Webinar

ULI Kansas City: Cost-Per-Acre Discussion

Date: May 14, 2020

00:00:00 --> 00:00:02:	Good afternoon everybody.
00:00:02 --> 00:00:05:	My name is Kevin McGinnis and the CEO of the
00:00:05 --> 00:00:09:	Keystone Community Corporation and I want to welcome everyone to
00:00:09 --> 00:00:12:	the beginning of a new series called our Kansas City.
00:00:12 --> 00:00:15:	Making a city we can all afford.
00:00:15 --> 00:00:17:	And so I want to start off by telling you
00:00:17 --> 00:00:20:	guys that we're extremely excited about this opportunity.
00:00:20 --> 00:00:22:	I want to thank you.
00:00:22 --> 00:00:25:	Well I sponsors at the Platinum letter at the diamond
00:00:25 --> 00:00:25:	level,
00:00:25 --> 00:00:27:	JE Dunn and Plex pod.
00:00:27 --> 00:00:28:	And at the platinum level,
00:00:28 --> 00:00:31:	BHC, Rhodes, Commerce Bank, Crossroads retail group,
00:00:31 --> 00:00:34:	McCown, Gordon, Ryan, and Van Trust without the UI sponsors
00:00:35 --> 00:00:36:	and without you alive,
00:00:36 --> 00:00:38:	this event wouldn't be possible.
00:00:38 --> 00:00:39:	So I wanted to start off.
00:00:39 --> 00:00:42:	Since this is the first of the series that we're
00:00:42 --> 00:00:43:	going to be doing,
00:00:43 --> 00:00:45:	I wanted to start off by giving you all a
00:00:45 --> 00:00:48:	little bit of background about how this came about and
00:00:48 --> 00:00:51:	then providing some context about what you're going to see
00:00:51 --> 00:00:54:	this week and how this fits into the overall program.
00:00:54 --> 00:00:57:	So, honestly, how this came about there really 2.
00:00:57 --> 00:01:02:	Things that came together. The first was.
00:01:02 --> 00:01:04:	Urban Land Institute, Kansas City.
00:01:04 --> 00:01:09:	They have monthly networking event called Coffee Connect every Friday

00:01:09 --> 00:01:11: or it was First Fridays Friday mornings.
00:01:11 --> 00:01:14: An as you know, in Covid set in and sent
00:01:14 --> 00:01:17: many of us into kind of a new work mode.
00:01:17 --> 00:01:20: That event was forced to go virtual and based on
00:01:20 --> 00:01:23: the positive feedback from the 1st event is now moved
00:01:23 --> 00:01:24: to a weekly event.
00:01:24 --> 00:01:27: So it's 8:30 to 9:30 every Friday morning.
00:01:27 --> 00:01:30: Go to kansascity.uli.org. Right there.
00:01:30 --> 00:01:31: Don't try that at home.
00:01:31 --> 00:01:33: I had to write that backwards.
00:01:33 --> 00:01:36: Go to kansascity.uli.org to find out how you can join
00:01:36 --> 00:01:36: us.
00:01:36 --> 00:01:38: This for members and nonmembers.
00:01:38 --> 00:01:41: Really networking event to kind of talk about the hot
00:01:41 --> 00:01:43: issues in the development community.
00:01:43 --> 00:01:44: Hot issues in Kansas City.
00:01:44 --> 00:01:46: For the for the organization.
00:01:46 --> 00:01:50: During that event, we recognize that this was an opportunity
00:01:50 --> 00:01:53: for us to create kind of new and compelling format
00:01:53 --> 00:01:55: to have ongoing conversations in the district.
00:01:55 --> 00:01:58: And so instead of sharing coffee on Friday mornings,
00:01:58 --> 00:02:01: we hope that you will join us every week.
00:02:01 --> 00:02:03: While you're enjoying your lunch,
00:02:03 --> 00:02:06: the second thing, and really the catalyst for this series
00:02:06 --> 00:02:09: was an important recurring theme that kept coming up during
00:02:10 --> 00:02:10: coffee.
00:02:10 --> 00:02:13: Connected during a lot of our conversations and that was
00:02:13 --> 00:02:15: we were hearing things like.
00:02:15 --> 00:02:18: We're not going back to the way things were before.
00:02:18 --> 00:02:21: We're not. We're going to have to find a new
00:02:21 --> 00:02:21: normal,
00:02:21 --> 00:02:24: and so the question that really formed the basis for
00:02:24 --> 00:02:27: this series is instead of trying to go back to
00:02:27 --> 00:02:28: the way things were,
00:02:28 --> 00:02:31: how can we, as a development community community,
00:02:31 --> 00:02:33: come out of this stronger?
00:02:33 --> 00:02:36: So I want to quickly cover some housekeeping items.
00:02:36 --> 00:02:38: This is intended to be a conversation,
00:02:38 --> 00:02:40: so be thinking about your questions.
00:02:40 --> 00:02:42: Do not save them until the end at the bottom
00:02:42 --> 00:02:43: of the zoom screen.
00:02:43 --> 00:02:46: There's a Q&A function. Please go ahead and open that

00:02:46 --> 00:02:49: up and ask your questions as you think of them
00:02:49 --> 00:02:52: and within that function there is also an important crowd
00:02:52 --> 00:02:55: voting element so you can vote up questions that you
00:02:55 --> 00:02:57: want to see the group answer Ann will be happy
00:02:57 --> 00:02:58: to get to those,
00:02:58 --> 00:03:01: and that gives us a sense of the questions that
00:03:01 --> 00:03:03: are most important for the community.
00:03:03 --> 00:03:05: And don't bail on us at the end because I
00:03:05 --> 00:03:08: have an important way for you to stay connected at
00:03:08 --> 00:03:09: the end of the program.
00:03:09 --> 00:03:11: So hold on till the very end when we do
00:03:11 --> 00:03:14: the housekeeping items and I'll tell you about that.
00:03:14 --> 00:03:16: And finally, let me tell you a little bit about
00:03:16 --> 00:03:19: the format and what you expect to see this week
00:03:19 --> 00:03:21: and how it fits into the larger program.
00:03:21 --> 00:03:24: So on a weekly basis the program will be split
00:03:24 --> 00:03:25: into three segments.
00:03:25 --> 00:03:28: The first will be will introduce the conversation and are
00:03:28 --> 00:03:30: featured guests are featured speaker.
00:03:30 --> 00:03:33: Every week. Will set up the conversation,
00:03:33 --> 00:03:35: will set up the sub theme or topic for that
00:03:35 --> 00:03:36: week,
00:03:36 --> 00:03:39: and then we'll expand the conversation and will invite in
00:03:39 --> 00:03:42: a few community members to share their perspectives on that
00:03:42 --> 00:03:43: week's theme.
00:03:43 --> 00:03:45: And then finally will open the conversation.
00:03:45 --> 00:03:48: And that's what we'll get to the community.
00:03:48 --> 00:03:50: Comments in the community Q&A.
00:03:50 --> 00:03:54: Now how this program fits into a larger programmatic view.
00:03:54 --> 00:03:57: So there will be three weeks of topical conversations,
00:03:57 --> 00:04:00: all organized around a specific category.
00:04:00 --> 00:04:03: And then that 4th week will actually invite peers subject
00:04:03 --> 00:04:05: matter experts from our regional peer cities.
00:04:05 --> 00:04:07: So cities like Indianapolis and Saint Louis,
00:04:07 --> 00:04:10: Memphis, Oklahoma City will come in and they will share
00:04:10 --> 00:04:13: with us their perspectives on some of these same issues
00:04:13 --> 00:04:15: and be able to share best practices and have a
00:04:15 --> 00:04:19: larger conversation. So hopefully we can continue the dialogue and
00:04:19 --> 00:04:22: learn from what others are doing and share with them
00:04:22 --> 00:04:23: what we're doing as well.

00:04:23 --> 00:04:26:	Now it's important to know those regional conversations will be
00:04:26 --> 00:04:27:	for you Li members,
00:04:27 --> 00:04:30:	so again kansascity.uli.org to find out if you're not a
00:04:30 --> 00:04:32:	member and you want to be a part of those
00:04:33 --> 00:04:33:	conversations.
00:04:33 --> 00:04:36:	What it takes to become a member at you like
00:04:36 --> 00:04:36:	Kansas City?
00:04:36 --> 00:04:40:	So ultimately, this conversation is really going to be on
00:04:40 --> 00:04:40:	you.
00:04:40 --> 00:04:42:	How you answer, what questions you ask,
00:04:42 --> 00:04:45:	how you drive the conversation pour will help us frame
00:04:45 --> 00:04:48:	up what future segments in those four week blocks start
00:04:48 --> 00:04:49:	to look like,
00:04:49 --> 00:04:52:	not just here, but across the region.
00:04:52 --> 00:04:54:	So alright, let's get to it.
00:04:54 --> 00:04:58:	It's my honor to introduce our first expert in our
00:04:58 --> 00:04:59:	first panelist,
00:04:59 --> 00:05:02:	so Dennis St is an architect and urban planner,
00:05:02 --> 00:05:08:	landscape architect and the managing principle of Kansas City Studio
00:05:08 --> 00:05:09:	at Gould Evans.
00:05:09 --> 00:05:11:	In this week's topic, you know,
00:05:11 --> 00:05:13:	Dennis, we hear all these things.
00:05:13 --> 00:05:16:	We hear things like Kansas City is on the rise,
00:05:16 --> 00:05:19:	or Kansas City is ascending and in many ways that's
00:05:19 --> 00:05:19:	true.
00:05:19 --> 00:05:21:	But as it relates to development,
00:05:21 --> 00:05:24:	we're going to break this down a little bit and
00:05:24 --> 00:05:27:	talk about how we measure value and its relationship to
00:05:27 --> 00:05:29:	development patterns.
00:05:29 --> 00:05:31:	So I guess to start things often is help us
00:05:31 --> 00:05:32:	frame this up.
00:05:32 --> 00:05:34:	Why this topic? How did we get here?
00:05:34 --> 00:05:38:	And why is this important to everyone?
00:05:38 --> 00:05:41:	Alright thanks Kevin. Is everybody seeing the screen?
00:05:41 --> 00:05:45:	Is this working like it's supposed to?
00:05:45 --> 00:05:47:	In terms of the presentation.
00:05:47 --> 00:05:51:	I'll assume yes, the I'll start with what we've been
00:05:51 --> 00:05:55:	doing at Gold Evans for the last three years.
00:05:55 --> 00:05:59:	We started a a public awareness campaign and partnership with
00:05:59 --> 00:06:02:	the Kansas City Public Library,

