



Kansas City

KANSAS CITY STREETCAR MAIN STREET EXTENSION

Parking Solutions to Support Streetcar TOD



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Midtown KC Now, RideKC Streetcar,
and RideKC Development Corporation

ON THE COVER: The geography of the streetcar
extension along Main Street. (Google Earth)



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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.

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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.

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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 Kevin Klinkenberg, Executive Director of Midtown KC Now, for his 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 the sponsors in the formation of this study.

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In addition to construction along the streetcar extension infrastructure, there are a number of buildings under renovation along Main Street.

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ULI



Economic development, spurred by the promise of the extension of the streetcar line, is coming to all manner of spaces.

EXECUTIVE SUMMARY

Kansas City has embraced its modern streetcar line. Ridership along the downtown alignment is strong and the transit agency, RideKC Development Corporation, is building on that success by continuing the line further north to the riverfront and south to the campus of the University of Missouri–Kansas City (UMKC). This southern extension, in early stages of construction, travels south from Union Station, along Main Street, and is likely to catalyze additional interest in and development along Main Street. In preparation for this expansion and anticipated new activity, RideKC Development Corporation, Midtown KC Now, and RideKC Streetcar (together the sponsor) turned to the Urban Land Institute–Kansas City (ULI Kansas City) district council for expert insights into possible parking management strategies for the areas surrounding the alignment.

With 3.5 miles of new track connecting Union Station to UMKC, the Main Street extension is set to deliver eight new stations to the Kansas City (the city) streetcar alignment. Moving proactively, the city’s Planning and Development Department recently published development guidance for the corridor through the Main Corridor Overlay District, a document that not only outlines design standards along the streetcar extension but also begins to identify the potential areas of new development around each new station. New ridership and new development along the corridor are sure to bring additional drivers to Main Street—drivers in need of public parking options. Knowing this, and using the Main Corridor Overlay and the surrounding transportation development district (TDD) information, the sponsors asked ULI Kansas City to assemble a technical assistance panel (TAP) to study the path of the alignment and the existing land uses around each proposed station, with a goal of delivering a set of recommendations that the sponsors can use to create a district parking strategy and ongoing parking management plan.

The study area of the TAP, loosely defined as the Kansas City Main Street Rail TDD geography (see map on page 15), is home to businesses and organizations that have been operating and managing their parking independently, creating partnerships to share spaces when and where it makes good operational sense. From small two-space

surface parking lots to large structured parking/garages, there is a wide range of existing parking spaces in the area. Inventorying these spaces, organizing, managing, and making a certain percentage available to the public, is no small feat, yet it can be done, and now is the time to do it.

Policy Recommendations and Funding

Understanding and leveraging existing partnerships and identifying and maximizing existing parking infrastructure will be key to building a successful shared parking strategy in the early days of the streetcar extension operations. As demand and traffic in the study area builds, a more robust approach will be required, and policy considerations and revisions today can go a long way toward supporting future parking demands, right-sizing additional demands on new development, and limiting potential negative impacts on the surrounding residential neighborhoods. Policy recommendations, including adopting parking maximums for new developments as well as carving out a percentage of new structured parking, can support the efficient use of existing parking and make the most of funding needed for new structured parking. Coordinated and centralized management of a shared parking system, whether by the City of Kansas City or through a defined benefits district, will be critical to the long-term success of a shared parking strategy.

Funding for the organization and operation of a shared parking system for the TDD geography (the district) may be available through local, state, and federal sources. The Federal Transit Administration Joint or Shared Use Development Agreement, the Missouri State Infrastructure Bank, and the Missouri Transportation Corporation are all potential sources of funding for transit-related improvements including a district parking system. Locally, the Kansas City Area Transportation Authority and the RideKC Development Corporation may be able to provide support in the form of incentives or leverage. The incremental increases in TDD assessments from new developments along the alignment will also serve as a key source of future funding. It is also possible that the city could establish a fee that developers could choose to pay in lieu of providing shared parking.

Parking Projections around Stations

Using the Main Corridor Overlay District as a guide, the panel identified the potential development pressures and opportunities at each of the proposed stations. With this shared understanding they were able to outline the

anticipated parking needs around each station based on the development assumptions. Each station is unique and may be characterized by the quantity of developable land, parcel sizes, current and potential land uses, and potential for shared parking in existing and/or new facilities. Using a hypothetical multifamily and retail development as a bellwether for new development, the panel analyzed each station location, the development potential surrounding each, and the potential for shared parking. The table below summarizes the panel’s findings.

Identifying potential sites for the deployment of shared parking will require careful thought and planning. It will also be important to consider the balance between free and paid parking access. Exploring this balance further, the panel uncovered some tension among area stakeholders and a lack of clarity around the concept of a Park-and-Ride approach for the alignment. The panel recommends further study of a potential Park-n-Ride scenario, making clear what Park-n-Ride means to the corridor, to ensure that the final decision balances the needs of transit riders, the desires of the businesses operating along Main Street, and the neighbors living in the surrounding residential areas.

Station	Phase	Available Land	Potential Land Use(s)	Shared Parking Potential	Potential Development		
					Residential Units	Retail (Square Feet)	Parking (spaces)
Union Hill	Early	Large parcels of available land	Large footprint, mixed-use development	High	2,500 – 4,000	90,000 – 150,000	1,800 – 3,500
Armour	Early	Residential	Residentially-focused, small to medium footprint developments	Medium	1,000 – 2,000	35,000 – 50,000	900 – 1,800
Westport		Infill sites, small footprints	Mix of residential and commercial	High	800 – 1,500	35,000 – 50,000	900 – 1,400
Southmoreland	Later	Larger parcels	Large footprint, commercial/office developments	High	1,500 – 2,000	50,000 – 70,000	1,200 – 1,700
KCAI/Art Museum			Limited future development, given constraints of existing sites	Some potential	500 – 800	15,000 – 25,000	400 – 700
Plaza/UMKC	Later	Little developable land	Small to medium footprint, mixed-use developments	Some potential	250 – 350	5,000 – 15,000	200 – 300

Wayfinding and Technology

New transit lines, new streetcar stations, and shared parking solutions will be incredible additions to Kansas City's transportation network and urban fabric, yet improvements such as these can spark early confusion and traffic congestion if drivers and riders are not able to easily navigate to or through these improvements. Wayfinding, largely in the form of signage around and throughout the alignment, will help people find their way to the stations and around the corridor, and allow drivers to better access the shared parking resources. These wayfinding solutions will also help prevent unnecessary trips into the surrounding residential neighborhoods when drivers are unsure where to go.

A single technology solution, in the form of an app, would provide navigation assistance and help direct drivers to available public parking. An app can also provide property owners with parking to spare or share with an opportunity to leverage—and monetize—their parking spaces for public use. It is critical that ONE technology solution is identified and that that solution remains in place for a sufficient duration to allow users to gain comfort and confidence using it.

Media and public relations

The streetcar extension along Main Street should enjoy much the same success in ridership as the existing line downtown and riders will quickly begin using the extension. The ease with which the surrounding areas can accommodate the influx of additional cars and parking pressures will hinge on the ability of drivers to easily find spaces and pay as/if needed. A coordinated media and public relations campaign will go a long way toward raising the visibility of the shared parking options along the streetcar line. Creating fun games or contests around streetcar ridership (and incorporating public parking) can be a fun way to encourage ridership and parking app use. To raise the visibility of the program further, a local celebrity or professional athlete could be enlisted to help create a buzz around the system and encourage adoption of the parking technology resources.



Economic development, spurred by the promise of the extension of the streetcar line, is coming to all manner of spaces.

Planning today for shared district parking at the streetcar's opening in 2025 is critical. Riders will form habits quickly—habits around where they park, how they move along Main Street, and where they spend their dollars—so it will be beneficial to help shape habits in the near-term before the system fully opens. RideKC Development Corporation, Midtown KC Now, and RideKC Streetcar understand the challenges before them, spurred by Kansas City residents' embracing of the streetcar system. It is a good challenge to have and one that can be met with careful planning today for a successful launch and operation well into the future.

INTRODUCTION AND BACKGROUND

The extension of the Kansas City Streetcar line on Main Street south from Union Station to UMKC is an exciting development for Midtown Kansas City. The prospect of increased visibility on the storefronts lining Main Street, the improved transit access for current and future residents in the neighborhoods radiating east and west from the streetcar line, and the potential for increased activity across Midtown broadly led Midtown KC Now, RideKC Streetcar, and RideKC Development Corporation to turn to ULI Kansas City for technical assistance in identifying and evaluating potential approaches to parking management throughout the corridor surrounding the streetcar extension.

