

# SWOPE COMMUNITY ENTERPRISES CAMPUS



SCE Campus concept – looking south across Brush Creek



Present-day SCE campus – looking east

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT DATA**



# PROJECT DATA

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

NOTE: This sheet and a selected image will be sent to the Committee in advance.

Project Name Swope Community Enterprises Campus Location Kansas City, MO  
Owner Swope Community Builders  
Project Use(s) Health center, numerous community services, grocery store, bank, offices, various other retail services.  
Project Size 70 acres Total Development Cost \$76 million  
Annual Operating Budget (if appropriate) Not appropriate - Mixture of owner- and tenant-occupied project.  
Date Initiated 1994 Percent Completed by December 1, 2010 100%  
Project Completion Date (if appropriate) 2005 - Completion of fourth of four buildings in Campus.  
Attach, if you wish, a list of relevant project dates

### Application submitted by:

Name William H. Jones Title Chairman & CEO  
Organization Swope Community Enterprises  
Address 4001 Blue Parkway City/State/Zip Kansas City, MO 64130-2807  
Telephone ( 816 ) 518-7531 Fax ( 816 ) 448-2912  
E-mail bjones@swopecommunity.org Weekend Contact Number (for notification): 816-518-7531

### Perspective Sheets:

Organization	Name	Telephone/e-mail
Public Agencies	<u>Kansas City Council (former)   Ken Bacchus</u>	<u>Ph: 816-516-9528   E: knbacchus@hotmail.com</u>

### Architect/Designer

Developer Swope Community Builders | William Jones, President | Ph: 816-627-2140 | E: bjones@swopecommunity.org  
Professional Consultant Taliaferro & Browne | Leonard Graham PE, Pres. | Ph: 816-283-3456 | E: lgraham@tb-engr.com

Community Group Brush Creek Community Partners | Carol Grimaldi, Exec. Dir. | Ph: 816-523-2991 | E: carolg@bccp.org

Other Reese Fayde & Associates | Reese Fayde, Principal | Ph: 212-662-6650 | E: rfayde@usa.net

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

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Signature William H. Jones Date December 10, 2010

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT**  
**AT-A-GLANCE**



# PROJECT AT-A-GLANCE

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Project Name Swope Community Enterprises Campus

Address 4001 Blue Parkway City/State/ZIP Kansas City, MO 64130-2807

1. Give a brief overview of the project.

The Swope Community Enterprises (SCE) Campus is located in southeast Kansas City on Blue Parkway, the major east-west thoroughfare of the Brush Creek Corridor in the Mt. Cleveland neighborhood. Mt. Cleveland is an historic, predominantly African-American community which for decades suffered from severe disinvestment, blight, heightened crime, and lack of services. These conditions were exacerbated by chronic flooding from Brush Creek, which virtually prevented new investment. In the 1970s, flooding in the area caused 25 fatalities and an estimated \$66 million in damages in one year. In the early 1990s, major flood mitigation and roadway improvements alleviated these problems and created 70 acres of new developable land, which today houses the SCE Campus.

The SCE Campus comprises four buildings, all of which are developed, owned and operated by SCE:

- Swope Health Services: a 142,000 square foot Federally Qualified Health Center providing physical and mental health services to more than 70,000 patients annually – roughly half of whom are uninsured, half of whom are insured by Medicaid, and 90 percent of whom live below the poverty level.
- H&R Block Office Building: 150,000 square feet of Class A retail space, including the H&R Block Service Center, which houses up to 700 employees and is the first Fortune 500 company investment east of Troost Avenue;
- The Offices at 4001 Blue Parkway: 70,000 square feet of Class A office space which houses commercial tenants as well as SCE and its affiliate development corporation, Swope Community Builders,
- Blue Parkway Town Center: 150,000 square feet of Class A retail space serving an estimated 58,000 residents and 1,000 employees within a three-mile radius. Its centerpiece is the first grocery store in the area in over 20 years.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

As the nation copes with rising public health problems, SCE itself is a model. To our knowledge SCE is nation's first CDC created by a health services organization – Swope Health Services. As such, our vision has been based on a holistic concept of health that addresses the physical, mental, spiritual, economic, environmental, and community aspects of well-being.

Twenty years ago, the land that is now the SCE Campus faced major technical as well as psychological challenges to redevelopment: It was a dilapidated stretch of road characterized by junk yards, illegal dumping, severe disinvestment, drugs and crime, and chronic flooding, largely neglected and doomed to failure by the greater Kansas City community. Today the SCE Campus has infused the neighborhood with a dramatically increased quality of life. The campus was developed in stages over a 20 year period, guided always by a bold and ambitious vision of transforming the Mt. Cleveland area . The SCE Campus is at the heart of that transformation.

It represents an extraordinary sustained collaborative effort on the part of numerous public, private, for-profit and nonprofit actors, beginning in the early 1990s with the Blue Parkway Land Use and Development Plan, which established the vision for the redevelopment of the Brush Creek area. The plan was a collaboration of Swope Health Services, the Brush Creek Community Partnership, and city agencies, each of whom contributed funding and other resources to the planning process. Close partnerships with the federal and local agencies who were key to implementing the massive infrastructure projects (described in #3 below) which laid the groundwork for the Swope Campus ensured that these systems would create high quality developable land that supported the community's vision.

Our partnerships with business are unprecedented in the region in terms of scale, and include the grocery store and an office building for H&R Block – the first Fortune 500 company to invest east of Troost Avenue, the historic African American section of Kansas City.

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**2011**  
**RUDY BRUNER AWARD**  
**PROJECT DESCRIPTION**



# PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project?

SCE's mission remains grounded in the commitment to addressing the physical, behavioral, and economic well-being of underserved residents. Over the last decade the Swope family of companies – Swope Community Enterprises, Swope Health Services, Swope Community Builders and the Applied Urban Research Institute – has expanded in response to community need to provide comprehensive primary health care, behavioral health care, housing and economic development services, all based at the SCE Campus. Because our work has always been grounded in both a deep commitment to addressing community needs as well strong partnerships with other community organizations, we have made a number of tradeoffs, which have strengthened our relationships and our ability to serve our clients. Indeed, Swope Community Builders was itself born out of compromise and commitment to the community: When Swope Health Services saw the need to develop a residential drug treatment center in the neighborhood to complement outpatient treatment services, resident pushback was strong. As a result, Swope Community Builders was conceived as a pledge to the community that Swope would invest in well-designed housing and high quality economic development that would benefit the entire community, ensuring holistic community development. This has resulted in several decades of trusted partnership. And, the residential drug treatment center successfully operates in the neighborhood.

Another of our underlying values has been to produce the highest quality development. When we began developing the SCE Campus, the standard of development east of Troost Avenue was very low, but we insisted on building at the highest quality from the beginning. In fact, the Health Center – the Campus's first building – was initially denied construction funding by a local bank on the basis that the design quality and materials of the project were too high for its location. They looked too upscale for low income or African Americans. Yet, our vision was to put the neighborhood into a regional context where all people – black residents and white commuters. We increased private fundraising to provide the high quality desired. Today, this high standard is the new norm that is expected in the Mt. Cleveland area. In 1998, H&R Block was secured as the first tenant for the campus's new Town Center, beginning a legacy of successful commercial and retail development projects. The Shops and Health Center have become race neutral. +

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project?

The SCE Campus is clustered on two sides of the reconstructed Blue Parkway, which runs parallel to Brush Creek about 6 miles south of Downtown Kansas City. It is roughly 2 miles east of Troost Avenue – the historic dividing line between the well-to-do white section of the city to the west and the historically African-American section to the east.

Swope Health Services – the original building of the SCE Campus – is a certified Federally Qualified Health Center serving more than 70,000 people annually through eight clinical and residential treatment locations and a mobile homeless outreach service, all of which are anchored in the SCE Campus. More than 90 percent of patients served live below the federal poverty level. Roughly half are uninsured; the other half are insured by Medicare. If not for Swope, most patients would be treated in emergency rooms and would go without preventative care.

The commercial components of the Swope campus provide residents with high quality services and amenities, including the full-service grocery store. About 85% of the grocery store's employees and roughly half of the retail facility employees are local residents from within a 3-mile radius. About half of all retail tenants are home-grown local businesses or local franchise owners. Many have benefitted from SCE's Small Business Advisory Service. The retail portion of the Campus serves an estimated 58,000 residents and 1,000 employees within a three-mile radius.

Moreover, the campus now draws clientele from throughout the region, and has completely transformed the regional identity of the Mt. Cleveland area from a neglected dumping ground to one of the latest and most attractive horizons of new development in Kansas City. Even in the wake of the national housing market crisis over the past two years, Swope housing developments in the Mt. Cleveland area have maintained 95-98% occupancy. Additionally, in the past 15 months of national economic downturn, the area has added 9 new retail tenants.

