



Kansas City

# DOWNTOWN OVERLAND PARK

Overland Park, Kansas

Technical Assistance Panel | September 11-12, 2024

# About

## Urban Land Institute

Urban Land Institute is a global, member-driven organization comprising more than 48,000 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 regions, with members in 84 countries.

Cover photo: A view of the Farmers' Market Pavilion in downtown Overland Park. (ULI)

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## 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 Kansas City Leadership

### Joe Perry

ULI Kansas City Chair  
Vice President of Development, Port KC

## Technical Assistance Panel (TAP) Program

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 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.

# About

## Technical Assistance Panel

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## Acknowledgments

ULI Kansas City would like to thank the Downtown Overland Park Partnership and the City of Overland Park for inviting ULI Kansas City to study the development opportunities around the Overland Park Farmers' Market. Additionally, ULI Kansas City would like to thank DOPP leadership and City leadership and planning staff for their insights and technical support leading up to and during the panel process. ULI would also like to thank the stakeholders who generously shared their time and experience with the panel.



The panelists spent time with City and DOPP leadership touring the Farmers' Market environment and surrounding downtown district.

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## Executive Summary

Downtown Overland Park, Kansas, is home to the highly popular Overland Park Farmers' Market that draws crowds to the area every Wednesday and Saturday throughout the year. The popularity and growth of the Farmers' Market and the success of nearby retail establishments have led to additional investment in downtown Overland Park, largely in the form of mixed-use buildings along W 80th Street, bringing more residents to downtown and further energizing the district.

Situated three blocks west of Metcalf Avenue, the city's busy north-south thoroughfare, downtown Overland Park is often overlooked. Unless drivers are looking for it, people in cars on Metcalf would not know that there is a bustling downtown just steps away.

Recognizing the potential for better connections between downtown and Metcalf Avenue, the City of Overland Park (the City) and the Downtown Overland Park Partnership (DOPP) turned to the Urban Land Institute–Kansas City District Council (ULI) for guidance. The City is on the precipice of redeveloping the Farmers' Market building and immediate surroundings, to better accommodate the growing number of vendors and shoppers, and identified this moment as an opportune time to also consider improved connections from Metcalf Avenue through to the Farmers' Market and Santa Fe Drive's retail businesses. Questions also arose as to additional uses that might complement the existing activity downtown and support the district's success.

Following careful study, tours of the area, interviews with stakeholders, and panelists' deliberations, the panel arrived at a series of recommendations that propose a phased approach to development, designed to improve downtown connectivity, lay the foundation for new commercial uses downtown, and help position downtown for future market-driven development in the blocks closer to Metcalf Avenue.

### Guiding Vision—A Market Square

In order to create a connected downtown that serves as the center of the community, the panel leveraged the Farmers' Market and surrounding open land to envision a new Market Square. The Market Square is home to

the Farmers' Market but also becomes much more. Market Square becomes the central core around which the rest of downtown revolves. It is a space of gathering, celebration, and commerce. New buildings could be positioned around this square with retail lining the groundfloors and further complementing the vibrant retail along Santa Fe Drive. Market Square becomes a compelling, full-time anchor for a downtown that is welcoming to all.

### Phased Development

Using a multi-year, phased approach to development downtown, the City and DOPP can focus early infrastructure investments to support downtown today as well as create the framework for early catalytic uses and



The focus of the study, the City-owned land in and around the Farmers' Market, sits between Metcalf Avenue and Santa Fe Drive in downtown Overland Park.

future market-driven expansion closer to and along Metcalf Avenue.

**Phase One: Catalyst.** Stakeholders and civic leaders noted the desire for a hotel downtown as well as additional parking resources in areas closer to W 79th Street.

- Building around and preserving the historic Trolley Car barn, a public-private partnership between the City and a private developer could facilitate the development of a new hotel downtown while also amplifying the history of the car barn.
- Additional investment, this time in the form of a new parking garage near the intersection of Santa Fe and W 79th Street could support additional and more proximate parking for downtown businesses.
- Additional wayfinding, to help improve circulation downtown, is also needed and could help drivers find parking resources more quickly and also encourage further exploration on foot once the car is parked. Gateway signage at the intersections of Metcalf and W 79th and W 80th streets would also help passing drivers recognize that downtown is just around the corner.
- Through a partnership with private property owners, a new pedestrian easement is also recommended, which would directly connect pedestrians and bicyclists from Metcalf Avenue mid-block, between W 79th and W 80th streets, directly west to the Farmers' Market and amenities beyond.

**Phase Two: Mixed-use.** Following the public sector investments of Phase One, Phase Two could include new mixed-use buildings east of the Farmers' Market, bringing both commercial and residential uses, the latter of which will further support existing downtown retailers. Ideally, the commercial spaces within these mixed-use buildings would be oriented to face both the primary street (W 79th or W 80th) and also have a presence opening to the new Market Square area.

**Phase Three: Market-driven expansion.** Over the course of several years and with the public and private investments in the earlier phases, panel anticipates that development in Phase Three could be completely market driven and would push further east toward Metcalf Avenue. The proximity to or location along Metcalf could attract a potential grocer and destination restaurant, both of which were also noted by community stakeholders as missing from downtown.

## Hotel Development

Leveraging the proximity of the retail along Santa Fe Drive and the unique history of the beautiful Trolley Car barn, a boutique hotel could grace the north side of the intersection of W 79th Street and Santa Fe Drive. Wrapped around the historic car barn, a hotel featuring 50-65 rooms could fare well in downtown, providing rooms for guests visiting downtown. The car barn, which is set to become an event venue, could also drive room nights at an adjacent boutique hotel. Designed as a two- or three-story structure, a boutique hotel of this size would fit in well with the surrounding building typologies.

## Market Square Garage

While there is parking readily available in the southern portions of downtown, a new parking garage to the north would also work to downtown's advantage. Tucked behind the commercial building at the intersection of Overland Park Drive and W 79th Street, a new parking garage could further serve the Farmers' Market and surrounding downtown establishments. The garage could also provide beneficial capacity for future developments envisioned by the panel. Designed at just two levels, the garage would blend well with the surrounding buildings and could be wrapped at the ground level with commercial space that would be ideal for incubating up-and-coming retailers for downtown.

## Connectivity and Crossings

Walkability and movement around downtown is key to its success. Additional wayfinding, particularly as it relates to parking garage locations and parking and transit availability will improve visitors' ability to navigate downtown easily.

The pedestrian experience downtown would be improved by sidewalk widening and repair along some streets and through a new pedestrian path from Metcalf Avenue. Envisioned as a mid-block easement between W 79th and W 80th streets, the new Market Path would connect non-vehicular traffic on Metcalf directly to the Farmers' Market, clocktower, and retail beyond. Improved pedestrian crossings at the Metcalf intersections at W 79th and W 80th are also



ULI PANEL

The W 79th Street pedestrian crossing at Metcalf Avenue.

warranted and could include a raised speed table to help slow traffic at these important pedestrian crossings.

## Financing

Financing the early-stage developments—specifically the garage, hotel, and infrastructure improvements—will likely require public participation, either through direct public financing or a public-private partnership.

- A new transportation development district (TDD) for downtown could provide the funding needed to catalyze this work. A one-percent TDD assessment downtown could generate the revenue needed to finance the construction and ongoing operations of a new, two-level downtown parking garage (see page 30).
- The panel sketched out a present-day financing scenario for a downtown boutique hotel. While they anticipate a financing gap, the panel also outlined several avenues the City and its potential development partner(s) could pursue in closing that gap (see page 31).

## Policy Updates and Early Steps

Land use policies guiding downtown development will likely need updating to facilitate the type of improvements the panel recommends for downtown Overland Park.

- Shared parking policies can better support efficient use of parking assets.
- Creating the Market Path and connecting Metcalf to Market Square will require

conversations with private property owners. These conversations, to first gain an easement should begin in the near term.

- Business assistance and potential relocation support, provided by the City and DOPP, should also be a priority and directed to retailers and other businesses impacted by the redevelopment of the Farmers' Market and future mixed-use developments around Market Square.
- The gateway updates, namely the pedestrian improvements and new signage at Metcalf's intersections with W 79th and W 80th streets, should be an early priority and will serve the entire district well now and into the future.
- Finally, the development envisioned for Phases Two and Three will likely require policy updates, zoning modifications, and potential incentives that are best tackled in early days to lay a foundation for the development the City hopes to attract.

Downtown Overland Park is on an exciting growth path. Characterized by well-established destinations like the Farmers' Market and Maloney's and newer gems like Monstera's Books and The Old Mango, the downtown district has a great experience to offer. Through improved mobility and walkability and with careful planning for future development, downtown can leverage its success into a district that is easier to find, navigate, spend time within, and love.



# Introduction and Background

Downtown Overland Park, Kansas, is home to a host of unique retail stores, restaurants, and an increasing number of mixed-use buildings providing both residential and commercial options downtown. Downtown is also home to the wildly popular Overland Park Farmers' Market, which operates on Wednesdays and Saturdays throughout the year.

As the Farmers' Market has grown in popularity and expanded its roster of vendors, the City of Overland Park (the City), which owns the land on which the Farmers' Market sits and is responsible for its operations, has pursued plans to physically reposition the Farmers' Market on the land to create space for additional vendor stalls.

Given the location of the Farmers' Market, two blocks west of Metcalf Avenue, a busy north-south thoroughfare, and the location of

a significant number of downtown businesses even further west of Metcalf Avenue on Santa Fe Drive, City leaders turned to the Urban Land Institute – Kansas City District Council (ULI) for insights and advice regarding improved visual and physical connections from Metcalf Avenue to the Market and retail establishments beyond.

ULI, using its trusted and objective technical assistance panel (TAP) program, convened a group of ULI members with the professional expertise needed to assist the City of Overland Park and Downtown Overland Park Partnership (DOPP) in making these connections and planning for the future of its downtown. With backgrounds in development, finance, architecture, urban planning, and land use, the TAP professionals spent time touring the area, meeting with civic leaders and

## TAP Questions

1. How can the City improve the connection from Metcalf to Santa Fe that creates an appropriate walkable street supportive of the goals of Vision Metcalf and requirements of the Form Based Code? This connection will terminate at the Clocktower Plaza through the Farmers' Market gathering space on the west to the connection with Metcalf on the east.
2. Are a boutique hotel, grocery store, and/or multifamily residential viable uses?
3. What are the financial implications and potential funding sources needed to achieve the recommendations?



The panel toured the Farmers' Market, pavilion, retail amenities, and broader downtown neighborhood with representatives from the Downtown Overland Park Partnership and City of Overland Park and then considered all they heard and saw while they applied their professional expertise to the questions posed by the City and DOPP.

professional staff, and interviewing community and business stakeholders. Following this information gathering process, the panel turned their attention to the questions posed by the City, ultimately providing a series of recommendations that can be used to guide connectivity and future development downtown.

## Stakeholder Insights

The stakeholder interviews included representatives from DOPP, elected leadership, City professional staff, owners of both new and well-established businesses, property owners, and residents who call downtown home. The feedback gathered through the interviews and themes listed below helped inform the panel’s deliberations and recommendations.

- Navigating the area is easy for locals but often difficult for visitors.
- There is no sense of “arrival” in downtown off Metcalf Avenue, and downtown has multiple “front doors.”
- Parking is an issue—a comment often made by those working in or visiting the north side of downtown.
- Parking is not an issue—this opposing perspective often came from those spending time in the south side of downtown.
- The garages are tucked artfully away, behind, and above the roadway, which makes the pedestrian experience

enjoyable but often leaves drivers without readily visible parking solutions.