00:06:02 --> 00:06:05: and it was based on helping our city understand that
00:06:05 --> 00:06:09: the way we've developed for the last seven years has
00:06:09 --> 00:06:11: really made us poor.
00:06:11 --> 00:06:15: And it's the reason why we have struggles with our
00:06:15 --> 00:06:19: budget and struggles to fix simple things like potholes.
00:06:19 --> 00:06:23: Along the way, we've learned that we also need to
00:06:23 --> 00:06:26: have a discussion about the racist policies that are that
00:06:26 --> 00:06:30: have influenced our development patterns for the last 70 years.
00:06:30 --> 00:06:34: Because for Kansas City to come out of this and
00:06:34 --> 00:06:36: find a path back towards prosperity,
00:06:36 --> 00:06:38: we need to address both those things.
00:06:38 --> 00:06:42: The way we've developed and the policies that we've had
00:06:42 --> 00:06:46: in order to create opportunities for shared prosperity across for
00:06:46 --> 00:06:47: every Kansas City.
00:06:47 --> 00:06:50: And so to set up the discussion for today.
00:06:50 --> 00:06:55: We're going to start this out by talking about development
00:06:55 --> 00:06:56: patterns.
00:06:56 --> 00:07:00: This picture from Kansas City in 1930 in the 30s
00:07:00 --> 00:07:00: is.
00:07:02 --> 00:07:06: An example about how cities were built for the last
00:07:07 --> 00:07:07: 5000 years.
00:07:07 --> 00:07:11: Now Kansas City was only eight years old by this
00:07:11 --> 00:07:12: point,
00:07:12 --> 00:07:16: and within that first 80 years we had built a
00:07:16 --> 00:07:20: full fledged city with a bustling downtown with an impressive
00:07:21 --> 00:07:21: skyline.
00:07:21 --> 00:07:27: With the renowned parks and boulevards system and with 100
00:07:27 --> 00:07:28: miles of streetcar.
00:07:28 --> 00:07:31: I like to let that hang for a second,
00:07:31 --> 00:07:35: but then you Fast forward to today and all that
00:07:35 --> 00:07:39: prosperity is disappeared in terms of the city that can
00:07:39 --> 00:07:41: afford to really move itself forward.
00:07:41 --> 00:07:45: For years now we have struggled to come close to
00:07:45 --> 00:07:51: addressing our fundamental responsibilities or just maintaining our infrastructure and
00:07:51 --> 00:07:54: even this year with the current budget,
00:07:54 --> 00:07:57: we are just a fraction of.
00:07:57 --> 00:08:01: The investment that we need to be making in taking
00:08:01 --> 00:08:04: care of a simple thing like streets.
00:08:04 --> 00:08:07: Part of this is due to that development pattern issued.

00:08:07 --> 00:08:10: If you look at our first 80 years of growth,
00:08:10 --> 00:08:12: our first 100 years of growth,
00:08:12 --> 00:08:14: you see that we went from a small village to
00:08:14 --> 00:08:16: an entire city of half a million people,
00:08:16 --> 00:08:20: and we grew to a size of 81 square miles.
00:08:20 --> 00:08:24: And then if you look what happened from 1950 to
00:08:24 --> 00:08:25: today,
00:08:25 --> 00:08:28: we've now become a city of 320 square miles.
00:08:28 --> 00:08:33: Now the problem is, we're still half a million people.
00:08:33 --> 00:08:36: And that simply means that each of us now have
00:08:36 --> 00:08:39: four times as much city that we have to take
00:08:39 --> 00:08:41: care of an we're not able to do that now.
00:08:41 --> 00:08:45: Of course, the reason that happened is because by 1950
00:08:45 --> 00:08:48: most American families had an automobile,
00:08:48 --> 00:08:53: so the way that we built cities changed dramatically in
00:08:53 --> 00:08:53: 1950.
00:08:53 --> 00:08:56: To help our city understand this,
00:08:56 --> 00:09:00: we are relying on some work that's recently been completed
00:09:00 --> 00:09:02: for Kansas City by group called Urban.
00:09:02 --> 00:09:04: Three out of Asheville, NC,
00:09:04 --> 00:09:07: Urban 3's been going around the country,
00:09:07 --> 00:09:11: helping cities understand this new way of understanding this problem.
00:09:11 --> 00:09:14: So we're going to get into some Maps.
00:09:14 --> 00:09:16: This first map is the way that most of us
00:09:16 --> 00:09:20: think about value when we think about our cities and
00:09:20 --> 00:09:23: it's a it's a measurement of the value based on
00:09:23 --> 00:09:26: the value of each parcel.
00:09:26 --> 00:09:29: So you can see Kansas City overall and then we've
00:09:29 --> 00:09:32: enlarged the central city area there.
00:09:32 --> 00:09:34: When you look at value per parcel,
00:09:34 --> 00:09:37: a $250,000 home is as what you think of that
00:09:37 --> 00:09:38: parcels value being.
00:09:38 --> 00:09:41: It has nothing to do with the lot size,
00:09:41 --> 00:09:44: so this is a different way of looking at the
00:09:44 --> 00:09:48: value in your city and it's the fundamental difference that
00:09:48 --> 00:09:52: urban threes advocating cities to understand this is a look
00:09:52 --> 00:09:54: at the value of your city on a per acre
00:09:54 --> 00:09:58: basis and the reasons that important is that it allows
00:09:58 --> 00:10:01: you to understand the return on investment based on the
00:10:01 --> 00:10:07: investment in infrastructure. Because our infrastructure carries all of our

00:10:07 --> 00:10:07:	develop.
00:10:07 --> 00:10:10:	It covers all of our development.
00:10:10 --> 00:10:13:	Developed acreage is so, for example,
00:10:13 --> 00:10:17:	that $250,000 home on a quarter acre lot represents $1,000,000
00:10:17 --> 00:10:21:	per acre value back to the city in terms of
00:10:21 --> 00:10:24:	what you can text if you put that $250,000 home
00:10:24 --> 00:10:25:	on a 5 acre lot,
00:10:25 --> 00:10:30:	it represents $50,000 per acre in terms of what you
00:10:30 --> 00:10:32:	can tax back to the city.
00:10:32 --> 00:10:36:	That's a fundamentally different way of understanding your city,
00:10:36 --> 00:10:38:	and it's the part that we've missed.
00:10:38 --> 00:10:41:	As we've been expanding in a very expensive way and
00:10:41 --> 00:10:44:	not really paying attention to how we're going to be
00:10:44 --> 00:10:46:	able to afford to maintain that large of a city
00:10:46 --> 00:10:48:	now.
00:10:48 --> 00:10:50:	So when you look at that same map,
00:10:50 --> 00:10:54:	what they do is they make these value per acre
00:10:54 --> 00:10:57:	Maps both a heat map and three dimensional map.
00:10:57 --> 00:11:00:	So when you look at our overall city you can
00:11:00 --> 00:11:04:	pretty quickly see the economic engine of our city is
00:11:04 --> 00:11:08:	that portion of downtown or the central city that goes
00:11:08 --> 00:11:11:	from the River to 75th St from Stateline to Troost
00:11:11 --> 00:11:11:	Ave.
00:11:11 --> 00:11:15:	Those 16 square miles generate far above their weight limit
00:11:16 --> 00:11:19:	in terms of the amount of return amount of value.
00:11:19 --> 00:11:22:	Per acre that generates tax returns back to the city,
00:11:22 --> 00:11:23:	so the city can afford to do all this.
00:11:23 --> 00:11:28:	Basic services, including infrastructure maintenance.
00:11:28 --> 00:11:31:	Let's break that down a little further and look at
00:11:31 --> 00:11:31:	pattern.
00:11:31 --> 00:11:34:	So this is a typical development pattern for an urban
00:11:35 --> 00:11:35:	neighborhood.
00:11:35 --> 00:11:38:	One of our historic neighborhoods in Kansas City,
00:11:38 --> 00:11:41:	Mo. So you can see that the streets are fairly
00:11:41 --> 00:11:41:	tight.
00:11:41 --> 00:11:43:	The lots are fairly tight.
00:11:43 --> 00:11:46:	Are there smaller and if you apply to $250,000 average
00:11:46 --> 00:11:48:	home value to this neighborhood,
00:11:48 --> 00:11:51:	it would generate nearly two $1,000,000 per acre as a
00:11:51 --> 00:11:53:	return on investment.
00:11:53 --> 00:11:56:	So let's look at another city and or another development

