



Research Capacity Enhancement Framework

Updated July 1, 2019

This framework was conceived and composed with the guidance of the KCDC Advisory Council and Research Enhancement Task Force. Thank you for the generosity of your service, and commitment to increasing the Kansas City Design Center's positive impact on its students, and communities served.

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The framework was written by the internal KCDC team led by Vladimir Krstic including Thom Allen, Mariah Randell, and support from Hoxie Collective.

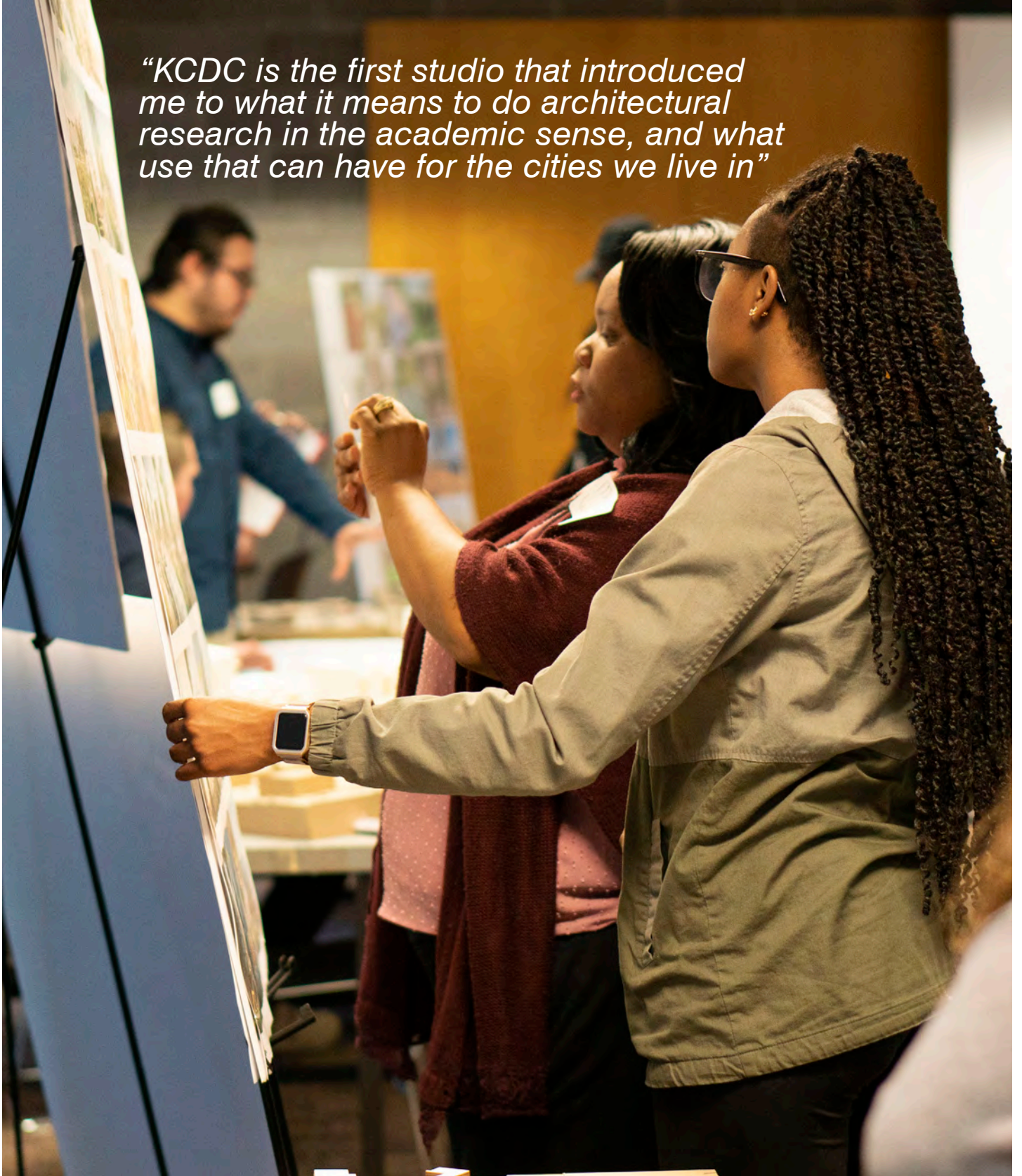
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“KCDC is the first studio that introduced me to what it means to do architectural research in the academic sense, and what use that can have for the cities we live in”



EXECUTIVE SUMMARY

Over the last eight years, the Kansas City Design Center (KCDC) has experienced steady growth in fulfilling its core mission:

To promote excellence in the design of Kansas City's built environment through education and public service.

The KCDC has served as an interdisciplinary teaching, research and collaborative center in the Kansas City region. This unique region has provided diverse contexts and opportunities for urban exploration. Sponsored by Kansas State University and the University of Kansas, the KCDC has achieved recognition of its thought leadership and fulfillment of its service learning mission. This has supported elevated academic standards, the building of community relationships and trust, and achieving a competitive professional and academic standing. Additionally, this has led to stabilizing and increasing its funding base, and expanding its mission-related fundraising capacity.

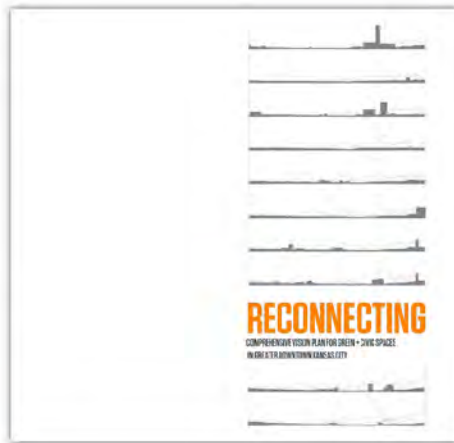
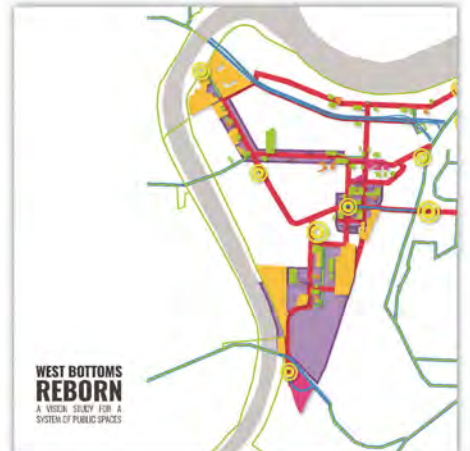
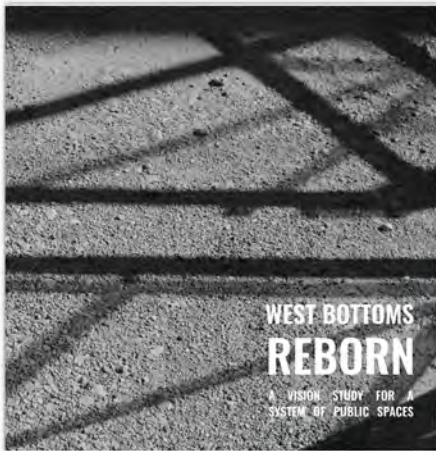
To further expand its role of thought leadership in the field of urban design, the KCDC is creating a Research Capacity Enhancement Framework. Research capacity enhancement will facilitate an even greater generation of the knowledge of critical issues, dissemination of this knowledge, and sustained stewardship of community engagement and empowerment, germane to the KCDC's core program competencies. The KCDC will continue to focus on the critical urban issues in the Kansas City region including affordable housing, climate resilience, and equitable mobility. Enhanced research capacity will enable further development in these areas as well as additional areas, as appropriate and feasible. As the core areas of research deepen, the number of disciplines touched will continue to broaden and attract faculty and students from multiple departments. This increased intellectual capacity and commitment to the important issues of the region is critical to strengthening the region's health and vitality.

A core dimension of the research enhancement framework will be greater expertise through engaging a larger number of faculty from both partner institutions of the KCDC: (Kansas State University's School of Architecture, Planning and Design and The University of Kansas' School of Architecture and Design). This larger group of faculty is referred to as Affiliated Faculty. As the group of Affiliated Faculty grows, so does the complexity of the collaborations. Research Capacity Enhancement will also help expand and diversify the KCDC base of funding through grants and endowments. Diversifying project and program operation funding will be key to a stable base of staff, coordination, teaching excellence, and increasing community impact.

This Research Capacity Enhanced Framework provides a flexible structure and associated resources for all parties to have shared expectations and mutually beneficial results for the KCDC--the students, Affiliated Faculty and the communities served in the Kansas City region.

This document outlines the structure of the Research Capacity Enhancement Framework and is organized as follows:

1. Core Areas of Established Research
2. Structure of Engagement:
 - a. Description of associated support resources
 - b. Optional modes of Affiliated Faculty Engagement
 - c. Affiliated Faculty Application process
 - d. Mutual Expectations and Common Metrics
3. Conclusions
4. Support Resource Appendices
 - A. On-Call Advisors
 - B. Process Manual and Data Access
 - C. Funding Study
 - D. Peer Institution Study
 - E. Past Research Project Listing and Assessment



Shown above are the KCDC's project publications. For a complete listing of the KCDC's research projects and assessments since 2010 please see Appendix E or visit their website: kcdesigncenter.org

CORE AREAS OF ESTABLISHED RESEARCH

The core areas of research were established through sustained work with Kansas City communities. This work happens at the intersection of community and city needs; engagement of the critical field issues and academic objectives aimed at the creation of knowledge and expertise; and the pursuit and enhancement of the KCDC service learning mission towards the creation of innovative teaching models. Past research has responded to the assets, challenges and testing ground of the city through strong relationships between the academic institution and city departments. Through these real-world urban studies core competencies have developed in relationship to critical themes in the Kansas City region. KCDC provides a neutral base to support neighborhood advocacy, build an informed and empowered stakeholder base, navigate the physical, social, and economic fragmentation of our city and region, and elevate new models of community-centered design practice. The ambition of KCDC is to become the thought leader for comprehensive urban design research associated with midwestern cities, in collaboration with complimentary agencies.

The core areas of research are:

1. **Community revitalization and redevelopment** through tactical urban design
2. **Integrated research and data-driven** urban design
3. **Green infrastructure-based public realm** typologies and new urban design paradigms
4. **Creative place-making and place-keeping** urban design strategies
5. **Community engagement** and participatory design
6. **Transformative** urban architecture and building typology investigations
7. Exploration of **funding strategies**, in collaboration with on-call advisors, to support outcomes of research investigations.



