



STRATEGIC PLAN

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INTRODUCTION

Kansas City has a wealth of competitive assets that position it for great success in the future. The City can boast a world-class performing arts center, dynamic shopping and entertainment districts like Power and Light, Crown Center, City Market, Zona Rosa, Westport, and Country Club Plaza – the country’s first mall developed for the automobile age – two major league sports franchises, a famous network of boulevards and parks, a world-renowned art museum, the Kauffman Foundation – the world’s top entrepreneurial think tank – grand historic neighborhoods, a major international airport, a well-regarded state university, the Stowers Institute for Medical Research, competitive rail and highway infrastructure, Fortune 500 corporations... the list can go on. However, in spite of this impressive array of assets, the City has underperformed against expectations and, while Kansas City as a whole has grown in population, portions of the City have lost population. Higher than average crime rates and an underperforming core school district impact Kansas City, but these same challenges impact other comparable cities that are performing at a higher level. How can Kansas City better take advantage of its assets to return to a level of economic performance that compares favorably with its peers and with the rest of the region?

To focus the AdvanceKC strategy solely on big projects, flashy developments, major research centers, expensive infrastructure projects, and big-ticket initiatives would be a mistake. What Kansas City needs to do is connect – come together in new and meaningful ways across all barriers to grow its economy, stabilize its population base, and raise levels of local wealth. While this charge may be a refrain that has been heard multiple times in Kansas City over the years, it does not lessen the need to accomplish the goal. If leveraged effectively as a tool and process for coordination and unity, AdvanceKC can serve as a bridge to finally break through decades of divisions to bring disparate groups and efforts together to realize Kansas City’s full promise.



PROCESS OVERVIEW

The AdvanceKC Economic Development Strategic Plan synthesizes existing efforts; provides recommendations for future programs and public policy; and establishes appropriate guidelines for decisions about capital investments, job creation, economic sustainability, and local partnerships. The AdvanceKC process occurred in three phases:

Phase 1- Competitive Snapshot: The Competitive Snapshot took a detailed look at a diverse array of indicators that impact Kansas City's economic competitiveness and compares these trends to three benchmark cities (Indianapolis, Oklahoma City, and Charlotte), the state of Missouri, and the nation. To supplement the statistical data from local, state, and national agencies, the Competitive Snapshot also included public input obtained through focus groups, interviews, and an online community survey to give local context and better inform the AdvanceKC Economic Development Strategic Plan.

Phase 2- AdvanceKC Economic Development Strategic Plan: The AdvanceKC strategy represents the culmination of all the quantitative and qualitative research to date through the development of detailed action items geared towards addressing challenges and capitalizing on opportunities for a visionary future. The Strategic Plan is driven by community stakeholders guiding public, private, and civic efforts and investment aimed at placing Kansas City's economy on surer footing. The plan is supported by innovative best practices successfully implemented by communities from around the country. Where possible, the Strategic Plan incorporates the numerous planning and research efforts already underway in Kansas City.

Phase 3- Implementation Guidelines: A plan, no matter how visionary, is only valuable when it is implemented. The Implementation Guidelines will represent a road map for city officials and its implementation partners to ensure that the AdvanceKC plan is realized in a timely and effective manner. The Implementation Guidelines will enable the City of Kansas City to secure early implementation victories and continue to build momentum towards facilitating positive change in the City.

KEY FINDINGS: COMPETITIVE SNAPSHOT

The first phase of the AdvanceKC process produced a research- and input-based Competitive Snapshot that identified and examined the issues that impact and determine Kansas City's economic competitiveness and community attractiveness. The key findings of the Snapshot, which directly informed the draft AdvanceKC Strategy, are listed in the following sections.

PEOPLE

- ✓ Slow and unevenly distributed population growth is hampering revitalization efforts in disinvested Kansas City neighborhoods and preventing the densification that could make retail and transit more viable.

- ✓ Out-migration of higher income City of Kansas City residents to suburban communities – predominantly Johnson County in Kansas – is weakening the City’s tax base and increasing its concentration of poverty. The three core Kansas City counties lost over \$100 million in cumulative wealth to suburban counties from 2004 to 2009.
- ✓ Though the City of Kansas City is diversifying, it is still racially segregated. This dynamic creates the potential for continued racial polarization in the City and hampers efforts to collaborate on issues of public safety and educational improvement. The City’s African-American poverty rate is higher than all comparison geographies profiled in this report.
- ✓ Perceptions about the quality of Kansas City public education – particularly in the Kansas City Public School district – are the greatest barriers to the City’s future vitality as residents and businesses continue to show disinclinations to invest in the City because of talent development concerns. “Pipelines” preparing local students for high-value occupations are said to be lacking, with the business community less engaged in and connected to education and training institutions than in many best-practice communities.

PROSPERITY

- ✓ Employment growth is sluggish in Kansas City’s core counties, especially after the end of the Great Recession. Declines have been most acute in real estate, construction, and the high-wage sectors of information, manufacturing, and management of companies (headquarters employment). A bright spot has been the health care sector.
- ✓ The City of Kansas City’s business climate is a competitive concern, with its principal economic development entity, the EDC, said to lack focus and be overly influenced by development interests. An “alphabet soup” of other agencies complicates the development process and draws out regulatory and permitting reviews for local investors. A new existing-business program, KC Best, was identified by stakeholders to be a promising new tool to better retain and expand incumbent employers.
- ✓ The “border war” between the Missouri and Kansas sides of the Kansas City metro continues to divide the region and sap critical public funds used to incentivize companies across the border with little net gain to regional investment or income levels.
- ✓ Kansas City is an “entrepreneurial” town and has a small business dynamism that can greatly enhance local job-creation. Availability of start-up capital is a concern, as is the lack of awareness of small-business support services despite the availability of the KC SourceLink tool and the presence of the world-class Kauffman Foundation.
- ✓ Innovation and research and development activity in Kansas City is less dynamic than top U.S. technology-focused metros, leading to lower rates of patent awards and less investment in public and private research. More early-stage capital and incubation space for start-up businesses was said to be needed.



PLACE

- ✓ Perceptions and realities of crime in the City of Kansas City are deterrents to population and economic growth. Despite reports that most crime is concentrated to a handful of neighborhoods, many local residents feel the City is not safe. Along with public education, fear of crime is the most often cited reason for residents moving out of Kansas City.
- ✓ The City of Kansas City's spread-out, low density geography complicates the provision of public services, utilities, and transit capacity to attract "choice" riders. The City is also faced with billions of dollars in federally mandated improvements to its water and sewer infrastructure. Kansas City's road system, however, is a key asset for the mobility of people and goods.
- ✓ Kansas City International Airport was said to have tremendous opportunities to increase its total cargo tonnage by leveraging adjacent property to attract warehouse and distribution employers.
- ✓ A dynamic arts scene, the revitalization of Downtown Kansas City and the Crossroads Arts District, and other local amenities are making the City more attractive to the creative class. Many stakeholders feel Kansas City should promote itself as the region's "urban alternative" as a way to better focus economic development efforts.
- ✓ Kansas City's industrial past has left a legacy of brownfields and greyfields that are ripe for redevelopment and reuse. Opportunities in small-scale production and advanced manufacturing are said to still be compelling targets for the City to pursue.

STRATEGIC RECOMMENDATIONS

According to experts who market Greater Kansas City, business prospects looking for a more “urban” environment or who want to cater to the locational demands of a young, creative workforce, gravitate towards the City of Kansas City. This could be the City’s niche, its most dynamic contribution to the competitive position of the overall metropolitan area. Kansas City should embrace this reality and work aggressively to further differentiate itself as the region’s “urban alternative.” This is not to say that Kansas City should put all its eggs in one basket or ignore urgent competitive issues that do not further its attractiveness as an urban destination, but rather that a priority focus should be on enhancing its standing and reputation as one of the Midwest’s most compelling, walkable, bikeable, transit-friendly, “24-7,” and urbane cities. A more challenging but longer term goal should be to provide a quality of life and quality of education that would enable young professionals to remain in the City after they start a family.

This AdvanceKC plan is a framework intended to incorporate existing efforts and develop new strategies to provide a blueprint Kansas City should follow to improve its employment and population growth, raise local incomes, and enhance its quality of life. *The plan represents WHAT Kansas City needs to do to be more competitive for jobs and talent, not HOW that will be accomplished.* The Implementation Plan details the HOW factors, including implementation phasing, cost, lead and support entities for each action, and – most importantly – the optimal STRUCTURE for implementation. It is the function of local economic and community development entities formalized through this Strategic Plan that dictates their form.

This Strategic Plan is structured to correspond to key CATEGORIES OF COMPETITIVENESS that emerged from the extensive quantitative and qualitative research that defined the first phase of the AdvanceKC process. For each category of competitiveness, one or more actions have been proposed with the greatest potential to move Kansas City forward in its attempts to become one of the nation’s top cities and a destination of choice for companies and talent. These categories are:

Arts and Leisure

Business Climate

Connectivity and Collaboration

Infrastructure Development

Innovation and Entrepreneurship

Mobility

Public Safety

Talent Development and Education

Target Sector Support

Urban Land Use and Revitalization

It is critical to note that AdvanceKC intends to capture and leverage ongoing and proposed strategic efforts that have gained traction in Kansas City and are moving forward with momentum. It is NOT the intention of the AdvanceKC Strategic Plan to reinvent any programs that are already demonstrating potential or success, nor to subsume programs under the AdvanceKC umbrella at the



expense of the organization(s) that are coordinating their implementation. For example, AdvanceKC intends to fully leverage the Greater Kansas City Chamber of Commerce's Big 5 plan, not replace it or take it over. The same goes for the priority target sectors being marketed and pursued by the Kansas City Area Development Council (KCADC). It would be cost prohibitive for the City of Kansas City to expend the millions of dollars necessary to market externally for these sectors.

