



Prosperity Playbook Blueprint KC

A Planning Process Document



CITY OF
KANSAS CITY,
MISSOURI

2017

About Prosperity Playbook

Kansas City - San Francisco - Atlanta - Denver - Minneapolis

The Prosperity Playbook initiative is a collaborative effort between the US Department of Housing and Urban Development (HUD), the American Planning Association, and five partner cities (Kansas City, San Francisco, Atlanta, Denver, and Minneapolis) aiming to foster inclusive growth and broad-based prosperity across the nation. Particularly relevant in today's climate is the dichotomy between strong economic growth in many parts of cities and its impact on remaining exclusion and poverty. Addressing affordable housing and economic mobility through best practices already in action in the five partner cities will help spark a larger conversation on shared opportunities and inclusive communities.

Housing Affordability & Economic Mobility

The Prosperity Playbook is not a federal mandate or plan, and no federal money is associated with the Playbook. Instead, the intent of the Prosperity Playbook is to create a platform where innovative solutions, ideas and engaged efforts can be shared by local leaders (elected officials, residents, philanthropic organizations, developers and advocates) with others throughout the country.

Prosperity Playbook Blueprint

Each partner city is addressing the issue of equitable affordable housing and economic mobility in unique ways. As such, the Prosperity Playbook effort has tasked each community to document their work and create a blueprint outlining those efforts in hopes of sharing lessons learned and best practices deployed so communities facing similar issues can access the information gathered, processes involved and outcomes achieved. These best practices - or blueprints - will be compiled into a new online toolkit, available at HUDuser.gov.

Kansas City, Missouri

This document represents the efforts undertaken by the City of Kansas City, Missouri and other partner communities and organizations to achieve the following:

- **Collaboratively conduct the Affirmatively Furthering Fair Housing (AFFH) requirement**
- **Holistically coordinate planning & development efforts in a targeted community**
- **Use collaborative investment for community development**



American Planning Association

Making Great Communities Happen

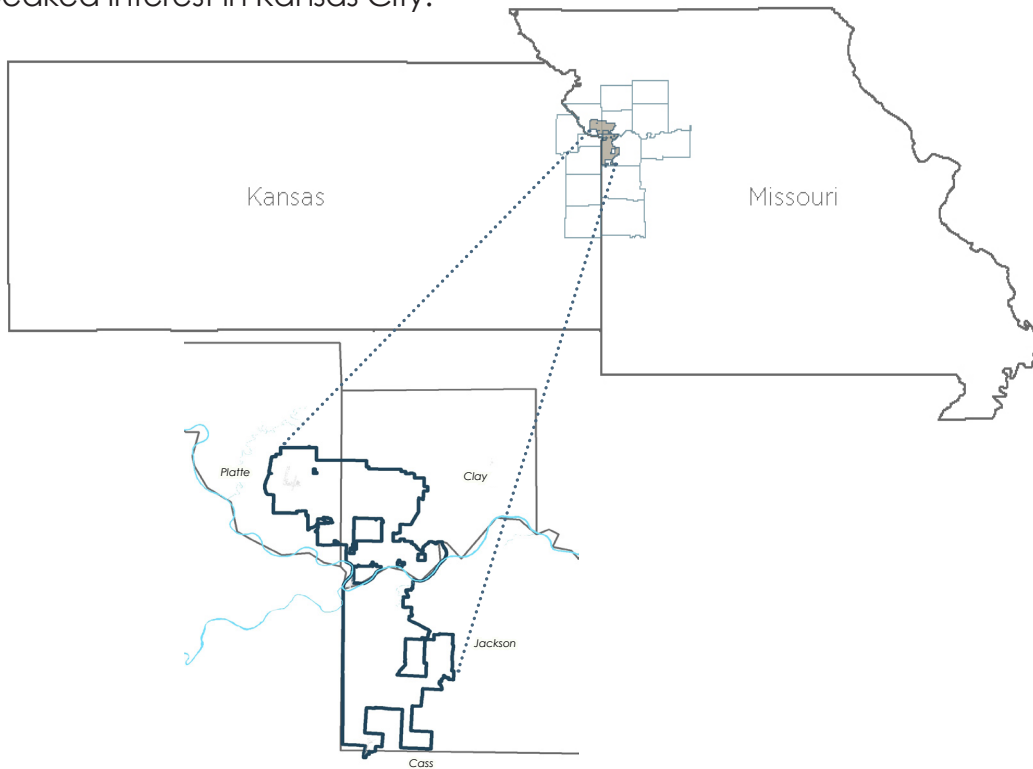


**CITY OF
KANSAS CITY,
MISSOURI**

Prosperity Playbook Blueprint KC

Kansas City, Missouri

The City of Kansas City, Missouri spans more than 319 square miles with a population of nearly half a million residents (462,986) over four counties (the MSA has 14 counties) and is the largest city in the state of Missouri. Long seen as a local and regional leader, recent commercial and residential development and growth in many parts of the city over the past decade have garnered national attention. While certainly positive, not all parts of the city and residents have equally benefited from the market's peaked interest in Kansas City.



462,986

Kansas City Population

37th largest city in the United States

2.07 Million

Metro Area Population

29th largest MSA in the United States

Setting the Prosperity Playbook Stage - Three Priorities

The City's Governing Body has stated the importance in advancing development in Kansas City's East Side (defined as east of Troost Avenue, which has historically served as a racial and socioeconomic divider in the City) particularly along the Prospect Corridor. Three concurrent efforts have taken place - the AFFH Report, the creation of a new enhanced bus rapid transit line (Prospect MAX) along with the systematic tracking of development/planning efforts along the Prospect Corridor, and an ongoing conversation about addressing gap financing related to housing and economic development. The City has collaborated with HUD, the Federal Transit Administration (FTA), the Kansas City Area Transportation Authority (KCATA) and community leaders/organizations in order to concentrate resources along Prospect Avenue to create momentum for growth in the area through catalytic projects and initiatives.

Specifically, the Governing Body seeks to ensure that development:

- Corresponds with the City's Assessment of Fair Housing report and the AFFH rule
- Coordinates with efforts to provide enhanced bus service along the Prospect Avenue Corridor through the Prospect MAX (Metro Area Express)
- Promotes and creates ideas associated with funding and financing gaps for residential and associated services along the Corridor

This document attempts to outline how these processes happened, how they relate to one another, and how the Prospect Avenue Corridor fits in as a part of all these efforts.



Prosperity Playbook Blueprint KC



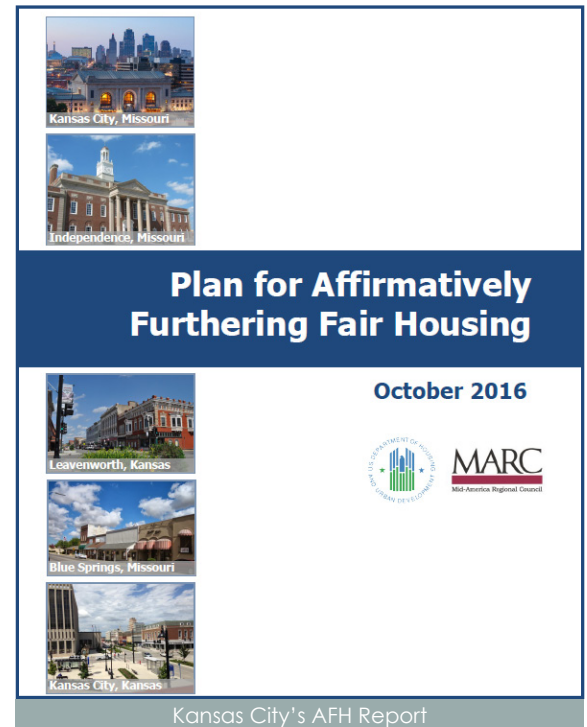
Affirmatively Furthering Fair Housing

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Background & Process

Affirmatively Furthering Fair Housing (AFFH) is a requirement that federal grantees further the purposes of the Fair Housing Act. In November 2016, the City of Kansas City, Missouri, along with four other communities - Blue Springs and Independence in Missouri, and Leavenworth and Kansas City in Kansas - submitted a Kansas City Regional Assessment of Fair Housing (AFH) Report to HUD to undergo a required 60 day review period in order to determine compliance with the requirements of the new AFFH rule. The report was **coordinated by the area's regional council of government**, the Mid-America Regional Council (MARC), in order to establish a regional perspective.

The AFFH rule **requires fair housing** planning and describes the required elements within the fair housing planning process. The first step in the planning process required completing the fair housing analysis in the AFH. The rule establishes specific requirements that program participants follow for developing, submitting, incorporating and implementing the AFH into subsequent Consolidated Plans. This process helps **connect housing and community development policy** and investment planning with meaningful actions that affirmatively further fair housing. The approach intends to establish fair housing planning processes with a high level of data, providing greater clarity to the steps that must take place to assess fair housing issues and contributing factors, set fair housing priorities and goals to overcome them, and, ultimately, take meaningful actions to affirmatively further fair housing.



"The AFH process's major accomplishments included robust community engagement, the identification of barriers to addressing fair housing, and the creation of both regional and local goals and strategies."

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Background & Process

Community Engagement

Throughout the AFFH process, each community in the Kansas City area held at least two rounds of **public meetings** in their respective jurisdiction, and information was posted on various **websites** and other **social media** outlets. The meetings were advertised through websites, **newspaper and radio advertisements**, social media, distribution of **fliers and announcements** at other community meetings and events. Meetings were conducted both in **English and Spanish**.

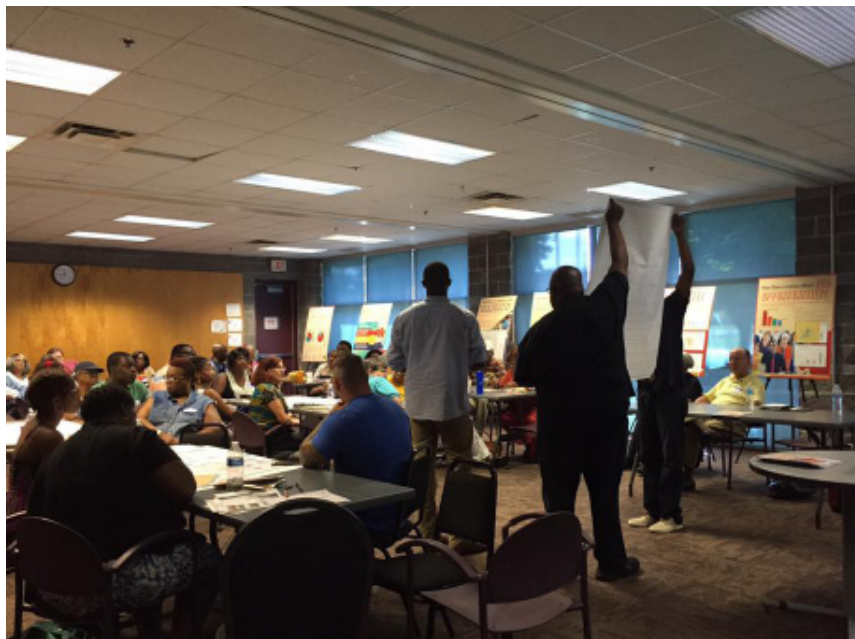
MARC **partnered with community organizations** that work together as the Regional Equity Network to invite community participation. These **faith-based, neighborhood, and community development organizations** helped to conduct outreach through canvassing, distribution of flyers and surveys at bus stops and community centers, and direct contact with residents to ensure historically underrepresented populations were engaged.