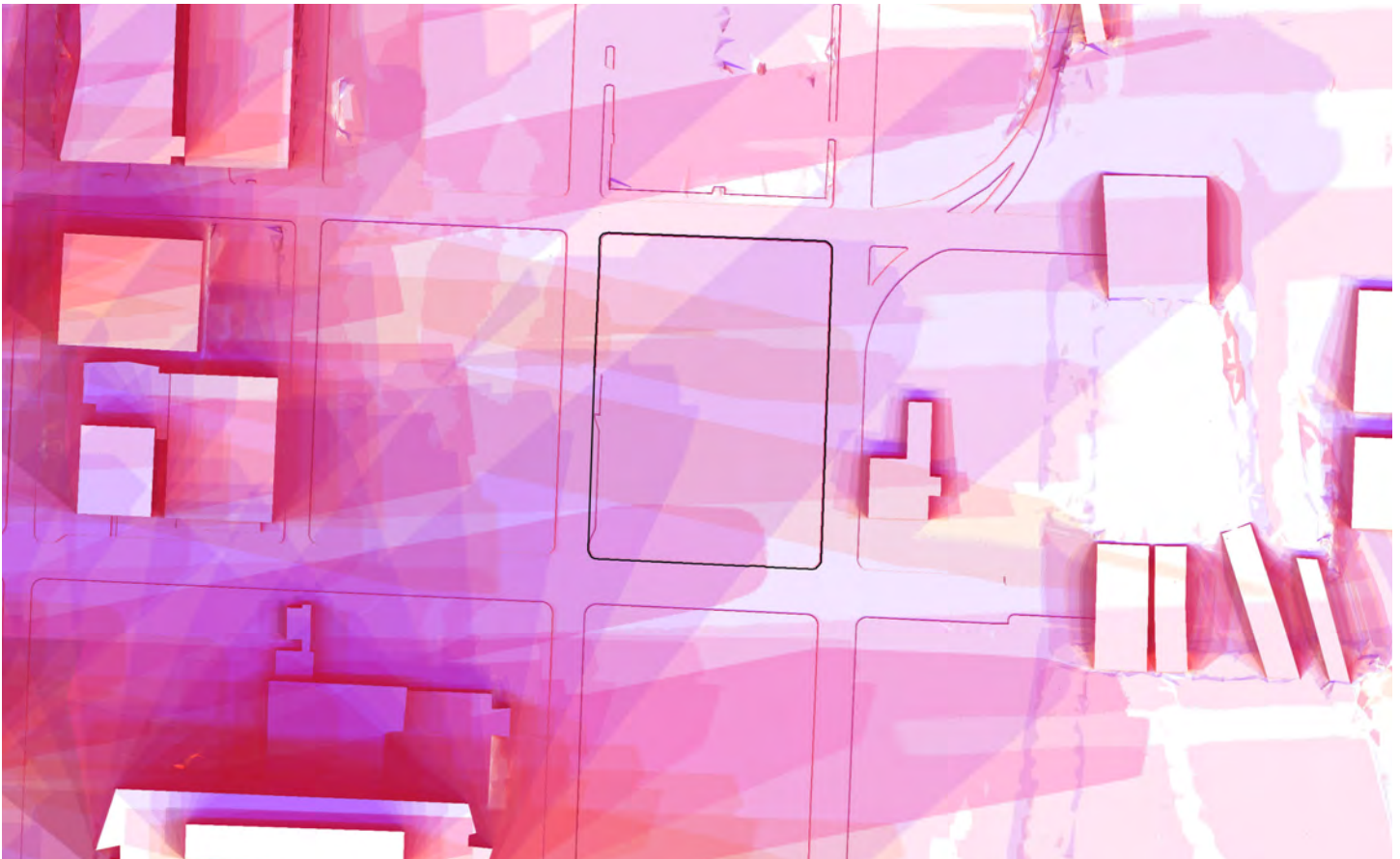


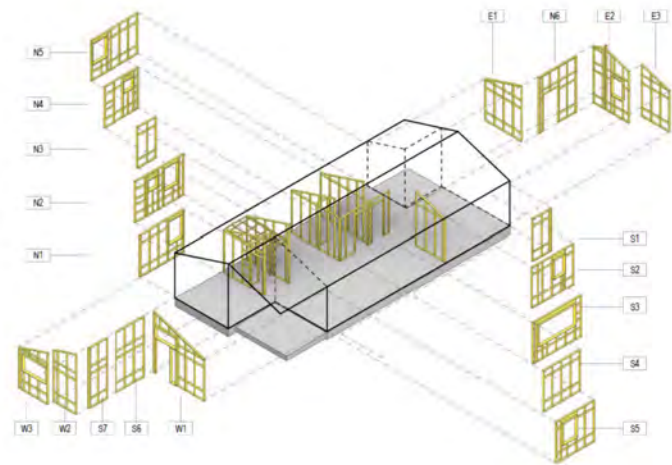
STRUCTURE OF AFFILIATED FACULTY ENGAGEMENT

As the group of Affiliated Faculty grows and changes over time, this flexible structure is meant to provide clarity of roles, access to information and audiences, and support to increase the impact and dissemination of their work. The KCDC Affiliated Faculty designation and program membership is open to KU and KSU faculty members who are interested in teaching and research engagement on the projects specific to the KCDC mission. (*To promote excellence in the design of Kansas City's built environment through education and public service.*) The Affiliated Faculty designation would be for three years initially and open to renewal including the following privileges and opportunities:

- Eligibility for the KCDC Faculty Fellow grants to support research and teaching endeavors related to the program mission
- Invitations to become principal and co-principal in investigators in KCDC grant programs and receive funding support for such engagement
- Invitations to participate in the KCDC Advisory Committee work and other program development and networking activities
- Invitation to disseminate results of their work through KCDC publications, presentations and symposia
- Listing on the KCDC website by their expertise/research area.
- Connection to the KCDC's trusted advisor relationships with City Departments and area organizations in the business community, development community and neighborhoods.

Several of the opportunities described above relate to the network of relationships that KCDC has nurtured in the Metro Kansas City region. As connections expand to the Affiliated Faculty, KCDC staff will continue to provide continuity to the long-term relationship and will nurture the new introductions with institutional knowledge of the history and evolution of the relationship and interactions. The KCDC staff also looks forward to exploring new ideas and opportunities with Affiliated Faculty.





Design build images from Michael Gibson's Net Positive Studio affordable housing project for the Indian Mound neighborhood of Kansas City.

All Images © Michael Gibson

AFFILIATED FACULTY INTERVIEW: MICHAEL GIBSON

How has the Affiliated Faculty structure supported your research?

From day one I could build a studio project around a real purpose with community stakeholders who are a part of the project and the continuum of the experience. To participate in real world problem-solving is much more challenging than a typical speculative architecture studio project. Without KCDC I would not have had the connections to talk with the right community members and experts at the right time in the right way. KCDC's support made the project more legitimate, relevant and engaging for the community and or the students.

How do you anticipate the growth of this program in the future?

Design projects can and should be considering far-reaching impacts in social, environmental, and economic issues. More and more constituents are acknowledging that design must connect to bigger issues to maximize what it can accomplish. KCDC's position with the City Departments, professional networks, and institutional networks provides a place to connect many constituents to the bigger picture of what design can and should be held accountable to, as well as design's role in networking connections between disciplines and important regional challenges. This "infrastructure" of partners is what can make research implementable.

More and more architecture firms are focusing on research and socially conscious practices. The design community needs a place to build projects and community members need a place to plug in. The KCDC can serve this hub for purpose-driven projects based in social equity and community empowerment.

Do you know of faculty from other departments who would be interested in participating?

Yes! From Architectural Engineering, to Education, to Food and Ag Sciences, there is a lot of good will to collaborate with faculty, students and industry sponsored projects. You never know where the connections will take root, so casting a wide net and keeping our eyes open for opportunities is very important. The research showcase in Olathe includes sponsored projects through industrial collaboration with Food and Agricultural Science programs. Likewise, cultivating program and industry involvement relevant to Sustainable Construction and Development practice in combination with Social Work and Education could result in new research projects, partners and implementation opportunities.



SITE PLAN



PROPOSED RENDERING



EXISTING CONDITION

Proposed site design at 27th and Benton Blvd for a 12 unit, 2 Bed/1.5 Bath, 1,250 SF residential building.

All images © Joe Colistra

AFFILIATED FACULTY INTERVIEW: JOE COLISTRA

How has the Affiliated Faculty structure supported your research?

KCDC puts faculty in contact with neighborhood leaders, City leadership, and urban consultants which allows us to have greater impact and benefit from the time that KCDC has spent building relationships over the last eight years. It is also a huge advantage to use KCDC's space downtown as a hub to meet consultants and community members at home, instead of coming to KU in Lawrence. This access to industry professionals is a major factor of project success.

The fact that KCDC unites two accredited programs from two major universities cannot be overstated as a benefit. The capacity of each school is exponentially reinforced by working together. This is also a big advantage to KC Metro communities and provides access to two universities willing to engage as collaborators rather than competing for resources. Funders who are willing to support this collaboration can see that they are promoting a more efficient and productive use of both school's resources and city resources. KU and KState also benefit from this urban hub of learning. Without opportunities to become embedded in complex urban environments and investigate the innate challenges and opportunities of urban environments, the programs in Lawrence and Manhattan could not adequately prepare students for a global economy.

How do you anticipate the growth of this program in the future?

The individual faculty research mode has the most growth potential in my opinion, since the studio model is performing well. The ability to decouple studio teaching from research allow faculty to more effectively address communities' problems and have more positive impact on community needs, without being encumbered by curriculum. The issues raised by an academic studio can be further explored by faculty research that is not possible in the studio exercise. Academic research has an expected rigor and depth that may not always be appropriate for a teaching experience. However, the result of the research may be a publication of a paper, a conference presentation, and further grant funding, which fuel both teaching and research. For example, first I had a studio do a neighborhood revitalization study. When the studio was finished, I investigated implementation plans that moved beyond the academic studio, and finally had peer reviewed papers published on those explorations.

I find that KCDC has a very long institutional memory, and that nearly all the faculty in the architecture departments of both home institutions have had a hand in it over the years of its changing form. We should leverage this history and combined strength of research funding from KU and KState. These institutions do hundreds of millions of dollars of research together and that level of investment in research is rare. How can KCDC provide seed funding that leverages greater opportunity and allows more to invest in this proven engine of research.

Do you know of faculty from other departments who would be interested in participating?

Yes, however they will need grant funding to be drawn in to participate. Even funding for transportation costs to networking events could help. For most faculty, the award of a grant is considered validation or proof that you're headed in the right direction. Non-academic partners such as industry partners could also be great collaborators.

DESCRIPTION OF SUPPORT RESOURCES

Additional resources developed to support Affiliated Faculty include the following:

- On-Call Advisors Listing
- Process Manual and Data Access
- Funding Study
- Peer Institution Study

Each of these resources are described below and are available as Appendix documents.

ON-CALL ADVISORS LISTING

This appendix provides a vetted list of thought leaders who are engaged in current relevant issues and have agreed to share their expertise pro bono with KCDC staff and Affiliated Faculty. The core areas of research are embedded in the complex social, environmental, and economic systems of a city, and it is expected that KCDC research will explore the relationships between the systems. These advisors provide additional perspectives and knowledge on local and general fields of urban study. Most approved advisors are local to the Kansas City region and have been selected and engaged based on adherence to the following general criteria:

1. Direct relationship to KCDC project focus areas
2. Preference for non-profit or public entity.
3. Familiarity with KCDC mission
4. Community-focused

As appropriate, these advisors may be asked to execute an MOU with the KCDC stating that the participating party will not allow self-interests to guide involvement. The listing will change over time but currently includes organizations in the following topic areas:

- Social Work
- Law Enforcement
- Public Health
- Land Use Law
- Land Use Planning, Management and Conservation
- Engineering (Civil, MEP, Structural, Transportation)
- Hydrology
- Ecology
- History
- Equitable and Affordable Housing
- Education and Educators
- Workforce Development
- Development (for profit and non-profit



- Planning, Design and Construction Professionals
- Finance and Banking
- Artists

The listing provides a description of the expertise and organizations to contact. There are a few organizations that can provide expertise in several topic areas, such as Mid-America Regional Council, the Police Departments, and the City Planning Department.

PROCESS MANUAL AND DATA ACCESS

The process manual appendix describes the approach, methods and resources typically used for KCDC projects in the processes of data analysis, precedent studies for benchmarking, plan review, and engagement. The manual also provides links and navigation instructions to access the KCDC server storage of current data, local, national and international precedents, and past project documentation.

A new area of information collection is development proformas. KCDC staff are seeking current development proformas in multiple development typologies to be shared with Affiliated Faculty. These will be described in the manual and accessed via the server.

FUNDING STUDY

The funding study identifies potential funding sources in two primary categories:

1. Project funding: to expand expertise, and amplify Affiliate Faculty funding for multi-year projects (calculate with 26% built in for institutional overhead)
2. Program operations: to support the mission of KCDC and overhead of running the programs – goal to diversify based on established core areas of research

The funding study also includes an estimate of capacity required to follow through on funding lead (i.e. eligibility, grant writing, and relationships to cultivate) and roles for KCDC staff and Affiliated Faculty. When Affiliated Faculty receive grants they can provide opportunities for students as research assistants if the purpose and intention of project is aligned with the KCDC mission.

Another smaller category of funding explored is seed funding for knowledge dissemination (conferences, papers/publications, awards, etc.). Typically, the home institutions provide faculty with some funding for this purpose, however supplementary funding in this category can serve to expand the opportunities to share knowledge and engage a wider group of peers.

PEER INSTITUTION STUDY

The peer institution study provides information on the core areas of research, project types, operational structure in relation to the home institution, knowledge dissemination and funding structure of peer urban studies programs in the United States.



OPTIONAL MODES OF AFFILIATED FACULTY ENGAGEMENT

Research projects are introduced to the KCDC from multiple parties including faculty, City departments, civic organizations, and the design industry. In each situation the research project must have a clearly defined academic role that does not compete with the profession. Affiliated Faculty may apply to work with KCDC and access support resources in any of the following modes: 1) Academic Advisor to KCDC Studio; 2) Independent Faculty-based Research Projects; 3) Industry Research Request; 4) Studio Engagement; and 5) Fellowship Teaching Engagement. These modes will continue to grow through the collaboration with Affiliated Faculty and Advisors.

1. In the Academic Advisor role, the Affiliated Faculty member provides studio critique and guidance to KCDC students on a regular basis as defined in collaboration with the lead studio instructor. This role would be predicated on faculty research alignment with the studio topics of study.
2. In the Fellowship Teaching Engagement role, the Affiliated Faculty member would lead a seminar class with a research focus.
3. In the Independent Faculty-based Research role, the Affiliated Faculty member would be expected to share research at regular intervals with KCDC and engage in opportunities to present research to larger audiences, supported and in partnership with KCDC's grants, network, publicity, and communication.
4. In the Industry Research Request role, the Affiliated Faculty or local firm would host a research fellowship separate from studio work. This model depends on capacity of teaching staff, students, and industry partnership and must not compete in the private consulting market or create any proprietary knowledge. All KCDC research must be shared as open-source resources.
5. In the Studio Engagement role, the Affiliated Faculty member would lead a KCDC studio investigation through their home institution. The Studio Engagement role is the most conducive to collaboration on multi-year projects and an expanded role in guiding program development.
6. In the Fellowship Teaching Engagement role, the Affiliated Faculty member would lead a seminar class with a research focus.



