

A holistic understanding of Mixed-Use theory in practice: Analyzing the factors of success in
three Kansas City mixed-use developments

by

Jordan Green

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Department of Landscape Architecture and Regional & Community Planning
College of Architecture, Planning and Design

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Approved by:

Major Professor
Dr. Huston Gibson

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Abstract

Mixed-use development is one of the most popular modern development techniques in both practice and theory. Steeped in the rich history of traditional European city building and forefront to famous planning frameworks such as new urbanism and transit-oriented development, mixed-use theory is seen as a way of improving community vibrancy, walkability, density, and more. However, due to the complexities inherent in the planning, design, and construction phases—as well as a host of other difficulties not faced by single-use developments—mixed-use development is a much riskier endeavor than other types of development. Further complicating these issues is the relative newness of this type of development in the modern real estate and planning worlds. This has led to a discrepancy in the literature between the planning, design, and development factors that the mixed-use theorists prescribe as beneficial. This affects how mixed-use developments are developed and operated in actuality. This research project begins to build the connection between theory and practice by first identifying the factors theorized in the literature as being beneficial to a mixed-use development's success. It then describes and analyzes to what extent three mixed-use developments in the Kansas City Metropolitan Area—Park Place, Prairiefire, and Zona Rosa—demonstrate these factors of success. In doing so, this research diminishes the disconnect between theory and practice for successful mixed-use development in the Kansas City Metro context and could begin to inform a framework for less risky and more successful future Kansas City mixed-use developments.

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Chapter 1 - Introduction

Perhaps no topic is as widely discussed in modern urban planning as the theory of mixed-use development. Based on the land use patterns of historical cities and pioneered in the United States by the popular urbanist theories of Jane Jacobs in the early 1960s (Jacobs, 1961), the development style has become integral in popular urban design trends such as new urbanism and transit-oriented development. Its proponents see it as a way to rebuild cities with higher densities and greater vibrancy; a way to lay a groundwork for the formation of new and unique experiences for those in the community. Furthermore, the development style has seen great success in many cases; providing better access to amenities and unique urban experiences in urban areas across the world.

While mixed-use development is proposed as an answer to many of the issues facing modern cities, the reality is that it is a change from the land use and development patterns inherent in modern American cities. However, change is not always an easy, or wanted, phenomenon. Developers, city planners, and businesses all struggle with how best to actualize mixed-use development in response to the complex systemic challenges provided in most cities. Often, the challenges of the project can be overwhelming relative to simpler styles of development, and even when a project is well-realized, it may still face pushback and criticism from a community that is less than open to change. These inherent difficulties mean that mixed-use developments often struggle with high vacancies, stunted economic revenue, and a distinct lack of cultural appreciation and community integration of the development (Grant & Perrott, 2009).

While research does exist that provides theories regarding the best practices for successful mixed-use development, many are quick to point out gaps in research regarding how

these practices are implemented in actual mixed-use developments (Rabianski, Gibler, Tidwell & Clements, 2009). This research project identifies the theories of best mixed-use development practices, then measures and discusses how these theoretical practices are implemented in three Kansas City Metropolitan Area case study developments. The measurement of these best practices, which are divided into physical, economic, regulatory, and sociocultural factors of success, helps provide a holistic view of each mixed-use development's successes, shortcomings, and future potential.

During the research, most of the factors of success were deemed important considerations in understanding each of the development's successes and difficulties. Conversely, a few of the factors were not correlated with either success or difficulty and were thus decided to be less important considerations in the planning, design, and management of these mixed-use developments (see Appendix A for data collected on these secondary factors of success). Therefore, this research provides a basis for understanding the most important factors for consideration in the creation of new mixed-use developments in similar contexts to the case studies chosen. In other words, the factors of success that were found in this research to be associated with less difficulty and greater success may be vital considerations in the planning, design, and management of future mixed-use developments in the Kansas City Metropolitan Area, while the factors that are not associated with successful development might become secondary considerations.

The important factors for development that arose out of the research will be discussed at length in the results and discussion chapters of this paper; however, there are several key takeaways that warrant early mention and consideration. These takeaways are as follows:

- Contextual residential density is vital. If there is not high residential density around the development, then the development itself needs to provide a great deal of residential space.
- A single ownership entity helps centralize advertising and aids in business support and retention.
- Clear requirements for mixed-use developments in the jurisdiction's comprehensive plan are associated with better adherence to mixed-use development principles in their planning, design, and management.
- Public monetary support for the creation and management of mixed-use developments must be based on sound economic feasibility studies, or else there is the potential for public controversy and poor returns on investments.
- Strategically setting business opening and closing times helps to capitalize on potential use synergies and increases activity in the environment throughout the day.
- The provision of entertainment uses is correlated with lower commercial vacancy. In low density areas such as suburbs that are inundated with retail and restaurants, entertainment uses may be the best avenue for consumer attraction and retention.

It is important to recognize that these major takeaways are representative of each of the categories for the factors of success: physical factors, economic factors, regulatory factors, and sociocultural factors. mixed-use developments—being places where design, commerce, politics, and culture coexist—can only be adequately studied and created through a holistic approach that analyzes variables from all four of these fields of knowledge. While certain factors may be more important than others, a comprehensive approach is key to understanding how the different variables relate and work together to form a mixed-use development.

Chapter 2 - Background

Literature review

Mixed-use development is one of the most popular modern theories in urban planning and design, but its underlying processes and values have been present in city design for most of human history (Grant, 2002). Since the beginning of mixed-use development as an intentional design practice, researchers have been attempting to understand the processes that underlie its creation and its potential benefits for society. However, the inherent difficulties in this type of development have made it a complex and challenging undertaking, and the shortcomings of mixed-use development are apparent in many projects. This literature review organizes historical data and current research into mixed-use development to provide a base for understanding the history, creation, benefits, challenges, and common practices for this development strategy.

Definition of mixed-use development

Mixed-use development is difficult to define due to variations in its definition over time and the multitude of different land use combinations that can be classified as mixed-use. Although many traditional land use patterns may have a mix of uses at a high enough density to warrant consideration as mixed-use—for example the common apartments-above-shops phenomenon found in the heart of many small towns, or a hospital containing cafes and shops for patients—these wouldn't be considered mixed-use by many industry experts (Anders, 2004; Goodchild, 1998; Rabianski et al., 2009b). This is because the mixing of land uses must be done in a manner that has been “expanded to include activities (live, work, play) and to cater to the

demographics of the communities” that they directly serve (Wardner, 2014, p. 4). In other words, for a development to be categorized as mixed-use by the majority of industry experts, the development must contain a variety of uses that have been purposefully integrated in a way that creates compatibility and synergy between uses, as well as a marked increase in density and pedestrian accessibility (Schwanke, 2003).

This concept of mixed-use development as a purposeful mixing of synergistic uses was popularized in 1976 by the Urban Land Institute (ULI), which is considered the first organization to consider mixed-use concepts in-depth. ULI defines mixed-use development as:

- Three or more significant revenue-producing uses (such as retail/entertainment, office, residential, hotel, and/or civic/cultural/recreation) that in well planned projects are mutually supporting
- Significant physical and functional integration of project components (and thus a relatively close-knit and intensive use of land)
- Including uninterrupted pedestrian connections; and
- Development in conformance with a coherent plan (Schwanke, 2003)

ULI also distinguished between the concepts of mixed-use development and multi-use development. While multi-use development would have a mixing of uses like mixed-use development, multi-use does not have the same level of integration and density as mixed-use (Herndon, 2011). A classic example of multi-use is the small-town phenomena of apartments-above-shops (Rabianski et al., 2009b). While there is an obvious mixing of uses in these types of developments, they were not intentionally designed to create synergy between uses and to increase the density and walkability of the community. The ULI states that mixed-use

development requires a much more intensive process of determining uses and planning in a way that achieves the qualities listed in their definition.

Another popular definition for mixed-use development arose in 2006 when four prominent US property associations [BOMA International (BOMA), the International Council of Shopping Centers (ICSC), the National Association of Industrial and Office Properties (NAIOP), and the National Multi Housing Council (NMHC)] collaborated to formulate a definition that provided a consensus of what constituted mixed-use development for the property industry. The resulting definition of mixed-use development is:

“A mixed-use development is a real estate project with planned integration of some combination of retail, office, residential, hotel, recreation, and other functions. It is pedestrian-oriented and contains elements of a live-work-play environment. It maximizes space usage, has amenities and architectural expression, and tends to mitigate traffic and sprawl.” (Niemira, 2007, p. 54).

This definition is somewhat broader in scope than the ULI definition as it does not limit mixed-use development to only three or more uses, but keeps the spirit of the ULI definition by including integration, synergy, live-work-play, and a pedestrian environment as vital aspects of mixed-use development.

History of mixed-use development in North America

Mixed-use development is a practice that has been the norm for city building throughout human history, although the concept itself is relatively new. The urban form of cities up until around the 1800s was almost universally pedestrian-centric and mixed-use, both within the city and within buildings, with a very steep decline in population density at the edge of the city

(Jackson, 1985). This traditional urban development was usually very slow, “absorbing the local flavor and influences of the community over generations” (Wardner, 2014, p. 1). Therefore, it often fit well within its urban context because it adapted and responded to the needs of the community over time (Wardner, 2014).

However, the effects of the industrial revolution, rapid urbanization, advances in transportation technology such as streetcars, zoning ordinances, and the rise of the middle class all had profound impacts on the way cities were created and planned (Herndon, 2011). Industrialization and urban densification drastically reduced the quality of life present in these growing cities, and separating industrial uses away from other uses became both justifiable and necessary to combat problems such as poor sanitation and pollution (Dannenberg, Edwards, Leone de Nie Redding & Frumpkin, 2007). Zoning ordinances separated these uses, and increased transportation convenience further de-densified these urban centers as affluent citizens retreated to suburban developments (Squires, 2002).

While the original intentions of reducing density and separating uses were justifiable as they combated a variety of urban problems, a shift in the types of problems facing cities has catalyzed a reemergence of mixed-use as an alternative to the current development norms. The technological and infrastructural limitations of cities during the 19th and early 20th centuries led to poor sanitation, infectious disease, and pollution as being the primary problems for urban centers. Technological advances have addressed these issues and made urban areas viable places for healthy, high-density development (Herndon, 2011). However, the processes that addressed these problems have also created a new host of problems which have plagued American cities and suburbs. Single-use zoning has been blamed for issues such as uncontrolled sprawl, inefficient land use, automobile-reliance, and poorer mental and physical health due to decreased

active transportation and social isolation (Herndon, 2011; Osborne, 2005) In fact, Dannenberg et al. note that the shift from infectious diseases to chronic health problems being the leading cause of death for Americans has led public health experts to identify land use concerns as major factors (Dannenberg et al., 2007).

This understanding of the new set of problems that face American cities was popularized in the 1960's, primarily by urban renewal critic: Jane Jacobs. Her influential book, "*The Death and Life of Great American Cities*" (1961), identified intensive mixing of land uses as key to urban vibrancy (Grant, 2002). Her ideas quickly caught on and progressive planners became proponents for combating social ills by mixing uses to create more vibrant, walkable cities. Today, while single-use development is still the norm in most American cities due to zoning laws and other systems that favor current single-use development patterns, mixed-use development is gaining traction as a viable alternative development practice (Grant, 2002; Hirt, 2012; Wardner, 2014).

This rising popularity of mixed-use development has been steadily increasing since the late 20th century, coinciding with the reemergence of cities as areas of residential and commercial viability (Douglas, 2006; Lynne, 2002). Douglas notes that changing demographics are fueling the resurgence of cities and the popularization of mixed-use development, claiming that cities offer more convenient lifestyles for aging empty nesters while simultaneously providing jobs and vibrant urban lifestyles for young professionals (Douglas, 2006). They also note the popularization of mixed-use development amongst property developers due to potentially lucrative returns owing to the demand of these developments amongst the changing demographics (Douglas, 2006). There is also potential that future mixed-use development will not be confined to dense urban centers. ULI President Richard M. Rosan has suggested that the

retrofitting of suburban business districts “into tightly knit, pedestrian-friendly, mixed-use developments is the next new thing in overall urban revitalization efforts.” (Lynne, 2002, p. 28).

Popular trends in mixed-use development

One of the many benefits of mixed-use development is the land use flexibility it offers; it can house a wide variety of uses in a dense area and can exist at a variety of scales. Because of this, mixed-use development has taken on a variety of different forms since its popularization in city development. The following are several types of mixed-use development that have emerged as popular trends:

Transit-oriented development: Defined as development which densifies uses around transit options, often to create a mix of live-work-play activities. Rabianski, Gibler, Clements, Tildwell, & Alan (2009) identify the growing trend of creating “transit villages” located within a half-mile radius of transit stations and containing high density residential, commercial, and often civic uses. These transit-oriented developments are often incentivized by their jurisdictions, and may receive grants and other subsidies to offset some of the higher costs of mixed-use development (Berton, 2008).

New urbanism: Mixed-use development is integral to the design concept of new urbanism, which is a master-planning style that emphasizes walkability, community-oriented design, and densification of uses (Bernick & Cervero, 1997; Berridge Lewinberg Greenberg Ltd., 1991; Calthorpe, 1993). Its founders espouse it as a way to promote vitality, efficiency, and equity (Duany & Plater-zyberk, 1992).

Main street programs: While main streets in small towns have traditionally been multi-use, with apartments over shops (Goodchild, 1998), many are faced with dilapidation and

disinvestment following the movement of businesses and residences out of the downtown and into more suburban locations. However, attempts to revitalize main streets have been popular and often successful in many towns across the United States (Taylor and Anderson, 2007). However, to account for changing market and cultural demands, many are retrofitting the existing upper levels into office space instead of residential space, while offsetting the residential to new development adjacent to the downtown (Rabianski et al., 2009b).

Brownfields: Brownfields—areas of traditionally industrial land use which require environmental restoration before new development—have been gaining popularity as locations for mixed-use development (Grant, 2002). Since the cost of restoring a brownfield presents a higher risk to the developer, they may decide to develop a mix of uses to offset that risk, as in many cases mixed-use developments are able to outperform single-use developments in the medium-to-long term (Leinberger & Kozloff, 2003).

Greyfields: Defined as malls and other shopping centers that have fallen into disrepair, greyfields have become popular locations for mixed-use development (Shapiro, 2007). The structures of the buildings are often maintained in certain areas and used again as retail and commercial space, while other buildings and parking lots are demolished to create residential buildings, parks, and other aspects of a mixed-use neighborhood.

Anchor-driven mixed-use development: Often, mixed-use development is created around an anchor land use that both increases adjacent land value and acts as a pull force to draw people from outside of the community. Creating high-density residential and commercial uses near and around strong anchors such as universities, sports centers, and resort towns has been a successful practice in many cases (Barnett, 2005; Shapiro, 2007; Stahl, 2007; Stein, 2007).

Mixed-use development process

The creation of mixed-use development is a process that is different and, in most ways, more challenging than the process for a single-use development. Every step of the process is compounded by challenges such as policy barriers, skill requirements, complicated construction, and management difficulties (Herndon, 2011; Rabianski et al., 2009b; Schwanke, 2003; Weissman, 2000).

Cheah & Tan (2005) break up the creation process of mixed-use development into five phases, each of which has its own number of processes and challenges to overcome for the best implementation of mixed-use development: project initiation, feasibility studies, planning and design, construction, and marketing/management. Table 2.1 highlights the requirements for each

Table 2.1: Cheah & Tan's phases of mixed-use versus single-use development.