3. Describe the key elements of the development process, including community participation where appropriate.

This has been a staged development process over a ten year period. Few examples exist that are managed by a community based organization. A key element in its success has been our unwavering commitment to quality design, construction and landscaping. The genesis of the SCE Campus was the Swope Health Center, which was a key element of the Blue Parkway Land Use and Redevelopment Plan (see above). Swope was instrumental in developing this plan and getting it adopted by the City in 1991. In part due to Swope's commitment to building the Health Center, public and private partners helped fund and implement the first stages of the Plan, which included a \$160 million Army Corps of Engineers project to eliminate flooding from Brush Creek, and a \$10 million public roadway improvement project that raised the roadway above the floodplain. Swope Health Center was developed simultaneous to and in close partnership with these projects, and has anchored all subsequent new development in the area. Community outreach and engagement has been an integral aspect of Swope's operations since its founding. The Swope family of services has consistently shaped its initiatives to respond to community desires and needs – from expanding health services to include mental health care in the early 1980s to more recently altering the design features of new housing in response to community input. The SCE Campus serves as a magnet drawing community members in for events like a children's Halloween party attended by over 1000 residents, to a celebration honoring area college-bound high school graduates.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

Swope Health Services: \$18 million total development cost, \$127/sf  
Sources: \$7 million Federal grant; \$2 million bond financing; \$9 million fundraising.

H&R Block Office Building: \$14 million total development cost, \$165/sf  
Sources: \$1 million Tax Increment Financing; \$2 million PRI Investment from the Kauffman Foundation; \$11 million commercial mortgages. Swope Community Builders partnered with H & R Block, the Local Initiatives Support Corporation, United Missouri Bank, the E.M. Kauffman Foundation, and the Housing and Economic Development Financial Corporation to complete this project.

Offices at 4001 Blue Parkway: \$12 million total development cost, \$171/sf  
Sources: \$1 million Tax Increment Financing; \$11 million commercial mortgages.

The Shops on Blue Parkway: \$32 million total development cost, \$213/sf  
Sources: \$12 million Tax Increment Financing; \$8 million commercial mortgages; \$12 million funded internally.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

In 2009, the American Society of Civil Engineers issued a Report Card for America's Infrastructure, giving a D grade to the nation's infrastructure overall, and a D- to the nation's levees; inland waterways; wastewater; and roadway infrastructure. This indicates that the major technical and infrastructural hurdles to restoring the Mt. Cleveland area are not unique. The collaborative initiative that created and implemented the Blue Parkway Land Use and Development plan – including major infrastructural improvements – provides an instructive precedent for cities and towns struggling with overwhelming infrastructural challenges coupled with seemingly insurmountable redevelopment hurdles.

Moreover, the SCE Campus underscores the value of collaborative community planning and a shared vision to strategically guide future development and to coordinate public and private investment. The Blue Parkway Plan has shaped not only what did happen in the Mt. Cleveland area, but also what did not: Several development proposals have been rejected by the community because they do not meet the standards and goals of the plan.

Finally, as the first CDC founded by a health services organization, Swope Community Builders – the developer of the SCE Campus – represents a groundbreaking initiative in community revitalization based on holistic concepts of health and wellness, and provides proven techniques for overcoming the challenges of preventative health, food deserts, and coordinating physical and mental health services – all of which are challenges that virtually all urban communities face.

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**2011**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**




# COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or who represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Carol Grimaldi	Title	Executive Director
Organization	Brush Creek Community Partners	Telephone ( 816 )	523-2991
Address	4743 Troost Avenue, Suite 200	City/State/ZIP	Kansas City, MO 64110-1727
Fax ( 816 )	523-2281	E-mail	carolg@bccp.org

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Signature		Date	December 10, 2010
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1. How did you, or the organization you represent, become involved in this project? What role did you play?

Brush Creek Community Partners (BCCP) is a nonprofit membership organization formed in 1993 to promote the redevelopment of Kansas City's Brush Creek Corridor. Our members include major educational, philanthropic and cultural institutions, as well as businesses, other non-profits including neighborhood organizations and churches, and the City of Kansas City. By 1996, the partnership realized that with the implementation of flood mitigation measures, park improvements and roadway reconstruction along Brush Creek, the area would soon be ripe for new development, and that if the community did not shape its plans for the future, someone else would. We developed the Brush Creek Corridor and Land Use and Development Plan, commissioning Swope's Applied Urban Research Institute to work with the community and city agencies in the planning process. The plan includes identification of highest and best land uses along the corridor consistent with the standard set by the initial development of the Swope Campus on the corridor's eastern edge. The plan was formally adopted by the city in 1999. It established the vision for the corridor and to this day serves as a decision-making framework for our organization and other community stakeholders. We evaluate potential new developments according to the plan – and have been known to decline supporting development proposals that are inconsistent with our vision for the corridor. Today our work with Swope involves ongoing collaboration around improving and promoting the Brush Creek Corridor, including publicizing Swope's successes. Our newsletters, which have a monthly email readership of over 2,300 and a quarterly paper readership of over 3,800, respectively, have featured the fourth and fifth anniversaries of The Shops on Blue Parkway as cover stories. We have supported Swope's outreach to commercial agents to promote increased leasing in The Shops. We also help facilitate public and private development partnerships and advocate for Swope's involvement in new development projects as opportunities arise. +

2. From the community's point of view, what were the major issues concerning this project?

The local community in the Brush Creek Corridor has largely been in support of this project from the beginning, because Swope Community Builders has been diligent in seeking community input at every stage of its developments. One key role of my organization is to facilitate working relationships between developers and the community. We have assisted Swope in hosting community meetings and workshops around several of its development plans. But even before BCCP was formed, the first phase of the Swope project in the early 1990s involved construction of a new health center and a drug treatment facility, both of which garnered initial resistance from the community--including an area that had been disenfranchised by the city. Swope made an agreement with surrounding neighborhoods that in addition to the health facilities, it would invest in new and improved housing and economic development, and it has done this with great success. Today the Swope Health Services facility is considered a major community asset, and the drug treatment center has been a quiet success for almost two decades. SCB has also demonstrated sensitivity to community concerns by altering its plans when there was significant community resistance to what was proposed. For instance, three years ago SCB proposed bringing a state of the art plasma center to the edge of the campus. We did our own research showing this facility was not likely to have a negative impact on the community, but because of the neighborhood resistance SCB dropped the proposal. All the Swope properties are safe and well-maintained, in contrast to much of the surrounding area. These actions have demonstrated to the community that the Swope campus project was a win-win for them, and moreover that Swope is a trusted development partner. In this way, SCB has been able to preserve positive and productive community relations, and as a result they have the strong support of the surrounding communities.

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

### 3. Has this project made the community a better place to live or work? If so, how?

The Swope campus has had a tremendous impact on the attractiveness of the Brush Creek corridor as a place to live, visit, and do business. One major barrier to the redevelopment of the Brush Creek corridor is the psychological barrier of Troost Avenue – a north-south thoroughfare that runs from downtown Kansas City almost ten miles to southern Kansas City. This street is about three miles west of the Swope campus. It has long been an invisible racial-economic dividing line – separating the more well-to-do white areas to the west from the eastern poorer and black neighborhoods. The Swope Campus bridges this barrier by providing a destination for people from a broad area to travel across Troost Avenue to get there, and by showing that successful investment is possible here.

Services provided at the campus have an enormous impact on the lives and livelihoods of area residents. Swope defines health holistically – to include not just health care but also the well-being of the community as a whole. As a safety net provider, Swope Health Services provides invaluable health and wellness care to residents, including preventative health outreach in the surrounding neighborhoods, including when requested to be at health fairs. The campus also features the leading-edge Thomas-Roque Child and Family Development Center. The Shops is also a huge asset, as area residents wanted a grocery store and basic retail services long before the Swope development. Consistent with this commitment to the community, Swope has recently agreed to provide transportation services to the health center and The Shops to residents of a nearby, proposed, affordable senior housing development.

The Swope Campus has certainly attracted other significant investment, development and services and created jobs. The Shops alone employ about 125 people. The development of 4001 Blue Parkway was the first speculative office building east of Troost in 75 years. It includes a credit union branch, one of the very few non-"fringe banking" financial service outlets east of Troost and the only one in this area. Across Blue Parkway from the Swope campus, SCB developed the \$18 million H&R Block Service Center which opened in 1999. The first investment of a Fortune 500 company east of Troost, it employs 200 people year-round and 600 people seasonally, striving to hire residents from the surrounding neighborhoods. Additionally, to help establish, stabilize and expand businesses in the urban core, SCB has created the Small Business Advisory Center, offering free, one-on-one counseling and learning programs including business plan development, financial and business management and business growth opportunities.

