



CITY COUNCIL Study Session

August 11, 2025

6:00 PM, Council Chambers - 111 E. Maple Ave.

To view a Council meeting agenda, visit <https://independencemo.portal.civicclerk.com/> and select 'Most Recent Council Agenda'.

PRESENTATIONS

1. Independence Square Master Plan
2. Independence Fire Department Communications Presentation

INFORMATION ONLY

1. Boards and Commission Report
2. **Please Note:** In accordance with RSMo. 610.021, the City Council may convene in a Closed Executive Session during or after the meeting, on matters of litigation, legal action, and/or attorney client communications, as permitted by Sec. 610.021(1), on matters of personnel, as permitted by Sec. 610.021(3) and personnel records, as permitted by 610.021(13), on matters of contracts, as permitted by 610.021(12), on matters of real estate, as permitted by 610.021(2) and/or matters of labor negotiations, as permitted by 610.021(9).

Independence Square HSQ District



Background

Ordinance Overview

- Amendment to Section 14-901 HSQ Historic Square District of the Unified Development Ordinance
- HSQ is an existing special purpose district
- No property has been rezoned to HSQ
- HSQ language currently does not align with the recommendations and proposal of the adopted Independence Square Master Plan

Independence Square Master Plan

- Plan adopted by Council in 2024 after lengthy community and stakeholder engagement process
- Provides guidance for future development and redevelopment
- Identifies proposed project types, land uses, and building orientation
- Provides design guidance for buildings
- Outlines public space vision



Independence Square Master Plan

Implementation Plan Align City Policies

- ✓ Adopt the Master Plan
- Establish a Downtown District
 - Downtown District should implement recommendations in the Master Plan
 - The District should create a set of standards designed to closely align with the Master Plan that fosters a streamlined development review process to encourage reinvestment.

Question 2: What are three challenges we face in or about the square area?



Special Purpose Districts 101

- Special purpose zoning districts are tools for dealing with special situations or accomplishing special planning and zoning goals rather than applying broad regulations.
- Special purpose districts are base zoning district classifications that facilitate specific types of development.
- Often provide more flexibility in development regulations than standard zoning districts.



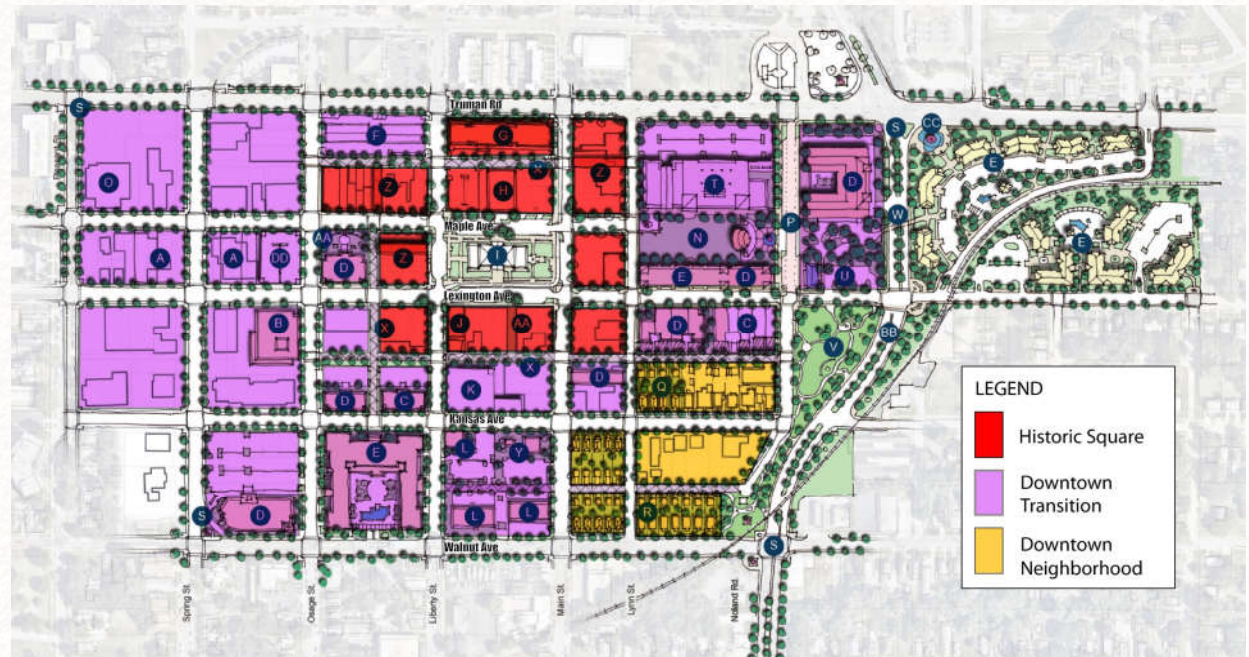
Proposed HSQ

Revised: Section 14-901

- 14-901-01 Intent & Applicability
- 14-901-02 Allowed Uses
- 14-901-03 Mixed-Use & Nonresidential Development Standards
- 14-901-04 Residential Development Standards
- 14-901-05 Site Design Standards
- 14-901-06 Streetscape, Landscaping & Screening
- 14-901-07 Signs