Phases of Development Process	Mixed-Use Development	Single-Use Development
Project Initiation	<ul style="list-style-type: none"> <input type="checkbox"/> Experienced and diverse project development team <input type="checkbox"/> Involvement of public sector agencies crucial <input type="checkbox"/> Both financial and non-financial development objectives must be well defined <input type="checkbox"/> Analyzing multiple markets / development potential and evaluating the overall market synergy 	<ul style="list-style-type: none"> <input type="checkbox"/> Single experienced architect/project manager acting as project team leader <input type="checkbox"/> Relatively minor/routine involvement of public sector agencies <input type="checkbox"/> Common and obvious development objectives <input type="checkbox"/> Analyzing only a specific market potential; there is little concern on synergy since it is meant for single-use
Feasibility Studies and Financing	<ul style="list-style-type: none"> <input type="checkbox"/> Necessity to define alternative development programs and strategies <input type="checkbox"/> Complex feasibility analysis to define and optimize the development programs <input type="checkbox"/> Necessity to securing large, multi-layer financial commitment and structuring financial arrangements 	<ul style="list-style-type: none"> <input type="checkbox"/> Independent development program and strategy <input type="checkbox"/> Simple pro-forma analysis and economic modeling <input type="checkbox"/> Single source of financing is possible and financial arrangement is straightforward between project owner and bank
Planning and Design	<ul style="list-style-type: none"> <input type="checkbox"/> Complex planning and design issues involving urban considerations <input type="checkbox"/> Creation of interrelationships among design elements and also between project and the surrounding environment <input type="checkbox"/> Significant involvement of specialists 	<ul style="list-style-type: none"> <input type="checkbox"/> Conventional architectural and structural design process <input type="checkbox"/> Urban considerations play a more limited role in overall project planning and design <input type="checkbox"/> Involvement of specialists is less profound due to simplicity of design
Construction	<ul style="list-style-type: none"> <input type="checkbox"/> Multiple contractors working in different parcels/phases; interfacing is critical <input type="checkbox"/> Interaction with more specialists/designers 	<ul style="list-style-type: none"> <input type="checkbox"/> Usually single contractor who has sole control of planning and coordination of site works <input type="checkbox"/> Fewer number of architects/design engineers
Marketing and Operational Management	<ul style="list-style-type: none"> <input type="checkbox"/> More varied and innovative approaches on marketing strategies for numerous uses <input type="checkbox"/> Long term promotion is necessary to continue building interests among general public <input type="checkbox"/> Centralized control management systems for multiple uses 	<ul style="list-style-type: none"> <input type="checkbox"/> Marketing approaches targeting specific use only <input type="checkbox"/> More effort on promotion before project completion and relatively less thereafter <input type="checkbox"/> Single responsibility for property management agency

phase of the development process as outlined by Cheah & Tan (2005), as well as departures from the relatively simpler phasing process for Single-Use Developments.

Project initiation: An early and thorough examination of how different existing factors may affect the mixed-use development is vital to the success of the project. Policies and regulations may be in place that either help or hinder the initiation of the project (Rabianski et al., 2009b). Zoning overlays, conditional uses, special districts, business improvement districts, and other planning tools are often used to spur mixed-use development (Osborn, 2005). Rombouts (2006) identifies close communication between all stakeholders, a free sharing of information, previous experience with mixed-use development, community knowledge, and community outreach as all vital aspects that must be present from the first stages of the project.

Feasibility studies: Financial, market, and consumer feasibility studies are all required in any serious development, but a mixed-use development should also be informed by feasibility studies for each distinct use to ensure that all uses are separately feasible (Schwanke, 2003). Highest and best use analyses are often used to determine the best combination of land uses to incorporate into the mixed-use development. Also, due to the higher costs and delayed return on investment for mixed-use developments (Delisle & Grissom, 2013; Schwanke, 2003), these feasibility studies can help assuage developer, city, and business anxieties about the eventual success of the project.

Planning and design: The planning and design of a mixed-use development is significantly more complex than for a single-use development, as the needs of different land uses are very diverse. The design of a mixed-use development requires the integration of the different requirements for parking, public spaces, pedestrian and automobile circulation, and other infrastructures harmoniously (Schwanke, 2003). Often, the largest conflict exists between the

residential and commercial spaces of the mixed-use development—specifically restaurant and entertainment commercial spaces. Noise and odor reduction, separated residential and commercial parking space and access points, and careful consideration of different utility requirements are all necessary for creating a sound mixed-use design that meets the needs of all users (Rabianski et al., 2009b).

Furthermore, best practices involve a high level of community input on planning and design concerns (Rombouts, 2006), the creation of public spaces that engender a sense of place and authenticity (Schwanke, 2003), and careful consideration of the economic and sociocultural strengths and challenges of the community (Delisle & Grissom, 2013).

Construction: Construction of mixed-use development is challenging because of the inherent complexities that arise when trying to mix uses with one another. Since mixed-use development requires the careful alignment of differing floorplans and utility requirements for each use, there is no formulaic approach that can be applied to construction (Herndon, 2011; Schwanke, 2003). Kettler claims that often construction schedules are extended, and construction phases are more complex when uses are mixed vertically (Kettler, 2005).

Since the construction of a mixed-use development typically happens in phases, it is important that the first phase of construction is carefully designed to survive while the other phases are constructed, or indefinitely if those subsequent phases are scrapped (Rabianski et al., 2009a). The first phase also sets the tone and public perception of the mixed-use development, and therefore should achieve a measure of success itself so that the continuation of the project is seen as a viable and lucrative undertaking (Rabianski et al., 2009a).

Management: The complexities of mixed-use development do not end after construction, as different uses consume shared utilities at different rates, generate different levels

of traffic, and have differing impacts on the surrounding community. Therefore, it is a necessity for property managers to figure out how to apply each element of management to every different use in the development (Marsh, 2006). The lease rates, regulations, and utility fees must be applied to each use individually based on their functions to keep the shared amenities of the development equitable (Weissman, 2000). A common practice is to find a knowledgeable, experienced, and centralized management entity that can effectively operate each use with the goal of engendering synergy between uses that are often at odds (Marsh, 2006).

Mixed-use theory vs. practice

Mixed-use development is a growing development trend due to the variety of benefits it can have on a community. However, the challenges inherent to the successful implementation of mixed-use development lead to distinct differences between how the development type is supposed to look theoretically and how it is represented in real urban context. While traditionally mixed-use development “involves retail, usually with some leisure. . . together with either a mixture of residential units or an office element to complete the jigsaw (Anders, 2004, p. 354), the realities of physical, economic, regulatory, and sociocultural climates have led to trends in mixed-use development that in many ways depart from the theoretical best practices found in the literature.

Physical theory vs. practice: Although many theorists and industry experts such as ULI theorize that mixed-use development will become the dominant development style in both urban and suburban communities (Lynne, 2002), research shows that mixed-use development is considerably more popular and well-received in denser urban areas (Douglas, 2006; Levine & Imam, 2004). The challenges facing mixed-use development on the urban fringe and in suburban

areas are much more complex than in urban infill locations, so developers often only consider mixing uses in prospective developments in highly dense areas (Grant & Perrott, 2009). This paradigm, coupled with increased community opposition for intensification and densification in less urban areas, means that mixed-use developments—at least successful ones—tend to be in denser urban areas than in suburban or exurban settings.

When mixed-use development patterns do exist in suburban settings, they are often confined to highway interchanges, where the increased vehicle traffic warrants commercial businesses and multifamily housing (Grant, 2002). This “edge city” phenomenon, as described by Garreau (1991), is quite distinct from the walkable and integrated urban environments described in the literature as mixed-use. While it does develop naturally due to market needs, it does not engender place and culture the same way that true mixed-use development does, as it does not provide a walkable, unique urban environment.

Lastly, due to the benefits mixed-use development has on the quality and vitality of place, many developers seek to incorporate some mixed-use practices in their projects. However, many developers seek to provide the illusion of mixed-use to obtain its benefits without actually creating it. Therefore, such developments are often plastered with false upper-level features such as fake windows and balconies in an attempt to capitalize on the benefits that mixing uses can have on quality of place. (Grant, 2002). Of course, these features provide no real benefits to the development, and oftentimes the false facades have the opposite effect than anticipated. They are often seen as caricatures of real urban life that suppress authenticity.

Economic theory vs. practice: Mixed-use development seeks to recreate the traditional neighborhood patterns of early American cities by providing walkable urban areas with a fine-grain mix of uses that have evolved naturally over time to meet market and cultural needs (Hirt,

2012; Jackson, 1985; Wardner, 2014). However, the realities of development schedules and constraints mean that most mixed-use projects are developed by a single developer in a quick timeframe (Schwanke, 2003). This makes placemaking a more challenging prospect for the development; if culture is created over time, how can place be created in no time at all? This paradox has led many developers to follow market trends in their developments to capitalize on current cultural fads, instead of creating places that develop their own culture over time (Trischler, 2001). This often leads to an oversaturation of such land use fads in the community, which can lead to higher levels of vacancy and less resilience to the changing market over time.

This issue of commercial oversaturation is a key concern in mixed-use development. If quality financial feasibility analyses are not conducted in the planning phase, and if commercial spaces are not matched well with potential business needs, mixed-use developments will face severe challenges with commercial vacancy and high levels of business turnover (Delisle & Grissom, 2013; Grant, 2002; Lee, 2018). High commercial vacancies can also lead to public distrust in the benefits of mixed-use development (Lee, 2018). Vacancies also create less financial return for developers, which can halt completion of the rest of a project's phases, resulting in a development which is less integrated and provides less amenities than a completed mixed-use development.

The building uses of many mixed-use developments are also different than the combination of residential and locally oriented retail that is seen as best practice by industry experts (Anders, 2004). First, research shows that in many locations, the market does not support the intensity of uses that is espoused by theorists as being crucial for mixed-use development (Yang, 2008). A level of local homogeneity may be necessary to fit the development in with the community context in many situations. Lastly, commercial spaces have increasingly been filled

with franchise and corporate tenants, as these entities tend to be less risky than small ‘mom-and-pop’ businesses and provide a quicker avenue towards financial return on investment (Grant & Perrott, 2009).

Regulatory theory vs. practice: Traditional city policy is still dominated by single-use zoning patterns, and mixed-use development usually requires exceptions to policy. This makes it more time-consuming and complex in the planning and approval phases (Rabianski et al., 2009a). Most United States developers believe that the easing of zoning and land use laws will lead to more mixed-use development (Rabianski et al., 2009b), but until the laws favor mixing-uses, developers will still tend to undertake the less risky, single-use projects. However, many jurisdictions are creating overlay zones and business districts which have policies that incentivize mixed-use development in areas in accordance with the goals of a clear comprehensive plan (Schwanke, 2003). These policies also often incentivize or require developers to include certain community-improving elements into their mixed-use designs, such as open space, transit stops, and affordable housing (Sussna, 1991).

Although many jurisdictions create these districts with a high level of discretion and planning, the rising popularity of mixed-use development has led to a growing trend of cities requiring an arbitrary level of mixed-uses in new developments (Grant, 2002). This indiscriminate application of mixed-use requirements is often imposed without sufficient feasibility studies to justify its application (Grant & Perrott, 2009; Lee, 2018). This lack of flexibility in the policies requiring mixed-use often leads to mixed-use development being forced in areas that cannot sustain it (Douglas, 2006; Grant & Perrott, 2009).

Sociocultural theory vs. practice: The sociocultural realities of mixed-use development are in many ways the most far removed from the literature’s relevant theories. While theory

holds that mixed-use development is beneficial for society and provides a greater quality of life than traditional land use patterns (Grant, 2002; Rabianski et al., 2009a), many people are reluctant to shift from their low-density, auto-dependent lifestyles that favor convenience to high-density, walkable environments (Grant, 2002; Levine & Imam, 2004; Rowley, 1996). Those that choose to live in mixed-use developments often do so because they want to live in vibrant urban areas (Levine & Imam, 2004), and those that choose not to prefer the current land use patterns. Community opposition is typically very strong when a city tries to change suburban and single-land use patterns to have a finer grain of uses (Wardner, 2014). Community opposition is also often strong against the housing-type mixing prevalent in many mixed-use developments. Higher-income units are much more difficult to sell in developments that have affordable housing requirements, as prospective high-end tenants and owners typically do not want to be adjacent to affordable units (Grant, 2002).

In a similar vein, commercial tenants in mixed-use developments may have difficulties in generating visitors due to the accessibility inconveniences inherent in mixed-use developments (Grant & Perrott, 2009). People typically value the ease of driving to retail centers that have an excess of parking and all desired goods contained in one ‘big-box’ location. While this automobile preference is dominant in the current culture, many urban areas are seeing an ideological shift towards valuing experience of place and urban vibrancy over ease and comfort (Douglas, 2006).

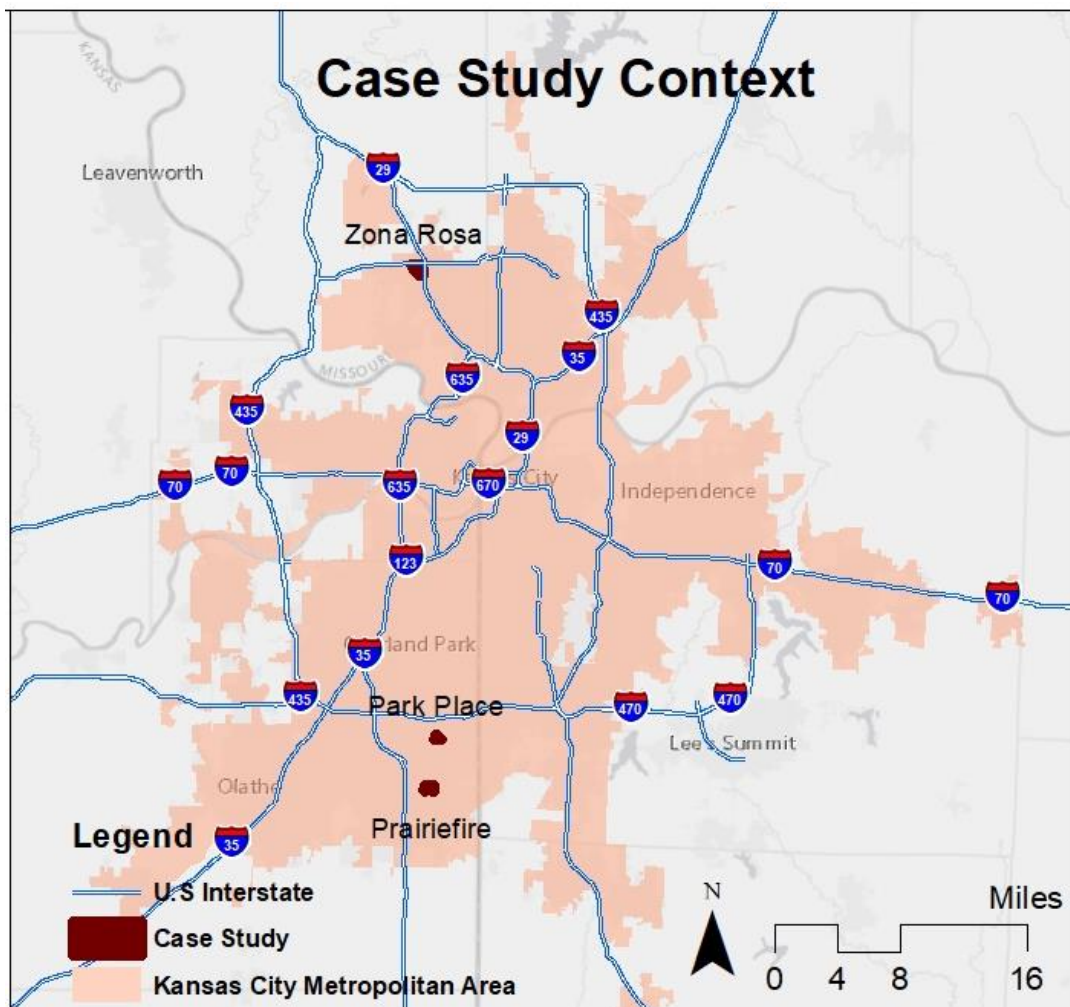
Context

Each of the three mixed-use developments selected for this research project reside within the Kansas City Metropolitan Area: a 14-county, bi-state region that contains Kansas City,

Missouri; Kansas City, Kansas; as well as several periphery cities and suburbs (see Figure 2.1)

Two of the mixed-use developments—Park Place and Prairiefire—are located in Johnson County, the most populated county in Kansas and one of its fastest growing. Zona Rosa is located in northern Kansas City, Missouri, only a couple of miles southeast from Kansas City International Airport. All three of the developments are in the periphery of the Kansas City Metro, and therefore have traditionally been dominated by low-density, suburban-style development. However, the steady population growth in these areas has led to increased density in many parts of the suburbs, coupled with continuing low-density growth on the periphery.

