



REVITALIZATION SCENARIO for the 31ST AND TROOST KC-CUR PRIORITY AREA

Prepared for Greater Kansas City LISC and Urban Neighborhood Initiative

April 16, 2018
Revised April 27, 2018



Acknowledgements

31ST AND TROOST STAKEHOLDER GROUP

The following individuals in unique and valuable ways, have contributed to the creation of this revitalization scenario for the 31st and Troost Priority Area.

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Fr. Michael Goldade, St. Vincent School and Church
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Judge Lisa Hardwick, Delta Athenaeum DEED Foundation
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John Learned, TYCOR
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Fr. Justin Mathews, Reconciliation Services
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Butch Rigby, Thank You Walt Disney
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1.0 About This Scenario

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INTRODUCTION

This Revitalization Scenario for the 31st and Troost Priority Area, one of four identified by the Kansas City Catalytic Urban Redevelopment (KC-CUR) initiative, aims to accomplish the following outcomes:

- Reflect stakeholder input for a comprehensive vision for the future of this area;
- Integrate with existing plans and initiatives that have been adopted by the City;
- Identify catalytic projects that will accelerate redevelopment that supports a long-term livable community and equity and diversity in all ways; and
- Suggest implementable strategies that support the guiding principles for this place.

This Revitalization Scenario:

- Reflects Stakeholder Input
- Integrates with Existing Plans and Initiatives
- Identifies Catalytic Projects
- Proposes Implementable Strategies

GUIDING PRINCIPLES

These guiding principles reflect stakeholder input gathered during large group gatherings, small group conversations, and online surveys:

- Reveal the History
- Restore Urban Fabric
- Revitalize Troost Retail Zone
- Develop Mixed-Income Housing
- Create a Generous Public Realm
- Support Health and Wellness
- Support Small Business Development and Job Creation
- Grow Community Capacity

IMPLEMENTATION STRATEGIES

A collection of strategies are included in the Implementation Playbook section of this report that support the guiding principles; in most cases, each strategy supports multiple principles. This playbook is intended to be used by the community to help in jump-starting initiatives that have been identified for this area and are consistent with the guiding principles. Potential partners are suggested along with initial high-level assumptions for timeframe and cost. Additional analysis maps and precedents are included in the Appendix for additional context.

NEXT STEPS

Daniel Serda has been engaged as the KC-CUR Project Manager for LISC with a focus on the implementation of this revitalization scenario at 31st and Troost. He will lead in a way that is supportive and catalytic, acting as a resource for all those engaged in on-going and new initiatives while focusing on upholding the guiding principles.



2.0 Context

2.1 Kansas City Catalytic Urban Redevelopment (KC-CUR)

INTRODUCTION

In 2011, as part of the Greater Kansas City Chamber of Commerce initiative to identify the Big 5 ideas that would help propel the metro region onto the world stage, the Urban Neighborhood Initiative (UNI) was born. The focus of this effort is on revitalizing urban neighborhoods, particularly those in the area east of Troost. As a key step in the process, and in partnership with key stakeholders, UNI invested in an implementation strategy to realize this vision.

KC-CUR IMPLEMENTATION STRATEGY

KC-CUR Partnership

In 2015, the Kansas City Catalytic Urban Redevelopment (KC-CUR) partnership was formed and included the following organizations:

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

In August 2016, the *KC-CUR Implementation Strategy* was published, reflecting the input of many stakeholders within the UNI district, which defined the study area of KC-CUR. This district is bounded by 18th Street to the north, 51st Street to the south, Troost Avenue on the west, and Prospect Avenue on the east.

Key Project Questions

There were three questions being asked of the research team as they reached out to the stakeholders:

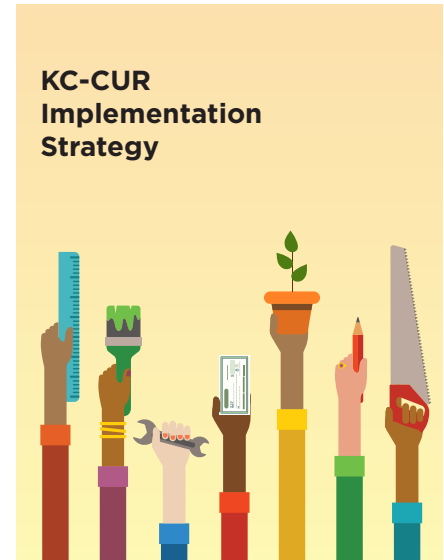
- What investments should be made to improve the quality of life in the UNI area and spur new real estate activity?
- Where should those recommended investments be made within UNI's geographical boundaries?
- How should those investments be implemented to increase their likelihood of long-term success?

Guiding Principles

Five principles guided the recommendations found in the *KC-CUR Implementation Strategy*:

Set the Stage: Development of supportive infrastructure, including physical, zoning and land use, financing tools, objective resource allocation, political support, and local organizational capacity.

Focus, Focus, Focus: Prioritization of resource allocation to geographically defined Priority Areas where synchronized real estate, infrastructure, urban design, and programmatic investments will help build functioning markets.



Leverage Existing Investments: Build upon current investments, interventions, and redevelopment efforts, and prioritize new projects and interventions that will be catalytic towards the long-term vision.

People and Place: Emphasize the improvement of residents' lives in the study area, with an emphasis on positive economic development outcomes and building local organizational and people capacity alongside physical improvement projects.

Building Champions Along the Way: Identify and build champions who will help implement the strategy going forward.

Priority Areas and Potential for Investment

Thirteen potential Priority Areas were evaluated based on the following criteria: Existing investment or improvement activity; Proximity to key transportation corridors; Community / stakeholder support and capacity; Site and programmatic opportunities for investment; and Catalytic opportunities for investment or interventions.

Four of these thirteen areas were identified where potential for investment appeared greatest. These are highlighted in the adjacent map and were briefly characterized in the following way:



Troost Corridor: Create a vibrant and stable mixed-use commercial corridor with neighborhood-serving retail.

Ivanhoe Neighborhood: Stabilize the residential neighborhood and catalyze the market through rehabilitation of existing homes and strategic infill construction.

Prospect Corridor: Create a vibrant and stable mixed-use commercial corridor.

Wendell Phillips Community: Initiate the Purpose Built Community model to produce new mixed-income housing, creating a cradle-to-college education continuum, and introduce community wellness through multiple partnerships and initiatives.

Strategy Outcomes

Troost Corridor Revitalization Scenario



Strategic Goals

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

To achieve the 3-5 year revitalization of the KC-CUR Strategy, the Troost Corridor Priority Area urban design strategy calls for a series of targeted public realm improvements to enhance walkability, improve neighborhood aesthetics and marketability, and foster local-serving commercial services.

For the commercial blocks fronting Troost between 30th and 32nd Streets, the strategy calls for standard commercial corridor urban design enhancements such as pedestrian-scale lighting, street trees, street furniture, and commercial façade

and building improvements. These interventions will make the area attractive and transit and pedestrian-user friendly and are vital to attracting neighborhood-serving retailers and shoppers back to the corridor.

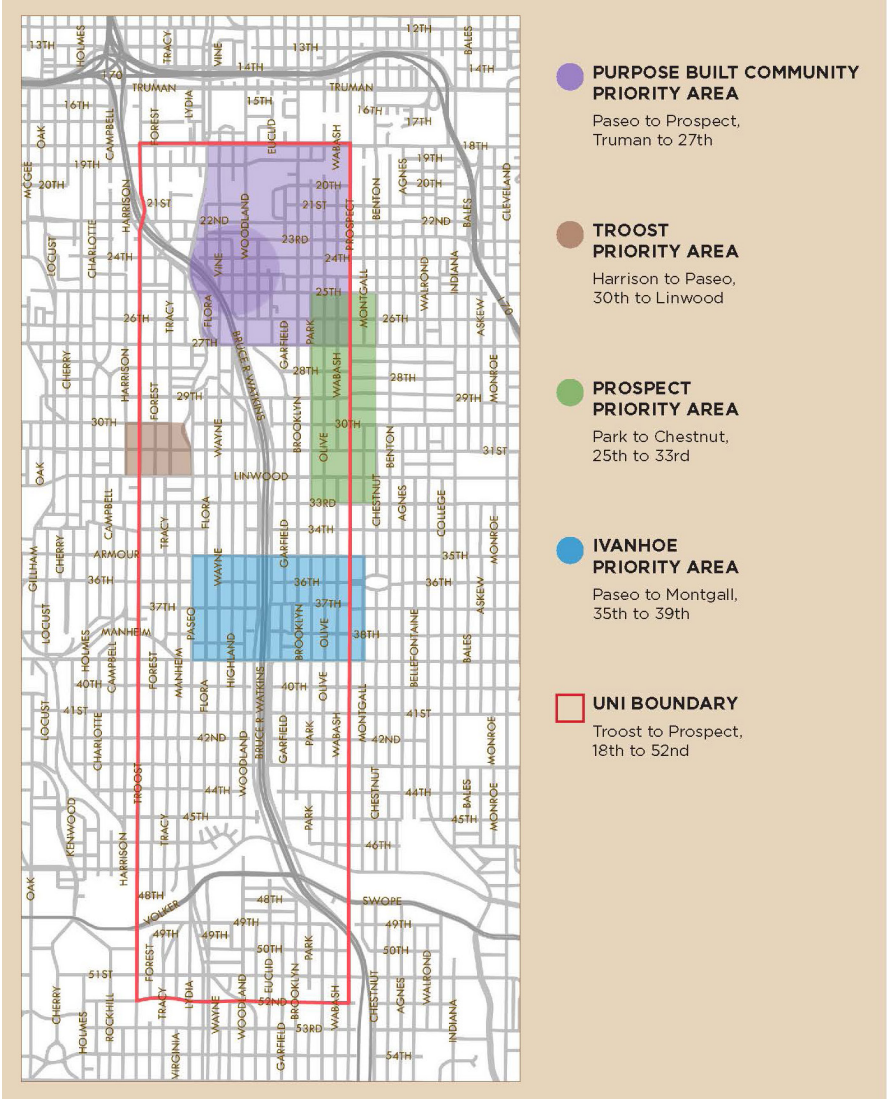
Coordinated realm improvements east-west along 31st Street will visually and physically connect the Troost commercial node to Troost Park and the residents of Beacon Hill, McFelder and Boston Heights-Mt Hope. These improvements will also leverage concentrated residential 'modular block' infill and rehab activity occurring in those neighborhoods. The KC-CUR Urban Design Committee members view the 31st as the key priority E-W corridor for this area. The City's area plans and Comprehensive Plan also support an upgraded street section in order to calm traffic, provide shade for pedestrians, and make neighborhood connections safe and attractive for all users.

Four Key Outcomes

Finally, the following outcomes were identified as key indicators for the success of this work:

- Functioning real estate market
- Increased training, job, and small business opportunities
- Positive economic impacts to the City
- Realized revitalization scenarios

The remainder of this document focuses on the Priority Area centered on 31st and Troost. The full *KC-CUR Implementation Strategy* document can be found on the LISC website: www.lisc.org/kansas-city/.



KC-CUR Study Area (in red) with four Priority Areas highlighted.

2.2 31st and Troost Priority Area



OVERVIEW

The focus of this study is the Priority Area at the intersection of 31st Street and Troost Avenue, a place in Kansas City that holds a varied history, one that reveals both the best and worst of our past. It is no surprise that this was selected as a focal point of KC-CUR because of this history as well as the activity that has already begun with regard to development opportunities and renewed interest in the infrastructure that has been saved over recent decades. Though only a block long, the buildings between Linwood and 31st on Troost represent one of the few blocks of continuous historic buildings left in Kansas City.

It is also the crossroads of multiple neighborhoods, the home of several not-for-profit organizations that have served the local community for decades, and sits right on the line that is still considered a racial boundary in the City. It is the hope of many that Troost Avenue be transformed from a dividing line to a gathering place, and so significant emphasis in the revitalization scenario presented here is placed on the notions of diversity and equity. Maybe there is some hope in knowing that the Dutch translation of “troost” is: comfort, consolation, solace, cheer, balm.



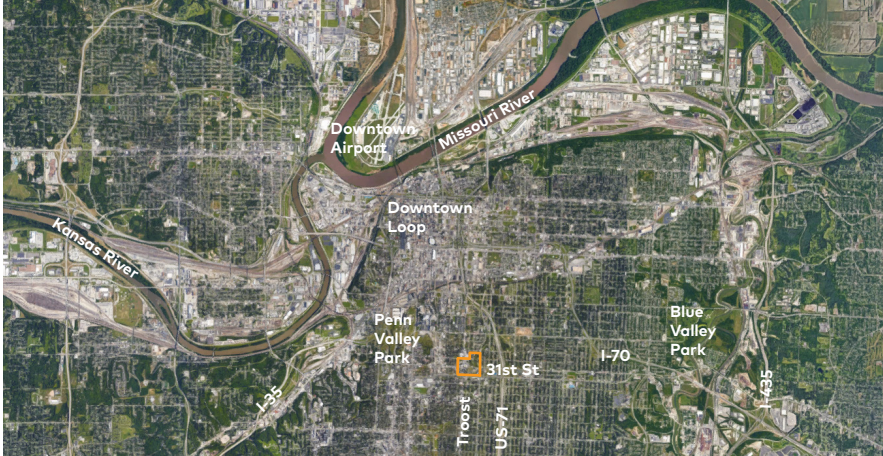
A BRIEF HISTORY

Prior to western expansion in the U.S., the path that became Troost Avenue was a former canoe trail of the Osage Nation. By the 1800s, most of the Osage lands were sold to the United States. The street itself was named after Dr. Benoist and Mrs. Mary Ann Troost. Dr. Troost was the first resident physician in Kansas City and a slave owner. Not far from this intersection was the Porter slave plantation (1832-1865), owned by Reverend James Porter. Areas that were once forested were cleared for crops, orchards, and pasture land. With a natural spring, Troost Lake provided the water supply for the plantation. Eventually, this area became part of Millionaire’s Row (1865-1912).

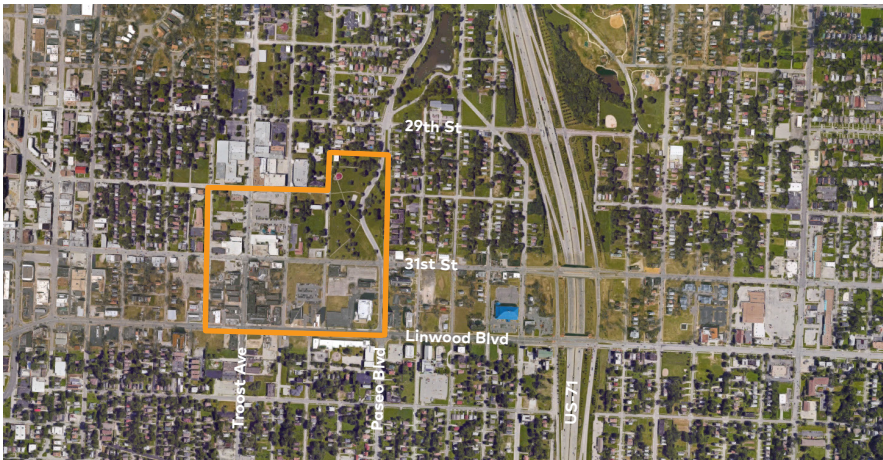


The evolution of Troost Avenue into the 1900s, especially near the intersections of 31st and Linwood, includes a growing retail corridor that served the adjacent neighborhoods. Historic images show stores selling shoes, hosiery, candies, and other basic needs. Services such as banks, theatres, churches, and department stores were also available within a ten-minute walk from many homes. More detail on the history of this place within the context of the city is available in *What About Kansas City!: A Historical Handbook* by D. DeAngelo (1995, Two Lane Press, Inc).

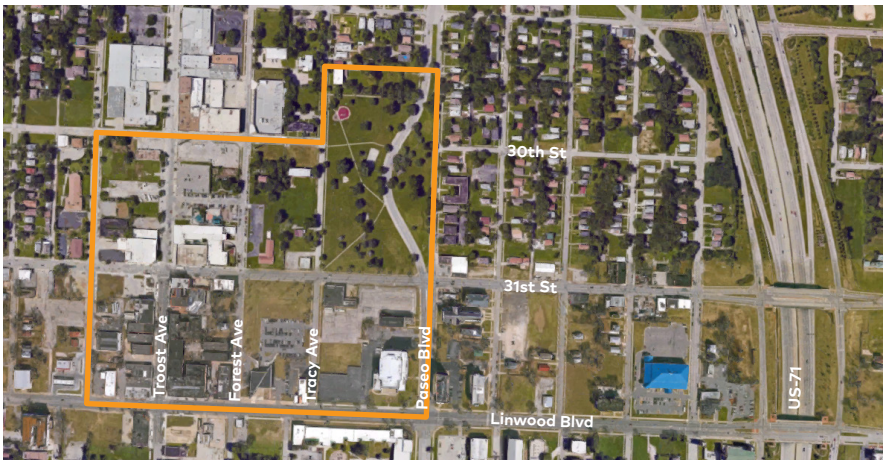
After several decades of disinvestment in the area, there is now a renewed interest in the development of this area of Kansas City. The data noted in the demographics section below are in stark contrast to the development plans that have been presented by some for this area. In response, there is great interest by many stakeholders for there to be “development without displacement.” Many of the guiding principles and strategies presented in this revitalization scenario aim to do just that. UNI and LISC will carry the baton for the initial stages, then



31st and Troost within Kansas City Metro



31st and Troost within neighborhoods

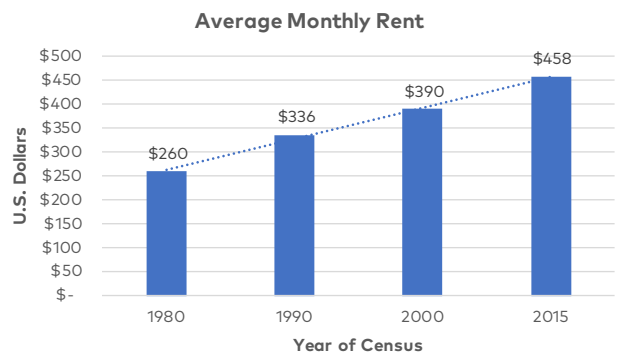
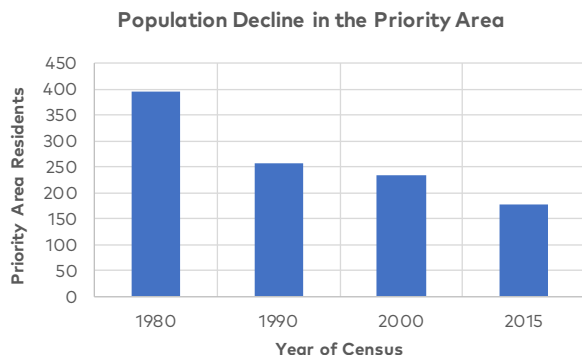
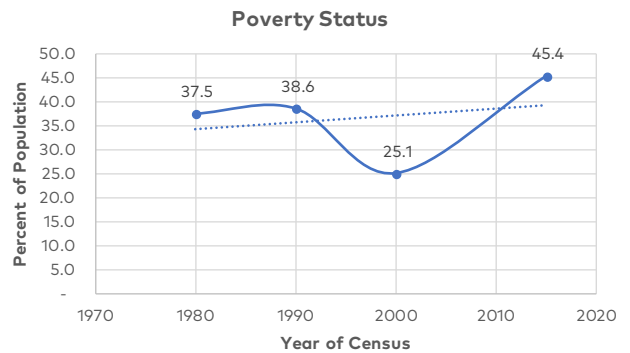
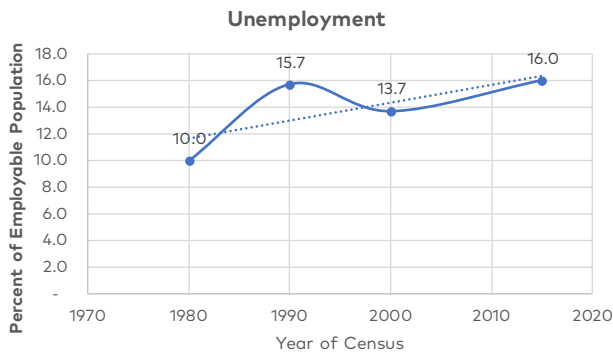
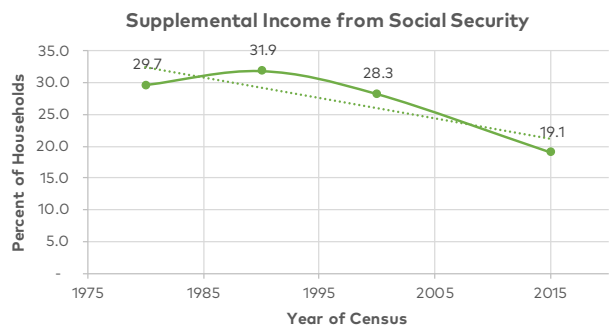
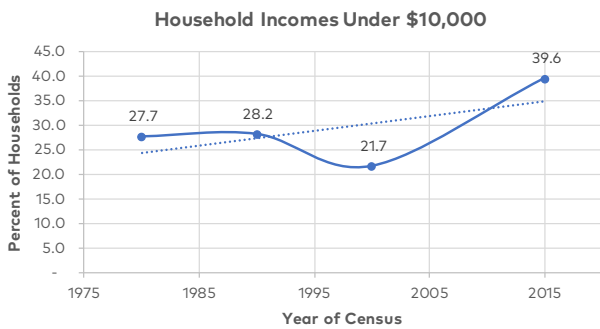


31st and Troost Priority Area

it will be up to the residents, organizations, businesses, and community leaders of this area to be the collective guardians of the principles of this plan, to see a way forward together.

