

KCStat

kcstat.kcmo.org

October 4, 2016

#KCStat

Planning, Zoning and Economic
Development



Planning, Zoning and Economic Development Goal

To develop a vital economy where there is opportunity for growth, particularly in historically underdeveloped areas; citizens have opportunities for creating wealth and prosperity; and visitors consider Kansas City a desirable destination.

How to Get There: 2015 City Objectives for Planning, Zoning and Economic Development

1. Create and implement aggressive neighborhood revitalization plans that are consistent with Kansas City's comprehensive, long-range economic and physical growth plans with special attention to sustainable development projects or projects in historically underdeveloped corridors and neighborhoods. (2018)
2. Implement the City's long-range economic strategic plan utilizing the recommendations of the AdvanceKC strategic plan. (Tune up: 2017)
3. Implement programs that foster small business growth and development. (2016)
4. Implement the City Planning and Development Service Improvement Plan in order to streamline business processes and systems. (2017)
5. Enhance Kansas City as a destination for leisure and business travel through aggressive promotion of our community and continued investment in the City's convention and entertainment facilities. (Ongoing)
6. Prepare the airport terminals at KCI to meet and exceed the future needs and requirements for our customers and tenants to make KCI a world-class airport. (Ongoing)
7. Utilize arts-based strategies to support the creative sector in fostering economic and community development. (2017)
8. Increase support for economic prosperity of the creative sector. (Ongoing)
9. Develop a digital inclusion strategic plan for the City's part in the Kansas City Coalition for Digital Inclusion. (May 1, 2016)
10. Analyze the current and historic use of incentives in TIF, LCRA, 353, and PIEA areas to determine the ongoing need for development assistance. (2017)

FY2016-17 Measures of Success

Measures of Success	FY15 Actual (Survey administered in Oct '14)	FY16 Target	FY16 Actual (Survey administered in Oct '15)	FY17 Target
Percent of businesses rating the City as an excellent or good place to do business	65.1%	67%	70%	69%
Percent of businesses satisfied with overall quality of services provided by the City	60.1%	62%	61%	64%
Measures of Success	CY14 Actual	CY15 Target	CY15 Actual	CY16 Target
Hotel Room nights booked due to convention center activity	333,923	--	382,815	--

Place-Based Strategies

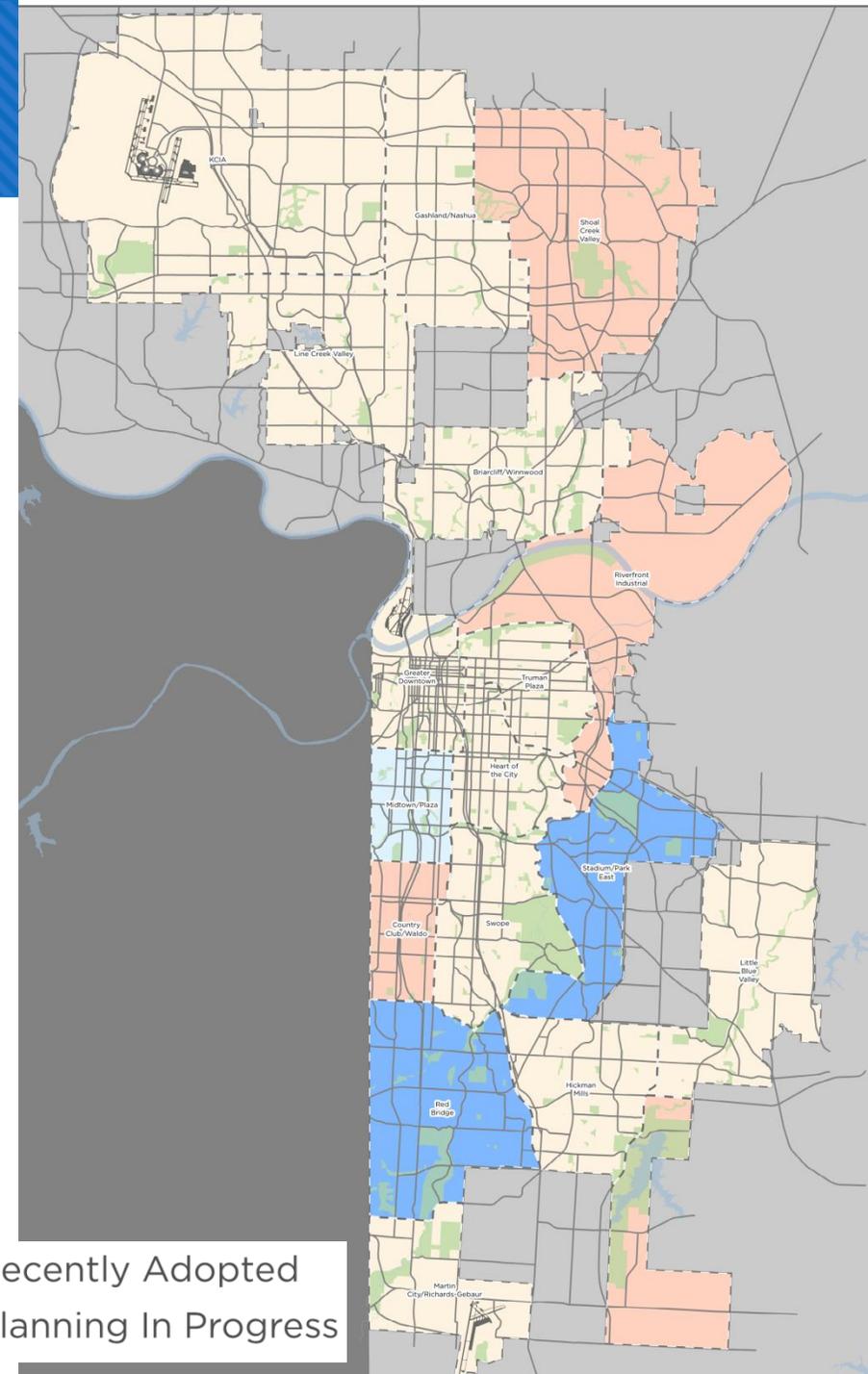
Objective 1

Create and implement aggressive neighborhood revitalization plans that are consistent with Kansas City's comprehensive, long-range economic and physical growth plans with special attention to sustainable development projects or projects in historically underdeveloped corridors and neighborhoods.

Area Plan Program

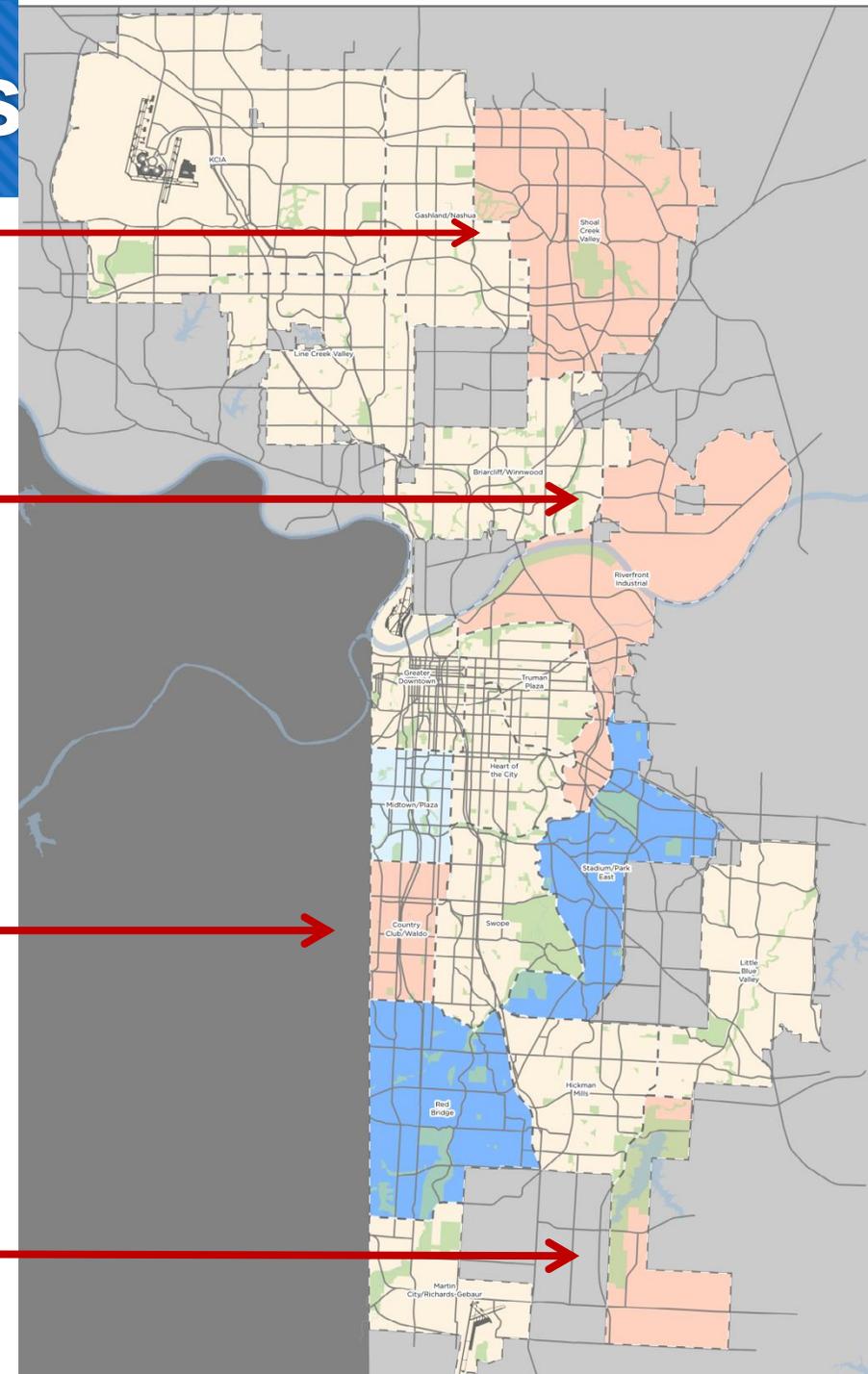
- 18 Area Plans
- Current status:
 - 12 adopted
 - 2 in process
- Includes implementation program after adoption

Source: City Planning and Development

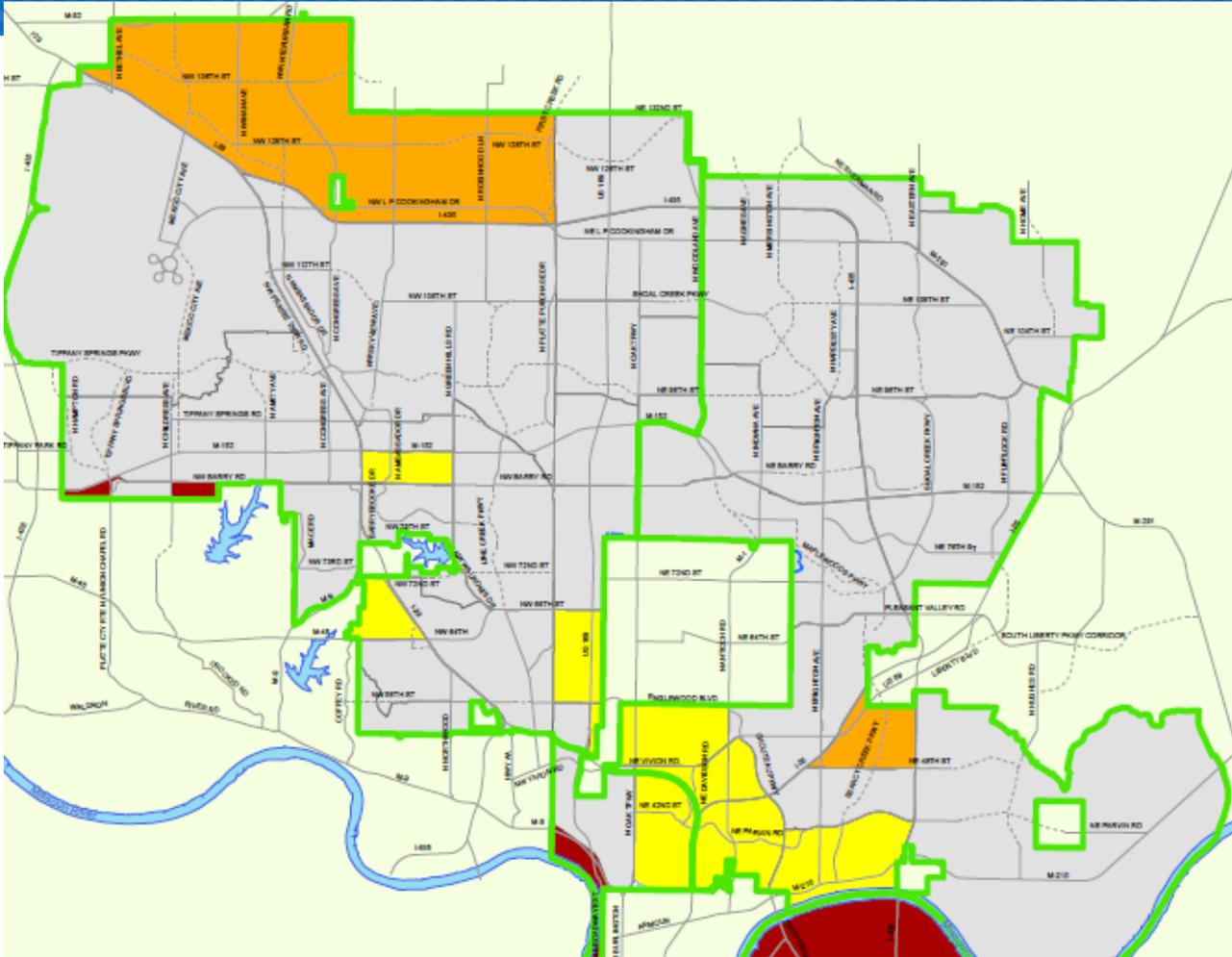


Area Plan Key Accomplishments

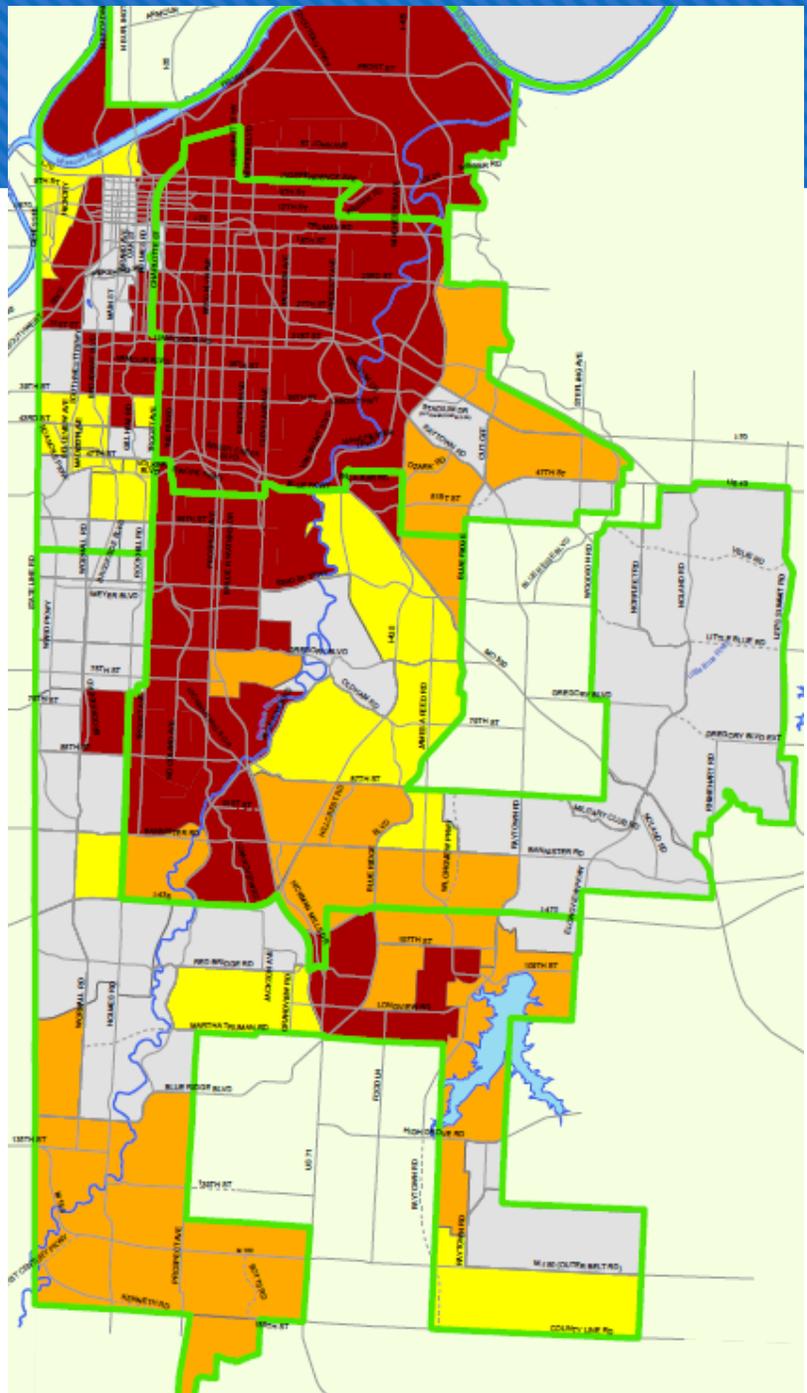
- Formation of Implementation Committees for
 - Swope Area Plan
 - Midtown / Plaza Area Plan
- Active Planning Process
 - Red Bridge
 - Blue Ridge (formerly Stadium / Park East)
- Future Area Plans (in no particular order)
 - Shoal Creek
 - Riverfront Industrial
 - Country Club / Waldo
 - Longview



Distressed Census Tracts

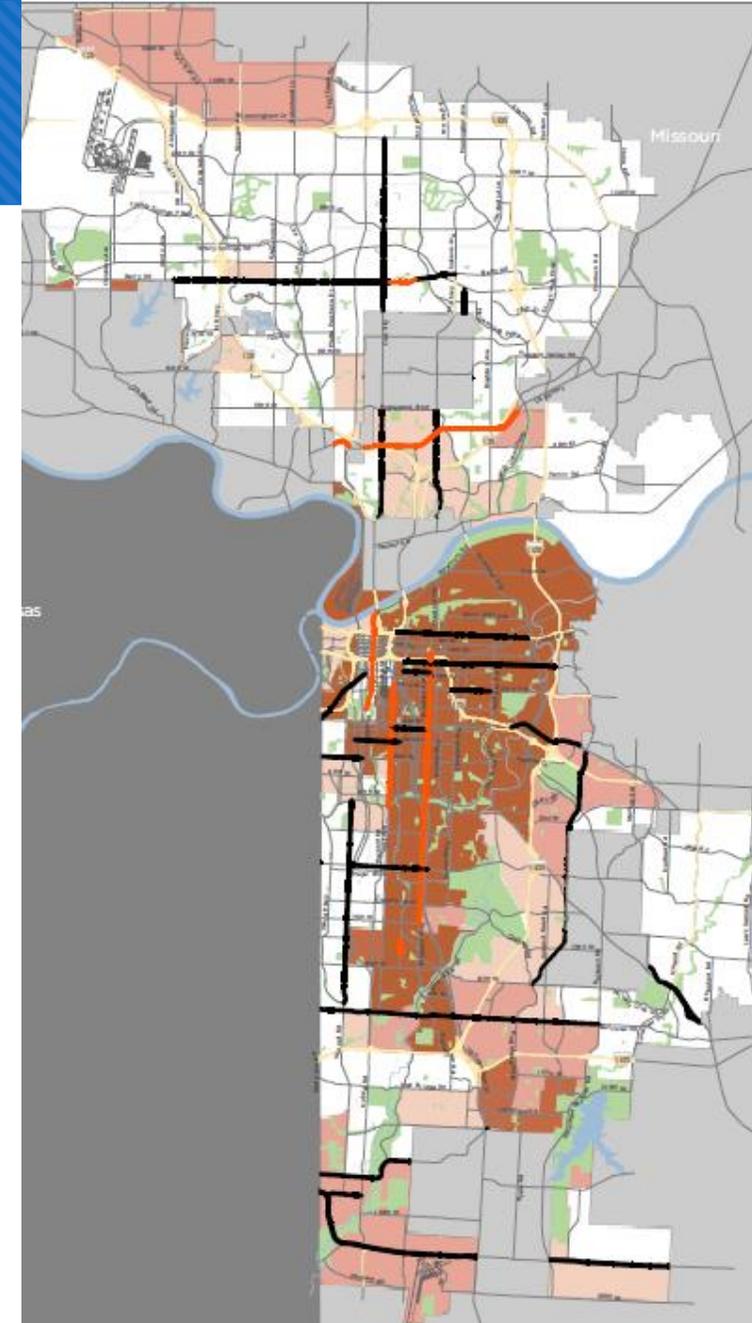


- City Council Districts
- Non-Distressed
- Distressed: Income < 80% AMI or Poverty > 20%
- Severely Distressed: Inc. < 60% AMI or Pov. > 30% or Unemp. > 1.5 times U.S. Rate
- Continuously Distressed: 2005-09 and 2010-14 American Community Surveys



