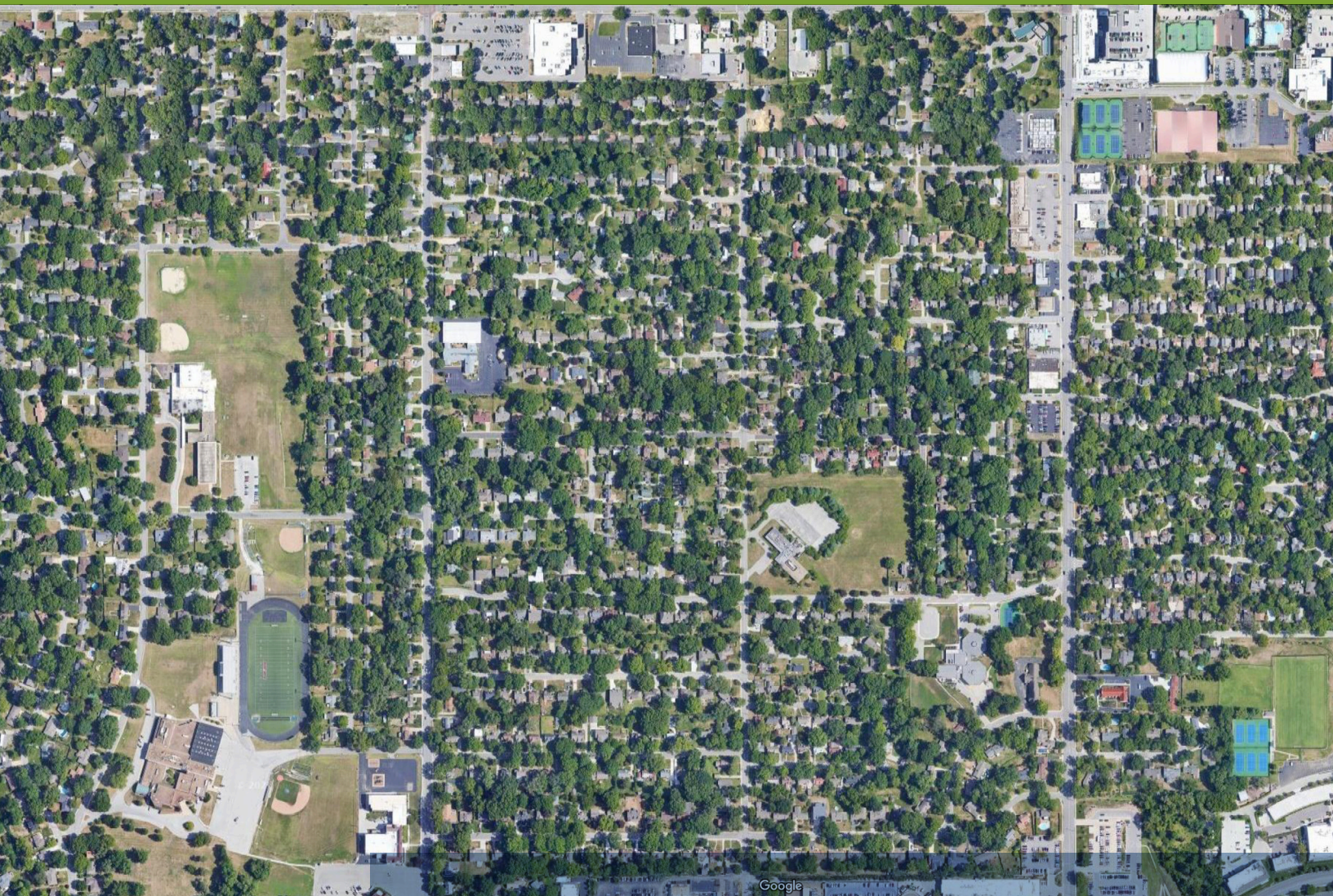




Kansas City

REDEVELOPMENT OPPORTUNITIES

for the City of Westwood, Kansas



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ON THE COVER: The City of Westwood,
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About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific region, with members in 81 countries. ULI's extraordinary impact on land use decision-making is based on its members' sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. Drawing on its members' work, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

About ULI Kansas City

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 policymakers dedicated to creating better places. The ULI Kansas City District Council brings together real estate professionals, civic leaders, and the Kansas City community for educational programs, initiatives impacting the region, and networking events, all in the pursuit of advancing responsible and equitable land use throughout the region. With 310 members locally, ULI Kansas City provides a unique venue to convene and share best practices in the region. ULI Kansas City believes everyone needs to be at the table when the region's future is at stake, so ULI serves the entire spectrum of land use and real estate development disciplines – from architects to developers, CEOs to analysts, builders, property owners, investors, public officials and everyone in between. Using this interdisciplinary approach, ULI examines land use issues, impartially reports findings, and convenes forums to find solutions.

ULI District Council Leadership

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ULI Advisory Services: National and Global Programs

Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics.

An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of view. From the streamlined two-hour session to the "deeper dive" eight-hour session, this intimate conversational format encourages creative thinking and problem solving.

Learn more at americas.uli.org/programs/advisory-services.

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Urban Land Institute harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. Technical Assistance Panels (TAPs) provide expert, multidisciplinary, unbiased advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues in the Kansas City region. Drawing from its professional membership base, ULI Kansas City offers objective and responsible guidance on various land use and real estate issues ranging from site-specific projects to public policy questions. The sponsoring organization is responsible for gathering the background information necessary to understand the project and present it to the panel. TAP panelists spend two days interviewing stakeholders, evaluating the challenges, and ultimately arriving at a set of recommendations that the sponsoring organization can use to guide development going forward.

ULI Advisory Services identify creative, practical solutions for complex land use and development challenges.

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Acknowledgments

ULI Kansas City is grateful to Leslie Herring, Chief Administrative Officer and City Clerk for the City of Westwood, and Abby Schneeweis, Assistant City Clerk for the City of Westwood, for their leadership, assistance, and support of the information gathering critical to the success of this study. Additionally, ULI Kansas City would like to thank Trent Dansel, Katherine Carttar, and Kevin Pinkowski who lead ULI Kansas City's Technical Assistance Panel work and were instrumental in working with Westwood leadership in the formation of this study.



Joe D. Dennis Park, at the corner of West 50th Street and Rainbow Boulevard, is a key community asset for Westwood.

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Westwood City Hall, at the southwest corner of West 47th Avenue and Rainbow Boulevard, houses Westwood's municipal operations at one of the City's key commercial intersections.

EXECUTIVE SUMMARY

In 2015, the City of Westwood, Kansas, faced the challenge of keeping its popular Westwood View Elementary School open and operating within Westwood city limits and turned to the Urban Land Institute – Kansas City District Council (ULI Kansas City) for assistance in charting a course forward. Fast forward to 2021, and a new school is under construction across the street from the current Westwood View school, and the City of Westwood is again facing a series of questions relating to land use. This time, the land use questions come from a position of strength as the City of Westwood (the City) is in a good financial position, the school is secure, and the population is growing.

Today, Westwood is contemplating the future use of the soon-to-be-former school site and additional City-owned or City-controlled land that could be put to higher and better use. The City is also interested in diversifying its housing stock to provide a wider range of housing options and price points in order to meet the needs of the City's current residents and better position the City to be a location of choice for future residents.

To answer these questions, the City once again leveraged ULI Kansas City and its Technical Assistance Panel (TAP) program for expert assistance related to these future land use and real estate development questions. At present, the City owns, controls, or maintains right of first refusal on certain properties around the City. Some of these parcels are contiguous while others are scattered along West 47th Avenue.

- With the construction of the new Westwood View Elementary School, the current school site will soon be vacated, and the City has the right of first refusal to purchase the property.
- Adjacent to the school and bordered by Rainbow Boulevard on the east is the City-owned Joe D. Dennis Park and City-owned open space, the latter of which was formerly the location of the Westwood Christian Church.
- Westwood City Hall sits at the southwest corner of the intersection of Rainbow Boulevard and W. 47th Avenue, a key commercial intersection for Westwood.

- Adjacent to City Hall to the west is a smaller parcel owned by the Westwood Foundation.
- The current Public Works facility is further west of City Hall on W. 47th Avenue but does not adjoin other City-owned land.

In addition to these sites are other under-utilized parcels, further south of City Hall along Rainbow Boulevard and further west along W. 47th Avenue, that are owned by entities friendly to the City and may be worth factoring into a larger redevelopment plan for the area.

Given the range of land potentially in play and with an understanding of the City's goals to diversify its housing stock and put its land into a more productive use, the ULI Kansas City TAP panelists arrived at a series of recommendations that focused on re-imagining Joe D. Dennis Park, creating a more productive use and development vision for the southwest corner of W. 47th Avenue and Rainbow Boulevard, and suggesting improvements to the primary commercial corridors to increase walkability and pedestrian safety in Westwood.