DEMOGRAPHICS

The information provided below is sourced from the 1980, 1990, and 2000 Censuses, and the 2011-2015 American Community Survey. It includes data from residents of a limited area between Harrison and Paseo, and between 30th and 33rd Streets.



2.3 Existing Plans and Initiatives

This *31st and Troost Revitalization Scenario* builds on existing plans for this area and the city at large. Included here are highlights of existing plans and initiatives that impact this area, with more recent listed first. Many of the recommendations in this revitalization scenario reinforce recommendations in these earlier plans, thus giving them additional support and validation.



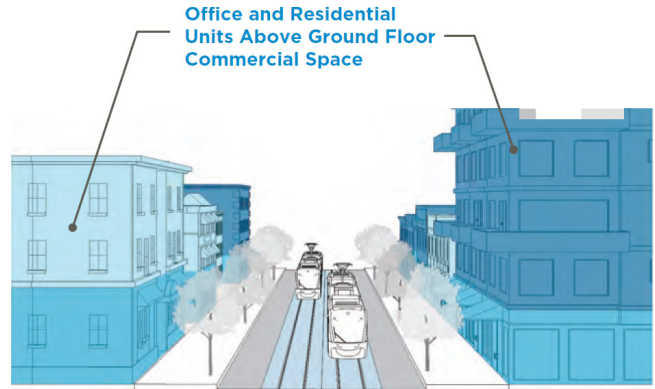
COMMITTEE SUBSTITUTE FOR ORDINANCE NO. 170949

Amending Chapter 64, Code of Ordinances, by enacting a new Article II, Complete Streets.

BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:

Section 1. That Chapter 64, Code of Ordinances, is hereby amended by enacting a new Article II, Complete Streets, which will require the development of complete streets for all users, said new article to read as follows:

Article II.
COMPLETE STREETS

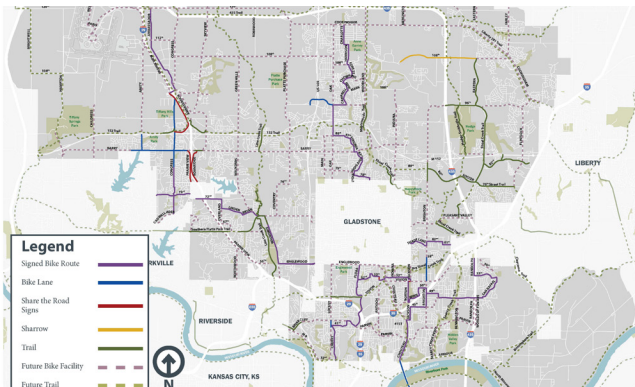


KCMO Complete Streets Ordinance (2017)

- Active sidewalks
- Dedicated bike lanes
- Active roadway
- Safe crosswalks
- Planting strip
- Green spaces

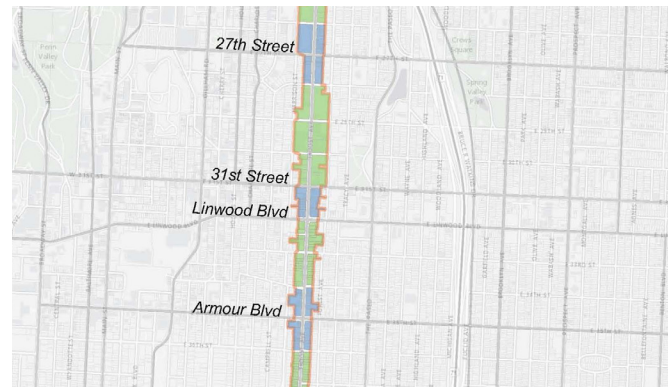
Transit-Oriented Development (TOD) Policy (2017)

- Mixed along corridor
- Variety of housing types on/near corridor
- Non-concentrated affordable housing
- Reuse of historic buildings
- Recreational / cultural amenities
- Integration of accessible public space
- Multi-modal accommodation at nodes
- Street / sidewalk design
- Green infrastructure / green/complete streets
- Shared / district parking



Bike KC Plan (2016)

- Updated plan (Spring 2018)
- Bicycle facility design guidance
- Bicycle facility network
- Update to City policies
- Implementation plan
- Encouragement, education, enforcement



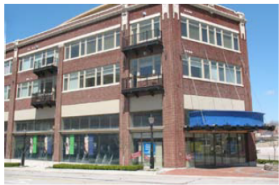
Troost Overlay District (2015)

- Allowable uses
- Building types
- Materiality
- Parking
- Signage



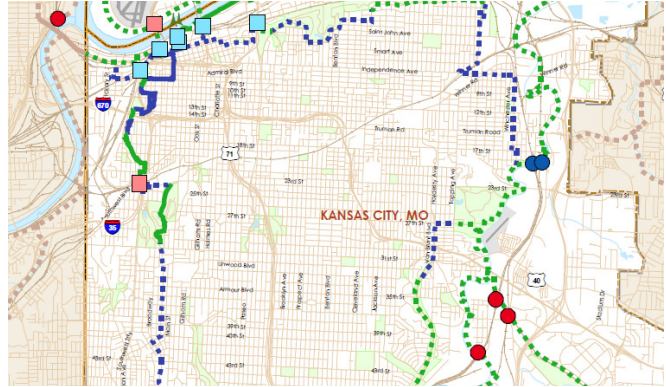
DOWNTOWN MIXED-USE (DMX)

The DMX district is primarily intended to accommodate office, commercial, custom manufacturing, some light industrial, public, institutional and residential development, generally at lower intensities than in the DC district. The DMX district promotes a mix of land uses both horizontally (i.e. adjacent to one another) and vertically (i.e. within the same building). This land use classification corresponds with the DX and DR zoning districts within the new zoning ordinance.



DOWNTOWN RESIDENTIAL (DR)

The DR district is primarily intended to accommodate residential development and small-scale commercial uses on lower floors, with residential units above. This land use classification corresponds with the DR zoning district within the new zoning ordinance.



Greater Downtown Area Plan (GDAP) (2010)

- Land use and development
- Public realm and transportation
- Infrastructure
- Housing and neighborhood identity
- Education

Trails KC Plan (2008)

- Comprehensive citywide trail system, adopted in 2008
- Trail system hierarchy
- Design guidelines / standards
- Implementation and development plan



Kansas City Walkability Plan (2003)

- Focus on Linwood and Prospect as an example neighborhood / area

2.4 Community Engagement

EARLIER ENGAGEMENT

The *KC-CUR Implementation Strategy* is based on many community engagement activities and conversations. The vision for the UNI area and for each priority area is grounded in the input gained from the community.

COMMUNITY INPUT FOCUSED ON THIS PRIORITY AREA

Stakeholder Meetings

As a precursor to this focused effort on the 31st and Troost Priority Area, the LISC / UNI partnership initiated stakeholder meetings early in 2017 to introduce the stakeholders to each other (for those that had not yet met) and to hear from each stakeholder regarding their history in the area and their current efforts, either operationally or with respect to new plans for programs or development. These meetings also sought to develop a shared vision for how the area would continue to develop.

These meetings continued after the Priority Area team was in place, and the focus of the meetings turned more towards gaining input from the stakeholders with respect to this revitalization scenario. The group was provided precedent examples from other U.S. cities that were challenged by similar issues. They were also prompted to provide input on key criteria that would be part of this plan. These meetings included neighborhood leaders, organizational leaders, developers, business owners, and residents.

This group was also presented the *Draft Revitalization Scenario* proposal and encouraged to provide feedback.

Small Group Meetings

Three specific meetings were held that focused on specific stakeholder groups: neighborhoods associations, not-for-profit organizations, and city leaders, all of which provided valuable input that further refined the plan.



Additional Input

Several other conversations were had as well, all of which informed the plan to varying degrees:

- One-time meetings with individual developers so the team could better understand the interest, plans, and challenges of these groups.
- Meeting with a representative from the Scottish Rite Temple.
- Phone conversations with KCMO City Architect to discuss the disposition of and future plans for the Central Patrol Station on Linwood and the entire parcel of land on that block currently owned by the city.
- One-time meeting with Operation Breakthrough to discuss parking scenarios in the Priority Area.
- One meeting with property owners interested in developing a coordinated parking strategy that could begin implementation soon.
- Phone call with a neighborhood leader regarding ideas on the potential of Troost Park as a stronger community asset.
- Attempted communications with KC Parks and Recreation regarding the status of and plans for Troost Park; no immediate plans were noted.





3.0 Revitalization Scenario

3.1 Imagine

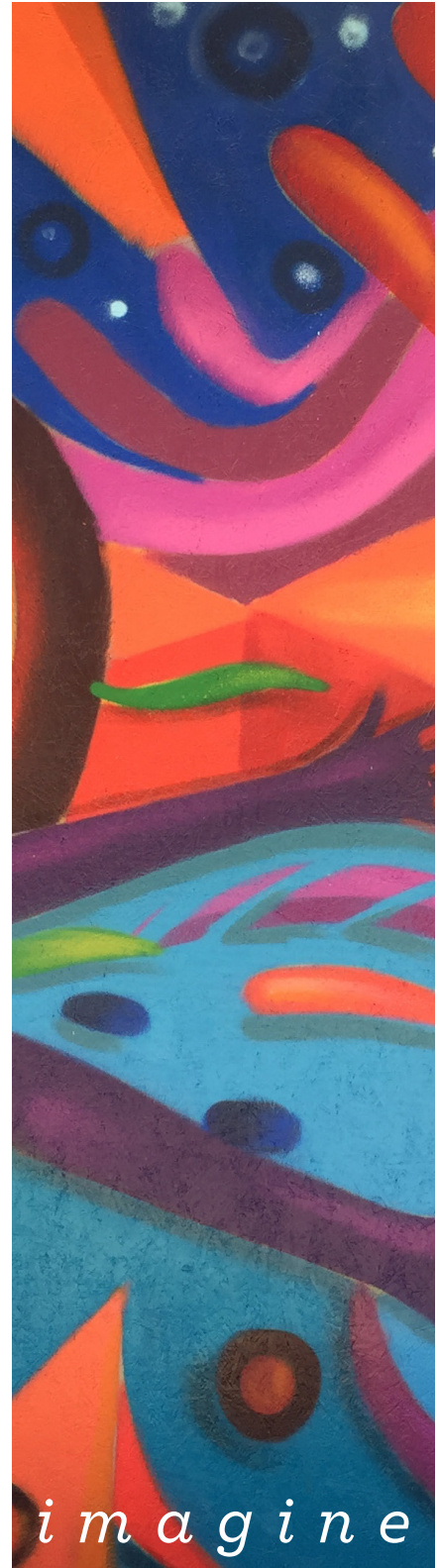
It is 2030 and the revitalization of the 31st and Troost area has been evolving for more than a decade.

Troost Park is now full of native plants; many local species once thought to be absent due to urbanization now flourish, providing habitat for fauna that has been missing for years. Community gardens are in full bloom with healthy food for residents. These gardens, an urban orchard, and the more mature tree canopies provide a cool sanctuary throughout Troost Park and on once vacant lots scattered throughout the area. Interpretive signs reveal the impact of green infrastructure and the rich history of this area within Kansas City's larger story. Water and air quality has improved. Urban heat island temperatures have reduced. Stormwater is now handled within the new streetscape designs, adding beautiful plantings to residents' walks to local shops and services. The vision of this revitalization has had a revolutionary impact upon the urban and natural environment.

New developments that support the plan exemplify that integration of natural systems, sound urban design, and sustainable architecture are best realized when the design reflects the bioregional and local community context and culture. Incentives for on-site renewable energy and green infrastructure are beginning to impact air and water quality. The whole area is a living ecosystem of human and natural systems that are regenerative examples of healthy living.

The revitalized public realm has touched the lives of many children and adults. It continues to be recognized for helping school children practice environmental responsibility. Families are living more practical, healthy, and sustainable lifestyles. They feel that their quality of life is improved—they feel better, enjoy the healthier environment, and believe that they are spending their hard-earned income more wisely and within their own community, supporting small businesses and local jobs. This spring, the 25th anniversary of Troost Fest will overtake the entire area, with a music festival in Troost Park, a farmers' market and art fair with produce and creations from residents of all ages, healthy food on display from all the local restaurants, open studios, shops, and maker spaces revealing locally-produced goods, a job fair from businesses near and far, and a movie night with digital animations featured ... a gathering enjoyed by all.

While walking around the neighborhood, you realize that the fulfillment of this idea is even more than most imagined. A group of young adults that attended Operation Breakthrough as children are exploring careers in the creative arts through the Laugh-O-Gram Studio educational center. You see how their lives positively impact the local and global economy and environment. They were some of the first to enjoy the beautiful new gardens and facilities. Some are recent university graduates with degrees focused on ecology, art, agriculture, and sociology. Some have MBAs that are helping them pursue entrepreneurial dreams. They are looking forward to careers as researchers, designers, educators, and other disciplines surrounding issues of sustainability and environmental stewardship in the same neighborhood where they have lived most of their lives. Each will soon be buying a renovated home or renting an apartment nearby and embarking on a career with one of the new companies that is now in the revitalized retail corridor along Troost.



3.2 Guiding Principles and Strategies

A VISION OF DIVERSITY AND EQUITY

The existing community and built environment in and around the 31st and Troost Priority Area reflect both vibrant strengths and tangible weaknesses. There is a foundation of a robust urban fabric, rich history, beautiful historic buildings, diverse neighborhoods and interests, a passion for art and culture, and clear signs of new life. Alongside these strengths are gaps in the urban fabric, a missed opportunity to reveal the history of this place, lack of care for historic structures, competing interests amongst a diverse population, and a coordinated path forward that balances the diverse needs of the existing communities. LISC and UNI's partnership to support this area through the KC-CUR initiative has begun the process of finding this path forward together. It is a path that supports both equity and diversity at every step - equity in housing, amenities, access to nature and diversity in race, ethnicity, socioeconomic conditions, transportation options, job access, and more. The guiding principles of this revitalization scenario aim to support this vision in ways that are specific to this place and this community of people.



GUIDING PRINCIPLES

Reveal the History

From the Osage Trail to the Porter slave plantation to Millionaire's Row and the beginnings of Walt Disney's Laugh-O-Gram Studio, 31st and Troost is the home of a varied and often hidden history. Redevelopment in the heart of this area should support the revelation of this history whenever possible - within the public realm, within each renovation and new construction project, within the art and actions of those that live, work, play, and pray here.

Restore Urban Fabric

Kansas City's urban fabric is composed of a strong street grid supported by the Kessler parks and boulevards system that offers space for breathing in vistas and activity. The 31st and Troost Priority Area was once fully built out to reflect these two aspects of Kansas City's urban design, yet today there are more vacant lots and surface parking areas than built structures. These missing pieces mean fewer people living and working here, which diminishes the amount of neighborhood-serving retail that is currently viable. Building back a proper density of residential and commercial development will be mutually beneficial for all and support an increased sense of safety, health, and well-being.

Revitalize Troost Retail Zone

The health of the retail zone on Troost particularly between 31st and Linwood is critical to the revitalization of this entire area. The restoration of the historic structures, the startup of neighborhood-serving retail options, the integration of a history museum, and the redevelopment of walkable streets will support the equity and diversity goals for the area, all while providing the basic amenities needed in the community.



Develop Mixed-Income Housing

While Kansas City reviews its overall housing policy in 2018, there are clear opportunities in this area to demonstrate exemplary policies that support mixed-income housing through innovative measures, in both mandates and incentives. “Development without displacement” is a goal of many in the neighborhood.



Create a Generous Public Realm

As new projects spring up in the Priority Area, key partnerships will be critical to build back a generous public realm alongside the new homes and businesses. Sidewalk and street designs that follow the city’s new Complete Streets Ordinance support this principle along with a new look at Troost Park as a revitalized neighborhood resource. Creative temporary uses of vacant lots and a strategic approach to increasing tree canopies in the area will communicate a message of dignity and life to all.



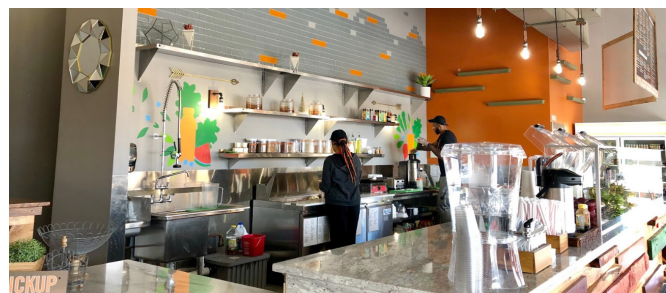
Support Health and Wellness

Many urban neighborhoods, especially those experiencing decades of disinvestment, do not support healthy living. Through the transformation of streetscapes that are bike and pedestrian friendly, active programs for all ages connected to Troost Park, design and construction standards that emphasize human health, and a concerted effort to provide healthy food options locally, area residents will feel safer and less burdened by their environment to enjoy an active and healthy lifestyle.



Support Small Business Development and Job Creation

Unemployment in this area has been above the national average for decades. Social service agencies in the area have helped by offering job training and job placement services. Each positive step towards the redevelopment of this area should actively and intentionally include opportunities to support local small businesses and the creation of jobs for those that live in and currently visit the area.



Grow Community Capacity

The long-term success of diverse and equitable redevelopment will depend greatly on building the leadership capacity of residents and business owners. It is especially critical that the redevelopment effort itself be diverse and equitable across all socioeconomic strata and that all voices are lifted up and heard starting now and over the long-term.