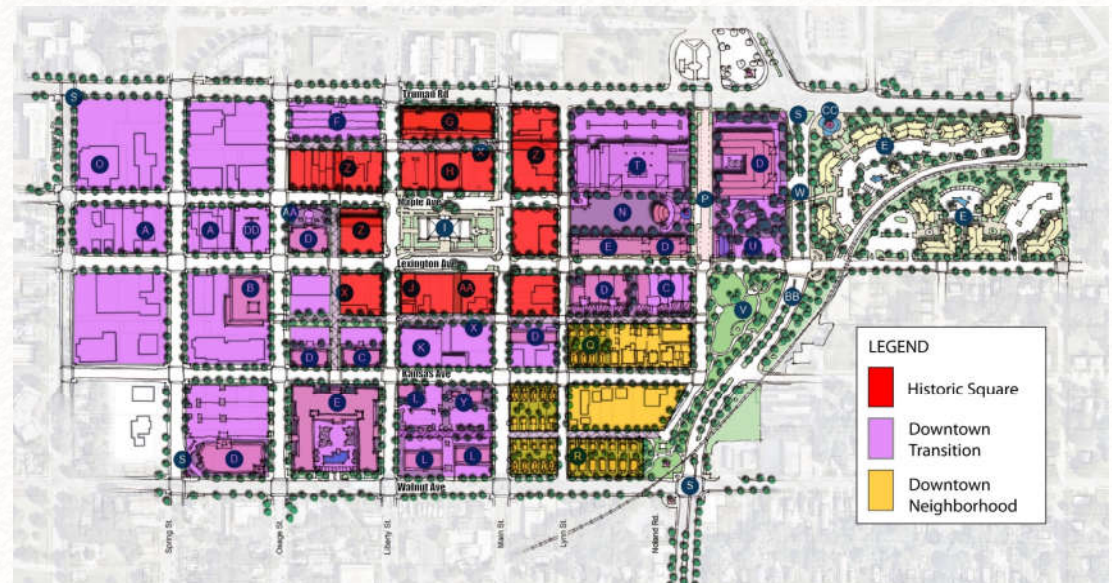
HSQ District: Framework

- Establishes subdistricts to regulate allowed land uses, development standards such as parking, setbacks, height, site designs, open space and streetscape features.



HSQ District: Subdistricts

- *Historic Square* - intended to preserve and reinforce the traditional pattern of development within and directly adjacent to the downtown square. This district emphasizes active first-floor commercial activities.
- *Downtown Transition* - intended to enable a variety of commercial, mixed-use, and residential uses in a compact, walkable setting. The design standards within this district are more flexible to accommodate a broader range of uses, including for adaptive reuse.
- *Downtown Neighborhood* - provides an opportunity to allow a range of housing types such as townhomes, walkups, and compact single-family homes to support access to the goods and services offered by adjacent areas. This sub-district is residential in nature and reinforces walkability of the area.



Land Use Table

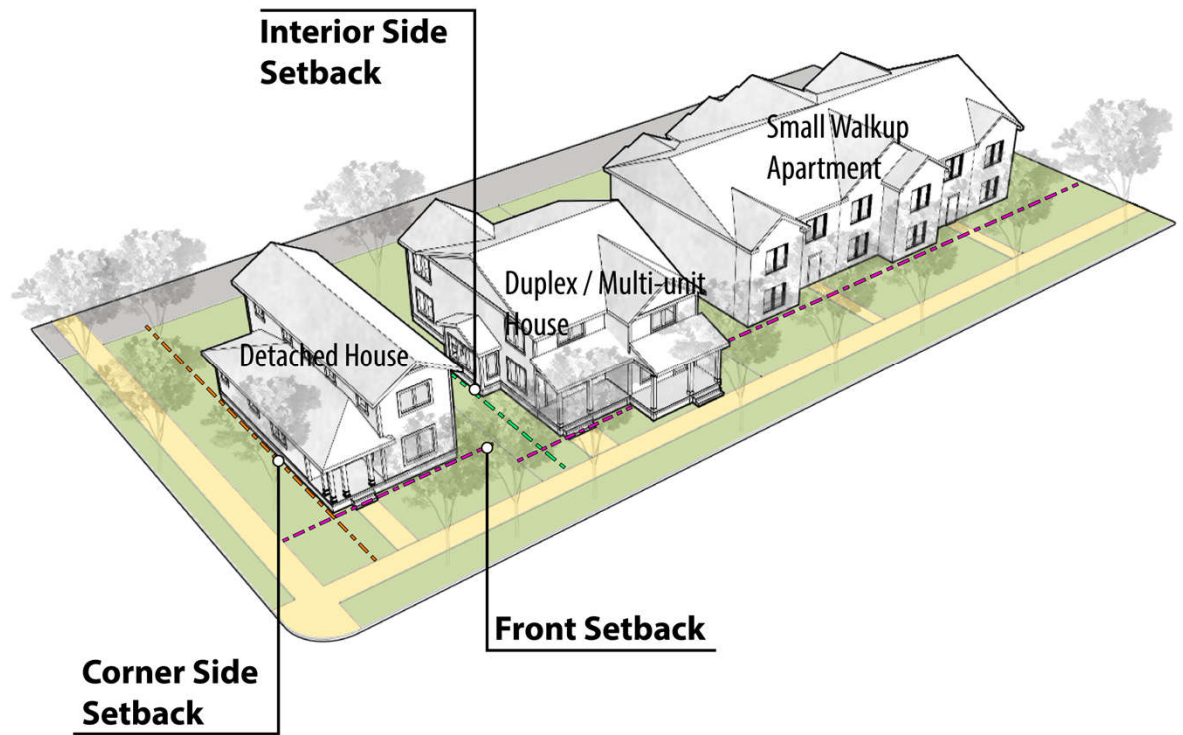
- Consolidated use table for the different subdistricts
- Establishes uses allowed by-right, allowed subject to additional standards, and allowed through special use permits.
- This format is similar to other zoning districts for consistency.