Re-imagining Joe D. Dennis Park

With first-refusal rights to the current Westwood View school site and the addition of the former Westwood Christian Church property, the City is encouraged to re-imagine Joe D. Dennis park into an expanded amenity that would expand to a full eight-acre property. Eight acres



Assembling land from the former Westwood Christian Church site, the soon-to-be-vacated school site, and Joe D. Dennis Park would result in a sizable parcel for transformative development in the City.

provides the City with ample room in which to provide a range of new park amenities and play spaces while also carving out space for civic uses and public gathering spaces, both of which are in limited supply for a land-locked community like Westwood. It is also possible that a community building in the new, expanded park could house a relocated City Hall for Westwood, placing it closer to the center of the City and freeing up its current site for redevelopment. The natural beauty of the site and the mature shade trees in the western portion of the property could be maintained for public enjoyment, and some of the open space used for sports fields today could likewise be dedicated to similar activities going forward.

West 47th Avenue & Rainbow Boulevard

The current location of Westwood City Hall, at the southwest corner of the W. 47th Avenue and Rainbow Boulevard intersection, places a civic, non-taxable use at one of the City's few prime commercial corners. By

reconsidering the land use at this intersection, namely moving City Hall – either to a new community building within the newly expanded park or within leased space in a new mixed-use building at the same intersection – the City frees this prime real estate location for a use or range of uses that would better serve the City. Density at this corner makes good urban design sense, given the physical importance of the intersection of the commercial corridors, and a dense development would complement the buildings on the east side of Rainbow Boulevard at this intersection. Density at this corner would also provide the perfect opportunity to add apartments and more attainable housing to Westwood's housing stock. With several floors of residential units above commercial (office and retail) on the ground floor, the City can begin to realize significant tax revenue at this corner.

Moving south and west of this new development, townhomes could provide a meaningful transition in density down to single-family units beyond and also provide



By re-envisioning the land use at southwest corner of West 47th Avenue and Rainbow Boulevard, the City has an opportunity to create a more dense urban environment that provides more diverse housing, broadens commercial opportunities, and supports the City's tax base.

additional housing diversity for Westwood's residents. Extending W. 47th Place west across Rainbow Boulevard into this new development would provide the City with an interesting "Main Street" opportunity, featuring retail on both sides of the new street and providing a potential street venue for festivals, farmer's markets, and similar community gatherings in a space easily closed temporarily to traffic. The addition of these housing options, configured in this manner and placed at this corner, would allow more people, specifically young families, to call Westwood home while still maintaining the historic character of this predominantly single-family home community.

Streetscape Improvements

The walkability of Westwood is important to residents and City leadership alike. While interior streets are relatively calm and easily navigable for pedestrians, the primary thoroughfares, W. 47th Avenue and Rainbow Boulevard, feature four lanes of traffic and scarce pedestrian or bicycling infrastructure. Recent plans for reconfiguring

W. 47th Avenue, featuring a reduction of lanes down to two separated by a turn lane and a new dedicated bike lane and separate sidewalk, are worthy of pursuit and should be supported or pursued by City leadership. Using that same approach to likewise calm traffic and increase pedestrian safety along Rainbow Boulevard is also strongly encouraged by the Panel. While Rainbow Boulevard is a state highway maintained by the Kansas Department of Transportation, the City is encouraged to seek a partnership and shared understanding of how a complete streets approach to Rainbow Boulevard could be employed.

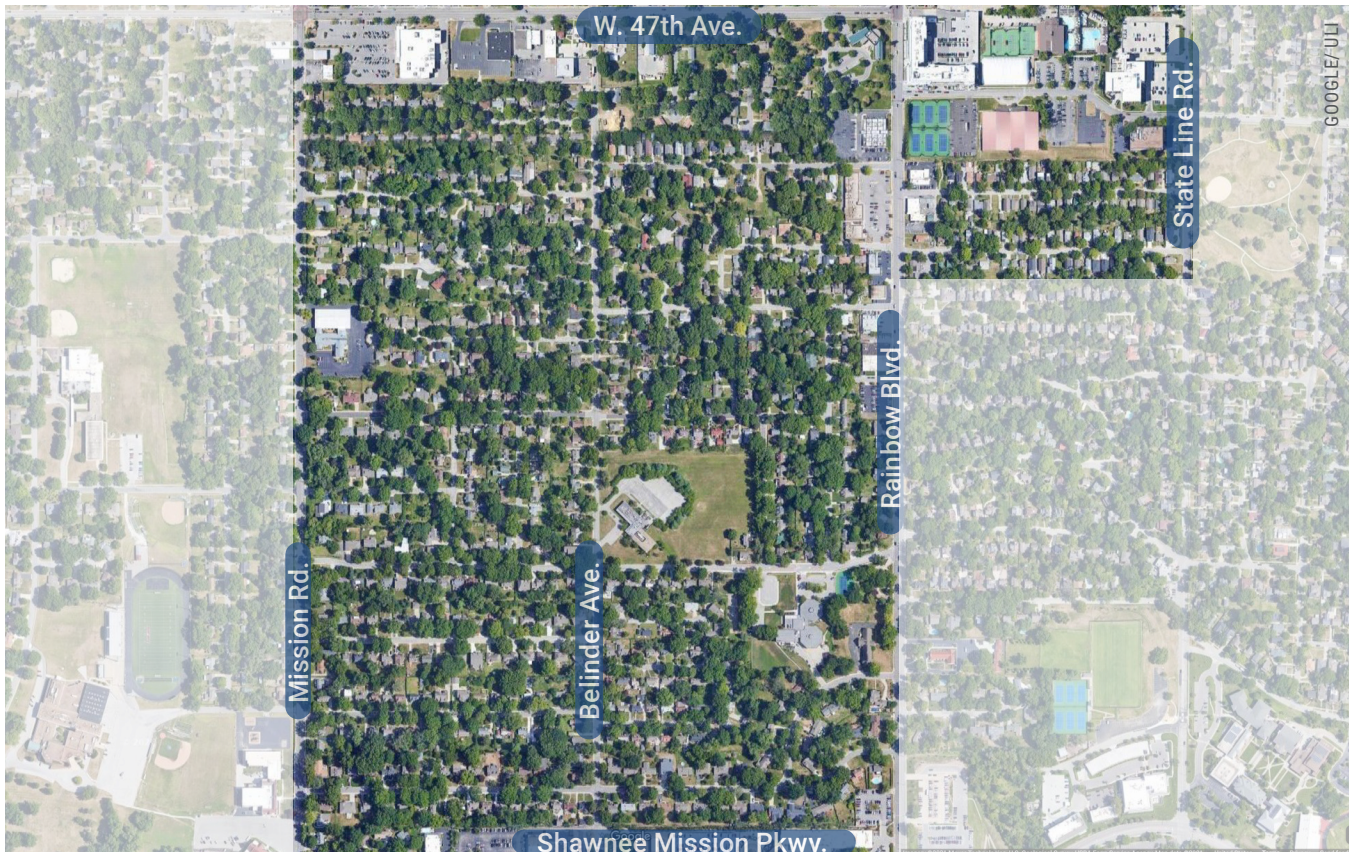
The City of Westwood has demonstrated its sophisticated decision-making abilities over the years and is doing so once again. Recognizing the once-in-a-generation opportunity before it to reshape at least two of the City's key landmarks into developments that could be transformative for the Westwood community, City leadership is again positioned to make decisions that will further accelerate Westwood's path toward economic and community development success.

INTRODUCTION & BACKGROUND

The City of Westwood, Kansas, situated in the Kansas City metro area just west of the Missouri/Kansas state line, is a community that is experiencing renewed interest and investment from both residents and commercial interests alike. Demand for housing in Westwood is on the rise, and an increasing number of homes are purchased for the lot, with the new owner preferring to tear down the current structure and build a new larger home. Similarly, vacant commercial spaces within Westwood are scarce.

This upward pressure on residential real estate prompted City leadership to consider how it might better leverage the land and buildings the City owns or controls to benefit the residents of Westwood. From enhanced public spaces and amenities to a broader range of housing options, the City is considering a variety of approaches to improving the quality of life for Westwood's current and future residents.

In search of objective, expert assistance, the City turned to ULI Kansas City to convene a Technical Assistance Panel to study and evaluate the land use challenges before it and deliver a set of recommendations that the City may consider as it works to make Westwood a community of choice for new residents and business owners.



Westwood, Kansas.

