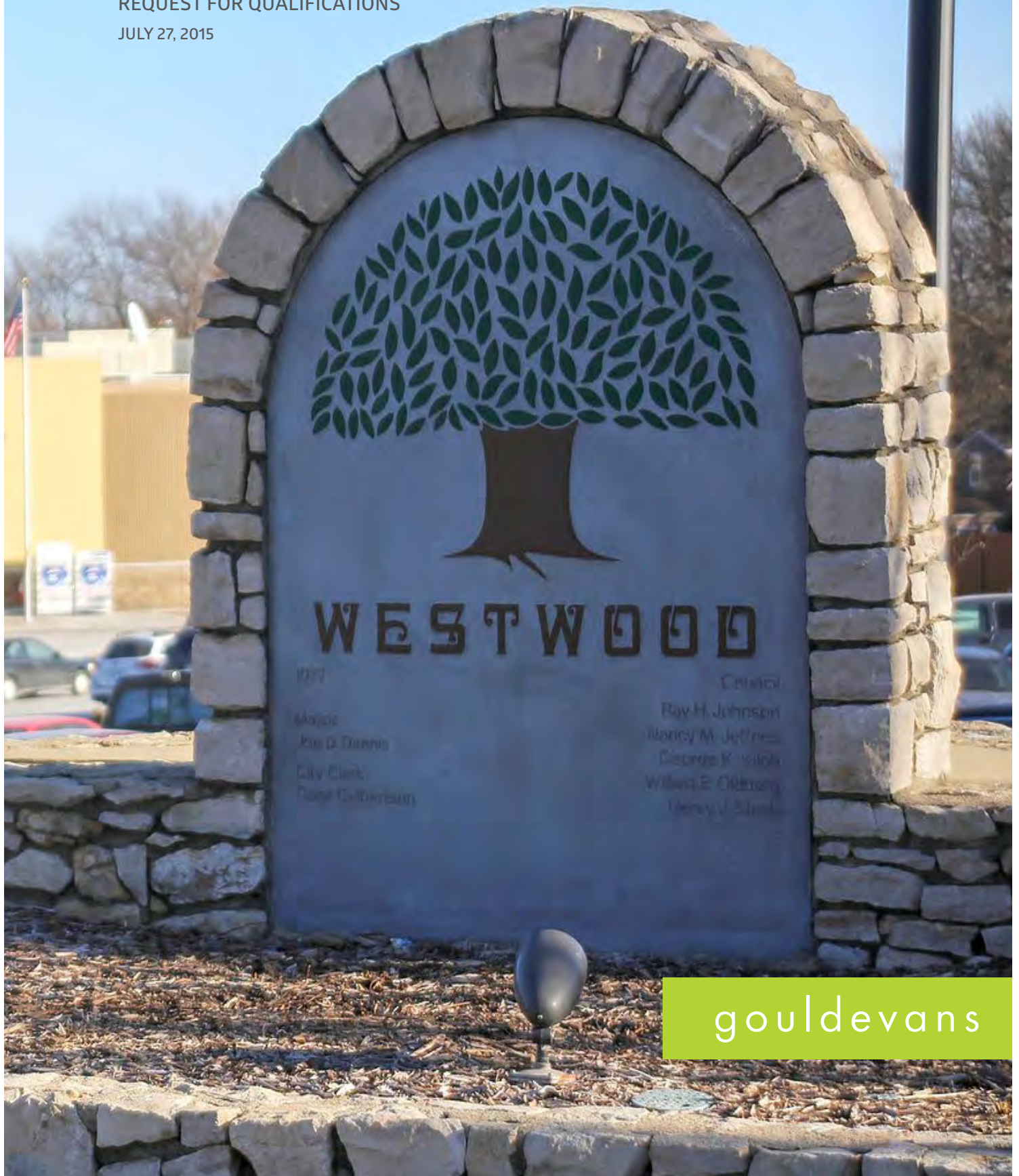


CITY OF WESTWOOD MASTER PLAN

REQUEST FOR QUALIFICATIONS

JULY 27, 2015



gouldevans

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Date: July 27, 2015

To: City of Westwood
4700 Rainbow Blvd.
Westwood, KS 66205

Re: **City of Westwood Master Plan**

Dear Members of the Selection Committee:

Creating a vision and a plan to guide a community for years to come is no small task. It calls for sound expertise in multiple areas, a collaborative spirit, and a proven process for bringing people together in meaningful ways. That's exactly what the Gould Evans team can bring to Westwood to help you define your community for the future.

Our team is a dynamic, multidisciplinary group of professional planners, architects, economic development specialists and engineers committed to exceptional service and successful project implementation. We have engaged experts specializing in all the necessary disciplines and have worked in a variety of neighborhood, community, and city-wide contexts. We also bring an unrivaled depth of municipal experience that will provide public insight and leadership for all aspects of this project, especially implementation.

Gould Evans was founded in 1974 out of a passion for regional architecture and design, and with an entrepreneurial spirit. Forty years later, the firm's vision still celebrates the principles on which it was founded, while creating a new lens for planning and design that is rooted in ideas and meaningful outcomes. It is the guiding force for our practice. Over the years, the firm has grown to more than 115 professionals in six studios across the United States. They are not branches of the firm, but design centers in their own right with the local leadership, flexibility, and agility to respond to local opportunities.

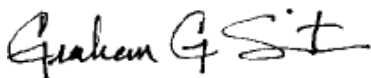
Our team also includes two firms who can give us solid insight into the realities and possibilities for growth and redevelopment in Westwood: Development Initiatives for economic development planning and BHC RHODES for transportation and utility systems planning. Both firms will support the effort by providing information critical to making sure any plan for the community, and the policies within, are rooted in sound analysis and effective decision-making criteria.

Our approach to the Westwood Comprehensive Plan is rooted in our belief that appropriate planning must take place at the different scales of the city. The plan document will focus on providing community-wide policy guidance to coordinate the changes and improvements to the different city systems—land use, transportation networks, utility systems, public facilities, and the like. The plan will also apply this policy guidance at the neighborhood, block, and lot scale to provide specific policies, strategies, and actions to address and coordinate redevelopment, connectivity, urban design, and capital improvements.

Our approach to public engagement is rooted in the belief that a planning process must build relationships and champions for the plan that will ensure its implementation. Through a strategic, transparent, and informative process, we will engage the community leadership—and citizens when appropriate—to define and pursue a desired vision for Westwood.

Our planning team's work throughout the Kansas City Metropolitan area for nearly three decades coupled with our understanding of the complexities of community planning and (re)development, will allow us to help you preserve the unique assets of the community while addressing redevelopment pressures. We look forward to showing you how.

Sincerely,



Graham Smith, AICP - Vice President
4041 Mill Street, Kansas City, MO 64111
816.701.5315

UNDERSTANDING AND APPROACH

UNDERSTANDING

Westwood is a unique asset in the Kansas City metropolitan area. Westwood has long provided a centrally located, neighborhood-based community that was, and is, well connected to the metropolitan area. Westwood's location within Johnson County and the Kansas City region make it an attractive place for people to live in proximity to significant destinations as part of a strong community with a small-town feel. The small town feel and character that has long defined the community is experiencing change. This change can, and should, be a positive step for the continued growth of Westwood. Additionally, Westwood's diverse economic position is a benefit to the City and it provides opportunities for residents. Several other amenities make Westwood an attractive place, such as strong schools, parks and recreation offerings, local services, and the people...all improving the quality of life in Westwood.



Now is the time to define the vision that will guide the future redevelopment and continue the legacy of Westwood for future generations. The history, character, and future needs of the community will play a part in defining its future. Recent redevelopment efforts throughout the City make it an ideal time to define the future of the community.

The Master Plan should set the context in which decisions regarding the long-term development of the community are made. The policies and strategies within the Comprehensive Plan will provide the foundation and framework for solutions to be applied to different projects and contexts, both proactively and reactively. It will also address those items that have become a part of the development language that were not anticipated or addressed in the current plan document. These policies and strategies will align with the vision defined for Westwood to allow implementation of the plan and create the Westwood of the future.

The Gould Evans team is prepared to work cooperatively with City staff to assist the community and stakeholders to define the future of the community. To achieve success, the Gould Evans team is proposing an approach that is rooted in the four frameworks of community development to create policies and strategies to guide development and design within Westwood. Our past experience recognizes that four frameworks are critical to the future success of any community: **development, transportation, urban design** and **economics**. Our approach will evaluate how these frameworks shape the city today, prepare alternative (re)development concepts to extend or modify these frameworks, and guide policy and regulatory decision-making regarding the future of Westwood. A strong relationship between these frameworks will ensure that future public and private investments within the community are coordinated to provide the maximum benefit to the community.



Development Framework. Today, and historically, the community is typified by a more urban development pattern, defined by smaller lots, compact development form, and a connected street network. Over the past several decades, some of this form has eroded in favor of the automobile and parking, however, significant remnants remain of the original development pattern. As the community continues to grow—responding to local markets—policies must not simply be about land use. To preserve the character and setting of Westwood, policies that address the scale, relationship, and transition of different uses must guide development and provide the foundation for future growth and development. This will require an analysis (beyond simply land use) to establish a framework focused on development patterns to identify and reconcile competing priorities throughout the community.



Transportation Framework. The transportation network remains largely intact from the original grid that was applied during the building of the community. The connectedness of the community and surroundings allows for all modes of travel—automobile, pedestrian, bicycle, and transit—to occur throughout the community. Coordination of future transportation investments—bike, pedestrian, and automobile—and land use/urban design will be important; primarily how best to balance accessibility and connections to local and adjacent destinations. This requires an assessment of all modes of transportation including bicycle and pedestrians and integrating these modes as a network to support continued growth and access of the community.