TABLE 901-1: USE DISTRICTS & ALLOWANCES

	Overlay Use Sub-Districts			
	Historic Square	Downtown Transition	Downtown Neighborhood	Supplemental Standards
Commercial Parking, Accessory	—	P	—	
Eating and Drinking Establishments	P	P	—	
Tavern or nightclub	P	S	—	Maximum gross floor area: 5,000 sq. ft.
All other eating/drinking establishments	P	P	—	
Drive-in and drive-through facilities	—	—	—	
Entertainment and Spectator Sports			—	
Indoor small venue (1—149 capacity)	P	P	—	
Indoor medium venue (150—499 capacity)	P	S	—	
Indoor large venue (500+ capacity)	S	S	—	
Outdoor (all sizes)	S	S	—	
Financial Service			—	
Pawn shop	—	—	—	
Short-term loan service	—	—	—	
All other financial	P	P	—	

Residential Development

- Promotes housing variety in “Downtown Neighborhood” subdistrict
- Establishes standards based on building type
- Regulates lot size, setbacks, height
- Provides standards for ADUs in existing buildings



Residential Building Standards

TABLE 901-4: RESIDENTIAL BUILDING STANDARDS

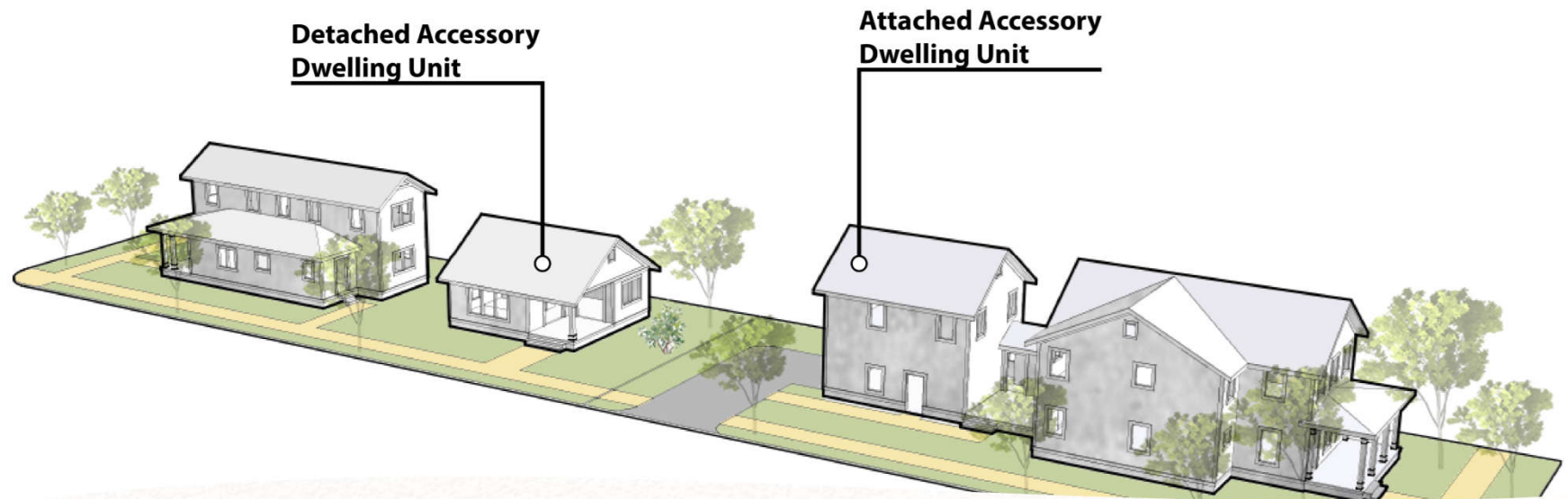
	Detached House – Small Lot	Townhome (up to 8 units per building)	Two-Unit House	Multi-Unit House (2-4 units)	Apartments – Small Walkup
Lot Size					
Lot area (minimum)	2,500s.f.	1.5K s.f. per unit	4K s.f. per building	4K s.f. per building	6K s.f. per building
Lot area (maximum)	5,000s.f.	4K s.f. per unit	8K s.f. per building	12K s.f. per building	14K s.f. per building
Lot width (minimum)	25 ft	20-35 per unit	40 ft	40 ft	50 ft
Maximum Height [2]					
	2.5 stories	2.5 stories	2.5 stories	2.5 stories	3 stories
Setbacks					
Front Lot Line (maximum)	20 ft	30 ft	30 ft	35 ft	35 ft
Interior Setback (minimum)	5 ft	5 ft [1]	5 ft	5 ft	10 ft
Corner Side Setback (minimum)	10 ft	10 ft	10 ft	10 ft	10 ft

