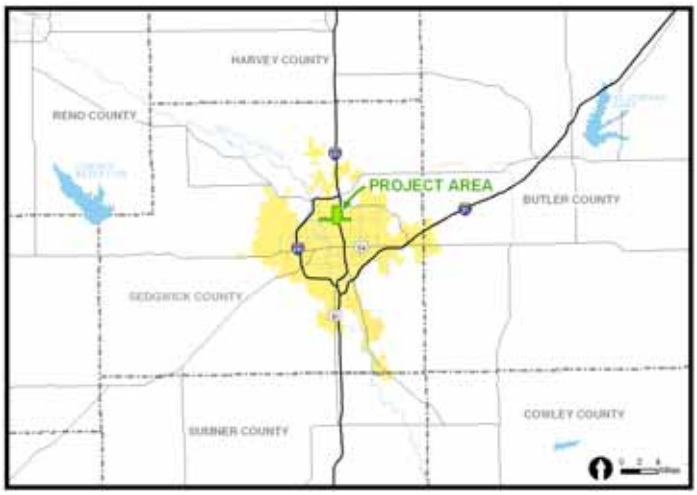
- Revitalize 21st Street North between Amidon and Hillside.
- Create a 21st Street North corridor transportation strategy.
- Identify a new focus for an aging Industrial Park.
- Formulate economic strategies based on each sub-area market focus.
- Achieve community consensus.
- Provide an Implementation Action Plan.

The new police station in the east sub-area is one example of recent investment in a section of the plan area.

This study will provide an Area Plan as a component to the Wichita-Sedgwick County Comprehensive Plan. The planning horizon of this 21st Street North Corridor Revitalization Plan is through 2025.

B. CONTEXT AND OVERVIEW OF STUDY AREA

Wichita is located in southeastern Kansas, and per the 2000 census has a population of 352,000. The 21st Street North Corridor Revitalization Plan Area (plan area) reaches 3.5 miles from east to west and two miles from north to south. The area includes approximately one block to the north and south of 21st Street, as well as the large North Central Industrial Corridor that extends



Map I.1 Regional Context
Wichita is located in south-central Kansas.

Map I.2: Study Area Boundary
The 21st Street North Corridor plan area boundaries are illustrated. Three sub-areas: the west sub-area, central sub-area, and east sub-area are also identified.

between I-135 to the east and North Broadway to the West. Here the study area boundaries reach south to 17th Street North and north to 33rd Street North.

The 21st Street North Corridor Revitalization Plan Area includes a significant amount of the City's industrial lands, particularly the older industrial sites, and those sites that are or were once dependent on freight rail access. Both Burlington Northern Santa Fe (BNSF) and Union Pacific Rail Road (UPRR) have major switching yards within the project area, with extensive trackage. The eastern edge of the plan area abuts the edge of Wichita State University (WSU) along Hillside Street. The western edge of the site is bound by Amidon Street, a primary north/south arterial in the community. Downtown Wichita is a quick mile and a half south from the plan area.

Often throughout this document the plan area is discussed in reference to a sub-area. The three sub-areas are identified on the Study Area Boundary Map and include the west, central, and east sub-areas, with Broadway and I-135 forming the east-west boundaries between each sub-area. Identification of sub-areas provided for more detailed and focused recommendations since the issues, lands uses, and desires for each were often very different.

C. PARTICIPANTS AND PROCESS

Participants

Numerous resources were used to support the 21st Street North Corridor Revitalization Plan process.

Public Meetings

Four public meetings were held throughout the process to present information to-date, to garner additional public input to the planning process, and to formulate consensus decisions on the final plan.

Two-hour long public meetings were held on the following dates in 2004: February 25th, April 21st, June 15th, and September 21st. All public meetings took place at the Minisa Park Enclosed Shelter.

Advisory Committees

Since the plan area was so large, and involved very diverse interests, three advisory committees were established to focus on specific issues and ideas related to that particular sub-area. The individual

Four interactive, public workshops were held at the Minisa Park Enclosed Shelter to solicit public input and to achieve community consensus.

advisory committees, representing the west, central and east sectors of the plan area, were appointed by the City Council and were established to work with the consultant and the City throughout the process. Each Advisory Committee included approximately 15 members and met three times during the planning process.

The three Advisory Committees provided valuable insight as to what the community desired.

Steering Committee

Thirteen citizens volunteered to serve on a Steering Committee. This group represented a diversity in stakeholders' interests, including merchants, industrial users, property owners, real estate representatives, and civic leaders. The Steering Committee's strength in bringing a broad range of opinions representing their respective interest group was instrumental to the successful development of this Plan. The Steering Committee originally intended to meet four times during the process, but an additional nine special meetings were held to resolve complex issues of the Plan. Two participants from each Advisory Committee also sat on the Steering Committee to facilitate communication between the Advisory Committees and the overall Steering Committee. It was the Steering Committee's role to lead each Advisory Committee, communicate those sub-area issues, concerns, and ideas to the larger committee so that a holistic consensus plan could result. The Steering Committee was also charged with getting the word out to local businesses and owners as well as property owners and residents to discuss ideas and garner support for the Plan.

The Steering Committee and MAPD discuss one element of the Plan.

City Staff

The Wichita-Sedgwick County Metropolitan Area Planning Department (MAPD) planning staff led the project from the City. Several members of planning, as well as economic development, environmental health, engineering, and other departments were involved with the project. Numerous conference calls, staff meetings, and staff work sessions with the consultant team occurred throughout the planning process. Extensive use of email was also maintained between City staff and the consultant team to assure maximum communication.

EDAW Consulting Team

The consulting team was retained by the City of Wichita to lead the planning effort. EDAW's Denver office led the planning project and was supported by key team members. Economics Research Associates (ERA) completed an initial market analysis and provided implementation support for the Plan, CDM provided environmental and civil engineering expertise to the team, and TranSystems supplied transport planning services for the team. Finally, RONIN provided key outreach, public process, and implementation proficiency throughout the entire project.

Project Schedule

A very ambitious nine and a half month time frame was established for this project. The project began in mid-February 2004 with site analysis and stakeholder interviews, with the final Plan presented to the City Council and the Board of County Commissioners for approval in December.

The initial phases of the project included analysis of infrastructure, transport, environmental, socio-economic conditions, and a detailed market study. A series of existing-conditions maps and analyses, along with the supporting content, was used as a basis for further planning. This information was presented in April, 2004 to staff, the Steering Committee, each Advisory Committee, and at a public meeting. This workshop also included a working session on visionary blue sky / big idea thinking of what the plan area should become in 20 years. These 'what-if' sessions were used as a basis for creation of the *Vision Statement* and two *Alternative Framework Plans*. The *Alternative Framework Plans* were reviewed against future market projections, rail realities, and the views of the participants. A preferred plan arose from this alternatives discussion. Finally, a detailed implementation strategy was prepared to give the civic leaders and community the necessary tools needed to successfully implement the Plan.

D. VISION AND GUIDING PRINCIPLES

The vision, or 'snapshot of the future' as created by the public, Steering Committee and Advisory Committees, characterizes what the 21st Street North Corridor Revitalization Plan area could look like after two decades of changes and improvements based on the policies and strategies identified. The vision of the plan area includes a gradual transformation of an aging industrial park and of celebrating neighborhoods rich with ethnic and cultural diversity.

2025 Vision Statement

In the year 2025, the corridor along 21st Street North between Hillside and Amidon has been revitalized through a partnership between the community and City leadership. Environmental cleanup has been paramount over the past 20 years, providing the 'platform' for new investment. Distinct and identifiable economic and cultural sub-areas exist within the three mile long corridor. The interchange of I-135 at 29th Street North clearly identifies an industrial park gateway and the 21st Street North interchange becomes a focal point and gateway to the entire Wichita community, as well as a front

door to ethnic and institutional attractions found in the Midtown North, Matlock Heights and Northeast Millair neighborhoods. Additional open space provides a variety of gathering opportunities.

The west sub-area is clearly dominated by a successful multicultural shopping district flanking 21st Street North. An International Marketplace and supporting multi-cultural activities are congregated around a neighborhood commercial center. Aesthetic and physical street improvements along 21st Street aids in the safety, pedestrian experience and neighborhood feel of this economically vibrant gathering place within the community.

21st Street North as it traverses the central sub-area, has been transformed into a visually attractive arterial roadway, with a new, appealing overpass allowing for safe passage of vehicles, bicycles and pedestrians separate from the freight train activities below. Heavy industrial uses in this sub-area have been consolidated and key rail lines have been realigned so to free up additional land for newer, cleaner industrial and commercial uses that take advantage of the central location in the greater Wichita region, as well as the ample interstate and/or rail access that exists.

The east sub-area continues to build upon recent public investment through specific streetscape improvements that provide identity, traffic calming that slows traffic, and enhancements that support a better pedestrian experience. Additional public art and improvements celebrate the areas ethnic diversity and highlight the presence of Wichita State University. Private investments in the area spring up new businesses that cater to stakeholders in the area and create places where the University students and neighborhood residents interact.

Guiding Principles

The following principles, approved by the Steering Committee, have been used throughout the planning process to guide the Plan. These principles are:

- The revitalization of 21st Street is important to all of Wichita.
- The community leads the revitalization. The City supports the community in this effort.
- Revitalization builds on the ethnic and cultural diversity of the area. It fosters local entrepreneurship.
- Solving traffic and parking problems is essential.
- Making the area attractive and creating a unique identity are important.
- Cleaning up the environment is crucial.

E. 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN GOALS

Working within the context of these broad principles, a series of plan goals were developed. The plan goals are designed to articulate the vision of the City and the Steering Committee. The plan goals are tools for evaluating development and/or other improvements within the plan area. The plan goals are:

- **GOAL 1**: Increase the long-term economic renewal, vitality, and sustainability of the 21st Street North Corridor Revitalization Plan area.
- **GOAL 2**: Make transportation system improvements within the 21st Street North Corridor Revitalization Plan area that will support the economic renewal of the area, improve traffic movements, and enhance the quality of life for the surrounding community.
- **GOAL 3**: Remediate environmental contamination within the 21st Street North Corridor Revitalization Plan area.
- **GOAL 4**: Create a more attractive 21st Street North Corridor Revitalization Plan area.

Articulation of Plan Goals

To further articulate each goal, various land use, transportation, environmental, and economic strategies that define primarily the physical elements of the Plan are identified in Chapter 2. Next, objectives, policies and specific action items were developed.

The objectives, found in Chapter 3, established in the Plan are intended to support the overarching plan goals of revitalizing the 21st Street North corridor in the short, mid. and long term. The objectives directly correspond with each goal and help define more specific direction for the City, the community, and private development as to the physical form of the area as well as the economic environment envisioned. The objectives also form the basis for the Plan policies.

The plan policies support the overall goals and objectives. Policies provide a definite course to guide and determine future decisions. Finally, actions identify specific implementation steps to be taken to achieve plan goals. The actions classify a timeframe, geographic area, responsible party, and potential funding sources to implement that particular action. Policies and actions are also identified in Chapter 3: Implementation.

II. PREFERRED PLAN

A. OVERVIEW

Based on the feedback on preliminary alternative framework plans from the public, the advisory committees, City staff, and numerous focused work sessions with the steering committees, a draft Preferred Framework Plan was derived. This draft plan was then reviewed by the committees and the public during formal meetings in September 2004. Refinements were made based on these comments, as well as various feedback received during meetings with the Metropolitan Area Planning Commission (MAPC), District Advisory Boards (DAB), and others.

This Chapter identifies several baseline assumptions. Organized by plan goal, it describes the economic and physical changes that are recommended. The maps include land use recommendations for each of the sub-areas within the overall study area. Next, an illustrative plan for the East and West Sub-Areas demonstrates how existing vacant and / or underutilized lands may be utilized to complete the urban fabric. This illustrative plan also indicates at a larger scale a proposed overlay / special district to support the vision and implementation desires for the districts. Finally, urban design visual simulations show possible future conditions for selected key areas. This is not to say that this is in any way definitively how the area will be developed in the future, but rather identifies possible scenarios that support the transportation or land use preferences for a particular area.

B. BASE LINE ASSUMPTIONS

The following baseline assumptions should be kept in mind when reading through the details of the Preferred Plan.

- This is primarily a 20 year plan that focuses on what actions can be completed in a 20 year planning horizon. Actions have also been included that address a 20+ year timeframe.
- The Plan assumes modest overall growth in all market segments in the plan area through the 20 year planning horizon. (Refer to Appendix A.I: Existing Conditions and Appendix A.II Market Analysis).
- The Plan assumes that Burlington Northern Santa Fe (BNSF) and Union Pacific Railroad (UPRR) mainlines or yards will not be relocated in the 20 year timeframe.
- The Plan identifies underutilized employment related lands (especially industrial related) for clustering of land uses and identifies of new land use categories.
- The Derby – El Paso refinery site is a key redevelopment site.
- Identification of core neighborhood retail centers (typically maximum ½ mile long) in both the East and West Sub-Areas.

- The City has, as a policy approved by City Council, voluntarily agreed to take on the investigation and remediation of the NIC site for public health and economic development purposes and to pursue cost recovery from responsible parties. KDHE consent agreements are in place between the City and responsible parties, and these agreements will be upheld.

- This area of Wichita is to be promoted as an ethnic / cultural center to region. This will be accomplished via:

  - Establishment of a Multicultural District in the East Sub-Area between Minneapolis and Hillside.

  - Establishment of an International Marketplace emanating from the intersection of 21st and Market Street in the West Sub-Area.

  - Establishment of an Asian Cultural District at the west edge of the study area near the existing Thai Bin grocery.

  - Continued encouragement of further ethnic / cultural commercial uses along the length of 21st Street.

- The Plan stresses the importance of environmental clean-up in the Central Sub-Area as an impetus for economic revitalization in the plan area.

- The Plan proposes critical vehicular and rail infrastructure improvements to accommodate both local and regional needs for the future.

C. PLAN RECOMMENDATIONS

GOAL 1: INCREASE THE LONG-TERM ECONOMIC RENEWAL, VITALITY AND SUSTAINABILITY OF THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

Existing on-the-board projects -such as the removal of the Derby – El Paso Refinery site vertical infrastructure, an element of the area that has had a negative visual impact on the landscape for numerous years, will result in an increase in economic activity and excitement about the future of the plan area. Further, the expansion of an existing neighborhood retail center and construction of a new car wash in the West Sub-Area, in combination with a retail project and new fire station currently under construction in the East Sub-Area, will help create and maintain a level of interest in overall revitalization for the plan area.

The dismantling of the existir El Paso Refinery's vertic infrastructure will begin at the time Plan adoptio

The Preferred Plan is driven by two key strategic objectives that will translate into future success and catalyze positive long term economic change in the plan area. The first is creating a new identity for the aging industrial park that encompasses the Central Sub-Area. The second includes the identification of 21st Street North as a multicultural corridor.

The strategic economic objectives mentioned above will be achieved with a combination of efforts including:

- Capitalizing on existing strengths and opportunities of the plan area and its environs.
- A concerted effort by the area residents, businesses, stakeholders, organizations, and the City in implementing the Plan.
- Providing appropriate land use strategies based on existing and future market conditions.
- Identify and implement remediation strategies to facilitate economic development.
- Completing needed transportation Improvements.
- Assuring adequate utility infrastructure.
- Identifying priority sites for early success and plan implementation.

Based on the opportunities and risks identified in the Existing Conditions and Market Analysis (refer to Appendices A.I and II), the following economic and market-based initiatives have been identified in formulating the Preferred Plan.

Creating a New Image for an Aging Industrial Park

Industrial Uses

Industrial uses are almost exclusively found in the Central Sub-Area, and are primarily heavy industries and rail dependent industries. The Preferred Plan recognizes the importance of these uses to the regional economy. However, the Plan also recognizes that strategic positioning is needed to provide further competition of this older industrial area in the greater Wichita economy. It is estimated that the plan area can support an additional 87-174 acres of new industrial space between now and 2020. Based on the existing glut of vacant industrial space currently found in the Wichita area market, and moderate projected employment growth, most of this acreage is anticipated to be absorbed in

A view looking north across the BNSF rail yards

the 2010-2020 period rather than in the near future. Strategically, this market reality allows the City and stakeholders time to prepare the area for market rebound.

An example of a newer building in the central sub-area.

A key component to the Wichita industrial market is that there is continued demand for smaller industrial space from 20,000 square feet and under. In order for the North Central Industrial Corridor to be able to compete for this very specific need in the greater market, identification of lands, the supporting land use and zoning, and organizational strategies must be put in place now. This includes the creation of a new Light Industrial / Flex land use category that specifically targets small to medium sized tenants looking for newer more modern space in a central location that is well served by transportation routes and is near a qualified labor force. These are envisioned as non-rail dependent users, including professional, manufacturing or industrial service firms with need for good regional access to other industrial sectors. Further, light industrial / flex users should be encouraged to locate in areas currently utilized by heavy industry.

New Land Use / Zoning Categories

The Plan recommends new Light Industrial / Flex land use and zoning categories that embrace and support the addition of Light Industrial / Flex space in the Central Sub-Area. Light Industrial / Flex space constitutes the construction of one to two story buildings of 20,000 square feet or less, and is typically designed with a higher level of articulation, materials, and colors. Sites are usually well landscaped and maintained, with little to no outdoor storage. Signage is well integrated into the site and architecture. The uses and image associated with Light Industrial / Flex lands; the associated regulations that maintain minimum standards for this district; and the ability to cluster these uses within the Central Sub-Area are key to the redevelopment of the Central Sub-Area. The chosen location of these uses along identified key corridors, particularly the new 25th to Ohio to 29th collector street will support this visual change for the corridor (Refer to Map II.1-II.3).

Special Opportunity Areas

Identification of three special opportunity areas within the Central Sub-Area is another strategy to identify specific land masses for greater reinvestment. Recognition of these three key clusters of land and potentially identifying zoning, design standards or guidelines to these areas will be important in creating change.

Two of these areas have visibility from the interstate. Identified uses and ultimate site design can be a core component to helping infuse a 'clean and new image' that will help revitalization efforts. Redevelopment within these two areas will create a welcoming image for this aging industrial park. These special opportunity areas also complement the regional and industrial gateways proposed in the Plan.

A view southwest towards the Derby – El Paso Refinery site, illustrating its visibility from I-135.

Retail Uses

The entire plan area can support approximately 200,000 square feet of community-serving retail space by recapturing current leakage to other locations. Retail dollars currently spent by plan area residents in other community-serving retail centers in the City's peripheral locations could be 'recaptured' by providing similar services closer to home. A community-serving retail center ranges from 100,000 to 500,000 square feet in size. It primarily serves a drive-in community market within 3 to 5 miles and includes a relatively wide range of retail facilities ranging from apparel to hardware and appliances. It may include a smaller department store or one or more mid- or big-box retailers as an anchor. Access, parking, visibility, and minimal negative traffic impacts will be important issues to consider in locating community-serving retail. The Preferred Plan envisions this community-serving retail to be accommodated in the Central Sub-Area, at sites with the best interstate and arterial roadway visibility. Though there is market support, it does not necessarily mean that retailers will come, at least in the short term. However, site preparation and various infrastructure improvements as a commitment to revitalization of this area will need to take place before any community-serving retail would be able to locate in the Central Sub-Area. Further, initial attraction may still require an incentive package to attract users to this location.

The Derby - El Paso Refinery site (one of the special opportunity areas) is an ideal location in terms of visibility and access for a community-serving retail center and has the ability to capture a wider regional market. This type of land use will also complement the gateway concept bringing in a significant amount of traffic to the area. The site can potentially accommodate a discount or warehouse type retail center. These centers typically require 20 to 25 acres of land area including required parking and open space; hence retail uses based on current market demand are unlikely to occupy the entire refinery site as this site exceeds 90 acres.

A discount or warehouse retailer in the area is unlikely to negatively affect the neighborhood serving retail that exists in the plan area, particularly given the focus of the neighborhood serving retail areas within the plan area to focus on cultural and ethnic uses. However, it may compete with some of the anchors in the Twin Lakes

Center. Major retail brokers in the region agree that this is a good location for a discount / warehouse retail store from the visibility and regional access perspective, assuming that the site is prepared for new development at no cost to the developer.