Urban Design Framework. Better design is not simply about the aesthetics and quality of development in the community. Better urban design is also about a well-designed public realm tying together a variety of projects that will occur in different places and at different times. This is important particularly in first-tier suburban communities where the grid street network can contribute significantly to community design. Successful implementation requires analysis and discussion of the larger and more important urban design issues on how each building, site, street or block and building contributes to the larger, greater whole. A well-organized urban design framework will allow stakeholders to collaborate and emphasize the most desired attributes of their community, and identify strategies for better coordination between public realm investment, private development and site design.

Economic Framework. The current redevelopment activities within Westwood will have a profound effect on the future of the community. The changing economic environment provides a baseline for evaluating the community. Redevelopment within City will need to be economically sustainable to create a lasting development scenario that contributes, physically, socially and economically to the community and citizens of Westwood. The economic framework will address the market capacity and demand, impacts of development and financial resources to implement the actions identified in this plan.

As the City is redefined through these efforts, creating the right mix of businesses, jobs, and housing will be important for the long-term success of the community. The economic framework will provide the market guidance necessary to support a revitalized community.

The work program described next outlines our process for achieving an implementable plan for the community.

PROJECT APPROACH

We propose a two-phased approach that will maximize the consultant expertise in an efficient way and ensure that strategic engagement leads to an effective plan document. Phase 1 will focus on community understanding and the vision for Westwood. Phase 2 will then apply a refined scope of services geared towards implementing priority investments and targeting strategies for critical development issues.

PHASE 1 – COMMUNITY UNDERSTANDING AND VISIONING

The first phase of the planning process will address existing conditions, development frameworks, and community visioning.

Task 1.1 Provide a strategic **engagement plan**. The public engagement strategy will build on lessons learned from previous projects in Westwood, through an understanding of past project and engagement. An advisory committee will work closely with the consultant team and City staff to provide input for this planning effort. The advisory committee will provide background information, knowledge of the community, and their leadership on key elements to be addressed in the plan document. Workshops will provide opportunities for dynamic interactions that will allow the project team (advisory committee, City staff, and consultant team) to work through the issues facing the City. The leadership of the advisory committee will be essential to gaining broader community support for the plan during the public hearing process for adoption. The public will be engaged throughout the process to gather perceptions about the community, evaluate alternative futures and support implementation efforts. The consultant team will assist with the preparation and compilation of outreach efforts during the planning process.

Engagement:

Kick-off Meeting – Hold a project kick-off meeting with the advisory committee to introduce the project, define their roles in the process and to gain an understanding of the community from their perspective, and assist the Gould Evans team to understand the community as well as identify information and additional resources.

Schedule:

Work with city staff to prepare a committee schedule.

Task 1.2 Prepare a **community profile**. An assessment of the existing conditions within the context of the four frameworks will be conducted. This process involves not just an understanding of the community conditions but of the potential impacts from community change.

The assessment includes a thorough understanding of the built environment, the evolution of the community and the need for continued change. The profile will include an understanding the strengths, issues and challenges of the community including demographic change, market forces, development pressures, historic and cultural assets, infrastructure, mobility and accessibility, development codes, and local services.

This process provides a base knowledge that allows the City staff, Gould Evans Team, advisory committee, and public to understand and identify if these trends and projections are consistent with the future they desire. The existing conditions analysis will identify real opportunities and constraints to build upon in the visioning process. Assistance with the data gathering is anticipated by the City staff with support and analysis from the consultant team.

Engagement:

Interviews and Focus Groups – The consultant team will interview various participants in the growth and development of the community. Individual interviews and small focus groups will be held to potentially include the Entercom site owners, the Woodside Village developers, University of Kansas Cancer Center site administration, Westwood neighborhood leaders, business and property owners, as well as City staff and elected officials. The interviews will allow the consultant team to gain a first-hand understanding of the issues that the community is facing and the opportunities that are present.

Public Forum – Based on the information analyzed, an initial input from the staff and advisory committee, a public forum will be held to review the information and identify any additional opportunities and challenges within the community.

Advisory Committee Workshop – Review and evaluation of the assessment information and the draft Community Profile and public input

Task 1.3 Build a **vision** for what Westwood will be. This will allow the Gould Evans team to create a community vision and identify City needs. The Visioning process will apply several methods to strategically involve the advisory committee and public in defining an achievable future for the City, and the necessary guidance of the Comprehensive Plan for implementation. This visioning process will help to establish the priorities for the second phase of the project—**Analyze, Plan, and Implement**.

The visioning process will examine several key elements that will provide insight on what the community values and how they want to grow. At the same time, this visioning process will provide the forum to have those upfront and honest discussions with the public and City leaders about the future.

Engagement:

Advisory Committee Workshop – An interactive session that will focus on defining the future of the community and the critical elements that will achieve that vision

Phase 1, and its exercises, is the most important phase of the project for many reasons. It defines the future of the City, it establishes expectations, and provides a path forward. This strategic approach will then allow for direct dialog and establish the communication for potential implementation strategies that might not be viable today.

PHASE 2 – ANALYZE, PLAN, IMPLEMENT, ADOPT

As the advisory committee, public, City staff, and consultant team gain a better understanding of the opportunities and constraints within Westwood and articulate their vision for the community, a more targeted planning direction will emerge. The exercises conducted throughout Phase 1 allow the City staff and Gould Evans team to best move forward with planning and implementation strategies. However, the tasks and deliverables that are identified at this point will generally fall within the following tasks.

Task 2.1 Analyze alternatives and development concepts. A series of often divergent concepts are then explored as a means to addressing the goals and priorities identified in Phase 1 for each of the plan elements. These concepts are formulated to draw out strong opinions about the strengths and weaknesses of each concept. The purpose of alternatives analysis is not to select one, but rather to creatively build a direction by combining the best elements and core principles from several concepts. Alternative scenarios will address elements associated with the four frameworks—development, transportation, urban design and economics.

Engagement:

Public Workshop – Review of alternative concepts for the community

Advisory Committee Workshop – Review and evaluate the different ways in which each concept and framework can address the future vision of the community.

Task 2.2 Define and draft the **plan** document. By analyzing public, advisory committee and staff input, developing core goals and priorities, generating alternatives, and effective evaluation of the options, the plan will be created. The plan, through its policies and decision-making criteria, will result in a coordinated path forward: development patterns and form including scale and character of development; access, mobility and connectivity; utility capacity; park, open space, and natural areas; urban design; and any other topics that evolve through the early portions of the project. During the drafting of the plan, potential ordinance changes will be evaluated and discussed to address the implementation of plan elements.

Engagement:

Public Workshop – Review of the plan document

Advisory Committee Workshop – Review and evaluate the plan document

Task 2.3 Document implementation policies and strategies and decision-making criteria. Based upon the final draft plan, an implementation analysis will outline critical policies, strategies and actions necessary to implement the vision for Westwood. A significant piece of the implementation of the plan will rely on the decision-making criteria, which in conjunction with the vision, will provide the necessary framework for implementation of the plan elements as well as those issues that arise over the life of the plan. It is critical that the implementation policies and strategies be directly tied to the vision and four frameworks, and that each is coordinated with one another so that public and private investment is leveraged and so that incremental strategies for improving the community will emerge.

Engagement:

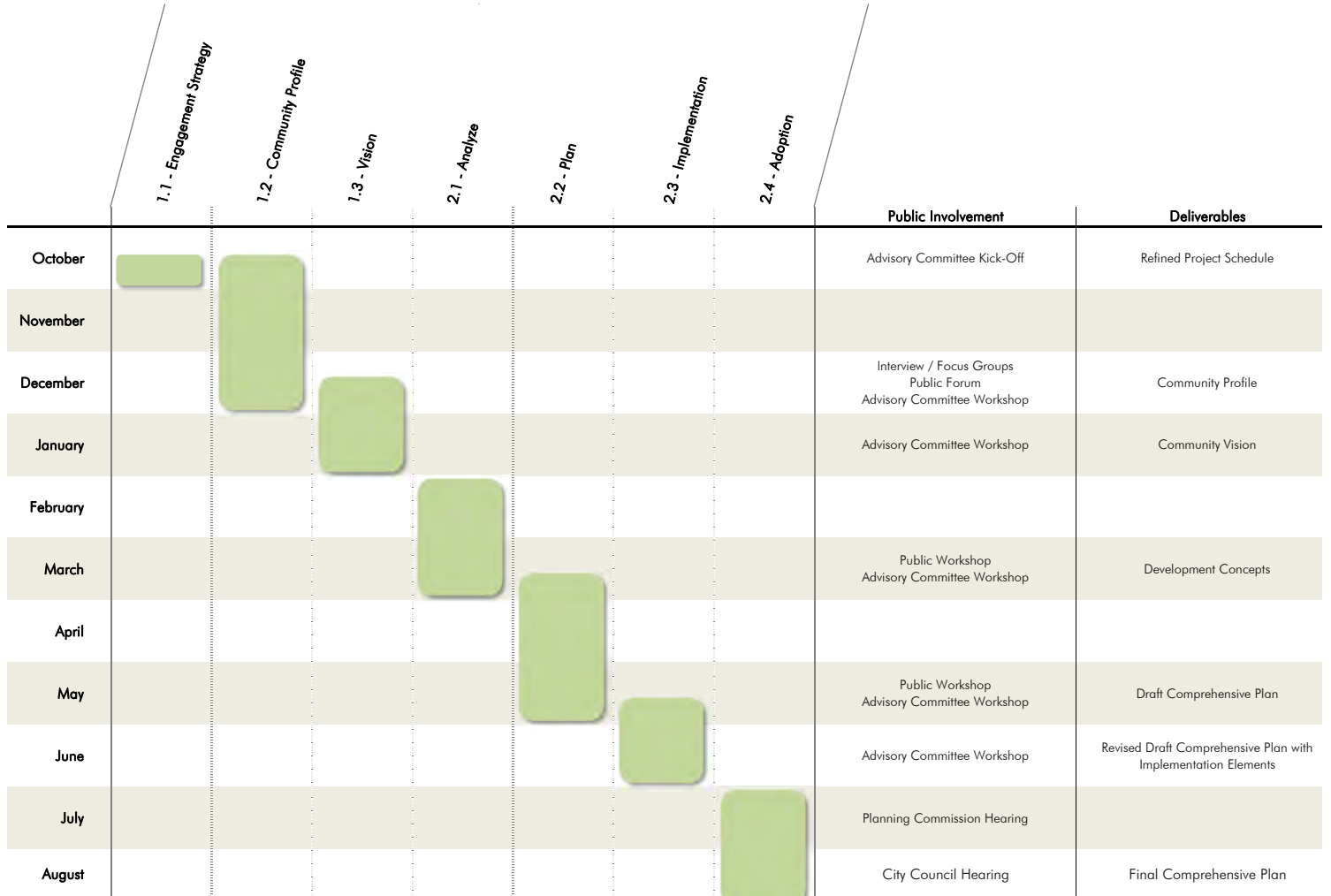
Advisory Committee Workshop – Review the implementation strategies and final draft of the plan document

Task 2.4 Adoption of the plan. The Gould Evans team will assist the city staff with adoption of the plan at the Planning Commission and City Council.

