KC-CUR Implementation Strategy

Executive Summary
Dear Kansas City Community,

We the undersigned are very pleased to share the final report of the Kansas City Catalytic Urban Redevelopment (KC-CUR) initiative, a nine-month study to scale up the capacity and resources to implement transformative neighborhood revitalization within the Urban Neighborhood Initiative (UNI) area. In addition to the Executive Summary, we provide below some supplemental points that respond to the recommendations stated in the report, as well as our commitment to the implementation of the KC-CUR strategy.

1. **THANK YOU!**

For nine months, our consultant team reviewed previous plans and gathered extensive data while engaging hundreds of residents and community stakeholders in the research for KC-CUR. As outlined in the *KC-CUR Implementation Strategy Executive Summary*, this analysis was guided by five guiding principles that reflect the conditions and collective thoughts of those who live and work in the UNI. We are very grateful for the many conversations and the consensus built around the recommendations in the report. We believe that the data and objectivity of the research team combined with the community buy-in that has formed for this strategy provide a strong foundation to finally begin to bring decades of plans and dreams to life on the east side.

2. **FOUR FOCUS AREAS**

The report identifies three Priority Areas—in areas near Prospect, Troost and Ivanhoe. These three areas were selected through a systematic analysis that ranked the potential for additional investment to spark the real estate market, with consideration given to factors such as recent development activity, site availability, proximity to transportation, community leadership and support networks, and other market dynamics. In addition, the KC-CUR strategy will include the UNI’s Purpose Built Community in the Wendell Phillips neighborhood. Together, these four areas are best positioned to receive targeted attention and investment from public, private and philanthropic partners in order to have the greatest positive impact for the community.

As detailed in the report, the Wendell Phillips area emerged as a priority for different, albeit equally promising reasons as the three Priority Areas. UNI is utilizing the Purpose Built Communities model in that neighborhood which focuses on producing new mixed-income housing; creating a cradle-to-college education continuum, which is well underway with the opening of the Kansas City Neighborhood Academy; and introducing community wellness (facilities, programs and services specific to the needs of the community) through multiple partnerships and initiatives throughout the neighborhood. Taken together, these four Priority Areas provide a compelling stage for focused, sustained investments to flourish and restore a strong market that can have a ripple effect and strengthen the prosperity for the entire UNI
area. More information about the Purpose Built Community strategy can be found at the end of this document and at http://purposebuiltcommunities.org/.

3. UNI TO GUIDE DEVELOPMENT

In order to cultivate “the capacity to champion, coordinate, support and/or implement a wide range of investments, activities, and collaborations,” we support the UNI expanding its capacity to be the Implementation Delivery System for KC-CUR, with active support from the KC-CUR partners and other community stakeholders. We expect UNI to develop the capacity to function as a master developer, leading a range of redevelopment projects and complementary programs that build social capital and create safe places to live, work and play. UNI would serve in a variety of capacities such as project planning, coordination with related projects and programs, promotion, public engagement and project sponsorship. The addition of appropriate staff and organizational structure will enable UNI to meet several key thresholds necessary to accomplish the goals stated in the report. That includes building the talent and financial balance sheet that will enable the organization to acquire and transfer property for redevelopment, and to receive millions of dollars of competitively-distributed funding from local, state and national public and private sources. In addition to the reasons stated in the report, we believe that UNI is ideally positioned for this responsibility because of its commitment to partnering and collaborating with neighborhoods, as well as its relationships with business, civic, and community based organizations throughout the entire study area and city. Equally important is its unwavering commitment to resident-driven solutions and evolving neighborhoods of choice.

