



TECHNICAL ASSISTANCE PANEL REPORT

Juniper Gardens Redevelopment Site

KANSAS CITY, KANSAS

SPONSORED BY:

UNIFIED GOVERNMENT OF WYANDOTTE COUNTY | KANSAS CITY, KANSAS

May 2021



Kansas City

ABOUT ULI KANSAS CITY

ULI Kansas City is a district council of the Urban Land Institute (ULI), a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 40,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines working in private enterprise and public service. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy-makers, dedicated to creating better communities.

ULI's mission is to shape the future of the built environment for transformative impact in communities worldwide. ULI Kansas City carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through educational programs and community outreach initiatives.

ABOUT THE TECHNICAL ASSISTANCE PANEL (TAP) PROGRAM

The objective of ULI Kansas City's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing public agencies and nonprofit organizations in the region. Drawing from its extensive membership base, ULI Kansas City conducts the TAP program to offer objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues, ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at <http://kansascity.uli.org/get-involved/uli-action/>.

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Acknowledgments

ULI Kansas City is grateful to the Department of Planning + Urban Design of the Unified Government of Wyandotte County and Kansas City, Kansas for inviting the ULI to study and make recommendations for redevelopment of the former Juniper Gardens public housing site. This TAP would not have been successful without the help and support of City staff, specifically Katherine Carttar, as well as Trent Dansel who provided assistance throughout the process as TAP Co-Chairs.

Thank you to the more than 35 neighborhood representatives, business and community leaders, and representatives who shared their perspectives, experiences, and insights with the panel throughout the stakeholder interview process.

Executive Summary



The study site, outlined in gold, and the surrounding context. Source: Briefing materials.



At the request of the Unified Government of Wyandotte County and Kansas City, Kansas, (the UG), ULI Kansas City was asked to conduct a Technical Assistance Panel (TAP) program for a 32-acre site in the Northeast Area, bounded by Stewart Avenue to the north, Union Pacific railway to the east, Richmond Avenue to the south, and North Third Street to the west. The site is currently the location of the Juniper Gardens public housing project, which the Kansas City, Kansas Housing Authority is in the process of closing as a requirement of the Federal Housing and Urban Development (HUD) Department. Within two years, the Housing Authority will have relocated all current Juniper Gardens residents. The UG sees the site as an opportunity to redevelop a catalytic project that could affect positive, transformational change in the community and generate long-term value.

To better understand the development potential for the site and the needs of the surrounding market, ULI Kansas City convened a TAP panel of 13 members with expertise to lend to this particular land use challenge. Following an analysis of the site and extensive stakeholder interviews, the TAP Panel (the Panel) arrived at a series of recommendations that can serve as a foundation for further repositioning of the property and redevelopment at the site. The recommendations include suggestions for light industrial, mixed-use residential with market-rate and affordable housing, a community gathering space, and connectivity to the surrounding community.



 **Department of Planning + Urban Design**
 Unified Government of Wyandotte County • Kansas City, Kansas

The study area.
 Source: Briefing materials.

Market Potential & Neighborhood Preservation

The right mix of residential, civic space, and light industrial development can meet market demand, while preserving and celebrating the historic narratives of the neighborhood. Although a shift towards an industrial business park may generate economic development for the UG, a thoughtful approach towards the creation of market-rate housing and preservation of affordable housing options at Juniper Gardens can generate long-term wealth for the neighborhood.

Several defining features can be retained and reimagined in this redevelopment process. Juniper Gardens is not a registered historic site, but it was the first public housing project in Kansas. Although its garden-style architecture is characteristic of urban renewal housing projects of its period, area stakeholders shared that the housing currently represents eras of discriminatory housing practices, top-down housing policies, and resulting perceptions of this area as “less desirable.” Strategies to repurpose and rehab some existing structures, while integrating new single and multi-family developments to match the surrounding neighborhood, can support market-rate and affordable housing needs, as well as existing and growing neighborhood businesses.

“While NE KCK is an area with a rich history, a diverse ecosystem, and a committed people, the long history of inequitable relationships to the land and people who inhabit it also presents several challenges to equitable planning and development.”

– Rachel Jefferson,
 Executive Director
 Groundwork Northeast
 Revitalization Group

Serving the Neighborhood

Residents within the Northeast Area have historically been underserved when it comes to providing access to adequate opportunities for employment, housing, and healthy living environments. Limited walkability, connectivity, and multi-modal access presents a challenge to neighborhood residents seeking employment opportunities. Other barriers to employment include skills training and childcare services.

The aging public housing and proximity to contaminated soils on adjacent lands also presented a major concern to the Panel. The environmental injustices that have taken place within the Juniper Gardens neighborhood must be addressed in a future redevelopment of the site. The redevelopment must properly serve residents with more options for housing, transportation, and wraparound services that can set families and individuals up for success.

A business park along the east and south side of the site can not only meet high market demands for light industrial, but it can also contribute towards an employment pipeline for neighborhood residents and a strong tax base for the UG. Although the area has high numbers of unemployment, many residents do not work in the nearby Fairfax Industrial District, where employment opportunities exist. The new development must bridge this gap by growing career pipelines and partnering with service agencies and employers, connecting people to jobs.

Connectivity & Community

The Panel proposed a new development at Juniper Gardens that celebrates the existing neighborhood and provides a place where the community can gather, learn, and connect. A gathering space was thus an important feature emphasized at the center of the proposed site plan. Here, a plaza or green space can connect the residential area to the north to urban farms and repurposed community buildings to the south.

The adjacent existing community center and churches can also provide opportunities for the community to come together. Additional classes, similar to the current programs provided by the school district, can be provided through expanded partnerships with local universities and service agencies. (See page 23 for an expanded list of potential partnerships.)

Although Cultivate KC is relocating the urban farms currently at Juniper Gardens, the Panel felt it was important to preserve the farms for the other farm operators currently engaged at the site, such as the Somali Bantu gardens. Several acres of farmland were preserved at the center of the proposed development, as much work has been completed to build up the soil for agricultural purposes. The farmland also provides a livelihood for many graduates of the urban farming training programs. Proximity to improved housing onsite allows for future live-work scenarios for farmers.

Balancing Competing Desires for the Future Site

The Panel recognized there is no perfect solution to the Juniper Gardens redevelopment, but coordinated and consistent efforts from a variety of federal and local agencies can create progress. The Panel heard ideas for the future site from stakeholders that were sometimes competing, thus the resulting proposed plan seeks to balance those desires in a way that both preserves the legacy of the neighborhood and builds new opportunities for growth for the UG.

Stakeholder Interviews What the Panel Heard

Need for walkable and multimodal connections.

Stigma around the existing Juniper Gardens housing as an unsafe, less desirable place to live.

Need for housing, both affordable and market rate.

Business growth and support of existing neighborhood businesses.

Opportunities for wealth building through homeownership and employment.

Need for construction and industrial job training and social service programs.