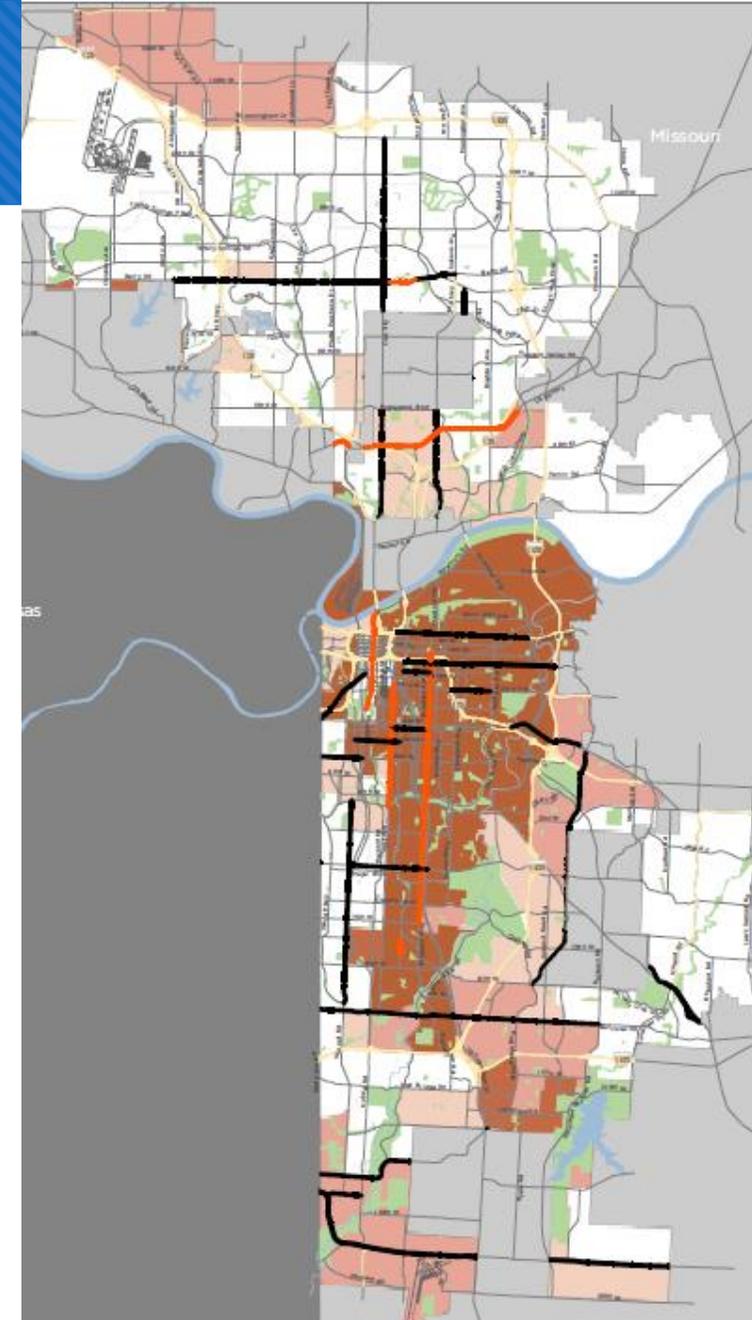
Historically Underdeveloped Corridors: Key Accomplishments

- Barry Road
 - Additional of protected bike lanes from N. Highland Ave to N. Kenwood Ave
- North Vivion Road
 - FOCUS Vivion Road corridor enhancement study – corridor redevelopment and streetscape planning
 - Big Shoal Greenway trail & infrastructure improvements and Lakewood Greenway trail improvements
- 63rd Street & Prospect
 - Housing market analysis
 - Redevelopment RFP released
- Troost Avenue
 - Zoning overlay established for 22nd to Cleaver Blvd
 - Streetscape right-of-way improvements 31st to Cleaver Boulevard
 - Prospect/Troost PSP Study



Historically Underdeveloped Corridors: Key Accomplishments

- The Paseo – 79th to 82nd Street
 - Target Green OCP \$20 Million Green Infrastructure Effort
- Paseo Gateway (Choice Grant)
 - Paseo & Independence intersection improvements - \$5 million STP Award
 - First replacement housing site completed – Rose Hill Townhomes
- Prospect Corridor
 - The Prospect Corridor Development Implementation Strategy for Economic Development and Housing
 - Ladders of Opportunity Grant between 22nd & 27th Street
 - Smart Growth TOD Technical Assistance Grant
 - Prosperity Playbook focus area



Historically Underdeveloped Corridors: Prospect Corridor



Prospect Corridor Community Engagement Series



Smart Growth America
Improving lives by improving communities

RESHAPING COMMUNITIES
WITH
EQUITABLE TRANSIT ORIENTED
DEVELOPMENT

MEEA KANG
President

Domus Development, LLC

Federal Transit Administration's TOD Technical Assistance

August 31, 2016



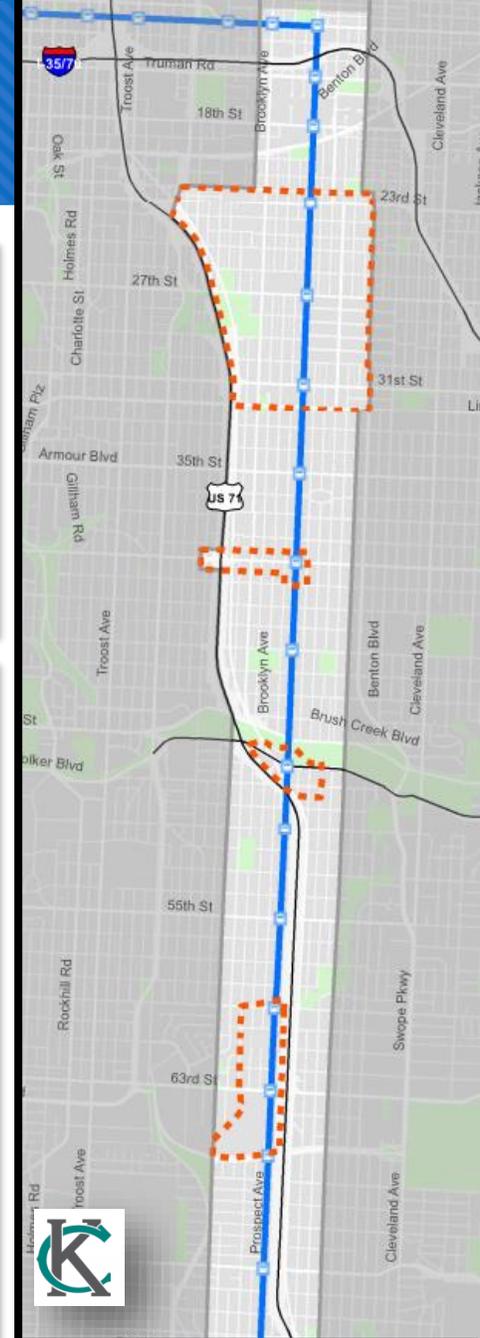
May 11-13, 2016

Dallas, TX

Kansas City, Missouri's
Prospect Avenue Corridor

City Managers' Design Academy

Troy Schulte
City Manager

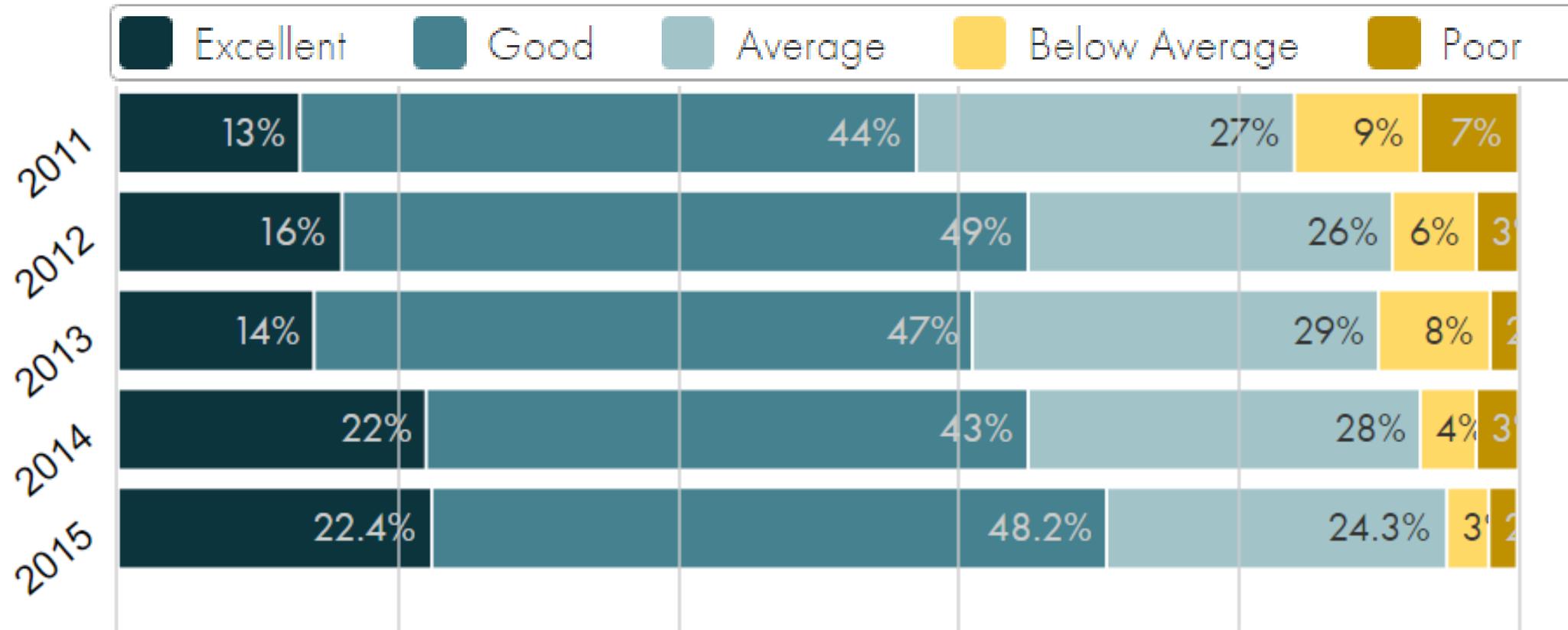


Economic Development Strategies

Objective 2

Implement the City's long-range economic strategic plan utilizing the recommendations of the AdvanceKC strategic plan.

Business Survey: Satisfaction with Kansas City As a Place to Do Business



Businesses rating KCMO as a “good” or “excellent” place to do business is up to 70% in 2015.

Only 5% rate KCMO as a “below average” or “poor” place to do business.

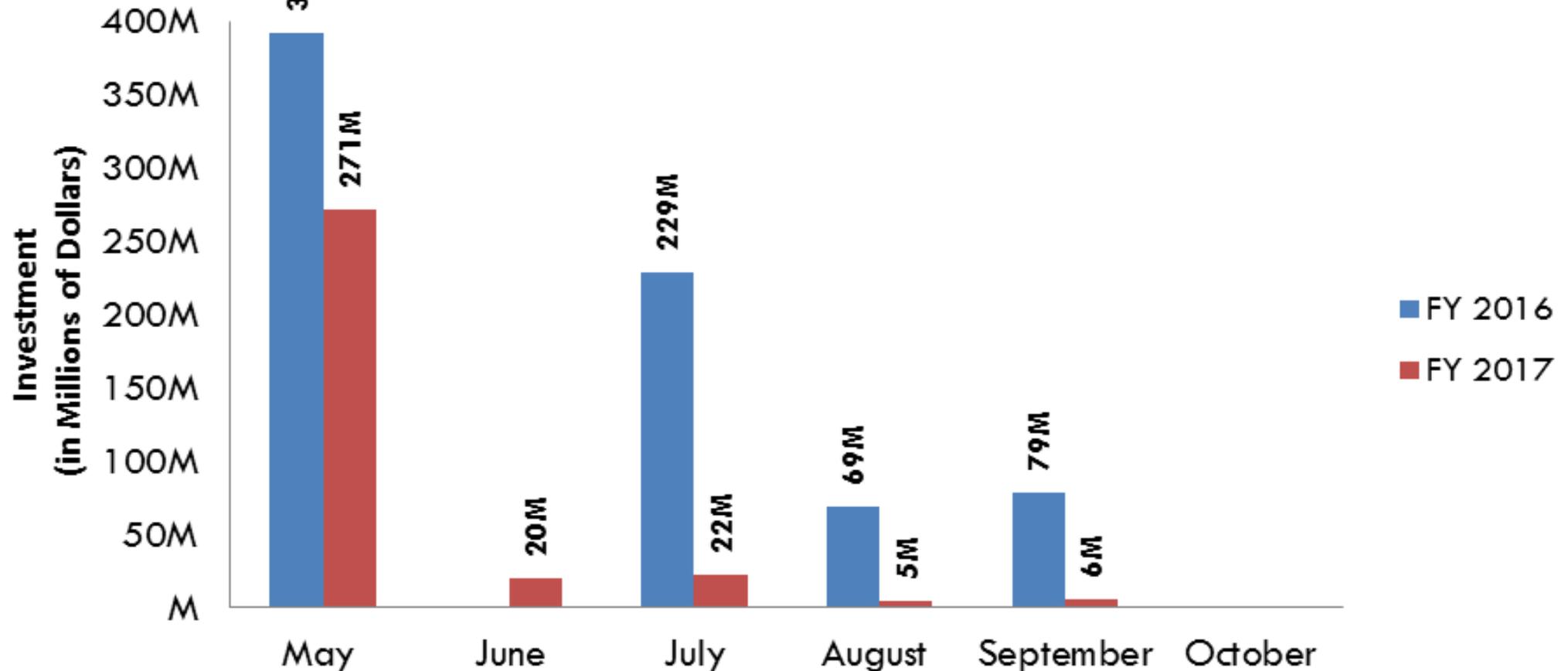
When will 2016 Business Survey released November 2016.

EDC Contract Quarterly Performance Indicators

AdvanceKC Strategy	Measure	FY2015	FY2016	FY2017 Q1
Target Sector Support	Announced Projects	31	31	12
	Jobs from Announced Projects	5,241	4,877	1,615
	Existing Business Visits (FY Target = 222)	245	254	71
	Investment for Business Development Activities	\$156,516,810	\$305,669,705	\$18,885,000
Urban Land Use and Revitalization	Redevelopment jobs	2,483	1,045	150
	New Investment for Redevelopment Activities	\$822,407,902	\$1,353,740,895	\$281,686,670
Business Climate	Satisfaction with KC as a Place to do Business (Average, Good, Excellent)	93%	94%	TBD
	Local Tax Incentives Approved	\$188,479,960	\$264,824,437	\$97,891,704
	Ratio of Investments to Incentives	4:1	5:1	3:1

Advance KC Project Pipeline Trend

Advance KC Projects Investment Comparison FY2016 - FY2017



International Business Development



Deliverables	Number of Companies/Countries	Examples
Foreign Direct Investments (FDIs)	Over 20 Companies, 4 Continents, 5 Industries	Pomerol Partners (UK), IntelAg (Chile), Blitab (Austria), QBOX (Spain)
Exports & Imports	6 Companies, 8 Countries, 3 Industries	China, Mexico, Canada, UK, India, Germany, Ecuador, Brazil
International Dignitaries	15 Dignitaries Visits	China, Taiwan, Japan, Mexico, Canada, Germany, Ireland, Canada, Nigeria, France
Global KCMO/EDC Conferences	Over 30 Representations in 5 Continents	E3- Madrid, Select USA Summit, Hannover, Messe, Techweek KC & more...
Global Future Initiatives	6 Upcoming Collaborations	FAC (Greece), Lanzarote (Spain), Jazz Celebration (Hannover, Germany), Smart Cities Workshop (France), Architecture/Fashion Week KC (Spain)



* Time Frame: May 2016 – October 2016



Narbeli Galindo, Director of International Affairs
Alvin Liow, International Trade Assistant

EDC Highlights: Announced Projects since last KCStat

Project Name	# of New Jobs	Investment	Average Wage	Project Location
Florida Modification Specialists	247	\$1,000,000	\$48,768	Northland
Alere	286	\$6,850,000	\$58,486	South KC
Project Arrowhead	100	\$790,000	\$60,000	Downtown
Virgin Mobile	84	\$1,000,000	\$122,000	Downtown
Pinsight Media	125	\$5,300,000	\$90,000	Downtown

Proposed Advance KC Scorecard Revisions

Scorecard Goal: To assess the overall impact of a development project based on the degree to which the project aligns with the City Council’s Economic Development and Incentive Policy.

	CURRENT	REVISION
WEIGHTING	High degree of weight on number and quality of jobs	Greater focus on development in economically distressed areas of the city
ONE SIZE FITS ALL APPROACH	Evaluates all projects with one scorecard	Split scorecard into a job-based scorecard and a site-based scorecard (allows for the additional residential project evaluation)
IMPACT MEASUREMENT	Evaluates projects on a confounding 300-point system	Create a 100-point system with a clear link to incentive level

Objective 3

Implement programs that foster small business growth and development.

KC BizCare Clients

Text box about Uber change



Source: KC Bizcare

Downtown Merchant Survey



How's Business on the Streetcar Route?

Thank you for your patience during the construction phase of the Kansas City Streetcar and associated improvements. We appreciate your commitment to doing business downtown.

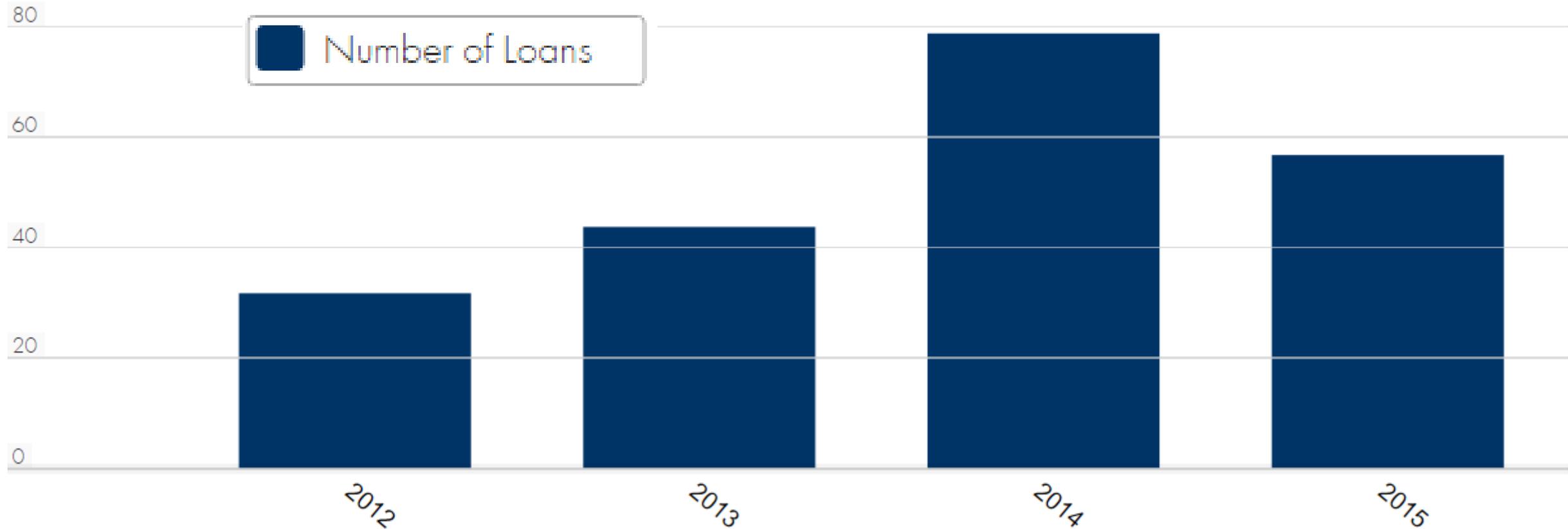
Since opening to the public on May 6, the KC Streetcar has had more than 900,000 riders on board and we'd like to know what that ridership means for your business and what impact the KC Streetcar may have had, or continues to make, on your business. We plan to issue this survey on a regular basis to better understand the needs of the downtown businesses.