Infrastructure Improvements

Implementation of infrastructure improvements discussed within the context of Goal 2 will impact the image of the area. These primarily include roadway improvements, specifically the creation of the central collector street, and improvements to rail crossings (Refer to Map II.4 and II.5).

In Summary

The light industrial / flex and community-serving retail uses in the central sub area may also help the reuse of brownfield sites much sooner than other types of uses, as they may require remediation activities that are less restrictive than for residential uses.

21st Street North as Wichita's 'International Marketplace and East End Multicultural District'

The revitalization of 21st Street plays on the existing diversity of the African American, Hispanic and Asian populations that live, work and play within the boundaries of the plan area. A series of regional destinations within the greater Wichita area can be achieved through the support of focused ethnic neighborhood shopping districts, festivals and related activities. Those ethnic clusters include three identified locations along the corridor, in essence providing the 'anchors' typically associated with indoor shopping malls. The location of these three anchors at the east, central and west locations along the corridor will hopefully spark a regional draw cultural corridor for Wichita.

The West Sub Area

The West Sub-Area can currently support 104,000 square feet of neighborhood retail space feet of neighborhood retail space and up to approximately 1200,000 square feet in 2020 in gross terms. The community and neighborhood serving retail cluster at 21st and Amidon can accommodate most of the current neighborhood retail needs in the area. However, there is potential for consolidation of existing ethnic retail / service / grocery stores into more attractive clusters that can serve the neighborhood and also has the ability to attract a wider market. This concept of focused ethnic retail clusters is desired by area property owners, business owners and residents.

Underutilized buildings along Broadway, just south of 21st Street North and within the International Marketplace district.

Two ethnic clusters or 'anchors' are identified in the West Sub-Area. The first would occur at the general location of 21st Street North and Sommerset / Hood where the existing Thai Bin grocery store and Vietnamese restaurant illustrates a kindling of property owner envisioned growth of this larger site into additional Asian focused restaurants and shops. There is some existing square footage that could be converted to such uses and additional available space on the site to construct additional leaseable space.

21st Street North looking west towards Park Place.

The second would occur at the general location of 21st Street North and Market. Here, an International Marketplace district is envisioned as the center 'anchor' for the cultural corridor. This district may extend from Broadway west to Arkansas, focusing on existing 21st Street frontage, but also expand north and south around the aforementioned 21st and Market intersection, as well as further south along Broadway. This Marketplace is envisioned to become a regional draw with multi-cultural restaurants and shops. The short term vision includes continued use of the private parking lot on Market Street just south of 21st Street for the initial phase of an outdoor venue. The first phase indoor Mercado would be located within the existing Disabled American Veteran's (DAV) warehouse building on the east side of Market Street south of 21st Street (pending finalization of a business plan). This market area would also include an adjacent 'Jardin' or Hispanic gathering space, adjacent to the Mercado.

Typical Mercados require 25,000+ square feet of covered space not including the surrounding festival space and potential dining locations that may be part of the cluster. In addition, Mercados do not usually justify new construction and are located in converted industrial or warehouse space with minimal expenditures in capital costs. If reuse of the existing DAV building is possible, this site would be the appropriate first phase for this regional draw facility. The Marketplace would also expand upon existing Hispanic and Asian restaurants, shops and grocers that are in the immediate vicinity. Future growth of the permanent Mercado components would occur over time, perhaps moving east through the alley from Market Street towards Broadway, where additional underutilized buildings would be appropriate for additional Mercado space, restaurants and / or shops. Location of this Marketplace close to

The Cinco de Mayo festival in 2004 along 21st Street and Market Streets.

Broadway will significantly enhance the ability to capture a wider market with ease of access from I-135 and both eastern and western neighborhoods.

A transit hub, that provides connections between local and international shuttle busses, is proposed to occur at the east edge of the International Marketplace district between Broadway and the UPRR right-of-way. This location provides an adjoining relationship with the activities within the Marketplace. The cluster of small and mid sized retail centers at Amidon and 21st Street are performing fairly well and a strategy for this area may be focused more on physical improvements and design guidelines that integrate it with the rest of the corridor. Though these centers do not call for any major re-tenanting strategies, it is important to keep them neighborhood focused.

The East Sub Area

The East Sub-Area market is estimated to support an additional 105,000 square feet of space through 2020. This includes modest support from area employees and WSU students. The lack of supply of neighborhood type retail in the primary market indicates that a grocery or drugstore anchored center sized approximately 55,000+ square feet may be supported in this area in the near term, with modest increments in the future. A strip shopping center under construction is anticipated to absorb much of the estimated need for this area; however, this may not include the grocer or drugstore anchor discussed above.

Twin Lakes Shopping Center at the west end of the plan area can accommodate most of the current retail needs for the West Sub-Area

The East Sub-Area would become the eastern 'anchor' to the three pronged cultural corridor attraction. The focus here would be on creating an eclectic multicultural district as the eastern gateway to this sub-area and the entire 21st Street Cultural Corridor. At this time, it is presumed that a very small supply of dining and entertainment uses as well as a fairly low capture of WSU faculty / student expenditure occurs. However, increased capture in student, faculty and staff focused retail, dining and entertainment facilities, as well as multicultural retail and dining may present additional opportunities.

A new strip mall in the East Sub-Area.

Establishment of special programs that support residents, students, faculty and staff of WSU, as well as the greater region, such as art and focused training and educational programs, will help support the eclectic nature of this cultural corridor. It will be very important for the East Sub-Area that POWER Community Development Corporation work closely with neighbors and the University to provide uses that will complement both the neighborhood and the university.

Residential Uses

Infill of existing vacant and underutilized sites within one mile of the plan area boundary is anticipated to accommodate some of the residential growth estimated for this area. None of this growth will take place in the Central Sub-Area. Some of this growth may occur within the mixed-use neighborhood retail zones envisioned for the core cultural districts, and there is one mid-sized parcel that could accommodate mid to high density residential development to the north of the Thai Bin grocery store.

Based on a modest capture of regional dwelling unit growth, the greater plan area (residential market absorption will occur in a larger geographic area) may capture approximately 60 to 420 residential units between 2004-2010 and 135 to 940 units between 2010-2030 in a low to high range. Given low and moderate incomes in the plan area, new housing should be affordable and include a combination of improved apartment buildings and single-family developments for first-time homebuyers, some of which may be affordable market rate units and some of which may be tax-credit units.

This picture of senior housing reflects the recent 21st Street North Revitalization Plan construction of higher density housing along 21st Street North in the East Sub-Area.

The Plan promotes the utilization of programs that fall within the Local Investment Area (LIA) boundaries, which encompass all of the plan area with the exception of the Central Sub-Area. These incentives may stimulate the construction of affordable small lot detached homes targeted to first time homebuyers. Rental products may be targeted to students. It is important to note that the Wichita area demonstrates low demand for attached residential products, and current rental vacancies are high due to a combination of low interest rates (encouraging home buying) and layoffs in the market. It is unlikely that current market will justify the replacement of existing single family units with multi-family units. Retaining the integrity of the primarily single family detached neighborhoods that surround the plan area through infill of underutilized parcels is the focus for additional residential units.

Parks, Open Space and Recreation

Parks and open space can help promote an area in terms of economic vitality. This qualifier is often attached to residential locational decision-making. Providing adequate smaller parks and plazas within the core of neighborhood retail centers as well as providing alternative modes of transport, such as an integrated bikeway system, can also support economic vitality of those commercial centers.

The plan area's residents (including one mile radius around plan area boundary) are served by both passive (such as the Little Arkansas River Greenway) and active (parks with fields, courts, play equipment) regional, neighborhood and community parks classified by size and the amenities offered at each. The 20-acre Woodland Park North adjacent to the Little Arkansas River, west of Broadway, is the only significant public park space within the boundaries of the plan area.

City Park and Open Space planning indicates that the primary needs appropriate for placement consideration in the greater plan area to support the residential population includes baseball diamonds, children's play areas and various courts. Stakeholders clearly expressed the desire for additional soccer fields in lieu of numerous types of courts and mentioned that the existing two soccer fields recently constructed in the Central Sub-Area are isolated.

Woodland Park North on 21st Street North, adjacent to the Little Arkansas River, is the only public park within the plan area boundaries.

Planned improvements to Grove Park north of the East Sub-Area will provide for some of the expressed community needs. City Parks and Recreation should also consider the following steps: survey the specific residents in the greater plan area; review existing planned improvements for the area; and evaluate all existing proximate park locations to determine if they can be improved to accommodate the additional needs / desires for this immediate area.

Placing additional soccer fields will be the most challenging desire to accommodate Ideally, if there is a larger soccer cluster formed, this may occur in the Central Sub-Area simply because of available land. The special opportunity areas identified could accommodate larger recreational uses, whether publicly or privately run.

Other Uses

Several miscellaneous uses have been discussed as either needed, desired, or the potential exists to accommodate such a use based on the plan area location in both its local and regional setting. These uses include business incubators for new businesses and accelerators for existing businesses. Mid-size business incubators could range from 15,000 to 50,000 square feet and could offer a range of amenities

such as business training, support programs, flexible leases, and shared equipment. Proximity to an educational institution such as WSU that could develop programmatic relationships with incubation and acceleration facilities could be a significant location advantage.

On the other hand, proximity to an employment center such as the North Central Industrial Corridor could provide access to a customer base and nurture business relationships between other industries and incubator tenants. Job training facilities that focus on providing technical skills to the local workforce, required by local employers, are also a complementary use within light industrial / flex use parks. The Cessna training facility in the East Sub-Area offers area residents the necessary skills and training to be a part of the aircraft manufacturing workforce and, in concept, is a desirable use for the 21st Street North Corridor. These facilities may be located in existing underutilized buildings, but specific building needs may vary depending on use. For example, incubator (start-up) businesses often are located in more modern facilities that allow client interaction and a professional work environment. Training facilities may require a combination of modern classroom space as well as machine shops.

Identification of Appropriate Land Use Categories

The Preferred Plan identifies proposed land uses for the 21st Street North Corridor Revitalization Plan. Updating land use classifications and the lands within them will make the area better suited to accommodate the desired type of residential, commercial, industrial and / or institutional uses identified in the Plan. Land use designations provide the initial framework for new businesses to locate and flourish in areas where desired. The most important land use recommendations in the Plan include identification of a new Light Industrial / Flex District which is intended to provide a cluster of land for smaller, non-heavy industrial user within the North Central Industrial Corridor. Identification of three 'special opportunity areas' sets the platform for implementation of the future vision for this area of the community. General Industrial uses, often heavy industries that typically have outdoor storage and / or are rail dependent, are clustered around existing rail lines. By clustering neighborhood retail uses within the half-mile commercial core, a synergistic and viable economic environment is created.

The land use categories outlined below are primarily existing Wichita-Sedgwick County Comprehensive Plan categories, as well as new category descriptions to support the vision and goals of the Plan. The three new land use categories are indicated by an *asterisk* in the following text. For current locations of the existing land uses refer to the existing conditions analysis (Appendix A.I). The land uses proposed for the 21st Street North Corridor Revitalization Plan, illustrated on Maps II.1 and II.3, include:

Single Family Residential

Within the plan area the Preferred Plan retains the existing residential fabric and identifies individual lot infill where vacancies occur. The residential infill sites identified outside the plan area could accommodate some additional low-density single-family residences of 1 to 6 dwelling units per acre.

Residential High Density

The Residential High Density land uses act as a transition from existing single family neighborhoods to some of the commercial activities on 21st Street North. The Plan identifies only a few parcels that could accommodate 11 units per acre or higher, the minimum density for high density residential uses as classified in the Wichita-Sedgwick County Comprehensive Plan. Residential High Density uses are encouraged in the East Sub-Area on the site of the existing Cessna building, west of the senior housing, and in the West Sub-Area between Hood and Garland, north of the Thai Bin Market.

Commercial Services - Offices

Based on the market analysis and the current stabilized condition of the Twin Lakes Shopping Center area, the Plan recommends maintaining the Commercial Services classification in that area. Specifically, the parcels on the south side of 21st Street North near the Little Arkansas River should remain office uses.

Commercial Retail

The Plan distinguishes the clear difference between community-serving retail and neighborhood serving retail. Commercial Retail is located to serve a larger population than the immediate surrounding residents and developed on larger parcels. The only land use of this type recommended in the Preferred Plan is located specifically at and near the northeast block of 21st Street North and Amidon.

** Neighborhood Retail*

Neighborhood Retail is a new land use category identified that envisions smaller, niche shops that serve the adjacent communities. Neighborhood Retail varies from the Neighborhood Centers category (within the Commercial Retail classification) in the existing Wichita-Sedgwick County Comprehensive Plan. Neighborhood centers are “typically anchored by a supermarket” as apposed to the local, specialty shops envisioned for the Neighborhood Retail land use. Generally, the Neighborhood Retail land use districts are proposed for the West and East Sub-Areas and could be further supported by creation of a zoning overlay district. The existing retail businesses that line the east side of Broadway south of 21st Street North are also considered Neighborhood Retail in the Preferred Plan.

Commercial Mixed

Commercial Mixed areas are clustered around commercial, retail, and quasi-public uses. Uses include medium-density residential such as duplex, townhomes, apartments and condominiums and non-residential uses such as, retail, restaurants, and offices. Commercial mixed-use areas are primarily located at the intersection of Amidon and 21st Street North at or near the Twin Lakes Shopping Center and the Thai Bin Market.

INSERT 11X17 Map. II.1 PREFERRED 20 YR. LAND USE PLAN HERE

INSERT 11X17 Map II.2 PREFERRED ILLUSTRATIVE PLAN HERE

INSERT 11X17 Map II.3 PREFERRED 20 YR+. LAND USE PLAN HERE

* Special Opportunity Areas

The Special opportunity areas district is a new land use category identified for the 21st Street North Corridor Revitalization Plan. Primarily, this land use category is identified for the Derby - El Paso Refinery site area, a larger tract of land immediately west of I-135 and north of 29th Street, and a larger tract of land north of 21st Street and immediately east of Broadway / BNSF mainlines. The Special Opportunity Areas category was created to specifically preclude heavy industry from locating here, but to otherwise be very broad in the types of uses that may be considered.

General Industrial

This category acknowledges the importance of heavy industry in the Wichita region and specifically the importance of rail dependent uses in the plan area. Rail dependent and heavy industrial uses are allowed in this category. This General Industrial land use category should also allow for light industrial / flex uses. Though rail dependent users will prefer these locations, non-rail dependent users will not be constrained from locating in the General Industrial area if market forces allow.

* Light Industrial / Flex

Light Industrial / Flex is another new land use category being identified in the Preferred Plan. This category is an important component to the Plan, as it specifically accommodates non-rail dependent and light industrial uses in order to maximize value and maintain character of uses within the Central Sub-Area. Clusters of this type of land use are important for the longer-term economic sustainability and marketability in the Central Sub-Area. Parcels within this land use category are typically smaller (less than 5 acres) and often accommodate uses with smaller space requirements, buildings that can be subdivided into several small spaces, and most times these areas include higher design / aesthetic requirements for site and building to help support a certain market segment locating in these areas.

Institutional / Educational

The Heartsprings property is recommended to become the institutional / educational land use. This site will provide for the future training, instructive, and / or learning uses the East Sub-Area desires. This site and the facility it houses will be woven into the residential communities it serves as well as into the 21st Street North commercial area east of I-135.

Public Parks / Open Space

Public Parks and Open Space are woven into the urban fabric and residential neighborhoods. This land use category within the Preferred Plan primarily includes the existing Woodland Park, as well as future neighborhood scaled parks and plazas that may be incorporated into the neighborhood retail areas. It is important to note the proximity of Evergreen, Grove, and McAdams Parks to the plan area boundaries. These facilities provide recreational opportunities to residents within and around the plan area. Finally, there are two soccer fields that were recently constructed in the Central Sub-Area.

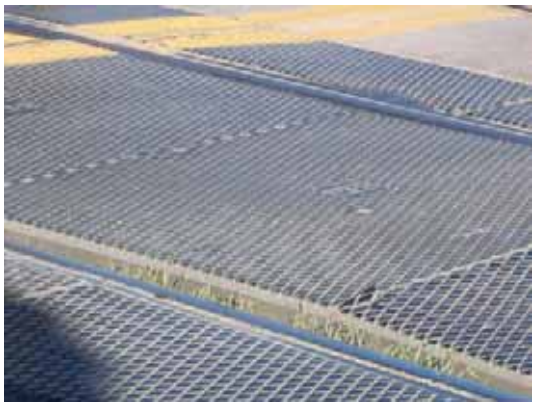
Transportation / Communication / Utilities

Specifically, many of these lands, as identified in the Preferred Plan, are occupied by rail users. The plan recognizes the conversion of the current BNSF occupied transportation lands to Light Industrial / Flex when the BNSF mainline and yard activities move in 20+ years. Similarly, the lands that will house the relocated BNSF yards in 20+ years will need to be converted to Transportation, Communication, and Utilities lands.

Adequate Utility Infrastructure

In general, the City will need to evaluate the impacts of each development on the infrastructure system and make necessary improvements to attract desired businesses to the area. Thinking strategically about improvements to utility systems can help minimize the impacts of upgrades. For example, integrating utility upgrades in conjunction with significant transportation improvements should be assumed for the entire plan area.

One area where a more comprehensive review and upgrade strategy might be considered is within the Central Sub-Area. This is to assure adequate coverage of basic utilities as well as critical communication technologies that will be a key marketing tactic to support the light industrial / flex user or the educational and training user for example.



An example of one of the railroad crossings in the central sub-area that is up to standard.

Water and Sanitary Sewer System

The City of Wichita Water and Sewer Planning Department will need to be involved in all development efforts of the plan area. Additional industrial clients or institutions (i.e. hotels, apartments, casinos, etc.) will make the largest impact to water and sewer demands in the plan area. Miscellaneous increases in commercial clients to the plan area will make less of an impact, but will still impact the system as a whole.

Water pipelines and sewers generally run within roadways. The water and sewer networks are complicated in nature. Construction efforts that interfere with the physical location of these pipelines will involve the rerouting of these lines to accommodate the new construction. The most notable example will be construction efforts associated modifications to 21st Street in the Central and West Sub-Areas. Relocation and / or replacement of water and sewer lines will need to be evaluated and include in the design that will occur prior to street construction / widening activities.

All impacts to the water and sewer lines resulting from revitalization efforts will need to be addressed with the City of Wichita's Water and Sewer Department and the Public Works Department.

Storm Water / Area Drainage

Upgrades to the storm water system will be necessary where proposed modifications to streets, intersections, and overpasses create an increased demand on the system.

GOAL 2: MAKE TRANSPORTION SYSTEM IMPROVEMENTS WITHIN THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA THAT WILL SUPPORT THE ECONOMIC RENEWAL OF THE AREA, IMPROVE TRAFFIC MOVEMENTS, AND ENHANCE THE QUALITY OF LIFE FOR THE SURROUNDING COMMUNITY.

Rail Improvements

Within the 20 year planning horizon, the existing rail operations of UPRR, BNSF and the Wichita Terminal Authority (WTA) would primarily remain as is, with limited consolidation, removal or relocation of minor lines / spurs to better serve vehicular transportation and provide adequate parcels for reinvestment.

Generally, at-grade crossings to remain within the entirety of the Central Sub-Area should all be improved to provide a smooth crossing surface utilizing wood ties with concrete panels or rubber crossing materials for vehicular and pedestrian traffic. Signage and gates at all crossing should be upgraded to meet current American Railway Engineering and Maintenance of Way Association (AREMA) standards.

20 Years and Beyond

The Plan recommends BNSF relocate their existing rail yards to one of two locations: to the Frisco line or further north, out of Wichita, towards Valley Center (refer to Map II.5 Preferred 20+ Yr. Transportation Plan). This recommendation is based on the continued desire to maintain BNSF's cooperation and the desire of the constituents in the plan area to relocate the BNSF's mainline and switching activities. This would then also relocate the BNSF main line starting on the north side of 18th Street to the northeast and crosses 21st Street North approximately 1650 feet east of the 21st Street and Broadway Avenue Intersection. The relocated BNSF line would continue to the northeast and tie into the existing Frisco main line which is owned by the BNSF and continue on north. There is an existing switching yard that is located between 29th Street North and 35th Street North. For BNSF's rail yards to be relocated to this location, the yard would have to be completely rebuilt as it has not been active for many years. The capacity of the new BNSF yards would have to be increased to equal the capacity of the existing switching yards that border Broadway.