Development opportunity for the UG in the industrial market.

Opportunity to match residential employment needs to nearby jobs.

Environmental injustices.

The environmental concerns are known by the residents.



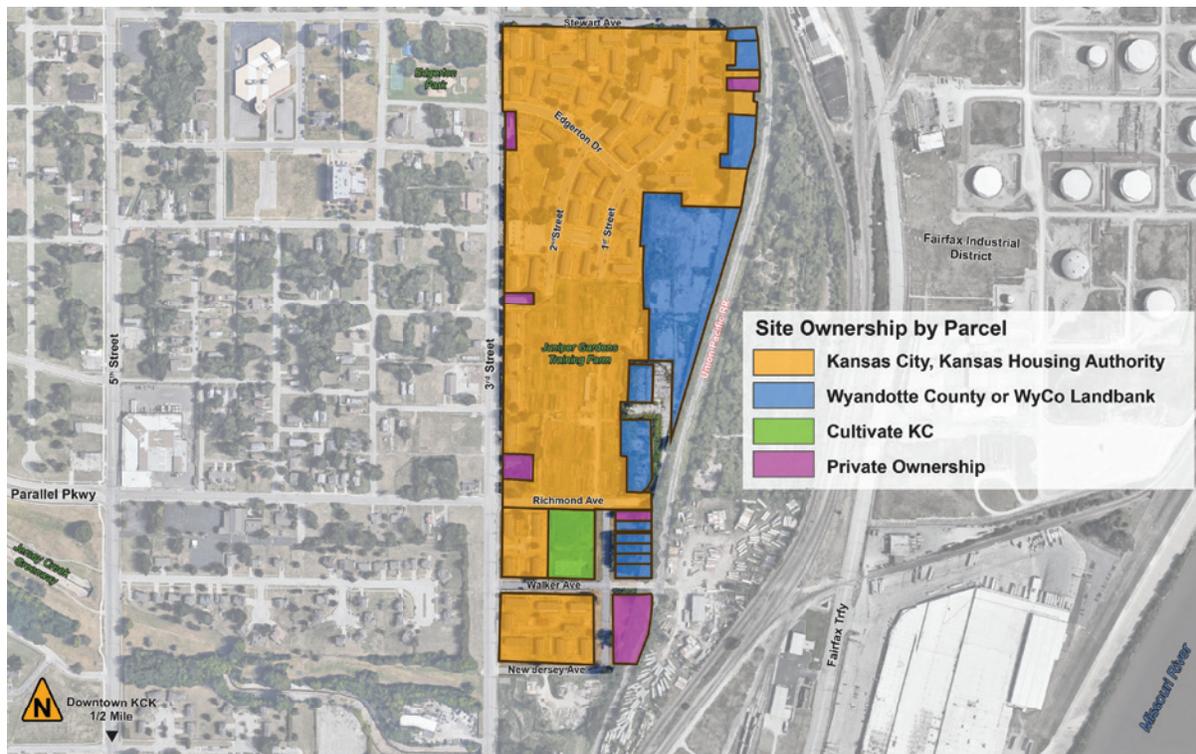
Panelists touring the study site.
Source: TAP Panel.

Design Drivers

The design drivers that influenced the Panel's proposed plan for the site included its location, current and historical land uses, and topography.

Location

- The railroad lines to the east currently isolate the site from the Fairfax Industrial District and limit access there. The railroads also bring noise pollution to the area and impact the visual quality and experience of Juniper Gardens.
- Juniper Gardens has immediate access to Interstate 70 and Fairfax Trafficway, as major interstate gateways to the Northeast Area.
- The site can reap benefits from its proximity to Downtown and the reinvestments currently happening there.



Land ownership on the study area.
Source: Briefing materials.



Site photos.
Source: TAP Panel.

Current & Historical Land Use

- Most of the Juniper Gardens site is owned by the Housing Authority, the UG, or the Wyandotte County Land Bank. Some pockets of private land ownership are dispersed throughout.
- Efforts to preserve or repurpose existing structures and infrastructure in the proposed plan were influenced by their integrity. According to previous studies, the 1960's roof truss homes remain in fairly good condition. Existing residential street infrastructure, including sewer, communication, and electric lines, would be best left intact to mitigate the large costs of relocating them.
- Environmental contamination, notably soil contamination, was a major issue found in the site's Phase I Environmental Assessment. No significant air quality issues were found in the report, however the Panel recommends the site be remediated prior to redevelopment. Environmental injustice and equity concerns must be addressed on any site that will hold living spaces for residents.



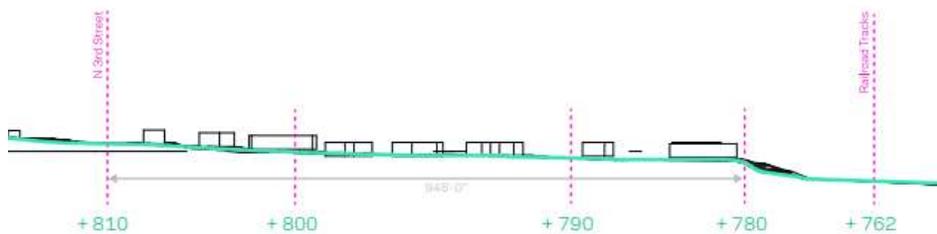
Views of Downtown Kansas City, MO from Juniper Gardens housing site.
Source: TAP Panel.



Topography breaks east to west.
Source: TAP Panel

Topography

- The uneven nature of Juniper Gardens played a role in where the Panel proposed programs on the site. From east to west, or from Third Street to the railroad tracks, a tiered topography creates four steps at 10-foot interval changes, as shown in the graphic above.
- The residential areas, which currently reside on some of the highest points of the site along Third Street and south of Stewart Avenue, provide views to the Downtown Kansas City, Missouri skyline.

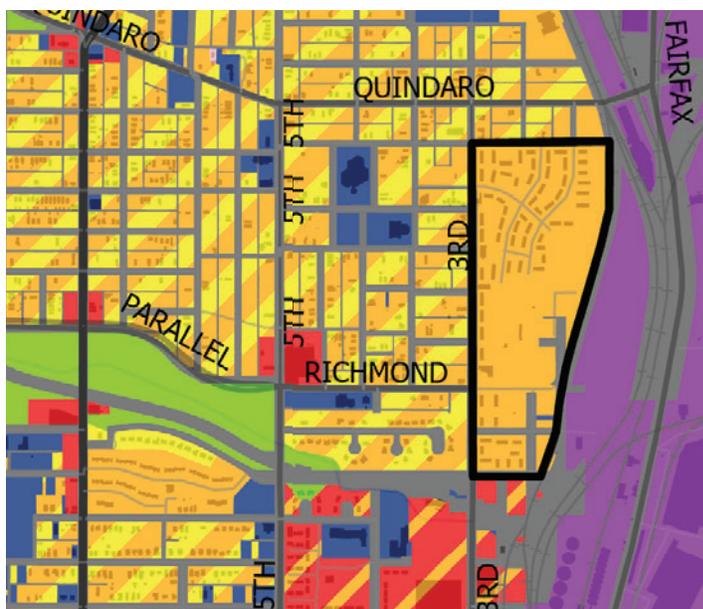


Section looking north at north end of site.
Source: TAP Panel.