The prospect of increased development along the streetcar line and along Main Street through Midtown (the district) specifically, filling in storefronts and renovating spaces into new commercial uses will undoubtedly attract more people to the area. Many will ride the streetcar to their destination, many will continue to drive, and yet others will drive to the streetcar line and use transit from there. With the goal of planning today for the parking needs of the Midtown in the coming years, district leadership turned ULI Kansas City for assistance and guidance via its trusted TAP program, which brings together expert real estate professionals for a two-day study of the area and evaluation of the opportunities and challenges, ultimately delivering a set of recommendations that the sponsor can use to guide work going forward.

The TAP panel, comprised of real estate developers, architects, designers, finance professionals, parking consultants, and engineers, gathered in Midtown and with district leadership to tour the Main Street corridor and the potential development nodes surrounding the proposed transit stations. Following the tour and briefing with the sponsor, the panel met with a wide variety of stakeholders from the community, including property and business owners, real estate developers, faith leaders, institutional (education, arts) leadership, neighborhood representatives, and city professional staff. With the briefing information, the stakeholders' insights, and their own professional expertise at the ready, the



The TAP panel toured the streetcar corridor, visited existing parking facilities, and met with district sponsors and stakeholders.

Questions for the Panel

1. **How can we finance new, shared parking solutions, both for construction and operations?**
2. **How can new shared, district parking solutions be used to benefit multiple users – residents, transit riders, shoppers, church goers, etc.?**
3. **How can we encourage property owners to participate in a shared, district parking plan? That is especially true for those that own enough land to build structured parking.**

panel spent the evening and the following day analyzing the opportunities along the corridor and identifying potential parking solutions, structures, and funding, with the goal of developing a cohesive shared parking strategy for the entire streetcar corridor.

Station Plans and Funding

Construction on the streetcar extension is well underway and set to open on schedule in 2025. While construction activities may be creating some inconvenience along the corridor, commercial activity is gaining strength and people are finding their way to, around, and through the district.

Planned Stations. Eight stations are planned south beyond the Union Station platform, connecting points south along Main Street to the UMKC campus at 51st Street and Brookside Boulevard. The new stations intersect with Main Street and include the WWI Museum Memorial (27th Street), Union Hill (31st Street), Armour (Armour Boulevard), Westport (39th Street), Southmoreland (43rd Street), Art Museum & KCAI (45th Street), Plaza (47th Street), and, at the end of Main Street, the streetcar moves slightly east to Brookside Boulevard and terminates at the UMKC station (51st Street and Brookside Boulevard).

TDD. Surrounding these stations and along the entire length of the line, there is a Transportation Development District (TDD) that encompasses the “Starter Line TDD” (formed in 2013 to address improvements along the downtown line) and the “Main Street Rail TDD” (formed in 2017 to address both the existing downtown district and the new extension along Main Street). The TDD boundaries extend west roughly to the State Line and east to Campbell Street.

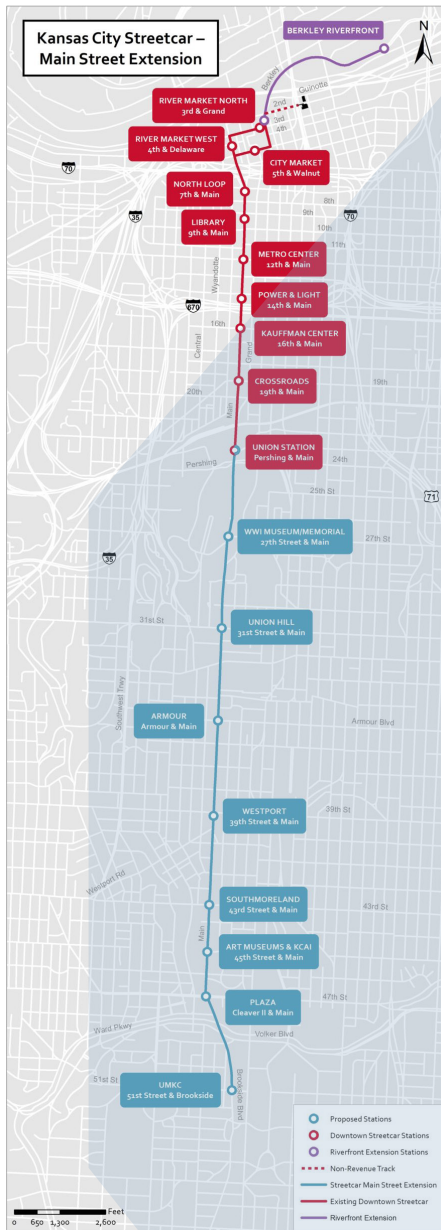
Within that boundary and within a one-third mile distance to the streetcar line, there is a special assessment zone (yellow and green shaded areas on the map on page 15) that provides funding to the streetcar operations through a one-percent sales tax on retail transactions within the zone. An additional special assessment is collected from property owners (including surface parking lot owners) within the zone as well. The TDD has a 30-year lifespan before it is subject to renewal, and the special assessment zone is on a 25-year renewal schedule.

Environmental Scan

A tour of the corridor brought to light a number of factors that the panel referenced through the course of their study and used in the formation of its recommendations.

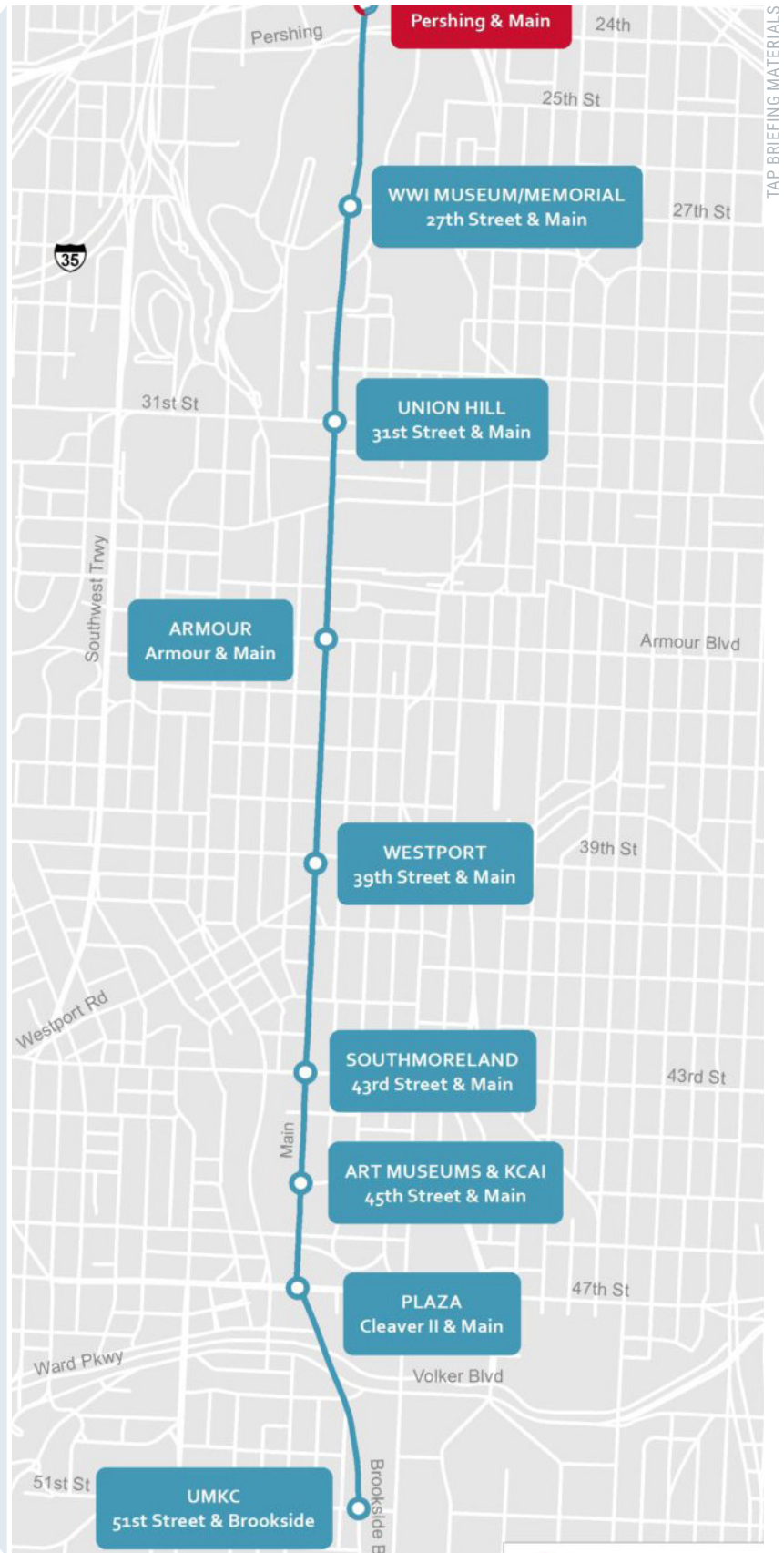
Existing Lots. There are a number of existing surface parking lots along the corridor that should be factored into any district parking plan. While some lots may be as small as two or three spaces, other lots, including those within a block of each side of the corridor, may have more to offer and all should be leveraged as much as possible, throughout the course of the day, to reduce pressures to add additional parking to the district in the short term.