### 4. Would you change anything about this project or the development process you went through?

I wish that we could expand the successes of this project further west toward Troost Avenue faster to other areas that have not received as much attention and have yet to be revitalized. Swope has the credibility and the community understanding to do this effectively, but it does what is possible given available resources.

And in retrospect, I would not have put so much unscreened parking in front of the Health Center as it detracts from the beauty of the building. This is a lesson learned in hindsight as this was the first new development project at the eastern end of Brush Creek after Blue Parkway was reconstructed. I believe this is also a product of changing design standards – when this project was designed we were not thinking as much about the pedestrian atmosphere as we now are. We learned from this in developing the 4001 Blue Parkway office building and The Shops, however. The Shops have a better design that includes landscaping that still allows for plenty of parking and easy vehicle access but also creates a pedestrian-friendly atmosphere. The office building has all its parking in the back of the building. Moreover, all of the buildings on the Swope campus are of superior design and construction quality with the best materials and finishes, and they are very well maintained. All this we aspire to have replicated in future developments by Swope Community Builders and other developers.

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# RUDY BRUNER AWARD PROFESSIONAL CONSULTANT



# PROFESSIONAL CONSULTANT PERSPECTIVE

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This sheet is to be filled out by a professional who worked as a consultant on the project providing services other than physical design or planning (e.g., legal services).

Name	Leonard Graham, PE	Title	President
Organization	Taliaferro & Browne Engineering, Inc. (Civil & Structural)	Telephone	( 816 ) 283-3456
Address	1020 East 8th Street	City/State/ZIP	Kansas City, MO 64106
Fax	( 816 ) 283-0810	E-mail	lgraham@tb-engr.com

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**Leonard Graham**

Digitally signed by Leonard Graham  
DN: cn=Leonard Graham, o=Taliaferro & Browne, Inc., ou=President,  
email=lgraham@tb-engr.com, c=US  
Date: 2010.12.10 17:38:07 -0600

Date December 10, 2010

1. What role did you or your organization play in the development of this project?

Our firm designed and implemented the engineering, public works, and infrastructure aspects of the Blue Parkway Land Use and Development Plan (see below). The plan called for a major flood mitigation project around Brush Creek which was implemented by the Army Corps of Engineers. Our firm performed all the engineering, flood control, utility, and infrastructure design and implementation around Brush Creek area. We redesigned and rebuilt the adjacent section of Blue Parkway. This involved taking out the old roadway which was prone to chronic flooding and adding about 18 feet of fill to raise it above the flood plain. We also added new sewer and stormwater infrastructure, utilities, and grading.

Although the City was our client for this work, all of this was done in very close partnership with both Swope and the Army Corps of Engineers to ensure that the new infrastructure would support Swope and the community's vision for new development as set forth in the Blue Parkway Plan. We coordinated extensively to ensure that the flood control and new infrastructure work set the stage for the bold vision that Swope had set forth.

We have also done extensive work directly for Swope Community Enterprises in implementing the site work and engineering for the buildings that comprise the Swope Campus. The first building that catalyzed the redevelopment of the area was the Swope Health Center. We worked with Swope on this to make adjustments to the design so that it complemented other infrastructure improvements.

2. Describe the project's impact on its community. Please be as specific as possible.

I personally grew up in this area, and I knew the Brush Creek corridor as a dilapidated area full of junk yards and illegal dumping, with no promise of any future whatsoever. If it was not for Swope's involvement in the area, my guess is that it would still be that way today. The difference this project has made is night and day: The Swope Campus totally turned the community around and catalyzed the redevelopment of the entire area – not just Blue Parkway but also the surrounding neighborhoods and the total health and spirit of the community – in a way that no one could have imagined 20 years ago.

In the early 1990s, Swope Community Enterprises was instrumental in developing the Blue Parkway Land Use and Development Plan, which established the vision for the Brush Creek corridor area. Before the development of this plan, Brush Creek was a very blighted and deteriorated area and was subject to severe and frequent flooding. As a result, there was no development potential there. Swope helped develop and advocate for this plan to be adopted by the City. The Swope Health Center was an integral part of that plan. Once the plan was adopted, the Army Corps of Engineers began redirecting Brush Creek and developing the dam to alleviate flooding, and my firm performed the infrastructure work that set the stage for all the development that has followed. At the same time, Swope began work on the Health Center. The infrastructure work that was done was a critical piece of the Swope Campus coming to fruition, but none of that would have happened without the vision and commitment of Swope Community Enterprises to implement the Swope Campus.

3. How might this project be instructive to others in your profession?

Through my firm's involvement with the development of the Swope Campus, we have learned that high-quality infrastructure that is implemented in concert with a master plan and a vision for long-term development can be the seed for dramatic change in a community. Since our involvement with this project, we have been willing to undertake similar projects elsewhere, in areas that may look dilapidated or hopeless, because we have seen first-hand the catalytic effect of infrastructure to lay the groundwork - literally and figuratively - for remarkable community change.

We have also learned the power of public-private partnerships to catalyze change. We have seen that when public infrastructure projects are implemented in close concert with nonprofit and private entities such that private investment can quickly follow on the heels of public improvements, great successes can be gained. These successes require strong working relationships among sectors and extensive collaboration and communication to ensure that infrastructure serves the future needs and vision of a community.

From an engineering perspective, we have also had to overcome extraordinary technical challenges. Every aspect of this project has been very challenging due to poor soil conditions, extensive groundwater saturation, and existing development patterns that had to be worked around. We also had additional challenges because we have striven to do all this infrastructure work in concert with the natural features of the land as much as possible. This provides greater longevity and sustainability over the long run, but presents greater technical challenges up front. For instance, we had to use a special technique to build a 20-foot retaining wall from the top down rather than from the bottom up in order to retain the natural features of the land as much as possible. In overcoming these types of technical challenges, we have learned that investing in doing things right, rather than just doing them the easy way, has immense payback in the long run in providing opportunities for a better quality and more sustainable development.

4. What do you consider to be the most and least successful aspects of this project?

The Swope Campus project has been very successful overall. The transformation of the Brush Creek area and the surrounding Mt. Cleveland community has been tremendous. The community now benefits from increased investment, a new image, better resources and commercial services, and more economic successes because of the Swope Campus project and the additional improvements it has catalyzed.

From an engineering perspective, one of the most successful aspects of the project has been our ability to complement the natural characteristics of the land and the urban setting. We have not altered any of the major drainage patterns, nor have we tried to "fight the land" in any of the infrastructure work we have done. Where some infrastructure projects try to reinvent natural patterns, our work in the Brush Creek area and in support of the Swope Campus has respected the natural tendencies and sustainability of the area.

Least successful aspects: I can't think of any aspects of the project which were unsuccessful.

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# 2011 RUDY BRUNER AWARD DEVELOPER PERSPECTIVE




# DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	William H. Jones	Title	President
Organization	Swope Community Builders	Telephone ( 816 )	518-7531
Address	4001 Blue Parkway	City/State/ZIP	Kansas City, MO 64130
Fax ( 816 )	448-2943	E-mail	bjones@swopecommunity.org

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Signature  Date December 10, 2010

1. What role did you or your company play in the development of this project? Describe the scope of involvement.

Swope Community Builders (SCB) was established in 1991 as the development arm of Swope Community Enterprises. As such, we were responsible for all of the real estate development activities that went into implementing the SCE Campus project, beginning with the early implementation of the Blue Parkway Land Use and Development Plan. This plan was developed by a collaboration of public and private community groups – including our parent organization, Swope Health Services – who wanted to shape a vision for the future of the Blue Parkway corridor.

A key component of the plan was the development of the Swope Health Center – the first building to be developed in the SCE Campus, which was completed in 1995. This building was constructed alongside major infrastructure projects conducted by the Army Corps of Engineers to alleviate flooding from Brush Creek and provide the new infrastructure necessary to support new development in fulfillment of the Blue Parkway plan. As the developer of the Health Center, we worked very closely with both the Corps and public and private agencies responsible for the roadway and utility improvements to ensure that all of our activities supported the vision laid out in the Blue Parkway plan.

In 1998, we secured H&R Block as the first tenant for the campus' first commercial venture – an 85,000-square-foot Class A office building. H&R Block is the first Fortune 500 company to invest east of Troost Avenue in Kansas City.

