

THE SUBURBANIZATION OF BUSINESS:
A CASE STUDY OF THE KANSAS CITY,
MISSOURI, CENTRAL BUSINESS
DISTRICT AND THE COLLEGE
BOULEVARD CORRIDOR

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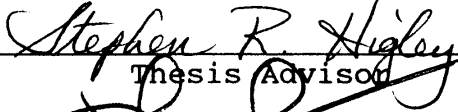
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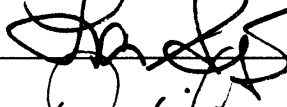
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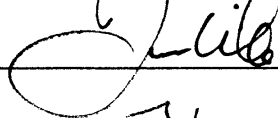
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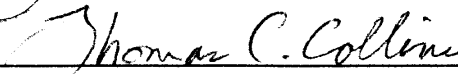
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Dean of the Graduate College

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CHAPTER I

INTRODUCTION

The historical and most recognized symbol of urbanization in our American cities has been the central business district or CBD. Nowhere else in the urban landscape are form and function more interrelated or charged with meaning than in the central business district. The landscape is a picture postcard of skyscrapers and a melting pot of individuals. The CBD has traditionally symbolized the socioeconomic vitality and strength of the city. The business activity and shopping opportunities were not matched anywhere else. The intense levels of personal and professional interaction in a relatively small area create a very dynamic atmosphere. Our society, however, is in constant change and the central business district has had to cope with many changing roles over time (Hartshorn 1992).

Prior to World War II, the central business district was the lifeblood of the monocentric American city. It was home for the retail-commercial district, government, churches, health care offices and facilities, fine arts, and parks. Historically, the CBD is located in relation to the functions that it serves, benefitting from the

convergence of transportation lines. This traditionally made the CBD the center of action and prestige, as exemplified in the saying "all roads lead downtown" (Hartshorn 1992).

The post-World War II years mark a notable change in the history of our urban landscape. The movement to the suburbs accelerated in this period, weakening the central city dominance. Suburbanization is not a new concept. Its fundamental roots were imported from Great Britain and the process has occurred throughout the civil development of the United States. The surge of population growth during this time led to the expansion of the suburban movement to include the middle class. The middle class growth was due in large part to the economic affluency of the post-war era. More space was needed and sought to accommodate the "baby boom" population growth period. Previously, only the upper class went beyond the city limits into suburbia (Hartshorn 1992).

Development of federal mortgage programs during the 1930s enabled the middle class to make an easier transition to suburbia. The lower class was not as fortunate. The practice of "redlining" limited their growth to the inner city. These programs were administered by the Home Owners Loan Corporation, and signed into law by Franklin D. Roosevelt in 1933. Bigotry was the underlining factor in the rating categories. This system gave the inner city areas the lowest appraisal rating, designated by the color

red. These areas, in turn, received the smallest loans (Jackson 1985).

Flight to suburbia was also hastened by the building of interstate highways initiated by the Interstate Highway Act of 1956 (Jackson 1985). Suburban living offered an alternative to the crime, overcrowding, pollution, and noise of the city. Suburbs were largely bedroom communities that offered peaceful, spacious surroundings and greenery (Wood 1991). This escape, however, was also limited to those who could afford the commute to work.

The decentralization of business promptly followed the middle class' flight to the suburbs. Many regional business centers were built to be near the upper and upper/middle class consumers. This process took the focus away from the respective companies' operational base located in the central business district. The shopping center building boom was born in the urban fringe, and the CBD was forced to evolve from a retail-commercial district to an office-commercial complex (Hartshorn 1992).

One of the first planned shopping centers in the United States was the Country Club Plaza, built in Kansas City in 1924 by the famed developer J.C. Nichols. Even at this early stage of suburbanization, Nichols sensed that most people prefer to live in areas of moderate density. Built on what was then the urban fringe, it marked the first significant transfer of traditionally downtown economic activities to the suburbs (MARC 1992). This

center catered to the affluent who had migrated away from the CBD. Although it has since been encompassed by the residential development of Kansas City, the Country Club Plaza still maintains its original upper class atmosphere.

Most recently, the urban cores have had to rely on conventions and tourist-entertainment centers for their survival. To their advantage, CBDs are still the home for large public auditoriums, theaters, and various attractions (Hartshorn 1992).

The present trend of urbanization in America has yielded the biggest impact yet on our central cities and way of life. The intense suburbanization process was demonstrated in the 1970 census. For the first time, the population of the suburbs exceeded that of central cities (Hartshorn 1992). The new "technoburbs" being created are an evolution of suburbia, according to Dr. Robert Fishman of Rutgers University (DiegmueLLer 1988). They differ from the suburbs of the past in their linkage of the worksite and the dwelling place. Suburbs, originally an escape from the city, are changing from bedroom communities to an environment that houses the world of business and commerce. Much controversy exists for this development trend. Michael Lawler, a member of the Connecticut General Assembly, describes it in this way:

... [suburbs] are beginning to acquire all of their own urban amenities.... once that is allowed to reach its ultimate point, where every city of medium size has everything it needs, than the urban core, the center cities, are going to die because there's going to be no reason to live there (DiegmueLLer 1988, 11).

Many different names have been given to these new forms of urbanization, such as "urban village," "suburban downtown," "minicity," and "megacenter" (DiegmueLLer 1988). The term "edge city," coined by journalist Joel Garreau and title of his 1991 book, will be used for the purposes of this study.

Within the confines of this research, the Kansas City Metropolitan Area has been chosen as the study region. Kansas City, Missouri, has a functional central business district and a growing edge city on College Boulevard in Johnson County, Kansas. This edge city has been described in the research of Joel Garreau and geographer Thomas Baerwald, and by sight is an obvious example of suburban transformation.

Related Literature and Studies

Numerous researchers have tried to explain the development and function of the city since the process of urbanization began. Walter Christaller introduced the central place theory concept in 1933. He explained that a central place supplies functions to various market sizes radiating outward from the central core. The market range of the good or function depended on its place in the hierarchy of goods (Berry and Parr 1988). After World War II, however, our central places became less important as more suppliers in the form of suburbs emerged.

As early as 1964, the new trend of suburb

transformation into "minicities" has been the specific topic that intrigues the urban scholar. The suburban development phenomenon will be explored in this literature review by examining some of the works and studies involved in its explanation. An important focus will be on Joel Garreau's book Edge City (1991) which is the most recent and applied material on this subject.

Geographer James E. Vance Jr. conducted an early study of intraurban spatial change with his work entitled Geography and Urban Evolution in the San Francisco Bay Area (1964). Vance observed that as people dispersed to outer suburbs, daily interaction across the expanding metropolis became more and more difficult. This, in turn, strengthened economic and social forces to decentralize entire urban activity complexes. The suburban realms became increasingly self-sufficient and independent of the parent central city. Vance states that today's metropolis is composed of many distinct parts with their own character, attitudes, and functions:

... in general the basis of [metropolitan form and structure] is no longer relative location with respect to, or distance from, the [central] city center. Instead we have today a world of urban realms, each of economic, social, and political significance and each contributing the main force in shaping itself (Vance 1977, 408-409).

Several books have been written on the overall suburbanization processes and causes. The Crabgrass Frontier by historian Kenneth T. Jackson (1985), is a thorough history of suburbanization in America. Much of

his focus is on the transportation revolution and its decentralization effect on the walking central city. Jackson also highlights the political boosts to suburbanization such as federal subsidies and public housing acts in the 1930s and 1940s. Trouble in Paradise by sociologist Mark Baldassare (1986) also focuses on the housing crisis and controversy in local government. Baldassare uses his own research in Orange County, California, to make a case for problems in today's suburban America, such as a decline in housing size and quality and increased traffic congestion. Baldassare notes that, "Our image of suburbia is at odds with what suburbia is today" (DiegmueLLer 1988, 8). He dubs the new suburban forms as "disurbia": dense, industrial, self-contained urban regions. Historian Jon C. Teaford, author of The Twentieth Century American City (1986), delivers a wonderful account of American cities from the turn of the century to the present. Teaford believes the city is a patchwork of competing interests and uncoordinated development; the parts are triumphing over the whole.