- Pedestrian access to downtown from the eastern side of Metcalf Avenue is challenging, and pedestrian crossings along Metcalf are difficult.
- Businesses are worried about the looming construction interruptions and anticipated displacement during the Farmers’ Market reconstruction.
- There is a strong desire to maintain the local character found across downtown.
- The local shopping district is a draw beyond Overland Park with some business owners reporting that half of their revenue comes from Missouri shoppers.
- The Farmers’ Market is a regional draw.
- The top three additions stakeholders would like to see downtown include a boutique hotel, a grocery store, and a destination restaurant.

## Previous Planning Work

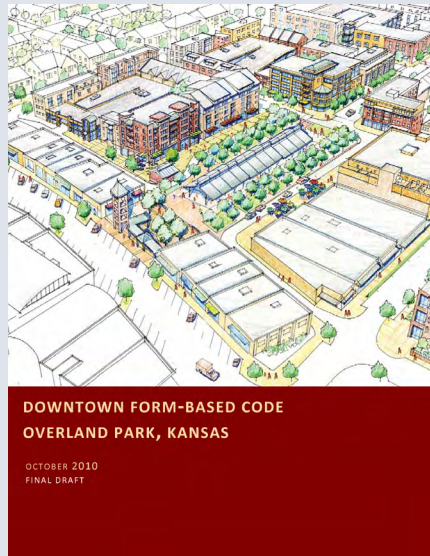
Overland Park’s civic and municipal leaders have long recognized the importance of its downtown neighborhood and have, for at least the past 16 years, regularly invested in its health and vitality by commissioning plans and studies to help drive economic development, responsible real estate development, and ensure that parking continues to adequately support businesses, residents, and visitors.



In addition to the Farmers’ Market, downtown is home to local retailers, mixed-use buildings, and a busy thoroughfare to two blocks to the east.

## Careful Planning Over the Years

Overland Park's careful approach to development and city building is evident in the range of planning documents noted here and reviewed, at a high level, by the panel. Each plan builds on previous work and continue to support the evolution of downtown Overland Park as a vibrant hub, home to businesses, residents, and visitors alike.



[Form Based Code](#)



[Downtown Parking Plan](#)



[Framework OP Comprehensive Plan](#)



[Vision Metcalf](#)



[Downtown Event & Transportation Hub Study](#)



[Farmers' Market and Downtown Gathering Space Improvements](#)

## From the 2008 Vision Metcalf plan, the 30-year vision for the Farmers' Market:

*The park is now surrounded by new infill development on all sides creating a sense of enclosure and multiple pleasant visual terminations. The goal of this urban design plan is to combine historic and familiar elements such as the Strang Car Barn, clock tower, and street paving that recalls the historic train tracks that once ran on Santa Fe with tasteful modern architecture.*

*Santa Fe Drive is portrayed as a lively*

*commercial street lined with mixed-use buildings with retail storefronts on the ground floor. The east and west sides of the park are lined with buildings that front on both the interior park and outer neighborhood street creating the opportunity for unique outdoor seating and storefront configurations. Downtown builds on its reputation as a destination for eclectic shopping and dining. Living space is depicted above all of these commercial*

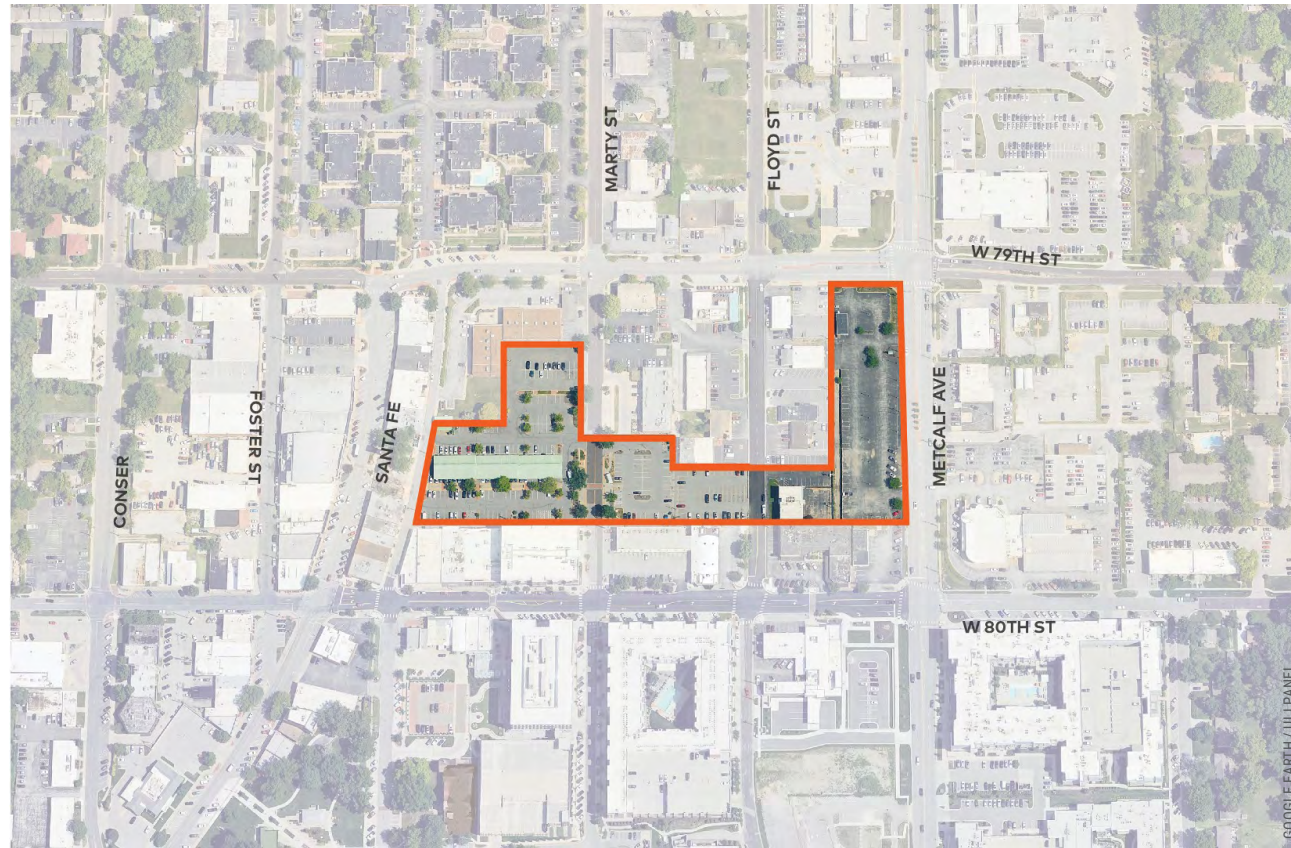
*spaces, infusing the area with pedestrian traffic and the energy associated with vibrant street life. One of the keys to creating this scene is the mixed-use parking structure located on Floyd Street, south of the Farmers' Market.*

*With ground floor retail and attractive facade, this structure eliminates the need for large surface lots and blends into the fabric of the community.*

The following three plans were of particular interest to the panel:

- [Vision Metcalf](#) (2008) – this plan encompasses all of Metcalf Avenue, not just the section through downtown, and recognizes the municipal and economic importance of this transportation spine.
- [Form-Based Code](#) (2011) – this document, an outgrowth of the Vision Metcalf recommendations, focuses on the physical relationship of downtown buildings to the city street and how those buildings and spaces combine to create and support a more walkable downtown environment.
- [Downtown Parking Plan](#) (2014) – the downtown parking plan sought to make parking easier to find and use, encourage shared parking resources, and improve the pedestrian experience.

The planning work that has been completed to date is as impressive as it is extensive. The most recent plans—the [2018 market study](#), the [2018 Vision Metcalf Status Report](#), the [2021-24 Market Pavilion plan](#), and the [2024 Framework OP comprehensive plan](#)—have set the city, and downtown in particular, on a path that should position the community well for additional economic development, improved efficiencies of land use, and responsible transportation planning that enhances the pedestrian experience.



With a goal of improving the visual and physical connections between the Farmers’ Market and those traveling along Metcalf Avenue, the panel began to envision how the parcels, particularly the paved parcels outlined above, could better connect and function today and evolve into even stronger connections in the future.

### Influence of Current Guidelines

For the panel, the balancing of previous City-adopted plans and the form-based code with community and stakeholder desires presented a unique urban design and development challenge. In light of the questions posed by the City and DOPP around visual and physical connectivity and other potential new uses downtown and with the

current plans on the table, the panel identified the following factors as key influencers in further downtown development.

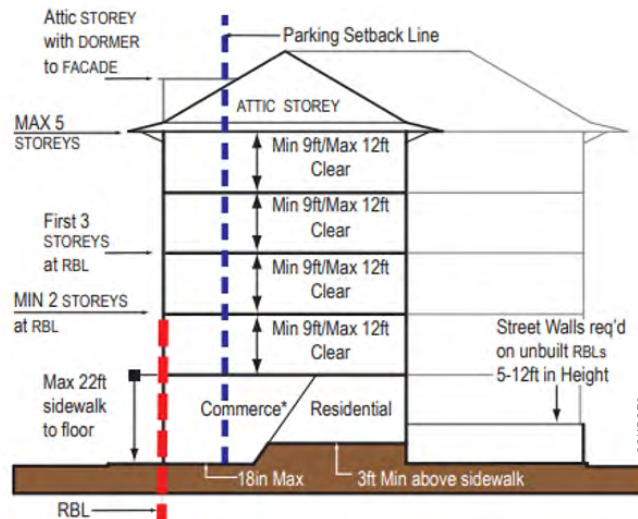
**The form-based code drives building structure downtown.** The nature of the downtown district and its designation as “general urban frontage” in the form-based code promotes density and positions buildings close to the street. This same code

designation calls for multi-story buildings placed directly at the sidewalk with windows across the facade. Buildings should line the sidewalk, shoulder to shoulder, filling out a block, or on smaller blocks, a single building might fill the entire block face. Uses within these general urban forms vary and could likely include residential and commercial spaces. Live/work units, multifamily residential, hotel, and office space could fill the buildings as could entertainment, restaurant, and retail uses. While the land use in this area also allows for daycare services and vehicle sales, the panel did not include these uses in their recommendations as stakeholder feedback did not uncover a need in those areas.

**Walkability is further promoted in the Framework OP comprehensive plan.** The plan calls for a downtown district that features a walkable street pattern composed of short blocks connecting to surrounding neighborhoods. With an emphasis on aesthetics and form, the district should be thoughtfully designed at a human scale to prioritize the pedestrian experience. Further supporting this approach, auto-oriented uses, such as drive-through businesses, are not appropriate.

