Grey Oaks
Community Improvement District

Blight Study

Patro Brothers, LLC
Kansas City, Missouri
June 13, 2025

Patrick Sterrett
Sterrett Urban, LLC
704 Canter St.
Raymore, Missouri 64083
(816) 283.7222
psterrett@sterretturban.com

Grey Oaks
Community Improvement District

Blight Study

Patro Brothers, LLC
Kansas City, Missouri
June 13, 2025

Table of Contents

Section I: **Introduction**
Definitions & Identification of Blight
Community Improvement District
Blighted Area
Blighted Area
Ownership
Boundary Map
Previous Blight Findings

Section II: **General Description of the Area and Evidence of Blight**
Existing Improvements
Insanitary or Unsafe Conditions
Deterioration of Site Improvements
Existence of Conditions which Endanger Life or Property by Fire and Other Causes

Section III: **Effect of Blight Within the Area**
Constitutes an Economic or Social Liability
Constitutes a Menace to the Public Health and Safety
Conclusion

Appendices
Appendix A: Photographs of Blighting Conditions
Appendix B: Certification / Assumptions & Limiting Conditions / Qualifications

Section I
Introduction

The purpose of this analysis is to determine if the proposed Grey Oaks Community Improvement District, which consists of approximately 2.73 acres (excluding right of way), and one property/tax parcel located on N. Oak Trafficway approximately mid-way between NE 79th Terrace on the north and the city limits of Gladstone, Missouri on the south in Kansas City, Clay County, Missouri (as further described herein, the "Study Area") qualifies as a "blighted area" according to the Community Improvement District Act – Sections 67.1401 to 67.1571 R.S.Mo. (the "CID Act").

The consultant who prepared this Blight Study, Patrick Sterrett of Sterrett Urban ("Consultant"), is an urban planner who earned a Master of Urban Planning from the University of Kansas and is certified by the American Institute of Certified Planners. Additional qualifications of Mr. Sterrett are included in Appendix B.

The Consultant visited the Study Area in June 2025. The effective date of this study is June 13, 2025, the date of inspection.

The Study Area is depicted in the map included on the following pages. The Study Area encompasses one property/tax parcel and approximately 2.73 acres of property (excluding right of way).

Definitions & Identification of Blight

Community Improvement District

Chapter 67 of the Missouri Revised Statutes, entitled "Political Subdivisions, Miscellaneous Powers", under Sections 67.1401 to 67.1571, entitled the Community Improvement District Act, allows for the establishment of a Community Improvement District ("CID"). A CID is either a political subdivision or a nonprofit corporation and is a separate legal entity distinct and apart from the municipality or county that creates the district. The CID consists of the area in which the improvements are to be constructed or services are to be provided and is created by petition circulated within the proposed district.

CIDs are established for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the CID. CIDs can impose special assessments, real property taxes, sales taxes, and fees. CIDs can also be combined with other funding methods to pay for additional services and improvements.

If a CID is in a blighted area, or includes a blighted area, it has additional powers and may expend its revenues or loan funds to correct blighted conditions on private property within the CID.

The CID Act states the following with regard to the additional powers conferred upon a CID located in a blighted area:

> 2. *Each district which is located in a blighted area or which includes a blighted area shall have the following additional powers:*
>
> *(1) Within its blighted area, to contract with any private property owner to demolish and remove, renovate, reconstruct, or rehabilitate any building or structure owned by such private property owner; and*
>
> *(2) To expend its revenues or loan its revenues pursuant to a contract entered into pursuant to this subsection, provided that the governing body of the municipality has determined that the action to be taken pursuant to such contract is reasonably anticipated to remediate the blighting conditions and will serve a public purpose.* (67.1461.2, RSMo.)

The CID Act provides the following definition for a blighted area, effective August 28, 2021:

> "Blighted area", the same meaning defined pursuant to section 99.805; (67.1401.2(3) RSMo.)

RSMo. 99.805 provides the following definition for a blighted area:

> *(1)* ***"Blighted Area"****, an area which, by reason of the predominance of insanitary or unsafe conditions, deterioration of site improvements, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, retards the provision of housing accommodations or constitutes an economic or social liability or a menace to the public health, safety, or welfare in its present condition and use.* (99.805(1), RSMo.)

This study will document the existence of the following blighting factors:

1. Physical deterioration of site improvements;
2. Insanitary or unsafe conditions; and
3. Existence of conditions which endanger life or property by fire and other causes.

and will describe how such blighting factors constitute an economic or social liability or is a menace to the public health, safety, or welfare.