Questions for the Panel

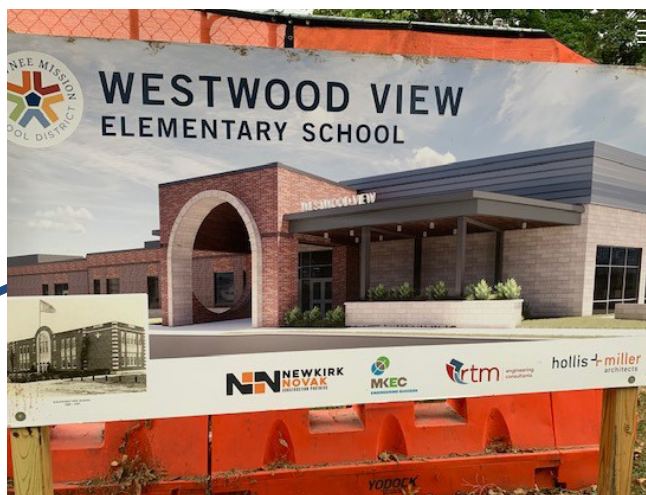
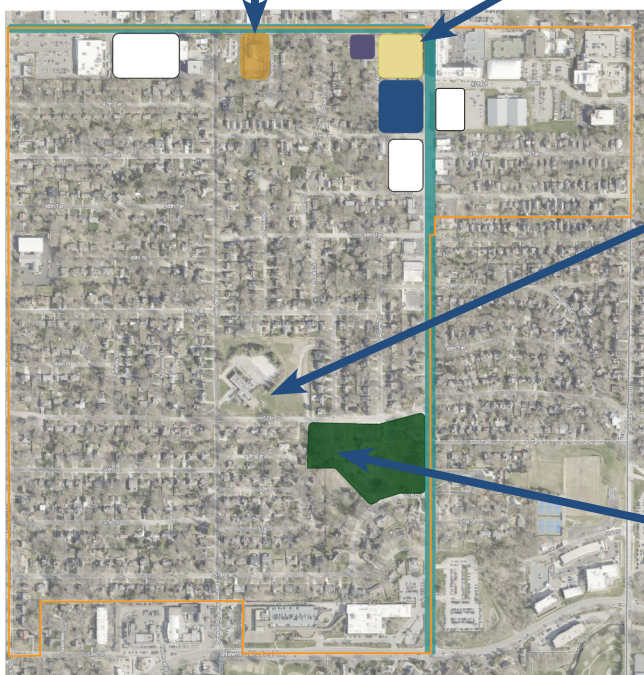
1. What purposes (commercial, mixed-use, governmental/institutional, open space, multi-family, alternative housing option, etc.) would be most appropriate for the City in order to maximize investment or redevelopment, meet market demands, and provide needed uses or amenities for the City of Westwood?
2. Considering the properties either owned by the City or on which the City has a right of first refusal/offer, where and how would public facilities and amenities best be located and developed given the limited space available and the City's desire to create a healthy and sustainable tax base?
3. The City is interested in exploring the best practices found in the 2021 United Community Services of Johnson County "Housing for All Toolkit." Which properties (or portions thereof) might be best suited for housing other than single-family-residential, what types of housing would work best on such properties, and should other zoning categories be considered by the City for these properties?



The TAP panel (the Panel), comprised of real estate developers, architects, designers, finance professionals, and engineers, gathered in Westwood to meet with City leadership and tour the sites of potential redevelopment. Following the tour and briefing with the City, the Panel met with a wide variety of stakeholders from the community, including property and business owners, school district and County leadership, and residents of Westwood.

It is clear that people are passionate about Westwood and love their community. There is a sense of pride that many expressed either working or living in the City. Many stakeholders noted the importance of retaining the Westwood View Elementary School and the enjoyment they get in walking their children to school. Indeed, during the TAP and tour, it was clear that many residents choose to walk with their children to school, navigating Rainbow Boulevard or Belinder Avenue from their homes in the surrounding neighborhoods.

With the elementary school soon moving to its new location, across 50th Street and slightly west of its current site, there is significant interest in the future of the land that the school will soon vacate. With the City having right of first refusal interest in the property, there is an interesting opportunity to assemble that vacated land and the adjacent parcel, which was once home to Westwood Christian Church and now owned by the City. Both parcels also adjoin Joe D. Dennis



- | | |
|---|--|
| CITY HALL SITE | PARK SITE |
| KU BUILDING SITE | WALKABLE RAINBOW & 47 CORRIDORS |
| WESTWOOD FOUNDATION SITE | OTHER DEVELOPMENT AREAS |
| WESTWOOD PUBLIC WORKS SITE | |

CLOCKWISE FROM TOP LEFT: The City's Public Works site. TOP RIGHT: The Westwood City Hall. RIGHT MIDDLE: Construction signage for the new elementary school. RIGHT BOTTOM: The current elementary school property. BOTTOM LEFT: The TAP Panel's map of the potential development sites.

Park; together all three parcels comprise eight acres of land in the center of Westwood.

The City also recognizes that the current City Hall site, at the southwest corner of the intersection of W. 47th Avenue and Rainbow Boulevard, sits at one of the primary commercial intersections in the City. This location, while highly visible and recognizable, may not be the highest and best use for City Hall as it is not generating property or sales tax revenue on a very desirable commercial corner. Additional sites to the west of City Hall, including the Westwood Foundation site adjoining City Hall on the

west and the Public Works site further west and close to Belinder Avenue may also be worth reconsidering and/or reconfiguring in order to make the most of land along one of the few commercial corridors in Westwood.

Discussions with City leadership made clear that the City is interested in pursuing an economic and community development agenda that will serve Westwood well into the future. It was also clear that City leadership is aware of and concerned about the potential for continued upward housing pressure and the lack or diminishing number of affordable housing options in the City.



The density of the mixed-use building at the southeast corner of W. 47th and Rainbow could be mirrored on the west side of Rainbow.



The southwest quadrant of the Rainbow and W. 47th intersection features the City Hall site, ample open space, parking, and Westwood police headquarters.

Insights from Stakeholder Interviews

Walkable Rainbow. This key commercial corridor is also home to residential units and is a thoroughfare for cars as well as pedestrians, particularly families walking children to/from school.

Pedestrian-friendly Westwood. As the City sits on two square miles of residential uses edged by commercial corridors, there are a large number of pedestrians moving throughout Westwood at any point in time. Care should be taken to protect or even improve the pedestrian experience throughout Westwood.

More/Better Access to Parks. Joe D. Dennis Park sits along Rainbow Boulevard and is fairly central along that corridor in Westwood. Aside from another very small park north on Belinder Avenue and two on State Line Road, there is limited access to parks in Westwood.

Diverse Housing. With an increasing number of homes being torn down and replaced by new, larger homes, the housing stock in Westwood is increasingly losing its affordability. With a predominance of single-family homes in the City, there are few options for young families, older residents, or young professionals to purchase or live in anything other than a single-family home, which might require more investment or more maintenance than these populations may desire.

Local Amenities (parks, open space, trails, retail). Westwood residents love their parks and shops and want more of them.

Civic Center. Aside from the City Hall building, there is not a civic or city center to Westwood that can also serve as a community gathering space.

Capitalize and Transform 47th & Rainbow. The intersection of W. 47th Avenue and Rainbow Boulevard holds great promise as a commercial center for the City. The recent multi-story Woodside development brought an interesting and appealing urban scale to the eastern half of the intersection that could be mirrored on the western side of the Rainbow corridor with a development or developments of a complementary scale.

Mixed-use. Stakeholders enjoy spaces and buildings featuring a mix of uses and do not want to see monolithic buildings housing solitary uses.

Tax Base. It is important to consider the current and future tax base for the City to help ensure that it remains a financially viable and thriving community into the future.

Aging in Place. As Westwood residents age and their interest in or ability to maintain a single-family home diminishes, many would prefer to remain in Westwood, yet few alternative housing options are available.

City Hall. Residents are proud of City Hall and appreciate its current visible and accessible location. At the same time, they also understand that the public building sits on a very promising commercial corner that could be put to a more productive use.

Density along the Edges. With W. 47th Avenue and Rainbow Boulevard edging the city to the north and east, stakeholders would like to see more dense uses along those edges of the community.

Incentives. There was also an understanding that the City may choose to use certain financial incentives to help attract the type of development the community wishes to see going forward.



WESTWOOD 2021

City leadership has positioned Westwood to now leverage key real estate assets to the further benefit of the community, in support of its current residents' goals and the City's goals for maintaining and even growing its economic and residential base.

Just six years ago, the fate of Westwood View Elementary School was very much uncertain. Since then, the City has worked with the Shawnee Mission School District to secure a positive future for the former Entercom telecommunications site, and a new school facility for Westwood View is now under construction, cementing its future at the center of the Westwood community for years to come. The site that the school will soon vacate is of interest to City, which proactively secured first-refusal rights to the land.

Similarly, the City's strategic acquisition of the former Westwood Christian Church property adjacent to the

current Westwood View Elementary School presents additional new opportunities for a transformative civic space close to the physical center of Westwood.

Given that the City has first-refusal rights on the present elementary school land, should it proceed with the acquisition, the City faces a once-in-a-generation opportunity to dramatically grow and enhance its parkland assets and possibly add a landmark civic space in the center of the City.

The opportunities of a combined Dennis Park, Church property, and former school property may also provide



The open space that was once the location for the Westwood Christian Church is now informal field space.

the City with the luxury of viewing the combined eight acres as an enhanced park and civic space at the center of the City. This new park/civic space would be a community asset that could be programmed with a new playground, field space, a plaza/gathering space for community events (e.g., symphony performances), and even a farmer's market.

With land at the park/civic space used for public recreation and gathering, the City can turn its focus then to the more efficient, productive, and active use of the land upon which City Hall sits. By redeveloping the City Hall and adjacent Westwood Foundation site (potentially including land purchased from other willing adjacent landowners), the City can encourage a new development that leverages density at this important commercial corner, expands commercial spaces and uses within the City, and provides critical diverse housing options.