4. PUBLIC – PRIVATE – PHILANTHROPIC PARTNERSHIPS (P4)

The City of Kansas City, Missouri will remain an active partner and continue to coordinate across departments to target public investments and strategies that can be implemented in the four Priority Areas in tandem with the KC-CUR initiative. These may include public infrastructure improvements such as new sidewalks and street lighting, TIFs, Community Improvement Districts, land acquisition, and revision of any zoning that could incentivize development as reflected in the report’s revitalization scenarios. Greater Kansas City Local Initiatives Support Corporation (LISC) will take the lead in helping UNI to develop the capacity to implement the KC-CUR strategy. We envision that UNI will contract with LISC to provide technical assistance to develop the institutional tools and strategies, while providing immediate support to advancing projects and investments underway in the four Priority Areas. LISC will also take the lead in structuring, coordinating, fundraising and managing the $25-$40 million patient capital/equity fund described in the report. Building upon the success of LISC’s current $4 million Catalytic Urban Predevelopment Fund and its P4 model, the new KC-CUR Fund will provide 0% project investments and low-interest loans to development projects within the UNI that meet a reasonable set of criteria and advance the principles of the KC-CUR implementation strategy.

Mid-America Regional Council and the Kansas City District Council of the Urban Land Institute will continue to actively support the KC-CUR initiative as members of the steering committee and by lending their respective expertise and networks in areas such as planning, transportation, community services, federal and state funding and real estate development. Together, UNI,
KCMO, LISC, and MARC will strengthen the potential for progress by building the business case to the private and philanthropic sectors for a return on their investment in projects throughout the KC-CUR focus areas. With the community’s help, we will demonstrate the points of leverage and the value for comprehensive investment in the four Priority Areas that lift the People and the Place.

5. **A COMMUNITY RESOURCE**

Residents and colleagues currently living and/or working in the UNI area should understand that the resources being coordinated for the KC-CUR strategy are available to everyone that qualifies and meets the eligibility criteria, not just the UNI organization or any other predetermined entity. Projects within the four Priority Areas that are consistent with the KC-CUR strategy, respond to community needs and are associated with development organizations that have a track-record of success and a financial standing to absorb reasonable market risk, are eligible for consideration of funding sources that may be developed for KC-CUR.

Over the next 100 days, UNI and LISC will be soliciting support from public, private and philanthropic partners to build the capacity for implementing the first phase of the KC-CUR strategy, as described on pages 59-61 of the report. That budget is currently being finalized, and a more detailed action plan is forthcoming. We look forward to achieving significant milestones for KC-CUR over the next 12 months. It takes a village, and we hope to nurture many partnerships to bring the community together to make significant progress in these focus areas. Those who currently live and work in the UNI now have the opportunity to be part of a coalition working to implement the short-term action steps identified in the report. We believe the desired outcomes can be attained with the right amount of coordination and collective advocacy. We are confident that the broader Kansas City community, east and west of Troost, will benefit from a healthy housing market and local economy in the UNI that puts people to work and sustains a safe and healthy neighborhood environment.

For more information, please contact the Urban Neighborhood Initiative at (816) 231-0822.

Sly James, Jr., Mayor  
City of Kansas City, Missouri

Dianne Cleaver, Executive Director  
Urban Neighborhood Initiative

David Warm, Executive Director  
Mid-America Regional Council

John Wood, Director/Assistant City Manager  
Neighborhoods and Housing Services Dept.

Stephen Samuels, Executive Director  
Greater Kansas City LISC

Lynn Carlton, Past Chair & ULI Trustee  
KC District Council of Urban Land Institute
KC Catalytic Urban Redevelopment Strategy
Four Priority Areas within the UNI

**PURPOSE BUILT COMMUNITY PRIORİTY AREA**
Paseo to Prospect, 18th to 27th

**TROOŚT PRIORİTY AREA**
Harrison to Paseo, 30th to Linwood

**PROSPET PRIORİTY AREA**
Park to Chestnut, 25th to 33rd

**IVANHOE PRIORİTY AREA**
Paseo to Montgall, 35th to 39th

**UNI BOUNDARY**
Troost to Prospect, 18th to 52nd
Wendell Phillips Neighborhood
Priority Area Revitalization Overview

Purpose Built Communities

A Defined Neighborhood

- Mixed Income Housing
- Cradle-to-College Education Pipeline
- Community Wellness

A Strong Lead Organization
I. The Purpose Built Communities Model

PURPOSE BUILT COMMUNITIES HELPS LOCAL LEADERS TRANSFORM STRUGGLING NEIGHBORHOODS WITH A PROVEN MODEL TO BREAK THE CYCLE OF INTER-GENERATIONAL POVERTY IN URBAN AMERICA.