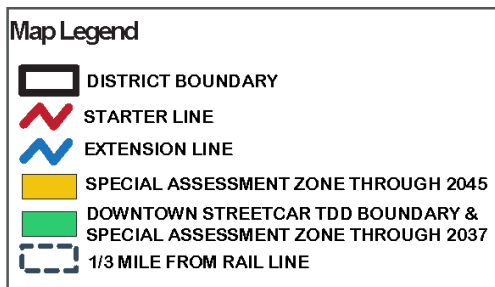
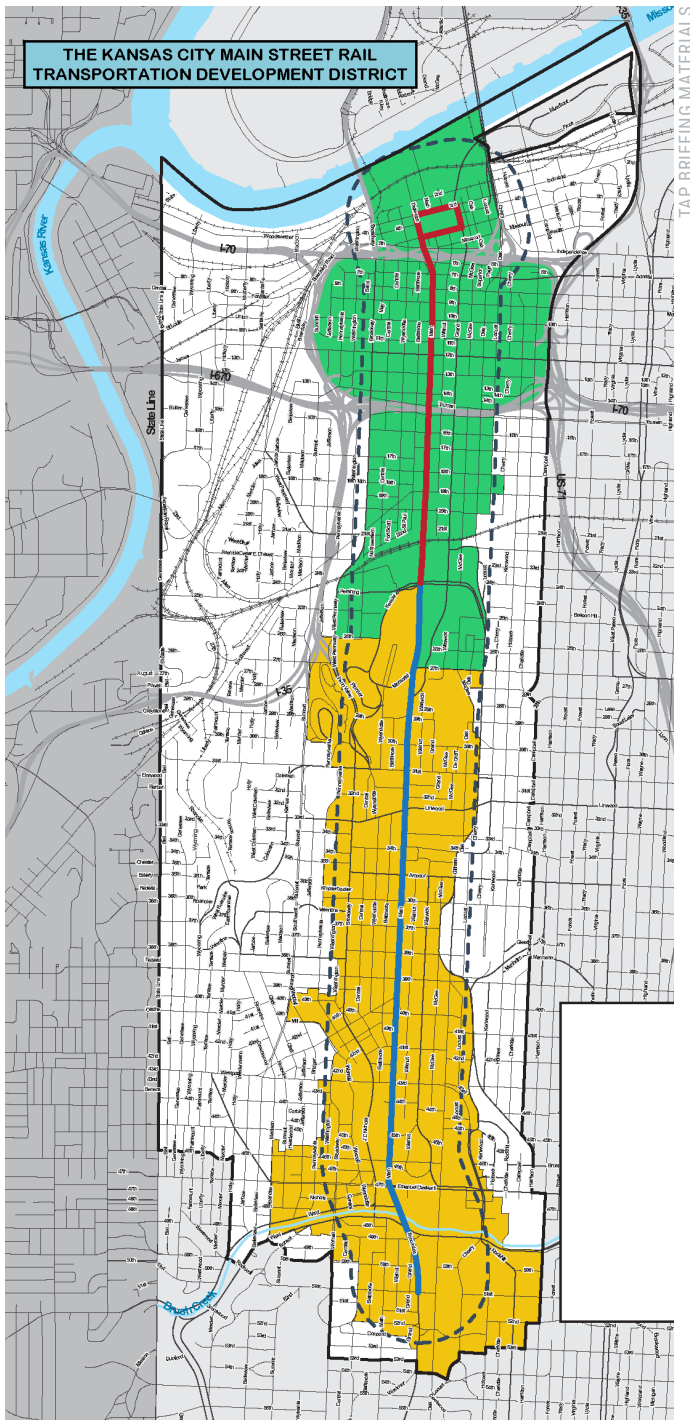
Existing Partnerships. Given the mix of uses along Main Street and the varying days and times that people visit businesses along Main, a number of businesses and institutions already have in place informal shared parking arrangements. These existing partnerships are to be commended and may provide a foundation for additional shared use along the corridor.



- Proposed Stations
- Downtown Streetcar Stations
- Riverfront Extension Stations
- Non-Revenue Track
- Streetcar Main Street Extension
- Existing Downtown Streetcar
- Riverfront Extension

The streetcar extension follows Main Street south to 47th Street and then jogs slightly east to Brookside. The proposed new stations are noted in the blue/teal boxes.





The current Transportation Development District is noted in green and yellow shading.

Insights from Stakeholder Interviews

The following list represents key takeaways from the panel's interviews with district stakeholders:

- This study represents a good opportunity to be proactive in planning parking for the corridor.
- It is a great transit district, but people are still driving.
- There is a perceived scarcity of parking along the corridor. Parking is in balance today but will not be for long.
- We would like to see additional foot traffic along Main Street, adding vibrancy to area.
- Residents in the surrounding neighborhoods are interested in seeing a solution that prevents overflow parkers from seeking spaces in front of their homes.
- The idea of a Park-n-Ride option along the corridor is controversial with some stakeholders voicing support while others voiced opposition.
- There is some informal shared parking already in place between private landowners.
- There is a need to define the operations and management of a formal shared parking solution.
- Security (property, not necessarily personal safety) is a concern today.
- There may be lots and garages in place today that could be leveraged for a shared solution.
- Any shared solution should maximize parking throughout day and night to make the most of any additional infrastructure.
- Parking needs to be placed within two blocks of Main Street.
- Any parking solution will benefit from consistency and clarity of options.
- Changing behavior to encourage ridership and shared parking will require communication and education.
- "Shared parking needs to happen."

POLICY RECOMMENDATIONS AND FUNDING

Given the early stage of the streetcar line construction along the extension, this is an ideal time to engage the community, determine foundational policies to guide ensuing development, and set a clear course for fully supporting streetcar ridership once the extension is operational. This is also an opportune time to consider early-stage funding mechanisms that can be leveraged to support a shared parking strategy along the corridor.

Policy

With an eye toward future development and facilitating streetcar ridership, the panel recommends the following policy approaches for the district.

Shared Parking at New Developments. The panel considered the range of potential property types that are likely to be added to the corridor in the coming years and focused specifically on multifamily residential developments with a retail component (rather than office, industrial, or other commercial uses). New hotel or hospitality developments may also make sense along the corridor, and the shared parking policy recommendations herein would also apply to that property type. For new multifamily developments added to the TDD geography, the panel recommends a small percentage of the parking built at the project be provided for public use (*e.g.*, 15 percent). This would not be adding additional parking spaces to a development—not overbuilding parking—but instead, within the spaces required by zoning or financing, a certain small number would be designated “shared spaces.”

Coordinated Management. For a shared public parking system to be effective, it should be managed by a public entity on behalf of the city or a benefits district. Coordinated management will help ensure consistency in operation, communication, improvements, and technology across the system for those seeking parking as well as property owners participating in the program.

Parking Maximums. Instead of the more common parking minimums found in zoning regulations, the district would

benefit from a maximum parking ratio. By instituting a maximum ratio of one space per unit for all new multifamily developments in transition nodes and transition zones, as noted in the Main Corridor Overlay District, new district residents will be encouraged to make use of the streetcar and broader public transit system.

Additional research into Kansas City’s ordinances regulating parking will be necessary to ensure that the parking policy recommendations proposed herein align with, and do not conflict with, current ordinances. In the instance that ordinances do not support the full scope of enhanced parking solutions for the district proposed in this report, it

Shared Garage Parking, an Example

To demonstrate how this shared parking system might work, consider the following scenario.

