



## Introduction to the Paseo West Neighborhood

The Paseo West Neighborhood is located immediately to the east of the Central Business District of Kansas City, Missouri. Its mix of uses including residential, social and community service providers, institutional, educational, commercial, and industrial, pose a unique challenge and opportunity for the neighborhood. Although the neighborhood has excellent transportation access and visibility, and serves as a gateway into the central core of the city, other issues relating to crime and safety and mix of land uses, limit its ability to reach its full potential.

## The Planning Process

The **Paseo West Needs Assessment Study** was an issue prioritization and strategic implementation process in support of ongoing economic development and livability efforts within the Paseo West Neighborhood. The neighborhood boundaries are Independence Avenue on the north, I-70 / 71 Highway on the west, Paseo Boulevard on the east, and I-70 on the south. The Economic Development Corporation of Kansas City, Missouri (EDC) and the City of Kansas City, Missouri staff provided primary project oversight and project management support for this study.

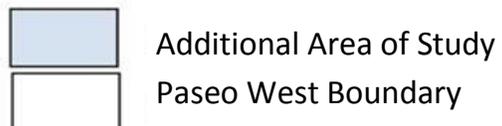
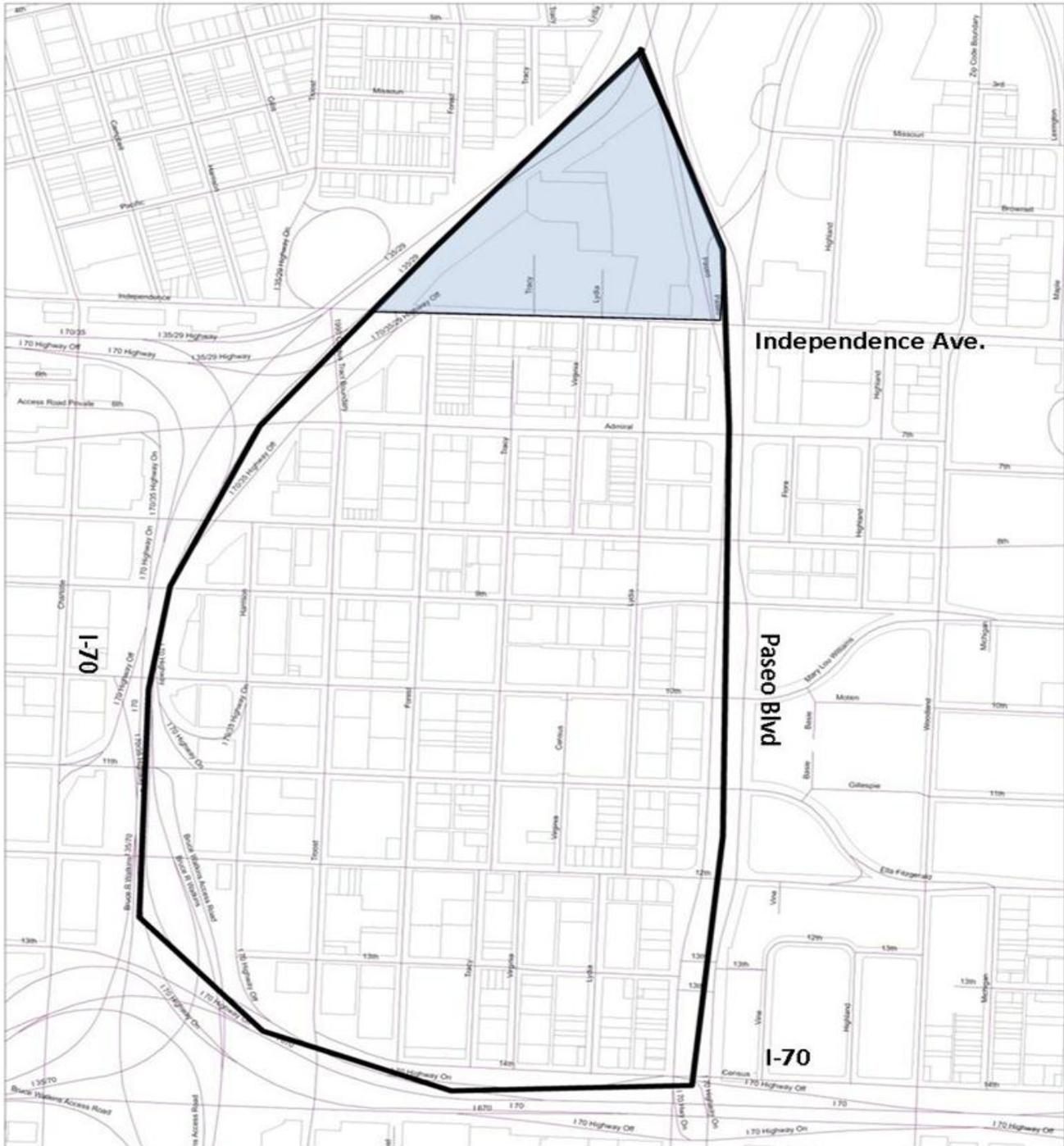
This study consisted of a series of community meetings, between October 2011 and February 2012, with the ultimate goal of identifying and prioritizing neighborhood issues and creating an implementation strategy. The four primary areas of discussion during the process were:

- Neighborhood safety and cleanliness
- Public infrastructure
- Economic/business development
- Coordination and operation of area social service agencies

These issues and corresponding strategies will be analyzed throughout the remainder of the document.

The northern boundary of the Paseo West Neighborhood is Independence Avenue. However, the participants of the needs assessment expressed a desire to include the area north of Independence Avenue in order to incorporate the Chouteau Courts housing complex into this study. Chouteau Courts is currently an independent neighborhood.

### MAP 1: PASEO WEST NEIGHBORHOOD/WITH CHOUTEAU COURTS COMPLEX



## Purpose of the Study

The core principles of this study are born from community input and are the result of a process that encouraged participants to assess what they are as a community, allowed them to decide what they would like to be and how they are going to get there.

The participants included Paseo West business and property owners, social services leaders, residents and city officials. Each study meeting consisted of about 30 attendees and included a focused presentation and discussion about various topic areas.



During this process, participants took part in guided-discussions that allowed them to:

- Assess what is going on outside the neighborhood and how it might affect the area
- Evaluate what is going on inside the neighborhood, including its strengths and weaknesses
- Establish statements of mission, vision and values
- Establish an implementation strategy
- Identify how those goals will be reached within a specific timeline.
- Create an avenue for ongoing discussion and collaboration within the neighborhood and its stakeholders

## Vision Statement

In order to determine what the Paseo West Neighborhood will ultimately become, a vision statement was created using input from the needs assessment meetings. Specifically, a vision statement is defined as a description of what the organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current or future courses of action.

The following vision statement emerged from neighborhood meetings and the needs assessment team’s observations:

*The Paseo West Neighborhood is important to Kansas City, Missouri’s urban core-embracing diversity, insisting upon the respect and cooperation of its users, projecting a positive image to the community, encouraging a mix of uses and is working to be the cleanest and safest area of the City.*

# Project Goals

The following goals support the **Vision Statement** and are the core components of the project. These goals provide more specific guidance than past plans and a common thread uniting the neighborhood feedback and recommendations. These are the most important goals to realize the vision and are the guiding framework for implementation.

## Maintain and Enhance Diversity

### COMMUNITY PERSPECTIVE

Compassion is a key value of this neighborhood. Residents and business owners feel that they have a unique community that is welcoming to the needs of the less fortunate. The neighborhood recognizes that social service agencies are there to stay and they want to embrace and ensure proper management. There is a willingness to serve the larger community and welcome those in need. However, they also recognize that Paseo West is an area of the city where people “end up stranded with no other place to go.” Many feel that Paseo West has become the “dumping ground” for the rest of the city. They feel the neighborhood is ignored by others with more resources, and the Paseo West community is left to manage the community-wide issue of homelessness on its own.