SITE AERIAL



EXISTING BASE MAP



EXISTING BUILDING USE



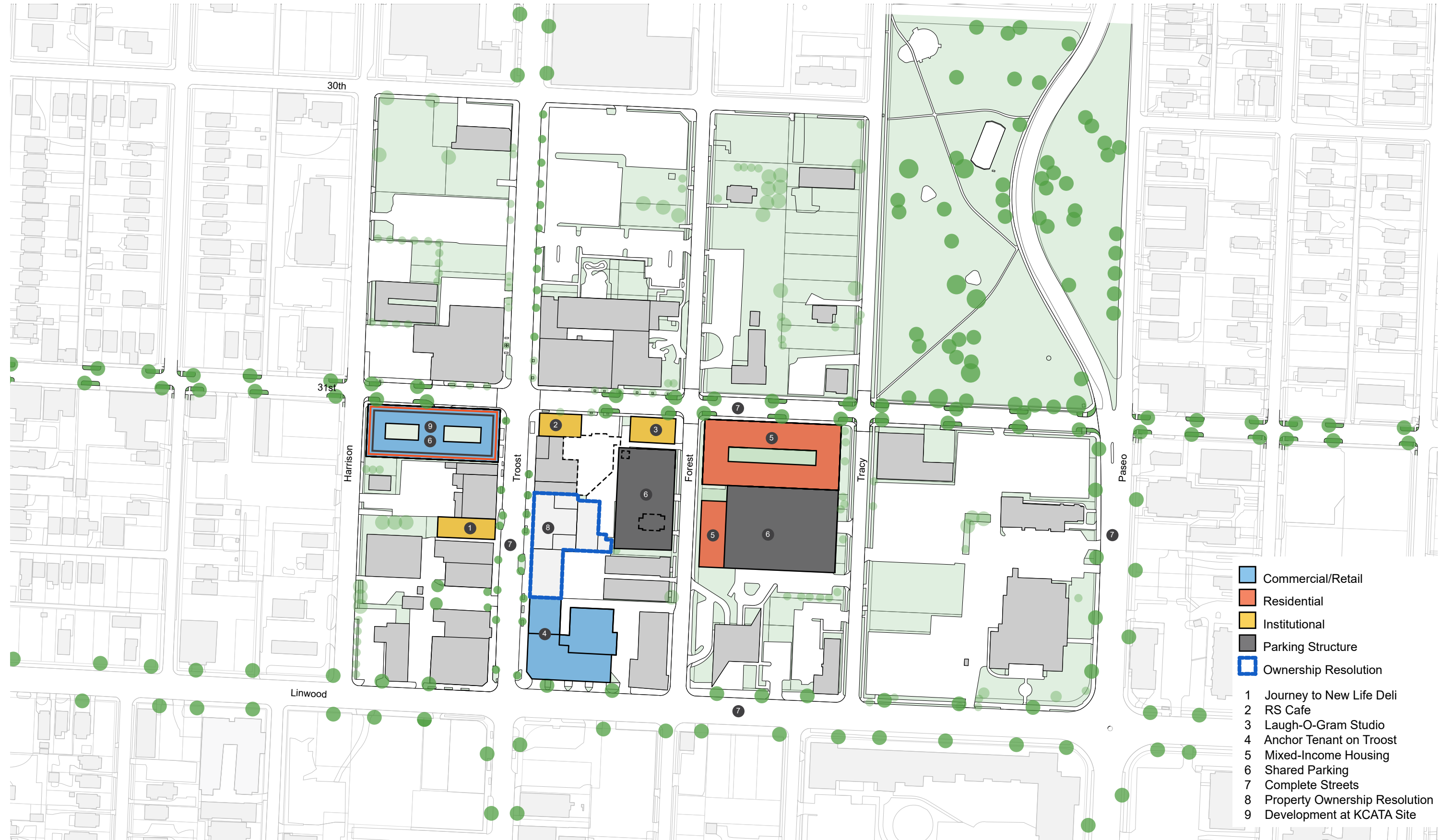
PROPOSED REDEVELOPMENT PLAN



PROPOSED DEVELOPMENT MATRIX

Key	Site	Changes Proposed	Owner / Entity	Existing Use	Proposed Use	Existing Construction	Proposed Redevelopment	Historic Tax Credit Potential	Building Footprint	Stories / Levels	Total SF	Retail	Commercial	Multi-Family Residential Units	Parking Stalls Required			Parking Provided	
															Retail	Commercial	Residential		
A	1006 E Linwood	N	Messner Puppets	Commercial		Existing Structure			7,100	1	7,100		7,100			8		13	
B	3125 Harrison St	N	Private	Multi-Family Residential		Existing Structure					-								
C	3115 & 3117 Harrison St	Y	Private	Single-Family Residential	Multi-Family Residential	Existing Structure	Proposed Demo & New Construction		10,200	3	30,600			36			36		
D	3100 Troost; 1001 E 31st St; 3109 Harrison St	Y	KCATA		Mixed-Use	Vacant Land	Proposed New Construction		32,800	6	196,800	20,500	32,800	63	52	33	63	100	
E	3112 Troost	Y	Legacy Crossing	Retail / Commercial	Retail / Commercial	Existing Structure	Renovation Planned	Y	10,700	2	21,400	10,700	10,700		27	11			
F	3118 Troost	Y	Journey To New Life	Institutional	Institutional	Existing Structure	Renovation Planned	Y	5,400	1	5,400		5,400		6				
G	3124 & 3130 Troost	Y	Legacy Crossing	Retail / Commercial	Retail / Commercial	Existing Structure	Renovation Planned	Y	11,000	2	16,100	11,000	5,100		28	6			
H	3136 Troost	Y	Ben Ray	Parking Lot	Parking/Greenspace	Existing Parking Lot	Proposed New Sitework											20	
I	3142 Troost	Y	Legacy Crossing	Retail	Retail	Existing Structure	Renovation Planned	Y	6,700	1	6,700	6,700			17				
J	3156 Troost	N	Family Dollar	Retail		Existing Structure			12,600	1	12,600	12,600			32				
K	1112 E Linwood; 3135 Troost	Y	Legacy Crossing	Commercial	Commercial	Existing Structure	Renovation Planned	Y	29,000	3	67,700		67,700			68			
L	3115 Troost	Y	Ben Ray	Mixed-Use	Mixed-Use	Existing Structure	Renovation Planned	Y	24,900	3	46,300	15,400	16,300	25	39	17	25		
M	3103 Troost	Y	Tycor Community Development	Retail / Commercial	Retail / Commercial	Existing Structure	Renovation Planned	Y	19,600	2	39,200	11,800	13,700		30	14			
N	3101 Troost	Y	Reconciliation Services	Institutional	Institutional	Existing Structure	Renovation Planned	Y	3,800	4	15,200		15,200			16			
O	1121 E 31st St	Y	Thank You Walt Disney	Institutional	Institutional	Existing Structure	Renovation Planned	Y	5,300	2	10,600		10,600			11			
P	3106 & 3116 & 3118 Forest	Y	Ben Ray	Multi-Family Residential	Parking Structure	Existing Structure	Proposed Demo & New Construction		27,600	2	55,200							176	
Q	3126 Forest	Y	Advanced Communication	Multi-Family Residential	Multi-Family Residential	Existing Structure	Renovation Planned		11,900	3	35,700			42				42	
R	1120 E Linwood	Y	Ben Ray	Retail / Commercial	Retail / Commercial	Existing Structure	Proposed Demo & New Construction		13,400	8	107,200	13,400	93,800		34	94			
S	1200 E Linwood	Y	City of Kansas City	Police	Mixed-Use	Existing Structure	Proposed Demo & New Construction		47,700	8	286,700	47,700	95,400	150	119	96	150		
T	1224 E Linwood	N		Multi-Family Residential		Existing Structure			5,000	8	40,000			47			47		
U	1200 E Linwood	Y	City of Kansas City	Parking Lot	Parking Structure	Existing Parking Lot	Proposed New Construction		32,500	4	130,000							520	
V	1200 E Linwood	Y	City of Kansas City	Multi-Family Residential	Multi-Family Residential	Vacant Land	Proposed New Construction		43,900	3	131,700			130			130		
W	1330 E Linwood	Y	Scottish Rite	Parking Lot	Mixed-Use	Existing Parking Lot	Proposed New Construction		20,400	6	109,600		40,800	69	41		69		
X	1330 E Linwood	N	Scottish Rite	Institutional		Existing Structure			28,400	5	142,000					175			
Y	No Address (Scottish Rite)	Y	Scottish Rite	Parking Lot	Parking Structure	Existing Parking Lot & Vacant Land	Proposed New Construction		57,500	4	230,000							690	
Z	3114 & 3116 Paseo	Y	Healing House	Institutional	Institutional	Existing Structure (Vacant)	Proposed Renovation	Y	9,600	3	28,800		28,800			29			
AA	1301 E 31st St (+adjacent lots with no address)	Y	Scottish Rite	Commercial	Multi-Family Residential	Existing Structure & Vacant Land	Proposed Demo & New Construction		29,600	3	88,800			88			88		
BB	3046 Troost, 1004 E 31st St, 3039 Harrison St, 3030 Troost	Y	Operation Breakthrough	Institutional	Institutional	Existing Structure & Vacant Land	Renovation Planned & Proposed New Construction	Y	26,100	2	43,900		43,900			44			
CC	3035 Harrison St, 3029 Harrison, 3021 Harrison	N	Pana Investments LLC	Multi-Family Residential	Multi-Family Residential	Existing Structure			10,200	2	20,400								
DD	3018 Troost	Y	Operation Breakthrough	Parking Lot	Institutional	Existing Parking Lot	Proposed New Construction				-								
EE	3009 Troost	Y	Exact 3000	Retail / Commercial	Retail / Commercial	Vacant Land	Proposed New Construction		6,100	3	18,300	6,100	12,200		16	12			
FF	3004 Troost	N	Exact 3000	Retail / Commercial		Existing Structure												10	
GG	3005 Harrison	N	Exact 3000	Community Garden		Vacant Land													
HH	3008 Forest	Y	KCPL	Parking Lot	Parking Lot	Existing Parking Lot	Proposed New Parking Lot & Sitework				-								
II	3039 Troost, 3008 Forest	Y	Operation Breakthrough / KCPL	Institutional	Institutional	Existing Parking Lot & Vacant Land	Proposed New Construction				-								
JJ	3039 Troost, 3008 Forest	N	Operation Breakthrough / KCPL	Institutional		Existing Parking Lot & Vacant Land					-								
KK	3039 Troost	N	Operation Breakthrough	Institutional	Institutional	Existing Structure			47,700	1	47,700		47,700			48			
LL	3045 Forest	N	New Home Church of	Institutional		Existing Structure & Parking Lot			5,900	1	5,900								
MM	3045 Forest	Y	New Home Church of	Multi-Family Residential	Multi-Family Residential	Vacant Land	Proposed New Construction		6,800	3	20,400			12			12		
NN	3009 Forest	N	St. Mary of Egypt	Single-Family Residential		Existing Structure								1			1		
OO	3005 Forest	Y	KCPL		Parking Lot	Vacant Land	Proposed New Sitework				-							32	
PP	3000 Tracy	Y	KCPL		Multi-Family Residential	Vacant Land	Proposed New Construction							10			10		
QQ	3006 Tracy	N	Finnegan Place	Institutional		Existing Structure			5,000	3	15,000								
RR	3010 Tracy, 3014 Tracy, 3018 Tracy, 3028 Tracy	Y	Private		Multi-Family Residential	Vacant Land	Proposed New Construction							21			21		
SS	3030 Tracy, 3032 Tracy, 3034 Tracy	Y	Private	Single Family Residential	Single Family Residential	Existing Structure & Vacant Land	Existing to Remain & Proposed New Construction				-			16			16		
TT	1220 E 31st	Y	Mount Joy Missionary Baptist Church	Institutional	Retail	Existing Structure	Proposed Renovation	Y	2,400	1	2,400	2,400			6			12	
UU	3036 Paseo (Troost Park)	Y	City of Kansas City	City Park	City Park	Existing Park	Proposed Programming												
	Street Parking - Troost																	81	
	Street Parking - 31st																	84	
	Street Parking - Harrison, Forest, Tracy																	233	
Totals												2,035,400	158,300	547,200	710	441	688	710	1,971

CATALYTIC PROJECTS



CATALYTIC PROJECTS

Projects that are considered to be catalytic to this area are called out on the plan shown on the previous page. Strategies related to these projects can be found in the Implementation Playbook section of this report.

- Journey to New Life Deli Strategies 07 and 22
- RS Cafe Strategies 07 and 22
- Laugh-O-Gram Studio Strategy 03
- Anchor Tenant on Troost Strategy 08
- Mixed-Income Housing Strategies 13 through 16
- Shared Parking Strategy 05
- Complete Streets Strategy 17
- Property Ownership Resolution Strategy 12
- Development of KCATA Site Strategy 09
- Community Improvement District Strategy 20
(refer to District Overlays map in Appendix for CID plan)

CONCEPT VIEWS OF INFILL PROJECTS

The following pages include concept views of the proposed infill projects called out on the previous plans. These are intended to show the massing of new projects as they would begin to restore the area's urban fabric. They are not full renderings of detailed designs. The density of buildings suggested in these images will bring positive change to the area and the new residents and businesses will attract amenities needed by the community.

A PHASED PARKING APPROACH

The final image in this section shows a phased approach to parking that was discussed with several developers on Troost emphasizing the urgency for dedicated parking as they try to attract tenants. This acknowledges the benefits of adding some inexpensive parking initially, with a goal to consolidate and share parking structures so that land can be further developed for mixed-use or other higher value projects.

31ST AND TROOST PRIORITY AREA



View of 31st and Troost Priority Area looking to the southeast; Troost Park in the upper left (existing)



View of 31st and Troost Priority Area looking to the southeast; Troost Park in the upper left (proposed)

31ST AND TROOST PRIORITY AREA

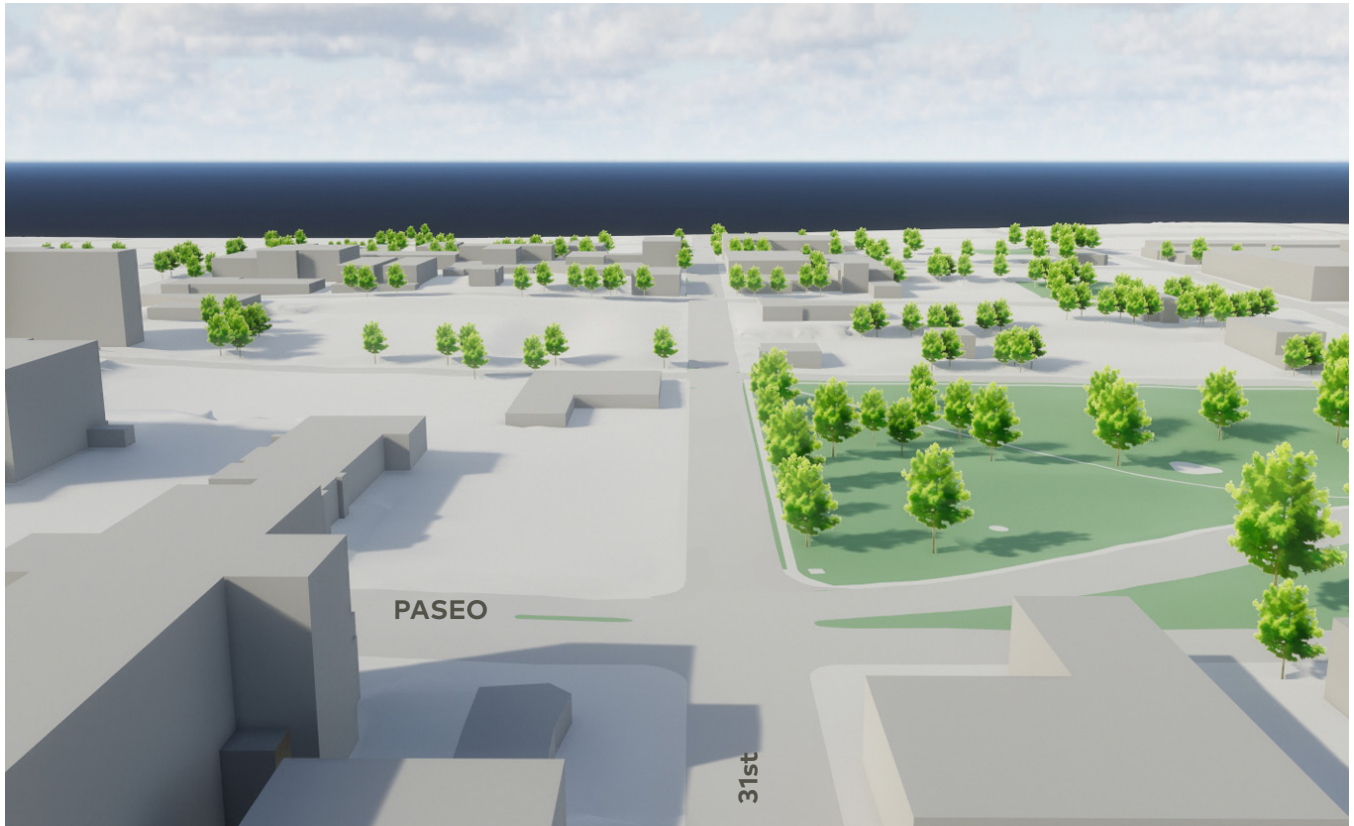


View of 31st and Troost Priority Area looking to the northwest; Troost Park on the right (existing)



View of 31st and Troost Priority Area looking to the northwest; Troost Park on the right (proposed)

31ST STREET AT TROOST PARK



Looking west along 31st Street - Troost Park on right (existing)



Looking west along 31st Street - Troost Park on right; new housing in red (proposed)

LINWOOD BOULEVARD AT PASEO



Looking west along Linwood Boulevard at intersection with Paseo (existing)



Looking west along Linwood Boulevard at intersection with Paseo; new mixed-use development in blue and red with Complete Streets (proposed)

TRACY AVENUE ALONG TROOST PARK



Looking south along Tracy Avenue - Troost Park on left; vacant lots on right (existing)



Looking south along Tracy Avenue - Troost Park on left; infill mixed-income housing on right (proposed)

PHASED PARKING PLAN



This diagram illustrates an intermediate phased parking scenario discussed by several developers in the area. Refer also to the strategy in the Implementation Playbook that references the need for a comprehensive shared parking plan, including phasing for immediate and future needs.



4.0 Implementation Playbook

4.1 Strategies

GUIDE TO THE IMPLEMENTATION PLAYBOOK

The following pages include strategies to advance the neighborhood guiding principles. The strategies are organized by the eight guiding principles, but many of the strategies advance principles in multiple issues areas. Each strategy sheet includes a description of the strategy, the approximate time frame for implementation, relative costs, and other information, such as champions and partners, and demonstrated public support. A matrix summarizing all strategies and guiding principles can be found on the next page for quick reference.

Guiding Principles

This section lists the guiding principles that are supported by the strategy.

Time Frame for Implementation

The time frame for implementation section estimates the relative time frame before a certain strategy could be completed. The categories include near term (1-2 years), mid term (3-4 years), and long term (5+ years). Strategies marked as on-going indicate efforts that are already underway.

Costs

The strategies include an indicator from one to four dollar signs (\$ - \$\$\$\$) to compare approximate costs of implementing the strategy. A policy change is inexpensive to implement and would receive a single dollar sign (\$), a new program might receive two dollar signs (\$\$), a development project three dollar signs (\$\$\$), and an infrastructure project would likely receive four dollar signs (\$\$\$\$).

Champions and Partners

This section highlights the probable champions and/or responsible partners for implementing the strategy.

Stakeholder Quotes

Also included are various stakeholder quotations from survey responses. These are intended to show connections between the strategies and community input.

GUIDING PRINCIPLES

STRATEGIES

		CATALYTIC PROJECT	TIME FRAME	COST	Reveal the History	Restore Urban Fabric	Revitalize Troost Retail Zone	Develop Mixed-Income Housing	Create a Generous Public Realm	Support Health and Wellness	Support Small Business Development and Job Creation	Grow Community Capacity
01	Dedicate space for a History of Troost museum		Long	\$\$\$	✓	✓			✓			✓
02	Incorporate Troost history within public and private spaces		Mid	\$\$	✓	✓	✓		✓			✓
03	Support revitalization of Laugh-O-Gram Studio	*	Mid	\$\$\$	✓	✓	✓				✓	✓
04	Enforce Troost Overlay District guidelines		Near	\$	✓	✓	✓	✓				
05	Fund and build shared parking facilities	*	Mid	\$\$\$		✓	✓	✓				
06	Explore options for under-utilized public and institutional properties		Mid	\$\$\$		✓		✓	✓			
07	Identify and attract neighborhood-serving retail	*	Near	\$\$		✓	✓				✓	
08	Identify and secure anchor tenant(s) for retail zone	*	Near	\$\$		✓	✓				✓	
09	Redevelop KCATA property at 31st and Troost as mixed-use	*	Mid	\$\$\$		✓	✓	✓	✓		✓	
10	Develop 31st and Troost identity		Near	\$\$	✓		✓		✓		✓	✓
11	Provide opportunity for small business startups		Near	\$\$			✓				✓	✓
12	Resolve property ownership issues in retail zone	*	Near	\$			✓				✓	
13	Advocate for mixed-income housing as part of new Kansas City Housing Plan		Near	\$		✓	✓	✓		✓		✓
14	Provide new mixed-income housing units	*	Mid	\$\$\$		✓	✓	✓				✓
15	Connect homeowners with home repair resources		Near	\$				✓		✓		✓
16	Protect long-term homeowners from rapid property tax increases		Near	\$\$				✓				✓
17	Enforce new Kansas City Complete Streets ordinance	*	Near	\$		✓			✓	✓		
18	Encourage temporary use of vacant lots		Near	\$\$		✓	✓	✓	✓	✓	✓	✓
19	Increase number of trees in the area		Near	\$\$		✓			✓	✓		
20	Support Troost Community Improvement District (CID)	*	Near	\$\$					✓	✓		✓
21	Coordinate approach to area PIAC applications		Near	\$	✓		✓		✓	✓		✓
22	Provide access to healthy food	*	Near	\$\$\$			✓		✓	✓	✓	
23	Develop programs for all ages at Troost Park as a renewed neighborhood center		Mid	\$\$					✓	✓		✓
24	Attract a grocery store to the area		Long	\$\$\$		✓	✓			✓	✓	✓
25	Initiate a solar roof project to support Kansas City's clean energy initiative		Mid	\$\$						✓	✓	✓
26	Incentivize sustainable design and construction targets for all built projects		Near	\$			✓	✓		✓		
27	Provide after-hours social services guide and program		Mid	\$\$						✓		
28	Support the creation of an artist/maker space hub		Mid	\$\$\$		✓	✓				✓	✓
29	Support job creation programs		Near	\$\$						✓	✓	✓
30	Provide direct access to jobs		Near	\$\$						✓	✓	✓
31	Create a framework to support a coalition of neighborhood associations		Near	\$	✓	✓	✓	✓	✓	✓	✓	✓
32	Support local educational access points through strategic partnerships		Mid	\$\$		✓			✓	✓	✓	✓

Dedicate space for History of Troost museum

Description

Troost Avenue and its surrounding neighborhoods have a diverse and interesting history. The history punctuates some of the most challenging issues, such as slavery and residential segregation, which have national significance. Equally important, the history of Troost and its communities are rich with culture, resilience, and joy.