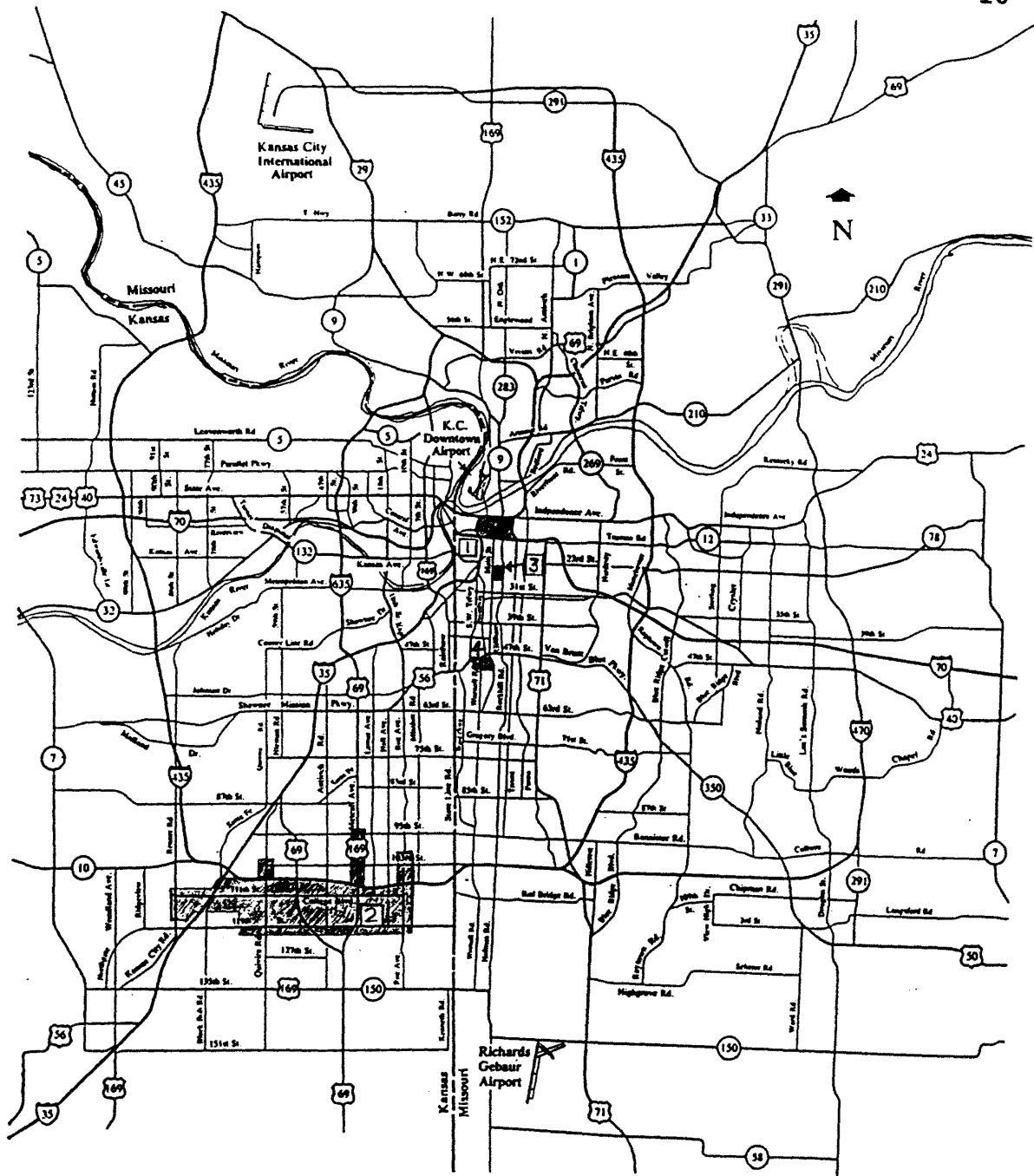
Peter Muller of the University of Miami and Truman A. Hartshorn of Georgia State University are notable geographers who examine the evolution of suburbia. Muller offers the best single analysis of suburbia in general in his 1981 book Contemporary Suburban America. He uses many examples from across the United States to show movement and change. Muller confronts the issues of a declining CBD and

the expanding office parks and shopping malls in a quantified analysis. Hartshorn, like Muller, has studied suburban development throughout the 1970s and 1980s. He produced a textbook entitled Interpreting the City: An Urban Geography (1992). This textbook is a very understandable and informative piece of literature. It is a complete account of North American city development. Muller and Hartshorn combined on a study for the United States Department of Commerce Economic Development Association in 1986. The report was entitled Suburban Business Centers: Employment Opportunities. It was the first study to specifically analyze suburban downtowns. Hartshorn and Muller concluded,

We're in a new city-building era. The last real surge of growth was 100 years ago, with the manufacturing city. Now, with the service economy, it is really just mushrooming again (1986, 50).

Geographer Thomas Baerwald of the Science Museum of Minnesota conducted an detailed analysis of suburban minicities in the Midwest. His study, entitled The Evolution of Suburban Downtowns in Midwestern Metropolises, compared the location and structure of twelve suburban downtowns in six midwestern cities, including three he identified in the Kansas City area: Country Club Plaza, Metcalf South in Johnson County, and I-435/College Boulevard. The College Boulevard Corridor, at five miles in length, was noted as one of the most extensive linear complexes. For this research, Metcalf South and I-435/College Boulevard have been combined into one area.

The most complete, interesting, and current literary work on the suburb to mini-city phenomenon is Edge City: Life on the New Frontier by Joel Garreau (1991). Garreau is a journalist from the Washington Post who coined the phrase "edge city," referring to developing suburban downtowns. He spent four years exploring America's edge cities from coast to coast. The book outlines the basic attributes found in edge cities. Garreau specifically describes edge cities in the following areas: New Jersey, Boston, Detroit, Atlanta, Phoenix, Texas, Southern California, the San Francisco Bay Area, and Washington, D.C. He also includes a complete list of existing and emerging edge cities for the continental United States. For Kansas City, the College Boulevard area, as mentioned previously, is listed as an existing edge city. The Country Club Plaza, Crown Center, and the Kansas City International (KCI) Airport area are listed as emerging edge cities. The Country Club Plaza lies four miles south of the CBD in Kansas City, Missouri. Crown Center, headquarters for Hallmark Cards, is a small area located less than a mile south of the CBD, also in Kansas City. The KCI Airport area is fifteen miles north of the CBD. This area is a slow growing annexation of Kansas City, Missouri. Figure 1 shows the Kansas City Metropolitan Area.



- 1 - Central Business District
- 2 - Corridor
- 3 - Crown Center
- 4 - Country Club Plaza

Source: Mid-America Regional Council

Figure 1: Kansas City Metropolitan Area

Garreau develops a five-part definition for an edge city. It is any place having these qualities:

- 1) Five million square feet of leasable office space or more.
- 2) Six hundred thousand square feet of retail space or more.
- 3) A population that increases at 9 am on workdays - marking the location as primarily a work center, not a residential suburb.
- 4) A local perception as a single end destination for mixed use - jobs, shopping, and entertainment.
- 5) A history in which, thirty years ago, the site was by no means urban; it was overwhelmingly residential or rural in character.

This functional definition is used in the subsequent research as a foundation in the analysis. It will be used in determining the boundary and profile statistics for the edge city in the College Boulevard area of Kansas City.

CHAPTER II

DESCRIPTION OF STUDY

Research Purpose and Objectives

The purpose of this study is to investigate the continuing process of urbanization. One aspect of this phenomenon will be addressed by generating a specific profile of an edge city, concentrating on the business sector. This profile will analyze the new process against the parental central business district. It will provide a picture of the type and amount of activity occurring in an edge city as opposed to the CBD. More specifically, the recent relocation of businesses is explored. Based on its site and situation, the study region for this research is the Kansas City, Missouri, CBD and the College Boulevard Corridor, a growing edge city in Johnson County, Kansas.

The following questions will be addressed:

- 1) When and how has the College Boulevard Corridor developed?
- 2) How much commercial space and cultural activity is actually located within the Corridor?
- 3) How does Corridor space and activity compare with the older and mature Downtown Kansas City?
- 4) Are businesses relocating to College Boulevard from

the downtown, or is a different trend occurring?

To answer these questions, the specific objectives for this research are the following:

- 1) To present a development history and demographic comparison for both the edge city and the central business district.
- 2) To construct a current database of commercial/cultural spaces for the edge city and central business district.
- 3) To analyze business movement directions.

Justification of the Research

Urbanized areas of the United States contain over 77 percent of the country's population. An urban area consists of a central city or central core, together with contiguous closely settled territory, that combined have a total population of at least 50,000. This large percentage makes understanding of the development of emerging urban landscapes imperative. Knowledge of the new urban centers and their impact and situation in respect to the old urban landscape will help us to plan for future organization and activity. Where there is no plan, there is no goal and where no goal exists, the future is uncertain for any urban area. Analysis and understanding of edge cities is also essential today for the future livelihood of the central business district. The CBD has always been changing; yet its current role transition might be the biggest and last

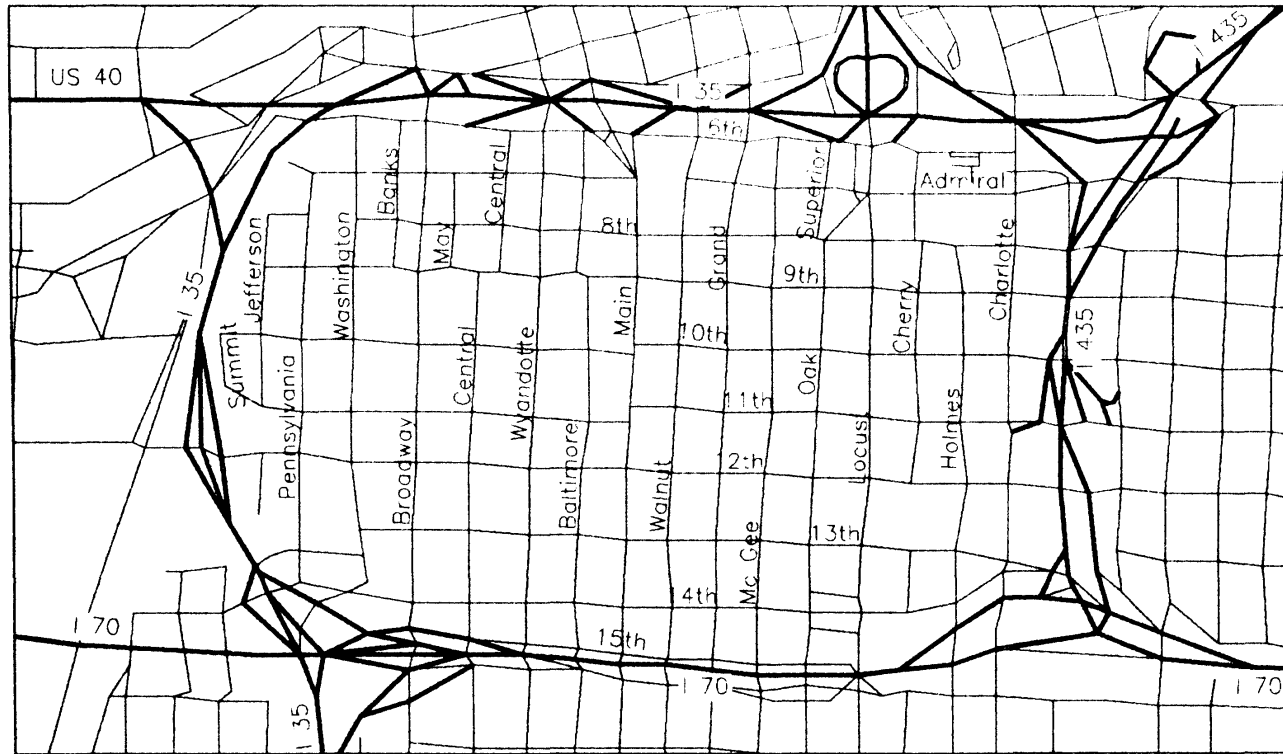
one it endures.