Several court cases provide additional direction in the consideration of blight:

- The courts have determined that it is not necessary for an area to be what commonly would be considered a "slum" in order to be blighted. Parking Systems, Inc. v. Kansas City Downtown Redevelopment Corporation, 518 S.W.2d 11, 15 (Mo. 1974)

- An otherwise viable use of a property may be considered blighted if it is an economic underutilization of the property. Crestwood Commons Redevelopment Corporation v. 66 Drive-In, Inc., 812 S.W.2d 903, 910 (MO.App.E.D. 1991).

- It is not necessary for every property within an area designated as blighted to conform to the blight definition. A preponderance of blight conditions is adequate to designate an area for redevelopment. Maryland Plaza Redevelopment Corporation v. Greenberg, 594 S.W.2d 284, 288 (MO.App.E.D. 1979).

Blighted Area

The Area consists of one complete tax parcel. It is located on the east side of N. Oak Trafficway midway between NE 79th Terrace on the north and the city limits of Gladstone, Missouri on the south in the City. The parcel identification number and owner is set forth below:

Assessor's Parcel ID Number	***Owner***
13-606-00-04-001.00	Patro Brothers, LLC

Map: Outline of the Area

Previous Blight Findings

Proposed Community Improvement District

The City has not previously made a finding of blight for any part of the Study Area.

Section II
General Description of the Area and Evidence of Blight

The Area contains one commercial property with corresponding parking. A site visit was performed June 2025. Pertinent Geographic Information Systems (GIS) data was obtained and analyzed. Pictures were taken, which are attached hereto as **Appendix A**, that depict the conditions described below. Within the Area, the following blighting conditions are present:

1. Physical deterioration of site improvements;
2. Insanitary or unsafe conditions; and
3. Existence of conditions which endanger life or property by fire and other causes.

These factors are pervasive within the Area.

Existing Improvements

One building exists within the Study Area and was constructed in 2003. The lone property totals 2.73 acres and the single-story retail strip building, consisting of approximately 30,000 gross square feet, is in fair condition and is proposed to be renovated for continued retail use.

Fifteen stores exist in the strip center, and tenants include American Gold, China Dragon, The Vapor Lab, El Maguey Mexican Restaurant, Spectrum, and others. The parking lot is located on the west side of the building and provides 129 parking stalls. As of the date of inspection, 2,500 square feet was vacant and for lease, resulting in a vacancy rate of 8.3%. Other improvements in the Study Area include a service drive on the eastern side of the building accessed by a drive on the north side of the building that supports the retail. Exterior cladding includes EIFS and split-face concrete masonry units on all four sides. The roof is mostly a low-slope roof. A sloped metal roof is located mostly on the western side of the building and above a covered walkway.

The Study Area is generally located on the east side of N. Oak Trafficway midway between NE 79th Terrace and the city limits of Gladstone, Missouri.

Grey Oaks Commons – looking southeast from northwest corner of Study Area

Cause Component 1: Insanitary or Unsafe Conditions

There are numerous locations within the Study Area exhibiting unsafe or insanitary conditions. The most prevalent and/or impactful include the following:

- Deterioration of pavement throughout the surface parking lots and drive aisles which creates fall and tripping hazards.
- Deterioration/damage of sidewalks which creates fall/tripping hazards, especially on the west side of the strip center between the parking lot and access to the businesses, and a portion of the sidewalk that runs along N. Oak Trafficway.
- Faded or nonexistent directional signage and pavement markings in the parking lots and drive aisles;
- Poor drainage, across the sidewalks adjacent to the building, and on the eastern edge of the service drive.
- Trash/debris, especially on the southern and eastern edges of the property.

Noncompliance with the Americans with Disabilities Act (ADA) is evident throughout the Study Area and primarily includes nonexistent signage and substandard curb ramps.

Examples of this condition are shown in Appendix A. Additional photographs of deteriorated pavement are also included in Appendix A.

The Study Area exhibited insanitary or unsafe conditions and is a major contributor to blight.

Cause Component 2: Deterioration of Site Improvements

The condition of deterioration of site improvements was primarily established through field survey work and observation of exterior physical conditions within the Study Area. Building deterioration rating criteria considered included the following: primary structure (roof, walls, foundation); secondary structure (fascia/soffits, gutters/downspouts, exterior finishes, windows and doors, stairways/fire escapes); and exterior structure (mechanical equipment, loading areas, fences/walls/gates, other structures).