Engagement:

Public Hearing Process – Planning Commission Hearing and City Council Hearings

PROPOSED TIMELINE





Involvement of citizens, stakeholders, staff, and public officials makes the difference between successful planning and successful implementation.

APPROACH TO PUBLIC PARTICIPATION

WE UNDERSTAND that the planning process must facilitate consensus on the most difficult community issues and present a realistic range of options to make informed decisions. Further, we understand that consensus is not possible on every issue. Where there is consensus, implementation may be swift and successful. But, more importantly, where there is dissent, informed consent allows differences to be understood, compromises to be achieved, and decisions to be made that continue to advance the community's long-range goals.

WE VALUE our project partners and community stakeholders who provide critical insights that lead to action-oriented steps. We believe that design and planning strategies, no matter how innovative and stylish, must be economically and politically sound to be successful. We do not champion theories or trends that contradict realities and characteristics of a particular community or initiative.

WE ADVOCATE the following public participation principles in every development regulation project to help facilitate community discussions on planning, urban design and development issues:

- **Informative** – Create a common foundation of understanding and make sure everyone has access to the same level information.
- **Strategic** – Target different types of information to different audiences—from the conceptual and visionary to the technical and detailed.
- **Inclusive** – Diverse perspectives are essential—a viewpoint not considered can quickly become a focal point for the most vocal and principled opposition.
- **Interactive** – Clearly define the role of different stakeholders in shaping future policy direction, and the technical aspects of code development—then rely on the process.
- **Cooperative** – The engagement process must build and strengthen relationships necessary for plan implementation—long after the process has ended.



Too often conventional public participation processes force one preferred technique on the stakeholders or mistake open invitations and broad dissemination of information as an inclusive process. However, these approaches often backfire and can alienate the very people you need to hear from most and the people who will ultimately need to become champions for the plan.

We believe that successful public engagement strategy must be founded on what works for that community, and no two communities are alike in this regard.

Rather than force an approach or process on a community, we partner with our clients to create a strategy suited for the issues at hand and the people involved. We incorporate a wide range of techniques in many different forums to ensure that not just the quantity of information but that the quality of information leads your planning project.

OUR APPROACH to public participation is about putting the right information, in the right hands, at the right time. From this point more effective community decisions and actions follow—*creating great places that endure*.

PUBLIC INVOLVEMENT

We use public involvement to build effective partnerships for successful implementation. We understand that public involvement is not merely about gaining input into the process or raising awareness about outcomes or direction. More importantly, it is about establishing the relationships that will be necessary to sustain a long, incremental and successful strategy for implementation of the plan well beyond the planning process. The members of our facilitation team are recognized leaders in the planning profession, with a deep history and track record of effective relationship-building on the most difficult community development issues.

The relationships created among key stakeholders—businesses, neighborhood leaders, institutions, and special interest groups—are the most important outcome of the public engagement process. The planning process will be the mechanism with which those relationships will be established where they do not exist, and strengthened where they do exist.

Building those relationships requires a dialogue on the community’s most pressing concerns, and our facilitation team is prepared to ask stakeholders all the right questions:

- Questions that help us understand the existing situation, and we know it differs across the city
- Questions that clarify problems and issues presented by the existing situation
- Questions that help us and others understand the implication or effects of the problems and issues increasing their understanding of why things have to change and how they might
- Questions that get us to identify what the city or areas really need and how the plan can benefit them

Strategic Engagement Plan – Our process will be explicitly detailed with staff through a formal Strategic Engagement Plan as the first step of the project. We will use a layered approach to engagement (different types, venues, and content) to ensure that this process “puts the right information, in the right hands and the right time.”

1. *Stakeholder Groups* – We have identified the following stakeholder groups as a foundation of the planning effort. Additional groups or a more specific approach to each group can be identified in the initial Strategic Engagement Plan.

- Technical Committee – Key staff who will be charged with different facets of implementation of the plan. It is suggested that each department head appoint one person to act on behalf of the department through the technical committee and participate throughout the process.
- Advisory Committee – the Advisory Committee will reflect all of the key constituencies in the community, and be identified for their capability of considering and deliberating over big picture issues, though from their unique perspective and interest. The members of the committee are recognized for their leadership within the community and their impact, current and future, that they will have on Westwood. This group will be asked to commit to the process and implementation of the plan. Staff should take the lead in identifying these members, with the consultants support, through the initial Strategic Engagement Plan.
- Public Forums/Workshops – Open public workshops at key points in the process will provide the opportunity for interested people to engage in the process to help shape their plan. The workshops will be interactive and involve the public participants in the review of information and creation of the plan components.

2. *Engagement Methods*

- Monthly Project Team Meetings – Regular coordination meetings between the consultant team and city staff/leadership
- Periodic Technical and Steering Committee Review Meetings – Review and comment on information gathered and ideas proposed, and review and comment on draft Plan
- Key Person Interviews/Focus Groups – Occurring throughout the process with individuals and groups to provide in-depth discussion regarding a specific topic or topics
- Open Public Workshop/Open House – Public events that provide an opportunity for broad dissemination and gathering of information
- Use of MindMixer or online application to provide idea generation and feedback online (optional service and cost)
- City Website/Project Page – Repository for information and project process

The workshops and events identified for public engagement in the scope represent current recommendations for outreach. The technical committee and project team interaction is not specifically listed in the project approach, but is an important part of the process. The events and timelines included could change upon discussions with the city staff and the creation of the strategic engagement plan.

PROJECT TEAM AND EXPERIENCE

Below is an organization chart of our proposed work team. Distinguishing aspects of our team include:

- A multidisciplinary firm of professional planners, reflecting four different professions—architecture, urban design, landscape architecture, and an attorney specializing in development regulations. We are teamed with economic development and transportation/utility planners to support the team. We understand how these disciplines impact the design and development of your community.
- A wealth of public sector experience and a commitment to serving communities. Our team brings the past experience of a municipal attorney and a city planner. We understand Westwood’s needs, not only from our professional training and project experience, but also from years of working in the public sector.

CITY OF WESTWOOD

GOULD EVANS

Planning, Project Management
and Facilitation

LEAD PLANNER/PROJECT MANAGER

Graham Smith, AICP
816.701.5315
graham.smith@gouldevans.com

PLANNER/REGULATIONS

Chris Brewster, AICP, JD

LANDSCAPE ARCHITECT

Robert Whitman, ASLA, AICP, LEED AP

URBAN DESIGNER

Christina Henning

DEVELOPMENT INITIATIVES

Economic Development

ECONOMICS AND MARKET ANALYSIS

Jim Potter, AICP, LEED GA

ECONOMICS AND MARKET ANALYSIS

Chris Sally, CCIM

BHC RHODES

Transportation and Infrastructure
Planning

CIVIL ENGINEERING PROJECT MANAGER

Randy Gorton, PE

SENIOR ENGINEERING TECHNICIAN

Murv Morehead

GIS SUPERVISOR

Michelle Ballinger



GOULD EVANS

Gould Evans is a design firm dedicated to using our creative powers to move the world forward. Our firm culture is built on using the design process to solve problems and improve our client's competitive edge. We reward thought leadership that aims high—from high-performance buildings to high-performance cities.

Established in 1974, Gould Evans has 115 associates across six studios. Our portfolio is intentionally diverse, encompassing civic buildings, housing, higher education projects, cultural institutions, athletics facilities, workplaces, environmental branding, and urban planning. This diversity is a strength that encourages critical thinking and discourages formulaic tendencies.

To complement the services of our Urban Planning and Design Studio, Gould Evans offers the support of a leading full-service design firm providing building design, landscape architecture, environmental graphics, interior design, marketing communications, and construction management services. We also have strategic and long-standing relationships with allied professionals that share our philosophy and passion for building strong and enduring communities, including transportation, economic development, and engineering specialists.



URBAN PLANNING & DESIGN STUDIO

Gould Evans' Urban Planning and Design Studio is comprised of a multidisciplinary team of professionals with deep municipal experience, including certified planners, landscape architects, urban designers, and an attorney specializing in development regulations.

OUR VISION IS TO CREATE GREAT PLACES THAT ENDURE.

WE VALUE:

- Collaborative, multidisciplinary approaches that lend a variety of perspectives and professional expertise to the most challenging community development issues.
- Project partners and community stakeholders who provide the critical insights that create commitment to innovative and pragmatic actions
- Comprehensive and long-range perspectives, and the power of leveraging incremental decisions into significant change

WE ADVOCATE:

- **Ownership** – A bold vision requires people who care enough to be there every day.
- **Education** – Commitment by the community translates a vision into actions.
- **Innovation** – Research converts progressive ideas into strategies.
- **Integration** – Comprehensive perspectives organize complex systems into great communities.
- **Implementation** – Pragmatic courses of action create your legacy.

WE TRANSLATE COMMUNITY VISION AND VALUES INTO WORKABLE PLANS, URBAN DESIGN STRATEGIES AND DEVELOPMENT REGULATIONS—CREATING GREAT PLACES THAT ENDURE.

