Downtown Market Analysis & 211th Street Corridor Analysis: Peculiar, Missouri

August 28, 2014

FINAL DRAFT

Market Analysis and 211th Street Corridor Analysis

Peculiar, Missouri

Prepared For:

City Of Peculiar, Missouri
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Peculiar, Mo 64078

Prepared By:

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Prepared:

August 28, 2014

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DEVELOPMENT INITIATIVES

August 28, 2014

Gary Mallory
Economic Development Director
City of Peculiar Missouri
250 Main Street
Peculiar, MO 64078

Subject: Market Analysis and 211th Street Corridor Analysis, Peculiar, Missouri

Dear Mr. Mallory:

It is our pleasure to present this Market Analysis to the City of Peculiar. Development Initiatives was retained, with Shockey Consulting Services, by the City of Peculiar to conduct a market analysis of the downtown Peculiar Market as well the area surrounding the 211th Street corridor project. Staff liaisons for this report are Mr. Adam Jones with Development Initiatives and Ms. Shelby Ferguson with Shockey Consulting Services. Because of overlapping data between the two analysis areas, we have combined the two reports into this document.

This analysis provides an understanding of the existing market, population demographic trends, and employment data. We used this data to analyze the residential, industrial and retail markets to evaluate development patterns which can be used to supplement the upcoming revision to the Comprehensive Plan for the City. Additionally, this document should help guide future development in and around the new 211th Street Corridor improvements. If development does occur, we estimate the following potential impact for the City of Peculiar:

Projected new development (Residential, Retail and Industrial)	
Square footage of new development	**1,527,936**
Construction Costs and Investment	**$168,221,750**
Jobs Created	**2,738**
Annual Sales	**$61,320,000**

To summarize this analysis, data shows limited demand for housing within the city. Actions must be taken to boost the residential market and create positive growth trends. The goal that many municipalities strive to achieve is a diverse range of housing options. Generally this is achieved by assisting the market to create higher design standards that create walkable, vibrant neighborhoods that will attract “residents by choice”, rather than “residents by necessity”.

The diversity of choices needs to include apartment lifestyle residential projects as well as quality workforce housing and senior housing options. The data that we analyzed showed incredible growth for Cass County from 2000 to 2012, and limited projected growth for Peculiar thru 2019 with only 73 residential units projected. This limited growth would not absorb 1/6 of the existing available residential lots currently available within the City. We have outlined steps that can ensure that the City grows proportionally with Cass County and is not leapfrogged.

Projections from census data can be very slow to show changes in the residential marketplace. An example of this is Downtown Kansas City's explosion of residential development over the past ten years; however census projections still do not keep up with major city initiatives that are transforming the market. This could be occurring in the Peculiar residential market.

It is much easier to project retail needs of a marketplace. From existing data we can estimate the new retail that is needed to fill existing and projected demand. Expansion of the retail marketplace is either creating a product that does not currently exist and filling that void or it is providing consumers an option within a preferred more convenient or desired location. This is also called the substitution effect.

Additionally, due to the Analysis Area's location, we anticipate that the market could respond favorably to the addition of 365,000 square feet of future retail development within the City. This future retail would be oriented towards servicing the existing residents and travelers/visitors through the Interstate 49 (I-49) corridor.

Industrial development is slightly more difficult to quantify and further research is needed in order to project estimates concerning any future industrial development within the City. While previous studies indicate the availability of land could sustain over one million square feet of light and heavy industrial product, too many variables exist to quantify future growth. There are many steps that municipalities can undertake that will make their communities viable for new jobs and investment. These steps are outline in this report.

These recommendations are discussed in greater detail in the report that follows, but any changes should be carefully considered as part of the overall Comprehensive Plan Update. Please feel free to contact us if you have any questions or comments.

Sincerely,

Chris Sally, CCIM
Development Initiatives

Jim Potter, AICP
Development Initiatives

Adam Jones
Development Initiatives

Section 1: Introduction

Objective

Development Initiatives (DI) and Shockey Consulting Services (Shockey) was retained by the City of Peculiar (the "City") to conduct a market analysis of the downtown Peculiar Market as well the area surrounding the 211th Street Corridor project. The analysis is based upon census data and projections, since the two areas are have similar geographic boundaries, we have combined the two reports into this document, but made specific recommendations for both areas. As part of our assignment, our firms also completed an Economic Incentive Analysis for the City, in that report we made recommendations for both the downtown and 211th Street Corridor, we did not include those repetitive recommendations in this report. Therefore, these reports are not stand alone and must be taken in context with one another.

This purpose of this report is to analyze primary and secondary markets and derive market conclusions for the residential, retail and industrial projections of future growth.

As part of this analysis, Development Initiatives has researched the market area. Additionally, Development Initiatives analyzed current housing/retail conditions and trends in the City and surrounding areas; reviewed and analyzed demographic trends relating to the overall market area; studied competition; researched proposed projects; and analyzed current market rates for residential and commercial property.

Methodology

The analysis includes various data research, stakeholder interviews and internal research. Data was also gathered from the City of Peculiar and Cass County, Missouri, Mid-America Regional Council (MARC), ESRI Business Solutions, neilsen/claritas data services, the US Census, Dunn and Bradstreet, Reference USA, ULI's *Dollars and Cents of Shopping Centers*, and Heartland Multiple Listing Service. Pertinent Geographic Information Systems (GIS) data was obtained through the City of Peculiar, Cass County.

Qualifications of the Consultant

This analysis has been prepared by Development Initiatives and Shockey Consulting Services. Company information is provided in Exhibit D of this report.

Section 2: Executive Summary

The City of Peculiar, Missouri (the "City") commissioned Development Initiatives (DI) and Shockey Consulting Services to perform a downtown market analysis in order to determine general and localized residential and commercial (retail and industrial) market conditions in Peculiar, Cass County, Missouri. For the purposes of this analysis, the Primary Market Area (PMA) is defined as the City of Peculiar, MO; delineated by the current city boundary. The Secondary Market Area is defined as the Downtown Peculiar Arts and Cultural District (DPACD). This study is designed to provide the necessary guidance to assist in policy, land use, and development by the community in the reasonable future.

The City is located within the outer suburban ring of the Kansas City Missouri Metropolitan Area. Centrally located in Cass County, Missouri and positioned on the I-49 corridor, the City is located to the south of the cities of Belton and Raymore, and to the north of the City of Harrisonville. The adjacent communities to the north and south of Peculiar have experienced rapid growth over the last decade. The City's growth was no different and increased by an estimated 63 percent from 2000 to 2012. By 2019, Peculiar's population is expected to slow and grow by a total of 8 percent (1.15 percent annually) to a total of 5,138 citizens.

The City's economic strengths originate from the passion of its residents, many of which have lived in the city for 40+ years. The location of the City's downtown area has created the need for a strong marketing and communications program in order to attract potential visitors off of I-49. Vacant commercial buildings and infill sites throughout the City offer opportunities for potential growth. Alternative transportation networks such as walking and bicycle trails should be examined as potential ways to drive local community pedestrian/biking circulation through the Downtown Area.

Conclusions/Findings

With all its strengths, the City is positioned to leverage its competitive advantages in the coming decades. However, this will require the City to make strategic investments to create long term master plans that are supported by market needs. The analysis area, centrally located within the City Limits, is primarily connected to the surrounding region via the adjacent highway system. The analysis area's proximity to numerous community amenities provides a competitive advantage over other regional locations. Future plans for greenways and walking trails will reinforce intra-city connections.

Probable Residential Development

Demographic analysis shows that the City's median household income is higher than state and national averages. The total number of households earning more than $50,000 annually is expected to increase by 2019. As the City's population ages, shifts in demographics will impact livability patterns such as preferred housing types, transportation options, and the interaction of residents within the community. Trends in residential data indicate demand for a mixture of market rate infill housing options and maintenance free communities for the elderly. Future housing production will need to address these demographic changes.

Overall data shows limited housing growth within the city. Actions must be taken to boost the residential market and create positive growth trends. The goal that many municipalities strive to achieve is a diverse range of housing options. This is achieved by assisting the market to create higher design standards that establish walkable, vibrant neighborhoods that will attract "residents by choice", rather than "residents by necessity".

The diversity of choices needs to include apartment lifestyle residential projects as well as quality workforce housing and senior housing options. The analysis results showed incredible growth for Cass County but limited growth by the year 2019 for the City. The limited growth would not come close to absorb even a small portion of the residential lots currently available. Steps have been outlined in this report that can ensure that the City grows proportionally with Cass County and is not leapfrogged by new population.

Projections from census data can be very slow to show changes in the residential marketplace. An example of this is in Downtown Kansas City's explosion growth of residential development over the past ten years. Census projections still do not keep up with major city initiatives or transforming markets. This could be occurring in the Peculiar residential market

Probable Retail Development

It is our initial opinion that promoting neighborhood scaled development within the downtown area would act as a catalyst by creating a destination designed to capture increased sales and tax revenue from visitors. Walkable mixed-use neighborhoods create unique, dense, and amenity-rich environments by incorporating a mix of residential and commercial development.

It is also our opinion that due to the downtown area's location, a strong marketing campaign and way finding signage initiative would need to accompany any development endeavors. Development of this type would be strategic and have the ability to become an epicenter for city residents to live, work, and play while actively drawing consumers off of I-49.

Analysis tools included generating demand models; which indicate support within the market. Additionally, maps showing the effect of retail development near the 211th Street Corridor and the effects upon the marketplace are provided. The analysis has determined consumer demand can be cannibalized from surround markets by creating higher quality shopping experience or retailers that are unique to the market area.

Data also shows an immediate demand for a mixture of neighborhood oriented retail businesses. The City's strong household median income is expected to support a range of retail and commercial services. Although retail gaps are not commonly associated with neighborhood retail currently exist (motor vehicle parts, florists, etc.), future retail products should be site specific and embrace the needs of the immediate community (coffee shops, laundry mats, small restaurants, etc.). Expansion and growth of the existing residential market will create demand for certain types of retail amenities that current data shows little-to-no demand.

To sustain viable retail development we recommend that quality of development be noticeably better than competing locations in surrounding markets of Belton and Harrisonville. The ability to create a place that consumers enjoy visiting is paramount to changing consumer patterns. "Place making" is primarily a design feature which is easy to achieve with creative and thoughtful planning, which includes accessibility, parking and architecture.

Probable Industrial Development

Industrial development is more difficult to quantify and in our opinion further research is needed in order to adequately estimate future industrial development within the City. While previous analysis[1] indicates the availability of land would sustain over one million square feet of light to heavy industrial product, too many variables exist to adequately quantify future growth. There are many steps that municipalities can undertake to position their communities for new jobs and investment. These steps are outlined in this report.

[1] Access Justification Report, GBA June18, 2013.

Forecasted Benefits

While there are many positive market trends, residential growth is projected to remain stagnant. However, there are steps that can be taken to benefit from the growth of the region. These steps should be identified in the City's Comprehensive Planned, and implantation strategies should be adopted by the City.

Table 1 identifies how investment in the following project development categories (residential, retail, and industrial) can benefit jobs and sales within the City.

Table 1. - Estimated New Development Impact

Projected new development (Residential, Retail and Industrial)				
	Market Opportunity (sq. ft. or units)	Investment Created	Jobs Created	Annual Sales
Residential	73 homes 162,936[2] sqft	$11,132,500[3]	219[4]	n/a
Retail	365,000 sqft	$51,539,250[5]	799[6]	$61,320,000[7]
Industrial	Not forecasted, 1,000,000 sqft example	$105,550,000[8]	1,720[9]	n/a
TOTALS	**1,527,936**	**$168,221,750**	**2,738**	**$61,320,000**

[2] Source: Reece and Nichols, Average size of new home Cass County.
[3] Source: Average cost of Building Permit- Single Family House, Peculiar, Missouri.
4 Source: National Association of Home Builders estimates 3 jobs are created for each new single-family home built.
5 Source: Reed Construction Costs, 2013 $241 restaurant, $131.5 supermarket, movie theater $166, Department Store $113.25.
6 Source: Econsult Corporation (2007).
[7] Source: ULI Dollars and Cents (2008) Supper Community and Community Center, avg sales $168, small town, rural.
[8] Source: Reed Construction Costs, 2013 industrial construction $105.55 psf.
[9] Source: Econsult Corporation (2007). 1.72/1,000 square feet.

Section 3: Area Information

Area Description

The City of Peculiar is generally known as a bedroom community within the Kansas City Metropolitan Statistical Area (MSA). These types of residential communities are indicative of residents who live and play within the community, but work outside of it because of greater employment opportunities.

Definition of Market Area

The City Limits of Peculiar was utilized to define the Primary Market Area (PMA) for this analysis. The City is adjacent to the cities of Belton, Raymore, and Harrisonville along the I-49 corridor. The PMA is generally bounded by 203rd Street on the north, S. Mertha on the west, 23rd Road on the south, and Route J on the east. This boundary encompasses two thousand four hundred fifty three (2,453) parcels within the PMA.

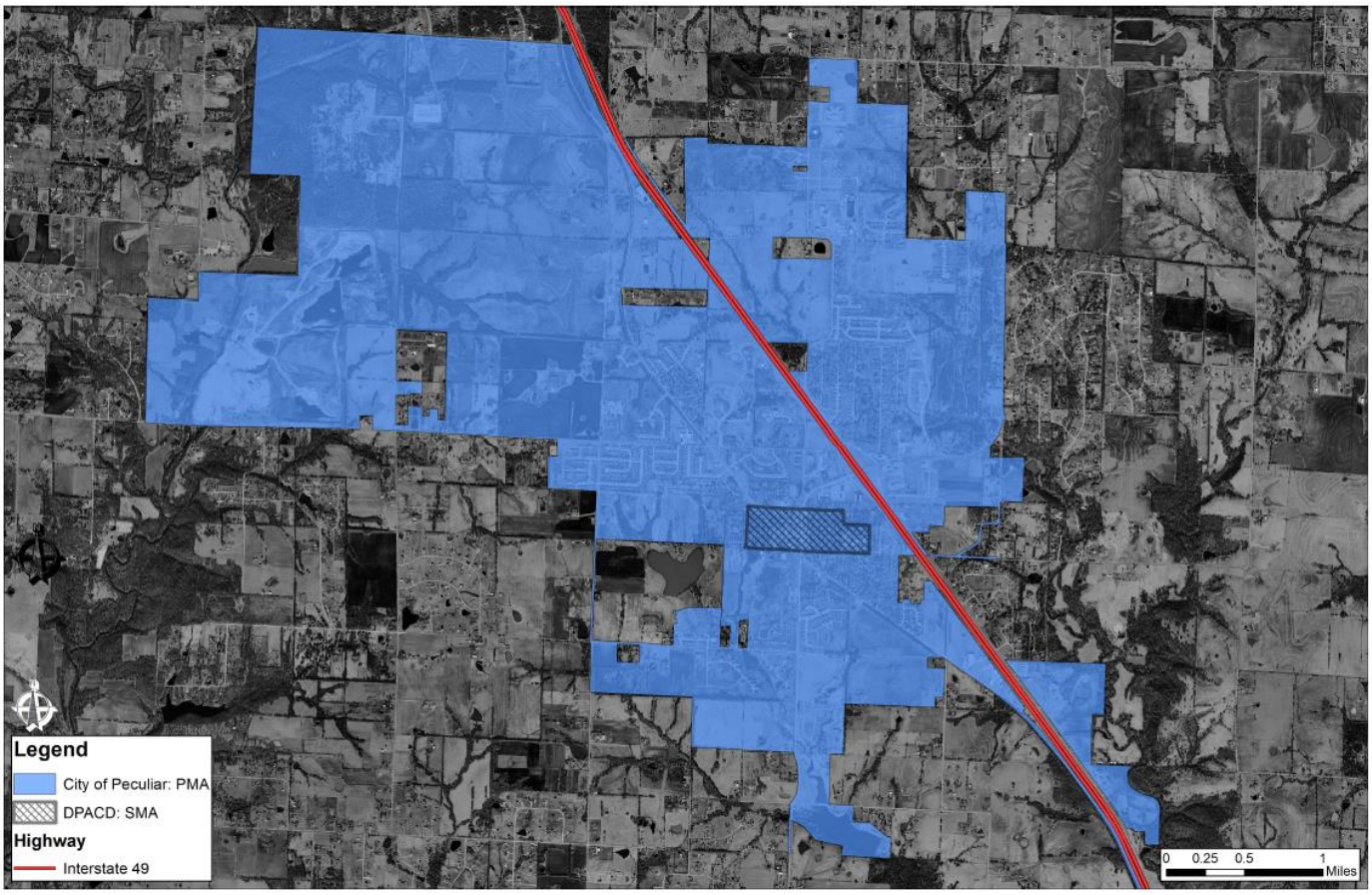


Figure 1. - Primary Market Area

The Secondary Market Area (SMA) is centrally located within the City. Surrounding land-use types are characterized as residential, commercial, municipal, and institutional. The SMA contains numerous undeveloped parcels and infill opportunities (see appendix for map) that are currently zoned for residential, commercial and municipal uses. Upon visual inspection, no negative factors were observed within the area. It has been determined that the area would be convenient for new and infill development due to its connection to the local transportation network.

The SMA is generally bounded by North Street & YY Highway on the north, Fourth Street on the west, South Street on the south, and Hurley Street on the east. This boundary includes one hundred forty three (143) parcels.

Figure 2. - Secondary Market Area

Zoning

The city's zoning code is the regulatory tool utilized to secure coordinated development within the corporate limits of the City. Every property parcel has a zoning designation. A parcel's zoning designation defines the types of land uses or development that is allowed within that designation or district. Within each district, standards such as building setbacks, minimum lot area requirements, parking standards, and sign provisions are specified.

Current zoning for the City is divided among numerous differing classifications. These include the following:

- AG, Agriculture District
- R-E, Residential Estates District
- R-1, Single Family Dwelling District
- R-2, Two-family Dwelling District
- R-3, Multiple-Family Dwelling District
- R-4, Multiple Family and Congregate Housing District
- O-C, Office Commercial District
- C-1, General Business District
- C-2, Central Business District
- C-P, Planned Business District
- I-1, Light Industrial District
- I-2, Heavy Industrial District
- H, Historic Overlay District
- A-C, Arts and Culture Overlay District

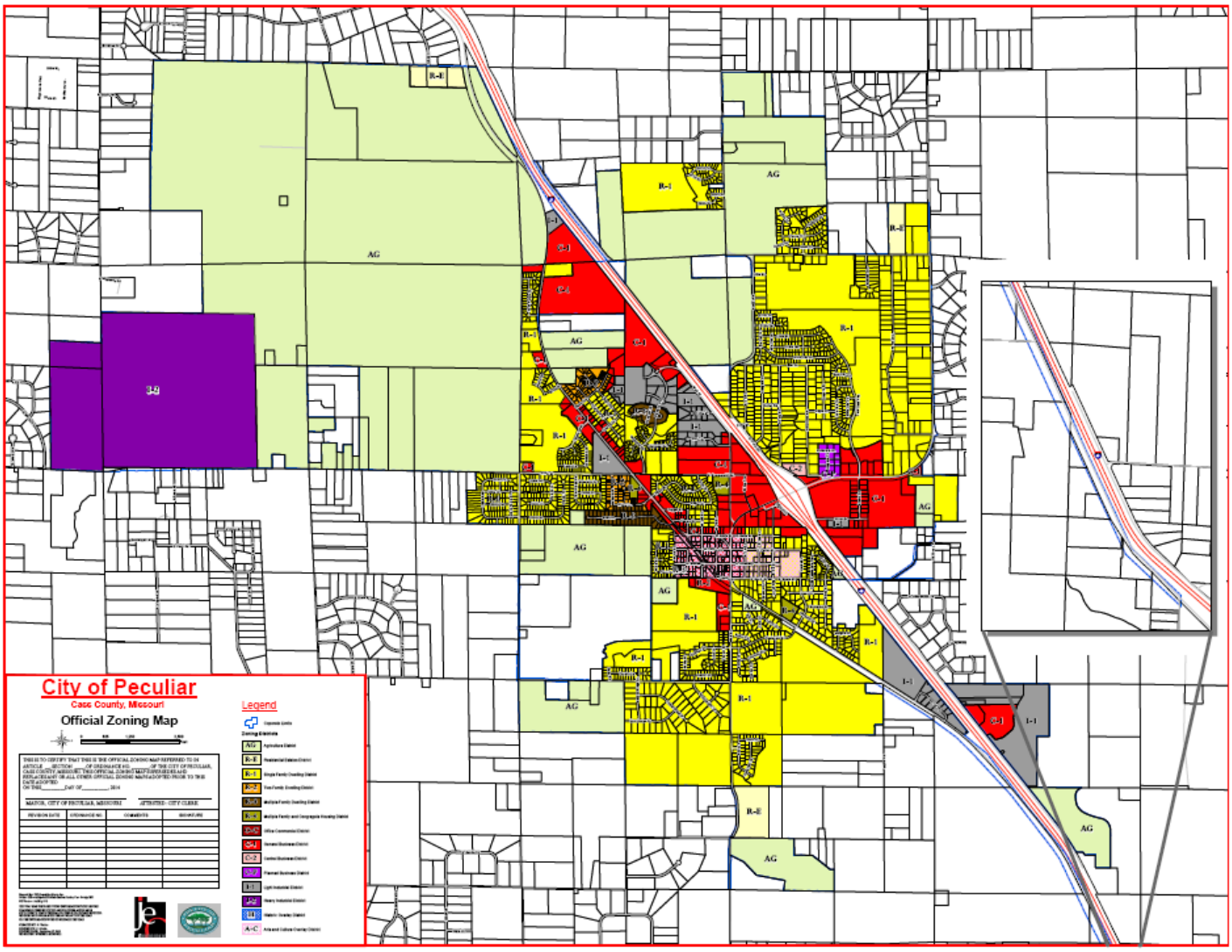


Figure 3. - Zoning Map of Peculiar (2014)

Land Use

The PMA has six (6) designations for land use; agricultural dwelling, agricultural land, commercial, exempt, other, and residential. Residential land uses are uniform and connected throughout the area. Commercial land uses are located along C-Highway, downtown, and adjacent to the City's I-49 highway access ramps.

The opportunity for future development is possible, given that a considerable part of the City is undeveloped. The City has a total of 5,408 acres of which over 40 percent is currently vacant or has some type of agricultural use. The undeveloped acreage comprises 852 parcels.

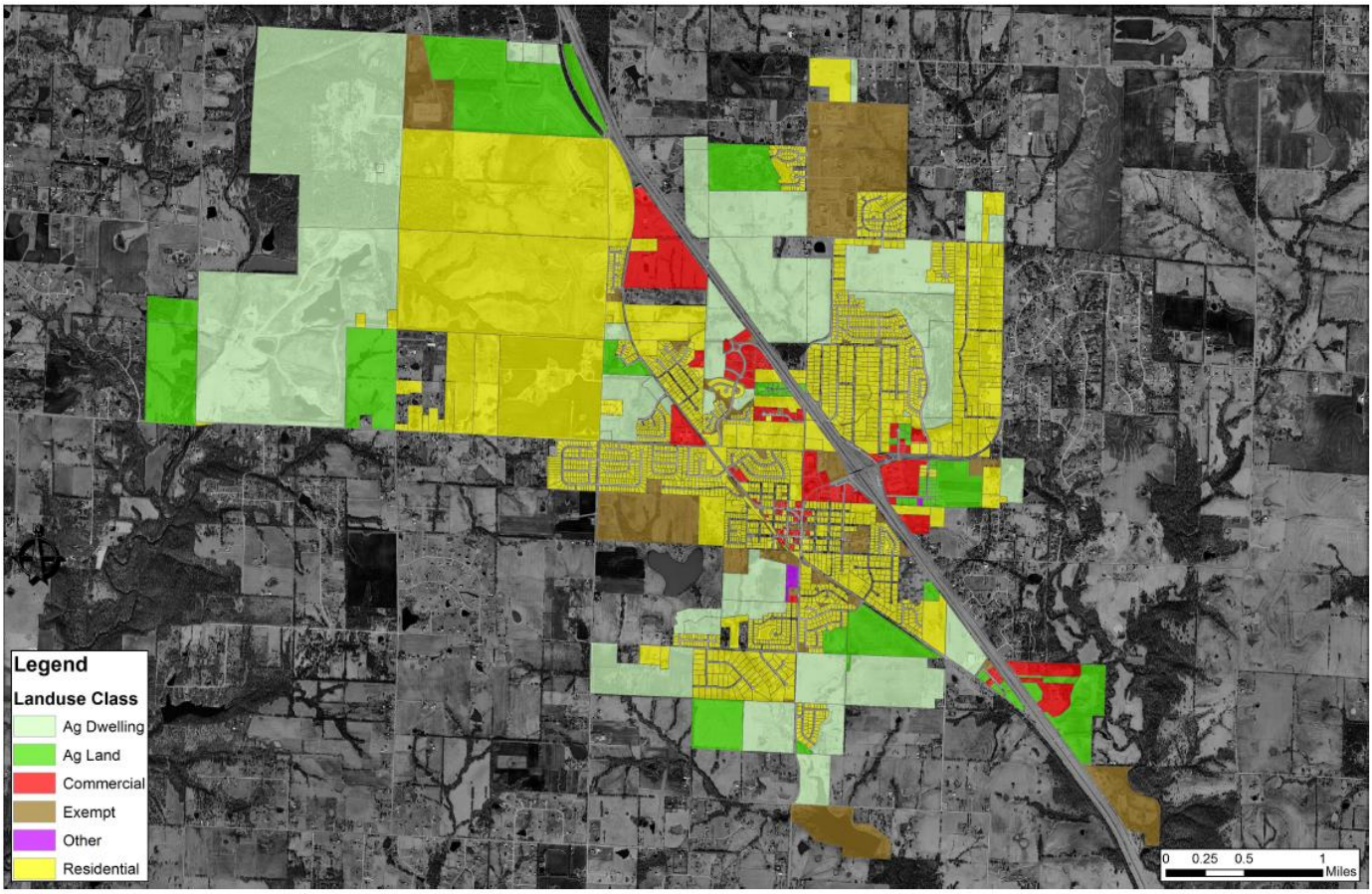


Figure 4. - Peculiar Land Use Map

Our analysis identified several locations between the zoning map and land use map which do not correspond with each other. As part of the up-coming update of the Comprehensive Plan,
It is recommended a review of both the zoning and land use classifications to make sure they correspond with each other.

Access

Regional access from the City to the Kansas City MSA is via Interstate Highway 49 (I-49) which bisects the City. Local access to the SMA is via the C-Highway/J-Highway exit from I-49.

Interstate 49

The City bisects I-49, which allows for commuting and commerce between the City and the Metropolitan region. I-49 is also a high priority corridor that connects Kansas City and New Orleans. Future extension to the north will create an uninterrupted 1,700 mile interstate from Winnipeg, Canada to New Orleans, Louisiana. The port system in New Orleans is focused on trade to Central and South America where trade and traffic are expected to triple in the next decade with expansion of the Panama Canal. It will also connect with nine existing east-west interstates providing ease in movement of goods, commerce and traffic.

With the proximity to the Centerpoint Intermodal Center-KC (the former Richards Gebaur Air Base) and located along I-49, the City's location should provide an excellent opportunity to attract businesses and industries that require added transportation infrastructure. An increase of traffic along I-49 will also bring more travelers through the City which can lead to increased tourism revenue.

Figure 5 is a map of I-49 improvements over the past five years. More work is underway to finish connections, but the potential for growth from these improvements could have a dramatic change to the marketplace.

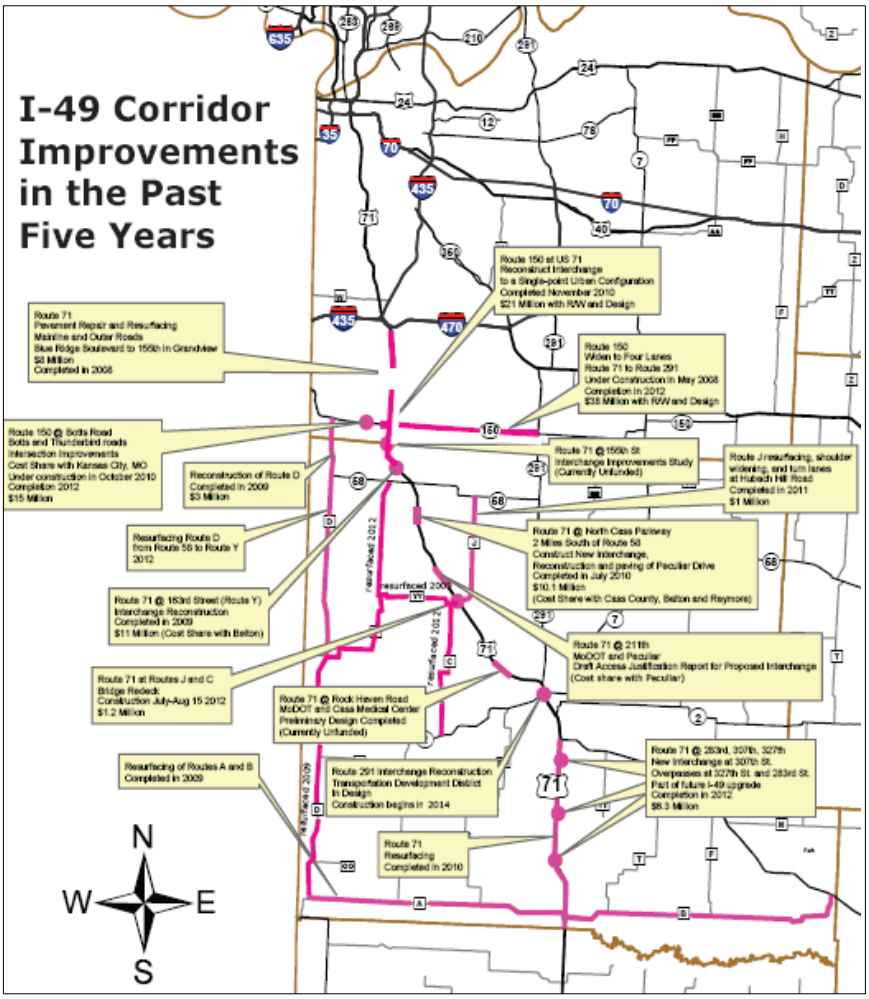


Figure 5. - Interstate 49 Corridor Improvements

Traffic Counts

Twenty-four hour traffic counts for the intersections within the PMA and SMA were obtained from ESRI Business Analyst. All data ranges from 2008 – 2011, and represents the most current data available. Traffic volumes indicated a strong circulation pattern throughout the PMA. The area currently has a combined traffic flow of approximately 75,499 car trips per day. Higher vehicular counts exist in the central portion of the PMA and SMA with lower counts at the outer portions of the PMA. This indicates that through-traffic is tapering off as you move farther away from the SMA. Data analysis shows that the downtown area of the City received a higher volume of vehicular traffic which should provide an excellent opportunity for future commercial development in the downtown area.