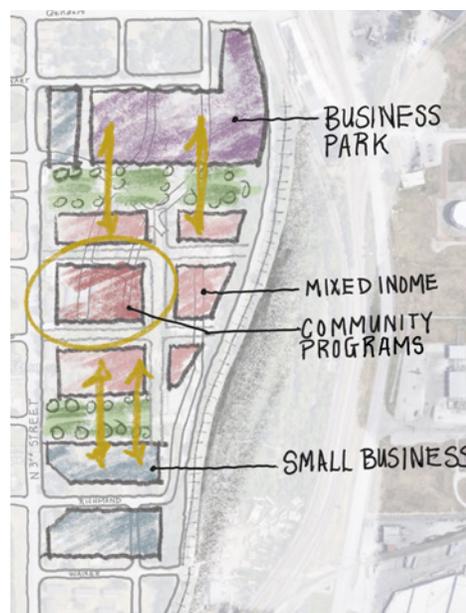
Design Concepts

Developing the Right Land Use Mix

Conceptual design for the site began with determining the right mix of land uses. The physical and social factors discovered through the investigation led the Panel to develop a strategic land use plan for Juniper Gardens. While the study site is currently designated as medium-density residential, the 2018 Northeast Area Master Plan proposed the site be rezoned as business park or light industrial. Instead, the Panel explored ways to blend a new business park with mixed-income residential, and mixed-use commercial areas, as well as places for community programming and gathering. Finding an appropriate scale and arrangement of these uses can complement the existing context, while transitioning to the industrial uses to the east. The proposed land use mix can connect residents to job training and employment and establish a sense of place that celebrates the legacy of the neighborhood.



Northeast Area current land use.
Source: Briefing materials.



Initial land use draft that sought to find an appropriate scale and arrangement of land uses.
Source: TAP Panel.

Initial Land Use Draft 1

Mixed Income Residential
combination of renovated existing and infill new housing

Community Center

Connect Street Grid

Develop Permanent Buffer Zone
along the eastern edge of the site to buffer adjacent uses

New Market-rate Housing

Existing Churches to Remain

Business District



Initial Land Use Draft 2

Mixed Income Residential
combination of renovated existing and infill new housing

Community Center

Connect Garfield Street

Training Farm to Remain
5 acres with 1 acre for community gardens

New Market-rate Housing

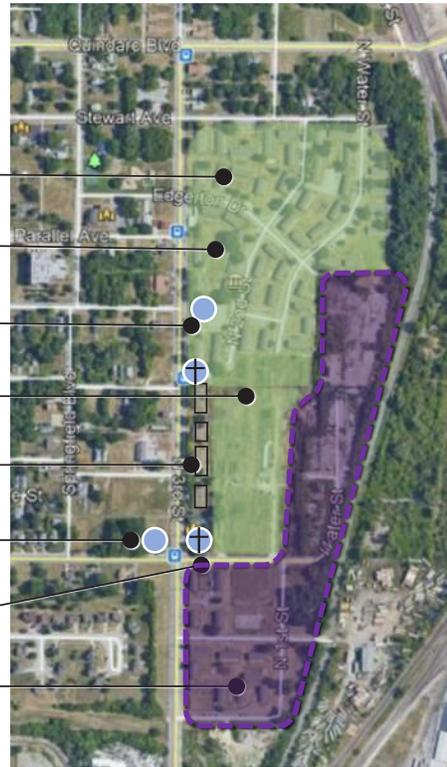
Existing Churches to Remain

Business District



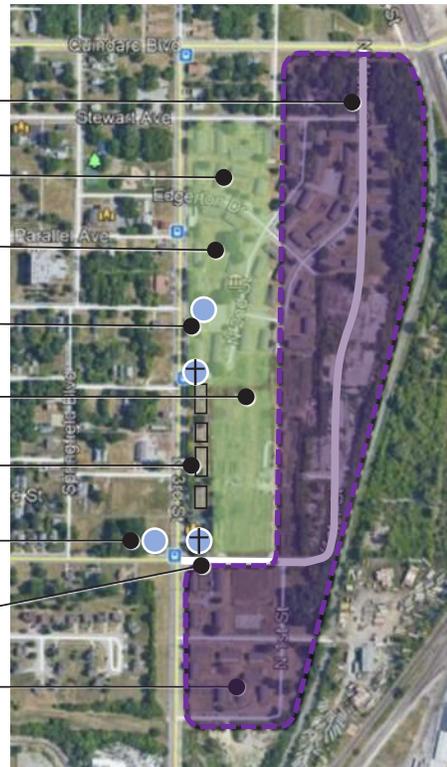
Initial Land Use Draft 3

- Material from Existing Structures Salvaged for YouthBuild
- Expanded Training Farm (16 acres)
- Community Center
- Training Farm to Remain (7 acres)
- Existing Housing Converted to Farm Offices, Support Buildings
- Potential Reuse for YouthBuild Offices
- Existing Churches to Remain
- Business District



Initial Land Use Draft 4

- Connect Water Street
- Material from Existing Structures Salvaged for YouthBuild
- Expanded Training Farm (7.5 acres)
- Community Center
- Training Farm to Remain (6 acres)
- Existing Housing Converted to Farm Offices, Support Buildings
- Potential Reuse for YouthBuild Offices
- Existing Church
- Business District



Final Proposed Land Use

Mixed Income Residential
combination of renovated existing and infill new housing

Community Center

New Community Park and Gathering Place

Existing Churches to Remain

Training Farm to Remain
5 acres with 1 acre for community gardens

Repurpose for Farm and Community Use

Business District



Final proposed land use.
Source: TAP Panel.

Programming the Site

Business District / Light Industrial

- **High Demand:** The Panel recognized a high market demand for industrial land uses, not only in Wyandotte County, but metro-wide. This site is especially well positioned for industrial use with its proximity to Downtown and Interstate 70.
- **Proposed Site Location:** The proposed business district lies along the south and east edges of the site (shown above in purple) because the topography sits lower in this area and drops as it continues along the railroad. The plan makes use of this inherent division by dividing work and residential, while still elevating the value of the land by inviting economy and business to the Northeast Area.
- **Appropriate Scale:** The Panel found that the land could fit a few industrial buildings at 50-150,000 square feet. However, to preserve the legacy and scale of the neighborhood, new industrial buildings should be appropriately sized to compliment the adjacent neighborhood. The Panel therefore developed plans that show six to eight industrial buildings at 25-30,000 square feet, which still have a high market demand metro-wide. Following the example of other business districts in the Metro Area, design guidelines can prescribe smaller building footprints, building materials, and fenestrations.