WE WORK:

We focus on three interrelated planning services that allow our clients to envision and create great places:

- **Planning** – We understand the complexities of the development process, and in particular, how comprehensive or area plans can best guide complex, incremental decisions towards a greater community vision.
- **Urban Design** – We understand that urban design is the glue that holds a community together, and that through effective urban design policies, a multitude of individual projects and sites over time can add up to a larger and greater whole.
- **Development Regulations** – We understand that development regulations are not just a collection of standards, but are a tool to implement a logical, long-range plan for the physical form and urban design principles that will define your community for generations.





BHC RHODES was established in 1992 as a professional corporation in the state of Kansas under the legal name Brungardt Honomichl & Company, PA. The founding principals, Kevin Honomichl, PE, LS, Bill Brungardt, PE, and Matt Brungardt, PE, are current directors and officers and are actively involved with our projects and customers. BHC RHODES is an award winning company that has been recognized as a leading Kansas City-area firm by *The Kansas City Business Journal* and *Ingram's Magazine*.

Starting in 2001, BHC RHODES added LEED accredited expertise and a specialized 3D laser scanning surveying service, one of the first in the Kansas City area. By 2009, BHC RHODES expanded both Kansas office locations, opened a new office in Dodge City, Kansas, and acquired the assets of two local engineering and surveying firms. The acquisitions expanded their land records library covering counties in Kansas and Missouri, placing BHC RHODES in top position of the largest land records owned in the Kansas City metropolitan area.

BHC RHODES is based in Overland Park, Kansas, with additional offices in Kansas City, Kansas, and Dodge City, Kansas. Our public works services are focused on a region around the Kansas City metropolitan area, while our development, surveying, and utilities services have a national coverage. Each office location maintains current technology and our synergy provides effectiveness and efficiency for our customers.



Development Initiatives, Inc., provides development process, community planning, real estate brokerage, and economic development incentive services to both public and private sector clients. Since its inception in 1999, DI has had a cumulative impact on nearly \$6.1 billion in client related development projects.

Development Initiatives is a collaboration of Kansas City-based professionals whose experience and education in real estate, community planning and economic development provides a holistic approach to the planning and development processes. DI offers a myriad of services ranging from urban planning for municipalities to real estate brokerage for developers to economic incentives for the redevelopment of brown field sites. All told, DI is an all inclusive real estate, development and community planning consulting firm.

The firm's principals are accredited with the American Institute of Certified Planners (AICP) and are active members of the American Planning Association, Certified Commercial Investment Member (CCIM) and the Urban Land Institute (ULI). Additionally, the partners are associate members of the US Green Building Council (USGBC), the Missouri Economic Development Financing Association (MEDFA) and numerous local philanthropic, civic and arts minded organizations.



GRAHAM SMITH, AICP
Lead Planner/Project Manager

EDUCATION

Bachelor of Science in Geography,
Master of Regional and Community Planning,
Kansas State University

REGISTRATION

American Institute of Certified Planners

INVOLVEMENT

American Planning Association
Urban Land Institute

Graham, as the Associate Vice President of the Urban Planning and Design Studio of Gould Evans, focuses on providing policy and urban design guidance to communities and clients. Through the preparation of community, area, neighborhood, corridor, special project plans, design guidelines and regulations, Graham provides the clients he engages with visionary, implementable plans for the future. A significant portion of Graham's work has emphasized infill and redevelopment strategies within urban settings to create and reinvigorate places for people. One constant among Graham's projects has been the innovative and involved stakeholder engagement. From defining the vision to carrying out implementation actions, the stakeholders in any process are the key to success. With extensive professional planning experience in both the public and private sectors, Graham brings a unique perspective to projects. Prior to joining Gould Evans, he worked in the long-range planning division of the Planning and Development Department for the City of Kansas City, Missouri.

Unified Government of Wyandotte County and Kansas City, KS

Healthy Campus Master Plan; Downtown Neighborhoods Master Plan;
State Avenue Transit Improvement Plan

City of Kansas City, MO

Midtown/Plaza Area Plan; Brush Creek Corridor Economic Development Plan; 63rd Street CIP Plan (Southtown Council)

City of Mountain Brook, AL

Commercial Villages Master Plan and Zoning Ordinance

City of Wichita, KS

Arena Neighborhood Plan

City of Parkville, MO

Highway 45 Plan

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cuyahoga Falls, OH

General Development Code and Sustainability Audit

City of Sedalia, MO

Comprehensive Plan

City of Hastings, NE

Comprehensive Plan, Subdivision Regulations, and Zoning Ordinance



CHRIS BREWSTER, AICP, JD
Planner/Regulations

EDUCATION

Juris Doctorate,
University of Missouri-Kansas City
BS in Business Administration/Marketing,
University of Delaware

REGISTRATION

American Institute of Certified Planners
Missouri Bar

INVOLVEMENT

American Planning Association
LEED ND Corresponding Committee
UMKC Adjunct Faculty, Planning Law
MO APA County Statutes Committee
contributing author
Legal Guide to Urban and Sustainable
Development for Planners, Developers,
and Architects, John Wiley and Sons,
2008, contributing author

Chris specializes in integrating physical planning policies, urban design principles, and form-based development strategies into development regulations and capital improvement policies. As a planner and an attorney, Chris provides a creative approach to planning, development and urban design issues that need legal and technical solutions. Since joining Gould Evans in 2001, he has worked on all scales of planning and urban design issues, from regional and comprehensive plans focusing on policy, to neighborhood and street scale plans that focus on design and implementation. Chris has managed several development regulation, design guideline and implementation projects for municipal clients, many of which have been recognized for awards and excellence among planning peers. Before joining the firm, Chris served as the Assistant City Attorney for the City of Lee's Summit, Missouri, and previously worked for Johnson County, Kansas, Transit.

City of Fairway, KS

Zoning Ordinance

Mid-America Regional Council – Greater Kansas City

Model Sustainable Development Code and Code Audits

City of Lenexa, KS

Unified Development Ordinance Sustainability Audit

City of North Kansas City, MO

Burlington Corridor Overlay Ordinance, Design Guidelines;
Sign Ordinance; On-Call Services (past 15 years)

City of Cheyenne, WY

Unified Development Code/Form-Based Code

City of Parkville, MO

Highway 45 Plan

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan

City of Cuyahoga Falls, OH

General Development Code and Sustainability Audit

Shelby County, AL

Subdivision Regulations



**ROBERT WHITMAN, ASLA, AICP, LEED
Landscape Architect**

EDUCATION

Bachelor of Landscape Architecture,
Minor in Community and Regional
Planning, Certificate in Land Use Planning,
Kansas State University

REGISTRATION

Licensed Landscape Architect
Certified Planner
LEED Accredited Professional

INVOLVEMENT

American Society of Landscape Architects
American Institute of Certified Planners
Empire Estates Homes Association,
President, 2000-present
Legacy of Greenery Committee, City of
Overland Park Tree Board, 2002-2008
Community Advisory Committee for Vision
Metcalfe, City of Overland Park
Steering Committee,
Heartland Tree Alliance, 2012

Robert has considerable experience in site development, landscape architecture, urban design and community planning projects. For the last 16 years, he has worked with several institutional clients to plan and design community spaces, such as playgrounds, arboretums, gardens, and parks, trails and open space. Robert is an expert on regional plant materials having developed a catalog of plant material, growing criteria and other pertinent information. For several years, he has worked with the City of Overland Park and community volunteers to inventory street trees and develop strategies for preserving the City's green space legacy. Robert frequently shares his design and horticultural expertise as a speaker or panel member at regional events. He also consults with communities on their street tree programs and similar endeavors.

City of Kansas City, MO

Midtown/Plaza Area Plan; Kansas City Sculpture Garden at the Nelson-Atkins Museum of Art; Broadway Streetscape; Nelson-Atkins Museum of Art Bloch Building Site Development; Liberty Memorial Improvements, Penn Valley Park; Riverfront Heritage Trail; Independence Boulevard Streetscape Improvements

City of Overland Park, KS

Overland Park Arboretum and Botanical Gardens Master Plan; Welcoming Garden, Iris Garden and Train Garden; Campus Master Planning (Including Trails and Arboretum); Courtyard; and Japanese Garden Concept Design, Johnson County Community College

City of Cheyenne, WY

Citywide Park Standards

City of Blue Springs, MO

Unified Development Code and Comprehensive Plan;
Adam's Pointe Golf Club

City of Independence, MO

Soccer Fields, Metropolitan Community College - Blue River

City of Westminster, CO

Westminster Promenade

Various Air Force Bases

Neighborhood Parks and Playgrounds at Whiteman Air Force Base;
Seymour Johnson Air Force Base, NC; Dyess Air Force Base, TX



CHRISTINA HENNING
Urban Designer

EDUCATION

Master of Architecture,
University of Kansas

INVOLVEMENT

Better Block KC
Bike/Walk KC
50/50 Gallery
Kansas City Design Center Graduate

From architectural design to urban planning, Christina brings a wealth of experience to a variety of projects that impact the design and functionality of our communities. As a designer, her experience ranges from programming and schematic design through design development and construction documentation. This well-developed skill set is demonstrated in civic, residential and corporate projects. Christina is a valued member of our Urban Planning and Design Studio whose graphic and planning experience on community projects includes GIS analysis and mapping, urban design, streetscape design and site planning illustrations.

In addition to her design and planning skills, she is an accomplished model builder for the firm. Outside of the office, Christina offers her design expertise through volunteering with affordable housing organizations such as Habitat for Humanity and Rebuilding Together.