AFFILIATED FACULTY APPLICATION PROCESS

The first step in the process to become an Affiliated Faculty member of KCDC is to submit a statement of interest and agreement with the KCDC's mission. This annual process occurs during the spring semester. KCDC Affiliated Faculty appointment application is an open process which in addition to the statement of interest and a copy of current CV would require support of their departmental administrator and consent of the KCDC director and academic staff as applicable.

While the primary value that the KCDC provides is in the urban structure for research and access to community relationships, Affiliated Faculty can also apply for the KCDC Fellow Grant Opportunities during the spring semester, pending operational funding for KCDC. The awards will be selected on the merit basis of the engagement/project proposal, with funds made available to awardees for the following academic year including the summer semester if needed. The Selection Committee will consist of the KCDC academic staff, one-faculty representatives from KSU and KU each, and two members of the KCDC's Advisory Council.

KCDC FACULTY FELLOW GRANT OPPORTUNITIES:

- Research Grants: Work with the KCDC on larger research projects or take on a subject related to the KCDC mission. 2 annual stipends available up to \$5,000 each, \$3,000 in unqualified funds and \$5,000 with the matching component provision.
- Teaching Grants: Projects and studios as a vehicle to engage on projects. One annual stipend available up to \$10,000
- Sabbatical Grants: Resident researcher as part of KCDC projects. Amount TBD



MUTUAL EXPECTATIONS AND COMMON METRICS

Affiliated Faculty can expect for the KCDC to coordinate the network of local connections to governmental departments, topic advisors, industry audiences, and communities with whom they have long standing relationships. This coordination includes publicity and convenings for presentations, critique and project coordination. KCDC staff will manage the server and access to current data sources and information related to the Process Manual. KCDC will coordinate with the university to streamline any legal processes required for liability and insurance on studio projects.

The KCDC expects for Affiliated Faculty to contribute to the KCDC's mission and publicize affiliation with KCDC on published or presented research, awards, and project funding. Affiliated Faculty will commit to increasing the capacity and visibility of KCDC in the core research areas. Affiliated Faculty will commit to measuring outcomes of research and reporting back on a common set of metrics.

The common metrics are organized into four categories: 1) Dissemination; 2) Contribution to KCDC Mission; 3) Implementability through Community Empowerment; and 4) Innovation. Ideally Affiliated Faculty involvement in any mode would measure outcomes in at least one metric from each category:

DISSEMINATION

- Number of peer-reviewed journals, papers, and studies published or presented at symposia and conferences in core areas of research
- Number of applications and awards won for grants, research, design, and/or community service
- Increase in awareness and advocacy of diverse issues impacting community (# of new participants)
- Number of communities participating in multi-year projects with the KCDC
- Number of students impacted
- Number of job sites visited
- Number of new potential KCDC partners engaged for future projects
- New funding opportunities identified
- Dollars invested in community directly related to research
- Influence the development of higher wage jobs and industries through marrying design and development opportunity with latent workforce potential - asset based community development

CONTRIBUTION TO THE KCDC MISSION

- Tracking community impact goals (see Process Manual)
- Local goods and services purchased/engaged
- New funding opportunities identified
- Increase in innovation and building of green infrastructure and new typologies of urban architecture related to research
- Increase in awareness and advocacy of diverse issues impacting community (# of new participants; # of symposia and conferences)
- Promotion of alternative modes of transportation and positive impact on quality of urban environment
- Promotion of innovation in sustainable and equitable housing typologies
- Involvement with priority city redevelopment initiatives to provide thought leadership
- Promotion of the impact of the KCDC's work through community statements

INNOVATION

- Number of disciplines involved in research
- Number of advisors involved in research
- Number of organizations and institutions involved in research
- Proof of concept installations
- Number of peer reviewed articles or presentations in technology or innovation-focused journals, conferences, and symposia.
- Increase in innovation and building of green infrastructure and new typologies of urban architecture related to research
- Promotion of alternative modes of transportation and positive impact on quality of urban environment
- Promotion of innovation in sustainable and equitable housing typologies

IMPLEMENTABILITY THROUGH COMMUNITY EMPOWERMENT

- Number of community members reached
- Number of next steps that the community is empowered to move forward

CONCLUSIONS

Through this framework the KCDC will continue to strengthen its approach and methodology for integrated research capacity through attracting and retaining a wide pool of talented affiliated faculty and increasing the network of on-call advisors and community relationships. As the core areas of research deepen, the number of disciplines touched will continue to broaden and attract faculty and students from multiple departments. This increased intellectual capacity and commitment to studying Urban Design challenges are critical for the increased health and vitality of the cities of this region.

There are both place-based and technology-based implications for the future of the KCDC's growing research program. KCDC could become an educational hub of an innovation district and could host urban studies data and resources to connect all regional universities on the core areas of research. The Metro KC region provides unique and diverse opportunities to explore, study, and engage in important urban challenges that are present in many regions across the globe. Diversifying project and program operation funding will be key to a stable base of staff, coordination, teaching excellence, and increasing community impact.





APPENDIX A: On-Call Advisors Listing

General Criteria 18

Topic Areas:

- Social Work..... 18
- Law Enforcement..... 19
- Public Health..... 19
- Land Use Law..... 20
- Land Use Planning, Management, and Conservation..... 20
- Engineering (Civil, MEP, Structural, and Transportation)..... 21
- Hydrology..... 22
- Ecology..... 22
- History..... 23
- Equitable and Affordable Housing..... 23
- Education and Educators..... 24
- Workforce Development.....25
- Development (for profit and non-profit)..... 25
- Planning, Design, and Construction Professionals..... 26
- Finance and Banking..... 27
- Artists..... 27

GENERAL CRITERIA

General Criteria:

1. Direct relationship to focus area
2. Preference for non-profit or public entity. Higher education entity must be willing to collaborate on MOU process. Private entity may require additional conflict of interest stipulations
3. Familiarity with KCDC mission
4. Community-focused

Agreement or MOU will state that participating party will not allow self-interests to guide involvement as well as any additional criteria and scope mutually required.

SOCIAL WORK

Expertise sought: Understanding of community social needs including mental and behavioral health, homelessness, job placement, language, childcare, maternity services, drug rehabilitation, recidivism, immigration (documented and undocumented citizens), community integration barriers.

Potential organizations: Mattie Rhodes, Catholic Charities, Don Bosco Center, KU School of Social Work, Center for Creating Opportunities (CCO), United Way, Guadalupe Center, Palestine Senior Activity Center, JVS, UMKC School of Social Work, LINC, KCPD, KCKPD

Contact information for current advisors:

Mattie Rhodes
John Fierro: President/CEO
jfierro@mattierhodes.org
816.581.5612

Catholic Charities of KC-St. Joseph
Jarrod Sanderson: Executive Director
Neighborhoods of Hope Community Housing Program
jsanderson@ccharities.com
816.221.4377
816.659.8227
4001 Blue Parkway, Suite 250, KCMO 64130

Kansas City MO Police Department
Greg Smith: Master Police Officer
Sarah Boyd: Public Relations Specialist
816. 234.5530

Center for Creating Opportunities

LAW ENFORCEMENT

Expertise sought: Enforcement and social work perspectives needed; Understanding of area crime and underlying indicators of community safety.

Potential organizations: KCPD (CIOs and Social Workers), KCKPD

Additional criteria for engagement: Works directly with local schools, churches, community organizers, etc.

Contact information for current advisors:
Kansas City MO Police Department
Greg Smith: Master Police Officer
Sarah Boyd: Public Relations Specialist
816. 234.5530

PUBLIC HEALTH

Expertise sought: Current state, change over time, local goals, community feedback, social indicators of public health, key behavior influences, physical and social interventions for increasing public health.

Potential organizations: mySidewalk, CCO, KCMO Public health department, KCK Public Health department

Additional criteria for engagement: Agency focus on public engagement

Contact information for current advisors:
mySidewalk
Dr. Sarah Martin
smartin@mysidewalk.com
Nicolette Wallis
nwallis@mysidewalk.com

Center for Creating Opportunities

LAND USE LAW

Expertise sought: Understanding of regulations, eligible incentives and tax abatement processes, and development policy/regulation including Abandoned Housing Act, community land trusts and other models for community empowerment.

Potential organizations: Legal Aid of Western MO, KCEDC, City Planning Departments, Local law firms (private and non-profit)

Additional criteria for engagement: Probono service agreement

Contact information for current advisors:

Legal Aid of Western Missouri

Michael Duffy

mduffy@lawmo.org

Dennis Chanay

DChanay@lawmo.org

Ana deJesus

AdeJesus@lawmo.org

Kansas City Economic Development Corporation
Robert (Bob) Long: Development Service Specialist
rlong@edckc.com
816.691.2104
1100 Walnut St., ste. 1700, KCMO 64106

Kansas City MO Planning and Development Dept.
Jeff Williams: Director, City Planning and Development
jeff.williams@kcmo.org
816.513.8803
Gerald (Bo) Williams: Lead Planner
gerald.williams@kcmo.org
816.513.2897
414 E. 12th St., KCMO 64106

Unified Government of Wyandotte Co/KCK Planning and Development Dept.
Rob Richardson
rrichardson@wycokck.org

LAND USE PLANNING, MANAGEMENT, AND CONSERVATION

Expertise sought: Understanding of land use decision-making and adopted plans, political climate for growth/boundaries/density, conservation easements, environmental restoration, impacts of land use on streams/rivers/air, major projects slated.

Potential organizations: Heartland Conservation Alliance, MO Department of Conservation, Wildlands (Bridging the Gap program), Land Bank, Parks and Recreation, Water Services, City Planning Departments, MARC, KCEDC, MODOT, KCPL, The Nature Conservancy, County Land Planning, KDOT

Contact information for current advisors:

Heartland Conservation Alliance

Jill Erickson: Executive Director

jill@heartlandconservationalliance.org

816.813.0944

MO Department of Conservation

Stephen VanRhein: Community Conservation Planner

Stephen.VanRhein@mdc.mo.gov

816.759.7305 ext 1128

Stacey Davis

Stacey.Davis@mdc.mo.gov

4750 Troost Ave; Kansas City, MO 64110

Wildlands (a program of Bridging the Gap)

Kristin Riott (Executive Director of BTG)

kristin.riott@bridgingthegap.org

Linda Lehrbaum: Program Manager

linda@bridgingthegap.org

KCMO Land Bank

4400 Blue Parkway, 1st Floor, KCMO 64130

816.513.9020

KCMO Parks and Recreation

Terry Rynard: Director

terry.rynard@kcmo.org

Roosevelt Lyons: Deputy Director

Roosevelt.Lyons@kcmo.org

816.513.7505

4600 E. 63rd Street Trfwy.; Kansas City, MO 64130

KCMO Water Services

Lisa Treese

Lisa.Treese@kcmo.org

LAND USE PLANNING, MANAGEMENT, AND
CONSERVATION Continued

Contact information for current advisors:
Kansas City MO Planning and Development Dept.
Jeff Williams: Director, City Planning and Development
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David Warm: Executive Director
dwarm@marc.org
816.474.4240
Amanda Graor: Chief Innovation Officer
agraor@marc.org
816.701.8333
Tom Jacobs: Environmental Programs
tjacobs@marc.org
816.701.8352
600 Broadway, Suite 200 KCMO

Kansas City Economic Development Corporation
Robert (Bob) Long: Development Service Specialist
rlong@edckc.com
816.691.2104
1100 Walnut St., ste. 1700, KCMO 64106

KCP&L
Merley McMurry: Public Affairs
merley.mcmurry@kcpl.com
816.556.2493
P.O. Box 418679
Kansas City, MO 64141

ENGINEERING (Civil, MEP, Structural, & Transportation)

Expertise sought: Understanding of current issues facing
development in the area. Involvement with Complete
Streets and Green Infrastructure. Understanding of EPA
Consent Decree.

Potential organizations: Burns & McDonnell, HNTB,
Dubois Engineers, Black & Veatch, Henderson, SK Design,
Taliaferro & Browne, Olsson & Associates, WSP

Additional criteria for engagement: Senior project manager
involvement, and practice leaders

Contact information for current advisors:
Burns & McDonnell
Andrew Sauer: Green Infrastructure & Stormwater
Manager
ansauer@burnsmcd.com
816.448.7578
9400 Ward Parkway, Kansas City MO 64114

HNTB
Tom Poer: Associate Vice President
tpoer@HNTB.com
816.427.2357
715 Kirk Dr. Kansas City, MO, 64105

DuBois Engineers
Ajamu Webster: CEO/Founder
816.333.7700
5737 Swope Parkway, Kansas City, MO 64130

HYDROLOGY

Expertise sought: Understanding of how integral water and infrastructure (green and gray) and public realm is to urban design and planning practices; water quantity, quality, periodicity, and stream corridor practices and regulations (floodplain) by local and federal agencies.

Potential organizations: MARC, Army Corps of Engineers, Water Services (municipal), Blue River Watershed Alliance, National ecological engineering practices such as Biohabitats.

Contact information for current advisors:
Mid-America Regional Council
Tom Jacobs: Environmental Program Director
tjacobs@marc.org
816.474.4240
600 Broadway, Suite 200 KCMO

Kansas City MO Water Services
Terry Leeds: Director
terry.leeds@kcmo.org

ECOLOGY

Expertise sought: Understanding of habitat value and need (impairment) as well as historic patterns of geology, land cover, and species.