Architectural examples in Martin City for the proposed light industrial / business district.
Source: Google Images.

Mixed-Income Residential

- **Proposed Site Location:** Located on the north end of the site, amid the existing Juniper Gardens housing project, a reimagined residential area can offer various housing options. Single-family and moderately sized multi-family homes can be situated along existing streets, take advantage of higher elevation views, and create pockets of private exterior spaces (see page 16 for more detail).
- **Mixed-Income Residential:** A combination of renovated existing and infill new construction within the existing housing project proposes market-rate and affordable residential options. This strategy can help change the stigma of Juniper Gardens as an unsafe and less desirable area.
- **Workforce Housing:** Rehabbed or new infill housing can support members of the community attending job-training programs, working on the gardens, or commuting to the new adjacent business district or the Fairfax Industrial District.

Training Farm in Conjunction with a Central Park / Gathering Space

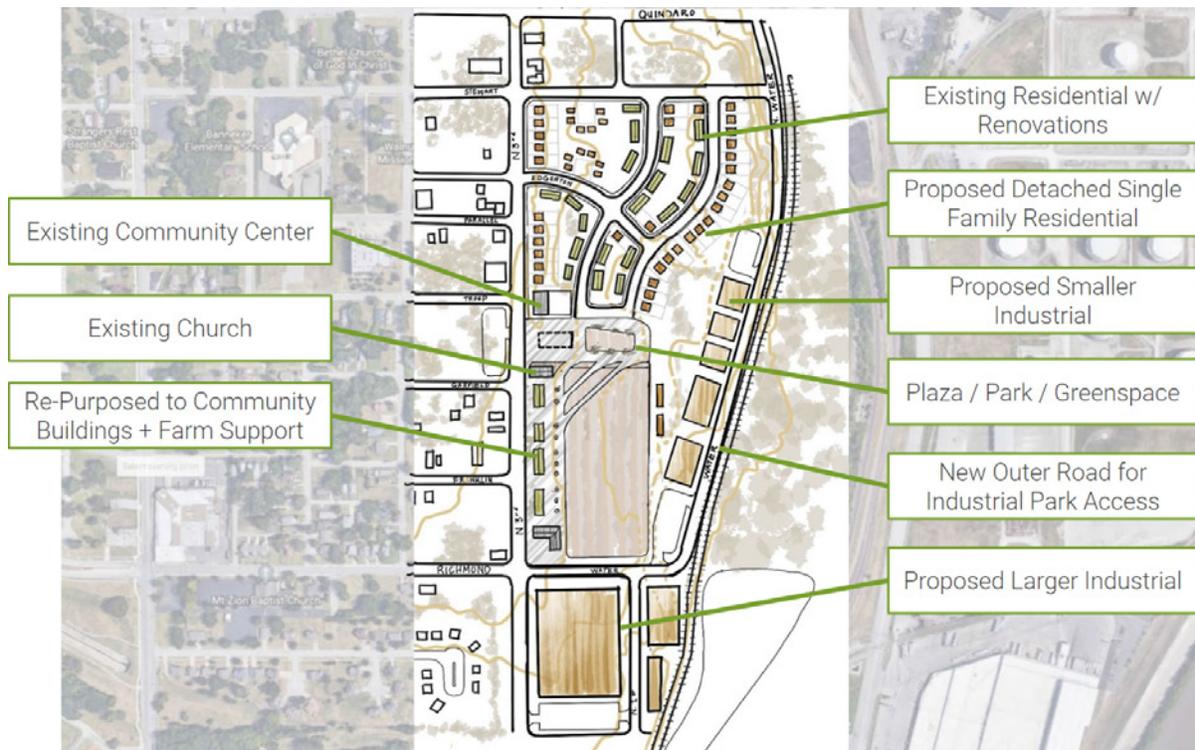
- **Existing Gardens to Remain:** Cultivate KC is working to move their operations from this location to other locations in Wyandotte County. However, the Panel recommended preserving this portion of gardens for the organization's members, some living in Juniper Gardens. The Panel believed that their work to cultivate local and freshly grown food in the Metropolitan Area is meaningful. The plan allocates five acres to Cultivate KC graduates. Another one or two acres are dedicated to community gardening.
- **Central Park / Gathering Space:** These gardens can grow alongside a community park or gathering space to the north, where a weekend farmers market and other community activities can be held. The mixed-use residential areas are also well connected to the park, which will provide a public opportunity to share the views toward Downtown Kansas City. This gathering space will give the new Juniper Gardens an identifiable sense of gravity.



Initial concept sketch that reimagines existing streets with a grid and would provide more walkable routes, but would be costly to relocate infrastructure. Source: TAP Panel.



Initial concept sketch that shows how a central park can provide outward views, connect the site, and be a place for gatherings. Source: TAP Panel.



Final concept sketch.
Source: TAP Panel.

Site Design

The plan above represents the final proposed site plan. With a new business district / light industrial to the south and east, mixed-income residential to the north, and training farms to remain in conjunction with a new central park, the Panel aims to balance the needs of the community with economic development and wealth-building opportunities.

An extension of Water Street along the west side of the railroad tracks will provide vehicular access to the new business district. Parallel Parkway transitions into Richmond Avenue and currently terminates into Water Street, so an extension would provide optimal access to the new business district.

Shared Courtyard Amenities & Private Backyards

Spaces between the units can become a common park space with shared amenities, such as playgrounds, picnic tables, and grills. For a variety of housing options, other units can be designed with private backyards.



Shared amenity spaces.
Source: orangetownnews.com



Private backyards for each unit.
Source: orangetownnews.com

Existing Juniper Gardens housing project architecture. Source: TAP Panel.



Infill & Rehabbed Housing

Creative infill new construction and strategic rehabilitation of existing housing can aim to change the negative stigma of the Juniper Gardens housing project and extend the life of aging, yet functional, existing building infrastructure. Juniper Gardens can undergo simple modifications to make these existing units more livable, such as the addition of porches, extended roof lines, and enlarged windows. New clustered cottages and moderately sized multi-family infill housing can match the existing neighborhood scale and utilize a cohesive design language.



Housing modification examples. Source: stltoday.com



Housing modification examples. Source: Google Streetview.

Pedestrian-Friendly Gateway Improvements Along Third Street

The Panel recommended that Third Street between Richmond Avenue and Quindaro Boulevard be a focus area for roadway and sidewalk improvements so that it becomes a welcoming gateway for the neighborhood, rather than a pass-through for heavy traffic. The proposed connection from Richmond Avenue to Water Street along the railroad can provide an alternative north/south connection for heavier vehicular traffic traveling to the new business district.



Example of a pedestrian-friendly parkway with a sidepath.
Source: land8.com

Mixed-Use Building Frontage Along Third Street

Some existing buildings along Third Street can be repurposed for commercial businesses and live-work housing options. Other uses might include community buildings for additional facilities, such as shared farming equipment and storage. The existing community center and churches can grow to accommodate expanded wraparound services, such as childcare, skills training classes, and career counseling to support job seekers, working parents, youth, and refugees.