Today our activities include leasing and management of all four SCE Campus buildings. Additionally, we have built and renovated hundreds of units of housing in the adjacent residential neighborhood of Mt. Cleveland, as well as additional commercial developments along Blue Parkway.

2. What trade-offs or compromises were required during the development of the project?

We always strive to work in collaboration with the community and with our collaborative development partners. As such, some of our development decisions have been based on compromise in order to achieve a win-win situation for all involved. SCB itself is the product of a collaboration/compromise with the community: In the 1990s, Swope Health Services wanted to develop a drug treatment residents in the Mt. Cleveland neighborhood, which provoked resistance from some community members. The compromise that was reached was that Swope pledged to provide neighborhood improvements that would benefit existing residents, including new and improved housing and community services and amenities. Thus, SCB was born as the development entity charged with implementing development projects to improve the quality of life in the neighborhood. More recently, our community board rejected a proposed restaurant development plan because it did not match their standards for high quality development.

Development of the SCE campus required several design changes and improvements to ensure that development would be adequately supported by recently improved infrastructure and not cause additional environmental burdens on stormwater or other systems.

We have consistently insisted on providing very high quality development, using only top of the line materials and contractors, and providing ample landscaping and public realm improvements. Of course all this costs money, so we have had to raise more funds in order to get the high standard of development we desire. The Health Center building was actually denied a construction loan on the basis that the quality of the design was too high for the neighborhood. At that time the standards for new development east of Troost Avenue were very low, but today due to our insistence on providing only top-quality development, the bar for quality design and construction in this area has been significantly raised.

3. How was the project financed? What, if any, innovative means of financing were used?

Swope Health Services: \$7 million Federal grant; \$2 million bond financing; \$9 million fundraising.

H&R Block Office Building: \$1 million Tax Increment Financing; \$2 million PRI Investment from the Kauffman Foundation; \$11 million commercial mortgages. Swope Community Builders partnered with H & R Block, the Local Initiatives Support Corporation, United Missouri Bank, the E.M. Kauffman Foundation, and the Housing and Economic Development Financial Corporation to complete this project.

Offices at 4001 Blue Parkway: \$1 million Tax Increment Financing; \$11 million commercial mortgages.

The Shops on Blue Parkway: \$12 million Tax Increment Financing; \$8 million commercial mortgages; \$12 million funded internally.

4. What do you consider to be the most and least successful aspects of the project?

The very high quality of design of all SCB projects has been a tremendous success, despite the fact that this quality costs more and takes longer to achieve than if we had settled for less. Our philosophy has been that rather than basing our aspirations on the resources we have at hand, we have dared to set our sights on bold visions for our future, and then gone out to find the tools and resources to achieve that vision. Because of these stringent requirements, the buildings that comprise the SCE Campus are all state-of-the-art, high-tech facilities that meet the standards of the most demanding commercial tenants, and have raised the image of this area in the eyes of both local and regional city residents. We are no longer seen as a forsaken dumping ground, but instead as a frontier for new development. This is evidenced by the fact that private companies have begun to purchase and develop properties adjacent to the SCE Campus without any involvement on the part of public agencies or local nonprofits. Twenty years ago, that would have been unthinkable.

Our long-standing collaborative relationships with a range of development partners has also been a key to our success. Our partners range from neighborhood organizations to local civic and cultural institutions to city and federal agencies. They represent true collaborations in that our successes could not have happened without them, and vice-versa.

Finally, we have been successful at recognizing untapped value in Mt. Cleveland as an urban neighborhood. We have had great success in attracting private investors and offering them a decent return on their investment - which in turn enhances the value of the neighborhoods in which we work. We recognize that value is based on perceptions, and that when you change a community's perception of a neighborhood, you add value in a number of ways.

One less successful element of the SCE Campus has been our ability to implement a series of recreational trails and walking paths connecting the residential neighborhood directly to the Town Center. We recently made the difficult decision as an organization to set aside our plans for implementing these pedestrian walkways due to significant safety concerns regarding pedestrian susceptibility to crime. We hope to be able to address this aspect of our plan in the future. Additionally, we would like to create better access to Brush Creek and improve recreational and leisure use of the waterfront adjacent to the SCE Campus, which we recognize as an underutilized asset.

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**2011**  
**RUDY BRUNER AWARD**  
**PUBLIC AGENCY**  
**PERSPECTIVE**



# PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a staff representative of a public agency directly involved in the financing, design review, or public approvals that affected this project.

Name **Kenneth T. Bacchus** Title **Chief Operating Officer**  
Organization **Afrikan Centered Education Taskforce, Inc.** Telephone **( 816-5 )**  
Address **6330 Swope Parkway Blvd.** City/State/ZIP **Kansas City, MO 64132**  
Fax ( ) E-mail **knbacchus@hotmail.com**

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Signature **Kenneth T. Bacchus** Digitally signed by Kenneth T. Bacchus  
DN: cn=Kenneth T. Bacchus, o=, ou, email=knbacchus@hotmail.com, c=US  
Date: 2010.12.10 14:41:16 -0600 Date **December 10, 2010**

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

During the period 1991 through 1999, I served as an At-Large member of the City Council of Kansas City, MO. It is in that former role that I provide the following in response to the questions.

The City provided an initial investment grant of \$3M in support the construction of the Swope Health Center, a \$1M grant in support of the Thomas/Roque Child and Family Development Center and an additional grant of \$3.9M in support of the an office building and Technology Center for H&R Block. The City's commitment also included the approval of an overall development plan for the corridor which was necessary to create a development which would be sustainable and supportable by the community.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

Infant mortality rate in the zip code 64130 was the highest of all zip codes in the State of Missouri. Swope Health Center was the provider of Community Health support for the community and neighborhoods encompassing this zip code. The Health Center was constrained to help the community due to its size to provide services. My goal and that of the City in supporting this project was to increase the capacity of the health center to provide community and mental health to this urban and economically distressed community. In addition, the City's goal was to redevelop the eastern end of the Brush Creek Corridor to increase community services, provide jobs to the affected community, increase the amount and availability of quality family housing and if we were to reduce infant mortality rates we wanted to develop a Child and Family Development Center.

The results of the project have met and exceeded the City's goals of sustained employment, increased quality community services, better housing choices, better child care services for families and better health delivery system.

Swope Community Builders engaged the community to assist with planning and the overall development process collaboratively with the City's Planning and Development Department for conformity to current zoning and redevelopment principles of urban design and defensible space.

3. Describe the project's impact on your city. Please be as specific as possible.

The project has had an enormous impact on reducing flooding along the Blue Parkway Corridor through the aggressive public works projects that have been completed there.

The project has also give the community a better quality grocery store, banking institution, quality health care facility, and numerous other services that improve the overall quality of the neighborhood. It has also greatly increased the availability of local, high-quality jobs.

The Swope campus has also catalyzed new building and redevelopment of multi-family housing developments as a result of Swope's investment and deep commitment to the area.

The impact on the image and potential of this area has been huge. Swope's redevelopment of the eastern edge of the Brush Creek Corridor provided an anchor to the western edge (Country Club Plaza) - a more affluent area of the city - to create a sustainable bridge from the City's northern sector to the south of the City's neighborhoods and amenities.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Throughout the many years of this project's development, the goals of the community, Swope, and the City have been mutual. We were able to achieve strong partnerships among many sectors of the community to accomplish this redevelopment. These partnerships made creative financing possible, including the use of public-sector financing and development incentives from the City, State of Missouri, and Federal Government to meet the needs of the Community.

5. What do you consider to be the most and least successful aspects of this project?

The most successful elements include the dramatic improvements to the physical environment. The area was formerly a dilapidated mobile home park and industrial/commercial area located in an area of the city that frequently flooded. Additionally, the impact on underserved members of the community has also met and exceeded our initial expectations. The project caused a major increase in the availability of services to the underserved community and individuals. The continuity of the partnerships that helped the project come to fruition have also been an important element of its success.

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**2011**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**




# OTHER PERSPECTIVE

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Name	Reese Fayde	Title	Principal
Organization	Reese Fayde & Associates	Telephone ( 212 )	662-6650
Address	330 W. 108th Street	City/State/ZIP	New York, NY 10025
Fax ( 866 )	856-8652	E-mail	rfayde@usa.net

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Signature **Reese Fayde**  Date **December 10, 2010**

1. What role did you play in the development of this project?

My initial introduction to the project was on a tour that LISC conducted of sites that had been funded by the National Community Development Initiative (NCDI) which I managed. We wanted our board of major foundation presidents and national financial institutions to see what community based organizations were capable of doing. To the person, everyone was deeply impressed but in a way that we did not see or experience at other sites. The sheer boldness of scale of the buildings and campus site was unlike anything else we saw in that city or, in fact, in most of the 23 cities we invested in across the county. These were more than utilitarian designed buildings with a touch of color to signal that something new or improving was occurring in a poor neighborhood. The funders saw a state-of-the-art facility that was the new anchoring institution that linked this community to building and revitalization work taking place along the Brush Creek corridor to the fashionable County Club Plaza to the west (on the other side of Troost Avenue racial divide).