Kansas City's role in targeted economic development should be to make the City the top urban choice in the nation while supporting regional economic development practitioners. This can be accomplished through managing prospects and projects, making the City more "business friendly," supporting workforce development, providing competitive and appropriate incentives, helping existing businesses to expand, researching key trends and indicators, and other key tasks.

These efforts and more comprise the AdvanceKC strategic blueprint.

Note: References to **tentative timeframes** in the following actions correspond to the following:

Short term = 1 to 3 years

Medium term = 4 to 6 years

Long term = 7+ years

Full descriptions of **Best Practices** listed under many action steps can be found in the **Appendix** of this report.

1.0 Arts and Leisure

The so-called “creative class” is drawn to communities that celebrate the arts and provide amenities that foster an active lifestyle. So too are the companies that rely on creative, tech-savvy talent to grow and thrive. Kansas City should strive to maintain the dynamic assets it already has but also develop additional capacity to put itself more squarely on the map for top talent that currently does not think of Kansas City in the same category as talent “magnet” communities such as Austin, Texas; Denver, Colorado; Dallas, Texas; Portland, Oregon, and others.

1.1: INTEGRATE the findings and recommendations of the Task Force on the Arts into the AdvanceKC framework.

- Support the work of the Task Force empaneled by Mayor Sly James to identify and pursue strategies to enhance cultural tourism, improve arts promotion, facilitate redevelopment through the arts, leverage the arts to help “brand” Kansas City, and other opportunities.
- Ensure recommendations related to fostering cultural tourism are effectively integrated into Kansas City Convention and Visitor Association programming.
- Charge the Task Force with pursuing an annual event or program that could draw increased recognition to the Kansas City arts scene.
- Ensure City-level connectivity with regional efforts aimed at positioning Greater Kansas City as “America’s Creative Crossroads.”
- Foster grassroots involvement of Crossroads Arts District stakeholders and independent artists and organizations in Task Force activities.
- Consider ways to sustain the Task Force coalition through future arts-sector planning and implementation activities.

Tentative timeframe: Short term

Best practices: San Francisco (CA) Arts Task Force; Syracuse (NY) Public Arts Task Force

Potential coordinators: City of Kansas City; Municipal Arts Commission; Kansas City Convention and Visitor Association

1.2: SUPPORT next steps in the development of a University of Missouri, Kansas City (UMKC) Downtown Campus of the Arts.

- Move forward with the Greater Kansas City Chamber’s Big 5 strategy to house the Conservatory of Music and Dance and other UMKC art and entertainment programs at a new Downtown arts campus.

- Leverage the findings and recommendations of current and future studies exploring the viability of a Downtown Campus for the Arts through outreach to campus and community groups.
- Launch substantive discussions on potential funding for the project.
- Ensure the initiative dovetails with recommendations from the Mayor’s Task Force on the Arts.

Tentative timeframe: Medium term

Best practice: PrattMWP (Utica, NY)

Potential coordinators: Greater Kansas City Chamber of Commerce; UMKC

1.3: DEVELOP an Action Plan to optimize the facilities, programming, promotion, and access to Kansas City parks and boulevards.

- Conduct a comprehensive assessment of Kansas City parks and boulevards to determine how they can be better leveraged for public-event programming, recreational purposes, arts uses, and other benefits.
- Categorize each park according to its highest-and best use (i.e., economic development catalyst, cultural amenity, purely recreational, etc.), including the potential that it may not be fiscally prudent to maintain the facility.
- Determine the need for an existing Kansas City park to be reclassified and reprogrammed as an “events park,” integrating this strategy into the Action Plan as necessary.
- Identify current and future challenges for residents and visitors to access Kansas City parks.
- Determine the most effective ways to promote Kansas City parks and boulevards to residents and visitors and the potential need for improved signage and wayfinding systems.
- Fully leverage the Kessler Society and other local non-profits supportive of Kansas City parks and boulevards.

Tentative timeframe: Short term (Action Plan); Medium term (implementation)

Best practices: Master Plan for Renewing our Olmsted Parks and Parkways (Louisville, KY); Dallas Park and Recreation Department Renaissance Plan (TX).

Potential coordinators: City of Kansas City, Kessler Society of Kansas City

2.0 Business Climate

Feedback that the City of Kansas City's climate for business is a significant competitive drawback was heard throughout the AdvanceKC public input process. City officials are well aware of this criticism and have implemented various efforts to improve governmental processes, including City Manager Troy Schulte's recent overhaul of the City's permitting system. However, more must clearly be done to ensure that investors are comfortable dedicating resources to Kansas City-based projects and small business people can get the support and approval needed to launch and grow their companies. *Note: Many elements of Kansas City's business climate and organizational structure (including the Kansas City EDC) is addressed in the AdvanceKC Implementation Plan.*

2.1: SUPPORT the implementation of priority recommendations from the City of Kansas City's Special Committee on Small Business.

- Ensure that implementation of the most impactful recommendations from the Committee is pursued aggressively and successfully. These are:
 - Implementing a citywide customer service initiative.
 - Creating and supporting micro-lending, micro-business incubation, and access-to-capital programs.
 - Creating a Buy Local KC campaign.
 - Streamlining the City's internal contracting process and procedures.
- Consistently engage small businesses that participated in the Committee's report to assess progress towards improving Kansas City's business climate.
- Formalize operational systems so that process-improvements are sustainable.
- Communicate to local and regional construction and development firms that the City's regulatory processes are less burdensome.
- Review ordinances on a periodic cycle to assess business climate impact and potential enhancements.
- Leveraging the experience of the Special Committee, launch a complementary effort focused on Kansas City's non-profit sector.

Tentative timeframe: Short term

Best practice: N/A

Potential coordinator: City of Kansas City

2.2: REVISIT the City of Kansas City's incentives policy based on the dynamics of the AdvanceKC strategy.

- Review the usage and efficacy of all existing incentives tools and their potential to support implementation of AdvanceKC's economic development initiatives.
- Based on this assessment, formalize a new, legally binding policy for the provision of public incentives administered and delivered by the City of Kansas City.
- Ensure that policy dynamics include ongoing data-supported analysis of the impact of awarded incentives based on AdvanceKC priorities.
- Develop a "grading" system for incentives usage based on anticipated fiscal and strategic project impact.
- Consider establishing an Ombudsman Program for the land development process under the auspices of the new policy.

Tentative timeframe: Short term

Best practice: N/A

Potential coordinator: City of Kansas City

3.0 Connectivity and Collaboration

A consistent theme of AdvanceKC public input was the lack of connectivity, collaboration, and consensus-building among Kansas City's government, public and private institutions, neighborhoods, and constituency groups. Such fractures and silos impede the City's ability to move forward on transformative initiatives and efforts and limit the development of consensus visions for the City's future. Though this theme has been repeated through many Kansas City strategic efforts, it is time to finally act on stakeholder demands to better unify City processes, programs, and strategic efforts.

3.1: CREATE a Kansas City Strategic Coordination Council.

- Formalize a public-private volunteer structure to encourage representatives from key local constituency groups to better coordinate efforts to improve Kansas City and secure its successful future.
- Under the auspices of the Council, create an Organizational Map outlining the universe of Kansas City-focused strategic efforts and implementation entities.
- Utilize the Map as a means for the Council to establish ongoing strategic priorities for the City of Kansas City that would inform resource and personnel deployment.

- Maintain the organizational map as a “master matrix” of major Kansas City-focused strategic efforts to provide implementation partners and the public with a centralized information source for ongoing, proposed, and completed programs, projects, and initiatives.
- Utilize the matrix to assess which efforts need to be better connected, combined, enhanced, or potentially abandoned.

Tentative timeframe: Short term

Best practice: Denver (CO) Office of Strategic Partnerships

Potential coordinators: City of Kansas City

3.2: DEVELOP a program and curriculum encouraging inter-racial dialogue and awareness-building.

- Position the program as a way to foster constructive communications between different races and ethnicities in Kansas City.
- Host lectures and roundtable discussions on local topics such as the 1968 race riots, recent incidents at Country Club Plaza, the “Troost divide,” and other issues.
- Develop a curriculum for an intensive multi-day course on the dynamics, underpinnings, consequences, and impacts of racism and how to overcome them.
- Promote actions to eliminate institutional and individual racist behaviors and practices in business and the community.

Tentative timeframe: Short term

Best practice: Institute for Healing Racism (Grand Rapids, MI)

Potential coordinator: TBD

4.0 Infrastructure Development

For years, Kansas City has deferred maintenance on the upkeep of its roads, water and sewer systems, sidewalks, and other physical infrastructure. Mayor Sly James and City Manager Troy Schulte have said publicly that one of the City’s priorities must be to finally shore up its infrastructure to ensure that Kansas City maintains a competitive climate for investment and residency. On a strongly positive note, Kansas City (Kansas and Missouri) has been selected by Google to be a test bed for an ultra-high-speed fiber network that can transform Kansas City’s attractiveness as a destination for companies that require high-capacity bandwidth.