Strategies for an improved Third Street gateway include the following:

- Reduce the street width from 50-feet wide to a neighborhood scale of 28 feet, designate it as a no-truck zone, and utilize existing street widths for on-street parking.
- Create a continuous parkway and an eight to 10-foot wide trail connection along the east side of the street south of Richmond Avenue to Kaw Point Park.
- Provide pedestrian-friendly streetscape improvements, such as continuous landscaping, lighting, additional trees to buffer overhead power lines, and street furnishings at key intersections.
- Avoid off-street parking between the street and buildings to emphasize the pedestrian environment.
- Infill with commercial buildings that have fenestration and articulation along the street edge.



Example of a commercial street edge.
Source: commercialedge.com



Repurposed commercial buildings.
Source: huduser.gov



Example of a commercial street edge.
Source: voitco.com



Proposed trail connections.
Source: TAP Panel.

Trails & Greenways

Juniper Gardens presents an opportunity to connect and extend existing trails and greenways. A continuous parkway and sidepath along the east site of Third Street can provide trail goers and residents with a connection to Kaw Point Park and the Missouri River. The map above shows this route, as well as an added right-of-way access along the railroad and proposed Water Street extension. From Jersey Creek Park, a proposed trail connection follows Jersey Creek as it meets the south edge of the site. Finally, Quindaro Boulevard presents an opportunity to better connect east and west to the Fairfax Industrial District, the transit stop at Third Street, and further west to the Heritage Trail and the historic Quindaro Townsite.



Heritage Trail access to Quindaro Townsite.
Source: TAP Panel



Access to Jersey Creek Greenway
via New Jersey Avenue.
Source: TAP Panel



Potential Access to Kaw Point via Third Street
and/or a railroad right-of-way.
Source: TAP Panel

Development & Finance

Financial Commitment from the Unified Government

Any redevelopment initiative needs significant financial commitment and responsibility to accomplish its goals. UG leadership is engaged and ready for investment in Wyandotte County's Northeast Area and is working hand in hand to support these redevelopment efforts at Juniper Gardens. Given the political environment today, the Panel believes the UG's support is critical.

Uses of Capital

For private investment to occur, a financial clean slate must be presented that will attract developers. The Panel recommends that the Housing Authority and UG clear all existing liens and demolition to support HUD's decommissioning of the property.

Environmental Cleanup: The UG can remediate environmental hazards with assistance from Choice Neighborhoods grants or state/federal programs.

Holding Capital: The UG land bank or a not-for-profit with capacity to maintain the land after HUD's decommissioning can be utilized.

Pre-Development Capital: As the environmental abatement of city-owned parcels takes place, pre-development capital will be needed for efforts to prepare and plan the development.

Sources of Capital

Significant sources of non-governmental and governmental capital exist for this redevelopment, namely Choice Neighborhood Grants, 2022 federal earmarks, and National Recovery Act Funding.

Governmental Programs

Choice Neighborhood Grants (CNG): Panel experts on the use of CNG grants believe the timing for Juniper Gardens could fair better next year than in past years. A CNG Planning Grant, followed by a CNG Implementation Grant, could be a successful financial backbone for efforts to redevelop Juniper Gardens. Smaller grant amounts often fair better. However, these grants can amount to \$30 million or more. (Source: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/cn/grants)

2022 Federal Earmarks: The District Congresswomen and the Kansas Senators are well positioned to jointly seek an earmark for Juniper Gardens for a specific project that would seek to match job training, workforce housing, food security, childcare, and medical services in this historically underserved and disenfranchised community.

The Housing Authority and HUD have made a compelling case to decommission Juniper Gardens, as over 200 households can be better served in mixed-income communities of equal or higher quality for a lower cost. The Panel believes this is solid reasoning for the congressional delegation to help seek federal dollars saved by this action to support rebuilding the community.

Industrial Revenue Bonds: Development at Juniper Gardens will require Industrial Revenue Bonds, including sales tax exemption on building materials, to attract private and institutional capital.

- Sales tax exemption on building materials will reduce the total capital needed to complete an average project by 2.5% and can be used as a credit enhancement, lower risk curve, and possibly be credited as equity by some lenders.
- Real Property Tax Exemption is assumed to be limited to ten years in Kansas. Depending on the tenure, the current tax basis, and the percentage of exemption or abatement, it could be worth up to 5% of the total capital needed for a project. It offers the same benefits as described for the sales tax exemption on building materials.

New Markets Tax Credits: New Markets Tax Credits can drive private investment, improve community services, and jump start employment.

- Juniper Gardens and most of Northeast Kansas City, Kansas is a severely distressed New Markets Tax Credit eligible area and is classified as a food desert. A private investor on a project in this area could make a seven-year qualified equity investment and receive a 39% tax credit over seven years.
- The New Markets Tax Credit Coalition underscores the importance of the successful track records of a Community Development Entity (CDE) and a Community Development Finance Institution (CDFI) sponsoring the project, which can help a project rise to the top 25% of applicants that receive funding. (Source: nmtccoalition.org)

Low Income Housing Tax Credits (LIHTC): The Kansas Housing Resources Corporation awards funds through the state's competitive housing development application process. Some applications to this program also include requests for Housing Trust Fund and HOME Rental Development funding. \$2.44 million of LIHTC were available in 2021. (Source: kshousingcorp.org)

Work Opportunity Tax Credit (WOTC): WOTC is a federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment. Using WOTC within the new business district of the Juniper Gardens redevelopment can be especially strategic in creating employment pipelines for neighborhood residents. (Source: <https://www.kansascommerce.gov/program/taxes-and-financing/wotc/>)

Neighborhood Revitalization Act (NRA) Program: State statute requires local enactment of this property tax rebate program on additional taxes paid as the result of a qualified improvement on residential or commercial properties. (Source: <https://www.wycock.org/WycoKCK/media/Economic-Development/Documents/NRA/NRA-Brochure-2021-2025.pdf>)

Non-Governmental Sources

Private Developers: Private developers, hoping to mitigate risk for their investment, would take an interest in high demand commercial and light industrial projects at Juniper Gardens.

Private Small-Scale Developers and Business Owners: Market demands for multi-family housing with more than four units attached or single-family housing with less than four units attached can draw small-scale developers. This development and its prime location can also attract more local businesses.

Institutions and Foundations: Gap financing and revolving loan funds from institutions and foundations will likely be necessary during development.

Public Policy Considerations & Community Engagement

Drawing from Previous Studies

The Panel drew insight from numerous stakeholders, including the neighborhood, business leaders, commissioners, and the mayor. The Panel also took note from previous studies, which involved dozens, if not hundreds, of community voices and thus developed a Seven-Point Community Commitment Plan as a result of these conversations.