A developer builds a multifamily building and includes, for example, a garage with 60 parking spaces—the number required by the project lender and by zoning ordinance.

The developer designates within those 60 parking spaces nine spaces that will be dedicated “shared parking” spaces. The developer leases those spaces to a parking management entity.

The parking management entity receives the revenue from those parking in the shared spaces and is able to use that funding to pay the lease payments owed to the developer.

may be worth potential amendments to the ordinances as shared parking solutions along the streetcar line should be a municipal priority.

Funding/Financing Options

The TDD is designed to support the operations of the streetcar line today and into the future, yet additional funding will likely be needed to create and manage a shared parking system, which may include investments in technology in the short term and structured parking in the long term.

Federal Funding. Through a Federal Transit Administration Joint or Shared Use Development Agreement, the district may be able to access assistance to develop, improve, maintain, and operate a public transportation project and co-locate within commercial, residential, and mixed-use development. This type of foundational funding, in the form of grant funding, could provide the financial support a shared, district-scale parking system will need to operate across multiple property types.

State Funding. The State of Missouri has the Missouri State Infrastructure Bank, which provides low-rate, senior debt. This type of funding could cover up to 100 percent of the costs of building a shared parking system and provide the type of longer amortization terms that a district parking system could fully leverage. This funding works well when leveraged in partnership with another entity that is likewise transit-oriented.

Missouri Transportation Corporation. The Missouri Transportation Corporation (MTC) is a tax-exempt non-profit entity that is in place to help purchase, plan, construct, reuse, and develop land and properties that are transit or transportation adjacent. The MTC could prove an interesting partner in the long term as the district considers the need for constructing structured parking facilities.

Local Funding. There is a range of local funding mechanisms that could be leveraged to support district parking initiatives.

- RideKC Development Corporation – The RideKC Development Corporation are focused on transit-oriented development and provide similar advantages to the MTC with programs that can help a district maximize transit benefits and connectivity at the local level without having to take the request to the state legislature. In particular, the Sustaining Transportation and Reinvesting Together (START) program provides project directed incentives, which could be leveraged to fund infrastructure improvements in the district.
- Streetcar TDD Incremental Funding – The TDD assessments currently in place were established to fund construction and operation of the streetcar line and were based on existing development. With the addition of new developments in the TDD footprint, additional new funding will be collected. The incremental increases in TDD assessments, realized through the addition of these new developments' assessments, can provide new revenue to support a district-wide shared parking system.
- City Lump Sum or Annual Funding – The City also has the option to provide funds to pay for shared parking spaces within developments, either on a lump sum basis or through annual funding. The payments collected from those using the city's spaces can begin to offset the city's initial expense.
- Parking In Lieu Fees – Much like a PILOT (payment in lieu of taxes) model, the city could institute a system by which a developer could opt to pay an agreed upon cost (fee) per space in lieu of providing/constructing the parking spaces required in a new policy like the one noted on page 16 (see Parking and New Developments).
- Net Parking Revenues – Parking should be configured to eventually be revenue neutral or positive. Once a shared parking system is in place, ongoing parking revenue less parking expenses (net operating income) should begin to pay for the ongoing operation of the parking assets across the district.

DEVELOPMENT NODES AND OPERATIONS

The length of the streetcar extension provides a wide range of development opportunities, from single-story retail and commercial storefronts to multistory, multifamily residential developments. Knowing that the streetcar extension will catalyze development, city officials analyzed the corridor extensively and identified three potential development scenarios or zones likely to take shape around the proposed stations: Neighborhood Main Street, Transit Nodes, and Transitional Nodes. The panel studied the city's zone descriptions as published in the Main Corridor Overlay District document and reviewed the nodes during the study tour, focusing on the areas around the proposed station sitings, to better identify where and what type of development might be anticipated and how to plan for associated parking needs of the development and larger transportation district.

The geographical boundaries of the TDD provided the panel with the boundaries for the study, focusing their development analysis on opportunities found within the TDD and the associated overlay district.

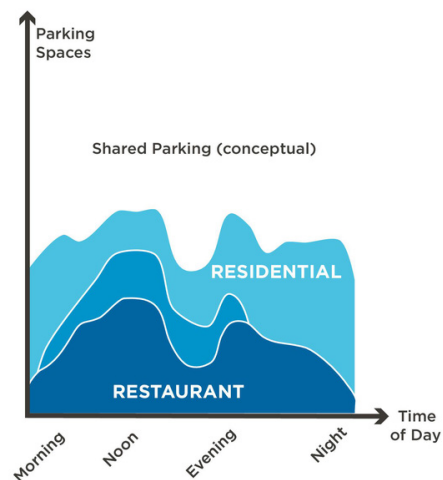
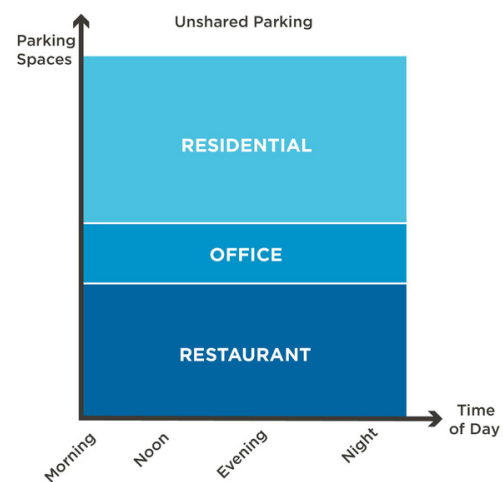
The existing conditions, buildings, and businesses and institutions within a five-minute walk of each proposed station location were reviewed by the panel to identify the following characteristics, which are likely to impact future parking needs:

- Proximity to the existing line;
- Availability of developable land;
- Presence of existing parking; and
- Current surrounding land use.

The panel then made recommendations as to potential future development, potential phasing of such development, and anticipated parking needs around each new station.

Station Parking Nodes

With the overlay district map and three zones guiding their work, the panel outlined the potential development and associated parking needs and impacts around each of the proposed station locations. Starting at the northernmost section of the streetcar extension, the development node analysis follows on pages 20-22.



These diagrams help demonstrate the value of a shared parking system. Providing flexible uses across spaces ultimately requires fewer parking spaces.

2. ZONE DESCRIPTIONS



A. NEIGHBORHOOD MAIN STREET

Neighborhood Main Streets provide a diverse critical mass of walkable services for adjacent neighborhoods. These area anchor residential neighborhood reinvestment and revitalization and restore the vibrant walkable character of the corridor and adjacent neighborhoods.



B. TRANSIT NODES

Transit nodes are centered around a rapid transit stop. Transit nodes encourage an appropriate mixture of density and uses around rapid transit stops to increase ridership and support transit investments. These nodes are characterized by compact development that facilitates access between rapid transit stops and nearby residential, commercial, civic, recreational, and institutional uses.



C. TRANSITIONAL ZONES

Transitional zones provide a balanced transition from Transit Nodes to Neighborhood Main Streets.



Land along the streetcar extension has been characterized as “Neighborhood,” “Transit,” or “Traditional” nodes. This initial groundwork in land use identification helped the panel better evaluate each station’s potential future parking needs.

Union Hill Station

The Union Hill Station, at 31st Street and Main Street, is the first station south of the existing downtown line and, as such, will likely warrant early development attention due to this proximity to existing density and the starter line. The area is also marked by large parcels of contiguous land that could be assembled for development. The station's surroundings and available land provide interesting opportunities for large-footprint, mixed-use developments.

There is today a large volume of existing single-use parking around this station that should be considered for conversion to shared use for the district. There is also a high potential for future shared parking inventory around this station.