As it relates to parking, the code notes, *“Structured parking lots and on-street parking are preferred and should be prioritized over surface parking lots. Shared parking is highly encouraged between businesses and day- and night-time uses. All parking should, where possible, be located behind buildings.”* The

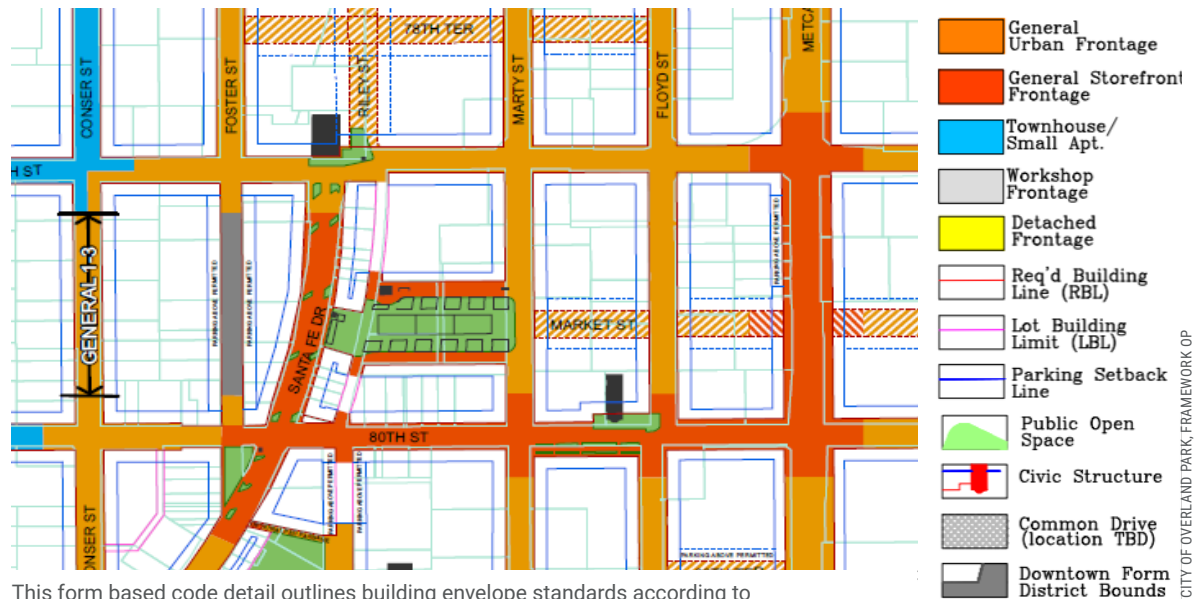
The City’s planning efforts to date have created a framework for downtown that promotes density, calls for a mix of residential and commercial uses, and thoughtfully prioritizes the pedestrian experience across the district.



The general urban frontage building typology sits close to the sidewalk and includes a mix of uses.



The above existing downtown building typologies embrace the new form based code design guidelines.



This form based code detail outlines building envelope standards according to various street frontages.

City is providing parking today that follows this Framework OP guidance, yet visitors are having difficulties finding these resources.

**Downtown roadways move traffic to and through downtown.** The downtown district is marked by four important roadways that heavily influence the connections to and through downtown.

- Metcalf Avenue to the east brings thousands of cars, commuters and local trips alike, through Overland Park and close to downtown.
- West 79th Street intersects with Metcalf and loosely forms the northern edge of the study area. It represents one of the four key entry points for cars entering downtown.
- West 80th Street to the south also intersects with Metcalf and creates another key entry point for downtown.
- Santa Fe Drive, four blocks west of Metcalf, features a host of local retailers housed within a mix of inviting one-story buildings. Santa Fe's intersections with West 80th and West 79th streets are also key entry points to downtown.

On-street parking and one travel lane in each direction help move traffic around the streets of downtown and are good examples of the City's "Community Mixed-Use Thoroughfare" design characteristics. Metcalf Avenue, on the other hand, is a state highway that is designed primarily to move vehicles quickly. With two lanes in each direction, a turning lane, and no on-street parking, there is



CITY OF OVERLAND PARK, FRAMEWORK OP-NATIONAL ASSOCIATION OF CITY TRANSPORTATION OFFICIALS

This rendering depicts a "community mixed-use" building form along a thoroughfare that accommodates a variety of transportation options.

little reason for traffic to slow. Pedestrian crosswalks exist at W 79th and W 80th streets, but the long block in between those two crosswalks often leads pedestrians to cross Metcalf mid-block and outside of the crosswalk areas, creating a dangerous pedestrian environment.

Balancing the urban design guidelines, plans for downtown, the Farmers' Market, and the questions posed for the TAP relating to connectivity and future uses downtown, the panel arrived at a guiding vision for their recommendations that centers the area as a downtown destination anchored by a market square.

“  
There is a good urban energy to Overland Park. How do we maintain the city's authenticity in the midst of its growth?”  
—STAKEHOLDER



# Vision for Downtown Overland Park

Is the study area a central square or a thoroughfare? The City and DOPP's goals for downtown Overland Park to be a destination and not a place one drives through inspired the panel to articulate a guiding vision for downtown that creates a true center, a destination anchored by a Market Square. This vision provided the framework upon which the panel addressed the TAP questions around connectivity, new uses, and funding.

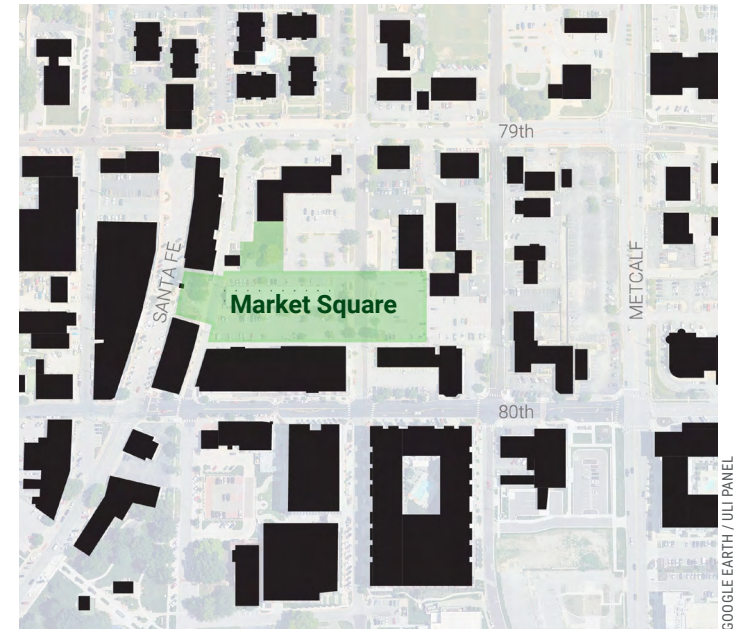
Today, sections of downtown are not well-defined, do not yet have a sense of enclosure, and feel like places or points of transition rather than destinations. By creating a strong sense of place, the Market Square becomes a core and an anchor for a downtown that is welcoming for walking, shopping, and dining.

Using a multi-year, phased approach, downtown development and infrastructure investments can better support the uses in place today, lay the foundation for new uses that would benefit downtown, and provide the types of catalysts needed for further market-driven expansions closer to and along Metcalf Avenue.

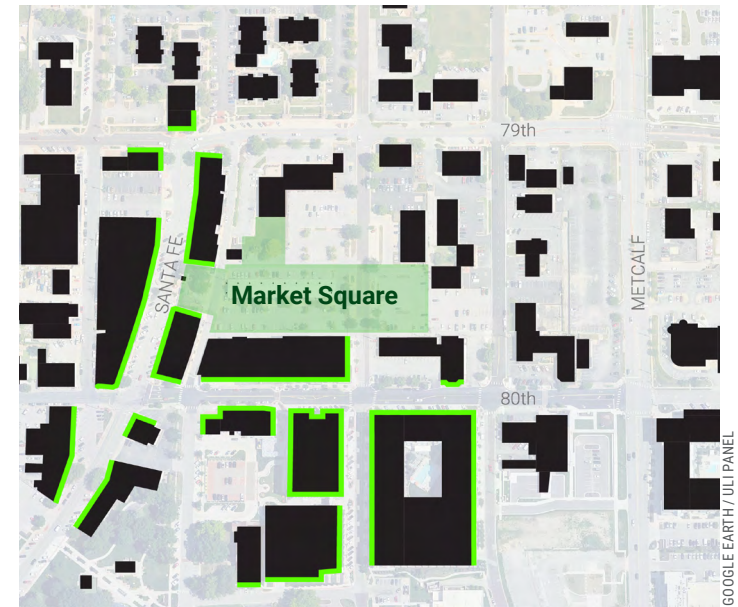
**Phase One: Catalyst.** This initial phase would include a new hotel development, improved circulation (of all transportation modes), parking modifications, additional wayfinding, and a new easement to facilitate pedestrian and bicycle connections into downtown from Metcalf directly east of the Farmers' Market.

**Phase Two: Mixed-use.** This potential second phase would be marked by the addition of new mixed-use buildings downtown. These multi-story buildings should be designed to feature retail and commercial uses on the groundfloor and residential units in the floors above.

**Phase Three: Market-driven expansion.** As development continues east from the core of downtown, further growth could include market-driven expansion of new buildings along Metcalf Avenue. New development along Metcalf would benefit from the proximity to downtown residents and visitors and would also benefit from the Metcalf vehicular traffic, all of which combined could help attract a potential grocer or a destination restaurant.



A Nolli Map of the district, which shades buildings in black and open space in white, depicts how the creation of a Market Square could create a central force for more effective anchoring of the downtown neighborhood.



The same map shown with active pedestrian areas and spaces where people are spending time are highlighted in green along the building edges.



The Farmers' Market area is bustling on market days and under-utilized the other five days of the week.



# Phase One – Catalyst

Aligning with the 2024-25 construction of the new Farmers' Market, the panel's vision for the first phase of downtown development centers around improved circulation in the district and the addition of a potential hotel downtown. The following recommendations should be pursued in the near term.

**Preserve and enhance the car barn venue with a hotel.** The beautiful and historic trolley storage building or "car barn" at the northern terminus of Santa Fe Drive would be a good



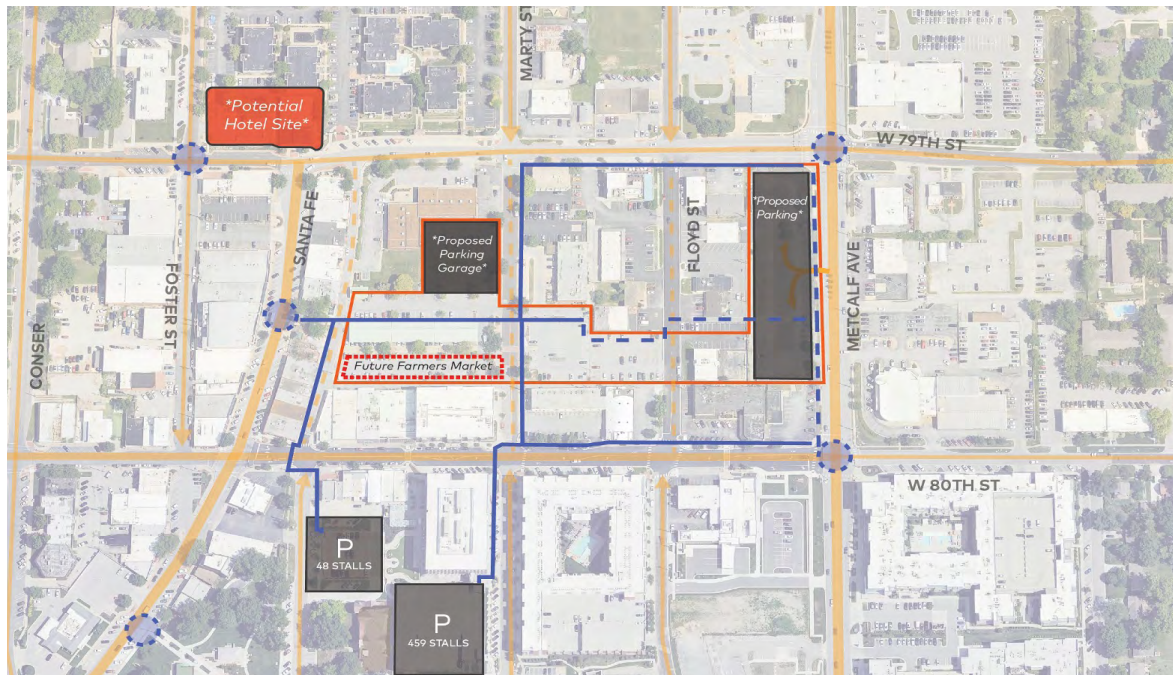
location for a potential boutique hotel. With plans to turn the car barn into an event space, a new hotel building could be built behind and around the historic structure and provide event venue guests and those visiting other areas of downtown with proximate lodging.