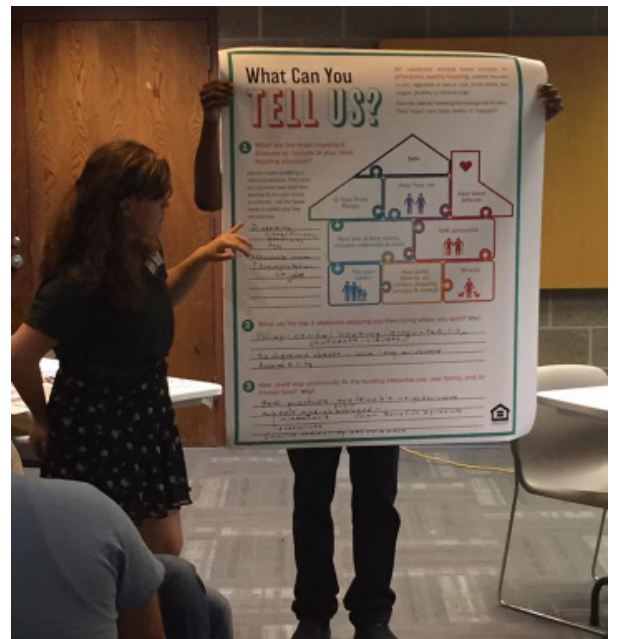
AFFH Community Meeting - Summer 2016



AFFH Community Meeting - Summer 2016



AFFH Community Meeting - Summer 2016



AFFH Community Meeting - Summer 2016

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Background & Process

Barriers to Addressing Fair Housing



AFFH Community Meeting - Summer 2016

Discrimination and community opposition

Limited access for people of color and low-income households to live in opportunity areas

Limited resources to help low-income and elderly homeowners maintain their properties and their independent living

Lack of quality affordable rental housing in neighborhoods with concentrations of person of color and poverty

Limited supply of affordable accessible housing

Limited access to economic opportunity and quality education

Limited access to community resources

Limited transportation access to jobs and community services

What Can You TELL US?

Your input is essential to the successful development of the Fair Housing Plan. Please share your ideas with us.

Homeowners, renters, advocates, neighborhood groups, public housing authorities, landlords, developers, employers, transportation providers, schools, agencies, and governments are important stakeholders to engage in discussions and efforts to affirmatively affirm fair housing in the KC Metro.

Did you know?

Where you live affects your future. All KC Metro zip codes are not identical. Some offer more opportunities than others.

Where do you want to live?

Some Metro residents prefer the city, suburbs, and/or other areas. Each offers various benefits and drawbacks.

What's stopping you?

Unfortunately, the same housing options are not available across the Metro and accessing them can be a challenge.

What could be improved?

It's important that everyone's housing needs are met. Tell us how your community could improve housing opportunities for you and others.

TELL US WHAT
YOU THINK



metro.org/fairhousing

AFFH Material

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Background & Process

The Regional Report produced many goals for the Kansas City region to work on collectively. Below are examples of those goals and some of the 39 strategies specific to Kansas City, Missouri that will be merged into the City's Five Year Consolidated Plan.

Goals & Strategies to Address Fair Housing

GOAL: Work with local housing authorities to explore a regional approach to housing voucher utilization

GOAL: Update the regional transit plan and reconfigure transit routes to better connect affordable housing, and their protected population residents, with employment centers

KCMO STRATEGY: Utilize various media outlets to inform the public about issues related to fair housing programs and reports

KCMO STRATEGY: Annual recommendations for allocating federal funding will be focused on Priority Areas including the Prospect Avenue Corridor (see page 8)

KCMO STRATEGY: Target homeownership assistance programs to Priority Areas and aggressively market their availability

KCMO STRATEGY: Over the next three years implement the Choice Neighborhood Initiative Plan with the Housing Authority of Kansas City and other community stakeholders

KCMO STRATEGY: Complete the Linwood Shopping Center redevelopment at Prospect Avenue and Linwood Blvd to infuse a healthy foods and community service center (see page 24)

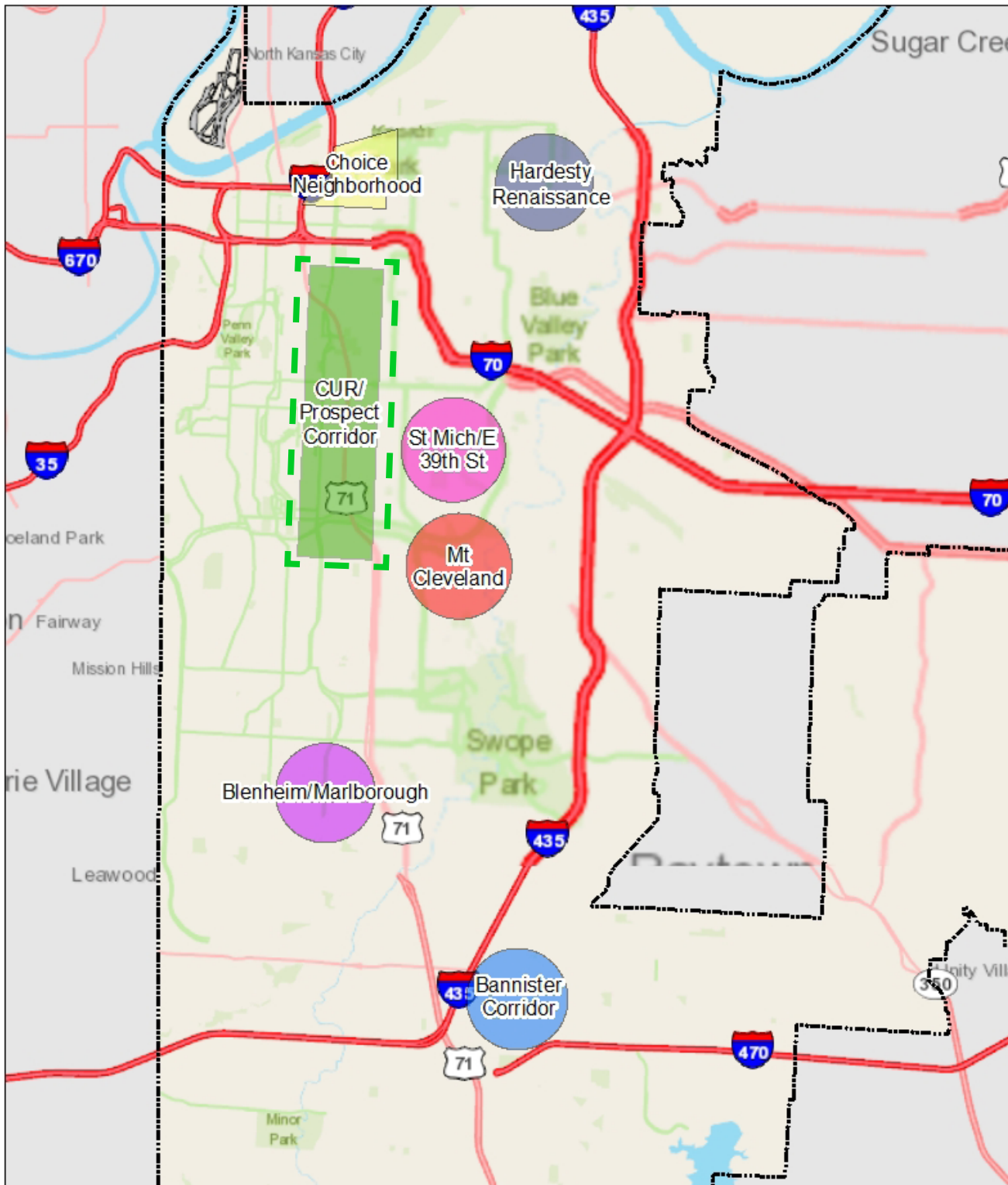


Through the AFH process **the City identified seven priority areas to focus investment** (see pages 8 - 10) that were selected by considering all the factors identified in the AFH, including analyzing areas of need, previous and current investment and planning activity.

The following Priority Areas Map highlights these priority areas, including HUD's Choice Neighborhood area and the CUR (Catalytic Urban Revitalization) area - highlighted in green - where the Prospect Avenue Corridor is located.

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Priority Areas in Kansas City, Missouri



Priority Areas within Kansas City, Mo.

Prepared by Neighborhoods and Housing Services Department
City of Kansas City, Missouri

November 2016

1.5 0.75 0 1.5 Miles



Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Priority Areas in Kansas City, Missouri

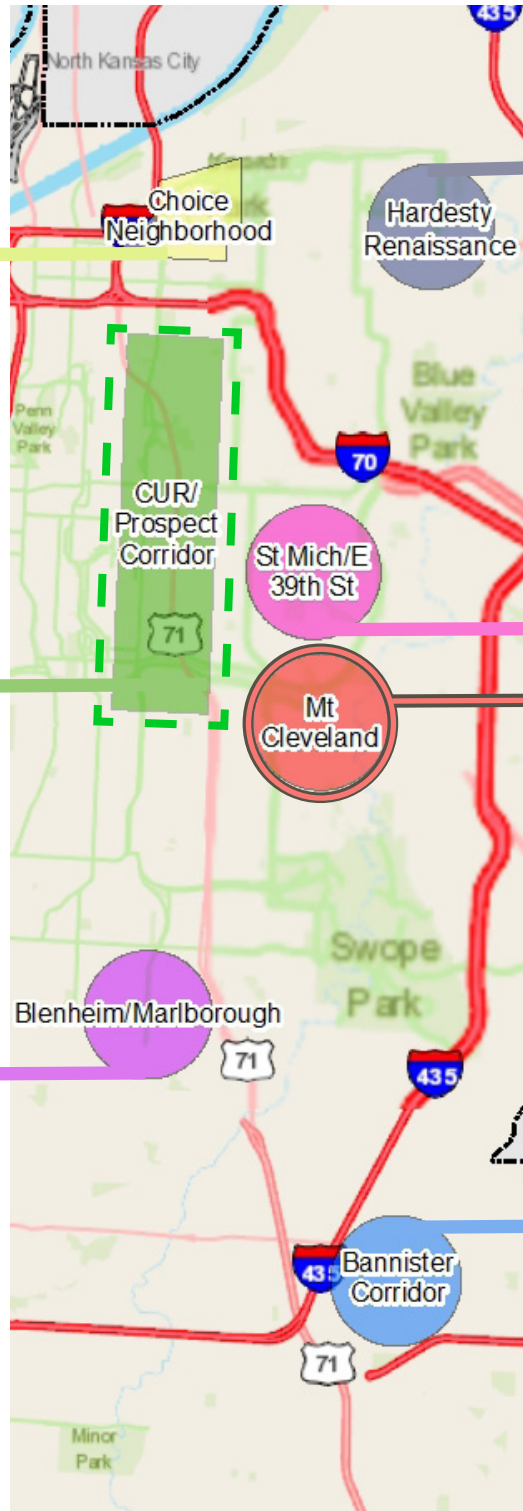
Choosing the Priority Focus Areas

In order to capitalize on efforts other City departments and partners have invested throughout the community, the Five-Year Consolidated Plan **prioritized** the targeted areas mapped on page 8:

See info on
page 10

The focus of the Prosperity Playbook and a major place-based revitalization strategy including many public and private development projects and planning initiatives. See pages 18 - 30.

Aligns with Prospect Corridor transit and housing improvements; site of major stormwater infrastructure investments.



An economic and housing improvements initiative centered on an 18 acre site formerly home to a Federal complex that served many government purposes from 1941 - 2002.

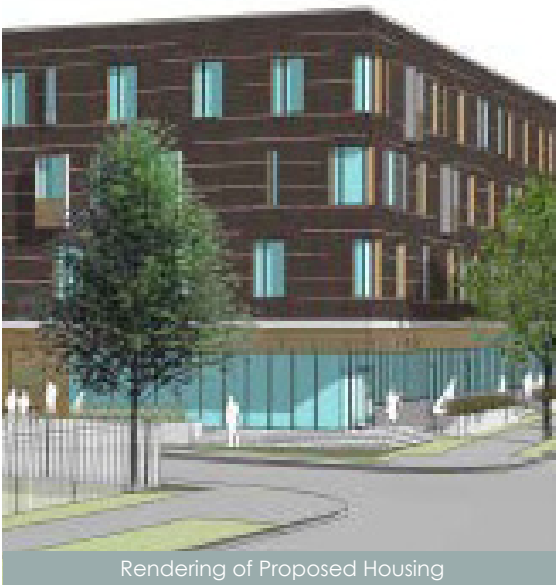
A major reBUILD KC project focusing on housing for veterans. Two of three phases are complete and commitment remains for the third phase.

Housing and other initiatives related to major flood control, medical and office development, senior services and the redevelopment of a former public school provided an important stage for this focus area.

Near two major interstates (I-435 & I-470) and is a major jobs and neighborhood revitalization project.