Purpose Built Communities is a non-profit consulting firm that works side by side with local leaders to plan and implement a holistic revitalization effort. Purpose Built services, provided at no charge, are tailored to each community’s needs and dynamics of the neighborhood they are working to revitalize.

Partnering with a local a “community quarterback” organization focused on a defined neighborhood, Purpose Built Communities utilizes a three-pronged approach as their model for holistic people + place-based revitalization:

- **Mixed-Income Housing** — Create high-quality mixed-income housing where all residents can thrive.

- **Cradle-to-College Education** — Establish a seamless cradle-to-college education pipeline that ensures student growth, learning and achievement at every level.

- **Community Wellness** — Introduce community wellness programs and facilities that promote healthy living and productive lives

The Purpose Built Communities Model was pioneered in the East Lake neighborhood in Atlanta, starting in the mid-1990s. In 2009, Tom Cousins, Warren Buffett and Julian Robertson founded Purpose Built Communities as a pro-bono consulting firm to help local leaders replicate the success of the East Lake revitalization in other parts of the country. Former Atlanta Mayor Shirley Franklin serves as Executive Chair of the Board of Directors, leading an expert team of consultants with decades of experience.

**East Lake Neighborhood THEN (1995)**

There were 650 dilapidated, dangerous public housing apartment units.

The crime rate was 18 times higher than the national average.

The employment rate was only 13.5% and only 4% earned incomes over the poverty line.

59% of adults relied on welfare.

Only 5% of the fifth graders at the local elementary school were able to meet or exceed state standards for math.

Fewer than a third of the students in the neighborhood graduated from high school.

**East Lake Neighborhood NOW**

The Villages of East Lake is a beautiful and thriving, mixed-income community.

Violent crime has been reduced by 95%.

All adults receiving government housing assistance are working or in job training.

Only 5% of adults rely on welfare.

In 2013, 98% of Drew Charter School students (grades 3 to 8) meet or exceed state standards for reading and language arts and 98% meet or exceed state standards for math.

In 2012, the graduation rate for active participants in the East Lake Foundation’s CREW Teens program was 90% and more than eight out of 10 grads went on to attend college.

Residential and commercial investments:

- New grocery stores
- New bank branches
- New and more varied housing options
- Neighborhood retail and restaurants
II. Network Members

Purpose Built Communities Network Members create new possibilities for thousands of people across the country.

1. **Atlanta**: East Lake
2. **Birmingham**: Woodlawn United
3. **Charlotte**: Renaissance West Community Initiative
4. **Columbus**: Partners Achieving Community Transformation
5. **Fort Worth**: Renaissance Heights Development Group
6. **Houston**: CONNECT
7. **Indianapolis**: Meadows Community Foundation
8. **New Orleans**: Bayou District Foundation
9. **Oakland**: Castlemont Community
10. **Omaha**: Seventy Five North Revitalization, Inc.
11. **Orlando**: LIFT Orlando
12. **Rome**: South Rome Redevelopment Corporation
13. **Spartanburg**: Northside Development Group
14. **Kansas City**: Urban Neighborhood Initiative
The Urban Neighborhood Initiative (UNI) is an independent 501.c.3 dedicated to revitalizing neighborhoods in the urban core to help establish a more vibrant Kansas City community. It evolved as one of the Greater Kansas City Chamber’s “Big 5” initiatives and from work of Greater Kansas City United Way. UNI works in partnership with neighborhood organizations and residents and through collaborative relationships with business, industry, government and community organizations.