00:11:57 --> 00:11:57: pattern.
00:11:57 --> 00:12:00: This is our development patterns since 1950.
00:12:00 --> 00:12:04: It's predominantly the way we've built our cities since 1950,
00:12:04 --> 00:12:06: and it's got a different St pattern,
00:12:06 --> 00:12:09: a different attitude towards lot sizes,
00:12:09 --> 00:12:11: and if you use the same $250,000 home as your
00:12:11 --> 00:12:12: average,
00:12:12 --> 00:12:16: this development pattern generates about just over half $1,000,000 per
00:12:17 --> 00:12:17: acre.
00:12:17 --> 00:12:21: So dramatic difference in the way that we built neighborhoods
00:12:21 --> 00:12:23: for the last 70 years.
00:12:23 --> 00:12:26: So the nesting thing there were going to zoom into
00:12:26 --> 00:12:27: the value per acre map.
00:12:27 --> 00:12:30: This is looking with true staff and are running right
00:12:30 --> 00:12:33: down the center and you see that dramatic drop in
00:12:33 --> 00:12:36: value from the left hand side where you have those.
00:12:36 --> 00:12:40: Those warm productive areas of the city that are spiking
00:12:40 --> 00:12:43: up and then the cooler and less productive areas of
00:12:43 --> 00:12:46: the city that are just on the other side of
00:12:46 --> 00:12:47: the state line.
00:12:47 --> 00:12:50: Now if we look at at the neighborhoods East of
00:12:50 --> 00:12:50: Troost,
00:12:50 --> 00:12:53: one thing we quickly see is that they have the
00:12:53 --> 00:12:57: same development pattern as the neighborhoods West of Troost.
00:12:57 --> 00:12:59: But as we all know,
00:12:59 --> 00:13:02: they don't have the same average home values.
00:13:02 --> 00:13:05: So if you look at that average home value Easter
00:13:05 --> 00:13:07: trustin just say it's $50,000,
00:13:07 --> 00:13:10: which is a reasonable average.
00:13:10 --> 00:13:15: The neighborhoods East of Troost are typically producing about $350,000
00:13:15 --> 00:13:15: per acre.
00:13:15 --> 00:13:18: Which wouldn't surprise you necessarily,
00:13:18 --> 00:13:21: but they're doing more than that because they have more
00:13:21 --> 00:13:25: than just development pattern in terms of the street grid
00:13:25 --> 00:13:26: working for them.
00:13:26 --> 00:13:29: Prior to 1950, we didn't think twice about having a
00:13:29 --> 00:13:34: variety of different residential opportunities in our neighborhoods,
00:13:34 --> 00:13:36: so we've not only had single family homes,

00:13:36 --> 00:13:41: we had duplexes, triplexes everything up to these colonnade style
00:13:41 --> 00:13:45: 6 Plex buildings were integrated into our neighborhoods and it
00:13:45 --> 00:13:48: was just a natural way that we built and provided
00:13:48 --> 00:13:51: a variety of price points for allowed a variety of
00:13:51 --> 00:13:54: people to live in our neighborhoods.
00:13:54 --> 00:13:56: When you add that into the equation.
00:13:56 --> 00:13:58: And you get up to a 15 unit per acre
00:13:58 --> 00:14:02: average than even a neighborhood with only $50,000 residential units
00:14:02 --> 00:14:06: ends up generating a three quarter $1,000,000 per acre return
00:14:06 --> 00:14:09: on investment. And all of a sudden when you start
00:14:09 --> 00:14:11: understanding your city.
00:14:11 --> 00:14:15: This way, you start understanding that the neighborhoods we think
00:14:15 --> 00:14:19: about as being the impoverished the problem neighborhoods in our
00:14:19 --> 00:14:21: city are actually returning as much,
00:14:21 --> 00:14:24: if not more in many cases than what many of
00:14:24 --> 00:14:26: us think of as the affluent,
00:14:26 --> 00:14:30: the prosperous. The neighborhoods that we've built since 1950 that
00:14:30 --> 00:14:33: are generating lots of resources back to the city.
00:14:33 --> 00:14:34: It's not really that way,
00:14:34 --> 00:14:38: and understanding this is fundamental to working our way forward,
00:14:38 --> 00:14:42: back towards prosperity. So the urban three study which will
00:14:42 --> 00:14:45: make available to everybody on the call today not only
00:14:45 --> 00:14:46: looked at property taxes,
00:14:46 --> 00:14:48: they looked at sales taxes.
00:14:48 --> 00:14:51: They put all these things together and we we could
00:14:51 --> 00:14:54: just see that what sales tax would say when you
00:14:54 --> 00:14:56: add it to the property tax equation?
00:14:56 --> 00:14:59: Is it just? Amplifies the impact of the development pattern
00:14:59 --> 00:15:01: that the property taxes tell you.
00:15:01 --> 00:15:04: Now, one of the things that we've been trying to
00:15:04 --> 00:15:07: do is to get the earnings tax built into that,
00:15:07 --> 00:15:09: and for a lot of reasons that has proved to
00:15:09 --> 00:15:12: be a very difficult thing to map and just get
00:15:12 --> 00:15:13: the right information.
00:15:13 --> 00:15:16: But I will tell you through all the research we've
00:15:16 --> 00:15:19: done that it essentially reflects the same impact as the

00:15:19 --> 00:15:20: property value,
00:15:20 --> 00:15:23: so we can have these discussions based on the mapping
00:15:23 --> 00:15:24: that we have.
00:15:24 --> 00:15:27: Another aspect of development pattern is looking at.
00:15:27 --> 00:15:32: What you build? So these are commercial buildings and Westport
00:15:32 --> 00:15:35: now part of the oldest part of Kansas City.
00:15:35 --> 00:15:40: And these buildings have been generating return on investment to
00:15:40 --> 00:15:44: the city for generations five or six generations in some
00:15:44 --> 00:15:47: cases and is partly because they are.
00:15:47 --> 00:15:50: They are easily adaptable to a variety of uses.
00:15:50 --> 00:15:54: They may be a retail store for one generation,
00:15:54 --> 00:15:58: an office building for next and some totally different use.
00:15:58 --> 00:16:02: In that third generation, but they allow for continued use
00:16:02 --> 00:16:06: and continued productivity coming back to the city.
00:16:06 --> 00:16:09: When you look at our more recent development patterns,
00:16:09 --> 00:16:14: that opportunity for productivity being sustainable is in question.
00:16:14 --> 00:16:17: We all know that the best years for a big
00:16:17 --> 00:16:20: box store are its first years and after 20 years
00:16:20 --> 00:16:24: it's pretty common for that to disappear and go somewhere
00:16:24 --> 00:16:27: else. And then you're left with the maybe a thrift
00:16:27 --> 00:16:31: store or even worse the church because at that point
00:16:31 --> 00:16:34: there's no revenue production back to the city.
00:16:34 --> 00:16:38: And there's just a question about how resilient from this
00:16:38 --> 00:16:41: from a return on investment back to the city in
00:16:41 --> 00:16:42: terms of value.
00:16:42 --> 00:16:45: We're building these days.
00:16:45 --> 00:16:46: So with all that setting,
00:16:46 --> 00:16:51: the stage two primary lessons to generate for the discussion
00:16:51 --> 00:16:51: today.
00:16:51 --> 00:16:54: Paying attention to the value per acre proposition and how
00:16:54 --> 00:16:58: we can better understand our development patterns and where we
00:16:58 --> 00:17:01: ought to be investing in and incentivizing ourselves.
00:17:01 --> 00:17:04: And then also this fact that the development Pattern matters.
00:17:04 --> 00:17:06: So Kevin, I'll take it back to you he Dennis
00:17:06 --> 00:17:09: Day know that was great and I love the heat
00:17:09 --> 00:17:11: Maps and I love the 3D aspect of it.
00:17:11 --> 00:17:13: It's really easy to understand.
00:17:13 --> 00:17:15: I really you guys have done that way urban three
00:17:15 --> 00:17:16: is done that.

00:17:16 --> 00:17:19: So I'm a pretty simple guy.
00:17:19 --> 00:17:21: Let me make sure I have this right from a
00:17:21 --> 00:17:22: business and entrepreneurial.
00:17:22 --> 00:17:24: You know the background that I have there.
00:17:24 --> 00:17:27: I think about this is the difference between 2 two
00:17:27 --> 00:17:27: companies.
00:17:27 --> 00:17:30: If you will, one company that's maybe focused on sales
00:17:30 --> 00:17:32: that are more profitable that are going to contribute to
00:17:32 --> 00:17:35: the bottom line and help grow the organization.
00:17:35 --> 00:17:37: And then a company that's maybe just focus on top
00:17:37 --> 00:17:39: line revenue and at the end of the day realizes
00:17:39 --> 00:17:42: that every sale that they're making is actually costing them
00:17:42 --> 00:17:44: and putting them deeper in a hole is.
00:17:44 --> 00:17:48: That is not a fair comparison to to think about
00:17:48 --> 00:17:48: this.
00:17:48 --> 00:17:51: We had a principle that made joke once that we
00:17:51 --> 00:17:53: we lose money on every project,
00:17:53 --> 00:17:55: but we make it up in volume.
00:17:57 --> 00:17:59: I have the same thinking right?
00:17:59 --> 00:18:00: Yes it is the same thing.
00:18:00 --> 00:18:03: We create initial prosperity, but we aren't looking at the
00:18:03 --> 00:18:04: long term.
00:18:04 --> 00:18:07: We aren't paying attention to how well these investments perform
00:18:07 --> 00:18:08: over a long term.
00:18:08 --> 00:18:10: There's another seem to all this.
00:18:10 --> 00:18:13: The way that we build infrastructure is much more expensive
00:18:13 --> 00:18:16: today that used to be so not only have we
00:18:16 --> 00:18:18: created a more expensive development pattern,
00:18:18 --> 00:18:21: we've outfitted with more expensive infrastructure.
00:18:21 --> 00:18:24: So all those things are working against us and causing
00:18:24 --> 00:18:26: us to struggle like we are today.
00:18:26 --> 00:18:27: Yeah, it only makes sense,
00:18:27 --> 00:18:29: so I guess that. At the end of the day,
00:18:29 --> 00:18:32: one of the things that will probably start to dig
00:18:32 --> 00:18:35: into is if you're comparing those two companies and comparing
00:18:35 --> 00:18:38: and contrasting who's the company in that statement.
00:18:38 --> 00:18:40: So with that, I'd like to bring on a couple
00:18:40 --> 00:18:43: of our additional community members and kind of broaden their
00:18:43 --> 00:18:44: perspectives on this,
00:18:44 --> 00:18:47: so I'd like to introduce Kevin Klinkenberg,