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Priority Areas in Kansas City, Missouri



Rendering of Proposed Housing



Rendering of Proposed Housing



HUD Choice Neighborhoods Program Plan



360 units of
Mixed-Income
Housing

Education &
Supportive
Services

Neighborhood
& Community
Improvements

HUD Secretary Castro joined Kansas City leaders (above) - including Congressman Emanuel Cleaver, Mayor Sly James, and Council members Jermaine Reed and Quinton Lucas - in fall 2015 to announce Kansas City's receipt of a \$30 million **HUD Choice Neighborhoods Program grant** for the Paseo Gateway neighborhood. The comprehensive revitalization program leverages HUD dollars to provide new high quality housing options, better access to supportive services such as healthcare and job training programs, and wholistic economic development improvements.

Prosperity Playbook Blueprint KC

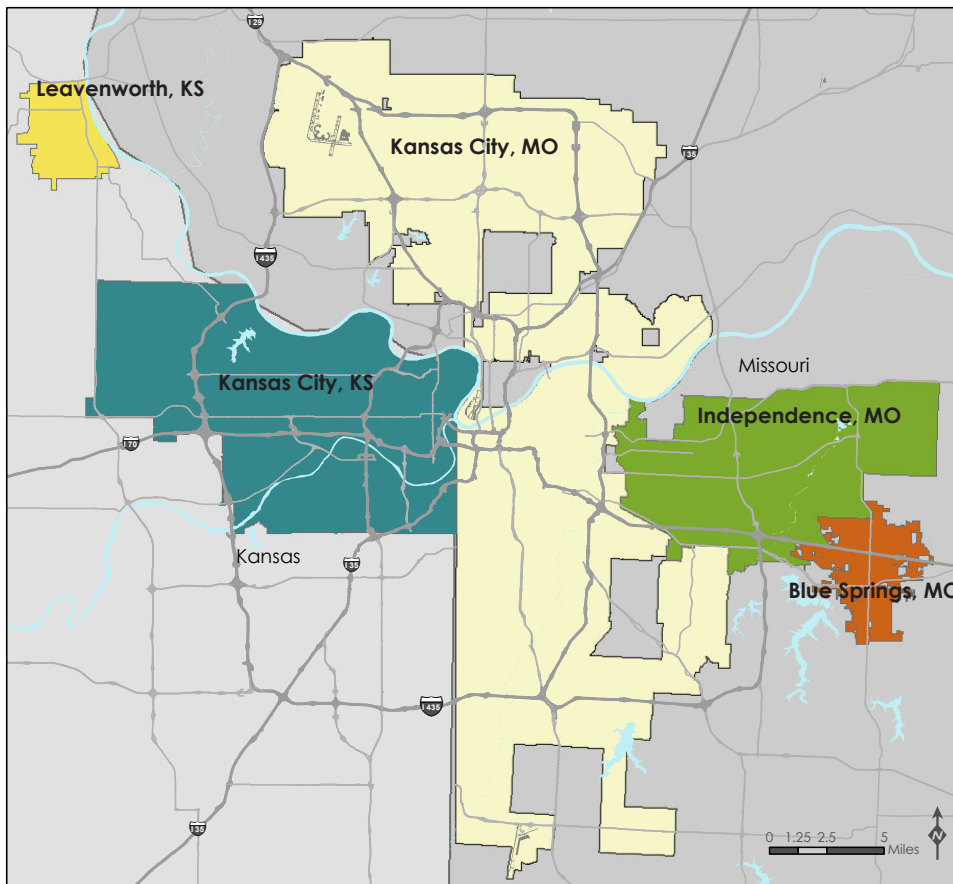
Affirmatively Furthering Fair Housing - Background & Process

Challenges and Benefits to a Regional Assessment

Completing a regional effort was both beneficial and challenging to the AFH process. The communities that collaborated in this effort are all unique in the barriers they face: demographics of their community, local government structure for plan approval, access to resources, public opinion of the effort being undertaken, etc. Understanding all of these differences and maneuvering through them was beneficial to all the communities involved as it forced participants to look beyond individual municipal boundaries and examine the impact of local policy on the communities around them. This fostered a collaborative mentality that made the daunting process of completing the AFH in a limited time frame much less cumbersome and has established a base for the communities to continue to work together as the AFH is implemented in the coming years.

The City of Kansas City, Missouri acknowledges that not one comprehensive housing document, nor one effort at coordination of fair housing goals, strategies and programs, will turn-around 50 years of disparity issues, but there is confidence that the AFH Report does provide important guidance at a critical time on how to begin addressing the betterment of all Kansas City.

A wide range of issues affect the availability of affordable housing in the Kansas City region. These include the location of employment centers, disparities in education, number of dispersed single family homes, transportation, lack of lending in low income neighborhoods, and lack of adequate information on fair housing issues. To begin bridging this gap, **the new administration should foster and facilitate partnerships with federal agencies, municipalities, and the private sector.**



Five communities in two states participated in the regional AFH process

Prosperity Playbook Blueprint KC

Affirmatively Furthering Fair Housing - Background & Process

The AFFH and Prospect Avenue

Many of the goals and strategies in the AFFH Regional Report directly relate to neighborhoods located in Kansas City's historically disadvantaged East Side - where five of the seven targeted priority areas are located. As highlighted on page 15, there are demographic, economic and mobility disparities in communities east of Troost Avenue in Kansas City. The barriers to addressing fair housing identified in the AFFH Report (page 6) are faced by the residents and property owners on the East Side.

The Kansas City Regional AFH takes an important first step in setting the stage for this Corridor's success through issue identification and goal setting as it relates to affordable housing and coincides with other efforts happening along or near Prospect Avenue. The following pages of the Playbook highlight the process the City and partner agencies have gone through in terms of documenting all efforts occurring along the Corridor - from Federal infrastructure projects to grassroots planning initiatives and local developments. Through the systematic tracking of these projects and initiatives City staff - along with other local leaders and partner agencies - have gained a comprehensive understanding of the movement towards a thriving Prospect Corridor and have been able to identify challenges projects may be facing. In turn, these challenges have sparked the development of key questions that City staff and others have asked Federal partners for potential assistance, such as technical advice, project alignment, etc.

"Local leaders and the Governing Body of Kansas City, Missouri are committed to revitalizing the East Side, and the success of its major central commercial corridor - Prospect Avenue - is critical."



Prospect Avenue



Single Family Homes Near Prospect Avenue



The Ivanhoe Neighborhood's Master Development Plan



Smart Growth America TOD Community Workshop - August 2016



Prosperity Playbook Blueprint KC



Coordination of Planning Efforts along The Prospect Corridor

Prosperity Playbook Blueprint KC

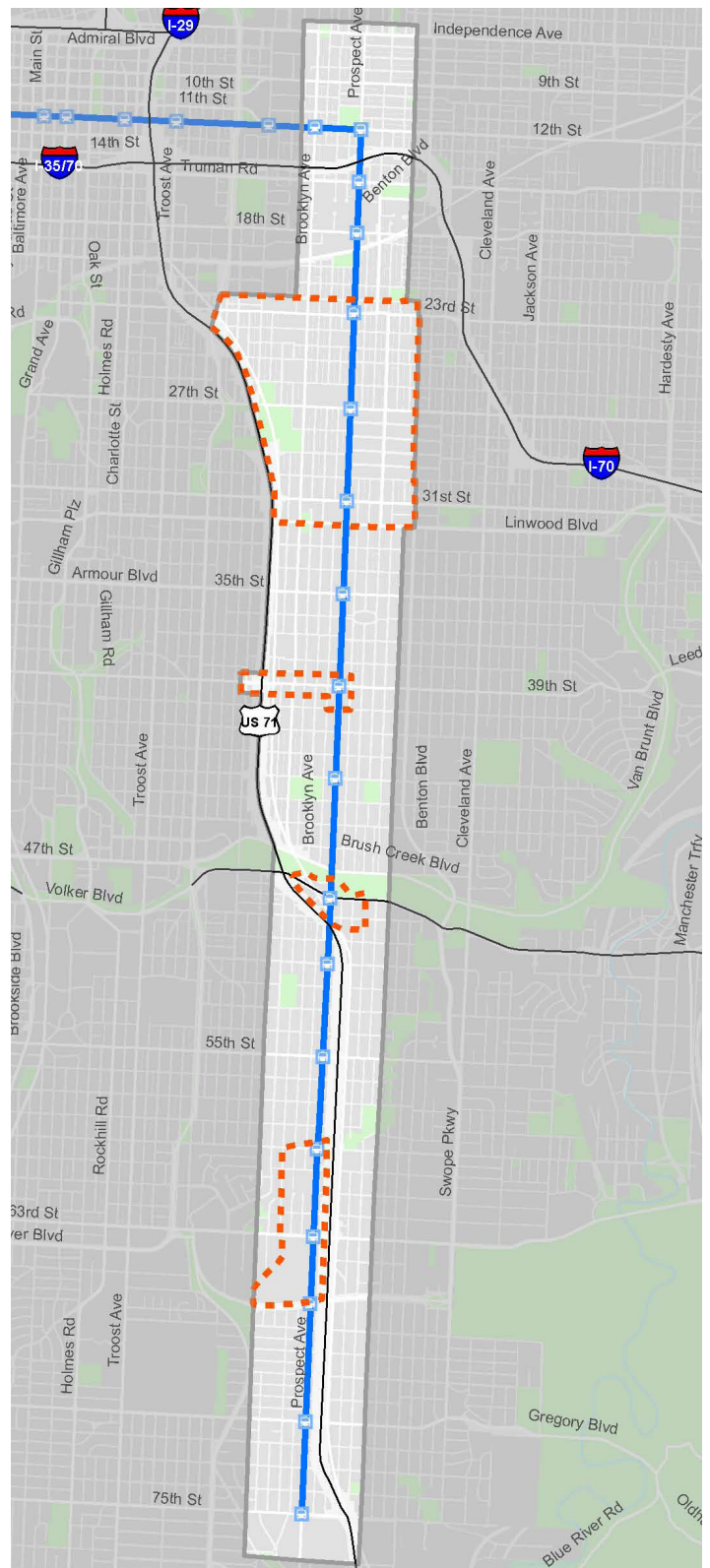
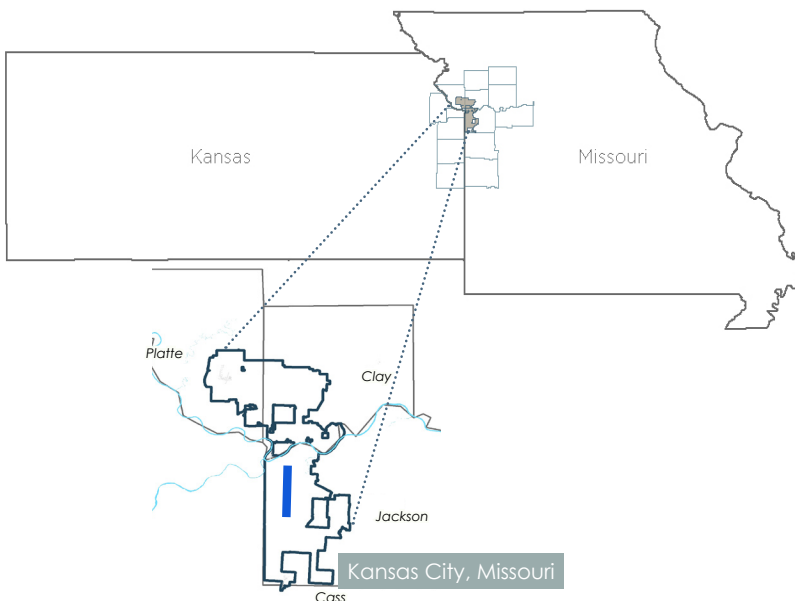
Prospect Corridor Background

Prospect Avenue is a major thoroughfare running north/south through the east side of Kansas City's urban core. Prospect Avenue lies in the heart of a community that has been – and continues to be – racially, economically and socially separated from the more affluent west side of Kansas City's urban core.

The Prospect Corridor is indicative of much of Kansas City's East Side where racial minority and low-income residents are concentrated and development opportunities prove much more difficult.