### Remove Barriers to Development

There are significant parking assets across the southern half of downtown, evident in both structured and on-street parking opportunities. These existing assets should remain in place and additional assets considered as a means to remove potential development barriers and facilitate future progress downtown.

**Build a new garage.** The City is strongly encouraged to consider the addition of a new parking garage on the lot directly north of the

Farmers' Market and behind the L-shaped building at the southeast corner of W 79th Street and Overland Park Drive. Designed thoughtfully, the garage could be wrapped in commercial space, providing space for new business incubation now. With a flat, no ramp design, the entire building could also convert to office space when the area is less auto-centric. The addition of a new publicly-financed garage in the district will facilitate additional development in the area by signaling the City's faith in the future viability of the area through its financial investment and by providing new parking assets that could be leveraged by new uses downtown.



(Above) The Noll map now depicts the addition of the potential hotel building and a potential new parking garage, both shaded in dark grey.

(Left) The district map depicts the positioning of a potential hotel and new garage downtown. Present-day pedestrian circulation is noted by the solid blue lines, and potential future paths are noted by blue dashed lines. Vehicular movement is shown in gold lines, which intersect with the circled key vehicular nodes.

GOOGLE EARTH / ULI PANEL

GOOGLE EARTH / ULI PANEL

**Consider additional surface parking along Metcalf.** The privately-owned parking lot along the western edge of Metcalf Avenue and south of W 79th Street presents an interesting opportunity for parking today and future east-west access from Metcalf to the Farmers' Market. The City is encouraged to open a conversation with the property owner around a potential ground lease of the existing parking lot for additional district parking today and additional capacity in the future.

**Plan for a future Market Path from Metcalf.** The panel evaluated the potential benefits and challenges associated with the Market Street idea outlined in the recent plans for the Farmers' Market. While a new Market Street could connect visitors directly from Metcalf to the Market, the panel believes the plans for a new street should be revised to create a pedestrian and bicycling path instead. The existing vehicular connections provided by W 79th and W 80th streets function well, provide beneficial visibility to the broader downtown district, and help protect the pedestrian experience found within the interior spaces of these blocks. A non-vehicular multi-use path would support downtown's walkability connectivity without introducing more vehicles closer to Market Square and Farmers' Market. The City is again encouraged to engage in a conversation with the property owner to discuss a potential easement that would preserve access for a future path.

## Improve District Circulation

Vehicular movement around downtown could be improved through more visible wayfinding signage, particularly relating to parking assets. Cars should remain welcome across the streets of downtown, but helping drivers find parking nearby should be a priority. Garages, artfully tucked behind and above the streetscape, are available south of W 80th Street and could benefit from additional navigational signage.



The signage for public parking resources are tasteful but too small to be easily seen from the street nor from a nearby intersection. Locals are able to find parking easily, yet visitors often struggle to locate these resources.



Overland Park has some wonderful, colorful banners gracing downtown lamp posts, which feature images aligned with downtown branding.



## Phase Two – Mixed-use Development

Following the primarily public and potential private investments in Phase One, namely a new parking garage and boutique hotel, Phase Two could include additional mixed-use development near the Farmers' Market.

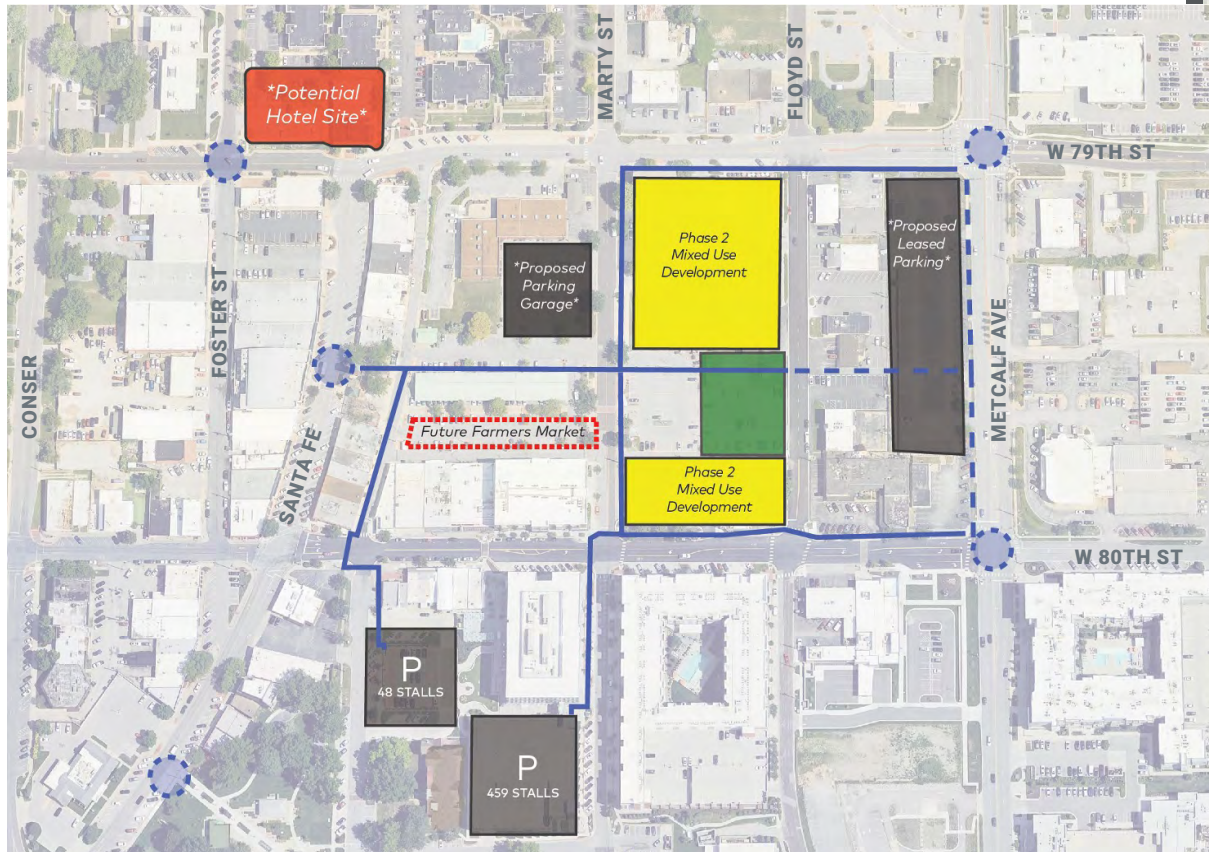
Moving east between Marty and Floyd streets, parcels between W 79th and W 80th streets could be redeveloped into multi-story mixed-use buildings similar to those present downtown along W 80th Street. The mix of uses could include retail on the groundfloor that would further enliven the downtown streetscape and benefit from the foot traffic

the Farmers' Market generates. Commercial uses, also on the groundfloor or on the second or even third floors could house office space, and residential units in the floors above would bring additional consumers to the district and further support downtown retailers.

Green and open space, particularly near the residential uses, is an important element downtown. By placing green space between the potential new mixed-use buildings, the buildings' occupants can enjoy the open area, and visual connections between Metcalf and the Farmers' Market can be more readily

created. This also helps preserve space for the eventual Market Path that would connect pedestrians and bicyclists from Metcalf to the Farmers' Market.

The parking lot along Metcalf Avenue could include public parking through a lease with the property owner, who could retain ownership. As downtown development progresses east, the development potential and related land value of that lot could be expected to increase.



(Above) The Nollli map demonstrates how additional buildings in the area further support the sense of place and enclosure around the Market Square and can also further activate downtown through additional commercial uses in groundfloor spaces.

(Left) The district map for Phase Two demonstrates how further development around the Farmers' Market could be situated. The open space, shown in green, becomes an amenity to the buildings' occupants and downtown visitors, and it preserves the physical connection that will eventually join Metcalf to the Farmers' Market.

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## Phase Three – Market-driven Expansion

Over the course of several years and following the investments anticipated for the first two phases, downtown development could at this time transition fully to market-driven investments fueled by private financing.

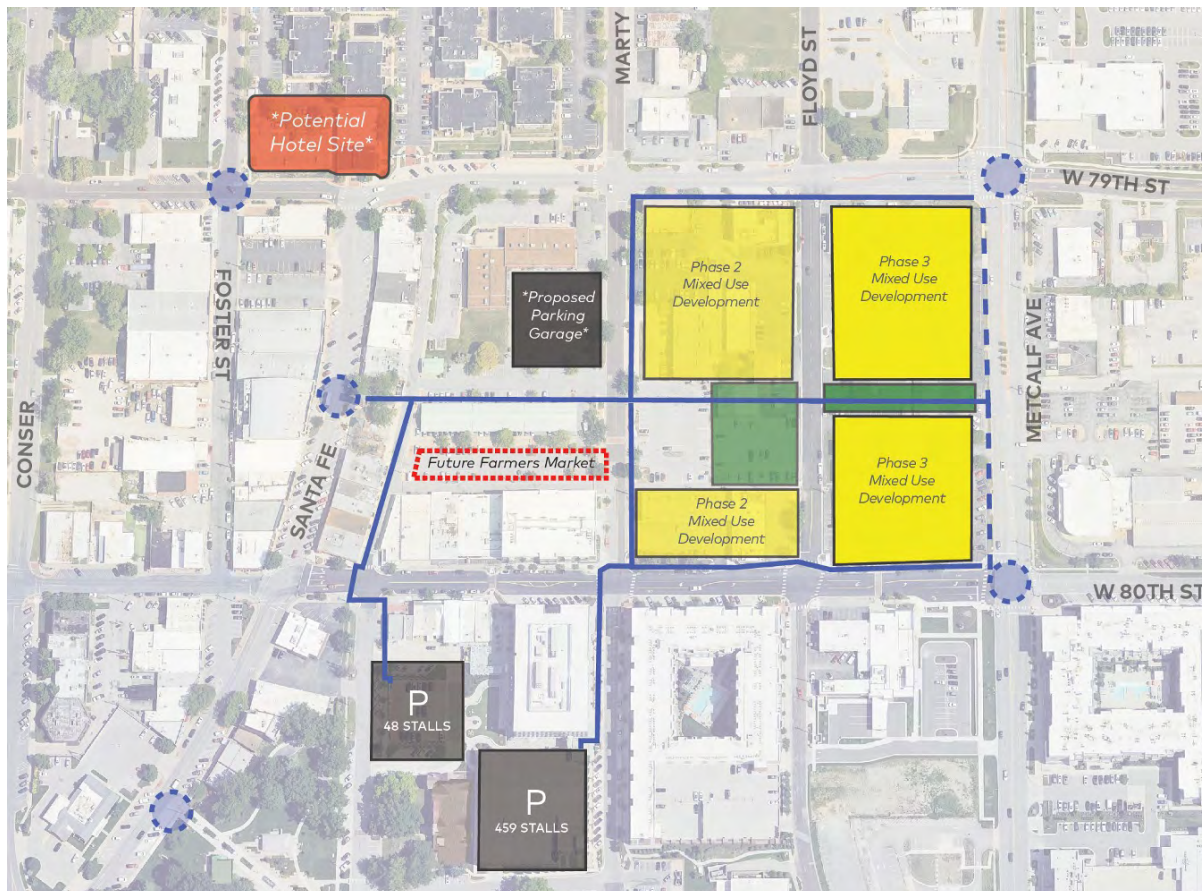
While these additional developments will hinge on the interest and participation of private landowners, the market value of the land, particularly along Metcalf, could make the proposition interesting enough to warrant a relocation of current operations.