Why did this visit and those impressions matter so much? They provided evidence to national and local investors that strategic investment in urban revitalization initiatives was working. It gave foundations confidence to continue capacity building efforts through grantmaking. It gave confidence and opportunities to lenders to invest in urban core projects. NDCI's capital investment though LISC was minor in a project of this scale, but the returns realized by this visit were immeasurable for us, with board members using the quality of concept and design at Swope as a reference point and standard in funding and strategy deliberations for several years.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

Beside the obvious impact of recapturing vulnerable land and building facilities that bring people and dollars daily to what was a forgotten if not abused section of Kansas City, the project had a profound impact on how the place and its people are viewed. A box design with attractive but cheaply installed finishes - e.g. Dryvit panels - would have been adequate to meet the community need for a health center, bank or strip shopping center. Instead, SCE insisted on the highest quality designs which put the neighborhood into a regional context, making this place a destination where all people -- black residents and white commuters -- would find it attractive to visit, shop, bank or just look at. The Shops and Health Center became race neutral -- they looked too upscale to only be for low-income or African Americans -- and have subsequently attracted patrons and investors from across metropolitan Kansas City.

The SCE Campus is a landmark that residents use with pride to tell people where they live or shop. It has integrated this part of Kansas City into the fabric and business life of the city, with hundreds of workers -- black and white -- moving daily through the office buildings and health center. Less creative design with fewer touches of glass, curves or brick would have cost less money and been easier to maintain. But it is the boldness of the presence which it has captured, that has made the campus feel like a safe, attractive and almost luxurious place for community residents and outsiders to visit and regularly use.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Bold ideas and outrageous standards are often needed to take on big problems. Elected leaders partnered with vocal residents and inspiring community leaders can redefine a place and the fate of its residents. Today I take other non-profits and lenders to the Swope campus to show them what organizations can do when they invest with a long term vision. The quality and attractiveness of the buildings, and the spotlessly maintained grounds demonstrate to others in field that the model of community development corporations is viable and can have impressive outcomes when several things are in place: first, visionary and responsible leadership; second, highly skilled professional staff; third, top quality design standards; and finally, patients.

The last point deserves particular attention. Swope's campus shows the value of having a comprehensive master site plan and then developing a multi-year, multi-project strategy for phased building. Each piece is complete and could stand independently, so if the next piece gets delayed there is already a sense of accomplishment and pride for the organization and the community. These are invaluable and too hard to find messages today for developers -- for profit as well as non-profit.

4. What do you consider to be the the most and least successful aspects of this project?

Most successful -- Extensive use of brick and glass to create a sense of high-end uses and stature, has made the project an important and broadly familiar destination in the city.

Least successful -- Traffic pattern for vehicles and walkways for pedestrians. It does not flow smoothly between building sites. The phased development did not appear to adequately address the desire and need to move people between uses. Problems have been addressed by a disconnected set of individual building solutions including occasional speed bumps and only a few areas with sidewalks that service parking lots. If you are visiting or working in the health center, the most practical way to get to the sandwich shop or grocery is to get in your car and drive, even though they are only a few blocks in length apart.

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**2011**  
**RUDY BRUNER AWARD**  
**ARCHITECT**  
**OR DESIGNER**  
**PERSPECTIVE**



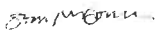
# ARCHITECT OR DESIGNER PERSPECTIVE

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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services.

Name	Steve McDowell FAIA LEED AP	Title	Principal
Organization	BNIM Architects	Telephone ( 816 )	783-1513
Address	106 W. 14th Street, Suite 200	City/State/ZIP	Kansas City, MO 64105
Fax ( 816 )	783.1501	E-mail	smcdowell@bnim.com

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Signature		Digitally signed by Steve McDowell Date: 2010.12.14 09:18:45 -06'00'	Date	December 13, 2010
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

I was the architect for two of the four buildings that make up the Swope Campus: The H&R Block building and the 4001 Blue Parkway office building.

The H&R Block building was a very specific design around H&R Block's requirements: spaces designed to not only meet their specific programmatic and technological needs (a national call center and computer repair center), but also spaces that elevate productivity and employee quality of life. Swope was willing to be much bolder than more traditional developers might have been and to take more risk in meeting H&R Block's specific design requirements to achieve a progressive work environment of the highest quality. There was also an awareness of the social significance of this project as the first major investment East of Troost Avenue. As such, both H&R Block and Swope helped to shape the design into something that feels very open and light with lots of communal spaces, high ceilings, daylight, and glass.

The 4001 building was also designed to create a new model for offices that was very open, communal, and inviting. There is a "nod" to the significance of this building in connecting east and west in the slightly upturned edges that rise up trying to "peek out" of the building facing east and west. The interior of the building has very few private spaces, and even those are very transparent. Swope insisted on this type of design, which was innovative for the time and reflects Swope's willingness to do things differently, to create a better product than the status quo – which they achieved not only in this particular building, but which I think can be said of the organization as a whole. +

2. Describe the most important social and programmatic functions of the design.

Both buildings are designed to celebrate and prioritize collaboration, communal spaces, and the public realm. The H&R Block building is fairly efficiently laid-out, but has a generous double-height entry way with lots of daylight where communal gatherings and celebrations are held. A lot of design attention also went into the cafeteria, down to the artwork by local fine art students. There is also a sculpture outside the building titled "Uniting," which was commissioned through a competition to commemorate the first major investment in the eastern part of the city. The 4001 building, as described above, is also extremely transparent and open to encourage collaboration, communication, and an open working environment.

As the first and second major commercial investments on the east side of the city in modern history, these buildings have also had a social impact that is both symbolic and tangible in economic terms. By locating hundreds of employees at this location, these buildings transformed the image of the area in the eyes entire region and had great symbolic import in bridging the east-west, white-black divide that has long plagued this city. Beyond symbolic terms, these buildings have also had significant economic impact in creating local jobs, generating revenue for local businesses, strengthening the local housing market, and anchoring subsequent commercial enterprises. In the beginning of H&R Block's tenure, there was some concern about the location since it was so uncharted by new development, but that was completely allayed by the comfort that employees felt after moving in to the new building. (They have now occupied the building for 10 years and have been very happy there.)

## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

Whereas in many design projects there is pressure to restrict high quality design features that add to higher costs, with Swope-developed buildings there is instead constant pressure to design a higher-quality, better product than anything else in the city. With these two buildings in particular, as the developer, Swope knew that they needed to produce something bold and unique in order to be competitive with more traditional office locations and to change the image of the area to bring in people from all over the city. They had a harder job than their competitors, so they took more risks and were more open to innovations.

H&R Block's search for the site was a very competitive process, and the site of the current building had several challenges – not the least of which was the stigma of the east side. In addition to that, the site was extremely run-down prior to development, consisting largely of illegal dumps and auto salvage shops. The site was also constrained by an existing post office which Swope tried very hard to relocate but could not, so the building had to be designed around it.

Despite these challenges, Swope was ultimately able to attract H&R Block to this location because Swope looked at things differently than more traditional developers. Whereas a more traditional developer might have been reluctant to build such a highly-customized building, Swope was willing to be much bolder and take more risk in meeting H&R Block's specific design requirements. They listened very intently, were willing to do exactly what they were being asked to do – in terms of quality, program, and technology – and to do it with a fresh and open attitude. Rather than being constrained by the limitations of what was at hand, they were bold and thought about what could be. The design reflects this boldness, and creates a progressive work environment of the highest quality.

Although the 4001 building was built after the H&R Block building, and therefore benefited from H&R Block's success and the success of the Swope Health Center nearby, it was nonetheless challenged by its location in similar ways. Again, Swope knew that in order to be competitive they needed to create a better product than anything else in the vicinity. At the time, the notion of an open, collaborative work environment that this building represents was fairly new and daring – very much not the status quo.

4. Describe the ways in which the design relates to its urban context.

The H&R Block building backs onto a very serene view of the creek and forest, with vistas that are quite beautiful for its urban setting. That side of the building has both indoor and outdoor spaces that relate to the natural setting – outdoors, with seating along the waterfront, and indoors, with generous amounts of glass for views and daylight. On the front, the dynamic roof shapes were generated in an effort to talk about the buildings connections to its urban context and community. They give the entry to the building an open, spacious feel.