Potential organizations: Heartland Conservation Alliance, Missouri Dept of Conservation, Wildlands, MARC, JoCo Parks and Rec, Friends of the Kaw, Audubon Society, The Nature Conservancy, KS Geological Survey, UMKC Geology

Contact information for current advisors:
Heartland Conservation Alliance
Jill Erickson: Executive Director
jill@heartlandconservationalliance.org
816.813.0944

MO Department of Conservation
Stephen VanRhein: Community Conservation Planner
Stephen.VanRhein@mdc.mo.gov
816.759.7305 ext 1128
Stacey Davis
Stacey.Davis@mdc.mo.gov
4750 Troost Ave; Kansas City, MO 64110

Wildlands (a program of Bridging the Gap)
Kristin Riott (Executive Director of BTG)
kristin.riott@bridgingthegap.org
Linda Lehrbaum: Program Manager
linda@bridgingthegap.org

Mid-America Regional Council
Tom Jacobs: Environmental Program Director
tjacobs@marc.org
816.474.4240
600 Broadway, Suite 200 KCMO

HISTORY

Expertise sought: Understanding of evolution of settlement patterns, planning, cultural and political events, people who influenced history, and the underlying factors for the changes of communities over time.

Potential organizations: Missouri Valley Special Collections, Cyd Millstein, Elizabeth Rosin, Vicki Noteis, Neighborhood resident historians, UMKC Libraries and Marr Sound Archives, State Historical Societies, KC Research Center.

Contact information for current advisors:
Missouri Valley Special Collections
Carrie Coogan: Deputy Director, Public Affairs and Community Engagement
carriecoogan@kclibrary.org
816.701.3514

Architectural and Historical Research
Cyd Millstein: Principal
cydney@ahr-kc.com

Rosin Preservation
Elizabeth Rosin: CEO
elizabeth@rosinpreservation.com
816.472.4950

Collins, Noteis & Associates
Vicki Noteis: Principal
vickinoteis@kc.rr.com
1600 Genessee St., Suite 354, Kansas City, MO 64102

EQUITABLE & AFFORDABLE HOUSING

Expertise sought: Understanding of incentives including tax abatement processes, inclusionary zoning, various housing typologies, best practices for spectrum of rent to own to manage (wealth-building), lenders in area, homeowner literacy training, familiarity with immigrant population housing challenges.

Potential organizations: Habitat for Humanity, Catholic Charities, Brinshore, LISC, CDCs (Westside Housing, CHWC, NNI (Northland Neighborhoods Inc.), Neighborhood housing committees (Pendleton Heights, Scaritt Renaissance, Key Coalition, Santa Fe), Legal Aid of Western MO, Housing Authorities, KC Equity Fund, CHES Inc., Local realtors/brokers, Policy experts (Urban Institute – D.C.).

Additional criteria for engagement: Engagement expertise with populations served

Contact information for current advisors:
Catholic Charities of KC-St. Joseph
Jarrod Sanderson: Executive Director
Neighborhoods of Hope Community Housing Program
jsanderson@ccharities.com
816.221.4377
816.659.8227
4001 Blue Parkway, Suite 250, KCMO 64130

Brinshore
Todd Leiberman: Executive Vice President
toddl@brinshore.com

LISC
Ina Anderson: Deputy Director
IAnderson@lisc.org
Amanda Wilson
AWilson@lisc.org

Westside Housing Organization
Gloria Ortiz-Fisher: Executive Director
gortizfisher@westsidehousing.org
816.421.8048

Maddie Rhodes
David Stadler: Vice President of Administration & Community Development
dstadler@mattierhodes.org
816.581.5684

EQUITABLE & AFFORDABLE HOUSING Cont'd

Contact information for current advisors:

Scaritt Renaissance
Leslie Caplan: SRNA President
ldcisme328@gmail.com
816.510.8489

Key Coalition
Karen Slaughter

Legal Aid of Western Missouri
Michael Duffy
mduffy@lawmo.org
Dennis Chanay
DChanay@lawmo.org
Ana deJesus
AdeJesus@lawmo.org

EDUCATION and EDUCATORS

Expertise sought: Understanding of local education strengths and challenges for Pre-K, K-12, and college (consider facilities, staff, policy, and access - affordability, information, transportation, stable housing). Ability to promote professions and mentorship in K-12 settings.

Potential organizations: KCPS, Lean Lab, Community Colleges (JCCC, Metropolitan CC, Penn Valley CC) Local school districts, LINC, lead to read kc, literacy KC, Gould Evans STEAM studio, Workforce Partnership, Full Employment Council, K-12 teachers in local neighborhoods

Contact information for current advisors:

Kansas City Public Schools
Shannon Jaax: Director, Planning and Real Estate Service, KCPS
sjaax@kcpublicschools.org
816.418.7567
2901 Troost Ave, Kansas City, MO 64109

Johnson County Community College
Shawn Smith: Director, Collaboration Center
ssmith412@jccc.edu
913.469.8500 ext. 7684

WORKFORCE DEVELOPMENT

Expertise sought: Understanding of marketplace and community development needs for employees, programs supporting youth/veterans/parolees/women/minorities, variety of program types (related to specific project - such as housing construction, skilled trades, green infrastructure, health and wellness)

Potential organizations: ReStart, Arts Asylum, Center for Neighborhoods, Bridging the Gap, Community Colleges (JCCC, Metropolitan CC, Penn Valley CC), JVS, Center for Creating Opportunities, Workforce Partnership, Full Employment Council, Clay County Economic Development Council

Contact information for current advisors:

ReStart

Stephanie Boyer: Chief Executive Officer

sboyer@restartinc.org

816.472.5664 ext. 252

Arts Asylum

Evelyn Craig, Executive Director

Bridging the Gap

Kristin Riott: Executive Director

kristin.riott@bridgingthegap.org

Kechia Smith: Programs Director

kechia.smith@bridgingthegap.org

816.945.9330

Johnson County Community College

Shawn Smith: Director, Collaboration Center

ssmith412@jccc.edu

913.469.8500 ext. 7684

DEVELOPMENT (For profit and Not for Profit)

Expertise sought: : Understanding of incentive processes including tax abatement, lenders and financing processes, local market, specific affordability ratios, how to develop with affordable outcomes, and mixed income focus.

Potential organizations: ULI, LISC, KCEDC, Port KC, Westside Housing Organization, NEAT (Maddie Rhodes), YARCO, Hunt Midwest, Sunflower Development Group, local rehabbers and developers, KCADC, UNI (Urban Neighborhood Initiative), KC Industrial Development Authority, Clay County Economic Development Council, Alt Cap, CHWC

Additional criteria for engagement: Clean history - no predatory lending practices, or ties to redlining (statement of history); Prioritize involvement of community based developers

Contact information for current advisors:

ULI

Lynn Carlton: ULI Chair

lynn.carlton@hok.com

LISC

Ina Anderson: Deputy Director

IAnderson@lisc.org

Kansas City Economic Development Corporation

Robert (Bob) Long: Development Service Specialist

rlong@edckc.com

816.691.2104

1100 Walnut St., ste. 1700, KCMO 64106

Port KC

Jon Stephens: President & CEO

jstephens@portkc.com

816.559.3750

110 Berkley Plaza, Kansas City, MO 64120

Westside Housing Organization

Gloria Ortiz-Fisher: Executive Director

gortizfisher@westsidehousing.org

816.421.8048

NEAT (Maddie Rhodes)

David Stadler: Vice President of Administration &

Community Development

dstadler@mattierhodes.org

816.581.5684

PLANNING, DESIGN, & CONSTRUCTION PROFESSIONALS

Expertise sought: Understanding of cost of materials, labor, timing/schedule, trades, permits, municipal processes. Experience with affordable design, sustainable design and construction best practices.

Potential organizations: SOM, HNTB, eldo, BNIM, JEDunn, Helix, Centric, Cyd Millstein, Elizabeth Rosin, Vicki Noteis, DRAW, Phronesis, ULI, Planning Dept, Water Dept, Park and Rec, Public Works

Additional criteria for engagement: Current local relevant work, and practice leaders

Contact information for current advisors:
SOM

Gunnar Hand: Director of Planning
gunnar.hand@som.com

HNTB

Tom Poer: Associate Vice President
tpoer@HNTB.com
816.427.2357
715 Kirk Dr., Kansas City, MO 64105

el dorado

David Dowell
ddowell@eldoradoarchitects.com

BNIM

Steve McDowell: Director of Design
smcdowell@bnim.com
Bob Berkebile: Principal Emeritus
bberkebile@bnim.com
Alyssa Parsons: Associate
aparsons@bnim.com
816.783.1500
2460 Pershing Rd. Suite 100, Kansas City, MO 64108

JE Dunn

Greg Nook: Chief Marketing Officer
greg.nook@jedunn.com
1001 Locust St., Kansas City MO 64106

Helix

Doug Stockman
dstockman@helixkc.com

Centric

Richard Wetzel
richard.wetzel@centric.build

Contact information for current advisors:
Architectural and Historical Research

Cyd Millstein: Principal
cydney@ahr-kc.com

Rosin Preservation

Elizabeth Rosin: CEO
elizabeth@rosinpreservation.com
816.472.4950

Collins, Noteis & Associates

Vicki Noteis: Principal
vickinoteis@kc.rr.com
1600 Genessee St., Suite 354, Kansas City, MO 64102

DRAW

Dominique Davidson: Founding Principal
dominique@drawarch.com

Phronesis

Tim Duggan: Principal
tim@phronesis-design.com
816.214.0896

ULI

Lynn Carlton: ULI Chair
lynn.carlton@hok.com

KCMO Planning and Development Dept.

Jeff Williams: Director, City Planning and Development
jeff.williams@kcmo.org
816.513.8803
Gerald (Bo) Williams: Lead Planner
gerald.williams@kcmo.org
816.513.2897
City Hall, 414 E. 12th St., KCMO 64106

KCMO Parks and Recreation

Terry Rynard: Director
terry.rynard@kcmo.org
Roosevelt Lyons: Deputy Director
Roosevelt.Lyons@kcmo.org
816.513.7505
4600 E. 63rd Street Trfwy.; Kansas City, MO 64130

KCMO Water Services

Lisa Treese
Lisa.Treese@kcmo.org

KCMO Public Works

Sherri McIntyre
sherri.mcintyre@kcmo.org
Mario Vasquez
mario.vasquez@kcmo.org

FINANCE AND BANKING

Expertise sought: : Understanding and knowledge of various loans, revolving funds, incentives and fundraising techniques. Potential for cross over in areas of construction, development, and workforce

Potential organizations: : LISC, Alt Cap, KCEDC, MO Bank, Commerce, UMB, CHES Inc., Clay County Economic Development Council, KC Equity Fund, City Bank, BMO Harris, KC Industrial Development Authority, Local lenders to CDCs, Credit Unions, CDFIs

Additional criteria for engagement: : Clean history - no predatory lending practices, or ties to redlining (statement of history)

Contact information for current advisors:
LISC
Ina Anderson: Deputy Director
IAnderson@lisc.org
Daniel Serda: KC-CUR Project Manager
dserda@lisc.org

AltCap
Ruben Alonso: President
ruben@alt-cap.org
816.216.1851
3200 Wayne Ave., Kansas City, MO 64109

Kansas City Economic Development Corporation
Robert (Bob) Long: Development Service Specialist
rlong@edckc.com
816.691.2104
1100 Walnut, Ste., 1700 Kansas City, MO 64106

ARTISTS

Potential organizations: : Charlotte Street Foundation, Mid America Arts Alliance, Art in the Loop (Downtown Council), Crossroads Community Association

Additional criteria for engagement: : Collaborative work to serve common good rather than platform to promote individual artists' work

Contact information for current advisors:
Charlotte Street Foundation
Amy Kligman: Executive/ Artistic Director
amy@charlottestreet.org
816.221.5115
PO Box 10263, Kansas City, MO 64171

Mid America Arts Alliance
Kathy Dowell: Director
Kathy@maaa.org
816.421.1388
2018 Baltimore Ave., Kansas City, MO 64108

Art in the Loop (Downtown Council)
Ann Holliday: Director of Arts Initiatives
ann@downtownkc.org
Bill Dietrich: President and CEO
bill@downtownkc.org
816.979.1072
1000 Walnut St., Kansas City, MO 64106

Arts KC
Dana Knapp
knapp@artskc.org
816.994.9227

Inter Urban Art House (Downtown Overland Park Arts Organization)
Nicole Emanuel
info@interurbanarthouse.org