The most common example of structural deterioration found in the Study Area included:

- Water damage to the EIFS siding was evident on all four sides of the building, especially on the south and east elevations where water appeared to be coming through the wall at the parapet level. Damage was also widespread along the bottom of the EIFS at the joint with the split-face concrete masonry units, likely from a lack of venting that would allow moisture to dry out behind the EIFS.
- Cracking of the EIFS was also common, especially near building corners, possibly from settling of the building or other variables;
- Failure of finishes on the EIFS, likely due to water washing over the wall and/or a failure of the paint coating;
- Damage to some downspouts.
- Corrosion of metal, such as the gas lines and the roof access ladder on the south side of the strip center.
- Deterioration of the doors fronting onto the service drive.
- Deterioration of the soffits, likely due to water intrusion.
- Although the roof could not be accessed for inspection, it would appear from the location of the water damage on the EIFS that the roof requires repair/replacement due to water penetration of the wall at the parapet.

In addition to structural deterioration, a variety of blight conditions were observed within the Study Area related to the deterioration of the site and non-primary improvements. These conditions which negatively affect the appearance and utilization of the area, most commonly include:

- Deterioration of parking surfaces, drive aisles, curbs and islands require repairs or replacement.
- Repair or replacement of trash dumpster enclosure.
- A portion of the sidewalk along N. Oak Trafficway on the western edge of the Study Area needs to be replaced.
- Sidewalk providing access to the businesses requires repair/replacement in areas due to deterioration, cracking, and uneven pavement. The transition in elevation where steps have been installed also needs improvement.

The Study Area exhibits deterioration of site improvements. The most common conditions included the deterioration of surface parking, sidewalks and drive aisle pavement, lack of dumpster enclosures, deterioration of EIFS, and the failure of finishes.

Examples of this condition are shown in Appendix A.

Cause Component 3: Existence of Conditions which Endanger Life or Property by Fire and Other Causes

As noted previously, conditions exist that are tripping hazards, including deteriorated and uneven sidewalks, and deterioration of the surface parking that serves the retail building. Draining water across sidewalks also poses a tripping hazard, especially in the winter if the water freezes. And water intrusion into building components, as evidenced by the damage to the EIFS on all sides of the retail strip center, will be costly to repair/replace.

In addition, a shooting took place on March 31, 2025 in the Study Area that took the life of one of the shop owners.

Conditions exist in the Study Area that endanger life and property by causes other than fire.

Summary of Blighting Factors

The following table summarizes the three qualifying cause factors analyzed within the Study Area:

Grey Oaks
Community Improvement District
Summary of Blighting Factors

Study Area	Parcels	Pct.	Area (acres)	Pct.
Total	1	100%	2.73	100%
Blighting Factors				
Insanitary or unsafe conditions	1	100.0%	2.73	100.0%
Deterioration of site improvements	1	100.0%	2.73	100.0%
Existence of conditions which endanger life or property by fire and other causes	1	100.0%	2.73	100.0%
Parcels with at least one blighting factor	1	100.0%	2.73	100.0%
Parcels with no blighting factors	0	0.0%	0.00	0.0%
Parcels with Predominance of Blighting Factors	**1**	**100.0%**	**2.73**	**100.0%**

As evidenced from the table above, more than 50% of the Study Area satisfies all three blighting factors. In addition, the percentage of the Study Area that has at least one blighting factor is 100.0%. The percentage of the Study Area that exhibits a predominance of blighting factors is 100.0%.

Section III
Effect of Blight Within the Area

Constitutes an Economic or Social Liability
The following are generally considered economic characteristics of blighted areas:

- Reduced or negligible income;
- Impaired economic value;
- Depreciated values;
- Impaired investments;
- Negligible income

The Missouri Supreme Court has determined that "the concept of urban redevelopment has gone far beyond 'slum clearance' and the concept of economic underutilization is a valid one." Reduced or negligible income is evidenced by a slower rate of growth of assessed values relative to other commercial properties in Clay County, a method outlined by the Missouri Supreme Court in Centene Plaza Redevelopment v. Mint Properties.