This Infrastructure Development category should be aggregated with Mobility (6.0) and Urban Land Use and Revitalization (10.0) for issues related to the development, application, and impacts of taxation and incentives. Because investments in all types of infrastructure are very sensitive to tax policy, it is critical that discussion of taxation is considered in the context of its effect on infrastructure investments and mobility. Likewise, density and land use are strongly influenced by policy; for example, incentives or tax abatements designed to stimulate development in districts the City has targeted for densification.

4.1: DEVELOP a research-supported list of Kansas City's highest priority infrastructure projects for inclusion in a public funding referendum.

- Conduct a research-supported analysis of the City of Kansas City's infrastructure development needs to identify projects of greatest impact to include in a funding referendum.
- Outreach to local businesses and economic development professionals for perspective on competitive priorities.
- Quantify and confirm infrastructure needs to prioritize a project list for vetting with industry experts, development professionals, and key local stakeholders.
- Optimize the project list for the public referendum.
- Infrastructure priorities as communicated by the AdvanceKC volunteer leadership team include:
 - Roads
 - Highways
 - Bridges
 - Sidewalks
 - Water and sewer

Tentative timeframe: Short term (vote); Long term (construction)

Best practice: N/A

Potential coordinator: City of Kansas City

4.2: SUPPORT the Bistate Innovation Team convened to propose strategies to leverage the Google Fiber network.

- Proceed with aggressive implementation of the Team's recommendations to leverage the Google infrastructure to spur economic development, improve local communities, and foster innovative educational programming.
 - Initial Team recommendations include forming a staffed "digital leadership network" to coordinate leveraging Google Fiber on an ongoing basis, as well as launching

programs focused on universal access and digital “inclusion,” telemedicine, public demonstrations, education, and the arts.

- Integrate the Team’s recommendations on incorporating promotion of Google Fiber into the City’s economic development and talent marketing activities.
- Ensure coordination between the work of the Team and other Google Fiber initiatives such as KCGigIdeas.com, the Gigabit Challenge, and others.
- Work with the Team to produce a sustainable model for how the two Kansas City communities can cooperate in a strategic, sustained initiative to leverage the Google Fiber network for local gain.

Tentative timeframe: Medium term

Best practice: Gig City (Chattanooga, TN)

Potential coordinator: MARC

5.0 Innovation and Entrepreneurship

High-wage job growth in the New Economy will not be driven solely by large corporations, but rather in large part by firms of under 50 employees. All data point to a new paradigm in which smaller, more nimble companies in technology and information services, software (especially for wireless devices), health care, data and computer systems management, and other non-production fields will be the catalysts behind local and regional economic development. Kansas City is an entrepreneurial town and features the world’s top authority on the topic – the Kauffman Foundation. Think Big Partners has also made strong strides to support the local ecosystem through incubation and acceleration services and event development. But AdvanceKC stakeholders said that entrepreneurial support and development systems could be improved to take better advantage of local opportunities.

5.1: DEVELOP an Action Plan for an entrepreneurial “ecosystem” in Kansas City to best foster local enterprise creation.

- Continue Big 5 efforts to make Kansas City “America’s most entrepreneurial city” and connect all its entrepreneurial “sectors” through a coordinated ecosystem framework.
- Leverage the feedback and data collected from completed and ongoing Community Conversations to inform the development of the Action Plan.
- Continue outreach to leaders and community stakeholders informing them on the progress of the effort.
- Capture momentum generated by the implementation of the LaunchKC effort.

- Leverage Think Big Partners as a linchpin of the initiative through its business-incubation, startup-acceleration, mentorship-focused, and collaborative strategic partnership network.
 - Consider positioning Think Big Partners' bizperc co-working space as the potential physical locus for Kansas City's entrepreneurial ecosystem.
- Ensure existing programs such as the iKC conference, Entrepreneurship Week, the Gigabit Challenge, the Bloch School's entrepreneurial scholars program, and the work of the UMKC Innovation Center are actively promoted and enhanced.
- Integrate arts entrepreneurship (Action 5.2) into the Big 5 effort.
- Consider opportunities to capitalize a proof-of-concept fund to support early-stage start-up development in Kansas City.

Tentative timeframe: Short to medium term

Best practices: Idea Village (New Orleans, LA); Y Combinator (Silicon Valley); CincyTech (OH)

Potential coordinators: Greater Kansas City Chamber, UMKC Bloch School of Management, Kauffman Foundation, Think Big Partners

5.2: COORDINATE a program to foster arts-based entrepreneurship in Kansas City.

- Leverage Artist INC – a program of the Charlotte Street Foundation, the Arts Council of Metropolitan Kansas City, and the UMKC Innovation Center – as the core of the arts entrepreneurship strategy.
- Consider expanding Artist INC to include additional programs such as a multi-week business-planning course, tutorials on insurance and law issues, and other elements.
- Determine the potential to develop a permanent space as a home for Artist INC and other programs and a collaborative work space for artist entrepreneurs.

Tentative timeframe: Short term

Best practices: Artist as Entrepreneur Boot Camp (New York, NY); The Arts Entrepreneurship Boost Camp (Chicago, IL); SpringBoard (Cincinnati, OH)

Potential coordinators: Arts Council of Metro Kansas City

6.0 Mobility

Greater Kansas City has invested billions of dollars in its highway systems, but far less in its public transportation capacity. The City of Kansas City has repeatedly discussed the development of a light rail system, but has either seen votes fail or a successful vote stymied by lack of funds and political will to implement. Recently, the construction of a streetcar line in Downtown Kansas City has also gained momentum. Currently, Kansas City is one of four metro areas¹ over two-million people without any form of rail transit; one of the four – Cincinnati – has recently begun construction on a streetcar line of its own. If Kansas City is to compete with more “urban” cities for creative talent, development of a functional rail transit system that integrates with existing/future bus-rapid-transit (BRT) lines and other multi-modal solutions must be a dedicated long-term goal.

6.1: CONSTRUCT a modern streetcar line in Kansas City as the first link in a broader intermodal transportation network.

- Move forward with resourcing, planning, and constructing a modern streetcar line in Downtown Kansas City.
- Consider fashioning station-area overlay plans to inform land use and development at trolley stops.
 - Determine whether project incentives could also be tied to proximity to rail stations.
- Plan future streetcar extensions, new BRT lines, potential light rail corridors, and other alternative transportation infrastructure in the context of a coordinated intermodal transportation network in the City of Kansas City and, eventually, the region.
 - This includes the potential development of commuter rail linking area workers to City of Kansas City employment centers.
- Determine the potential to integrate a tourist-circulator transit line into a broader intermodal system planning effort.
- Regularly outreach to cities and regions that have successfully passed rail transit referenda to inform marketing strategies when future votes are proposed.

Tentative timeframe: Medium to long term

Best practices: Multiple urban rail systems (Portland, OR; Dallas, TX; Tampa, FL; Denver, CO; St. Louis, MO; and many others)

Potential coordinator: City of Kansas City, MARC

¹ Kansas City, Cincinnati, Orlando, San Antonio.

6.2: IMPLEMENT the MetroGreen plan in coordination with Kansas City bike and pedestrian trail development efforts.

- Ensure that momentum to implement MetroGreen’s interconnected system of public and private natural areas, greenways, and trails is escalated in Kansas City and regional partner governments.
- Effectively link Kansas City’s Walkability Plan, Bike KC Plan, Trails KC Plan, Livable Streets initiative, and priorities of BikeWalkKC into the MetroGreen framework.
- Consider tying Kansas City bike and pedestrian trail development back to the “parkways and boulevards” concept of the 1894 Kessler Plan for tourism and talent-attraction marketing.

Tentative timeframe: Long term

Best practices: Bike Louisville (KY); Bike St. Louis; Sioux Falls (SD) Bicycle Master Plan; Minneapolis Bicycle Program

Potential coordinators: Metro Area Regional Council; City of Kansas City; private-sector partners; BikeWalkKC

7.0 Public Safety

In the KCBest 2011 Business Survey, the most important issue cited by the City’s employers was safety and security. The issue eclipsed more typical business concerns like local government attitudes and workforce quality. Public safety finished similarly high in AdvanceKC surveys of local stakeholders’ most pressing issues. Clearly, both the perception and reality of crime in Kansas City is a significant competitive concern. The Kansas City Police Department (KCPD) has intensified the deployment of officers to violent “hot spots” in the City and also plans to construct a new East Patrol station and modern crime lab in East Kansas City. The Department should also consider expanding its crime-prevention efforts to focus on a philosophy of “predictive” policing, leveraging data and computer modeling to anticipate and prevent criminal activity.

7.1: CONTINUE to emphasize the importance of public safety to economic development outcomes in Kansas City.

- Share the results of business surveys identifying crime as the City's top competitive issue as an example of public safety's impact on job growth.
- Ensure that citizens are aware of their roles in improving public safety through efforts such as the Kansas City Neighborhood Services Division's Crime Prevention Program, Neighborhood Watch, Block Watch, Crime Stoppers, and other programs.
- Research and identify crime-prevention and reduction strategies in Kansas City's competitor cities to maintain the urgency for public safety initiatives in Kansas City.

Tentative timeframe: Short Term
Best practice: N/A
Potential coordinator: City of Kansas City

7.2: IMPLEMENT a predictive policing program in the City of Kansas City.