APPENDIX B: Approach, Methodology & Process Manual

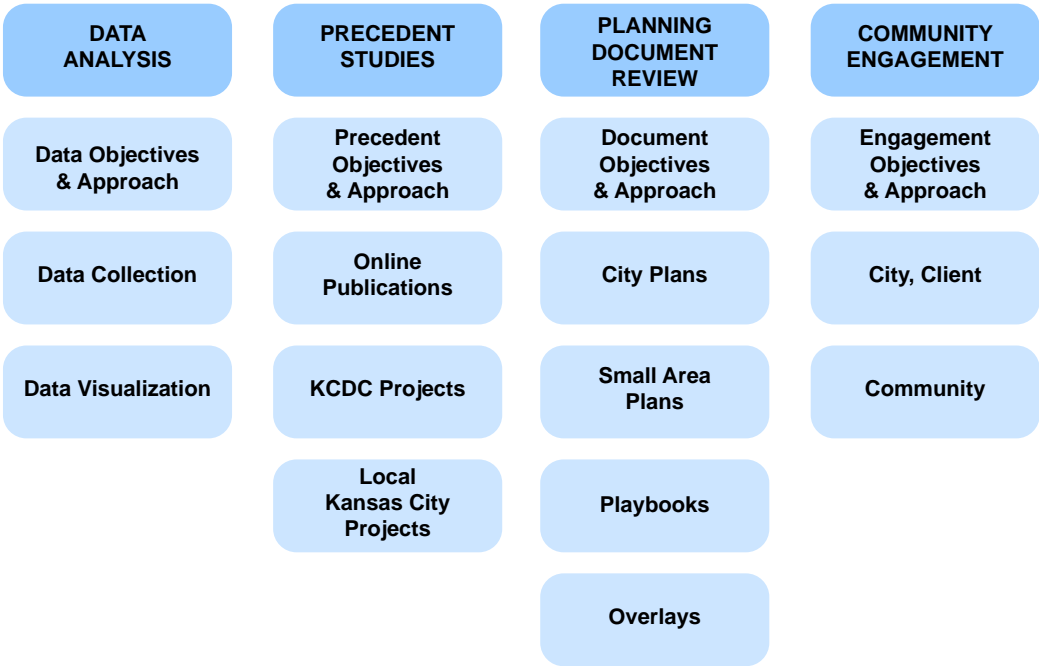
DATA ANALYSIS

1. Objectives & Approach – Fundamental to the KCDC design research process, data collection and data visualization is key to developing a cohesive base for understanding urban design issues. The three-pronged approach is done through inventory, analytical, and speculative mapping as a form of analysis. The initial data collection phase of this process reviews the project proposal’s needs and gathers an inventory of GIS data, census data, historical documents (primarily maps and photos), past newspaper articles, and related written articles. Once the collection and inventory are completed, it is mapped spatially and cognitively to allow for an analytical investigation.

The analytical mapping, by combining the inventory data, creates a comprehensive understanding of specific issues and inter-relationships that affect the project. By combining and comparing this information it becomes more digestible and easier to apply to urban design issues. In doing so, an original perspective and new insights lead to assumptions for developing future conversations around design scenarios.

Through this process, the maps created range in use and can be used for study, for supporting public meetings, and help formulate future design and research strategies. Additionally, the documents and materials allow for speculation on current issues, areas of opportunity, and current barriers that can be later presented through mapping and writing.

This focus is geographically specific to Kansas City and utilizes KCDC to develop insider knowledge and elevate the collective understanding of past, present, and future issues surrounding the area.



- 2. Data Collection
 - i. Census Data Inventory
 - 1. [Missouri Census Data Center](#)
 - 2. [USA Census Data Center](#)
 - 3. [American Fact Finder](#)
 - 4. [KCMO Planning Office](#)
 - 5. GIS Inventory

6. [KCMO Parcel Viewer](#)
 7. [Mid America Regional Council](#)
 8. [Jackson County Missouri Parcel Viewer](#)
 9. [Social Explorer](#)
 10. [National Historical Geographic Information System](#)
 11. [Open Street Map](#)
- ii. Historical Inventory
 1. [Missouri Valley Special Collections](#)
 - a. [Sanborn Maps](#)
 - b. [1940 Tax Assessment](#)
 - c. [Ariel Views](#)
 - d. [Photos](#)
 - e. City Maps
 - i. [Board of Park Commissioner Maps](#)
 - ii. [Housing Survey of 1934](#)
 2. [Redlining Maps](#)
 3. Newspaper Articles/References
 - a. [Kansas City Star](#)
 - b. [The Call](#)
 - c. [KC Business Journal](#)
3. Data Visualization
 - i. Analytical
 1. Figure Ground
 2. Transportation and Mobility
 3. Education
 4. Typology
 5. Industry
 6. Vacancy
 7. Health
 8. Green Space
 9. Demographics
 10. Politics
 11. Culture
 12. Water & Energy
 - ii. Speculative
 1. Current Issues
 2. Opportunity Areas
 3. Current Impediments & Barriers

PRECEDENT STUDIES

1.Objectives & Approach

Precedent studies center on past projects from the Kansas City Design Center, local/regional projects, and national/international projects.

Selecting the most appropriate past KCDC projects, including publications and support documents along with any additional studies is key to building off the institutional knowledge of the design center's research. Connecting with past local participants, site visits, and contact with local government agency participants are built into the process. This work is building on and drawing from the past KCDC projects and allows for the creation of in-house cumulative knowledge and know how.

Local and regional case studies that have been previously studied for KCDC work is also available through the KCDC methods data base and include current and proposed development to allow for research proposals to work in tandem with current trends in the city.

Access to online publications offer a curation of national and international projects to be included in the precedent analysis. Through the digital reference library, state of the art best practice case studies are available for practical and theoretical knowledge to contextualize research and project efforts. This is key for examining our way of thinking and ultimately results in information sharing for key stakeholders on the overall possibilities for the community and design proposals.

The precedent studies set up a better understanding of the objectives and issues for proposed projects. Devised to guide project development, new case studies will be introduced throughout projects based of scope and phase of project.

2. Online Publications

- iii. [Architecture Record](#)
- iv. [Arch Daily](#)
- v. [Architect Magazine](#)
- vi. [Architectural Review](#)
- vii. [Metropolis](#)
- viii. [Spacing](#)
- ix. [City Lab](#)
- x. [Landscape Architecture Magazine](#)
- xi. [Landezine](#)
- xii. [Next City](#)
- xiii. [Brookings Institute](#)
- xiv. [UN-Habitat](#)
- xv. [Urban Land Magazine](#)
- xvi. [Denver Infill Blog](#)
- xvii. [UrbDeZine](#)
- xviii. [The Urbanist](#)
- xix. [The Pop-Up City](#)
- xx. [Urban Splash](#)
- xxi. [Architecture Lab](#)
- xxii. [City Farmer News](#)
- xxiii. [Urban Hub](#)
- xxiv. [Urban Omnibus](#)
- xxv. [Child in the City](#)
- xxvi. [Urban Design Group](#)

4. KCDC Projects

- i. Publications
- ii. Support Document, Programming Studies

5. Topical Case Studies

- i. Gateways
- ii. Green Infrastructure
- iii. Multi-Functional Infrastructure
- iv. Urban Infill
- v. Net Zero
- vi. Housing
- vii. Catalytic Placemaking

- viii. Creative Placemaking
- ix. Guerilla Urbanism
- x. Multi-Modal Transportation
- xi. Community Engagement
- xii. Kansas City

PLANNING DOCUMENT REVIEW

1. Objectives & Approach- Documents of city-wide planning initiatives are made available during the initial research process and begin with a broad focus of the city both past and present. Numerous area plans have been developed over the years for the city and access to the city website allows for research into adopted area plans and the information pertinent to the study. The purpose is to build a knowledge base of the critical initiatives that have previously been conducted to provide critical context for informed research and design. Other major initiatives in research project areas will be identified and incorporated into the design project.

Two critical city plans are the 1947 Mast Plan and the Focus Plan. To understand the historical context of each project, the various maps and strategies for development in the 1947 Master Plan serves as the foundation for the current design problems. The FOCUS Plan, adopted in 1997 serves as the most recent comprehensive plan and weaves in the seven component plans including, small area plans, project plans, and overlays, all show the intended strategies for development within the select study area. See links below for plan descriptions.

2. City Plans
 - i. [1947 Master Plan](#)
 - ii. [FOCUS](#)
3. Component Plans
 - i. [Physical Framwork Plan](#)
 - ii. [Urban Core Plan](#)
 - iii. [Northland Plan](#)
 - iv. [Preservation Plan](#)
 - v. [Neighborhood Prototypes Plan](#)
 - vi. [Governance Plan](#)
 - vii. [Human Investment Plan](#)
4. [Small Area Plans](#)
5. [Project Plans/Overlays](#)
6. Playbooks/Current Planning Documents
 - i. [Prosperity Playbook](#)
 - ii. [Central City Sales Tax](#)
 - iii. [Prospect Corridor Development Implementation](#)
 - iv. [KC-CUR](#)
7. [Overlays](#)

COMMUNITY ENGAGEMENT

1. Objectives & Approach, Outcomes – At the core of each project, the design center seeks out different levels of partnerships to support projects and project development. The purpose is to build trust, consensus, advocacy and long-term relations with the communities KCDC serves. A project advisory group will be established for

each project and developed through City, Client and Community lists. A larger stakeholder group is to be formed through creating community lists and should contain input and leadership from neighborhood associations when possible. Under the support of local community leadership, public community meetings, stakeholder meetings, and advisory meetings will be created including time, location, dates, number of meetings, agenda outlines, and intended general outcomes. Project goals will be established through these meetings. Overall steps include planning strategies to maximize the reach of engagement by planning out who to engage with. Connecting with known individuals. Identifying unknown individuals or groups who are underrepresented. Finally, this is brought together by following an implementation plan focused on making consistent progress, monitoring progress, and maintaining relationships.

The community engagement builds off the KCDC expertise from previous project networking to support stakeholder groups. This is done with the formation of joint ventures and between past public, private, and community partnerships. The process for community engagement maintenance a high standard of ethics that meets a collaborative and democratic process as outlined in the value statement for community engagement.

2. City, Client

- xiii. [Manager's Office](#)
- xiv. [City Planning & Development](#)
- xv. [Office of Performance Management](#)
- xvi. [Parks & Recreation](#)
- xvii. [Neighborhoods & Housing Services](#)
- xviii. [Community Engagement University](#)
- xix. [Police](#)
- xx. [Public Works](#)
- xxi. [Water Services](#)
- xxii. [Health](#)

3. Community

- i. [Neighborhood Groups](#)
- ii. NGOs
 - 1. [LISC](#)
 - 2. [MARC](#)
 - 3. [NEAT](#)
 - 4. [Mattie Rhodes](#)
- iii. Private Industry Groups, Local Business Groups
 - 1. [Prospect Business Association](#)
 - 2. [Downtown Council](#)
 - 3. [My Sidewalk](#)
- iv. Advocacy Groups
 - 1. [Communities Creating Opportunity](#)
- v. Industry Experts
 - 1. [Alt-Cap](#)
 - 2. [Engineering](#)
 - 3. [Architecture](#)
 - 4. [Financing](#)
 - 5. [Planning](#)
- vi. [Local Community Design Organizations](#)
 - 1. [Center For Neighborhoods](#)
 - 2. [Dotte Agency](#)
 - 3. [Map of Design Centers & Contact Information](#)



APPENDIX C: Funding Study

Funding for Operations

The city of Kansas City Missouri provides funds supported through the City Manager's Office and through the City Planning and Development Department. In addition to this support, KCDC has received and will seek out future support from the William T. Kemper Foundation and Hall Family Foundation. Other area foundations, organizations, and Councils for future support may include the Ewing Marion Kauffman Foundation, Greater Kansas City Community Foundation, Mattie Rhodes, and the Mid America Regional Council. In addition to these supporters, Kansas State University and the University of Kansas continue to support the mission of KCDC through faculty time and resources. All grants for affiliated faculty funding will include an operations budget totaling approximately 26% of the funds awarded.

Funding for Affiliated Faculty

- 1) Kansas City Design Center Grants
 - a) Teaching Grants: Projects and studios as a vehicle to engage on projects. One annual stipend available up to \$10,000.
 - b) Research Grants: Work with the KCDC on larger research projects or take on a subject related to the KCDC mission. Two annual stipends available up to \$5,000 each, \$3,000 in unqualified funds and \$5,000 with the matching component provision.
 - c) Sabbatical Grants: Resident researcher as part of KCDC Projects.
- 2) University Funding
 - a) [Kansas State University](#): General overview of opportunities available for universities. A database is provided for a wide range of opportunities along with guiding applicants through the process.
 - b) [University of Kansas](#): General overview of opportunities available for universities. A database is provided for a wide range of opportunities along with guiding applicants through the process.
- 3) Alumni Opportunities: Offered to other universities affiliated with faculty.
 - a) [Columbia University in the City of New York](#)
- 4) Core Research Grant Opportunities
 - a) Community revitalization and redevelopment through tactical urban design.
 - i) [Kresge Foundation](#): A national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development.
 - (1) [American Cities](#): Seeking to expand opportunity by promoting effective and inclusive community development practice in American cities.
 - ii) [National Endowment of the Arts](#): The National Endowment for the Arts is an independent federal agency that funds, promotes, and strengthens the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation.
 - (1) [Art Work](#): Supports public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Matching grants generally will range from \$10,000 to \$100,000.