Notes: "Ft" = feet, "s.f." = square feet

[1] Row houses and side-by-side multi-unit houses (i.e., duplex), may be platted for individual ownership of the unit and lot, with a 0' interior side setback.

[2] For the purposes of this section, building stories shall be measured as the part of the building between the surface of one floor and the surface of the floor above, or if there is no floor above, that part of the building which is above the surface of a floor and the ceiling next above. Residential building stories shall be 9 to 14 feet in height, and nonresidential building stories shall be 12 to 20 feet in height. The space under a sloping roof that has a line of intersection of the roof and wall face not more than 2 feet above the floor level and in which the possible floor area with head room of 5 feet or less is at least 40% of the total floor area of the story directly beneath.

Accessory Dwellings

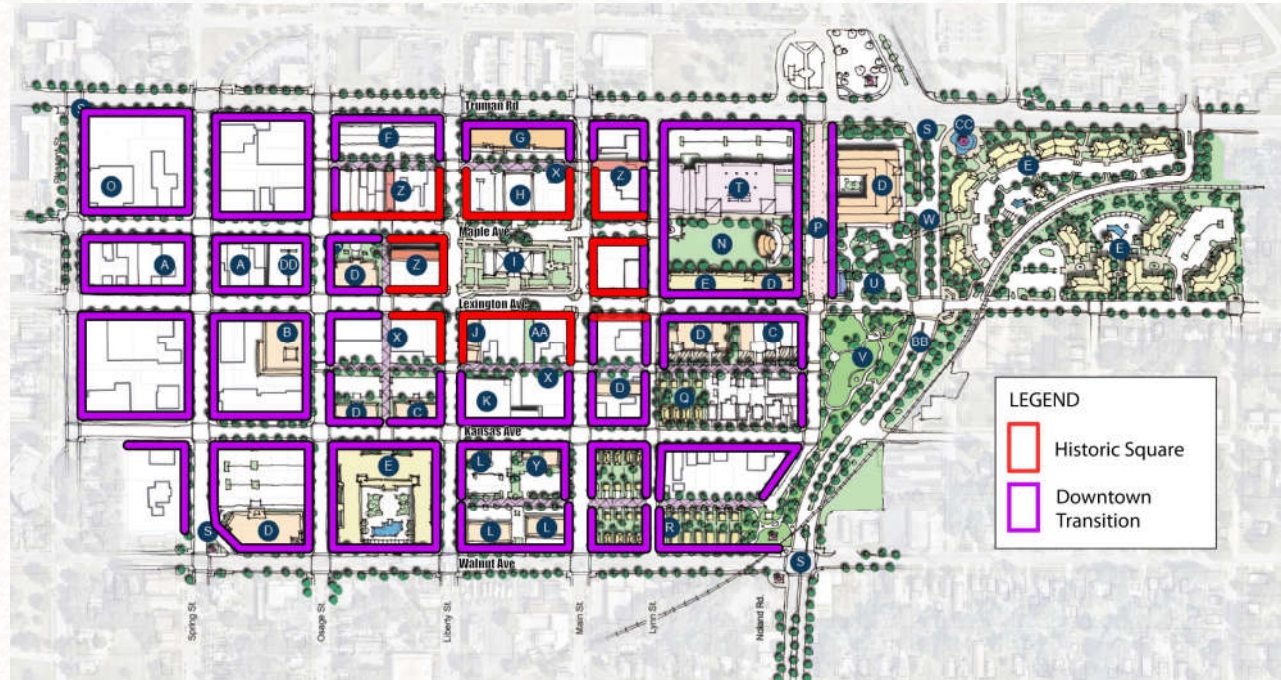


- Ensures compliance with life safety codes
- Limits number per lot
- Addresses rules for interior/detached types, size of unit, parking spaces

HSQ District: Mixed Use & Nonresidential

HSQ District: Development Framework

- Establishes design standards based on specific block frontages
- Intended to preserve the historical design pattern of the Square
- Transitional areas are more flexible while promoting walkability and urban design