If you'd like to learn about the results of this survey, please supply your contact information below and we will follow up with you.

○ Questions include:

- Impact of streetcar on your business
- Revenue increase?
- Foot traffic increase?
- When do you see the most customers – time of day, day of week?
- Made any adjustments or additions to business since KC Streetcar?
- What improvements would benefit your business?

Justine PETERSEN



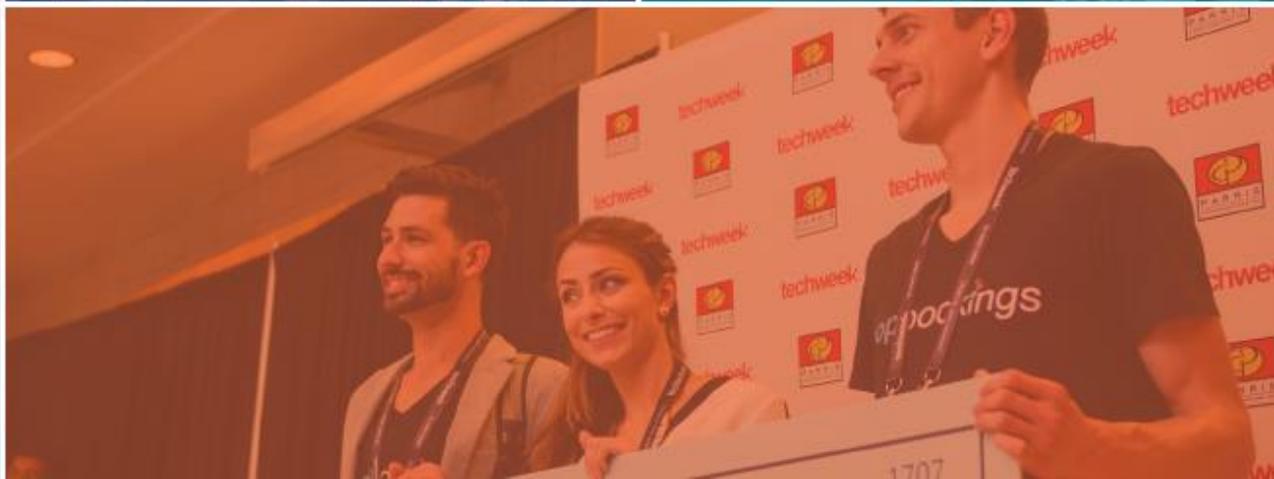
2016 mid-year (thru June) = 35
26 out of 35 have been deployed east of Troost

Success Stories - Shine On the Go

- Rick Evans, owner Shine on the Go, operating at KCI since January 2010: Justine Petersen small business loan recipient
- Rick is thinking of adding an employee and another shoe-shine stand at an adjacent terminal.









2015 LaunchKC Grant Recipients Metrics

Jobs

- September 2015 - 35 FTEs
- June 2016 - 42 FTEs
- Net Increase - 7 Jobs or 20%

Average Salary

- September 2015 - \$63,410
- June 2016 - \$64,065
- Net Increase - \$654 or 1%

Payroll

- September 2015 - \$2,194,000
- June 2016 - \$2,690,712
- Net Increase - \$496,712 or 23%

Cumulative Follow-On Funding

- \$6,350,000

Cumulative Revenue

- September 2015 - \$337,354
- June 2016 - \$616,002
- Net Increase - \$279,770 or 83%

Patents

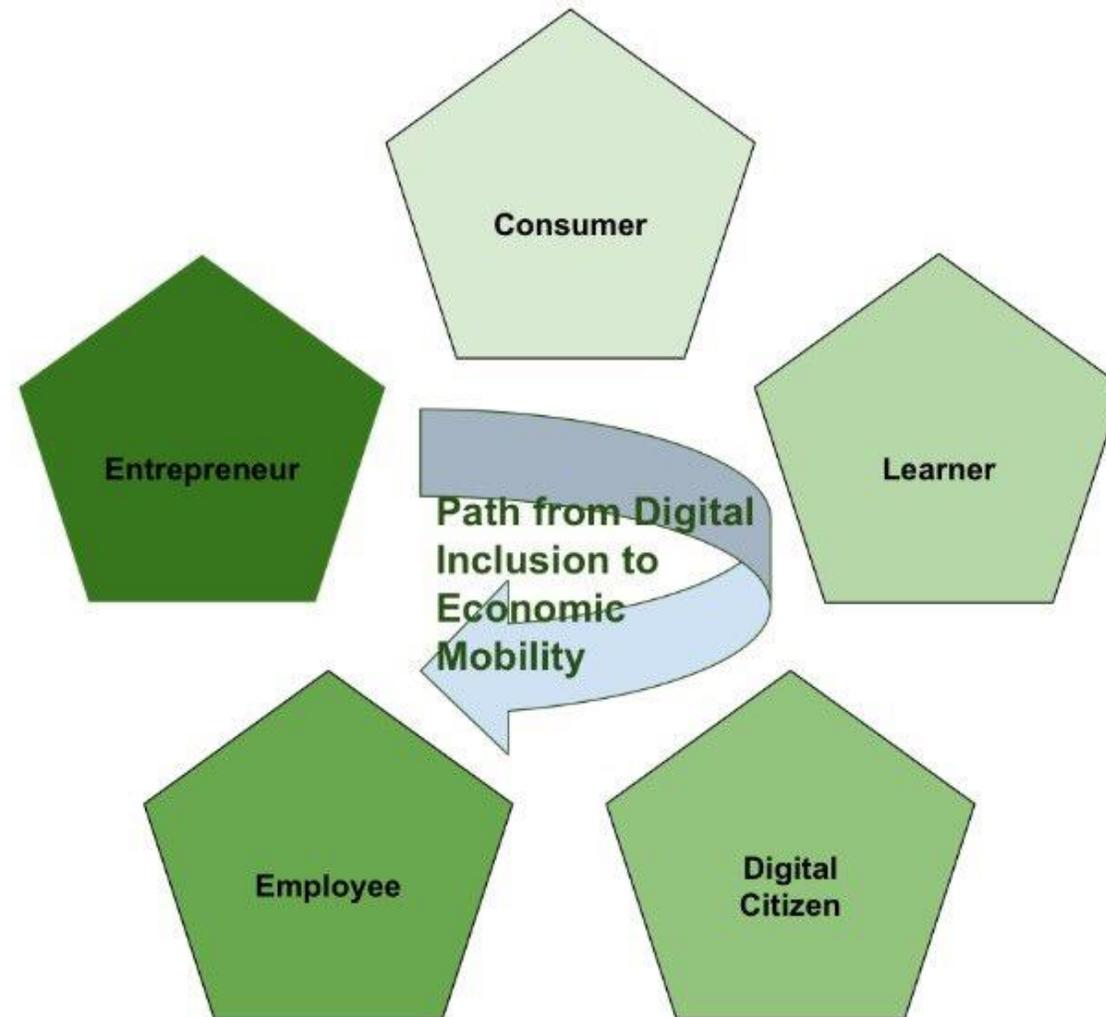
- 7 Applications
- 1 Granted

Objective 9

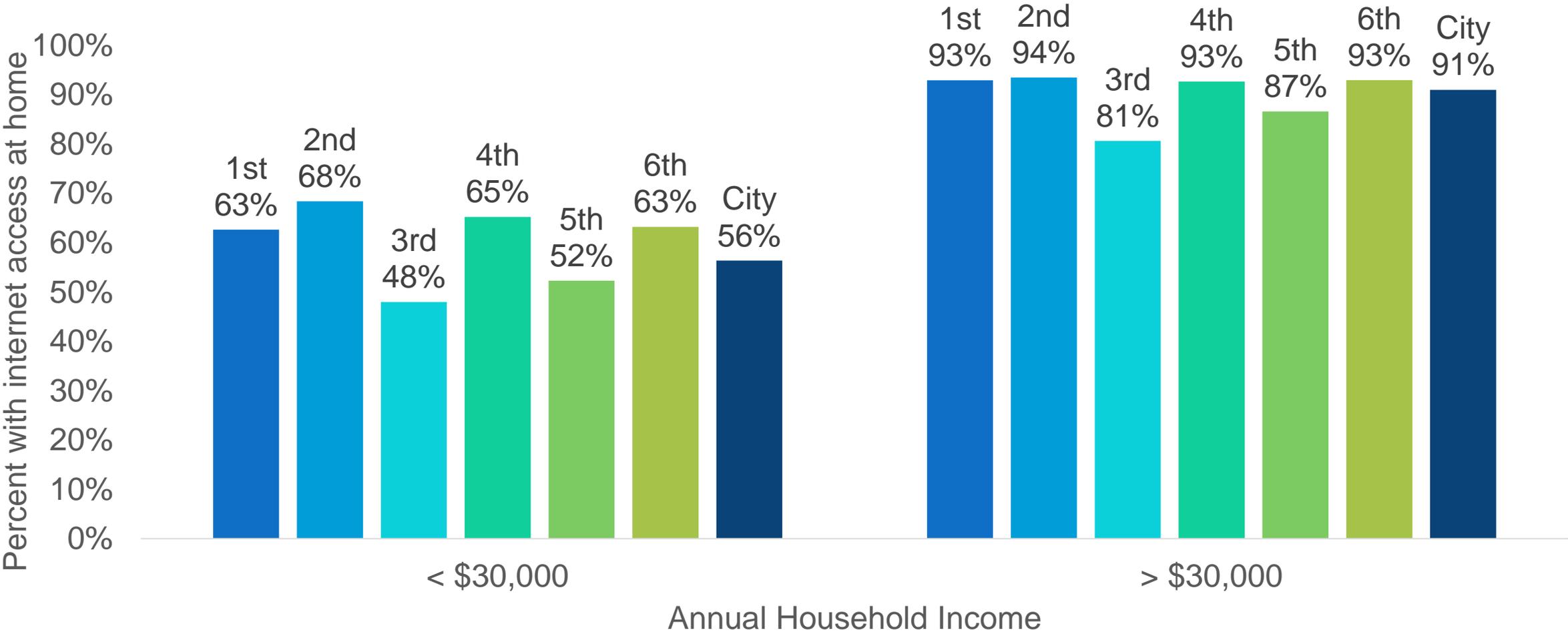
Develop a digital inclusion strategic plan for the City's part in the Kansas City Coalition for Digital Inclusion.

Defining the Path from Digital Inclusion to Economic Mobility and Entrepreneurship

Implementation of the Digital Inclusion Strategic Plan will provide a clear path to economic success for our citizens

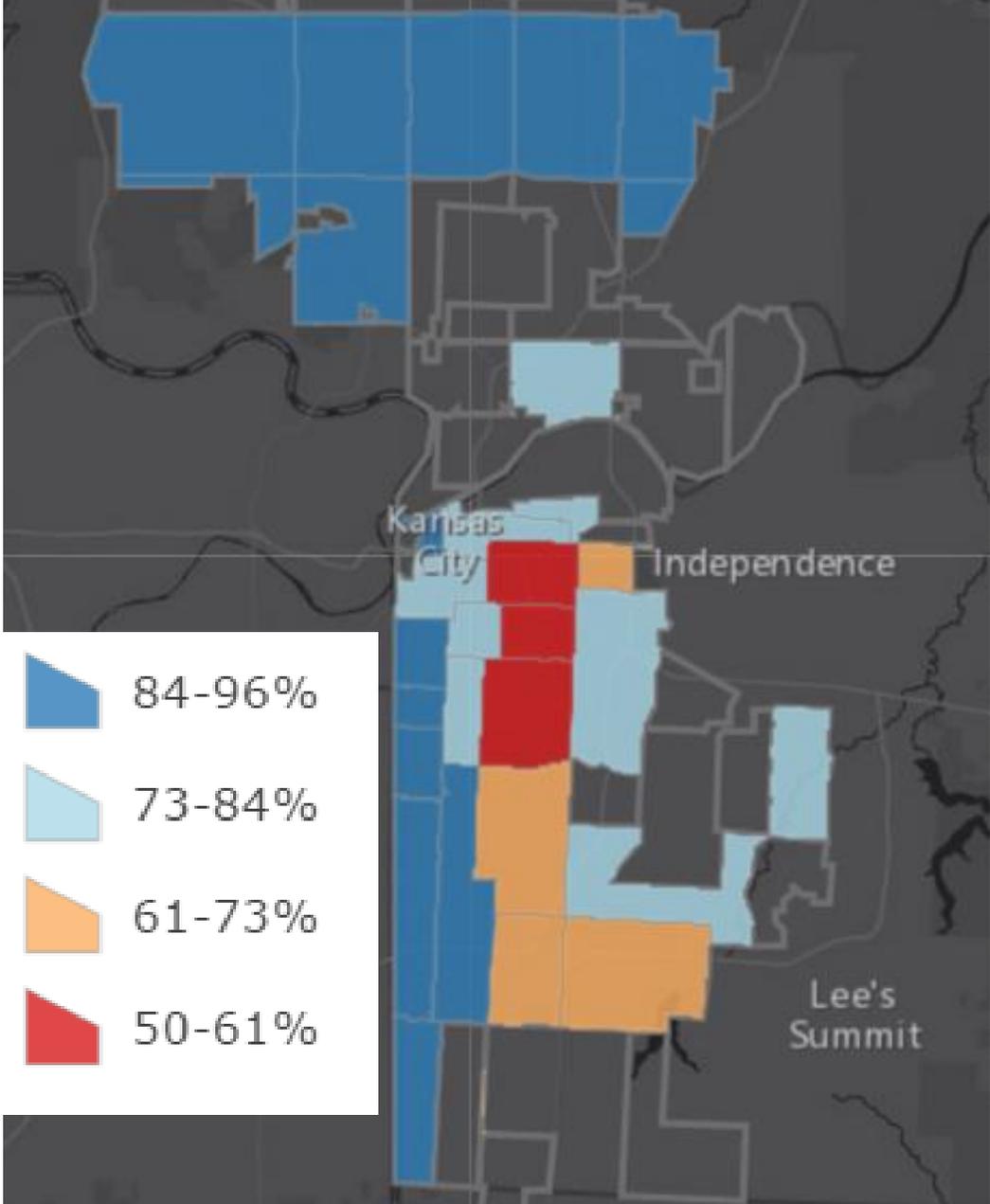


Internet Access at Home by Income and Council District

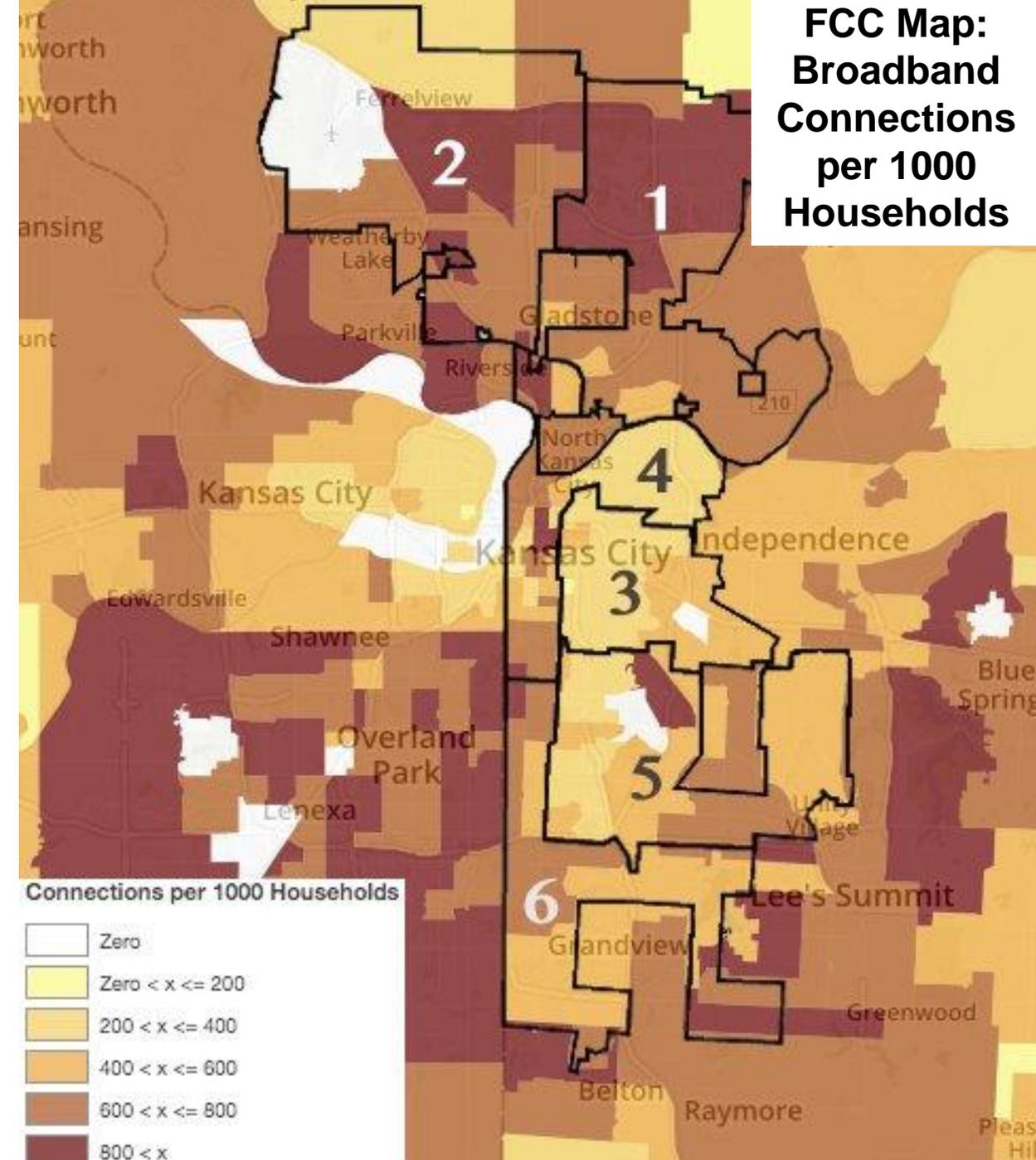


Source: Citizen Survey, FY2015-16

Citizen Survey: Percent of Citizens with Internet Access at Home by ZIP



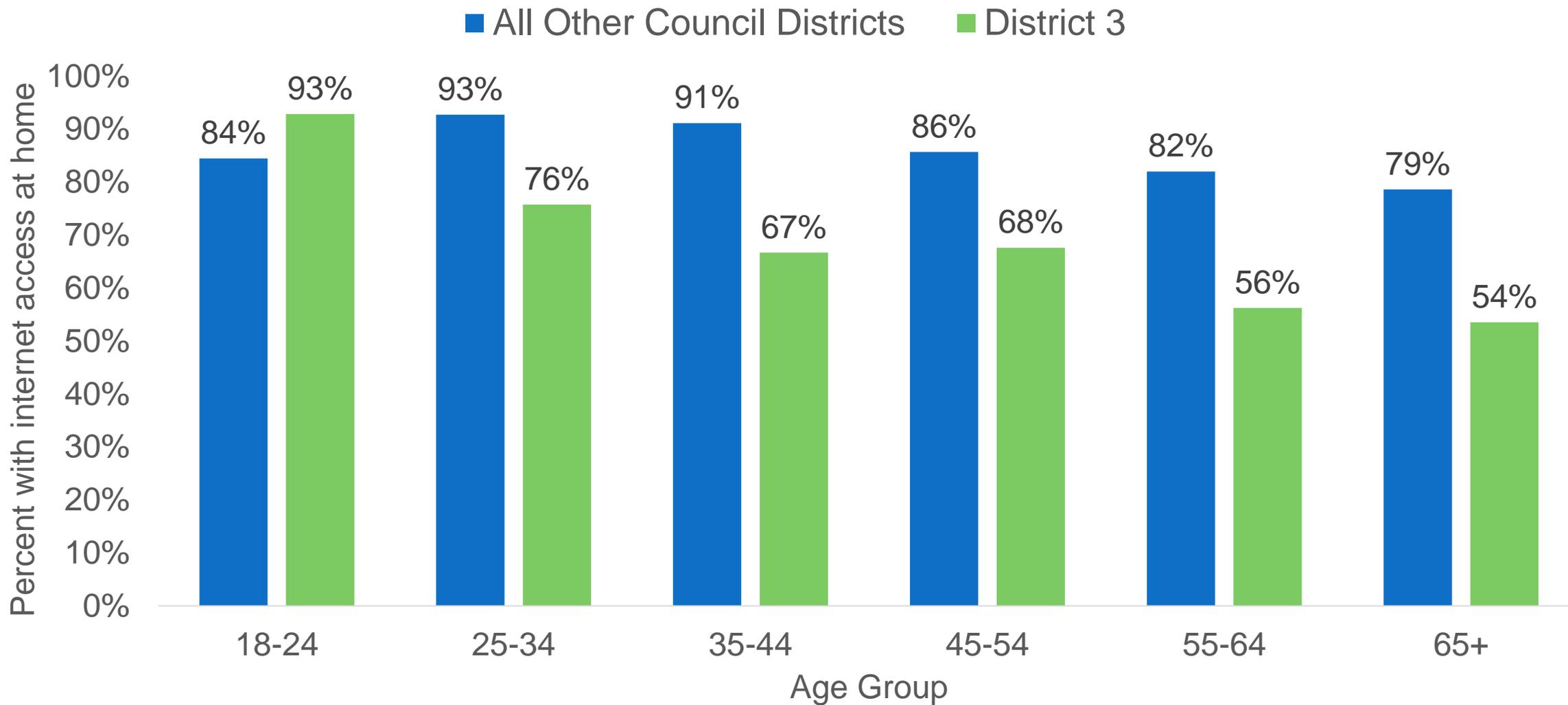
FCC Map: Broadband Connections per 1000 Households