00:18:47 --> 00:18:49: who's the Executive Director at Casey Midtown,
00:18:49 --> 00:18:52: now an Michael Collins, who is the managing partner for
00:18:52 --> 00:18:53: JE Dunn Capital Partners.
00:18:53 --> 00:18:55: Thanks for joining us guys.
00:18:55 --> 00:18:57: Welcome to the conversation. Thank you.
00:18:57 --> 00:18:59: Thanks for having us. Absolutely,
00:18:59 --> 00:19:01: Kevin Kevin. I want to start with you so you
00:19:02 --> 00:19:04: know you're responsible for a couple CDs in Midtown.
00:19:04 --> 00:19:07: You've got the Conservancy, you've got.
00:19:07 --> 00:19:08: You know the business coalition,
00:19:08 --> 00:19:11: their 39th and main, so you're really focused in on
00:19:11 --> 00:19:12: a specific area.
00:19:12 --> 00:19:15: This map as you're listening to Dennis talk about this
00:19:15 --> 00:19:17: and kind of your views.
00:19:17 --> 00:19:18: Share with us a little bit.
00:19:18 --> 00:19:21: Your perspective on bird and what this means to you
00:19:21 --> 00:19:22: in your role.
00:19:22 --> 00:19:25: Well thanks, thanks Kevin. Thanks Dennis.
00:19:25 --> 00:19:29: She ate the conversation. It's funny this this discussion reminds
00:19:29 --> 00:19:32: me a little bit of when I first started learning
00:19:32 --> 00:19:33: about urban design.
00:19:33 --> 00:19:37: Instead of architecture. You was trained as an architect and
00:19:37 --> 00:19:39: when you're trained as an architect,
00:19:39 --> 00:19:42: you look at the world's individual buildings.
00:19:42 --> 00:19:44: When you learn about urban design,
00:19:44 --> 00:19:46: you actually see the collection of everything,
00:19:46 --> 00:19:48: and once you do that,
00:19:48 --> 00:19:49: it's kind of hard to Unsee,
00:19:49 --> 00:19:51: you know cities and how you,
00:19:51 --> 00:19:54: how you view places, and this is very similar.
00:19:54 --> 00:19:56: You know, once you start to do this math and
00:19:56 --> 00:19:57: have this analysis,
00:19:57 --> 00:20:01: it's hard to. It's hard to Unsee what you've learned
00:20:01 --> 00:20:05: and and understand how cities either go broke or prosper.
00:20:05 --> 00:20:07: I do want to start off by saying a couple
00:20:07 --> 00:20:08: of couple points.
00:20:08 --> 00:20:11: I'd like to make. One is first of all,
00:20:11 --> 00:20:13: this is not unique to Kansas City,
00:20:13 --> 00:20:15: and certainly not unique to Kansas City,
00:20:15 --> 00:20:19: Mo. Certain elements of this are are more obvious here,
00:20:19 --> 00:20:22: and they're easier to study because we have a very

00:20:22 --> 00:20:24:	large city geographically with urban,
00:20:24 --> 00:20:26:	suburban and rural all within city limits.
00:20:26 --> 00:20:29:	So it's quite easy to compare.
00:20:29 --> 00:20:32:	Development patterns in my time in Savannah,
00:20:32 --> 00:20:34:	GA. Before I left there,
00:20:34 --> 00:20:38:	we did a plan for the city's greater downtown area
00:20:38 --> 00:20:41:	and we saw a very similar results and we did
00:20:41 --> 00:20:46:	some measurements on that and discovered that basically about 6%
00:20:46 --> 00:20:49:	of the city's land area was generating 40%
00:20:49 --> 00:20:53:	of the city's revenue, and so you effectively had a
00:20:53 --> 00:20:55:	situation where 90%
00:20:55 --> 00:20:59:	or more of the city's land area was losing money.
00:20:59 --> 00:21:02:	And people were wondering every year why the city was
00:21:02 --> 00:21:05:	struggling to to meet its basic services,
00:21:05 --> 00:21:08:	even in what was inarguably a boom time for the
00:21:08 --> 00:21:12:	city with lots of development and lots of great things
00:21:12 --> 00:21:12:	going on,
00:21:12 --> 00:21:15:	and so that that was a common situation.
00:21:15 --> 00:21:18:	And we we compared a couple of neighborhoods there that
00:21:18 --> 00:21:22:	were similar to what this analysis was in Kansas City,
00:21:22 --> 00:21:25:	where sort of a historic what we would call here
00:21:25 --> 00:21:29:	more like a Midtown neighborhood in Kansas City compared to.
00:21:29 --> 00:21:34:	A suburban neighborhood and the older neighborhood actually had two
00:21:34 --> 00:21:37:	and a half times the value per acre that it
00:21:37 --> 00:21:38:	was generating.
00:21:38 --> 00:21:41:	Even with household incomes that were 40%
00:21:41 --> 00:21:44:	lower, which was remarkable, and so that that,
00:21:44 --> 00:21:46:	really, that really taught us a lot.
00:21:46 --> 00:21:49:	And so I think there's that lesson is again.
00:21:49 --> 00:21:53:	So many cities are struggling with this and trying to
00:21:53 --> 00:21:54:	figure this out.
00:21:54 --> 00:21:56:	There's a lot of cities,
00:21:56 --> 00:21:59:	lot of suburban communities that are prospering today.
00:21:59 --> 00:22:02:	That everything looks great, but a lot of that is,
00:22:02 --> 00:22:06:	you know, very contingent upon high income demographics that are
00:22:06 --> 00:22:08:	there to you know right now,
00:22:08 --> 00:22:11:	and they haven't had to face the problems that older
00:22:11 --> 00:22:13:	cities have had to face.
00:22:13 --> 00:22:15:	And that's what makes this complicated.

00:22:15 --> 00:22:17: So just overall big picture.
00:22:17 --> 00:22:20: I'd say, you know, this is something many cities are
00:22:20 --> 00:22:23: struggling with and trying to understand as it relates to
00:22:24 --> 00:22:24: Kansas City.
00:22:24 --> 00:22:26: Anan midtown. I do though,
00:22:26 --> 00:22:28: want to be clear, you know,
00:22:28 --> 00:22:30: there's a certain sense of we have to.
00:22:30 --> 00:22:33: So be playing in our language about what a lot
00:22:33 --> 00:22:34: of this means,
00:22:34 --> 00:22:38: and in essence we have been extracting wealth for about
00:22:38 --> 00:22:41: seven decades from the urban core and using that to
00:22:41 --> 00:22:45: subsidize development on the edge of the city in the
00:22:45 --> 00:22:49: suburban pattern, you know, not a whole lot different than
00:22:49 --> 00:22:50: a mining operation,
00:22:50 --> 00:22:54: because we have. We have these urban core neighborhoods that
00:22:54 --> 00:22:58: produce tremendous wealth for the community and for themselves,
00:22:58 --> 00:23:01: and that revenue is not coming back.
00:23:01 --> 00:23:05: In the same manner to those neighborhoods as it is,
00:23:05 --> 00:23:08: that's going out into a pattern of development that loses
00:23:08 --> 00:23:12: money that seems really counter intuitive to most people,
00:23:12 --> 00:23:14: but you you really can't argue the math,
00:23:14 --> 00:23:18: and unfortunately we continue to do that with with our
00:23:18 --> 00:23:19: infrastructure investments.
00:23:19 --> 00:23:22: And so this, this is all really important as we
00:23:22 --> 00:23:23: talk about,
00:23:23 --> 00:23:26: you know how to spend limited resources,
00:23:26 --> 00:23:28: and I know when when a city has a budget
00:23:28 --> 00:23:30: that approaches 2 billion dollars,
00:23:30 --> 00:23:34: it may not seem like there are limited resources.
00:23:34 --> 00:23:37: But it's you know it's half a million people and
00:23:37 --> 00:23:41: it's 300 square miles and we do have to actually
00:23:41 --> 00:23:43: allocate those in some fashion.
00:23:43 --> 00:23:46: And you know, I would reiterate that you know I'm
00:23:46 --> 00:23:49: I'm not here to say and I know Dennis isn't
00:23:49 --> 00:23:49: either.
00:23:49 --> 00:23:53: That this means that we should force everybody or compel
00:23:53 --> 00:23:55: everybody to live in an urban fashion,
00:23:55 --> 00:23:58: and that the the pattern that exists in our historic
00:23:58 --> 00:24:01: neighborhoods is the only way for people to live.
00:24:01 --> 00:24:04: You know, I'm not saying that I think you know
00:24:04 --> 00:24:07: different strokes for different folks.