Mixed Use & Nonresidential Development

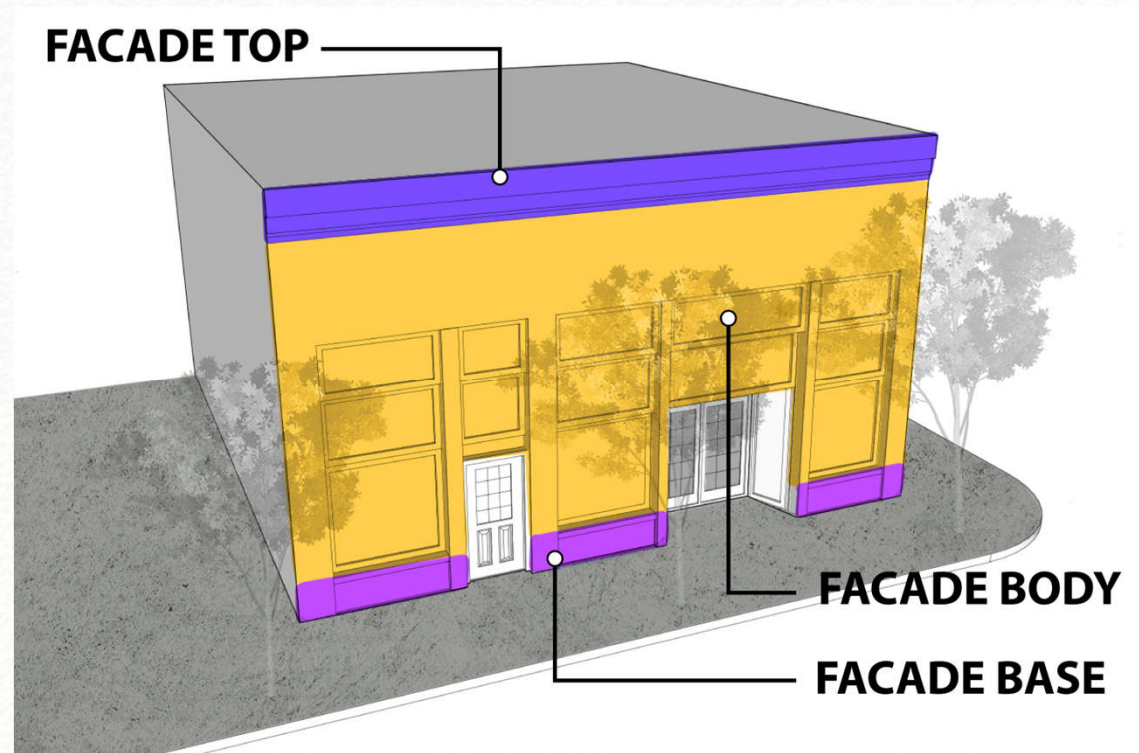
- Lot size and required setbacks
- Building height
- Massing and façade composition
- Wall plane articulation
- Mixed-use and hotels may have a height bonus of two additional stories, up to 6 stories

TABLE 901-2: MIXED-USE & NONRESIDENTIAL DEVELOPMENT STANDARDS

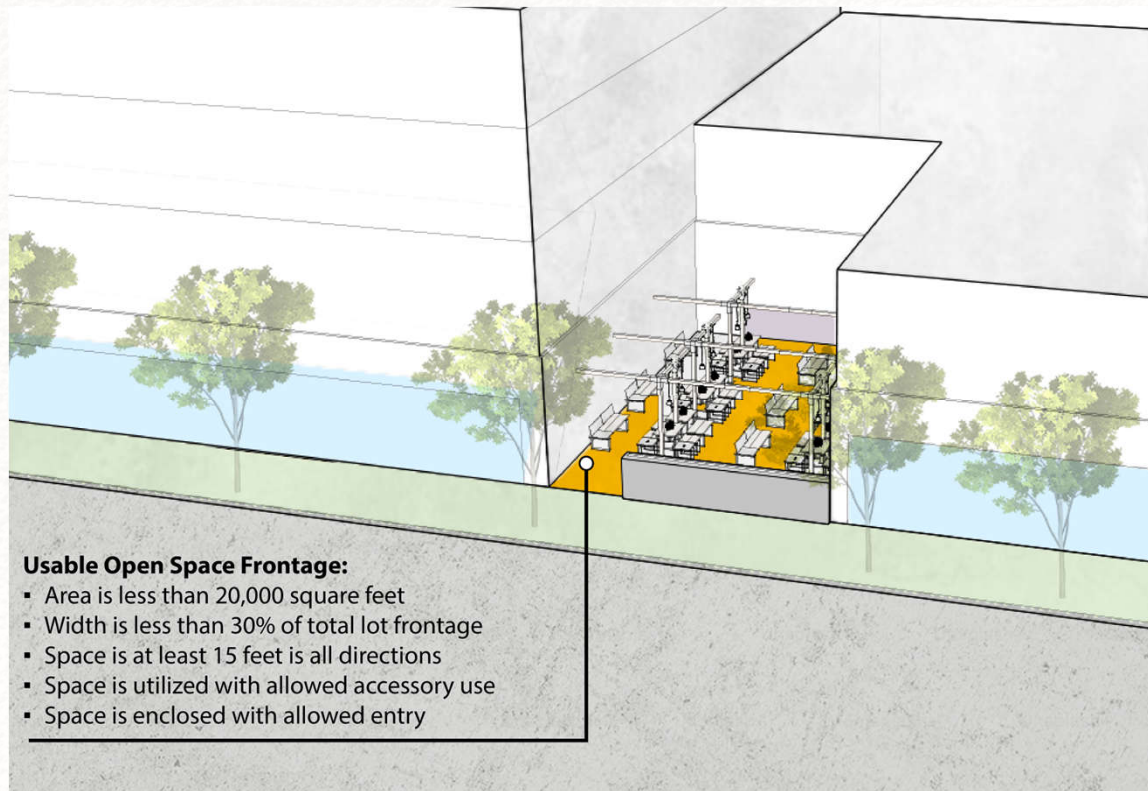
	Frontage Types	
	Historic Square	Downtown Transition
Lot Size [1]		
Lot Size (maximum)	1 acre	3 acres
Height (maximum) [2] [6]		
	4 stories*	6 stories
<i>*Residential Mixed Use and Hotels may have a height bonus of an additional two stories, with a maximum height of 6 stories.</i>		
Frontage & Setbacks [3]		
Building Frontage (minimum)	65%	50%
Front Lot Line (minimum and maximum)	0 – 5 ft	0 – 20 ft
Exterior/Street Setback (maximum)	10 ft	20 ft
Interior Side Setback (maximum) [4]	5 ft	10 ft
Street Side Setback (maximum)	10 ft	20 ft
Rear Yard Setback (minimum)	0 ft	10 ft
Rear Yard Setback (abutting alley) (minimum)	0 ft	5 ft
Rear Yard Setback (abutting residential) (minimum)	15 ft	15 ft
Massing & Façade Composition Standards		
First Floor Transparency	60% - 90%	40% - 65%
Upper Floor Transparency	15 – 45%	15 – 45%
Wall Plane Limits (maximum)	80 linear feet; and 500 s.f.	100 linear feet; and 1,000 s.f.
Minimum Spacing of Entrances [5]	1 per 50 ft	1 per 75 ft