Connections per 1000 Households

- Zero
- Zero < x <= 200
- 200 < x <= 400
- 400 < x <= 600
- 600 < x <= 800
- 800 < x

Internet Access at Home by Age



Source: Citizen Survey, FY2015-16

Digital Inclusion Strategic Plan

- As our efforts continue it is becoming more necessary and advisable to adopt a [Digital Inclusion Strategic Plan](#).
 - Plan will inform the City Council and City departments on how the City is engaging in current initiatives to bring the benefits of Internet access to all Kansas Citians and will make recommendations on how the City should grow these initiatives and continue to collaborate with the Coalition.
 - A working document of the Digital Inclusion Strategic Plan has been in place for the last year. The working document is shared with over 100 people involved in digital inclusion in KC. We are in the process of editing the working document into a format that will be useful to the City Council and will be submitted for adoption by resolution in [October 2016](#).
 - The Goals of the plan will include 1) increasing public access to Google Fiber Community Connections at Community Centers 2) implementation of the Digital Upcycling & Digital Scholars Programs 3) enhancing partnerships with Google Fiber, AT&T and other ISPs to bring low-cost Internet services to residents of economically-distressed neighborhoods, and 3) promoting opportunities for distance learning, distance working, homebased business and small business economic inclusion.



- To date, the City has been successful in a broad range of digital inclusion efforts.
 - Most noteworthy of these is the City's partnership with the Housing Authority on the White House/HUD ConnectHome initiative.
 - Through ConnectHome, Google fiber is connecting over 1300 households in the Housing Authority.
 - Other local partners are providing low-cost refurbished computers and digital life skills training as well as other educational opportunities.

Objective 7

Utilize arts-based strategies to support the creative sector in fostering economic and community development.

KC FILM OFFICE

180 Productions Assisted in 2015
239 KCMO Locations

AMERICAN HONEY (film)

Awarded at Cannes Film Festival, **EI \$100K**

AMERICAN NINJA WARRIOR (TV)

NBC, 6M viewers, 758 hotel room nights, **EI \$300K**

KCMO FILM DEVELOPMENT PROGRAM

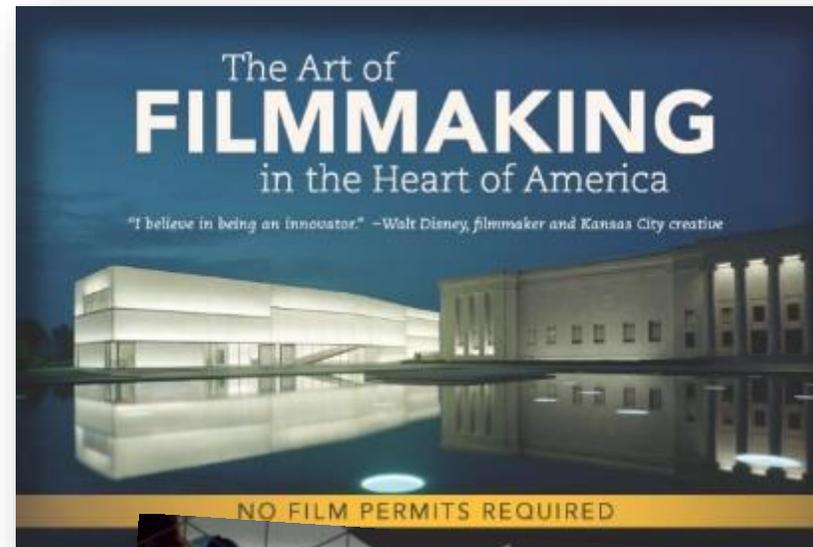
Launch date: May 31, 2016

All Creatures Here Below
Different Flowers

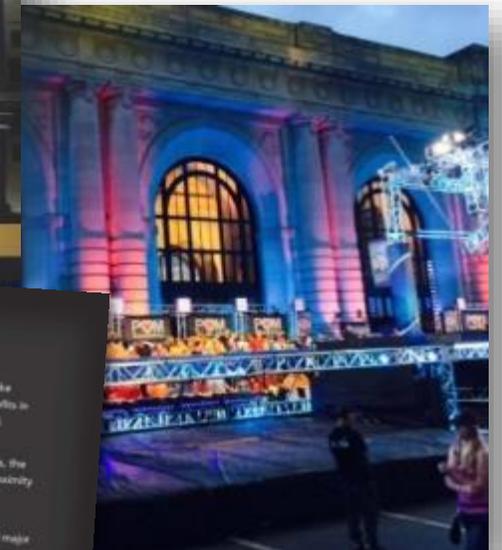
Estimated Combined Total KCMO Spend **\$920,722**

Nearly \$1 Million estimated revenue in two months' time

Estimated Total Rebate Amount is currently **\$69,054**



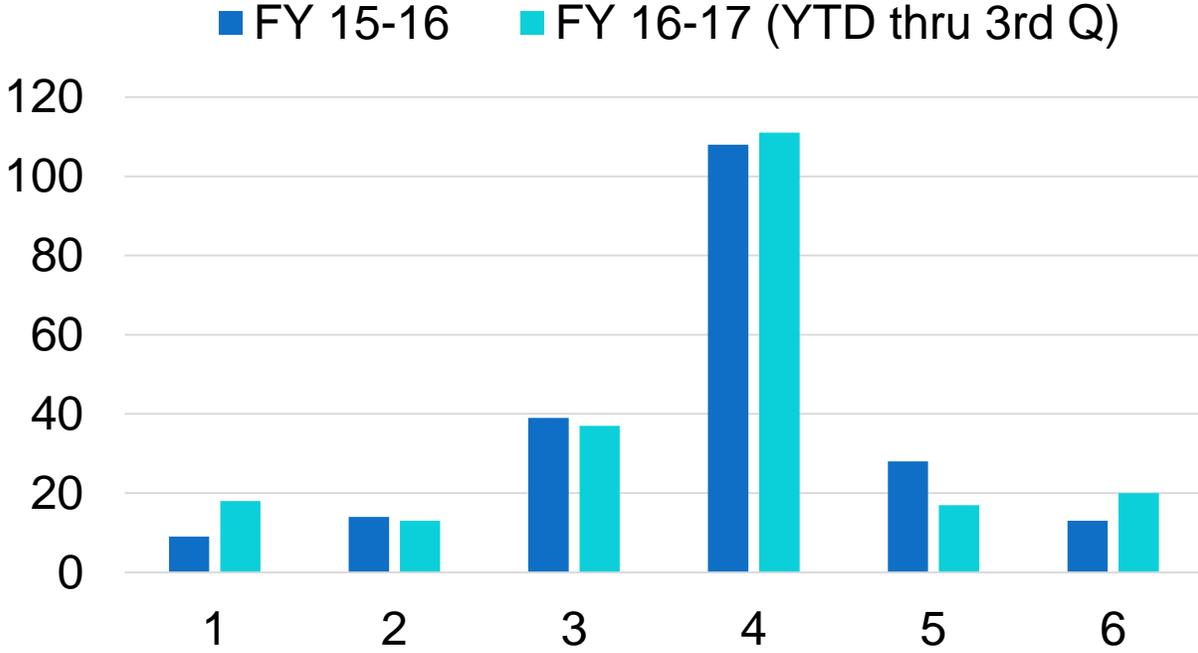
KCfilm



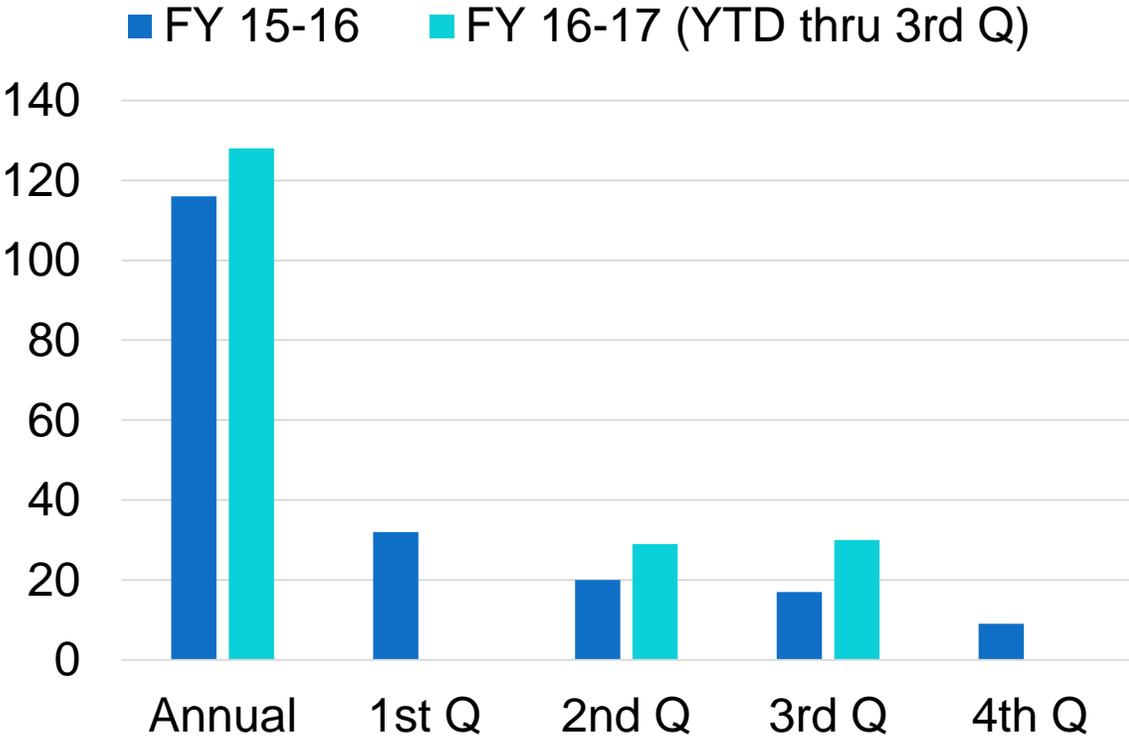
Neighborhood Tourist Development Fund

GOAL: to increase awareness and access to funding by diverse organizations citywide for greater access to arts & leisure activities by all citizens and visitors to Kansas City.

Number of Arts & Leisure Activities by City Council District



Number of Applications per Quarterly Cycle



Objective 8

**Increase support for
economic prosperity of the
creative sector.**

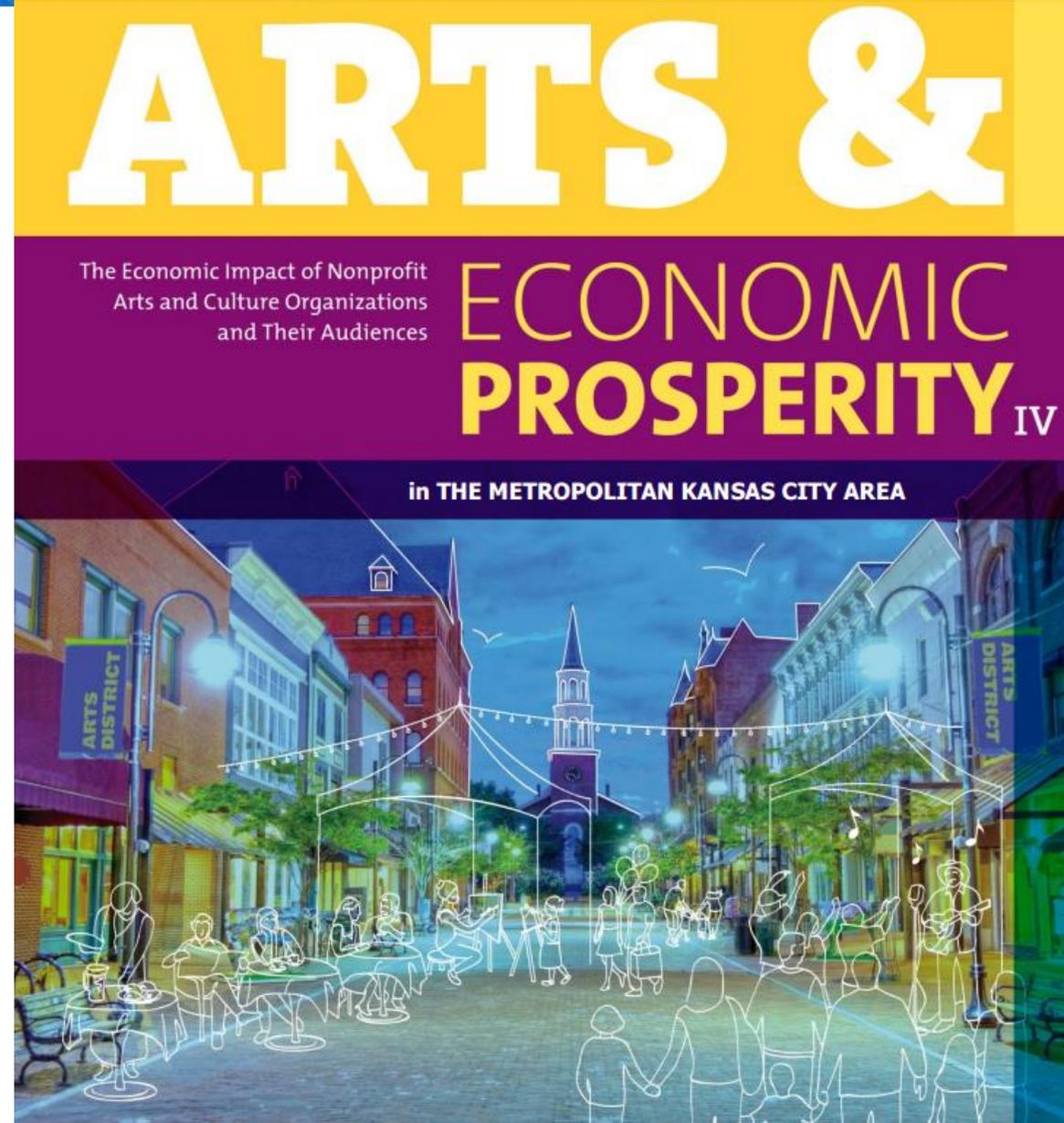
Arts & Economic Prosperity Study

2009 Study - Kansas City Metropolitan Region

- generates \$273 million in economic activity
- \$203.9 million in spending by arts nonprofits
- \$69.3 million in event-related spending by audiences
- supports 8,346 full-time equivalent jobs

2017 Study - City of Kansas City, Missouri

- A new baseline for KCMO economic impact
- Over 300 organizations invited to survey
- KCMO findings to be released in spring 2017



Economic Prosperity of the Creative Sector



a micro-loan fund for **KANSAS CITY ARTISTS**

- In 2015 a pilot program was launched with Justine PETERSEN to support Kansas City arts-related businesses. Ongoing.
- On February 16th, *ArtCap* was launched, a \$250,000 loan pool dedicated to arts businesses to be administered by KCMO non-profit lender AltCap.
- An audit will be conducted for an inventory of arts business development support and gap analysis over the next year.
- AltCap will convene Referral Partners quarterly to monitor gap financing needs, assess the audit and identify gaps in arts business support.

Quarterly Report Data

of loans: 2

Total Loans: \$37,600

Activities funded: Graphic Design & Mural Restoration Services

% of loans repaid: 10%

of Participants/Hours: 85 / 198 hrs

Business impact: Access to Resource Network to establish, grow and/or expand their business.

Objective 10

Analyze the current and historic use of incentives in TIF, LCRA, 353, and PIEA areas to determine the ongoing need for development assistance.