- (2) [Our Town](#): Supporting projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. Matching grants range from \$25,000 to \$200,000, with a minimum cost share/match equal to the grant amount.
 - (3) [Challenge America](#): Supports projects that extend the reach of the arts to underserved populations. Matching grants are for \$10,000. A minimum cost share/match equal to the grant amount is required. Total project costs must be at least \$20,000 or greater.
- iii) [Knight Foundation](#): Knight Foundation is a national foundation with strong local roots with investing in journalism, in the arts, and in the success of cities where brothers John S. and James L. Knight once published newspapers. The goal is to foster informed and engaged communities, which is believed to be essential for a healthy democracy.
 - (1) [Public Space Fellowship](#): Recognizes leading civic innovators who have created or influenced great public spaces in U.S. communities, creating more opportunities for connection and civic engagement.
 - iv) [AltCap](#): Exists to increase the flow of capital to communities and businesses not adequately served by mainstream financial institutions. Whether it is through the New Markets Tax Credit (NMTC) Program, small business and microloans, or any of our other alternative capital sources, AltCap is committed to delivering financing to support job-creating small business investments and catalytic, community-focused real estate development projects.
 - (1) [Neighborhood Rising Fund](#): A funding collaborative that annually provides grants up to \$3,000 for community projects and neighborhood revitalization initiatives that help build stronger and more effective neighborhood organizations in low to moderate income areas throughout the Greater Kansas City region.
- b) Integrated research and data-driven urban design.
- (1) [Land Economics Foundation](#): The Land Economics Foundation (LEF) is a not-for-profit charitable foundation organized to administer an investment fund providing grants to advance the application of land economics to the mutual goals of Lambda Alpha International (LAI) and the Foundation.
 - (a) [Funded Research Project Application](#): General application for research Funds.
 - i) [HUD Grants](#): U.S. Department of Housing and Urban Development
 - (1) [Grants.gov](#) – Provides search for government grants.
 - ii) [American Institute of Architects](#): Advocates for the value of architecture and gives architects the resources they need to do their best work. The work drives positive change through the power of design.
 - (1) [Upjohn Research Initiative](#): Supports applied research projects that enhance the value of design and professional practice knowledge. The program funds up to six research grants of \$15,000 to \$30,000 annually for projects completed within an 18-month period.
- c) Green infrastructure-based public realm typologies and new urban design paradigms.
- i) [Citi Foundation](#): Works to promote economic progress and improve the lives of people in low-income communities around the world while investing in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagines approaches to building economically vibrant cities.
 - (1) [Community Progress Makers Fund](#): Addresses a range of urban challenges across U.S. cities, from economic development and affordable housing to environmental sustainability and urban infrastructure.
 - ii) [Surdna Foundation](#): Supports social justice reform, healthy environments, inclusive economies, and thriving cultures across the United States.

- (1) [Sustainable Environments](#): Grants data base showing a variety of opportunities.
- iii) [Kresge Foundation](#): A national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development.
 - (1) [Environment](#): Helping cities implement comprehensive climate-resilience approaches grounded in equity.
- d) Creative place-making and place-keeping urban design strategies.
 - i) [Kresge Foundation](#): A national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development.
 - (1) [Arts & Culture](#): Seeking to build strong, healthy cities by promoting the integration of arts and culture in community revitalization.
 - ii) [LISC](#): Forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business and raise families.
 - (1) [Creative Placemaking](#): Financing for creative placemaking projects through loans, grants and equity investments. Technical assistance for local community groups to integrate the arts and culture into their revitalization activities. Research and learning opportunities for community groups and funders to understand and support more enduring, equitable placemaking programs.
 - iii) [National Endowment of the Arts](#): : The National Endowment for the Arts is an independent federal agency that funds, promotes, and strengthens the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation.
 - (1) [Art Work](#): Supports public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Matching grants generally will range from \$10,000 to \$100,000.
 - (2) [Our Town](#): Supporting projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes. Matching grants range from \$25,000 to \$200,000, with a minimum cost share/match equal to the grant amount.
 - (3) [Challenge America](#): Supports projects that extend the reach of the arts to underserved populations. Matching grants are for \$10,000. A minimum cost share/match equal to the grant amount is required. Total project costs must be at least \$20,000 or greater.
 - (4) [Research | Art Works](#): Supports research that investigates the value and/or impact of the arts, either as individual components of the U.S. arts ecology or as they interact with each other and/or with other domains of American life.
 - iv) [Surdna Foundation](#): Supports social justice reform, healthy environments, inclusive economies, and thriving cultures across the United States.
 - (1) [Thriving Cultures](#): Grants data base showing a variety of opportunities.
- e) Community engagement and participatory design.
 - i) [Kresge Foundation](#): A national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development.

- (1) [Arts & Culture](#): Seeking to build strong, healthy cities by promoting the integration of arts and culture in community revitalization.
 - ii) [LISC](#): Forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business and raise families.
 - (1) [Creative Placemaking](#): Financing for creative placemaking projects through loans, grants and equity investments. Technical assistance for local community groups to integrate the arts and culture into their revitalization activities. Research and learning opportunities for community groups and funders to understand and support more enduring, equitable placemaking programs.
 - iii) [American Institute of Architects](#): Advocates for the value of architecture and gives architects the resources they need to do their best work. The work drives positive change through the power of design.
 - (1) [Upjohn Research Initiative](#): Supports applied research projects that enhance the value of design and professional practice knowledge. The program funds up to six research grants of \$15,000 to \$30,000 annually for projects completed within an 18-month period.
- 5) Transformative urban architecture and building typology investigations.
- i) [HUD Grants](#): U.S. Department of Housing and Urban Development
 - (1) [Grants.gov](#) – Provides search for government grants.
 - ii) [LISC](#): Forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business and raise families.
 - (1) [Equity Investment](#) – Housing funding and general services opportunities.
 - iii) [Citi Foundation](#): Works to promote economic progress and improve the lives of people in low-income communities around the world while investing in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagines approaches to building economically vibrant cities.
 - (1) [Community Progress Makers Fund](#): Addresses a range of urban challenges across U.S. cities, from economic development and affordable housing to environmental sustainability and urban infrastructure.
 - iv) [American Institute of Architects](#): Advocates for the value of architecture and gives architects the resources they need to do their best work. The work drives positive change through the power of design.
 - (1) [Upjohn Research Initiative](#): Supports applied research projects that enhance the value of design and professional practice knowledge. The program funds up to six research grants of \$15,000 to \$30,000 annually for projects completed within an 18-month period.
- 6) Exploration of funding strategies, in collaboration with on-call advisors, to support outcomes of research investigations.
- i) [AltCap](#): Exists to increase the flow of capital to communities and businesses not adequately served by mainstream financial institutions. Whether it is through the New Markets Tax Credit (NMTC) Program, small business and microloans, or any of our other alternative capital sources, AltCap is committed to delivering financing to support job-creating small business investments and catalytic, community-focused real estate development projects.
 - (1) [Neighborhood Rising Fund](#): A funding collaborative that annually provides grants up to \$3,000 for community projects and neighborhood revitalization initiatives that help build stronger and more effective neighborhood organizations in low to moderate income areas throughout the Greater Kansas City region.

- ii) [Citi Foundation](#): Works to promote economic progress and improve the lives of people in low-income communities around the world while investing in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagines approaches to building economically vibrant cities.
 - (1) [Community Progress Makers Fund](#): Addresses a range of urban challenges across U.S. cities, from economic development and affordable housing to environmental sustainability and urban infrastructure.
- iii) [Surdna Foundation](#): Supports social justice reform, healthy environments, inclusive economies, and thriving cultures across the United States.
 - (1) [Inclusive Economies](#): Grants database showing a variety of opportunities.
- iv) [LISC](#): Forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business and raise families.
 - (1) [Opportunity Zones](#): Working to help partners and investors plan and execute smart, inclusive development that galvanizes opportunity for the populations in these zones and generates sound and high-performing investments at the same time.
- v) [PIAC Funding](#) - The primary function of the Public Improvements Advisory Committee (PIAC) is to solicit resident input and make recommendations regarding both the citywide and neighborhood portions of the capital budget for KCMO.
- vi) [Central City Economic Development Sales Tax](#) - The KCMO sales tax will be used for both catalytic and incremental projects and provide 10 million a year until approximately 2027 unless extended.
- vii) Crowd Funding: A funding process (a project or venture) by raising money from a large number of people who each contribute a relatively small amount, typically via the Internet.
 - (1) [Kickstarter](#)
 - (2) [Startsomegood](#)
 - (3) [Indiegogo](#)
 - (4) [RocketHub](#)
 - (5) [Causes](#)
 - (6) [Razoo](#)
 - (7) [Crowdrise](#)



APPENDIX D: Peer Institution Analysis

This document compares peer institutions and outlines the questions asked for an ongoing survey serving to provide feedback for best practices in operating a design center. A list of targeted peers is provided along with ACSA links to previous studies and other institutions. The outcomes of the document will serve to make recommendations for the growth of KCDC and begin a conversation about the creation of a Community Design Center Symposium to be held in the fall of 2020.

Overview

Mission Synopsis- Overall, serving students and community through social justice, resiliency, and general applications of architecture, planning, and design work to build better communities locally and regionally.

Organizational Structure Overview- Typically, the design centers have started from the university structure and worked towards separate funding and support. The work serves as applied learning for students and strengthens community relationships.

Support Structure Overview- In general, the work of design centers becomes multi-disciplinary and calls upon multiple professions for support including government agencies and other non-profits. This varies from project to project.

Typical Funding Streams - Projects are supported through a variety of funding streams and includes grants, donations, university support, city support, and fees for services (though these tend to be paid through grants).

Recommendation – Grant Writing and Additional Applications

- a. Apply for grants with stakeholders to establish initial collaboration funding.
- b. Provide support for stakeholders by assisting in grant applications after study to support implementation efforts.
- c. Work with affiliated faculty to increase grant funding.

How Has the Organization Evolved- Interestingly enough, many of the centers are in transition of leadership and new goals will be established. Arkansas is the exception however they are merging with other organizations and will focus on resiliency.

Ways Research is Disseminated- At a local level research is disseminate through lectures and articles. On a broader level, books are somewhat common as well as through showcasing work online through websites and social media.

Time Allocation of Research and Implementation- There is no clear-cut way time is divided. The programs tend to be flexible and operate on a project by project basis.

Areas of Investigation- The models put forth tend to focus on resiliency and typical needs of communities. In general, they are consistent with KCDC and the difference tends to deal with the scope of projects, types of grants supporting the institutions, and the cross-pollination of other disciplines.

COMPARISON OF PEER INSTITUTIONS

Detroit Mercy

Detroit Collaborative Design Center

<http://www.dcdc-udm.org>

MISSION: The Detroit Collaborative Design Center (DCDC) is a multi-disciplinary, nonprofit architecture and urban design firm at the University of Detroit Mercy School of Architecture dedicated to creating sustainable spaces and communities through quality design and the collaborative process.

FUNDING: The DCDC is a mission-driven, non-profit organization supported in part by project fees that supplement direct and indirect overhead. The DCDC also seeks grants and contributions to offset the costs of its projects.

ORGANIZATIONAL STRUCTURE: Since 1994, the DCDC has worked with over 100 Detroit nonprofit organizations, community groups, and philanthropic foundations towards fulfilling its mission. Its staff consists of seven full-time urban design, architecture, and landscape architecture professionals, and one to three student interns.

Arkansas

Arkansas Community Design Center

<http://uacdc.uark.edu>

MISSION: The mission of the University of Arkansas Community Design Center is to advance creative development in Arkansas through education, research, and design solutions that enhance the physical environment.

FUNDING: Funding streams vary. Projects have served communities through over \$70 Million of grants to enact suggested improvements.

ORGANIZATIONAL STRUCTURE: Serves as an outreach center for the University of Arkansas School of Architecture.

Portland State University

Center for Urban Studies

<https://www.pdx.edu/cus/home>

MISSION: The mission of the Center is to promote and facilitate the conduct of research and community service for faculty and students on urban issues relevant to the metropolitan area. The Center is established and ongoing link between the University and the community. The Center provides the infrastructure by which the assets of the University can be accessed by the community, and a means by which the University can access the community as a research laboratory.

FUNDING: Unknown

ORGANIZATIONAL STRUCTURE: Housed through Portland University

Virginia Tech

Community Design Assistance Center

<https://www.cdac.arch.vt.edu>

MISSION: CDAC assists communities, civic groups, and nonprofit organizations in improving their natural and built environments through research, community engagement, and interdisciplinary design. We provide opportunities for students to engage with communities, connecting university knowledge with real world experience.

FUNDING: Unknown

ORGANIZATIONAL STRUCTURE: Housed in Virginia Tech

Tulane

Small Center

<http://small.tulane.edu>

MISSION/VALUES: We believe in the public necessity of design and its broad and popular access to all citizens. We understand the constraints under which our partner organizations operate, where time, specific expertise, and funding limitations can prevent them from engaging in design and planning practices. We understand the constraints under which the city and developers operate that can prevent them from engaging the community in design efforts. We know how to bridge those constraints to serve as a catalyst for creating sustainable communities. Moreover, we are creating a blueprint for best practices in developing projects that align with broader community goals and vision.