The 4001 building is proudly placed at the very front of the lot closest to the street front. This design is suggestive of one of the most important residential streets in the city, Ward Parkway, which is lined some of the least modest traditional homes. To create that same proud feeling, we pulled the building up close to street, gave it an ample, formal entry on the street side, welcoming landscaping at the sidewalk, and decorative lighting along the front façade.

Accommodating parking in both of these buildings was also a challenge since virtually all users would arrive by car. Parking for H&R Block is split into several smaller lots to give the site a more urban character. Parking for the 4001 building is tucked back behind the building. In the end, the parking still dominates these sites more that we would like, and I think if we were to do these buildings again today they would be even more bold and much more urban.

The original master plan for the Swope campus has changed significantly since its inception around 20 years ago, giving the buildings greater relationship to one another and a more urban character than was originally conceived. Once the success of the Health Center and H&R Block buildings was apparent, Swope learned through the processes and I think they became even bolder in going against the status quo of what was considered standard development. Swope as an organization is constantly learning and pushing themselves to become more innovative. They have gained confidence in their ideas over the years as their unconventional moves have demonstrated success. Swope's philosophy of truly holistic community development – beginning with the health center and creating strong links to housing, environment, economics, affordable food, etc. – has consistently been about stepping out beyond what had been done before to prove that bold innovations can truly work. These buildings are a reflection of Swope's commitment to constantly challenging the status quo and achieving greatness.

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**2011**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



## OTHER PERSPECTIVE

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Name	Senator Yvonne Wilson	Title	Senator
Organization	Missouri State Senate	Telephone ( 816 )	361-5528
Address	4545 E. 53rd Street	City/State/ZIP	Kansas City, Missouri 64130
Fax ( 816 )	361-5528	E-mail	y.wilson@sbcglobal.net

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Signature Yvonne S. Wilson Date December 13, 2010

1. What role did you play in the development of this project?

I have two roles in this project: as a resident of the neighborhood, and also as a Missouri State Senator. As a community member, I have been involved in the development of the Swope campus since Swope's beginnings. My husband and I have lived in this neighborhood for 50 years, since 1960 when there was still very little development in the area. We have been involved in the Sheraton Estates Neighborhood Association since that time -- myself as a member and my husband as an officer.

Through the years, Swope Community Enterprises and Swope Community Builders have developed an excellent relationship with all the neighborhood associations in the area, including ours. They often come to our monthly meetings when there is a project in the works that they are seeking community input on. We gave a lot of suggestions for the Swope Campus and worked back and forth with Swope to make the development a great asset for the community. We gave input as to services we would like to see, and many of our suggestions are there today. Swope also brought drawings and plans of the buildings and we gave our input and suggestions on those as well.

I have also supported the development of the Swope campus as Missouri State Senator for the past 6 years, and for 5 years before that as Missouri State Representative. The project is in my former Legislative District and current Senatorial District. In the early 2000s, Swope came to the legislature with a tax credit proposal for commercial development of the Swope campus area. I was a member of the House Budget Committee at that time, and I fought hard for Swope's proposal. I spoke in support of the proposal to my colleagues, made the case that Swope's development would provide jobs and economic development, and helped get the votes the proposal needed.

2. Describe the impact that this project has had on your community. Please be as specific as possible.

The impact of this project on the local community has been tremendous. For many years in this neighborhood, there was no grocery store, no place to eat, and no other amenities. We had to drive several miles to meet our basic, everyday needs. Now we can actually walk to many of these things. I know that other neighborhoods would like to see the same kind of development in their areas. In my Senatorial District there are many neighborhood associations that want grocery stores, retail, places to meet basic needs, and they look to our community as an example of how to accomplish these things. At the same time, they come here to do their shopping because the Shops on Blue Parkway and the entire Swope Campus area are clean, neat, and well-kept and people come out of their way to get here from all over town. The development has also provided jobs for a number of residents. Several of our neighbors got jobs at the grocery store when it opened.

The Swope campus has also had an impact on the neighborhoods and the housing around it. Many years ago we began to see our neighbors who had been here for many years move out or leave their homes to their children and grandchildren. As a result there were more renters and residents did not take the same care with the homes to keep them in good condition. Since the development of the Swope Campus, however, the neighborhoods have begun to stabilize again. In addition, Swope developed some low- and middle-income housing in the neighborhood that has helped to keep the area diverse and high-quality while preserving affordability. Overall, the Swope Campus has made a huge impact. My husband and I have lived here for 50 years and we intend to stay and continue to support Swope and assist in making the neighborhood better and better.

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

Swope Community Enterprises and Swope Community Builders have gained a lot of trust in the community because they work as partners with community members to make sure that new development meets residents' needs and standards. Throughout the development of the Swope Community Enterprises Campus, Swope representatives often reached out to our neighborhood association to come to our meetings and get community input and support for their plans, and they always take community input very seriously. Likewise, when the neighborhoods have any issue or concern, they know that they can contact Swope or pay them a visit and Swope representatives will work with them as partners to address an issue. Representatives from Swope continue to come to our meetings. Swope gives a lot of respect to the neighborhoods, and as a result the neighborhood has a lot of trust in them.

I participated with my neighborhood association in shaping the Swope Campus development by offering input, suggestions, and feedback at many stages through the several-year-long development process. The idea for a grocery store was the number one priority of the residents in our neighborhood since we had no decent place to buy food, and Swope listened to that and recruited a grocery store as one of the commercial center's main tenants. We also suggested several services and amenities that we would like to see in the area and Swope Community Builders was able to secure several of them to come to the area.

There have been a few instances when Swope has proposed things that the neighborhood did not support, and in all cases they have been able to come to a compromise so that virtually everyone is happy with the result. For instance, just within the last year there was a proposal for a restaurant with a liquor license in the Shops on Blue Parkway complex. When Swope approached our community with the proposal, residents opposed it due to concerns that it would bring crime and late-night rowdiness to the area. In the end, Swope Community Builders found a different restaurant with no liquor license for that location. Several years ago, there was also a proposal for a plasma center as part of Swope Health Services, and residents opposed that as well. Swope listened to the residents' concerns and decided not to develop the plasma center due to resident opposition. Swope does not have to make such compromises, but they have a lot of respect for the community in which they work and are committed to maintaining strong community relationships.

4. What do you consider to be the the most and least successful aspects of this project?

The grocery store has been one of the most successful aspects of the project. It is a great asset to local residents. In addition, it is a well-known, high-quality grocery chain, so it is also a regional draw that brings new people to the area. Another great success is that many local residents have been able to find jobs in the neighborhood.

The impact on surrounding neighborhoods has also been very successful. The Swope Community Enterprises Campus has made the nearby neighborhoods more desirable places to live. Whereas before we had to drive miles to get our most basic needs, now many people can walk to the places they visit on a daily basis. Housing values have gone up as a result of the Swope Community Enterprises Campus, and with Swope's assistance we have been able to raise the quality of the neighborhood back up to higher standards.

Additionally, the partnerships that Swope Community Enterprises and Swope Community Builders have developed over the years have been very successful. In addition to my work mentioned above, I have been involved with several other community organizations that have played a part in Swope's successes. For instance, I have worked with the Bruce R. Watkins Cultural Heritage Center and the political organization Freedom, Inc., and both of these organizations have lent their support to Swope Community Enterprises and Swope Community Builders over the years. Swope has nurtured successful long-term relationships throughout the area.

A less-successful aspect of the project has been the ability to attract higher-quality retailers. Swope has worked very hard at filling the retail spots, and most of them are full. However, we would like to see more upscale restaurants and higher-quality retail.