Unified Government of Wyandotte County and Kansas City, KS
Healthy Campus Master Plan

City of Cheyenne, WY
Unified Development Code/Form-Based Code

City of Kansas City, MO
Midtown/Plaza Area Plan

City of Parkville, MO
Highway 45 Plan

City of Blue Springs, MO
Unified Development Code and Comprehensive Plan

City of Fairway, KS
Zoning Ordinance

City of Cuyahoga Falls, OH
General Development Code

Cerner Corporation – Kansas City, MO
Cerner Trails Master Plan



JAMES POTTER, AICP, LEED GA
Economics and Market Analysis

FIRM

Development Initiatives

EDUCATION

Master of Architecture; BGS in
Environmental Science; Bachelor of
Science in Geography,
University of Kansas

REGISTRATION

American Institute of Certified Planners
American Planning Association
USGBC LEED Green Associate
Kansas Licensed Real Estate
Salesperson
Missouri Licensed Real Estate

INVOLVEMENT

Member, American Planning Association
President Elect, APA KC Metro Section
Board Member, Center For Architecture
and Design
Board Member, River Market CID
Board Member, Sustainable Advisory
Board, Leawood, KS
Member, USGBC

Jim is the founding partner at Development Initiatives and is responsible for instilling the firm's vision of excellence in the staff. His background has run the spectrum of urban redevelopment to community planning projects. From environmental due diligence activities to managing multi-million dollar bond projects, Jim has experience in a myriad of development functions.

Jim has degrees in Environmental Science and Geography, as well as a Master of Architecture, all from the University of Kansas. His past employment with the Kansas City Economic Development Corporation has educated Jim in the intricacies of 60 to 80 different city, state, and federal tax incentives programs.

Since the establishment of Development Initiatives in 1999, Jim has coordinated numerous urban renewal and tax increment financing projects for countless communities across the Midwest. Jim uses his experience and relationships with local and state development officials to maximize the effectiveness of the projects he manages and the incentives sought on behalf of his clients.

Jim has yet another layer of expertise that he adds to DI's repertoire—real estate development. Potter has partnered in such notable residential projects as 4646 Broadway on the Plaza, City Homes in the River Market, and the 5 Delaware Condominiums all in Kansas City.



CHRIS SALLY, CCIM
Economics and Market Analysis

FIRM

Development Initiatives

EDUCATION

Bachelor of Architecture, Real Estate,
University of Arizona

REGISTRATION

Certified Commercial Investment Member
Missouri Real Estate Broker
Kansas Real Estate Broker

INVOLVEMENT

Certified Commercial Investment Member
Missouri Growth Association
Urban Land Institute

Chris has been a partner at Development Initiatives since 2003. Chris is the firm's financial analyst. From development pro forma analysis to fiscal and economic impact analysis for taxing jurisdictions, his quantitative approach to real estate development is unparalleled.

Chris has seen all aspects of real estate development. First, as the former Downtown Development Director for the Economic Development Corporation of Kansas City, he worked on more than \$2 billion in projects to help revitalize downtown Kansas City.

Chris is also a real estate developer, specializing in boutique urban products. With his partners, Chris has developed \$15 million of successful new and historically renovated buildings, including 5 Delaware Condominiums, the Gallo Office Building, and First and Main Lofts. Design and sustainability are cornerstones for each of his projects. In 2006, *Dwell* magazine featured 5 Delaware on the cover and highlighted his home in the annual "Modern Across America" issue.

In the role of assisting clients pursuing development projects, he is most proud of the many times he has identified risk and advised clients not to pursue projects. His father, also a real estate developer, always said, "I made more money on projects I passed on than on projects I developed." Chris represents Development Initiatives in its role as a consultant to the Kansas City, Missouri, School District and has represented the taxing jurisdiction to ensure that the development process is fair and equitable.



RANDY GORTON, PE
Civil Engineering Project Manager

FIRM
BHC RHODES

EDUCATION
Bachelor of Science, Civil Engineering

REGISTRATION
Licensed Professional Engineer

AWARDS
Four-time recipient of the BHC
RHODES Customer Care Award
KSPE Outstanding Young Engineer, 2006
KSPE Eastern Chapter Young Engineer, 2006

Randy is a professional engineer with 19 years of experience in civil engineering design, construction management, and public planning. His experience includes land development and site design projects, roadway design, hydrology and hydraulic analyses for road and bridge projects. He is also experienced in water and sanitary sewer system design, municipal on-call services, public planning projects, and construction inspection.

8th and Minnesota Improvements – Kansas City, KS

Project Manager – Design of reconstruction and aesthetic improvements to continue implementing the master plan for the downtown area

Blue Ridge Sidewalk to School Improvements – Independence, MO

Project Manager – Prepared plans for nearly one half mile of sidewalk improvements for a safer route for students to walk to school; design is intended to fit sidewalk within existing right-of-way and minimize disruptions to adjacent properties.

Central Avenue Assessment – Kansas City, KS

Project Manager – Evaluating the existing conditions and developing concepts for potential improvements to this urban corridor. Traffic, lighting, and pedestrian opportunities are key areas of focus in the study.

75th Street Improvements – Overland Park, KS

Sr. Project Engineer – Assisting with preparing plans to reconstruct a heavily traveled arterial roadway within three different municipalities

Family Tree Nursery – Wolcott, KS

Project Manager – Completed a FEMA Letter of Map Revision (LOMR) for the construction of new planting beds near Conner Creek. In addition, site plan drawings were prepared for local permitting.

Quivira Sidewalk Improvements – Lenexa, KS

Project Manager – Prepared plans for constructing new sidewalk along Quivira Road to complete a pedestrian route. Design has developed options to reduce need for retaining walls and utility relocations.

223rd Street Phase 1 Improvements – Miami County, KS

Project Manager – Preparing plans for the first 0.8 miles of roadway improvements recommended as part of an earlier road safety audit conducted for an eight-mile corridor. Planned safety improvements will use KDOT HRRR funds to widen the roadway, eliminate pavement drop-offs, flatten slopes along the roadway, and extend/replace drainage structures to meet roadside safety standards.



MURV MOREHEAD
Senior Engineering Technician

FIRM
BHC RHODES

EDUCATION
Bachelor of Science, Mechanized Agriculture

REGISTRATION
ATSSA Certified Traffic Control Supervisor

Murv recently joined BHC RHODES with 27 years of experience working for the City of Overland Park. For the last 14 years, he served as the first ROW Coordinator for the City where he was responsible for development and operation of the newly created ROW Management Program. Primary responsibilities included, but were not limited to, ROW work permit application review, issuance of work permits, field inspection of permitted work and utility coordination. Additional responsibilities included serving as the primary temporary work zone traffic control enforcement agent for the City, responding to numerous contractor inquiries, and collaboration with other municipalities on various ROW management issues.

Axon – Overland Park, KS*

ROW Coordinator – Managed permit application review, issuance and construction oversight of AXON 16 conduit backbone ring in Overland Park. This backbone conduit provided the first organized fiber optic cable distribution system for multiple telecom service providers.

Everest Communications – Overland Park, KS*

ROW Coordinator – Managed permit application review, issuance and construction oversight of Everest Communications (subsequently SureWest and now Consolidated Communications Inc.), the first service provider Citywide overbuild project Overland Park had experienced. This three-year project provided voice/data/video service to each house.

AT&T – Overland Park, KS*

ROW Coordinator – Managed permit application review, issuance and construction oversight of Current (LightGig) and past (LightSpeed) upgrade construction projects in Overland Park. These upgrade projects were undertaken to replace existing copper infrastructure with fiber optic cable to provide bandwidth capacity that is needed.

WaterOne of Johnson County – Overland Park, KS*

ROW Coordinator – Managed permit application review, issuance and construction oversight of numerous water main installations up to 42" diameter pipe. Waterline breaks occurred on a daily basis which often resulted in traffic control issues as well as extensive damage to City streets.

Extenet – Overland Park, KS*

ROW Coordinator – Managed permit application review, issuance and construction oversight of a new type of service provider. Extenet deployed a Distributed Antenna System to enhance cell phone signal coverage areas.

**previous firm experience*



MICHELLE BALLINGER
GIS Supervisor

FIRM
BHC RHODES

EDUCATION
Master of Geographic Information Systems
PBC, Geographic Information Systems
Bachelor of Science, Environmental Geography
Certificate in Environmental Studies

AWARDS
Recipient of the BHC RHODES Process
Management Award

Michelle is a GIS professional with more than 10 years of in-depth experience in applying geographic analysis and technologies for improved information management and decision support worldwide. She has managed the technical aspects of personnel and scheduling, database set up and management, and overall project workflow, in addition to training over dozens of professionals for project related purposes. Expertise includes satellite image interpretation; basemap mapping and related accuracy verification; 2D and 3D extraction; program report, monitoring, and evaluation.

Fiber-to-the-Home Project – Austin TX

GIS Supervisor – Managed planning and production for an 800-mile Fiber-to-the-Home permitting project. Conducted all associated tracking for internal production in addition to partner companies. Coordinated GIS analysts, CAD designers, and civil engineers to create one cohesive data presentation. Worked continuously to streamline processes to ensure speedy delivery of quality data.

KPGEO LLC*

Quality Assurance Manager – Acted as a bridge between a production center in Poland and U.S. based customers for daily and weekly communication. Collaborated with project managers to ensure customers were provided with quality data in a timely manner. Created streamlined workflows and coordinated with Quality Control efforts. Weekly project deadlines were met.

MJ Harden, a GeoEye Company*

Project Coordinator – Lead all technical aspects of assigned projects, including database management, project set up, database creation, quality management of extracted data, loading, and final delivery to customer. Created and maintained guidance documents including extraction guides and quality control checklists. Developed and ensured updates to project workflow documents including regularly evaluating different tools and approaches for process improvement. Managed the overall quality of each project delivered to customers, consistently delivering on-time, accurate results.

**previous firm experience*

The following projects were performed by the Gould Evans Planning and Urban Design Studio over the past 10 years. Most projects apply the studio's interdisciplinary philosophy and approach of planning, design guidelines and development regulations.