Scope of Study

The following are descriptions of the boundary definitions for the two study areas.

Kansas City's CBD is shown in Figure 2. Also called the "Downtown Loop," this area is bounded by interstates: I-70, I-35, and I-435. This definition of the CBD is identical to that used by most of the data sources. The street range encompassed in this study area is from Charlotte Street to Summitt Street in the east-west direction, and from 6th Street to 15th Street in the north-south direction. Located in northwest Jackson County, the CBD is adjacent to the Missouri River and has an area of approximately 0.85 square miles.

The College Boulevard Corridor, to be referred to simply as "the Corridor" in this study, is the area in Johnson County just south of I-435 to 119th Street, east to Roe Avenue and west to Renner Boulevard (see Figure 3). The area also extends north of I-435 at Roe and Renner to 103rd Street, and at Metcalf Avenue to 95th Street. These extensions from College Boulevard add retail centers, hotels, and office buildings to the Corridor area. Within this defined area are parts of four cities: Leawood, Lenexa, Olathe, and Overland Park. The area is approximately ten square miles. The specific geographic boundaries of the Corridor are taken from the definition



Source: TIGER/Line Census Files, 1990

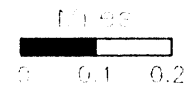
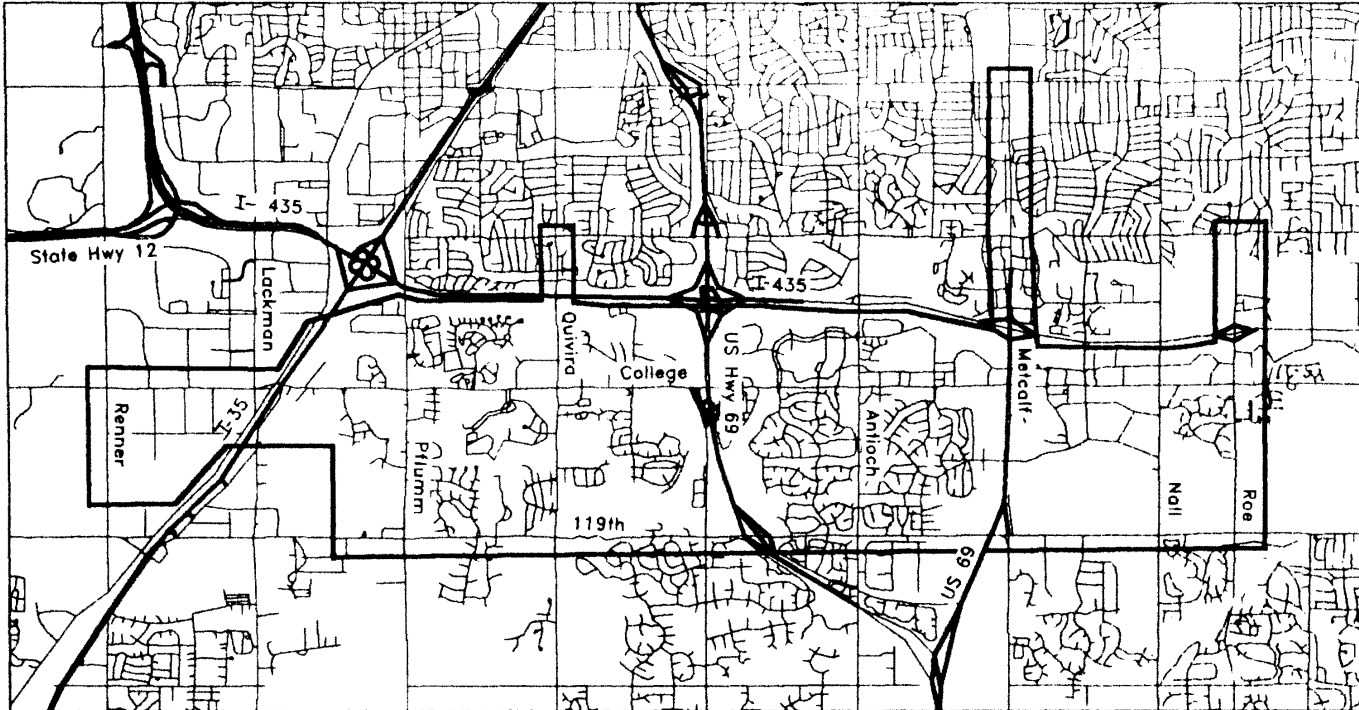


Figure 2: The Kansas City Central Business District



Sources: TIGER/Line Census Files, 1990
 Author's Calculations



Figure 3: The College Boulevard Corridor, Johnson County, Kansas

given by the weekly newspaper The College Boulevard News, a publication of The Sun Newspapers in Overland Park, Kansas. This paper was the only source that defined the Corridor as a true edge city, oblivious to city boundaries. The Corridor boundary was investigated on-site and was determined to be ideal for this study. It outlines the massive yet defined office park/retail plaza development.

Figure 1 (see page 10) shows both study areas relative to one another. The corridor lies approximately thirteen miles southwest of Downtown Kansas City.

Data Collection

To obtain accurate information for the study areas and an educated perception of their development, several trips were made to the Kansas City Area for onsite data collection. This section provides a description of the many data sources used for the research.

The main source for general information about the College Boulevard Corridor was the aforementioned College Boulevard News, a weekly publication for the Corridor area. The paper was first published in March 6, 1984, after it was apparent the corridor had become its own unique entity. This publication provided facts on the development history, data on office parks and retail plazas, and general information about the various other cultural and business activities. Because The College Boulevard News limits its

focus to the Corridor, it is the most accurate source for the edge city research. The information provided by the paper was a good basis for the Corridor analysis.

The Kansas City Business Journal was the main source for office building statistics for the central business district. It is a weekly paper for the metropolitan area that produces a quarterly publication called the Office and Industrial Leasing Guide. This guide lists office building square footage, lease rates, and years of construction. Several issues were used to compile the office space data.

The Mid-America Regional Council (MARC), located in downtown Kansas City, is a voluntary coalition of governments in the metropolitan area. They specialize in planning and economic development. MARC publishes the Downtown Fact File, an important source for demographic and market information on the central business district. MARC is also the only organization found to track business relocations in the metropolitan area, starting with 1987. The relocations are published in the quarterly Employment Announcements reports. Every report was used to create a business relocation file for the years 1987 through 1992.

The Downtown Council of Kansas City was a good source of information on the CBD. The Downtown Council is a small not-for-profit organization that deals with the marketing and promotion of the downtown area. In 1990, the Council produced the Downtown Kansas City Guide, a complete listing of the central business district's history, buildings, and

activities.

The Economic Development Corporation (EDC), located in the CBD, was another source that provided information on the CBD for office buildings, retail space, and entertainment and cultural facilities. The EDC is a not-for-profit organization that provides assistance to business and industry through loan programs and a variety of incentive programs and informational resources.

Various commercial real estate firms were contacted for information on office building space for both the Corridor and CBD areas. An attempt was made to create as complete a list as possible. Time and financial constraints limited the acquisition of this information. Cohen-Esrey, the largest real estate firm in Kansas City, provided vacancy rate information for the study areas through their yearly Market Profile report.

The Southwestern Bell Yellow Pages was the basic source used to contact hotels for room and rate information, and churches for membership information. A final source to mention is the Johnson County Planning Office in Olathe, Kansas. Being the first organization visited, the urban development staff provided ideas and direction for the ensuing research.

Methodology

The overall concept of this project was to produce a profile of an actual edge city and to investigate business

movement. To accomplish this, corridor data was categorized, tabulated where appropriate, and compared to the same data categories gathered for the CBD. A study of this specific nature is one of few in the field of geography. Consequently, the selection of variables and methods of analyses employed are the author's own. Several variables are viewed from a qualitative standpoint when a quantitative comparison is not necessary, such as with the arts and entertainment facilities. On the contrary, variables such as office space and business relocations required a quantitative analysis.

Development

The topic of the development background is approached from a qualitative standpoint and presented in a narrative form. Major development activities and changes are highlighted to show the very different nature and purpose of a central business district and an edge city. Current information is given to provide a picture of the areas as they are today.

Commercial and Cultural Data

The office space data is used to compute total space, average lease rates, and ranges of lease rates. The year of completed construction is used to illustrate the consistent and phenomenal growth of space in the Corridor. Vacancy rates are given for a seven year time period to

show trends and differences occurring between the CBD and the Corridor.

The retail areas are listed and described to show the amount and types of retail available in the Corridor and CBD. To prevent a detailed store by store analysis, this comparison is general in nature when compared to the office space analysis.

The hotel information is used to calculate total rooms and average weekday and weekend rates.

Arts and entertainment facilities are listed with a short description. A qualitative analysis is done comparing the various types of facilities offered in each study area.

Church data is also presented to show community diversity. Denominations, membership totals, and construction year are included.

Business Movement

The business relocation data is given for all businesses that located into or out of the CBD or the Corridor. The data is grouped into two major categories: movement involving the CBD and movement involving the Corridor. These categories are broken down into movement direction and location. The trends of movement relocation are shown using totals for each category subheading. Business movement records start with 1987 and include data through 1992. This analysis is limited to the stated time

period because relocation records have only been kept since 1987. Consequently, this study does not cover business movement occurring during the Corridor building boom (1977-1987), but the time period following.