**Swope Community Enterprises Campus:  
Illustrations**



Swope Community Enterprises campus concept (foreground) – looking west toward Troost Avenue

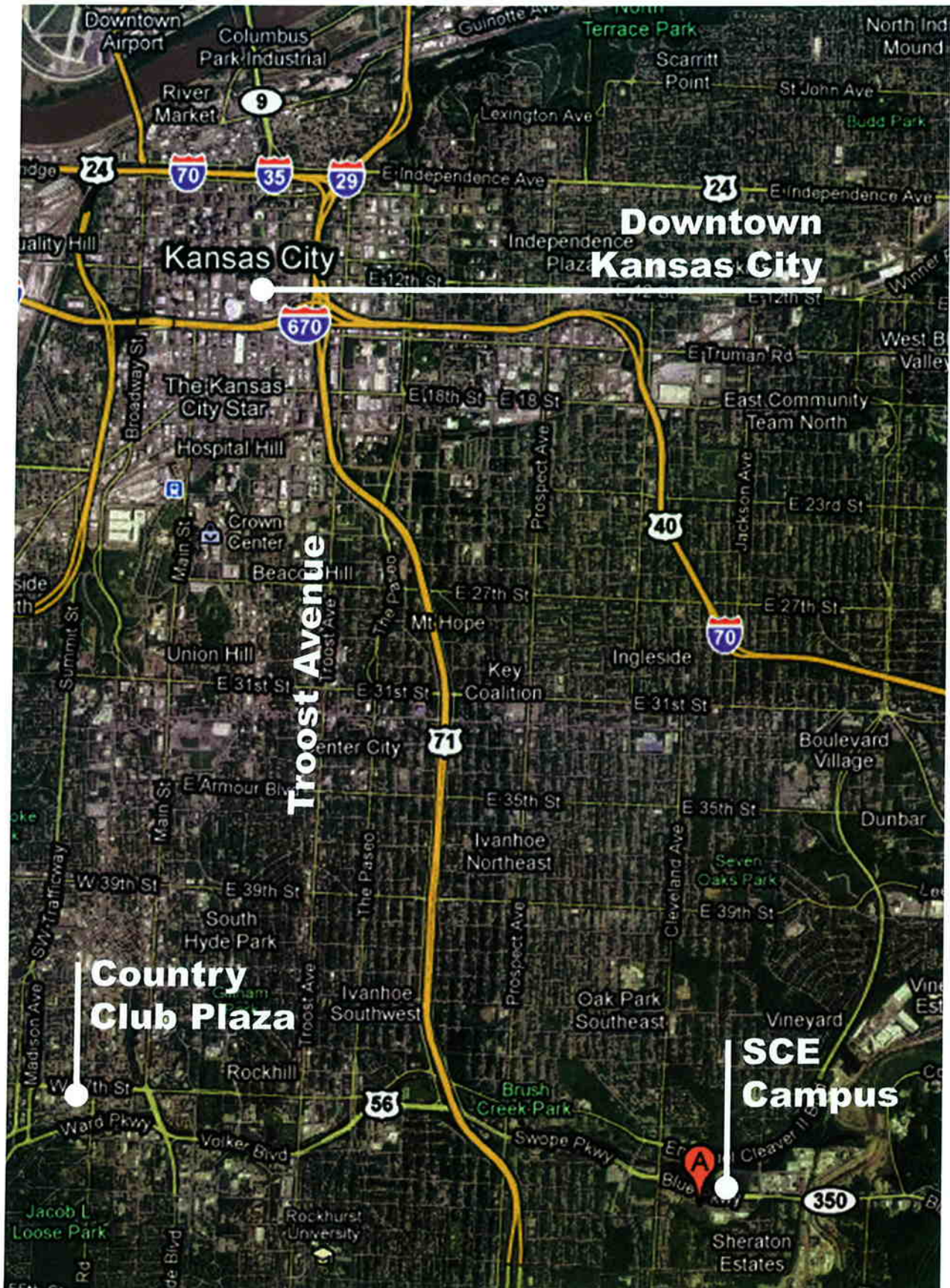


SCE Campus concept – looking south across Brush Creek

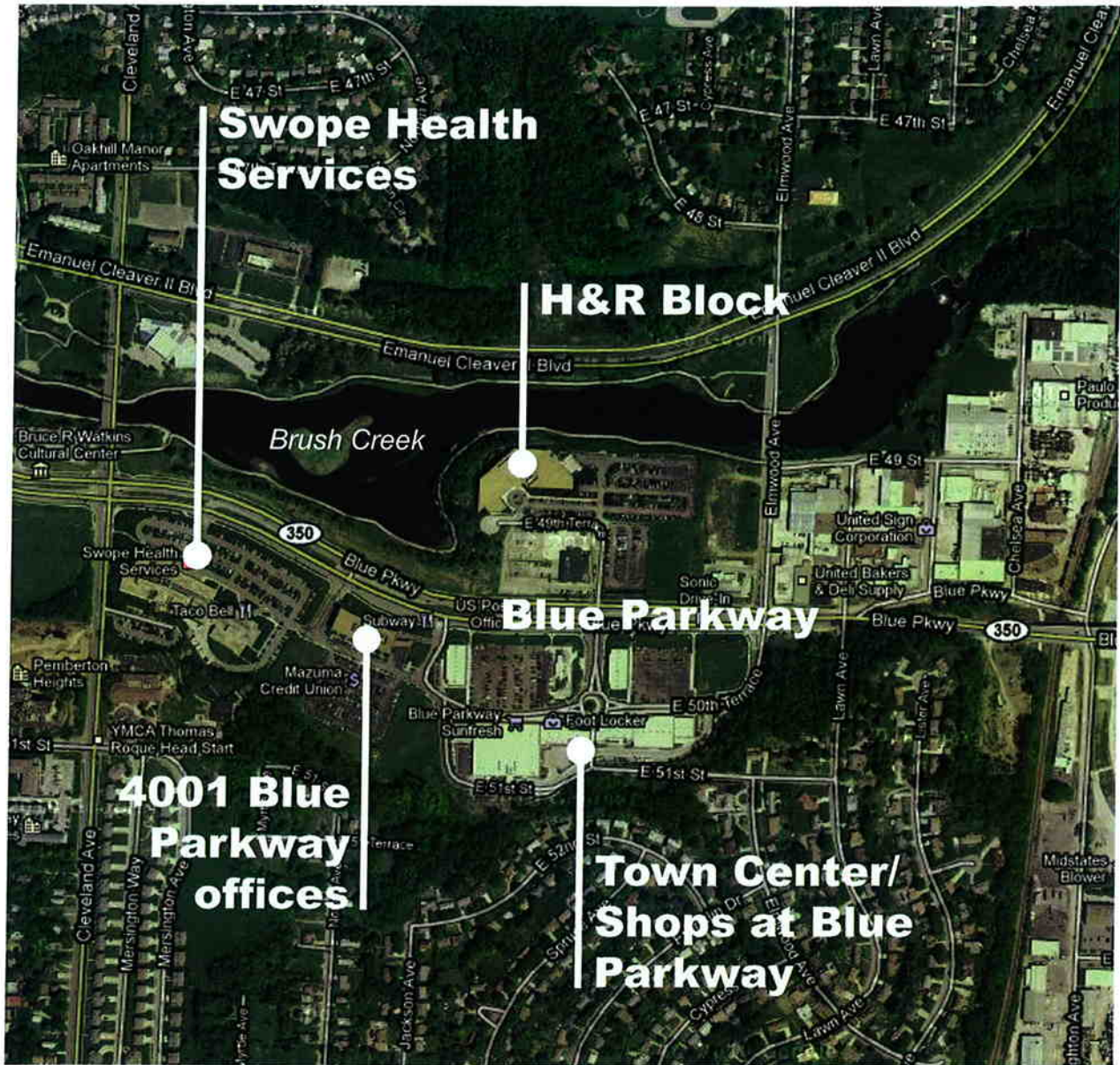


Present-day SCE campus – looking east

# SCE CAMPUS: REGIONAL CONTEXT



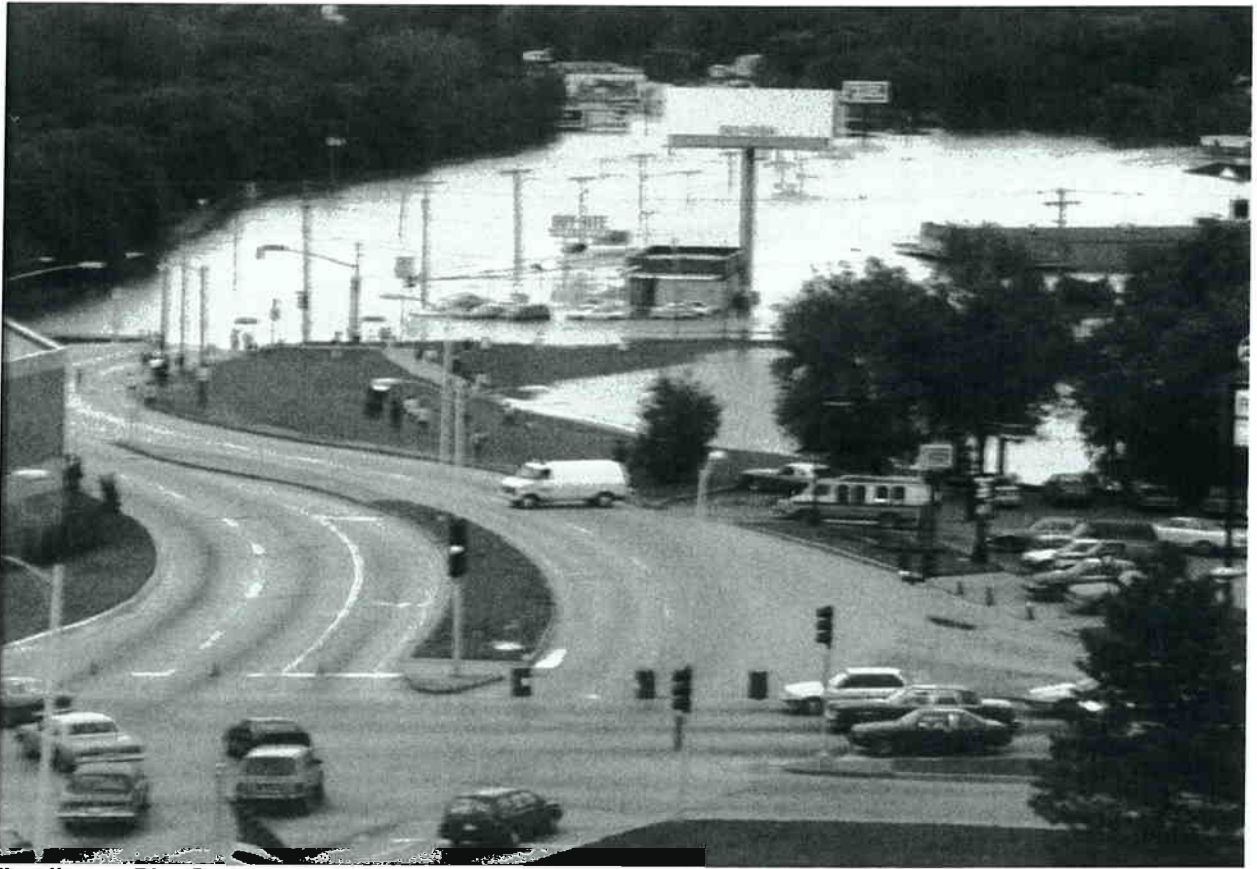
# SCE CAMPUS: LOCAL CONTEXT



**SITE OF SCE CAMPUS BEFORE IMPROVEMENTS (C. 1990)**



**Blue Parkway at low elevation**



**Flooding on Blue Parkway before infrastructure improvements**



**The surrounding neighborhood was a regular recipient of illegal dumping.**

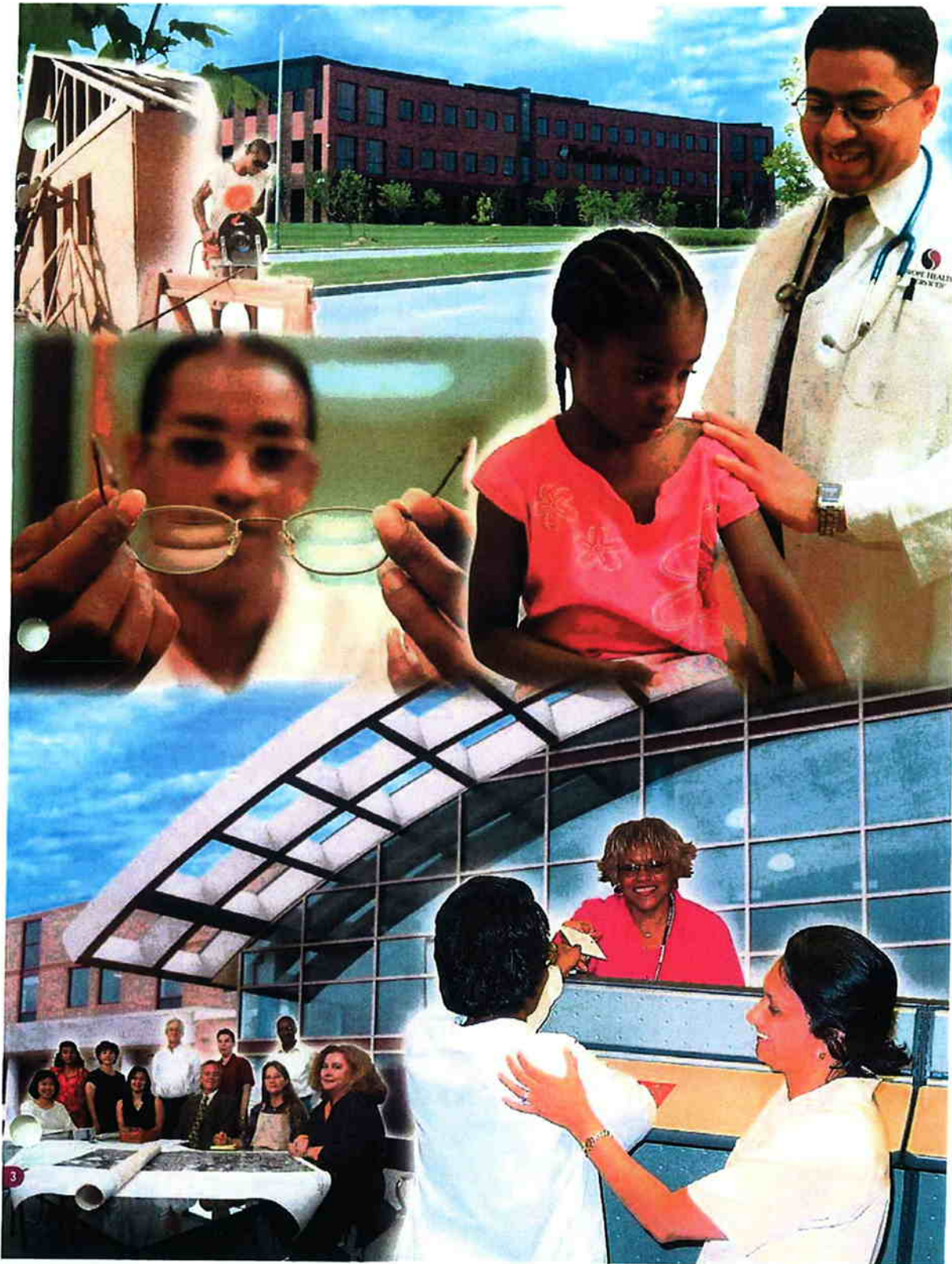


Site of Swope Health Center before construction – Note pile of land fill to raise site elevation



Blue Parkway Town Center under construction

**SWOPE HEALTH SERVICES**





Health Center entrance from Blue Parkway





Interior atrium





Swope Health Services – in foreground – looking south across Blue Parkway

**OFFICE BUILDINGS**



**H&R Block Building – entrance from Blue Parkway**



**H&R Block Building – back side overlooking Brush Creek**



4001 Blue Parkway – Executive offices for SCE and SCB and Home of Muzuma Credit Union Bank



4001 Building – Parking in rear



4001 Building – looking south across Blue Parkway



4001 Building – looking north

**BLUE PARKWAY TOWN CENTER**



**Sun Fresh supermarket – entrance**



**Sun Fresh supermarket – interior**



The Shops at Blue Parkway



The Shops – bottom right

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The Shops at Blue Parkway