Potential development around this station might include:

- Residential Units: 2,500 – 4,000
- Retail: 90,000 – 150,000 square feet
- Parking: 1,800 – 3,500 spaces

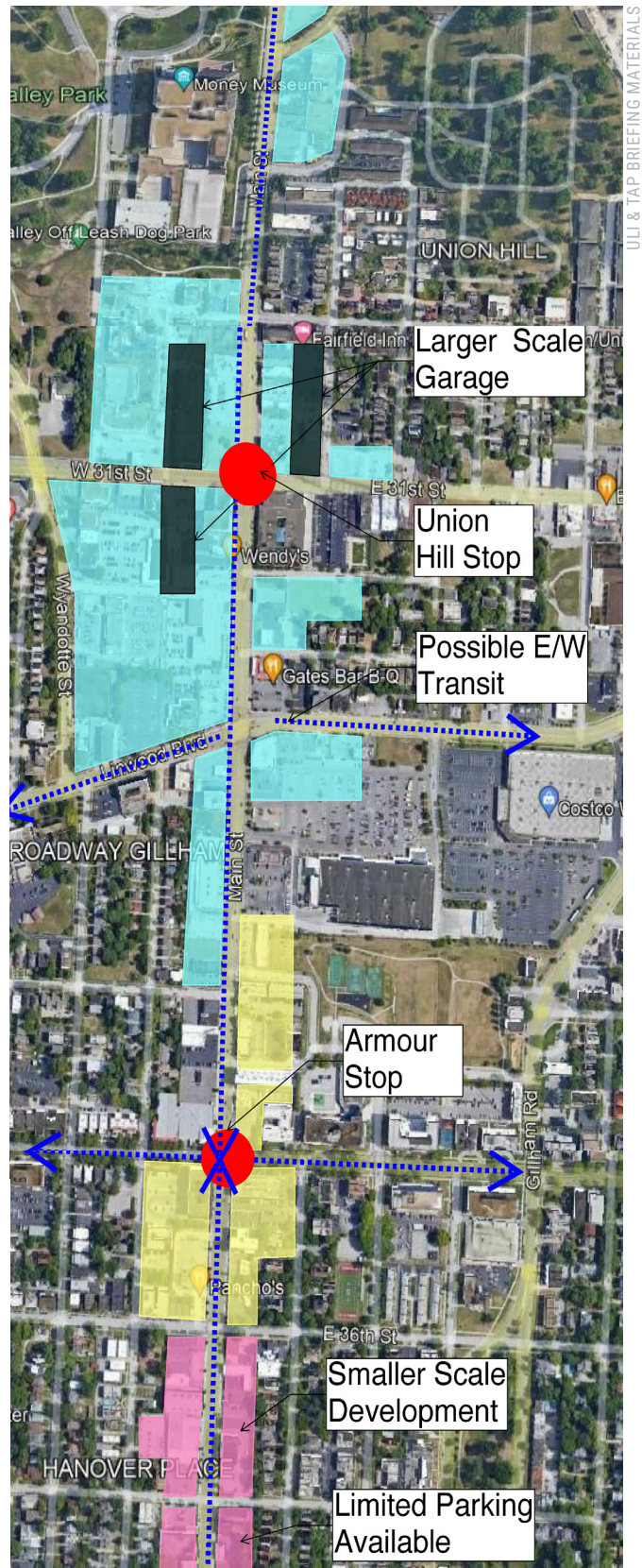
Armour Station

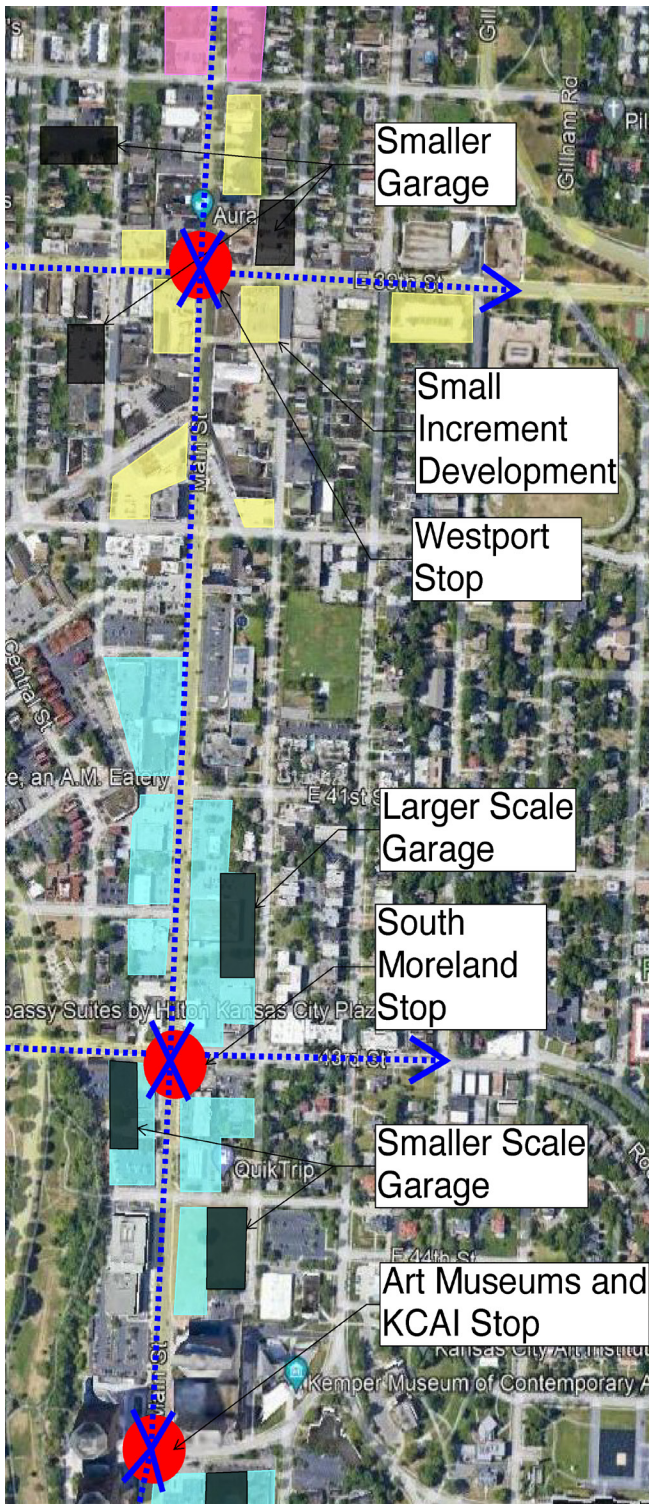
The Armour Station, at the intersection of Armour Boulevard and Main Street, is also poised for early additional development. MAC Properties is already developing properties in the neighborhood and is likely to continue pursuing development around this proposed station. The land surrounding this station tends to be more residential in nature and likely to spur further residential, small to medium-footprint developments and/or additional small-scale commercial development.

The residential nature of this station will likely lead visitors to rely on public on-street parking as much of the off-street spaces are reserved for tenant parking. With this in mind, there is a medium potential for adding future shared parking inventory to this station area.

Potential development around this station might include:

- Residential Units: 1,000 – 2,000
- Retail: 35,000 – 50,000 square feet
- Parking: 900 – 1,800 spaces





Westport Station

Flanked by higher-intensity transit options and residential neighborhoods, the Westport Station sits at the intersection of 39th Street and Main Street. There are a host of infill sites around this future station location, which are characterized by small footprints. It is anticipated that future development will be a mix of residential and commercial projects.

There are a number of performance venues along this section of Main Street as well as faith properties and, as such, there is a high demand today for event parking or short-duration (one to three hours) parking. Current parking lot owners are protective of their spaces and keen to restrict parking for their patrons' use. At the same time, there is also a high potential for shared-use parking in this area as there are also underutilized surface lots within a block of Main Street. It will be important to consider the potential impacts of increased parking on the surrounding residential neighborhoods, and care is needed to ensure parking pressures do not push out into the residential streets and instead remain focused on the Main Street corridor.

Potential development around this station might include:

- Residential Units: 800 – 1,500
- Retail: 35,000 – 50,000 square feet
- Parking: 900 – 1,400 spaces

Southmoreland Station

Further south, at the intersection of 43rd Street and Main Street, the Southmoreland station surroundings may take longer to develop than the areas surrounding the more northern stations, yet there are a number of larger parcels that may provide interesting development opportunities. The market will drive development around this station, which is marked today by large-footprint, commercial/ office developments, but the shared use model should also be used in this area.

The current parking environment in this section of Main Street is characterized by several existing parking lots, which may be underutilized at present due to high rise

office and hotel uses. These lots, however, are restricted to owner use today but carry a high potential for future shared parking inventory.

Potential development around this station might include:

- Residential Units: 1,500 – 2,000
- Retail: 50,000 – 70,000 square feet
- Parking: 1,200 – 1,700 spaces

KCAI/Art Museum Station

The land around the future Art Museums/KCAI Station, at the intersection of 45th Street and Main Street, has potential for a certain amount of shared parking in existing office and hotel parking lots. Future development in the area will be somewhat limited, given the constraints created by existing sites.

