

# 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 level 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](https://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](https://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  
00:03:42 --> 00:03:43: 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  
00:04:19 --> 00:04:22: 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](http://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

00:05:59 --> 00:06:02: with 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  
00:09:11 --> 00:09:14: 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  
00:18:07 --> 00:18:08: 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  
00:18:35 --> 00:18:38: 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  
00:18:43 --> 00:18:44: 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

00:22:54 --> 00:22:58: that

00:22:58 --> 00:23:01: produce tremendous wealth for the community and for

00:23:01 --> 00:23:05: themselves,

00:23:01 --> 00:23:05: and that revenue is not coming back.

00:23:05 --> 00:23:08: In the same manner to those neighborhoods as it is,

00:23:08 --> 00:23:12: that's going out into a pattern of development that loses

00:23:12 --> 00:23:14: money that seems really counter intuitive to most people,

00:23:14 --> 00:23:18: but you you really can't argue the math,

00:23:18 --> 00:23:19: and unfortunately we continue to do that with with our

00:23:19 --> 00:23:22: infrastructure investments.

00:23:22 --> 00:23:23: And so this, this is all really important as we

00:23:23 --> 00:23:26: talk about,

00:23:26 --> 00:23:28: you know how to spend limited resources,

00:23:28 --> 00:23:30: and I know when when a city has a budget

00:23:30 --> 00:23:34: that approaches 2 billion dollars,

00:23:34 --> 00:23:37: it may not seem like there are limited resources.

00:23:37 --> 00:23:41: But it's you know it's half a million people and

00:23:41 --> 00:23:43: it's 300 square miles and we do have to actually

00:23:43 --> 00:23:46: allocate those in some fashion.

00:23:46 --> 00:23:49: And you know, I would reiterate that you know I'm

00:23:49 --> 00:23:49: I'm not here to say and I know Dennis isn't

00:23:49 --> 00:23:53: either.

00:23:53 --> 00:23:55: That this means that we should force everybody or compel

00:23:55 --> 00:23:58: everybody to live in an urban fashion,

00:23:58 --> 00:24:01: and that the the pattern that exists in our historic

00:24:01 --> 00:24:04: neighborhoods is the only way for people to live.

00:24:04 --> 00:24:07: You know, I'm not saying that I think you know

00:24:07 --> 00:24:07: different strokes for different folks.

00:24:07 --> 00:24:10: A lot 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  
00:24:31 --> 00:24:35: 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  
00:24:52 --> 00:24:54: 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  
00:25:28 --> 00:25:30: 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 than 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 Answer 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 swim,

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

00:46:09 --> 00:46:13: their 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

00:46:24 --> 00:46:27: density

00:46:27 --> 00:46:29: in their neighborhoods or do different things and in sort

00:46:29 --> 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](http://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](http://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.

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