Table 2. - Traffic County (PMA & SMA)

Distance:	Street:	Closest Cross-street:	Year of count:	Count:
0.26	Peculiar Dr	Shari Dr (0.05 miles NW)	2011	4,344
0.4	219th St	Birch St (0.06 miles E)	2010	4,762
0.44	SE Outer Rd	Hurley St (0.04 miles NW)	2011	2,259
0.45	SE Outer Rd	221st St (0.06 miles NW)	2011	887
0.52	US Hwy 71	State Hwy J (0.38 miles NW)	2011	31,694
0.74	E 227 St	Shadow Ridge Dr (0.13 miles W)	2008	1,679
1.24	State Hwy J	Prairie (0.06 miles N)	2011	3,468
1.34	Harper Rd	E 227 St (0.21 miles N)	2011	448
1.35	Moore Rd	E 233rd St (0.31 miles S)	2002	204
1.43	Harper Rd	E 227 St (0.34 miles N)	2008	830
1.52	E 233rd St	Moore Rd (0.24 miles E)	2002	218
1.6	227th St	Knight Ter (0.12 miles W)	2008	1,064
1.77	E 223rd St	Hidden Valley Rd (0.37 miles W)	2008	633
1.81	S School Rd	207th Cir (0.01 miles S)	2008	2,101
2.02	Knight Rd	E 219th St (0.3 miles N)	2008	1,077
2.3	E 203rd St	S Beth Lee Dr (0.21 miles E)	2008	845
2.33	E 227 St	S Deer Run Rd (0.08 miles W)	2008	854
2.39	State Hwy C	E Brookfield Dr (0.22 miles N)	2011	2,125
2.56	S School Rd	E 205th St (0.57 miles S)	2008	3,950
3.02	Elm	Bronson Acres Rd (0.18 miles E)	2011	475
3.24	State Hwy J	E 195th St (0.19 miles N)	2009	2,503
3.25	E 235th St	E 233rd St (0.3 miles E)	2008	505
3.74	School Rd	S School Rd (0.46 miles S)	2008	3,038
3.91	State Hwy Y	E 219th St (0.21 miles NW)	2011	751
4.04	Elm	Coleman Rd (0.5 miles W)	2008	754
4.08	E 195th St	S Pickering Rd (0.41 miles W)	2008	731
4.26	E 227 St	Peculiar Gardens Ln (0.71 miles W)	2008	611
4.29	Rockhaven Rd	E Outer Rd (0.07 miles SE)	2011	288
4.31	E Hubach Hill Rd	W Hubach Hill Rd (0.03 miles W)	2008	1,829
4.34	S Mullen Rd	E 197th St (0.03 miles S)	2008	572

Data Note: The Traffic Profile displays up to 30 of the closest available traffic counts within the largest radius around your site. The years of the counts in the database range from 2011 to 1963. 69.8% of the counts were taken between 2001 and 2011 and 98.7% of the counts were taken in 1990 or later. Traffic counts are identified by the street on which they were recorded, along with the distance and direction to the closest cross-street. Distances displayed as 0.00 miles (due to rounding), are closest to the site. A traffic count is defined as the two-way Average Daily Traffic (ADT) that passes that location.

Source: Esri Business Analyst

Section 4: Population Market Analysis

Population and Demographics

Total population for the City is currently estimated to be 4,669 as of 2014. This is an increase of 1.32 percent from 2010. Data obtained from Neilsen/Claritas was utilized to forecast census data thru 2019 and shows a very modest increase of 4.90 percent in population from 2014.

There are currently an estimated 1,827 housing units in the PMA increasing an estimated 0.16 percent from the year 2010. This data only shows that a net of three housing units were created during that period. This data is mostly confirmed by building permit data, which shows only eight permits over a three-year period. Additionally, total housing units are projected to increase 4 percent by 2019.

Table 3. - City of Peculiar Demographics

	2010 Census	2014 Census	2019 Estimate	Projected 2014-2019 Increase
Total Population	4,608	4,669	4,898	229
Households	1,709	1,716	1,789	73
Housing Units	1,824	1,827	1,900	73
Average Household Size	n/a	2.72	n/a	
Owner Occupied		75.58%		
Renter Occupied		24.42%		

Source: nielsen/claritas, U.S. Census Bureau

Within the City, the total number of households has increased over 1.32 percent between 2010 and 2014. From 2014 to 2019 the annual household growth is projected to continue to increase, a total of 4.90 percent by 2019. Household Population Trends for the City are summarized on the following table.

Table 4. - Peculiar Households

Year	City of Peculiar	
	Number of Households	% Change
2010	4,608	
2014 Projection	4,669	1.32%
2019 Estimate	4,898	4.90%

Source: nielsen/claritas, Site Reports, Household Trend 2014

Within PMA, approximately 24.42 percent of the residents are renters. This figure is projected to stabilize if not increase slightly by 2019.

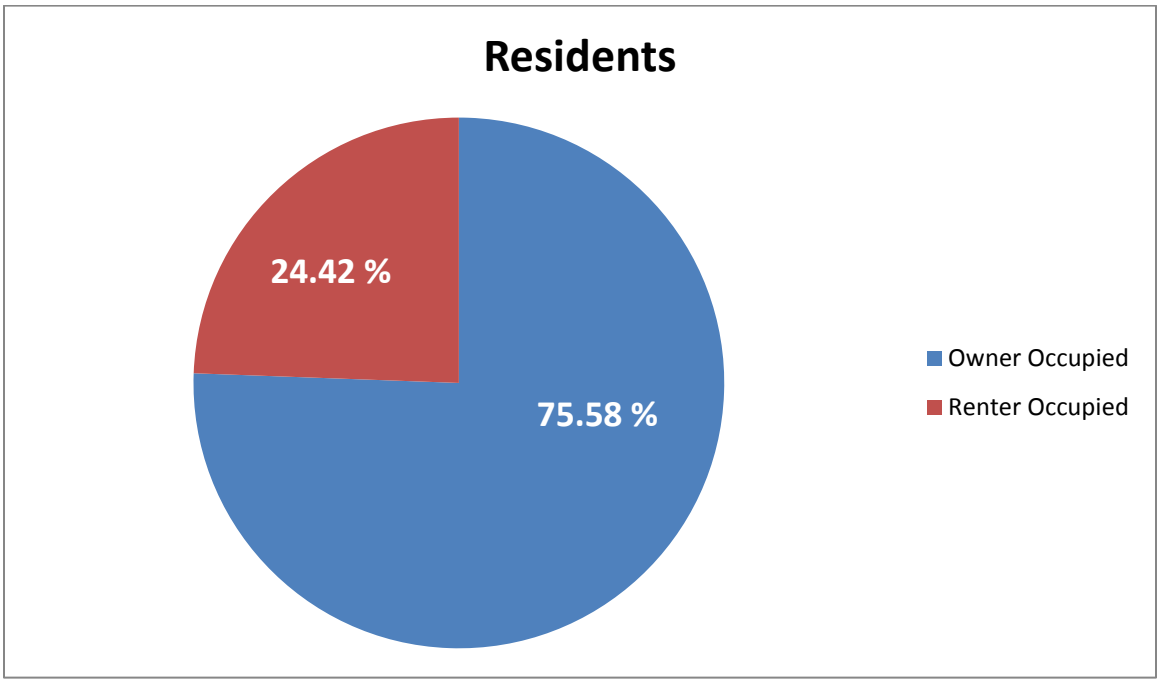


Figure 6. – Residents-2014 (Renter vs. Owner-Occupied)

Currently, the household types within the PMA and SMA are categorized as either renter occupied or owner occupied households. Within the PMA and SMA, the average size of renter occupied households is smaller than that of an average owner occupied household. Data also shows that the percent of renter occupied households within the PMA and SMA is lower than U.S. averages, but slightly higher than the average for the State of Missouri. Data from the 2012 American Community Survey estimates the average percentage of renter and owner occupied households within the U.S. is 24 percent and 76 percent, respectfully. So the City is right in line with national averages for renter and owner-occupied housing.

Total median household income within the City is estimated to increase from 2014 to 2019 from $60,671 to $65,193, a 6.9 percent increase.

Table 5. - Market Area Trends, Total Households

Household Income	2010	2014	2019 Projected
Total Households	1,709	4,669	4,898
$0 - $14,999	136	92	81
$15,000 - $24,999	101	203	177
$25,000 - $34,999	123	129	143
$35,000 - $49,999	245	256	234
$50,000 - $74,999	268	417	427
$75,000 - $99,999	131	294	295
$100,000 - $124,999	44	173	208
$125,000 - $149,999	15	88	120
$150,000 - $199,999	9	41	68
$200,000 - $249,999	5	9	19
$250,000 - $499,000	6	13	14
$500,000 +	2	1	3
Average Household Income	$53,613	$68,064	$74,461
Median Household Income	$46,173	$60,671	$65,193
Source: nielsen/claritas, U.S. Census Bureau			

Demographic data demonstrates that the City experienced a moderate increase in population and households from 2010 to 2014. This increase is expected to continue, by 2019 with an increase in households by 4.6 percent (4,898).

Local Trends in Housing - Building Permits

Like many smaller communities across the U.S., the City's residential construction market has been stagnant since 2008. Figure 7. shows the typical real estate cycles of expansion, recession, recovery, and contraction. Presently analysts estimate that the overall real estate market is in a recovery stage verging upon an expansion stage.

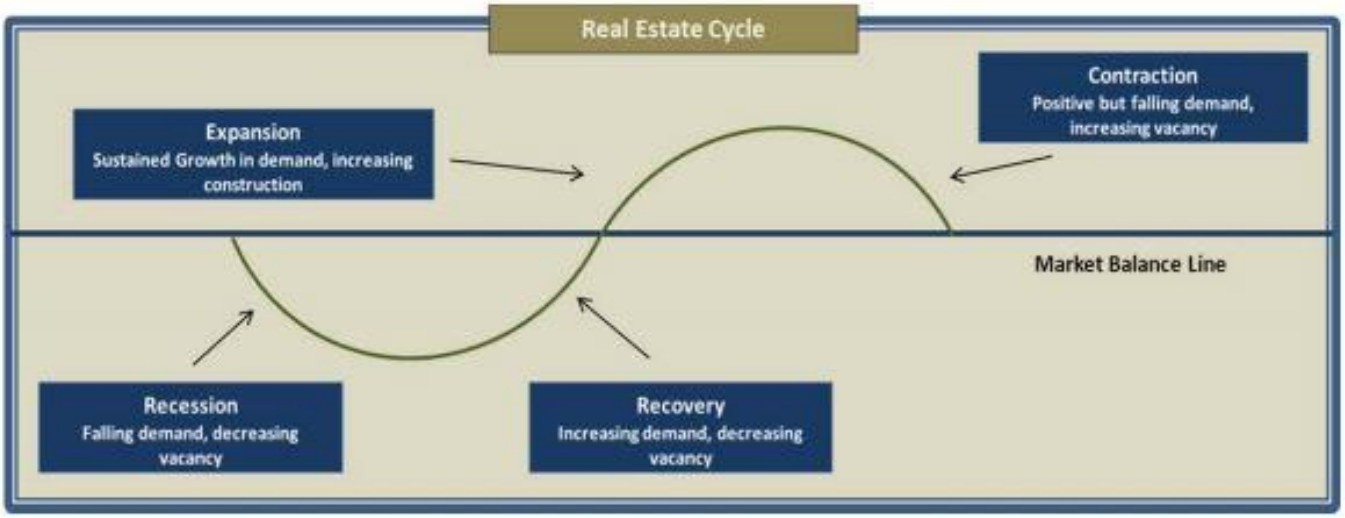


Figure 7. - Typical Cyclical Real Estate Cycle

As of 2014, the City is in the early stages of recovery. Residential construction permit data was gathered from the U.S. Census. Since 2001, the City has permitted a total of 634 single-family residences, 51 two-family residences, 15 three- and four-family residences, and 11 five or more family residences.

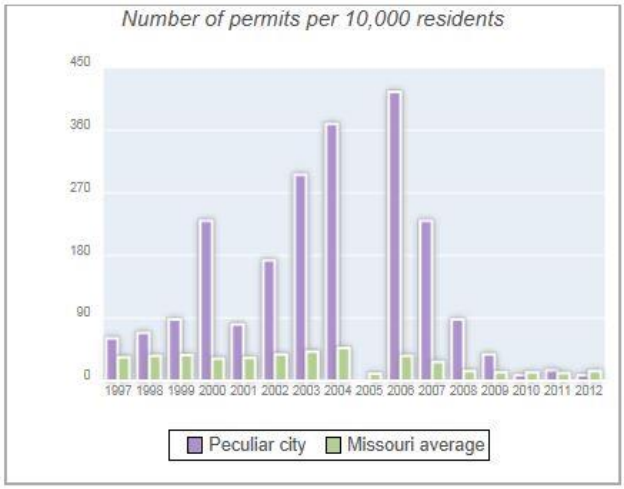


Figure 8. - Peculiar Construction Permit Cycle (courtesy US Census, City-Data).

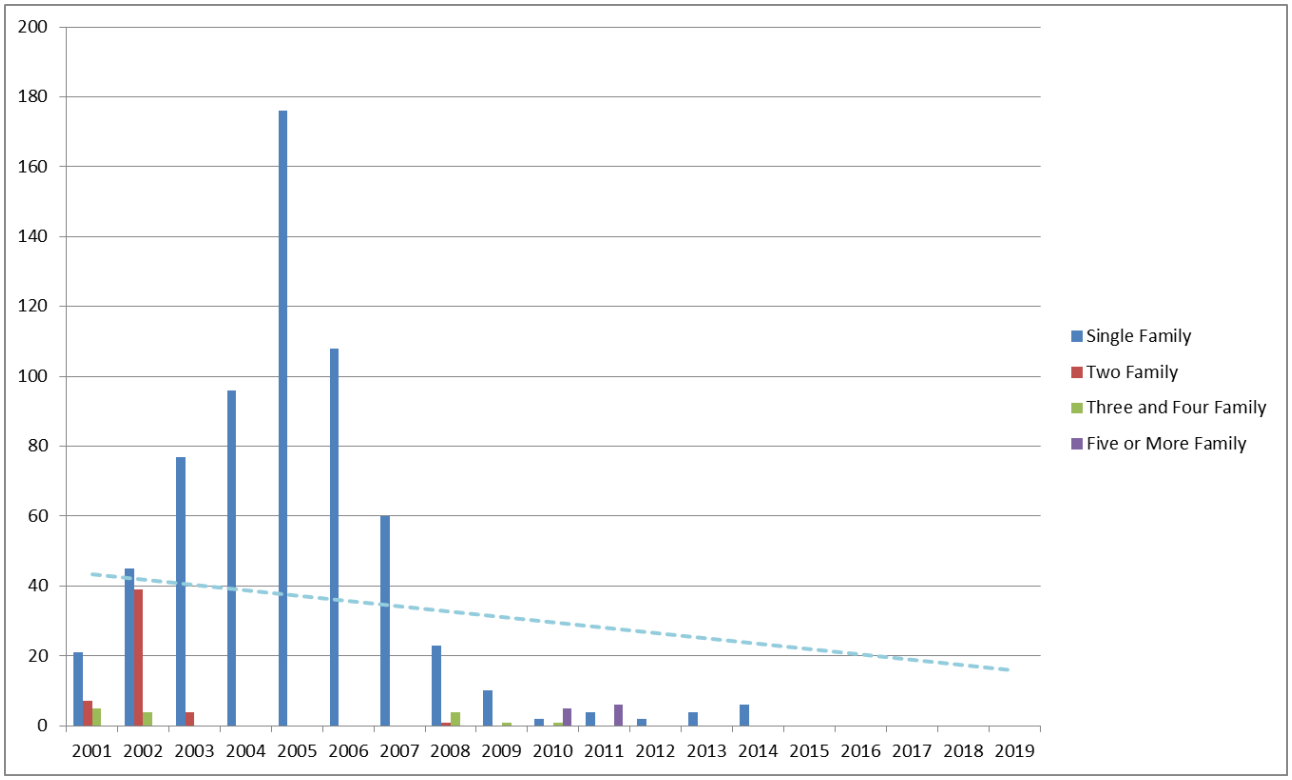


Figure 9. - Building Permit by Density

Figure 10. identifies construction permits and permit valuation since 1997 for the City. It must be noted that a construction permit does not indicate that the structure was constructed; it is believed many lots obtained construction permits prior to the market crash and did not build. This does shows the lack of activity of building permits after the 2007 real estate recession. Valuation data is aggregate in nature and did not differentiate between residential and commercial permit data.

Single-family new house construction building permits:

- 1997: 16 buildings, average cost: $78,800
- 1998: 18 buildings, average cost: $83,800
- 1999: 23 buildings, average cost: $81,900
- 2000: 60 buildings, average cost: $78,000
- 2001: 21 buildings, average cost: $108,800
- 2002: 45 buildings, average cost: $102,300
- 2003: 77 buildings, average cost: $98,600
- 2004: 96 buildings, average cost: $108,500
- 2006: 108 buildings, average cost: $132,000
- 2007: 60 buildings, average cost: $122,800
- 2008: 23 buildings, average cost: $131,200
- 2009: 10 buildings, average cost: $120,300
- 2010: 2 buildings, average cost: $90,000
- 2011: 4 buildings, average cost: $105,100
- 2012: 2 buildings, average cost: $152,500

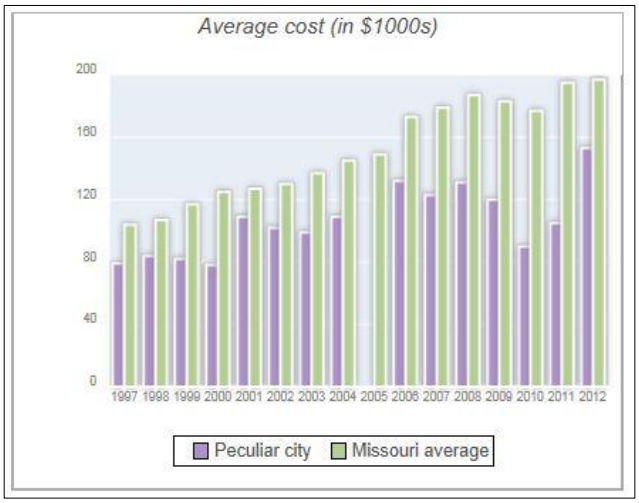


Figure 10. – 1997 to 2012 Single Family Permits & Avg. Cost (US Census, City-Data).

Future trends are hard to predict because of past market instability. Based on recent trends, construction is expected to remain relatively stable or relativity flat for the foreseeable future. Since the housing crisis of 2007, residential building permits have begun to slowly increase, but are still nominal.

Population and Housing Supply Analysis

Population Density

Population density varies throughout Cass County and the City of Peculiar. Population density is one of many critical factors used to determine the amount and type of residential and commercial development needed for a geographic area. The City has a median population density of 178 people per square mile, 78 percent lower than Belton and Raymore. However, the highest concentration of population occurs slightly north of the City's historic downtown area. This spike is due to multi-family housing located along Shari Drive & Willow Lane; and Meadow View Estates, a senior care facility located along Main Street. Multi-family development is important because adding greater amounts of residents within a smaller area justifies greater amounts of retail. It is no coincidence that Belton and Raymore's higher population density is correlated with their larger supply of retail.

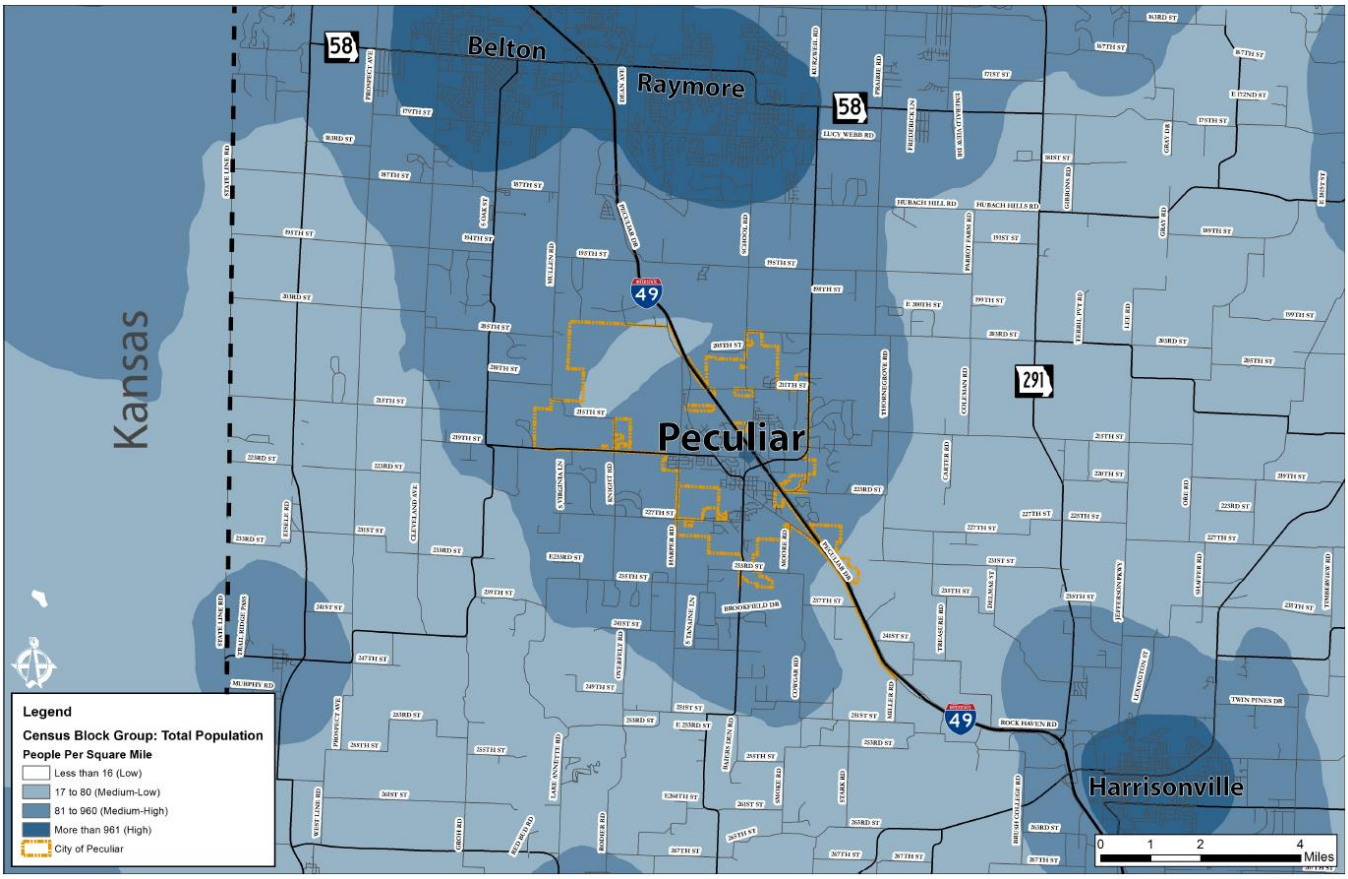


Figure 11. - Population Density Map (2014)

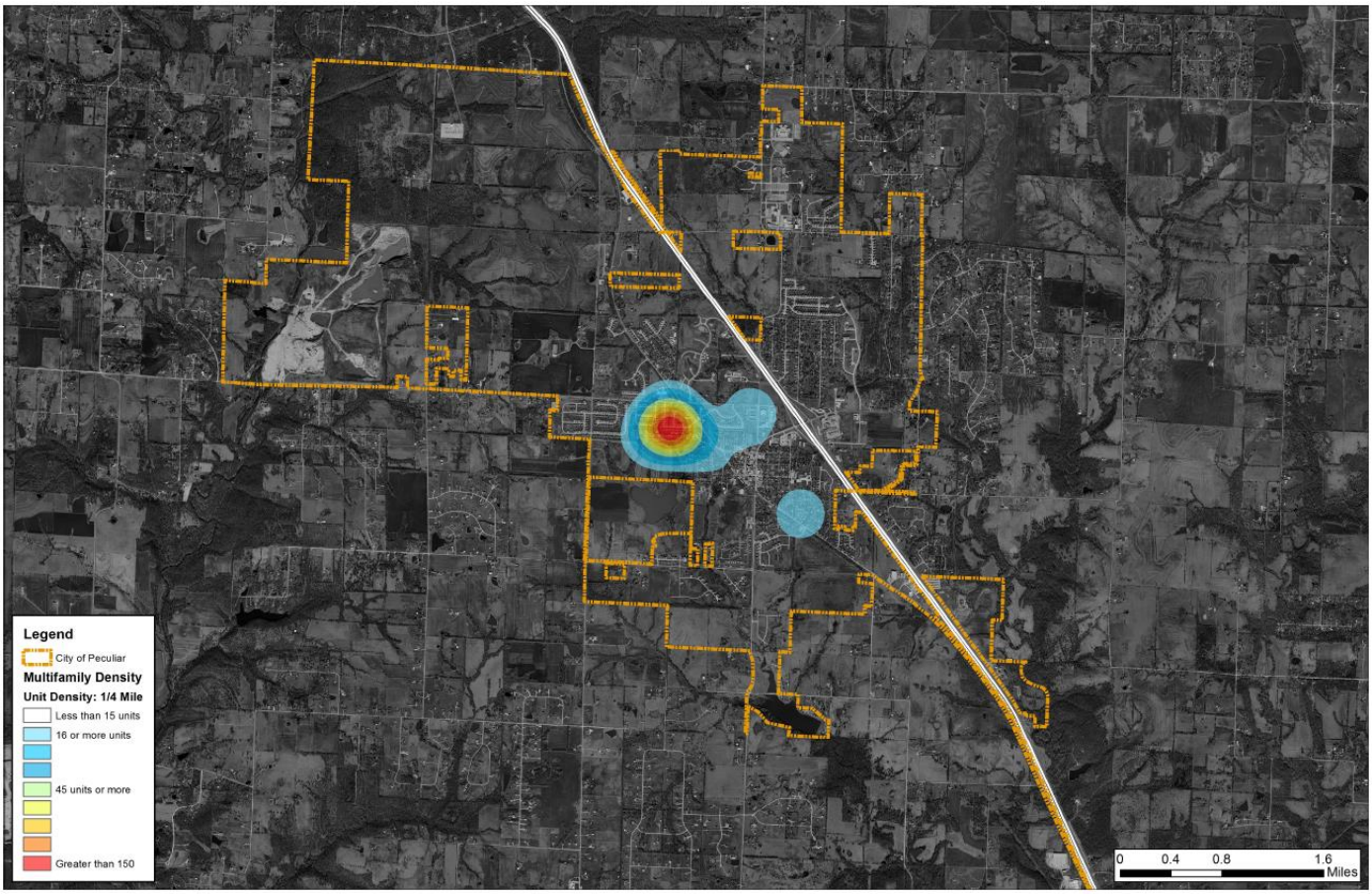
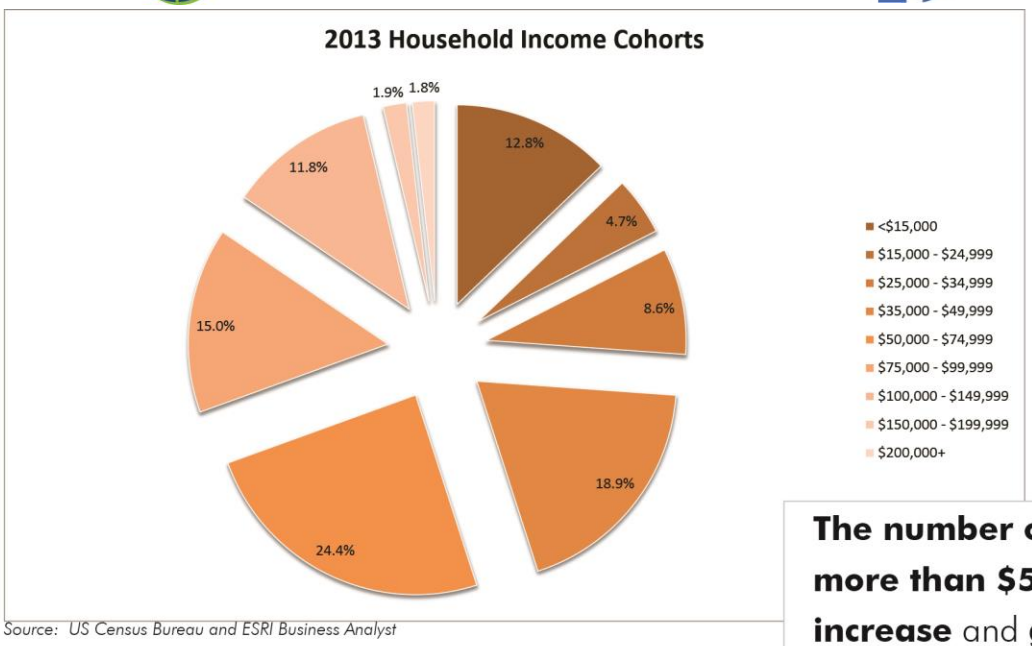


Figure 12. – Multi-family Density (2014)

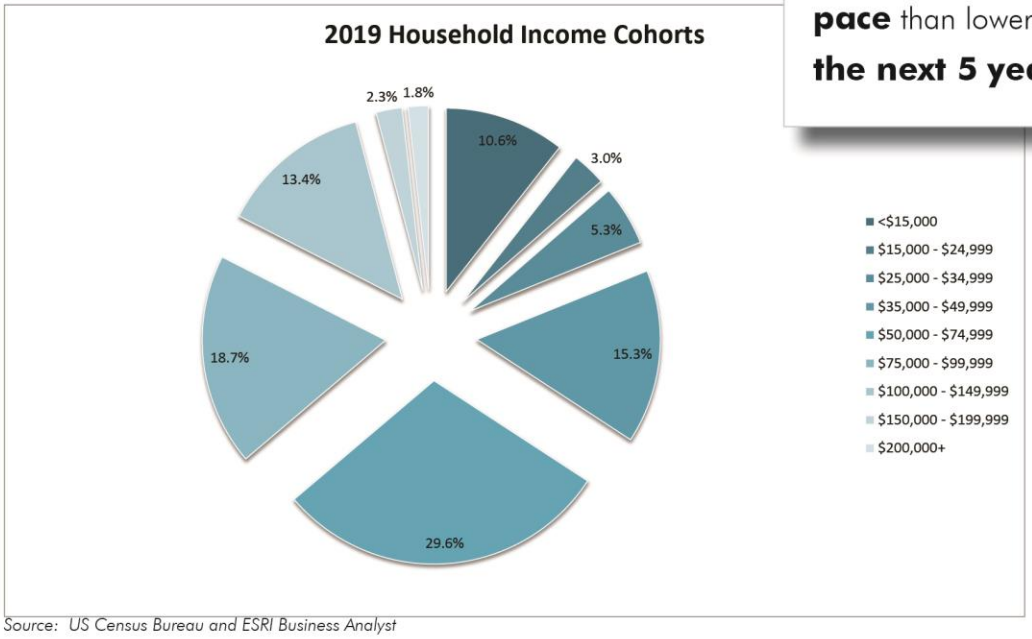
Population Income

Currently, the largest statistical household cohort is composed of 1,157 (24.4%) households who have a reported annual income between $50,000-$74,999. This income range is expected to be the largest cohort of households within the PMA through 2019.



Source: US Census Bureau and ESRI Business Analyst

The number of families making more than $50,000 annually **will increase** and **grow at a faster pace** than lower income families **over the next 5 years**.



Source: US Census Bureau and ESRI Business Analyst

Figure 13. - Household Income Cohorts (2013-2019)

However, data shows that households reporting an annual income above $100,000 will grow at a much faster pace compared to households reporting less than $100,000 annually, which are expected to grow at a slower pace. This will result in the households with higher annual incomes representing the largest percentage of households within the PMA. Families with higher incomes generally have more disposable income and buying power. The growth of higher income cohorts is a symptom of an aging population that is not being proportionately replaced by younger families

migrating into the area. Future planning efforts should attempt to address these changes in demographics and wealth by catering to younger, professional families.

Section 5: Employment Analysis

Employment and Unemployment Trends

The following analysis outlines the regional and local economy of the City and the Cass County, Missouri market area. Discussion includes information regarding employment by industry, employers, and unemployment trends.

Research into the major employers for Cass County was completed and data for Cass County was obtained. Data for the City itself was unavailable. Table 6. Indicates a listing of major employers, their industry specialty and location.