Land along Metcalf, between W 79th and W 80th streets could be redeveloped into additional mixed-use development for downtown, providing additional groundfloor retail/commercial space and residential units above.

During this phase, the Market Path, the pedestrian/bicycle easement connecting Metcalf to the Farmers' Market, would be fully built out, preserving open space and a visual and physical connection from the Metcalf thoroughfare to the Farmers' Market,

Market Square, the clocktower, and the surrounding downtown neighborhood.

Aside from construction of the Market Path and potential assistance for relocating businesses, development at this stage would be market-driven and not likely to require public intervention. Land use designations along Metcalf could be revised by the City to point directly to the uses envisioned by the panel, moving away from the auto-oriented nature of the parcels today and toward uses that are more complementary to a vibrant downtown district.



(Above) The Nollie map now displays a downtown that is anchored around the Market Square, which extends east to Metcalf and is surrounded by active groundfloor uses.

(Left) The district map for Phase Three could now feature mixed-use buildings lining the west side of Metcalf and bookending the Market Path that connects pedestrians and bicyclists into Market Square, the Farmers' Market, and surrounding downtown neighborhood.



# District Developments

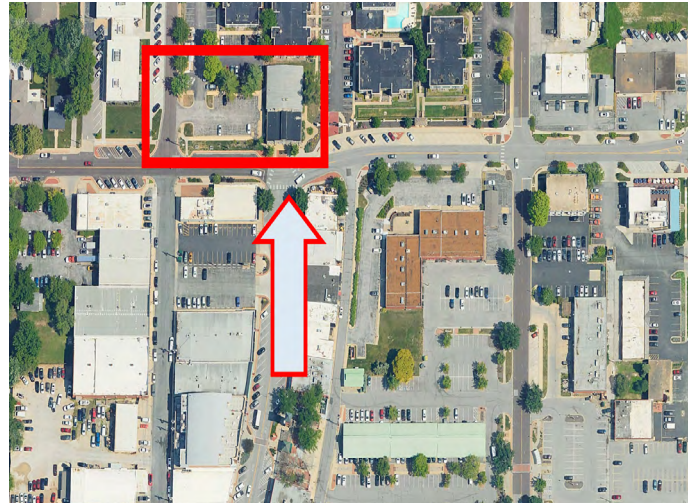
A key question posed by DOPP and the City related to potential new uses for downtown Overland Park. Through the course of conversations with City leaders and downtown stakeholders, a hotel rose was consistently at or near the top of constituents' lists. The panel recognized the importance of parking in the district and the potential for future development in the area that could be supported by the addition of structured parking at the northern end of downtown. These two additions could complement existing activity downtown as well as catalyze additional future development.

## Boutique Hotel

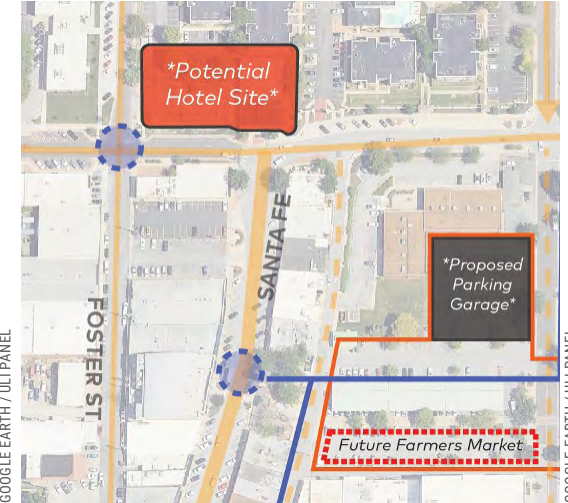
Downtown is home to a historic building at the intersection of Santa Fe and W 79th Street that once stored trolley cars. The "trolley car barn," a beautiful stone building full of character, is undergoing careful transformation and soon will become an event venue. Recognizing the benefits this type of business will bring downtown and the visual impact that the car barn has for those traveling north along Santa Fe or along W 79th Street, the panel recommends the area around the car barn be transformed into a boutique hotel.

A boutique hotel would provide a unique destination for downtown, would pair well with a destination event venue, and, when sized right, could meet the lodging needs generated by the surrounding market area.

**Create a unique destination hotel.** A two- or three-story hotel, built around the historic car barn, would blend well into the scale of



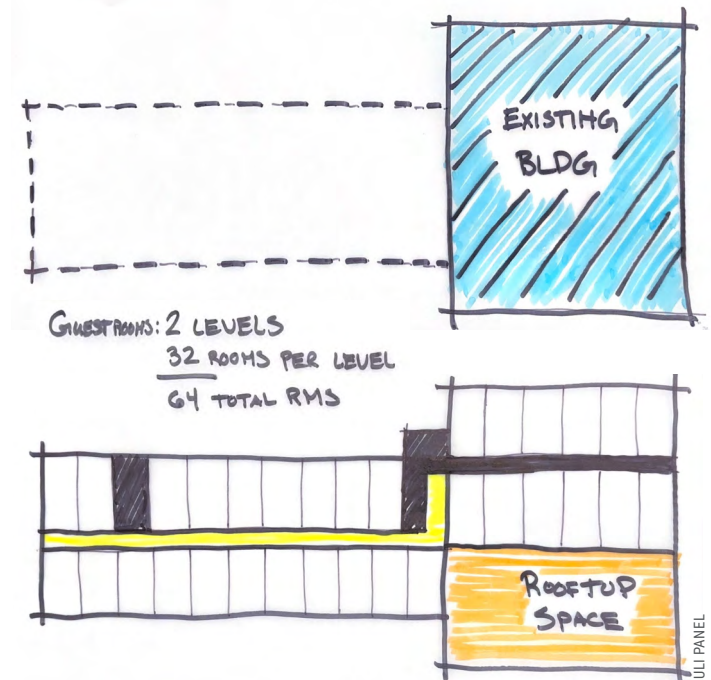
The potential site for a boutique hotel could take advantage of the proximity to the car barn, downtown amenities, and the views along Santa Fe Drive and Overland Park Drive.



The potential hotel site in relation to the key downtown nodes, the Farmers' Market, and the potential new parking structure.

the surrounding buildings to the east and west along W 79th Street and would provide a recognizable visual terminus at the northern end of Santa Fe Drive.

- A hotel featuring 50-65 rooms could meet the needs of downtown Overland Park and provide the event venue with convenient lodging for party-goers.
- The hotel could benefit from the amenities within close proximity and could market the event space and the dining options nearby, forgoing the investment required to provide those amenities directly within the hotel building.
- Built around the historic car barn, the hotel could leverage the car barn's history and help tell the story through the interior design of the hotel.



A new, 64-room, two-level hotel could be positioned behind and perhaps wrap around the car barn, building on the history of the structure in its design elements. A rooftop patio could provide patrons with a compelling, birds-eye view of downtown.

- At three stories, upper-level guestrooms and a potential rooftop patio would provide wonderful sight lines and an eagle-eye view of downtown, which could encourage guests to explore all that downtown has to offer.



GOOGLE EARTH

The car barn and the existing surroundings along W 79th Street.



GOOGLE EARTH / ULI PANEL

A rendering of how a new hotel structure could fit around the car barn and accentuate the view looking north along Santa Fe. A rooftop patio could be added to the roof of the car barn.

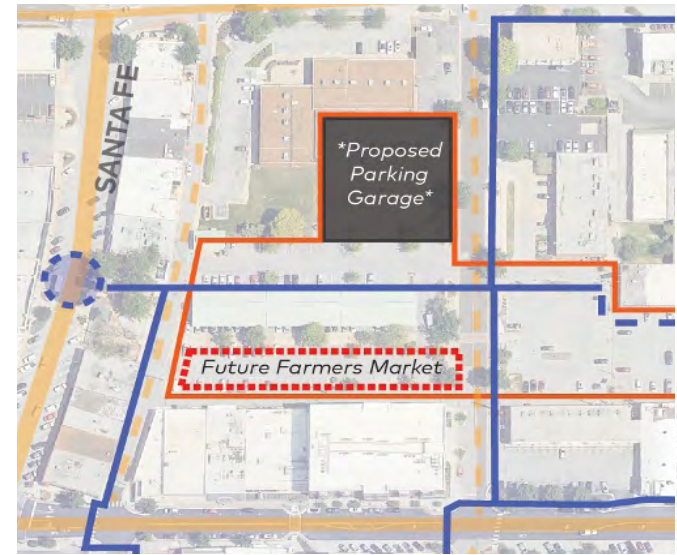
## New Downtown Garage

Near the northern streets of downtown, the panel identified the potential for additional parking resources, namely new structured parking close to the intersection of Overland Park Drive and W 79th Street. As envisioned, a two-level garage on this site could accommodate approximately 120 cars.

**Leverage the grade change to maximize parking spaces.** Tucked behind the existing commercial building, a new two-level garage could leverage the existing grade change to provide access to the second level of the garage from the northern edge, close to W 79th Street, and access to the first level of the garage on the southern side, via an access point off Overland Park Drive. This will eliminate the need for ramping between levels and make more efficient use of the space for parking vehicles.

**Coordinate stormwater detention.** The area around the proposed garage site presently helps manage stormwater runoff in the area. A new structure on the site will need to be designed to coordinate with those stormwater management efforts.

**Activate the edges with commercial uses.** As seen across downtown, active groundfloor spaces contribute significantly to the downtown experience, particularly for pedestrians and those passing by outside of vehicles. By wrapping the parking structure with roughly 10,000 square feet of commercial space, ideal for a business incubation facility, the garage could shift from an otherwise utilitarian structure into an active commercial area.



GOOGLE EARTH / ULI PANEL



GOOGLE EARTH / ULI PANEL

The panel envisioned a new, two-level parking structure near the intersection of W 79th Street and Overland Park Drive, tucked behind the existing commercial building at the corner.

## Market Square Garage

Parking garage design has taken an appreciable turn for the better. No longer gray-clad hulking structures, garage designers are leveraging building facades for public art and placemaking opportunities, groundfloors for commercial operations, and top levels for events and community gatherings.



Parking structures can become canvases for large-format art and mural installations, adding creativity to a facade that could otherwise be an imposing blank wall.