The second option that could be presumed under the Preferred 20+ Yr. Transportation Plan alignment would be to relocate the yard north of the plan area between 35th Street North and Valley Center.

The following are ***advantages*** to relocating the BNSF main line and the existing switching yard onto the Frisco line:

- The 21st Street North / BNSF main line crossing is relocated away from the 21st Street and Broadway Intersection, which currently causes traffic congestion and safety problems.

- The existing BNSF switching yard located along Broadway Avenue would be removed and would be used for new light industrial / flex, commercial and / or institutional uses with access from Broadway. This also would help improve transition heavier industrial land uses found in the Central Sub-Area to the primarily residential uses immediately west of Broadway.

- This further supports 25th Street and secondarily 29th Street as east-west connectors through the Central Sub-Area by substantially improving their intersections with Broadway.

- The existing main line right-of-way can be utilized to extend the proposed greenway and bikeway system through this general area of the community.

- This removes all at-grade crossings along 21st Street between I-135 and Broadway, therefore improving traffic efficiency of this expanded system to its optimum performance, since trains will not be crossing the street, completing switching operations over public streets, and will significantly reduce safety issues at the intersection with Broadway.

- If the BNSF switching yard was relocated north of Wichita and south of Valley Center, vehicular traffic would encounter fewer delays to train traffic on 25th and 29th Street as the trains would not be slowing down as they enter the switching yard.

The following are the ***implications*** of relocating the BNSF main line and the existing switching yard onto the Frisco line:

- The order-of-magnitude cost to completely relocate the existing switching yard and various mainlines both south and north of the yards could total $144 million dollars. These costs are broken out as follows:
  - The order-of-magnitude cost to upgrade the existing switching yard located between 29th Street and 35th Street North could total $32 million but that figure would not create an equal rail capacity facility. To construct a rail facility of equal capacity one should be prepared to spend upwards of $45 million.
  - The main line north of the proposed reconstructed yard has been abandoned and would have to be permitted and reconstructed. The ultimate design would include five (5) grade separations over 37th, 45th, 53rd, 61st, and 69th streets. These costs are in the order of $5 million per grade separation, or a total of $25 million.
  - A double track main line approximately nine (9) miles in length would have to be constructed northward to Valley Center. The tracks would have to be

signaled for Centralized Traffic Control. In addition, the relocation of the mainlines south of the yards would need to occur. These costs would be on the order of $74 million.

- Train speeds through the plan area may increase due to the reduction of at-grade crossings.

- Right-of-way acquisition will need to occur to accommodate the full relocation of the yards and mainlines. This acquisition will affect existing properties.

- The grade separations may provide an impetus for the railroad to increase the number of trains that utilize this route.

- An additional overpass along 29th Street North would have to be constructed to create a grade-separated crossing over the new alignment of the mainlines.

The Preferred Plan acknowledges this relocation may not occur within the 20 year baseline planning horizon. The Preferred 20+ Yr. Land Use and Transportation Plans are included to illustrate the potential future conditions. The plans illustrate both how the rail relocation would be accommodated and how the existing BNSF yard and mainline lands would be redeveloped. The new alignment would maintain access to existing railroad costumers and could accommodate future railroad customers in the newly developed industrial areas.

Vehicular Improvements

There are numerous vehicular improvements that have been identified for the plan area. They are listed below utilizing sub-headings, each with a description of the primary components to that improvement.

The future traffic projections utilized for creating scenarios and the ultimate Preferred Plan were prepared by MAPD. These projections were prepared for the year 2030 using the travel demand model developed by MAPD for the Metropolitan Planning Organization (MPO) 2030 Long Range Transportation Plan (LRTP) and modified to reflect the proposed changes within the plan area.

It is important to note that future land use projections were maintained according to the current assumptions in the MAPD 2030 LRTP given the modest market absorption numbers derived for through the specific market study (see Appendix A.II) completed for the Plan. Further, significant improvements included in the Long Range Plan include things like the Wichita-Valley Center Flood Control Structure (Big Ditch) at 25th Street, which is envisioned to have significant impact on travel patterns in the plan area.

Future Traffic Projections

Some of the key traffic volume projections from the model are summarized on Table II.1. Note that these volume projections are suitable for “planning” level analyses such as in this study, but may require significant refinement for actual design purposes.

Table II.1
MAPD Model Data
2030 Daily Traffic Volume Projections

Location	Existing* (2002)	MPO Long Range Transportation** (2030)
21st Street east of Amidon	17,500	25,000
21st Street west of Broadway	16,700	25,000
21st Street east of Broadway	14,900	25,000
21st Street east of I-135	18,200	23,000
25th Street east of Broadway	n/a	5,000
25th Street west of Broadway	1,300	10,000
29th Street east of Broadway	7,400	7,000
29th Street west of Broadway	7,500	11,000
29th Street west of I-135	n/a	13,000
Broadway south of 29th Street	10,000	10,000
Broadway north of 21st Street	12,000	20,000
Broadway south of 21st Street	9,200	16.000

**Existing traffic volumes (2002) on existing roadway network*
*** Projected 2030 traffic volumes with identified street network modifications*

Some significant observations regarding these projections:

- The model indicates that the projected development growth west of I-235 and the proposed Big Ditch crossing at 25th Street brings a significant amount of traffic through the plan area, which generally continues east along 21st and 25th Street Streets to Broadway. It is assumed that a significant portion of this traffic is destined for downtown. If this is the case, much of this traffic may actually use the freeway system or east-west corridors south of 21st Street as long as adequate capacity is available on these routes. Or, traffic may utilize 21st Street North and then turn south towards downtown at Waco. It appears the City is aware of this movement and potential need to improve the capacity of Waco, as this is identified in the City's Capital Improvement Program (CIP). Current capacity limitations of 25th Street as it passes through the residential area between Arkansas and Broadway may also limit the growth of traffic on this section.

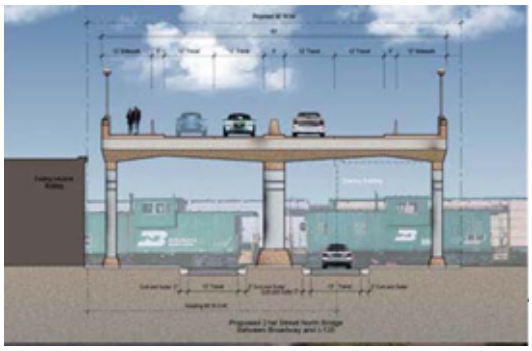
- The proposed improvement of 25th / 26th Street and Ohio Street east of Broadway in the Central Sub-Area does not attract a significant amount of new traffic, however, improving this route is critical for the local access, circulation and image it provides within the redevelopment area.

- Providing separate left turn lanes on all approaches at major intersections such as those on Broadway at 21st Street, 25th Street and 9th Street will be critical in maintaining the capacity of these roadways.

21st Street Overpass

All stakeholders have recognized the issue of surface rail traffic interrupting east-west traffic flows throughout the plan area is of extreme concern. Specific examples include: public safety hazards such as the impediment to emergency response vehicles, disruptions to employee productivity (off-site travel), and possible discouragement of potential customers to establishments within the entire plan area.

Existing condition of 21st Street North between Broadway & I-135



Proposed overpass condition of 21st Street North between Broadway & I-135

A key project to accommodate additional vehicular improvements in the plan area as well as to alleviate the safety and disruption issues mentioned above is to construct an overpass along 21st Street through the Central Sub-Area. The overpass would extend from just east of Broadway to about Cleveland Street (approximately 1,650 feet west of I-135). The overpass would eliminate seven of the ten at-grade crossings in the industrial area and allow for future relocation of the three tracks near Broadway to pass under the structure. The bridge length has been designed as such to allow for shorter term implementation while negotiations with BNSF to relocate their mainlines occur. The length of the overpass has been minimized to the greatest extent possible to reduce the impact to adjacent properties. Properties adjacent to the overpass will need to utilize a new access road (local 21st Street) under the overpass as well as new and improved local streets in the vicinity of the overpass, as shown on Map II.4. Construction of the overpass and improvements to the existing four lane section would result in an increase in right-of-way from approximately 60 feet to 85 feet. This increased right-of-way is identified to occur to the north of the existing right-of-way.

Given the timing of relocation of the BNSF line, the three mainline crossings (22-25 trains per day) will still need to be crossed at grade until the mainline tracks and yards can be relocated. As noted above, the BNSF mainlines can be accommodated to pass under this new overpass, therefore in the future eliminating all at-grade rail crossings along 21st Street between I-135 and Broadway.

While costly, the grade separation of 21st Street North over the railroad tracks between I-135 and Broadway has a number of benefits and may be a key component in getting railroad participation in the overall corridor improvements. Several of these benefits are summarized on the next page.

- The grade separation would significantly improve the operation of the corridor by making this route more reliable in terms of travel time for motorists. Without the railroad crossing, the delays that do remain, such as at traffic signals, are much more predictable to drivers. Motorists tend to avoid routes where the potential for long delays are significant if more reliable alternative routes are available.

- The overpass will also include multi-use paths, which will better accommodate pedestrians and bicyclists. This section of the corridor currently lacks sidewalks in some areas forcing pedestrians to walk in the street, and the railroad crossings also present challenges to these users.

- The elimination of at-grade rail crossings is a major goal of both railroad and roadway agencies due to accident concerns at these at-grade crossings.

- The elimination of at-grade crossings will significantly improve emergency vehicle access and response time to the plan area and beyond.

- Transit operations are also benefited by more reliable travel times, as consistency is one of the key expectations of transit users.

- The order-of-magnitude cost of this overpass, assuming high finishes, pedestrian enhancements, and design considerations as a gateway overpass, would be approximately $25 million.

21st Street North / Broadway

The 21st Street North and Broadway intersection will be improved to provide separate left-turn lanes on all approaches and designated right turn lanes where they can be accommodated. This intersection will also include special crosswalk treatments and other gateway features to support the eastern gateway into the International Marketplace.

Existing condition of 21st Street North west of Broadway.

21st Street West of Broadway

Heavily involved local participation, primarily through the Plan Steering Committee that met at least 13 times, made it clear that accommodating future east-west vehicular traffic growth was preferred to occur on 21st Street North. Specific configuration for accommodation of this future traffic

Existing cross section of 21st Street North west of Broadway.

growth was not resolved during the course of this planning process. Rather, the Preferred Plan recommends that the 21st Street overpass is constructed, once activities begin to occur within the International Marketplace District, and at this time traffic impacts to west 21st Street North be evaluated for specific design and timing of improvements.

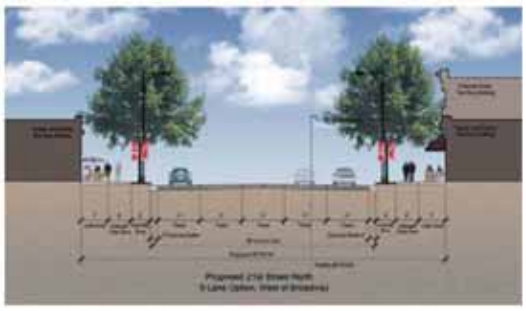
From a traffic perspective, widening of 21st Street from four lanes to five lanes between Broadway and Arkansas would eliminate delays and reduce capacity and safety created by left-turning vehicles. With the current retail nature of this section of the corridor and the desired redevelopment and expansion of this area, there would be increased traffic turning into and out of these businesses and cross-streets. With a four lane roadway, vehicles are required to stop in the through traffic lanes. This blocks one of the lanes and significantly reduces the capacity of the roadway. These traffic constraints also provide for slower traffic speeds which are better for pedestrian movements.

21st Street North between Shelton and Hood would remain a four lane section as this portion of the roadway traverses primarily park land and single family residential uses, therefore not warranting a designated left turn lane here. Hood west to Amidon would remain the existing five lane section with center median that currently exists. Improvements to Arkansas that would add left-turn lanes at 21st Street are already programmed by the City.

For the section between Broadway and Wellington, two options have been identified for further study.

1. Traditional Five Lane Road

The first option is a typical widening of the roadway to provide the fifth lane for turning vehicles. Between Broadway and Arkansas, 21st Street would be widened from a current 60 foot right-of-way with four lanes of traffic and very narrow sidewalks to a five lane section with adequate sidewalks. This new right-of-way would result in an approximate increase in right-of-way along this section of street from 60 feet to 95 feet. This increase would allow for two lanes of traffic in each direction with a center turn lane. The section as illustrated does not accommodate on-street parking.



This conceptual plan illustrates development potential with a traditional 5-lane street configuration.

The widening between Broadway and Arkansas would require acquisition of additional right-of-way lands, primarily to be acquired on the north side of the street to match up with the improvements east of Broadway. A key benefit of this scenario includes accommodating large amounts of traffic movement through the plan area. A key draw-back to this fast moving traffic is that it is often a detriment to pedestrian activity and for enticing destination traffic movements associated with neighborhood retail or special retail districts.

2. One Way Couplet

The second option is a pair of one-way segments, or a "couplet". This is similar to how Market and Park Place currently operate for north and southbound traffic. In this case, the eastbound traffic would generally remain on the same alignment along 21st Street; however, the westbound lanes would curve north just west of Broadway so that the westbound lanes are about 180 feet north of the eastbound lanes until about Park Place at which point they would curve back south and reconnect with the eastbound lanes. This scenario would provide for adequate parcel size for redevelopment between the east and westbound lanes. Park Place may be eliminated between the two segments. The overall right-of-way acquisition required is similar to the traditional five lane scenario, as well as required property acquisition. On-street parking is accommodated on one side of each couplet based on the illustrations provided.

This conceptual plan illustrates development potential with a one-way couplet street configuration.

Benefits of the couplet include a reduced cross section that is preferred in neighborhood retail districts. This is an advantage as traffic slows, providing more opportunities for chance stops, and provides a safer crossing environment for pedestrians as the crossing distance is reduced from five lanes to two (bulb-outs at intersections where on-street parking exists provides this shorter distance).

In either scenario, additional right-of-way and property outside the existing commercial 'edge' will need to be acquired to provide for both the roadway improvements and

adequate development parcels, however in the one-way couplet, this property must be acquired immediately, whereas in the traditional five-lane option, additional land for commercial uses facing 21st Street North would not. These parcels would then have to be purchased eventually to provide adequate depth for new infill development.

Market Street and Park Place Conversion

The Preferred Plan recommends that north and southbound Market and Park Place Streets between 17th Street North and 21st Street North convert back to two way traffic to best provide access to neighborhood scale businesses that will be locating within the International Marketplace District.

29th Street North / Broadway Intersection

29th Street North at Broadway bisects BNSF's yard paralleling Broadway on the east side. The at-grade connectivity of 29th Street to Broadway is to be maintained in the Preferred Plan. Therefore, improvements must be made to the fourteen at-grade track crossings at this location. This would remain an at-grade crossing in the 20 year planning horizon. At a minimum, the rail crossings need to be improved to provide a smooth crossing surface using high durability materials such as rubber or precast concrete panels. Negotiations with BNSF should occur immediately to improve these crossings. Some effort should also be made to minimize the "hump" in the road between Broadway and the railroad crossing. In the Preferred 20+ Yr. Transportation Plan, these crossings would be removed as the BNSF yards would be relocated. When they are relocated, there would still be three at-grade crossings further east along 29th Street that would accommodate BNSF mainlines. While motorists would still be subject to delays at these crossings, the duration of blockages is generally significantly less on the mainlines that can be experienced in a switching yard due to the slow train speeds and frequent back and forth activity of switching cars. Intersection improvements need to accommodate designated left turn movements on all approaches.

25th Street North / Broadway Intersection

25th Street North would become the primary east / west collector route through the Central Sub-Area, connecting to Ohio and further to 29th Street North to create a new transport backbone to this Central Sub-Area. 25th Street North would still have to cross the three at-grade BNSF railroad mainlines as it enters the yards to the north, and similar to 29th Street, the crossing surface and vertical profile of the roadway should be improved as much as possible. In the Preferred 20+ Yr. Transportation Plan these three mainlines would be moved further to the east, therefore alleviating the current intersection challenges that exist with the rail lines being so close to the intersection with Broadway.

Intersection Analysis

Capacity analyses were conducted at key intersections throughout the plan area to determine the impact of the preferred transportation plan as well as general traffic growth projected by the model. The analysis indicates that with the recommended improvements, the major intersections within the plan area will have sufficient capacity to accommodate the additional traffic without exceeding acceptable levels of delay thresholds commonly used to evaluate intersection operation. Table II.2 identifies projected intersection volumes and level of service for intersection with in the plan area.

Table II.2
Preferred Plan Capacity Analysis Results
2030 Traffic Projections with Proposed Street Modifications

	A.M. Peak Hour		P.M. Peak Hour	
Intersection	**Level of Service**	**Delay (Sec/Veh)**	**Level of Service**	**Delay (Sec/Veh)**
17th & Broadway	B	10.3	B	13.2
21st & Amidon	C	20.4	D	35.4
21st & Woodrow	A	8.1	B	10.1
21st & Arkansas	B	17.0	C	23.7
21st& Waco	B	10.7	B	19.1
21st & Broadway	B	19.8	C	30.0
21st & Cleveland	B	15.5	C	21.2
21st & I-135 SB Ramps	B	18.0	C	23.0
21st & I-135 NB Ramps	C	23.6	D	38.7
21st & Grove	B	16.5	C	25.6
21st & Hillside	C	21.4	C	27.6
25th & Arkansas	C	20.7	D	37.5
25th & Broadway	B	17.3	B	15.4
29th & Broadway	B	16.9	B	17.3
29th & I-135 SB	A	4.1	A	6.5
29th & I-135 NB	B	16.2	B	10.8

Secondary Intersection Improvements

The following specific intersection improvements are recommended for implementation to accommodate capacity needs either for existing or future projected traffic counts and are included in the capacity analysis above.

- 21st Street and Waco – Widen the south leg near the intersection to provide one southbound lane, one northbound left-turn lane, and one shared northbound left / right-turn lane.

- 21st Street and Broadway – Provide separate left-turn lanes on all approaches, separate east and westbound right-turn lanes, and north and southbound right turn lanes if right of way is available.
- 21st Street and Cleveland – Provide left-turn lanes on all approaches.
- 21st Street and Topeka – Provide left-turn lanes on all approaches.
- 21st Street and I-135 southbound ramps – Provide dual westbound left-turn lanes (ideally, these left turn lanes should extend east through the northbound ramp intersection, however, this would require significant interchange modifications).
- 21st Street and I-135 northbound ramps – Provide dual northbound right-turn lanes.
- Improve 25th Street / Ohio through industrial area to a three lane collector type street. Provide a separate westbound left turn lane at 29th Street and Ohio. Improve 25th Street between Arkansas and Broadway to a four lane street and provide separate left turn lanes on all approaches at 25th and Arkansas and at 25th and Broadway and a traffic signal at 25th Street at Broadway.

While the capacity analysis results indicate that 21st Street can accommodate future major east-west traffic projections, traffic patterns tend to be self balancing in a street network as long as there are several parallel roadways with excess capacity. Traffic will tend to find the most efficient balance of routes between 13th , 21st Street, 25th Street, and / or 29th Street.

Transit

Wichita Transit has several routes in the area. These routes operate with 30-minute headway during peak conditions with the routes normally destined to or from downtown Wichita. The routes include:

- North Waco – Travels from downtown up Waco to 21st Street, west on 21st Street to Jackson, west to Arkansas continuing north to 37th Street
- North Broadway – Travels from downtown up Broadway to 20th Street, then west to Market, north to 21st Street and then east on 21st Street to the WSU area
- North Riverside – Travels from downtown to 13th & Nims, then west on 13th Street, north on Amidon, east on 21st Street to Somerset and then north to near 27th & Arkansas

Primary recommendations related to transit begin with a review of existing stops to assure stops are in the right locations and to determine if additional stops are needed. Provision of basic signage and adequate pedestrian pads at stops are paramount. Along major corridors and at higher use stops, additional amenities including shelters, benches, trash receptacles, route maps, and take away schedules are extremely important. Bus stop locations should accommodate persons with disabilities and should have a safe and attractive appearance with good visibility and lighting.