Prospect Corridor Study Area:

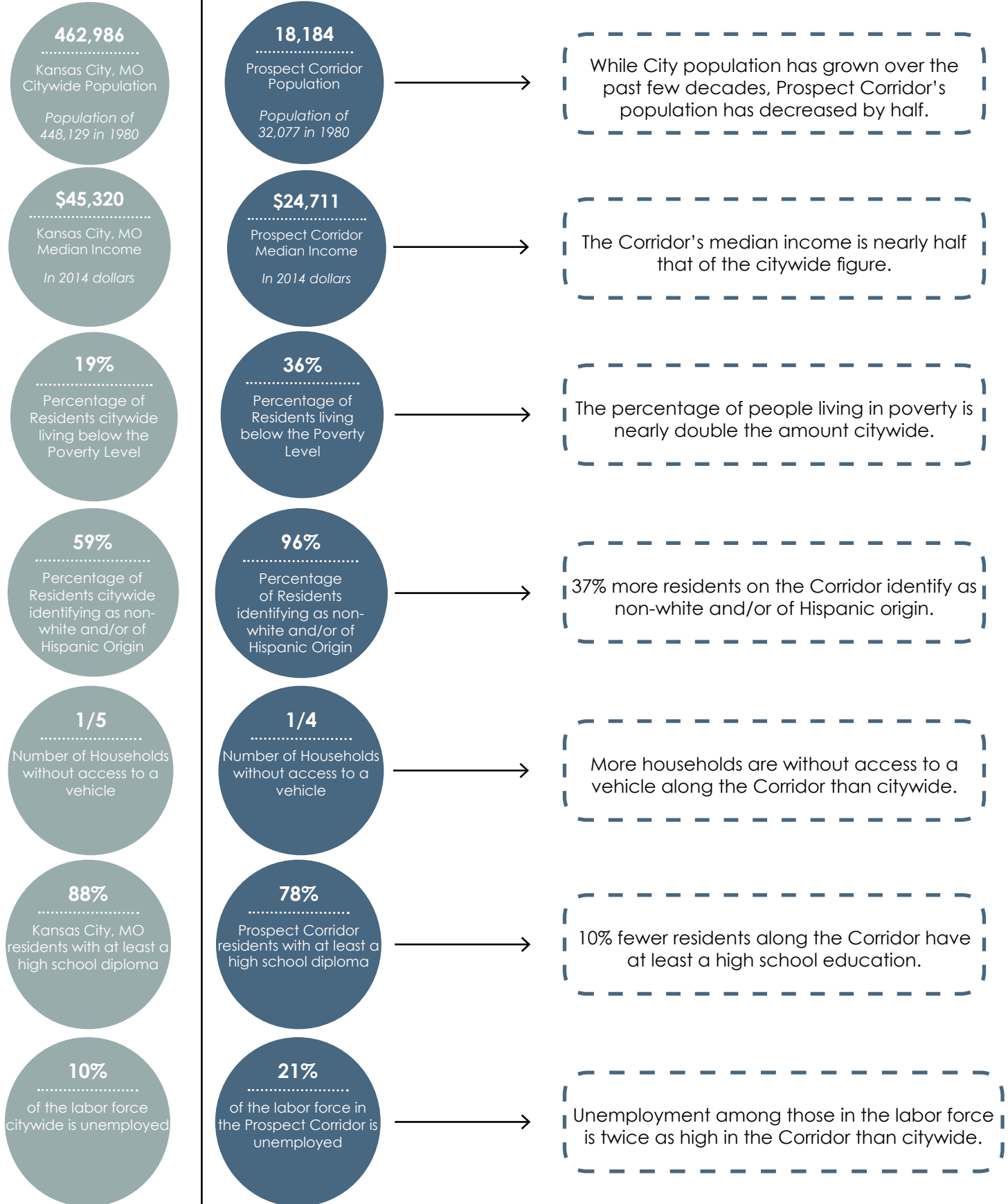
8 miles from Independence Ave (North) to 75th St (South)



Prosperity Playbook Blueprint KC

Prospect Corridor Background

Kansas City, MO | Prospect Corridor



Prosperity Playbook Blueprint KC

Federal Partners & the Prosperity Playbook

Capitalizing on Current Federal Projects

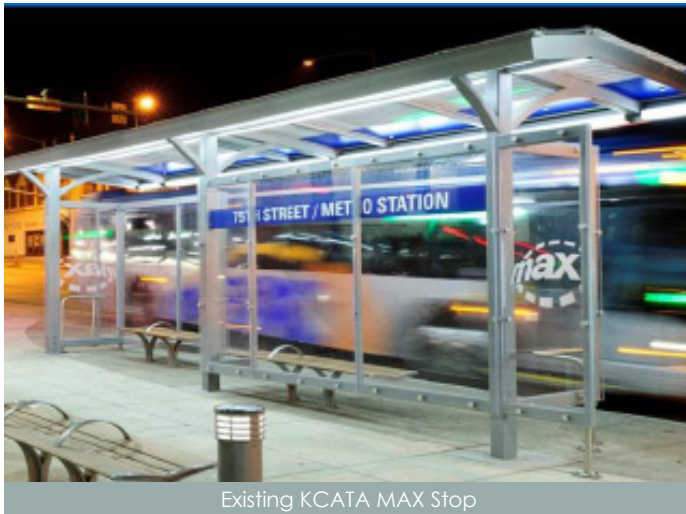
Significant amounts of work are underway throughout the Prospect Corridor. Specifically, major projects at the Federal level (such as the planning and development of the \$53 million **FTA** supported Prospect MAX enhanced transit line, the **HUD** Choice Neighborhoods Program, and an **EPA** coordinated commercial redevelopment plan) have begun to capitalize on City and private investments made along the Corridor.



Existing KCATA MAX Bus

One driver in focusing planning efforts on Prospect Avenue is the **development of a new Bus Rapid Transit (BRT)** route along the Avenue, called the **Prospect MAX**. Formerly Highway 71's path through Kansas City, Prospect Avenue is the second busiest transit corridor in Kansas City, Missouri, carrying more than 6,100 passengers along the Corridor each day.

The regional transit authority (KCATA) is developing its version of BRT (which has been successfully established along two other corridors in the city) along 7.5 miles of Prospect Avenue from 12th Street to 75th Street. This transit investment will help connect residents to jobs in major employment hubs in downtown Kansas City, to major individual employers such as the Cerner Corporation and Research Medical Center, to education centers throughout the City, and will help enhance other important regional connections. Prospect MAX hopes to be operational by 2019 and the City desires positive residual development as a result of the investment.



Existing KCATA MAX Stop

The Prospect MAX will include new technologies for the system such as WiFi at stations and on buses, interactive kiosks and traffic signal priority for buses, and will be critical to Transit-Oriented Development along the Corridor at key locations.



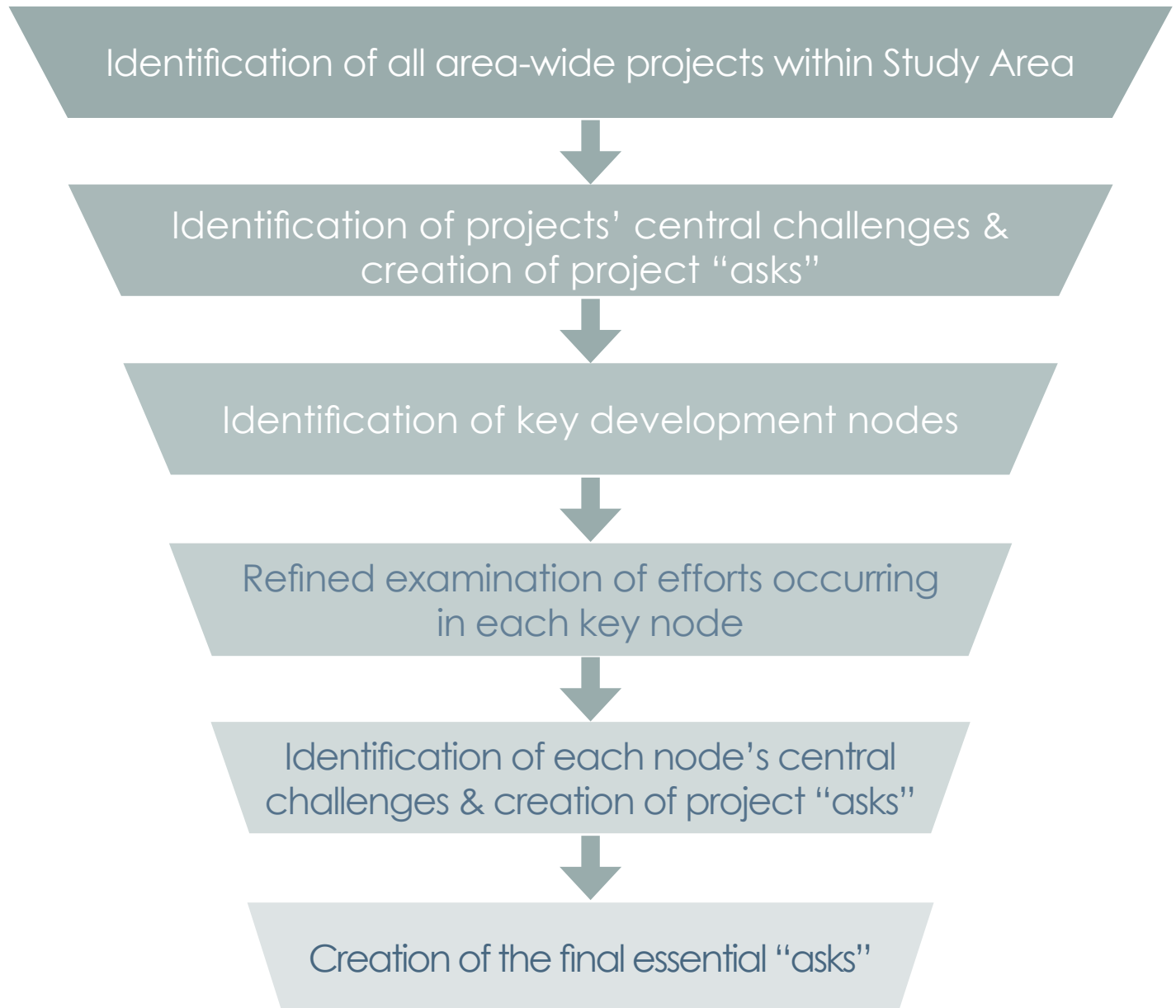
Sidewalk improvements to connect pedestrians to Prospect MAX

In 2015 the U.S. Department of Transportation awarded funding to the KCATA for design and construction of transit improvements along Prospect Avenue from 22nd to 27th Street, including sidewalk improvements. The award was part of the 5309 Ladders of Opportunity program and will help connect area residents and transit riders to the Prospect MAX.