Table 6. - Major Employers (Cass County, Missouri)

THINK KC

Regional Employers

Company	Description	Industry	Employees	City	County	State
Belton Regional Medical Center (HCA)	Health services		150	Belton	Cass	MO
Belton School District	Public education	Other	531	Belton	Cass	MO
Cass Regional Medical Center	Health services		386	Harrisonville	Cass	MO
Church & Dwight Co., Inc.	Detergent mfg.	Manufacturing	300	Harrisonville	Cass	MO
City of Belton, MO	Government		185	Belton	Cass	MO
Harrisonville School District	Public education		352	Harrisonville	Cass	MO
Pleasant Hill School District	Public education		248	Pleasant Hill	Cass	MO
QuikTrip	Prepared foods mfg. & distr.	Distribution / Manufacturing	800	Belton	Cass	MO
Raymore-Peculiar School District	Public education	Other	819	Belton	Cass	MO
Sioux Chief Manufacturing Co.	Plumbing specialty products mfg. (Hdq.)	Headquarters / Manufacturing	361	Peculiar	Cass	MO
Wal-Mart Stores, Inc.	Retailer distribution center	Distribution	660	Harrisonville	Cass	MO

kansas city AREA DEVELOPMENT COUNCIL

10

[10] KCADC Regional Employers

It should be noted that in the top Cass County employers, only one (1) business is located with the City of Peculiar.

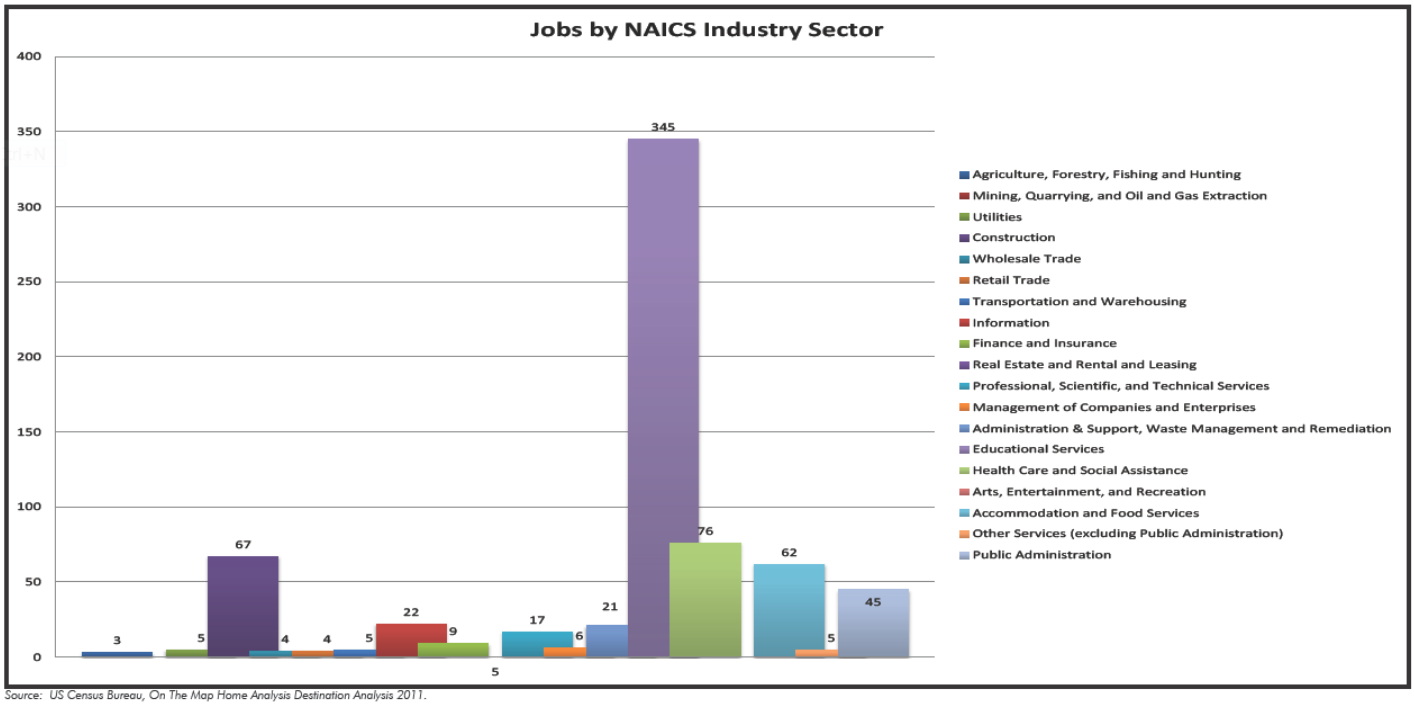
The U.S. Census keeps annual records for occupation and employment. As of 2011, the City had a work force of 1,906.

Table 7. - Jobs by NAICS Industry Sector (2011)

Jobs by NAICS Industry Sector		
	2011	
	Count	Share
Agriculture, Forestry, Fishing and Hunting	3	0.4%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	5	0.6%
Construction	67	8.1%
Manufacturing	43	5.2%
Wholesale Trade	4	0.5%
Retail Trade	97	11.7%
Transportation and Warehousing	5	0.6%
Information	22	2.6%
Finance and Insurance	9	1.1%
Real Estate and Rental and Leasing	0	0.0%
Professional, Scientific, and Technical Services	17	2.0%
Management of Companies and Enterprises	6	0.7%
Administration & Support, Waste Management and Remediation	21	2.5%
Educational Services	345	41.5%
Health Care and Social Assistance	76	9.1%
Arts, Entertainment, and Recreation	0	0.0%
Accommodation and Food Services	62	7.5%
Other Services (excluding Public Administration)	5	0.6%
Public Administration	45	5.4%

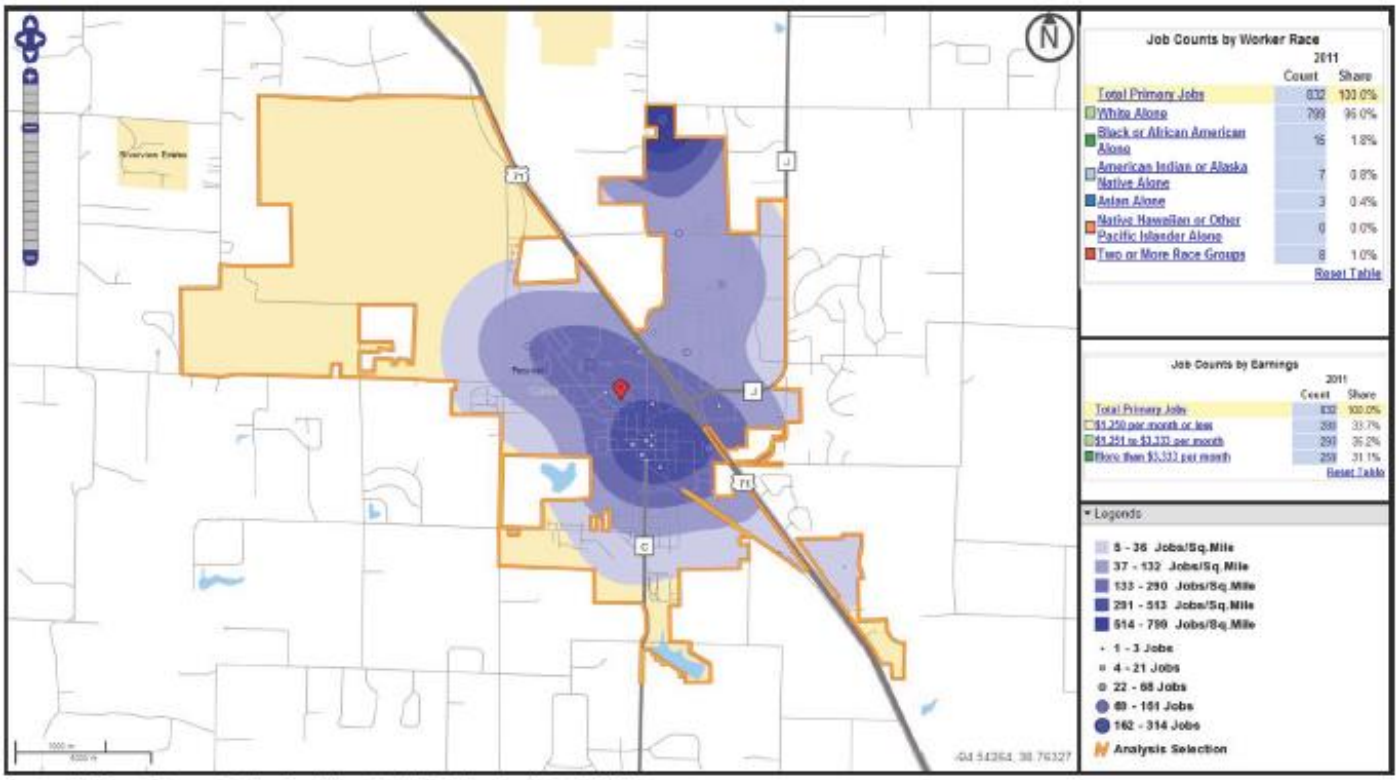
Source: US Census Bureau, On The Map Home Analysis Destination Analysis 2010.

The City has a variety of industry sectors, however, the fields of education, healthcare, and retail trade employ the highest number of people within the PMA. Education and retail are expected to remain strong in the future as population is forecasted to increase in the coming decade.



Source: US Census Bureau, On The Map Home Analysis Destination Analysis 2011.

Figure 14. - Jobs by Industry Sector



Source: US Census Bureau, On The Map Home Analysis Destination Analysis 2011

Figure 15. - Employment Density Map (City of Peculiar)

Figure 15. identifies employment density and is concurrent with population density in showing jobs, residences, and people are centrally located within the City. An additional employment node is identified north of the 211th Street Corridor and is likely educational employment related to the Raymore-Peculiar Public School District. Furthermore, The Raymore-Peculiar School District has an enrollment of 6,000 students. Municipalities and developers are capitalizing on sports related retail facilities in conjunction with youth soccer facilities. The Kansas City Metropolitan region has enjoyed unprecedented soccer based development, from spill over from Sporting Kansas City soccer team to local and regional youth soccer tournaments. It is clear that youth sports, in particular soccer uses, draw tourism dollars and increased tax revenues. Future investment should capitalize on the strong enrollment numbers generated by the school district.

Commuting and Destination Analysis

As of 2011, the City had an employment work force of 1,906. However, only 12.4 percent, or 103 people, actually live and work within the City. Eighty-seven point six percent (87.6 percent), or 719 people, commute into the City to work, but live elsewhere. A total of 1,803 or 94.6% live within the City and are employed outside of the area.

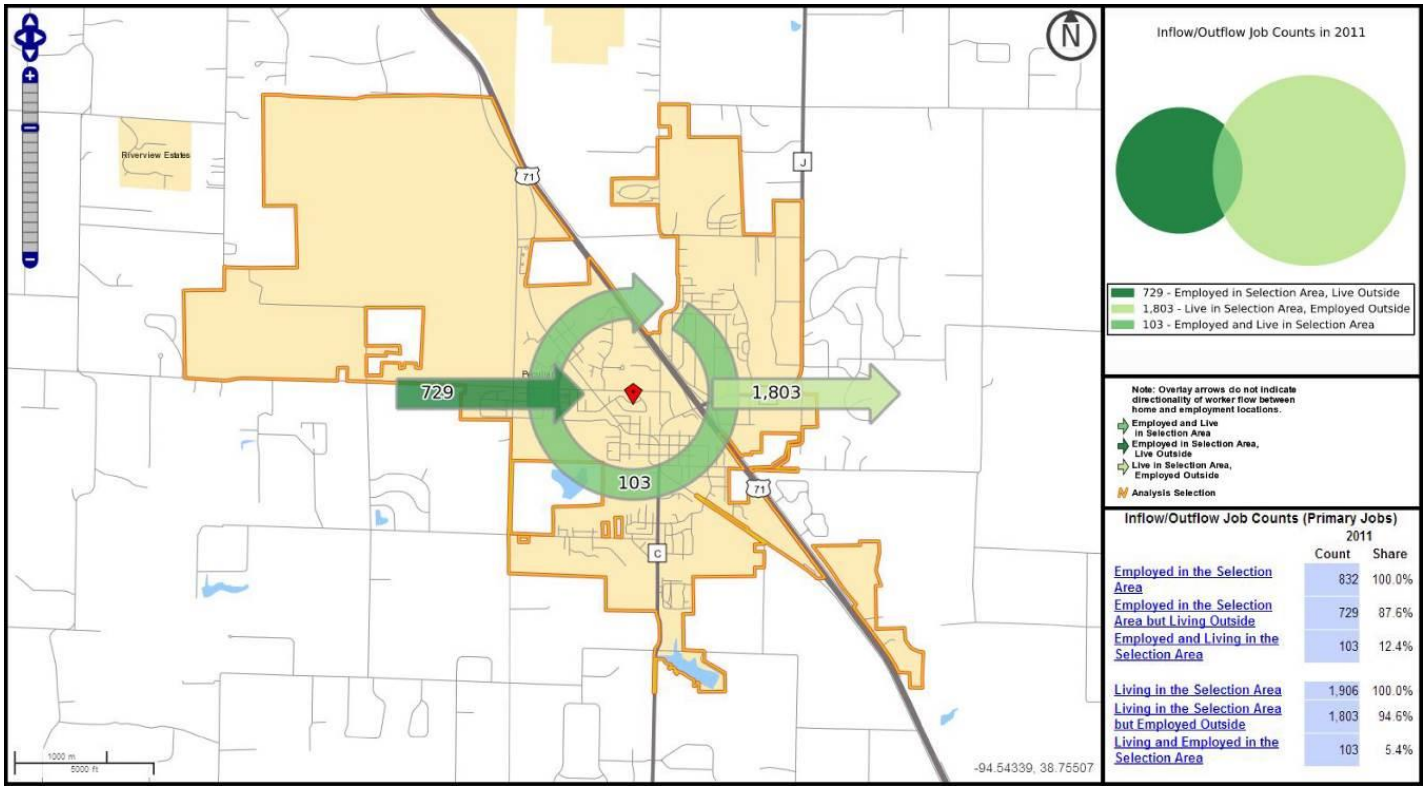


Figure 16. - Employment Migration Map

Source: US Census Bureau, OnTheMap and Inflow/Outflow Analysis 2011.

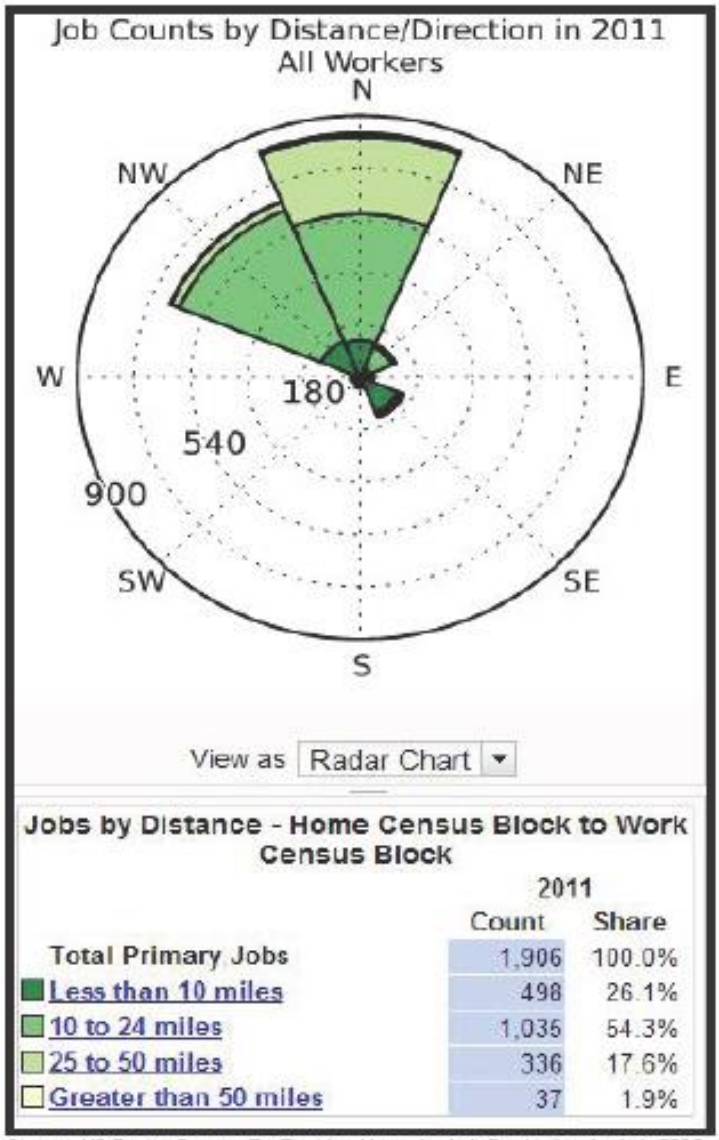
However, only 5.4 percent, or 103 people, actually live and work within the City. This is an incredibly small number and indicates that approximately 1,803 people or 94.6 percent of workers commute outside of the community on a daily basis. Census data estimates that there are a total of 832 primary jobs within the PMA. Approximately 87 percent of these jobs are filled by persons who commute, but do not live within the City.

The low number of people who work and live within the City shows that there is a strong employment gap and reverse migration. Gaps in employment like this are critical to municipalities, particularly smaller cities, because it makes them reliant on neighboring communities for employment of their residents.

Data also shows that nearly 54 percent of workers leaving the community to work are traveling an average distance of 17 miles into Jackson County, Missouri and Johnson County, Kansas. Only 19.5 percent of workers who commute are traveling further than 25 miles. The map also shows almost all of the employees are traveling north or northwest for their employment

Job density varies throughout the PMA. Census data shows that the highest density of jobs, approximately 514-799 jobs per square mile, are located within the boundaries of the SMA and in the north eastern parts of the PMA.

For comparison, the City of Kansas City, Missouri has almost ten times the density with approximately 5,000 people per square mile.



Jobs by Distance - Home Census Block to Work Census Block

	2011 Count	2011 Share
Total Primary Jobs	1,906	100.0%
Less than 10 miles	498	26.1%
10 to 24 miles	1,035	54.3%
25 to 50 miles	336	17.6%
Greater than 50 miles	37	1.9%

Source: US Census Bureau, On The Map Home Analysis Destination Analysis 2010.

Figure 17. - Jobs by Distance and Direction (2011)

Unemployment

As shown in Table 8. the Cass County unemployment rate is considerably lower than surrounding counties in the Kansas City MSA. This may simply be a proportionate ratio of employment to the relatively small population.

Table 8. - Local Unemployment Statistics (May 2014)

Area	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Cass County	49,793	46,797	2,996	6%
Clay County	121,613	113,516	8,097	6.7%
Jackson County	329,916	305,647	24,269	7.4%
Platte County	51,621	48,162	3,459	6.7%
Ray County	10,893	10,136	757	6.9%
KC Region Summary	563,836	524,258	39,578	7%
Source: Missouri Department of Economic Development: Economic Research and Information Center.				

Section 6: Residential Analysis

Data obtained from Heartland MLS shows that 189 residential properties were listed in the PMA from October 2012 to June 2014. Residential properties spent an average of 47 days on the market, had an average selling price of $159,110 and a difference of -$4,265 in sale price from listing price. In comparison, the adjacent community of Raymore had 491 residential properties were listed in the PMA from August 2012 to May 2014. Residential properties spent an average of 42 days on the market, had an average selling price of $152,850, and a difference of -$3,717 in sale price from listing.

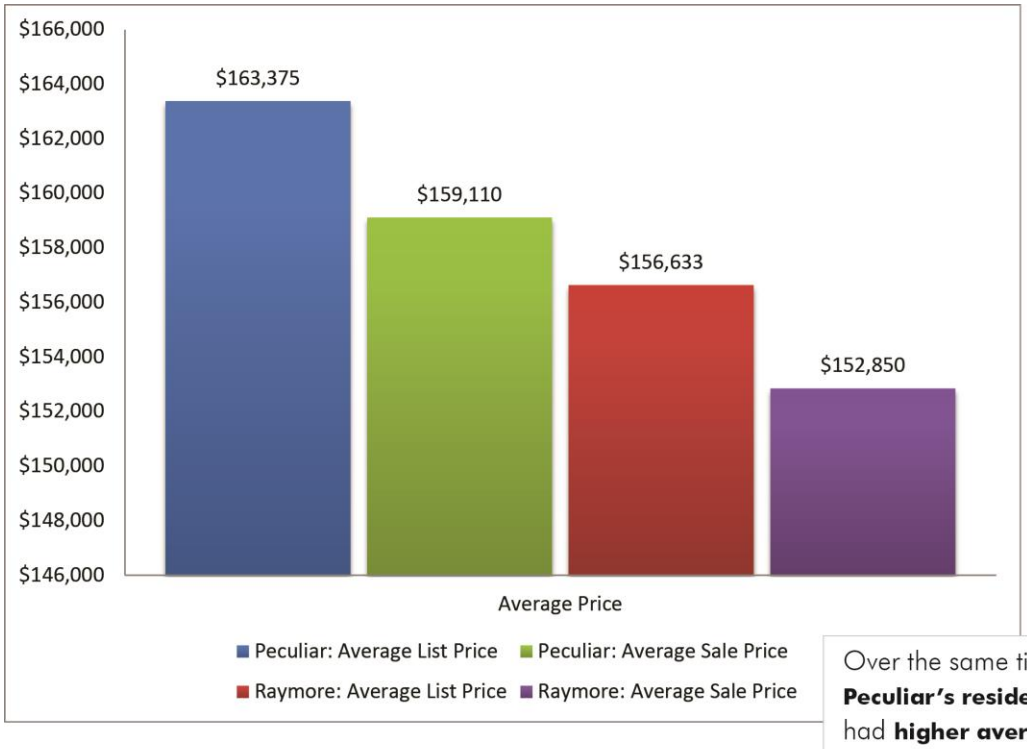
Table 8. was generated based on residential GIS data analysis of the City. Housing counts were taken in May 2014. All structures were either hand counted, or analyzed via Light Distance and Ranging (LIDAR) data provided by Cass County, Missouri, and compiled via ESRI ArcGIS. A total of 1,547 single-family residential structures were surveyed within the City. Data also shows a total of 116 multi-family residences containing 300 individual units are also located within the City. The current total of residences within the City is estimated to be 1,996.

Table 9. - Housing Type and Amount

Type Of Housing	Total Number of Structures
Single-Family – Detached Housing	1,547
Multi-family – Attached Housing	116 (Total: 300 Units)

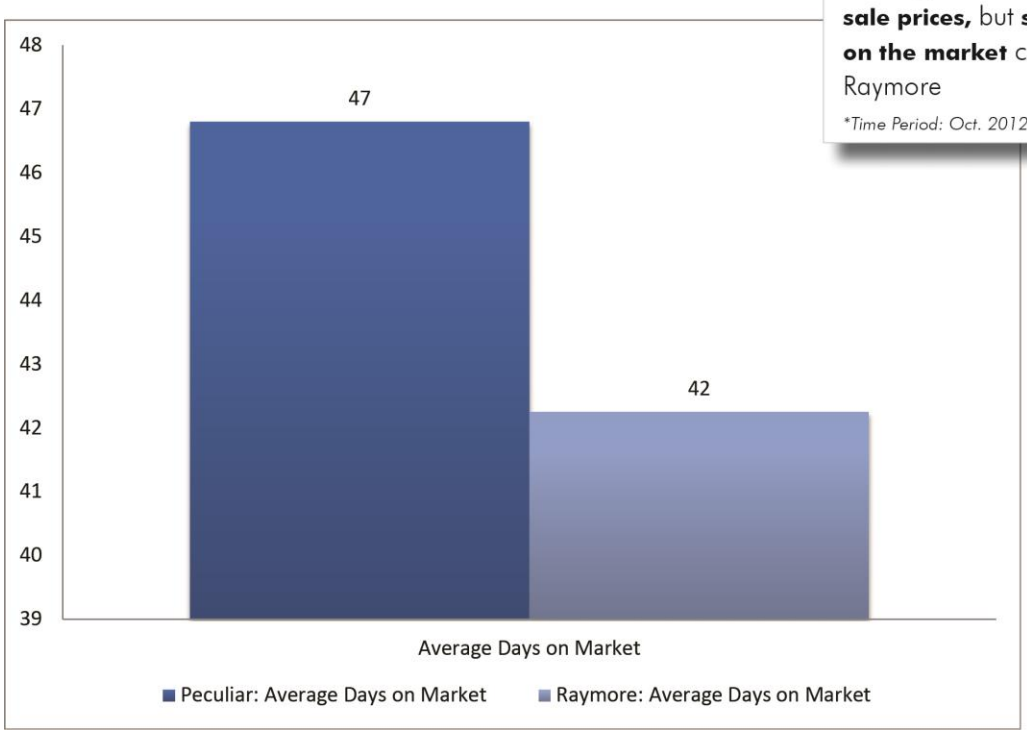
HOUSING UNITS BY UNITS IN STRUCTURE	No. of Units	Pct. Of Market
Total	1,996	100.0%
1, detached	1,547	71.9%
1, attached	77	4.8%
2	153	9.6%
3 or 4	166	10.4%
5 to 9	32	2.0%
10 to 19	0	0.0%
20 to 49	0	0.0%
50 or more	0	0.0%
Mobile home	21	1.3%
Boat, RV, van, etc.	0	0.0%

Table 10. - Residential For-Sale Statistics



Over the same time period, **Peculiar's residential market** had **higher average listing and sale prices,** but **spent more time on the market** compared to Raymore

**Time Period: Oct. 2012 - June 2014.*



Observations concerning the current residential rental market within the PMA and SMA are summarized below:

- The average age of apartment facilities within the Market Areas is 26 years.
- The oldest apartment facility identified is 48 years old and was constructed in 1968.
- Our analysis indicates the occupancy rates for one- and three-bedroom apartments are much higher (98%), on average, compared to two-bedroom units (76%).
- Affordable and market rate apartments and duplexes are centrally located in an area to the east of I-49, adjacent to YY Highway. The majority of these complexes are located off of Shari Drive and Willow Lane Court.
- The average monthly rental rate for a one (1), two (2), or three (3) bedroom apartment[11] is as follows:

  One-Bedroom Unit - $480 ($0.92 per sq. ft.) / $5,760 (annually)
  Two-Bedroom Unit - $550 ($0.90 per sq. ft.) / $6,600 (annually)
  Three-Bedroom Unit - $ 635($0.80 per sq. ft.) / $7,620 (annually)

- The median household income within the PMA is $60,671. The average percentage of total household income used towards mortgage and rental payments within the United States is approximately 30 percent. We project that within the PMA the average resident will spend the annual sum of $18,201 toward housing expenses (rent, utilities, etc.).

Existing supply of platted lots

Currently the City has 522 vacant residential platted lots available, and 36 industrial platted lots available (this is the same number for commercial lots). Table 11. Identifies the breakdown of available lots by subdivision and category.

[11] Average rents for duplexes were not available

Table 11. - Available Lots by Subdivision

Residential Subdivisions		Light Industrial Subdivisions		Commercial Subdivisions	
Subdivision	Available Lots	Subdivision	Available Lots	Subdivision	Available Lots
Bradleys Crossing	51	Bradley's Crossing	11	Bradley's Crossing	5
Bridle Trail	0	Forest Scot Industrial Park	6	Irongate	8
Carriage Meadows	44	Kerr Industrial Park	10	Peculiar Junction	17
Centennial Farms	27	S. Peculiar Industrial Park	6	Twin Oaks	6
Copper Creek	37	Peculiar Junction	3		
Fox's Den	41				
Frontier Estates	4				
Green Meadows	1				
Harper Farm	13				
Harvest Hills	3				
Jenkins Estates	0				
North Pointe	31				
Olive Branch	46				
Quail Run	0				
Setter's Pointe	42				
Shadow Glen	35				
Tuscany	18				
Tuscany Estates	3				
Twin Oaks	72				
Windmill County Estates	54				
Totals:	**522**		**36**		**36**

211th Corridor Residential

In 2013, as part of the 211th Street Interchange Access Justification Report, the engineering firm George Butler and Associates (GBA) completed an analysis of potential residential development that could occur surrounding the 211th Street Corridor by the year 2035. The following table shows the GBA estimated supply of low and medium density residential product.

Table 12. - Availability of Units, 2035

Projected Availability of units (year 2035)	Number of units
Low Density Residential	1,489
Medium Density Residential	845
Source: Access Justification Report, Prepared by GBA in 2013	

Considering this estimation, when you add the GBA data for potential residential lots surrounding the 211th Street Corridor, this number exceeds 2,000 units available by the year 2035. This

number is 27 times the Census projections of new residential development by the year 2019, which shows only an increase of only 73 residential units in that time period.

This is in stark contrast to the expected growth of Cass County. For example the Department of Economic Development for the State of Missouri forecast that Cass County will grow by over 66 percent by the year 2030, which is triple the State of Missouri's projected increase.

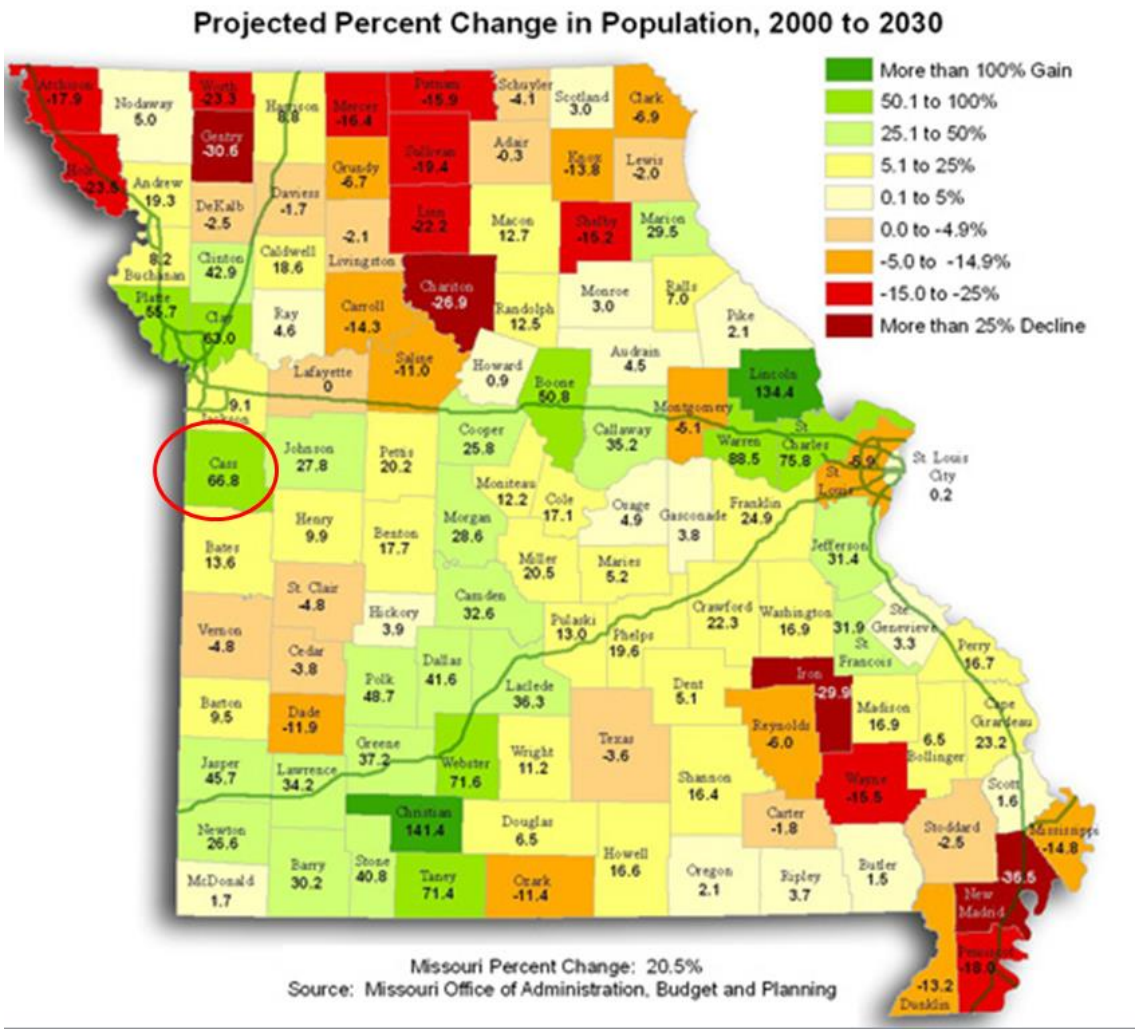


Figure 18. - Percentage Population Change, 2000 to 2030

Source: Missouri Office of Administration, Budget and Planning

If the City grows at the same rate as Cass County, by 2019, it will add over 305 homes instead of the expected 73. This is a difference of 232 homes. Population would also see a major jump. By 2019, the City would add over 780 people to its population, instead of 229. This is a difference of 551 people.