INSERT 11X17 Map II.4 PREFERRED 20 YR. TRANSPORTATION PLAN HERE

INSERT 11X17 Map II.5 PREFERRED 20 YR.+ TRANSPORTATION PLAN HERE

Bicycle

Several bike lanes or bike routes are planned via the City's Park and Open Space Plan and are identified on Map II.4 Preferred 20 Year Transportation Plan. As a part of the 2004 Transportation Improvement Program (TIP), the North Riverside Pathway was identified. This will be a 1.33 mile multi-use path that will extend from 13th Street to 21st Street along the eastern edge of the Little Arkansas River and will terminate at Twin Lakes Shopping Center at Amidon. The project has received federal funding under the Transportation Enhancement Program (TEA). An additional path along the west side of the Chisholm Creek that will connect to the planned pathway along the Arkansas River is proposed in the Park and Open Space Master Plan.

In the Preferred 20+ Yr. Transportation Plan, the former BNSF mainline track right-of-way is converted to a bike and pedestrian trail to connect to the existing and proposed network. This off-road recreational trail would provide links to the North Riverside Pathway, south of 14th Street North as well as intersect the proposed urban arterial path for Broadway at 15th Street North.

GOAL 3: REMEDIATE ENVIRONMENTAL CONTAMINATION WITHIN THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

Since many existing environmental conditions in the plan area (primarily in the Central Sub-Area) have already been identified, the focus of this Plan is to identify those strategies, policies and programmatic recommendations that support the ultimate goal of managing or remediating the contamination in the plan area in an effort to facilitate revitalization efforts.

Groundwater contamination is the major environmental impairment in this area. Soil contamination is in localized areas. Specific areas of localized contamination are still in the process of investigation and KDHE will oversee efforts to address those particular properties. However, the following are specific obstacles associated with the cleanup of the NIC Site (of which the Central Sub-Area is part) and integration with the revitalization plan.

- Cost recovery – for specific source areas.
- Land use limitations that may exist due to contamination levels that are present.
- Identification of restrictions or permits and communicating their use to parties interested in utilizing the area.

Municipalities across the United States and in Kansas have successfully addressed the issues associated with large contamination sites. This has been accomplished by identifying and proactively implementing policies and tools that address each specific obstacle. These tools and policies are implemented within the framework and context of meeting the site wide clean-up objectives in a manner that is consistent with the Plans implementation framework. The following critical action items have been identified as policy change or tools that will remove or minimize the impact of the items listed above.

- Promote and implement innovative technical and policy solutions.
- Continue to leverage regulatory relationships to maximize City efforts within the process and speed up regulatory approvals and gain consensus on the City's redevelopment initiatives.
- Integrate cleanup solutions with the Plan as remedial options are identified and approved by the City and regulators.
- Conduct proactive public education programs and develop marketing strategies to encourage redevelopment.

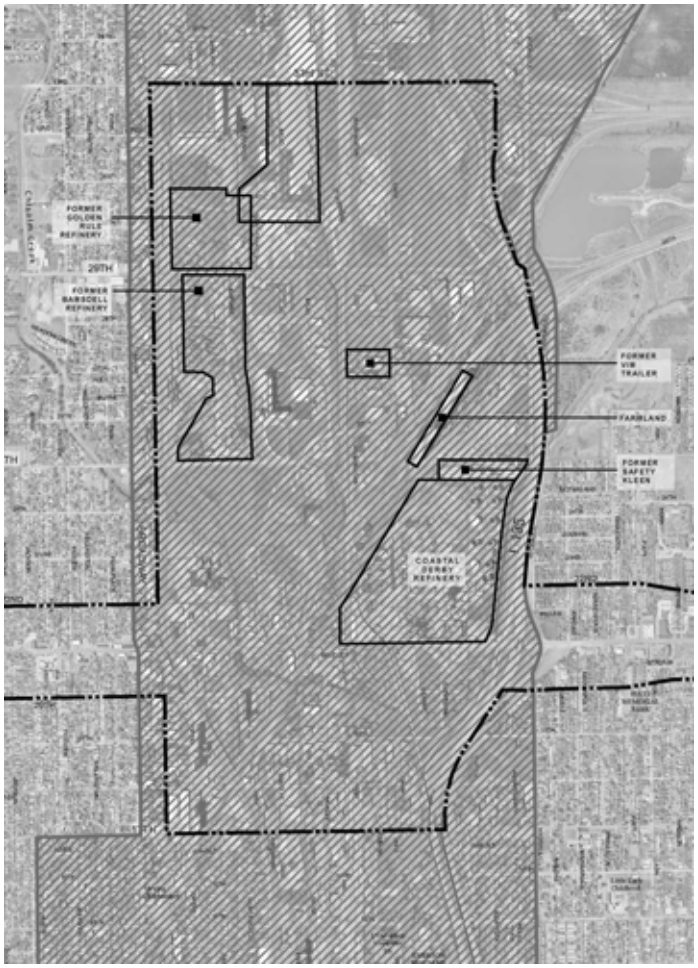
Several issues / recommendations are discussed in more detail below concerning area contamination.

Environmental Liability and Permitting Issues

The following describes environmental impacts including the release of liability of existing contamination for various property owners and vested parties. This section also describes the evaluation of the types of permits that may be required for construction, land use, and potential discharge of contaminated groundwater when pumping is required for specific situations.

Environmental Liability

Environmental impacts, and their public health and financial implications, are primarily associated with the Central Sub-Area which lies within the North Industrial Corridor (NIC) Site (see Map II.6) where remedial investigation activities are currently being performed by the City of Wichita, Department of Environmental Health, under the oversight of the Kansas Department of Health and Environment (KDHE). Remedial investigation involves determining



Map II.6 NIC (hatch) boundaries.

contaminates of concern, the magnitude of contamination, the extent of contamination, and the sources of the contamination.

Groundwater contamination is widespread in this area and creates potential challenges for implementation of the proposed plan. The City of Wichita has developed a Certificate and Release Program (CAR) that releases innocent parties (those that have not contributed to the contamination of the site) from financial recovery efforts that the City may undertake. This includes any vested party such as property owners, prospective buyers, lenders or tenants of the property(s) that apply and are granted the certificate. The program is administered by the City of Wichita – Department of Environmental Health. Developers of this area should be informed of the CAR program, and can obtain an application from the City of Wichita. Interviews with stakeholders indicated that increased awareness of the program may result in more participation by eligible owners.

Permitting Issues

There are four permitting possibilities in regard to use of land and / or groundwater within the plan area from an environmental standpoint.

1. Water Well Permits and Groundwater Appropriations

Permitting will be necessary if pumping groundwater is required for new industrial areas or regional parks. However, groundwater usage within the NIC Site boundaries may be restricted which could require that users purchase water from the City. Parties interested in using groundwater must contact the City of Wichita, Dept. of Environmental Health in addition to the Kansas Department of Water Resources to obtain the appropriate permits and water rights.

2. National Pollution Discharge Elimination System (NPDES) Permits

Long term discharge of groundwater, either in association with proposed remedial system, or for continual dewatering of area to modify its natural water levels, will require this permit. However, should the pumping of groundwater associated with a proposed development impact the containment and remediation strategies of an existing or proposed regional remediation system(s), an NPDES permit may not be attainable due to the effect it would have on the associated groundwater remediation strategy. Any discharges of contaminated groundwater under these permits may require pre-treatment prior to discharge to a state approved location. From a development standpoint, this will impact the development costs associated with a specific development where the natural water levels are to be modified in order to accommodate this planned alternative.

3. Temporary Dewatering

Other impacts to this plan area are associated with construction and other activities that require dewatering with respect to temporary excavation. All discharges associated with the extraction of contaminated groundwater require a discharge permit to be obtained and the requirements of that permit to be met. Restrictions or

special considerations may be placed on construction and pumping activities that may impact existing remedial systems. Discharge of contaminated groundwater may require pre-treatment, along with the permit, to discharge to the sanitary sewer or to other approved locations.

4. Institutional Controls and Environmental Land Use Controls

Institutional controls are legal controls intended to restrict or prohibit human activities or property uses in such a way as to prevent or reduce exposures to contamination. The City of Wichita currently employs three institutional control methods, those are: all water wells are to be permitted before installation, all water wells and onsite sewage systems are to be inspected prior to the sell of a property, and land use restrictions are recorded on property deeds where specific limiting circumstances are present – such as easements or no excavation of protective soil caps. Institutional control mechanisms may be implemented as specific source areas and site-wide remediation alternatives are proposed.

Specific Areas of Concern

Northern Industrial Corridor (NIC)

As mentioned above, the majority of environmental impacts for the plan area are within the Central Sub-Area that lies within the NIC Site. The site characterization and ultimate remediation, is under the City of Wichita's management as authorized by a settlement agreement with the state health department, (KDHE). In addition, the City has cooperative agreements with many businesses within the site – called NIC Participants – to give citizen input and technical overview of the site's investigation and remediation goals. Remedial investigation activities, site characterization and feasibility studies are currently being conducted and will continue through 2005. General strategies for implementing and managing environmental issues in this area will be better defined once specific site-wide remedies are selected and implemented. Groundwater remediation activities in this area are an on-going effort and will occur for the next 20-60 years.

Derby-El Paso Refinery

An area of specific limits includes the Derby-El Paso Refinery where petroleum hydrocarbons are the main source of contamination. The property lies within the boundaries of the NIC Site. Remediation of the property is currently being conducted by El Paso under KDHE guidance. Communications with KDHE and El Paso representatives should continue as remediation activities continue and schedules are developed. Free product (gasoline) has been encountered at the top of the groundwater surface and has discharged to portions of the drainage canal that runs along the east side of the refinery property. Future development of this site should be limited to construction projects that require no extensive excavation or dewatering for projects such as below grade parking garages or basements.

29th and Grove (Union Pacific Railroad)

A third area with some specific concerns includes the 29th and Grove area which has a groundwater contamination plume that intersects the East Sub-Area, as shown on the aerial graphic. Indoor Air Quality (IAQ) requirements may need to be considered for structures with basements where groundwater contamination plumes are encountered. However, IAQ standards may be met with proper ventilation or the application of vapor barrier construction methods.

Map II.7 29th Street North and Grove plume boundaries.

Odors

Several instances of offensive odors have been noted emanating from parcels / businesses in the plan area. Existing detection technologies and equipment are not sophisticated to a degree that local government can regulate odors above a "nuisance" status. Until such equipment can be developed or detection levels established that monitoring can achieve a comfortable "range" for odors, a planning strategy must be developed that takes in consideration land use patterns, air-flow patterns and compatible business practices. Continued enforcement of existing regulations and potential increases in the stringency of these regulations may need to occur to minimize existing odors and support long term economic viability of all sub-areas.

GOAL 4: CREATE A MORE ATTRACTIVE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

Crafting physical environments that enable human contact and interaction and stimulate economic vitality and sustainability is a core component to any revitalization plan. Articulation of a physical framework, a structure of streets, buildings, landmarks, and gathering spaces that foster community, and the interconnectedness of its components generate economic, social, and environmental value.

Discussions with stakeholders revealed the future of the built environment in the 21st Street North Corridor plan area ranges in vision and desire. It will ultimately be up to the City to decide how strict standards and guidelines should be to support and implement the vision.

In general, the biggest change to the existing character of the built environment will be realized by:

- Creating a new image for an aging industrial park.
- Creating an International Marketplace and an East End Multicultural District
- Retaining residential and open space edges
- Creating regional and sub-area / district gateways
- Maintaining and enforcing regulations for existing established areas
- Zoning, design guidelines and development standards

Creating a New Image for an Aging Industrial Park

In addition to the primary interstate gateways, minor gateways that identify the local entry points into the North Industrial Center could occur at 17th, 25th and 29th streets. The Central Sub-Area clearly represents imagery of old industry, heavy industry and agri-industry related architecture in the structures found here. There are many visual references found in the Central Sub-Area that should be retained and celebrated for their significant representation of the history and economic vitality of the greater Wichita region. The primary example of this is the numerous grain elevators that exist in the landscape. These grain elevators should be maintained as a signature element of the area. One of these grain elevators, probably one with the best visibility from I-135, could partially be utilized as a gateway billboard to the community. Further, the significant presence of the rail industry in the Central Sub-Area should also be embraced.

Grain elevators area significant component of the landscape in the central sub-area and should be adequately maintained to help create an identity for this area.

Eliminating Visual Blight

Eliminating visual blight represented in vacant, abandoned and / or underutilized facilities; or older industrial related facilities that have not been maintained is critical. Building and structure code enforcement within the Central Sub-Area to reduce the number of properties that contribute to visual blight will be a key component to changing the image of this area. Further, site standards must also be enforced and increased if not currently restrictive enough to support the future image for the Central Sub-Area. Adequate screening of outdoor storage areas is paramount for heavy industrial areas, and particularly in areas where heavy industrial uses are adjacent to Light Industrial / Flex uses. Reduction and / or elimination of this blight will also have a positive impact on the East and West Sub-Areas.

Minimizing Environmental Noise Impacts

Enforcement of existing noise regulations and increasing minimum thresholds as necessary to support the future image of the Central Sub-Area should be employed. Reducing noise pollution will increase economic value of not only the Central Sub-Area, but also the West and East Sub-Areas.

Streetscape and Marketing

Implementation of all of the above elements will have a significant impact on the Central Sub-Area. Further enhancement through streetscape and other identity improvements such as banners and gateway markers will also support a new, improved image for this area of the community. Components of this streetscape to improve upon include:

- Providing curb and gutter, detached sidewalks and tree lawns on all key streets in the Central Sub-Area.
- Providing special high level lighting that gives identity to this industrial center.
- Providing banners that identify the district.
- Providing screening of parking areas and outdoor storage.
- Providing gateway markers from the interstate as well as minor gateways from the local street system.

Existing condition along Ohio Street in the Central Sub-Area.

Conceptual improvements to Ohio Street to improve the aesthetic in the Central Sub-Area.

Existing intersection condition at Broadway and 21st Street North, looking west.

Conceptual gateway, intersection, and urban design improvements to announce arrival and catalyze reinvestment west of Broadway.

Creating an International Marketplace and an East End Multicultural District

There are several components to the creation of the 21st Street multicultural corridor from the perspective of creating community character. These components include:

- Creating sub-area / district gateways.
- Creating an Asian Ethnic Anchor at 21st Street / Hood.
- Creating an International Marketplace centered at 21st / Broadway.
- Establishing an East End Multicultural District.

West Sub-Area

Create Sub-Area / District Gateways

Three gateway locations should mark the entry points into the west sub-area. The intersection of 21st Street North and Broadway should clearly be identified as the eastern gateway to the International Marketplace. This gateway should include special intersection treatments, landscape treatments and perhaps vertical monumentation. The design should embrace the concept of an International Marketplace, of which design themes utilized in the gateway should also be employed in the streetscape design and visa versa. A western, minor gateway to the International Marketplace should also be created. The specific location of this gateway will be dependent somewhat on the final decision made on vehicular improvements to 21st Street northwest of Broadway.

INSERT 8.5 x11 Map II.8 GATEWAY & NODE DIAGRAM HERE

A third gateway should be installed at the bridge over the Little Arkansas River at 21st Street North. This gateway should integrate the design influences being employed in the Asian Marketplace. Additional minor gateways or directional signage should be employed directing people from the downtown to this special district.

East Sub-Area

Similarly, two gateway locations that mark the entry points to the East Sub-Area should be integrated as a component to the overall streetscape design for this area. These should occur at the east edge at the intersection of Hillside and 21st Street, and on the west edge at the intersection of 21st Street with Minneapolis.

Create an Asian Ethnic Anchor at 21st Street / Hood.

The existing Thai Bin Asian Market that has been previously discussed in context of creating a more focused Asian presence in the West Sub-Area can be supported by the type of architecture, landscape and signage that emulates Asian influences. Any new development, or reuse of existing structures should consider utilizing Asian design influences to help support this theme.

Create an International Marketplace Centered at 21st / Broadway

The largest impact to the character of the built environment in the West Sub-Area will be physical changes associated with creation of the International Marketplace. This district is envisioned to emanate from the intersection of 21st and Market.

Conceptual layout for the International Marketplace.

Creating a focused district within a community provides many design opportunities, both within private sector development and in the development of public spaces. The International Marketplace needs to consider the following programmatic elements:

An existing underutilized building at 21ST Street North and Market.

- **Pedestrian facilities:** Adequate sidewalk widths for outdoor cafes, outdoor sales, and to accommodate a significant amount of pedestrian traffic is paramount to any area of the community that is encouraging higher densities of commercial uses.

- **Streetscape and the outdoor environment:** A high level of streetscape design with a focused theme will be paramount. The streetscape components to consider include:
  - Specific lights, both high level and pedestrian level fixtures.
  - An identified bench and trash receptacle.
  - Provision of regular street trees in a specific grate design along the length of the corridor.
  - Vertical gateway elements.
  - Banners.
  - Signage.
  - Provisions of special landscape treatments including focused landscape materials, and identified hardscape materials. One specific use of the hardscape treatment is at intersections where a special crosswalk treatment is identified (that also aids in pedestrian safety). The intersection pavement may occur at gateways into the corridor, as well as at core retail intersections.

Special paving identifies place, provides an attractive aesthetic element and creates a safe pedestrian environment.

- **Outdoor Venue:** Outdoor space where special activities and vendor booths can be set up on a temporary basis. This space could be within a street that is temporarily closed, a parking lot, or a plaza.

- **Mercado:** This is a permanent facility where booths are set up to allow for both durable and non-durable goods that focus on the flavor of the International Marketplace are sold on a permanent basis.

The Plaza at Old Town is a great example of providing public gathering places for the neighborhood.

- **Plaza:** Identification of specific public gathering spaces within the Marketplace will be critical. The creation of a plaza space that becomes the heart or gathering place for the neighborhood. This space enhances community cohesion and is often used for community activities. Generally, this space provides a venue socializing, networking, or perhaps simply people-watching. The plaza ideally is flanked by a Mercado with entrances from the public plaza.

- **Jardin:** The jardin is a public landscaped garden or square. The garden is meant to be a quieter refuge from the more busy plaza and street life. The jardin should include trees, more softscape treatments, perhaps a fountain, and areas to sit.

- **Dedicated off-street parking**: Dedicated off-street parking, whether public or privately maintained, is critical to the success of these districts in becoming a regional draw. These parking areas must be clearly signed. A parking study will help determine off-street parking requirements.

Signage and way-finding signs direct pedestrians to non-visible parking and destination areas.

- **On-Street Parking:** On-street parking is very important within special districts / neighborhood scale commercial areas. This provides short term parking that is often in close proximity to the destination. The on-street parking also helps to reduce traffic speeds in what is typically a high pedestrian area.

In considering creation of a special district, particularly one that is focused on one or more particular culture, special design guidelines or standards should also be considered, as discussed later in this Chapter.

Establish an East End Multicultural District

Creating identity and community character to the proposed East End Multicultural District is a little less explicit in terms of a specific architectural style, for example, that may be employed in this area. For the most part, the significant amount of new development inherently is beginning to give a new 'fresh' identity to this sub-area.

The community should strive to emulate the higher level of landscape and architectural finishes that have recently been realized in future development of this area. This should hold true for both new development on vacant sites, as well as in re-use of some of the older, small to mid-size buildings that are currently vacant or underutilized. Specific signage regulations that monitor size, type and the number of signs for an individual site or business should also be considered to minimize visual clutter and maintain an appropriate character.

Most of the character here can further be established through streetscape improvements. Identifying a specific kit-of-parts for streetscape improvements of this area should occur. This kit-of-parts that should be utilized throughout the corridor includes:

- Specific lights, both high level and pedestrian level fixtures.
- Benches and trash receptacles.
- Provision of regular street trees along the length of the corridor.