The UNI partners with ten neighborhood organizations in the area bounded by 18th to 52nd Streets and Troost to Prospect Avenues. UNI collaborates with others working in the community and across the region to increase prosperity and improve health and safety and education for current residents and generations to come.

Wendell Phillips Neighborhood
Based on the recommendation and support of UNI’s Neighborhood Partners and board of directors, in 2013 the organization undertook an effort to establish a Purpose Built Community in Kansas City. UNI worked with Purpose Built consultants and the Kansas City Public Schools (KCPS) Superintendents and administration for over two years. As a result of that work UNI was approved as a charter school under KCPS sponsorship and is the only charter in the state sponsored by a school district. As part of the KCPS master plan the district needed to close an elementary school in the area. After much deliberation the KCPS master plan KCPS included sponsorship of the Kansas City Neighborhood Academy (KCNA) and its use of the Wendell Phillips building (as Wendell Phillips School moved to the Attucks building).

In early August of this year KCNA opened with 40 pre-kindergarten students and 97 kindergartens through second grade students. The school has a Science-Technology-Engineering-Arts-Math theme, is a neighborhood school and is based on the highly successful Drew Charter School model. That model includes a longer school day and school year, an intensive focus on reading and math, Project Based Learning, emphasis on professional development and attracting excellent school staff. The school will add a grade a year up to sixth grade.

Over the last two years UNI has also laid the ground work for housing development and has the option on a large number of Homestead Authority parcels in the neighborhood. UNI is beginning a dialog with the neighborhood to build on planning they’ve already done to understand their vision for the neighborhood and work to help them achieve it. Following this dialog, UNI will begin developing mixed income housing. The focus will be on single family but may include some small multi-family based on neighborhood input. The first area of emphasis will be around KCNA. UNI will also work to develop or attract other programs, services and facilities that help to make a neighborhood healthy. UNI envisions using neighborhood residents, to the extent possible, in our work, as well as helping the neighborhood with development of small businesses.
KC-CUR Implementation Strategy

Executive Summary
**KC-CUR Initiative Partnership**

The Kansas City Catalytic Urban Redevelopment Initiative (KC-CUR) was launched by the Greater Kansas City Local Initiatives Support Corporation (LISC), the Urban Neighborhood Initiative (UNI), Mid-America Regional Council (MARC), the City of Kansas City, Missouri, and the Kansas City District Council of the Urban Land Institute (ULI).

**Consultant Team**

The creation of the KC-CUR Implementation Strategy and this Report was led by Mosaic Urban Partners in conjunction with DRAW Architecture + Urban Design, Parson + Associates, Economic & Planning Systems and Michael Toombs (Consultant Team).

Graphic design services for this Report were provided by Beveridge Seay, Inc.

**KC-CUR Contributors**

The creation of the KC-CUR Implementation Strategy was funded by the generous support of the following contributors:

- BMO Harris Bank
- Burns & McDonnell Foundation
- Central Bank of Kansas City
- City of Kansas City, MO
- Dunn Family Foundation
- Ewing Marion Kauffman Foundation
- Greater Kansas City LISC
- H&R Block Foundation
- Hall Family Foundation
- Health Care Foundation of Greater Kansas City
- James B. Nutter & Company
- KCP&L
- Kissick Construction Company
- Local Initiatives Support Corporation
- Mid-America Regional Council
- NeighborWorks
- Port Authority of Kansas City, MO
- Sosland Foundation
- Sunflower Development Group
- UMB Bank
- United Way of Greater Kansas City
- Urban Neighborhood Initiative

*For more information about the Implementation Strategy or how you can become involved please go to www.uni.kc.org or www.lisc.org/kansascity.*

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Executive Summary

Goals of the Initiative

In 2015, a partnership of local and regional organizations joined forces to work in the large swath of neighborhoods on the east side of the City commonly referred to as “east of Troost.” The partners wanted to help keep going the positive momentum occurring in this part of Kansas City, as well as help address some of the challenges that still slow progress in the area. The partnership consisted of the City of Kansas City, MO, Greater Kansas City Local Initiatives Support Corporation (LISC), Urban Neighborhood Initiative (UNI), Mid-America Regional Council (MARC), and the Kansas City District Council of the Urban Land Institute (ULI).