The data presents the question of whether the growth of this area will bypass the City and benefit surrounding communities. Steps need to be taken to ensure that population growth benefits the City and not just adjacent communities.

The population forecasts do not include known catalysts projects. These projects can substantially increase the demand for residential housing and include:

- I-49 growth that should trigger new retail, restaurants, hotels, and industries. This growth should create employment which will significantly increase the demand for housing.

- Large projects in southern Jackson County like Cerner's Three Trails Campus that will employ over 20,000 people will create need for additional housing in Cass County. Current data shows that the majority of Cass County employees commute to their jobs. Currently, 63 percent of Cass County residents work outside of the County this is the sixth highest percentage in the State of Missouri.

To attract new residents, we need to understand that for the majority of employees, the quality of life is more important than proximity to work. In her book, "Live First, Work Second" author Rebecca Ryan notes just how important lifestyle is to next generation workers: **75%** surveyed said that finding a "cool city" was more important to them than finding a "good job." [12]

[12] Live First/Work Second, Rebecca Ryan.

Residential Recommendation Matrix

Table 13. gives a brief overview of the recommendations in this report, with explanation of necessary action items, responsible parties, and overall timeline for completion of the recommendations.

Table 13. - Residential Recommendation Matrix

Recommendation	Action Item	Party	Timing
Create policies that improve the quality of lifestyle and walkable dense neighborhoods.	Comp plan update	Planning Department Raymore-Peculiar Public School District	3-6 months
Create quality affordable workforce housing	Comp plan update	Developers and City Planning Department	1-3 years
Create quality diverse housing options for the single demographic age group of 22-35	Comp plan update, create benefit districts	Developers and City Planning Department	1-3 years
Create quality senior living	Comp plan update, create benefit districts.	Developers and City Planning Department	1-3 years
Create public private partnerships to spur infill housing near downtown	Create benefit districts.	Developers and City Planning Department	3-6 months

Section 7: Retail Trade Analysis

The pent-up demand for retail in the City was documented in the 2012 City Peculiar Economic Development Report which surveyed residents. This report found residents not satisfied with existing retail options and showed a direct correlation with residents shopping in other communities because of this dissatisfaction. Table 14. below detail the answers by the residents.

Table 14. - City of Peculiar Economic Development Survey

Satisfaction of Services	Yes	No
Are there adequate varieties of businesses in Peculiar	21.1%	78.9%
Do you do most of your grocery shopping in Peculiar	22%	78%

What type of Retail do you want/need	Response %
Department Store	23.1%
Boutique Retail	2.6%
Discount Store	2.8%
Big Box Retail	12.8%
Hardware Store	37.2%
Specialty Stores	7.7%
Grocery Stores	14.1%

Before we analyze the retail market in the City, we must first understand the many types of retail projects and their characteristics. Table 15. from the Urban Land Institute and categorizes the type and size of shopping centers within the United States.

Table 15. - Urban Land Institute, US Shopping Center Classification and Characteristics

	Sq. ft. range	Typical Tenants	Number of Anchors	Number of Tenants	Trade area (miles)
Strip/Convenience	13,150	Convenience store, such as a mini-mart.	0	1-5	<1mile
Neighborhood Center	71,890	Supermarket	1	5-20	3 miles
Community Center	197,062	Discount store, supermarket, drug, large-specialty discount (toys, books, electronics, home improvement or sporting goods)	2+	15- 40	3-6 miles
Lifestyle Centers	317,206	Large format upscale specialty	0-2	NA	8-12 miles
Power Center	408,246	Home Improvement, discount department, warehouse club and off-price stores	3+	NA	5-10 miles
Regional Mall	587,960	Full-line or junior department store, mass merchant, discount department store and/or fashion apparel store.	2+	40-80	5-15 miles
Super-Regional Mall	1,226,194	Full-line or junior department store, mass merchant, discount department store and/or fashion apparel store.	3+	NA	5-25 miles
Source: ULI, Dollars and Cents, 2008					

The market analysis used a retail trade analysis technique to evaluate current and future market place conditions. The retail trade analysis uses two methods and several indicators to provide an accurate representation of the City's current and potential retail marketplace. The following methods and indicators are explained in detail below:

- Drive Time Analysis,
- Gravity Modeling,
- Trade Area,
- Etc.

Drive Time Analysis

Drive time analysis calculates the trade areas based on travel times via road networks. Drive times are calculating by measuring distance and the relative speed limit along existing road networks from a particular point of origin. Distance is an important variable used by consumers in

determining where they will shop. Multiple trade areas are often delineated by varying drive times in order to contrast the amount of retail leakage and supply at differing distances.

Gravity Modeling

Gravity models, based on the Huff Model, define trade areas based on their distribution and relative attractiveness to consumers. Attractiveness is determined by using either the gross leasable floor area or the total amount of annual sales of a particular place. This type of modeling is extremely useful in determining the probability that consumers from different areas will spend dollars at within a specific area when faced with a set of alternatives. Gravity modeling also uses consumer drive times via street networks as a variable when determining probable behavior. Gravity modeling is also extremely useful because of its ability to determine trade areas for future retail development based on probable attractiveness.

The retail trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. These sales are tracked by the U.S. Census Bureau on an annual basis. The Census Bureau uses zip codes to geographically delineate market areas.

Trade Area

Two categories of trade areas were used for this analysis, convenience and destination. A convenience trade area is based on the purchase of products and services needed on a regular basis, such as gasoline, groceries, and hair care. Because these purchases are relatively frequent, people usually find it more convenient to buy these products and services from businesses located close to their home or workplace.

A destination trade area is based on the purchase of “major” products and services, such as appliances or furniture, or of products and services that are distinctive in such a way, such as deeply discounted products and services. People are willing to travel longer distances to do comparison shopping and purchase these kinds of items.

Table 16. shows the total retail sales, by city, for Cass County, Missouri in 2012. The City generated $52,613,660 in retail sales; or 6.6 percent of the total retail sales within Cass County. This ranked fourth in terms of largest total dollars generated by a city within the County limits. This is a fairly large number considering the smaller size of the City’s geographical area compared to other cities within the county. The City of Harrisonville ranked first with $364,932,784 in total retail sales.

Table 16. – Cass County Communities Retail Sales Volume, 2013

City Name	Zip Code	Retail Sales
Harrisonville	64701	$364,932,784
Belton	64012	$225,614,871
Raymore	64083	$94,786,461
Peculiar	64078	$52,613,660
Pleasant Hill	64080	$42,215,483
Cleveland/West Lynn	64734	$5,789,338
Garden City	64747	$4,787,291
Drexel	64742	$4,142,004
Archie	64725	$1,856,979
Lake Annette/Freeman	64746	$636,025

Source: ESRI Business Analyst 2013

Population Density in Retail Development

Larger retail developments typically require population densities over 4,500 people per square mile and annual per capita incomes over $38,000. Many of the larger retail centers within the Kansas City MSA are centrally located in higher income areas with higher population densities because of the depth of market penetration they provide. These components help to ensure retail establishments will be successful and fruitful for developers and community investors and provide competitive advantages over adjacent retail centers. Typical retail centers rely heavily on nearby population. Data analysis showed normally, 56 percent of visitors traveled less than 15 miles, and 87 percent came from within a 30 minute radius. Moreover, most malls report that only 5 percent of normal business comes from tourists[13].

Figure 19. shows the locations of major retail centers within the Kansas City Metropolitan Area. The image is also overlaid with population, indicating the relationship in regards to density. One notable exception of a retail center with a less dense surrounding population is the Legends Outlet Center, located in western Wyandotte County. For that particular project, per capita income and population density are well below typical criteria associated with destination retail components. However, over $1 billion in private investment, subsidized by a large amount of public incentives, has resulted in an area with distinctive features, specialized national retailers, and regional drawing power.

[13] ULI: Developing Retail Destinations

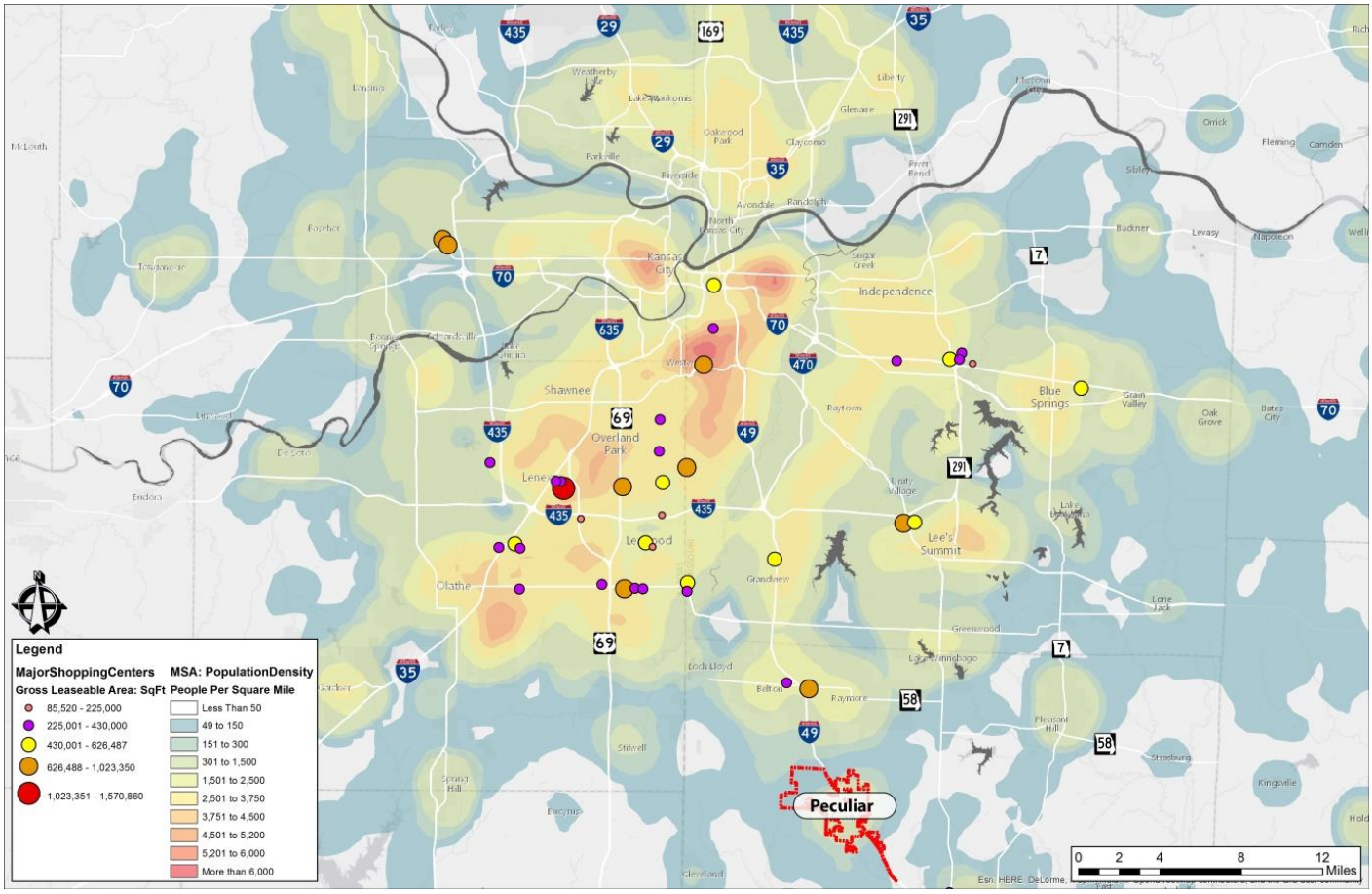


Figure 19. - Major Retail Centers with Population Overlay

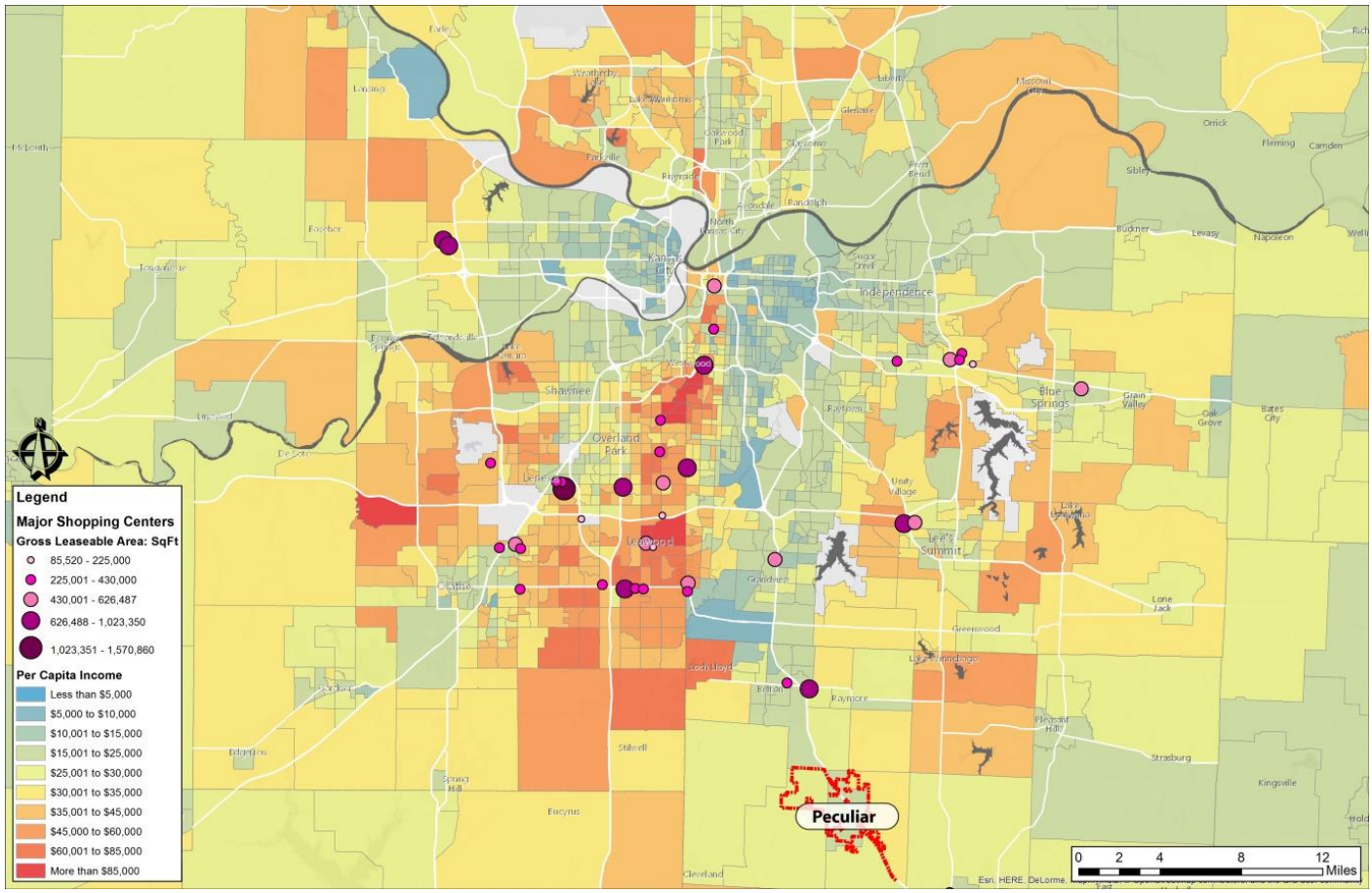


Figure 20. - Major Retail Centers with Household Income Overlay

Retail Leakage and Surplus Analysis

The analysis of retail and service business opportunities involves both quantitative and qualitative examination and insight. The following Retail Leakage and Surplus Analysis is meant to serve as a quantitative tool to measure the current demand and supply of retail services. This type of analysis is also meant to aide in identifying unmet demand and opportunity within the market areas. Figure 21. illustrates factors that go into an evaluation of retail and service business opportunities.

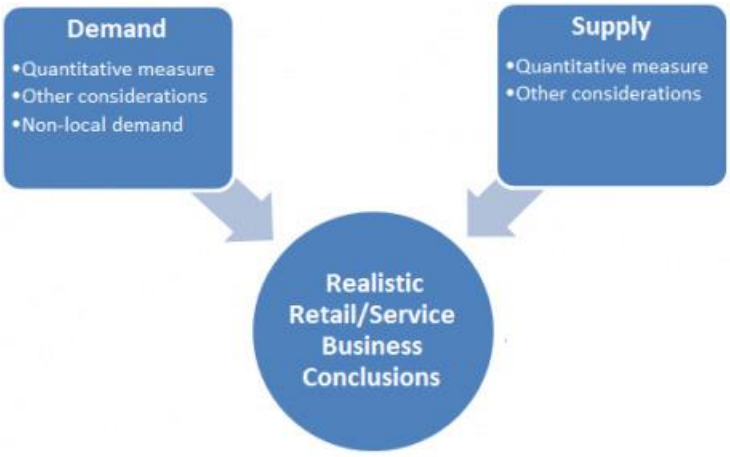


Figure 21. – Supply & Demand Characteristics

Retail leakage occurs when the demand for particular retail services by residents within the PMA and SMA is greater than the current market can accommodate. This can be understood as unmet demand.

Retail surplus occurs when the market area is capturing the local market attracting consumers from outside the PMA and SMA. A retail surplus does not necessarily mean that the community cannot support additional businesses within a particular sector. These figures are not meant to represent positive and negative absorption trends within the retail market.

Data from the 2007 Economic Census-Cass County, Missouri, and the Urban Land Institute was used to estimate the number of people needed to support additional retail services in the City. Estimations were generated using municipal and county business patterns and the population of the PMA. These estimations should only be used as loosely as they are based off historical trends in the regional area. Mitigating circumstances, such as proximity to large population centers can cause a substantial deviation. But, it is our opinion that Table 17. is an accurate representation of the current population needed to support the various retail service categories listed.

Table 17. - Estimated Population Demand Requirement

Estimated Number of People Needed to Support Retail Services by Category, 2007*	
Retail Service Category	Est. Population Needed
Food service and drinking places	680
Gasoline service stations	2,102
Hotels and motels	3,184
Building material and supplies stores	3,508
Grocery Store	4,225
Convenience Store	5,470
Gift, novelty and souvenir shops	5,971
Pharmacy	9,898
Sporting goods store	10,527
Hardware store	11,038
Florist	12,061
Specialy food store	12,648
Clothing store	14,860
Shoe stores	15,856
Furniture stores	16,205
Used merchandise store	18,161
Jelwery store	18,476
Book store	17,345
Retail garden centers	26,395
Electronics and appliance store	32,500
Department store	31,747

** Data from the 2007 Economic Census Data is the most recent data available*

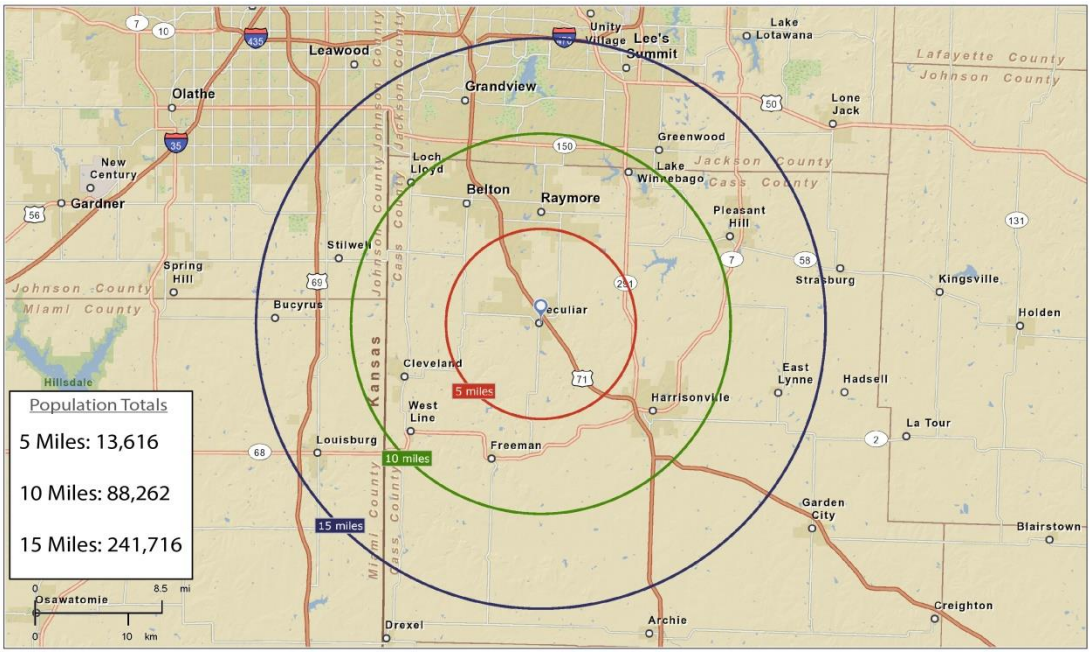


Figure 21. - Population Totals

Figure 21. identifies population totals with a 5 mile, 10 mile and 15 mile diameter of the PMA. Data shows the total population within each distance.

Additionally, drive time data was utilized to provide population comparisons. Five and ten minute drive times were used for this analysis because they are representative of distances traveled by consumers of neighborhood retail. They do not represent destination retail markets. Data shows there is an oversupply of full service restaurants and gas stations in both five and ten minute drive times.

Table 18. - Drive Time Comparison

	5 Minute Drive Time	10 Minute Drive Time
Total Population[14]	4,903	15,637
Households[15]	1,813	5,759
Average Median Disposable Income	$44,206	$46,987
Average Per Capita Income	$24,085	$24,916

[14] Population is based on ESRI forecasts.
[15] Number of households based on ESRI forecasts.

Table 19. - Retail Marketplace Profile – 5 minute drive time.

Retail MarketPlace Profile

Peculiar, MO
Drive Time: 5 Minutes

Summary Demographics						
2012 Population						4,903
2012 Households						1,813
2012 Median Disposable Income						$44,206
2012 Per Capita Income						$24,085
Industry Summary	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Total Retail Trade and Food & Drink	44-45,722	$49,577,064	$48,048,796	$1,528,268	16	39
Total Retail Trade	44-45	$44,829,705	$32,531,735	$12,297,970	15.9	32
Total Food & Drink	722	$4,747,359	$15,517,061	-$10,769,702	-53.1	7
Industry Group	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Motor Vehicle & Parts Dealers	441	$8,716,596	$733,945	$7,982,651	84.5	4
Automobile Dealers	4411	$7,512,601	$335,001	$7,177,601	91.5	1
Other Motor Vehicle Dealers	4412	$497,067	$0	$497,067	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$706,928	$398,944	$307,983	27.8	3
Furniture & Home Furnishings Stores	442	$955,571	$272,466	$683,105	55.6	3
Furniture Stores	4421	$550,183	$160,592	$389,591	54.8	1
Home Furnishings Stores	4422	$405,388	$111,874	$293,513	56.7	2
Electronics & Appliance Stores	4431	$1,299,828	$78,691	$1,221,137	88.6	1
Bldg Materials, Garden Equip. & Supply Stores	444	$1,553,273	$128,674	$1,424,599	84.7	3
Bldg Material & Supplies Dealers	4441	$1,270,310	$128,674	$1,141,636	81.6	3
Lawn & Garden Equip & Supply Stores	4442	$282,963	$0	$282,963	100.0	0
Food & Beverage Stores	445	$5,681,922	$1,697,450	$3,984,473	54.0	5
Grocery Stores	4451	$5,331,071	$1,536,859	$3,794,212	55.2	2
Specialty Food Stores	4452	$124,955	$160,591	-$35,636	-12.5	3
Beer, Wine & Liquor Stores	4453	$225,897	$0	$225,897	100.0	0
Health & Personal Care Stores	446,4461	$3,805,477	$0	$3,805,477	100.0	0
Gasoline Stations	447,4471	$5,460,503	$28,028,307	-$22,567,804	-67.4	3
Clothing & Clothing Accessories Stores	448	$2,492,401	$128,977	$2,363,424	90.2	1
Clothing Stores	4481	$1,736,667	$117,338	$1,619,329	87.3	1
Shoe Stores	4482	$382,621	$0	$382,621	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$373,113	$11,639	$361,474	93.9	0
Sporting Goods, Hobby, Book & Music Stores	451	$745,734	$442,009	$303,725	25.6	5
Sporting Goods/Hobby/Musical Instr Stores	4511	$687,600	$441,106	$246,494	21.8	5
Book, Periodical & Music Stores	4512	$58,135	$903	$57,232	96.9	0
General Merchandise Stores	452	$10,070,715	$699,081	$9,371,634	87.0	1
Department Stores Excluding Leased Depts.	4521	$3,328,975	$699,081	$2,629,894	65.3	1
Other General Merchandise Stores	4529	$6,741,740	$0	$6,741,740	100.0	0
Miscellaneous Store Retailers	453	$1,238,918	$222,060	$1,016,858	69.6	5
Florists	4531	$53,473	$56,834	-$3,361	-3.0	1
Office Supplies, Stationery & Gift Stores	4532	$372,527	$0	$372,527	100.0	0
Used Merchandise Stores	4533	$67,681	$41,852	$25,829	23.6	1
Other Miscellaneous Store Retailers	4539	$745,237	$123,374	$621,863	71.6	3
Nonstore Retailers	454	$2,808,767	$100,075	$2,708,692	93.1	1
Electronic Shopping & Mail-Order Houses	4541	$2,268,806	$0	$2,268,806	100.0	0
Vending Machine Operators	4542	$152,179	$26,807	$125,372	70.0	0
Direct Selling Establishments	4543	$387,782	$73,268	$314,514	68.2	1
Food Services & Drinking Places	722	$4,747,359	$15,517,061	-$10,769,702	-53.1	7
Full-Service Restaurants	7221	$1,834,661	$14,073,156	-$12,238,494	-76.9	2
Limited-Service Eating Places	7222	$2,297,730	$1,217,869	$1,079,861	30.7	4
Special Food Services	7223	$224,641	$0	$224,641	100.0	0
Drinking Places - Alcoholic Beverages	7224	$390,327	$226,037	$164,290	26.7	1

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

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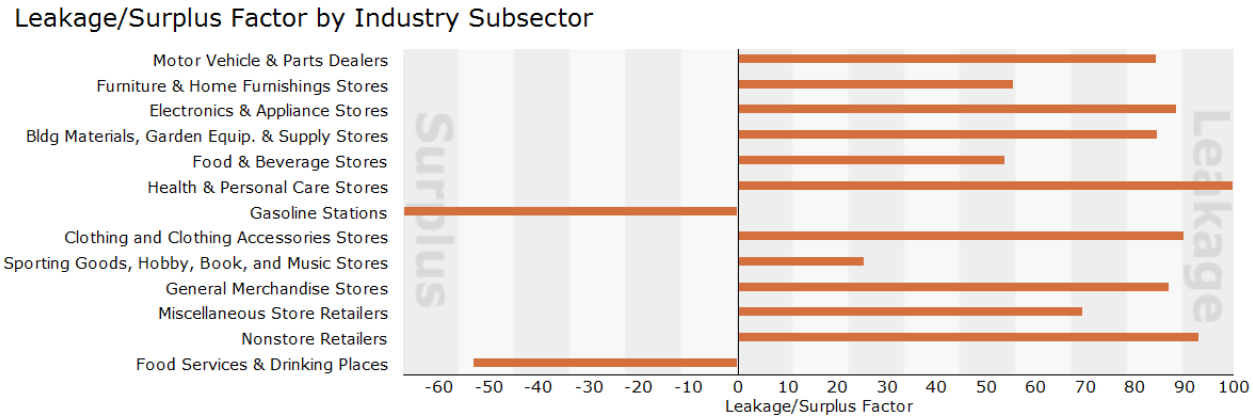
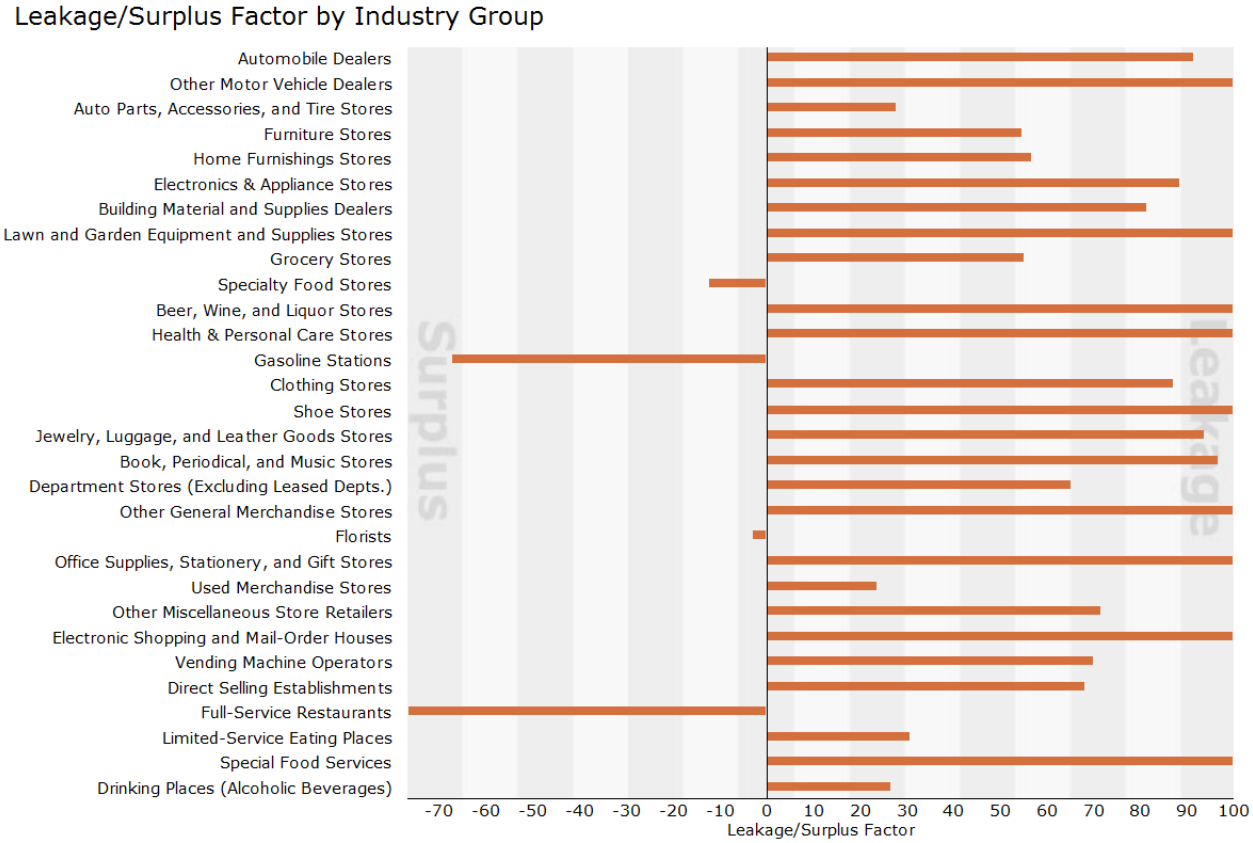
Table 20. - Leakage Factors by Industry Subsector and Group – 5 minute drive time.





DEVELOPMENT INITIATIVES

Table 21. - Retail Marketplace Profile - 10 minute drive time.