### GOALS

Continue to encourage the neighborhood to be an area of mixed uses including residential, commercial, industrial, and social services:

- Maintain and attract new employers and foster an environment of healthy growth by leveraging the unique qualities of the neighborhood including its location, its access to the transportation system and the presence of the existing community.
- Coordinate the neighborhood into “use campuses” in order to help guide land uses.
- Develop programs to encourage “good neighbor practices” – a community contract with other neighbors to respect their right to operate in a safe and pleasant environment free from fear of crime, concerns for safety, and health and maintenance nuisances.



## Coordinate and Cooperate

### COMMUNITY PERSPECTIVE

While there is a desire to embrace social service providers and their clients, there is also recognition that there are challenges associated with providing these services and those must be addressed in order for the neighborhood to thrive and be successful. There is a desire for better coordination amongst businesses, social services providers, area residents, and outside agencies that support business and social service organizations. Also, there is a desire for more formalized sharing of information and coordination between businesses, social service agencies and law enforcement relative to threats from “problem people”. Social service agencies welcome additional support from law enforcement to track and respond to clients who are disruptive or potentially violent.

### GOALS

Although it has a mixture of uses, the neighborhood will continue to work together to the benefit of everyone. This will be achieved through open dialogue, mutual respect and a joint responsibility to making the neighborhood strong:

- Improve communications between community and neighborhood stakeholders to keep everyone informed and engaged with issues being addressed in the Paseo West Neighborhood.
- Involve the community to discuss urban design, public safety, infrastructure issues and development proposals and then provide recommendations to the Paseo West Neighborhood Association Board.
- Encourage involvement in business and neighborhood associations and pursue resources and community support to enhance capacity and effectiveness of the neighborhood.
- Pursue opportunities for partnerships between private and not-for-profit agencies to evaluate existing/develop programs (ex. employee volunteering and philanthropic opportunities agencies and transitional workforce development) to benefit the neighborhood.
- Work to develop relationships with city government, other community partners and work to become self-sufficient in implementing this plan.
- Develop a marketing strategy that emphasizes a cooperative spirit between businesses and social service providers.



# Paseo West

## Clean and Safe

### COMMUNITY PERSPECTIVE

Public safety is the number one issue for Paseo West. Residents and businesses desire to identify and implement more effective solutions to these issues. They feel that the city has fixed symptoms of this in the past without curing the problem for the long-term. It is essential to the neighborhood that they continuously work to keep the neighborhood clean and orderly and they are willing to make efforts to ensure this. Residents desire more “eyes on the street” and increased police visibility to prevent criminal activity and improve a sense of safety. They have specific desires related to law enforcement including the possibility of the establishment of a neighborhood CAN center, the creation of a community court, and enhanced coordination with the court system to prosecute criminals. Illicit activity in area parks during off-peak hours is a concern and an ordinance to limit park hours is seen as a potential solution.

Residents and businesses speak frequently of outsiders who are negatively impacting their neighborhood. They are concerned about: “bad people” that are not seeking social services or employment but are attracted to their neighborhood to engage in drug and prostitution-related activities and prey on the vulnerable through intimidation and/or violence; “do gooders” who think that they are helping the homeless but act with disregard for how their practices negatively impact businesses, agencies, and residents of the area and who avoid opportunities to communicate or collaborate with the neighborhood on mutually beneficial solutions; and “free loaders” – people who are attracted to neighborhood to take advantage of community resources such as food and housing that they don’t need, but which they exploit.



### GOALS

Be proactive in measures that make the Paseo West Neighborhood the cleanest and safest neighborhood in the urban core of Kansas City.