Blue Parkway Town Center – on right; H&R Block Building on left

## COMMUNITY EVENTS



Talk show host Montel Williams promotes affordable prescription drug program at Swope Health Services



Community members participate in employment fair



End of year event honoring members of the community



Back to school celebration



Tom Joyner, host of the Tom Joyner Morning Show, pays a visit to Swope Health Services



SCE Campus – looking east



SCE Campus – looking northeast



**SCE Campus – in forefront – looking west. New houses to the left were built as a residential component of the redevelopment plan. Tall structures in the distance just 3 miles away is the famous County Club Plaza. New development between these points includes the headquarters of the Kauffman Foundation and the renowned Stowers Institute for Medical Research.**

**SWOPE COMMUNITY ENTERPRISES CAMPUS – PROJECT COMPONENTS:**

<b>PROJECT NAME</b>	<b>TOTAL DEVEL'T COST</b>	<b>TOTAL SF (nearest 1,000)</b>	<b>DEVEL'T COST PER SQUARE FOOT</b>	<b>YEAR COMPLETE</b>	<b>SERVES</b>
Swope Health Services	\$18 million	142,000 sf	\$127	1995	200,000 patients annually (90 percent of whom live below the poverty level)
H&R Block Office Building	\$14 million	85,000 sf Class A office	\$165	2000	H&R Block: Up to 700 employees
Offices at 4001 Blue Parkway	\$12 million	70,000 sf Class A office	\$171	2002	Swope family of organizations (20% of building) and commercial tenants
The Shops on Blue Parkway	\$32 million	150,000 sf Class A retail	\$213	2005	58,000 residents and 1,000 employees within a three-mile radius