A dedicated space for a History of Troost museum will house and curate a more holistic picture of Troost’s past, present, and future. A museum can create connections with educational institutions, provide local jobs, and function as a community gathering space.

Guiding Principles

This strategy advances the following principles:

- Reveal the history
- Restore urban fabric
- Create a generous public realm
- Grow community capacity



Images from the history of Troost: The Osage Trail and Millionaire's Row

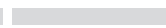
Time Frame for Implementation



on-going



near term



mid term



long term

Costs



Champions and Partners

- Private donors
- Black Archives of Mid-America
- Kansas City Public Library
- UMKC, MU, KU, and other academic institutions
- Neighborhood associations and residents
- Reconciliation Services
- Troost Market Collective
- Developers

Stakeholder vision in 10 years:

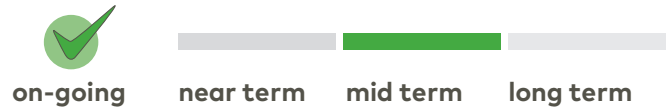
“[I want to preserve and promote] the Civil Rights history and multicultural nature of the neighborhood.”

Incorporate Troost history within public and private spaces

Description

The history of the Troost corridor and its surrounding neighborhoods is significant and compelling, full of lessons for students, residents, city leaders, and visitors alike. This history can add vitality and interest in the new and renovated development. History can be revealed in many ways such as architecture, art, and public history exhibits found in public spaces. Some of the most iconic murals in Kansas City are located in the Priority Area. The community and its organizations can take a leading role in defining how history can be revealed and made.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Reveal the history
- Restore urban fabric
- Revitalize Troost retail zone
- Create a generous public realm
- Grow community capacity

Champions and Partners

- Troost Market Collective
- Operation Breakthrough and local schools
- Black Archives of Mid-America
- Kansas City Public Library
- KCATA
- City of Kansas City
- Private developers



The 31st and Troost Priority Area already incorporates public art as a means of telling its story. The opportunity exists with each new development, renovation project, or improvements to the public realm.

Stakeholder vision in 10 years:
“I love the murals.”

Support revitalization of Laugh-O-Gram Studio

Description

The Laugh-O-Gram studio was Walt Disney’s first professional film studio where he focused on animations. The building and its history is of great historical significance, known as “the Cradle of Hollywood Animation.” Currently the building is owned by the non-profit organization Thank You Walt Disney that worked to restore the exterior and stabilize the building in 2009. There are current plans to renovate the building into four public areas: a Museum of Animation, Flex Studio that is a classroom and event space, a Welcome Center with coffee and gift shop, and a co-working space for new media startups. The plans for the space help achieve key guiding principles for the Priority Area and the group has already received a pledge of \$450,000 in matching funds from the Disney family.

Guiding Principles

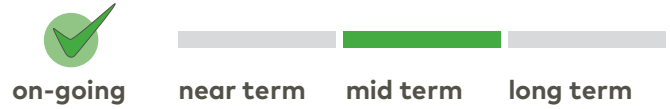
This strategy advances the following principles:

- Reveal the history
- Restore urban fabric
- Revitalize Troost Retail Zone
- Support small business development and job creation
- Grow community capacity



The original Laugh-O-Gram Studio is located one block from the corner of 31st and Troost.

Time Frame for Implementation



Costs



Champions and Partners

- Thank You Walt Disney Organization
- Disney family
- Startup communities
- Private donors
- LISC

Stakeholder vision:

“The architecture is an important part of Kansas City’s history. I want to see the area transformed into an area that incorporates a museum for the Laugh-O-Gram Studio, restaurants, nightlife, and shopping.”

Enforce Troost Overlay District guidelines

Description

The Troost Overlay District outlines specific design standards for development. These standards aim to:

- stabilize property values and reduce the perception of investment risks,
- maintain and promote the area’s economic vitality,
- encourage preservation of the area’s rare, unique, or distinctive character, and
- otherwise promote the health, safety, morals, and general welfare of the city.

Enforcing these standards would aid the Priority Area in achieving the stated Guiding Principles.

Guiding Principles

This strategy advances the following principles:

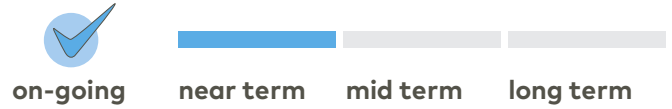
- Reveal the history
- Restore urban fabric
- Revitalize Troost retail zone
- Grow community capacity



Troost Overlay District: User’s Guide

December 31, 2015

Time Frame for Implementation



Costs



Champions and Partners

- City Planning and Development
- City Permitting Department
- Neighborhood associations
- Private developers

Stakeholder vision in 10 years:

“Existing facades to stay with new small private business[es], not some chain.”

Fund and build shared parking facilities

Description

In conjunction with achieving goals of Kansas City’s “Complete Streets Ordinance” and Transit-Oriented Development policy, minimizing surface parking lots is a key strategy for the Priority Area. Surface parking lots do not provide the highest value for land in areas that are looking to grow. They take up critical space, often do not have multiple uses, and do not bring in as much revenue for private or public entities compared to other uses. Detailed in the “Implementation and Funding” section, building shared parking facilities will make the most effective use of the available land. This will allow for the use and redevelopment of land parcels for housing and/or commercial development. New and efficient parking options are critical to attracting new retail and anchor tenants and restoring the urban fabric.

Existing and potential surface lots serve an immediate purpose and are a part of a phased parking scenario for the area. While the properties with existing surface lots await more development and shared parking facilities, these lots could be used to activate the public realm and address community needs such as access to healthy food through food trucks and farmer’s markets, and for weekend community events. Development review should avoid creating incentives to demolish existing buildings to create new surface parking. Refer also to the Revitalization Scenario chapter of this report for additional information on a phased parking plan.

Guiding Principles

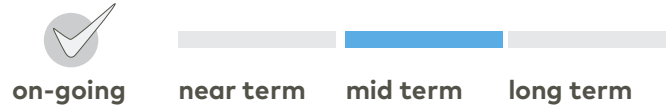
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Support small business development and job creation

Stakeholder vision in 10 years:

“Pedestrian friendly streetscapes, all historical buildings stay, no parking garages on the front of streetscapes.”

Time Frame for Implementation



Costs



Champions and Partners

- Area businesses and institutions with parking needs
- City of Kansas City
- Private developers
- Neighborhood associations and community groups
- KCATA



The 10th and Wyandotte Garage accommodates neighborhood parking needs while integrating public art into the built environment.

Explore options for under-utilized public and institutional properties

Description

Large parcels within the Priority Area are owned by governmental agencies, semi-governmental agencies, utility companies, and long standing institutions. This land has stayed idle for years and can be better used for neighborhood-serving development. These organizations and developers, with input from citizens, can evaluate the potential use of the land and negotiate land swaps that efficiently achieve goals such as mixed-income housing. As an example, Boston, Massachusetts has recently been issuing RFPs for developers to obtain city-owned land for little to no cost if the developer meets higher than normal affordability and neighborhood goals.

This strategy works hand-in-hand with a few others: attracting anchor tenants and small businesses, and the strategies for developing mixed-income housing. Together, these will contribute to a more cohesive and coordinated area development.

Examples within the revitalization scenario include:

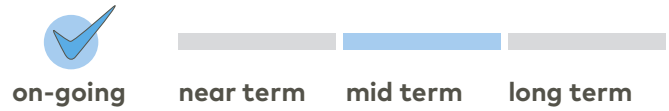
- KCATA properties
- Block of property owned by Scottish Rite Temple
- Block of property currently owned by the City of Kansas City and used by the Police Department
- Other vacant/underutilized land in the area

Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Develop mixed-income housing
- Create a generous public realm

Time Frame for Implementation



Costs



Champions and Partners

- City of Kansas City
- KCATA
- Kansas City Power Light
- Private developers
- Neighborhood associations



Vacant properties in the Priority Area along 31st St.

Identify and attract neighborhood-serving retail

Description

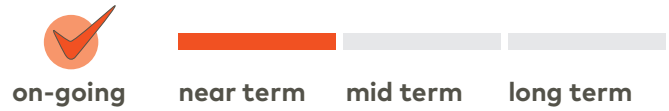
One of the central topics discussed during the community engagement sessions is the need for neighborhood-serving retail. These retail needs and desires range from a laundromat to coffee shops to good restaurants and banks, all basic daily amenities. Input from residents and organizations in and around the Priority Area is critical to prioritizing retail needs, working alongside private developers and business organizations to synthesize retail strategies. Collaboration amongst these groups can attract future tenants that emphasize benefits to the local community first. Specifically, small locally-owned and operated businesses can grow the local economy by building opportunity for community-based entrepreneurs, and creating job opportunities for local residents. Services and retail should be affordable to residents and to those who pass through.

Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Support small business development and job creation

Time Frame for Implementation



Costs



Champions and Partners

- Coalition of community groups and neighborhood associations
- Private developers
- KCSourceLink
- KC BizCare
- Troost CID



The Urban Cafe is nearby at 41st and Troost, serving fresh grab-n-go meal options to neighborhood residents.

Stakeholder vision in 10 years:

“Businesses begin to go in [to the retail zone] that benefit neighbors that live in surrounding areas and do not take advantage of them.”

Identify and secure anchor tenant(s) for retail zone

Description

Identifying an anchor tenant and ensuring suitable space for them are critical components for spurring development and addressing several needs and guiding principles of the redevelopment scenario. An anchor tenant that is a mid-sized job producer (25-50) would drive daily traffic to the Priority Area, diversify the area’s organizations and businesses, draw new residents and patrons, and provide local jobs. While a wide-range of businesses would be welcome in the Priority Area, businesses that provide entry-level and middle-income level positions could mesh well with several of area non-profits and their job and workforce training programs. Identifying inclusive employers that accommodate and hire from the surrounding community will help to prevent displacement and support current residents.

In the “Implementation and Funding” section, there are TIF and other incentive packages noted to help draw commercial businesses to the Priority Area.

Guiding Principles

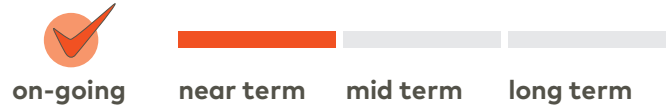
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Support small business development and job creation

Stakeholder vision:

“Enhanced use of Landmark Buildings and Facilities that would attract more activity to generate economic improvements...”

Time Frame for Implementation



Costs



Champions and Partners

- Kansas City Economic Development Corporation
- Kansas City Chamber of Commerce
- City Council and City Manager
- Startup coalitions, incubators, and co-working spaces



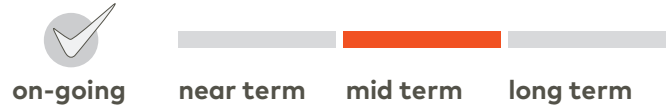
Vacant storefronts in the Priority Area along Troost.

Redevelop KCATA property at 31st and Troost as mixed-use development

Description

The KCATA parcel of land at the southwest corner of 31st and Troost is currently a parking lot, hardscape for two central bus stops, and vacant land. This property would have a higher value as a mixed-use development providing valuable commercial space on a busy corridor, mixed-income housing above, and shared parking below. The parcel also represents an important opportunity to implement the core elements of Kansas City’s Transit Oriented Development policy. This land was also identified in the *KC-CUR Implementation Strategy*.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Develop mixed-income housing
- Create a generous public realm
- Support small business development and job creation

Champions and Partners

- KCATA
- Private developers
- LISC



Existing undeveloped KCATA lot

Stakeholder vision in 10 years:

“Keep Troost and 31st as dense and walkable commercial / mixed use corridors with focus on transit and diverse amenities.”

Develop 31st and Troost identity

Description

As the 31st and Troost Priority Area, the City of Kansas City, and the surrounding neighborhoods aim to develop new housing options, better support existing local businesses, attract new businesses, and tell the Troost story, a cohesive area identity will be valuable. Throughout stakeholder engagement, there were common themes of community pride, a desire to ensure the area remains inclusive and open to change, and respect for the area’s history and culture. These stories and the people that tell them have the capability to define a path forward. An over-arching story and identity can function as both a common language used throughout the area, as well to garner financial, physical, and political support for current and future projects and initiatives. A clear identity can also be used in defense of community values and goals when they are challenged. Developing an identity for the Priority Area will also contribute to building community capacity.

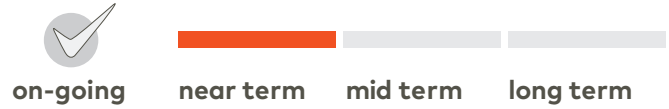
Guiding Principles

- This strategy advances the following principles:
- Reveal the history
 - Revitalize Troost retail zone
 - Create a generous public realm
 - Support small business development and job creation
 - Grow community capacity



At one time Troost was a neighborhood hub for goods and services. There is an opportunity to redefine its identity for the next generation.

Time Frame for Implementation



Costs



Champions and Partners

- Center for Neighborhoods - UMKC
- Urban Neighborhood Initiative
- Neighborhood associations, leaders, and residents
- CID

Stakeholder vision in 10 years:

“Strong, Affordable, Defiant, Healthy, Creative.”

Provide opportunity for small business startups

Description

Over the past several years, Kansas City has been branding itself as “Silicon Prairie”, highlighting its low cost of living, resources, and central location for start-up companies. The physical manifestation of these efforts is currently focused in the Crossroads neighborhood with some expansion into different locations across the city. 31st and Troost provides another option for startup communities to locate and operate. The Laugh-O-Gram Studio project includes a vision for space dedicated to multi-media startups.

In addition to the Thank You Walt Disney location, this area can look to provide support and spaces for small business start-ups. These businesses are not limited to technology-centered businesses and it is critical for the Priority Area to engage area residents and current small businesses. Similar to the strategy of attracting an anchor tenant, finding businesses that align with current and proposed workforce development programs is important to fostering inclusive economic development.

In addition to finding synergy between workforce programs and prospective businesses, community leaders and stakeholders can work with nearby educational, medical, and private businesses to identify needs that would catalyze and support new or relocated businesses.

Guiding Principles

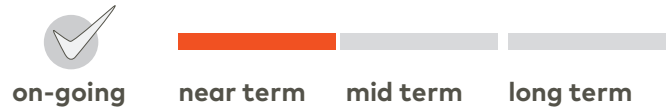
This strategy advances the following principles:

- Revitalize Troost retail zone
- Support small business development and job creation
- Grow community capacity

Stakeholder thoughts on desired businesses:

“Good mix of restaurants; creative businesses especially digital media firms, start-up businesses, more personal service businesses.”

Time Frame for Implementation



Costs



Champions and Partners

- Thank You Walt Disney (media startup space)
- TechStars
- Kansas City Chamber of Commerce
- Kansas City Economic Development Corporation
- KCSOURCELINK
- KC BizCare
- Black Chamber of Commerce
- AltCap’s WIBO program



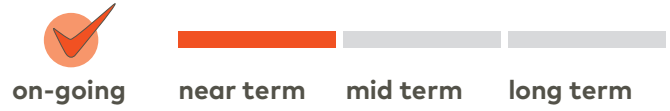
Blocks away, Plexpod is an example of a coworking campus that provides space to new and growing startups and entrepreneurs.

Resolve property ownership issues in retail zone

Description

Several existing properties in the retail zone have complicated ownership issues that need to be resolved in order to push planned projects forward. A mediator or similar organization could facilitate/oversee the negotiations between the various property owners or stewards. Resolution of ownership and property assembly will allow for quicker development and renovation progress.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Revitalize Troost retail zone
- Support small business development and job creation

Champions and Partners

- Property attorney advocate
- Urban Neighborhood Initiative



View looking south down Troost where majority of existing buildings are currently vacant or inactive.

Advocate for mixed-income housing as part of new Kansas City Housing Plan

Description

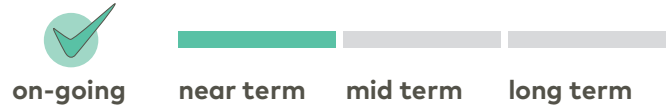
The inclusion of mixed-income housing and related policies in the new Kansas City 5-year Housing Policy is critical for developing the 31st and Troost Priority Area equitably and with respect for current residents. Mixed-income housing provides the opportunity to maintain a diverse group of residents, a vital part of the vision for the Priority Area. Providing a diversity of housing options for all levels of household incomes assists in preventing displacement of the existing population by providing options for low and moderate income, as well as allowing residents to transition to different housing as their income rises or falls. Community, city, and private interests will need to work together to push for an inclusive housing policy that supports maintaining existing mixed-income housing and developing new housing opportunities. This is a time-sensitive issue since new proposed developments in the area are primarily focused on market rate units.

Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Develop mixed-income housing
- Support health and wellness
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- Neighborhoods and Housing Services Department
- Department of Housing and Urban Development (HUD)
- Private developers
- City administration
- Elected officials
- City Planning and Development
- Neighborhood associations, residents, and local organizations
- LISC



Imagine Boston is an example of implemented policy to support affordable and mixed income housing types.

Provide new mixed-income housing units

Description

Related to the strategy to advocate for mixed-income housing within the new Kansas City Housing Plan, resident stakeholders and private development interests can achieve the goal of mixed-income housing by acting on (or demonstrating) a mixed-income housing policy and building developments for current and prospective residents. The housing policy will likely have broad goals and perhaps non-binding requirements. The 31st and Troost Priority Area can act on those goals or develop their own to build mixed-income housing that meets the Priority Area’s specific needs.

Including requirements for low to moderate income units and working closely with private developers and the city are key strategies to ensure housing is built and achieves the desired results. The policy requirements and collaboration with developers are intended to prevent displacement, slow gentrification, and create an economically diverse neighborhood.

More detail is provided in Section 4.2, “Implementation and Funding.”

Guiding Principles

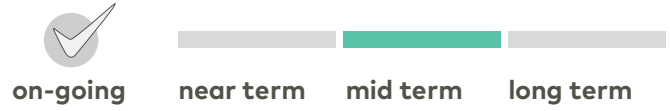
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Develop mixed-income housing
- Grow community capacity



Dorchester Art + Housing Collaborative is an example of collaboration between public, private, and non-profit sectors that integrates mixed income housing along with an arts center, tech shops, and public meeting space.

Time Frame for Implementation



Costs



Champions and Partners

- Private developers
- Neighborhoods and Housing Services Department
- City administration
- Neighborhood associations
- LISC
- Urban Neighborhood Initiative

Stakeholder thoughts on area housing:

“More studio apartments would be nice that are affordable.”

Connect homeowners with home repair resources

Description

Equipping current and future homeowners with knowledge and resources to make home repairs is important to support residents and to ensure widespread neighborhood revitalization. There are a number of organizations that are geared toward helping low- to moderate-income homeowners update and maintain their properties. These organizations include but are not limited to Westside Housing Organization (WHO), Neighborhoods and Housing Services Department, and Christmas in October.

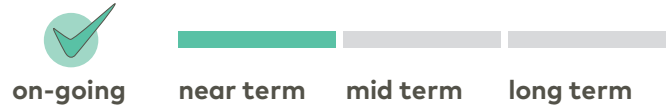
This strategy is to consolidate all available information about services and initiatives into a guide, advertise the guide to homeowners, and support program applications. It is also vital to plan the continual dissemination of this information to new residents. This is an opportunity to involve all community leaders and residents in the surrounding neighborhoods.

Guiding Principles

This strategy advances the following principles:

- Develop mixed-income housing
- Support health and wellness
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- Home repair organizations
- Community Development Corporations (CDCs)
- Neighborhood associations, leaders, and residents
- LISC



Before and after images of a WHO home repair project.

Stakeholder thoughts on area housing:

“Affordable small homes and apartments that are well cared for and the ability of homeowners to afford maintenance and repair beyond triage.”