- Create a local strategy to deter criminal activity at the neighborhood level.
- Develop ongoing strategies to manage property maintenance issues and coordinate with public sector agencies.
- Foster collaboration and cooperation between law enforcement, municipal courts, and social service providers to establish a closed-loop system which encourages early intervention and full utilization of community safety net services.
- Work with the City’s Regulated Industry Division to create a zone proximate to Paseo West with more restrictive standards regarding the sale of problematic alcoholic beverages (i.e. small quantities of hard, inexpensive liquor or wine, or a package of beer with less than 6 units).
- Develop an ongoing strategy, with the goal of keeping the area trash free and minimize private property crimes.
- Implement strategies to improve the maintenance of public infrastructure and decrease long-term costs.

## Invest and Maintain

### COMMUNITY PERSPECTIVE

Residents are concerned about property maintenance issues which exacerbate safety issues. They are concerned about a lack of lighting and an abundance of “hiding places” where people camp, dump debris, or engage in illegal activities. Having trash, unmowed lots, and unmaintained properties is seen as sending a message that poor behavior is tolerated. Boarded-up and dilapidated properties create an unsafe environment. Hotels and convenience stores that are authorized to sell liquor in the area are seen as problematic properties.

### GOALS

- Target and leverage public and private resources to enhance and maintain public infrastructure to support the needs of residents and businesses in the area.
- Establish a list of short and long-term infrastructure improvement needs, including estimated costs to implement and prioritize annually.
- Designate a representative to communicate neighborhood priorities to maximize relationships, collaboration and funding opportunities within the community.
- Encourage neighborhood compliance with city codes and ordinances to minimize negative impacts of uses on other adjacent properties and to promote neighborhood pride.
- Actively work to facilitate positive infill development in vacant and underutilized neighborhood properties.



# Paseo West

# Economic Development

## COMMUNITY PERSPECTIVE

Concerns with safety, property maintenance, and the lack of a community supported strategy for future development within Paseo West have limited economic development for many years. Businesses in the area are hesitant to make new investment or plans for future growth due to safety concerns and uncertainty about a future vision for development. Perceptions about safety among businesses, and the “intimidation factor” of the crowds of people who walk about the neighborhood during certain peak hours of the day for social service needs, have resulted in a threat to business for the city by employers in the area. Despite these challenges, real estate opportunities in the area are seen as attractive, conveniently located, and very affordable.

Neighborhood representatives welcome new investment in the area as long as it is respectful of the rights/needs of current property owners/agencies, and properties are well maintained. A further concentration of social service agencies and subsidized housing in the area is not desired by most businesses neighborhood stakeholders. Representatives of the social service agencies want to ensure that any additional agencies that might locate in the area are well-managed, and compliment (not duplicate) existing services.

## GOALS

Establish an economic development strategy that can be embraced by the neighborhood and which encourages new investment, targets complimentary mixed use oriented development, preserves and enhances existing uses, ensures a safe business-friendly environment, and is compassionate towards the social services providers and their clients.

- Take advantage of the competitive advantages of the neighborhood location and amenities to market and attract new business investment and job creation to the area.
- Encourage participation by existing businesses in neighborhood planning and maintenance activities.
- Survey business/agency operators and property owners annually to identify and track on-going issues of concern. Encourage cooperative agreements between social service providers and employers to create innovative job training and placement activities for the homeless population.
- Discourage the new development of concentrated subsidized housing in the neighborhood and immediately adjacent neighborhoods.



# Implementation

After significant personal investment in the needs assessment process everyone wants to see this community improvement strategy implemented. This requires trust and cooperation between citizens, elected officials, city staff, city boards, businesses, community organizations, and other governmental organizations - all of whom need to move forward together. The **Implementation Chapter** identifies phasing, priorities, and responsible parties. The following points represent some of the over-arching elements of the implementation plan:

## Focus and Finish What We've Started

- Stick to the game plan and complete projects in order. When undertaking a project or policy, finish before moving on to the next area.

## Align City Hall

- The vision of the community improvement strategy is embraced by everyone who contributed to the work, but they will need the support of City departments to coordinate efforts and be effective. It is critical that new projects from every department happen in conjunction with the community improvement strategy.