Because the total assessed value data for commercial properties in Clay County was not accessible for this study, the Consultant examined the Sur Tax collected in 2022 and 2023, the last year of reassessment, for the Study Area and for Clay County. The Sur Tax collected for the Study Area was accessed through property tax receipts, and the total Sur Tax collected in Clay County was accessed from an audit conducted in April by the Clay County Auditor, Victor Hurlbert, CGAP, titled "Surtax Cut Effects."

The Study Area experienced a modest increase in its Sur Tax payments between 2022 and 2023 of 7.1%. Meanwhile, Clay County experienced a much greater increase of 18.0%, indicating the blighting conditions had an impact on the Study Area's assessed value, thereby creating an economic liability for the City and other taxing jurisdictions.

The unsafe conditions that exist in the Study Area – trash/debris, tripping hazards as a result of uneven pavement and deteriorated sidewalks and pavement, poor drainage, graffiti, and a recent killing on-site – constitute a social liability.

The redevelopment of the area has been hindered primarily by the deterioration of site improvements that has also resulted in unsafe conditions throughout the Study Area and the existence. Addressing the deterioration and unsafe conditions is a cost that is prohibitive for a private sector developer (or property owner) to take on independently and remain competitive in the market. Doing nothing will only result in further deterioration of building and site improvements, resulting in the potential for underperformance with respect to sales tax income and property assessments. For the existing businesses to provide a safe environment for customers and employees, and to continue to grow and attract new economic activity to the Study Area and surrounding areas, some form of external financial assistance that is not currently being utilized will be required to make improvement of the Study Area economically feasible.

Reduced or negligible tax income – caused by deteriorating site improvements, unsafe conditions, and a recent highly publicized shooting death – in a high-traffic location on N. Oak Trafficway – indicates the Study Area is blighted.

Constitutes a Menace to the Public Health and Safety

In its present condition and use the Study Area violates Kansas City's nuisance code and constitutes a menace to the public health and safety, and includes those conditions of trash/debris, tripping hazards, poor drainage, and graffiti.

In addition, the owner of one of the center's tenants, a hookah lounge, was shot and killed at his business early in the morning of March 31, 2025. In an article in Retail TouchPoints, titled "Retail is the Most Common Location for Gun Violence, but There's More to the Story," dated March 18, 2025, a new consumer survey conducted by Flock Safety and Zencity demonstrates that 63% of shoppers who encounter retail crime (which could include shoplifting or robbery in addition to violence) said they are more likely to shop online after the incident. While one incident, such as the March 31, 2025 murder, may not change the community's crime rate very much, the impact will be significant.

As a result of the nuisance violations and shooting, conditions exist in the Study Area that are a menace to the public health and safety of the community.

Conclusion

A predominance of the components that make up the definition of blight per the CID Act (RSMo. 99.805(1)) was present in the proposed Grey Oaks Community Improvement District.

The dominant blighting factor is the physical deterioration of site improvements throughout the Study Area. The inability to generate reasonable tax revenues is caused by the physical deterioration and the unsafe conditions that indicate blight is present within the proposed Grey Oaks Community Improvement District. The deterioration of site improvements and the presence of unsafe/insanitary conditions violates the city's nuisance code, and combined with the recent murder of one of the business owners on-site creates a social liability within the community.

The above combine to create economic underutilization and an inability to pay reasonable property taxes and create unsafe conditions, thereby creating an economic and social liability for the City and other taxing jurisdictions, and constitutes a menace to the public health and safety of the community.

Therefore, the Consultant has determined that the proposed Grey Oaks Community Improvement District, as of June 13, 2025, is a "blighted area" according to the definition provided in the CID Act, and constitutes an economic liability, social liability, and is a menace to public health and safety of the community in its present condition and use.

APPENDIX A

PHOTOGRAPHS OF BLIGHTING CONDITIONS

INSANITARY OR UNSAFE CONDITIONS

Looking east – cracked/uneven pavement (fall/trip hazard); lack of ADA signage; drainage across sidewalk

Looking south – cracked/uneven sidewalk (fall/trip hazard)

Looking south – deterioration of sidewalk (fall/trip hazard)

Looking east – uneven pavement (fall/trip hazard)

Looking north – poor drainage across sidewalk, uneven pavement

Looking southeast – uneven/deteriorated sidewalk (fall/trip hazard)

Looking south – deterioration of pavement (fall/trip hazard)

Looking northeast – deterioration of pavement (trip/fall hazard)

Looking southwest - debris

Looking north – poor drainage (blocked downspout)