Figure 2.1: Location of the three case studies within the Kansas City Metropolitan Area.



Park Place

Figure 2.2: A view of Barkley Square, the central public area in Park Place.



Park Place is a popular mixed-use development located in Leawood, Kansas, a suburb of Kansas City. Construction began in 2008, and now Park Place is the largest and densest development in Leawood, with 1.2 million square feet of floor area, a 700-space parking garage, and amenities such as a public plaza, a variety of restaurants, and a 193-room hotel (parkplaceleawood.com). With permanent anchors in the development such as the Aloft hotel and the AMC Entertainment Inc. World Headquarters, the development has seen a great deal of economic and cultural success in the community (“Park Place Village,” 2020).

Park Place began construction in 2008, by Park Place Partners, a development firm led by Jeff Alpert and Melanie Mann, in the northeast corner of Nall Avenue and 117th Street. It is directly adjacent to the popular Town Center Plaza, a shopping center located directly to the south of the development. The development’s first phase consisted of 350,000 square feet of office space, 125,000 square feet of retail space, the Aloft Hotel, and the parking garage

(Collison, 2014). However, residential uses were always a major consideration in the development's master plan. In April 2014, the \$40 million second phase created a mix of 177 apartments and townhomes, with the expectation that about 130 more units would be constructed in the development as per the master plan (Collison, 2014).

In 2015, with office and retail lease rates at about 95%, Park Place Partners sold the retail and office portion of Park Place to KBS Real Estate Investment Trust III, a California-based investment trust, for \$126.5 million (Roberts, 2015). Owner Jeff Alpert said that since the commercial portion of the development was largely complete, selling it to a knowledgeable entity was a good decision (Roberts, 2015). KBS continued expansion of the development, and Park Place is currently constructing an eastern addition with two new office buildings, a 4-story hotel, and 81 more residential units, as well as 2 more floors to the parking garage (Jeffries, 2018).

While development is still occurring in Park Place, and the development is continuing to get more successful (parkplaceleawood.com), there have been some concerns voiced in the community about an oversaturation of the market with retail supply. John Peterson, a representative attorney for another local real estate developer states that the retail and entertainment markets are "very challenging" at the moment, and that, while the economy is great, "Park Place retail is for sale at a discount" (Ritter, 2019). While these could simply be the opinions of an opposing real estate developer, this could be a sign that the rapid growth of Park Place over the last several years may be too optimistic in its projections for market absorption of new commercial space.

Prairiefire

Figure 2.3: The Museum at Prairiefire, one of the premier entertainment destinations in Prairiefire.



Prairiefire is a slightly newer mixed-use development than Park Place and is located a few miles to the southeast of the first case study. Covering approximately 60 acres, the first phase of the development provides 1.4 million square feet in retail, hotel, office, and residential space, as well as a 900-car parking garage and a 40,000 square foot museum (“Prairiefire,” 2020). A second phase of development—dubbed the Village Center-- has faced difficulties in its creation, but is currently approved and set to add 15 acres of office and retail to the development, as well as connect the two disparate halves of the first phase design (Collins, 2018).

The project was first approved in 2006, when Fred Merrill Jr., the president of Merrill Construction LLC, brought the design for the first phase of development to the city of Overland Park. However, due to the 2008 recession, the development was delayed for several years while plans were revised for new market conditions (Roberts, 2016). In 2011, the project applied for, and received, \$81 million dollars in Kansas sales tax revenue—or STAR—bond authority, which

is a funding program used in Kansas to provide upfront support for tourism-related projects (Roberts, 2016). STAR bonds are bought by investors to fund a development. The development is then allowed to pay back the price of the loan from a percentage of future sales tax generated by the development (Wankum, 2019). In 2012, Merrill applied for, and received, an additional \$30 million in STAR bonds from Overland Park that were to be repaid through a 1.5% sales tax increase in the Prairiefire visitor purchases (Roberts, 2016). These bonds were expected to be paid back through the sales tax revenue of the commercial businesses in the development as well as the museum which was created during the first phase.

In 2014, Prairiefire's first phase opened, providing the community of Overland Park with 428 apartment units, unique retail shops, a movie theater, restaurants, and other entertainment venues. The first phase was split into several distinct areas. The westernmost part of the development was dubbed "West Village" and contained the majority of Prairiefire's retail uses, including a Fresh Market Grocery Store and an REI outfitter (Roberts, 2016). The southern border of the site is mainly multi-family residential with some single-family structures under construction. The eastern portion of the site is Prairiefire's entertainment district. It includes restaurants, a movie theater and other entertainment venues, and notably the Museum at Prairiefire (see Figure 2.3), a beautiful structure which hosts exhibits from the New York American Museum of Natural History (Roberts, 2016). The museum itself used roughly \$22 million in STAR bonds to construct the limestone and stained-glass façade (Roberts, 2016).

However, despite its luxurious design and unique amenities, Prairiefire suffered from economic and political difficulties from the very start. The first seven months of the museum's operation generated revenue, but 2015 and 2016 both saw it over \$2 million dollars in the red (Adler & Vockrodt, 2018). Financial projections conducted by the St. Louis firm Development

Strategies projected museum ticket sales to settle at \$3 million annually, but the yearly ticket sales have, in fact, been averaging around \$390,000 per year (Adler & Vockrodt, 2018). During 2016, the museum also lowered its ticket costs from \$27 for an adult ticket to \$10 and spent 85% less on advertising than 2015 (Adler & Vockrodt, 2018).

The restaurant, retail, and entertainment uses generated roughly 25% less sales than projections during 2015 and 2016 (Roberts, 2016). Two years after the development's opening in 2014, Merrill was unable to pay any portion of the principal \$13 million in bonds, and twice, during 2016, had to use bond reserve funds to pay interest payments (Vockrodt, 2016). Merrill was sued during this time by sushi restaurant Wasabi, a previous tenant in Prairiefire. Wasabi claimed that smoke and odor issues damaged their business, but Merritt denies wrongdoing and instead claims that the sushi restaurant owes over \$30,000 in rent (Vockrodt, 2016). In 2017, the development also lost Fresh Market, its grocery store, due to corporate consolidation, and Cinetopia, its movie theater, due to low sales and being unable to compete with the nearby AMC 20 (Roberts, 2016).

However, despite Prairiefire's rough first couple of years, Merrill plans on completing phasing of the project. In 2015, Overland Park approved a second phase plan that would add 1.78 million square feet of space to the development, and connect its eastern and western halves (Roberts, 2016). Then, in July 2016, Merrill submitted plans again that reduced the scope of the second phase by 130,000 square feet and \$77 million dollars (Roberts, 2016). To construct this phase, Merrill sought out tax increment financing (TIF) from Overland Park, but was met by resistance from the city council and withdrew his claims (Kaberline, 2017).

In July 2018, Merrill requested an extension from Overland Park for the final date that the construction can be started as per the STAR Bond agreements from December 31, 2020 to

December 31, 2023 (Vaupel, 2018). During this time, the Museum at Prairiefire also lost its contract with the American Museum of Natural History, and the museum had to start providing its own exhibits (Adler & Vockrodt, 2018). Merrill's wife became the museum's 3rd Executive Director in 4 years, and the museum is now owned by the non-profit Museum of Prairiefire Foundation (Vockrodt, 2016).

Currently, the second phase of the development is under development, and Merrill is working on gathering tenants for the new spaces (Collins, 2018).

Zona Rosa

Figure 2.4: An example of a typical retail and office building in Zona Rosa.



Zona Rosa is the oldest and largest development that was chosen for this research. It was created in 2004 and was advertised as the premier fashion and dining destination for the Northlands, which is the general term for the communities located north of Kansas City, Missouri (zonarosa.com). Marketed as a live-work-play community featuring new urbanism

design features such as pedestrian-oriented streetscapes, a central courtyard, and residential units over retail space (Smith, 2018), the \$200 million development attempted to provide a unique experience to its patrons.

Zona Rosa is located at the intersection of Interstate 29 and Barry Road, and is a short driving distance to Kansas City International Airport. In 2007, the development expanded to include more shopping north of the development, anchored by a Dillard's (Smith, 2018). To pay for this expansion, the property manager accepted STAR Bonds from Kansas City, Missouri, which had recently reworked the system so that the county would be required to pay out-of-pocket for loan bond repayments if the development is unable to cover payments with its own sales tax revenue (Vockrodt, 2018). At the time, financial feasibility projections were optimistic, and the second phase has faced difficulties in achieving those projections, with the plan for a hotel falling through and commercial vacancy rates at about 25% for the second phase (Smith, 2018).

The development continued struggle economically for the next several years. All the while, stakeholders and community members voiced anger and frustration with the potential to have to pay for the bonds with their own tax dollars. Finally, with a total vacancy rate of roughly 40% in 2017, a newly matured mortgage that had not been paid for several years, and a track record that showed failure to cover bond payments for 10 straight years, Zona Rosa Development put the development on the market (Smith, 2018). With \$500,000 of community tax dollars recently set aside in the Platte County budget in anticipation to pay debt payments to bondholders (Vockrodt, 2018), it was necessary for a change in leadership and direction for the development.

In 2018, the development was purchased by Trademark Property Company, a Texas-based real estate firm (Smith, 2018). Since the purchase, Trademark has been working on ways to “revise and evolve” Zona Rosa, and is relying on design, real estate, and local experts’ input for the revitalization. Current analyses by Trademark indicate that issues involving accessibility (there are only two main entrances), landscaping, and signage are forefront in their revitalization, and are also investing in more moderately priced restaurants, increased activities, and locally owned shops (Smith, 2018).

Chapter 3 - Research Design

Methodology

Measuring the success of mixed-use development tends to be challenging, as standardized financial return models do not holistically analyze mixed-use developments. A more rounded approach to understanding development success, based on a variety of factors besides simply economic return, is necessary to answer the research question. Based on previous mixed-use development research, this research design isolated a variety of factors which have an influence on the potential success of the development.

The research design then performed descriptive case studies at each of the three selected Kansas City mixed-use developments to inventory and analyze the extent of these success factors in each development. A case study is a research methodology used to “illuminate a decision or a set of decisions, why they were taken, how they were implemented, and with what result” (Yin, 2017). In other words, these case studies attempt to quantify, analyze, and interpret the physical design, economic, regulatory, and sociocultural decisions that may have had profound effects on the success of these developments. Most of the case study design is taken from Robert K. Yin’s 2017 book: *Case Study Research: Design and Methods*.

This methodology employs three separate case studies; a methodology which Yin identifies as providing more robust evidence to support research theories than a single case study (Yin, 2017). The data collected in each case study are embedded, meaning that the data collected from each case only apply to that particular case, as opposed to being applied to all cases in the study. The only data that might not be embedded in a case would be those attributed to some of the regulatory success factors, as these are regional in scale and may affect more than one case.

Methods

This research project's primary goal is to answer a research question relating to the success of three Kansas City Metropolitan Area mixed-use developments. The primary research question is as follows:

Research question: To what extent are the theoretical factors of success found in the literature present in the three mixed-use developments selected for this case study?

Understanding the answer to this research question is important in that it may help to inform potential future mixed-use developments in the Kansas City area. If the presence of these factors in the developments correlates with their relative success (in terms of low vacancy rates, economic return on investment, repayment of debts, and community satisfaction), then these factors are also important considerations in any new mixed-use developments and should therefore be considered in regulatory policy and development design practices.

Data collection

The success factors that were determined to be important for the success of a mixed-use development were first separated into four categories: physical, economic, regulatory, and sociocultural. It was then determined how these factors may be measured and quantified. The success factors determined to be important, and their measurements, are as follows:

Physical factors of success

Contextual residential uses: Mixed-use developments tend to have higher rates of success when they are located in areas of high residential density (Grant, 2002). High residential

densities can provide an increased consumer base to mixed-use development businesses and can also help increase activity and vibrancy in the district. The research recorded the locations of apartment units, duplexes and triplexes, and single-family houses in the development as well as in a half-mile buffer zone. Ideally, residential densities should be higher for the development itself, to provide it with a good consumer base. The half-mile radius around the development should also contain higher density residential uses as close to the development as possible.

Contextual commercial uses: Mixed-use developments that provide centers of high commercial use tend to be more successful for a variety of reasons (DeLisle & Grissom, 2013). Commercial uses bring in revenue for developments, help create a more active environment, and draw people from further distances than other uses. This research design identified and categorized commercial uses within the development and a half-mile buffer based on the North American Industry Classification System's (NAICS) primary commercial classifications in line with DeLisle and Grissom's (2013) Seattle Mixed-Use case study research. However, it did not record uses that do not traditionally increase urban vibrancy, such as construction and manufacturing uses. The selected classifications and examples of each are as follows:

Personal services: such as arts, entertainment, recreation, educational services, and health care services

Professional services: such as information and banking services, real estate and leasing services, and consulting services

Restaurants: also includes bars, bakeries, and coffee shops

Retail: such as convenience, boutique, grocery, and specialty food stores

Office: spaces that are primarily business and office uses

Entertainment: Commercial or civic uses which act as an entertainment draw for the development

Pedestrian walkability and accessibility: Developments that are both accessible to pedestrians from outside the development, and are easily walkable within, tend to have higher chances of success (Grant & Perrott, 2009). To measure these, this research identified three distinct, but important, pedestrian factors that contribute to walkability within and access from outside. First, the research design recorded the location of any potential destinations that may exist within the half-mile buffer around the development, to see if there is any motivation for walking trips. Second, the research design analyzed the accessibility of the development from these destinations, primarily looking for elements aiding or hindering accessibility such as wide roads, distance, walking paths, and crosswalks. Third, the research design analyzed the quality of the streetscape within the development based on the 2002 article “*Planning and Design for Pedestrians*.” There are four distinct zones that these guidelines outline as being necessary for pedestrian-friendly sidewalks: the edge that separates traffic from the sidewalk, a furnishing zone containing elements such as street trees and benches, a “throwaway” zone with enough width for adequate pedestrian movement, and the frontage zone, which acts as the building’s frontage. Providing adequate space and quality designs for these zones is crucial for a quality pedestrian experience; therefore, the research examined how well the main corridors in each development fit these guidelines.

Vehicle traffic: Although mixed-use developments are traditionally pedestrian-focused, they must also respond to current automobile-dominated land use patterns. Since vehicles are the chief method of travel in most modern American cities, mixed-use developments that are located near or on highly trafficked roads are more likely to have business, visibility, and therefore success (Grant & Perrott, 2009). For this success factor, the research design identified Annual Daily Traffic (ADT) counts for each of the immediately adjacent intersections to the

development. The research design then compared these counts to the counts for other intersections in a three-mile radius around the development. Ideally, the ADT counts around the development should be higher than the intersections further away, which would be indicative of increased local traffic around the development in comparison to the jurisdiction at large.

Development visibility and signage: A mixed-use development must have high levels of visibility from outside the development in order to draw people into the development (Herndon, 2011). It also helps to have roadway signs that direct potential consumers into the development that may not know it even exists. To measure this factor, the research design identified and mapped the locations of street signs in a half-mile radius around the development that indicate the location of the development. This is followed with a discussion on any landmarks in the development that may be visible from roadways. Second, while exterior signage and visibility is important to draw people to the development, it is also vital to have signage and directional information in the development to increase legibility and help consumers know the location of all the options they have in the development (Herndon, 2011). Therefore, the research design located any information kiosks and maps in the development and discussed those map's quality and content.

Economic factors of success

Business support and retention: Since commercial uses are the primary economic driver for mixed-use developments, development managers should provide support to the commercial uses within the development (Lynne, 2002). To measure this factor, the research design identified efforts on the part of the development to increase the visibility and business of commercial uses. These range from efforts to increase the visibility of new businesses, the

creation of events to draw people into the district, and the administration of incentives like sales and deals to the surrounding community for the district. Also identified and discussed are any major issues with business retention and vacancy that may be present in the developments. While retail churn and occasional vacancies are normal aspects of a development's life span, high levels of both hurt the development's economic revenue, street activity, and consumer attraction and retention.