PLANNING

- Blue Springs, MO – Comprehensive Plan
- Des Moines, IA – North River Area Development Plan
- North Kansas City, MO – On-call Planning Services
- Salina, KS – Comprehensive Plan
- Shawnee, KS – Shawnee Mission Parkway/I-435 Corridor Study
- Hastings, NE – Comprehensive Plan
- Augusta, KS – Westward Expansion Plan
- Sioux City, IA – Comprehensive Plan
- Overland Park, KS – Downtown Master Plan and Design Guidelines
- Sedalia, MO – Comprehensive Plan
- Waukee, IA – Comprehensive Plan
- Roeland Park, KS – Comprehensive Plan

URBAN DESIGN

- Leavenworth, KS – Downtown/North Neighborhood Redevelopment Plan
- Webster Groves, MO – Development Foundation Plan
- St. Charles, MO – Riverfront Design Plan
- Fairhope, AL – Downtown Streetscape Improvement Plan
- Clive, IA – NW 86th Street Corridor Plan
- Green Bay, WI – Downtown Design Plan
- Wichita, KS – Downtown Arena Neighborhood Plan
- Raytown, MO – CBD Master Redevelopment Plan
- Kansas City, KS – Downtown Master Plan
- Helena, AR – Downtown Master Development Plan
- Kansas City, MO – 63rd Street Corridor Master Plan
- Lawrence, KS – Downtown Design and Development Plan
- Clive, IA – Northwest 86th Street Corridor Plan
- Roeland Park, Westwood, and Kansas City, KS – 47th and Mission Corridor Plan and Design Guidelines
- Mason City, IA – Willow Creek Master Plan

DEVELOPMENT REGULATIONS

- Blue Springs, MO – Unified Development Code
- Mid-America Regional Council (Kansas City MPO) – Sustainable Development Code Framework and Community Code Audits
- North Kansas City, MO – Burlington Corridor Design Guidelines and Overlay Ordinance
- Cheyenne, WY – Unified Development Code and Form Based Code
- Salina, KS – Interim Growth and Development Standards
- Lenexa, KS – Unified Development Ordinance Sustainability Audit
- Hastings, NE – Zoning Ordinance and Subdivision Regulations
- North Kansas City, MO – Sign Code
- Cuyahoga Falls, OH – Development Code
- Mountain Brook, AL – Commercial Villages Master Plans, Zoning Overlay and Design Guidelines
- Shelby County, AL – Subdivision Regulations
- Webster Groves, MO – Commercial and Urban Residential Zoning Regulations and Design Guidelines
- Fairhope, AL – Zoning Ordinance and Subdivision Regulations
- Boerne, TX – Zoning Ordinance and Subdivision Regulations
- Maize, KS – Zoning Ordinance, Subdivision Regulations and Design Guidelines
- Fairway, KS – Zoning Ordinance
- Red Oak, IA – Zoning Ordinance and Subdivision Regulations



BLUE SPRINGS COMPREHENSIVE PLAN AND UDO UPDATE

CHALLENGE

Blue Springs is on the eastern edge of metropolitan Kansas City. The City's proximity to the metro and a strong school district have allowed it to thrive as one of the great suburban communities in Kansas City. However, like many suburban communities the City has struggled to seize a unique identity, wrestled with declining strip and car-oriented development, and seeks to resurrect its historic downtown. Rapidly changing demographics (national trends), shifts in housing preferences, the desire for a high-level or recreation amenities/healthy living, retaining and attracting jobs, and the potential for regional commuter rail, are all things weighing heavily on the minds of citizens and leaders as they create development policies and regulations responsive to their context and the current situation.

ACTION

This project initiates a "planning system" with three scales of planning for the City of Blue Springs:

- A General Plan addressing broad, comprehensive city-wide development policies and focusing on the systems and frameworks that create distinct places in the city
- Specific Plans addressing unique contexts and coordinating the relationships between public realm and private development patterns
- Development/Project Plans that enable incremental and strategic action by the public and private sector

This system allows staff to continue to pursue ongoing and proactive planning under the vision and policies of the General Plan and identifies how each increment of development contributes to the larger and greater whole.

RESULTS

The outcomes from this plan and planning system are:

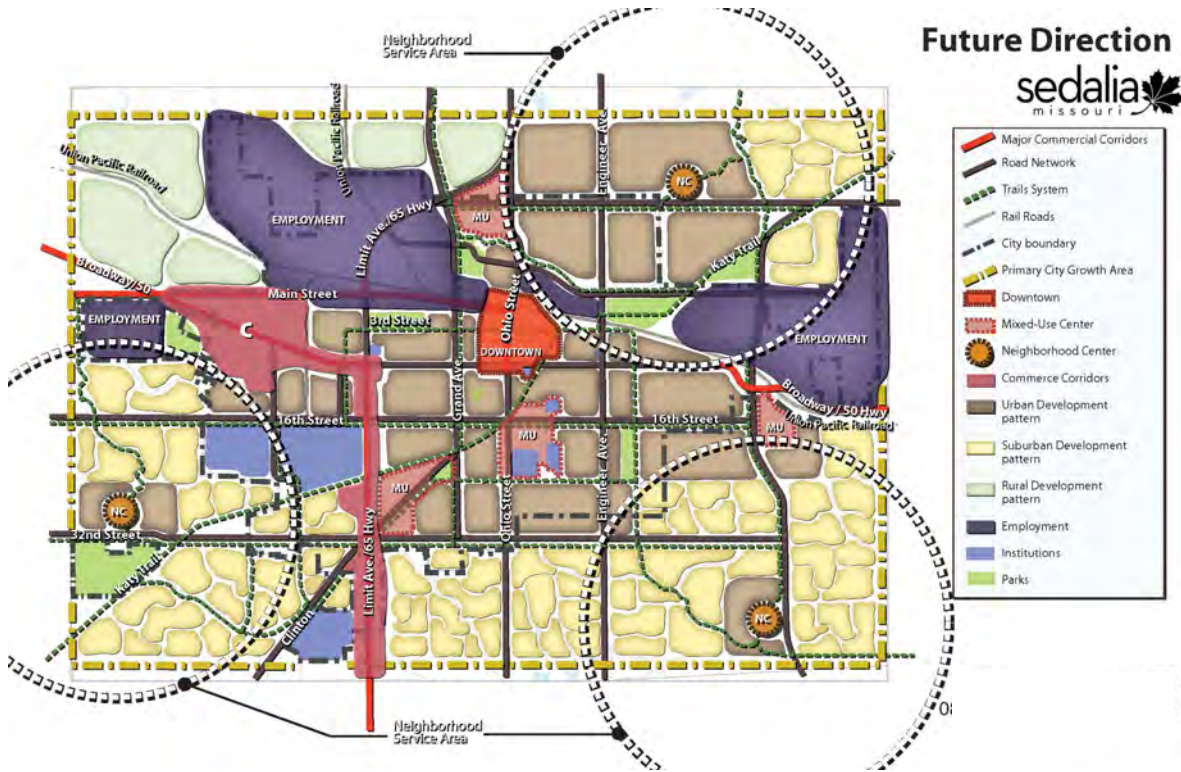
- Renewed emphasis on the City's unique access to natural amenities as the organizing urban design framework for the City
- A system of street types that reinforce public realm design as a key contributor to community identity and distinct places in the community
- Reinforcing neighborhoods as the fundamental planning element of the community and exploring opportunities to strengthen or introduce the "gathering places" as a focal point of all neighborhoods
- Integrating housing options into smaller-scale redevelopment projects
- Identifying strategic and incremental redevelopment opportunities within aging automobile-oriented corridors;
- Improving multimodal networks with connections off of the major corridors
- Unified Development Ordinance updates to implement Specific Plans and Development Concepts identified in the planning process

FIRM: Gould Evans

LOCATION: Blue Springs, MO

CLIENT REFERENCE:

Scott Allen, AICP, Community Development Director
City of Blue Springs, MO
816.228.0211; sallen@bluespringsgov.com



SEDALIA COMPREHENSIVE PLAN

CHALLENGE

When the City of Sedalia, Missouri, hired the Gould Evans planning studio to update its master plan, the intent was to create a future vision and direction for the community. Setting a framework for the development of future public policy in the areas of commercial and industrial development, land use, growth management, neighborhood aesthetics and monetary appropriations were significant project components, so the involvement of the community was essential from the onset.

FIRM: Gould Evans

LOCATION: Sedalia, MO

CLIENT REFERENCE:

John Simmons, Community Development Director
City of Sedalia
660.827.3000; jsimmons@cityofsedalia.com

ACTION

The team also created a website to reaffirm the plan's identity and extend it to a greater audience. As another communication tool for the plan, it updates the community on progress, meeting dates, documents, graphics and materials and allows for comments from the community. This serves as an extraordinary forum for extending the plan throughout the public.

RESULTS

Unique from many comprehensive plans, the Sedalia Comprehensive Plan has a section dedicated to growth management for the community. The consultant team utilized U.S. Census information to categorize areas of the community as Emerging, Conservation/Stabilization, Reestablishment, New Growth, or Urban Reserve/Agricultural areas. Categorization of each area allowed the City to determine how to strategically address growth or lack of growth throughout the community. In addition to defining current categories, the plan gave thresholds to determine when areas of the community could be changing from one growth category to another. These tools will allow the City to address infill and new development in a strategic manner that can help to stabilize the community as a whole.



WAUKEE COMPREHENSIVE PLAN

CHALLENGE

The City of Waukee, Iowa, lies in the western fringe of the Des Moines metropolitan area. The western suburbs of the Des Moines metro have been growing rapidly for more than 20 years, making Waukee the fastest-growing city in the fastest-growing county in Iowa. Facing rapid growth, the biggest challenge for Waukee was maintaining its unique identity within the region, while strengthening its role in regional economic development.