Looking north – debris, overgrown vegetation

Looking east – graffiti

Looking west – graffiti; lines not in conduit

Looking southwest – trash/debris; overgrown vegetation

Looking southeast – poor drainage (from adjoining property)

Looking west – trash/debris

Looking south at end of service drive – deterioration pavement, drainage armor (trip/fall hazard)

Looking south at service drive – poor drainage; uneven pavement (trip/fallhazard)

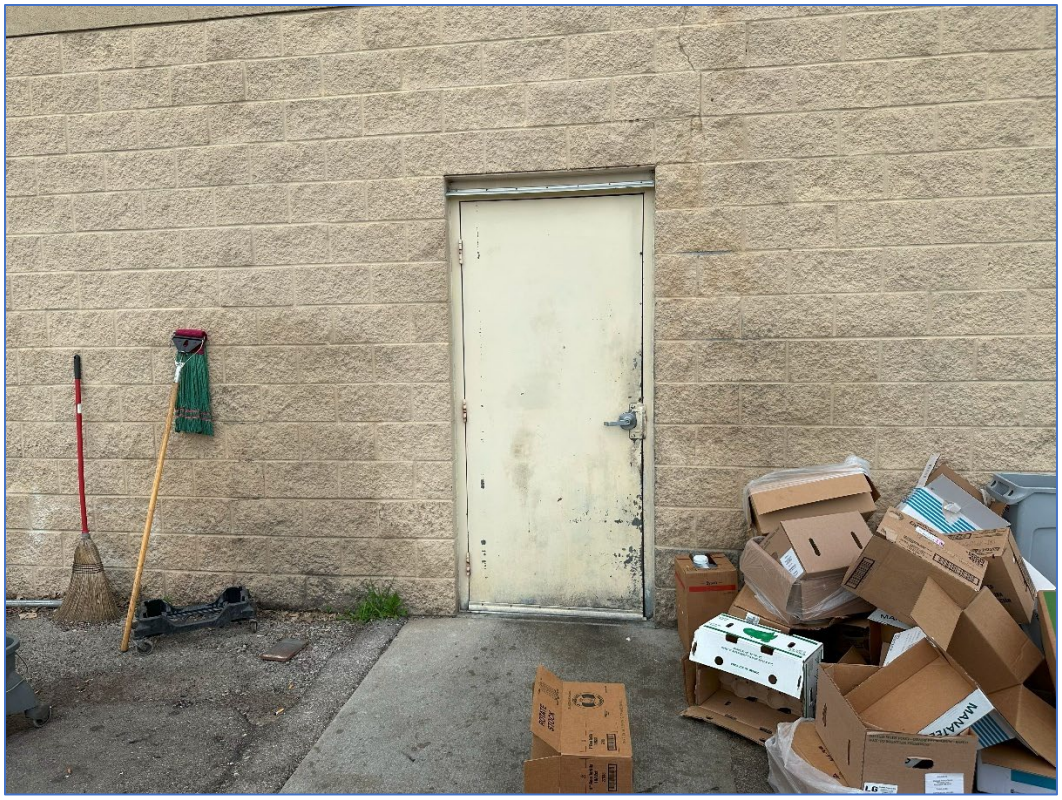
Looking south at service drive – trash/debris

Looking west – deterioration of pavement, poor drainage (tripping/fall hazard)

DETERIORATION OF SITE IMPROVEMENTS – STRUCTURAL

Looking southwest – failure of finishes

Looking west – failure of finishes



Looking west – deterioration of door; trash/debris

Looking west – deterioration of door; trash/debris

Looking west – water damage at parapet; failure of finishes

Looking west – water damage at parapet; failure of finishes

Looking northwest – rusting of ladder/enclosure; water damage to EIFS; failure of finishes

Looking north – rusting/corrosion of gas lines

Looking northeast – cracking of EIFS

Looking east – cracking of EIFS

Looking southeast – deterioration of soffit

Looking east – deterioration of soffit

Looking south – deterioration of sealant at masonry/concrete joint

Looking east – deterioration of sealant at masonry/concrete joint

DETERIORATION OF SITE IMPROVEMENTS – SITE & NON-PRIMARY

Looking east – deterioration of pavement, trash enclosure

Looking west – deterioration of pavement; lack of curb/gutter along north edge of Study Area