- Build off the momentum from the recently launched KC No Violence Alliance (NoVA) to significantly enhance the use of data-driven strategies to reduce crime in Kansas City.
- Evolve KC NoVA's "focused-deterrent" effort into a full-scale predictive-policing program by convening a working group of KCPD leaders, legal officials, criminologists, neighborhood representatives, computer programmers, and statisticians to formalize a data-analytics, mapping, and resource-allocation strategy for the predictive policing program.
- Move forward with enhancing the use of predictive, geo-coded data to improve resource deployment through proactive targeting of high-crime areas.
- As a component of the predictive policing initiative, develop a comprehensive and collaborative Youth Activities Program in Kansas City as a coordinated, inter-agency response to addressing risk factors for criminal behavior.
- Implement a coordinated media campaign to educate the public on the program's success and optimize its deterrent effect.

Tentative timeframe: Short Term
Best practice: Operation Blue CRUSH (Memphis, TN)
Potential coordinator: KCPD

8.0 Talent Development and Education

The quality of a community's workforce is its number one asset. There is no avoiding the fact that the best jobs in today's economy are going to workers with the most competitive skill-sets, while "talent magnets" such as Austin, Texas and Raleigh-Durham, North Carolina are among the nation's strongest economies. These communities import a large percentage of their workforces as professionals of all ages are drawn to these regions for their supply of high-paying jobs and dynamic quality of life. That is not to say that public schools and the "pipeline" of workers for local companies are not important, only that incumbent workers are supplemented by a constant flow of outside talent. Kansas City is challenged on both counts; it is seeing top talent leave for other communities and its core public school district is unaccredited and threatened with state takeover. What has been proven effective in other cities is no less than a complete and total community-wide "ownership" of public education and career-focused training to constantly monitor performance and foster data-driven solutions. Many public and private stakeholder groups are fighting to save underperforming Kansas City schools, but it is a battle that must leverage a coordinated, connected, and aggressive partnership of local organizations, advocates, businesses, higher education institutions, and government to achieve lasting results. Better aligning pre-K to 12 education with local college and university programs, workforce and training providers, and Kansas City employers will create an aligned "pipeline" preparing local students for high-value careers.

8.1: BUILD a comprehensive public-private coalition to improve Kansas City's public school systems and develop "cradle-to-career" training pipelines.

- Form a coordinating committee to guide the development of the coalition based on national best-practices.
- Target the lowest-performing Kansas City public school districts for customized improvement strategies coordinated and facilitated by the coalition.
 - Engage all Kansas City public school districts and campuses under the framework of the coalition.
 - Ensure that early-childhood education programs are offered in all districts.
- Develop fully-aligned programmatic components and performance metrics to optimize education and workforce development in Kansas City based on targeted employment sectors.
- Focus components of the coalition strategy on lifelong-learning opportunities and efforts to "re-career" adults for occupations in demand.
- Consider transitioning the coalition into a staffed organization.
- Engage higher education institutions and workforce development entities to ensure that career-training pipelines are fostered from "cradle to career."
- Consider the potential to develop and offer a local "career-readiness" certificate for local adults seeking occupational training.

- Leverage Kansas City's full complement of community non-profit and social services agencies in the coalition's efforts to partner on support strategies outside of the classroom.
- Consistently and aggressively communicate the coalition's efforts and successes to the public-at-large and external audiences to demonstrate Kansas City's commitment to educational improvement and best-in-class workforce development systems.

Tentative timeframe: Short to medium term

Best practices: Strive Partnership (Cincinnati, OH); Alignment Nashville (TN); 55,000 Degrees (Louisville, KY); Boston Opportunity Agenda (MA); Los Angeles Education Partnership (CA)

Potential coordinator: The Kansas City public-private school improvement coalition

8.2: SUPPORT efforts to retain local graduates and market Kansas City to external talent.

- Improve the coordination of local internship programs to ensure that Kansas City's college and university graduates are provided compelling opportunities to stay in the community.
- Partner with job-placement staff at the University of Kansas and University of Missouri flagship universities to connect graduating seniors with potential employment opportunities in Kansas City.
 - Consider the potential to ultimately expand job-placement partnerships to additional non-local state universities based on perceived demand.
- Leverage programs such as the "America's Creative Crossroads" initiative, KC 2.0, and other efforts to craft a coordinated talent-attraction campaign for Kansas City.
- Leverage a multi-media and social media presence for the talent-attraction effort.
- Seek to access alumni rosters from local colleges and universities to connect with expatriate graduates regarding a return to Kansas City.
- Outreach to local employers to identify open positions to link to external talent prospects.
- Work with genKC to host talent-attraction prospects for "reconnaissance" missions in Kansas City.

Tentative timeframe: Short term

Best practice: Greater Louisville (KY) talent attraction initiatives (LiveInLou.com, Louisville 101, Louisville Reunion, Greater Louisville International Professionals)

Potential coordinator: Kansas City Area Development Council

9.0 Target Sector Support

The Kansas City region is marketed to external prospects by the Kansas City Area Development Council, one of the nation's most accomplished and respected marketing organizations. KCADC's current featured industries are: Advanced Energy, Biosciences, Contact Centers, Data Centers, Distribution, Financial Services, Headquarters, and Manufacturing. Moreover, it has created sector-specific marketing campaigns for transportation/logistics (KC SmartPort); animal health and drug discovery (KC Animal Health Corridor); advanced energy (KC Advanced Energy); and IT/technology (KCnext). The City of Kansas City will not be the "go-to" location for all of the region's targets, but is competitive for many of them. City officials must work closely with KCADC to consistently ensure that the regional organization's target sectors capture the City's highest-value opportunity areas. EDC staff in Kansas City should also strive to assist the ADC and state development personnel as effectively and quickly as possible with project management, site and building information, and confirmation of available incentives.

9.1: DEVELOP research-supported Action Agendas for Kansas City's priority target business sectors.

- Conduct a comprehensive, quantitative, and qualitative inventory of existing City of Kansas City businesses to identify priority employment sectors to inform local economic development programming.
- Assess the presence and capacity of target-supportive resources such as education and training programs, research and development departments and centers, trade and industry associations/networks, and other elements.
- Based on the results of the research, work with regional partners to develop a list of strategic actions specific to City of Kansas City entities to support growth of targeted sectors.
 - Integrate into the Agendas all existing target-specific efforts such as the Big 5 strategy to grow Kansas City's medical research capacity "from discovery to cure."
 - Work with the KCADC to reconcile all identified City of Kansas City target sector priorities with KC Rising's priority clusters to ensure programmatic consistency.
- Build a strategy matrix for the Agenda based on program type (existing business, small business, attraction, public policy, workforce development, etc.) and key partners (higher education, chambers of commerce, state government, etc.).
 - Integrate the matrix into the master strategy matrix maintained by the Strategic Coordination Council (Action 3.1).

Tentative timeframe: Short term

Best practice: N/A

Potential coordinator: City of Kansas City

9.2: REFOCUS the KC Best (Business Expansion Support Team) program on Kansas City's highest value target sectors.

- Based on the targeted Action Agendas (Action 9.1), customize the KC Best program to these priority sectors.
- Formalize a visitation protocol based on identified target sectors, employer size, and frequency of visits.
- Ensure that existing business visits are conducted by professional staff with support of volunteers as necessary.
- Continue to leverage BRE software to capture information from existing business visits to inform expansion, policy, workforce, and attraction issues and opportunities.
- Effectively communicate issues and opportunities to all local and regional partner organizations.
- Determine how to provide effective import/export assistance to targeted firms.

Tentative timeframe: Short term

Best practice: Greater Austin (TX) Technology Partnership

Potential coordinators: City of Kansas City, Greater Kansas City Chamber

9.3: SUPPORT implementation of the KC Rising strategy.

- Include in the targeted Action Agendas (Action 9.1) activities coordinated by Kansas City agencies/departments that are supportive of KC Rising implementation.
- Foster open and ongoing communications with KCADC to ensure that City of Kansas City economic developers are meeting deadlines on information requests, incentives negotiations, and project management milestones.
- Seek ongoing feedback on how to optimize Kansas City's portfolio of sites/buildings, incentives, workforce-development pipelines, and infrastructure for external prospects.
 - Utilize feedback to inform project development and incentives strategies.