Thesis Organization

The following three chapters detail the analysis and results for the three major objectives of this research. Chapter III is a brief description of the development history for both study areas along with a current demographic profile. Chapter IV profiles the corridor with commercial and cultural data; a comparison is done to the Central Business District data. Chapter V explains movement trends occurring with business relocations. Finally, chapter VI provides a summary of the results and a final look at the edge city profile.

CHAPTER III

HISTORY AND DEVELOPMENT

The Kansas City Metropolitan Area is a bi-state region comprised of ten counties and 135 cities covering approximately 5,000 square miles. Counties in Kansas are Johnson, Leavenworth, Miami, and Wyandotte. Missouri counties are Cass, Clay, Jackson, Lafayette, Platte, and Ray. The Metropolitan Statistical Area (MSA) grew from an eight county area with a total population of 1,381,915 in 1980 to a ten county area in 1990 with a total population of 1,566,280. The growth rate for the MSA from 1980 to 1990 was 13.4 percent.

Jackson County, which contains the CBD, has the largest population of the ten counties at 633,232, and a stagnant growth rate of 0.6 percent from 1980 to 1990 (MARC 1992).

Johnson County, home for the Corridor, is the second largest in population for the metropolitan area with 355,054 in 1990 (MARC 1991). It grew an amazing 31.4 percent in the 1980s, and the growth is continuing. The projection for 1995 is 425,900, a 20 percent increase from 1990 (MARC 1992). Growth rates are shown in Table I.

TABLE I
GROWTH RATES FOR METROPOLITAN KANSAS CITY,
JACKSON AND JOHNSON COUNTIES

	Growth Rates (in percent)		
	1970-80	1980-90	1990-95 (projected)
Metro Kansas City	+0.6	+13.3	+13.5
Jackson County	-3.8	+0.6	+2.7
Johnson County	+22.8	+31.4	+20.0

Source: Mid-America Regional Council

CBD History

The construction of the CBD began in the 1840s. Its location was at a transportation crossroads for railroads and shipping on the Missouri River. The early buildings, very few of which have survived, were mostly plain, wooden frame structures. Following the Civil War and a depression in the 1870s was a construction boom. This growth produced detailed and lavish use of imported materials in the 1890s, steel construction in 1904, and the unique art deco style in the 1930s. With suburbanization and highway construction, a second construction boom did not hit the Central Business District until the mid-60s. This event continued until the mid-70s. Currently, the CBD is in a new kind of boom, finding new uses for historic buildings and creating new buildings that mesh with the old (Downtown 1990). The recent building and rebuilding of the CBD has produced ten new office towers and over 23 building

renovations since 1985, totaling over 2.9 million square feet of office space.

The CBD has four different sections: the Hotel and Theater District, the historic Ninth Street and Garment Districts, and the Retail and Finance District. The Hotel and Theater District, located in the southwest portion of the CBD, began with the construction of Convention Hall in 1899. By the time the Municipal Auditorium replaced Convention Hall in 1934, seven hotels and two theaters had clustered in the area, now on the National Register of Historic Places. Both the Ninth Street and Garment Districts are also on the National Register of Historic Places. The Garment District encompasses the Ninth Street District in the northwest quarter. These two areas are the oldest part of the CBD, with buildings dating back to the 1880s. The Retail and Finance District is located right in the center of the CBD. It contains the largest and highest buildings in the Downtown Loop. With a retail area over 80 years old, new buildings are designed to compliment the older buildings to preserve the charm of an earlier Kansas City (Downtown 1990).

Corridor History

The Corridor development grew at a frantic pace compared to the gradual building of the downtown. This was enhanced by its situation next to I-435, a highway that wraps around the Kansas City Metropolitan Area.

Garreau's definition of an edge city states that thirty years ago, the site was by no means urban but rather a sparsely populated residential area or rural area. Even though development began as early as 1969 with the Fox Hill office complex at I-435 and Roe Avenue, growth did not take off until the late 1970s. Prior to 1977, College Boulevard was mainly a farming area (Figure 4). From 1977 to 1987 the edge city development was in full swing, producing nine office parks, twelve free-standing buildings, and thousands of square feet of retail space. Today, the Corridor is an abundance of buildings (Figure 5). Its initial unmarked boundaries are still expanding, slowly to the west and south.

The Corridor has no distinct districts like the CBD. It also has no buildings of any historic importance. What composes the Corridor is a planned mixture of office parks, retail plazas, and free-standing buildings and stores. The design of the buildings is very contemporary in style, with extensive use of glass and angles. The office park layout exerts a much different atmosphere from the skyscrapers of the CBD. These parks are called "campuses," and expand over several acres of land. Most include lakes, jogging trails, spas, and picnic areas in an effort to meet as many "needs" of the employee as possible. Although the CBD maintains a certain charm, the Corridor promotes a sense of sterile convenience.

The Corridor is considered an affluent area, and with



Figure 4: The Corridor, 1975



Figure 5: The Corridor at Metcalf and College, 1992

good reason. Most executives who work in the Corridor live in the surrounding area. The median household income for Overland Park, the main city encompassing the Corridor, is \$44,246 (Johnson Cnty 1992). Other adjacent cities boast even higher incomes.

In contrast, CBD executives do not live in the immediate area, but prefer more affluent locations further away from the old central core. The CBD is surrounded by low income housing. These areas have a median household income of \$16,738 (MARC 1992).

Increased development has obviously boosted the number of employees working in the Corridor. In 1984, approximately 20,000 people made a living in the Corridor. By 1992, 30,000 workers flooded College Boulevard every weekday. This occurrence fits Garreau's definition of an edge city. He states that the population increases at 9 am, marking the location primarily as a work center and not a residential area. Corridor employment is also catching up to the CBD employment figure of 48,800 (1990 figure).

Taxes work in the Corridor's favor, and they can be used as a business moving incentive. For Johnson County, the equalization of real property occurs every year. All commercial and manufacturing real and personal property is assessed at 30 percent of fair market value; all machinery and equipment is assessed at 20 percent of its straight line depreciated value. Equalization of real property in Jackson County occurs every two years. Real property in

commercial and manufacturing is assessed at 32 percent of true value. Machinery and equipment is assessed at 33 1/3 percent of the firm's acquisition cost, less depreciation. Johnson County's rate is 2 percent lower for property assessment and 13 1/3 percent lower for equipment assessment. These figures can be a significant selling point for relocating businesses.

Summary

Construction of the Central Business District began in the 1880s. Its location was an important convergence of transportation lines which led to its importance as a business center. The CBD developed into four unique districts that boast their own specific activity. It has always been a place of history, architecture, and action. Presently, the CBD finds itself in a county with stagnant growth and surrounded by low income residential areas.

The Corridor is a new and expanding commercial area which was empty fields just twenty years ago. It is aided in growth by access to a major highway (I-435) and a comfortable distance from the urban core. The area's overriding advantage is space as office parks and retail centers expand over acres of land. The Corridor is surrounded by high income residential areas, and it exerts a contemporary, affluent atmosphere. The Corridor is also aided in growth by taxes, which are slightly lower than Missouri's.

CHAPTER IV

COMMERCIAL AND CULTURAL INFORMATION

Office Space

An important measurement of an edge city is commercial space, according to Garreau. Specifically, Garreau defines an edge city as having at least five million square feet of office space and six hundred thousand square feet of retail space.

With the service sector becoming the dominant employer in our society, the key work location in the late twentieth century is the office. The compiled office space listings for both the Corridor and the CBD are in Tables II and III. These lists were made to create as complete an office space listing as possible for the two study areas.

The Corridor's office space certainly meets Garreau's definition: a total of 6,623,136 square feet of office space exists in the area. This space is spread over twenty-three free-standing buildings and seventeen office parks composed of 100 buildings. The earliest completion of an office building or complex was the General Square Office Building in 1972. Construction went at an incredible pace up until 1987, at which time a decline began. The development has never stopped, however, as four

TABLE II

CORRIDOR OFFICE SPACE

	Total Square Footage	Rent (\$) Per Sq. Ft.	Year Completed	# of Bldgs.
<u>Office Parks</u>				
Barkley	119,600	12.75	1978	4
Leawood Corporate Manor	84,800	13.10	1982	4
Leawood Fountain Plaza	93,929	15.95	1982	3
Fox Hill	202,300	16.00	1986	12
Corporate Woods	1,800,000	15.70	1987	22
College Blvd Plaza	85,000	18.00	1987	4
Commerce Terrace	120,000	16.50	1987	4
Financial Plaza/Plaza West	297,500	20.00	1987	4
Leawood Exec Centre	180,000	13.50	1987	3
The Renaissance	306,000	18.78	1987	2
Exec Hills South	334,682	16.25	1988	12
College Oaks	247,500	17.00	1989	4
Commerce Plaza	281,000	21.00	1989	2
Southlake	204,200	15.00	1990	6
* Lighton Plaza	480,000	21.75	1991	3
College Hills	88,400	14.95	1993	8
Executive Centre	207,498	16.75	1993	3
17 Total Parks	5,132,409	16.15		100
		Average Rate		
<u>Free Standing</u>				
General Square Office Center	80,300	15.50	1972	1
** College Blvd. Business Center	108,000	10.50	1973	1
Pennsylvania National	76,000	15.00	1978	1
6600 College	80,000	15.00	1980	1
MCI Bldg	32,000	15.50	1981	1
Penner Bldg	22,000	15.50	1982	1
Atlas Bldg	56,000	16.50	1982	1
CNA Insurance	55,491	16.75	1983	1
95 Metcalf Square	144,700	15.50	1985	1
King St. Plaza	50,000	16.00	1985	1
Plaza West Office	40,000	16.50	1985	1
44000 College	94,000	17.00	1986	1
Pepper Pointe Medical	22,100	15.00	1986	1
Summerson Burrows	41,330	17.00	1986	1
College Blvd. Plaza Medical Bldg	85,000	18.00	1988	1
Elders Grain Building	73,000	17.25	1988	1
Highland Plaza	30,000	15.00	1988	1
Barkley Place	100,500	15.50	1989	1
University Park	24,000	17.50	1989	1
NCAA	155,000	19.55	1990	1
Cedar Parkway Professional Bldg	21,000	15.50	1993	1
Parkhill Office Bldg	65,906	15.50	1993	1
The Registry	34,400	14.50	1993	1
23 Total Buildings	1,490,727	15.89		23
		Average Rate		
<u>Corridor Totals</u>	<u>6,623,136</u>	<u>16.02</u>		<u>123</u>