Retail MarketPlace Profile

Peculiar, Missouri
Drive Time: 10 minutes

Summary Demographics						
2012 Population						15,637
2012 Households						5,759
2012 Median Disposable Income						$46,987
2012 Per Capita Income						$24,916
Industry Summary	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Total Retail Trade and Food & Drink	44-45,722	$159,983,094	$308,644,042	-$148,660,948	-31.7	169
Total Retail Trade	44-45	$144,504,614	$274,257,776	-$129,753,162	-31.0	141
Total Food & Drink	722	$15,478,480	$34,386,266	-$18,907,785	-37.9	29
Industry Group	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Motor Vehicle & Parts Dealers	441	$27,959,782	$10,670,028	$17,289,754	44.8	15
Automobile Dealers	4411	$23,993,266	$6,981,223	$17,012,043	54.9	6
Other Motor Vehicle Dealers	4412	$1,659,406	$619,805	$1,039,601	45.6	1
Auto Parts, Accessories & Tire Stores	4413	$2,307,109	$3,069,000	-$761,891	-14.2	7
Furniture & Home Furnishings Stores	442	$3,119,757	$3,001,907	$117,849	1.9	11
Furniture Stores	4421	$1,791,224	$2,246,437	-$455,213	-11.3	3
Home Furnishings Stores	4422	$1,328,533	$755,470	$573,063	27.5	8
Electronics & Appliance Stores	4431	$4,240,246	$856,281	$3,383,965	66.4	7
Bldg Materials, Garden Equip. & Supply Stores	444	$5,140,418	$10,049,973	-$4,909,555	-32.3	11
Bldg Material & Supplies Dealers	4441	$4,243,389	$9,603,073	-$5,359,684	-38.7	9
Lawn & Garden Equip & Supply Stores	4442	$897,030	$446,900	$450,130	33.5	1
Food & Beverage Stores	445	$18,398,183	$44,500,163	-$26,101,980	-41.5	14
Grocery Stores	4451	$17,260,178	$43,604,412	-$26,344,234	-43.3	6
Specialty Food Stores	4452	$406,251	$467,413	-$61,162	-7.0	6
Beer, Wine & Liquor Stores	4453	$731,754	$428,338	$303,416	26.2	2
Health & Personal Care Stores	446,4461	$12,104,004	$49,765,731	-$37,661,727	-60.9	7
Gasoline Stations	447,4471	$17,247,370	$58,785,736	-$41,538,366	-54.6	9
Clothing & Clothing Accessories Stores	448	$8,161,943	$3,166,681	$4,995,262	44.1	12
Clothing Stores	4481	$5,689,828	$1,367,791	$4,322,037	61.2	8
Shoe Stores	4482	$1,252,152	$388,236	$863,915	52.7	1
Jewelry, Luggage & Leather Goods Stores	4483	$1,219,963	$1,410,653	-$190,690	-7.2	3
Sporting Goods, Hobby, Book & Music Stores	451	$2,465,452	$1,750,700	$714,752	17.0	12
Sporting Goods/Hobby/Musical Instr Stores	4511	$2,272,671	$1,725,419	$547,252	13.7	12
Book, Periodical & Music Stores	4512	$192,781	$25,281	$167,501	76.8	1
General Merchandise Stores	452	$32,607,805	$84,129,425	-$51,521,620	-44.1	5
Department Stores Excluding Leased Depts.	4521	$10,825,017	$22,239,302	-$11,414,285	-34.5	2
Other General Merchandise Stores	4529	$21,782,788	$61,890,122	-$40,107,334	-47.9	3
Miscellaneous Store Retailers	453	$3,929,577	$5,263,066	-$1,333,489	-14.5	31
Florists	4531	$172,336	$98,968	$73,368	27.0	2
Office Supplies, Stationery & Gift Stores	4532	$1,201,473	$1,079,282	$122,190	5.4	7
Used Merchandise Stores	4533	$221,233	$469,488	-$248,255	-35.9	4
Other Miscellaneous Store Retailers	4539	$2,334,535	$3,615,328	-$1,280,793	-21.5	18
Nonstore Retailers	454	$9,130,077	$2,318,086	$6,811,991	59.5	8
Electronic Shopping & Mail-Order Houses	4541	$7,391,547	$1,290,567	$6,100,980	70.3	1
Vending Machine Operators	4542	$494,228	$417,962	$76,265	8.4	2
Direct Selling Establishments	4543	$1,244,303	$609,557	$634,746	34.2	5
Food Services & Drinking Places	722	$15,478,480	$34,386,266	-$18,907,785	-37.9	29
Full-Service Restaurants	7221	$5,988,345	$20,777,773	-$14,789,428	-55.3	12
Limited-Service Eating Places	7222	$7,454,413	$13,213,759	-$5,759,347	-27.9	14
Special Food Services	7223	$747,446	$58,688	$688,758	85.4	1
Drinking Places - Alcoholic Beverages	7224	$1,288,276	$336,045	$952,231	58.6	2

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

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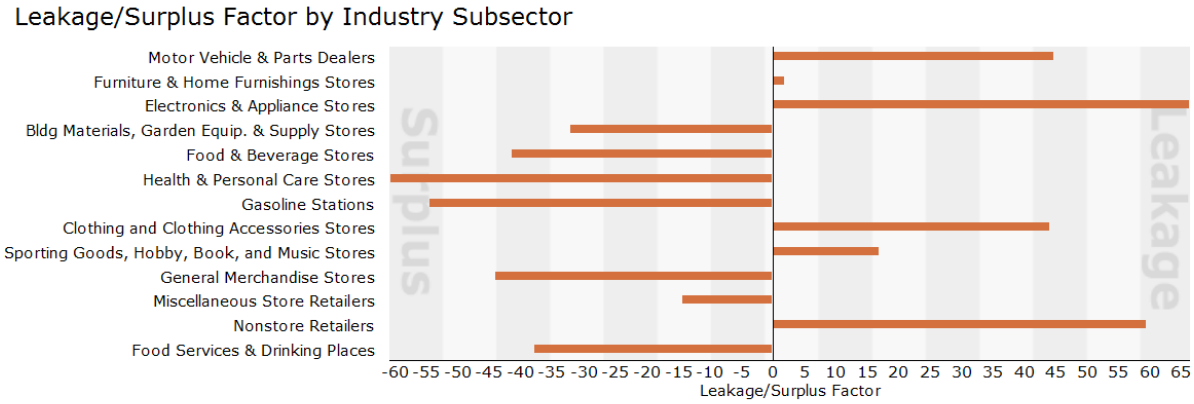
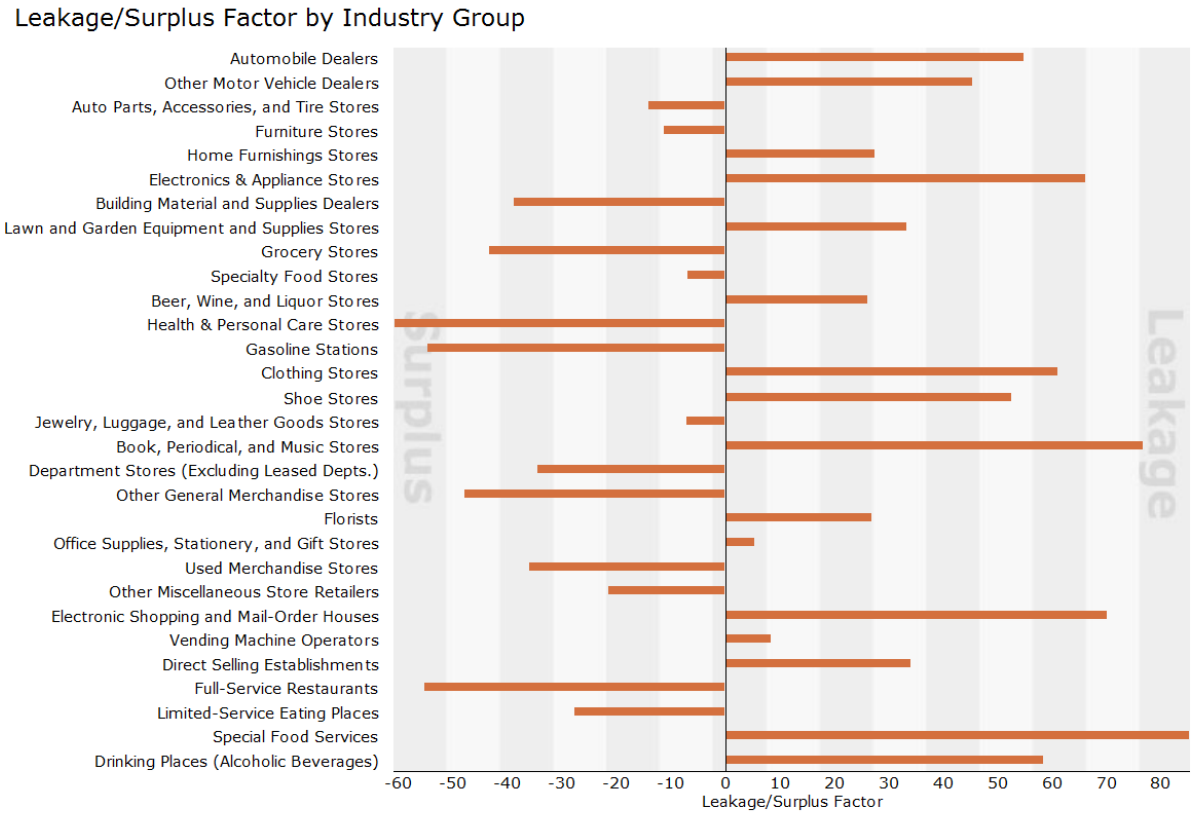
Table 22. - Leakage Factors by Industry Subsector and Group – 5 minute drive time.





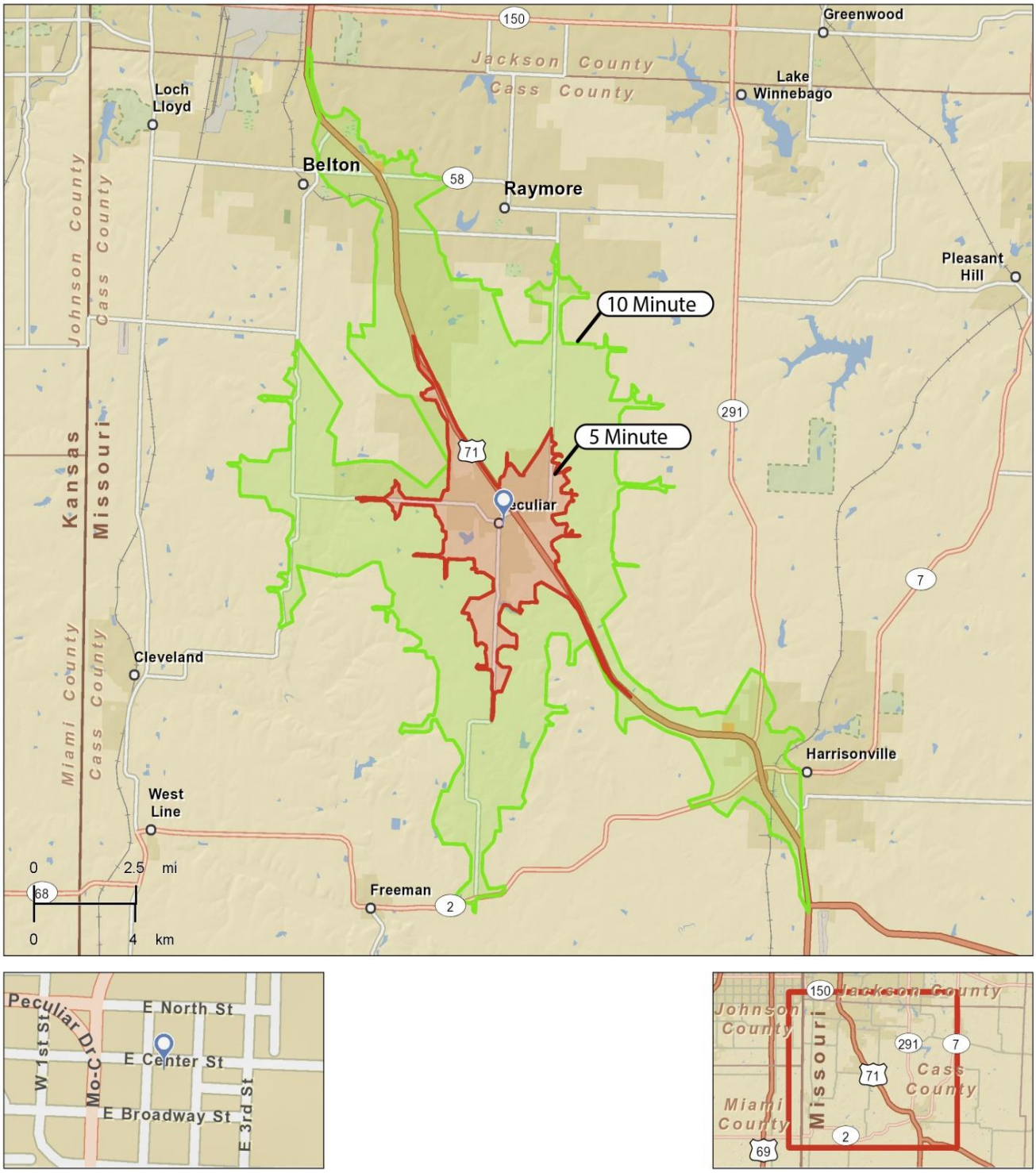


Figure 22. - Drive Time from the City of Peculiar.

The Huff Model

The Huff Model is a spatial interaction model that calculates gravity-based probabilities of consumers at each origin location patronizing each store in the store dataset. From these probabilities, sales potential can be calculated for each origin location based on disposable income, population, or other variables. The probability values at each origin location can optionally be used to generate probability surfaces and market areas for each store in the study area.

$$P_{ij} = \frac{A_j^{\alpha} D_{ij}^{-\beta}}{\sum_{j=1}^{n} A_j^{\alpha} D_{ij}^{-\beta}}$$

Huff Model Equation

- A*j* is a measure of attractiveness of store j, such as square footage.
- D*ij* is the distance from *i* to *j.*
- α is an attractiveness parameter estimated from empirical observations.
- β is the distance decay parameter estimated from empirical observations.
- *n* is the total number of stores including store *j*.

The quotient received from dividing A_j^{α} by D_{ij}^{β} is known as the perceived utility of store *j* by a consumer located at *i*. The α parameter is an exponent to which a store's attractiveness value is raised, and enables the user to account for nonlinear behavior of the attractiveness variable. The β parameter models the rate of decay in the drawing power of the store as potential customers are located further away from the store. Increasing the exponent would decrease the relative influence of a store on more distant customers.

This model provides an answer to a basic question: *What is the probability that a customer will decide to shop at a particular store, given the presence of competing stores?* As a gravity model, the Huff Model depends heavily on the calculation of distance. This tool can use two conceptualizations of distance - traditional Euclidean (straight-line) distance as well as travel time along a street network. To account for differences in the attractiveness of a store relative to other stores, a measure of store utility such as sales volume, number of products in inventory, square footage of sales floor, store parcel size, or gross leasable area is used in conjunction with the distance measure. Potential store locations can also be input into the model to determine new

sales potential as well as the probabilities of consumers patronizing the new store instead of other stores.

The Huff Model can be used:

- To delineate probability-based markets for store locations in the study area
- To model the economic impact of adding new competitive store locations
- To forecast areas of high and low sales potential, which can guide new store location placement or refined marketing or advertising initiatives

The following maps show predicted market trade areas for each major shopping center in the local area around the City. The trade area is conceptualized as a probability surface, which represents the likelihood of customer patronage. The probability surface is contoured to produce regions of patronage probability, which are used as weights in the preparation of market profile. Each market trade area is differentiated by color and labeled with the accompanying shopping center's name. Probabilities for consumer use are greater than 60 percent for each model.

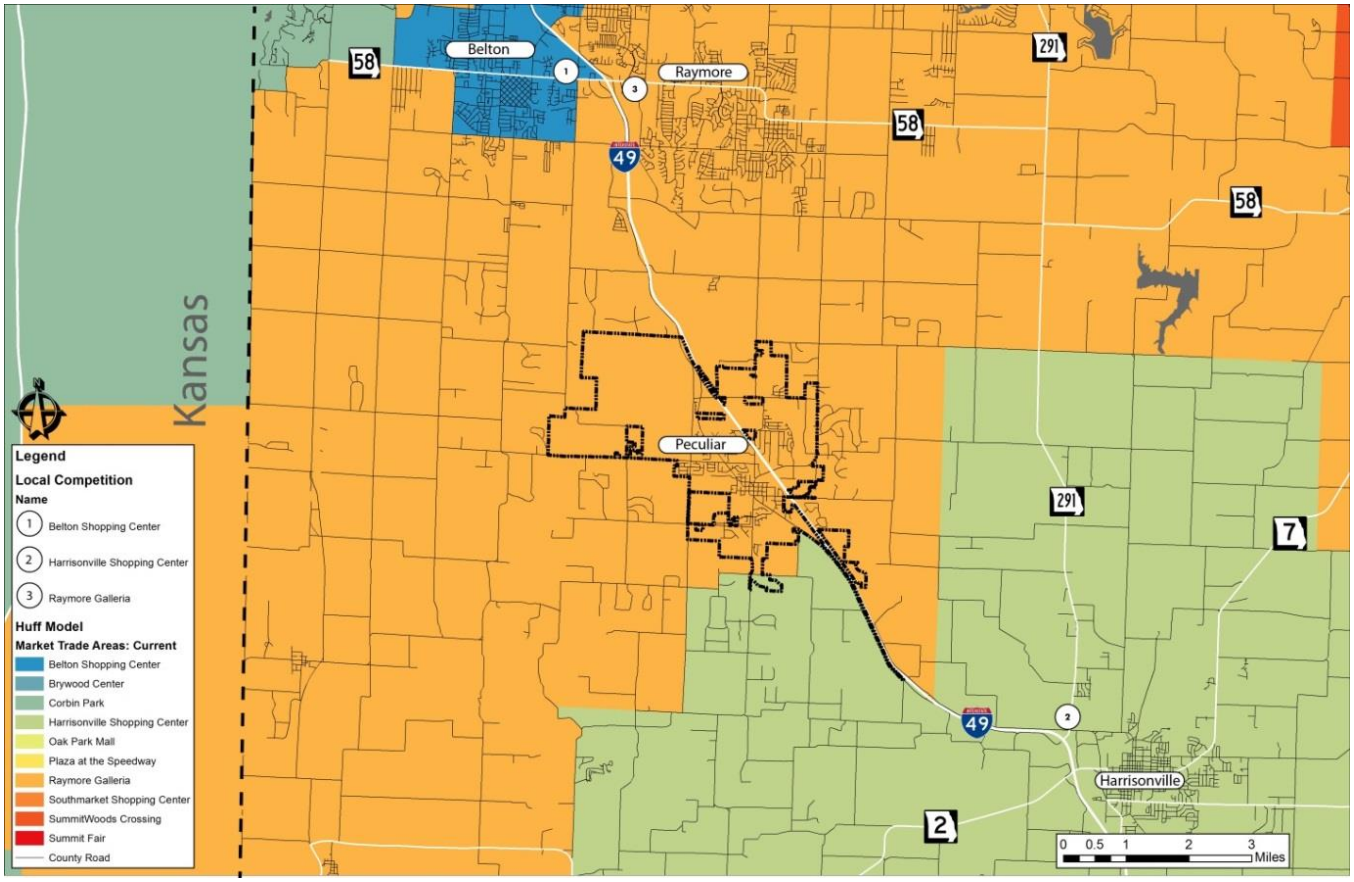


Figure 23. - Huff Model: Market Trade Areas – Current.

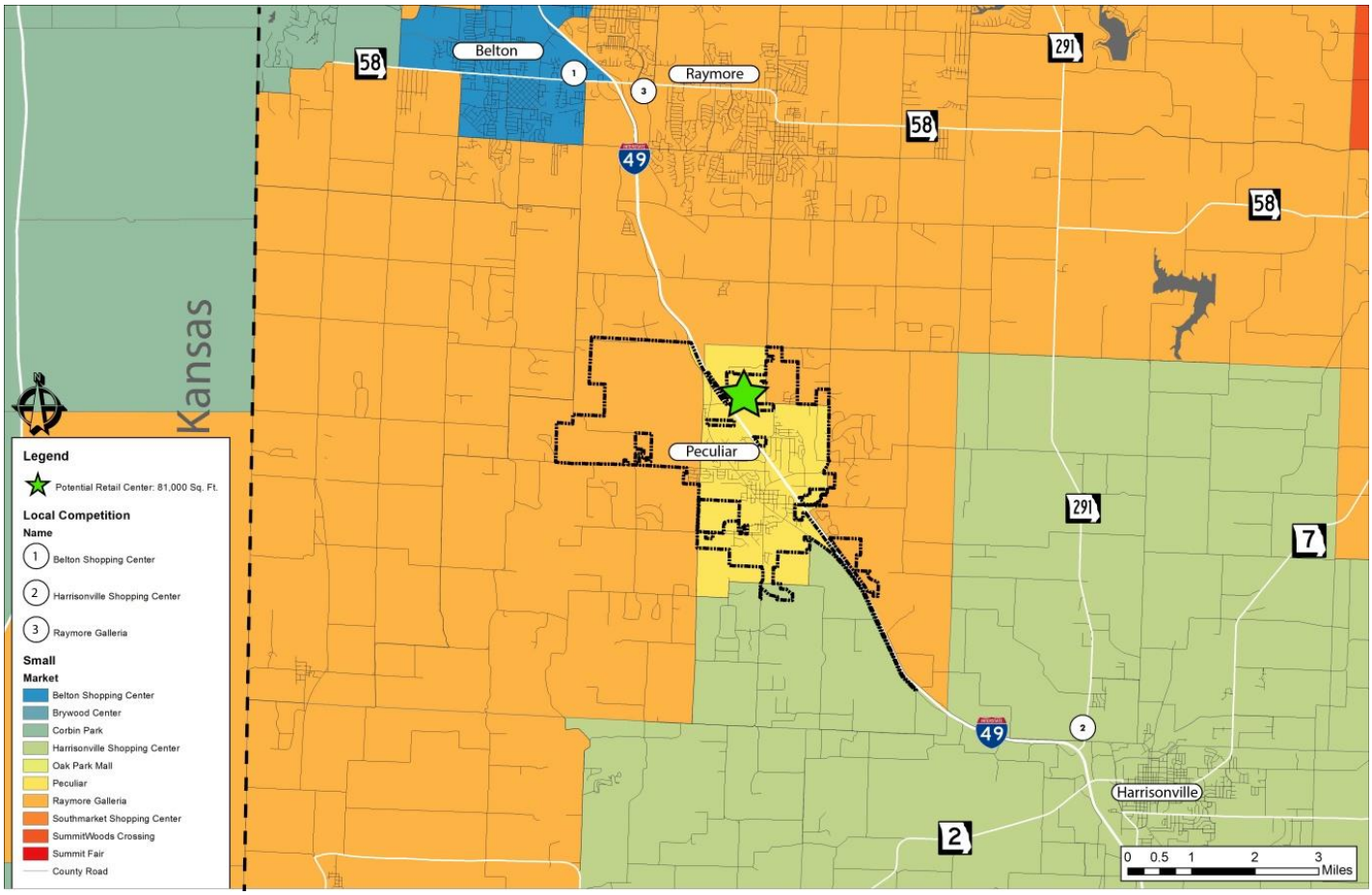


Figure 24. - Market Trade Area – 81,000 square feet projected.

Huff Model: Market Trade Area for new <u>Neighborhood Retail Center of 81,000 sq.ft. retail development.</u>
(Yellow is captured market).

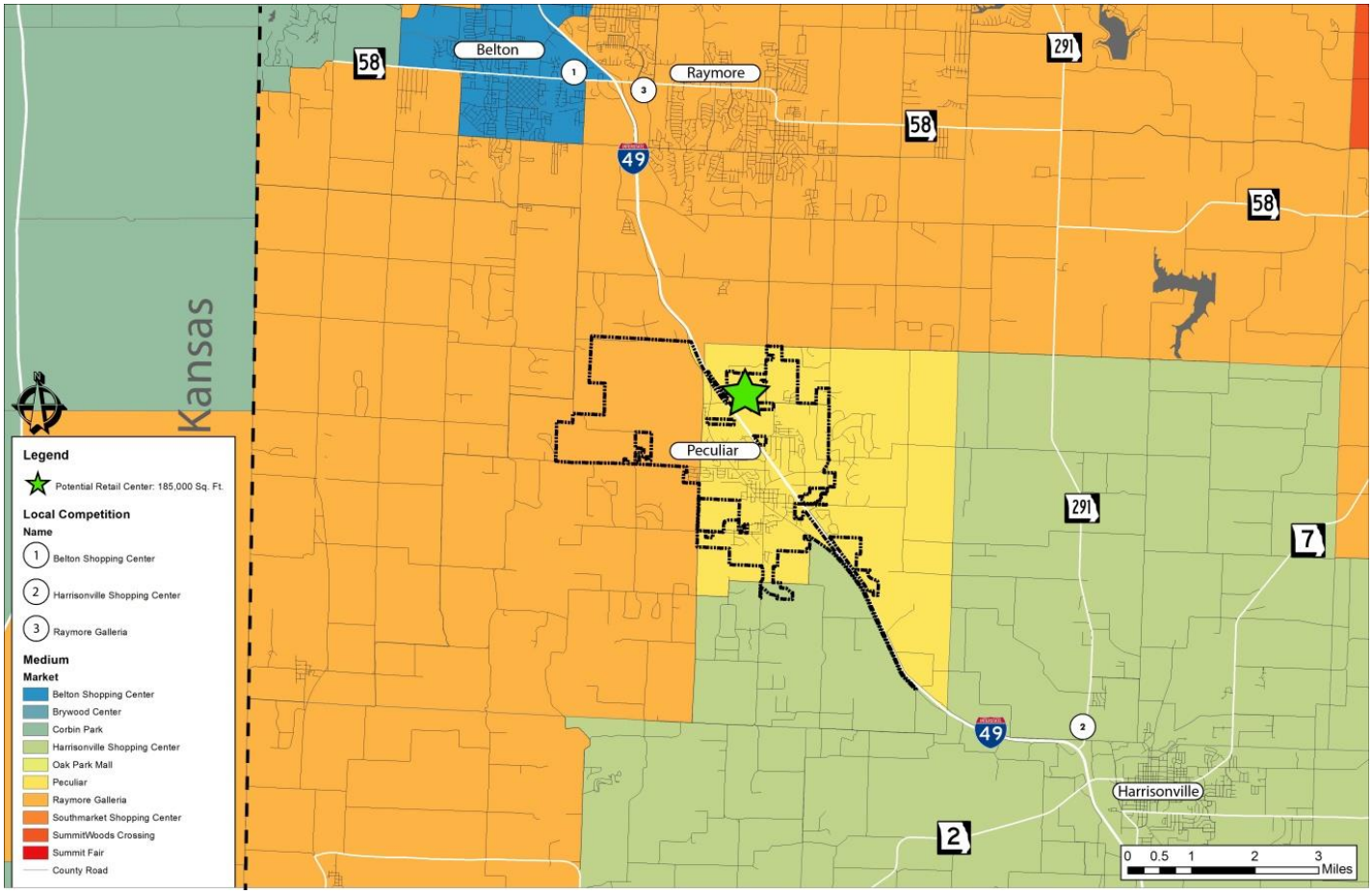


Figure 25. - Market Trade Area - 185,000 square feet projected.

Huff Model: Market Trade Area for new Community Center 185,000 sq.ft. retail development. (Yellow is captured market).

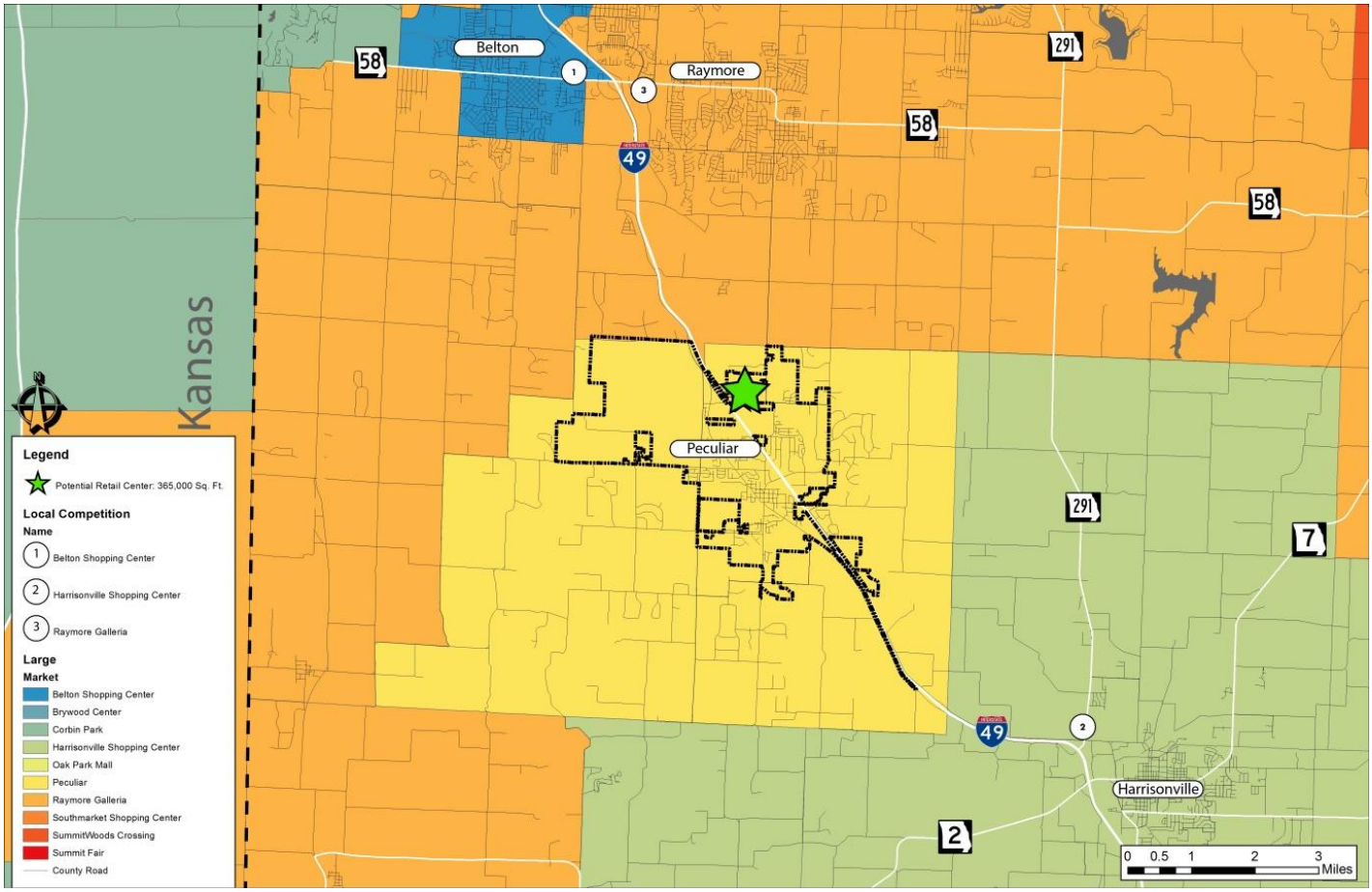


Figure 26. - Market Trade Area - 365,000 square feet projected.