Tentative timeframe: Short term

Best practice: Multiple regional marketing programs

Potential coordinators: Kansas City Area Development Council, City of Kansas City

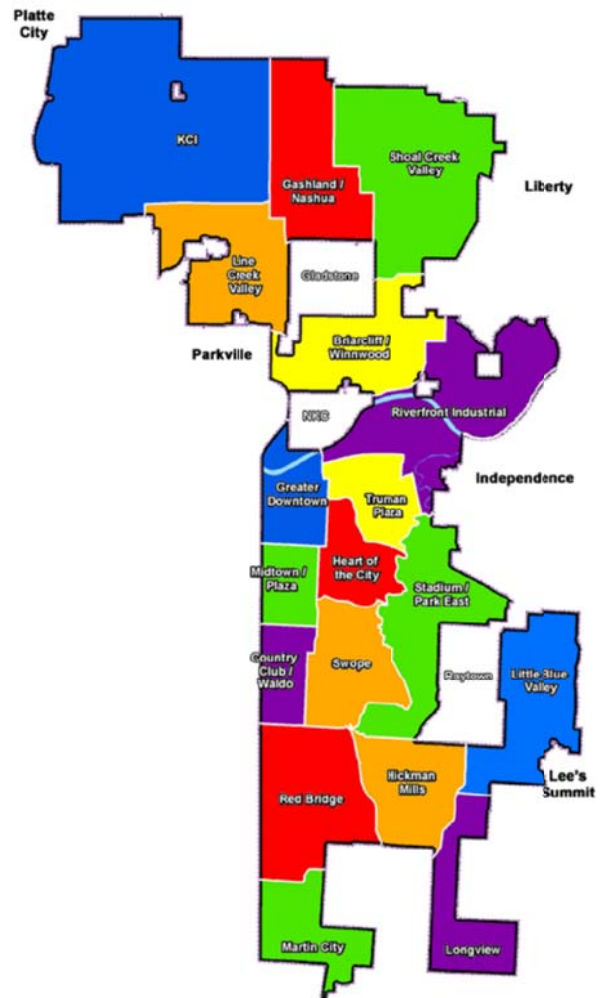
10.0 Urban Land Use and Revitalization

Kansas City’s planning and development is guided by a framework established in the 1998 FOCUS (Forging Our Comprehensive Urban Strategy) Kansas City Plan, a 1000-plus page strategy that serves as a twenty-year comprehensive plan for the City’s physical framework, neighborhood development, historic preservation, urban core development, Northland development, governance, and “human” investment in education and training. FOCUS’ 12 “building blocks” are applied to each core strategy and affect all aspects of Kansas City life.

The vision and goals of FOCUS are applied to 18 “geographic area plan regions” throughout Kansas City in the form of detailed Area Plans developed for each district. The map at right displays the 18 plan regions. Area Plans include recommendations for land use, zoning, water and sewer needs, street and traffic planning, fire and police stations, topography and slopes, soils, historic preservation, and urban design elements.

Area Plans are complemented by City-Wide Plans like Trails KC and Bike KC, Neighborhood Plans for single neighborhoods experiencing significant issues and pressures, and Project Plans that deal with geographic areas smaller than a neighborhood such as the Plaza Urban Design and Development Plan. These plans are further impacted by efforts such as the Big 5’s Urban Core Initiative focused on a narrowly defined inner city corridor.

FOCUS’ Citywide Physical Framework Plan includes strategic land use planning guidelines, prescribes the City’s future character of growth, development and redevelopment, and assesses its capital needs. Kansas City planning and development officials should strive to coordinate their activities as effectively as possible under a city-wide growth framework based on the tenets of the FOCUS plan but allowing for the small-area and city-wide plans that have been developed since its approval in 1998. Previous, current, and future assessments of infrastructure and transportation needs should also be integrated into a coordinated land use framework for the City of Kansas City.



10.1: DEVELOP a Land Use and Planning Update to the FOCUS Plan's Citywide Physical Framework Plan.

- Produce a descriptive and visual inventory of City-Wide, Area, Neighborhood, and Project plans that have been developed since the launch of FOCUS implementation.
 - Categorize the activities that have taken place related to implementation of these plans.
- Incorporate into the Update all major improvements that have been made to Kansas City's physical infrastructure, including streets, sidewalks, highways, bridges, utilities, telecommunications, wireless transmission stations, and other projects.
- Assess how post-1998 planning and development has impacted the analysis and recommendations of the FOCUS Physical Framework Plan.
- Determine if any adjustments are needed in the FOCUS land use assumptions or "geographic area plan regions."
 - Ensure that confirmation of "geographic area plan regions" is informed by the presence of economic development catalysts and revitalization opportunities.
- Use the Update findings to coordinate future Kansas City planning and development scenarios into the FOCUS Physical Framework Plan.
 - This includes efforts to assess priority infrastructure development needs.

Tentative timeframe: Short term

Best practice: N/A

Potential coordinator: City of Kansas City

10.2: LEVERAGE the Land Use and Planning Update to inform economic development and revitalization activities.

- Utilize the confirmed "geographic area plan regions" from the Update as the basis for economic development investments.
 - Ensure the designated "plan regions" inform the grading of potential development incentives (Action 2.2).
 - Leverage the target sector Action Agendas (Action 9.1) to identify potential target-supportive developments in "plan regions" such as wet-labs, incubators, training centers, and other projects.
 - Coordinate development in the "plan regions" with KC Best and KC Rising implementation efforts.
- Determine how the assessment of housing needs/opportunities in "plan regions" will impact the City of Kansas City's incentives review process and "grading" system for use of statutory funding tools.

- Research and identify typical housing demands and preferences of each target sector's talent base (i.e., creative arts talent is drawn to mixed-use environments such as River Market and the Crossroads District) to inform district development and revitalization strategies and use of statutory incentives.
- Leverage Kansas City's new land bank to acquire vacant and/or delinquent properties and bank them for future rehabilitation and resale in coordination with the FOCUS Physical Framework Plan.

Tentative timeframe: Short to Medium term

Informed by: N/A

Potential coordinator: City of Kansas City

CONCLUSION

The City of Kansas City has long been one of the Midwest's most dynamic and important urban areas. It was established and grew as a nexus for movement of people, goods, and livestock and has continued to serve as a hub of transportation, commerce, and culture ever since. The City can boast numerous historic shopping districts and grand residential neighborhoods, world-class arts, culture, recreation, and tourism amenities, major league sports franchises, a system of boulevards that is still referenced in planning and architectural textbooks, a collection of fountains and sculptures that rival anywhere in the country, and, of course, world-famous barbeque.

But growth trends in the City of Kansas City do not reflect its tremendous wealth of assets. Population south of the Missouri River is declining, crime continues above state and national rates, employment growth is stagnant, people of different races and ethnicities are separated by real and figurative boundaries, and public education has become the principal driver of out-migration from the City limits.

Recognizing that something must be done to arrest these trends and better leverage multiple local planning efforts like the Greater Kansas City Chamber's Big 5 initiative, the Kansas City Area Development Council's KC Rising plan, and numerous others, the City of Kansas City launched this AdvanceKC strategy to reclaim the City's standing as a community of choice for employers and talent. While certain efforts proposed in this Strategic Plan will take years and significant resources to accomplish, others are achievable in the short and medium-term futures. Above all, what will determine Kansas City's future trajectory and success will be the degree to which different constituencies can come together in more effective, coordinated, collaborative, and sustainable ways to fight for a shared vision of Kansas City as the world-class community it can one day become.

The Strategic Plan represents **WHAT** Kansas City must do to be most competitive for today's highest-value jobs and top talent. **HOW** that will be accomplished, including the roles of City of Kansas City departments and their partners, is detailed in the AdvanceKC Implementation Plan.

APPENDIX: BEST PRACTICES

Market Street maintains an extensive library of best practice programs, processes, organizations, and efforts for application to key competitive opportunities and challenges identified through our comprehensive research process. Best practices recommended to inform the AdvanceKC strategic plan were selected based on their specific relevance to actions and efforts the City of Kansas City can pursue. Ultimately, local leadership should utilize these best practices as guidelines and potential programmatic models to inform strategic efforts custom-tailored to Kansas City's strategic programs.

1.1: SAN FRANCISCO (CA) ARTS TASK FORCE

www.sfartscommission.org/about/annual_report/SF_ArtsTaskForceReport.pdf

The San Francisco Arts Task Force was established by the Board of Supervisors on December 14th, 2004. The Task Force was charged with updating and restructuring the various elements of the City's agencies, programs, and policies concerning the arts. During its process, the Task Force concluded that coordination between the arts agencies and other city departments as well as coordination between arts agencies themselves were impeding the growth of creative sectors in San Francisco. Along with a lack of coordination, the Task Force found that a lack of focus regarding the implementation of the City's master plan, an absence of a formalized strategic planning process for the arts, and little development or fundraising capability for City arts programs were also hampering the local arts community. The Task Force identified the following themes to address these issues:

- **Revenue:** To restore, stabilize, and enhance Hotel Tax revenue to support the arts industry, while collaborating with all city departments to include the arts in each department's budgeted activities and expand arts resources throughout the City.
- **Programming:** To stabilize, reorganize, and expand city arts resources, programming and services to the arts industry and the public.
- **Structure:** Empower visionary leadership to advocate for the arts through all city activities, improve policy coordination among all city arts activities, elevate the political profile of the arts to ensure that the power, impact and influence of the arts are part of all policy discussions, increase accountability to the citizenry regarding policy- and grant- making, allocate city resources equitably among organizations of all sizes and cultural traditions, and increase departmental efficiency and effectiveness.

1.1: SYRACUSE (NY) PUBLIC ARTS TASK FORCE

40belowpatf.com/

The Syracuse Public Arts Task Force (known as the 40 Below Public Arts Task Force) was convened to create public art and cultivate a culture of public art in Syracuse, New York. Composing the Task Force

were local artists, community leaders, arts organizations, and interested volunteers. Through the creation of public art, 40 Below seeks to:

- Foster community involvement.
- Beautify and add aesthetic interest to the City of Syracuse.
- Promote a vibrant, desirable community in which to live.
- Increase public awareness for the 40 below organization.

Along with a variety of public art projects, the 40 Below Task Force has converted an abandoned train yard into the City's first art park. Lipe Art Park is a public green space open to the community for personal recreation, public gatherings, and also serves as a creation, performance, and appreciation space for all forms of art.