Protect long-term homeowners from rapid property tax increases

Description

A neighborhood stabilization strategy is to protect long-term homeowners from rapid property tax increases. Working with the city and their elected officials, neighborhood groups and supporting organizations can devise a plan that would freeze property taxes or create an escalated scale for long-term residents. Examples of such as strategy could include:

- Monitor property tax increases and impact of new development on property values and rent.
- Explore creative use of existing tax abatement tools to limit or delay increases in property taxes for long-term homeowners.
- Advocate for mixed-income and affordable housing options, including housing that supports seniors.
- The Missouri Property Tax Credit Claim gives credit to certain senior citizens and 100 percent disabled individuals for a portion of the real estate taxes or rent they have paid for the year. Non-profit advocates could develop a program to assist eligible residents in preparing Property Tax Credit applications during annual income tax season.

Ensuring that current residents can comfortably afford and maintain their residences at the price point they purchased it, while improving the overall neighborhood, will support long-term residents.

Guiding Principles

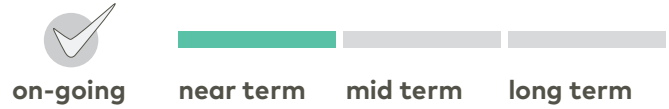
This strategy advances the following principles:

- Develop mixed-income housing
- Grow community capacity

Case Study

In 2013, Philadelphia city council passed two major bills designed to protect residents city-wide from rapid increase in property taxes. (120340-06 and 130417-A02)

Time Frame for Implementation



Costs



Champions and Partners

- City administration and City Council
- Elected officials
- Jackson County
- Neighborhood associations
- Land Clearance for Redevelopment Authority-LCRA
- Non-profit organizations

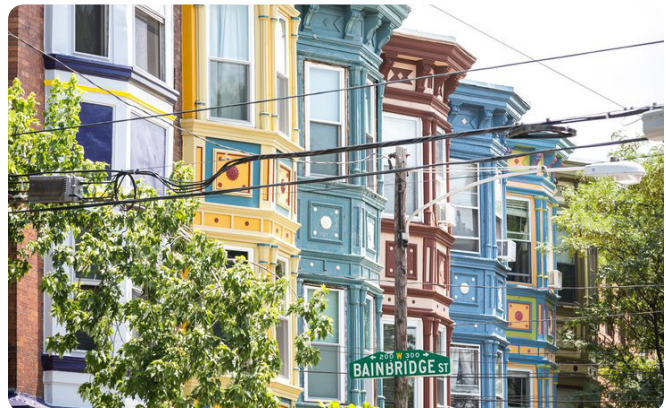


Image of a Philadelphia neighborhood.

Enforce new Kansas City Complete Streets ordinance

Description

To create a more inviting, healthy, and accessible public realm, it will be imperative to enforce the Complete Streets ordinance for the Priority Area’s major thoroughfares. The Complete Streets ordinance mandates that streets “are designed and operated to enable safe access for all users” including pedestrians, wheelchair users, bicyclists, public transportation users, and motorists. Ensuring that urban designers, city officials, developers, and builders follow the elements of the ordinance supports the holistic revitalization for the Priority Area. By implementing complete streets on 31st, Troost, Linwood, and Paseo, the streets will support healthier and safer communities.

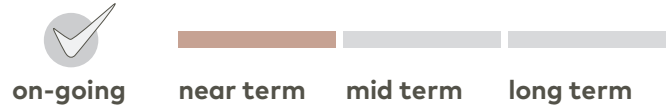
This strategy can be aided by adding shared bike programs and encouraging commercial corridor property owners to add bike parking stations in front of their businesses.

Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Create a generous public realm
- Support health and wellness

Time Frame for Implementation



Costs



Champions and Partners

- City Planning and Development
- Public Works Department
- KC Water Services
- BikeWalkKC
- Area retail shops
- Private developers
- Neighborhood associations and leaders
- PIAC process



Complete streets integrate pedestrians, bicycles, green space and public transit.

Stakeholder on Priority Area goal for 2018:

“I think any new investment is still in much need of momentum, but ideally new projects will be pedestrian focused and not parking focused.”

Encourage temporary use of vacant lots

Description

Vacant lots and dangerous properties are unfortunately commonplace throughout most of Kansas City, and this Priority Area is no exception. Although those properties are problematic, there is opportunity and potential to find temporary uses and programming in addition to cultivating permanent development. Working with the Urban Neighborhood Initiative’s “Vacant to Vibrant” program, the Land Bank, the Homesteading Authority, and others that control these properties, individuals and groups can activate these lots and put them to use. Some of those uses may include growing a community garden/urban farm, planting new trees, building a small pocket park or nature area, hosting seasonal events, installing public art exhibits, or building another home or building. This strategy will have a positive impact on everyone that walks, drives, bikes, or lives by each lot.

Guiding Principles

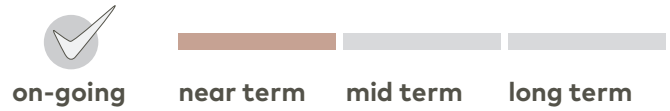
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Develop mixed-income housing
- Create a generous public realm
- Support health and wellness
- Support small business development and job creation
- Grow community capacity



The Giving Grove offers an examples of ways to transform vacant lots into urban orchards that produce healthy fresh fruits.

Time Frame for Implementation



Costs



Champions and Partners

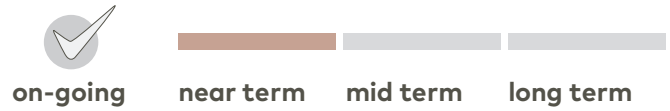
- Land Bank of Kansas City, Missouri
- Kansas City Missouri Homesteading Authority
- Legal Aid of Western Missouri
- City of Kansas City
- City Planning and Development
- Urban Neighborhood Initiative-Vacant to Vibrant program
- Neighborhood associations
- Local food and agriculture groups
- Local artists and collectives

Increase number of trees in the area

Description

As is true throughout the Kansas City urban core, increasing the number of trees in our cityscape has a tremendous impact. Trees in the urban core reduce energy loads, enhance neighborhood beauty, contribute to cleaner air, and are a green infrastructure strategy to hold topsoil and manage stormwater. Engagement with the newly formed Kansas City Tree Champions group, in addition to the Parks and Recreation Department and Bridging the Gap, for opportunities to increase trees in the Priority Area will be beneficial to residents, workers, and visitors of all ages.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Create a generous public realm
- Support health and wellness

Champions and Partners

- Kansas City Tree Champions
- Bridging the Gap
- Giving Grove
- KC Community Gardens
- Parks and Recreation Department
- Neighborhood associations



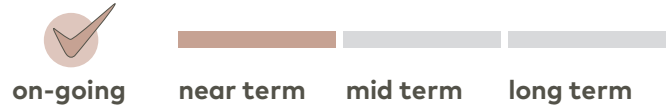
The Heartland Tree Alliance through Bridging the Gap plants urban trees throughout Kansas City.

Support Troost Community Improvement District (CID)

Description

Creation of a Community Improvement District (CID) has been identified as an important project by the Kansas City Economic Development Corporation (EDC) to foment commercial investment in the 31st and Troost Priority Area. Early efforts to organize a CID have generated the support of business owners and other stakeholders. Gaining broader property owner and stakeholder support will be critical to the City Council’s evaluation and approval of the CID. The CID can underwrite important public improvements and related services, including security, maintenance and efforts to attract and retain businesses in the corridor. Organization and ongoing management of the CID also can help businesses, residents and neighborhood organizations build community capacity and impact.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Create a generous public realm
- Support health and wellness
- Grow community capacity

Champions and Partners

- Area businesses
- Neighborhood associations and groups
- City Administration
- City Council



Downtown Community Improvement District Ambassadors.

Stakeholder on Priority Area goal for 2018:

“Clean up unused lots, look to creating a CID. If the area starts to look more inviting then more of the other amenities will follow.”

Coordinate approach to area PIAC applications

Description

Currently, any individual can submit a Public Improvements Advisory Committee (PIAC) request for funding for certain community projects. The range of requests includes small curb replacements to large projects and programming. Working together, neighborhood groups and residents in and around the 31st and Troost Priority Area can leverage their collective power and ideas to ensure the success of their PIAC requests. Determining the most pressing and vital projects and pushing for the funding together will prove beneficial to community revitalization. Building this leverage does not preclude PIAC requests from individuals or other groups separate from the collective approach. This is an effective way to grow community capacity as well.

Guiding Principles

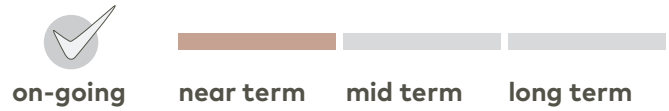
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost Retail Zone
- Support health and wellness
- Create a generous public realm
- Grow community capacity



One example initiative focuses on flowers, trees, and streetscapes in large and small patches of Kansas City's urban corridors.

Time Frame for Implementation



Costs



Champions and Partners

- Neighborhood associations, groups, and leaders
- 3rd and 4th District PIAC committee members
- 3rd and 4th District council persons
- Area organizations and businesses
- Urban Neighborhood Initiative (UNI)
- LISC

Stakeholder on Priority Area goal for 2018:

“Sidewalk repair in surrounding blocks for better walkability.”

Provide access to healthy food

Description

Access to healthy, fresh, and affordable food is a cornerstone in revitalizing neighborhoods. Adequate nutrition and access to quality food improves health conditions, attracts new development, and enhances a sense of community. Access to quality food is part of developing an equitable city.

A variety of strategies and partnerships can be built and used to deliver healthy food access in the interim and in addition to the prospect of a permanent grocery store.

These strategies and partnerships can include:

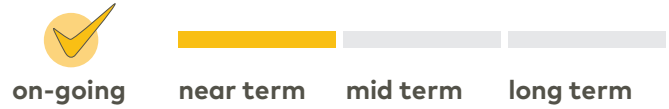
- Supporting Journey to New Life Deli and Reconciliation Services Cafe.
- Creating a designated place for food trucks to regularly congregate and supply meals.
- Building relationships to develop a farmers' market and/or collaborate with surrounding markets, such as in Boston Heights, Mt. Hope, and Ivanhoe neighborhoods.
- Partnering with local chefs and restaurateurs to develop innovative restaurant models that serve a range of incomes healthy and affordable food in addition to job training (see Locol case study).
- Building community garden and urban farming partnerships in the surrounding area.
- Supporting mobile food markets, Rolling Grocer, and smaller-scale bodega-type stores.

Guiding Principles

This strategy advances the following principles:

- Revitalize Troost retail zone
- Support a generous public realm
- Support health and wellness
- Support small business development and job creation

Time Frame for Implementation



Costs



Champions and Partners

- Parks and Recreation Department
- Local chefs and restaurateurs; food trucks
- Local food and agriculture organizations
- City Council and City administration



Case Study: Locol (CA) was started with a goal to provide wholesome, delicious and affordable food and jobs to under-served communities. Although there have been challenges, Locol continues to develop a working model.

Develop programs for all ages at Troost Park as a renewed neighborhood center

Description

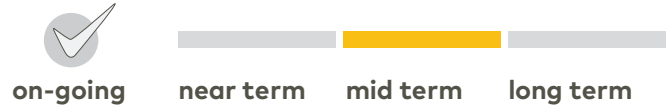
Throughout community engagement discussions, the under-utilization of Troost Park became a recurring topic. Troost Park, in many of the stakeholders' view, represents an opportunity to create programming for neighborhood children and adults, deter crime in the area, and support a healthy and active neighborhood. Collaborating with the Parks Department and utilizing potential PIAC funding, stakeholders have begun to identify specific programs, physical improvements, and coordination efforts with police and other departments. This will maximize the impact of a programmed and improved Troost Park. Specific programs already identified include: water spray park, practice soccer field, improved basketball court, running track, expanded playground equipment, and identified areas for community gardens and orchards. The park can also serve as an ideal gathering place for community events.

Guiding Principles

This strategy advances the following principles:

- Create a generous public realm
- Support health and wellness
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- Parks and Recreation Department
- Neighborhood associations and leaders
- YMCA and other youth programs
- Mayor and City Council programs
- Urban Neighborhood Initiative



A neighborhood water spray park.

Stakeholder vision for Troost Park:

“Better programming for multiple uses: sports, fitness, etc.”

Attract a grocery store to the area

Description

Attracting a brick and mortar grocery store is a desired goal of many stakeholders. There is currently a Family Dollar located at Linwood and Troost and a Save-A-Lot further south, but like many discount stores the focus is on heavily processed foods with long shelf lives. Outside of the Priority Area, the city-subsidized SunFresh grocery store plans to open in 2018, but is over one mile away and requires a dangerous walk over highway US-71.

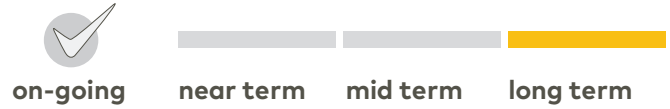
There clearly is a need for a more efficient, convenient and financially sustainable way of getting to healthy, fresh, and affordable food to Priority Area residents, workers, and businesses—many of whom are transit-dependent. Bringing a permanent grocery store to the area not only will create easier access to healthy food it will help catalyze new development beyond the Priority Area’s focus area.

Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Support health and wellness
- Support small business development and job creation
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- Grocery store owners / companies
- Neighborhood advocates
- Food-related community groups
- City Council and City administration



Groundbreaking of the new Sun Fresh Market at Linwood and Prospect.

Stakeholder vision in 10 years:

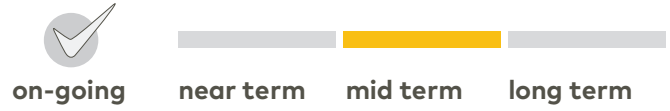
“Grocery store!”

Initiate a solar roof project to support Kansas City's clean energy initiative

Description

Though not identified specifically in the community engagement process, the implementation of a solar roof project on new and existing developments would reinforce the connection between clean energy and healthy neighborhoods. There are several organizations that can support this type of project such as SolarHood and Kansas City Power & Light. Creating a solar project can connect with green job training programs, support affordable energy, and contribute to the city's clean energy program in support of Climate Protection Partnership efforts.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Support health and wellness
- Support small business development and job creation
- Grow community capacity

Champions and Partners

- City of Kansas City's clean energy efforts
- SolarHood
- Local solar energy companies
- Neighborhood job training programs
- Kansas City Power and Light



One of many solar roof projects in Kansas City's urban core.

Incentivize sustainable design and construction targets for all built projects

Description

For future development and major renovations, mandating sustainable design and construction will play a part in making a healthier and more sustainable community and city. Additionally, once sustainability investments are made, affordable energy will be achieved and improved with decreased utility and maintenance costs.

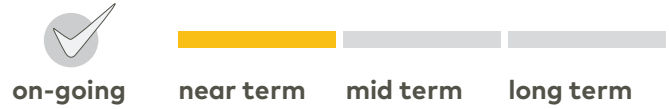
Sustainability and energy costs are critical in Kansas City as the city ranks 7th highest for energy spending (4.5% of income spent on energy costs) among 48 metropolitan areas. Kansas City also ranks in the top ten most energy-cost-burdened when accounting for renters, who spend 6.1% of income on energy, and low-income households who spend on average 8.5% of income on energy. Achieving sustainability goals is directly linked to housing affordability.

Guiding Principles

This strategy advances the following principles:

- Revitalize Troost retail zone
- Develop mixed-income housing
- Support health and wellness

Time Frame for Implementation



Costs



Champions and Partners

- Office of Environmental Quality
- City Planning and Development (Zoning and Development Code)
- Local sustainability advocates
- Neighborhood associations
- Private developers
- Design and construction professionals
- U.S. Green Building Council’s (USGBC) Central Plains Chapter



The Bancroft School Redevelopment project is an example of sustainable design and construction providing a model for new affordable housing.

Stakeholder thoughts on area housing:

“Small affordable energy efficient homes, old brick houses.”

Provide after-hours social services guide and program

Description

The capacity of Priority Area non-profit organizations and city services is often limited to weekly business hours due to staffing and finances. This leaves a gap in services to residents and patrons whose needs may require support and services beyond normal business hours. These needs can range from emergency services to accommodating people who are unable to receive services due to work schedules.

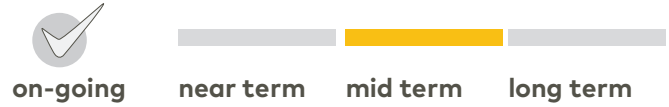
Developing a full-service program and/or team that provides 24-hour service to the Priority Area is a lofty goal that would require extensive coordination and additional funding. In the interim, collaboration and coordination between area non-profits, public city services, and city-wide non-profits, an “after-hours” resource guide and communications campaign can direct patrons to services available after normal business hours.

Guiding Principles

This strategy advances the following principles:

- Support health and wellness

Time Frame for Implementation



Costs



Champions and Partners

- Area non-profit organizations
- Public social service organizations
- City of Kansas City



Integrate programs that support patrons during off hours of existing neighborhood institutions, providing 24/7 access and support.

Stakeholder's most pressing issue:

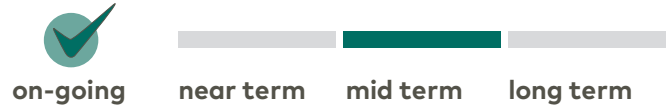
“Communication about neighborhood services and events.”

Support the creation of an artist / maker space hub

Description

Taking a more targeted approach to supporting artists and makers from the surrounding community will produce multiple, intersected benefits. Local artists and makers often connect to job training programs. They promote local culture and history through public art. Artists and makers are also commonly part of the education system. A specific space for artists and makers would be beneficial to ensure stability of the residents and create a semi-public space for public engagement and gatherings. The revitalized Laugh-O-Gram Studio project, with their proposed multi-media co-working space, would be major contributor to this effort, along with the on-going efforts of the Troost Market Collective.

Time Frame for Implementation



Costs



Guiding Principles

This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost retail zone
- Support small business development and job creation
- Grow community capacity

Champions and Partners

- Troost Market collective
- Thank You Walt Disney Organization
- Private developers
- Maker and artist collectives
- Art foundations



The temporary murals along the Troost retail zone storefronts are a clear sign of the vitality that art can bring to a neighborhood, a glimpse of history, culture, vibrancy, education, and more.

Stakeholder on needed resources:

“Free maker space.”

Support job creation programs

Description

Providing access to and required education for jobs can be a complex task, matching training programs with needs in the job market and providing basic skills for those that need it. More fully engaging and supporting the growth of current workforce programs and organizations with new or enhanced initiatives will support current residents to (re)enter the job market, obtain better paying jobs, or change careers. There are several workforce development groups and initiatives in the area that can be leveraged and that would benefit from added support.

These programs can mutually benefit the strategies of attracting an anchor tenant and other commercial development as well supporting and creating educational access for all ages.

Guiding Principles

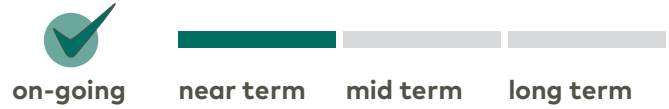
This strategy advances the following principles:

- Support health and wellness
- Support small business development and job creation
- Grow community capacity



Members of Reconciliation Services' Resolve Staffing program working with the Kansas City Royals.

Time Frame for Implementation



Costs



Champions and Partners

- RS Social Ventures LLC
- Journey to New Life
- Artists for the Homeless
- Westside Housing Organization workforce development program
- Metropolitan Community College-Kansas City
- Private industry
- Full Employment Council
- Financial Opportunity Centers

Stakeholder on needed resources:

“Grant funds to pay for training for underprivileged area kids. Need more sponsorships for non-profits from city businesses.”

Provide direct access to jobs

Description

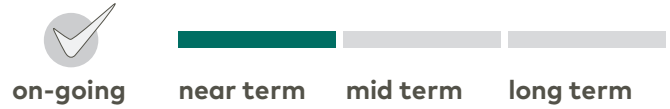
The current (and growing) reality is that many good-paying jobs exist outside of the urban core in suburban areas. Building partnerships between these businesses, the KCATA, and Priority Area job training groups could result in better and more immediate access to jobs outside of the area while local development continues to gain steam. Specific programs include connecting a regional transit line to a suburban job source(s) such as the new transit routes to the Amazon fulfillment centers in Kansas. Another potential opportunity is the new Kansas City International Airport construction. These partnerships can have positive benefits by creating potential development opportunities in the Priority Area, directly connecting workers to job training programs while saving time in their commutes, and improving residents' financial futures.

Guiding Principles

This strategy advances the following principles:

- Support health and wellness
- Support small business development and job creation
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- KCATA
- RS Social Ventures LLC
- Full Employment Council
- Private industries
- Educational institutions



The Priority Area, specifically 31st and Troost, is a major transit hub.