Potential development around this station might include:

- Residential Units: 500 – 800
- Retail: 15,000 – 25,000 square feet
- Parking: 400 – 700 spaces

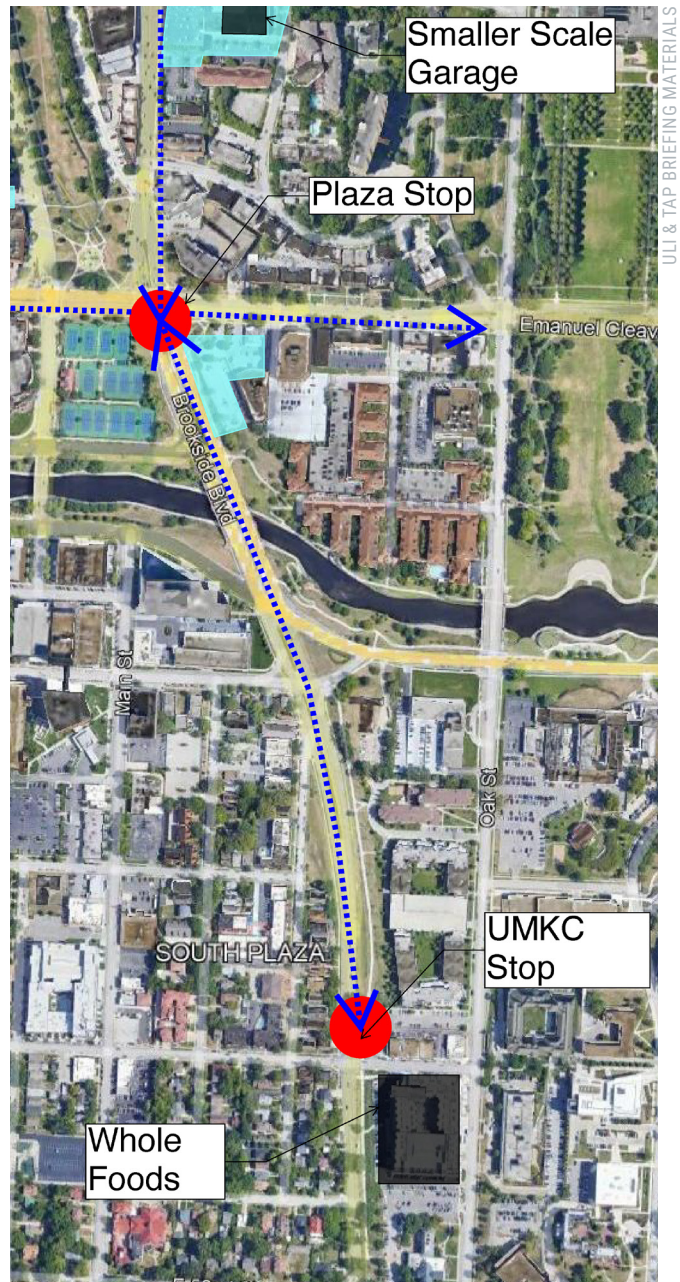
Plaza and UMKC Station

The Plaza Station, at the intersection of 47th Street and Main Street, and the UMKC Station, at the intersection of 51st Street and Brookside Boulevard, are also marked by limited developable land. Any future development will be market driven and will likely occur at a later phase than more northern stations. Given the relative lack of developable land, developments around this station will likely be small to medium-footprint, mixed-use developments.

The parking in this area today is potentially underutilized, yet there is some potential for future shared parking inventory. There are, however, fewer overall spaces available, and much of the parking assets may remain restricted to owner use only.

Potential development around this station might include:

- Residential Units: 250 – 350
- Retail: 5,000 – 15,000 square feet
- Parking: 200 – 300 spaces



ULLI & TAP BRIEFING MATERIALS

Consideration should be taken in these early stages to balance parking needs with potential garage locations, and to balance free parking options with paid parking solutions. The undercurrent of tension around potential for and problems around a potential Park-n-Ride scenario requires careful thought and planning to limit potential negative impacts on existing developments, businesses, and civic spaces along the corridor.

Shared Responsibilities

The formation, operation, and ultimate success of a shared parking system along the Main Street streetcar extension will hinge on cooperation and coordination. Midtown KC Now, the City of Kansas City, and the Streetcar organization are the likely champions of this coordinated system. Each has a role to play and all have a proven track record of working well together.

City of Kansas City. The city has an important role to play in the future development along the streetcar line. By defining high-priority nodes and enacting policies to provide the parking needed with development (and with an eye toward additional future development), the City can facilitate the type of development it might like to see along the line.

Streetcar. Working together with the city, the Streetcar organization is encouraged to develop a map of parking facilities available for streetcar riders. This map may need to exist in a dynamic format, providing easy opportunities

to update, add, and edit parking facilities and capacity/availability as developments come online. A map of this nature will be particularly important in the early days of the extension operations as riders gain familiarity with the assets along the line.

Midtown KC Now. As a trusted organization already operating along Main Street, Midtown KC Now can play an important role, facilitating information exchanges with property owners, identifying shared opportunities with existing parking, and tracking existing and new development parking needs. Midtown KC Now is also encouraged to work with the leaders of the faith organizations in the TDD footprint to further develop shared opportunities or formalize the informal agreements that are currently in place. Finally, there is potential for valet parking to assist in meeting the parking needs along the extension, and Midtown KC Now can play an important role in facilitating those discussions or organizing a district-wide solution.



Garage designs can be both functional and attractive, using glass and screens to open the space to light and viewing from the outside in and inside out. Designed well, a parking garage can blend into the streetscape and add to the beauty of the built environment.

MANAGEMENT, TECHNOLOGY AND COMMUNICATIONS

As one stakeholder rightfully noted, behavioral change can only come through effective communication and education. That behavioral change, to support streetcar ridership and bolster the success of a shared parking model, will benefit from increased wayfinding along the corridor, a media and public relations campaign, and a technology solution to connect riders to parking and property owners to the benefits of sharing their parking assets.

Wayfinding

The addition of shared parking assets, be they individual surface spaces or structured garage parking, will be of interest to riders along the line. Finding those new assets, as well as exploring new commercial opportunities along and beyond Main Street, would be positively supported through the addition of clear and consistent wayfinding mechanisms throughout the TDD, primarily in the form of easy-to-see and recognize signage. Shared parking, particularly in areas just off Main Street, may be a new concept for people, and directions to and signage clearly noting the shared nature of the parking will greatly improve the driving and parking experience along Main Street. Effective wayfinding along the corridor and out as far as the exit off Highway 71 will help visitors find the district and related parking and should limit unnecessary additional traffic in the surrounding residential neighborhoods.

Technology

The proliferation of parking technology is making finding and paying for parking incredibly easy. For the shared parking district along the streetcar line, not just any parking technology should do—a single, uniform technology solution needs to be identified and adopted for the entire district parking program (DPP). The current universe of technology apps available in this section of the city will need to be pared down to a single comprehensive app for the district. Assuming that the identified and selected application performs as promised, the DPP and riders will both benefit

from a long-term commitment with the technology provider. This long-term arrangement provides for continuity and consistency for both riders and property owners and will support its adoption, uptake, and ultimate success. An educational campaign around the use of the parking app will help streetcar riders and other district parkers find and download the app early, supporting the eventual adoption and success of the app along the line.

Establish Media and PR Campaign

A district-wide parking environment and parking technology tool will require a certain degree of promotion and marketing. A media and public relations campaign can encourage the adoption of the app and support its ongoing use. A kick-off campaign can raise awareness of the rollout of the app, and a celebrity spokesperson could amplify the messaging and expand the reach of the campaign. Once in place, further efforts to support the ongoing use of the parking app will help ensure its long-term efficacy. An early-adopter program could precede the streetcar extension opening as a way to drive early interest and adoption. Once the line is operational, a frequent-user program could further support use as could the launch of a game or contest around system use. Examples to drive engagement might include a bingo game, scavenger hunt, or ridership prizes. In all of this, the media should be engaged—print, radio, TV, and social channels—to raise awareness of and support the success of the app, the shared parking opportunities, and the streetcar operations and connections.

NEXT STEPS

There is considerable excitement in Kansas City around the extension of the streetcar line south to the Plaza, UMKC, and all points in between. Careful and thoughtful planning today, particularly around parking along the alignment, will pay off well into the future. As the city and Midtown KC Now contemplate initial next steps, the panel recommends focusing on the following key items in the short term.

Leverage Existing Resources. At roughly \$50,000 per space for structured garage parking, few developers or city officials are eager to build new parking structures. There are, however, a multitude of existing facilities (garages and surface lots) currently along the alignment that could be leveraged by a shared parking system or district.