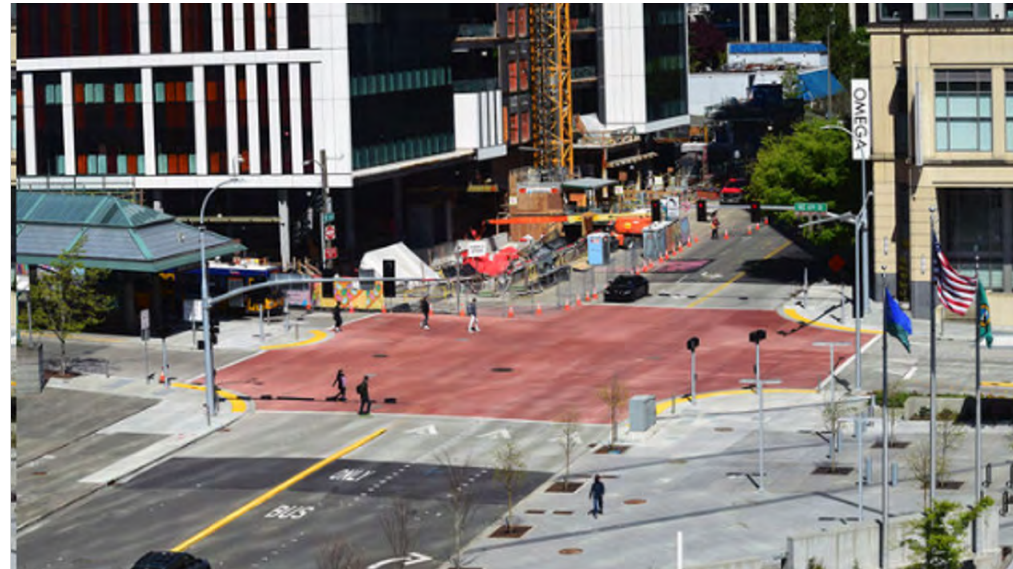
The panel explored a host of ideas that would help integrate a central parking facility into the downtown streetscape. With goals of integration, activation, and improvement of the downtown neighborhood, the panel posed the following suggestions:

- **Retail incubator spaces.** Positioned to face Market Square, these groundfloor commercial spaces could be used as retail incubators, providing new operators with lower-cost space that would benefit from the visibility to and traffic from the Farmers' Market on Wednesdays and Saturdays.
- **Photovoltaic / Solar installation.** The top level of the parking garage could feature awnings covered in solar panels, which could potentially lead to an eventual reduction in garage operating costs through on-site energy production.

- **Wayfinding assistance.** The northeast corner of the garage could be an excellent location for additional large wayfinding signage, directing visitors to the Farmers' Market, other downtown businesses, and parking resources.

## Raised Speed Table

The primary eastern nodes and access points into downtown, namely at Metcalf's intersections with W 79th and W 80th streets, would benefit from enhanced pedestrian crossings. Metcalf is a wide and imposing state highway, which makes pedestrian crossings challenging. A raised speed table at each downtown node along Metcalf, marked with signage and colored pavement, would assist in slowing traffic, indicating that there may be pedestrians present, and help mark the entrance to the downtown neighborhood.



A raised speed table at this downtown intersection serves to slow traffic moving through the area through both a slight grade change and different pavement color. Slower traffic speeds facilitate safer pedestrian crossings.

## Wayfinding

People traveling along Metcalf would have little indication that they are just a block or two from Overland Park’s charming downtown district. Wayfinding, signage, and additional branding are needed to mark the

entrances to downtown and help visitors navigate and explore its various offerings.

**Install signage at key downtown entry points.** Signage is needed at the intersections of W 79th Street and Metcalf and at W 80th Street and Metcalf. The panel envisioned inviting arrival gates that could

also feature monument signage spanning the roadway. Overland Park has wonderful signage, both historic and modern, found across the city and inspiration from those installations could guide the new downtown entry signage and additional downtown wayfinding mechanisms.



ULI PANEL



GOOGLE MAPS / ULI PANEL



The panel envisioned a new treatment to the intersection of W 80th Street and Metcalf, featuring a raised street table and an entry monument signifying the entrance to downtown. A similar treatment would be added to Metcalf’s intersection with W 80th Street.

Overland Park is full of attractive signage, both historic and more modern. The city’s brand identity is even reflected in the amphitheater structure, which was designed to call to mind the same paper airplane motif featured in recent “where it all unfolds” branding.



# Phase One Project Costs

The Phase One development recommendations, namely the parking garage and the boutique hotel, may require public participation. To better outline the potential costs associated with each, the panel provided the following high-level estimates and potential financing partner alignments.

## Financial Cost Overview

**New parking garage.** The new two-story parking garage—with 120 spaces, public art on the exterior, and 10,000 square feet of commercial incubator space—could fit into a raised podium building that could be cast on-site. (Using an off-site, pre-cast scenario may prove less expensive and should be explored.)

- The initial hard costs were estimated at \$5,160,000.
- Ongoing annual maintenance expenses were estimated at \$48,000.

**Infrastructure improvements.** The panel also identified infrastructure improvements that would be required to support new development downtown. The panel estimated that there is approximately 6,100 linear feet

of sidewalk downtown, roughly 60 percent of which is in need of repair or widening. (Additional detail on these line items is included on page 27.)

- Initial hard costs associated with sidewalk upgrades and landscaping updates were estimated to fall between \$1.7–\$1.85 million.
- The raised speed tables at two locations along Metcalf were estimated at \$625,000 total.
- The potential new welcome signage and monumentation at W 79th and W 80th streets were estimated at \$500,000 total.

**Boutique hotel.** A three-story building with a first-level podium steel structure using a slab-on-grade construction approach could be expected to cost \$22.5 million, which also includes a potential 10,000-square-foot destination restaurant and rooftop patio and bar.

- The potential cost per room to develop the boutique hotel was estimated at \$352,000 and could deliver a room quality similar to that of an AC Marriott.

## Financing Responsibilities

District developments as envisioned by the panel and in response to the TAP questions will likely require public-private partnerships in the early stages. By taking a phased approach, the initial public investments can generate additional downtown activity and market interest in the area with the intention of catalyzing private investment and development through the later phases. The following list briefly details each development and the anticipated responsible entity:

- Raised intersection and monumentation: built in the public realm, these improvements would likely be publicly financed and maintained.
- Garage: the new garage could be publicly financed and, at the same time, benefit from consumer pass-throughs generated from commercial leases in the groundfloor spaces.
- Hotel: this early-stage development may require a public-private partnership.

## Estimated Phase One Infrastructure Improvement Costs

### Sidewalk improvement plan

- Estimated 6,100 square feet of linear sidewalk in the downtown district. At approximately 8 feet wide, that is roughly 51,250 square feet of sidewalk area downtown.
- Basic sidewalk and curb replacement was estimated at \$43 per square foot.
- Using a worst-case scenario of 60 percent of sidewalks needing replacement totals \$1.32 million in sidewalk improvements.

### Additional potential lighting and landscape improvements

- Addressing other potential improvement projects across the streetscape, including lighting, landscaping, etc. was estimated at \$350,000–\$500,000 depending on the scope of the work.

**TOTAL: Sidewalk improvements budget subtotal was estimated between \$1.7–\$1.85 million.**

### Gateway signage and Metcalf intersection improvements

- For two gateway signs at the intersections of W 79th and W 80th streets with Metcalf Avenue the panel estimated \$250,000 each or \$500,000 total.
- The southwestern entry and downtown node at Santa Fe could also benefit from gateway signage and the panel estimated \$75,000 as an upgrade allowance for a large back-lit sign and corresponding landscaping treatments.
- The raised speed table, using stone for portions of the surface, and crosswalk improvements at the W 79th and W 80th intersections with Metcalf were estimated at \$625,000 total.
- Design and construction management for the above items was estimated at 35 percent or \$420,000.

**TOTAL: Gateway improvements budget subtotal was estimated at \$1.62 million.**

### Phase One Infrastructure Estimate

**Total = \$3.32 – \$3.47 million**





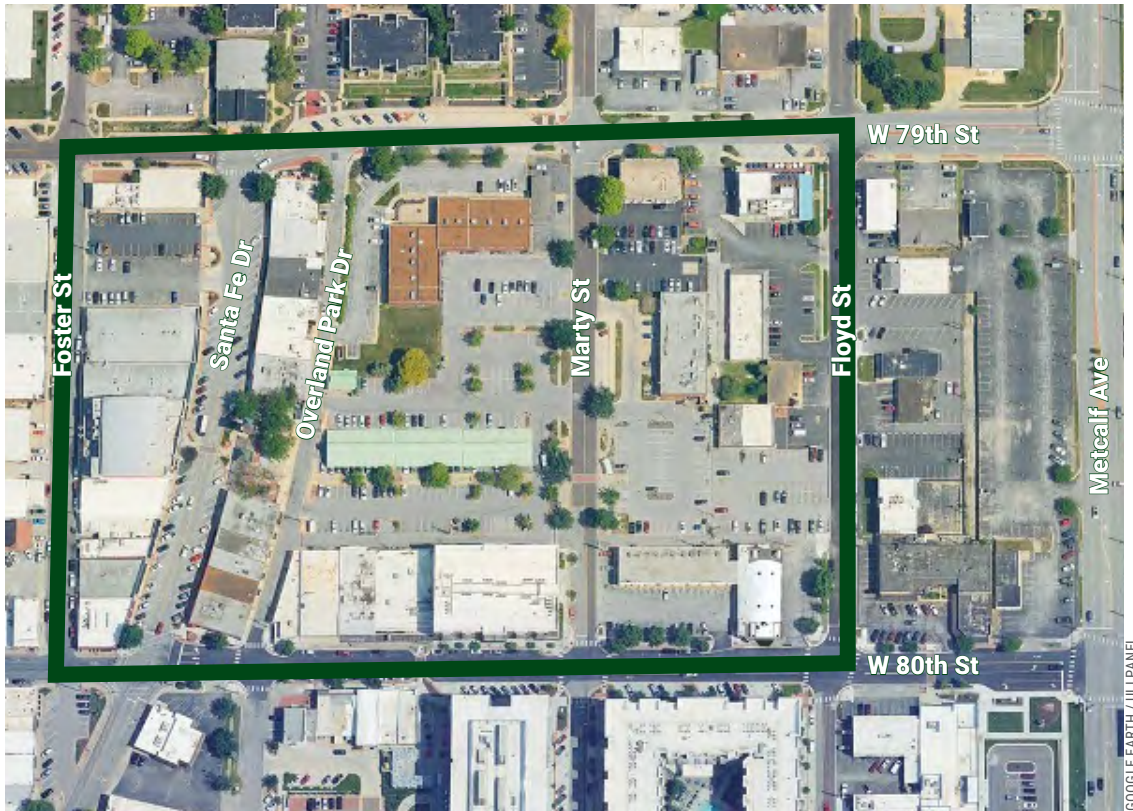
# Financing Options

Through the City of Overland Park's recent comprehensive plan update, Framework OP, the City designated key sections of its geography as "Strategic Investment Areas." These strategic investment areas highlight sections of the city that "should be prioritized in future planning and capital investment efforts." Of particular note for the panel and this TAP, the strategic investment areas include downtown Overland Park and facilitate the City's use of public investments and public-private partnerships.