Stakeholder on most pressing issue:

“Jobs and development east of Troost.”

Create a framework to support a coalition of neighborhood associations

Description

The 31st and Troost Priority Area is at the intersection of at least seven neighborhood groups. Each group has distinct leaders and organizations and capacity. Throughout the engagement process, it became clear that while the issues voiced varied, there were common themes that crossed boundaries. 31st and Troost is a critical node that has a ripple effect to the surrounding communities. A strategy for supporting inclusive and significant development is to create a larger, over-arching framework to build a coalition of neighborhood associations. Building this coalition will help to reveal the area’s history and build on what worked in the past while avoiding initiatives that were less successful. It can also give rise to the increased capacity of neighborhoods whose voices have been lost. As part of creating this coalition, UMKC’s Center for Neighborhoods can be utilized as a resource for leadership training, technical assistance, and guidance navigating different governmental processes.

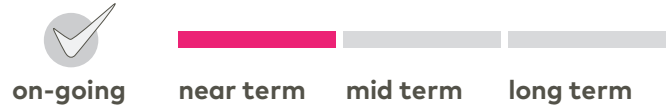
Residents have the institutional knowledge to help inform private and public development initiatives. This relates to the strategy on coordinated PIAC applications and the leveraging of internal capacity building. It also creates stronger political capital, which will address issues more quickly and efficiently. This strategy has the potential to affect all the guiding principles of this revitalization scenario as it supports the collaborative and mutually supportive energies of the residents for each effort.

Guiding Principles

This strategy advances the following principles:

- Reveal the history
- Restore urban fabric
- Revitalize Troost retail zone
- Develop mixed-income housing
- Create a generous public realm
- Support health and wellness
- Support small business development and job creation
- Grow community capacity

Time Frame for Implementation



Costs



Champions and Partners

- Neighborhood associations and leaders
- Urban Neighborhood Initiative
- Center for Neighborhoods - UMKC
- LISC
- City Council representatives



Stakeholder vision in 10 years:

“Meaningful community engagement, emphasis on creating a vibrant space that serves the needs of the existing communities on both sides of Troost.”

Support local educational access points through strategic partnerships

Description

Traditional education and new innovative models are both needed to prepare young people and adults for a shifting economy and workforce. Educational institutions have served as anchor institutions in cities across the country. Operation Breakthrough is an example of an anchor educational institution that continues to implement innovative programs to serve schoolchildren and their families. Through strategic partnerships, community stakeholders can attract more educational opportunities and permanent institutions to the area, including higher education partners. Examples of educational access points can include:

- a satellite higher education campus,
- a job training and education center sponsored by higher education institution and an in-demand area business,
- supporting Operation Breakthrough and other non-profits to expand programming and partnerships, and
- a library and/or literary programming.

Providing access points for various education levels and types will be of benefit to current and future residents in addition to supporting the Priority Area and regional workforce needs.

Guiding Principles

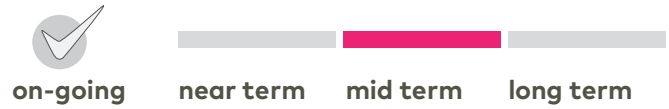
This strategy advances the following principles:

- Restore urban fabric
- Revitalize Troost Retail Zone
- Support health and wellness
- Create a generous public realm
- Grow community capacity

Stakeholder on needed resources:

“A library would be amazing.”

Time Frame for Implementation



Costs



Champions and Partners

- Kansas City Economic Development Corporation
- City of Kansas City
- Kansas City Public Schools
- Higher education institutions
- Education-centered non-profits (Operation Breakthrough)
- Kansas City Public Library



Operation Breakthrough is an example of an anchor educational institution that continues to implement innovative programs to serve schoolchildren and their families.

4.2 Implementation and Funding

INTRODUCTION

The implementation and funding of significant development in the 31st and Troost Priority Area relies on traditional funding mechanisms that will need to be used in creative and collaborative ways. In addition to the more granular and community-based strategies and projects outlined in the Revitalization Scenario chapter, the over-arching funding and implementation strategies outlined here aim to attract larger scale housing and commercial development, job-producing businesses, neighborhood-serving retail, and to provide adequate area parking. These strategies include a variety of sources of funding, some of which include tax incentives.

The implementation and funding strategies below are arranged into Housing, Commercial, Green Infrastructure, and Parking sections, each of which includes a summary, funding, implementation strategies, and policy considerations. The intent is to provide diverse options and encourage innovative ways of financing and implementing new development as well as creating policy to ensure positive and inclusive outcomes.

IMPORTANT CONSIDERATIONS

Development coordination

It is recommended that the LISC Project Manager for the 31st and Troost Priority Area organizes and leads a group that coordinates and directs the significant development projects. This group can eventually advocate for, coordinate, and negotiate incentive packages to be approved by the city. Organizing local interests and having on-the-ground leadership will support transparency and connections to community interests and concerns.

Balanced funding, community impact, and future outlook

A variety of public funding tools and incentives are available to support development in the Priority Area. However, many public finance tools, such as tax increment financing and tax abatements, have come under scrutiny as urban areas have seen dramatic increases in private investment. It is important to recognize that many of these tools were specifically intended to provide targeted financing for revitalization projects in the city's underserved areas. As such, their use is not only appropriate but critical for the 31st and Troost Priority Area.

While the use of tax incentives and abatements may be warranted, they still affect taxing jurisdictions and may put economic pressure on the Priority Area and city at large. When developing the Priority Area, it is imperative to consider a productive balance of funding options, the need for incentives for catalytic projects versus market-rate development, the resulting positive impact that new investment provides to the community, and the future potential for market-led, revenue-generating private investment in the Priority Area over the long term.

“... the over-arching funding and implementation strategies outlined here aim to attract larger scale housing and commercial development, job-producing businesses, neighborhood-serving retail, and provide adequate area parking.”

Term definitions and acronyms are further explained on p. 81-83.

“Consider tactical urbanism as part of shorter term strategies to support the more traditional development tools.”

Collaborative and creative funding and implementation

As discussed above, catalytic development will require a creative and collaborative process involving multiple stakeholders, including public, private and philanthropic groups. The options listed below should be viewed not as stand-alone strategies but as part of an integrated funding and implementation system. The Priority Area can look toward combining methods and bringing in creative partners to implement the most efficient and community-oriented development.

KC-CUR Capital Fund

As part of the KC-CUR Implementation Strategy, a Capital Fund is to be structured to help meet the financing needs of the particular types of projects and developers in the priority areas. LISC and UNI aim to attract \$25-\$40 million of patient, social impact capital from organizations around the city - public, private, and philanthropic. The rate of return to investors will be approximately 3-4% over 5-10 years. By blending this multi-sector capital, a range of investments will be able to be deployed with dollars that can also enhance credit and guarantee loans. As of April 2018, this investment vehicle has been further enhanced by the creation of an Opportunity Zone that includes the KC-CUR area. This new program, under the U.S. Department of the Treasury, encourages long-term investment and job creation in low-income areas of the state, by allowing investors to re-invest unrealized capital gains in designated census tracts.

Creative place-making through tactical urbanism

The goal of the funding and implementation strategies included here is to facilitate permanent catalytic projects for the Priority Area. For each section on housing, commercial, parking, and green infrastructure, there is an opportunity to use tactical urbanism strategies to guide the community in visioning the creative development they need and desire. Through short-term, low-cost, and scalable interventions, tactical urbanism can draw in potential partners, illustrate the viability of potential development, and build community capacity. When exploring the funding and implementation strategies below, tactical urbanism can be considered as part of shorter term strategies to support the more traditional development tools.

HOUSING

Summary

The incorporation of mixed-income housing to the Priority Area is a central focus of the revitalization scenario. Growing a denser and more economically diverse resident population in the Priority Area will help to activate local businesses, drive transit ridership, and add to the overall area revitalization. Some of the stakeholder concerns revolve around maintaining the neighborhood’s culture, history, and affordability in addition to preventing displacement of current, long-standing residents. These same stakeholders also acknowledge the need for change—attracting additional

residents, growing businesses, starting new restaurants, supporting public amenities, and creating a safer neighborhood. An effective and inclusionary housing policy, appropriate and balanced funding mechanisms, and the subsequent development are part of the foundation of that change.

Funding

Kansas City has often given large incentives and tax abatements for housing developments in the urban core. As the conversation about affordable housing parallels the dramatic increase in private and public investment in downtown, the city and neighborhoods are now able to press developers to build housing differently. Below are some available funding options to help incentivize and fund the development of housing, in particular mixed-income housing.

- *Tax abatement with a requirement of 5-20% moderate-income and/or low-income housing*—Currently tax abatements are often simply given to housing developers at 75% to 100% of the pre-development property value with little else being asked of the developers. Working with a new housing policy, detailed in Implementation Strategies below, the city can require or incentivize a certain percentage and mix of low-income and moderate-income housing in higher density developments. This funding mechanism would continue to provide financial relief for developers and work to prevent displacement and stabilize the neighborhood for future low- and moderate-income residents.
- *Department of Housing and Urban Development (HUD) financing*—Currently, Missouri Low Income Housing Tax Credits (LIHTC) have essentially been eliminated, but federal LIHTCs are still available. These can be used to help provide low-income housing in the Priority Area along with moderate-income and market rate housing development. The LIHTC process is extremely competitive. With community support, LIHTC applications have a better likelihood of being approved. If there is a shift in political power in Missouri, there is a chance for state LIHTC to return in some capacity.

In addition to LIHTC, HUD’s HOME Investment Partnerships (HOME) Program aims to “increase the supply of decent, affordable housing to low- and very low-income households; expand capacity of non-profit housing providers; strengthen the ability of state and local government to provide housing; and leverage private sector participation.” Exploration of the program and the available funds for the Priority Area will serve several of the revitalization scenario’s guiding principles and unique redevelopment situations.

HUD also provides Community Development Block Grants (CBDG) funding to development housing for low- and moderate-income persons. These grants also connect to overall area development including expanded economic development and opportunities, infrastructure, social programs, and energy conservation.

Housing funding options:

- **Tax abatements with mixed-income requirements**
- **Department of Housing and Urban Development funding (Low Income Housing Tax Credits, HOME program, and Community Development Block Grants)**
- **Historic Tax Credits**
- **KC-CUR Capital Fund (public, private, and philanthropic patient capital and social impact investments)**

“Neighborhood stakeholders should advocate for mixed-income housing strategies and requirements in the city-wide five-year housing policy and ensure they are adhered to in Priority Area development.”

- *Historic Tax Credits*—Although the allotment of Missouri Historic Tax Credits has been decreased and their future is unclear, Historic Tax Credits can provide financial support when developing existing properties that meet historic requirements.
- *KC-CUR Capital Fund*—Refer to “Important Considerations” section.

Implementation Strategies

A housing analysis of the proposed revitalization scenario, the Priority Area’s current housing stock, and relationship to city-wide trends can assist in providing an overall target for number of residents and their economic make-up. This will inform potential incentive packages and specific development requirements.

Once developed, transparent outreach to developers will help to verify the viability of mandates and incentives.

Policy Considerations

Kansas City Five-year Housing Policy—The Neighborhoods and Housing Services Department along with the City Planning and Development Department are beginning the process of creating a five-year housing policy. With participation and advocacy in the policy creation and implementation processes, neighborhood stakeholders can influence the inclusion and adherence to the goal of mixed-income housing in Priority Area development. The final policy should be consulted when guiding the funding and development of mixed-income housing in the 31st and Troost Priority Area.

Housing Policy Case Studies—Detailed in the Appendix are two housing-related policies for New York City and Boston. These programs and policies, along with other housing programs throughout the country, offer guidance in deciding best practices and avoiding pitfalls.

COMMERCIAL

Summary

This Priority Area includes one of the more vibrant commercial corridors on Troost Avenue, one that has lain dormant for some time. There is room for commercial growth to serve current and future residents, businesses, and institutions. Working to attract new businesses to the area will help give housing developers more confidence in the Priority Area’s potential and stability.

Funding

There are several ways to fund commercial development and economic development.

- *Tax-incentive packages and Tax Increment Financing*—Tax incentive packages and tax increment financing can be used to attract businesses, jobs, and fund rehabilitation of existing properties and construction of new buildings. This can be targeted to certain in-need industries and organizations who align with current area workforce initiatives.
- *Low-Interest Loan Programs*—Financing physical construction and renovation in addition to providing jump starts to local neighborhood businesses can be accomplished through low-interest loan programs through such organizations as LISC and AltCap. Many of these are geared toward small businesses, though not exclusively, and target under-invested areas. Directing prospective commercial tenants to these low-interest programs can minimize the need for major tax incentive packages and help foment organic commercial development.
- *New Market Tax Credits*—The Kansas City area was recently awarded over \$50 million dollars in New Market Tax Credits (NMTC). These tax credits have been awarded to Central Bank and AltCap to administer. Given the housing restrictions on NMTC, there is a great opportunity to utilize them for commercial and institutional projects.
- *Historic Tax Credits*—Historic Tax Credits, while depleted and in jeopardy in Missouri, provide another avenue for redevelopment financing of designated historic properties.
- *KC-CUR Capital Fund*—Refer to “Important Considerations” section.

Implementation Strategies

Given the variety of commercial development that could take place in the Priority Area, there are several ways to implement and fund commercial development. The following strategies should be examined and considered.

- The Kansas City Economic Development Corporation (EDC) has indicated that a Community Improvement District (CID) would be catalytic in conjunction with the funding options and outreach.
- Creation of an umbrella guide for small businesses and other organizations on obtaining financing, growing a business, and how to be a part of the 31st and Troost commercial corridor.
- Engagement with the Kansas City EDC, the KC Chamber, and other business organizations to attract an anchor tenant.
- Similar to business outreach, conversations that aim to attract other institutional groups such as medical, education (primary, secondary, and higher education), and anchor institutions such as a library would help to provide stability and draw more residents and patrons.

Commercial funding options:

- **Tax incentive packages**
- **Low-interest loan programs**
- **New Market Tax Credits**
- **Historic Tax Credits**

“Implementing green infrastructure strategies... lessens the load on existing infrastructure, better protects neighborhoods from natural disasters, and creates a more inviting neighborhood with more trees and native landscape.”

- Utilization of Community Development Financial Institutions (CDFIs) to help support non-profits and institutions already in the Priority Area as well as new businesses.
- Adequately address parking and other public amenities.

Policy Considerations

Appropriate zoning and code enforcement—In stakeholder meetings, there were complaints that the city did not enforce zoning or building codes (including the Troost Overlay District guidelines) with regard to area business licenses, resulting in out-of-place businesses such as car washes. Ensuring the right type of business occupies the appropriate place in the commercial zone will create synergy and attract other businesses.

GREEN INFRASTRUCTURE

Summary

Green infrastructure is becoming a standard for any new or replaced infrastructure in Kansas City. Implementing green infrastructure strategies achieves several goals. It utilizes sustainable design and strategies, lessens the load on existing infrastructure, better protects neighborhoods from natural disasters, and creates a more inviting neighborhood with more trees and native landscape.

Funding

The funding options for green infrastructure are dependent on other organizations and groups. There is little self-determination other than influence and advocacy.

- *Public Improvement Advisory Committee (PIAC) Funding*—Using the strategies of coordinated PIAC application approach and creating a coalition of neighborhood groups, the Priority Area’s stakeholders can put together a strong request for green infrastructure funding through the PIAC process.
- *Kansas City Water Services*—Working with advocates at the city and Water Services Department, the Priority Area coalition can advocate for funding and implementation of green infrastructure. The coalition can also ensure that when small repairs and maintenance are undertaken that there are efforts to maximize the impact of the repairs. An example of this is the planned green infrastructure projects in the West Bottoms.

Implementation Strategies

The central implementation strategy is to work together and find consensus for major projects and work to advocate for those projects. In using the strategies for coordinated PIAC applications and creating a coalition of neighborhood organizations, there is better chance for success in achieving new green infrastructure for the area.

Green infrastructure funding options:

- **PIAC funding**
- **Water Services**

Additionally, when city departments, such as the Parks and Recreation Department and Public Works, and contractors do conduct repairs, improvements, and new construction it is important to ensure they implement green infrastructure strategies.

Policy Considerations

Refer to the *Kansas City Overflow Control Plan* and the *MARC Green Infrastructure Playbook*.

PARKING INFRASTRUCTURE

Summary

The overall goal of a transit-oriented city is to minimize the need for parking so that transportation solutions are focused on walking, biking, and public transit. Until that time, parking will remain a constant and contentious reality for development, especially in car-centric cities such as Kansas City. While the overall goal for the city and the 31st and Troost Priority Area is to create a walkable and transit-oriented community, parking must be addressed. The revitalization scenario calls for minimizing the use of surface parking lots. Existing surface lots and any new/temporary lots are best when they incorporate green spaces and allow for different programming during off hours such as for outdoor community events and farmer’s markets. The revitalization scenario also proposes consolidated shared parking garages to satisfy housing and commercial parking needs. Garages ultimately provide more value to the neighborhood, contribute to higher density, and make better use of land allowing for more housing and commercial development opportunities.

“The revitalization scenario calls for minimizing the use of surface parking lots...[and] proposes consolidated shared parking garages...”

Funding

There are three main funding mechanisms for developing and building centralized parking.

- Because of the Priority Area’s location in a central corridor that is important to the overall revitalization of the east side of Kansas City, city officials should consider financial support for consolidated parking. Alleviating parking concerns in a smaller physical footprint will allow for more private investment. Generating revenues through monthly, daily, and hourly parking fees would help finance capital costs.
- Another option is to utilize the existing TIF district or create a CID for the Priority Area that subsidizes a private developer to build parking through sales and property taxes. This can also take the form of a Parking District, taxing businesses and organizations that utilize parking through the TIF or CID or through individual contributions.
- A combination of public funding mechanisms and private equity is also an option. Joint funding would help spread the risk and create more stakeholders. The city or other semi-governmental organizations can transfer land to private developers at little to no cost as a subsidy.

Parking infrastructure funding options:

- **Direct public financing**
- **TIF or CID funding**
- **Combination of public and private funding**

Implementation Strategies

There are several strategies for development of consolidated shared parking.

- Parking garages can be stand-alone developments operated by the city or a private developer using the funding options.
- Parking can be paired with new development. If an existing or new business, organization, or housing development is planning to build parking, there is an option to partner and build an oversized shared garage, reducing cost per car, to accommodate the development's needs and incorporate the larger Priority Area's needs. This could also include funding from a parking district, TIF, CID, as well as private equity.
- Collaborative parking agreements can be crafted between public, private, and institutional groups to maximize efficiency and cost-effectiveness of current and new area parking.

Policy Considerations

Building parking in the Priority Area should not be developed without accounting for stakeholder input and other Priority Area projects. Coordination with the community, planned development projects, the city, and existing policies are paramount. These policies need to be consulted and adhered to when developing parking.

- *Kansas City Transit-Oriented Development Policy (TOD)*—The Priority Area is at the intersection of two major transit lines. According to RideKC, east-to-west bus service on 31st Street is listed as having a 12-15 minutes frequency and north-to-south on Troost the Troost Max has a frequency of 10 minutes. Existing transit routes, frequency, and proximity to job centers positions the Priority Area as a key node in utilizing the newly adopted TOD Plan (p. 111). When examining parking development, consulting and following guidance of the TOD plan is critical to ensuring more active development and to best understand parking's impact on housing costs, infrastructure, and streetscape.
- *Complete Streets Ordinance*—The development of parking should work in concert with the implementation of “complete streets” as roads and streetscapes are improved to provide a better pedestrian and multi-modal friendly neighborhood.