* Highest Rental Rate

** Lowest Rental Rate

Sources: College Boulevard News, Kansas City Business Journal

TABLE III

CENTRAL BUSINESS DISTRICT
OFFICE SPACE

Building Name	Total Square Footage	Rent (\$) Per Sq. Ft.	Year Completed	Year Renovated
Danguard Bldg	28000	10.5	1885	1985
The Palace Bldg	98400	9.5	1885	1985
New England Bldg	49000	10.5	1888	1989
New York Life Bldg	126000		1890	
The Stilwell	38000	14	1895	1985
Design Exchange	52000	12	1902	1985
Lucas Place	112000	11	1902	1985
Rivergate Business Center	100000	12.75	1902	1985
Thayer Place	84000	9	1902	1983
Ashley Bldg	70000		1904	1984
Gumble Bldg	50000	11	1904	1982
1113-15 Walnut	34000	12	1906	
Octave Chanute Bldg	65000		1906	
Commerce Trust Bldg	205000	11.5	1907	
Gate City Bldg	39000	8.5	1907	1984
Scarritt Arcade-Exec. Suites	24500		1907	1985
Scarritt Bldg	106000	9.5	1907	1985
Lillis Bldg	45000		1908	
Boley Clothing Co. Bldg	30000		1909	
Columbia National Bank	63600	8	1909	1985
Ozark Bldg	109931	7.5	1910	1991
Temple Bldg	54000		1911	
Harzfelds	80000	14	1913	1932
Peck's Plaza	77500	11.75	1914	1985
Waldheim Bldg	73600		1916	
Graphic Arts Bldg	90000	9.5	1917	1985
Ridge Arcade	50000		1917	1984
908-910 Broadway	35000		1919	
Ozark Nat. Life Bldg	82561		1920	1983
Waltower Bldg	48000	7.5	1920	
Burnap Bldg	48000		1921	
Dwight Bldg	115000		1923	1986
Lathrop Bldg	71000	7	1923	1983
12 Grand Bldg	78251		1924	
Argyle Bldg	100000	9	1924	
Board of Trade Bldg	170000		1924	
Hanover Bldg	57200	7	1924	1984
Mark Twain Tower	240000	10.5	1924	1984
Bonfils	25500	13	1925	
Home Savings Bldg	164000	9	1926	1930
Midland Office Bldg	66898	10.5	1927	
Midland Theater	72000		1927	
Chambers	64000	12	1928	
Law Bldg	34000	8	1929	
Oak Tower	300000	10	1929	1991
Professional Bldg	125000		1929	
Brookfield Bldg	84000	14	1930	
** TWA Bldg	80000	3	1930	
Bryant Bldg	231840	11.5	1931	1985
Power & Light Bldg	215000	13.5	1931	

TABLE III (Continued)

Building Name	Total Square Footage	Rent (\$) Per Sq. Ft.	Year Completed	Year Renovated
Union Carbide Bldg	55000	7.5	1931	
Insurance Exchange	96000	13.75	1932	1982
KC Southern Bldg	102400		1935	
Griffith-In.	150000		1936	1989
Uhlmann Bldg	26000	6	1939	
Centennial Bldg	160000		1951	
811 Main - Kemper	244000		1955	1989
1400 Baltimore	52600	11	1955	
Barickman Office Bldg	40000	10	1956	
Farm & Home Bldg	25000		1960	
Merchants Trust Tower	204000	11	1962	
Commerce Tower	400000	13	1965	
Boatmen's Center	290000	13	1968	
Executive Plaza Office Bldg	203175	11.5	1974	
Mercantile Tower	220000	13	1974	
Western Union	44000		1975	
City Center Square	631000	15	1977	
Commerce Bank Bldg	388000	17.5	1979	1986
Graphic Arts Bldg	78000		1984	
Twelve Wyandotte Plaza	351000		1985	
1220 Washington	45000	16	1986	1985
AT & T Town Pavilion	900000	15	1986	
Poindexter Bldg	230000	15	1986	
United Missouri Bank	255800		1986	
One K.C. Place	708000		1987	
Soho Office Center	52000	11	1987	
Broadway Square	284000		1989	
One Petticoat Lane Bldg	150000		1989	
* 1201 Walnut	531000	22	1991	
Finance Building	32000	7		
Sentinel Federal	28000	9.5		
Sosland Bldg	56000	9.5		
901 Wyandotte	100000	18		
1000 Broadway	39000			
Centerre Bank of KC	60000			
Dst, Hereford Etc	55000			1987
Mark Twain Empire Bank	45000	5		
Mason Bldg	30000			
Old YMCA Bldg	120000			
Quality Hill Phase I	22500			1988
Quality Hill Phase II	32000			1988
Ramos Bldg	22500			
Spalding Bldg	29000			
Union National Bank Bldg	42000			
United Missouri Bank Bldg	115000			
Total Square Footage	12205756			
Average Rate Value (\$)		11		

* Highest Rental Rate

** Lowest Rental Rate

Sources: Kansas City Business Journal, Economic Development Corp.

additional complexes are to be completed in 1993.

The CBD has 96 office buildings with a total of 12,205,756 square feet of space. The oldest buildings still in use are the Danguard Building and the Palace Building, both built in 1885 and renovated in 1985. The youngest building, 1201 Walnut, was built 106 years later in 1991. Although not all of the construction years for these buildings could be obtained, the data that is complete shows a more gradual trend with a notable drought from 1939 to 1974. This coincides with World War II, the flight to suburbia, highway construction, and the beginning of the edge city. Not until the mid-1980s did the CBD have a slight resurgence, which was the time when the corridor's building boom was ending. Currently, the CBD maintains 36.8 percent of the actual total office market in Kansas City, as calculated by the Office Network (1991). With the growing number of offices outside the CBD, this percentage will surely decrease. The result is a less and less dominant role for the CBD.

The Corridor has become the home for over 1,900 businesses in twenty-one years. This tremendous influx of activity has kept vacancy rates relatively low, and consistently lower than the central business district's. Table IV explains building class divisions and Table V shows vacancy rates for the corridor and CBD from 1986 to 1992 for all building classes in these areas. This information is from the Cohen-Esrey Market Profile report.

TABLE IV
OFFICE CLASS EXPLANATION

Class A:	A newer and well-maintained building with high-quality finish designed to attract the highest rents in the market.
Class B:	A building of fairly high quality that may show some functional obsolescence or deterioration. It leases at a slightly lower rate than Class A space in the same area.
Class C:	A building that can be found only in the older areas of the city and offers minimum quality office space at the lowest rate per square foot.
Class R: (Renovated)	An older building renovated to provide many of the amenities available in the new Class A buildings.

Source: Cohen-Esrey Market Profile, 1993.

TABLE V
OFFICE VACANCY RATES

Area: Year	Vacancy Rates Percentage by Class				Overall Rate
	A	B	C	R	
CBD: 1986	13.8	17.5	25.2	46.2	19.0
1987	14.5	24.1	28.5	45.8	21.4
1988	18.81	24.08	52.1	37.75	24.79
1989	10.72	20.55	28.03	47.82	18.38
1990	10.8	15.83	27.33	42.90	17.14
1991	19.42	24.89	25.30	35.96	22.72
1992	14.70	27.41	17.47	31.24	21.06
Corr: 1986	19.1	5.1	N/A	N/A	19.0
1987	21.3	9.1	N/A	N/A	21.1
1988	17.43	20.45	N/A	N/A	17.50
1989	13.28	14.67	N/A	N/A	13.31
1990	11.21	3.99	N/A	N/A	11.08
1991	12.35	0.0	N/A	N/A	12.13
1992	10.98	1.92	N/A	N/A	10.82

N/A= not applicable

Source: Cohen-Esrey Market Profiles, 1987-1993

Figure 6 is a graph comparing the rates of the CBD and the Corridor. The Corridor experiences overall lower rates than the CBD, which suffers from a very high renovated building rate (class R). The corridor experienced its lowest rate last year at 10.82 percent for both classes. With construction decreasing, the vacancy rate is expected to continue improving in this area. The CBD vacancy rate has fluctuated around the average of 20.6 percent since 1986. A slight decrease in 1992 will hopefully continue as no new construction is taking place.

The consistent problem in the CBD has been occupying renovated office space. The class-R rate was its lowest in seven years in 1992 at 31.24 percent. Although restoration of older buildings helps preserve the historic ambiance of the CBD, it is a risky endeavor which may not be profitable.

Corridor building classes and lease rates exemplify the affluent nature of the edge city. Corridor offices are modern and designed to supply many amenities to the employee. Consequently, mostly class A (98%) and some class B (2%) buildings are found in this area. The lease rates range from \$10.50 to \$21.75 per square foot with an average of \$16.02 (Table II, page 31).