Conceptual improvements that celebrate the culture and improve the aesthetic of the area.

Existing street condition of 21ST Street North east of I-135, looking east.

- Provision of special landscape treatments including focused landscape materials, and identified hardscape materials. One specific use of the hardscape treatment is at intersections where a special crosswalk treatment is identified (that also aids in pedestrian safety) and in some case actual treatment of the intersection pavement proper occurs. The intersection pavement may occur at gateways into the corridor, as well as at core retail intersections.
- Vertical gateway elements at each end of the corridor.
- Banners.
- Kiosks that provide a map of the area with information such as shop locations, upcoming events and locations of dedicated parking.

Continue use of City signage and wayfinding system in the plan area.

Retaining Residential and Open Space Edges

It is critical in both the West and the East Sub-Areas to retain the open space and / or residential edges that exist along 21st Street.

The West Sub-Area

The most impressive existing sense of place in the West Sub-Area occurs as one traverses down 21st Street along the edges of the Little Arkansas Greenway and Woodland Park North, generally between Hood and Shelton. The curve of the road, the sense of enclosure that is created by the 'parkway' between Hood and Woodland, and finally the transition to the residential and park edge between Woodland and Shelton creates a very distinct place along this arterial corridor. The plan recommends that the north edge of the 'parkway' between Hood and Woodland be embellished through maintenance, some roadway improvements to include curb and gutter, a distinct pathway, and additional informal planting of trees at this area.

Maintain the distinct parkway edge along the Little Arkansas River and Woodland Park North.

Between Woodland and Shelton along the north side of the street the City should assure regulations are in place to protect this area from commercial infringement.

The East Sub-Area

In the East Sub-Area there is also an area where a residential edge provides a break from the commercial strip development. This area, primarily between the I-135 ramps and approximately Piatt on the north side of the street should be maintained. The City should assure regulations are in place to protect this area from commercial infringement. A section of 21st Street here on the south side also has an element of open space (between I-135 ramps and Minnesota) that should be embellished as part of the regional gateway to greater Wichita and local gateway to the East End Multicultural District.

Creating Regional and Sub-Area / District Gateways

For a graphic representation of potential gateway locations, refer to Map II.8 Gateways and Nodes. Having I-135 dissect the plan area is a plus from a visibility and gateway opportunities standpoint. There are two interchanges from I-135 that provide entrances to the plan area. The 29th Street North interchange (refer to Map II.8 for all gateway locations) needs to be clearly signed and identified as a gateway to the North Central Industrial Corridor, as well as the primary truck route. This will provide identity for this key area of commerce in the heart of the community, as well as provide specific entrance points for truck traffic.

View of Main Street gateway at Kellogg in Wichita.

View looking south from I-135 towards future 21st Street North regional gateway.

Many discussions occurred throughout the planning process that mentioned how people don't really know when they are entering Wichita, that there is not a clear gateway from the north into the community. The 21st Street interchange should become this gateway threshold to the City of Wichita; as well as a gateway to the envisioned International Marketplace and East End Multicultural District. The significant amount of land available within and around the interchange needs to be utilized to clearly identify entry to the cultural corridor and to the greater Wichita.

Maintaining and Enforcing Regulations for Existing Established Areas

Individual property maintenance, no matter what land use, is critical to supporting the idea that the sum of all the parts is greater than the whole. The impact that one property owner can have on an area, and the typical synergy of improvements / change that occurs as individuals gain a greater sense of pride in their business, property or home can greatly impact the character of the place. Further, the City must provide enough inspection services, and assure that all land uses area complying with use, site (particularly outdoor storage), signage, and general maintenance regulations.

An example of a well maintained site.

An example of a poorly maintained site.

Zoning, Design Guidelines and Development Standards

Update Zoning

Updates to existing zoning language, as well as identification of new districts and / or creation of overlay districts must be completed to support the vision and goals of the Plan. Specific recommendations on changes to zoning to support the Plan are included in Chapter 3: Implementation. Zoning updates should also address parking requirements.

Design Guidelines and Development Standards

Creation of Design Guidelines and Standards are often utilized to help support the vision and goals of creating special districts. Specific recommendations on design guidelines and development standards are included in Chapter 3: Implementation. An outline of Typology Guidelines to consider when creating specific guidelines or standards for a particular district is included in Appendix A.VI.

III. IMPLEMENTATION

A. OVERVIEW

The process of developing an overall vision and plan for the 21st Street North Corridor will remain just an exercise if a comprehensive, realistic and actionable implementation plan is not developed in order to transform the community's vision into reality.

Unlike many communities across the country seeking to revitalize historic neighborhood shopping streets, their historical cores struggling with the realities of empty storefronts and blighted sites, the 21st Street North Corridor Revitalization Plan area has several advantages.

In general, many of the storefronts in the West Sub-Area are full. In the Central Sub-Area, the 'aging industrial park' is not in a desperate condition. The East Sub-Area has seen significant public investment in the past five years through the reconstruction of 21st Street and municipal facility investment such as the new police station, library and impending fire station. There are many viable businesses and employment opportunities that currently exist in the study area and employers express a very positive outlook in their plans for the future.

An important influencing factor however is in the state of the greater Wichita area's economy. A predicted small rate of population growth over the next 20 years and modest regional economic growth will not provide the basis for significant economic revitalization in the plan area that is growth induced. However, not all market sectors will be reliant on a greater economic recovery. Implementation strategies related to policy, organizational, infrastructure, and other improvements could begin now, setting the framework, the pallet, for future investment in the heart of the region.

While much has been accomplished to secure a bright future for the plan area, a significant amount of work remains to be done. Issues such as providing viable commercial parcels, preparing new light industrial / flex sites, cleaning up the environment, creating regional and neighborhood gateways, increasing customer parking, managing traffic, developing design guidelines, and fostering economically viable real estate development must be addressed and resolved. The 21st Street North Corridor Revitalization Plan will help define and guide the revitalization process and act as the foundation for an implementation plan.

B. GUIDING CONCEPTS OF AN EFFECTIVE IMPLEMENTATION STRATEGY

An effective implementation plan for the needs of each sub-area should include the following elements, to varying degrees:

1. Broaden Community Base

Reinforcing and expanding community participation is an essential element of successful plan implementation. A diverse community base provides credibility for the Plan, augments available resources and prevents participant "burn out." Several important "first steps" should take place immediately upon the commencement of the implementation process.

- Conduct outreach to reinvigorate members of the planning process that may have become disengaged.
- Recruit additional participants who bring resources and expertise to match implementation action items.
- Establish the groundwork for creative community partnerships.

2. Establish a Community "Toolbox"

- The planning and visioning process undertaken during the development of the Plan has established a catalog of enhancements and changes that area stakeholders would like to see implemented in order to improve the 21st Street North Corridor. Using this catalog as a template, the implementation strategy should establish an inventory of existing resources (toolbox) available to implement each specific segment of the Plan. These assets could include funding sources, government / private organizations or other community and infrastructure development programs. The Community Toolbox is provided in Section G of this Chapter.
- Evaluate existing assets relative to the specific needs of the Plan and identify any gaps.
- Initiate tools for filling gaps in the toolbox.
- Assign costs (both human and financial) associated with the application of each resource.
- Establish primary responsibility for oversight and management of each segment of the Plan.

3. Establish Priorities

The study recommends five phases of implementation:

- Phase I: Immediate through 2005 Actions
- Phase II: 2006-2010 Actions
- Phase III: 2011-2015 Actions
- Phase IV: 2016-2025 Actions
- Phase V: 2025 and Beyond

Some of the recommended strategies can begin immediately. Others will require longer-term implementation due to lead times or securing of funding sources.

It is inevitable that conflicts or funding shortages may arise. As such, action items under each phase of the implementation strategy should be allocated priority ranking in order to provide clear guidance for individuals overseeing plan implementation. Section D of this Chapter provides a Prioritized Action Matrix for each phase of implementation.

5. Assign Responsibility

Lack of action is possibly the greatest threat to any community plan. Designating particular stakeholders and / or organizations to take the lead role in pursuing implementation of plan elements has several advantages.

- Provides stakeholder control and engagement in the process.
- Establishes accountability for task implementation.
- Imparts process continuity from planning through implementation.

6. Celebrate and Communicate Successes

By establishing a system for providing information to area stakeholders, residents and the community at large regarding the progress of projects, all can share in celebrating successes.

C. IMPLEMENTATION ACTION PLAN

GOAL 1: INCREASE THE LONG-TERM ECONOMIC RENEWAL, VITALITY AND SUSTAINABILITY OF THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

OBJECTIVE: Create an organizational network for economic revitalization.

Policy 1.1: Create necessary institutions for project delivery.

All Sub-Areas

Action 1: Form a 21st Street North Corridor Coordinating Committee (CCC).

In order to facilitate aggressive, coordinated forward progress with the Implementation Plan, the CCC should be formed immediately. The CCC will act as a forum and communication-coordinating entity working with existing and newly formed organizations to assist in directing the overall planning efforts across the entire corridor. It can be comprised of 15 seats, 12

appointed by the Mayor and City Council with the remaining three filled by the CCC once comprised.

Suggested composition of the Committee should be:

- 3 representatives of sub-area institutions. Individual nominees shall be recommended from among area institutions / groups and forwarded for final Mayor and Council consideration and appointment.
- 4 staff representatives (preferably ex-officio status) from City government (E.G.: City Planning, Transportation and Economic Development Staff).
- 1 community representative each appointed by the City Council members for Districts I and VI.
- 1 representative from Wichita State University (WSU). Nominees from WSU shall be forwarded for final Mayor and Council appointment.
- 2 representatives from regional economic development institutions.
- 3 at large representatives appointed by members of the CCC.

As implementation progresses, the need for a single individual to coordinate these efforts may arise. This individual would bear responsibility for coordinating efforts, evaluating necessary adjustments and reporting back to the CCC. This person should be familiar with municipal and regional government agencies and policies, but does not necessarily have to be a City employee. Given the predicted advocacy needs of the plan area, there may be potential advantages of a position independent of government funding. Ideally, this individual would have knowledge / experience in corridor revitalization, environmental clean-up, creation of cultural / ethnic districts, marketing, and promotion.

This individual could be a shared employee with existing or new institutions working within the plan area or an independent contractor. This would be a paid position that may start out as part time and lead to full time as projects / efforts increase. Prospective funding sources to support this position include: community and industrial development corporations, business and industrial improvement districts, and the City of Wichita (if City employee).

Action 2: Establish a corridor information office.

An office to act as a repository of information, development opportunities and other data pertinent to the corridor and implementation initiatives should be established as soon as practical.

This physical space should be located within the boundaries of the Plan corridor. Options may include existing City owned property or in-kind space donation by a corridor property owner. While staffing for this office may evolve over the course of the Implementation Plan, initial options include staff on loan from private sector partners or shared staff with other existing organizations within the area.

Long-term funding options include shared resources with newly created organizations formed to revitalize the corridor (CDC, BID, IID, etc.) and grant funding.

Potential funding sources include existing City owned property, BID / CDC funding and / or in-kind space donation by a corridor property owner.

West Sub-Area

Action 3: Form a community development corporation (CDC) for the West Sub-Area.

A community development corporation (CDC) should be formed immediately to act as the primary implementation partner to coordinate and facilitate area revitalization efforts in the West Sub-Area. The CDC should include representatives from all applicable stakeholders' groups including residents, area businesses, technical resource, and public service providers.

Potential funding sources could include sources such as competitive grants, general City funding, fundraising efforts, and donations.

Action 4: Establish a West 21st Street business improvement district.

If allowable under state statutes, a business improvement district (BID) should be established in the West Sub-Area within one year of Plan adoption.

BIDs are a tool for providing specific benefits within a selected area. Unlike ad valorem property tax programs, improvement districts seek to add specific benefits within a selected business area. They are financed through special assessments placed on commercial and industrial property within a designated district.

Once formed, improvement districts are governed by a board of directors who are elected by property owners in the district. The board is responsible for ensuring that all district property owners contribute to the district, though the board's powers are often limited to an annual budget review.

Improvement revenues are intended to act as additional revenue to an area rather than a replacement for general funding from the City. For this reason, district fees are required to stay within the district. The fees are usually collected by the City and are returned to the district through annual contract agreements. Fees vary among businesses and are often assessed according to the property's size and location. Collected revenue provides varying services, including open space maintenance and private security forces. Some improvement districts also use funds for marketing respective areas through brochures, information, and special events.

Generally there are time limits to a district's existence and they have to be renewed after that. It is important to note that the funds collected by improvement districts are usually sufficient to provide 'safe and clean' environments and some marketing efforts, but not sufficient enough to carry out major capital or infrastructure improvements. However, some successful improvement districts can pay for improvements such as parking, landscaping, lighting, signage, streetscape improvements, and landscaping.

Central Sub-Area

Action 5: Form an industrial development corporation.

An industrial development corporation (IDC) is a not–for-profit organization that helps the City deliver long-term industrial development services. An IDC is usually funded by methods such as membership, grants, and other private sources. An IDC is focused on packaging properties and initiating development deals by leverage financing and real estate resources, as opposed to focusing on physical maintenance and some promotion efforts. IDC services can include:

- Financing assistance
  - Loan programs
  - Manage bond financing (While lacking bonding capacity, IDCs can facilitate and recommend viable projects to appropriate authorities.)
- Real estate services
  - Property identification
  - Incentive identification
  - Brokerage services
  - Development consulting
  - Lead creation and execution of RFQ / RFP's for underutilized / vacant / identified keystone sites
- Lobbying and promotion for:
  - Infrastructure financing through state and federal funds
  - EPA, TEA-21 funds

The IDC may function in conjunction with an industrial improvement district (IID) as separate entities under the same board of directors. While focusing specifically on the needs of the Central Sub-Area, this organization should also coordinate efforts with other municipal or regional economic development organizations such as the City of Wichita and the Greater Wichita Economic Development Coalition (GWEDC).

Action 6: Form an industrial improvement district.

An industrial improvement district (IID) is essentially a BID formed by industrial users (if allowable by state statutes). An IID will serve a similar function to address the needs of those businesses located within the Central Sub-Area.

East Sub-Area

Action 7: Maintain existing organizational networks and leverage new opportunities.

The majority of the recommendations for the East Sub-Area involve leveraging existing organizational networks. It is also important that awareness be maintained for any new networks that may prove beneficial to the area. Examples include the aggressive pursuit of creative and jointly beneficial efforts involving WSU.

Policy 1.2: Integrate existing institutions into the process.

All Sub-Areas

Action 1: Provide proactive outreach to area organizations.

In order to achieve the most efficient use of existing economic development and other revitalization organizations within the region, a proactive campaign to communicate the 21st Street North Corridor Revitalization Plan and strategies to these organizations should commence under the auspices of the Coordinating Committee within six months of approval. Revitalization organizations to be targeted should include organizations that serve the local sub-areas, such as Power CDC and the Hispanic Chamber, and other area wide organizations, such as the Kansas Department of Commerce, the Wichita Chamber of Commerce, the Small Business Development Center, and the City of Wichita.

OBJECTIVE: Create areas of economic interest within the plan area.

Policy 1.3: Facilitate and promote the International Marketplace and the East End Multicultural District.

Facilitating the development of distinctive dining, shopping and entertainment experiences particular to each of the cultures represented in the plan area and promoting these opportunities to the region as a whole can leverage benefits for area residents, businesses and institutions.

West Sub-Area

Action 1: Create the International Marketplace centered at 21st Street and Market.

The establishment of the International Marketplace strategically located along 21st Street North immediately west of Broadway will provide a focal point to attract local and regional shoppers and leverage the variety of ethnic eating and entertainment options.

<u>Sub-Action I</u>
Immediate steps should be taken to draft a business plan and strategies for the creation of the indoor Mercado. Strategies to be explored should include: operating entity, management structure, site location and financing.

Sub-Action II
As soon as practical, parties interested in pursuing the International Marketplace might schedule fact-finding / research visits to successful projects in other cities.

Sub-Action III
Purchase the indoor Mercado site.

Sub-Action IV
Complete conceptual designs of the International Marketplace.

Sub-Action V
Start site design work for the indoor Mercado and International Marketplace improvements.

Action 2: Expand the Asian Market at 21st Street and Hood.

Work with the owner of the Thai Bin shopping center to expand the Asian Market through private investment. This action should accommodate a critical mass of restaurant and retail space.

East Sub-Area

Action 3: Establish an East End Multicultural District.

The East Sub-Area offers an opportunity for the development of a multicultural district.

The student population base and on-campus cultural, entertainment and sports programming offer a relatively untapped potential to complement the East End Multicultural District. Cooperative initiatives to leverage these opportunities should be aggressively pursued.

OBJECTIVE: Make appropriate changes to rules, regulations and guidelines to help realize private sector initiatives in the plan area.

Policy 1.4: Maintain Zoning Ordinance language that is consistent with the vision, goals and objectives of the Preferred Plan.

All Sub-Areas

Action 1: Update existing ordinance language as needed to support the vision and goals of the Plan in creating districts that will truly embrace the economic diversity strived for in the plan area.

West Sub-Area

Action 2: Establish an Overlay District that would override the current zoning classifications for the International Marketplace. Any proposals for new uses in this overlay district would comply with the goal of promoting the local cultural heritage through permitted uses, parking regulations, setbacks, and building heights. The zoning language should encourage a mix of land uses that respect the scale and character of development in the neighborhood. Specifically, the district would allow land uses similar to those identified under the Neighborhood Retail zoning classification, but preclude larger commercial and industrial uses currently allowed, such as: asphalt and concrete plants, rock crushing, and oil and gas drilling facilities.

The overlay district regulations should also consider the following:

- A minimum building setback of zero-foot ft from right-of-way (as opposed to the existing 10' setback required in most commercial zones). A zero-foot setback will allow for a variety of building placement options, particularly when creating pedestrian environments.
- Reduced parking ratio requirements. Refer to parking recommendations in Policy 4.2.
- Encourage vertical mixed-use development
- Encourage infill development.

The Overlay District should apply to all properties within the following, general geographic boundaries (refer to Preferred 20 Yr. Land Use Plan Map II.1 for a graphical representation):

- East: Topeka from 20th Street North to 21st Street North; Broadway from 21st Street North to 22nd Street North
- West: Shelton from mid-block between 20th and 21st Streets North to mid-block between 21st and 22nd Streets North; The alley between Wellington and Park Place from 21st Street North to 20th Street North
- North: 22nd Street North between Broadway and Market; mid-block between 21st and 22nd Streets North from Market to Shelton

- South: 20th Street North from Topeka to Market; mid-block between 20th and 21st Streets North from Market to Shelton

Central Sub-Area

Action 3: Create an overlay district for the three special opportunity areas as identified in the Preferred 20 Yr. Land Use Plan Map II.1. The regulatory language in this district would override the regulations and policies of the existing zoning classifications for these three land areas. These areas are notable, visible sites that create an identity for the community and permitted land uses and design standards should be restrictive. Specifically, heavy industrial uses should be not allowed in the three special opportunity areas. Site and building design as well as building materials and construction should be high quality.

Policy 1.5: Market and promote the plan area.

Many of the merchants operating along the West and East Sub-Areas have expressed a desire to increase the visibility of their businesses both locally and in the greater marketplace. Promoting the 21st Street North Corridor as a commercial district with a unique identity is important in encouraging a thriving small business community. These types of initiatives would be best undertaken by the Chamber of Commerce, the 21st Street Business Association or under the auspices of a BID.

- In building these campaigns, several factors should be taken into consideration.
- Advantages of shopping at independent retailers (customer service, unique products, etc.).
- Products, services and cuisine with a unique ethnic flavor.
- Ease of access.
- Promotion of significant infrastructure improvements or other Plan successes.

Specific and organized promotional activities can strengthen the area's image and marketability in several ways including: changing community attitudes and perceptions; creating a unified image; establishing the area as a center of local and regional activity; and increasing customer traffic.

These types of promotions fall under three basic categories:

Retail promotions. These activities are designed to promote the goods and services offered by area businesses and to generate immediate retail sales.