FUNDING: Unknown

ORGANIZATIONAL STRUCTURE: Supported through Tulane School of Architecture. We operate at the intersection of design and civic engagement. We contend that innovative solutions to the most pressing problems facing our community lie in giving voice to residents. Our partner organizations bring their project ideas to us, and we bring our design expertise to bear in collaboration, supporting New Orleans residents in imagining and pursuing projects that strengthen neighborhoods and contribute to a city shaped by its residents.

University of Houston

Houston Community Design Resource Center

<http://cdrchouston.org>

MISSION: Established in 2005, the Community Design Resource Center's mission is to serve the public interest through design, research, education, and practice focused on enhancing the livability of Houston's communities.

FUNDING: Unknown

ORGANIZATIONAL STRUCTURE: Housed within the University of Houston- Hines College of Architecture

University of Cincinnati

Community Design Center

<https://www.uc.edu/cdc/>

MISSION/ABOUT:

The University of Cincinnati Niehoff Urban Studio was created in 2002 and administered by the Community Design Center of the College of Design, Architecture, Art, and Planning (DAAPCDC). The DAAPCDC organized collaborative interdisciplinary community/university partnerships for the research and design of physical improvements which serve the University's urban area since 1986. The Niehoff Urban Studio was subsequently conceived as a way of positioning the essential university outreach function of DAAPCDC within the curriculum of its colleges as credit bearing interdisciplinary community collaborative coursework. The Niehoff Urban Studio organized interdisciplinary classes around transforming the urban environment and improving our local quality of life and it hosted a public education program to promote this type of urbanism. The DAAPCDC provided day-to-day administration of the Niehoff Urban Studio, and, in a parallel technical service function, the DAAPCDC developed the community based collaborative Studio concepts into policy proposals, feasibility studies, and occasionally tangible outcomes.

FUNDING: Unknown

ORGANIZATIONAL STRUCTURE: Associated with the University of Cincinnati, the Niehoff Urban Studio has taken on the role of the Community Design Center.

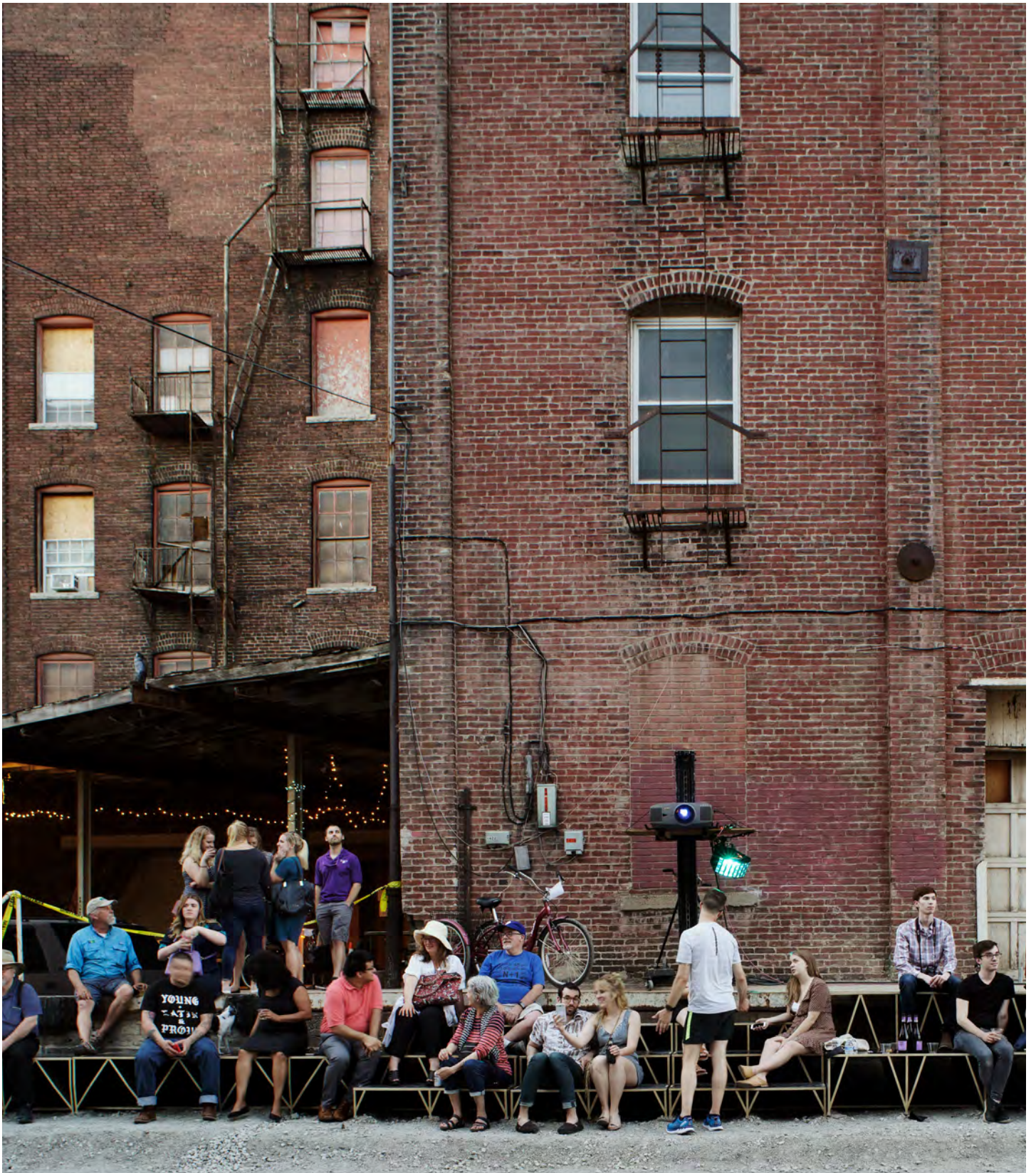
Additional Links:

Design Centers Directory Chart

<http://www.acsa-arch.org/resources/data-resources/community-design/charts>

Design Centers as Listed on the ACSA <http://www.acsa-arch.org/about/special-programs/community-design-centers>

- Catholic University of America
- Cornell University
- Florida Atlantic University
- Hampton University
- Iowa State University
- Kent State University
- Louisiana Tech University
- Mississippi State University
- Morgan State University
- Penn State University
- Pratt Institute
- Rice University
- Texas Tech University
- Tulane University
- Universidad De Puerto Rico
- University of Arkansas
- University of Houston
- University of Illinois at Chicago
- University of Kentucky
- University of Michigan
- University of Minnesota
- University of North Carolina at Charlotte
- University of Oklahoma
 - Institute for Quality Communities
 - Tulsa Urban Design Studio
 - OKC Design Center
- University of Oregon
- University of Pennsylvania
- University of South Florida
- University of Washington
- University of Wisconsin-Milwaukee
- Virginia Tech
- Washington State University



APPENDIX E: Past Research Project Listing and Assessment

Date	Project	Publication	Research Categories (listed in order of importance)	Online Summary	Stakeholders
2010-2011	West Bottoms Vision Study	Reframing the City: A Vision for the West Bottoms	1.Community revitalization and redevelopment through tactical urban design practice. 2.Integrated research and data processing based urban design approach. 5.Community engagement and participatory design.	Although a point of origin for Kansas City, the West Bottoms has been subsequently abandoned as the city moved to higher ground away from the flood plane leading to its transformation into industrial zone characterized with a remarkable historic building stock. The purpose of this urban vision proposal was to reorganize the fragmented urban fabric into a coherent whole, and reconnect and better integrate the entire West Bottoms area into larger the urban context of two different city municipalities, and the downtown in particular. The project consists of a series of 'critical interventions' aimed at instigating catalytic change: reconnecting city to the river and its geography, rethinking and repurposing pervasive infrastructural space, bioremediating contaminated land, and in doing so creating an unconventional urban mixed-use redevelopment model that preserves and enhances the original identity of the place.	Central Industrial Association, Kansas City Industrial Council, Wyandotte County and KCK Unified Government, KCMO City Manager's Office, NEA Our Town Grant, KCMO Planning Department, Boyle Meat Company, Watco Resources, CFM Distributors, Faultless Starch/Bon Ami Company, Group Real Estate Development, Full Moon Productions, Livestock Exchange Reardon Pallet Company, Quality Roofing Company
2012-2013	Vision Study for Green + Civic Spaces in Downtown Kansas City	Reconnecting: Comprehensive Vision Plan for Green + Civic Spaces in Greater Downtown Kansas City	3.Emerging [green] infrastructure based public realm typologies and new urban design paradigms. 2.Integrated research and data processing based urban design approach. 4.Creative place making and place keeping urban design strategies.	What constitutes the public realm of the city and how can it be reconfigured as a part of the city form and life experience? The comprehensive vision plan for downtown KCMO rethinks the way in which a city can be reconstituted into an organized urban whole through a system of green and civic spaces. The project compliments, and is aligned with, the Greater Downtown Area Plan and related ongoing urban improvement projects. In doing so the project aims to create a compelling perspective that is rooted in an understanding of the place and its circumstances as well as the study of advanced contemporary practices. The project offers a constructive vision that exceeds normative typology and recasts the city in an integrated view laden with forward-thinking possibilities to enhance its character and livability through green and civic space design.	KCMO Parks & Recreation, DTC Greenspace Committee, KCMO City Manager's Office.
2012-2013	Independence Avenue Vision Study	Reintegrating: Independence Avenue Urban Vision Study	1.Community revitalization and redevelopment through tactical urban design practice. 5.Community engagement and participatory design. 2.Integrated research and data processing based urban design approach. 3.Emerging [green] infrastructure based public realm typologies and new urban design paradigms. 6.Urban architecture and building typology transformative investigations.	During the 2012-13 academic year, the Kansas City Design Center, in collaboration with Northeast Alliance Together (NEAT) and the KCMO Planning Department, completed an urban vision study of Independence Avenue and the Historic Northeast neighborhood of Kansas City, MO. This project was driven by the realization that absent of the demand for high-density development, the state of progressive vacancy and fragmentation of urban fabric will continue. Rather than 'dreaming up' a complete city, the design focus was shifted toward confronting the unyielding reality of the place and devising strategies to convert the problematic conditions into positive attributes creating the possibilities for urban transformation that is true to its own circumstances. All design interventions were conceived as tactical, associated with the critical locations as the means of propelling the reordering of the urban context. They were predicated on the assumption that urban transformation could not be carried solely through architectural means but the tactics for the activation of the vacant and underutilized urban space short of building. This included rethinking the urban space as an infrastructural reserve, a productive agricultural territory, and a hybrid of a public domain where utility and communal life cyclically exchange.	Local Initiatives Support Corporation (LISC), Kansas City Museum, Kansas City Public Library, Northeast Branch, Mattie Rhodes Center, Northeast Chamber of Commerce, Hispanic Economic Development Corporation (HEDC), Westside Housing, CCO (Communities Creating Opportunities), Hardesty Renaissance, Northeast Community Center, Pendleton Heights Neighborhood Association, Scarritt Renaissance Neighborhood Association, Indian Mound Neighborhood Association, Independence Plaza Neighborhood Council, Lykins Neighborhood Association, Sheffield Neighborhood Association, Housing Authority of Kansas City, Paseo West Neighborhood Association, Kansas City University of Medicine and Biosciences, Northeast Kansas City Historical Society
2013-2014	Washington Square Park vision study	Redefining: Washington Square Park Vision Study	4.Creative place making and place keeping urban design strategies. 3.Emerging [green] infrastructure based public realm typologies and new urban design paradigms. 2.Integrated research and data processing based urban design approach.	Washington Square Park is an approximately five acre plot of land situated on the southern topographical edge of the Kansas City downtown area, surrounded by unique civic attractions and shaped by historic transformations of the urban fabric. The Kansas City Design Center 2013-2014 Studio, under the direction of KCMO Parks & Recreation and Coen + Partners, was asked to further study the possibilities of Washington Square Park, within the framework of the Greater Downtown Area Plan and the KCDC Comprehensive Vision Study for Green + Civic Space (2012). A yearlong study of the park ranging from site analysis to design proposals investigated how the park can be redefined to better its surroundings and the city. The intent of this project, in addition to building on existing planning initiatives, was to capitalize on the park's potential as a defining urban element in the overall order of the city and a catalytic civic space that is currently missing.	KCMO Parks & Recreation, DTC Greenspace Committee, GDAP Implementation Committee
2014-2015	Vision Study for Kessler Park	Rediscovering: Kessler Park + Water Reservoir Vision Study	4.Creative place making and place keeping urban design strategies. 3.Emerging [green] infrastructure based public realm typologies and new urban design paradigms. 5.Community engagement and participatory design.	"Beautiful and picturesque," that is how Kessler Park was described over a hundred years ago when it became part of the Parks and Boulevard system of Kansas City, Missouri. Nestled in the Northeast Neighborhood, the 300 acre park is a haven for lush vegetation and outdoor activities. Over the years, time and neglect have taken their toll on the park and a vision plan for the future of Kessler Park that addresses these issues is vital to the rehabilitation and development of the Independence Avenue area. In collaboration with KC Parks and Recreation, the 2014-2015 KCDC Studio developed a vision plan which proposes improvements and development of existing areas of the park with a strategy for connecting these zones within the park and, most importantly, reconnecting the park to the people and to the city. This vision study ultimately culminated into a plan for the strategic repurposing of Kessler Park's abandoned water reservoir. Dividing into two groups, KCDC students tackled two different designs for the water reservoir.	KCMO Parks & Recreation, DTC Greenspace Committee, GDAP Implementation Committee, Pendleton Heights Neighborhood Association, Scarritt Renaissance Neighborhood Association, Northeast Alliance Together,
2015-2016	Downtown Recycling System Vision Study	City Reconsidered: Downtown Kansas City Recycling	2.Integrated research and data processing based urban design approach. 3.Emerging [green] infrastructure based public realm typologies and new urban design paradigms. 5.Community engagement and participatory design. 6.Urban architecture and building typology transformative investigations.	Kansas City's recycling system doesn't cover downtown multifamily and commercial uses producing an unsustainable diversion rate of 27% that is significantly behind its national and regional peers. The purpose of this project was to generate a comprehensive vision study for the recycling system for the downtown area which would center on an urban design perspective aimed at integrating recycling into public realm as its physical and programmatic attribute, and a constituting element of its aggregate design quality. In order to achieve that, the project had to engage a substantive research on the range of issues including waste audits; device ways to correlate incompatible data formats and generate analytical studies; address political issues and test policy scenarios; consider cradle to cradle and closed loop material resources management issues; plan and design overall recycling system for the target area and provide detailed design studies for the constituting elements of the system.	MARC, KCMO City Manager's Office, KCMO Planning Department
2015-2016	Art in the loop Vision Study	Art in the Loop Vision Study	2.Integrated research and data processing based urban design approach. 4.Creative place making and place keeping urban design strategies. 5.Community engagement and participatory design.	Art in the Loop, a charitable non-profit organization charged with engaging artists in the revitalization of Downtown Kansas City, has made significant and demonstrable difference in bringing arts closer to the urban dwellers in the downtown area and changing the quality of everyday life experience in the city, as well as improving the quality of the inhabitable urban space. However, given the ongoing dynamics and complexity of the redevelopment in the downtown there is a need for a more comprehensive approach to designating and defining art installation sites, and organizing them into system of related places that can enhance identity and order of urban space in the entire loop area. The purpose of the Art in the Loop Vision Study is to assess the viability of all potential sites, develop criteria for their selection, make account of all relevant contextual factors that need to be taken into consideration when making the site available to artists, and provide a reference for artists' concept development. This project has been generously supported by Art in the Loop Foundation and a National Endowment for the Arts Challenge America Grant.	Art in the Loop Foundation, DTC Greenspace Committee, KCMO City Manager's Office
2016-2017	Scarritt Renaissance Vision Study	Scarritt Renaissance Vision Study	6.Urban architecture and building typology transformative investigations. 5.Community engagement and participatory design. 1.Community revitalization and redevelopment through tactical urban design practice.	Scarritt Renaissance is a well-established neighborhood in Northeast Kansas City. The neighborhood holds pride with its connection to Kessler Park, the Kansas City Museum, and its many beautiful, historic homes. However, the area is simultaneously mottled with vacant lots and entire blocks in need of attention and care. After analyzing the history, demographics, and current conditions of the area, a set of six goals were established to guide the revitalization of the neighborhood. These goals were derived from the Scarritt Quality of Life Plan, various plan initiatives affecting the neighborhood, as well as stakeholder feedback. These six goals include: maintaining the character and integrity of the neighborhood by preserving historic buildings and maintaining existing structures, improving accessibility via public transportation and walking, encouraging development by supporting local economy and business within the neighborhood, repurposing and repairing vacant lots and poorly-used areas, promoting a safe and clean environment by improving eyes on the street and maintaining vegetation for better sight-lines, and encouraging diversity by advancing cultural interaction within the neighborhood. The KCDC studio identified three recurring vacancy typologies in the neighborhood: standard infill lots, illegal lots that are in violation of current zoning requirements, and corner lots. Standard infill lots are "missing teeth" within a neighborhood, illegal lots are too narrow to build on with standard building methods, and corner lots are important to hold together two edges of a block. By addressing vacant lots through efficient infill design, the missing teeth can be restored, illegally narrow lots can be made buildable again through alternative approaches, and street fronts are stitched together with intentional corner buildings. The KCDC vision study and design proposal for Scarritt Renaissance seeks to employ these strategies to spark revitalization in the neighborhood.	Local Initiatives Support Corporation (LISC), Kansas City Museum, Mattie Rhodes Center, Northeast Community Center, Scarritt Renaissance Neighborhood Association