Another program supported by the 40 Below Task Force include supporting the Syracuse Public Artist in Residence, who works with Syracuse University's Industrial Interaction Design students and community participants to create public art that will act as a symbolic and formal reminder the importance of a local creek to the development of the City of Syracuse.

1.2: PRATT MUNSON-WILLIAMS-PROCTOR (UTICA, NY)

www.mwpai.edu/

PrattMWP is a higher education collaboration between the Pratt Institute and the Munson-Williams-Proctor Arts Institute. The Utica, New York campus resides on 10 acres in downtown Utica, comprising 15 total buildings. Its facilities include the Studio Building, home to seven art studios and art galleries, and an outdoor sculpture court which borders the building.

Complementing the Studio Building are five historic buildings that have been renovated by PrattMWP to foster a vibrant downtown, preserve the historic aesthetic of Utica, and provide student accommodations. PrattMWP also boasts a number of art galleries including the School of Art Gallery which awards exhibitions to highly qualified artists who give a gallery talk or slide lecture to students working in a range of media and the McCulley Student Gallery, an exhibition space for students to display their work.

1.3: MASTER PLAN FOR RENEWING OUR OLMSTED PARKS AND PARKWAYS (LOUISVILLE, KY)

www.louisvilleky.gov/MetroParks/planninganddesign/projects/Olmstedparksmasterplan.htm

Louisville's Olmstead Parks and Parkways were one the last major works by the renowned landscape architect Fredrick Law Olmsted, Sr. and one of only five parks and parkway systems he designed. By

the 1980s, Louisville's Olmsted Park and Parkway system fell into a state of disrepair and misuse spurning a public-private partnership to revive the park and parkway system to rediscover and preserve Louisville's Historic asset. In 1989, then Mayor Jerry Abramson established a planning and fundraising partnership between the City of Louisville and the private sector. The partnership, the Louisville Olmsted Parks Conservancy, was charged with preserving the legacy of Louisville's Olmsted Parks and Parkways. In order to accomplish its mission, the Conservancy developed a master plan and fundraising strategy for the plan's implementation.

During the planning process, the Conservancy engaged a multi-disciplinary team comprised of landscape architects, historians, engineers, and ecologists, who worked closely with Louisville's citizens, the Louisville and Jefferson County Parks Department, and the city and county agencies. Public engagement consisted of public workshops and interviews with more than 600 individuals, including elected officials, public agencies, community leaders and the public at-large. Funds providing for the implementation of the Master Plan came from two sources: the City of Louisville and the Conservancy. Public funds were invested primarily in the park's infrastructure while funds from the Conservancy contributed to park renewal and enhancement efforts.

1.3: DALLAS (TX) PARK AND RECREATION DEPARTMENT RENAISSANCE PLAN

www.dallasparks.org/downloads/RenaissancePlan.pdf

Beset by city budget cuts due to an economic recession in Texas during the mid-1980s, the Dallas park system went from a National Recreation and Park Association Gold Medal Award winner to a state of disrepair over the span of 20 years. As a result, the Dallas Park System Renaissance Plan was initiated to recover the quality and prestige of the Dallas park system, regain the confidence and enthusiasm of the citizens, and reposition Dallas as a recognized state and national leader.

From the beginning of the planning process the Dallas Park System Renaissance Plan emphasized the importance of public involvement in the planning process. The Plan engaged citizens and stakeholders of Dallas in the overall visioning process through five main outlets: interviews with key community leaders, public focus groups of diverse park users, public forums across Dallas, staff focus groups with representatives throughout the department, and a citizen survey distributed randomly throughout the City. The resulting community vision was to become the premier park and recreation system in the United States by recovering the quality and prestige of the Dallas park system, regaining the confidence and enthusiasm from citizens, and repositioning the Dallas Park and Recreation Department as a recognized state and national leader.

3.1: DENVER (CO) OFFICE OF STRATEGIC PARTNERSHIPS

denvergov.org/Default.aspx?alias=denvergov.org/strategicpartnerships

Created in 2004, the Denver Office of Strategic Partnerships was developed with the sole purpose of fostering increased collaboration between the City of Denver and the nonprofit sector. While the Office has implemented a number of different programs since its founding, the central belief of the organization is that, by working collectively, the public and nonprofit sectors can become more efficient and effective in supporting and strengthening Denver's communities and economy. Although the Denver Office of Strategic Partnership's mission is to bridge public and nonprofit sectors together, its practices have implications for organizations seeking to develop strategic partnerships within their own municipal government. The Office focuses on fostering individual skills and tools to encourage the creation of cross-sector partnerships, continuing and expanding active collaborative facilitation, and helping to leverage government grant and real estate resources in innovative ways through public-private partnerships.

3.2: GRAND RAPIDS (MI) INSTITUTE FOR HEALING RACISM

www.grandrapids.org/institute-for-healing-racism

Initiated by the Grand Rapids Area Chamber of Commerce in 1997, the Institute for Healing Racism was created to eliminate individual and institutional racism and build bridges between Grand Rapids constituencies. More than 2,000 people have completed the two-day Facing Racism program. Through this program, participants take part in an intensive experience that encourages group participants to speak candidly about race issues in Grand Rapids. Participants have described it as an "emotional" and "eye-opening" event. Over the two day event, Facing Racism seeks:

- To explain how racism came into being in the United States.
- To gain an understanding of the pathology of the disease of racism and what constitutes the wounds caused by it.
- To provide a place where those who have experienced racism and those who have perpetuated it may come together to help each other arrive at new understanding and heal the pain experienced by both.
- To promote action to eliminate institutional and individual racist behaviors and practices within business and community.

Multiple CEOs and other leaders credit the program with improving the diversity and openness of their businesses and organizations.

4.2: GIG CITY (CHATTANOOGA, TN)

<http://thegigcity.com/welcome>

As the first city in the Western Hemisphere to offer one gigabit-per-second fiber internet service to all of its residents and businesses, the City of Chattanooga embarked upon Gig City to cultivate innovative ideas to fully leverage the ultra-high speed internet access. The initial infrastructure was installed by Chattanooga's publicly-owned electric power system, EPB, to support an advanced Smart Grid system. At 20 to 200 times the maximum speed available in other communities, the infrastructure opens the door to innovative ways to conduct business as well as support learning and entertainment.

As part of the Gig City effort, the City of Chattanooga hosted a series of competitions in summer 2012 for students and entrepreneurs to launch business ventures utilizing ultra-speed internet. Dubbed GigTank, the startup accelerator-think tank-contest compels entrepreneurs and students to develop innovative, ultra-speed business models with mentorship provided by teams of accomplished entrepreneurs, venture capitalists (VCs), and angel investors. Entrepreneurs with the most disruptive business plan will capture a cash prize of \$100,000 while students will obtain \$50,000 and a chance to pitch their idea to VCs and Angel investors.

Funding for Gig City was secured with a \$111.5 million stimulus grant from the Department of Energy for smart grid infrastructure with the public utility raising matching funds to expand the ultra-speed telecommunications infrastructure to local businesses and residents.

5.1: IDEA VILLAGE (NEW ORLEANS, LA)

<http://ideavillage.org/>

Idea Village was a response to the flight of young talent from New Orleans. The exodus of young talent produced a void of creative individuals to support economic growth and address pressing social issues in the New Orleans. The founders of Idea Village envisioned an organization with the sole purpose of attracting and retaining young, entrepreneurial talent who would, in turn, develop innovative solutions to social challenges, becoming the new generation of New Orleans civic leaders.

Idea Village incorporated in 2002 as an independent 501c(3) non-profit organization. Idea Village embraced the idea that the best avenue to economic growth was nurturing homegrown entrepreneurs. Since its inception, Idea Village has implemented a long-range plan to build an entrepreneurial ecosystem in New Orleans. The Idea Village achieves its mission to identify, support, and retain entrepreneurial talent in New Orleans through the following programs:

- IDEAxcelerator: Supports high-impact entrepreneurs through an intensive six-month business accelerator program managed by a team of entrepreneurs-in-residence.

- IDEAINSTITUTE: This entrepreneur education program features speaker series, roundtables, and workshops conducted by well-known local and national thought leaders who focus on a variety of topics critical to the success of startups.
- New Orleans Entrepreneur Week: The nationally-recognized festival of entrepreneurship celebrates and supports the network of talent that has enabled New Orleans to become a hub of entrepreneurship and innovation. For seven days, venture capitalists, angel investors, business professionals, corporate volunteers, and policy leaders along with visiting MBA students come together to support local entrepreneurs and the growing New Orleans entrepreneurial econ-system

5.1: Y-COMBINATOR (MOUNTAIN VIEW, CA)

<http://ycombinator.com/>

Y-Combinator works with entrepreneurs to hone their business ideas over an intensive 13-week course. Throughout the course, Y-Combinator advisors help entrepreneurs navigate the challenges associated with developing an innovative business plan. These advisors assist entrepreneurs with more mundane problems (such as what to name the business) to more important questions such as developing an innovative initial prototype to capture the interest of investors. Entrepreneurs also receive mentorship sessions featuring CEOs from large, established technology firms, coaching days with venture capitalists, and one-on-one time with Y-Combinator's advisors.

At the completion of the course, Y-Combinator convenes a group of angel and venture capital investors to hear business pitches on "Demo Day." Demo Day affords start-up founders an opportunity to pitch their business models and business plans to a group of investors. Other services offered by Y-Combinator include legal help (ranging from gaining incorporation to filing for a patent), hiring the firms' first employees, mediating disputes between founders, and how to close an investment deal.