00:24:07 --> 00:24:10: Alot of people like the urban lifestyle and a lot
00:24:10 --> 00:24:10: don't.
00:24:10 --> 00:24:13: And that's an that's just fine.
00:24:13 --> 00:24:17: But in many ways we've had kind of a conspiracy
00:24:17 --> 00:24:19: of good intentions.
00:24:19 --> 00:24:22: On getting to this point and that combined with the
00:24:22 --> 00:24:25: a period where our society was so wealthy that we
00:24:26 --> 00:24:27: really forgot to evaluate,
00:24:27 --> 00:24:31: you know, return on investment and and really understand some
00:24:31 --> 00:24:35: of the basics of urban economics and city economics.
00:24:35 --> 00:24:38: So I think what we're trying to say is we
00:24:38 --> 00:24:38: need to.
00:24:38 --> 00:24:41: We all need to take a step back and really
00:24:41 --> 00:24:43: understand what's going on.
00:24:43 --> 00:24:47: Look at the numbers. Maybe challenge some of our long
00:24:47 --> 00:24:52: held assumptions about cities and neighborhoods and then try to
00:24:52 --> 00:24:54: figure out how do we.
00:24:54 --> 00:24:56: How do we move forward?
00:24:56 --> 00:25:00: You know what? What can we use to evaluate future
00:25:00 --> 00:25:03: decisions on an infrastructure?
00:25:03 --> 00:25:05: You know, a lot of this is an exercise in
00:25:05 --> 00:25:06: humility in our parts,
00:25:06 --> 00:25:09: and saying maybe there's a whole lot we really don't
00:25:09 --> 00:25:12: know and we need to take some time to understand
00:25:13 --> 00:25:14: it a lot better.
00:25:14 --> 00:25:16: Lastly, I just I think about this when I think
00:25:16 --> 00:25:19: about you know previous decisions that were made,
00:25:19 --> 00:25:22: and I say conspiracy of good intentions because there were
00:25:22 --> 00:25:25: there were so many things that lots and lots of
00:25:25 --> 00:25:28: people over many decades were doing because they thought it
00:25:28 --> 00:25:30: was the right thing to do.
00:25:30 --> 00:25:32: They thought we had the money to do it.
00:25:32 --> 00:25:34: They thought it would all workout in the end,
00:25:34 --> 00:25:37: but there were clear decisions that were made and choices
00:25:38 --> 00:25:39: that were made that had,
00:25:39 --> 00:25:42: you know, impacts that we can't ignore an beyond some
00:25:42 --> 00:25:44: of the racial impacts that Dennis.
00:25:44 --> 00:25:48: Option there were infrastructure impacts like in Kansas City.
00:25:48 --> 00:25:52: The choice, the choice made years ago to design and

00:25:52 --> 00:25:54: build Southwest traffic,
00:25:54 --> 00:25:58: way to essentially create a mini freeway through 7 urban
00:25:58 --> 00:26:03: neighborhoods and leave a deep scar on those neighborhoods that
00:26:03 --> 00:26:05: last till this day.
00:26:05 --> 00:26:08: As a clear choice to say that the neighborhoods South
00:26:08 --> 00:26:11: of Brush Creek and into Kansas were more important and
00:26:11 --> 00:26:13: more valuable that that was.
00:26:13 --> 00:26:16: That was a choice. We were making an I would
00:26:16 --> 00:26:18: ask us to think was that,
00:26:18 --> 00:26:20: you know, is that really a smart choice?
00:26:20 --> 00:26:24: An when we evaluate St and infrastructure decisions?
00:26:24 --> 00:26:27: Let's also talk about the value those urban neighborhoods have
00:26:28 --> 00:26:30: and what they return to our city.
00:26:35 --> 00:26:37: So on mute, I think as we progress through,
00:26:37 --> 00:26:40: this conversation will be interesting for us to get into.
00:26:40 --> 00:26:43: Kind of. What do we do with the existing infrastructure?
00:26:43 --> 00:26:45: We're going to get into that next week a little
00:26:45 --> 00:26:47: bit more and how we think about that.
00:26:47 --> 00:26:49: I want to kind of switch roles so Michael,
00:26:49 --> 00:26:50: like you're looking at the,
00:26:50 --> 00:26:53: you know, Kevin made this kind of intro comment about
00:26:53 --> 00:26:55: how you look at it as an architect.
00:26:55 --> 00:26:56: How you look at it.
00:26:56 --> 00:26:58: As an urban planner, you're not looking at building by
00:26:58 --> 00:27:00: building project by project anymore.
00:27:00 --> 00:27:02: You're kind of role is to pencil out.
00:27:02 --> 00:27:05: Project right your recipe for the capital and you're answering
00:27:05 --> 00:27:07: to an investor on a specific project.
00:27:07 --> 00:27:08: So showing me a little bit.
00:27:08 --> 00:27:11: Your perspective on what you're hearing and how you think
00:27:11 --> 00:27:11: about this.
00:27:14 --> 00:27:17: So yeah, you know couple things when you really think
00:27:17 --> 00:27:18: through this.
00:27:18 --> 00:27:20: And I really love Dennis is presentation.
00:27:20 --> 00:27:23: I've heard it. I've seen these slides so many times
00:27:23 --> 00:27:27: and I have a new question who strategic thought process
00:27:27 --> 00:27:28: when I look at it,
00:27:28 --> 00:27:31: but it really just challenges our perspective of making sure
00:27:31 --> 00:27:35: you know when we're looking across the country were in
00:27:35 --> 00:27:38: 16 different markets right now and we're focused on,

00:27:38 --> 00:27:41: you know what's the vision for the city in the
00:27:41 --> 00:27:43: Community in this business?
00:27:43 --> 00:27:45: What are they doing to actually,
00:27:45 --> 00:27:49: you know, move forward with growth and I'll tell you.
00:27:49 --> 00:27:52: Ironically, most of the cities that we invest in don't
00:27:52 --> 00:27:56: have taxes in those for those economic projects that we're
00:27:57 --> 00:27:58: looking at doing an.
00:27:58 --> 00:28:01: But what I have come to conclusion is we have
00:28:01 --> 00:28:05: to rethink who Anwer receives tax incentives in a city
00:28:05 --> 00:28:06: such as this.
00:28:06 --> 00:28:09: We see what we visualize in the news about,
00:28:09 --> 00:28:13: you know which development entity is receiving tax incentives.
00:28:13 --> 00:28:16: But I think what it's doing is challenging our thoughts.
00:28:16 --> 00:28:19: Just like Kevin said, challenging ourselves to say,
00:28:19 --> 00:28:22: you know, how do we think differently within this environment?
00:28:22 --> 00:28:24: Not to say anything was done wrong.
00:28:24 --> 00:28:27: There were few things done wrong in the past of
00:28:27 --> 00:28:30: how infrastructure was done and what the purpose of that
00:28:30 --> 00:28:30: was.
00:28:30 --> 00:28:32: I'm not going to. I'm not going to turn a
00:28:32 --> 00:28:33: blind eye in that,
00:28:33 --> 00:28:36: but I also think from Kansas City's perspective we have
00:28:36 --> 00:28:39: to continue to challenge ourselves with saying.
00:28:39 --> 00:28:42: How does this correlate into whatever the group the overall
00:28:42 --> 00:28:43: vision is of Kansas City?
00:28:43 --> 00:28:46: What is our vision? And how does it connect to
00:28:46 --> 00:28:47: our social,
00:28:47 --> 00:28:51: environmental and as well as our job placement norms of
00:28:51 --> 00:28:53: what we want to see in the future?
00:28:53 --> 00:28:56: You know, we look at from an investment standpoint.
00:28:56 --> 00:28:59: We look at our policy from economic standpoint,
00:28:59 --> 00:29:03: from job growth or the antiquated.
00:29:03 --> 00:29:05: Have they been tested? Have they been tried,
00:29:05 --> 00:29:07: and if they have been tested,
00:29:07 --> 00:29:09: are they policies that they said?
00:29:09 --> 00:29:12: You know what we actually have this wrong and we're
00:29:12 --> 00:29:14: actually going to relook at this.
00:29:14 --> 00:29:17: Rethink this strategy. What are the focused incentives on?
00:29:17 --> 00:29:20: And so we try to avoid areas that you know
00:29:20 --> 00:29:24: everyone's looking at the same incentive package for every asset

00:29:24 --> 00:29:25: type versus saying,
00:29:25 --> 00:29:27: you know, we're actually looking.
00:29:27 --> 00:29:28: If you're looking at a model.
00:29:28 --> 00:29:30: Here's the data that supports.
00:29:30 --> 00:29:33: Why would provide you.
00:29:33 --> 00:29:36: That type of value added from an economic incentive package.
00:29:36 --> 00:29:39: How does that area promote innovation and prosperity?
00:29:39 --> 00:29:42: Those are key questions that we're always asking ourselves when
00:29:43 --> 00:29:45: we're looking at different marketplaces.
00:29:45 --> 00:29:48: What is the municipalities the government state government?
00:29:48 --> 00:29:51: How are they looking at their research universities?
00:29:51 --> 00:29:52: How are they looking at?
00:29:52 --> 00:29:55: What their son, what their clusters of economic activity?
00:29:55 --> 00:29:57: How do they care about that and how?
00:29:57 --> 00:30:00: And what is that going to be imposed on to
00:30:00 --> 00:30:00: us?
00:30:00 --> 00:30:01: And we're fine with that.
00:30:01 --> 00:30:03: We just want we want.
00:30:03 --> 00:30:06: To understand what their value is and understand from a
00:30:06 --> 00:30:08: significant standpoint,
00:30:08 --> 00:30:11: what is the next between their buildings and public spaces?
00:30:11 --> 00:30:16: The infrastructure, the utilities, and the sustainable growth to make
00:30:16 --> 00:30:19: sure that these are that these are all coordinated.
00:30:19 --> 00:30:23: So in a nutshell, that's kind of what we look
00:30:23 --> 00:30:23: at.
00:30:23 --> 00:30:26: You know, we look at the world differently because we're
00:30:26 --> 00:30:28: a construction company that has that,
00:30:28 --> 00:30:31: that that actually invest in building.
00:30:31 --> 00:30:34: So we're looking at the house it design and facilitate
00:30:34 --> 00:30:35: it into a thoughtful,
00:30:35 --> 00:30:38: built environment. So we do probably have a little bit
00:30:38 --> 00:30:40: of a different take on how we look at investments,
00:30:40 --> 00:30:44: mainly because of some of our backgrounds previously and economic
00:30:44 --> 00:30:45: development.
00:30:45 --> 00:30:46: But we are focused on now.
00:30:46 --> 00:30:49: We're even more focused on what Dennis has been bringing
00:30:49 --> 00:30:50: up,
00:30:50 --> 00:30:53: because we do understand that we're not telling everyone that