Huff Model: Market Trade Area for new 365,000 sq.ft. Lifestyle Center retail development (yellow is captured market)

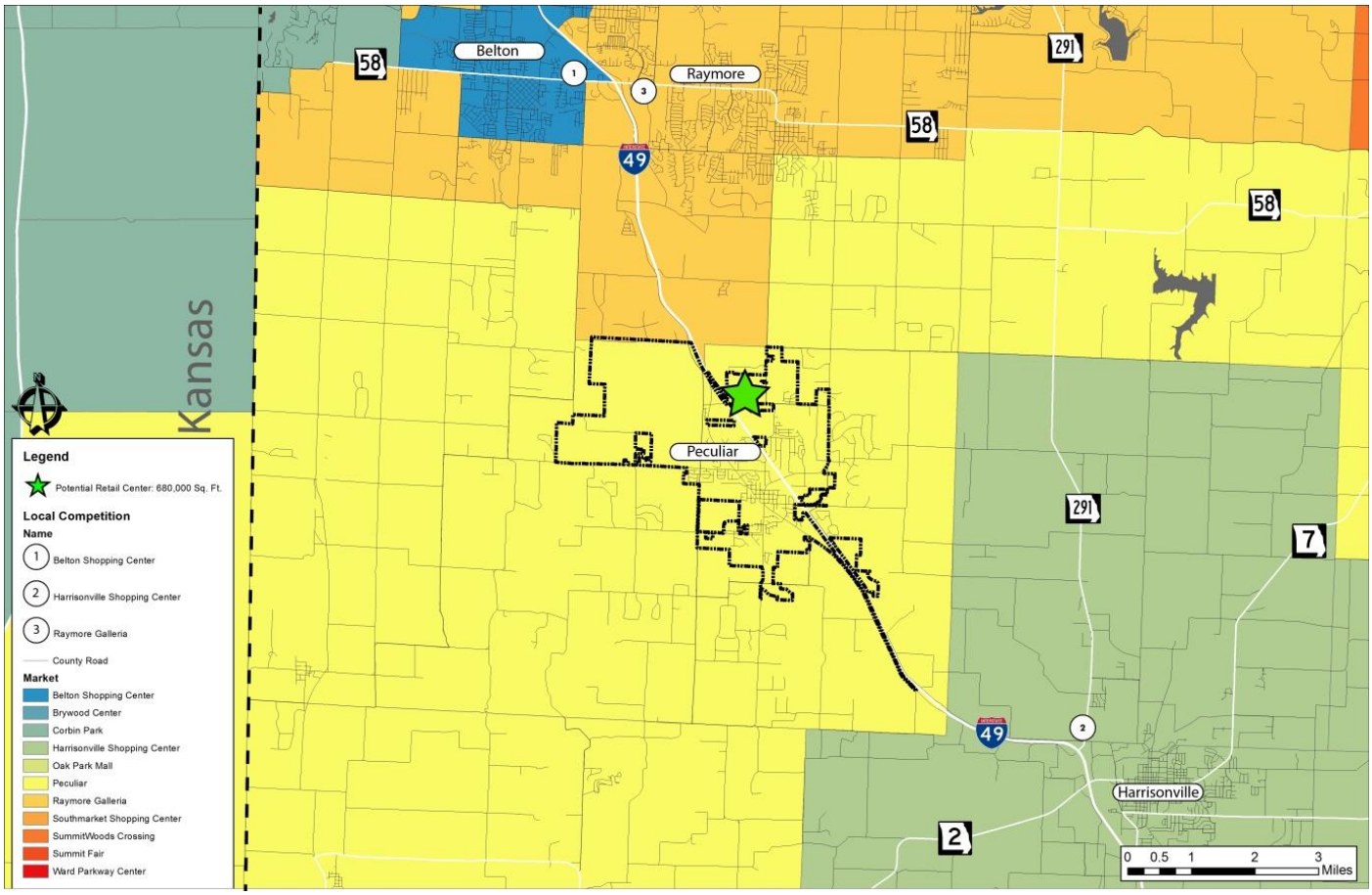


Figure 27. - Market Trade Area - 680,000 square feet projected.

Huff Model: Market Trade Area for new 680,000 sq.ft. Regional Mall retail development (yellow is captured market)

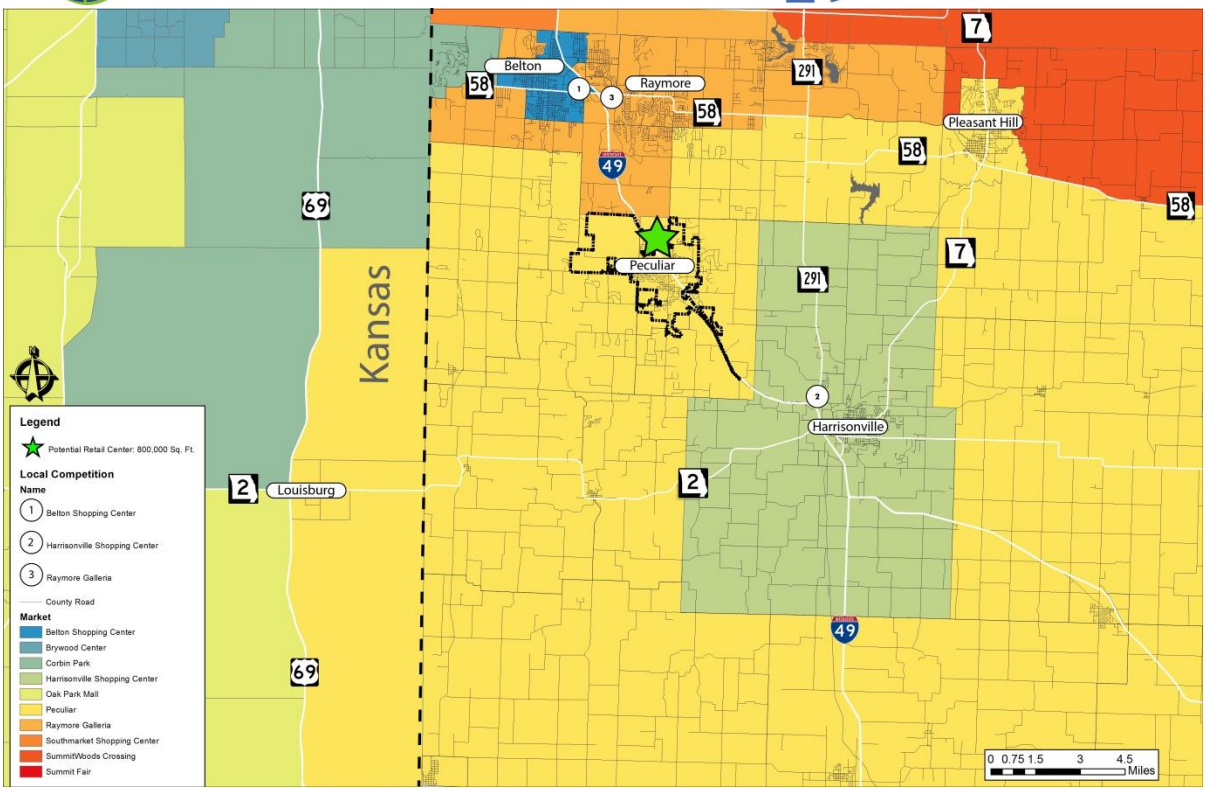


Figure 28. - Market Trade Area - 790,300 square feet projected.

Huff Model: Market Trade Area for new 790,300 sq.ft. Regional Mall retail development (yellow is captured market)

Three data sets were used for proposed retail developments of varying sizes; 81,000[16], 185,00, 365,000, 680,000 and 790,300 square feet.

The Gross Leasable Area (GLA) was used as an attractiveness variable. A potential consumer is assumed to be located at every census block group. Each consumer is assigned a per capita income from that block group[17]. The probability of a customer patronizing a selected retail center is positively related (directly proportional) to the attractiveness of the mall and negatively related (inversely proportional) to the distance between the mall and the customer, given the presence of three competing retail developments in the area: Raymore Galleria, Harrisonville Mall, and Belton Commons.

As Figures 24-28 show, as the square footage of retail development project grew, the trade area would also need to expand and draw from existing retail developments. Data shows that 365,000

[16] Amount of expected retail demand(GLA) outlined in the *Access Justification Report, MoDOT: June 18, 2013*
[17] US Census, ACS 2012

square feet of retail could adequately serve the City and still have proximity benefits of neighboring centers, without reaching into the Harrisionville market share. Larger retail centers of 680,000 and 790,300 show the difficulty of capturing southeast Johnson County market share. The larger retail models begin to deteriorate in probability as they draw from rural areas east, south and west of the PMA. However, in many instances, it is not realistic as we don't anticipate customers leapfrogging the existing market of Harrisonville.

However, quantitative analysis should only be used to understand *possible* outcomes and results. The quality and type of retail also drives the demand for the product. Creating a higher quality shopping experience or retailers that are unique to the market area would increase consumer demand and would cannibalize surrounding markets that are being served by neighboring retail centers.

To sustain the retail that the data shows is viable; it is recommended that quality of development be noticeably better than competing locations in surrounding markets of Belton and Harrisonville. The ability to create a place that consumers enjoy visiting from access, to parking and the architecture is paramount to changing consumer patterns.

211th Corridor Study by GBA

The engineering firm of GBA completed an analysis of potential retail development that could occur surrounding the 211th Street Corridor by the year 2035. According to the Access Justification Report, prepared in June 2013 GBA estimates the 211th Street Corridor to have 81,000 square feet of new retail development by the year 2035; due to the anticipated trip generation through the corridor.

Table 23. - 211th Street Corridor Estimated New Retail

Square footage of new retail (year 2035)	Square Feet
Retail	81,000

Source: Access Justification Report, George Butler & Associates, 2013

This number seems exceptionally small and would be unable to even support the current retail needs of the PMA without resulting in leakage. The analysis shows the potential demand for much more retail than the Access Justification Report report indicates. The availability of land **is not a constraint** of retail development and with the improvements of the 211th Corridor, the accessibility of the sites will be sufficient.

Examples of existing developments

The City has an abundance (over 40%) of vacant/agricultural land as previously discussed. In order to understand the scale and massing of retail centers that would fit onto the 211th Street Corridor development site, we have overlaid existing Kansas City Metro Retail Centers onto the aerial map of the site. Each retail center is shown to scale.

Figure 29. - Sample Development: Belton Shopping Center Overlay

365,916 square feet.

Figure 30. - Sample Development: Summit Woods Shopping Center Overlay

680,000 square feet.

Figure 31. - Sample Development: Leawood Town Center & Hawthorne Plaza Overlay

790,300 square feet.

Analysis shows the appropriate amount of gross retail square footage needed is between 300,000 and 365,000 square feet. This amount of retail square footage would capture as much market share as possible without the substantial cannibalization of other market trade areas.

This is nowhere near the amount of gross leasable square footage associated with a destination retail centers (over 1,000,000 sq. ft.). It is suggested, that without extremely aggressive incentive policies and special private/corporate investment, a destination retail center within the PMA is not sustainable now, or in the near future. As part of the analysis, a million square foot destination retail oriented development was projected within the 211th Street Corridor to gauge its implications. The data concluded that the market demand area would have to reach as far north as Independence, Missouri. This type of retail is not feasible within without a unique draw that is not currently in the Kansas City Metropolitan Region.

Another example of a destination retail development is the Zona Rosa retail center located on Interstate 29, in Kansas City Missouri. The entire Zona Rosa development is composed of approximately one million square feet of mixed-use (retail, office and residential) tenants. The project was developed in 2004 then expanded in 2009 by Steiner + Associates. The center has large retail anchors that include Dillard's, Old Navy, Barnes & Noble, Dick's Sporting Goods and Staples. Restaurants at Zona Rosa include Buffalo Wild Wings, Granite City Brewery, Smokehouse Barbecue, and Hereford House. This is an example of a large lifestyle center that has regional draw.

Another destination retail example is the Village West development in Wyandotte County, Kansas. The project has some similar characteristics as the PMA currently under analysis. The primary advantage of Village West becoming destination retail is the unique draws of the Kansas Speedway, Sporting Kansas City Park, and unique retailers that are exclusive to the regional marketplace.

The lack of existing retail options for existing residents of the City creates the need for retail, and this demand is currently being primarily served by other communities. This was documented in the 2012 Economic Development Report citizen survey. If population trends can increase proportionally to the Cass County projections, the need for additional retail only grows.

Table 23. shows our recommendations for the retail market within the PMA. Many of these recommendations have been discussed in the Economic Incentive Analysis Report provided under a separate cover.

Table 23. - Retail Recommendation Matrix

Recommendation	Action Item	Party	Timing
Complete action items and recommendations from the economic incentive report and residential recommendations in this report.	Various	Various	Various
Provide development assistance to increase retail and restaurants between I-49 and downtown	Create specific incentives and design criteria to attract specific retailers that will fulfill existing market demand	Property Owners, Retail Developers, City, Consultants	Six months to year
Provide development assistance to create retail projects in the 211th Street Corridor that will not compete with downtown retail market	Create specific incentives to attract specific retailers that will fulfill existing market demand	Property Owners, Retail Developers, City, DPACD, Consultants	Six months to year
Create development agreements that are create design criteria for both downtown retail and 211th Street retail centers	Ensure that the public private partnerships creates binding agreement for enhanced design for exchange for public assistance.	Consultants, Attorneys, Developers, City	1 year
Enact marketing campaign to buy local	Examine marketing programs that other communities have used to urge residents to purchase goods and services within their City	Chamber, DPACD, Neighborhood Groups, etc	6 months to 1 year

Section 8: Industrial Market

It is difficult to gauge the industrial marketplace for the City, since the existing industrial market is largely undeveloped. Attracting industry starts with creating viability of sites and industrial parks the size and scale of current market demands.

Again in the 2012 Economic Development, the residents of the City also expressed a strong desire to increase industrial development in the City. Table 24. shows the response from the community:

Table 24. - The City of Peculiar Economic Development Survey

Would you like to see the following locate in Peculiar?	Yes	No
Manufacturing	66.7%	33.3%
Warehousing	60.3%	39.7%
Sports Related Entertainment	55.6%	44.4%

There are many advantages that this region has to offer including wage rates, available land, low tax rates, utility rates, and proximity to the interstate and intermodal hub.

As mentioned earlier, the potential benefits of the I-49 corridor, combined with the Centerpointe Intermodal Center-KC on the old site of the Richards Gebaur Air Station should have a significant impact to the City's success in attracting new jobs and investments.

Some other existing market conditions that can play a factor in the ability to expand the industrial marketplace include:

- The State of Missouri has the highest rate of technology employment in the nation for two years in a row.
- Cass County has one of the highest percentages of residents that work outside of county.
- Cass County is also diversified in employment, without a dominate industry sector.
- Only 10-15 percent of new jobs are created by relocation or attraction of new jobs. The majority of job growth is expansion of existing businesses.
- Competition for these new jobs by relocating companies is ultra-competitive.

One of the main factors to consider is how the community is perceived by the outside marketplace. Kansas City Area Development Corporation (KCADC) is the leading agency in the Kansas City Metropolitan Area responsible for selling the metropolitan region to out of market firms looking to relocate. One of the main selling points to incoming industries and businesses for Cass County is the transportation benefits.

As with the potential for new retail, industrial land availability is not a constraint of development. Access is excellent with the new 211th Street Interchange. It has been stated that there is also a high probability of development in this area because of utilities; the high-line electric availability exceeds any site in the Kansas City area.

211th Corridor Study- Industrial

As previously mentioned, the 2013 Access Justification Report completed an analysis of potential industrial development that could occur surrounding the 211th Street Corridor by the year 2035. The following table shows their findings.

Table 25. - 211th Street Corridor: Estimated New Industrial

Square footage of new retail (year 2035)	Square Feet
Light Industrial	910,172
Heavy Industrial	225,325

Source: Access Justification Report, Prepared by GBA in 2013

Kansas City Metro. Industrial & Intermodal Importance

"Kansas City is currently experiencing an unparalleled period of growth in transportation and logistics-related investment. This is in large part being driven by a dramatic increase in products shipped into the United States from Asia that has stretched our country's busiest coastal ports to capacity. As a result, Kansas City has emerged as an ***"inland port"*** *that allows companies to diversify its import flow and use alternate routes for these goods to reach its customer base across the interior of the North American continent. KC's central location and physical transportation infrastructure allow it to provide excellent support to the growth of the global market."*

www.kcadc.com

Industrial Development Characteristics

What are the primary factors that industrial companies looking to relocate seek, and how can the City be posed to take advantage of upcoming growth of the industrial market. The attractiveness of a region to businesses derives in large part from the region's ability to provide some local factors of production better than competing regions. These local factors are the following:

- Availability of buildings or sites applicable to the company's specific needs, including the price and availability of land as well as built space.
- "Certified/shovel ready" sites.
- Adequate infrastructure and the availability of utility infrastructure (electric, gas, water, sewer, etc.) to service the development.
- Workforce, including labor costs and skills.
- Access to markets, including proximity to markets, and transportation and telecommunications systems to bridge the distance.
- Business climate, including customer service quality of the local government, regulations and taxes, and the cost of utilities.
- Business formation and acceleration, including three main components: innovative capacity represented by universities and other research centers, access to capital, and economies of concentration (known as "clusters").
- Quality of life, including the quality of the educational system, the crime rate, the cost of living, and recreational opportunities.

The four main considerations for each factor are:

- *Quantity.* There needs to be sufficient amount and availability of the direct factors of production (e.g., workers, building space, public services).
- *Quality.* Direct and indirect factors need to be provided as well; cheap and plentiful inputs are not useful if they cannot meet the requirements of business operations.
- *Price.* Quality must be found at a reasonable price that allows businesses to remain profitable.
- *Location.* In some cases, this means widespread availability so that businesses can have a lot of choice in how to optimize their location decision; in other cases, it means using resources to make the factors available where businesses find them most valuable.

Overlay Examples

Figures 32 - 34 are three examples of business and industry attraction projects that Kansas City Area Development Corporation has successfully landed in the Kansas City Metropolitan Area. These examples are overlaid onto vacant land that is targeted for future industrial use north of the 211th Street Corridor and west of I-49.

Figure 32. – Sample Development. E.C. Manufacturing Industrial Overlay.

142,460 square feet

E.C. Manufacturing, an advanced manufacturing startup, operates in Shawnee, Kansas in a 142,460 square foot facility at 23501 W. 84th Street. The company is expected to create 252 new jobs over the next three years and make an estimated capital investment of more than $6 million. The company will produce advanced, small electrical components.

Figure 33. - Sample Development. Logoplaste Industrial Overlay.

200,000 square feet

Logoplaste, a manufacturer of rigid plastic packaging, selected the Kansas City region for its new manufacturing operation at 6920 Executive Drive. The company will invest $31.5 million in a 200,000-sq.-ft. facility, creating approximately 80 new jobs.

Figure 34. - Sample Development. LMV Automotive

253,600 square feet

LMV Automotive will build a new 253,600-sq.-ft. manufacturing operation and create 166 new jobs. Initial capital investment is estimated at $49.7 million. LMV Automotive is a division of Magna International, one of the world's largest suppliers of automobile parts. The expansion follows a 2012 investment by LMV Automotive Systems in a $42 million, 212,550-sq.-ft. manufacturing complex in Liberty, where it now employs more than 150.

Industrial Recommendations

The Director of the Department of Economic Development for the State of Missouri, Mr. Mike Downing; states that the new playbook for economic development is :

1. Make attracting, developing, and retaining **talented people** in your communities your top economic development priority.
2. Focus resources on high-impact, in-state companies for **greatest job growth** and **business creation** potential.
3. Develop business plans around **competitive advantages** and **assets**.

Mr. Downing also recommends that communities be ready for industries. The State of Missouri presently has in place an economic development program called the Certified Site Program. The purpose of the program is to have communities complete the due diligence needed to complete a development and provide the information on a uniform standard whereby industrial users can compare sites quickly and make decisions based upon the data provided. The City is presently under-going this certification process.

Also in an effort to attract companies, Mr. Downing recommends the Work Ready Communities Program. ACT, a private, not-for-profit organization, that specializes in college based testing now brings testing standards that assist placement of workers that may not have the work history needed to justify employment. Testing shows employment capability and provides benefits to both employers and employees.

Creating an educated workforce starts early. Promoting education in the fields of Science Technology, Engineering and Mathematics (STEM) must start at an early age. Partnerships can by created, with local school districts. An example of this is the Innovation Campus in Lee's Summit. The Campus provide students with classroom and on the job training, effectively preparing students for employment in these sectors faster, burdened with less debt and more attractive to potential employers. The skills in demand are in STEM Fields, and demand shows that there are 3.1 jobs for every unemployed person with those skills, while people without those skills have 3.7 people for every job available.

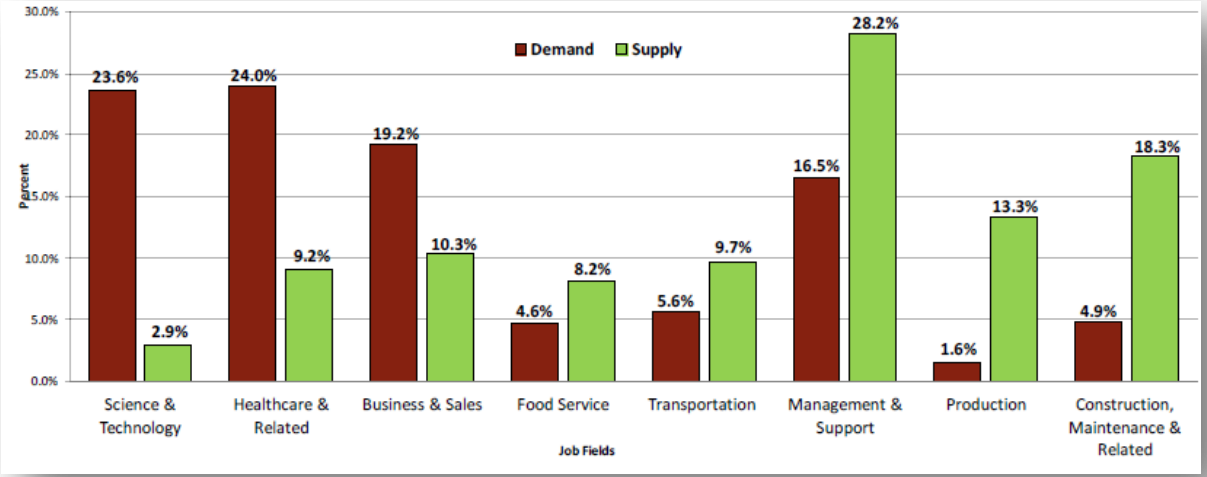


Figure 35. - Missouri Labor Supply and Demand, March 2014

Figure 36. shows the demand for workers and the supply of workers within certain industries, including STEM. This shows the need for education in STEM fields, as businesses will locate around skilled workforce.

Again, while specific quantifiable estimations of new industrial space needed by the marketplace cannot currently be estimated, it is clear that future residential growth within Cass County and the competitive advantages that the City offers will be attractive to future industrial development.

Table 26. outlines specific recommendations for increasing the attractiveness of the City enabling it to capture increased industrial market share.

Table 26. - Industrial Recommendation Matrix

Recommendation	Action Item	Party	Timing
Comprehensive plan updates to ensure any land use conflicts are addressed.	Adopt updates to comp plan, create transition districts with conflicting uses	City, Planning Staff, and Consultants	Immediate
Ensure infrastructure is available	Fund infrastructure through general funds, bond issuances, or incentive tools to bring needed infrastructure to industrial sites	City	Immediate to 3 years
Pro-active incentive tools in place to attract development and build infrastructure	Create Chapter 100 bond policies that are designed to attract jobs and industries, create working relationship with CCED, KCADC, and DED.	City, CCED, KCADC, DED	Immediate
Attract a talented educated population by having quality neighborhoods and commercial districts	Enact recommendations from housing and retail recommendations	various	Immediate
Partner with School District to ensure education is matching up with needed skills (STEM)	Create an advisory committee of business and educators to determine gaps or opportunities in job placement or skills	Chamber, City, School District	3-6 months
Work Ready Communities, ACT testing	Work with CCED to enact these	City, and CCED	3-4 months.
Certified Site Programs	Enroll local industrial sites into the State Certified Site Program	City, CCED, DED and Consultants	Immediate to six months
Fast and Impressive responses to potential new industries/companies looking to relocate	Create marketing package for industry that can be used and modified for inquiries from site selectors	City, Consultants	3-4 months

Section 8: Conclusion

In conclusion, while there are many positive market trends, the projected residential growth is stagnant and steps must be taken to benefit from the growth of the region.

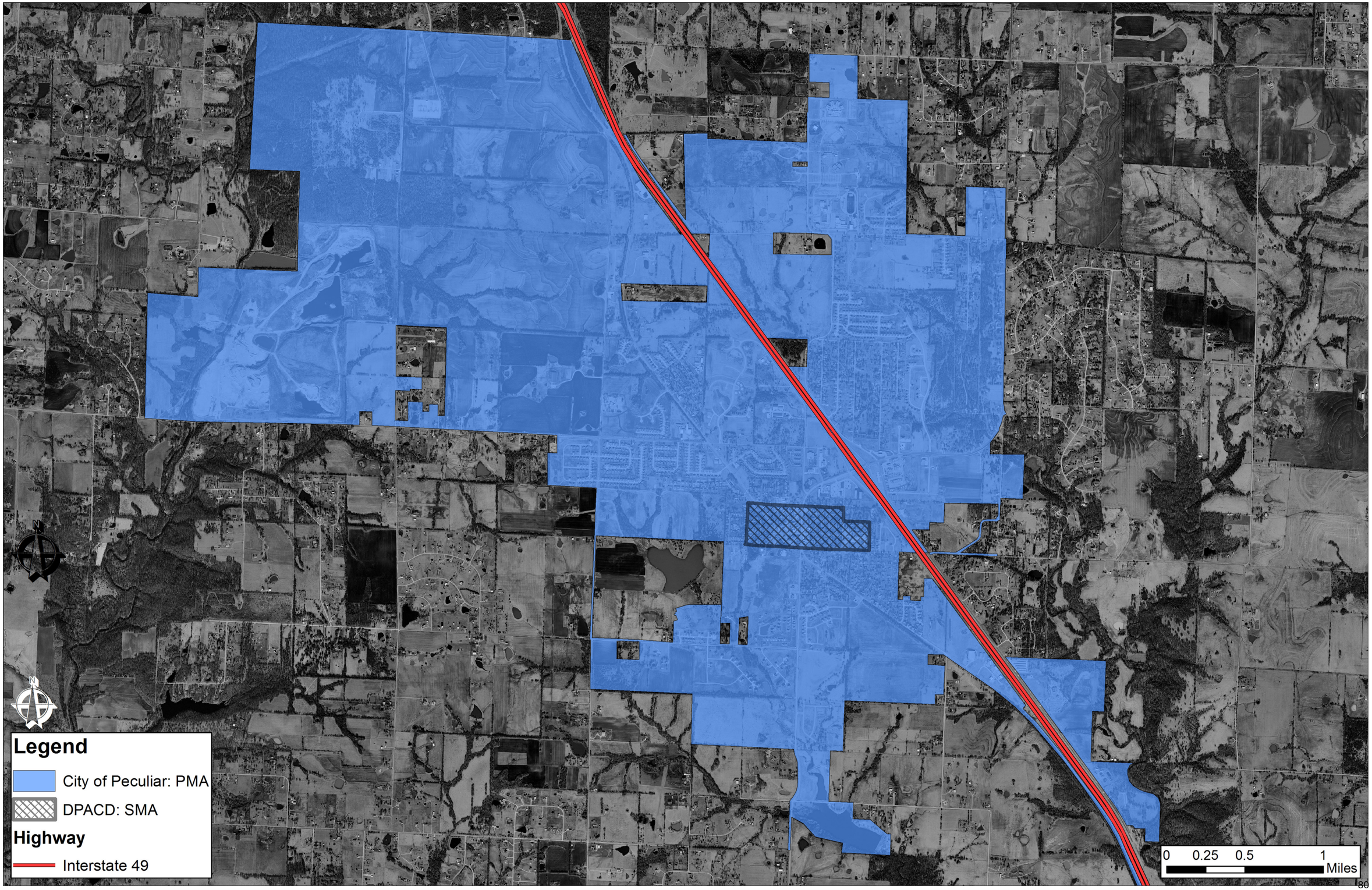
Table 27. shows the projected development in these three categories (residential, retail, and industrial) can have on the investment, jobs and taxes that would benefit the City of Peculiar.

Table 27. - Estimated New Development Impact

Projected new development (Residential, Retail and Industrial)				
	Market Opportunity (sq. ft. or units)	Investment Created	Jobs Created	Annual Sales
Residential	73 homes 162,936[18] sq.ft.	$11,132,500[19]	219[20]	n/a
Retail	365,000 sq.ft.	$51,539,250[21]	799[22]	$61,320,000[23]
Industrial	Not forecasted, 1,000,000 sq.ft. example	$105,550,000[24]	1,720[25]	n/a
TOTALS	**1,527,936**	**$168,221,750**	**2,738**	**$61,320,000**

[18] Source: Reece and Nichols, Average size of new home Cass County.
[19] Source: Average cost of Building Permit- Single Family House, Peculiar, Missouri.
20 Source: National Association of Home Builders estimates 3 jobs are created for each new single-family home built.
21 Source: Reed Construction Costs, 2013 $241 restaurant, $131.5 supermarket, movie theater $166, Department Store $113.25.
22 Source: Econsult Corporation (2007).
[23] Source: ULI Dollars and Cents (2008) Supper Community and Community Center, avg sales $168, small town, rural.
[24] Source: Reed Construction Costs, 2013 industrial construction $105.55 psf.
[25] Source: Econsult Corporation (2007). 1.72/1,000 square feet.