The opportunity to diversify the City's housing stock by providing expanded housing type options, particularly

at the City Hall site, while preserving and protecting its single-family home neighborhoods would be of interest to current and potentially future Westwood residents. Similarly, the addition of new opportunities for young families and younger professionals to live in the community and shop at Westwood's independent retail and restaurant options would also be of considerable interest.

This vision for a new park/civic space at West 50th Street and Rainbow Boulevard and new development at W. 47th Avenue and Rainbow Boulevard would also improve the sense of connectivity between some of the City's key assets, from walkable-scale restaurants and retail on W. 47th Avenue to park land and civic assets at W. 50th Street. Walking between these amenities can become a pleasure and, with more active businesses filling in along Rainbow Boulevard, the walk becomes more interesting and enjoyable.



Westwood's housing stock is comprised primarily of single-family homes, a rising number of which are being torn down to make way for larger new homes.

RE-IMAGINING JOE D. DENNIS PARK

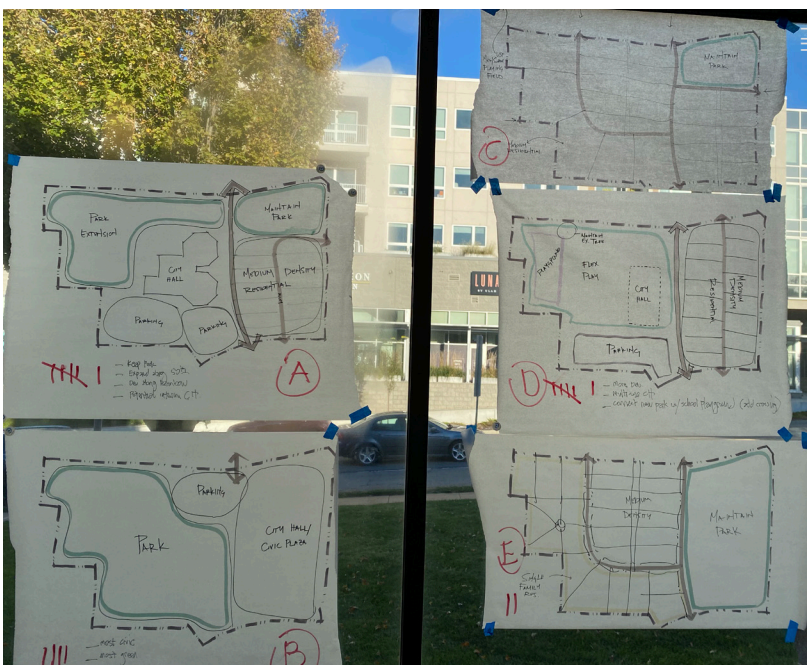
Leveraging and expanding Joe D. Dennis Park into a larger, more significant City and civic asset presents a transformational opportunity for the City of Westwood. The park is owned and maintained by the City and today features a small gathering space, formal playground, a playscape that uses the site's topography, and a tennis court. It is bordered by the current elementary school site to the west, and to the south is open land that was once the location for the Westwood Christian Church. The northern border is W. 50th Street, and Rainbow Boulevard borders it to the east.



The park's position, at the corner of W. 50th Street and Rainbow Boulevard, places its small range of active uses close to one of the City's key commercial corridors. While efforts have been made to separate people from the street, including a fence around the formal playground, further separation from the street traffic would be welcome. The park is well-maintained and inviting, but it is not as large nor does it have as many amenities as the community would prefer. With the razing of the Church, the land to the south is now open space and is frequently enjoyed as annexed open park space for field sports.

In contemplating the development potential of the combined eight acres – school property, church land, and park – the Panel spent considerable time sketching scenarios that would maximize the site to meet the City’s goals of enhanced park space, civic gathering space, diversified housing options, and potentially commercial uses.

As a stated goal, housing at the expanded park site is possible. Yet the scale of the housing surrounding the site would influence the scale of the housing at the park site, and low- to medium-density housing would be the best fit. This would



TOP: The Westwood View Elementary School site and the previous Westwood Christian Church site could significantly expand Joe D. Dennis Park. BOTTOM: The TAP Panel explored several different redevelopment scenarios for the combined space.

be a great addition to the City's housing stock but would not increase the number of diverse housing units by an impactful number nor add significantly to the City's tax base.

Commercial uses at the site also seem to make sense, given its presence along the commercial corridor. Yet, this section of Rainbow Boulevard on the east and the blocks immediately north and south are primarily residential, leaving any new commercial uses on the park site isolated from other commercial uses.

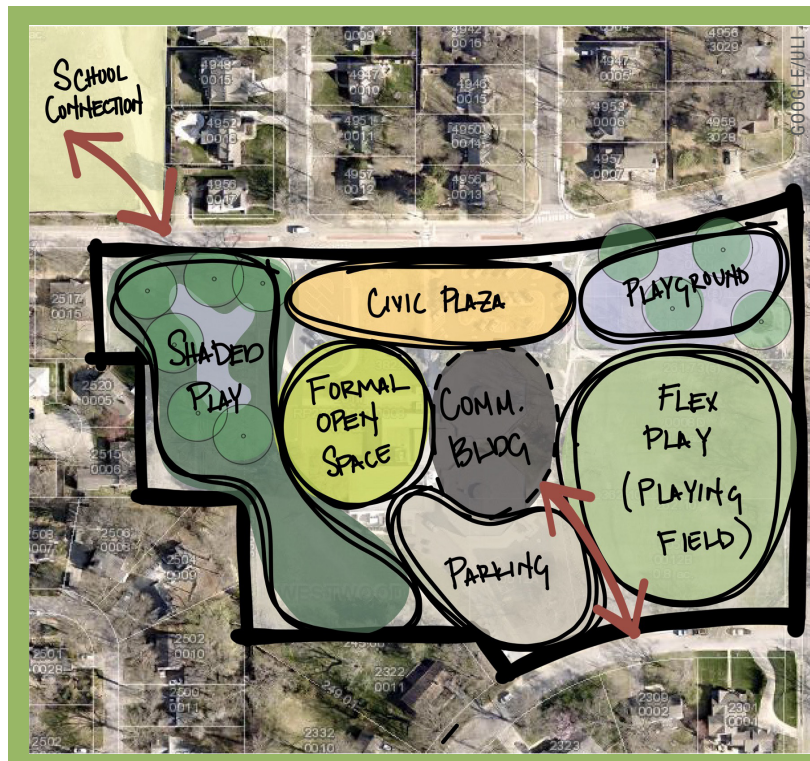
By taking residential and commercial uses out of the potential mix on the site, the Panel was free to re-imagine the park and additional acreage into something recreational, community-focused, and transformative for the City.

The recommended redevelopment and transformation of the combined eight acres would feature a range of spaces, formal and informal, to suit a variety of uses, including:

- A civic plaza for community gatherings and performances;

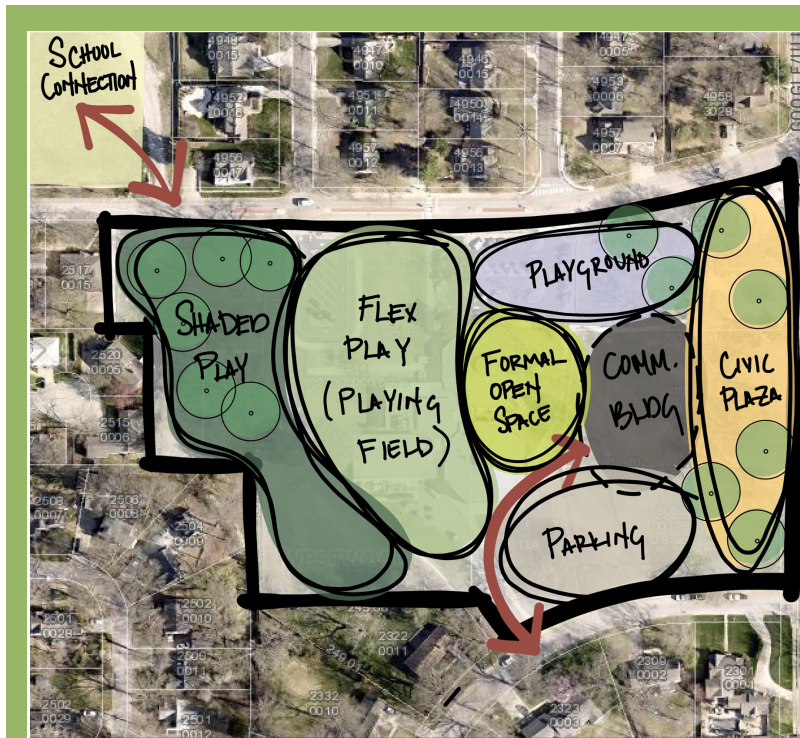
- A potentially relocated City Hall situated in a new community building and including space for indoor gatherings hosted by the City or rented out to neighborhood groups, etc.
- A formal open outdoor space at the entrance to the community building;
- Some flexible play space with room for sports requiring more open or field space;
- A shaded play area making good use of the mature trees on the western edge of the site;
- A formal playground with built play structures; and
- A small parking lot close to the community building and accessible via West 51st Street.