The CBD lease rates range from \$3.00 to \$22.00 per square foot. The lease rate range is larger in the CBD since it contains all four building class types. The average rate is \$11.06, lower than the corridor due to

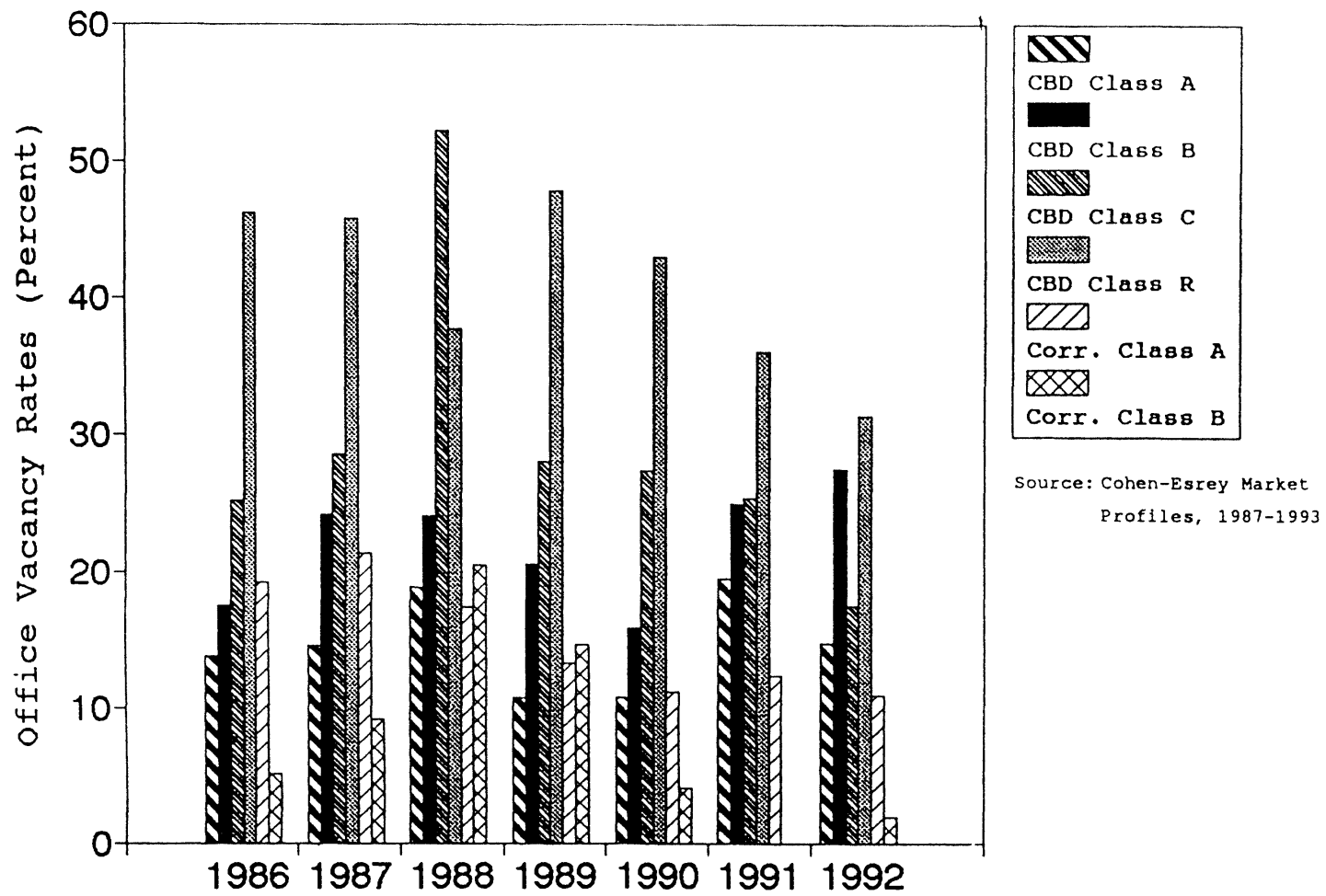


Figure 6: CBD and Corridor Vacancy Rate Comparison

the supply of lower class offices (Table III, page 32).

Retail

While the corridor lacks a shopping mall, retail space is by no means scarce. Eighteen strip shopping centers provide over two million square feet of retail space. These centers generally have two or three anchor stores in addition to other stores which provide a wide variety of services to the business sector and surrounding residential areas. The largest store in the area is Wal-Mart. Other anchor store types are grocery, furniture, crafts, and hardware. Growth of the retail sector has paralleled the development schedule of the office space and surrounding residential growth. Peaking in the 1980s, retail expansion has slowed down. Table VI lists the various retail centers that can be found in the Corridor.

Retail in downtown Kansas City is considered nonexistent to the dedicated shopper (Table VII). The CBD holds approximately 650,000 square feet of retail space which includes the Jones Store, the only department store. Dillard's Department Store vacated the CBD in 1989 marking a definite sign of CBD retail deterioration. The majority of the stores still operating are small specialty or chain stores and services. The main centers are located in the Town Pavilion, One Kansas City Place, City Center Square, and the Commerce Bank Tower. Gart Brothers Sporting Goods, a large store of 90,000 square feet, is among the

TABLE VI

CORRIDOR RETAIL CENTERS

-
- 1) Camelot Court
Finished in 1990. Anchor is grocery store.
275,000 square feet.
 - 2) College Square
Finished in 1987. Anchors are grocery, drug, and
hardware stores. 340,000 square feet.
 - 3) College Village
No major anchors; small stores and restaurants.
 - 4) Financial Plaza
Furniture store anchor; 30,000 total square feet.
 - 5) Fox Hill Commercial Center
No major stores. Finished in 1985. 13,297 square
feet.
 - 6) Hawthorne Plaza
Upscale shops. 115,000 square feet plus recent
29,000 square foot addition.
 - 7) Highland Plaza
Variety of stores. Finished in 1987.
 - 8) Indian Creek Shopping Center
Grocery and craft stores. 141,200 square feet.
 - 9) La Paloma
Spanish architecture with specialty boutiques.
42,000 square feet.
 - 10) Marketplace
Finished in 1987. 45,000 square feet.
 - 11) MacDonalds Plaza
Center of attention is MacDonalds fast food
restaurant. 30,000 square feet.
 - 12) Metcalf 103
Large stores such as Office Plus, Payless Cashways.
190,000 square feet.
 - 13) Plaza West
Upscale boutiques and restaurants. Finished in
1986. 100,000 square feet.

TABLE (CONTINUED)

-
- 14) Rosana Square
The largest center. Stores are major grocery, computer, home improvement outlets.
- 15) Shannon Valley Shopping Center
Price Chopper anchor. Finished in 1986.
100,000 square feet.
- 16) The Shops at Corporate Woods
Finished in 1982. Exclusive shops.
30,000 square feet.
- 17) The Shops at Executive Hills
Small stores covering 14,000 square feet.
- 18) Stoll Park Center
Finished in 1988 with 100,000 square feet.
-
- * The Corridor's major free-standing store is a Wal-Mart.
- ** The Corridor has no inside shopping malls.

Source: The College Boulevard Guide, 1992

TABLE VII

CENTRAL BUSINESS DISTRICT RETAIL CENTERS

-
- 1) Jones Department Store
 - 2) Town Pavilion
Specialty stores and services. Finished in 1986.
175,000 square feet.
 - 3) Commerce Bank Tower
News and small retail. 25,000 square feet.
 - 4) One Kansas City Place
Specialty and chain retail. 42,000 square feet.
 - 5) City Center Square
Small stores. 12,500 square feet.
 - 6) Gart Bros. Sporting Goods
90,000 square feet of sporting retail.
-

Source: Downtown Kansas City Guide, Mid-America Regional Council

highlights of the downtown shopping scene. Most shopping in Kansas City has been directed to the Country Club Plaza, a J. C. Nichols original built in 1924, and area malls. The downtown simply cannot compete with the suburban centers in terms of accessibility to parking, and abundant selection within an enclosed area.

Hotels

With over six million square feet of office space in the corridor, the hotel industry has found an excellent market. The corridor supports twelve hotels with a total of 2,172 rooms (see Table VIII). The corridor hotels benefit from the office atmosphere, catering to the frequent business meeting or luncheon. In contrast, the CBD has only eight hotels with 2,045 total rooms, 127 less than the corridor. The average rates for the corridor are \$72.83 on weekdays and \$58.24 on weekends. These rates are higher than the average for the CBD: \$68.67 for weekdays and \$56.16 for weekends. Hotels in the CBD cannot offer all the spacious amenities of the Corridor hotels, such as health spas and gardens. They do have a much more historic significance, however, with two dating back to the 1800s. CBD hotels serve the business sector, but also cater to pleasure and entertainment purposes. Corridor hotels are geared towards business, not the weekend getaway. College Boulevard has become the perfect place to catch the traveling business employee.