Exhibit A - Maps and Foldouts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City of Peculiar: PMA
DPACD: SMA
Highway
Interstate 49
0 0.25 0.5 1
Miles

SUMMERSKILL RD
BIRCH ST
WILLOW ST
YY NORTH ST
WILLOW LN
POPLAR ST
TRIGGER ST
SHARI DR
CHAMP ST
2ND ST
3RD ST
1ST ST
MAIN ST
SHUG AVE
C
J
E 221 ST
FOURTH ST
CENTER ST
5TH ST
5TH CT
LIONS DR
BROADWAY ST
3RD ST
SECOND ST
SOUTH ST
FIRST ST
2ND ST
3RD ST
CENTER ST
HURLEY ST
SOUTH ST
N CARRIAGE MEADOWS TR
SPENCER DR
BELINDA CIR
PECULIAR DR
ARENA DR
SIVELY ST
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DPACD
Structure
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Designation
Interstate
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Route
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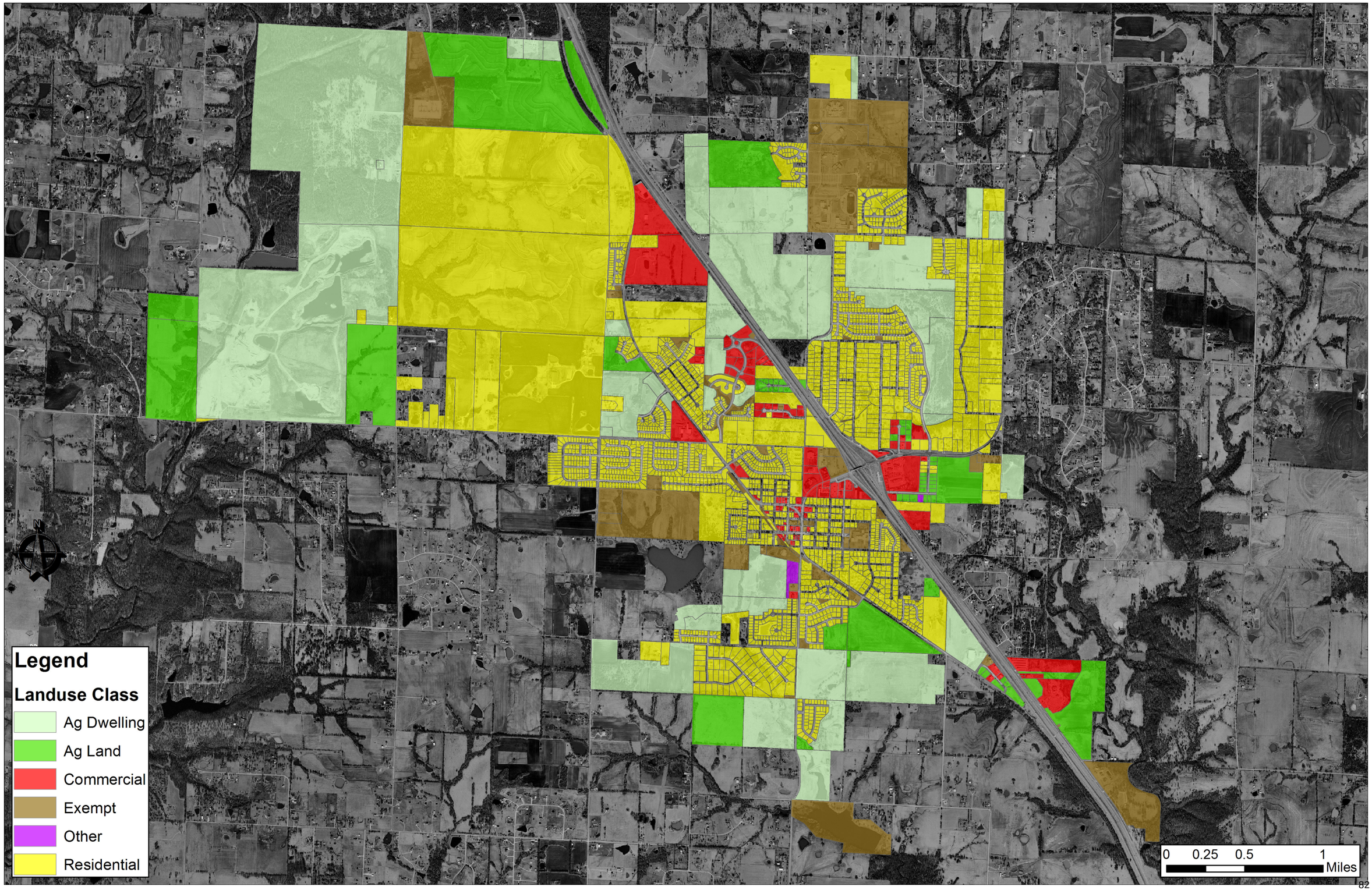
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Exempt
Other
Residential
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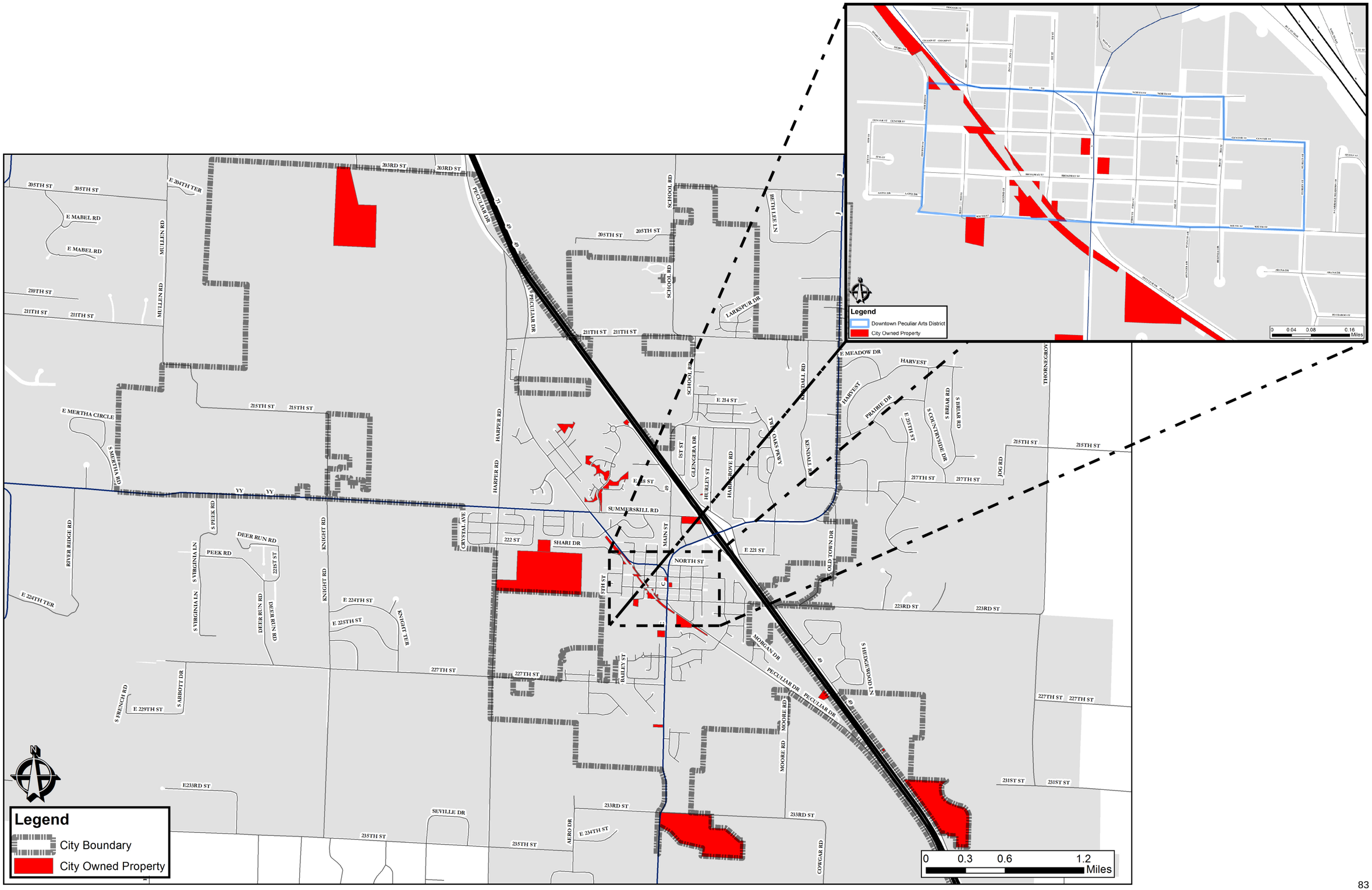
Miles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Downtown Peculiar Arts District
City Owned Property
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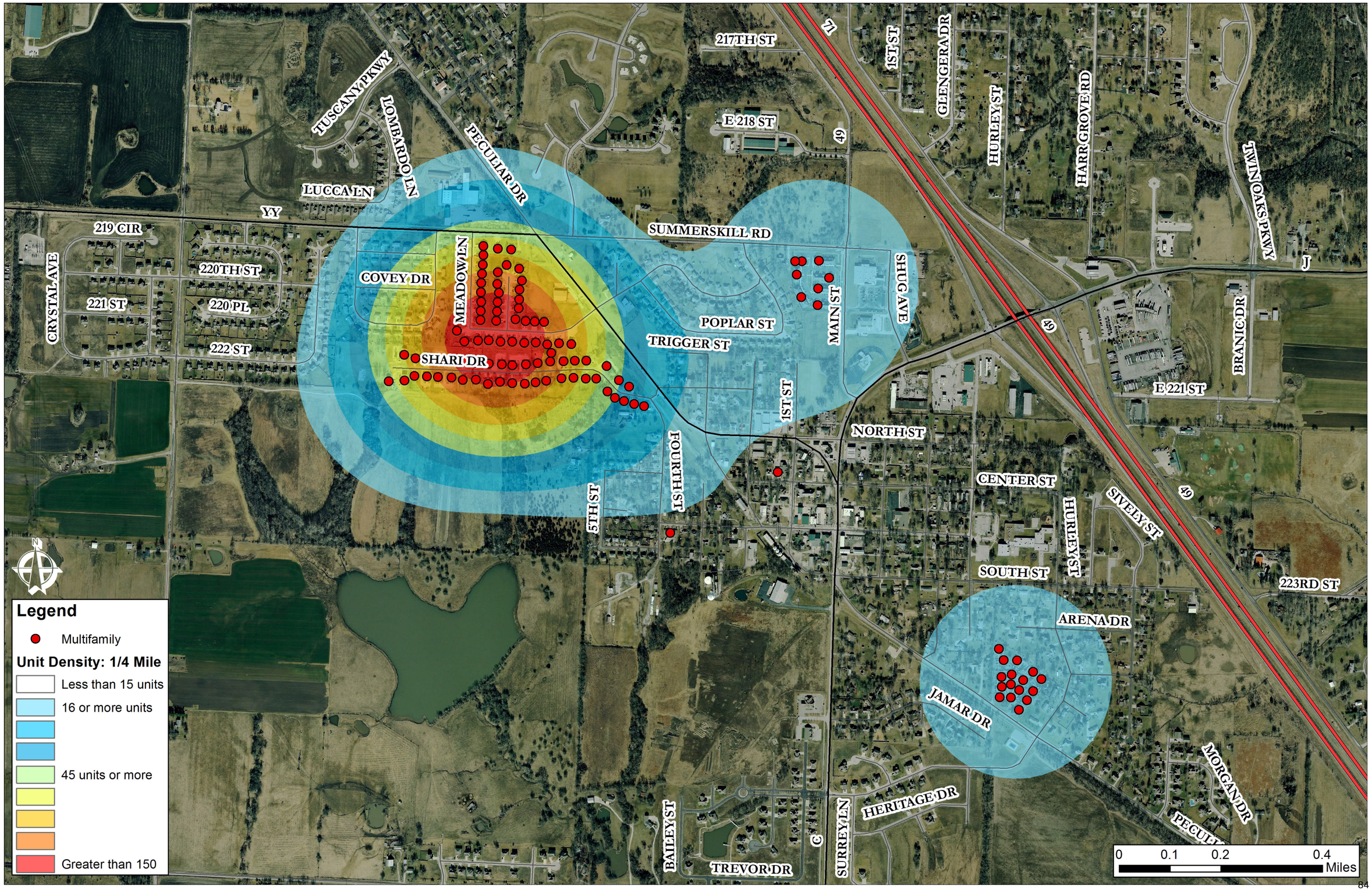
Legend
City Boundary
City Owned Property
0 0.3 0.6 1.2 Miles
205TH ST
E MABEL RD
MULLEN RD
210TH ST
211TH ST
E MERTHA CIRCLE
S MERTHA RD
215TH ST
203RD ST
E 204TH TER
PECULIAR DR
SCHOOL RD
BETH LEE LN
LARKSPUR DR
E 214 ST
HARPER RD
NORTH ST
HARVEST
PRAIRIE DR
E MEADOW DR
THORNEGROV
S BRIAR RD
S COUNTRYSIDE DR
JOG RD
217TH ST
E 218 ST
SUMMERSKILL RD
SHARI DR
CRYSTAL AVE
222 ST
MAIN ST
E 221 ST
OLD TOWN DR
223RD ST
RIVER RIDGE RD
E 224TH TER
S VIRGINIA LN
PEEK RD
DEER RUN RD
212ST ST
KNIGHT RD
E 224TH ST
E 225TH ST
KNIGHT TER
227TH ST
BAILEY ST
MORGAN DR
S HEDGEWOOD LN
S FRENCH RD
S ABBOTT DR
E 229TH ST
MOORE RD
E233RD ST
SEVILLE DR
233RD ST
235TH ST
AERO DR
E 234TH ST
COWGAR RD
231ST ST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1ST ST
GLENGER DR
HURLEY ST
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TUSCANY PKWY
LOMBARDO LN
PECULIAR DR
LUCCA LN
YY
219 CIR
SUMMERSKILL RD
J
CRYSTAL AVE
220TH ST
COVEY DR
MEADOW LN
221 ST
220 PL
POPLAR ST
MAIN ST
SHUG AVE
222 ST
TRIGGER ST
SHARI DR
BRANIC DR
E 221 ST
1ST ST
NORTH ST
FOURTH ST
5TH ST
CENTER ST
HURLEY ST
SIVELY ST
SOUTH ST
223RD ST
ARENA DR
JAMAR DR
MORGAN DR
HERITAGE DR
BAILEY ST
TREVOR DR
C
SURREY LN
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Legend
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Less than 15 units
16 or more units
45 units or more
Greater than 150
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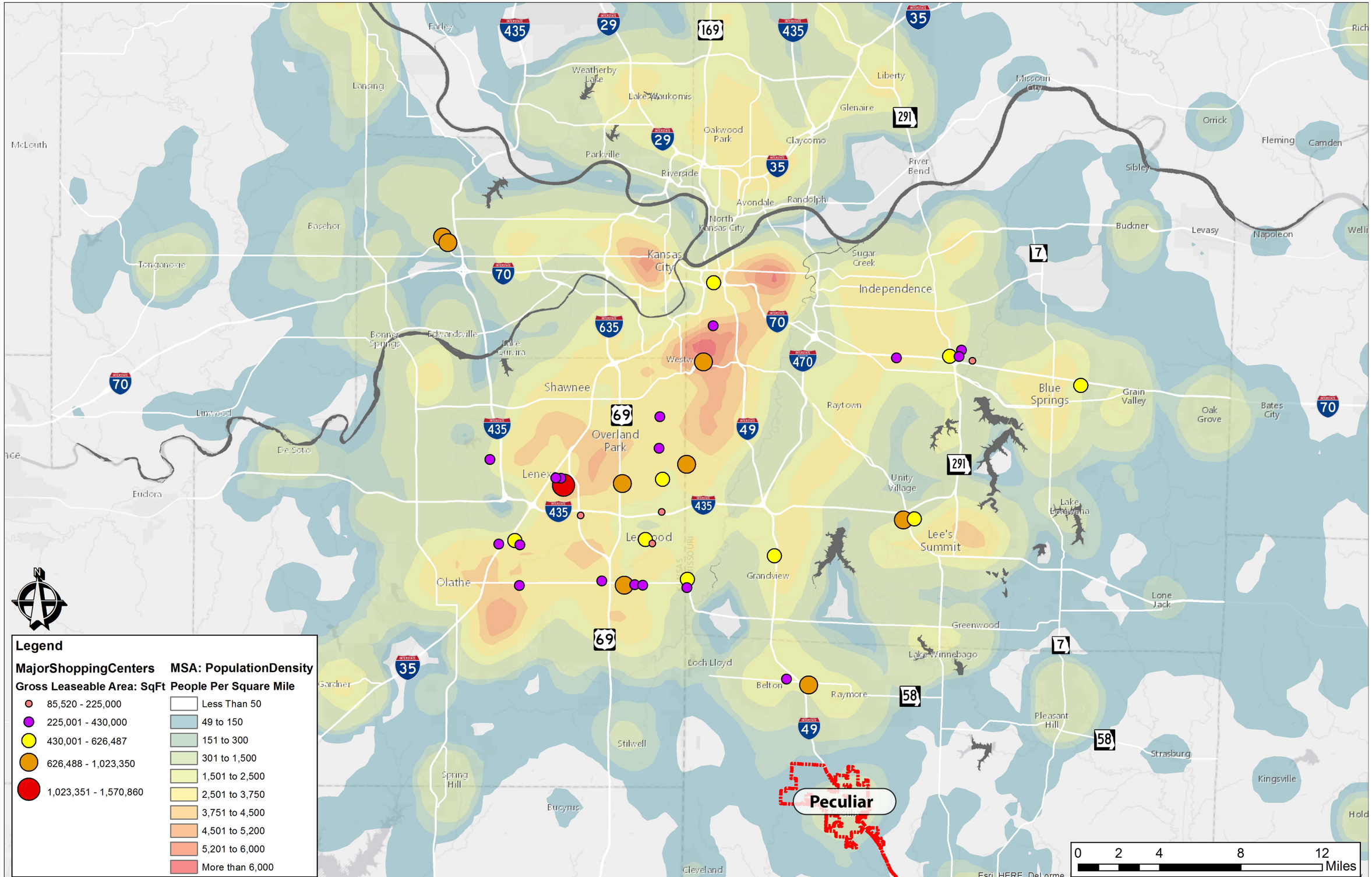
0.1
0.2
0.4
Miles


Legend
MajorShoppingCenters
Gross Leaseable Area: SqFt
85,520 - 225,000
225,001 - 430,000
430,001 - 626,487
626,488 - 1,023,350
1,023,351 - 1,570,860
MSA: PopulationDensity
People Per Square Mile
Less Than 50
49 to 150
151 to 300
301 to 1,500
1,501 to 2,500
2,501 to 3,750
3,751 to 4,500
4,501 to 5,200
5,201 to 6,000
More than 6,000
Peculiar
Kansas City
Independence
Shawnee
Overland Park
Lenexa
Olathe
Lee's Summit
Blue Springs
Raytown
Grandview
Belton
Raymore
Pleasant Hill
Greenwood
Lake Winnebago
Loch Lloyd
Stilwell
Spring Hill
Bucyrus
Gardner
Edgerton
Eudora
De Soto
Linwood
Bonner Springs
Edwardsville
Lake Quivira
Westwood
Tonganoxie
Basehor
Lansing
McLouth
Farley
Weatherby Lake
Lake Waukomis
Parkville
Riverside
Oakwood Park
Claycomo
Glenaire
Liberty
Missouri City
River Bend
Avondale
Randolph
North Kansas City
Sugar Creek
Unity Village
Lake Lotawana
Grain Valley
Oak Grove
Bates City
Lone Jack
Strasburg
Kingsville
Buckner
Levasy
Napoleon
Sibley
Orrick
Fleming
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Cleveland
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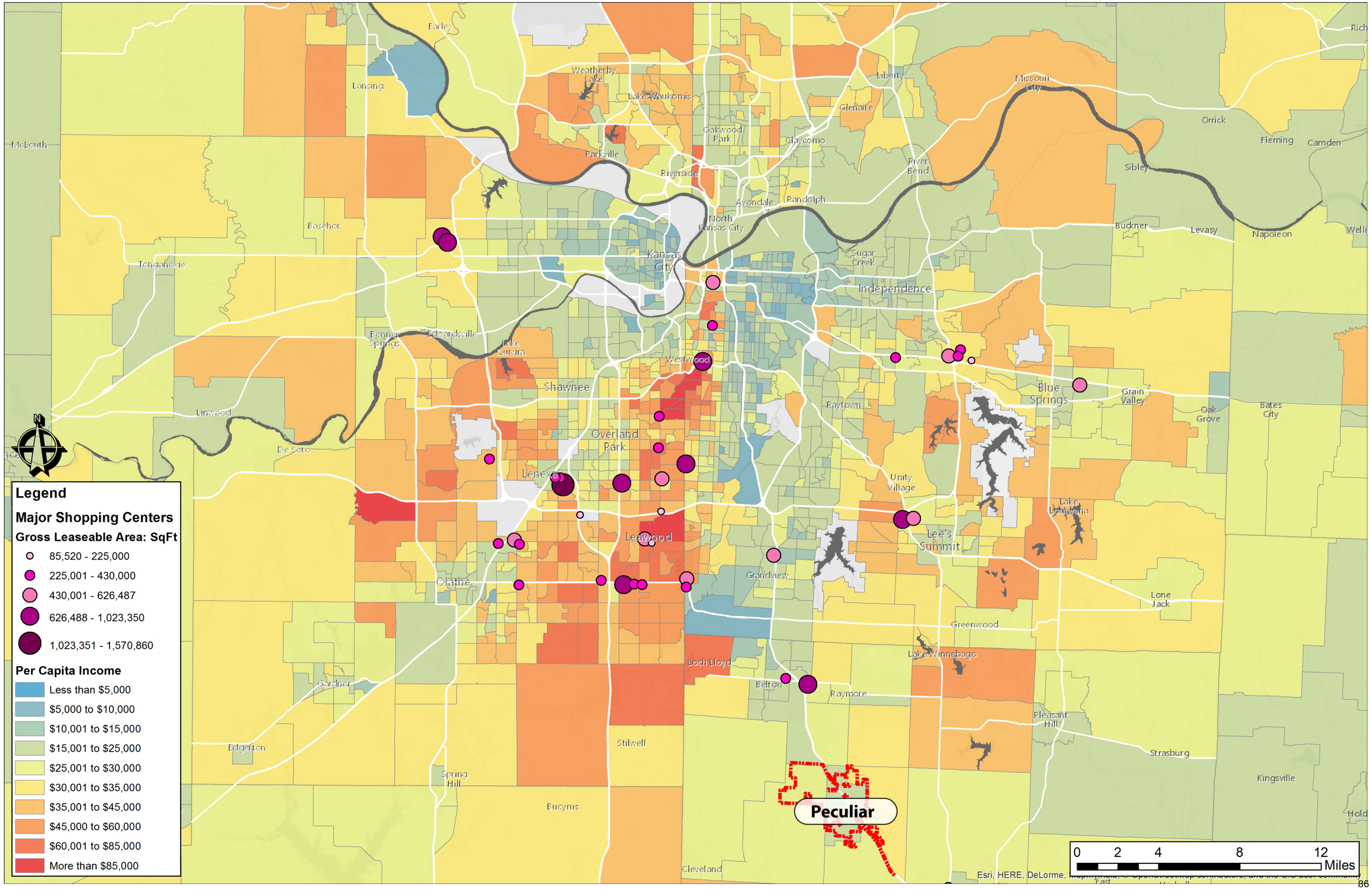
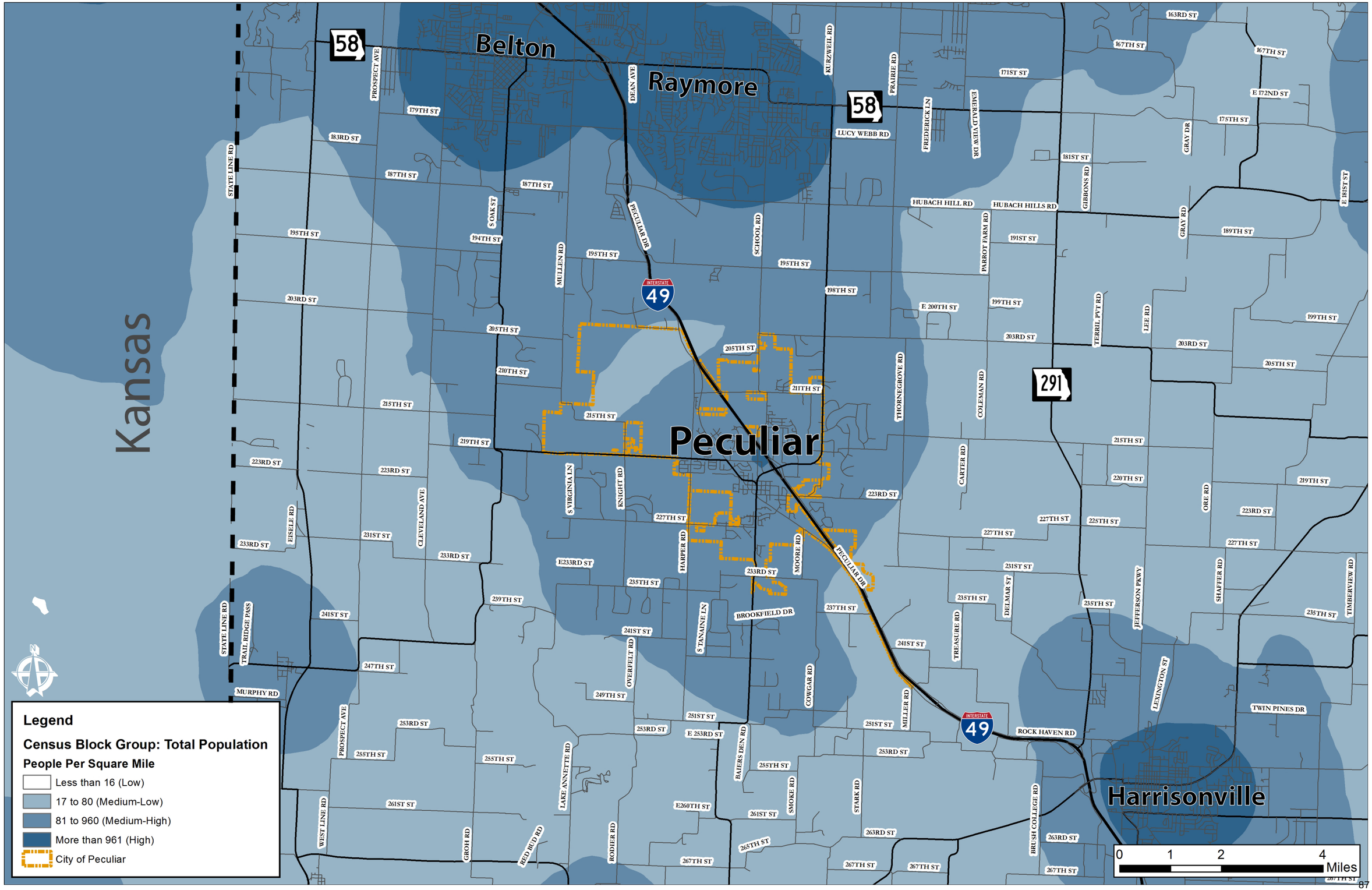
Esri, HERE, DeLorme,


Legend
Major Shopping Centers
Gross Leaseable Area: SqFt
85,520 - 225,000
225,001 - 430,000
430,001 - 626,487
626,488 - 1,023,350
1,023,351 - 1,570,860
Per Capita Income
Less than $5,000
$5,000 to $10,000
$10,001 to $15,000
$15,001 to $25,000
$25,001 to $30,000
$30,001 to $35,000
$35,001 to $45,000
$45,000 to $60,000
$60,001 to $85,000
More than $85,000
Peculiar
Kansas City
Independence
Shawnee
Overland Park
Lenexa
Leawood
Olathe
Westwood
Blue Springs
Lee's Summit
Raymore
Belton
Grandview
Raytown
Unity Village
Grain Valley
Lake Waukomis
Weatherby Lake
Parkville
Riverside
Avondale
Randolph
North Kansas City
Sugar Creek
Liberty
Glenaire
Claycomo
River Bend
Missouri City
Orrick
Fleming
Camden
Sibley
Buckner
Levasy
Napoleon
Farley
Lansing
McLouth
Basehor
Tonganoxie
Bonner Springs
Edwardsville
Lake Quivira
Linwood
De Soto
Gardner
Edgerton
Spring Hill
Stilwell
Bucyrus
Cleveland
Loch Lloyd
Lake Winnebago
Greenwood
Lone Jack
Pleasant Hill
Strasburg
Kingsville
Oak Grove
Bates City
Lake Lotawana
0 2 4 8 12
Miles
Esri, HERE, DeLorme,


Belton
Raymore
Peculiar
Harrisonville
Kansas
58
291
INTERSTATE 49
Legend
Census Block Group: Total Population
People Per Square Mile
Less than 16 (Low)
17 to 80 (Medium-Low)
81 to 960 (Medium-High)
More than 961 (High)
City of Peculiar
0 1 2 4 Miles
PROSPECT AVE
STATE LINE RD
DEAN AVE
KURZWELL RD
PRAIRIE RD
FREDERICK LN
EMERALD VIEW DR
LUCY WEBB RD
GRAY DR
E 172ND ST
E IRIST ST
GIBBONS RD
HUBACH HILL RD
HUBACH HILLS RD
GRAY RD
S OAK ST
MULLEN RD
PECULIAR DR
SCHOOL RD
PARROT FARM RD
TERRIL PVT RD
LEE RD
THORNEGROVE RD
COLEMAN RD
CARTER RD
ORE RD
CLEVELAND AVE
EISELE RD
S VIRGINIA LN
KNIGHT RD
HARPER RD
MOORE RD
BROOKFIELD DR
S TANAINE LN
DELMAR ST
TREASURE RD
JEFFERSON PKWY
SHAFFER RD
TIMBERVIEW RD
TRAIL RIDGE PASS
MURPHY RD
OVERFELT RD
COWGAR RD
MILLER RD
LEXINGTON ST
TWIN PINES DR
ROCK HAVEN RD
BAIERS DEN RD
LAKE ANNETTE RD
SMOKE RD
STARK RD
BRUSH COLLEGE RD
WEST LINE RD
GROH RD
RED BUD RD
RODIER RD
163RD ST
167TH ST
171ST ST
175TH ST
179TH ST
181ST ST
183RD ST
187TH ST
189TH ST
191ST ST
194TH ST
195TH ST
198TH ST
199TH ST
203RD ST
205TH ST
210TH ST
211TH ST
215TH ST
219TH ST
220TH ST
223RD ST
225TH ST
227TH ST
231ST ST
233RD ST
235TH ST
237TH ST
239TH ST
241ST ST
247TH ST
249TH ST
251ST ST
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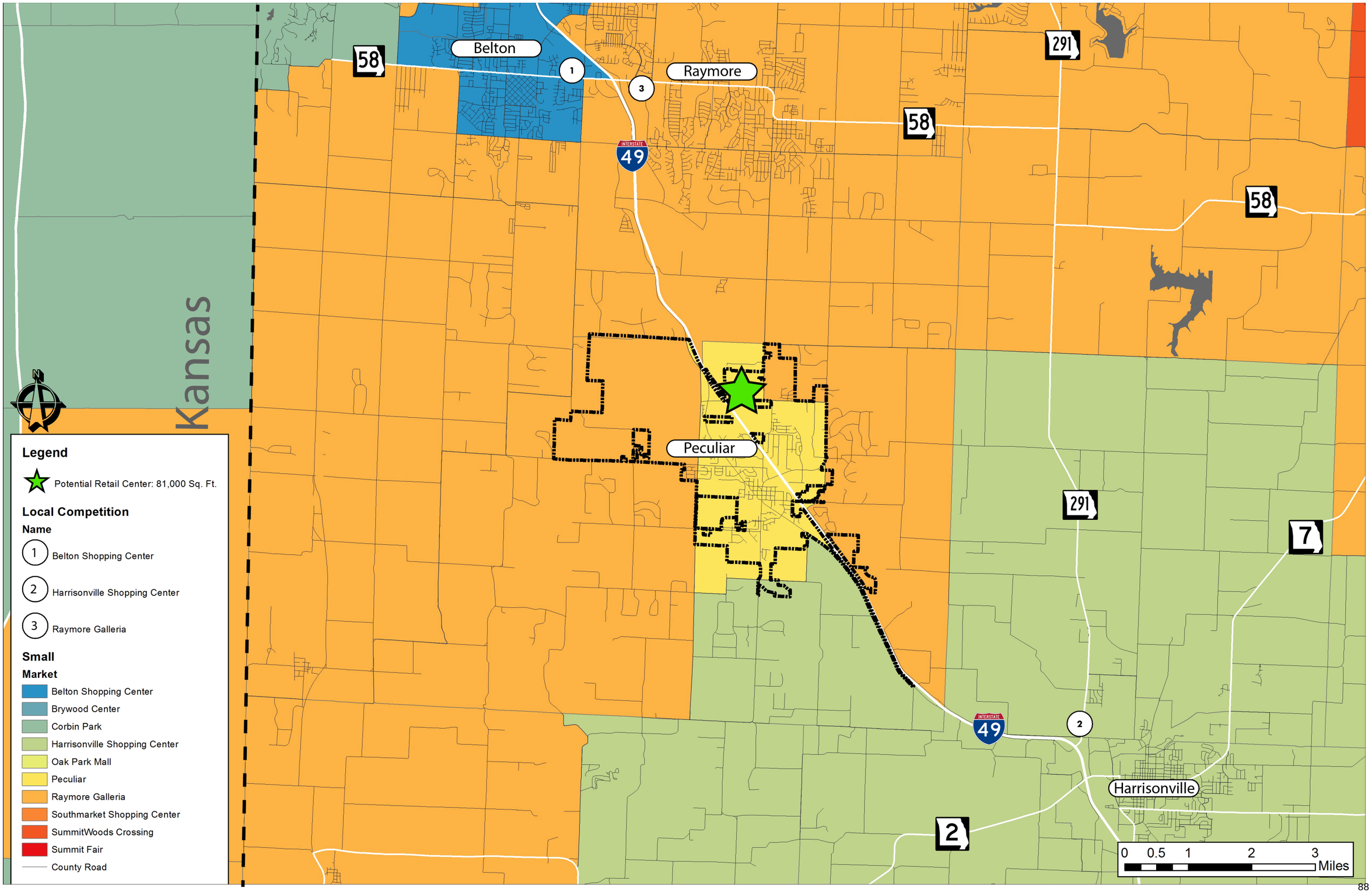
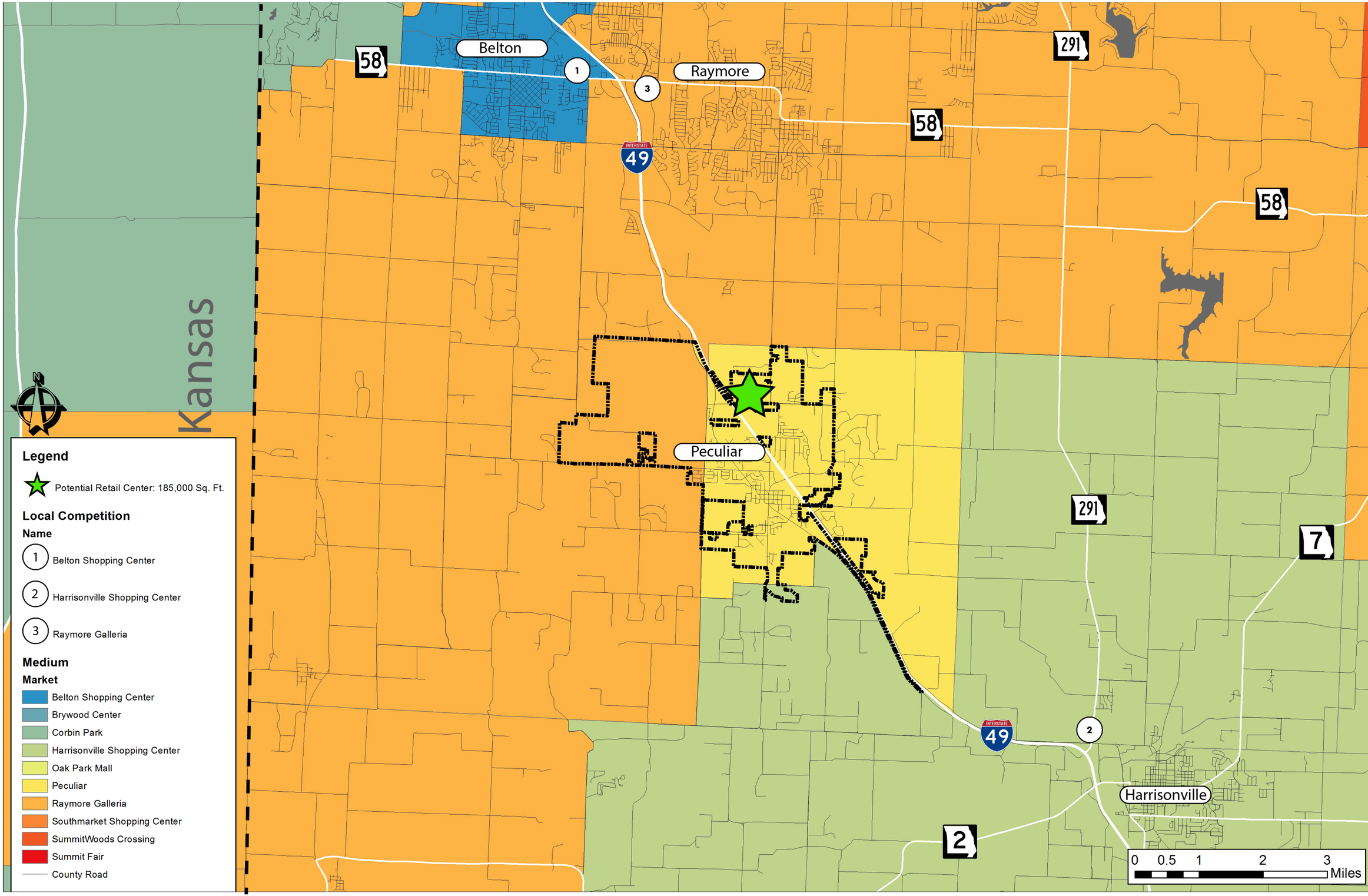
255TH ST
261ST ST
263RD ST
265TH ST
267TH ST
E 200TH ST
E233RD ST
E 253RD ST
E260TH ST