Key Elements Addressed

- Alleyway access and activation
- Allowed architectural materials
 - Primary and secondary materials
- Façade composition
- Building transparency
- Entry features
- Signage
- Landscaping, screening, fencing, and street trees
- Projections and utilities



Open Space Frontage



- Promotes active outdoor spaces along streetscape or alleyways
- Exception to the setback rules
- Provides specific standards for these spaces
- Minimum required open space based on building footprint

Parking Arrangement



- No off-street parking required for nonresidential uses less than 4,000 s.f.
- Requires parking behind buildings
- Promotes alley access, shared drives, shared parking, public parking
- Off-street parking maximums introduced to prevent overparking

Proposed HSQ Summary

- Replaces the existing HSQ District in the UDO
- HSQ District is a tool that is a simpler method of regulation than regular zoning
- Tailored to implement the recommendations of the Independence Square Master Plan and creates a set of redevelopment standards designed to closely align with the objectives outlined in this Plan.
- The purpose of the District is intended to preserve and enhance the unique character of the City's historic square area
- The HSQ outlines development standards for residential, non-residential and mixed-use developments.
- The proposed HSQ District fosters a streamlined development review process that encourages reinvestment rather than deterring it

HSQ Schedule

- Planning Commission – July 29th
- City Council 1st Reading – September 2nd
- City Council Public Hearing and 2nd Reading – September 15th



FIRE DISPATCH PROPOSAL



This proposal is based on three concepts:



- Firefighting is a team sport. Dispatchers are a **critical** part of the success or failure of fire operations.
 - Dedicated fire dispatchers are crucial for **improving personnel safety** and **response effectiveness**.
 - Fire department needs within the ECC are focused on **logistical** and **infrastructure development**, not concerns with personnel performance or operational policy.
-

This proposal is for the addition of the following to the
Independence Communications Center.

- (1) Dispatch Console with associated hardware & software**
- (5) Telecommunicator 1 (TC1) FT Fire Dispatchers**
- (1) Telecommunicator 2 (TC2) FT Fire Dispatch Supervisor**

These positions would report through the Police Dispatch TC2
Supervisor to Fire Administration.





A firefighter “Mayday” is an emergency distress call made by a firefighter who is lost, trapped, injured, or in danger and needs immediate rescue assistance. It signals a **life-threatening situation** and should trigger an immediate and coordinated response from operational and dispatch personnel.



August 11th, 2021
Frederick County, MD - Residential Structure Fire

First arriving fire crews found an advanced fire in a home. A captain fell through the floor into the basement during firefighting operations. The captain called a “Mayday” over the radio seventeen different times, yet was unable to be heard by other firefighters due to noise, other radio traffic, or separate frequencies. Once the “mayday” was heard, it was not rebroadcast and many units on-scene were not aware even after command received the request for help. (3)

(3) <https://www.cdc.gov/niosh/docs/2023-100/2023-100.pdf?id=10.26616%2FNIOSH-PUB2023100&utm>

EMERGENCY RADIO TRAFFIC

WEATHER CONDITIONS

PERSONNEL ACCOUNTABILITY CHECKS

ALL-CALL (MAJOR INCIDENTS)