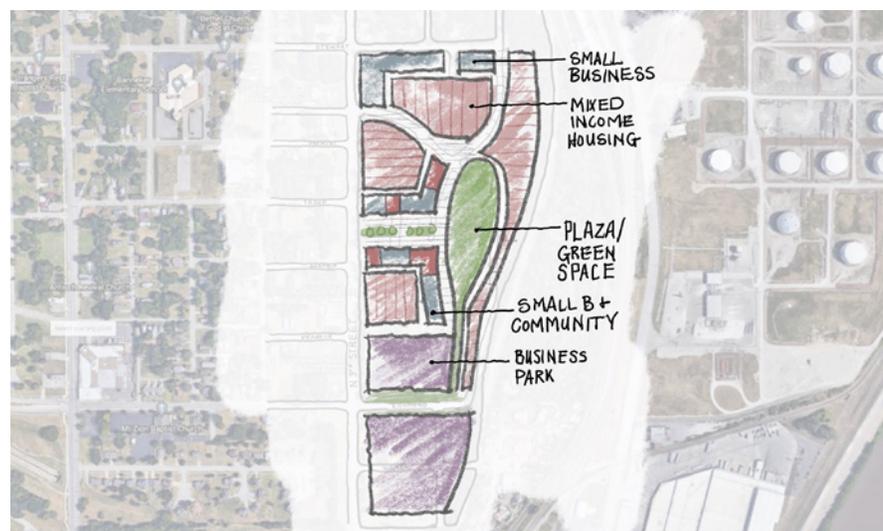
Community Benefits Agreement

The Seven-Point Community Commitment Plan outlines a strong commitment from the UG to the neighborhood. A community benefits agreement would be a clear and appropriate form for that commitment.

Seven-Point Community Commitment Plan

1. Financial Commitment to the Site to Spur Private Investment

Many stakeholders were glad to discuss future opportunities for a Juniper Gardens redevelopment and were hopeful for a strong financial commitment from the UG, similar to commitments made at Village West, Kansas Speedway, and other recent western developments.



Initial concept sketches by the Panel sought to find the best arrangement of spaces that would support community growth. Source: TAP Panel.

2. 50% of Existing Residents Retained in the Redevelopment

The Housing Authority plans to relocate the over 200 households currently remaining in the Juniper Gardens housing by 2023 in accordance with the HUD divestment deadline by 2026. With this timeline in mind, the UG can position the site to welcome new and returning residents who want to live in the new Juniper Gardens. The reimagined development must offer desirable homes with a higher quality of living and provide safe and healthy environments with opportunities for upward mobility.

3. Focus on Small Businesses, Maker Industry, and Business Incubators

The redevelopment should have special considerations for growing and supporting small businesses both on and off the site. Buildings that house such businesses can be offered prime locations along Third Street, adjacent to where the Northeast Economic Development Corporation (NEDC) is considering a contractors training center at the former Turner House.

4. On-Site Job Training With a Pipeline to Jobs

On-the-job training and internships could be hosted at a site on Juniper Gardens. Such programs can create a pipeline to careers in the Fairfax Industrial District, Downtown, and businesses housed on the site. Programs can be planned with local agencies and universities, namely the Kansas City, Kansas Community College and their new development plan Downtown.

5. Attention Given to Green Space Attraction

Working with the farmers of the urban agriculture on the site, a central park and green space can be imagined that provides a gathering space for a weekend farmers market or other unique attraction that draws visitors. A small golf course, for example, has worked exceedingly well at a similar urban site in Kansas City, Missouri. Other ideas involve an arts garden or playground with funding for intentional programming.

6. Direct Economic Support to the NEDC

The Northeast Economic Development Corporation is committed to programmatic and community development efforts. The Panel encourages the NEDC to work with potential developers at the Juniper Gardens site to plan future programs and spaces that continue their mission.

7. Northern Gateway to Announce the Site

A northern gateway along Third Street can welcome visitors into the new Juniper Gardens with a pedestrian-friendly environment. (See page 17 for additional design strategies.)



A central greenspace with a farmers market, urban golf course, arts garden, or playground with intentional programming.
Source: kansascity.com; TAP Panel; unsplash.com.

Recommendations

Commit to a Financial Investment & Healthy Environments

A successful redevelopment of Juniper Gardens requires a sustained commitment, which can provide an incredible opportunity and future community anchor. Redevelopment goals outlined within a community benefits agreement stand to guide the revitalization efforts and repopulate the Northeast Area. Environmental concerns noted in previous environmental assessments must first be addressed, as they present environmental injustices and prevent future private investments. Prioritizing healthy environments also requires an investment towards improved streets and sidewalks in the neighborhood that promote walking, biking, and multi-modal transportation.

Present a Package to Invite Private Capital & Wealth-Building Opportunities

This land must be presented to the marketplace at zero cost basis. All demolition, clearance of liens, and remediation costs must be paid for by sources beyond private investors. Once presented as a clean slate, the site will attract private development. The public sector can present economic development tools, such as Industrial Revenue Bonds, sales tax exemptions, and New Markets Tax Credits, to entice private investors to then develop the site. Land designated for light industrial within the new business district can draw investors, while design guidelines can preserve the character of the neighborhood. Small businesses and small-scale developers can also take advantage of wealth-building opportunities and establish a strong tax base for the UG.

Partner to Support a Thriving Community

Many Juniper Gardens stakeholders believe that for the future development to truly be a source of pride for the community, it must support projects that help the neighborhood thrive. Existing grassroots organizations must be enhanced and enabled further.

Potential Partnerships: The stakeholders identified area agencies, institutions, and employers that could bring wraparound services to a future development, promote upward mobility to residents, and contribute to overall community growth.

- YouthBuild
- Chester Owens Training Center
- Groundworks NRG
- Northeast Economic Development Corporation
- Kansas State Research Extension Services
- Kansas City, Kansas Community College Downtown Campus
- Donnelly College
- CHWC
- MORE2
- Made Men
- Local Businesses
- Local Churches

Wraparound Services: Many barriers to success can be addressed with the help of area employers. Understanding, coordinating, and supporting programs that meet the needs of residents, parents, and youth can better help workers develop successful careers. Skills training, daycare services, and adequate transportation options to help workers be prepared and show up to the job site on time are some of these basic needs identified by agency stakeholders.



Youth Build internships.
Source: unsplash.com



Cooking and nutrition classes.
Source: unsplash.com

Juniper Gardens Community Redevelopment Vision

As Aamiina and her children walk from their cottage court home on Edgerton they see the sun rising over the Kansas City skyline. They pause to enjoy the view and walk to their newly planted produce beds in the center of Juniper Gardens. Aamiina's teenage daughter joins her friends to attend a Youth Build paid internship where the interns work on area construction projects. Aamiina drops off her daughter at the renovated and repurposed community center for a morning of cooking and nutrition classes taught by Donnelly College nursing students.