## Transportation Development District

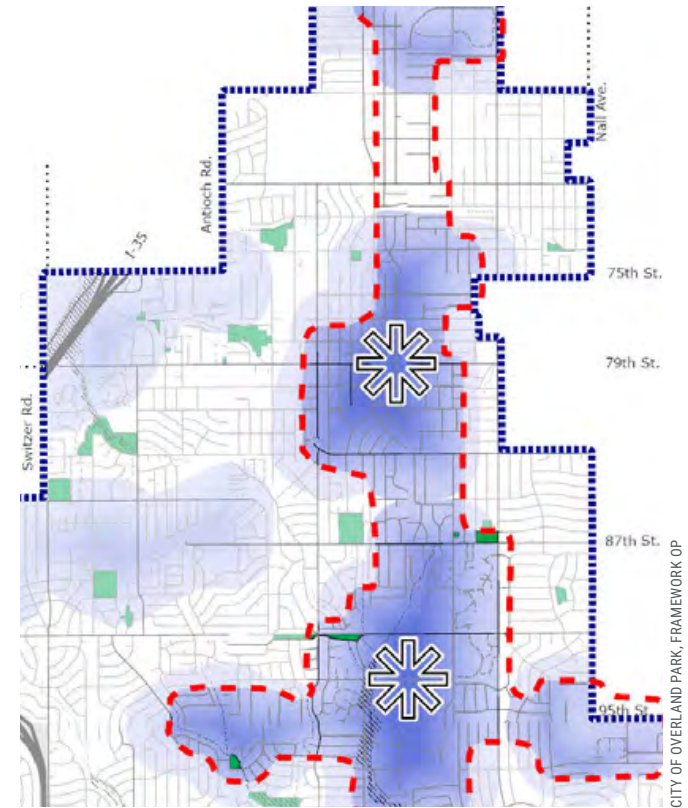
With a focus on incentivizing infill redevelopment and providing policy updates, the panel recognized the opportunity to finance the public-sector portions of the development contemplated in these recommendations through a new transportation development district (TDD).

**TDD geography and boundaries.** The new TDD should be bound by Floyd Street to the

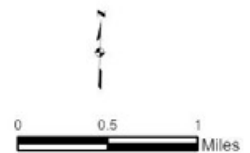


Potential boundaries of a new Transportation Development District for downtown.

## Strategic Investment Areas



- Mixed-Use and Employment Centers
- Strategic Investment Area
- Infill / Redevelopment Areas
- Other Investment Areas
- City Boundary
- Public Parks and Open Space
- Floodplain



May 2024

east, W 79th Street to the north, W 80th Street to the south, and Foster Street to the west, which allows the TDD to capture all of the retail lining Santa Fe Drive.

**Potential TDD revenue.** Within this new district, there is approximately 140,000 square feet of retail space and does not include office tenants. At \$325 in sales per square foot generated within the TDD footprint and with a one percent TDD special assessment, the district has the potential to generate \$455,000 in annual revenue to the City.

**Parking garage financing.** Assuming a two- to three-story garage, using a pre-cast

construction and a design-build delivery model, the City could anticipate covering its costs (annual debt service on the construction costs and annual operating costs) with the TDD funds generated.

**Additional potential financing and revenue sources.** In addition to the TDD revenue or as a mechanism to lower the initial bond financing required, the panel outlined the following additional financing sources and revenue and repayment sources:

- [Kansas Department of Transportation \(KDOT\) Cost Share Program](#) provides “financial assistance to local entities for transportation projects that improve

safety, support job retention and growth, improve access or mobility, relieve congestion, and help areas across the state improve the transportation system.”

- [KDOT Economic Development Program](#) is designed to “create new jobs and encourage capital investment in Kansas by helping fund transportation improvements that will recruit new businesses and encourage growth of existing businesses.”
- [Federal Transit Administration \(DOT/FTA\) offers BUILD Grants](#) (formerly TIGER Grants) that fund “investments in transportation infrastructure, including transit,” which could be used to enhance transportation and transit-specific improvements downtown.
- **Development impact fees** could be levied on future developments by those developers who would prefer to pay the one-time impact fee rather than meet parking requirements on-site (perhaps because they are leveraging the spaces in the new parking garage). The revenue generated by impact fees could fund off-site projects such as local roads, schools, or parks.
- **Farmers’ Market vendor revenues** could also now be captured through the special assessment in the TDD.
- **Rent or revenue share** is also possible with the new garage retailers, which could also assist with broader financing.

Market Square Garage Development	
Total Spaces	120
Est. Hard Cost per Space*	\$ 43,000
<b>Est. Construction Cost</b>	<b>\$ 5,160,000</b>
Tax-free Bond Financing	
Amount	\$ 5,160,000
Term	25
Rate	3.75%
<b>Annual Debt Service (A)</b>	<b>\$ 319,000</b>
Annual Interest Expense	\$ 193,500
Yearly Operating costs per space	\$ 400
<b>Total Annual Operating Costs (B)</b>	<b>\$ 48,000</b>
<b>Total Annual Costs (A) +(B)</b>	<b>\$ 367,000</b>

Special Sales Tax Assessment Transportation Development District	
National Avg. Retail Sales/PSF/yr	\$ 325
Proposed District Retail SF	140,000
Gross District Revenue**	\$ 45,500,000
Special Assessment Rate	1.00%
Assessment Tax Revenue	\$ 455,000

Est. TDD Revenues	<b>\$ 455,000</b>
+ Est. Garage Operating Revenue	
- Est. Annual Operating Costs	\$ 48,000
Operating Cash Flow for Repayment	\$ 407,000
DSCR [Cash Flow div. by (A)]	1.28

## Potential Hotel Financing

The tables below detail the panel's estimates regarding the potential hotel development and include the cost assumptions based on present market costs, operating assumptions for a 64-room hotel, and the potential costs of financing the construction work.

Detailed in the Sources and Uses table below is a potential 17 percent financing gap of approximately \$3.8 million. A gap is not uncommon in this type of work and there are additional funding sources the City and its development partner(s) could pursue to close the gap and finance the project.

Potential incentives and supplemental equity could include any one or a combination of the following sources and are worth exploring further:

- **New Market Tax Credits (NMTC)** are typically awarded to new construction projects in eligible areas that will provide ongoing employment opportunities.

### Cost Assumptions

(1 story limited-service over podium, leased restaurant)

Est. Building Hard Costs	\$ 16,630,000
Hard Costs (HCs) per Room	\$ 259,844
Est. Materials as percent of HCs	40%
Est. Materials Cost	\$ 6,652,000
Est. Sales Tax Rate	9.1%
Est. Sales Tax Abatement	\$ 605,332
Net HCs with Abatement	\$ 16,024,668
Soft Costs (% of HCs)	10%
General Contractor Profit (%)	Incl. in HC Est.
Developer Profit	5%

### Operating Assumptions

Rooms / Units	64
Est. Subject Avg. Daily Rate	\$ 225
Est. Subject Occupancy	50%
Est. Total Revenue	\$ 2,628,000
Est. Subject Expense Ratio	40%
<b>Est. Stabilized NOI</b>	<b>\$ 1,576,800</b>
<i>*Assumes PILOT</i>	

### Construction Financing Assumptions

Max LTC	80%
Est. Construction Loan Rate	8.50%
DSCR	1.15x
Amortization	25
Max Supportable Debt	\$ 14,189,894
Permanent Debt Rate	7.50%
P&I Debt Service	\$ 1,258,345
Perm Debt DSCR	1.25
Free Cash Flow	\$ 318,455
Debt Yield	11.1%

### Downtown Overland Park Boutique Hotel Sources and Uses

Sources		%	Cost/Unit	Uses		%	Cost/Unit
Supportable Construction Financing	\$ 14,189,894	63	\$ 221,717	Land	\$ 1,500,000	7	\$ 23,438
Max Borrower Equity	\$ 4,499,624	20	\$ 70,307	Hard Construction Costs (w/Materials Abatement)	\$ 16,024,668	71	\$ 250,385
Financing Gap	\$ 3,808,600	17	\$ 59,509	Soft Costs (est. 10% of HCs)	\$ 1,602,467	7	\$ 25,039
				Contingency (5% of HCs & soft costs)	\$ 881,357	4	\$ 13,771
				Construction Interest Reserve (1 yr/ I/O @ 8.5%)	\$ 1,206,141	5	\$ 18,846
				Development Fee (5% of all above costs)	\$ 1,060,732	5	\$ 16,574
				Closing & Financing Fees (1% of all above costs)	\$ 222,754	1	\$ 3,481
<b>Total Sources</b>	<b>\$ 22,498,118</b>	<b>100</b>	<b>\$ 351,533</b>	<b>Total Uses</b>	<b>\$ 22,498,118</b>	<b>100</b>	<b>\$ 351,533</b>

NMTC can provide up to 15 to 20 percent of the total project costs. NMTCs and Historic Tax Credits (below) are typically sold to certain financial institutions, at a fractional discount (often \$0.93 on the \$1.00), and that upfront equity can be used to close the financing gap. (The financial institutions, often large community banks or community development financial institutions, then use the credits to offset taxable income at the end of the year or they sell the credits to other corporations for the same purpose.)

- **Historic Tax Credits (HTCs)** may be available at the state and federal levels if the trolley car barn is added to the register of historic places. The HTCs are applied to a variable percentage of the hard costs that are considered qualified reimbursable expenses that are related to the renovation of the building in a manner in keeping with the historic design and materiality.

- **Tax Increment Financing (TIF)** is not new to Overland Park, and a new TIF could be established for the hotel area to drive funding back to the project to offset some of the infrastructure costs related to the development.
- **Ground lease arrangement.** A ground lease could also be used instead of purchasing the land for the hotel development. This approach would reduce the initial land costs factored into the Sources and Uses table, which is currently estimated at seven percent of the total project cost.
- **Public participation** in the development is also a possibility. The City of Overland Park and Johnson County might be open to potential contributions towards infrastructure upgrade costs around the hotel site. The improvements to sidewalks and landscaping could be funded or partially covered by the public sector and could help reduce the developer's project costs.

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## Next Steps

As the City of Overland Park and the Downtown Overland Park Partnership consider the next steps in downtown investment and development, the panel provided the following framework for implementing its recommendations.

## Policy Matters

Work is needed at the city policy level in order to realize the development recommendations posed by the panel. The City is encouraged to refine and formalize the following policies needed to facilitate Phase One projects.

- **Operationalize shared parking.** Shared private parking arrangements should be permissible—and encouraged—across the downtown landscape. Allowing private property owners to seek out and negotiate shared arrangements promotes more efficient use of parking spaces across the district and prevents a glut of unused parking in the future.
- **Implement the Market Path easement.** Conversations should begin today with the landowners along the potential Market Path pedestrian easement. The goal of connecting non-vehicular users from Metcalf directly to the core of downtown is important and an easement granted today will help preserve the land for this future community use.
- **Develop policies to help sustain small businesses through construction.** With the reconstruction of the Farmers' Market imminent, business owners are

concerned about the negative impacts that the construction activities will have on their business operations and retail traffic. The City should develop a policy and potential funding source that can help assist businesses during this transitional period. These policies might include some or all of the following:

- » **Provide relocation assistance to retailers.** The businesses, and particularly retailers, along Marty and Floyd streets are likely to be impacted by the Farmers' Market reconstruction in the near term. In the long term, should the phased development proposed by the panel be pursued, these same business owners might be approached regarding a potential sale of their land or relocation of their business if they rent. By offering these businesses relocation assistance in the near term, they may be able to spend the time to find the next right location for their business today rather than be rushed into decisions later on down the road. There should also be consideration for how or if these businesses would like to relocate into the new mixed-use buildings that would eventually be constructed in the same general location.
- » **Create façade and sidewalk improvement funds.** Funds to support business and building owner improvements to building facades, the sidewalk environment,

## Current Land Uses



## Phase One – Catalyst



and landscaping and trees to provide shade along the sidewalks can support the overall appeal and walkability of downtown. Particular attention should be paid to those spaces facing, or that could/should be facing, the new Market Square area.

- » **Subsidize new garage retailers.** The new micro-retail or incubator businesses in the new Market Square garage may need financial assistance to attract both new and interim-relocated retailers.