Key Project Questions

The partners called their joint initiative the Kansas City Catalytic Urban Redevelopment Initiative (“KC-CUR” – pronounced “KC-CURE”).

The KC-CUR Partnership then hired the Consulting Team to help it answer three key questions:

1. What investments should be made to improve the quality of life in the UNI area and spur new real estate activity?

2. Where should those recommended investments be made within UNI’s geographic boundaries?

3. How should those investments be implemented to increase their likelihood of long-term success?

The KC-CUR Partnership decided that the answers to these questions, and the resulting recommendations, should take into account the five Guiding Principles outlined on the following page.
These Guiding Principles are the guiding force behind the KC-CUR Implementation Strategy.

The overall goal is to leverage these Principles to create an Implementation Strategy that will:
• Help build local organizational and people capacity to support and execute investment activity;
• Start a ripple effect that creates a functioning market with a market-basis for investments; and
• Establish locations with clear return on investment (ROI) potential for development activity.

**Five Guiding Principles**

**Set the Stage**
- Comprehensive, sustainable and equitable neighborhood revitalization—and redevelopment activity—requires certain supportive infrastructure to occur. Examples include physical infrastructure, appropriate zoning and land use laws, financing tools, objective resource allocation, political support and local organizational capacity.
- These pieces of infrastructure have to be in place, and work together, to achieve robust redevelopment activity and a long-term neighborhood revitalization vision.
- The primary initial focus of the Strategy should be activities that set the stage for achievement of the longer-term vision, not solely larger-scale, one-off projects.

**Focus, Focus, Focus**
- Prioritize resource allocation to geographically-defined Priority Areas.
- Select Priority Areas where synchronized real estate, infrastructure, urban design and programmatic investments will help build functioning markets and provide access to job and business opportunities to local residents.
- Priority Areas are selected with rigorous selection criteria.
- Recommendations for initial new projects and interventions will be in Priority Areas.
Leverage Existing Investments

• Leverage current investments, interventions and redevelopment efforts rather than start from scratch with new construction or greenfield projects

• Pick existing projects and infrastructure investments that help accomplish strategic goals

• Prioritize new projects and interventions that will be catalytic towards the long-term vision

People + Place

• The Strategy’s interventions, ideas and implementation should seek to improve not only physical places but also the lives of the people in the Study Area

• The Strategy will recommend some solutions that integrate place-based interventions with positive economic development outcomes for individual people

• A key focus is building local organizational and people capacity to support the Strategy and fulfillment of these Five Principles

Build Champions Along the Way

• Stakeholder engagement seeks to gain future buy-in for the final Implementation Strategy and lay the groundwork for long-term community and stakeholder support

• The process of creating the strategy includes identifying and building champions who will help implement the Strategy going forward
Study Area Challenges and Opportunities

Positive Momentum is Creating New Opportunities

The KC-CUR Study Area is primed for continued revitalization, and positive momentum in the Study Area is building every day. The City of Kansas City has invested millions of dollars in transportation improvements, redevelopment funding and blight removal resources in the Study Area. The comprehensive set of public-private partnerships that spurred the redevelopment of the Beacon Hill neighborhood and the development of the Leon Mercer Jordan Campus (East Patrol Division Station and Crime Lab) are just two examples of these City-led investments. There are many more.

On-Going Opportunities for Revitalization Exist

Opportunity sites such as the ATA site at 31st and Troost, the Linwood Shopping Center site on Prospect Avenue, and model block opportunities in the Ivanhoe neighborhood are just a few examples of on-going opportunities for revitalization and redevelopment. The Study Area has significant historical, physical and cultural assets that can be used as anchors for redevelopment activity, such as Troost Park, the Ivanhoe Demonstration Garden and the Bluford Library. Within the Study Area there are strategically located properties, commercial corridors and sections of neighborhoods that can benefit from a coordinated investment strategy that seizes the momentum already occurring in Kansas City.