While Aamiina waits for her daughters, she meets her coworker, Frank, in the community commons for the farmers market. Frank and Aamiina both work at the tilapia farm on Water Street and together they sell produce grown in the community gardens on the weekend.

Isaiah greets Frank at the farmers market and tells his old friend about the new triplex he recently built on Second Street (previously the site of his Juniper Gardens apartment). Frank and Isaiah recall the bidding wars they had been in before to purchase property in Strawberry Hill. Isaiah explains how by working with the Groundwork Northeast Revitalization Group and the Northeast Economic Development Corporation, he was able to leverage a CDFI investment in the property, bringing his dream of home ownership and rental property to fruition.



Weekend farmers market for adjacent urban gardens.
Source: unsplash.com



Skills training and contractor training programs.
Source: unsplash.com



Community produce beds.
Source: unsplash.com

Panelists

TAP Co-Chairs

Pat Jordan

Pat Jordan & Associates

Pat Jordan, President of Pat Jordan & Associates, Inc., is a specialist in community development. Jordan spearheaded the renovation of the Gem Theater in the Historic 18th & Vine Jazz District. She has served as a development consultant for Jeffrey Smith Development Company for the first Kansas City, Missouri School District adaptive reuse project, transforming the D.A. Holmes School into Senior Housing. She also served as project manager for the Morningstar Youth & Family Life Center and project consultant on the 40-unit Morningstar Senior Housing development. She has served on numerous civic and community organization boards and initiatives.

She currently serves as President of the Board of Directors for the Town House Community Development Corporation in Kansas City, KS. Town House CDC is currently completing a \$42M renovation of a 130-unit Senior Housing project in Downtown Kansas City, KS.

Ms. Jordan was previously appointed Co-Chair of Mayor Sly James' Task Force for the Arts. She is a recipient of the Downtown Kansas City, KS Shareholders Award; the Kansas City, MO Economic Development Corporation Cornerstone Award, and the coveted Missouri Arts Council Leadership Award. She is also a past Commissioner for the Missouri Housing Development Commission. Ms. Jordan is currently working on several community development projects in Kansas City's urban core.



Kevin Klinkenberg

MidtownKC Now

For 25 years, Kevin has worked as an urban designer, planner and architect, and leader. He's worked in the private, public, and nonprofit sectors, and now is proud to lead Midtown KC Now as Executive Director. Kevin's past experience includes 10 years as a partner and co-founder of 180 Urban Design & Architecture in Kansas City, which worked on projects in 27 states for all manner of public and private clients. While living in Savannah, GA, Kevin led the Savannah Development and Renewal Authority as Executive Director for four years. Kevin's goals are to help public and private groups make the transition to the next generation of planning and development. Throughout his career, he's focused his energies on those who aim for successful walkable and sociable places. Kevin is the author of "Why I Walk: Taking a Step in the Right Direction" and "The House Hacking Catalog."



TAP Panel



Shomari Benton

Benton Lloyd & Chung

Partner at Benton Lloyd and Chung LLP, Shomari Benton is an experienced real estate attorney who focuses his practice on real estate transactions and real estate development. He has represented clients in all aspects of real estate law, including development, financing, purchases, sales, leasing, joint ventures, condemnation, planning and zoning, brownfield development, and real estate litigation. He is also an entrepreneur and community activist.

His professional accomplishments include working on Land Use Development financing tools, such as URDs and CIDs. He has represented clients on Historic Tax Credit closings and provided General Council for statutory agencies. He has drafted commercial real estate agreements and counseled clients on a number of development-related matters, including public financing, planning and zoning processes, and review of sale and lease agreements. This work has involved environmental issues as they pertain to state and federal compliance, CERCLA, RCRA, and Phase I initiatives, as well as reclamation and remediation of Underground Storage Tanks (USTs).



Tabitha Darko

HOK

Tabitha Darko, AIA, LEED GA, is an architect at HOK, where she has garnered seven years of experience and contributed to several sports design projects. She moved to Kansas City from the University of Tennessee with a five-year Bachelor of Architecture degree after prior experience interning at firms in Chattanooga, TN, and San Francisco, CA.

During her career at HOK, Tabitha has performed a myriad of skills, including design conceptualization, documentation, construction coordination, and LEED project coordination. A few of Tabitha's notable project contributions are: the Halas Hall Training Facility Renovation and Expansion for the NFL Chicago Bears, the MB Ice Arena and Community Rink for the NHL Chicago Blackhawks, United Center Renovations for the NBA Chicago Bulls, Louisville City FC Stadium for the USL Louisville City FC, and the Little Caesars Arena for the NHL Detroit Redwings.

In 2018, fueled by the desire to create an environment of diversity and inclusivity, Tabitha initiated and is leading the Kansas City office's efforts and discussions of equity and mentorship to ensure that all team members have a voice. Tabitha also contributes to Kansas City's design community and other local initiatives through leadership and involvement in organizations such as NOMA KC, HOK Diversity and Advisory Council, Lead to Read, and AIA Pillars.



Beverly Easterwood

HDC Consulting

Ms. Easterwood is the president of HDC Consulting Group, Inc and a Certified General Appraiser in the states of Kansas and Missouri, with over 30 years of experience in the business. Focusing on partial takings, in addition to commercial and residential appraisals, Ms. Easterwood provides forensic review appraisals and real estate consulting services, such as relocation, market studies, and rent comparability studies. Clients have included the Acquisition Team for the Kansas International Speedway Corporation, the Public Housing Resident Council of KCMO, the Kansas Legislature - Legislative Post Audit Division, the Housing Authority of Kansas City, MO, SBA, KDOT, MODOT, USPS, FDIC, as well as local municipalities, developers and financial institutions.

Beverly is also a licensed real estate agent in both Kansas and Missouri, and she received her BSBA Degree in Business Administration from Washington University in St. Louis, MO. Beverly was the first female President of the National Society of Real Estate Appraisers, was recently appointed to the Kansas Real Estate Appraisal Board, and has past and present service on numerous volunteer boards in leadership positions.

Terrell Jolly

Integrity Capital Management

Terrell Jolly manages the operations of Integrity Capital Management, Jolly & Associates, and Legacy Asset Group, which includes managing more than 97 residential and commercial properties. The common thread of these organizations is to revitalize the urban core of Kansas City through affordable housing and pathways to ownership. Terrell focuses on ensuring best-in-class management services for a wide range of clients, including property owners, residents, investment partners, and housing agencies.

Terrell has over 13 years of experience as an executive in the field of single-family, multi-family, residential, and commercial property management. His approach is simple – Be knowledgeable, honest, diligent, and a true leader. “Trust The Process.”