## Keep Stakeholders Involved

- No one knows the issues as well as the collective group of stakeholders participating in this plan. Those connections must be maintained and stakeholders must remain engaged. The Stakeholders should be proactive about plan implementation and be empowered to champion the vision and projects.

## Think About the "In Common" Benefits

- Rise above individual projects and opinions and use the common vision to get the necessary work completed.

## Start with Policy

- Many changes can be made quickly and for relatively little monetary investment. Establishing policy first also creates the necessary framework for future implementation activities.

## Be Bold (but prudent)

- Overwhelming support exists for bold evolutions of policy and new projects.

## Identify Plan Champions

- Not only for overall plan implementation, but individual champions will be needed for each project to maximize the chance of success.

# Implementation Matrix

Over thirty implementation action steps were conceived by the neighborhood in order to address the issues of enhancing diversity, improving coordination, decreasing crime, increasing investment, and promoting economic development. The general phasing of implementation projects is outlined in the following pages. The grouping of projects by year has been done to establish a general order and prioritization. It is not the expectation that these projects will necessarily be completed in the specified year. Furthermore it is anticipated that many projects will require much more than a single year to complete. For each project the matrix identifies the following:

- Entities primarily responsible for implementation (not necessarily the project champion – just the entity most likely to carry out the project).
- Potential partners (secondary responsibility).

| Priorities                              | Responsibility:<br>■ Primary<br>□ Secondary  | Responsible Entity |           |              |            | Implementation Time Frame |                           |                          |         |
|---|--|--------------------|-----------|--------------|------------|---------------------------|---------------------------|--------------------------|---------|
|   |  | City/<br>Agencies  | Residents | Institutions | Businesses | Immediately<br>(1st year) | Short Term<br>(1-3 years) | Mid Term (3-<br>5 years) | Ongoing |
| <b>Maintain &amp; Enhance Diversity</b> |  |                    |           |              |            |                           |                           |                          |         |
|   | <b>MED1</b> Conceive a neighborhood strategy for land use to allow existing owners to satisfy their expansion needs and establish "use campuses" and "best practices" to guide future development. | □                  | ■         | ■            | ■          |                           |                           | ◆                        |         |
|   | <b>MED2</b> Launch a marketing and neighborhood branding effort to create a unified neighborhood identity.   |                    | ■         | ■            | ■          |                           | ◆                         |                          | ◆       |
|   | <b>MED3</b> Educate the real estate community about benefits of Paseo-West and under-utilized commercial spaces within the area.   |                    |           | □            | ■          |                           |                           | ◆                        |         |
|   | <b>MED4</b> Establish a monthly public "coffee" which is used as an opportunity for the neighborhood to share ideas, concerns and opportunities.   |                    | ■         | ■            | ■          |                           | ◆                         |                          |         |