This wide variety of uses is threaded together by the community-facing nature of each. The expanded and enhanced park would feature amenities for all ages and abilities and be welcoming as a space for Westwood's civic gatherings, neighborhood meetings, family parties, and more.



Park Redevelopment Scenario 1 Civic Park & Plaza on 50th Street

- Relocate City Hall to the existing school site
- Maintain the mature tree canopy present in Joe D. Dennis Park
- Maintain and improve playing fields to the south of Joe D. Dennis Park for flexible play
- Expand park design across the remainder of the site



Park Redevelopment Scenario 2 Civic Park & Plaza on Rainbow

- Relocate City Hall to the existing school site and face Rainbow Boulevard
- Maintain the mature tree canopy of existing Joe D. Dennis Park and buffer the playground with a civic plaza
- Relocate the playing fields/flexible play area to the central part of site
- Expand the park across the remainder of the site



Newly expanded park amenities could include (clockwise from top) a pavilion, amphitheater, new playground equipment, and possibly a new community building and civic plaza.

Westwood Park – Acquiring, Developing, Maintaining

This vision for an expanded park and civic space will require dedicated funding and would benefit from actions the City can initiate in the short-term and continue to build upon.

Given the City's interest in and first-refusal rights on the current school property, the Panel encourages the City to act now to begin acquisition of the site. School district leadership has indicated a strong interest in working with the City to facilitate the transfer of the property and signaled an interest in beginning the process. If a purchase is initiated before the school vacates the building, the City and school district may wish to consider an installment sale and leaseback arrangement to allow the sale to proceed and still provide space via the leaseback until the new school is ready for move-in.

Funding strategies are important to also initiate in the short term, and the City is encouraged to start a comprehensive funding plan now. Actions the City should consider include:

- Engaging a capital campaign consultant to assess the City's eligibility based on the potential park design and pursue regional, state, and federal park grants through programs offered by the JC PRD Foundation, KDOT ("Safe Routes to Schools" program and other Transportation Alternatives programs), Kansas Department of Wildlife and Parks, and Community Development Block Grants. The campaign consultant can also help the City establish a mechanism for soliciting private donations and institutional and/or foundation support to likewise help fund park improvements.
- Exploring a potential partnership or joint ownership structure of the new park with Johnson County Parks & Recreation.
- Considering the use of proceeds from sales of other City land holdings (potentially discounted to other sales comps as an "incentive" to a developer in lieu of abated taxes, in turn accelerating additional tax revenues).
- Considering the levy of a City-wide sales tax or special taxing district to fund park improvements.
- Exploring the potential for school district support via a sale discount or dedication as the park helps the new school indirectly (as a draw for new families moving to Westwood with school-aged children and potentially as additional play or enrichment space given the park's proximity to the new school site).
- Considering the potential for instituting in-lieu-of fees from commercial developments that may be drawn to Westwood.
- Discussing the possibility of adding a park impact fee to new developments in the City.

In addition to these new funding sources, revenues from shared uses and park/civic programming (i.e., municipal, library, school, parks/rec, shelter rentals) could also be leveraged to help support work on and/or maintenance of the newly expanded park.

It may also be worthwhile to discuss a potential strategic partnership with Kansas Health Systems around the redevelopment of the park. Hospital systems often have greater fundraising capabilities than the City and generally may spend for "community benefit" under IRS codes, which may include public park development (public health and well-being of community). The health system may view the park redevelopment and expansion as an investment in the health of the Westwood and surrounding community – supporting the health of residents as preventative medicine.

Finally, the power of Westwood citizens should not be ignored. Parks often inspire loyalty in City residents – both those nearby the facilities and those with young children who frequent the play spaces. Putting out a call to volunteers from the community or volunteers from related organizations who may be interested in donating time to the park's improvements and maintenance would be worth the City's time. Going a step further to create a "Friends of the Park" organization might well serve the park into the future, sharing some of the responsibility for maintaining the park into the residents' hands, those who love and enjoy the natural playscapes, has worked well for other cities and their signature park programs.

NEW HOUSING OPPORTUNITIES

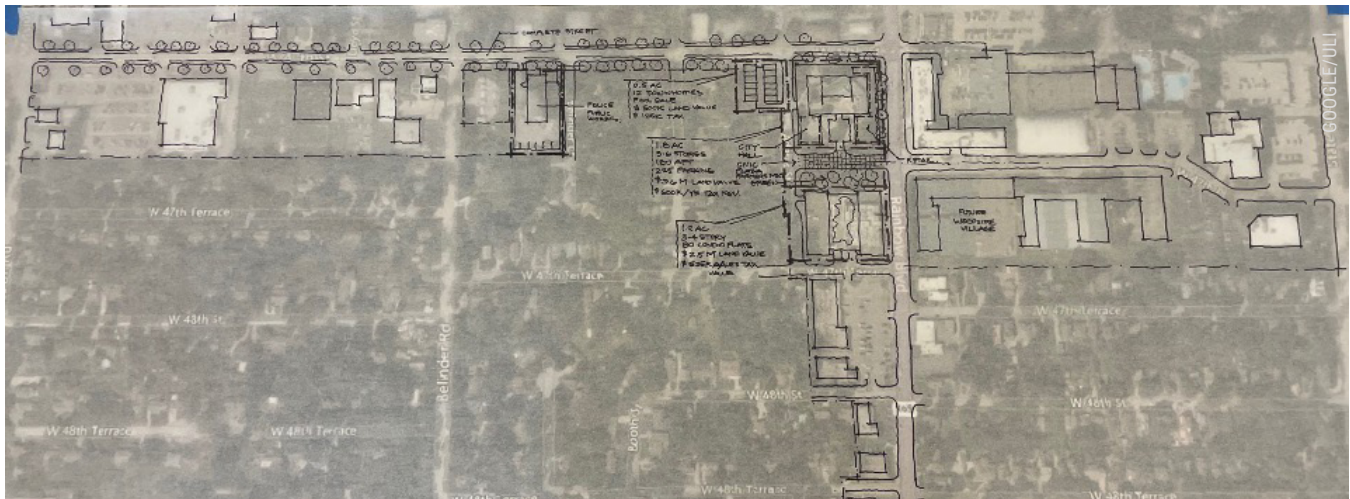
The City of Westwood is keenly interested in supporting opportunities to expand the range of housing types – sizes and price points – within the City limits. Current housing trends in Westwood, specifically the tearing down of existing housing stock to build much bigger, more expensive homes, may not be sustainable and is quickly reducing the City's inventory of smaller, more affordable homes that young families often seek. Additionally, Westwood is a City dominated by single-family homes and would benefit from additional housing options that include rowhouses, duplexes, multi-family buildings, and even accessory dwelling units (ADUs).

Given the earlier recommendation to focus new housing opportunities near the intersection of W. 47th Avenue and Rainbow Boulevard, a discussion of density will be important to the City, residents, and any potential developers. Density in this area, similar to that seen in the Woodside Village development across Rainbow Boulevard and east of City Hall, will achieve a host of benefits.

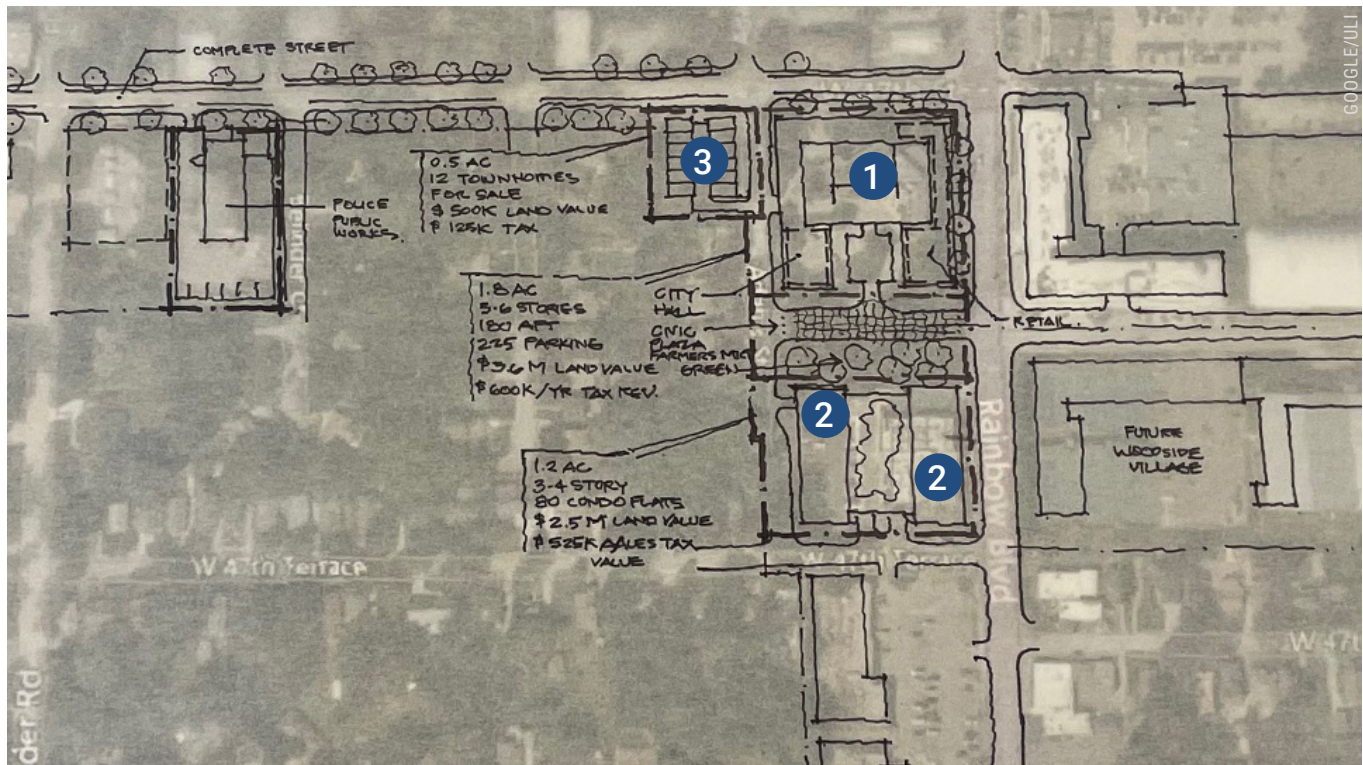
Diverse Housing Opportunities. Placing multi-family housing at the corner provides opportunities for residents to live in smaller units that often come with a smaller financial commitment than a single-family home and do not require much maintenance. Perfect for empty-nesters and young professionals, apartment or condominium options at this corner would be welcome in Westwood.