Retail synergy: Mixed-use developments that attempt to create retail synergy by carefully curating their retail uses tend to be more robust economically than those that do not (Lynne, 2002). This synergy, resulting from complimentary business types, helps to move consumers from business to business, increase interdependence, and can increase business resiliency during times of economic hardship in the development. For this factor, the research design identified potential commercial synergies in each development based on the businesses' proximity to one another, the consumers they target, and their potential to collaborate on business ventures.

Local economy focus: Locally owned businesses help the success of any development in a variety of ways. They keep revenue in the community, help provide a sense of history and culture, and often focus their business efforts on the immediate community; all of which can help provide the community with jobs and economic options (Grant, 2002). Therefore, the research design compiled a list of all commercial use in each development that are locally owned, both total and based on industry type.

Regulatory factors of success

Supportive comprehensive planning: Mixed-use developments that have provisional support from the comprehensive plan are more likely to succeed (Levine & Inam, 2004). This support can include anything from policy that enables and encourages mixing of uses, the creation of mixed-use districts, planned-unit development, and many more factors. This research examined both the current comprehensive plan for the community, as well as the plan that was active when the development began, for evidence of the enablement and encouragement of mixed-use development.

Public support for mixed-use developments: Since mixed-use developments are often more challenging and riskier than single-use projects, developers tend to require economic incentives from the public before agreeing to undertake the development process (Rabianski & Clements, 2007). Therefore, public support programs and incentives for mixed-use development are often necessary to get the project developed in the way the community government wishes. Providing economic incentive to developers also acts as a bargaining tool to increase the amount of public and civic amenities that the community wants in the project but may not be financially feasible for the developer. Therefore, the research identified any public economic support for the creation of these mixed-use developments and discussed their impact on the completion of the project.

Sociocultural factors of success

Housing affordability: Mixed-use developments that provide a mix of housing types—especially affordable housing—are more likely to be vibrant and successful. This is due to the mixing of different social classes, which can help facilitate the creation of social capital (Grant,

2002). The research design first analyzed the mixing of residential uses within the development or lack thereof. Then, in order to measure housing affordability, the research design identified the housing burden as a percentage of both Household Annual Median Income (AMI) and per capita income. This was to determine any differences in housing affordability between single and multi-source income households, as the AMI records income per household, and the per capita estimate is by individual. These incomes were then compared to both the average rent in the city, and the rents for different units in the development. Traditionally, housing cost is seen as a burden once it passes 30% of total income, so this ratio was used as the cutoff to determine how well each development provides affordable housing.

Active environment throughout the day: Mixed-use developments are generally more successful the longer throughout the day they are active (Lee, 2018). This activity is usually generated more by commercial and public uses, and less by residential and office uses, so this research focused its data collection on the commercial and public uses in each development. The research design recorded open business times during the weekdays and for each weekend day, looking for any potential discrepancies that may decrease the activity of the district. These were especially important considerations during the evening and on the weekends, when the potential for activity and economic revenue are at their highest. While it is obvious that not all uses will be open day and night, having the most uses open at the most times possible will help increase activity in the development.

Provision of entertainment: While personal and professional services may draw people to a development, entertainment uses and restaurants are most likely to increase vibrancy and draw people to the development time and time again (Barnett, 2005). The provision of memorable entertainment, either from the development itself, or any businesses in the

development, helps facilitate place attachment and helps people enjoy the district to a higher degree. Therefore, this research identified any entertainment venues in each development, such as restaurants, bowling alleys, movie theaters, stages, and playgrounds, and discussed their potential synergy with other businesses in or around the development.

Procedures

Site selection

The three developments that were selected for this research were determined based on the literature's definition of mixed-use development, as well as several qualifying factors employed to keep the cases selected as equal as possible in size, age, use, and location. The study area chosen was the Kansas City Metropolitan Area, a 14-county, bi-state region that contains Kansas City, Missouri; Kansas City, Kansas; as well as several surrounding smaller cities and suburbs. From initial inventorying of potential mixed-use developments in this area, it was determined the majority of mixed-use developments in the Kansas City Metro were either renovated historic "apartments over shops" or brand-new single-building mixed-use developments. Kansas City recently experienced a renaissance that saw increased population movement back to the city center, so many historic buildings were renovated in a mixed-use style. Since these projects simply renovate existing structures and uses, they cannot be considered to "include activities (live, work, play) and to cater to the demographics of the communities" (Wardner, 2014, p. 4) in a planned and methodical way as is necessary for true mixed-use development.

In a similar vein, the single-building retail and residential developments were excluded from this research because, even though they are marketed as mixed-use, they do not have the

minimum build size that Witherspoon, Abbett, and Gladstone (1976) determine is necessary to reach critical mass and become self-sufficient and self-contained mixed-use districts.

After these two categories of development were removed, four developments in the Kansas City Metro were determined to be viable candidates for the case studies: Park Place, Prairiefire, the Reserve at Riverstone, Lenexa City Center, and Zona Rosa. All these developments are master-planned and intentionally designed mixed-use districts which meet the requirements listed above. The last step in site selection was predicated on when the development was built. The Reserve at Riverstone and the Lenexa City Center were both constructed within the last 5 years and are currently still under some level of development. The other three mixed-use developments were all built more than 10 years ago, giving ample time for them to integrate into the surrounding community context. Therefore, Park Place, Prairiefire, and Zona Rosa were chosen to be the three case study developments.

Data gathering

Data were collected both from primary and secondary sources. Most of the data regarding the physical factors of success were collected in person by the researcher, as well as downloaded from open data sources in the jurisdictions. Economic data were collected from predominately online sources coupled with primary research. Regulatory data were gathered from city planning commission meetings archives and other online sources. The sociocultural factor data included all the above sources: primary research, online data gathering, and archival research.

Demographic data such as annual median income (AMI) and average rent that were unavailable at the local or state level data sources were collected from the American Community Survey 2018 5-year estimates.

Map creation

Maps were created using ArcMap, the main component of ESRI's ArcGIS mapping software package. Basemap data for these maps, such as road lines, building footprints, and jurisdictional boundaries, are feature classes that were pulled from open data sources on ArcGIS Online, courtesy of ESRI. Relevant data collected from primary research were then appended to the tables of these features. Symbology and labeling were manipulated in order to visually display the information regarding the success factors for the developments. Data sources, basemap authors, and other mapping information such as geographic and projected coordinate Systems can be found on each map.

Factors review and selection

During the data collection process, several of the initial factors of success that were selected to research were determined to be either less important or less apparent in the three case study developments. These factors were therefore removed from the methods and results chapters of this research paper, but they may be important considerations for future applications of this research design on other case studies. The factors that were removed and the data collected for them can be found in Appendix A.

Limitations

The largest limitation in this research project is that it primarily collects longitudinal rather than latitudinal data. In other words, this research is a snapshot of the developments as they existed during the course of data collection, with little data collected about the historical

presence of the success factors in the developments. The only historical data collected was site background and context, the regulatory factors of success, and the satisfaction of community residents. Since much of the data only records and analyzes existing conditions, the impact of potentially unknown historical factors may not be accounted for. Further in-depth case studies of each development, with an emphasis on their history, would help address this discrepancy.

The second limitation is that, while all located within the Kansas City Metropolitan Area, the case studies lie across two states, two counties, and three city municipalities. This made the collection of data more difficult, as each jurisdiction uses different planning and development processes, municipal structures, and open data sources. These limitations were primarily evident in the physical factors of success, which used open source shapefiles and data from each jurisdiction that then had to be manipulated to present identical data, and the regulatory factors of success, which used archival public meeting data.

Lastly, this research was limited by the relative newness of mixed-use development as a popular style of development in the Kansas City area. While each of the three developments chosen for the case study meet the qualifications discussed in the site selection process section, the vast majority of mixed-use developments in the metro area are either too new, too small, too niche, or still under construction. Therefore, there was both a lack of contextually appropriate precedent research, and a lack of developments to select from. However, with the boom of population growth and a tendency to build higher density mixed-use projects, the Kansas City Metro has started to approve more and more mixed-use developments. This research may hopefully provide an avenue towards understanding how these developments might be best designed to find success in the Kansas City Metro context.

Chapter 4 - Results

Physical factors of success

Contextual residential and commercial uses: Park Place

Park Place itself provides a good mix of residential, office, restaurant, and commercial spaces. All residential uses within the development are confined to standalone apartment buildings, seen in yellow in Figure 4.1. Since the surrounding half-mile radius is predominately single-family housing, the increase in density provided by the apartment buildings helps to provide a customer base for the development. The multi-family residential uses that do exist in the half-mile buffer are located at the periphery. The majority of these contextual residential uses are south of the development, on the opposite side of Town Center Shopping Center. Likely, Town Center enjoys the majority of this residential customer base as it is located closer to the residential density than Park Place.

Park Place's commercial uses are primarily retail, restaurant, and office space. There are two structures in the development which are completely office and professional services uses (see Figure 4.1), and four of the other structures in the development have a mix of commercial on the first floor and office on the upper floors. Office space is in relatively high demand in the area, with only 17% of office square feet space being vacant. However, it is worth noting that the office vacancy, and higher business turnover rates, were present in the mixed-use buildings but not the single-use office buildings. This may be due to the mixed-use building's selection of spaces as being smaller and perhaps less flexible. The buildings for the single-use office buildings were built for the companies they would house—namely SCQR and AMC Headquarters—and for whom may have been more intentionally designed than the mixed-use

spaces. Although there is currently little office space in the surrounding half-mile radius, the buildings of the previous Sprint World Headquarters to the west of Park Place are being retrofitted into new offices. This may influence the demand for office space in the development in the future.

Park Place is directly adjacent to the popular and pre-existing Town Center Shopping Center, which predominately houses retail and restaurant needs. The competition between these two shopping centers may account for the commercial vacancies in Park Place, of which three are restaurant uses and the rest are retail flex spaces. Lastly, personal services within Park Place are beauty and lifestyle focused, such as spas and hair salons, while the majority of the personal services in the half-mile context are health and medical services (seen north of the development in Figure 4.2).

Figure 4.1: Building uses within Park Place.

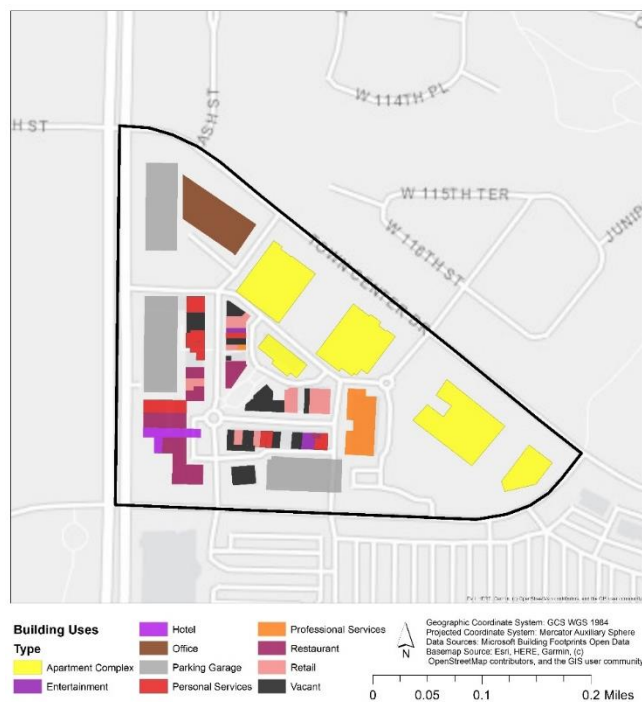
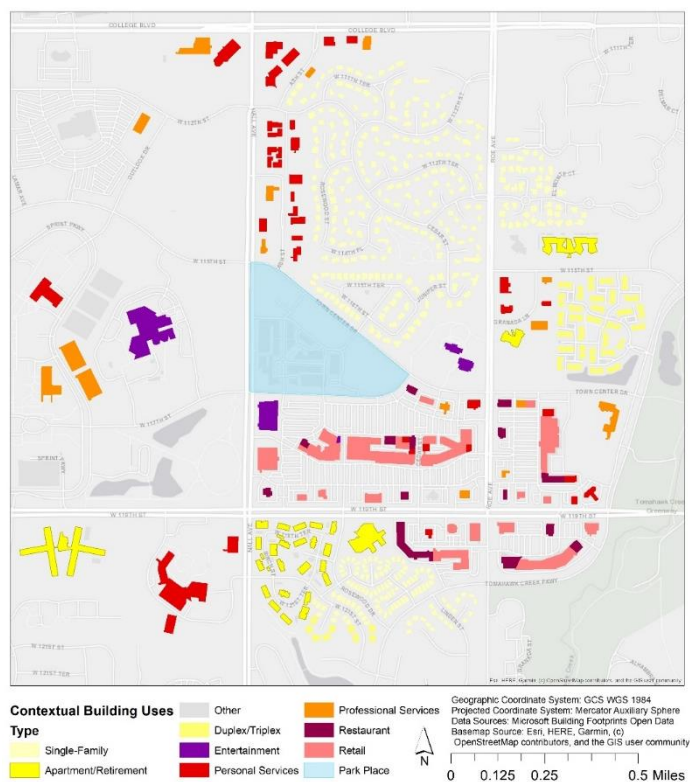


Figure 4.2: Contextual building uses around Park Place.



Contextual residential and commercial uses: Prairiefire

Prairiefire provides eleven standalone apartment buildings on the south side of the development, which contain the majority of the residences in Prairiefire. Nine single-family houses are also part of the development and, while constructed years after the bulk of the development was finished, were included in Prairiefire's initial planning, platting, and approval processes. While these apartment structures are located within close proximity to the main entertainment and retail centers of Prairiefire (see Figure 4.3), these centers of activity contain no residential units on floors above commercial. This limits the density of residents in the development, which could possibly limit the strength of the consumer base for Prairiefire's commercial and entertainment components. The residential uses in the half mile around Prairiefire are predominantly single family, as this development is located in a suburban context. There are, however, three apartment complexes within a half mile of the development, as seen in Figure 4.9, which provide a higher residential density than most of the suburban context.

The commercial uses in Prairiefire are restaurant, retail, and entertainment. The east side of the development, as seen in Figure 4.4, houses Prairiefire's entertainment, restaurants, and some retail. It can be considered the central area of activity in Prairiefire and contains the majority of its Mixed-Use features, such as a combination of "live, work, play" uses, pedestrian-oriented design, and increased density. The west side of the development, on the other hand, consists of more typical single use suburban development. While it does technically contain a mixture of retail and residential uses, these buildings are separated by parking lots, more in the style of big box store and strip mall development than Mixed-Use. The contextual commercial uses are generally personal services and retail, with a lower ratio of entertainment uses and

restaurants than Prairiefire. Due to this, Prairiefire has the potential to act as a hub of entertainment and dining for the surrounding area. However, the prevalence of retail and personal services uses in the surrounding area may be indicative of an oversaturated market, which may help explain why the retail and personal service uses see considerably more vacancy and business turnover than Prairiefire's other uses.

Figure 4.3: Building uses within Prairiefire.