Willie Lanier

Lanier United, Commercial Banking and Real Estate, Enterprise Bank & Trust

Willie Lanier, Jr. is the Managing Partner of Lanier United, a private diversified real estate company. The company is focused on real estate development, construction, and investments in operating companies throughout the country. With more than 20 years of senior real estate development and construction experience, Willie has participated in multi-million-dollar developments of student, luxury, senior, and military housing, mixed-use, and single-family properties. He has pioneered projects like the Spectrum Apartments in Virginia, a \$14M multi-family development serving students from Virginia Commonwealth University and Virginia Union University.

Willie currently leads the charge to revitalize downtown Kansas City, Kansas with a transformational project consisting of apartments, fitness, commercial, and convention center adjacent to the University of Kansas Hospital. Additionally, he has a development pipeline of over 600 apartment units between the Midwest and Mid Atlantic. Willie brings multifaceted knowledge in the industries of healthcare, transportation, and government. During his time as a VP of Subcontractor Management at JE Dunn Construction, he administered government contracts and programs, including DOD, DOJ, HUD, and EPA. Willie has been involved in several notable projects, including the \$700M Sprint World Headquarters Campus, \$35M Kauffman Foundation, and \$45M Harrah's Casino.

He's been front and center on significant construction projects, such as stadiums, logistics, data centers, higher education, military base realignment, and closure initiatives, and participated in Remediation/ HAZMAT training and cleanup initiatives. With a tremendous network and strong ties to community and political leaders, Willie has served as a construction lobbyist on Capitol Hill with a focus on transportation spending. Because of his unique background and knowledge, he is frequently invited to consult on iconic projects.





Joe Perry

Port KC

Joe is Vice President of Real Estate at Port KC (Port Authority of Kansas City, MO) where he oversees the management, development, and marketing of properties owned or operated by the agency, including over 500,000 square feet of industrial space, over 1,000 acres of land, a casino, and riverfront development projects in Downtown Kansas City. He has more than 25 years of experience in the real estate finance, marketing, development, architecture, urban planning, public policy, public/private finance, and development disciplines.

Before coming to Port KC, he spent eight years as commercial director for Gale Communities, Inc, where he managed planning, zoning, infrastructure, and building construction. He has public/private financing experience, creating and managing tax increment financing, port improvement district, and transportation development district projects.

He holds a degree in Real Estate Finance from the University of Missouri – Columbia and a degree in Architecture and Urban Design from the University of Kansas. He is a licensed real estate professional, serves as the Chair of Mission Advancement of ULI – Kansas City District Council, and is engaged in multiple housing, community planning, and redevelopment entity boards.



Kevin Pinkowski

BHC Rhodes

Kevin is a professional engineer with 23 years of experience in the civil engineering and construction industries. His experience started as a field engineer in the construction inspection and testing, geotechnical, and Phase I ESAs. It then grew to include site development and design, stormwater management, sanitary sewer design, existing site audits for compliance with the Americans with Disabilities Act (ADA), cost estimating, grading and utility coordination, and FEMA/US Army Corps of Engineers permitting.

Kevin grew up in Memphis, Tennessee, and moved to Kansas to attend the University of Kansas where he earned a bachelor's degree in Civil Engineering. He currently lives in Kansas City, MO with his wife, Allison and their two children, Emma, nine, and Sam, seven.



Jolene Saul

Brinshore Development

Jolene Saul is currently Senior Vice President at Brinshore Development, based in its Northbrook, IL office. She manages development projects from concept through lease up in Chicago, IL, Washington, DC, and Norfolk, VA. She was previously a Senior Director at the Chicago Housing Authority (CHA), where she planned efforts to provide long-term affordable housing opportunities and created over 900 housing opportunities for people on the authority's waitlist.

Prior to her time at CHA, she oversaw the implementation of an \$18 million HUD grant to address the foreclosure crisis in the City of Evanston. Through that effort, the City and its development partner, Brinshore, brought 100 apartments and homes back to productive use as well as thirty-two new construction units—all as affordable housing. She has also worked for the New York City's Department of Housing Preservation and Development working to develop city-owned land in Central Harlem, as well as an economic development consulting firm. Over the course of her career, Jolene has worked across sectors playing key roles in facilitating affordable housing development, providing strategic and policy recommendations for economic development initiatives, and creating opportunities for minority and women-owned businesses.

Jolene received a Master of Urban Planning degree from New York University and Bachelor of Science degrees in Economics and Expository Writing from the Massachusetts Institute of Technology. She was appointed to the City of Chicago's Zoning Board of Appeals in 2019 and formerly served as Vice Chair of the Evanston Plan Commission. She is also an alumna of the Chicago Urban League's IMPACT Leadership Development Program.



Daniel Serda

Local Initiatives Support Corporation (LISC)

Economic Development Program Officer at LISC, Daniel Serda is a city planner specializing in urban design, economic development, and stakeholder-driven community planning. He is also project manager for the Kansas City Catalytic Urban Revitalization (KC-CUR) strategy. KC-CUR is a joint partnership between the City of Kansas City, Mid-America Regional Council, ULI Kansas City District Council, the Urban Neighborhood Initiative (UNI), and LISC Greater Kansas City. In this role, Dr. Serda works with business and property owners, residents, and community development organizations to advance redevelopment plans and guiding principles in each of four undercapitalized priority investment areas.

From 2017-2020, Dr. Serda served as Chairperson of the Kansas City Area Transportation Authority (KCATA) Board of Commissioners. In that role, he was instrumental in guiding significant changes in the organization's governance and community impact, and worked with senior management to make the KCATA the nation's most innovative public transit and mobility solutions provider. Since 2019, he has served as Chairman of the RideKC Development Corporation (RKCDC), a nonprofit development corporation and wholly-owned subsidiary of KCATA. RKCDC's mission is to solicit and advance transit-oriented development (TOD) to build ridership, strengthen relationships, and generate revenue to support KCATA's mission and vision.



Dennis Strait

Gould Evans

Dennis Strait, an architect and landscape architect with 38 years of experience, is a principal in the Kansas City studio and the Board Chair of Gould Evans, a nationally recognized planning and design firm. Since 2018, Gould Evans has been working to raise public awareness of how development patterns can build value and financial resiliency for cities. Through partnerships with local civic and professional organizations, the firm and its associates have developed the ongoing "Making a Great City" speaker series with the Kansas City Public Library and the "City We Can All Afford" webinar series with the local district council of the Urban Land Institute. This work has also involved the Kansas City Chapter of the Incremental Development Alliance, a national non-profit coalition of developers helping local communities understand the importance of small infill development projects and the need to make it easier again for everyone to help build our cities.



Christy Turner

Turner Construction

Senior Project Manager at Turner Construction Company, Christy Turner has more than 20 years of experience working in the construction industry and serving in a variety of construction and development roles. She currently oversees two corporate headquarters' projects in the Kansas City market, as well as multiple municipal projects throughout the Kansas City Metro area. Christy is the past President of the National Association of Women in Construction (NAWIC), Greater Kansas City Chapter and serves in a number of capacities for NAWIC at the local and regional level. Christy also actively serves on the Board of Directors of Wildwood Outdoor Education Center.



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