### Pursue Metcalf Gateway Projects

The City is strongly encouraged to bid, procure funding, and begin immediate additional Metcalf placemaking, wayfinding, and infrastructure improvements not already covered by recent MARC funding and other in-process projects. Identifying these gateway moments and entrances to downtown will serve the entire district well now and well into the future.

### Define Policies for Phases Two and Three

The work outlined in Phase One is expected to catalyze additional development. That development will need to be guided by policies designed to shape the environment

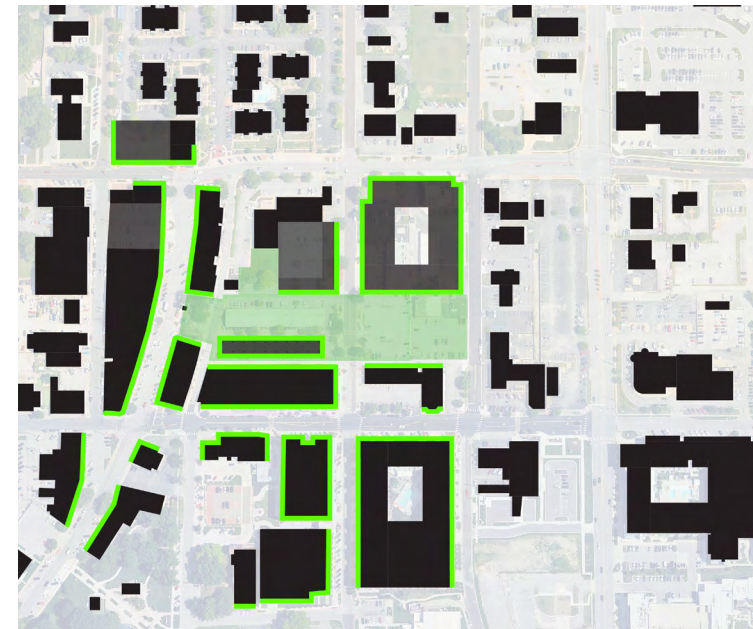
and type of development the City and DOPP want to see across downtown.

- **Gather complete stakeholder feedback.** Stakeholder insights and feedback point to a need for consolidated waste management downtown. Work in this area today will help shape and better manage waste collection in the future phases.
- **Define available incentives for future phases.** If possible, the City and DOPP are encouraged to identify and define the potential incentives that could be used to lure additional mixed-use developments to downtown and particularly to the parcels noted in Phase Two and Phase Three.

### Downtown Destination

The panel's vision for the core of downtown Overland Park, a true center and downtown destination anchored by a Market Square, provides an exciting path forward that leverages the charm of downtown, particularly the Sante Fe retail area, and should help the City and DOPP achieve its broader goals for downtown. Public sector efforts today should help catalyze private sector investment tomorrow, and the redevelopment of Overland Park's iconic Farmers' Market is just the spark that is needed.

### Phase Two – Mixed-use Development



### Phase Three – Market-driven Expansion





# About the Panel



## Dominique Davison

Panel Co-Chair  
DRAW

Dominique Davison, AIA, established Davison

Architecture + Urban Design (now DRAW) in 2005 to unite design, technology, research, community engagement, and environmental stewardship. Pioneered by Davison, the DRAW team are thought leaders in Positive Impact Design. This ethos includes elevating the urban and site context, going beyond great aesthetics to understand the cultural + socioeconomic dynamics while utilizing DRAW's radically resourceful process to design with empathy + activism.

With DRAW headquartered in Kansas City, Dominique has a long track record of uniting research, practical knowledge, and collaboration to create elegant, timeless, captivating solutions with projects like the New Terminal at Kansas City International Airport, ICON at Gallerie, New Reform Temple, Artistry KC, 2501 Beacon Hill, Marcato, Mount Cleveland Community Master Plan, Swope Pkwy/Blue Pkwy Corridor Redevelopment Feasibility Study, Messenger Coffee + Ibis Bakery, Quackenbush Artist Studio + Residence, Beacon Hill Southwest Quadrant Master Plan, Monarch Manor Plaza (Historic site of Municipal Stadium), Make It Right LEED Platinum Prototype House, Heroes Home Gate Unhoused Veteran's housing.

Since 2013 Dominique has led the development efforts for PlanIT Impact. This web application allows architects, owners, and engineers to understand environmental and economic resource impacts at the earliest stages of the design process. Linking Machine Learning

with a development's location, PlanIT Impact provides visually immersive feedback related to water, energy, CO2, transportation, and potential ROI. DRAW uses this cutting-edge software tool to examine building plans and make improvements during the design process.

Dominique is dedicated to social and environmental equity and endeavors to improve people's lives through inspired, resourceful design. Her commitment to vibrant communities is embodied through her service on the KC Global Design and ULI boards and her recent service as Landbank Commissioner for the City of Kansas City, MO.

With a Master of Architecture from Yale University and a Bachelor of Art in Architecture from the University of California, Berkeley, Dominique's efforts have been celebrated by AIAKC, DRAW as the firm of the year in 2014 and as architect of the year in 2018. She is serving as 2023 President-Elect of the AIAKC.



## Mark Sherfy

Panel Co-Chair  
BHC

Mark is a professional engineer with thirty years of experience in public

works and private land development. Half of his career was spent with the City of Shawnee as Transportation Manager. He is currently a vice president and Development Group Director at BHC, a civil engineering firm based in Overland Park. He and his wife Mindy live in Shawnee and are proud parents of a Wildcat and a Jayhawk, although Mark still cheers loudest for Iowa State.



## Glenn Bauer Whiting-Turner

A graduate from the University of Kansas with a degree in Civil Engineering, Glenn has spent the last 16 years with The Whiting-Turner Contracting Co. based mainly in Las Vegas, NV. His experience includes both new builds and remodels across various sectors from cultural, mission critical, multifamily, sports and fitness just to name a few. Glenn recently returned to his home town of Kansas City to oversee the construction of the Bally's KC Casino Remodel and Expansion. He look forward to further serving the community through his ULI involvement and its signature TAP initiatives.



## Scott Dobbe Omaha By Design

Scott Dobbe is an architect and advocate for people-centered urban design. As

Executive Director of the nonprofit Omaha by Design, he leads a cross-disciplinary team set on enabling and inspiring a more vibrant and livable built environment. In this role, Scott has introduced city-shaping initiatives in the realms of land use and transportation planning, public art, and affordable housing. A native of Kearney, Nebraska, Scott received his undergraduate degree from the University of Nebraska College of Architecture, and his Master of Architecture from Ohio State University.



**Monica Enloe**  
**Shawver Group**

Monica Enloe has spent the last 6 years as a Commercial Real Estate Agent helping Buyers, Sellers, Landlords and Tenants meet their investment and real estate goals in the Kansas and Missouri markets. Prior to that, Monica spent 15 years in fundraising and leadership roles at local, national and international non-profits raising millions of dollars for critical programming and research. Monica was recognized in 2021 as a KCBJ Commercial Real Estate Heavy Hitter and a WIRED (Women in Real Estate Development) Top Performer. A lifelong resident of Kansas City, Monica is intimately familiar with the urban and suburban metro area’s ever-changing landscape and has a deep knowledge of the trade area.



**Chris Harlow**  
**True North Hotel Group**

Chris Harlow is a 2001 graduate of the College of Architecture, Planning and Design at Kansas State University and is a licensed Architect in the state of Colorado. He dedicated nearly two decades focusing on the hospitality industry as a designer, before joining True North Hotel Group, a national hotel development and management company based in Overland Park, KS, as Vice President of Development. His passion for design and the hospitality industry allows him to look through a different lens than most, driving him each day to create the best experience for their guests and associates.



**DJ Johnson**  
**BNIM**

D.J. Johnson is an urban planner and real estate consultant with a background in urban planning, design and development. As an urban planner and real estate consultant, D.J. applies his skills and experiences when collaborating with cities and residents to optimize the planning processes. His passion for planning started in his hometown of St. Louis where he founded Urban Village Outreach, a non-profit to revitalize neighborhoods in a way that respects their historic, cultural, and urban character. UVO works to move properties from vacant to valuable, primarily neighborhoods in north St. Louis City. hile brokering real estate in the metro Kansas City, D.J. acquires, restores, and develops property while advocating for the restoration of core neighborhood and full-service communities, creating sustainability.

D.J. earned a bachelor’s degree in business administration, with an emphasis in Entrepreneurship from Kansas State University. He has a master’s in Regional and Community Planning from Kansas State University. K-State fans may remember D.J. from his basketball days. He also played professionally abroad, from Greece to South Korea, and the NBA G League. In his travels, D.J. enjoyed documenting and explore rapids transit systems, new developments, pedestrian oriented designs, and smart cities.



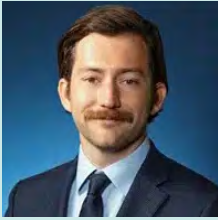
**Sean Kelley**  
**Zahner/Metalabs**

Over his 40-year career, Sean has curated or co-curated over 120 art exhibitions across the Kansas City region. Sean open and ran his own gallery, the Sean Kelley Gallery, in the Uptown Theatre/Office Building before moving into the Grand Arts organization, serving as the co-founder and director. The organization’s mission was to support the creation of new works of art with complete financial and professional support from concept to exhibition in Kansas City, thereby supporting local, national, and international artists while further building Kansas City’s arts community. Sean served as the co-chair of the KCMO Mayor’s Task Force for the Arts under Mayor Sly James and, more recently, joined Zahner/Metalabs to lead its arts business development initiatives.



**Lance Klein**  
**SWT Design**

Lance Klein brings more than 25 years of Landscape Architecture and Urban Design experience including vibrant corridors, civic nodes, and parks that transform communities. He’s passionate about the public realm and the critical role it plays in elevating our everyday lives. For him, sustainable is not simple replacement technology or materials, it is an approach that balances design, nature, people, and place for a better community. Lance is a Partner and Studio Director for SWT Design and President of the Roanoke Parks Conservancy.



## Garrett Pfau

### Landmark National Bank

Garrett Pfau is a community banker with a focus on commercial

real estate and tangential industries, bringing with him previous professional experience in multi-family development, capital markets, and corporate finance. His experience financing CRE projects span all of the major asset classes, as well as special-use properties including RV parks and campgrounds, self-storage facilities, historic redevelopments, performance venues, marinas, wedding and event facilities, and more. Debt providers sourced for these projects include local, regional, and money-center banks, government-sponsored enterprises including Fannie Mae and Freddie Mac, life insurance, commercial mortgage-backed securities, and private funds. In his current role, Garrett is focused wholly on supporting local projects, small businesses, entrepreneurs, and developers in need of capital. Garrett is a Kansas City native currently residing in Waldo and is a graduate of Shawnee Mission public schools and the University of Missouri – Kansas City's Bloch School.



## Melissa Vancrum

### Rouse Frets White Goss

Melissa Vancrum is an Overland Park native

with over 12 years of experience as a land use attorney across many states, a Masters of Urban Planning from the University of Kansas and over a decade in marketing. Melissa enjoys leveraging both creative and analytical skills for problem solving and is passionate about issues of housing, environment, energy and livable communities. She interned in the law department of Overland Park briefly during law school prior to moving to the San Francisco Bay area to start her law career. In recent years, Melissa has worked closely with Overland Park staff as a member of the Environmental Advisory Council, on the Steering Committee for the Comprehensive Plan and as a member of the Sign Committee among other involvement in the area.