Looking east – deterioration of trash enclosure

Looking north – deterioration of trash enclosure, pavement

Looking south – deterioration of pavement; lack of curb/gutter; trash/debris

Looking northwest – deterioration of pavement

Looking west – deterioration of pavement

Looking southeast – deterioration of pavement and curb

Looking northwest – deterioration of pavement and curb

Looking southwest – deterioration of pavement

Looking south – deterioration of pavement

Looking northwest – deterioration of pavement

Looking north – deterioration of pavement

Looking northeast – deterioration of pavement

APPENDIX B

CERTIFICATION / ASSUMPTIONS & LIMITING CONDITIONS / QUALIFICATIONS

Certification

I certify that, to the best of my knowledge and belief…

1. The statements of fact contained in this report are true and correct.

2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, unbiased professional analyses, opinions, and conclusions.

3. I have no present or prospective interest in the property that is the subject of this report, and I have no personal interest with respect to the parties involved.

4. I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.

5. My compensation is not contingent on an action or event resulting from the analyses, opinions, or conclusions in, or the use of, this report.

6. I made a personal inspection of the property that is the subject of this report on June 13, 2025.

7. This study is not based on a requested result or a specific conclusion.

8. I have not relied on unsupported conclusions relating to characteristics such as race, color, religion, national origin, gender, marital status, familial status, age, receipt of public assistance income, handicap, or an unsupported conclusion that homogeneity of such characteristics is necessary to maximize value.

Patrick Sterrett

Sterrett Urban, LLC

Assumptions & Limiting Conditions

This Blight Study is subject to the following limiting conditions and assumptions:

1. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are Sterrett Urban's unbiased professional analyses, opinions, and conclusions.

2. Information provided and utilized by various secondary sources is assumed to be accurate. Sterrett Urban cannot guarantee information obtained from secondary sources.

3. The nature of real estate development is unpredictable and often tumultuous. In particular, the natural course of development is difficult to predict and forecast. Sterrett Urban deems our projections as reasonable considering the current and obtained information.

4. Sterrett Urban has considered and analyzed the existing conditions concerning the subject property within the redevelopment area. We have considered these existing conditions when forming our analyses and conclusions. However, it should be understood that conditions are subject to change without warning, and potential changes could substantially affect our recommendations.

5. Our analyses, opinions and conclusions were prepared in conformance with the Code of Professional Ethics and Standards of the American Institute of Certified Planners.

Patrick Sterrett, AICP

Principal

STERRETTURBAN LLC

Urban Planning & Development Services

Sterrett Urban LLC is an urban planning and real estate development advisory firm which counsels an array of public and institutional clients, as well as private investors and developers, interested in bringing development projects and revitalization efforts to fruition. **Sterrett Urban LLC** has unmatched experience and expertise providing redevelopment, community planning, and economic development strategies and implementation services for a wide variety of product types and settings.

The firm, founded in 2006, is led by Patrick Sterrett, a certified urban planner who has more than twenty-five years of experience forging partnerships, managing complex real estate development projects, and creating vibrant, sustainable urban plans and designs. Current and recent work includes creating a development program and financing strategies for a $20 million mixed-use project on Troost Avenue; developing a strategy to unwind the original financing framework Mr. Sterrett helped originate for the LAMP nonprofit campus that involves tax abatement, New Markets tax credits, and Historic Preservation tax credits; land use planner for the redevelopment of the three million square foot former Bannister Federal Complex; continued management of two community improvement districts originally formed by Mr. Sterrett for others; and the development of financing strategies for a $20 million charter school in Kansas City, Missouri and a $5.5 million social service center and health clinic in Kansas City, Kansas, both of which may include the use of tax credits and tax abatement.

Prior to forming **Sterrett Urban LLC** in 2006, Mr. Sterrett spent eleven years at the Economic Development Corporation of Kansas City, Missouri (EDC) and initiated and/or managed for the public sector some of the largest pioneering redevelopment projects in recent memory in Kansas City and in the country. During his tenure at the EDC, Mr. Sterrett provided staffing to each of the redevelopment agencies and also served as Executive Director of the Port Authority, where he managed land development, the negotiation of redevelopment agreements and creation of mixed-use development programs for the Kansas City Riverfront, former Richards-Gebaur Airport as an intermodal hub, a mixed-use village within the Columbus Park Neighborhood, and creation/implementation of a redevelopment strategy for the Crossroads Arts District.