ACTION

Waukee prepared a comprehensive plan that focuses growth in a strategic manner, without losing many key components of their identity and history. The planning process focused on:

- Strengthening the historic downtown by expanding the area to incorporate a civic campus and encourage infill development
- Allowing for annexation to occur in a strategic manner while encouraging infill development
- Discouraging strip mall development patterns while encouraging commercial villages on both the neighborhood and community scale
- Developing two regional parks (Copeland Regional Recreation Facility and a regional nature center)
- Encouraging a neighborhood development pattern which incorporates varying residential density and dwelling types



- Developing multiple business campuses that should attract companies that are the benchmarks within their sector or industry
- A system of gateways, key intersections, and identity corridors which will create a unique character to help Waukee stand out from its neighboring communities

RESULTS

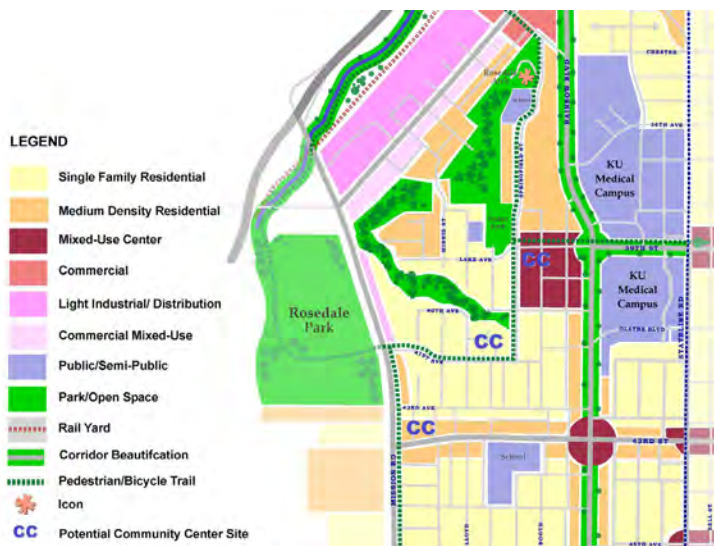
Downtown and the Waukee Futures Corridors became a focal point of the plan, creating corridors with distinct urban design themes and diverse economic development purposes. These corridors also complement their resurgent downtown. Building on the success of the comprehensive plan, the City has recently completed a specific downtown plan leading to new investment, and the Alice's Road Corridor Plan, implementing one of the Futures Corridor with a strategic urban design and economic development plan.

FIRM: Gould Evans

LOCATION: Waukee, IA

CLIENT REFERENCE:

Brad Deets, Development Services Director
City of Waukee, IA
515.978.9563; bdeets@waukee.org



ROSEDALE NEIGHBORHOOD PLAN

CHALLENGE

The Rosedale Neighborhood is an older center city neighborhood that truly exemplifies the best of what Kansas City, Kansas, has to offer. Within the neighborhood, there is a historic district, commercial corridors, and parks and recreational opportunities, all anchored by the University of Kansas Medical Center. However, like older inner city neighborhoods, Rosedale has its share of challenges. As the area has aged socioeconomic factors like median income and owner-occupied housing have been on the decline.

To address many of the challenges of the neighborhood, a planning process was undertaken with the intent to establish a vision for the neighborhood and provide guidance for its implementation. The residents of the neighborhood are passionate about the area and want to see a vibrant neighborhood in which all interests can coexist. Through the planning process, the residents, business owners, and citizens that live, work, and play in the neighborhood defined their vision and the action plan to achieve it.

ACTION

The action plan that has resulted from the planning process focuses on six primary topics, including:

- Housing – quality housing that serves the need of the community's diverse population
- Development and redevelopment – encourage both new development and redevelopment of existing structures



- KUMC – improve cooperation and communication between Kansas University Medical Center and Rosedale Neighborhood
- Image and Character – improve the image and character of Rosedale through design and quality development
- Transportation, Infrastructure and Public Services – improvement of the existing infrastructure and services is vital to the future sustainability of the neighborhood
- Safety – promote a safe neighborhood through increased activity and investment in the area

RESULTS

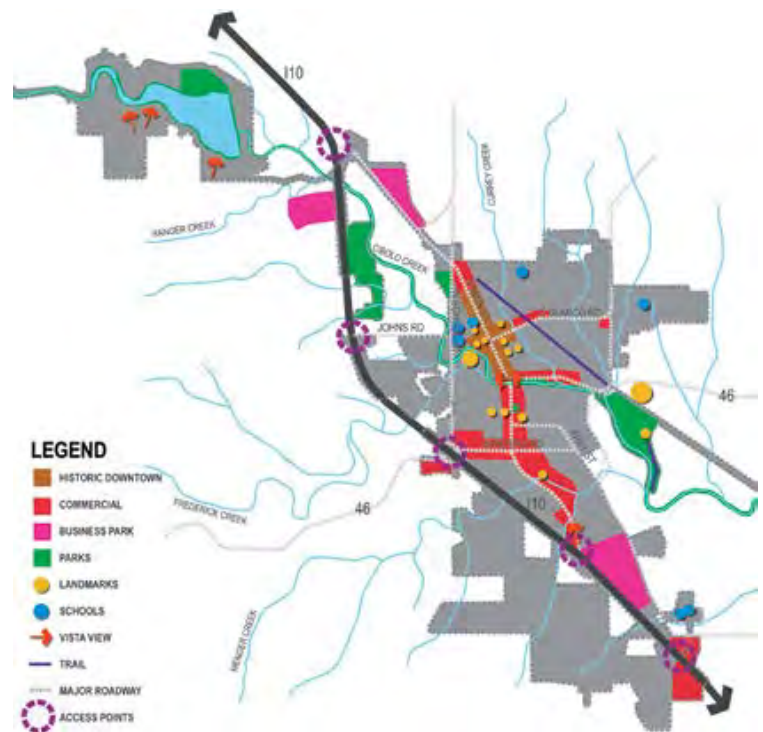
Since the creation of the plan, the Rainbow Avenue corridor has begun its transformation to a mixed-use urban corridor through the development of a hotel, retail services and apartments.

FIRM: Gould Evans

LOCATION: Kansas City, KS

CLIENT REFERENCE:

Wendy Wilson, Past Executive Director
Rosedale Development Association
913.677.5097; gabbygal@crn.org



BOERNE COMPREHENSIVE PLAN, ZONING AND SUBDIVISION REGULATIONS

CHALLENGE

Gould Evans assisted the City of Boerne, Texas, in updating its master plan, subdivision regulations, and zoning ordinance. The municipality is located on the Interstate 10 Corridor, approximately 30 miles northwest of San Antonio. The growth and development of the expanding metropolitan area has reached Boerne and is impacted the rural “Hill Country” topography, historic town characteristics and general way of life. New development was perceived as undermining many of the values that made Boerne a vibrant and attractive place to live and conduct business.

ACTION

The plan calls for a return to the historic neighborhood model present in Boerne as further growth occurs.

FIRM: Gould Evans

LOCATION: Boerne, TX

CLIENT REFERENCE:

Christopher Turk, Planning/Community Development Director
City of Boerne, TX
830.249.9511 ext. 1106; cturk@ci.boerne.tx.us

Development of future mixed-use or commercial centers is tied to growth of these neighborhoods, and located based on established target markets. The plan also organizes future neighborhoods within watersheds avoiding sensitive natural areas. After adoption of the plan, Gould Evans was retained to update the City’s subdivision ordinance and zoning regulations.

RESULTS

The new regulations introduce large-scale Planning and Community Design standards into the subdivision regulations to strategically implement long-range policies of the plan with respect to community character and urban design. They are based on three city-wide “systems” that determine community form: transportation networks and street designs, open space systems and block and lot patterns. The zoning ordinance updates emphasize development patterns that fit within that form:

- Smaller-scale, mixed-use development
- Better integration of residential zoning districts and commercial and mixed use centers
- New stormwater approaches to address their unique climate, topography and role within the watershed
- Coordinates residential lot standards and building types to emphasize neighborhood character
- Promotion of the distinct “Hill Country” architecture

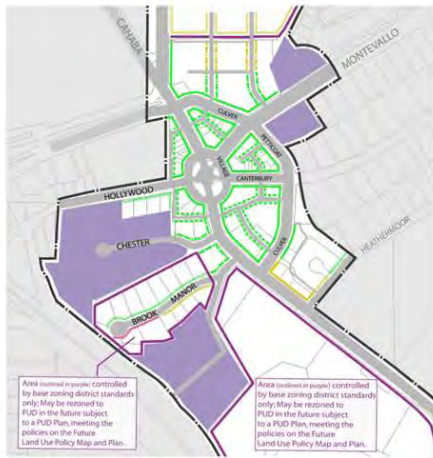
COMMERCIAL VILLAGES MASTER PLAN AND DEVELOPMENT REGULATIONS

City of MOUNTAIN BROOK

MOUNTAIN BROOK VILLAGE Village Center BUILDING AND DEVELOPMENT REGULATING PLAN

BUILDING FRONTAGE TYPES

- Primary Frontage
 - 2 min
 - 1 min
- Secondary Frontage
 - 1 min
 - 1 min
- Support Frontage
 - 2 min
 - 3 min
- Residential ('Neighborhood') Frontage
 - 2 min
 - 4 min
- Village Boundary Line
- Area controlled by base zoning districts standards only



City of MOUNTAIN BROOK

MOUNTAIN BROOK VILLAGE Village Center CIRCULATION AND URBAN DESIGN PLAN

URBAN DESIGN ELEMENTS

- Primary Village Street
- Secondary Village Street
- Village Support Street
- Access-Service Alley
- Passage (Ped or Ped/Vehicle)
- Greenway
- Landmark
- Quasi-Civic / Public Open Space
- Open Space & Landmark
- Gateway
- Public / Private Parking
- Sensitive Buffer
- Enhanced Crosswalk
- Village Boundary Line



CHALLENGE

Mountain Brook is a first-tier suburb in the Birmingham metropolitan area, with several, pedestrian-scaled villages that support surrounding neighborhoods and residential estates, modeling the Garden City movement. The City was experiencing heavy development pressure for condominiums and higher-density development projects in and around its villages. The aging population, changing housing needs, high property values and strong emotional connections to the City and its Villages created some unique dynamics as the public debated its development policies.