TABLE VIII

A COMPARISON OF HOTEL AVAILABILITY FOR
THE KANSAS CITY CBD AND THE
COLLEGE BOULEVARD CORRIDOR

Name	Address	Rooms	Suites	Single		Year Built
				Weekday Corporate	Weekend	
CBD Hotels						
Allis Plaza Hotel	200 W. 12th	572	22	\$130.00	\$79.00	1984
Americana Hotel	1301 Wyandotte	480	7	\$59.00	\$39.95	1969
Downtown Inn	921 Cherry	143	8	\$28.00	\$28.00	1965
Embassy on the Park	1215 Wyandotte	189	16	\$49.00	\$49.00	1925
Historic Suites of America	612 Central	101	101	\$85.00	\$75.00	1890
Howard Johnson Central	610 Washington	186	1	\$32.35	\$32.35	1962
Raddison Suite Hotel	106 W. 12th	214	214	\$89.00	\$69.00	1930
Savoy Hotel	219 W. 9th	160	10	\$77.00	\$77.00	1888
Corridor Hotels						
Clubhouse Inn	10610 Marty Lane	143	22	\$64.00	\$52.95	
Courtyard by Marriott	11301 Metcalf	149	12	\$75.00	\$59.00	
Doubletree in Corp Woods	10100 College Blvd.	357	17	\$105.00	\$69.00	
Drury Inn	10951 Metcalf	155	0	\$55.50	\$55.50	
Embassy Suites	10601 Metcalf	220	220	\$124.00	\$89.00	
Fairfield Inn	4401 W. 107	132	0	\$40.95	\$40.95	
Hallmark Inn	7000 W. 108	181	0	\$48.00	\$48.00	
Hampton Inn	10591 Metcalf	135	0	\$56.00	\$49.00	
Holiday Inn Express	7200 W. 107	82	0	\$57.50	\$57.50	
Overland Park Marriott	10800 Metcalf	397	0	\$109.00	\$69.00	
Red Roof Inn	6800 W. 108	109	0	\$39.99	\$39.99	
Residence Inn	6300 W. 110	112	0	\$99.00	\$69.00	
Hotel Comparison : Averages and Sums =						
	CBD	2,045	379	\$68.67	\$56.16	
	Corridor	2,172	271	\$72.83	\$58.24	

Source: Southwestern Bell Yellow Pages

Arts and Entertainment

What is lacking in the corridor is that which is found outside the business atmosphere: arts and entertainment, and any significant governmental structure besides a city hall. Not surprising is the profile of the central business district's arts and entertainment facilities and government buildings versus the corridor facilities. See Tables IX, X). Downtown is still the principal location for conventions, professional theater, concerts, and exhibits. As noted in Table IX, the CBD boasts the H. Roe Bartle Hall, Municipal Auditorium, four stage theaters, and eight art galleries. Kansas City is also the location for a Federal Reserve Bank. The Johnson County Community College is the only arts and entertainment facility in the corridor, and the lone permanent exhibit is the NCAA College Athletics Visitors Center. The function of the corridor, however, is business. There exists no apparent need for it to expand its horizons in a fine arts/cultural/entertainment direction, although a movie theater complex is scheduled to start construction this year. It most likely could never compete with what the CBD has to offer. The on-going use of CBD facilities has become the only reason suburbanites go to the CBD. The CBD simply cannot compete anymore in the area of retail and is losing its grip on the office industry.

TABLE IX

CBD ARTS AND ENTERTAINMENT

Facility	Renovation Date
1) <u>Municipal Auditorium</u> Also called Kansas City Convention Center. Includes: Exhibition Hall, Arena, Little Theatre, Music Hall (seats 2,400). Music Hall hosts Broadway plays, ballet, opera, concerts, conventions, graduations. Decor outside: carved medallions.	1934
2) <u>H. Roe Bartle Hall</u> Part of the Kansas City Convention Center. Geometric design.	1977
3) <u>Lyric Theatre</u> Houses Lyric Opera, Kansas City Symphony, and State Ballet of Missouri. Originally Ararat Shrine Temple.	1926
4) <u>Folly Theater</u> Originally a vaudeville and burlesque theater.	1900
5) <u>Midland Theater for the Performing Arts</u> Marcus Loew built for motion pictures. Now offers live stage plays in plush restored surroundings.	1927
6) <u>Quality Hill Playhouse</u> Broadway-style theatre	
7) <u>Federal Reserve Visitors Center</u>	
8) <u>Kansas City Museum in Town Pavilion</u>	
9) <u>Art Research Center</u> National and International structural exhibits.	
10) <u>The Fine Arts Gallery</u> Features museum-quality traveling exhibits.	
11) <u>Kansas City Artists Coalition</u> A not-for-profit alternative arts center.	

TABLE IX (Continued)

Facility	Renovation Date
12) <u>The Morgan Gallery</u> Contemporary works by nationally and internationally acclaimed artists.	

Source: Downtown Kansas City Guide, 1990.

TABLE X

CORRIDOR ARTS AND ENTERTAINMENT

1) The Cultural Education Center at Johnson County Community College

Amenities:

1,400-seat Yardley Hall

400-seat thrust (stage) theater

80-seat recital hall

3,400 sq ft art gallery

Hosts plays, dance troupes, comedy shows, the Lyric Opera, Ballet, Kansas City Symphony, Missouri Repertory Theater, touring concert artists.

No other buildings are dedicated to these activities. Conventions are held in hotels. Various art festivals are held outside during spring and summer.

2) NCAA Visitors Center

College athletics exhibits.

Source: College Boulevard Guide, 1992

Churches

Churches are also an important part of the cityscape. As shown in Table XI, churches in the CBD were built when development was escalating in the late 1800s. The four downtown churches are of two denominations: Roman Catholic and Episcopal. The membership numbers downtown are small and dwindling. The corridor churches have all been built in the late 1980s and early 1990s. Four different denominations characterize the diversity of this area: Jewish, Presbyterian, Evangelical Free, and Roman Catholic. These churches are all expanding in membership, and more churches are on the drawing board to be built

Summary

The College Boulevard Corridor exceeds Garreau's definition of space content in every way: office space exceeds six million feet and retail space exceeds two million feet. The abundant and growing office space and retail space has created a business and retail center like no other region in the metropolitan area. The corridor is the pinnacle of contemporary office design and the destination for an automobile-driven consumer. Its upscale atmosphere, accommodating hotels, and surrounding affluent communities have made it the choice location for executives to conduct business.

What is lacking in the edge city also coincides with

TABLE XI

A COMPARISON OF CHURCHES FOR THE
KANSAS CITY CBD AND THE COLLEGE
BOULEVARD CORRIDOR

NAME	ADDRESS	DENOMINATION	MEMBERS	YEAR BUILT
CBD CHURCHES				
Cathedral of the Immaculate Conception	416 W. 12th	Roman Catholic	550	1882
Grace and Holy Trinity Cathedral	13th & Broadway	Episcopal	753	1894
St. Mary's	1307 Holmes	Episcopal	200	1888
Old St. Patrick's Catholic Church	806 Cherry	Roman Catholic		1875
CORRIDOR CHURCHES				
Grace Covenant Church	11100 College Boulevard	Presbyterian	780	1988
Roman Catholic Church of the Nativity	3800 W. 119	Roman Catholic	1400	1992
Kehilath Israel Synagogue	10501 Consor	Jewish	800	1986
First Evangelical Free Church of America	10201 W. 127th	Evangelical Free	135	1987
Church Comparison : Averages and Sums =				
	CBD		1,503	1885
	Corridor		3,115	1988

Source: Southwestern Bell Yellow Pages

Garreau's opinions. The presence of any government is not seen. These areas were not built around the city or town hall. In fact, one has to use the yellow pages to locate these structures or a post office. Culture has yet to make an impact on the Corridor; the only facility built to accommodate live entertainment or exhibits is less than a year old and located at the community college.

Corridor churches demonstrate that religion is present in this developing business community. A diverse faith background is exposed (4 denominations), more diverse than the roots were of the CBD (2 denominations).

CHAPTER V

BUSINESS MOVEMENT

The analysis of business relocation reveals the trends occurring in the metropolitan area. Knowledge of the direction of business movement is important for urban planners as well as market analysts and real estate agents. This research focuses on movement occurring in the study areas.

The time period covered is from 1987 through 1992, and a data summary is found in Tables XII and XIII. A complete data table of the companies that relocated, the year of relocation, and the number of employees involved is given in the Appendix.

The data tables cover two major categories: Movement involving the CBD (into or out of) and movement involving the Corridor. These tables document those businesses moving into the study areas, and those moving out of the study areas. The Kansas subcategory refers to all the suburbs in the Kansas City Metropolitan Area that are in the State of Kansas, excluding the Corridor. Missouri is used as a general relocation category referring to all locations in metropolitan Kansas City in Missouri, excluding the CBD. This includes the Plaza and Crown

TABLE XII

CENTRAL BUSINESS DISTRICT MIGRATION

	From CBD:		To CBD:		CBD Gains/Losses	
	Number of Businesses	Migrant Employees	Number of Businesses	Migrant Employees	Businesses	Employees
<u>To/From:</u>						
<u>Missouri</u>	17	1651	4	441	-13	-1210
Plaza	6	396	0	0	-6	-396
Crown Center	3	487	1	31	-2	-456
Other	8	768	3	410	-5	-358
<u>Kansas</u>	3	442	1	100	-2	-342
<u>Corridor</u>	1	450	0	0	-1	-450
<u>Metro Area</u>	0	0	2	4044	2	4044
<u>Totals</u>	21	2543	7	4585	-14	2042

Source: Mid-America Regional Council Employment Announcement Reports, 1987-1992

TABLE XIII

CORRIDOR BUSINESS MIGRATION

To/From:	From Corridor:		To Corridor:		Corridor Gains/Losses	
	Number of Businesses	Migrant Employees	Number of Businesses	Migrant Employees	Businesses	Employees
<u>Missouri</u>	5	1455	18	2059	13	604
Plaza	4	455	3	302	-1	-153
Crown Center	1	1000	0	0	-1	-1000
Other	0	0	15	1757	15	1757
<u>Kansas</u>	5	814	16	2187	11	1373
<u>CBD</u>	0	0	1	450	1	450
<u>Metro Area</u>	0	0	0	0	0	0
Outside Metro <u>Area</u>	0	0	1	55	1	55
<u>Totals</u>	10	2269	36	4751	26	2482

Source: Mid-America Regional Council Employment Announcement Reports, 1987-1992

Center, both in Kansas City (proper), Missouri.

The Plaza, as previously mentioned, is a healthy office and retail area located four miles south of the CBD. Crown Center is a small office and retail center approximately one mile from the southern edge of the CBD. It is the national headquarters for Hallmark Cards.

Movement Involving the CBD

Overall, the data in Table XII shows a loss of businesses in the CBD. Twenty-one companies moved out while seven moved in to the CBD. The most popular destinations were suburbs in Missouri and other parts of Kansas City, Missouri. This trend accounted for seventeen companies or 81 percent of the movement out of the CBD. Relocating to Kansas suburbs was the second most popular destination. Three companies moved to these areas.