Mr. Sterrett's work has been featured in local and national publications, and his work in the Crossroads Arts District and the Power & Light District in Kansas City has been recognized by the International Economic Development Council as exemplary of the most advanced redevelopment methods to revitalize distressed areas, including brownfields.

Mr. Sterrett earned a Bachelor Architecture and a Master of Urban Planning with a concentration in housing and community development from the University of Kansas.

Select Professional Experience

Sterrett Urban LLC

2006 – Current

Owner/Principal

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES

Blight Study
Independence Marketplace (TIF); WNQE Independence VI, LLC; Independence, MO

Blight Study
11828 NW Plaza Circle Community Improvement District; Yashoda Hotels, LLC; Kansas City, MO

Blight Study
7611 NW 97th Terrace Community Improvement District; BVM PLATT CITY, LLC; Kansas City, MO

*Blight Study
Ten Main Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study
Brookfield Building (Chapter 353); Brookfield Hotel Investment, LLC; Kansas City, MO

*Blight Study
Kansas City Convention Center Headquarters Hotel (TIF); TIF Commission of Kansas City, MO; Kansas City, MO

*Blight Study
Mt. Cleveland Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

*Blight Study
63rd & Holmes Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study
23rd & Sterling Community Improvement District; McKeever Enterprises, Inc.; Independence, MO

General Development Plan and Qualifications Analysis (Blight)
17th & Madison (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
63rd Street Corridor (PIEA); PIEA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

General Development Plan and Qualifications Analysis (Blight)
Green Village (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
32nd Street Place (TIF); Woodsonia Joplin, LLC; Joplin, MO

Blight Study
32nd Street Place Community Improvement District; Woodsonia Joplin, LLC; Joplin, MO

*Blight Study
Linwood/Prospect (TIF); TIF Commission of Kansas City, MO; Kansas City, MO

*Blight Study
Oak Park Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study
16 Main Street (Chapter 353); PC Homes, LLC; Parkville, MO

Blight Study
NE 58th Street & N. Oak Trafficway (Chapter 353); North Eagle Properties, LLC; Gladstone, MO

Blight Study
Twin Creeks Center Community Improvement District; White Goss, Attorneys at Law; Kansas City, MO

Blight Study
325 E. 31st Street Community Improvement District; Syndicate Property Holdings 1, LLC; Kansas City, MO

Blight Study
612 W. 47th Street Community Improvement District; JH Investors, LLC; Kansas City, MO

Blight Study
801 Westport Road Community Improvement District; GLI Hospitality & ADMJM WP1, LLC; Kansas City, MO

Development Plan & Blight Study
1411 Quebec (Chapter 353); MetroPark Warehouses, Inc.; North Kansas City, MO

Urban Renewal Plan & Blight Study
3200 Gillham Road Urban Renewal Area (LCRA); Exact Acme, LLC; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

*Blight Study
40 Highway & Noland Road (TIF); TIF Commission of Kansas City, MO; Kansas City, MO

Blight Study
89th & State Line Community Improvement District; State Line Corner, LLC; Kansas City, MO

Blight Study
Boomtown Central (TIF); Denali Summit, LLC; Joplin, MO

Blight Study – Court Testimony
Armour/Gillham Corridor (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Economic Development Area
Aviara (TIF); City of Liberty, MO; Liberty, MO

Blight Study
4080 W. State Highway 76 (TIF); Fee/Hedrick Family Entertainment; Branson, MO

Blight Study
Creekside (TIF & CID); Parkville Development 38, LLC, Parkville Development 140, LLC, Parkville Development 50, LLC, Parkville Development VV1, LLC; Parkville, MO

Blight Study
Johnson Drive & Renner Road (TIF); Kingdom Real Estate, LLC & Paru, LLC; Shawnee, KS

Blight Study
Merriam Corners (TIF); Merriam Corners, LLC et al.; Merriam, KS

Urban Renewal Plan & Blight Study
Midtown Infill Multifamily Housing Urban Renewal Area (LCRA); FFV Development, LLC; Kansas City, MO

Blight Study
NW 112th Street & I-29 Community Improvement District; Bank of Weston & WB Seventeen, LLC; Kansas City, MO

Blight Study
NW Prairie View Road & NW 72nd Street (TIF & CID); North K I-29 2004, LLC; Kansas City, MO

*Blight Study
3800 Block of Prospect Ave Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

Blight Study
Riverside Red X Community Improvement District; Riverside Red X, Inc.; Riverside, MO