00:30:53 --> 00:30:54: it must be shifted.
00:30:54 --> 00:30:57: It over to this, but we should start to think
00:30:57 --> 00:31:01: about how these thoughts and how the data should challenge
00:31:01 --> 00:31:04: our own thoughts and making decisions for the future,
00:31:04 --> 00:31:08: not for an immediate reaction before a long term sustainable
00:31:08 --> 00:31:13: growth perspective where we understand what the potential outcomes and
00:31:13 --> 00:31:15: the return can be for the city.
00:31:17 --> 00:31:20: So I'm going to jump into some of the questions
00:31:20 --> 00:31:23: I think we've got a question here that I think
00:31:23 --> 00:31:23: is,
00:31:23 --> 00:31:27: you know Kevin mentioned that were using the money from
00:31:27 --> 00:31:30: the urban core to subsidize with someone calls for all
00:31:30 --> 00:31:31: right?
00:31:31 --> 00:31:34: I mean in what someone called kind of some some
00:31:34 --> 00:31:37: more suburban growth on the fringes a little bit.
00:31:37 --> 00:31:40: And so we've got a question here already to guys,
00:31:40 --> 00:31:43: advocates for suburban areas. Do argue the math because it
00:31:43 --> 00:31:47: is because it is counter intuitive to think the lower
00:31:47 --> 00:31:48: priced higher density.
00:31:48 --> 00:31:52: Urban unit produces net tax dollars and the reverse is
00:31:52 --> 00:31:54: often true for lower density,
00:31:54 --> 00:31:56: higher value units in the suburbs.
00:31:56 --> 00:32:00: How can we best continue this dissemination of facts to
00:32:00 --> 00:32:01: educate more people?
00:32:01 --> 00:32:04: And what are the next steps?
00:32:04 --> 00:32:08: I think it's one thing it's going to require some
00:32:08 --> 00:32:13: patience because Kevin mentioned us and even Michael referred to
00:32:13 --> 00:32:16: it a lot of these policies were put into place
00:32:16 --> 00:32:19: before we started building this way.
00:32:21 --> 00:32:28: We we created incentives on one side an regulations against
00:32:28 --> 00:32:30: on the other.
00:32:30 --> 00:32:33: And it's affected different races differently,
00:32:33 --> 00:32:38: frankly. But what that means is many people like everybody
00:32:38 --> 00:32:39: on this.
00:32:39 --> 00:32:42: On this panel grew up in an era where the
00:32:42 --> 00:32:45: way the world works seemed normal to us.
00:32:45 --> 00:32:48: That was our context. That was the water we slam,
00:32:48 --> 00:32:53: and we're just now starting to confront the reality of
00:32:53 --> 00:32:55: what created those waters.
00:32:55 --> 00:32:59: What policy is created, those development incentives?

00:32:59 --> 00:33:03: What policy is restricted? Whole communities from participating in that

00:33:03 --> 00:33:05: prosperity growth an the good thing is,

00:33:05 --> 00:33:08: is that our civic counselor chamber,

00:33:08 --> 00:33:10: our business community, our community is,

00:33:10 --> 00:33:13: is putting these issues front and Center for us to

00:33:13 --> 00:33:13: discuss.

00:33:13 --> 00:33:16: And it's going to take some time for us to

00:33:16 --> 00:33:17: work through all this,

00:33:17 --> 00:33:20: but it's so good that we're at this point as

00:33:20 --> 00:33:22: a as a city as a civilization that we can

00:33:22 --> 00:33:24: work through these things together.

00:33:24 --> 00:33:28: But it's going to take some time because this challenging

00:33:28 --> 00:33:31: fundamental norms the fundamental way that we see the world,

00:33:31 --> 00:33:33: is being challenged by this new.

00:33:33 --> 00:33:37: Awareness of all the baked in incentives that don't really

00:33:37 --> 00:33:39: have a lot to do with the reality.

00:33:39 --> 00:33:42: With the way the world really would work if it

00:33:42 --> 00:33:45: didn't have these biases built into it.

00:33:45 --> 00:33:48: So learning through all that's going to take some time

00:33:48 --> 00:33:51: and we're really just getting started.

00:33:51 --> 00:33:54: So it took a 70 years to go from prosperity

00:33:54 --> 00:33:55: to where we are today.

00:33:55 --> 00:33:59: It's reasonable to think it's going to take many years

00:33:59 --> 00:34:02: to turn the tables background to where we can build

00:34:02 --> 00:34:03: through shared.

00:34:03 --> 00:34:06: Prosperity again, but we can see how to do that

00:34:06 --> 00:34:06: now.

00:34:06 --> 00:34:10: We have the right awarenesses and sensitivities that we can

00:34:10 --> 00:34:11: go forward in that way.

00:34:14 --> 00:34:17: Dennis, I gotta ask. We've talked about this before.

00:34:17 --> 00:34:18: I think this is kind of,

00:34:18 --> 00:34:21: you know. We've talked about this a little bit during

00:34:21 --> 00:34:22: this conversation,

00:34:22 --> 00:34:25: but I want to ask you about race in this

00:34:25 --> 00:34:26: conversation and how it fits.

00:34:26 --> 00:34:30: I just finished reading a book called White Fragility that

00:34:30 --> 00:34:33: really talks about why it's difficult for white people to

00:34:33 --> 00:34:34: talk about racism.

00:34:34 --> 00:34:37: And I, as I think about some of the traps

00:34:37 --> 00:34:40: and some of the defense mechanisms that are listed in

00:34:40 --> 00:34:40: that book.
00:34:40 --> 00:34:43: I see where it would be really easy for someone
00:34:43 --> 00:34:44: to say,
00:34:44 --> 00:34:46: hey, I'm not racist. Why do we have to make
00:34:46 --> 00:34:47: this about race?
00:34:47 --> 00:34:50: You've given us kind of some historical context to why
00:34:50 --> 00:34:51: these things have happened,
00:34:51 --> 00:34:53: but as we go forward,
00:34:53 --> 00:34:54: why wouldn't we just say,
00:34:54 --> 00:34:57: hey, this is just about equal policies and practices going
00:34:57 --> 00:34:57: forward,
00:34:57 --> 00:34:59: why don't we just do that and call it a
00:34:59 --> 00:34:59: day?
00:34:59 --> 00:35:02: Why is it important to keep that in context?
00:35:02 --> 00:35:06: Well, because it won't be easy to get back to
00:35:06 --> 00:35:07: the level playing field.
00:35:07 --> 00:35:11: We're going to have to do that in an intentional
00:35:11 --> 00:35:11: way.
00:35:11 --> 00:35:15: We're going to have to recognize that many of the
00:35:15 --> 00:35:18: regulations we put into place favor some of us,
00:35:18 --> 00:35:21: and not all of us.
00:35:21 --> 00:35:25: And that's a lot of untangling that we're going to
00:35:25 --> 00:35:26: have to work through.
00:35:26 --> 00:35:29: But the way we've segmented our society,
00:35:29 --> 00:35:32: our segmented our city over the last seven years.
00:35:32 --> 00:35:35: That's not how we built cities up until we started
00:35:35 --> 00:35:38: doing it this way seven years ago.
00:35:38 --> 00:35:43: And that has a direct reflection on how integrated we
00:35:43 --> 00:35:43: are,
00:35:43 --> 00:35:48: how diverse we are as a community.
00:35:48 --> 00:35:51: So. We need to really confront that and talk about
00:35:51 --> 00:35:54: it and and start to be willing to change some
00:35:54 --> 00:35:58: of the things that we've all grown up with as
00:35:58 --> 00:36:01: being the right way to build a neighborhood to really
00:36:01 --> 00:36:05: see where you create value in neighborhood and you create
00:36:05 --> 00:36:07: value and culture and community.
00:36:07 --> 00:36:09: It's it's, uh, it's uh,
00:36:09 --> 00:36:12: it's learning how we used to do things and getting
00:36:12 --> 00:36:15: beyond how we've grown up doing things.
00:36:17 --> 00:36:20: So Kevin, did you want to add something?
00:36:20 --> 00:36:24: Yeah, if you don't mind another white guy chiming in
00:36:24 --> 00:36:25: on that question,