Special events. Sometimes referred to as traffic-building events, special events generate eventual retail sales for area businesses by attracting consumers through festive, noncommercial activities such as festivals, concerts and holiday celebrations.

Image-building promotions. Activities in this category help create a healthy image for the area that reflects its unique assets and serves to counterbalance negative community perceptions.

While it is quite likely that various organizations within the corridor may produce materials promoting their particular sub-area or event, special care should be taken to assure that all promotional materials retain a continuity of message. For example, a standardized logo or slogan could be integrated into all materials.

All Sub-Areas

Action 1: Produce materials such as brochures and maps for distribution throughout plan area and wider region. Use existing institutions such as Wichita Convention and Visitor's Bureau (WCVB) and WSU to promote the cultural district to out-of-town visitors.

Action 2: Pursue cooperative promotional programs such as discount cards and frequent buyer programs among corridor merchants.

Action 3: Aggressively promote and effectively coordinate special cultural events such as Cinco de Mayo and Juneteenth.

***Action* 4:** Where vacant ground floor storefronts exist, interim visual stimulation of the ground level should be implemented via window displays (could be work of seniors, children, local artists, etc.).

OBJECTIVE: Promote redevelopment / reuse of existing vacant / underutilized parcels within the plan area.

Policy 1.6: Maintain a database of vacant / underutilized parcels in the Central Sub-Area.

Central Sub-Area

Action 1: The IDC should create and maintain a database of developable parcels within the Central Sub-Area. These opportunities should be regularly communicated to the Kansas Department of Commerce, the City of Wichita and the GWEDC.

Policy 1.7: Encourage redevelop of "keystone" sites.

Central and East Sub-Areas

Action 1: Package and redevelop keystone sites.

Package "keystone" projects to stimulate initial development. A select number of sites that are prime candidates for redevelopment and are positioned to provide highly visible signs of community progress should be prepared as soon as possible. Successful development of these keystone sites early in the implementation process can help to spur additional development. Likely candidate locations for these types of projects are the:

- Derby- El Paso Refinery, and
- Heartsprings.

Policy 1.8: Encourage infill housing in the plan area.

All Sub-Areas

Action 1: Capitalize on existing infill housing strategies in the City and create new incentives targeted for infill within the plan area.

Pursue single and multi-family residential infill as a public-private venture. The Preferred Plan identifies vacant lots inside the plan area as well as within one mile of the plan area that have redevelopment potential. These infill development parcels provide valuable resources for capitalization.

Policy 1.9: Acquire underutilized parcels to consolidate and create viable development sites.

East Sub-Area

Action 1: Acquire underutilized residential parcels east of Grove and south of 21st Street to consolidate parcels and create a viable development site.

OBJECTIVE: Improve community economic welfare by facilitating business retention and expansion and creating new employment opportunities.

Policy 1.10: Stimulate business retention, expansion and attraction.

In keeping with Wichita's tradition of entrepreneurship, the 21st Street North Corridor plan area features diverse and dynamic businesses. A significant number of these employers expressed great optimism for the future and indicated plans to expand their operations over the next two years.

Programs that preserve the ability of area employers to expand, to encourage additional investment and to cultivate a hospitable environment for spin off companies and new start-ups should be actively promoted.

Different strategies for meeting this policy may be necessary to reflect the diverse nature of existing companies.

All Sub-Areas

Action 1: Evaluate existing business development programs.

Under the auspices of the CCC, existing programs for attracting new employers, supporting the expansion of current employers and improving the retention rate of existing businesses should be evaluated. Appropriate roles and strategies for enhancing existing programs or creating new initiatives to address any identified gaps should be defined. These programs should be evaluated within the context of the unique needs of businesses within each sub-area.

Action 2: Promote and encourage the use of non-manufacturing entrepreneurial programs such as small business development centers and the potential for creating new incubator and business start-up initiatives to support the creation of new businesses.

Action 3: Encourage area private financial institutions to consider special lending programs within the plan area.

Policy 1.11: Identify and create partnerships for job creation and training.

As the 21st Street North Corridor Revitalization Plan begins to take effect, opportunities to accommodate the creation and location of new employers will increase. Programs that facilitate and encourage the creation of new jobs in the corridor should be creatively developed and supported.

All Sub-Areas

Action 1: Aggressively pursue programmatic relationships with WSU and local industry to promote existing incubator programs such as the Wichita Technology Corporation.

Policy 1.12: Create and / or expand upon a workforce development program.

The plan area businesses employ more than 5,000 people. However, a sample survey identified that nearly 50 percent of these same companies indicated less than 10 percent of their workforce was comprised of residents from within a two-mile radius of their business location.

Immediate steps should be taken to create systems to facilitate an increase in the number of plan area residents employed by "local" companies, providing both economic benefits and reinforcing a sense of community.

The following actions should be taken in order to facilitate these partnerships:

All Sub-Areas

Action 1: Conduct workforce skill training needs assessment among employers in the corridor and area residents.

Action 2: Identify funding to provide job / skills training based upon specific needs and employer-designed curriculum.

Action 3: Coordinate with training providers to ensure that training is consistent with corridor employer needs.

Action 4: Establish a corridor specific job bank and employee referral system.

Policy 1.13: Maintain a database of existing and proposed funding sources.

A variety of funding and financing mechanisms exist that can help achieve the stated goals of this Plan. Some of these mechanisms may be applied over a broad spectrum of the policy recommendations while some may be limited to single, specific initiatives. The CCC, in conjunction with experts should evaluate the various funding vehicles outlined in the implementation toolbox for their potential to finance the organizational, infrastructure, environmental, and other recommendations in the Plan.

All Sub-Areas

Action 1: Evaluate the feasibility and applicability of various funding options. Strategies and assignments of responsibility for the pursuit of these options should be developed.

Examples of funding sources include but are not limited to:

- TIF resources
- CDBG resources
- Corporate involvement (private)
- Foundation grants

OBJECTIVE: Improve utility and communication infrastructure in the plan area to support the future and ongoing economic viability of the area.

Policy 1.14: Ensure adequate utility systems exist to support redevelopment in the plan area.

All Sub-Areas

Action 1: Provide adequate utility infrastructure.

Work with the utility companies to upgrade existing utility infrastructure as required. Coordinate major infrastructure improvements with proposed street improvements.

Action 2: Work with communications companies to evaluate existing conditions and create a plan to meet long term communication needs.

GOAL 2: MAKE TRANSPORTION SYSTEM IMPROVEMENTS WITHIN THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA THAT WILL SUPPORT THE ECONOMIC RENEWAL OF THE AREA, IMPROVE TRAFFIC MOVEMENTS, AND ENHANCE THE QUALITY OF LIFE FOR THE SURROUNDING COMMUNITY.

OBJECTIVE: Improve safety of all transportation modes.

Policy 2.1: Reduce the at-grade rail / vehicular conflicts wherever feasible.

Central Sub-Area

Action 1: Consolidate, remove or relocate minor lines / spurs to better serve vehicular transportation and facilitate assemblage of parcels for redevelopment.

Action 2: Upgrade and improve all other at-grade crossings utilizing pre-cast concrete or rubber crossing materials in order to create a smooth crossing surface for pedestrians and vehicles. Provide appropriate signage and crossing gates.

Policy 2.2: Increase the safety and efficiency of transportation systems within the plan area.

All Sub-Areas

Action 1: Maintain safe and effective roadways within the plan area.

Secure funds and acquire the necessary right-of-way for the Burlington Northern Santa Fe (BNSF) mainline and switching yard relocation. Relocated all rail operations along the east side of Broadway approximately 1,650 feet east to eliminate at-grade crossing conflicts at 21st St. and Broadway.

Sub-Action I
Secure funding source and acquire the necessary right-of-way for the BNSF mainline and switching yard relocation.

Sub-Action II
Complete 30 percent design for relocation of the BNSF mainlines and switching yards.

Sub-Action III
Construct relocated BNSF mainlines.

Sub-Action IV
Construct relocated BNSF yards.

OBJECTIVE: Improve vehicular transportation infrastructure.

Policy 2.3: Accommodate the vehicular transport infrastructure needed to make the area competitive in the regional market.

Central Sub-Area

Action 1: Construct an Overpass along 21st St. North between Topeka and Cleveland.

The City of Wichita should immediately begin the necessary processes for building an overpass along 21st Street between Topeka and Cleveland.

Sub-Action I.a
Modify the City's CIP to accommodate design, acquisition and construction of the 21st Street Overpass, starting in 2005. It is anticipated that this project will have four phases. Begin soliciting additional funding for this project, including a potential five percent federal mandate that railroads have to contribute to the cost of the structure only when grade separated crossings are being proposed.

Sub-Action I.b
This discovery phase will better define the scope and limits of the project; will include 30 percent concept plans, estimated right-of-way needs; and include a probable cost of construction. This should be programmed immediately in 2005, so that cost estimates are available for future CIP amendments and fundraising.

Sub-Action II.a
Take the 30 percent concept plans to final construction documents, which will clearly define the right-of-way needs, and include the engineer's probable cost of construction. This should be programmed in the year 2006.

Sub-Action II.b
Acquire the needed right-of-way to construct the project as well as relocate all utilities that are in potential conflict with the project. This should be programmed late in years 2007-2008.

Sub-Action III
Construction of the 21st Street Overpass. This should be programmed in years 2009-2010. The local access street network should be improved prior to the construction of the overpass to assure access to existing businesses.

Policy 2.4: Provide the vehicular transport infrastructure needed to support sub-area revitalization.

West Sub-Area

Action 1: Improve the intersection of 21st Street and Broadway

This should be completed as soon as feasible through the acquisition of necessary lands to accommodate designated left turn movements and alleviate traffic visibility issues.

Sub-Action I
Begin design for traffic improvements to the intersection of 21st Street and Broadway.

Sub-Action II
Acquire necessary properties on the northwest and southwest corners of the intersection of 21st Street North / Broadway; relocate businesses, and remove structures.

Sub-Action III
Complete construction of intersection improvements.

Action 2: Evaluate and select an improvement option for 21st Street North west of Broadway.

The Preferred Plan identifies two options for further study. This study should examine the merits of a traditional five-lane roadway versus a one-way couplet within the area west of Broadway and east of Fairview. The decision on the preferred option should be based upon inputs from area stakeholders and an evaluation of traffic, parking and pedestrian impacts associated with the International Marketplace. Regional traffic flow through the International Marketplace should also be factored in the decision making process.

Action 3: Re-allocate CIP funds and implement preferred 21st St. improvement option.

Currently, there is funding in place in the CIP to widen 21st Street North from Hood to Broadway from a four-lane to a five-lane roadway. Since this project is being delayed, those existing CIP monies should be reallocated to short (Phase I and II) term implementation items identified in the Plan, to assure the appropriated monies stay within the neighborhood originally envisioned for use.

Action 4: Convert Market and Park Place to two-way traffic.

Market Street and Park Place between 17th Street North and 21st Street North should be converted to two-way traffic in order to accommodate businesses locating within the International Marketplace. These streets should be able to accommodate on-street parking on both sides of the street.

Action 5: Implement intersection improvements along Broadway north of 21st Street. Future anticipated traffic increases will impede the functionality of existing intersections.

<u>Sub-Action I</u>
Improve the 29th Street Intersection with Broadway. The improvements will provide additional designated left turning movements.

<u>Sub-Action II</u>
Improve the 25th Street Intersection with Broadway. These improvements will provide additional designated left turning movements. This will be completed in conjunction with the 25th Street improvements.

Central Sub-Area

Action 6: Create and improve the street network in the central sub-area.

With identification of 25th to Ohio to 29th (and eventually the interchange) as a primary east-west link and 'backbone' to the Central Sub-Area, improvements to the local street network will be warranted.

With the construction of the 21st Street overpass, the network of collector and local streets within the Central Sub-Area will need to be examined and redesigned / improved as necessary to facilitate efficient movement of east-west traffic within the sub-area and accommodate access to companies operating within the area.

The roadway improvements in the Central Sub-Area should be added to the City's CIP and programmed for design and construction. As sub-area land uses become more clearly defined and programmed for implementation, individual roadway projects will need to be completed. Specifically, the design, acquisition and construction of new roads within the special opportunity areas need to be prioritized.

<u>Sub-Action I</u>
Restripe Ohio to a three-lane section roadway. This road is currently improved with curb and gutter and is very wide. Striping to a three lane section will help the image, speed of traffic, and safety in turning movements through this section of street.

<u>Sub-Action II</u>
Improve 25th and 26th streets, between Broadway and Ohio. These streets should be improved to provide for a minimum of three lanes of traffic (per improved Ohio), with possible turn lanes at the intersection with Broadway. Curb and gutter, tree lawn and detached sidewalks should be installed within this improved street right-of-way prior to the construction of the 21st St. overpass. This will allow it to serve as an alternate east-west route.

OBJECTIVE: Improve public transit infrastructure.

Policy 2.5: Provide improvements that support the use of public transportation, in conjunction with the Wichita Transit Authority.

All Sub-Areas

Action 1: Identify all existing bus stops, and the need for adjustments to bus stops based on user needs.

Action 2: Provide adequate signage, benches, shelters, and bus schedules (permanent and take away) at each bus stop.

Action 3: Create bus shelter designs that can be utilized within the entire plan area. This could become a design competition.

Action 4: Provide advertising opportunities within shelters in the plan area to help cover the cost of the transit stop improvements.

Policy 2.6: Provide for transit systems that integrate different modes.

West Sub-Area

Action 1: Create a transit hub.

Create a formal, local transit hub that would act as a gathering space as well as an international and local destination point. The transit hub would centralize the current commuter and charter bus activity to one, active location. This hub should be located within the International Marketplace to complement the surrounding commercial uses. The hub should include adequate parking and bicycle accommodations for transit riders and incorporate pedestrian amenities. Attractive landscaping, such as special paving materials, ornamental trees, benches, and light fixtures, can be included. This transit hub should link with future bike routes, both on and off-street

OBJECTIVE: Improve bicycle transport infrastructure.

Policy 2.7: Support implementation of planned bicycle systems.

All Sub-Areas

Action 1: Work closely with MAPD, Public Works, and Park and Recreation to expedite implementation of proposed bikeways. Continue developing the proposed trails identified in the Park and Open Space Master Plan.

Policy 2.8: Expand the planned bicycle network within the plan area to provide an integrated system.

All Sub-Areas

Action 1: Pursue Rails-to-Trails opportunities.

When the BNSF mainline tracks move east of the Broadway intersection, the City should rail-bank and convert the former track right-of-way to a bike and pedestrian trail. This off-road, recreational trail would provide links to the North Riverside Pathway, south of 14th Street North, and intersect the proposed urban arterial path for Broadway at 15th Street North. When the BNSF yards relocate, this Rails-to-Trails opportunity could extend further to the north.

OBJECTIVE: Improve pedestrian infrastructure.

Policy 2.9: Prioritize pedestrian movements in transportation decisions.

West Sub-Area

Action 1: Design and implement of exclusive pedestrian phase signalization (EPPS).

Planning should work closely with Public Works on the installation of exclusive pedestrian phase signalization in relation to the International Marketplace. Exclusive pedestrian phase signalization stops all traffic during a phase of the lights and allows pedestrians to cross the intersection diagonally.

Policy 2.10: Provide enhanced pedestrian amenities in all sub-areas.

All Sub-Areas

Action 1: Review and amend as necessary City policies to allow for enhanced pedestrian amenities in the plan area.

Special consideration should be given to the width of the sidewalk, pedestrian-level lighting, signage, benches, shade and other streetscape enhancements. Please refer to the Typology Guidelines.

GOAL 3: REMEDIATE ENVIRONMENTAL CONTAMINATION WITHIN THE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

OBJECTIVE: Remediate contamination in the plan area.

Policy 3.1: Continue to monitor, capitalize, and expand on existing remediation efforts.

The following sections identify recommended short, medium, and long term strategies that meet regulatory obligations and if implemented, could accelerate the remediation process.

Central and East Sub-Areas

Action 1: Continue to promote lending and to reduce the liability to new property owners, to encourage faster revitalization efforts.

Action 2: Identify priority sites and stay involved with the cleanup. This will facilitate remediation efforts. The top priority sites include all those properties within the boundaries of the identified special opportunity areas.

Action 3: Continue to utilize the existing (Certificate and Release) CAR program and educate the public on environmental strategies. This will continue to address public perception and will create understanding of the ongoing and /or newly developed environmental activities.

Action 4: Enhance the City's environmental education programs to inform the public, including a brownfields website.

Action 5: Take advantage of environmental insurance coverage where feasible.

Action 6: Coordinate the selected remediation systems with the Preferred Plan for the Central and East Sub-Areas. Similarly, coordinate the revitalization process with remediation to ensure that proposed developments are not in conflict with the remediation systems.

Action 7: Monitor the pumping of groundwater and restrict such activity in areas where necessary.

Policy 3.2: Pursue additional funding / support for clean-up.

Central Sub-Area and East Sub-Area

Action 1: Seek, identify, and apply for additional funding.

There are several different types of funding available for environmental clean-up and development of brownfield properties outside of the NIC.

- Private equity funds / equity players - raises capital for brownfields redevelopment

- Federal line item appropriations through the EPA State and Tribal Assistance Grant (STAG) Program. Federal Line Item Appropriations are administrated through an EPA grant coordinator.

- State of Kansas Brownfield redevelopment programs. Low interest loan program through KDHE.

- Other potential resources include:

  - KDHE website: http://www.kdhe.state.ks.us/remedial/bf_cleanup.htm provides guidance for utilizing KDHE's brownfield redevelopment program.

  - EPA website: http://www.epa.gov/swerosps/bf/ provides guidance on utilizing EPA funds and grants for clean-up of brownfield sites.

OBJECTIVE: Remove offensive odors and visual blight.

Policy 3.3: Enforce existing regulations.

Central Sub-Area

Action 1: Develop a plan for more effective enforcement of nuisance issues.

Policy 3.4: Amend regulations as necessary to assure removal of conditions detrimental to the future desired image for the North Central Industrial Corridor.

Central Sub-Area

Action 1: Review existing regulations to determine the need for, recommend, and put in place modifications to existing regulations that do not maintain and support the desired future identity for the North Central Industrial Corridor.

Policy 3.5 Support private efforts to remove visual blight.

Central Sub-Area

***Action 1*:** Remove Derby- El Paso Refinery vertical infrastructure.

GOAL 4: CREATE A MORE ATTRACTIVE 21ST STREET NORTH CORRIDOR REVITALIZATION PLAN AREA.

OBJECTIVE: Make appropriate changes to rules, regulations and guidelines to help realize the private sector development called for in the Plan.

Policy 4.1: Consider the use of design guidelines to support the sense of place strived for in the Plan and within each sub-area.

All Sub-Areas

Action 1: Consider establishment of design review committees to support monitoring of any design guidelines that may be completed for a particular district, and support the vision and goals that may be established to support the unique image strived for.

West Sub-Area

Action 2: Creation of such guidelines should be considered for the International Marketplace depending on level of detail provided in the overlay district language.

Central Sub-Area

Action 3: Creation of such guidelines should be considered for the light industrial / flex and special opportunity areas of the Central Sub-Area depending on the level of detailing the new zoning or overlay district language.

Policy 4.2: Explore parking requirements / strategies that support the Preferred Plan.

All Sub-Areas

Action 1: Determine an appropriate on and off-street parking policy for the plan area.

Possible items to consider may include:

- Parking ratio reductions. Achievable residential and commercial densities are often constrained by the required number of parking spaces per unit and per square feet of commercial space. In areas with good transit service and/or where mixed use development / special districts are planned for, it is possible to justify lowering the amount of parking provided because residents and workers are able to use transit for many of their trips.

- Maximizing on-street parking. On-street parking is critical to neighborhood scaled retail areas. Promote inclusion of on-street parking in all neighborhood scaled retail areas, particularly the International Marketplace District.

- Counting on-street parking towards total parking requirements. On many parcels, particularly small or shallow commercial parcels, it is difficult and expensive to provide the full number of parking spaces often required for development. The space on the street(s) adjacent to the project can provide additional spaces that may be considered in development parking requirements. Developments should not rely on parking spaces on residential streets in front of existing residences.