| Priorities                      | Responsibility:<br>■ Primary<br>□ Secondary   | Responsible Entity |           |              |            | Implementation Time Frame |                           |                          |         |
|---------------------------------|---|--------------------|-----------|--------------|------------|---------------------------|---------------------------|--------------------------|---------|
|                                 |   | City/<br>Agencies  | Residents | Institutions | Businesses | Immediately<br>(1st year) | Short Term<br>(1-3 years) | Mid Term (3-<br>5 years) | Ongoing |
| <b>Coordinate and Cooperate</b> |   |                    |           |              |            |                           |                           |                          |         |
|                                 | <b>CC1</b> Create issue area subcommittees that address ongoing issues-to implement the recommendations of the study. These committees shall be made up of members of the neighborhood association, other local interests and local agencies.   | □                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                                 | <b>CC2</b> Assess funding solutions to implement the goals of the plan. Possible remedies might include revisiting member dues, increasing membership levels, self assessment, and other funding sources such as grants.  | □                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                                 | <b>CC3</b> Examine the viability of a dedicated staff person whose duties may include: implementation of the study, staffing and management of PWNA subcommittee efforts, coordination with community partners and agencies, and requests for funding.  | □                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                                 | <b>CC4</b> Establish coordination between Full Employment Council and social service agencies for employment opportunities.   | ■                  |           | ■            | □          |                           |                           | ◆                        |         |
|                                 | <b>CC5</b> Create and manage PWNA outreach (website, social media, etc.) to communicate information/promote the neighborhood to the community.  |                    | ■         | ■            | ■          |                           | ◆                         |                          |         |
| <b>Clean and Safe</b>           |   |                    |           |              |            |                           |                           |                          |         |
|                                 | <b>CS1</b> Organize ongoing neighborhood trash removal/clean up events  | □                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                                 | <b>CS2</b> Work with the Neighborhood and Community Services Department to establish a property maintenance improvement strategy.   | □                  | ■         | ■            | ■          |                           |                           | ◆                        |         |
|                                 | <b>CS3</b> Work with KCPD to implement guidelines to ensure that both existing structures and new development is designed to be safe using Crime Prevention through Environmental Design (CPTED) principles.  | □                  | ■         | ■            | ■          |                           |                           | ◆                        |         |
| Priority #1                     | <b>CS4</b> Create and implement a public safety strategy designed to increase "eyes on the street" with the goal of decreasing crime and improving safety. Such strategies may include a CAN Center and a 24 hour police dispatch center within Paseo West.   | ■                  | ■         | ■            | ■          | ◆                         |                           |                          |         |
| Priority #3 (Tied)              | <b>CS5</b> Work with the Kansas City Public Works Department and KCPD to identify "problem intersections" and work to improve safety through design and enforcement. Work with MoDOT to secure the right of way along I-70/71 Highway (between Admiral Boulevard and 8th Street) to eliminate illegal behavior and perform landscaping improvements in that area. | □                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
| Priority #3 (Tied)              | <b>CS6</b> Establish a neighborhood community court.  | ■                  | ■         | ■            | ■          |                           | ◆                         |                          |         |

| Priorities                 | Responsibility:<br>■ Primary<br>□ Secondary  | Responsible Entity |           |              |            | Implementation Time Frame |                           |                          |         |
|----------------------------|--|--------------------|-----------|--------------|------------|---------------------------|---------------------------|--------------------------|---------|
|                            |  | City/<br>Agencies  | Residents | Institutions | Businesses | Immediately<br>(1st year) | Short Term<br>(1-3 years) | Mid Term (3-<br>5 years) | Ongoing |
| <b>Clean and Safe</b>      |  |                    |           |              |            |                           |                           |                          |         |
|                            | <b>CS7</b> Create a formalized system in which "neighbors help neighbors" by informing each other of issues from crime, to property maintenance concerns to people of interest with the goal of improving the area.          |                    | ■         | ■            | ■          |                           | ◆                         |                          |         |
| Priority #2                | <b>CS8</b> Strengthen coordination with the Downtown Council to utilize DCID Ambassadors to help manage homeless patrons as they migrate between facilities in the area.   |                    | ■         | ■            | ■          | ◆                         |                           |                          |         |
|                            | <b>CS9</b> Introduce City Ordinances that implement Kemp Park operational hours and prohibit the distribution of homeless services by outside parties without proper coordination/permission from neighborhood members.      | □                  | □         | □            | □          | ◆                         |                           |                          |         |
|                            | <b>CS10</b> Strongly encourage that private property owners conduct trash pickup on their properties and public properties adjacent to their facilities.   |                    | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                            | <b>CS11</b> Work with the Kansas City Parks and Recreation Department to both increase safety, review regulations and better program their properties within the area.   | ■                  | ■         | ■            | ■          |                           |                           | ◆                        |         |
| <b>Invest and Maintain</b> |  |                    |           |              |            |                           |                           |                          |         |
|                            | <b>IM1</b> Assess public infrastructure needs to create a targeted capital improvement strategy for the area. The goal of the committee is to improve the maintenance of public infrastructure and decrease long-term costs. |                    | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                            | <b>IM2</b> Examine options for supplemental funding sources for infrastructure maintenance and improvements.   |                    | ■         | ■            | ■          |                           |                           | ◆                        |         |
|                            | <b>IM3</b> Work with City Departments and the Implementation Committee to prioritize PIAC requests and city funding for capital projects.  | ■                  | ■         | ■            | ■          |                           | ◆                         |                          |         |
|                            | <b>IM4</b> Evaluate condition of street trees throughout neighborhood and remove diseased or dead trees, and/or trees which create safety impediments.   | □                  | ■         | ■            | ■          |                           |                           | ◆                        |         |
|                            | <b>IM5</b> Work with KCATA to examine bus service and facilities throughout the plan area.   | □                  | ■         | ■            | ■          |                           |                           | ◆                        |         |