Conservation Area Study
Stag's Spring (TIF); Stag's Spring, LLC; Shawnee, KS

Blight Study
8th & Grand Boulevard (TIF, CID, LCRA, PIEA, Ch. 353); New Generation Construction; Kansas City, MO

Blight Study
Turner Vista (TIF); College Park Developers, LLC; Kansas City, KS

Blight Study
Villa West (TIF); 29th Street Partners, LLC; Topeka, KS

Blight Study
Vivion Point Community Improvement District; Lockard Kansas City Holdings, LLC; Kansas City, MO

Blight Study
Ward Parkway Plaza Community Improvement District; Greensboro Property Company, LLC; Kansas City, MO

Blight Study
Tiffany Landing Community Improvement District; Tiffany Landing, LLC; Kansas City, MO

General Development Plan and Qualifications Analysis (Undeveloped Industrial Area)
Frontage at Executive Park (PIEA), PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
22nd/23rd Street Connector (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
2nd Amended Ellison/Knickerbocker (PIEA), PIEA of Kansas City, MO; Kansas City, MO

*Blight Study
Second & Delaware Development Plan (Chapter 353); Chapter 353 Advisory Board of Kansas City, MO; Kansas City, MO

*Blight Study
Commerce Tower Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

*Blight Study
Key Coalition Neighborhood Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Insanitary Area)
Victory Court (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
I-35 & W. 13th Street (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
Troost Bannister (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Insanitary Area)
Seven301 (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
Oxford on the Blue (PIEA); PIEA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
1st Amended Ellison/Knickerbocker (PIEA); PIEA of Kansas City, MO; Kansas City, MO

*Blight Study
Bannister & I-435 (TIF); TIF Commission of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Blight)
1st Amended Armour/Gillham Corridor (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study Addendum (Social Liabilities)
Armour/Gillham Corridor (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Liberty Commons (TIF); City of Liberty, MO; Liberty, MO

Blight Study
Hospital Hill III Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

General Development Plan and Qualifications Analysis (Insanitary Area)
Hawthorne Road (PIEA); PIEA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

General Development Plan
Amended/Restated Folgers Coffee Company (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Inter-State Building Development Plan (Chapter 353); Abbot Properties; Kansas City, MO

General Development Plan & Blight Study
39th Terrace (PIEA), PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Truman-Hardesty (TIF); TIF Commission of Kansas City, MO; Kansas City, MO

Blight Study
Oak Barry Community Improvement District; MD Management; Kansas City, MO

General Development Plan & Blight Study
Metro North Mall (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Metro North Square Community Improvement District; MD Management; Kansas City, MO

General Development Plan & Blight Study
155th & Kensington (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Hospital Hill III Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study Update
Columbus Park Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

General Development Plan & Blight Study
Troost-Rockhill (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Feasibility & Redevelopment Boundary Analysis
Northwest Briarcliff Road Corridor, City of Kansas City, MO

General Development Plan & Blight Study
Valentine-Broadway (PIEA); PIEA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

REDEVELOPMENT PLANNING/BUILDING CONDITION STUDIES (CONTINUED)

General Development Plan & Blight Study
Westport-Main (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Indiana Corridor Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study
Troost/Paseo Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

General Development Plan & Blight Study
Blue Valley (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study
Martin City Corridor Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

Blight Study
Longfellow-Dutch Hill Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

General Development Plan & Blight Study
Stuart Hall/HD Lee (PIEA); PIEA of Kansas City, MO; Kansas City, MO

Blight Study & Urban Renewal Plan
Columbus Park Urban Renewal Area (LCRA); LCRA of Kansas City, MO; Kansas City, MO

*In conjunction with APD Urban Planning & Management, LLC

Economic Development Corporation of Kansas City, Missouri 1995 – 2006

Executive Director, Port Authority of Kansas City, Missouri
Planner / Senior Planner

Author of the following plans and studies:

- Riverfront TIF Plan / Blight Study
- 74th & Wornall TIF Plan / Blight Study (plan not approved)
- 19th Terrace TIF Plan / Conservation Study
- 22nd & Main St. TIF Plan / Conservation Study
- 47th & Roanoke TIF Plan
- Prospect North TIF Plan
- Jazz District TIF Plan
- Pershing Road TIF Plan
- Eastwood Urban Renewal Plan / Blight Study
- South 31st Street Urban Renewal Plan / Blight Study
- Longfellow-Dutch Hill Urban Renewal Plan