Continued Investment is Already Happening

Local non-profits and community organizations continue to invest in programs and initiatives that help improve the quality of life and opportunities available to residents. The private sector has started to increase their investments in the Study Area. The market trends and multi-sector investments that have aligned to create positive change in other parts of Kansas City may be leveraged to create more investment activity in the Study Area. Finally, local individuals continue to show courage, commitment and perseverance in their efforts to improve their neighborhoods.

Challenges Still Remain

Despite all of the current momentum and future opportunities in the Study Area, there are still a number of challenges that slow the pace of change. As described in more detail in the Report, historic population decline in the Study Area has led to significant vacancy and blight—30% (561 acres) of all Study Area land is vacant. Crime and safety are still issues to be better addressed, and insufficient access to jobs and training opportunities still negatively affect Study Area residents.

Changes to the zoning code applicable to the Study Area need to occur to mandate denser, mixed-use developments that will create more walkable urban places. These zoning changes also need to ensure that new development is compatible with the great architectural fabric and building stock already existing in the Study Area. More capacity and capacity building is needed for local organizations to help solve the problems and meet the challenges still slowing progress in the Study Area. These type of urban problems are typical of disinvested urban neighborhoods around the country, and are not unique to Kansas City or the Study Area. Accordingly, there are national best practices that can be implemented to meet these challenges and to seize the opportunities.
Analytical Approach

**Strategy Informed by Past Vision Statements**

There have been many vision statements and neighborhood plans created for various neighborhoods and corridors with the KC-CUR Study Area. The vision statements are insightful, informative and inspiring. One clear goal of the Strategy creation process was to leverage the existing information, insights, and perspectives in those previous planning efforts to inform the new KC-CUR Implementation Strategy. Accordingly, the Consultant Team reviewed all of the neighborhood, corridor and City plans affecting neighborhoods within the UNI geographic boundaries.

**Stakeholder Input Critical to the Process**

The input of local residents, businesses, community organizations and other stakeholders was a critical element in the creation of the KC-CUR Strategy. A “Project Steering Committee,” consisting of members from the KC-CUR Partnership representing the local non-profit, public and private sectors, was consulted throughout the creation of the Strategy. The Consulting Team built upon the existing relationships of the KC-CUR Partnership to also have and host individual, small group and open community meetings during the Strategy creation process. The goals of these meetings were to obtain input that would inform the Strategy, and also begin building longer-term community support for the Strategy.

**Focus on Feasibility & National Best Practices**

The KC-CUR Partnership also focused on creating an Implementation Strategy that was implementable, feasible and sustainable. Accordingly, the Consultant Team researched national best practices for urban revitalization and conducted feasibility analyses on the development of a few opportunity sites within the Study Area. Those feasibility analyses helped the Team better understand the extent of resources needed to redevelop those sites, and to identify the most viable redevelopment possibilities.

Two national best practices were specifically explored to assess whether they would be appropriate tactics to use during implementation of the Strategy:

1. The use of a focused organizational entity to lead the implementation of the Strategy; and

2. The creation of a fund with sufficient capital to support the investments and interventions recommended by the Implementation Strategy.

More detail on the Strategy’s recommendations stemming from that national best practices research can be found later in this Execute Summary and in the full Report.
Summary of KC-CUR Implementation Strategy

Four-Part Strategy

1. Coordinate Investments Geographically
2. Set the Stage: Urban Design, Placemaking & Infrastructure
3. Focus on People + Place
4. Leverage Implementation Tools: New Entity and Equity Fund

Priority Areas

- Prospect
- Troost
- Ivanhoe

Four Key Outcomes

1. Create Functioning Real Estate Market
2. Increase Training, Job & Small Business Opportunities
3. Positive Economic Impact to the City
4. Achieve Revitalization Scenarios
Four-Part Strategy

The Implementation Strategy is made up of Four Strategic Tactics:

**Strategic Tactic #1:**

**Coordinate Investments Geographically**

Coordinate specific real estate, infrastructure, urban design and programmatic investments in an objectively-selected defined geographic area.