Four Main Tasks of Incentives Study Pre-Work

1. Preliminary Analysis

- Commenced in January 2016 (TIF)
- Completed in March 2016
- Developed Concept of “TIF Generations”
- Major Conclusions
 - Estimated Leverage of \$7 Private for every \$3 Public deferred
 - AV within TIFs appear to TRIPLE compared to Citywide
 - Approximately \$44M expected to go back on tax rolls over next 20 years
 - AV and PILOTs are only a part of the picture.
 - Needs further analysis & independent data validation

2. Creation of Database Framework

- February 2016 – City learns of EDC’s efforts to create CRM w/SalesForce
- March 2016 – Evaluated System for Incentives Analysis
- Apr/May 2016 – Database Planning Meetings; Formed Partnership with EDC and Purchased 4 City Licenses
- June 2016 – City Commenced Data Transfer Process for Historic Projects (Bright Futures Interns)
- June 2016 to Present – Assist EDC in Buildout of System
- September 2016 – Consultant Receives Access to SalesForce for RFP

Database Framework Example – 22nd and Main (Freighthouse Bldg)

▼ Project Location

Local Address	101 W 22ND ST CE		
General Boundaries	The Project Area 1 is generally bounded by the KC Terminal Railway Tracks on the south, 22nd Street on the north, Wyandotte Street (extended) on the west, and Main Street on the east.		
County	Jackson		
Council District	4	Zone Change Application Number	
Number of Parcels	1	Land Use Plan	Greater Downtown Area Plan
Parcel Numbers	29-520-33-24-00-0-00-000	TDD	<input type="checkbox"/>
Total Acreage	4.34	Project Legislation	http://cityclerk.kcmo.org/LiveWeb/Documents/Doc...
Incentive Area	22nd & Main		

▼ Project Description

Description	The project proposed renovation of the existing Freight House building for restaurants and related uses, provision of 300-350 parking spaces and pedestrian improvements in the area		
Rehab/Expansion	<input type="checkbox"/>		
New Construction	<input type="checkbox"/>		
TIF Condition Type	Conservation		
Residential	<input type="checkbox"/>	Residential Square Footage	
		Residential Rent Per Sq. Ft.	
Office	<input type="checkbox"/>	Office Square Footage	
		Office Rent Per Sq. Ft.	
Retail	<input checked="" type="checkbox"/>	Retail Square Footage	
		Retail Rent Per Sq. Ft.	
Industrial	<input type="checkbox"/>	Industrial Square Footage	
		Industrial Rent Per Sq. Ft.	
Other	<input type="checkbox"/>	Other Square Footage	
Other (Specify)		Other Rent Per Sq. Ft.	
Number of Dwelling Units		Number of Parking Spaces: Surface	350
Number of Hotel Rooms		Number of Parking Spaces: Covered	
Historical Properties/Districts			

▼ Blight Conditions

Dangerous Conditions	<input type="checkbox"/>	Obsolete Land Platting	<input type="checkbox"/>
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Four Main Tasks of Incentives Study Pre-Work

3. Data Extraction/Transfer from Physical Documents

- June 2016 - Data Transfer Begins; 2 Bright Futures Interns Hired
- August 2016 – Bright Futures Internships Completed
- September 2016 – PT Temporary Staff Hired, + LTC Position Approved/Posted
- October 2016 – LTC Position Interviews and Selection

Incentive Type	Number of Projects/ Plans by Program	Est. Number of Source Documents	Est. Data Entry Completed
TIF	73	337	24%
STIF	58	20	10%
Ch. 353	142	237	7%
Ch. 100	22	54	24%
PIEA	62	150	8%
LCRA	126	223	18%
Total	483	1,021	15%

Data Extraction/Transfer Process

Requires extracting data from physical documents

Example - annual reports, incentive area plans, financial statements



Tax Information

For definition of Phase 1 abatement, see Chapter 1
 2000 Abatement, the column to the right, is a calculation from the previous 3 columns: 2000 Unabated Tax - (minus) 2000 Tax - (minus) PILOTs

County	Parcel Number	Address	Original Contract	Abatement Schedule				2000 Mkt Value Buildings (\$)	2000 PILOT (\$)	2000 Tax (\$)	2000 Unabated Tax (\$)	2000 Abatement (\$)
				Start	End Ph 1	End Ph 2	End					
#108 12th & Grand Traders Bank												
	29-220-50-14-00-0-00-000	1125 McGee	1998	1999	2009	2024	3,007,187	0	6,855	19,846	12,991	
						TOTAL	3,007,187	0	6,855	19,846	12,991	
# 57 12th & Wyandotte												
	29-220-45-01-01-0-00-000	200 W 12th	1992	1993	2003	varies	19,624,769	0	0	109,813	109,813	
	29-220-45-01-02-0-00-000	200B W 12th	1992	1993	2003	varies	1,144,001	0	0	32,758	32,758	
	29-230-05-01-00-0-00-000	105-07 W 12th St	1992	1999	2009	varies	6,861	0	4,975	5,005	30	
	29-230-05-06-00-0-00-000	1219 Wyandotte	1992	1999	2009	varies	140,406	0	4,294	4,901	607	
	29-230-05-11-00-0-00-000	1212 Baltimore	1992	1999	2009	varies	6,317	0	3,401	3,428	27	
	29-230-05-13-00-0-00-000	109-29 W 12th St	1992	1999	2009	varies	16,487,025	0	4,215	80,986	76,773	
						TOTAL	37,409,379	0	16,885	236,892	220,007	
#106 Armour and Main												
	30-220-04-15-00-0-00-000	3500 Walnut	1998	1999	2009	2024	1,748,220	410	2,369	9,943	7,163	
						TOTAL	1,748,220	410	2,369	9,943	7,163	
#87 Bedrock Partners												
	30-520-14-13-00-0-00-000	4501 Main	1996	1997	2007	2017	6,938,937	0	21,010	53,992	32,982	
	30-520-14-14-00-0-00-000	4535 Main	1996	1997	2007	2017	2,043,273	5,942	7,000	15,827	2,885	
						TOTAL	8,982,210	5,942	28,011	69,819	35,867	
#96 Benton Boulevard												
	12-740-40-01-00-0-00-000	1825 Brownell Ave	1996	1998	2023	N/A	54,418	0	15	155	140	
	12-740-40-22-00-0-00-000	1821 Brownell Ave	1996	1998	2023	N/A	95,745	0	79	328	249	
	28-320-08-16-00-0-00-000	625 Benton Blv	1996	1998	2023	N/A	0	0	19	19	0	
	28-320-08-17-00-0-00-000	629 Benton Blv	1996	1998	2023	N/A	105,900	0	16	288	272	
	28-320-08-18-00-0-00-000	633 Benton Blv	1996	1998	2023	N/A	57,645	0	11	159	148	
	28-320-08-19-00-0-00-000	637 Benton Blv	1996	1998	2023	N/A	57,645	0	11	159	148	
	28-320-08-20-00-0-00-000	641 Benton Blv	1996	1998	2023	N/A	557	0	12	13	1	
	28-320-08-37-00-0-00-000	3206 E 7th St	1996	1998	2023	N/A	0	0	7	7	0	
						TOTAL	371,910	0	170	1,127	957	
#65 Bishop Spencer												
	30-410-05-32-00-0-00-000	4301 Madison Ave	1994	1996	2006	2021	5,878,725	3,552	8,070	24,939	13,318	
						TOTAL	5,878,725	3,552	8,070	24,939	13,318	
#79 Block 75 Redevelopment												
	29-220-40-15-00-0-00-000	1034 Main	1994	1998	2008	2023	2,588,700	0	20,508	17,951	-2,557	
						TOTAL	2,588,700	0	20,508	17,951	-2,557	
#41 Brush Creek Redevelopment - see also Jefferson at the Plaza												
	30-530-01-24-00-0-00-000	4717 Grand Ave	1986	1991	1998	2013	10,624,625	33,115	1,679	47,577	12,783	
	30-530-01-25-00-0-00-000	111 Brush Creek Blvd.	1986	1991	1998	2013	304,230	497	1,717	3,031	818	
	30-530-01-26-00-0-00-000	4740 Grand Ave	1986	1991	1998	2013	3,558,370	10,849	1,455	16,827	4,523	
						TOTAL	14,487,225	44,461	4,851	67,435	18,124	
#47 Cordova												
	29-240-02-24-00-0-00-000	500 W 12th St	1992	1993	2003	varies	19,624,769	0	0	109,813	109,813	

Four Main Tasks of Incentives Study Pre-Work

4. Completion of RFQ/P

- March 2016 – Initiate Process with Procurement
- April to May 2016 - Development of Scope of Services
- May 13, 2016 – RFP Issued
- June 16, 2016 – Responses Due
- July 2016 – Proposals Reviewed/Selection Committee Formed
 - 40+ Inquiries
 - 8 Proposals Submitted
 - 3 Firms Interviewed
- August 2016 - Short-list Interviews/Preferred Team Selected
- August/September – Scope/Final Cost Proposal Negotiations
- October 12, 2016 – Tentative Date for Announcement

Anticipated completion of project: 2017

Concurrent Process Flow

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Preliminary Analysis										
Database Creation				SalesForce Licenses	Development Meetings: TIF, PIEA, LRCA, 353, Ch 100	Buildout	Buildout	Buildout	EDC Go Live	Enhancements
Data Transfer						Bright Futures	Bright Futures	Bright Futures		
Completion of RFQ/P					Advertised	Responses Due	Proposal Review	Interviews	Negotiation	Announcement 10/12

Economic Incentives Consortium – 10 Peer Cities including Cincinnati, OH (Fall 2016)

Services for Businesses

Objective 4

**Implement the City Planning
and Development
improvement plan in order to
streamline business
processes and systems**

145 Recommendations have been fully implemented

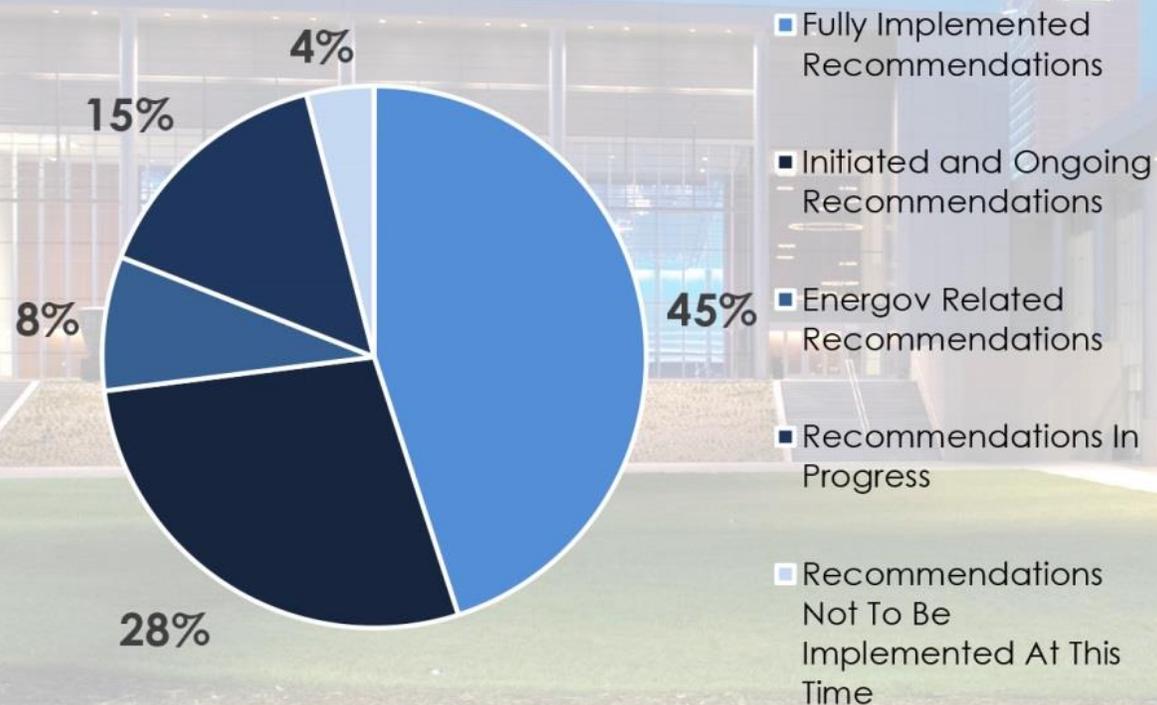
92 Recommendations have been initiated and implementation is ongoing

25 Recommendations related to Energov implementation are in progress

50 Recommendations are in progress toward completion

13 Recommendations are not to be implemented at this time

Total: 325 - 100% of the 325 total recommendations



Implementation Highlights

Established Professional Development Protocol and Budget

- Provides staff training, certification, and professional memberships
- Includes regular joint training sessions with plans reviewers and inspectors

Relocated investigation functions and staff into associated divisions

- Placed investigators within Divisions served for better coordination

Expanded Long Range Planning Staff

- Hired 2 Planners to restore ratio of 1 Long Range Planner per Council District

Enhanced communications

- Established Public Information Officer position with responsibility for webpage, newsletter, document creation, media relations, etc...

Process and Protocol

Revamped the Development Review Committee (DRC) Process

- Written comments provided to applicant earlier in process
- DRC meeting may now be waived at the option of the applicant

Established 'Development Concierge' position and Project Lead protocol

- Development Concierge available to provide guidance regarding all department processes
- 'Project Lead' provides a point-of-contact based on application type

Streamlined final plat signature process

- Requires fewer signatures for faster processing

Contracted with 3rd party engineering firms to supplement Land Development review staff

- Provides ability to supplement fulltime staff

Implemented quality assurance testing requirements for public infrastructure projects

- Testing during construction for compliance to City Standards
- Either third-party or City testing laboratory may be used at developer's option

Hired bilingual receptionist for the Permit Center

- Spanish-speaking receptionist available to assist customers and staff

Electronic/Online Services

Expanded the electronic plan submission option

- Available for all building code permits and all public infrastructure permits

Developed a single, online project submittal form for commercial projects

- Information Bulletin #110 on our website

Implemented permit and inspection requests by email

- cdpermits@kcmo.org
- buildinginspections@kcmo.org

Implemented electronic dockets via tablets for Commissions/Boards

- Speeds distribution and saves printing costs

Provided online customer satisfaction survey to solicit customer feedback

- Survey link provided on webpage and in email signature of all employees
- [Customer Satisfaction Survey](#)

Revamped webpage with one-click access to online forms, schedules, maps and information

- Updated with new easier to access information
- **City Planning Website**

What Our Customers Are Saying

“The city submittal process has been the easiest process I have had in a metropolitan city!”

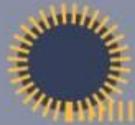
“The service that I was given could not have been any better.”

“The information was provided in a timely manner and explanations & details were provided. Great job.”

“I just love to work with you all lots and lots of people have helped me and have been great.”

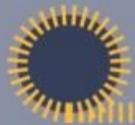
“I am so impressed with how much improvement there has been in access to city information.”

Next Steps



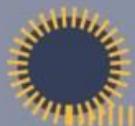
Revamping the Development Assistance Team (DAT) process

- Optional DAT meeting provides early guidance from multiple departments for proposed projects



Renovating and reorganizing 5th Floor City Hall including the Permit Center

- Improved customer layout and staff integration



Implementing new citywide permitting software system (Energov)

- All development permitting in a single system
- Enhanced online capabilities for customer

Transition from Service Analysis to CPD Strategic Plans

Department

- The plan's design calls for a more efficient, responsive, and effective organization, particularly in terms of how the Department provides professional services to its customers.
- The plan will serve as the overall roadmap for the Department's activities during the next three years and as an umbrella for separate business plans developed for each of the Department's eight divisions.

Divisions

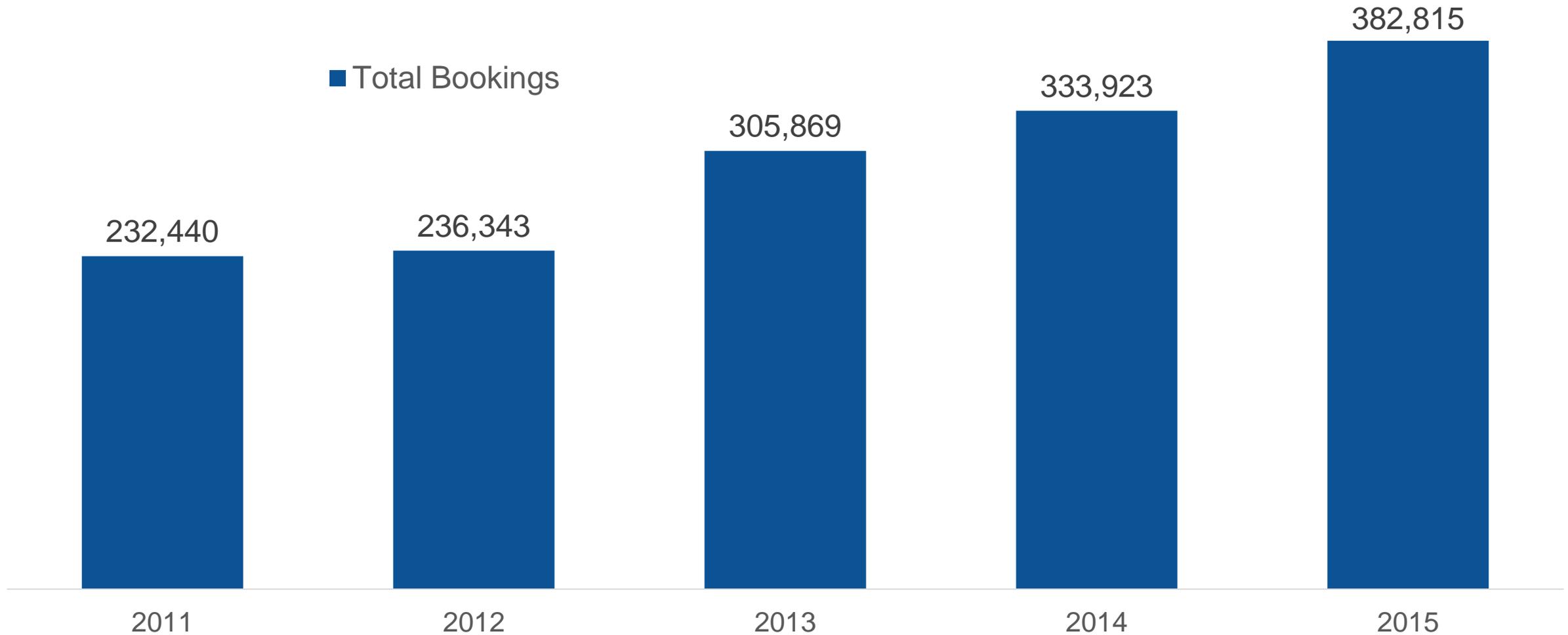
- Administration
- Development Management
- Inspections
- Land Development
- Long Range Planning
- Permits
- Plans Review
- Urban Redevelopment

Kansas City as a Destination

Objective 5

Enhance Kansas City as a destination for leisure and business travel through aggressive promotion of our community and continued investment in the City's convention and entertainment facilities.