Prosperity Playbook Blueprint KC

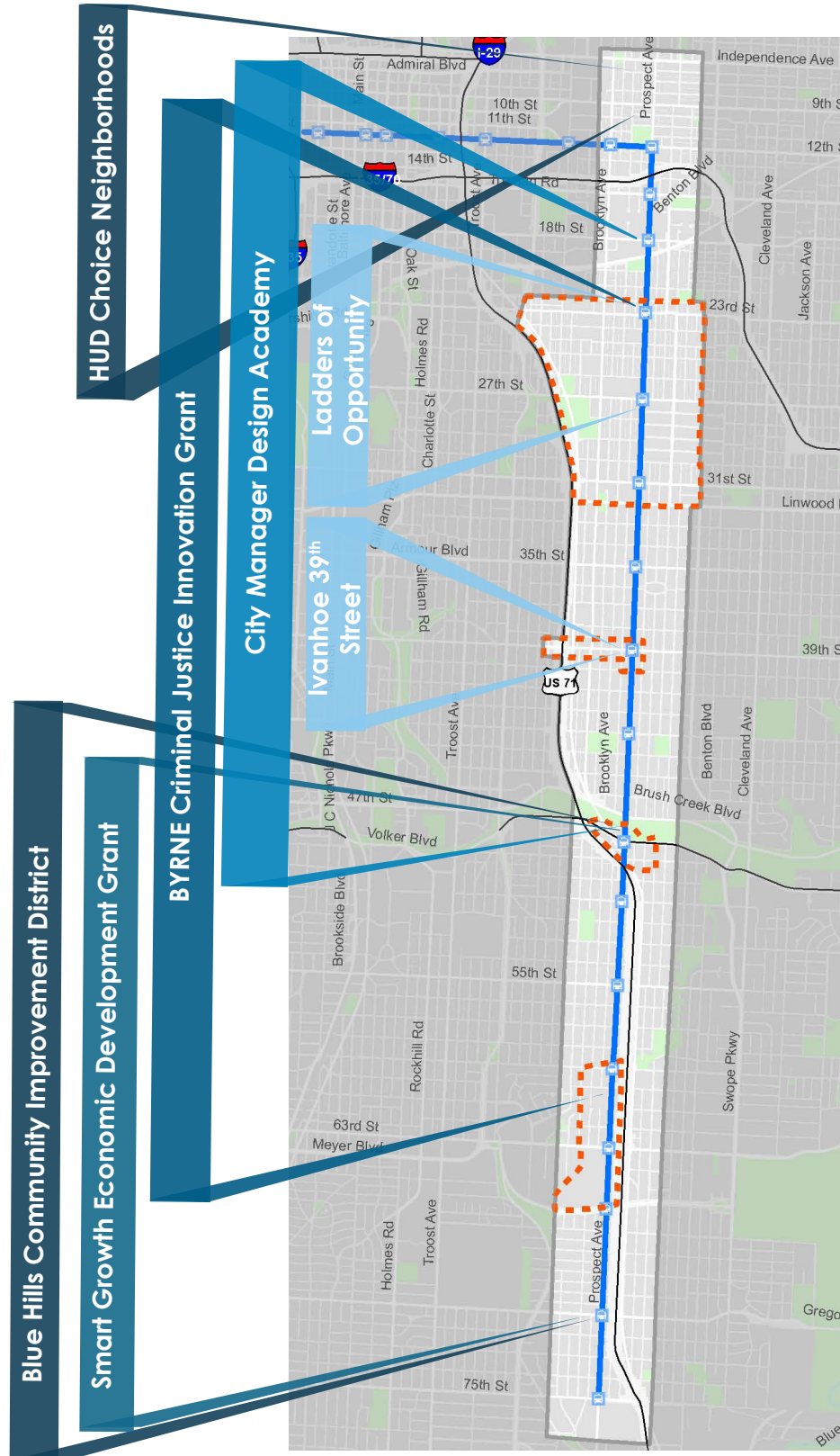
Prosperity Playbook Tracking Process

In order to fully capitalize on the Federal and local investments being made along the Prospect Corridor, this section of the Prosperity Playbook highlights how the City took a systematic approach to tracking development and planning initiatives in this targeted East Side community. This exercise resulted in the creation of questions, or “asks,” that local and Federal officials could plausibly address when working along the Corridor.



Prosperity Playbook Blueprint KC

Prosperity Playbook Corridor Wide Projects



Corridor-wide Projects:

Smart Growth TOD

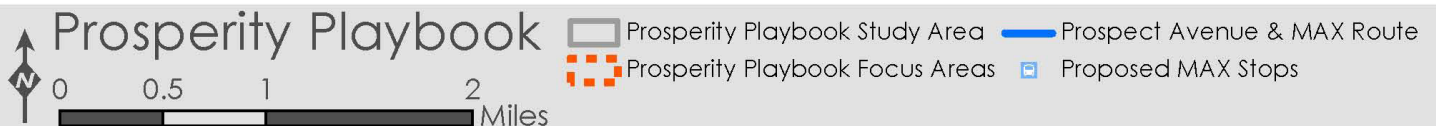
Prospect MAX BRT

Heart of the City & Swope Implementation

Dangerous Buildings/
Vacant Properties Budget Items

Prospect ROW Planning
Sustainable Places Grant

Implementation of
Economic Development &
Housing Plan



Prosperity Playbook Blueprint KC

Prosperity Playbook Corridor Wide Projects - Challenges & Asks

Smart Growth TOD

Challenge

Promoting private investment and development through large transit investment.

Ask

How can we get projects financed?

Prospect MAX BRT

Challenge

Density of area may not yield high ridership; MAX infrastructure may not be as meaningful as other "in the ground" infrastructure such as rail.

Ask

How can we add residential density & market this as an investment tool?

Heart of the City & Swope Area Plan Implementation

Challenge

Establishing continuity and focus in two distinct community areas.

Ask

How can a best practice approach be used to achieve success with implementing plan recommendations?

Dangerous Buildings/Vacant Property Budget Item

Challenge

Amount of properties and lack of plan to address vacant sites when structures are demolished.

Ask

Guidance on vacant lot approach?

Prospect Right-of-Way Planning Sustainable Places Grant

Challenge

Grant does not fund infrastructure improvements, only planning efforts.

Ask

What funding could be used for improvements?

Economic Development & Housing Plan (Implement)

Challenge

Working within small nonprofit's capacity to lead to actionable implementation of efforts in an area where many interests exist.

Ask

How can the City help lead this type of effort?

Ladders of Opportunity

Challenge

Implementing limited streetscape improvements.

Ask

How can future improvements be incorporated?

HUD Choice Neighborhoods

Challenge

(1) Soliciting input from all immigrant groups in community (2) Encouraging patrons from outside the area to shop here (3) Facilitating minor home repair to single family houses.

Ask

How can HUD Choice efforts capitalize on Prosperity Playbook efforts?

Blue Hills Community Improvement District

Challenge

Large amounts of vacant properties and absentee ownership.

Ask

How can a CID be advocated for and implemented in this type of climate?

Smart Growth Economic Development Grant

Challenge

Gaining a better understanding of grant opportunities available for local non-profits.

Ask

How can local non-profits be better informed of funding opportunities that help them implement their mission?

BYRNE Criminal Justice Innovation Grant

Challenge

Sustaining funding for community policing effort and resources for community development components.

Ask

How does this effort continue operations after grant period ends?

City Manager Design Academy

Challenge

Incorporating expertise of other city managers' experiences into the Prospect Corridor.

Ask

How can this effort be folded into the Prosperity Playbook effort?

Ivanhoe 39th Street Corridor Project

Challenge

Strengthening this vital east/west corridor.

Ask

How can developers be enticed to implement the recommendations in this plan?

Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix - Key Development Nodes

A matrix was created to evaluate development potential of significant nodes or areas along the future Prospect MAX route. The criteria used analyzed catalytic development potential for each node or area comparing the following factors:

Would it be considered **infill** development?

Were **vacant lots** available?

Are **large capital investments already taking place** (a number of public and private investments have recently been completed along the corridor - a major Regional Crime Lab and a private grocery store for example - and taking advantage of this momentum is critical)?

Would development **spur further investment**?

Is the area being **considered in studies** such as the AFFH, Prosperity Playbook, Prospect MAX, the City Manager's Design Academy (CMDA), or in gap financing?

Has it been identified as a priority area in Smart Growth America's **TOD technical assistance**?

What **East/West connections** are made - East/West connections include other transit routes and major thoroughfares that connect residents to employment and retail centers west of the Troost dividing line and extend beyond into the state of Kansas?



Kansas City, MO City Planning & Development Staff - Prosperity Playbook Matrix

Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix - Key Development Nodes

After completing the matrix (below), there were particular study areas that stood out as fulfilling many categories or being unique. Four areas represent distinct nodes or area/corridor types seen as critical to the success of the Prospect Corridor:

22nd/23rd to Linwood Boulevard represents an area seeing layered development activity¹

39th Street represents a significant East/West corridor undergoing concurrent study by the EPA²

Swope Parkway at Prospect is a unique typology having seen investment on adjacent Brush Creek waterway, is a significant East/West connection and stable existing development is nearby³

59th Street to E. Meyer Boulevard represents a major regional node with the ability to spur further investment anchored by Research Medical Center and nearby access to US Highway 71⁴

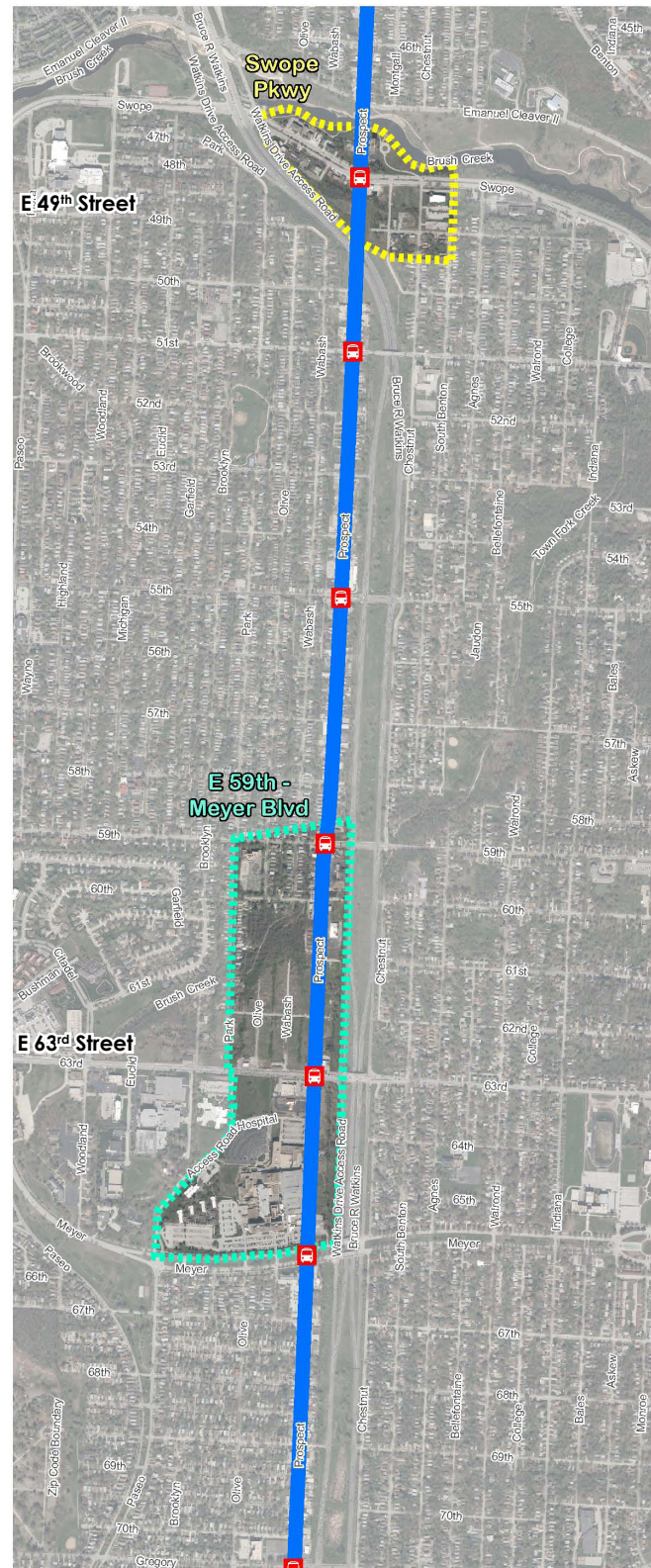
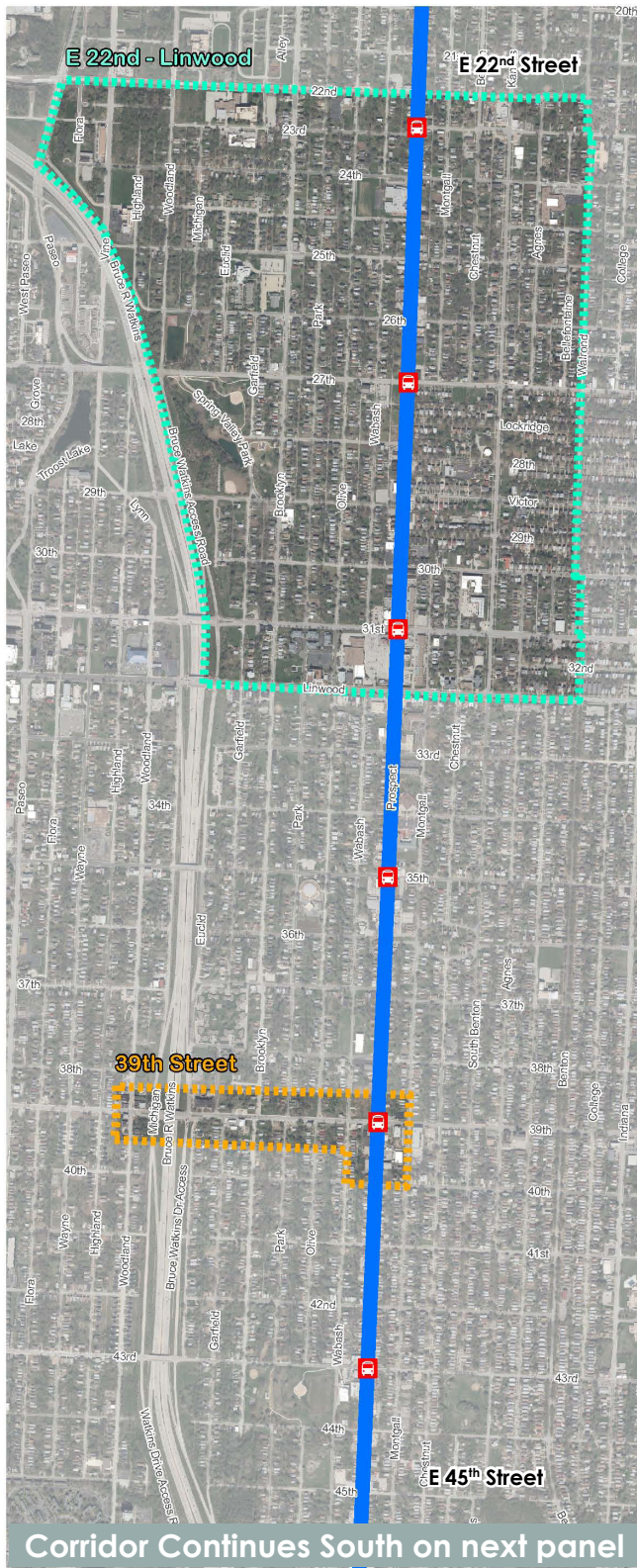
PROSPECT CORRIDOR (PROSPERITY PLAYBOOK, CMDA, TOD TECHNICAL ASSISTANCE)
ANALYSIS OF NODES AND CORRIDORS