- Allowing and encouraging shared parking. Shared parking is an efficient use of existing parking supply which can be shared between compatible retail and housing uses, or between other uses which have different time-of-day parking demands. Shared parking is often a critical strategy employed where patrons are encouraged to park once and then walk to multiple locations. The City could encourage shared parking and work with property owners to formalize agreements.

Action 2: Ensure adequate parking signage.

West Sub-Area

Action 3: Develop a parking plan for the west sub-area to accommodate the proposed overlay district boundary and planned future uses.

Action 4: Provide a City-designated off-street public parking lot within the overlay district.

Acquire the property on the southwest corner of the intersection of 21st Street North / Broadway; relocate business, remove structures, and develop a public parking lot in conjunction with the area gateway feature.

Policy 4.3: Adapt and adopt policies to attract desired development.

All Sub-Areas

Action 1: Consider new programs and adapt existing programs, such as the façade improvement program along Douglas Street.

OBJECTIVE: Provide community character and identity for the Plan Area, and within each sub-area.

Policy 4.4: Highlight the corridor's unique ethnic / cultural assets.

East Sub-Area

Action 1: Create an East End Multicultural District.

The cultural district boundary should loosely be defined and concentrated around the primarily commercial properties adjacent to 21st Street North. Potential boundaries are identified below (refer to Preferred Illustrative Plan Map II.2 for a graphical representation):

- East: Hillside from Shadybrook to 22nd Street North
- West: Minneapolis from mid-block between 20th and 21st Street North to mid-block between 21st and 22nd Streets. North
- North: Mid-block between 21st and 22nd Streets North
- South: Stadium Street and/or mid-block between 20th and 21st Streets North

West Sub-Area

Action 2: Create the International Marketplace within the half mile commercial district.

Policy 4.5: Define major entries and reinforce identity through the provision of gateway elements.

All Sub-Areas

Action 1: Create and construct a regional 21st Street North Corridor Gateway.

Wichita has the unique opportunity to capitalize on the 21st Street North / I-135 interchange by creating an inviting gateway into the plan area. This gateway will create a regional identity.

Action 2: Create and construct a 29th Street North Central Industrial Corridor Gateway.

The 29th Street North / I-135 interchange is a unique opportunity to create a notable, entrance into the evolving Central Sub-Area.

West Sub-Area

Action 3: Create and construct West Sub-Area gateways.

The Gateway and Nodes Diagram, Map II.8, shows three gateway locations that mark the entry points to the sub-area: Broadway and 21st St., Arkansas and 21st St., and the Little Arkansas River Bridge at 21st St. The intersection of 21st Street North and Broadway already functions as a gateway, although it needs a more distinct, landmark element to announce arrival into the neighborhood. At the 21st Street North Little Arkansas River Bridge there is another prime opportunity to define neighborhood identity and community character. These two locations should be emphasized with architectural elements, such as: towers, monuments, or statues. These gateway improvements can be done in conjunction with the planned improvements to the 21st Street Little Arkansas Bridge and improvements to the intersection of 21st Street and Broadway.

East Sub-Area

Action 4: Create East Sub-Area gateways.

The intersection of Hillside and 21st St. is a prime opportunity area to define the east entrance of the East End Multicultural District. The intersection of Minneapolis and 21st St. also provides an opportunity area to define the westerly entrance to this sub-area.

Policy 4.6: Support streetscape improvements.

West Sub-Area

Action 1: Develop and implement a streetscape plan for the West Sub-Area.

Develop a streetscape plan for the West Sub-Area that can be developed in phases, respective of potential future street widening and neighborhood redevelopment. Streetscape improvements will enhance the aesthetic qualities of the commercial corridor.

The streetscape plan should consider:

- Installing light fixtures, both overhead and low-light ornamental lighting, to improve pedestrian safety
- Establishing special pavement patterns or materials for pedestrian cross walks and pedestrian gathering spaces
- Planting street trees in tree grates to provide shade and to attract patrons; constructing a landscaped median when street improvements are made
- Constructing bulb-outs (extended sidewalks) to narrow pedestrian street crossing width
- Creating banners
- Ensuring consistent (and matching with lights) trash receptacles and benches
- Establishing informational kiosks

East Sub-Area

Action 2: Develop and implement a streetscape plan for the East Sub-Area (also refer to Typology Guidelines, for additional information).

Develop a streetscape plan for 21st Street North from I-135 to Hillside. Recent investment in the street along 21st Street North, east of I-135 has provided a great framework for future improvements. Street trees and other streetscape amenities would further contribute to the improved aesthetic of the East Sub-Area. The streetscape plan should consider:

- Planting unified street trees in existing tree lawns to create a continuous landscaped appearance / providing tree lawns where they currently don't exist
- Constructing new and widening existing sidewalks where appropriate
- Denoting pedestrian crossings in creative ways (i.e. material and color paving variety)
- Constructing bulb-outs at key intersections
- Establishing special high-level and pedestrian lights

- Creating banners
- Ensuring consistent (and matching with lights) trash receptacles and benches
- Establishing informational kiosks

Policy 4.7: Preserve notable historic, architectural, or culturally significant sites whenever feasible.

Action 1: Review the Historic Architectural Survey when complete to identify if any individual structures and / or districts are recommended within any sub-area. If so, consider formal nomination of individual structures within the plan area, including the Nomar Theatre.

Policy 4.8: Provide distinct signage and wayfinding.

East and West Sub-Areas

Action 1: Plan for adequate signage and wayfinding, to identify neighborhood shopping districts, destination points, special districts, overlay districts, etc. This signage and wayfinding should consider use of informational kiosks in high pedestrian traffic areas.

OBJECTIVE: Provide for adequate community amenities.

Policy 4.9: Create additional neighborhood and community-level parks and open space.

West Sub-Area

Action 1: Undertake a needs survey within and adjacent to the West Sub-Area.

Policy 4.10: Provide for additional community facilities and / or programs as needed.

West Sub-Area

Action 1: Determine community facilities and program needs

Components to consider include:

- Community meeting spaces (various sizes)
- Police sub-station
- Hispanic Chamber of Commerce offices

- The newly formed Merchant's Association offices
- Tornado shelter
- Spanish / English classes
- Immunization / limited service health services
- Senior center
- Daycare facilities
- Other educational classes
- Job training
- Immigration support services
- Elderly / low-income food assistance
- Drug prevention / rehabilitation programs

D. PRIORITIZED ACTION MATRIX

The above Implementation Action Plan has been synthesized in the following matrix in order to provide an easy checklist of those items that need to be completed to support the realization of the vision. The actions are first organized by phase. Five phases have been established for implementation. They are as follows:

- Phase I: Immediate through 2005
- Phase II: 2006 - 2010
- Phase III: 2011 - 2015
- Phase IV: 2016 - 2025
- Phase V: 2025 and Beyond

Next, the actions are organized around the four primary goals of the project, that is:

- Goal #1: Economic Strategies
- Goal #2: Transportation Strategies
- Goal #3: Environmental Strategies
- Goal #4: Community Character Strategies

The actions are further separated by geographic scope, month / year to start, primary responsibility to lead the effort, recommended funding sources (where appropriate), and order of magnitude costs (where appropriate).

This is a pretty large 'to-do' list of actions, so it is critical that all core members that participated during the planning process agree upon and are committed to this very aggressive Action Matrix. If a more conservative approach is decided upon, the months-to-start per action can be lengthened and those secondary items may not be fully implemented during the 2005-2025 planning horizon established in this Area Plan.

Those entities included in the Prioritized Action Matrix as 'primary responsibility' include:

Acronyms:
COW: City of Wichita
SC: Steering Committee
CIP: Capital Improvement Plan (City of Wichita)
BNSF: Burlington Northern Santa Fe Railroad
BID: Business Improvement District
KIT/KIR: Kansas Industrial Training/Kansas Industrial Retraining
IMPACT: Kansas Investment in Major Projects and Comprehensive Training
IID: Industrial Improvement District
CDBG: Community Development Block Grant
KDHE: Kansas Department of Health and Environment
WASCK: Workforce Alliance of South Central Kansas
WACC: Wichita Area Chamber of Commerce
KDHR: Kansas Department of Human Resources

Even though a particular entity has been identified as a leader of an action, this does not mean that they are the sole implementer. This is meant to be a consolidated effort by all public, quasi-public and even private entities that have a stake in 21st Street North Corridor Revitalization Plan.

Phasing diagrams that support each action item are included in Section E of this Chapter.

PHASE I : Immediate through 2005 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Economic Strategies					
Establish a 21st Street North Corridor Coordinating Committee. (1.1 : A.1)	All	Immediate	COW, to be named by Wichita City Council	Existing City Resources[9]	Existing City Resources
Form a West 21st Street Community Development Corporation. (1.1 : A.3)	West	Immediate - Ongoing	Community Stakeholders	City, Grants, Fundraising	$30,000 (formation costs); $40,000 - $60,000 in annual administrative operation costs (excluding any program related expenses) [2, 4]
Evaluate the feasibility of various financing options such as, tax increment financing, and transportation development districts to finance future public infrastructure improvements. (1.13 : A.1)	All	Immediate	COW, West CDC, Power CDC, IDC	Existing City Resources	N/A[8]
Promote business incubator and start-up initatives. (1.10 : A.2)	All	Immediate	Coordinating Committee, Hispanic Chamber, Merchants Assoc., POWER CDC, WSU, GWEDC		
Encourage new private lending programs within the plan area. (1.10 : A.3)	All	Immediate	Coordinating Committee, Hispanic Chamber, Merchants Assoc., POWER CDC		
Continue outreach to existing networks / leverage new opportunities. (1.1 : A.7)	All	Immediate - Ongoing	Coordinating Committee, COW, WSU		
Package and redevelop Heartsprings "Keystone" site. [6] (1.7 : A.1)	East	Immediate - Ongoing	Partnership for 21st Street Progress		
Complete business plan for the indoor Mercado. (1.3 : A.1)	West	Immediate	West CDC, COW	Grants, CDBG	$50,000
Purchase the indoor Mercado site. (1.3 : A.1)	West	6 months	COW, CDC	CIP[7]	
Provide proactive outreach to economic development organizations. (1.2 : A.1)	All	6 months	Coordinating Comm. / COW		
Complete conceptual design of the International Marketplace. (1.3 : A.1)	West	12 months	MAPD	CIP	$140,000
Start design for improvements for the indoor Mercado and International Marketplace. (1.3 : A.1)	West	12 months	COW, West CDC	CIP	
Visit other Hispanic / general cultural districts for guidance, direction, and ideas. (1.3 : A.1)	East / West	9 months	MAPD, Coordinating Committee	Grants, private funding	
Establish a West 21st Street Business Improvement District - *If allowed by State statute* - (BID). (1.1 : A.4)	West	9 months	COW / Merchants Assoc. / Area Businesses	Self Assessments	$50,000 (formation, pre-launch, and preliminary business planning), $60,000-$100,000 in administrative operations (excluding programs) [3]
Evaluate existing business development programs, identify gaps. (1.10 : A.1)	All	9 months	Coordinating Committee, COW	Existing City Resources	
Where vacant ground floor storefronts exist, interim visual stimulation of the ground level should be implemented via window displays. (1.5 : A.4)	Primarily West, but all	12 months	West CDC, Power CDC, Coordinating Committee	In-kind services	
Establish a corridor information center (preferred in west sub-area). (1.1 : A.2)	All	12 months	Coordinating Committee, BID / IID, West CDC, POWER CDC	Private Sector Donation, CDC's	$10,000
Conduct employee and workforce skill & need survey. (1.12 : A.1)	Central	2005	KDHR, WASCK, WWDC	Self Assessments	$30,000
Update zoning-in the plan area to assure consistency with the vision and objectives of the plan. (1.4 : A.1)	Central	2005	COW, IDC, IID	Existing City Resources, IDC, IID	Existing City Staff

PHASE I : Immediate through 2005 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Transportation Strategies					
Begin design for traffic improvements to the intersection of 21st and Broadway. (2.4 : A.1)	West	Immediate	COW, Business Association, West CDC	CIP[7]	
Acquire necessary properties to add turn lanes at 21st and Broadway. (2.4 : A.1) (4.5 : A.3)	West	Immediate	COW, Business Association, West CDC	CIP[7]	
Acquire necessary properties to develop a public parking lot at 21st Street North / Broadway. (4.2 : A.4)	West	Immediate	COW, Business Association, West CDC	CIP[7]	
Evaluate all existing at grade rail crossings in the plan area and identify an implementation plan with designs, costs and timing to implement at grade crossing improvements. (2.1 : A.1 - 2)	All	6 months	COW Transportation	CIP[7]	Signal updates: $185,000 / per; Crossing Ties improvements: $65,000/per
Evaluate existing bus stops and secure funding for-improvements. (2.5 : A.1 - 4)	All Sub-Areas	Immediate	Wichita Transit, COW	CIP, Transit Budget, Advertising	
21st overpass - define scope, develop 30% concept plans, preconstruction documents, and preliminary cost estimates. (2.3 : A.1)	Central	12 months	COW	CIP[7]	$300,000
Work with property owner to create initial design of local infrastructure - transportation and utility - for redevelopment of the Derby site. (1.15 : A.1, 1.7 : A.1, 2.4 : A.6)	Central	12 months	COW, IDC, property owner, potential new development partner		
21st Street Bridge at Chisholm Creek. (COW CIP 2004-2013)		Ongoing	COW	CIP	$781,000
Environmental Strategies					
Monitor groundwater pumping. (3.1 : A.7)	Central / East	Ongoing	COW, KDHE	COW, PRP's	
Begin removal of Derby Refinery vertical infrastructure. (3.5 : A.1)	Central	Ongoing	El Paso Corp.	Private property owner	
Continue to improve environmental education efforts to property owners, businesses and area residents. (3.1 : A.4)	All	Ongoing	Coordinating Comm., COW, IID	COW Program	City Resources
Identify priority Brownfield redevelopment sites to expedite feasibility studies or other necessary research. (3.1 : A.2)	Central / East	Immediate - Ongoing	COW	COW	
Use environmental insurance coverage where feasible. (3.1 : A.5)	Central / East	Immediate - Ongoing	COW, IID	COW, PRP's	To be determined
Continue to promote lending and to reduce liability to property owners outside NIC. (3.1 : A.1)	Central / East	Immediate - Ongoing	COW, IID		
Promote the use of the Certificate and Release (CAR) Program for property owners. (3.1 : A.3)	Central	Immediate - Ongoing	COW, IID	Current COW program	
Enforce City regulations on odor emitting businesses, and modify regulations as necessary to be more stringent if necessary. (3.3 : A.1)	All	Immediate - Ongoing	COW	City Resources	City Resources
Provide adequate code enforcement for entire plan area. Evaluate need for enhanced code enforcement in plan area. (3.3 : A.1)	All	Immediate - Ongoing	COW	Existing City Resources	Existing City Resources
Coordinate all remediation with redevelopment. (3.1 : A.6)	Central / East	Immediate - Ongoing	COW, KDHE	City Resources	
Identify and begin application process for additional environmental clean up funding. (3.2 : A.1)	Central / East	Immediate - Ongoing	COW, IDC	Federal Line Item Appropriation	
Amend regulations to ensure desired vision. (3.4 : A.1)	Central	Immediate	IID, IDC, COW	City Resources	
Update City website to create clear links to environmental and brownfields information. (3.1 : A.4)	All	9 months	Coordinating Comm., COW, IID	COW Program	City Resources

PHASE I : Immediate through 2005 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Land Use, Zoning, Urban Design Strategies					
Continue promoting existing city-wide residential infill policies and strategies. (1.9 : A.1)	East / West	Ongoing	COW, CDC's		
Create an East End Multicultural District and West Sub-Area International Marketplace district. (4.4 : A.1, 2)	East / West	Immediate	COW, Coordinating Committee	Existing City Resources	
Provide distinct signage and wayfinding. (4.8 : A.1)	East / West	Immediate	COW, Coordinating Committee	CIP	
Define and establish International Marketplace overlay district . (1.4 : A. 2)	West	Immediate	COW, Business Assoc.	Existing City Resources	Existing City Resources
Evaluate corridor zoning issues related to the special opportunity areas and East End Multicultural District. (1.4 : A.3)	Central / East	Immediate	COW	Existing City Resources	Existing City Resources
Adopt and adapt programs, such as the façade improvement program, to foster desired development. (4.3 : A.1)	All	Immediate	COW	Existing City Resources	
Conduct an area parks survey and study to clearly evaluate community needs. (4.9 : A.1)	West	Immediate	COW, Neighborhood Associations	Existing City Resources, Community Resources	Existing City Staff, Volunteers
Determine community facility and program needs. (4.10 : A.1)	All	Immediate	COW, Coordinating Committee	City Resources	
Begin design and implementation of West Sub-Area streetscape improvements. (4.6 : A.1)	West	3 months	COW	Existing City Resources	$60,000
Begin design and implementation of West Sub-Area gateways at 21st St. and Broadway (4.5 : A.3)	West	3 months	COW	Existing City Resources	$50,000
Review current Historic Preservation Survey when complete to identify if any individual structures and/or districts are recommended within any sub-areas. (4.7 : A.1)	All	9 months	COW	Existing City Resources	Existing City Resources
Encourage rehabilitation of the Nomar theater. (4.7 : A.1)	West	12 months	Private Owner	Private funds, loans, grants	

PHASE II: 2006-2010 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Economic Strategies					
Identify private entity to lease space and run first phase indoor Mercado.	West	2006	COW, West CDC	CIP	
Work with the property owner to assist in the redevelopment of the Derby 'Keystone' site. (1.8 : A.1)	Central	2006	Private property owner	Private owner / Existing City Resources	
Form an Industrial Improvement District -if allowed by State Statute - (IID). (1.1 : A.6)	Central	2006	COW / Central Sub-area businesses	CDBG / Self Assessments	$75,000 (formation, pre-launch, and preliminary business planning); $75,000-$100,000 in annual administrative operating costs (excluding programs)
Form Industrial Development Corporation (IDC). (1.1 : A.5)	Central	2006	IID, COW	CDBG	$45,000 (formation costs); $50,000 in annual administrative operating costs (excluding programs). Some admin. costs may be shared with IID
Establish East End Multicultural District. (1.3 : A.3)	East	2006	POWER CDC, COW	Grants	Existing Power CDC Staff
Evaluate the communication systems within the plan area and develop a plan for necessary improvements. (1.14 : A.2)	All	2006	COW, communication providers, West CDC, IDC, POWER CDC	Private sector	
Pursue relationships with WSU to promote existing outreach and training programs. (1.11 : A.1)	All	2006 - Ongoing	WASCK, CESSNA, WACC	Private/ Grants, KIR, KIT, IMPACT	
Ensure that adequate utilities are in place to support area redevelopment. (1.14 : A.1)	All	2006 - Ongoing	COW, Utility Providers, Property Owners,	Existing City Resources, Private Sector	Existing City Staff
Identify funding for job training. (1.12 : A.2)	All	2007	IDC, WASCK, CESSNA, WACC		
Using employer skill needs survey, identify workforce skills training providers to deliver curriculum consistent with area needs. (1.13 : A.3)	All	2006	WASCK, CESSNA, WACC	Private/ Grants, KIR, KIT, IMPACT	
Expand upon the existing Asian Market at 21st between Somerset and Hood. (1.3 : A.2)	West	2007	Private Developer/CDC	Private / Public Incentives	
Maintain database of vacant / underutilized parcels. (1.6 : A.1)	Central	2007	IDC		
Begin strategic marketing for the 'Wichita 21st Street Corridor.' Produce promotional materials, pursue cooperative marketing, and host special events. (1.5 : A.1 - 3)	All	2008 - Ongoing	West 21st BID, Power CDC, IID, Wichita CVB		
Create and maintain a job bank and employee referral program. (1.12 : A.4)	All	2008 - Ongoing	IDC, WASCK, KDHR		