Hotel Room Nights Booked for Future Years



Market Segments (Top 5)

2016-2022

Sports 25%

Educational 22%

Religious 13%

Business & Trade 7%

Hobby & Avocational 5%



2006-2015

Educational 22%

Sports 14%

Corporate 14%

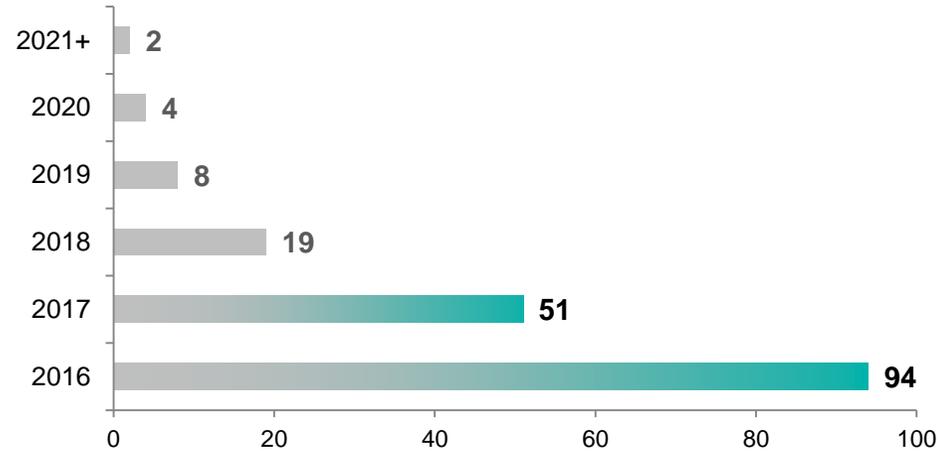
Business & Trade 13%

Religious 8%

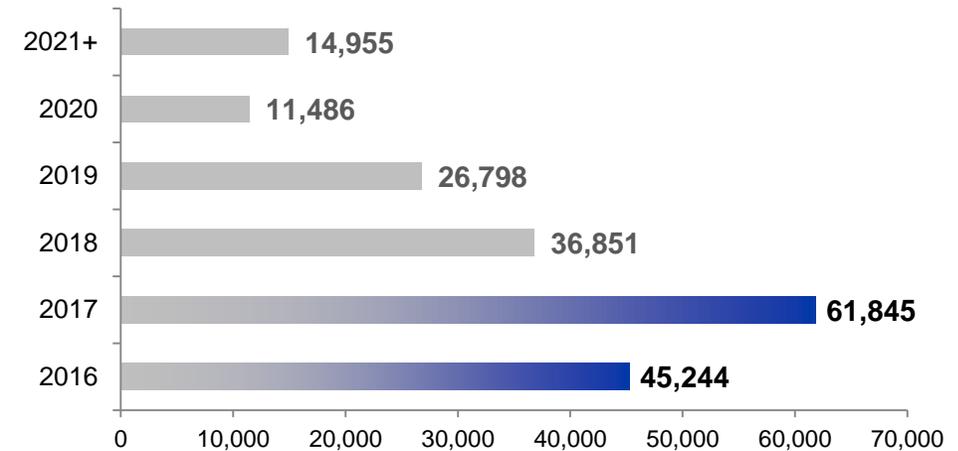


2016 YEARLY PLACEMENT

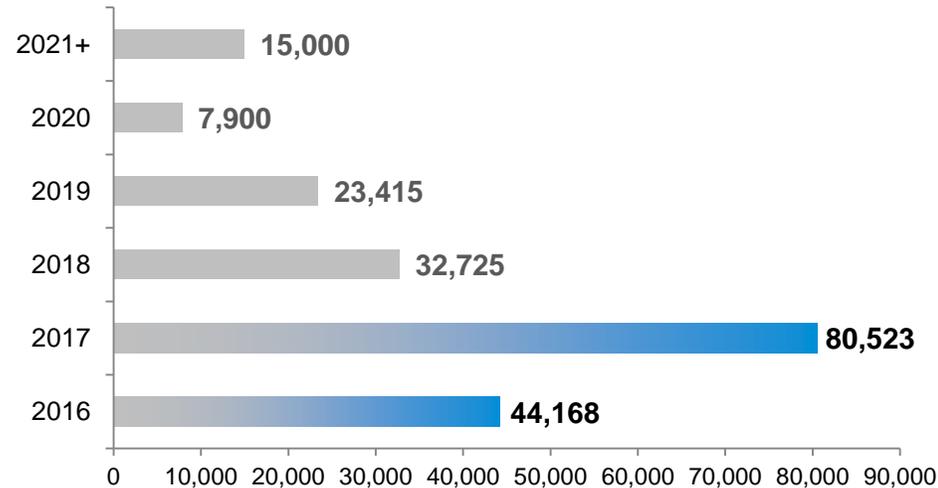
BOOKINGS



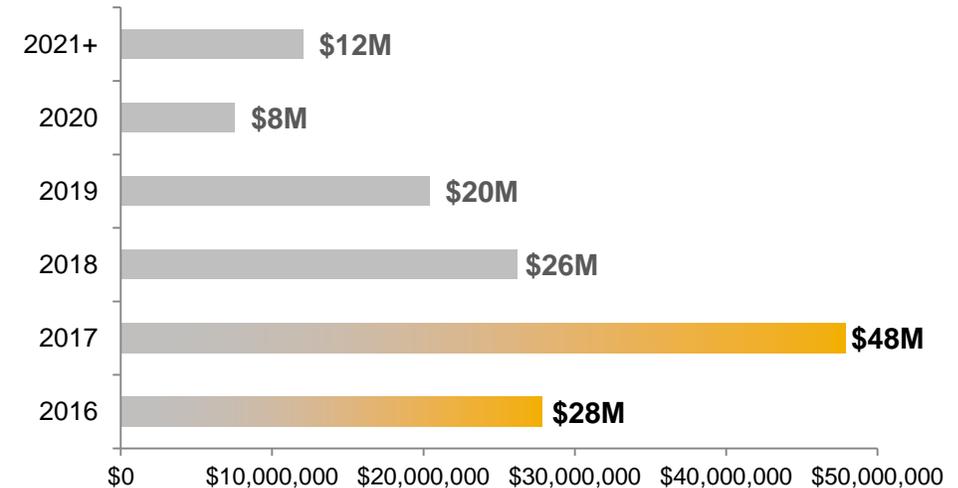
ROOM NIGHTS



ATTENDANCE



ECONOMIC IMPACT



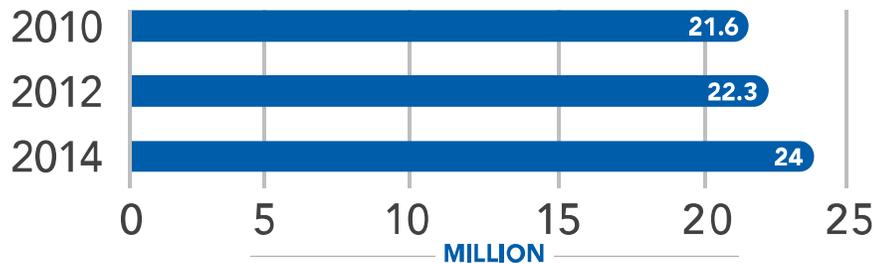
RETURN ON INVESTMENT

Tourism Economic Impact • \$5.1 billion

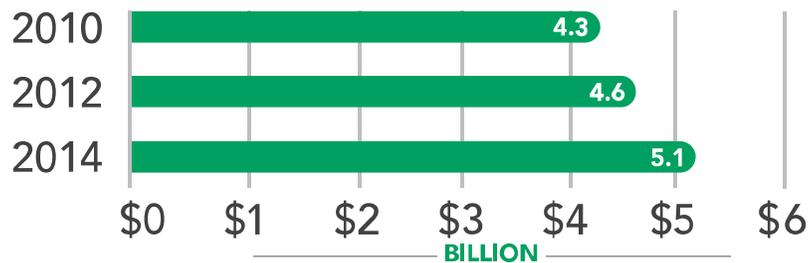
Visitor Spending • \$3.1 billion

Visitor spending increased 12% in two years

VISITORS



ECONOMIC IMPACT FOR THE REGION



Jobs • 46,621

Wages • \$1.5 billion

1 in 19 jobs (5.2%) in the region are sustained by tourism either directly or indirectly

Federal Tax Revenue • \$369.9 million

State Tax Revenue • \$153 million

Local Tax Revenue • \$202.7 million

Source: Tourism Economics

VISITOR DATA

January – June 2016

- Engaged with 1,100 travelers
- 13 Countries
- 20 Different States



VISITOR ENGAGEMENT

- Community Event Activations
 - First Fridays
 - Boulevardia
 - Irish Fest
 - Plaza Art Fair
- Hospitality Training



KC STREETCAR



NEW LEISURE MARKETING CAMPAIGN



NATIONAL MEDIA MISSION | NEW YORK

June 22 - 23 – New York City

- **Dynamic sales/media mission to New York market targeted to travel, lifestyle, culinary and business media**
- **Rooftop media reception** featuring KC chefs, musicians and makers; deskside appointments following day
- Executed in partnership with KC Area Development Council
- **100 attendees** including media from *Wall Street Journal*, *Travel + Leisure*, *Food & Wine* and *Men's Journal*
- Coverage underway with several attendees including *Conde Nast Traveler*, *GQ* and other key publications



Press Coverage

HIGHLIGHTS: April - September 2016

Huffington Post – May 6

“The Stone Age is Over. Kansas City Definitely Got the Memo.”

Condé Nast Traveler – May 18

“Road Trip: Kansas City”

Huffington Post – Aug. 11

“6 Reasons Kansas City is the Most Lovable of Cities”

Travel + Leisure – Aug. 31

America’s #1 Affordable Getaway

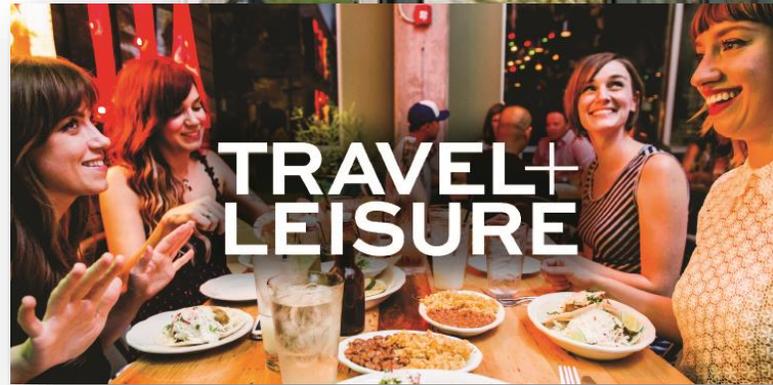
Vogue – Sept. 13

“Don’t Call Them Flyover Cities: Why You Should Visit Kansas City...”

Others include Chicago Tribune, Forbes, Food & Wine and more



“One of America’s coolest cities. Kansas City I love you.”
– Andrew Zimmern, Travel Channel



LIVING > TRAVEL

Don't Call Them Flyover Cities: Why You Should Visit Kansas City,

Sales and Marketing Integration



GREETINGS FROM KANSAS CITY



I hope this message finds you well. My name is Rebecca and I handle convention sales for Visit KC. I would welcome the opportunity in the days ahead to learn more about your organization and discuss your meeting needs. It would be our pleasure to host you in KC.

Here are five reasons you should join the 24 million people that travel to Kansas City each year.

- 
LOCATION
 - America's most centrally located major metropolitan area
 - 400 daily flights with non-stop service to 43 destinations
 - 55 million people within a day's drive
- 
AFFORDABILITY
 - Travel + Leisure's #1 Affordable Getaway
 - Competitive rates for lodging, airfare, food and services
- 
WORLD-CLASS CUISINE
 - "America's Next Great Culinary Destination" - *Savour*
 - A culinary crossroads of savory barbecue, upscale restaurants, James Beard Award winners and farm-to-table favorites
- 
URBAN RENAISSANCE
 - \$6.5 billion downtown transformation
 - Live jazz at 40 area clubs
 - Acclaimed arts and museums
- 
ENTERTAINMENT
 - Power & Light District: 8-blocks of entertainment steps from the Convention Center
 - Spanish-inspired Country Club Plaza: 15 blocks of outdoor shopping, dining and entertainment surrounded by dazzling fountains

WHAT'S TRENDING IN KC



STREETCAR



HOTELS



PLAZA



PRESSED FOR TIME?
Here's a 90-second video introducing Kansas City.



GREETINGS FROM KANSAS CITY



My name is **Rebecca** and I handle convention sales for **Visit KC**. I would welcome the opportunity to learn more about your organization and discuss your meeting needs. It would be our pleasure to host you in Kansas City.

You will be receiving an invitation from me to an exclusive event in Denver -- so watch your inbox.

Thank you for your time. I look forward to speaking with you in the days ahead. In the meantime, I invite you to browse VisitKC.com for more information about our beautiful city.

Best Wishes,

Rebecca

WHAT'S TRENDING IN KC



STREETCAR



HOTELS



PLAZA



PRESSED FOR TIME?
Here's a 90-second video introducing Kansas City.



OUR TEAM, YOUR TOWN

See how we do Kansas City

Join Team **Visit KC** for dinner at Stampede 66 – Modern Texan Cuisine by Stephan Pyles. A fifth-generation Texan, Pyles holds the distinction of being the first chef in the Southwest to earn the prestigious James Beard Award as Best Chef.

STAMPEDE 66
1717 McKinney Avenue, Ste. 100, Dallas

TUESDAY, MARCH 2
RECEPTION 5 p.m. * DINNER 6 p.m.
complimentary valet parking
RSVP by Feb. 26

RSVP



Top 25 Conventions In 2016

Will generate more than **\$157 million** to city

National and international meetings

Groups represented include religious, government, sports, arts and more

First time conventions to KC include:

Midwest Sports Production

\$7M economic impact

YMCA of the USA

\$4.5M economic impact

World Science Fiction Society

\$5.4M economic impact

National Association of Free Will Baptists

\$3.5M economic impact

International Code Council

\$2.5M economic impact

Recent Major Bookings

2017 Scentsy, Inc.
7,500 room nights

2017-2019 Enactus
4,500 room nights annually

2018 Humane Society of the US
4,770 room nights

2019 United Methodist Church
6,490 room nights

2019 Church of the Nazarene
3,400 room nights

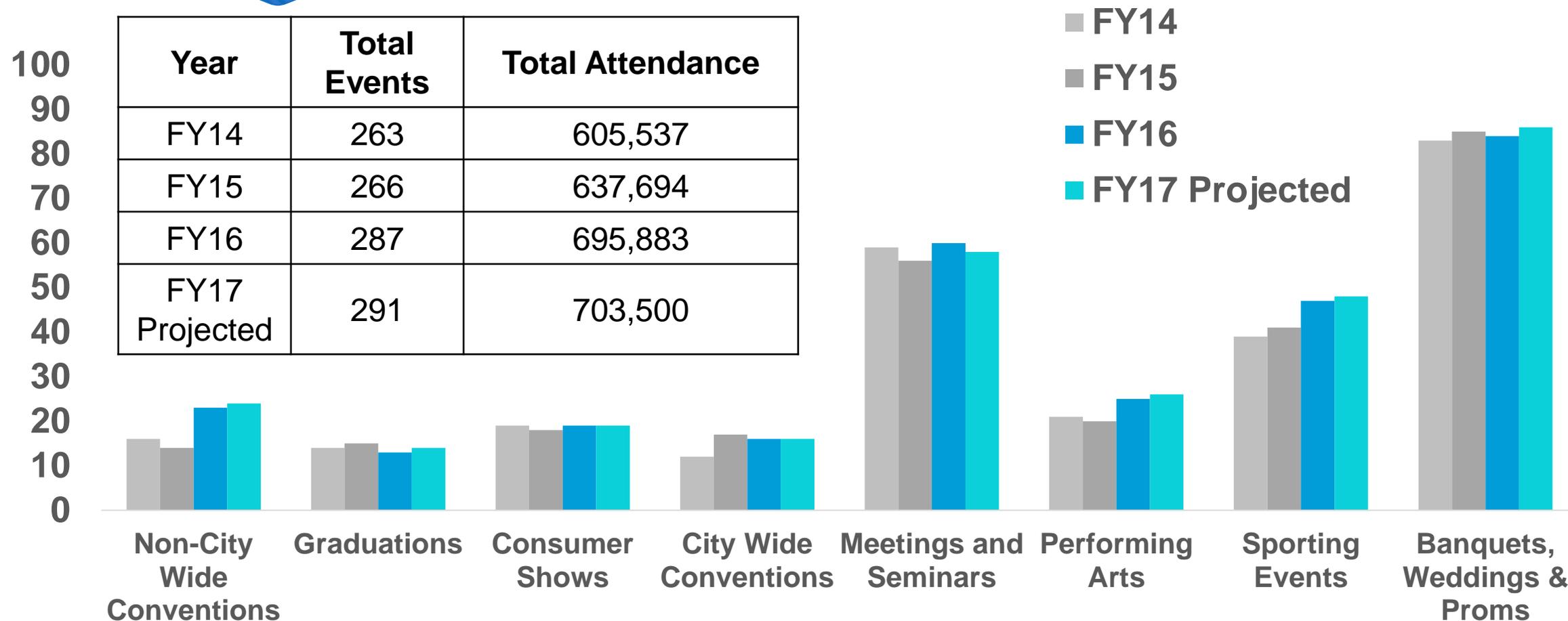
2019 National Technical Investigators Association
7,267 room nights

2021 Association of Writers and Writing Programs
9,160 room nights

2021 NASPA: Student Affairs Administrators in Higher Education
14,780 room nights



Total Events Held at Convention Center



In FY16, 31% of attendance came from consumer shows, 23% of attendance came from conventions, 19% of attendance came from performing arts, and 10% or less of attendance came from each of the other event categories.

Kansas City Convention Center Facilities

Recognition:

- Maintained an average customer service rating of 4.6 from post event surveys, on a rating scale of 1-5 with 5 being the highest possible score.
- Received a 2016 Prime Site Award from Facilities & Destinations Magazine in New York City for tenth consecutive year. Prime Site Awards are based on the opinions of those in the industry directly involved with site selection, such as association executives, meeting planners and trade show managers.

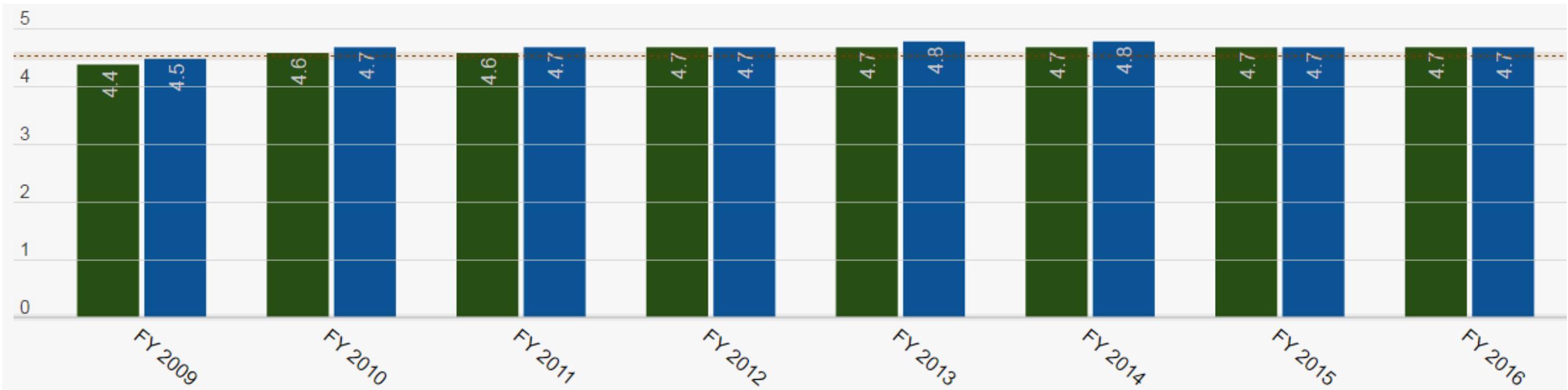
Improvements:

- Replaced roofs at Exhibit Halls A, B, C, D & E
- ADA improvements in 2100 lobby
- New carpet in Conference Center and replaced 7,000 chairs in Exhibit Halls
- Updated fiber optic cable and upgraded exhibitor network to one gigabit bandwidth
- Replaced electrical transformers in 2200 meeting rooms



Convention Center Post-Event Survey

- Convention Entertainment Facilities Post-Event Survey Results (5-point scale) Sales and Marketing
- Convention Entertainment Facilities Post-Event Survey Results (5-point scale) Event Services
- Target



FY2017 Q1 = 4.8 for both Sales/Marketing and Event Services

Objective 6

Prepare the airport terminals at KCI to meet and exceed the future needs and requirements for our customers and tenants to make KCI a world-class airport.