00:36:25 --> 00:36:28: but I think the dentist gives a great answer and
00:36:28 --> 00:36:30: he is totally glad he said,
00:36:30 --> 00:36:34: you know the wealth gap that there is between white
00:36:34 --> 00:36:38: households and African American households in our city in this
00:36:38 --> 00:36:39: country is enormous.
00:36:39 --> 00:36:41: And it's a problem, you know,
00:36:41 --> 00:36:45: I know, when Monty Anderson was here in part of
00:36:45 --> 00:36:46: the speaker series,
00:36:46 --> 00:36:50: he highlighted that. This is a huge problem for our
00:36:50 --> 00:36:53: society and I think it's it would be.
00:36:53 --> 00:36:58: It would be unfortunate for for anybody not to recognize
00:36:58 --> 00:36:59: that as important.
00:36:59 --> 00:37:03: Most of that wealth gap is attributed to real estate.
00:37:03 --> 00:37:05: You know families you know,
00:37:05 --> 00:37:09: like myself and my parents and others who benefited from
00:37:10 --> 00:37:12: certain practices over the years.
00:37:12 --> 00:37:17: And African American families who have not benefited an allowed
00:37:17 --> 00:37:20: the benefit or word allowed to benefit.
00:37:20 --> 00:37:22: That's right, and so you know,
00:37:22 --> 00:37:25: I, I don't say that to try to make anybody
00:37:25 --> 00:37:28: feel bad or to try to paint a negative picture
00:37:29 --> 00:37:29: of people,
00:37:29 --> 00:37:32: but. I think we have to acknowledge this and understand
00:37:32 --> 00:37:32: it,
00:37:32 --> 00:37:34: and I think Dennis is right.
00:37:34 --> 00:37:37: We have to be intentional going forward and understanding.
00:37:37 --> 00:37:38: How do we close that wealth gap?
00:37:38 --> 00:37:41: Because it's it's terrible for our city and our society
00:37:41 --> 00:37:44: has 1000 awful consequences that we can't ignore.
00:37:46 --> 00:37:50: So I'm going to have a little different approach.
00:37:50 --> 00:37:53: We need to be aggressive and how we actually move
00:37:54 --> 00:37:58: forward with this because we do have these conversations all
00:37:58 --> 00:38:01: the time about wealth gap.
00:38:01 --> 00:38:04: And not have illustrating that equality of development on either
00:38:04 --> 00:38:06: side or jobs or connectivity.
00:38:06 --> 00:38:08: The jobs I mean you can go on and on
00:38:08 --> 00:38:11: of a domino effect of how we look at transit.
00:38:11 --> 00:38:14: How we look at where development is occurring,
00:38:14 --> 00:38:17: how laws that are no longer laws have debilitating and
00:38:17 --> 00:38:21: long lasting affect on people's minds at generational mindset

of
00:38:21 --> 00:38:24: where they think they can live or where they think
00:38:24 --> 00:38:27: they can get a job where they think that they
00:38:27 --> 00:38:31: can actually enjoy themselves in Kansas City.
00:38:31 --> 00:38:33: I think we start to remove that not just by
00:38:33 --> 00:38:35: the policies that we put in place,
00:38:35 --> 00:38:39: because the policies of the past have really created a
00:38:39 --> 00:38:42: reverberation of what the what we're living in today and
00:38:42 --> 00:38:45: those policies aren't even around anymore.
00:38:45 --> 00:38:47: Some of them.
00:38:47 --> 00:38:50: Doesn't change the mindset from a generational standpoint though.
00:38:50 --> 00:38:53: So what I mean by aggressive being aggressive with these
00:38:53 --> 00:38:56: is really looking on what is the vision of all
00:38:56 --> 00:38:57: of Kansas City?
00:38:57 --> 00:38:59: How do we make sure that everyone is at the
00:38:59 --> 00:39:01: table to the right people at the table?
00:39:01 --> 00:39:04: And I'm not so sure that that's always the case,
00:39:04 --> 00:39:06: that you have the right people at the table.
00:39:06 --> 00:39:08: I think you may have the loudest person at the
00:39:08 --> 00:39:09: table,
00:39:09 --> 00:39:11: but that may not be the right group at the
00:39:11 --> 00:39:11: table.
00:39:11 --> 00:39:14: That can actually change the way thoughts or perceived change
00:39:15 --> 00:39:17: the way the development is looked upon changed the way
00:39:17 --> 00:39:20: financing of development is looked upon.
00:39:20 --> 00:39:21: Also changed the way. You know,
00:39:21 --> 00:39:24: we're one of the few cities that doesn't look at
00:39:24 --> 00:39:26: urban industrial opportunities.
00:39:26 --> 00:39:27: Why is that? You know,
00:39:27 --> 00:39:30: one of those you know when we're looking at other
00:39:30 --> 00:39:33: cities of our size or slightly larger there,
00:39:33 --> 00:39:35: embracing that, how do we bring in,
00:39:35 --> 00:39:37: you know, we want to create wealth creation,
00:39:37 --> 00:39:40: but we have to illustrate a pathway to to that
00:39:40 --> 00:39:41: type of ownership.
00:39:41 --> 00:39:44: What does that mean? That means better access to jobs,
00:39:44 --> 00:39:48: better connected transportation lines that are connecting people to jobs
00:39:48 --> 00:39:49: faster,
00:39:49 --> 00:39:51: not just connecting them to a job.
00:39:51 --> 00:39:55: Connecting them efficiently, connecting the development and

also making sure
00:39:55 --> 00:39:56: that there is an incentive,
00:39:56 --> 00:39:58: an enticement for that development to occur.
00:39:58 --> 00:40:01: But you can't do that unless you have a vision
00:40:01 --> 00:40:02: from a city standpoint.
00:40:02 --> 00:40:04: Where are we trying to go and what do you
00:40:04 --> 00:40:05: need?
00:40:05 --> 00:40:06: So if we can have a,
00:40:06 --> 00:40:08: let's say, affordable housing, for example,
00:40:08 --> 00:40:10: we talk about affordable housing,
00:40:10 --> 00:40:12: that's a loaded term, and we talked about people in
00:40:12 --> 00:40:14: the East East of Troost,
00:40:14 --> 00:40:15: and they say, you know what?
00:40:15 --> 00:40:17: We don't want low income housing.
00:40:17 --> 00:40:19: We don't. We want market rate to the market wherein
00:40:20 --> 00:40:23: stop calling it low income stop calling it affordable housing.
00:40:23 --> 00:40:26: We want market rate housing based upon the sub market
00:40:26 --> 00:40:27: we're in,
00:40:27 --> 00:40:29: and they're pretty astute with what they want.
00:40:29 --> 00:40:33: Why aren't we listening to what they want and illustrate?
00:40:33 --> 00:40:36: You have a dense population of people that are desirous
00:40:36 --> 00:40:40: of better housing scenarios 'cause they want to stay in
00:40:40 --> 00:40:41: their community.
00:40:41 --> 00:40:43: They want to rebuild that community,
00:40:43 --> 00:40:45: but what is the deciding factor?
00:40:45 --> 00:40:47: And it's not even a policy perspective.
00:40:47 --> 00:40:50: It's really a perspective of where are we going and
00:40:51 --> 00:40:52: why do we want to.
00:40:52 --> 00:40:54: Why should we must reinvest in those areas?
00:40:54 --> 00:40:58: And create that density level back again.
00:40:58 --> 00:40:59: Here in Michael you are.
00:40:59 --> 00:41:02: I want to stick with you 'cause we gotta question
00:41:02 --> 00:41:04: here that I think is kind of an offshoot of
00:41:04 --> 00:41:04: that.
00:41:04 --> 00:41:07: So the question is, I've long been an urbanist and
00:41:07 --> 00:41:10: believe in the principles that have been presented here today.
00:41:10 --> 00:41:12: The bottom line of this new is density.
00:41:12 --> 00:41:15: How does our recent experience with COVID-19,
00:41:15 --> 00:41:18: particularly in densely populated areas like New York City,
00:41:18 --> 00:41:20: perhaps mitigate these views?
00:41:20 --> 00:41:23: I'm.

00:41:23 --> 00:41:24: You know, so good question.
00:41:24 --> 00:41:28: Interesting question. I think it will affect those of the
00:41:28 --> 00:41:29: NYT in the Boston's,
00:41:29 --> 00:41:32: maybe in Chicago more than it would at Kansas City,
00:41:32 --> 00:41:34: because we call ourselves dense.
00:41:34 --> 00:41:37: But my goodness, we're still pretty spread apart.
00:41:37 --> 00:41:40: I think we've got a lot of acreage per person
00:41:40 --> 00:41:41: that's still absorbed.
00:41:41 --> 00:41:44: We don't use our vertical height to a degree of
00:41:44 --> 00:41:47: any of our of those of those other cities.
00:41:47 --> 00:41:50: I think we still have the ability to be dense,
00:41:50 --> 00:41:53: but also still provide a response to what Covid could.
00:41:53 --> 00:41:55: Present itself in the long run.
00:41:55 --> 00:41:58: If we look at kind of the pandemics of the
00:41:58 --> 00:41:59: past of 1918,
00:41:59 --> 00:42:02: the writings in the data behind that you know you
00:42:02 --> 00:42:03: started to see yes,
00:42:03 --> 00:42:06: certain things changed, but not everything changed.
00:42:06 --> 00:42:09: There were certain things that got back to normal by
00:42:10 --> 00:42:11: 1919 and even 1920,
00:42:11 --> 00:42:13: so when you're starting to look at that,
00:42:13 --> 00:42:16: you know we have. We can the city have an
00:42:16 --> 00:42:17: opportunity,
00:42:17 --> 00:42:20: specially when you look at where we are and what
00:42:20 --> 00:42:23: we're just talking about right now to really provide.
00:42:23 --> 00:42:27: Single family multifamily housing in areas that really are desirous
00:42:27 --> 00:42:30: of it and has the available land and illustrate why
00:42:30 --> 00:42:33: you want to live there while others and everyone would
00:42:33 --> 00:42:36: want to live there. I think there's an opportunity from
00:42:36 --> 00:42:38: a debt standpoint of Kansas City.
00:42:38 --> 00:42:40: I don't know what that data means.
00:42:40 --> 00:42:42: Were too dense in Kansas City,
00:42:42 --> 00:42:45: but I also think we're far ways away from really
00:42:45 --> 00:42:47: calling ourselves a dense population.
00:42:47 --> 00:42:50: Yeah, that in context is Kansas City.
00:42:50 --> 00:42:52: So if we got our city,
00:42:52 --> 00:42:56: our current developed city to the density of Brookside,
00:42:56 --> 00:42:59: we would be four times as dense as we are
00:42:59 --> 00:42:59: now.
00:43:02 --> 00:43:05: So yeah, it's it's we're not talking about skyscrapers.
00:43:05 --> 00:43:08: We're not talking about having to live in high rise