5.1: CINCY TECH (CINCINNATI, OH)

www.cincytechventures.com

CincyTech is a public-private partnership with a mission of investing in high-growth startup technology companies in Southwest Ohio. CincyTech accomplishes its mission through management assistance, seed-capital investments, and supporting connections to key community partners. In order to further support high-growth start-up technology companies, CincyTech supports nearly 20 companies in the life sciences and information technology sectors at its incubator facility. Out-of-state firms are recruited to CincyTech and provided start-up funding based on the pledge that they will move their operations to Greater Cincinnati. CincyTech's staff of 11 includes a number of entrepreneurs-in-residence. Together, they provide:

- Connections to a network of resources for assistance.
- Management assistance to help accelerate the growth of promising technology companies.
- Seed-stage investments through a \$9.7 million seed fund.
- Capital formation assistance provided by an investment development director who works with clients to access follow-on rounds of capital from Angel and private-equity investors regionally and nationally.
- Imagining Grants to prove the potential of technologies developed at regional research centers to be commercialized by startup companies.
- Grants to launch new companies based on orphaned technology at established regional companies.

In 2011, CincyTech reviewed 747 investment opportunities and gave 167 companies significant technical assistance, with 28 receiving CincyTech investment. Through its partnerships, CincyTech leveraged its \$9.7 million seed-investment fund to raise an additional \$98.3 million from private sources. This investment supported the creation of 207 jobs in Greater Cincinnati.

5.2: **ARTISTS AS ENTREPRENEUR BOOT CAMP (NEW YORK, NY)**

<http://www.nyfa.org/level3.asp?id=785&fid=1&sid=76>

Artists as Entrepreneur Boot Camp is a program administered by the New York Foundations for the Arts (NYFA) for visual, performing, and literary artists who want an opportunity for individualized training on the professional and business aspects of their creative practices. The Boot Camp consists of an intense five session course that trains 50 to 60 artists in the principles of business sustainability in the creative industry. Through a rigorous blend of formal classes, individualized training, networking and group interaction, participating artists develop professional goals as well as craft a business plan. The curriculum emphasizes goal setting, business plan creation, financial management, strengthening grant or project applications, improving writing and presentation skills, and identifying career opportunities.

Other education services offered by the Boot Camp include strategies for expanding visibility with an emphasis on website and social networking presence, business accounting and law, and fundraising. The Boot Camp is supported by the New York City Economic Development Corporation.

5.2: **THE INSTITUTE FOR ARTS ENTREPRENEURSHIP BOOST CAMP (CHICAGO, IL)**

<http://www.instituteforartsentrepreneurship.com/>

The Institute for Arts Entrepreneurship is a Chicago-based educational nonprofit institution committed to helping artists develop the knowledge and skills to create a successful, meaningful, and sustainable life. The Institute's training is predicated on the belief that artists have the capacity to:

Through its Boost Camp, the Institute provides artists with a 12 week program where they are introduced to creative, entrepreneurial, and innovative experts from around the world. Boost Camp seeks to help artists: (Re) Discover who they are and their unique value proposition, determine the sustainability of their creative ideas, develop a personal business model, identify solutions to improve their business model, define a target market, and learn how to protect their intellectual property among other goals.

5.2: **SPRINGBOARD (CINCINNATI, OH)**

<http://www.artplaceamerica.org/articles/springboard-8/>

Sponsored by the ArtWorks of Cincinnati, SpringBoard seeks to provide artisans and creative entrepreneurs with business development training and a collaborative work space in the City's Over-the-Rhine neighborhood. By leveraging investment in the newly proposed streetcar line, ArtWorks of Cincinnati hopes that the artist incubator will invigorate the local neighborhood with creative entrepreneurs seeking to promote cultural vibrancy through business creation.

Creative entrepreneurs who participate in SpringBoard receive an eight-week business planning course along with access to monthly roundtables which cover a range of topics germane to small business development. These courses and roundtables are further complemented by a co-work space affording artists and creative entrepreneurs access to a collaborative environment. Funding for SpringBoard was made possible by a \$150,000 grant from ArtPlace, a public-private collaborative effort to invest in art and culture across the United States.

6.2: **BIKE LOUISVILLE (KY)**

<http://www.louisvilleky.gov/bikelouisville/>

Bike Louisville is a bicycle advocacy group formed in 2008. The group is composed of team members from both public and private sectors who seek to create a safe, efficient, and enjoyable bicycling environment for riders of all ages and levels of experience. The program focuses on the five evaluative criteria outlined by the League of American Bicyclists' Bicycle Friendly Community program. In order to better organize "bike-friendly" evaluative criteria as well as improve the flexibility of the Bike Louisville Program, the Bike Louisville team is divided five groups each responsible for a strategic-improvement area. This allows the group to better leverage its skill-set and area of interest to aid the promotion of creating a safe, efficient, and enjoyable bicycling environment.

6.2: BIKE ST. LOUIS (MO)

<http://bikestlouis.org/>

The Bike St. Louis Project originally grew out of a partnership between the City of St. Louis and the Great Rivers Greenway District. The initial organization sought to connect the parks in the City of St. Louis for cyclists while providing safe bicycle commuter routes. After an initial planning effort lead by community stakeholders, the first 20 miles of continuous on-street bicycle routes were unveiled in the spring of 2005. In addition to road signage, bike maps containing bike safety information and an educational program present to over 30 middle school students promote bicycling as an alternative means of transportation within the City. In 2008, the City of St. Louis completed its first major expansion of its bike network since 2005. The expansion added nearly 50 miles of additional bicycle routes in St. Louis and provided expanded connections from downtown to neighborhoods, business districts, educational, cultural, and recreation amenities in North and South St. Louis. The new routes also connected the current bicycle network with a riverfront trail and bridge bikeway along the Mississippi River, and local greenways. Along with the extension to the bike trails, the Bike St. Louis project engaged in a public awareness campaign promoting bicycle safety and the health and environmental benefits of bicycling.

6.2: SIOUX FALLS (SD) BICYCLE MASTER PLAN

<http://www.siouxfalls.org/planning-building/planning/transportation/highlights/bicycle-planning/trail-master-plan.aspx>

Sioux Falls developed its first bicycle trail route in the 1970s along the Sioux and Skunk Creek greenways establishing one of the nation's first urban bicycle trails. With its initial investment, the Big Sioux Trail connected most of the City's largest parks together into continuous greenway as well as Downtown Sioux Falls and the majority of the City's neighborhoods. Along with the trail, the City also added a network of 11 signed and numbered bike routes further linking neighborhoods to the main trail. In 2001, Sioux Falls expanded its original Bicycle Master Plan to include future bike routes, road and drain design guidelines, connectivity between urban and rural bike routes and a "complete streets" policy to ensure all development and street projects integrate all modes of travel.

6.2: MINNEAPOLIS (MN) BICYCLE PROGRAM

<http://www.ci.minneapolis.mn.us/bicycles/>

The City of Minneapolis Bicycle Program is joint-agency partnership that integrates the efforts of many divisions and departments throughout the City of Minneapolis to address issues related to bicycle transportation. Each division or department handles a specific task regarding bicycle planning and safety as well as shares responsibility for integrating their efforts with the other departments:

Along with inter-agency coordination, the City of Minneapolis Bicycle Program collaborates with various bicycle-related organizations including the Minneapolis Bicycle Coalition, Bike Walk Twin Cities, Bicycle Alliance of Minnesota, Twin Cities Greenways and the Midtown Greenway Coalition.

7.2: OPERATION BLUE CRUSH (MEMPHIS, TN)

www.memphispolice.org/blue%20crush.htm

Operation Blue CRUSH (Crime Reduction Utilizing Statistic History) began as a partnership between the University of Memphis' Department of Criminology and Criminal Justice along with the Memphis Police Department. The partnership utilized predictive analytics through mapping and historical statistical analysis to target crime hot spots and chronic perpetrators thereby combating criminal activity in a proactive manner.

As a result of the success of Operation Blue CRUSH, the pilot program has since evolved into a department-wide philosophy. The Police department restructured its organization to allow for more effective integration of its manpower, resources, and intelligence gathering capabilities. Along with the use of real time data to predict potential crimes, Operation Blue CRUSH has commenced an outreach strategy to engage and maintain public support for its effort through establishing sustained contact with community leaders and neighborhood groups, developing diversified and sustained media exposure, and engaging the assistance of various referral agencies and service organizations when needed.

8.1: STRIVE PARTNERSHIP (CINCINNATI, OH)

www.strivetogether.org

The Strive Partnership in Metro Cincinnati is a 501(c)3 coalition of early childhood advocates, district superintendents, college and university presidents, community funders, business leaders, and service providers united around shared issues, goals and measurements, and results. With a motto of "Every Child, Every Step of the Way, From Cradle to Career," the Partnership seeks to serve as a catalyst for working together across sectors and along the entire educational continuum to drive better results in education. The guiding goals of the Strive Partnership are that every child is prepared for school, every child is supported inside and outside of school, every child succeeds academically, every child enrolls in some form of postsecondary education, and every child graduates and enters a career.

The Strive Partnership is guided by data driven decision-making, facilitating and sustaining coordinated action, and advocating for and aligning funding around what works. To measure success, the Strive Partnership tracks its progress relative to: kindergarten readiness, reading and math achievement, high school graduation rates, average ACT scores, college enrollment, completion, and retention.