Location	Study Area?	Infill Development	Vacant lots	Large Capital Investment	Spur further investment	AFFH Playbook Prospect MAX Gap Financing	TOD technical assistance	East/West Connection
22nd/23rd Street to Linwood Blvd.	Y			1				
35th Street								
39th Street	Y							2
43rd Street								
Swope Parkway	Y							3
51st Street								
55th Street								
59th to E. Meyer Blvd.	Y				4			
Gregory Blvd.								
75th Street								

	= Category Type Achieved
	= Category Type Not Achieved
Y	= Location Chosen as Study Area

Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix - Key Development Nodes



PROSPERITY PLAYBOOK STUDY AREAS



While the City of Kansas City, Mo., makes every effort to maintain and distribute accurate information, no warranties and/or representations of any kind are made regarding information, data or services provided. As provided by Section 82.1035, Revised Statutes of Missouri, the City of Kansas City, Mo., shall not be liable for any damages which may arise from any error which may exist in the information or the geographical information system. Users of this data shall hold the City of Kansas City, Mo., harmless in all matters and accounts arising from the use and/or accuracy of this data.

0 0.25 0.5 1 Miles



Prospect Avenue



Proposed MAX Stops



Corridor

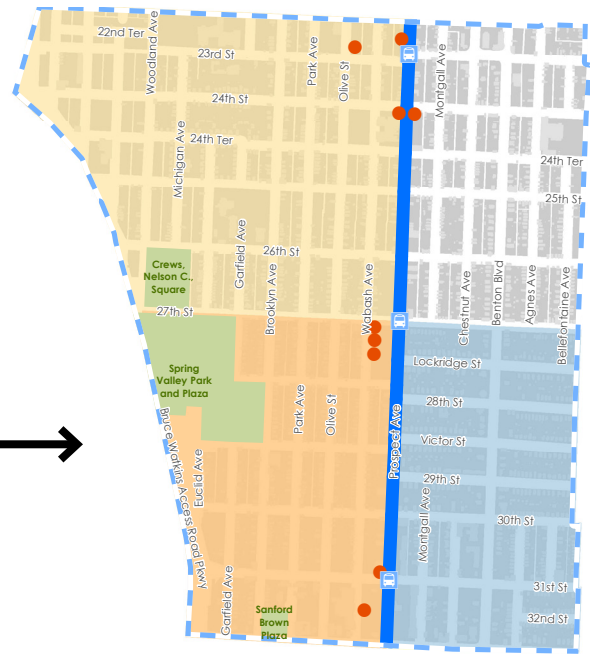
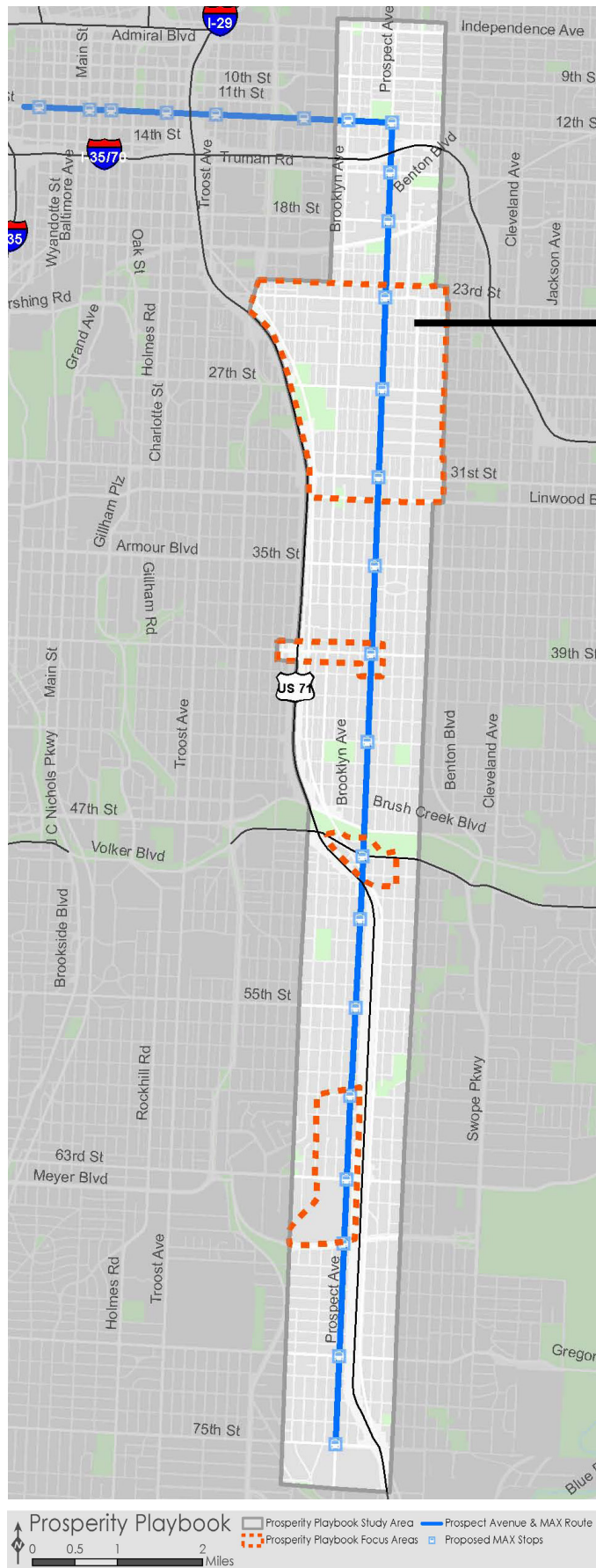


Corridor Area

Node

Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix Key Node:
E 22nd St - Linwood



Background

This area was known as the Who's Who of professional African-Americans in the 1950s. The area holds significant assets such as Lincoln College Preparatory Academy, Wendell-Phillips at Attucks Elementary, seven Historic African-American Churches, one historic district (the Santa Fe Neighborhood), six active neighborhood associations, a public library and Spring Valley Park.

Why this node is important

This node is important because of its established cultural presence and proximity to downtown Kansas City. There have been several projects with large investments made by the City, KCATA, Morning Star M.B.C. and LISC.

Costs

Nearly \$20 million in project investments have occurred.

Challenges

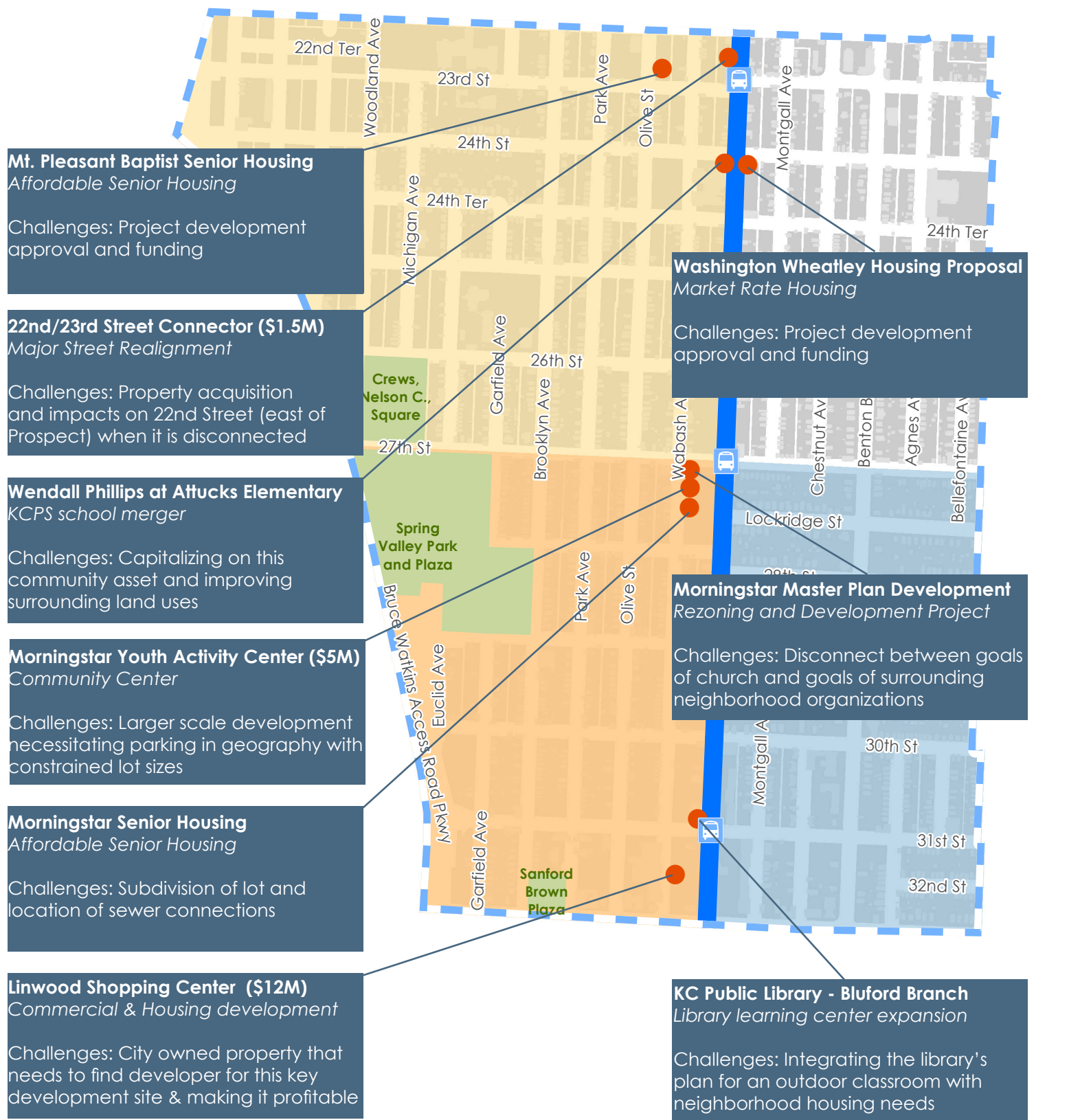
The challenges include building a large scale development in an area with traditionally smaller residential lots, installing infrastructure upgrades to a small portion of the corridor when the entire corridor needs upgrades, and the integration of multiple plans.

Ask

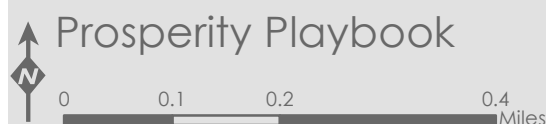
How can the City address gap financing needs in affordable housing development and home maintenance?

Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix Key Node: E 22nd St - Linwood Blvd

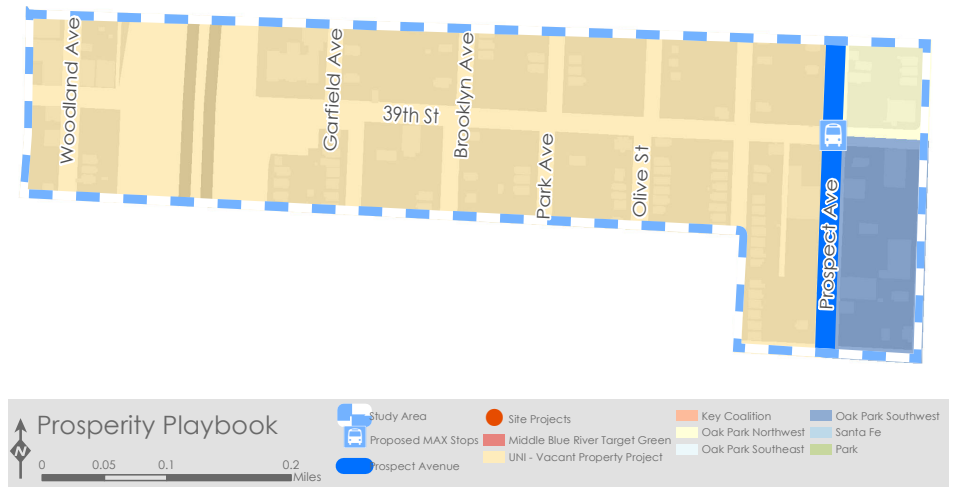
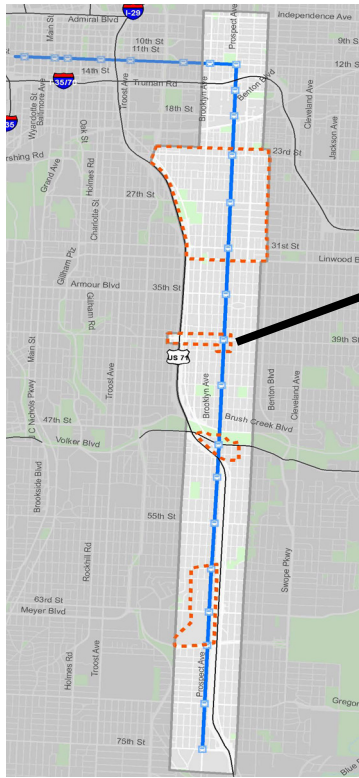


Prosperity Playbook



Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix Key Node: 39th Street



Background

Since October 2014, the Environmental Protection Agency, the City and the Ivanhoe Neighborhood Council have been working together on a plan focused on 39th Street intersecting at Prospect Avenue spurred by the opening of the area's first grocery store - Aldi's - in 2013 and new housing development sponsored by the Ivanhoe Neighborhood Council. The EPA's Office of Brownfield and Land Revitalization provided a redevelopment plan which recommends a three phase approach to appropriate development along the 39th Street corridor:

- 1) Construct high density residential to support the Prospect MAX BRT
- 2) Develop art, office and mixed-use retail space
- 3) Construct additional neighborhood scale retail

Why this node is important

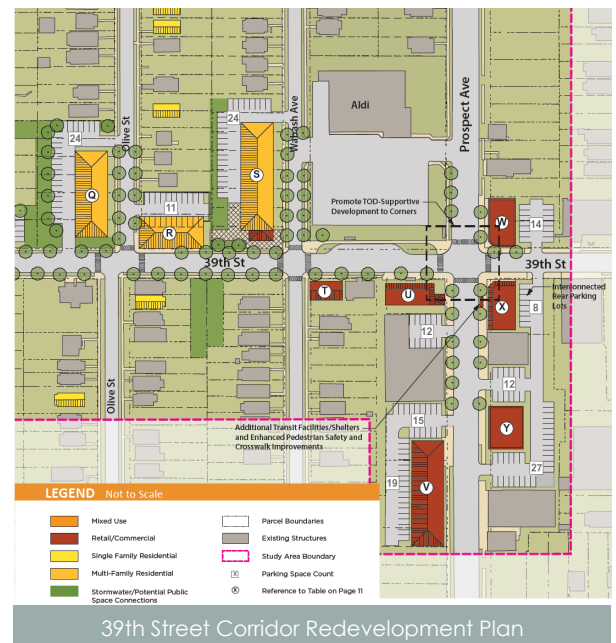
Momentum and presence of an active and organized neighborhood association

Challenges

- 1) Funding
- 2) Enticing developers to build in the area
- 3) Creating density to support development
- 4) Coordinating efforts between groups doing work in area
- 5) Ensuring recommendations made from the redevelopment plan correspond with the adopted area plan of record

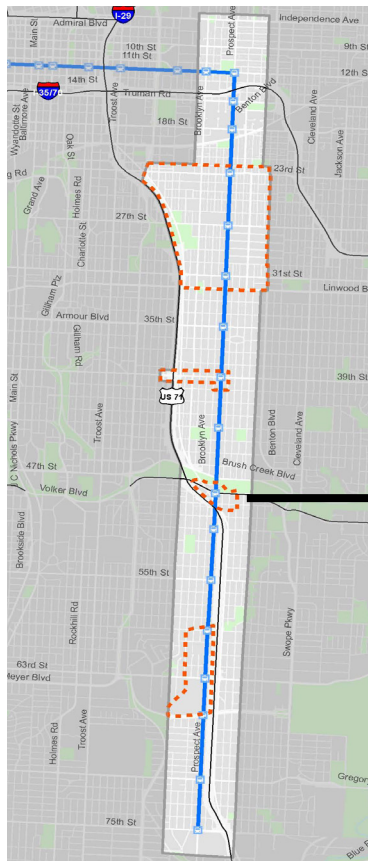
Ask

Can a developer be found who would implement the recommendations from the Redevelopment Plan and find a financing source to leverage the costs of the projects?



Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix Key Node: Swope Pkwy & Prospect Ave



Background

This area includes the corner of Prospect Avenue and Swope Parkway. There has been considerable investment in infrastructure with Brush Creek flood control (widening and deepening channel) and Brush Creek beautification and recreation amenities (lighting, fountains, trails, landscaping). Also, economic development investment has been added to area with the opening of an incubator business center for small contractors and a career training center. Overall the node at Swope Parkway has development possibilities with a vacant lot available for brownfield infill.

Why this node is important

The node is an east/west connection from one of the first inner ring suburbs including Raytown, Missouri towards the east to the Country Club Plaza outdoor shopping and employment center towards the west. The location has connections to the Brush Creek trails and access to Highway 71.

Challenges

The challenge is identifying a developer to develop the vacant lots on the corner and complying with the relatively new Boulevard and Parkway Standards for development adopted into the City's development code. Additionally, having aesthetically compatible design that takes into account green infrastructure and the existing structures in the area is needed.

Ask

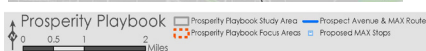
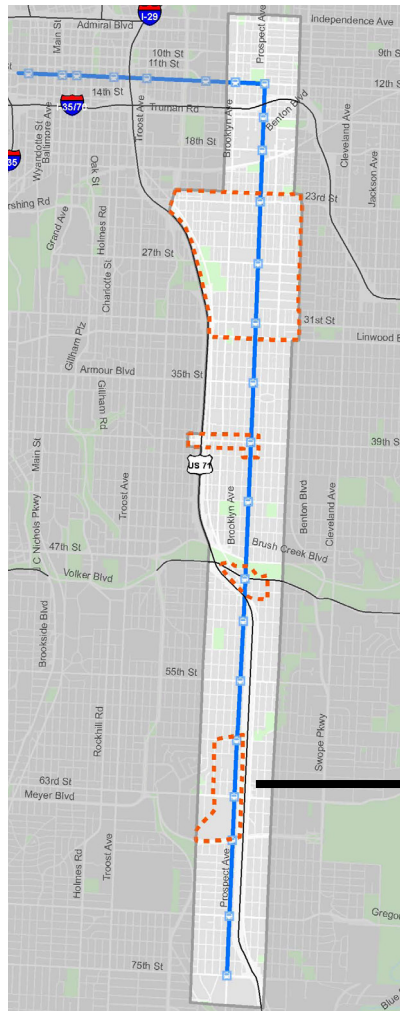
What are best practices for development in sensitive waterway areas?



Improved Brush Creek

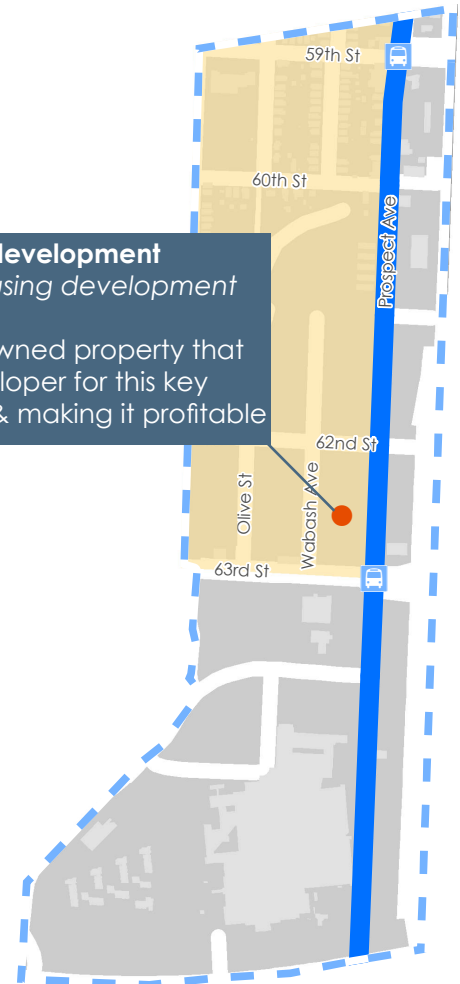
Prosperity Playbook Blueprint KC

Prosperity Playbook Matrix Key Node:
59th St - Meyer Blvd



63rd & Prospect Redevelopment *Commercial & Housing development*

Challenges: City owned property that needs to find developer for this key development site & making it profitable



Background

The area represents a regional node because of the access to Highway 71 and the close proximity to Research Medical Center - two large Medical Buildings, Psychiatric facility and several outpatient medical offices. Particularly important are five vacant blocks that the City controls and is currently seeking RFPs for development.

Why this node is important

The City is seeking RFPs to develop the lots located in the northwest corner of 63rd Street and Prospect Avenue. The land is currently vacant, controlled by the City and is environmentally ready for development. Housing and commercial development is sought. This area is seen as a potential regional transit area too, if density is added.

Challenges

Selecting an appropriate developer and fostering collaboration between the City and Research Medical Center to partner in any future residential student housing with a commercial component or health care initiative with residential and medical offices.

Ask

What residential and/or commercial density (or a mix of both) is needed to make transit viable and successful on a large scale at this location?

Prosperity Playbook Blueprint KC

Prosperity Playbook Asks

Getting to the “Big Asks”

Due to the fact that there are these significant investments along the Prospect Corridor already being undertaken by the Federal Government, this document looks to capitalize on these efforts. In the following pages the City details projects currently underway along the corridor and asks four comprehensive questions. Leveraging resources that may be available by Federal partners and other entities may lead to assistance or guidance on ongoing projects or future efforts.

- 1) What Federal partners can be identified to assist with these projects?
- 2) Is funding, technical or other assistance available for these projects?
- 3) What Federal participation is there to implement these projects?
- 4) What other Federal programs or work is being conducted in the Corridor?