Density at the Corner. The nature of the intersection of W. 47th Avenue and Rainbow Boulevard, two primary commercial corridors for Westwood, lends to a dense mix of uses at the site. Similar to the building composition on the east side of the intersection, density on the west side would be complementary and appropriate at the southwest corner of the intersection as well. As land uses transition south and west from the corner, the intensity of uses can step down from dense at the corner, to lower-density (including housing options such as townhomes and duplexes) as the uses approach the single-family homes and parkland further south.

Maximize Commercial and Rental Opportunities. In addition to the addition of residential units in a building at the corner, which could come with opportunities to rent



The TAP Panel began to re-envision how development clustered around the intersection of W. 47th Avenue and Rainbow Boulevard could further influence development west and south, respectively, along both corridors.



Map	Housing Type	Anticipated Units	Configuration	Anticipated Total Annual Property Tax
1	Apartments	180	~800 sf, 1& 2 bedrooms	\$600,000 (housing); \$400,000 (retail)
2	For-Sale Condos	80	1000-1200 sf	\$500,000
3	Row Houses	12	~2000 sf	\$420,000
	Duplexes & ADUs			

units instead of purchasing, the first floor of such a building would also be sensible space for commercial, particularly retail, uses. The addition of tax-generating uses at the site will support the City's fiscal health into the future, and the taxes generated could even be used to support the park improvements noted earlier.

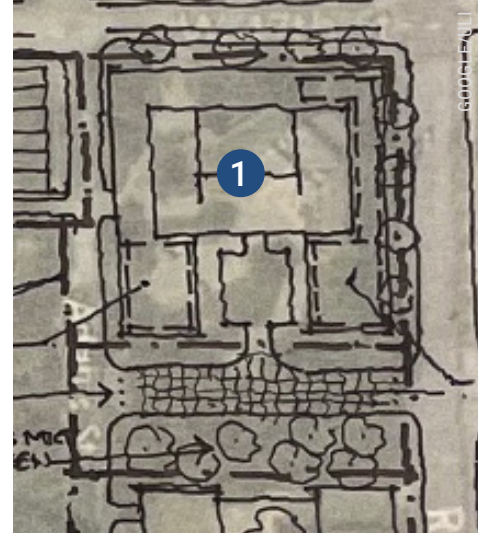
It is also possible that a portion of the commercial space is carved out and reserved for a smaller and more efficient City Hall location. It is estimated that the current 30-year old City Hall facility will soon face notable renovation costs, which costs will be determined by a professional outside firm in 2022. Knowing that likely significant investment is on the horizon, it may make more sense for the City

to consider alternatives. If the City determines a need or desire to remain at this intersection, leasing space in the new development might be a more fiscally beneficial arrangement for the City. One other municipal consideration would be the relocation of the City's police services and fleet. The current Public Works building, just west of the City Hall site on W. 47th Avenue, sits on an expansive parcel that could also house the City's police operations, thus removing it from the calculus for the new development contemplated for the corner of W. 47th Avenue and Rainbow Boulevard.

It is important to note that the financial calculus for development at this site that includes both residential and



Apartments



A mixed-use building at the southwest corner of W. 47th Avenue and Rainbow Boulevard could feature several floors of apartments with retail and other commercial uses on the ground floor.



commercial uses only begins to work financially if a certain density is achieved and at a height of likely five or six stories. Due to the financing and capital structure of mixed-use projects of this nature, eliminating a floor for the sake of reducing height reduces the financial viability of the project not by 15-20 percent but instead by nearly 50 percent. If the City and Westwood residents wish to realize the potential of the park design noted herein, all will need to become comfortable with a certain amount of appropriate density at the corner of W. 47th Avenue and Rainbow Boulevard.

Apartments

As it relates to the 1.8-acre site at the corner of W. 47th

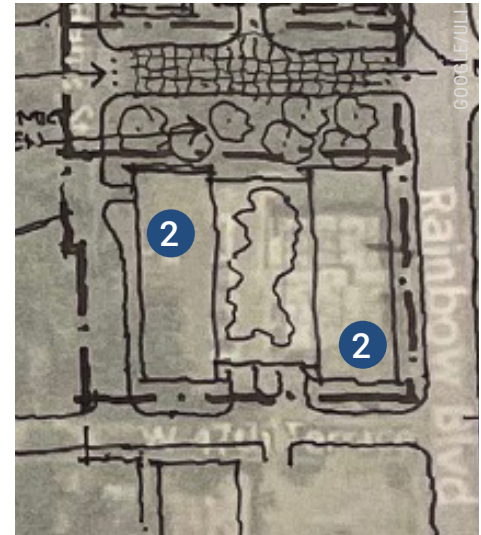
Avenue and Rainbow Boulevard, the Panel suggests a five-to six-story building that includes the following:

- 180 apartments (~800 square feet average size, 1 and 2 bedrooms)
- 225 parking spaces in structured parking shared between apartments and retail
- 12,000 square feet of retail/office on the ground floor plus lobby and amenity spaces

Based on the rates above, the estimated value of the land would be approximately \$3.6 million or \$46 per square foot of space. Based on that calculation, up to \$600,000 per year in new property tax revenue (likely following a 10-15 year period of partial abatement) could be anticipated. It is also



For-Sale Condos and Rowhomes



Moving from the density at the corner of W. 47th Avenue and Rainbow Boulevard, rowhouses or townhomes could provide a lower-density housing solution and good transition of scale between the apartments and single-family homes beyond.



anticipated that the City would benefit from its portion of up to \$400,000 that might be generated each year in sales tax revenue from the building's ground-floor retail.

This configuration also takes into consideration the extension of W. 47th Place west across Rainbow Boulevard, developing the extended street into a new "Main Street" for Westwood. This multi-functional streetscape could, on occasion, be closed to vehicular traffic in order to host festivals, a farmers market, or other community events. There is also good potential for preserving some green space on the south side of an extended W. 47th Place into the former City Hall and parking lot area.

For-Sale Condos and Rowhomes

In addition to the new housing and commercial/retail contemplated on the City Hall site, should the University of Kansas Medical Center wish to work with the City to sell its current site on Rainbow Boulevard, directly south and adjacent to the City Hall site, there is potential for additional housing at that site and might include:

- 80 condominium flats in two 4-story buildings
- Average size of 1,000–1,200 square feet in a variety of configurations

It is anticipated that this type of development might



LEFT, RIGHT: Duplexes can provide entry-level housing options for young families or couples. They can also provide empty-nesters with a lower-maintenance alternative to single-family home living.



LEFT: Accessory dwelling units (ADUs) can be added as a second floor to existing garage structures. RIGHT: ADUs may also be smaller stand-alone structures that fit into the footprint of the lot and complement the existing structure.

generate up to \$500,000 in property taxes based on a potential project value of approximately \$24 million.

Moving west from the City Hall site, if the 0.5-acre parcel of land owned by the Westwood Foundation were converted to developable land, a potential development on that site could include:

- 12 townhomes
- For-sale units averaging approximately 2,000 square feet

Based on these figures, the value of the land would be estimated at \$420,000 and could generate approximately \$125,000 per year in property taxes.

Duplexes and ADUs

As the City considers expanding its housing stock to meet affordability goals and provide a more diverse range of housing options, it is encouraged to consider revising the City's zoning code to permit duplexes and accessory dwelling units (ADUs) on select sites throughout the City. These lower-density housing options provide gentle infill density and more affordable unit types sprinkled throughout the City without disrupting historic city character.