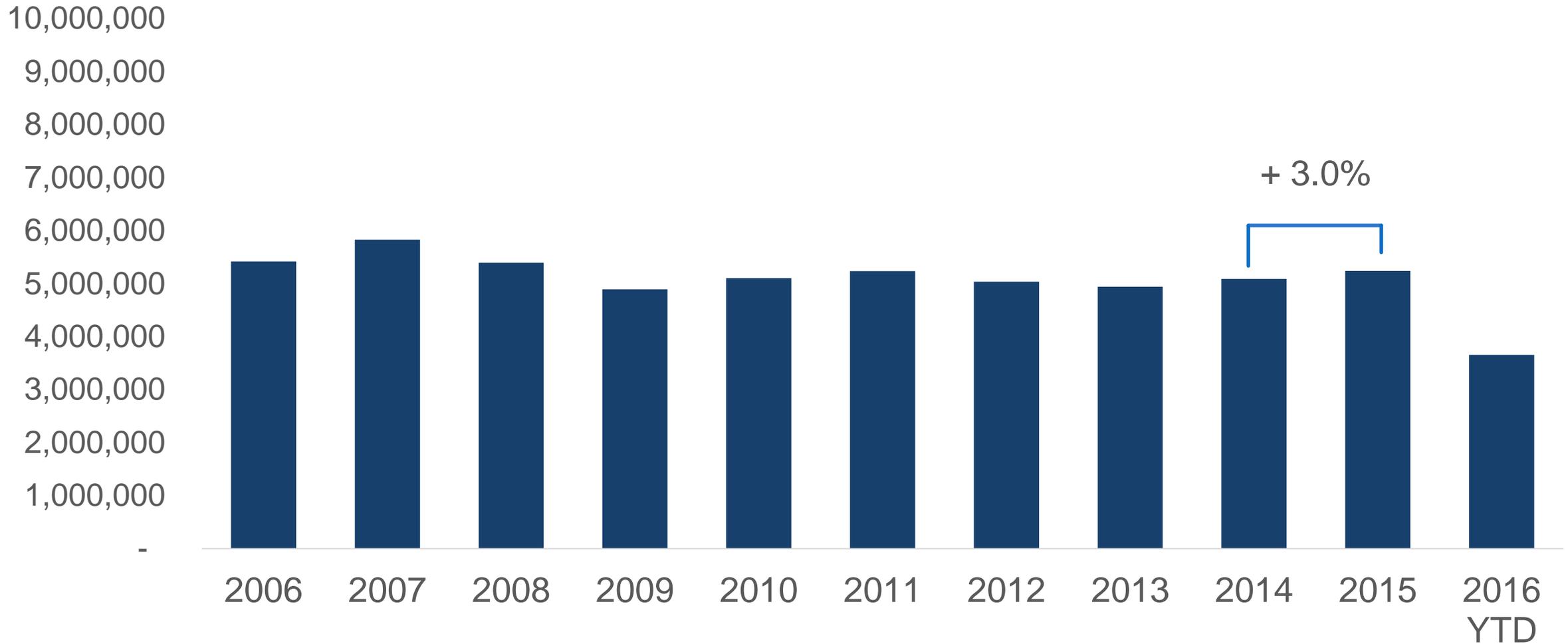
Charles B. Wheeler Downtown Airport (MKC)

- 46,789 flight operations at MKC from January through August 2016 (up 1.6% from same period in 2015)



Enplanements (number of passengers who get on a plane at KCI)

2016 YTD tracking up 5.6% from 2015

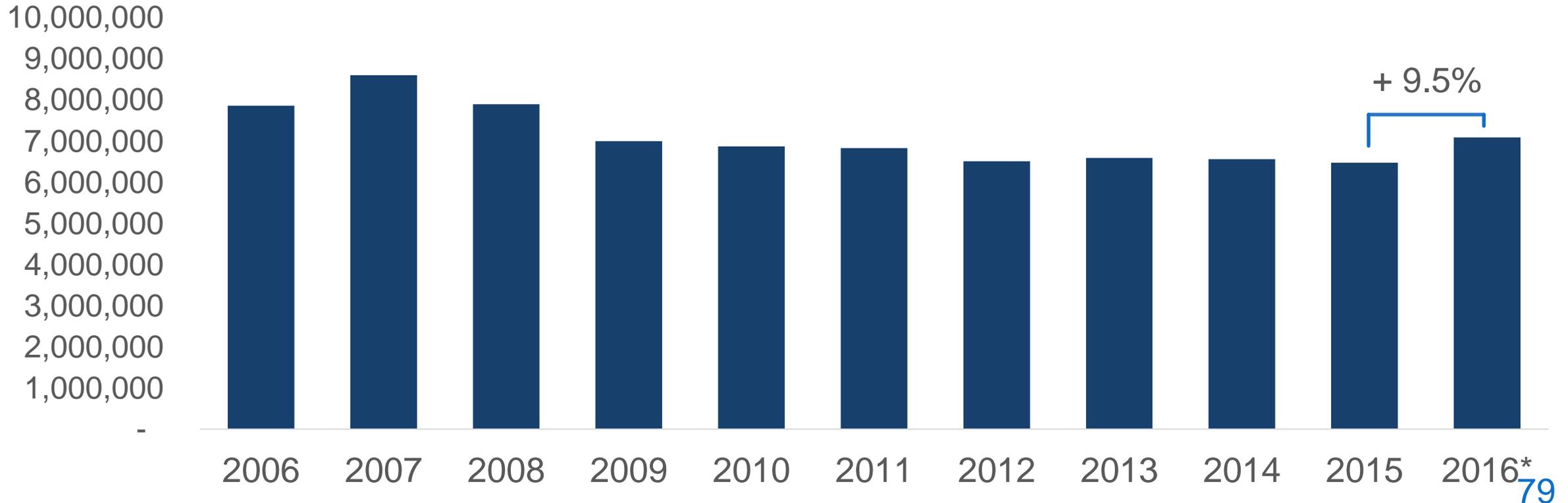


KCI Annual Airline Seats

7,092,209

Annual airline seats (Projected number for calendar year 2016)

Number of seats up 9.5% from 2015
➤ Highest level of service since 2009

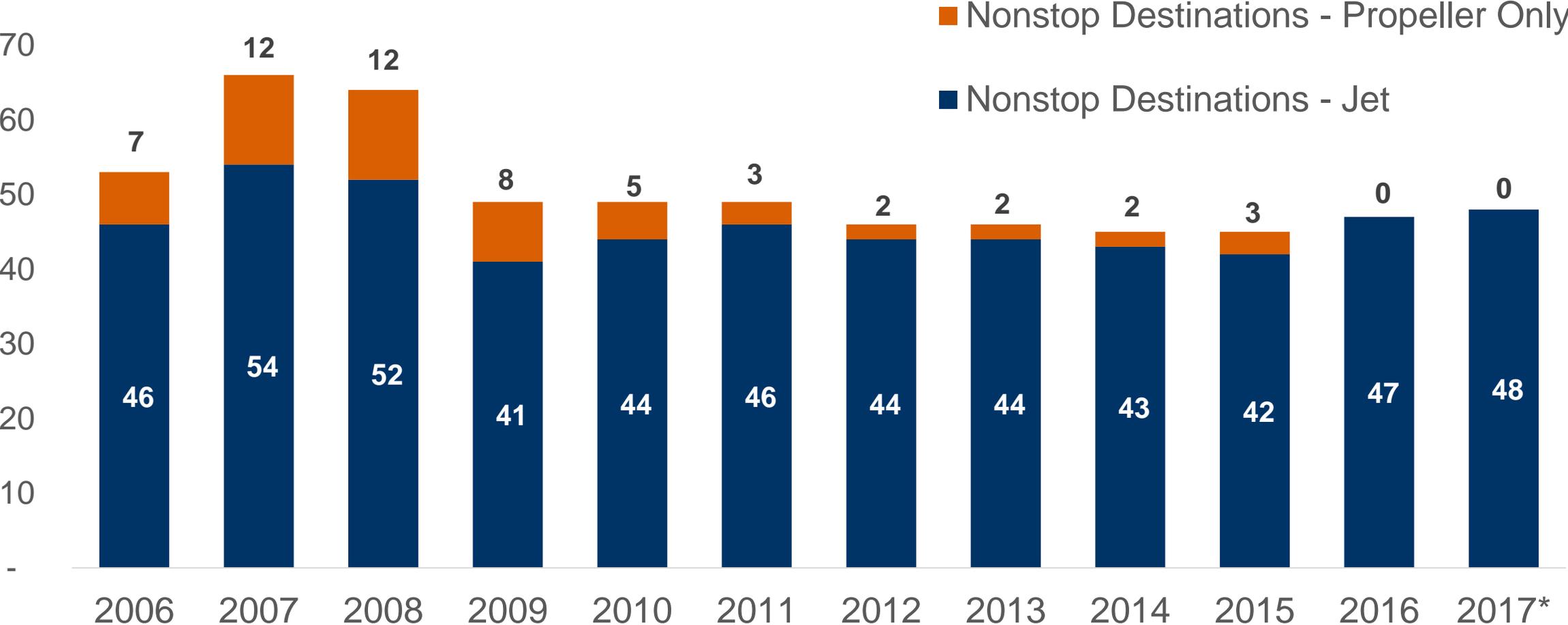


KCI Among Fastest Growing US Airports

KCI is the third fastest growing airport in the US Top 50 when ranked by October year over year airline seat capacity percent change



Number of Nonstop Destinations



All data is as of June of that calendar year.

Source: Aviation Department

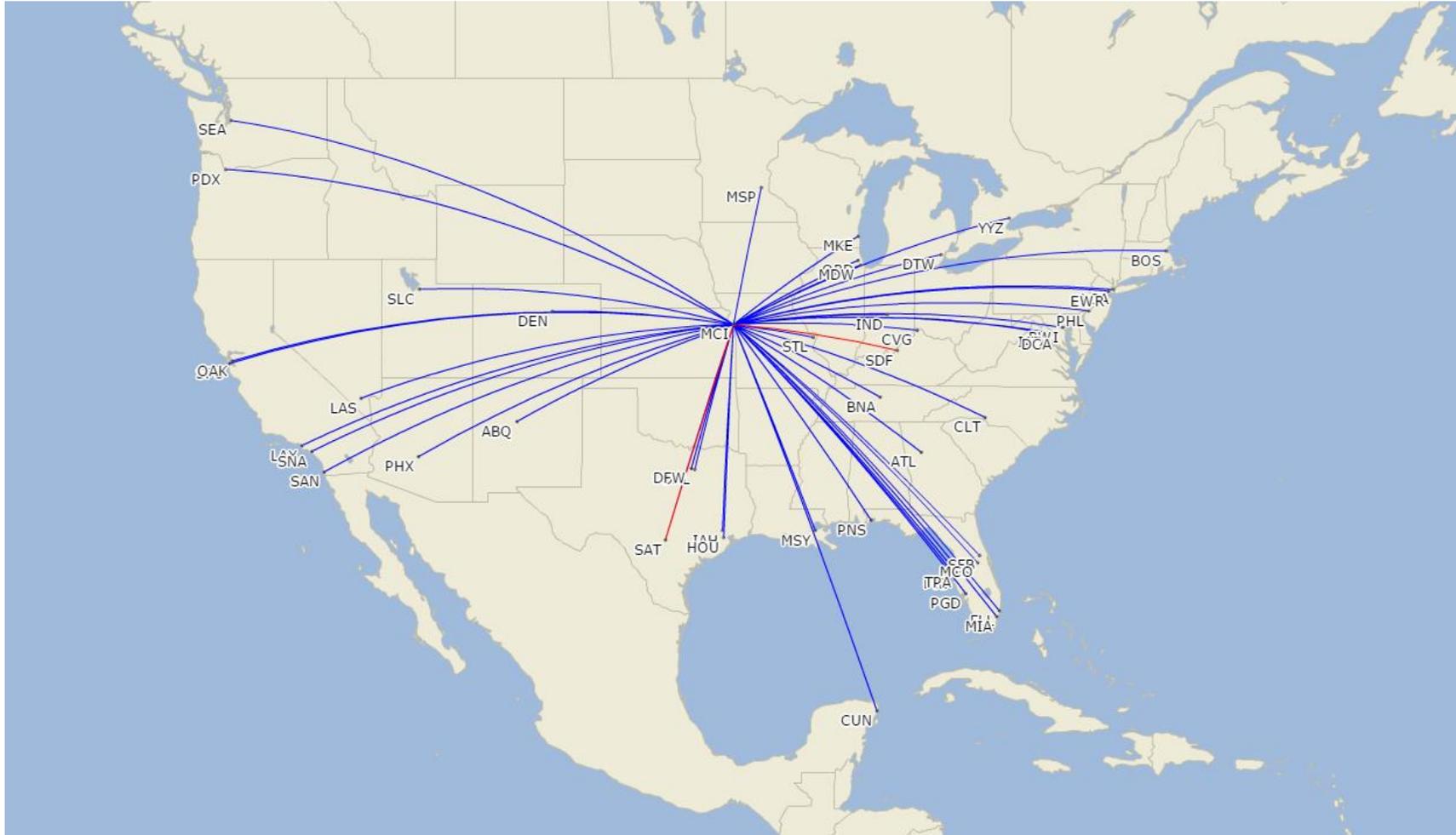
New Air Service From KCI

- New air service **launched** since April 2016 KCStat:
 - American Airlines to New York City (LGA) began April 2016
 - Frontier Airlines to Atlanta (ATL) began April 2016
 - Frontier Airlines to Chicago (ORD) began April 2016
 - Southwest Airlines to Pensacola (PNS) began June 2016
 - Frontier Airlines to Philadelphia (PHL) began June 2016

New Air Service From KCI

- New air service **announced** but not yet launched:
 - OneJet to Louisville (SDF) begins October 2016
 - Allegiant to Las Vegas (LAS) begins October 2016
 - Southwest to San Antonio (SAT) begins November 2016
 - Spirit to Orlando (MCO) begins November 2016
 - Delta to Cancun (CUN) begins December 2016

Airlines At KCI



AIR CANADA 

Alaska®

allegiant®
Travel is our deal!™

American Airlines 

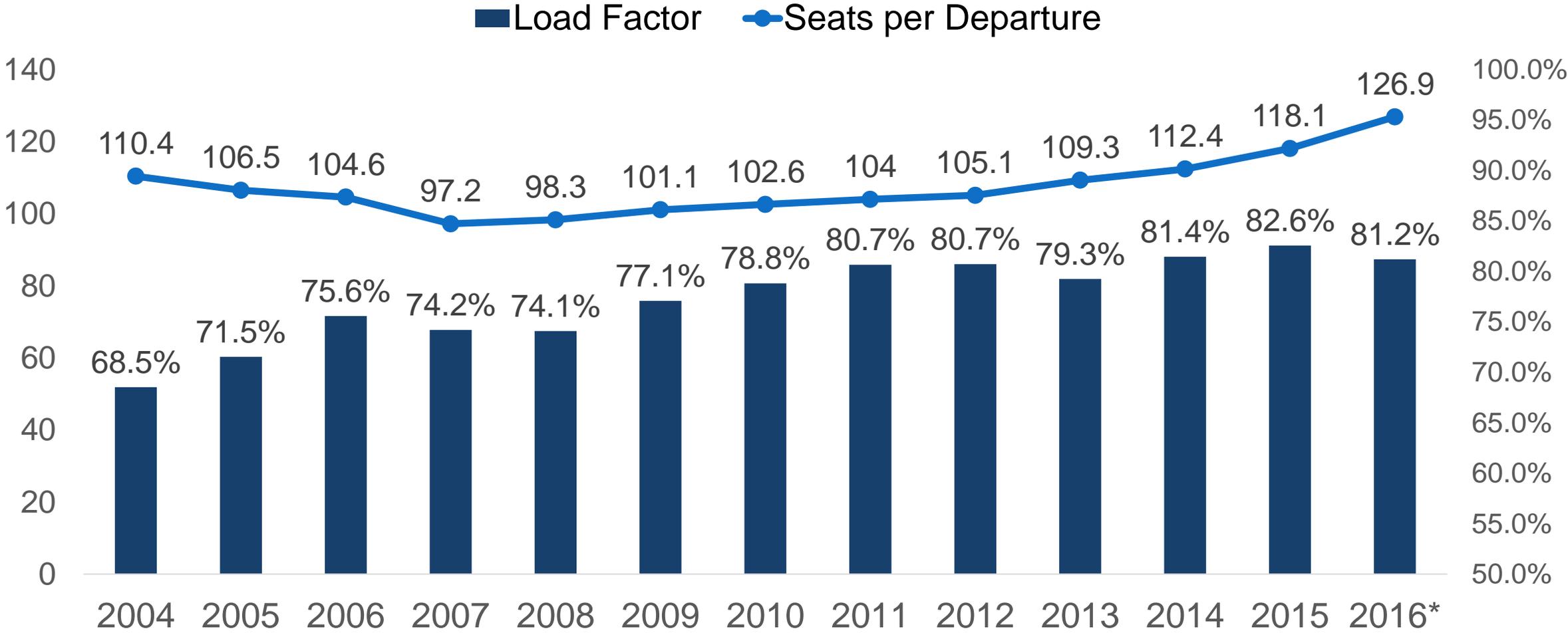
 **DELTA**
FRONTIER
AIRLINES

Southwest® 

spirit™
LESS MONEY. MORE GO.

UNITED 

Load Factor & Seats Per Departure



Source: Aviation Department

Citizen Satisfaction with Airport Services



Airport: Importance-Satisfaction Ranking

Airport Category	Importance	Satisfaction	I-S Rank FY16	I-S Rank FY15
Food, beverage, and other concessions	31%	45%	1	1
Availability of parking	35%	68%	2	4
Ease of moving through airport security	39%	73%	3	3
Cleanliness of facilities	23%	70%	4	5

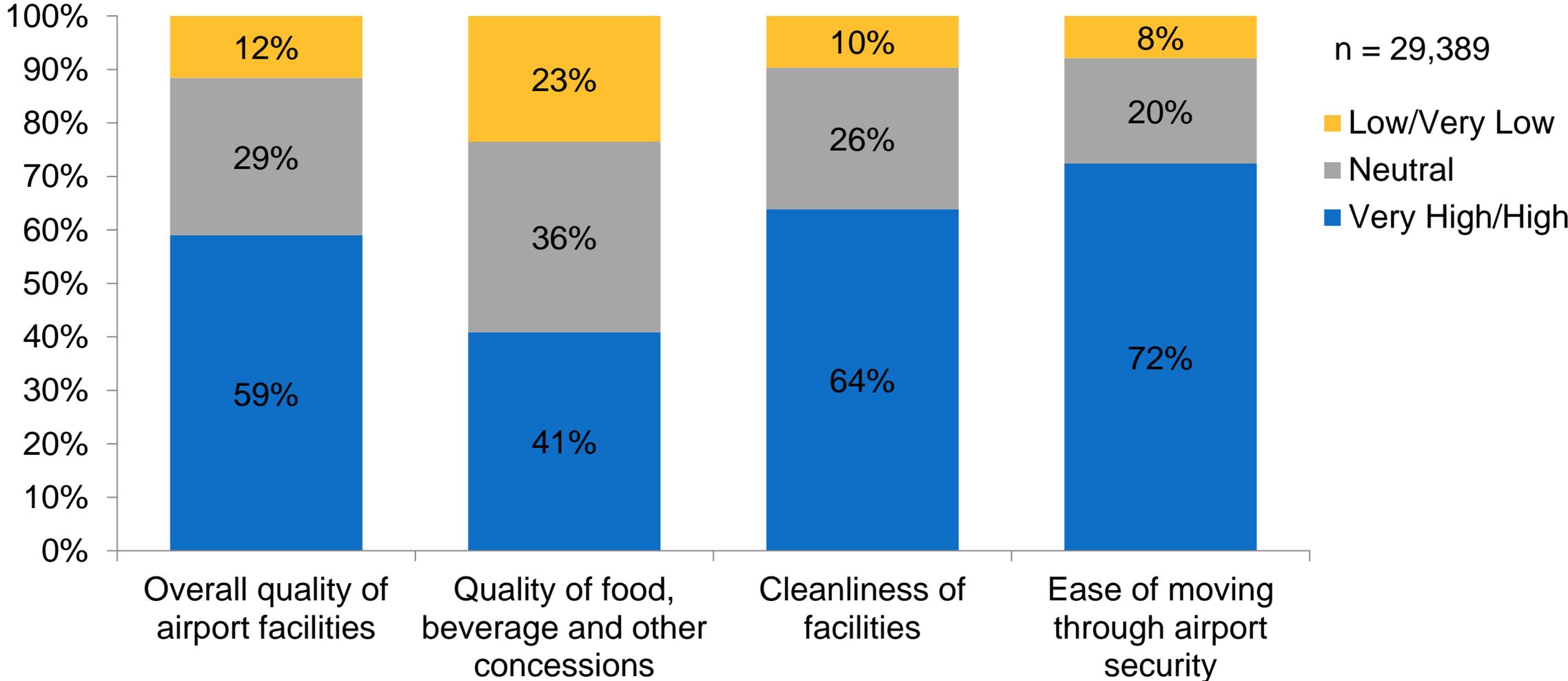
I-S combines two important factors in order to create a list of priorities: **highest importance** and **lowest satisfaction**

- Importance = percent of citizens who selected service in answer to the following question: *“Which TWO of the Airport Services listed do you think should receive the MOST EMPHASIS from the City over the next two years?”*
- Satisfaction = percent of citizens who said that they were very satisfied or satisfied with the service
- Calculation of I-S = Importance*(1-Satisfaction)