PROSPECT CORRIDOR PROJECTS

PROJECTS	Characteristics to Determine Priority Area for Development						Nearest Associated Area (node, corridor area, corridor-wide)	Characteristics to determine HUD Priority Projects/Initiatives			Challenges & Issues / "Ask" for Playbook
	Infill	Vacant	Large Capital Investment	Spur Further Investment	AFFH Gap Fin	TOD Tech Assistance		Community Needs Satisfied?	Collaboration btwn City & other Entities?	Leverage of Dollars?	
HUD Choice Neighborhoods	x		x	x	x	x	22nd - Linwood corridor area	x	x	x	(1) Soliciting the input of all immigrant groups to determine neighborhood needs (2) Identifying ways to encourage patrons from outside of Independence Ave corridor to spend their money along the avenue (3) Facilitating minor home repair and historic renovations to single family houses
Smart Growth TOD	x	x	x	x	x	x	corridor-wide	x	x		How can private investment and development be promoted through this transit investment?
Smart Growth Economic Development Grant							corridor-wide	x	x	x	tbd
Prospect MAX		x	x	x		x	corridor-wide	x	x	x	Density of area may not yield high ridership; MAX infrastructure may not be as meaningful as other transit infrastructure investments such as rail or full BRT
Strategic Implementation of Economic Development & Housing							corridor-wide	x	x		Identifying housing and commercial opportunities in context of other projects happening in corridor to lead to actionable implementation rather than only another planning effort
Ivanhoe 39th St Corridor Project	x	x		x			39th St corridor	x	x		How to make the east/west commercial corridor connection strengthened
63rd & Prospect Redevelopment	x	x	x				59-Meyer corridor area	x			Finding developer(s) who can invest in this large piece of land, creating mixed-use regional destination. The City has identified this as a regional node and development needs to be reflective of that
Middle Blue River Target Green		x					75th St node	x		x	Being able to capitalize on large infrastructure investment in the target area and the interest it has generated
Blue Hills CID							corridor-wide	x	x		Vacant properties and absentee ownership
Linwood Shopping Center	x		x				22nd - Linwood corridor area	x			Key development site that must incorporate housing with retail. Build density and needed retail service in key TOD location
Heart of The City/Swope Area Plan Implementation	x	x					corridor-wide	x	x		Establishing continuity and focus in two distinct community groups in two distinct geographies

Example Project Tracking Sheet - Prospect Corridor Projects

Prosperity Playbook Blueprint KC

Prosperity Playbook Asks Continued

PROSPECT CORRIDOR PROJECTS

PROJECTS	Characteristics to Determine Priority Area for Development						Nearest Associated Area (node, corridor area, corridor-wide)	Characteristics to determine HUD Priority Projects/Initiatives			Challenges & Issues / "Ask" for Playbook
	Infill	Vacant	Large Capital Investment	Spur Further Investment	AFH Gap Fin	TOD Tech Assistance		Community Needs Satisfied?	Collaboration btwn City & other Entities?	Leverage of Dollars?	
Morning Star MPD	x	x	x				22nd - Linwood corridor area	x			Great community asset wants to invest on a large scale in a geography that is more conducive to smaller lot development. To add, there is perhaps a disconnect between what institution wants to develop (larger scale uses and parking lots) and what the neighborhood organization (Key Coalition) wants (housing)
Morning Star Sr / Youth Activity Center	x	x	x				22nd - Linwood corridor area	x	x	x	Large scale development that would necessitate more parking in a geography constrained by smaller lot sizes
Morning Star Serior Housing	x	x	x		x		22nd - Linwood corridor area	x			Infrastructure challenge - subdivision of lot and location of sewer connections
Ladders of Opportunity (streetscape & bus stop improvements)			x			x	22nd - Linwood corridor area	x	x	x	Challenge of doing a few blocks of streetscape and bus stop improvements on a corridor that many see as needing wholistic streetscape and ROW improvements throughout the entirety of the Corridor
22nd & 23rd Street Connector				x		x	22nd - Linwood corridor area	x	x	x	Property acquisition logistics. Area Plan (Heart of the City) recommended future land use will have to be adjusted - switching mixed-use area from 22nd St to 23rd St. Impacts on 22nd Street (east of Prospect) when it is disconnected
UNI- Vacant Property Project	x	x	x	x			corridor-wide	x			Abundance of vacant property in this large geography, identifying property owners, identifying properties they want to purchase, access to clear and free titles in purchasing phase, development of housing after purchase, finding home occupants that will continue to invest in neighborhood (especially in climate of KCPS challenges of accreditation and reputation)
KC Catalytic Urban Redevelopment Initiative	x	x	x	x			39th St corridor	x	x	x	This project relies on the creation of a new organization, a new funding stream for that organization and projects. To add, these priority areas align with City and other agencies' priority areas - aligning goals and the actual projects for development in these areas will be a challenge
BYRNE Criminal Justice Innovation Grant		x					22nd - Linwood corridor area & 39th St corridor	x		x	Sustaining funding for this community policing effort and resources for community development component like vacant lot cleanup
Dangerous Building/Vacant Properties Budget Item	x	x					corridor-wide	x		x	The amount of vacant properties and dangerous buildings in both the 3rd and 5th council districts. First, not enough funding available to address all properties, secondly no plan is solidified regarding what happens on these properties upon demolition of dangerous structures. Also, proactively assisting residents and property owners fix buildings before they are dangerous is a programmatic and budgeting issue
Urban Youth Academy	x		x				18th St node (22nd - Linwood corridor area as closest study area)	x	x	x	Concern that the facility and program will focus on regional attendees and not local community. Parking and access to site is also an expressed concern
Bluford Library							22nd - Linwood corridor area	x			Integrating the library's desire to plan and build an outdoor classroom with neighborhood housing needs

Example Project Tracking Sheet - Prospect Corridor Projects

Prosperity Playbook Blueprint KC

Prosperity Playbook Asks Continued

PROSPECT CORRIDOR PROJECTS

	Characteristics to Determine Priority Area for Development							Characteristics to determine HUD Priority Projects/Initiatives			
PROJECTS	Infill	Vacant	Large Capital Investment	Spur Further Investment	AFFH Gap Fin	TOD Tech Assistance	Nearest Associated Area (node, corridor area, corridor-wide)	Community Needs Satisfied?	Collaboration btwn City & other Entities?	Leverage of Dollars?	Challenges & Issues / "Ask" for Playbook
YMCA Linwood - Cleveland Branch							22nd - Linwood corridor area	x			Changing Area Plan future land use recommendation from residential to institutional when this project was proposed may set precedent for more intense land use proposals near property that could negatively impact residential community
Mt. Pleasant Baptist Senior Housing	x	x					22nd - Linwood corridor area	x			Project development approval and funding
Washington Wheatley Housing Proposals	x						22nd - Linwood corridor area	x			Project development approval and funding
KCATA 75th & Prospect		x					75th St node	x	x	x	Site acquisition and development
Linear Park (along railroad)							22nd - Linwood corridor area	x			Programming and constructing park
Wendell Phillips at Attacks School							22nd - Linwood corridor area	x			Capitalizing on this key community asset and improving surrounding land uses
Potential - Prospect ROW Planning Sustainable Places Grant						x	corridor-wide	x	x		Grant does not fund physical infrastructure improvements
CDBG - Santa Fe & Oak Park Neighborhood Minor Home Repair	x	x			x		22nd - Linwood corridor area	x	x	x	Funds available through this program do not address full breadth of issues - limited repairs funded through program are beneficial but larger repairs and additional funding needed
MHDC - 22nd & Prospect	x	x			x		corridor-wide	x			Project development approval and funding needed, in addition, potential concentration of low income residences in one area contradict FOCUS KC Plan
Pioneer Campus Expansion							18th St node (22nd - Linwood corridor area as closest study area)	x			tbd
Potential - 55th & Woodland Grocery	x						55th St node (59th - Meyer corridor area as closest study area)	x			Property acquisition, project plan and funding. Also may need to confirm zoning and Swope Area Plan recommendations
Key Coalition Blight Study	x	x			x		22nd - Linwood corridor area	x	x	x	Abundance of vacant property, identifying property owners, identifying properties they want to purchase, access to clear and free titles in purchasing phase, development of housing after purchase, finding home occupants that will continue to invest in neighborhood (especially in climate of KCPS challenges of accreditation and reputation). This project's goals conflict at times with Morningstar Missionary Baptist's project development too
City Manager's Design Academy	x	x		x		x	corridor-wide				1. How can the City capitalize on the large-scale investments already happening along Prospect Avenue, and how can those developments extend beyond their individual parcels/sites? 2. How can the City prioritize or incent infill development along the Prospect Avenue Corridor? 3. How can the existing building stock best be preserved, especially in historic areas such as the Santa Fe neighborhood described above? 4. In what ways can vacant lots be managed in the context of the above mentioned investment goals – capitalizing on recent and in-progress major development sites, its impending TOD corridor status, preservation of building stock and the push for infill development?

Example Project Tracking Sheet - Prospect Corridor Projects

The image is a full-page background photograph of a suburban street. In the foreground, a paved road with double yellow lines curves from the bottom left towards the right. The middle ground shows a row of mature trees with mostly bare branches, some with a few remaining yellow and orange leaves. Behind the trees, several houses are visible, including a prominent white house with a steep gable roof and a brick house to the right. A few cars are parked along the street. The sky is a clear, pale blue.

Prosperity Playbook Blueprint KC

Collaborative Investment for Community Development

Prosperity Playbook Blueprint KC

KCMO + Banks + CDFIs + Philanthropy

Collaborative Investments for Community Development

In order to address the challenges of creating and maintaining affordable housing and providing capital to organizations and/or development projects in distressed communities such as the Prospect Corridor, a **collaborative cross-sector initiative is underway**. The City, banking/lending institutions, Community Development Financial Institutions (CDFIs) and philanthropic entities have held regular strategy sessions where issue identification and solution brainstorming have taken place.

Finance & Development Challenges Which Need to Be Addressed

The **gap** between appraisal value and the cost of property rehab/acquisition

Needing an **education**/school system to attract people to the urban core

Loan programs and lenders that are willing to invest beyond Community Reinvestment Act requirements

Elderly population needing assistance with **home maintenance**

The large amount of homes that need rehab and minor home repair



Issues such as gap financing were discussed at the Prospect Smart Growth America TOD Workshop - August 2016

Prosperity Playbook Blueprint KC

KCMO + Banks + CDFIs + Philanthropy

Collaborative Investments for Community Development

Potential solutions that are currently being discussed regarding finance and development challenges center around three categories – capital, real estate, and development policy and program. Specific recommendations and strategies are still being drafted but include some of the following ideas:

Potential Finance & Development Solutions

Capital

Need patient capital made of bank and philanthropic dollars where banks may be paid back first and philanthropic funds can be used as a loan guarantee

CDBG dollar + bank CRA dollars pooled to provide capital

0% loan fund for rehab, minor home repair, and lead abatement

Real Estate

Rehab and build new homes within a model block to raise home and appraisal values where a “block” includes properties on both sides of one street

Market vacant properties to developers

Inform appraisers of the work done on the house and other initiatives being done in the surrounding area

Development Policy/Programs

Utilize other models and cooperative models - perhaps a cooperative to borrow lend as a block instead of individuals – and social impact bonds

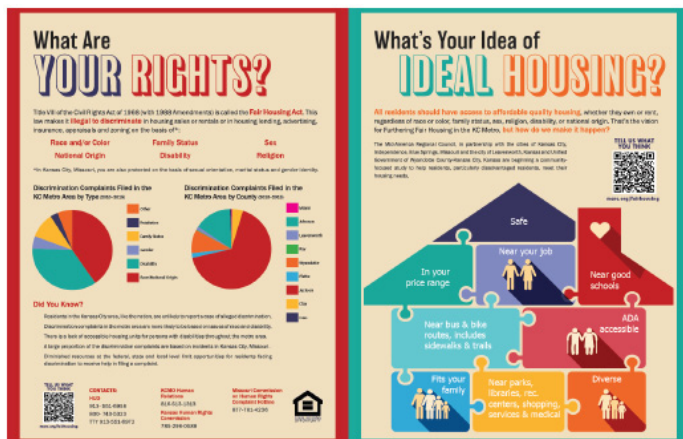
Designate Neighborhood Revitalization Strategy Areas in the urban core

Partner and leverage anchor institutions such as colleges, hospitals, etc.

Prosperity Playbook Blueprint KC

Conclusion

Through the three concurrent efforts examined in this document - the AFFH, the creation of a new enhanced bus rapid transit line that spurred the systematic tracking of development/ planning efforts along the Prospect Corridor, and an ongoing conversation about addressing gap financing related to housing and economic development - the City and a wide variety of leaders will continue to work together to create shared opportunities and inclusive communities in areas such as the Prospect Corridor. This document attempts to highlight how Kansas City, Missouri is addressing the significant needs of the Prospect Corridor, and hopes to be a model replicable in other communities.



American Planning Association
Making Great Communities Happen



**CITY OF
KANSAS CITY,
MISSOURI**