Belton
Raymore
Peculiar
Harrisonville
Kansas
58
291
49
7
2
1
3
Legend
Potential Retail Center: 81,000 Sq. Ft.
Local Competition
Name
1 Belton Shopping Center
2 Harrisonville Shopping Center
3 Raymore Galleria
Small
Market
Belton Shopping Center
Brywood Center
Corbin Park
Harrisonville Shopping Center
Oak Park Mall
Peculiar
Raymore Galleria
Southmarket Shopping Center
SummitWoods Crossing
Summit Fair
County Road
0 0.5 1 2 3
Miles


Belton
Raymore
Peculiar
Harrisonville
Kansas
58
291
7
2
49
INTERSTATE
1
2
3
Legend
Potential Retail Center: 185,000 Sq. Ft.
Local Competition
Name
1 Belton Shopping Center
2 Harrisonville Shopping Center
3 Raymore Galleria
Medium
Market
Belton Shopping Center
Brywood Center
Corbin Park
Harrisonville Shopping Center
Oak Park Mall
Peculiar
Raymore Galleria
Southmarket Shopping Center
SummitWoods Crossing
Summit Fair
County Road
0 0.5 1 2 3
Miles

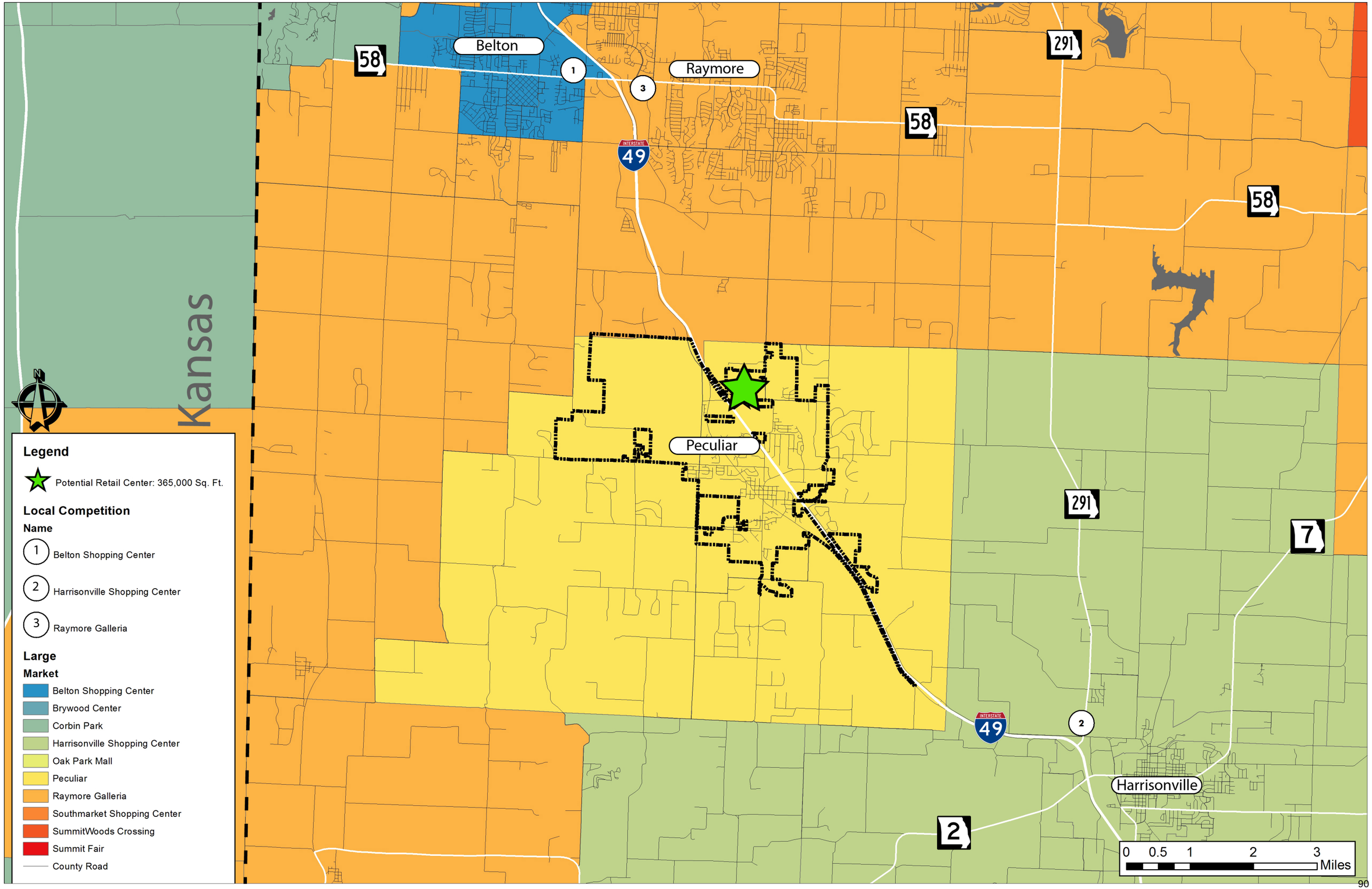

Belton
Raymore
Peculiar
Harrisonville
Kansas
58
291
49
7
2
Legend
Potential Retail Center: 365,000 Sq. Ft.
Local Competition
Name
1 Belton Shopping Center
2 Harrisonville Shopping Center
3 Raymore Galleria
Large
Market
Belton Shopping Center
Brywood Center
Corbin Park
Harrisonville Shopping Center
Oak Park Mall
Peculiar
Raymore Galleria
Southmarket Shopping Center
SummitWoods Crossing
Summit Fair
County Road
0 0.5 1 2 3
Miles

Exhibit B - Demographic Data

DEVELOPMENT INITIATIVES

Household Trend 2014

Place (see appendix for geographies), Total

Description	2010 Census	2014 Estimate	%Change 2010-2014	2019 Projection	%Change 2014-2019
Universe Totals					
Population	4,608	4,669	1.32%	4,898	4.90%
Households	1,709	1,716	0.41%	1,789	4.25%
Families	1,275	1,282	0.55%	1,336	4.21%
Housing Units	1,824	1,827	0.16%	1,900	4.00%
Group Quarters Population	2	2	0.00%	2	0.00%

Description	2000 Census	%	2014 Estimate	%	2019 Projection	%
Total Household Income	1,085		1,716		1,789	
Income Less than $15,000	136	12.53%	92	5.36%	81	4.53%
Income $15,000 - $24,999	101	9.31%	203	11.83%	177	9.89%
Income $25,000 - $34,999	123	11.34%	129	7.52%	143	7.99%
Income $35,000 - $49,999	245	22.58%	256	14.92%	234	13.08%
Income $50,000 - $74,999	268	24.70%	417	24.30%	427	23.87%
Income $75,000 - $99,999	131	12.07%	294	17.13%	295	16.49%
Income $100,000 - $124,999	44	4.06%	173	10.08%	208	11.63%
Income $125,000 - $149,999	15	1.38%	88	5.13%	120	6.71%
Income $150,000 - $199,999	9	0.83%	41	2.39%	68	3.80%
Income $200,000 - $249,000	5	0.46%	9	0.52%	19	1.06%
Income $250,000 - $499,999	6	0.55%	13	0.76%	14	0.78%
Income $500,000 or more	2	0.18%	1	0.06%	3	0.17%
Average Household Income	$53,613		$68,064		$74,461	
Median Household Income	$46,173		$60,671		$65,193	
Median HH Inc. by Single Race Class						
White Alone	46,092		60,973		65,481	
Black or African American Alone	42,500		36,875		42,500	
Amer Indian and Alaska Native Alone	0		22,143		30,000	
Asian Alone	54,167		82,500		57,500	
Native Hawaiian and Other Pacific Islan	0		62,500		62,500	
Some Other Race Alone	20,000		62,500		71,875	
Two or More Races	53,750		65,385		70,313	
Hispanic or Latino	22,500		72,500		84,167	
Not Hispanic or Latino	46,204		60,076		64,553	

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Household Trend 2014

Place (see appendix for geographies), Total

Description	2010 Census	%	2014 Estimate	%	2019 Projection	%
Households by Household Type and Size						
Nonfamily Households	434		434		453	
1-person household	357	82.26%	353	81.34%	367	81.02%
2-person household	65	14.98%	68	15.67%	73	16.11%
3-person household	10	2.30%	11	2.53%	11	2.43%
4-person household	1	0.23%	1	0.23%	1	0.22%
5-person household	1	0.23%	1	0.23%	1	0.22%
6-person household	0	0.00%	0	0.00%	0	0.00%
7 or more person household	0	0.00%	0	0.00%	0	0.00%
Family Households	1,275		1,282		1,336	
2-person household	495	38.82%	490	38.22%	503	37.65%
3-person household	315	24.71%	318	24.80%	333	24.93%
4-person household	268	21.02%	268	20.90%	279	20.88%
5-person household	131	10.27%	135	10.53%	142	10.63%
6-person household	48	3.76%	51	3.98%	56	4.19%
7 or more person household	18	1.41%	20	1.56%	23	1.72%

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Exhibit C: Huff Probability Model

Exhibit D: Certification

I certify that, to the best of my knowledge and belief…

1. Development Initiatives and none if its employees have no present or prospective interest in any property that is the subject of this report, and we have no personal interest with respect to the parties involved.

2. Development Initiatives and none of its employees has no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.

3. Our compensation for the preparation of this study is not contingent on an action or event resulting from the analyses, opinions, or conclusions in, or the use of, this report.

4. Development Initiatives agrees to answer any questions regarding this analysis from City staff and commissioners.

5. Development Initiatives has personally inspected the market area of this analysis.

Chris Sally, CCIM	Jim Potter, AICP	Adam Jones
Development Initiatives	Development Initiatives	Development Initiatives

Exhibit E: Assumptions

This analysis is subject to the following limited conditions and assumptions:

1. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are Development Initiatives' unbiased professional analyses, opinions, and conclusions.

2. Information provided and utilized by various secondary sources is assumed to be accurate. Development Initiatives cannot guarantee information obtained from secondary sources.

3. In the formulation of this analysis, the consultant has relied extensively upon data which was provided by the client. Such information may have included; legal description, building plans, title policy and/or survey. All information supplied by the client is assumed to be correct and the consultant assumes no responsibility for legal matters, and renders no opinion of property title, which is assumed to be good and merchantable.

4. All exhibits incorporated within this report are strictly for the purposes of assisting the reader in visualizing the property. The Consultant has made no property survey and assumes no liability concerning such matters. Additionally, it is assumed that there is no property encroachment or trespass unless noted within the report.

5. The Consultant assumes no responsibility for hidden or unapparent conditions of the property, subsoil or structures, or the remediation of such defects existing as of the date of this report, or which may develop in the future.

6. This analysis report is made as of a certain date. Due to the principles of change and the anticipation of value, the value estimate is only valid as of the date of the report or valuation. The nature of real estate development is an unpredictable and often tumultuous. In particular, the natural course of residential development is difficult to predict and forecast. Development Initiatives deems our projections as reasonable considering the current and obtained information.

7. Development Initiatives has considered and analyzed the economic conditions in the primary and secondary market areas, and we have considered these conditions while making our projections. However, it should be understood that fluctuations in local, regional and/or national economies could have substantial effects on our projections.

8. The possession of this analysis report shall adhere to all applicable copyright statutes which are in effect as of the date of issuance.

9. The Consultant is not required to give testimony or attendance in legal or other proceedings relative to the data and analysis derived within this document without the

specific written notification of the Client.

10. The opinions contained within this analysis report are those of the Consultant and no responsibility is accepted by the Consultant for the results of actions taken by others based upon the information contained within said report.

11. Our analyses, opinions and conclusions were prepared in conformance with the requirements and guidelines of the Code of Professional Ethics and Standards of the American Institute of Certified Planners.

12. Acceptance of and/or use of this analysis report constitutes acceptance of all assumptions listed within the document and the previously mentioned conditions.

Exhibit E: Qualifications

Development Initiatives provides economic development and market analyses to both public and private sector clients. Since its inception in 1999, DI has had a cumulative impact on nearly $6.2 billion in client related development projects. Development Initiatives is a collaboration of professionals whose experience and education in real estate, community planning and economic development provides a holistic approach to the preparation of our market studies. Biographies of partners are included on the following pages.

Shockey Consulting Services, LLC, provides award-winning management, planning and public participation consulting services to federal, regional, state, and local governments and other public agencies. The firm was founded in 1998 and is headquartered in Lenexa, Kansas with an office in the St. Louis, Missouri region. A group of dedicated and talented professionals with diverse backgrounds make up the Shockey team. We have former government managers, strategic planners, environmental scientists, urban planners and communications specialists. We enjoy working with people who are dedicated to making their communities a better place. We specialize in facilitating difficult conversations involving diverse stakeholder perspectives and planning quality places.

Shockey's public policy and management consulting experience are in the areas of: housing, transportation, infrastructure and economic development. We excel at taking highly technical and complex policy information and making it easily understandable for all stakeholder groups. We have extensive experience engaging those typically underrepresented in public policy decision-making. We use cutting edge technologies mixed with good old fashion face-to-face engagement to reach a wide variety of audiences resulting in better, well-thought out decisions.

Shockey is a certified small business, disadvantaged business and women-owned business.

Partner Profile

Education
MASTER OF ARCHITECTURE, UNIVERSITY OF KANSAS

B.G.S. ENVIRONMENTAL STUDIES, UNIVERSITY OF KANSAS

B.S. GEOGRAPHY, UNIVERSITY OF KANSAS

Certifications
American Institute of Certified Planners (AICP)
American Planning Association

USGBC
LEED Green Associate

Kansas Licensed Real Estate Salesperson

Missouri Licensed Real Estate Salesperson

Professional Affiliations
MEMBER, AMERICAN PLANNING ASSOCIATION (APA)

PRESIDENT ELECT, KC METRO SECTION, APA

BOARD MEMBER, RIVER MARKET CID

BOARD MEMBER, SUSTAINABLE ADVISORY BOARD, LEAWOOD, KS

Member, USGBC

James C. Potter, AICP, LEED GA

Jim is the founding partner at Development Initiatives and is responsible for instilling the firm's vision of excellence in the staff. His background has run the spectrum of urban redevelopment to community planning projects. From environmental due diligence activities to managing multi-million dollar bond projects, Jim has experience in a myriad of development functions.

Jim has degrees in Environmental Science and Geography, as well as a Master of Architecture, all from the University of Kansas. His past employment with the Kansas City Economic Development Corporation has educated Jim in the intricacies of 60 to 80 different City, State, and Federal tax incentives programs.

Since the establishment of Development Initiatives in 1999, Jim has coordinated numerous urban renewal and tax increment financing projects for countless communities across the Midwest. Jim uses his experience and relationships with local and state development officials to maximize the effectiveness of the projects he manages and the incentives sought on behalf of our clients.

Jim has yet another layer of expertise that he adds to DI's repertoire, real estate development. Potter has partnered in such notable residential projects as 4646 Broadway on the Plaza, City Homes in the River Market and the 5 Delaware Condominiums all in Kansas City.

Jim resides in Leawood, Kansas with his wife Amy and their 5 year old son, Hayden.

Development Initiatives
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v. 816-916-3664 f. 816-421-2622
jpotter@di-kc.com

DEVELOPMENT INITIATIVES

Partner Profile

Chris Sally, CCIM

Education
B. A., Real Estate, University of Arizona

Certifications
Certified Commercial Investment Member (CCIM)

Missouri Real Estate Broker

Kansas Real Estate Broker

Professional Affiliations
Certified Commercial Investment Member (CCIM), Member

Missouri Growth Association (MGA), Member

Urban Land Institute (ULI), Member

Honors
Ingram's Magazine '40 under 40'

Graduate of the Centurions Leadership Program

Chris has been a partner at Development Initiatives since 2003. Chris is the firm's financial analyst. From development pro forma analysis to fiscal and economic impact analysis for taxing jurisdictions, his quantitative approach to real estate development is unparalleled.

Chris has seen all aspects of real estate development. First as the former Downtown Development Director for the Economic Development Corporation of Kansas City, he worked on over 2 billion dollars in projects to help revitalize downtown Kansas City.

Chris is also a real estate developer, specializing in boutique urban products. With his partners, Chris has developed 15 million dollars of successful new and historically renovated buildings, including 5 Delaware Condominiums, the Gallo Office Building and First and Main Lofts. Design and sustainability are cornerstones for each of his projects. In 2006 *Dwell* magazine featured 5 Delaware on the cover and highlighted his home in the annual 'Modern Across America' issue.

In the role of assisting clients pursuing development projects, he is most proud of the many times he has identified risk and advised clients not to pursue projects. His father, also a real estate developer, always said, "I made more money on projects I passed on than on projects I developed." Chris represents Development Initiatives in its role as a consultant to the Kansas City Missouri School District and has represented the taxing jurisdiction to ensure that the development process is fair and equitable.

Chris lives in Fairway, Kansas with his wife Julie and their twins, Katharine and Gibson.

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csally@di-kc.com

DEVELOPMENT INITIATIVES

Partner Profile

Education
B.A. Urban Planning and Urban Design, University of Missouri-Kansas City

Professional Affiliations
Member, American Planning Association (APA)

Member, Urban Land Institute (ULI)

Member, American Public Works Association (APWA)

Adam W. Jones

Adam joined Development Initiatives in 2012 and is the newest and youngest member of the DI team. His knowledge of quantitative analysis, urban planning processes, land use, and geographic information systems is unparalleled and unrivaled.

Adam is a candidate to receive a degree in Urban Planning and Urban Design from the University of Missouri-Kansas City in 2013. He is currently a member of the American Planning Association, Urban Land Institute, and the American Public Works Association. His past employment as a Regional Functionality Manager with Best Buy Co. has sent him across the US, managing complicated construction projects and store remodels.

Throughout his professional and academic career, Adam has been involved in a wide variety of public and private urban planning projects as well as community driven initiatives. He has also been recognized multiple times for excellence in the fields of research and design while at the University of Missouri-Kansas City. Adam has twice served as a finals judge in the Regional Future City Competition for grade school students.

Adam currently resides in the suburbs of South Kansas City. In his spare time he enjoys playing golf, reading, and traveling.

Development Initiatives
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v. 816-536-0746 f. 816-421-2622
ajones@di-kc.com

Private Sector

180 Degrees Design Studio
Kansas City, Missouri

4646 Broadway, LLC
Kansas City, Missouri

American Century Investments
Kansas City, MO

ARO Real Estate Company
Prairie Village, Kansas

Associated Wholesale Grocers
Kansas City, Kansas

Bridge Construction Management
Kansas City, Missouri

Bridgeworks Homes
Kansas City, Missouri

Blue Hills Community Corp.
Kansas City, Missouri

Botwin & Company
Kansas City, Missouri

Builders Development Corporation
Kansas City, Missouri

Cabela's
Sidney, Nebraska

Cameron Group
East Syracuse, New York

Caymus Real Estate, LLC
Kansas City, Missouri

Classical Developments
Kansas City, Missouri

Clockwork Architects
Kansas City, Missouri

Cogent Companies/Lee Mathews
Kansas City, Missouri

Cohen-Esrey Housing Prtnrs
Kansas City, Missouri

Compass Environmental
Chicago, Illinois

Consolidated Development Partners
Kansas City, Missouri

Cougar Capital
Parkville, Missouri

Centro Properties
Chicago, Illinois

CPR Partners
Columbia, South Carolina

Craft Fridkin & Rhyne
Kansas City, Missouri

Davis Preservation
Topeka, Kansas

DELofts
Kansas City, Missouri

DST Realty
Kansas City, Missouri

Design Build Services
Kansas City, Missouri

DesignWorkShop
Denver, Colorado

Duenke Family Trust
Osage Beach, Missouri

East Lawrence Preservation Ptrnrs
Lawrence, Kansas

EBY Group/EBCO
Olathe, Kansas

Ehinger Trust
Kansas City, Missouri

El Dorado Architects
Kansas City, Missouri

FB Westhaven
Kansas City, Missouri

Family Enterprises
Osage Beach, Missouri

First + Main, LLC
Kansas City, Missouri

First Tier Realtors
Columbia, Missouri

Fishman & Company
Olathe, Kansas

Froehlic Pycior Co.
Lee's Summit, Missouri

Gailoyd Enterprises Corp.
Carmel, New York

Gale Communities
Lee's Summit, Missouri

Gilmore & Bell, P.C.
Kansas City, Missouri

Glaze Commercial Real Estate
Kansas City, Missouri

Greater Missouri Builders
St. Charles, Missouri

Green Development
Lee's Summit, Missouri

Gould Evans
Kansas City, Missouri

Grubb & Ellis/
The Winbury Group
Kansas City, Missouri

GTE Properties
St. Louis, Missouri

Havens Construction
Lee's Summit, Missouri

HOK Design+Build
Kansas City, Missouri

Housing Development Group
Kansas City, Missouri

Husch Blackwell
Kansas City, Missouri

IAAO
Kansas City, Missouri

Iceberg Development
Bettendorf, Iowa

Insight Real Estate
North Richland Hills, Texas

JCS Development
St. Joseph, Missouri

KAW Valley Assisted Development
Kansas City, Kansas

King Hershey
Kansas City, Missouri

Landmark Investment Group
Leawood, KS

DEVELOPMENT INITIATIVES

Client Listing

Lathrop & Gage
Kansas City, Missouri

Lenge Family Trust
Kansas City, Missouri

Lioness Realty Group
Kansas City, Missouri

Llangollen Properties, LLC
Kansas City, Missouri

MAC Healthcare
Kansas City, Missouri

Manifesto
Kansas City, Missouri

Manhattan Condominium Assoc.
Kansas City, Missouri

Marabella Condominium Assoc.
Overland Park, Kansas

Market View Properties, LLC
Kansas City, Missouri

Maxus Properties
North Kansas City, Missouri

McCown Gordon Construction
Kansas City, Missouri

MC Properties, LLC
Independence, Missouri

MCZ Corporation
Chicago, Illinois

Midland Atlantic Properties
Indianapolis, Indiana

Mitchell Development Services
Osage Beach, Missouri

MJS Investments
Lenexa, Kansas

National Development Company
Hannibal, MO

Net Giver
Kansas City, Missouri

NHS of Richland County,
Wisconsin

Northland Neighborhoods
Kansas City, Missouri

Pemberton KCK
Kansas City, Kansas

Pershing Station Partners
Kansas City, Missouri

Phoenix Real Estate Services
Lake St. Louis, MO

Pioneer Sunflower Development
Kansas City, Missouri
Topeka, Kansas

Polsinelli Shughart
Kansas City, Missouri

Prewitt Enterprises
Lake Ozark, Missouri

Price Brothers Development
Kansas City, Missouri

Pycior + Company
Lee's Summit, Missouri

Quadra Development
Harrisonville, Missouri

Raul Walters Companies
Columbia, Missouri

Realty Trust Group
Lee's Summit, Missouri

RED Development
Kansas City, Missouri

S&G Realty Management
St. Joseph, Missouri

Shugart Thomson & Kilroy
Kansas City, Missouri

Silverlion Development
Kansas City, Missouri

Sizewise
Kansas City, Missouri

Slaggie Architects
Kansas City, Missouri

SLP, LLC
Hannibal, MO

Soda Lofts
Kansas City, Missouri

Spectrum Real Estate
Kansas City, Missouri

Spencer Fane Brit & Browne
Kansas City, Missouri

Steiner+Associates
Columbus, Ohio

Stinson Morrison & Hecker
Kansas City, Missouri

Stonerose Development
Lee's Summit, Missouri

Sunlight Saunas
Lenexa, Kansas

Sunset Ridge
Basehor, Kansas

Tall Grass Residences, LLC
Kansas City, MO

Taurus of Texas
North Richland Hills, Texas

The Cordish Company
Baltimore, Maryland

The Neighborhood Group
Kansas City, Missouri

The Nicholson Group
Kansas City, Missouri

The Weitz Company
Des Moines, Iowa

Threshold Development
Kansas City, Missouri

Time Equities
New York, New York

Topsail Development
Lee's Summit, Missouri

Two Doors Down
Kansas City, Missouri

Frye & Company
Kansas City, Missouri

Urban Coeur Development
Kansas City, Missouri

Walton Construction Company
Kansas City, Missouri

Ward Development
Grain Valley, Missouri

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Wells Fargo Home Mortgage
Kansas City, Missouri

West Plaza Properties
Kansas City, Missouri

Westfield Corporation
St. Louis, Missouri

White Goss Bowers March Schulte & Weisenfels
Kansas City, Missouri

Zimmer Management Company
Kansas City, Missouri

Zona Rosa Development
Kansas City, Missouri

Public Sector & Non-Profit

Armourdale Renewal Association
Kansas City, Kansas

Bagnell Dam Strip Association
Lake Ozark, Missouri

Blue Hills Community Corp
Kansas City, Missouri

Bridges of Hope
Kansas City, Kansas

City of Blue Springs, Missouri

City of Burlingame, Kansas

City of Clayton, Missouri

City of Grandview, Missouri

City of Herington, Kansas

City of Horton, Kansas

City of Independence, Missouri

City of Kansas City, Missouri

City of Lee's Summit, Missouri

City of Lenexa, Kansas

City of Liberty, Missouri

City of Peabody, Kansas

City of Sugar Creek, Missouri

Downtown Council
Kansas City, Missouri

Downtown CID
Kansas City, Missouri

EDC of Kansas City, Missouri
Kansas City, Missouri

EDC of Lee's Summit, Missouri

Graduate Program of Urban Planning
University of Kansas

Kansas City Missouri School District
Kansas City, Missouri

Kansas City Reparatory Theater
Kansas City, Missouri

Land Clearance for Redevelopment Authority (LCRA)
Kansas City, Missouri

Land Clearance for Redevelopment Authority (LCRA)
Lee's Summit, Missouri

Neighborhood Reinvestment Corp
Kansas City, Missouri

Neighborhoods, Inc.
Lincoln, Nebraska

NHS of Richland County, Wisconsin

Northland Neighborhoods, Inc
Kansas City, Missouri

Parking Authority of Kansas City
Kansas City, Missouri

Planned Industrial Expansion Authority (PIEA)
Kansas City, Missouri

River Market Area Fund
Kansas City, Missouri

River Market Community Development Foundation
Kansas City, Missouri

River Market CID
Kansas City, Missouri

Scarritt Renaissance Neighborhood Association
Kansas City, Missouri

Sparrow Comm. Devel. Corp.
Kansas City, Missouri

Swope Community Builders
Kansas City, Missouri

Tax Increment Financing (TIF) Commission of
Kansas City, Missouri

Western Baptist Bible College
Kansas City, Missouri

The Whole Person
Kansas City, Missouri

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Shockey Consulting Services - KEY PERSONNEL

Sheila Shockey is the founder and president of Shockey Consulting Services, LLC. Sheila has worked as a staff member and a consultant for governments since 1989. Sheila brings the perspective of having worked in a government agency, a deep understanding of the community planning issues and the ability to translate highly technical and financial information effectively to all stakeholders. Sheila holds a master's degree in Public Administration and Finance from the University of Missouri - Kansas City.

Shelby Ferguson is an urban planner with an education in housing. She has contributed to area communities since 2008 including the redevelopment of Troost Corridor, Independence Avenue, 22nd & Vine area and an urban Kansas City park. She participated in the Historic Resources Survey and Preservation Plan for Green Impact Zones and is a past award winner at the Kansas City Design Week. Shelby brings the knowledge of urban planning and design to help communities create their visions. She has worked in both fields to understand the appreciation of design while also having the ability to evaluate and execute solutions within projects. She holds a B.A. in Urban Planning and Design from the University of Missouri, Kansas City and a B.S. in Housing and Interior Design from Missouri State University. She is currently working with Development Initiatives on the City of Peculiar, Missouri Market & Economic Analysis projects.

Erin Ollig, AICP, is an urban planner who has been project manager for several community and strategic plans. She was project manager for the Columbus Community Vision Plan in Columbus, Kansas as well as the Vision Wamego community visioning plan in Wamego, Kansas. She provided public outreach and research assistance for the Greenwood, Missouri comprehensive plan and was project manager for the Blue Springs, Missouri Parks and Recreation Strategic Plan. She joined Shockey in 2005 after working for city and county government. Erin has a Bachelor's in Sociology from St. Cloud State University, and a Master's in Urban Planning from the University of Kansas. Currently, she is treasurer of the American Planning Association – Kansas Chapter.