Study Key Nodes. The city has identified certain key development nodes along the alignment, such as the Westport Station node, that are poised for increased traffic and development interest and are likewise surrounded by existing development. Detailed studies of these nodes will help everyone involved better understand the potential demands that will be placed on these intersections and the related need for parking.

New Developments and New Parking. The city is encouraged to re-evaluate current parking ratios and the demands for new parking at the onset of major new development. Similarly, a policy should be enacted that would carve out a certain percentage of shared public parking for new garages in the TDD geography. The city and related constituents will need to determine what percentage makes sense to meet public parking demands while satisfying building tenants.

Residential Parking Program. With the potential parking pressures along the streetcar line, it is possible that some drivers will choose to park in the surrounding neighborhoods. Although the sponsors will discourage this parking behavior, it is worth considering and researching

potential residential parking programs (stickers, permits, etc.) to limit non-resident parking and help ease the potential parking pressure in nearby neighborhoods.

Wayfinding and Technology. Clear, consistent, and visible wayfinding needs to be added to the corridor, guiding visitors to Main Street, to the commercial pockets along the line, and to public parking options. Hand-in-hand with the wayfinding should be the presence of a technology solution that can help the public find available parking spaces and allow for payment for parking all in one application.

Media and Public Relations. Getting the word out to the broader public, including news about the parking app, the availability of public parking, and the opportunities to visit, stay, and play along Main Street, will be important to the success of the streetcar, the economic vitality of the businesses in the TDD, and the prevention of headaches for those who have trouble finding parking or whose residential street may be overrun with public parkers. A media and public relations campaign, launched before the streetcar opens, will go a long way toward preventing parking headaches and supporting the success of the extension.

There are a significant number of action items to consider and tackle in the coming years. The chart on the following page can help guide decision makers, policy advisors, and those working on the streetcar extension along a path toward a successful launch and operation of the transit line, with requisite parking for all who drive to the area to live, shop, play, and stay.

Timeline & Action/Checklist

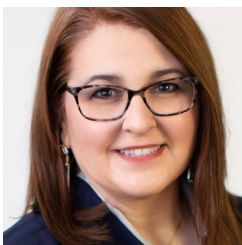
	NEAR-TERM (2023/24)		STREETCAR OPENING & INITIAL START-UP	BEYOND 2026
Establish District Parking Program (DPP) under Streetcar BOD with additional neighborhood reps	X			
KCMO Parking Division – identify goals and implementation approach	X			
Boundaries (recommend mirroring TDD)	X			
Inventory of existing assets	X			
Study and evaluate parking needs on an ongoing basis	X		X	X
Establish policies for residential parking impacts and permitting		X		
Establish pricing structure to manage demand		X	X	X
Establish and review policies to address Insurance and liability management		X		
Establish approach for monitoring and enforcement			X	
Develop key performance metrics to define success		X		
Establish parking controls and active parking management including short-term policies to encourage turn-over in appropriate locations			X	X
Negotiate agreements and contracts between property owners and DPP			X	X
Define facility maintenance program to address sweeping, snow removal, repairs, etc.			X	
Define consistent wayfinding and signage program in-district and along line			X	
Accommodate multi-modal transportation options within DPP			X	
DPP resources dedicated to enhancement of pedestrian experience (utilize funding to make improvements to neighborhood sidewalks, general walkability, landscaping, etc.)			X	X
Identify physical equipment required for existing and new garage facilities (gates, management systems, payment kiosks, etc.)		X		
Identify technology: establish and identify app; must be one uniform solution for entire DPP; must commit to a long-term partnership with provider for continuity; merge current multiple apps into a single comprehensive app		X		
Require all parking facilities to utilize the same technology/app within the DPP		X		
Define minimum app components and features to include: location/mapping; garage, surface lots; availability; reservation and payment options		X		
Ensure app is customizable, easily searchable, and user-friendly		X		
Establish consistency with streetcar hours of operation to capture those of the users, businesses, events, theaters, etc.			X	
Determine dynamic pricing models to capture distance from streetcar stop, peak usage, customer validation, and address turn-over needs and expectations		X	X	X
Recommend no minimum lot size to participate in the DPP in an effort to be inclusive to all property owners		X		
Educate users/parkers on adoption and usage			X	X
Establish media and PR campaign to include: <ul style="list-style-type: none"> • Rollout initial start up campaign (kick-off) • Recruit / identify celebrity spokesperson • Gamify use of system (contests, bingo, prizes to drive engagement) • Utilize multi-media channels, social media, websites, TV, radio, print, etc. • Create frequent-user program • Create an “early-adopter” program to incent current owners to participate in DPP before streetcar extension is operational 			X	
Define appropriate funding mechanism for new facilities			X	

ABOUT THE PANEL



Jon Copaken
Panel Co-Chair
Principal
Copaken Brooks

A well-rounded leader and advisor, Jon Copaken is active in the entire development process, including major tenant office and retail leasing, financing, land acquisition, zoning, and construction. He is also instrumental in the firm's leadership and strategic planning initiatives, and an expert in forming public and private partnerships. Jon is responsible for the development projects Corrigan Station and REVERB, both in the Crossroads area of downtown Kansas City. Corrigan Station is a 140,000 square foot development involving the rehabilitation of a historic office building and construction of a 277-car parking garage. The second phase is near completion and includes the creation of a new mixed-use building. REVERB is 14-story distinctive apartment building at 18th and Walnut which will contain 132 units atop a two-story parking garage and will include a 2,000 square foot of retail tenant, rooftop bar, and a private outdoor terrace and lounge. Jon also led the redevelopment of the 55,000 square foot Kirkwood Building for Service Management Group, which was the first restoration project in Kansas City to achieve LEED™ Gold certification. Jon is active in several civic and economic development organizations. He is primarily focused on the future of downtown Kansas City and issues affecting the urban core. Prior to joining Copaken Brooks in 1993, Jon was an analyst in the real estate acquisitions department of Prudential Insurance Company in Chicago and worked abroad on several real estate projects in Warsaw, Poland.



Leah FitzGerald
Panel Co-Chair
Managing Director and Market
Leader
CBRE

Leah FitzGerald is the Managing Director and Market Leader in CBRE's Kansas City office. Ms. FitzGerald oversees the operations of the company's Kansas City office and

drives its growth strategy for all Advisory Services lines of business, including Advisory & Transaction Services, Investment Sales, Debt and Structured Finance, Property Management, Valuation, and Advisory Services. Her broad base of industry experience combined with her forward-thinking delivers exceptional client outcomes. Ms. FitzGerald joined CBRE with more than 25 years of commercial real estate experience most recently serving as Director of Development Services at VanTrust Real Estate, managing projects throughout the country. She is a licensed General Contractor with over 10 years of experience in estimating and project management. Prior, her work with Disney Imagineering as a Project Development Manager instilled in her the importance of "story-telling through design and architecture" while navigating high-stakes projects in Venice, Italy. Her background in corporate real estate, development, architecture, and construction gives her a holistic and varied perspective on the industry.



Diane Binckley, AICP
Deputy Director
City of Kansas City, Missouri,
Planning and Development
Department

Diane Binckley currently serves as the Deputy Director for the City of Kansas City, Missouri Planning and Development Department. Diane's over 29 year career has focused on traditional planning in the public and private sectors. She has served as Planning Director for the City of Leawood, KS and partner in the firm of Ochsner Hare & Hare in Kansas City, MO. Diane is currently the President of the Kansas City MO Homesteading Authority Board and the Past-President of the Kansas City Section of the Missouri Chapter of the American Planning Association. She received her degree from Kansas State University where she currently is the President of the Professional Advisory Board for the College of Landscape Architecture and Regional Community Planning and was the recent recipient of the Distinguished Service Award from the College of Architecture, Planning & Design.



Lynn Carlton
**Practice Leader for Planning,
Urban Design, and Landscape
Architecture**
Burns & McDonnell

Lynn Carlton has over 20 years of experience in urban planning and design.