**Strategic Tactic #2:**

**Set the Stage for Comprehensive Revitalization**

Make specific non-real estate development investments that have proven to be the necessary precursors, and incentives, for redevelopment activity and comprehensive urban neighborhood revitalization.

**Strategic Tactic #3:**

**Focus on People + Place**

Ensure that programs, resources and support for the residents and small business owners in the Study Area are put in place so that the people in the Study Area can benefit from the physical and place-based investments and change that will occur because of the Strategy.

**Strategic Tactic #4:**

**Leverage Implementation Tools**

Create two new Implementation Tools that will work together to help implement the Strategy: A new organizational entity (Implementation Entity) and a new fund (KC-CUR Fund).
In accordance with our focus on coordinating investments geographically (strategic Tactic #1), we chose three “Priority Areas” within the UNI boundaries for initial focus. These areas represent the best locations where the Strategy can build upon existing investment momentum and catalyze lasting change. The Priority Areas were chosen through an objective process that was informed by substantial stakeholder input.

Thirteen (13) potential Priority Areas were compared and scored based on the following five (5) criteria:

- Existing Investment or Improvement Activity
- Proximity to Key Transportation Corridors
- Community / Stakeholder Support and Capacity
- Site & Programmatic Opportunities for Investment or Intervention
- Catalytic Opportunities for Investment or Interventions

A more detailed discussion of the scoring and selection process and criteria can be found in the full Report.

Three KC-CUR Priority Areas

- **TROOST PRIORITY AREA**
- **PROSPECT PRIORITY AREA**
- **IVANHOE PRIORITY AREA**
The KC-CUR Strategy recommends investments and interventions that will achieve the following “Revitalization Scenarios” for each Priority Area.

**Troost Corridor Priority Area**

**Strategic Goals**
- Create a vibrant and stable mixed-use commercial corridor with neighborhood serving retail
- Compliment Public Sector Infrastructure Investments
- Spur Additional Private Sector Commercial Investment
- Support Small Business Development & Job Creation
- Revitalization Impact Timeline: 3-5 Years

**Ivanhoe Neighborhood Priority Area**

**Strategic Goals**
- Stabilize residential neighborhood & catalyze market through rehabilitation of existing homes and strategic infill construction
- Catalyze Functioning Real Estate Market
- Support Existing Community Efforts
- Support Small Business Development & Job Creation
- Revitalization Impact Timeline: 3-5 Years

**Prospect Corridor Priority Area**

**Strategic Goals**
- Create a vibrant and stable mixed-use commercial corridor
- Coordinate Public and Philanthropic Investments
- Spur Future Private Sector Investments
- Explore Job Creation and Workforce Development Opportunities
- Revitalization Impact Timeline: 5-10 years
Estimated Costs of the Revitalization Scenarios
(Key Development Sites and Programs Only)

Key Assumptions
Each recommended investment or programmatic initiative necessary to achieve the Revitalization Scenario for a Priority Area has a cost. The Consultant Team has projected development program costs for each Revitalization Scenario solely for the purposes of illustrating, on an order-of-magnitude basis, the potential scale of funding and resources necessary to achieve the Revitalization Scenario. The estimated costs included in these Revitalization Scenarios are helpful to understand the general scope of the challenge of funding each of the Revitalization Scenarios. These projected costs are also helpful as a general target for capital raising. The aggregated Revitalization Scenario cost projections on the right can help the KC-CUR Partnership, stakeholders and potential investors understand the magnitude of funding needed to help implement the Strategy in a Priority Area. More detail on the development program, urban design interventions, and programmatic initiatives for each Priority Area, and the estimated associated cost with those items, can be found in the full Report.