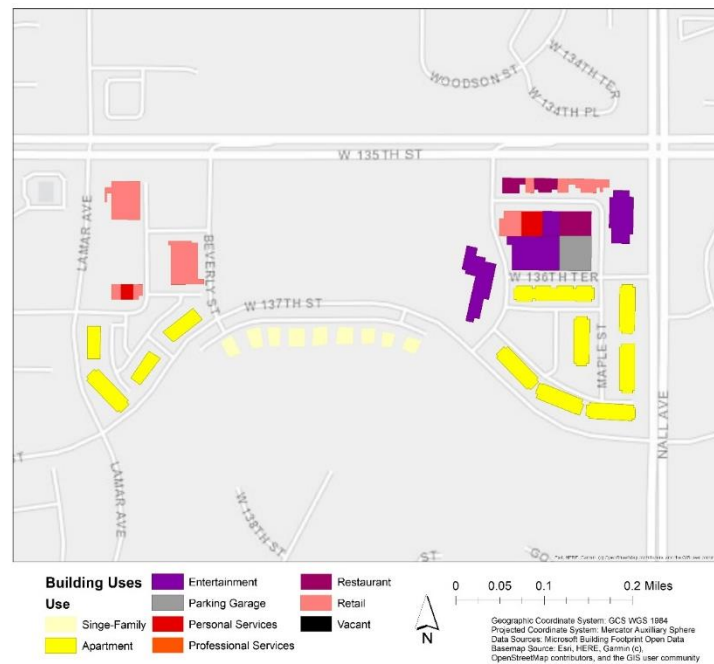
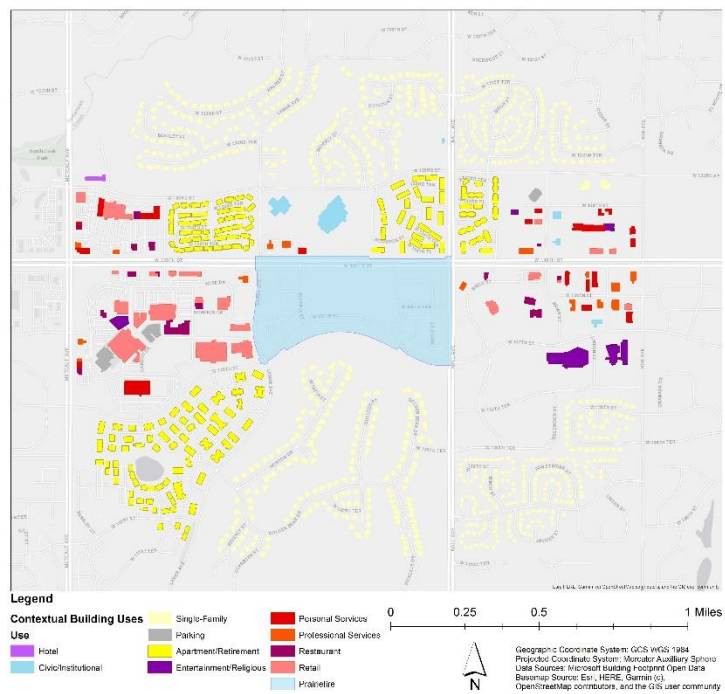


Figure 4.3: Contextual building uses around Prairiefire.



Contextual residential and commercial uses: Zona Rosa

Zona Rosa is first and foremost a shopping center, so the clear majority of uses (as seen in Figure 4.5) are retail. However, Zona Rosa does contain two mixed-use buildings which house retail services on the first floor and residential for the remaining floors. These buildings can be seen outlined in yellow in Figure 4.5. Compared to both Park Place and Prairiefire, Zona Rosa offers less apartment units and is much larger than the other two developments. There is a large apartment complex just north of Zona Rosa (seen in yellow in Figure 4.6), but it is separated by a busy roadway. There is also a scattering of retirement homes and single-family home neighborhoods around Zona Rosa, but there is drastically less residential density present both in and around this development than the others.

The majority of contextual commercial units are large, strip-mall style retail developments to the east of Zona Rosa, as well as some smaller box stores and restaurants just south of the development. Both Zona Rosa and its context are commercially dominated by retail uses, which may explain why a large portion of retail spaces within Zona Rosa are vacant. It is the opinion of the researcher that there is too much retail provided in this area, with not enough residential density to form a good consumer base.

Figure 4.4: Building uses within Zona Rosa

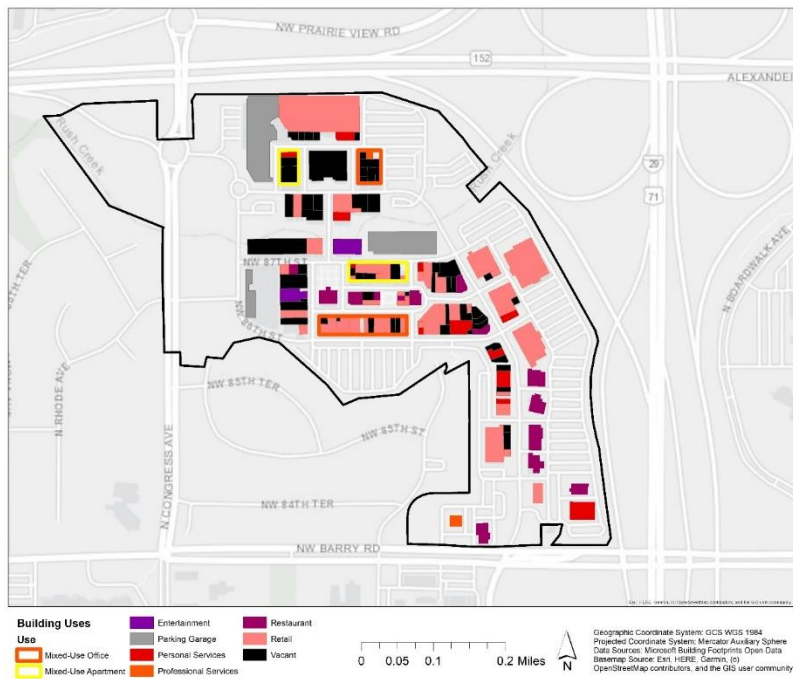
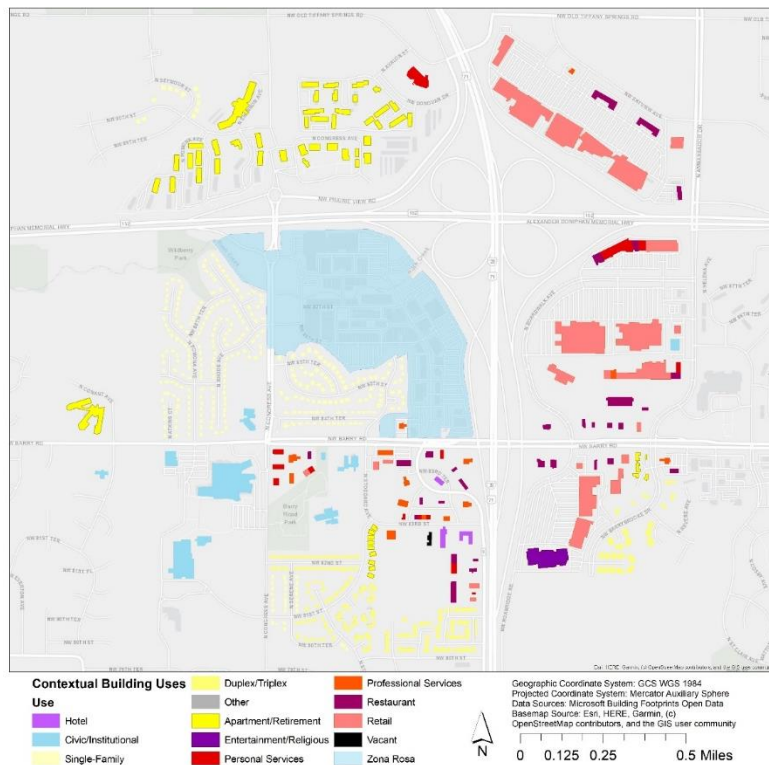


Figure 4.5: Contextual building uses around Zona Rosa.

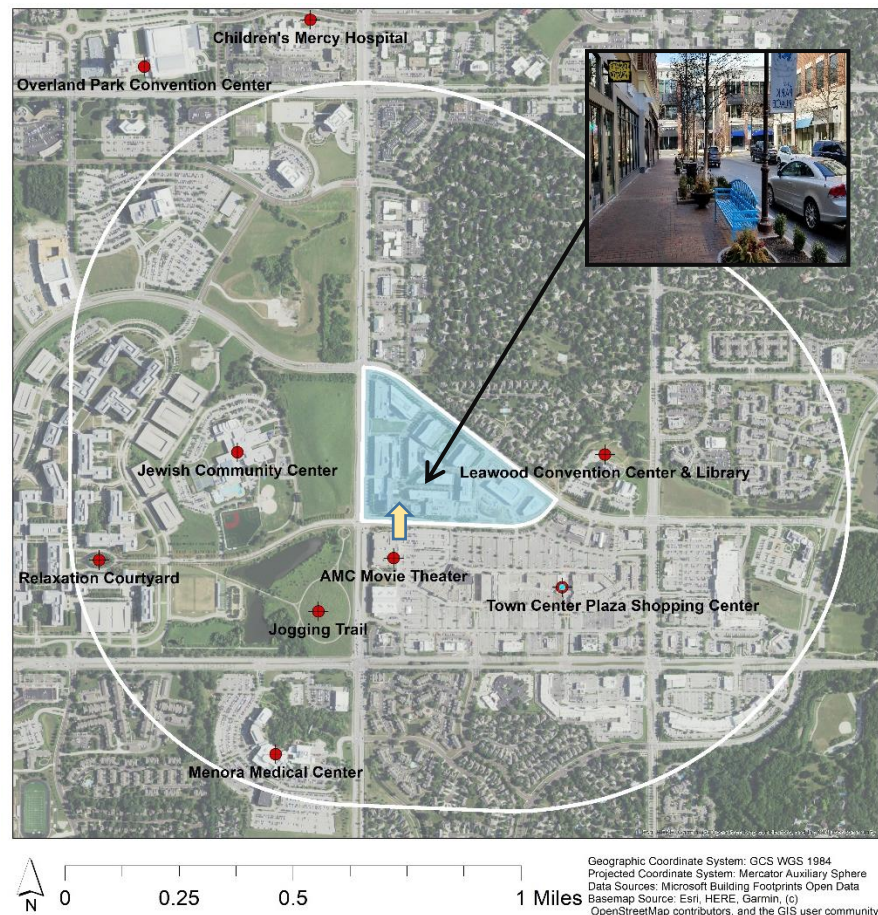


Pedestrian walkability and accessibility: Park Place

Park Place lies in the densest area of Johnson County, but the area is still predominately suburban in land use. Therefore, pedestrian accessibility to the location from the surrounding context is difficult. Distance inhibits much of the accessibility, but the primary barrier is traffic. Park Place sits just north of one of the busiest east-west roads in Johnson County: 119th St. Coupled with Nall and Roe Avenues, which contain the development to the east and west, the development sits squarely in the middle of heavy vehicle traffic. The only example of pedestrian accessibility to the development is to the immediate south where a crosswalk connects Town Center Plaza to Park Place, as demarcated by the yellow arrow in Figure 4.7. However, this crosswalk yields to automobile traffic and contains no signage demarcating the crosswalk. It is only visible through a change of paving material. There are several destinations within walking distance of the Park Place development, so the potential for pedestrian accessibility to these places exists with improved walking amenities.

Within the development itself, most roads are pedestrian-friendly, with sidewalks that meet the requirements for all four zones of quality pedestrian-oriented streets: edge, furnishing, throwaway and walking, and building frontage. Traffic is slowed in the development by narrower lanes, street parking, elevated crosswalks, and traffic circles. Lastly, there are adequate pedestrian connections between the development's three parking structures and the main areas of activity.

Figure 4.6: Walking destinations around Park Place. The image in the top-right corner is an example of a typical streetscape within Park Place.



Pedestrian walkability and accessibility: Prairiefire

Prairiefire is bound on three sides by major four-lane roads, which are beneficial for its vehicle traffic, but less so for potential pedestrian users of the development. 135th street, a major east-west thoroughfare in Overland Park, is the northern boundary of the development. On the other side of 135th St. there are higher residential densities due to two apartment complexes (see Figure 4.8), as well as an elementary school and a middle school. Unfortunately, all of these uses are separated from Prairiefire by 135th St, and one would have to walk out of their way to the intersection of 135th St. and Nall Ave. to the northeast of the development in order to cross

135th St and access the development. To the west lies another large shopping and entertainment center: Corbin Park. However, Corbin Park is much more traditional and automobile oriented. Therefore, while walking between these developments is definitely possible, there are no quality pedestrian amenities such as paths, crosswalks, and traffic calming measures that would allow the two developments to be well connected. East of the development is similar; while there are uses to the east that could possibly be accessed by walking, the barrier that Nall Ave. provides and the expanses of parking lots that one would need to cross make access difficult.

The development itself—at least the central part of it on the east side—is much more pedestrian-focused than surrounding land uses. As seen in the top right of Figure 4.10, the streetscape in this part of the development has wide sidewalks, barriers between street and sidewalk, and traffic calming measures such as elevated paved crosswalks, which all help make it pedestrian friendly. The west end is much more automobile focused and does not meet any of this research design’s criteria for pedestrian-oriented design. The residential uses are separate from the commercial and entertainment uses, but are in close proximity, and paths demarcated by the yellow arrows in Figure 4.8 provide access to Prairiefire’s main district.

Figure 4.7: Walking destinations around Prairiefire. The image in the top-right corner is an example of a typical streetscape within Prairiefire.



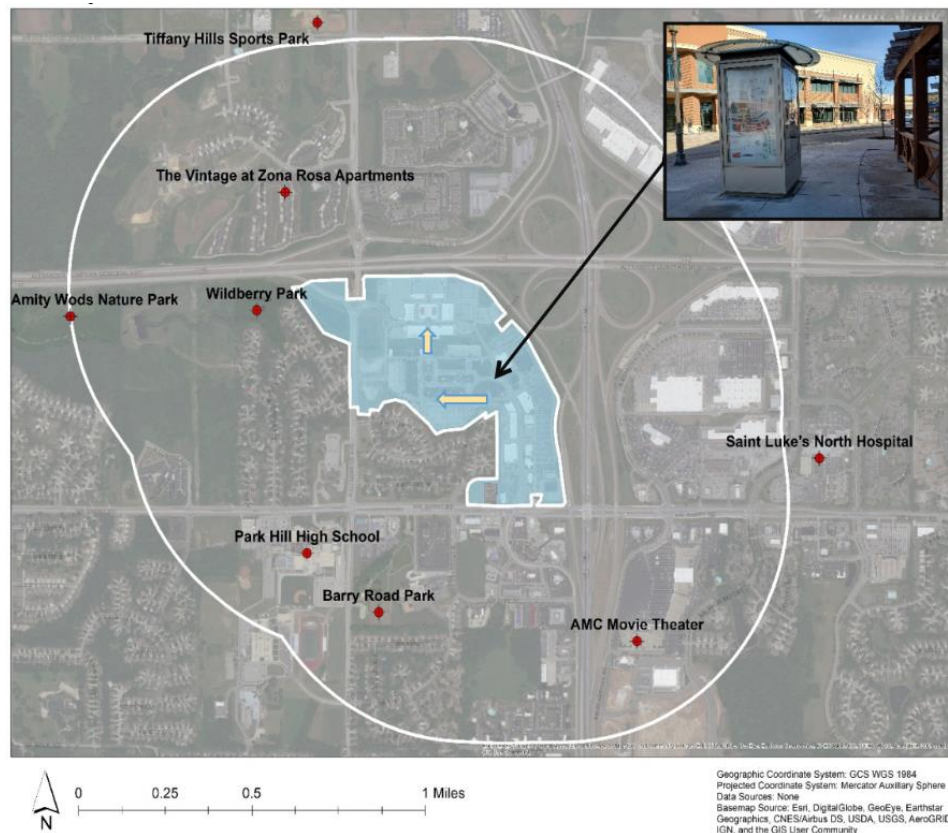
Pedestrian walkability and accessibility: Zona Rosa

Zona Rosa is bound to both the north and east by highway overpasses, which make it completely inaccessible for pedestrians from the outside. This is a shame, as the half-mile buffer actually offers a fair amount of walkable destinations. To the west lie several parks, as well as a high school, middle school, and elementary school. There is also an AMC Theatre south of the development, interestingly mirroring the other two developments. However, as mentioned earlier, all these destinations are either separated by highways to the north and east (as seen in

Figure 4.9), or private residential neighborhoods to the west and south. In effect, Zona Rosa is almost completely reliant on vehicle access.