| Priorities                  | Responsibility:<br>■ Primary<br>□ Secondary   | City/<br>Agencies | Responsible Entity |              |            | Implementation Time Frame |                           |                          |         |
|-----------------------------|---|-------------------|--------------------|--------------|------------|---------------------------|---------------------------|--------------------------|---------|
|                             |   |                   | Residents          | Institutions | Businesses | Immediately<br>(1st year) | Short Term<br>(1-3 years) | Mid Term (3-<br>5 years) | Ongoing |
| <b>Economic Development</b> |   |                   |                    |              |            |                           |                           |                          |         |
|                             | ED1 Use services provided by neighboring businesses and support organizations within Paseo-West whenever possible.  |                   | ■                  | ■            | ■          |                           |                           |                          | ◆       |
|                             | ED3 Publically recognize new and existing businesses that show a devotion to Paseo West- nominate neighbors for awards, welcome new businesses etc.   |                   |                    | ■            | ■          |                           |                           |                          | ◆       |
|                             | ED4 Encourage participation by neighborhood leaders in neighborhood planning and maintenance activities.  |                   | ■                  | □            | □          |                           |                           |                          | ◆       |
|                             | ED5 Participate in annual business/agency survey to identify and track on-going issues and gage progress.   |                   |                    | ■            | ■          |                           |                           |                          | ◆       |
| Priority #3<br>(Tied)       | ED6 Work with the Economic Development Fund to identify acquisition and assembly opportunities for future commercial development and utilize the economic incentive tools targeted to the neighborhood to spur development. | □                 | ■                  | ■            | ■          |                           |                           |                          | ◆       |
|                             | ED7 Discourage the new development of concentrated subsidized housing in the neighborhood and immediately adjacent neighborhoods.   |                   | ■                  | ■            | ■          |                           |                           |                          | ◆       |



# Paseo West

## Top 5 Neighborhood Priorities

A Paseo West Neighborhood retreat was held in May 2012 to culminate the findings of this study and prioritize the major issues identified by the neighborhood. Of the dozens of action steps identified by the neighborhood, the top five priorities of the neighborhood are to:

**1. Create and implement a public safety strategy designed to increase “eyes on the street”**

The goal is to decrease crime and improve safety. Such strategies may include a police Community Action Network (CAN) Center and a 24 hour police dispatch center within Paseo West.

**2. Strengthen coordination with the Downtown Council**

Utilize Downtown Community Improvement District Ambassadors to help manage homeless patrons as they migrate between facilities in the area.

**3. Identify and fix “problem intersections”**

This should include coordination with the Kansas City Public Works Department, Kansas City Police Department, and Missouri Department of Transportation to improve safety through design and enforcement and secure the right of way along I-70/71 Highway to eliminate illegal behavior.

**4. Establish a neighborhood community court**

The goal is to provide wrap-around supportive services to repeat crime offenders to enable them with resources and alternative options rather than traditional punishment.

**5. Identify acquisition/assembly opportunities and utilize economic incentive tools**

Spur future commercial development by working with the Economic Development Corporation.