Group Competencies	Recognition	Impact	Outcomes	Interview Highlights
le for community engagement work and were willing to shift to applied was interested in making real impact and developed strong community. The collaboration between universities fostered positive ts supported each other and built off the teaching pedagogies of both dialogue was created from the environment allowing ownership in the cal university studio.	Two awards were won and it was realized that there was a need to seek a professional venue to present ideas and reference among peers. The biggest recognition was from the community.	Establishing the standard of performance and expectations for studio resulted from the study and work. Community engagement was well received and the community took ownership in the project. The understanding of infrastructure as part of the public realm the main lesson learned.	The city presented this study for the ULI and this work served as a basis for an economic study and also supported the Rose Fellowship. The city still uses the document to support future work in the area. The Kemper arena RFP required the document to be reviewed. As a major visioning document for the West Bottoms, designers and developers are following the ideas of the proposals. Impact set up funding and support from city for the next funding of projects.	Tim DeNoble, dean of the College of Architecture at Kansas State University, came on board and was supportive of creating community impact. The students previously focused on the curriculum of the colleges, the shift focused on community based projects to define the curriculum. The design platform allowed a shift and change in the program to drive the design center into community based learning.
ment of the design was difficult for the studio. As the first remote ked to engage with the campus for a comprehensive approach. Theampus is driven by academic objectives while the design center has a ate needs surrounding the project.	PIAC funding set up project. Through this project year, KCDC created a commitment to serving as a visioning agency for the City Managers Office supported by the Planning Office. This project also solidified the relationship with Parks and Recreation.	It was realized that Washington Square Park needed to be reevaluated. Kessler park needed further evaluation in regards to green and civic space. It was determined that five minute walk to greenspace was needed. The need for a green corridor and bike connections became apparent.	This study provided systematic thinking of hierarchy of important elements within the urban fabric as related to the green infrastructure. It also set up ideas of connectivity of green space as woven into the infrastructure of the city.	Parks and Recreation department was lead on the project. The student group was hard working and followed the direction of the Parks and Recreation. Compared to the previous studio, where the leadership was strong, this studio operated in a way that supported the vision of the Parks and Recreation department. Washington Square Park was determined to be needing a further study.
ly strong studio with students from both KU and KSU and had a high project forward. As a large studio, this group created the benchmark pable of producing. Additionally, a landscape architecture studio as State University that broadened the project scope. The challenge of was that it remained primarily academic and less community driven.	The vision study set up future opportunities for two groups. The local firm El Dorado won the RFP for Northeast economic development study based off KCDC work. This was the first bridge between professional services and KCDC work. Also this work set up the creation of a new overlay from former KCDC director Daniel Serda. The site development of this KCDC study has served as the underlay supported by the community.	In this study, it was realized it was not about physical design but rather about process design. With so many destitute people on the south side, large redevelopment or dreaming of infill scenarios was useless. Appropriating urban land to be landscaped, land for growing food, and designing a system environment was more meaningful. To be most impactful, land would be used for the needs of the immediate population. Larger scale areas would be for use of food for sale from the land bank, driven by groups like the urban agriculture guys. This study was visioning organizational network for change. The proposed impact was to be the first incursion into an economically challenged area.	The studio was able to take on more than previous studies and recognized that a larger area needed analyzed. The previous lack of vision for the area resulted in a quality survey and spurred the understanding of the neighborhoods beyond the corridor. The Economic Development Corporation later followed the study for an overlay and the community advocated for the visioning study done by KCDC. The architecture firm El Dorado was able to gain work from the project. Additionally, Kessler Park and Scarret Renaissance studies resulted from this broader summary.	Engaging with the economic issues informed the study greatly. Kessler Park and Scarrett Renaissance studies built off this work and it became evident that larger KCDC studies would be able to create the framework for smaller studies. The second life of this study branched into future KCDC projects, professional work from El Dorado, and also the Economic Development Corporation. This study showed the power of collaboration between the two universities and served as a new level of success in work for a KCDC studio. The study was key in developing critical and comprehensive institutional knowledge.
the last joint studio between KU and KSU. Major change in studio working with the Minneapolis firm Coen & Partners. This not-for- m relationship worked together to guide the studio and take the next nt. This was a hard working studio that followed the leadership of the	Recognized by the professional team for the contributions. Coen & Partners adopted many of the KCDC contributions.	Basic components were preserved for the space. This includes the view corridor to downtown and the pedestrian bridges over the rail. The study posed difficult questions like removing pedestrian bridges and challenged the space in a public manner.	The argument about visioning and maintaining Washington square park to downtown was formulated. Due to economic development needs, it was important not to drown out and exploit land value. It was decided that the civic space needed to be preserved. This project was handed off to KCMO Parks and Recreation. Though KCDC's voice has been preserved, it has been difficult to maintain active lines of communication with Parks and Recreation.	This project showed the ability for a KCDC project to advocate for the preservation of public space. It was the first of its kind where it allowed for a project to take a stand on a some-what political issue. Development in the area is strong and the land value is high. The stand taken was to preserve the greenspace and not turn it over into development.
1 and participation was lower than previous studios. While the city was not as engaged as they had been in the past. Overall, it created a students and city visions.	This project was recognized for its commitment to sustainability. The strength of creative placemaking through infrastructure was evident.	It was discovered that there was a need to build more internal capacity before students started studios. The idea to expand and define key objectives before the semester instead of letting the studio define the critical path became apparent.	Parks and Recreation drove the project initially and the project fell short in that it should have been about repurposing the reservoir. Research objectives also fell short and should have prioritized green infrastructure. Less urban design and planning for Kessler park, and more re-purposing of the reservoir would have built better outcomes.	Parks and Recreation was wanting to work with the physical reservoir, a piece of infrastructure that was difficult and nearly impossible to remove. The cracked concrete shell that had water issues caused concern. The original concept was too broad to follow and the Parks and Recreation abandoned these ideas. This project re-evaluated the actual focus and outcomes along with impact from the community standpoint. It was also key to connect the park to Independence Avenue.
strong re search base and strong landscape students in the team. ed the team and was taught taught with Professors Vladimir Krstic	First major use of data gathering and observation with harvesting data was used. The work was recognized as a research ready study and has ability for future studies.	An understanding of what future needs would be for the increasing population in the downtown area was studied. A closed loop method of design supported the proposed systems.	The data and research was recognized as a strength to the studio and should be added to future projects. The major outcomes showed the ability of a group to research an unknown subject and push forward into design. This knowledge base created was able to inform the design. The process expanded from recycling to seeing the need for organic waste to be filtered through a closed loop system.	A strong steering committee supporting the studio made a big impact on how the studio could progress in research and design while addressing so many unknowns. The systematic thinking of the studio was strong and worked well at gathering data on site. Built off the Independence Avenue study to understand how abandoned and open spaces could be used for temporary uses such as green houses and composting centers. Found that there was a lack of comprehensive thinking for the city.
ferred a semester project, a break from a full year study. It showed rease the capacity of the design center. It built off both the Downtown and Green and Civic Space studies. Three artists advised students.	The recognition came from artists and the art community and the commitment to engage with downtown council. This was the first formal connection to the art community.	The study broadened the ability to connect with the art community and see the importance of sequencing public space with meaningful elements. This study gave meaning to the special characteristics of selected areas and what type of art or installations would be appropriate.	The need to maximize the collection of art within space showcased patterns of movement. It allowed for the moving of people to destination points through corridors. This created the ability for travel from one venue to the next. Site manuals were created to show where art should be placed. The more comprehensive system was used to educate artist on the quality and components of the space. A 3-D model for public use was developed for supporting future work. Future proposals of artwork will be required to use the new 3-D platform.	The study took the data from previous studies to allow for bigger urban impact for artists in the community. Students shadowed pedestrians and applied walkability principals. This expanded into understanding the outdoor elements including wind and sun. Artist served as advisors and would walk the site explaining how they understood and saw the conditions.
arily architecture students, the group had strong analytical capacities atic approach to the project.	The city recognized the project as having the ability to present to the development community. Additionally, the neighborhood supported the outcomes and has built a foundation for future collaborations.	The study set precedence for shifting from urban design and planning practices into the architectural prototyping. The infill scenarios supported by the community and city created conversations for future development and best practices for the use of the lots.	The need to look into ways of implementation became evident from this study. It was discovered that understanding financial schemes for future development was needed along with investigating possibilities for design build. Through this work, it was deemed a viable opportunity for future studies through affiliated faculty.	The hope for the future of the study would be creating replicable prototypes that integrate into the community and are affordable for production. Further studies are needed to make the architectural prototypes affordable and should look to support future infill scenarios for KCDC projects and KC communities.