8.1: ALIGNMENT NASHVILLE (TN)

www.alignmentnashville.org

Emerging from a study conducted by the Nashville Area Chamber of Commerce, Alignment Nashville brings community organizations and resources into alignment so that their coordinated support of Nashville's youth has a maximum impact on public schools success, children's health, and the success of Nashville's community as a whole. Alignment Nashville integrates the efforts of over 175 nonprofit organizations, ensuring that their work aligns with the strategic plans of the Metro Nashville Public School System, and other local community plans.

Alignment Nashville is overseen by a board of directors and operating board, consisting of Metro Nashville Public Schools administrators and community organization executives. The board also develops direction and processes for the initiative's working committees. Greater returns on investment; higher quality services; enhanced capacity; and better leveraging of local funding are goals of Alignment Nashville.

Alignment Nashville was utilized during the creation of the Metro Nashville Public Schools' 2007-14 Strategic Plan developed by the Cambridge Group. The program was funded by public and private entities throughout Metro Nashville.

8.1: 55,000 DEGREES (LOUISVILLE, KY)

www.55000degrees.org

The public-private organization 55,000 Degrees emerged from the work of a Greater Louisville Education Roundtable commissioned in 2008 to look at strategies to raise educational attainment and create transformational change. A planning retreat for Roundtable members resulted in the May 2010 signing of the Greater Louisville Education Commitment. The Commitment's five central objectives are:

- Create and support a college-going culture.
- Use the business community's leverage to accelerate attainment.
- Prepare students for success in college, career, citizenship and life.
- Make post-secondary education accessible and affordable.
- Increase educational persistence, performance and progress.

In October 2010, 55,000 Degrees was created to help realize the Commitment's goals of adding 40,000 bachelor's degrees and 15,000 associate's degrees by 2020. Led by a board of directors from the education and business communities, 55,000 Degrees seeks to connect the community by working to reform local schools. 55,000 degrees collects data about current academic achievement to

advise policymakers on the best methods for reforming education systems as well as to engage the community via its website and interactive dashboard.

8.1: BOSTON (MA) OPPORTUNITY AGENDA

<http://www.bostonopportunityagenda.org/>

The Boston Opportunity Agenda is a public-private cooperative effort that seeks to set a standard for education collaboration around a shared set of data-driven goals. Together, the members of this public-private partnership have committed \$27 million to a comprehensive approach to education reform that spans the entire talent pipeline. The Boston Opportunity Agenda has four major priorities:

- A Strong Educational Foundation – Focuses on closing the achievement gap by promoting early literacy achievement and 3rd grade literacy.
- On Track for High School Graduation – Performance measures include 8th grade Algebra 1 enrollment for non-exam school students, B or higher in Algebra 1 or Math 8, and passing all 10th grade MCAS Tests.
- High School Completion – Seeks to reduce the annual dropout rate and increase the four-year graduation rate.
- Post-Secondary Achievement – The post-secondary achievement priority attempts to increase the number of Boston Public School graduates with an Associate’s degree or higher and adult learners entering post-secondary institutions.

Programs under the Boston Opportunity Agenda are highly collaborative. For example, “Thrive in 5,” a partnership between the City of Boston and the United Way of Massachusetts Bay and Merrimack Valley, seeks to ensure universal school readiness for all of Boston’s children. Another program called the Adult Opportunity Network is a collaboration between the Massachusetts Department of Elementary and Secondary Education and the Mayor’s Office of Jobs and Community Services that is building a networked system of adult education providers offering a clear pathway to postsecondary education.

8.1: LOS ANGELES (CA) EDUCATION PARTNERSHIP

<http://www.laep.org/>

The Los Angeles Education Partnership’s mission is to help students in high-need schools improve their academic achievement through partnering with educators, parents, and the community. The Partnership works both outside of schools as an agent of change and within schools as a collaborative partner bringing ideas, resources, and expertise to bear on challenges faced by school administrators, teachers, and students in high-need schools. The Partnership has six key programs:

- Career Academies – Career Academies operate as small learning communities in twelve high-need high schools, providing nearly 3,500 students with a rigorous college-prep education and industry themed learning experience.
- Community Schools – Community Schools are engage participants in ongoing efforts to improve schools, garner and coordinate community resources, and build powerful social networks that strengthen school and their communities.
- Early Childhood – The early childhood initiatives prepares children ages 0 to 5 in low income families to become successful students when they enter school by working with children directly; by educating parents in child development, parenting and literacy skills, home safety and child health; and by providing resources to eliminate barriers to success.
- Humanitas - Humanitas offers students the opportunity to participate in a challenging, interdisciplinary learning experience organized around relevant themes that encourage critical thinking, writing and verbal skills.
- Professional Development - Offers learning support for teachers, schools and school districts who seek to improve student achievement and increase retention rates.
- Science and Math Initiative - A teacher-directed network engaging teachers from kindergarten through high school in efforts to strengthen teaching in science and math for all students.

8.2: LOUISVILLE (KY) TALENT ATTRACTION EFFORTS

LOUISVILLE REUNION EVENTS

http://www.greaterlouisville.com/EconomicDevelopment/Talent/Talent_Attraction/?terms=Louisville%20Reunion%20Events

Greater Louisville, Inc. (GLI) and the Louisville Metro Government developed Louisville Reunion events as a method to reconnect with former Louisville residents and try to attract them back to the city. The reunions began in Chicago and have since been held in Atlanta, Dallas, San Francisco, and other cities. These events have attracted around 400 participants each, with the events centered on raising awareness about the attractiveness of Louisville as a place to live and work.

The reunion events include a cocktail hour and presentation that focus on Louisville's amenities, its downtown revitalization efforts, and low cost of living relative to other areas. The events have also served as a pedestal for job announcements. At one gathering, a representative of Louisville-based Yum Brands announced 100 new marketing and technology jobs.

GLI advertises the events through an email list of Louisville ex-patriots in targeted metro areas gathered from individuals signing up on GLI's website or at the Louisville International Airport where GLI has a table set up during peak travel times. GLI also proactively tracks past residents via local high school and college alumni groups.

LOUISVILLE 101

http://www.greaterlouisville.com/EconomicDevelopment/Talent/Talent_Attraction/?terms=Louisville%20Reunion%20Events

As a way for ex-patriots returning to Louisville to reconnect with the region – or for newcomers to build awareness of the area and meet new people – GLI coordinates a program called “Louisville 101.” Louisville 101 is an interactive half-day program that immerses participants in the life and culture of the region. The program includes:

- A showcase of Louisville neighborhoods
- Arts and entertainment
- Current issues facing the region
- Information on the city-county merger of 2000
- Profiles of Louisville’s diversity and multicultural communities
- A “Taste of Louisville” – a sampling of signature Louisville favorites

Louisville 101 begins with a personal welcome from the Metro mayor and other local leaders. Participating in the program offers attendees the opportunity to learn about the community from corporate and civic leaders and is designed to familiarize participants with the region and all it has to offer. Louisville 101 also offers a way to meet other new residents or returning ex-patriots through networking time with representatives from community organizations.

GREATER LOUISVILLE INTERNATIONAL PROFESSIONALS

<http://www.greaterlouisville.com/GLIP/>

Greater Louisville International Professionals (GLIP) showcases Louisville’s inclusiveness by bridging Greater Louisville’s international and business communities together. GLIP also offers a connection point for the area’s professionals and companies doing business internationally or thinking with a global perspective.

GLIP’s vision is to transform Louisville into an internationally inclusive “economic hot spot.” In order to achieve its goals, the organization offers four key services:

- Talent sourcing – Through its database of talented, international professionals, GLIP provides local business or community organizations with identification services for leaders, speakers, and talent with an international background.
- Relocation assistance – Along with assisting recruiters, relocation agencies, and universities in the relocation of expatriates, GLIP ensures international families are plugged in with the right people, organizations, and businesses upon relocation to Greater Louisville.
- International community and business connections – GLIP focuses on connecting a wide range of international professionals with leaders of the business community in a business, educational, and social setting.

- Portal to international community events – GLIP’s website, social media, and newsletter encourages interaction among the international community.

GLIP membership now includes representatives of 96 countries, over 1,250 online members and a database of 3,500 foreign-born professionals and expatriates, executives and entrepreneurs, post-secondary international academics as well as local business executives and recruiters who work internationally.

9.2: GREATER AUSTIN (TX) TECHNOLOGY PARTNERSHIP

<http://www.austinchamber.com/technology/tech-partnership/>

In September 2010, the Greater Austin Chamber of Commerce created the Greater Austin Technology Partnership (GATP) to engage local technology community executives in strategic planning efforts to recruit and retain high-tech companies, optimize workforce development, and identify policy and infrastructure issues for economic developers to address. The technology partnership consolidates all of the Chamber’s tech-related existing business efforts under one umbrella.

GATP brings together 60 technology executives from the region under the GATP Advisory Board – meeting quarterly – and a working group of 15 to 20 executives that meets more frequently to identify next generation technology trends and develop a long-term strategy for the technology industry in Austin. The GATP partners are also active in providing advocacy at the local, state, and federal level on technology development and enhancement policies.

Technology executives are divided into Sector Industry Groups (SIG) based on their principal business sector; each SIG determines an appropriate agenda of activities and responsibilities to be executed by members and Chamber staff to grow that cluster.