As the Practice Leader for Burns & McDonnell, Lynn oversees the planning group in Kansas City, which includes planning, landscape architecture and urban design disciplines. She serves as the lead on local and national urban design efforts and is integral to business development for both planning and architecture. She enjoys mentoring younger staff, sharing best practices and encouraging their growth. Lynn also serves as the lead on all Kansas City-area master planning efforts, giving her the opportunity to work on diverse projects across our city and leave an indelible mark – from the Kansas City Downtown Corridor Strategy to the recent Gallerie development at 27th and Gillham. These projects are each complex – but Lynn is passionate about building consensus among stakeholders, resolving barriers to a project’s implementation and encouraging collaboration that results in districts that change our city. Since the earliest stages of her career, giving back to the community has been incredibly important to Lynn. She is involved in a wide array of Kansas City-area organizations, volunteering her time to support causes she is passionate about, including Downtown Council, KC Chamber, Lead to Read, KCDC, KCMO Municipal Arts Commission, Kemper Museum of Contemporary Art, and the Kansas City Friends of Alvin Ailey. In 2019, Lynn was selected as one of the Kansas City Business Journal’s Women Who Mean Business and appeared on the Business Journal cover in December 2019 for her article on leadership. Lynn serves on the Governance Board of ULI Kansas City and is former District Council Chair. She is actively involved with the Urban Land Institute at the national level, serving as this year’s Hines Competition Jury Chair and on the ULI Prize Management Committee. She was also co-founder and co-chair of ULI’s national NEXT Leadership Initiative and helped launch the Women’s Leadership Initiative in Kansas City.



Sara Clark
Vice President
TranSystems

Sara has over 20 years of experience with transportation engineering and environmental studies. Her work with states and municipalities, transit agencies, railroads

and private developers focuses on transit planning, corridor studies, feasibility and market assessments on a variety of transportation projects. Her experience leading significant multi-discipline projects allows for creative solutions that advance transportation solutions for all users of the transportation system. Sara currently serves on the Board of Directors for Kansas City SmartPort, a non-profit economic development organization that works to attract freight-based companies, such as manufacturing, distribution and warehouses, to the 18-county, bi-state Kansas City region.



Michael Collins
Founder & CEO
Grayson Capital Partners

Michael Collins is Founder and CEO of Grayson Capital. Michael has extensive knowledge and experience in creating and executing strategies for successful

project delivery, commercial real estate development (corporate, industrial and transportation), waterfront development, development finance and multi-modal commerce. Over the past 15 years Michael has created strategic real estate investment and development platforms which have created over \$3 billion in commercial real estate finance and development, and infrastructure-related projects and transactions. Such enhanced platforms have produced commercial, institutional, mixed-use riverfront development, and regional infrastructure development and Public Private Partnerships. Michael is a graduate of Park University, Rockhurst University and The Kennedy School of Government at Harvard University. He holds a B.S in Political Science as well as a Masters in Finance.



Bill Dietrich
President & CEO
Downtown KC

Bill Dietrich has served as President and CEO of the Downtown Council of Kansas City, Missouri (DTC) since June 2002.

Bill has played a leading role in implementing Downtown’s revitalization strategy. He has developed the DTC into an effective urban management group implementing a wide range of revitalization strategies. Initiatives under the DTC’s umbrella include the development and management of multiple Community Improvement Districts delivering \$4.5 million annually of public space maintenance, landscaping, safety, development

and marketing services. The DTC has facilitated among other developments the restoration of the historic Central Library, the Kansas City Ballet's, Todd Bolender Center for Dance and Creativity, developed a multi-service homeless day shelter, the Downtown Community Service Center, conducts land assemblage, provided organizational leadership in the development of the Downtown streetcar, and provided development support for the Downtown YMCA and Crossroads Academy Charter School. Bill serves as the Chief Administrative Office of the Downtown Community Improvement District, the River Market Community Improvement District as well as the innovative start-up business grant competition, Launch KC and promotes cultural investment through the Art in the Loop Foundation. Completed at the end of 2021 the DTC facilitated the development of the next 10 year strategic plan for greater downtown, "Imagine Downtown KC 2030." Washington and has worked in economic and community development for more than 25 years.



Chris Frantze

**Partner
Stinson**

Chris Frantze is partner at Stinson. A real estate attorney who assists purchasers, sellers, lenders, landlords, and tenants, Chris works tirelessly to help his clients realize opportunities and protect their rights in all transactions. Chris focuses his practice on developing strategies and negotiating complex agreements related to sales transactions, leasing, public incentives, corporate mergers and acquisitions. He has both national and regional experience, representing real estate investment trusts and commercial mortgage-backed securities borrowers. Outside of Stinson, Chris serves on the Leukemia & Lymphoma Society leadership committee and is a member of the Greater Kansas City Chamber of Commerce, Heart of America Boy Scouts of America council, American Bar Association, and the Kansas City Metropolitan Bar Association. Chris earned his J.D., with highest honors, from University of Oklahoma College of Law.



Eric Haggett

**Director of Planning
Walker Consultants**

Eric Haggett is a Director of Planning for Walker Consultants and has been in the parking industry for the past 14

years. While based in Chicago, Eric works with public and private sector clients throughout the country, primarily focusing on financial feasibility and market analyses, operations and management consulting, and planning engagements. Eric is an active member of the International Parking & Mobility Institute, serving in several volunteer positions over the years. Eric received his Bachelor of Business Administration degree in Finance and Economics from Ohio University, is a certified Parksmart Advisor and LEED Green Associate, and is a regular instructor for Parksmart Advisor certification classes.



Craig Scranton, AIA |

LEED AP

**Principal
BNIM**

Craig Scranton is a Principal at BNIM with over three decades of experience who has led some of the firm's most complex projects. He is adept at working with large design and management teams and continuously leads team members to create projects that elevate design beyond what clients and building users think is possible. His previous work laid the foundation in assisting the architectural and construction industries in understanding how sustainable design can impact the environment and business costs throughout the life of a building. Craig directs BNIM's Development practice area. His project experience includes working with developers, not-for-profits, and universities. He also remains heavily involved with development of the Kansas City urban core through the Urban Land Institute (ULI) Kansas City chapter. Among Craig's recent project experience includes the adaptive reuse of the historic Lyric Theatre building in downtown Kansas City, MO, into the Kirk Family YMCA and the design of the new Kansas City International Airport Parking Garage.



Chad Snyder

**Central US Lead | Parking
Consulting**

Walter P Moore

Chad Snyder has been in the parking industry for over 26 years. During this time, he has been involved in almost every aspect of parking consulting services ranging from prime design project management, consulting design service engagements, technology design consulting, as well as demand and

shared parking studies. He is a member of the NPA Parking Consultant Council and assisted in the development of the ULI Shared Parking Third Edition. Having a diverse range of experiences over his career has allowed him to strengthen his project delivery to all clients.



Jaime Snyder
Senior Parking Consultant
Walter P Moore

Jaime is a Senior Parking Consultant with Walter P Moore. With over 20 years in the parking industry, Jaime has been involved in multiple disciplines and solved many parking challenges. Jaime started her career as a parking operator, working 14 years with Winpark, before transitioning into her current role. Jaime now assists multiple clients throughout the US with their parking challenges, as a consultant. She is responsible for leading the parking planning group at Walter P Moore, a group dedicated to solving the world's parking problems. Her work has included planning, audits, operations and all things in between. Her clients include municipalities, universities, airports, commercial building owners and even a few country clubs. Jaime is a Certified Administrator of Public Parking (CAPP). She has served on the IPMI Conference Planning Committee for the past 7 years and is currently service on the IPMI Planning, Design and Construction Committee. She is also a proud board member of the Texas Parking and Transportation Association.

She supervises preconstruction efforts and facilitates interaction between estimating, developers, and the design team to find solutions that benefit all project stakeholders. Natalya holds general contractor licenses in 11 states, as well as LEED AP BD+C certification.



Brittney Swartz, PLA
Associate
Burns & McDonnell

Brittney Swartz is a landscape architect who brings exceptional skills in physical design and site planning to a broad range of projects nationally as well as abroad. Her background includes over twenty years of experience in design coordination with multidisciplinary design teams, working to integrate the client's needs and develop opportunities from individual site characteristics. Brittney's design capabilities and technical confidence guarantee projects that deliver and construct as well as they are conceived and created. Brittney's project experience encompasses a wide variety of project types, including regional and local parks; community planning; both single-family and multi-family residential complexes; commercial and retail; corporate; and sports and recreation complexes, along with a special focus on bicycle and pedestrian trail planning and design.



Natalya Steinke, LEED
AP BD+C
Preconstruction Manager
MW Builders

Natalya Steinke joined MW Builders in 2003, and brings 26 years of experience to the team. She holds bachelor's degrees in Construction and Mathematics from Pittsburgh State University and an MBA in Finance from the University of Kansas. As Preconstruction Manager, Natalya works with developers to bring projects from "a napkin sketch" to a buildable set of doc-



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