00:43:08 --> 00:43:09: buildings,
00:43:09 --> 00:43:12: were just talking about making better use of our existing
00:43:12 --> 00:43:16: infrastructure in ways that are very familiar throughout our city.
00:43:16 --> 00:43:20: But redoing that an mowing back our city.
00:43:20 --> 00:43:22: It doesn't have to become urban in the New York
00:43:22 --> 00:43:25: sense at all to be healthy and vibrant,
00:43:25 --> 00:43:28: but we're we're underdeveloped now to a great degree,
00:43:28 --> 00:43:30: and it's dragging us down.
00:43:30 --> 00:43:32: The numbers show it very clearly so you don't need
00:43:33 --> 00:43:34: to be worried about density.
00:43:34 --> 00:43:37: We need to be worried about a lack of any
00:43:37 --> 00:43:39: intense use of land that will pay us back for
00:43:39 --> 00:43:43: all of our infrastructure and public service applications.
00:43:43 --> 00:43:46: So, Kevin, I want to him one more question that's
00:43:46 --> 00:43:47: right on that topic,
00:43:47 --> 00:43:49: and I want to give this to you.
00:43:49 --> 00:43:52: Density is apparently a scary word for a lot of
00:43:52 --> 00:43:53: people.
00:43:53 --> 00:43:56: But density is what makes these old neighborhood those old
00:43:56 --> 00:44:00: neighborhoods good investments versus lower density sprawl.
00:44:00 --> 00:44:03: How can we overcome fear of density to move forward
00:44:03 --> 00:44:03: with changes?
00:44:03 --> 00:44:05: Like allowing you to use,
00:44:05 --> 00:44:07: allowing building on nonconforming lots,
00:44:07 --> 00:44:11: allowing for higher density building type 6 plus places,
00:44:11 --> 00:44:13: etc in CFR, neighborhoods, etc.
00:44:13 --> 00:44:15: Yeah, well.
00:44:15 --> 00:44:17: Over the course of my career,
00:44:17 --> 00:44:19: what we've always tried to demonstrate,
00:44:19 --> 00:44:21: what I've always tried to demonstrate,
00:44:21 --> 00:44:23: as you know, point out the simple ways that density
00:44:23 --> 00:44:26: makes your life better and what you know.
00:44:26 --> 00:44:28: Try to take the myth out of that word,
00:44:28 --> 00:44:31: because otherwise it it can sound like a fearful thing.
00:44:31 --> 00:44:34: You know more people living in a neighborhood means more
00:44:34 --> 00:44:37: customers for the shops that you enjoy in your neighborhood
00:44:37 --> 00:44:39: and potential for even more of those to exist.
00:44:39 --> 00:44:42: It means a safer neighborhood because you have more eyes
00:44:42 --> 00:44:43: on the street.
00:44:43 --> 00:44:46: You know, throughout the hours of the day.
00:44:46 --> 00:44:48: To keep an eye on things and you know actually

00:44:49 --> 00:44:51: ultimately means more customers for transit.
00:44:51 --> 00:44:55: If you want to have transit service in your neighborhood
00:44:55 --> 00:44:57: and have it viable and more revenue for the for
00:44:57 --> 00:45:00: the city services that that we all enjoy so that
00:45:00 --> 00:45:04: those are things that kind of always talked about from
00:45:04 --> 00:45:05: a planning standpoint,
00:45:05 --> 00:45:08: I think to the degree that we can make those
00:45:08 --> 00:45:11: more relatable to people at the neighborhood level,
00:45:11 --> 00:45:12: the more successful will be.
00:45:12 --> 00:45:15: I think a lot about you know some of the
00:45:15 --> 00:45:16: great parking.
00:45:16 --> 00:45:20: Policy reform that's happened in the last couple of decades
00:45:20 --> 00:45:23: really came out of the mind of Don Shoup at
00:45:23 --> 00:45:24: UCLA.
00:45:24 --> 00:45:28: And he started by really challenging the notion that street
00:45:28 --> 00:45:29: parking,
00:45:29 --> 00:45:31: for example, should be free,
00:45:31 --> 00:45:34: and he said, no, we should be charging for street
00:45:34 --> 00:45:38: parking and should be charged like a market rate.
00:45:38 --> 00:45:42: And based because it's the best parking that there is
00:45:42 --> 00:45:45: in a place and you should target at like 80%
00:45:45 --> 00:45:47: full. Nature for that parking,
00:45:47 --> 00:45:50: but what he did that was brilliant was he said
00:45:50 --> 00:45:50: well,
00:45:50 --> 00:45:53: in order to entice the business owners to go along
00:45:53 --> 00:45:56: with this plan on the property owners in an area,
00:45:56 --> 00:46:00: he said, let's take the revenue that's generated from those
00:46:00 --> 00:46:03: meters and spend it back in that particular area like
00:46:03 --> 00:46:04: a parking district.
00:46:04 --> 00:46:06: And when they did that,
00:46:06 --> 00:46:09: they had tremendous success in getting people to overcome their
00:46:09 --> 00:46:13: fears of something that they had inherently not approved of
00:46:13 --> 00:46:14: in the past.
00:46:14 --> 00:46:16: And it might be that we need to get creative
00:46:16 --> 00:46:18: in that way here in Kansas City.
00:46:18 --> 00:46:21: And perhaps something we can do is talk to you
00:46:21 --> 00:46:24: neighborhoods that are willing to allow you know more density
00:46:24 --> 00:46:27: in their neighborhoods or do different things and in sort
00:46:27 --> 00:46:29: of a Kansas City fashion.
00:46:29 --> 00:46:32: Maybe there's a way to recapture that revenue and spend

00:46:32 --> 00:46:35: it directly on infrastructure and and other things within that
00:46:35 --> 00:46:38: neighborhood so that people see the direct benefit of it.
00:46:38 --> 00:46:41: That's that's one idea, but I think there are probably
00:46:42 --> 00:46:45: 100 different ways we're going to have to think about
00:46:45 --> 00:46:45: this.
00:46:45 --> 00:46:49: Cool thanks Kevin. I appreciate that and that's a wrap,
00:46:49 --> 00:46:52: so we're at time I appreciate everything you guys have
00:46:52 --> 00:46:54: added here to the conversation.
00:46:54 --> 00:46:56: I think this is a great start.
00:46:56 --> 00:46:58: There's a lot of ways we can go so there
00:46:58 --> 00:47:02: are couple of housekeeping items for everybody that's on online
00:47:02 --> 00:47:02: one.
00:47:02 --> 00:47:05: This is episode has been recorded.
00:47:05 --> 00:47:08: Go to kansascity.uli.org to review the broadcast and also you
00:47:08 --> 00:47:12: have the ability to share that with other people who
00:47:12 --> 00:47:15: weren't here and bring them into the conversation for next
00:47:15 --> 00:47:18: week. Also, I mentioned at the beginning that we were
00:47:18 --> 00:47:21: there's a way to stay connected to this process outside
00:47:21 --> 00:47:23: of these weekly conversations,
00:47:23 --> 00:47:25: so the chat is now going to be open.
00:47:25 --> 00:47:28: We would appreciate it for this first episode.
00:47:28 --> 00:47:30: If you guys can enter your email into the chat
00:47:30 --> 00:47:33: and will send out a follow up link with additional
00:47:33 --> 00:47:34: resources on the topic,
00:47:34 --> 00:47:36: ways you can stay connected.
00:47:36 --> 00:47:38: Read more about this as we prepare to continue to
00:47:38 --> 00:47:41: this this series and I also want to include a
00:47:41 --> 00:47:44: shout out in that resources that will be listed to
00:47:44 --> 00:47:47: Abbot Kinney who works with Dennis and Gold Evans and
00:47:47 --> 00:47:48: is the co-host of.
00:47:48 --> 00:47:51: Up Zone Podcast, which you can find on strongtowns.org.
00:47:51 --> 00:47:52: Look it up, check it out.
00:47:52 --> 00:47:55: It's a lot of the same kind of conversations.
00:47:55 --> 00:47:57: Will definitely something check out next week.
00:47:57 --> 00:48:00: We're going to have a conversation about ways we can
00:48:00 --> 00:48:04: make good use of existing infrastructure to maximize the impact
00:48:04 --> 00:48:05: of good development patterns.
00:48:05 --> 00:48:08: So look forward to seeing everybody next week Anna huge
00:48:08 --> 00:48:10: shout out to joy and the team at ULI for
00:48:10 --> 00:48:14: making this possible and most importantly thank all of you
00:48:14 --> 00:48:16: for showing up and being a part of this week's

00:48:16 --> 00:48:18: conversations and we'll see you all.

00:48:18 --> 00:48:19: Next time.