Zona Rosa's pedestrian accessibility may be lacking, but once users drive and park their car in one of the parking garages, movement around the Shopping Center is easy. As seen in the upper right-hand corner of Figure 4.9, the sidewalks are wide and pedestrian friendly. Although the roadways in Zona Rosa still allow vehicle traffic, vehicles are required to yield to all pedestrians. There is also good separation between vehicle traffic and pedestrian traffic via planter boxes, street parking, and changes in grade and material. The northernmost section of Zona Rosa, which was added in subsequent phasing, lies separate from the rest of Zona Rosa by a depressed streambed running through the development. There is a bridge across the stream denoted by the vertical yellow arrow in Figure 4.9, which acts as the only pedestrian connection to the north side of the development. While there is a parking garage and the potential for vehicles to enter this northern section, it is the opinion of the researcher that the limited pedestrian connections to this section of the development has resulted in the underperformance of its businesses. Indeed, Figure 4.5 shows this area as having at least 50% commercial vacancy.

Figure 4.8: Walking destinations around Zona Rosa. The image in the top-right corner is an example of a typical streetscape within Zona Rosa.



Vehicle traffic: Park Place

As mentioned in the previous section, vehicle traffic around the development is some of the heaviest in the county. Park Place is almost directly adjacent to 119th St., which is one of the busiest streets in the county. The intersection of 119th St. and Nall Ave. to the southwest of the development has the highest daily traffic counts of all intersections in a three-mile radius, excluding interstate traffic counts. Park Place also sits a little over a mile south of the busiest stretch of I-435, an Interstate that circles the Kansas City Metro and is the highest trafficked interstate in the Metro area. Because of I-435, Park Place is much more easily accessed by people located in any part of the Kansas City Metro. With these high-trafficked roads in such

proximity to the development there is great potential to capture driving potential customers and increase economic vibrancy.

Vehicle traffic: Prairiefire

Prairiefire lies at the intersection of two of the busiest roads in Overland Park: 135th St. and Nall Ave. 135th St. (also called Santa Fe) boasts some of the highest Average Annual Daily Traffic Counts of any east-west road in a three-mile radius. The only road that consistently records higher ADT counts is 119th St., two miles north of 135th St., which is the roadway that Park Place is located upon. Both developments are located on Nall Ave., which is the most trafficked north-south road in the area. Lastly, Prairiefire is located about a mile east of I-69 highway, an interstate with high average ADT counts and a busy exit on to 135th St. In short, Prairiefire is located in an area of exceptionally high vehicle traffic compared to other parts of the region. Also, while Park Place is much more regionally accessible due to I-435, Prairiefire's proximity to I-69 still connects it to the Kansas City Metro's vast highway network.

Vehicle traffic: Zona Rosa

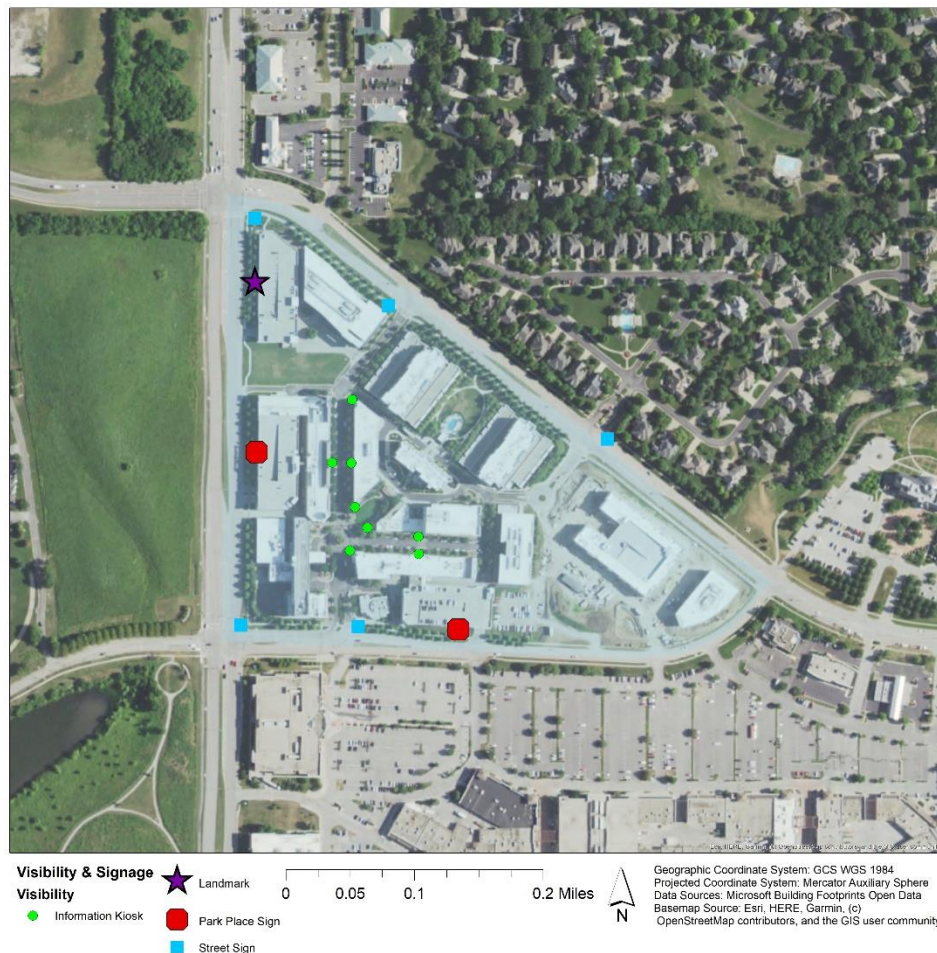
Zona Rosa is located in what is called the "Northland" of Kansas City, which is traditionally a low density, low traffic volume area. While the Northland has seen recent growth and increased traffic, the Northland's roadways remain much less trafficked than the roads accessing the other two developments. Local roadways that access Zona Rosa had average ADT counts that are consistently less than half of the ADT counts measured for the roads accessing Park Place and Zona Rosa. However, Zona Rosa does have the added benefit of being directly adjacent to the intersection of a state highway and an interstate, as well as being close to I-435,

which is the interstate that encircles the Kansas City Metro. While the average ADT counts for this section of I-435 are less than a quarter of the ADT counts measured for the section of I-435 close to the Park Place development, the other two highways that intersect adjacent to Zona Rosa are much higher trafficked. This is likely due to the presence of Kansas City International Airport a couple of miles northwest of Zona Rosa, and that one of these two highways directly connects Kansas City proper to the airport.

Development visibility and signage: Park Place

Park Place is easily identified from both Nall Ave. to the west and Town Center Shopping Center to the south by two two-story signs. An example of one of these Park Place signs can be found in the top right corner of Figure 4.10. Park Place is also relatively visible from Nall Ave. due to several street signs and the AMC Headquarters building and parking garage, which acts as a landmark due to its large size and unique architectural style. However, Town Center Shopping Center visibly blocks Park Place from 119th St., which is the busiest street near the development. There are also no signs on 119th St. that notify people of the presence of Park Place. Signage on 119th St. detailing its presence behind the larger Town Center Shopping Center could help increase visibility to the development. Navigation within Park Place itself is relatively easy due to its simple layout and the presence of eight information kiosks scattered along the main mixed-use corridors.

Figure 4.9: Signage and landmarks located within and around Park Place.

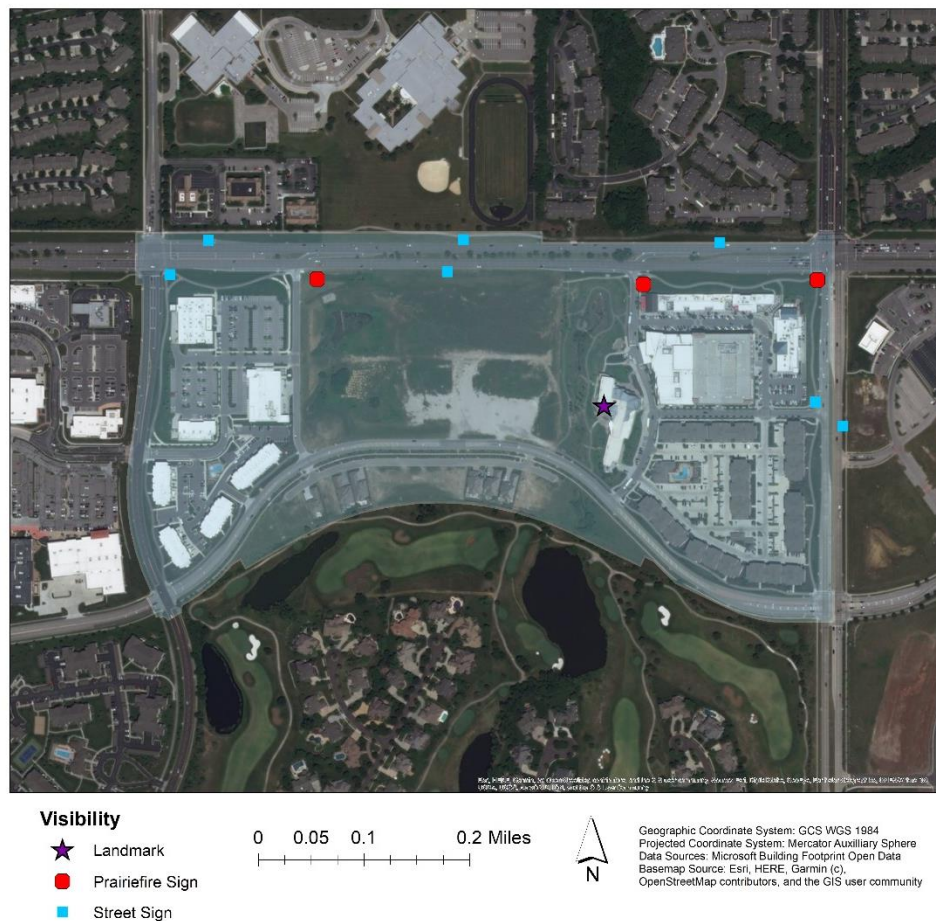


Development visibility and signage: Prairiefire

Prairiefire is very visible in its context due to the lack of tall buildings around it. It also sits adjacent to busy roads, with no visible or physical separation like Park Place. It also has many more street facing signs than Park Place. These signs, represented by blue squares in Figure 4.11, inform vehicle traffic about the museum, entertainment uses, and residential uses of the development. Prairiefire also has three large signs along 135th St. which provide increased visibility. However, the most visible component of Prairiefire is the Museum, which is depicted in the lower left-hand corner of Figure 4.11. The Museum at Prairiefire's unique and vibrant

façade make it immediately noticeable from the busy 135th St and helps draw people into the rest of the development. Interestingly, there are no wayfinding signs or directories for pedestrians within the development like there are at Park Place or Zona Rosa. This may be due to Prairiefire having less businesses than the other developments, so the developers saw no need for wayfinding. Because most of the uses in Prairiefire are easy to find even for a pedestrian since the bulk of them are either standalone (i.e. apartments and retail stores) or along one corridor (the entertainment and restaurant uses), signage in the development is much less necessary for wayfinding or legibility purposes. It appears the developers focused more on providing signage that increased the development's visibility to the exterior rather than on interior walkability.

Figure 4.10: Signage and landmarks located within and around Prairiefire.



Development visibility and signage: Zona Rosa

Zona Rosa only has one landmark which increases visibility: a clock tower in the extreme south of the development (seen in the top-right of Figure 4.12). However, this clock tower is relatively short and is impossible to see from either of the two highways adjacent to the development. The majority of Zona Rosa's visibility comes from its sheer size and its adjacency to elevated highways. However, there are no signs on the highways or any surrounding roads that advertise the location of Zona Rosa, as there are in the other two developments.

Zona Rosa does have a high-quality system of informational kiosks throughout the development, as seen in Figure 4.12, much more so than either of the other two developments. This is likely due to the sheer number of businesses in Zona Rosa being much higher than either Park Place or Prairiefire. Without this multitude of directories accessible for pedestrians, Zona Rosa would be very hard to locate oneself in, as the lack of architectural scale in the development makes landmarking and wayfinding very difficult. It is interesting, however, that the vast majority of these informational kiosks are located in the central retail hub of Zona Rosa, with very few on the west or south sides of the development.

Figure 4.11: Signage and landmarks located within Zona Rosa.



Economic factors of success

Business support and retention: Park Place

The current owner of Park Place, KBS Real Estate Investment Trust III, provides support for the businesses in the development in a variety of ways. Most of their efforts are in spreading information supplied by each of the businesses about events, specials, sales, and new openings. They maintain a website that lists future events in the development, as well as restaurant happy hours, deals, and other incentives. They also provide complementary Wi-fi to all guests in the development and operate a management office that stays open for most of the day. KBS has

stated that they will be focusing on filling the remaining office rental space, as the previous owners had done a sufficient job in filling the commercial spaces. KBS currently lists all available office and commercial leases on their website, and has several signs displayed around the development advertising commercial and office space.

Business support and retention: Prairiefire

Merrill Companies, the developer and owner of Prairiefire, maintains several avenues of support for businesses in the development. Like the other two developments, Merrill provides a website—visitprairiefire.com—that advertises all the businesses in the development. The website is very well designed, containing descriptions of the businesses, hours, rave reviews, and professional photos. The website also has portals for inquiring about leasing both residential and commercial space, and even a portal that allows one to rent an event space at one of the entertainment uses in Prairiefire. This website increases the visibility of each of the businesses in the development, as well as makes leasing easier for prospective business and residential tenants. Merrill Companies also hosts free summer concerts that can help draw consumers to the development. They also provide free parking and valet service to anyone using the businesses, which helps make Prairiefire convenient and accessible in its automobile dominated context. Lastly, Prairiefire offers gift cards that can be used at any location within the development. This offer helps move consumers around the different businesses in Prairiefire.

Business support and retention: Zona Rosa

Zona Rosa has historically had difficulties retaining businesses and maintains a consistently high commercial vacancy rate. However, the new owners of Zona Rosa's main goal

is to completely fill the vacant retail spaces, as well as retain current businesses. The owners operate a website directory, similar to the other two developments, with leasing information, business information, deals, events, and more. Zona Rosa also has free summer concerts in its main square just like the other two developments, which helps bring people to the development. In a strategic move, the owners decided to plaster prints across the glass storefronts of all vacancies. These prints act as art pieces, drawing the eye and adding visual interest, but they also contain information concerning leasing the space and information about other businesses in the development. This, in, turn increases the visibility of other businesses, but also has the added effect of making less of Zona Rosa seem vacant and desolate. These art pieces, which display local art motifs and images of landmarks in Zona Rosa, will also help to form the cultural identity of Zona Rosa in the coming years.

Retail synergy

Several potential synergies between commercial uses exist within Park Place. There is a new chocolatier in the development which could attract consumers leaving the development's restaurants. Currently, however, the chocolatier closes well before most of the restaurants are busy, so to capitalize on this potential synergy it would need to stay open later. Also, the personal services in the development consist of hair and nail salons, spas, and fitness centers, so the development could potentially market itself as a location for self-care and relaxation. Lastly, the development contains two bridal shops. While this may increase the competition between the two businesses, it may also help market Park Place as a location to go for bridal shopping and services.

Prairiefire's main synergy results from the high level of restaurant and entertainment uses it houses, which make up roughly half of Prairiefire's commercial uses. Therefore, Prairiefire is a destination spot for entertainment and dining. This is especially compounded as Prairiefire houses the highest density of both entertainment uses and restaurants in the surrounding half mile context. Because it is an entertainment destination, there exists a high level of synergy between the entertainment and restaurant uses, as consumers are likely to both eat and partake in recreation in the development instead of moving elsewhere. There exists potential for both recreating and dining in Prairiefire, which increases its popularity as well as its revenue.

Zona Rosa acts primarily as an outdoor mall, and therefore its primary synergy comes from the fact that people will make Zona Rosa a destination to do a variety of retail shopping needs. Similar to a traditional indoor mall, Zona Rosa is dominated by clothing outlets, so the potential exists for these businesses to share consumers who may come to Zona Rosa to shop around for clothes. Zona Rosa also contains a variety of restaurants and dessert shops, so potential for synergy between these two business types exists. While Park Place has the potential for similar synergy from its chocolatier and restaurants, it struggles to actualize it due to the chocolatier closing well before dinner time. However, in Zona Rosa, all the dessert places are open as long as the restaurants, so the option to visit them later in the day after dinner is present.