GLOSSARY AND ACRONYMS

Community Development Block Grant (CDBG) program A flexible program that provides communities with resources to address a wide range of unique community development needs. (HUD)

Community Development Financial Institution (CDFI) An organization that: has as its primary mission the promotion of community development; serves an investment area or targeted population; provides development services and equity investments or loans; maintains accountability to residents within its investment area; and is not a public agency or institution. (HUD)

Community Improvement District (CID) Districts designed to help improve the community by bettering conditions for existing businesses, and attracting new growth. (Kansas City Economic Development Corporation)

Complete Streets Ordinance An ordinance that reinforces efforts to provide safe and accessible options for all forms of travel for pedestrians, bicyclists, transit users and motorists. The ordinance provides guidelines on how sidewalks and bicycles should be included in capital road projects and new development, offering increased efficiencies and lowering the environmental impact of the city's transportation system. (City of Kansas City, Missouri)

Green infrastructure Green infrastructure incorporates both the natural environment and engineered systems to provide clean water, conserve ecosystem values and functions, and provide a wide array of benefits to people and wildlife. (American Rivers)

Historic Tax Credits An incentive for the redevelopment of commercial and residential historic structures in Missouri equal to 25% of eligible project costs and expenses. (Missouri Department of Economic Development)

HOME Investment Partnership program (HOME) A program that provides formula grants to States and localities that communities use - often in partnership with local non-profit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. (HUD)

Kansas City Transit Oriented Development Policies (TOD) A policy that utilizes an approach to development that focuses land uses around a transit station or within a transit corridor in order to maximize access to frequent, high-quality transit and the benefits it provides. (Kansas City, Missouri—Transit-Oriented Development Policy)

KC-CUR Capital Fund An investment fund that would provide patient capital for certain KC-CUR Strategy investments in the Study Area. (KC-CUR Implementation Strategy)

Low-income household / family A household / family having an income equal to or less than the Section 8 Very Low Income limit (50% of the area median income) as established by HUD. (HUD)

Low Income Housing Tax Credits (LIHTC) A federal tax credit to investors in affordable housing. The LIHTC can be used each year for 10 years and is allocated to the owner of an affordable housing development. Investors take an ownership interest in the development to utilize the tax credits, thereby generating equity to construct or acquire and rehabilitate the development. (Missouri Housing Development Commission)

Mixed-income housing Development that is comprised of housing units with differing levels of affordability, typically with some market-rate housing and some housing that is available to low-income occupants below market-rate. (HUD)

Moderate-income household / family A household / family having an income equal to or less than the Section 8 Low Income limit (80% of area median income) established by HUD, but greater than the Section 8 Very Low Income limit (50% of area median income) established by HUD. (HUD)

New Market Tax Credits (NMTC) The credit provides an incentive for investment in low-income communities. The US Treasury competitively allocates tax credit authority to intermediaries that select investment projects. Investors receive a tax credit against their federal income tax. (Tax Policy Center)

Opportunity Zone Created by the Tax Cuts and Jobs Acts of 2017, the Opportunity Zones program is designed to drive long-term capital to distressed communities by providing tax benefits on investments in designated census tracts. The program seeks to revitalize and create jobs over the next decade in areas that otherwise may not be considered by investors. (Missouri Department of Economic Development)

Patient Capital Patient Capital describes investments that are characterized by a long-term horizon and high risk tolerance. A source of capital is “patient” if the timeline for payback for the capital is longer than they typical payback timeline offered by conventional private lending sources. (The Wilson Center; Acumen Fund)

Public Improvement Advisory Committee (PIAC) A committee and process to solicit resident input and make recommendations regarding both the citywide and neighborhood portions of the capital budget. Projects include: storm water drainage / flooding - bridges, streets, roadways; public property improvements - street improvements; municipal buildings improvements; community centers; street lighting / traffic lights; curbs and gutters; park facility improvements; monuments / fountains; and ball fields / swimming pools. (City of Kansas City, Missouri)

Tactical urbanism An approach to neighborhood building that uses short-term, low-cost, and scalable interventions and policies to catalyze long term change. (Tactical Urbanism Guide)

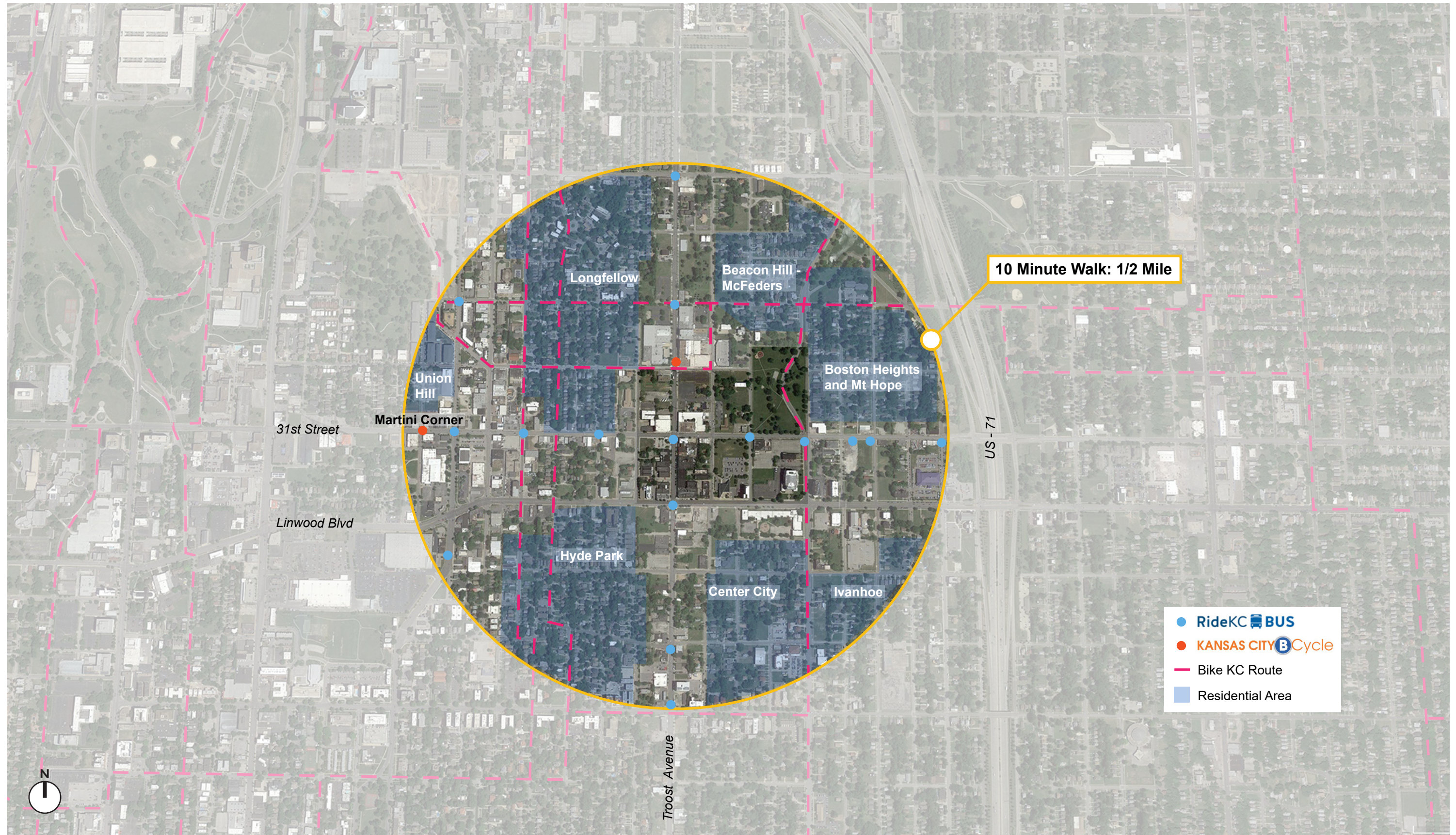
Tax abatement An incentive that can be utilized by cities to encourage the redevelopment of blighted areas by providing real property tax abatement. (Missouri Department of Economic Development)

Tax increment financing (TIF) A method to finance part of the public and private costs associated with local economic development. It does this by removing tax base increases in areas designated as TIF districts from the general tax roles and using the revenues from this “captured” tax base to finance site improvements or other economic development costs. In the standard model, public-sector bonds are used to raise the money needed to finance site improvements at the beginning of the project. The revenues from the captured tax base are then used to repay the bonds. When the bonds have been retired, the captured tax base reverts to the general tax roles. (Brookings)

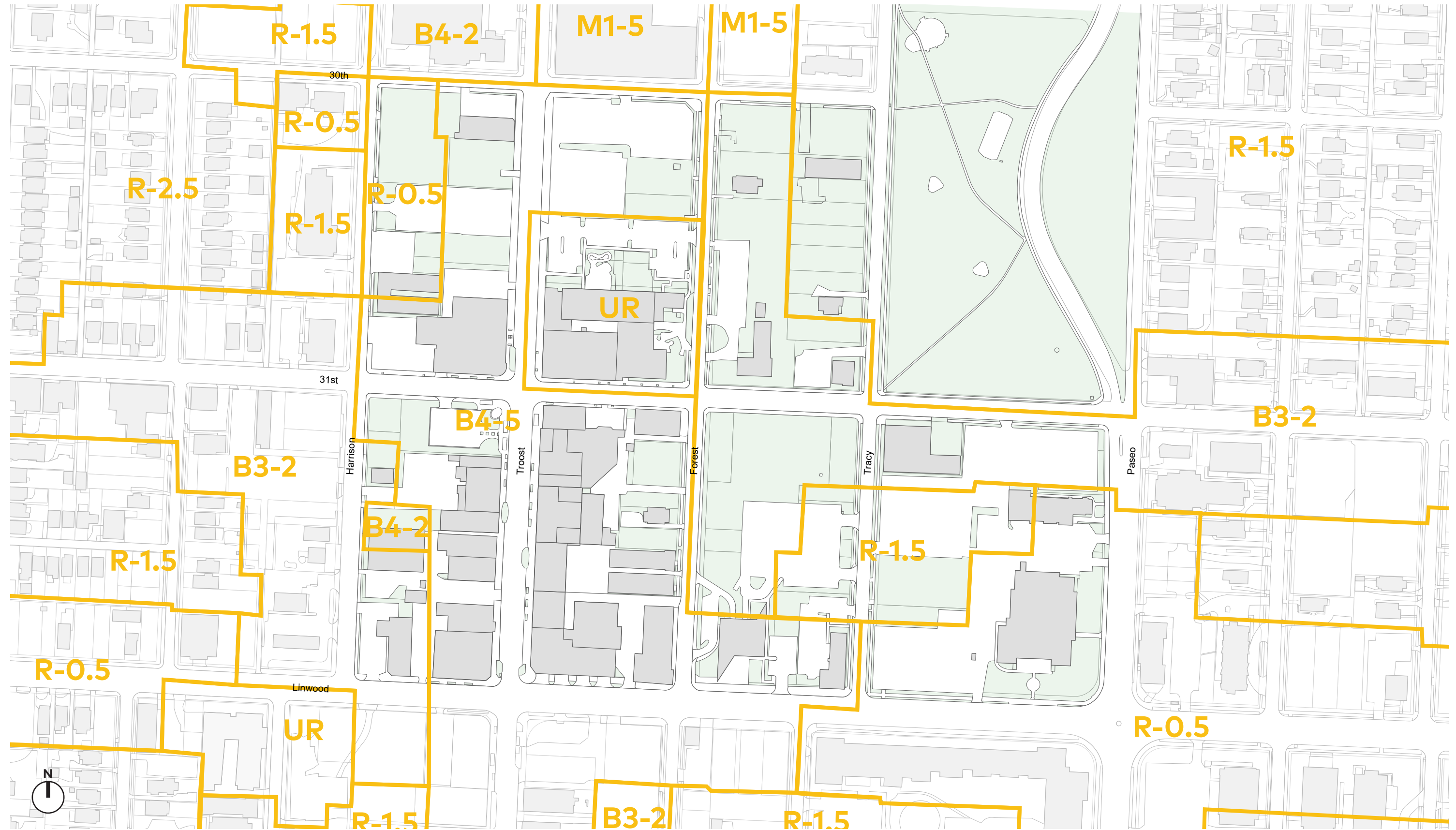


A.0 Appendix

CONTEXT MAP (10-MINUTE WALKING RADIUS)



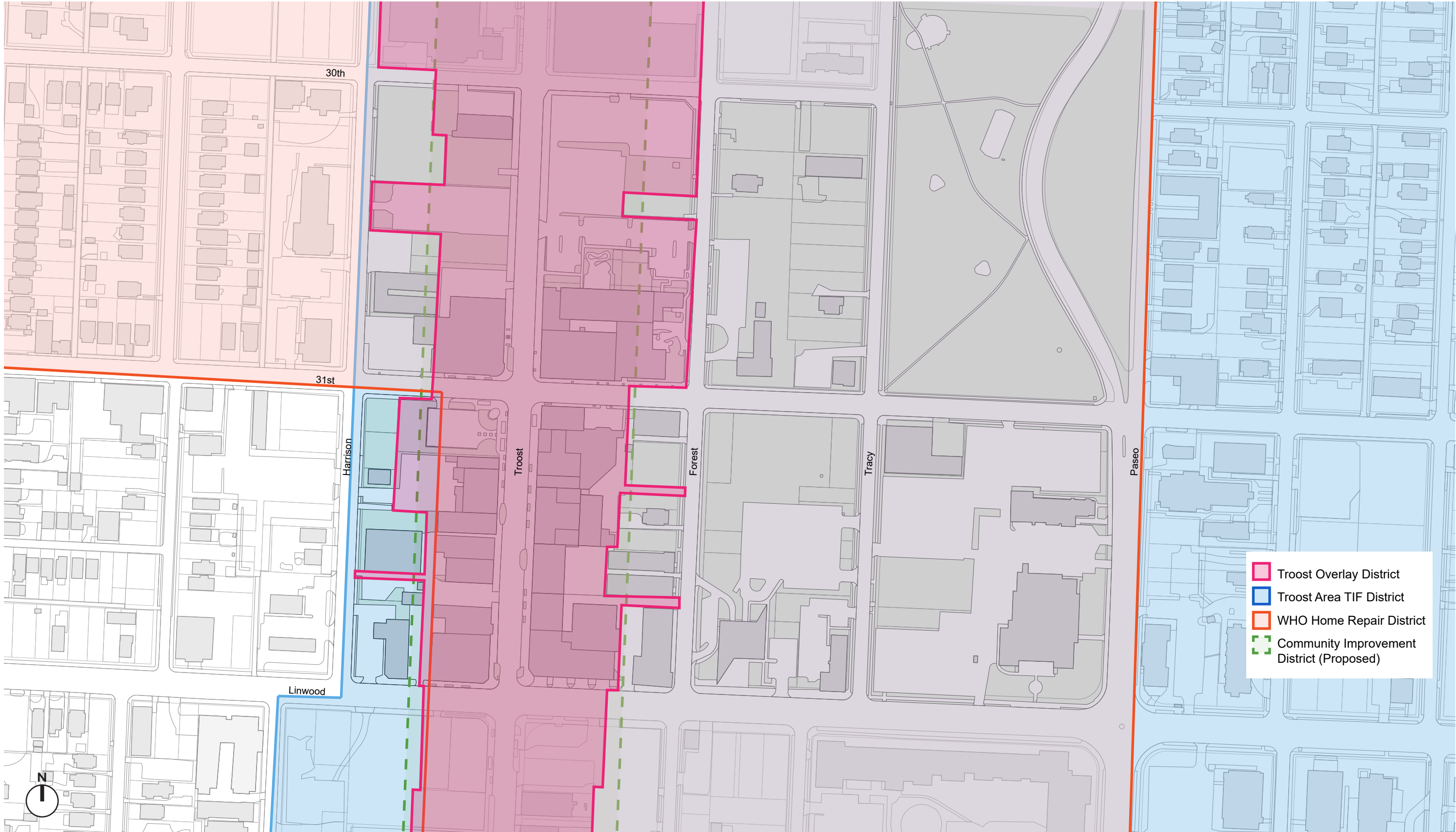
ZONING



NEIGHBORHOOD ASSOCIATIONS



DISTRICT OVERLAYS



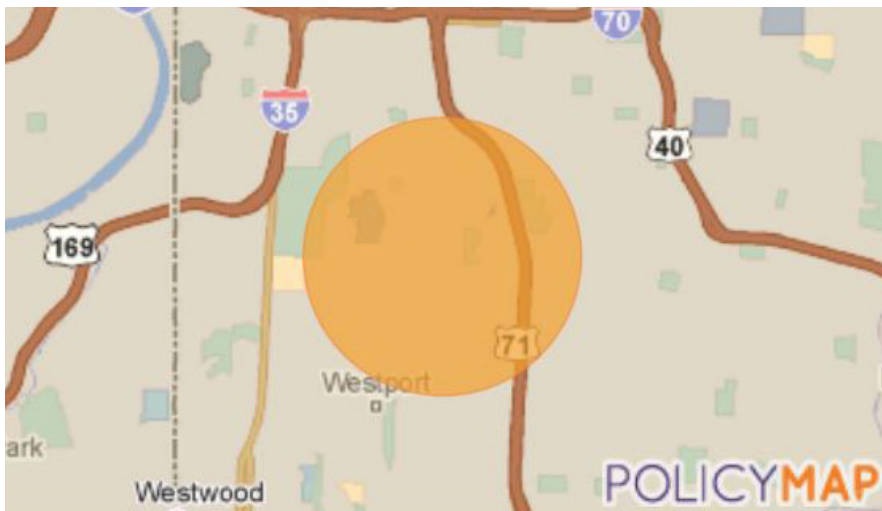
A.2 One-Mile Radius Data

Introduction

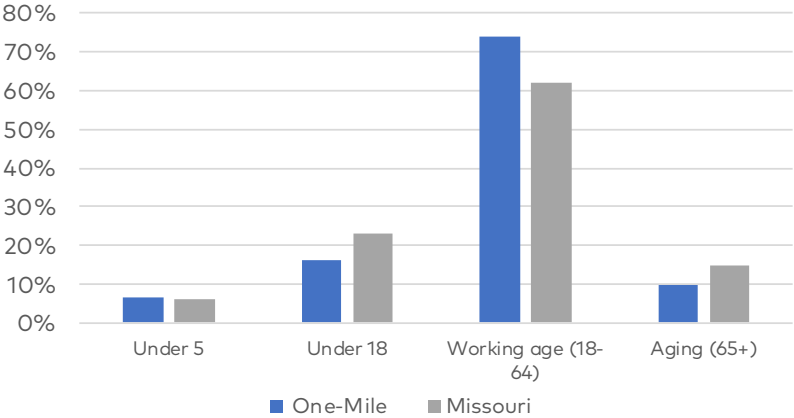
The American Community Survey (ACS) is conducted by the United States Census Bureau. It is an “ongoing survey that provides vital information on a yearly basis about our nation and its people...[It] help[s] determine how more than \$675 billion in federal and state funds are distributed each year.”

The ACS and PolicyMap allow for data sets to be created for specific areas and expanded based on radius distances. For the 31st and Troost Revitalization Scenario, the one-mile radius data set gives a more complete picture of the area than the smaller footprint of the Priority Area that is shared in the Context section of this report.

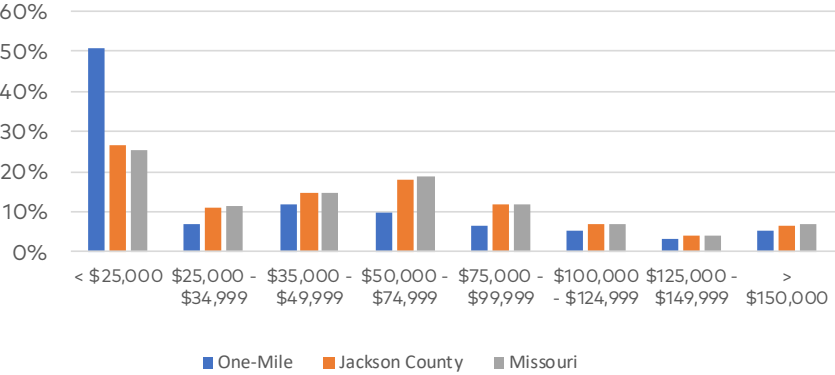
The data included below compares the one-mile radius area to Jackson County and Missouri.