RED CROSS & OCCUPANT SERVICES

**EMERGENCY
INCIDENT
CONTROL**

Independence Fire



**Independence
Dispatchers**

LOCATION of VICTIMS calling 911

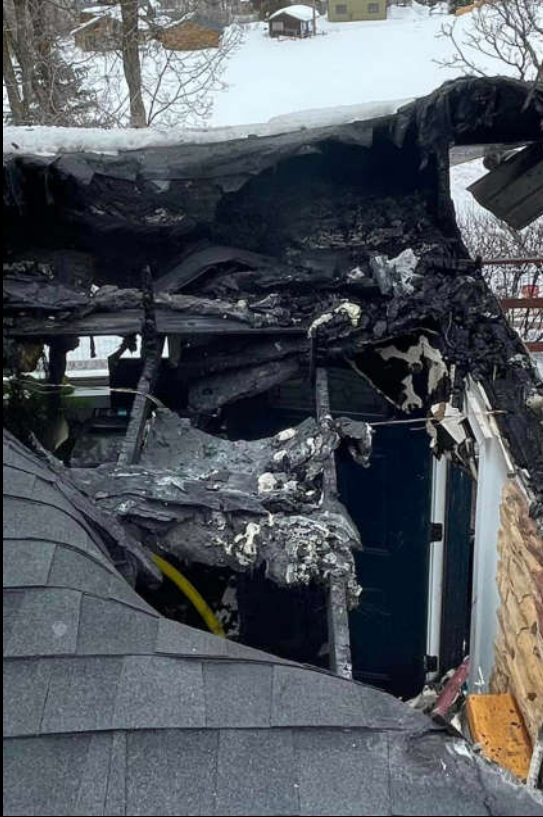
INBOUND MUTUAL AID UNITS

UTILITIES COORDINATION

TIME STAMPS & SCENE STATUS

ADDITIONAL ALARMS

EMS & HOSPITAL COORDINATION



Sept 12th, 2013
Lincoln Heights, OH - Residential Structure Fire

Firefighters deployed ladders to cut a hole in the roof of a burning structure. One firefighter fell through the roof into the burning home, while the second firefighter radioed a “Mayday”.

Dedicated dispatchers monitoring the fireground frequency automatically received the mayday alert, initiated emergency actions and dispatched a second alarm to the residence with no input from the Incident Commander. (1)

(1) <https://www.firerescue1.com/cod-company-officer-development/articles/how-mayday-training-saved-1-firefighters-life-ksikUnDrc61tttF/?utm>

Neighboring Jurisdictions with dedicated Fire Dispatchers

(Departments in gold signify comparable or greater fire volume)



Kansas City Missouri

Central Jackson County Fire Protection District

Raytown Fire Department

Grandview Fire Department

North Kansas City Fire Department

Southern Platte Fire Protection District

Lee's Summit Fire Department

Sni Valley Fire Protection District

Pleasant Hill Fire Protection District

Sugar Creek Fire Department (*Pending*)

Fort Osage Fire Protection District

Kansas City Kansas Fire Department

Neighboring Jurisdictions without dedicated Fire Dispatchers

Riverside Fire
Birmingham Fire
Kearney Fire
Gladstone Fire
Liberty Fire



Cost Estimates



Dispatch Console
& associated hardware/software

- \$100,000 (Implementation)
\$5,000 (Annual)

TC1 position X5
(salary, benefits, OT)

- \$110,000 (Annual)

TC2 position X1
(salary, benefits, OT)

- \$150,000 (Annual)

Fire/AMR CAD-to-CAD

- \$100,000 (Implementation)
\$20,000 (Annual)