Local economy focus

Table 4.1: Percentage of locally owned businesses within each development.

Out of the three developments chosen for this research, Park Place has the highest percentage of locally owned businesses at 64%, as can be seen in Table 4.1. Most of the commercial and entertainment services are locally owned, which helps with both returning money to the local economy and creating cultural attachment to the development. A much lower

portion of the office businesses are locally owned, due to many of them being national chains.

While offices do little to increase the cultural authenticity and activity of a district, local employee's paychecks can still be spent in an area to further develop the local economy.

Of Prairiefire's 19 businesses, 11 of them are locally owned, which is a much higher percentage than Zona Rosa but less than Park Place. It is worth noting that all of the locally owned businesses exist in Prairiefire's eastern commercial district. The retail and personal services located in the west half of the development are all chain or franchise businesses. This centralizing of local businesses in the denser east side is potentially beneficial as these businesses help create a sense of place and local authenticity.

Out of the three developments, Zona Rosa clearly has the least amount of businesses that are locally owned. In fact, almost 90% of its retail businesses are chains or franchises, and less than half of restaurants are locally owned. While these businesses are still successful in bringing consumers and revenue to Zona Rosa, they do not work to increase its cultural identity, and instead make it look and feel like any other shopping mall in America. The new owners of Zona Rosa, however, claim one of their primary goals is to increase the presence of local business in Zona Rosa.

Table 4.2: Percentage of locally owned businesses within each development.

Development	Total Businesses	Total Locally Owned	% Total Locally Owned	% Restaurants Locally Owned	% Entertainment Locally Owned	% Retail Locally Owned	% Personal Services Locally Owned	% Office Locally Owned
Park Place	45	29	64%	43%	100%	100%	89%	29%
Prairiefire	19	11	58%	67%	50%	57%	50%	None
Zona Rosa	88	24	27%	43%	67%	12%	58%	43%

Regulatory factors of success

Supportive comprehensive planning: Park Place

The parcels that were developed into Park Place were previously zoned as Mixed- Use District (MXD) under the Leawood Comprehensive Plan that was in plan in 2008. Therefore, the development did not require a land use change, and had the support of the local municipal body. Furthermore, the MXD zoning indicates that the parcels had been selected as part of the comprehensive plan to be feasible locations for mixed-use development. The Leawood Comprehensive Plan also has clear design requirements for Mixed- Use Developments which encourage higher density, pedestrian oriented design, and active street life. These requirements informed the design of Park Place, and only when certain amendments to the final plans—such as landscaped open space and increased signage—were added was the final plan approved by the Leawood Planning Commission.

Supportive comprehensive planning: Prairiefire

The plot of land that would become Prairiefire was previously zoned as both Residential and C-PO (Planned Office Building District). Interestingly, this office district zoning became the commercial area of Prairiefire, which contains no office uses. However, the way that C-PO zoning was written in the comprehensive plan allowed it to also be developed as commercial and office. In fact, at the time of the approval, Overland Park’s comprehensive plan did not have zoning that was specifically designated for mixed-use development. Instead, the plan outlined that C-PO land could be converted to a Mixed-Use District under the discretion of both the developer and the city. For this reason, the land use change was unanimously passed with few minor corrections needed to meet certain city ordinances. It is the opinion of the researcher that

the lack of clarity regarding the best locations for mixed-use development in the old comprehensive plan both increased the potential for increased risk and failure. Without comprehensive planning that outlines requirements for mixed-use developments based on research and evidence, any potential mixed-use development carries increased risk that its location is not the most optimum placement for this development strategy.

Supportive comprehensive planning: Zona Rosa

The undeveloped plot of land that would become Zona Rosa was originally zoned both for medium and high-density residential uses and regional business uses. The only change of zoning that was required was to change the medium residential density zoning to be regional business/ high density residential. It is interesting there was no zoning language for mixed-use development in the comprehensive plan at the time of Zona Rosa's construction, so few guidelines and regulations about mixed-use development guided Zona Rosa's development. Because of this, while Zona Rosa was from the beginning marketed as a mixed-use "live, work, play" district, it never had regulations involving residential uses, density, and pedestrian-orientation that guide most mixed-use developments. Therefore, development of the retail components of the development took the forefront, and the residential and office uses were lower priority. This is in line with the literature, which is clear that, in the absence of clear mixed-use development guidelines, developers will maximize profit in retail and attempt to forego risk by skirting on residential uses. This is clear in Zona Rosa, where the residential components were constructed years after the retail was completed.

Public support for mixed-use development: Park Place

There have been two primary public funding methods for Park Place: Industrial Revenue Bonds and Sales Tax Revenue Bonds. Industrial Revenue Bonds (IRB) are bonds which are issued by a municipality to a private entity for the purpose of purchasing or constructing industrial or commercial uses. These bonds are then paid back to the municipality using the revenue from the private entity's investment. In other words, Leawood funded the developers of Park Place in bonds that were then paid back over time by the revenue from the development. Park Place has also been a recipient of Sales Tax Revenue Bonds (STAR Bonds), which are bonds issued by a municipality for a development which provides tourism-related revenue to the municipality. These bonds are then paid back using a portion of the sales tax levied on the development. STAR Bonds have been used on many projects in the Kansas City area to mixed success. For example, the two other developments in this case study—Prairiefire and Zona Rosa—have been unable to pay their STAR Bond debts due to lower than forecasted sales tax revenue. The ability of Park Place to pay its STAR Bonds without the controversy seen in the other two developments is testament to its acceptance by the community as popular commercial shopping district. Park Place also falls within what is called a Transportation Development District (TDD). These districts are eligible to use a portion of the district's sales tax revenue for the purpose of transportation system capital improvement. These funds are then used by the development to improve roads, sidewalks, bike paths, and trails.

Public support for mixed-use development: Prairiefire

The development of Prairiefire was funded by two primary methods: private investment from Merrill Companies, and Sales Tax Revenue (STAR) Bonds. Like both other developments,

the potential for Prairiefire and particularly the Museum at Prairiefire to have a regional tourism draw made it eligible for STAR Bonds. Through a 1.5-cent addition to both state and local sales tax, the development was supposed to pay back the STAR Bonds over time. However, the underperformance of the commercial uses in Prairiefire, outlined in the Background Context section of this research paper, forced Merrill to use bond reserve money to pay back interest on the STAR Bonds. In fact, low sales revenue made it impossible for Merrill to pay back any of the STAR Bond amounts for the first several years after the development's inception.

Although Prairiefire has struggled paying back its STAR Bond loans due to underperformance, Merrill plans to finish phasing of Prairiefire by developing the central open land of the property into more retail and residential uses. However, due to the STAR Bond debts, the developer was not approved for any Sales Tax Revenue money to be used to fund the next phase. Furthermore, when Merrill proposed placing the district under Tax Increment Financing (TIF) to finance the second phase, he was met with denial from the City Council. It seems the optimistic financial assessments performed before the development were insufficient in predicting its actual sales, and this has set future development in Prairiefire up for increased risk.

Public support for mixed-use development: Zona Rosa

Like Park Place and Prairiefire, Zona Rosa was deemed to have potential for regional tourism, and therefore was eligible for STAR Bonds. The initial funding of the development was through these STAR Bonds and private investment. However, like Prairiefire, Zona Rosa has struggled since its beginning to pay back its STAR Bonds and has encountered issues with public controversy due to the regulatory policy governing the development.

STAR Bond laws at the time in Platte County required that, if a developer was unable to pay back STAR Bond payments, the payments would be levied against the sales and income taxes generated by Platte County as a whole. This would have meant an increase in taxes for residents, simply to pay back private debt for Zona Rosa's developer. Platte County had a half a million dollars set aside if it ever needed to cover these STAR Bond payments, but before it was necessary, the county decided to sue the original developers of Zona Rosa. Platte County won, and the developer was required to pay, not the residents. It was for this reason that the development was put on the market and bought by new ownership. Shortly after this lawsuit, the STAR Bond laws were changed to remove any responsibility of repayment from Platte County residents in the case of low development revenue.

Besides the development being funded by STAR bonds, Zona Rosa also receives public support through the Platte County Economic Development Council. The two entities maintain a contract for \$12,000 a year for events and projects to be held within Zona Rosa, to be funded through the Neighborhood Tourist and Development Fund.

Sociocultural factors of success

Housing affordability: Park Place

Leawood's Household Annual Median Income (AMI) was \$133,702 in 2019, which was almost \$50,000 higher than Kansas City itself and was the highest rate in the state. Similarly skewed high relative to the state, the estimated income per capita in Leawood was \$69,997. Because of these high earnings, less than 10% of the population leases their housing while the rest owns. For those that do rent, the average rent in Leawood is \$1,267 a month, which would

be 11.4% of the Household AMI and 21.7% of estimated per capita income. Both percentages fall well beneath the commonly quoted definition of housing burden being over 30% of income.

Since Leawood is so predominately owner occupied, it is surprising that Park Place markets its apartment units primarily for leasing and not purchasing. Apartments can range from \$1,320/month for a one-bedroom to \$3,340/month for a three-bedroom unit. This range would be from 11.4% to 29.9% of Household AMI for Park Place Units, which all falls beneath the 30% housing burden standard. However, for those that are single income households, rents in Park Place start at 22.6% of estimated per capita income for one-bedrooms and can increase up to 57.3% of per capita income for a three- bedroom unit. Even the lowest priced two-bedroom unit in Park Place, at \$1,834/month, would still be considered a financial burden at 31.4% of estimated per capita income. These data are clear that rental units are affordable for households with multiple members, but single-income households will quickly become burdened by housing prices in Park Place.

Housing affordability: Prairiefire

Overland Park's Household Annual Median Income (AMI) was \$78,217 in 2019, which is on par with Kansas City's AMI, and one of the higher figures in the state of Kansas. Similarly skewed high relative to the state, the estimated income per capita in Overland Park was \$46,122. 63% of Overland Park residents lease their housing, so there is a greater market for renting than in Leawood, where Park Place is located. For those that do rent, the average rent in Leawood is \$1,125 a month, which would be 17.3% of the Household AMI and 29.3% of estimated per capita income. These data indicate that, for the whole of Overland Park, rental housing is

affordable for the average household, but for those that live by themselves, rental costs are near 30% and can be considered a financial burden.

Like Park Place and Zona Rosa, Prairiefire advertises its apartments primarily for leasing. Apartments can range from \$1,089/month for a one-bedroom to \$2,049/month for a three-bedroom unit. This ranges from 16.7%-31.4% of income for the average Overland Park household and 28.8%-53.3% for single income households. These data are clear that the average household in Overland Park can afford the apartments in Prairiefire and not be considered housing burdened, but a single-income household would be incredibly burdened by any rent over the minimum one-bedroom rate in Prairiefire.

Housing affordability: Zona Rosa

Out of the three developments, the jurisdiction that Zona Rosa lies in has the lowest household Annual Median Income (AMI) at \$54,372/year, the lowest per capita income at \$31,143, and the highest percentage of renters, with 47% of residents renting their housing. However, rents are lower in Platte County, and median gross rent in the jurisdiction is \$899/month. This translates to 19.8% of the household AMI, and 34.6% of per capita income. These data show that renting in Platte County falls below critical levels for larger households, but single-income households face housing price burden even at the area's average rent.

Like the other two developments, Zona Rosa markets its residential spaces primarily for leasing instead of purchasing. However, its rents may be difficult to achieve for many in Platte County. A one-bedroom apartment in Zona Rosa starts at \$850/month, which is similar to median gross rent of the county as a whole. Therefore, multiple income households may not be burdened by their housing costs, but single-income households will be even in a one bedroom.

Two-bedroom apartments, which range from \$985/month to \$1,350/month, become more of a burden for multiple-income households. At the high extreme for these two-bedroom apartments, housing costs are just shy of 30% for multiple-income households.

Active environment throughout the day

The businesses in Park Place are generally open during business hours on weekdays. There are a couple restaurants that provide breakfast service, and most of the personal health and beauty services are open in the morning as well. The majority of uses and all retail services are closed for much of the morning. Unfortunately, most retail and personal services in the district also shut down on weekdays before 6 PM, giving very little time for those who work full time jobs to enjoy Park Place's commercial businesses. Restaurants tend to be open until late at night, which is to be expected. However, the chocolatier which could potentially capture spillover business from the restaurants closes before 6 PM as well.

While Park Place retains activity throughout a good portion of the day during the week, it is severely lacking on its weekend openings, which potentially has severe impacts on its activity and revenue. Most retail and personal good stores maintain their weekday hours on Friday and Saturday, but the vast majority are either closed on Sunday, or have drastically reduced hours. While restaurants may stay open the same amount of time, or usually later, they cannot capture the increased business that may result from having more businesses open more hours. These hours both during the week and weekend greatly decreases the amount of time most working adults can spending enjoying the shops and restaurants at Park Place.

The majority of uses in Prairiefire are open on weekdays from late morning to late evening. These weekday open times overlap heavily, so the district has the potential to be active

for a good portion of the day during the week. Compared to Park Place, the retail and personal services are open later in the day during the week, which allows for increased after work activation. However, two of Prairiefire's main entertainment uses: the art gallery and the Museum at Prairiefire, are closed by 5 PM on weekdays, drastically limiting the amount of time other businesses in the development can benefit from the consumers brought in by these entertainment venues.

Friday and Saturday have similar hours to the weekdays in Prairiefire—with restaurants, retail, and some entertainment uses open most of the day. However, the issue of entertainment closing early persists. Furthermore, Sunday deals with even less potential for activity than the other weekend days. The vast majority of the retail and personal service uses both open later and close earlier on Sundays, severely limiting Prairiefire's ability to be active and vibrant on that day.

Zona Rosa maintains generally consistent hours for all its businesses, with some restaurant and entertainment uses opening earlier and closing later during business hours, the sheer number of open businesses in Zona Rosa make it an active environment. However, since the vast majority of the businesses open and close at the same time, the activity is completely dead during off hours. While this might not matter if Zona Rosa was only a shopping center, where nobody is using the environment after hours, Zona Rosa also has office and residential uses. Those who work and live in Zona Rosa enjoy no vibrancy or activity before or after business hours.

Friday and Saturday have similar schedules to the weekdays. However, like the other two developments, the retail and personal services in Zona Rosa close exceptionally early on Sunday.

This inhibits any potential synergy that could result between the restaurants, which are still open, and the other uses in the development.

Provision of entertainment

The primary venue for entertainment purposes in Park Place is Barkley Square. In warm weather the square provides landscaping and public seating, allowing for socialization and other activities. During the warmer seasons, this area also hosts weekly events such as concerts, movies, and activities for children. During the winter, the landscaped section is transformed into an ice rink, which is very popular all hours of the day.

Park Place also houses two entertainment-focused businesses which are relatively new to the Park Place directory. A locally owned escape room called BreakoutKC and a wine and art studio called Pinot's Palette opened this past year within the development and seem to be popular entertainment destinations. Lastly, there is an AMC movie theatre directly to the south of the development, on the immediate other side of the crosswalk connecting Park Place to Town Center Shopping Center.

Prairiefire's main consumer attraction are the number of unique entertainment uses the development provides. Museum at Prairiefire, a well-known and identifiable landmark in the community, is the development's key tourist attraction. The museum also operates a wetland walking trail through the currently undeveloped central plot of the development, which has informative signs throughout. Prairiefire also offers a large AMC Movie Theatre, a bowling and bocce ball venue, and a fine art gallery. It is the opinion of the researcher that Prairiefire's entertainment venues are its biggest strength. They are unique, generally local businesses, and can be enjoyed by people of all ages. While the Museum may be underperforming, its beauty and

design cement it as a placemaking element that helps to give Prairiefire fame and cultural identity. Coupled with the other entertainment uses, Prairiefire is successful in marketing itself as an entertainment destination district.