STREET IMPROVEMENTS

Stakeholders and City leadership spoke of walkability in Westwood, with areas of the City being quite walkable and other areas needing improvements to make it more inviting and safer for pedestrians and alternative transportation modes. Today, the vehicle reigns supreme in Westwood, moving quickly along the four lanes for traffic along both Rainbow Boulevard and W. 47th Avenue. Pedestrians, bicyclists, and other modalities are all pushed to the same space on the sidewalks or at the edges of the roadway. Initial improvements to W. 47th Avenue now feature a bike path, comfortably separated from the roadway, allowing pedestrians and bicyclists to move safely east and west separate from the road traffic.

Rainbow Boulevard features sidewalks along both the east and west sides of the roadway. The space is narrow, however, and two adults walking shoulder to shoulder might find the configuration uncomfortable. A narrow strip of land separates pedestrians from the traffic lanes. Given the number of families and residents who choose to walk within Westwood, the sidewalks would be more comfortable at a wider width and with further separation from the vehicular traffic.

Bicyclists do not have the same dedicated space on Rainbow Boulevard as seen on W. 47th Avenue and must find their way along the roadway with the vehicular traffic.

A February 2018 “47th Street Complete Street Plan” for Westwood, Roeland Park, Unified Government, and MARC outlined a plan for making gradual improvements to the W. 47th Avenue corridor that would begin to address the confluence of pedestrians, bicyclists, and vehicles along the roadway. Beginning with a consolidation of lanes from two lanes in each direction down to one lane in each direction with a turn lane in the middle, traffic is slowed, and space becomes available for other uses. Within this new space, a bicycle lane can be added in each direction, and sidewalks could be improved and widened. At early stages, these improvements can be achieved by simply



LEFT/RIGHT: The sidewalks along Rainbow Boulevard are narrow and separated from the roadway by a narrow strip of land. There is not a dedicated bicycle lane.

Complete streets enable safe, convenient, and comfortable travel for all users. As per the Complete Streets Complete Networks: A Manual for the Design of Active Transportation by the Active Transportation Alliance of Chicago: “Simply put, it is a street that is safe and accessible for all users: pedestrians, bicyclists, transit users, and motor vehicle drivers. Complete Streets accommodate people of all ages and physical abilities.”

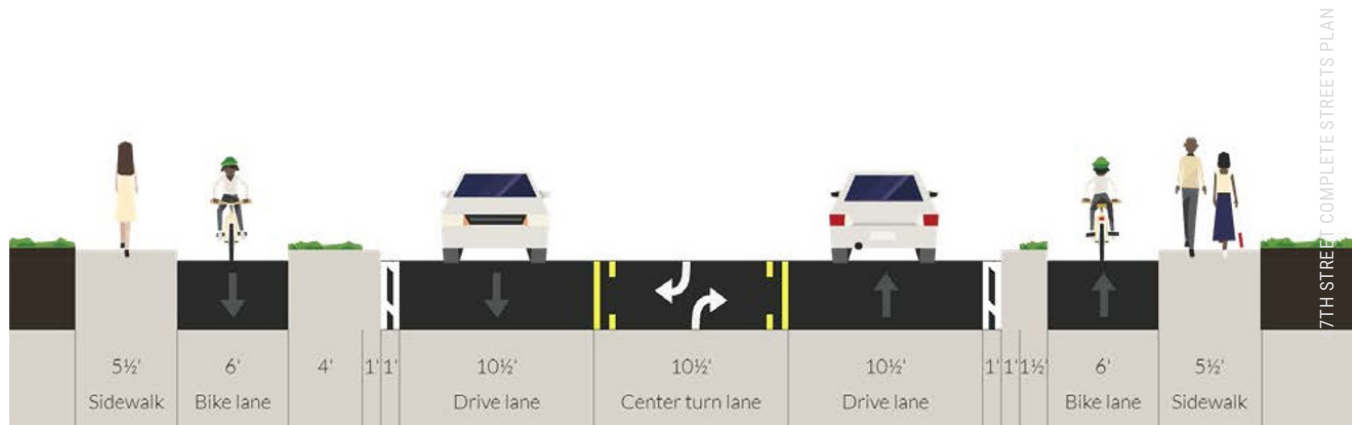


TOP: The 2018 complete streets plan shows how restriping the traffic lanes to reduce the number of auto lanes to create space for bicyclists can be achieved in the short term. BOTTOM: A possible approach to creating a complete street on Rainbow Boulevard could include raised infrastructure to separate bicyclists and pedestrians from the roadway.

restriping the vehicular lanes and using paint to create a separate bicycle facility. As funds become available and residents see, understand, and value the improvements, additional infrastructure could include a physical separation between the bike lanes and the auto traffic, further increasing safety for all.

The Panel appreciated the improvements outlined in the 2018 plan and recommends the City work with the Kansas Department of Transportation (KDOT) to create a similar 'complete streets' plan for Rainbow Boulevard as it is a state highway passing through Westwood.

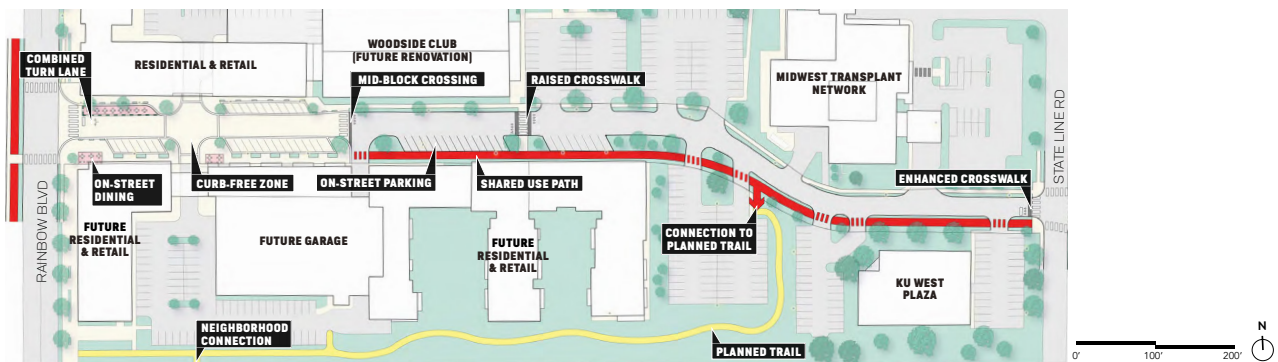
These ideas are not new to Westwood or to KDOT – other communities have successfully implemented complete streets programs in the Kansas City metro area. The challenge may not be an easy one for KDOT to tackle, but if approached collaboratively and consistently, Westwood could work with KDOT to transform Rainbow Boulevard into the walkable community thoroughfare its residents seek.



A cross-section of the roadway in the complete streets plan shows how the current roadway could be reconfigured to make space for all modalities passing safely along the corridor together.

RECOMMENDED DESIGN

FESTIVAL STREET PLAN



A proposal for West 47th Place demonstrates how the roadway can both serve the surrounding developments' auto needs as well as create space for on-street parking, multiple crosswalks, and bike/ped connections to shared-use paths and trails.

CONCLUSION

The City of Westwood is in an enviable position. The City is experiencing both population and economic growth and is, in a sense, a victim of its own success. The residential market in Westwood has pushed home prices higher and higher, and, as the City is landlocked without room to expand, residents are choosing to tear down existing housing to make way for larger, more expensive homes. Sensitive to its ability to maintain a certain level of housing affordability, the City is exploring options for broadening and diversifying its housing stock. Fortunately, decisions to date by public leadership have put the City in a position of ownership or controlling interest in a number of developable parcels within the City limits.

As Westwood leadership charts its path forward, addressing the need for housing diversity and also making the most of the potentially available land to the south and west of Joe D. Dennis Park, it is encouraged to take action today to further secure the City's interests going forward. The Panel encourages the City to acquire the Westwood View Elementary School property as a first step in realizing the potential around the park. With this property in hand, the City can contemplate a potential park expansion and the addition of a new civic amenity to Westwood. This expanded park space will address residents' goals for improved and expanded park amenities in Westwood. It can also provide a welcome central gathering space for City-led meetings, neighborhood gatherings, or private events should the City wish to make the space available for private rentals. Finally, the expanded park can still serve the elementary school, soon to be positioned across W. 50th Street and slightly west of the current site.

At the intersection of W. 47th Avenue and Rainbow Boulevard, the City has an exciting opportunity to redevelop the southwest corner into a significant mixed-use development that begins to mirror the development currently in place on the east side of that same intersection. In a building or set of buildings of a scale appropriate for that intersection, a developer could build an impactful number of apartments on top of commercial space, which could house retail, offices, and potentially a new, more

space-efficient City Hall. By extending W. 47th Place into this new development site, the City could create a new "Main Street" for Westwood, featuring civic uses, retail, residential, and commercial space. This Main Street area would then be an ideal location in which to expand the City's retail and service options.

The apartment units in the new development would be of a number that could begin to impact the City's need for more financially attainable housing for residents. By offering smaller units for rent, young professionals and older adults would have greater options for smaller, more affordable, and lower/no-maintenance units.

A development of this nature and scale would provide a positive impact on the City's fiscal health. As the corner in question is currently not generating taxes, as the KU dialysis center is a tax-exempt entity, putting the land back into productive use in this manner could generate significant new property and sales taxes for the City.