A surprising statistic is the CBD to Corridor movement. Only one company relocated to the Corridor from the CBD during the six year period. This company was Mobil Oil, which had 450 employees.

A total of seven companies moved into the CBD from various outlying areas. Here again, the majority were from the metropolitan area in Missouri for a total of four companies. The largest move in terms of employees was by AT&T and Sprint. These two companies consolidated various metropolitan offices to locations downtown. AT&T moved to the new Town Pavilion in 1987, involving the relocation of

3,094 employees. Sprint moved to the new One Kansas City Place in 1989, involving the relocation of 950 employees. These two major relocations to the CBD were very important to the employment base. AT&T's move alone allowed the CBD to have a net gain of employees, even though there was a net loss of fourteen businesses. The company Argus Health Systems from Kansas finishes the list of relocations to the CBD, bringing in 100 employees.

Movement Involving the Corridor

While the CBD had three times the number of companies moving out than moving in, the Corridor experienced the opposite trend. Ten businesses moved out while thirty-six moved in to the area (Table XIII).

Businesses moving out of the Corridor relocated to metropolitan areas in Kansas and Missouri. Missouri gained five businesses and 1,455 employees from the Corridor. Kansas suburbs also gained five businesses but only 814 employees. Not surprisingly, no movement occurred from the Corridor to the CBD. Consequently, this data shows very little movement between the CBD and the Corridor in either direction.

Relocations to the Corridor were almost an even spread between metropolitan areas in Missouri and Kansas at eighteen and sixteen, respectively. Kansas businesses contributed 2,187 employees and Missouri was close behind with 2,059 employees. One company located to the Corridor

from outside the metropolitan area (Chicago), and, as listed previously, one business relocated from the CBD (Mobil Oil).

In terms of employees, the two areas were similar in gains. The conclusion can be made that the CBD attracts larger businesses than the Corridor. Overall, the Corridor had a net gain of 2,482 employees and twenty-six businesses. The CBD had a net gain of 2,042 employees but a net loss of fourteen businesses.

Summary

As shown by the data, a majority of the businesses moved from the suburbs and other areas of Kansas City proper to the Corridor. The least amount of movement was found to be between the CBD and the Corridor. Only one business moved from the CBD to the Corridor and zero went from the Corridor to the CBD. The resulting trend that is shown is not downtown to edge city. Instead, it is metropolitan areas to the edge city. The Corridor is gaining businesses that have already moved to a suburban location or started there in the beginning. The Corridor is not attracting the company in the downtown office building. The reason may be that these companies are older and satisfied with the traditional atmosphere and style of business in the CBD.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to create an understanding of the continuing process of urbanization through an analysis of a specific edge city. Edge city is a term coined by journalist Joel Garreau. It represents the newest and most encompassing word to describe the present suburban transformation in America. This research focused on this phenomena while at the same time relating it to the well-recognized central business district.

Conclusions

The history of the Corridor represents a small fragment of time. Garreau contends that booming edge cities did not exist thirty years ago. This is also true about the Corridor. As late as 1972, College Boulevard was an unpaved road cutting through a rural area. Twenty years later it contains over 8.6 million square feet of business and retail space, representing a growth rate of 430,000 square feet annually. This includes 1,900 businesses and 30,000 employees with an average annual income in excess of \$44,000.

The Corridor is now a definite work center. It is not

the bedroom community we have so long associated with suburbs. Ties with other metropolitan areas, especially the CBD, are becoming less and less important. With 6.6 million square feet of office space, 2 million square feet of retail space, and over 2,000 hotel rooms, the Corridor definitely fits Garreau's edge city criteria. No longer is it necessary to make a trip to other parts of the metropolitan area when work, shopping, housing, and housing are all satisfied in one place on the urban fringe.

The Corridor is mostly within the political boundaries of Overland Park. The clean, bright, and new developments have become a haven for the young professional. No "dirty" types of industries or shipping yards are near this region. Instead, the areas just outside of the Corridor boundaries are golf courses and baseball diamonds. In terms of race, the area is not diversified at all with over 94 percent white population (Johnson Cnty 1992).

What the Corridor offers aesthetically and culturally leaves much to be desired. The reflective glass buildings and monotonous strip centers illustrate the absence of a creative or cultural base in the community. The Corridor is labeled a "city" yet it lacks fine arts and entertainment or any other type of common gathering beside church. What has developed is a population of non-interacting individuals.

The business movement analysis revealed interesting trends. Although central business district to suburb

movement is still occurring, the movement of business from the CBD to the Corridor is virtually nonexistent.

The Corridor attracts businesses from the suburbs, Crown Center, the Plaza, or those located outside the CBD. This is a good example of the suburb to suburb movement the United States is experiencing in its metropolitan areas.

Why doesn't relocation occur between the edge city and the CBD? It may be that these two areas have created such different atmospheres that business needs and wants do not intersect. The Corridor is much closer in composition to neighboring suburban business centers and therefore would appeal more directly to these already suburbanized companies.

What is the future of the the College Boulevard Corridor and Downtown Kansas City? The answer to this question has many possibilities. Edge city development has no time line since they are a new occurrence. Whether the Corridor stays as active as it has been is impossible to determine. There exists no immediate reason to project a demise. The importance of the CBD to the metropolitan areas has undoubtedly deteriorated, as has been demonstrated in the United States. More businesses are moving out than are moving in to the CBD, leaving retail activity lower and vacancy rates higher than in the Corridor. The Central Business District's character, history, and role as a cultural/entertainment center are in its favor. It is expected that these will continue to

allow this area to remain as the true symbol of Kansas City.

Recommendations/Limitations

This study involved many different sources and types of information. Considerable time was needed to obtain information in person or by telephone from various agencies and businesses. With the newness of the edge city concept, some data had to be generalized for areas where political boundaries do not exist. Also, the importance of data such as business relocations has only recently been realized, thus limiting the extent of data availability.

Further research in suburban transformation will be helpful in forecasting the future of the central business district and the developing areas. Business movement is also an important topic of study for recognizing our growing or dying economic centers. As society realizes the massive changes happening in our urban hierarchy and structure, our priorities will become the focus of the future. Those priorities, however, are yet to be made.

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APPENDIX

SPECIFIC BUSINESS RELOCATIONS

SPECIFIC BUSINESS RELOCATIONS

Movement to CBD:

Name	# of Employees	Year
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From Entire Metro Area (consolidation):

1) AT & T	3094	1987
2) US Sprint	950	1989

From Metro Missouri:

1) Oppenhiemer Industries	35	1988
2) Kansas City Business Journal	38	1990
3) Calcara Duffendack	31	1992
4) HNTB	350	1992

From Metro Kansas:

1) Argus Health Systems	100	1990
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From The Corridor:

Zero companies

Movement from CBD:

To Metro Missouri:

1) Marsh & McLennan	250	1987
2) IRS	201	1987
3) Cohen & Co.	50	1987
4) Mercantile Bank	27	1989
5) Stifel Nicolaus	22	1989
6) Paine Webber	32	1989
7) Slagle Bernard	50	1990
8) BC Christopher Securities	150	1990
9) Wirken & King	49	1990
10) Smith St. John Inc.	45	1991
11) Morrison Hecker	215	1991
12) Helzberg Diamonds	100	1991
13) AT & T	100	1991
14) Kidder Peabody	65	1991
15) Infodata	50	1991
16) Faultless Starch	45	1991
17) American Capital Co.	200	1991

Movement from CBD:

Name	# of Employees	Year
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To Metro Kansas:

1) O.H. Gerry Optical	30	1988
2) U.S. Dept. of Housing & Urban Development	300	1990
3) U.S. Food and Drug	112	1992

Movement to the Corridor:

From the CBD:

1) Mobil Oil	450	1991
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From Metro Missouri:

1) Universal Underwriters	425	1987
2) RW Harmon & Sons	50	1987
3) IRS	350	1988
4) Panhandle Eastern Corp.	50	1988
5) Commercial Union Ins.	46	1988
6) Lifedata Medical	40	1989
7) Stratco	32	1989
8) Sandven	37	1990
9) Novatech	26	1990
10) Resolution Trust	180	1990
11) Emery	250	1991
12) Physicians' Reference	60	1991
13) Sealright	50	1991
14) U.S. Fidelity	85	1991
15) Burns & McDonnell	165	1992
16) Continental Grain	85	1992
17) Clinical Research	83	1992
18) Data Svstems	45	1992

From Metro Kansas:

1) Farmers Insurance	500	1987
2) Innovative Software	225	1987
3) NCAA	160	1988
4) Electronic Crvstal	35	1988
5) Deluxe Check	325	1988
6) Equifax	50	1988
7) Linde Thomson	35	1989
8) United Telecom	75	1989

Movement to the Corridor:

Name	# of Employees	Year
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From Metro Kansas:

9) PPG	112	1989
10) Kaiser Permanente	55	1989
11) Century 21	30	1989
12) Clinical Systems	45	1990
13) Pace	40	1990
14) Kaiser Permanente	50	1992
15) Intertec	320	1992
16) Eastman Kodak	130	1992

From Outside the Metro Area:

1) Crop-Hail Insurance Actuarial Assoc. (Chicago)	55	1987
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Movement from the Corridor:

To Metro Missouri:

1) IBM	1000	1987
2) U.S. West Financial	45	1989
3) Carl I. Brown	150	1990
4) B & V Waste Science	200	1990
5) Black & Veatch	60	1990

To Metro Kansas:

1) White & White Inspection	30	1988
2) RFD	64	1990
3) Sign Systems	25	1990
4) Winning Ways	330	1990
5) Sprint Services	365	1991

To the CBD:

Zero Companies

Source: Mid-America Regional Council Employment
Announcements, 1987-1992

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