Although Zona Rosa is primarily a shopping center, it does have several entertainment venues which can draw in consumers besides shoppers and diners. The Kansas City Improv Comedy Club and Dinner Theater is open on Friday, Saturday, and Sunday. Zona Rosa also contains a bar open all week long, and a bar/arcade combination called the Draftcade. While these entertainment uses are unique for the development and can help bring culture to Zona Rosa, they are primarily directed towards adults. While Zona Rosa may be an entertainment destination for the family during the summer months when Zona Rosa hosts outdoor concerts, the vast majority of the time it provides entertainment for only those over 21.

Chapter 5 - Discussion

Comparing the three case studies

The three case studies presented in this research all portray different capacities for the factors of mixed-use development success. While these factors do not provide a foolproof way of understanding why some mixed-use developments in the Kansas City Metro are successful and some are not, they may be able to inform future mixed-use developments in the area. A holistic inventory of present conditions is important for any planning process, and this research provides an avenue for future research to understand the factors required for Kansas City mixed-use development. This research also helps one think critically about a variety of factors that are present in mixed-use development, besides just design concerns.

The physical factors of success discussed in this research are important considerations for mixed-use development planning and design, but they should also be viewed in consideration of the economic, regulatory, and sociocultural contexts that are present. Park Place, which has the highest residential densities, most walkable destinations close by, highest levels of vehicle traffic, and the best signage, was also the development which was most informed by the comprehensive plan. The requirements laid out in the Leawood Comprehensive Plan at the time for mixed-use developments were very clear and very important in the design and planning of Park Place. Because of the careful planning that went into both determining where Leawood would place its mixed-use developments and how it would design them, Park Place has the best representation of many of the physical factors of success discussed in this paper.

Regarding the economic factors of success, it seems relatively easy and universal for mixed-use developments to do well in providing business support and retention, as well as retail synergy. This is where single-ownership developments excel over those with a variety of

ownership. Because the ownership is centralized, the owners are better able to organize support services for these businesses than if many owners had their own methods. However, local business ownership is hard to engender, as chains and franchises often present less risk than small businesses.

As discussed previously, well-informed comprehensive planning and regulation are vital for a development's success. Park Place has had less controversy and has been able to pay back its debts better than the other two developments. This may be due to well-written mixed-use development requirements. Park Place was on land determined to be economically feasible to support its success, while the other two developments had to have a land use change to be approved. This may mean that Prairiefire and Zona Rosa were less informed by the comprehensive plan and may have been placed in areas not well suited for high-density mixed-use development.

Little variation existed in the rental prices of the residential units of the three developments, but all have rents that skew higher than its jurisdiction's average gross rent. This may make demand for living in the developments lower, unless there is such a positive view of the developments that people would be willing to pay more to live in them.

Lastly, each of the three developments decrease their hours of operation during the weekend. While certain businesses do remain open during times others are not, the vast majority of businesses in each development open and close at the same times. This creates a district which is completely void of activity for these times. Increasing overlap and extending certain business hours into the early morning or late night would help keep these developments active and increase their vibrancy. This vibrancy also results from entertainment uses, which seem to be necessary for these developments as these uses tend to draw more consumers in from further

away. Marketing a development as an entertainment destination seems to be important both in accepting STAR Bonds—which require tourism business—and increasing the public enjoyment of the development.

Key points

Based on the results of this research design, and the discussion above comparing the three case studies, the researcher compiled a list of primary takeaways that are applicable to the three case studies. These key points, rooted in previous research and contextually relevant to the Kansas City Metro, are vital topics of discussion for improving the ongoing management of Park Place, Prairiefire, and Zona Rosa and planning future mixed-use developments in the region. These key points, divided into physical, economic, regulatory, and sociocultural categories, are presented below.

Physical factor key points

- Contextual residential density is vital. If there is not high residential density around the development, then the development itself needs to provide a great deal of residential space.
- All three cases have the potential for increased walkability to nearby destinations if pedestrian infrastructure is implemented.
- In suburban areas, separating the residential and commercial buildings seems to be the norm.
- All three cases could benefit from more strategic sign placement, so passersby on foot and in vehicles can be directed into and around the development. Signage also helps

signify entertainment uses in the developments that may not be immediately apparent (such as plazas and parks).

Economic factor key points

- A single ownership entity helps to centralize advertising and business retention.
- Strategically setting business opening and closing times helps to capitalize on potential use synergies and increases activity in the environment throughout the day.
- Local businesses have a powerful impact on the sense of authenticity a place may have.

Regulatory factor key points

- Clear requirements for mixed-use developments in the jurisdiction's comprehensive plan are associated with better adherence to mixed-use development principles in their planning, design, and management.
- Processes that smooth the approval process help decrease the risk of initial investment.
- Public monetary support for the creation and management of mixed-use developments must be based on sound economic feasibility studies, or else there is the potential for public controversy and poor returns on investments.

Sociocultural factor key points

- Housing in the three case studies is generally affordable for a multiple-income household, but single-income households face increased burden.
- All three case studies market their residential units primarily for renting, even in ownership-dominated jurisdictions.
- The provision of entertainment uses is correlated with low commercial vacancy. In suburban areas dominated by big box retail, entertainment provides the best avenue for drawing and retaining customers.

Further research

As discussed in the limitations section, this research design primarily collected longitudinal data. In other words, the data presented in this paper are reflective of how each development portrayed the factors of success at the present time. Very little research was done comparing data regarding the current developments to their historical makeup. Further research that examines the factors of success for each year since the development has opened would be beneficial in understanding trends and better connect decisions to their consequences.

Further research should also be conducted regarding Prairiefire, as the developer claims it plans on finishing the phasing of the development. While it has been consistently delayed for a variety of circumstances, the plan to connect the disparate halves of Prairiefire would drastically change its portrayal of the factors of success.

Lastly, as Kansas City continues to grow, densify, and rely on mixed-use development, further research should be conducted on the other mixed-use developments in the Metro. The methodology used in this research would be beneficial in understanding other mixed-use developments. Over time, trends should begin to emerge, further informing future developments as to how they should consider these factors of success to make the most successful mixed-use development possible for the Kansas City Metro.

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Appendix A - Removed Factors of Success

Separation of uses

Separating the entrances of different uses in a mixed-use development—primarily commercial and residential uses—helps reduce potential nuisances that may arise from their proximity (Grant, 2002). This factor was present in all three case studies. Park Place and Prairiefire both completely separated their residential and commercial buildings, and Zona Rosa sequestered residential and office entrances with private lobbies. The entrances to residential and office uses can be seen for Park Place, Prairiefire, and Zona Rosa in Figure A.1, Figure A.2, and Figure A.3, respectively.

Figure A.1: Park Place residential and office entrances.



Figure A.2: Prairiefire residential entrances.

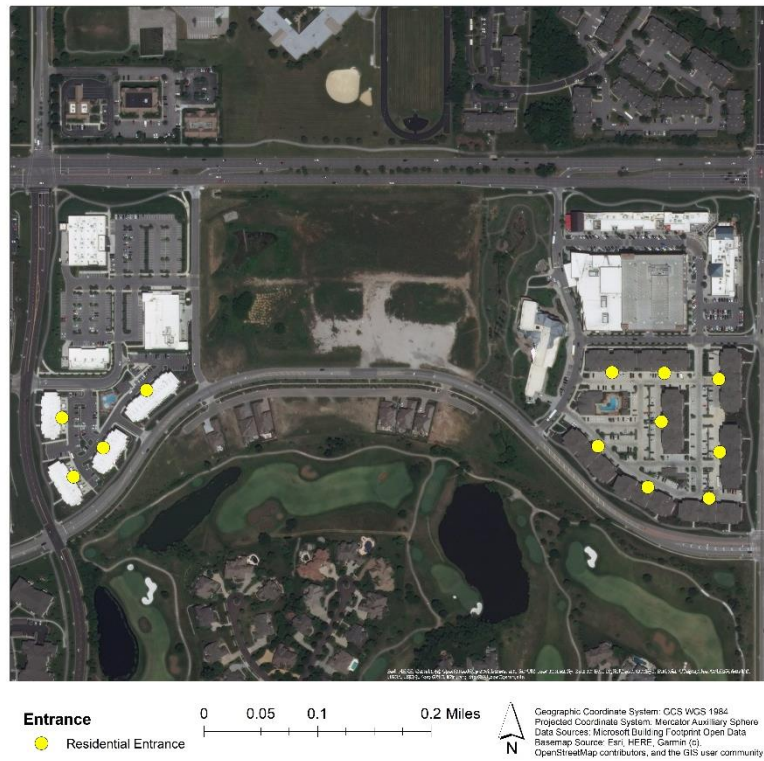


Figure A.3: Zona Rosa residential and office entrances.



Architectural scale variation

Variation in architectural scale is generally regarded as an important factor in placemaking and urban design theory. It helps provide visual interest and increases the appearance of being “built over multiple decades and designed by different architects” (Rabianski & Clemens, 2007, p. 13). These factors help facilitate place attachment by creating a sense of history and authenticity in the district that is much harder to achieve with “big box” and visually repetitive urban design patterns. This factor was removed from the final research design due to the quality of design present in each development. All three developments displayed some form of intentional scale variation and careful design, as seen in Figure A.4, Figure A.5, and Figure A.6.

Flexibility of mixed-use development requirements

Many jurisdictions suffer from one of two situations concerning mixed-use development. On one hand, traditional zoning codes and rigid guidelines for development hinder the ability of a developer to easily produce a mixed-use development. On the other hand, the rising popularity of mixed-use development in planning theory has led it to often be prescribed indiscriminately, regardless of a location’s feasibility for such a development. While this factor is important for the success of many mixed-use developments, none of the cases studied in this research design faced any inflexibility in their planning and design phases. Therefore, while this factor should be considered for future research, it was discarded for these specific cases.

Satisfaction of community residents

Mixed-use developments perform more robustly when the surrounding community is happy with the development. Often, mixed-use developments bring density and activity to locations where community members do not want it. Therefore, examples of citizen protest in public settings such as planning board and city commission meetings should be taken as potential examples of community dissatisfaction. While this factor is important, none of the three case studies chosen for this research design held any historical record of public protest or controversy that could be adequately correlated with development success. However, this factor should be considered for further research.

Appendix B - Case study business hours

Table B.1: Park Place weekday business hours.

Business Name	Weekday Open	Weekday Close	4:00 AM	5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM
Bot Champagne	4:00 PM	10:00 PM																							
The Amosworth	11:00 AM	12:00 AM																							
BurgerFi	11:00 AM	9:00 PM																							
Panache Chocolatier	7:00 AM	6:00 PM																							
Pig & Finch	11:00 AM	10:00 PM																							
Ra Sushi	11:00 AM	12:00 AM																							
T. Loft	7:00 AM	6:00 PM																							
Breakout KC	3:00 PM	10:00 PM																							
Dino's Palette	11:00 AM	9:00 PM																							
Altar Bridal	11:00 AM	6:00 PM																							
Alysa Rene Boutique	10:00 AM	6:00 PM																							
Bella Bridesmaids	10:00 AM	6:00 PM																							
Etiquette Boutique	10:00 AM	7:00 PM																							
Geno's Men's Clothiers	10:00 AM	7:00 PM																							
Hand & Land	10:00 AM	6:00 PM																							
Tom Tivol Jewels	10:00 AM	6:00 PM																							
Annelyst House	10:00 AM	6:00 PM																							
Flowers by Emily	10:00 AM	6:00 PM																							
Picasso Exotic Aquatics	11:00 AM	4:00 PM																							
Spa Sisters Studio	10:00 AM	6:00 PM																							
Spa Method	6:00 AM	1:00 PM																							
Spa Mud Spa	9:00 AM	5:00 PM																							
The Grate Place	8:00 AM	8:00 PM																							
KC Ladies	8:00 AM	5:00 PM																							
L.P. Rays Nail Salon	10:00 AM	7:00 PM																							
Changeling Fitness	5:00 AM	8:00 PM																							
Flourish With A Hair Salon	9:00 AM	8:00 PM																							
The Learning Tree	10:00 AM	6:00 PM																							

Table B.2: Park Place weekend business hours.

	Business Type	Open	Close	5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM
Friday	Restaurant	4:00 PM	10:00 PM																						
		11:00 AM	10:00 PM																						
		11:00 AM	10:00 PM																						
	Entertainment	11:00 AM	11:00 PM																						
		11:00 AM	12:00 AM																						
		11:00 AM	12:00 AM																						
	Retail	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
	Personal Services	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
Saturday	Restaurant	4:00 PM	10:00 PM																						
		10:00 AM	10:00 PM																						
		11:00 AM	12:00 AM																						
	Entertainment	11:00 AM	11:00 PM																						
		11:00 AM	12:00 AM																						
		11:00 AM	12:00 AM																						
	Retail	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
	Personal Services	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
Sunday	Restaurant	4:00 PM	9:00 PM																						
		10:00 AM	10:00 PM																						
		11:00 AM	9:00 PM																						
	Entertainment	12:00 PM	4:00 PM																						
		9:00 AM	12:00 AM																						
		9:00 AM	12:00 AM																						
	Retail	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
	Personal Services	10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						
		10:00 AM	5:00 PM																						

Table B.3: Prairiefire weekday business hours.

Business Name	Weekday Open	Weekday Close	4:00 AM	5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM
Adams Road & Grill	12:00 PM	9:00 PM																							
Granddaddy's Coal Brawl Oven Pizzeria	11:00 AM	10:00 PM																							
Brass Chorus	11:00 AM	10:00 PM																							
Decadent	6:00 AM	9:00 PM																							
Exposition Mountain Grill	11:00 AM	10:00 PM																							
Rock & Brews	11:00 AM	10:00 PM																							
AMC Theaters	10:00 AM	12:00 AM																							
Pumpkin Bistro, bowling, Boozie	11:00 AM	10:00 PM																							
Eva Reynolds Fine Art Gallery	12:00 PM	5:00 PM																							
Museum at Prairiefire	10:00 AM	5:00 PM																							
Made in KC	10:00 AM	9:00 PM																							
HomeGoods	10:00 AM	10:00 PM																							
Fat Brain Toy	10:00 AM	8:00 PM																							
Toner Jewelers	10:00 AM	6:00 PM																							
REI	10:00 AM	9:00 PM																							
Sprint	10:00 AM	8:00 PM																							
Threshing Bee + Shops	10:00 AM	8:00 PM																							
Threshing Bee + Shops	9:00 AM	7:00 PM																							
Threshing Bee + Shops	10:00 AM	8:00 PM																							

Table B.4: Prairiefire weekend business hours.

	Business Type	Open	Close	5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM
Friday	Restaurant	12:00 PM	10:00 PM																						
		11:00 AM	11:00 PM																						
		6:00 AM	11:00 PM																						
	Entertainment	10:00 AM	12:00 PM																						
		11:00 AM	12:00 AM																						
		10:00 AM	5:00 PM																						
	Retail	10:00 AM	10:00 PM																						
		10:00 AM	9:00 PM																						
		10:00 AM	9:00 PM																						
	Personal Services	9:00 AM	7:00 PM																						
Saturday	Restaurant	12:00 PM	10:00 PM																						
		11:00 AM	11:00 PM																						
		6:00 AM	11:00 PM																						
	Entertainment	10:00 AM	12:00 PM																						
		11:00 AM	12:00 AM																						
		10:00 AM	5:00 PM																						
	Retail	10:00 AM	10:00 PM																						
		10:00 AM	9:00 PM																						
		10:00 AM	9:00 PM																						
	Personal Services	9:00 AM	7:00 PM																						
Sunday	Restaurant	12:00 PM	9:00 PM																						
		11:00 AM	10:00 PM																						
		6:00 AM	11:00 PM																						
	Entertainment	10:00 AM	12:00 PM																						
		11:00 AM	12:00 AM																						
		10:00 AM	10:00 PM																						
	Retail	Closed	Closed																						
		12:00 PM	5:00 PM																						
		10:00 AM	8:00 PM																						
	Personal Services	Closed	Closed																						

Table B.5: Zona Rosa weekday business hours.

[illegible]

Table B.6: Zona Rosa weekend business hours.

	Business Type	Open	Close	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM	1:00 AM	2:00 AM
Friday	Restaurant	Open	Open																			
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