PHASE II: 2006-2010 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Transportation Strategies					
Complete design of 29th and Broadway intersection improvements (turn lanes, etc.). (2.4 : A.5)	Central	2006	COW	CIP	$750,000
Complete design of 25th street widening/improvements east of Broadway. Acquire Additional ROW for improved 25th Street here. (2.4 : A.5)	Central	2006	COW, IDC	CIP	$500,000
Install at grade rail crossing improvements along 29th street where needed. (2.1 : A.2)	Central	2006	COW, IDC	CIP	
Install at-grade rail crossing improvements along 21st street at the BNSF crossing near the Broadway intersection. (2.1 : A.2)	Central	2006	COW, IDC	CIP	
Convert Market & Park Place to two-way traffic between 17th and 21st Streets. (2.4 : A.4)	West	2006	COW	CIP	$20,000
21st overpass - final construction documents, clear definition of ROW needs, complete engineer's Probable Cost of Construction. (2.3 : A.1)	Central	2006	COW	CIP	$1,700,000
Reach decision on final configuration of traffic improvements at 21st St. between Fairview & Broadway (one-way couplet vs. conventional five lane configuration), secure funding, and complete design of improvements. (2.4 : A.2)	West	2009 - 2010	COW, West CDC, West 21st BID	CIP	
Consolidate or remove minor / unutilized rail lines and spurs. (2.1 : A.1)	Central	2006 - Ongoing	WTA		If contractor is allowed to salvage tracks and ties, no cost; for railroad to remove a switch, $40,000 per switch
Create formal local transit hub. (2.6 : A.1)	Central/West	2006 - 2007	COW, Wichita Transit		N/A
17th Street reconstruction from Broadway to I-135. (2.4 : A.7)	Central/West	2006 - 2008	COW	CIP	$6,850,000
21st Street Bridge at Little Arkansas. (refer to the 2004 - 2013 COW CIP)	West	2007	COW	CIP	$640,000
Complete 21st Street Bridge at Chisolm Creek. (refer to the 2004 - 2013 COW CIP)	Central	Ongoing - 2007	COW	CIP	$781,000
Restripe Ohio from 25th to 33rd to a three lane section. (2.4 : A.6)	Central	2007	COW	CIP	$30,000
Construction of improvements to the intersection of 25th Street and Broadway in conjunction with 25th Street improvements in the Central Subarea. (2.4 : A.5)	Central	2007 - 2008	COW	CIP	$2,000,000
21st St. overpass - ROW acquisition, begin utility relocation. (2.3 : A.1)	Central	2007 - 2008	COW	CIP	$7,000,000
Construct 21st St. overpass, reconstruct at-grade 21st and local circulator streets, install adequate at-grade rail crossings along section of 21st street under the bridge. (2.3 : A.1)	Central	2009-2010	COW	CIP; Federal Railroad Administration requires that freight lines contribute 5% of the bridge structure cost when creating grade-separated crossings.	$35,000,000
Continue to develop bicycle paths in accordance with the bicycle master plan and other transportation infrastructure plans. (2.7 : A.1)	All	Ongoing	COW	N/A	N/A

PHASE II: 2006-2010 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Environmental Strategies					
Land Use, Zoning, Urban Design Strategies					
Determine an appropriate on and off-street parking policy for the plan area. (4.2 : A.1)	All	2006	COW	Existing City Resources	Existing City Staff
Develop conceptual streetscape design for 21st Street North between I-135 and Hillside. (4.6 : A.2)	East	2006	COW Transportation, BID, Power CDC	CIP[7]	$80,000
Consider design guidelines for special opportunity areas and for the new flex / light industrial areas. (4.1 : A.3)	Central	2007	COW, IDC, IID	Existing City Resources, IDC, IID	Existing City Staff
Consider design guidelines for International Marketplace. (4.1 : A.2)	West	2007	COW, West CDC	Existing City resources, West CDC	Existing City Staff
Begin design and construction of regional gateways. (4.5 : A.1 - 2)	All	2008	COW	CIP[7]	
Begin design and construction of East Sub-Area gateways. (4.5 : A.4)	East	2008	COW Transportation, BID	CIP[7]	
Begin design and construction of streetscape East Sub-Area improvements. (4.6 : A.2)	East	2008	COW Transportation, BID	CIP[7]	
Begin design and implementation of remaining West Sub-Area gateways. (4.5 : A.3)	West	3 months	COW	Existing City Resources	
Design and install bus stop amenities in the Plan area. (2.5 : A.1 - 4)	All	2006	Wichita Transit	Advertising, CIP	$15,000 per location for shelter, benches, signing
Consider establishment of design review committees to support specific design guidelines established for the districts. (4.1 : A.1)	All	2010	COW, IDC, West CDC, POWER CDC		

PHASE III: 2011-2015 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Economic Strategies					
Transportation Strategies					
Implement 21st Street improvements from Broadway to Woodland. (2.4 : A.3)	West	2011 - 2013	COW		
Design and implement exclusive pedestrian phase signalization. (2.9 : A.1)	West	2011	COW		
Review and amend City policies to allow for enhanced pedestrian amenities in the plan area. (2.10 : A.1)	All				
Design and acquire ROW for new local street network at the special opportunity area at the NE corner of 21st and Broadway. (2.4 : A.6)	Central	2011	COW		
Secure funds for relocation of BNSF mainline and yards. (2.2 : A.1)	Central	2014	COW	CIP, BNSF	
Complete 30% design for the relocation of the BNSF mainlines and yards. (2.2 : A.1)	Central	2014	COW	CIP, BNSF	$2,000,000
Upgrade any remaining at-grade rail crossings. (2.1 : A.2)	Central	2011-2015	COW	CIP, IID	
Construct new local street network in NE 21st and Broadway Special Opportunity Area. (2.4 : A.6)	Central	2012 - 2014	COW		
Construct 21st and I-135 improvements and additional turn lanes (refer to 2004 - 2013 COW CIP).	Central	2015	COW	CIP / KDOT	$1,000,000
Environmental Strategies					
Land Use, Zoning, Urban Design Strategies					
Acquire underutilized residential parcels east of Grove and south of 21st Street to create a viable development site. (1.9 : A.1)	East	2011	COW	CIP	
Construct regional gateway features at both the 21st and 29th Street North interchanges with I-135. (4.5 : A1 - 2)	All	2012	COW		
Construct all remaining gateway features for the West Sub-Area in conjunction with 21st Street construction. (e.g. at Little Arkansas River). (4.5 : A.3)	West	2011 - 2013	COW	CIP	

PHASE IV: 2016-2025 Actions

Action (Policy Number : Action Number)	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Economic Strategies					
Transportation Strategies					
Acquire any necessary additional ROW for BNSF mainline and yards relocation. (2.2 : A.1)	Central	2016	COW		
Construct relocated BNSF mainlines. (2.2 : A.1)	Central	2018 - 2022	BNSF		$74,000,000
Construct relocated BNSF yards. (2.2 : A.1)	Central	2022 - 2026	BNSF		$45,000,000
Environmental Strategies					
Land Use, Zoning, Urban Design Strategies					
Rail bank the existing BNSF Mainline ROW for future rails to trails. (2.8 : A.1)	Central	2022	COW		

PHASE V: 2025 And Beyond

Action	Geographic Scope	Month / Year to Start	Primary Responsibility	Recommended Potential Funding Source(s)	Order of Magnitude[1] Cost Factors
Economic Strategies					
Transportation Strategies					
BNSF operations move to new location. (2.2 : A.1)	Central	2026	BNSF		
Pursue Rail-to-Trails possibilities (2.8 : A.1)	Central / West	2026	COW, BNSF, UPRR	Federal Funding	
Environmental Strategies					
Land Use, Zoning, Urban Design Strategies					

Acronyms:
COW: City of Wichita
SC: Steering Committee
CIP: Capital Improvement Plan (City of Wichita,
BNSF: Burlington Northern Santa Fe Railroad
BID: Business Improvement District
KIT/KIR: Kansas Industrial Training/Kansas Industrial Retraining
IMPACT: Kansas Investment in Major Projects and Comprehensive Training
IID: Industrial Improvement District
CDBG: Community Development Block Grant
KDHE: Kansas Department of Health and Environment
WASCK: Workforce Alliance of South Central Kansas
WACC: Wichita Area Chamber of Commerce
KDHR: Kansas Department of Human Resources
West CDC: 21st Street West Community Development Corporation
POWER CDC: POWER Community Development Corporation
WWDC: Wichita Workforce Development Center

Notes:
[1] *Order of Magnitude Cost Factors Carry a 20% Contingency; transportation costs do not include land acquisition*
[2] *Operating Costs estimated reflect administrative and management costs of the organization only, and does not include costs of programs*
[3] *Experience shows that BID's typically spend approx. 15-30% of their revenues in admin. costs. The BID should have an assessment target of ~ $300,000.*
[4] *Actual operating expenditures of the existing eastside CDC may provide an accurate benchmark for CDC operations.*
[5] *The Ombudsman needs to be an experienced professional who is well versed in similar implementation initiatives.*
[6] *Packaging costs of 'keystone' sites will not be known unless a financial analysis is completed.*
[7] *Some CIP revenue sources identified are assuming a reallocation of existing CIP funds already identified for the study area.*
[8] *Not Available or not appropriate to cost, also if a cell is blank*
[9] *'Existing City Resources' refers to either existing city policies, budget, and/or personnel*

INSERT 8.5X11DRAFT WEST SUB-AREA PHASING DIAGRAM HERE

INSERT 8.5X11DRAFT CENTRAL SUB-AREA PHASING DIAGRAM HERE

INSERT 8.5X11DRAFT EAST SUB-AREA PHASING DIAGRAM HERE

E. PHASING DIAGRAMS

The phasing diagrams (Maps III.1, III.2 and III.3) correlate, where feasible, to individual actions identified in the Prioritized Action Matrix.

F. ORDER OF MAGNITUDE COSTS PER PHASE

The following order of magnitude costs estimates have been compiled to help stakeholders realize the extent of financial requirements per phase required to realize what is a very ambitious Plan. The costs illustrated here include those line item order of magnitude costs that were able to be identified, as well as includes an additional 30 percent contingency to account for additional hard and soft costs that could not be line item projected.

Phase I:	$	7,677,800
Phase II:	$	9,541,800
Phase III:	$	11,030,000
Phase IV:	$	121,386,000
Phase V:	$	8,424,000
Total Plan Cost:	$	228,059,600

G. COMMUNITY TOOLBOX

The concept of a community plan "toolbox" is to establish an inventory of existing resources (toolbox) available within the community or the region that can be drawn upon to support specific segments of the Plan. These assets may be funding sources, government/private organizations or other community and infrastructure development programs. The following compilation provides a categorical summary of "tools" available within your community as you progress through the various phases of the 21st Street North Corridor Revitalization Plan.

Funding Sources

Geographic based Private Equity Funds – Used for real estate or business financing in low income or distressed communities. Investors may include banks, foundations, or insurance companies.

Industrial Revenue Bond – Bond used to finance the construction of manufacturing or commercial facilities or equipment.

Community Development Block Grant – Federal funds often used for improving public facilities, affordable housing, small business programs or services.

Kansas Department of Commerce CDBG Economic Development Program - Funds infrastructure projects that result in the creation or retention of employment opportunities which must be filled with low to moderate income individuals.

Local Investment Area – Locally defined neighborhoods or areas located within State Neighborhood Revitalization Areas and HUD Neighborhood Revitalization Strategy Areas where federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds can be concentrated to have a significant visual impact on specific areas.

Enterprise Zone - Provides Kansas sales tax exemption and Kansas income/privilege tax credits to businesses creating net new jobs in Kansas through major capital investment projects.

Attraction Development Grants (Kansas Department of Commerce) - Provides assistance in the development of new tourist attractions or the enhancement of existing attractions within the State of Kansas. Grant funds may be used for a wide variety of activities necessary to expand the tourism product base, or to develop new tourist attractions. Examples include but are not limited to the following categories: Strategic Planning, Infrastructure, Technology, and Marketing Activities.

KEIEP (Kansas Existing Industries Expansion Program) - KEIEP provides loans for existing business projects that create or maintain jobs and invest new capital in the state. KEIEP applications must be made by the supporting city or county on behalf of the business. Eligible projects include those that generate new jobs or capital investment through the expansion or renovation of an existing business or prevent the loss of jobs from closure or relocation.

KEOIF (Kansas Economic Opportunity Initiative Fund) - KEOIF provides loans for projects that create or maintain jobs and invest new capital in the state. KEOIF applications must be made by the supporting city or county on behalf of the business. Eligible projects include those which generate new jobs and capital investment, prevent the loss of jobs from closure or relocation, mitigate the effects of closure of major state or federal facilities, or require matching funds.

Kansas Industrial Retraining (KIR) - This program provides training assistance to companies in industries that are restructuring due to changing technology and to companies diversifying production activities. Terms are negotiable and cover up to 50percent of retraining costs.

Kansas Industrial Training (KIT) - This program provides training assistance to new or relocating companies as well as existing companies in the process of expansion. KIT is a flexible training program through which the State of Kansas incurs the cost of instructors, books, training materials, etc., for a training program cooperatively designed by the company and the State.

IMPACT (Kansas Investment in Major Projects and Comprehensive Training) - This program allows employers to enter into agreements to establish training projects for new employees. Funds are derived from a fee of 1percent of payroll withholding taxes from individuals. Employers must spend at least 2percent of payroll costs on employee training and education to qualify.

High Performance Incentive Program (Kansas Department of Commerce) – Provides income tax credits for eligible capital investment (exceeding $50,000), sales tax exemptions, training tax credit (up to $50,000), grant funding for consulting costs.

Other Private Sector Investment – The potential for leveraging and encouraging private sector investment that compliments and moves Plan goals forward should not be overlooked.

Organizations

Proposed / Potential Organizations

Tax Increment Financing (TIF) – Tax increment financing is a mechanism that allows cities to fund public infrastructure and streetscape improvements by designating project redevelopment areas and capturing the increased retail sales and property taxes that result from revitalization. This annual increment of revenues, which otherwise would be split with local taxing entities, is then used to pay for the public improvements directly or to secure the repayment of bonds used to finance public improvements.

Business Improvement District (BID) – Business Improvement Districts provide for an assessment on commercial property and business within a specified geographic area to finance supplemental improvements and/or services. Examples of these services may include; marketing, special events, maintenance or security.

Industrial Improvement District (IID) – Essentially Business Improvement Districts formed by industrial users. Financed through special assessments placed upon commercial property within a designated district, they are governed by a Board of Directors elected by property owners within the district.

Community Development Corporation (CDC) - A corporation established to provide economic programs and financial support for a community. Also serve as active implementers of real estate development, supporting business start-ups, etc. May be a private non-profit or a quasi-governmental organization.

Industrial Development Corporation (IDC) – A non-for-profit corporation that can be used to facilitate long-term industrial development objectives. IDC's focus on packaging properties and initiating development deals by leveraging financing and real estate resources.

Benefit Assessment Districts – Similar to BID, Benefit Assessment Districts assess taxes on a specific constituency and provide benefits to said constituents. Most often used to finance physical and infrastructure improvements.

Self Supported Municipal Improvement District – Private sector initiative that enhances municipal services through a self-assessment - Similar to "CAM" fees found in malls.

Existing Area Organizations

Better Business Bureau
328 Laura
Wichita, KS
(316) 263-3146
Dispute resolution, business reliability reports.

CEDBR (Center for Economic Development and Business Research) WSU
1845 Fairmount 2nd Floor Devlin Hall
Wichita, KS 67260-0121
(316) 978-3225
Business, economic and demographic information and research.

City of Wichita
Alan Bell
City Hall 12th Floor
455 N. Main
Wichita, KS 67202
(316) 268-4524
www.wichita.gov
Industrial Revenue Bonds, Property Tax Exemptions, Special Redevelopment District.

Greater Wichita Convention and Visitor's Bureau
100 S. Main, Suite 100
Wichita, KS 67202
(316) 265-2800
www.visitwichita.com
Special event and visitor marketing.

GWEDC (Greater Wichita Economic Development Coalition
David Wood
350 W. Douglas
Wichita, KS 67202
(316) 268-1132
www.gwedc.org
Site selection research and data, property research assistance.

KMBDC (Kansas Minority Business Development Council)
350 W. Douglas
PO Box 1241
Wichita, KS 67201-1241
(316) 268-1154
www.kmbdc.org
Networking events, Minority Enterprise Development Week, Scholarships.

Sedgwick County
350 W. Douglas
Wichita, KS 67201
(316) 383-8270
www.sedgwickcounty.org/ecodevo/
Business retention/expansion assistance, new business recruitment, micro-loan program, business incentives.

SCORE (Service Corps of Retired Executives)
Merlyn Hatcher
Small Business Administration
271 W. 3rd Street, N. - Suite 2500
Wichita, KS 67202-1212
(316) 269-6273
Provides business mentoring and consulting services.

SBA (Small Business Administration)
271 W. 3rd Street North suite 2500
Wichita, KS 67202
(316) 269-6616
www.sba.gov/ks/
Business training and consulting programs, business loans, Minority Enterprise Development.

SCKEDD (South Central Kansas Economic Development District)
209 E. William Suite 300
Wichita, KS 67202-4012
(316) 262-7035
www.sckedd.org
Revolving Loan fund, SBA Micro-loans, SBA 504 and 7(a) loans, Weatherization grants, Home Emergency Repair program.

State of Kansas
(KS Business Center, Kansas Match Program, Neighborhood Improvement and Youth Employment Act Grants, Private Activity Bonds, Workforce Investment Act Programs.)

Trade Development Division provides export assistance to Kansas companies.
John Watson, Director of Trade Development
Kansas Department of Commerce
1000 S.W. Jackson Street, Suite 100
Topeka, Kansas 66612-1354
Phone: (785) 296-4027

International Investment Recruitment
Randi Tveitaraas Jack, International Development Manager
Kansas Department of Commerce
1000 S.W. Jackson Street, Suite 100
Topeka, Kansas 66612-1354
Phone: (785) 296-7868
rjack@kansascommerce.com

Business Recruitment Section
Bill Thompson, Business Recruitment Manager
Kansas Department of Commerce
1000 S.W. Jackson Street, Suite 100
Topeka, Kansas 66612-1354
Phone: (785) 296-3338
bthompson@kansascommerce.com

Business Retention & Expansion
Jim Knedler, Business Retention & Expansion Manager
Kansas Department of Commerce
1000 S.W. Jackson Street, Suite 100
Topeka, Kansas 66612-1354
Phone: (785) 296-2781
jknedler@kansascommerce.com

21st Street Merchants Association
Proposed to become the West 21st Street BID.

WSU Center for Management Development
1845 Fairmount
Wichita, KS 67260-0086
(316) 978-3118
www.cmd.wichita.edu/
Training seminars, “Mini-MBA” program, supervisory training, human resource management training.

WSU Center for Entrepreneurship
1845 N. Fairmount
Wichita, KS 67260-0147
(316) 978-3000
www.cfe.wichita.edu/
Youth Entrepreneurs of Kansas, Kansas Family Business Forum, Explore Entrepreneurship HS Conference, “Your Future in Business” Course.

WSU Small Business Development Center
1845 Fairmount
Campus Box 148
Wichita, KS 67260-0148
(316) 978-3193
Small business counseling, business plan assistance, courses and seminars.

Wichita Area Chamber of Commerce
350 W. Douglas Avenue
Wichita, KS 67202-2970
(316) 265-7502
www.wichitakansas.org
Online job posting service, customized training, Employment manager Network, Health Careers Coalition, Construction CEO group, Job Shadow Day, Business Advocacy, Hispanic Business Leadership Council.

Wichita Hispanic Chamber of Commerce
1150 N. Broadway Street
Wichita, KS 67214
(316) 265-6334
Networking programs, special events.

Wichita Independent Business Association
420 E. English Suite A
Wichita, KS 67202
(316) 267-8987
www.wiba.org
Networking opportunities, training and seminars, discounted insurance programs, business advocacy.

Wichita Technology Corporation
7829 E. Rockhill Road Suite 307
Wichita, KS 67206
(316) 651-5900
www.wichitatechnology.com/
Incubation facilities and development assistance, business plan/public relations/management consulting, market research, patent and trademark assistance, seed capital fund.

Workforce Alliance of South Central Kansas
630 N. Street Francis, Suite C
Wichita, KS 67214
(316) 260-5555
Business workforce development services.