= \$226,287 Implementation

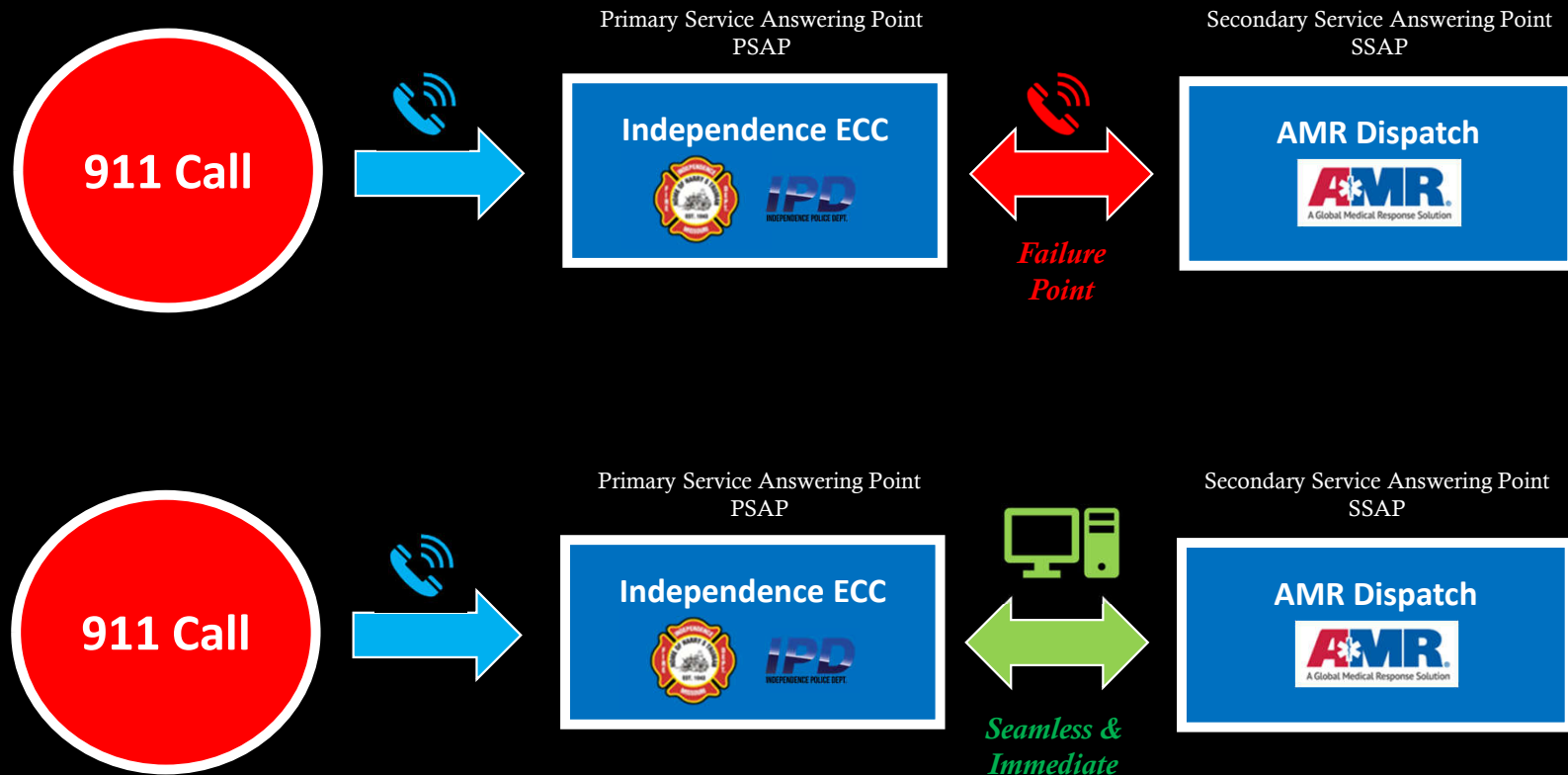
Fire Priority Dispatch

- \$126,287.00 (Implementation)
\$32,000 (Year 2/Annual)

= \$52,000 Annual

= \$1,046,287 Implementation

= \$757,000 Annual



Summer 2025



IFD Fire apparatus dispatched for an emergency medical response. IFD personnel remained on-scene for 21 minutes. IFD requested an estimated time of arrival for AMR.

AMR was contacted, they advised they had not received the 9-1-1 call and had EMS units positioned in the city available for response.

CAD-to-CAD Interface



Seamless & Immediate back-and-forth transfer of:

9-1-1 Call
Address/Location Details
Phone Number
Call Type
Call Notes
Unit Status
EMD Status



July 3rd, 2016

Roanoke City, VA - Residential Structure Fire



Roanoke Dispatchers praised for quick thinking during firefighter mayday call

One firefighter became separated from their crew and fell into an elevator shaft within the home. Trapped and disoriented, the firefighter called a mayday. Due to the noise of a thunderstorm and the pace of fire operations, the mayday was only heard by fire dispatchers.

Dispatchers immediately notified Incident Command, who initially was unable to identify that a firefighter was missing. The mayday was only confirmed after the firefighter was able to self-rescue from the structure. (2)

(2) <https://www.firerescue1.com/cod-company-officer-development/articles/how-mayday-training-saved-1-firefighters-life-ksikUnDrc61tttF/?utm1.com>



Firefighting is a team sport, and dispatchers are a **crucial component** of our team.

Dedicated roles, standardized training and **solid infrastructure** support safe and effective operations.

Technology support significantly decreases the risk of dropped/delayed 9-1-1 calls, misrouted units, and compromised response.

This isn't an "all-or-nothing" proposal - portions may be implemented.

Emergency infrastructure development is frequently implemented after a critical incident. Please consider **proactive action** on these recommendations.



MEMORANDUM

DATE: August 11, 2025

TO: Mayor and Members of the City Council

FROM: Susanne Holland, City Clerk

SUBJECT: Boards and Commissions Report

Independence Arts Council

- A recommendation has been made to appoint GK Callahan and Donna Knold to the Independence Arts Council.
- Staff requests direction to add a resolution to the next regular meeting, appointing these individuals to the above board.

Heritage Commission

- A recommendation has been made to appoint Jason Pearson to the Heritage Commission.
- Staff requests direction to add a resolution to the next regular meeting, appointing this individual to the above board.

Public Utility Advisory Board

- A recommendation has been made to reappoint Les Boatright to the Public Utility Advisory Board.
- Staff requests direction to add a resolution to the next regular meeting, reappointing this individual to the above board.