WiFi Survey

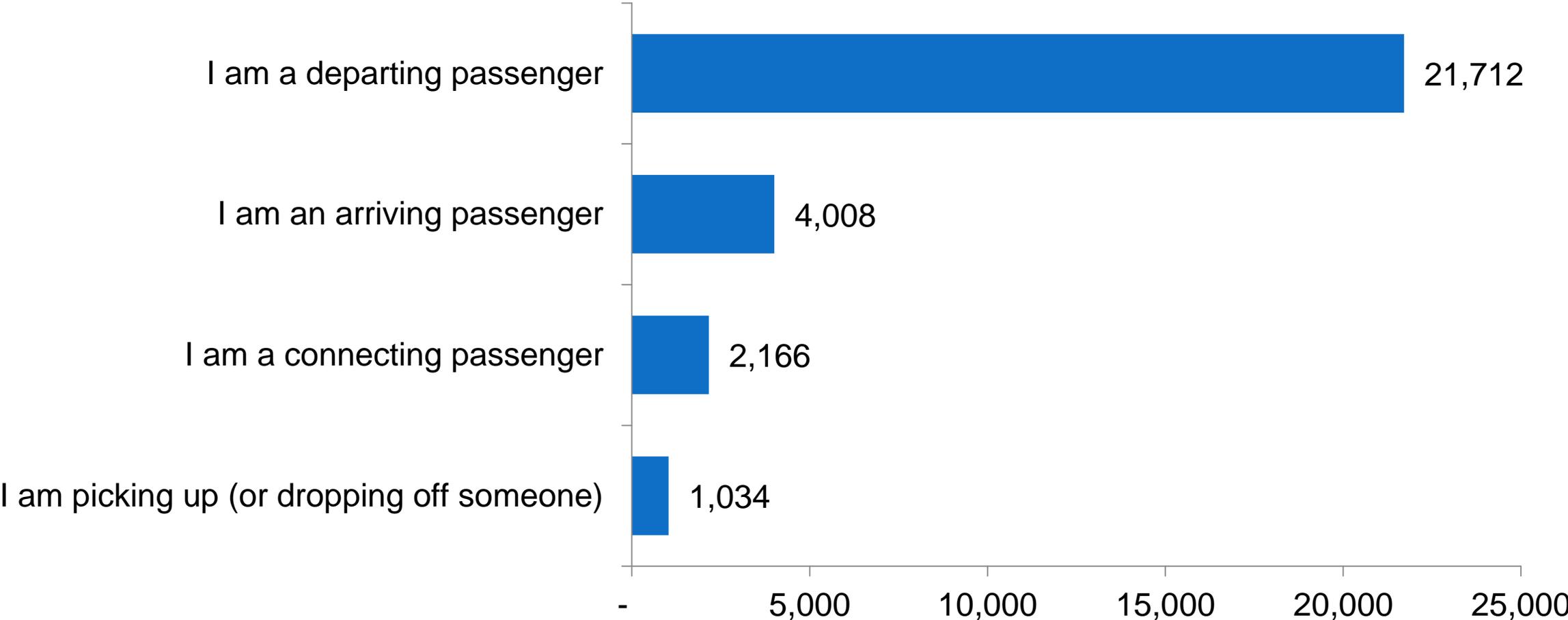
- The Kansas City Aviation Department conducted an in-airport survey attached to WiFi usage in June 2016
- Averaged more than 1,000 responses per day for a total of over 29,000 responses
- Can break down responses based on reason for being at airport as well as home zip code.
- Aviation Department plans to reactivate the WiFi survey in the next few weeks

Overall Results



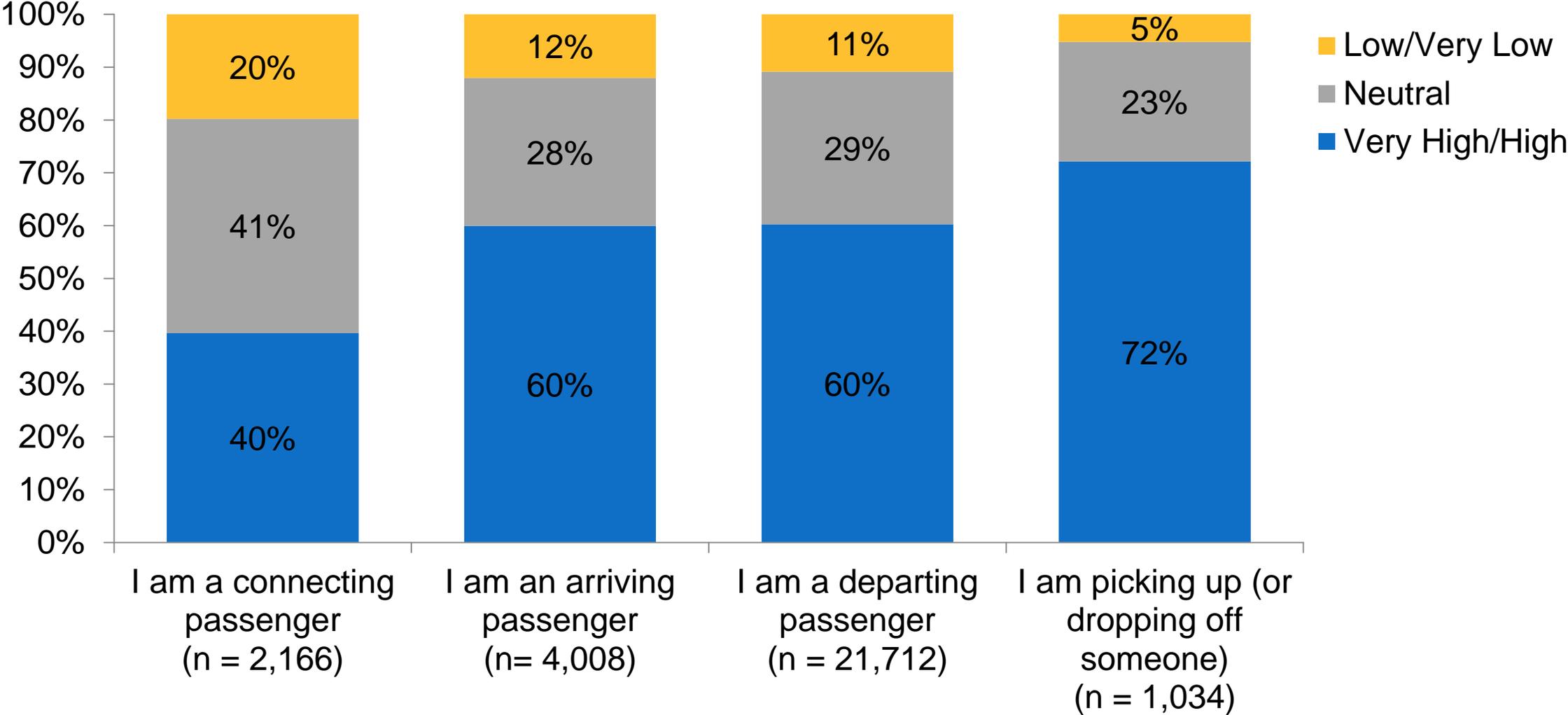
Source: Aviation Department

Reason for Being at Airport



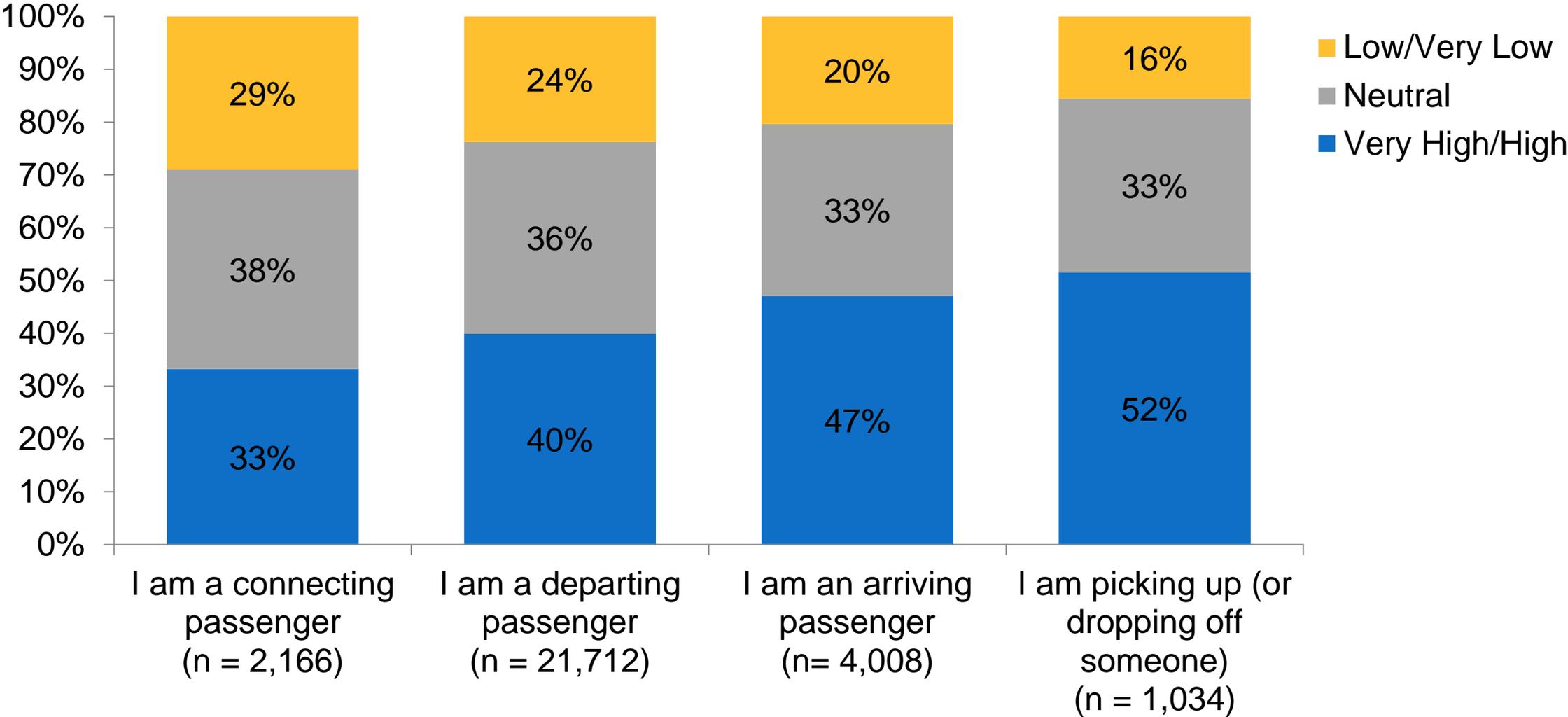
Source: Aviation Department

Quality of Airport Facilities by Reason for Using Airport



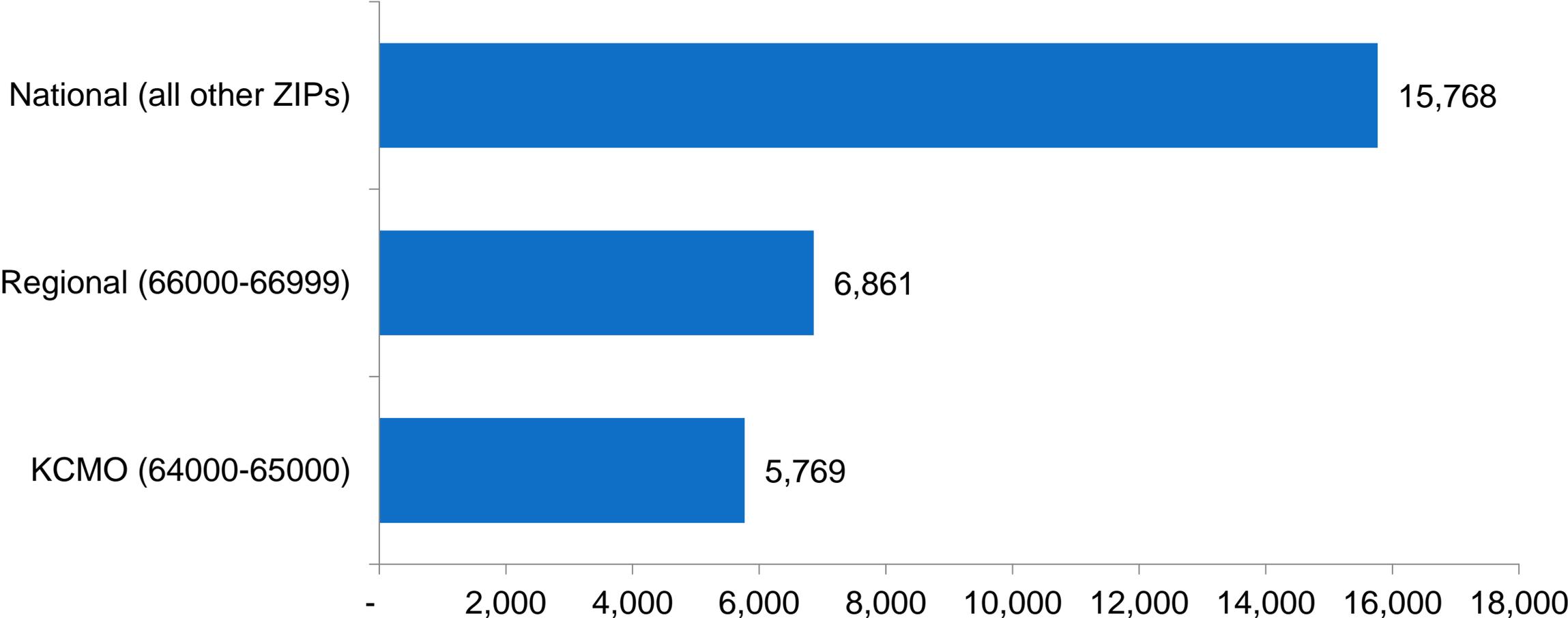
Source: Aviation Department

Quality of Food, Beverage and other Concessions by Reason for Using Airport

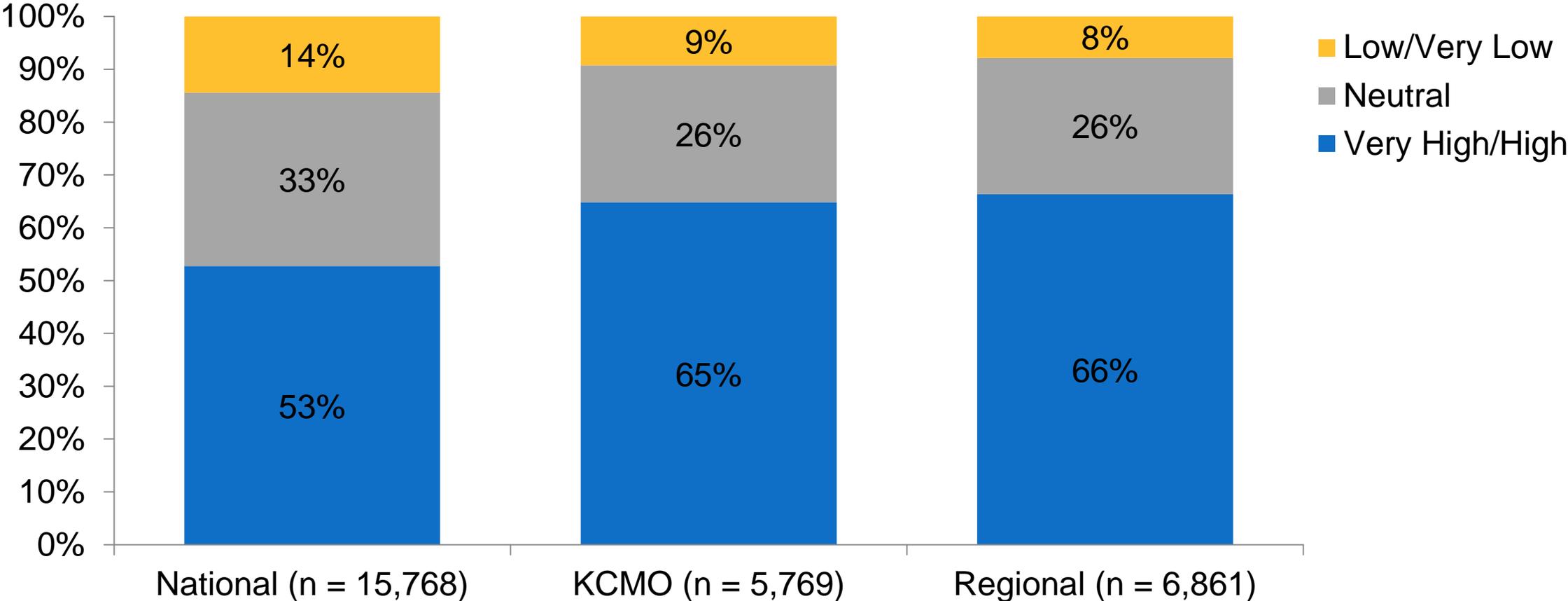


Source: Aviation Department

Primary Residence ZIP Code by Group

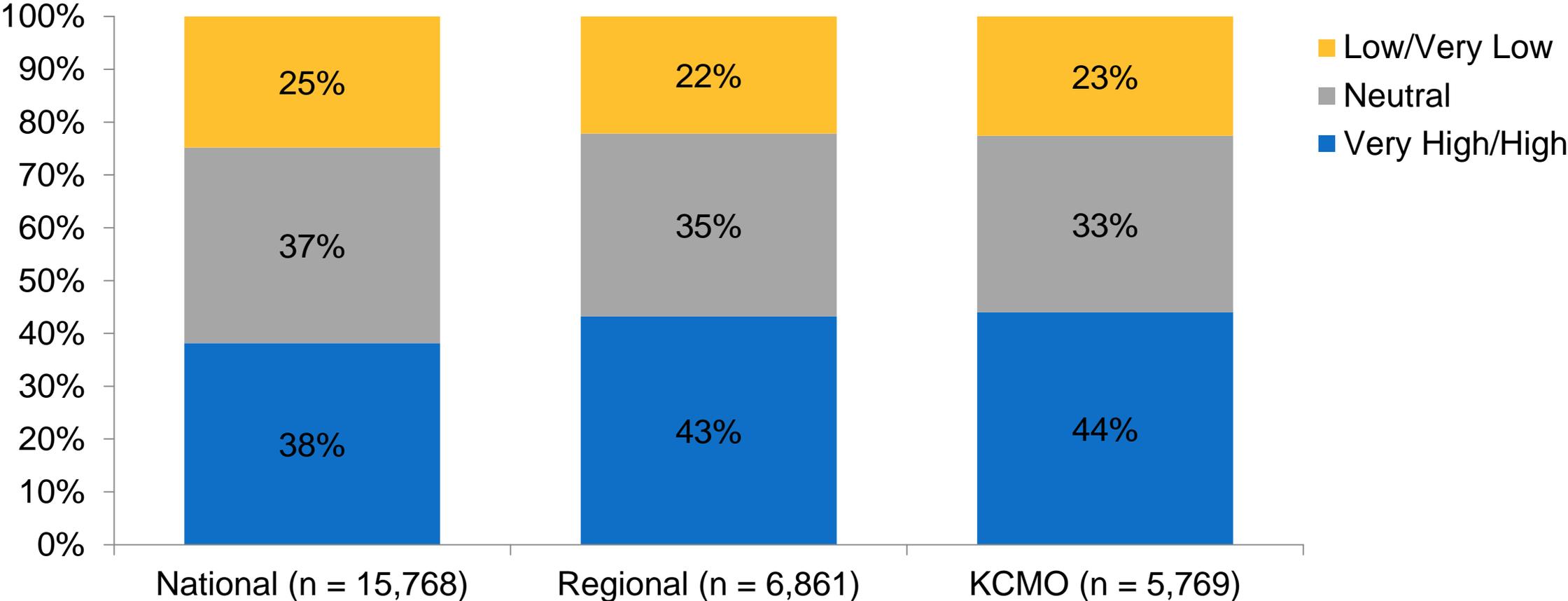


Quality of Airport Facilities by ZIP Code Group



Source: Aviation Department

Quality of Food, Beverage and Other Concessions by ZIP Code Group



Source: Aviation Department

Terminal Planning

- Following a two year negotiation KCI's airline partners recommended new terminal solution in April 2016
- Process "paused" in May 2016
- Airport Committee continues to meet regularly
- All presentations are archived at www.kcmo.gov/airport-committee

Questions?

Stay up to date on progress at kcstat.kcmo.org

#KCStat

Planning, Zoning and Economic
Development