Estimated Aggregate Cost
KC-CUR Priority Areas – Estimated Aggregate Cost of Troost, Ivanhoe & Prospect Revitalization Scenarios

<table>
<thead>
<tr>
<th>Estimated Costs</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Real Estate Development Funding Gap</td>
<td>$34.5M *</td>
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<tr>
<td>Programmatic/Policy/Other</td>
<td>$500,000</td>
</tr>
<tr>
<td>Total Estimated Costs</td>
<td>$35M</td>
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</table>

* Estimate limited to proposed 31st and Troost; Ivanhoe Model Block; and Linwood Shopping Center Developments
Implementation Tools

Implementation Tools Are Key to Implementing the Strategy. A unique aspect of the KC-CUR Strategy is the incorporation of three implementation tools into the Strategy:

1. New Implementation Entity

The new Implementation Entity will work closely with the existing ecosystem of individuals, local organizations and stakeholders investing and working in the Study Area. As discussed in more detail in the Report, the new Implementation Entity must have the appropriate capacity, mission and staff experience to lead the implementation of the Strategy.

The Strategy recommends the creation of a “new” organization to lead the implementation of the KC-CUR Strategy. It should be noted, however, that a subsidiary or affiliate of an existing organization could also be an appropriate selection. That subsidiary or affiliate must be able to fulfill the capacity needs of the KC-CUR Strategy as described in this Report, and must be able to quickly transition into the new roles and responsibilities required for implementation of the KC-CUR Strategy. For example, a subsidiary or affiliate of the Urban Neighborhood Initiative (UNI) might, with appropriate structuring, partnering and resource allocation, be an existing organization that could meet the capacity needs of the KC-CUR Strategy.

2. New KC-CUR Fund

The new fund (“KC-CUR Fund” or “Fund”) will provide sufficiently “patient” capital to support the investments, interventions and programmatic initiatives recommended by the KC-CUR Strategy. A source of capital is “patient” if the timeline for repayment of that capital is longer than the typical repayment timing offered by conventional private sources. The Strategy recommends a phased raising of capital for the KC-CUR fund. The Fund, in order to meet the needs of the Study Area and to implement the KC-CUR Strategy, should raise between $25M-40M of capital overall.

3. 100-Day Action Plan

The 100-Day Action Plan lays out the near-term action steps the KC-CUR Partnership and Study Area stakeholders should take to immediately start implementing the Strategy. The action steps in the 100-Day Action Plan represent the near-term low hanging fruit or critical actions that should be immediately prioritized by stakeholders helping to implement the Strategy.

These three implementation tools are best practices that are being utilized around the country to revitalize challenged urban neighborhoods. Each of these Implementation Tools are described in more detail in the full Report. The use of these Implementation Tools will significantly increase the likelihood of successful implementation of the Strategy.

KC-CUR Fund Framework Recommendation

<table>
<thead>
<tr>
<th>Initial Founders/Funders</th>
<th>Fund Size</th>
<th>Administrator</th>
<th>Geographic Reach</th>
<th>Range of Investments</th>
<th>Funding Types</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations, City of Kansas City and Corporate Organizations</td>
<td>$25-40M</td>
<td>Select an existing High Capacity Non-Profit, such as CFDI, with a track record and capacity</td>
<td>Multiple Neighborhoods within the Study Area only</td>
<td>Full Range, including real estate (all product types) and non-real estate projects and programs</td>
<td>Loans and Grants</td>
<td>Collaborative partnership with City &amp; local orgs</td>
</tr>
</tbody>
</table>
The KC-CUR Implementation Strategy provides a feasible road map for all of the residents, community organizations, stakeholders and funders who truly believe that the neighborhoods east of Troost can and should have a future as bright as the rest of Kansas City. As one resident noted in a KC-CUR community meeting:

“The main thing I want to see is a City that works well for everyone. If you go from one neighborhood to the next you will find a quality of life that is standard and pretty consistent across the City.”

We hope that the KC-CUR Implementation Strategy will help achieve that resident’s vision.