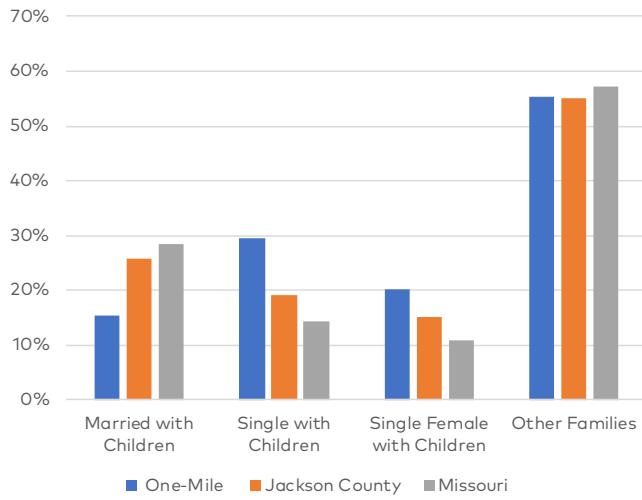
Age Distribution, 2011-2015



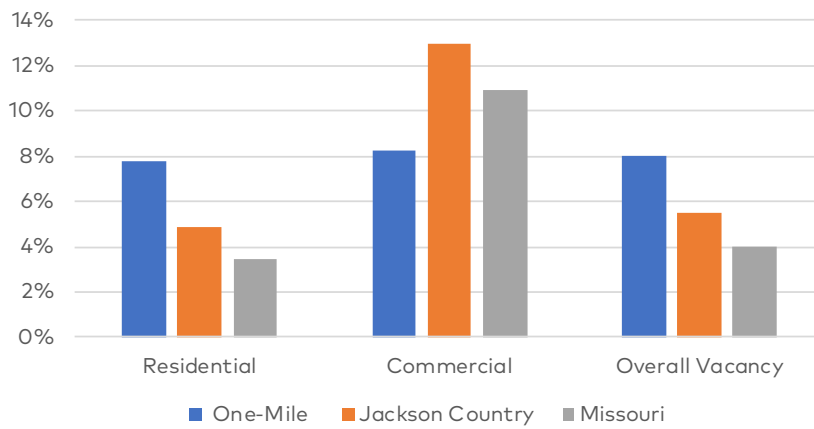
Annual Household Income, 2011-2015



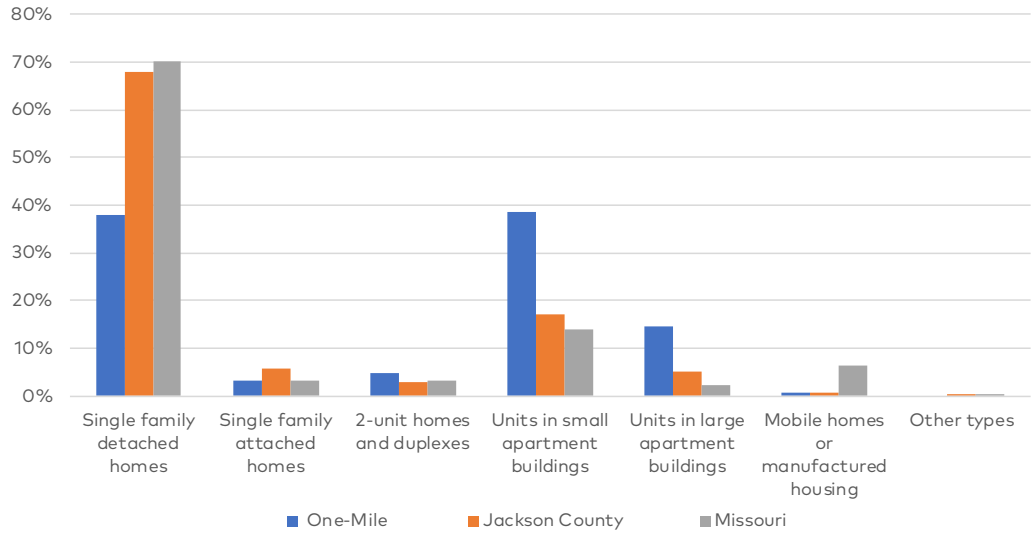
Family Composition, 2011-2015



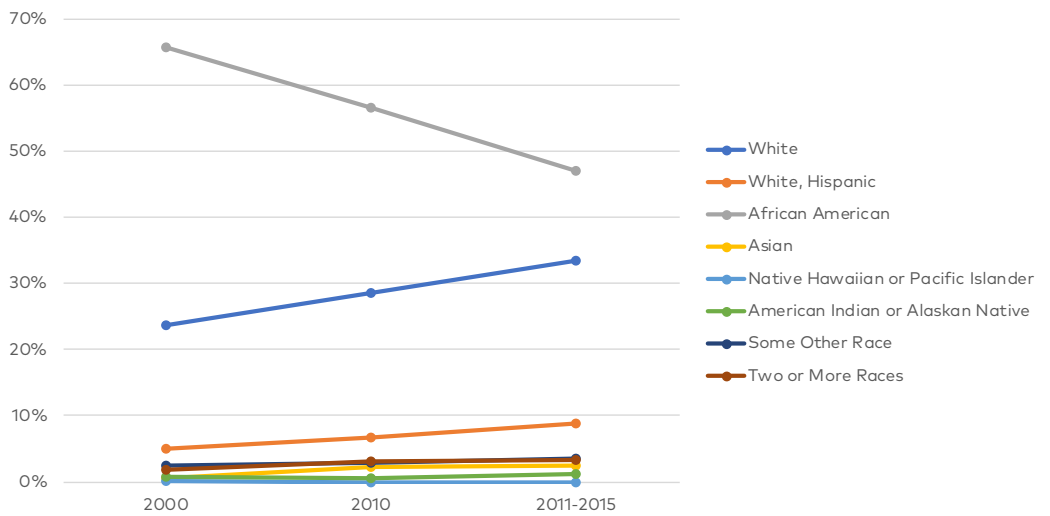
Vacancy Rate as of 2016



Housing Types, 2011-2015



Racial and Ethnic Demographics for One-Mile Radius, 2000-2015



Racial Equity Toolkit: Portland, Oregon

Introduction

The Portland Racial Equity Toolkit (RET) was created by its Office of Equity and Human Right (OEHR) as a resource to achieve Portland’s racial equity goals stated in the Portland Plan, Portland Citywide Racial Equity Goals & Strategies, Public Involvement Best Practices Program, Bureau Racial Equity Plans, and Title VI of the Civil Rights Act. The RET actively inserts racial equity into decision making processes made by government agencies and officials—the RET is intended for all Portland agencies and bureaus to use.

The intention is that with new policies and programs each agency or bureau will implement the RET process to interrogate the proposed goals and align the new policy / program with racial equity goals.

The RET was created in late 2016 thus there are not well documented examples of its use. There is a similar RET used by King County (Seattle), called Equity Impact Review, that has a number of examples from the Parks department for budgeting processes.

From a brief review of other RETs, the uniqueness of Portland’s RET is that it is not intended to be used by a single or even a few departments but is a wide-reaching initiative to influence all city policy and programs.

The Portland RET includes 7 Steps that aim to answer associated questions. In the official document there is more detailed information and guidance. The following has been condensed and most has been copied directly from the RET unless noted.

Step 1: Set Equitable Outcomes

Leadership communicates equitable outcomes to guide the analysis.

Step 2: Collect and Analyze Data

Research and collect data on racial disparities and identify those most impacted.

Step 3: Understand Historical Context

Research the history of racial injustice relevant to this proposal to better understand the root causes of disparities and which communities were most impacted.

Step 4: Engage Those Most Impacted

Commit to more meaningful strategies for engagement, identify which communities of color may be impacted by the proposal, engage impacted communities in decision making and develop community ownership of the proposal.

Step 5: Develop Racially Equitable Strategies and Refine Outcomes

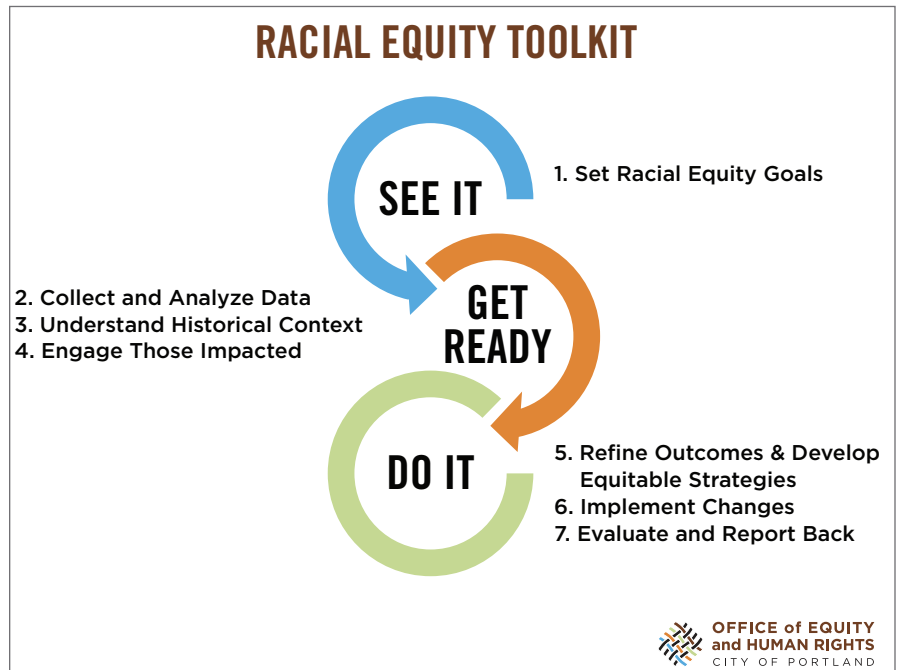
Identify potential impacts, who benefits and who is burdened, commit to strategies that advance racial equity and mitigate harm, and refine the proposal’s outcomes.

Step 6: Implement Changes

Make a plan for implementation and identify what resources are needed to eliminate / decrease disparities and make necessary changes to the proposal.

Step 7: Evaluate / Accountability / Report Back

Develop a system of evaluation including ongoing community partnerships and opportunities to make further changes.



Excerpt from Racial Equity Toolkit by City of Portland's Office of Equity and Human Rights.

Affordable New York (421a): New York, New York

Introduction

The 421a tax incentive program for Affordable New York has recently been reworked by the Governor Cuomo and represents a departure from the original 421a program, which began to address affordability in the 1980s. The goal for the new program is to create “2,500 units of housing affordable to poor, working-class and middle-class New Yorkers” annually.

As with many housing policies, 421a has drawn a mixed response from people and groups across the spectrum. The current program increases the percentages of affordable units (different options addressing 40% AMI to 130% AMI) and geographically locates the incentives in Manhattan and gentrifying areas of Brooklyn. (Although other areas can receive some tax incentives as well.) The developers must maintain affordable rents for 40 years.

The new program also increases the tax exemption periods for qualifying projects, including 3 years for construction. However, the abatement certificate is only awarded after the project’s completion—retroactively applying to the construction period.

In addition to providing affordable housing and developer incentives, the program addresses construction wages dictating that workers be paid \$45 to \$60/hour, benefits included, based on where the project is located.

Similar to Portland’s Racial Equity Tool, 421a Affordable New York is starting off anew with only a handful of projects associated with the new incentive programs. There are some benefits and drawbacks to different groups.

Developers

Developers see the benefit in the new tax breaks to building affordable housing. The tax abatements are heavily geared toward rental units instead of condos, given the trends toward high-end condo construction in the geographic target areas of Manhattan and East River Waterfront. The overall attitude of developers appears to be positive as projects are kicking off, but it does not appear to be an overwhelming level of support.

City

The city has heralded the new program as it continues to face an affordability crisis across the lower and middle classes in New York. The new program and incentives does come at steep cost—an estimated \$82 million/year in taxes in addition to \$1.4 billion the city loses under previous 421a abatements and incentives.

The New 421a Game

Utilize the Affordable New York Housing Program for Your Next Rental Project

The year 2017 marks the return of the vital tax incentive program under New York State Real Property Tax Law Section 421-a(16).

As of October 26, 2017, the HPD rules implementing the program have been adopted. The new rules provide clarity and outline the procedures that will guide the next generation of residential development in New York City.

MGNY is a pioneering consulting firm in the field of real estate taxation and has obtained tax benefits for hundreds of new construction and rehabilitation projects under old 421-a, ICAP/ICIP, and other incentive programs.

Now, developers turn to MGNY for assistance in procuring tax benefits under the new Affordable New York Housing Program.

To help our clients understand the new 421-a rules, we have outlined a step-by-step approach.

GO TO THE STEP 1

SUBMIT PROJECT DETAILS

Affordable Housing Advocates and General Population

The newly re-arranged 421a program has drawn its heaviest criticism from neighborhood and affordability advocates. There are a number solid critiques of the program, including large subsidies for luxury apartments, a moving definition of “affordable housing,” and a major loss in tax revenue due to the incentives.

Construction Industry and Workers

From the information gathered, the wage and benefit mandates were some of the key changes and priorities of Governor Cuomo. This added an additional wrinkle into the incentive program as numbers and oversight are having to be added and adjusted to accommodate the new regulation.

APPLICATION TO KANSAS CITY AND 31ST TROOST PRIORITY AREA

The 421a program provides an interesting precedent for the 31st and Troost Priority Area. While not completely related to the current Kansas City conditions, the program gives examples of how you can reach a range of incomes rather than just having a dichotomy of low-income / affordable versus luxury housing.

There is no explicit racial equity aspect as it seems that the 421a program’s priorities are to support middle-income populations, mainly in some of the wealthiest parts of the city. This is a dramatic departure from 31st and Troost where lower levels of income are more common and the need to develop the area in a manner that attracts more middle and top incomes while preventing displacement is a top priority.

The range of incomes 421a aims to support and the associated policies incentivizing this wide range may be helpful in attracting and maintaining a truly mixed-income community.

Another aspect to consider is the emphasis on rental versus ownership. 421a is more of a stop-gap to the dramatic affordability crisis in New York. The emphasis on rental properties for the lower-middle to upper-middle class appears to be an unspoken admission that ownership is mainly out of reach for these groups in New York. An examination of what types of mixtures of rental versus ownership properties and the associated range of accommodated incomes at 31st and Troost is critical. It would make sense to try and find a sustainable percentage that allows for rentals for a wide range of incomes and look to develop a pathway for ownership to prevent / minimize displacement, increase minority wealth, and continue to build a solid community base with local home and business owners.

Imagine Boston 2030: Boston, Massachusetts

Introduction

Imagine Boston 2030 is Boston’s most recent city-wide strategic plan. It is centered around building and supporting communities in the city. The document is expansive and covers many topics from sustainability to housing to schools to transit. There is a strong emphasis on the need to develop more housing, in particular affordable and middle-income housing, in addition to office and work spaces—90,000 housing units and 40 million square feet of office space by 2050. These overarching topics intersect with transit, the racial wealth gap, and policy suggestions that “encourage affordability, reduce displacement, and improve quality of life.”

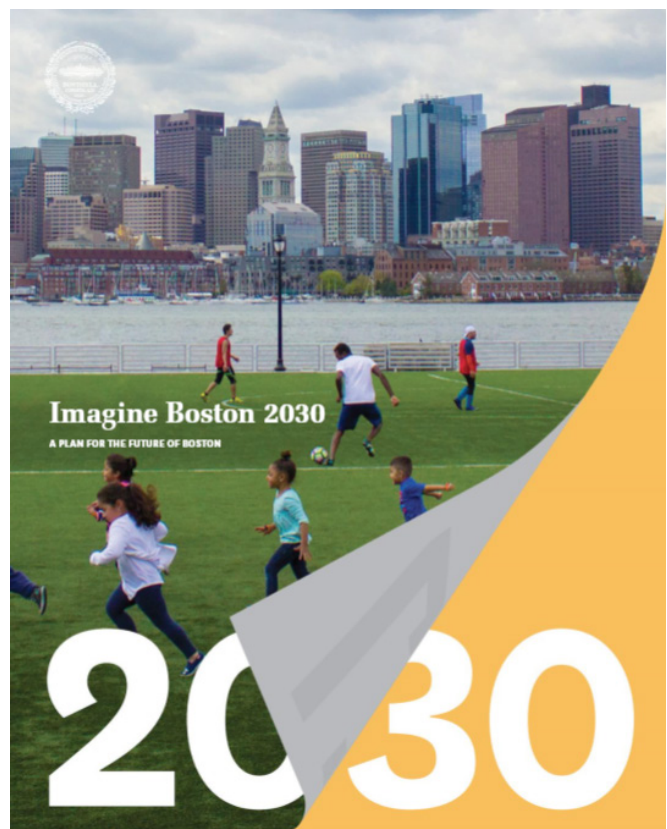
The biggest takeaways from the housing and commercial sections are its policy suggestions and how they are to be enacted. There is an entire apparatus of policies to combat displacement and promote more equitable development. Like the other precedents, most are relatively new and have not been tested.

The policies include:

- Inclusionary Development Policy (IDP) which sets requirements for housing and commercial development on land sold by the city or projects receiving city funding;
- Density bonuses for developers who go above and beyond the IDP;
- Extremely Low-Income Set Aside, which requires at least 10 percent of units built in city-funded projects to be set aside for formerly homeless households;
- Acquisition Opportunity Program, which preserves affordable units by converting market-rate properties into income-restricted properties;
- Increase Transit to low income residents;
- Using TOD policies to increase development and reduce car dependency, which support density;
- Zoning tools to provide affordable commercial space, especially with minority, women, and immigrant owned businesses;
- Preventing eviction through centralized case management and support for tenants, data analytics on evictions, Boston Tenants Organizing Program, Condo Conversion Ordinance, assisting small landlords who provide affordable housing; and
- Supporting homeownership through homebuyer and homeowner programs and preventing foreclosures.

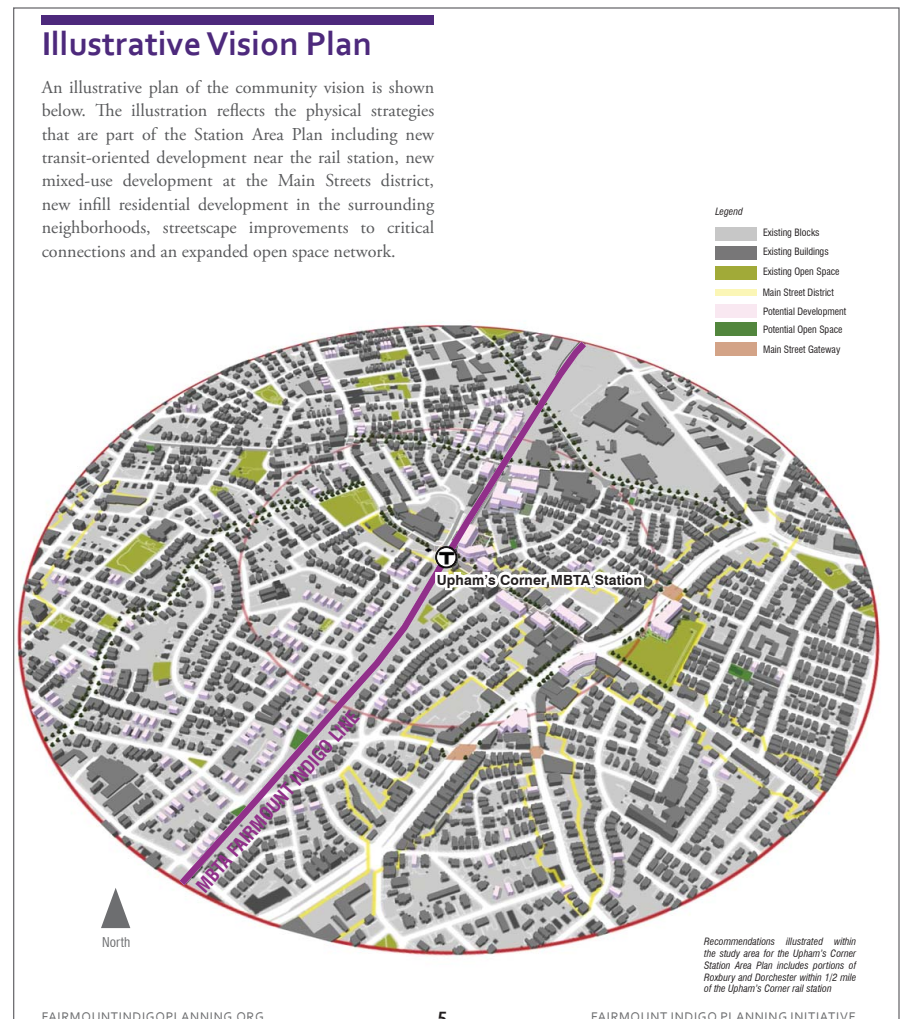
These goals are attached to a specific city department for leadership—the majority of the goals fall to the Planning and Development Office, the Office of Neighborhood Development (this group explains the priorities for RFPs and city-funded projects), and the Office of Housing Stability.

There is an emphasis on pilot programs, which is very applicable to the 31st and Troost Priority Area. One of those pilot programs is the development of Upham Corner, where



there are rapid transit improvements, an innovation plan, and a goal for mixed income housing at 1/3 affordable, 1/3 middle-income, and 1/3 market rate. The area is a racial intersection as well. They are currently completing a similar exercise as this revitalization scenario at 31st and Troost.

While the Imagine Boston 2030 plan is over-arching and a large-scale plan, there are valuable pieces we can take and suggest for 31st and Troost and the surrounding area. Layering pieces of each precedent could provide a solid base on which future development could address several community concerns and maintain the financial viability of the opportunities.



Excerpt from Upham's Corner Station Area Plan



REVITALIZATION SCENARIO for the
31ST AND TROOST KC-CUR PRIORITY AREA

Prepared for Greater Kansas City LISC and Urban Neighborhood Initiative