Moving further west from the intersection, the City is encouraged to promote and/or incentivize the redevelopment patterns emerging in pockets along W. 47th Avenue, particularly at and around Lulu's restaurant. These developments, which are actively engaging with the streetscape and creating a welcoming walkable environment, should be encouraged along the length of the W. 47th Avenue corridor through Westwood.

Along with the commercial patterns and development advancements along W. 47th Avenue and Rainbow Boulevard, infrastructure improvements must keep pace. For Westwood to be the walkable community residents and City leadership desire, focus must be paid to pedestrian access and safety along W. 47th Avenue and Rainbow Boulevard. Contemplated improvements to W. 47th Avenue, in addition to the bike lane/trail that now parallels the roadway, will go a long way toward calming traffic and making the corridor more welcoming to all modalities, not just the automobile. Similarly, Rainbow Boulevard, while a state highway, is also ripe for improvement. The City is encouraged to work with KDOT to pursue complete streets

improvements to the corridor to reconfigure the lanes in order to improve the pedestrian experience, calm traffic, and carve out space for bicyclists.

Westwood is in an exciting stage in its growth. It is a city of increasing interest to new residents and business owners and is a city that is of particular interest to young families. Under the thoughtful guidance of the City's elected leadership and professional staff, the City of Westwood is poised to take on its next round of projects, further transforming Westwood into an even more walkable, approachable, and welcoming city.



Joe D. Dennis Park, at the corner of West 50th Street and Rainbow Boulevard.

About the Panel



Tim Schaffer
Panel Co-Chair
Founder-President
AREA Real Estate Advisors

Tim Schaffer serves as the president of AREA Real Estate Advisors. He leads the firm's transaction services, which

include office, retail and industrial leasing, sales, brokerage, tenant representation, property management, and corporate service. Tim has a well-deserved reputation as one of the most notable forces in the Kansas City real estate community. His more than 30-year career showcases many of the area's most significant and most high-profile real estate transactions, effectively changing the skyline and helping to reshape the modern-day workplace in the metro. With a primary focus of representing both tenants and landlords in the repositioning of their assets, Tim has worked with a collective who's who include both national and local heavy hitters such as TEVA Pharmaceuticals, The American Academy of Family Physicians, Waddell & Reed, Dairy Farmers of America, Freightquote, Lockton Insurance, and the Phoenix office of Polsinelli Shughart. Tim also has extensive experience in large tenant build-to-suit developments, and lease restructures for companies such as Freightquote, TEVA Neuroscience, and Dairy Farmers of America, Lockton Insurance and Waddell & Reed. Tim's results-oriented and exceeding expectations approach helps him to produce well-researched and comprehensive solutions for his clients. One of his greatest strengths is identifying and overseeing the highly skilled teams of professionals including economic development, legal, financial, architectural and construction needed to bring a project to close. Tim has a long-term view of his client relationships and excels in controlling all aspects of a transaction adding maximum value to his client's real estate decisions. Tim has served on the board of the Metropolitan Board of Realtors, the Johnson County Board of Realtors Commercial Investment Division, and the Kansas City, MO Board of Zoning, which exemplifies his ongoing commitment to the revitalization of Downtown Kansas City. As a noted industry thought leader, Tim has been quoted and sought out as a commercial real estate expert in such publications as The Kansas City Business Journal, Kansas City Star, MetroWire Media and Midwest Real Estate News.



Dennis Strait
Panel Co-Chair
Principal
Gould Evans

Dennis Strait is an architect and landscape architect with 38 years of experience. Dennis 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 our city. 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, the current City We Can All Afford webinar series with the local district council of the Urban Land Institute, and 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.



Devon Coffee
Senior Manager of Real Estate
Development
OPUS

As Senior Manager of Real Estate Development, Devon brings valuable leadership and expertise and is

actively uncovering new development opportunities throughout the Midwest. Devon is also running a number of ongoing pursuits, spearheading the site selection, feasibility, financial analysis, due diligence and entitlements while further providing managerial oversight throughout the project delivery. Devon has been with Opus Development for over 6 years. Her expertise ranges across multiple sectors, including office, industrial, multifamily/mixed-use and student housing. Devon received a B.A. from the University of Kansas, as well as an M.B.A. from Rockhurst University and M.E.R.E from UMKC (Lewis White Real Estate Center).



John Gaar
Principal
Finkle + Williams Architects

John brings over 30 years of experience creating integrated design solutions for a variety of project and client types in the municipal, corporate office, retail, mixed-use, and multi-family markets. John's combined design and technical leadership ensures each project solution is tailored to the client's unique mission, resulting in extraordinary outcomes. His "superpower" is building consensus among various stakeholders and user groups, to arrive at solutions that work for all involved. He has led dozens of programming charrettes and his hands-on approach to the design process ensures each project solution is tailored to the client's unique mission. He is a gifted listener and skilled at sorting through detailed information and transforming it into functional and meaningful environments.



Andrew C. Ganahl
Founding Principal
AND Real Estate

Andrew C. Ganahl is one of the founding principals of AND Real Estate and, previously, Linden Street Partners. He has twenty years' experience in urban real estate development, financial services, and public policy and administration. Andrew focuses his development and management efforts on high-quality, urban multi-family and mixed-use buildings in dense, walkable urban environments. With Linden Street Partners, Andrew co-led the development of the 1914 Main and Terrace on Walnut Apartments in Kansas City's Crossroads neighborhood. He also developed two infill apartment projects in Milwaukee's vibrant Walker's Point neighborhood, with the 70-unit Quin Apartments opening in 2018 and the 86-unit Yards Apartments opening in spring 2020. His newest project with AND Real Estate is a new-construction 44-unit apartment project in the Waldo neighborhood of Kansas City that opened in summer 2021. Prior to founding Linden Street Partners in 2013, Andrew was a senior executive with the U.S. Department of the Treasury. He holds a Bachelor of Arts degree in Public Policy from Stanford University and an MPA from Harvard University.



Jacob Hodson
Land Designer
Olsson

Jacob Hodson is a land designer with Olsson. Born into a farming family in south central Kansas, he has always had his hands in the soil. He strives to create livable, walkable healthy communities. To do so, Jake uses the knowledge acquired from his families' sustainable farming practices as well as the experiences of living in England and working as the head horticulturist for Oxford University. After acquiring a New England education, Jake returned to the Great Plains to raise his son. Working to make Kansas City a more perfect city Jake uses his twenty years of construction experience to help build housing for young adults phasing out of Foster Care and advocates for bicycle infrastructure. His bicycle advocacy work was celebrated by the Nelson-Atkins Museum of Art with the "Bicycle" mini-golf hole. Jake works towards an equitable future and encourages Kansas Citians to explore the city by muscles not motors.



Steven Jeanfreau
VDC Engineer
Whiting-Turner

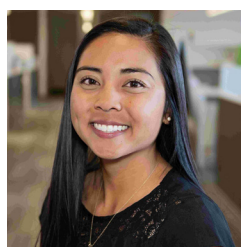
Steven is a VDC Engineer for The Whiting-Turner Contracting Company in their Kansas City, Missouri office, where he is responsible for the advancement and implementation of the latest construction technology and virtual solutions on his project teams. He has managed the BIM coordination process on numerous projects, ranging from 1.8 million SF distribution centers to more technical medical facilities and office spaces. He has experience in 3D model creation and management, conceptualization and visualization, construction logistics, and construction phasing and sequencing. Steven grew up in Atlanta, Georgia and attended Clemson University where he received a bachelor's degree in architecture and a master's degree in civil engineering with an emphasis in construction management. He began his career in residential design, in which he has experience creating and managing construction documents, visualizations, and marketing material for single and multi-family housing.



Jason Romero
Vice President and Associate
General Counsel
Platform Ventures

Jason Romero serves as Vice President and Associate General Counsel at Platform Ventures. In that capacity,

Jason is actively involved in all aspects of Platform Ventures' business, including acquisitions, leasing, joint ventures, financing, project development and construction, asset management, fund formation, regulatory compliance, and strategic planning for investments in real estate assets, real estate operating companies, and real estate technologies throughout the United States. Prior to joining Platform Ventures, Jason was a partner with Husch Blackwell LLP, and was an attorney with Stinson LLP. Jason earned a Bachelor of General Studies in American Studies from the University of Kansas, a Juris Doctor from the University of Kansas School of Law, a Master of Construction Management from the University of Kansas School of Engineering, and a Master of Business Administration with concentrations in Finance and Strategic Management from the University of Kansas School of Business.



Samantha Wagner
Landscape Architect
HOK

Samantha Wagner is a landscape architect at HOK in Kansas City. She completed her Master's in landscape architecture at Kansas State University

and is a member of the National Organization for Minority Architects. Samantha is passionate about the finer details of site scale design; she takes pride in developing high quality design documentation that reinforces beautifully crafted built environments. In the last few years, she's had the opportunity to oversee the construction of a number of high visibility projects, including the Lifestyle Center of Grandscape in The Colony, TX and the redevelopment of Town Square at Zona Rosa in Kansas City, MO. Samantha is a lifelong musician, bicycle enthusiast, and dedicated plant mom. When not at work, Samantha can frequently be found practicing her accordion, exploring a new trail, or tending to her many houseplants.



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