ACTIONS

An extensive public process helped the community consider many controversial issues, which were previously being debated through pending development proposals. Gould Evans relied on a detailed market study, a public design charrette, a 30-member steering committee, four village focus groups, and several other public workshops to test alternatives and create solutions. Conceptual development plans, streetscape plans, perspective renderings, and scale model Sketch-up plans were used to understand design implications and facilitate a vision, policy and goal statements unique to each of the four villages.

RESULTS

The City immediately implemented a parking management strategy that was the focus of the master plans. This strategy employed new optical recognition technology to manage parking on a district level, dividing villages into block scaled parking zones.

The City has also implemented several infill development projects in the villages using the overlay districts and design guidelines.

PROCESS RESULTED IN:

- Block-scale master plans for each village including: (1) future land and building uses; (2) transportation plan recognizing diverse street functions and designs; and (3) an urban design plan incorporating civic spaces and village landmarks
- Village Design Guidelines that reconcile many of the design, historic architecture and development quality issues that were bogging down previous development review processes
- Building and Development Regulating Plans addressing the scale and orientation of new buildings by regulating building types relative to streetscape designs
- Several new overlay zoning districts to enable building types and patterns previously prohibited

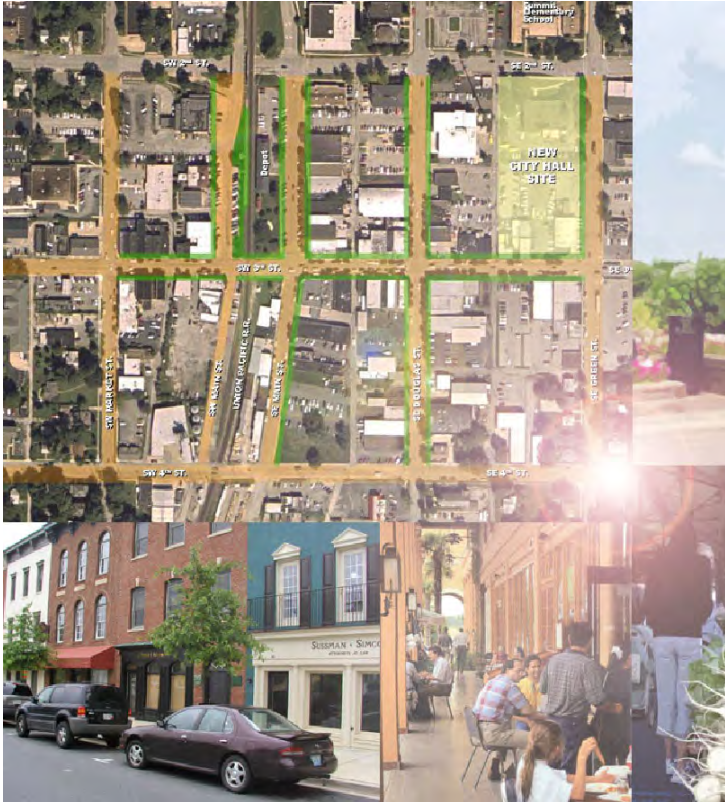
FIRM: Gould Evans

LOCATION: Mountain Brook, AL

CLIENT REFERENCE:

Sam Gaston, City Manager
City of Mountain Brook, AL
205.870.3532; gastons@mtnbrook.org

LEE'S SUMMIT MASTER PLAN IMPLEMENTATION



Development Initiatives was hired by the City of Lee's Summit to assist the implementation of the EDAW Master Plan for the City of Lee's Summit. The scope was to evaluate existing conditions, complete a Downtown Needs Assessment, and develop a clear and actionable steps to foster a climate that would attract private investment pursuant to the Master Plan.

Economic incentives at the state, local and federal levels were utilized to attract the private investment. DI assisted in layering the incentives and was successful in submittal of applications for state and federal funding.

The last phase of DI's engagement was the evaluation of redevelopment sites, selecting viable opportunities and creating a development plan that included architectural schematic, construction estimates, sales/lease assumptions, and a pro forma analysis. DI showed the City Council the rate of return a developer could expect, with and without the economic incentives. This helped guide the elected officials in their policy making.

FIRM: Development Initiatives

LOCATION: Lee's Summit, MO

CLIENT REFERENCE:

Stephen Arbo, City Manager
City of Lee's Summit, MO
816.969.1023; stephen.arbo@cityofls.net

INDEPENDENCE TIF DISTRICT IMPLEMENTATION



Development Initiatives conceived and implemented an overlay TIF district in the historic Independence Square to foster new private development. This brought approximately \$6 million of future revenue to assist in Public-Private Partnerships and to renovate deteriorating streetscape and infrastructure.

DI forecasted proposed revenues of the increment and prepared the required Cost Benefit Analysis Blight Study necessary for City Council adoption in the fourth quarter of 2013.

FIRM: Development Initiatives

LOCATION: Independence, MO

CLIENT REFERENCE:

Ann Smith-Tate, Economic Development Manager
City of Independence, MO
816.325.7796; ASmithTate@indepmo.org

PARSONS COMPREHENSIVE PLAN UPDATE



The Parsons Comprehensive Plan update provided the City of Parsons, Kansas, with a clear understanding of their utility and transportation systems, and provided an idea on what improvements might be necessary in the future. BHC RHODES teamed up with JEO Consulting Group for the preparation of this Comprehensive Plan update.

BHC RHODES prepared a review of the existing utility systems and transportation network, an inventory of existing conditions including recent improvements and addressed future improvements likely to be needed within the planning period.

FIRM: BHC RHODES

LOCATION: Parsons, KS

CLIENT REFERENCE:

Keith Marvin
JEO Consulting Group
402.443.4661

MERRIAM ON-CALL ENGINEERING SERVICES



BHC RHODES was selected by the City of Merriam to provide on-call engineering services as the City no longer employed a licensed engineer on staff. The firm worked with City staff and officials in planning submittal reviews, capital project budgeting, assisting with funding applications, representing the City at area meetings, providing input on issues during construction, and performing design of individual projects on a task-order basis.

FIRM: BHC RHODES

LOCATION: Merriam, KS

CLIENT REFERENCE:

Gerry Vernon
City of Merriam, KS
913.322.5500

REFERENCES

Gould Evans:

Comprehensive Plan and UDO Update

City of Blue Springs, MO

Scott Allen, AICP, Community Development Director

816.228.0211; sallen@bluespringsgov.com

Commercial Villages Master Plan and Development Regulations

City of Mountain Brook, AL

Sam Gaston, City Manager

205.870.3532; gastons@mtnbrook.org

Comprehensive Plan

City of Sedalia, MO

John Simmons, Community Development Director

660.827.3000; jsimmons@cityofsedalia.com

Development Initiatives:

Lee's Summit Master Plan Implementation

City of Lee's Summit, MO

Stephen Arbo, City Manager

816.969.1023; stephen.arbo@cityofls.net

Independence TIF District Implementation

Ann Smith-Tate, Economic Development Manager

City of Independence, MO

816.325.7796; ASmithTate@indepmo.org

BHC RHODES:

Parsons Comprehensive Plan Update

JEO Consulting Group

Keith Marvin

402.443.4661

Merriam On-Call Engineering Services

City of Merriam, KS

Gerry Vernon

913.322.5500

WHAT OUR CLIENTS ARE SAYING

"The approaches you have taken and the innovations are outstanding. There are things in here that I think a lot of people are going to get excited about. I'm amazed at the level of detail that's been paid and the clarity as to the changes that are being proposed. I'm not sure there's ever been a code process that's so transparent. I continue to be very impressed with the project."

Matt Ashby

Planning Services Director, Cheyenne, WY

"You and your company's staff have been great to work with. This plan sets into place many changes for our community that are very positive and will make us a better place to live and work."

Gary Hobbie

Community and Development Services Director, Salina, KS

"This is an outstanding plan, and you both were very responsive to our many requests. I thoroughly enjoyed the project."

Scott Knebel

Principal Planner, City of Wichita, KS

Neighborhood Redevelopment Plan

"I just wanted you to know how pleased we have been with the process, the approach, and the team efforts that have been expended in order to get to this point. I believe that hiring Gould Evans will prove to be a great decision that will be beneficial to our future."

Charles S. Houser

Mayor, Town of Magnolia Springs, AL

WHAT IF YOUR NEXT PROJECT WAS
SOMETHING UNEXPECTED, REMARKABLE, MEANINGFUL?
WHAT IF?

4041 Mill Street
Kansas City, MO 64111

phone 816.931.6655
fax 816.931.9640

gouldevans.com

KANSAS CITY LAWRENCE PHOENIX SAN FRANCISCO TAMPA NEW ORLEANS

City of Westwood, Kansas Master Plan
Fee Proposal

	Hours	Fee	Expenses	TOTAL
Phase 1: Understanding & Visioning	270	\$ 28,360	\$ 450	\$ 28,810
Task 1.1: Engagement Strategy	24	\$ 2,730	\$ 85	
Task 1.2: Community Profile	160	\$ 16,350	\$ 255	
Task 1.3: Vision	86	\$ 9,280	\$ 110	
Phase 2: Analyze, Plan & Implement	356	\$ 38,740	\$ 1,820	\$ 40,560
Task 2.1: Analyze	130	\$ 13,830	\$ 450	
Task 2.2: Draft Plan	140	\$ 15,650	\$ 680	
Task 2.3: Implementation	56	\$ 5,985	\$ 85	
Task 2.4: Adoption	30	\$ 3,275	\$ 605	
TOTAL	626	\$ 67,100	\$ 2,270	\$ 69,370

The fee proposed is an estimate based on our defined scope. All scope items and associated fees are negotiable based on the needs of Westwood.

Hourly Rates

GouldEvans

Graham Smith	\$	125.00
Chris Brewster	\$	110.00
Robert Whitman	\$	115.00
Christina Henning	\$	75.00

Development Initiatives

Jim Potter	\$	150.00
Chris Sally	\$	150.00

BHC Rhodes

Randy Gorton	\$	155.00
Murv Morehead	\$	100.00
Michelle Ballinger	\$	95.00